

# BudgetTO

## Toronto Public Library

2024 Operating Budget and  
2024-2033 Capital Budget & Plan  
Briefing to Budget Committee

January 16, 2024

content, please contact us at [phone number] or [name]@toronto.ca.



Toronto Public Library (TPL) 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 and supportive environment.

# TPL Strategic Plan and 2024 Budget

- 1 Opening up our public space
- 2 Broadening Toronto's digital access and inclusion
- 3 Building pathways for workforce development
- 4 Providing the vital ingredients for a democratic society
- 5 Investing in staff and an innovative service culture

**1 Support an inclusive economic recovery** as part of the City's **recovery and rebuild** strategy

**2 Advance equity in the city and workplace**, supporting the shared outcomes of the City's equity strategies.

**3 Provide affordable, accessible and resilient digital supports** as a public service for all

**4 Implement strategies to ensure the safety and security** of TPL staff and customers in our welcoming and accessible public spaces

**5 Implement strategies to support community resilience and the mental health & well-being** of Torontonians, particularly the most vulnerable people and communities.

# TPL Strategic Plan and 2024 Budget

TPL strategic priorities		public space	digital inclusion & literacy	workforce development	a democratic society	public service excellence
City of Toronto Key Strategies	City of Toronto Corporate Strategic Plan	✓		✓		✓
	Raising the Village	✓	✓			
	Smart CityTO	✓	✓	✓	✓	✓
	TOcore	✓				
	Toronto Action Plan to Confront Anti-Black Racism	✓		✓		✓
	Toronto Civic Engagement Strategy	✓			✓	
	Toronto Newcomer Strategy	✓	✓	✓	✓	
	Toronto Poverty Reduction Strategy	✓	✓	✓	✓	
	Toronto Resilience Strategy	✓			✓	
	Toronto Seniors Strategy	✓	✓			
	Toronto Strong Neighbourhoods Strategy	✓	✓	✓	✓	
	Toronto Youth Equity Strategy	✓	✓	✓		
	Toronto's Recovery and Rebuild Strategy	✓	✓	✓	✓	✓
	Transform TO	✓				



**Our Health, Our City**

**Reconciliation Action Plan**

**SafeTO**

**Gender Equity Strategy (forthcoming)**

**city impact:** these are some of the long-term impacts that we are helping the city to achieve.

- ✓ Reduce poverty
- ✓ Increase equity
- ✓ Improve community safety
- ✓ Increase democratic participation
- ✓ Contribute to a low-carbon city
- ✓ Grow Toronto's economy



# TPL Strategic Plan and 2024 Budget

## tpl's digital strategy



### our ambition

To deliver exceptional digital value & experiences

### our commitment

To provide our staff and customers with the right combination of technologies and supports

### our approach

To create a modern, connected and sustainable data and technology environment that is transformation-ready

### our focus

#### 1 digital services & spaces

TPL has a vibrant digital presence that provides dynamic online services and physical spaces that are digitally advanced.

#### 2 unified customer experience

Consistent, personalized experiences across and between service touchpoints, driving customer satisfaction and anticipating changing expectations.

#### 3 connected workplace

A digitally-enabled workplace that improves ways of working, raises employee engagement and agility, and provides a consistent and positive employee experience.

#### 4 data-informed decisions

Data is accessible, information is meaningful and actionable, and analytics is a core capability of the organization.

#### 5 adaptive technology foundation

A secure, integrated, scalable technology environment that can enable TPL's current and future priorities.

### our journey of reinvention

2020

2021

2022

2023

2024

#### setting the direction

establish a unified digital direction, informed by assessment and leading practice

#### optimizing the foundation

strengthen our capabilities, processes and technologies to enable reinvention

#### enabling our transformation

invest in new technologies and capabilities to exceed customer expectations and enable innovation and growth

# How Well We Are Doing – Summary

- 1 Opening up our public space
- 2 Broadening Toronto's digital access and inclusion
- 3 Building pathways for workforce development
- 4 Providing the vital ingredients for a democratic society
- 5 Investing in staff and an innovative service culture

- **Steady increases in usage of TPL services** across all service areas this year. In some cases, nearing pre-pandemic levels
- Increased reliance on library services for **access to computers, internet and digital literacy supports**, particularly among youth, seniors and equity-deserving groups
- TPL continues to provide **important community supports**
- **Successfully breaking down barriers to access and improving service to equity-deserving groups**
- Making good progress on **modernizing our digital capabilities and business operations**
- **Significant progress in addressing safety and security issues** in our branches, through a multi-pronged, trauma-informed approach.

# How well we are doing – increasing demand

Steady increases in usage of TPL services across all service areas this year. In some cases, nearing pre-pandemic levels

↑  **visits**  
41.4 M

Branch visits gradually rising towards pre-pandemic levels.

9.6 million to branches  
31.8 million to tpl.ca

↑  **circulation**  
26.6 M

Physical circ seeing strong resurgence, with levels close to pre-pandemic numbers. High use of digital collections continues

15.8 million physical  
10.8 million electronic

↑  **membership**  
186,425

Card registrations are surpassing pre-pandemic levels

158,176 in branch  
28,250 digital access card

And more increases expected with economic uncertainty and expected downturn. During the last recession, TPL saw increased usage across a number of measures



- **Visits** to the library increased by **8%**
- **Use of library computers** increased **13%**
- **In-library use of materials** increased **12%**

# How Well We're Doing – increased reliance on in-branch services

In-branch library services are essential to **building digitally inclusive communities and supporting digital literacy.**

Torontonians who used technology at the library:

**61%** reported that it was their **only** access to **technology**

**76%** Indigenous customers

**73%** low income customers

Of those 61%:

**81%** reported that it was their **only** access to the **Internet**

**86%** youth, low income and Indigenous customers

**39%** used TPL technology services to access **online government services or resources**

**63%** Indigenous customers

**53%** low income customers

**52%** customers with disabilities

**82%** reported **increased digital comfort** as a result of technology access.

**88%** Indigenous customers

*I have learned a lot about how to use the computer. **This lesson has opened a new chapter in my life.** Now that I have the basic knowledge. 'I will not rest on my laurels.' I'll continue to build on what I've learned so far.*



# How Well We're Doing – increased reliance on in-branch services

In-branch library services support **social inclusion, and economic and academic success.**

