



## STAFF REPORT ACTION REQUIRED

### 2023-2032 Capital Budget and Plan - Adoption

**Date:** February 27, 2023

**To:** Toronto Public Library Board

**From:** City Librarian

#### SUMMARY

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The purpose of this report is to seek Toronto Public Library Board adoption of the Council-approved 2023-2032 capital budget and plan of \$40.758 million debt (\$49.245 million gross) for 2023 and \$364.427 million debt (\$548.949 million gross) over 2023-2032.

The capital program at Toronto Public Library (TPL), funded by the approved 2023-2032 capital budget and plan, continues to be challenged by high inflation, increasing interest rates, supply chain disruptions and labour shortages. These challenges resulted in higher project cost escalations, and caused some projects to be delayed and five projects to be moved to not funded, which contributed to the increase to the State of Good Repair (SOGR) backlog.

The approved capital budget and plan reflects TPL's demonstrated 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.

## RECOMMENDATIONS

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### The City Librarian recommends that the Toronto Public Library Board:

- adopts the Council-approved 2023-2032 capital budget and plan, as detailed in Attachment 1, of \$40.758 million debt (\$49.245 million gross) in 2023 and \$364.427 million debt (\$548.949 million gross) over 2023-2032; and
- receives for information Attachment 2 – Capital Needs Constraint, which includes seven unfunded projects totalling \$86.585 million debt (\$202.391 million gross).

## FINANCIAL IMPACT

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TPL's approved 2023-2032 capital budget and plan, including preliminary carry-forward funding, consists of a 2023 cash flow of \$40.758 million debt (\$49.245 million gross) and total 2023-2032 cash flows of \$364.427 million debt (\$548.949 million gross), as detailed in Attachment 1.

The Council-approved budget and plan is comprised of 2023 cash flow projects with future year commitments, including carry-forward funding, and 2024-2032 uncommitted capital projects. The following table summarizes these components of the budget and plan:

Table 1: 2023-2032 Approved Capital Budget and Plan Summary

Committed and Uncommitted Cash Flow (\$ Millions)

|   | 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          | 2030          | 2031          | 2032          | 2023-2032 (Incl. Carry Forward) |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------------------------|
| <b>Gross</b><br>2023 Projects with future year commitments including carry forward funding (see Note 1) | 49.245        | 52.485        | 21.569        | 11.479        | 4.467         | -             | -             | -             | -             | -             | 139.245                         |
| Uncommitted Future Year Projects (Commencing in 2024 & beyond) - (see Note 2)                           | -             | 12.126        | 36.059        | 51.932        | 50.901        | 51.354        | 52.005        | 50.043        | 55.883        | 49.401        | 409.704                         |
| <b>Total Gross</b>  | <b>49.245</b> | <b>64.611</b> | <b>57.628</b> | <b>63.411</b> | <b>55.368</b> | <b>51.354</b> | <b>52.005</b> | <b>50.043</b> | <b>55.883</b> | <b>49.401</b> | <b>548.949</b>                  |
| <b>Debt</b><br>2023 Projects with future year commitments including carry forward funding               | 40.758        | 35.236        | 15.951        | 7.812         | 0.066         | -             | -             | -             | -             | -             | 99.823                          |
| Uncommitted Future Year Projects (Commencing in 2024 & beyond)  | -             | 2.594         | 20.088        | 28.003        | 30.185        | 33.586        | 30.953        | 34.730        | 42.239        | 42.226        | 264.604                         |
| <b>Total Debt</b>   | <b>40.758</b> | <b>37.830</b> | <b>36.039</b> | <b>35.815</b> | <b>30.251</b> | <b>33.586</b> | <b>30.953</b> | <b>34.730</b> | <b>42.239</b> | <b>42.226</b> | <b>364.427</b>                  |

Note 1: Project listing of 2023 projects with future year commitments can be found on page 30 in Appendix 6a of the [City's 2023 Budget Notes](#) for TPL.

Note 2: Project listing of uncommitted future year projects can be found on page 31 in Appendix 6b of the [City's 2023 Budget Notes for TPL](#).

Council approval of the 2023-2032 capital budget and plan only confers authority to spend the 2023 budget and future year spending for approved projects within the budget and plan. This amounts to \$99.823 million debt (\$139.245 million gross), including carry forward from 2022. Spending requirements for projects commencing in future years have to be submitted annually for approval.

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

## ALIGNMENT WITH STRATEGIC PLAN

The 2023-2032 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 2023-2032 capital budget and plan aligns and supports 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 2023-2032 capital budget and plan 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.

## DECISION HISTORY

At its meeting on October 25, 2022, the Library Board approved the [2023-2032 Capital Budget and Plan Submission](#) of \$40.758 million debt (\$49.245 million gross) for 2023 and \$451.012 million debt (\$751.340 million gross) over 2023-2032, which is comprised of funding for 23 projects that reflect TPL's Capacity to Spend (funded) Capital Budget and Plan of \$364.427 million debt (\$548.949 million gross) and seven unfunded projects that reflect TPL's Capital Needs Constraints (unfunded) of \$86.585 million debt (\$202.391 million gross).

At its meeting on January 10, 2023, the City's Budget Committee began consideration of the [2023 Operating Budget and 2023-2032 Capital Budget and Plan](#) as presented by the City Manager. The 2023-2032 capital budget and plan for TPL was \$364.427 million debt (\$548.949 million gross), which reflect TPL's Capacity to Spend Capital Budget and Plan and seven unfunded projects that reflect TPL's Capital Needs Constraints (unfunded) of \$86.585 million debt (\$202.391 million gross), which was the same as the Submission.

## ISSUE BACKGROUND

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

### Planning Framework

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

### 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**

COVID-19 highlighted the need for TPL to accelerate its digital capabilities and continue to invest in modernizing its digital services and infrastructure. In July 2019, TPL conducted a current state assessment to determine TPL's digital maturity and identified areas of focus that have been incorporated into the 2020-2024 Digital Strategy. The digital focus areas include:

- launching new library services;
- creating a unified customer experience;
- building a connected workplace; and
- enabling a data-driven organization.

In 2023, the continuing emphasis will be on establishing the foundation for digital optimization by revising the IT operating model, increasing cyber security controls, and modernizing the IT infrastructure. As a result, TPL will be well positioned to deliver the right combination of technologies and supports to meet staff and customers' evolving needs and to achieve strategic priorities.

### **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 has been recently updated.

### **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.

### **Building Condition Assessments**

Building Condition Assessments 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 assessment reports are used in planning to help prioritize investment in the renovation, expansion, development, maintenance and repair of existing library facilities.

### **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, and other City divisions or the Toronto District School Board. 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**

At its final meeting on January 24, 2023, the Budget Committee endorsed TPL's 2023-2032 capital budget and plan with no changes.

On February 1, 2023, the Mayor Proposed 2023 Operating and 2023-2032 Capital Budgets were released.

At its meeting on February 15, 2023, Council approved the Mayor's Proposed 2023-2032 Capital Budget and Plan for TPL of \$364.427 million debt (\$548.949 million gross),

which is comprised of all 23 capital projects in the Board's approved Capacity to Spend capital budget and plan submission.

