



STAFF REPORT ACTION REQUIRED

2024 Capital Budget Adjustment and Monitoring Report – December 31, 2024

Date: February 24, 2025
To: Toronto Public Library Board
From: City Librarian

SUMMARY

This report requests Toronto Public Library Board endorsement to amend the Toronto Public Library (TPL) 2024 capital budget by adjusting cash flows to match the timing of expenditures for projects proceeding ahead of planned schedule and to adjust cash flows to account for unplanned costs incurred during the close out phase of various projects. These adjustments will ensure no projects have spending greater than budget at year-end. These technical budget adjustments require City of Toronto approval and will be included in the City's final carry forward report for Council's approval on May 13, 2025.

This report also provides the Library Board with a summary of TPL's capital expenditures for the year-ended December 31, 2024. Capital spending during 2024 totalled \$46.031 million, or 96.3% of the proposed adjusted gross cash flow budget, which is the highest spending rate in TPL's history. The unspent balance of \$1.752 million from nine capital projects at year-end will be carried forward to future years. Over the past five years, TPL's average capital spend

rate is 79.0%, demonstrating TPL's ability to utilize capital funding available to invest in its assets and services.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. endorses the following \$10.178 million year-end cash flow acceleration of projects:
 - a. accelerate a total of \$0.331 million gross and debt cash flow from 2025 to 2024 for Centennial Reconstruction and Expansion;
 - b. accelerate a total of \$1.536 million gross and development charges cash flow from 2025 to 2024 for Etobicoke Civic Centre New Construction - construction;
 - c. accelerate a total of \$1.250 million gross and development charges cash flow from 2025 to 2024 for Junction Triangle - construction;
 - d. accelerate a total of \$5.059 million gross and debt cash flow from 2025 to 2024 for Multi-Branch Renovation Program;
 - e. accelerate a total of \$0.005 million gross and development charges cash flow from 2025 to 2024 for Pleasant View – design;
 - f. accelerate a total of \$1.008 million gross and debt cash flow from 2025 to 2024 for Service and Digital Modernization; and
 - g. accelerate a total of \$0.989 million gross and debt cash flow from 2025 to 2024 for Toronto Reference Library.

2. endorses a budget transfer of \$1.827 million gross and debt from the Multi-Branch Renovation Program into the following six projects which are completed and have unplanned costs:
 - a. Albert Campbell Renovation \$0.085 million;
 - b. Bridlewood Relocation \$0.676 million;
 - c. Ethennonnhawahstihnen' Construction \$0.725 million;
 - d. Maryvale Relocation \$0.014 million;
 - e. Wychwood Renovation and Expansion \$0.064 million; and
 - f. York Woods Renovation \$0.263 million.

3. authorizes staff to forward the capital budget adjustments in recommendations 1 and 2 to the City for approval; and

- receives for information the 2024 year-end capital monitoring report of spending against capital projects for 2024 totalled \$46.031 million, or 96.3% of the proposed adjusted gross cash flow budget, as outlined in attachment 1.

FINANCIAL IMPACT

The approval of this report will endorse the acceleration of funds in TPL's approved 2024 capital budget from the 2025 capital plan in the total amount of \$10.178 million gross (\$7.387 million debt) for various projects that are proceeding ahead of planned schedule. In addition, the approval of this report will endorse a budget transfer of \$1.827 million gross and debt from the Multi-Branch Renovation Program to offset additional close out costs incurred on various completed, or near completed, projects. These adjustments will result in a revised 2024 gross cash flow of \$47.784 million.

Capital spending during 2024 totalled \$46.031 million or 96.3% of the proposed adjusted gross cash flow budget of \$47.784 million. Details of project-by-project spending are outlined in Attachment 1.

These results should be considered draft until the external audit of the financial statements is completed.

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

ALIGNMENT WITH STRATEGIC PLAN

The 2024 capital budget supported TPL's 2020-2024 strategic plan objectives, in particular: providing quality, accessible & inclusive public spaces; increasing access to technology & digital literacy; and delivering exceptional customer experiences.

