

2020-2029 Capital Budget and Plan Submission

Date:	September 23, 2019
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to seek Toronto Public Library (TPL) Board approval of the 2020-2029 capital budget and plan submission (including 2019 carry forwards) of \$19.559 million debt (\$45.011 million gross) for 2020 and \$307.577 million debt (\$532.795 million gross) over 2020-2029.

The 2020-2029 capital budget and plan submission is an increase over last year's budget submission reflecting TPL's capital needs and ability to deliver on its capital program.

The Library's 10-year capital submission builds and maintains beautiful public space in every neighbourhood and leverages technology in the development and implementation of modernization and transformation initiatives that focus on efficiency, continuous improvement, and improved customer experiences. By enhancing the accessibility and inclusivity of library branches and expanding digital access, the 10-year plan supports equitable access to library services for all and enhances investment and quality of life in neighbourhoods across the city.

The 10-year budget and plan funding request is comprised of 28 capital projects that reflect TPL's ability to deliver on its capital program (i.e. Capacity to Spend Capital Budget and Plan) totalling \$277.055 million debt (\$432.960 million gross). These projects consist of: \$343.468 million for building projects; and \$88.838 million for technology-related projects, including back office support and customer service enhancements.

There are four building projects that are joint projects with other City Divisions that are currently unfunded (i.e. Capital Needs Constraints), totalling \$30.522 million debt (\$99.835 million gross).

TPL faces several challenges and issues with respect to its capital budget:

- TPL's facility infrastructure state of good repair (SOGR) backlog is estimated to grow to over \$165 million by 2029
- TPL delivers technology as a service, as well as using it as an enabler of modernization, transformation and continuous improvement for the Library. Keeping pace with the increasing demand for technology services and the rapid changes in digital infrastructure continues to put pressure on TPL's capital budget.

Over the last five years, TPL's capital spending has averaged 87% of approved budget, which compares favourably with average spending levels across the City. TPL has consistently demonstrated that it can manage its capital program and will be able to successfully deliver on its capital program.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the 2020-2029 capital budget and plan submission (including 2019 carry forwards of \$19.559 million debt (\$45.011 million gross) for 2020 and \$307.577 million debt (\$532.795 million gross) over 2020-2029, comprised of:
 - 1.1 28 projects, as detailed in Attachment 1, totalling \$19.559 million debt (\$43.802 million gross) in 2020 and \$277.055 million debt (\$432.960 million gross) over 2020-2029, which reflects TPL's Capacity to Spend Capital Budget and Plan; and
 - 1.2 four projects, as detailed in Attachment 2, totalling \$0 debt (\$1.209 million gross) in 2020 and \$30.522 million debt (\$99.835 million gross) over 2020-2029 that reflects TPL's Capital Needs Constraints.

FINANCIAL IMPACT

The 2020-2029 capital submission as shown in Table 1 below is comprised of funding for 28 projects that reflect TPL's Capacity to Spend Capital Budget and Plan of \$277.055 million debt (\$432.960 million gross) and funding for four projects that reflect TPL's Capital Needs Constraints of \$30.522 million debt (\$99.835 million gross). The SOGR backlog is estimated to grow to over \$165 million by 2029.

Table 1: 2020 - 2029 Capital Budget and Plan Submission (\$ millions)

	2020			2020 - 2029		
	Gross	Debt Funding	Non-Debt Funding	Gross	Debt Funding	Non-Debt Funding
Capacity to Spend Capital Budget and Plan (attachment 1)	\$ 43.802	\$ 19.559	\$ 24.243	\$ 432.960	\$ 277.055	\$ 155.905
Capital Needs Constraints (attachment 2)	\$ 1.209	\$ -	\$ 1.209	\$ 99.835	\$ 30.522	\$ 69.313
Total Budget Submission	\$ 45.011	\$ 19.559	\$ 25.452	\$ 532.795	\$ 307.577	\$ 225.218

The gross 10-year capital plan request is comprised of City debt funding of \$307.577 million, or 57.7%, and non-debt sources of funding of \$225.218 million, or 42.3%, including development charges (DC)/community benefit charges (CBC) (\$203.759 million, or 38.2%), contribution from the operating budget (\$15.380 million, or 2.9%), Section 37 funding (\$2.971 million, or 0.6%), City reserves (\$1.100 million, or 0.2%), and other funding (\$2.008 million, or 0.4%).

The incremental net operating impacts over the 2020-2029 period total \$7.984 million and 38.0 full-time equivalents (FTEs) net, comprised of \$4.935 million (11.5 FTEs) from the Capacity to Spend Capital Budget and Plan and \$3.049 million (26.5 FTEs) from the Capital Needs Constraints. The additional operating expenses of \$4.935 million and 11.5 FTEs from the Capacity to Spend Capital Budget is mainly due to planned expansion of Dawes Road branch and the relocation and expansion of Bayview-Bessarion, Parliament Street and Perth/Dupont branches as well as capital investment in technology projects for modernization and transformation initiatives. The \$3.049 million additional operating expenses (26.5 FTEs) from the Capital Needs Constraints is mainly due to planned relocation and expansion of the Danforth/Coxwell branch, City Hall branch and Parkdale branch as well as construction of a 28,000 sq. ft. district library on City-owned property at the new Etobicoke Civic Centre complex.

The complete 10-year capital submission summary with gross and debt funding for capital projects is included in Attachments 1 and 2.

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

ALIGNMENT WITH STRATEGIC PLAN

The 2020-2029 capital budget and plan supports TPL's strategic plan, in particular: advancing our digital platforms, breaking down barriers to access, expanding access to technology and training, and transforming for 21st century service excellence.

TPL's 2020-2029 capital budget and plan submission 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 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 2020-2029 capital budget and plan submission is informed by the principles of equity and access. The plan was developed using access as one of the key drivers for investment in capital projects. The plan 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-seeking groups in the city of Toronto.

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 ensures equitable access to library services across the city and a rational approach to resource allocation. The Service Delivery Model establishes the following four tiers of library service:

1. Neighbourhood branches serve a minimum of 25,000 residents living in a 1.6 kilometre radius, and the optimal size of the branch is in the range of 10,000 to 20,000 sq. ft. This tier also includes Bookmobile service across the city.
2. District branches serve a minimum of 100,000 residents living in a 2.5 kilometre radius, and the optimal size is a minimum of 25,000 sq. ft.
3. Research and Reference libraries serve the entire city and the optimal size is a minimum of 150,000 sq. ft.
4. Online and digital channels, including the library website, offering a full range of collections and services available 24/7, including self-service options.

