

# 2025 Budget Notes

## Toronto Public Library

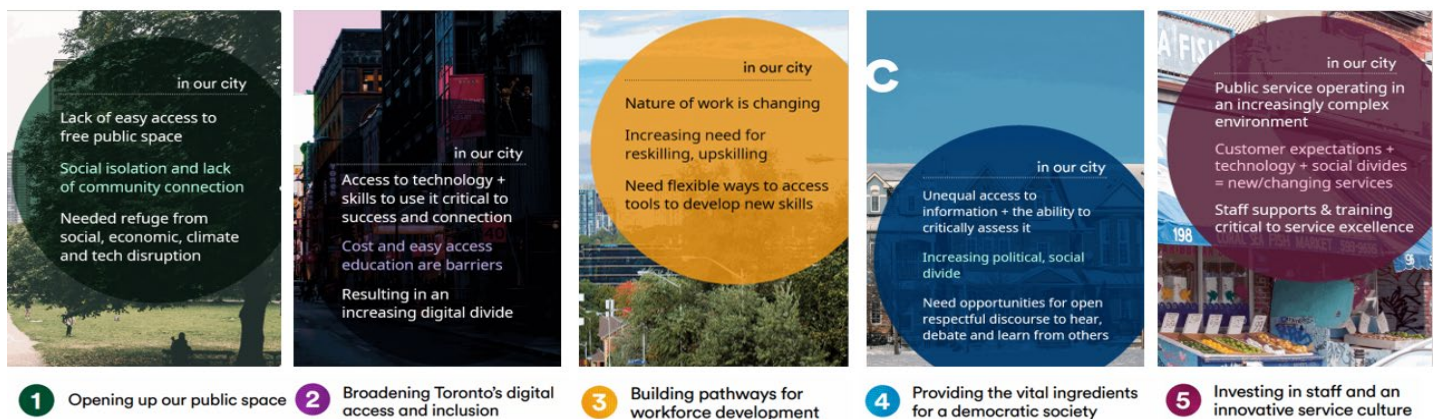
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### Description

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.



### Toronto Public Library Strategic Plan Priorities and its 2025 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.*

For further information about TPL, please visit: <https://www.torontopubliclibrary.ca>

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## What Service We Provide

### Toronto Public Library

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

#### Residents who use our services

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

#### Community Agencies and Partners

- Daycares and preschools, elementary, secondary and 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 2025 operating budget):** \$268.9 million

## Budget at a Glance\*

### 2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$21.8	\$21.1	\$21.1
Gross Expenditures	\$268.9	\$286.5	\$296.0
Net Expenditures	\$247.1	\$265.4	\$274.9
Approved Positions	1,950.8	2,001.2	2,004.7

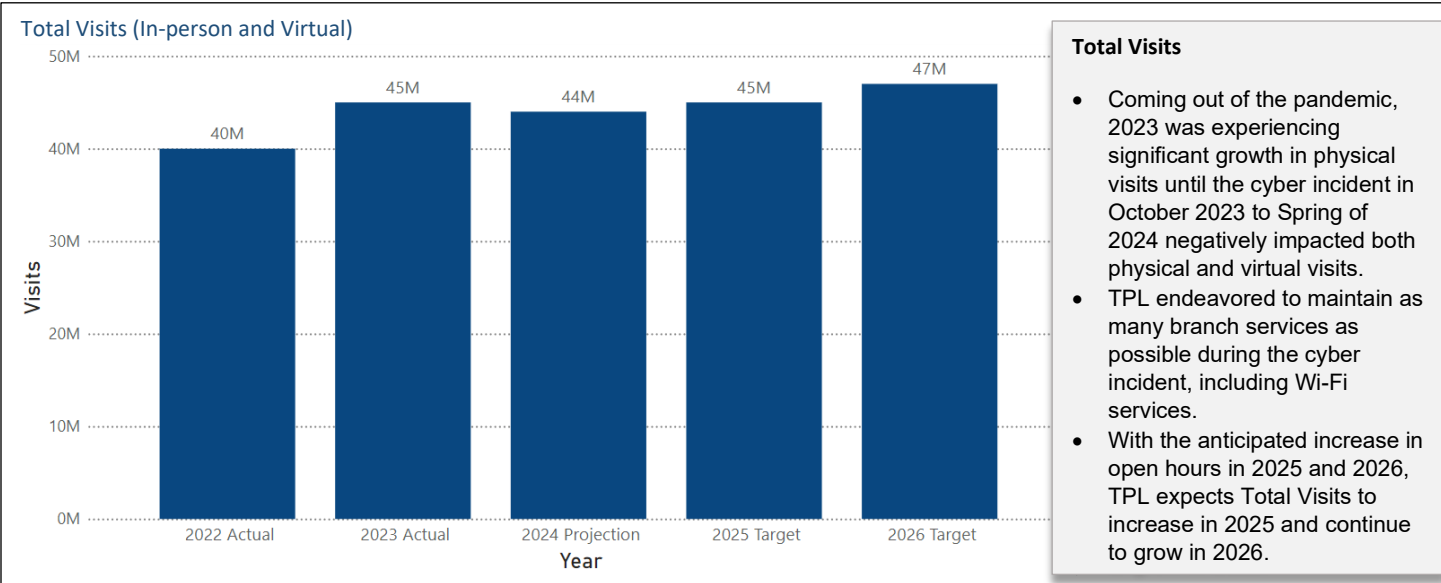
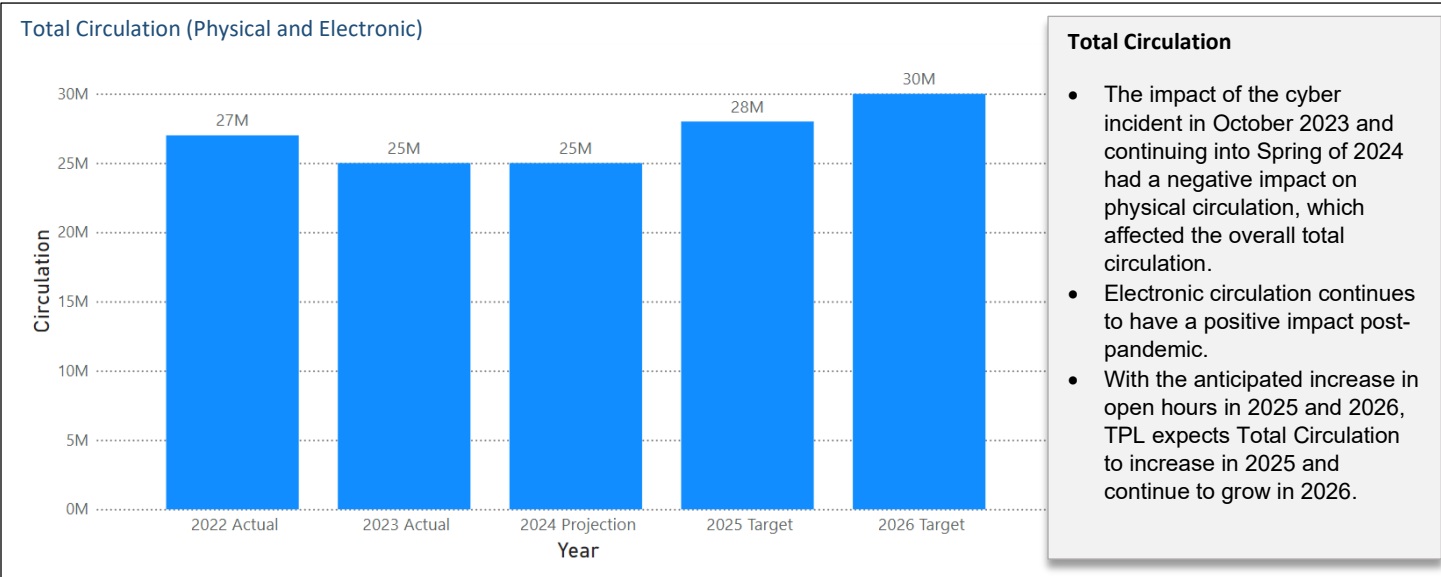
### 2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$48.2	\$586.8	\$635.0
Debt	\$26.8	\$380.3	\$407.1

Note: Includes estimated 2024 carry forward funding

\*This document reflects the 2025 Operating Budget and 2025-2034 Capital Budget and Plan as prepared by the City's City Manager and Chief Financial Officer and Treasurer, which differs from the budget approved by TPL Board. Please refer to [Appendix 12](#) for details.

How Well We Are Doing – Behind the Numbers



## How Well We Are Doing

Service	Measure	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
Outcome Measures								
Toronto Public Library	Overall user satisfaction with Toronto Public Library (Based on the 2022 Survey)	91%	91%	91%	91%	●	91%	91%
Toronto Public Library	User satisfaction with knowledge of library staff	89%	89%	89%	89%	●	89%	89%
Service Level Measures								
Toronto Public Library	Total use (physical use + electronic use)	77 M	83 M	82 M	83 M	●	89 M	95 M
Toronto Public Library	Total circulation (physical use + electronic use)	27 M	25 M	25 M	25 M	●	28 M	30 M
Toronto Public Library	Total Visits (physical visits + virtual visits)	40 M	45 M	43 M	44 M	●	45 M	47 M
Toronto Public Library	New Library membership registration	186,425	251,891	175,000	200,000	●	229,500	265,000

### 2024 Projection to 2024 Target Comparison

● 80-100% (MET TARGET)      ● 70 - 79% (LOW RISK)      ● 69% and Under (REQUIRES ATTENTION)

## How Well We Are Doing

Service	Measure	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
Outcome Measures								
Toronto Public Library	Library Open Hours	257,752	277,919	287,300	285,306	●	307,052	323,187
Toronto Public Library	Number of Youth Hubs	24	23	28	28	●	31	31
Toronto Public Library	In-person program fill rate	81%	86%	75%	80%	●	75%	75%
Toronto Public Library	eLearning sessions	446,852	403,105	500,000	500,000	●	525,000	550,000
Toronto Public Library	Total operating cost per Library use	2.91	2.89	3.06	3.05	●	3.01	3.01
Toronto Public Library	Library materials budget per capita	7.7	6.8	6.8	6.8	●	6.7	6.6

### 2024 Projection to 2024 Target Comparison

● 80-100% (MET TARGET)      ● 70 - 79% (LOW RISK)      ● 69% and Under (REQUIRES ATTENTION)

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- A vital community resource for lifelong learning, literacy, and social connections, with 85% of users feeling welcomed.
- From January to May 2024, TPL delivered 15,401 in-person programs, engaging 307,988 participants, with in-branch visits surpassing pre-pandemic levels.
- 68% of Torontonians visited a TPL branch in the last year, and library usage is at 81%, up from 68% in 2019, with customer satisfaction at 91.5%.
- Expanded youth hubs to 28 locations, serving 109,000 teens from January to July 2024 with 573 programs.
- In-library services support digital literacy and inclusion, with 62% of users accessing library computers and 96% reporting increased digital comfort.
- Financial counseling and tax clinics provided substantial support, unlocking \$3 million for low-income residents.
- Toronto Public Library is modernizing its digital capabilities and enhancing security and network capacity across branches.
- Operating hours have expanded, with 67 branches now open on Sundays, resulting in a significant increase in traffic.
- The Jane/Dundas branch was renamed to Daniel G. Hill to confront anti-Black racism alongside initiatives focused on reconciliation and inclusion.
- From January to July 2024, TPL offered 27 Indigenous-focused and 79 2SLGBTQ+ programs, showing strong engagement from these communities.

