

2021-2030 Capital Budget and Plan – Adoption

Date:	February 22, 2021
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to seek Toronto Public Library Board adoption of the approved 2021-2030 Capital Budget and Plan of \$35.447 million debt (\$44.916 million gross) for 2021 and \$335.696 million debt (\$439.977 million gross) over 2021-2030.

The 2021-2030 Council-approved Capital Budget and Plan is comprised of the Board’s requested capital funding with updated preliminary 2020 carry-forward amounts, and the addition of Pleasant View Branch Design project fully funded by Section 37 community benefit agreements. The approved 10-year Capital Budget and Plan will allow Toronto Public Library (TPL) to deliver on its capital program, including modernizing library buildings to address a significant State of Good Repair (SOGR) backlog and accessibility issues while providing flexible public spaces that meet the needs of the 21st century library service, innovative digital technologies, and extensive computer services.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. adopts the Council-approved 2021-2030 Capital Budget and Plan, as detailed in Attachment 1, of \$35.447 million debt (\$44.916 million gross) for 2021 and \$335.696 million debt (\$439.977 million gross) over 2021-2030, comprised of:
 - 1.1 2021 cash flows and future year commitments totalling \$114.008 million debt (\$141.621 million gross) as detailed in Attachment 2a; and

- 1.2 2022-2030 uncommitted future year capital projects totalling \$221.688 million debt (\$298.356 million gross) in project as detailed in Attachment 2b.

FINANCIAL IMPACT

TPL's approved 2021-2030 Capital Budget and Plan, including updated preliminary carry-forward funding of \$7.138 million debt (\$9.339 million gross), consists of a 2021 cash flow of \$35.447 million debt (\$44.916 million gross) and total 2021-2030 cash flows of \$335.696 million debt (\$439.977 million gross), as detailed on Attachment 1. The approved budget and plan reflects TPL's demonstrated ability to deliver on its capital program, having achieved a five-year average capital spending rate of 83%.

The Council-approved budget and plan is comprised of 2021 cash flow projects with future year commitments, including carry-forward funding, and 2022-2030 uncommitted capital projects. The following table summarizes these components of the budget and plan:

Table 1: 2021-2030 Approved Capital Budget and Plan Summary
Committed and Uncommitted Cash Flow (\$ Millions)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2021-2030 (Incl. Carry Forward)
Gross											
2021 Projects with future year commitments including carry forward funding (see Note 1)	44.916	38.890	26.602	21.960	5.355	3.898	-	-	-	-	141.621
Uncommitted Future Year Projects (Commencing in 2022 & beyond) - (see Note 2)	-	1.809	11.261	25.359	41.929	44.940	45.433	44.226	43.045	40.354	298.356
Total Gross	44.916	40.699	37.863	47.319	47.284	48.838	45.433	44.226	43.045	40.354	439.977
Debt											
2021 Projects with future year commitments including carry forward funding	35.447	32.471	23.308	17.219	1.665	3.898	-	-	-	-	114.008
Uncommitted Future Year Projects (Commencing in 2022 & beyond)	-	1.631	11.261	16.354	29.628	27.925	31.421	31.140	34.454	37.874	221.688
Total Debt	35.447	34.102	34.569	33.573	31.293	31.823	31.421	31.140	34.454	37.874	335.696

Note 1: Project listing of 2021 projects with future year commitments is on Attachment 2a.

Note 2: Project listing of uncommitted future year projects is on Attachment 2b.

Council approval of the 2021-2030 budget and plan only confers authority to spend the 2021 projects budget and related future year spending for approved projects within the budget and plan. This amounts to \$114.008 million debt (\$141.621 million gross), including carry-forward from 2020. Spending requirements for projects commencing in future years have to be submitted annually for approval.

The Director, Finance and Treasurer has reviewed this financial impact statement and agrees with it.

DECISION HISTORY

At its meeting on October 19, 2020, the Library Board endorsed the [2021-2030 Capital Budget and Plan Submission](#) of \$31.931 million debt (\$41.303 million gross) for 2021 and \$351.596 million debt (\$501.108 million gross) over 2021-2030, which is comprised of funding for 32 projects that reflect TPL's Capacity to Spend Capital Budget and Plan of \$332.180 million debt (\$435.828 million gross) and identified three unfunded projects that reflect TPL's Capital Needs Constraints of \$19.416 million debt (\$65.280 million gross).