The Council-approved 2023-2032 capital budget and plan does not include funding for the seven projects listed in the Capital Needs Constraints totalling \$86.585 million debt (\$202.391 million gross), as detailed in Attachment 2.

#### [\*\*2023-2032 Approved Capital Budget and Plan \(Attachment 1\)\*\*](#)

The 10-year Council-approved capital budget and plan of \$364.427 million debt (\$548.949 million gross) for 23 capital projects reflects TPL's ability to deliver on its capital program. These projects consist of \$446.678 million for building projects; and \$102.271 million for technology-related projects, including funding requirements to support the approved 2020-2024 Digital Strategy and are detailed in Attachment 1

The City Council approved 2023-2032 capital budget and plan 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 state of good repair for branches;
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.

Cost escalations to capital projects from rising inflation, high interest rates, global supply chain disruptions, and labour shortages have significantly affected the 10-year capital plan. Changes from last year's approved 10-year capital plan include updating all the project costs to reflect the cost escalations, delaying the construction start date of some projects, and moving five projects to an unfunded status (Capital Needs Constraints) – Weston, High Park, Barbara Frum, Mimico Centennial, and Northern District construction phase. All of these factors contributed to an increase to the SOGR backlog. Overall, the Council-approved TPL 2023-2032 Capital Plan adheres to the debt levels from the 2022-2031 plan which helps the City in managing its debt costs.

#### [\*\*Capital Needs Constraints - unfunded \(Attachment 2\)\*\*](#)

TPL have identified \$202.391 million gross in capital needs constraints for seven projects that will be considered for future funding. The seven projects are comprised of the five projects that were moved to capital needs constraints as part of the reprioritization (due to cost escalations and a fixed amount of debt funding) and the two unfunded projects from the previous year (City Hall Relocation and Expansion,

Danforth/Coxwell Relocation and Expansion). Funding details are in Attachment 2. Funding for these projects will need to be addressed in future budgets.

## **Challenges and Issues**

### **City Debt Funding and Affordability**

TPL's approved 10-year capital plan is 66% funded by debt. The City has a maximum threshold for debt servicing costs and the recent significant rise in interest rates puts pressure on available City debt funding for the capital budget. Rising inflation, global supply chain challenges and shortage of skilled labour have led to increases in the cost of construction materials such as steel, lumber and glass, and a fixed funding envelope results in a number of projects with extended timelines or being delayed which increases 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. In addition, there has generally 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, capital based infrastructure to Cloud-based technology and an integrated platform approach in order to efficiently deliver great customer service experiences.

The approved 10-year plan will fund a number of initiatives and activities as outlined in the 2020-2024 [strategic execution roadmap](#) and in response to the impact of COVID-19 and priorities identified in TPL's [Digital Strategy](#). An example of a planned initiative is the continued provision of current technologies for staff productivity, communication and collaboration to support both on-site and remote work as well as continue to provide digital services to our customers. Another initiative is the formalization of an IT Security, Risk and Governance Program to ensure a safe and secure IT environment (both on-site and remote) that will minimize the risks of cyberattacks. This will also support TPL's priority to align with the City of Toronto in its cybersecurity efforts as recommended by the Auditor General.

The approved capital plan has \$102.271 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.

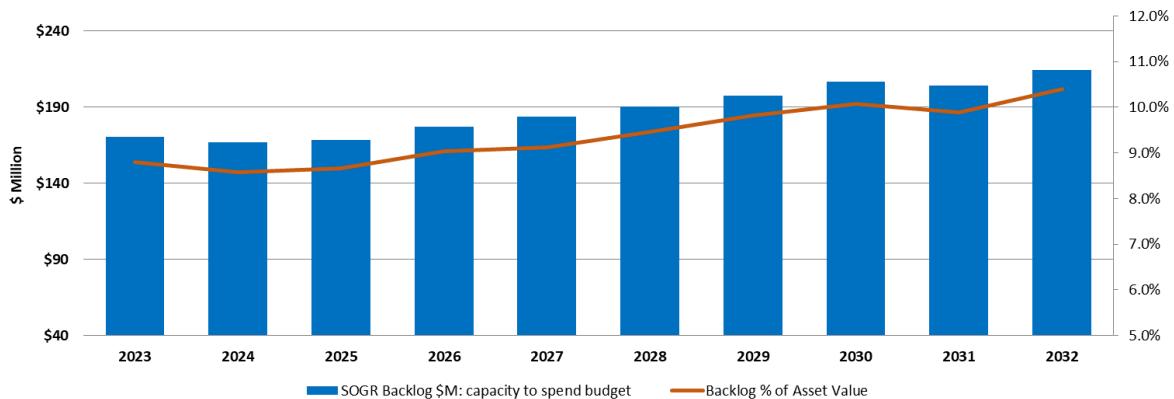
### Development Charges Funding

The approved 10-year capital plan maximizes the use of development charges (DC) against eligible projects. The new Development Charges By-Law and rates for collecting DC has been approved by Council. DC funding continues to be a significant funding source in the approved 10-year plan. DC funding is at risk given the Royal Assent of [Bill 23, the More Homes Built Faster Act](#) on November 28, 2022.

### SOGR Backlog

Comprehensive building 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 approved 10-year Capital Budget and Plan, at the end of 10 years the SOGR backlog will increase from \$170 million to \$214 million. The backlog is equivalent to roughly 10% of the value of the assets.

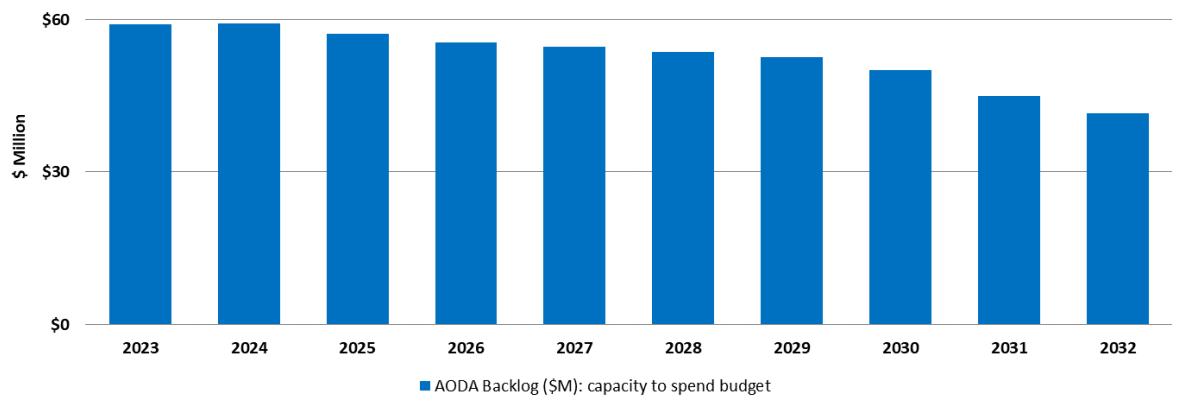
**Accumulated SOGR Backlog (\$M) as % of Asset Value**



### AODA Compliance Backlog

The building condition assessments also examine requirements under the *Accessibility for Ontarians with Disabilities Act (AODA)*. Based on the approved 10-year Capital Budget and Plan, the accumulated AODA compliance backlog will decrease from \$59 million at the end of 2023 to \$42 million by 2032.