- Space for vulnerable populations (esp. in extreme weather, use of washrooms)
- Meeting rooms and work / study spaces
- Youth Hub drop-in services (Jan – July 2023)
  - 94,366 teens accessed TPL's 24 Youth Hubs
  - 1,099 programs were offered with 10,809 participants
- In-person programming increasing since reinstatement in April, 2022
  - 33,163 programs / 642,331 attendees (2022 Apr – 2023 Jun)

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*Almost 60% of Youth Hub participants reported having discovered a new interest or learned about new opportunities to be involved in their communities.*

*Over 50% reported having met an adult in the program who acted as a mentor they could turn to for support.*

# How Well We Are Doing – Modernization

## improving customer experiences

## modernizing our digital services & business operations

### Ongoing technological innovation and operational efficiencies

- Operationalized **IT Security, Risk and Governance Program**, to improve cyber security threat awareness and reporting
- **Ongoing replacements/upgrades to telephony, applications and infrastructure** to reduce cost, improve performance, and increase user technology adoption
- **Leverage City investment with technology partnerships to improve services**

### Customer service modernization

- System-wide replacement of desktop computers for **Reserve a Computer (RAC)**
- Online **incident management system** to more efficiently manage and mitigate safety risks
- **Modernization of payment processing:** Integration between point-of-sale system, Integrated Library System and financial systems

# How Well We Are Doing – Modernization

## improving customer experiences

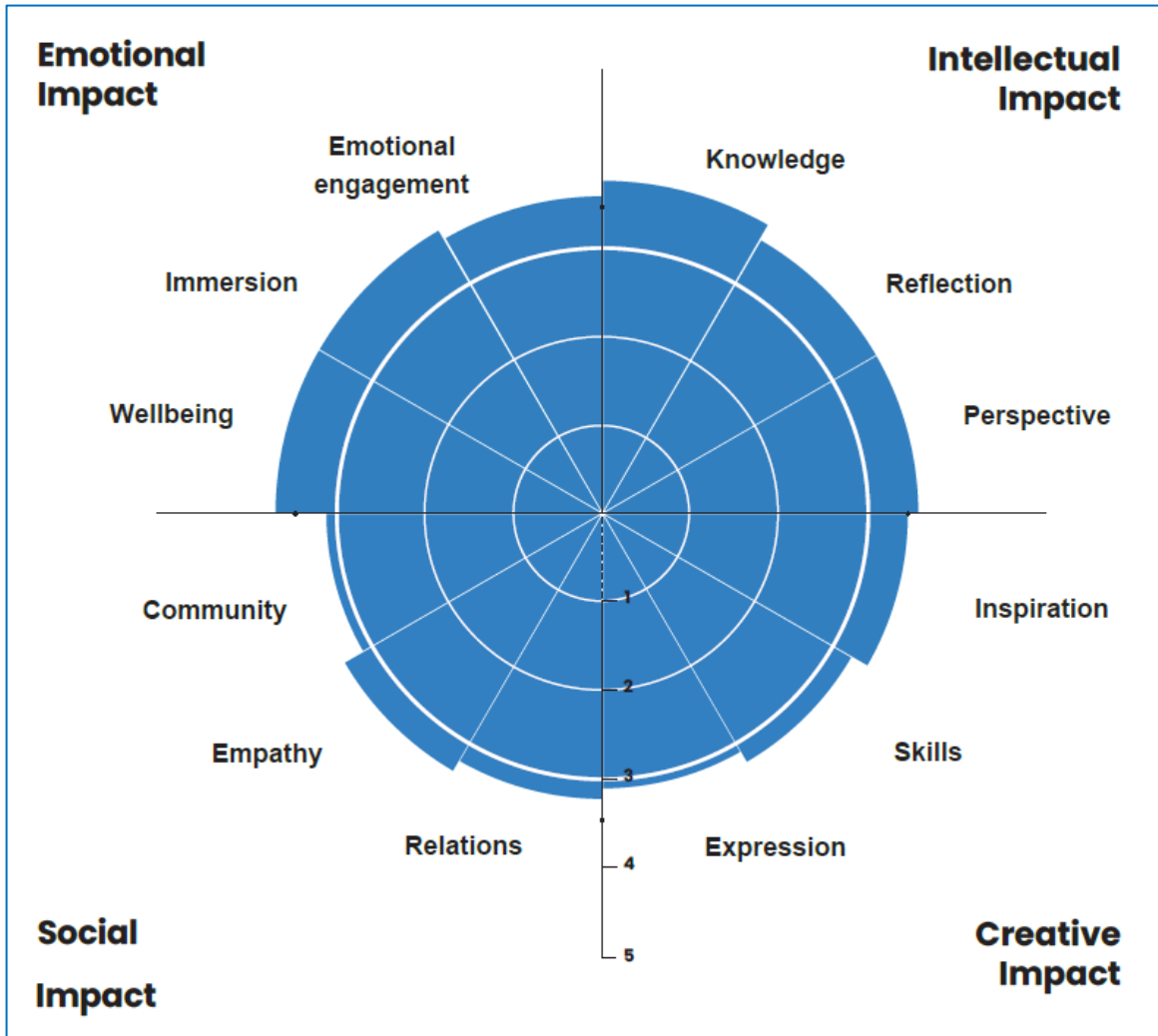
## modernizing our digital services & business operations

### Ongoing technological innovation and operational efficiencies

- Operationalized **IT Security, Risk and Governance Program**
  - + Established an Information Security Policy requiring annual security reports to the Board;
  - + Participation in the City of Toronto Cybersecurity Confirmation Program;
  - + More rigorous updating of application software, hardware and patching;
  - + IT staff dedicated to cybersecurity;
  - + Mandatory cybersecurity training for all staff.

- Engaged cybersecurity experts MNP to lead the investigation and recovery efforts.
- Focus on restoring systems and enhancing security – rebuilding each system, validating its integrity before bringing each one back online.
- Large, complex undertaking
  - hundreds of servers
  - thousands of public and staff computers
  - interconnectivity of systems and services
- **Advancing TPL Digital Strategy** – much of this work was planned, so has been accelerated as a result of the incident

# How Well We're Doing – Outcomes



## Social Impact Study measuring the value of library experiences

How **many** people visited the library?



