

2026 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 will be recognized as the world's leading library by informing and inspiring Toronto and its communities, fostering Toronto's social and economic resilience, literacy, creativity, community and sense of belonging. TPL makes Torontonians more knowledgeable, more connected and more successful.

Toronto Public Library Strategic Plan and its 2026 Budget

Toronto Public Library's 2026 Capital and Operating budgets support the Library Board's new strategic plan, ensuring that the TPL can achieve its ambitious goals for Torontonians and for the city. The budgets not only support the advancement of TPL's four strategic priorities – Social connection, civic engagement and democracy; shared community spaces; learning and growth; and awareness and availability - it also ensures TPL continues to support staff as a key foundation of the plan's success, advances TPL's digital strategy, and aligns with the goals set out through the partnership between TPL and the TPL Foundation.

The budgets are focused on maintaining service levels, managing neighbourhood growth, meeting growing demand for library services, and delivering service enhancements TPL has committed to. There are three main areas of focus for TPL's operating and capital budgets:

1. **Increasing the accessibility of Library spaces and services**, to support City and TPL strategies and outcomes.
2. **Implementing strategies to support social connection, civic engagement, and the health and well-being** of Torontonians, with a focus on the most vulnerable people and communities.
3. **Providing new and expanded learning opportunities and digital access** so that residents can thrive, build economic resilience, and adapt to new technologies, such as AI.

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>

Program/Agency: Moe Hosseini-Ara Toronto Public Library, City Librarian Tel: (416) 397-5944 Email: MHoss@tpl.ca	Corporate: Evan Choy Manager, Financial Planning Tel: (416) 397-1961 Email: Evan.Choy@toronto.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 and immigrants;
- Entrepreneurs, small business owners, creators and artists, job seekers;
- Students, researchers, lifelong learners;
- Low literacy and adult learners, language learners;
- People with disabilities; 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

- Businesses and residents (Library users and non-users);
- City staff and community partners;
- Visitors and tourists; and
- Authors, publishers, creatives.

What We Deliver: Seamless library experience: in person, online and in the community – with the goal of ensuring that everyone who wants to use the library can do so in ways that are convenient and responsive to their needs.

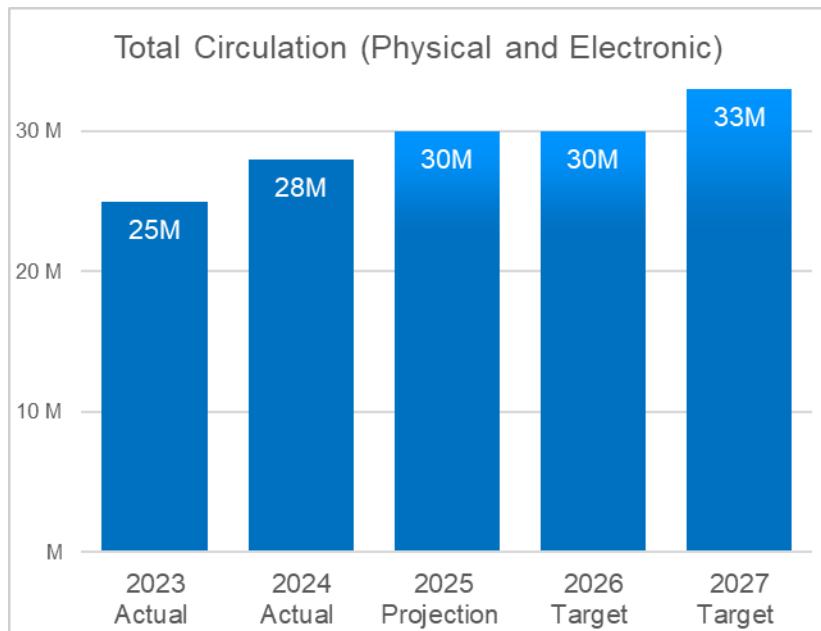
Resources (gross 2025 operating budget): \$296.057 million

Budget at a Glance*

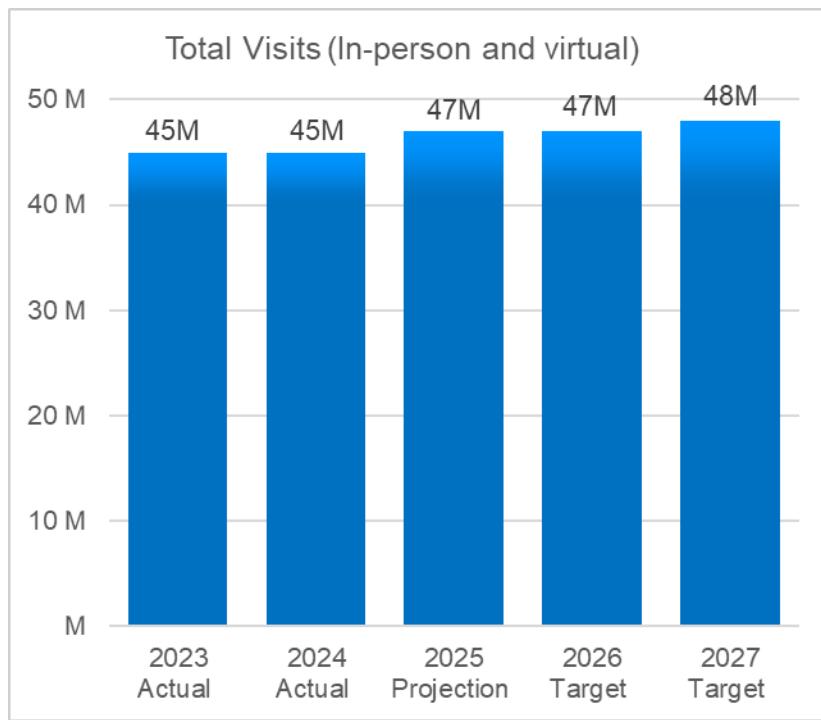
2026 OPERATING BUDGET				2026-2035 10-YEAR CAPITAL PLAN			
In \$ Millions	2026	2027	2028	In \$ Millions	2026	2027-2035	Total
Revenues	\$21.7	\$21.5	\$21.0	Gross Expenditures	\$72.8	\$557.4	\$630.2
Gross Expenditures	\$296.1	\$320.3	\$344.9	Debt	\$51.1	\$422.3	\$473.4
Net Expenditures	\$274.4	\$298.8	\$323.9	Note: Includes 2025 carry forward funding			
Approved Positions	2,033.0	2,042.5	2,111.0				

*This document reflects the 2026 Operating Budget and 2026-2035 Capital Budget and Plan as prepared by the City Manager and Chief Financial Officer and Treasurer, which may differ from the budget approved by TPL Board. Please refer to [Appendix 10](#) for details.

How Well We Are Doing – Behind the Numbers



- As a core library service, TPL's inventory of physical and electronic materials supports discovery, access and learning.
- Steady increase in circulation since the 2023 cybersecurity incident.
- Circulation growth is expected to remain constant to keep pace with growing demand and the increase in open hours.



- Total Visits (Virtual + Physical) are expected to grow 4% in 2025 showing growing demand for library services from 2024.
- Browsing for books, picking up holds, and finding a quiet place to study and read are the top three reasons for visiting a branch.
- With increased open hours continuing into 2026, TPL expects total visits to continue trending at the same rate.

