

BUDGET TO

Toronto Public Library

2022 Operating Budget and
2022-2031 Capital Budget & Plan
Briefing to Budget Committee

January 19, 2022

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Toronto Public Library Services



Toronto Public Library provides free and equitable access to services that meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming environment.



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



Toronto Public Library– Outcomes



Online programs

96% learned something new

91% would participate in future TPL programs

39% were new or lapsed library customers

2,300+ programs delivered

150,000 attendees/ views

“ This is a fantastic way of allowing us to continue to use our library for all sorts of learning.

Amazing - I am learning Anishinaabemowin ... Thank you TPL for helping to share, teach and preserve this priceless language. ”



Seniors Tech Help

On-demand and appointment-based support to:

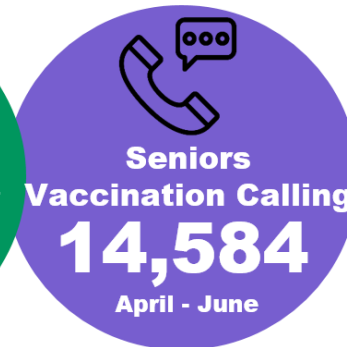
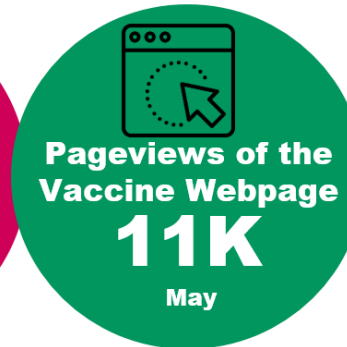
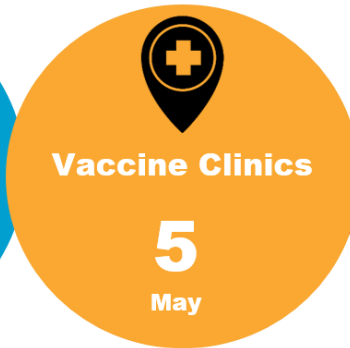
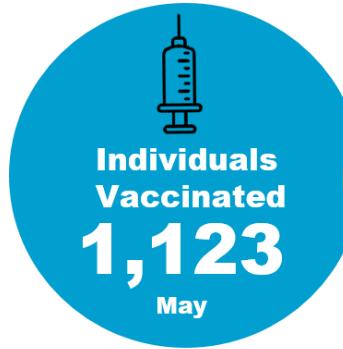
- connect seniors with their families and friends online
- provide seniors with device basics help
- help seniors access TPL digital resources

“ The Seniors Tech Help must be kept so we seniors can get the help we need. I had a 50 minute talk with one young man who helped me learn to sync my overdrive books to my Kobo. I have had many operations and am 82 years old so I need to be able to talk to a person who understands my problem and can talk me through to the solution.

Thank you so much for the service provided by TPL to seniors such as myself during these many months. Being 81 years of age, I found myself being pretty special in that someone “cared” about our well being. ”

Toronto Public Library– Outcomes

TPL has supported the community with critical social services throughout the pandemic. **The library partnered with Ontario Health to boost vaccine confidence and vaccination rates.**



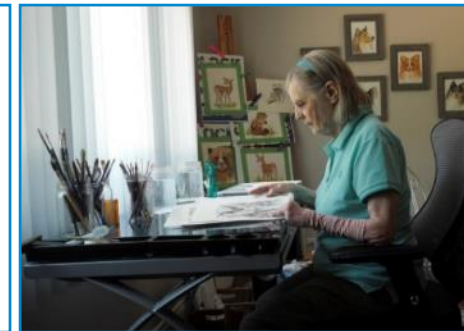
TPL continues to design **outreach campaigns** to meet the shifting needs of Torontonians brought about by the pandemic.



Outreach for Children
11,231
participants/
attendees*



Outreach for Youth
6,096
participants/
attendees*



Seniors Wellness Check-In
13,253
participants/
attendees*

*January-July 2021

Toronto Public Library – Community Supports

2021 partnerships & community supports

- Social Inclusion & Engagement
 - ~ Seniors wellness checks
 - ~ Care Kits and Sock distribution
 - ~ PRESTO card distribution
 - ~ Washroom access during closure restrictions
 - ~ Online Newcomer Settlement services
 - ~ Bloom Cam
 - ~ ArtworxTO / StrollTO installations
- + Vaccination Supports
 - ~ Seniors vaccination calls
 - ~ Mobile vaccine clinics
- Digital Access & Inclusion
 - ~ Internet Connectivity Kits
 - ~ WiFi Hotspot Lending
 - ~ Branch WiFi
 - ~ Seniors Tech Help service
- Literacy & Learning
 - ~ Online Adult Literacy service
 - ~ Online school outreach
 - ~ Online Leading to Reading service
- Food Security
 - ~ Food bank installations at two branches (Albion, Jane/Sheppard)

Toronto Public Library – Modernization

Ongoing technological innovation and operational efficiencies

- **2020-2024 Digital Strategy approved** by Library Board in January
- Launched **IT Security, Risk and Governance Program** to achieve a safe and secure IT environment, including protection from cyber security threats
- **Ongoing replacements/upgrades to telephony, applications and infrastructure** to reduce cost, improve performance, and increase user technology adoption
- Implementing a **Data & Analytics Program** to enable data-informed decisions

Customer service modernization

- Implemented **Digital Access Card (DAC)** for on-line registration to digital services
- Implemented new **Special Collections digital archive system** to improve archiving, presentation and discovery
- Implementing an **incident management system** to support Rules of Conduct guidelines and mitigate safety risks

2022 Budget Overview

| Operating Budget | | | | | | | |
|--------------------|-------------|------------------|-------------|---------------------|-------|-----------|-----------|
| \$ Thousands | 2021 Budget | 2021 Projection* | 2022 Budget | Chg from 2021 Proj. | | OUTLOOKS | |
| | | | | \$ | % | 2023 | 2024 |
| Revenues | \$17,460 | \$15,960 | \$19,020 | \$3,061 | 19.2% | \$18,517 | \$18,629 |
| Gross Expenditures | \$220,508 | \$214,008 | \$228,190 | \$14,182 | 6.6% | \$238,353 | \$245,618 |
| Net Expenditures | \$203,048 | \$198,048 | \$209,170 | \$11,122 | 5.6% | \$219,836 | \$226,988 |

*Projection based on 9 Month Variance

10 Year Capital Budget & Plan

| \$ Thousands | 2022 | 2023-2031 | Total |
|--------------------|----------|-----------|-----------|
| Gross Expenditures | \$50,625 | \$466,159 | \$516,784 |
| Debt | \$38,912 | \$321,954 | \$360,866 |

