



STAFF REPORT ACTION REQUIRED

2018-2027 Capital Budget and Plan Submission

| | |
|--------------|------------------------------|
| Date: | September 25, 2017 |
| To: | Toronto Public Library Board |
| From: | City Librarian |

SUMMARY

The purpose of this report is to seek Toronto Public Library (TPL) Board approval of the 2018-2027 Capital Budget and Plan submission of \$23.003 million debt (\$28.755 million gross) for 2018 and \$251.365 million debt (\$357.408 million gross) over 2018–2027.

The ten-year budget and plan funding request is comprised of 27 projects totalling \$178.755 million debt (\$264.880 million gross) that meet the City debt targets, and nine projects totalling \$72.610 million debt (\$92.528 million gross) that exceed the City debt targets. Included in the nine projects that exceed the City debt targets are two technological innovation initiatives totalling \$2.870 million debt (\$3.000 million gross) over 2018-2019 to achieve operating budget savings.

Even with the additional debt funding request, the State of Good Repair (SOGR) backlog is estimated to grow to \$111.635 million by 2027.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the 2018-2027 Capital Budget and Plan submission of \$23.003 million debt (\$28.755 million gross) for 2018 and \$251.365 million debt (\$357.408 million gross) over 2018 – 2027, comprised of:
 - 1.1 27 projects, as detailed in Attachment 1, totalling \$21.277 million debt (\$26.842 million gross) in 2018 and \$178.755 million debt (\$264.880 million gross) over 2018-2027, which **meets** the City debt targets; and
 - 1.2 nine projects, as detailed in Attachment 2, totalling \$1.726 million debt (\$1.913 million gross) in 2018 and \$72.610 million debt (\$92.528 million gross) over 2018-2027 which **exceeds** the City debt targets.

FINANCIAL IMPACT

The 2018–2027 capital submission as shown in Table 1 below is comprised of funding that meets the City’s debt targets of \$178.755 million (\$264.880 million gross) and funding that exceeds the City’s debt targets by \$72.610 million debt (\$92.528 million gross). The un-addressed SOGR Backlog is estimated to grow to \$111.635 million by 2027.

Table 1: 2018 - 2027 Capital Budget and Plan Submission (\$millions)

| | 2018 | | 2018 - 2027 | |
|---|------------------|------------------|------------------|------------------|
| | Gross | Debt | Gross | Debt |
| Funding meeting Debt Targets (Attachment 1) | \$ 26.842 | \$ 21.277 | \$264.880 | \$178.755 |
| Funding exceeding Debt Targets (Attachment 2) | \$ 1.913 | \$ 1.726 | \$ 92.528 | \$ 72.610 |
| Total Budget Submission | \$ 28.755 | \$ 23.003 | \$357.408 | \$251.365 |
| Remaining Unfunded SOGR Backlog | | | \$111.635 | |

The gross 10-year capital plan request is comprised of City debt funding of \$251.365 million or 70.3% and non-debt sources of funding of \$106.043 million or 29.7%, including development charges (DC) (\$85.378 million or 23.9%), a transfer from the operating budget (\$13.780 million or 3.9%), Section 37/42 funding (\$5.140 million or 1.4%), City reserves (\$1.100 million or 0.3%), and other funding (\$0.645 million or 0.2%). The ten-year capital funding request exceeds City debt targets of \$178.755 million by \$72.610 million. This is detailed in table 4 later in this report.

Also shown in Table 4 is incremental net operating impacts that over the 2018-2027 period total \$0.715 million and 3.7 full-time equivalents (FTEs) net, resulting mainly from an increase of \$1.360 million and 12.7 FTEs from the planned expansion of Dawes Road Branch and the relocation and expansion of Bayview-Bessarion, Parliament Street, Perth/Dupont and City Hall branches partially offset by efficiency savings of \$0.950 million (reduction of 9.0 FTEs of clerical work through attrition) resulting from the \$3.000 million gross capital investment in technological improvement initiatives – Expansion of Technological Efficiencies and Answerline & Community Space Rental Modernization.

The complete ten-year capital submission summary with gross and debt funding for capital projects is included in Attachments 1 and 2.

The Director, Finance and Treasurer has reviewed this financial impact statement and is in agreement with it.

ISSUE BACKGROUND

At the meeting on June 19, 2017, the Library Board reviewed the [2018 - 2027 Capital Budget and Plan Preview](#), which detailed funding of \$248.495 million debt (\$355.844 million gross) over 2018-2027, and exceeded debt targets by \$69.740 million over the 10-year period.

Table 2: 2018 - 2027 Capital Budget and Plan Preview Summary (\$millions)

| | <u>2018</u> | | <u>2018 - 2027</u> | |
|--------------------------------|------------------|------------------|--------------------|-------------------|
| | <u>Gross</u> | <u>Debt</u> | <u>Gross</u> | <u>Debt</u> |
| Funding meeting Debt Targets | \$ 26.583 | \$ 21.277 | \$266.316 | \$178.755 |
| Funding exceeding Debt Targets | \$ 0.413 | \$ 0.356 | \$ 89.528 | \$ 69.740 |
| Total Budget Preview | \$ 26.996 | \$ 21.633 | \$355.844 | \$ 248.495 |

Remaining Unfunded SOGR Backlog \$112.069

Staff made a [presentation](#) on the Capital Preview which was the preliminary budget. This preliminary budget has now been updated through this 2018-2027 Capital Budget and Plan Submission as described further in the *Changes from Capital Preview* under Comments.