### Key Challenges and Risks

- Difficulty meeting soaring demand for eCollections because of high prices and restrictive licensing models that limit access.
- Managing inflationary pressures as demand for service continues to increase, while safety and security costs are ongoing.
- Outages caused by aging technology infrastructure and enterprise applications impacting key business functions and operations adversely.
- The accumulated SOGR backlog is anticipated to remain constant at approximately 10% of the total replacement value.
- Collective agreement requirements can extend the timeframe for hiring positions. Extended open hours and associated staffing needs may exacerbate these delays. The current voluntary Sunday staffing model may not be sustainable with expanded Sunday hours.

### Priority Actions

- 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.
  - Drive strategic outcomes such as greater digital inclusion, increased children's literacy supports, and reduced barriers to access for equity-deserving groups, including seniors and youth.
- Continue to implement and operationalize TPL's Safety and Security Program to ensure a welcoming and safe environment for staff and customers.
- Continue to add community-based services and expand digital literacy and access.
- Foster community connections and civic engagement, support mental health and well-being, workforce development, and building resilience, especially for Toronto's most vulnerable populations.
- Advance TPL's digital strategy to create a modern, connected, and sustainable data and technology environment that is transformation-ready and improve customer/employee experiences.

## CITY STAFF PREPARED BUDGET

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

1. The 2025 Operating Budget for Toronto Public Library of \$268.903 million gross, \$21.768 million revenue and \$247.135 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Toronto Public Library	268,903.0	21,768.3	247,134.7
<b>Total Program Budget</b>	<b>268.903.0</b>	<b>21.768.3</b>	<b>247,134.7</b>

- The 2025 staff complement for Toronto Public Library of 1,950.8 positions comprised of 5.0 capital positions and 1,945.8 operating positions.
2. The 2025 Capital Budget for Toronto Public Library with cash flows and future year commitments totaling \$286.202 million as detailed by project in [Appendix 5a](#).
  3. The 2026-2034 Capital Plan for Toronto Public Library totalling \$348.808 million in project estimates as detailed by project in [Appendix 5b](#).
  4. That all third-party funding included in the 2025 Budget be subject to the execution of an agreement or receipt of funding. If such agreement or funding is not in place by 2025 or forthcoming, the approval to spend must be reassessed by City Council relative to other City-funded priorities and needs in future budget processes.

# **2025 OPERATING BUDGET**



## 2025 OPERATING BUDGET OVERVIEW

**Table 1: 2025 Operating Budget by Service**

(In \$000s)	2023 Actual	2024 Budget	2024 Projection*	2025 Base Budget	2025 New / Enhanced	2025 Budget	Change v. 2024 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Toronto Public Library	23,412.7	21,579.5	20,797.8	20,955.4	813.0	21,768.4	188.9	0.9%
<b>Total Revenues</b>	<b>23,412.7</b>	<b>21,579.5</b>	<b>20,797.8</b>	<b>20,955.4</b>	<b>813.0</b>	<b>21,768.4</b>	<b>188.9</b>	<b>0.9%</b>
<b>Expenditures</b>								
Toronto Public Library	243,451.7	252,293.5	254,511.0	263,947.5	4,955.6	268,903.0	16,609.5	6.6%
<b>Total Gross Expenditures</b>	<b>243,451.7</b>	<b>252,293.5</b>	<b>254,511.0</b>	<b>263,947.5</b>	<b>4,955.6</b>	<b>268,903.0</b>	<b>16,609.5</b>	<b>6.6%</b>
<b>Net Expenditures</b>	<b>220,039.0</b>	<b>230,714.0</b>	<b>233,713.2</b>	<b>242,992.1</b>	<b>4,142.6</b>	<b>247,134.7</b>	<b>16,420.7</b>	<b>7.1%</b>
<b>Approved Positions**</b>	<b>1,838.3</b>	<b>1,906.2</b>	<b>N/A</b>	<b>1,915.7</b>	<b>35.1</b>	<b>1,950.8</b>	<b>44.6</b>	<b>2.3%</b>

\* 2024 Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

### KEY DRIVERS

**Total 2025 Budget** expenditures of \$268.903 million gross reflects an increase of \$16.610 million or 6.6% in spending above the 2024 Budget, predominantly arising from:

- Annualization of prior year approvals for Open Hours – Phase 1 and service enhancements.
- Salary and benefits adjustments, as well as operating impact of capital for positions added as a result of completed capital projects.
- The salary and benefits increase excludes COLA, as the current collective agreement expires at the end of 2024. Consistent with City practice, a funding provision for these costs has been budgeted for within the City's corporate accounts and will be transferred to TPL after completion of collective bargaining.
- Economic factors including increases for contracted services, library materials, and utilities.
- New/Enhanced services for Open Hours, Youth Hub expansion, Digital Innovation Hub expansion, Financial Empowerment service expansion, and Social Service Team service expansion.

### EQUITY IMPACTS OF BUDGET CHANGES

**High-Positive significant equity impacts:** The changes in Toronto Public Library's 2025 Operating Budget include the previously approved Open Hours budget enhancement and Enhanced Open Hours, 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.

**Medium-Positive significant equity impacts:** The changes in Toronto Public Library's 2025 Operating Budget include various budget enhancements such as Youth Hub expansion, Digital Innovation Hub expansion, Financial Empowerment service expansion, and Social Service Team service expansion, which have a medium-positive significant equity impact and advance many of the Library's and the City's key strategies, including the Poverty Reduction Strategy.

**2025 OPERATING BUDGET KEY COST DRIVERS**

The 2025 Net Operating Budget for Toronto Public Library of 247.135 million is \$16.421 million or 7.1% higher than the 2024 Net Budget. Table 2 below summarizes the key base cost drivers for the 2025 Budget.

**Table 2: 2025 Key Cost Drivers**

(In \$000s)	2025				2026 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
<b>2024 Projection*</b>	<b>20,797.8</b>	<b>254,511.0</b>	<b>233,713.2</b>	<b>N/A</b>	<b>N/A</b>
<b>2024 Budget</b>	<b>21,579.5</b>	<b>252,293.5</b>	<b>230,714.0</b>	<b>1,906.2</b>	<b>N/A</b>
<b>Key Cost Drivers:</b>					
<b>Prior Year Impacts</b>					
Annualization of prior year approvals	(748.0)	3,324.0	4,072.0		
<b>Other Base Budget Pressures</b>					
Salary and benefits adjustments	671.9	1,684.0	1,012.1	1.0	1,584.1
Operating impact of completed capital projects		1,522.0	1,522.0	12.5	576.9
Economic factors		4,719.0	4,719.0		3,861.6
Community-based service for equity deserving populations	(386.0)	(386.0)		(4.0)	
Contribution to reserves	(162.0)	2,791.0	2,953.0		1,738.0
	123.9	10,330.0	10,206.1	9.5	7,760.6
<b>Sub-Total - Key Cost Drivers</b>	<b>(624.1)</b>	<b>13,654.0</b>	<b>14,278.1</b>	<b>9.5</b>	<b>7,760.7</b>
<b>Affordability Measures</b>		<b>(2,000.0)</b>	<b>(2,000.0)</b>		
<b>Sub-Total - Base Budget</b>	<b>20,955.4</b>	<b>263,947.5</b>	<b>242,992.1</b>	<b>1,915.7</b>	<b>7,760.7</b>
<b>2025 New / Enhanced</b>	<b>813.0</b>	<b>4,955.6</b>	<b>4,142.6</b>	<b>35.1</b>	<b>10,506.3</b>
<b>2025 Budget</b>	<b>21,768.4</b>	<b>268,903.0</b>	<b>247,134.7</b>	<b>1,950.8</b>	<b>18,267.0</b>
<b>Change from 2024 Budget (\$)</b>	<b>188.9</b>	<b>16,609.6</b>	<b>16,420.7</b>	<b>44.6</b>	<b>N/A</b>
<b>Change from 2024 Budget (%)</b>	<b>0.9%</b>	<b>6.6%</b>	<b>7.1%</b>	<b>2.3%</b>	<b>N/A</b>

\*Based on 9 Month Variance

\*\*YoY comparison based on approved positions

**Key Base Drivers****Annualization of prior year approvals:**

- Increase of \$3.324 million gross and \$4.072 million net related to prior year approvals for Open Hours – Phase 1, additional Youth Hubs, as well as the reversal of one-time grants from the Toronto Public Library Foundation for the Financial Empowerment Service and Social Service Team.

**Other base budget pressures:**

- Increase of \$1.684 million gross and \$1.012 million net, for salary and benefits adjustments, as well as the addition of one position to maintain existing services related to privacy, risk, and governance. The increase excludes COLA, as the current collective agreement expires at the end of 2024. Consistent with City practice, a funding provision for these costs has been budgeted for within the City's corporate accounts and will be transferred to TPL after completion of collective bargaining.
- Increase of \$1.522 million gross and net, including 12.5 staff positions, from the operating impact of completed capital projects related to the completion of previously branch expansion and renovation capital projects.
- Increase of \$4.719 million gross and net for economic factors, including:
  - \$2.805 million for facilities and Information Technology (IT) related contracts.
  - \$1.099 million for library materials due to the high cost of e-materials and increasing usage.
  - \$0.564 million for supplies, services and rent increases.
  - \$0.251 million for utilities.
- Decrease of \$0.386 million gross and \$0 net from the conclusion of the pilot Community-Based Service for Equity Deserving Populations program funded by the Toronto Public Library Foundation.
- \$2.791 million gross and \$2.953 million net related to Asset Replacement Reserve and Fleet Reserve contributions for future technology and vehicle replacements, prior to \$2.000 million in forgone contributions identified in Offsets and Efficiencies.

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

(In \$000s)									
Recommendation	Savings Type	Equity Impact	2025				2026 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Forgo contribution to asset replacement reserve	Other	None		(2,000.0)	(2,000.0)				
<b>Total Affordability Measures</b>				(2,000.0)	(2,000.0)				

- **Forgo 2025 Contribution to Asset Replacement Reserve** – forgoing a portion of the 2025 contribution to the Asset Replacement Reserve.

