

2024 Budget Notes

Toronto Public Library

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Description

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.

Why We Do It

Toronto Public Library is the vital active ingredient that informs and inspires Toronto and its communities, making us all more resilient, more knowledgeable, more connected, and more successful. Toronto Public Library's strategic priorities are focused on helping the City achieve its many opportunities and address its many challenges.

The infographic consists of five numbered panels, each with a background image and a central text bubble. Panel 1 (green) shows a park with a tree and text about public space. Panel 2 (dark blue) shows a building at night with text about digital access. Panel 3 (yellow) shows a person at a computer with text about workforce development. Panel 4 (blue) shows a person at a computer with text about democratic society. Panel 5 (purple) shows a library interior with text about staff and service culture.

- 1** Opening up our public space
 - in our city
 - Lack of easy access to free public space
 - Social isolation and lack of community connection
 - Needed refuge from social, economic, climate and tech disruption
- 2** Broadening Toronto's digital access and inclusion
 - in our city
 - Access to technology + skills to use it critical to success and connection
 - Cost and easy access education are barriers
 - Resulting in an increasing digital divide
- 3** Building pathways for workforce development
 - in our city
 - Nature of work is changing
 - Increasing need for reskilling-upskilling
 - Need flexible ways to access tools to develop new skills
- 4** Providing the vital ingredients for a democratic society
 - in our city
 - Unequal access to information + the ability to critically assess it
 - Increasing political, social divide
 - Need opportunities for open respectful discourse to hear, debate and learn from others
- 5** Investing in staff and an innovative service culture
 - in our city
 - Public service operating in an increasingly complex environment
 - Customer expectations + technology + social divides = new/changing services
 - Staff supports & training critical to service excellence

TPL Strategic Plan Priorities and its 2024 Budget

- 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.

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

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What Service We Provide

Toronto Public Library

Who We Serve: Residents who use library services and community agencies & partners

Residents who use our services

- Children, youth, adults & older adults;
- Newcomers;
- Entrepreneurs, small business owners, creators & artists, job seekers;
- Students, academics;
- Low literacy and adult learners, language learners; and
- Vulnerable populations, people experiencing homelessness.

Community Agencies & Partners

- Daycares and preschools, elementary, secondary & post-secondary institutions;
- Social services and workforce development providers; and
- Arts collectives, agencies and other arts and culture organizations.

Beneficiaries of all services

- Publishers
- Businesses and residents (non-users)
- City Staff and Community Partners
- Visitors

What We Deliver: Toronto Public Library provides residents with a seamless library experience – in person, online and in the community – with the goal of ensuring that everyone who wants to use the library has the opportunity to do so in ways that are convenient and responsive to their needs. The Library provides access to a full range of services across six service pillars: **Spaces, Collections, Staff, Programs, Technology and Specialized Services.**

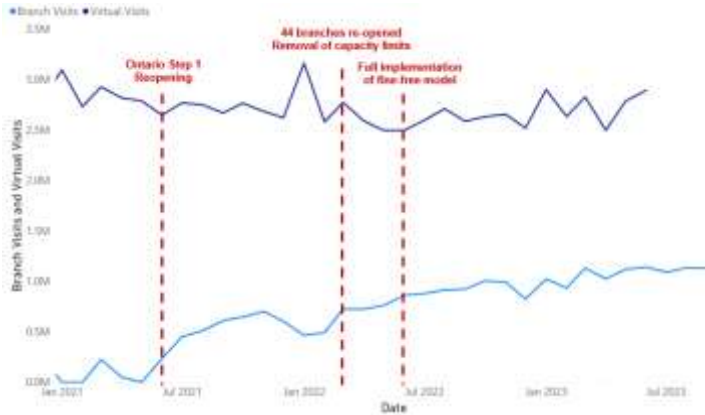
How Much Resources (gross 2024 operating budget): \$252.1 million

Budget at a Glance*

2024 OPERATING BUDGET				2024 - 2033 10-YEAR CAPITAL PLAN			
\$Million	2024	2025	2026	\$Million	2024	2025-2033	Total
Revenues	\$21.6	\$20.2	\$20.2	Gross Expenditures	\$40.8	\$524.6	\$565.4
Gross Expenditures	\$252.1	\$263.1	\$271.6	Debt	\$25.6	\$338.4	\$364.0
Net Expenditures	\$230.5	\$243.0	\$251.4	Note: Includes estimated 2023 carry forward funding			
Approved Positions	1,900.2	1,926.3	1,943.6				

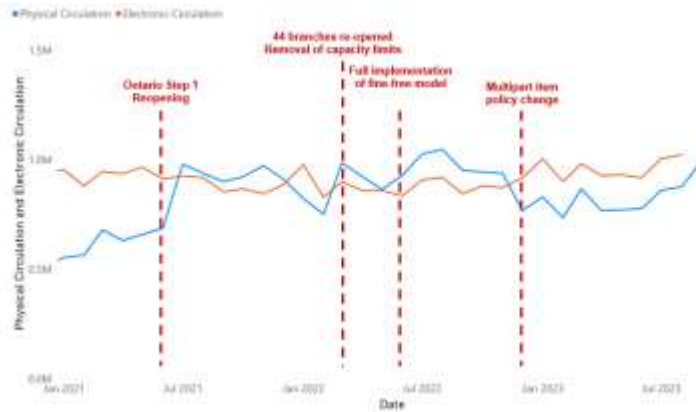
*This document reflects the 2024 Operating Budget and 2024-2033 Capital Budget and Plan as prepared by the City Manager and City’s Chief Financial Officer and Treasurer. The 2024-2033 Capital Budget and Plan differs from the budget approved by TPL Board. Please refer to [Appendix 12](#) for details.

How Well We Are Doing – Behind the Numbers



Visits

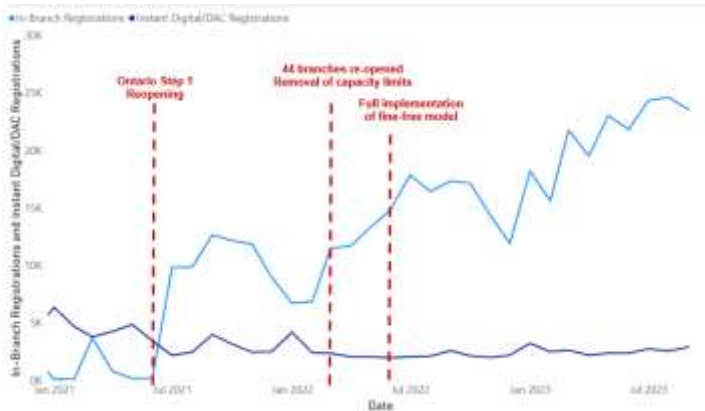
- In-person branch visits have shown a consistent and steady upward trend with occasional fluctuations.
- Shifts in usage – many branches report being at capacity as those who visit stay much longer.
- Virtual visits have exhibited a modest initial increase after branch closures during pandemic, followed by prolonged period of stability.



Circulation

- Similar to in-person branch visits, physical circulation has shown a resurgence with re-openings.
- Use of electronic circulation is steady and physical circulation has stabilized.
- In the 2nd half of 2022, the Library has implemented several circulation policy changes that impacted physical circulation numbers.

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New Memberships

- In-branch registrations demonstrated a consistent upward trend, indicating overall growth over time since branch re-opened.
- Instant Digital/DAC registration is steady.

How Well We Are Doing

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Outcome Measures								
Toronto Public Library	Physical circulation per capita	4.4	5.7	5.0	4.9	●	5.1	5.0
Toronto Public Library	eBook and eAudioBook use per capita	3.7	3.9	2.8	2.7	●	2.8	2.9
Toronto Public Library	User satisfaction with variety of programs and classes offered	83%	64%	83%	80%	●	80%	80%

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Service Level Measures								
Toronto Public Library	Library open hours	164,368	257,752	286,288	287,280	●	297,912	311,298
Toronto Public Library	Library materials budget per capita	7.15	7.65	6.91	7.01	●	7.14	6.97
Toronto Public Library	User satisfaction with the variety of books and other materials	88%	87%	88%	87%	●	87%	87%

2023 Projection to 2023 Target Comparison
 ● 100% (MET TARGET) ● 70 - 99% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Other Measures								
Toronto Public Library	Well maintained spaces to improve customer experience (total virtual + physical visits)	37.3 M	41.4 M	48.7 M	45.8 M	●	47.4 M	48.9 M
Toronto Public Library	Youth Hubs to support youth and address goals of the Toronto Poverty and Youth Equity Strategy	23	24	25	24	●	25	25
Toronto Public Library	Total operating cost per Library use	3.13	2.91	3.10	2.66	●	2.79	2.72
Toronto Public Library	Torontonians who agree public libraries are an important resource for the community	90%	90%	90%	90%	●	90%	90%

2023 Projection to 2023 Target Comparison
 ● 100% (MET TARGET) ● 70 - 99% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Steady increases in usage of TPL services across all service areas this year. Between January to June 2023, there were significant increases in in-person programs delivered and attended, while online programs continue to be popular
 - 16,961 in-person programs delivered with 364,413 views/attendees
 - 719 online programs delivered with 18,851 views/attendees
 - In some cases, nearing pre-pandemic levels.
- In-library services are essential to building digitally inclusive communities and supporting digital literacy with increased reliance on library services for access to computers, internet and digital literacy supports, particularly among youth, seniors and equity-deserving groups.
 - 61% reported that the library was their only access to technology
 - Of those, 81% reported that this was their only access to the Internet
 - 39% used TPL technology services to access online government services and resources
 - 82% reported increased digital comfort as a result of technology access
- 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.

