

Toronto Public Library

2016 Preliminary Operating Budget and 2016 - 2025 Preliminary Capital Budget & Plan

Budget Committee



Agenda

- Agency Overview:
 - Services and Resources
- Operating Overview
 - Service Performance
 - Key Issues & Priority Actions
 - 2016 Preliminary Operating Budget & Plan
- Capital Overview
 - Capital Performance
 - Key Issues & Priority Actions
 - 2016 – 2025 Preliminary Capital Budget & Plan



Overview



Service 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 \$831 million

Library Collections

- 10.8 million items

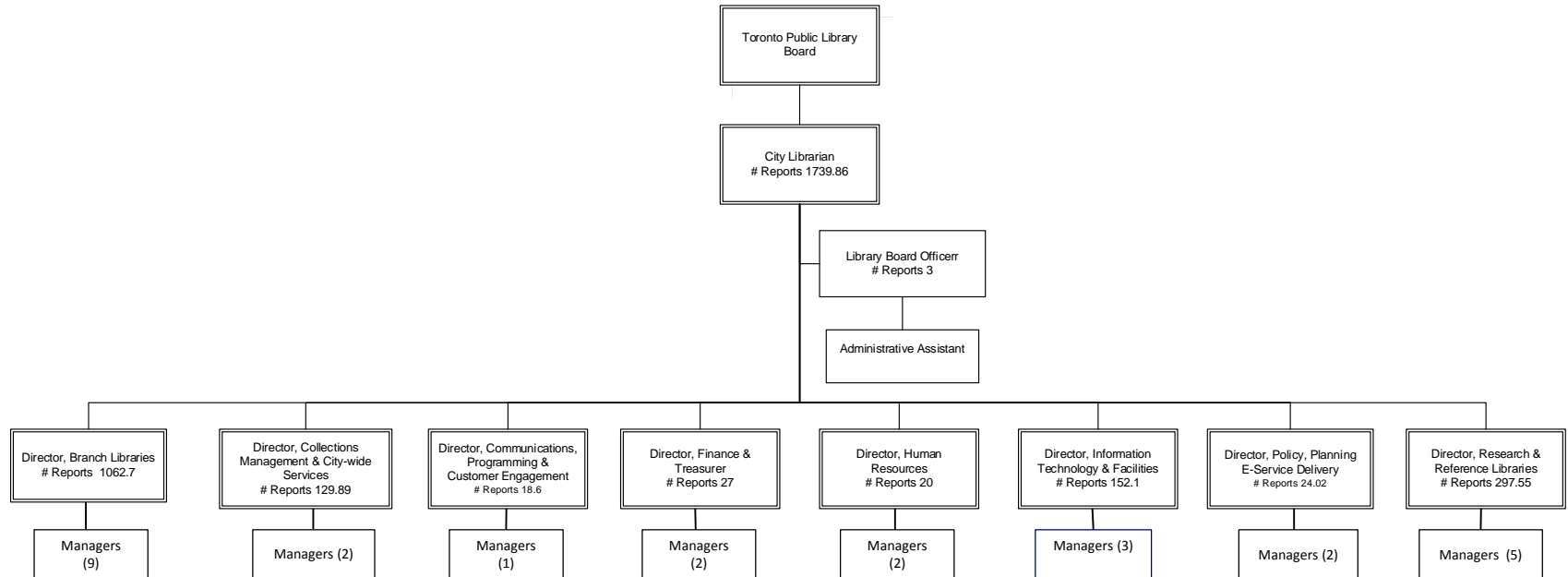
IT Equipment including self-service equipment

- Replacement value \$36 million

Vehicle Fleet

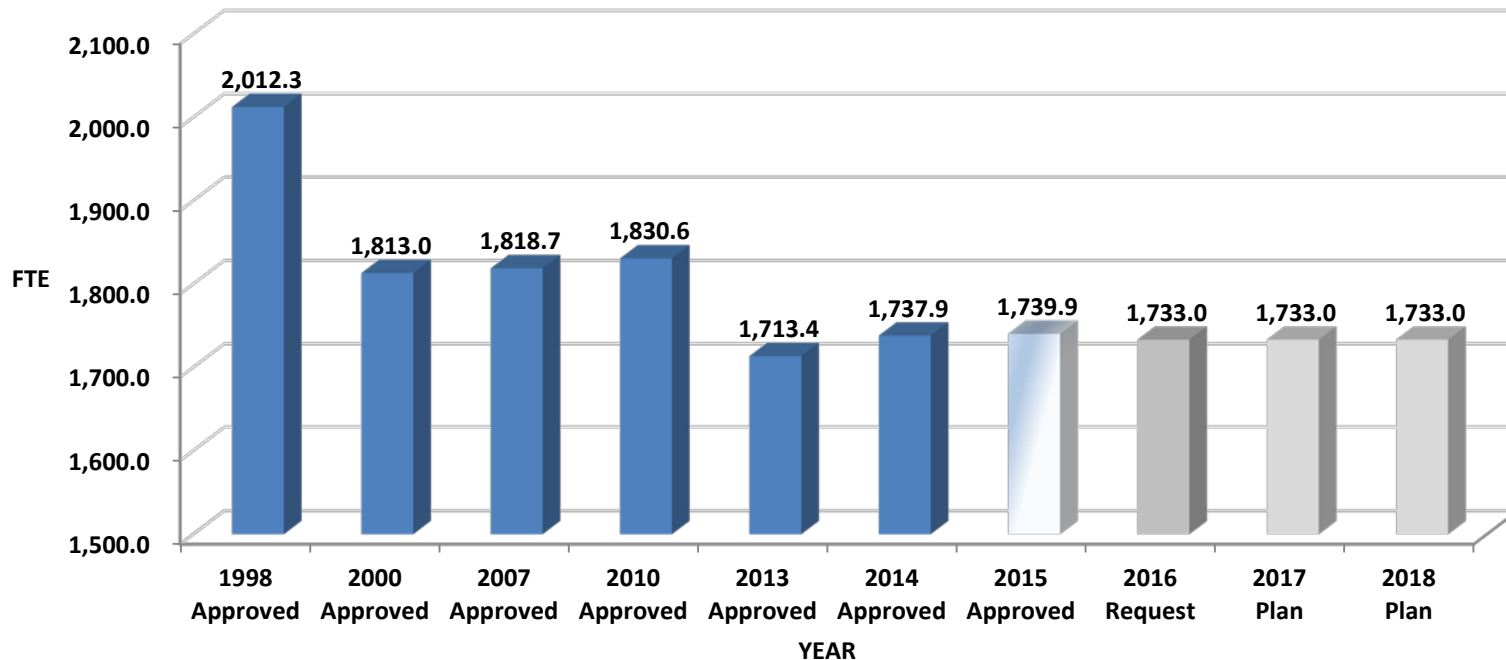
- 43 vehicles (includes 2 bookmobiles)

