

2023 Program Summary

Toronto Public Library

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Description

Toronto Public Library (TPL) provides free and equitable access to services that meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

Why We Do It

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

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

TPL Strategic Plan Priorities and its 2023 Budget

1. **Support an inclusive economic recovery** as part of the City's **recovery and rebuild** strategy
2. **Advance equity in the city and workplace**, supporting the shared outcomes of the City's equity strategies.
3. **Provide affordable, accessible and resilient digital supports** as a public service for all
4. **Implement strategies to ensure the safety and security** of TPL staff and customers in our welcoming and accessible public spaces

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

What Service We Provide

Toronto Public Library

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

Residents who use our services

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

Community Agencies & Partners

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

Beneficiaries of all services

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

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

How Much Resources (gross 2023 operating budget): \$234.6 million

Budget at a Glance

2023 OPERATING BUDGET

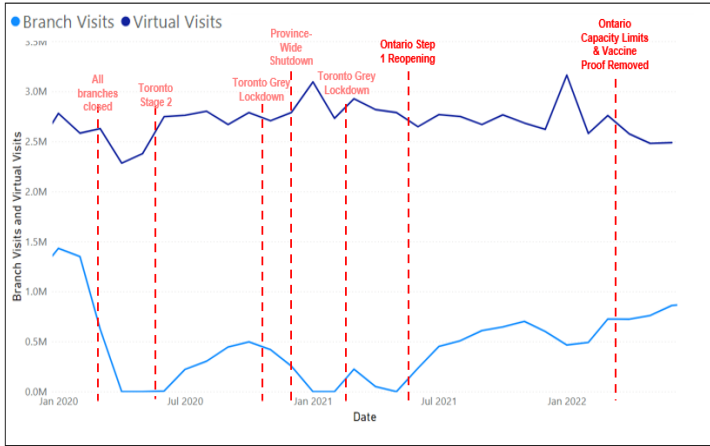
<u>\$Million</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenues	\$21.1	\$21.1	\$20.0
Gross Expenditures	\$234.6	\$250.0	\$270.3
Net Expenditures	\$213.6	\$228.9	\$250.4
Approved Positions	1,838.3	1,876.8	1,962.3

2023 - 2032 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2023</u>	<u>2024-2032</u>	<u>Total</u>
Gross Expenditures	\$49.2	\$499.7	\$548.9
Debt	\$40.8	\$323.7	\$364.4

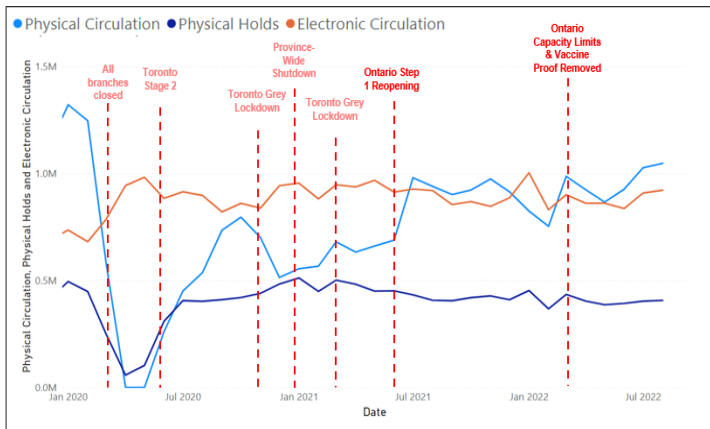
Note: Includes preliminary 2022 carry forward funding

How Well We Are Doing – Behind the Numbers



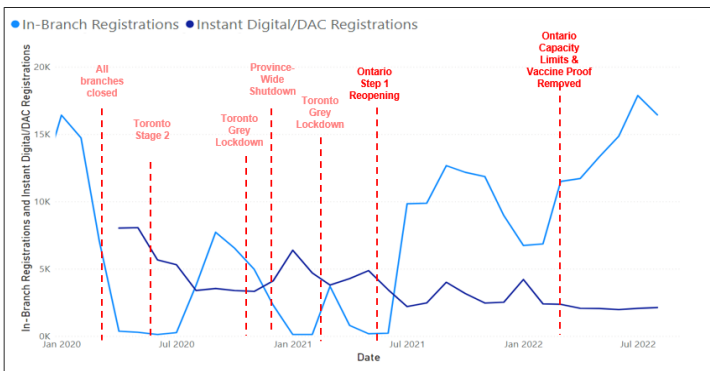
Visits

- Virtual visits remained fairly consistent during 2020 and 2021.
- There were normal spikes in virtual visits during the winter holidays.
- Branch visits began to rise again in May 2021, and are continuing a gradual return towards pre-pandemic levels.
- The March 2022 removal of indoor capacity limits and proof of vaccination coincided with an increase in branch visits and a decline in virtual visits.



Circulation

- Physical circulation has shown a strong resurgence aligned with re-openings, with levels close to pre-pandemic numbers.
- Physical holds have remained steady at pre-pandemic levels for most of 2021 and all of 2022, suggesting strong customer engagement with the library despite branch closures.
- Use of TPL’s e-collections has increased significantly since the start of the pandemic, and these higher levels have been maintained throughout.



New Memberships

- In-branch registrations have increased significantly since Step 1 reinstatement of services began. The levels returned to pre-pandemic values following the March 2022 lifting of capacity limits.
- The initial strong uptake of digital memberships which compensated for the decrease of in-branch registrations (due to branch closures) came to an end. Digital registrations continued to decline as in-branch registrations grew with more branches opening.

How Well We Are Doing

Service	Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
Outcome Measures								
Toronto Public Library	Physical circulation per capita	4.3	4.4	6.0	4.9	●	5.0	5.2
Toronto Public Library	eBook and eAudiobook circulation per capita	3.8	3.7	3.9	3.1	●	2.8	2.8
Toronto Public Library	User satisfaction with variety of programs and classes offered	83%	83%	83%	83%	●	83%	83%
Service Level Measures								
Toronto Public Library	Library Open Hours	150,091	164,368	279,391	257,856	●	286,288	287,095
Toronto Public Library	Library materials budget per capita	\$6.99	\$7.15	\$7.25	\$7.05	●	\$6.91	\$6.96
Toronto Public Library	User satisfaction with the variety of books and other materials available	88%	88%	88%	88%	●	88%	88%

2022 Projection to 2022 Target Comparison
 ● 80% - 100% ● 64 - 79% ● 63% and Under

Service	Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
Other Measures								
Toronto Public Library	Well maintained spaces to improve customer experience (total visits + physical visits)	37.5 M	37.3 M	46.4 M	43.7 M	●	48.7M	52.3 M
Toronto Public Library	Youth Hubs to support youth and address goals of the Toronto Poverty Reduction and Youth Equity strategies	23	23	24	24	●	25	25
Toronto Public Library	Total Operating Cost per Library use	\$2.82	\$3.22	\$2.60	\$3.36	●	\$3.10	\$2.77
Toronto Public Library	Torontonians who agree public libraries are an important resource for the community	90%	90%	90%	90%	●	90%	90%

2022 Projection to 2022 Target Comparison
 ● 80% - 100% ● 64 - 79% ● 63% and Under

COVID 19 IMPACT AND RECOVERY

2023 Impact and Recovery

Operating Budget Impact

- COVID-19 has a significant impact on the 2023 Operating Budget for TPL, which includes \$0.925 million for reduced revenues and \$2.629 million for added expenditures, for a total budget pressures of \$3.553 million.
 - Increased health and safety expenditures (PPE, rapid antigen testing kits, air filters) totalling \$1.129 million
 - Increased security costs totalling \$1.500 million
 - Revenue losses totalling \$0.925 million mostly related to tenants and leases, and printing revenue

Service Level Changes

- Continue to optimize digital services and community-based services as needed
 - All service level changes are subject to change based on any further or extended COVID-19 restrictions
-

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

Steady increases in usage of TPL services across all service areas in 2022. In some cases, nearing pre-pandemic levels.

Torontonians relying heavily on their library for **access to computers, internet and digital literacy supports**

- Torontonians who used technology at the library: 61% reported that it was their only access to technology; 40% accessed online government resources; 32% developed employable skills
- 65% increase in Wi-Fi usage (2022 YTD over same period 2021)
- Provided 842 Internet Connectivity Kits (free computer and a Wi-Fi hotspot with a 2 year data plan) since the start of the pandemic, with 94 distributed in Fall 2022 alone. All are solely funded by TPL Foundation donations and grants.

