



STAFF REPORT ACTION REQUIRED

2021-2030 Capital Budget and Plan Submission

Date:	October 19, 2020
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 2021-2030 capital budget and plan submission (including projected 2020 net carry forwards) of \$31.931 million debt (\$41.303 million gross) for 2021 and \$351.596 million debt (\$501.108 million gross) over 2021-2030, comprised of:

1. TPL's Capacity to Spend Capital Budget and Plan of \$31.931 million debt (\$41.303 million gross) in 2021 and \$332.180 million debt (\$435.828 million gross) over 2021-2030; and
2. TPL's Capital Needs Constraints of \$0 gross and debt in 2021 and \$19.416 million debt (\$65.280 million gross) over 2021-2030.

The Library's 10-year capital submission has been developed according to City guidelines while recognizing the financial challenges that have been created by COVID-19 and the strategic priorities described in the TPL Strategic Plan 2020-2024, which includes a focus on public space and digital inclusion & literacy. The Capital Plan builds and maintains welcoming public spaces that are accessible and inclusive, and leverages technology to expand access to services and improve digital experiences.

Based on the 2021 – 2030 Capacity to Spend Capital Budget and Plan, the state of good repair (SOGR) backlog is expected to grow from a current value of \$124.518 million to \$190.516 million by 2030, informed and updated by a Property Condition Assessment (PCA) completed in 2020.

Over the last five years, TPL's capital spending has averaged 85% of approved budget, which compares favourably with average spending levels across the City.

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.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the 2021-2030 capital budget and plan submission (including projected 2020 net carry forwards) of \$31.931 million debt (\$41.303 million gross) for 2021 and \$351.596 million debt (\$501.108 million gross) over 2021-2030, comprised of:
 - 1.1 32 projects, as detailed in Attachment 1, totalling \$31.931 million debt (\$41.303 million gross) in 2021 and \$332.180 million debt (\$435.828 million gross) over 2021-2030, which reflects TPL’s Capacity to Spend Capital Budget and Plan; and
 - 1.2 three projects, as detailed in Attachment 2, totalling \$0 gross and debt in 2021 and \$19.416 million debt (\$65.280 million gross) over 2021-2030 that reflects TPL’s Capital Needs Constraints and therefore are not funded.

FINANCIAL IMPACT

The 2021-2030 capital submission, as shown in Table 1 below, is comprised of funding for 32 projects that reflect TPL’s Capacity to Spend Capital Budget and Plan of \$332.180 million debt (\$435.828 million gross) and funding for three projects that reflect TPL’s Capital Needs Constraints of \$19.416 million debt (\$65.280 million gross).

Table 1: 2021 - 2030 Capital Budget and Plan Submission (\$ millions)

	2021			2021 - 2030		
	<u>Gross</u>	<u>Debt Funding</u>	<u>Non-Debt Funding</u>	<u>Gross</u>	<u>Debt Funding</u>	<u>Non-Debt Funding</u>
Capacity to Spend Capital Budget and Plan (attachment 1)	\$ 41.303	\$ 31.931	\$ 9.372	\$ 435.828	\$ 332.180	\$ 103.648
Capital Needs Constraints Budget and Plan (attachment 2)	\$ -	\$ -	\$ -	\$ 65.280	\$ 19.416	\$ 45.864
Total Budget Submission	\$ 41.303	\$ 31.931	\$ 9.372	\$ 501.108	\$ 351.596	\$ 149.512

Table 2 below details the non-debt funding of \$149.512 million included in the gross 10-year capital plan request.

Table 2: 2021 - 2030 Capital Budget and Plan Funding Sources Submission (\$ millions)

	2021				2021 - 2030			
	Capacity to Spend	Capital Needs Constraints	Total \$	Total %	Capacity to Spend	Capital Needs Constraints	Total \$	Total %
Funding Sources								
Debt	\$ 31.931		\$ 31.931	77.3%	\$ 332.180	\$ 19.416	\$ 351.596	70.2%
Non-Debt								
Development Charges	\$ 5.704	\$ -	\$ 5.704	13.8%	\$ 90.623	\$ 45.864	\$ 136.487	27.2%
Contribution from Operating	\$ 0.400		\$ 0.400	1.0%	\$ 5.200		\$ 5.200	1.0%
Section 37 / 45 Funding	\$ 2.541		\$ 2.541	6.2%	\$ 4.759		\$ 4.759	1.0%
City Reserves	\$ -		\$ -	0.0%	\$ 1.100		\$ 1.100	0.2%
Other Funding	\$ 0.727		\$ 0.727	1.8%	\$ 1.966		\$ 1.966	0.4%
Total Non-Debt	\$ 9.372	\$ -	\$ 9.372	22.7%	\$ 103.648	\$ 45.864	\$ 149.512	29.8%
Total Capital Budget	\$ 41.303	\$ -	\$ 41.303	100.0%	\$ 435.828	\$ 65.280	\$ 501.108	100.0%
Incremental Operating Impacts	\$ 0.275	\$ -	\$ 0.275		\$ 6.691	\$ 0.551	\$ 7.242	
FTE	2.0	-	\$ 2.0		24.0	4.0	\$ 28.0	

The 2021-2030 capital submission, if approved, would have an impact on the operating budget as is summarized in Table 3 below. The 2021 operating impact of \$0.275 million (2.0 FTE) has been included in the 2021 operating budget submission.

Table 3: 2021 - 2030 Operating Budget Impact of Capital

	2021		2021 - 2030	
	FTEs	\$ millions	FTEs	\$ millions
Capacity to Spend Capital Budget and Plan	2.0	\$ 0.275	24.0	\$ 6.691
Capital Needs Constraints Budget and Plan	-	\$ -	4.0	\$ 0.551
Total Budget Submission	2.0	\$ 0.275	28.0	\$ 7.242

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 2021-2030 capital budget and plan supports TPL's strategic plan, in particular: provide quality, accessible & inclusive public spaces; increase access to technology & digital literacy; and deliver exceptional customer experiences.

TPL's 2021-2030 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 2021-2030 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 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.

DECISION HISTORY

At the meeting on June 22, 2020, the Library Board received for information the [2021 - 2030 Capital Budget and Plan Preview](#) highlighting potential changes from the 2020-2029 Council-approved 10-year plan.

ISSUE BACKGROUND

TPL's Council-approved [2020-2029 Capital Budget and Plan](#) is \$317.999 million debt (\$416.414 million gross) over 2020-2029, which was a significant increase of \$100.090 million or 32% over the prior year 10-year plan to help TPL fund technology and building needs.

Over the summer, the City released the 2021–2030 Capital Budget Guidelines and Instructions and staff developed the capital submission following these guidelines and using TPL's planning framework for developing the capital program for library buildings.

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;
- additional open hours; and
- two future branches including Etobicoke Civic Centre and Port Lands.

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 2021 the 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 our staff and customers' evolving needs and achieve our strategic priorities.

Facilities Master Plan

The Library has a facilities master plan (FMP) that informs capital investment decisions over the 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 modern 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 real estate strategy.

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.

COMMENTS

2021-2030 Capital Budget and Plan Submission

In response to the City's 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;
6. Minimizes the operating impact of the capital program; and
7. Makes progress on TPL's digital strategy and lifecycle replacement of technology assets.

The 10-year budget and plan funding request includes funding of \$322.180 million debt (\$435.828 million gross) for 32 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: \$351.361 million for building projects; and \$84.467 million for technology-related projects, including back office support and customer service enhancements.

There are three building projects that are joint projects with other City Divisions/Agencies that are currently unfunded (i.e. Capital Needs Constraints), totalling \$19.416 million debt (\$65.280 million gross).