2016 Organizational Chart for Toronto Public Library



Senior Management	Management	Exempt Professional & Clerical	Union	Total
1	79	30	1629.86	1739.86

Staff Trend (Excludes Capital Positions)



Key Points:

- 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 in the Toronto Reference Library
 - 9 positions through restructured management and support staffing

Vacancy Analysis

Citizen Services Centred "X"	2013			2014			2015 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	60.0	3.5%	1,713.4	56.1	3.2%	1,737.9	55.5	55.5	3.2%	1,739.9
Capital	0.0	0.0%	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0
Total	60.0	3.5%	1,713.4	56.1	3.2%	1,737.9	55.5	55.5	3.2%	1,739.9

Vacancy Drivers:

- The cascading effect of the 2012-14 Voluntary Separation downsizing program
- Aging workforce with a significant number of exits through retirement in the next five years
- Challenges in recruiting qualified applicants for specialized senior positions, 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



Key Service Accomplishments in 2015

Increased service levels and usage

- Open hours were increased by 1.1%. Total usage is projected at 103.7 million, a 3.3% increase

Support for City initiatives

- Launched strategies to advance the Poverty Reduction Strategy
 - Youth Hubs at York Woods and Cedarbrae Branches
 - Over 2,500 children, youth and families in TSNS NIA neighbourhoods benefitted from the Fines Forgiveness program and had library privileges restored, increasing access and equity
- Celebrated the Pan Am and Parapan Am Games including a Spectator Jam, Poetry Slam and the showcasing of work of local artists in library branches
- Advanced Toronto Public Library's Middle Childhood Framework to provide responsive and effective service in alignment with the City's strategy

New Strategic Plan 2016-2019

- Developed a new Strategic Plan 2016-2019 to guide service delivery

100th Branch 100 Reasons

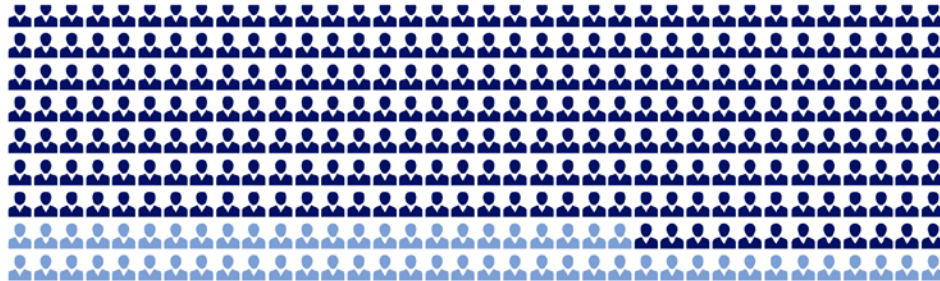
- Opened the 100th Branch, Scarborough Civic Centre with the 100 Reasons Campaign to broaden awareness and usage of library service
- National e-book advocacy campaign

Effectiveness: Satisfaction and Use

Well Used

Torontonians use their libraries in large numbers.

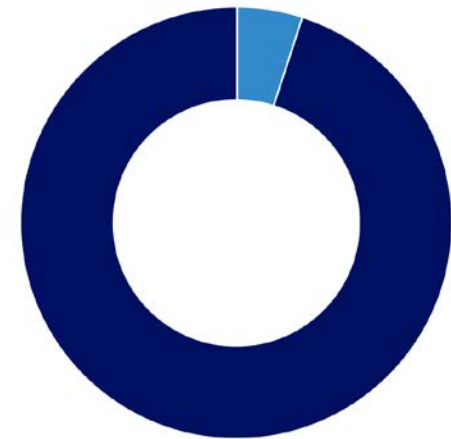
80% of Torontonians used the library in 2015.



Responsive

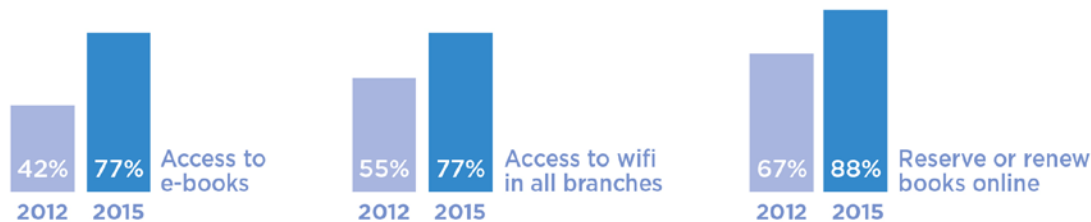
Overall satisfaction with Toronto Public Library service is high.

95% of Torontonians are pleased with the level of service they receive.



Increasing Awareness

Torontonians – both users and non-users – are increasingly aware of the library’s online and in-branch services.



Efficiency and Effectiveness

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

Results:



Increased open hours

214 hrs/week of open hours added since 2008



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

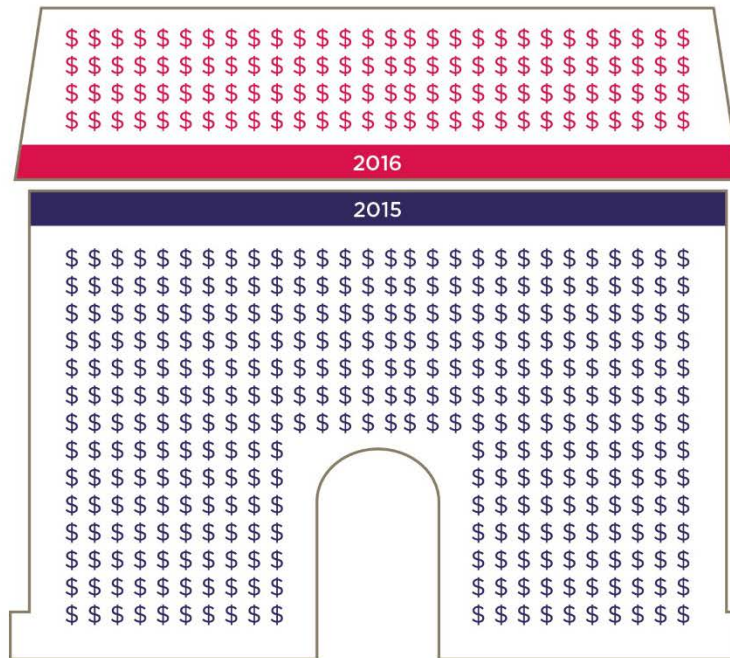
Shorter wait times for materials, staff freed up to deliver **higher value services** to customers



