13.

STAFF REPORT
INFORMATION ONLY

2018-2027 Capital Budget and Plan Preview

Date:	June 19, 2017
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide the Toronto Public Library (TPL) Board with a preview of the 2018-2027 capital budget and plan as detailed within this report. The Library's ten-year capital preview has been developed according to City guidelines while recognizing the changing service needs of the Library, the growing state of good repair (SOGR) backlog and the TPL's strategic priorities that includes a focus on digital inclusion and literacy, removing barriers to access and service transformation.

The ten-year budget and plan preview details funding of $248.495 million debt ($355.844 million gross) that balances the capital needs of the Library with the financial challenges faced by the City. In light of these challenges, the capital funding preview does not attempt to completely address the significant SOGR issues, but rather is at a level between the City's debt target and TPL's total SOGR backlog. The preview funding includes 27 projects totalling $178.755 million debt ($266.316 million gross) in-line with the City debt target as well as seven projects totalling $69.740 million debt ($89.528 million gross) exceeding the debt target.

In order to provide a more complete picture of TPL's total funding needs, this report also identifies other unaddressed SOGR needs with the backlog estimated to grow to $112.069.

TPL's 2018-2027 capital budget and plan will be updated and refined over the summer that may include additional requests for capital investment in efficiency initiatives, additional capital funding to address SOGR needs, changes to the scope and timelines of planned projects and other changes resulting from City staff review, including potentially adjusting Development Charge (DC) draws to fund growth-related projects.

The complete 2018-2027 capital budget and plan submission funding plan will be presented for Board consideration at its meeting on September 25, 2017.

FINANCIAL IMPACT

The 2018 – 2027 capital preview as shown in Table 1 below details funding that meets the City's debt targets of $178.755 million ($266.316 million gross) and funding that exceeds the City's debt targets by $69.740 million debt ($89.528 million gross). The funding over the ten-year period will accomplish many goals, including addressing the growing SOGR backlog, advancing digital service delivery, and increasing access for all Torontonians to library service. Also shown in the table is the $112.069 million of un-addressed SOGR Backlog.

Table 1: 2018 - 2027 Capital Budget and Plan Preview Summary ($millions)

	Gross	Debt Funding	Non-Debt Funding
Funding meeting Debt Target (Attachment 1)	$266.316	$178.755	$87.561
Funding exceeding Debt Target (Attachment 2)	$89.528	$69.740	$19.788
Total Budget Preview	**$355.844**	**$248.495**	**$107.349**
Remaining Unfunded SOGR Backlog	$112.069		

The funding sources and the impact on the operating budget of the 2018-2027 capital preview is summarized in Table 2 below:

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

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total 2018 - 2027
Buildings - Gross	19.946	32.598	32.032	33.879	30.301	31.522	28.303	29.171	29.108	27.153	294.013
IT - Gross	7.050	5.600	5.600	5.600	5.600	6.400	6.610	6.440	7.331	5.600	61.831
Total Gross	**26.996**	**38.198**	**37.632**	**39.479**	**35.901**	**37.922**	**34.913**	**35.611**	**36.439**	**32.753**	**355.844**
Non-Debt Sources of Funding											
Development Charges	3.876	12.082	10.397	10.669	8.459	9.581	8.496	9.217	8.022	5.885	86.684
Library Operating Budget (TAMP)	1.378	1.378	1.378	1.378	1.378	1.378	1.378	1.378	1.378	1.378	13.780
Section 37 and Section 42	0.008	1.015	0.729	0.363	-	2.225	0.800	-	-	-	5.140
City Reserves	-	-	1.100	-	-	-	-	-	-	-	1.100
Other external	0.101	0.544	-	-	-	-	-	-	-	-	0.645
Total Non-Debt Sources of Funding	**5.363**	**15.019**	**13.604**	**12.410**	**9.837**	**13.184**	**10.674**	**10.595**	**9.400**	**7.263**	**107.349**
Total Debt	**21.633**	**23.179**	**24.028**	**27.069**	**26.064**	**24.738**	**24.239**	**25.016**	**27.039**	**25.490**	**248.495**
Incremental Operating Impacts	**0.040**	**0.060**	**0.010**	**0.182**	**0.353**	**0.161**	**0.329**	**0.414**	**0.114**	**0.060**	**1.723**
FTE	-	-	-	*5.2*	*4.5*	-	*4.5*	*1.0*	*1.0*	-	*16.2*

The gross capital plan preview is comprised of City debt funding ($248.495 million or 69.8%) and non-debt sources of funding ($107.349 million or 30.2%) such as development charges ($86.684 million or 24.4%), a transfer from the Library operating budget ($13.780 million or 3.9%), Section 37 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 preview funding exceeds City debt target of $178.755 million by $69.740 million.

