

## 2022-2031 Capital Budget and Plan Submission

<b>Date:</b>	October 25, 2021
<b>To:</b>	Toronto Public Library Board
<b>From:</b>	City Librarian

### SUMMARY

---

The purpose of this report is to seek Toronto Public Library Board approval of the 2022-2031 capital budget and plan submission, including projected 2021 net carry forwards, of \$40.425 million debt (\$55.387 million gross) for 2022 and \$367.536 million debt (\$544.065 million gross) over 2022-2031, comprised of:

1. Capacity to Spend Capital Budget and Plan of \$40.425 million debt (\$55.387 million gross) in 2022 and \$354.942 million debt (\$510.293 million gross) over 2022-2031; and
2. Capital Needs Constraints, i.e., not funded, of \$0 gross and debt in 2022 and \$12.594 million debt (\$33.772 million gross) over 2022-2031.

The Toronto Public Library (TPL)'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 that includes a focus on public space and digital inclusion & literacy. The capital program 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 2022–2031 Capacity to Spend Capital Budget and Plan, the state of good repair (SOGR) backlog is expected to grow from a current value of \$164.8 million to \$184.2 million by 2031, informed by the building condition assessments.

Over the last five years, TPL's capital spending has averaged 83% 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 2022-2031 capital budget and plan submission, including projected 2021 net carry forwards, of \$40.425 million debt (\$55.387 million gross) for 2022 and \$367.536 million debt (\$544.065 million gross) over 2022-2031, comprised of:
  - a. 32 projects, as detailed in Attachment 1, totalling \$40.425 million debt (\$55.387 million gross) in 2022 and \$354.942 million debt (\$510.293 million gross) over 2022-2031, which reflects TPL’s Capacity to Spend Capital Budget and Plan; and
  - b. two projects, as detailed in Attachment 2, totalling \$0 gross and debt in 2022 and \$12.594 million debt (\$33.772 million gross) over 2022-2031 which reflects TPL’s Capital Needs Constraints and therefore are not funded; and
2. authorizes staff to forward this capital budget submission to the City for consideration.

## FINANCIAL IMPACT

---

The 2022-2031 capital submission is summarized in Table 1 below.

**Table 1: 2022 - 2031 Capital Budget and Plan Submission (\$ millions)**

	2022			2022 - 2031		
	Gross	Debt Funding	Non-Debt Funding	Gross	Debt Funding	Non-Debt Funding
Capacity to Spend Capital Budget and Plan (attachment 1)	\$ 55.387	\$ 40.425	\$ 14.962	\$ 510.293	\$ 354.942	\$ 155.351
Capital Needs Constraints Budget and Plan (attachment 2)	\$ -	\$ -	\$ -	\$ 33.772	\$ 12.594	\$ 21.178
<b>Total Budget Submission</b>	<b>\$ 55.387</b>	<b>\$ 40.425</b>	<b>\$ 14.962</b>	<b>\$ 544.065</b>	<b>\$ 367.536</b>	<b>\$ 176.529</b>

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

Table 2: 2022 - 2031 Capital Budget and Plan Funding Sources Submission (\$ millions)

	2022				2022 - 2031			
	Capacity to Spend	Capital Needs Constraints	Total \$	Total %	Capacity to Spend	Capital Needs Constraints	Total \$	Total %
Funding Sources								
Debt	\$ 40.425		\$ 40.425	73.0%	\$ 354.942	\$ 12.594	\$ 367.536	67.6%
Non-Debt								
Development Charges	\$ 11.190	\$ -	\$ 11.190	20.2%	\$ 142.411	\$ 21.178	\$ 163.589	30.1%
Contribution from Operating	\$ -		\$ -	0.0%	\$ 1.200		\$ 1.200	0.2%
Section 37 / 45 Funding	\$ 1.878		\$ 1.878	3.4%	\$ 8.846		\$ 8.846	1.7%
City Reserves	\$ 1.100		\$ 1.100	2.0%	\$ 1.100		\$ 1.100	0.2%
Other Funding	\$ 0.794		\$ 0.794	1.4%	\$ 1.794		\$ 1.794	0.3%
Total Non-Debt	\$ 14.962	\$ -	\$ 14.962	27.0%	\$ 155.351	\$ 21.178	\$ 176.529	32.4%
<b>Total Capital Budget</b>	<b>\$ 55.387</b>	<b>\$ -</b>	<b>\$ 55.387</b>	<b>100.0%</b>	<b>\$ 510.293</b>	<b>\$ 33.772</b>	<b>\$ 544.065</b>	<b>100.0%</b>
Incremental Operating Impacts of Capital	\$ 0.717	\$ -	\$ 0.717		\$ 8.153	\$ 0.999	\$ 9.152	
<i>FTE</i>	12.0	-	\$ 12.0		67.6	12.2	\$ 79.8	

The 2022 operating impacts of capital of \$0.717 million, including 12.0 Full Time Equivalents (FTEs) as a result of reopening three renovated branches, has been included in the 2022 operating budget submission.

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

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

## ALIGNMENT WITH STRATEGIC PLAN

The 2022-2031 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 2022-2031 capital budget and plan submission 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 2022-2031 capital budget and plan submission is informed by the principles of equity and access and advances the work required under the *Accessibility for Ontarians with Disabilities Act* (AODA). The plan was developed using the Facilities Master Plan with access as one of the key drivers for investment in capital projects. The plan will

also increase TPL's capacity to align the investment in library facilities and services with need and demand across the city. It seeks to improve equity with respect to facility and service access for all residents, including equity-deserving groups in the city of Toronto.

## **DECISION HISTORY**

At the meeting on September 27, 2021, the Library Board received for information the [2022-2031 Capital Budget and Plan Status Update](#), which highlighted potential changes to the Council-approved 2021-2030 budget and plan.

## **ISSUE BACKGROUND**

TPL's Council-approved [2021-2030 Capital Budget and Plan](#) is \$335.696 million debt (\$439.977 million gross) over 2021-2030.

Over the summer, the City released the 2022–2031 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 and technology needs.

### *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, Port Lands 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
- Enabling a data-driven organization

In 2022, 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 is currently being 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*

These are conducted regularly and provide assessments of all TPL branches and administrative buildings. They provide a thorough evaluation of the major building components, systems and equipment, identify life cycle concerns and deficiencies, and generate forecasts for present and future expenditures required to maintain the property and assist in the development of an asset management strategy. The 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 on-going 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**

### **2022-2031 Capital Budget and Plan Submission**

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 is presented 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 objectives:

1. Provides a capital 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 \$354.942 million debt (\$510.293 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 \$405.918 million for building projects; and \$104.375 million for technology-related projects, including funding requirements to support the approved 2020-2024 Digital Strategy.

