

Toronto Public Library

What We Do

We serve residents and communities in the way how people live, work, learn and play so that Toronto Public Library (TPL) continues to provide relevant library service and have positive impacts on the lives of Torontonians. We empower Torontonians to thrive in the digital age and global knowledge economy through expanded access to technology, lifelong learning and diverse cultural and leisure experiences, online, in our branches and in the community. Toronto Public Library delivers the following services:

- Library Collections Access & Borrowing
- Library In-Branch & Virtual Services
- Library Partnerships, Outreach & Customer Engagement

The Library system includes 81 neighbourhood branches, 17 district branches, 2 research and reference branches; for a total of 100 branches; as well as 2 service buildings and 2 bookmobiles.

Why We Do It

Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

Our Experience & Success

- Delivery of Poverty Reduction Strategy Initiative through the addition of 3 new youth hubs, additional Sunday service at 9 branches, full year Sunday services at 5 branches, and 1,000 Wi-fi hotspots lending.
- Completion of the Capital-funded operational efficiencies pilot project that includes investments in automation, technology, and printing hardware, allowing for budget savings on an ongoing basis.
- Completed Phase 1 renovations of North York Central Library and substantially completed St.Clair / Silverthorn branch for reconstruction.

Key Challenges

- Financial impacts resulting from the 2019 cost of living adjustments and Bill 148.
- Ongoing collections development pressures: Lack of availability of e-materials and high cost from publishers, high usage demand for collections in multiple formats (i.e. electronic copies).
- Customer expectations for in-branch, online, mobile and personalized service.
- Access to new and emerging technology; support for digital and other literacies.
- Significant and growing State of Good Repair backlog to address AODA requirements.

Priority Actions

- Advance Poverty Reduction Strategy through the expansion of new seasonal Sunday service at 8 branches (\$0.208 million) and the addition of 2 new youth hubs (\$0.260 million).
- Continue Phase 2 renovations of North York Central Library to be completed in 2021 (\$9.454 million).
- Secure additional funding to address growing SOGR needs (\$5.475 million).
- Expand access to emerging technologies including new Digital Innovations Hubs and Pop Up Learning Labs.
- Implement measures to advance customer experience, including expanding mobile friendly and self-serve capability.
- Continue eBook advocacy campaign around fair pricing.

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$206.9	\$210.5	\$213.8
Revenues	\$19.2	\$19.8	\$20.1
Net Expenditures	\$187.7	\$190.7	\$193.7
Approved Positions	1,732.3	1,732.3	1,741.5

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2019	2020-2028	Total
Gross Expenditures	\$28.7	\$280.7	\$309.4
Debt	\$21.9	\$157.0	\$178.9

Note: Excluding 2018 carry forward funding to 2019

Our Key Service Levels



Physical collections size
10M items



Access to **465,000** downloadable and streamed copies of E-books and E-audio books



9,031 open hours per 100,000 population



Over **50,000** annual program hours and over **3,000** daily participants



13,732 home visits to deliver materials for equity seeking groups

Source of Image: www.icons8.com

Key Service Deliverables

Provide **+272,741** open hours per year to support 100 branches to support **+19 million** in-person visits, **+5.7 million** workstation users, and **+5.1 million** wireless sessions with expanded access to technology

Provide virtual library services to support over **+30.6 million** website visits

Develop and maintain a physical collection of **+10 million**

Facilitate annual circulation of **+32 million** items and information resources to support +1.9 million reference requests on a variety of subjects

Who We Serve

Library Collections Access & Borrowing

- Public Library Users

Beneficiaries

- Authors
- Businesses & Residents
- Publishers
- City Staff
- Visitors

Library In-Branch & Virtual Services

- Public Library Users
- Registered Library Participants
- Students
- Virtual Users

Beneficiaries

- Businesses & Residents
- City Staff
- Visitors

Library Partnerships, Outreach & Customer Engagement

- Persons seeking Literacy Development
- Persons seeking Skills Development
- Public Library Users

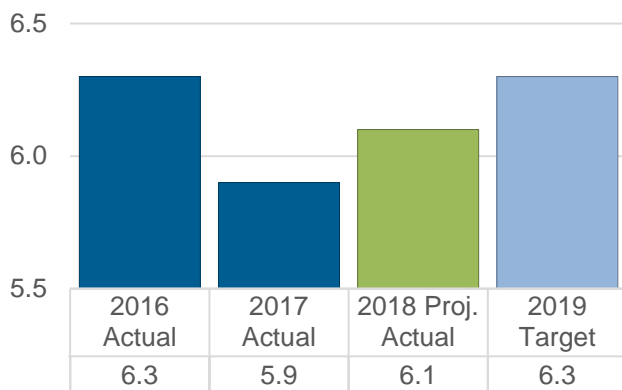
Beneficiaries

- Businesses & Residents
- City Staff
- Visitors

How Well We Are Doing

Performance Measures

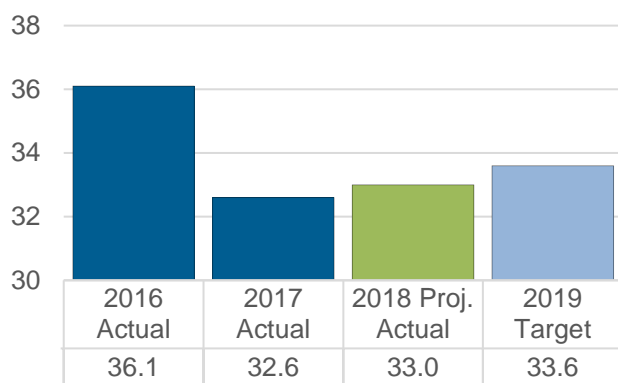
Visits per Capita



Behind the Numbers

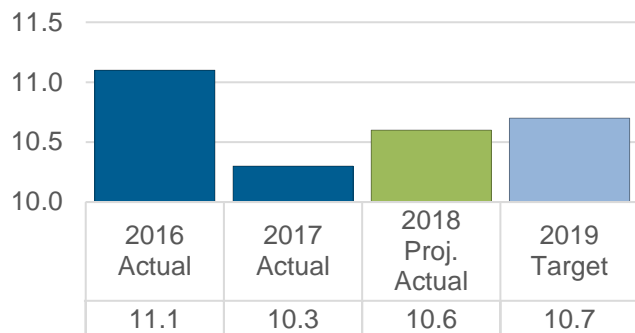
- The number of visits is influenced by open days in each calendar year, branch renovations and branch closures
- 2018 visits are expected to increase to 18.2 million or 6.1 visit per capita.
- 2019 visits are expected to increase to 19.1 million or 6.3 visits per capita.

Total Use per Capita



- Total use includes both branch based activity and virtual access.
- 2019 total use of library services is expected to increase to 101.5 million or 33.6 uses per capita.
- The increase in total use in 2019 is related to the re-opening of North York Central Library, additional Sunday open hours, the growing use of wireless service in branches; and an anticipated increase in workstation users & visits.
- The increase in virtual use is related to the increase in website visits and electronic circulation.

Circulation per Capita



- Collections are offered in a broad range of formats, languages, reading abilities and subjects to respond to the diverse needs of Toronto residents.
- 2019 circulation is projected to increase to 32.3 million or 10.7 per capita, with the full operation of North York Central Library.
- Electronic circulation increasingly accounts for a larger proportion of overall circulation, a trend expected to increase as more material becomes available.

