

Toronto Public Library

2017 Preliminary Operating Budget and 2017 - 2026 Preliminary Capital Budget & Plan

Budget Committee



- Agency Overview:
 - Agency Services and Resources
- Operating Overview
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 - Key Issues & Priority Actions
 - 2017 - 2019 Preliminary Operating Budget & Plan
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Agency Overview



Services Delivered By Toronto Public Library

Toronto Public Library (TPL)

Library Collections and Borrowing

Toronto Public Library collects, preserves and makes available a wide range of knowledge, information and ideas through collections in a variety of formats, languages and reading levels which support the informational, educational, and cultural and recreation needs and interests of residents of all ages, backgrounds and abilities.

Branch and E-Services

Branches are neighborhood hubs where residents can access collections, computers, wireless and emerging digital technology, programs and information services provided by expert staff. Branches provide public space for residents to read, study and work, attend programs and engage and network with members of the community.

Toronto Public Library is the innovation hub for the city of Toronto offering access to information, technology, digital resources, collaborative space and training.

E-services provide 24/7 online access to library collections, services and information, and a range of self-service options to help residents discover library services, manage their accounts including placing and managing holds and paying fines online.

Partnerships, Outreach & Customer Engagement

Partnerships and outreach activities extend access to library services to residents and communities throughout the city, and help to increase awareness and use of library services. Partnerships support the library in outreach to new audiences and in delivering service efficiently.

Home library service, bookmobile service and deposit collections serve residents who cannot visit a library branch because of disability or distance. Volunteers enrich and extend library service and programs, and are provided opportunities to develop employment skills and contribute to the community.

The library engages and consults with residents, stakeholders and communities in the development, delivery and evaluation of library services to deliver excellent and responsive customer service. Outreach and engagement activities in branch, online, and in the community help to inform, raise awareness and encourage use of the library's many services.

Capital Assets To Deliver City Services

Asset Inventory

Buildings

- 100 branches and 2 service buildings
- Replacement value \$932 million

Library Collections

- 10.1 million items

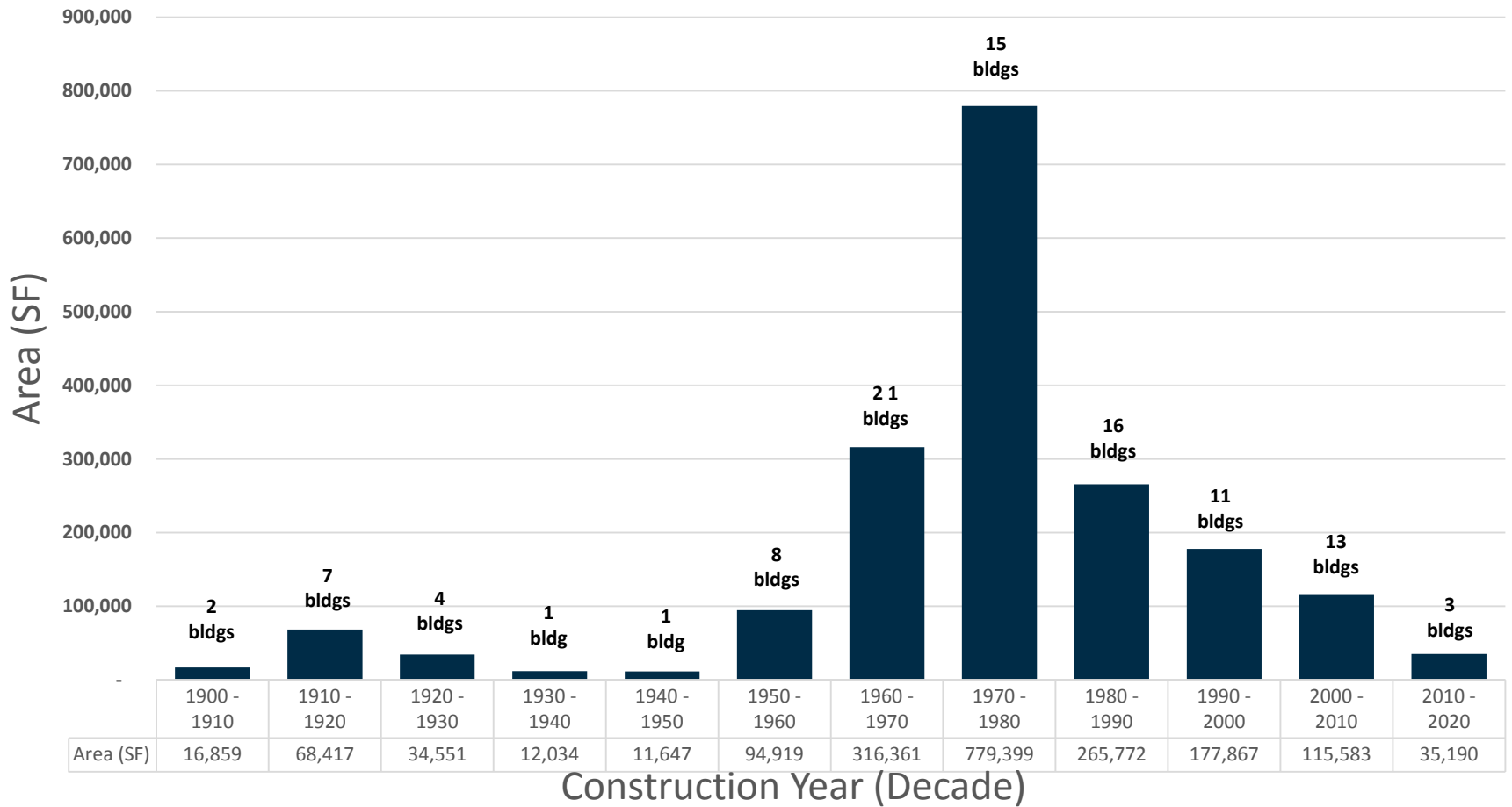
IT Equipment including self-service equipment