COMMENTS

The capital submission achieves the following strategic objectives:

1. Provide a budget program that is fiscally responsible and deliverable;
2. Transform branches for modern library service;
3. Focus on addressing state of good repair for branches;
4. Address City growth intensification areas;
5. Maximize alternative (non-debt) funding sources; and
6. Minimize the operating impact of the capital program.

2018-2027 Capital Budget and Plan Submission

The 2018–2027 capital submission as shown in Table 3 below is comprised of 27 projects totalling \$21.277 million debt (\$26.842 million gross) in 2018 and \$178.755 million debt (\$264.880 million gross) that meets the City debt target and nine projects totalling \$1.726 million debt (\$1.913 million gross) in 2018 and \$72.610 million debt (\$92.528 million gross) over 2018-2027 that exceeds the City debt targets. The funding over the ten-year period will accomplish many goals, including partially addressing the growing SOGR backlog, advancing digital service delivery, and increasing access for all Torontonians to library service.

Table 3: 2018 - 2027 Capital Budget and Plan Submission (\$millions)

| | <u>2018</u> | | | <u>2018 - 2027</u> | | |
|---|------------------|---------------------|-------------------------|--------------------|---------------------|-------------------------|
| | <u>Gross</u> | <u>Debt Funding</u> | <u>Non-Debt Funding</u> | <u>Gross</u> | <u>Debt Funding</u> | <u>Non-Debt Funding</u> |
| Funding meeting Debt Targets (Attachment 1) | \$ 26.842 | \$ 21.277 | \$ 5.565 | \$264.880 | \$178.755 | \$ 86.125 |
| Funding exceeding Debt Targets (Attachment 2) | \$ 1.913 | \$ 1.726 | \$ 0.187 | \$ 92.528 | \$ 72.610 | \$ 19.918 |
| Total Budget Submission | \$ 28.755 | \$ 23.003 | \$ 5.752 | \$357.408 | \$251.365 | \$ 106.043 |

Remaining Unfunded SOGR Backlog \$111.635

Included in the nine projects that exceed the City debt targets are two technological innovation initiatives totalling \$2.870 million debt (\$3.000 million gross) over 2018-2019 to achieve operating budget savings of \$0.950 million over the two years (\$0.475 million in

2018 and \$0.475 million in 2019) by streamlining customer support processes and ongoing implementation of new and emerging technologies to improve TPL efficiency and effectiveness.

1. Expansion of Technological Efficiencies – with a capital investment of \$1.531 million debt (\$1.600 million gross) over 2018-2019 – TPL will continue the conversion to VOIP, the replacement of printers, scanners, fax machines and copiers with more efficient multi-function devices and the improvement to payment processes for public printing at all branches. This initiative will save \$0.420 million over the two years (\$0.235 million in 2018 and \$0.185 million in 2019) and allow for a total reduction in staff of 3.0 FTEs of clerical work over two years (1.5 FTEs in 2018 and 1.5 FTEs in 2019) through attrition.

2. Answerline & Community Space Rental Modernization – with a capital investment of \$1.339 million debt (\$1.400 million gross) over 2018-2019 – this initiative will streamline TPL customer support processes and introduce new technologies to allow self-service, reducing the number of staff needed to support customer interactions across TPL infrastructure (e.g. phone, email, chat, social media, etc.). Operating savings of \$0.530 million will be achieved over the two years (\$0.240 million in 2018 and \$0.290 million in 2019) and allow for a reduction in 6.0 clerical FTEs over two years (3.0 FTEs in 2018 and 3.0 FTEs in 2019) through attrition.

Despite the higher debt funding request in the capital budget submission that exceeds City debt targets over the ten years, there would still be a remaining unfunded SOGR backlog which will grow to \$111.635 million by 2027.

Funding Sources

The funding sources and the impact on the operating budget of the 2018-2027 capital submission is summarized in Table 4 below and are detailed in Attachment 3.

Table 4: 2018 - 2027 Capital Budget and Plan Funding Sources Submission (\$millions)

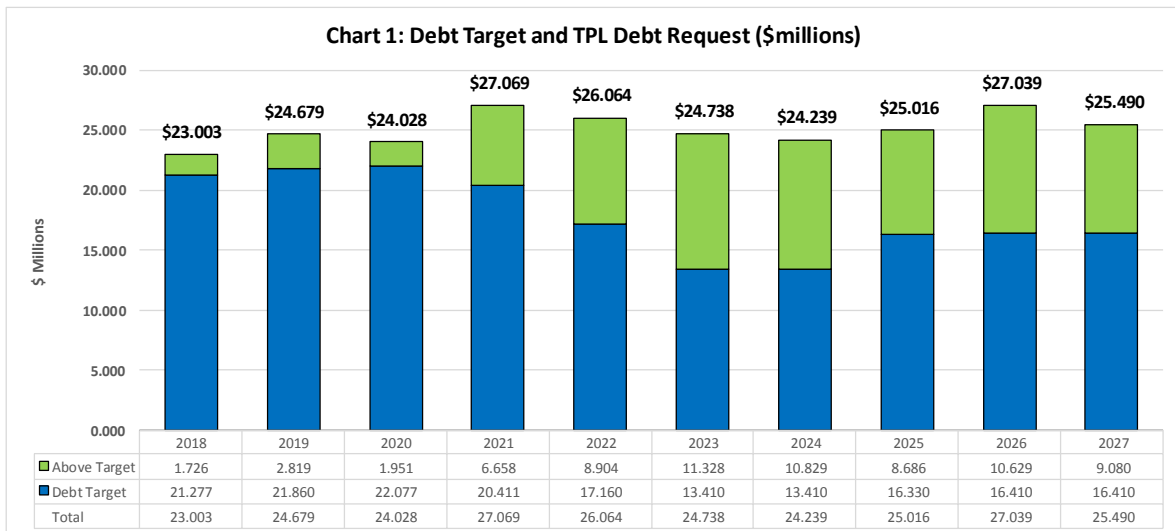
| | 2018 | | 2018 - 2027 | |
|--|------------------|---------------|-------------------|---------------|
| | \$ | % | \$ | % |
| Total Gross | \$ 28.755 | 100.0% | \$ 357.408 | 100.0% |
| Non-Debt Sources of Funding | | | | |
| Development Charges | \$ 4.273 | 14.9% | \$ 85.378 | 23.9% |
| Library Operating Budget (TAMP) | \$ 1.378 | 4.8% | \$ 13.780 | 3.9% |
| Section 37 Funding | \$ - | 0.0% | \$ 5.140 | 1.4% |
| City Reserves | \$ - | 0.0% | \$ 1.100 | 0.3% |
| Other external | \$ 0.101 | 0.4% | \$ 0.645 | 0.2% |
| Total Non-Debt Sources of Funding | \$ 5.752 | 20.0% | \$ 106.043 | 29.7% |
| Total Debt Request | \$ 23.003 | 80.0% | \$ 251.365 | 70.3% |
| Incremental Operating Impacts | \$ (0.495) | | \$ 0.715 | |
| <i>FTE</i> | (4.5) | | 3.7 | |

