

2022 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

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

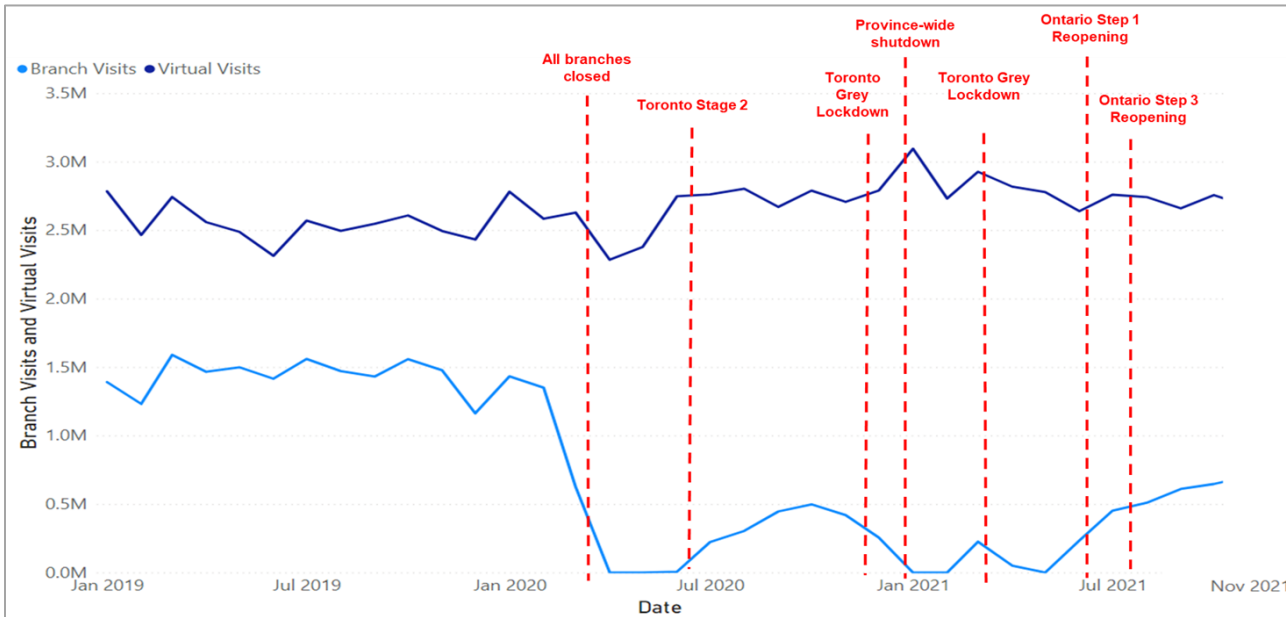
What We Deliver: Toronto Public Library provides residents with a seamless library experience – in person, online and in the community – with the goal of ensuring that everyone who wants to use the library has the opportunity to do so in ways that are convenient and responsive to their needs. The Library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

How Much Resources (gross 2022 operating budget): \$228.3 Million

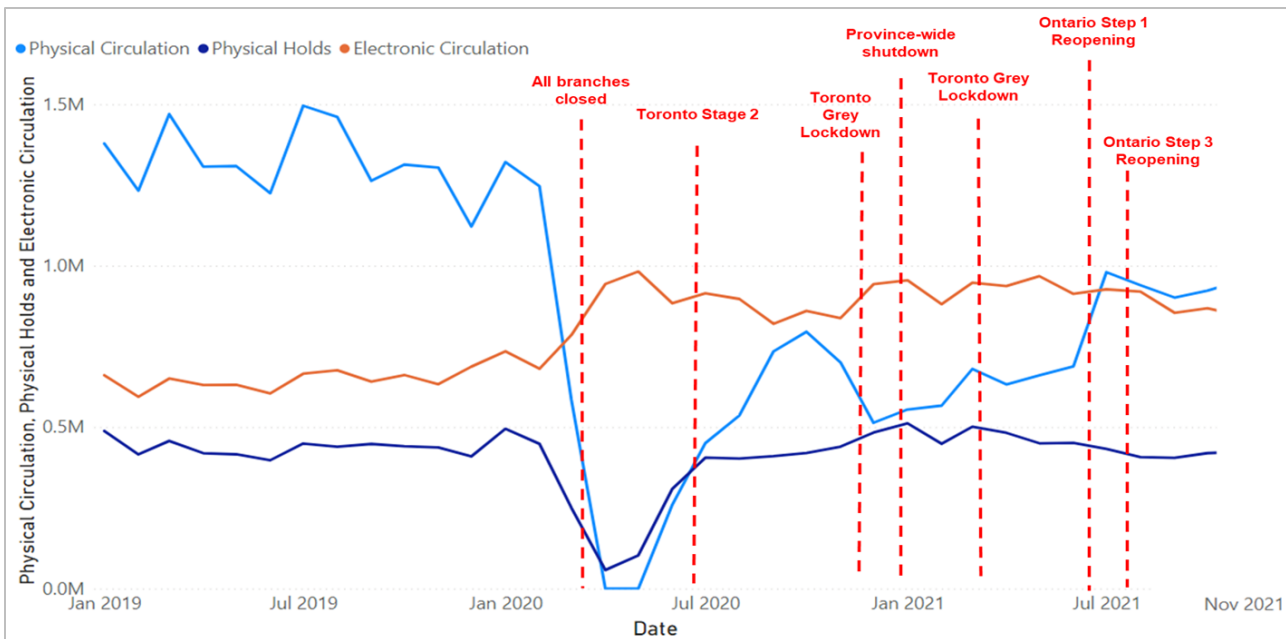
Budget at a Glance

2022 OPERATING BUDGET				2022 - 2031 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>\$Million</u>	<u>2022</u>	<u>2023-2031</u>	<u>Total</u>
Revenues	\$18.5	\$18.5	\$18.6	Gross Expenditures	\$50.6	\$466.1	\$516.8
Gross Expenditures	\$228.3	\$239.0	\$246.3	Debt	\$38.9	\$321.9	\$360.9
Net Expenditures	\$209.8	\$220.5	\$227.7	Note: Includes 2021 carry forward funding			
Approved Positions	1,808.8	1,825.3	1,825.3				

How Well We Are Doing – Behind the Numbers



- Since the beginning of the pandemic, virtual visits have maintained or exceeded pre-pandemic levels. There is a strong correlation between visits (physical and virtual) and levels of lockdown. Since summer/fall 2021 in-person visits show steady increases.



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

How Well We Are Doing

Service	Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Outcome Measures								
Toronto Public Library	Physical circulation per capita	7.8	4.3	7.3	4.3	●	6.0	6.7
Toronto Public Library	eBook and eAudiobook circulation per capita	2.7	3.8	3.6	4.0	●	3.9	4.0
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	265,672	150,091	272,500	165,756	●	279,391	279,391
Toronto Public Library	Library Materials Budget per capita	\$6.88	\$6.99	\$6.80	\$7.09	●	\$7.25	\$7.38
Toronto Public Library	User satisfaction with the variety of books and other materials available	88%	88%	88%	88%	●	88%	88%
Other Measures								
Toronto Public Library	Well maintained spaces to improve customer experience (total virtual + physical visits)	47.7 M	37.5 M	46.7 M	37.8 M	●	46.4 M	51.1 M
Toronto Public Library	Youth Hubs to support youth and address goals of the Toronto Poverty Strategy and Youth Equity Strategy	13	23	23	23	●	24	25
Toronto Public Library	Total Operating Cost per Library use	\$1.94	\$2.82	\$2.34	\$3.63	●	\$2.60	\$3.02
Toronto Public Library	Torontonians who agree public libraries are an important resource for the community	90%	90%	90%	90%	●	90%	90%