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 approved 2020-2029 capital budget and plan:

- **2020 Carry Forwards** – As per City budget instructions, the 2021-2030 budget submission must incorporate projected carry forward of previously approved projects. TPL projects that ten capital projects will be under-spent at year-end, totalling \$5.826 million gross to be carried forward to 2021.
- **Scope and Costing changes** – Changes to the scope of projects have impacts on total cost and funding sources. Significant changes from last year's approved 10-year plan include:
 - Albert Campbell – Project cost increased \$2.277 million gross due to higher construction costs and associated architect fees.
 - Dawes Road – Project cost increased \$4.769 million gross to reflect the costs of acquiring the condominium units and the neighbouring property.
 - Mall Branch – Project cost increased \$1.275 million gross, mostly funded by third party funding, due to a larger size. Timing has been extended to 2023. The name of the branch will be released at a later date.
 - Technology Asset Management Program - Project cost increased \$1.000 million gross for investment in TPL's technology infrastructure, digital products and services offset by a funding shift from capital to operating as part of the Digital Services Modernization initiative.
 - Multi Branch Renovations – Funding decreased by \$22.302 million over the 10-year plan as costs have been re-allocated to three projects (Parkdale, Etobicoke Civic Centre and Lillian H. Smith) moved from prior year unfunded needs budget submission to the current funded 10-year plan.
 - Service Modernization – Project cost increased by \$1.618 million gross over 2022-2023.
 - Toronto Reference Library – Funding increased by \$0.750 million gross for additional SOGR work.
- **New Projects** – four new projects have been added to the 10-year capital plan:
 - Parkdale – Renovation and expansion project moved from prior year unfunded needs budget submission with construction starting in 2026.

- Lillian H. Smith – Construction phase of the renovation and expansion project moved from prior year unfunded needs budget submission starting in 2027.
 - Etobicoke Civic Centre – New construction project moved from prior year unfunded needs budget submission with construction to start in 2024.
 - Deer Park – Planning phase has been added as a new project for a potential relocation and expansion of the branch as part of a mixed-use development. A [motion](#) was adopted at the October 8, 2020 Budget Committee meeting directing that excess funds from the development be directed towards addressing the Toronto Public Library state of good repair backlog, subject to the cost of delivering other city building opportunities as may be identified through the public consultation process and discussions with the local Councillor.
- **Timing changes** – A number of projects have adjusted or extended timelines based on the most current information available. These include: North York Central, Centennial, York Woods, Dawes Road, Northern District, Richview, Mall Branch, Maryvale, Barbara Frum, Lillian H. Smith, Parliament Street, Sanderson, St. Lawrence, Mimico Centennial and Port Lands.

Capital Needs Constraints

There are three projects that have City partners and are not included within TPL's Capacity to Spend Capital Budget and Plan and are therefore unfunded and shown as Capital Needs Constraints. The three projects are City Hall Relocation and Expansion, Danforth/Coxwell Relocation and Expansion, and the construction phase of the St. Lawrence Relocation and Expansion project totalling \$0 gross and debt in 2021 and \$19.416 million debt (\$65.280 million gross) over 2021-2030. All of these projects involve moving an existing branch to another location and involve other city partners.

Challenges and Issues

COVID-19 Impacts

The impact of COVID-19 and the City's recovery could have a major impact of the 2021 Budget process. There are uncertainties caused by COVID-19 as the City continues to deal with unprecedented budget pressures.

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, with an accelerated pace in 2020 due to COVID-19. 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 capital submission has \$84.467 million gross funding for technology-related projects over the 10 years to implement modernization initiatives in addition to fulfilling our asset replacement strategy.

The budget 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.

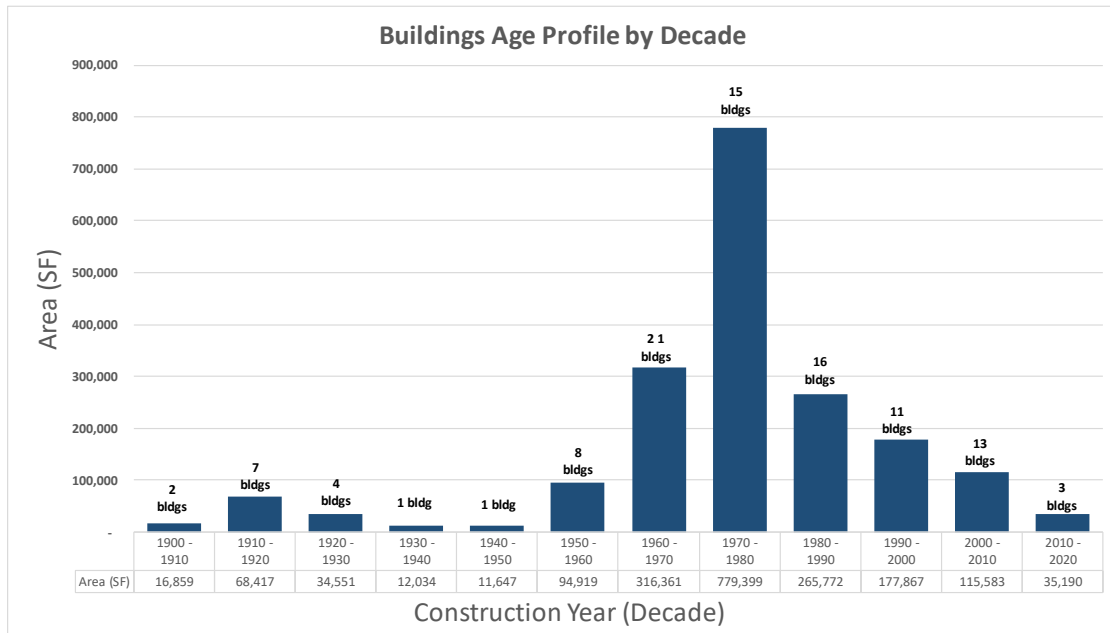
Bill 197

Bill 108, *More Homes, More Choices Act* received Royal Assent in June 2019 and changed municipal revenue generating powers under the Development Charges (DC) Act, and Sections 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 37/42 funding from developers and would have been replaced by a new Community Benefits Charge (CBC). Following months of consultations and work on the associated regulations, the Government of Ontario made further legislative changes to the Planning Act in Bill 197, *COVID-19 Economic Recovery Act, 2020*.

Bill 197 has reversed most of the changes to the DC Act contained in Bill 108. Public libraries will continue to be eligible for DC funding for buildings and library materials. Furthermore, the statutory 10% discount on DC funding which necessitated finding alternative funding sources in addition to DCs for growth projects has been removed from the legislation; which essentially increases potential DC funding for the library. The elimination of Section 37 for libraries remains but the impact of this on library funding is still being determined. The 2021-2030 capital submission fully maximizes the DC funds that have been received as well as the projected reserve fund balance under the current City of Toronto DC By-law.

Aging Assets

A total of 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.