How did the library **impact** its visitors?

How **many** items were checked out from the collection?



How did the collection **impact** library users?

How **many** people attended the event?

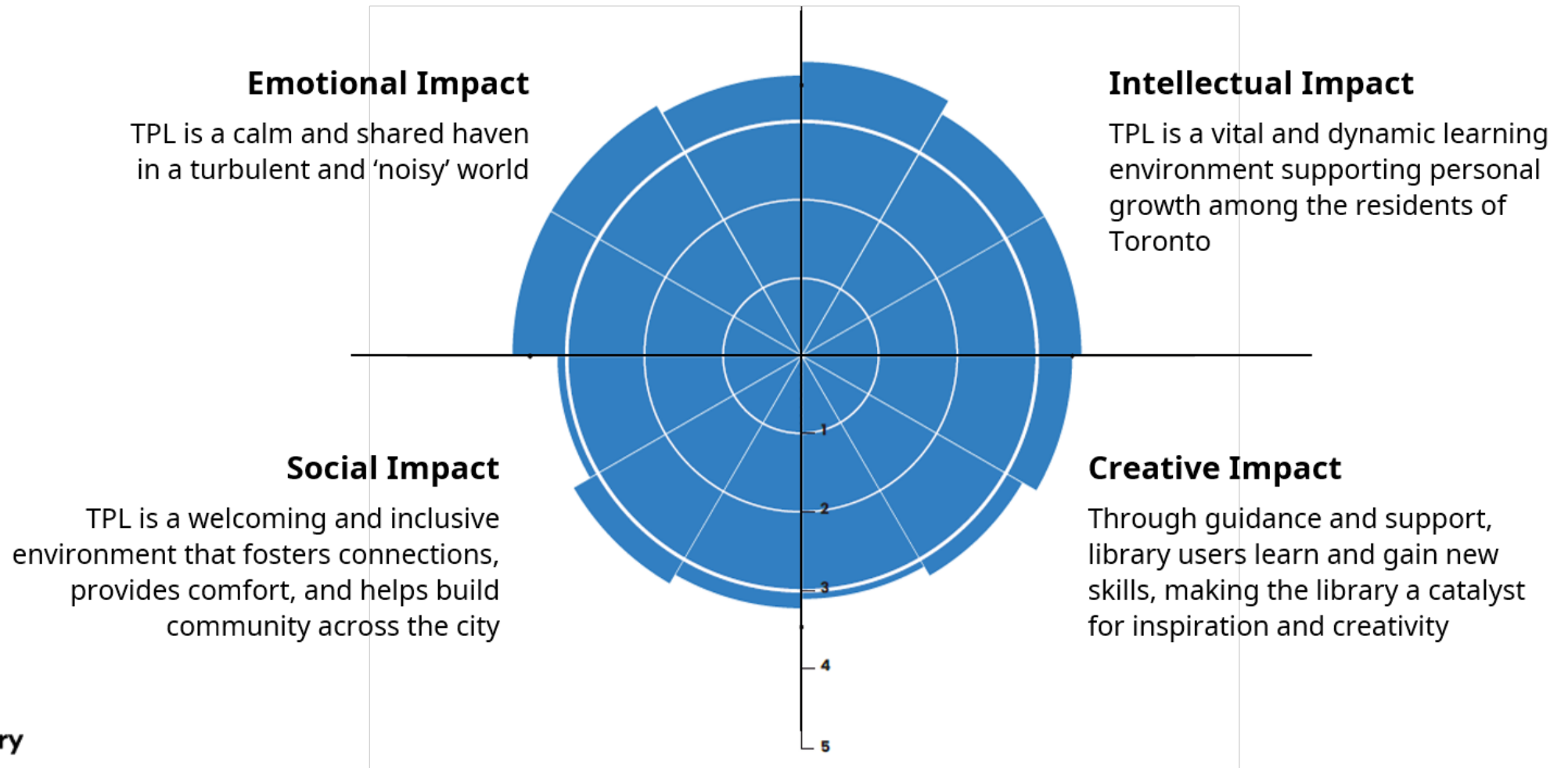


How did the event **impact** the participants?

# How Well We're Doing – Outcomes

## overall impact

TPL is a place where people grow and thrive





# How Well We're Doing – Focus on equity & inclusion

## 2023 partnerships & community supports

- Social Inclusion & Engagement
- Food Security
- Digital Access and Inclusion

## Mental health & well-being supports

- **Social service team** partnership with Gerstein Crisis Centre
- Service coordination with the **Toronto Community Crisis Service**
- **Naloxone** available in all branches with staff training
- **Washroom sensor pilot**
- **Staff training in trauma-informed service approaches**
- Dedicated staff for **service development to vulnerable populations**
- **Partnerships with TPH** including distribution of RAT tests in TPL branches
- **Social inclusion supports** integrated across all TPL service pillars

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As a community librarian, I've witnessed firsthand the transformative power of partnership and connection.

# How Well We're Doing – Focus on equity & inclusion

## Poverty reduction strategy initiatives

1. Implement the **TPL Open Hours Plan**
2. Build **free financial empowerment interventions** into TPL services
3. Implement a permanent **community librarian team**
4. Implement the recommendations of the **Youth Hubs** evaluation
5. Implement a **Social Service Team**
6. Implement **Food Security programming and service** initiatives
7. Distribute **free PRESTO cards** at TPL branches

## Newcomer Services

- **Settlement Services** in partnership with settlement agencies
- **Library Resources**
  - **Books, movies, music, digital content** and Welcome to the Library info in 40+ languages
  - **Citizenship practice tests** and IELTS study resources
  - Staff able to provide **service in any language** with Language Line, a global interpretation service
  - **Outreach initiatives** including providing free children's books and PRESTO cards
  - **Community Librarian** working in Newcomer agencies

# How Well We're Doing – Focus on Reconciliation and Equity & Inclusion



A painting on display at the Toronto Reference Library, gifted to TPL by Ojibway artist Sam Aah (1968-2021)

## Indigenous initiatives

As part of our response to the Truth and Reconciliation Commission of Canada's (TRC) 94 Calls to Action (PDF), TPL established Strategies for Indigenous Initiatives (PDF) in consultation with Indigenous communities. The strategies outline our commitment to Reconciliation through indigenizing our physical and online spaces, incorporating Indigenous content into our collections and programs, and educating our customers and staff on Truth and Reconciliation, residential schools and treaty relationships. TPL is a committed partner in helping the City of Toronto achieve the goals of its Reconciliation Action Plan (2022-2032).