### Accumulated AODA Backlog (\$M)



## CONCLUSION

The Council-approved 2023-2032 capital budget and plan reflects TPL's demonstrated ability to deliver on its capital program, 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 completely address the significant SOGR backlog issue. The need for additional funding to address the growing SOGR backlog continues to be a concern.

## CONTACT

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## SIGNATURE

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Vickery Bowles  
City Librarian

## ATTACHMENTS

- Attachment 1: Council-Approved 2023-2032 Capital Budget and Plan – Gross and  
Debt Funding
- Attachment 2: 2023-2032 Capital Needs Constraints - Unfunded

**TORONTO PUBLIC LIBRARY**  
**2023 - 2032 Capital Budget and Plan - Gross and Debt Funding**  
**Capacity to Spend Capital Budget and Plan - Funded**  
**(\$millions)**

**Council Approved February 15, 2023**

| PROJECT NAME   | Ward | PROJECT INFORMATION |                  |                     |               |                | GROSS                    |                          |                          |               |               |               |               |               |               |               | DEBT                        |                          |                          |               |               |               |               |              |              |              |              |                             |
|--|------|---------------------|------------------|---------------------|---------------|----------------|--------------------------|--------------------------|--------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------------------|--------------------------|--------------------------|---------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|-----------------------------|
|  |      | Cost Est.           | Develop. Charges | S. 37/ 45/ Reserves | Other Funding | Debt           | 2023 (incl cfwd \$5.530) | 2024 (incl cfwd \$3.443) | 2025 (incl cfwd \$0.336) | 2026          | 2027          | 2028          | 2029          | 2030          | 2031          | 2032          | TOTAL 2023 2032 (incl cfwd) | 2023 (incl cfwd \$4.932) | 2024 (incl cfwd \$0.654) | 2025          | 2026          | 2027          | 2028          | 2029         | 2030         | 2031         | 2032         | TOTAL 2023 2032 (incl cfwd) |
| <b>Technology Projects</b>                             |      |                     |                  |                     |               |                |                          |                          |                          |               |               |               |               |               |               |               |                             |                          |                          |               |               |               |               |              |              |              |              |                             |
| 1 Tech Asset Mgmt Prg (TAMP)                           |      | 58.520              | 5.327            | -                   | -             | 53.193         | 6.022                    | 5.666                    | 5.776                    | 6.815         | 5.236         | 5.391         | 5.550         | 5.707         | 5.996         | 6.361         | 58.520                      | 5.993                    | 5.053                    | 5.198         | 6.133         | 4.712         | 4.852         | 4.995        | 5.136        | 5.396        | 5.725        | 53.193                      |
| 2 Service and Digital Modernization                    |      | 23.327              | 2.061            | -                   | -             | 21.266         | 6.506                    | 4.959                    | 2.974                    | 1.160         | 1.189         | 1.218         | 1.249         | 1.286         | 1.351         | 1.434         | 23.326                      | 6.044                    | 4.463                    | 2.761         | 1.044         | 1.070         | 1.096         | 1.124        | 1.157        | 1.216        | 1.291        | 21.266                      |
| 3 Digital Experiences (DXP)                            |      | 20.425              | 12.564           | -                   | -             | 7.861          | 2.095                    | 1.904                    | 2.327                    | 1.642         | 2.060         | 1.765         | 1.703         | 1.767         | 2.505         | 2.657         | 20.425                      | 1.635                    | 0.698                    | 0.593         | 0.575         | 0.721         | 0.618         | 0.596        | 0.618        | 0.877        | 0.930        | 7.861                       |
| <b>Total Technology Projects</b>                       |      | <b>102.272</b>      | <b>19.952</b>    | -                   | -             | <b>82.320</b>  | <b>14.623</b>            | <b>12.529</b>            | <b>11.077</b>            | <b>9.617</b>  | <b>8.485</b>  | <b>8.374</b>  | <b>8.502</b>  | <b>8.760</b>  | <b>9.852</b>  | <b>10.452</b> | <b>102.271</b>              | <b>13.672</b>            | <b>10.214</b>            | <b>8.552</b>  | <b>7.752</b>  | <b>6.503</b>  | <b>6.566</b>  | <b>6.715</b> | <b>6.911</b> | <b>7.489</b> | <b>7.946</b> | <b>82.320</b>               |
| <b>Building Projects</b>                               |      |                     |                  |                     |               |                |                          |                          |                          |               |               |               |               |               |               |               |                             |                          |                          |               |               |               |               |              |              |              |              |                             |
| 4 Multi-Branch Renovation Program (SOGR)               |      | 111.579             | 10.020           | 1.100               | -             | 100.459        | 11.199                   | 9.730                    | 9.293                    | 8.440         | 8.560         | 8.760         | 7.917         | 8.080         | 12.600        | 27.000        | 111.579                     | 10.517                   | 9.091                    | 8.650         | 7.596         | 6.684         | 7.884         | 7.125        | 7.272        | 11.340       | 24.300       | 100.459                     |
| 5 Toronto Reference Library                            | 11   | 44.400              | 4.440            | 0.625               | -             | 39.335         | 3.400                    | 7.000                    | 8.000                    | 5.000         | 5.000         | 2.000         | 2.000         | 2.000         | 5.000         | 5.000         | 44.400                      | 3.012                    | 6.300                    | 6.623         | 4.500         | 4.500         | 1.800         | 1.800        | 1.800        | 4.500        | 4.500        | 39.335                      |
| 6 Bridlewood   | 22   | 9.787               | 3.244            | -                   | 1.000         | 5.543          | 4.862                    | 3.779                    | -                        | -             | -             | -             | -             | -             | -             | -             | 8.641                       | 3.862                    | 1.681                    | -             | -             | -             | -             | -            | -            | -            | -            | 5.543                       |
| 7 Centennial   | 6    | 21.613              | 8.267            | -                   | 0.274         | 13.072         | 3.500                    | 7.172                    | 7.207                    | 3.000         | -             | -             | -             | -             | -             | -             | 20.879                      | 3.500                    | 5.713                    | 3.611         | -             | -             | -             | -            | -            | -            | -            | 12.824                      |
| 8 Dawes Road   | 19   | 36.206              | 13.759           | -                   | 1.600         | 20.847         | 2.866                    | 7.519                    | 7.596                    | 7.569         | 4.467         | -             | -             | -             | -             | -             | 30.017                      | 2.466                    | 1.792                    | 7.180         | 6.902         | 0.066         | -             | -            | -            | -            | -            | 18.406                      |