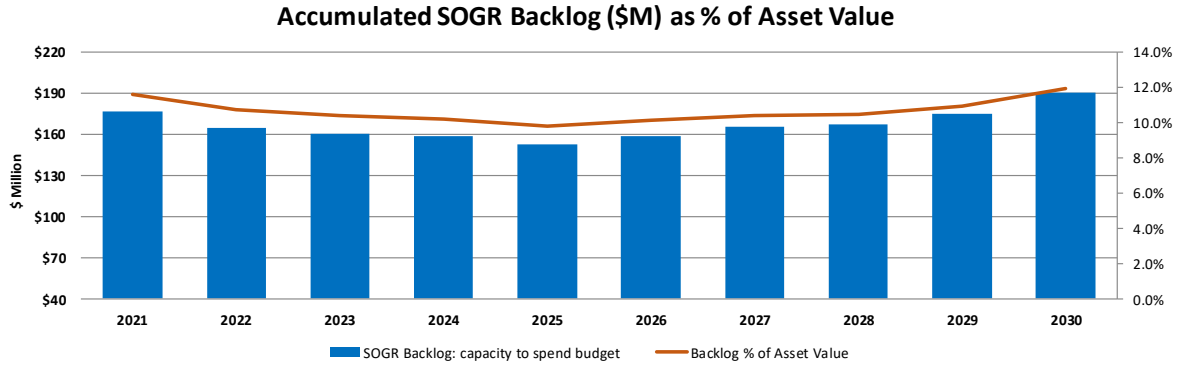


While on-going lifecycle facility maintenance is part of the current TPL capital program, the age of the portfolio will continue to be a growing challenge and require increased capital investment on a go forward basis. Neglecting such maintenance could result in material deterioration of facilities, 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 submission of \$351.361 million gross funding will help address these SOGR needs over the 10-year period, including \$22.3 million capital investment for the Toronto Reference Library to address the ongoing SOGR backlog.

SOGR Backlog

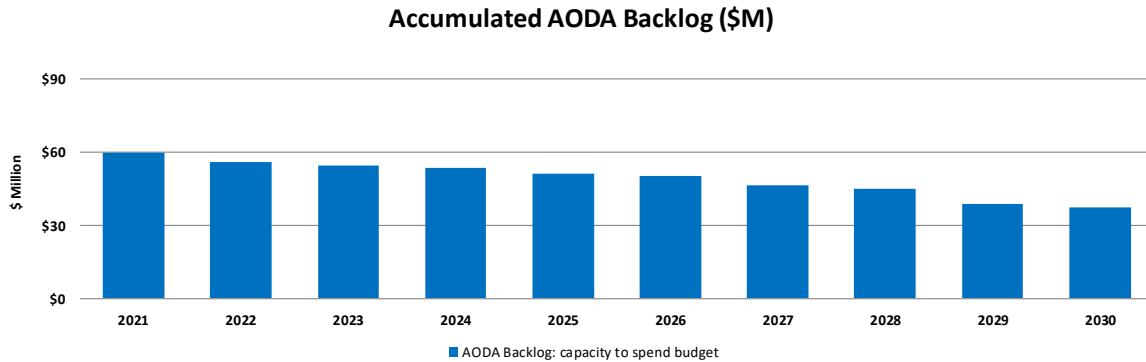
A comprehensive Property Condition Assessment (PCA) was completed in 2020, performed by an external firm. The PCA provided a thorough assessment of the building envelope (e.g. windows, brick deterioration, sealant, roofing), mechanical systems (e.g. heating and cooling, elevators), plumbing and other utilities, lighting, furnishings and finishes, wall and floor coverings, site work (e.g. parking lot paving), fire and life-safety systems and recommended replacement/repair based on industry standards for lifecycle replacement. The PCA indicates more SOGR funding requirements than previously identified over the next 10 years to address an aging facilities infrastructure. Based on the current 10-year Capacity to Spend Capital Budget

and Plan, at the end of 10 years the SOGR backlog will increase from \$124.518 million to \$190.516 million. TPL staff will analyze and prioritize the PCA results and address critical items within the available budgets in 2021 and future years.



AODA Compliance Backlog

The PCA also included requirements under the Accessibility for Ontarians with Disabilities Act (AODA) and identified an accumulated AODA compliance backlog of \$62.221 million at the end of 2020. Over the 10-year period, the AODA backlog is expected to decrease to \$37.070 million by 2030.



2021 Capital Budget Submission Timetable

Activity	Schedule
Board Meeting	October 19, 2020
Administrative Review – City Finance, CFO, City Manager	October 22, 2020
Budget Committee Informal Reviews	Early November 2020 - TBD
Staff Recommended Budget	November 13, 2020
Board Meeting	November 16, 2020
Political Reviews (Confirmation Outstanding – Estimated Timeframe ONLY Below)	
Budget Launch - Budget Committee	Targeting Launch in early/mid-January Dates to be confirmed
Budget Committee Review	
Public Presentations - Budget Committee	
Budget Committee Wrap-Up	
Budget Committee Final Wrap-Up	
Executive Committee	
City Council	

Due to COVID-19, it is possible that adjustments to the fall/winter political schedule may change.

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 Capital Plan builds and maintains welcoming public spaces that are accessible and inclusive and leverages technology to expand access to services and improve digital experiences.

TPL has achieved a five-year average capital spending rate of 85%, consistently of 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

Vickery Bowles
City Librarian

ATTACHMENTS

- Attachment 1: 2021-2030 Capital Budget and Plan Submission – Capacity to Spend Capital Budget and Plan
- Attachment 2: 2021-2030 Capital Budget and Plan Submission – Capital Needs Constraints

TORONTO PUBLIC LIBRARY
2021 - 2030 Capital Budget and Plan - Gross and Debt Funding
Capacity to Spend Capital Budget and Plan
(\$millions)