COVID-19 IMPACT AND RECOVERY

2022 Impact and Recovery

Operating Budget Impact

- COVID-19 has a significant impact on the 2022 Operating Budget for TPL which includes \$1.5 million for reduced revenues and \$3.3 million for added expenditures, for a total budget pressures of \$4.8 million that are expected to continue into 2023.
 - Increased HVAC maintenance costs totalling \$0.655 million due to a change in the quality of air filters and the frequency of replacing them in order to improve indoor air quality
 - Increased janitorial supplies and service costs totalling \$0.650 million
 - Increased security guard service costs totalling \$2.000 million
 - Revenue losses totalling \$0.570 million related to decreased venue and room bookings and its associated expenditures
 - Revenue losses totalling \$0.904 million related to decrease in printing and tenant revenues

Service Level Changes

- Full reinstatement of Library services to pre-pandemic levels, including full operation of 100 branches with regular hours and Sunday service at 58 branches
 - Respond to increases in demand and pivot between digital and in-person services as needed
 - Be agile to scale back high-contact services, if necessary
 - Continue to add 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
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EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Food security with food bank installations at Albion and Jane/Sheppard branches
- Literacy & Learning: online adult literacy service, online school outreach and online Leading to Reading service
- Digital access and inclusion: internet connectivity kits, WiFi hotspot lending program, WiFi on wheels and branch WiFi; and seniors tech help service
- Social inclusion and engagement: seniors' wellness checks, care kits and sock distribution, Bloom Cam, PRESTO card distribution, washroom access during closure restrictions; online newcomer settlement services; ArtworxTO and StrollTO installations.

Key Challenges and Risks

- COVID impact: reduced revenues, increased costs, unpredictable impact on operations and staffing
- Digital Services Modernization
 - Accelerate digital capabilities
 - Increase cyber security controls
 - Improve data driven decision-making
- Contract pressures, economic increases
- Establishing an Asset Replacement reserve
- Support equity and inclusion, especially for vulnerable populations, through poverty reduction initiatives

Priority Actions

- 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 with a focus on fines elimination and support for vulnerable communities; and
- 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 approved the following recommendations:

1. City Council approve the 2022 Operating Budget for Toronto Public Library of \$228.305 million gross, \$18.520 million revenue and \$209.785 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Toronto Public Library	228,305.4	18,520.4	209,785.0
Total Program Budget	228,305.4	18,520.4	209,785.0

2. City Council approve the 2022 staff complement for Toronto Public Library of 1,808.8 positions comprised of 5.0 capital positions and 1,803.8 operating positions.
3. City Council approve the 2022 Capital Budget for Toronto Public Library with cash flows and future year commitments totaling \$158.638 million as detailed by project in [Appendix 6a](#).
4. City Council approve the 2023-2031 Capital Plan for Toronto Public Library totalling \$358.146 million in project estimates as detailed by project in [Appendix 6b](#).
5. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2022 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

2022 OPERATING BUDGET

2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Toronto Public Library	21,875.4	17,459.7	15,959.7	19,620.4	(1,100.0)	18,520.4	2,560.7	16.0%
Total Revenues	21,875.4	17,459.7	15,959.7	19,620.4	(1,100.0)	18,520.4	2,560.7	16.0%
Expenditures								
Toronto Public Library	209,948.0	220,508.0	214,008.0	228,190.4	115.0	228,305.4	14,297.4	6.7%
Total Gross Expenditures	209,948.0	220,508.0	214,008.0	228,190.4	115.0	228,305.4	14,297.4	6.7%
Net Expenditures	188,072.6	203,048.3	198,048.3	208,570.0	1,215.0	209,785.0	11,736.7	5.9%
Approved Positions**	1,769.8	1,787.8	N/A	1,806.8	2.0	1,808.8	N/A	N/A

*2021 Projection based on Q3 Variance Report

**YoY comparison based on approved positions

COSTS TO MAINTAIN EXISTING SERVICES

Total 2022 Base Budget expenditures of \$228.190 million gross reflecting an increase of \$14.182 million in spending above 2021 projected year-end actuals (prior to enhancements), predominantly arising from:

- Contractual salary & benefit increases, primarily related to the collective agreement
- Inflationary increases for utilities and contracted services
- Increased staff and operating costs related to completed capital projects as a result of reopening renovated library branches
- Second year financial impacts of the Digital Services Modernization and previously approved 2021 budget enhancement to eliminate Children's fines

Given the financial impacts of COVID-19 on 2021 actuals, a further comparison of the 2022 Base Budget (excluding 2022 COVID-19 impacts) to the 2021 Council approved Budget (excluding 2021 COVID-19 impact) is provided below:

- **2022 Base Budget of \$208.570 million in net expenditures reflects a \$1.966 million or 1.0% increase from the 2021 Council approved Budget, when excluding \$4.779 million in estimated COVID-19 financial impacts in 2022 and the 2021 budgeted COVID-19 impacts of \$1.223 million net, which included \$5.933 in COVID-19 cost pressures offset by savings of \$4.710 million due to temporary savings from suspended services.**

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$1.215 million net that support Library's and City Council's strategic priorities that are included in 2022 Council Approved Operating Budget:

- Fines elimination for adult and teen's overdue library materials (\$1.100 million)
- Digital Literacy for Seniors in Toronto Community Housing Corporation locations that will be introduced in September of 2022 (\$0.115 million), including 2.0 FTEs

EQUITY IMPACTS OF BUDGET CHANGES

Increasing equity for Indigenous peoples, Black, and all equity seeking groups: Toronto Public Library's 2022 Operating Budget includes an investment of \$1.215 million net (\$0.115 million gross) for adult and teens overdue fines elimination and a phased implementation for the Digital Literacy for Seniors. These enhancements will have a positive impact on Indigenous peoples, Black and racialized groups, persons with low income, members of the 2SLGBTQ+ community, persons with disabilities, youth, immigrants, refugees, undocumented individuals and persons experiencing homelessness or precarious housing, increasing their access to City information, library services (collections, technology, programs, staff expertise), training and/or employment, civic engagement and community participation, a sense of identity and belonging, as well as safety and security. This investment supports many of City of Toronto's key equity strategies, including the TO Prosperity: Toronto Poverty Reduction Strategy, Toronto Strong Neighbourhoods Strategy, Toronto Seniors Strategy, Toronto Action Plan to Confront Anti-Black Racism and Toronto Recovery and Rebuild Strategy.

The changes in Toronto Public Library's 2022 Operating Budget will have significant equity impacts for the following:

The Adult & Teens Fines Elimination budget enhancement has a **MEDIUM POSITIVE EQUITY IMPACT**.
The Digital Literacy for Seniors budget enhancement has a **LOW POSITIVE EQUITY IMPACT**.

2022 OPERATING BUDGET KEY DRIVERS

The 2022 Operating Budget for Toronto Public Library is \$14.297 million gross or 6.7% higher than the 2021 Projected Actuals and 3.3% over 2021 Budget. Table 2a below summarizes the changes by revenue and expenditure category for the 2022 Operating Budget including New and Enhanced, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2022 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
Grants	5,842.2	5,940.9	5,714.2	6,203.9	5,714.2	(489.7)	(7.9%)
Fines & Fees	5,246.9	1,170.5	1,713.5	240.7	2,587.8	2,347.0	975.0%
Transfer from Capital	1,283.2	1,360.2	1,685.6	1,598.5	1,872.1	273.6	17.1%
Other Revenues	5,303.8	4,319.8	3,940.3	3,510.5	3,940.3	429.8	12.2%
Contributions & Transfers from Reserves	4,199.3	4,301.4	4,406.0	4,406.0	4,406.0		
Total Revenues	21,875.4	17,092.8	17,459.7	15,959.7	18,520.4	2,560.7	16.0%
Salaries and Benefits	151,473.7	150,278.5	158,217.9	154,028.4	163,068.4	9,040.0	5.9%
Materials & Supplies	2,298.6	2,632.5	2,591.2	2,033.2	2,489.9	456.6	22.5%
Furnishings & Equipment	844.5	2,205.3	410.8	763.5	422.3	(341.2)	(44.7%)
Library Materials	20,241.7	20,968.7	21,447.5	21,458.3	21,447.5	(10.8)	(0.1%)
Services & Rent	31,839.4	33,207.6	37,201.7	34,809.5	40,108.9	5,299.5	15.2%
Other Expenses	60.8	240.1	4.0	280.2	4.1	(276.1)	(98.5%)
Contribution & Transfer	3,189.4	3,218.2	634.8	634.8	764.3	129.4	20.4%
Total Gross Expenditures	209,948.0	212,750.9	220,508.0	214,008.0	228,305.4	14,297.4	6.7%
Net Expenditures	188,072.6	195,658.1	203,048.3	198,048.3	209,785.0	11,736.7	5.9%

*2021 Projection based on Q3 Variance Report

Key Base Drivers:

Salaries & Benefits:

The increase of \$9.040 million over 2021 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. The 2021 year-end projection is lower than 2021 budget due to salary remuneration savings and continued staff churn related to the 2020 Voluntary Separation Program.