| 9 Deer Park - Design                                   | 12   | 0.144               | -                | -                   | 0.144         | -              | 0.144                    | -                        | -                        | -             | -             | -             | -             | -             | -             | -             | 0.144                       | -                        | -                        | -             | -             | -             | -             | -            | -            | -            | -            | -                           |
| 10 Ethennonnhawahstihnen'                              | 17   | 15.957              | 5.109            | -                   | 0.580         | 10.268         | 0.500                    | -                        | -                        | -             | -             | -             | -             | -             | -             | -             | 0.500                       | 0.500                    | -                        | -             | -             | -             | -             | -            | -            | -            | -            | 0.500                       |
| 11 Etobicoke Civic Centre                              | 3    | 34.794              | 34.443           | -                   | -             | 0.351          | 0.564                    | 6.489                    | 10.025                   | 10.326        | 7.091         | -             | -             | -             | -             | -             | 34.495                      | -                        | 0.351                    | -             | -             | -             | -             | -            | -            | -            | -            | 0.351                       |
| 12 Lillian H. Smith                                    | 11   | 50.196              | 13.032           | -                   | -             | 37.164         | 0.200                    | 0.877                    | 1.013                    | 0.910         | 6.644         | 9.125         | 10.808        | 10.648        | 9.971         | -             | 50.196                      | 0.200                    | 0.215                    | 0.884         | 0.910         | 5.311         | 9.125         | 10.808       | 6.688        | 3.023        | 37.164       |                             |
| 13 Northern District - Exterior                        | 8    | 2.205               | -                | 0.990               | -             | 1.215          | 1.680                    | -                        | -                        | -             | -             | -             | -             | -             | -             | -             | 1.680                       | 1.215                    | -                        | -             | -             | -             | -             | -            | -            | -            | -            | 1.215                       |
| 14 Parkdale  | 4    | 32.863              | 11.175           | -                   | -             | 21.688         | 0.502                    | 0.862                    | 0.355                    | 8.951         | 6.109         | 6.042         | 5.900         | 4.142         | -             | -             | 32.863                      | 0.502                    | 0.265                    | 0.355         | 7.564         | 6.109         | 6.042         | 0.851        | -            | -            | 21.688       |                             |
| 15 Perth / Dupont - 299 Campbell Avenue                | 9    | 5.897               | 3.621            | 1.176               | 1.100         | -              | 3.359                    | 2.410                    | -                        | -             | -             | -             | -             | -             | -             | -             | 5.769                       | -                        | -                        | -             | -             | -             | -             | -            | -            | -            | -            | -                           |
| 16 Pleasant View                                       | 17   | 4.775               | 0.150            | 4.625               | -             |                | 0.534                    | 3.081                    | 1.058                    | -             | -             | -             | -             | -             | -             | -             | 4.673                       | -                        | -                        | -             | -             | -             | -             | -            | -            | -            | -            | -                           |
| 17 Richview Building Elements                          | 2    | 3.546               | 0.018            | -                   | -             | 3.528          | 1.212                    | 2.208                    | -                        | -             | -             | -             | -             | -             | -             | -             | 3.420                       | 1.212                    | 2.208                    | -             | -             | -             | -             | -            | -            | -            | -            | 3.420                       |
| 18 St. Lawrence - 125 The Esplanade                    | 13   | 40.184              | 35.178           | -                   | -             | 5.006          | 0.100                    | 0.955                    | 0.877                    | 7.671         | 7.443         | 8.816         | 7.456         | 6.866         | -             | -             | 40.184                      | 0.100                    | -                        | 0.131         | -             | -             | -             | -            | -            | 4.775        | -            | 5.006                       |
| 19 Northern District - Renovation & Expansion - Design | 8    | 2.378               | 1.704            | -                   | -             | 0.674          | -                        | -                        | 0.556                    | 0.946         | 0.876         | -             | -             | -             | -             | -             | 2.378                       | -                        | -                        | -             | -             | -             | -             | -            | -            | -            | 0.674        |                             |
| 20 Sanderson   | 10   | 25.690              | 14.786           | -                   | -             | 10.904         | -                        | -                        | 0.393                    | 0.675         | 0.278         | 5.849         | 5.962         | 6.141         | 6.392         | -             | 25.690                      | -                        | -                        | -             | 0.285         | 0.278         | 2.169         | 0.294        | 3.947        | 3.931        | 10.904       |                             |
| 21 Yorkville   | 11   | 10.760              | 2.166            | -                   | -             | 8.594          | -                        | -                        | 0.178                    | 0.306         | 0.126         | 1.941         | 2.999         | 3.089         | 2.121         | -             | 10.760                      | -                        | -                        | 0.053         | 0.306         | 0.126         | 2.899         | 3.089        | 2.121        | -            | 8.594        |                             |
| 22 Parliament Street                                   | 13   | 28.763              | 9.860            | -                   | -             | 18.903         | -                        | -                        | -                        | 0.289         | 0.447         | 0.461         | 0.317         | 9.947         | 6.882         | -             | 18.343                      | -                        | -                        | -             | -             | -             | 0.461         | 0.248        | 9.835        | 5.480        | 16.024       |                             |
| 23 Christie Site - Design                              | 3    | 0.370               | 0.370            | -                   | -             | -              | -                        | -                        | -                        | -             | -             | -             | -             | -             | -             | -             | 0.067                       | 0.067                    | -                        | -             | -             | -             | -             | -            | -            | -            | -            | -                           |
| <b>Total Building Projects</b>                         |      | <b>482.107</b>      | <b>171.342</b>   | <b>8.516</b>        | <b>4.698</b>  | <b>297.551</b> | <b>34.622</b>            | <b>52.082</b>            | <b>46.551</b>            | <b>53.794</b> | <b>46.883</b> | <b>42.980</b> | <b>43.503</b> | <b>41.283</b> | <b>46.031</b> | <b>38.949</b> | <b>446.678</b>              | <b>27.086</b>            | <b>27.616</b>            | <b>27.487</b> | <b>28.063</b> | <b>23.748</b> | <b>27.020</b> | <b>24.</b>   |              |              |              |                             |