At its meeting on January 25, 2021, the Library Board was verbally informed that the City Staff-Recommended Budget and Plan was the same as the Submission except that the 2020 carry-forward amounts were updated based on third quarter results. The City Staff-Recommended 2021-2030 Capital Budget and Plan, including updated preliminary carry-forward funding of \$7.138 million debt (\$9.339 million gross), consists of a 2021 cash flow of \$35.447 million debt (\$44.816 million gross) and total 2021-2030 cash flows of \$335.696 million debt (\$439.341 million gross).

COMMENTS

At its final wrap up meeting on February 4, 2021, the City's Budget Committee endorsed the City Staff-Recommended 2021-2030 Capital Budget and Plan for TPL of \$335.696 million debt (\$439.341 million gross), which is comprised of all 32 capital projects in the Board's Capacity to Spend Capital Budget and Plan request.

At its meeting on February 11, 2021, the Executive Committee endorsed the Budget Committee's recommended 2021-2030 Capital Budget and Plan for TPL of \$335.696 million debt (\$439.341 million gross). Executive Committee also adopted the following amended motion:

133. City Council request the Toronto Public Library to advance the public consultation and design of the Dawes Road Library and Community Hub based on a community hub of approximately 5,500 square feet, and City Council request the Deputy City Manager, Community and Social Services to work with the City Librarian and CreateTO to assist with the development of design options, service plans, operating and capital financing strategies for the Dawes Road Library and Community Hub at the Dawes Road Library for consideration in the 2022 Budget process and to report to the Economic and Community Development Committee no later than the third quarter of 2021 with an update.

In response to the motion, the design for the branch will include a Community Hub of approximately 5,500 square feet which is an increase from the 2,000 square feet included in the Dawes Road capital budget. Once funding is identified for the larger hub this will be reflected in the 2022 capital budget submission. This recommendation was endorsed by City Council at its meeting on February 18, 2021.

Also at its meeting on February 18, 2021, City Council endorsed the Executive Committee's recommended 2021-2030 Capital Budget and Plan for TPL and adopted the following motion:

EX 21.2 Motion 13a 2. City Council amend the Staff Recommended 2021-2030 Capital Budget and Plan for the Toronto Public Library to add the Pleasant View Branch Design project at the cost of \$635,622 gross and \$0 debt, with cash flow funding of \$100,000 in 2021 and future year commitments of \$535,622 in 2022, fully funded by Section 37 (Planning Act Reserve Funds) community benefits obtained from the development at 2135 Sheppard Avenue East and 299 Yorkland Boulevard (Source Account: XR3026- 3700856).

Pleasant View branch currently occupies 7,000 square feet and the proposed expansion will add 3,000 square feet of new space for a total of 10,000 square feet. The cost to renovate and expand to the larger space is estimated at \$4.5 million that may be supplemented by additional Section 37 community benefit agreements. According to TPL's Facilities Master Plan (FMP), Pleasant View branch has been identified for major revitalization and the FMP supports the recommendation to renovate and expand the branch. The new capital project will address the State of Good Repair and AODA backlogs and include additional energy upgrades not identified in the 2020 Property Condition Assessment. The construction phase and associated funding of the Pleasant View Branch will be addressed in the 2022 capital budget submission.

The amended Council approved 2021-2030 Capital Budget and Plan (including updated preliminary carry-forward from 2020) is funded by \$35.447 million debt (\$44.916 million gross) for 2021 and \$335.696 million debt (\$439.977 million gross) over 2021-2030. The 33 projects included in the approved budget and plan are listed in Attachment 1.

Changes from last year's approved 10-year capital plan include five new projects that have been added to the capital plan - Parkdale, Lillian H. Smith construction, Etobicoke Civic Centre, Deer Park Design and Pleasant View Design - while the St. Lawrence construction moved to Capital Needs Constraints. Overall, the Council-approved TPL 2021-2030 Capital Plan adheres to the debt levels from the 2020-2029 plan which helps the City in managing its debt costs.