	PROJECT INFORMATION					GROSS										DEBT													
	Cost Est.	Develop. Charges	S. 37/ 45/ Reserves	Other Funding	Debt	2021 (incl cfwd \$5.826)	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021 - 2030 (incl cfwd)	2021 (incl cfwd \$3.622)	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021 - 2030 (incl cfwd)		
Technology Projects																													
1	Tech Asset Mgmt Prg (TAMP)	55.415	2.452	-	4.000	48.963	4.673	5.014	5.451	5.802	5.776	6.815	5.236	5.391	5.550	5.707	55.415	4.222	4.570	5.051	4.703	5.326	5.684	4.786	4.563	5.150	4.908	48.963	
2	Service Modernization and Transformation	13.758	0.479	-	-	13.279	1.675	1.860	1.886	1.104	1.131	1.160	1.189	1.218	1.249	1.286	13.758	1.675	1.860	1.886	0.999	1.070	1.104	1.114	1.191	1.209	1.171	13.279	
3	Digital Experiences (DXP)	15.000	10.457	-	-	4.543	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500	15.000	0.225	0.870	1.078	-	0.480	0.225	0.480	0.225	0.480	0.480	4.543	
4	Integrated Payment Solutions	2.250	0.098	-	-	2.152	0.100	-	-	-	-	-	-	-	-	-	0.100	0.100	-	-	-	-	-	-	-	-	-	0.100	
5	Answerline & Community Space Rental Modernization	1.400	0.061	-	-	1.339	0.194	-	-	-	-	-	-	-	-	-	0.194	0.194	-	-	-	-	-	-	-	-	-	0.194	
	Total Technology Projects	87.823	13.547	-	4.000	70.276	8.142	8.374	8.837	8.406	8.407	9.475	7.925	8.109	8.299	8.493	84.467	6.416	7.300	8.015	5.702	6.876	7.013	6.380	5.979	6.839	6.559	67.079	
Building Projects																													
6	Multi-Branch Renovation Program (SOGR)	68.312	4.459	1.837	-	62.016	7.561	7.532	6.439	6.730	6.293	6.440	6.560	6.760	6.917	7.080	68.312	6.320	7.121	6.176	5.549	6.071	5.842	5.780	6.162	6.281	6.714	62.016	
7	Albert Campbell	20.216	0.766	-	-	19.450	6.059	5.963	1.059	-	-	-	-	-	-	-	13.081	6.059	5.666	1.059	-	-	-	-	-	-	-	-	12.784
8	Bayview-Bessarion	15.322	5.073	-	0.580	9.669	4.502	2.900	-	-	-	-	-	-	-	-	7.402	2.533	2.188	-	-	-	-	-	-	-	-	-	4.721
9	Centennial	11.927	3.438	-	0.168	8.321	-	1.544	5.659	4.222	-	-	-	-	-	-	11.425	-	1.544	5.659	0.951	-	-	-	-	-	-	-	8.154
10	Dawes Road	24.593	9.183	-	1.200	14.210	0.436	0.435	4.000	5.164	5.355	3.898	-	-	-	-	19.288	0.436	0.435	3.600	4.201	1.665	2.316	-	-	-	-	12.653	
11	Mall Branch	7.299	2.360	-	1.000	3.939	0.095	3.669	3.530	-	-	-	-	-	-	-	7.294	-	2.218	1.721	-	-	-	-	-	-	-	-	3.939
12	Maryvale	2.749	1.345	-	0.822	0.582	1.618	1.101	-	-	-	-	-	-	-	-	2.719	-	0.582	-	-	-	-	-	-	-	-	-	0.582
13	North York Central Phase 2	12.718	0.931	-	-	11.787	1.205	-	-	-	-	-	-	-	-	-	1.205	1.159	-	-	-	-	-	-	-	-	-	-	1.159
14	Northern District - Streetscaping	0.990	-	0.990	-	-	0.442	0.495	-	-	-	-	-	-	-	-	0.937	-	-	-	-	-	-	-	-	-	-	-	-
15	Northern District	13.055	1.168	-	-	11.887	0.100	0.151	2.527	5.320	4.957	-	-	-	-	-	13.055	0.080	0.151	2.527	5.320	3.809	-	-	-	-	-	-	11.887
16	TRL	22.323	0.652	-	-	21.671	3.323	2.500	2.500	2.000	2.000	2.000	2.000	2.000	2.000	2.000	22.323	3.284	2.500	2.500	2.000	1.872	1.962	1.850	1.982	1.901	1.820	-	21.671
17	Wychwood	15.796	6.443	1.500	1.400	6.453	3.616	2.468	-	-	-	-	-	-	-	-	6.084	2.501	2.468	-	-	-	-	-	-	-	-	-	4.969
18	York Woods	11.758	1.714	-	-	10.044	3.694	-	-	-	-	-	-	-	-	-	3.694	2.633	-	-	-	-	-	-	-	-	-	-	2.633
19	Weston	12.068	1.031	-	-	11.037	0.159	0.482	-	4.198	4.598	2.631	-	-	-	-	12.068	0.159	0.482	-	4.198	4.598	1.600	-	-	-	-	-	11.037
20	Etobicoke Civic Centre	29.859	26.523	-	-	3.336	0.351	1.065	-	5.283	8.852	8.889	5.419	-	-	-	29.859	0.351	0.141	-	2.844	-	-	-	-	-	-	-	3.336
21	Richview	3.546	0.018	-	-	3.528	-	1.219	1.037	1.054	-	-	-	-	-	-	3.310	-	1.219	1.037	1.054	-	-	-	-	-	-	-	3.310
22	Deer Park	0.144	-	-	0.144	-	-	0.144	-	-	-	-	-	-	-	-	0.144	-	-	-	-	-	-	-	-	-	-	-	-
23	High Park	9.183	0.818	-	-	8.365	-	0.121	0.368	-	1.967	3.978	2.749	-	-	-	9.183	-	0.087	0.368	-	1.967	3.978	1.965	-	-	-	-	8.365
24	Barbara Frum	13.639	1.162	0.004	-	12.473	-	-	0.178	0.539	3.090	3.746	4.437	1.649	-	-	13.639	-	-	0.178	0.539	3.090	3.746	3.271	1.649	-	-	-	12.473
25	Parkdale	32.705	7.951	-	-	24.754	-	-	0.089	0.253	-	7.271	8.675	8.288	8.129	-	32.705	-	-	0.089	0.253	-	4.856	7.319	6.003	6.234	-	-	24.754
26	Perth / Dupont - 299 Campbell Avenue	4.925	1.073	1.055	1.100	1.697	-	-	1.266	3.619	-	-	-	-	-	-	4.885	-	-	1.266	0.431	-	-	-	-	-	-	-	1.697
27	St.Lawrence	0.374	-	-	-	0.374	-	-	0.374	-	-	-	-	-	-	-	0.374	-	-	0.374	-	-	-	-	-	-	-	-	0.374
28	Lillian H. Smith	39.704	8.451	-	-	31.253	-	-	-	0.240	0.714	-	7.406	8.186	7.754	7.720	32.020	-	-	-	0.240	0.507	-	4.624	4.822	5.656	7.720	-	23.569
29	Parliament Street	24.598	5.884	-	-	18.714	-	-	-	0.291	0.883	-	-	4.143	5.762	6.983	18.062	-	-	-	0.291	0.730	-	-	0.534	3.640	6.983	-	12.178
30	Sanderson	12.726	1.145	-	-	11.581	-	-	-	-	0.168	0.510	-	4.296	3.906	3.846	12.726	-	-	-	-	0.108	0.510	-	3.214	3.903	3.846	-	11.581
31	Mimico Centennial	21.207	3.310	-	-	17.897	-	-	-	-	-	-	0.262	0.795	-	3.389	4.446	-	-	-	-	-	0.232	0.795	-	3.389	-	4.416	
32	Port Lands New Construction	22.461	19.524	-	-	2.937	-	-	-	-	-	-	-	-	0.278	0.843	1.121	-	-	-	-	-	-	-	-	-	0.843	-	0.843
	Total Building Projects	454.197	114.422	5.386	6.414	327.975	33.161	31.789	29.026	38.913	38.877	39.363	37.508	36.117	34.746	31.861	351.361	25.515	26.802	26.554	27.871	24.417	24.810	25.041	25.161	27.615	31.315	265.101	
33	Capital Budget within TPL's Capacity to Spend	542.020	127.969	5.386	10.414	398.251	41.303	40.163	37.863	47.319	47.284	48.838	45.433	44.226	43.045	40.354	435.828	31.931	34.102	34.569	33.573	31.293	31.823	31.421	31.140	34.454	37.874	332.180	
	CITY DEBT TARGET																	31.931	34.102	34.569	33.573	31.293	31.823	31.421	31.140	34.454		294.306	

TORONTO PUBLIC LIBRARY
2021 - 2030 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
	PROJECT INFORMATION					GROSS										DEBT											
PROJECT NAME	Cost Est.	Develop. Charges	S. 37/ 45/ Reserves	Other Funding	Debt	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
1 Danforth/Coxwell Relocation and Expansion	17.642	9.343			8.299	-	0.226	0.685	-	5.574	5.311	4.023	1.823	-	-	17.642	-	-	0.091	-	1.869	2.621	2.020	1.698	-	-	8.299
2 City Hall Relocation and Expansion	16.130	11.835	-	-	4.295	-	0.265	0.273	2.221	4.045	4.892	4.434	-	-	-	16.130	-	-	0.053	-	0.720	0.939	2.583	-	-	-	4.295
3 St. Lawrence Relocation and Expansion	31.508	24.686	-	-	6.822	-	-	-	-	-	6.477	7.805	8.952	8.274	-	31.508	-	-	-	-	-	0.620	1.059	1.240	3.903	-	6.822
Total Projects in Capital Needs Constraints	65.280	45.864	-	-	19.416	-	0.491	0.958	2.221	9.619	16.680	16.262	10.775	8.274	-	65.280	-	-	0.144	-	2.589	4.180	5.662	2.938	3.903	-	19.416