Incremental operating budget impacts over the 2018-2027 period total $1.723 million. Operating impact in 2018 is $0.040 million with no additional Full-Time Equivalents (FTEs).

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

Library staff will continue to meet with City Finance staff over the summer to discuss a proposal to refine the costing for growth-related eligible capital that could potentially generate higher DC draws for capital projects and free up debt funding to address other SOGR needs.

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

ALIGNMENT WITH STRATEGIC PLAN

The 2018-2027 capital budget and plan supports TPL's strategic plan, in particular: advancing State of Good Repair projects to provide welcoming, well-maintained and efficient public space; increasing access to in-branch services and spaces through new options to expand public and community space; and transforming library branches for modern service excellence.

TPL's 2018-2027 capital budget and plan preview aligns and supports Council's Strategic Plan and vision to make Toronto a *centre of innovation and growth.* The Capital Plan builds and maintains beautiful *public space in every neighbourhood* and leverages digital advances and technology *to create smart and efficient services*. By enhancing the physical accessibility 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.

ISSUE BACKGROUND

Planning Framework

TPL has a planning framework to guide the development of its capital program for library branches.

Service Delivery Model

The Service Delivery Model includes standards for staffing open hours that address size of branches and population served. An update to this model is covered in a separate report at this meeting.

Branch Development Strategy

TPL's 100 branch infrastructure is now optimal and allows the Library to respond to areas of growth development in the City. Service demands in new and growing communities will be addressed through: technology; renovation, relocation and expansion of existing branches;

new service delivery options; and additional open hours. These will be informed by a Facilities Master Plan expected in time for the 2019 budget submission.

Facilities Master Plan

In 2017, the Library will prepare a facilities master plan that will support capital investment decisions over a ten-year period. It will help prioritize investment in the renovation, development, maintenance and repair of existing library facilities, including the potential relocation of library branches. The plan will be informed by data from a range of sources, including Library policies and framework documents such as the Service Delivery Model, TPL strategic plan, facility inventories, property condition assessment, the Library's Digital Strategy, City of Toronto's Strategic plan, City of Toronto Official Plan, City of Toronto Planning studies and other data related to population growth and development plans. The plan will help to inform future capital budgets, including capital needs for both building and digital infrastructure. It will also provide a roadmap for current and future based requirements and allow the library to articulate requirements to the City's new Real Estate agency.

TOcore

While the growth of Downtown brings prosperity and opportunity, it is placing significant pressure on existing community infrastructure. TOcore will develop a Community Services and Facilities (CS&F) Strategy for Downtown that is responsive to the needs of a growing and diverse population for recreation, child care, libraries, schools and human services and supports by strongly linking the provision of these services with the growing population in residents and workers.

COMMENTS

Changes to Capital Program – meeting debt target
Significant capital project changes from the 2017-2026 Capital Budget and Plan that meet debt target include the following:

- Multi Branch Renovations – The funding for this project was increased by $4.000 million debt financing freed-up from the North York Central Phase 1 project to address critical SOGR needs
- North York Central Phase 1 – Accelerated capital cash flows to end in 2018
- North York Central Phase 2 – Accelerated capital cash flows to end in 2020
- Centennial – The funding for this project was increased by $1.674 million gross as a result of building structural condition
- Parliament Street – The funding for this project was increased by $9.417 million gross to reflect a potential relocation and expansion of the branch to a nearby location
- York Woods – New project added to the 2018 – 2027 plan to address significant SOGR backlog

- High Park – Construction deferred two years to start in 2024 with planning starting in 2022 as TPL reprioritized capital projects to meet available funding
- St. Lawrence – Construction deferred six years to start in 2025 with planning starting in 2022 to accommodate heritage study and master plan study being conducted by the City
- Brookbanks – Removed from the 10-year plan due to uncertainty surrounding Section 37 funds which accounted for over 50% of the funding for this project
- Agincourt – Anticipated Section 37 funding of $1.125 million is deferred four years to 2023
- Bridlewood - Anticipated Section 37 funding of $1.900 million is deferred four years to 2023
- Weston – Construction deferred four years to start in 2026 with planning starting in 2023 as TPL reprioritized capital projects to meet available funding
- Mimico Centennial – Construction deferred one year to start in 2026 with planning starting in 2024 as TPL reprioritized capital projects to meet available funding.