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

- Space for vulnerable populations, especially in extreme heat and cold, and use of washrooms
- Meeting rooms and work / study spaces

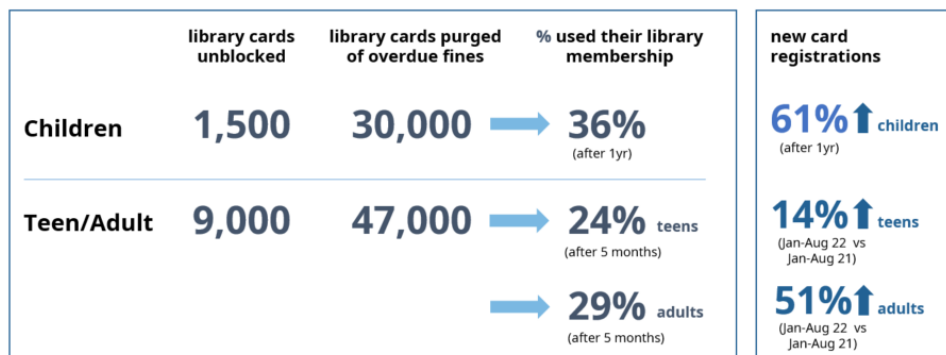
Successful implementation and reinstatement of recent new and enhanced services, despite pandemic challenges and restrictions:

Fines Elimination:

- The elimination of children’s overdue fines was funded as a \$0.6 million budget enhancement in 2021; funding to support the elimination of adult and teen overdue fines was provided the following year, in 2022, as a \$1.400 million budget enhancement in order to remove barriers to access for the most vulnerable in the community.
- In both years, the TPL Foundation provided partial first-year funding, with permanent City funding beginning in year two.
- The elimination of overdue library fines has been very successful in reducing barriers to access, in particular for lower income library customers. Fines elimination has resulted in over 10,000 library cards being unblocked, increased membership card registrations, and, more importantly, this has led to an increased use of those library memberships. The elimination of fines also resulted in a significant increase in new card registrations, especially for children.

Overdue fines eliminated

for children (April 2021), teens and adults (March 2022)



Youth Hubs and Open Hours:

- In 2020, TPL received a \$2.615 million budget enhancement to support the expansion of Youth Hub service to an additional 10 branches for a total of 24 TPL branches now offering Youth Hub service Monday to Friday from 3:30pm-7pm.
- In 2020, TPL also received \$1.436 million to support the expansion of service hours at Youth Hub branches to provide consistent hours of access to Youth Hub service across all TPL locations offering the service, and in support of TPL's Open Hours plan.
- Youth Hub service was prioritized for service reinstatement following pandemic service reductions and all TPL Youth Hubs were operational with standardized service hours, with limited services and reduced capacity to meet distancing requirements, by the end of 2020.
- As of December 2022, Youth Hub service is now fully operational at all 24 branches, with service recovery well-underway and month-over-month attendance figures climbing significantly from 1,570 participants overall in January 2022 to 10,881 participants in the month of October 2022.

Open Hours: Seasonal Sunday Service:

- In 2020, TPL received a budget enhancement of \$0.420 million to support the expansion of seasonal Sunday service at 8 additional Neighbourhood branches, for a total of 58 branches now offering Sunday service. New Sunday service branches funded in 2020 were: Amesbury Park, Bendale, Black Creek, Cliffcrest, Evelyn Gregory, Northern Elms, Victoria Village, and Woodview Park.

Seniors Digital Literacy Programs:

- A 2022 budget enhancement funded TPL's Toronto Seniors Strategy 2.0 Action to support social connectedness by expanding digital literacy programs for seniors. The enhancement funded 2 FTEs in 2022, increasing to full program implementation of 4 FTEs and \$0.373 million in 2023.
- In April 2022, community librarians began providing digital literacy programming and supports to the residents of 16 Toronto Seniors Housing Corporation buildings.
- Programs (April – September 2022): 90 programs, 811 participants.
- Events & Activities (April – June 2022): 31 Events, 696 participants, 168 new library card registrations.
- One-on-one Book-a-librarian appointments (April – September 2022): 70 sessions on topics ranging from smartphone use, computer and internet skills, and accessing government and community resources.

TPL continues to provide **important community supports through innovative partnerships.**

- **Social Inclusion & Engagement:** Through new innovative services such as providing Newcomer Settlement support for Ukrainian refugees and initiating TPL Foundation-funded service pilots such as a Community Librarians in agencies serving Black communities, Indigenous communities in Fall 2022, and in Toronto Community Housing locations.
- PRESTO card distribution (with TTC and City of Toronto): 44,595 cards distributed (January – November 2022).
- Created innovative partnerships with community agencies to distribute free supports to vulnerable Torontonians: Period Equity Pilot at two branches (with Period Purse); Personal Care Bank Pilot at three branches (with TPCB); and Sock distribution (with Socks for Souls).
- **Food security:** TPL hosts two food bank installations operated by North York Harvest Food Bank at the Albion and Jane/Sheppard branches; One-year pilot of a social enterprise approach to supply the snacks that are part of the Youth Hub program, in partnership with FoodReach, a social enterprise project of North York Harvest Food Bank.

Making good progress on modernizing our **digital capabilities and business operations.**

- Operationalized **IT Security, Risk and Governance Program**, achieving **enhanced security reporting and improving cyber security threat awareness.**
- Ongoing **replacements/upgrades to telephony, applications and infrastructure** to reduce cost, improve performance, and increase user technology adoption.
- **Upgraded cash registers** to increase efficiency.
- **Customer Service Modernization:** System-wide replacement of desktop computers for Reserve a Computer (RAC); launch of online incident management system to support Rules of Conduct guidelines and mitigate safety risks.

Key Challenges and Risks

- COVID impact: reduced revenues, increased costs, unpredictable impact on operations and staffing.
- Digital Services Modernization: accelerate digital capabilities and infrastructure transition to the Cloud, increase cyber security controls and improve data-driven decision making.
- Equitable access to library services through the proposed implementation of TPL’s Open Hours Plan in 2024/25.
- Safety and security: increased costs and impacts on human resources to provide required supports to address incident prevention and response (safe facility design, security audit, security systems, adjusted security guard coverage, staff training).
- Increased incidents of violent and disruptive behavior in TPL branches, mirroring what is happening more broadly the city.

Priority Actions

- Act on recommendations from TPL’s Safety & Security Discussion Table to **ensure a safe and healthy environment for staff and customers** (8 positions to develop and implement a harm-reduction and trauma-informed approach; enhance security guard services; participate in SafeTO’s community crisis pilot; pilot interdisciplinary social service support teams).
- Advancing TPL’s digital strategy to create a modern, connected and sustainable data and technology environment that is transformation-ready and improving customer/staff experiences.
- Developing hybrid models of digital/in-person service delivery and continuing to add digital services and community based services as needed and an expansion of digital literacy and access.
- Support the City’s equity, poverty reduction and economic recovery objectives.

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

- Improve TPL’s employee experience through productivity and collaboration tools and processes and Diversity, Equity and Inclusion and digital literacy training and education.

RECOMMENDATIONS

City Council adopted the following recommendations:

1. The 2023 Operating Budget for Toronto Public Library of \$234.610 million gross, \$21.051 million revenue and \$213.559 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Toronto Public Library	234,610.3	21,051.3	213,559.0
Total Program Budget	234,610.3	21,051.3	213,559.0

- The above included a 2023 budgeted staff complement for Toronto Public Library of positions comprised of 5.0 capital positions and 1,833.3 operating positions.
2. City Council approve 2023 Capital Budget for Toronto Public Library with cash flows and future year commitments totaling \$139.245 million as detailed by project in [Appendix 6a](#).
 3. City Council approve the 2024-2032 Capital Plan for Toronto Public Library totalling \$409.704 million in project estimates as detailed by project in [Appendix 6b](#).
 4. That all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2023 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

2023 OPERATING BUDGET

2023 OPERATING BUDGET OVERVIEW

Table 1: 2023 Operating Budget by Service

(In \$000s)	2021 Actual	2022 Budget	2022 Projection*	2023 Base Budget	2023 New / Enhanced	2023 Budget	Change v. 2022 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Toronto Public Library	15,853.3	18,520.4	19,071.2	20,161.9	889.4	21,051.3	1,980.1	10.4%
Total Revenues	15,853.3	18,520.4	19,071.2	20,161.9	889.4	21,051.3	1,980.1	10.4%
Expenditures								
Toronto Public Library	213,881.7	228,305.4	228,856.2	233,720.9	889.4	234,610.3	5,754.1	2.5%
Total Gross Expenditures	213,881.7	228,305.4	228,856.2	233,720.9	889.4	234,610.3	5,754.1	2.5%
Net Expenditures (including COVID-19)	198,028.5	209,785.0	209,785.0	213,559.0		213,559.0	3,774.0	1.8%
Required COVID-19 Support	8,199.1	4,779.5	7,132.0	3,553.4		3,553.4	(3,578.6)	(50.2%)
Net Budget (excluding COVID-19 supports)	189,829.4	205,005.5	202,653.0	210,005.5		210,005.5	7,352.5	3.6%
Approved Positions**	1,787.8	1,808.8	N/A	1,833.8	4.5	1,838.3	N/A	N/A

* 2022 Projection based on 9 Month Variance

**YoY comparison based on approved positions

The 2023 Budget of \$213.559 million in net expenditures reflects a \$3.774 million or 1.8% increase from 2022 projections comprised of:

- \$3.579 million or 50.2% net decrease in COVID-19 impacts expected in 2023 compared to 2022 projections; and
- \$7.353 million or 3.6% net increase in the 2023 Net Budget (excluding COVID-19) compared to 2022 projections.