Note: Most 2017 metrics are lower due to closure of North York Central Library

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2. 2019 Operating Budget by Service
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4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund review

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RECOMMENDATIONS

RECOMMENDATIONS

The City Manager and Chief Financial Officer & Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for Toronto Public Library of \$206.880 million gross, \$187.659 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Library Collections Access & Borrowing	77,522.5	70,958.3
Library In-Branch & Virtual Services	121,862.7	109,500.0
Library Partnerships, Outreach & Customer Engagement	7,495.0	7,200.8
Total Program Budget	206,880.1	187,659.0

2. City Council approve the 2019 service levels for Toronto Public Library as outlined in Appendix 3 of this report, and associated staff complement of 1,732.3 operating positions.

3. City Council direct the City Librarian of Toronto Public Library to submit an updated Open Hours Plan and associated costs for consideration in the 2020 Budget process.

4. City Council approve the 2019 Staff Recommended Capital Budget for Toronto Public Library with a total project cost of \$21.275 million, and 2019 cash flow of \$37.446 million and future year commitments of \$81.836 million comprised of the following:

a. New Cash Flow Funds for:

1. 6 new / change in scope sub-projects with a 2019 total project of \$21.275 million that requires cash flow of \$0.449 million for 2019 and future year cash flow commitments of \$8.951 million for 2020; \$10.821 million for 2021; and 1.054 million in 2022;

2. 22 previously approved sub-projects with a 2019 cash flow of \$28.225 million; and future year cash flow commitments of \$32.196 million for 2020; \$19,370 million for 2021; \$5,786 million for 2022; and \$3,658 million for 2023; and

b. 2018 approved cash flow for 15 previously approved sub-projects with carry forward funding from 2018 into 2019 totalling \$8.772 million.

5. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for Toronto Public Library totalling \$198.902 million in project estimates, comprised of \$4.914 million for 2020; \$11.997 million for 2021; \$23.990 million for 2022; \$27.485 million for 2023; \$18.627 million for 2024; \$25.184 million for 2025; \$29.276 million for 2026; \$27.202 million for 2027, and \$30.227 million for 2028.

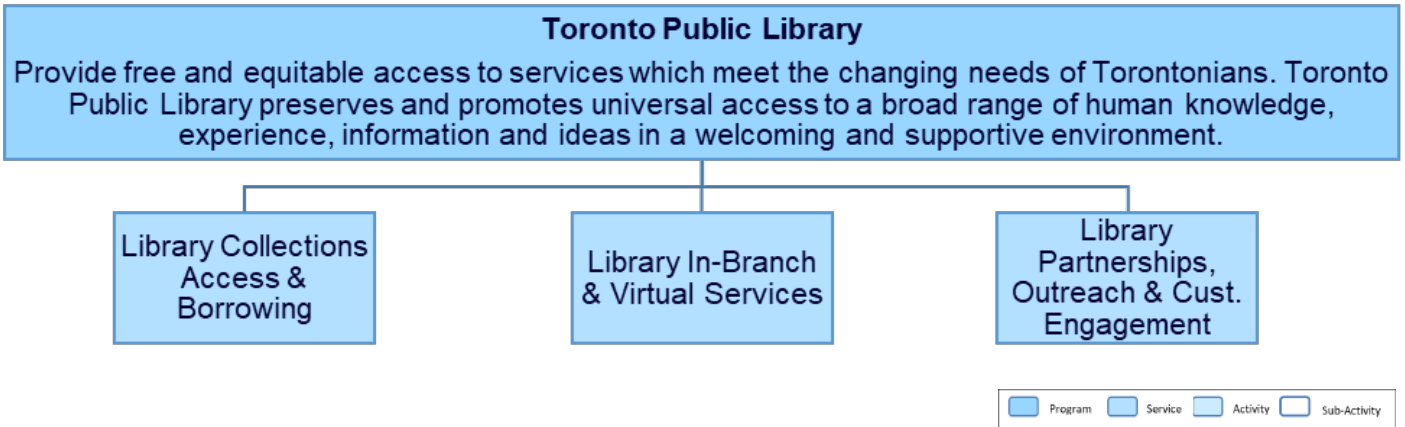
6. City Council consider the operating savings of \$0.722 million net in 2019; operating costs of \$0.102 million net in 2020; \$0.902 million net in 2021; \$0.763 million net in 2023; \$0.022 million net in 2026; and \$0.509 million net in 2028 resulting from the approval of the 2019 Capital Budget for inclusion in the 2019 and future year operating budgets.

7. All sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2019 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.



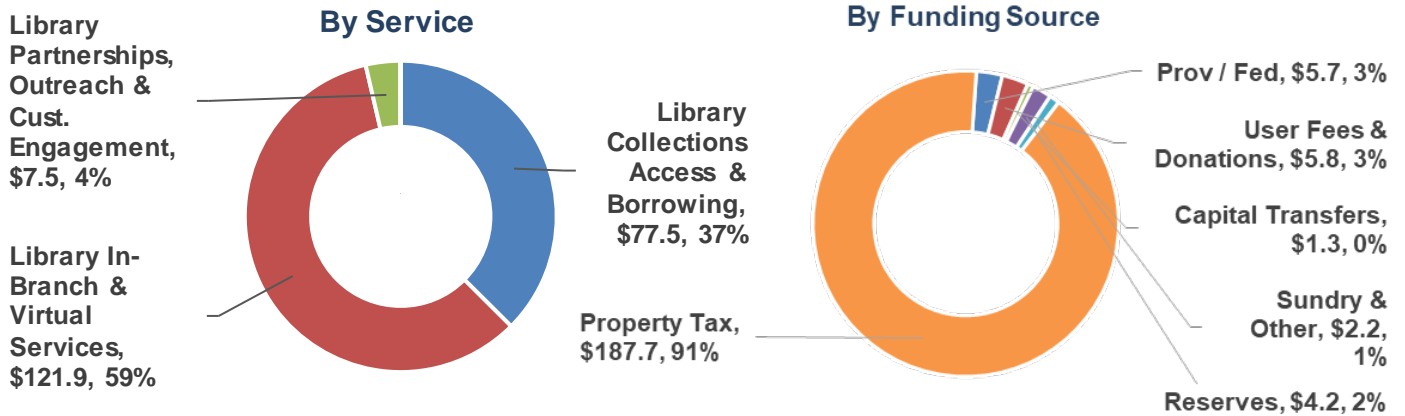
2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP



2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$206.9M



- **2.9%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.357M** Savings through a reduction of overtime, library materials processing costs, and travel expenses based on the actual experience and the conclusion of an energy savings loan.
- **\$0.468M** New/enhanced funding for seasonal Sunday service enhancements at 8 neighbourhood branches and two additional youth hubs that support Neighbourhood Improvement Areas
- **2020/2021** Inflationary increases in consulting services, and inflationary increases for utilities, supplies and services, and library collections will continue to add budgetary pressures in 2020 and 2021. The Library's current collective bargaining agreement expires at the end of 2019 and COLA is not included in 2020/2021