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

New / Enhanced Request	2025				2026 Annualized Gross	Equity Impact	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions			
In \$ Thousands							
1 Open Hours - Phase 2 - Approved in 2024		1,675.2	1,675.2	20.6	4,111.5	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.
2 Open Hours - Phase 3 - Approved in 2024					863.6	High-positive	
3 Open Hours Implementation - Sunday Service Expansion		1,946.7	1,946.7	5.0	5,489.1	High-positive	
4 Open Hours Implementation - Monday Service Expansion					1,517.1	High-positive	
5 Social service team service expansion	565.0	565.0			1,130.0	Medium-positive	Social service team expansion will impact the social goals and outcomes across Our Health, Our City Strategy; SafeTO; Toronto Action Plan to Confront Anti-Black Racism; Toronto Poverty Reduction Strategy; Toronto Seniors Strategy 2.0; and the Toronto Youth Equity Strategy.
6 Financial empowerment service expansion	248.0	248.0		0.5	496.0	Medium-positive	Financial empowerment expansion will impact the social goals and outcomes across the Toronto Action Plan to Confront Anti-Black Racism; Toronto Poverty Reduction Strategy; Toronto Seniors Strategy 2.0; and the Toronto Youth Equity Strategy.
7 Digital Innovation Hub Expansion		77.1	77.1	2.0	154.1	Medium-positive	Digital Innovation Hub expansion will impact the social goals and outcomes across the Toronto Action Plan to Confront Anti-Black Racism; Toronto Poverty Reduction Strategy; and the Toronto Youth Equity Strategy.
8 Youth Hub Expansion		443.7	443.7	7.0	887.3	Medium-positive	Youth Hub expansion will impact the social goals and outcomes across the Toronto Action Plan to Confront Anti-Black Racism; Toronto Poverty Reduction Strategy; and the Toronto Youth Equity Strategy.
Total New / Enhanced	813.0	4,955.6	4,142.6	35.1	14,648.9		

**Note:**

- For additional information, please refer to [Appendix 3](#) for the 2025 New and Enhanced Service Priorities.

**2026 & 2027 OUTLOOKS****Table 5: 2026 and 2027 Outlooks**

(In \$000s)	2025 Budget	2026 Incremental Outlook	2027 Incremental Outlook
<b>Revenues</b>			
Revenue Changes		(651.0)	
<b>Total Revenues</b>	<b>21,768.4</b>	<b>(651.0)</b>	
<b>Gross Expenditures</b>			
Salaries and Benefits		1,584.1	1,608.3
Open Hours Implementation Plan		3,300.0	616.9
New Open Hours - Sunday and Monday Service Expansion		5,059.6	1,083.7
Economic Factors		3,861.6	3,436.0
Operating impact of capital		576.9	785.8
Other budget changes - reserve contributions		1,900.0	1,744.0
Youth Hub and Digital Innovation Hub expansion		520.7	
Financial Empowerment Service expansion		248.0	248.0
Social Service Team Service expansion		565.0	
<b>Total Gross Expenditures</b>	<b>268,903.0</b>	<b>17,616.0</b>	<b>9,522.8</b>
<b>Net Expenditures</b>	<b>247,134.7</b>	<b>18,267.0</b>	<b>9,522.8</b>
<b>Approved Positions</b>			
	<b>1,950.8</b>	<b>50.4</b>	<b>3.5</b>

\*\*YoY comparison based on approved positions

## Key Outlook Drivers

The 2026 Outlook, with total gross expenditures of \$286.519 million, reflects an anticipated \$17.616 million or 6.6% increase in gross expenditures above the 2025 Operating Budget. The 2027 Outlook projects a further increase of \$9.523 million or 3.3% above the 2026 Outlook.

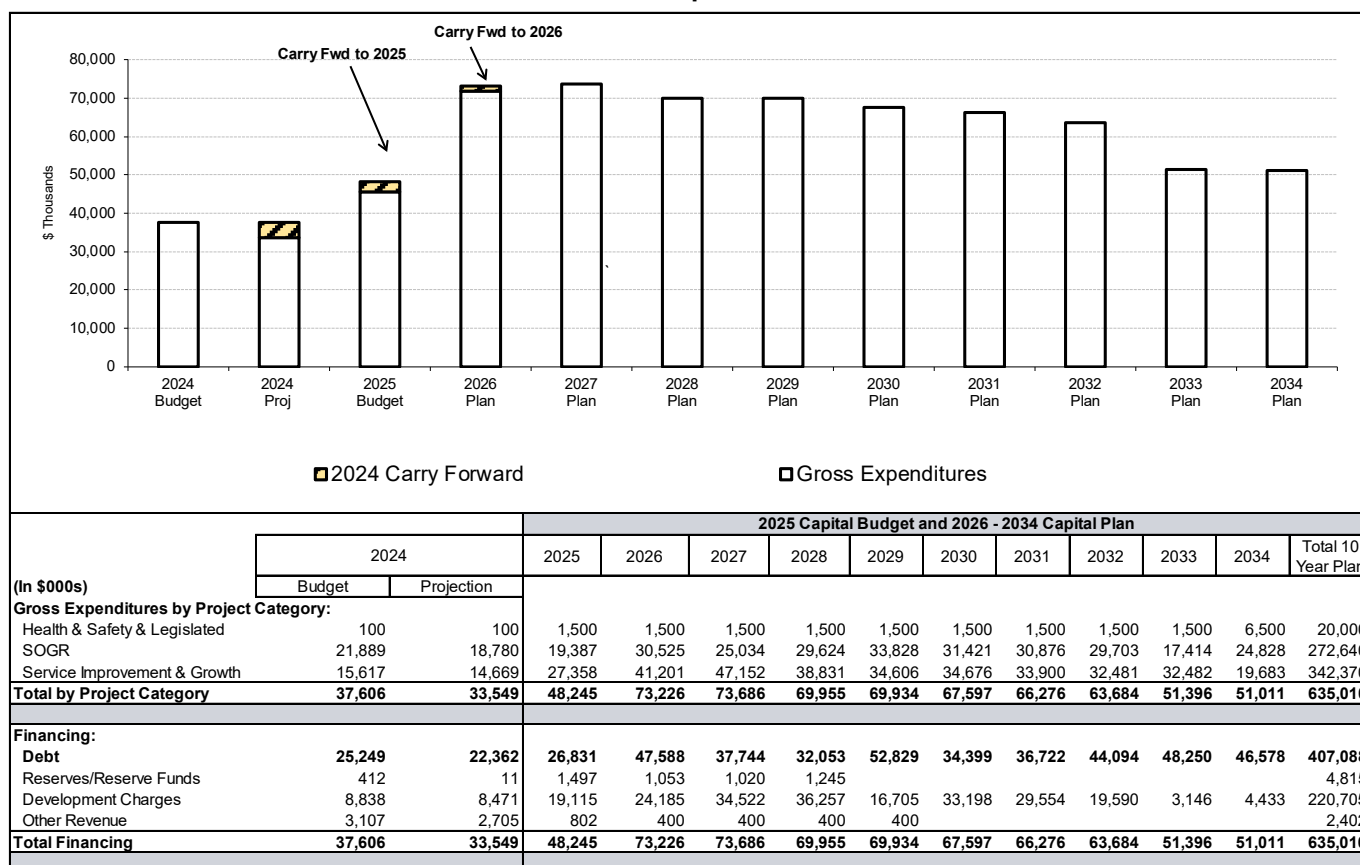
These changes arise from the following:

- Increases from salary and benefits adjustments, excluding COLA (the current collective agreement expires at the end of 2024). No funding is included in the 2026 and 2027 Outlooks for the impacts of the next collective agreement, and the City will estimate provisions in corporate accounts until a settlement is reached.
- Ongoing implementation of TPL's complete Open Hours budget enhancement accounts for 46% of the total increase in 2026 and 18% in 2027.
- Increase in Library materials cost due to the high cost of e-materials and increasing usage.
- Economic factors for service contracted services and library materials.
- Increases in cost and positions related to the operating impact of completed capital projects.
- Other budget changes, including increased contributions to the Asset Replacement and Fleet Reserves.

# **2025 – 2034 CAPITAL BUDGET AND PLAN**

## 2025 – 2034 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



### Project Updates (-\$24.602 Million)

The 2025-2034 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2025-2033) due to timing, scope change or updated project costs:

- \$25.659 million increase for the Service and Digital Modernization project to continue TPL's Digital Strategy and to enhance TPL's IT Security, Risk and Governance Program to minimize the risks of cyber incidents.
- \$9.650 million increase for the Parliament Street Relocation and Expansion project due to accelerated timelines.
- \$7.442 million increase for the Technology Asset Management Program to address IT infrastructure requirements, including laptops and sorter replacements.
- \$2.852 million increase to reflect updated cost estimates for the Etobicoke Civic Centre project.
- \$1.099 million increase for the Dawes Road project due to delays in the site plan approval process.

### New Projects (\$84.971 Million)

The 2025-2034 Capital Budget and Plan includes four new projects:

- \$50.692 million for the construction of the Northern District renovation project to address SOGR and service needs.
- \$22.491 million for the renovation and expansion of the Weston branch to address SOGR and service needs.
- \$6.759 million for the construction of the Woodside Square branch in a new location within the same mall, as the lease on the current location expires in 2026, and there are no renewal options at the current location.
- \$5.029 million for the renovation of the Flemington Park branch to address SOGR.











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| <ul style="list-style-type: none"><li>• \$54.176 million decrease to the Lillian H. Smith project as the project was moved to Capital Delivery Constraints due to significant uncertainties surrounding the project's scope and timeline.</li><li>• \$7.054 million decrease to the Parkdale project due to extended timelines.</li><li>• \$5.725 million decrease to the Multi-Branch SOGR project as new SOGR projects have been added to the ten-year plan which address SOGR requirements previously included in this project.</li><li>• \$3.674 million decrease to the Digital Experiences project to reflect updated cost estimates.</li></ul> |  |
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**Note:**


For additional information, please refer to [Appendix 5](#) for a more detailed listing of the 2025 and 2026-2034 Capital Budget and Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; [Appendix 7](#) for Capacity to Deliver Review; and [Appendix 8](#) for a Summary of Capital Delivery Constraints, [Appendix 9](#) for Capital Program Provincial/Federal Funding Streams by Projects, respectively.