Note: Includes 2021 carry forward funding to 2022

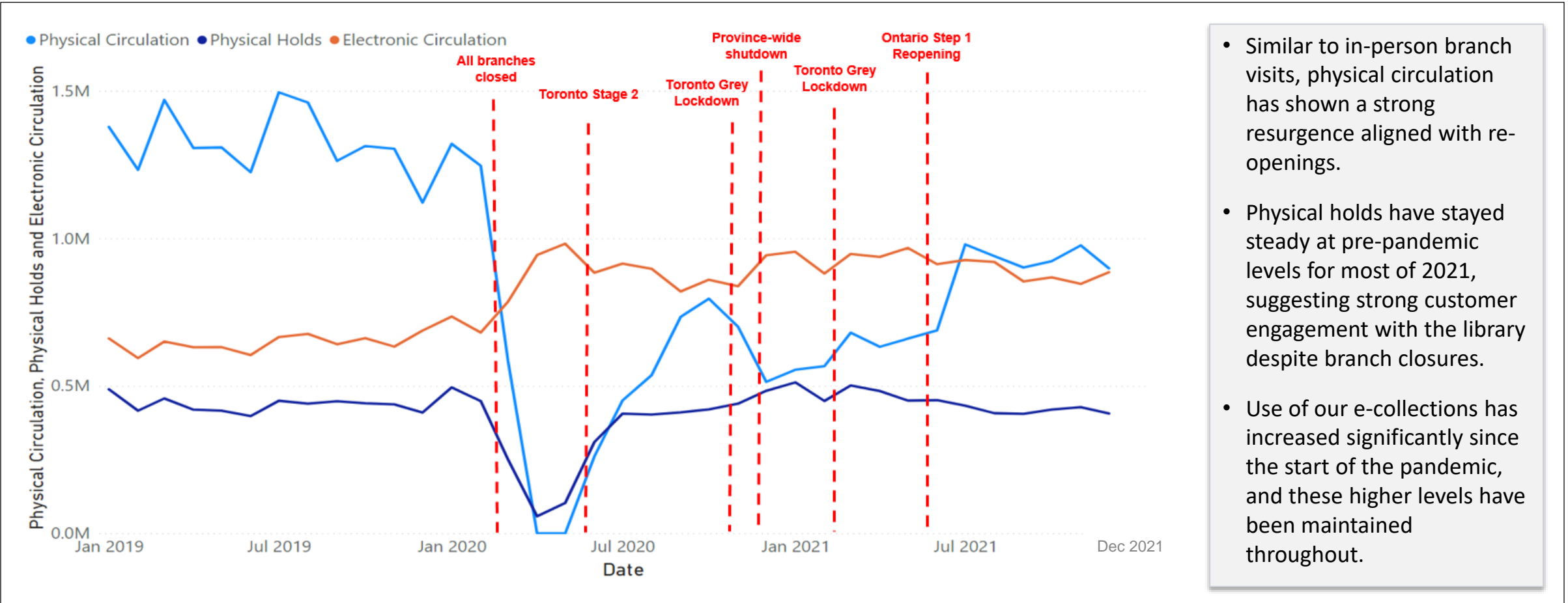
How Well We Are Doing

| Service | Measure | 2019 Actual | 2020 Actual | 2021 Target | 2021 Projection | Status | 2022 Target | 2023 Target |
|-------------------------|--|-------------|-------------|-------------|-----------------|--------|-------------|-------------|
| Outcome Measures | | | | | | | | |
| Toronto Public Library | Physical circulation per capita | 7.8 | 4.3 | 7.3 | 4.3 | ● | 6.0 | 6.7 |
| Toronto Public Library | eBook and eAudiobook circulation per capita | 2.7 | 3.8 | 3.6 | 4.0 | ● | 3.9 | 4.0 |
| Toronto Public Library | User satisfaction with variety of programs and classes offered | 83% | 83% | 83% | 83% | ● | 83% | 83% |

| Service | Measure | 2019 Actual | 2020 Actual | 2021 Target | 2021 Projection | Status | 2022 Target | 2023 Target |
|-------------------------|---|-------------|-------------|-------------|-----------------|--------|-------------|-------------|
| Service Measures | | | | | | | | |
| Toronto Public Library | Library open hours | 265,672 | 150,091 | 272,500 | 165,756 | ● | 279,391 | 279,391 |
| Toronto Public Library | Library materials budget per capita | \$6.88 | \$6.99 | \$6.80 | \$7.09 | ● | \$7.25 | \$7.38 |
| Toronto Public Library | User satisfaction with the variety of books and other materials available | 88% | 88% | 88% | 88% | ● | 88% | 88% |

How Well We Are Doing – Circulation

Physical circulation shows strong resurgence aligned with reopenings



Toronto Public Library – eCollections

Use of digital collections continues to increase

Collections: 2021 vs. 2020 (and vs. 2019)



E-Circulation

(OverDrive, Hoopla, RB Digital, Kanopy)

6% ↑
total checkouts +
circulation + plays

(41% increase over
same period 2019)

75,751 new users
10,901,451 total checkouts +
circulation + plays



E-Learning

(BrainFuse, Mango Languages, Gale Courses)

1% ↑

(59% increase over
same period 2019)

465,629 sessions



E-Newspapers

(PressReader, NY Times, Toronto Star archive, Globe & Mail archive)

8% ↑

(72% increase over
same period 2019)

333,588 click-throughs



Digital Resources + Other Web databases

(Ancestry, Consumer Reports, JSTOR, Academic OneFile)

13% ↑

(47% increase over
same period 2019)