**TORONTO PUBLIC LIBRARY**  
**2023 - 2032 Capital Budget and Plan - Gross and Debt Funding**  
**Capital Needs Constraints - Unfunded**  
**(\$millions)**

|  | PROJECT NAME  | BRANCH SIZE      |           |                  | PROJECT INFORMATION |                |                  |                     |               |               | GROSS |       |              |              |              |              |               |               |               |               | DEBT            |                |      |      |       |       |              |              |              |              |               |                 |               |               |
|--|---|------------------|-----------|------------------|---------------------|----------------|------------------|---------------------|---------------|---------------|-------|-------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|-----------------|----------------|------|------|-------|-------|--------------|--------------|--------------|--------------|---------------|-----------------|---------------|---------------|
|  |   | Existing Sq. Ft. | Expansion | Proposed Sq. Ft. | Ward                | Cost Est.      | Develop. Charges | S. 37/ 45/ Reserves | Other Funding | Debt          | 2023  | 2024  | 2025         | 2026         | 2027         | 2028         | 2029          | 2030          | 2031          | 2032          | TOTAL 2023-2032 | 2023           | 2024 | 2025 | 2026  | 2027  | 2028         | 2029         | 2030         | 2031         | 2032          | TOTAL 2023-2032 |               |               |
| 1  | Barbara Frum Renovation                                 | 29,417           |           | 29,417           | 8                   | 39.727         | 6.498            | 0.004               | -             | 33.225        | -     | -     | -            | 0.614        | 1.054        | 0.434        | 7.275         | 11.239        | 11.576        | 32.192        | -               | -              | -    | -    | 0.183 | 1.054 | 0.434        | 1.204        | 11.239       | 11.576       | 25.690        |                 |               |               |
| 2  | City Hall Relocation and Expansion                      | 5,074            | 19,926    | 25,000           | 10                  | 30.487         | 26.045           | -                   | -             | 4.442         | -     | 0.477 | 0.820        | 0.338        | 6.980        | 11.504       | 10.368        | -             | -             | -             | 30.487          | -              | -    | -    | 0.240 | -     | -            | 4.202        | -            | -            | 4.442         |                 |               |               |
| 3  | Danforth/Coxwell Relocation and Expansion               | 9,617            | 10,383    | 20,000           | 19                  | 26.059         | 19.306           | -                   | -             | 6.753         | -     | -     | 0.393        | 0.675        | 0.278        | 4.726        | 7.302         | 7.521         | 5.164         | -             | 26.059          | -              | -    | -    | 0.067 | 0.278 | -            | -            | 1.244        | 5.164        | -             | 6.753           |               |               |
| 4  | High Park Renovation and Expansion                      | 8,850            | 6,150     | 15,000           | 4                   | 21.008         | 10.774           | -                   | -             | 10.234        | -     | -     | 0.325        | 0.557        | 0.230        | 3.805        | 5.878         | 6.055         | 4.158         | -             | 21.008          | -              | -    | -    | 0.306 | 0.230 | -            | -            | 5.540        | 4.158        | -             | 10.234          |               |               |
| 5  | Mimico Centennial Renovation & Expansion                | 17,469           | 2,531     | 20,000           | 3                   | 26.656         | 8.206            | 2.000               | -             | 16.450        | -     | -     | -            | 0.417        | 0.716        | 0.295        | 4.878         | 7.536         | 7.762         | 21.604        | -               | -              | -    | -    | 0.589 | 0.295 | -            | -            | 3.579        | 6.934        | -             | 11.397          |               |               |
| 6  | Northern District Renovation & Expansion - Construction | 15,000           | 23,000    | 38,000           | 8                   | 49.738         | 35.337           | -                   | -             | 14.401        | -     | -     | -            | -            | -            | 7.002        | 9.616         | 11.390        | 11.222        | 10.508        | 49.738          | -              | -    | -    | -     | -     | -            | -            | -            | 3.893        | 10.508        | -               | 14.401        |               |
| 7  | Weston Renovation & Expansion                           | 11,944           | 3,056     | 15,000           | 5                   | 21.303         | 7.635            | -                   | -             | 13.668        | -     | -     | 0.325        | 0.557        | 0.230        | 3.861        | 5.966         | 6.145         | 4.219         | -             | 21.303          | -              | -    | -    | 0.480 | 0.230 | -            | 2.594        | 6.145        | 4.219        | -             | 13.668          |               |               |
| <b>Total Projects in Capital Needs Constraints</b> |   |                  |           |                  |                     | <b>214.978</b> | <b>113.801</b>   | <b>2.004</b>        | <b>-</b>      | <b>99.173</b> |       |       | <b>0.477</b> | <b>1.863</b> | <b>2.127</b> | <b>8.749</b> | <b>32.668</b> | <b>39.859</b> | <b>43.264</b> | <b>43.538</b> | <b>29.846</b>   | <b>202.391</b> |      |      |       |       | <b>1.093</b> | <b>0.921</b> | <b>1.643</b> | <b>7.525</b> | <b>14.133</b> | <b>32.252</b>   | <b>29.018</b> | <b>86.585</b> |

# 2023-2032 capital budget adoption

TPL Board Meeting  
February 27, 2023



## Buildings

- 100 branches and 2 service buildings, total 2.0 million sq. feet
- Replacement value - \$1.9 billion

## Library Materials

- 10 million physical items
- Access to hundreds of thousands of recreational, e-learning and other digital content titles by download, streaming or online viewing

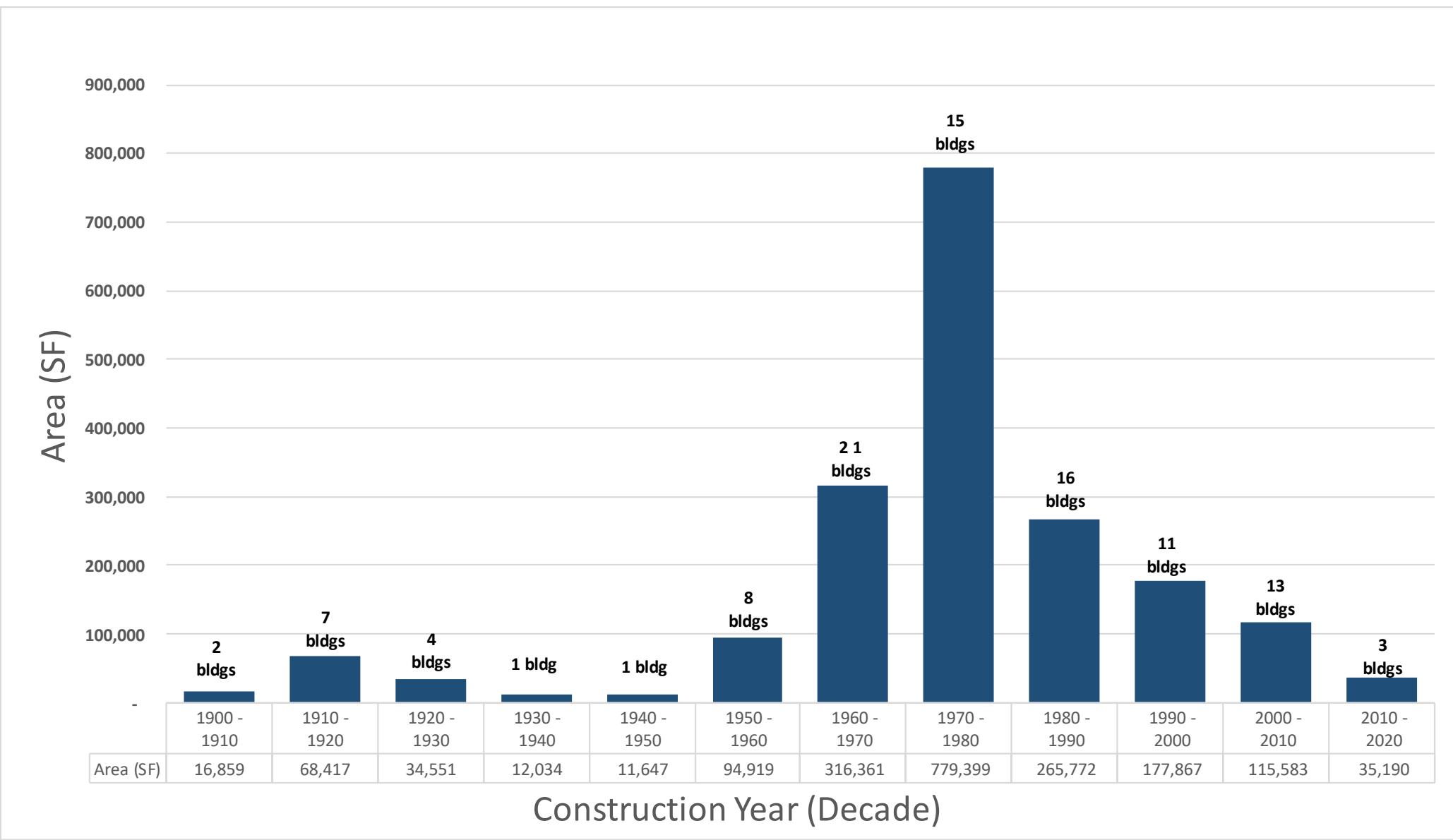
## IT Infrastructure including sorters, self-service equipment and on-line service delivery