All at no additional cost

Efficiency and Effectiveness

New Revenue from Increased Room Rentals & Tenant Leases



11% increase over 2015
+ \$305,000

Operating Budget Variance as of Sept. 30, 2015

City Program/Agency	Nine-Month Results					Alert	Year-End Projection				Alert
	Gross Expenditures		Revenue	Net Variance			Gross Expenditures	Revenue	Net Variance		
	\$	trend	\$	\$	trend		\$	\$	\$	trend	
Toronto Public Library	137.8	▲	13.3	124.5	▲	Ⓞ	190.2	18.0	0.0	—	Ⓞ
Year-to-Date	85% to 105%		0% to 85%		>105%	Year-End	<=100%		>100%		
Net Variance	Ⓞ		Ⓢ		Ⓡ	Ⓞ		Ⓡ			

Key Points (explanation of variances and impact on 2016):

- As of September 30, 2015, TPL spending is essentially on budget
- Strict expenditure controls have been implemented in 2015 and revenues are monitored on an ongoing basis to manage budget pressures and ensure spending is within the approved budget

Key Services Issues & Priority Actions for 2016

Increasing and changing demand, reduced workforce and declining revenue

- Service demands and customer expectations include:
 - new material in multiple formats and languages;
 - expanded open hours; and
 - customers expectations for online, mobile and personalized service
- Reduced workforce by 14% since amalgamation
- Pressures include cost inflation, a higher US dollar and reduced purchasing power, and revenue losses from fines and reduced government grant funding
- Efficiency and cost cutting measures have been rigorously applied

Key Services Issues & Priority Actions for 2016

Collections and Borrowing

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

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)

Branch and E-Services

Service Issues

- Address SOGR backlog to increase operational efficiency/improve branch design
- Increase access/leverage infrastructure investment through increased open hours
- Support 18+ million physical and 30+ million virtual visits annually
- Develop and deliver innovative, convenient online services while maintaining popular traditional services

Key Priority Actions

- Accelerate SOGR projects to increase accessibility and efficiency of branch operations
- Doors Wide Open hours expansion plan to expand Sunday hours
- Expand access to Digital Innovation Hubs at three branches
- Internet wi-fi hotspot lending

Partnerships, Outreach & Customer Engagement

Service Issues

- Support equity and inclusion with services in branches, online and community locations
- Increase awareness of library services among diverse audiences

Key Priority Actions

- Implement Year 1 of Strategic Plan 2016-2019 with measurable outcomes and impacts
- Align with and support City strategies
- Develop communication and outreach strategies to engage residents
- Engage public and private sector partners in partnership with the Toronto Public Library Foundation to support service delivery
- Youth Hub expansion to provide access to nutrition, information and technology, homework support, etc to build life and leadership skills

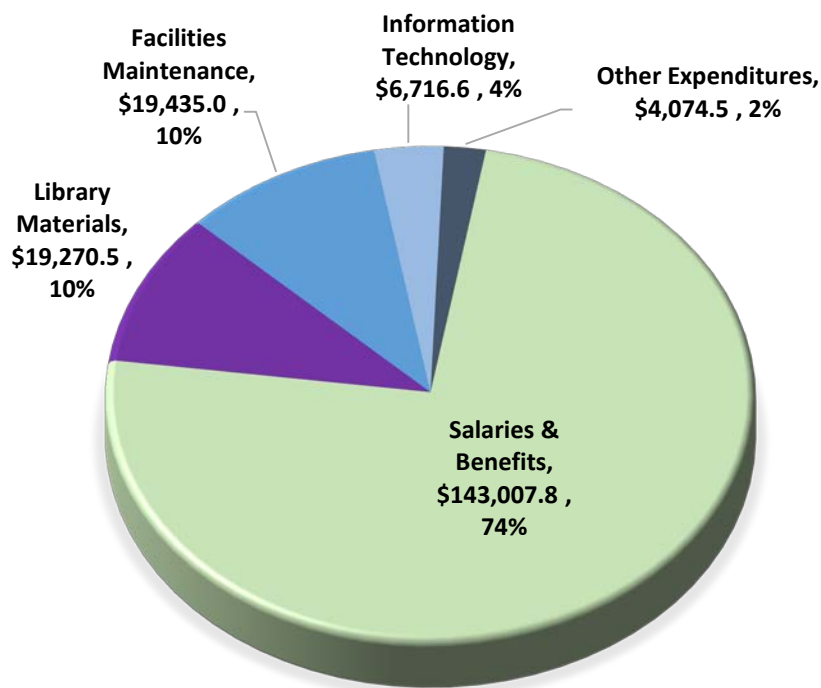


2016 Preliminary Operating Budget & Plan



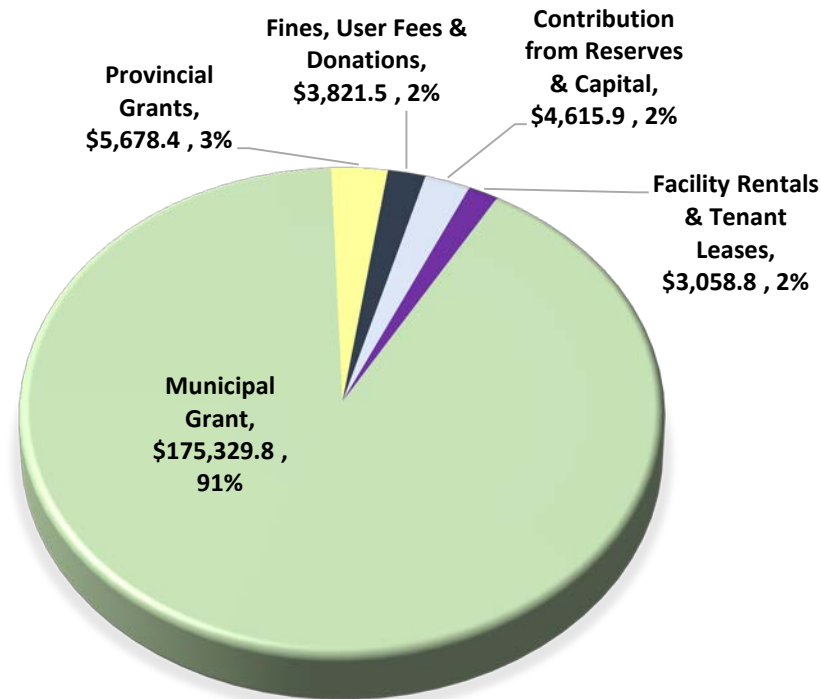
2016 Preliminary Operating Budget - Gross Expenditures by Program & Funding Source

Where the money goes (\$000s)



\$192.504 Million

Where the money comes from (\$000s)



