Toronto Public Library

2017 -2026 Capital Budget and Plan Submission

Board Meeting

June 27, 2016

2017-2026 Capital Budget and Plan

- Planning Framework
- Strategic Objectives
- 2017 -2026 Capital Budget and Plan Request
- Debt Targets
- SOGR
- 2017 Budget Deadlines

Planning Framework

Service Delivery Model – Four Tiers of Service

1. Neighbourhood Libraries
2. District Libraries
3. Research and Reference Libraries
4. Virtual Branch Services and Mobile Library Services

Branch Development Strategy

100 Branch Infrastructure

Development of Capital Plan

Strategic Objectives

1. Budget submission that is fiscally responsible
2. Transform branches for 21st century 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
6. Minimize the operating impact of the capital program

Strategic Objectives

1. Fiscally Responsible

- Consistent level of annual debt funding
- Address highest priority items on SOGR backlog
- Continue above average spending rates
- Request above City debt target

Strategic Objectives

2. Transform branches for 21st century library services

- Meet online resource and service demands
- Expansion of self-service options to remove barriers
- Increase access as part of Poverty Reduction strategy
- Accessible library service where, when and how the customers require it; on any device
- Provide access to current and emerging technology
- Leverage smart design, cloud, analytics and open data

Strategic Objectives

3. Focus on addressing state of good repair for branches

- Branch renovations projects with significant SOGR backlogs within debt target:

North York Central (Phase 1)

Albert Campbell

Parliament Street

Northern District

Brookbanks

Multi-Branch

Weston

Albion

High Park

Sanderson

Wychwood

Strategic Objectives

3. Focus on addressing state of good repair for branches (con't)

- Additional funding request beyond debt target addresses SOGR backlog at:

North York Central (Phase 2)

Richview

Parkdale

Multi-branch

Downsview

Lillian H Smith

Yorkville

Strategic Objectives

4. Address City growth intensification areas

- Relocation and expansion of branches in new and growing communities
    - Bayview-Bessarion Branch
    - St. Lawrence Branch
    - Lillian H Smith Branch (beyond debt target)

Strategic Objectives

5. Maximize alternative (non-debt) funding sources

2017-2026 Capital Funding Sources	Amount ($'000s)	%
Debt	$212,120	69%
Development Charges	$69,003	22%
Contribution from Operating	$13,780	4%
Section 37/42/45 funding	$9,375	3%
City Reserves	$1,930	1%
Other external funding	$723	0.2%
Total Capital Budget	**$306,931**	**100%**

Strategic Objectives

6. Minimize the operating impact of the capital program

Building renovation and relocations are designed and planned to limit increases to the operating budget through:

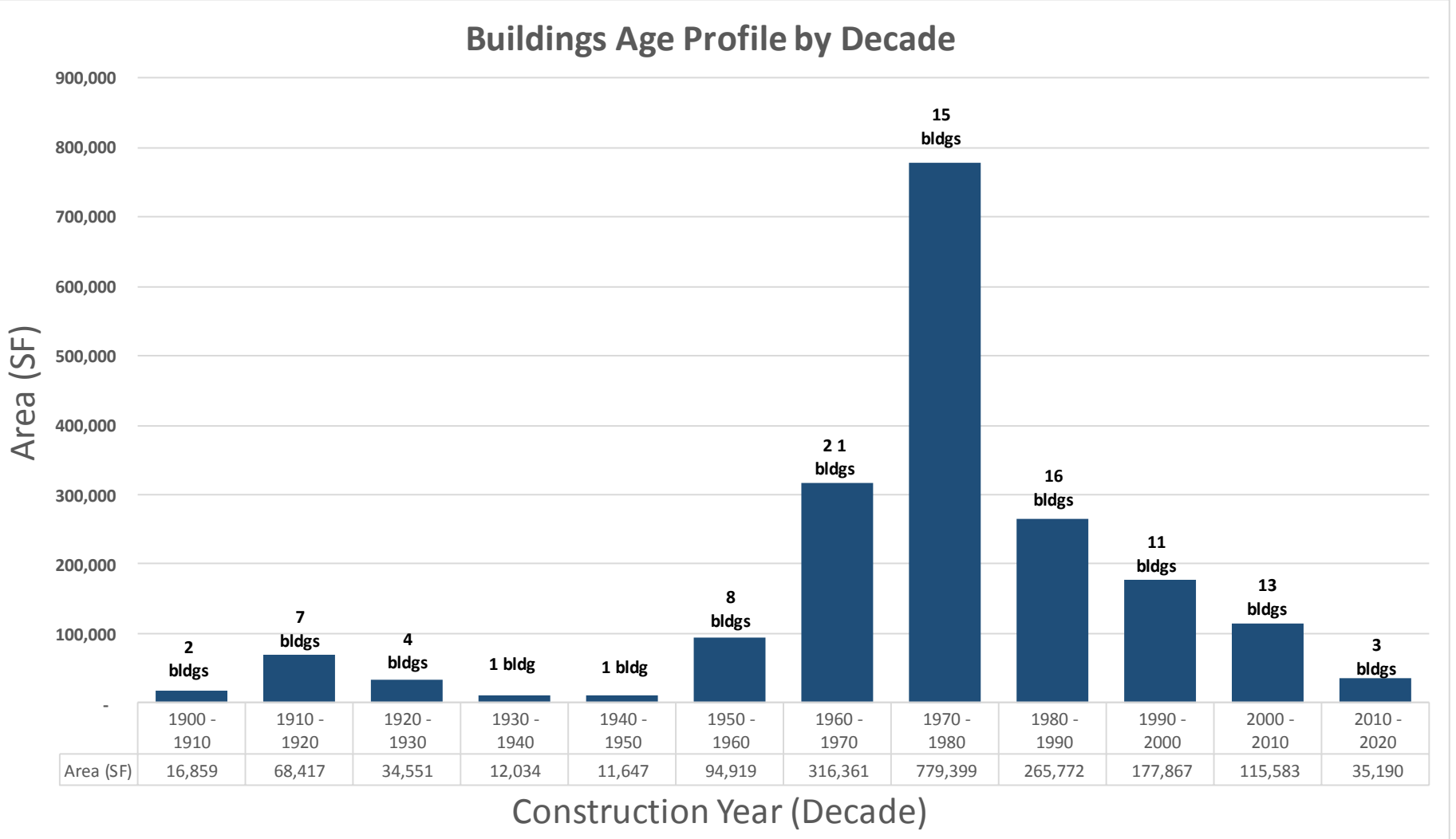
- Efficiency improvements
- Expanding branches – avoids adding more branches
- Reduced leasing costs

