



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

TORONTO PUBLIC LIBRARY
2024 - 2033 Capital Budget and Plan - Gross and Debt Funding
Capacity to Spend Capital Budget and Plan (Funded)
(\$millions)

Council Approved February 14, 2024

PROJECT NAME	BRANCH SIZE			PROJECT INFORMATION				GROSS										DEBT												
	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-Branh Renovation Program (SOGR)				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	0,108	0,086	1,013	0,910	-	-	8,286	8,981	9,622	10,582	39,588	
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	0,270	-	-	-	-	-	-	-	-	-	0,270	
13 Northern District - Exterior				3,505	0,030	1,990	1,485	1,375	-	-	-	-	-	-	-	-	-	1,375	-	-	-	-	-	-	-	-	-	-	23,309	
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	

TORONTO PUBLIC LIBRARY
2024 - 2033 Capital Budget and Plan - Gross and Debt Funding
Capital Needs Constraints (Unfunded)
(\$millions)

PROJECT NAME	BRANCH SIZE			PROJECT INFORMATION						GROSS										DEBT										TOTAL 2024- 2033
	Existing Sq. Ft.	Expansion	Proposed Sq. Ft.	Cost Est.	Develop. Charges	S. 37/ 45/ Reserves	Other Funding	Debt	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL 2024- 2033	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
1 City Hall Relocation and Expansion	5,074	19,926	25,000	30.801	26.489	-	-	4.312	0.307	0.528	0.217	6.642	11.715	11.392	-	-	-	30.801	-	-	-	0.147	-	-	4.165	-	-	4.312		
2 Danforth/Coxwell Relocation and Expansion	9,617	10,383	20,000	25.648	22.057	-	-	3.591	-	0.246	0.422	0.174	4.251	6.568	7.398	6.589	-	-	25.648	-	-	-	0.118	-	-	-	3.473	-	3.591	
3 Weston Renovation & Expansion	11,944	3,056	15,000	21.354	7.901	-	-	13.453	-	0.325	0.557	0.230	3.588	5.543	6.232	4.879	-	-	21.354	-	-	0.471	0.230	-	1.641	6.232	4.879	-	13.453	
4 Barbara Frum Renovation	29,417		29,417	39.473	8.289			31.184	-	-	-	0.384	0.659	0.271	6.633	10.248	11.543	9.735	39.473	-	-	-	0.108	0.659	0.271	-	8.868	11.543	9.735	31.184
5 Mimico Centennial Renovation & Expansion	17,469	2,531	20,000	26.463	10.320	2.000	-	14.143	-	-	-	0.261	0.448	0.184	4.509	6.967	7.848	6.246	26.463	-	-	-	-	0.361	0.184	-	1.504	5.848	6.246	14.143
6 Northern District Renovation & Expansion	15,000	23,000	38,000	46.106	33.196	-	-	12.910	-	-	-	-	6.070	8.337	9.876	10.969	10.854	-	46.106	-	-	-	-	-	-	-	2.056	10.854	-	12.910
Total Projects in Capital Needs Constraints				189.845	108.252	2.000	-	79.593	-	0.878	1.507	1.266	21.658	32.618	46.040	39.652	30.245	15.981	189.845	-	-	0.471	0.603	1.020	2.096	10.397	20.780	28.245	15.981	79.593

2024-2033 capital budget adoption

TPL Board Meeting
February 26, 2024



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
21 Building Projects	\$32.527	\$19.351	\$464.750	\$284.774
3 Technology-related Projects	\$8.243	\$6.268	\$100.657	\$79.268
Capacity to Spend Capital Budget and Plan	<u>\$40.770</u>	<u>\$25.619</u>	<u>\$565.407</u>	<u>\$364.042</u>