- Replacement value \$36 million

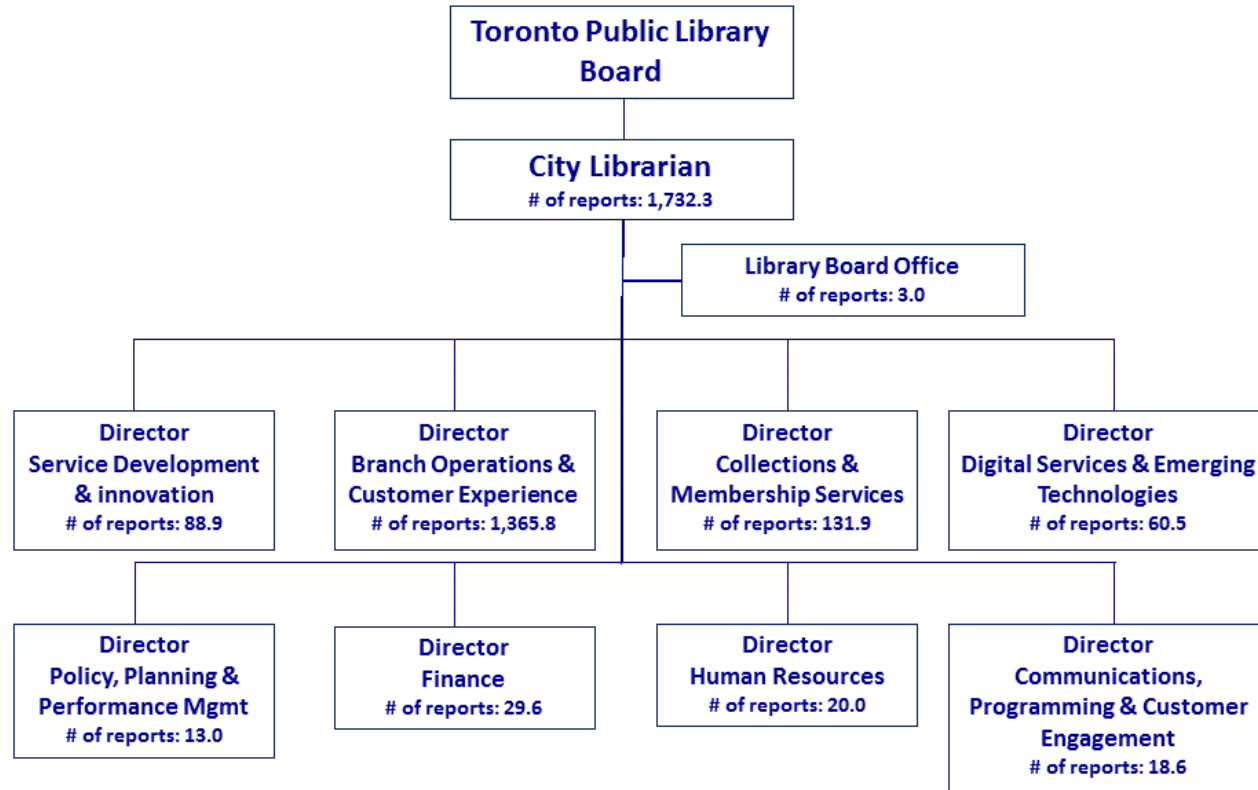
Vehicle Fleet

- 43 vehicles (includes 2 bookmobiles)

Building Age and Sq. Ft. by Decade

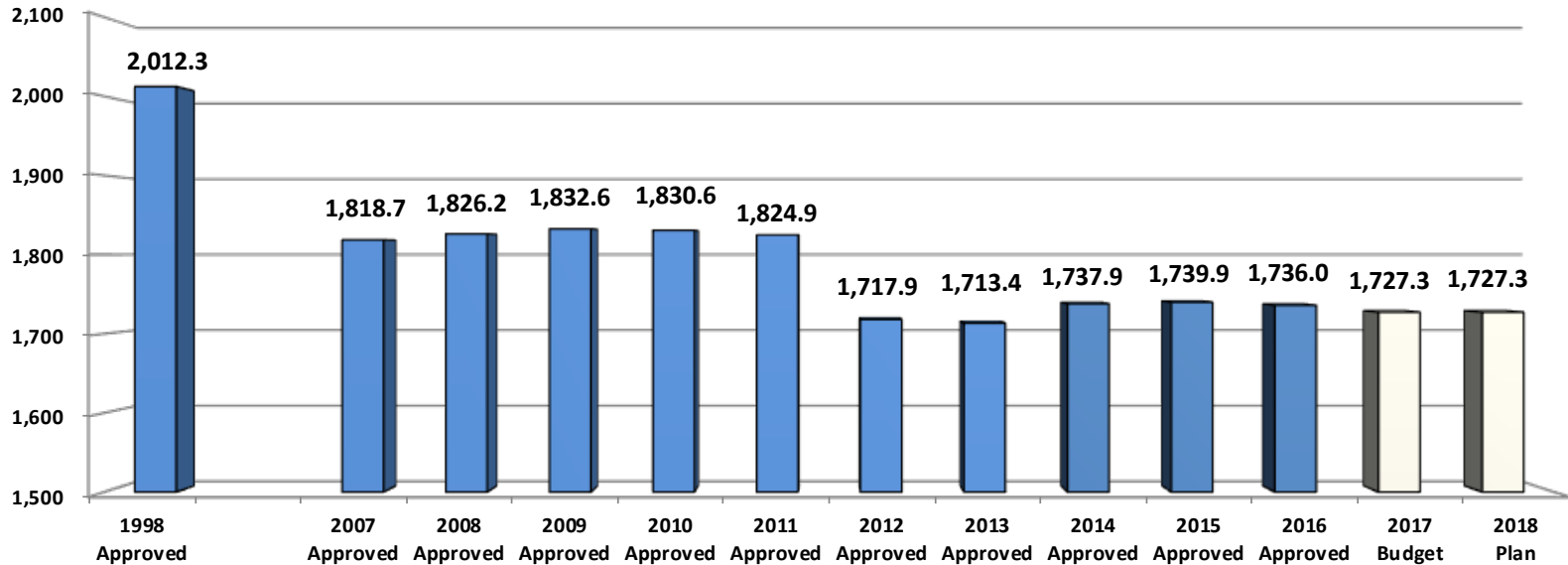


2017 Organizational Chart for TPL



Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent Pos	1.0	79.0	30.0	1,622.3	1,732.3
Temporary Pos					-
Total	1.0	79.0	30.0	1,622.3	1,732.3

Staffing Trend (Excludes Capital Positions)



Key Points:

Since amalgamation, opened new branches and increased open hours despite a 14% reduction in staffing

- In 1999 and 2000, after amalgamation, 199 positions were reduced and sustained
- A further 123 positions reduced between 2011 and 2013 from efficiency initiatives:
 - 38 positions through self-service technology at all branches, 13 automated sorters and a central sorter
 - 54 positions through business process reengineering using Lean Six Sigma methodologies
 - 22 positions through service consolidations for the Urban Affairs branch, distribution hubs, mobile library service and various departments
 - 9 positions through restructured management and exempt staff
- As part of the 2017 submission, an additional 8.7 FTEs will be reduced

Vacancy Analysis

Agency	2014			2015			2016 Year-End Projections			
	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies as at Sep 30	# of Vacancies Projections to Dec 31	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent
Operating	56.1	3.2%	1,737.7	55.5	3.2%	1,739.9	59.0	59.0	3.4%	1,736.0
Capital	0.0	N/A	0.0	0.0	N/A	0.0	0.0	0.0	0.0%	5.0
Total	56.1	3.2%	1,737.7	55.5	3.2%	1,739.9	59.0	59.0	3.4%	1,741.0

Vacancy Drivers:

- Organizational restructuring to modernize library service and achieve strategic plan priorities
- Aging workforce with a significant number of exits through retirement
- Challenges in recruiting qualified applicants for specialized, supervisory and management positions
- Wage compression issues between the senior union jobs and the entry-level management jobs

Hiring Strategies:

- TPL's collective agreement with its union provides management with a high level of control and flexibility in the deployment of staff resources
- Management is able to change the classification and location of vacancies
- Internal internships, temporary assignments, mentoring and training programs



Service Performance



2016 Key Service Accomplishments

Strategic Plan 2016-2019 *Expanding Access, Increasing Opportunity, Building Connections*

- 88% of Year One strategic plan priorities on track for completion
- Increased service levels and usage (incl. open hours, visits and circulation)
- Advanced strategies to support the City's Poverty Reduction Strategy (100% completion)

Advancing Library Digital Platforms

- New user-centred online services launched
- Responsive mobile-friendly enhancements to self-serve transactional pages and functions
- Children's website with new features and functionality
- Content strategy advanced to create more relevant and meaningful customer experiences

Breaking Down Barriers to Access, Driving Inclusion

- Full-year Sunday service introduced at 8 branches; September to December Sunday service expanded to 6 new branches, for a total of 33 branches providing Sunday service
- Library's policy on fines and fees reviewed and modified to support equity and inclusion
- State of Good Repair program advanced to support accessibility, inclusion and quality of life