How Well We Are Doing

Service	Measure	2024 Actual	2025 Target	2025 Projection	2026 Target	2027 Target
Outcome Measures						
Toronto Public Library	Overall User Satisfaction	91%	91%	91%	91%	91%
	User Satisfaction with Knowledge of Library Staff	91%	89%	89%	89%	89%
	% of Torontonians Who Used the Library	81%	81%	81%	81%	81%
Key Service Level Measures						
Toronto Public Library	Total Use (Physical and Digital Use)	86M	89M	91M	95M	96M
	Total Circulation (Physical and Digital Circulation)	28M	28M	30M	30M	33M
	Total Visits (Physical visits and Virtual visits)	45M	45M	47M	47M	48M
	New Library Membership Registrations	235,270	229,500	230,000	265,000	265,000
Other Measures						
Toronto Public Library	Library Open Hours	283,756	307,052	296,311	323,187	331,000
	Number of Youth Hubs	28	31	31	31	32
	In-person Programs Fill Rate	87%	75%	85%	75%	75%
	eLearning Sessions	377,213	525,000	360,000	550,000	375,000
	Total Operating Cost Per Library Use	\$2.99	\$3.01	\$3.03	\$3.01	\$3.11

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Toronto Public Library Board rolled out a new five-year Strategic Plan, reflecting input from nearly 6,000 people, which sets out to achieve four key strategic priorities to be carried out from 2025-2029.
- 81% of Torontonians used their library in the last year (68% in 2019), with customer satisfaction with the library at 91%. 93% of Torontonians agree that public libraries are an important resource for the community.¹
- In-branch visits have surpassed pre-pandemic levels, with 68% of Torontonians visiting a TPL branch and increasing usage of in-branch technologies services.²
- Operating hours have expanded, with 100 branches now open on Sundays all year round as TPL works to achieve its full Open Hours Plan. For branches which received increased open hours, there was a 500,000 increase in total visits, and 80,000 increase in Sunday visits.
- In 2025, TPL expanded its program offerings. From January to June 2025, TPL delivered 21,139 in-person programs, engaging 421,083 participants, which is an 8.9% increase in attendance from 2024 levels and 34% increase in Sunday programs from 2024 levels. The Digital Innovation Hub and Pop-up Learning Lab programs delivered 944 programs, attended by 8,805 learners from January to July 2025.
- After using TPL technology services, customers reported 75% increased digital comfort and 83% advanced employable skills or career goals.³
- In 2025, TPL became the first library in the world to reach a total of 90 million digital loans and is expected to surpass 100 million digital loans in early 2026.
- Youth Hub service was expanded to 31 locations (an increase of three). From January to August 2025, 129,000 teens accessed Youth Hubs and 2,330 programs were offered with 17,700 participants.
- Toronto Public Library's Financial Empowerment service, which provides free financial counseling, tax clinics and group programming, was expanded in 2025, and has unlocked over \$5 million for low-income residents since the program began in September 2022.
- Toronto Public Library's Social and Crisis Support Services were expanded to 12 branches in 2025, providing greater and more equitable access to low-barrier mental health and crisis supports in library branches in partnership with Gerstein Crisis Centre. The program began in July 2023 and supported 2,224 crisis interventions and provided 797 group wellness and addictions recovery programming, serving 5,694 participants.
- From January to August 2025, TPL offered 44 Indigenous-led programs and from January to July 2025, delivered 67 2SLGBTQ+ programs, showing strong engagement from these communities.
- Toronto Public Library has delivered on several digital strategy objectives including harmonizing voice over IP technology with migration to Unified Communications and is in the process of modernizing enterprise applications to cloud-based services and rolling out a new website and printing solution over 2025 and 2026.
- Toronto Public Library is modernizing its digital capabilities and enhancing security and network infrastructure across branches, to meet the scaling needs of staff and customers in supporting 100 of the City of Toronto's 250 public Wi-Fi spots. On an average day, over 17,000 connections are made over TPL wireless networks, highlighting how heavily residents rely on libraries to stay connected.
- In 2025 TPL completed four major branch renovations (Locke, Fairview, Junction Triangle, North York Central Teen Zone) in addition to two new Youth Hubs at Eatonville and Northern District. In addition, thirteen projects are in active construction, and five projects are in the initiating stage.
- Toronto Public Library continues to work through critical SOGR and accessibility projects. Overall, TPL is projecting to utilize over 94% of its capital funding in 2025.

Sources:

¹ Forum 2024 Survey of Toronto Residents and 2022 Customer Satisfaction Survey

² Forum 2024 Survey of Toronto Residents and 2022 Customer Satisfaction Survey

³ 2023/24 Toronto Public Library Bridge Patron Survey

Key Challenges and Risks

- Continuing to increase access to TPL spaces and services through increased Open Hours and program expansion at all branches, while transforming and expanding branches to meet service levels.
- Manage recruitment volume and organizational churn while providing the staffing needed to support expansion.
- Managing inflationary pressures across staffing, contracted services and construction projects.
- Meeting rapidly rising demand for eCollections due to higher prices, currency exchange risks and restrictive licensing models.
- Modernizing enterprise technologies for efficiencies and risks reductions, investing in branch network and IT infrastructure to support digital and IT needs in a rapidly changing technological environment.
- Reducing the accumulated State of Good Repair (SOGR) and Accessibility for Ontarians with Disabilities Act (AODA) backlogs across an aged portfolio of facilities.

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.
 - Increase access to library services and reduce barriers for equity-deserving groups.
- Enhance our physical spaces to create welcoming, safe, inclusive, accessible and sustainable environments that build resilience and belonging.
- Enhance TPL's Safety and Security Program with new training, staff and technology supports to ensure a welcoming, safe environment for staff and customers.
- Introduce new programs that strengthen social connections, increase civic engagement and expand access to information to build a stronger, healthier democracy and empower Toronto's residents.
- Add more community-based services so the library can meet people where they are, at their point of need.
- Advance TPL's digital strategy to modernize and secure TPL's technology environment to optimize the library's business operations and enable digital inclusion and literacy to deliver an excellent customer experience.
- Continue to reduce hold times and increase access to collections in various formats and languages.

Toronto Public Library's budget and strategic priorities help the City of Toronto advance many of its key strategic priorities. TPL's strategic plan can be found [here](#) which illustrates this connection and how the priorities of TPL are aligned with the City's.

CITY STAFF PREPARED BUDGET

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

1. The 2026 Operating Budget for Toronto Public Library of \$296.057 million gross, \$21.679 million revenue and \$274.378 million net for the following services:

Service:	Gross Expenditures (\$000s)	Revenues (\$000s)	Net Expenditures (\$000s)
Toronto Public Library	296,057.2	21,679.2	274,378.0
Total Program Budget	296,057.2	21,679.2	274,378.0

- The 2026 staff complement for Toronto Public Library of 2,033.0 positions comprised of 37.0 capital positions and 1,996.0 operating positions.

2. The 2026 Capital Budget for Toronto Public Library with cash flows and future year commitments totaling \$257.528 million as detailed by project in [Appendix 5a](#).
3. The 2027-2035 Capital Plan for Toronto Public Library totalling \$372.708 million in project estimates as detailed by project in [Appendix 5b](#).
4. That all third-party funding included in the 2026 Budget be subject to the execution of an agreement or receipt of funding. If such agreement or funding is not in place by 2026 or forthcoming, the approval to spend must be reassessed by City Council relative to other City-funded priorities and needs in future budget processes.

2026
OPERATING BUDGET

2026 OPERATING BUDGET OVERVIEW

Table 1: 2026 Operating Budget by Service

(In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Base Budget	2026 New/ Enhanced	2026 Budget	Change vs. 2025 Budget
By Service	\$	\$	\$	\$	\$	\$	\$
Revenues							
Toronto Public Library	21,971.0	18,757.2	21,905.2	20,005.2	1,674.0	21,679.2	2,922.0 15.6%
Total Revenues	21,971.0	18,757.2	21,905.2	20,005.2	1,674.0	21,679.2	2,922.0 15.6%
Gross Expenditures							
Toronto Public Library	256,229.3	273,301.2	278,111.9	293,818.2	2,239.0	296,057.2	22,756.0 8.3%
Total Gross Expenditures	256,229.3	273,301.2	278,111.9	293,818.2	2,239.0	296,057.2	22,756.0 8.3%
Net Expenditures	234,258.3	254,544.0	256,206.7	273,813.0	565.0	274,378.0	19,834.0 7.8%
Approved Positions**	1,906.2	1,950.8	N/A	2,025.5	7.5	2,033.0	82.2 4.2%

*2025 Projection based on 9-Month Variance

**Year-over-year comparison based on approved positions

KEY DRIVERS

Total 2026 Budget expenditures of \$296.057 million gross reflects an increase of \$22.756 million in spending above the 2025 Budget, predominantly arising from:

- Annualization of prior year Council-approved new and enhanced services, including phases two, three, as well as Sunday and Monday service expansions of the Open Hours Plan, new Youth Hubs, and Digital Innovation Hubs.
- Salary and benefits adjustments to account for cost-of-living adjustments, step and merit increases and associated benefit impacts.
- Economic factors to account for inflationary pressures related to contracted services, supplies, other third-party services, and utilities.
- New and enhanced services including continued expansion of the Financial Empowerment Service and Social and Crisis Support Services as well as the new Reducing Seniors Social Isolation initiative.

EQUITY IMPACTS OF BUDGET CHANGES

High-Positive significant equity impacts: The changes in TPL's 2026 Operating Budget include the previously approved Open Hours budget enhancement and annualization of Youth Hubs and Digital Innovation Hubs, which have a high-positive significant equity impact.

