



STAFF REPORT ACTION REQUIRED

2024-2033 Capital Budget and Plan - Adoption

Date: February 26, 2024

To: Toronto Public Library Board

From: City Librarian

SUMMARY

The purpose of this report is to seek Toronto Public Library Board adoption of the Council-approved 2024-2033 Capital Budget and Plan of \$40.770 million gross (\$25.619 million debt) for 2024 and \$565.407 million gross (\$364.042 million debt) over 2024-2033.

The State of Good Repair (SOGR) backlog, over the next 10 years, is expected to increase from a current value of \$173.3 million, or 8.5% of total asset value, to \$214.4 million, or 9.9% of total asset value, at the end of 2033.

The capital program at Toronto Public Library (TPL), funded by the approved 2024-2033 Capital Budget and Plan, continues to address the impact of COVID-19 including supply chain issues, high inflation and higher interest rates.

The approved capital budget and plan reflects TPL's demonstrated ability to deliver on its capital program, including the implementation of modernization and transformation initiatives that focus on efficiency, continuous improvement and improved customer experiences.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. adopts the Council-approved 2024-2033 Capital Budget and Plan, as detailed in Attachment 1, of \$40.770 million gross (\$25.619 million debt) in 2024 and \$565.407 million gross (\$364.042 million debt) over 2024-2033; and
2. receives for information Attachment 2 – Capital Needs Constraint, which includes six unfunded projects totalling \$189.845 million gross (\$79.593 million debt).

FINANCIAL IMPACT

TPL's approved 2024-2033 Capital Budget and Plan, including preliminary carry forward funding, consists of a 2024 cash flow of \$40.770 million gross (\$25.619 million debt) and total 2024-2033 cash flows of \$565.407 million gross (\$364.042 million debt), as detailed on Attachment 1.

The Council-approved budget and plan is comprised of 2024 cash flow projects with future year commitments, including preliminary carry forward funding, and 2025-2033 uncommitted capital projects. The following table summarizes these components of the budget and plan:

Table 1: 2024-2033 Approved Capital Budget and Plan Summary
Committed and Uncommitted Cash Flow (\$ Millions)

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2024-2033 (Incl. Carry Forward) |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|------------------------------------|
| Gross | | | | | | | | | | | |
| 2024 Projects with future year commitments including carry forward funding (see Note 1) | 40.770 | 57.286 | 45.807 | 22.849 | 12.712 | - | - | - | - | - | 179.424 |
| Uncommitted Future Year Projects (Commencing in 2025 & beyond) - (see Note 2) | - | 2.291 | 12.288 | 35.645 | 45.753 | 57.065 | 59.216 | 58.473 | 55.402 | 59.850 | 385.983 |
| Total Gross | 40.770 | 59.577 | 58.095 | 58.494 | 58.465 | 57.065 | 59.216 | 58.473 | 55.402 | 59.850 | 565.407 |
| Debt | | | | | | | | | | | |
| 2024 Projects with future year commitments including carry forward funding | 25.619 | 34.979 | 30.545 | 5.485 | 2.792 | - | - | - | - | - | 99.420 |
| Uncommitted Future Year Projects (Commencing in 2025 & beyond) | - | 0.576 | 6.131 | 21.480 | 21.641 | 21.368 | 36.748 | 50.737 | 51.118 | 54.823 | 264.622 |
| Total Debt | 25.619 | 35.555 | 36.676 | 26.965 | 24.433 | 21.368 | 36.748 | 50.737 | 51.118 | 54.823 | 364.042 |

Note 1: Project listing of 2024 projects with future year commitments can be found on page 28 in Appendix 5a of the [City's 2024 Budget Notes for TPL](#).

Note 2: Project listing of uncommitted future year projects can be found on page 29 in Appendix 5b of the City's 2024 Budget Notes for TPL.

Council approval of the 2024-2033 Capital Budget and Plan only confers authority to spend the 2024 budget and future year spending for approved projects within the budget and plan. This amounts to \$179.424 million gross (\$99.420 million debt), including preliminary carry forward from 2023. Spending requirements for projects commencing in future years have to be submitted annually for approval.

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

ALIGNMENT WITH STRATEGIC PLAN

The 2024-2033 Capital Budget and Plan supports TPL's strategic plan objectives, in particular: provide quality, accessible & inclusive public spaces; increase access to technology & digital literacy; and deliver exceptional customer experiences.

TPL's 2024-2033 Capital Budget and Plan aligns and supports Council's strategic vision to make Toronto a centre of innovation and growth. The capital program builds and maintains beautiful public space in every neighbourhood and leverages digital advances and technology to create smart and efficient services. By enhancing the accessibility and inclusivity of library branches and expanding digital access, the plan supports equitable access to library services for all and enhances investment and quality of life in neighbourhoods across the city.