2017 – 2026 Capital Budget and Plan

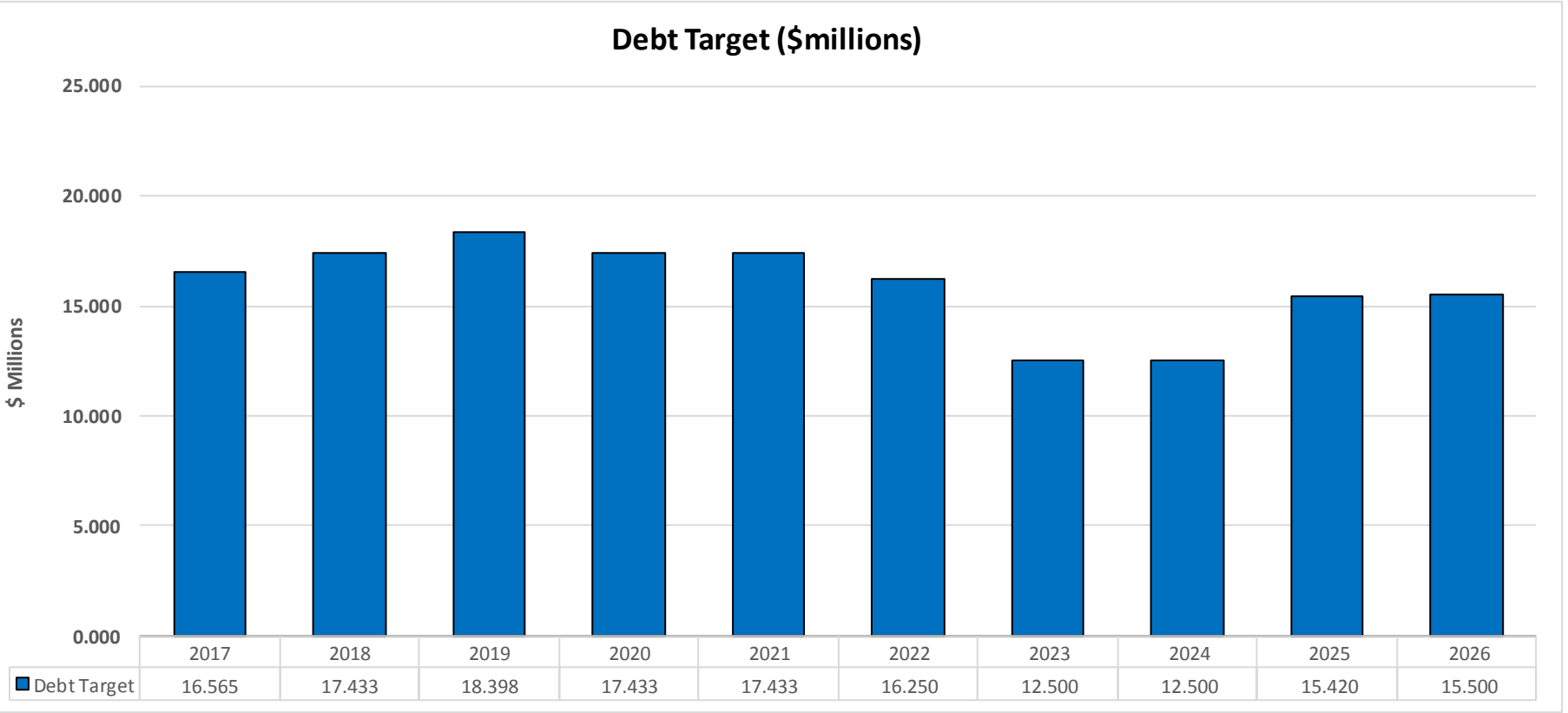
2017-2026 Capital Budget and Plan
Summary ($'000s)