Expanding Access to Technology & Training

- Wi-Fi Hotspot Lending implemented at 6 branches; a total of 200 devices; in partnership with Google Canada
- Pop Up Learning Labs established to provide broad access to emerging technologies at branches across the city
- Scanners introduced at 32 branches
- New bookmobile extends technology, including wireless, into communities

2016 Key Service Accomplishments

Establishing TPL as Toronto's Centre for Continuous and Self-Directed Learning

- Added two new Youth Hubs at Fairview and Maria A. Shchuka branches, for a total of 6 Youth Hubs
- Introduced new collections and resources that support online learning: Lynda.com, Gale courses
- Implementation of Telepresence technology in 6 branches, 4 in NIAs; in partnership with Cisco
- Expansion of digital training capacity through Learning Centres
- Camps and after school clubs for children 6-12 available in additional branches

Creating Community Connections Through Cultural Experiences

- Introduced a Musical Instrument Lending Library at Parkdale branch; in partnership with Sun Life Financial
- Expanded the Sun Life Museum + Arts Pass program to include enriched access for new Syrian refugees and post-secondary students at Ryerson and UofT
- Made the library's world-class literary and cultural programming accessible through live streaming and interactive social media to engage new audiences and build communities of interest
- Assisted in the settlement of Syrian refugees, in partnership with gov't and community partners

Transforming for 21st Century Service Excellence

- Organizational structure and resources realigned to support innovation and deliver on strategic plan outcomes
- Increased revenue with launch of new premium space rentals
- Updated service delivery model to reflect future-oriented requirements for digital and branch platforms
- Business Intelligence strategy advanced to understand and respond to customer needs
- Back office systems updated to improve productivity and efficiency

Context of Budget Request

Ranking & Satisfaction

#1

Worldwide*

- Circulation per capita
 - Visits per capita
- (#3 Total Circulation and Total Visits per capita)

*Serving a population over 1.5 million (2013)

#1

North America*

- Total Circulation
- Circulation per capita
- Total Visits
- Visits per capita

*Serving a population over 2 million (2014)

#1

Canada*

- Total Circulation
 - Total Visits
- (#2 Visits per capita #6 Circulation per capita)

*Serving a population over 500,000 (2014)

Well-Used

Torontonians use their libraries in large numbers.

70%

of Torontonians used the library in 2015



1 in 5

Torontonians visit a library branch at least once a week



Responsive : 95%

Library customers are overwhelmingly satisfied with the Toronto Public Library.



Helpful : 94%

Customers are pleased with the level of assistance from library staff.



Welcoming : 89%

Library customers overwhelmingly agree that libraries offer an attractive environment.



Valued : 92%

Public libraries are an important resource for Toronto's communities.

Context of Budget Request

Increasing Demand

In 2015, Torontonians visited the library and borrowed materials in large numbers:



18 million
visits to branches



31 million
visits to tpl.ca



32.5 million
items borrowed



925,400 people attended
37,000 programs



26% increase
in the use of e-books



3.2 million wireless sessions
6.7 million computer uses

Context of Budget Request

Efficiencies



Self-serve checkout

In all 100 branches (90% usage by public)



Sorters

13 in-branch (74% usage by public); one central



Lean Six Sigma efficiencies

Holds processing; Materials acquisition & processing; Shelving; Scheduling

- ▶ While meeting steadily increasing demand
- ▶ With high customer satisfaction
- ▶ All at no additional cost and net budget increases of less than 1%

Results



Increased open hours
465 hrs/week of open hours added since 2007



Shorter delivery times
From **7 days** to **3 days**



Reduced cycle times of materials processing
From **4-6 weeks** to **2-3 days**



Improved customer service
Shorter wait times for materials, staff freed up to deliver **higher value services** to customers

Operating Budget Variance as of Sep. 30, 2016

City Program/Agency	Nine-Month Results					Year-End Projection				
	Gross Expenditures	Revenue	Net Variance		Alert	Gross Expenditures	Revenue	Net Variance		Alert
	\$	\$	\$	trend		\$	\$	\$	trend	
Toronto Public Library	1.1	1.8	(0.7)	▼	Ⓞ	2.1	2.5	(0.4)	▼	Ⓞ
Year-to-Date Net Variance	85% to 105%		0% to 85%	>105%	Year-End	<=100%		>100%		
	Ⓞ		Ⓜ	Ⓡ		Ⓞ		Ⓡ		

Key Points (explanation of variances)

- As of September 30, 2016, TPL has net favourable variance of \$0.7M due to:
 - Delay in implementation of Sunday service at 6 additional Neighbourhood branches due to timing of Council approval of 2016 budget
 - A high rate of retirements and staff movement as well as an organizational restructuring has resulted in a favourable spending in salaries and benefits
- Expenditures and revenues are monitored on an ongoing basis to ensure that spending is within the available funding.

Key Issues & Challenges

Increasing and changing demand, reduced workforce and technological transformation

- Service demands and customer expectations include:
 - customers expectations for online, mobile and personalized service
 - access to new and emerging technology and support for digital and other literacies
 - expanded open hours
 - new material in multiple formats and languages
- Digital transformation of back office and customer experience platforms
- Reduced workforce by 14% since amalgamation
- Pressures include cost inflation, a higher US dollar and reduced purchasing power, and Provincial grant funding that has not increased in over 20 years
- Efficiency and cost cutting measures have been and will continue to be a focus to enable modernization and transformation of services

Service Objectives & Key Priority Actions for 2017

Collections & Borrowing	Branch and E-Services	Partnerships, Outreach & Customer Engagement
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Service Issues

- Extend equitable access and eliminate barriers to information and content in a range of formats
- Engage new users with increased expectations for access to material in multiple formats
- Increase demand for e-learning resources

Key Priority Actions

- Continue e-book advocacy campaign around fair pricing
- Investigate opportunities for increased access to materials (e.g. kiosks and after hours branch access)
- Expand e-learning offerings

Service Issues

- Address SOGR backlog to increase operational efficiency/improve design
- Increase access/leverage infrastructure investment through increased open hours
- Develop and deliver innovative, convenient online services while maintaining popular traditional services

Key Priority Actions

- Renovations to Albion, Agincourt, Downsview and Eglinton Square branches and advance SOGR projects
- Expand access to emerging technologies through new Digital Innovation Hubs and Pop Up Learning Labs
- Expand mobile friendly and self-serve capabilities e.g. on-line registration
- *Launch two new Youth Hubs and expand related programming (enhancement)*
- *Expand year round Sunday service to 6 branches (enhancement)*

Service Issues

- Support equity and inclusion with services in branches, online and community locations
- Increase awareness of library services among diverse audiences
- Leverage strategic partnerships to support and enhance service delivery

Key Priority Actions

- Continue to support key City strategies including Poverty Reduction, TNSN 2020, Seniors Strategy, Youth Equity and Children in the Middle Years
- Develop targeted digital communication and engagement strategies
- Expand telepresence technology and develop e-learning programming in partnership with Cisco
- Expand Internet Wi-Fi hotspot lending in partnership with Google (enhancement)*
- Engage public and private sector partners in partnership with the Toronto Public Library Foundation to support service delivery