\$192.504 Million

2016 Preliminary Operating Budget Summary

(In \$000s)	2016 Preliminary Operating Budget				2016 Prelim. vs. 2015		Incremental Change 2017 and 2018 Plan			
	2015 Approved Budget	2016 Base	2016 New/Enhanced	2016 Budget	Budget Approved Changes		2017		2018	
By Service	\$	\$	\$	\$	\$	%	\$	%	\$	%
Library Collections and Borrowing										
Gross Expenditures	71,534.5	72,884.9		72,884.9	1,350.4	1.9%	569.1	0.8%	795.3	1.1%
Revenue	5,826.5	6,109.1		6,109.1	282.6	4.9%	(184.9)	(3.0%)	(21.8)	(0.4%)
Net Expenditures	65,708.1	66,775.9	-	66,775.9	1,067.8	1.6%	754.0	1.1%	817.0	1.2%
Branch and E-Services										
Gross Expenditures	110,292.6	112,609.3		112,609.3	2,316.6	2.1%	1,411.7	1.3%	1,717.4	1.5%
Revenue	10,450.4	11,215.7		11,215.7	765.3	7.3%	(334.4)	(3.0%)	(96.0)	(0.9%)
Net Expenditures	99,842.2	101,393.5	-	101,393.5	1,551.3	1.6%	1,746.1	1.7%	1,813.4	1.8%
Partnerships, Outreach & Customer Engagement										
Gross Expenditures	6,881.2	7,010.2		7,010.2	129.0	1.9%	58.8	0.8%	80.7	1.1%
Revenue	239.2	268.1		268.1	28.9	12.1%	(19.0)	(7.1%)	(2.2)	(0.9%)
Net Expenditures	6,642.0	6,742.1	-	6,742.1	100.1	1.5%	77.7	1.2%	82.9	1.2%
Total										
Gross Expenditures	188,708.3	192,504.4		192,504.4	3,796.1	2.0%	2,039.5	1.1%	2,593.3	1.3%
Revenue	16,516.1	17,592.9		17,592.9	1,076.8	6.5%	(538.3)	(3.1%)	(120.0)	(0.7%)
Total Net Expenditures	172,192.2	174,911.5	-	174,911.5	2,719.3	1.6%	2,577.8	1.5%	2,713.3	1.5%
Approved Positions	1,739.9	1,738.0	-	1,738.0	(1.9)	(0.1%)				

Key Points:

2016

- Achieves \$1.160 million of budget relief which includes \$0.805 million in efficiencies
- Excludes service enhancements that were included as part of the City's Poverty Reduction Strategies of \$0.958 million gross and net, comprised of Youth Hubs expansion (phase 2), Sunday open hours enhancements, Internet wi-fi hotspot lending enhancement and a Malvern digital innovation hub

2017 and 2018 Plan

- Includes pressures associated with increases in cost of services and contractual obligations

Key Cost Drivers

(In \$000s)	2016 Base Budget	
	Total	
	\$	Position
Gross Expenditure Changes		
Prior Year Impacts		
Reversal of one-time 2015 fuel savings	10.8	
Operating Impacts of Capital		
Eglinton Square branch lease costs (\$0.167 million) & other projects	175.3	
Economic Factors		
Inflationary increase for utilities (6% for hydro, 3% for water)	310.5	
Inflationary and US exchange for Library Materials (2.5%)	464.6	
COLA and Progression Pay		
Progression pay and benefits (excludes COLA)	1,144.5	
Additional working day	-	
Other Base Changes		
Property rent increases for leased branch locations	150.1	
Permanent staff for Virtual Branch Services (VBS)	-	5.0
Increased cost of supplies and services	96.0	
IT contracted services increase (including \$US exchange)	382.1	
Increased cost of Facilities' contracted services (including fleet maintenance)	534.1	
Loss of provincial e-content subsidy	220.0	
Total Gross Expenditure Changes	3,488.0	5.0
Revenue Changes (Increase) / Decrease		
Fines revenue reduction	310.0	
Unrealized advertising and online sale revenue	61.0	
Discontinued Community Access Program Federal Grant	20.0	
Total Revenue Changes	391.0	
Net Expenditure Changes	3,879.0	5.0

Service Changes To Achieve Target -1% Budget Reduction

Description (\$000s)	Total 2016 Service Changes			Incremental Change			
	\$	\$	#	2017 Plan		2018 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Changes							
<i>Monday - Saturday service hours reduction</i>	(3,267.9)	(3,267.9)	(41.0)				
<i>Reduction of library materials</i>	(1,580.9)	(1,580.9)					
Sub-Total	(4,848.8)	(4,848.8)	(41.0)				
Total Preliminary Service Changes	(4,848.8)	(4,848.8)	(41.0)				

- A \$4.849 million major service reduction of service hours and collections and a reduction of 41 FTEs is required to meet the -1% reduction target

New/Enhanced Services Referred to Budget Process

Description (\$000s)	2016			Incremental Impact			
	Gross	Net	New Positions	2017 Plan		2018 Plan	
				Net	Position	Net	Position
Council Directed:							
Sub-Total Council Directed	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Referred to the Budget Process							
Sunday open hours enhancement 1 - full year at 8 branches	263.2	263.2					
Sunday open hours enhancement 2 - 6 new locations	294.3	294.3					
Poverty reduction - Youth Hubs Expansion (phase 2)	200.0	200.0	2.0				
Internet wi-fi hotspot lending enhancements	100.0	100.0					
Malvern Digital Innovation Hub	100.0	100.0	1.0	37.5			
Sub-Total Referred to Budget Process	957.5	957.5	3.0	37.5	0.0	0.0	0.0
Total	957.5	957.5	3.0	37.5	0.0	0.0	0.0

- All enhancements support the City's Poverty Reduction Strategy and are not included in the 2016 Preliminary Operating Budget