KEY COST DRIVERS – FUNDING PRIORITIES

Total 2023 Budget expenditures of \$234.610 million gross reflecting an increase of \$5.754 million in spending above 2022 projected year-end actuals, predominantly arising from:

- Contractual salary and benefit increases, primarily related to the collective agreement.
- Inflationary increases for various IT-related and facilities contracted services, supplies, services and rent.
- Alternative approaches to address safety and security based on recommendations from the Safety and Security Discussion Table.
- New and enhanced initiatives comprised of Community-based Service for Equity Deserving Populations, Financial Empowerment Service, and Social Service Team.
- The above pressures are partially offset by base expenditure savings through offsets and efficiencies as part of the affordability measures.

EQUITY IMPACTS OF BUDGET CHANGES

Medium significant equity impacts: The changes in Toronto Public Library's 2023 Operating Budget includes budget enhancements totalling \$0.889 million gross that is fully funded by donations from Toronto Public Library Foundation for the first year. These budget enhancements have a medium significant equity impact and advances many of the Library's and the City's key strategies, including the Poverty Reduction Strategy.

2023 OPERATING BUDGET KEY DRIVERS

The 2023 Operating Budget for Toronto Public Library of \$234.610 million in gross expenditures is \$5.754 million or 2.5% higher than the 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the 2023 Budget.

toronto.ca/budget

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Table 2: 2023 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2020 Actual	2021 Actual	2022 Budget	2022 Projection*	2023 Budget	2023 Change from 2022 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	5,573.9	5,573.9	5,573.9	5,573.9	5,573.9		
Federal Subsidies	131.0	257.8					
Other Subsidies	235.9	437.7	140.3	140.3	140.3		
User Fees & Donations	1,170.5	733.4	2,932.4	4,798.5	4,904.0	105.6	2.2%
Transfers From Capital	1,360.2	1,685.6	1,872.1	1,872.1	2,212.9	340.8	18.2%
Contribution From Reserves/Reserve Funds	4,301.4	3,304.5	4,406.0	4,406.0	4,406.0		
Sundry and Other Revenues	4,319.8	3,860.3	3,595.7	2,280.4	3,814.1	1,533.7	67.3%
Total Revenues	17,092.8	15,853.3	18,520.4	19,071.2	21,051.3	1,980.1	10.4%
Salaries and Benefits	150,278.5	153,465.1	163,142.4	162,368.7	168,819.5	6,450.9	4.0%
Materials & Supplies	2,632.5	2,169.5	3,110.0	4,612.0	2,965.0	(1,646.9)	(35.7%)
Equipment	2,205.3	1,377.7	411.2	1,010.2	411.2	(599.0)	(59.3%)
Library Materials	20,968.7	21,455.7	21,447.5	21,447.5	21,447.5		
Service and Rent	33,207.6	34,538.8	39,426.9	38,650.6	40,563.9	1,913.4	5.0%
Contribution To Reserves/Reserve Funds	3,218.2	634.8	764.3	764.3	400.0	(364.3)	(47.7%)
Other Expenditures	240.1	240.1	3.0	3.0	3.0		
Total Gross Expenditures	212,750.9	213,881.7	228,305.4	228,856.2	234,610.3	5,754.1	2.5%
Net Expenditures	195,658.1	198,028.5	209,785.0	209,785.0	213,559.0	3,774.0	1.8%

*Projection based on 9 Month Variance

Key Base Drivers:

Salaries & Benefits:

The increase of \$6.451 million over 2022 year-end projection is primarily related to contractual cost of living, step and progression pay, benefit increases and additional position requirements as a result of the operating impact of completed capital projects, alternative approaches to safety and security, and TPL's digital service modernization.

Materials and Supplies:

Decrease of \$1.647 million primarily due to removal of 2022 COVID-19 pressures from the base budget.

Services and Rents:

Increase of \$1.913 million primarily related to economic increases associated with contract costs, including janitorial supplies and services and security service costs.

Sundry and Other Revenues:

Increase of \$1.534 million in revenues is primarily related to the reversal of 2022 COVID-19 financial impacts as well as new/enhanced services totalling \$0.889 million fully funded by the Toronto Public Library Foundation.

Offsets and Efficiencies:

The 2023 Operating Budget includes \$5.019 million gross and \$6.059 million net reductions attributed to the following base budget savings, revenue changes, and affordability measures:

- Line by line review savings of \$0.600 million to savings in travel and mileage and other supplies related to library materials processing and postage
- Forgoing 2023 economic increase for utilities of \$0.370 million resulting from increased efficiency of newly completed capital projects
- Savings of \$0.274 million resulting from the library branch relocation from Bayview to Ethennonnhawahstihnen'
- Increase recovery of \$0.591 million from Capital attributed to capital delivery positions for various SOGR and library branch expansion and renovation projects
- Forgoing 2023 Library Materials economic increase of \$0.536 million due to ongoing supply chain challenges
- Forgoing 2023 contribution to the Fleet Vehicle Reserve by \$0.432 million due to expected long lead times in delivery of new vehicles resulting in expected spending deferrals to future years
- Forgoing 2023 contribution to the Asset Replacement Reserve of \$0.400 million which will slightly delay the change in the financing strategy to fund asset replacements from this reserve

- Increased base revenue estimate totalling \$0.450 million primarily related to higher than expected revenues in 2023 based on current venue bookings, increased rates and expanded rental spaces
- In order to meet the City's budget allocation and avoid service reductions, one-time additional staff savings of \$1.500 million net related to temporary vacancies due to the ongoing impacts of COVID-19 on TPL operations that has resulted in increased vacancies and staff churn, which is over and above the usual vacancy experience saving that is already in the base.
- Unallocated budget reduction of \$0.906 million (approximately 0.4% of the budget) in order to meet the City's funding allocation and avoid service reductions.

New and Enhanced Service Priorities:

- The Community-based Service for Equity Deserving Populations budget enhancement totalling \$0.141 million gross and \$0 net, including 4.0 FTEs, will establish a team of four community librarians dedicated to serving equity deserving populations across the city.

This pilot service is fully funded by donations from the Toronto Public Library Foundation for one year starting in 2023. The annualized total cost is \$0.429 million gross and \$0 net.

The Community-Based Service for Equity-Deserving Populations model provides point-of-need service to vulnerable and equity-deserving groups including: Black and racialized individuals, Indigenous Peoples, Persons with low income; individuals and families who are experiencing homelessness or under-housed; Immigrants, Refugees & Undocumented Individuals; Persons with Disabilities; and residents, including Vulnerable Youth and Seniors, in Neighbourhood Improvement Areas.

- The Financial Empowerment Service (FES) budget enhancement totalling \$0.248 million gross and \$0 net, including 0.5 FTE, will provide 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 & 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.

Over 2023-2024, the service will be fully funded by donations from the Toronto Public Library Foundation costing \$0.476 million gross and \$0 net annually. Starting in 2025, the service will be funded by the City and the annualized total cost is \$0.248 million net and gross.

FES provides services to vulnerable populations targeting Persons with Low Income often intersecting with the following 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.

- The Social Service Team (SST) budget enhancement totalling \$0.500 million gross and \$0 net will establish two teams that will offer services and supports onsite at designated library branches allowing community members to access a service that integrates social and health services in one space. TPL designed the program specifically for individuals in our city who are the most vulnerable and least likely able to navigate access to the mental and physical health resources and social service supports required to improve their lives and their wellbeing.

Over 2023-2024, the service will be fully funded by donations from the Toronto Public Library Foundation costing \$0.500 million gross and \$0 net annually. Starting in 2025, the service will be funded by the City and the annualized total cost is \$0.500 million net and gross.

TPL's new SST model 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.

Note:

1. For additional information on 2023 key cost drivers please refer to [Appendix 2](#) for a summary of Affordability Measures, [Appendix 3](#) for a more detailed listing and descriptions of the 2023 Service Changes and [Appendix 4](#) for the 2023 New and Enhanced Service Priorities, respectively.

2024 & 2025 OUTLOOKS**Table 3: 2024 and 2025 Outlooks**

(\$000s)	2023 Budget	2024 Incremental Outlook	2025 Incremental Outlook
Revenues			
Revenue Changes		(200.0)	
Library Initiatives funded by Toronto Public Library Foundation		287.7	(1,177.1)
Total Revenues	21,051.3	87.7	(1,177.1)
Gross Expenditures			
Salaries and Benefits		7,186.5	855.0
Inflationary Impacts		2,504.9	2,539.7
Operating impact of capital		1,505.9	617.5
Contribution to reserves		1,854.0	23.0
Other		906.2	
Library initiatives funded by Toronto Public Library Foundation		287.7	
New/Enhanced Services - Open Hours		1,185.7	16,252.7
Total Gross Expenditures	234,610.3	15,430.8	20,287.8
Net Expenditures	213,559.0	15,343.1	21,464.9
Approved Positions	1,838.3	1,876.8	1,962.3

Key drivers

The 2024 Outlook with total gross expenditures of \$250.041 million reflects an anticipated \$15.431 million or 6.6% increase in gross expenditures above the 2023 Operating Budget; The 2025 Outlooks expects a further increase of \$20.287 million or 8.3% above 2024 gross expenditures.