There are two building projects that are joint projects with other City Divisions/Agencies that are currently unfunded (i.e. Capital Needs Constraints), totalling \$12.594 million debt (\$33.772 million gross).

### **Capacity to Spend Capital Budget and Plan**

The starting point for the 2022-2031 Capital Budget and Plan is the [approved 2021-2030 Capital Budget and Plan](#). A number of changes have been made to the timing and/or costing of the capital projects from last year's approved budget and the following provides a brief explanation of the more significant changes.

#### *2021 Carry Forwards*

As per City budget instructions, the 2022-2031 budget submission must incorporate projected carry forward of previously approved projects. TPL projects that eleven capital projects will be under-spent at year-end, totalling \$10.337 million gross to be carried forward to 2022.

#### *Costing Changes Due to COVID-19 and Toronto Green Standard*

The COVID-19 pandemic has added a new planning perspective to TPL's 2022 10-year facilities capital plan. Supply chain impacts and delays, as well as rising costs of lumber and construction material have had an impact on the current portfolio of projects. These impacts are expected to continue into 2022. As a result, cost increases and extended project timelines have been factored into the 2022 capital plan.

The updated Toronto Green Standard, as adopted by Council on July 14, 2021, also resulted in additional cost increases to build all new buildings or expansions greater than 100 square meters (approx. 1,000 square feet) to meet the updated standard.

The projects impacted by the increase in construction prices include:

- Albert Campbell – Project cost increased \$1.136 million gross
- Northern District – Project cost increased \$0.824 million gross

- Centennial – Project cost increased \$5.128 million gross
- Parliament Street – Project increased \$3.516 million gross

### *Scope Changes*

A number of changes have also been made to increase the scope of projects in response to population growth, building condition or changes in the needs of the community. In addition to these scope changes, the cost increases are also impacted by the recent increase in construction prices related to the global pandemic and estimated costs related to the green standard level as described in the previous section. Significant changes from last year’s approved budget include:

- Dawes Road – Project cost increase of \$7.043 million is due to the additional cost of \$3.700 million for the larger Community Hub, as directed by City Council, and branch construction cost increase of \$3.343 million.
- High Park - The budget increase of \$6.950 million is due to a scope change to add a 6,150 sq. ft. expansion to the existing 8,850 sq.ft. facility and the increase in construction prices.
- Weston - The budget increase of \$3.829 million is due to a scope change to add a 3,056 sq.ft. expansion to the existing 11,944 sq.ft. facility and the increase in construction prices.
- Bridlewood – The budget increase of \$1.688 million is due to a scope change to include a reading garden and the increase in construction prices.
- Barbara Frum - The budget increase of \$4.800 million is due to an increase in scope of the renovation to the existing space and the increase in construction prices.
- Lillian H. Smith - The budget increase of \$9.126 million is due to an increase in scope of the renovation to the existing space and the increase in construction prices.
- Sanderson - The budget increase of \$8.395 million is due to a scope change for an expansion and reconstruction to replace the current 12,702 sq. ft. branch to a 20,000 sq. ft. facility and the increase in construction prices.
- Service and Digital Modernization - The budget increase of \$13.856 million is due to new funding required to support the Library’s approved 2020-2024 Digital Strategy.



### *New Projects*

Three new projects have been added to the 10-year capital plan:

- Pleasant View – The renovation and expansion of the branch has been added with funding provided by developers through Section 37 and Development Charges.
- St. Lawrence Interim Relocation – Due to significant delay and uncertainty around the former First Parliament site which has been expropriated by the Province, this project is a new addition to the plan to relocate the St. Lawrence branch (currently 4,833 sq. ft.) into a larger 10,000 sq. ft. facility in the area as an interim measure until the First Parliament site is available to construct a new 30,000 sq. ft. branch. TPL will also consider interim sites greater than 10,000 sq. ft. to meet the needs of this growing community.
- Mr. Christie's Site – Planning phase has been added as a new project for a new construction project on the site known formerly as "Mr. Christie Cookie Factory" lands at Lakeshore Boulevard West and Park Lawn Road. As part of the development plan for the site, the developer would construct a 14,000 sq. ft. shell for a new library.

### *Timing Changes*

A number of projects have adjusted or extended timelines based on the most current information available. These include Perth / Dupont – 299 Campbell Ave., Centennial, Northern District and St. Lawrence First Parliament Site Relocation.

### **Capital Needs Constraints**

There are two 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 two projects are City Hall Relocation and Expansion, and Danforth/Coxwell Relocation and Expansion, totalling \$0 gross and debt in 2022 and \$12.594 million debt (\$33.772 million gross) over 2022-2031. Both of these projects involve moving an existing branch to another location and involve other city partners. Funding for these projects will need to be addressed in future budgets.

### **Challenges and Issues**

#### *COVID-19 Impacts*

As mentioned previously, the COVID-19 pandemic has added a new planning perspective to TPL's 2022-2031 Capital Budget and Plan. Supply chain impacts and delays, as well as rising costs of lumber and construction material have had an impact on the current portfolio of projects. These impacts are expected to continue into the future. As a result, cost increases and extended project timelines have been factored into the 2022 capital budget and plan, which results in some projects being delayed.

### *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 capital submission has \$104.375 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 request of \$13.856 million to support the Library's approved 2020-2024 Digital 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.