Debt Funding Request in Excess of Debt Targets

TPL is seeking funding in excess of the debt targets, imposed by the City, for a number of reasons as detailed below.

1. Decreasing Debt Targets: The debt targets assigned to TPL (see Chart 1) decreases starting in 2020 before increasing again in 2025. This decrease would be even more pronounced if inflation was taken into account and does not allow TPL to deliver a capital program that addresses requirements such as the SOGR backlog as discussed more below. This inadequate debt funding makes it difficult for TPL to deliver its strategic objectives and Council priorities, and would continue a trend of underfunding.

Chart 1 shows the City-imposed debt targets and the TPL debt request. As can be seen, the additional debt request by TPL results in a much more stable and sustainable total funding model that provides the ability to proceed with the planned capital program to address a greater portion of the SOGR needs of the Library.



2. Ageing Assets and SOGR Backlog: 70% of TPL’s buildings were built in the 1960/70/80s. Components of these buildings are now nearing the end of their useful lives and require replacement or major overhaul within the next ten years. Therefore, it is imperative that TPL’s debt targets not decrease each year but actually should be increasing in order to prevent a surge in the SOGR backlog.

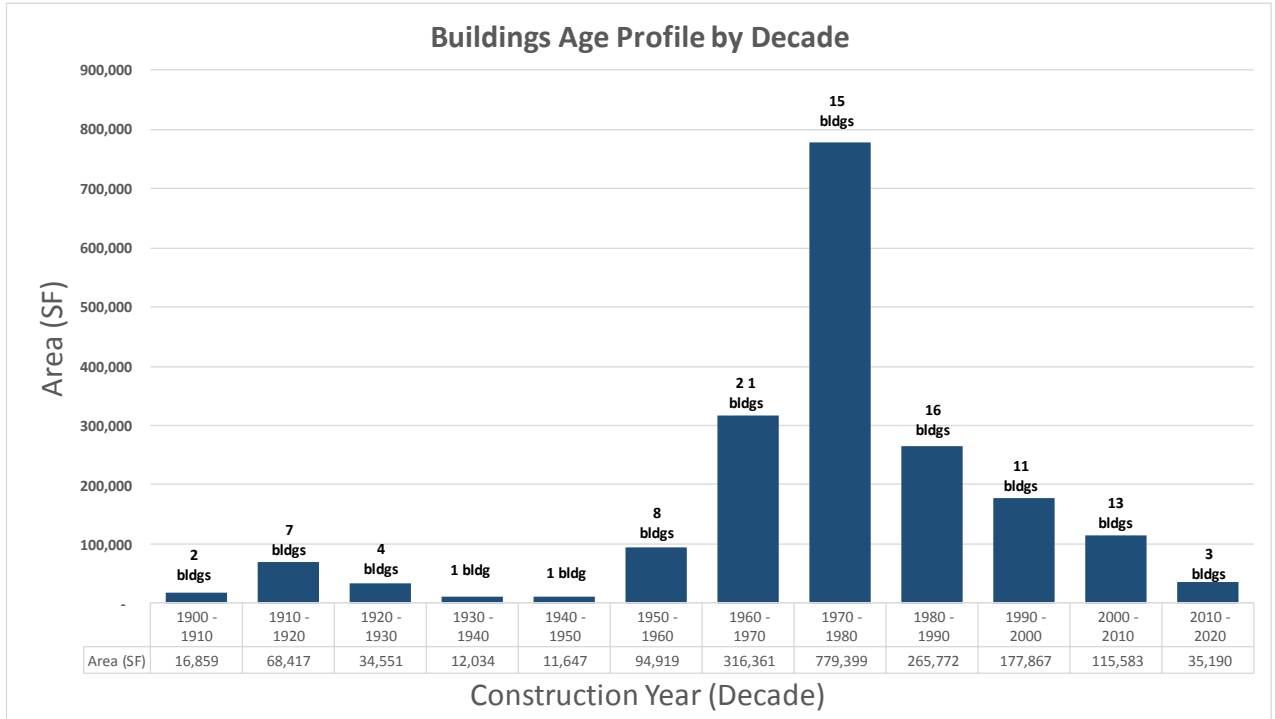
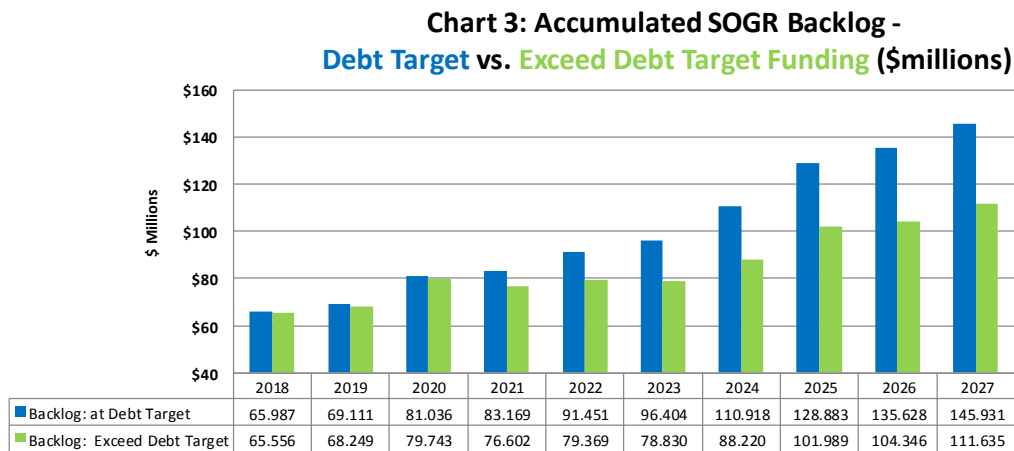
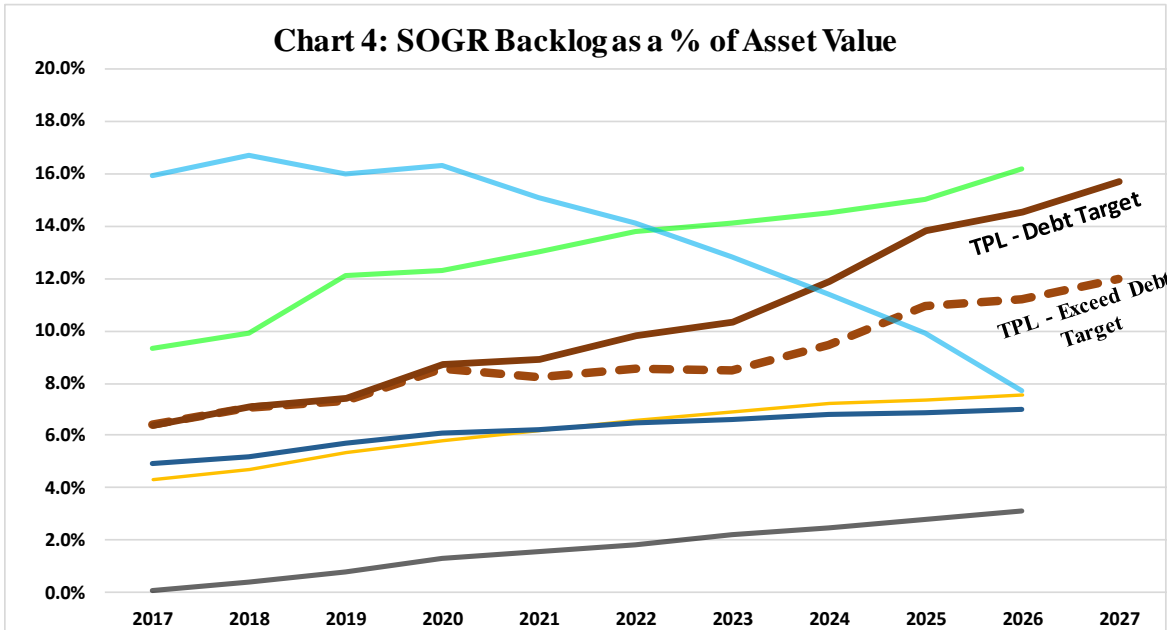


Chart 3 compares the SOGR backlog over the next ten years for the TPL capital budget and plan that includes additional debt funding versus a budget and plan that meets the City debt targets. As can be clearly seen, the City’s inadequate debt targets results in an increase of the SOGR backlog to \$145.931 million by 2027. With the funding beyond the debt targets, the accumulated SOGR backlog would decrease by \$34.296 million, and stand at \$111.635 million by 2027, representing unmet SOGR needs.