**2025 – 2034 CAPITAL BUDGET AND PLAN****\$635.0 Million 10-Year Gross Capital Program**

			
<b>Aging Infrastructure Maintenance</b>	<b>Branch Relocations, Renovations and Expansions</b>	<b>Information Technology</b>	<b>Modernization and On-Line Services</b>
<b>\$223.2 M</b> 35%  	<b>\$278.6M</b> 44%  	<b>\$69.4M</b> 11% 	<b>\$63.8M</b> 10% 
Branch Renovations Structural maintenance Building systems Accessibility retrofits  <b>Maintain service levels in a good state of repair</b>	Branch relocations Branch renovations Branch expansions  <b>Respond to population growth and need</b>	Workstations Servers Networks Printers Sorters  <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

\*Information above includes full project / sub-project 2025-2034 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

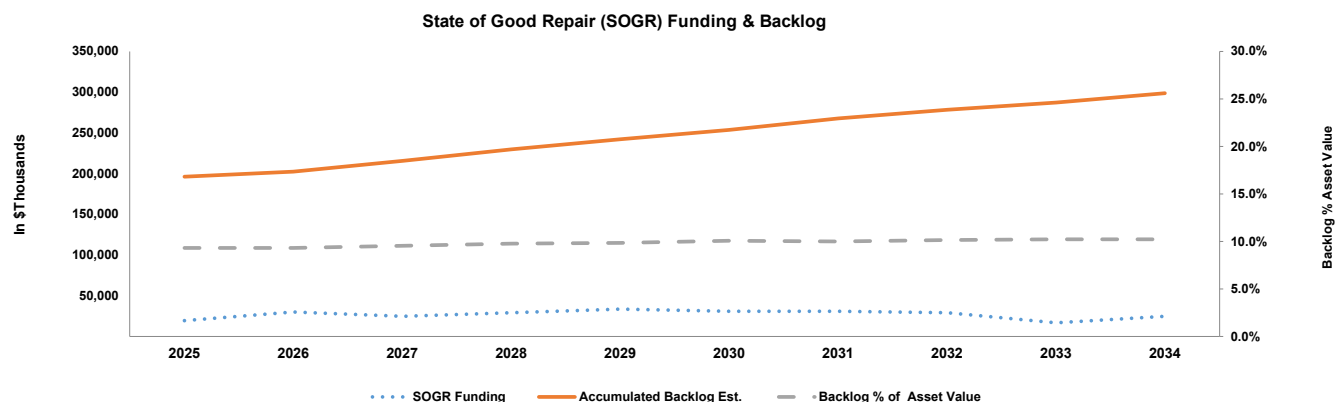
- Toronto Public Library's 10-Year Capital Budget and Plan has been developed according to City guidelines, focusing on fiscal prudence, capital affordability, timing, and prioritization to address TPL's SOGR backlog.
- Funding in TPL's 2025-2034 Capital Budget and Plan represents a fiscally responsible and achievable budget and reflects TPL's ability to deliver on its capital program.
- It includes increased investments in SOGR, accessibility standards, IT infrastructure and services, and library branch expansions to address population growth and service demand of the communities.

**How the Capital Program is Funded**

<b>City of Toronto</b>		<b>Provincial Funding</b>	<b>Federal Funding</b>
<b>\$635.0 Million</b> <b>100%</b>		<b>\$0 Million</b> <b>0%</b>	<b>\$0 Million</b> <b>0%</b>
Debt	\$ 407.1 Million		
Development Charges / Section 42	\$ 220.7 Million		
Reserve / Reserve Fund	\$ 4.8 Million		
Other	\$ 2.4 Million		

**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**

\$ Thousands	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>SOGR Funding</b>	19,387	30,525	25,034	29,624	33,828	31,421	30,876	29,703	17,414	24,828
<b>Accumulated Backlog Est.</b>	196,766	202,378	215,522	229,858	242,055	254,187	267,748	278,210	287,442	298,769
<b>Backlog % of Asset Value</b>	9.3%	9.3%	9.6%	9.8%	9.9%	10.1%	10.0%	10.2%	10.2%	10.3%
<b>Total Asset Value</b>	2,109,227	2,175,846	2,251,872	2,352,518	2,446,221	2,519,607	2,665,339	2,725,834	2,811,796	2,914,798

- There are 100 branches and two service buildings within TPL's current building portfolio.
- TPL's capital program focuses on SOGR needs, as informed by a comprehensive Property Condition Assessment 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 ongoing lifecycle facility maintenance is part of the current TPL capital program, the age of the portfolio will continue to be a growing challenge and will 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 \$272.6 million in gross funding for building SOGR projects over the 10-year period to address TPL's aging infrastructure.
- With an added investment of \$38.3 million in SOGR, the accumulated SOGR backlog remains stable at approximately 10% of the total replacement value over the 10-year plan.
- Adjustments to the 10-Year Plan for the SOGR program reflect high priority SOGR needs identified by new condition assessments, feasibility studies, and timing of projects. Toronto Public Library will continue to refine these estimates based on planned Property Condition Assessment of its asset inventory and the SOGR backlog analysis including asset values.
- The assessments also examine requirements under the *Accessibility for Ontarians with Disabilities Act (AODA)*. Based on the current 10-year Capital Budget and Plan, the accumulated AODA compliance backlog is projected to decrease from \$54.0 million at the end of 2025 to \$39.9 million by 2034, representing a 26% decrease over the 10-year plan.

**OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS**

The completion of previously approved capital projects will impact the 2025 Operating Budget by a total of \$1.522 million net, arising mainly from completing the Junction Triangle (previously named the Perth/Dupont Relocation and Expansion) project, the Fairview renovation, and Malvern renovation projects within the Multi-Branch Renovation project, as shown in Table 6 below.

**Table 6: Net Operating Impact Summary**

Projects	2025 Budget		2026 Plan		2027 Plan		2028 Plan		2029 Plan		2025-2029		2025-2034	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Centennial Library					32.0						32.0		32.0	
Dawes Road Library									722.0	7.0	722.0	7.0	722.0	7.0
Etobicoke Civic Centre							2,905.0	31.0			2,905.0	31.0	2,905.0	31.0
Multi-Branch Renovation SOGR	990.0	9.0									990.0	9.0	990.0	9.0
Junction Triangle Library	287.0	3.5									287.0	3.5	287.0	3.5
Pleasant View Library			177.0	2.0							177.0	2.0	177.0	2.0
Technology Asset Management Program	245.0		400.0		400.0		400.0		400.0		1,845.0		3,845.0	
<b>Sub-Total: Previously Approved</b>	<b>1,522.0</b>	<b>12.5</b>	<b>577.0</b>	<b>2.0</b>	<b>432.0</b>		<b>3,305.0</b>	<b>31.0</b>	<b>1,122.0</b>	<b>7.0</b>	<b>6,958.0</b>	<b>52.5</b>	<b>8,958.0</b>	<b>52.5</b>
<b>New Projects - 2025</b>														
St. Lawrence Library													91.0	
Woodside Square Library					354.0	3.0					354.0	3.0	354.0	3.0
<b>Sub-Total: New Projects - 2025</b>					<b>354.0</b>	<b>3.0</b>					<b>354.0</b>	<b>3.0</b>	<b>445.0</b>	<b>3.0</b>
<b>New Projects - Future Years</b>														
Northern District Renovation - Construction													532.0	4.0
High Park Renovation and Expansion Constructi													92.0	
Weston Renovation & Expansion - Construction													151.0	1.0
Parkdale Reconstruction - Construction													1,083.0	9.7
Yorkville Renovation - Construction													12.0	
Parliament Street Library - Construction													336.0	3.0
Sanderson Library Renovation & Expan-Construction													45.0	
<b>Sub-Total: New Projects - Future Years</b>													<b>2,251.0</b>	<b>17.7</b>
<b>Total (Net)</b>	<b>1,522.0</b>	<b>12.5</b>	<b>577.0</b>	<b>2.0</b>	<b>786.0</b>	<b>3.0</b>	<b>3,305.0</b>	<b>31.0</b>	<b>1,122.0</b>	<b>7.0</b>	<b>7,312.0</b>	<b>55.5</b>	<b>11,654.0</b>	<b>73.2</b>

**Previously Approved projects**

- **Centennial Library Reconstruction** – This project involves the demolition of the existing 6,866 sq. ft. building and the construction of a new 15,000 sq. ft. library. The project will include a more efficient single-floor layout, a revitalization of all public service areas, quiet study space, a 45,000-item collection, collection merchandizing opportunities, computers with internet access, zoned spaces for children, teens, and adults, and replacement of furniture, shelving, and millwork.
- **Dawes Road Library Reconstruction** – 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** – 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.
- **Junction Triangle 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.

- **Multi Branch Renovations** – This multi-year project is an ongoing renovation program for minor branch renovations, which includes interior renovations to washrooms, public service areas, partial or complete replacement of building systems, flooring, shelving, roofing, structural repairs at various library locations.
- **Pleasant View Library** – The renovation and 3,000 sq. ft. expansion will include remedies for existing building deficiencies and accessibility issues, interior and exterior renovations to the building structure, and mechanical and electrical systems.
- **Technology Asset Management Program** - This project provides for the scheduled replacement of personal computers and laptops; self-serve radio-frequency identification 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**

- **St. Lawrence Library Relocation** – The existing St. Lawrence Library can no longer provide sufficient services to the increased growth of the community it serves. The project consists of relocating the existing 4,833 sq. ft. neighbourhood branch to a 30,000 sq. ft. district library. The new building will have 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 an 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. The new location is undetermined at this time.
- **Woodside Square Library Relocation** – This project involves a relocation of the existing 9,792 sq. ft. library branch within the Woodside Square Mall. The current lease expires in 2026, and there are no renewal options at the current location. The Mall owner has offered a new location within the same mall, expanding to 13,500 sq. ft. The project will include a redesigned open floor plan and barrier-free access for the public, study seating, flexible programming spaces for branch and community use that are separate and soundproof, quiet study spaces, a 53,000-item collection, computers with Internet access, customer self-service for check-out and check-in, protective security systems including intrusion alarms and fire systems. Improved zone areas for youth, children, adults, and seniors will be created.