Changes to Capital Program – exceeding debt target

Significant capital project changes from the 2017-2026 capital budget and plan that exceed debt target include the following:

- Lillian H. Smith – The funding for this project was increased by $5.498 million gross to reflect expansion of the branch by 7,000 sq. ft.
- Toronto Reference Library – New project added to the 2018 – 2027 plan to address significant SOGR backlog
- Barbara Frum – New project added to the 2018 – 2027 plan to address significant SOGR backlog
- Yorkville – Removed from the 10-year plan due to reprioritization of capital projects to focus on addressing SOGR backlog
- City Hall – New project added to the 2018 – 2027 plan to reflect a potential opportunity to relocate and expand the branch to a nearby desirable site.

2018-2027 Capital Budget and Plan Strategy

The capital preview is informed by the planning framework for developing the capital program for library buildings. The Library's ten-year capital preview has been developed following City guidelines that require that "*greater emphasis placed on those projects that have been identified as an unmet need…to address State of Good Repair or Service Improvement project that, to date, could not be funded within current affordability targets*". It is on this basis that TPL is including in this budget preview, funding exceeding the assigned debt though still well below the true requirements.

The capital budget and plan preview achieves the following strategic objectives:

1. 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.

Development Charges Funding

In the 2018-2027 capital budget and plan preview, the budgets for the building projects were formulated with a goal of maximizing non-debt funding sources including DCs. DC funding continues to be a very important funding source for the capital program. For renovations, DC is currently calculated at 9% of the cost of the project, and for growth-related eligible capital costs, which are mainly new branches and expansions, DC is maximized at 90%. Library staff will continue to meet with City Finance staff over the summer to discuss refining the costing for growth-related eligible capital projects that could potentially generate higher DC draws. Renovation projects may include transformation of staff space into public space, the creation of flexible space and multi-purpose program rooms, additional public seating and electrical outlets, outdoor programmable space, and the introduction of new IT services and self-service. The service capacity of a branch is thus increased within its existing footprint in order to meet the needs of a growing population and therefore a greater portion of the renovation cost could be considered growth-related eligible capital cost and subject to a higher DC percentage than the 9% that is currently used. The freed-up debt room from a higher DC draw can be applied to add new SOGR projects, accelerate SOGR projects and increase funding for existing SOGR projects to address the growing backlog.

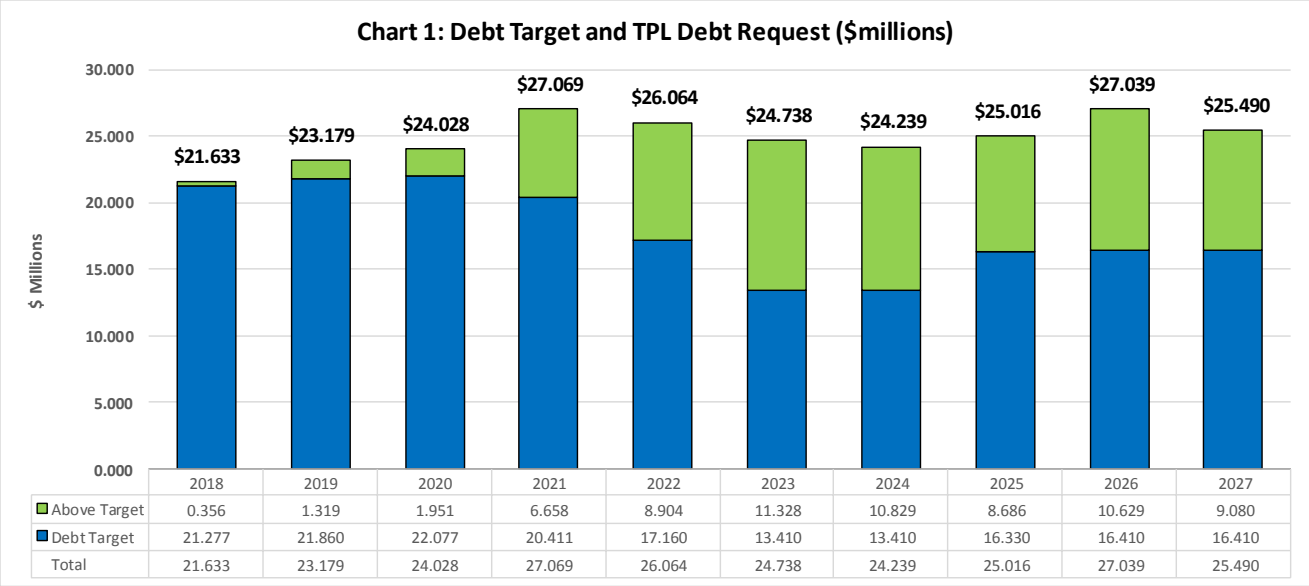
2018-2027 Debt Funding

On June 2, 2017, the City released the budget directions and debt targets for the 2018-2027 capital budget and plan to all City's Programs and Agencies including TPL. The directions emphasized that budget submissions must adhere to the debt targets in each year.

