



STAFF REPORT ACTION REQUIRED

2025-2034 Capital Budget and Plan Submission

Date: October 28, 2024

To: Toronto Public Library Board

From: City Librarian

SUMMARY

The purpose of this report is to seek Toronto Public Library Board approval of the 2025-2034 capital budget and plan submission of \$49.084 million gross (\$27.445 million debt) for 2025 and \$751.352 million gross (\$456.906 million debt) over 2025-2034, comprised of:

1. Capacity to Spend Capital Budget and Plan, i.e. funded, of \$49.084 million gross (\$27.445 million debt) in 2025 and \$634.549 million gross (\$406.803 million debt) over 2025-2034; and
2. Capital Needs Constraints, i.e., not funded, of \$0 gross and debt in 2025 and \$116.803 million gross (\$50.103 million debt) over 2025-2034.

The Toronto Public Library (TPL) 10-year capital submission has been developed according to City guidelines, focusing on fiscal prudence, capital affordability, timing and prioritization to address TPL's state of good repair (SOGR) backlog. The capital submission represents a fiscally responsible budget submission and reflects TPL's ability to deliver on its capital program. It includes increased investments in the State of Good Repair (SOGR), accessibility standards, IT

infrastructure and services, and library branch expansions to address population growth and service demand of the communities. Based on the 2025–2034 Capacity to Spend Capital Budget and Plan, TPL’s SOGR backlog is expected to remain at approximately 10% of asset value.

The Accessibility for Ontarians with Disabilities Act (AODA) backlog is expected to decrease from a current value of \$54 million to \$40 million by 2034.

Over the last five years, TPL’s capital spending rate has averaged close to 80% of the approved budget, which compares favourably with average spending levels across the City.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the 2025-2034 capital budget and plan submission, including projected 2024 net carry forwards of \$49.084 million gross (\$27.445 million debt) for 2025 and \$751.352 million gross (\$456.906 million debt) over 2025-2034, comprised of:
 - a. 22 projects, as detailed in Attachment 1, totalling \$49.084 million gross (\$27.445 million debt) for 2025 and \$634.549 million gross (\$406.803 debt) over 2025-2034, which reflects TPL’s Capacity to Spend Capital Budget and Plan and therefore funded; and
 - b. six projects, as detailed in Attachment 2, totalling \$0 gross and debt in 2025 and \$116.803 million gross (\$50.103 million debt) over 2025-2034, which reflects TPL’s Capital Needs Constraints and therefore are not funded; and
2. authorizes staff to forward this capital budget submission to the City for consideration.

FINANCIAL IMPACT

The 2025-2034 capital submission is summarized in Table 1 below.

Table 1: 2025 - 2034 Capital Budget and Plan Submission

	2025			2025 - 2034		
	Gross (\$ Ms)	Debt Funding (\$ Ms)	Non-Debt Funding (\$ Ms)	Gross (\$ Ms)	Debt Funding (\$ Ms)	Non-Debt Funding (\$ Ms)
Capacity to Spend Capital Budget and Plan (attachment 1)	49.084	27.445	21.639	634.549	406.803	227.746
Capital Needs Constraints Budget and Plan (attachment 2)	-	-	-	116.803	50.103	66.700
Total Budget Submission	49.084	27.445	21.639	751.352	456.906	294.446

Table 2 below details the funding sources for the capital submission.

Table 2: 2025- 2034 Capital Budget and Plan Funding Sources Submission

	2025				2025 - 2034			
	Capacity to Spend (\$ Ms)	Capital Needs Constraints (\$ Ms)	Total (\$ Ms)	Total %	Capacity to Spend (\$ Ms)	Capital Needs Constraints (\$ Ms)	Total (\$ Ms)	Total %
Funding Sources								
Debt	27.445		27.445	55.9%	406.803	50.103	456.906	60.8%
Non-Debt								
Development Charges	19.253	-	19.253	39.2%	220.843	64.556	285.399	38.0%
Contribution from Operating	0.400		0.400	0.8%	2.000		2.000	0.3%
Section 37 / 45 Funding	1.497		1.497	3.0%	4.414	2.000	6.414	1.0%
Other Funding	0.489		0.489	1.0%	0.489	0.144	0.633	0.1%
Total Non-Debt	21.639	-	21.639	44.1%	227.746	66.700	294.446	39.2%
Total Capital Budget	49.084	-	49.084	100.0%	634.549	116.803	751.352	100.0%
Incremental Operating Impacts of Capital	\$ 1.522	\$ -	\$ 1.522		\$ 11.654	\$ 0.724	\$ 12.378	
FTE	12.5	-	12.5		73.2	5.6	78.8	

The 2025 operating impacts of the capital of \$1.522 million net, including 12.5 Full Time Equivalents (FTEs), is mainly related to branch expansions and renovations including the Junction Triangle branch (Perth/Dupont branch relocation) and Fairview branch, and these costs have been included in the 2025 operating budget submission.

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 & Treasurer has reviewed this financial impact statement and agrees with it.

ALIGNMENT WITH STRATEGIC PLAN

The 2025-2034 capital budget and plan supports TPL's strategic plan objectives, in particular: provide quality, accessible & inclusive public spaces; increase access to technology & digital literacy; and deliver exceptional customer experiences.

TPL's 2025-2034 capital budget and plan submission aligns and supports the City Council's strategic vision to make Toronto a centre of innovation and growth. The capital program builds and maintains beautiful public space in every neighbourhood and leverages digital advances and technology to create smart and efficient services. By enhancing the accessibility and inclusivity of library branches and expanding digital access, the plan supports equitable access to library services for all and enhances investment and quality of life in neighbourhoods across the city.