TPL's 2024 capital budget aligns and supports Council's strategic vision to make Toronto a centre of innovation and growth. The capital program builds and maintains architecturally beautiful and functional public space in every neighbourhood and leverages digital advances and technology to create smart and efficient services. By enhancing the accessibility and inclusivity of TPL's

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 capital budget is informed by the principles of equity and access and advances the work required under the Accessibility for Ontarians with Disabilities Act (AODA). The capital budget was developed using the facilities master plan with access as one of the key drivers for investment in capital projects. The budget will 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 February 26, 2024, the Library Board considered the [2024-2033 Capital Budget and Plan - Adoption](#) report and adopted the Council-approved 2024-2033 capital budget and plan, which includes 2024 cash flow of \$40.770 million gross based on preliminary carry-forward funding.

ISSUE BACKGROUND

Capital expenditure results are usually reported to the Library Board and the City on a quarterly basis and also when a financial report is required by the City outside of quarter-ends.

Financial control policies of the City and TPL allow for cash flows to be adjusted for projects where spending is ahead of schedule or for budget adjustments to be made to address the need for additional funding on projects as a result of unexpected or unplanned circumstances. Any budget adjustments of more than \$250,000 require Board endorsement and City approval.

COMMENTS

Through this report, TPL is seeking endorsement to amend the 2024 capital budget to align the 2024 cash flows for capital project delivery schedule and

program / project requirements. Per City of Toronto policy, a capital project cannot have actual expenditures greater than budget in a calendar year. The amendments outlined in this report will account for projects that have proceeded ahead of planned schedule requiring an acceleration of future year cash flows, and projects that incurred unplanned costs through close out activities resulting in the need to transfer budget from other projects that have unused cash flows in 2024.

Capital Cash Flow Accelerations

The cash flow spending for the Centennial Reconstruction and Expansion, Etobicoke Civic Centre New Construction, Junction Triangle Construction, Multi-Branch Renovation Program, Pleasant View – Design, Service and Digital Modernization, and Toronto Reference Library Renovation projects proceeded ahead of planned schedule in 2024 and a cash flow acceleration of \$10.178 million gross and \$7.387 million debt from 2025 to 2024 is required. The year-end adjustments are summarized in Table 1 below.

Table 1: 2024 CAPITAL YEAR-END ADJUSTMENTS REQUIRED (\$ millions)

Description	2024			2025		
	Gross	Debt	Development Charges	Gross	Debt	Development Charges
Advance and accelerate cash flows						
Centennial Reconstruction and Expansion	0.331	0.331		(0.331)	(0.331)	
Etobicoke Civic Centre - Construction	1.536		1.536	(1.536)		(1.536)
Junction Triangle - Construction	1.250		1.250	(1.250)		(1.250)
Multi-Branch Renovation Program	5.059	5.059		(5.059)	(5.059)	
Pleasant View - Design	0.005		0.005	(0.005)		(0.005)
Service and Digital Modernization	1.008	1.008		(1.008)	(1.008)	
Toronto Reference Library Renovation	0.989	0.989		(0.989)	(0.989)	
Total Adjustment	10.178	7.387	2.791	(10.178)	(7.387)	(2.791)

This in-year budget adjustment will not impact the total project cost of any of the projects and the debt funding in 2024 will increase by \$7.387 million.

Capital Budget Transfers

At the end of December 31, 2024, six completed or near-completed capital projects incurred unplanned costs and require an adjustment to ensure 2024 cash flows were aligned to 2024 expenditures. A year-end budget adjustment of \$1.826 million will be included in the year-end capital variance report for Council’s approval to transfer \$1.827 million gross and debt from the Multi-Branch Renovation Program to offset costs incurred against the Albert

Campbell Renovation, Bridlewood Relocation, Ethennonnhawahstihnen' Construction, Maryvale Relocation, Wychwood Renovation and Expansion, and York Woods Renovation projects.