Business Modernization & Transformation Initiatives

Service Delivery

- Technological Innovation
 - Additional Self-service options – e.g. fine payment, program registration, room booking
 - Payment processing modernization for improved cash handling
 - Back office transformation including telephony upgrades to reduce operating costs and printing efficiencies
- Leveraging technology partnerships to improve services
 - Partnering to expand Wi-Fi hotspot lending program
 - Collaborating with Cisco to improve access to TPL Programs through Telepresence technology
- Overnight delivery
- Self-serve and after hours access

Service Policy Changes

- Policy review supports the delivery of digital services
- Changes to Circulation and Collection Use Policy align and support Toronto's Poverty Reduction Strategy and TPL's strategic plan:
 - Remove systemic barriers and provide equitable access to service, especially for families and households living in poverty
 - Changes to privacy and information access parameters to improve access to library services at customers' point of need

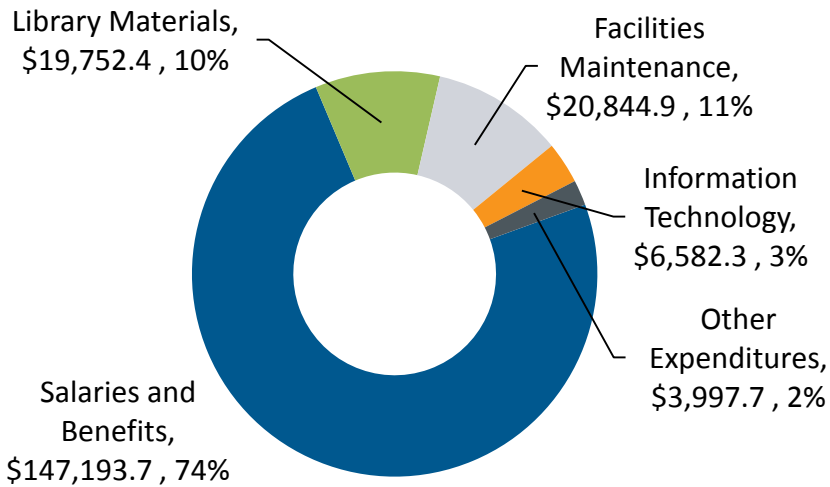


2017 – 2019 Preliminary Operating Budget & Plan

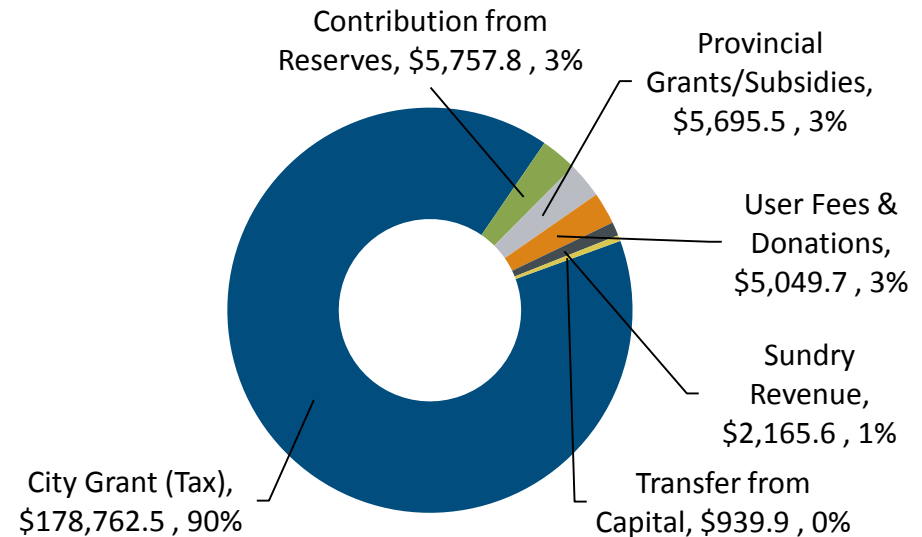


2017 Preliminary Operating Budget - Gross Expenditures by Program & Funding Source

Where the Money Goes
\$198.371 Million



Where the Money Comes From
\$198.371 Million



2017 Preliminary Operating Budget Summary

(In \$000s)	2016	2017 Preliminary Operating Budget			2017 Prelim. vs. 2016 Budget Approved Changes		Incremental Change 2018 and 2019 Plan			
	Approved Budget	2017 Base	2017 New/Enhanced	2017 Budget			2018		2019	
By Service	\$	\$	\$	\$	\$	%	\$	%	\$	%
Library Collections & Borrowing										
Gross Expenditures	73,811.2	74,982.4		74,982.4	1,171.2	1.6%	1,449.8	1.9%	2,717.1	3.6%
Revenue	6,109.1	6,387.3		6,387.3	278.2	4.6%	(249.5)	(3.9%)	(105.8)	(1.7%)
Net Expenditures	67,702.1	68,595.1	-	68,595.1	893.0	1.3%	1,699.3	2.5%	2,822.9	4.0%
Branch & E-Services										
Gross Expenditures	113,853.6	116,181.7		116,181.7	2,328.1	2.0%	2,383.7	2.1%	1,327.2	1.1%
Revenue	11,215.7	12,924.5		12,924.5	1,708.8	15.2%	(1,100.6)	(8.5%)	(466.9)	(3.9%)
Net Expenditures	102,637.9	103,257.2	-	103,257.2	619.3	0.6%	3,484.3	3.4%	1,794.1	1.7%
Partnerships, Outreach & Customer Engagement										
Gross Expenditures	7,102.6	7,206.9		7,206.9	104.3	1.5%	137.2	1.9%	307.2	4.2%
Revenue	268.1	296.7		296.7	28.6	10.7%	(25.4)	(8.6%)	(10.8)	(4.0%)
Net Expenditures	6,834.5	6,910.2	-	6,910.2	75.7	1.1%	162.6	2.4%	318.0	4.5%
Total										
Gross Expenditures	194,767.4	198,371.0	-	198,371.0	3,603.6	1.9%	3,970.7	2.0%	4,351.5	2.2%
Revenue	17,592.9	19,608.5	-	19,608.5	2,015.6	11.5%	(1,375.5)	(7.0%)	(583.5)	(3.2%)
Total Net Expenditures	177,174.5	178,762.5	-	178,762.5	1,588.0	0.9%	5,346.2	3.0%	4,935.0	2.7%
Approved Positions	1,741.0	1,732.3	-	1,732.3	(8.7)	(0.5%)	-	-	-	-

Key Cost Drivers

(In \$000s)	2017 Base Budget	
	Total	
	\$	Position
Gross Expenditure Changes		
Operating Impacts of Capital		
Eglinton Square Expansion	52.5	
Economic Factors		
Library Collections Economic Increase	481.8	
Utilities Economic Increase	434.9	
COLA and Progression Pay		
COLA & Salary Adjustments	1,424.8	
Benefit Adjustments	1,085.3	
Step	333.0	
Progression Pay	117.0	
Other Base Changes		
Contracted Services	630.7	
Supplies and services	468.2	
Branch program supplies	36.8	
Cost of Shared use sites	27.0	
Printing cost	25.0	
Total Gross Expenditure Changes	5,117.0	
Net Expenditure Changes	5,117.0	

Actions to Achieve Budget Reduction Target 2017 Preliminary Service Change Summary