UNFUNDED

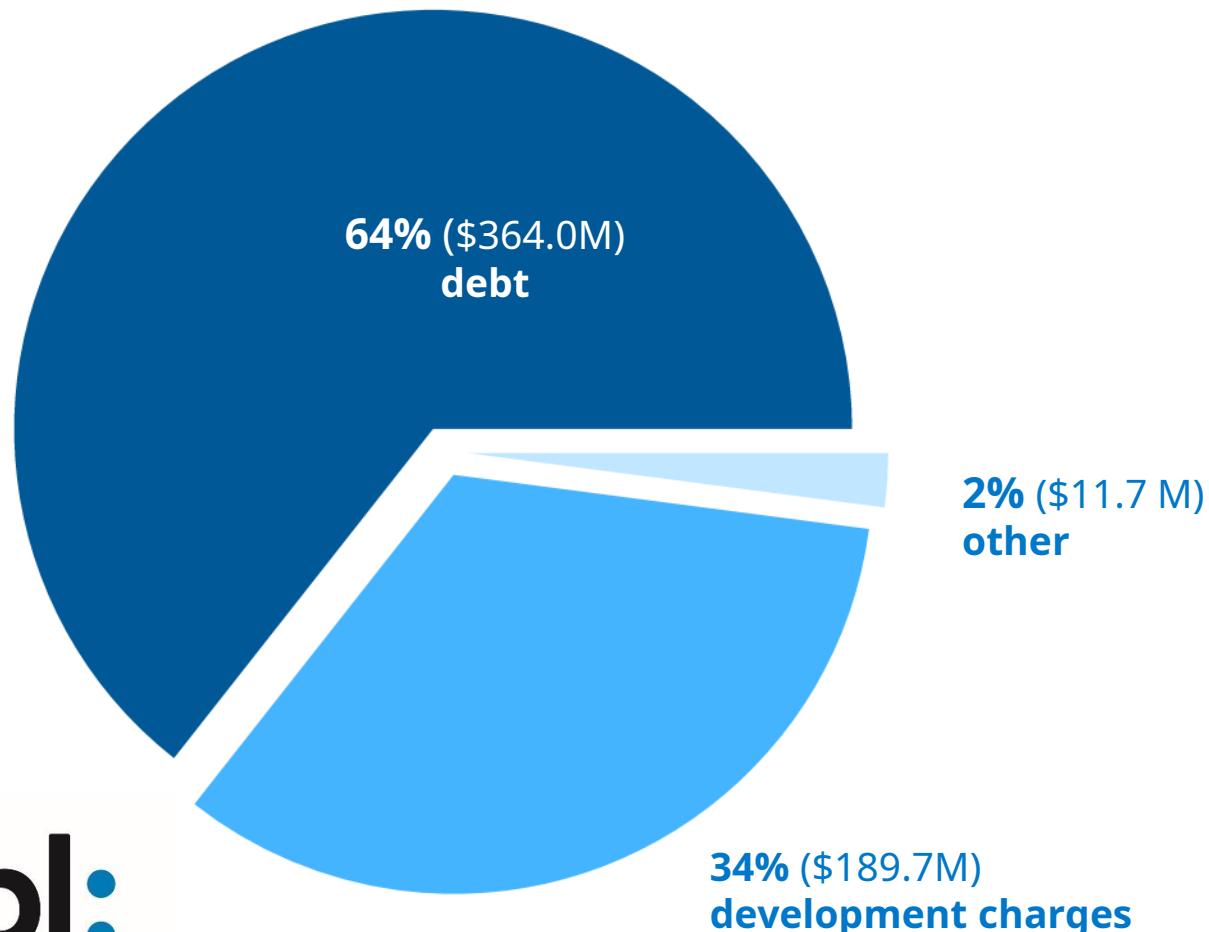
Capital Needs Constraints
6 building projects unfunded
Capital Needs Constraints

	2024		2024-2033	
	Gross	Debt	Gross	Debt
6 building projects unfunded	-	-	\$189.845	\$79.593
Capital Needs Constraints	<u>\$0.000</u>	<u>\$0.000</u>	<u>\$189.845</u>	<u>\$79.593</u>