3,721,737 pageviews

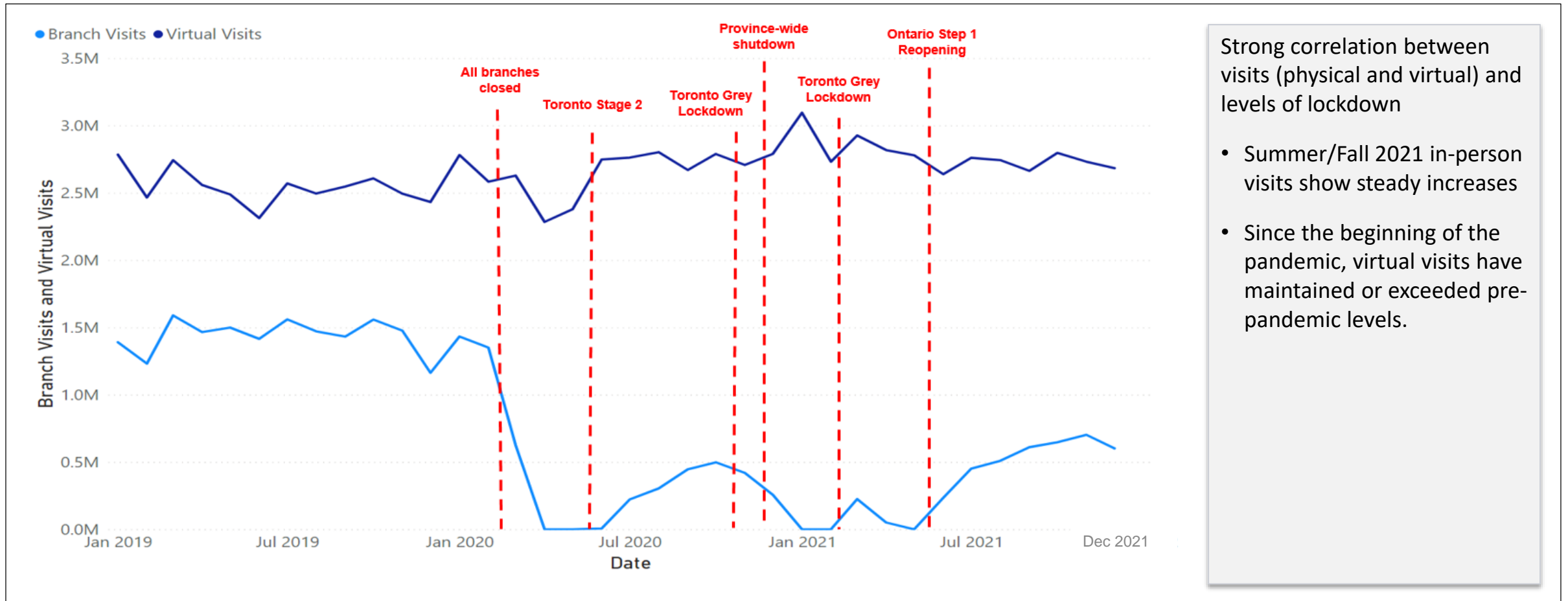
837,205 sessions
1,094,509 searches

How Well We Are Doing

| Service | Measure | 2019 Actual | 2020 Actual | 2021 Target | 2021 Projection | Status | 2022 Target | 2023 Target |
|------------------------|--|-------------|-------------|-------------|-----------------|--------|-------------|-------------|
| Other Measures | | | | | | | | |
| Toronto Public Library | Well maintained spaces to improve customer experience (total virtual + physical visits) | 47.7 M | 37.5 M | 46.7 M | 37.8 M | ● | 46.4 M | 51.1 M |
| Toronto Public Library | Youth Hubs to support youth and address goals of the Toronto Poverty and Youth Equity Strategy | 13 | 23 | 23 | 23 | ● | 24 | 25 |
| Toronto Public Library | Total Operating Cost per Library use | \$1.94 | \$2.82 | \$2.34 | \$3.63 | ● | \$2.60 | \$3.02 |
| Toronto Public Library | Torontonians who agree public libraries are an important resource for the community | 90% | 90% | 90% | 90% | ● | 90% | 90% |

How Well We Are Doing – Visits

Steady increase in in-branch visits as stepped reopening continues



2022 Key Risks and Challenges

- COVID impact: reduced revenues, increased costs, unpredictable impact on operations and staffing
- Digital Services Modernization
 - Accelerate digital capabilities
 - Increase cyber security controls
 - Improve data driven decision-making
- Contract pressures, economic increases
- Establishing an Asset Replacement reserve
- Support equity and inclusion, especially for vulnerable populations, through poverty reduction initiatives

2022 Priority Actions

welcome 

Fully reinstate services while ensuring a safe and healthy environment for staff and customers.

Encourage customers to return to their branch and help them understand all TPL has to offer.



Advance TPL's digital strategy to create a modern, connected and sustainable data and technology environment that is transformation-ready; improve customer/employee experiences



Develop hybrid models of digital/in-person service delivery; continue to add digital services and community-based services as needed. Expansion of digital literacy and access.



Support the City's equity, poverty reduction and economic recovery objectives, with a focus on fines elimination and support for vulnerable communities; improved accessibility to physical space



Improve TPL's Employee Experience

- Productivity & collaboration tools and processes
- DE&I and digital literacy training and education

Climate Lens

Opening up our public space:

- Reimagining our spaces and services to ensure our branches are places of refuge during extreme weather situations
- Using latest design and construction technologies to create and operate buildings that are sustainable, environmentally friendly, and climate resilient

OPERATING

- Groundskeeping – transition from gas-powered to electric or manual equipment
- Garden design – low water, native plantings
- Energy efficiencies – retrofitting of LED lighting; incorporating Smart building technology in new branch builds

CAPITAL

- All projects strive to achieve highest levels of TO Green Standards; conduct net zero & geothermal feasibility studies on all new projects since 2020
 - Centennial & Dawes Road branches will achieve net zero carbon, and have geothermal heating/cooling
 - Bridlewood incorporating solar panels
- HVAC – Replacing HVAC units system-wide for top efficiency
- Green roofs incorporated into new designs where possible

Climate Lens

2022 Climate Initiatives proposed in the Capital Budget

| Initiatives proposed in the 2022 Capital Budget | Supports | | (\$000s) | |
|---|-----------------------|-----------------------------|-------------|------------------------|
| | Reduces GHG Emissions | Improves Climate Resiliency | 2022 Budget | 2023-2031 Capital Plan |
| Existing Projects (Based on 2021 - 2030 Capital Budget and Plan) | | | | |
| Climate Initiatives Projects - see project listing on slide 33 | Yes | Yes | 12,016.0 | 204,691.0 |
| Changes to Existing Projects (Increases and Decreases) | | | | |
| Climate Initiatives Projects - see project listing on slide 33 | Yes | Yes | 6,547.0 | 93,664.0 |
| New Projects added to the 2022 - 2031 Capital Budget and Plan | | | | |
| Pleasant View - construction phase | Yes | Yes | | 4,031.0 |
| St. Lawrence - Interim Relocation | Yes | Yes | | 3,240.0 |