The expansion of Open Hours advances many of TPL's and the City's key strategies, including the Poverty Reduction Strategy, the Toronto Newcomer Strategy, Toronto Strong Neighbourhood Strategy 2020, Toronto's Youth Equity Strategy, and SafeTO. In 2026, 17 branches including three located in Neighbourhood Improvement Areas will receive additional hours and Monday service will be rolled out to an additional nine branches resulting in all 100 branches being open seven days a week starting in the Summer of 2026. Branches that previously received additional open hours registered over 500,000 more visits, and the introduction of Sunday service generated 80,000 additional visits since July 2024. Open Hours advances strategic outcomes such as greater digital inclusion and reduced barriers to access for vulnerable populations, including seniors and youth.

Medium-Positive significant equity impacts: The changes in TPL's 2026 Operating budget include various new and enhanced budget enhancements, including expansion of the Financial Empowerment Services and Social and Crisis Support Service and the new Reducing Seniors' Social Isolation service, which will have a medium-positive equity impact. These programs will make significant progress on many of TPL's and the City's key strategies, including the Poverty Reduction Strategy; Our Health, Our City Strategy; and the Toronto Seniors' Strategy.

2026 OPERATING BUDGET KEY COST DRIVERS

The 2026 Net Operating Budget for TPL of \$274.378 million is \$19.834 million, 7.8% greater than the 2025 Net Budget. Table 2 below summarizes the key cost drivers for the 2026 Budget.

Table 2: 2026 Key Cost Drivers

(In \$000s)	2026				2027 Annualized Impact (Net)
	Revenues	Gross Expenditures	Net Expenditures	Positions**	
2025 Projection*	21,905.2	278,111.9	256,206.7		N/A
2025 Budget	18,757.2	273,301.2	254,544.0	1,950.8	N/A
Key Cost Drivers:					
Prior Year Impacts					
Annualization of prior year approvals	(813.0)	9,717.4	10,530.4	49.7	2,373.8
Operating impact of capital projects		(670.0)	(670.0)		1,019.0
Salary and benefit adjustments		10,338.4	10,338.4		11,151.6
Economic factor changes		3,083.8	3,083.8		5,663.8
Base budget changes					
Contribution to reserves		(1,854.8)	(1,854.8)		2,492.8
Other base budget changes	2,061.0	1,748.2	(312.8)	25.0	1,698.4
Sub Total Key Cost Drivers	1,248.0	22,363.0	21,115.0	74.7	24,399.4
Affordability Measures		(1,846.0)	(1,846.0)		
Total 2026 Base Budget	20,005.2	293,818.2	273,813.0	2,025.5	24,399.4
2026 New/Enhanced	1,674.0	2,239.0	565.0	7.5	
2026 Budget	21,679.2	296,057.2	274,378.0	2,033.0	24,399.4
Change from 2025 Budget (\$)	2,922.0	22,756.0	19,834.0	0.1	N/A
Change from 2025 Budget (%)	15.6%	8.3%	7.8%	4.2%	N/A

*Based on 9-Month Variance

**Year-over-year comparison based on approved positions

Key Base Drivers:

Prior Year Impacts

- Net increase of \$10.530 million related to prior year approvals for Phases two, three, as well as Sunday and Monday Service Expansions of the Open Hours Plan (including 49.7 FTEs), expansion of youth hubs and digital innovation hubs, as well as the reversal of one-time grants from the TPL Foundation for the expansion of the Financial Empowerment Service and Social and Crisis Support Service.

Operating impacts of capital

- Net decrease of \$0.670 million related to temporary operational savings from short-term closures of branches due to major capital project renovations in 2026.

Salaries and Benefits adjustments

- Net increase of \$10.338 million primarily related to cost-of-living adjustments, progression and merit pay, as well as other prescribed costs and adjustments including benefit impacts.

Economic Factors

- Net increase of \$3.083 million due to non-payroll inflationary and contractual adjustments including:
 - \$2.486 million for facilities and information technology (IT) related contracts;
 - \$0.543 million for supplies and other services; and
 - \$0.055 million for utilities.

Base Budget Changes

Net decrease of \$2.167 million due to the following base budget changes:

Contribution to reserves

Net decrease of \$1.854 million related to the deferral of contributions to the TPL asset replacement reserve from 2026 to 2027, as well as the 2026 contribution to the TPL vehicle reserve as a budget bridging strategy. Neither deferral will have an impact on services or plans in 2026.

Other base budget changes

Net decrease of \$0.313 million comprised of:

- Increased allocation of operating costs to capital to account for resources supporting the direct delivery of the TPL capital program (\$1.309 million net reduction and 3 FTEs);
- The transition of certain functions from external contracted services to internal resources (\$0 net impact and 7 FTEs).
- Adjustments to reflect the gross and revenue budget for active and reoccurring programs and resources funded by the TPL Foundation and other adjustments to reflect expected budget for venue rentals, leased spaces and IT subscription fees for program related software services (\$0.996 million net and 15 FTEs).

Affordability Measures

Table 3: Affordability Measures

Recommendation	Savings Type	Equity Impact	(In \$000s)					
			2026			2027 (Incremental)		
			Revenues	Gross Expenditures	Net Expenditures	Positions	Gross Expenditures	Net Expenditures
Realignment of Budget to Actuals Analysis	Efficiency Savings	No Impact		(343)	(343.0)			
Continuous improvement initiatives	Efficiency Savings	No Impact		(709)	(709.0)			
Technology and system optimization	Efficiency Savings	No Impact		(794)	(794.0)			
Total Affordability Measures				(1,846.0)	(1,846.0)			

Affordability measures are specific actions taken by TPL that achieve cost reductions without impacting service levels and the public.

- **Realignment of Budget to Actuals Analysis** - actual spending results are monitored throughout the year and spending trends are assessed as part of the expenditure line-by-line review as regular practice, resulting in \$0.343 million in expenditure reductions.
- **Continuous Improvement Initiatives** – initiatives to identify operational efficiencies including the consolidation of storage needs, optimizing use of contracted services and administrative operational improvements resulting in \$0.709 million in expenditure reductions.
- **Technology and System Optimization** - initiatives to optimize technology spending including streamlining hardware requirements, the conversion of phone lines to Voice-Over-Internet-Protocol (VOIP), and optimization of software licenses and fees resulting in \$0.794 million in expenditure reductions.

New and Enhanced Requests

Table 4: New/Enhanced Requests

New/Enhanced Request	2026				2027 Annualized Gross	Equity Impact	Supports Key Outcome/Priority Actions
	Revenues	Gross Expenditures	Net Expenditures	Positions			
(In \$000s)							
1 Financial Empowerment Service expansion (2 yr)	248	248		0.5	496	Medium-positive	Poverty Reduction Strategy Expansion of the Financial Empowerment service to two additional branches in 2026 will be fully funded by the TPL Foundation for 2026 and 2027.
2 Reducing Seniors Social Isolation (5 yrs)	1,426	1,426		6.0	1,332	Medium-positive	Toronto's Our City, Our Health Strategy, Poverty Reduction Strategy A new service, Reducing Seniors' Social Isolation, expanding library services in community-based locations where seniors live, to help seniors remain independent and connected. This program is funded over five years through donations generated by the TPL Foundation.
3 Social and Crisis Support Service expansion		565	565.0	1.0	565	Medium-positive	Toronto Seniors Strategy 2.0, Poverty Reduction Strategy, Toronto's Our City, Our Health Strategy Expansion of the Social and Crisis Support service to branches in Scarborough in 2026.
Total New/Enhanced	1,674.0	2,239.0	565.0	7.5	2,393.2		

Note:

For additional information, please refer to [Appendix 3](#) for the 2026 New and Enhanced Service Priorities and [Appendix 4a](#) for Operating Toronto Public Library Provincial/Federal Funding Streams by Funding Source, respectively.

2027 AND 2028 OUTLOOK**Table 5: 2027 and 2028 Outlook**

(In \$000s)	2026 Budget	2027 Incremental Outlook	2028 Incremental Outlook
Revenues			
Revenue adjustments - venue rentals and leasing		(309.0)	(300.0)
Change in funding source for new and enhanced services		154.0	(162.0)
Total Revenues	21,679.2	(155.0)	(462.0)
Gross Expenditures			
Open Hours - annualization		2,374.0	
Salaries and Benefits		11,152.0	11,679.0
Economic factor changes		5,664.0	4,786.0
Other base budget changes		3,881.4	32.5
Operating impacts of capital		1,019.0	7,784.0
Annualization / adjustments to expenditures related to new and enhanced services		154.0	334.0
Total Gross Expenditures	296,057.2	24,244.4	24,615.5
Net Expenditures	274,378.0	24,399.4	25,077.5
Approved Positions	2,033.0	9.5	68.5

Key Outlook Drivers

The 2027 Outlook with total gross expenditures of \$320.302 million reflects an anticipated \$24.244 million or 8.2% increase above the 2026 Operating Budget. The 2028 Outlook expects a further increase of \$24.616 million or 7.7% above the 2027 Outlook.