EQUITY IMPACT STATEMENT

The 2024-2033 Capital Budget and Plan is informed by the principles of equity and access and advances the work required under the *Accessibility for Ontarians with Disabilities Act* (AODA). The plan was developed using the Facilities Master Plan with access as one of the key drivers for investment in capital projects. The plan will also increase TPL's capacity to align the investment in library facilities and services with need and demand across the city. It seeks to improve equity with respect to facility and service access for all residents, including equity-deserving groups in the city of Toronto.

DECISION HISTORY

At its meeting on October 30, 2023, the Library Board approved the [2024-2033 Capital Budget and Plan Submission](#) of \$40.090 million gross (\$26.152 million debt) for 2024 and \$754.572 million gross (\$444.168 million debt) over 2024-2033, which is comprised of funding for 24 projects that reflect TPL's Capacity to Spend (funded) Capital Budget and Plan of \$564.727 million gross (\$364.575 million debt) and six unfunded projects that reflect TPL's Capital Needs Constraints (unfunded) of \$189.845 million gross (\$75.593 million debt).

COMMENTS

At its final wrap up meeting on January 26, 2024, Budget Committee endorsed TPL's 2024-2033 Capital Budget and Plan with no changes.

On February 1, 2024, the Mayor's Proposed 2024 Operating and 2024-2033 Capital Budgets were released.

At its meeting on February 14, 2024, Council approved TPL's [2024-2033 Capital Budget and Plan](#) with no changes from the Mayor's proposed budget of February 1, of \$565.407 million gross (\$364.042 million debt), which is comprised of all 24 capital projects in the Board's approved Capacity to Spend capital budget and plan submission.

The Council-approved 2024-2033 Capital Budget and Plan does not include funding for the six projects listed in the Capital Needs Constraints totalling \$189.845 million gross (\$79.593 million debt), as detailed in Attachment 2. 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 a current value of \$173.3 million or 8.5% of total asset value to \$214.4 million or 9.9% of the total asset value at the end of 2033, informed by TPL's Property Condition Assessments.

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 Council-approved 2024-2033 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

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

- Attachment 1: Council-Approved 2024-2033 Capital Budget and Plan –
Gross and Debt Funding
- Attachment 2: 2024-2033 Capital Needs Constraints - Unfunded