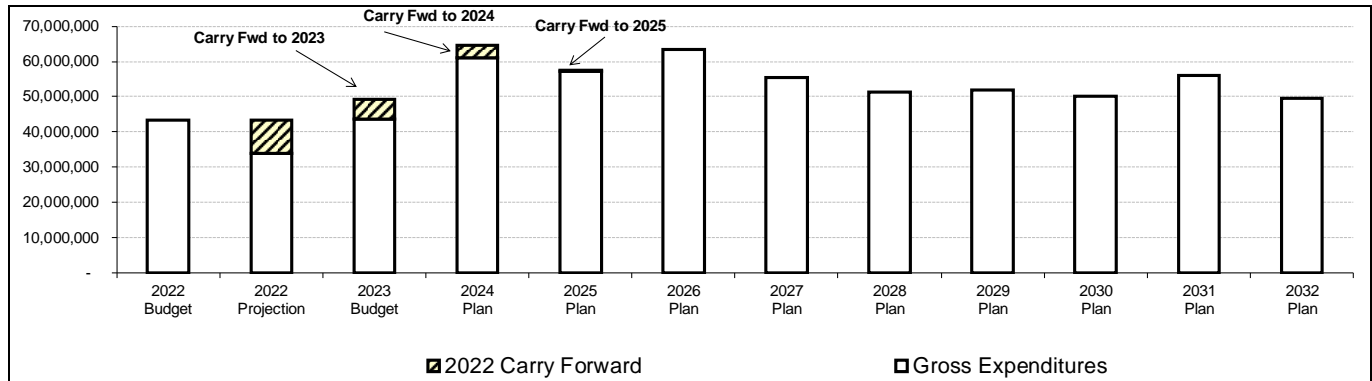
These changes arise from the following:

- Salary and benefit increases related to collective agreement (the current collective agreement expires at the end of 2024). No funding is included in the 2025 Outlooks for the impacts of the next collective agreement and the City will make an estimated provision in corporate accounts until a settlement is reached.
- Economic increases for service contracts, utilities and library materials
- Reversal of 2023 salary savings from vacancy experience, unallocated budget reduction and increased costs related to spending deferrals in 2023
- Increased costs and FTEs related to operating impact of completed capital projects
- Open Hours budget enhancement as approved by TPL Board, which is expected to begin phased implementation in 2024-2025.

2023 – 2032 CAPITAL BUDGET AND PLAN

2023 2032 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



In \$000's	2023 Capital Budget and 2024 - 2032 Capital Plan													Total 10 Year Plan
	2022		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		
	Budget	Projected Actual												
Gross Expenditures by Project Category:														
Health & Safety & Legislated	2,213	2,213	3,260	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,760
SOGR	20,234	17,887	20,253	23,104	22,140	19,736	17,700	22,441	22,928	23,517	30,609	36,861	239,289	
Service Improvement & Growth	20,783	13,822	25,732	40,007	33,988	42,175	36,168	27,413	27,577	25,026	23,774	11,040	292,900	
Total by Project Category	43,230	33,922	49,245	64,611	57,628	63,411	55,368	51,354	52,005	50,043	55,883	49,401	548,949	
Financing:														
Debt	33,336	27,750	40,758	37,830	36,039	35,815	30,251	33,586	30,953	34,730	42,239	42,226	364,427	
Reserves/Reserve Funds	2,555	1,079	2,930	4,315	1,643		1,020						9,908	
Development Charges	6,799	4,697	5,013	22,066	19,546	27,196	24,097	17,768	21,052	15,313	13,644	7,175	172,870	
Other Revenue	540	396	544	400	400	400							1,744	
Total Financing	43,230	33,922	49,245	64,611	57,628	63,411	55,368	51,354	52,005	50,043	55,883	49,401	548,949	

Changes to Existing Projects
(\$15.2 Million)

The 2023-2032 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2023-2031) due to timing or scope changes and updated project costs resulting from cost escalation, and Toronto Green Standard:

- St. Lawrence project (\$36.384 million)
- Multi-Branch SOGR project (\$20.146 million)
- Toronto Reference Library (\$17.673 million)
- Parliament project timing deferral (\$15.459 million)
- Lillian H. Smith project (\$9.048 million)
- Etobicoke Civic Centre project (\$4.579 million)
- Sanderson project (\$4.570 million)
- Dawes Road project (\$4.569 million)
- Centennial project (\$4.371 million)
- Northern District Exterior (\$1.215 million)
- Bridlewood project (\$0.800 million)
- Port Lands Design project removal (\$1.149 million gross)
- 5 projects moved to Capital Needs Constraints due to readiness and reprioritization (\$71.586 million)

New Projects
(\$10.8 Million)

The 2023-2032 Capital Budget and Plan includes one new project.

- Yorkville project (\$10.8 million gross) with construction to start in 2028. Renovation will improve the flexibility and accessibility of the branch.

Capital Needs Constraints
(\$202.4 Million)





Toronto Public Library has seven unmet projects over the 10-year planning horizon:

- Danforth/Coxwell Library Relocation and Expansion (\$26.059 million) with construction starting in 2028.
- City Hall Library Relocation and Expansion (\$30.487 million) with construction starting in 2027.
- Weston Library Renovation (\$21.303 million) with construction starting in 2028
- High Park Library Renovation and Expansion (\$21.008 million) with construction starting in 2028)
- Mimico Centennial Library Renovation and Expansion (\$26.656 million) with construction starting in 2030)
- Barbara Frum Library Renovation (\$39.7 million) with construction starting in 2030)
- Construction phase of the Northern District Library Renovation and Expansion (\$49.738 million) starting in 2028

Note:

For additional information, please refer to [Appendix 6](#) for a more detailed listing of the 2023 and 2024-2032 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; [Appendix 8](#) for Capacity to Spend Review; and [Appendix 9](#) for Capital Needs Constraints, respectively.

2023 – 2032 CAPITAL BUDGET AND PLAN**\$548.9 Million 10-Year Gross Capital Program**

			
Aging Infrastructure	Branch Expansion	Information Technology	Modernization and On-Line Services
\$197.6 M 36% <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	\$249.1 M 45% <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	\$58.5 M 11% <input checked="" type="checkbox"/>	\$43.7 M 8% <input checked="" type="checkbox"/>
Branch Renovations Structural maintenance Building systems Accessibility retrofits	Branch relocations Branch renovations and expansions	Workstations Servers Networks Printers	Self-service fines payments at self-checkout stations & online Customer service modernization

- 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 2023-2032 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

- Material and labour cost escalation continues to be driven by the impact of COVID-19, supply chain constraints, a depleted work force, and rising inflation. Branch expansion and renovation projects impacted by the increase in construction costs include *Dawes Road, Bridlewood, Centennial, Etobicoke Civic Centre, Lillian H. Smith and Sanderson*.
- The cost escalations coupled with a fixed amount of debt funding results in a number of projects with extended timelines or being delayed which increases the SOGR backlog and could negatively impact service delivery.
- Due to cost escalation in a number of the capital projects, the following projects were re-prioritized and moved to an unfunded status: *Weston, High Park, Barbara Frum, Mimico Centennial, Northern District* construction phase.

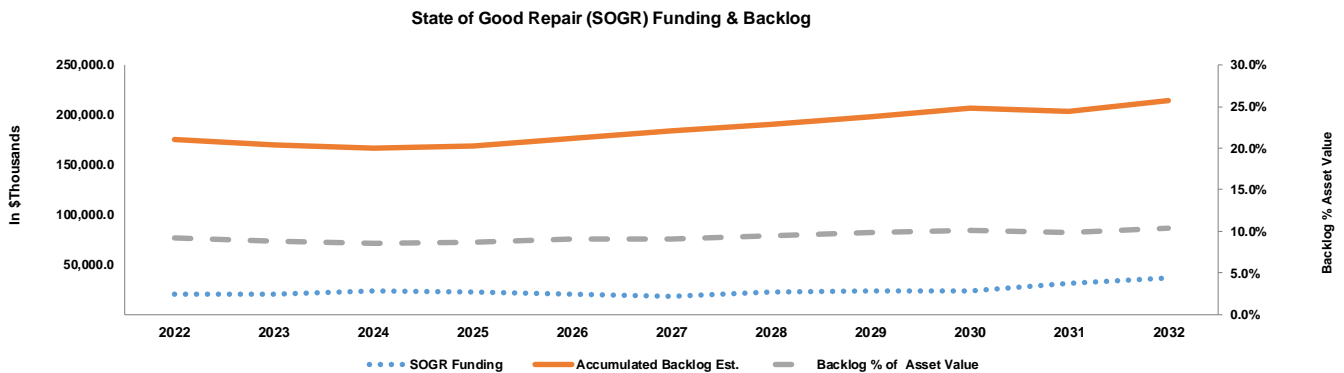
How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$548.9 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$ 364.4 M, 66%		
Development Charges	\$ 172.9 M, 31%		
Reserve / Reserve Fund	\$ 9.9 M, 2%		
Other	\$ 1.7 M, 1%		