Description (\$000s)	Total 2017 Service Changes			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:							
Base Expenditure Changes							
<i>Line by line review of efficiencies</i>	(161.9)						
Base Expenditure Changes	(161.9)						
Base Revenue Changes							
<i>Increase revenue from tenant leases</i>		(197.0)		(23.4)		(23.9)	
<i>Revised revenue projections from premium room, room and auditorium rentals</i>		(155.0)		(32.9)		(42.6)	
Base Revenue Changes		(352.0)		(56.3)		(66.5)	
Sub-Total	(161.9)	(352.0)		(56.3)		(66.5)	
Service Efficiencies							
Technological Innovation							
<i>Integrated Payment Solutions</i>	(526.0)		(6.8)				
<i>Operational Efficiencies</i>	(407.3)		(1.9)	(100.0)			
Sub-Total	(933.3)		(8.7)	(100.0)			
Revenue Adjustments							
<i>Temporary funding from City reserve to fund sick leave payouts</i>		(300.0)		300.0			
<i>Library Collections Economic Increase funded from Development Charges</i>		(481.8)		481.8			
<i>Temporary increase Development Charges draw on collections</i>		(1,300.0)		650.0		650.0	
Sub-Total		(2,081.8)		1,431.8		650.0	
Total Preliminary Service Changes	(1,095.2)	(2,433.8)	(8.7)	1,275.5		583.5	

Additional Actions to Achieve Budget Reduction Target

Description (\$000s)	Total Service Changes			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Reductions							
Hours Reduction -Staffing	(4,412.5)	(4,412.5)	(49.1)				
Library Collections Reduction	(1,782.0)	(1,782.0)					
Total Service Reduction - Hours and Collections	(6,194.5)	(6,194.5)	(49.1)				

- Service reductions not included in Preliminary Budget
- Service reductions not approved by TPL Board

Additional New/Enhanced Services

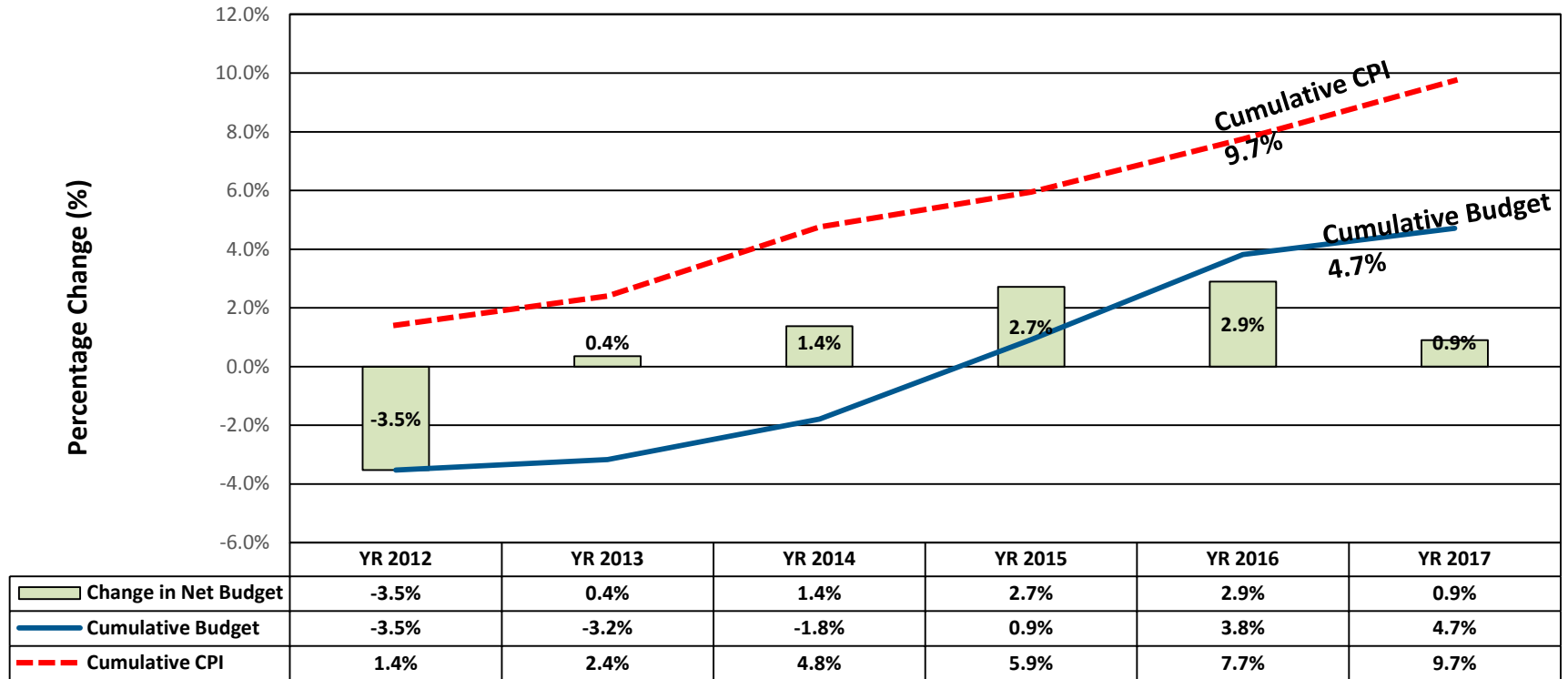
Description (\$000s)	2017			Incremental Impact			
	Gross	Net	New Positions	2018 Plan		2019 Plan	
				Net	Position	Net	Position
Wi-Fi Hotspot Lending Program	300.0						
Additional locations for Youth Hubs	234.0		2.0	208.2	2.0	212.4	2.0
Youth Hubs programming costs	153.0			52.1		53.1	
Sunday Open Hours Enhancement	139.3			105.5			
Total New/Enhanced Services	826.3	0.0	2.0	365.8	2.0	265.5	2.0

- Expansion to Internet Wi-Fi hotspot lending program introduced in 2016
- Opening 2 additional Youth Hubs
- Additional programming costs for existing Youth Hubs
- Expansion of Sunday hours at 6 additional District branches to full year

All enhancements support the City’s Poverty Reduction Strategy

History of TPL Budget Increases- 50% Below Inflation

Net Budget Change vs. CPI (inflation)



Budget increases in 2014-2016 include the opening of two new branches

2018 & 2019 Plan

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salaries & Benefits										
Salaries & Benefits Adjustments	2,517.6		2,517.6	1.4%		2,554.4		2,554.4	1.4%	
Operating Impact of Completed Capital										
Operating Impact of Capital	38.0		38.0	0.0%		92.0		92.0	0.0%	
Economic Factors										
Library Collections economic increase	493.8		493.8	0.3%		506.1		506.1	0.3%	
Utilities economic increase	203.5		203.5	0.1%		362.9		362.9	0.2%	
Revenue										
Increase revenue from tenant leases		23.4	(23.4)	(0.0%)			23.9	(23.9)	(0.0%)	
Revised revenue projections from premium room, room and auditorium rentals		32.9	(32.9)	(0.0%)			42.6	(42.6)	(0.0%)	
Temporary funding from City reserve to fund sick leave payouts		(300.0)	300.0	0.2%						
One-time Library Collections economic increase funded from DC		(481.8)	481.8	0.3%						
Temporary increase in DC draw on collections		(650.0)	650.0	0.4%			(650.0)	650.0	0.4%	
Other (specify)										
Increased cost of contracted services	504.3		504.3	0.3%		515.6		515.6	0.3%	
Increased cost of supplies and services	313.5		313.5	0.2%		320.5		320.5	0.2%	
Operational efficiencies	(100.0)		(100.0)	(0.1%)						
Total Incremental Impact	3,970.7	(1,375.5)	5,346.2	3.0%		4,351.5	(583.5)	4,935.0	2.7%	



Capital Overview



Major Projects Completed in 2016

Completion of capital projects

- Downsview Branch Phase 1 – 2016 completion date
- Agincourt Branch – 2017 substantial completion
- Eglinton Square Branch – 2017 substantial completion
- Albion Branch – 2017 substantial completion

Completion of Multi-branch State of Good Repair projects at 21 branches

- Reroofing, floor replacement, mechanical/electrical, structural/building envelope, repaving and other site work.