The Council-approved 2021-2030 Capital Budget and Plan does not include funding for any of the three projects in the Capital Needs Constraints totalling \$19.416 million debt (\$65.280 million gross) as listed in Attachment 3. All of the Capital Needs Constraints projects involve other city partners and with construction well into the future. Funding for these projects will need to be addressed in future budgets.

The State of Good Repair (SOGR) backlog, over the next 10 years, is expected to increase from \$124.518 million or 8.2% of total asset value at the end of 2020 to \$190.516 million or 11.9% of the total asset value at the end of 2030, informed and updated by a Property Condition Assessment completed in 2020.

Potential 2021 Capital Budget Reduction

At its meeting of January 22, 2021, the City Budget Committee requested that the City Manager and the Chief Financial Officer and Treasurer prepare a briefing note on the City's contingency plan in the event that the remaining \$856 million in required COVID-19 relief funding is not received from the Provincial and/or Federal governments, including the impact on each division and agency's capital budgets. As detailed in budget Briefing Note [#45 - Feb 4 2021 CAPITAL BUDGET BRIEFING NOTE Continued COVID-19 Support Funding from Federal/Provincial Governments – Potential Impacts of Inadequate 2021 Funding Support](#), a potential reduction of \$8.8 million or 25% from TPL's 2021 Approved Capital Budget would be required and this would impact 4 projects:

- Multi Branch Renovation Program
- Toronto Reference Library Renovation
- Technology Asset Management Program (TAMP)
- Service Modernization and Transformation

Implications of reduced capital funding to these four projects are detailed in Attachment 4.

Section 24(2) of the *Public Libraries Act* requires the Board to adopt the annual estimates that have been approved by City Council.

CONCLUSION

The 2021-2030 Council-approved Capital Budget and Plan reflects TPL's demonstrated ability to deliver on its capital program, including modernizing library buildings to address a significant SOGR backlog while providing flexible public spaces that meet the needs of the 21st century library service, innovative digital technologies, and extensive computer services. However, it does not completely address the significant SOGR

backlog issue. The need for additional funding to address the growing SOGR backlog continues to be a concern.

CONTACT

Larry Hughsam; Director, Finance & Treasurer; Tel: 416-397-5946;
Email: lhughsam@tpl.ca

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

- Attachment 1: Council-Approved 2021-2030 Capital Budget & Plan – Gross and Debt Funding
- Attachment 2a: 2021 Projects with Future Year Commitments Including Carry-Forward Funding
- Attachment 2b: Uncommitted Future Year Projects
- Attachment 3: Capital Needs Constraints – Unfunded
- Attachment 4: Potential 2021 Capital Project Reductions – Impacted Projects

TORONTO PUBLIC LIBRARY
2021 - 2030 Capital Budget and Plan - Gross and Debt Funding
Capacity to Spend Capital Budget and Plan
(\$millions)