Notwithstanding the constraints imposed by the debt target, TPL is seeking funding in excess of the debt target imposed by the City. The capital budget and plan will be presented to the City in two sections: 1) Capital funding with projects meeting debt target (Attachment 1) and 2) projects exceeding debt target (Attachment 2). Funding in excess of target is required for a number of reasons, including:

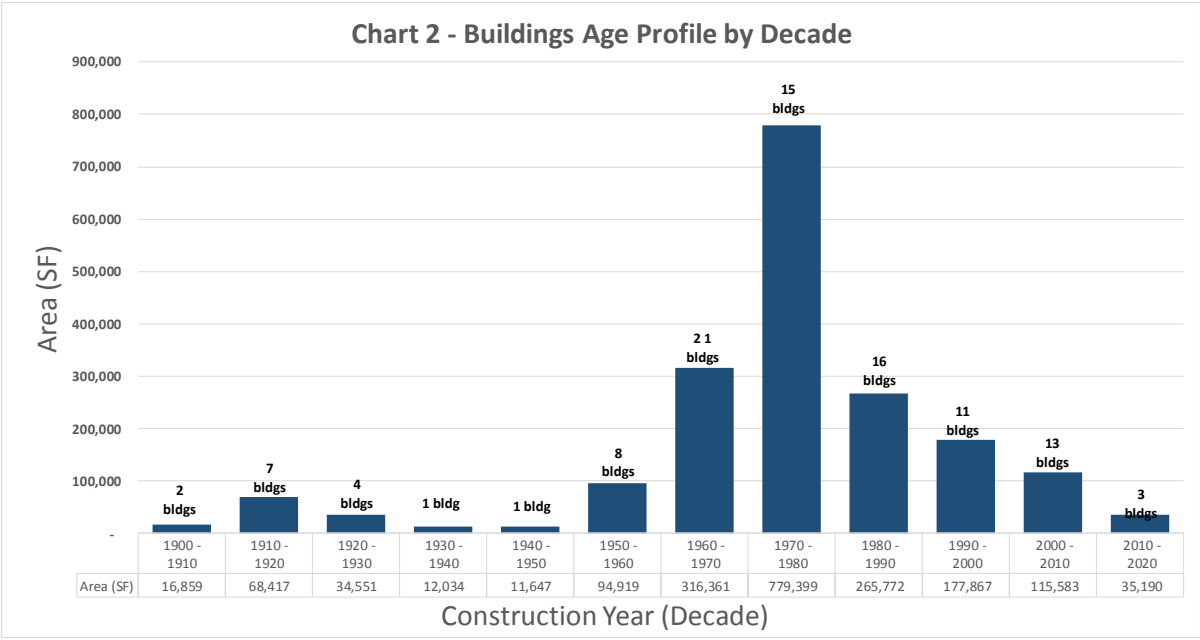
1. Decreasing Debt Target: The debt target assigned to TPL (see Chart 1) decreases starting in 2020 before increasing again in 2025. This decrease would be even more pronounced if inflation was taken into account and does not allow TPL to deliver a capital program that addresses requirements such as 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 target 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.



	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Above Target	0.356	1.319	1.951	6.658	8.904	11.328	10.829	8.686	10.629	9.080
Debt Target	21.277	21.860	22.077	20.411	17.160	13.410	13.410	16.330	16.410	16.410
Total	21.633	23.179	24.028	27.069	26.064	24.738	24.239	25.016	27.039	25.490

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 target not decrease each year but actually should be increasing in order to prevent a surge in the SOGR backlog.

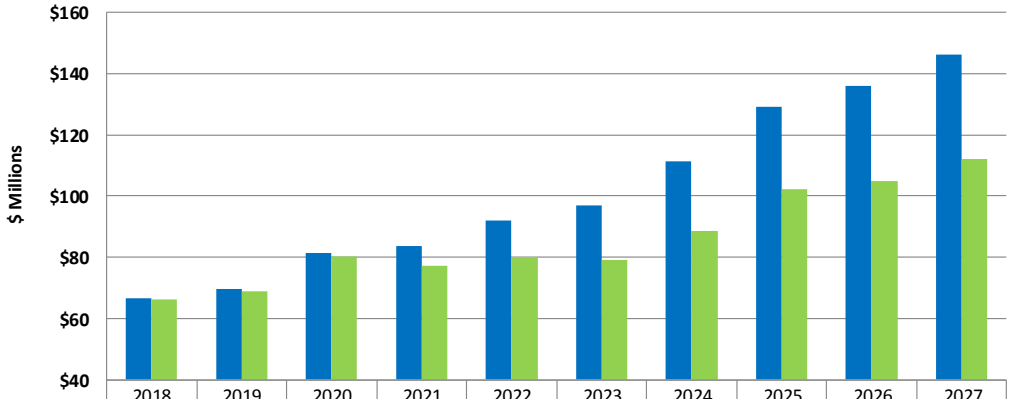


	1900 - 1910	1910 - 1920	1920 - 1930	1930 - 1940	1940 - 1950	1950 - 1960	1960 - 1970	1970 - 1980	1980 - 1990	1990 - 2000	2000 - 2010	2010 - 2020
Area (SF)	16,859	68,417	34,551	12,034	11,647	94,919	316,361	779,399	265,772	177,867	115,583	35,190