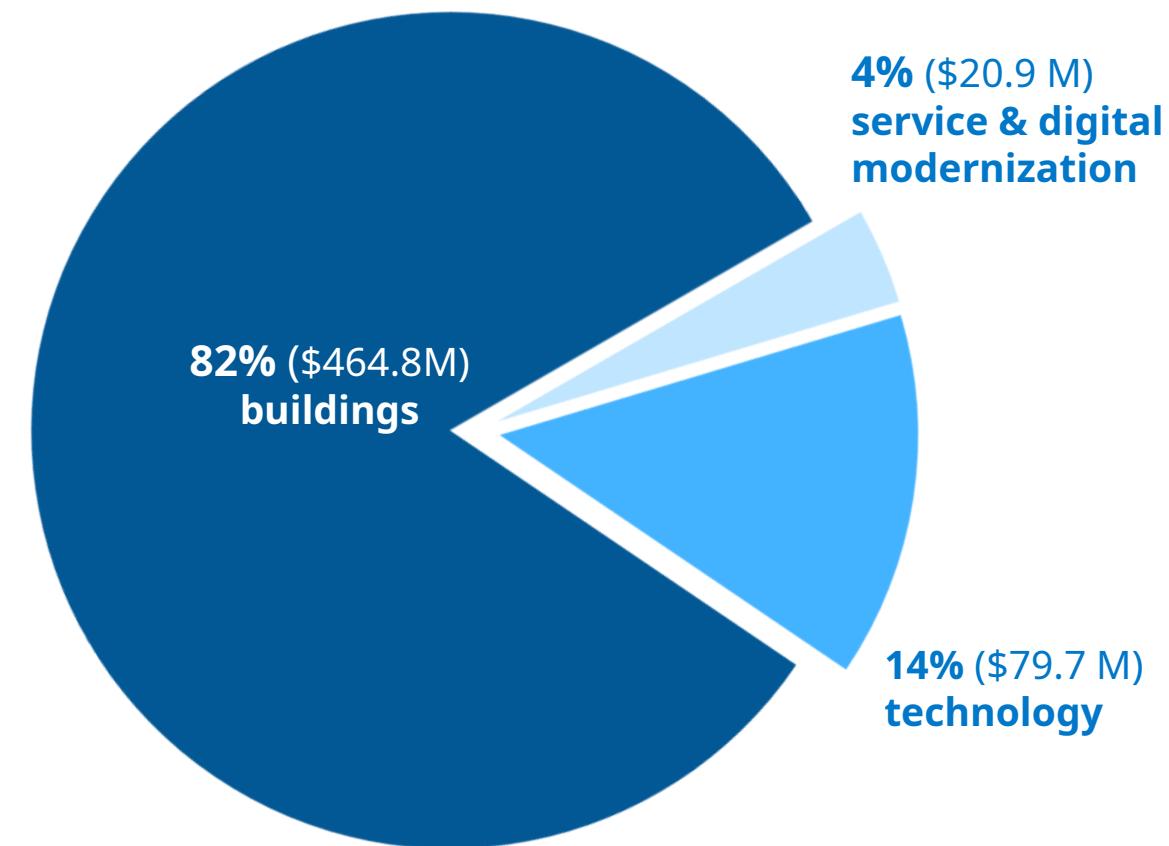
2024-2033 capital budget and plan

capacity to spend (funded): \$565.4 million

where the money **comes from**