Council Approved February 18, 2021

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	
	PROJECT INFORMATION					GROSS											DEBT											
PROJECT NAME	Cost Est.	Develop. Charges	S. 37/ 45/ Reserves	Other Funding	Debt	2021 (incl cfwd \$9.339)	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021 - 2030 (incl cfwd)	2021 (incl cfwd \$7.138)	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021 - 2030 (incl cfwd)	
Technology Projects																												
1 Tech Asset Mgmt Prg (TAMP)	55.415	2.452	-	4.000	48.963	6.373	5.014	5.451	5.802	5.776	6.815	5.236	5.391	5.550	5.707	57.115	5.922	4.570	5.051	4.703	5.326	5.684	4.786	4.563	5.150	4.908	50.663	
2 Service Modernization and Transformation	13.758	0.479	-	-	13.279	1.734	1.860	1.886	1.104	1.131	1.160	1.189	1.218	1.249	1.286	13.817	1.734	1.860	1.886	0.999	1.070	1.104	1.114	1.191	1.209	1.171	13.338	
3 Digital Experiences (DXP)	15.000	10.457	-	-	4.543	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500	15.000	0.225	0.870	1.078	-	0.480	0.225	0.480	0.225	0.480	0.480	4.543	
4 Integrated Payment Solutions	2.250	0.098	-	-	2.152	0.145	-	-	-	-	-	-	-	-	-	0.145	0.145	-	-	-	-	-	-	-	-	-	0.145	
5 Answerline & Community Space Rental Modernization	1.400	0.061	-	-	1.339	0.746	-	-	-	-	-	-	-	-	-	0.746	0.746	-	-	-	-	-	-	-	-	-	0.746	
Total Technology Projects	87.823	13.547	-	4.000	70.276	10.498	8.374	8.837	8.406	8.407	9.475	7.925	8.109	8.299	8.493	86.823	8.772	7.300	8.015	5.702	6.876	7.013	6.380	5.979	6.839	6.559	69.435	
Building Projects																												
6 Multi-Branch Renovation Program (SOG)	68.312	4.459	1.837	-	62.016	8.433	7.532	6.439	6.730	6.293	6.440	6.560	6.760	6.917	7.080	69.184	7.192	7.121	6.176	5.549	6.071	5.842	5.780	6.162	6.281	6.714	62.888	
7 Albert Campbell	20.216	0.766	-	-	19.450	6.059	5.963	1.059	-	-	-	-	-	-	-	13.081	6.059	5.666	1.059	-	-	-	-	-	-	-	-	12.784
8 Bayview-Bessarion	15.322	5.073	-	0.580	9.669	4.502	2.900	-	-	-	-	-	-	-	-	7.402	2.533	2.188	-	-	-	-	-	-	-	-	-	4.721
9 Centennial	11.927	3.438	-	0.168	8.321	-	1.544	5.659	4.222	-	-	-	-	-	-	11.425	-	1.544	5.659	0.951	-	-	-	-	-	-	-	8.154
10 Dawes Road	24.593	9.183	-	1.200	14.210	0.461	0.435	4.000	5.164	5.355	3.898	-	-	-	-	19.313	0.461	0.435	3.600	4.201	1.665	2.316	-	-	-	-	12.678	
11 Mall Branch / Bridlewood	7.299	2.360	-	1.000	3.939	0.092	3.669	3.530	-	-	-	-	-	-	-	7.291	-	2.218	1.721	-	-	-	-	-	-	-	3.939	
12 Maryvale	2.749	1.345	-	0.822	0.582	1.618	1.101	-	-	-	-	-	-	-	-	2.719	-	0.582	-	-	-	-	-	-	-	-	0.582	
13 North York Central Phase 2	12.718	0.931	-	-	11.787	1.205	-	-	-	-	-	-	-	-	-	1.205	1.159	-	-	-	-	-	-	-	-	-	1.159	
14 Northern District - Streetscaping	0.990	-	0.990	-	-	0.442	0.495	-	-	-	-	-	-	-	-	0.937	-	-	-	-	-	-	-	-	-	-	-	
15 Northern District	13.055	1.168	-	-	11.887	0.100	0.151	2.527	5.320	4.957	-	-	-	-	-	13.055	0.080	0.151	2.527	5.320	3.809	-	-	-	-	-	11.887	