Branch Development Strategy

TPL's 100 branch infrastructure is currently 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.

Digital Strategy

The four key areas of focus in TPL's digital strategy, as shown in Figure 1 below, guide the Library's approach to digital and technology, with the goals of modernizing the customer's experience and making the Library more nimble, responsive and efficient through strategic partnerships and a transformed back office infrastructure.



Figure 1 – TPL's digital strategy

Facilities Master Plan

In 2018, the Library finalized a facilities master plan (FMP) that supports capital investment decisions over a 10-year period. It helps to prioritize investment in the renovation, development, maintenance and repair of existing library facilities; including the potential relocation of library branches. The FMP was based on a detailed analysis of TPL's real estate portfolio, a long-range demographic analysis of the city's catchment areas, a review of various planning studies, an assessment of the important drivers for 21st century library service, and key stakeholder and public consultation. The plan helps to inform future capital budgets, including capital needs for both building and digital infrastructure. It also provides a roadmap for current and future

based requirements and allows the Library to articulate requirements to the City's new Real Estate agency.

TOcore

While the growth of downtown Toronto brings prosperity and opportunity, it is also 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 the provision of these services by linking them with the growing population in residents and workers. Therefore, TPL needs to invest in downtown neighbourhoods.

COMMENTS

2020 Budget Process Modernization

The City of Toronto is currently undergoing a budget modernization process to ensure budgets are easy to understand and easy to communicate. On July 24, 2019, the City released the budget guidelines and directions to all City's Programs and Agencies including TPL. While a specific debt target has not been assigned, the ten-year capital budget and plan must reflect the organization's capacity to spend. All City Divisions and Agencies are required to reassess their Divisional submission that is incorporated into the City's 10-year capital budget and plan's expenditure and funding sources to ensure that the timing of capital project cash flow estimates and associated funding reflect the Divisions and Agencies capacity to deliver the project timelines and costs.

2020-2029 Capital Budget and Plan Submission

In response to the City's new budget process, the Library's 10-year capital submission has been developed following City guidelines that require the 10-year capital plan be fiscally responsible and based on the organization's ability to spend. The capital budget and plan will be presented to the City in two sections: 1) Capacity to Spend Capital Budget and Plan (Attachment 1) which reflects TPL's ability to deliver on its capital program, and 2) Capital Needs Constraints (Attachment 2) which includes joint projects with other City Divisions that are currently unfunded.

The capital submission achieves the following strategic objectives:

1. Provides a budget program that is fiscally responsible and deliverable;
2. Transforms branches for modern library service;
3. Focusses on addressing state of good repair for branches;
4. Addresses City growth intensification areas;
5. Maximizes alternative (non-debt) funding sources; and
6. Minimizes the operating impact of the capital program.

7. Makes progress on TPL's digital strategy and lifecycle replacement of technology assets

Capacity to Spend Capital Budget and Plan

The capital funding that reflects TPL's capacity to deliver on the project timelines and costs total \$19.559 million debt (\$43.802 million gross) in 2020 and \$277.055 million debt (\$432.960 million gross) over 2020-2029 (Attachment 1).

Changes to Capital Program

A number of changes have been made to the timing and/or costing of the capital projects from last year's approved budget. The following list provides a brief explanation of the more significant changes from the 2019-2028 capital budget and plan:

- **2019 Carry Forwards** – As per City budget instructions, the 2020-2029 budget submission must incorporate projected carry forward of previously approved projects. TPL projects that the 2019 capital budget will be underspent by \$5.416 million gross, of which \$1.095 million has been carried forward to 2020, \$2.000 million carried forward to 2021 and \$2.321 million carried forward to 2022.

Projects	2019 projected unspent balance (\$ millions)	Carry Forward (\$ millions)			
		2020	2021	2022	Total
Albert Campbell	\$0.763			\$0.763	\$0.763
Centennial - Design	\$0.219	\$0.219			\$0.219
North York Central Phase 2	\$1.555		\$1.000	\$0.555	\$1.555
Wychwood	\$2.003		\$1.000	\$1.003	\$2.003
York Woods	\$0.222	\$0.222			\$0.222
Answerline & Community Space Rental Modernization	\$0.654	\$0.654			\$0.654
Total	\$5.416	\$1.095	\$2.000	\$2.321	\$5.416

- **Scope and Costing changes** – Changes to the scope of projects have impacts on total cost and funding sources. Significant changes from last year's submission include:
 - Albert Campbell – Project cost increased \$2.400 million gross due to updated costing from the general contractor.
 - Dawes Road – This project involves a reconstruction and expansion of the existing 6,500 sq. ft. branch to 20,000 sq. ft. branch and included community partners to fund an additional 6,000 sq. ft. to expand services in the area. The scope of this project has been adjusted to decrease the size of the

branch from 26,000 sq. ft. to 22,000 sq. ft. as only one partner has been established to build a 2,000 sq. ft. Community Hub. The project cost decreased by \$3.800 million gross and the timeline has been extended to 2024.

- North York Central Phase 2 – Project cost increased \$0.600 million gross and timing has been extended to 2022.
 - York Woods – Project cost increased \$1.600 million gross due to updated costing from the general contractor.
 - Technology Asset Management Program - Project cost increased \$16.350 million gross to meet the growing demand for technology.
 - Multi Branch Renovations – Funding increased by \$25.634 million over the 10-year plan to address TPL's growing SOGR backlog.
- **New Projects** – six new projects have been added to the 10-year capital plan:
 - Northern District Streetscaping – New project added in 2020-2021 as Section 37 funding has been received
 - Lillian H. Smith – Renovation and expansion project moved from prior year unfunded needs budget submission with construction starting in 2025.
 - Barbara Frum – Renovation project moved from prior year unfunded needs budget submission with construction to start in 2023.
 - Mall Branch – New project for a renovation and expansion of a branch in a mall has been added. The name of the branch will be released at a later date.
 - Toronto Reference Library – SOGR project moved from prior year unfunded needs budget submission with \$2.000 million gross added each year over the 10-year plan to address the ongoing SOGR backlog for this 41-year-old, five-storey, 434,841 sq. ft. central research library that serves the entire city of Toronto and represents about 23% of the total TPL footprint.
 - Service modernization and transformation – New project added in 2020-2029 to continue to transform for modern library service.
 - **Timing changes** – A number of projects have adjusted or extended timelines based on the most current information available. These include: Wychwood, Centennial, Richview, Perth/Dupont – 299 Campbell Avenue, Northern District, High Park, Parliament Street, Weston, Sanderson, St. Lawrence, and Mimico Centennial.