Because debt funds the majority of the capital program, the level of debt funding is the primary factor in determining TPL’s ability to address SOGR and other capital needs. The combination of inadequate debt targets and an ageing infrastructure results in TPL’s SOGR backlog doubling over the next ten years.

3. **SOGR Backlog Comparison:** As can be seen in Chart 4, TPL’s SOGR backlog is increasing at a faster rate than most other City divisions or agencies. With the additional funding exceeding the debt targets this increase is slowed down, though would still be above most of the other departments and agencies mainly due to the age of the buildings as discussed previously and as can be seen in the following chart.



4. **Ability to Deliver on Capital Program:** A final reason for funding exceeding the imposed debt targets is TPL’s history of above-average spending rates as compared to other City divisions and agencies. As stated in the city’s budget instructions, part of fiscal responsible budgeting is utilizing the funds committed in a responsible manner. Over the last three years, TPL’s spending has averaged close to 90%. With average spending levels across the City of only 65%, there is a significant amount of capital funding that is not being used each year. Therefore, in addition to all the reasons above, by assigning more funding to TPL the City’s limited funds are more likely to be utilized to address SOGR needs rather than tied up and carried forward into future fiscal periods.

Changes from Capital Preview

The 2018-2027 Capital Budget and Plan Preview was presented to the Board at its meeting on June 19, 2017 and has been updated as described below.