2021-2030 Capital Budget and Plan Submission

Toronto Public Library Board

October 19, 2020



Budget Background and Context

2021 Operating Budget

2021-2030 Capital Budget and Plan

2021 Budget Timeline

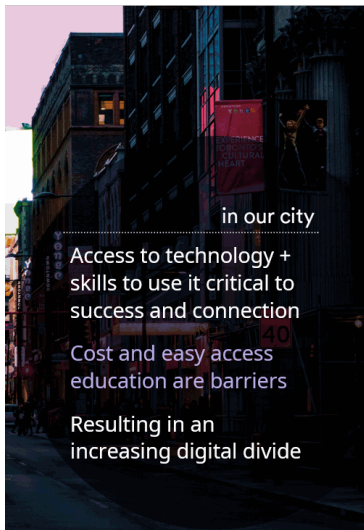


in our city

Lack of easy access to free public space

Social isolation and lack of community connection

Needed refuge from social, economic, climate and tech disruption



in our city

Access to technology + skills to use it critical to success and connection

Cost and easy access education are barriers

Resulting in an increasing digital divide



in our city

Nature of work is changing

Increasing need for reskilling, upskilling

Need flexible ways to access tools to develop new skills



C

in our city

Unequal access to information + the ability to critically assess it

Increasing political, social divide

Need opportunities for open respectful discourse to hear, debate and learn from others



in our city

Public service operating in an increasingly complex environment

Customer expectations + technology + social divides = new/changing services

Staff supports & training critical to service excellence

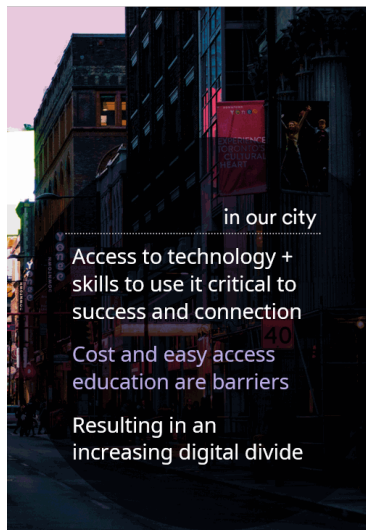
1 Opening up our public space

2 Broadening Toronto's digital access and inclusion

3 Building pathways for workforce development

4 Providing the vital ingredients for a democratic society

5 Investing in staff and an innovative service culture



1 Opening up our public space

2 Broadening Toronto's digital access and inclusion

3 Building pathways for workforce development

4 Providing the vital ingredients for a democratic society

5 Investing in staff and an innovative service culture

Support an inclusive **economic recovery** as part of the City's reopening, recovery and rebuild strategy

Provide **affordable, accessible and resilient digital supports** as a public service for all by accelerating tpl's digital strategy and modernizing our digital capabilities



Advance **equity in the city and workplace** supporting the shared outcomes of the City's equity strategies, with a particular focus on Poverty Reduction

2020 partnerships & community supports

- **Food Security**
 - ~ Food banks in library branches (over 40,000 individuals to date)
- **Literacy & Learning**
 - ~ Free books with food hampers (over 4,000 for children and teens)
 - ~ Free books to City shelters
 - ~ Online Adult Literacy service
 - ~ Online school outreach
- **Digital Access & Inclusion**
 - ~ Internet Connectivity Kits
 - ~ WiFi Hotspot Lending
 - ~ WiFi on Wheels
 - ~ Branch WiFi
- **Social Inclusion & Engagement**
 - ~ Seniors wellness checks
 - ~ Bloom Cam
 - ~ PRESTO card distribution
 - ~ TORR Art Installations
 - ~ StrollTO

library spaces & services: more important than ever

- Consultation with 1,457 voices from Indigenous populations, equity-seeking groups, vulnerable populations
- **Asked what services, supports and programs they need urgently in the next 0 – 6 months.**

62% parks & public spaces

53% reliable & safe transit

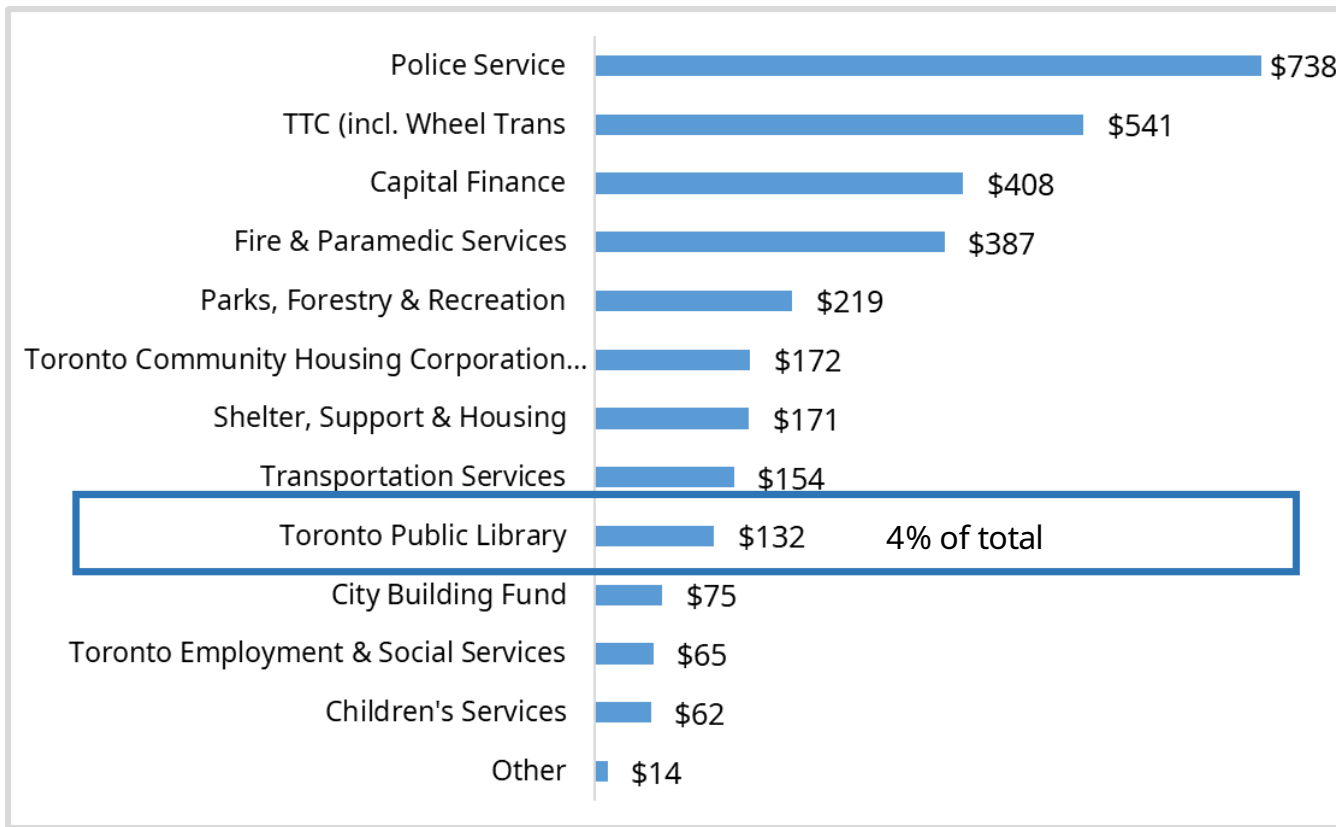
52% **access to libraries
& library services**