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

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for Toronto Public Library's 100 branches and two service buildings:



\$ Thousands	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
SOGR Funding	20,234.0	20,253.0	23,104.0	22,140.0	19,736.0	17,700.0	22,441.0	22,928.0	23,517.0	30,609.0	36,861.0
Accumulated Backlog Est.	175,865.6	170,399.5	166,876.8	168,292.6	176,916.5	183,563.8	190,685.5	197,604.8	206,784.5	203,994.0	214,405.0
Backlog % of Asset Value	9.1%	8.8%	8.6%	8.7%	9.0%	9.1%	9.5%	9.8%	10.1%	9.9%	10.4%
Total Asset Value	1,923,799.9	1,935,467.9	1,946,888.8	1,942,664.3	1,959,546.9	2,014,032.8	2,014,032.8	2,014,032.8	2,053,409.1	2,062,542.5	2,062,542.5

- There are 100 branches within Toronto Public Library's current building portfolio. More than 62 branches or 70% of total square footage of Toronto Public Library's buildings were built in between 1960-80s.
- TPL's capital program focuses on SOGR needs, as informed by a comprehensive Property Condition Assessment (PCA) and feasibility studies to help prioritize investment in the renovation, expansion, development, maintenance and repair of existing library facilities. These are conducted regularly and provide assessments of all TPL branches and administrative buildings.
- While on-going lifecycle facility maintenance is part of the current Toronto Public Library capital program, the age of the portfolio will continue to be a growing challenge and require increased capital investment on a go forward basis. Neglecting such maintenance could result in material deterioration of facilities, putting at risk the on-going utilization of branches as a significant community asset by limiting TPL's ability to provide adequate space and service to the public.
- The 10-Year Capital Plan, which reflects significant construction cost escalations, has \$548.9 million in gross funding for building SOGR projects over the 10-year period to address Toronto Public Library's aging infrastructure.
- The accumulated backlog is anticipated to increase from \$175.9 million in 2022 to \$214.4 million in 2032, representing 10% of the total replacement value estimated to be \$2.1 billion by 2032.
- The assessments also examine requirements under the *Accessibility for Ontarians with Disabilities Act (AODA)*. Based on the current 10-year Capacity to Spend Capital Budget and Plan, the accumulated AODA compliance backlog will decrease from \$59.1 million at the end of 2023 to \$41.6 million by 2032.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2023 Capital Budget will impact the 2023 Operating Budget by a total of \$0.138 million net savings arising from lease savings from the *Bayview* branch in the current mall location as it relocate to the new site in 2023 offset by branch expansions and renovations including *Mount Pleasant*, *Bridlewood* and *North York Central Library*, as shown in Table 4 below.

Table 4: Net Operating Impact Summary

Projects	2023 Budget		2024 Plan		2025 Plan		2026 Plan		2027 Plan		2023-2027		2023-2032	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Bridlewood Relocation & Expansion	90.0	8.0	680.0								770.0	8.0	770.0	8.0
Centennial Reconstruction & Expansion					2.0						2.0		2.0	
Dawes Road Reconstruction & Expansion									564.0	5.5	564.0	5.5	564.0	5.5
Ethennonhawahstihn - Bayview Relocation	(274.0)										(274.0)		(274.0)	
Etobicoke Civic Centre New Construction									2,912.0	28.0	2,912.0	28.0	2,912.0	28.0
Perth/Dupont Relocation & Expansion			151.0	2.5	47.0	1.0					198.0	3.5	198.0	3.5
Pleasant View Renovation & Expansion					92.0						92.0		92.0	
Multi-Branch Renovation	46.0	4.0	275.0	5.0	76.0	2.0					397.0	11.0	397.0	11.0
Technology Asset Management Program			400.0		400.0		400.0		400.0		1,600.0		3,600.0	
Sub-Total: Previously Approved	(138.0)	12.0	1,506.0	7.5	617.0	3.0	400.0		3,876.0	33.5	6,261.0	56.0	8,261.0	56.0
New Projects - 2023														
Lillian H. Smith Renovation & Expansion													275.0	2.0
Parkdale Reconstruction													1,591.0	15.8
St. Lawrence Relocation & Expansion													1,958.0	20.2
Sub-Total: New Projects - 2023													3,824.0	38.0
New Projects - Future Years														
Sanderson Renovation														3.0
Yorkville Renovation														13.0
Sub-Total: New Projects - Future Years														16.0
Total (Net)	(138.0)	12.0	1,506.0	7.5	617.0	3.0	400.0		3,876.0	33.5	6,261.0	56.0	12,101.0	94.0

Previously Approved projects

- *Bridlewood Library Relocation* – This project involves a relocation and expansion of a 7,690 sq ft library branch within the Bridlewood mall. The project will include a redesigned open floor plan and barrier free access for the public, programming spaces for branch and community use, quiet study spaces, customer self-service for check-out and check-in protective security systems. Improved focus areas for teens in particular as well as zoned areas for children, adults and seniors will be created
- *Dawes Road Library Reconstruction* - This project involves the demolition of the existing 6,740 sq ft building and the construction of a new 20,000 sq ft library and a 5,000 sq ft community hub. The project will include improved, fully accessible public space with good sight lines; enhanced customer self-service; new furniture; shelving and equipment which will accommodate the addition of 10,000 items to the collection; collection merchandizing opportunities; and upgraded IT infrastructure which addresses current and future technological requirements for connectivity. The branch will include a Digital Innovation Hub, Discovery Zone, Youth Hub, and a Kids Stop.
- *Etobicoke Civic Centre* – Brand new construction of a 28,000 sq. ft. district library on City-owned property at the new Etobicoke Civic Centre complex. The project will include an open floor plan and barrier-free access for the public; space for adult and children’s collections; possible business incubation or hoteling space; study and lounge seating; multipurpose programming space for branch and community use; installation of self-service circulation; and protective security systems. Zoned areas for teens, children and adults will be created.
- *Perth/Dupont – 299 Campbell Ave. Library* - The current Perth/Dupont branch, 3,627 sq ft located at 1589 Dupont Street, will be relocated to a new site at 299 Campbell Avenue, as part of a redevelopment project. The new building will have a multipurpose room with modern projection technology, increased seating and computer workstations, increased individual and new group study space, increased collections, a larger children’s area that includes a KidsStop; a Neighbourhood Tech kit; a teen zone; as well as improved self-service circulation to support efficient operations. A larger accessible program room for library and community events will be a welcome addition to the neighbourhood, as will expanded barrier-free washrooms.

- *Technology Asset Management Program* - This project provides for the scheduled replacement of PCs and laptops; self-serve (RFID) technology; miscellaneous digital technology, digital signage and presentation equipment for meeting rooms, innovation hub hardware and software; the servers and software supporting the library systems and websites; the network and security equipment and linking all the branches to the central computing site and the Internet.

New projects

- *Parkdale Library Relocation* - City Council adopted a motion on March 28, 2017 requesting City staff to coordinate the redevelopment of City-owned properties at 1313, 1303 Queen Street West and 220 Cowan Ave. City real estate launched the Parkdale Community Hub Feasibility Study. The study includes the Parkdale branch, Parkdale Arts & Culture Centre and the Masaryk-Cowan Community Recreation Centre. The redevelopment of the Parkdale library will include zoned spaces for children, teens and adults. The library will include a KidsStop, a Play & Learn STEM kit; music instrument lending library; digital collaboration and creation spaces; and a youth hub.
- *St. Lawrence Library Relocation* - Relocation and expansion of a 4,833 sq ft neighbourhood branch to a 30,000 sq ft district library on 125 The Esplanade site. Project will include an open floor plan and barrier free access for the public, comfortable seating, flexible spaces for programming and events, individual and group study spaces, a 100,000 item collection, computers with Internet access, a computer learning centre, digital innovation and creation space, telepresence equipment, and Enhanced Learning Centre which offers digital literacy training; exhibit space, installation of improved self-service circulation, protective security systems including intrusion alarms, fire and book security systems. The project will address current and evolving technological requirements for connectivity. Zoned areas for adults, teens, children and seniors will be created. There may be other potential partners on this site which could impact the timing and scope of this project.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

COVID-19 Impacts	In \$ Thousands				
	2022		2023		
	Budget	Projection*	Revenues	Gross	Net
Revenue Loss					
Reduction in venues and other revenues	1,554.0	2,906.1	(924.8)		924.8
Sub-Total	1,554.0	2,906.1	(924.8)		924.8
Expenditure Increase					
HVAC costs for MERV 13 filter use	575.5	1,230.5		1,028.6	1,028.6
Janitorial services and supplies	650.0	729.5		100.0	100.0
Guard Services	2,000.0	2,265.9		1,500.0	1,500.0
Sub-Total	3,225.5	4,225.9		2,628.6	2,628.6
Total COVID-19 Impact	4,779.5	7,132.0	(924.8)	2,628.6	3,553.4