 **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 circulation 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

2023 partnerships and community supports

- Newcomer Settlement support for Ukrainian and Afghan refugees
- PRESTO card distribution (with TTC and City of Toronto)
- Period Equity Pilot (with Period Purse)
- Personal Care Bank Pilot (with The Personal Care Bank)
- Sock distribution (with Socks for Souls)
- Community Librarians in agencies serving Black and Indigenous communities, Toronto Community Housing, newcomer agencies and City shelters (all TPL Foundation funded)
- Food bank installations at two branches (Albion, Jane/Sheppard)
- Snacks provided in 24 Youth Hubs and 30 After-School Clubs (with FoodReach, social enterprise project of North York Harvest Food Bank)
- Internet Connectivity Kits
- Seniors Digital Literacy Community Librarians (Toronto Seniors Housing Corporation)
- Digital Literacy and IT Certifications programs with CISCO Networking Academy

Key Challenges and Risks

- A 2023 operating deficit of **\$6.5 million**, mostly structural, is addressed in the 2024 operating budget.
- A **significant state of good repair backlog**, expected to grow to \$214 million by the end of 2033 (10% of asset value).
- Potential reduction in development charges funding due to Bill 23 would result in higher SOGR backlog and negatively affect services.

Priority Actions

- **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; and
 - 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.**



modernization

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.

CITY STAFF PREPARED BUDGET

The City Manager and Chief Financial Officer and Treasurer have prepared the following budget:

1. The 2024 Operating Budget for Toronto Public Library of \$252.052 million gross, \$21.579 million revenue and \$230.473 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Toronto Public Library	252,052.2	21,579.5	230,472.7
Total Program Budget	252,052.2	21,579.5	230,472.7

- The 2024 staff complement for Toronto Public Library of 1,900.2 positions comprised of 5.0 capital positions and 1,895.2 operating positions.
2. The 2024 Capital Budget for Toronto Public Library with cash flows and future year commitments totaling \$179.424 million as detailed by project in [Appendix 5a](#).
 3. The 2025-2033 Capital Plan for Toronto Public Library totalling \$385.983 million in project estimates as detailed by project in [Appendix 5b](#).
 4. That all sub-projects with third party financing be subject to the receipt of such financing in 2024 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

2024 OPERATING BUDGET

2024 OPERATING BUDGET OVERVIEW

Table 1: 2024 Operating Budget by Service

(In \$000s)	2022 Actual	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Base Budget	2024 New / Enhanced	2024 Budget	Change v. 2023 Budget excl COVID	
By Service	\$	\$	\$	\$	\$	\$	\$	\$	%
Revenues									
Toronto Public Library	19,280.5	21,051.3	22,051.0	21,976.1	21,579.5		21,579.5	(396.6)	(1.8%)
Total Revenues	19,280.5	21,051.3	22,051.0	21,976.1	21,579.5		21,579.5	(396.6)	(1.8%)
Expenditures									
Toronto Public Library	229,049.3	234,610.3	242,110.0	231,981.6	249,602.3	2,449.9	252,052.2	20,070.6	8.7%
Total Gross Expenditures	229,049.3	234,610.3	242,110.0	231,981.6	249,602.3	2,449.9	252,052.2	20,070.6	8.7%
Net Expenditures	209,768.8	213,559.0	220,059.0	210,005.5	228,022.8	2,449.9	230,472.7	20,467.2	9.7%
Approved Positions**	1,808.8	1,838.3	1,838.3	1,838.3	1,848.3	51.9	1,900.2	N/A	N/A

*2023 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

Total 2024 Budget expenditures of \$252.052 million gross reflecting an increase of \$20.071 million or 8.7% in spending above 2023 budget when excluding 2023 COVID-19 pressures (\$16.914 million or 7.9% increase vs 2023 Council approved budget when including 2023 COVID-19), predominantly arising from:

- Addressing TPL's 2023 structural deficit, including the reversal of 2023 reductions and continued decrease in base vacancy experience.
- Staffing and benefit costs related to collective agreement and one additional day of work in 2024.
- Other economic and contractual increases related to library materials, contracts and utilities.
- Annualization of prior year approvals.
- Sustained COVID-19 impact, which required COVID-19 funding support in prior years and has now been included in the 2024 Base Budget for the ongoing need to maintain additional security services, as well as health and safety supplies across all library branches.
- Operating impact of capital resulting from the completion of the library branch renovation and expansion.
- New/enhanced services for phased implementation of TPL's Open Hours.

EQUITY IMPACTS OF BUDGET CHANGES

High-Positive significant equity impacts: The changes in Toronto Public Library's 2024 Operating Budget includes the Open Hours budget enhancement totalling \$2.450 million gross, which has a high-positive significant equity impact and advances many of the Library's and the City's key strategies, including the Poverty Reduction Strategy.

2024 OPERATING BUDGET KEY COST DRIVERS

The 2024 Net Operating Budget for Toronto Public Library of \$230.473 million is \$20.467 million or 9.7% greater than the 2023 Net Budget when reversing 2023 pandemic costs and revenue loss and applying a zero-base budget approach to all prior year COVID-19 related financial impacts. Table 2 below summarizes the key base cost drivers for the 2024 Budget.

Table 2: 2024 Key Cost Drivers

(In \$000s)	2024				2025 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
2023 Budget	21,051.3	234,610.3	213,559.0	1,838.3	N/A
2023 Projection*	22,051.0	242,110.0	220,059.0	1,838.3	N/A
2023 Budget (excl. COVID)	21,976.1	231,981.6	210,005.5	1,838.3	N/A
Key Cost Drivers:					
<i>Sustained COVID impacts (guards services, health & safety,</i>	<i>(1,000.0)</i>	1,924.6	2,924.6		
Addressing 2023 Structural Deficit					
Reversal of 2023 Vacancy experience savings		1,500.0	1,500.0		
Reversal of other 2023 budget reductions		906.1	906.1		
Additional decreased base vacancy experience		2,762.0	2,762.0		
Reversal of forgoing 2023 Fleet Reserve Contribution		432.0	432.0		
		5,600.1	5,600.1		
Annualization of prior year approvals	287.7	1,528.6	1,240.9		
Other base budget pressures					
Salary & benefits		4,547.8	4,547.8		(502.1)
Operating impact of completed capital projects	105.7	969.3	863.6	7.0	272.2
Economic increases		2,474.9	2,474.9		
Base budget changes	210.0	2,237.5	2,027.5	3.0	
	315.7	10,229.4	9,913.7	10.0	(229.9)
New/Enhanced - Open Hours		2,449.9	2,449.9	51.9	5,374.9
Sub-Total - Key Cost Drivers	(396.6)	21,732.6	22,129.2	61.9	5,145.0
Affordability Measures:					
Line by Line		(262.0)	(262.0)		
Others - Forgo contribution to asset replacement reserve		(1,400.0)	(1,400.0)		1,400.0
Sub-Total - Affordability Measures		(1,662.0)	(1,662.0)		1,400.0
Total 2024 Budget	21,579.5	252,052.2	230,472.7	1,900.2	6,545.0
Change from 2023 Budget (excl. COVID) (\$)	(396.6)	20,070.6	20,467.2	N/A	N/A
Change from 2023 Budget (excl. COVID) (%)	-2%	8.7%	9.7%	N/A	N/A

*Based on 9 Month Variance

**YoY comparison based on approved positions

Key Base Drivers:

2024 Sustained COVID-19 impacts:

- \$1.925 million gross (\$2.925 million net) which previously required COVID-19 funding support in prior years, primarily related to ongoing security costs, health and safety supplies, and reduction in revenues, has now been included in the 2024 base budget for the ongoing operations.