*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately

2022 Operating Budget Submission

Toronto Public Library

2022 Operating Budget

| (In \$000s) | 2020 Actual | 2021 Budget | 2021 Projection* | 2022 Base Budget | 2022 New / Enhanced | 2022 Budget | Change v. 2021 Projection | |
|---------------------------------|------------------|------------------|------------------|------------------|---------------------|------------------|---------------------------|--------------|
| By Service | \$ | \$ | \$ | \$ | \$ | \$ | \$ | % |
| Revenues | | | | | | | | |
| Toronto Public Library | 21,875.4 | 17,459.7 | 15,959.7 | 19,620.4 | (600.0) | 19,020.4 | 3,060.7 | 19.2% |
| Total Revenues | 21,875.4 | 17,459.7 | 15,959.7 | 19,620.4 | (600.0) | 19,020.4 | 3,060.7 | 19.2% |
| Expenditures | | | | | | | | |
| Toronto Public Library | 209,948.0 | 220,508.0 | 214,008.0 | 228,190.4 | | 228,190.4 | 14,182.4 | 6.6% |
| Total Gross Expenditures | 209,948.0 | 220,508.0 | 214,008.0 | 228,190.4 | | 228,190.4 | 14,182.4 | 6.6% |
| Net Expenditures | 188,072.6 | 203,048.3 | 198,048.3 | 208,570.0 | 600.0 | 209,170.0 | 11,121.7 | 5.6% |

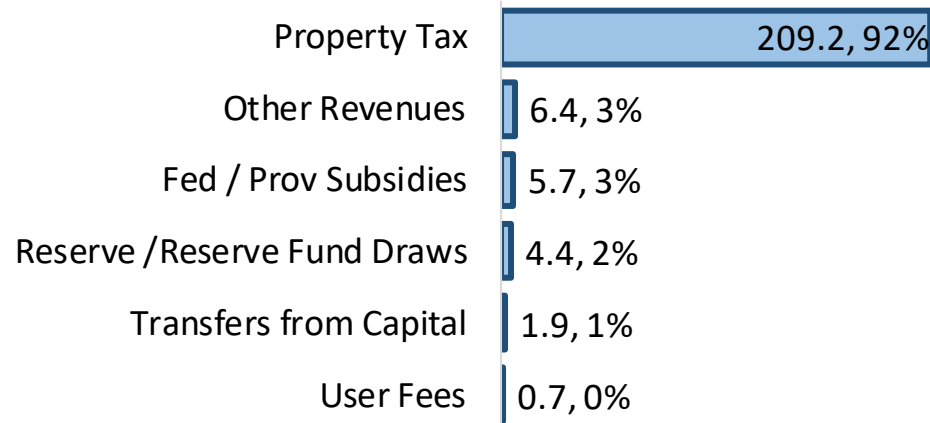
*Projection based on 9 Month Variance

| 2022 Operating Budget | | |
|-----------------------|--------------|-------------|
| Change vs 2021 Budget | | |
| | \$ Millions | % |
| Base Budget Increase | 0.742 | 0.3% |
| COVID Impact | 4.779 | 2.4% |
| Enhancements | 0.600 | 0.3% |
| Total | 6.122 | 3.0% |

How the Budget is Funded

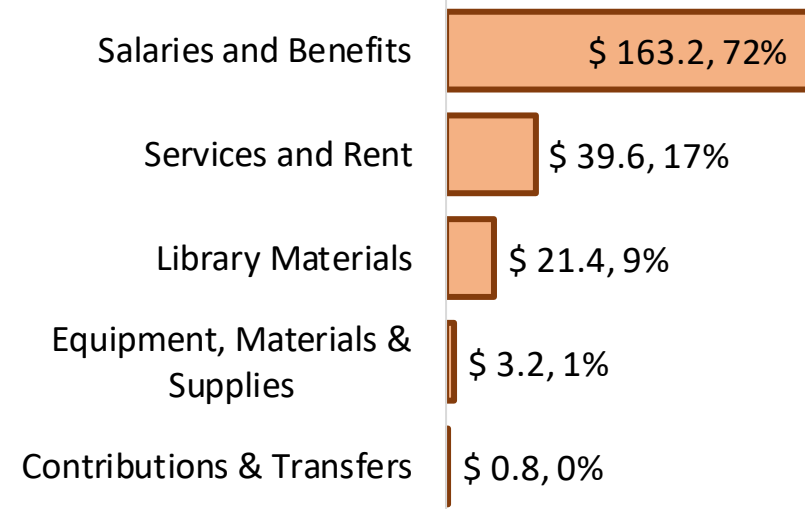
Where the Money Comes From

In \$ Millions



Where the Money Goes

In \$ Millions



- Salaries and Benefits accounts for 72% of TPL's budget and is subject to collective agreement
- Other budget increases related to contracts and COVID-19-related health and safety
- The Public Libraries Act requires free publicly funded library service

New / Enhanced



\$0.900 M in new investments for elimination of teens & adults overdue fines



\$0.600 M partial funding from City supporting Poverty Reduction Strategy



\$0.300 M contributed through fundraising by TPL Foundation

2022-2031 Capital Budget & Plan Submission

Toronto Public Library

Capital Assets to Deliver Services

Buildings

- 100 branches and 2 service buildings, total 1.9 million sq. feet
- Replacement value - \$1.7 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 - \$41 million

Vehicle Fleet

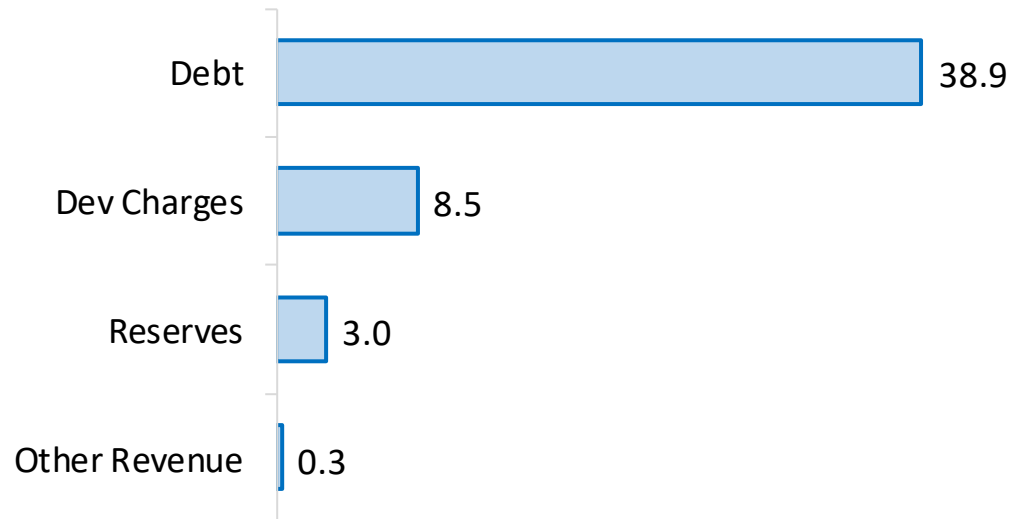
- 44 vehicles (including 2 bookmobiles)
- Replacement value - \$4.2 million