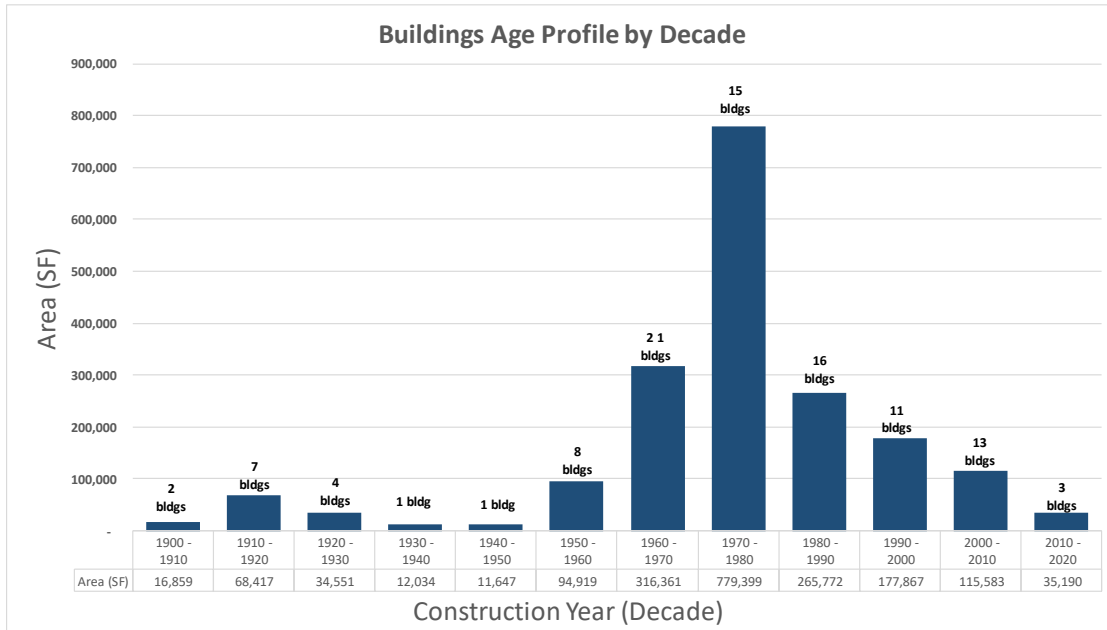
### *Development Charges Act*

The 2022-2031 capital program incorporates changes to the Development Charge Act as contained in Bill 108 (More Homes, More Choice Act, 2019) and further amended in Bill 197 (COVID-19 Economic Recovery Act), which allows for a greater percentage of Development Charges (DC) funding for growth projects compared to the previous legislation. The City is currently undergoing a review of its DC By-Law to update and incorporate the changes in the Development Charge Act. The new By-Law, which includes rates for collecting DC from developers, is expected to be approved by Council in 2022.

The 2022-2010 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

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.

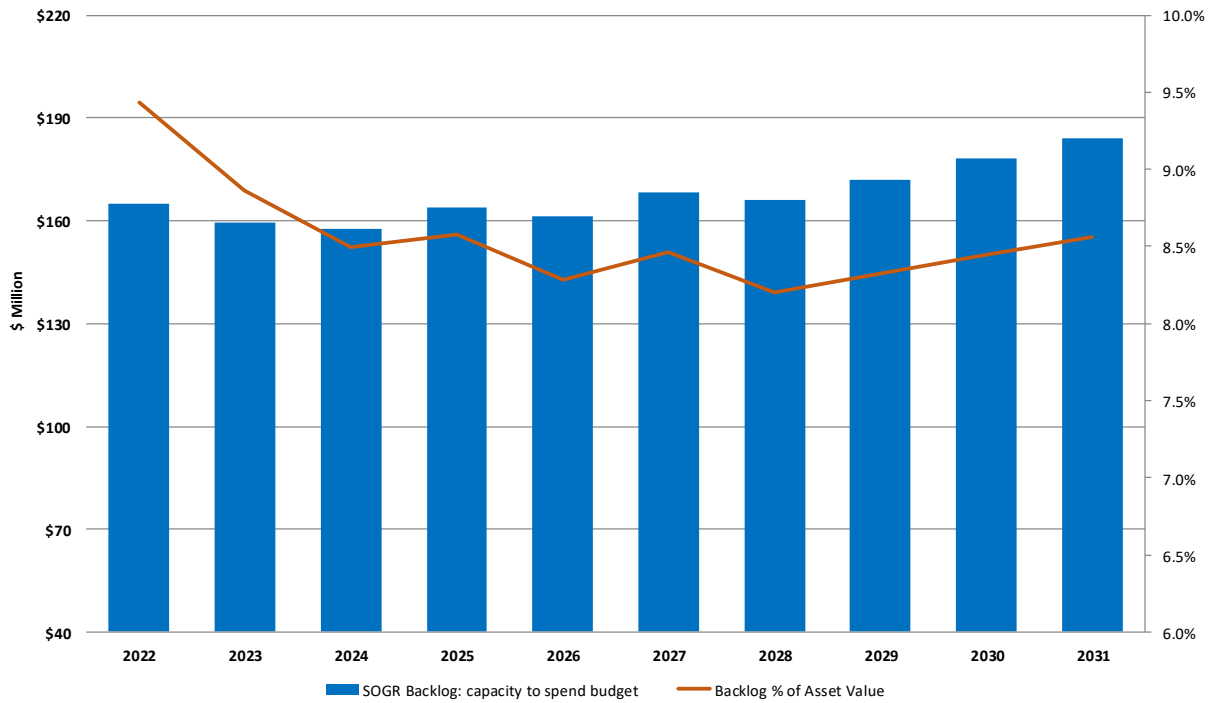


While on-going lifecycle facility maintenance is part of the current TPL capital program, the age of the portfolio will continue to be a growing challenge and require increased capital investment on a go forward basis. Neglecting such maintenance could result in material deterioration of facilities, 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 capital submission is key to addressing these SOGR needs over the 10-year period.

### SOGR Backlog

As discussed previously, 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 current 10-year Capacity to Spend Capital Budget and Plan, at the end of 10 years the SOGR backlog will increase from \$164 million to \$184 million. The backlog is equivalent to roughly 8-9% of the value of the assets.

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

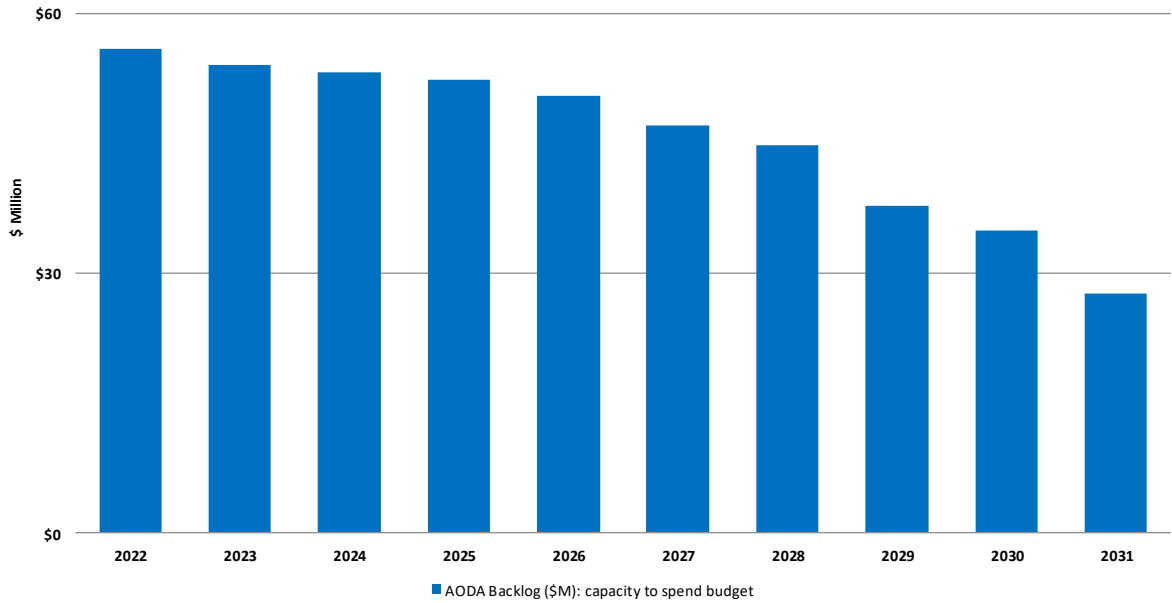


Accumulated Backlog (year-end)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SOGR Backlog \$M: capacity to spend budget	164.8	159.5	157.5	163.8	161.3	168.1	166.2	172.0	178.1	184.2
SOGR Backlog % of Asset Value	9.4%	8.9%	8.5%	8.6%	8.3%	8.5%	8.2%	8.3%	8.4%	8.6%