Table 2: 2024 CAPITAL YEAR-END BUDGET TRANSFER ADJUSTMENTS (\$ millions)

Description	2024	
	Gross	Debt
Budget transfer		
Multi-Branch Renovation Program	(1.827)	(1.827)
Albert Campbell Renovation	0.085	0.085
Bridlewood Relocation	0.676	0.676
Ethennonnhawahstihnen' Construction	0.725	0.725
Maryvale Relocation	0.014	0.014
Wychwood Renovation and Expansion	0.064	0.064
York Woods Renovation	0.263	0.263
Total Adjustment	(0.000)	(0.000)

There is no net impact on the Council-approved annual gross and debt levels for 2024 as a result of these adjustments.

Capital Budget Monitoring Report – For the Year-Ended December 31, 2024

For the year-ended December 31, 2024, TPL spent \$46.031 million or 96.3% of the proposed adjusted gross budget of \$47.784 million, which is the highest spending rate in TPL’s history and demonstrates TPL’s ability to deliver on its capital program. The five-year average capital spend rate is now 79.0%. Attachment 1 includes a list of all active projects, providing 2024 year-to-date and life-to-date project expenditure status. Overall, TPL was able to utilize available capital funding to invest in its facilities and technology services. Examples of the outcomes of the capital work completed in 2024 include:

- completion of the Bridlewood relocation and expansion;
- completed various State Of Good Repair (SOGR) projects including HVAC work at five branches, roof replacement at six branches, paving at two branches, and fire alarm system work at eight branches;
- completion of exterior work at Northern District branch;

- substantial completion of the Locke and Fairview renovations, expected to reopen in early 2025;
- enhanced cybersecurity posture with additional security controls, and updated some hardware and software applications;
- Network capacity enhancements across dozens of library branches to accommodate increasing service demands;
- System-wide digital literacy technology deployments serving an expansion of service delivery across additional library branches; and
- Launch of online candidate applicant tracking to improve the customer experience for recruitment and retention.

CONCLUSION

The budget adjustments will be included in the City's final carry forward report for Council's approval on May 13, 2025. The budget adjustments will align the 2024 cash flows to TPL's capital project delivery schedule and program requirements.

The year-end financial results will be forwarded to the City of Toronto for inclusion in the consolidated financial results to December 31, 2024, which are expected to be presented to the Executive Committee on June 17, 2025.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Capital Budget Monitoring Report for the Year-Ended
December 31, 2024

Toronto Public Library
2024 Capital Budget Monitoring Report
For the Period Ended December 31, 2024