Funding meeting City Debt Targets

The capital funding meeting debt targets in the 2018-2027 capital preview of \$21.277 million debt (\$26.583 million gross) in 2018 and \$178.755 million debt (\$266.316 million gross) over 2018-2027 is being increased by \$0.259 million gross in 2018 and decreased by \$1.436 million gross (\$0 debt) over 2018-2027 as shown in table 5 below. These changes are technical or minor in nature and do not affect the annual debt funding that meets City targets.

Table 5: Changes from Capital Preview - Meeting Debt Targets (\$millions)

| | 2018 | | 2018 - 2027 | |
|--|-----------------|------------------|-------------------|-------------------|
| | Gross | Debt | Gross | Debt |
| Capital Preview Meeting Debt Targets (June 19, 2017) | \$26.583 | \$ 21.277 | \$ 266.316 | \$ 178.755 |
| <u>Changes</u> | | | | |
| Dawes Road - Technical Adjustment | \$ (0.163) | | \$ (2.735) | |
| Multi-Branch SOGR - Technical Adjustment | | | \$ 0.277 | |
| Wychwood - Budget Increase and Funding Changes | | \$ (0.384) | \$ 0.600 | \$ (0.384) |
| Multi-Branch SOGR - Budget Increase | \$ 0.422 | \$ 0.384 | \$ 0.422 | \$ 0.384 |
| Total Changes | \$ 0.259 | \$ - | \$ (1.436) | \$ - |
| Budget Submission Meeting Debt Targets | \$26.842 | \$ 21.277 | \$ 264.880 | \$ 178.755 |

Funding Exceeding City Debt Targets

Two additional capital projects totalling \$1.370 million debt (\$1.500 gross) in 2018 and \$1.500 million debt (\$1.500 million gross) in 2019 have been added to the capital preview funding exceeding debt targets, as noted earlier in this report, and are shown in Table 6 below.

Table 6: Changes from Capital Preview - Exceeding Debt Targets (\$millions)

| | 2018 | | 2018 - 2027 | |
|--|----------------|-----------------|------------------|------------------|
| | Gross | Debt | Gross | Debt |
| Capital Preview Exceeding Debt Targets (June 19, 2017) | \$0.413 | \$ 0.356 | \$ 89.528 | \$ 69.740 |
| <u>Changes</u> | | | | |
| Expansion of Technological Efficiencies | \$0.950 | \$ 0.881 | \$ 1.600 | \$ 1.531 |
| Answerline & Community Space Rental Modernization | \$0.550 | \$ 0.489 | \$ 1.400 | \$ 1.339 |
| Total Changes | \$1.500 | \$ 1.370 | \$ 3.000 | \$ 2.870 |
| Budget Submission Exceeding Debt Targets | \$1.913 | \$ 1.726 | \$ 92.528 | \$ 72.610 |

CONCLUSION

The capital submission requests funding of \$23.003 million debt (\$28.755 million gross) in 2018 and \$251.365 million debt (\$357.408 million gross) over 2018-2027, which exceeds City debt targets by \$72.610 million over the ten years, represents a fiscally responsible budget submission and does not attempt to completely address the significant SOGR backlog issue. With the additional \$3.000 million capital investment in technological innovation, TPL will be able to realize operational savings of \$0.950 million over two years (\$0.475 million in 2018 and \$0.475 million in 2019) by modernizing the Answerline & Community Space Rental Services and improving efficiencies with on-going implementation of new and emerging technologies.

Considering the age of the TPL buildings, the increase in population in the City core and the changing technologies in the delivery of library services, the capital submission is in excess of the assigned debt targets in order to deliver on strategic priorities such as neighbourhood improvement, service transformation and access to technology through digital innovation.

A budget submission report will be prepared for the City's Budget Committee.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

- Attachment 1: 2018-2027 Capital Budget and Plan Submission – Project funding request meeting Debt Targets
- Attachment 2: 2018-2027 Capital Budget and Plan Submission – Project funding request which exceeds Debt Targets
- Attachment 3: 2018-2027 Capital Budget and Plan Submission – Funding Sources & Operating Impacts

TORONTO PUBLIC LIBRARY
2018 - 2027 Capital Budget and Plan - Gross and Debt Funding
Project Funding Meeting Debt Targets
(\$millions)