### AODA Compliance Backlog

The building condition assessments also examine requirements under the *Accessibility for Ontarians with Disabilities Act (AODA)*. Based on the current 10-year Capacity to Spend Capital Budget and Plan, the accumulated AODA compliance backlog will decrease from \$55.9 million at the end of 2022 to \$27.6 million by 2031.

### Accumulated AODA Backlog (\$M)



Accumulated Backlog (year-end)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
AODA Backlog (\$M): capacity to spend budget	55.9	54.0	53.2	52.4	50.5	47.1	44.7	37.7	35.0	27.6

#### *Technology Asset Management Program (TAMP)*

The Technology Asset Replacement Program (TAMP) capital project currently funds the annual replacement for IT equipment. To help support TPL’s digital strategy and service modernization, the 2022 Operating Budget includes the creation of an IT asset replacement reserve, subject to Council approval, which will be funded through contributions from TPL’s annual operating budget. When the reserve is fully established and funded, which is expected to take a number of years, the TAMP capital project will be eliminated.

## 2022 Capital Budget Submission Timetable

Activity	Schedule
Administrative Review – City Finance, CFO, City Manager	October 2021
Budget Committee Informal Reviews	Week of October 18
<b>Board Meeting - 2022 Budget Updates</b>	<b>December 6, 2021</b>
<b>Political Reviews (Confirmation Outstanding – Estimated Timeframe ONLY Below)</b>	
<b>Board Meeting - 2022 Budget Updates</b>	January 2022
<b>Board Meeting - 2022 Budget Updates or Adoption of Budgets</b>	February 2022
Budget Launch - Budget Committee	City targeting Budget launch in early/mid-January with approvals expected to be in February 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 83%, consistently one of the highest among City Agencies and Divisions. This demonstrates TPL’s readiness and ability to execute its capital program within the approved budget, which results in more efficient and improved services and better-maintained assets.

## CONTACT

Larry Hughsam; Director, Finance & Treasurer; Tel: 416-397-5946;  
Email: [lhughsam@tpl.ca](mailto:lhughsam@tpl.ca)

## **SIGNATURE**

---

Vickery Bowles  
City Librarian

## **ATTACHMENTS**

- Attachment 1: 2022-2031 Capital Budget and Plan Submission – Capacity to Spend Capital Budget and Plan
- Attachment 2: 2022-2031 Capital Budget and Plan Submission – Capital Needs Constraints