2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Library Collections Access & Borrowing									
Gross Expenditures	75,799.3	76,424.2	77,355.9	166.6	77,522.5	1,723.1	2.3%	1,169.6	1,080.1
Revenue	6,582.8	7,149.3	6,564.2		6,564.2	(18.6)	(0.3%)	112.2	60.5
Net Expenditures	69,216.5	69,274.9	70,791.7	166.6	70,958.3	1,741.8	2.5%	1,057.4	1,019.6
Library In-Branch & Virtual Services									
Gross Expenditures	118,598.4	119,576.2	121,579.3	283.4	121,862.7	3,264.3	2.8%	2,385.5	2,133.6
Revenue	12,444.9	13,515.9	12,362.7		12,362.7	(82.2)	(0.7%)	494.8	266.8
Net Expenditures	106,153.5	106,060.3	109,216.6	283.4	109,500.0	3,346.4	3.2%	1,890.7	1,866.8
Library Partnerships, Outreach & Cust. Engagement									
Gross Expenditures	7,318.9	7,379.2	7,477.0	18.0	7,495.0	176.0	2.4%	121.5	107.3
Revenue	296.0	321.4	294.2		294.2	(1.8)	(0.6%)	11.4	6.2
Net Expenditures	7,022.9	7,057.8	7,182.8	18.0	7,200.8	177.8	2.5%	110.0	101.2
Total									
Gross Expenditures	201,716.7	203,379.6	206,412.1	468.0	206,880.1	5,163.4	2.6%	3,676.6	3,321.0
Revenue	19,323.7	20,986.6	19,221.1		19,221.1	(102.6)	(0.5%)	618.4	333.4
Total Net Expenditures	182,393.0	182,393.0	187,191.0	468.0	187,659.0	5,266.0	2.9%	3,058.2	2,987.6
Approved Positions	1,734.8	1,685.8	1,730.3	2.0	1,732.3	(2.5)	(0.1%)	0.0	9.2

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes
(\$5.266M Net)

- Reversal of temporary funding strategies related to the extended closure of North York Central Library and reversal of one-time funding of Development Charges for library collections.
- Increases for staff salaries & benefits increases including Bill 148 impacts.
- Operating costs rising due to increases in contracted services and security guard contracts.
- Above pressures partially offset by service efficiency savings through technology efficiency and modernization projects, and detailed review of base expenditures.

New/Enhanced Service Priorities
(\$0.468M Gross and Net)

- Continuation of the multi-year plan for Sunday Service Expansion that began in 2017, with added Sunday service at 8 additional branches in 2019, for a total of 30 branches, as part of the Poverty Reduction Strategy.
- Continuation of the multi-year plan for the creation of Youth Hubs that began in 2017, with two additional Youth hubs in 2019, for a total of 7 Youth hubs, as part of the Poverty Reduction Strategy.

Future Year Plan

- Inflationary increases in consulting services, utilities, supplies and services, and library collections will continue to add budgetary pressures in 2020 and 2021.
- Operating impact of capital projects once completed to support renovated and expanded various work facilities.

EQUITY IMPACTS OF BUDGET CHANGES

Increase access to City spaces, services and training/employment opportunities for persons with low income and vulnerable youth: Toronto Public Library's 2019 Staff Recommended Operating Budget includes an investment totalling \$0.468 million to support an expansion in Sunday service hours and the addition of two library youth hubs, with special consideration in Neighbourhood Improvement Areas. These enhancements will increase access to library services, Wi-Fi and technology, safe public spaces as well as skills training and educational opportunities for youth in low income neighborhoods.

These investments advance key City strategies including: Toronto Newcomer Strategy, Toronto Poverty Reduction Strategy, Toronto Seniors Strategy, Toronto Strong Neighbourhood Strategy 2020 and Toronto Youth Equity Strategy as well as Toronto Public Library's 2016 - 2019 strategic plan *Expanding Access, Increasing Opportunity and Building Connections*.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Toronto Public Library is \$5.266 million net or 2.9% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels, recommended service changes to mitigate budget pressure as well as recommended new and enhanced service priorities to meet outcomes.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

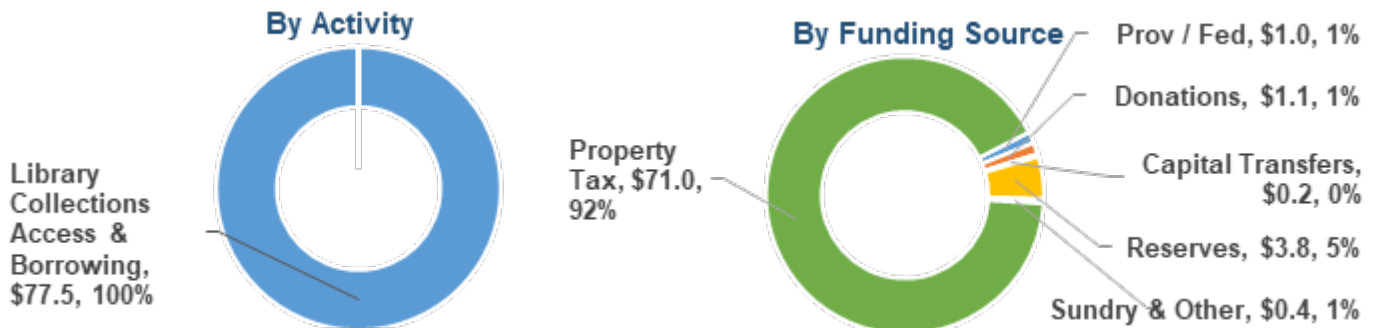
(In \$000s)	Services			Total	
	Library Collections Access & Borrowing	Library In-Branch & Virtual Services	Library Partnerships, Outreach & Customer Engagement		
	\$	\$	\$		
2018 Council Approved Operating Budget (Net)	69,216.5	106,153.5	7,022.9	182,393.0	1,734.8
Base Expenditure Changes					
Prior Year Impacts					
Reversal of temporary increase DC Funding on Collections (Phase 2)	117.9	520.1	12.0	650.0	
e-Learning Initiative (2nd year annualization)	19.5	28.5	2.0	50.0	
Reversal of Temporary Savings on Extended North York Central Library Closure	528.4	673.9	47.7	1,250.0	
Operating Impacts of Capital					
Operating impact of capital projects - Guildwood	3.5	23.7	0.8	28.0	
Increase in print revenue due to technological innovation	(49.9)	(220.0)	(5.1)	(275.0)	
Expansion of technological efficiencies (VOIP, MFD)	(55.5)	(122.9)	(6.6)	(185.0)	(1.5)
Answerline & Community Space Rental Modernization	(99.8)	(179.2)	(11.0)	(290.0)	(3.0)
Economic Factors					
Inflationary increases in utilities	46.2	315.2	10.5	372.0	
Inflationary increases in library collections	377.1	476.2	23.0	876.4	
Salaries and Benefits					
Inflationary Increases in Salaries & Benefits	1,089.1	1,592.1	111.7	2,793.0	
Bill 148 Impacts	261.1	381.6	26.8	669.4	
Other Base Expenditure Changes					
Increase cost of contracted services	115.9	790.2	26.4	932.5	
Sub-Total Base Expenditure Changes	2,247.3	4,390.4	233.5	6,871.3	(4.5)
Base Revenue Changes					
Increase in tenant leasing and room rental revenues	(12.1)	(53.2)	(1.2)	(66.5)	
Increase in funding of library collection costs from DC reserve	(7.5)	(33.1)	(0.8)	(41.3)	
Increase in recovery in project management fees	(28.0)	(123.7)	(2.9)	(154.6)	
Sub-Total Base Revenue Changes	(47.6)	(210.0)	(4.9)	(262.4)	
Service Changes					
Base Expenditure Changes					
Base expenditure reductions to reflect actual experience	(398.7)	(629.3)	(42.0)	(1,070.0)	
Increase gapping from 2.8% to 3.0%	(196.4)	(287.0)	(20.1)	(503.5)	
Energy efficiency loan retirement	(29.5)	(201.1)	(6.7)	(237.3)	
Sub-Total Service Changes¹	(624.6)	(1,117.4)	(68.8)	(1,810.8)	
Total Base Changes	1,575.2	3,063.0	159.8	4,798.0	(4.5)
New & Enhanced Services					
Enhanced Service Priorities					
2019 Sunday Service Enhancement - additional 8 locations	81.1	118.6	8.3	208.0	
2019 Additional 2 Youth Hubs	85.5	164.8	9.7	260.0	2.0
Sub-Total New & Enhanced Services¹	166.6	283.4	18.0	468.0	2.0
Total 2019 Staff Recommended Operating Budget (Net)	70,958.3	109,500.0	7,200.8	187,659.0	1,732.3

Note:

- For additional information, refer to [Appendix 4](#) (page 54) for a more detailed listing and descriptions of the 2019 Staff Recommended Service Changes and [Appendix 5](#) (page 55) for the 2019 Staff Recommended New and Enhanced Service Priorities, respectively.