Addressing 2023 structural deficit:

- Increase of \$5.600 million gross and net to address the 2023 structural deficit, primarily related to reversal of vacancy savings and other budget reductions included in 2023 budget in order to avoid service reductions, as well as additional decrease in vacancy experience to reflect current lower actual vacancies.

Annualization of prior year approvals:

- Increase of \$1.529 million gross and \$1.241 million net related to prior year approvals for staffing costs, service enhancements and safety & security.

Other base budget pressures:

- Increase of \$10.230 million gross and \$9.914 million net related to:
 - \$4.548 million for staffing and benefit costs increases, including an additional day of work related to the leap year.
 - \$0.969 million including 7 staff positions for operating impact of completed capital projects related to *Bridlewood Library Relocation & Expansion* and *Multi-branch Renovation*
 - \$2.475 million for economic increases related to library materials, contracts and utilities.
 - \$2.238 million gross, including 3 staff positions, related to contribution to reserves and staff development.

Affordability Measures:**Table 3: Offsets and Efficiencies**

(In \$000s)									
Recommendation	Savings Type	Equity Impact	2024				2025 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Line by Line Review	Line By Line	None		(262.0)	(262.0)				
Forgo 2024 Contribution to Asset Replacement Reserve	Other	None		(1,400.0)	(1,400.0)		1,400.0	1,400.0	
Total Affordability Measures				(1,662.0)	(1,662.0)	-	1,400.0	1,400.0	-

- **Line by Line Review** – expenditure savings mostly related to utilities.
- **Forgo 2024 Contribution to Asset Replacement Reserve** – forgoing 2024 contribution to the Asset Replacement Reserve of \$1.400 million which will delay the implementation of the change in financing strategy to fund asset replacements from this reserve.

New and Enhanced Service Priorities:**Table 4: New / Enhanced Requests**

New / Enhanced Request	2024				2025 Annualized Gross	Equity Impact	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions			
In \$ Thousands							
1 Open Hours - Phase 1		2,449.9	2,449.9	51.9	5,375.1	High - Positive	Open Hours will impact the social goals and outcomes across the Toronto Poverty Reduction Strategy; Reconciliation Action Plan; Toronto Action Plan to Confront Anti-Black Racism; Toronto Newcomer Strategy; Toronto Seniors Strategy 2.0; Toronto Strong Neighbourhood Strategy 2020; Toronto Youth Equity Strategy; SafeTO; and the Gender Equity Strategy.
Total New / Enhanced		2,449.9	2,449.9	51.9	5,375.1		

Open Hours – Phase 1

- Phase 1 of the Open Hours Plan totals \$2.450 million gross and net, or 1.2%, with annualized costs of \$5.375 million net, including 51.9 FTEs. Implementation of Phase 1 will add additional Monday to Saturday hours in a number of branches and expand Sunday service to some branches that do not offer that service.
- Service level increases by increasing open hours responds to post-pandemic patterns of work, study, education and leisure in Toronto and helps to advance and increase the impact of key City of Toronto strategies, including the Toronto Poverty Reduction Strategy and Toronto Strong Neighbourhoods Strategy 2020. A key finding from public consultations done as part of Toronto Public Library's Strategic Planning process, as well as ongoing customer surveys, indicates that easy, convenient and local access to library services, at the customer's point of need, is very important to Torontonians.

Note:

1. For additional information on 2024 Service Changes please refer to [Appendix 2](#) and [Appendix 3](#) for the 2024 New and Enhanced Service Priorities, respectively.

2025 & 2026 OUTLOOKS**Table 5: 2025 and 2026 Outlooks**

(In \$000s)	2024 Budget	2025 Incremental Outlook	2026 Incremental Outlook
Revenues			
Decrease one-time funding from TPLF		(1,387.1)	
Total Revenues	21,579.5	(1,387.1)	
Gross Expenditures			
Salaries & benefits		1,247.0	1,824.4
Open Hours		4,600.4	2,929.9
Economic increases		2,156.6	2,302.6
Operating impact of capital		1,414.3	400.0
Other budget changes		1,672.4	1,000.0
Total Gross Expenditures	252,052.2	11,090.7	8,456.9
Net Expenditures	230,472.7	12,477.8	8,456.9
Approved Positions	1,900.2	1,926.3	1,943.6

Key Outlook Drivers

The 2025 Outlook with total gross expenditures of \$263.143 million reflects an anticipated \$11.091 million or 4.40% increase in gross expenditures above the 2024 Operating Budget. The 2026 Outlook projects a further increase of \$8.457 million or 3.21% above 2025 gross expenditures.

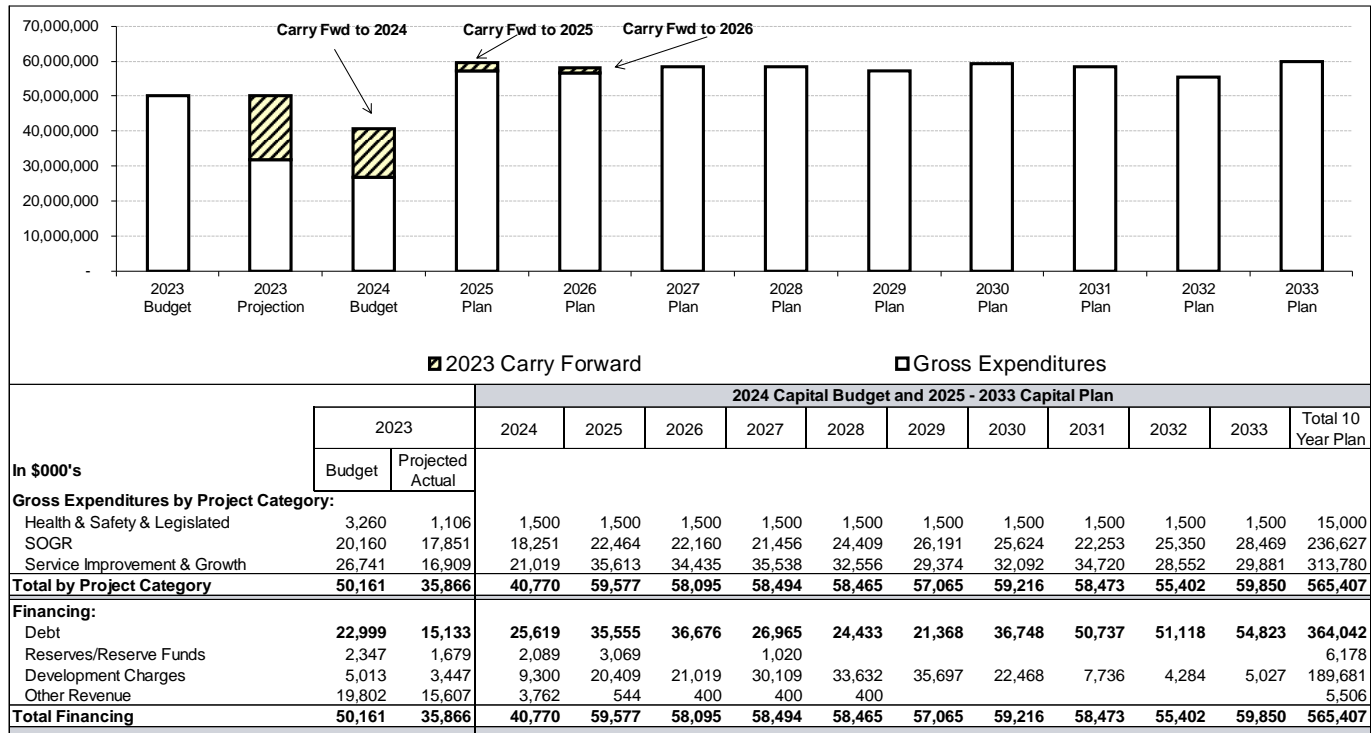
These changes arise from the following:

- Salary and benefit increases excluding COLA (the current collective agreement expires at the end of 2024). No funding is included in the 2025 and 2026 Outlooks for the impacts of the next collective agreement and the City will make an estimated provision in corporate accounts until a settlement is reached.
- Ongoing phased implementation of TPL's complete Open Hours budget enhancement.
- Economic increases for service contracts, utilities, and library materials.
- Increased costs and FTEs related to operating impact of completed capital projects.
- Other budget changes including an increase to TPL's contribution to the Asset Replacement Reserve Fund.