These changes arise from the following:

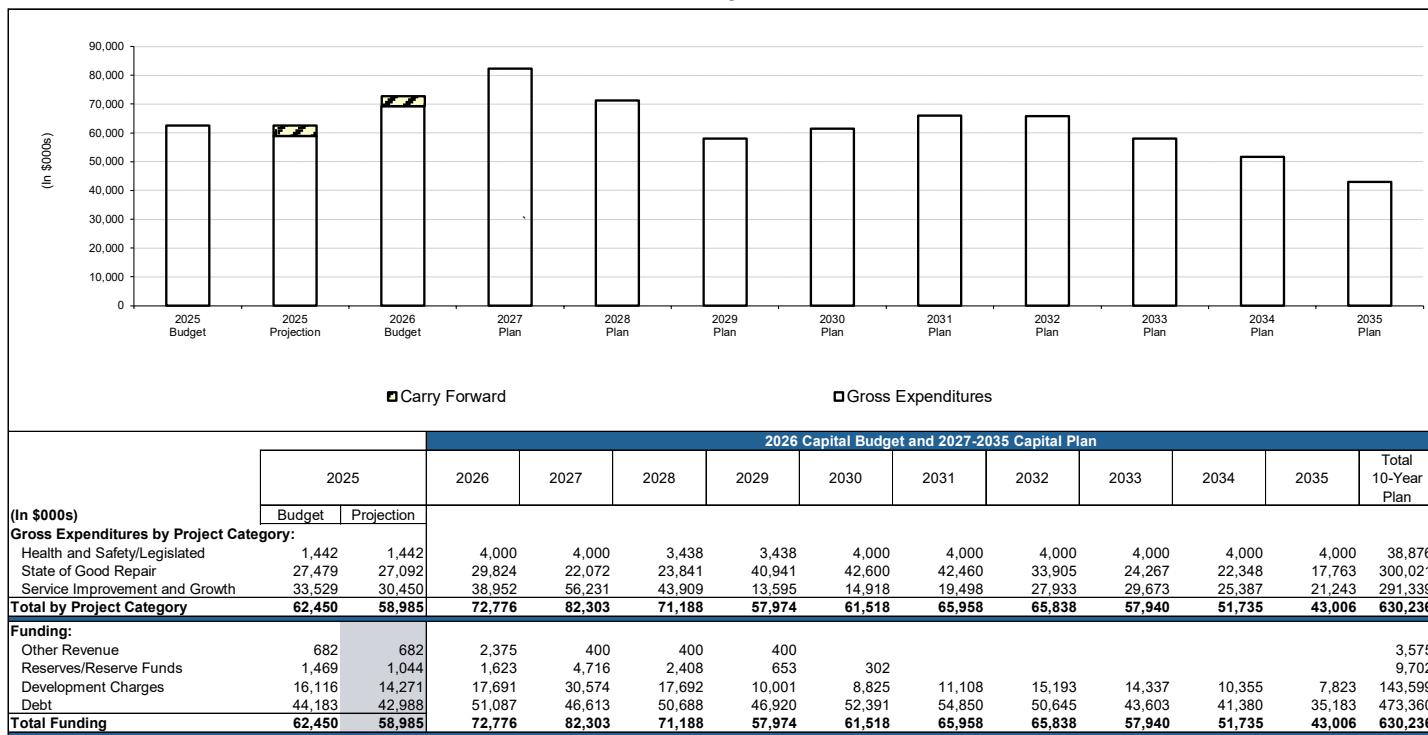
- Ongoing implementation of TPL's Open Hours plan.
- Increases to salaries and benefits to account for cost of living adjustments, step and associated benefit impacts.
- Economic factors for contracted services and supplies as well as adjustments to the budget for library materials to account for the deferral of this increase in 2026, as well as future expected cost increases.
- Incorporating reserve contributions deferred from 2026 for the asset replacement and fleet reserves, as well as revenue adjustments related to expected venue and leasing revenues.
- Operating impacts of completed capital projects including adding back operational costs for renovated / expanded branches as well as associated additional staffing positions and costs.

2026-2035

CAPITAL BUDGET AND PLAN

2026-2035 CAPITAL BUDGET AND PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



2026 Capital Budget and 2027-2035 Capital Plan													
(In \$000s)	2025		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total 10-Year Plan
	Budget	Projection											
Gross Expenditures by Project Category:													
Health and Safety/Legislated	1,442	1,442	4,000	4,000	3,438	3,438	4,000	4,000	4,000	4,000	4,000	4,000	38,876
State of Good Repair	27,479	27,092	29,824	22,072	23,841	40,941	42,600	42,460	33,905	24,267	22,348	17,763	300,021
Service Improvement and Growth	33,529	30,450	38,952	56,231	43,909	13,595	14,918	19,498	27,933	29,673	25,387	21,243	291,339
Total by Project Category	62,450	58,985	72,776	82,303	71,188	57,974	61,518	65,958	65,838	57,940	51,735	43,006	630,236
Funding:													
Other Revenue	682	682	2,375	400	400	400							3,575
Reserves/Reserve Funds	1,469	1,044	1,623	4,716	2,408	653	302						9,702
Development Charges	16,116	14,271	17,691	30,574	17,692	10,001	8,825	11,108	15,193	14,337	10,355	7,823	143,599
Debt	44,183	42,988	51,087	46,613	50,688	46,920	52,391	54,850	50,645	43,603	41,380	35,183	473,360
Total Funding	62,450	58,985	72,776	82,303	71,188	57,974	61,518	65,958	65,838	57,940	51,735	43,006	630,236

Project Updates (\$53.584 Million)

The 2026-2035 Capital Budget and Plan reflects the following changes to existing projects as compared to the 2025-2034 Capital Budget and Plan, over the nine common years (2026-2034):

- \$16.572 million increase for the Service and Digital Modernization project to support the execution of TPL's Digital Strategy and to enhance TPL's IT Security, Risk and Governance Program.
- \$47.693 million increase for the Multi Branch Renovations program to prioritize addressing TPL's SOGR backlog at branches across the city.
- \$10.417 million increase for the Toronto Reference Library project to address ongoing SOGR needs.
- \$7.654 million increase to the Northern District Renovation project to reflect current market conditions and a revised construction schedule.
- \$6.144 million increase to the High Park Renovation and Expansion project to reflect updated cost estimates and timeline.
- \$5.600 million increase to the Centennial Construction and Expansion project to account for site conditions and a revised construction schedule.
- \$5.431 million increase to the Yorkville Renovation project to reflect updated cost estimates based on current market conditions.
- \$4.811 million increase to the Woodside Square Relocation and Construction project to account for a more refined project cost estimate and schedule.
- \$4.099 million increase to the St. Lawrence Relocation and Expansion project to reflect updated cost estimates and timeline.
- \$2.059 million increase to the Dawes Road Construction and Expansion project to account for estimated fit-out costs based on current construction schedule and timelines.
- \$21.067 million decrease to the Weston Renovation and Expansion project as the timelines have been extended beyond the 10-year capital plan.
- \$30.158 million decrease to the Sanderson renovation and expansion project due to prioritization and uncertainties in timeline and scope. The project has been moved to the Capital Delivery Constraints list.

- \$4.979 million decrease to the Flemingdon Park Renovation project due to prioritization and uncertainties in timeline and scope. The project has been moved to the Capital Delivery Constraints list.

Note:

Toronto Public Library's 2026-2035 Capital Budget and Plan does not include any new projects.

For additional information, please refer to [Appendix 4b](#) for Capital Toronto Public Library Provincial/Federal Funding Streams by Projects, [Appendix 5](#) for a more detailed listing of the 2026 and 2027-2035 Capital Budget and Plan by project; [Appendix 6](#) for Capacity to Deliver Review; and [Appendix 7](#) for a Summary of Capital Delivery Constraints, respectively.