**TORONTO PUBLIC LIBRARY**  
**2022 - 2031 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	2022 (incl cfwd \$10.337)	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL 2022 - 2031 (incl cfwd)	2022 (incl cfwd \$8.815)	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL 2022 - 2031 (incl cfwd)		
<b>Technology Projects</b>																													
1 Tech Asset Mgmt Prg (TAMP)	57.277	4.660	-	-	52.617	5.180	5.493	6.133	5.776	6.815	5.236	5.391	5.550	5.707	5.996	57.277	5.180	5.493	5.520	5.198	6.134	4.712	4.852	4.995	5.136	5.397	52.617		
2 Service and Digital Modernization	28.048	2.355	-	-	25.693	7.000	6.506	4.959	2.130	1.160	1.189	1.218	1.249	1.286	1.351	28.048	6.562	6.044	4.463	1.917	1.044	1.070	1.096	1.124	1.157	1.216	25.693		
3 Digital Experiences (DXP)	19.050	11.221	-	-	7.829	1.961	2.095	1.856	1.696	1.642	2.060	1.765	1.703	1.767	2.505	19.050	0.945	1.635	0.650	0.594	0.575	0.721	0.618	0.596	0.618	0.877	7.829		
<b>Total Technology Projects</b>	<b>104.376</b>	<b>18.237</b>	<b>-</b>	<b>-</b>	<b>86.139</b>	<b>14.141</b>	<b>14.094</b>	<b>12.948</b>	<b>9.602</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>104.375</b>	<b>12.687</b>	<b>13.172</b>	<b>10.633</b>	<b>7.709</b>	<b>7.753</b>	<b>6.503</b>	<b>6.566</b>	<b>6.715</b>	<b>6.911</b>	<b>7.490</b>	<b>86.139</b>		
<b>Building Projects</b>																													
4 Multi-Branch Renovation Program (SOGR)	71.991	5.882	0.664	-	65.445	9.318	6.439	6.730	6.293	6.440	6.560	6.760	6.917	7.080	9.454	71.991	8.602	5.877	6.412	5.664	5.796	5.904	6.084	6.225	6.372	8.509	65.445		
5 Albert Campbell	21.352	0.766	-	-	20.586	3.385	1.124	-	-	-	-	-	-	-	-	4.509	3.088	1.124	-	-	-	-	-	-	-	-	4.212		
6 Bayview-Bessarion	15.957	5.109	-	0.580	10.268	3.535	-	-	-	-	-	-	-	-	-	3.535	2.787	-	-	-	-	-	-	-	-	-	2.787		
7 Centennial	17.242	5.202	-	0.274	11.766	4.005	6.600	5.948	-	-	-	-	-	-	-	16.553	-	5.570	5.948	-	-	-	-	-	-	-	11.518		
8 Dawes Road	31.636	9.945	-	1.200	20.491	0.448	4.866	7.519	7.744	5.318	-	-	-	-	-	25.895	0.448	1.591	5.136	6.005	5.318	-	-	-	-	-	18.498		
9 Bridlewood	8.987	2.708	-	1.000	5.279	4.378	4.509	-	-	-	-	-	-	-	-	8.887	1.854	3.426	-	-	-	-	-	-	-	-	5.280		
10 Maryvale	3.333	1.890	-	0.822	0.621	2.240	-	-	-	-	-	-	-	-	-	2.240	0.621	-	-	-	-	-	-	-	-	-	0.621		
11 Northern District - Streetscaping	0.990	-	0.990	-	-	0.918	-	-	-	-	-	-	-	-	-	0.918	-	-	-	-	-	-	-	-	-	-	-		
12 Northern District	13.879	1.354	-	-	12.525	0.275	0.430	3.187	5.253	4.734	-	-	-	-	-	13.879	0.196	0.430	1.912	5.253	4.734	-	-	-	-	-	12.525		
13 Toronto Reference Library	23.247	1.610	-	-	21.637	4.646	2.500	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.101	23.247	4.646	2.500	1.800	1.800	1.800	1.800	1.800	1.800	1.800	1.891	21.637		
14 Wychwood	15.796	6.443	1.500	1.400	6.453	2.468	-	-	-	-	-	-	-	-	-	2.468	2.468	-	-	-	-	-	-	-	-	-	2.468		
15 York Woods	13.824	2.016	-	-	11.808	1.168	-	-	-	-	-	-	-	-	-	1.168	1.168	-	-	-	-	-	-	-	-	-	1.168		
16 Weston	15.897	4.871	-	-	11.026	0.290	0.502	3.647	6.011	5.417	-	-	-	-	-	15.867	0.290	0.502	0.656	5.058	4.490	-	-	-	-	-	10.996		
17 Etobicoke Civic Centre	30.215	29.864	-	-	0.351	0.899	0.564	5.469	6.761	6.964	9.558	-	-	-	-	30.215	0.351	-	-	-	-	-	-	-	-	-	0.351		
18 Richview	3.546	0.018	-	-	3.528	1.219	1.037	1.054	-	-	-	-	-	-	-	3.310	1.219	1.037	1.054	-	-	-	-	-	-	-	3.310		
19 Pleasant View	4.667	0.481	4.186	-	-	0.268	0.268	1.986	2.045	-	-	-	-	-	-	4.567	-	-	-	-	-	-	-	-	-	-	-		
20 Deer Park - Design	0.144	-	-	0.144	-	0.144	-	-	-	-	-	-	-	-	-	0.144	-	-	-	-	-	-	-	-	-	-	-		
21 High Park	16.133	7.141	-	-	8.992	0.244	0.418	0.172	-	3.701	6.100	5.498	-	-	-	16.133	-	0.230	0.172	-	-	3.092	5.498	-	-	-	8.992		
22 Barbara Frum	18.439	1.557	0.004	-	16.878	-	0.375	0.579	3.344	5.166	5.321	3.654	-	-	-	18.439	-	0.281	0.579	2.456	4.587	5.321	3.654	-	-	-	16.878		
23 Parkdale	32.778	9.513	-	-	23.265	-	0.502	0.862	0.355	5.940	9.177	9.452	6.490	-	-	32.778	-	0.502	0.517	0.080	-	6.224	9.452	6.490	-	-	23.265		
24 Perth / Dupont - 299 Campbell Avenue	4.797	2.523	1.174	1.100	-	1.398	3.359	-	-	-	-	-	-	-	-	4.757	-	-	-	-	-	-	-	-	-	-	-		
25 St.Lawrence - Interim Location	3.240	1.802	-	-	1.438	-	0.054	0.083	0.751	1.237	1.115	-	-	-	-	3.240	-	-	0.060	-	0.263	1.115	-	-	-	-	1.438		
26 St.Lawrence - First Parliament Location	37.410	0.495	-	-	36.915	-	-	-	-	-	-	-	-	0.561	0.561	-	-	-	-	-	-	-	-	-	0.066	0.066			
27 Lillian H. Smith	49.337	10.757	-	-	38.580	-	-	0.745	1.278	0.527	1.194	6.681	9.175	11.813	9.734	41.147	-	-	0.068	1.278	0.527	-	-	6.970	11.813	9.734	30.390		
28 Parliament Street	26.920	14.337	-	-	12.583	-	-	0.396	0.680	0.280	-	4.889	7.553	7.780	5.342	26.920	-	-	0.328	0.122	0.280	-	-	2.534	5.321	3.998	12.583		
29 Sanderson	24.474	12.217	-	-	12.257	-	-	-	0.368	0.632	0.261	1.230	4.504	6.959	7.167	21.121	-	-	-	-	0.267	0.261	-	-	1.209	7.167	8.904		
30 Mimico Centennial	19.647	2.741	2.000	-	14.906	-	-	-	-	-	0.310	0.532	0.219	3.596	5.556	10.213	-	-	-	-	-	0.031	0.532	0.219	1.305	3.384	5.471		
31 Port Lands	21.776	1.149	-	-	20.627	-	-	-	-	-	-	-	-	0.451	0.698	1.149	-	-	-	-	-	-	-	-	-	-	-		
32 Christie Site - Design	0.370	0.370	-	-	-	-	-	-	-	-	-	-	-	-	0.067	0.067	-	-	-	-	-	-	-	-	-	-	-		
<b>Total Building Projects</b>	<b>548.026</b>	<b>142.763</b>	<b>10.518</b>	<b>6.520</b>	<b>388.224</b>	<b>41.246</b>	<b>33.547</b>	<b>40.377</b>	<b>42.883</b>	<b>48.356</b>	<b>41.596</b>	<b>40.696</b>	<b>36.858</b>	<b>39.679</b>	<b>40.681</b>	<b>405.918</b>	<b>27.738</b>	<b>23.070</b>	<b>24.642</b>	<b>27.716</b>	<b>28.062</b>	<b>23.748</b>	<b>27.020</b>	<b>24.238</b>	<b>27.820</b>	<b>34.749</b>	<b>268.803</b>		
<b>Capacity to Spend Budget and Plan</b>	<b>652.402</b>	<b>161.000</b>	<b>10.518</b>	<b>6.520</b>	<b>474.363</b>	<b>55.387</b>	<b>47.641</b>	<b>53.325</b>	<b>52.485</b>	<b>57.973</b>	<b>50.081</b>	<b>49.070</b>	<b>45.360</b>	<b>48.439</b>	<b>50.532</b>	<b>510.293</b>	<b>40.425</b>	<b>36.242</b>	<b>35.275</b>	<b>35.425</b>	<b>35.815</b>	<b>30.251</b>	<b>33.586</b>	<b>30.953</b>	<b>34.731</b>	<b>42.239</b>	<b>354.942</b>		