ATTACHMENT 1

Project/Sub-Project Name	2024 Budget				2024 - Year-to-Date						Life To Date				Expected Year of Completion	Comments
	2024 Full Year Budget	Year-End Budget Adjustment (reallocation)	Year-End Budget Adjustment (acceleration)	2024 Full Year Adjusted Budget	Spent		Unspent / (Overspent)		On Budget	On Time	Budget	Actuals	Unspent / (Overspent)			
					\$	%	\$	%					\$	%		
					(a)	(a)	(a)	(a)					(b)	(c) = (a) / (b)		
Albert Campbell Renovation - Construction		84,908		84,908	84,908	100.0%	-	0.0%	Ⓞ	Ⓞ	22,011,950	22,096,858	-84,908	(0.4%)	2022	
Bridlewood Branch Relocation	3,995,263	675,776		4,671,039	4,671,039	100.0%	-	0.0%	Ⓞ	Ⓞ	10,987,000	11,662,776	-675,776	(6.2%)	2024	
Centennial Reconstruction and Expansion	1,710,102		331,259	2,041,361	2,041,361	100.0%	-	0.0%	Ⓞ	Ⓞ	21,744,000	3,886,678	17,857,322	82.1%	2027	
Dawes Road Reconstruction & Expansion	144,240			144,240	144,240	100.0%	-	0.0%	Ⓞ	Ⓞ	37,757,045	7,772,045	29,985,000	79.4%	2028	
Digital Experiences	1,215,837			1,215,837	974,880	80.2%	240,957	19.8%	Ⓞ	Ⓞ	3,700,127	974,880	2,725,247	73.7%	ongoing	
Ethennonhawahstihnen' Library - Bayview Library Relocation	317,343	725,020		1,042,363	862,826	82.8%	179,537	17.2%	Ⓞ	Ⓞ	15,957,272	16,502,755	-545,483	(3.4%)	2023	
Etobicoke Civic Centre New Construction - Construction	1,736,000		1,535,508	3,271,508	3,271,508	100.0%	-	0.0%	Ⓞ	Ⓞ	33,687,000	3,271,508	30,415,492	90.3%	2028	
Junction Triangle - Perth/Dupont Relocation	1,879,095		1,250,016	3,129,111	3,129,111	100.0%	-	0.0%	Ⓞ	Ⓞ	5,918,000	4,598,288	1,319,712	22.3%	2025	
Lillian H. Smith - Design	45,412			45,412	-	0.0%	45,412	100.0%	Ⓡ	Ⓡ	3,000,000	154,588	2,845,412	94.8%	2026	Project is cancelled
Maryvale Relocation	-	14,381		14,381	14,381	100.0%	-	0.0%	Ⓞ	Ⓞ	2,857,656	2,872,037	-14,381	(0.5%)	2022	
Multi-Branch Renovation Program	13,015,846	(1,826,646)	5,059,369	16,248,569	15,847,634	97.5%	400,935	2.5%	Ⓞ	Ⓞ	46,565,921	18,168,302	28,397,619	61.0%	ongoing	
Northern District Exterior	1,342,554			1,342,554	1,206,134	89.8%	136,420	10.2%	Ⓞ	Ⓞ	3,504,936	1,206,134	2,298,802	65.6%	2025	
Pleasant View - Design	29,000		4,709	33,709	33,709	100.0%	-	0.0%	Ⓞ	Ⓞ	4,189,000	366,621	3,822,379	91.2%	2024	
Richview Building Elements (SOGR)	978,316			978,316	764,660	78.2%	213,656	21.8%	Ⓞ	Ⓞ	3,546,017	764,660	2,781,357	78.4%	2026	
Service and Digital Modernization	4,464,308		1,007,766	5,472,074	5,472,074	100.0%	-	0.0%	Ⓞ	Ⓞ	11,696,802	5,572,074	6,124,728	52.4%	ongoing	
St. Lawrence - Design	80,000			80,000	38,058	47.6%	41,942	52.4%	Ⓡ	Ⓡ	1,932,000	38,058	1,893,942	98.0%	2025	Continue to work with the CREM and CreateTO on finding an alternate site.
Technology Asset Management Program	4,750,032			4,750,032	4,356,448	91.7%	393,584	8.3%	Ⓞ	Ⓞ	25,452,000	4,356,448	21,095,552	82.9%	ongoing	
Toronto Reference Library Renovation	1,802,347		989,273	2,791,620	2,791,620	100.0%	-	0.0%	Ⓞ	Ⓞ	15,802,347	18,033,779	-2,231,432	(14.1%)	ongoing	
Wychwood Renovation and Expansion	-	63,540		63,540	63,540	100.0%	-	0.0%	Ⓞ	Ⓞ	15,242,159	15,117,605	124,554	0.8%	2023	
York Woods Renovation		263,021		263,021	263,021	100.0%	-	0.0%	Ⓞ	Ⓞ	15,054,065	263,021	14,791,044	98.3%	2023	
Yorkville - Design	100,000			100,000		0.0%	100,000	100.0%	Ⓡ	Ⓡ	597,000	-	597,000	100.0%	2026	Project is still in planning phase
Total 2024 Capital Projects Cash Flow Gross	37,605,695	-	10,177,900	47,783,595	46,031,152	96.3%	1,752,443	3.7%	Ⓞ	Ⓞ	300,605,297	137,679,115	162,926,182	54.2%		

On Time

On / Ahead of Schedule

Minor Delays < 6 months

Significant Delays > 6 months

Ⓞ		Ⓞ	Ⓞ
Ⓞ		Ⓞ	Ⓞ
Ⓡ		Ⓡ	Ⓡ

On Budget

>70% of Approved Cash Flow

Between 50% and 70% of Approved Cash Flow

< 50% or >100% of Approved Cash Flow