- Replacement value - \$41 million

## Vehicle Fleet

- 44 vehicles (including 2 bookmobiles)
- Replacement value - \$4.2 million

# building age profile



# capital program development

## library planning framework

- TPL Service Delivery Model
- Digital Service Modernization
- TPL Facilities Master Plan
- Toronto Strong Neighbourhood Strategy 2020
- Building Condition Assessment
- Development opportunities
- Shared and joint use facilities
- Strategic planning research & consultation

## 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

# 2023-2032 capital budget and plan drivers and constraints

| Drivers   | Constraints                  |
|---|------------------------------|
| SOGR backlog<br>(Building Condition Assessment) | Toronto Green Standards      |
| AODA  | Supply chain challenges      |
| Council Priorities                              | Skilled labour shortages     |
| Shared and Joint Used Facilities                | High inflation on materials  |
| Population Growth                               | Construction costs increases |
| Facilities Master Plan                          | High interest rates          |
| Digital Service Modernization                   | Limited City debt funding    |
| IT Infrastructure Upgrade                       | City Planning approvals      |

# 2023-2032 capital budget and plan

## Summary (\$millions)

### FUNDED

Capacity to Spend Capital Budget and Plan  
 20 Building Projects  
 3 Technology-related Projects  
 Capacity to Spend Capital Budget and Plan

|   | 2023            |                 | 2023-2032        |                  |
|---|-----------------|-----------------|------------------|------------------|
|   | Gross           | Debt            | Gross            | Debt             |
| 20 Building Projects                      | \$34.622        | \$27.086        | \$446.678        | \$282.107        |
| 3 Technology-related Projects             | \$14.623        | \$13.672        | \$102.271        | \$82.320         |
| Capacity to Spend Capital Budget and Plan | <u>\$49.245</u> | <u>\$40.758</u> | <u>\$548.949</u> | <u>\$364.427</u> |

### UNFUNDED

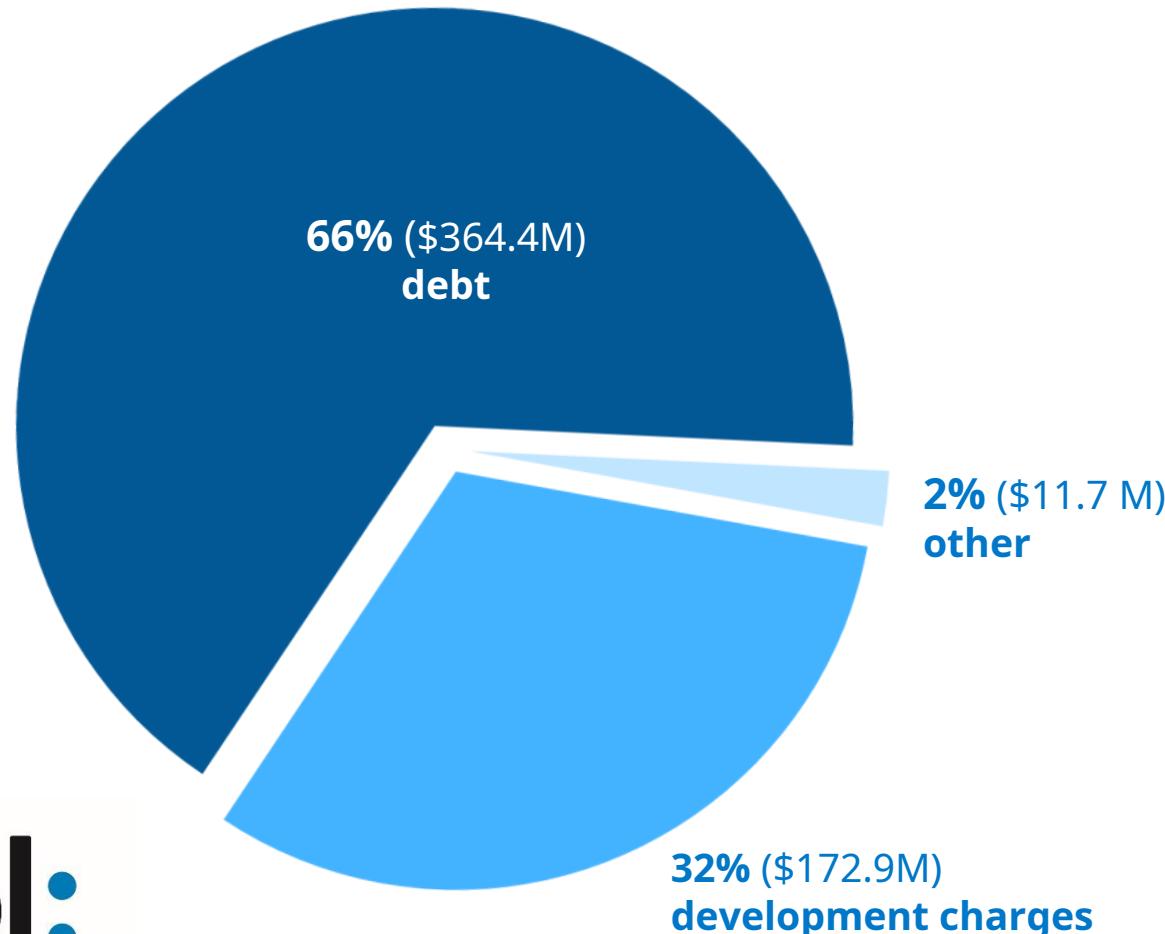
Capital Needs Constraints  
 2 projects with city partner  
 5 projects reprioritized from last year  
 Capital Needs Constraints

|   | 2023           |                | 2023-2032        |                 |
|---|----------------|----------------|------------------|-----------------|
|   | Gross          | Debt           | Gross            | Debt            |
| 2 projects with city partner            | -              | -              | \$56.546         | \$11.195        |
| 5 projects reprioritized from last year | -              | -              | \$145.845        | \$75.390        |
| Capital Needs Constraints               | <u>\$0.000</u> | <u>\$0.000</u> | <u>\$202.391</u> | <u>\$86.585</u> |