16 Toronto Reference Library	22.323	0.652	-	-	21.671	3.323	2.500	2.500	2.000	2.000	2.000	2.000	2.000	2.000	2.000	22.323	3.284	2.500	2.500	2.000	1.872	1.962	1.850	1.982	1.901	1.820	21.671	
17 Wychwood	15.796	6.443	1.500	1.400	6.453	3.704	2.468	-	-	-	-	-	-	-	-	6.172	2.589	2.468	-	-	-	-	-	-	-	-	5.057	
18 York Woods	11.758	1.714	-	-	10.044	3.694	-	-	-	-	-	-	-	-	-	3.694	2.633	-	-	-	-	-	-	-	-	-	2.633	
19 Weston	12.068	1.031	-	-	11.037	0.159	0.482	-	4.198	4.598	2.631	-	-	-	-	12.068	0.159	0.482	-	4.198	4.598	1.600	-	-	-	-	11.037	
20 Etobicoke Civic Centre	29.859	26.523	-	-	3.336	0.351	1.065	-	5.283	8.852	8.889	5.419	-	-	-	29.859	0.351	0.141	-	2.844	-	-	-	-	-	-	3.336	
21 Richview	3.546	0.018	-	-	3.528	0.175	1.219	1.037	1.054	-	-	-	-	-	-	3.485	0.175	1.219	1.037	1.054	-	-	-	-	-	-	3.485	
22 Pleasant View - Design	0.636	-	0.636	-	-	0.100	0.536	-	-	-	-	-	-	-	-	0.636	-	-	-	-	-	-	-	-	-	-	-	
23 Deer Park - Design	0.144	-	-	0.144	-	-	0.144	-	-	-	-	-	-	-	-	0.144	-	-	-	-	-	-	-	-	-	-	-	
24 High Park	9.183	0.818	-	-	8.365	-	0.121	0.368	-	1.967	3.978	2.749	-	-	-	9.183	-	0.087	0.368	-	1.967	3.978	1.965	-	-	-	8.365	
25 Barbara Frum	13.639	1.162	0.004	-	12.473	-	-	0.178	0.539	3.090	3.746	4.437	1.649	-	-	13.639	-	-	0.178	0.539	3.090	3.746	3.271	1.649	-	-	12.473	
26 Parkdale	32.705	7.951	-	-	24.754	-	-	0.089	0.253	-	7.271	8.675	8.288	8.129	-	32.705	-	-	0.089	0.253	-	4.856	7.319	6.003	6.234	-	24.754	
27 Perth / Dupont - 299 Campbell Avenue	4.925	1.073	1.055	1.100	1.697	-	-	1.266	3.619	-	-	-	-	-	-	4.885	-	-	1.266	0.431	-	-	-	-	-	-	1.697	
28 St.Lawrence - Design*	0.374	-	-	-	0.374	-	-	0.374	-	-	-	-	-	-	-	0.374	-	-	0.374	-	-	-	-	-	-	-	0.374	
29 Lillian H. Smith	39.704	8.451	-	-	31.253	-	-	-	0.240	0.714	-	7.406	8.186	7.754	7.720	32.020	-	-	-	0.240	0.507	-	4.624	4.822	5.656	7.720	23.569	
30 Parliament Street	24.598	5.884	-	-	18.714	-	-	-	0.291	0.883	-	-	4.143	5.762	6.983	18.062	-	-	-	0.291	0.730	-	-	0.534	3.640	6.983	12.178	
31 Sanderson	12.726	1.145	-	-	11.581	-	-	-	0.168	0.510	-	4.296	3.906	3.846	12.726	-	-	-	-	0.108	0.510	-	3.214	3.903	3.846	11.581		
32 Mimico Centennial	21.207	3.310	-	-	17.897	-	-	-	-	-	-	0.262	0.795	-	3.389	4.446	-	-	-	-	-	0.232	0.795	-	3.389	4.416		
33 Port Lands	22.461	19.524	-	-	2.937	-	-	-	-	-	-	-	-	0.278	0.843	1.121	-	-	-	-	-	-	-	-	0.843	0.843		
Total Building Projects	454.833	114.422	6.022	6.414	327.975	34.418	32.325	29.026	38.913	38.877	39.363	37.508	36.117	34.746	31.861	353.154	26.675	26.802	26.554	27.871	24.417	24.810	25.041	25.161	27.615	31.315	266.261	
Capacity to Spend Budget and Plan	542.656	127.969	6.022	10.414	398.251	44.916	40.699	37.863	47.319	47.284	48.838	45.433	44.226	43.045	40.354	439.977	35.447	34.102	34.569	33.573	31.293	31.823	31.421	31.140	34.454	37.874	335.696	

