

Toronto 2017 BUDGET



CAPITAL PROGRAM SUMMARY



Toronto Public Library

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Public Library (TPL) provides free and equitable access to library services through a network of 100 branches, including 2 service buildings as well as on-line services, to meet the changing needs of Torontonians.

TPL's building assets, valued at \$932 million, is comprised of 81 neighbourhood libraries, 17 district libraries, 2 research and reference libraries and 2 service buildings.

The primary focus of the 2017-2026 Capital Plan totalling \$275.367 million is to maintain the existing assets in a state of good repair while continuing to address the needs of new and growing communities through renovation, relocation and expansion of existing branches, as well as advance and improve the provision of e-services and in-branch technology through Virtual Branch Services and Technology Asset Management Program.

The 2017-2026 Capital Plan also includes added funding of \$20.880 million to address the SOGR backlog and technology projects that allow TPL to achieve service efficiency savings included in its 2017 Operating Budget.

CONTENTS

Overview

1: 10-Year Capital Plan [5](#)

2: Issues for Discussion [20](#)

Appendices:

1. 2016 Performance [29](#)

2. 10-Year Capital Plan Summary [31](#)

3. 2017 Capital Budget; 2018-2026 Capital Plan [33](#)

4. 2017 Cash Flow & Future Year Commitments [43](#)

5. 2017 Capital Projects with Financing Detail [49](#)

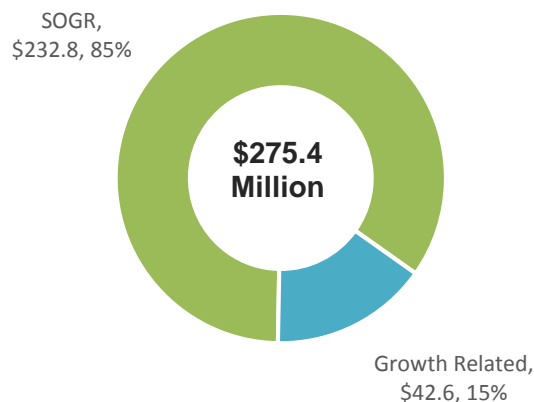
6. 2017 Reserve / Reserve Fund Review [53](#)

CONTACTS

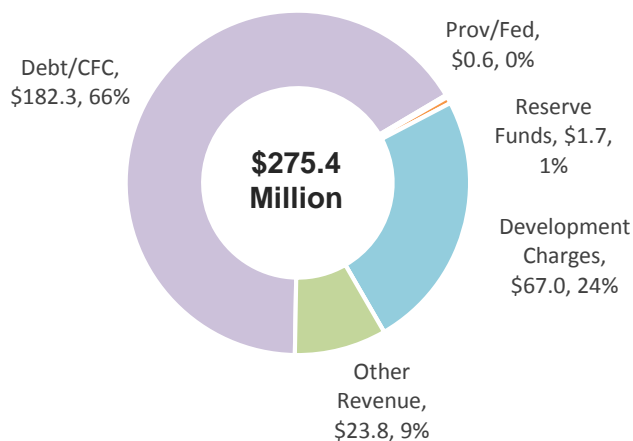
Capital Spending and Financing

2017-2026 Capital Budget and Plan

By Project Category



By Funding Source



Where the money goes:

The 2017–2026 Capital Budget and Plan totalling \$275.367 million provides funding for:

- State of Good Repair (SOGR) projects that address ongoing renovation of existing libraries and IT infrastructure; and
- Growth related projects that meet increased service demands in new and growing communities.
- Major Projects focus on:
 - Renovating and revitalizing existing branches;
 - Relocating and/or constructing new buildings for existing branches;
 - Upgrading technology; and
 - Technological Investments to drive efficiencies.

Where the money comes from:

The 10-Year Capital Plan requires:

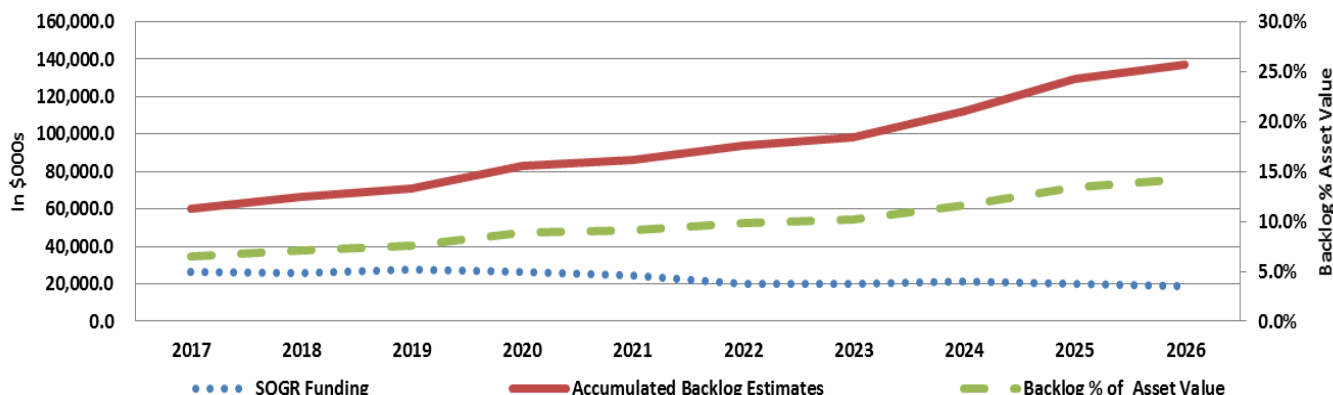
- Debt funding of \$182.312 million (66%), reflecting an increase in debt funding of \$22.880 million above originally established guidelines to address SOGR backlog and technological innovations.

Additional capital financing of \$93.055 million (34%) will be provided from reserve/reserve funds.

- Development Charges (\$66.997 million or 24%);
- Federal/provincial funding (\$0.623 million or 0.24%);
- Reserve/Reserve Funds (\$1.680 million or 0.6%);
- 3rd party funding (\$23.755 million or 8.78%)

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$232.756 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will increase from 6.4% in 2017 to 14.2% in 2026 based on updated condition audits of TPL's buildings.



Our Key Issues & Priority Actions

- **Growing State of Good Repair (SOGR) Backlog-** Investment in SOGR is essential for TPL to continue to maintain and upgrade existing branch and technology infrastructure.
 - ✓ Reconfiguration of buildings for flexible, multi-purpose space to accommodate growth
 - ✓ 10 Year Capital plan includes an additional \$20.880 million to make progress on addressing TPL's SOGR backlog
- **Demand for E-Services and In-branch technology** - The library's website supports tens of thousands of self-service transactions and e-material loans daily while branches offer wireless access, public computers and in some places 3D printing. Public demand is rapidly growing for new electronic services and content as technology advances and the library needs to be responsive in order to accommodate changes and ensure broad access.
 - ✓ Continue to refine the digital strategy to address increasing demand for digital and on-line services as well as more self-service options including mobile and personalized services
 - ✓ Capital investments in new technologies to support service improvements and efficiencies
 - ✓ 10 year Capital Plan adds funding of \$3.879 million for 2 projects that will realize efficiency savings of \$0.933 million in 2017 and \$0.100million in 2018.



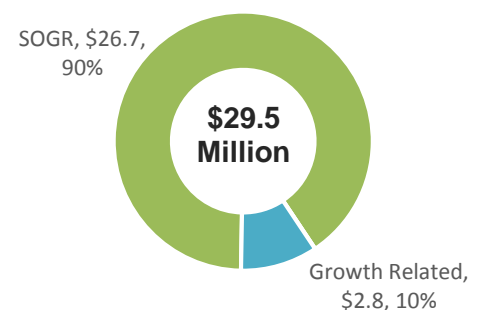
2017 Capital Budget Highlights

The 2017 Capital Budget for Toronto Public Library of \$29.525 million, excluding carry forward funding, will:

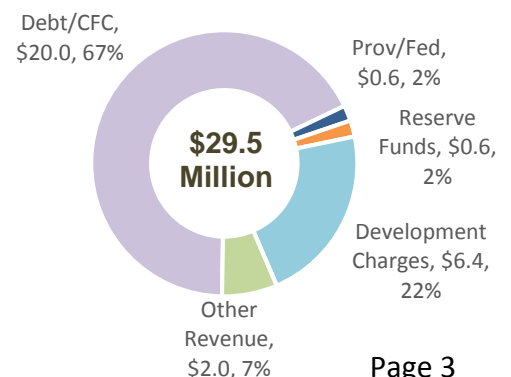
- Continue construction at Albion and North York Central Library
- Continue development of the Information and Technology infrastructure (Technology Asset Management Program) and Virtual Branch Services
- Commence construction at St Clair/Silverthorn and Wychwood
- Continue the Multi-Branch Renovation Program to address TPL's growing state of good repair backlog.
- Commence work to advance technological innovations that will create operational saving in 2017 and 2018.
- Commence work to advance technological innovations that will create operational savings in 2017 of \$0.933 million and savings of \$0.100 million in 2018.

2017 Capital Budget

By Project Category



By Funding Source



Council Approved Budget

City Council approved the following recommendations:

1. City Council approve the 2017 Capital Budget for Toronto Public Library with a total project cost of \$22.136 million, and 2017 cash flow of \$30.001 million and future year commitments of \$45.715 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 32 new / change in scope sub-projects with a 2017 total project cost of \$22.136 million that requires cash flow of \$7.441 million in 2017 and future year cash flow commitments of \$8.595 million for 2018; \$6.100 million for 2019;
 - ii. 11 previously approved sub-projects with a 2017 cash flow of \$22.084 million; and future year cash flow commitments of \$17.118 million for 2018; \$10.308 million for 2019; and \$3.594 million for 2020;
 - b) 2016 approved cash flow for 2 previously approved sub-projects with carry forward funding from 2016 into 2017 totalling \$0.476 million.
2. City Council approve the 2018 – 2026 Capital Plan for Toronto Public Library totalling \$200.127 million in project estimates, comprised of \$7.200 million for 2018; \$20.874 million for 2019; \$35.276 million for 2020; \$30.993 million for 2021; \$23.463 million for 2022; \$20.152 million for 2023; \$22.448 million for 2024; \$20.614 million for 2025 and \$19.067 million in 2026.
3. City Council consider the operating savings of \$0.880 million net in 2017; savings of \$0.062 million net in 2018; operating cost of \$0.092 million net in 2019; \$0.302 million net in 2020; and \$0.255 million net in 2021 resulting from the approval of the 2017 Capital Budget for inclusion in the 2017 and future year operating budgets.
4. All sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2017 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.
5. The City Librarian provide the State of Good Repair analysis by Asset Category for review as part of the Toronto Public Library's 2018-2027 Capital Plan Submission.



Part 1:

10 Year Capital Plan

Figure 1a
10-Year Capital Plan
2017 Capital Budget and 2018 - 2021 Capital Plan

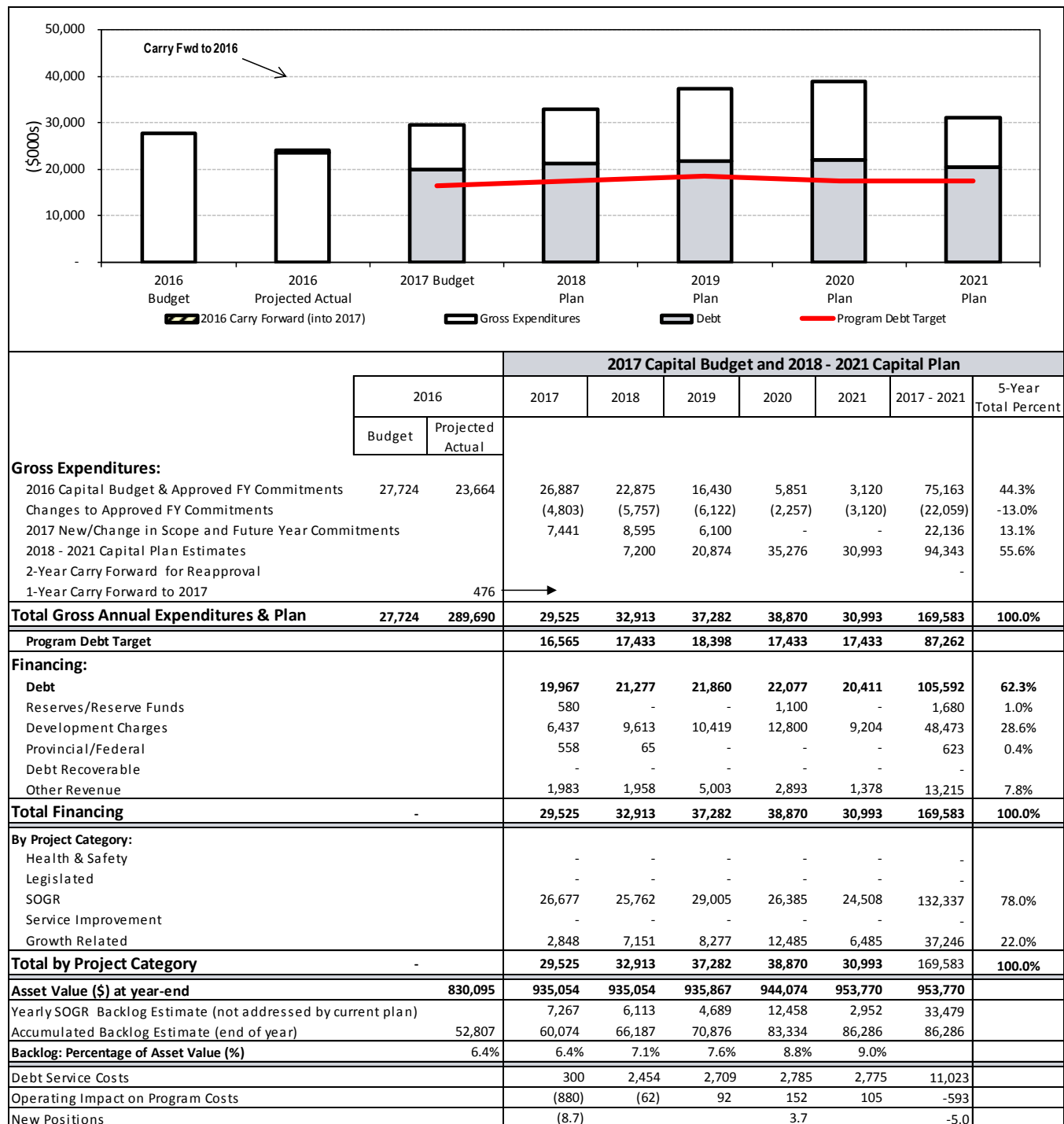
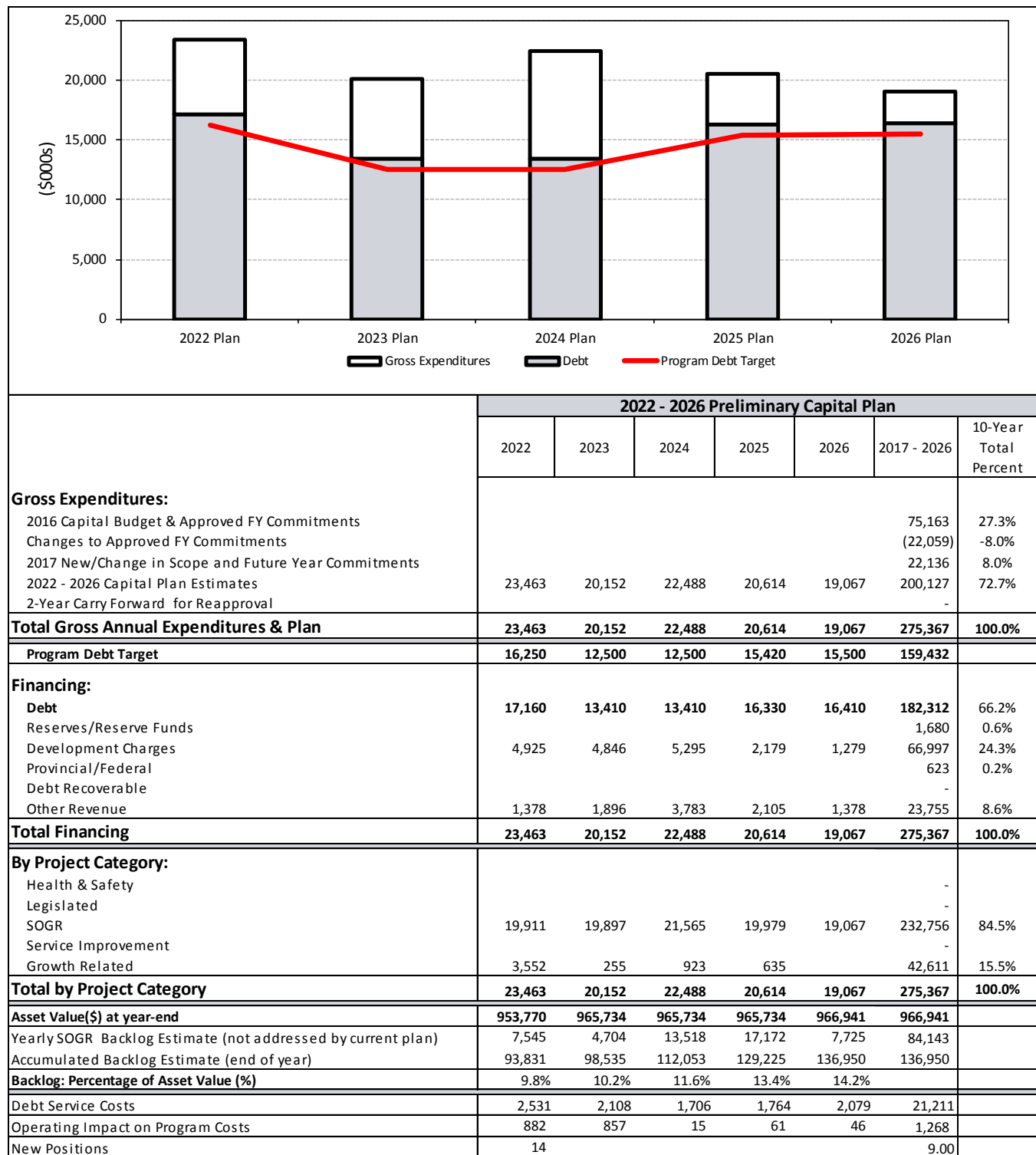


Table 1b
10-Year Capital Plan
2022 - 2026 Capital Plan

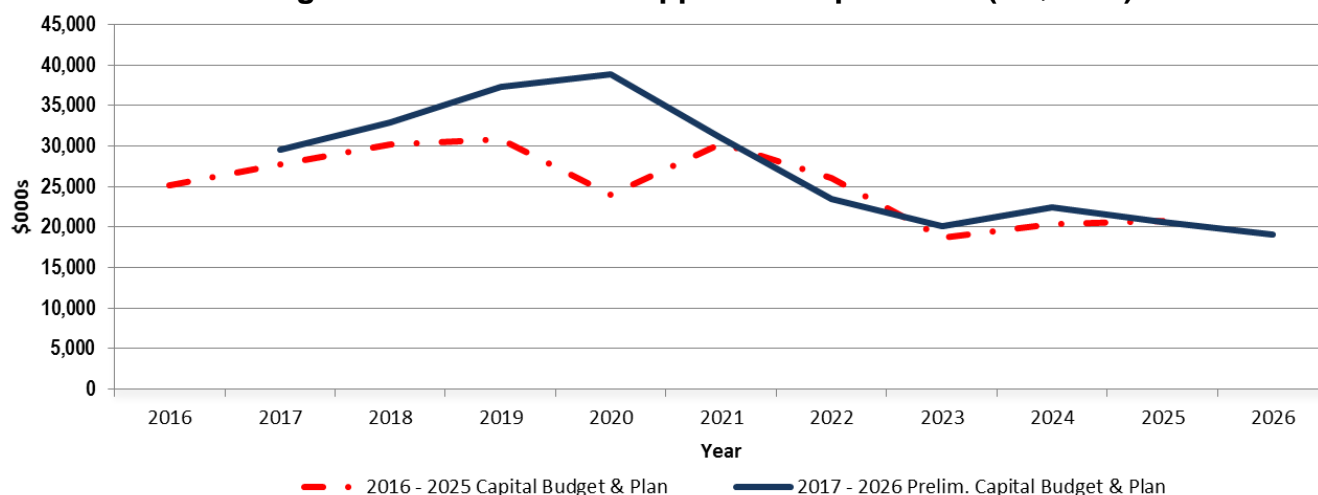


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of \$21.132 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the \$21.132 million or 8.3% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 1
Changes to the 2016 - 2025 Approved Capital Plan (In \$000s)



(\$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	25,155	27,754	30,203	30,914	23,988	30,371	26,119	18,669	20,350	20,712		254,235
2017 - 2026		29,525	32,913	37,282	38,870	30,993	23,463	20,152	22,488	20,614	19,067	275,367
Change %		6.4%	9.0%	20.6%	62.0%	2.0%	(10.2%)	7.9%	10.5%	(0.5%)		8.3%
Change \$		1,771	2,710	6,368	14,882	622	(2,656)	1,483	2,138	(98)		21,132

As made evident in the chart above, the \$21.132 million increase in the Capital Program reflects cash flows that have been adjusted based on a readiness to proceed and the increase in the Capital Program reflects additional funding for accessibility through the Multi Branch Renovation Program Accessibility retrofit as well as additional funding provided to begin addressing the backlog of SOGR projects that were originally identified as unmet needs.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the \$27.220 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Toronto Public Library's capital projects based on the following factors:

- Accelerating or deferring capital projects based on construction schedules with subsequent changes to project costs if required.
- Balancing capital projects to accommodate urgent SOGR requirements, including additional funding for the Multi-branch Renovation Program to address accessibility requirements, with investments in technological innovation to achieve operational efficiencies.

- Maximizing alternative non-debt funding sources such as Development Charges and Section 37 funding which free up additional debt to be reinvested in other capital projects.

A summary of project changes for the years 2017 to 2025 totalling \$27.220 million are provided in Table 2 below:

Table 2
Summary of Project Changes (In \$000s)

\$000s	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2017 - 2025 Total
2016 - 2025 Capital Budget & Plan	25,155	27,754	30,203	30,914	23,988	30,371	26,119	18,669	20,350	20,712		229,080
2017 - 2026 Capital Budget & Plan		29,525	32,913	37,282	38,870	30,993	23,463	20,152	22,488	20,614	19,067	256,300
Capital Budget & Plan Changes (2017 - 2025)		1,771	2,710	6,368	14,882	622	(2,656)	1,483	2,138	(98)		27,220

	Total Project Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2017 - 2025	2026	Revised Total Project Cost
Previously Approved											-		
Albion Renovation	15,007	(194)	(1,825)								(2,019)		15,007
Agincourt Partial Renovation	-			1,125							1,125		1,125
Bridlewood Renovation	2,400		(1,100)	(800)							(1,900)		500
Bessarion - Bayview Relocation	12,622	(1,068)	(703)	(1,129)	3,594						694		12,622
Wychwood Renovation	8,868	(886)	295	2,866							2,275		9,533
St. Clair/Silverthorn Renovation	2,247	579	500								1,079		2,247
North York Central Renovation	15,974	(500)	1,500	500							1,500		17,474
Dawes Road Renovation	13,263	(681)	-	-	-						(681)		13,263
Multi-Branch Renovation Program (SOG)	30,143	1,382	-								1,382		31,535
Technology Asset Management Program (TAMP)	N/A	(500)									(500)		
Total Previously Approved	-	(1,868)	(1,333)	2,562	3,594	-	-	-	-	-	2,955	-	113,306
New													
Virtual Branch Services (VBS) 2017-2019		500	500	200							1,200		1,200
St. Lawrence Relocation - Design		100									100		100
Sanderson Neighbourhood Library Renovation	6,793						(444)	458	(1,226)	(1,895)	(3,107)	3,479	7,165
Albert Campbell Renovation	12,165		-	-	-	-					-		12,165
Virtual Branch Services				50	250	250	250	250	250	250	1,550	1,500	3,050
Technology Asset Management Program		-	-	-	-	-	-	-	-	-	-	4,100	4,100
St. Lawrence Neighbourhood Library Relocation	18,015	(362)		-	1,263	(653)	(347)				(99)		17,916
Guildwood Leasehold Improvement	7,210		800	(238)		(1,541)	(2,889)	(2,542)			(6,410)		800
Northern District Renovation	10,384		(339)		(1,537)	(3,077)	(819)	1,283	3,186	1,934	631		11,015
Bridlewood Renovation				1,100	800						1,900		1,900
MB Renovation Pgm Accessibility Retrofit			-	-	-	-	-	-	-	-	-	1,000	1,000
MB Renovation Pgm Accessibility Retrofit 2017-2026		500	500	500	500	500	500	500	500	500	4,500	500	5,000
Multi-Branch Renovation 2017 - 2026		500	500	500	500	500	500	500	500	500	4,500	500	5,000
TAMP Automated Sorter Replacement Program											-	1,731	1,731
Integrated Payment Solutions		1,150	1,100								2,250		2,250
Equipment for Operational Efficiencies		1,456	350								1,806		1,806
North York Central Renovation			1,892	3,186	3,734	2,068					10,880		10,880
High Park Renovation	7,142		156		2,421	3,567	(155)		(1,072)	(1,545)	3,372		10,514
Mimico Renovation	9,623						-		-	1,042	1,042	3,164	13,829
Multi-Branch Renovation 2018 - 2026			-	-	-	-	-	-	-	-	-	3,093	3,093
Queen Sauller										150	150		150
Total New	71,332	3,639	4,043	3,806	11,288	622	(2,656)	1,483	2,138	(98)	24,265	19,067	114,664
Total Changes	71,332	1,771	2,710	6,368	14,882	622	(2,656)	1,483	2,138	(98)	27,220	19,067	227,970

Significant Capital Project Changes in Toronto Public Library:

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

Project Cost Increases:

- Multi Branch Renovations** – The funding for this project was increased by \$1.382 million to address critical SOGR needs.

Deferrals/Accelerations:

- The following projects cash flows have been adjusted as follows:
 - Albion Renovation – Albion Renovation is proceeding ahead of ahead of schedule as a result of strong contractor performance. Cash flows of \$2.019 million were accelerated as part of a 2016 in in year adjustment.
 - Agincourt Renovation – Anticipated Section 37 funding of \$1.125 million is deferred to 2019.
 - Wychwood Renovation- Construction has been delayed due to the site plan approval process.