2026–2035 CAPITAL BUDGET AND PLAN**\$630.2 Million 10-Year Toronto Public Library Capital Program**

			
Accessibility and State of Good Repair	Aligning branch infrastructure to population growth, changing demographics and community expectations and needs	Maintaining and improving IT infrastructure	Modernizing and enhancing library services
\$253.0 M 40%  	\$227.6M 36 %  	\$72.2M 12% 	\$77.4M 12% 
<ul style="list-style-type: none"> • Branch renovations • Structural maintenance • Building systems • Accessibility retrofits <p>Accessibility and state of good repair to maintain and improve spaces to meet service levels and legislative requirements</p>	<ul style="list-style-type: none"> • Branch relocations • Branch renovations and expansions <p>Aligning branch infrastructure to population growth, changing demographics and community expectations and needs through branch service relocations, renovations and expansions</p>	<p><i>Technology asset management program:</i></p> <ul style="list-style-type: none"> • Workstations, printers and branch technology supports • Servers and Network infrastructure <p>Maintaining and improving IT infrastructure to deliver secure, effective, modern technology to branches and back office</p>	<p><i>Modernization and enhancements:</i></p> <ul style="list-style-type: none"> • Self-checkout stations • Central sorter replacement • Customer service modernization <p>Modernizing and enhancing library services through digital innovation</p>

 - 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 2026-2035 Budget and Plan cash flows. Does not break out the climate component costs separately.

- Toronto Public Library 10-Year Capital Budget and Plan focuses on enhancing TPL's physical spaces and modernizing and securing its technology environment to deliver exceptional customer experiences.
- The 10-Year Capital Budget and Plan was informed by TPL's Strategic Plan, Digital Strategy, and capital planning framework, as well as the City's guidelines focusing on fiscal prudence, capital affordability, timing, and prioritization to address TPL's SOGR backlog.
- Updates to the 10-Year Capital Budget and Plan were made based on prioritization of investments in SOGR and IT infrastructure, TPL's capacity to delivery, assessment of scale and readiness of projects and 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.

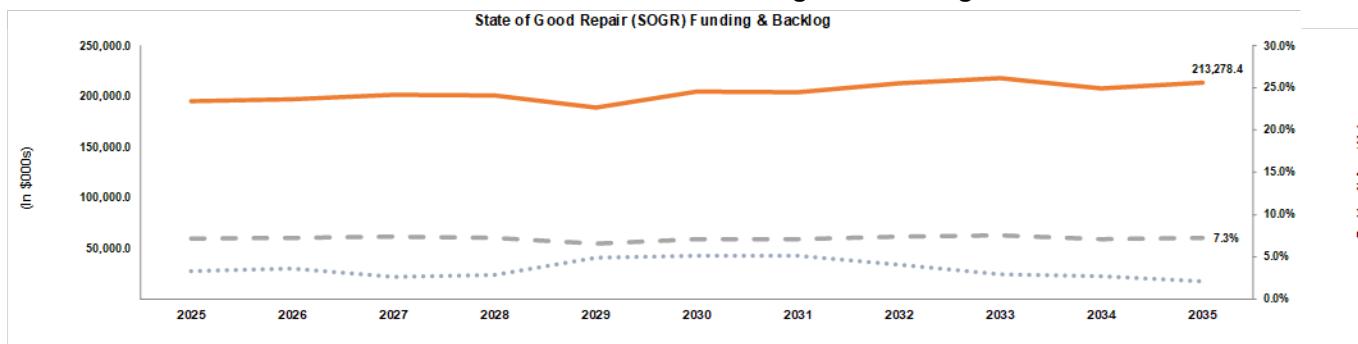
How the Toronto Public Library Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$630.2 Million 100%		\$0 Million 0%	\$0 Million 0%
Debt	\$ 473.3 Million		
Development Charges / Section 42	\$ 143.6 Million		
Reserve / Reserve Fund	\$ 9.7 Million		
Other	\$ 3.6 Million		

STATE OF GOOD REPAIR (SOGR) FUNDING AND BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for TPL assets.

Chart 2: Total SOGR Funding and Backlog



- There are 100 branches and two service buildings within TPL's current building portfolio.
- Toronto Public Library's capital program prioritizes SOGR needs, as informed by comprehensive building condition assessments and feasibility studies to direct investment in the renovation, expansion, development, maintenance, and repair of existing library facilities.
- While ongoing lifecycle facility maintenance is already included and built into TPL's current capital program, the aging of library facilities creates growing pressures that will require higher levels of capital investment going forward. Deferring library maintenance poses significant risks to the deterioration of facilities and spaces, which can lead to branch closures, service disruptions, and reduce access or reduce the adequacy of safe, welcoming public spaces.
- This 10-Year Capital Plan will invest \$300.021 million in SOGR projects within TPL, an average of \$30.002 million annually. The capital plan incorporates additional investments in core infrastructure, namely aging facilities and IT infrastructure, including over \$60 million in incremental SOGR investments through the Multi-Branch and Toronto Reference Library capital program to address critical SOGR needs.
- In the 2025-2034 Capital Budget and Plan, the SOGR backlog was projected to grow to \$298.769 million in 2034, representing approximately 10.3% of the total asset value. Due to added SOGR funding through the 2026 Budget

process, the accumulated backlog in the 2026-2035 Capital Budget and Plan is anticipated to reach \$208.056 million in 2034, or 7.1% of total asset value, a reduction of \$90.713 million from the prior year Capital Budget and Plan.

- In partnership with the City of Toronto, all TPL branches will have updated building condition assessments completed over a three-year period. As the assessments are completed the results will be incorporated within the capital planning and prioritization process, as well as the backlog amounts, through future budget submissions.
- Toronto Public Library is also updating the assessments that examine requirements under AODA and prioritizing investments in these areas. Based on the current 10-year Capital Budget and Plan, the accumulated AODA compliance backlog is projected to decrease from \$50.684 million at the end of 2026 to \$4.832 million by 2035.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Net operating impacts of capital in 2026 include temporary savings of \$0.670 million related to short-term closures of branches due to major capital project renovations in 2026. Approval of the 2026 Capital Budget will result in operating impacts to the 2027 Operating Budget of \$1.019 million as shown in Table 6 below.

Table 6: Net Operating Impact Summary

Projects	2026 Budget		2027 Plan		2028 Plan		2029 Plan		2030 Plan		2026-2030		2026-2035	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Centennial Library Reconstruction		619.0	5.0								619	5.0	619	5.0
Dawes Road Library Reconstruction	(400.0)	400.0		1,209.0	11.6						1,209	11.6	1,209	11.6
Etobicoke Civic Centre Construction			3,319.0	28.0							3,319	28.0	3,319	28.0
Pleasant View Renovation and Expansion	(270.0)		368.0	1.0							98	1.0	98	1.0
St. Lawrence Relocation & Expansion			2,846.0	27.4							2,846	27.4	2,846	27.4
Woodside Square Relocation and Expansion			42.0	0.5							42.0	0.5	42.0	0.5
Sub-Total: Previously Approved	(670.0)	1,019.0	5.0	7,784.0	68.5						8,133.0	73.5	8,133.0	73.5
New Projects - Future Years														
High Park Renovation and Expansion													149.0	1.0
Northern District Renovation													466.0	4.0
Parkdale Reconstruction & Expansion													1,267.0	10.0
Parliament Street Relocation and Expansion													393.0	3.0
TRL Renovation									572.0	5.0	572.0	5.0	572.0	5.0
Weston Renovation & Expansion							128.0	1.0			128.0	1.0	128.0	1.0
Sub-Total: New Projects - Future Years							128.0	1.0	572.0	5.0	700.0	6.0	2,975.0	24.0
Total (Net)	(670.00)	1,019.0	5.0	7,784.0	68.5	128.0	1.0	572.0	5.0	8,833.0	79.5	11,108.0	97.5	

Previously Approved projects:

- **Centennial Library Reconstruction** – This project involves the demolition of the existing 6,866 sq. ft. building and constructing an expanded 15,000 sq. ft. library. The project will include a streamlined single-floor layout, a revitalization of all public service areas, quiet study space, house 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 5,500 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 KidsStop.
- **Etobicoke Civic Centre** – Construction of a new 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. The branch will include a Digital Innovation Hub, Discovery Zone, Youth Hub, and a KidsStop.

- **Pleasant View Renovation and Expansion** – 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.
- **St. Lawrence Relocation and Expansion** – 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 branch will include a Digital Innovation Hub, Discovery Zone, Youth Hub, and a KidsStop.
- **Woodside Square Relocation and Expansion** – This project involves a relocation of the existing 9,792 sq. ft. library branch within the Woodside Square Mall and results from the landlord not renewing the lease on the existing unit. The branch will be relocated to a new unit and will be expanded to 13,500 sq. ft. The project will include a redesigned open floor plan and increase accessibility creating barrier-free access for the public, study seating, and flexible programming spaces for branch and community use. Included in the design are separate and soundproof, quiet study spaces, capacity to hold a 53,000-item collection, increase of computers connected for internet access, self-service stations for check-out, enhancing security systems including intrusion alarms and fire systems. The space will yield significant improved zone areas for youth, children, adults, and seniors will be established.