2024 – 2033 CAPITAL BUDGET AND PLAN

2024 2033 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



In \$000's	2023		2024 Capital Budget and 2025 - 2033 Capital Plan										Total 10 Year Plan
	Budget	Projected Actual	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Gross Expenditures by Project Category:													
Health & Safety & Legislated	3,260	1,106	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000
SOGR	20,160	17,851	18,251	22,464	22,160	21,456	24,409	26,191	25,624	22,253	25,350	28,469	236,627
Service Improvement & Growth	26,741	16,909	21,019	35,613	34,435	35,538	32,556	29,374	32,092	34,720	28,552	29,881	313,780
Total by Project Category	50,161	35,866	40,770	59,577	58,095	58,494	58,465	57,065	59,216	58,473	55,402	59,850	565,407
Financing:													
Debt	22,999	15,133	25,619	35,555	36,676	26,965	24,433	21,368	36,748	50,737	51,118	54,823	364,042
Reserves/Reserve Funds	2,347	1,679	2,089	3,069		1,020							6,178
Development Charges	5,013	3,447	9,300	20,409	21,019	30,109	33,632	35,697	22,468	7,736	4,284	5,027	189,681
Other Revenue	19,802	15,607	3,762	544	400	400	400						5,506
Total Financing	50,161	35,866	40,770	59,577	58,095	58,494	58,465	57,065	59,216	58,473	55,402	59,850	565,407

Changes to Existing Projects
(-\$14.390 Million)

The 2024-2033 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2024-2032):

- *Multi-Branch SOGR* project timing and reallocation (-\$16.407 million) to fund *High Park Renovation and Expansion*
- *Lillian H. Smith Library Renovation and Expansion* timing (-\$6.339 million)
- *Perth/Dupont – 299 Campbell Relocation and Expansion* project cost increase and 2023 carry forwards (\$3.410 million)
- *Dawes Road Library Reconstruction* project cost increase and 2023 carry forwards (\$3.766 million)
- *Centennial Library Reconstruction* project cost increase and 2023 carry forwards (\$3.775 million)

New Projects
(\$21.057 Million)

The 2024-2033 Capital Budget and Plan includes one new project.

- *High Park Renovation and Expansion* project (\$21.057 million) with construction to start in 2028.

Capital Needs Constraints
(\$189.845 Million)

Toronto Public Library has six unfunded projects over the 10-year planning horizon:





- *City Hall Library Relocation and Expansion* (\$30.801 million)
- *Danforth/Coxwell Library Relocation and Expansion* (\$25.648 million)
- *Weston Library Renovation* (\$21.354 million)
- *Barbara Frum Library Renovation* (\$39.473 million)
- *Mimico Centennial Library Renovation and Expansion* (\$26.463 million)
- Construction phase of the *Northern District Library Renovation and Expansion* (\$46.106 million)

Note:

For additional information, please refer to [Appendix 5](#) for a more detailed listing of the 2024 and 2025-2033 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; [Appendix 7](#) for Capacity to Spend Review; and [Appendix 8](#) for Capital Needs Constraints, [Appendix 9](#) for Capital Program Provincial/Federal Funding Streams by Projects, respectively.

2024 – 2033 CAPITAL BUDGET AND PLAN

\$565.4 Million 10-Year Gross Capital Program

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

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

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

*Information above includes full project / sub-project 2024-2033 Capital Budget and Plan cash flows and does not break out the climate component costs separately.

- As development charges funding is a significant funding source, any reduction in development charge funding as a result of Bill 23 would create additional challenges to TPL.

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$565.4M 100%		\$0 M 0%	\$0 M 0%
Debt	\$ 364.1 M		
Development Charges*	\$ 189.7 M		
Reserve / Reserve Fund	\$ 6.1 M		
Other	\$ 5.5 M		

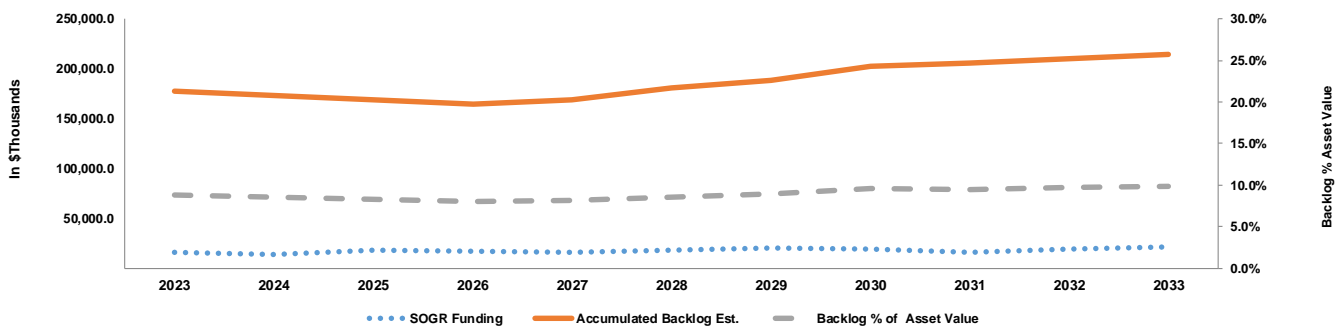
*Bill 23 impacts City's ability to recover the costs associated with growth-related infrastructure projects and to support complete higher density communities across Toronto. Adjustments to Development Charges revenue forecast resulting in negative reserve balances are reflected in [Appendix 10](#).

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for Toronto Public Library.

Chart 2: Total SOGR Funding & Backlog

State of Good Repair (SOGR) Funding & Backlog



\$ Thousands	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SOGR Funding	16,200.0	13,472.0	17,688.0	16,345.0	15,724.0	18,505.0	20,110.0	19,361.0	15,802.0	18,705.0	21,625.0
Accumulated Backlog Est.	177,200.0	173,300.0	169,200.0	165,000.0	169,100.0	180,300.0	188,500.0	202,300.0	205,500.0	210,200.0	214,400.0
Backlog % of Asset Value	8.7%	8.5%	8.2%	8.0%	8.2%	8.5%	8.9%	9.5%	9.5%	9.7%	9.9%
Total Asset Value	2,025,400.0	2,042,400.0	2,052,900.0	2,052,900.0	2,062,500.0	2,119,700.0	2,119,700.0	2,119,700.0	2,161,000.0	2,161,000.0	2,170,900.0

- There are 100 branches within TPL's current building portfolio. More than 62 branches or 70% of total square footage of TPL's buildings were built in the 1960s to 1980s.
- TPL's capital program focuses on SOGR needs, as informed by a comprehensive Property Condition Assessment (PCA) and feasibility studies to help prioritize investment in the renovation, expansion, development, maintenance and repair of existing library facilities. These are conducted regularly and provide assessments of all TPL branches and administrative buildings.
- While on-going lifecycle facility maintenance is part of the current Toronto Public Library capital program, the age of the portfolio will continue to be a growing challenge and require increased capital investment on a go forward basis. Neglecting such maintenance could result in material deterioration of facilities, putting at risk the on-going utilization of branches as a significant community asset by limiting TPL's ability to provide adequate space and service to the public.

- The 10-Year Capital Plan, which reflects significant construction cost escalations, has \$177.3 million in funding for building SOGR projects over the 10-year period to address Toronto Public Library's aging infrastructure.
- Based on the current funding levels, the accumulated backlog is anticipated to increase from \$177.2 million in 2023 to \$214.4 million in 2033, representing 9.9% of the total replacement value estimated to be \$2.2 billion by 2033.
- Adjustments to the 10-Year Plan to the SOGR program reflects high priority SOGR needs identified by new condition assessments, feasibility studies and timing of projects.
- The assessments also examine requirements under the Accessibility for Ontarians with Disabilities Act (AODA). Based on the current 10-year Capacity to Spend Capital Budget and Plan, the accumulated AODA compliance backlog is projected to decrease from \$64.6 million at the end of 2023 to \$40.7 million by 2032.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The 10-Year Capital Plan will impact future year Operating Budget by \$9.768 million net and will require 58.7 full time equivalent (FTE) positions over the 10-year period. Approval of the 2024 Capital Budget will impact the 2024 Operating Budget by a total of \$0.864 million net arising mainly from completing the *Bridlewood Relocation and Expansion* project, as shown in Table 6 below.