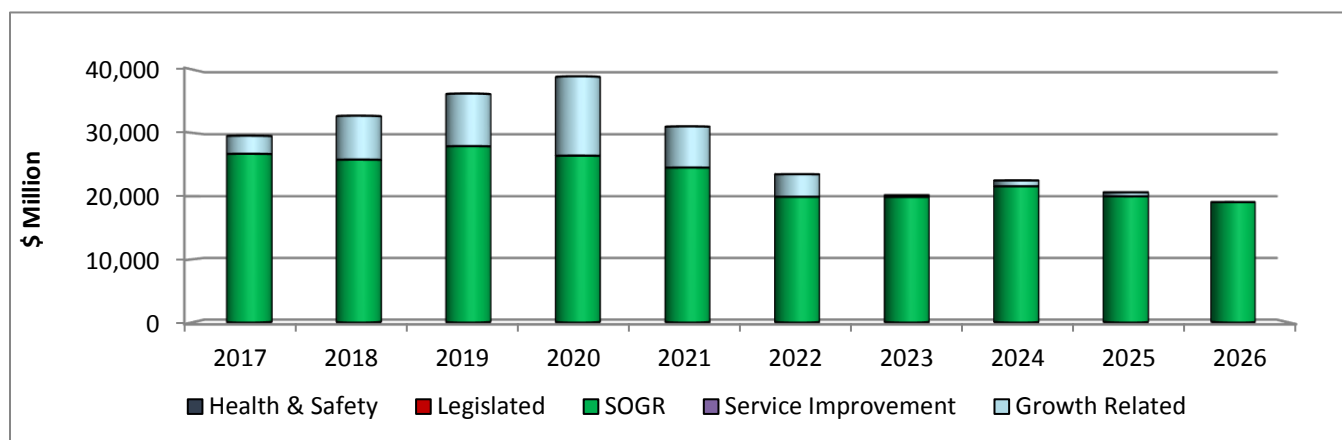
- St. Clair/Silverthorn Renovation – The project is experiencing delays due to the site plan approval process. As a result cash flows of \$1.079 million were deferred as part of a 2016 in year adjustment.
- North York Central Renovation – Due to unanticipated building application delays which have delayed construction, \$1.500 million of funding was deferred as a 2016 in year adjustment

New Projects:

- The following new projects were included in the 2017 – 2016 plan SOGR Multi Branch, SOGR Multi Branch Accessibility, North York Central Library Renovation Phase 2, Equipment for Operational Efficiencies, and Integrated Payment Solutions. This was made possible in through additional debt funding provided in the 2017 Budget process in order to address TPL's SOGR backlog. This will be discussed further in the Issues section- Unmet Needs (page 24).

2017 – 2026 Capital Plan

Chart 2
2017 – 2026 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Capital Plan for Toronto Public Library of \$275.367 million provides 84.53% funding for State of Good Repair (SOGR) projects as priorities and Growth Related projects represent the remaining 15.47% over the 10-year period.

- The majority of cash flow funding \$232.756 million has been dedicated to State of Good Repair projects to address the urgent requirements identified in the 2014 Property Condition Assessment and to maintain and upgrade existing branch and technology infrastructure to manage growth and deliver modern library services.
- Funding of \$42.611 million has been dedicated for growth related projects, the majority of which will address the needs of new and growing communities.

The following table details by project category, the capital projects included in the within the 2017 – 2026 Capital Budget and Plan for Toronto Public Library:

Table 3
2017 - 2026 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
<i>Sanderson Neighbourhood Library Renovation</i>	2,297							458		1,638	3,479	5,575	5,575
<i>Agincourt Building Elements</i>				1,125								1,125	
<i>Albert Campbell Renovation</i>			1,429	3,809	3,542	3,120						11,900	11,900
<i>Parliament Street Renovation</i>			123		2,148	2,858	1,828					6,957	6,957
<i>Albion District Library Renovation</i>	9,471	4,836	700									5,536	-
<i>Weston Renovation</i>					161		2,636	3,700	2,723			9,220	9,220
<i>Bayview - Bessarion Relocation</i>		1,012	1,722	1,074	983							4,791	
<i>St. Clair/Silverthorn Reconstruction</i>		1,235	500									1,735	
<i>North York Central Library Renovation</i>	3,415	5,236	3,595	2,728								11,559	
<i>North York Central Library Renovation- Phase 2</i>			1,892	3,186	3,734	2,068						10,880	10,880
<i>Virtual Branch Services</i>	2,392	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	14,100
<i>Technology Asset Management Program</i>	5,652	3,600	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	40,500	37,100
<i>St. Lawrence Neighbourhood Library Relocation</i>				1,273	300	600	768					2,941	2,941
<i>Guildwood Leasehold Improvement</i>			400									400	400
<i>Dawes Road Neighbourhood Library</i>	807		1,001	2,400	621							4,022	3,115
<i>Northern District Renovation</i>					359		2,271	3,265	3,186	1,934		11,015	11,015
<i>Wychwood Renovation and Expansion</i>		1,019	2,036	1,515								4,570	
<i>Bridlewood Renovation</i>				817	432							1,249	1,249
<i>Brookbanks Renovation</i>								981	2,405	1,607		4,993	4,993
<i>Perth Dupont Relocation</i>				385	991							1,376	1,376
<i>Centennial Renovation</i>						1,602	1,557					3,159	3,159
<i>MB Renovation Pgm Accessibility Retrofit</i>	2,137	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	8,050
<i>TAMP Automated Sorter Replacement Program</i>								800	1,010	840	1,731	4,381	4,381
<i>High Park Renovation</i>			156		2,421	3,567						6,144	6,144
<i>Mimico Renovation</i>							158		1,548	3,267	3,164	8,137	8,137
<i>Integrated Payment Solutions</i>		1,150	1,100									2,250	2,250
<i>Equipment for Operational Efficiencies</i>		1,456	350									1,806	1,806
<i>MB Renovation Pgm Accessibility Retrofit 2017 - 2026</i>		500	500	500	500	500	500	500	500	500	500	5,000	5,000
<i>Multi-Branch Renovation 2018 - 2026</i>			150	3,093	3,093	3,093	3,093	3,093	3,093	3,093	3,093	24,894	24,894
<i>Multi-Branch Renovation 2017 - 2026</i>		500	500	500	500	500	500	500	500	500	500	5,000	5,000
<i>Multi-Branch Renovation 2016 - 2018</i>		3,633	3,008									6,641	2,815
Sub-Total	26,171	26,677	25,762	29,005	26,385	24,508	19,911	19,897	21,565	19,979	19,067	232,756	192,457
Growth Related													
<i>Bayview - Bessarion Relocation</i>		541	1,973	2,515	2,611							7,640	
<i>St. Clair/Silverthorn Reconstruction</i>		144										144	
<i>St. Lawrence Neighbourhood Library Relocation</i>		100		875	5,696	5,564	2,839					15,074	15,074
<i>Guildwood Leasehold Improvement</i>			400									400	400
<i>Dawes Road Neighbourhood Library</i>		1,082	2,286	2,475	1,688							7,531	6,519
<i>Wychwood Renovation and Expansion</i>		981	2,342	1,351								4,674	665
<i>Bridlewood Renovation</i>				283	368							651	651
<i>Brookbanks Renovation</i>						192		255	923	485		1,855	1,855
<i>Perth Dupont Relocation</i>			150	664	2,122							2,936	2,936
<i>Centennial Renovation</i>				114		729	713					1,556	1,556
<i>Queen Saulters (Port Lands) Relocation & Expansion</i>										150		150	150
Sub-Total		2,848	7,151	8,277	12,485	6,485	3,552	255	923	635	-	42,611	29,806
Total Expenditures by Category (excluding carry forward)	26,171	29,525	32,913	37,282	38,870	30,993	23,463	20,152	22,488	20,614	19,067	275,367	222,263

2017 – 2026 Capital Projects

The 10-Year Capital Plan supports Toronto Public Library's objectives to maintain the current infrastructure while addressing the need for retrofitting, expanding, and relocating library branches to address population growth.

- The Capital Plan provides funding for maintaining and upgrading existing branch and technology infrastructure to manage activity growth which includes extensive repairs to the building structure, including barrier free accessibility, energy efficiency measures, as well as improved e-services and implementation of self-service and other technologies to enhance operational efficiency.

State of Good Repair (SOGR)

- SOGR projects account for \$232.756 million or 84.5% of the total 10-Year Capital Plan expenditures.
- The projects provide funding for maintaining and upgrading existing branch and technology infrastructure to manage activity growth which includes extensive repairs to the building structure, including barrier free accessibility, energy efficiency measures, as well as improved e-services and implementation of self-service technology to enhance operational efficiency.
- The 10-Year Capital Plan incorporates a new investment of \$232.756 million dedicated for the following new SOGR capital projects:
 - *Northern District Renovation* - \$11.051 million
 - *High Park Renovation* - \$6.144 million
 - *Mimico Renovation* - \$8.137 million
 - Technological Projects include
 - *Integrated Payment Solutions* – \$2.250 million – (operating savings \$0.526 million in 2017)
 - *Equipment for Operational Efficiencies* - \$1.806 million (operating savings \$0.407 million in 2017, \$0.100 million in 2018)
 - *Multi Branch Renovations* including *Multi-Branch Renovation Program Accessibility* retrofit
 - Technology requirements will be addressed through the ongoing Technology Asset Management Program (replacement and upgrade of existing hardware and software) and Virtual Branch Services Program (support virtual presence online and in branches).
- Over the course of the next 10 years, major projects with significant SOGR requirements to be addressed include:
 - *Multi Branch Renovations \$36.535 million*– This multi-year project is an on-going renovation program for minor branch renovations which includes the partial or complete replacement of building systems, flooring, shelving, roofing, structural repairs. The program is an effective way of keeping branches functional until a major renovation can be funded.
 - *Albert Campbell Renovation \$11.900 million* - Renovation of a three-storey district library approximately 26,100 sq. feet built in 1971, to address significant building deficiencies and bring facility up to standard and to deliver modern library service.
 - *North York Central Library Renovation Phase 1 \$11.559 million* –North York Central Library Phase 2 \$10.880 million – The renovation and revitalization of a seven story, 168,022 sq ft facility originally constructed in 1987. The project will retrofit and upgrade building systems and infrastructure, interior renovations on all floors to reconfigure public service and stacks to meet new service demands and uses.
 - *Northern District \$11.015 million* – Partial Renovation of a 117,452 sq. ft. library building to address building structure, underground parking and building envelope. Interior renovations of the district branch as well as common areas for two floors of tenant spaces which generate rental income are also included.

Growth Related

- Growth Related projects total \$42.611 million or 15.5% of the total Preliminary 10-Year Capital Plan's expenditures.
- *St Lawrence Relocation* - The St Lawrence Library Relocation is a large future growth project which will deliver a 25,000 square foot district library situated on the south west corner of Front and Parliament Streets and relocate the existing St. Lawrence Library to this site in order to provide library service to this high growth community which includes the new West Don Lands, Lower Don Lands and East Bayfront communities.
- Major projects that are currently underway and involve large expansions are the following:
 - *Wychwood Branch Renovation and Expansion* – This project will expand the branch by 5,000 square feet to include an early literacy centre for children as well as a senior space,
 - *Bayview Branch Relocation* – This project will construct a new 13,418 sq ft library (increase of 7,085 sq. ft) in a joint facility with a daycare, aquatics and recreation centre
 - *Dawes Road Branch Construction and Expansion* - This project will expand the current library by 7,500 sq. ft and address structural and technological deficiencies.

2017 Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2017 Capital Budget and Future Year Commitments, that consists of 2017 and future year cash flow for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

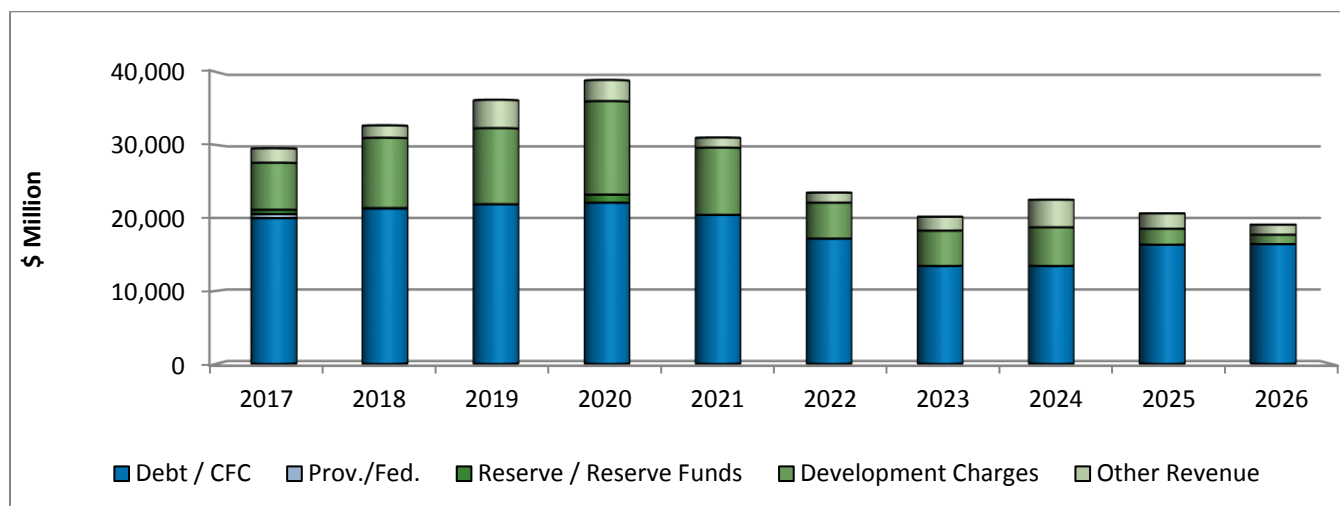
- The following Table 3a lists the 2017 Capital Budget and Future Year Commitments for Toronto Public Library:

Table 3a
2017 Cash Flow & Future Year Commitments (In \$000s)