High Spending Rate

Over the last five years, TPL's spending has averaged 87%, which compares favourably with average spending levels across the City. TPL has consistently demonstrated that it can manage its capital program and will be able to successfully deliver on its capital program.

Capital Needs Constraints

There are four projects which have City partners, are not fully funded and are not included within TPL's Capacity to Spend Capital Budget and Plan totalling \$0 debt (\$1.209 million gross) in 2020 and \$30.522 million debt (\$99.835 million gross) over 2020-2029. The four projects are City Hall Relocation and Expansion, Danforth/Coxwell Relocation and Expansion, Etobicoke Civic Centre New Construction, and Parkdale Relocation and Expansion. Three of the four projects require moving an existing branch from one location to another location requiring major renovations and are tied to co-location opportunities. Funding details are in Attachment 2.

Funding Sources

The funding sources and the impact on the operating budget of the 2020-2029 capital submission is summarized in Table 2 below.

Table 2: 2020 - 2029 Capital Budget and Plan Funding Sources Submission (\$ millions)

	2020				2020 - 2029			
	Capacity to Spend	Capital Needs Constraints	Total \$	Total %	Capacity to Spend	Capital Needs Constraints	Total \$	Total %
Funding Sources								
Debt	\$ 19.559		\$ 19.559	43.5%	\$ 277.055	\$ 30.522	\$ 307.577	57.7%
DC/CBC	\$ 20.621	\$ 1.209	\$ 21.830	48.5%	\$ 134.446	\$ 69.313	\$ 203.759	38.2%
Contribution from Operating	\$ 1.778		\$ 1.778	4.0%	\$ 15.380		\$ 15.380	2.9%
Section 37 Funding	\$ 0.495		\$ 0.495	1.1%	\$ 2.971		\$ 2.971	0.6%
City Reserves	\$ -		\$ -	0.0%	\$ 1.100		\$ 1.100	0.2%
Other Funding	\$ 1.349		\$ 1.349	3.0%	\$ 2.008		\$ 2.008	0.4%
Total Capital Budget	\$ 43.802	\$ 1.209	\$ 45.011	100.0%	\$ 432.960	\$ 99.835	\$ 532.795	100.0%
Incremental Operating Impacts	\$ 0.840	\$ -	\$ 0.840		\$ 4.935	\$ 3.049	\$ 7.984	
FTE	1.5	-	1.5		11.5	26.5	38.0	

Challenges and Issues

Modernization and Technology Transformation

TPL delivers technology as a service (online access to information, new learning models, workforce development, digital inclusion, and digital literacy). The demand for digital and on-line services continues to grow each year. In addition, there is increasing demand for wireless and internet access, self-service options (including mobile and personalized services), and new service delivery options.

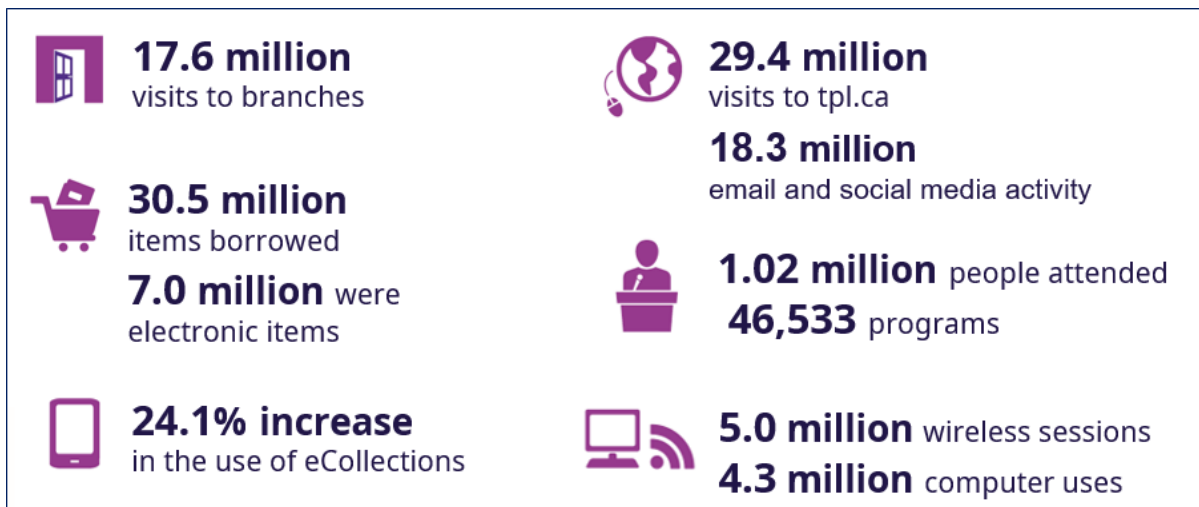


Figure 2 – TPL's increasing demand in 2018

To meet the increasing demand for technology service, TPL needs to move from traditional hardware/software, capital based infrastructure to Cloud-based technology, business intelligence and social media technologies in order to efficiently deliver great customer service experiences. The capital submission has \$88.838 million gross funding for technology related projects over the 10 years to implement modernization and transformation initiatives. These include back office efficiencies and a focus on customer interactions and increasing options for self-service.