**Indigenous Advisory Council**  
 TPL's Indigenous Advisory Council (IAC) was established in 2018. The IAC is comprised of community members from diverse Indigenous communities in Toronto and representatives from Indigenous service providers across the city. They provide feedback and guidance on the direction of Indigenous Initiatives at TPL.

**focus on Reconciliation:**  
 TPL is committed to improved relationships with Indigenous communities to better understand our obligations and responsibilities, and to take active steps towards Reconciliation.

*"The library can help through bringing in Indigenous leaders, writers, activists, artists for Indigenous folks and settlers to see and hear and learn from. Your library work matters extremely in the promotion of justice and knowledge of Indigenous people."*  
 — Indigenous community member, Strategic Council Survey

**2021 initiatives at a glance**

- 2000+ participants attended 43 Indigenous programs
- 143% increase in holds on 'Read Indigenous' titles
- 65% of TPL staff completed Indigenous Cultural Competency Training

tpl:toronto public library | [tpl.ca/indigenous](http://tpl.ca/indigenous)

- Create welcoming and inclusive spaces
- Include Indigenous voices in programs; help customers discover Indigenous content
- Decolonize TPL's cataloguing practices
- Extended TPL membership to persons living on First Nations reserves



Trans and Pride rainbow-wrapped pillars outside Yorkville Branch, home to TPL's Pride Collection.

## 2SLGBTQ+ initiatives

Toronto is home to the largest Two-Spirit, lesbian, gay, bisexual, transgender and queer or questioning (2SLGBTQ+) population in Canada and is one of the largest 2SLGBTQ+ communities in North America. TPL has developed an extensive service plan focused on the goal that all members of this community feel welcome and represented in our spaces and feel welcome and represented in our spaces and by our programs, services, collections and staff.

**Pride Alliance**  
 Established in 2012, TPL's Pride Alliance is an employee resource group that helps to build an inclusive environment for 2SLGBTQ+ employees and allies. Members of this group serve as advocates and resources for TPL staff and resources for 2SLGBTQ+-related issues.

**focus on equity:**  
*"I just love that TPL is making great efforts to embrace and share about 2SLGBTQAI+ lives."*  
 — 2SLGBTQ+ program attendee

**2021 initiatives at a glance**

- 1300% increase in use of online and print 2SLGBTQ+ collections
- 187% increase in visits to the Pride Collection website
- 3,477 participants attended 32 2SLGBTQ+ online programs

TPL is committed to ensuring that spaces, collections and services reach and reflect 2SLGBTQ+ communities to help engage and amplify queer voices.

tpl:toronto public library | [tpl.ca/pride](http://tpl.ca/pride)

- Offering a Gender-Affirming Care benefit
- Introduced up to 70 hours paid time off for staff who are transitioning
- Year-round 2SLGBTQ+ programming
- Improved cataloguing practices
- Increasing 2SLGBTQ+ collections



- Equity & Intellectual Freedom Statements
- Staff training
- Public programming
- Advocacy (e.g. Book Sanctuary)

# How Well We're Doing – Focus on safety & security

## **Eight opportunity areas** identified to enhance safety & security

1. Focus on welcoming all
2. Strengthen TPL staff training
3. Strengthen collaboration between TPL staff and TPL management
4. Increase investment in service development
5. Expand and strengthen connections to community resources
6. Accelerate improvements to physical spaces
7. Use security guard services intentionally as part of a broader suite of resources and tools that support the prevention and resolution of incidents.
8. Strengthen documentation, evaluation, and ongoing learning

## **Example actions underway and completed**

- Adoption of trauma-informed approach
- Violence Prevention & Response Program training rollout
- Branch town halls in high-incident locations
- Social Service team pilot with Gerstein Crisis Centre
- Work with SafeTO Toronto Community Crisis Service
- Risk assessments at all high incident branches
- Addition of six Library Safety Specialist positions
- Incident Reporting & Mgmt System

# 2024 Budget Overview

Operating Budget								
\$ Millions	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Budget	Chg from 2023 Budget excl		OUTLOOK	
					\$	%	2025	2026
Revenues	\$21,051	\$22,051	\$21,976	\$21,579	(\$397)	-1.8%	\$20,192	\$20,192
Gross Expenditures	\$234,610	\$242,110	\$231,982	\$252,052	\$20,071	8.7%	\$263,143	\$271,599
Net Expenditures	\$213,559	\$220,059	\$210,006	\$230,473	\$20,467	9.7%	\$242,950	\$251,407
Approved Positions**	1,838.3	1,838.3	1,838.3	1,900.2	N/A	N/A	1,926.3	1,943.6

\*Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

2024 Budget includes \$2.4 M in budget enhancements to support Open Hours

## 10 Year Capital Budget & Plan

\$ Millions	2024	2025-2033	Total
Gross Expenditures	\$40.8	\$524.6	\$565.4
Debt	\$25.6	\$338.4	\$364.0

Note: Includes 2023 carry forward funding



Heading into 2024 with:

- A 2023 operating deficit of **\$6.5 million**, mostly structural
- A **significant state of good repair backlog**, expected to grow to \$214 million by the end of 2033 (10% of asset value)
- Reduction in development charges funding would result in higher SOGR backlog and negatively affect services



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

- Steady demand for library spaces and services, 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



## 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 inflation and US dollar conversion costs.



## Modernizing library services and improving customer experiences

- Customer expectations for seamless omni-channel, personalized, 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.
- Improve cyber security controls and data-driven decision-making capabilities



## COVID and inflation-related impacts

- Inflation-related contract pressures, economic increases
- COVID-related impacts on revenues, increased health and safety costs, unpredictable impact on operations and staffing
- Operational impacts related to staff shortages caused by the pandemic and by a challenging labour market.



## Equitable access to library services

Vulnerable seniors and other equity-deserving groups face barriers to access while being the most in need of library services that will support their resilience, well-being, and economic support and recovery.