Services and Rents:

Increase of \$5.300 million over 2021 year-end projection is primarily related to increased contract costs, including utilities, janitorial supplies and services and security service costs. The 2021 year-end projection is lower than the 2021 budget as there have been savings related to library programming and utilities as impacted by COVID-19.

Revenue Changes:

Increase of \$2.561 million over 2021 year-end projection as TPL reinstates services while monitoring the impact of COVID-19 on venues and printing revenues.

Offsets and Efficiencies:

- Line by line review savings of \$2.267 million to reflect vacancy experience and align with expected actuals related to continued staff churn from the 2020 Voluntary Separation Program (VSP).
- Forgoing 2022 Library Materials economic increase of \$0.429 million as the impact of COVID-19 has resulted in a reduction in the availability of physical materials, delays in the delivery of materials, supply chain delays and cancelled publications.
- Line by line efficiencies totalling \$0.150 million for savings in utilities, travel and mileage.

Table 2b: 2022 New / Enhanced

New / Enhanced Request	2022				2023 Annualized Gross	Equity Impact	Support Climate Initiatives	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions				
In \$ Thousands								
1 Fines Elimination - Adults & Teens	(1,100.0)		1,100.0		1,400.0	Medium - Positive	No	Fines elimination will remove barriers to access for most vulnerable in the community
2 Digital Literacy for Seniors		115.0	115.0	2.0	669.0	Low - Positive	No	Support City's Seniors Strategy 2.0 by expanding digital literacy skills and social inclusion for seniors in Toronto Community Housing (TCH)
Total New / Enhanced	(1,100.0)	115.0	1,215.0	2.0	2,069.0			

The 2022 Operating Budget includes \$1.215 million in investments to support priority actions as detailed in the table above.

Fines Elimination – Adults & Teens (\$0 gross and \$1.100 million net):

- As part of TPL's 2021 Operating Budget, TPL identified a phased budget enhancement request for the elimination of overdue fines; eliminating overdue fines on material borrowed on children's library cards in 2021 and eliminating overdue fines on material borrowed on teen and adult library cards in 2022-2023.
- The 2022 Council Approved Operating Budget includes funding for the Fine Elimination of \$1.100 million. The Toronto Public Library Foundation has committed \$0.300 million to partially offset the \$1.400 million budget pressure related to eliminating teen and adult overdue fines.
- Overdue fines were initially introduced to encourage customers to return materials on time, but increasingly fines have become a barrier to the use of library services, especially for vulnerable communities. TPL data from Q1-2020 shows that of the 147,000 teens and adults who have outstanding fines, 46,000 (46%) of teens and adults with fines are from low-income and racialized areas. This results in a disproportionate impact on racialized and low-income Torontonians with fines on their library cards when compared to general demographic population data.
- By moving to eliminate all overdue fines permanently, TPL will join hundreds of library systems across North America that have already gone fine-free. In Canada alone, there are 189 fine-free library systems, including 27 in Ontario and nine in the GTA, and these numbers are increasing.

Digital Literacy for Seniors (\$0.115 million gross and net)

- A 2022 budget enhancement to support social connectedness by expanding social inclusion and digital literacy programs for seniors in libraries and in the community will address the diverse needs and

challenges among Toronto's seniors through two complementary programs as identified in the City of Toronto's Seniors Strategy 2.0 medium-term recommendation within 2020-2022:

- In-branch Digital Literacy for Seniors, and
 - Community-based Digital Literacy for Seniors.
- The budget enhancement totals \$0.115 million (2022-2023 total cost is \$0.669 million gross and net), including 4.0 FTEs, to be phased over two years (2.0 FTEs in 2022 and 2.0 FTEs in 2023).

Note:

1. For additional information on 2022 key cost drivers refer to [Appendix 2](#) for a summary of balancing actions, and [Appendix 4](#) for the 2022 New and Enhanced Service Priorities, respectively.

2023 & 2024 OUTLOOKS**Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	15,959.7	18,520.4	18,516.7	18,629.4
Gross Expenditures	214,008.0	228,305.4	239,022.1	246,286.7
Net Expenditures	198,048.3	209,785.0	220,505.3	227,657.3
Approved Positions	N/A	1,808.8	1,825.3	1,825.3

Key drivers

The 2023 Outlook with total gross expenditures of \$239.022 million reflects an anticipated \$10.717 million or 4.69 per cent increase in gross expenditures above the 2022 Operating Budget. The 2024 Outlooks expects a further increase of \$7.265 million or 3.04 per cent above 2023 gross expenditures.

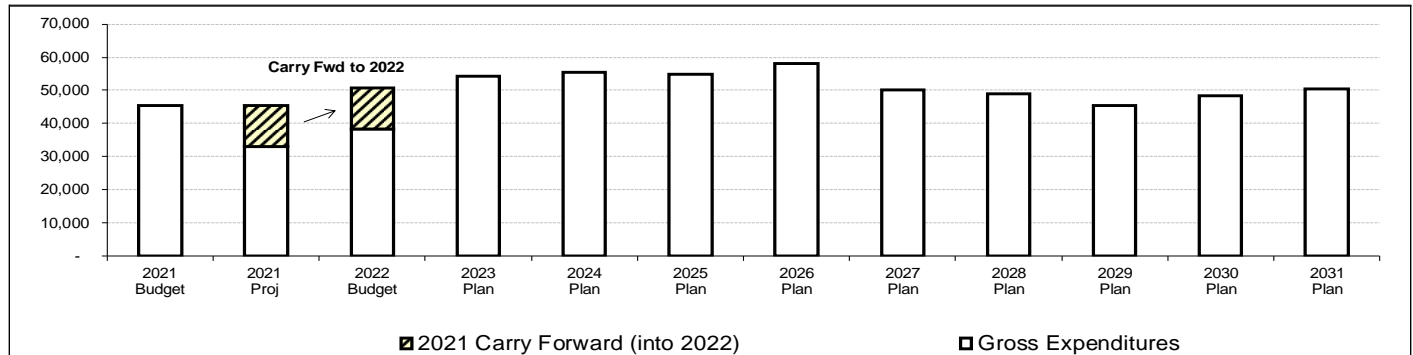
These changes arise from the following:

- Salary and benefit increases related to collective agreement
- Economic increases for service contracts, utilities and library materials
- Increased costs and FTEs related to operating impact of completed capital projects

2022 – 2031 CAPITAL BUDGET AND PLAN

2022 – 2031 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$'000)



In \$'000's	2021		2022 Capital Budget and 2023 - 2031 Capital Plan										Total 10 Year Plan
	Budget	Projected Actual	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	Gross Expenditures by Project Category:												
Health & Safety & Legislated	5,167	2,240	9,139	5,067	2,994	2,984	3,933	5,488	4,241	8,791	4,241	8,791	55,669
SOGR	30,514	21,638	20,281	19,240	21,836	27,045	27,271	16,127	17,041	12,942	22,601	23,983	208,367
Service Improvement & Growth	9,615	8,239	21,205	29,987	30,595	24,956	26,769	28,466	27,788	23,627	21,597	17,758	252,748
Total by Project Category	45,296	32,117	50,625	54,294	55,425	54,985	57,973	50,081	49,070	45,360	48,439	50,532	516,784
Financing:													
Debt	34,790	23,700	38,912	41,828	37,126	35,425	35,815	30,251	33,586	30,953	34,731	42,239	360,866
Reserves/Reserve Funds	2,673	1,536	2,974	2,132	1,775	1,779					1,172	828	10,660
Development Charges	6,526	5,624	8,450	8,934	16,124	17,381	22,158	19,830	15,484	14,407	12,536	7,465	142,769
Other Revenue	1,307	1,257	289	1,400	400	400							2,489
Total Financing	45,296	32,117	50,625	54,294	55,425	54,985	57,973	50,081	49,070	45,360	48,439	50,532	516,784