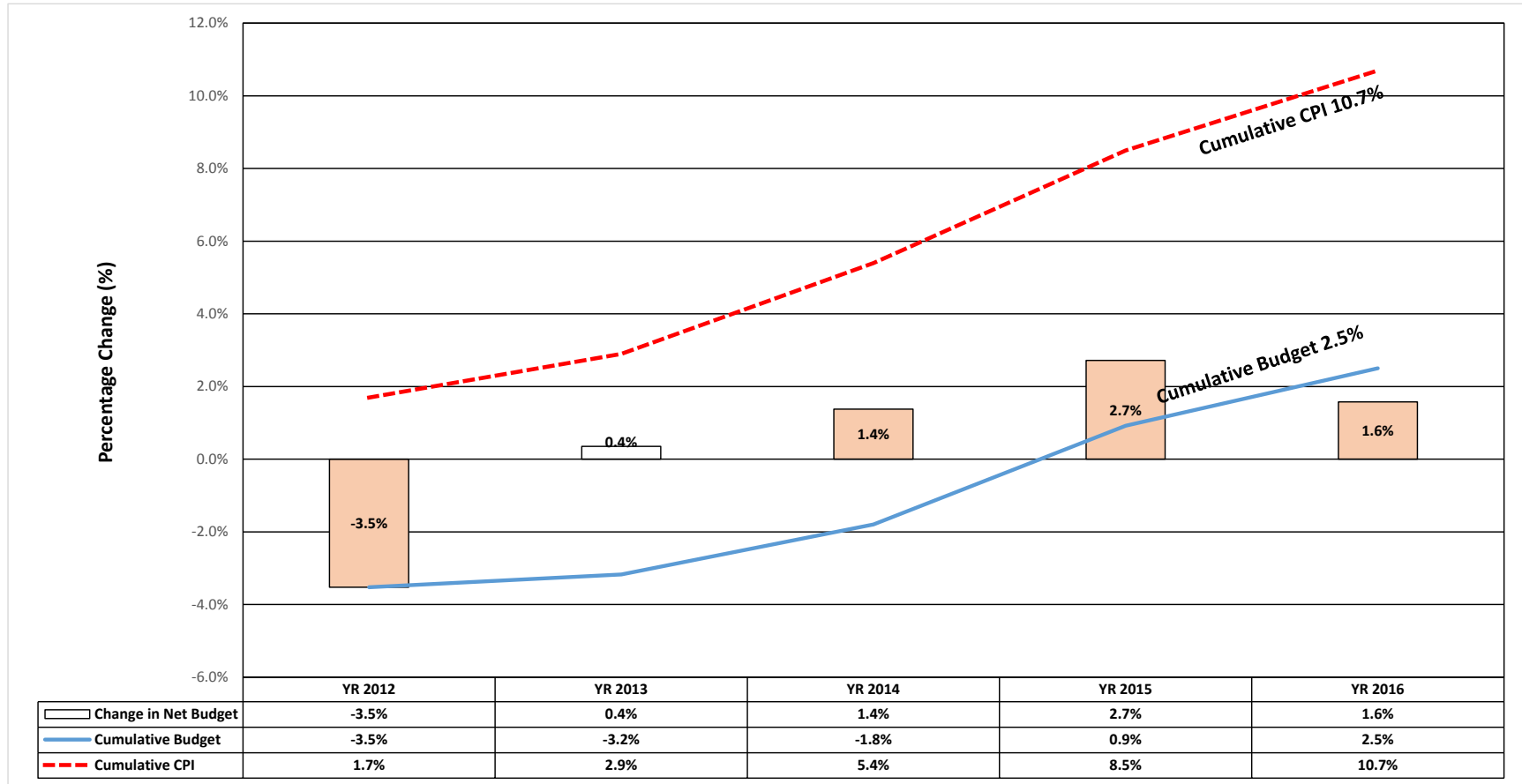
User Fee Change Highlights

Fee Description	2015 Fee	2016 Fee	% Increase	Incremental Revenue (\$000's)
Inflationary Increases				
Meeting Rooms & Auditoriums (non-profit/commercial, hourly rate)	21.22 - 143.25	21.70 - 146.47	2.25	15.4
Theatres (non-profit/commercial, daily rate/hourly rate)	159.20 - 409.00	162.78 - 418.20	2.25	10.6
Subtotal				26.0
Above Inflationary Increases				
Subtotal				-
Other Increases				
Subtotal	-	-		-
New Fees				
Public spaces in branches (non-profit/commercial, hourly)		150.0		2.0
Premium event space		450.00 - 5,000.00		145.0
Subtotal	-	150.0		147.0
Total Incremental Revenue				173.0

2017 & 2018 Plan

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Operating Impact of Completed Capital										
Operating impact from capital	157.9		157.9	0.1%		133.0		133.0	0.1%	
Economic Factors										
Salaries & Benefits (excluding COLA)	653.4		653.4	0.4%		662.5		662.5	0.4%	
Property rent increases (leased branches)	106.0		106.0	0.1%		110.0		110.0	0.1%	
Revenue										
Reversal of reserve draw for one extra day in 2016	(418.3)	(418.3)								
Decrease in fines revenue		(120.0)	120.0	0.1%			(120.0)	120.0	0.1%	
Sub-Total	499.0	(538.3)	1,037.3	0.6%		905.5	(120.0)	1,025.5	0.6%	
Anticipated Impacts:										
Other										
Inflation and US\$ exchange for Library Materials	470.0		470.0	0.3%		475.0		475.0	0.3%	
Inflationary cost for utilities	338.2		338.2	0.2%		358.3		358.3	0.2%	
Increased cost of contracts and services	732.4		732.4	0.4%		854.6		854.6	0.5%	
Sub-Total	1,540.6		1,540.6	0.9%		1,687.9		1,687.9	1.0%	
Total Incremental Impact	2,039.6	(538.3)	2,577.9	1.5%		2,593.4	(120.0)	2,713.4	1.5%	

History of TPL Budget Increases – 75% Below Inflation



Budget increases in 2014 and 2015 reflect the opening of two new branches: Fort York and Scarborough Civic Centre



Capital Overview



Summary of Major Projects Completed in 2015

Completion of renovation/construction projects

- New Scarborough Civic Centre branch – opened May 2015
- Library Processing Centre (Ellesmere)

Completion of 21 Multi-branch State of Good Repair projects at 20 branches

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

Completion of the Pan Am Games program

Technology Asset Management Program (TAMP)

- Replacement of public computers and printers
- New hardware and software to support website upgrades
- New software to support business and finance applications

Virtual Branch Services (VBS)

- Launch of “Your Account” in public beta with an enhanced user experience, additional self service functions and mobile access
- Implementation of a new website login system
- Development of the “Ready for Reading” Early Years website for caregivers and design of new homepage

Capital Budget Variance as of Sep. 30, 2015

		2015 Approved Cash Flow	2015 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Agencies							
TPL	Q3	22.24	11.24	18.90	85.0%	▼	Ⓢ

Ⓢ >70%

Ⓢ between 50% and 70%

Ⓢ < 50% or > 100%

Key Points:

- Achieved an average spending rate of 85% over the past 5 years

Key Capital Issues & Priority Actions for 2016

City debt targets

- Inadequate funding
- Not adjusted for inflation
- Declining debt targets

Growing State of Good Repair (SOGR) backlog

- Preliminary Budget: backlog = \$123M or 14.0% of asset value
- Board Submission (exceeds debt target \$71M): backlog = \$73M or 8.4% of asset value

High demand for public spaces in neighbourhoods across the city

- For study, collaboration and programming

Need to meet increasing demand for virtual branch e-services and in-branch technology