## Safety & security

Increased costs and impacts on human resources to provide required supports to address incident prevention and response (safe facility design, security audit, security systems, adjusted security guard coverage, staff training)



## Facilities maintenance and improvement

- Responding to population growth - undersized branches, underserved communities, steady demand for branch services
- State of Good Repair backlog expected to grow to \$214 million by the end of 2032, more than 10% of asset value.

# 2024 Budget – Key issues and opportunities

## 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



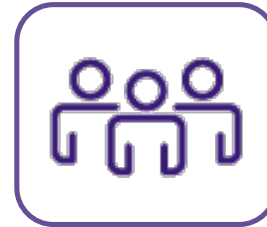
Improved customer service

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

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

**Increase Library Open Hours** to achieve multiple outcomes:

- **Help to advance and increase the impact of key City of Toronto strategies**
- **Respond to post-pandemic patterns of work, study, education and leisure**
- **Manage increasing demand for library services**
- **Drives strategic outcomes** such as
  - greater digital inclusion
  - increased children literacy supports
  - reduced barriers to access for equity-deserving groups, including seniors and youth.



**Support the Library's and the City's recovery.** Focus on equity, Truth & Reconciliation, mental health & well-being, SafeTO, workforce development, and building resilience, especially for Toronto's most vulnerable populations



Act on recommendations from Safety & Security Discussion Table to **ensure a welcoming and safe environment for staff and customers.**



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



**Continue to add community-based services and expand digital literacy and access.**



2024

- +8 branches will have increased **Monday to Saturday** service
- +8 branches will receive increased **Sunday** service

2025

- +16 branches will have increased **Monday to Saturday** service
- +5 branches will move to **Year Round Sunday** service
- All 67 Sunday branches** will increase to **5.0 hours per week**

2026

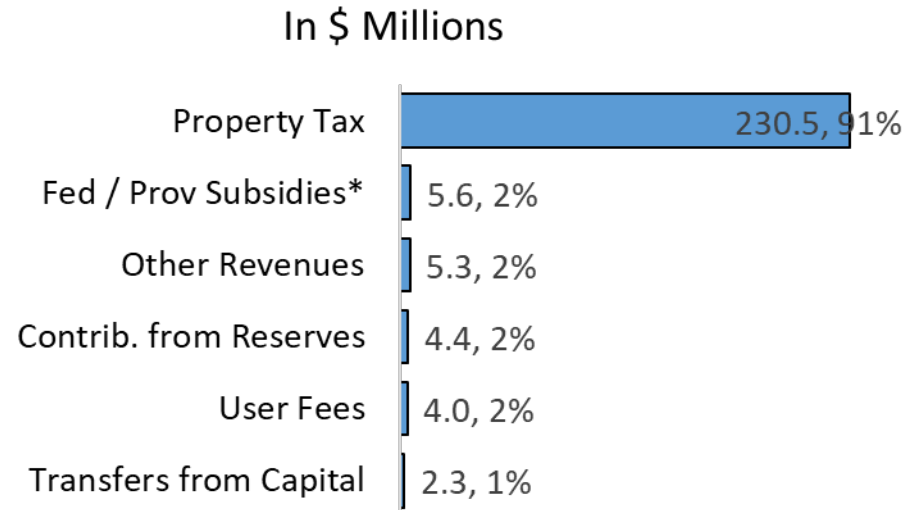
- +8 branches will have increased **Monday to Saturday** service

# 2024 Operating Budget Submission

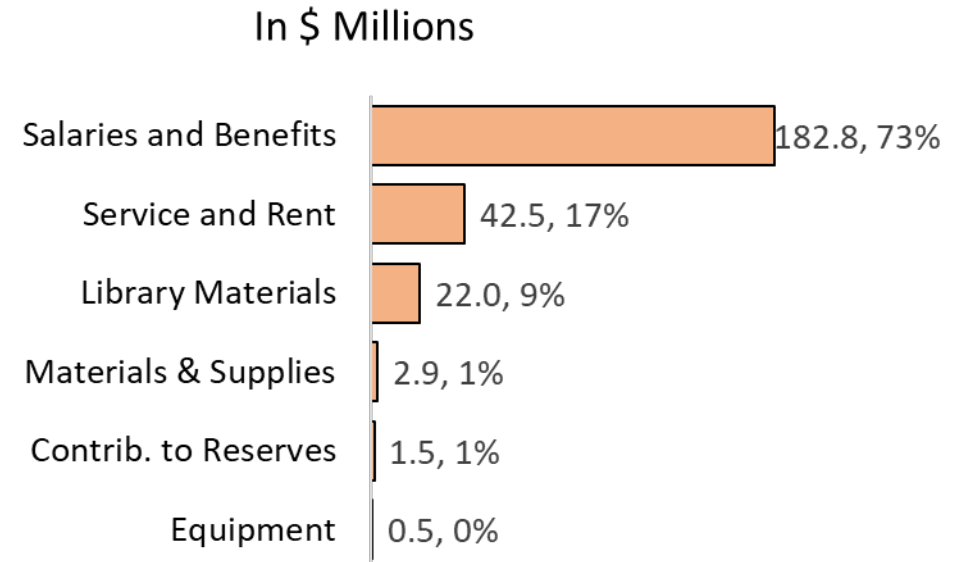
Toronto Public Library

# How the 2024 Operating Budget is Funded & Where the Money Goes

## Where the Money Comes From (\$252.1M)



## Where the Money Goes (\$252.1M)



# 2024 Net Operating Budget

(In \$Millions)	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Base Budget	2024 New / Enhanced	2024 Budget	Change v. 2023 Budget excl COVID	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Toronto Public Library	21,051.3	22,051.0	21,976.1	21,579.5		21,579.5	(396.6)	(1.8%)
<b>Total Revenues</b>	<b>21,051.3</b>	<b>22,051.0</b>	<b>21,976.1</b>	<b>21,579.5</b>		<b>21,579.5</b>	<b>(396.6)</b>	<b>(1.8%)</b>
<b>Expenditures</b>								
Toronto Public Library	234,610.3	242,110.0	231,981.6	249,602.3	2,449.9	252,052.2	20,070.6	8.7%
<b>Total Gross Expenditures</b>	<b>234,610.3</b>	<b>242,110.0</b>	<b>231,981.6</b>	<b>249,602.3</b>	<b>2,449.9</b>	<b>252,052.2</b>	<b>20,070.6</b>	<b>8.7%</b>
<b>Net Expenditures</b>	<b>213,559.0</b>	<b>220,059.0</b>	<b>210,005.5</b>	<b>228,022.8</b>	<b>2,449.9</b>	<b>230,472.7</b>	<b>20,467.2</b>	<b>9.7%</b>