Library Collections & Borrowing develops and maintains a collection of 10 million items in a variety of languages, reading levels and formats including print, audio-visual and e-content to promote accessibility and respond to community needs, with an annual circulation of 32 million items and information resources to support 1.9 million reference requests on a variety of subjects.

2019 Staff Recommended Operating Budget \$77.5M



Refer to [Appendix 2](#) (page 42) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

Library materials budget per capita **\$6.52**

Physical collections size **9,900,000**

Access to downloadable and streamed music titles **+56,225** and music videos **+300,000**

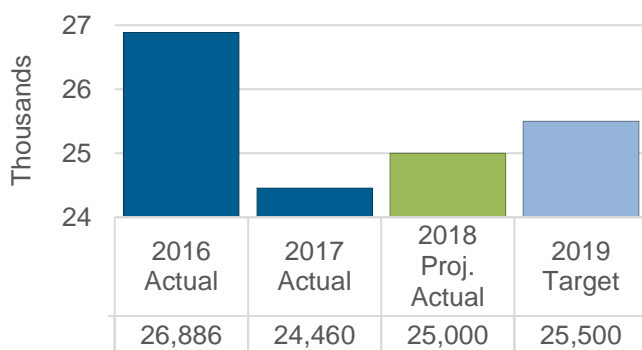
Access to **465,000** downloadable and streamed copies of E-books and E-audio books

62 digital resources to access online course, homework help and data bases

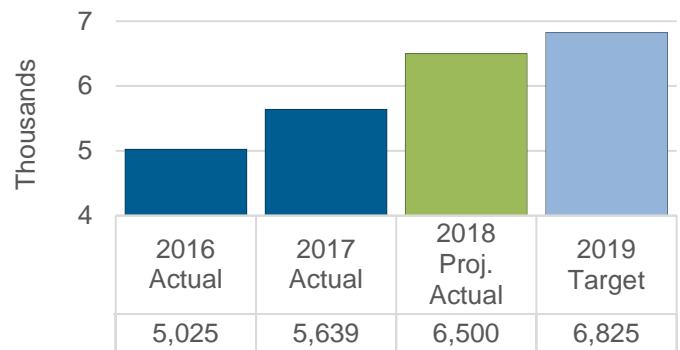
Refer to [Appendix 3](#) (page 43) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Physical Circulation (Thousands)



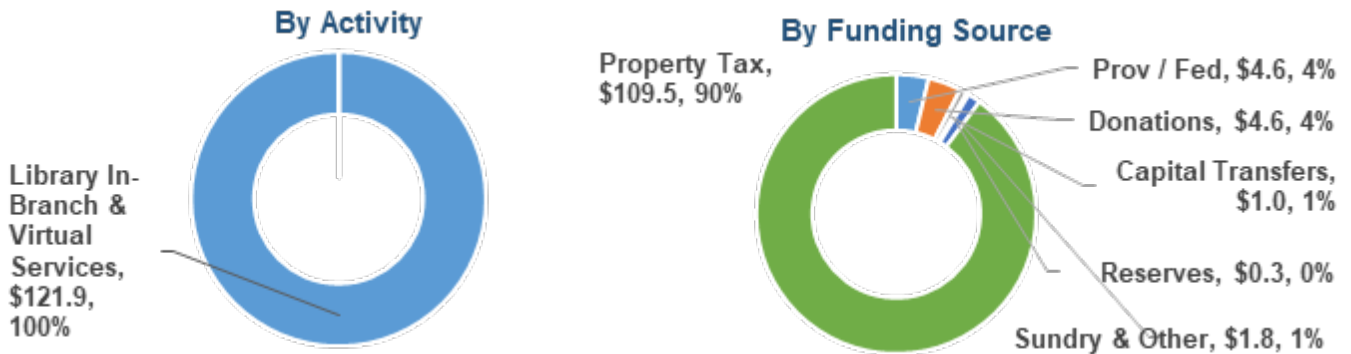
Electronic Circulation (Thousands)



- Checkouts by customers on a library card of our physical items. Physical items include, but are not limited to, books, periodicals, DVDs, audio and video kits, electronic equipment and devices, and other physical ephemera such as maps and museum and art passes.
- Checkouts by customers on a library card of our electronic collections. These include e-Books, e-Audiobooks, eMusic and e-Video, both downloadable and viewing/streaming collections.

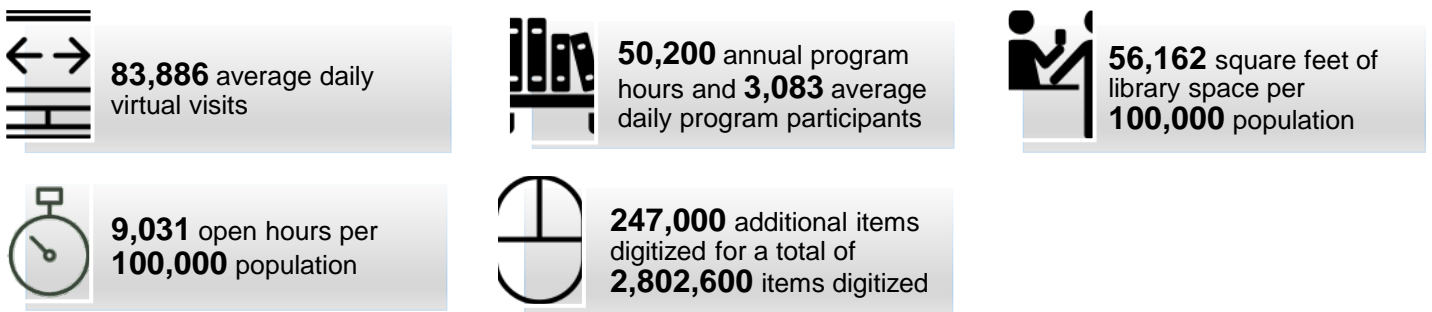
Branch & E-Services provides 272,741 open hours per year at 100 branches to support 19 million in-person visits, 4.5 million workstation user sessions and 5.3 million wireless sessions with expanded access to technology in library branches.