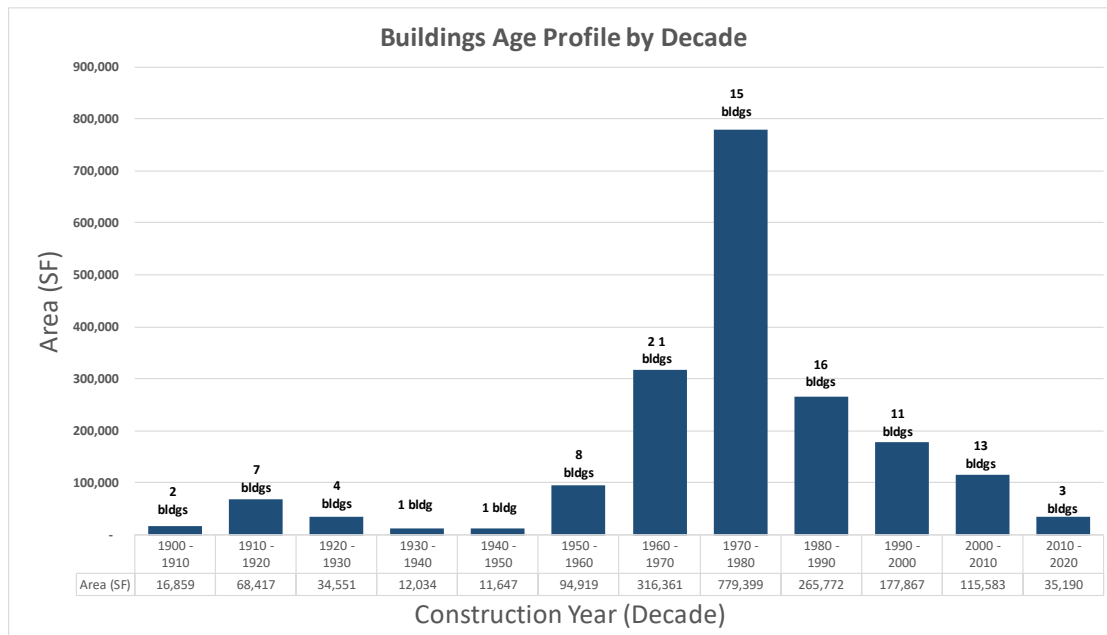
Bill 108

Bill 108 the More Homes, More Choices Act received Royal Assent in June 2019 and changed municipal revenue generating powers under the Development Charges (DC) Act, Section 37 and 42 of the Planning Act. Under Bill 108, soft services such as the Library would no longer be eligible for DC funding or Section 37 funding from developers and will be replaced by a Community Benefits Charge. The 2020-2029 capital submission fully maximizes the DC funds that have been received prior to the introduction of Bill 108. Updated instructions from the City in regards to the funding of future projects from DC reserves and future CBC revenues will be provided once the regulations have been approved and received, which is anticipated in the Fall of 2019.

Changes to Section 37 and 42 of the Planning Act have yet to be set by regulations under Bill 108. Updated instructions from the City will be provided in the future once the regulations have been approved. In terms of the 2020-2029 capital submission, only Section 37 and 42 funds that have been secured and received by the City are included as a funding source.

Aging Assets

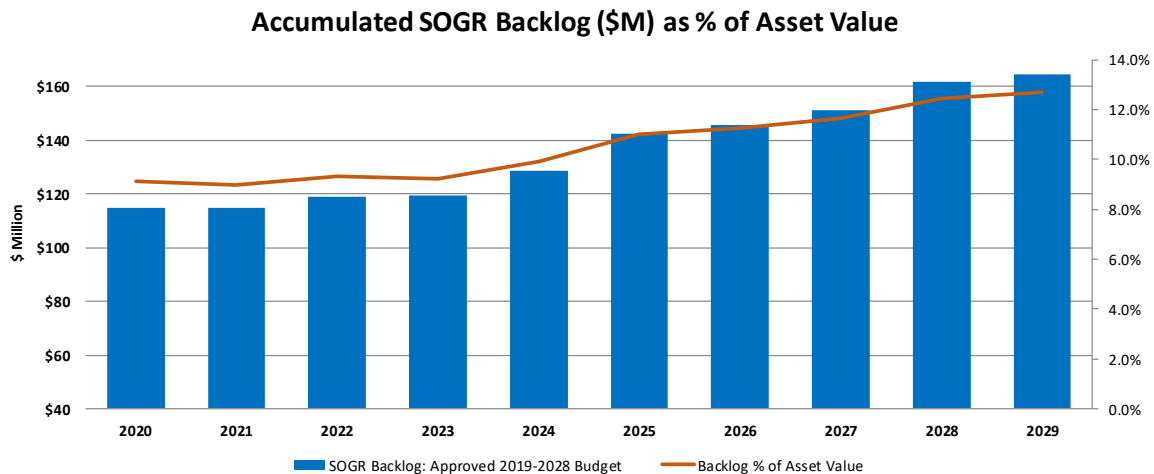
More than 62 branches or 70% of TPL's buildings were constructed prior to 1980, including the Toronto Reference Library (TRL) which was constructed in 1977 and represents 23% of the portfolio footprint. The following chart illustrates the composition of the real estate portfolio by construction year.



While on-going lifecycle facility maintenance is part of the current TPL capital program, the age of the portfolio will continue to be a growing challenge and require increased capital investment on a go forward basis. Neglecting such maintenance could result in material deterioration of facilities, putting at risk the on-going utilization of branches as a significant community asset by limiting TPL's ability to provide adequate space and service to the general public. TPL's Capacity to Spend Capital Budget and Plan in the budget submission has \$343.468 million gross funding for SOGR and expansion of library branches over the 10-year period, including \$20.0 million capital investment for TRL to address the ongoing SOGR backlog.

SOGR Backlog

The Library's most recent building condition assessment (BCA) was conducted in 2014. Since that date the SOGR backlog continued to grow. Based on the FMP report, the SOGR backlog at the end of 2019 is \$103.139 million and is expected to grow to over \$164.722 million or 11.8% of asset value at the end of 2029 under the Capacity to Spend Capital Budget and Plan.



TPL is undertaking a comprehensive BCA this year, performed by an external firm. The BCA provides a thorough assessment of the building envelope (e.g. windows, brick deterioration, sealant, roofing), mechanical systems (e.g. heating and cooling, elevators), plumbing and other utilities, lighting, furnishings and finishes, wall and floor coverings, site work (e.g. parking lot paving), fire and life-safety systems and recommends replacement/repair based on industry standards for lifecycle replacement. TPL staff will analyze and prioritize the BCA results and address critical items in future year budget submissions.

CONCLUSION

The capital submission represents a fiscally responsible budget submission and reflects TPL's 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.

The funding over the 10-year period will accomplish many goals, 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 attempt to completely address the significant SOGR backlog issue.