\*Projection based on 9 Month Variance

## Key Points

- Sustained COVID-19 impacts • 2023 Structural Deficit
- Salary & Benefit cost increases • Open Hours Budget Enhancement

# 2024 – 2033 Capital Budget & Plan Submission

Toronto Public Library

# Capital Assets to Deliver Services

## Buildings

### Asset Value – \$2.0 Billion

- 100 branches and 2 service buildings, total 2.0 million sq. ft

## Vehicle Fleet

### Asset Value – \$5.1 Million

- 44 vehicles (including 2 bookmobiles)

## IT Infrastructure

### Asset Value – \$41 Million

- Desktops (PCs, laptops, tablets, printers, scanners, Monitors, RFID security Gates)
- Software Applications
- Servers, networks, sorters, self-service equipment

## Library Materials

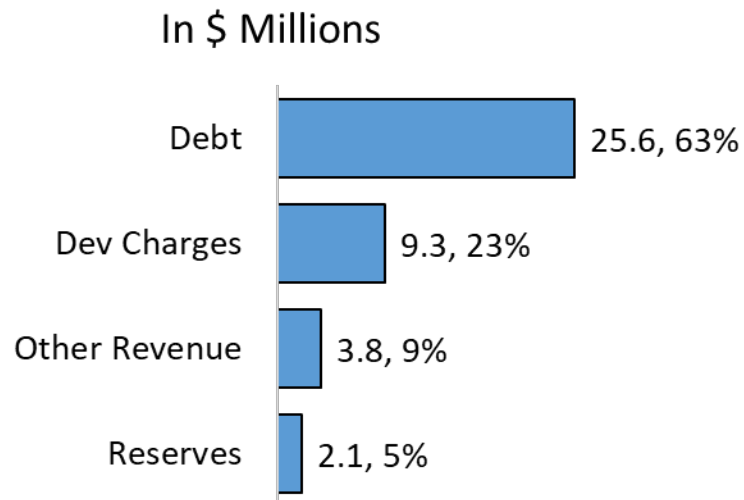
### Asset – 10 Million physical items

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

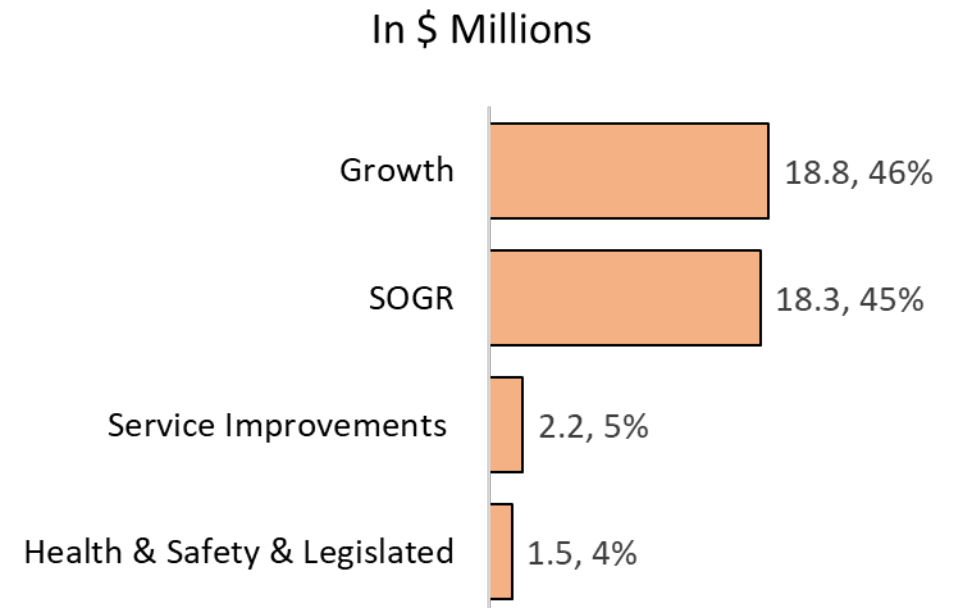


# 2024 Capital Budget Breakdown





## Where the Money Comes From (\$40.8M)



## Where the Money Goes (\$40.8M)



# \$565.4 Million 10-Year Gross Capital Program

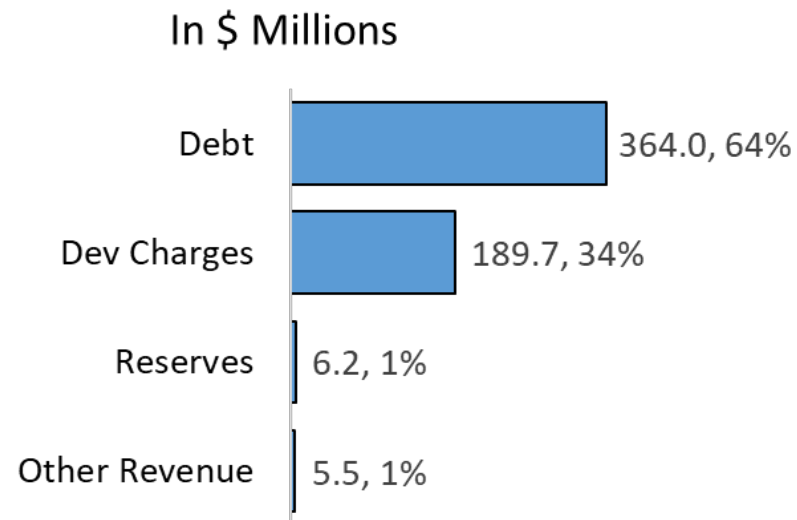
			
<b>Aging Infrastructure Maintenance</b>	<b>Branch Expansion</b>	<b>Information Technology</b>	<b>Modernization and On-Line Services</b>
\$192.4 M 34% <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	\$272.3 M 48% <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	\$59.3 M 11% <input checked="" type="checkbox"/>	\$41.4 M 7% <input checked="" type="checkbox"/>
Branch Renovations Structural maintenance Building systems Accessibility retrofits  <b>Maintain service levels in good state of repair</b>	Branch relocations Branch renovations and expansions  <b>Respond to population growth and need</b>	Workstations Servers Networks Printers  <b>Maintaining &amp; improving IT infrastructure</b>	Self-service fines payments at self-checkout stations & online Customer service modernization  <b>Modernize library services</b>