Attachment 1

Council Approved February 14, 2024

| | | 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 | |
|-----------------------------------|---|------------------|-----------|------------------|---------------------|------------------|---------------|---------|---------------------------|--------------------------|--------------------------|--------|--------|--------|--------|--------|--------|--------|-----------------------------|--------------------------|--------------------------|--------------------------|--------|--------|--------|--------|--------|--------|--------|-----------------------------|-------|---|--|---|--|---|--|---|--|---|--|---|--|---|--|---|--|---|--|---|--|---|--|
| | | BRANCH SIZE | | | PROJECT INFORMATION | | | | GROSS | | | | | | | | | | | | | | | | DEBT | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PROJECT NAME | | Existing Sq. FT. | Expansion | Proposed Sq. FT. | Cost Est. | Develop. Charges | Other Funding | Debt | 2024 (incl cfwd \$14.043) | 2025 (incl cfwd \$2.475) | 2026 (incl cfwd \$1.622) | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL 2024 2033 (incl cfwd) | 2024 (incl cfwd \$8.177) | 2025 (incl cfwd \$1.000) | 2026 (incl cfwd \$1.622) | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL 2024 2033 (incl cfwd) | | | | | | | | | | | | | | | | | | | | | | | |
| Technology Projects | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Tech Asset Mgmt Prg (TAMP) | | | | 59.290 | 5.815 | 1.113 | 52.362 | 4.779 | 4.776 | 5.815 | 5.732 | 5.904 | 6.081 | 6.263 | 6.451 | 6.645 | 6.844 | 59.290 | 3.300 | 4.298 | 5.234 | 5.159 | 5.314 | 5.473 | 5.637 | 5.806 | 5.981 | 6.160 | 52.362 | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Service and Digital Modernization | | | | 20.920 | 1.748 | - | 19.172 | 2.233 | 3.974 | 3.280 | 3.389 | 1.218 | 1.249 | 1.286 | 1.351 | 1.434 | 1.506 | 20.920 | 1.737 | 3.761 | 3.164 | 3.270 | 1.096 | 1.124 | 1.157 | 1.216 | 1.291 | 1.356 | 19.172 | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Digital Experiences (DXP) | | | | 20.447 | 12.713 | - | 7.734 | 1.231 | 1.527 | 1.642 | 2.060 | 2.165 | 1.903 | 1.967 | 2.505 | 2.657 | 2.790 | 20.447 | 1.231 | 0.321 | 0.566 | 0.721 | 0.758 | 0.666 | 0.688 | 0.877 | 0.930 | 0.976 | 7.734 | | | | | | | | | | | | | | | | | | | | | | | |
| Total Technology Projects | | | | | 100.657 | 20.276 | 1.113 | 79.268 | 8.243 | 10.277 | 10.737 | 11.181 | 9.287 | 9.233 | 9.516 | 10.307 | 10.736 | 11.140 | 100.657 | 6.268 | 8.380 | 8.964 | 9.150 | 7.168 | 7.263 | 7.482 | 7.899 | 8.202 | 8.492 | 79.268 | | | | | | | | | | | | | | | | | | | | | | | |
| Building Projects | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Multi-Branch Renovation Program (SOGP) | | | | 102.098 | 9.616 | 1.100 | 91.382 | 9.323 | 9.293 | 9.940 | 9.060 | 8.760 | 8.917 | 8.080 | 8.100 | 12.500 | 18.125 | 102.098 | 8.847 | 8.421 | 8.946 | 7.134 | 7.884 | 8.025 | 7.272 | 7.290 | 11.250 | 16.313 | 91.382 | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Toronto Reference Library | | | | 48.000 | 4.800 | - | 43.200 | 3.000 | 7.000 | 7.000 | 6.000 | 4.000 | 3.000 | 3.000 | 5.000 | 5.000 | 5.000 | 48.000 | 2.700 | 6.300 | 6.300 | 5.400 | 3.600 | 2.700 | 2.700 | 4.500 | 4.500 | 4.500 | 43.200 | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Bridlewood | 7,690 | 13,310 | 21,000 | 9.787 | 3.244 | 1.000 | 5.543 | 4.346 | - | - | - | - | - | - | - | - | - | 4.346 | 1.681 | - | - | - | - | - | - | - | - | - | - | 1.681 | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Centennial | 6,866 | 8,134 | 15,000 | 22.433 | 8.841 | 0.274 | 13.318 | 3.527 | 7.058 | 7.410 | 3.010 | - | - | - | - | - | - | 21.005 | 2.955 | 3.611 | 4.123 | 1.836 | - | - | - | - | - | - | 12.525 | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | Dawes Road | 6,500 | 19,000 | 25,500 | 37.757 | 14.437 | 2.000 | 21.320 | 2.734 | 7.096 | 7.069 | 7.940 | 6.078 | - | - | - | - | - | 30.917 | 2.215 | 6.280 | 6.402 | 0.539 | 2.792 | - | - | - | - | - | 18.228 | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | Deer Park - Design | | | | 0.144 | - | 0.144 | - | - | 0.144 | - | - | - | - | - | - | - | - | - | 0.144 | - | - | - | - | - | - | - | - | - | - | - | - | | | | | | | | | | | | | | | | | | | | | |