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total 2017 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>Albion Renovation</i>	4,836	700									5,536
<i>Agincourt Partial Renovation</i>			1,125								1,125
<i>Bayview - Bessarion Relocation</i>	1,553	3,695	3,589	3,594							12,431
<i>Wychwood Renovation</i>	1,880	3,833	2,866								8,579
<i>St. Clair/Silverthorn Renovation</i>	1,379	500									1,879
<i>North York Central Renovation</i>	5,236	3,595	2,728								11,559
<i>Dawes Road Renovation</i>	1,082	837									1,919
<i>Multi-Branch Renovation Program (SOGR)</i>	818	3,008									3,826
<i>Multi-Branch Renovation Program Accessibility</i>	1,000	950									1,950
<i>Virtual Branch Services (VBS)</i>	900										900
<i>Technology Asset Management Program (TAMP)</i>	3,400										3,400
Subtotal	22,084	17,118	10,308	3,594	-	-	-	-	-	-	53,104
Change in Scope											
<i>Wychwood Renovation</i>	120	545									665
<i>Multi-Branch Renovation Program (SOGR)</i>	2,815										2,815
Subtotal	2,935	545	-	-	-	-	-	-	-	-	3,480
New w/Future Year											
<i>Virtual Branch Services</i>	600	1,500	1,450								3,550
<i>Technology Asset Management Program</i>	200	4,100	3,900								8,200
<i>St. Lawrence Neighbourhood Library Relocation</i>	100										100
<i>MB Renovation Pgm Accessibility Retrofit 2017-2026</i>	500	500	450								1,450
<i>Multi-Branch Renovation 2017 - 2026</i>	500	500	300								1,300
<i>Intergrated Payment Solutions</i>	1,150	1,100									2,250
<i>Equipment for Operational Efficiencies</i>	1,456	350									1,806
<i>North York Central Renovation Phase 2</i>											-
<i>Multi-Branch Renovation 2018 - 2026</i>											-
Subtotal	4,506	8,050	6,100	-	-	-	-	-	-	-	18,656
Total Expenditure	29,525	25,713	16,408	3,594	-	-	-	-	-	-	75,240
Financing:											
Debt/CFC	19,967	16,933	7,045	2,248							46,193
Debt Recoverable											-
Other	1,983	1,858	3,518								7,359
Reserves/Res Funds	580										580
Development Charges	6,437	6,857	5,845	1,346							20,485
Provincial/Federal	558	65									623
Total Financing	29,525	25,713	16,408	3,594	-	-	-	-	-	-	75,240

- The approved 2017 Capital Budget of \$29.525 million will result in the future year funding commitments of \$25.713 million in 2018, \$16.408 million in 2019, and \$3.594 million in 2020.

Chart 3
2017 – 2026 Capital Plan by Funding Source (In \$000s)



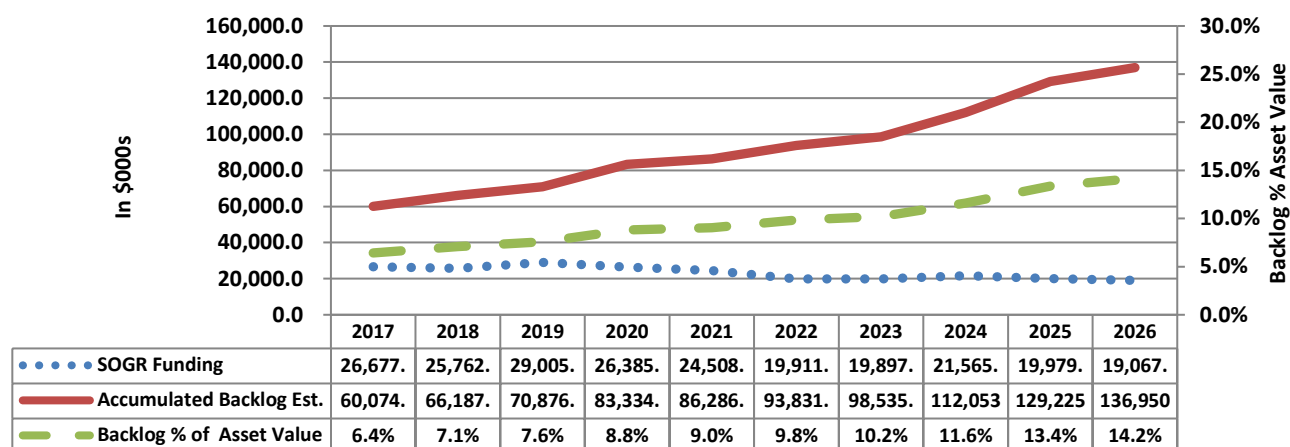
The 10-Year Capital Plan of \$275.367 million cash flow funding will be financed by the following sources:

- Debt accounts for \$182.312 million or 66.21% of the financing over the 10-year period. Below are a list of projects primarily funded by debt:
 - Albert Campbell Renovation - \$11.90 million gross, \$10.933 million debt
 - North York Central Library Renovation - \$11.559 million gross, \$10.212 million debt
 - North York Central Library Renovation Phase 2 - \$10.880 million gross, \$9.901 million debt
 - Northern District Renovation - \$11.015 million gross, \$10.024 million debt
 - The debt funding is above the 10-year debt affordability guideline of \$159.432 million allocated to Toronto Public Library by \$22.880 million
- Federal/Provincial Grants fund \$0.623 million or 0.23% of the 10-Year Capital Plan's planned expenditures from the Canada 150 Community Infrastructure program through the Multi-Branch Renovation Program.
- Reserve and Reserve Funds constitute \$1.680 million or 0.61% of required funding over 10 years for the following major projects
 - Bayview-Bessarion Relocation \$0.580 million
 - Perth / Dupont Relocation \$1.100 million
- Development Charges, which represent \$66.997 million or 24.33% of the 10-Year Capital Budget and Plan's funding source, support the growth related element of the following projects:
 - Bayview – Bessarion Relocation: \$6.630 million
 - St. Clair / Silverthorn Reconstruction: \$ 0.109 million
 - St. Lawrence Neighbourhood Library Relocation: \$13.816 million
 - Guildwood Leasehold Improvement: \$0.396 million
 - Dawes Road Neighbourhood Library: \$7.255 million
 - Wychwood Renovation and Expansion: \$3.985 million
 - Brookbanks Renovation: \$1.995 million

- Perth/Dupont Relocation: \$2.112 million
- Centennial Renovation \$1.621 million
- Queen Saulter (Port Lands) Relocation & Expansion: \$0.150 million
- Other sources of funding including Section 37, and funding from Operating sources account for \$23.755 million or 8.63% will be utilized for the following redevelopment/revitalization projects:
 - Bridlewood Renovation: \$1.900 million
 - Agincourt Renovation: \$1.125 million
 - Wychwood Renovation: \$1.850 million
 - Technology Asset Management (TAMP) Program 2017-2019: \$4.134 million

State of Good Repair (SOGR) Backlog

Chart 4
SOGR Funding & Backlog (In \$000s)



- The replacement value of Toronto Public Library assets is estimated at \$935.054 million in 2016 and includes 100 branches and two service buildings. Total square footage of the assets is approximately 1,999,839 of which 1,899,138 is owned by TPL.
- TPL's backlog is valued at \$52.807 million in 2016 and will continue to grow steadily to reach \$136.950 million by the end of 2026. The backlog will increase from 6.4% as a percentage of asset value in 2017 to 14.2% in 2026.
- A comprehensive Property Condition Assessment was updated in 2014, which included accessibility requirements under the Accessibility for Ontarians with Disabilities Act (AODA), and identified more SOGR requirements than previously anticipated, primarily stemming from an aging facilities infrastructure, the majority of which were constructed 40 to 50 years ago.
- The 10-Year Capital Plan dedicates \$232.756 million to SOGR spending over 10-Year Capital Plan period and includes additional debt funding of \$22.880 million over the debt target to address accessibility requirements, multi branch SOGR renovations, technological investments for increased efficiencies and additional funding for North York Central Library Renovation Phase 2.
- The smaller scale SOGR projects in many branches are addressed through the Multi-Branch Renovation Program project to extend the operating life until major renovations can be funded. The 10-Year Capital Plan allocates an average funding of \$3.093 million per year for small scale renovations across various branches.
- More information on the SOGR backlog is discussed in the Issues Section – State of Good Repair (SOGR) Backlog which highlights the additional debt funding that was added in 2017 to address the growing backlog. Even with additional debt funding being added, it is insufficient to fully address the backlog. Please refer to page 23 in the Issues Section.

Table 4
SOGR Backlog by Asset Category (In \$000s)

- Currently, Toronto Public Library does not have SOGR Backlog allocated by Asset Category. It is recommended that this analysis be provided with TPL's 2018 Capital Budget Submission.

10-Year Capital Plan: Net Operating Budget Impact

Table 5
Net Operating Impact Summary (In \$000s)

Projects	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2018 - 2021		2022 - 2026	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Albion District Library Renovation			18.0		18.0						36.0	-	-	-
Bridlewood Renovation							11.0		11.0		22.0	-	-	-
Bayview - Bessarion Relocation							38.0	2.7	38.0		76.0	2.7	-	-
St. Clair/Silverthorn Reconstruction			8.0								8.0	-	-	-
Wychwood Renovation and Expansion					40.0		40.0				80.0	-	-	-
North York Central Library Renovation					22.0		22.0		-		44.0	-	-	-
Dawes Road Neighbourhood Library							103.0	1.0	93.0		196.0	1.0	-	-
Albert Campbell Renovation									18.0		18.0	-	18.0	-
Eglinton Square Expansion	53.0										-	-	-	-
New Projects - 2017														
St. Lawrence Neighbourhood Library Relocation											-	-	1,652.0	14.0
Integrated Payment Solutions	(526.0)	(6.8)									-	(6.8)	-	-
Equipment for Operational Efficiencies	(407.0)	(1.9)	(100.0)								(100.0)	(1.9)	-	-
New Projects - Future Years														
Perth Dupont Renovation							13.0		13.0		26.0	-	-	-
Parliament Street Renovation											-	-	26.0	-
Lilian H Smith Renovation											-	-	-	-
Jones Reconstruction											-	-	-	-
Richview Renovation											-	-	-	-
Deer Park Renovation											-	-	-	-
Guildwood Leasehold Improvement			12.0		12.0						24.0	-	-	-
High Park Renovation									7.0		7.0	-	7.0	-
Centennial Renovation											-	-	36.0	-
Northern District Renovation											-	-	24.0	-
Brookbanks Renovation											-	-	68.0	-
North York Central Renovation Phase 2							(75.0)		(75.0)		(150.0)		-	-
Weston Neighbourhood Library Renovation											-	-	30.0	-
Total (Net)	(880.0)	(8.7)	(62.0)	-	92.0	-	152.0	3.7	105.0	-	287.0	(5.0)	1,861.0	14.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$1.268 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects when completed:

- *Eglinton Square Expansion* – A new lease was signed in 2015 to renovate and expand the current square footage of the branch by 5,284 sq feet. The new square footage of the branch will increase the lease cost an additional cost of \$0.053 million in 2017, once the renovation is complete in 2016.
- Operating savings of \$1.033 million over 2 years for Capital investment in technological innovations and a reduction in staff of 8.7 positions.
- Additional Operating Budget impacts will come on stream as renovation projects are completed in 2018 – 2021 totalling \$0.287 million and 3.7 new positions.
- The years 2022-2026 of the Capital Plan, additional operating impacts will be incurred totalling \$1.861 million and adding an additional 14 positions for various library renovations with \$1.652 million and all 14 positions required to operate relocated St Lawrence District Library.

There are no IT Capital project delivery costs or IT sustainable positions within the 10 year capital plan.



Part 2:

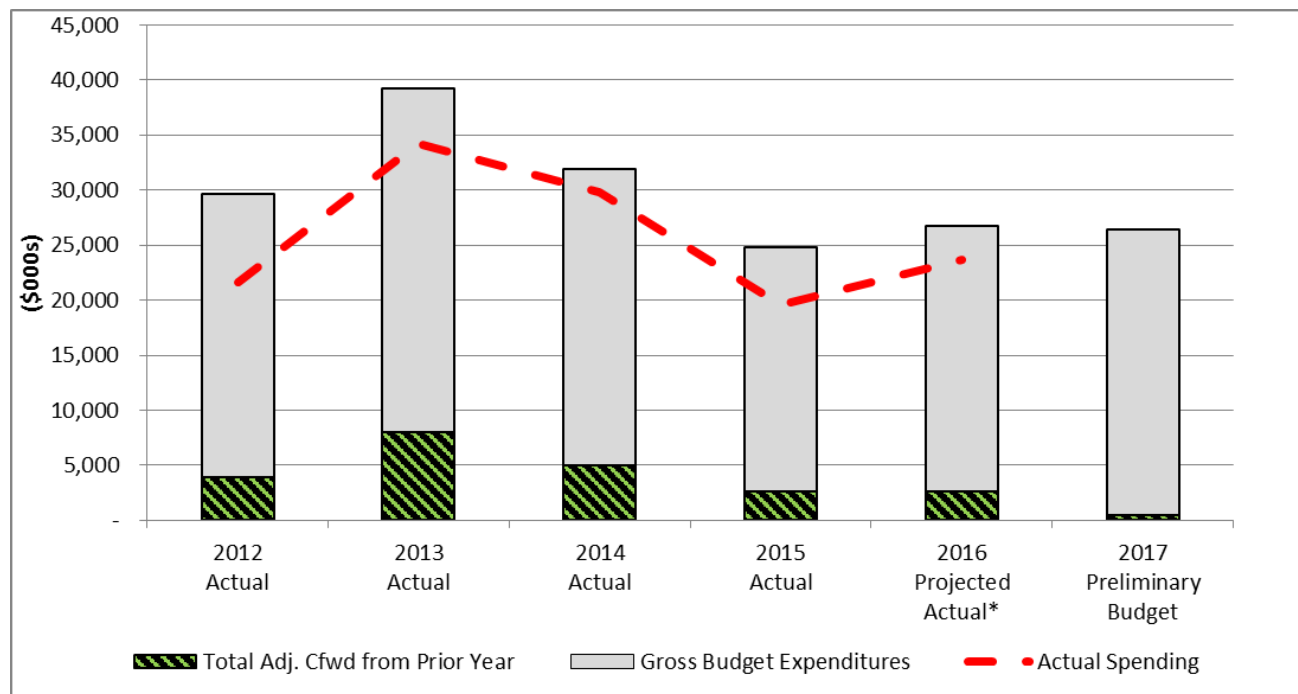
Issues for Discussion

Issues Impacting the 2017 Capital Budget

Review of Capital Projects and Spending

- City Council, at its meeting of July 12, 2016 considered the report entitled *"2017 Budget Process – Budget Directions and Schedule EX16.37"* and directed staff to:
 - Submit their 2017 – 2026 Capital Budget and Plans requiring that annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.
- The projects included in the 10-Year Capital Plan for Toronto Public Library were analyzed and reprioritized while ensuring that the debt requirements remain within the program's debt target for each year of the 10-Year Plan. The review placed emphasis on:
 - Prioritizing capital projects to accommodate urgent SOGR requirements;
 - Accelerating or deferring capital projects based on construction schedules; and
 - Maximizing alternative non-debt funding sources to free up additional debt to be reinvested in other capital projects.
- The historical spending rate for Toronto Public Library was taken into consideration. The chart below shows the spending trend of the total capital program for TPL since 2012. The column bars are split between new cash flows and carried forward funding from prior years.