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

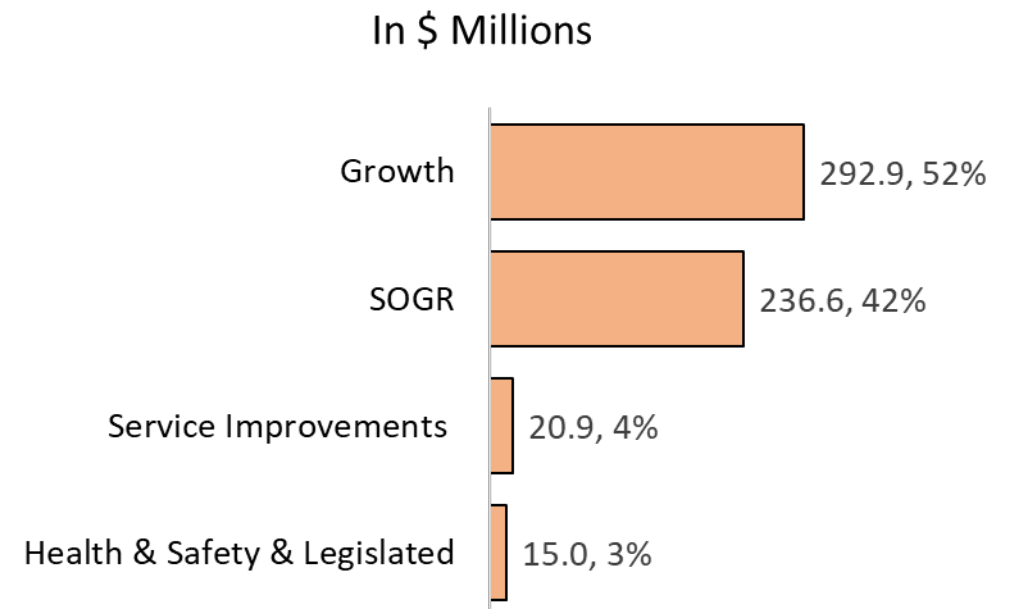
- Project includes workforce development requirements as outlined in the City's Social Procurement Program

# 2024 – 2033 Capital Program Breakdown

## Where the Money Comes From (\$565.4M)

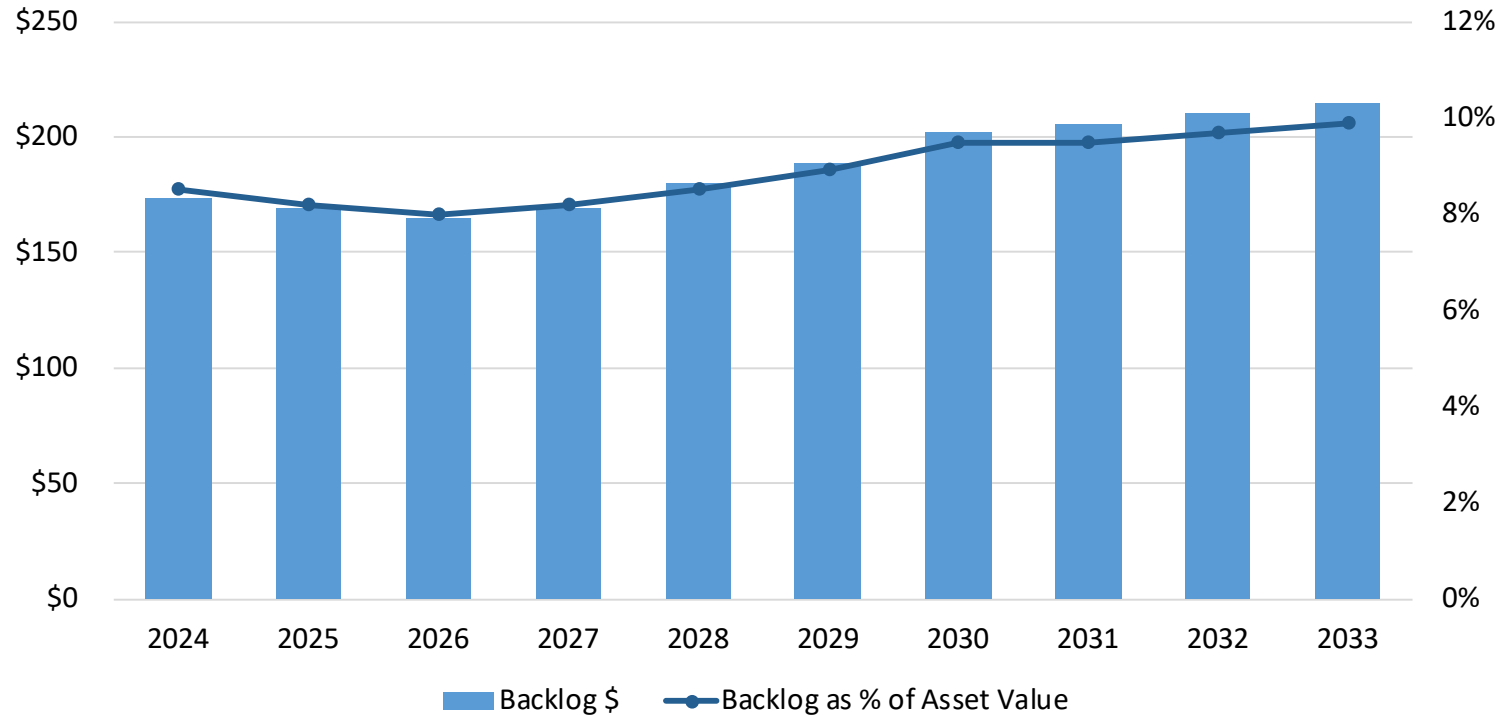


## Where the Money Goes (\$565.4M)



# State of Good Repair (SOGR) Backlog

Accumulated SOGR Backlog \$ and as % of Asset Value  
(\$ Million)