The 2025 operating impact of \$1.522 million net from completed capital projects has been included in the TPL's 2025 Operating Budget. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

# APPENDICES

## Appendix 1

### 2025 Operating Budget by Category

Category (In \$000s)	2022 Actual	2023 Actual	2024 Budget	2024 Projection*	2025 Budget	2025 Change from 2024 Budget	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	5,573.9	5,573.9	5,573.9	5,573.9	5,573.9		
Federal Subsidies	98.4	128.7					
Other Subsidies	367.6	187.0	140.3	140.3	140.3		
User Fees & Donations	2,046.6	2,659.9	5,494.3	4,501.3	5,011.3	(483.0)	(8.8%)
Transfers From Capital	1,451.4	2,212.9	2,339.3	2,752.7	3,011.2	671.9	28.7%
Contribution From Reserves/Reserve Funds	4,406.0	5,851.0	4,406.0	4,406.0	4,406.0		
Sundry and Other Revenues	5,336.6	6,799.1	3,625.7	3,423.6	3,625.7		
<b>Total Revenues</b>	<b>19,280.5</b>	<b>23,412.7</b>	<b>21,579.5</b>	<b>20,797.8</b>	<b>21,768.4</b>	<b>188.9</b>	<b>0.9%</b>
Salaries and Benefits	163,615.6	177,050.9	183,130.1	185,338.5	192,410.0	9,279.8	5.1%
Materials & Supplies	3,942.3	3,153.4	8,124.7	8,683.1	9,803.7	1,678.9	20.7%
Equipment	1,250.2	369.4	515.9	491.0	562.9	47.0	9.1%
Library Materials	21,486.7	21,466.7	21,983.7	21,983.7	23,082.9	1,099.2	5.0%
Service and Rent	37,819.6	41,369.6	37,075.0	37,006.9	40,788.6	3,713.6	10.0%
Contribution To Capital			400.0		400.0		
Contribution To Reserves/Reserve Funds	764.3		1,064.0	1,007.7	1,855.0	791.0	74.3%
Other Expenditures	170.7	41.3					
<b>Total Gross Expenditures</b>	<b>229,049.4</b>	<b>243,451.3</b>	<b>252,293.5</b>	<b>254,511.0</b>	<b>268,903.0</b>	<b>16,609.5</b>	<b>6.6%</b>
<b>Net Expenditures</b>	<b>209,768.9</b>	<b>220,038.7</b>	<b>230,714.0</b>	<b>233,713.2</b>	<b>247,134.7</b>	<b>16,420.7</b>	<b>7.1%</b>

\*Projection based on 9 Month Variance

## Appendix 2

### Summary of 2025 Service Changes

N/A

## Appendix 3

### Summary of 2025 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

33502		<b>Open Hours - Phase 2 - Approved in 2024</b>						
74	Positive	<b>Description:</b>						

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.

Phase 2 of the Open Hours and Implementation Plan totals \$1.675 million net (\$4.111 million annualized), including 20.6 FTEs. Implementation of Phase 2 will expand service hours, with 16 branches receiving additional Monday to Saturday hours in July 2025, 5 branches transitioning to year-round from seasonal Sunday service, and 67 Sunday branches extending their Sunday hours from 3.5 to 5 hours starting September 2025.

**Service Level Impact:**

TPL's 2025 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.

**Equity Statement:**

It is expected that TPL's 2025 Operating Budget will have positive reconciliation and equity impacts for Indigenous, Black and 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 and 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 2025 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:	1,675.2	0.0	1,675.2	20.60	2,436.4	0.0
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<b>Staff Prepared New/Enhanced Service Priorities:</b>	<b>1,675.2</b>	<b>0.0</b>	<b>1,675.2</b>	<b>20.60</b>	<b>2,436.4</b>	<b>0.0</b>
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33503		<b>Open Hours - Phase 3 - Approved in 2024</b>						
74	Positive	<b>Description:</b>						

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:**

TPL's 2025 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.

**Equity Statement:**

It is expected that TPL's 2025 Operating Budget will have positive reconciliation and equity impacts for Indigenous, Black and 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 and 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 2025 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:	0.0	0.0	0.0	0.00	863.6	616.9
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<b>Staff Prepared New/Enhanced Service Priorities:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>863.6</b>	<b>616.9</b>
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33555	Open Hours Implementation - Sunday Service Expansion
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74	Positive	Description:
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Sunday service expansion of the New Open Hours Plan totals \$1.947 million net, including 5 FTEs, with annualized costs of \$5.489 million net, including 10.0 FTEs. The expansion will add Sunday service to some branches and introduce Sunday service to the remaining 33 branches, resulting in all 100 branches offering year-round Sunday service by September 2025.

**Service Level Impact:**

TPL's Open Hours Vision was originally approved by the Library Board in 2006 and is a key Library and City initiative to provide service access in support of community resilience and safety, mental health and well-being, and the combating of loneliness and social isolation. To help achieve these outcomes, the Plan is embedded in the City of Toronto Poverty Reduction Strategy as an action to invest in extended hours for priority City services. TPL's Open Hours Plan also drives many of the Library's strategic outcomes including greater digital inclusion opportunities through increased access to the internet, Wi-Fi and computers, increased early childhood literacy programming, and reduced barriers to access for vulnerable seniors and youth and other equity-deserving groups.

**Equity Statement:**

The Open Hours Implementation Plan will have a positive impact on all Indigenous, Black and equity deserving groups. The 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. Since 2006, TPL has increased annual hours of service by 13,812 at 21 branches that serve Neighbourhood Improvement Areas (NIAs). 17 branches serving NIAs will receive additional hours as part of the next phases of implementation. The investment in TPL's budget through the Open Hours Implementation Plan will help advance key City strategies, including Toronto Newcomer Strategy, Toronto Poverty Reduction Strategy, Toronto Seniors Strategy 2.0, Toronto Strong Neighbourhood Strategy 2020, Toronto Youth Equity Strategy, SafeTO, the Reconciliation Action Plan, Toronto Action Plan to Confront Anti-Black Racism, Gender Equity Strategy, Toronto Our Health, Our City Strategy as well as TPL's Strategic Plan. The plan 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. It 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. Hours are allocated to branches based on the following principles, noting that TPL applies an equity lens to all of its service development and delivery frameworks. Hours are allocated to branches based on the following principles: 19 largest, busiest branches offering the most services have most hours. These branches provide geographic equity and most serve NIAs For remaining 81 branches, additional hours are added in the communities that need them most Branches serving NIAs receive more hours, branches not serving NIAs receive fewer additional hours.

**Service:** Toronto Public Library

Total Staff Prepared Budget Changes:	1,946.7	0.0	1,946.7	5.00	3,542.5	0.0
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<b>Staff Prepared New/Enhanced Service Priorities:</b>	<b>1,946.7</b>	<b>0.0</b>	<b>1,946.7</b>	<b>5.00</b>	<b>3,542.5</b>	<b>0.0</b>
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33561	Open Hours Implementation - Monday Service Expansion
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74	Positive	Description:
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Monday service would be added to 9 branches starting in July 2026. This represents an increase of 4,917 annual service hours or a cost increase of \$1.5 million in 2026 (\$2.6 million annualized). Monday service hours would be 10 a.m. to 8:30 p.m. for a total of 10.5 hours of service per branch each Monday.

**Service Level Impact:**

TPL's Open Hours Vision was originally approved by the Library Board in 2006 and is a key Library and City initiative to provide service access in support of community resilience and safety, mental health and well-being, and the combating of loneliness and social isolation. To help achieve these outcomes, the Plan is embedded in the City of Toronto Poverty Reduction Strategy as an action to invest in extended hours for priority City services. TPL's Open Hours Plan also drives many of the Library's strategic outcomes including greater digital inclusion opportunities through increased access to the internet, Wi-Fi and computers, increased early childhood literacy programming, and reduced barriers to access for vulnerable seniors and youth and other equity-deserving groups.

**Equity Statement:**

The Open Hours Implementation Plan will have a positive impact on all Indigenous, Black and equity deserving groups. The 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. Since 2006, TPL has increased annual hours of service by 13,812 at 21 branches that serve Neighbourhood Improvement Areas (NIAs). 17 branches serving NIAs will receive additional hours as part of the next phases of implementation. The investment in TPL's budget through the Open Hours Implementation Plan will help advance key City strategies, including Toronto Newcomer Strategy, Toronto Poverty Reduction Strategy, Toronto Seniors Strategy 2.0, Toronto Strong Neighbourhood Strategy 2020, Toronto Youth Equity Strategy, SafeTO, the Reconciliation Action Plan, Toronto Action Plan to Confront Anti-Black Racism, Gender Equity Strategy, Toronto Our Health, Our City Strategy as well as TPL's Strategic Plan. The plan 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. It 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. Hours are allocated to branches based on the following principles, noting that TPL applies an equity lens to all of its service development and delivery frameworks. Hours are allocated to branches based on the following principles: 19 largest, busiest branches offering the most services have most hours. These branches provide geographic equity and most serve NIAs For remaining 81 branches, additional hours are added in the communities that need them most Branches serving NIAs receive more hours, branches not serving NIAs receive fewer additional hours.

**Service:** Toronto Public Library

Total Staff Prepared Budget Changes:	0.0	0.0	0.0	0.00	1,517.1	1,083.7
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<b>Staff Prepared New/Enhanced Service Priorities:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>1,517.1</b>	<b>1,083.7</b>
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**33562 Social service team service expansion**74 Positive **Description:**

Funding of \$0.565 million gross and \$0 net is requested to expand services that bring essential mental health and crisis supports directly to vulnerable library customers. For 2025, the service expansion will be fully funded by grants from the Toronto Public Library Foundation, costing \$0.565 million gross. Starting in 2026, the service will be funded by the City, with the annualized total cost of \$1.130 million gross and net.

The Social Service Team budget enhancement will add two additional teams that will offer services and support onsite at designated library branches, allowing community members to access a service that integrates social and health services in one space.

**Service Level Impact:**

In partnership with Gerstein Crisis Centre and aligned with the Toronto Community Crisis Service and Toronto's Our City, Our Health Strategy, this service expansion will increase the number of Gerstein's Community Crisis Intervention Workers providing service in TPL branches from 2 to up to 10 and the expansion of group wellness and recovery programming from 4 TPL branches to 12. Outcomes from the pilot period of service operation in 4 library branches included over 3,588 crisis interventions and over 5,000 attendees at group wellness and recovery programming sessions.

**Equity Statement:**

The Social Service Team budget enhancement will have a positive impact on all Indigenous, Black and equity deserving groups by expanding services that bring essential mental health and crisis supports directly to vulnerable library customers. In partnership with Gerstein Crisis Centre, this service expansion will increase the number of Gerstein's Community Crisis Intervention Workers providing service in TPL branches from 2 to up to 10 and the expansion of group wellness and recovery programming from 4 TPL branches to 12. Crisis Workers provide short-term counseling, mental health supports, referrals for health and housing supports, wellness checks and other crisis interventions as well as specialized programming that addresses proactive mental health planning and coping strategies. This service is aligned with the Toronto Community Crisis Service and Toronto's Our City, Our Health Strategy. TPL's Social Service Team initiative provides service to vulnerable populations including individuals from the following and often intersecting equity-deserving groups: persons with low income, persons with disabilities, individuals and families who are homeless or under-housed, racialized groups including Black and Indigenous peoples, immigrants, refugees, and undocumented individuals, and vulnerable youth and seniors.