Changes to Existing Projects
(\$59.8 Million)

The 2022-2031 Capital Budget and Plan reflects the following funding increases to existing projects over the nine common years (2022-2030) due to COVID-19 impacts on the construction industry, scope changes and the Toronto Green Standard implementation:

- Dawes Road project (\$7.043 million gross).
- Bridlewood project (\$1.688 million gross).
- Centennial project (\$5.128 million gross).
- Weston project (\$3.829 million gross).
- Barbara Frum project (\$4.800 million gross).
- High Park project (\$6.950 million gross).
- Digital Experiences project (\$2.474 million gross).
- Service and Digital Modernization project (\$13.857 million gross).

New Projects
(\$7.3 Million)

The 2022-2031 Capital Budget and Plan includes new projects. Key projects are as follows:

- Construction phase of the Pleasant View renovation and expansion project (\$4.031 million gross)
- Relocation of the St. Lawrence branch into a larger facility in the area as an interim measure until the First Parliament site is available (\$3.240 million gross).
- \$0.067 million added for planning of a new branch on the site known formerly as Mr. Christie Cookie Factory.

Capital Needs Constraints
(\$33.8 Million)





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

- Danforth/Coxwell Library Relocation and Expansion (\$17.642 million) with construction starting in 2025.
- City Hall Library Relocation and Expansion (\$16.130 million) with construction starting in 2024.

Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2022 and 2023-2031 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

2022 – 2031 CAPITAL BUDGET AND PLAN**\$516.8 Million 10-Year Gross Capital Program**

			
Aging Infrastructure Maintenance	Branch Expansion	Information Technology	Modernization and On-Line Services
\$189.2 M 37% <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	\$220.8 M 43% <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	\$58.7 M 11% <input checked="" type="checkbox"/>	\$48.1 M 9% <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 2022-2031 Capital Budget and Plan cash flows. Does not break out the climate component costs separately

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$516.8 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$ 360.9 M, 70%		
Reserve / Reserve Fund	\$ 10.7 M, 2%		
Development Charges	\$142.8 M, 28%		
Other	\$ 2.5 M, 0.5%		

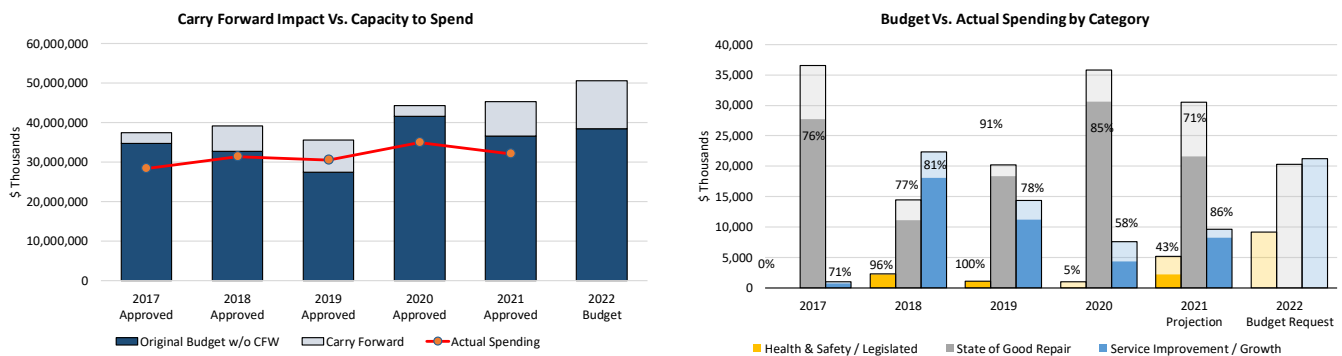
CAPACITY TO SPEND REVIEW

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 2 below) as well as the level of projected 2021 underspending that will be carried forward into 2022 to complete capital work.

Toronto Public Library's actual spending over the previous five years, from 2016 to 2020, has averaged \$30.399 million per year or 83%.

Chart 2 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

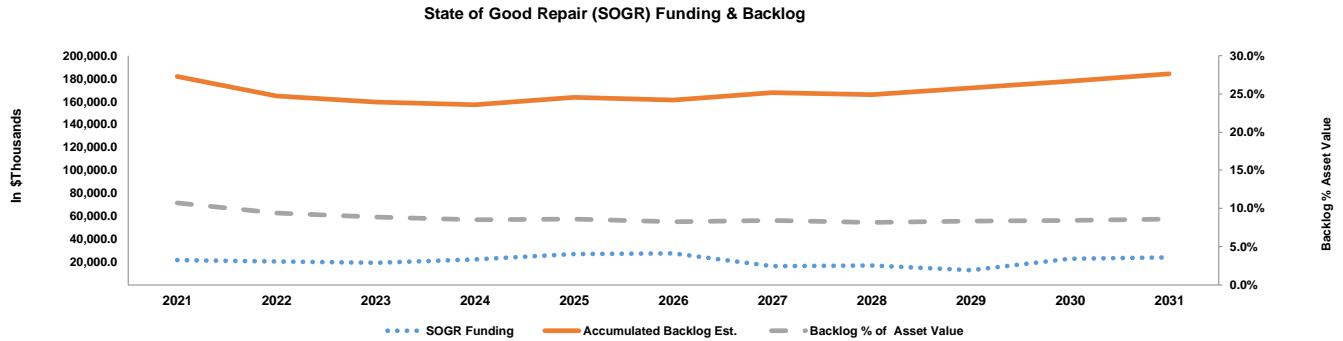
Based on the review of historical capital spending constraints and a capacity to spend review, \$2.251 million in capital spending originally cash flowed in 2022 has been deferred to future years. Adjustments to the Capital Plan are noted below:

- *Albert Campbell Library* – This project was adjusted through the 2021 third quarter variance report to accelerate planned 2022 cash flow funding in 2021 as the project was proceeding ahead of schedule.
- *Bridlewood Library* – Construction tender is expected in Q1 2022, \$1.144 million cash flow in 2022 has been deferred to 2023.
- *Toronto Reference Library* – RFQ for engineering services and architectural services are expected at the end of December 2021, \$1.0 million cash flow in 2022 has been deferred to 2024.
- *Weston Library* – Feasibility Study was completed in November and RFP for architectural services is expected in the winter. The 2021 cash flow will be carried forward into 2022 and \$0.321 million in 2022 has been deferred to 2023.
- *Etobicoke Civic Centre* – This is a joint project with CreateTO, The planning and design work was delayed in 2021 and the cash flow will be carried forward into 2024. The \$0.766 million cash flow in 2022 has been deferred to 2023 and 2024.
- *Richview Library* – The project was delayed due to tender failure. The \$0.550 million cash flow in 2022 has been deferred to 2024.
- *Pleasant View Library* - The planning and design work was delayed in 2021 due to COVID-19 and the cash flow will be carried forward into 2023. The \$0.268 million cash flow in 2022 has been deferred to 2023.
- Offsetting the above cash flow deferrals, cash flows for two projects were added in 2022. The cash flow for *Service and Digital Modernization* increase of \$4.383 million is due to new funding required to support the Library's approved 2020-2024 Digital Strategy. Based on the most current information from the Developer, the timing for the *Perth/Dupont – 299 Campbell* have been accelerated by one year, from 2023-2024 to 2022-2023.