EQUITY IMPACT STATEMENT

The 2025-2034 capital budget and plan submission is informed by the principles of equity and access and advances the work required under the *Accessibility for Ontarians with Disabilities Act* (AODA). The plan was developed using the Facilities Master Plan with access as one of the key drivers for investment in capital projects. The plan will also increase TPL's capacity to align the investment in library facilities and services with need and demand across the city. It seeks to improve equity with respect to facility and service access for all residents, including equity-deserving groups in the city of Toronto, and help TPL advance its Indigenous place-making and place-keeping goals in alignment with the City's Reconciliation Action Plan.

DECISION HISTORY

The starting point for the 2025-2034 Capital Budget and Plan is the approved [2024-2033 Capital Budget and Plan](#), adopted by the Board at its February 26, 2024 meeting.

At its meeting on September 23, 2024, the Library Board received for information the [2025-2034 Capital Budget and Plan - Status Update](#), which

highlighted potential changes from last year's Council-approved 2024-2033 budget and plan.

ISSUE BACKGROUND

TPL's capital budget needs to address the building network, equipment needs, and the technology infrastructure. There are a number of considerations that inform the capital budget.

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

Service Delivery Model

This is the framework the library uses to envision the possibilities that result from an investment in library infrastructure and service delivery. It is both practical and aspirational, outlining a future-oriented, systematic approach to branch and service planning. As such, it is used in capital planning to identify, articulate and prioritize branch capital needs.

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;
- additional open hours; and
- future new branches including Etobicoke Civic Centre and former Mr. Christie's site.

Digital Service Modernization

TPL's Digital Strategy identifies areas of focus for modernizing library services and improving customer experiences. These include addressing the following:

- Customer expectations for seamless omni-channel, personalized, modern digital services;
- Customer and staff access to new and emerging technologies; support for digital & other literacies are vital and growing service areas;
- End of life for back office applications; transition of IT infrastructure to the Cloud/SaaS; and
- Improvement of cybersecurity controls and data-driven decision-making capabilities

Facilities Master Plan

This plan provides a framework for capital investment in TPL's facilities infrastructure. It guides the timing and location for renovations and rebuilding projects, as well as new branches. The plan is informed by population and community growth studies, property condition assessments, trends in building automation technology, and requirements to provide 21st century library service throughout the library system. The Facilities Master Plan was developed in 2018 and was updated in 2022. Other factors impact the planning framework for the master plan are noted below.

Property Condition Assessments

These are conducted regularly and provide assessments of all TPL branches and administrative buildings. They provide a thorough evaluation of the major building components, systems and equipment, identify life cycle concerns and deficiencies, and generate forecasts for present and future expenditures required to maintain the property and assist in the development of an asset management strategy. The assessments also identify AODA deficiencies for buildings. The assessment reports are used in planning to help prioritize investment in the renovation, expansion, development, maintenance and repair of existing library facilities.

Toronto Strong Neighbourhoods Strategy 2020

This strategy supports healthy communities across Toronto by partnering with residents, community agencies and businesses to invest in people, services, programs and facilities in 31 identified Neighbourhood Improvement Areas

(NIAs). The needs of NIAs and elements of this City strategy are factored into TPL's 10-year facilities capital project plan.

Development opportunities

Also significant to the capital planning process are any new and emerging development and relocation opportunities. In ongoing collaboration with CreateTO and City of Toronto Corporate Real Estate Management, TPL keeps apprised of how the city's neighbourhoods are growing and changing and where there are opportunities for TPL to relocate, renovate, or build new branches to serve community needs.

Shared and Joint Use Facilities

Opportunities can also arise for branches in shared use facilities with Parks, Forestry & Recreation, Toronto Community Housing, Social Development, Finance and Administration (SDFA), and other City divisions. TPL and partners work closely together to develop and align long-term strategies, plans and budgets for these sites.

Strategic Planning Research & Consultation

With each strategic planning cycle, TPL engages library customers, staff, and a wide variety of other stakeholders across the city, asking them how the library can support them and their communities now and into the future. Consultation formats include questionnaires, focus groups, surveys and roundtable discussions. This, combined with extensive research and environmental scans, results in inputs and insights that inform capital project planning.

COMMENTS

City Instructions

Over the summer, the City released the 2025–2034 capital budget instructions. Staff developed the capital submission following these instructions and using TPL's planning framework to develop the capital program for library buildings and technology needs.

The City instructions require the 10-year capital plan to be fiscally responsible based on the ability to spend, project readiness, and prioritize the State of Good Repair infrastructure renewal needs. The capital budget and plan is presented

in two sections: 1) Capacity to Spend Capital Budget and Plan (Attachment 1), which reflects the funding request from the City and TPL's ability to deliver on its capital program; and 2) Capital Needs Constraints (Attachment 2) projects which are currently unfunded.

Objectives

The capital submission achieves the following objectives:

1. Provides a capital program that is fiscally responsible and deliverable;
2. Transforms branches for modern library service;
3. Focuses on addressing the state of good repair for branches;
4. Addresses Accessibility for Ontarians with Disabilities Act (AODA) accessibility standards;
4. Addresses City growth intensification areas;
5. Maximizes alternative (non-debt) funding sources;
6. Minimizes the operating impact of the capital program; and
7. Makes progress on TPL's digital strategy and lifecycle replacement of technology assets.

Capital Funding

The 10-year budget and plan funding request includes funding of \$634.549 million gross for 22 capital projects that reflects TPL's ability to deliver on its capital program (i.e. Capacity to Spend Capital Budget and Plan). These projects consist of \$500.905 million for building projects; and \$133.644 million for technology-related projects, including funding requirements to support TPL's Digital Strategy, as detailed in Attachment 1

Six building projects are currently unfunded (i.e. Capital Needs Constraints), totalling \$116.803 million gross, as shown in Attachment 2. The exact timing and scope of these projects is uncertain, and funding will need to be addressed in future budget years.