2019 Staff Recommended Operating Budget \$121.9M



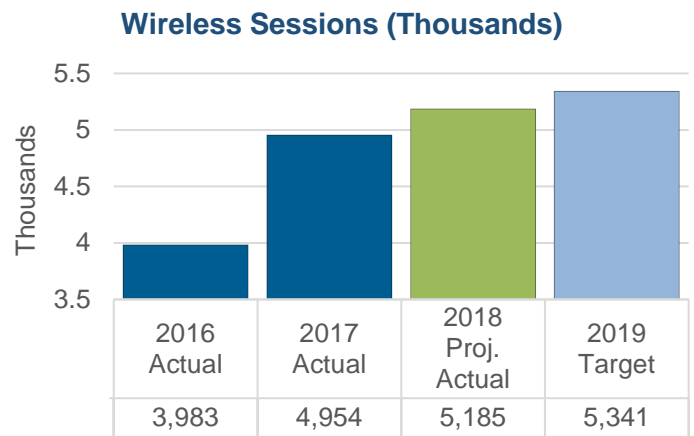
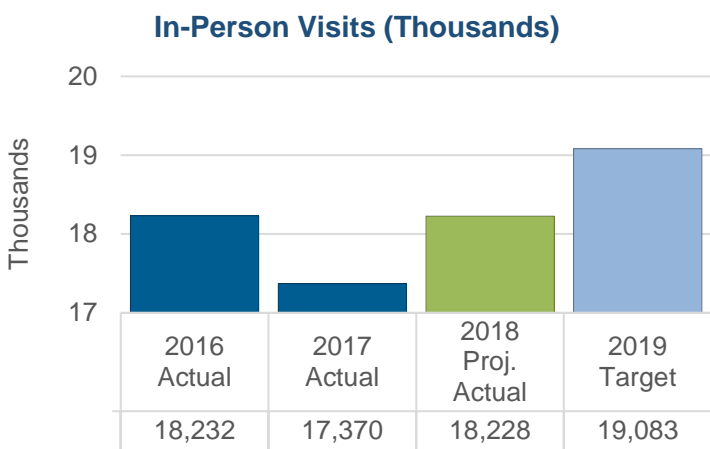
Refer to [Appendix 2](#) (page 42) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



Refer to [Appendix 3](#) (page 43) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

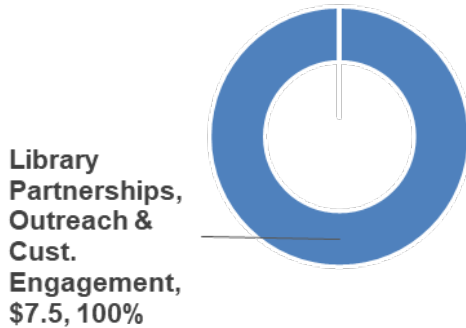


- The number of customers entering and re-entering a branch. Visit data is based on actual counts tracked by people counter sensors.
- Wireless sessions count the number of active user connections to the wireless service.

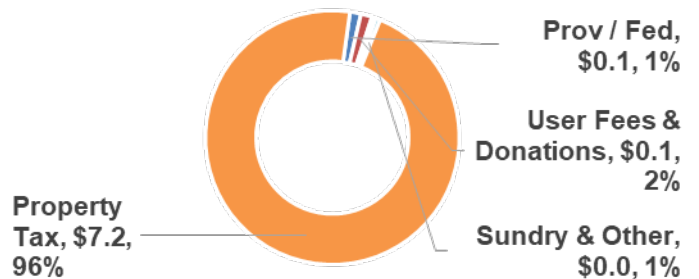
Partnership, Outreach & Customer Engagement includes activities that ensure programs and services are integrated, inclusive and responsive to residents' needs and support equity of access including outreach, engagement, strategic public and private partnerships.

2019 Staff Recommended Operating Budget \$7.5M

By Activity



By Funding Source



Refer to [Appendix 2](#) (page 42) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

13,732 home visits to deliver materials

93 active volunteers per **100,000** population

48 Customer Feedback acknowledged in **2** days with a response

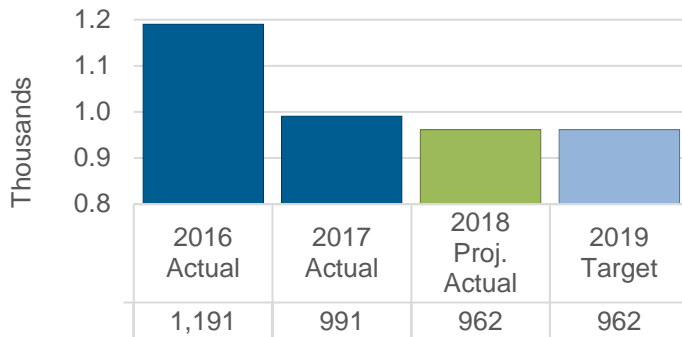
Partnerships developed and maintained with public and private sector partners

Programs delivered in schools and community locations to facilitate outreach and reach strategic outreach

Refer to [Appendix 3](#) (page 43) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

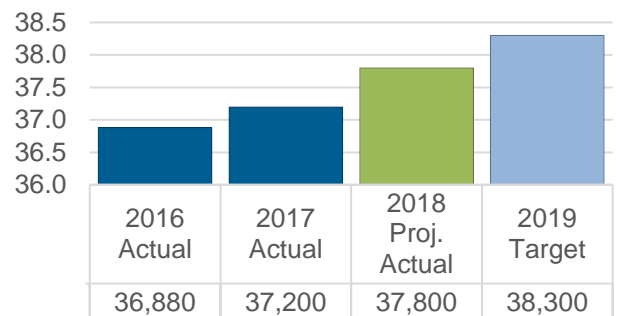
Service Performance Measures

Registered Cardholders (Thousands)



- A customer who is registered with the library for a library card. The customer database is purged annually, based on 2 years of inactivity.

Children Registered for TDSRC (Thousands)



- The number of children registered for the TD Summer Reading Club.

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Delivery of Poverty Reduction Strategy initiatives: Increased Sunday service by over 1,300 hours annually, added an additional 3 youth hubs to support Neighbourhood Improvement Area branches, and added 1,000 Wi-Fi hotspots in 2018, reaching more than 2,000 families in need annually.
- Began implementation of its 42 strategies for Indigenous Initiatives including: establishing an Indigenous Advisory Council; launching land acknowledgement statements; introducing the Elder in Residence program; expanding Indigenous programming to year round; and expanding Native People's Collections at 6 locations.
- Added 2 new KidsStop Interactive Early Literacy Centres at Agincourt and North York Central Library, for a total of 14 across the system.
- Service and activity levels at library branches increased by 18.2 million visits, 29.1 million website visits and 31.5 million in total circulation.
- Ongoing achievement of the Operational Efficiencies project that includes investments in automation, technology and printing hardware, allowing for budget savings.
 - Conversion of the current land-line phone system to VOIP (voice over Internet protocol) technology
 - Completed hardware refresh of staff PCs at 95 branches.
 - Replaced public, staff and shared printers, scanners, fax machines and copiers with more efficient Multi-Function.
 - Improved payment processes for public printing, with roll-out of new Pay For Print system.
- Implemented one-year pilot of Extended Open Hours at Swansea Memorial and Todmorden branches, installation of hardware and state of good repair work completed for pilot.

Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$1.514 million gross and net for the new and enhanced services in the 2018 Operating Budget for Toronto Public Library. These enhanced service priorities are in alignment with and support Toronto's Poverty Reduction Strategy. The implementation status follows below:

Sunday Service Enhancement (\$0.574 million net)

- 9 neighbourhood branches received seasonal Sunday service and 5 district branches added Sunday service in the summer, resulting in year-round service.

Additional Youth Hub locations (\$0.390 million net)

- Three new Youth Hub locations initiated in 2018 received approximately 13,000 total visits (Downsview, Flemington Park, and Malvern)

Wi-Fi Hotspot Lending program (\$0.300 million net)

- Wi-Fi Hotspot lending has been successful as all 1,000 units available were used.

e-Learning initiative (\$0.250 million net)

- The first three courses have been launched under a new Lets Learn Tech Initiative (<https://www.torontopubliclibrary.ca/elearning/lets-learn-tech-online.jsp>). In 2018, 933 people enrolled in the three online Networking Academy Classes and an additional 23 learners completed the in-person class on Introduction to IoT (Internet of Things).