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 target. As can be clearly seen, the City's inadequate debt target results in an increase of the SOGR backlog to $146.364 million by 2027. With the funding beyond

the debt target, the accumulated SOGR backlog would decrease by $34.295 million, and stand at $112.069 million by 2027, representing unmet SOGR needs.

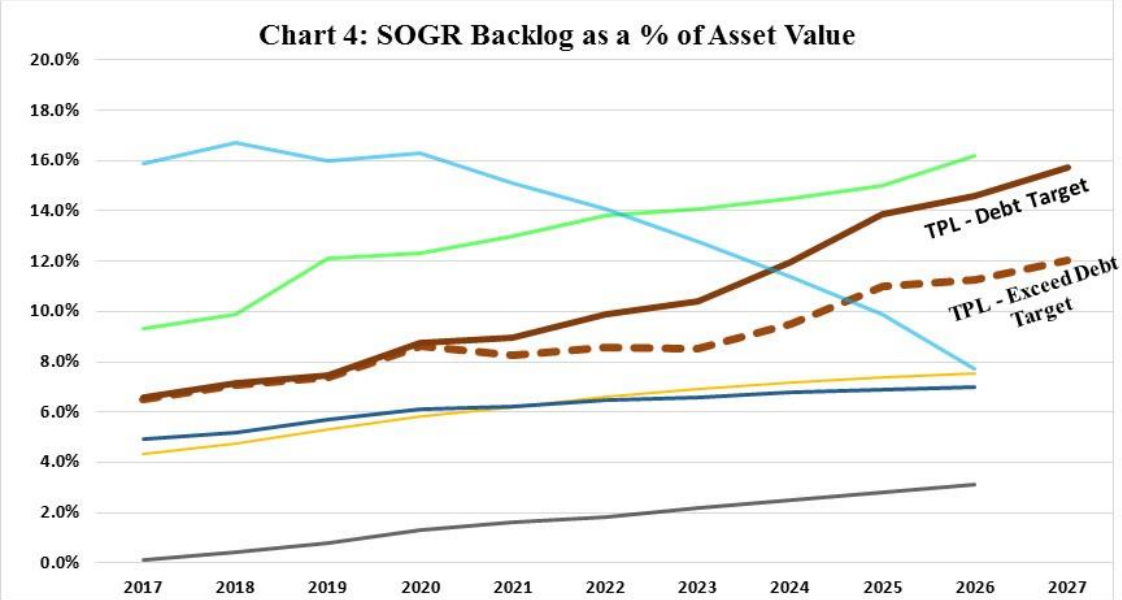
Chart 3: Accumulated SOGR Backlog - Debt Target vs. Exceed Debt Target Funding ($millions)



	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Backlog: at Debt Target	66.519	69.638	81.563	83.603	91.885	96.837	111.352	129.317	136.062	146.364
Backlog: Exceed Debt Target	66.088	68.776	80.270	77.036	79.803	79.264	88.654	102.423	104.780	112.069

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 target 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.



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
TPL - Funding Exceeding Debt Target	6.5%	7.1%	7.4%	8.6%	8.3%	8.6%	8.5%	9.5%	11.0%	11.2%	12.0%
TPL - Funding at Debt Target	6.6%	7.1%	7.5%	8.8%	9.0%	9.9%	10.4%	12.0%	13.9%	14.6%	15.7%
Transportation Services (excl Gardiner)	4.3%	4.7%	5.3%	5.8%	6.2%	6.6%	6.9%	7.2%	7.4%	7.5%	
Toronto Transit Commission	0.1%	0.4%	0.8%	1.3%	1.6%	1.8%	2.2%	2.5%	2.8%	3.1%	
Facilities, Real Estate, Environment & Energy	9.3%	9.9%	12.1%	12.3%	13.0%	13.8%	14.1%	14.5%	15.0%	16.2%	
Parks, Forestry & Recreation	15.9%	16.7%	16.0%	16.3%	15.1%	14.1%	12.8%	11.4%	9.9%	7.7%	
Total City (Tax Supported) w/o Gardiner	4.9%	5.2%	5.7%	6.1%	6.2%	6.5%	6.6%	6.8%	6.9%	7.0%	

4. Ability to Deliver on Capital Program: A final reason for funding exceeding the imposed debt target 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.