	2017		2017-2026	
	Debt	**Gross**	**Debt**	**Gross**
Request meeting Debt target	$16,565	$26,095	$159,432	$247,693
Request above Debt target	$910	$1,000	$52,688	$59,238
Total Budget Request	**$17,475**	**$27,095**	**$212,120**	**$306,931**

State of Good Repair (SOGR)

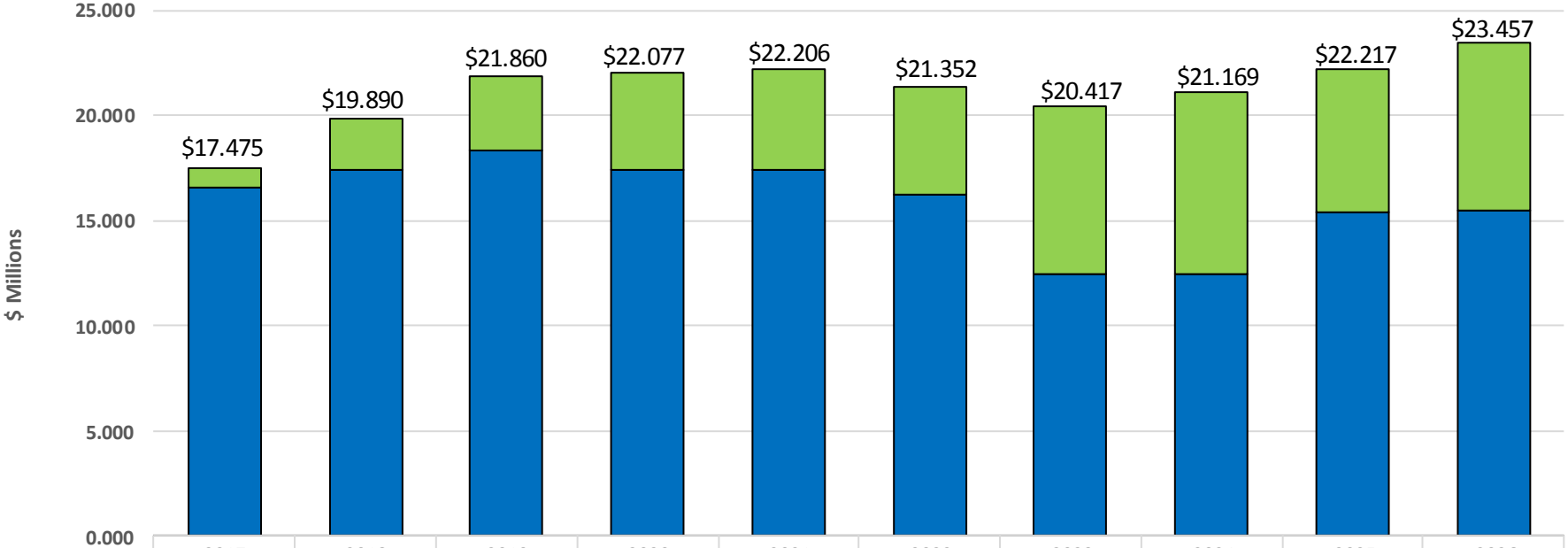


2017 – 2026 Debt Targets



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Debt Target	16.565	17.433	18.398	17.433	17.433	16.250	12.500	12.500	15.420	15.500

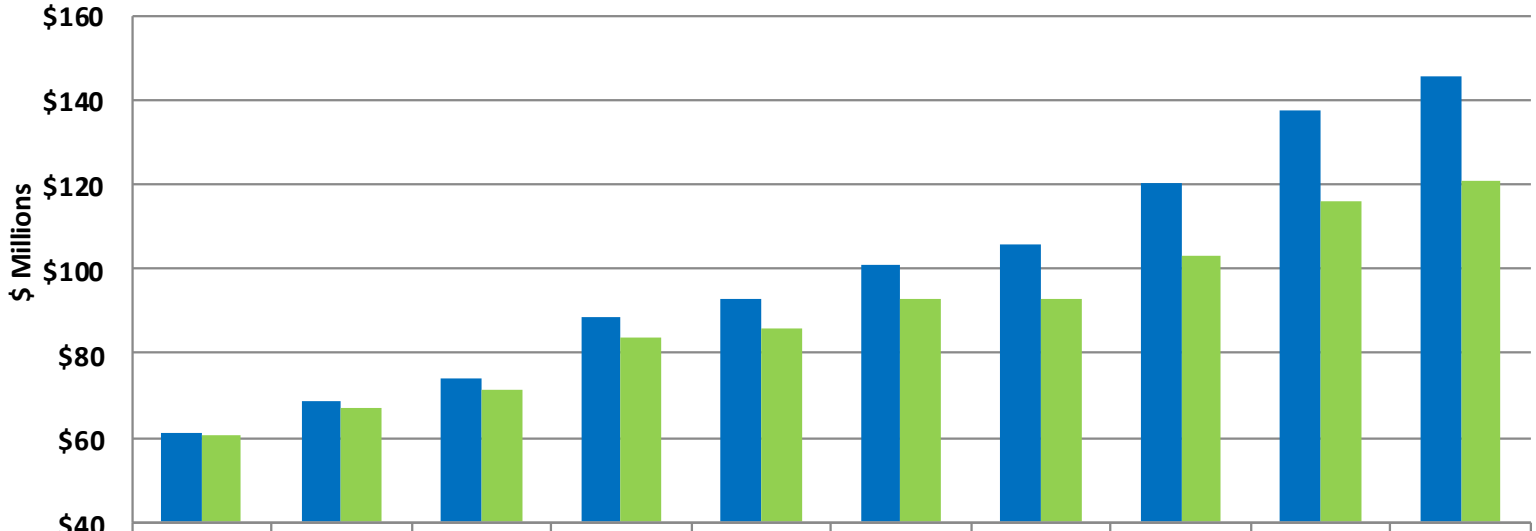
2017 – 2026 Debt Targets



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Above Target	0.910	2.457	3.462	4.644	4.773	5.102	7.917	8.669	6.797	7.957
Debt Target	16.565	17.433	18.398	17.433	17.433	16.250	12.500	12.500	15.420	15.500