Technology Asset Management Program (TAMP)

- Digital innovation equipment for programming, tele-conference equipment and service development
- Replacement of public and employee computers, printers, servers, network hardware and audio visual equipment
- Installation of network security applications, unified hardware and software
- Security upgrades for website, malware gateway, and application permissions management

Virtual Branch Services (VBS)

- Created modern, efficient digital services to increase user convenience and access, leveraging mobile, cloud and analytics
- Launched Your Account to support mobile, self service transactions
- Made key web pages mobile friendly
- Launched an engaging website for caregivers of children ages birth to five
- Provided new and refreshed online content through content management tools

Capital Budget Variance as of Sep. 30, 2016

Agencies		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
TPL	Q3	27.77	13.74	23.66	85.2%	↑ ▼	Ⓢ

Ⓢ >70%
 Ⓜ between 50% and 70%
 Ⓡ < 50% or > 100%

Key Points:

- Achieved an average spending rate of 85% over the past 5 years
- Projected spending rate for 2016 is now 95% - increase from Q3
- TPL continues to demonstrate the proven ability to spend assigned Capital Budget

Key Capital Issues & Priority Actions for 2017

Issues:

Maintain existing assets in a state of good repair (SOGR) while continuing to address the needs of new and growing communities

Priority Actions:

Address the SOGR backlog - Though Preliminary budget includes \$23M of additional funding beyond the debt target, SOGR backlog continues to grow to \$137M or 14% of asset value by 2026

Transform branches for modern library service - reconfiguration of buildings for flexible, multi-purpose space to accommodate demand with focus on the maintenance and betterment of the existing branch infrastructure

Meet the growth in population and service demand:

- Bayview-Bessarion, St. Lawrence, Perth/Dupont
- Dawes Rd, Wychwood

Key Capital Issues & Priority Actions for 2017

Issues:

Growing demand for on-line services and in-branch technology

Priority Actions:

As per Library Strategic Plan, continue to refine the digital strategy to address increasing demand for digital and on-line services as well as more self-service options including mobile and personalized services

Issues:

Capital investments in technology to improve services and to drive efficiencies and operational savings

Priority Actions:

Improvements to be made to the customer experience in the branch to provide modern library services and improve the efficiency of customer interaction and increase self-service options – Funded through additional Capital for Technological Innovation

Additional mini-sorters, conversion to VOIP, introduction of Multi-Function Devices – all initiatives to increase efficiencies – Funded through additional Capital for Technological Innovation

Additional technological improvements funded through existing Capital e.g. HR system replacement



2017 – 2026 Preliminary Capital Budget & Plan



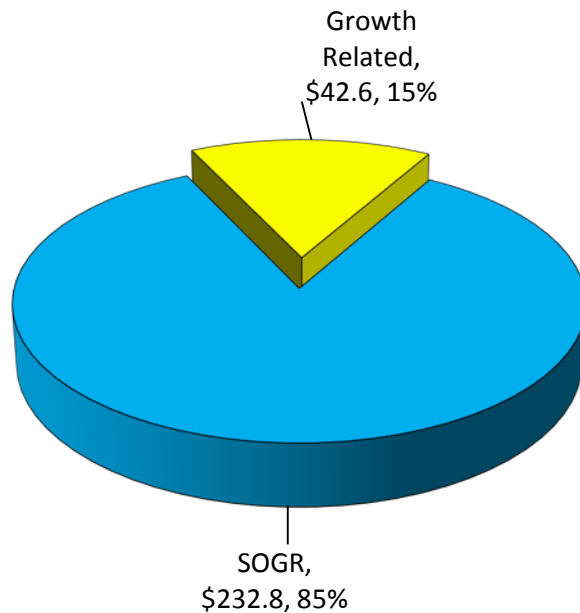
Major Projects in the 2017 – 2026 Preliminary Capital Plan

Major projects included in the 2017 – 2026 Preliminary Capital Plan:

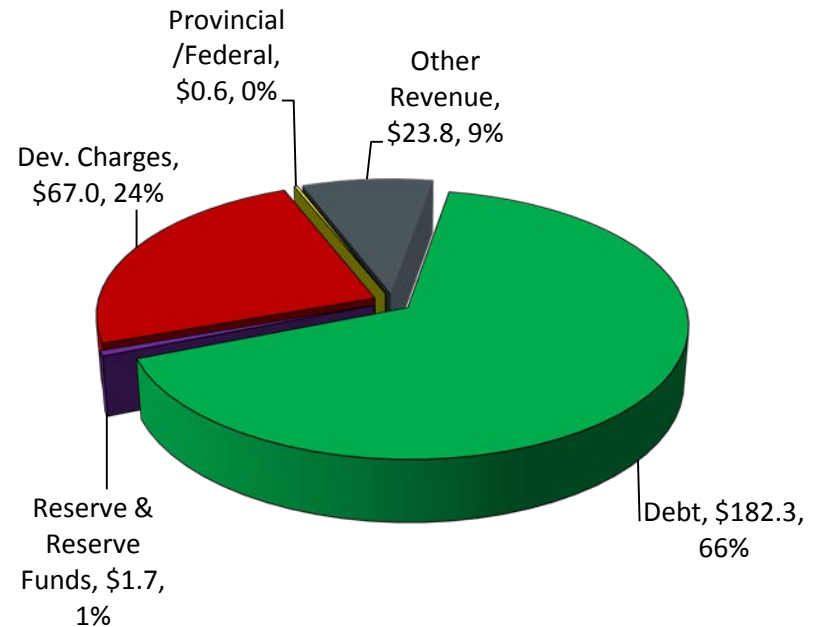
- Multi-Branch Renovation Program (\$51.535 M)
- Technology Asset Management Program (\$44.881 M)
- Virtual Branch Services (\$15.000 M)
- Capital Investments in Technological Innovation (\$4.056 M)
- Albion (\$5.536 M)
- Bayview-Bessarion (\$12.431 M)
- Wychwood (\$9.244 M)
- North York Central Library Phase 1 (\$11.559 M)
- North York Central Library Phase 2 (\$10.880 M)
- Dawes Road (\$11.553 M)
- Albert Campbell (\$11.900 M)
- St. Lawrence (\$18.015 M)