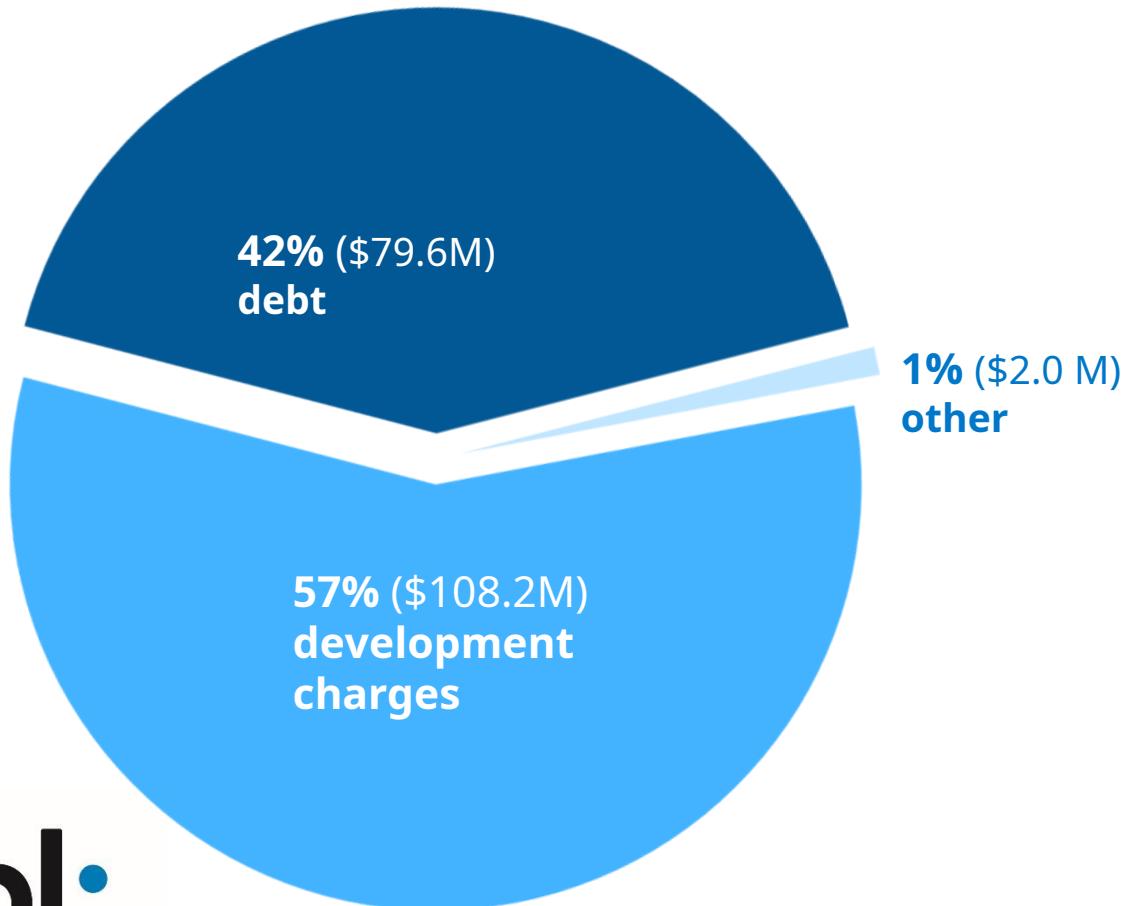
where the money **goes**



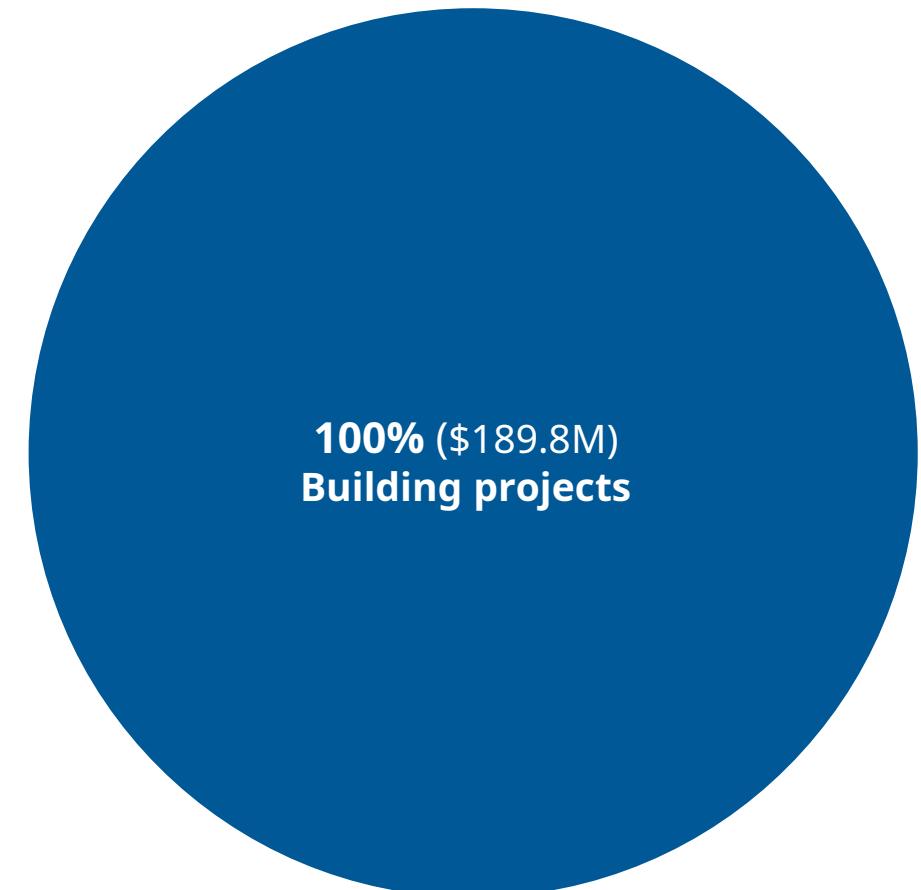
2024-2033 capital budget and plan

capital needs constraints (unfunded): \$189.8 million