Attachment 1

| | PROJECT INFORMATION | | | | | GROSS | | | | | | | | | | | TOTAL 2018-2027 | DEBT | | | | | | | | | | | TOTAL 2018-2027 | | | |
|----|--|------------------|---------------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|-----------------|----------------|---------------|---------------|---------------|---------------|-----------------|-----------------|----------------|---------------|---------------|---------------|---------------|-----------------|----------------|---------------|---------------|---------------|-----------------|---------------|-----------------|----------------|
| | Cost Est. | Develop. Charges | S. 37/ 45/ Reserves | Other Funding | Debt | 2018 | 2019 | 2020 | 2021 | 2022 | TOTAL 2018-2022 | 2023 | 2024 | 2025 | 2026 | 2027 | | TOTAL 2023-2027 | 2018 | 2019 | 2020 | 2021 | 2022 | TOTAL 2018-2022 | 2023 | 2024 | 2025 | 2026 | | 2027 | TOTAL 2023-2027 | |
| 1 | Tech Asset Mgmt Prg (TAMP) | 45.164 | 1.869 | - | 13.780 | 29.515 | 4.100 | 3.883 | 4.100 | 4.100 | 4.100 | 20.283 | 4.900 | 5.110 | 4.940 | 5.831 | 4.100 | 24.881 | 45.164 | 2.722 | 2.463 | 2.722 | 2.360 | 2.722 | 12.989 | 3.013 | 3.133 | 3.562 | 4.329 | 2.489 | 16.526 | 29.515 |
| 2 | Virtual Branch Services (VBS) | 15.000 | 13.440 | - | - | 1.560 | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 | 7.500 | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 | 7.500 | 15.000 | 0.355 | 0.050 | 0.250 | 0.050 | 0.250 | 0.955 | 0.050 | - | 0.250 | - | 0.305 | 0.605 | 1.560 |
| 3 | Multi-Branch Renovation Program (SOGR) | 53.166 | 4.279 | - | 0.066 | 48.821 | 4.561 | 5.732 | 5.875 | 6.439 | 5.093 | 27.700 | 5.093 | 5.093 | 5.093 | 5.093 | 5.093 | 25.465 | 53.165 | 4.457 | 5.256 | 5.335 | 6.405 | 4.207 | 25.660 | 4.803 | 4.383 | 4.686 | 4.654 | 4.635 | 23.161 | 48.821 |
| 4 | Integrated Payment Solutions | 1.100 | 0.048 | - | - | 1.052 | 1.100 | - | - | - | - | 1.100 | - | - | - | - | - | - | 1.100 | 1.052 | - | - | - | - | 1.052 | - | - | - | - | - | - | 1.052 |
| 5 | Equipment for Operational Efficiencies | 0.350 | 0.015 | - | - | 0.335 | 0.350 | - | - | - | - | 0.350 | - | - | - | - | - | - | 0.350 | 0.335 | - | - | - | - | 0.335 | - | - | - | - | - | - | 0.335 |
| 6 | Albion | 15.307 | 2.629 | - | - | 12.678 | 0.200 | - | - | - | - | 0.200 | - | - | - | - | - | - | 0.200 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 7 | Bayview-Bessarion | 12.622 | 6.630 | - | 0.580 | 5.412 | 1.107 | 4.067 | 5.782 | 0.895 | - | 11.851 | - | - | - | - | - | - | 11.851 | 1.076 | 2.669 | 1.476 | - | - | 5.221 | - | - | - | - | - | - | 5.221 |
| 8 | Wychwood | 10.133 | 5.495 | 1.500 | 0.600 | 2.538 | 2.678 | 5.206 | 0.627 | - | - | 8.511 | - | - | - | - | - | - | 8.511 | 1.262 | 0.858 | 0.279 | - | - | 2.399 | - | - | - | - | - | - | 2.399 |
| 9 | North York Central Phase 1 | 14.974 | 1.438 | - | 4.000 | 9.536 | 2.323 | - | - | - | - | 2.323 | - | - | - | - | - | - | 2.323 | 2.056 | - | - | - | - | 2.056 | - | - | - | - | - | - | 2.056 |
| 10 | North York Central Phase 2 | 10.880 | 0.980 | - | - | 9.900 | 2.664 | 5.264 | 2.952 | - | - | 10.880 | - | - | - | - | - | - | 10.880 | 2.664 | 4.284 | 2.952 | - | - | 9.900 | - | - | - | - | - | - | 9.900 |
| 11 | Dawes Road | 13.263 | 8.638 | - | - | 4.625 | 1.114 | 0.322 | 0.184 | 4.781 | 4.347 | 10.748 | - | - | - | - | - | - | 10.748 | 0.277 | - | - | 1.778 | 2.520 | 4.575 | - | - | - | - | - | - | 4.575 |