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:

Chart 3: Total SOGR Funding & Backlog

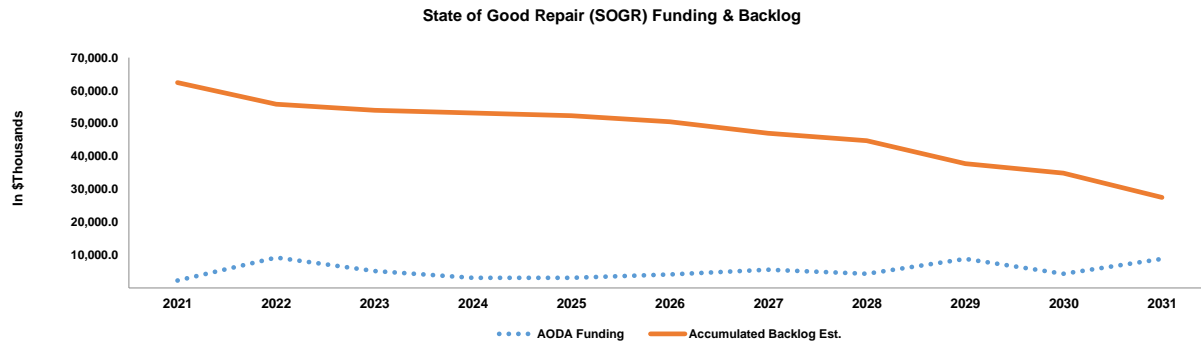


\$ Thousands	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SOGR Funding	21,638.0	20,281.0	19,240.0	21,836.0	27,045.0	27,271.0	16,127.0	17,041.0	12,942.0	22,601.0	23,983.0
Accumulated Backlog Est.	182,083	164,815	159,541	157,540	163,778	161,305	168,116	166,187	172,027	178,134	184,166
Backlog % of Asset Value	10.7%	9.4%	8.9%	8.5%	8.6%	8.3%	8.5%	8.2%	8.3%	8.4%	8.6%
Total Asset Value	1,696,783	1,747,687	1,800,117	1,854,121	1,909,744	1,947,939	1,986,898	2,026,636	2,067,169	2,108,512	2,150,682

- 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) conducted in 2020. The PCA indicates more SOGR funding requirements than previously identified over the next 10 years to address an aging facilities infrastructure.
- 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 general public.
- The 10-Year Capital Plan has \$208.367 million in gross funding for building SOGR projects over the 10-year period to address Toronto Public Library’s aging infrastructure, including capital investment of \$23.9 million for Toronto Reference Library to address the ongoing SOGR backlog for this 41-year-old, five-storey, 434,841 sq. ft. central research library that serves the entire city of Toronto.
- Based on the 2022 – 2031 Capital Plan, the accumulated backlog will slightly increase from \$182.1 million in 2021 to \$184.2 million by 2031 which represents 8.6% of asset value.

Accessibility for Ontarians with Disabilities Act, 2005 (AODA)

Toronto Public Library is committed to reducing barriers to accessibility in all branches. The chart below depicts the AODA funding and accumulated backlog estimates for Toronto Public Library’s 100 branches and two service buildings.



\$ Thousands	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
AODA Funding	2,240.0	9,139.0	5,067.0	2,994.0	2,984.0	3,933.0	5,488.0	4,241.0	8,791.0	4,241.0	8,791.2
Accumulated Backlog Est.	62,550	55,912	54,050	53,218	52,362	50,524	47,059	44,700	37,696	34,963	27,570

- The PCA also included requirements under AODA and identified an accumulated AODA compliance backlog of \$62.550 million at the end of 2021.
- Based on the 2022 – 2031 Capital Plan, the accumulated backlog is expected to decrease to \$27.570 million by 2031.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2022 Capital Budget will impact future year Operating Budget by a total of \$8.153 million net over 2022-2031 period, primarily due to additional operating expenses required to support the renovated and expanded work facilities upon completion, as shown in Table 4 below.

**Table 4: Net Operating Impact Summary
(In \$000's)**

Projects	2022 Budget		2023 Plan		2024 Plan		2025 Plan		2026 Plan		2022-2026		2022-2031	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Albert Campbell Renovation (LIB000151)	175.4	4.0	270.3								445.7	4.0	445.7	4.0
Weston Renovation and Expansion (LIB000165)									137.5	2.0	137.5	2.0	244.2	2.0
Bayview-Bessarion Relocation and Expansion (LIB000334)	71.5	1.0	(182.2)								(110.6)	1.0	(110.6)	1.0
Dawes Road Reconstruction and Expansion (LIB907596)									325.2	5.5	325.2	5.5	574.1	5.5
York Woods Renovation and Expansion (LIB907680)	190.9										190.9		190.9	
Northern District Renovation (LIB907692)							291.7	4.0	187.5		479.2	4.0	479.2	4.0
Wychwood Renovation & Expansion (LIB907693)	8.9										8.9		8.9	
Multi-Branch Renovation (LIB908413)	233.7	5.5	313.2								546.9	5.5	546.9	5.5
Bridlewood Relocation & Expansion (LIB908493)			370.1	8.0	342.3						712.4	8.0	712.4	8.0
TAMP (LIB908617)			400.0		400.0						800.0		800.0	
Etobicoke Civic Centre New Construction (LIB908636)													3,312.2	27.6
Maryvale Relocation & Expansion (LIB908751)	36.8	1.5	85.0								121.8	1.5	121.8	1.5
Pleasant View Library Renovation & Expansion (LIB908834)							81.7	1.0			81.7	1.0	81.7	1.0
Sub-Total: Previously Approved	717.2	12.0	1,256.5	8.0	742.3		373.3	5.0	650.1	7.5	3,739.5	32.5	7,407.3	60.1
New Projects - 2022														
Perth/Dupont Relocation and Expansion (LIB907893)			139.9	3.5	133.3						273.1	3.5	273.1	3.5
Centennial Reconstruction & Expansion (LIB907894)					2.2						2.2		2.2	
Sub-Total: New Projects - 2022			139.9	3.5	135.4						275.3	3.5	275.3	3.5
New Projects - Future Years														
High Park Renovation & Expansion (LIB907949)														10.6
Parkdale Relocation and Expansion (LIB908231)														209.6
Barbara Frum Renovation (LIB908233)														250.3
Sub-Total: New Projects - Future Years														470.5
Total (Net)	717.2	12.0	1,396.3	11.5	877.8		373.3	5.0	650.1	7.5	4,014.8	36.0	8,153.1	67.6

The 2022 operating costs associated with the completion of the Albert Campbell Library, Bayview-Bessarion Library, Wychwood, and York Woods Library Renovation in 2022 have been included in the 2022 Operating Budget for Toronto Public Library. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

Previously Approved projects

- *Albert Campbell Library Renovation* - This project involves a renovation of a three story district library that will revitalize all of the public service areas. New spaces and services include a Digital Innovation Hub, Innovation Space, Enhanced Learning Centre and Telepresence equipment. There will also be a Teen Zone and Indigenous focused space.
- *Maryvale Library Relocation* - This project involves a relocation and expansion of a 6,748 sq ft library branch within the Parkway 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.
- *Wychwood Library Renovation and expansion* - The renovation and 8,716 sq. ft. expansion will include a revitalization of all public service areas. An expansion will include an early literacy centre for children and a flexible senior's space. The project includes an indoor amenity space that will replace the lawn bowling pavilion being removed at the rear of the property. The site services for the lawn bowling green will also be relocated and the garden shed for storage of outdoor equipment will be replaced with additional funding provided by Parks, Forestry and Recreation.
- *York Woods Library Renovation* - This project involves an interior redesign and renovation of the ground and second floors of the branch, improving the connection between the two floors, and a modernization of the theatre. The branch will include a Digital Innovation Hub, Discovery Zone, and a Kids Stop. There will also be multipurpose program space created to support a youth hub, newcomer services, co-sponsored programs and partnerships. A modest addition to the front entrance will be included to improve street presence of the branch.
- *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

- *Perth/Dupont – 299 Campbell Ave.* - 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.
- *Parkdale Library Relocation and Expansion* - 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.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

COVID-19 Impacts	In \$ Thousands			
	2021 Net	2022		
		Revenues	Gross	Net
Revenue Loss				
Revenue loss	3,632.6	(1,554.0)	(79.5)	1,474.5
Sub-Total	3,632.6	(1,554.0)	(79.5)	1,474.5
Expenditure Increase				
Replacement and usage of MERV13 filters			655.0	655.0
Janitorial services and supplies impact	1,300.0		650.0	650.0
Guard services impact	1,000.0		2,000.0	2,000.0
Sub-Total	2,300.0		3,305.0	3,305.0
Total COVID-19 Impact	5,932.6	(1,554.0)	3,225.5	4,779.5

- 2022 Net Impact of \$4.780 million: revenue loss of \$1.475 million net is anticipated, due to decreased venue and room bookings, and lower printing and tenant revenues. The COVID19 related expenditures are up by \$3.305 million net due to the new requirement for air filtration, increased janitorial and security guard service need.