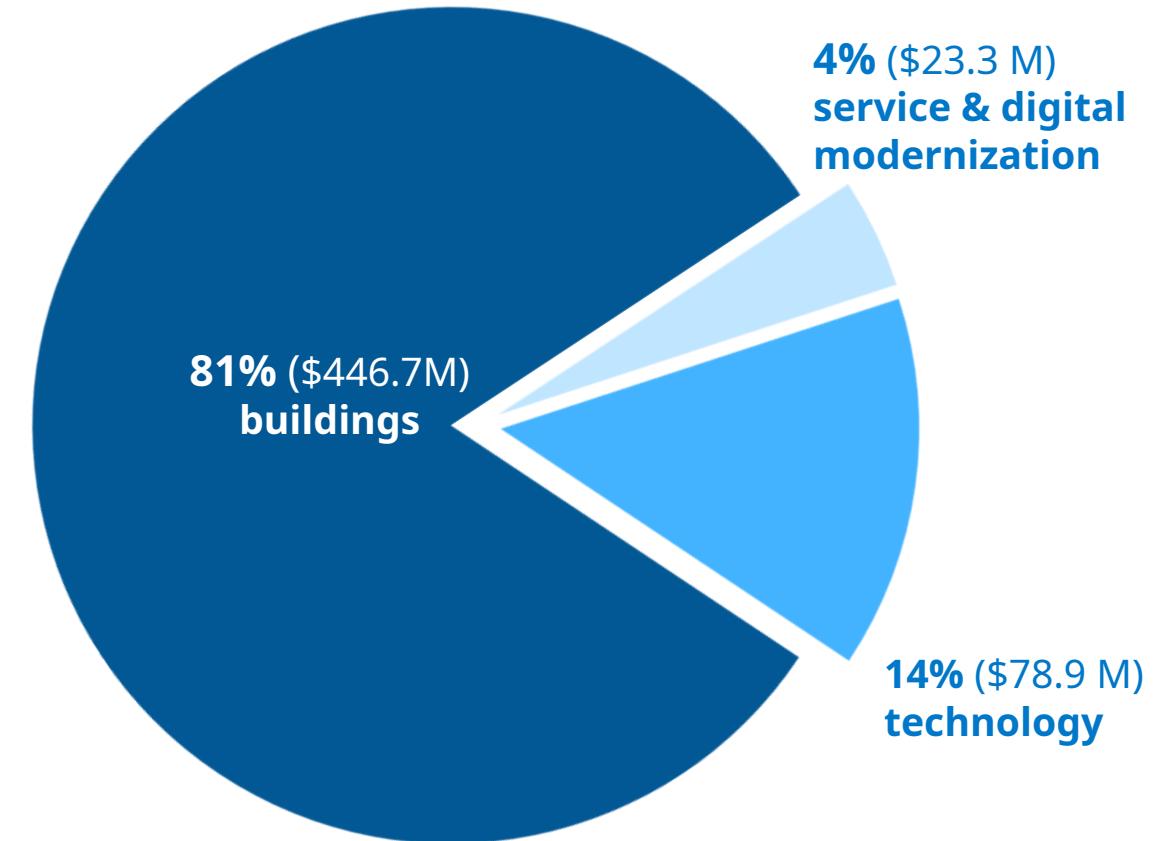
# 2023-2032 capital budget and plan

capacity to spend (funded): \$548.9 million

## where the money **comes from**



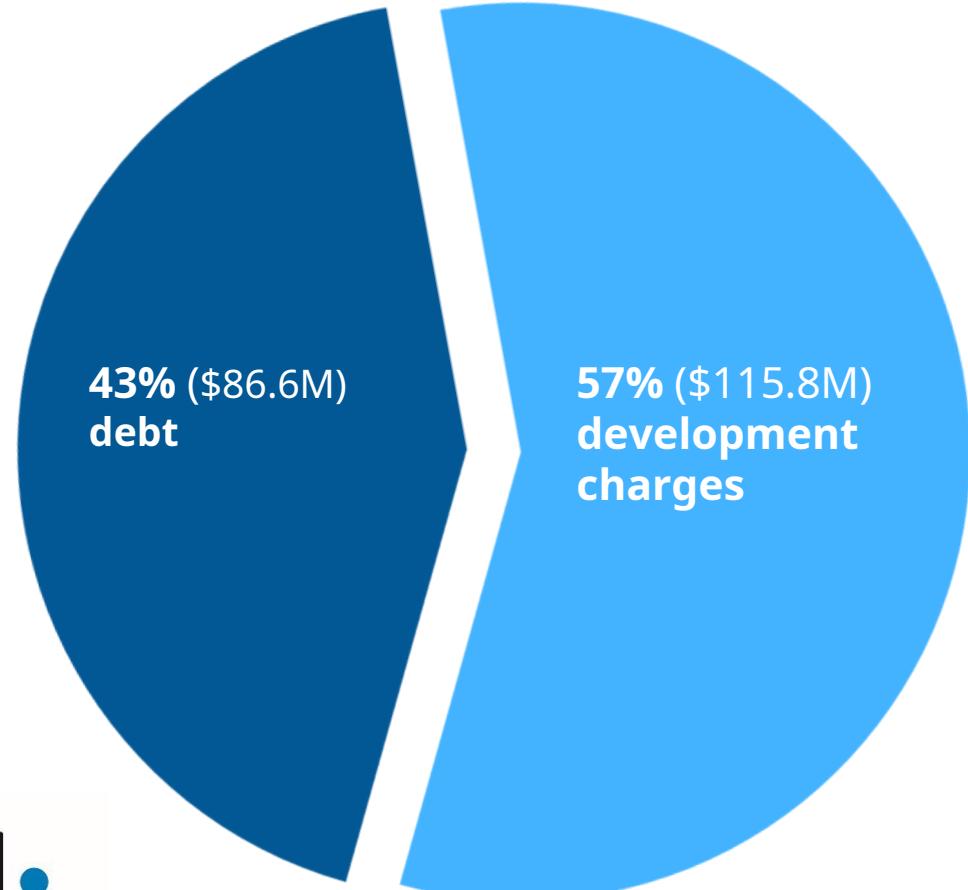
## where the money **goes**



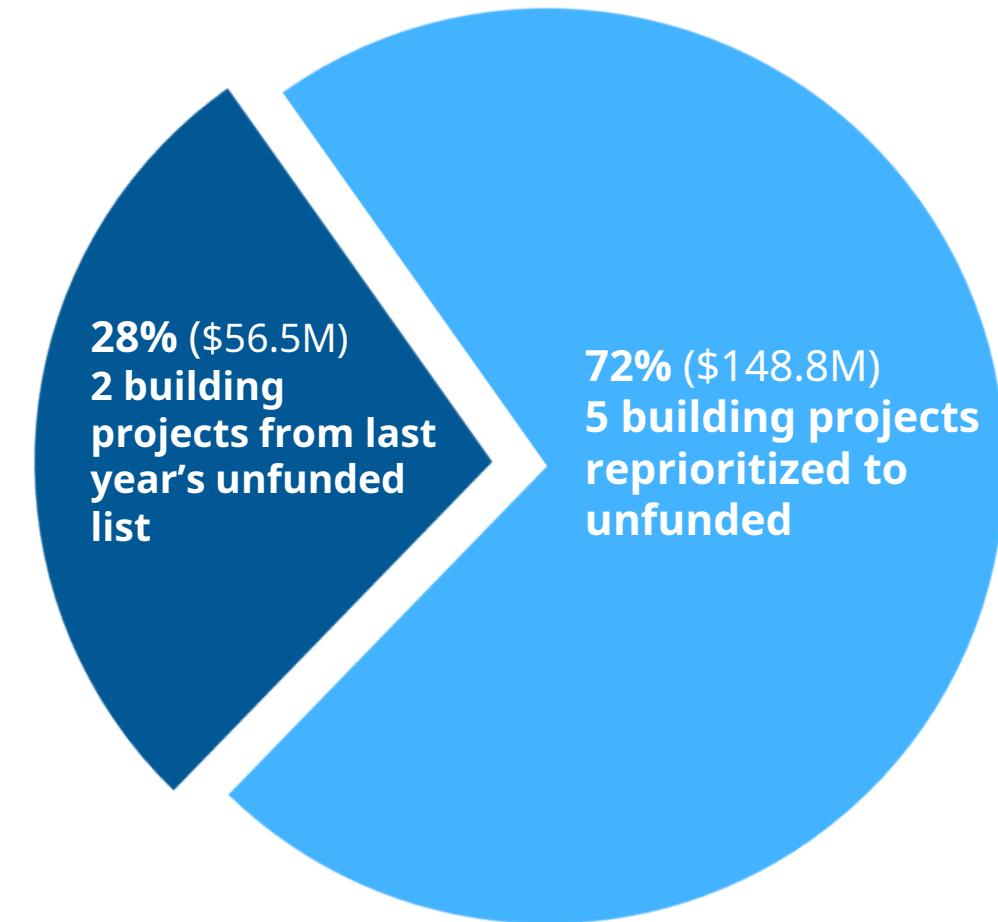
# 2023-2032 capital budget and plan

## capital needs constraints (unfunded): \$202.4 million

### funding sources



### projects



# 2023-2032 capital budget and plan challenges and issues

## City Debt Funding & Affordability

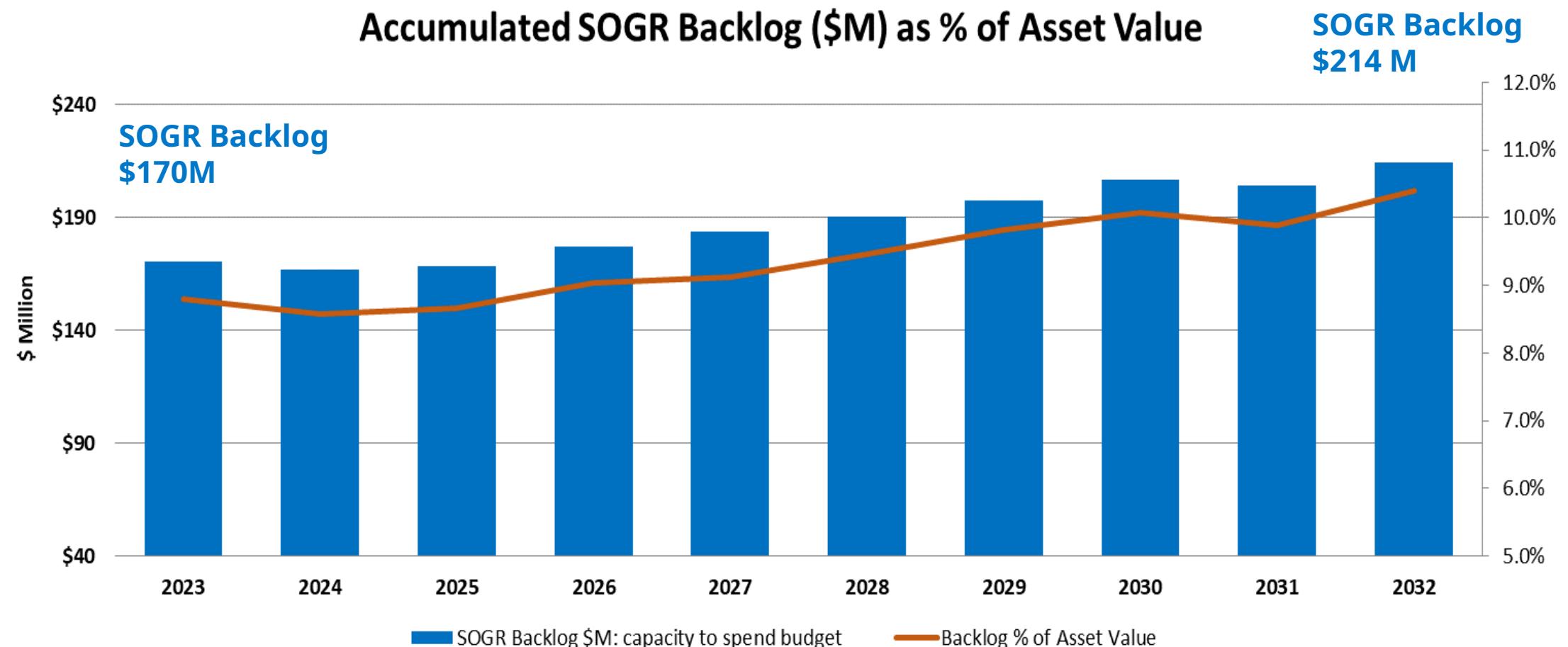
Many projects delayed and five projects moved to unfunded due to:

- Significant cost escalation due to COVID-19, supply chain challenges, rising inflation, high interest rates and skilled labour shortages
- Fixed amount of debt funding
- **Impact:** increase in SOGR and AODA backlog

## State Of Good Repair (SOGR) backlog & Accessibility for Ontarians with Disabilities Act (AODA) backlog

- Comprehensive Building Condition Assessment are conducted regularly
- Facility infrastructure SOGR backlog is estimated to grow to \$214 million by 2032
- AODA backlog is expected to decrease to \$42 million by 2032

# building state of good repair backlog challenges and issues



# 2023-2032 capital budget and plan challenges and issues

## Development Charges Funding

- The new DC By-Law and rates for collecting DC has been approved by Council
- The approved 10-year plan maximizes the use of DC funds
- DC funding is at risk given the Royal Assent of Bill 23, the More Homes Built Faster Act on November 28, 2022.