2017 – 2026 Preliminary Capital Budget & Plan Spending & Funding Sources

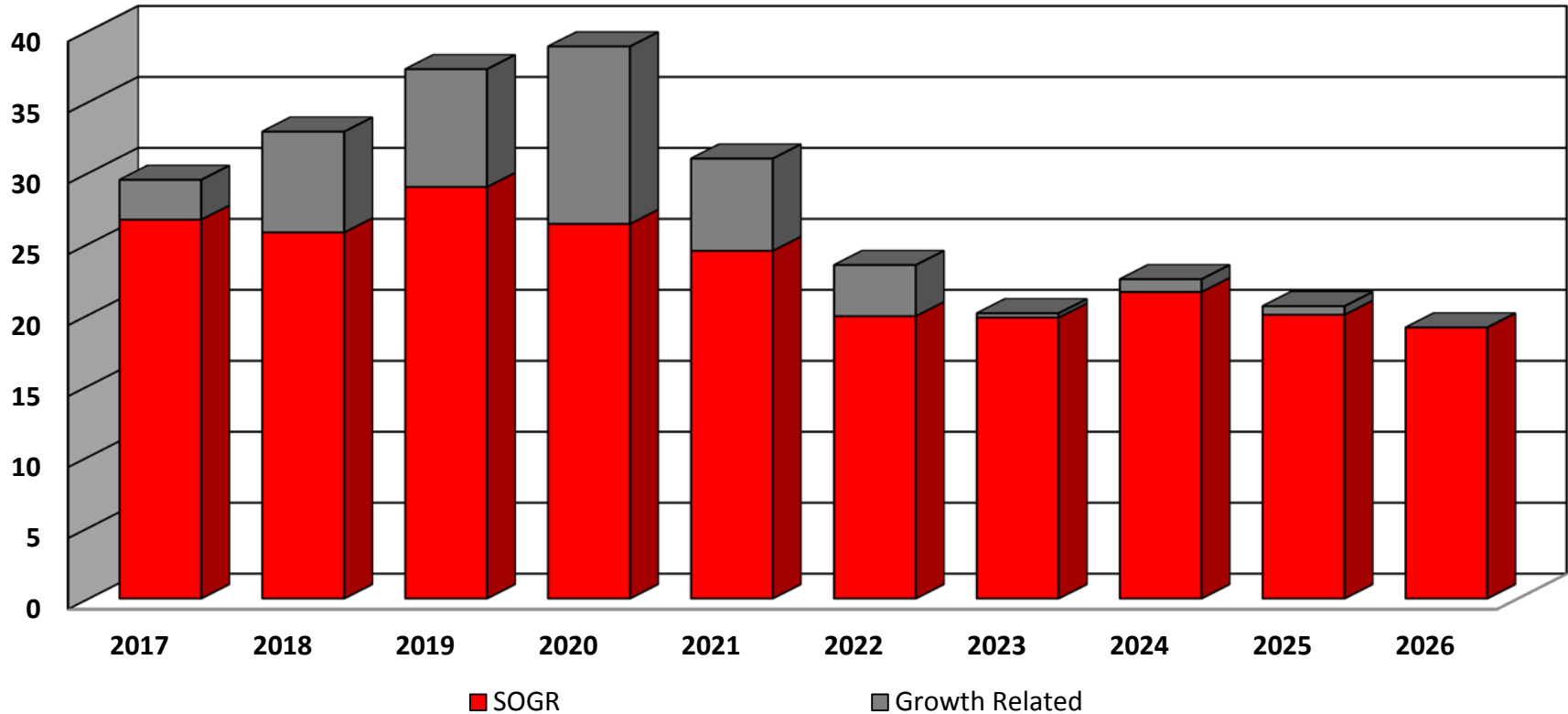
Where the
Money Goes
\$275.367 Million



Where the Money
Comes From
\$275.367 Million

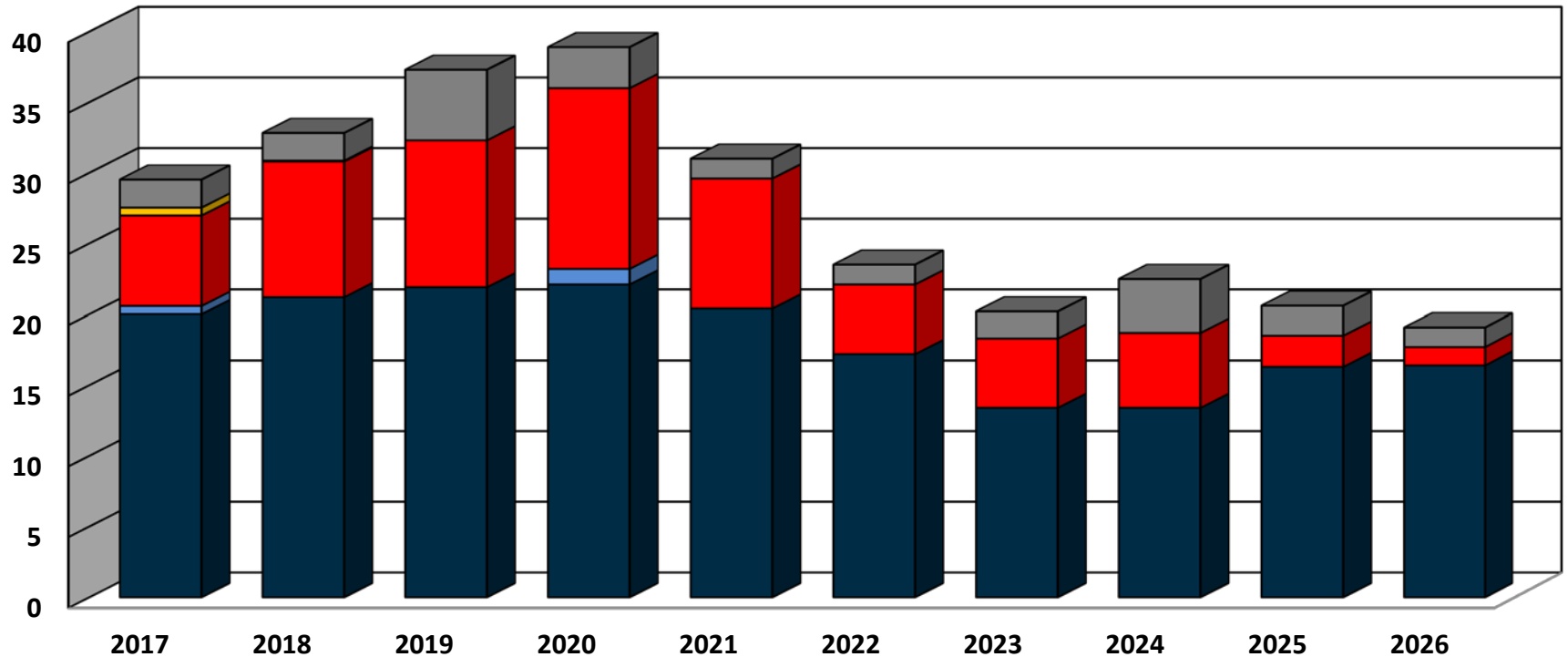


2017 – 2026 Preliminary Capital Budget & Plan by Project Category



\$ Million	2017 - 2026 Preliminary Capital Budget and Plan by Category									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Health & Safety	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Legislated	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SOGR	26.7	25.8	29.0	26.4	24.5	19.9	19.8	21.6	20.0	19.1
Service Improvements	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Growth Related	2.8	7.1	8.3	12.5	6.5	3.6	0.3	0.9	0.6	0.0