* Construction phase of this project is in Capital Needs Constraints

TORONTO PUBLIC LIBRARY
2021 Projects with Future Year Commitments Including Carry-Forward Funding

Attachment 2a

* This chart was extracted from Appendix 6a (page 26) of the 2021 Budget Notes and updated to add the Pleasant View Library Design

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
LB001	Albert Campbell Library Renovation	6,059	5,963	1,059	-	-	-	-	-	-	-	13,081	10,804	2,277	-
LB002	Answerline & Community Space Rental Modernization	746	-	-	-	-	-	-	-	-	-	746	746	-	-
LB004	Bayview-Bessarion Library Relocation & Expansion	4,502	2,900	-	-	-	-	-	-	-	-	7,402	7,402	-	-
LB006	Dawes Road Library Reconstruction	461	435	4,000	5,164	5,355	3,898	-	-	-	-	19,313	14,544	4,769	-
LB008	Etobicoke Civic Centre New Construction	351	1,065	-	-	-	-	-	-	-	-	1,416	-	-	1,416
LB010	Intergrated Payment Solutions	145	-	-	-	-	-	-	-	-	-	145	145	-	-
LB012	Mall Branch Relocation & Expansion	92	3,669	3,530	-	-	-	-	-	-	-	7,291	6,111	1,180	-
LB013	Maryvale Library Relocation and Expansion	1,618	1,101	-	-	-	-	-	-	-	-	2,719	2,684	35	-
LB015	Multi-Branch Renovation Program - SOGR	5,683	6,032	4,939	5,170	-	-	-	-	-	-	21,824	22,883	(1,059)	-
LB016	Multi-Branch Renovation Program - Accessibility	2,750	1,500	1,500	1,450	-	-	-	-	-	-	7,200	7,200	-	-
LB017	North York Central Library Renovation - Phase 2	1,205	-	-	-	-	-	-	-	-	-	1,205	1,205	-	-
LB018	Northern District Library Renovation	100	151	-	-	-	-	-	-	-	-	251	251	-	-
LB019	Northern District Library Streetscaping	442	495	-	-	-	-	-	-	-	-	937	937	-	-
LB024	Richview Building Elements	175	1,219	1,037	1,054	-	-	-	-	-	-	3,485	3,485	-	-
LB026	Service Modernization and Transformation	1,734	1,860	1,886	1,000	-	-	-	-	-	-	6,480	4,862	1,618	-
LB028	Technology Asset Management Program	6,373	5,014	4,651	4,712	-	-	-	-	-	-	20,750	23,662	(2,912)	-
LB029	Toronto Reference Library Renovation	3,323	2,500	2,500	1,960	-	-	-	-	-	-	10,283	9,533	750	-
LB030	Virtual Branch Services	1,500	1,500	1,500	1,450	-	-	-	-	-	-	5,950	5,950	-	-
LB031	Weston Library Renovation	159	482	-	-	-	-	-	-	-	-	641	-	-	641
LB032	Wychwood Library Renovation and Expansion	3,704	2,468	-	-	-	-	-	-	-	-	6,172	6,172	-	-
LB033	York Woods Library Renovation	3,694	-	-	-	-	-	-	-	-	-	3,694	3,694	-	-
	Total Expenditure (including carry forward from 2020)	44,816	38,354	26,602	21,960	5,355	3,898	-	-	-	-	140,985	132,270	6,658	2,057
LB034	Pleasant View - Design	100	536	-	-	-	-	-	-	-	-	636	-	-	636
	Revised Total Expenditure (including carry forward from 2020)	44,916	38,890	26,602	21,960	5,355	3,898	-	-	-	-	141,621	132,270	6,658	2,693