48% spaces for people to meet safely in communities or to deliver important community programs and services in person or virtually

47% income supports

47% recreation facilities or programs

2020 average property tax dollars



Based on an average tax bill of \$3,141

collections (march – august)



E-Circulation

(OverDrive, Hoopla, RB Digital, Kanopy)

5,405,770

total checkouts +
circulation + plays

74,500

new users



E-Learning

(Lynda, BrainFuse, Mango Languages, Gale Courses)

411,793

sessions



E-Newspapers

(PressReader, NYTimes, Toronto Star archive, Globe & Mail archive)

155,799

click-throughs



Digital Archives + Other Web databases

(Ancestry, Consumer Reports, JSTOR, Academic OneFile)

1,737,830

pageviews

378,831

sessions

447,067

searches

library card registrations (april – august)



520 city of toronto
employee registrations

30,447 Instant digital card
(Overdrive) registrations

online programming (may – august)

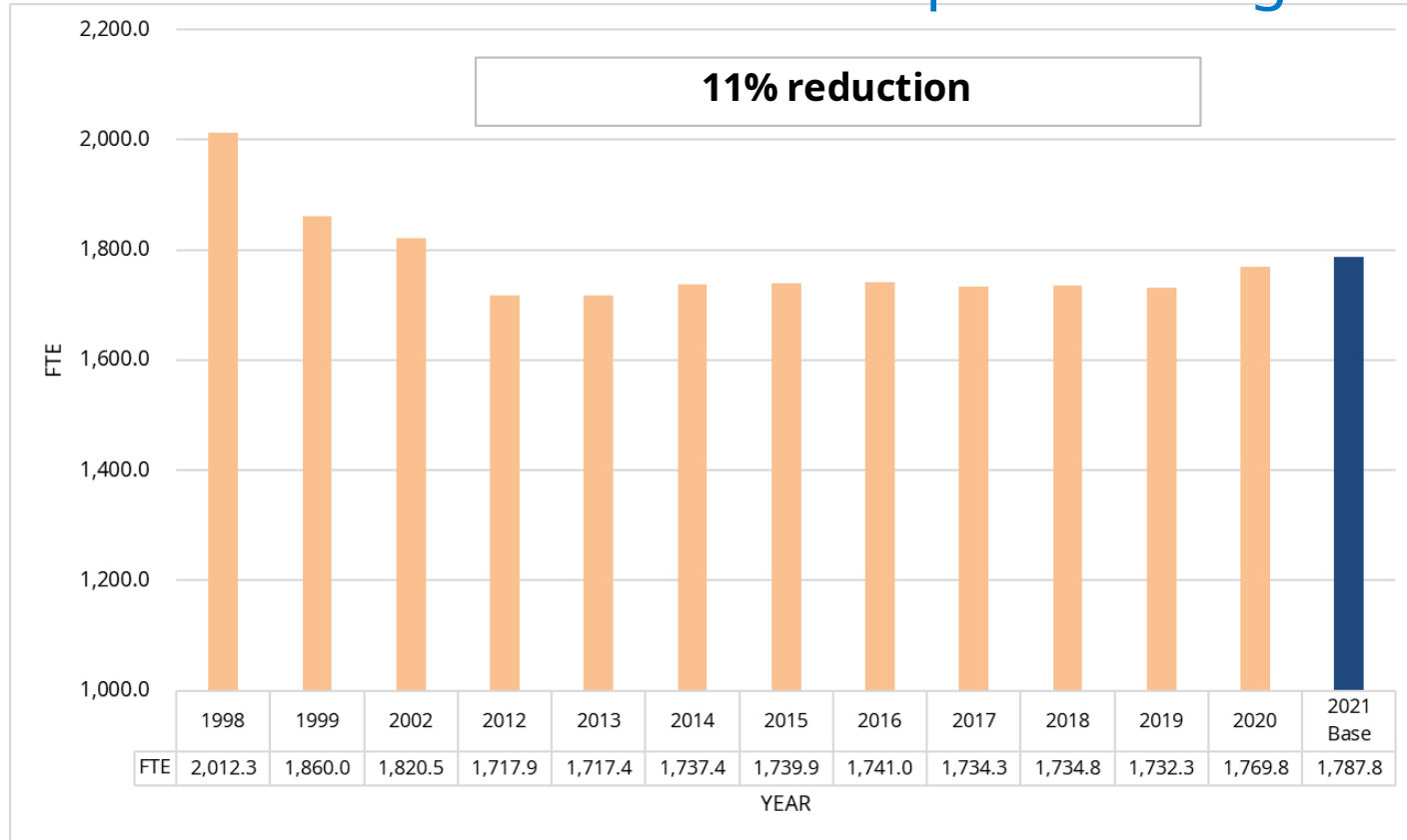


429 programs
delivered

30,557 attendees /
views

history of staff changes

increased service despite staffing reductions





2021-2030 capital budget & plan

No. 15 – 2021-2030 Capital Budget and Plan Submission

The City Librarian recommends that the Toronto Public Library Board:

1. approves the 2021-2030 capital budget and plan submission (including projected 2020 net carry forwards) of \$31.931 million debt (\$41.303 million gross) for 2021 and \$351.596 million debt (\$501.108 million gross) over 2021-2030, comprised of:
 - 1.1 32 projects, as detailed in Attachment 1, totalling \$31.931 million debt (\$41.303 million gross) in 2021 and \$332.180 million debt (\$435.828 million gross) over 2021-2030, which reflects TPL's Capacity to Spend Capital Budget and Plan; and
 - 1.2 three projects, as detailed in Attachment 2, totalling \$0 gross and debt in 2021 and \$19.416 million debt (\$65.280 million gross) over 2021-2030 that reflects TPL's Capital Needs Constraints and therefore are not funded.

- 2020 Accomplishments
- Background and Context
- Capital Objectives and Priority Actions
- TPL Planning Framework
- 2021 – 2030 Capital Budget and Plan Submission
- SOGR & AODA backlog

2020 accomplishments

building projects

- **Continue major capital construction projects** including York Woods 2021, Albert Campbell District 2022, Wychwood 2022, NYCL 2021
- **Completion of 7 multi-branch State of Good Repair projects in 6 locations** including Goldhawk Park, Downsview, Cedarbrae
- **Centennial – design of first net zero branch**
- **Completion of Property Condition Assessment**

2020 accomplishments technology projects

Ongoing technological innovation and operational efficiencies

- Replacements/Upgrades to telephony, applications and infrastructure to achieve efficiencies & reduce operating costs
- New Learning Management system to automate workflows, expand learning opportunities to staff, and ensure compliance with mandatory training requirements
- Implementing point-of-sale system and integration of library information system and financial systems to modernize payment processes
- Implementing special collections digitization system to enable improved archiving, presentation and discovery

2020 accomplishments technology projects

Customer service modernization

- Implementing technology to enable self-serve fines payment at self-checkout devices and online for faster service and to support a touchless environment
- Scoping completed for the streamlining and consolidation of customer support processes in implementing of a new customer relationship management (CRM) system
- Procurement process underway for an incident management system to support code of conduct guidelines and mitigate safety risks
- Implementing an e-Card to enable customer on-line registration to digital services

2020 accomplishments technology projects

COVID-19 Response & Recovery

- Pivoted organization to working remotely by providing 400+ additional computing devices, increased access to VPN and enabling additional features of 0365 and WebEx
- Transitioned Answerline to a cloud-based call centre
- Supported the launch of on-line programming
- Implemented appointment booking system to support contactless pick-up of library materials
- Equipped Bookmobile to provide community wi-fi services
- Published monthly COVID-19 Report to understand organizational, service and customer impacts