**TORONTO PUBLIC LIBRARY**  
**2022 - 2031 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL 2022-2031	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL 2022-2031
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
<b>Total Projects in Capital Needs Constraints</b>	<b>33.772</b>	<b>21.178</b>	<b>-</b>	<b>-</b>	<b>12.594</b>	<b>-</b>	<b>0.491</b>	<b>0.958</b>	<b>2.221</b>	<b>9.619</b>	<b>10.203</b>	<b>8.457</b>	<b>1.823</b>	<b>-</b>	<b>-</b>	<b>33.772</b>	<b>-</b>	<b>-</b>	<b>0.144</b>	<b>-</b>	<b>2.589</b>	<b>3.560</b>	<b>4.603</b>	<b>1.698</b>	<b>-</b>	<b>-</b>	<b>12.594</b>



# **2022-2031 Capital Budget and Plan Submission**

## Toronto Public Library Board

October 25, 2021



- 2021 accomplishments
- Background and context
- Capital objectives and priority actions
- TPL Planning Framework
- 2022 – 2031 Capital Budget and Plan Submission
- SOGR & AODA backlog

## 2021 accomplishments building projects

- **Continue major capital construction projects** including York Woods, Albert Campbell District, Wychwood, Maryvale, Bayview-Bessarion
- **Multi-branch State of Good Repair projects** including Lillian H. Smith, Pape/Danforth, New Toronto, St. James Town and Leaside



# 2021 accomplishments

## technology projects

# 2021 accomplishments: technology projects

## Ongoing technological innovation and operational efficiencies

- **2020-2024 Digital Strategy approved** by Library Board in January
- Launched **IT Security, Risk and Governance Program** to achieve a safe and secure IT environment, including protection from cyber security threats
- **Ongoing replacements/upgrades to telephony, applications and infrastructure** to reduce cost, improve performance, and increase user technology adoption
- Implementing a **Data & Analytics Program** to enable data-informed decisions

## Customer service modernization

- Enabled **self-serve fines payment** at self-checkout to support a touchless environment
- Implemented **Digital Access Card (DAC)** for on-line registration to digital services
- Implemented new **Special Collections digital archive system** to improve archiving, presentation and discovery
- Implementing an **incident management system** to support code of conduct guidelines and mitigate safety risks

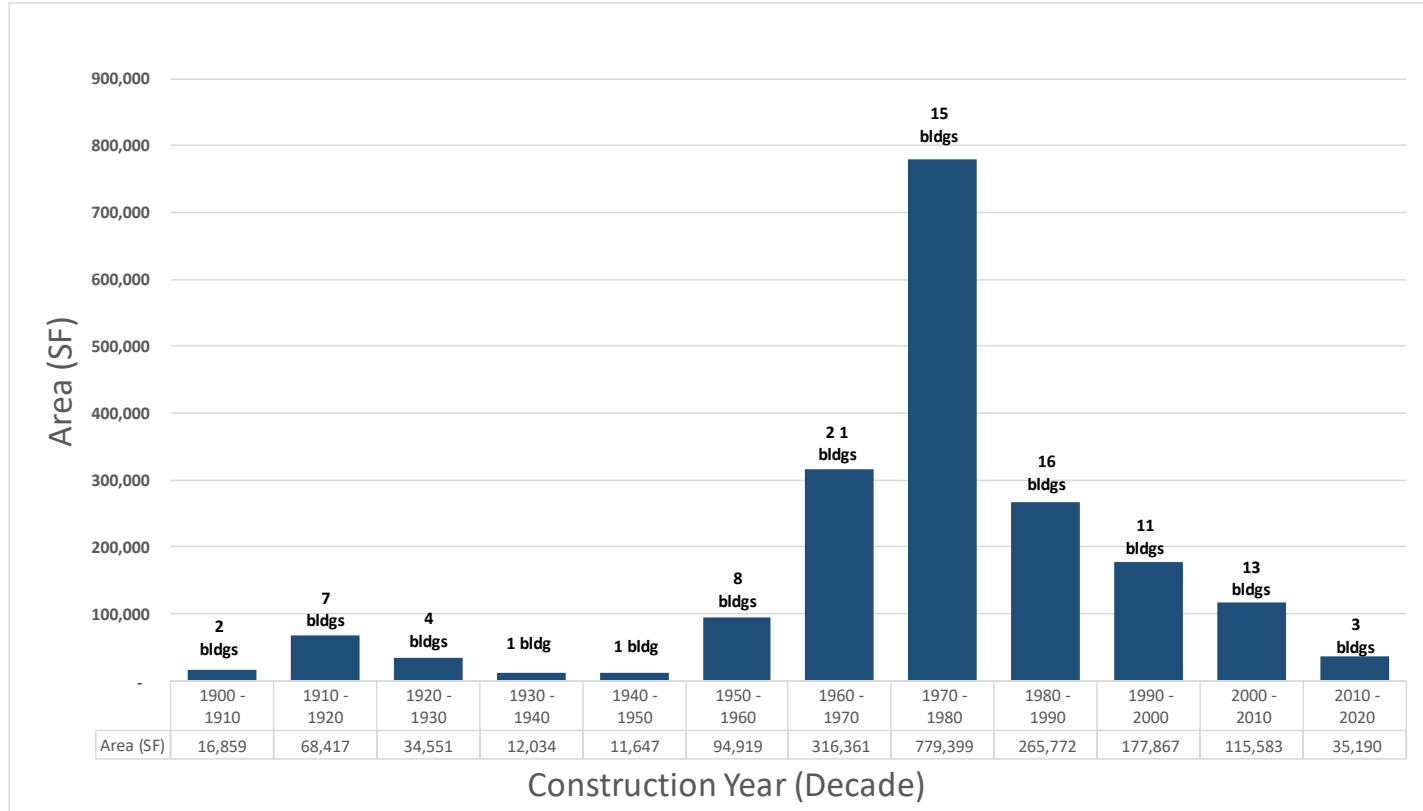
# 2021 accomplishments: technology projects

## COVID-19 Response & Recovery

- Implemented automated solutions to submit and track proof of vaccine to support Mandatory Vaccine Policy directives
- Redesign of boardroom technical solutions to enable hybrid Library Board meetings

# budget background & context

## building age profile





# **budget background & context**

## challenges and issues

### **COVID-19 Impacts**

- Supply chain impacts and delays
- Rising costs of lumber and construction material
- General uncertainties

### **Updated Toronto Green Standard**

- Recent change (adopted by Council on July 14, 2021)
- Additional cost increases to build new buildings or expansions

# **budget background & context**

## challenges and issues

### **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

### **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 \$180 million by 2031
- AODA backlog is expected to decrease to \$28 million by 2031

# budget background & context

## challenges and issues

### Development Charges Act

- Greater percentage of DC funding for growth projects compared to previous legislation
- Statutory 10 per cent reduction has been eliminated
- City is undergoing a review of its DC by-law; expected to be approved by Council in 2022
- Submission 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
- 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