| 10 | Ethennonnhawahstihnen' | 6,333 | 7,085 | 13,418 | 15.957 | 5.109 | 0.580 | 10.268 | 0.500 | - | - | - | - | - | - | - | - | - | 0.500 | 0.500 | - | - | - | - | - | - | - | - | - | - | 0.500 | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Etobicoke Civic Centre | - | 28,000 | 28,000 | 35.150 | 34.799 | - | 0.351 | 2.000 | 8.395 | 8.133 | 8.789 | 6.634 | - | - | - | - | - | 33.951 | - | - | - | - | - | - | - | - | - | - | - | - | | | | | | | | | | | | | | | | | | | | | | |
| 12 | Lillian H. Smith | 38,935 | 7,000 | 45,935 | 54.331 | 14.651 | - | 39.680 | 0.108 | 0.877 | 1.013 | 0.910 | 4.922 | 8.525 | 8.699 | 8.981 | 9.622 | 10.582 | 54.239 | 0.108 | 0.086 | 1.013 | 0.910 | - | - | 8.286 | 8.981 | 9.622 | 10.582 | 39.588 | | | | | | | | | | | | | | | | | | | | | | | |
| 13 | Northern District - Exterior | | | | 3.505 | 0.030 | 1.990 | 1.485 | 1.375 | - | - | - | - | - | - | - | - | - | 1.375 | 0.270 | - | - | - | - | - | - | - | - | - | - | 0.270 | | | | | | | | | | | | | | | | | | | | | | |
| 14 | Parkdale | 24,083 | 5,917 | 30,000 | 36.419 | 13.110 | - | 23.309 | - | - | 0.502 | 0.939 | 0.435 | 4.444 | 6.103 | 7.230 | 8.494 | 8.272 | 36.419 | - | - | - | 0.766 | 0.435 | - | - | 5.342 | 8.494 | 8.272 | 23.309 | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | Perth / Dupont - 299 Campbell Avenue | 3,627 | 6,373 | 10,000 | 5.958 | 3.682 | 2.276 | - | 2.018 | 2.610 | - | - | - | - | - | - | - | - | 4.628 | - | - | - | - | - | - | - | - | - | - | - | - | | | | | | | | | | | | | | | | | | | | | | |
| 16 | Pleasant View | 7,000 | 3,000 | 10,000 | 4.825 | 0.200 | 4.625 | - | 2.167 | 2.108 | - | - | - | - | - | - | - | - | 4.275 | - | - | - | - | - | - | - | - | - | - | - | - | | | | | | | | | | | | | | | | | | | | | | |
| 17 | Richview Building Elements | | | | 3.546 | 0.018 | - | 3.528 | 1.174 | 2.235 | - | - | - | - | - | - | - | - | 3.409 | - | 2.235 | - | - | - | - | - | - | - | - | - | 2.235 | | | | | | | | | | | | | | | | | | | | | | |
| 18 | St. Lawrence - 125 The Esplanade | 4,833 | 25,167 | 30,000 | 40.768 | 35.877 | - | 4.891 | 0.155 | 0.877 | 3.931 | 6.925 | 7.132 | 7.346 | 7.588 | 6.790 | - | - | 40.744 | 0.075 | - | 0.131 | - | - | - | - | 4.660 | - | - | 4.866 | | | | | | | | | | | | | | | | | | | | | | | |
| 19 | Yorkville | 9,053 | - | 9,053 | 11.284 | 2.370 | - | 8.914 | 0.100 | 0.267 | 0.230 | 1.886 | 2.913 | 3.000 | 2.888 | - | - | - | 11.284 | - | 0.242 | 0.230 | - | 2.554 | 3.000 | 2.888 | - | - | - | 8.914 | | | | | | | | | | | | | | | | | | | | | | | |
| 20 | Northern District - Renovation & Expansion Design | 25,000 | - | 25,000 | 2.578 | 1.856 | - | 0.722 | - | 0.623 | 0.898 | 1.057 | - | - | - | - | - | - | 2.578 | - | - | - | 0.722 | - | - | - | - | - | - | - | 0.722 | | | | | | | | | | | | | | | | | | | | | | |
| 21 | Sanderson | 12,702 | 7,298 | 20,000 | 26.171 | 15.441 | - | 10.730 | - | 0.393 | 0.675 | 0.278 | 4.332 | 6.693 | 6.893 | 4.202 | 2.705 | - | 26.171 | - | - | 0.274 | 0.278 | - | - | 3.271 | 4.202 | 2.705 | - | 10.730 | | | | | | | | | | | | | | | | | | | | | | | |
| 22 | High Park | 8,850 | 6,150 | 15,000 | 21.057 | 11.159 | - | 9.898 | - | 0.324 | 0.557 | 0.230 | 3.525 | 5.446 | 6.132 | 4.843 | - | - | 21.057 | - | - | 0.293 | 0.230 | - | - | 4.532 | 4.843 | - | - | 9.898 | | | | | | | | | | | | | | | | | | | | | | | |
| 23 | Parliament Street | 14,634 | 8,366 | 23,000 | 30.190 | 13.465 | - | 16.725 | - | - | - | 0.289 | 0.447 | 0.461 | 0.317 | 3.020 | 6.345 | 6.664 | 17.543 | - | - | - | - | - | 0.380 | 0.317 | 3.020 | 6.345 | 6.664 | 16.726 | | | | | | | | | | | | | | | | | | | | | | | |
| 24 | Christie Site - Design | - | 14,000 | 14,000 | 0.370 | 0.370 | - | - | - | - | - | - | - | - | - | - | - | 0.067 | 0.067 | - | - | - | - | - | - | - | - | - | - | - | - | | | | | | | | | | | | | | | | | | | | | | |
| Total Building Projects | | | | | 512.328 | 193.075 | 13.989 | 305.264 | 32.527 | 49.300 | 47.358 | 47.313 | 49.178 | 47.832 | 49.700 | 48.166 | 44.666 | 48.710 | 464.750 | 19.351 | 27.175 | 27.712 | 17.815 | 17.265 | 14.105 | 29.266 | 42.838 | 42.916 | 46.331 | 284.774 | | | | | | | | | | | | | | | | | | | | | | | |
| Capacity to Spend Budget and Plan | | | | | 612.985 | 213.351 | 15.102 | 384.532 | 40.770 | 59.577 | 58.095 | 58.494 | 58.465 | 57.065 | 59.216 | 58.473 | 55.402 | 59.850 | 565.407 | 25.619 | 35.555 | 36.676 | 26.965 | 24.433 | 21.368 | 36.748 | 50.737 | 51.118 | 54.823 | 364.042 | | | | | | | | | | | | | | | | | | | | | | | |