Table 6: Net Operating Impact Summary

Projects	2024 Budget		2025 Plan		2026 Plan		2027 Plan		2028 Plan		2024-2028		2024-2033	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Bridlewood Relocation & Expansion	680.0										680.0		680.0	
Centennial Reconstruction & Expansion							32.0				32.0		32.0	
Dawes Road Reconstruction & Expansion									587.0	5.5	587.0	5.5	587.0	5.5
Ethennonhawahstihn - Bayview Relocation														
Etobicoke Civic Centre New Construction							2,409.0		105.0	27.0	2,514.0	27.0	2,514.0	27.0
Multi-Branch Renovation	184.0	7.0	718.0	6.0							902.0	13.0	902.0	13.0
Parkdale Reconstruction													942.0	9.7
Perth/Dupont Relocation & Expansion			203.0	2.5							203.0	2.5	203.0	2.5
Pleasant View Renovation & Expansion			93.0	1.0							93.0	1.0	93.0	1.0
Sanderson Renovation													41.0	
St. Lawrence Relocation & Expansion													91.0	
Technology Asset Management Program			400.0		400.0		400.0		400.0		1,600.0		3,600.0	
Yorkville Renovation													12.0	
Sub-Total: Previously Approved	864.0	7.0	1,414.0	9.5	400.0		2,841.0		1,092.0	32.5	6,611.0	49.0	9,697.0	58.7
New Projects - 2024														
High Park Renovation & Expansion														71.0
Sub-Total: New Projects - 2024														71.0
Total (Net)	864.0	7.0	1,414.0	9.5	400.0		2,841.0		1,092.0	32.5	6,611.0	49.0	9,768.0	58.7

Previously Approved projects

- *Bridlewood Library Relocation & Expansion* – This project involves a relocation and expansion of a 7,690 sq. ft. library branch within the Bridlewood mall. The project will include a redesigned open floor plan and barrier free access for the public, programming spaces for branch and community use, quiet study spaces, customer self-service for check-out and check-in protective security systems. Improved focus areas for teens in particular as well as zoned areas for children, adults and seniors will be created.
- *Dawes Road Library Reconstruction & Expansion* - This project involves the demolition of the existing 6,740 sq. ft. building and the construction of a new 20,000 sq. ft. library and a 5,000 sq. ft. community hub. The project will include improved, fully accessible public space with good sight lines; enhanced customer self-service; new furniture; shelving and equipment which will accommodate the addition of 10,000 items to the collection; collection merchandizing opportunities; and upgraded IT infrastructure which addresses current and future technological requirements for connectivity. The branch will include a Digital Innovation Hub, Discovery Zone, Youth Hub, and a Kids Stop.
- *Etobicoke Civic Centre New Construction* – Brand new construction of a 28,000 sq. ft. district library on City-owned property at the new Etobicoke Civic Centre complex. The project will include an open floor plan and barrier-free access for the public; space for adult and children's collections; possible business incubation or hoteling space; study and lounge seating; multipurpose programming space for branch and community use;

installation of self-service circulation; and protective security systems. Zoned areas for teens, children and adults will be created.

- *Parkdale Library Relocation* - City Council adopted a motion on March 28, 2017 requesting City staff to coordinate the redevelopment of City-owned properties at 1313, 1303 Queen Street West and 220 Cowan Ave. City real estate launched the Parkdale Community Hub Feasibility Study. The study includes the Parkdale branch, Parkdale Arts & Culture Centre and the Masaryk-Cowan Community Recreation Centre. The redevelopment of the Parkdale library will include zoned spaces for children, teens and adults. The library will include a KidsStop, a Play & Learn STEM kit; music instrument lending library; digital collaboration and creation spaces; and a youth hub.
- *Perth/Dupont – 299 Campbell Ave. Library* - The current Perth/Dupont branch, 3,627 sq. ft. located at 1589 Dupont Street, will be relocated to a new site at 299 Campbell Avenue, as part of a redevelopment project. The new building will have a multipurpose room with modern projection technology, increased seating and computer workstations, increased individual and new group study space, increased collections, a larger children's area that includes a KidsStop; a Neighbourhood Tech kit; a teen zone; as well as improved self-service circulation to support efficient operations. A larger accessible program room for library and community events will be a welcome addition to the neighbourhood, as will expanded barrier-free washrooms.
- *St. Lawrence Library Relocation* - Relocation and expansion of a 4,833 sq. ft. neighbourhood branch to a 30,000 sq. ft. district library on 125 The Esplanade site. Project will include an open floor plan and barrier free access for the public, comfortable seating, flexible spaces for programming and events, individual and group study spaces, a 100,000 item collection, computers with Internet access, a computer learning centre, digital innovation and creation space, telepresence equipment, and Enhanced Learning Centre which offers digital literacy training; exhibit space, installation of improved self-service circulation, protective security systems including intrusion alarms, fire and book security systems. The project will address current and evolving technological requirements for connectivity. Zoned areas for adults, teens, children and seniors will be created. There may be other potential partners on this site which could impact the timing and scope of this project.
- *Technology Asset Management Program* - This project provides for the scheduled replacement of PCs and laptops; self-serve (RFID) technology; miscellaneous digital technology, digital signage and presentation equipment for meeting rooms, innovation hub hardware and software; the servers and software supporting the library systems and websites; the network and security equipment and linking all the branches to the central computing site and the Internet.

New projects

- *High Park Renovation & Expansion* - The renovation and 6,150 sq. ft. expansion will include a revitalization of all public service areas. The project will address significant space issues, improve operational efficiency in the delivery of library services including a significant redesign to the children's area, study space and areas for laptop use. The building project will include outdoor spaces for reading and improved meeting space for library programs, partnerships and community meetings.

The 2024 operating costs associated with the completion of new library relocation and expansion projects in 2024, as mentioned above, have been included in the 2024 Operating Budget for Toronto Public Library. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

APPENDICES

Appendix 1

2024 Operating Budget by Category

Category (\$000s)	2021	2022	2023	2023	2024	2024 Change from 2023		2024 Change from	
	Actual	Actual	Budget	Projection*	Budget	Budget	Budget	2023 Projection	2023 Projection
	\$	\$	\$	\$	\$	\$	%	\$	%
Provincial Subsidies	5,573.9	5,573.9	5,573.9	5,573.9	5,573.9				
Federal Subsidies	257.8	98.4							
Other Subsidies	437.7	367.6	140.3	140.3	140.3				
User Fees & Donations	733.4	2,046.6	4,031.5	4,031.5	3,958.3	(75.2)	(1.9%)	(75.2)	(1.9%)
Transfers From Capital	1,685.6	1,451.4	2,212.9	2,212.9	2,318.6	105.7	4.8%	105.7	4.8%
Contribution From Reserves/Reserve Funds	3,304.5	4,406.0	4,406.0	4,406.0	4,406.0				
Sundry and Other Revenues	3,860.3	5,336.6	4,686.6	3,686.6	5,184.3	497.7	10.6%	1,497.7	40.6%
Total Revenues	15,853.3	19,280.5	21,051.3	20,051.3	21,579.5	528.2	2.5%	1,528.2	7.6%
Salaries and Benefits	153,465.1	163,615.6	168,999.0	173,499.0	182,753.4	13,754.3	8.1%	9,254.3	5.3%
Materials & Supplies	2,169.5	3,942.3	3,575.2	3,575.2	2,866.2	(709.0)	(19.8%)	(709.0)	(19.8%)
Equipment	1,377.7	1,250.2	520.0	520.0	520.0				
Library Materials	21,455.7	21,486.7	21,447.5	21,447.5	21,983.7	536.2	2.5%	536.2	2.5%
Service and Rent	34,538.8	37,819.6	40,574.5	41,574.5	42,464.9	1,890.4	4.7%	890.4	2.1%
Contribution To Capital	400.0		400.0	400.0	400.0				
Contribution To Reserves/Reserve Funds	234.8	764.3			1,064.0	1,064.0		1,064.0	
Other Expenditures	240.1	170.7	(906.0)	(906.0)		906.0	(100.0%)	906.0	(100.0%)
Total Gross Expenditures	213,881.7	229,049.4	234,610.3	240,110.3	252,052.2	17,441.9	7.4%	11,941.9	5.0%
Net Expenditures	198,028.5	209,768.9	213,559.0	220,059.0	230,472.7	16,913.7	7.9%	10,413.7	4.7%

Appendix 2

Summary of 2024 Service Changes

N/A

Appendix 3

Summary of 2024 New / Enhanced Service Priorities Included in Budget

30591	Open Hours Implementation Plan - Phase 1 (2024)
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74	Positive	Description:
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TPL's Open Hours Implementation Plan will increase open hours of service in a number of branches geographically distributed across Toronto.