# 2022 – 2031 Capital Budget and Plan submission

# capital program development library planning framework

- TPL Service Delivery Model
- Digital Service Modernization
- TPL Facilities Master Plan
- Toronto Strong Neighbourhood Strategy 2020
- Property Condition Assessment
- Development Opportunities
- Shared and Joint Use Facilities
- Strategic Planning Research & Consultation

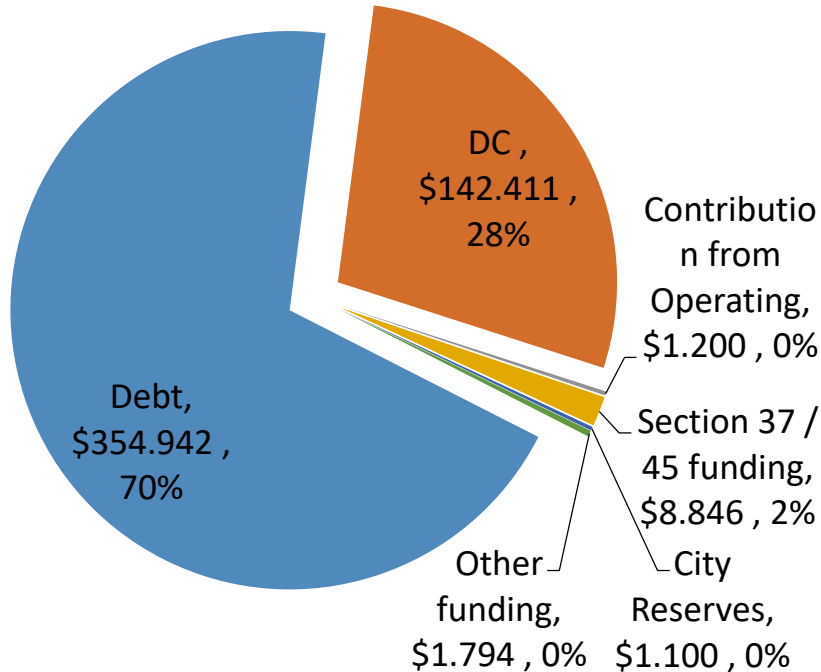
# 2022 – 2031 capital budget and plan

## Summary (\$millions)

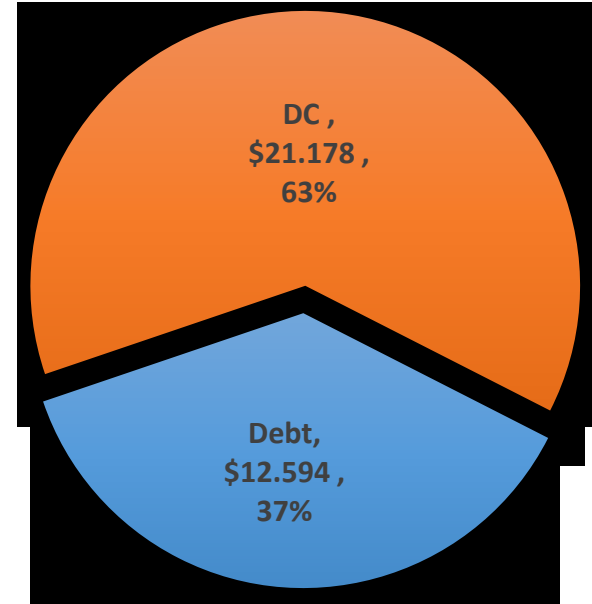
	2022		2022-2031	
	Gross	Debt	Gross	Debt
Capacity to Spend Capital Budget and Plan				
29 Building Projects	\$41.246	\$27.738	\$405.918	\$268.803
3 Technology-related Projects	\$14.141	\$12.687	\$104.375	\$86.139
Capacity to Spend Capital Budget and Plan	\$55.387	\$40.425	\$510.293	\$354.942
Capital Needs Constraints	-	-	\$33.772	\$12.594
<b>Total Budget Submission</b>	<b>\$55.387</b>	<b>\$40.425</b>	<b>\$544.065</b>	<b>\$367.536</b>