**Service:** Toronto Public Library

Total Staff Prepared Budget Changes:	565.0	565.0	0.0	0.00	1,130.0	0.0
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<b>Staff Prepared New/Enhanced Service Priorities:</b>	<b>565.0</b>	<b>565.0</b>	<b>0.0</b>	<b>0.00</b>	<b>1,130.0</b>	<b>0.0</b>
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**33563 Financial empowerment service expansion**74 Positive **Description:**

TPL's Financial Empowerment Service is a City of Toronto Poverty Reduction Strategy initiative developed in partnership with Prosper Canada, a national charity. Funding of \$0.248 million gross and \$0 net, including 0.5 FTE is requested to expand service to two additional library branches. This service provides one-on-one, in-person support from community agency expert partners offering in-depth and personalized counselling to Torontonians on topics such as filing taxes, savings and debt levels, credit and budgeting, all within library branches. Customers will also have access to curated online resources and opportunities to engage with library staff and partner agencies for additional supports.

For 2025, the service expansion will be fully funded by donations from the Toronto Public Library Foundation costing \$0.248 million gross. Starting in 2026, the service will be funded by the City, with the annualized total cost of \$0.496 million gross and net.

**Service Level Impact:**

This enhancement will allow TPL to expand service to two additional library branches. Outcomes from the first year of service operation in two library branches included TPL customers successfully accessing over \$3 million through the processing of approximately 2,957 tax returns and benefits applications. Financial Empowerment staff delivered over 2,000 one-on-one sessions involving more than 1,350 unique customers, 50% of whom returned for more than one session.

**Equity Statement:**

The Financial Empowerment Service Expansion budget enhancement will have a positive impact on indigenous, black and equity deserving groups and specifically targets persons with low income. This service provides one-on-one, in-person support from community agency experts providing in-depth and personalized counselling to Torontonians on topics such as filing taxes, savings and debt levels, credit and budgeting, all within library branches. Customers will also have access to curated online resources and opportunities to engage with library staff and partner agencies for additional supports. This Toronto Poverty Reduction Strategy initiative for vulnerable populations targets persons with low income often intersecting with other equity-deserving groups: persons with disabilities, individuals and families who are homeless or under-housed, Black and racialized individuals, Indigenous peoples, immigrants, refugees, and undocumented individuals, and vulnerable youths and seniors.

**Service:** Toronto Public Library

Total Staff Prepared Budget Changes:	248.0	248.0	0.0	0.50	496.0	248.0
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<b>Staff Prepared New/Enhanced Service Priorities:</b>	<b>248.0</b>	<b>248.0</b>	<b>0.0</b>	<b>0.50</b>	<b>496.0</b>	<b>248.0</b>
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**33564 Digital Innovation Hub Expansion**74 Positive **Description:**

Funding of \$0.077 million gross and net, including 2.0 FTE, is requested to expand Digital Innovation Hub service to one additional library branch. Digital Innovation Hubs provide access to professional software, computers, and a wide variety of specialized equipment, training, and support to learn, create and explore. Specialized equipment includes staff support and access for Audio Recording, 3D Design and Printing, Coding, Graphic Design, and Video Recording. This Toronto Poverty Reduction Strategy initiative provides equitable and free access to advanced equipment and professional software to all including providing increased supports for youth who face significant barriers to employment.

**Service Level Impact:**

This Toronto Poverty Reduction Strategy initiative will allow TPL to expand Digital Innovation Hub service to one additional library branch for a total of 13 branches offering Digital Innovation Hub service to provide equitable and free access to advanced equipment and professional software to all, including providing increased supports for youth who face significant barriers to employment.

**Equity Statement:**

The Digital Innovation Hub budget enhancement will have a positive impact on all Indigenous, Black and equity deserving groups by expanding Digital Innovation Hub service to one additional library branch. Digital Innovation Hubs provide access to professional software, computers, and a wide variety of specialized equipment, training, and support to learn, create and explore. Specialized equipment includes staff support and access for Audio Recording, 3D Design and Printing, Coding, Graphic Design, and Video Recording. This Toronto Poverty Reduction Strategy initiative provides equitable and free access to advanced equipment and professional software to all, including providing increased supports for youth who face significant barriers to employment.

**Service:** Toronto Public Library

Total Staff Prepared Budget Changes:	77.1	0.0	77.1	2.00	77.1	0.0
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<b>Staff Prepared New/Enhanced Service Priorities:</b>	<b>77.1</b>	<b>0.0</b>	<b>77.1</b>	<b>2.00</b>	<b>77.1</b>	<b>0.0</b>
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**33565 Youth Hub Expansion**74 Positive **Description:**

Funding of \$0.444 million gross and net, including 7.0 FTE, is requested to expand Youth Hub service to three additional library branches. Youth Hubs are a welcoming place for teens after school and in the summer, where helpful staff are always available. They offer a drop-in space at the library where teens can study, get homework help, chat with friends, use technology or take part in programming and activities such as arts, crafts and gaming. TPL librarians are available to provide school support, lead programs and connect teens with community resources. Free, nutritious snacks are offered daily. This Toronto Poverty Reduction Strategy initiative targets vulnerable youth.

**Service Level Impact:**

This Toronto Poverty Reduction Strategy initiative will allow TPL to expand Youth Hub service for vulnerable youth to three additional library branches for a total of 31 branches offering Youth Hub service in NIA or NIA-serving locations.

**Equity Statement:**

The Youth Hub budget enhancement will have a positive impact on youth, including those intersecting with Indigenous, Black and equity deserving groups, by expanding Youth Hub service to three additional library branches. Youth Hubs are a welcoming place for teens after school and in the summer, where helpful staff are always available. They offer a drop-in space at the library where teens can study, get homework help, chat with friends, use technology or take part in programming and activities such as arts, crafts and gaming. TPL librarians are available to provide school support, lead programs and connect teens with community resources. Free, nutritious snacks are offered daily. This Toronto Poverty Reduction Strategy initiative targets vulnerable youth.

**Service:** Toronto Public Library

Total Staff Prepared Budget Changes:	443.7	0.0	443.7	7.00	443.7	0.0
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<b>Staff Prepared New/Enhanced Service Priorities:</b>	<b>443.7</b>	<b>0.0</b>	<b>443.7</b>	<b>7.00</b>	<b>443.7</b>	<b>0.0</b>
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## Appendix 4

### Operating Program Provincial/Federal Funding Streams by Program

Program Name	Federal / Provincial	Budget (in 000's)		
		2025	2026	2027
<i>Grants - Public Library Operating Grant</i>	Provincial	4,127.4	4,127.4	4,127.4
<i>Grants - Digital Archive Ontario</i>	Provincial	1,446.6	1,446.6	1,446.6
<i>Grants - Literacy and Basic Skills</i>	Provincial	140.2	140.2	140.2
<b>Sub-Total - Provincial Funding</b>		<b>5,714.2</b>	<b>5,714.2</b>	<b>5,714.2</b>
<b>Sub-Total - Federal Funding</b>				
<b>Total Funding</b>		<b>5,714.2</b>	<b>5,714.2</b>	<b>5,714.2</b>

## Appendix 5

### 2025 Capital Budget; 2026 - 2034 Capital Plan Including Carry Forward Funding

Projects (In \$000s)		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
Centennial Reconstruction and Expansion	☑ ☑	6,308	6,410	6,410								19,128			19,128
Christie Site											67	67			67
Daves Road Reconstruction and Expansion	☑ ☑	2,030	7,069	7,040	6,978	7,997						31,114			31,114
Digital Experiences	☑	2,334	1,877	1,886	1,845	1,753	1,763	2,072	1,181	1,191	1,200	17,102			17,102
Etobicoke Civic Centre New Construction	☑ ☑	7,000	8,833	9,484	9,486							34,803			34,803
Flemingdon Park Renovation	☑ ☑	50	226	1,293	1,331	2,129						5,029		5,029	
High Park Renovation and Expansion	☑ ☑	325	787		3,172	5,810	6,133	4,844				21,071			21,071
Multi-Branch Renovation Program - Accessibility Retrofit	☑ ☑	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	6,500	20,000	20,000		
Multi-Branch Renovation Program - SOGR	☑ ☑	8,965	9,740	7,560	7,260	7,417	6,580	6,600	6,700	6,800	13,004	80,626	80,626		
Northern District Renovation	☑ ☑	191	1,208	1,447	6,645	9,126	10,809	12,007	11,837			53,270		53,270	
Parkdale Relocation and Expansion	☑ ☑				193	797	1,026	4,781	11,490	11,078	8,737	38,102			38,102
Parliament Street Relocation and Expansion	☑ ☑	50	824	796	7,333	7,553	7,779	2,856				27,191			27,191
Junction Triangle (Perth Dupont Relocation and Expansion)	☑ ☑	2,810										2,810			2,810
Pleasant View Library Renovation and Expansion	☑ ☑	620	4,312									4,932			4,932
Richview Building Elements	☑ ☑	637	2,000									2,637		2,637	
Sanderson Renovation and Expansion	☑ ☑			139	716	590	3,446	7,099	7,312	5,713	5,143	30,158			30,158
Service and Digital Modernization	☑	4,564	4,601	4,605	4,623	4,654	4,691	4,756	4,839	4,791	4,536	46,660			46,660
St. Lawrence Relocation and Expansion	☑ ☑	982	3,931	12,925	4,132	4,846	9,588	3,578				39,982			39,982
Technology Asset Management Program	☑	5,454	12,804	7,561	6,188	6,868	5,857	6,982	5,879	5,327	6,533	69,453		69,453	
Toronto Reference Library Renovation	☑ ☑	4,040	4,000	5,287	5,287	5,287	5,287	5,287	5,287	5,287	5,291	50,340		50,340	
Weston Renovation and Expansion	☑ ☑				353	606	250	3,914	7,659	9,709		22,491			22,491
Woodside Square Relocation and Expansion	☑ ☑	335	2,557	3,867								6,759			6,759
Yorkville Renovation	☑ ☑	50	547	1,886	2,913	3,001	2,888					11,285		11,285	
<b>Total Expenditures (including carry forward from 2024)</b>		<b>48,245</b>	<b>73,226</b>	<b>73,686</b>	<b>69,955</b>	<b>69,934</b>	<b>67,597</b>	<b>66,276</b>	<b>63,684</b>	<b>51,396</b>	<b>51,011</b>	<b>635,010</b>	<b>20,000</b>	<b>272,640</b>	<b>342,370</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

\*Information above includes full project / sub-project 2025-2034 Capital Budget and Plan cash flows and does not break out the climate component costs separately.