TPL's Open Hours Vision addresses the need for improved and equitable access to branch service across the city and sets out the framework and targets for its achievement. It identifies standardized bands of open hours, which are set for Monday to Saturday service, as well as Sunday service. These specific bands optimize hours of operation, staffing and scheduling efficiencies, and support consistent customer experience across the city. Bands of Sunday hours are included separately, as Sunday service is operationalized differently, according to provisions in the Collective Agreement.

Service Level Impact:

Open Hours will increase Monday to Saturday hours of service at a number of branches geographically distributed across Toronto and add Sunday service at 8 branches; increasing access to library services and reducing barriers to entry

Equity Statement:

It is expected that TPL's 2024 Operating Budget will have positive reconciliation & equity impacts for Indigenous, Black & all equity-deserving groups. TPL's Open Hours Implementation Plan standardizes and increases open hours across the system in order to improve access to library services, while prioritizing access to areas of the city serving equity-deserving residents. TPL intends to maintain its programs, services, and resources in support of Indigenous, Black & all equity-deserving groups and targeting of service development with an Equity Lens and prioritizing service to branches located in or serving Neighbourhood Improvement Areas. TPL's FY 2024 Operating Budget will impact the social goals and outcomes across the Toronto Poverty Reduction Strategy; Reconciliation Action Plan; Toronto Action Plan to Confront Anti-Black Racism; Toronto Newcomer Strategy; Toronto Seniors Strategy 2.0; Toronto Strong Neighbourhood Strategy 2020; Toronto Youth Equity Strategy; SafeTO; and the Gender Equity Strategy

Service: Toronto Public Library

Total Staff Prepared Budget Changes:	2,449.9	0.0	2,449.9	51.86	2,925.3	0.0
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Staff Prepared New/Enhanced Service Priorities:	2,449.9	0.0	2,449.9	51.86	2,925.3	0.0
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Summary:

Staff Prepared New/Enhanced Service Priorities:	2,449.9	0.0	2,449.9	51.86	4,600.4	2,929.9
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Appendix 3 (continued)

Summary of 2024 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster Program - Toronto Public Library	Adjustments				2025 Plan Net Change	2026 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
30585		Open Hours Implementation Plan - Phase 2 (2025)						
74	Positive	Description:						
<p>TPL's Open Hours Implementation Plan will increase open hours of service in a number of branches geographically distributed across Toronto.</p> <p>TPL's Open Hours Vision addresses the need for improved and equitable access to branch service across the city and sets out the framework and targets for its achievement. It identifies standardized bands of open hours, which are set for Monday to Saturday service, as well as Sunday service. These specific bands optimize hours of operation, staffing and scheduling efficiencies, and support consistent customer experience across the city. Bands of Sunday hours are included separately, as Sunday service is operationalized differently, according to provisions in the Collective Agreement.</p> <p>Service Level Impact:</p> <p>Open Hours will increase Monday to Saturday hours of service at a number of branches geographically distributed across Toronto and add Sunday service at 8 branches; increasing access to library services and reducing barriers to entry</p> <p>Equity Statement:</p> <p>It is expected that TPL's 2024 Operating Budget will have positive reconciliation & equity impacts for Indigenous, Black & all equity-deserving groups. TPL's Open Hours Implementation Plan standardizes and increases open hours across the system in order to improve access to library services, while prioritizing access to areas of the city serving equity-deserving residents. TPL intends to maintain its programs, services, and resources in support of Indigenous, Black & all equity-deserving groups and targeting of service development with an Equity Lens and prioritizing service to branches located in or serving Neighbourhood Improvement Areas. TPL's FY 2024 Operating Budget will impact the social goals and outcomes across the Toronto Poverty Reduction Strategy; Reconciliation Action Plan; Toronto Action Plan to Confront Anti-Black Racism; Toronto Newcomer Strategy; Toronto Seniors Strategy 2.0; Toronto Strong Neighbourhood Strategy 2020; Toronto Youth Equity Strategy; SafeTO; and the Gender Equity Strategy</p> <p>Service: Toronto Public Library</p>								
Total Staff Prepared Budget Changes:			0.0	0.0	0.0	0.00	1,675.2	2,436.4
Staff Prepared New/Enhanced Service Priorities:			0.0	0.0	0.0	0.00	1,675.2	2,436.4

30586		Open Hours Implementation Plan - Phase 3 (2026)						
74	Positive	Description:						
<p>TPL's Open Hours Implementation Plan will increase open hours of service in a number of branches geographically distributed across Toronto.</p> <p>TPL's Open Hours Vision addresses the need for improved and equitable access to branch service across the city and sets out the framework and targets for its achievement. It identifies standardized bands of open hours, which are set for Monday to Saturday service, as well as Sunday service. These specific bands optimize hours of operation, staffing and scheduling efficiencies, and support consistent customer experience across the city. Bands of Sunday hours are included separately, as Sunday service is operationalized differently, according to provisions in the Collective Agreement.</p> <p>Service Level Impact:</p> <p>Open Hours will increase Monday to Saturday hours of service at a number of branches geographically distributed across Toronto and add Sunday service at 8 branches; increasing access to library services and reducing barriers to entry</p> <p>Equity Statement:</p> <p>It is expected that TPL's 2024 Operating Budget will have positive reconciliation & equity impacts for Indigenous, Black & all equity-deserving groups. TPL's Open Hours Implementation Plan standardizes and increases open hours across the system in order to improve access to library services, while prioritizing access to areas of the city serving equity-deserving residents. TPL intends to maintain its programs, services, and resources in support of Indigenous, Black & all equity-deserving groups and targeting of service development with an Equity Lens and prioritizing service to branches located in or serving Neighbourhood Improvement Areas. TPL's FY 2024 Operating Budget will impact the social goals and outcomes across the Toronto Poverty Reduction Strategy; Reconciliation Action Plan; Toronto Action Plan to Confront Anti-Black Racism; Toronto Newcomer Strategy; Toronto Seniors Strategy 2.0; Toronto Strong Neighbourhood Strategy 2020; Toronto Youth Equity Strategy; SafeTO; and the Gender Equity Strategy</p> <p>Service: Toronto Public Library</p>								
Total Staff Prepared Budget Changes:			0.0	0.0	0.0	0.00	0.0	493.5
Staff Prepared New/Enhanced Service Priorities:			0.0	0.0	0.0	0.00	0.0	493.5

Appendix 4

Summary of 2024 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2024 Capital Budget; 2025 - 2033 Capital Plan Including Carry Forward Funding

(In \$000s)	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2024 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Bridlewood Relocation & Expansion	4,346										4,346			4,346
Centennial Renovation & Expansion	3,527	7,058	7,410	3,010							21,005			21,005
Christie Site										67	67			67
Dawes Road Reconstruction & Expansion	2,734	7,096	7,069	7,940	6,078						30,917			30,917
Deer Park Relocation & Expansion		144									144			144
Digital Experiences	1,231	1,527	1,642	2,060	2,165	1,903	1,967	2,505	2,657	2,790	20,447			20,447
Ethenonnhawahstih'n' - Bayview Relocation	500										500			500
Etobicoke Civic Centre New Construction	2,000	8,395	8,133	8,789	6,634						33,951			33,951
High Park Renovation & Expansion		324	557	230	3,525	5,446	6,132	4,843			21,057			21,057
Lillian H. Smith Renovation & Expansion	108	877	1,013	910	4,922	8,525	8,699	8,981	9,622	10,582	54,239			54,239
Multi-Branch Renovation Pgm - SOGR	7,823	7,793	8,440	7,560	7,260	7,417	6,580	6,600	11,000	16,625	87,098		87,098	
Multi-Branch Renovation Pgm - Accessibility Retrofit	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000		
Northern District Exterior	1,375										1,375			
Northern District Renovation & Expansion		623	898	1,057							2,578			2,578
Parkdale Relocation & Expansion			502	939	435	4,444	6,103	7,230	8,494	8,272	36,419			36,419
Parliament Street Relocation & Expansion				289	447	461	317	3,020	6,345	6,664	17,543			17,543
Perth Dupont Relocation & Expansion	2,018	2,610									4,628			4,628
Pleasant View Library Renovation & Expansion	2,167	2,108									4,275			4,275
Richview Building Elements	1,174	2,235									3,409		3,409	
Sanderson Renovation & Expansion		393	675	278	4,332	6,693	6,893	4,202	2,705		26,171		26,171	
Service and Digital Modernization	2,233	3,974	3,280	3,389	1,218	1,249	1,286	1,351	1,434	1,506	20,920			20,920
St. Lawrence Relocation & Expansion	155	877	3,931	6,925	7,132	7,346	7,588	6,790			40,744			40,744
Technology Asset Management Program	4,779	4,776	5,815	5,732	5,904	6,081	6,263	6,451	6,645	6,844	59,290		59,290	
TRL Renovation	3,000	7,000	7,000	6,000	4,000	3,000	3,000	5,000	5,000	5,000	48,000		48,000	
Yorkville Renovation	100	267	230	1,886	2,913	3,000	2,888				11,284			11,284
Total Expenditures	40,770	59,577	58,095	58,494	58,465	57,065	59,216	58,473	55,402	59,850	565,407	15,000	236,627	313,780

- ✔ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction
- ✔ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2024-2033 Capital Budget and Plan cash flows and does not break out the climate component costs separately.