TORONTO PUBLIC LIBRARY
Uncommitted Future Year Projects

Attachment 2b

* This chart was extracted from Appendix 6b (page 27) of the 2021 Budget Notes

Project Code	(In \$000s)	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2022 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
LB003	Barbara Frum Library Renovation	-	178	539	3,090	3,746	4,437	1,649	-	-	13,639	912	12,727	-
LB005	Centennial Library Reconstruction	1,544	5,659	4,222	-	-	-	-	-	-	11,425	454	-	10,971
LB007	Deer Park Library Relocation & Expansion	144	-	-	-	-	-	-	-	-	144	-	-	144
LB008	Etobicoke Civic Centre New Construction	-	-	5,283	8,852	8,889	5,419	-	-	-	28,443	-	-	28,443
LB009	High Park Library Renovation	121	368	-	1,967	3,978	2,749	-	-	-	9,183	1,927	7,256	-
LB011	Lillian H. Smith Library Renovation and Expansion	-	-	240	714	-	7,406	8,186	7,754	7,720	32,020	732	-	31,288
LB014	Mimico Library Renovation	-	-	-	-	-	262	795	-	3,389	4,446	4,446	-	-
LB015	Multi-Branch Renovation Program - SOGR	-	-	60	4,793	4,940	5,060	5,260	5,417	5,580	31,110	1,791	29,319	-
LB016	Multi-Branch Renovation Program - Accessibility	-	-	50	1,500	1,500	1,500	1,500	1,500	1,500	9,050	9,050	-	-
LB018	Northern District Library Renovation	-	2,527	5,320	4,957	-	-	-	-	-	12,804	517	12,287	-
LB020	Parkdale Library Reconstruction	-	89	253	-	7,271	8,675	8,288	8,129	-	32,705	1,863	-	30,842
LB021	Parliament Street Library Relocation & Expansion	-	-	291	883	-	-	4,143	5,762	6,983	18,062	1,949	-	16,113
LB022	Perth/Dupont Library Relocation & Expansion	-	1,266	3,619	-	-	-	-	-	-	4,885	1,521	-	3,364
LB023	Port Lands New Construction	-	-	-	-	-	-	-	278	843	1,121	-	-	1,121
LB025	Sanderson Library Renovation	-	-	-	168	510	-	4,296	3,906	3,846	12,726	1,882	10,844	-
LB026	Service Modernization and Transformation	-	-	104	1,131	1,160	1,189	1,218	1,249	1,286	7,337	-	-	7,337
LB027	St. Lawrence Library Relocation & Expansion - Design	-	374	-	-	-	-	-	-	-	374	-	-	374
LB028	Technology Asset Management Program	-	800	1,090	5,776	6,815	5,236	5,391	5,550	5,707	36,365	-	36,365	-
LB029	Toronto Reference Library Renovation	-	-	40	2,000	2,000	2,000	2,000	2,000	2,000	12,040	633	11,407	-
LB030	Virtual Branch Services	-	-	50	1,500	1,500	1,500	1,500	1,500	1,500	9,050	-	-	9,050
LB031	Weston Library Renovation	-	-	4,198	4,598	2,631	-	-	-	-	11,427	1,851	9,576	-
Total Expenditures		1,809	11,261	25,359	41,929	44,940	45,433	44,226	43,045	40,354	298,356	29,528	129,781	139,047

2021 - 2030 Capital Budget and Plan - Gross and Debt Funding

Capital Needs Constraints - Unfunded

(\$millions)

PROJECT NAME	A	B	C	D	E	GROSS											DEBT										
	Cost Est.	Develop. Charges	S. 37/ 45/ Reserves	Other Funding	Debt	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
1 Danforth/Coxwell Relocation and Expansion	17.642	9.343			8.299	-	0.226	0.685	-	5.574	5.311	4.023	1.823	-	-	17.642	-	-	0.091	-	1.869	2.621	2.020	1.698	-	-	8.299
2 City Hall Relocation and Expansion	16.130	11.835	-	-	4.295	-	0.265	0.273	2.221	4.045	4.892	4.434	-	-	-	16.130	-	-	0.053	-	0.720	0.939	2.583	-	-	-	4.295
3 St. Lawrence Relocation and Expansion*	31.508	24.686	-	-	6.822	-	-	-	-	-	6.477	7.805	8.952	8.274	-	31.508	-	-	-	-	-	0.620	1.059	1.240	3.903	-	6.822
Total Projects in Capital Needs Constraints	65.280	45.864	-	-	19.416	-	0.491	0.958	2.221	9.619	16.680	16.262	10.775	8.274	-	65.280	-	-	0.144	-	2.589	4.180	5.662	2.938	3.903	-	19.416

* Design phase of this project is included in the Council approved budget and plan

TORONTO PUBLIC LIBRARY
Potential 2021 Capital Project Reductions – Impacted Projects

Attachment 4

Project	Impact
Multi Branch Renovation Program	Significant increase in SOGR backlog and delay in meeting AODA requirements; potential for service interruption and increased costs due to emergency repairs which are more costly by nature.
Toronto Reference Library Renovation	Increase in SOGR backlog and delay in meeting AODA requirements; potential for service interruption and increased costs due to emergency repairs which are more costly by nature.
Technology Asset Management Program (TAMP)	Delay in lifecycle replacement of public IT assets resulting in performance issues and inability to meet service level standards. Delay in implementation of digital strategy resulting in lower productivity from outdated systems, inability to execute on IT risk and governance program, and increased technical debt
Service Modernization and Transformation	Deferring program modernization and staff productivity and collaboration projects; delaying execution of strategic roadmap putting outcome of strategic plan at risk which would directly impact customer service.