2018 Capital Projects

While the capital plan covers the ten-year period of 2018-2027, only projects in 2018 would be approved for spending. Future year projects starting after 2018, require approval in the future before spending can begin. Key elements of the 2018 capital plan are:

- continued construction work at North York Central Library;
- continuing development of the Information and Technology infrastructure (Technology Asset Management Program and Virtual Branch Services);

- continuation of the Multi-Branch Renovation Program to address TPL's growing state of good repair backlog;
- construction is expected to begin at Bayview-Bessarion, Wychwood, St. Clair/Silverthorn, and York Woods branches;
- address property acquisition issues for Dawes Road branch; and
- begin planning work for Albert Campbell, Centennial, Guildwood, Perth/Dupont and Parliament Street branches.

CHALLENGES AND ISSUES

Service Transformation, Debt Target and SOGR Backlog

The City's assigned 2018-2027 debt targets are inadequate to meet TPL's capital funding needs. With the current City debt targets, the SOGR backlog at the end of 2027 is $146.364 million. With funding beyond the debt target, the accumulated SOGR backlog would decrease by $34.295 million, and stand at $112.069 million by 2027, representing un-addressed SOGR needs.

Demand for Virtual Branch e-Services and Technology

The Virtual Branch project is designed to deliver more content and features for a user-focused website, while accommodating rapid changes in mobile access requirements. The demand for this service continues to grow each year. There is a growing demand for wireless and internet access, more self-service, including mobile and personalized services, and new service delivery options will create increasing demands for technology. The technology infrastructure needs to be maintained, replaced and enhanced to meet demand, which requires capital funding as TPL refines its digital strategy. Funding for the technology infrastructure through Virtual Branch Services project comes mainly from development charges.

Growth in Population and Service Demand

As community cornerstones, branches are vital to local neighbourhoods. The demand for new and expanded branches continues to be shaped by ongoing needs to provide modern library services, high demand for library resources, increasing density, growing communities, and improving access to branch facilities and digital and online resources. In addition to its existing projects, TPL continues to evaluate and prioritize future renovation and expansion projects for all of its locations. This service model, as well as other service options, will be evaluated for broader potential application.

2018 Capital Budget Submission Timetable

Activity	Schedule
2018 Capital Budget Submission	June 12, 2017
TPL Board Meeting	**June 19, 2017**
Additional Reporting Requirements	August 2, 2017
Administrative Review	July - September, 2017
TPL Board Meeting	**September 25, 2017**
Budget Committee Informal Reviews	September 18 – October 13, 2017
TPL Board Meeting	**October 23, 2017**
TPL Board Meeting	**November 20, 2017**
Budget Launch – Budget Committee	November 30, 2017
TPL Board Meeting	**December 11, 2017**
Budget Briefings – Budget Committee	December 12 – 18, 2017
TPL Board Meeting	**January TBD**
Public Presentations – Budget Committee	January 8 – 10, 2018
Budget Committee Wrap-up	January 12, 2018
Budget Committee Final Wrap-up	January 23, 2018
TPL Board Meeting	**February TBD**
Special Executive Committee	February 6, 2018
Council Approval	February 12 – 13, 2018

Additional City Budget Submission Requirements

The *2018 Capital Budget Submission, Guidelines and Instructions* include new Council-directed Budget Submission Requirements, which include:

- Submission of all modernization, transformation and innovation initiatives completed, planned or underway, with expected benefits and timing;
- Submission of Capital and Operating Costs for Council-adopted Policies, Plans and Strategies; and
- Submission of Capital and Operating Costs for AODA Compliance and Accommodation of Seniors' Issues.

The draft 2018-2027 capital budget submission is due to the City on June 12, 2017. Additional reporting requirements are due to the City on August 2, 2017.

CONCLUSION

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 projects included in this budget preview report requires funding that 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. This year's capital budget preview repeats and reinforces TPL's business case for additional capital funding.

TPL has achieved a three-year average capital completion rate of close to 90%, one of the highest in the City. This demonstrates TPL's readiness and ability to execute its capital program within the approved budget, which results in more efficient and improved services and better maintained assets.