TPL has achieved a five-year average capital spending rate of 87%, consistently one of the highest among City Agencies and Divisions. 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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City Librarian

ATTACHMENTS

- Attachment 1: 2020-2029 Capital Budget and Plan Submission – Capacity to Spend
Capital Budget and Plan
- Attachment 2: 2020-2029 Capital Budget and Plan Submission – Capital Needs
Constraints

TORONTO PUBLIC LIBRARY

2020 - 2029 Capital Budget and Plan - Gross and Debt Funding

Capacity to Spend Capital Budget and Plan

(\$millions)

Attachment 1

	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	AA	AB	AC	AD	AE	AF	AG		
	PROJECT INFORMATION					GROSS													TOTAL 2020 - 2029 (incl cfwd)	DEBT													TOTAL 2020 - 2029 (incl cfwd)		
PROJECT NAME	Cost Est.	Develop. Charges	S. 37/ 45/ Reserves	Other Funding	Debt	2019 cfwd	2020	2021	2022	2023	2024	TOTAL 2020-2024	2025	2026	2027	2028	2029	TOTAL 2025-2029	TOTAL 2020 - 2029 (incl cfwd)	2019 cfwd	2020	2021	2022	2023	2024	TOTAL 2020-2024	2025	2026	2027	2028	2029	TOTAL 2025-2029	TOTAL 2020 - 2029 (incl cfwd)		
Technology Projects																																			
Tech Asset Mgmt Prg (TAMP)	62.634	2.985	-	13.780	45.869	-	5.124	5.151	5.492	6.429	6.780	28.976	6.754	7.793	6.214	6.369	6.528	33.658	62.634	-	3.248	3.713	3.690	4.597	4.953	20.201	5.316	5.939	4.776	4.487	5.150	25.668	45.869		
Service Modernization and Transformation	11.204	1.009	-	-	10.195	-	1.000	1.025	1.051	1.077	1.104	5.256	1.131	1.160	1.189	1.218	1.249	5.947	11.203	-	0.728	1.025	1.000	0.932	1.050	4.735	0.979	1.100	1.032	1.158	1.191	5.460	10.195		
Virtual Branch Services (VBS)	15.000	13.550	-	-	1.450	-	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	-	0.250	-	-	0.300	-	0.550	0.300	-	0.300	-	0.300	0.900	1.450		
Answerline & Community Space Rental Modernization	1.400	0.061	-	-	1.339	0.654	-	-	-	-	-	-	-	-	-	-	-	-	0.654	-	-					-							-		
Total Technology Projects	90.238	17.605	-	13.780	58.853	0.654	7.624	7.676	8.043	9.006	9.384	41.733	9.385	10.453	8.903	9.087	9.277	47.105	88.838	-	4.226	4.738	4.690	5.829	6.003	25.486	6.595	7.039	6.108	5.645	6.641	32.028	57.514		
Building Projects																																			
Multi-Branch Renovation Program (SOGP)	90.920	8.302	-	-	82.618	-	6.470	6.359	7.532	7.498	6.730	34.589	6.427	9.966	12.098	12.240	15.600	56.331	90.920	-	5.071	5.618	7.432	6.524	6.640	31.285	5.055	9.841	10.036	11.890	14.511	51.333	82.618		
Albert Campbell	17.939	4.525	-	-	13.414	-	3.928	5.746	5.963	-	-	15.637	-	-	-	-	-	-	15.637	-	0.585	5.746	4.909	-	-	11.240	-	-	-	-	-	-	11.240		
Bayview-Bessarion	15.322	8.169	-	0.580	6.573	-	4.582	4.502	2.400	-	-	11.484	-	-	-	-	-	-	11.484	-	1.768	1.313	0.234	-	-	3.315	-	-	-	-	-	-	3.315		
Centennial	11.483	7.475	-	-	4.008	0.219	-	1.500	4.150	5.499	-	11.149	-	-	-	-	-	-	11.368	-	-	-	0.729	3.112	-	3.841	-	-	-	-	-	-	3.841		
Dawes Road	19.824	14.885	-	1.200	3.739	-	0.200	-	2.000	4.612	5.532	12.344	2.375	-	-	-	-	2.375	14.719	-	-	-	-	0.629	0.940	1.569	0.643	-	-	-	-	0.643	2.212		
Wychwood	15.796	10.004	1.500	1.400	2.892	-	4.290	2.500	2.503	-	-	9.293	-	-	-	-	-	-	9.293	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
York Woods	11.758	2.543	-	-	9.215	0.222	3.359	3.880	2.000	-	-	9.239	-	-	-	-	-	-	9.461	0.222	2.607	2.690	1.413	-	-	6.710	-	-	-	-	-	-	6.932		
North York Central Phase 2	12.718	2.272	-	-	10.446	-	3.954	3.100	1.555	-	-	8.609	-	-	-	-	-	-	8.609	-	1.736	3.046	1.555	-	-	6.337	-	-	-	-	-	-	6.337		
Maryvale	2.714	1.582	-	0.822	0.310	-	2.148	0.421	-	-	-	2.569	-	-	-	-	-	-	2.569	-	0.310	-	-	-	-	0.310	-	-	-	-	-	-	0.310		
Northern District - Streetscaping	0.990	-	0.990	-		-	0.495	0.495	-	-	-	0.990	-	-	-	-	-	-	0.990	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Northern District	12.630	1.704	-	-	10.926	-	0.100	0.151	2.453	5.166	4.760	12.630	-	-	-	-	-	-	12.630	-	0.077	0.151	0.772	5.166	4.760	10.926	-	-	-	-	-	-	10.926		
TRL	20.000	1.800	-	-	18.200	-	2.000	2.000	2.000	2.000	2.000	10.000	2.000	2.000	2.000	2.000	2.000	10.000	20.000	-	1.464	2.000	1.960	1.680	1.960	9.064	1.680	1.960	1.680	1.960	1.856	9.136	18.200		
Mall Branch	6.119	2.973	-	-	3.146	-	3.557	2.562	-	-	-	6.119	-	-	-	-	-	-	6.119	-	1.493	1.653	-	-	-	3.146	-	-	-	-	-	-	3.146		
Weston	10.176	1.899	-	-	8.277	-	-	0.266	0.266	-	3.510	4.042	3.873	2.261	-	-	-	6.134	10.176	-	-	0.214	0.266	-	1.663	2.143	3.873	2.261	-	-	-	6.134	8.277		
Barbara Frum	18.273	4.777			13.496	-		0.486	0.487	4.090	6.328	11.391	6.882	-	-	-	-	6.882	18.273	-	-	0.398	0.487	-	5.729	6.614	6.882	-	-	-	-	6.882	13.496		
Richview	3.509	0.334	-	-	3.175	-	-	-	1.219	1.037	1.054	3.310	-	-	-	-	-	-	3.310	-	-	-	0.903	1.037	1.054	2.994	-	-	-	-	-	-	2.994		
High Park	9.188	2.113	-	-	7.075	-	-	-	0.242	0.243	-	0.485	1.964	3.973	2.766	-	-	8.703	9.188	-	-	-	0.198	0.243	-	0.441	0.057	3.811	2.766	-	-	6.634	7.075		
Lillian H. Smith	18.518	7.392			11.126	-			0.391	0.392	-	0.783	4.507	4.879	4.593	3.756	-	17.735	18.518	-	-	-	-	0.078		0.078	2.091	3.271	2.842	2.844	-	11.048	11.126		
Parliament Street	19.491	9.012	-	-	10.479	-	-	-	0.293	0.603	-	0.896	-	3.590	5.381	5.525	4.099	18.595	19.491	-	-	-	-	0.089	-	0.089	-	-	3.419	4.052	2.919	10.390	10.479		
Sanderson	14.282	4.072	-	-	10.210	-	-	-	0.380	0.381	-	0.761	4.859	5.934	2.728	-	-	13.521	14.282	-	-	-	0.312	0.381	-	0.693	0.855	5.934	2.728	-	-	9.517	10.210		
Perth / Dupont - 299 Campbell Avenue	4.856	2.701	1.055	1.100	-	-	-	-	-	1.157	3.619	4.776	-	-	-	-	-	-	4.776	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
St.Lawrence	29.360	24.103	-	-	5.257	-	-	-	-	0.667	0.669	1.336	-	-	5.460	6.454	8.174	20.088	21.424	-	-	-	-	-	0.134	0.134	-	-	-	0.541	1.107	1.648	1.782		
Mimico Centennial	16.427	4.248	-	-	12.179	-	-	-	-	-	-	-	0.424	0.426	-	4.105	4.212	9.167	9.167	-	-	-	-	-	-	-	0.348	0.426	-	-	4.145	4.919	4.919		
Port Lands New Construction	21.597	19.438	-	-	2.159	-	-	-	-	-	-	-	-	-	-	0.531	0.533	1.064	1.064	-	-	-	-	-	-	-	-	-	-	0.106	0.106	0.106	0.106		
Total Building Projects	403.890	146.323	3.545	5.102	248.920	0.441	35.083	33.968	35.834	33.345	34.202	172.432	33.311	33.029	35.026	34.611	34.618	170.595	343.468	0.222	15.111	22.829	21.170	18.939	22.880	100.929	21.484	27.504	23.471	21.287	24.644	118.390	219.541		
Capital Budget within TPL's Capacity to Spend	494.128	163.928	3.545	18.882	307.773	1.095	42.707	41.644	43.877	42.351	43.586	214.165	42.696	43.482	43.929	43.698	43.895	217.700	432.960	0.222	19.337	27.567	25.860	24.768	28.883	126.415	28.079	34.543	29.579	26.932	31.285	150.418	277.055		