\$Millions	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Backlog \$	\$173	\$169	\$165	\$169	\$180	\$189	\$202	\$206	\$210	\$214
Backlog as % of Asset Value	8.5%	8.2%	8.0%	8.2%	8.5%	8.9%	9.5%	9.5%	9.7%	9.9%

# Thank you

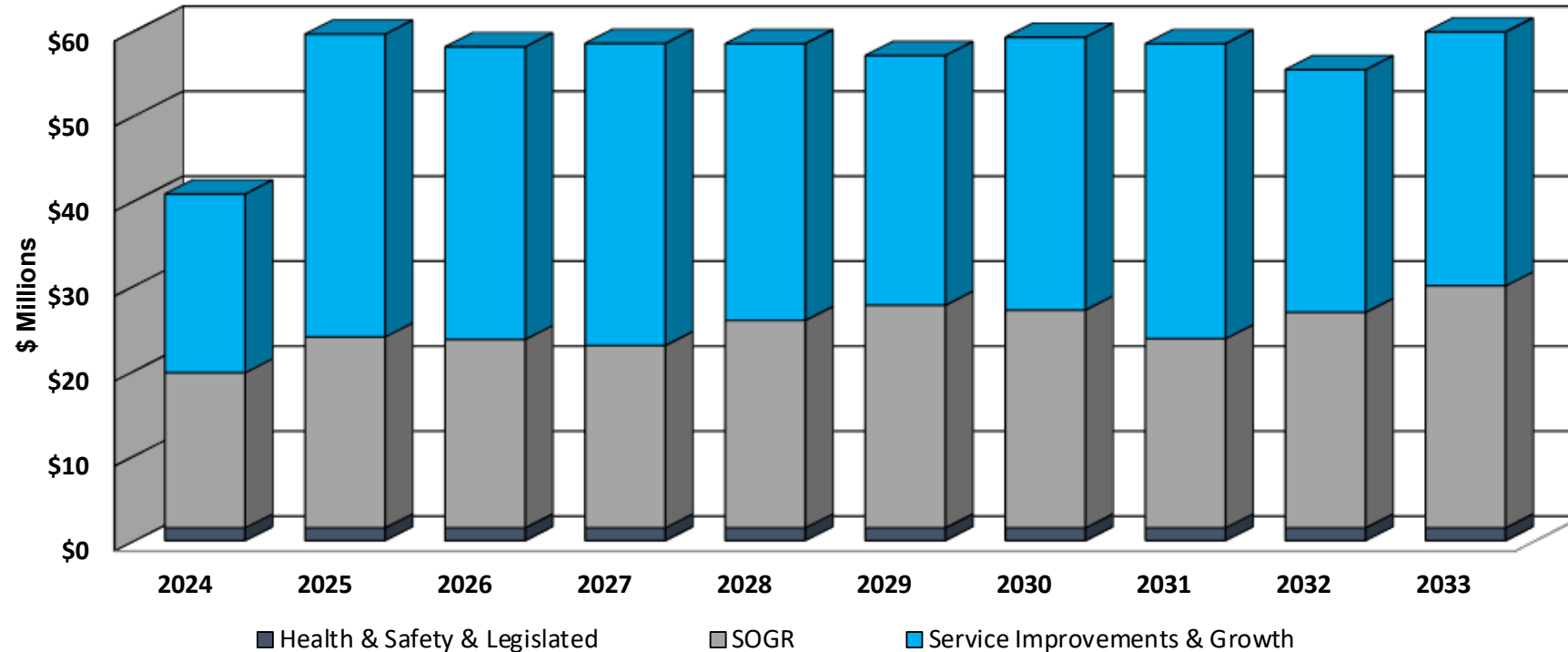
[toronto.ca/budget](https://toronto.ca/budget)

# Appendices

Toronto Public Library



# 2024 – 2033 Capital Budget & Plan by Project Category



2024 - 2033 Tabled Capital Budget and Plan by Category											
\$ Millions	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Health & Safety & Legislated	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	15.0
SOGR	18.3	22.5	22.2	21.5	24.4	26.2	25.6	22.3	25.4	28.5	236.6
Service Improvements & Growth	21.0	35.6	34.4	35.5	32.6	29.4	32.1	34.7	28.6	29.9	313.8
<b>Total</b>	<b>40.8</b>	<b>59.6</b>	<b>58.1</b>	<b>58.5</b>	<b>58.5</b>	<b>57.1</b>	<b>59.2</b>	<b>58.5</b>	<b>55.4</b>	<b>59.9</b>	<b>565.4</b>

# Capital Needs Constraint - \$189.8 Million

## Capital Needs Constraints (In \$ Millions)

Project Description	Total Project	Non Debt Funding	Debt Required	Cash Flow (In \$ Millions)									
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>NOT INCLUDED</b>													
<i>City Hall Relocation and Expansion</i>	30.801	26.489	4.312		0.307	0.528	0.217	6.642	11.715	11.392	-	-	-
<i>Danforth/Coxwell Relocation and Expansion</i>	25.648	22.057	3.591		0.246	0.422	0.174	4.251	6.568	7.398	6.589	-	-
<i>Weston Renovation &amp; Expansion</i>	21.354	7.901	13.453		0.325	0.557	0.230	3.588	5.543	6.232	4.879	-	-
<i>Barbara Frum Renovation</i>	39.473	8.289	31.184		-	-	0.384	0.659	0.271	6.633	10.248	11.543	9.735
<i>Mimico Centennial Renovation &amp; Expansion</i>	26.463	12.320	14.143		-	-	0.261	0.448	0.184	4.509	6.967	7.848	6.246
<i>Northern District Renovation &amp; Expansion - Constructio</i>	46.106	33.196	12.910		-	-	-	6.070	8.337	9.876	10.969	10.854	-
<b>Total Needs Constraints (Not Included)</b>	<b>189.845</b>	<b>110.252</b>	<b>79.593</b>	<b>-</b>	<b>0.878</b>	<b>1.507</b>	<b>1.266</b>	<b>21.658</b>	<b>32.618</b>	<b>46.040</b>	<b>39.652</b>	<b>30.245</b>	<b>15.981</b>