| 12 | St. Clair/Silverthorn | 2.897 | 0.420 | - | - | 2.477 | 1.529 | 0.300 | - | - | - | 1.829 | - | - | - | - | - | - | 1.829 | 1.529 | 0.300 | - | - | - | 1.829 | - | - | - | - | - | - | 1.829 |
| 13 | Albert Campbell | 12.165 | 1.095 | - | - | 11.070 | 0.300 | 4.959 | 4.269 | 2.372 | - | 11.900 | - | - | - | - | - | - | 11.900 | 0.300 | 3.992 | 4.269 | 2.372 | - | 10.933 | - | - | - | - | - | - | 10.933 |
| 14 | Centennial | 6.389 | 2.423 | - | - | 3.966 | 0.167 | 0.167 | 2.232 | 2.323 | 1.500 | 6.389 | - | - | - | - | - | - | 6.389 | 0.167 | - | 1.383 | 1.298 | 1.118 | 3.966 | - | - | - | - | - | - | 3.966 |
| 15 | York Woods | 8.344 | 0.752 | - | - | 7.592 | 2.070 | 2.318 | 3.411 | 0.545 | - | 8.344 | - | - | - | - | - | - | 8.344 | 2.070 | 1.570 | 3.411 | 0.541 | - | 7.592 | - | - | - | - | - | - | 7.592 |
| 16 | Guildwood | 1.183 | 0.439 | - | 0.100 | 0.644 | 0.592 | 0.591 | - | - | - | 1.183 | - | - | - | - | - | - | 1.183 | 0.548 | 0.096 | - | - | - | 0.644 | - | - | - | - | - | - | 0.644 |
| 17 | Perth/Dupont - 299 Campbell Avenue | 4.312 | 2.112 | 1.100 | 1.100 | - | 0.080 | - | 3.483 | 0.749 | - | 4.312 | - | - | - | - | - | - | 4.312 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 18 | Parliament Street | 16.374 | 5.605 | - | - | 10.769 | 0.407 | 0.408 | - | 4.301 | 4.188 | 9.304 | 3.863 | 2.448 | 0.759 | - | - | 7.070 | 16.374 | 0.407 | 0.322 | - | 3.225 | 3.325 | 7.279 | 2.200 | 1.249 | 0.041 | - | - | 3.490 | 10.769 |
| 19 | Northern District | 11.744 | 1.056 | - | - | 10.688 | - | - | 0.656 | 2.382 | 3.002 | 6.040 | 3.378 | 2.326 | - | - | - | 5.704 | 11.744 | - | - | - | 2.382 | 2.857 | 5.239 | 3.147 | 2.302 | - | - | - | 5.449 | 10.688 |
| 20 | High Park | 6.898 | 0.621 | - | - | 6.277 | - | - | - | - | 0.197 | 0.197 | 0.197 | 2.927 | 3.577 | - | - | 6.701 | 6.898 | - | - | - | - | 0.161 | 0.161 | 0.197 | 2.343 | 3.576 | - | - | 6.116 | 6.277 |
| 21 | St. Lawrence | 21.976 | 16.879 | - | - | 5.097 | - | - | - | - | 0.194 | 0.194 | 0.133 | - | 4.184 | 4.311 | 4.771 | 13.399 | 13.593 | - | - | - | - | - | - | - | - | 1.921 | 0.833 | 0.772 | 3.526 | 3.526 |
| 22 | Agincourt | 1.125 | - | 1.125 | - | - | - | - | - | - | - | - | 1.125 | - | - | - | - | - | 1.125 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 23 | Bridlewood | 1.900 | - | 1.900 | - | - | - | - | - | - | - | - | 1.100 | 0.800 | - | - | - | 1.900 | 1.900 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 24 | Sanderson | 6.981 | 0.628 | - | - | 6.353 | - | - | - | - | - | - | 0.193 | 0.194 | 2.450 | 2.127 | 2.017 | 6.981 | 6.981 | - | - | - | - | - | - | - | - | 2.209 | 2.127 | 2.017 | 6.353 | 6.353 |
| 25 | Weston | 10.368 | 0.934 | - | - | 9.434 | - | - | - | - | - | - | 0.275 | 0.276 | - | 2.662 | 3.073 | 6.286 | 6.286 | - | - | - | - | - | - | - | - | - | 2.282 | 3.073 | 5.355 | 5.355 |
| 26 | Mimico | 10.335 | 0.930 | - | - | 9.405 | - | - | - | - | - | - | - | 0.281 | 0.282 | 2.637 | 2.707 | 5.907 | 5.907 | - | - | - | - | - | - | - | - | 0.085 | 2.185 | 2.707 | 4.977 | 4.977 |
| 27 | Queen Saulters - Port Lands New Construction | 16.870 | 12.812 | - | - | 4.058 | - | - | - | - | - | - | - | - | - | 0.411 | 0.412 | 0.823 | 0.823 | - | - | - | - | - | - | - | - | - | - | 0.412 | 0.412 | 0.412 |
| 28 | Project Funding Meeting Debt Targets | 331.820 | 92.167 | 5.625 | 20.226 | 213.802 | 26.842 | 34.717 | 35.071 | 30.387 | 24.121 | 151.138 | 21.757 | 20.955 | 22.785 | 24.572 | 23.673 | 113.742 | 264.880 | 21.277 | 21.860 | 22.077 | 20.411 | 17.160 | 102.785 | 13.410 | 13.410 | 16.330 | 16.410 | 16.410 | 75.970 | 178.755 |