2017 – 2026 Preliminary Capital Budget and Plan by Funding Source

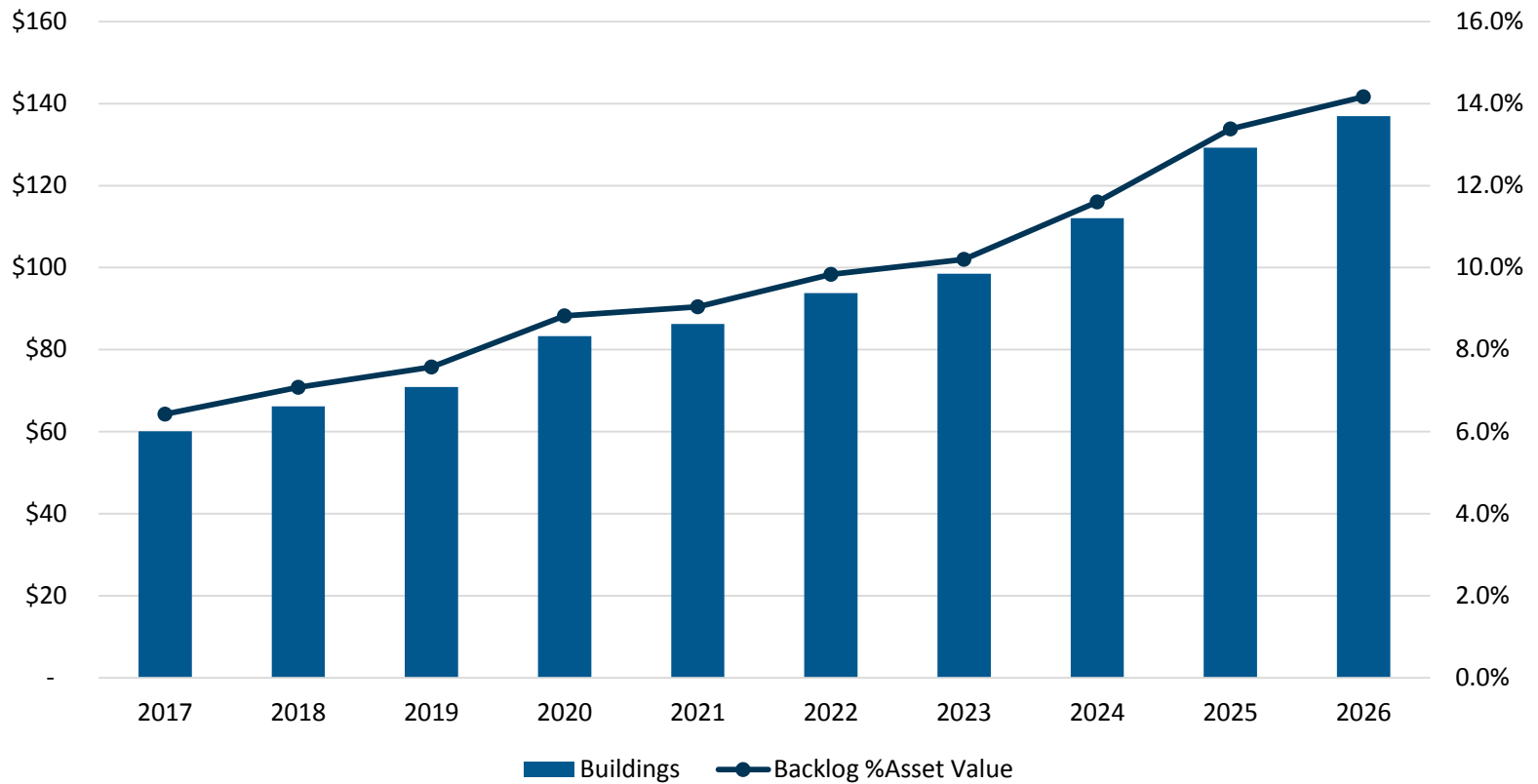


■ Debt/CFC ■ Reserves/Reserve Funds ■ Development Charges ■ Provincial/Federal ■ Others

\$ Million	2017 - 2026 Preliminary Capital Budget and Plan by Funding Source									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Debt/CFC	20.0	21.2	21.9	22.1	20.4	17.2	13.4	13.4	16.3	16.4
Reserves/Reserve Funds	0.6	0.0	0.0	1.1	0.0	0.0	0.0	0.0	0.0	0.0
Development Charges	6.4	9.6	10.4	12.8	9.2	4.9	4.9	5.3	2.2	1.3
Provincial/Federal	0.6	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Others	2.0	2.0	5.0	2.9	1.4	1.4	1.9	3.8	2.1	1.4

State of Good Repair Backlog

Accumulated Backlog as a % of Asset Value



Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2022 - 2026 Plan		2017 - 2026
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$
Previously Approved Projects													
<i>Albion Renovation</i>			18.0		18.0								36.0
<i>Bayview-Bessarion Relocation</i>							38.0	2.7	38.0				76.0
<i>St.Clair/Silverthorn Reconstruction</i>			8.0										8.0
<i>Wychwood Renovation & Expansion</i>					40.0		40.0						80.0
<i>North York Central Renovation Phase 1</i>					22.0		22.0						44.0
<i>North York Central Renovation Phase 2</i>							(75.0)		(75.0)				(150.0)
<i>Dawes Road Construction & Expansion</i>							103.0	1.0	93.0				196.0
<i>Albert Campbell Renovation</i>									18.0		18.0		36.0
<i>Eglinton Square Expansion</i>	53.0												53.0
Sub-Total	53.0	0.0	26.0	0.0	80.0	0.0	128.0	3.7	74.0	0.0	18.0	0.0	379.0
New Projects													
<i>Integrated Payment Solutions</i>	(526.0)	(6.8)											(526.0)
<i>Equipment for Operational Efficiencies</i>	(407.0)	(1.9)	(100.0)										(507.0)
<i>St. Lawrence Relocation</i>											1,652.0	14.0	1,652.0
Sub-Total	(933.0)	(8.7)	(100.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1,652.0	14.0	619.0
New Projects - Future Year													
<i>Bridlewood Renovation</i>							11.0		11.0				22.0
<i>Perth/Dupont Relocation</i>							13.0		13.0				26.0
<i>Parliament Street Renovation</i>											26.0		26.0
<i>High Park Renovation</i>									7.0		7.0		14.0
<i>Guildwood Leasehold Improvement</i>			12.0		12.0								24.0
<i>Centennial Renovation</i>											36.0		36.0
<i>Northern District Renovation</i>											24.0		24.0
<i>Brookbanks Renovation</i>											68.0		68.0
<i>Weston Renovation</i>											30.0		30.0
Sub-Total	0.0	0.0	12.0	0.0	12.0	0.0	24.0	0.0	31.0	0.0	191.0	0.0	270.0
Total	(880.0)	(8.7)	(62.0)	0.0	92.0	0.0	152.0	3.7	105.0	0.0	1,861.0	14.0	1,268.0

Key Points:

- The Capital Plan will increase future year Operating Budgets by a total of \$1.268 M net over the 10 year period.
- Operating savings in 2017 of \$0.933 M and reduction in staff of 8.7 positions of clerical work is a result of efficiency savings from the \$4.056 million capital investment in technological innovations offset by increased lease cost of \$0.053 M at Eglinton Square Library
- Operating impacts in 2022-2026 is mainly due to the new relocated St. Lawrence District Library of \$1.652 M and 14 positions

Unfunded Capital Projects

2017-2026 Capital Budget and Plan Summary (in Millions)

	<u>Gross</u>	<u>Debt</u>
Library Board Submission	313.7	216.0
Preliminary Capital Plan	275.4	182.3

Project Description (\$ Million)	Total Project Expenditure	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<i>Downsview Renovation Phase 2</i>	9.5		0.2			2.4	4.2	2.7			
<i>Richview Renovation</i>	3.4					0.2		1.7	1.5		
<i>Lillian H. Smith Renovation</i>	11.2					0.3		3.5	5.2	2.2	
<i>Parkdale Reconstruction</i>	8.4						0.4		1.1	2.7	4.3
<i>Yorkville Renovation</i>	5.9							0.1		2.2	3.5
Unfunded Projects included in Board submission	38.4	-	0.2	-	-	2.9	4.6	8.0	7.8	7.1	7.8

- Other unfunded SOGR needs total \$120M by 2026