* 2022 Projection based on 9 Month Variance

Appendix 2

2023 Affordability Measures

(\$000s)									
Recommendation	Savings Type	Equity Impact	2023				2024 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Vacancy Experience Savings	Other	None		(1,500.0)	(1,500.0)		1,500.0	1,500.0	
Unallocated Budget Reduction	Other	None		(906.2)	(906.2)		906.2	906.2	
Line by line efficiencies	Line By Line	None		(600.0)	(600.0)				
Savings from relocation of Bayview branch to Ethennonnhawahstihnen'	Match to Actuals	None		(273.9)	(273.9)				
Increase revenues	Revenue Increase (Other)	None	1,040.8		(1,040.8)			200.0	
Forgo utilities economic increase	Efficiencies	None		(370.3)	(370.3)				
Forgo 2023 Library material economic increase	Other	None		(536.2)	(536.2)				
Forgo 2023 Fleet Reserve contribution	Other	None		(432.0)	(432.0)		432.0	432.0	
Forgo 2023 Asset Replacement Reserve contribution	Other	None		(400.0)	(400.0)		400.0	400.0	
Total Affordability Measures			1,040.8	(5,018.5)	(6,059.4)	-	3,238.2	3,438.2	-

Appendix 3

Summary of 2023 Service Changes

N/A

Appendix 4

Summary of 2023 New / Enhanced Service Priorities Included in Budget

TORONTO		2023 Council Adopted Operating Budget - New and Enhanced Service Priorities					
		Summary by Service (\$000's)					
28103	Community-based Service for Equity Deserving Populations						
74	Description:						
<p>Toronto Public Library's (TPL) Community-Based Service for Equity-Deserving Populations model provides point-of-need service to vulnerable and equity-deserving groups including: Black and racialized individuals, Indigenous Peoples, Persons with low income; individuals and families who are experiencing homelessness or under-housed; Immigrants, Refugees & Undocumented Individuals; Persons with Disabilities; and residents, including Vulnerable Youth and Seniors, in Neighbourhood Improvement Areas.</p> <p>Service Level Impact:</p> <p>Services provided are determined through a needs-based assessment with agency staff and consultation with clients, and include: library card registration and renewal, needs-based programming, personalized information requests, skills development and digital literacy supports. Community Librarians deliver these services as well as develop curated online resource guides based on individual needs. Services delivered are flexible and evolve differently at each site, depending on the unique needs of the clients and staff.</p> <p>Equity Statement:</p> <p>The Community-Based Service for Vulnerable Populations budget proposal's overall equity impact is medium positive for each equity-deserving group receiving the service. The service model delivers targeted services to vulnerable and equity-deserving populations across the city including: Black and racialized individuals, Indigenous Peoples, Persons with low income; individuals and families who are experiencing homelessness or under-housed; Immigrants, Refugees & Undocumented Individuals; Persons with Disabilities; and residents, including Vulnerable Youth and Seniors, in Neighbourhood Improvement Areas. Service is developed in consultation and collaboration with the community agencies already serving these clients and customized to meet the needs of the clients, at their point of need while already accessing services specific to the community agency (e.g. health services; employment services; family, community or social services).</p> <p>Service: Toronto Public Library</p>							
Total Council Adopted Budget Changes:		141.4	141.4	0.0	4.00	0.0	0.0
Approved New/Enhanced Service Priorities:		141.4	141.4	0.0	4.00	0.0	0.0
28104	Social Service Team						
74	Description:						
<p>Toronto Public Library's (TPL) new Social Service Team (SST) model 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. TPL new SST model is a service intervention designed to help increase public safety and provide access to social services at point-of-need in public spaces where target customers already are and are welcomed: in the library.</p> <p>Service Level Impact:</p> <p>The SST model is designed to fill information and service gaps and facilitate social service and health referrals and options where members of vulnerable populations already feel safe and welcomed, and where they already are: in the library. The service will address the psychosocial needs of vulnerable persons accessing library branches and services. Two teams will offer services and supports onsite at designated library branches allowing community members to access a service that integrates social and health services in one space. TPL designed the program specifically for individuals in our city who are the most vulnerable and least likely able to navigate access to the mental and physical health resources and social service supports required to improve their lives and their wellbeing.</p> <p>Equity Statement:</p> <p>The Social Service Team budget proposal's overall equity impact is medium positive for each equity-deserving group receiving the service. The SST delivers targeted services to vulnerable and equity-deserving including: 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. SSTs will increase the availability of programs and services for these individuals and families by providing them in library locations where they are already present and welcome, in partnership with agencies also supporting individuals from these communities. Contracted service providers will be required to provide staff trained in and with experience with providing culturally relevant, trauma-informed services with peer mentors or those with lived experience integrated into the service and community programming provided. The SST model will increase access to services and advance the City of Toronto's key equity strategies, including the TO Prosperity: Toronto Poverty Reduction Strategy and Toronto Strong Neighbourhoods Strategy. The SST model is a service intervention designed to help increase public safety and provide access to social services at point-of-need in public space where target customers already are and are welcomed.</p> <p>Service: Toronto Public Library</p>							
Total Council Adopted Budget Changes:		500.0	500.0	0.0	0.00	0.0	500.0
Approved New/Enhanced Service Priorities:		500.0	500.0	0.0	0.00	0.0	500.0

Appendix 4 (continued)

28105	Financial Empowerment Service						
74	Positive	Description:					
<p>The FES will provide free, unique and customized financial support for Torontonians, blending both in-person services with virtual options and programming. It is a partnership between TPL, Prosper Canada and community agencies to provide financial information, consultation and support to customers in two library branches providing services to Neighbourhood Improvement Area residents. TPL new FES provides service to vulnerable populations targeting Persons with Low Income often intersecting with the following 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 Youth and Seniors.</p> <p>Service Level Impact:</p> <p>Community organization specialists will provide free, one-on-one support to customers on a range of financial topics including: tax filing, budgeting and saving, access to tax credits and benefits and general financial literacy supports. Customers will receive in-branch assistance via drop-in or appointment sessions. Together with community agencies, TPL will also provide programs and workshops to the broader public.</p> <p>Equity Statement:</p> <p>The Financial Empowerment Service budget enhancement will provide medium positive impact towards equity in the areas served due to the following: The initiative targets Persons with Low Income who will benefit most from free, accessible, and direct individual support services and who may not be aware of or accessing agency-based options to help improve their financial independence; While targeting Persons with Low Income, experience and data also inform intersection with the following 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 Youth and Seniors. Branch locations have been selected due to presence within, or directly adjacent to, Neighbourhood Improvement Areas and partner community agencies chosen due to established experience and proven relationship building towards providing financial support services to equity-deserving groups and vulnerable populations in each branch's catchment area; Agency staff presence onsite allows for enhanced and efficient customer service, and increased availability of programs and services for individuals and families within TPL locations; The FES aims to increase access to services and advance the City of Toronto's key equity strategies including: TO Prosperity: Toronto Poverty Reduction Strategy and Toronto Strong Neighbourhoods Strategy.</p> <p>Service: Toronto Public Library</p>							
Total Council Adopted Budget Changes:		248.0	248.0	0.0	0.50	0.0	248.0
Approved New/Enhanced Service Priorities:		248.0	248.0	0.0	0.50	0.0	248.0

Appendix 5

Summary of 2023 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2023 Capital Budget; 2024 - 2032 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
LB001	Bridlewood Relocation & Expansion	4,862	3,779									8,641			8,641
LB002	Centennial Renovation & Expansion	3,500	7,172	7,207	3,000							20,879			20,879
LB003	Christie Site										67	67			67
LB004	Dawes Road Reconstruction and Expansion	2,866	7,519	7,596	7,569	4,467						30,017			30,017
LB005	Deer Park Relocation and Expansion	144										144			144
LB006	Digital Experiences	2,095	1,904	2,327	1,642	2,060	1,765	1,703	1,767	2,505	2,657	20,425			20,425
LB007	Ethenonnhawahstih'n' - Bayview Relocation	500										500			500
LB008	Etobicoke Civic Centre New Construction	564	6,489	10,025	10,326	7,091						34,495			34,495
LB009	Lillian H Smith Renovation & Expansion	200	877	1,013	910	6,644	9,125	10,808	10,648	9,971		50,196			50,196
LB010	Multi-Branch Renovation Pgm - SOGR	7,939	8,230	7,793	6,940	7,060	7,260	6,417	6,580	11,100	25,500	94,819		94,819	
LB011	Multi-Branch Renovation Pgm - Accessibility Retrofit	3,260	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,760	16,760		
LB012	Northern District Exterior	1,680										1,680			
LB013	Northern District Renovation & Expansion			556	946	876						2,378		1,680	2,378
LB014	Parkdale Relocation and Expansion	502	862	355	8,951	6,109	6,042	5,900	4,142			32,863			32,863
LB015	Parliament Street Relocation and Expansion					289	447	461	317	9,947	6,882	18,343			18,343
LB016	Perth Dupont Relocation & Expansion	3,359	2,410									5,769			5,769
LB017	Pleasant View Library Renovation & Expansion	534	3,081	1,058								4,673			4,673
LB018	Richview Building Elements	1,212	2,208									3,420		3,420	
LB019	Sanderson Renovation & Expansion			393	675	278	5,849	5,962	6,141	6,392		25,690		25,690	
LB020	Service and Digital Modernization	6,506	4,959	2,974	1,160	1,189	1,218	1,249	1,286	1,351	1,434	23,326			23,326
LB021	St. Lawrence Relocation & Expansion	100	955	877	7,671	7,443	8,816	7,456	6,866			40,184			40,184
LB022	Technology Asset Management Program	6,022	5,666	5,776	6,815	5,236	5,391	5,550	5,707	5,996	6,361	58,520		58,520	
LB023	TRL Renovation	3,400	7,000	8,000	5,000	5,000	2,000	2,000	2,000	5,000	5,000	44,400		44,400	
LB024	Yorkville Renovation			178	306	126	1,941	2,999	3,089	2,121		10,760		10,760	
Total Expenditures (including carry forward from 2022)		49,245	64,611	57,628	63,411	55,368	51,354	52,005	50,043	55,883	49,401	548,949	16,760	239,289	292,900