2020 accomplishments

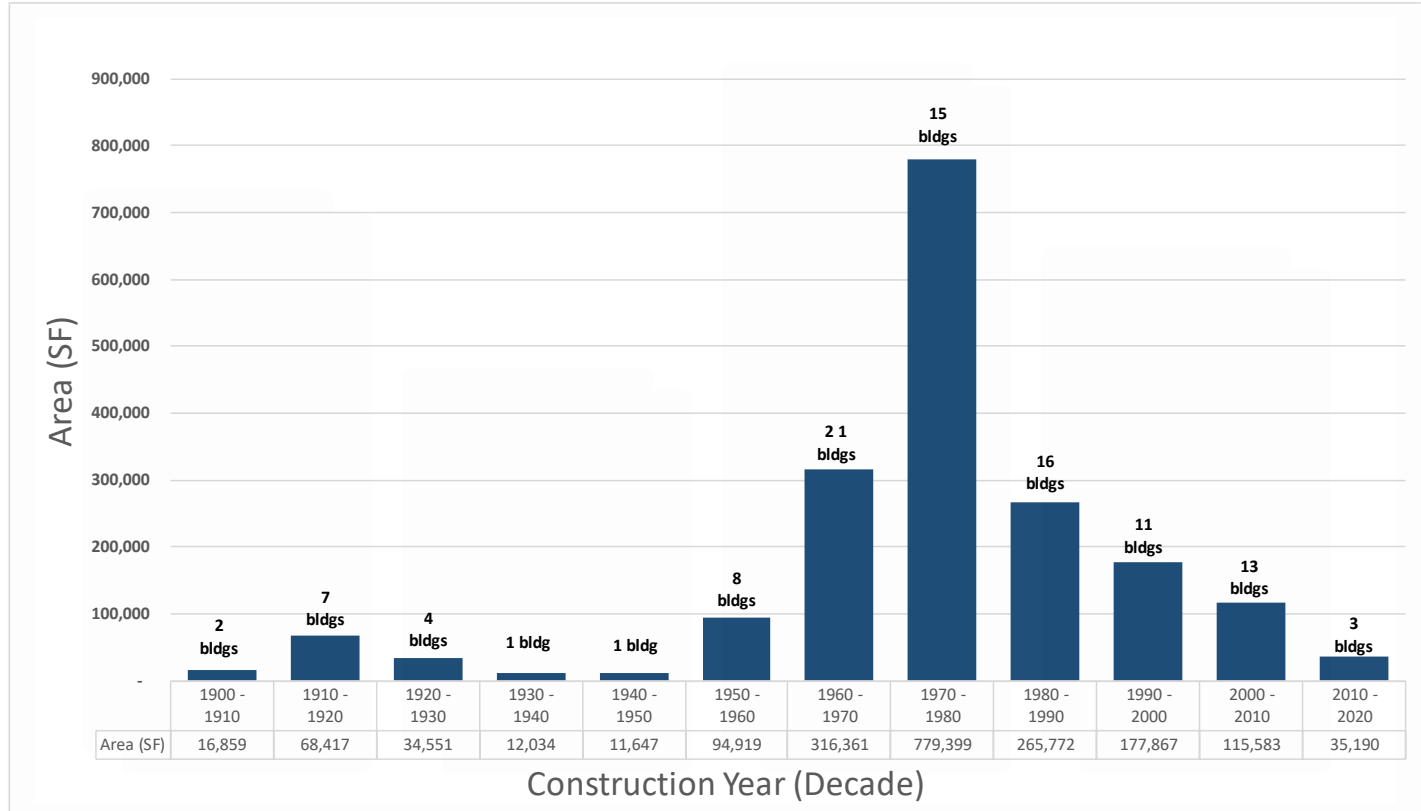
capital budget spend

High capital budget spend rate

- History of successful delivery of capital program
- Average spend rate of over **85%** 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
- Impact of COVID-19

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

- Comprehensive Building Condition Assessment completed in 2020
- Facility infrastructure SOGR backlog is estimated to grow to over \$190 million by 2030
- AODA backlog is expected to decrease to \$37 million by 2030

budget background & context

challenges and issues

Bill 197 the COVID-19 Economic Recovery Act

- Reversed most of the changes to the Development Charges (DC) Act contained in Bill 108 More Homes, More Choices Act
- Library will continue to be eligible for DC funding
- Statutory 10% reduction has been eliminated
- City will need to initiate a new DC By-law to reflect these changes
- 10-year capital submission fully maximizes DC funds received under existing City by-law

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
- Manage population growth through investment in branch network and IT infrastructure
- Maximize non-debt funding sources



2021 – 2030 capital budget and plan submission

capital program development library planning framework

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

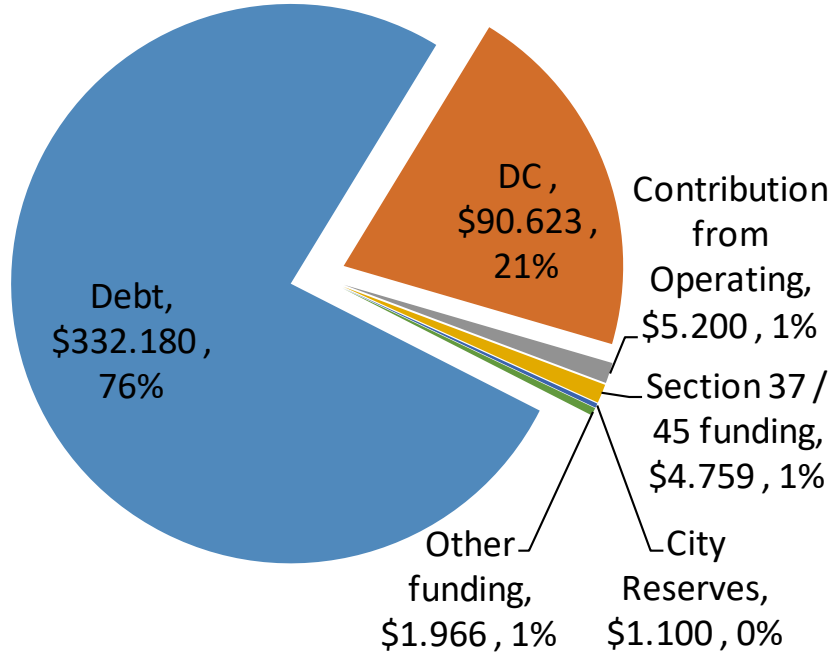
2021 – 2030 capital budget and plan

Summary (\$millions)

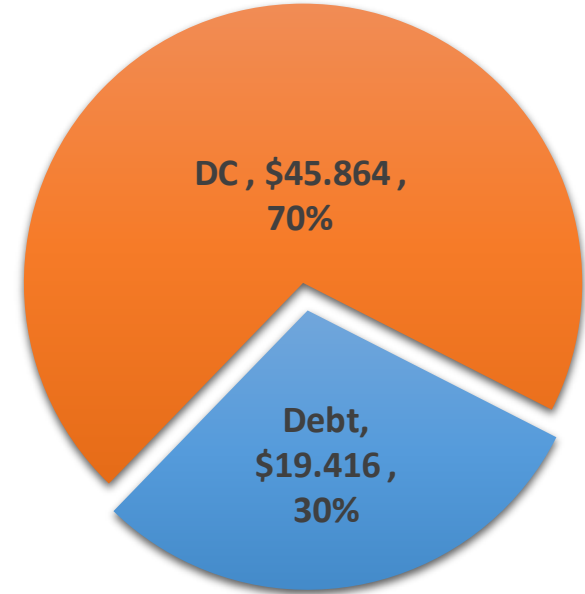
	2021		2021-2030	
	Gross	Debt	Gross	Debt
Capacity to Spend Capital Budget and Plan				
27 Building Projects	\$33.161	\$25.515	\$351.361	\$265.101
5 Technology-related Projects	\$8.142	\$6.416	\$84.467	\$67.079
	<u>\$41.303</u>	<u>\$31.931</u>	<u>\$435.828</u>	<u>\$332.180</u>
Capital Needs Constraints (3 bldg projects)	-	-	\$65.280	\$19.416
Total Budget Submission	<u>\$41.303</u>	<u>\$31.931</u>	<u>\$501.108</u>	<u>\$351.596</u>