## Community Benefits Charge

- Council also adopted the Community Benefits Charge (CBC) By-Law – replacing Section 37
- The CBCs authorizes the City to collect against land to pay for the capital costs of facilities and services required as a result of development or redevelopment
- Further details on implementation of the new CBC authority will be brought to City Council in 2023

## Modernization and technology transformation

- Rapid changes in technology and digital landscape
- Aging infrastructure & rising technical debt
- Accelerating the digital services delivery model & financial/ resources implications
- Ongoing impact of COVID-19 & increasing cyber security threats
- Staff engagement and retention

# 2023 capital budget

total budget: \$49.2 million

## 2023 completion

York Woods,  
Ethennonnhawahstihnen'

## Continuing projects

Bridlewood, TRL,  
299 Campbell Ave. / Perth/Dupont

## Starting construction

Centennial, Dawes Road

## Planning/design

Etobicoke Civic Centre, Lillian H Smith,  
Pleasant View, St. Lawrence

## State of Good Repair renovations

## IT equipment replacement & digital services modernization

# 2023 capital budget



# 2023 capital budget



## no. 15 – 2023-2032 capital budget and plan adoption

**The City Librarian recommends that the Toronto Public Library Board:**

1. adopts the Council-approved 2023-2032 capital budget and plan of \$40.758 million debt (\$49.245 million gross) in 2023 and \$364.427 million debt (\$548.949 million gross) over 2023-2032; and
2. receives for information the Capital Needs Constraint, which includes seven unfunded projects totalling \$86.585 million debt (\$202.391 million gross).