☑ - 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 2023-2032 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 6a

2023 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
LB001	Bridlewood Relocation & Expansion	4,862	3,779									8,641	7,841	800	
LB002	Centennial Renovation & Expansion	3,500	7,172	7,207	3,000							20,879	16,508	4,371	
LB004	Dawes Road Reconstruction and Expansion	2,866	7,519	7,596	7,569	4,467						30,017	25,447	4,570	
LB005	Deer Park Relocation and Expansion	144										144	144		
LB006	Digital Experiences	2,095	1,854	631								4,580	5,170	(590)	
LB007	Ethennonhawahstihñ - Bayview Relocation	500										500	500		
LB008	Etobicoke Civic Centre New Construction	564	600									1,164	1,164		
LB009	Lillian H Smith Renovation & Expansion	200	877	1,013	910							3,000			3,000
LB010	Multi-Branch Renovation Pgm - SOGR	7,939	8,170									16,109	10,109	6,000	
LB011	Multi-Branch Renovation Pgm - Accessibility Retrofit	3,260	1,450									4,710	4,710		
LB012	Northern District Exterior	1,680										1,680	465	1,215	
LB014	Parkdale Relocation and Expansion	502	862	355								1,719			1,719
LB016	Perth Dupont Relocation & Expansion	3,359	2,410									5,769	4,669	1,100	
LB017	Pleasant View Library Renovation & Expansion	534										534	534		
LB018	Richview Building Elements	1,212	2,208									3,420	3,420		
LB020	Service and Digital Modernization	6,506	4,855	1,843								13,204	13,969	(312)	
LB021	St. Lawrence Relocation & Expansion	100	955	877								1,932			1,932
LB022	Technology Asset Management Program	6,022	5,588	2,047								13,657	13,969	(312)	
LB023	TRL Renovation	3,400	4,186									7,586	8,392	(806)	
Total Expenditure (including carry forward from 2022)		49,245	52,485	21,569	11,479	4,467						139,245	117,011	16,036	6,651

Appendix 6b

2024 - 2032 Capital Plan

Project Code	(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
LB003	Christie Site									67	67			67
LB006	Digital Experiences	50	1,696	1,642	2,060	1,765	1,703	1,767	2,505	2,657	15,845			15,845
LB008	Etobicoke Civic Centre New Construction	5,889	10,025	10,326	7,091						33,331			33,331
LB009	Lillian H Smith Renovation & Expansion				6,644	9,125	10,808	10,648	9,971		47,196			47,196
LB010	Multi-Branch Renovation Pgm - SOGR	60	7,793	6,940	7,060	7,260	6,417	6,580	11,100	25,500	78,710		78,710	
LB011	Multi-Branch Renovation Pgm - Accessibility Retrofit	50	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	12,050	12,050		
LB013	Northern District Relocation & Expansion		556	946	876						2,378			2,378
LB014	Parkdale Relocation and Expansion			8,951	6,109	6,042	5,900	4,142			31,144			31,144
LB015	Parliament Street Relocation and Expansion				289	447	461	317	9,947	6,882	18,343			18,343
LB017	Pleasant View Library Renovation & Expansion	3,081	1,058								4,139			4,139
LB019	Sanderson Renovation & Expansion		393	675	278	5,849	5,962	6,141	6,392		25,690		25,690	
LB020	Service and Digital Modernization	104	1,131	1,160	1,189	1,218	1,249	1,286	1,351	1,434	10,122			10,122
LB021	St. Lawrence Relocation & Expansion			7,671	7,443	8,816	7,456	6,866			38,252			38,252
LB022	Technology Asset Management Program	78	3,729	6,815	5,236	5,391	5,550	5,707	5,996	6,361	44,863		44,863	
LB023	TRL Renovation	2,814	8,000	5,000	5,000	2,000	2,000	2,000	5,000	5,000	36,814		36,814	
LB024	Yorkville Renovation		178	306	126	1,941	2,999	3,089	2,121		10,760		10,760	
Total Expenditures		12,126	36,059	51,932	50,901	51,354	52,005	50,043	55,883	49,401	409,704	12,050	196,837	200,817

Appendix 7

Reporting on Major Capital Projects: Status Update

Division/Project name	2022 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Public Library											
Albert Campbell Library	2,799	2,642	2,799	21,352	21,195	On Track	Jan-16	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Construction is complete. Branch re-opened in July. Minor deficiencies to be addressed.										
Explanation for Delay:											
Bridlewood Branch Relocation	2,552	149	531	8,987	222	Minor Delay	Jan-20	Dec-23	Dec-23	Ⓞ	Ⓜ
Comments:											
Explanation for Delay:	Construction tender awarded in October. Construction anticipated to start in December.										
Centennial Renovation &	381	47	47	17,242	736	Minor Delay	Jan-18	Dec-25	Dec-25	Ⓞ	Ⓜ
Comments:											
Explanation for Delay:	Waiting for site plan approval										
Ethennonhawahstihnen' Library	3,884	2,742	3,884	15,957	14,315	On Track	Jan-14	Dec-22	Mar-23	Ⓞ	Ⓞ
Comments:	This is a shared use facility with timelines managed by Parks, Forestry and Recreation. Project is on track.										
Explanation for Delay:											
Maryvale Relocation	1,974	1,215	1,469	3,333	2,574	On Track	Jan-20	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Construction is complete. Branch re-opened in September. Minor deficiencies to be addressed.										
Explanation for Delay:											
North York Central Phase 2	1,850	1,494	1,850	13,462	13,106	On Track	Jan-18	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Project is under construction.										
Explanation for Delay:											
Perth Dupont Relocation	1,398	80	80	4,797	120	Significant Delay	Jan-18	Dec-23	Dec-23	Ⓞ	Ⓡ
Comments:											
Explanation for Delay:	Working drawings underway. Construction start dependent on landlord's schedule										
Wychwood Library	2,069	848	1,099	15,796	14,575	On Track	Jan-14	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Construction is complete. Branch re-opened in October. Minor deficiencies to be addressed.										
Explanation for Delay:											
York Woods Renovation	1,429	1,181	1,429	13,824	13,576	On Track	Jan-18	Dec-22	Dec-22	Ⓞ	Ⓞ
Comments:	Project is under construction.										
Explanation for Delay:											

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

Appendix 8

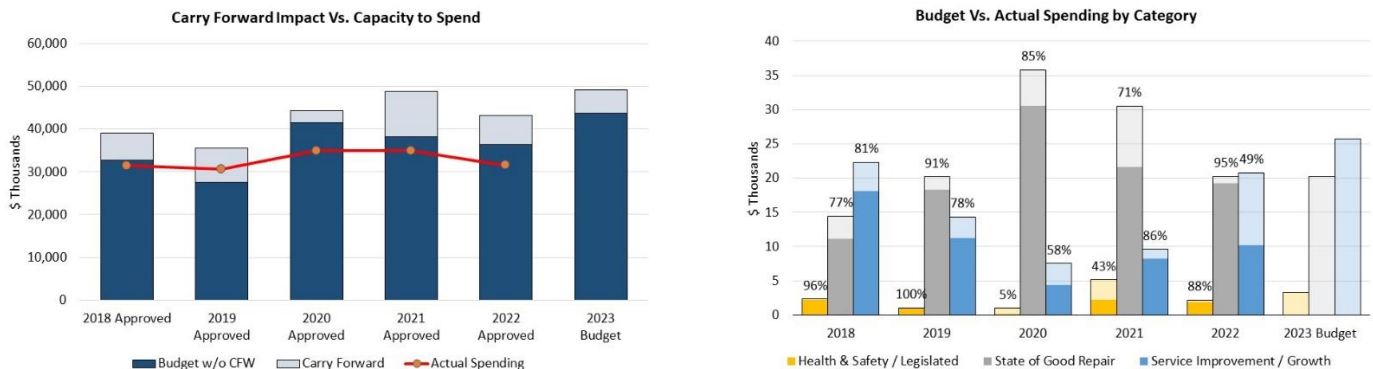
Capacity to Spend Review

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

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2022 underspending that will be carried forward into 2023 to complete capital work.