The 2026 operating impact of (\$0.670 million) net from active capital projects has been included in the TPL's 2026 Operating Budget. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

APPENDICES

Appendix 1

2026 Toronto Public Library Operating Budget by Category

Category (In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Budget	2026 Change from 2025 Budget	
	\$	\$	\$	\$	\$	%
Provincial Subsidies	5,857	5,714	5,906	5,714		0.0%
User Fees and Donations	5,453	5,273	7,346	8,534	3,261	61.8%
Contribution From Reserves/Reserve Funds	4,406	4,406	4,406	4,406		0.0%
Sundry and Other Revenue	6,255	3,364	4,247	3,025	(339)	(10.1%)
Total Revenues	21,971	18,757	21,905	21,679	2,922	15.6%
Salaries and Benefits	186,095	196,808	200,985	217,954	21,145	10.7%
Materials and Supplies	30,806	31,725	32,014	32,314	589	1.9%
Equipment	544	563	533	633	70	12.4%
Service And Rent	37,720	41,950	41,586	45,156	3,207	7.6%
Contribution To Capital		400	200		(400)	(100.0%)
Contribution To Reserves/Reserve Funds	1,064	1,855	2,795	0	(1,855)	(100.0%)
Total Gross Expenditures	256,229	273,301	278,112	296,057	22,756	8.3%
Net Expenditures	234,258	254,544	256,207	274,378	19,834	7.8%

*2025 Projection based on 9-Month Variance

Appendix 2

Summary of 2026 Service Changes

N/A

Appendix 3

Summary of 2026 New/Enhanced Requests Included in Budget

Form ID		Agencies - Cluster Program - Toronto Public Library	Adjustments				2027 Plan Net Change	2028 Plan Net Change														
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions																
36611	Reducing Seniors Social Isolation																					
74	Positive	Description:																				
<p>Increase in expenditures of \$1.426 million, including 6.0 staff positions, completely offset by additional funding from TPL Foundation, will expand library services in community-based locations where seniors live to help seniors remain independent and connected.</p>																						
<p>Service Level Impact: TPL Community Librarians will travel to NORCs (naturally occurring retirement communities), including Toronto Community Housing and community locations in a new service model supported by community outreach vans equipped with programming equipment to provide library services that support healthy aging, health equity and aging in place. TPL will work with medical and health link providers to create awareness and provide referrals to non-clinical interventions for seniors through access to TPL programs and services. Social prescribing will address barriers that seniors often experience in accessing referrals and serve as a bridge to essential social supports in the community. TPL will introduce dedicated programming and library staff training on the importance of social connectedness and reducing isolation developed and designed in collaboration with health sector partners. This service is aligned with the Toronto Poverty Reduction Strategy, Toronto Seniors Strategy 2.0 and 3.0 planned focus areas; and Toronto's Our City, Our Health Strategy.</p>																						
<p>Equity Statement: The Reducing Seniors Social Isolation initiative will have a positive impact on vulnerable seniors, including those intersecting with Indigenous, Black and equity deserving groups, by expanding library services in community-based locations where seniors live to help seniors remain independent and connected and by expanding social connection programming for seniors in library branches across the City so they can maintain social connections and easily find and access the supports they need. This service is aligned with the Toronto Poverty Reduction Strategy, Toronto Seniors Strategy 2.0 and 3.0 planned focus areas; and Toronto's Our City, Our Health Strategy.</p>																						
<p>Service: Toronto Public Library</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Prepared Budget Changes:</td> <td style="width: 10%; text-align: right;">1,426.0</td> <td style="width: 10%; text-align: right;">1,426.0</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">6.00</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">0.0</td> </tr> <tr> <td>Staff Prepared New/Enhanced Service Priorities:</td> <td style="text-align: right;">1,426.0</td> <td style="text-align: right;">1,426.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">6.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table>									Total Staff Prepared Budget Changes:	1,426.0	1,426.0	0.0	6.00	0.0	0.0	Staff Prepared New/Enhanced Service Priorities:	1,426.0	1,426.0	0.0	6.00	0.0	0.0
Total Staff Prepared Budget Changes:	1,426.0	1,426.0	0.0	6.00	0.0	0.0																
Staff Prepared New/Enhanced Service Priorities:	1,426.0	1,426.0	0.0	6.00	0.0	0.0																

Appendix 3 (continued)

Form ID Category	Agencies - Cluster Program - Toronto Public Library	Adjustments				2027 Plan Net Change	2028 Plan Net Change
		Gross Expenditure	Revenue	Net	Approved Positions		
36615	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 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 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 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 Level Impact: This enhancement will allow TPL to expand service to two additional library branches. Outcomes from the first six months of 2025 service operation in 2 library branches and one month of expanded service in 3 additional branches resulted in TPL customers successfully accessing over \$2M through the processing of tax-returns and benefits applications. Financial Empowerment counsellors delivered over 500 one-on-one sessions and offered 32 free tax clinics from January 2025 to July 2025.						
	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	0.0	496.0
	Staff Prepared New/Enhanced Service Priorities:	248.0	248.0	0.0	0.50	0.0	496.0

Appendix 3 (continued)

Form ID	Agencies - Cluster	Adjustments				2027 Plan Net Change	2028 Plan Net Change
		Gross Expenditure	Revenue	Net	Approved Positions		
36616	Social and Crisis Support Service expansion						
74	Positive						
Description: Funding of \$0.565 million gross and net including 1.0 FTE is requested to expand services that bring essential mental health and crisis supports directly to vulnerable library customers. In partnership with Toronto Community Crisis Service (TCCS) anchor partners, this service expansion will expand service to library branches in Scarborough and outside the downtown core. TPL's current service level in partnership with TCCS anchor partner, Gerstein Crisis Centre, places Gerstein's Community Crisis Intervention Workers providing service in 12 downtown TPL branches. 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 to address proactive mental health planning and coping strategies. This service is aligned with the Toronto Community Crisis Service and Toronto's Our Health Our City 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 Level Impact: In partnership with Gerstein Crisis Centre is aligned with the Toronto Community Crisis Service and Toronto's Our City, Our Health Strategy. The 2025 service level expansion with Gerstein Crisis Centre in downtown library branches resulted in over 1800 one-on-one crisis worker consultations with TPL customers, which include 1302 crisis interventions, and over 4000 participants in 590 group wellness and addictions recovery programs offered over just January 2025-July 2025.							
Equity Statement: The Social and Crisis Support Services 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. The current service level partnership is with Gerstein Crisis Centre providing service in 12 downtown TPL branches. 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. The budget enhancement will expand service to TPL branches in Scarborough and other areas outside of the downtown core with new partnerships with other Toronto Community Crisis Service (TCCS) anchor partners. This service is aligned with the Toronto Community Crisis Service and Toronto's Our City, Our Health Strategy. TPL's Social and Crisis Support Services 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	0.0	565.0	1.00	0.0	0.0
Staff Prepared New/Enhanced Service Priorities:		565.0	0.0	565.0	1.00	0.0	0.0
Summary:							
Staff Prepared New/Enhanced Service Priorities:		2,239.0	1,674.0	565.0	7.50	0.0	496.0

Appendix 4a

Toronto Public Library Operating Budget Provincial/Federal Funding Streams

Fund Name - Program (in \$000s)	2026 Budget	2027 Outlook	2028 Outlook
Provincial Funding			
<i>Public Library Operating Grant</i>	4,127	4,127	4,127
<i>Digital Archive Ontario</i>	1,447	1,447	1,447
<i>Literacy and Basic Skills</i>	140	140	140
Sub-Total: Provincial Funding	5,714	5,714	5,714
Total Funding	5,714	5,714	5,714

Appendix 4b

Toronto Public Library Capital Budget Provincial/Federal Funding Streams by Project