2021-2030 capital funding sources

Capacity to Spend (\$435.828 M)



Capital Needs Constraints (\$65.280 M)

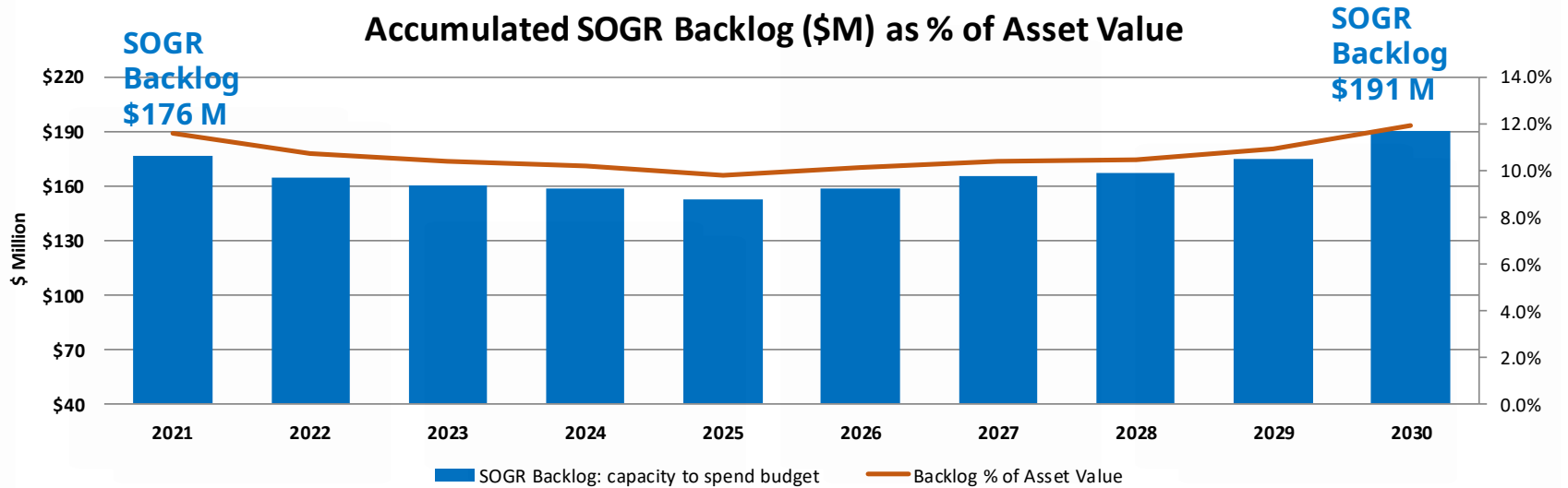


2021 – 2030 capital budget and plan

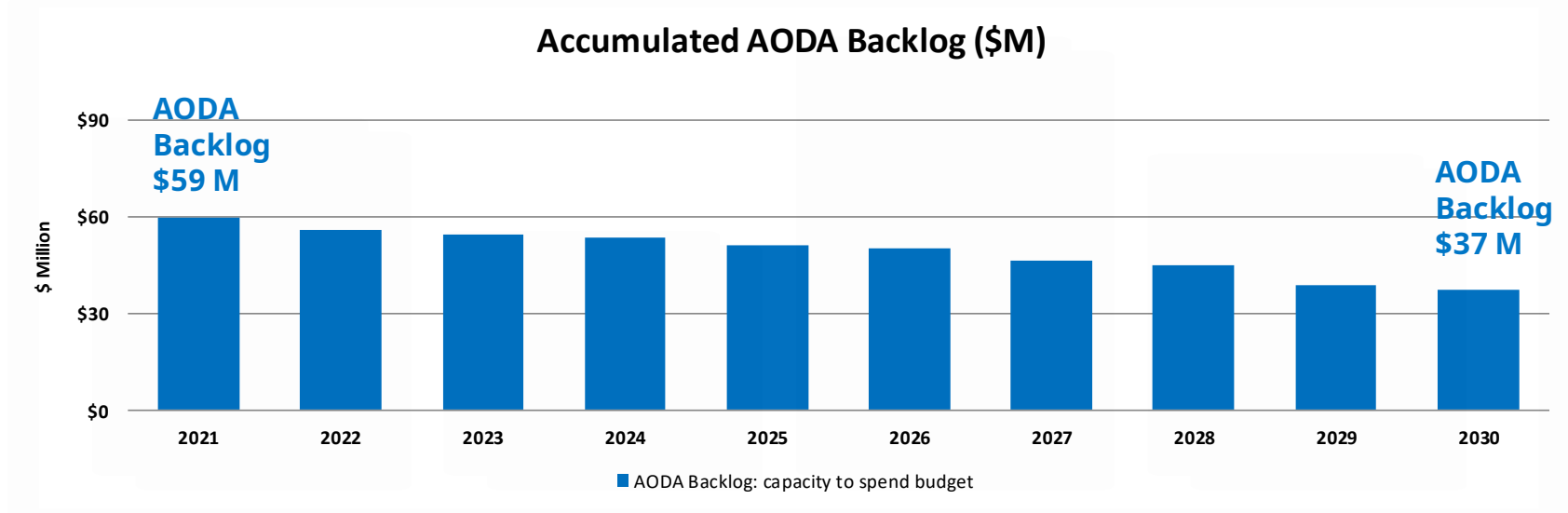
Significant Changes from 2020-2029 Budget and Plan

- 3 projects brought above the line
 - Lillian H. Smith - Construction
 - Parkdale
 - Etobicoke Civic Centre
- Revised costing
 - Albert Campbell
 - Dawes Road
 - Lillian H. Smith
- New Project added – Deer Park

state of good repair backlog



AODA compliance backlog



incremental operating impacts of capital

	2021		2021 - 2030	
	Budget Impact		Budget Impact	
	<u>FTEs</u>	<u>\$ millions</u>	<u>FTEs</u>	<u>\$ millions</u>
Capacity to Spend Capital Budget and Plan	2.0	\$ 0.275	24.0	\$ 6.691
Capital Needs Constraints Budget and Plan	-	\$ -	4.0	\$ 0.551
Total Budget Submission	2.0	\$ 0.275	28.0	\$ 7.242

Major building projects with expansions and/or relocations

York Wood, Albert Campbell, Bayview-Bessarion, Northern District, Dawes Road, Etobicoke Civic Centre,

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

2020

Oct 22- Administrative Reviews

Early Nov – Budget Committee Informal Reviews

Nov 16 – [TPL Board Meeting](#)

2021

Jan – Budget Launch, Budget Committee

Jan – [TPL Board Meeting](#)

Jan to Feb – Budget Committee Review

Feb – Executive Committee Review

Feb – Final Budget Approval, Special Council

Feb – [TPL Board Meeting](#)