Capacity to Spend Capital Budget and Plan – Funded (Attachment 1)

The starting point for the 2025-2034 Capital Budget and Plan is the approved [2024-2033 Capital Budget and Plan](#), adopted by the Board at its February 26, 2024 meeting. A number of changes have been made to the timing and/or

costing of the capital projects from last year's approved budget, and the following provides a brief explanation of the more significant changes.

2024 Carry Forwards

As per City budget instructions, the 2025-2034 budget submission must incorporate the projected carry forward of previously approved projects. TPL projects that eight capital projects will be under-spent at year-end, totalling \$3.595 million gross to be carried forward to 2025-2026.

Timing changes

A number of projects have adjusted or extended timelines based on current information. These include Centennial, Dawes Road, Northern District, Pleasant View, Richview Building Elements, Parkdale, St. Lawrence, Sanderson and Parliament.

Project Cost Escalation

Projects impacted by the increase in construction costs related to inflation due to extended timelines include:

- Dawes Road – Project cost increased by \$1.099 million gross due to delays in the site plan approval process
- Pleasant View – Project cost increased by \$0.772 million gross due to delays in the site plan approval process
- Etobicoke Civic Centre – Project cost increased by \$2.852 million gross to updated costing from the City's Corporate Real Estate Management
- Sanderson – Project cost increased by \$3.987 million gross due to extended timelines resulting from re-prioritization
- Parkdale – Project cost increased by \$1.683 million gross due to extended timelines resulting from re-prioritization, and this project is part of a larger City redevelopment project.

Scope changes

A number of changes have also been made to increase the scope of projects in response to additional investments in the SOGR for the maintenance of aging infrastructure, and additional investments in IT infrastructure and services in response to evolving cybersecurity threats and technological advancements. In addition to these scope changes, the rise in construction prices also impact the

cost increases. Significant changes from last year's approved budget and plan include:

- Multi Branch Renovations – Funding increased by \$6.551 million over the 10-year plan to address TPL's SOGR backlog
- Toronto Reference Library – Project cost increased by \$5.000 million over the 10-year plan to address the ongoing SOGR backlog for this 46-year-old, five-storey, 434,841 sq. ft. central research library that serves the entire city of Toronto
- Technology Asset Management Program – Project cost increased by \$13.975 million over the 10-year plan to address the IT infrastructure, including laptop and sorter replacements
- Service and Digital Modernization – Project increased by \$27.963 million over the 10-year plan to continue TPL's Digital Strategy and to enhance TPL's IT Security, Risk and Governance Program to minimize the risks of cyberattacks.

New Projects

Four new projects have been added to the 10-year capital plan to address SOGR and service needs: Northern District construction phase; Weston renovation and expansion; Woodside Square renovation and expansion; and Flemingdon Park renovation.

Projects moved to Capital Needs Constraints (not funded)

To conform to City budget guidelines to submit a 10-year capital plan based on the ability to spend and project readiness, the Deer Park Relocation project and the Lillian H. Smith Renovation project were re-prioritized and moved to an unfunded status, which result in a higher SOGR backlog and could negatively affect service.

Capital Needs Constraints – Unfunded (Attachment 2)

Six projects that are not funded and not included within TPL's Capacity to Spend Capital Budget and Plan, totalling \$0 gross and debt in 2025 and \$116.803 million gross (\$50.103 million debt) over 2025-2034. Costing details are in Attachment 2. Three of these projects are part of larger City initiatives, which may include branch relocations, and the exact locations have yet to be determined. The other three projects are the next highest level of need and

would be moved above the funding line with additional funding. Funding for these projects will need to be addressed in future budgets.

Challenges and Issues

While the planning framework provides lists and prioritization of needs, there are constraints on how much can be funded each year and how much can be accomplished each year.

City Debt Funding and Affordability

TPL's 10-year capital plan is primarily funded by debt, approximately 2/3 of the value. While a specific debt target has not been assigned, the City continues to experience financial challenges in 2025. The 2025 Capital Submission focused on project readiness, capacity to spend and City affordability. As a result, some projects had to be re-prioritized with extended timelines or be delayed, which increased the SOGR backlog and could negatively impact service.

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. There has also been an increasing demand for wireless and Internet access, self-service options (including mobile and personalized services), and new service delivery options. To meet the increasing demand for technology service, TPL needs to move from traditional hardware/software and capital-based infrastructure to Cloud-based technology and an integrated platform approach to efficiently deliver great customer service experiences.

The capital submission has \$133.644 million gross funding for technology related projects over the 10 years to fulfill TPL's asset replacement strategy and implement modernization initiatives, and includes additional funding to support the Library's approved 2020-2024 Digital Strategy. Areas of focus in the strategy include improving staff productivity and collaboration, as well as formalizing and enhancing TPL's IT Security, Risk and Governance Program, which ensures a safe and secure IT environment (both on-site and remote) that minimizes the risks of cyberattacks. This also aligns with the City of Toronto's cybersecurity efforts as recommended by the Auditor General.