## Appendix 5a

## 2025 Cash Flow and Future Year Commitments Including Carry Forward Funding

Projects (In \$000s)		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Centennial Reconstruction and Expansion - Construction	☑	6,308	6,410	6,410								19,128	19,128		
Dawes Road Reconstruction and Expansion - Construction	☑	2,030	7,069	7,040	6,978	7,997						31,114	30,015	1,099	
Digital Experiences		2,334	1,877	1,886	1,845	1,753						9,695	2,844	6,851	
Etobicoke Civic Centre - Construction	☑	7,000	8,833	9,484	9,486							34,803	31,951	2,852	
Flemingdon Park - Design	☑	50	226									276			276
High Park Renovation and Expansion - Design	☑	325	787									1,112			1,112
Multi-Branch Accessibility Retrofit		1,500	1,500	1,500	1,500	1,500						7,500	3,000	4,500	
Multi-Branch Renovation SOGR		8,965	9,740	7,560	7,260	7,417						40,942	10,305	30,637	
Northern District Renovation - Design	☑	191	1,208	1,447								2,846			2,846
Parliament Street Relocation and Expansion - Design	☑	50	824	796								1,670			1,670
Junction Triangle Library - Construction		2,810										2,810	2,810		
Pleasant View Library Renovation and Expansion - Construction	☑	620	4,312									4,932	4,160	772	
Richview Building Elements	☑	637	2,000									2,637	2,637		
Service and Digital Modernization		4,564	4,601	4,605	4,623	4,654						23,047	7,221	15,826	
St. Lawrence Relocation and Expansion	☑	982	3,931	12,925	4,132	4,846	9,588	3,578				39,982	1,814		38,168
Technology Asset Management Program		5,454	12,804	7,561	6,188	6,868						38,875	4,936	33,939	
Toronto Reference Library Renovation	☑	4,040	4,000	5,287	5,287	5,287						23,901	14,340	9,561	
Woodside Square Relocation and Expansion - Design	☑	335										335			335
Yorkville Renovation - Design	☑	50	547									597	597		
<b>Total Expenditures (including carry forward from 2024)</b>		<b>48,245</b>	<b>70,669</b>	<b>66,501</b>	<b>47,299</b>	<b>40,322</b>	<b>9,588</b>	<b>3,578</b>				<b>286,202</b>	<b>135,803</b>	<b>105,992</b>	<b>44,407</b>

## Appendix 5b

## 2026 - 2034 Capital Plan

Projects (In \$000s)	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2026 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Christie Site - Design									67	67			67
Digital Experiences					1,763	2,072	1,181	1,191	1,200	7,407			7,407
Flemingdon Park - Construction		1,293	1,331	2,129						4,753		4,753	
High Park Renovation and Expansion - Construction			3,172	5,810	6,133	4,844				19,959			19,959
Multi-Branch Renovation SOGR					6,580	6,600	6,700	6,800	13,004	39,684		39,684	
Multi-Branch Accessibility Retrofit					1,500	1,500	1,500	1,500	6,500	12,500	12,500		
Northern District Renovation -Construction			6,645	9,126	10,809	12,007	11,837			50,424		50,424	
Parkdale Reconstruction - Design			193	797	1,026					2,016			2,016
Parkdale Reconstruction - Construction						4,781	11,490	11,078	8,737	36,086			36,086
Parliament Street Library - Construction			7,333	7,553	7,779	2,856				25,521			25,521
Sanderson Library Renovation & Expansion - Design		139	716	590						1,445			1,445
Sanderson Library Renovation & Expan - Construction					3,446	7,099	7,312	5,713	5,143	28,713			28,713
Service and Digital Modernization					4,691	4,756	4,839	4,791	4,536	23,613			23,613
Technology Asset Management Program					5,857	6,982	5,879	5,327	6,533	30,578		30,578	
Toronto Reference Library Renovation					5,287	5,287	5,287	5,287	5,291	26,439		26,439	
Weston Renovation and Expansion - Design			353	606	250					1,209			1,209
Weston Renovation and Expansion - Construction						3,914	7,659	9,709		21,282			21,282
Woodside Square Relocation and Expansion - Construction	2,557	3,867								6,424			6,424
Yorkville Renovation - Construction		1,886	2,913	3,001	2,888					10,688		10,688	
<b>Total Expenditures</b>	<b>2,557</b>	<b>7,185</b>	<b>22,656</b>	<b>29,612</b>	<b>58,009</b>	<b>62,698</b>	<b>63,684</b>	<b>51,396</b>	<b>51,011</b>	<b>348,808</b>	<b>12,500</b>	<b>162,566</b>	<b>173,742</b>

## Appendix 6

### Reporting on Major Capital Projects: Status Update

Division/Project name	2024 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Public Library											
Bridlewood Branch Relocation	3,995	3,761	3,995	10,987	10,753	On Track	Jan-20	Dec-24	Dec-24	ⓐ	ⓐ
Comments:	Construction is progressing well, and completion is targeted this year.										
Explanation for Delay:											
Centennial Renovation & Expansion	1,710	1,057	1,460	21,744	2,903	On Track	Jan-18	Dec-26	Dec-27	ⓐ	ⓐ
Comments:	Received site plan approval. Construction underway. Timeline shifted by one year due to delays in obtaining site plan approval.										
Explanation for Delay:											
Dawes Road Reconstruction & Expansion	144	61	114	37,757	7,688	On Track	Jan-15	Dec-27	Dec-28	ⓐ	ⓐ
Comments:	Construction is anticipated to start in 2025. Timeline shifted by one year due to delays in obtaining site plan approval.										
Explanation for Delay:											
Junction Triangle Construction (Perth Dupont)	1,879	1,385	1,679	5,918	2,854	On Track	Jan-18	Dec-24	Dec-25	ⓐ	ⓐ
Comments:	Construction started in April. The timeline shifted by one year due to delays in an agreement between the City and the developer on when TPL can take ownership title to start the fit-out for the branch										
Explanation for Delay:											
Pleasant View Library Renovation & Expansion	29	16	29	4,189	16	On Track	Jan-21	Dec-25	Dec-26	ⓐ	ⓐ
Comments:	Awaiting site plan approval. Construction is anticipated to start in 2025. Timeline shifted by one year due to delays in obtaining site plan approval.										
Explanation for Delay:											

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



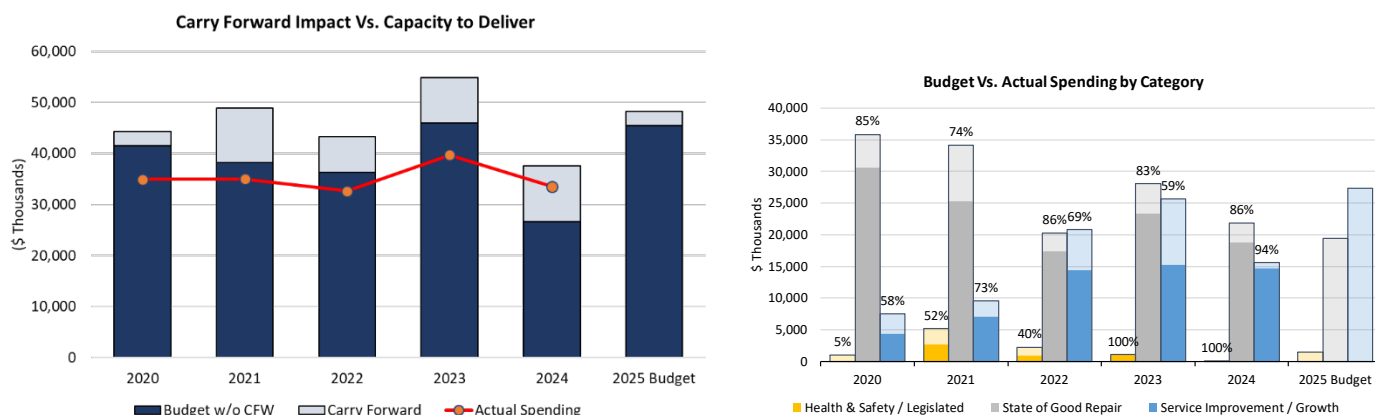
## Appendix 7

### Capacity to Deliver Review

The 10-Year Capital Plan has been developed with consideration of the historically demonstrated ability to deliver within any given year of the ten-year capital plan. In addition, a review was undertaken to ensure budgets align with Toronto Public Library and the capacity available in the market to deliver on capital projects.

A key component in determining an appropriate level of annual cash flows includes the historical capacity to deliver reviews by project categories (Chart 3 below) and assessing projected 2024 underspending that will be carried forward into the 2025-2034 Capital Budget and Plan to complete capital work.

**Chart 3 – Capacity to Deliver**



### Impact of Capacity to Deliver Review on the 10-Year Plan

Toronto Public Library actual spending over the previous five years, from 2020 to 2024, has averaged \$35.179 million per year or 77%. The projected spending for 2024 is \$33.549 million or 89% of the 2024 Capital Budget.

Based on the review of historical capital spending and an assessment of capacity to deliver, \$21.980 million in capital spending originally cash flowed in 2025 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 site plan approval process. Cash flow funding of \$2.400 million has been deferred to 2027.
- Dawes Road Library – The project was delayed due to the site plan approval process. Cash flow funding of \$6.898 million has been deferred to 2029.
- Etobicoke Civic Centre New Construction – Cash flow funding of \$1.395 million has been deferred to 2026 and 2027.
- Toronto Reference Library – Due to project re-scoping, cash flow funding of \$3.300 million has been deferred to 2028 and 2029.
- Pleasant View Library - The project was delayed due to the site plan approval process. Cash flow funding of \$3.540 million has been deferred to 2026.
- Richview Building Elements – Due to expected delays in receiving approval to discharge water for phase 2 of the project, cash flow funding of \$2.000 million has been deferred to 2026.
- Yorkville Library – Project is still in the early planning stage, cash flow funding of \$0.267 million has been deferred to 2026.
- Sanderson Library – Project is still in the discussion stage, cash flow funding of \$0.393 million has been deferred to 2028.
- Lillian H. Smith Library & Deer Park Library – Due to the uncertainty of project readiness, these two projects have been moved to unfunded status. Cash flow funding of \$0.922 million and \$0.144 million respectively, have been removed from 2025.

## Appendix 8

### Summary of Capital Delivery Constraints

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$000s)									
				2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>NOT INCLUDED</b>													
<i>Lillian H Smith Renovation</i>	20,306	18,092	2,214						207	1,311	1,570	7,255	9,963
<i>Deer Park Relocation and Expansion</i>	144	144										144	
<i>City Hall Relocation</i>	16,898	16,727	171						356	612	252	6,160	9,518
<i>Danforth/Coxwell Relocation</i>	13,519	13,382	137						285	489	202	4,929	7,614
<i>Mimico Renovation &amp; Expansion</i>	26,463	12,320	14,143			261	448	184	4,509	6,967	7,848	6,246	
<i>Barbara Frum Renovation</i>	39,473	8,289	31,184			384	659	271	6,633	10,248	11,543	9,735	
<b>Total Needs Constraints (Not Included)</b>	<b>116,803</b>	<b>68,954</b>	<b>47,849</b>			<b>645</b>	<b>1,107</b>	<b>455</b>	<b>11,990</b>	<b>19,627</b>	<b>21,415</b>	<b>34,469</b>	<b>27,095</b>

- In addition to the 10-Year Capital Plan of \$635.010 million, TPL has also identified \$116.803 million in capital delivery constraints, as reflected in the table above, which will be considered for funding in future budget processes. These branch renovation and expansion projects are substantial in scope and require significant funding. The scope and timing of these projects, some of which include City partners, is uncertain at this point.
- These four projects were in prior year capital delivery constraints.
  - City Hall Relocation and Expansion: The future use of Old City Hall is to provide a Museum of Toronto and a wedding chamber on the second floor, a TPL 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: 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 on 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 Avenue and Coxwell Avenue. These properties included 1577 Danforth Avenue (Tobias House), 1627 Danforth Avenue (Danforth Garage), and 1675 Danforth Avenue (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: Barbara Frum Renovation and Mimico Centennial Renovation and Expansion.
- Based on project readiness, these two projects were moved to capital delivery constraints:
  - Deer Park Relocation and Expansion.
  - Lillian H. Smith Renovation.