Capacity to Spend – Budget vs Actual



	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projected Actual*	2017 Preliminary Budget
Gross Budget Expenditures	25,777	31,211	26,925	22,195	24,148	25,919
Total Adj. Cfwd from Prior Year	3,880	7,987	4,975	2,568	2,568	476
Actual Spending	21,670	34,223	29,848	19,627	23,664	-
	73%	87%	94%	79%	89%	

Note - Projection based on the 2016 Q3 Capital Variance Report

- A detailed review of the 2017 – 2026 Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for unique and major capital projects such as Bayview-Bessarion Relocation, Wychwood Renovation and North York Central Renovation. By deferring the cash flow funding to future years, the 2016 Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

Toronto Public Library 2017-2026 Capital Budget and Plan Request – Approved Board Budget

- The Toronto Public Library Board at its meeting of September 26th, 2016 approved a report entitled “2017-2026 Capital Budget and Plan Submission- Revised” and in doing so:
 - approves the revised 2017-2026 capital budget and plan submission of \$19.967 million debt (\$29.525 million gross) for 2017 and \$215.999 million debt (\$313.725 million gross) over 2017–2026, which is an increase of \$3.879 million debt (\$6.794 million gross) over the original 2017–2026 submission, comprised of:

- a) 24 projects totalling \$16.565 million debt (\$25.919 million gross) in 2017 and \$159.432 million debt (\$250.431 million gross) over 2017-2026, which meets the City debt target; and 12. 2017-2026 Capital Budget and Plan Submission – Revised 2
 - b) nine projects totalling \$3.402 million debt (\$3.606 million gross) in 2017 and \$56.567 million debt (\$63.294 million gross) over 2017-2026, which exceeds the City debt target.
- The Toronto Public Library Board's approved 2017 – 2026 capital Budget exceeded debt targets by \$56.567 million over the 10-year period in order to address the SOGR back log.

Technological Innovation Capital Investment to achieve Operational Savings

- TPL staff has identified additional opportunities to advance the priorities contained in the Strategic Plan and to achieve efficiencies with a capital investment in technology. With an investment of \$4.056 million over two years (\$2.606 million in 2017 and \$1.450 million in 2018), TPL will realize operational savings of \$1.033 million over two years (\$0.933 million in 2017 and \$0.100 million in 2018) by focusing on front desk efficiencies and improvements to business processes.

Capital Investment for Technological Innovation (\$000's)			
	2017	2018	Total
Capital Budget			
Integrated Payment Solutions	1,150.00	1,100.00	2,250.00
Equipment for Operational Efficiencies	1,456.00	350.00	1,806.00
Total Capital Investment	2,606.00	1,450.00	4,056.00
Operating Budget			
			FTE
Integrated Payment Solutions	(526.0)		(526.0) (6.8)
Operational Efficiencies	(407.3)	(100.0)	(507.3) (1.9)
Total Proposed Operating Savings	(933.3)	(100.0)	(1,033.3) (8.7)

- **Integrated Payment Solutions.** With an investment of \$2.250 million over two years, improvements will be made to the customer experience in the branch in order to provide modern library services and improve the efficiency of the customer interaction. Customers will be able to pay fines at the self-checkout terminals at the same time as checking out materials. Modernizing service delivery will achieve operational efficiencies by eliminating duplication of work while improving the customer experience. These initiatives will save \$0.526 million, or 0.3%, in 2017 and allow a reduction in staff of 6.8 positions of clerical work.
- **Equipment for Operational Efficiencies.** With an investment of \$1.806 million over two years in automation, technology and printing hardware, savings of \$0.407 million in 2017 and \$0.100 million in 2018 will be achieved and allow a reduction of 1.9 positions of clerical work. These initiatives include:
 - Conversion of the current land-line phone system to VOIP (voice over Internet protocol) technology at largest locations, introduction of mini-sorters at three branches (Albion, Lillian H. Smith and Scarborough Civic Centre) will increase materials handling efficiencies; and replacement of public, staff and shared printers, scanners, fax machines and copiers with more efficient Multi-Function Devices to improve payment processes for public printing.

Reporting on Major Capital Projects: Status Update

- *Bayview-Bessarion Library Relocation*: \$12.622 million gross - The project will construct a 13,418 square foot library on City-owned land to relocate an existing 6,333 square foot leased facility. The project will address new and evolving technology requirements as well as address growth in the area.
 - Included in this project is the cost of the library's portion of common space of 5,385 sq ft. (\$2.659 million)
 - The Bessarion Community Centre Project is being managed by Parks, Forestry and Recreation. It will deliver a new community centre which will include community and recreation facilities, an aquatics centre, a Toronto Public Library Branch and a child care centre.
 - At its meeting of January 29 and 30, 2014, City Council (EX37.1) directed the General Manager of Parks, Forestry and Recreation along with the City Librarian to report back through the 2015 Budget process on a cost sharing arrangement for the development of an underground parking facility for the Bessarion Community Centre that will also serve Bayview Public Library which is co-located within the community centre, such report to provide initial capital outlay and financing strategies including financial opportunities from commercial parking vendors who may wish to contribute to the financing of the construction.
 - The "For Information" report (EX8.6) entitled "Potential Cost Sharing for the Development of an Underground Parking Garage for the New Bessarion Community Centre"

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX37.1>

received by the Executive Committee at its meeting of September 21, 2015 advised that a parking study was undertaken which recommended underground parking with 200 parking spaces to meet the parking needs of the community centre and public library at a cost of \$15.286 million, of which \$9,255 million would be funded by Parks, Forestry and Recreation and \$4.000 million by Toronto Parking Authority in exchange for a long-term operating agreement with TPL's share of \$2.032 million for 35 spaces being unfunded.

- The 2016-2025 Capital Budget and Plan includes \$2.032 million gross for the 35 parking spaces, funded by \$0.965 million debt and \$1.067 million in Development Charges.
- The 2017 Preliminary Capital Budget for Parks Forestry and Recreation includes funding of \$8.507 million which will allow the design and public consultation process to continue as well as begin construction of the parking garage. Although not all funding has been received, construction will commence in 2017

Issues Impacting the 10-Year Capital Plan

Development Charge Funding (DC)

- The 10-Year Capital Plan for TPL includes funding for the eligible capital projects to the maximum permissible amounts after statutory deductions as permitted under the current Development Charges By-law. Over the next 10 years, \$66.997 million in DC funding will be provided to meet the needs of new and growing communities.
- The Financial Planning Division updated an in-depth analysis in 2016 to ensure there is sufficient funding available in the DC Reserve to sustain the Program's Capital Plan and other growth related operating requirements.

- The projected 2016 year-end balance for the Development Charge Reserve Fund for Toronto Public Library is \$32.923 million. The 10-Year Capital Plan requires Development Charge funding of \$106.189 million, of which \$66.997 million will be allocated to capital projects and \$39.192 million, will be allocated to growth related library materials over a 10 year period.
- Based on current revenue projections, projected Development Charge contributions to the reserve are estimated to be \$101.042 million from 2017 to 2026.
- The balance in the DC Reserve Fund for the TPL is projected to be \$27.776 million at the end of 2026, which is deemed to be adequate.
- TPL and Financial Planning staff will monitor the Development Charge Reserve Fund on a regular basis to ensure sufficient funding is available to provide the budgeted funding for the planned projects included in the 2017- 2026 Capital Plan.

Issues Referred to the 2017 Capital Budget Process

State of Good Repair Funding to Reduce TPL's Backlog

- During the City Council Meeting on February 17, 2016, City Council requested the following of TPL,

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX12.2>

98. City Council direct the Deputy City Manager and Chief Financial Officer to review and consider for the Toronto Public Library Capital Budget adequate funding in 2017 to reduce the State of Good Repair backlog, so as to prevent this from growing to \$122.993 million or 14 percent of the total asset value over the next 10 years.

99. As the state of good repair component of the Downsview Library Branch has subsequently been identified as "below the line", City Council request the Toronto Public Library to make the Downsview Library Branch Capital Project a priority in the preparation of the 2017 Toronto Public Library Capital Budget.

- In order to address Recommendation 98 above, careful consideration of City-wide Unfunded Needs and the current City debt affordability target, the 2017-2026 Capital Plan TPL's unmet needs were re-examined and the following projected have been funded:

Toronto Public Library – Additional Funding

Project Description	Criteria	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow									
					2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Multi Branch SOGR		5,000.0	450.0	4,550.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0
MB Renovation Pgm Accessibility Retrofit 2017-2026	Tier 1	5,000.0	450.0	4,550.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0
North York Central Renovation Phase 2	Tier 1	10,880.0	979.0	9,901.0		1,892.0	3,186.0	3,734.0	2,068.0					
Integrated Payment Solutions	Tier 1	2,250.0	98.0	2,152.0	1,150.0	1,100.0								
Equipment for Operational Efficiencies	Tier 1	1,806.0	79.0	1,727.0	1,456.0	350.0								
Total Projects to address Council Request		24,936.0	2,056.0	22,880.0	3,606.0	4,342.0	4,186.0	4,734.0	3,068.0	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0

- Debt funding of \$22.880 million over the debt target was added to include the following priority projects:
 - State of Good Repair Projects:
 - SOGR Multi Branch - \$5.000 million gross , \$4.550 million debt
 - SOGR Multi Branch Accessibility Retrofit - \$5.000 million gross, \$4.550 million debt
 - North York Renovation Phase 2 - \$10.880 million gross, \$9.901 million debt
 - Technology Investments that realize Operating efficiency savings in the 2017 Operating Budget dependent on Capital investment:
 - Integrated Payment Solutions - \$2.250 million gross, \$2.152 million debt (Operating Budget savings of \$0.526 million in 2017)
 - Equipment for Operational Efficiencies - \$1.806 million gross, \$1.727 million debt (Operating Budget savings of \$0.407 million in 2017, \$0.100 million in 2018)
- As a result, the TPL 2017 Capital Budget and 2018-2026 Capital Plan has been increased by \$24.936 million gross and \$22.880 million debt as shown above.
- The "Unmet Capital Needs" list identified in the table below, cannot be accommodated within the City's debt affordability targets given the limitations on debt servicing costs and are therefore not included in the 2017 Capital Budget and 2018-2026 Capital Plan for TPL.
- The projects will be included on the list of Unfunded Capital Priorities considered for future funding in conjunction with the revenue options and tools identified in the report "The City of Toronto's Immediate and Longer-term Revenue Strategy Direction" from the City Manager and Deputy City Manager & CFO for the 2018 Budget process.

Toronto Public Library – Projects Excluded Due to Funding Constraints (In 000s)

Project Description	Criteria	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow									
					2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Lillian H Smith Renovation	Tier 1	11,152.0	1,004.0	10,148.0					264.0		3,469.0	5,215.0	2,204.0	
Downsview Renovation Phase 2	Tier 1	9,538.0	858.0	8,680.0		221.0			2,432.0	4,192.0	2,693.0			
Parkdale Reconstruction	Tier 1	8,439.0	1,688.0	6,751.0						424.0		1,063.0	2,653.0	4,299.0
Richview Renovation	Tier 1	3,369.0	303.0	3,066.0					164.0		1,724.0	1,481.0		
Yorkville Renovation	Tier 1	5,860.0	818.0	5,042.0							130.0		2,218.0	3,512.0
Unfunded SOGR Backlog	Tier 2	120,076.0	10,807.0	109,269.0	60,074.0	6,113.0	4,689.0	12,458.0	2,099.0	6,695.0	281.0	10,073.0	12,881.0	4,713.0
Total Revised TPL - Unfunded Balance		158,434.0	15,478.0	142,956.0	60,074.0	6,334.0	4,689.0	12,458.0	4,959.0	11,311.0	8,297.0	17,832.0	19,956.0	12,524.0

- The "Unmet Capital Needs" has decreased from \$183.370 million gross (\$165.836 million debt) to \$158.434 million gross (\$142.956 million debt)
- The Downsview Renovation - Phase 2 project remains unfunded.