CONTACT

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SIGNATURE

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Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: 2018-2027 Capital Budget and Plan Preview – Project funding meeting Debt Target
Attachment 2: 2018-2027 Capital Budget and Plan Preview – Project funding exceeding Debt Target

TORONTO PUBLIC LIBRARY

2018 - 2027 Capital Budget and Plan - Gross and Debt Funding

Project Funding Meeting Debt Target

($000's)

Attachment 1

	A	B	C	D	E	F	G	H	I	J	L	K	M	N	O	P	Q	R	S	T	U	V	W	Y	X	Z	AA	AB	AC	AD	AE
	PROJECT INFORMATION					GROSS													DEBT												
PROJECT NAME	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	TOTAL 2018 - 2027	2018	2019	2020	2021	2022	TOTAL 2018-2022	2023	2024	2025	2026	2027	TOTAL 2023-2027	TOTAL 2018-2027
1 Tech Asset Mgmt Prg (TAMP)	45,381	2,086	-	13,780	29,515	4,100	4,100	4,100	4,100	4,100	**20,500**	4,900	5,110	4,940	5,831	4,100	**24,881**	**45,381**	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**	355	50	250	50	250	**955**	50	-	250	-	305	**605**	**1,560**
3 Multi-Branch Renovation Program (SOGR)	54,994	4,787	-	65	50,142	6,157	5,743	5,875	6,661	5,093	**29,529**	5,093	5,093	5,093	5,093	5,093	**25,465**	**54,994**	6,055	5,256	5,335	6,128	4,207	**26,981**	4,803	4,383	4,686	4,654	4,635	**23,161**	**50,142**
4 Integrated Payment Solutions	1,100	48	-	-	1,052	1,100	-	-	-	-	**1,100**	-	-	-	-		**-**	**1,100**	1,052	-	-	-	-	**1,052**	-	-	-	-		**-**	**1,052**
5 Equipment for Operational Efficiencies	350	15	-	-	335	350	-	-	-	-	**350**	-	-	-	-		**-**	**350**	335	-	-	-	-	**335**	-	-	-	-		**-**	**335**
6 Albion	15,007	1,351	-	-	13,656	200	-	-	-	-	**200**	-	-	-	-		**-**	**200**	-	-	-	-	-	**-**	-	-	-	-		**-**	**-**
7 Bayview-Bessarion	12,622	6,630	-	580	5,412	1,007	4,067	5,782	522	-	**11,378**	-	-	-	-		**-**	**11,378**	1,007	2,669	1,476	-	-	**5,152**	-	-	-	-		**-**	**5,152**
8 Wychwood	9,533	4,511	1,500	600	2,922	2,366	4,378	500	-	-	**7,244**	-	-	-	-		**-**	**7,244**	1,339	858	279	-	-	**2,476**	-	-	-	-		**-**	**2,476**
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	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	1,000	2,579	500	4,781	4,347	**13,207**	-	-	-	-		**-**	**13,207**	-	-	-	2,055	2,520	**4,575**	-	-	-	-		**-**	**4,575**
12 St. Clair/Silverthorn	2,897	420	-	-	2,477	200	300	-	-	-	**500**	-	-	-	-		**-**	**500**	200	300	-	-	-	**500**	-	-	-	-		**-**	**500**
13 Albert Campbell	12,165	1,095	-	-	11,070	300	4,959	4,269	2,372		**11,900**	-	-	-	-		**-**	**11,900**	300	3,992	4,269	2,372	-	**10,933**	-	-	-	-		**-**	**10,933**
14 Centennial	6,389	2,423	-	-	3,966	167	167	2,232	2,323	1,500	**6,389**	-	-	-	-		**-**	**6,389**	167	-	1,383	1,298	1,118	**3,966**	-	-	-	-		**-**	**3,966**
15 York Woods	8,344	752	-	-	7,592	2,070	2,318	3,411	545	-	**8,344**	-	-	-	-		**-**	**8,344**	2,070	1,570	3,411	541	-	**7,592**	-	-	-	-		**-**	**7,592**
16 Guildwood	1,183	439	-	100	644	592	591	-	-		**1,183**			-	-		**-**	**1,183**	548	96	-	-		**644**			-	-		**-**	**644**
17 Perth/Dupont - 299 Campbell	4,312	2,112	1,100	1,100	-	80	-	3,483	749	-	**4,312**	-	-	-	-		**-**	**4,312**	-	-	-	-	-	**-**	-	-	-	-		**-**	**-**
18 Parliament Street	16,374	5,605	-	-	10,769	407	408	-	4,301	4,188	**9,304**	3,863	2,448	759	-		**7,070**	**16,374**	407	322	-	3,225	3,325	**7,279**	2,200	1,249	41	-		**3,490**	**10,769**
19 Northern District	11,744	1,056	-	-	10,688	-	-	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	621	-	-	6,277	-	-	-	-	197	**197**	197	2,927	3,577	-	-	**6,701**	**6,898**	-	-	-	-	161	**161**	197	2,343	3,576	-	-	**6,116**	**6,277**
21 St.Lawrence	21,976	16,879	-	-	5,097	-	-	-	-	194	**194**	133	-	4,184	4,311	4,771	**13,399**	**13,593**	-	-	-	-	-	**-**	-	-	1,921	833	772	**3,526**	**3,526**
22 Agincourt	1,125	-	1,125	-	-	-	-	-	-	-	**-**	1,125	-	-	-		**1,125**	**1,125**	-	-	-	-	-	**-**	-	-	-	-		**-**	**-**
23 Bridlewood	1,900	-	1,900	-	-	-	-	-	-	-	**-**	1,100	800	-	-		**1,900**	**1,900**	-	-	-	-	-	**-**	-	-	-	-		**-**	**-**
24 Sanderson	6,981	628	-	-	6,353	-	-	-	-	-	**-**	193	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	934	-	-	9,434	-	-	-	-	-	**-**	275	276	-	2,662	3,073	**6,286**	**6,286**	-	-	-	-	-	**-**	-	-	-	2,282	3,073	**5,355**	**5,355**
26 Mimico	10,335	930	-	-	9,405	-	-	-	-	-	**-**	-	281	282	2,637	2,707	**5,907**	**5,907**	-	-	-	-	-	**-**	-	-	85	2,185	2,707	**4,977**	**4,977**
27 Queen Saulter - Port Lands New Construction	16,870	12,812	-	-	4,058	-	-	-	-	-		-	-	-	411	412	**823**	**823**	-	-	-	-	-	**-**	-	-	-	-	412	**412**	**412**
28 Project Funding Meetng Debt Targets	**332,965**	**90,630**	**5,625**	**20,225**	**216,485**	**26,583**	**36,374**	**35,260**	**30,236**	**24,121**	**152,574**	**21,757**	**20,955**	**22,785**	**24,572**	**23,673**	**113,742**	**266,316**	**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 Target