## Appendix 9

### Capital Program Provincial/Federal Funding Streams by Project

N/A

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2025 Operating Budget

#### 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)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
<b>Beginning Balance</b>		<b>1,472.9</b>	<b>2,465.9</b>	<b>3,314.9</b>
Vehicle Reserve - Library	XQ1700			
<i>Withdrawals (-)</i>		(462.0)	(1,506.0)	(2,625.0)
<i>Contributions (+)</i>		1,455.0	2,355.0	3,099.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>2,465.9</b>	<b>3,314.9</b>	<b>3,788.9</b>
<b>Balance at Year-End</b>		<b>2,465.9</b>	<b>3,314.9</b>	<b>3,788.9</b>

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
<b>Beginning Balance</b>		<b>1,440.3</b>	<b>1,856.3</b>	<b>3,282.3</b>
Toronto Public Library IT Asset Replacement	XR1504			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>		400.0	1,400.0	2,400.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>1,840.3</b>	<b>3,256.3</b>	<b>5,682.3</b>
Interest Income		16.0	26.0	45.0
<b>Balance at Year-End</b>		<b>1,856.3</b>	<b>3,282.3</b>	<b>5,727.3</b>

**Inflows and Outflows to/from Reserves and Reserve Funds****2025 – 2034 Capital Budget and Plan****Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XR2115 Development Charges - Library	Beginning Balance	79,768	70,188	54,994	29,162	1,533	(7,435)	(34,370)	(57,442)	(70,407)	(66,701)
	Withdrawals (-)										
	Library Materials	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)
	Centennial Library	(3,447)	(3,287)	(1,174)							
	Christie Site										(67)
	Dawes Road Library	(421)	(267)	(6,101)	(3,786)	(405)					
	Digital Experiences	(1,496)	(1,229)	(1,226)	(1,199)	(1,237)	(1,146)	(1,347)	(768)	(774)	(780)
	Etobicoke Civic Centre	(7,000)	(8,833)	(9,484)	(9,486)						
	Flemingdon Park Library	(28)	-	(475)							
	High Park Library	(325)	(264)	-	(3,172)	-	(6,133)	(1,273)			
	MB Renovation SOGR	(1,489)	(834)	(756)	(726)	(742)	(658)	(660)	(670)	(680)	(1,300)
	MB Renovation Accessibility	(164)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(650)
	Northern District Library	(191)	(1,061)	-	(5,900)	-	(10,809)	(5,478)			
	Parkdale Library				(193)	(412)	-	(4,781)	(6,045)		
	Parliament Street Library	(50)	(824)	(11)	(5,973)	(7,553)					
	Perth Dupont Library	(1,807)									
	Pleasant View Library	(171)	(296)								
	Sanderson Library			(139)	(714)	-	(3,446)	(7,099)	(6,396)		
	Service & Digital Modernization	(370)	(153)	(461)	(463)	(466)	(470)	(476)	(484)	(480)	(454)
	St. Lawrence Library	(977)	(3,433)	(11,374)	(2,636)	(4,430)	(9,271)	(3,149)			
	Toronto Reference Library	(370)	(400)	(529)	(529)	(529)	(529)	(529)	(529)	(529)	(529)
	Weston Library				(353)	(94)	-	(3,914)	(3,960)		
	Woodside Square Library	(94)	(1,799)	-							
	Yorkville Library	(50)	(75)	(1,886)	(358)						
	Technology Asset Management Program	(665)	(1,280)	(756)	(619)	(687)	(586)	(698)	(588)	(533)	(653)
	<b>Total Withdrawals</b>	<b>(23,521)</b>	<b>(28,591)</b>	<b>(38,928)</b>	<b>(40,663)</b>	<b>(21,111)</b>	<b>(37,604)</b>	<b>(33,960)</b>	<b>(23,996)</b>	<b>(7,552)</b>	<b>(8,839)</b>
	Contributions (+)	13,195	12,774	12,678	12,881	12,143	10,669	10,888	11,031	11,258	10,925
	<b>Total Contributions</b>	<b>13,195</b>	<b>12,774</b>	<b>12,678</b>	<b>12,881</b>	<b>12,143</b>	<b>10,669</b>	<b>10,888</b>	<b>11,031</b>	<b>11,258</b>	<b>10,925</b>
	Interest Income	746	623	419	153	-	-	-	-	-	-
<b>Balance at Year-End</b>		<b>70,188</b>	<b>54,994</b>	<b>29,162</b>	<b>1,533</b>	<b>(7,435)</b>	<b>(34,370)</b>	<b>(57,442)</b>	<b>(70,407)</b>	<b>(66,701)</b>	<b>(64,615)</b>

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XR3026 Planning Act Reserve Fund - Section 37	Beginning Balance	568,651	542,555	478,791	444,754	399,116	399,188	401,109	405,120	409,171	413,263
	Withdrawals (-)										
	MB Renovation SOGR - Agincourt Library			(1,020)							
	MB Renovation SOGR - Fort York Library		(401)								
	Junction Triangle Library	(1,003)									
	Northern District Library				(653)						
	Pleasant View Library	(425)	(652)		(592)						
	Toronto Reference Library										
	Total Withdrawals	(1,428)	(1,053)	(1,020)	(1,245)	-	-	-	-	-	-
Other Program/Agency Net Withdrawals and Contributions		(30,196)	(67,792)	(37,612)	(48,591)	(3,900)	(2,061)	-	-	-	-
Interest Income		5,528	5,081	4,595	4,198	3,972	3,982	4,011	4,051	4,092	4,133
Balance at Year-End		542,555	478,791	444,754	399,116	399,188	401,109	405,120	409,171	413,263	417,395

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XR3028 Planning Act Reserve Fund - Section 45	Beginning Balance	24,377	23,324	22,068	21,284	21,497	21,712	21,851	22,070	22,291	22,513
	Withdrawals (-)										
	MB Renovation SOGR - Taylor Memorial Library	(69)									
	Total Withdrawals	(69)	-	-	-	-	-	-	-	-	-
Other Program/Agency Net Withdrawals and		(1,222)	(1,482)	(1,000)	-	-	(77)				
Interest Income		237	226	216	213	215	217	219	221	223	225
Balance at Year-End		23,324	22,068	21,284	21,497	21,712	21,851	22,070	22,291	22,513	22,739

## Appendix 11

### Glossary

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels in annual budget.

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

**Capital Budget and Plan:** A Capital Budget and Plan is the City's 10-year strategy to acquire/build assets or extend the useful lives of existing assets. The Capital Budget is the first year of approved cash flows and future year's commitments and the remaining nine years include project estimates.

**Capital Delivery 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 provide services.

**Operating Impact of Completed Capital Projects:** The Operating Budget Impact of Capital is the change in operating expenditure and / or revenue, which is projected to occur during the implementation of a capital project and / or when a capital project is completed. These changes should be documented on a Business Case Form in the appropriate category.

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

**Salary and Benefits Adjustment:** General increases related to contractual obligations, such as cost of living, step increases, pay for performance and progression pay.

**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:** Includes all program-generated fees 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

#### 2025 Operating Budget – Board Approved Vs. City Staff Prepared Budget

\$ Millions	Board Approved	City Staff Prepared Budget	Difference	
			\$	%
Revenues	21.0	21.8	0.8	3.7%
Gross Expenditures	268.6	268.9	0.3	0.1%
Net Expenditures	247.6	247.1	(0.5)	-0.2%
Approved Positions	1,945.8	1,950.8	5.0	0.3%

At its meeting on December 2, 2024, the Toronto Public Library Board approved the 2025 Operating Budget with net expenditures of \$247.6 million. The Board decision can be accessed via the following link:

<https://torontopubliclibrary.typepad.com/board-meetings/2024-12-02/17-revised-2025-operating-budget.pdf>.

The 2025 Operating Budget for TPL prepared by City staff, however, is not consistent with that approved by the Toronto Public Library Board at its meeting. A difference of \$0.5 million in lower net expenditures and 5.0 additional positions is due to the following:

- The 2025 City Staff Prepared Budget includes an additional \$0.8 million in revenue from the Toronto Public Library Foundation on a one-time basis for the Social Service Team Service Expansion and the Financial Empowerment Service Expansion. Starting in 2026, funding for these two expansion services will be provided by the City.
- The 2025 City Staff Prepared Budget includes an additional \$0.3 million in gross expenditures and 5.0 additional positions for two added Youth Hubs following the Toronto Public Library Board's approval. This will bring the total number of Youth Hub Service Expansions to three additional library branches where TPL staff are available for teens after school and in the summer.

#### 2025-2034 Capital Budget and Plan – Board Approved Vs. City Staff Prepared Budget

\$ Millions	Board Approved	City Staff Prepared Budget	Difference	
			\$	%
<b>2025</b>				
Gross Expenditures	49.1	48.2	(0.8)	-1.7%
Debt	27.4	26.8	(0.6)	-2.3%
<b>2026-2034</b>				
Gross Expenditures	585.5	586.8	1.3	0.2%
Debt	379.4	380.3	0.9	0.2%
<b>Total</b>				
Gross Expenditures	634.5	635.0	0.5	0.1%
Debt	406.8	407.1	0.3	0.1%

At its meeting on October 28, 2024, the Toronto Public Library Board approved the 2025-2034 Capital Budget and Plan which required total cash flow funding of \$634.5 million. Decisions of the Board meeting can be accessed via the following link <https://torontopubliclibrary.typepad.com/board-meetings/2024-12-02/04-october-28-minutes.pdf>.

The 2025-2034 Capital Budget and Plan for TPL prepared by City Staff is higher than the 10-Year Capital Plan approved by the Toronto Public Library Board at its meeting. In consultation with TPL staff, changes have been agreed upon to adjust 2024 carry-forward funding to reflect year-end projections in the 2024 Nine Month Variance Report, resulting in a total cash flow funding increase of \$0.5 million in gross expenditures and \$0.3 million in debt.