2022 Capital Program Breakdown - \$50.6 Million

Where the Money Comes From

2022 Capital Budget

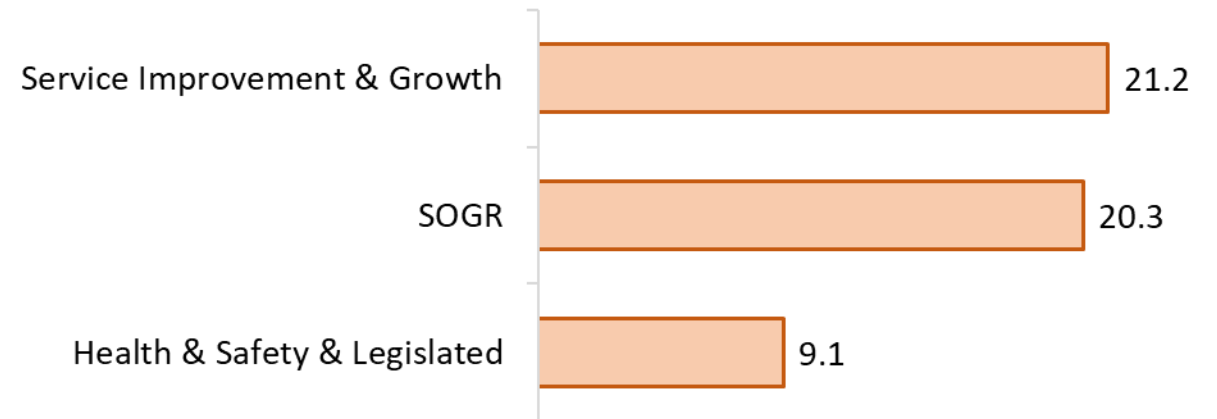
In \$ Millions



Where the Money Goes





2022 Capital Budget

In \$ Millions



\$516.8 Million 10-Year Gross Capital Program

Capital Needs Constraints of \$33.8 Million

|  |  |  |  |
|---|--|---|--|
| Aging Infrastructure Maintenance | Branch Expansion | Information Technology | Modernization and On-Line Services |
| \$189.2 M <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 37% | \$220.8 M <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 43% | \$58.7 M <input checked="" type="checkbox"/> 11% | \$48.1 M <input checked="" type="checkbox"/> 9% |
| Branch Renovations Structural maintenance Building systems Accessibility retrofits | Branch relocations Branch renovations and expansions | Workstations Servers Networks Printers | Self-service fines payments at self-checkout stations & online Customer service modernization |

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction* - Project includes social procurement spending

*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately

How the 10-Year Capital Program is Funded

| City of Toronto | | Provincial Funding | Federal Funding |
|---------------------------------|-----------------|---------------------------|---------------------------|
| \$516.8 M 100% | | \$0 M 0% | \$0 M 0% |
| Debt | \$ 360.9 M, 70% | | |
| Reserve / Reserve Funds | \$ 10.7 M, 2% | | |
| Development Charges | \$ 142.8 M, 28% | | |
| Other | \$2.5M, 0.5% | | |

Thank You

Appendices

COVID-19 Financial Impact - Operating

| In \$ Thousands | | | | |
|---|----------------|------------------|----------------|----------------|
| COVID-19 Impacts | 2021 Net | 2022 | | |
| | | Revenues | Gross | Net |
| Revenue Loss | | | | |
| Revenue loss | 3,632.6 | (1,554.0) | (79.5) | 1,474.5 |
| Sub-Total | 3,632.6 | (1,554.0) | (79.5) | 1,474.5 |
| Expenditure Increase | | | | |
| Replacement and usage of MERV13 filters | | | 655.0 | 655.0 |
| Janitorial services and supplies impact | 1,300.0 | | 650.0 | |
| Guard services impact | 1,000.0 | | 2,000.0 | 2,000.0 |
| Sub-Total | 2,300.0 | | 3,305.0 | 3,305.0 |
| Total COVID-19 Impact | 5,932.6 | (1,554.0) | 3,225.5 | 4,779.5 |