Appendices

Appendix 1

2016 Performance

2016 Key Accomplishments

In 2016, Toronto Public Library made significant progress and/or accomplished the following:

Major Renovations

- ✓ Albion: in construction, ahead of schedule, expected completion in 2017;
- ✓ Agincourt: design complete, permits received, construction commenced with completion in Q1 2017;
- ✓ Design for Wychwood is complete with expected site plan approval for December 2016;
- ✓ St. Clair/Silverthorn: design complete, expected site plan approval December 2016;
- ✓ North York Central Library design complete, construction started late summer 2016;
- ✓ Eglinton Square under construction;
- ✓ Albert Campbell on track; and
- ✓ Dawes Road site issues being addressed.

Multi Branch State of Good Repair

- ✓ Building components for Beaches, Eatonville and Northern District branches were completed and seven other projects are underway

Technology Asset Management Program (TAMP)

- ✓ Digital innovation equipment for programming, tele-conference equipment and service development
- ✓ Replacement of public and employee computers, printers, servers, network hardware and audio visual equipment
- ✓ Installation of network security applications, unified hardware and software
- ✓ Security upgrades for website, malware gateway, and application permissions management

Virtual Branch Services (VBS)

- ✓ Created modern, efficient digital services to increase user convenience and access, leveraging mobile, cloud and analytics
- ✓ Launched Your Account to support mobile, self-service transactions
- ✓ Made key web pages mobile friendly
- ✓ Launched an engaging website for caregivers of children ages 0-5
- ✓ Provided new and refreshed online content through content management tools

2016 Financial Performance

2016 Budget Variance Analysis (in \$000's)

2016 Budget	As of Sept. 30, 2016		Projected Actuals at Year-End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
27,724	13,740	49.6%	23,664	85.4%	4,060	14.6%

* Based on 2016 Third Quarter Capital Variance Report

TPL's 2016 Q3 Capital Variance indicates a projected spend rate of 85.4% by end of year.

For additional information regarding the 2016 Q3 capital variances and year-end projections for Toronto Public Library, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2016*" considered by City Council at its meeting on December 13, 2016.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.5>

Impact of the 2016 Capital Variance on the 2017 Capital Budget

- A detailed review of the 2017 – 2026 Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for major capital projects such as the Dawes Road, St.Clair / Silverthorn, and Wychwood renovations which have been the major contributors to annual under expenditures.
- By deferring the cash flow funding to future years, the 2017 Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

Appendix 2

2017 Capital Budget; 2018 to 2026 Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2017	2018	2019	2020	2021	2017 - 2021	2022	2023	2024	2025	2026	2017 - 2026 Total
State of Good Repair:														
Sanderson Neighbourhood Library Renovation	5,575							-		458		1,638	3,479	5,575
Agincourt Building Elements					1,125			1,125						1,125
Albert Campbell Renovation	11,900	215		1,429	3,809	3,542	3,120	12,115						12,115
Parliament Street Renovation	6,957			123		2,148	2,858	5,129	1,828					6,957
Albion District Library Renovation			4,836	700				5,536						5,536
Weston Renovation	9,220					161		161	2,636	3,700	2,723			9,220
Bayview - Bessarion Relocation			1,012	1,722	1,074	983		4,791						4,791
St. Clair/Silverthorn Reconstruction		122	1,235	500				1,857						1,857
North York Central Library Renovation			5,236	3,595	2,728			11,559						11,559
North York Central Library Renovation- Phase 2	10,880			1,892	3,186	3,734	2,068	10,880						10,880
Virtual Branch Services	14,100		1,500	1,500	1,500	1,500	1,500	7,500	1,500	1,500	1,500	1,500	1,500	15,000
Technology Asset Management Program	37,100		3,600	4,100	4,100	4,100	4,100	20,000	4,100	4,100	4,100	4,100	4,100	40,500
St. Lawrence Neighbourhood Library Relocation	2,941				1,273	300	600	2,173	768					2,941
Guildwood Leasehold Improvement	400			400				400						400
Dawes Road Neighbourhood Library	3,115			1,001	2,400	621		4,022						4,022
Northern District Renovation	11,015					359		359	2,271	3,265	3,186	1,934		11,015
Wychwood Renovation and Expansion			1,019	2,036	1,515			4,570						4,570
Bridlewood Renovation	1,249				817	432		1,249						1,249
Brookbanks Renovation	4,993							-		981	2,405	1,607		4,993
Perth Dupont Relocation	1,376				385	991		1,376						1,376
Centennial Renovation	3,159						1,602	1,602	1,557					3,159
MB Renovation Pgm Accessibility Retrofit	8,050		1,000	1,000	1,000	1,000	1,000	5,000	1,000	1,000	1,000	1,000	1,000	10,000
TAMP Automated Sorter Replacement Program	4,381							-		800	1,010	840	1,731	4,381
High Park Renovation	6,144			156		2,421	3,567	6,144						6,144
Mimico Renovation	8,137							-	158		1,548	3,267	3,164	8,137
Integrated Payment Processing	2,250		1,150	1,100				2,250						2,250
Operational Efficiencies - Equipment	1,806		1,456	350				1,806						1,806
MB Renovation Pgm Accessibility Retrofit 2017 - 2026	5,000		500	500	500	500	500	2,500	500	500	500	500	500	5,000
Multi-Branch Renovation 2018 - 2026				150	3,093	3,093	3,093	9,429	3,093	3,093	3,093	3,093	3,093	24,894
Multi-Branch Renovation 2017- 2026			500	500	500	500	500	2,500	500	500	500	500	500	5,000
Multi-Branch Renovation 2016 - 2018			3,633	3,008				6,641						6,641
Sub-Total	159,748	337	26,677	25,762	29,005	26,385	24,508	132,674	19,911	19,897	21,565	19,979	19,067	233,093
Growth Related:														
Bayview - Bessarion Relocation			541	1,973	2,515	2,611		7,640						7,640
St. Clair/Silverthorn Reconstruction		139	144					283						283
St. Lawrence Neighbourhood Library Relocation	15,074		100		875	5,696	5,564	12,235	2,839					15,074
Guildwood Leasehold Improvement	400			400				400						400
Dawes Road Neighbourhood Library	6,519		1,082	2,286	2,475	1,688		7,531						7,531
Wychwood Renovation and Expansion	665		981	2,342	1,351			4,674						4,674
Bridlewood Renovation	651				283	368		651						651
Brookbanks Renovation	1,855						192	192		255	923	485		1,855
Perth Dupont Relocation	2,936			150	664	2,122		2,936						2,936
Centennial Renovation	1,556				114		729	843	713					1,556
Queen Saulters (Port Lands) Relocation & Expansion	150							-				150		150
Sub-Total	29,806	139	2,848	7,151	8,277	12,485	6,485	37,385	3,552	255	923	635		42,750
Total	189,554	476	29,525	32,913	37,282	38,870	30,993	170,059	23,463	20,152	22,488	20,614	19,067	275,843

Appendix 3

2017 Capital Budget; 2018 to 2026 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)
2017 Capital Budget; 2018 to 2026 Capital Plan

Toronto Public Library																									
						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																				
<u>LIB908390</u> <u>Multi-Branch SOGR 2017-2026</u>																									
0	1	Interior Renovation	CW	S5	03	500	500	300	300	0	1,600	850	2,450	0	0	220	0	0	0	0	0	2,230	0	2,450	
0	2	Re-Roofing	CW	S6	03	0	0	200	0	0	200	0	200	0	0	18	0	0	0	0	0	182	0	200	
0	3	Mechanical/Electrical	CW	S6	03	0	0	0	200	500	700	1,500	2,200	0	0	198	0	0	0	0	0	2,002	0	2,200	
0	4	Furniture & Fixtures	CW	S6	03	0	0	0	0	0	0	150	150	0	0	14	0	0	0	0	0	136	0	150	
Sub-total						500	500	500	500	500	2,500	2,500	5,000	0	0	450	0	0	0	0	0	0	4,550	0	5,000
<u>LIB908391</u> <u>MB Renovation Accessibility Retrofit 2017-2026</u>																									
0	1	MB Renovation Pgm Accessibility Retrofit 2017-2026	CW	S5	03	500	500	500	500	500	2,500	2,500	5,000	0	0	450	0	0	0	0	0	4,550	0	5,000	
Sub-total						500	500	500	500	500	2,500	2,500	5,000	0	0	450	0	0	0	0	0	0	4,550	0	5,000
<u>LIB908395</u> <u>Integrated Payment Solutions</u>																									
0	1	Integrated Payment Solutions	CW	S4	03	1,150	1,100	0	0	0	2,250	0	2,250	0	0	98	0	0	0	0	0	2,152	0	2,250	
Sub-total						1,150	1,100	0	0	0	2,250	0	2,250	0	0	98	0	0	0	0	0	0	2,152	0	2,250
<u>LIB908396</u> <u>Equipment for Operational Efficiencies</u>																									
0	1	Equipment for Operational Efficiencies	CW	S4	03	1,456	350	0	0	0	1,806	0	1,806	0	0	79	0	0	0	0	0	1,727	0	1,806	
Sub-total						1,456	350	0	0	0	1,806	0	1,806	0	0	79	0	0	0	0	0	0	1,727	0	1,806
<u>LIB907916</u> <u>MB Renovation Pgm Accessibility Retrofit 2018-2</u>																									
0	1	MB Renovation Pgm Accessibility Retrofit 2018-2026	CW	S6	03	0	50	1,000	1,000	1,000	3,050	5,000	8,050	0	0	686	0	0	0	0	0	7,364	0	8,050	
Sub-total						0	50	1,000	1,000	1,000	3,050	5,000	8,050	0	0	686	0	0	0	0	0	0	7,364	0	8,050
<u>LIB907917</u> <u>MB Renovation Pgm Accessibility Retrofit 2016-2</u>																									
0	1	MB Accessibility Retrofit 2016-2018	CW	S2	03	1,000	950	0	0	0	1,950	0	1,950	0	0	40	0	0	0	0	0	1,910	0	1,950	
Sub-total						1,000	950	0	0	0	1,950	0	1,950	0	0	40	0	0	0	0	0	0	1,910	0	1,950
<u>LIB907955</u> <u>Multi-Branch Renovation 2018-2026</u>																									
0	1	Mechancial/Electrical	CW	S6	03	0	0	304	679	788	1,771	3,293	5,064	0	0	65	0	0	0	0	0	4,999	0	5,064	
0	2	Interior Renovation	CW	S6	03	0	0	1,864	2,214	1,700	5,778	8,039	13,817	0	0	2,191	0	0	0	0	0	11,626	0	13,817	
0	3	Reroofing	CW	S6	03	0	0	725	0	0	725	322	1,047	0	0	0	0	0	0	0	0	1,047	0	1,047	
0	4	Structural/Building Envelope	CW	S6	03	0	0	0	100	250	350	1,350	1,700	0	0	6	0	0	0	0	0	1,694	0	1,700	
0	5	Site Work	CW	S6	03	0	0	0	0	100	100	840	940	0	0	0	0	0	0	0	0	940	0	940	

CITY OF TORONTO

Gross Expenditures (\$000's)
2017 Capital Budget; 2018 to 2026 Capital Plan

Toronto Public Library						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
LIB907955	Multi-Branch Renovation 2018-2026																							
0 6	Furniture and Fixtures	CW	S6	03	0	150	200	100	255	705	1,621	2,326	0	0	0	0	0	0	0	0	2,326	0	2,326	
	Sub-total				0	150	3,093	3,093	3,093	9,429	15,465	24,894	0	0	2,262	0	0	0	0	0	22,632	0	24,894	
LIB908084	Multibranch Renovation Progarm 2016-2018																							
0 1	Mechanical/Electrical	CW	S2	03	0	478	0	0	0	478	0	478	0	0	47	0	0	0	0	0	431	0	478	
0 2	Interior Renovation	CW	S2	03	0	1,318	0	0	0	1,318	0	1,318	0	0	0	0	0	0	0	0	1,318	0	1,318	
0 3	Reroofing	CW	S2	03	0	400	0	0	0	400	0	400	0	0	0	0	0	0	0	0	400	0	400	
0 4	Structural/Building Envelope	CW	S2	03	0	100	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
0 9	CIP Funding for Projects	CW	S2	03	818	348	0	0	0	1,166	0	1,166	0	623	0	0	0	0	0	0	543	0	1,166	
0 10	Furniture and Fixtures	CW	S2	03	0	364	0	0	0	364	0	364	0	0	0	0	0	0	0	0	364	0	364	
0 11	Mechanical / Electrical Scope Change	CW	S3	03	350	0	0	0	0	350	0	350	0	0	32	0	0	0	0	0	318	0	350	
0 12	Interior Renovations Scope Change	CW	S3	03	1,284	0	0	0	0	1,284	0	1,284	0	0	139	0	0	0	0	0	1,145	0	1,284	
0 13	Re-roofing Scope Change	CW	S3	03	200	0	0	0	0	200	0	200	0	0	18	0	0	0	0	0	182	0	200	
0 14	Structural / Building Envelope Scope Change	CW	S3	03	283	0	0	0	0	283	0	283	0	0	25	0	0	0	0	0	258	0	283	
0 15	Site Plans Scope Change	CW	S3	03	376	0	0	0	0	376	0	376	0	0	10	0	0	0	0	0	366	0	376	
0 16	Furniture and Fixtures Scope Change	CW	S3	03	322	0	0	0	0	322	0	322	0	0	30	0	0	0	0	0	292	0	322	
	Sub-total				3,633	3,008	0	0	0	6,641	0	6,641	0	623	301	0	0	0	0	0	5,717	0	6,641	
LIB906197	Virtual Branch Services 2019-2026																							
1 1	Virtual Branch Services 2019-2026	CW	S6	03	0	0	50	1,500	1,500	3,050	7,500	10,550	0	0	9,495	0	0	0	0	0	1,055	0	10,550	
	Sub-total				0	0	50	1,500	1,500	3,050	7,500	10,550	0	0	9,495	0	0	0	0	0	1,055	0	10,550	
LIB908083	Virtual Branch Services (2015-2017)																							
0 1	Virtual Branch Services (2015-2017)	CW	S2	03	900	0	0	0	0	900	0	900	0	0	900	0	0	0	0	0	0	0	900	
	Sub-total				900	0	0	0	0	900	0	900	0	0	900	0	0	0	0	0	0	0	900	
LIB908296	Virtual Branch Services 2017 - 2019																							
0 1	Virtual Branch Services 2017 - 2019	CW	S4	03	600	1,500	1,450	0	0	3,550	0	3,550	0	0	3,195	0	0	0	0	0	355	0	3,550	
	Sub-total				600	1,500	1,450	0	0	3,550	0	3,550	0	0	3,195	0	0	0	0	0	355	0	3,550	