N/A

Appendix 5

2026 Capital Budget; 2027-2035 Capital Plan Including Carry Forward

Projects (In \$000s)	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2026-2035 Total	Health and Safety/Legislated	SOGR	Service Improvement and Growth
Centennial Library Reconstruction	8,710	6,197	1,000								15,907			15,907
Dawes Road Library Reconstruction	8,200	8,500	13,446	6,471							36,617			36,617
Digital Experiences	1,746	1,336	1,445	1,454	1,463	1,472	1,181	1,191	1,200	1,210	13,698			13,698
Etobicoke Civic Centre Construction	6,583	12,370	6,425								25,378			25,378
MB Accessibility Retrofit	4,000	4,000	3,438	3,438	4,000	4,000	4,000	4,000	4,000	4,000	38,876	38,876		
Multi-Branch Renovation - HVAC	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000			40,000
Multi-Branch Renovation SOGR	389	3,630	3,500	4,991	5,000	5,000	5,000	5,000	5,000	5,000	42,510			42,510
Northern District Renovation - Design	1,000	1,002									2,002			2,002
Northern District Renovation -Construction			1,119	12,987	13,911	14,328	12,772	3,614			58,731			58,731
Pleasant View Renovation and Expansion	4,312	4,304	3,055								11,671			11,671
Richview Building Elements	1,000	1,000									2,000			2,000
Service and Digital Modernization	9,478	11,115	6,625	4,937	5,008	5,082	5,159	5,280	5,384	5,612	63,680			63,680
St. Lawrence Relocation & Expansion - Design	150										150			150
St. Lawrence Relocation & Expansion - Construction	1,084	8,767	5,699	967							16,517			16,517
Technology Asset Management Program					7,924	7,851	5,849	5,359	6,230	6,553	39,766			39,766
Technology Asset Management Program - 2026	10,760	8,452	6,395	6,829							32,436			32,436
TRL Renovation (SOGR)	10,667	2,379	3,712	6,614	6,114	5,614	5,103	5,103	5,918	1,000	52,224			52,224
Woodside Square Design	335										335			335
Woodside Square Construction	100	4,584	6,216								10,900			10,900
Yorkville Renovation - Design	262	273									535			535
Yorkville Renovation - Construction			3,670	4,066	4,188	4,195					16,119			16,119
High Park Renovation Expansion - Design	344	609	209	108							1,270			1,270
High Park Renovation and Expansion - Construction						4,182	7,404	7,146	6,888		25,620			25,620
Parkdale Reconstruction-Design					208	856	1,102				2,166			2,166
Parkdale Reconstruction - Construction							5,618	13,303	12,748	10,563	42,232			42,232
Parliament Street library - Design		50	834	803		8,946	9,132	9,407	3,232		1,687			1,687
Parliament Street Library - Construction								345	712	367	30,717			30,717
Weston Renovation & Expansion - Design										5,001	1,424			1,424
Weston Renovation & Expansion - Construction										5,001	5,001			5,001
Christie Site - Design										67	67			67
Total Expenditures (including carry forward from 2025)	72,776	82,303	71,188	57,974	61,518	65,958	65,838	57,940	51,735	43,006	630,236	38,876	300,021	291,339

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

*Information above includes full project/sub-project 2026-2035 Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 5a

2026 Cash Flow and Future Year Commitments Including Carry Forward

Projects (In \$000s)	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	Total 2026 Cash	Previously Approved	Change in Scope	New with Future Year
Centennial Library Reconstruction	8,710	6,197	1,000								15,907	10,307	5,600	
Dawes Road Library Design and Construction	8,200	8,500	13,446	6,471							36,617	34,558	2,059	
Digital Experiences	1,746	1,336	1,445	1,454							5,981	7,780	(1,799)	
Etobicoke Civic Centre Construction	6,583	12,370	6,425								25,378	28,481	(3,103)	
MB Accessibility Retrofit	4,000	4,000	3,438	3,438							14,876	4,876	10,000	
Multi-Branch Renovation - HVAC	4,000	4,000	4,000	4,000							16,000			16,000
Multi-Branch Renovation SOGR	389	3,630	3,500	4,991							12,510	2,198	10,312	
Northern District Renovation - Design	1,000	1,002									2,002	2,655	(653)	
Pleasant View Renovation and Expansion	4,312	4,304	3,055								11,671	11,671		
Richview Building Elements	1,000	1,000									2,000			
Service and Digital Modernization	9,478	11,115	6,625	4,937							32,155	17,883	14,272	
St. Lawrence Relocation and Expansion - Design	150										150	875	(725)	
St. Lawrence Relocation and Expansion - Construction	1,084	8,767	5,699	967							16,517	11,692	4,825	
TRL Renovation (SOGR)	10,667	2,379	3,712	2,100	1,600	1,100					21,558	14,668	6,890	
Technology Asset Management Program - 2026	10,760	8,452	6,395	6,829							32,436	33,421	(985)	
Woodside Square Design	335										335	335		
Woodside Square Construction	100	4,584	6,216								10,900			10,900
Yorkville Renovation - Design	262	273									535			
Total Expenditure (including carry forward)	72,776	81,909	64,956	35,187	1,600	1,100					257,528	183,935	46,693	26,900

Appendix 5b

2027-2035 Capital Plan Including Carry Forward

Projects (In \$000s)	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2027-2035 Total	Health and Safety/Legislated	SOGR	Service Improvement and Growth
Christie Site - Design										67			67
Digital Experiences				1,463	1,472	1,181	1,191	1,200	1,210	7,717		7,717	
High Park Renovation Expansion - design	344	609	209	108						1,270			1,270
High Park Renovation and Expansion Construction					4,182	7,404	7,146	6,888		25,620			25,620
MB Accessibility Retrofit					4,000	4,000	4,000	4,000	4,000	24,000	24,000		
Multi-Branch Renovation - HVAC					4,000	4,000	4,000	4,000	4,000	24,000		24,000	
Multi-Branch Renovation SOGR					5,000	5,000	5,000	5,000	5,000	30,000		30,000	
Northern District Renovation -Construction		1,119	12,987	13,911	14,328	12,772	3,614			58,731		58,731	
Parkdale Reconstruction-Design			208	856	1,102					2,166			2,166
Parkdale Reconstruction - Construction						5,618	13,303	12,748	10,563	42,232			42,232
Parliament Street library - Design	50	834	803							1,687			1,687
Parliament Street Library - Construction				8,946	9,132	9,407	3,232			30,717			30,717
Service and Digital Modernization				5,008	5,082	5,159	5,280	5,384	5,612	31,525			31,525
TRL Renovation (SOGR)			4,514	4,514	4,514	5,103	5,103	5,918	1,000	30,666		30,666	
Technology Asset Management Program				7,924	7,851	5,849	5,359	6,230	6,553	39,766		39,766	
Weston Renovation and Expansion Design						345	712	367		1,424			1,424
Weston Renovation and Expansion - Construction									5,001	5,001			5,001
Yorkville Renovation - Construction		3,670	4,066	4,188	4,195					16,119			16,119
Total Expenditures (including carry forward from 2025)	394	6,232	22,787	59,918	64,858	65,838	57,940	51,735	43,006	372,708	24,000	206,999	141,709

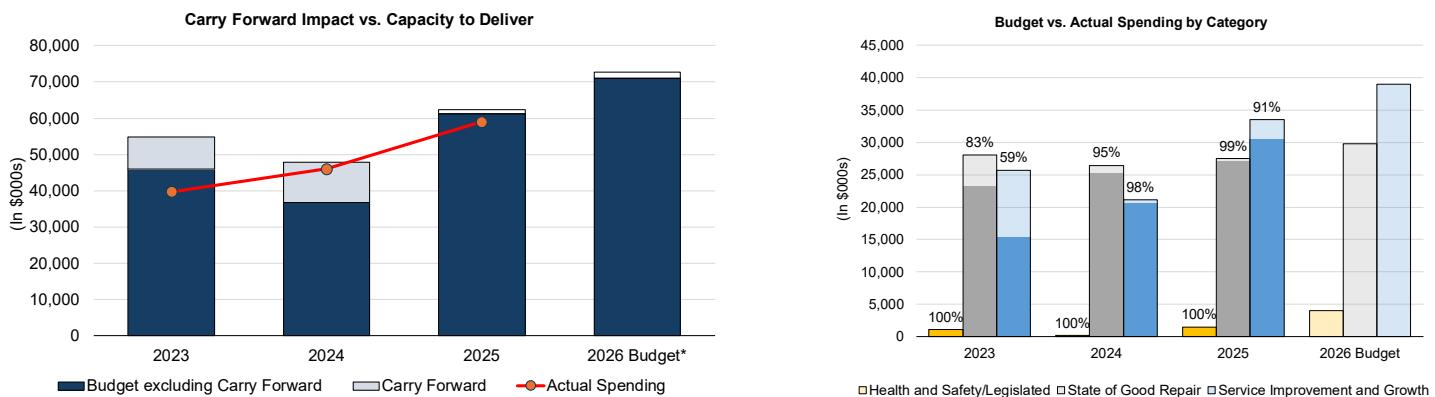
Appendix 6

Capacity to Deliver Review

The 10-Year Plan has been developed with consideration of TPL's demonstrated capacity to deliver on the capital budget over the past number of years. In addition, a review was undertaken to ensure budgets align with the capacity available in the market to deliver on capital projects and assets.