TORONTO PUBLIC LIBRARY

2020 - 2029 Capital Budget and Plan - Gross and Debt Funding

Capital Needs Constraints - Joint City Projects

(\$millions)

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	AA	AB	AC	AD	AE
PROJECT INFORMATION						GROSS											TOTAL 2020 - 2029	DEBT											TOTAL 2020- 2029																										
PROJECT NAME	Cost Est.	Develop. Charges	S. 37/ 45/ Reserves	Other Funding	Debt	2020	2021	2022	2023	2024	TOTAL 2020-2024	2025	2026	2027	2028	2029		TOTAL 2025- 2029	2020	2021	2022	2023	2024	TOTAL 2020- 2024	2025	2026	2027	2028		2029	TOTAL 2025- 2029	TOTAL 2020- 2029																							
1	Danforth/Coxwell Relocation and Expansion	16.249	10.442		5.807	0.419	0.420	-	5.176	4.931	10.946	3.734	1.569	-	-	-	5.303	16.249	0.084	-	3.013	1.747	4.844	-	0.963	-	-	-	0.963	5.807																									
2	Etobicoke Civic Centre New Construction	33.003	29.704	-	-	3.299	0.790	0.793	-	7.640	8.232	17.455	8.383	7.165	-	-	-	15.548	33.003	-	0.158	-	-	-	0.158	-	3.141	-	-	-	3.141	3.299																							
3	City Hall Relocation and Expansion	15.878	12.251	-	-	3.627	-	-	0.266	0.273	2.225	2.764	4.051	4.899	4.164	-	-	13.114	15.878	-	-	-	0.054	-	0.054	0.304	0.941	2.328	-	-	3.573	3.627																							
4	Parkdale	34.705	16.916	-	-	17.789	-	-	0.100	0.100	0.100	0.300	6.385	6.457	11.879	9.684	-	34.405	34.705	-	-	-	-	0.030	0.030	-	0.042	9.524	8.193	-	17.759	17.789																							
Total Projects in Capital Needs Constraints						99.835	69.313	-	-	30.522	1.209	1.213	0.366	13.189	15.488	31.465	22.553	20.090	16.043	9.684	-	68.370	99.835	-	0.242	-	3.067	1.777	5.086	0.304	5.087	11.852	8.193	-	25.436	30.522																			



2020-2029 Capital Budget and Plan Submission

Toronto Public Library Board

September 23, 2019



- 2019 Accomplishments
- Background and context
- Capital objectives and priority actions
- TPL Planning Framework & New City Budget Process Modernization
- 2020 – 2029 Capital Budget and Plan Submission
- 2020 Budget Timeline

2019 accomplishments

building projects

Completion of major capital projects

- Guildwood Branch: re-opened July 2019
- St. Clair/Silverthorn Branch: re-opening Fall 2019

Completion of 17 multi-branch State of Good Repair projects in 12 locations including Parkdale, Parliament Street and Don Mills branches

Architect – Perkins + Will Canada

- Project kick-off June 2013, construction start May 2015, branch reopening June 2017
- \$15.007 m budget for renovation, became a reconstruction
- **51% increase in visits** since reopening

AWARDS

Canadian Architect Award of Merit for Design – 2015

American Library Association / American Institute of Architects – Library building award, June 2019

Ontario Library Association – New Building Award of Excellence, July 2019

Toronto Urban Design Award – Public Building in Context, September 2019

2019 accomplishments Albion branch





2019 accomplishments the mayor's civic design initiative

“ to encourage design forward planning when it comes to key public projects. This proposal would open up select public facing projects to a design forward procurement process, emphasising building design over often excessive focus on cost-cutting. **Mayor Tory cites the Toronto Public Library's most recent new buildings as examples of the forward looking design this initiative seeks to emulate.** ”

Toronto Urban Design Awards
September 12, 2019

2019 accomplishments technology projects

Ongoing technological innovation and operational efficiencies

- Back office transformation including printing efficiencies, telephony upgrades to reduce operating costs
- New Human Capital Management system supports three business processes: Human Resources Information System, time & attendance and payroll

Improved payment services

- Implemented technology to enable self-serve fines payment at self-checkout devices and online.
- Upgraded point-of-sale system and integration of ILS and financial systems