- Be responsive to the change and growth of technology
- Provision of greater mobile and digital self-service
- Development of longer term digital strategy



2016 – 2025 Preliminary Capital Budget & Plan

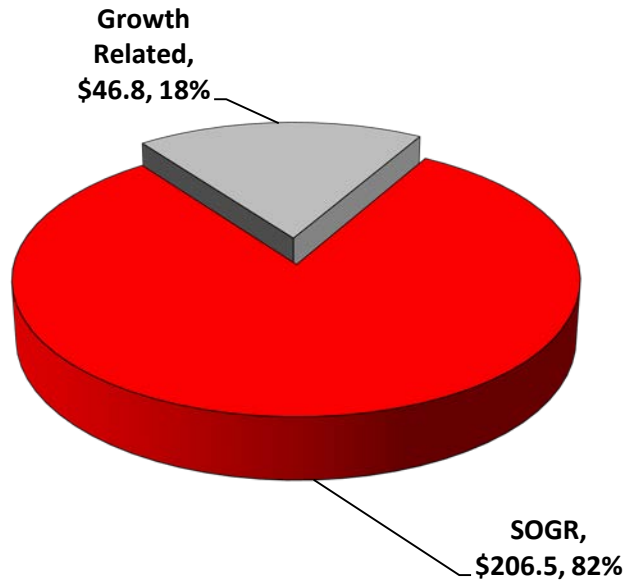


Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan

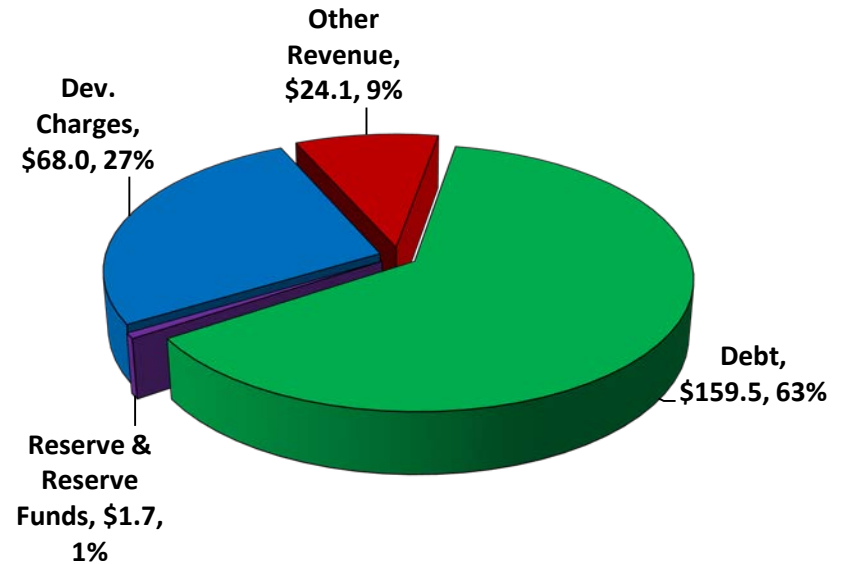
Project (\$000s)	2016 Request	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025
Multi-Branch Renovation Program (SOGR)	3,878	2,693	4,093	4,093	4,093	18,850	4,093	4,093	4,093	4,093	4,093	39,315
Tech Asset Mgmt Prg (TAMP)	4,100	4,100	4,100	4,100	4,100	20,500	4,100	4,100	4,900	5,110	4,940	43,650
Virtual Branch Services (VBS)	1,322	1,000	1,000	1,250	1,250	5,822	1,250	1,250	1,250	1,250	1,250	12,072
Agincourt	2,097					2,097						2,097
Albion	3,455	5,030	2,525			11,010						11,010
Bridlewood			1,100	800		1,900						1,900
Bayview	500	2,621	4,398	4,718		12,237						12,237
Wychwood	1,749	2,886	4,083			8,718						8,718
St. Clair/Silverthorn	1,247	800	-			2,047						2,047
North York Central	3,880	5,736	2,095	2,228		13,939						13,939
Dawes Road	979	1,763	3,287	4,875	2,309	13,213						13,213
Eglinton Square	943					943						943
Albert Campbell	265		1,429	3,809	3,542	9,045	3,120					12,165
Downsview	436					436						436
Perth/Dupont		205	1,566	2,541		4,312						4,312
St. Lawrence		362		2,148	4,733	7,243	6,817	3,954				18,014
Parliament Street			123		1,904	2,027	3,102	1,828				6,957
Northern District			339		1,896	2,235	3,077	3,090	1,982			10,384
Guildwood				238		238	1,541	2,889	2,542			7,210
Centennial				114		114	3,079	1,522				4,715
Weston					161	161		2,636	2,666	2,723	1,034	9,220
Brookbanks						-	192		1,236	3,328	2,092	6,848
Sanderson						-		444		1,226	3,533	5,203
Mimico Centennial						-		158		1,548	2,225	3,931
High Park						-		155		1,072	1,545	2,772
Total	24,851	27,196	30,138	30,914	23,988	137,087	30,371	26,119	18,669	20,350	20,712	253,308