State of Good Repair Backlog

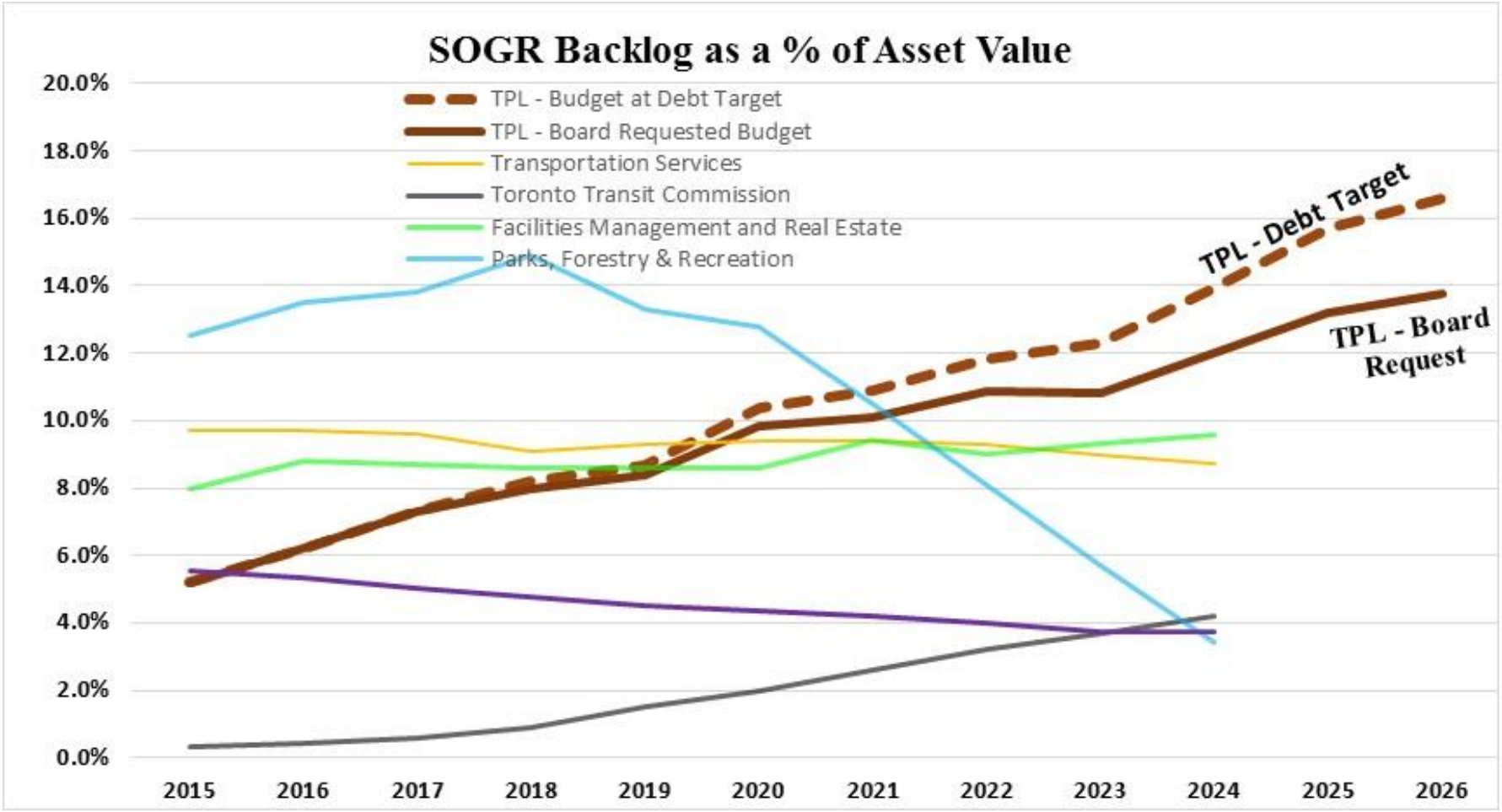
Accumulated SOGR Backlog - Debt Target vs. TPL Request ($millions)



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Backlog at Debt Target	61.110	68.735	74.122	88.483	92.968	100.920	106.047	120.137	137.731	145.850
Backlog at Request	60.688	66.801	71.490	83.998	86.097	92.792	93.073	103.243	116.120	120.789

State of Good Repair Backlog

SOGR Backlog by Program



2017 Budget Deadlines

2017 Capital Budget Process Schedule (key milestones)

- June - Budget Submission
- Sept/Oct - Budget Committee informal review
- Dec 2 - Budget Launch @ Budget Committee
- Dec 16-Jan 24 - Budget Committee Review
- Feb 7 – Executive Committee
- Feb 15-16 – City Council Approval
- Feb 2017 – Board Adoption of Council Approved Budget

Summary

Executive Committee motion (February 9, 2016)

City Council direct the Deputy City Manager and Chief Financial Officer to review and consider for the Toronto Public Library Capital Budget adequate funding in 2017 to reduce the State of Good Repair backlog, so as to prevent this from growing to $122.993 million or 14% of the total asset value over the next 10 years.