Appendix 2

2022 Balancing Actions

(\$000s)									
Recommendation	Savings Type	Equity Impact	2022				2023 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Vacancy Experience Impact	Match to Actuals	None		(2,266.7)	(2,266.7)		1,892.9		
Forgo 2022 Library Materials economic increase	Match to Actuals	None	(107.2)	(536.2)	(429.0)				
Line by line efficiencies	Line By Line	None		(150.0)	(150.0)				
Total Balancing Actions			(107.2)	(2,952.8)	(2,845.6)	-	1,892.9		-

- Net savings of \$2.846 million, or 1.4%, comprised of:
 - Line by line review savings of \$2.267 million net, or 1.1% to reflect vacancy experience and align with expected actuals related to continued staff churn, including from the 2021 voluntary separation program (VSP).
 - Forgoing the 2022 library materials economic increase of \$0.429 million net, or 0.2%, as the impact of COVID-19 has resulted in a reduction in availability of physical materials, delays in delivery of materials, supply chain delays and cancelled publications.
 - Line by line efficiencies totalling \$0.150 million net, or 0.1%, for savings in utilities, travel and mileage.

Appendix 3

Summary of 2022 Service Changes

N/A

Appendix 4

Summary of 2022 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster Program - Toronto Public Library	Adjustments				2023 Plan Net Change	2024 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
25503		Fines Elimination - Adults & Teens						
74	Positive	Description:						
		The elimination of adult and teens fines totaling \$1.4 M supported by 3rd party donations of \$0.3M						
		Service Level Impact:						
		Maintains current service levels						
		Equity Statement:						
		The Fines Elimination budget proposal's overall equity impact is medium positive for Indigenous peoples, Black and racialized groups, persons with low income, members of the 2SLGBTQ+ community, persons with disabilities, youth, seniors, immigrants, refugees, undocumented individuals and persons experiencing homelessness or precarious housing. Access to library collections and services will be positively impacted. Library fines pose a significant barrier to library use for many vulnerable populations, especially racialized groups, people living in poverty and persons with low-income. Fines create social inequity as the library cards of people from racialized and low-income (high priority) communities are blocked from library use at a higher rate than others - 5% of children from these communities have blocked cards compared to 1% of children from other areas. Based on TPL data from Q1 – 2020, of the 147,000 teens and adults with outstanding fines, 46,000 (46%) of teens and adults with fines are from low-income and racialized areas. Eliminating overdue fines will increase access to valuable library resources and support the well-being of children, youth and families, persons from equity-deserving groups and vulnerable populations. The Fines Elimination Program supports the City of Toronto's COVID-19 recovery efforts and 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.						
		Service: Toronto Public Library						
		Total City Council Approved:	0.0	(1,100.0)	1,100.0	0.00	1,400.0	0.0
		City Council Approved New/Enhanced Services:	0.0	(1,100.0)	1,100.0	0.00	1,400.0	0.0

25517		Digital Literacy for Seniors						
74	Positive	Description:						
		The Digital Literacy for Seniors budget enhancement will address the diverse needs and challenges among Toronto seniors through in-branch courses offering foundational digital literacy skills and social connection; and community-based programming in TCH locations to deliver service to isolated seniors.						
		Service Level Impact:						
		This program will expand access to TPL's successful Digital Literacy for Seniors program, piloted in fall 2019. The program received a 98% satisfaction rate from survey respondents. The program was designed using evidence-based research and best practices, including those of the Older Adults Technology Service (OATS) program (oats.org) The model was adapted to the Toronto context, targeting disadvantaged seniors socially isolated, low income seniors, lacking digital literacy and likely both devices and home connectivity. The proposed expansion will offer Digital Literacy for Seniors programs at 16 branches over two years. Branches will be selected based on their proximity to low-income and socially isolated seniors. Each branch will receive equipment, training, curriculum materials and wrap-around supports to deliver the full program at least twice per year ongoing.						
		Equity Statement:						
		The Digital Literacy for Seniors Program budget proposal's overall equity impact is medium positive. Seniors' access to digital safety and literacy training, civic engagement, community participation and reduced social isolation, and their overall safety and security will be positively impacted. The Digital Literacy for Seniors Program will provide vulnerable and low-income seniors with access to digital literacy training at their point-of-need where they live in Toronto Community Housing locations, to increase their social connection and support their health, wellness and quality of life. In particular, the program will support seniors with navigating digital information, communication through digital media, and how to access information related to programs and services. These types of supports create greater self-efficacy, confidence and independence in Toronto's seniors – a requirement for successful ageing in place. The Digital Literacy for Seniors Program 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 Seniors Strategy 2.0.						
		Service: Toronto Public Library						
		Total City Council Approved:	115.0	0.0	115.0	2.00	669.0	0.0
		City Council Approved New/Enhanced Services:	115.0	0.0	115.0	2.00	669.0	0.0

Summary:

City Council Approved New/Enhanced Services:	0.115	(1,100.0)	1,215.0	2.00	2,069.0	0.0
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Appendix 5

Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

New / Enhanced Service Description (in \$000s)	2022 Total			Incremental Change			
	\$	\$	Position	2023 Plan		2024 Plan	
	Gross	Net	#	Net	Pos.	Net	Pos.
Council Directed:							
Open Hours Plan				8,320.9	90.0	8,320.9	
Sub-Total Council Directed				8,320.9	90.0	8,320.9	
Referred to Budget Process:							
Community Librarians	104.2	104.2	2.0	318.1	2.0		
Sub-Total Referred to Budget Process	104.2	104.2	2.0	318.1	2.0		
Total 2022 New / Enhanced Services	104.2	104.2	2.0	8,639.1	92.0	8,320.9	

Community Librarians (\$0.104 million gross and net)

- The Community Librarians' budget enhancement totalling \$0.104 million gross and net (2022-2023 total cost of \$0.422 million gross and net), including 4.0 FTEs phased over two years (2.0 FTEs in 2022 and 2.0 FTEs in 2023), establishes a permanent team of four community librarians dedicated to serving vulnerable, underserved populations across the city.
- TPL's community librarianship emphasis on reaching out to vulnerable communities aligns with the City of Toronto's Poverty Reduction Strategy (PRS) and is an exciting new concept that moves librarians out of traditional library settings into a new community-based framework for providing library service. While working onsite in partner agency locations, community librarians work closely with agency staff and clients. The intent is for the community librarians to learn about and understand these clients' information needs, and respond by providing the best possible mix of the full range of library services and programs.

2023 Open Hours

- Since 2016, TPL has made significant progress in its Open Hours Plan with the introduction of year-round Sunday service at 19 R&R and District branches, new seasonal Sunday service at 31 Neighbourhood branches and increased open hours at three Neighbourhood branches as part of the Youth Hub expansion in 2020.
- Given continued impacts of COVID-19 and the gradual reinstatement of services at TPL, the Open Hours Plan totalling \$16.642 million gross and net is delayed to start in 2023 and be fully implemented by 2024.