2016 – 2025 Preliminary Capital Budget and Plan Spending & Funding Sources

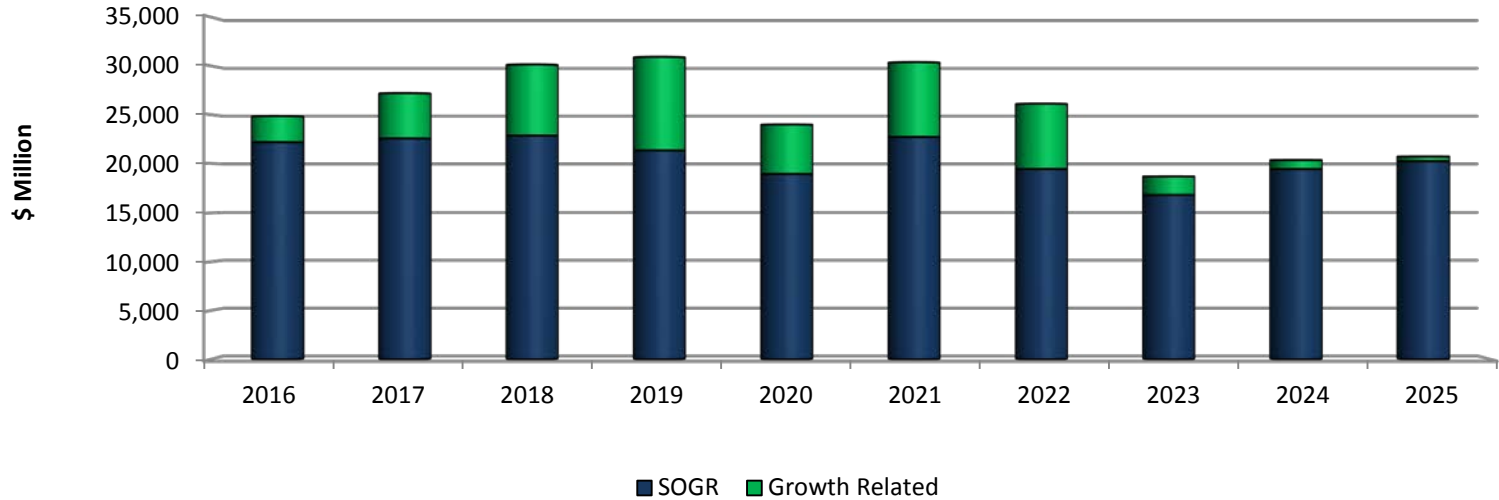
Where the Money Goes
\$253.308 Million



Where the Money Comes From
\$253.308 Million

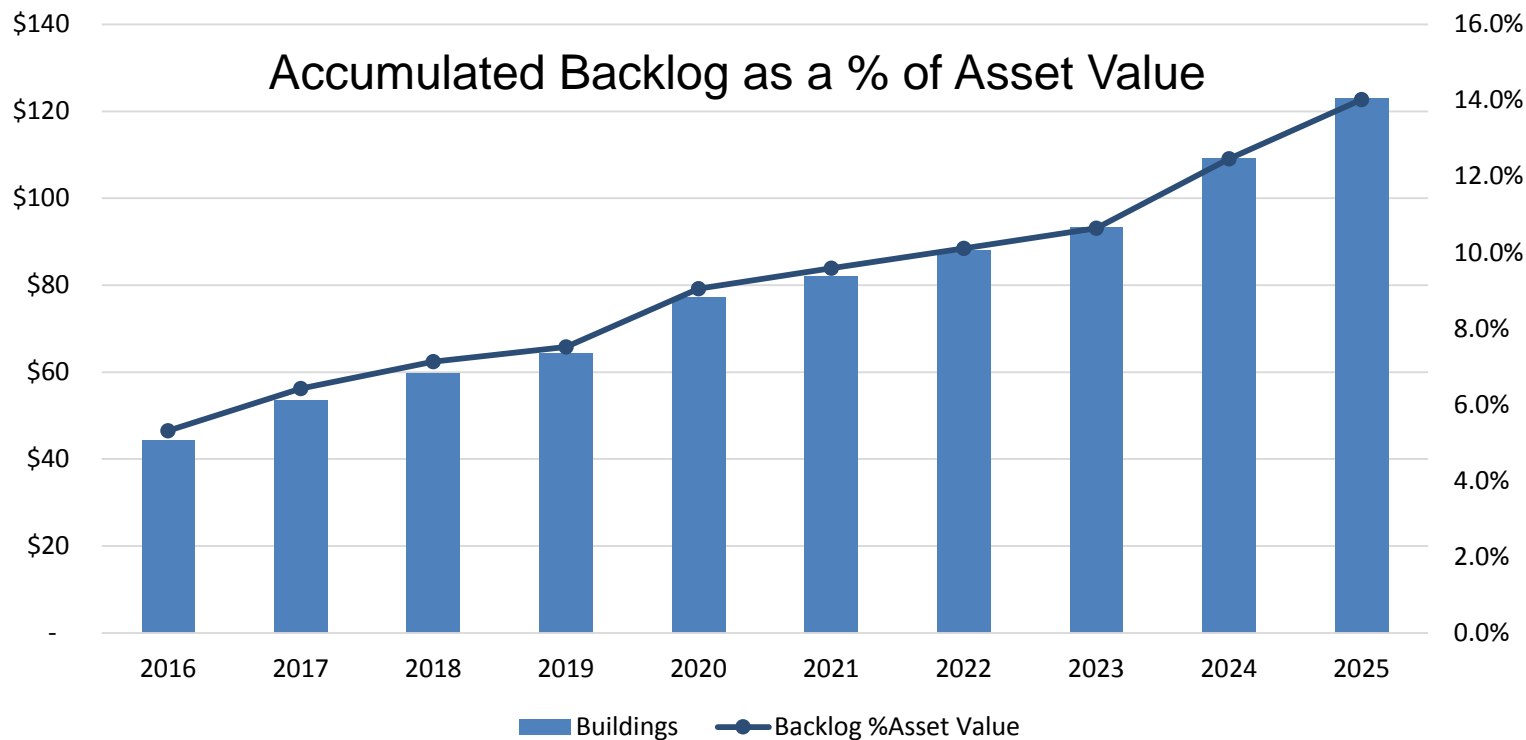


2016 – 2025 Preliminary Capital Budget and Plan by Project Category



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Health & Safety	0	0	0	0	0	0	0	0	0	0
Legislated	0	0	0	0	0	0	0	0	0	0
SOGR	22,176	22,561	22,853	21,338	18,924	22,712	19,432	16,834	19,427	20,227
Service Improvement	0	0	0	0	0	0	0	0	0	0
Growth Related	2,675	4,635	7,285	9,576	5,064	7,659	6,687	1,835	923	485