Impacts and Recovery

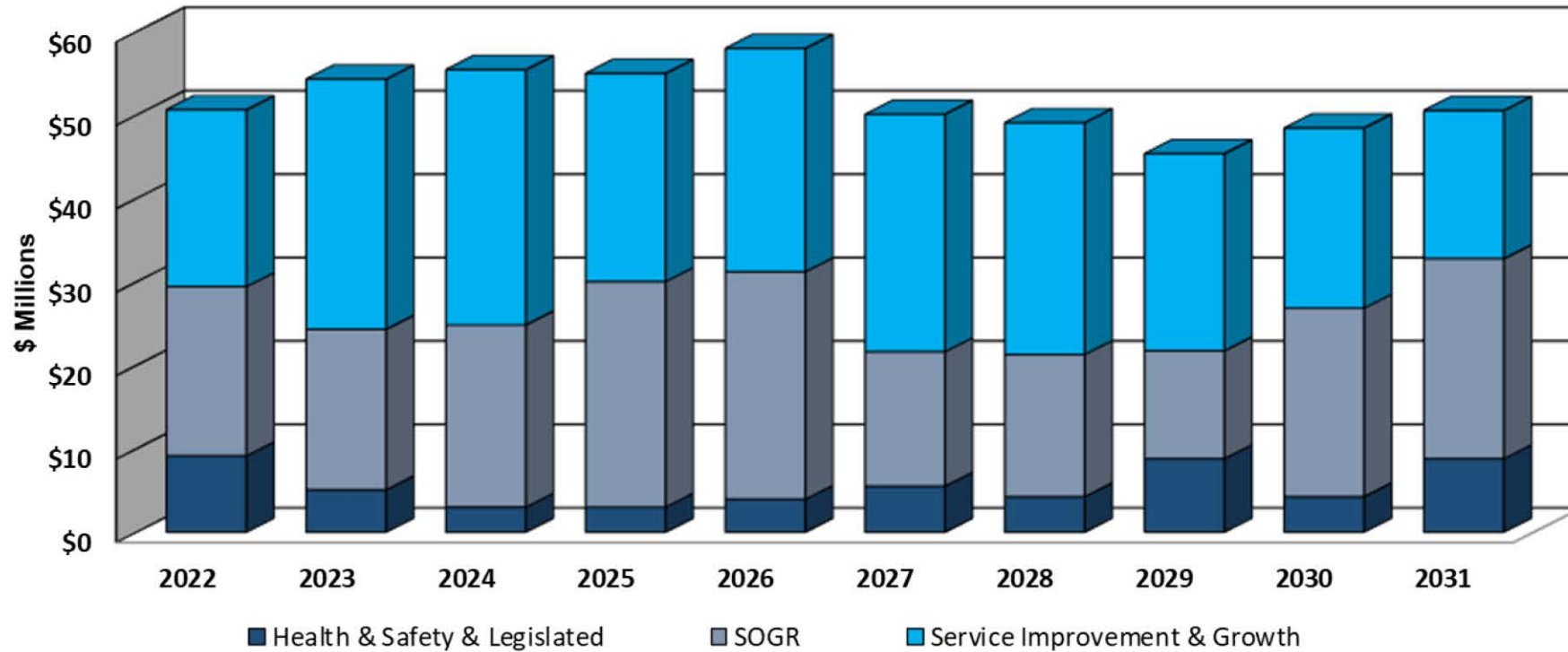
2022 Budget

- Reduced revenue from venues, room rentals, print and tenants
- Increased HVAC maintenance costs from change in filter type and replacement frequency
- Increased janitorial services and supplies (PPE)
- Increased guard services

2021 Forecast vs. Budget

- Revenue loss higher than budget
- Guard services cost higher than budget
- Janitorial costs in line with budget

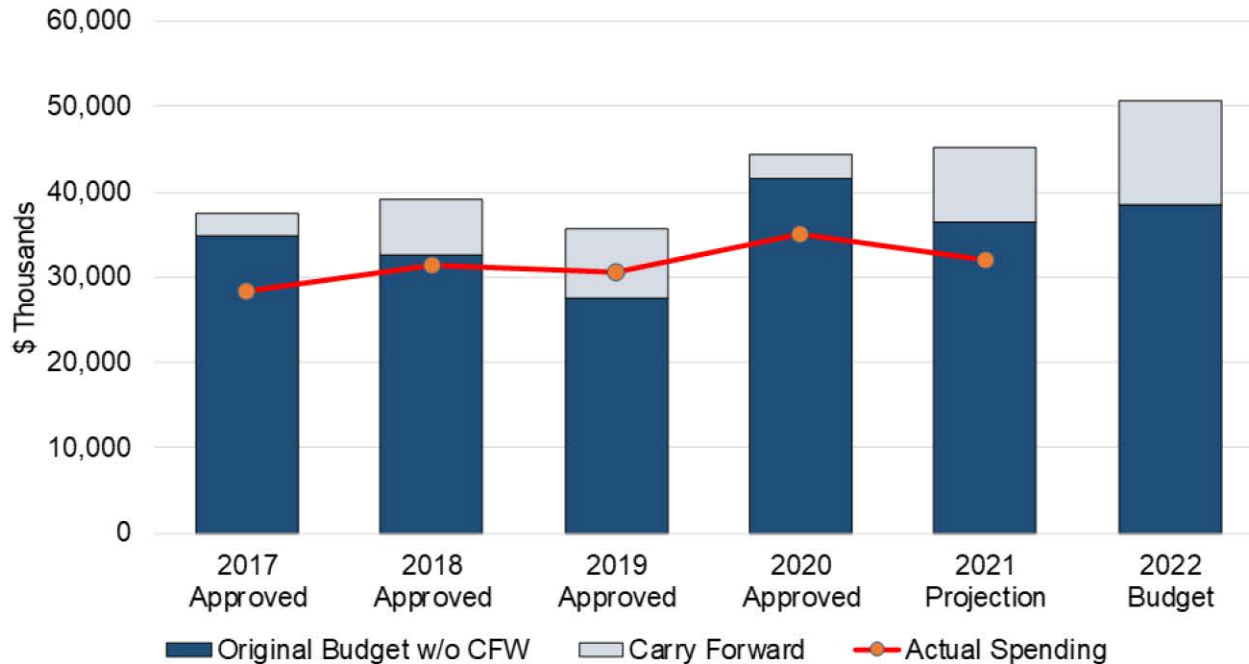
2022 – 2031 Capital Budget & Plan by Project Category



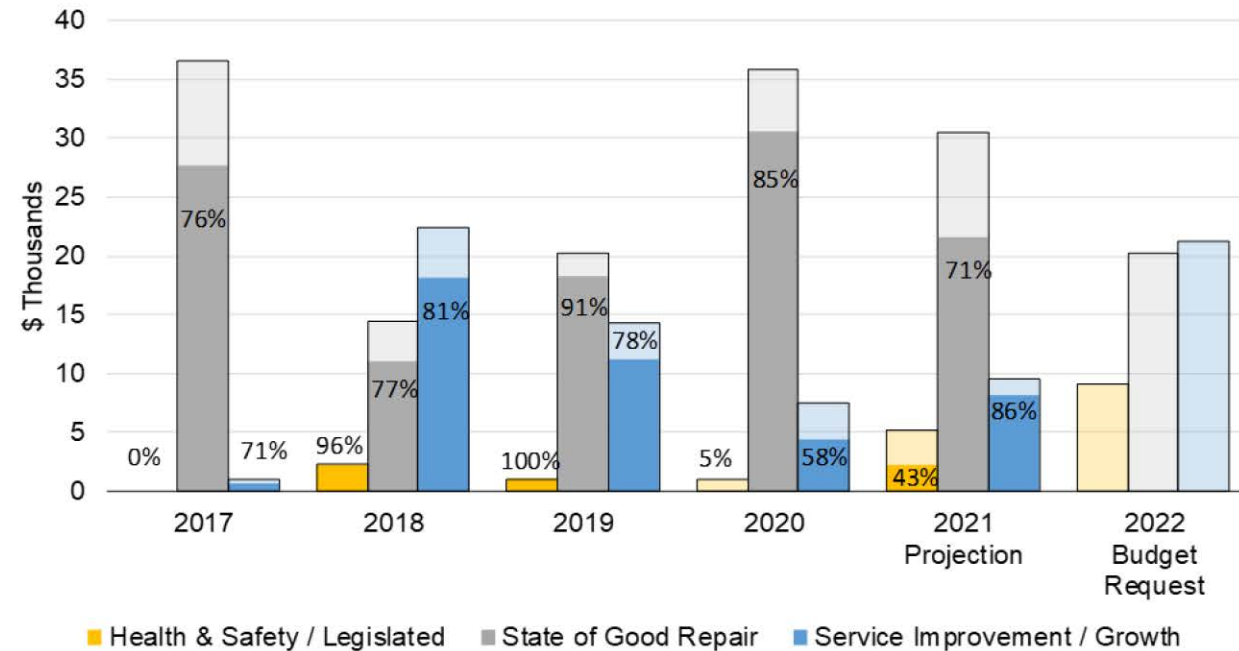
| 2022 - 2031 Staff Recommended Capital Budget and Plan by Category | | | | | | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| \$ Millions | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | Total |
| Health & Safety & Legislated | 9.1 | 5.1 | 3.0 | 3.0 | 3.9 | 5.5 | 4.2 | 8.8 | 4.2 | 8.8 | 55.7 |
| SOGR | 20.3 | 19.2 | 21.8 | 27.0 | 27.3 | 16.1 | 17.0 | 12.9 | 22.6 | 24.0 | 208.4 |
| Service Improvement & Growth | 21.2 | 30.0 | 30.6 | 25.0 | 26.8 | 28.5 | 27.8 | 23.6 | 21.6 | 17.8 | 252.7 |
| Total | 50.6 | 54.3 | 55.4 | 55.0 | 58.0 | 50.1 | 49.1 | 45.4 | 48.4 | 50.5 | 516.8 |