Development Charges Funding

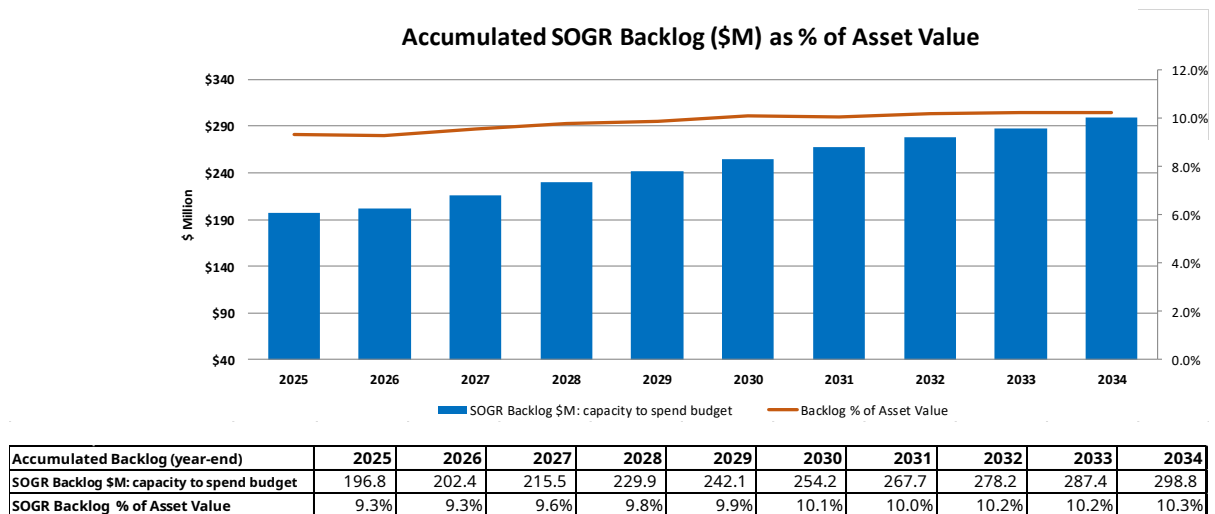
Development Charges (DC) funding continues to be a significant funding source (approx. 1/3) for the 2025 Capital Submission, and TPL maximized the available DC funding in the 10-year capital plan. Over the next 10 years, \$200.843 million in DC funding will be provided to meet the needs of new and growing communities through renovations and Growth Related projects and \$44.060 million for growth related library materials. TPL and City Finance regularly review the DC Reserve fund to ensure sufficient funding is available.

Community Benefit Charges

A Community Benefits Charge (CBC) is a new growth funding tool under the Planning Act that allows municipalities to levy a charge against certain forms of higher density development to fund associated development-related capital infrastructure needs. The CBC provisions replace the former Section 37 height and density bonusing in the Planning Act. City Finance has established a working group to determine initial allocations of expected CBC over a 10-year plan.

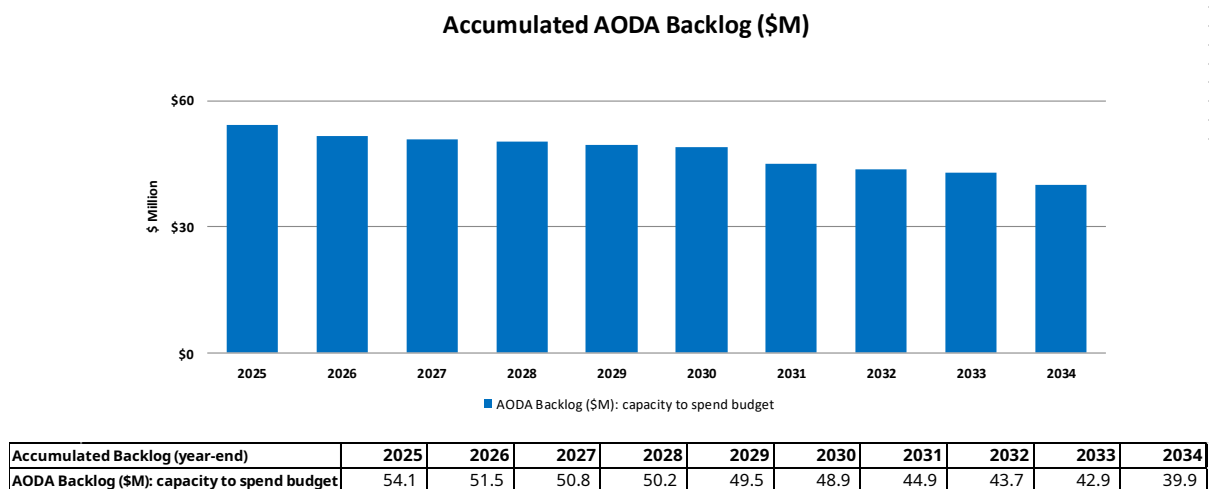
SOGR Backlog

Comprehensive property condition assessment reports are used in planning to help prioritize investment in the renovation, expansion, development, maintenance and repair of existing library facilities. These are conducted regularly and provide assessments of all TPL branches and administrative buildings. Based on the current 10-year Capacity to Spend Capital Budget and Plan, the SOGR backlog will remain at approximately 10% of asset value. TPL needs to address the ongoing SOGR backlog to avoid unplanned closures, costly emergency repairs and health and safety risk to the community. The efforts to address the backlog must be accomplished while addressing the need for modernizing the service and accommodating growth through additional branch space and digital services.



AODA Compliance Backlog

The property condition assessments also examine requirements under the *Accessibility for Ontarians with Disabilities Act (AODA)*. Based on the current 10-year Capacity to Spend Capital Budget and Plan, the accumulated AODA compliance backlog will decrease from \$54 million at the end of 2025 to \$40 million by 2034.



2025 Capital Budget Timetable

Activity	Schedule
Board Meeting - 2025 Operating & Capital Budget Submissions	October 28, 2024
Administrative Review - City Finance	November 1, 2024
Informal Budget Committee Review	November 6, 2024
Board Meeting - 2025 Budget Updates	December 2, 2024
Budget Launch - Budget Committee	January 13, 2025
Budget Committee Review Meetings	January 15 to 17, 2025
Budget Committee – Public Presentations	January 21 to 22, 2025
Budget Committee Wrap Up	January 24, 2025
Board Meeting - 2025 Budget Updates	January 27, 2025
Executive Committee	January 28, 2025
Mayor’s Proposed Budget Release Announcement	January 30, 2025
Special Council meeting on Budget - 2025 Budget Approval	February 11, 2025
Board Meeting - Adoption of 2025 Budgets	February 24, 2025

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

- Attachment 1: 2025-2034 Capital Budget and Plan Submission – Capacity to Spend Capital Budget and Plan (Funded)
- Attachment 2: 2025-2034 Capital Budget and Plan Submission – Capital Needs Constraints (Unfunded)