2019 accomplishments technology projects

Customer service modernization

- Transformation of in-branch customer experience
- The streamlining and consolidation of customer support processes with the implementation of a new customer relationship management (CRM) system
- Enhanced & integrated public printing systems

2019 accomplishments

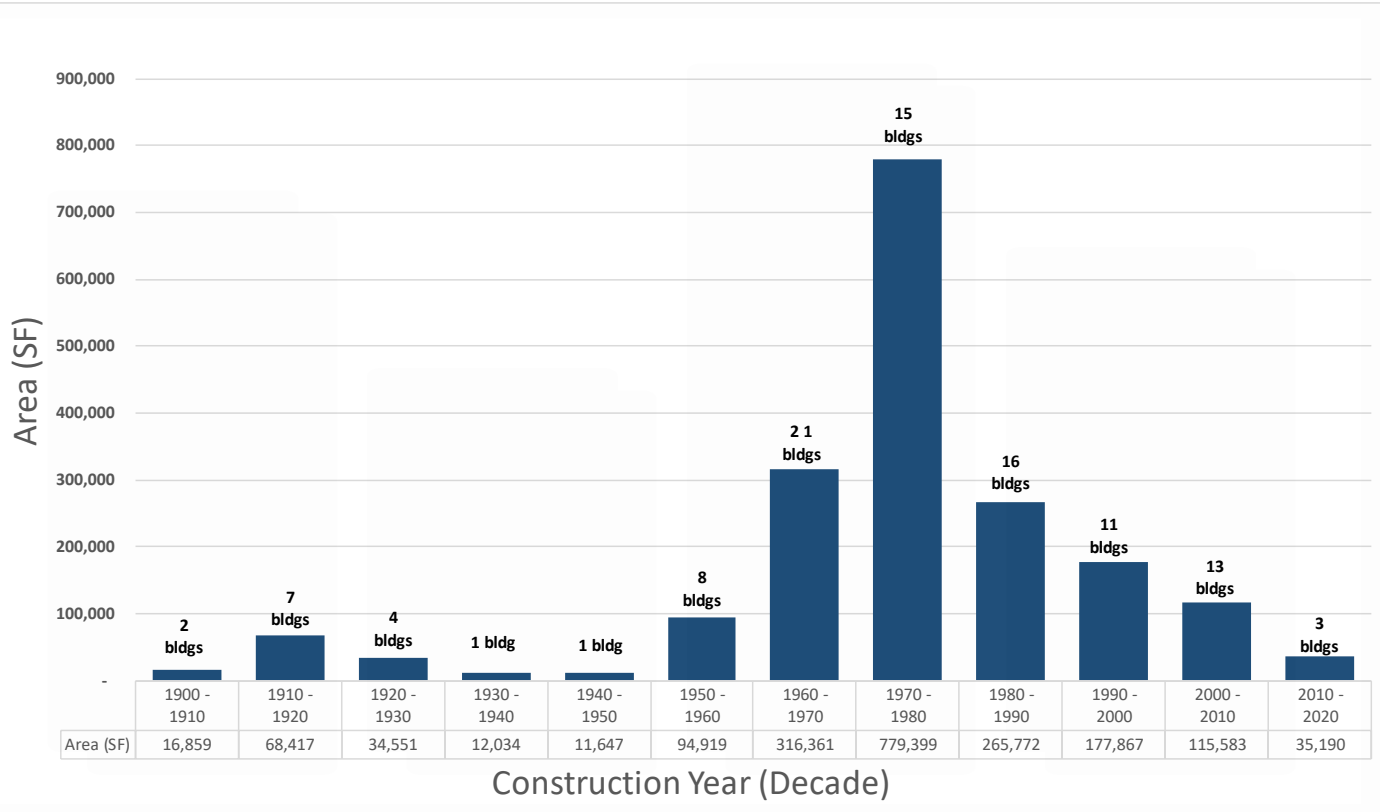
budget spend

High Capital Budget Spend Rate:

- History of successful delivery of capital program
- Average spend rate of nearly **87%** of approved capital; one of the highest in the City

budget background & context

building age profile



budget background & context

challenges and issues

Modernization and technology transformation

- Operations and modernization + technology as a service
- Increasing demand for technology services
- Rapid changes in technology and digital landscape

Bill 108 the More Homes, More Choices Act

- Library no longer eligible for Development Charges (DC) funding or Section 37 funding from developers
- Replaced by a Community Benefits Charge (CBC)
- Future CBC revenues will be provided upon approval of regulations (Fall 2019)

budget background & context

challenges and issues

State Of Good Repair (SOGR) backlog

- Aging infrastructure
- Facility infrastructure SOGR backlog is estimated to grow to over \$165 million or 11.8% of asset value by 2029
- Comprehensive Building Condition Assessment in 2019

capital budget objectives and priority actions

- Fiscally responsible and deliverable budget
- Continue to address the SOGR backlog
- Continue to transform branches for modern library service
- Continue to provide customers with access to current and emerging technologies
- Maximize non-debt funding sources



2020 – 2029 capital budget and plan submission




capital program development library planning framework

- TPL Service Delivery Model
- TPL Digital Strategy
- TPL Facilities Master Plan / Building Condition Assessment
- TOcore / Population Growth



capital program development new City budget process modernization

- 
- Debt targets not assigned
 - Ability to deliver on project timelines and costs (Capacity to Spend)
 - Capital Needs Constraints

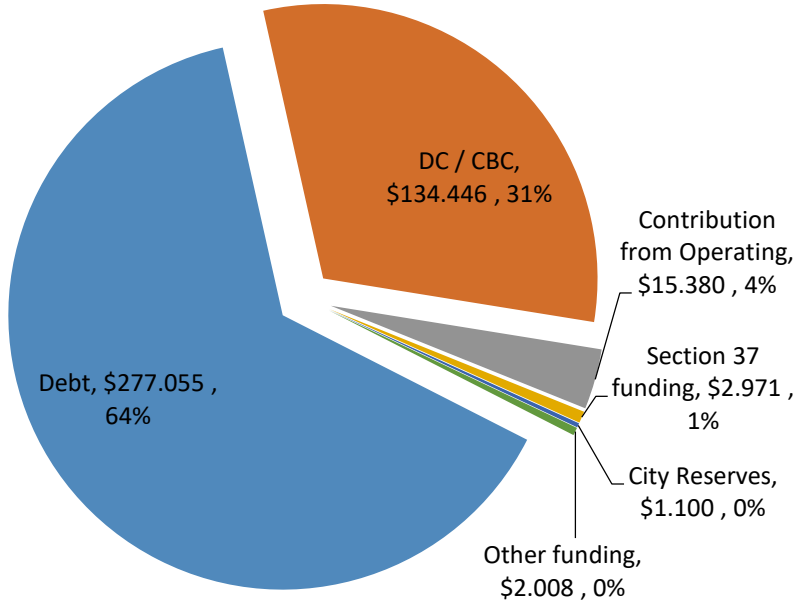
2020 – 2029 Capital Budget & Plan Submission