2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Change from 2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	142,541.6	148,922.9	147,099.0	151,679.8	2,756.9	1.9%
Materials & Supplies	28,064.2	29,110.7	29,120.2	30,230.5	1,119.9	3.8%
Equipment	1,199.7	868.4	1,254.1	846.2	(22.3)	(2.6%)
Service and Rent	22,889.2	20,485.1	21,326.8	21,452.6	967.5	4.7%
Contribution To Capital	5,378.0	1,378.0	3,628.0	1,778.0	400.0	29.0%
Contribution To Reserves/Reserve Funds	949.0	951.5	951.5	893.0	(58.6)	(6.2%)
Other Expenditures						
Inter-Divisional Charges						
Total Gross Expenditures	201,021.5	201,716.7	203,379.6	206,880.1	5,163.4	2.6%
Inter-Divisional Recoveries						
Provincial Subsidies	5,701.0	5,695.4	5,695.4	5,695.4		
Federal Subsidies	102.6					
Other Subsidies						
User Fees & Donations	5,299.0	5,482.6	5,482.6	5,800.2	317.6	5.8%
Licences & Permits Revenue						
Transfers From Capital	939.9	1,128.7	1,128.7	1,283.2	154.6	13.7%
Contribution From Reserves/Reserve Funds	6,144.8	4,808.0	4,808.0	4,199.3	(608.7)	(12.7%)
Sundry and Other Revenues	3,796.0	2,209.0	3,871.9	2,242.9	33.9	1.5%
Total Revenues	21,983.3	19,323.7	20,986.6	19,221.1	(102.6)	(0.5%)
Total Net Expenditures	179,038.3	182,393.0	182,393.0	187,659.0	5,266.0	2.9%
Approved Positions	1,734.3	1,734.8	1,734.8	1,732.3	(2.5)	(0.1%)

* Year-End Projection Based on Q3 2018 Variance Report

Toronto Public Library is projecting a \$0 net variance for 2018. Any unfavourable expenditures at year-end related to the cost of specific initiatives is completely funded by grants from the TPL Foundation.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- After reviewing historic expenditure budgets and performance, staff has identified opportunities for base budget reductions based on actual experience as cost saving measures for 2019. These reductions which include staff benefits and overtime, travel, mileage, and library materials processing costs have been incorporated into the 2019 Staff Recommended Operating Budget for Toronto Public Library.

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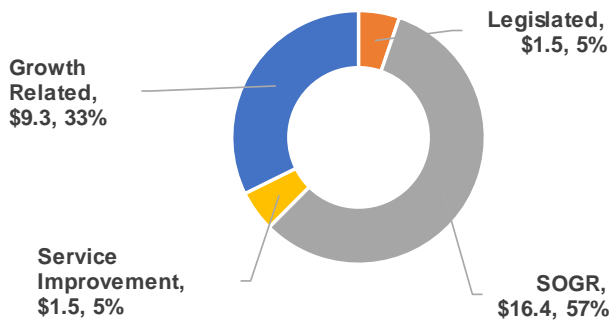


2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

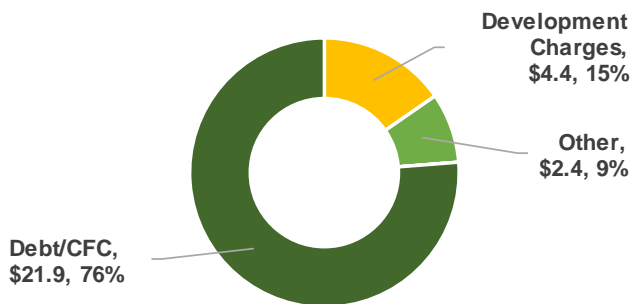
10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Staff Recommended Capital Budget \$28.7M

By Project Category

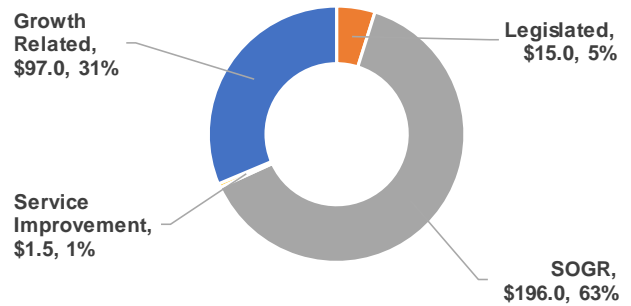


By Funding Source

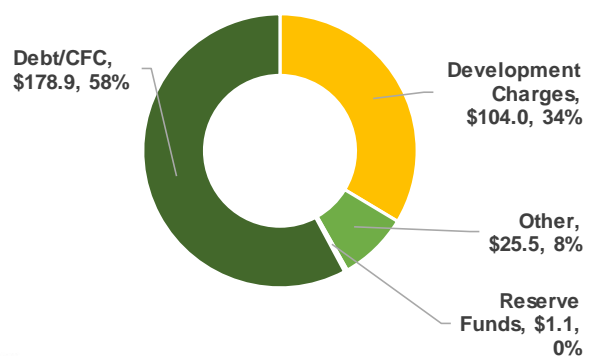


2019 - 2028 Staff Recommended Capital Budget and Plan \$309.4M

By Project Category



By Funding Source



1 YEAR

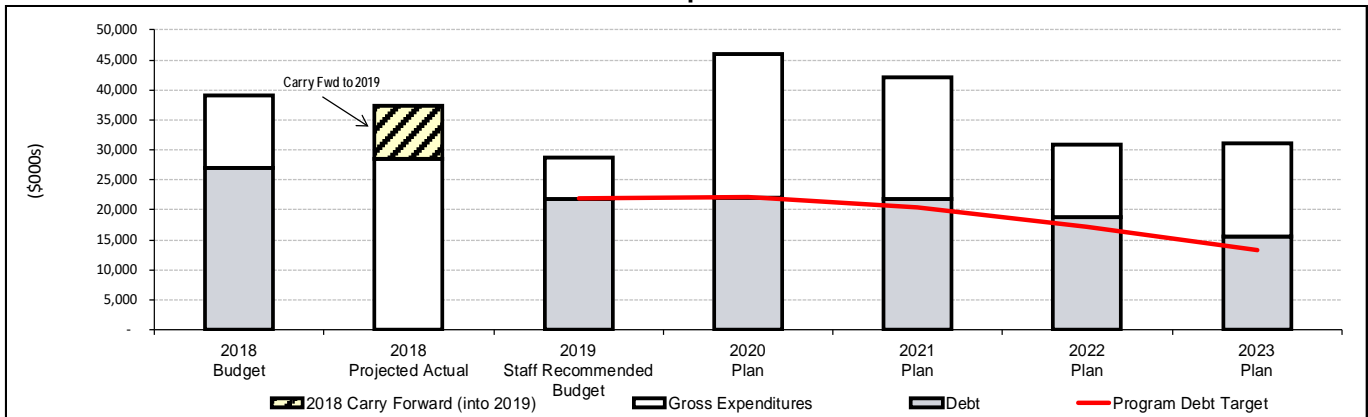
- **\$15.729M** Begin or continue construction at Albert Campbell, Bayview-Bessarion, Wychwood, and York Woods branches.
- **\$4.881M** Continue the Multi-Branch Renovation Program to address TPL's growing SOGR backlog.
- **\$4.264M** Continue construction work at North York Central Library with continuation of Phase 2 of the renovation.
- **\$1.500M** Continue development of the IT infrastructure through the Virtual Branch Services project.
- **\$0.810M** Continue planning work for Richview, Centennial, and Dawes Road branches.