TORONTO PUBLIC LIBRARY

2025 - 2034 Capital Budget and Plan - Gross and Debt Funding

Capacity to Spend Capital Budget and Plan (Funded)

(\$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
				PROJECT INFORMATION				GROSS										TOTAL 2025 2034 (incl cfwd)	DEBT										TOTAL 2025 - 2034 (incl cfwd)
PROJECT NAME	Existing Sq. FT.	Expansion	Proposed Sq. FT.	Cost Est.	Develop. Charges	Other Funding	Debt	2025 (incl cfwd \$3.545)	2026 (incl cfwd \$0.050)	2027	2028	2029	2030	2031	2032	2033	2034		2025 (incl cfwd \$2.601)	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Technology Projects																		69.907											62.842
1 Tech Asset Mgmt Prg (TAMP)				69.907	3.320	-	66.587	5.908	12.804	7.561	6.188	6.868	5.857	6.982	5.879	5.327	6.533		5.243	11.524	6.805	5.569	6.181	5.271	6.284	5.291	4.794	5.880	
2 Service and Digital Modernization				46.660	1.447	-	45.213	4.564	4.601	4.605	4.623	4.654	4.691	4.756	4.839	4.791	4.536	46.660	4.194	4.448	4.144	4.160	4.188	4.221	4.280	4.355	4.311	4.082	42.383
3 Digital Experiences (DEX)				17.077	1.837	-	15.240	2.309	1.877	1.886	1.845	1.753	1.763	2.072	1.181	1.191	1.200	17.077	0.813	0.648	0.660	0.646	0.516	0.617	0.725	0.413	0.417	0.420	5.875
Total Technology Projects				133.644	6.604	-	127.040	12.781	19.282	14.052	12.656	13.275	12.311	13.810	11.899	11.309	12.269	133.644	10.250	16.620	11.609	10.375	10.885	10.109	11.289	10.059	9.522	10.382	111.100
Building Projects																		99.326											87.708
4 Multi-Branch Renovation Program				99.326	4.419	1.089	93.818	10.465	9.940	9.060	8.760	8.917	8.080	8.100	8.200	8.300	19.504		8.743	8.956	7.134	7.884	8.025	7.272	7.290	7.380	7.470	17.554	
5 Toronto Reference Library				50.800	1.828	0.592	48.380	4.500	4.000	5.287	5.287	5.287	5.287	5.287	5.287	5.287	5.291	50.800	4.130	3.600	4.758	4.166	4.758	4.758	4.758	4.758	4.758	4.762	45.206
6 Centennial Reconstruction & Expansion	6,866	8,134	15,000	22.433	8.841	0.274	13.318	6.058	6.410	6.410	-	-	-	-	-	-	-	18.878	2.611	3.123	5.236	-	-	-	-	-	-	-	10.970
7 Dawes Road Reconstruction & Expansion	6,500	19,000	25,500	38.856	14.842	2.000	22.014	2.000	7.069	7.040	6.978	7.997	-	-	-	-	-	31.084	1.184	6.402	0.539	2.792	7.192	-	-	-	-	-	18.109
8 Etobicoke Civic Centre New Construction	-	28,000	28,000	38.002	37.651	-	0.351	7.000	8.833	9.484	9.486	-	-	-	-	-	-	34.803	-	-	-	-	-	-	-	-	-	-	-
9 Flemingdon Park Renovation	7,250	-	7,250	5.029	0.503	-	4.526	0.050	0.226	1.293	1.331	2.129	-	-	-	-	-	5.029	0.022	0.226	0.818	1.331	2.129	-	-	-	-	-	4.526
10 High Park Renovation & Expansion	8,850	6,150	15,000	21.071	8.639	-	12.432	0.325	0.787	-	3.172	5.810	6.133	4.844	-	-	-	21.071	-	0.523	-	-	5.810	-	3.571	-	-	-	9.904
11 Junction Triangle (Perth / Dupont Relocation & Expansion)	3,627	6,373	10,000	5.958	3.682	2.276	-	2.935	-	-	-	-	-	-	-	-	-	2.935	-	-	-	-	-	-	-	-	-	-	-
12 Northern District Renovation	25,000	-	25,000	53.270	5.327	0.653	47.290	0.191	1.208	1.447	6.645	9.126	10.809	12.007	11.837	-	-	53.270	-	0.147	1.447	0.092	9.126	-	6.529	11.837	-	-	29.178
13 Parkdale Relocation & Expansion	24,083	5,917	30,000	38.102	7.620	-	30.482	-	-	-	0.193	0.797	1.026	4.781	11.490	11.078	8.737	38.102	-	-	-	-	0.385	1.026	-	5.445	11.078	8.737	26.671
14 Parliament Street Relocation & Expansion	14,634	8,366	23,000	27.191	9.789	-	17.402	0.050	0.824	0.796	7.333	7.553	7.779	2.856	-	-	-	27.191	-	-	0.785	1.360	-	7.779	2.856	-	-	-	12.780
15 Pleasant View Renovation & Expansion	7,000	3,000	10,000	5.597	0.496	1.713	3.388	0.620	4.312	-	-	-	-	-	-	-	-	4.932	0.024	3.364	-	-	-	-	-	-	-	-	3.388
16 Richview Building Elements				3.546	0.018	-	3.528	0.724	2.000	-	-	-	-	-	-	-	-	2.724	0.235	2.000	-	-	-	-	-	-	-	-	2.235
17 Sanderson Renovation & Expansion	12,702	7,298	20,000	30.158	10.857	-	19.301	-	-	0.139	0.716	0.590	3.446	7.099	7.312	5.713	5.143	30.158	-	-	-	0.002	0.590	-	-	0.916	5.713	5.143	12.364
18 St. Lawrence Relocation & Expansion	4,833	25,167	30,000	40.000	35.288	-	4.712	1.000	3.931	12.925	4.132	4.846	9.588	3.578	-	-	-	40.000	0.005	0.498	1.551	1.496	0.416	0.317	0.429	-	-	-	4.712
19 Yorkville Renovation	9,053	-	9,053	11.285	1.194	-	10.091	0.050	0.547	1.886	2.913	3.001	2.888	-	-	-	-	11.285	-	0.472	-	2.555	3.001	2.888	-	-	-	-	8.916
20 Woodside Square Relocation & Expansion	9,792	3,750	13,542	6.759	1.893	-	4.866	0.335	2.557	3.867	-	-	-	-	-	-	-	6.759	0.241	0.758	3.867	-	-	-	-	-	-	-	4.866
21 Weston Renovation & Expansion	11,944	3,056	15,000	22.491	4.498	-	17.993	-	-	-	0.353	0.606	0.250	3.914	7.659	9.709	-	22.491	-	-	-	-	0.512	0.250	-	3.699	9.709	-	14.170
22 Christie Site New Construction - Design	-	14,000	14,000	0.067	0.067	-	-	-	-	-	-	-	-	-	-	-	0.067	0.067	-	-	-	-	-	-	-	-	-	-	-
Total Building Projects				519.941	157.452	8.597	353.892	36.303	52.644	59.634	57.299	56.659	55.286	52.466	51.785	40.087	38.742	500.905	17.195	30.069	26.135	21.678	41.944	24.290	25.433	34.035	38.728	36.196	295.703
Capacity to Spend Budget and Plan				653.585	164.056	8.597	480.932	49.084	71.926	73.686	69.955	69.934	67.597	66.276	63.684	51.396	51.011	634.549	27.445	46.689	37.744	32.053	52.829	34.399	36.722	44.094	48.250	46.578	406.803