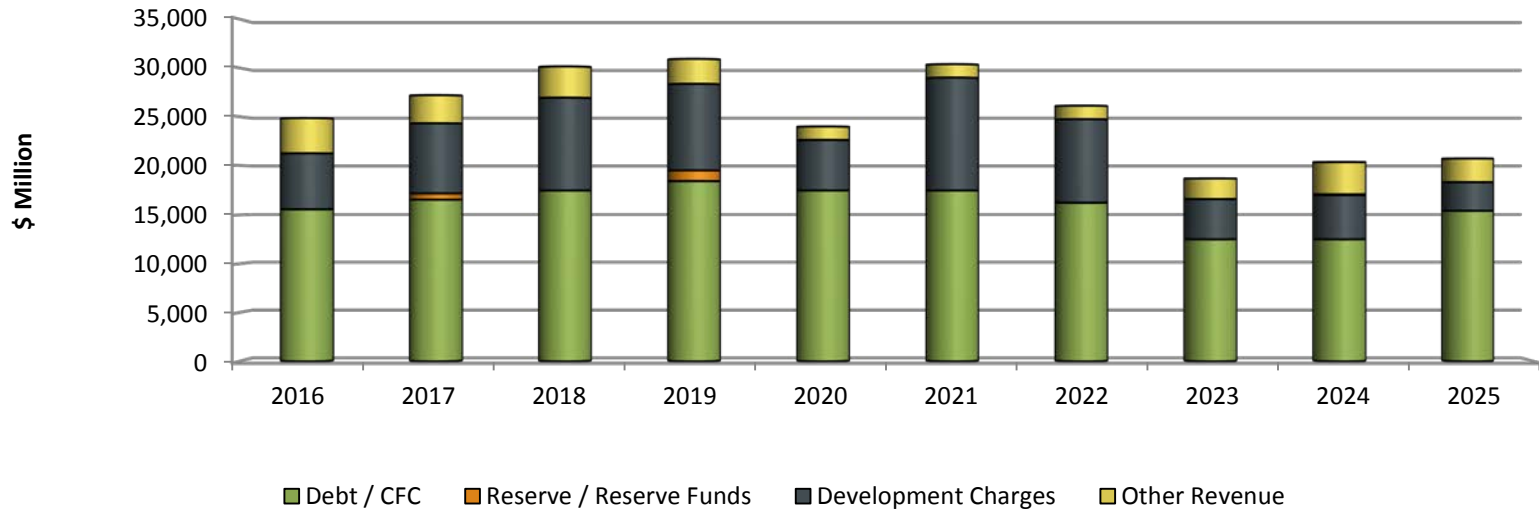
State of Good Repair Backlog



Key Points (% asset value trend):

- With the preliminary capital budget and plan, TPL's backlog will nearly triple over the next 10 years, growing from \$37.5 million at the end of 2015 to \$123.0 million or 14% of asset value of \$878.134 million in 2025.
- The Library Board's submission, which exceeds the preliminary capital budget debt funding by \$63 million, would reduce the backlog to \$73 million or 8.4% of asset value of \$873.051 million in 2025.

2016 – 2025 Preliminary Capital Budget and Plan by Funding Source



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Debt / CFC	15,575	16,565	17,433	18,398	17,433	17,433	16,250	12,500	12,500	15,420
Prov./Fed.	0	0	0	0	0	0	0	0	0	0
Reserve / Reserve Funds	0	580	0	1,100	0	0	0	0	0	0
Development Charges	5,668	7,173	9,508	8,857	5,177	11,560	8,491	4,120	4,542	2,865
Recoverable Debt	0	0	0	0	0	0	0	0	0	0
Other Revenue	3,608	2,878	3,197	2,559	1,378	1,378	1,378	2,049	3,308	2,427

Debt Target

Debt Target (\$ Million)

(\$ Million)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Gross Expenditures	24.9	27.2	30.1	30.9	24.0	30.4	26.1	18.7	20.4	20.7	253.3
Debt Target	15.2	16.1	16.9	16.9	16.9	16.9	15.8	12.0	12.0	14.9	153.7
Debt (Preliminary Budget)	15.6	16.6	17.4	18.4	17.4	17.4	16.3	12.5	12.5	15.4	159.5
Over/(Under) Debt Target	0.3	0.5	0.5	1.5	0.5	0.5	0.5	0.5	0.5	0.5	5.8

Key Drivers

- TPL maximizes non-debt funding sources in order to meet capital requirements while minimizing the impact on City debt.
- The debt target after 2018 is not adjusted for inflation and actually decreases after 2021.
- The majority of TPL properties were constructed 40 – 50 years ago and are now in need of replacement.
- The impact of higher SOGR needs and inadequate debt targets results in a growing SOGR backlog and therefore the Library Board has submitted a budget that exceeds the assigned debt targets to reduce the growing backlog to \$73M.
- Although an additional \$5.802 million over the debt targets has been provided in the 10-year preliminary capital plan, the preliminary budget is still inadequate to meet the growing SOGR backlog requirements over the next 10 years.

Incremental Operating Impact of Capital

Projects	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Bridlewood</i>					43.0		12.0					55.0		55.0
<i>Bayview</i>							44.0	2.7	44.0		88.0	2.7	88.0	2.7
<i>Albion</i>					17.0		17.0				34.0		34.0	
<i>Wychwood</i>					38.0		38.0				76.0		76.0	
<i>St. Clair/Silverthorn</i>	8.0		8.0								16.0		16.0	
<i>North York Central</i>							23.0		23.0		46.0		46.0	
<i>Dawes Road</i>									94.0	1.0	94.0	1.0	188.0	1.0
<i>Eglinton Squar</i>	167.0		53.0								220.0		220.0	
New Projects - 2016														
<i>Albert Campbell</i>													36.0	
New Projects - Future Years														
<i>Perth/Dupont</i>							14.0		14.0		28.0		28.0	
<i>St. Lawrence</i>													1,704.0	14.0
<i>Parliament Street</i>													28.0	
<i>Northern</i>													24.0	
<i>Guildwood</i>													82.0	0.5
<i>Centennial</i>													30.0	
<i>Weston</i>													15.0	
<i>Brookbanks</i>													29.0	
Total (Net)	175.0		61.0		98.0		148.0	2.7	175.0	1.0	657.0	3.7	2,699.0	18.2

Unfunded Capital Projects

Project Description (\$000s)	Total Project Cost	Non-Debt Funding	Debt Required	Debt funding cash flow									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Multi-Branch Renovation Program	17,263.0	1,989.0	15,274.0	1,886.0	854.0	200.0	137.0	137.0	500.0	2,230.0	3,100.0	3,180.0	3,050.0
North York Central	2,993.0	1,359.0	1,634.0		555.0	1,079.0							
Richview	2,991.0	269.0	2,722.0				1,407.0	1,315.0					
Virtual Branch Services	1,000.0	900.0	100.0	75.0		25.0							
Downsview	4,362.0	396.0	3,966.0		693.0	1,242.0	2,031.0						
High Park	3,372.0	(90.0)	3,462.0					2,421.0	3,170.0			(584.0)	(1,545.0)
Mimico Centennial	4,864.0	(74.0)	4,938.0						1,499.0	1,581.0	4,923.0	(884.0)	(2,181.0)
Jones	3,679.0	1,049.0	2,630.0									1,479.0	1,151.0
Deer Park	9,135.0	822.0	8,313.0							3,521.0	2,977.0	1,815.0	
Barbara Frum*	7,370.0	694.0	6,676.0									2,758.0	3,918.0
Locke*	6,715.0	604.0	6,111.0								1,111.0	2,818.0	2,182.0
Parkdale*	7,186.0	864.0	6,322.0									2,148.0	4,174.0
Don Mills*	462.0		462.0									462.0	
College/Shaw*	146.0		146.0										146.0
Queen/Saulter*	511.0		511.0										511.0
Total	72,049	8,782	63,267	1,961	2,102	2,546	3,575	3,873	5,169	7,332	12,111	13,192	11,406

* Total Project Cost represents only what is included in the 10-Year Plan. These projects have future cash flows beyond 2025 and thus a higher project cost than what is shown.

- Additional \$73 million of SOGR needs not included