Appendix 6

2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
LB001	Albert Campbell Renovation	3,385	1,124									4,509			
LB002	Answerline & Community Space Rental Modernization	744										744	1,246	3,263	744
LB003	Barbara Frum Renovation		375	579	3,344	5,166	5,321	3,654				18,439	1,026	17,413	
LB004	Bayview - Bessarion Relocation & Expansion	3,035	500									3,535	873		2,662
LB005	Bridlewood Relocation & Expansion	2,534	6,362									8,896	723		8,173
LB006	Centennial Renovation & Expansion	1,505	6,600	5,948	2,500							16,553	454		16,099
LB007	Christie Site										67	67			67
LB008	Dawes Road Reconstruction and Expansion	448	4,866	7,519	7,744	5,318						25,895	984		24,911
LB009	Deer Park Relocation and Expansion	144										144			144
LB010	Digital Experiences	1,961	2,204	1,856	1,696	1,642	2,060	1,765	1,703	1,767	2,505	19,159			19,159
LB011	Etobicoke Civic Centre New Construction	299	564	6,069	6,761	6,964	9,558					30,215			30,215
LB012	High Park Renovation & Expansion	244	418	172		3,701	6,100	5,498				16,133	1,927		14,206
LB013	Lillian H Smith Renovation & Expansion			745	1,278	527	1,194	6,681	9,175	11,813	9,734	41,147	2,332		38,815
LB014	Maryvale Relocation & Expansion	1,735										1,735	982		753
LB015	Mimico Renovation & Expansion						310	532	219	3,596	5,556	10,213	6,039	4,174	
LB016	Multi-Branch Renovation Pgm - SOGR	6,032	5,557	5,230	4,793	4,940	5,060	5,260	5,417	5,580	7,954	55,823		55,823	
LB017	Multi-Branch Renovation Pgm - Accessibility Retrofit	3,286	2,642	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	17,928	17,928		
LB018	North York Central	1,134										1,134		1,134	
LB019	Northern District - Streetscaping	914										914		914	
LB020	Northern District Renovation	275	430	3,187	5,253	4,734						13,879	538	13,341	
LB021	Parkdale Relocation and Expansion		502	862	355	5,940	9,177	9,452	6,490			32,778	983		31,795
LB022	Parliament Street Relocation and Expansion			396	680	280		4,889	7,553	7,780	5,342	26,920	4,348		22,572
LB023	Perth Dupont Relocation & Expansion	1,398	3,359									4,757	1,521		3,236
LB024	Pleasant View Library Renovation & Expansion	268	368	1,986	2,045							4,667	450		4,217
LB025	Port Lands New Construction									451	698	1,149			1,149
LB026	Richview Building Elements	719	1,212	1,554								3,485		3,485	
LB027	Sanderson Neighbourhood Library Renovation				368	632	261	1,230	4,504	6,959	7,167	21,121	5,382	15,739	
LB028	Service and Digital Modernization	7,000	6,615	4,959	2,130	1,160	1,189	1,218	1,249	1,286	1,351	28,157			28,157
LB029	St. Lawrence Interim Relocation		54	83	751	1,237	1,115					3,240	595		2,645
LB030	St. Lawrence Relocation & Expansion										561	561			561
LB031	Technology Asset Management Program	5,180	6,914	6,133	5,776	6,815	5,236	5,391	5,550	5,707	5,996	58,698		58,698	
LB032	TRL Renovation	3,646	3,126	3,000	2,000	2,000	2,000	2,000	2,000	2,000	2,101	23,873	4,806	19,067	
LB033	Weston Renovation & Expansion	303	502	3,647	6,011	5,417						15,880	1,513	14,367	
LB034	Wychwood Renovation and Expansion	2,468										2,468			2,468
LB035	York Woods Renovation & Expansion	1,968										1,968	1,019	949	
Total Expenditures (including carry forward from 2021)		50,625	54,294	55,425	54,985	57,973	50,081	49,070	45,360	48,439	50,532	516,784	55,669	208,367	252,748

☑ - 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 2022-2031 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 6a

2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
LB001	Albert Campbell Renovation	3,385	1,124									4,509	3,373	1,136	
LB002	Answerline & Community Space Rental Modernization	744										744	744		
LB004	Bayview - Bessarion Relocation & Expansion	3,035	500									3,535	2,900	635	
LB005	Bridlewood Relocation & Expansion	2,534	6,362									8,896	7,208	1,688	
LB006	Centennial Renovation & Expansion	1,505	6,600	5,948	2,500							16,553			16,553
LB008	Dawes Road Reconstruction and Expansion	448	4,866	7,519	7,744	5,318						25,895	18,852	7,043	
LB009	Deer Park Relocation and Expansion	144										144			144
LB010	Digital Experiences	1,961	2,204	1,806								5,971	5,130	841	
LB011	Etobicoke Civic Centre New Construction	299	564	600								1,463	1,416	47	
LB012	High Park Renovation & Expansion	244	418	172								834			834
LB014	Maryvale Relocation & Expansion	1,735										1,735	1,151	584	
LB016	Multi-Branch Renovation Pgm - SOGR	6,032	5,557	5,170								16,759	16,759		
LB017	Multi-Branch Renovation Pgm - Accessibility Retrofit	3,286	2,642	1,450								7,378	7,378		
LB018	North York Central	1,134										1,134	1,134		
LB019	Northern District - Streetscaping	914										914	914		
LB020	Northern District Renovation	275	430									705	251	454	
LB023	Perth Dupont Relocation & Expansion	1,398	3,359									4,757			4,757
LB024	Pleasant View Library Renovation & Expansion	268	368									636	636		
LB026	Richview Building Elements	719	1,212	1,554								3,485	3,485		
LB028	Service and Digital Modernization	7,000	6,615	4,855	999							19,469	5,612	13,857	
LB031	Technology Asset Management Program	5,180	6,914	6,055								18,149	18,149		
LB032	TRL Renovation	3,646	3,126	2,960								9,732	9,732		
LB033	Weston Renovation & Expansion	303	502									805	624	181	
LB034	Wychwood Renovation and Expansion	2,468										2,468	2,468		
LB035	York Woods Renovation & Expansion	1,968										1,968	1,968		
Total Expenditure (including carry forward from 2021)		50,625	53,363	38,089	11,243	5,318						158,638	109,884	26,466	22,288

Appendix 6b

2023 - 2031 Capital Plan

Project Code	(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2023 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
LB003	Barbara Frum Renovation	375	579	3,344	5,166	5,321	3,654				18,439	1,026	17,413	
LB007	Christie Site									67	67			67
LB010	Digital Experiences		50	1,696	1,642	2,060	1,765	1,703	1,767	2,505	13,188			13,188
LB011	Etobicoke Civic Centre New Construction		5,469	6,761	6,964	9,558					28,752			28,752
LB012	High Park Renovation & Expansion				3,701	6,100	5,498				15,299	1,927		13,372
LB013	Lillian H Smith Renovation & Expansion		745	1,278	527	1,194	6,681	9,175	11,813	9,734	41,147	2,332		38,815
LB015	Mimico Renovation & Expansion					310	532	219	3,596	5,556	10,213	6,039	4,174	
LB016	Multi-Branch Renovation Pgm - SOGR		60	4,793	4,940	5,060	5,260	5,417	5,580	7,954	39,064		39,064	
LB017	Multi-Branch Renovation Pgm - Accessibility Retrofit		50	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,550	10,550		
LB020	Northern District Renovation		3,187	5,253	4,734						13,174	538	12,636	
LB021	Parkdale Relocation and Expansion	502	862	355	5,940	9,177	9,452	6,490			32,778	983		31,795
LB022	Parliament Street Relocation and Expansion		396	680	280		4,889	7,553	7,780	5,342	26,920	4,348		22,572
LB024	Pleasant View Library Renovation & Expansion		1,986	2,045							4,031	450		3,581
LB025	Port Lands New Construction								451	698	1,149			1,149
LB027	Sanderson Neighbourhood Library Renovation			368	632	261	1,230	4,504	6,959	7,167	21,121	5,382	15,739	
LB028	Service and Digital Modernization		104	1,131	1,160	1,189	1,218	1,249	1,286	1,351	8,688			8,688
LB029	St. Lawrence Interim Relocation	54	83	751	1,237	1,115					3,240	595		2,645
LB030	St. Lawrence Relocation & Expansion									561	561			561
LB031	Technology Asset Management Program		78	5,776	6,815	5,236	5,391	5,550	5,707	5,996	40,549		40,549	
LB032	TRL Renovation		40	2,000	2,000	2,000	2,000	2,000	2,000	2,101	14,141	4,806	9,335	
LB033	Weston Renovation & Expansion		3,647	6,011	5,417						15,075	1,513	13,562	
LB034	Wychwood Renovation and Expansion													
LB035	York Woods Renovation & Expansion													
Total Expenditures		931	17,336	43,742	52,655	50,081	49,070	45,360	48,439	50,532	358,146	40,489	152,472	165,185