Toronto Public Library’s actual spending over the previous five years, from 2018 to 2022, has averaged \$32.685 million per year or 78%. The projected spending for 2022 is \$31.482 million or 72.5% of the 2022 Council Approved Capital Budget. Challenges in spending for projects are mainly related to the required pause in capital spending pending confirmation of adequate 2022 COVID-19 intergovernmental support funding. The unspent cash flow funding has been carried forward into 2023 and beyond to continue and complete the required capital work based on the project readiness and capacity to spend.

Chart 3 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

TPL reviewed its historical capital spending trends and capacity to deliver projects. Based on the review of historical capital spending constraints and a capacity to spend review, \$9.560 million in capital spending originally cash flowed in 2023 has been deferred to future years or moved to unfunded status (namely Capital Needs Constraints). Adjustments to the Capital Plan are noted below:

- *Centennial Library* – The project was delayed due to the lengthy site plan approval process. Cash flow funding of \$4.224 million has been deferred to 2025 and 2026.
- *Dawes Rd Library* – This project is still in design development. Construction tender is expected in late 2023. For this reason, cash flow funding of \$2.0 million has been deferred to 2027.
- *Bridlewood Library* – Construction tender was awarded in October 2022 and therefore, cash flow funding of \$1.500 million has been deferred to 2024.
- 5 library branch renovation and expansion projects totalling \$1.437 million of cash flow in 2023 have been moved to Capital Needs Constraints due to readiness and reprioritization.

Appendix 9

Summary of Capital Needs Constraints

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
NOT INCLUDED														
City Hall Relocation & Expansion	30.487	26.045	4.442		0.477	0.820	0.338	6.980	11.504	10.368				
Weston Renovation	21.303	7.636	13.667			0.325	0.557	0.230	3.861	5.966	6.145	4.219		
High Park Renovation & Expansion	21.008	10.774	10.234			0.325	0.557	0.230	3.805	5.878	6.055	4.158		
Danforth/Coxwell Relocation & Expansion	26.059	19.306	6.753			0.393	0.675	0.278	4.726	7.302	7.521	5.164		
Mimico Centennial Renovation & Expansion*	21.604	10.207	11.397					0.417	0.716	0.295	4.878	7.536	7.762	
Barbara Frum Renovation*	32.192	6.502	25.690					0.614	1.054	0.434	7.275	11.239	11.576	
Northern District Renovation & Expansion - Construction phase	49.738	35.337	14.401						7.002	9.616	11.390	11.222	10.508	
Total Needs Constraints (Not Included)	202.391	115.807	86.584		0.477	1.863	2.127	8.749	32.668	39.859	43.264	43.538	29.846	

*Total Project Cost represents only what is included in the 10-Year Plan. These projects have future cash flows beyond 2032 and thus a higher project cost than what is shown.

- In addition to the 10-Year Capital Plan of \$548.949 million, TPL have also identified \$202.391 million in capital needs constraints, as reflected in the table above that will be considered for future funding in the budget process of future years. These branch renovation and expansion projects are substantial in scope and require significant funding. The list will continue to grow as TPL's infrastructure continues to age thus resulting in increased SOGR backlog.
- These 2 projects were in prior year capital needs constraints and have city partners which will involve phased developments.
 - *City Hall Relocation and Expansion*: The provincial and municipal courts will be relocating from Old City Hall. Following analysis by the consultant team and City staff, the recommended approach for the future use of Old City Hall is to provide a Museum of Toronto and wedding chamber on the second floor, Toronto Public Library Branch on the ground floor, and a mix of complementary commercial and institutional uses throughout the rest of Old City Hall.
 - *Expansion and relocation of the Danforth/Coxwell branch* is linked to the completion of the Danforth garage master planning study with a clear direction for the redevelopment of the entire site. At its meeting of January 31, 2018, City Council approved the preferred property located at 1627 Danforth Ave (the "Danforth Garage") for the consolidation of the current Toronto Police Service 54 and 55 Police District facility which directed City staff to undertake the development of a master plan for the site. The Master Plan reviewed the properties at the southeast corner of Danforth Ave. and Coxwell Ave. These properties included 1577 Danforth Ave. (Tobias House), 1627 Danforth Ave. (Danforth Garage), and 1675 Danforth Ave. (TPL branch), and are together known as "the Property" for purposes of the Master Plan. The Master Plan was adopted by City Council at the June 18, 2019 meeting.
- Due to cost escalation of capital projects in the 10-year plan, these 5 projects were moved to capital needs constraints as part of the reprioritization:
 - *Weston Renovation*
 - *High Park Renovation and Expansion*
 - *Barbara Frum Renovation*
 - *Mimico Centennial Renovation and Expansion*
 - *Northern District construction phase*

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2023 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
Beginning Balance		1,615.6	333.3	114.0
Vehicle Reserve - Library	XQ1700			
<i>Withdrawals (-)</i>		(1,282.3)	(673.3)	(591.0)
<i>Contributions (+)</i>		-	454.0	477.0
Total Reserve / Reserve Fund Draws / Contributions		333.3	114.0	-
Balance at Year-End		333.3	114.0	-

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
Beginning Balance		2,400.7	2,447.7	3,908.7
Asset Replacement Reserve	XR1504			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>		47.0	1,461.0	1,490.0
Total Reserve / Reserve Fund Draws / Contributions		2,447.7	3,908.7	5,398.7
Balance at Year-End		2,447.7	3,908.7	5,398.7

Appendix 10 (continued)

Inflows and Outflows to/from Reserves and Reserve Funds 2023 – 2032 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
XR2115 Development Charges - Library	Beginning Balance	53,445	57,567	43,826	32,797	14,155	(1,671)	(10,964)	(24,284)	(33,339)	(40,512)	
	Withdrawals (-)											
	Library Materials	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)	(4,406)	(44,060)
	Capital Projects	(5,013)	(22,066)	(19,546)	(27,196)	(24,097)	(17,768)	(21,052)	(15,313)	(13,644)	(7,175)	(172,870)
	Total Withdrawals	(9,419)	(26,472)	(23,952)	(31,602)	(28,503)	(22,174)	(25,458)	(19,719)	(18,050)	(11,581)	(216,930)
	Contributions (+)											
	Contributions	13,541	12,731	12,923	12,960	12,677	12,881	12,138	10,664	10,877	11,023	122,415
	Total Contributions	13,541	12,731	12,923	12,960	12,677	12,881	12,138	10,664	10,877	11,023	122,415
Balance at Year-End		57,567	43,826	32,797	14,155	(1,671)	(10,964)	(24,284)	(33,339)	(40,512)	(41,070)	(94,515)

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
XR3026 Planning Act Reserve Fund - Section 37	Beginning Balance	346,747	314,596	252,140	226,278	210,331	178,548	158,190	161,093	164,053	167,070	
	Withdrawals (-)											
	MB - Agincourt Library					(1,020)						(1,020)
	MB - Fairview Library		(11)									(11)
	Northern District Library - Streetscaping	(465)										(465)
	Perth/Dupont - 299 Campbell Ave	(883)	(212)									(1,095)
	Pleasant view Library	(534)	(2,992)	(997)								(4,523)
	Toronto Reference Library	(48)		(577)								(625)
												-
	Total Withdrawals	(1,930)	(3,215)	(1,574)	-	(1,020)	-	-	-	-	-	(7,739)
Contributions (+)												
Interest Income	6,386	5,472	4,620	4,216	3,755	3,251	3,083	3,140	3,197	3,256	40,376	
Total Contributions	6,386	5,472	4,620	4,216	3,755	3,251	3,083	3,140	3,197	3,256	40,376	
Other Program/Agency Net Withdrawals and Contributions	(36,607)	(64,713)	(28,908)	(20,163)	(34,518)	(23,609)	(180)	(180)	(180)	(180)	(180)	(209,238)
Balance at Year-End	314,596	252,140	226,278	210,331	178,548	158,190	161,093	164,053	167,070	170,146	(176,601)	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
XR3028 Planning Act Reserve Fund - Section 45	Beginning Balance	19,403	18,273	16,341	16,270	16,499	16,811	17,129	17,453	17,783	18,120	
	Withdrawals (-)											
	MB - Taylor Memorial Library			(69)								(69)
	Total Withdrawals	-	-	(69)	-	-	-	-	-	-	-	(69)
	Contributions (+)											
Interest Income	364	334	315	316	322	328	334	340	347	353	3,353	
Total Contributions	364	334	315	316	322	328	334	340	347	353	3,353	
Other Program/Agency Net Withdrawals and Contributions	(1,494)	(2,266)	(317)	(87)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(4,224)
Balance at Year-End	18,273	16,341	16,270	16,499	16,811	17,129	17,453	17,783	18,120	18,463	(940)	

Appendix 11

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

Tax Supported Budget: Budget funded by property taxes.

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