TORONTO PUBLIC LIBRARY
2018 - 2027 Capital Budget and Plan - Gross and Debt Funding
Project Funding Exceeding Debt Targets
(\$millions)

Attachment 2

| | PROJECT INFORMATION | | | | | GROSS | | | | | | | | | | TOTAL 2018 - 2027 | DEBT | | | | | | | | | | TOTAL 2018 - 2027 | | | | | |
|---|---|---------------------|------------------------|------------------|----------|---------------|--------------|--------------|--------------|--------------|--------------------|---------------|---------------|---------------|---------------|-------------------------|--------------|------------------------|---------------|--------------|--------------|--------------|--------------|--------------------|---------------|---------------|-------------------------|--------------|---------------|--------------|------------------------|---------------|
| | Cost Est. | Develop. Charges | S. 37/ 45/ Reserves | Other Funding | Debt | 2018 | 2019 | 2020 | 2021 | 2022 | TOTAL 2018-2022 | 2023 | 2024 | 2025 | 2026 | | 2027 | TOTAL 2023- 2027 | 2018 | 2019 | 2020 | 2021 | 2022 | TOTAL 2018-2022 | 2023 | 2024 | | 2025 | 2026 | 2027 | TOTAL 2023- 2027 | |
| 1 | Expansion of Technological Efficiencies | 1.600 | 0.069 | - | - | 1.531 | 0.950 | 0.650 | - | - | - | 1.600 | - | - | - | - | - | 1.600 | 0.881 | 0.650 | - | - | - | 1.531 | - | - | - | - | - | - | 1.531 | |
| 2 | Answerline & Community Space Rental Modernization | 1.400 | 0.061 | - | - | 1.339 | 0.550 | 0.850 | - | - | - | 1.400 | - | - | - | - | - | 1.400 | 0.489 | 0.850 | - | - | - | 1.339 | - | - | - | - | - | - | 1.339 | |
| 3 | Downsview | 8.036 | 0.723 | - | - | 7.313 | 0.219 | 0.220 | - | 3.169 | 2.367 | 5.975 | 2.061 | - | - | - | 2.061 | 8.036 | 0.179 | 0.220 | - | 2.486 | 2.367 | 5.252 | 2.061 | - | - | - | - | 2.061 | 7.313 | |
| 4 | Richview | 3.410 | 0.307 | - | - | 3.103 | 0.194 | 1.185 | 1.007 | 1.024 | - | 3.410 | - | - | - | - | - | 3.410 | 0.177 | 0.895 | 1.007 | 1.024 | - | 3.103 | - | - | - | - | - | - | 3.103 | |
| 5 | Lillian H Smith | 16.650 | 6.142 | - | - | 10.508 | - | - | - | 0.380 | 0.381 | 0.761 | 4.118 | 4.242 | 4.017 | 3.512 | - | 15.889 | 16.650 | - | - | - | 0.312 | 0.381 | 0.693 | 1.905 | 2.950 | 2.686 | 2.274 | - | 9.815 | 10.508 |
| 6 | Toronto Reference Library | 21.587 | 1.942 | - | - | 19.645 | - | 0.312 | 0.885 | 4.670 | 4.725 | 10.592 | 5.416 | 5.579 | - | - | 10.995 | 21.587 | - | 0.204 | 0.885 | 2.836 | 4.725 | 8.650 | 5.416 | 5.579 | - | - | - | 10.995 | 19.645 | |
| 7 | Barbara Frum | 13.710 | 1.233 | - | - | 12.477 | - | - | - | - | - | - | 0.377 | 0.378 | 4.682 | 4.103 | 4.170 | 13.710 | - | - | - | - | - | - | 0.309 | 0.378 | 3.517 | 4.103 | 4.170 | 12.477 | 12.477 | |
| 8 | Parkdale | 19.285 | 1.736 | - | - | 17.549 | - | - | - | - | 0.509 | 0.509 | 0.511 | - | 4.127 | 4.252 | 4.910 | 13.800 | 14.309 | - | - | - | 0.417 | 0.417 | 0.511 | - | 2.483 | 4.252 | 4.910 | 12.156 | 12.573 | |
| 9 | City Hall | 11.826 | 7.705 | - | - | 4.121 | - | 0.107 | 0.480 | - | 3.798 | 4.385 | 3.682 | 3.759 | - | - | - | 7.441 | 11.826 | - | - | 0.059 | - | 1.014 | 1.073 | 1.126 | 1.922 | - | - | - | 3.048 | 4.121 |
| | Projects exceeding debt targets | 97.504 | 19.918 | - | - | 77.586 | 1.913 | 3.324 | 2.372 | 9.243 | 11.780 | 28.632 | 16.165 | 13.958 | 12.826 | 11.867 | 9.080 | 63.896 | 92.528 | 1.726 | 2.819 | 1.951 | 6.658 | 8.904 | 22.058 | 11.328 | 10.829 | 8.686 | 10.629 | 9.080 | 50.552 | 72.610 |

Note: Additional SOGR Backlog which grows to \$111.635 million by 2027 is not included in the Budget Submission.

TORONTO PUBLIC LIBRARY
2018 - 2027 Capital Budget and Plan - Sources of Funding & Operating Impacts
(\$ millions)

Attachment 3

| | 2018 | 2019 | 2020 | 2021 | 2022 | TOTAL 2018- 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | TOTAL 2023- 2027 | Total 2018- 2027 | |
|--|----------------|----------------|---------------|---------------|---------------|------------------------|---------------|---------------|---------------|---------------|---------------|------------------------|------------------------|--------------|
| Meeting Debt Target | 26.842 | 34.717 | 35.071 | 30.387 | 24.121 | 151.138 | 21.757 | 20.955 | 22.785 | 24.572 | 23.673 | 113.742 | 264.880 | |
| Exceeding Debt Target | 1.913 | 3.324 | 2.372 | 9.243 | 11.780 | 28.632 | 16.165 | 13.958 | 12.826 | 11.867 | 9.080 | 63.896 | 92.528 | |
| Total Gross | 28.755 | 38.041 | 37.443 | 39.630 | 35.901 | 179.770 | 37.922 | 34.913 | 35.611 | 36.439 | 32.753 | 177.638 | 357.408 | |
| Non-Debt Sources of Fundng | | | | | | | | | | | | | | % |
| Development Charges | 4.273 | 10.425 | 10.208 | 10.812 | 8.459 | 44.177 | 9.581 | 8.496 | 9.217 | 8.022 | 5.885 | 41.201 | 85.378 | 23.9% |
| Library Operating Budget | 1.378 | 1.378 | 1.378 | 1.378 | 1.378 | 6.890 | 1.378 | 1.378 | 1.378 | 1.378 | 1.378 | 6.890 | 13.780 | 3.9% |
| Section 37 Funding | - | 1.015 | 0.729 | 0.371 | - | 2.115 | 2.225 | 0.800 | - | - | - | 3.025 | 5.140 | 1.4% |
| City Reserve | - | - | 1.100 | - | - | 1.100 | - | - | - | - | - | - | 1.100 | 0.3% |
| Other External | 0.101 | 0.544 | - | - | - | 0.645 | - | - | - | - | - | - | 0.645 | 0.2% |
| Total Non-Debt Sources of Funding | 5.752 | 13.362 | 13.415 | 12.561 | 9.837 | 54.927 | 13.184 | 10.674 | 10.595 | 9.400 | 7.263 | 51.116 | 106.043 | 29.7% |
| Total Debt | 23.003 | 24.679 | 24.028 | 27.069 | 26.064 | 124.843 | 24.738 | 24.239 | 25.016 | 27.039 | 25.490 | 126.522 | 251.365 | 70.3% |
| Incremental Operating Impacts | (0.495) | (0.455) | 0.010 | 0.196 | 0.374 | (0.370) | 0.168 | 0.329 | 0.414 | 0.114 | 0.060 | 1.085 | 0.715 | |
| FTE | (4.5) | (4.5) | | 5.2 | 2.0 | (1.8) | | 4.5 | 1.0 | | | 5.5 | 3.7 | |