Attachment 2

Page 1 of 1



2025-2034 Capital Budget and Plan submission

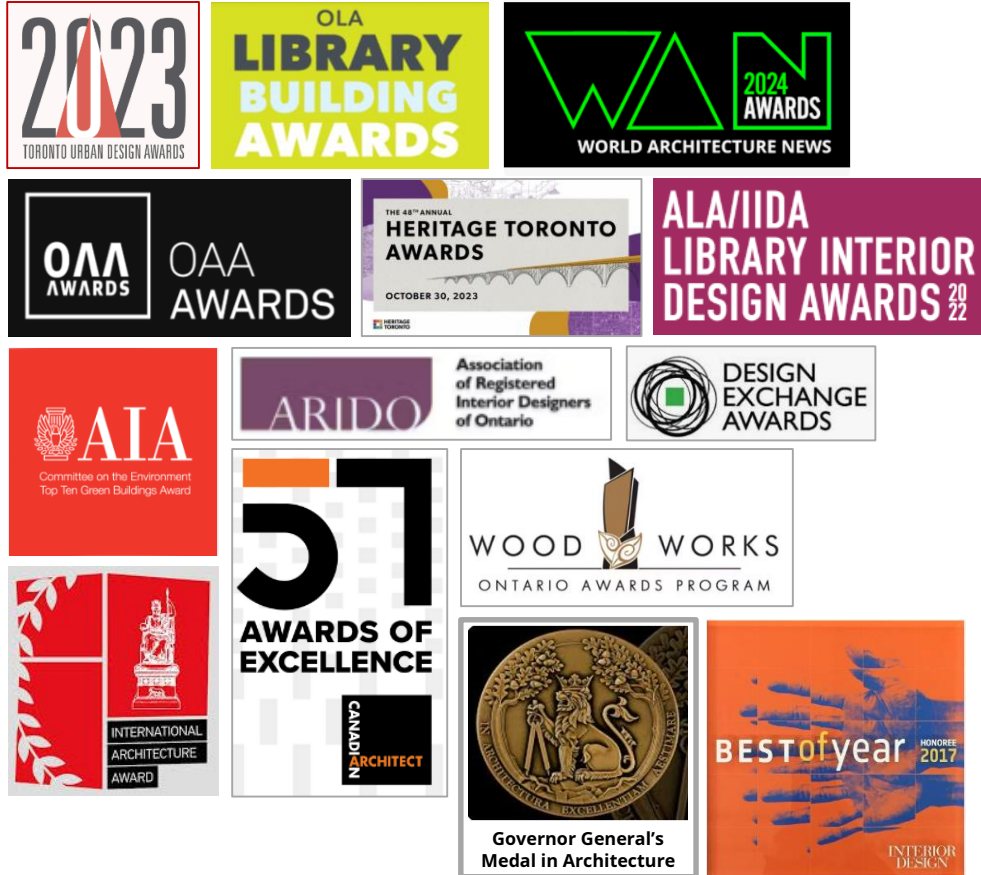
Toronto Public Library Board

Toronto Public Library Board Meeting

October 28, 2024



2024 accomplishments creating safe & welcoming spaces



architectural and design excellence

- More than 45 provincial, national and international awards for architectural and design excellence.
- Both form and function receive the same level of attention to ensure branches are architecturally beautiful + multi-functional spaces that provide effective and efficient library service.