Summary (\$millions)

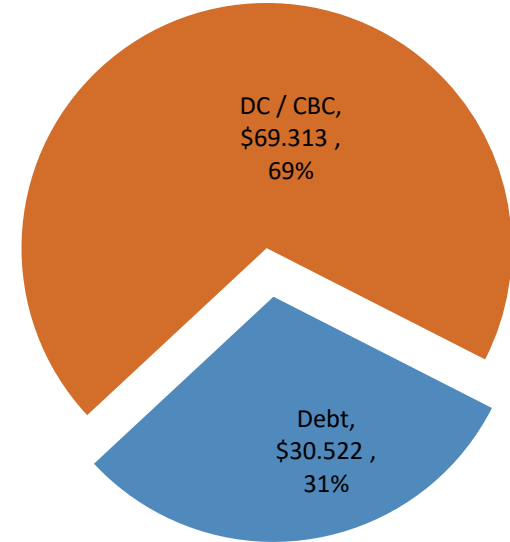
	2020		2020-2029	
	Gross	Debt	Gross	Debt
Capacity to Spend Capital Budget and Plan				
24 Building Projects	\$35.524	\$15.333	\$343.468	\$219.541
4 Technology-Related Projects	\$8.278	\$4.226	\$89.492	\$57.514
Capacity to Spend Capital Budget and Plan	\$43.802	\$19.559	\$432.960	\$277.055
Capital Needs Constraints	\$1.209	\$0.000	\$99.835	\$30.522
Total Budget	\$45.011	\$19.559	\$532.795	\$307.577

2020-2029 capital funding sources

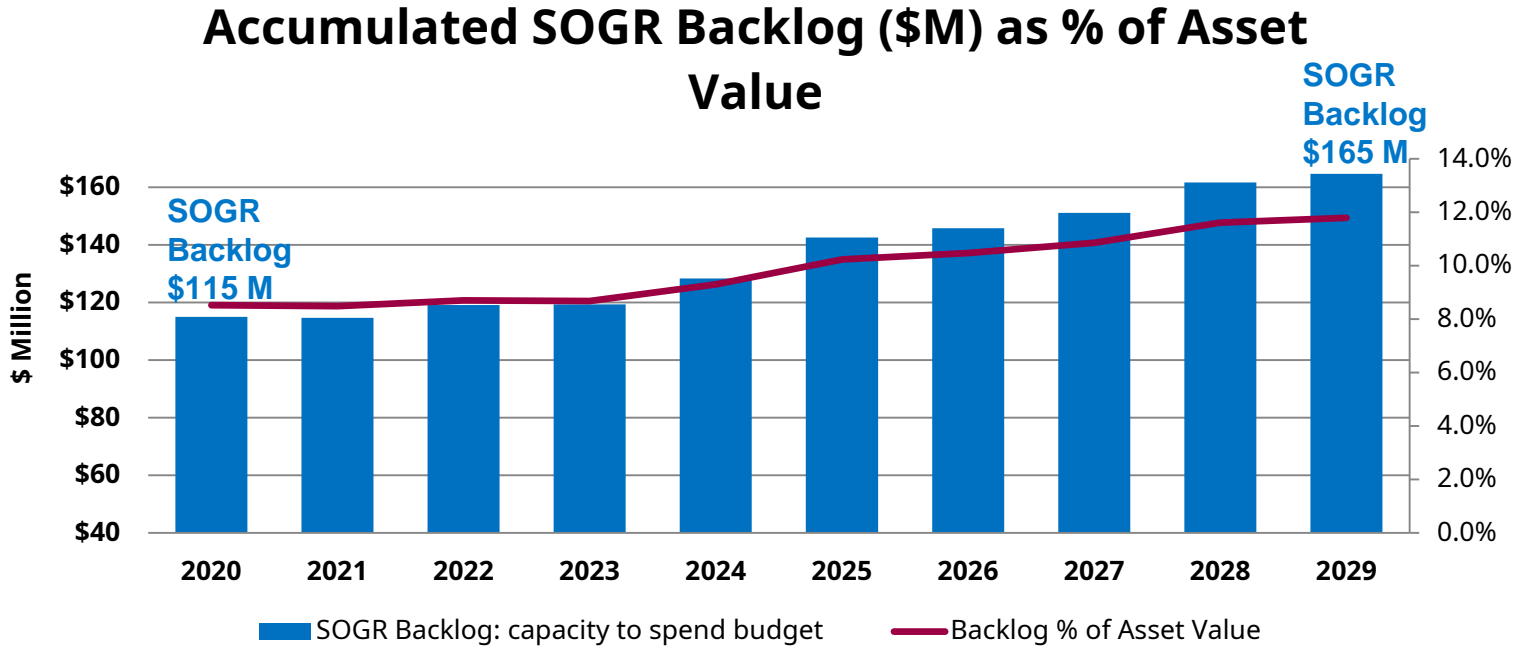
Capacity to Spend (\$432.960 M)



Capital Needs Constraints (\$99.835 M)



State of Good Repair Backlog



incremental operating impacts of capital

Major building projects with expansions and/or relocations

Dawes Road, Bayview-Bessarion, Parliament Street,
Perth/Dupont, St. Lawrence, Port Lands

Technology-related projects

- Increased number and cost for software licensing for completed technology projects
- Increased subscription costs related to projects implemented as Software as a Service



next steps for operating and capital budgets

2019

Sep 11- Oct 15 – Administrative Reviews

Oct 21– [TPL Board Meeting](#)

Nov 25 – [TPL Board Meeting](#)

Dec 16 – [TPL Board Meeting](#)

2020

Jan 10 – Budget Launch, Budget Committee

Jan TBD – [TPL Board Meeting](#)

Jan 15 to Feb 4 – Budget Committee Review

Feb 13 – Executive Committee Review

Feb 19 – Final Budget Approval, Special Council

Feb TBD – [TPL Board Meeting](#)

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thank you