Capacity to Spend

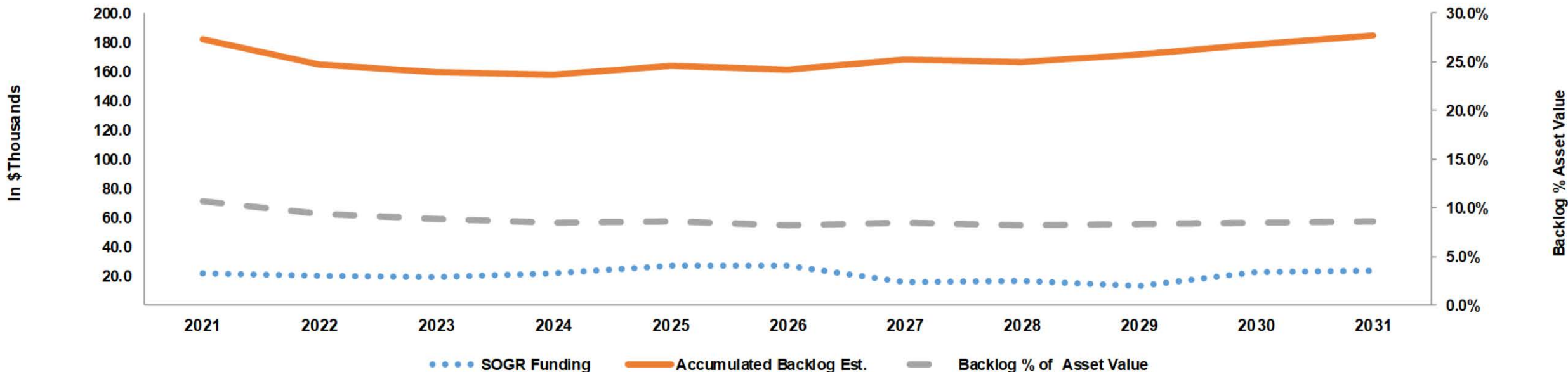
Carry Forward Impact Vs. Capacity to Spend



Budget Vs. Actual Spending by Category



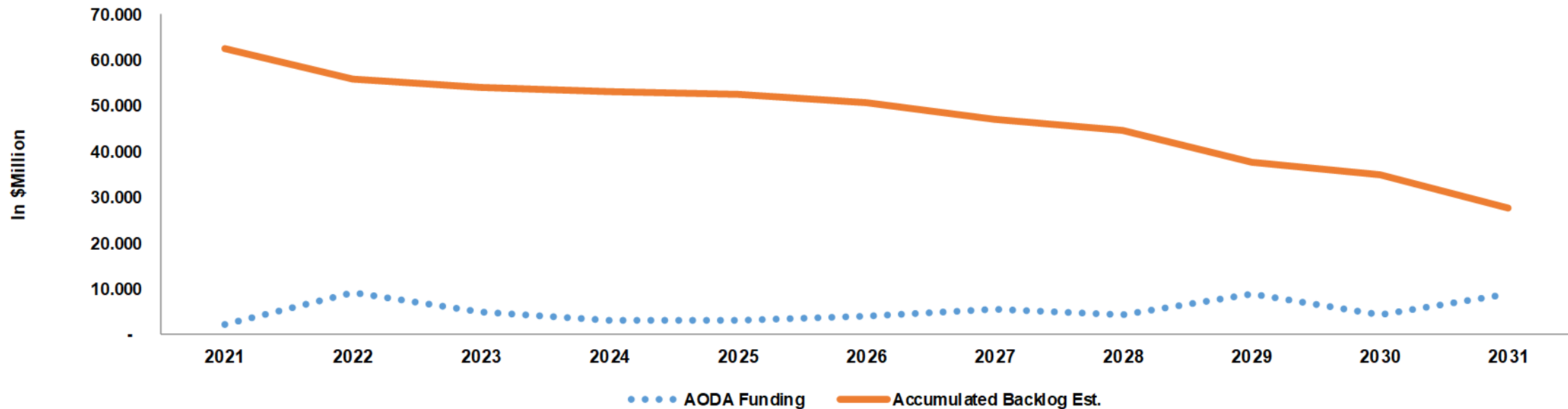
State of Good Repair (SOGR) Funding and Backlog



| \$ Thousands | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| SOGR Funding | 21.6 | 20.3 | 19.2 | 21.8 | 27.0 | 27.3 | 16.1 | 17.0 | 12.9 | 22.6 | 24.0 |
| Accumulated Backlog Est. | 182.1 | 164.8 | 159.5 | 157.5 | 163.8 | 161.3 | 168.1 | 166.2 | 172.0 | 178.1 | 184.2 |
| Backlog % of Asset Value | 10.7% | 9.4% | 8.9% | 8.5% | 8.6% | 8.3% | 8.5% | 8.2% | 8.3% | 8.4% | 8.6% |
| Total Asset Value | 1,696.8 | 1,747.7 | 1,800.1 | 1,854.1 | 1,909.7 | 1,947.9 | 1,986.9 | 2,026.6 | 2,067.2 | 2,108.5 | 2,150.7 |

- Property Condition Assessment was completed in 2020
- At the end of 10 years the SOGR backlog will increase from \$182.1 million to \$184.2 million
- Backlog as % of asset value steady due to assumption of asset value increases over time