“Wonderful and unique design, another civic jewel from the library” – Design Review Panel, Dawes Library project

80–90%
capital
budget spend
rate

2024 accomplishments creating safe & welcoming spaces

Indigenous place-making

Albert Campbell

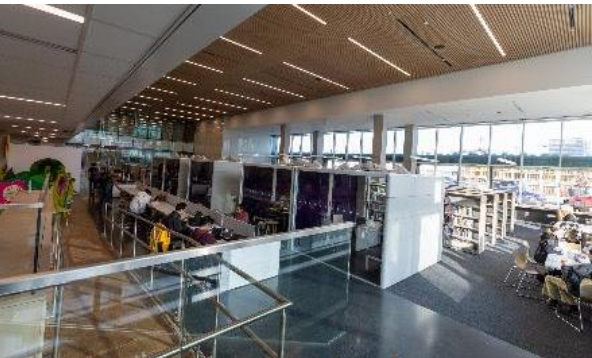
- Indigenous Garden (by Miinikaan)
- Indigenous public art – mural by Red Urban Nation Artist Collective

Dawes Rd

- Capital project in design phase, by Smoke Architecture, an Indigenous-led architecture practice (in partnership with Perkins+Will)
- Indigenous-inspired façade and rooftop programming area for First Nations
- Will be second branch with an Indigenous name

Ethennonhawahstihnen'

- TPL's first branch with an Indigenous name
- Indigenous public art – mural by Tsista Kennedy



2024 accomplishments building projects

Completion of major capital projects

- **Bridlewood** branch: re-opening November 2024
- **SOGR projects:** HVAC at 5 locations, roof replacement at 6 locations, paving at 2 locations, fire alarm systems at 8 locations and completion of exterior work at Northern District

Continue major capital construction projects including Centennial, Dawes Road, Locke, Pleasant View, Junction Triangle, Fairview, Etobicoke Civic Centre, North York Central Teen Area

2024 accomplishments technology & digital strategy advancements

Ongoing technological innovation and operational efficiencies

- **Enhanced cyber security posture** with improved detection and response capabilities
- **Enterprise Application modernization** resulting in improved functionality and reduced risk exposure
- **Network capacity enhancements** across dozens of library locations to accommodate increasing service demands.

Customer service modernization

- System-wide **digital literacy technology** deployments serving an expansion of service delivery across additional library branches
- Launch of **online candidate applicant tracking** to improve the customer experience for recruitment and retention

2024 accomplishments

impacts from the cybersecurity event

Service restoration and impacts

- Almost all customer services fully restored as of April 2024, with the exception of public printing/copying service which is undergoing a complete refresh.
- During the outage, many library services remained available including:
 - all 100 branches remained open, with access to wifi, staff expertise, collections (including staff-assisted borrowing), study space, and programming;
 - most of TPL's digital collection, including ebooks and audiobooks, newspapers and magazines, and streaming services.
 - Borrowing of ebooks and e-audiobooks surpassed 11 million in 2023, a result of increased usage of the digital collection during the outage.

Advancement of digital strategy

- Post-incident work to rebuild TPL's technical environment has accelerated TPL's Digital Strategy and advanced security measures planned in TPL's digital strategy roadmap.
- Since the cybersecurity attack, TPL has matured its information security program by implementing additional security controls, updating some hardware and software applications, and introducing new processes.
- Subsequently, TPL's IT security program maturity level has increased when assessed within the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF).

Collaboration with the City of Toronto CISO

- Collaboration with CISO enhances the delivery of TPL's IT security services including cybersecurity event monitoring, vulnerability management and regular penetration testing.



2025 – 2034 Capital Budget and Plan submission

budget background & context

challenges and issues

City debt funding & affordability

- High interest rates
- High inflation - rising costs of construction material

SOGR and AODA backlog

- Comprehensive Building Condition Assessment are conducted regularly
- Facility infrastructure SOGR backlog will remain at ~10% of asset value
- AODA backlog is expected to decrease to \$40 million by 2034

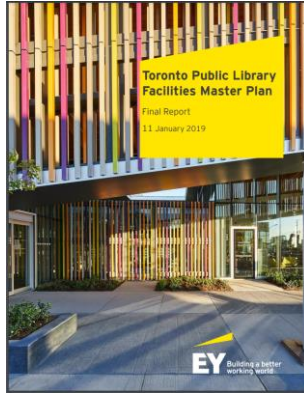
Modernization and technology transformation

- Rapid changes in technology and digital landscape
- Aging infrastructure & aging applications
- Accelerating the digital services delivery model & financial/resources implications
- Increasing cyber security threats
- Staff engagement and retention

capital budget objectives and priority actions

- Fiscally responsible and deliverable budget
- Continue to address the SOGR and AODA backlogs
- Continue to transform branches for modern library service
- Continue to provide customers with access to current and emerging technologies
- Continue to modernize library technology infrastructure to improve efficiencies and mitigate risks
- Manage population growth through investment in branch network and IT infrastructure
- Maximize non-debt funding sources

2025-2034 capital budget & plan library planning framework



Capital investments are planned and prioritized based on:

- Facilities Master Plan
- Building condition assessments
- Multi-year Accessibility Plan
- Service Delivery Model
- Digital Strategy
- Opportunities arising from discussions with City partners and developers
- Toronto Strong Neighbourhood Strategy 2020
- Shared and joint use facilities
- TPL strategic planning research & consultation