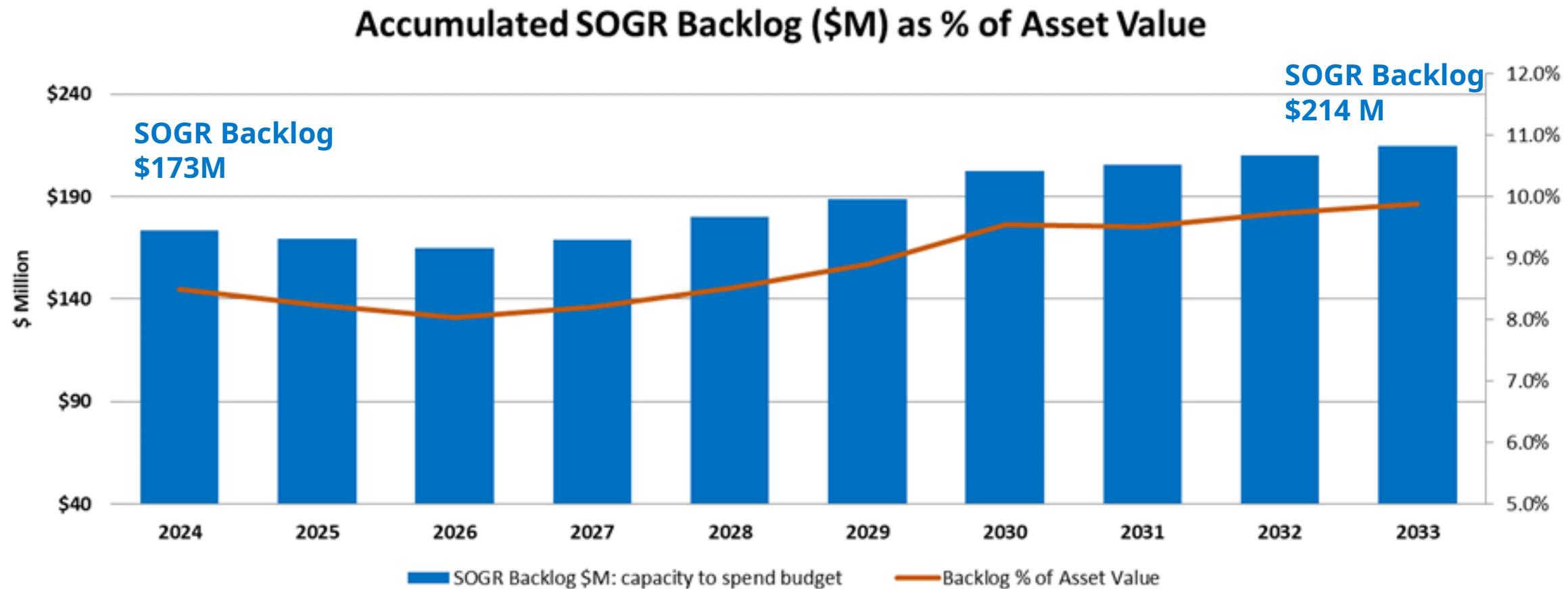
funding sources



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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