CITY OF TORONTO

Gross Expenditures (\$000's) 2017 Capital Budget; 2018 to 2026 Capital Plan

Toronto Public Library

Sub-Project No. Project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
LIB000337 St.Clair/Silverthorn Reconstruction																								
1	1	St.Clair/Silverthorn Renovation	17	S2	03	1,357	500	0	0	0	1,857	0	1,857	0	0	131	0	0	0	0	0	1,726	0	1,857
2	2	St. Clair/Silverthorn Library Expansion	17	S2	05	283	0	0	0	0	283	0	283	0	0	239	0	0	0	0	0	44	0	283
Sub-total						1,640	500	0	0	0	2,140	0	2,140	0	0	370	0	0	0	0	0	1,770	0	2,140
LIB907693 Wychwood Renovation and Expansion																								
0	2	Wychwood Expansion	21	S2	05	861	1,797	1,351	0	0	4,009	0	4,009	0	0	3,383	0	0	0	250	0	376	0	4,009
0	3	Wychowood Scope Change - lawn bowling green	21	S3	05	120	545	0	0	0	665	0	665	0	0	315	0	0	0	350	0	0	0	665
1	1	Wychwood Renovation	21	S2	03	1,019	2,036	1,515	0	0	4,570	0	4,570	0	0	287	0	0	0	1,500	0	2,783	0	4,570
Sub-total						2,000	4,378	2,866	0	0	9,244	0	9,244	0	0	3,985	0	0	0	2,100	0	3,159	0	9,244
LIB000338 North York Central Library Renovation																								
1	2	North York Central Library Renovation 2015-2019	23	S2	03	5,236	3,595	2,728	0	0	11,559	0	11,559	0	0	1,438	0	0	0	0	0	10,121	0	11,559
Sub-total						5,236	3,595	2,728	0	0	11,559	0	11,559	0	0	1,438	0	0	0	0	0	10,121	0	11,559
LIB907596 Dawes Road Neighbourhood Library																								
0	3	Dawes Rd Building Acquisition-Ren Change of Scope	31	S3	03	-246	-661	0	0	0	-907	0	-907	0	0	-50	0	0	0	0	0	-857	0	-907
0	4	Dawes Rd Building Acquisition-Exp Change of Scope	31	S3	05	246	661	0	0	0	907	0	907	0	0	907	0	0	0	0	0	0	0	907
0	6	Dawes Road Library Expansio- Building Acquisition	31	S2	05	836	176	0	0	0	1,012	0	1,012	0	0	1,012	0	0	0	0	0	0	0	1,012
0	7	Dawes Road Library Renovation - Construction	31	S6	03	0	1,001	2,400	621	0	4,022	0	4,022	0	0	366	0	0	0	0	0	3,656	0	4,022
1	1	Dawes Road Library Renovation- Building Acquisition	31	S2	03	246	661	0	0	0	907	0	907	0	0	50	0	0	0	0	0	857	0	907
2	2	Dawes Road Library Expansion - Construction	31	S6	05	0	1,449	2,475	1,688	0	5,612	0	5,612	0	0	4,970	0	0	0	0	0	642	0	5,612
Sub-total						1,082	3,287	4,875	2,309	0	11,553	0	11,553	0	0	7,255	0	0	0	0	0	4,298	0	11,553
LIB000151 Albert Campbell Renovation																								
0	2	Albert Campbell Renovation - Construction	03	S6	03	0	1,429	3,809	3,542	3,120	11,900	0	11,900	0	0	967	0	0	0	0	0	10,933	0	11,900
1	1	Albert Campbell Renovation - Design	35	S2	03	215	0	0	0	0	215	0	215	0	0	128	0	0	0	87	0	0	0	215
Sub-total						215	1,429	3,809	3,542	3,120	12,115	0	12,115	0	0	1,095	0	0	0	87	0	10,933	0	12,115
LIB907262 St. Lawrence Library Relocation																								
1	5	St. Lawrence Relocation - Design	28	S4	05	100	0	0	0	0	100	0	100	0	0	100	0	0	0	0	0	0	0	100

CITY OF TORONTO

Gross Expenditures (\$000's)
2017 Capital Budget; 2018 to 2026 Capital Plan

Toronto Public Library																											
<div>Sub- Priority</div> <div>Project No. SubProj No.</div> <div>Project Name Sub-project Name</div> <div>Ward</div> <div>Stat.</div> <div>Cat.</div>							Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By														
							2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
LIB908386 North York Central Renovation Phase 2																											
0	1	North York Central Renovation Phase 2				23	S6	03	0	1,892	3,186	3,734	2,068	10,880	0	10,880	0	0	979	0	0	0	0	0	9,901	0	10,880
Sub-total							0	1,892	3,186	3,734	2,068	10,880	0	10,880	0	0	979	0	0	0	0	0	0	9,901	0	10,880	
Total Program Expenditure							30,001	32,913	37,282	38,870	30,993	170,059	105,784	275,843	0	623	67,386	580	1,100	0	23,742	100	182,312	0	275,843		

CITY OF TORONTO

Gross Expenditures (\$000's)

2017 Capital Budget; 2018 to 2026 Capital Plan

Toronto Public Library					Current and Future Year Cash Flow Commitments and Estimates								Current and Future Year Cash Flow Commitments and Estimates Financed By									
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Priority	SubProj No.	Sub-project Name																				
Financed By:																						
		Federal Subsidy			558	65	0	0	0	623	0	623	0	623	0	0	0	0	0	0	623	
		Development Charges			6,826	9,613	10,419	12,800	9,204	48,862	18,524	67,386	0	0	67,386	0	0	0	0	0	67,386	
		Reserves (Ind. "XQ" Ref.)			580	0	0	0	0	580	0	580	0	0	0	580	0	0	0	0	580	
		Reserve Funds (Ind."XR" Ref.)			0	0	0	1,100	0	1,100	0	1,100	0	0	0	0	1,100	0	0	0	1,100	
		Other1 (Internal)			2,070	1,858	5,003	2,893	1,378	13,202	10,540	23,742	0	0	0	0	0	23,742	0	0	23,742	
		Other2 (External)			0	100	0	0	0	100	0	100	0	0	0	0	0	0	100	0	100	
		Debt			19,967	21,277	21,860	22,077	20,411	105,592	76,720	182,312	0	0	0	0	0	0	0	182,312	182,312	
Total Program Financing					30,001	32,913	37,282	38,870	30,993	170,059	105,784	275,843	0	623	67,386	580	1,100	0	23,742	100	182,312	275,843

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2018 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 4

2017 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)
2017 Cash Flow and Future Year Commitments

Toronto Public Library

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>LIB908390 Multi-Branch SOGR 2017-2026</u>																								
0	1	Interior Renovation	CW	S5	03	500	500	300	0	0	1,300	0	1,300	0	0	117	0	0	0	0	0	1,183	0	1,300
Sub-total						500	500	300	0	0	1,300	0	1,300	0	0	117	0	0	0	0	0	1,183	0	1,300
<u>LIB908391 MB Renovation Accessibility Retrofit 2017-2026</u>																								
0	1	MB Renovation Pgm Accessibility Retrofit 2017-2026	CW	S5	03	500	500	450	0	0	1,450	0	1,450	0	0	130	0	0	0	0	0	1,320	0	1,450
Sub-total						500	500	450	0	0	1,450	0	1,450	0	0	130	0	0	0	0	0	1,320	0	1,450
<u>LIB908395 Integrated Payment Solutions</u>																								
0	1	Integrated Payment Solutions	CW	S4	03	1,150	1,100	0	0	0	2,250	0	2,250	0	0	98	0	0	0	0	0	2,152	0	2,250
Sub-total						1,150	1,100	0	0	0	2,250	0	2,250	0	0	98	0	0	0	0	0	2,152	0	2,250
<u>LIB908396 Equipment for Operational Efficiencies</u>																								
0	1	Equipment for Operational Efficiencies	CW	S4	03	1,456	350	0	0	0	1,806	0	1,806	0	0	79	0	0	0	0	0	1,727	0	1,806
Sub-total						1,456	350	0	0	0	1,806	0	1,806	0	0	79	0	0	0	0	0	1,727	0	1,806
<u>LIB907917 MB Renovation Pgm Accessibility Retrofit 2016-2</u>																								
0	1	MB Accessibility Retrofit 2016-2018	CW	S2	03	1,000	950	0	0	0	1,950	0	1,950	0	0	40	0	0	0	0	0	1,910	0	1,950
Sub-total						1,000	950	0	0	0	1,950	0	1,950	0	0	40	0	0	0	0	0	1,910	0	1,950
<u>LIB908084 Multibranch Renovation Progarm 2016-2018</u>																								
0	1	Mechanical/Electrical	CW	S2	03	0	478	0	0	0	478	0	478	0	0	47	0	0	0	0	0	431	0	478
0	2	Interior Renovation	CW	S2	03	0	1,318	0	0	0	1,318	0	1,318	0	0	0	0	0	0	0	0	1,318	0	1,318
0	3	Reroofing	CW	S2	03	0	400	0	0	0	400	0	400	0	0	0	0	0	0	0	0	400	0	400
0	4	Structural/Building Envelope	CW	S2	03	0	100	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100
0	9	CIP Funding for Projects	CW	S2	03	818	348	0	0	0	1,166	0	1,166	0	623	0	0	0	0	0	0	543	0	1,166
0	10	Furniture and Fixtures	CW	S2	03	0	364	0	0	0	364	0	364	0	0	0	0	0	0	0	0	364	0	364
0	11	Mechanical / Electrical Scope Change	CW	S3	03	350	0	0	0	0	350	0	350	0	0	32	0	0	0	0	0	318	0	350
0	12	Interior Renovations Scope Change	CW	S3	03	1,284	0	0	0	0	1,284	0	1,284	0	0	139	0	0	0	0	0	1,145	0	1,284
0	13	Re-roofing Scope Change	CW	S3	03	200	0	0	0	0	200	0	200	0	0	18	0	0	0	0	0	182	0	200
0	14	Structural / Building Envelope Scope Change	CW	S3	03	283	0	0	0	0	283	0	283	0	0	25	0	0	0	0	0	258	0	283

CITY OF TORONTO

Gross Expenditures (\$000's)

2017 Cash Flow and Future Year Commitments

Toronto Public Library																								
Sub-Project No. Project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>LIB908084 Multibranch Renovation Progarm 2016-2018</u>																								
0	15	Site Plans Scope Change	CW	S3	03	376	0	0	0	0	376	0	376	0	0	10	0	0	0	0	0	366	0	376
0	16	Furniture and Fixtures Scope Change	CW	S3	03	322	0	0	0	0	322	0	322	0	0	30	0	0	0	0	0	292	0	322
Sub-total						3,633	3,008	0	0	0	6,641	0	6,641	0	623	301	0	0	0	0	0	5,717	0	6,641
<u>LIB908083 Virtual Branch Services (2015-2017)</u>																								
0	1	Virtual Branch Services (2015-2017)	CW	S2	03	900	0	0	0	0	900	0	900	0	0	900	0	0	0	0	0	0	0	900
Sub-total						900	0	0	0	0	900	0	900	0	0	900	0	0	0	0	0	0	0	900
<u>LIB908296 Virtual Branch Services 2017 - 2019</u>																								
0	1	Virtual Branch Services 2017 - 2019	CW	S4	03	600	1,500	1,450	0	0	3,550	0	3,550	0	0	3,195	0	0	0	0	0	355	0	3,550
Sub-total						600	1,500	1,450	0	0	3,550	0	3,550	0	0	3,195	0	0	0	0	0	355	0	3,550
<u>LIB908080 Tech Asset Mgmt Prg (2015-2017)</u>																								
0	1	Tech Asset Mgmt Prg (2015-2017)	CW	S2	03	3,400	0	0	0	0	3,400	0	3,400	0	0	0	0	0	0	1,378	0	2,022	0	3,400
Sub-total						3,400	0	0	0	0	3,400	0	3,400	0	0	0	0	0	0	1,378	0	2,022	0	3,400
<u>LIB908383 Tech Asset Mgmt Prg (2017-2019)</u>																								
0	1	Tech Asset Mgmt Prg (2017-2019)	CW	S4	03	200	4,100	3,900	0	0	8,200	0	8,200	0	0	356	0	0	0	2,756	0	5,088	0	8,200
Sub-total						200	4,100	3,900	0	0	8,200	0	8,200	0	0	356	0	0	0	2,756	0	5,088	0	8,200
<u>LIB908088 Agincourt Building Elements (2015-2016)</u>																								
0	1	Agincourt Building Elements (2015-2016)	40	S2	03	0	0	1,125	0	0	1,125	0	1,125	0	0	0	0	0	0	1,125	0	0	0	1,125
Sub-total						0	0	1,125	0	0	1,125	0	1,125	0	0	0	0	0	0	1,125	0	0	0	1,125
<u>LIB000155 Albion District Library Renovation</u>																								
1	1	Albion District Library Renovation	01	S2	03	4,836	700	0	0	0	5,536	0	5,536	0	0	1,088	0	0	0	0	0	4,448	0	5,536
Sub-total						4,836	700	0	0	0	5,536	0	5,536	0	0	1,088	0	0	0	0	0	4,448	0	5,536
<u>LIB000334 Bayview - Bessarion Relocation</u>																								
1	1	Bayview Neighbourhood Library Renovation	24	S2	03	1,012	1,722	1,074	983	0	4,791	0	4,791	0	0	441	580	0	0	0	0	3,770	0	4,791
2	2	Bayview Neighbourhood Library Expansion	24	S2	05	541	1,973	2,515	2,611	0	7,640	0	7,640	0	0	6,189	0	0	0	0	0	1,451	0	7,640
Sub-total						1,553	3,695	3,589	3,594	0	12,431	0	12,431	0	0	6,630	580	0	0	0	0	5,221	0	12,431
<u>LIB000337 St.Clair/Silverthorn Reconstruction</u>																								