Attachment 2

Page 1 of 1



2024-2033 capital budget adoption

TPL Board Meeting

February 26, 2024

capital assets to deliver services

Buildings

- 100 branches and 2 service buildings, total 2.0 million sq. feet
- Replacement value - \$2.0 billion

Library Materials

- 10 million physical items
- Access to hundreds of thousands of recreational, e-learning and other digital content titles by download, streaming or online viewing

IT Infrastructure including sorters, self-service equipment and on-line service delivery

- Replacement value - \$41 million

Vehicle Fleet

- 44 vehicles (including 2 bookmobiles)
- Replacement value - \$5.1 million

2024-2033 capital budget and plan

Summary (\$millions)

FUNDED

Capacity to Spend Capital Budget and Plan

21 Building Projects

3 Technology-related Projects

Capacity to Spend Capital Budget and Plan

| 2024 | | 2024-2033 | |
|-----------------|-----------------|------------------|------------------|
| Gross | Debt | Gross | Debt |
| \$32.527 | \$19.351 | \$464.750 | \$284.774 |
| \$8.243 | \$6.268 | \$100.657 | \$79.268 |
| <u>\$40.770</u> | <u>\$25.619</u> | <u>\$565.407</u> | <u>\$364.042</u> |

UNFUNDED

Capital Needs Constraints

6 building projects unfunded

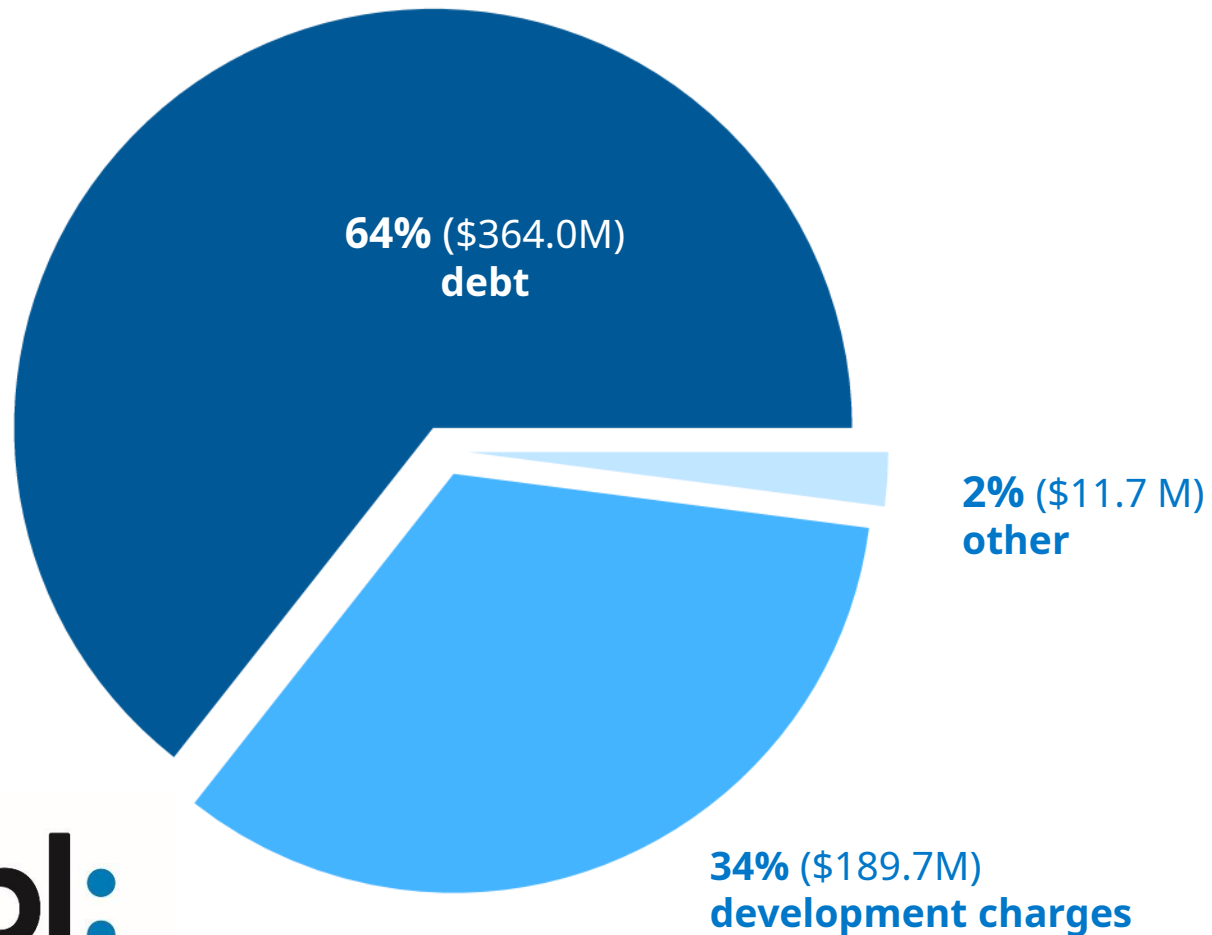
Capital Needs Constraints

| 2024 | | 2024-2033 | |
|----------------|----------------|------------------|-----------------|
| Gross | Debt | Gross | Debt |
| - | - | \$189.845 | \$79.593 |
| <u>\$0.000</u> | <u>\$0.000</u> | <u>\$189.845</u> | <u>\$79.593</u> |