Accessibility for Ontarians with Disabilities Act (AODA) Funding and Backlog



| \$ Million | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|--------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| AODA Funding | 2.240 | 9.139 | 5.067 | 2.994 | 2.984 | 3.933 | 5.488 | 4.241 | 8.791 | 4.241 | 8.791 |
| Accumulated Backlog Est. | 62.550 | 55.912 | 54.050 | 53.218 | 52.362 | 50.524 | 47.059 | 44.700 | 37.696 | 34.963 | 27.570 |

- At the end of 10 years the AODA backlog will decrease from \$62.5 million to 27.6 million

2022 Capital Budget & 2023 - 2031 Capital Plan Including Carry Forward Funding

| (In \$000s) | 2022 Budget | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2022 - 2031 Total | Health & Safety & Legislated | SOGR | Growth & Improved Service |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------------|------------------------------|----------------|---------------------------|
| Albert Campbell Renovation | 3,385 | 1,124 | | | | | | | | | 4,509 | 1,246 | 3,263 | |
| Answerline & Community Space Rental Modernization | 744 | | | | | | | | | | 744 | | | 744 |
| Barbara Frum Renovation | | 375 | 579 | 3,344 | 5,166 | 5,321 | 3,654 | | | | 18,439 | 1,026 | 17,413 | |
| Bayview - Bessarion Relocation & Expansion | 3,035 | 500 | | | | | | | | | 3,535 | 873 | | 2,662 |
| Bridlewood Relocation & Expansion | 2,534 | 6,362 | | | | | | | | | 8,896 | 723 | | 8,173 |
| Centennial Renovation & Expansion | 1,505 | 6,600 | 5,948 | 2,500 | | | | | | | 16,553 | 454 | | 16,099 |
| Christie Site | | | | | | | | | | 67 | 67 | | | 67 |
| Dawes Road Reconstruction and Expansion | 448 | 4,866 | 7,519 | 7,744 | 5,318 | | | | | | 25,895 | 984 | | 24,911 |
| Deer Park Relocation and Expansion | 144 | | | | | | | | | | 144 | | | 144 |
| Digital Experiences | 1,961 | 2,204 | 1,856 | 1,696 | 1,642 | 2,060 | 1,765 | 1,703 | 1,767 | 2,505 | 19,159 | | | 19,159 |
| Etobicoke Civic Centre New Construction | 299 | 564 | 6,069 | 6,761 | 6,964 | 9,558 | | | | | 30,215 | | | 30,215 |
| High Park Renovation & Expansion | 244 | 418 | 172 | | 3,701 | 6,100 | 5,498 | | | | 16,133 | 1,927 | | 14,206 |
| Lillian H Smith Renovation & Expansion | | | 745 | 1,278 | 527 | 1,194 | 6,681 | 9,175 | 11,813 | 9,734 | 41,147 | 2,332 | | 38,815 |
| Maryvale Relocation & Expansion | 1,735 | | | | | | | | | | 1,735 | 982 | | 753 |
| Mimico Renovation & Expansion | | | | | | 310 | 532 | 219 | 3,596 | 5,556 | 10,213 | 6,039 | 4,174 | |
| Multi-Branch Renovation Pgm - SOGR | 6,032 | 5,557 | 5,230 | 4,793 | 4,940 | 5,060 | 5,260 | 5,417 | 5,580 | 7,954 | 55,823 | | 55,823 | |
| Multi-Branch Renovation Pgm - Accessibility Retrofit | 3,286 | 2,642 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 17,928 | 17,928 | | |
| North York Central | 1,134 | | | | | | | | | | 1,134 | | 1,134 | |
| Northern District - Streetscaping | 914 | | | | | | | | | | 914 | | 914 | |
| Northern District Renovation | 275 | 430 | 3,187 | 5,253 | 4,734 | | | | | | 13,879 | 538 | 13,341 | |
| Parkdale Relocation and Expansion | | 502 | 862 | 355 | 5,940 | 9,177 | 9,452 | 6,490 | | | 32,778 | 983 | | 31,795 |
| Parliament Street Relocation and Expansion | | | 396 | 680 | 280 | | 4,889 | 7,553 | 7,780 | 5,342 | 26,920 | 4,348 | | 22,572 |
| Perth Dupont Relocation & Expansion | 1,398 | 3,359 | | | | | | | | | 4,757 | 1,521 | | 3,236 |
| Pleasant View Library Renovation & Expansion | 268 | 368 | 1,986 | 2,045 | | | | | | | 4,667 | 450 | | 4,217 |
| Port Lands New Construction | | | | | | | | | 451 | 698 | 1,149 | | | 1,149 |
| Richview Building Elements | 719 | 1,212 | 1,554 | | | | | | | | 3,485 | | 3,485 | |
| Sanderson Neighbourhood Library Renovation | | | | 368 | 632 | 261 | 1,230 | 4,504 | 6,959 | 7,167 | 21,121 | 5,382 | 15,739 | |
| Service and Digital Modernization | 7,000 | 6,615 | 4,959 | 2,130 | 1,160 | 1,189 | 1,218 | 1,249 | 1,286 | 1,351 | 28,157 | | | 28,157 |
| St. Lawrence Interim Relocation | | 54 | 83 | 751 | 1,237 | 1,115 | | | | | 3,240 | 595 | | 2,645 |
| St. Lawrence Relocation & Expansion | | | | | | | | | | 561 | 561 | | | 561 |
| Technology Asset Management Program | 5,180 | 6,914 | 6,133 | 5,776 | 6,815 | 5,236 | 5,391 | 5,550 | 5,707 | 5,996 | 58,698 | | 58,698 | |
| TRL Renovation | 3,646 | 3,126 | 3,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,101 | 23,873 | 4,806 | 19,067 | |
| Weston Renovation & Expansion | 303 | 502 | 3,647 | 6,011 | 5,417 | | | | | | 15,880 | 1,513 | 14,367 | |
| Wychwood Renovation and Expansion | 2,468 | | | | | | | | | | 2,468 | | | 2,468 |
| York Woods Renovation & Expansion | 1,968 | | | | | | | | | | 1,968 | 1,019 | 949 | |
| Total Expenditures (including carry forward from 2021) | 50,625 | 54,294 | 55,425 | 54,985 | 57,973 | 50,081 | 49,070 | 45,360 | 48,439 | 50,532 | 516,784 | 55,669 | 208,367 | 252,748 |

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

☑ - Project includes social procurement spending

*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately

Capital Needs Constraints

Capital Needs Constraints: \$33.772 Million, including:

- City Hall Library Relocation and Expansion (\$16.130 million)
- Danforth/Coxwell Library Relocation and Expansion (\$17.642 million)