Report Phase 5 - Program 01 Toronto Public Library Program Phase 5 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5 Sub-Project Category 01,02,03,04,05,06,07 User Fields ALL

CITY OF TORONTO

Gross Expenditures (\$000's)

2017 Cash Flow and Future Year Commitments

Toronto Public Library

Sub-Project No. Project Name PrioritySubProj No. Sub-project NameWard Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>LIB000337 St.Clair/Silverthorn Reconstruction</u>																									
1	1	St.Clair/Silverthorn Renovation	17	S2	03	1,357	500	0	0	0	1,857	0	1,857	0	0	131	0	0	0	0	0	1,726	0	1,857	
2	2	St. Clair/Silverthorn Library Expansion	17	S2	05	283	0	0	0	0	283	0	283	0	0	239	0	0	0	0	0	44	0	283	
Sub-total						1,640	500	0	0	0	2,140	0	2,140	0	0	370	0	0	0	0	0	1,770	0	2,140	
<u>LIB907693 Wychwood Renovation and Expansion</u>																									
0	2	Wychwood Expansion	21	S2	05	861	1,797	1,351	0	0	4,009	0	4,009	0	0	3,383	0	0	0	250	0	376	0	4,009	
0	3	Wychowood Scope Change - lawn bowling green	21	S3	05	120	545	0	0	0	665	0	665	0	0	315	0	0	0	350	0	0	0	665	
1	1	Wychwood Renovation	21	S2	03	1,019	2,036	1,515	0	0	4,570	0	4,570	0	0	287	0	0	0	1,500	0	2,783	0	4,570	
Sub-total						2,000	4,378	2,866	0	0	9,244	0	9,244	0	0	3,985	0	0	0	2,100	0	3,159	0	9,244	
<u>LIB000338 North York Central Library Renovation</u>																									
1	2	North York Central Library Renovation 2015-2019	23	S2	03	5,236	3,595	2,728	0	0	11,559	0	11,559	0	0	1,438	0	0	0	0	0	10,121	0	11,559	
Sub-total						5,236	3,595	2,728	0	0	11,559	0	11,559	0	0	1,438	0	0	0	0	0	10,121	0	11,559	
<u>LIB907596 Dawes Road Neighbourhood Library</u>																									
0	3	Dawes Rd Building Acquisition-Ren Change of Scope	31	S3	03	-246	-661	0	0	0	-907	0	-907	0	0	-50	0	0	0	0	0	-857	0	-907	
0	4	Dawes Rd Building Acquisition-Exp Change of Scope	31	S3	05	246	661	0	0	0	907	0	907	0	0	907	0	0	0	0	0	0	0	907	
0	6	Dawes Road Library Expansio- Building Acquisition	31	S2	05	836	176	0	0	0	1,012	0	1,012	0	0	1,012	0	0	0	0	0	0	0	1,012	
1	1	Dawes Road Library Renovation- Building Acquisition	31	S2	03	246	661	0	0	0	907	0	907	0	0	50	0	0	0	0	0	857	0	907	
Sub-total						1,082	837	0	0	0	1,919	0	1,919	0	0	1,919	0	0	0	0	0	0	0	0	1,919
<u>LIB000151 Albert Campbell Renovation</u>																									
1	1	Albert Campbell Renovation - Design	35	S2	03	215	0	0	0	0	215	0	215	0	0	128	0	0	0	87	0	0	0	215	
Sub-total						215	0	0	0	0	215	0	215	0	0	128	0	0	0	87	0	0	0	215	
<u>LIB907262 St. Lawrence Library Relocation</u>																									
1	5	St. Lawrence Relocation - Design	28	S4	05	100	0	0	0	0	100	0	100	0	0	100	0	0	0	0	0	0	0	100	
Sub-total						100	0	0	0	0	100	0	100	0	0	100	0	0	0	0	0	0	0	0	100
Total Program Expenditure						30,001	25,713	16,408	3,594	0	75,716	0	75,716	0	623	20,874	580	0	0	7,446	0	46,193	0	75,716	

Appendix 5

2017 Capital Budget with Financing Detail



CITY OF TORONTO
2017 Capital Budget with Financing Detail
Toronto Public Library
Sub-Project Summary

Project/Financing		Project Name	Start Date	Completion Date	2017 Cash Flow	Financing									
Priority	Project					Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
3	<u>LIB908080</u>	<u>Tech Asset Mgmt Prq (2015-2017)</u>													
0	1	Tech Asset Mgmt Prq (2015-2017)	01/01/2015	12/31/2017	3,400	0	0	0	0	0	0	1,378	0	2,022	0
		Project Sub-total:			3,400	0	0	0	0	0	0	1,378	0	2,022	0
3	<u>LIB908383</u>	<u>Tech Asset Mgmt Prq (2017-2019)</u>													
0	1	Tech Asset Mgmt Prq (2017-2019)	01/01/2017	12/31/2019	200	0	0	97	0	0	0	0	0	103	0
		Project Sub-total:			200	0	0	97	0	0	0	0	0	103	0
5	<u>LIB000155</u>	<u>Albion District Library Renovation</u>													
1	1	Albion District Library Renovation	01/01/2012	12/31/2018	4,836	0	0	388	0	0	0	0	0	4,448	0
		Project Sub-total:			4,836	0	0	388	0	0	0	0	0	4,448	0
7	<u>LIB000334</u>	<u>Bayview - Bessarion Relocation</u>													
1	1	Bayview Neighbourhood Library Renovation	01/01/2014	12/31/2020	1,012	0	0	388	580	0	0	0	0	44	0
2	2	Bayview Neighbourhood Library Expansion	01/01/2014	12/31/2020	541	0	0	516	0	0	0	0	0	25	0
		Project Sub-total:			1,553	0	0	904	580	0	0	0	0	69	0
9	<u>LIB000337</u>	<u>St.Clair/Silverthorn Reconstruction</u>													
1	1	St.Clair/Silverthorn Renovation	01/01/2015	12/31/2018	1,357	0	0	131	0	0	0	0	0	1,226	0
2	2	St. Clair/Silverthorn Library Expansion	01/01/2015	12/31/2016	283	0	0	239	0	0	0	0	0	44	0
		Project Sub-total:			1,640	0	0	370	0	0	0	0	0	1,270	0
9	<u>LIB907693</u>	<u>Wychwood Renovation and Expansion</u>													
0	2	Wychwood Expansion	01/01/2015	12/31/2019	861	0	0	861	0	0	0	0	0	0	0
0	3	Wychowood Scope Change - lawn bowling green	01/01/2017	12/31/2019	120	0	0	0	0	0	0	120	0	0	0
1	1	Wychwood Renovation	01/01/2014	12/31/2019	1,019	0	0	227	0	0	0	485	0	307	0
		Project Sub-total:			2,000	0	0	1,088	0	0	0	605	0	307	0
10	<u>LIB000338</u>	<u>North York Central Library Renovation</u>													
1	2	North York Central Library Renovation 2015-2019	01/01/2015	12/31/2019	5,236	0	0	671	0	0	0	0	0	4,565	0
		Project Sub-total:			5,236	0	0	671	0	0	0	0	0	4,565	0
11	<u>LIB907596</u>	<u>Dawes Road Neighbourhood Library</u>													
0	3	Dawes Rd Building Acquisition-Ren Change of Scope	01/01/2015	12/31/2020	-246	0	0	-50	0	0	0	0	0	-196	0
0	4	Dawes Rd Building Acquisition-Exp Change of Scope	01/01/2015	12/31/2020	246	0	0	246	0	0	0	0	0	0	0
0	6	Dawes Road Library Expansio- Building Acquisition	01/01/2016	12/31/2017	836	0	0	836	0	0	0	0	0	0	0
1	1	Dawes Road Library Renovation- Building Acquisition	01/01/2016	05/31/2018	246	0	0	50	0	0	0	0	0	196	0
		Project Sub-total:			1,082	0	0	1,082	0	0	0	0	0	0	0
12	<u>LIB000151</u>	<u>Albert Campbell Renovation</u>													

(Phase 5) 01-Toronto Public Library

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO
2017 Capital Budget with Financing Detail
Toronto Public Library
Sub-Project Summary

Project/Financing**Priority Project Project Name**

Project/Financing					2017	Financing									
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
12	<u>LIB000151</u>	<u>Albert Campbell Renovation</u>													
1	1	Albert Campbell Renovation - Design	01/01/2016	12/31/2017	215	0	0	128	0	0	0	87	0	0	0
		Project Sub-total:			215	0	0	128	0	0	0	87	0	0	0
13	<u>LIB907262</u>	<u>St. Lawrence Library Relocation</u>													
1	5	St. Lawrence Relocation - Design	01/01/2017	12/31/2018	100	0	0	100	0	0	0	0	0	0	0
		Project Sub-total:			100	0	0	100	0	0	0	0	0	0	0
Program Total:					30,001	0	558	6,826	580	0	0	2,070	0	19,967	0

Status Code Description

S2 S2 Prior Year (With 2017 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2017 and/or Future Year Cost(Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

Category Code Description

01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 6

Reserve / Reserve Fund Review

Reserve / Reserve Fund – Program Specific (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
(XR2115) Development Charges Library	Beginning Balance	32,923	32,923	30,578	26,344	22,095	15,498	12,586	13,999	15,691	17,138	21,910	
	Withdrawals (-)		(5,458)	(4,326)	(3,676)	(3,676)	(3,676)	(3,676)	(3,676)	(3,676)	(3,676)	(3,676)	
			(6,437)	(9,613)	(10,401)	(12,800)	(9,204)	(4,925)	(4,846)	(5,295)	(2,179)	(1,279)	
	Total Withdrawals		(11,895)	(13,939)	(14,077)	(16,476)	(12,880)	(8,601)	(8,522)	(8,971)	(5,855)	(4,955)	(66,979)
	Contributions (+)												
			9,550	9,705	9,828	9,879	9,968	10,014	10,214	10,418	10,627	10,839	101,042
	Total Contributions		9,550	9,705	9,828	9,879	9,968	10,014	10,214	10,418	10,627	10,839	101,042
Total Reserve Fund Balance at Year-End		32,923	30,578	26,344	22,095	15,498	12,586	13,999	15,691	17,138	21,910	27,794	34,063

* Based on the 2016 Q3 Variance Report

Reserve / Reserve Fund Review - Corporate (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
(XQ0001) Capital Financing Reserve Fund	Beginning Balance	50,550	50,550	49,970	49,970	49,970	49,970	49,970	49,970	49,970	49,970	49,970	
	Withdrawals (-)												
	Bayview		(580)										(580)
	Total Withdrawals		(580)										(580)
	Contributions (+)												
	Total Contributions												
Other Program/Agency Net Withdrawals (-) and Contributions (+)													
Total Reserve Fund Balance at Year-End		50,550	49,970	49,970	49,970	49,970	49,970	49,970	49,970	49,970	49,970	49,970	(580)

* Based on the 2016 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
(XR3026) Planning Act Reserve Fund - Section 37	Beginning Balance	160,484	160,484	159,999	159,999	157,499	155,984	155,984	155,984	155,984	155,984	155,984	
	Withdrawals (-)												
	Wychwood		(485)		(1,015)								(1,500)
	Bridlewood				(1,100)	(800)							(1,900)
	Perth Dupont				(385)	(715)							(1,100)
	Total Withdrawals		(485)		(2,500)	(1,515)							(4,500)
	Contributions (+)												
	Total Contributions												
Other Program/Agency Net Withdrawals (-) and Contributions (+)													
Total Reserve Fund Balance at Year-End		160,484	159,999	159,999	157,499	155,984	155,984	155,984	155,984	155,984	155,984	155,984	(4,500)

*Based on the 2016 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
(XR1012) Land Acquisition Reserve Fund	Beginning Balance	72,486	72,486	72,486	72,486	72,486	71,386	71,386	71,386	71,386	71,386	71,386	
	Withdrawals (-)												
	Perth Dupont					(1,100)							(1,100)
	Total Withdrawals					(1,100)							(1,100)
	Contributions (+)												
	Total Contributions												
Other Program/Agency Net Withdrawals (-) and Contributions (+)													
Total Reserve Fund Balance at Year-End		72,486	72,486	72,486	72,486	71,386	71,386	71,386	71,386	71,386	71,386	71,386	(1,100)

*Based on the 2016 Q3 Variance Report