($000's)

Attachment 2

	A	B	C	D	E	F	G	H	I	J	L	K	M	N	O	P	Q	R	S	T	U	V	W	Y	X	Z	AA	AB	AC	AD	AE
	PROJECT INFORMATION					GROSS													DEBT												
	PROJECT NAME	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	TOTAL 2018 - 2027	2018	2019	2020	2021	2022	**TOTAL 2018-2022**	2023	2024	2025	2026	2027	TOTAL 2023-2027	TOTAL 2018-2027
1	Downsview	8,036	723			7,313	219	220	-	3,169	2,367	**5,975**	2,061	-	-			**2,061**	**8,036**	179	220	-	2,486	2,367	**5,252**	2,061	-	-			**2,061**	**7,313**
2	Richview	3,410	307	-	-	3,103	194	1,185	1,007	1,024	-	**3,410**	-	-	-	-		**-**	**3,410**	177	895	1,007	1,024	-	**3,103**	-	-	-	-		**-**	**3,103**
3	Lillian H Smith	16,650	6,142			10,508	-	-	-	380	381	**761**	4,118	4,242	4,017	3,512	-	**15,889**	**16,650**	-	-	-	312	381	**693**	1,905	2,950	2,686	2,274	-	**9,815**	**10,508**
4	Toronto Reference Library	21,587	1,942			19,645	-	312	885	4,670	4,725	**10,592**	5,416	5,579	-			**10,995**	**21,587**	-	204	885	2,836	4,725	**8,650**	5,416	5,579	-			**10,995**	**19,645**
5	Barbara Frum	13,710	1,233	-	-	12,477	-	-	-	-	-	**-**	377	378	4,682	4,103	4,170	**13,710**	**13,710**	-	-	-	-	-	**-**	309	378	3,517	4,103	4,170	**12,477**	**12,477**
6	Parkdale	19,285	1,736	-	-	17,549	-	-	-	-	509	**509**	511	-	4,127	4,252	4,910	**13,800**	**14,309**	-	-	-	-	417	**417**	511	-	2,483	4,252	4,910	**12,156**	**12,573**
7	City Hall	11,826	7,705	-	-	4,121	-	107	480	-	3,798	**4,385**	3,682	3,759	-	-	-	**7,441**	**11,826**	-	-	59	-	1,014	**1,073**	1,126	1,922	-	-	-	**3,048**	**4,121**
	Projects exceeding debt target	94,504	19,788	-	-	74,716	413	1,824	2,372	9,243	11,780	**25,632**	16,165	13,958	12,826	11,867	9,080	**63,896**	**89,528**	356	1,319	1,951	6,658	8,904	**19,188**	11,328	10,829	8,686	10,629	9,080	**50,552**	**69,740**

Note: Additional SOGR Backlog which grows to $112.069 million by 2027 is not included in the Budget Preview.