Appendix 5a

2024 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 2024 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Bridlewood Relocation & Expansion	4,346										4,346	4,346		
Centennial Renovation & Expansion	3,527	7,058	7,410	3,010							21,005	20,185	820	
Dawes Road Reconstruction & Expansion	2,734	7,096	7,069	7,940	6,078						30,917	29,366	1,551	
Deer Park Relocation & Expansion												144	(144)	
Digital Experiences	1,231	1,527	957								3,715	3,715		
Ethennonhawahstihñ' - Bayview Relocation	500										500	500		
Etobicoke Civic Centre New Construction	2,000	8,395	8,133	8,789	6,634						33,951	264		33,687
Lillian H. Smith Renovation & Expansion	108	877	1,013	910							2,908	2,908		
Multi-Branch Renovation Pgm - SOGR	7,823	7,793	8,440								24,056	9,163	14,893	
Multi-Branch Renovation Pgm - Accessibility Retrofit	1,500	1,500	1,400								4,400	2,850	1,550	
Northern District Exterior	1,375										1,375	1,075	300	
Parkdale Relocation & Expansion												1,719	(1,719)	
Perth Dupont Relocation & Expansion	2,018	2,610									4,628	4,567	61	
Pleasant View Library Renovation & Expansion	2,167	2,108									4,275	86		4,189
Richview Building Elements	1,174	2,235									3,409	3,409		
Service and Digital Modernization	2,233	3,974	3,280	2,200							11,687	9,292	2,395	
St. Lawrence Relocation & Expansion	155	877	875								1,907	1,907		
Technology Asset Management Program	4,779	3,969									8,748	8,748		
TRL Renovation	3,000	7,000	7,000								17,000	4,186	12,814	
Yorkville Renovation	100	267	230								597			597
Total Expenditure (including carry forward from 2023)	40,770	57,286	45,807	22,849	12,712						179,424	108,430	32,521	38,473

Appendix 5b

2025 - 2033 Capital Plan

(In \$000s)	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2025 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Christie Site									67	67			67
Deer Park Relocation & Expansion	144									144			144
Digital Experiences		685	2,060	2,165	1,903	1,967	2,505	2,657	2,790	16,732			16,732
High Park Renovation & Expansion	324	557	230	3,525	5,446	6,132	4,843			21,057			21,057
Lillian H. Smith Renovation & Expansion				4,922	8,525	8,699	8,981	9,622	10,582	51,331			51,331
Multi-Branch Renovation Pgm - SOGR			7,560	7,260	7,417	6,580	6,600	11,000	16,625	63,042		63,042	
Multi-Branch Renovation Pgm - Accessibility Retrofit		100	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,600	10,600		
Northern District Renovation & Expansion	623	898	1,057							2,578			2,578
Parkdale Relocation & Expansion		502	939	435	4,444	6,103	7,230	8,494	8,272	36,419			36,419
Parliament Street Relocation & Expansion			289	447	461	317	3,020	6,345	6,664	17,543			17,543
Sanderson Renovation & Expansion	393	675	278	4,332	6,693	6,893	4,202	2,705		26,171	26,171		
Service and Digital Modernization			1,189	1,218	1,249	1,286	1,351	1,434	1,506	9,233			9,233
St. Lawrence Relocation & Expansion		3,056	6,925	7,132	7,346	7,588	6,790			38,837			38,837
Technology Asset Management Program	807	5,815	5,732	5,904	6,081	6,263	6,451	6,645	6,844	50,542		50,542	
TRL Renovation			6,000	4,000	3,000	3,000	5,000	5,000	5,000	31,000		31,000	
Yorkville Renovation			1,886	2,913	3,000	2,888				10,687		10,687	
Total Expenditures	2,291	12,288	35,645	45,753	57,065	59,216	58,473	55,402	59,850	385,983	10,600	181,442	193,941

Appendix 6

Reporting on Major Capital Projects: Status Update

(\$000s)

Life to Date
↓ ↓

Division/Project name	2023 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Public Library											
Bridlewood Branch Relocation	4,862	5,356	6,366	9,787	5,934	On Track	Jan-20	Dec-24	Dec-24	Ⓞ	Ⓞ
Comments:	Project is under construction and progressing ahead of schedule										
Explanation for Delay:											
Centennial Renovation & Expansion	3,500	545	545	21,613	1,428	Significant Delay	Jan-18	Dec-26	Dec-26	Ⓜ	Ⓜ
Comments:											
Explanation for Delay:	Project behind schedule due to repeated delays in getting site plan approval										
Dawes Road Reconstruction & Expansion	2,533	283	318	36,206	6,805	Significant Delay	Jan-15	Dec-27	Dec-27	Ⓜ	Ⓜ
Comments:											
Explanation for Delay:	Construction start estimated to be in 2024 pending site plan approval										
Perth Dupont Relocation	3,359	10	10	5,897	1,330	Significant Delay	Jan-18	Dec-24	Dec-24	Ⓜ	Ⓜ
Comments:											
Explanation for Delay:	Awaiting resolution between City and Developer's lawyers on when TPL can occupy the building to start construction										

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

Appendix 7

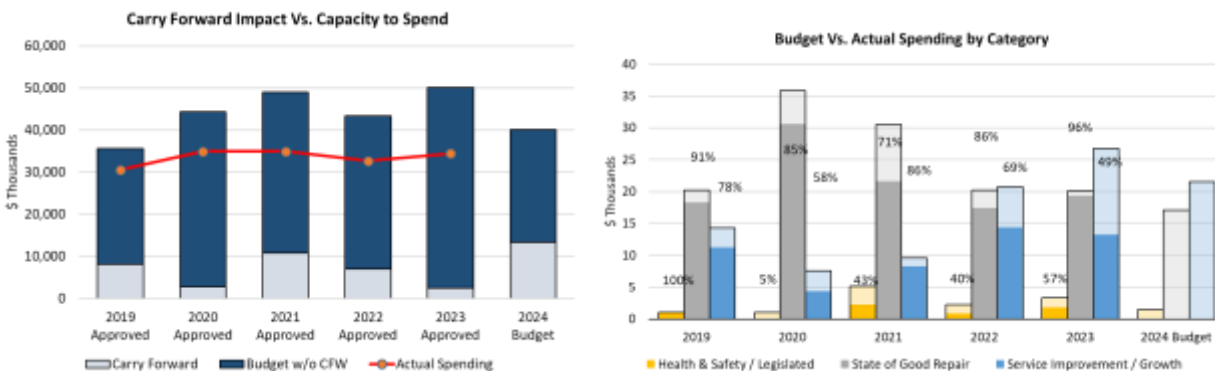
Capacity to Spend Review

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital plan. A review was undertaken to ensure budgets align with Toronto Public Library’s ability to spend and the market’s capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2023 underspending that will be carried forward into 2024 to complete capital work.

Toronto Public Library’s actual spending over the previous five years, from 2019 to 2023, has averaged \$33.814 million per year or 76%. The projected spending for 2023 is \$35.866 million or 71.5% of the 2023 Council Approved Capital Budget. Challenges in spending for projects are mainly related to site plan delays and delays on the ownership title transfer of the 299 Campbell building. The unspent cash flow funding of \$18.140 million is mostly due to approval delays on Centennial, Dawes Road and 299 Campbell projects, has been carried forward into 2024 and beyond to continue and complete the required capital work based on the project readiness and capacity to spend.