# 2022-2031 capital funding sources

## Capacity to Spend (\$510.293 M)



## Capital Needs Constraints (\$33.772 M)

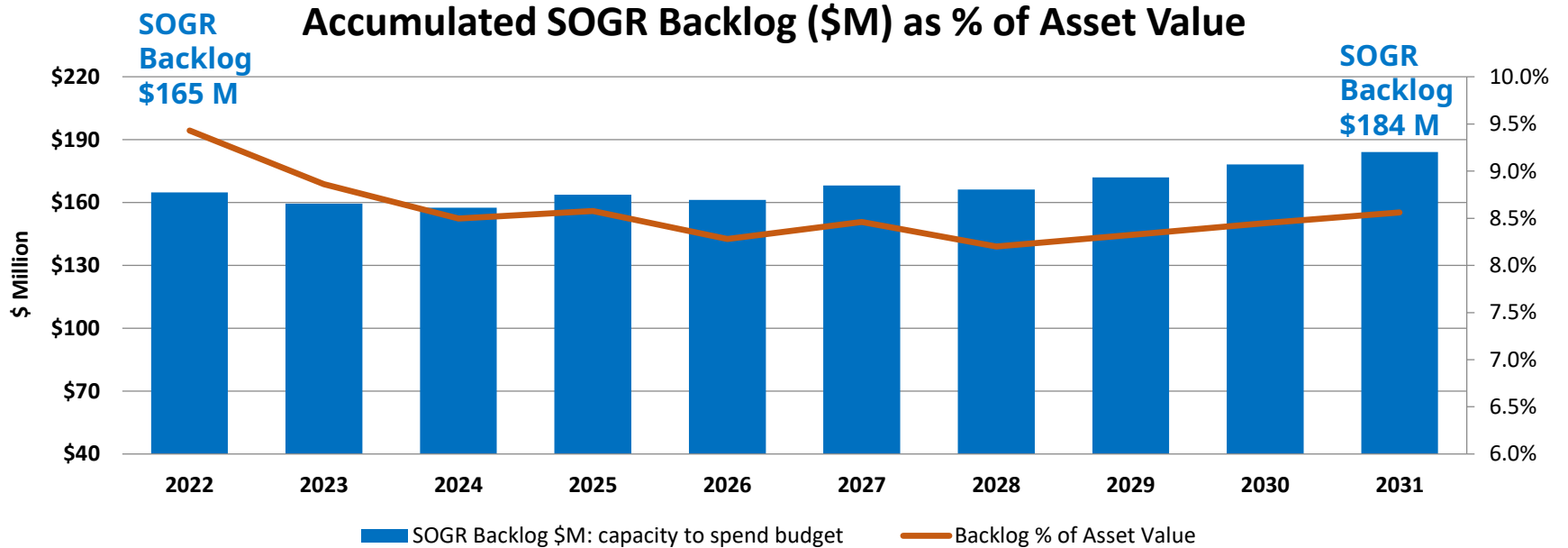




# 2022 – 2031 capital budget and plan significant changes

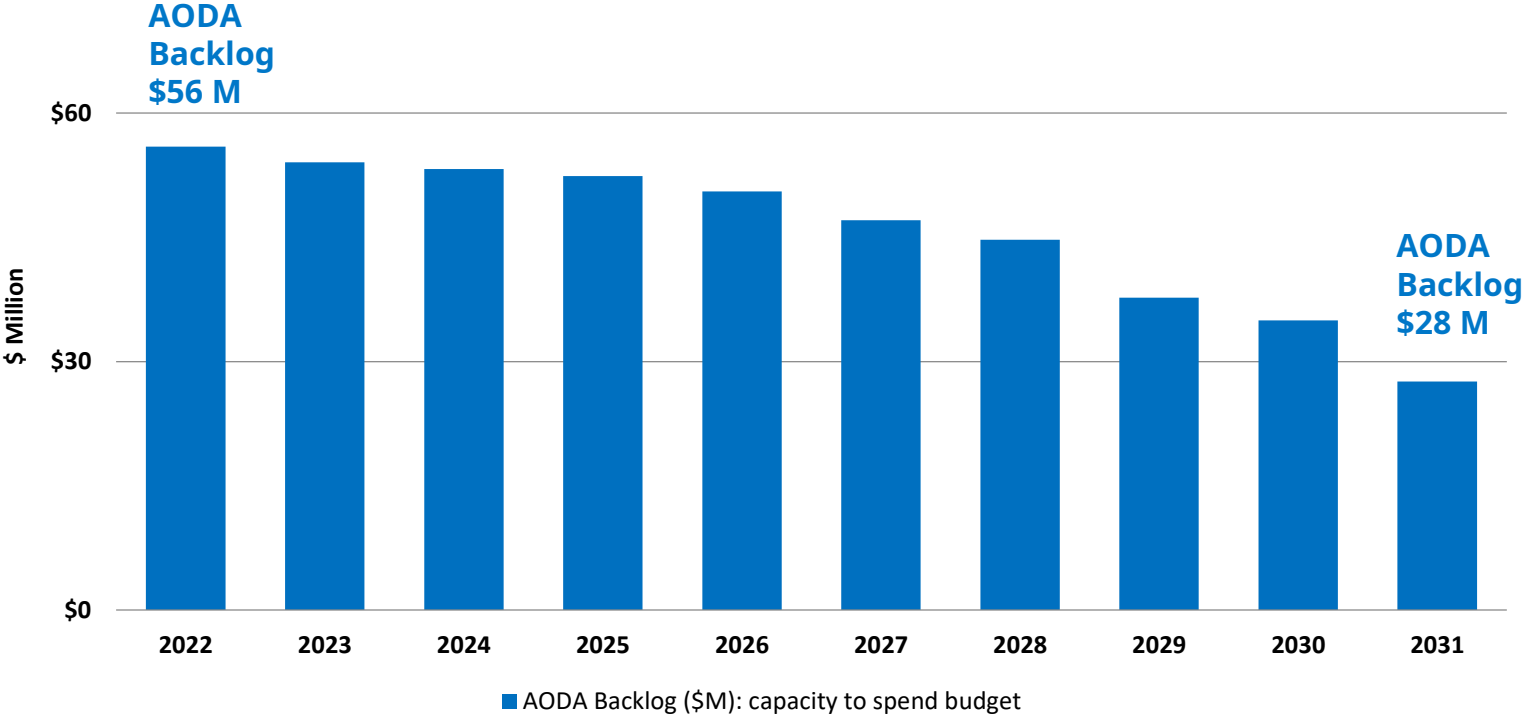
- Revised costing
  - Albert Campbell, Northern District, Centennial, Parliament Street
- Scope changes
  - Dawes Road – larger community hub
  - High Park – added a 6,150 sq. ft. expansion
  - Weston – added a 3,056 sq. ft. expansion
  - Bridlewood – added a reading garden
  - Sanderson – reconstruction and expansion to a 20,000 sq. ft. facility
- Three projects added
  - Pleasant View
  - St. Lawrence Interim Relocation
  - Mr. Christie’s Site (new branch)

# state of good repair backlog



# AODA compliance backlog

## Accumulated AODA Backlog (\$M)



# incremental operating impacts of capital

	2022		2022 - 2031	
	Budget Impact		Budget Impact	
	<u>FTEs</u>	<u>\$ millions</u>	<u>FTEs</u>	<u>\$ millions</u>
Capacity to Spend Capital Budget and Plan	12.0	\$ 0.717	67.6	\$ 8.153
Capital Needs Constraints Budget and Plan	-	\$ -	12.2	\$ 0.999
<b>Total Budget Submission</b>	<b>12.0</b>	<b>\$ 0.717</b>	<b>79.8</b>	<b>\$ 9.152</b>

## Major building projects with expansions and/or relocations

Albert Campbell, Northern District, Dawes Road, Etobicoke Civic Centre, Bridlewood, Parkdale, Perth/Dupont – 299 Campbell, Weston

## 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

2021

Early Nov – Budget Committee Informal Reviews

Dec 6 – [TPL Board Meeting](#)

Jan – Budget Launch, Budget Committee

Jan – [TPL Board Meeting](#)

2022

Jan to Feb – Budget Committee Review

Feb – Executive Committee Review

Feb – Final Budget Approval, Special Council

Feb – [TPL Board Meeting](#)

# No. 15 – 2022-2031 Capital Budget and Plan Submission

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

1. approves the 2022-2031 capital budget and plan submission (including projected 2021 net carry forwards) of \$40.425 million debt (\$55.387 million gross) for 2022 and \$367.536 million debt (\$544.065 million gross) over 2022-2031, comprised of:
  - 1.1 32 projects totalling \$40.425 million debt (\$55.387 million gross) in 2022 and \$354.942 million debt (\$510.293 million gross) over 2022-2031, which reflects TPL's Capacity to Spend Capital Budget and Plan; and
  - 1.2 two projects totalling \$0 gross and debt in 2022 and \$12.594 million debt (\$33.772 million gross) over 2022-2031 which reflects TPL's Capital Needs Constraints and therefore are not funded; and
2. authorizes staff to forward this capital budget submission to the City for consideration.