A key component in determining an appropriate level of annual cash flow includes evaluating historical capacity to deliver by project categories and assessing prioritization, resource availability and market capacity, along with previously approved projects that will continue into 2026 and future years.

Chart 3 – Capacity to Deliver



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

- Toronto Public Library's 10-Year Capital Budget and Plan reflects its ability to deliver on its capital program and prioritizes addressing SOGR backlog and investing in critical infrastructure to support library services.
- Toronto Public Library's actual spending over the previous three years, from 2023-2025, has averaged \$48.245 million per year or 87.7% of the annual cash flows.
- The projected spending for 2025 is \$58.985 million or 94% of the 2025 Capital Budget.
- Toronto Public Library's 2026 and future year cash flows were adjusted to reflect TPL's ability to deliver on its plan, as well as the number of significant projects that are currently in the construction or implementation phases, resulting in a higher 2026 cash flow than in prior years.

Appendix 7

Summary of Capital Delivery Constraints

Projects	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)									
				2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
NOT INCLUDED													
Flemingdon Park Renovation	58.1	21.5	36.6		0.4	1.1	1.3	14.8	15.3	15.7	9.4		
Barbara Frum Renovation	56.1	11.8	44.4		0.8	1.4	0.6	9.5	14.6	16.3	13.0		
City Hall Relocation and Expansion	41.9	36.0	5.9					0.5	0.9	0.4	9.4	14.5	16.2
Danforth/Coxwell Relocation and Expansion	31.3	26.9	4.4					0.4	0.6	0.3	7.0	10.8	12.1
Deer Park Relocation and Expansion	8.3	5.8	2.5					4.1	4.1				
Lillian H Smith Renovation and Expansion	45.0	12.1	32.8					0.3	1.7	2.0	10.2	14.1	16.7
Mimico Renovation and Expansion	37.2	16.5	20.7		0.3	0.6	0.2	6.4	9.9	11.1	8.5		
Ookwemin Minising (formerly Portlands)	28.2	28.2						0.1	0.4	11.6	11.9	4.2	
Sanderson Library Renovation and Expansion	38.0	22.4	15.6					0.2	1.0	0.8	5.3	10.8	11.2
Total Delivery Constraints (Not Included)	343.9	181.2	162.7		1.6	3.1	2.3	37.0	48.0	51.5	80.0	62.5	57.9

- In addition to the 10-Year Capital Plan of \$630.2 million, TPL has also identified \$343.9 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, parameters and timing of these projects, which include partnerships with other City divisions are still to be determined.
- These five projects were in prior year capital delivery constraints.
 - **City Hall Relocation and Expansion:** This project contemplates the potential relocation and expansion of the City Hall branch. Previous options included moving the branch to Old City Hall as part of future use opportunities for this location. In early 2025, City Council directed City staff provide a feasibility study for establishing a TPL branch, amongst other uses and functions, at Old City Hall and to report back to City Council by the second quarter of 2026 with this as well as future potential uses for the site. TPL will support this work as needed and will await the outcomes to determine impacts on plans to relocate and expand the City Hall branch.
 - **Danforth/Coxwell Relocation and Expansion:** 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.
 - Significant branch renovations in the plan, but not yet prioritized within the funded capital program, include: Barbara Frum Renovation, Lillian H. Smith Renovation and Expansion, and Mimico Centennial Renovation and Expansion.
- Based on project readiness to proceed and undetermined scope and timing, these two projects were moved to capital delivery constraints from the funded capital program:
 - Sanderson Renovation and Expansion
 - Flemingdon Park Renovation.
- Two projects were also added to the Capital Delivery Constraints list. These projects have been considered and conceptualized in prior years; however, parameters for the needs, scope of the project and timelines are not yet sufficiently defined:
 - Deer Park Relocation and Expansion
 - Ookwemin Minising (formerly Portlands)

Appendix 8

Inflows and Outflows to/from Reserves and Reserve Funds

2026 Operating Budget

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028
XQ1700 (\$000)	Vehicle Reserve - Library	Opening Balance	3,073.1	845.1	(1,551.2)
		*Contributions (+)			
		Toronto Public Library	0.0	1,593.0	1,626.0
		Total Contributions	0.0	1,593.0	1,626.0
		*Withdrawals (-)			
		Operating Budget			
		Sub-Total Operating Withdrawals	0.0	0.0	0.0
		Capital Budget and Plan			
		Fleet Services	(2,228.0)	(3,989.3)	(1,650.1)
		Sub-Total Capital Budget and Plan Withdrawals	(2,228.0)	(3,989.3)	(1,650.1)
		Total Withdrawals	(2,228.0)	(3,989.3)	(1,650.1)
		Interest Income			
		Closing Balance	845.1	(1,551.2)	(1,575.3)

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028
XR1504 (\$000)	Toronto Public Library IT Asset Replacement Fund	Opening Balance	1,856.7	1,875.2	2,798.5
		*Contributions (+)			
		Toronto Public Library	0.0	900.0	900.0
		Total Contributions	0.0	900.0	900.0
		*Withdrawals (-)			
		Operating Budget			
		Sub-Total Operating Withdrawals	0.0	0.0	0.0
		Capital Budget and Plan			
		Sub-Total Capital Budget and Plan Withdrawals	0.0	0.0	0.0
		Total Withdrawals	0.0	0.0	0.0
		Interest Income	18.6	23.3	32.5
		Closing Balance	1,875.2	2,798.5	3,731.0

Appendix 9

Glossary

Approved Position: Permanent or temporary position 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 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 has 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 Benefit Adjustments: 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 that they can support the delivery of City services and meet service outcomes.

Tax-Supported Budget: Budget funded by property taxes.

User Fees: Includes all Toronto Public Library-generated fees and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

Appendix 10

Toronto Public Library Board Approved Vs. City Staff Prepared Budget

2026 Operating Budget – Board Approved Vs. City Staff Prepared Budget

There is no variation between the Board Approved 2026 Operating Budget and the 2026 City Staff Prepared Budget.

2026-2035 Capital Budget and Plan – Board Approved Vs. City Staff Prepared Budget

(in \$ Millions)	Board Approved	City Staff Prepared Budget	Difference	
			\$	%
2026				
Gross Expenditures	101.8	72.8	(29.1)	-39.9%
Debt	54.4	51.1	(3.3)	-6.5%
2027-2035				
Gross Expenditures	568.9	557.5	(11.4)	-2.0%
Debt	433.7	422.3	(11.4)	-2.7%
Total				
Gross Expenditures	670.7	630.2	(40.5)	-6.4%
Debt	488.1	473.4	(14.7)	-3.1%

At its meeting on December 1, 2025, the Toronto Public Library Board approved the revised 2026-2035 Capital Budget and Plan which included total cash flow funding of \$670.695 million. Decisions of the Board meeting can be accessed via the following link: <https://www.torontopubliclibrary.ca/about-the-library/board/meetings/2025/2025-dec-1.content>.

The 2026-2035 Capital Budget and Plan for TPL prepared by City Staff is lower than the 10-Year Capital Plan approved by the Toronto Public Library Board at its meeting on December 1, 2025.

In consultation with TPL staff, changes have been approved through budget adjustments included in the nine month variance report (<https://secure.toronto.ca/council/agenda-item.do?item=2025.EX28.12>), subsequent to Board approval of the 2026-2035 Capital Budget and Plan. These changes resulted in the acceleration of 2026-2029 cash flows to 2025, reflecting projects proceeding ahead of planned schedule in 2025.

The budget was also adjusted to reflect the closing of the new St. Lawrence branch building acquisition at the end November 2025. This adjustment was approved by Council at its meeting on July 23 and 24, 2025 (<https://secure.toronto.ca/council/agenda-item.do?item=2025.GG23.25>). The adjustment was not processed until after the closing date of the transaction was confirmed and completed in late November 2025, subsequent to finalization of the report to the Board for approval of the 2026 – 2035 Capital Budget and Plan.

These adjustments resulted in total cash flow funding decreases of \$40.459 million in gross expenditures and \$14.715 million in debt to the 2026 to 2035 Capital Budget and Plan approved by the Board at its meeting on December 1, 2025.