Chart 3 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

TPL reviewed its historical capital spending trends and capacity to deliver projects. Based on the review of historical capital spending constraints and a capacity to spend review, \$23.243 million in capital spending originally cash flowed in 2024 has been deferred to future years. Adjustments to the 10-Year Capital Plan are noted below:

- *Centennial Library* – The project was delayed due to the lengthy site plan approval process. Cash flow funding of \$3.645 million has been deferred to 2026 and 2027.
- *Dawes Rd Library* – The project was delayed due to the lengthy site plan approval process. Cash flow funding of \$4.785 million has been deferred to 2027 and 2028.
- *Etobicoke Civic Centre New Construction* – Construction tender was delayed to 2024, cash flow funding of \$4.489 million has been deferred to 2028.
- *Toronto Reference Library* – Due to project rescoping, cash flow funding of \$4.000 million has been deferred to 2027, 2028 and 2029.
- *Parkdale Library* – Project is still in discussion stage, cash flow funding of \$0.860 million has been deferred to 2027.
- *Richview Building Elements* – Phase 2 of the project was delayed due to City approvals to discharge water, cash flow of \$1.061 million has been deferred to 2025.
- *Technology Projects* – Due to project re-prioritization, Cash flow funding of \$4.290 million has been deferred to 2025, 2026 and 2027.

Appendix 8

Summary of Capital Needs Constraints

Project Description	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)										
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
NOT INCLUDED														
<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 & 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 & 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 & Expansion</i>	46.106	33.196	12.910		-	-	-	6.070	8.337	9.876	10.969	10.854	-	
Total Needs Constraints (Not Included)	189.845	110.252	79.593	-	0.878	1.507	1.266	21.658	32.618	46.040	39.652	30.245	15.981	

- In addition to the 10-Year Capital Plan of \$565.407 million, TPL have also identified \$189.845 million in capital needs constraints, as reflected in the table above that will be considered for funding in the budget process of future years. These branch renovation and expansion projects are substantial in scope and require significant funding. The list will continue to grow as TPL's infrastructure continues to age thus resulting in increased SOGR backlog.
- These 6 projects were in prior year Capital Needs Constraints.
 - *City Hall Relocation and Expansion*: The future use of Old City Hall is to provide a Museum of Toronto and wedding chamber on the second floor, Toronto Public Library Branch on the ground floor, and a mix of complementary commercial and institutional uses throughout the rest of Old City Hall.
 - *Expansion and relocation of the Danforth/Coxwell branch* is linked to the completion of the Danforth garage master planning study with a clear direction for the redevelopment of the entire site. At its meeting of January 31, 2018, City Council approved the preferred property located at 1627 Danforth Ave (the "Danforth Garage") for the consolidation of the current Toronto Police Service 54 and 55 Police District facility which directed City staff to undertake the development of a master plan for the site. The Master Plan reviewed the properties at the southeast corner of Danforth Ave. and Coxwell Ave. These properties included 1577 Danforth Ave. (Tobias House), 1627 Danforth Ave. (Danforth Garage), and 1675 Danforth Ave. (TPL branch), and are together known as "the Property" for purposes of the Master Plan. The Master Plan was adopted by City Council at the June 18, 2019 meeting.
 - Next highest priority branches include:
 - *Weston Renovation*
 - *Barbara Frum Renovation*
 - *Mimico Centennial Renovation and Expansion*
 - *Northern District construction phase*

Appendix 9

Capital Program Provincial/Federal Funding Streams by Project

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2024 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		2.9	735.8	866.9
Vehicle Reserve - Library	XQ1700			
<i>Withdrawals (-)</i>		(331.0)	(368.9)	(716.0)
<i>Contributions (+)</i>		1,064.0	500.0	525.0
Total Reserve / Reserve Fund Draws / Contributions		735.8	866.9	675.9
Balance at Year-End		735.8	866.9	675.9

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		1,400.5	1,411.0	3,830.6
Toronto Public Library IT Asset Replacement	XR1504			
<i>Contributions (+)</i>			2,400.0	3,400.0
Total Reserve / Reserve Fund Draws / Contributions		1,400.5	3,811.0	7,230.6
Interest Income		10.5	19.6	41.5
Balance at Year-End		1,411.0	3,830.6	7,272.1

Appendix 10 (continued)

Inflows and Outflows to/from Reserves and Reserve Funds 2024 – 2033 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

While some years are showing a negative ending balance, it is anticipated that one time funding injection, changing priorities or a revision in expenditures will adjust the future year balances.

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR2115 Development Charges - Library	Beginning Balance	76,847	75,462	63,348	50,857	33,741	13,165	(10,394)	(22,198)	(19,057)	(12,318)	
	Withdrawals (-)											
	Library Materials	(4,406)	(4,406)	(4,406)	-	-	-	-	-	-	-	(13,218)
	Capital Projects	(9,300)	(20,409)	(21,019)	(30,109)	(33,632)	(35,697)	(22,468)	(7,736)	(4,284)	(5,027)	(189,681)
	Total Withdrawals	(13,706)	(24,815)	(25,425)	(30,109)	(33,632)	(35,697)	(22,468)	(7,736)	(4,284)	(5,027)	(202,899)
	Contributions (+)	11,752	12,183	12,507	12,677	12,881	12,138	10,664	10,877	11,023	11,242	117,944
	Total Contributions	11,752	12,183	12,507	12,677	12,881	12,138	10,664	10,877	11,023	11,242	117,944
Interest Income	569	519	427	316	175	-	-	-	-	-	2,006	
Balance at Year-End	75,462	63,348	50,857	33,741	13,165	(10,394)	(22,198)	(19,057)	(12,318)	(6,103)	(82,950)	

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR2115 Development Charges - Library	Beginning Balance	76,847	75,462	63,348	50,857	33,741	13,165	(10,394)	(22,198)	(19,057)	(12,318)	
	Withdrawals (-)											
	Library Materials	(4,406)	(4,406)	(4,406)	-	-	-	-	-	-	-	(13,218)
	Capital Projects	(9,300)	(20,409)	(21,019)	(30,109)	(33,632)	(35,697)	(22,468)	(7,736)	(4,284)	(5,027)	(189,681)
	Total Withdrawals	(13,706)	(24,815)	(25,425)	(30,109)	(33,632)	(35,697)	(22,468)	(7,736)	(4,284)	(5,027)	(202,899)
	Contributions (+)	11,752	12,183	12,507	12,677	12,881	12,138	10,664	10,877	11,023	11,242	117,944
	Total Contributions	11,752	12,183	12,507	12,677	12,881	12,138	10,664	10,877	11,023	11,242	117,944
Interest Income	569	519	427	316	175	-	-	-	-	-	2,006	
Balance at Year-End	75,462	63,348	50,857	33,741	13,165	(10,394)	(22,198)	(19,057)	(12,318)	(6,103)	(82,950)	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR3026 Planning Act Reserve Fund - Section 37	Beginning Balance	456,644	432,071	353,929	335,195	326,842	304,000	306,280	308,577	310,891	313,223	
	Withdrawals (-)											
	MB Renovation SOGR	(11)	-	-	(1,020)	-	-	-	-	-	-	(1,031)
	Perth Dupont Library	-	(1,003)	-	-	-	-	-	-	-	-	(1,003)
	Pleasant View Library	(2,078)	(1,997)	-	-	-	-	-	-	-	-	(4,075)
	Total Withdrawals	(2,089)	(3,000)	-	(1,020)	-	-	-	-	-	-	(6,109)
Interest Income	3,320	2,936	2,575	2,473	2,357	2,280	2,297	2,314	2,332	2,349	25,234	
Other Program/Agency Net Withdrawals and Contributions	(25,804)	(78,078)	(21,309)	(9,806)	(25,199)	-	-	-	-	-	(160,196)	
Balance at Year-End	432,071	353,929	335,195	326,842	304,000	306,280	308,577	310,891	313,223	315,572	(141,072)	

Appendix 11

Glossary

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced Service Priorities: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

Appendix 12

Board Approved Vs. City Staff Prepared Budget

2024-2033 Capital Budget and Plan – Board Approved Vs. City Staff Prepared Budget

\$ Millions	Board Approved	City Staff Prepared Budget	Difference	
			\$	%
2024				
Gross Expenditures	40.1	40.8	0.7	1.7%
Debt	26.2	25.6	(0.5)	-2.1%
2025-2033				
Gross Expenditures	524.6	524.6		
Debt	338.4	338.4		
Total				
Gross Expenditures	564.7	565.4	0.7	0.1%
Debt	364.6	364.0	(0.5)	-0.1%

- At its meeting on October 30, 2023, the Toronto Public Library Board approved the 2024-2023 Capital Budget and Plan submission for Toronto Public Library totalling \$564.7 million over the 10-year period.
- As shown in the chart above, the City Staff Prepared 2024 Capital Budget of \$40.8 million is higher than the Board Approved 2024 Capital Budget by \$0.7 million in cash flow funding due to subsequent changes in 2023 carry forward funding which have been updated for Q3 estimates.