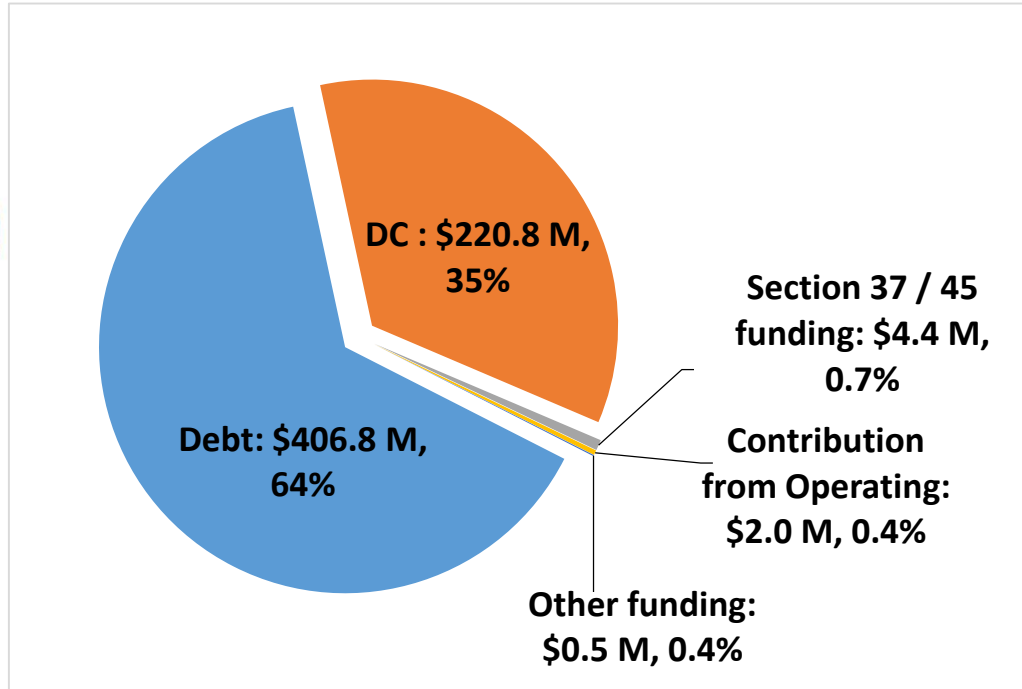
2025 – 2034 capital budget and plan

Summary (\$millions)

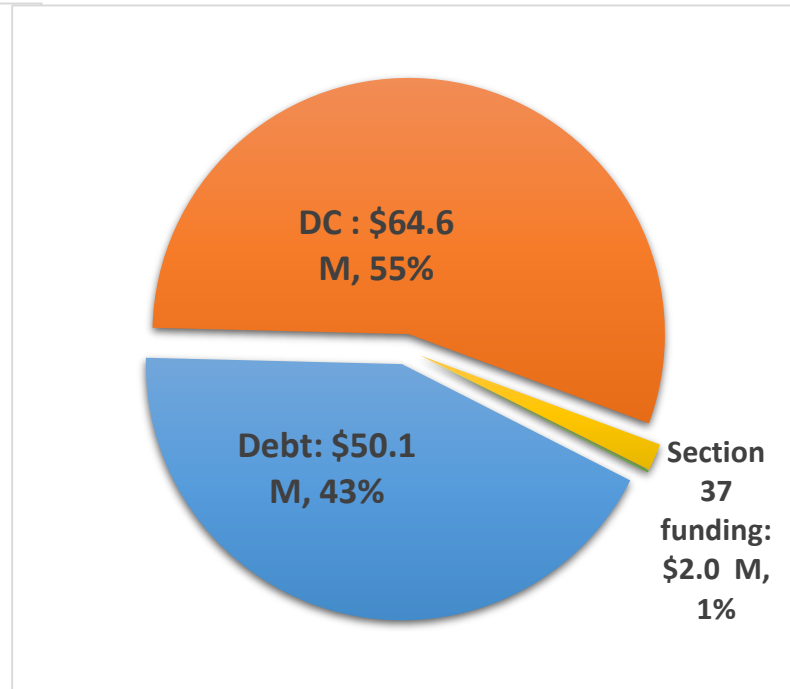
	2025		2025-2034	
	Gross	Debt	Gross	Debt
Capacity to Spend Capital Budget and Plan (Funded)				
19 Building Projects	36.303	17.195	500.905	295.703
3 Technology-related Projects	12.781	10.250	133.644	111.100
Capacity to Spend Capital Budget and Plan (Funded)	49.084	27.445	634.549	406.803
Capital Needs Constraints (not funded)	-	-	116.803	50.103
Total Budget Submission	49.084	27.445	751.352	456.906

2025-2034 capital funding sources

Capacity to spend (\$634.549 M)



Capital needs constraints (\$116.803 M)



2025 – 2034 capital budget and plan

significant changes

Inflationary changes

- Dawes Road, Etobicoke Civic Centre, Pleasant View, Sanderson, Parkdale

Timing changes

- Centennial, Dawes Road, Northern District, Pleasant View, Richview Building Elements, Parkdale, St. Lawrence, Sanderson, Parliament Street

Projects added

- Flemingdon Park
- Woodside Square
- Northern District construction (moved from prior year unfunded status)
- Weston (moved from prior year unfunded status)

Projects moved to unfunded status

- Lillian H. Smith
- Deer Park

SOGR backlog and AODA backlog

State of Good Repair backlog
remaining steady at
10% of asset value

AODA backlog
decreasing **26%** over
the 10 year plan

incremental operating impacts of capital

	2025		2025- 2034	
	Budget Impact		Budget Impact	
	<u>FTEs</u>	<u>\$ millions</u>	<u>FTEs</u>	<u>\$ millions</u>
Capacity to Spend Capital Budget and Plan (Funded)	12.5	1.522	73.2	11.654
Capital Needs Constraints Budget and Plan (Unfunded)	-	-	5.6	0.724
Total Budget Submission	12.5	1.522	78.8	12.378

Major building projects with expansions and/or relocations

Dawes Road, Etobicoke Civic Centre, Parkdale, Junction Triangle
(Perth/Dupont branch relocation)

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

No. 14 – 2025-2034 Capital Budget and Plan submission

The City Librarian recommends that the Toronto Public Library Board:

1. approves the 2025-2034 capital budget and plan submission, including projected 2024 net carry forwards of \$49.084 million gross (\$27.445 million debt) for 2025 and \$751.352 million gross (\$456.906 million debt) over 2025-2034, comprised of:
 - a. 22 projects, as detailed in Attachment 1, totalling \$49.084 million gross (\$27.445 million debt) for 2025 and \$634.549 million gross (\$406.803 debt) over 2025-2034, which reflects TPL's Capacity to Spend Capital Budget and Plan and therefore funded; and
 - b. six projects, as detailed in Attachment 2, totalling \$0 gross and debt in 2025 and \$116.803 million gross (\$50.103 million debt) over 2025-2034, which reflects TPL's Capital Needs Constraints and therefore are not funded; and
2. authorizes staff to forward this capital budget submission to the City for consideration.



thank you