Appendix 7

Reporting on Major Capital Projects: Status Update

Appendix 7

Reporting on Major Capital Projects: Status Update

(\$000s)

Division/Project name	2021 Cash Flow			Total Project		Status	Start Date	End Date		Life to Date	
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Toronto Public Library											
Albert Campbell Library	4,908	7,277	8,557	20,216	15,563	On Track	Jan-19	Dec-22	Dec-22	Ⓡ	Ⓢ
Comments:	Construction is progressing very well resulting in 2021 expenditures to be ahead of schedule. An in-year budget adjustment was submitted through the 2021 third quarter variance report to accelerate planned 2022 cash flow funding in 2021. Project will be on budget at year end.										
Explanation for Delay:											
Bayview-Bessarion Library	5,171	2,951	5,171	15,322	10,203	On Track	Jan-14	Dec-22	Dec-22	Ⓢ	Ⓢ
Comments:	This is a shared use facility with timelines managed by Parks, Forestry and Recreation. Project is on track.										
Explanation for Delay:											
Maryvale Relocation	1,571	387	1,521	2,749	464	On Track	Jan-20	Dec-21	Dec-22	Ⓢ	Ⓢ
Comments:	Project is under construction.										
Explanation for Delay:											
North York Central Phase 2	1,313	179	179	12,718	11,584	Significant Delay	Jan-18	Dec-21	Dec-22	Ⓡ	Ⓡ
Comments:											
Explanation for Delay:	Construction tender issued in September										
Wychwood Library	3,280	2,727	3,280	15,796	12,775	On Track	Jan-15	Dec-22	Dec-22	Ⓢ	Ⓢ
Comments:	Project is on track.										
Explanation for Delay:											
York Woods Renovation	5,954	2,656	3,986	11,758	10,526	On Track	Jan-18	Dec-22	Dec-21	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Delays to construction completion due to delay in delivery of glass curtain wall.										

Appendix 8

Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project Cost	Non-Debt	Debt Required	Cash Flow (In \$ Millions)									
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
NOT INCLUDED													
City Hall Relocation and Expansion	16.130	11.835	4.295		0.265	0.273	2.221	4.045	4.892	4.434			
Danforth/Coxwell Relocation and Expansion	17.642	9.343	8.299		0.226	0.685		5.574	5.311	4.023	1.823		
Total Needs Constraints (Not Included)	33.772	21.178	12.594		0.491	0.958	2.221	9.619	10.203	8.457	1.823		

- In addition to the 10-Year Capital Plan of \$516.784 million, TPL have also identified \$33.772 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 2 projects 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.

Appendix 9

2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2022 Operating Budget

While some years are showing a negative ending balance, it is anticipated that one time funding injection / changing priorities and revised expenditures will adjust the balance.

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
Beginning Balance		1,465.5	746.8	54.7
Vehicle Reserve - Library	XQ1700			
<i>Withdrawals (-)</i>		(1,083.0)	(1,068.6)	(542.0)
<i>Contributions (+)</i>		364.3	376.6	389.2
Total Reserve / Reserve Fund Draws / Contributions		746.8	54.7	(98.1)
Balance at Year-End		746.8	54.7	(98.1)

* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
Beginning Balance		-	400.0	1,800.0
Asset Replacement Reserve	XR1504			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>		400.0	1,400.0	2,400.0
Total Reserve / Reserve Fund Draws / Contributions		400.0	1,800.0	4,200.0
Balance at Year-End		400.0	1,800.0	4,200.0

* Based on 9-month 2021 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds

2022 – 2031 Capital Budget and Plan

While some years are showing a negative ending balance, it is anticipated that one time funding injection / changing priorities and revised expenditures will adjust the balance.

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2021 *	Contributions / (Withdrawals)										
			2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total
XR2115 Development Charges - Library	Beginning Balance		42,527	37,984	35,772	26,241	15,361	(1,300)	(15,741)	(25,753)	(34,604)	(41,500)	42,527
	<i>Withdrawals (-)</i>												
	Library Materials		(4,406)	(4,516)	(4,629)	(4,744)	(4,863)	(4,985)	(5,109)	(5,237)	(5,368)	(5,502)	(49,359)
	Capital Projects		(8,450)	(8,934)	(16,124)	(17,381)	(22,158)	(19,830)	(15,484)	(14,407)	(12,536)	(7,465)	(142,769)
	Total Withdrawals		(12,856)	(13,450)	(20,753)	(22,125)	(27,021)	(24,815)	(20,593)	(19,644)	(17,904)	(12,967)	(192,128)
	<i>Contributions (+)</i>												
	Contributions		8,313	11,238	11,222	11,245	10,360	10,374	10,581	10,793	11,008	11,228	106,362
	Total Contributions		8,313	11,238	11,222	11,245	10,360	10,374	10,581	10,793	11,008	11,228	106,362
Balance at Year-End		42,527	37,984	35,772	26,241	15,361	(1,300)	(15,741)	(25,753)	(34,604)	(41,500)	(43,239)	(43,239)

* Based on 9-month 2021 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2021 *	Contributions / (Withdrawals)										
			2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total
XR3026 Planning Act Reserve Fund - Section 37	Beginning Balance		348,658	323,105	279,762	256,716	228,527	202,804	197,646	199,190	200,758	201,169	348,658
	<i>Withdrawals (-)</i>												
	MB - Agincourt Library			(263)									(263)
	MB - Fairview Library		(401)	(618)									(1,019)
	MB - Fort York Library												-
	Northern District Library - Streetscaping		(914)										(914)
	Perth/Dupont - 299 Campbell Ave		(291)	(883)									(1,174)
	Pleasant view Library		(268)	(368)	(1,775)	(1,775)	(4)						(4,186)
	Barbara Frum Library												(4)
	Mimico-Centennial Library										(1,172)	(828)	(2,000)
	Total Withdrawals		(1,874)	(2,132)	(1,775)	(1,779)					(1,172)	(828)	(9,560)
Other Program/Agency Net Withdrawals and Contributions			(23,679)	(41,211)	(21,271)	(26,410)	(25,723)	(5,158)	1,544	1,568	1,583	1,593	(137,164)
Balance at Year-End		348,658	323,105	279,762	256,716	228,527	202,804	197,646	199,190	200,758	201,169	201,934	201,934

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2021 *	Contributions / (Withdrawals)										
			2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total
XR1012 Land Acquisition Fund	Beginning Balance		139,421	120,076	94,502	92,229	89,184	86,139	83,344	80,549	80,004	79,459	139,421
	<i>Withdrawals (-)</i>												
	Perth/Dupont - 299 Campbell Ave		(1,100)										(1,100)
	Total Withdrawals		(1,100)	-	-	-	-	-	-	-	-	-	(1,100)
Other Program/Agency Net Withdrawals and Contributions			(18,246)	(25,574)	(2,273)	(3,045)	(3,045)	(2,795)	(2,795)	(545)	(545)	(545)	(59,408)
Balance at Year-End		139,421	120,076	94,502	92,229	89,184	86,139	83,344	80,549	80,004	79,459	78,914	78,914

* Based on 9-month 2021 Reserve Fund Variance Report

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: 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).