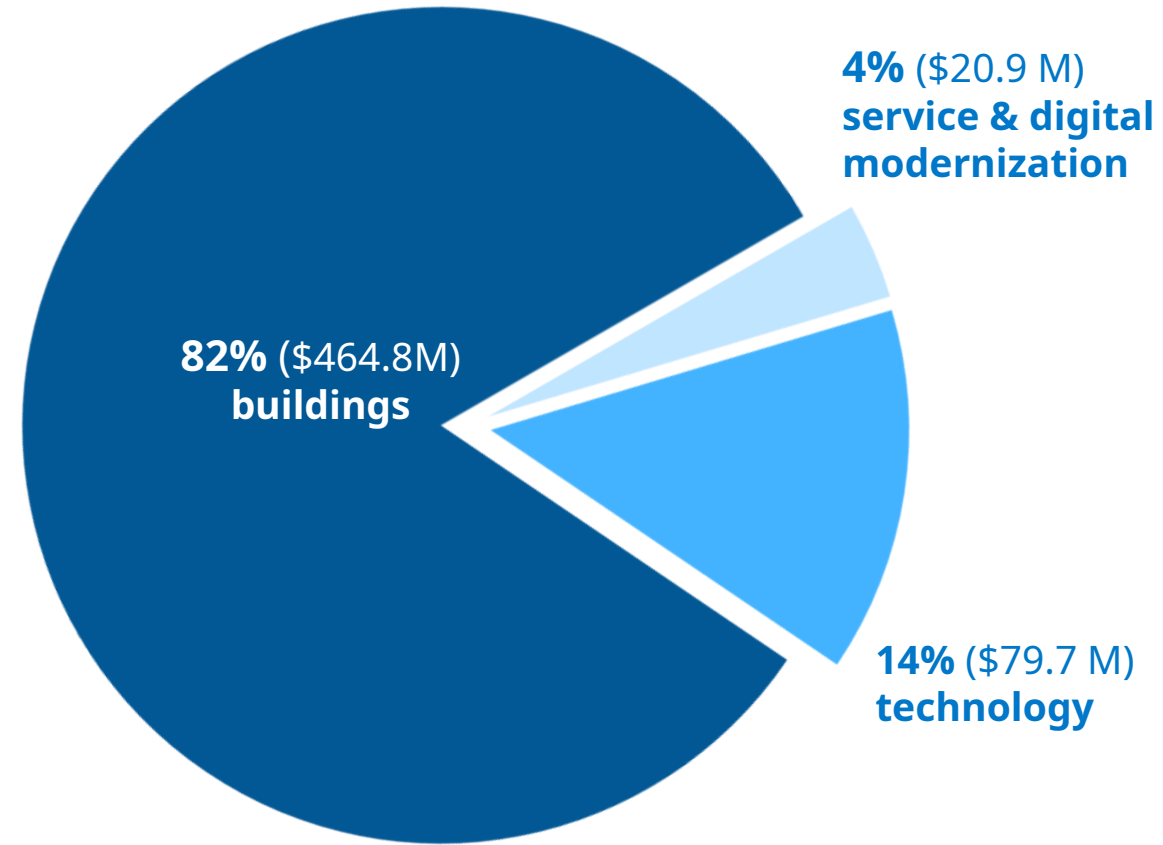
2024-2033 capital budget and plan

capacity to spend (funded): \$565.4 million

where the money **comes from**



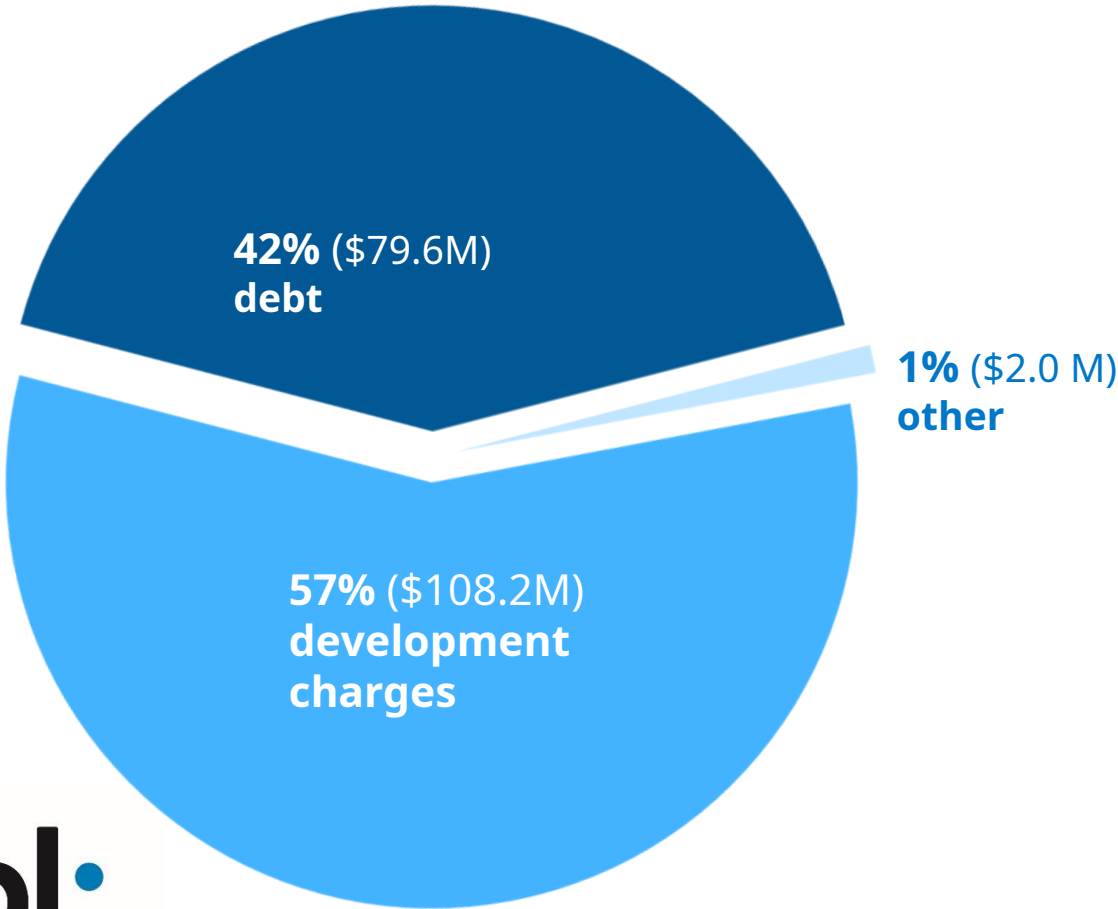
where the money **goes**



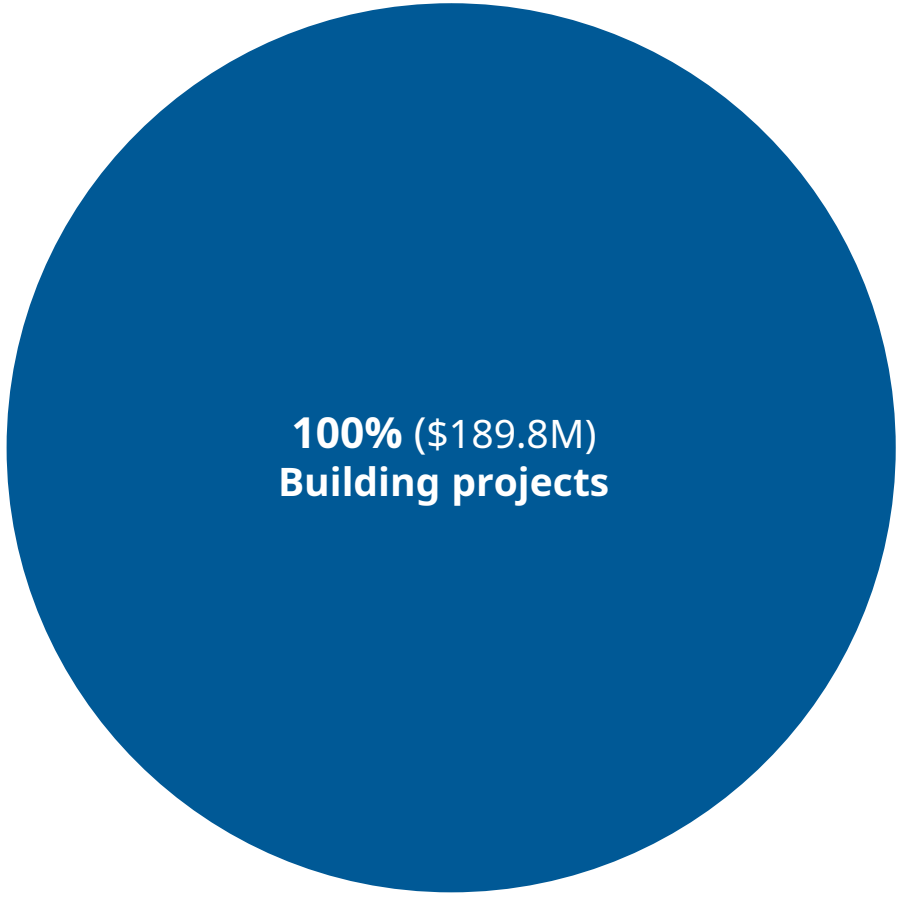
2024-2033 capital budget and plan

capital needs constraints (unfunded): \$189.8 million

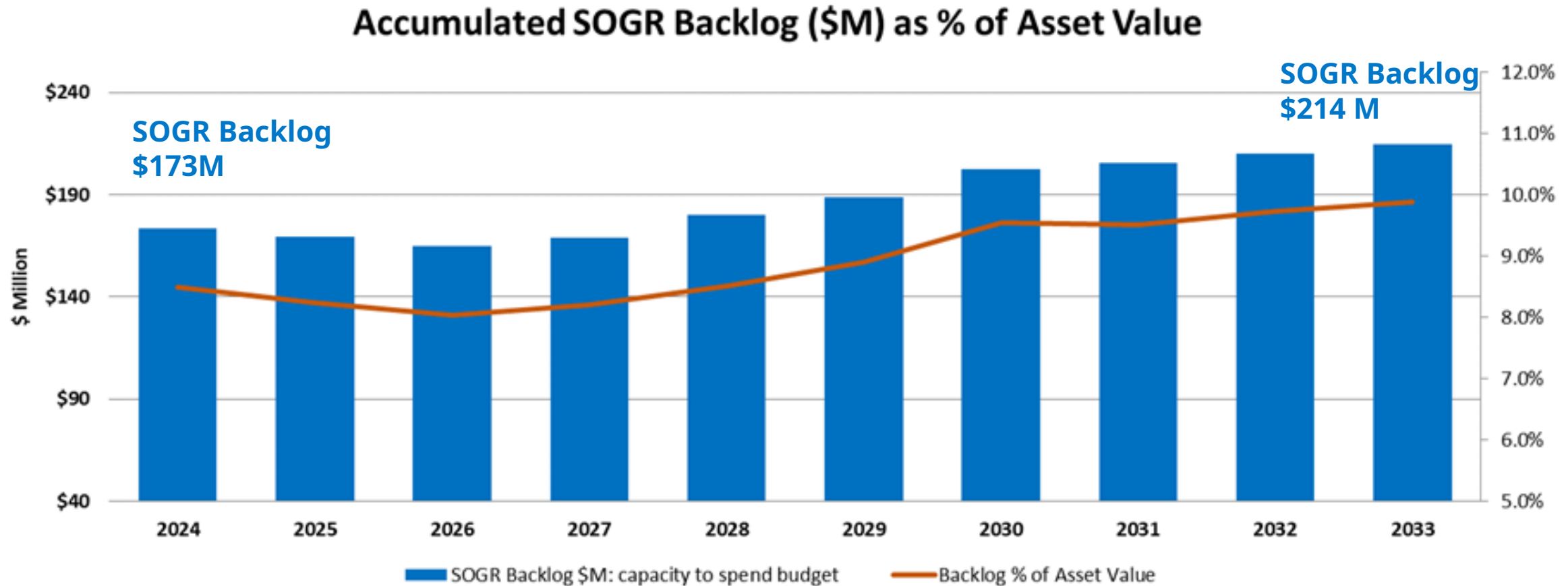
funding sources



projects



building state of good repair backlog challenges and issues



2024 capital budget

total budget: \$40.8 million

2024 completion

Bridlewood, Fairview third floor,
Northern District exterior work

Continuing projects

TRL, 299 Campbell Ave. (Perth
/Dupont)

Starting construction

Centennial, Dawes Road, Pleasant
View, Locke

Planning/design

Etobicoke Civic Centre, Lillian H Smith,
St. Lawrence, Yorkville

state of good repair renovations

roofing, landscaping, security
upgrades, HVAC

IT equipment replacement & digital services modernization

public and staff technology upgrades

2024 capital budget in construction: Bridlewood

Looking toward Q2 construction completion



no. 13 – 2024-2033 capital budget and plan adoption

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