10 YEARS

- **\$96.960M** Growth-Related projects to increase access to in-branch services and spaces through new construction to expand public and community space.
- **\$15.000M** Legislated projects to retrofit branches for accessibility.
- **\$1.500M** Service Improvement projects to modernize operating equipment and provide self-service functionalities.
- **\$195.952M** State of Good Repair projects to fund upgrades to existing branch and technology infrastructure that includes additional \$5.475 million dedicated to address SOGR backlog.

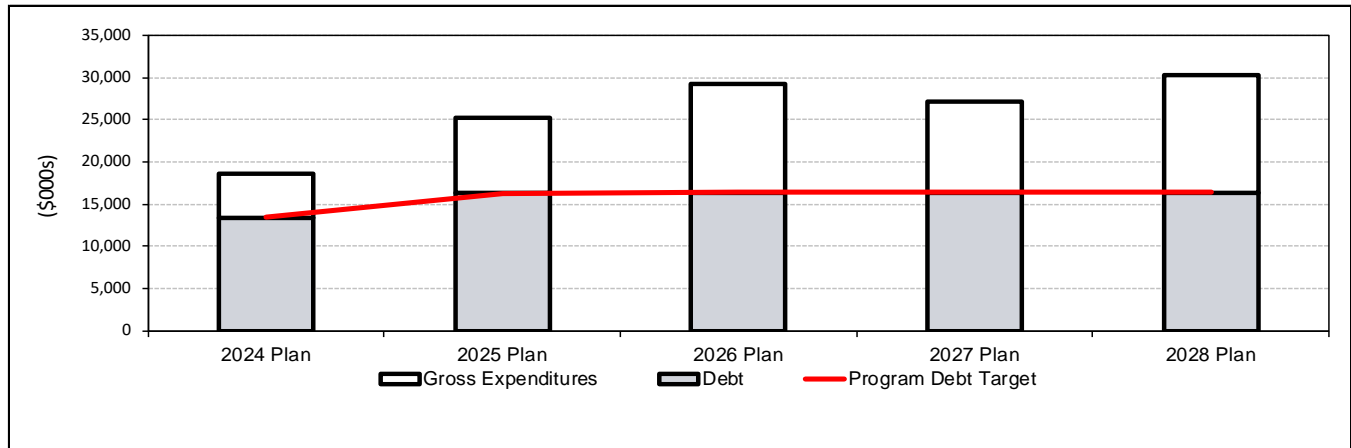
2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan								
		2018		2019	2020	2021	2022	2023	2019 - 2023	5-Year Total Percent
		Budget	Projected Actual							
Gross Expenditures by Project Category:										
Health & Safety										
Legislated		2,327		1,500	1,500	1,500	1,500	1,500	7,500	4.2%
SOGR		27,444		16,412	25,408	20,697	17,462	20,695	100,674	56.3%
Service Improvement		331		1,500					1,500	0.8%
Growth Related		9,017		9,262	19,153	19,991	11,868	8,948	69,222	38.7%
Total by Project Category		39,119		28,674	46,061	42,188	30,830	31,143	178,896	100.0%
Program Debt Target				21,860	22,077	20,411	17,160	13,410	94,918	
Financing:										
Debt		26,999		21,860	22,077	21,721	18,705	15,537	99,900	55.8%
Reserves/Reserve Funds		100			1,100				1,100	0.6%
Development Charges		7,691		4,403	19,348	18,466	8,296	9,602	60,115	33.6%
Provincial/Federal		71								
Debt Recoverable										
Other Revenue		4,258		2,411	3,536	2,001	3,829	6,004	17,781	9.9%
Total Financing		39,119		28,674	46,061	42,188	30,830	31,143	178,896	100.0%
By Status:										
2018 Capital Budget & Approved Future Year (FY) Commitments	39,119	28,531		35,967	21,164	10,769	4,347		72,247	40.4%
Changes to Approved FY Commitments				(7,742)	11,032	8,601	1,439	3,658	16,988	9.5%
2019 New/Change in Scope & FY Commitments				449	8,951	10,821	1,054		21,275	11.9%
2020 - 2023 Capital Plan Estimates					4,914	11,997	23,990	27,485	68,386	38.2%
2-Year Carry Forward for Reapproval										
1-Year Carry Forward to 2019		8,772								
Total Gross Annual Expenditures & Plan	39,119	37,303		28,674	46,061	42,188	30,830	31,143	178,896	100.0%
Asset Value (\$) at year-end				1,254,691	1,262,013	1,274,915	1,274,915	1,294,746	1,294,746	
Yearly SOGR Backlog Estimate (not addressed by current plan)				9,807	11,806	2,973	7,196	3,093	34,875	
Accumulated Backlog Estimate (end of year)		58,606		68,413	80,219	83,192	90,388	93,481	93,481	
Backlog: Percentage of Asset Value (%)				5.5%	6.4%	6.5%	7.1%	7.2%		
Debt Service Costs				863	2,894	3,111	2,697	2,297	11,862	
Operating Impact on Program Costs				(722)	102	902		763	1,045	
New Positions				(5)		9		4	9	

Chart 2: 10-Year Capital Plan Overview (Continued)



	2024 - 2028 Staff Recommended Capital Plan							10-Year Total Percent
	2024	2025	2026	2027	2028	2019 - 2028		
Gross Expenditures by Project Category:								
Health & Safety Legislated SOGR	1,500	1,500	1,500	1,500	1,500	15,000	4.8%	
Service Improvement						1,500	0.5%	
Growth Related	1,500	5,906	6,051	6,691	7,590	96,960	31.3%	
Total by Project Category	18,627	25,184	29,276	27,202	30,227	309,412	100.0%	
Program Debt Target	13,410	16,330	16,410	16,410	16,410	173,888		
Financing:								
Debt	13,410	16,330	16,410	16,410	16,410	178,870	57.8%	
Reserves/Reserve Funds						1,100	0.4%	
Development Charges	3,041	7,476	11,488	9,414	12,439	103,973	33.6%	
Provincial/Federal Debt Recoverable								
Other Revenue	2,176	1,378	1,378	1,378	1,378	25,469	8.2%	
Total Financing	18,627	25,184	29,276	27,202	30,227	309,412	100.0%	
By Status:								
2018 Capital Budget & Approved Future Year (FY) Commitments						72,247	23.3%	
Changes to Approved FY Commitments						16,988	5.5%	
2019 New/Change in Scope & FY Commitments						21,275	6.9%	
2024 - 2028 Capital Plan Estimates	18,627	25,184	29,276	27,202	30,227	198,902	64.3%	
2-Year Carry Forward for Reapproval								
Total Gross Annual Expenditures & Plan	18,627	25,184	29,276	27,202	30,227	309,412	100.0%	
Asset Value(\$) at year-end	1,295,082	1,295,082	1,295,082	1,295,082	1,299,333	1,299,333		
Yearly SOGR Backlog Estimate (not addressed by current plan)	13,845	18,933	8,491	10,918	13,281	100,343		
Accumulated Backlog Estimate (end of year)	107,326	126,259	134,750	145,668	158,949	158,949		
Backlog: Percentage of Asset Value (%)	8.3%	9.7%	10.4%	11.2%	12.2%			
Debt Service Costs	1,931	1,881	2,134	2,141	2,141	22,089		
Operating Impact on Program Costs			22		509	1,576		
New Positions					2	11		

Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
MB Renovation Programm Accessibility Retrofit	N/A	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	N/A
Sub-Total		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000
State of Good Repair													
Agincourt Renovation						1,375						1,375	1,375
Albert Campbell Renovation	565	2,500	6,728	5,746			1,102	798				14,974	15,539
Bridlewood Renovation												1,900	1,900
Guildwood Leasehold Improvement	592	591										591	1,183
High Park Renovation					242	243	1,907	3,858	2,686			8,936	8,936
Mimico Renovation								424	426		2,605	3,455	3,455
Multi-Branch Renovations Program		3,912	2,970	3,859	7,032	7,998	7,230	3,927	4,466	4,798	3,593	49,785	N/A
Multi-Branch SOGR 2017-2019		300										300	N/A
North York Central Renovation Phase 2	2,664	3,000	5,454	1,000								9,454	12,118
Northern District Renovation			656	2,382	4,431	4,786						12,255	12,255
Parliament Street Renovation				293	603			4,338	4,593	4,094	3,329	17,250	17,250
Richview Building Elements		199	1,219	1,037	1,054							3,509	3,509
Sanderson Neighbourhood Library Renovation						291	292		3,723	3,209	3,568	11,083	11,083
St. Clair/Silverthorn Reconstruction	3,315	500										500	3,815
TAMP Automated Sorter Replacement Program						800	1,010	840	1,731			4,381	4,381
Technology Asset Management Program		3,883	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	40,783	N/A
Weston Renovation							290	291		2,810	3,942	7,333	7,333
York Woods Renovation	2,070	1,527	4,281	2,280								8,088	10,158
Sub-Total	9,206	16,412	25,408	20,697	17,462	20,695	15,627	17,778	21,725	19,011	21,137	195,952	205,158
Service Improvement													
Answerline & Community Space Rental Modernization	550	850										850	1,400
Expansion of Technological Efficiencies	950	650										650	1,600
Sub-Total	1,500	1,500										1,500	3,000
Growth Related													
Bayview - Bessarion Relocation	771	3,067	5,782	5,702								14,551	15,322
Centennial Renovation & Expansion	167	167		3,970	3,915	3,121						11,173	11,340
Daves Road Neighbourhood Library	4,783	322	2,208	6,867	5,786	3,658						18,841	23,624
Perth Dupont Relocation			3,373	952								4,325	4,325
Port Lands New Construction					667	669		4,406	4,551	5,191	531	531	531
St. Lawrence Relocation												21,043	21,043
Virtual Branch services		1,500	1,500	1,500	1,500	1,500	1,500	4,406	1,500	1,500	1,500	15,000	N/A
Wychwood Renovation and Expansion	4,300	4,206	6,290	1,000								11,496	15,796
Sub-Total	10,021	9,262	19,153	19,991	11,868	8,948	1,500	5,906	6,051	6,691	7,590	96,960	106,981
Total Expenditures by Category (excluding carry forward from 2018)	20,727	28,674	46,061	42,188	30,830	31,143	18,627	25,184	29,276	27,202	30,227	309,412	330,139

2019 - 2028 Key Capital Projects

The 10-Year Capital Plan is in keeping with Toronto Public Library's objectives to maintain the current infrastructure while addressing the need for relocated and expanded library branches to address population growth and service demand.

Legislated

- Legislated projects amount to \$15.000 million or 4.8% of the total 10-Year Staff Recommended Capital Plan's expenditures. Debt provides the primary funding sources for the 10-year Multi-Branch Accessibility Retrofit Program, to address any outstanding Accessibility for Ontarians with Disabilities Act (AODA) deficiencies at all library locations

State of Good Repair (SOGR)

- SOGR projects account for \$195.952 million or 63.3% of the total 10-Year Staff Recommended Capital Plan's expenditures for the following:
 - The *Multi Branch Renovations* project (\$50.085 million) is an on-going renovation program for minor branch renovations which includes the partial or complete replacement of building systems, flooring, shelving, roofing, and structural repairs at various library locations. This Program provides relief to those library locations until major renovations can be delivered.

- The *Parliament Street Renovation* project (\$17.250 million) will fund the possible relocation and expansion of a 14,634 sq. ft neighbourhood library to 20,000 sq. ft. Renovation project will include exterior site work, interior renovations, and replacement of roofing and flooring, heating/cooling system controls, upgrades to lighting and IT infrastructure. The renovation planned for 2025 - 2028 will revitalize all public service areas and incorporate a complete redesign of current space to provide a more efficient layout and barrier free access.
- The *Albert Campbell Renovation* project (\$14.974 million) over 2019 – 2021 will fund building envelope deficiencies including electrical components, lighting, accessibility, flooring and mechanical systems, as well as improving security and IT infrastructure. It will also revitalize library spaces to include zoned areas for adults, efficient work stations for staff, and improved customer self-service.
- The *Northern District Renovation* project (\$12.255 million) will fund extensive remedial work required to address deficiencies of the building structure, underground parking and building envelope to ensure proper maintenance of the facilities. Replacement work is also required for windows, wiring, washrooms, HVAC systems, fire alarm system and elevators as per the recommended replacement cycle to be completed by 2023.
- The *Sanderson Renovation* project (\$11.083 million) will fund either the renovation of the existing 12,702 sq ft. facility or a reconstruction and redevelopment of this facility to a 14,000 sq ft. neighbourhood branch as part of a redevelopment of the entire site projected for 2026-2028.
- The *North York Central Library Renovation Phase 2* project (\$9.454 million) will fund renovations to the lower concourse level, the sixth floor public space and outdoor reading garden at North York Central Library, projected to be completed in 2021.

Service Improvement

- Service Improvement projects to be delivered in 2019, amount to \$1.5 million or 0.5% of the total 10-Year Staff Recommended Capital Plan's expenditures.
 - The *Answerline & Community Space Rental Modernization* project (\$0.850 million) will provide a modern solution for self-service functionalities for room bookings, rental of community spaces, and internal data management processes including business, financial and operational reporting.
 - The *Expansion of Technological Efficiencies* project (\$0.650 million) will modernize TPL's operating equipment such as the land-line phone systems and payment solutions, replace printer fleet at all library locations, improve payment processes for public printing, and install new mini-sorters to improve the library materials handling process.

Growth Related

- Growth Related projects account for \$96.960 million or 31.3% of the total 10-Year Staff Recommended Capital Plan's spending. Debt and Development Charges are the main funding sources for these major projects.
- The *St Lawrence Relocation* project (\$21.043 million) planned for 2022 – 2028, will respond to the high growth in the neighbouring community with such services as flexible spaces for programming and events, individual and group study spaces, a computer learning centre, digital innovation and creation space, and exhibit space.
- Major projects that are currently underway involving large expansions at the following locations:
 - The *Dawes Road Branch Construction and Expansion (\$18.841 million)* – The total project cost of this multi-year project is \$23.6 million. This cash flow funding in this 10-Year Capital Plan will enable TPL to demolish the existing 6,500 sq. ft library and reconstruct and expand to a 26,000 sq. ft library and community hub on the current site with improved accessibility, enhanced customer self-service, upgraded IT infrastructure, an expanded children's area with an interactive early literacy centre and additional quiet study space. The project is expected to be completed in 2023.
 - The *Bayview Bessarion Relocation* (\$14.551 million) – This is a shared project with Parks, Forestry and Recreation, Toronto Parking Authority, Children's Services and Toronto Public Library under construction.

This expansion planned for 2019-2021 will increase the branch by 7,085 square feet to include flexible space for performance/events, quiet study spaces as well as zoned areas for teens, children and adults.

- The *Wychwood Branch Renovation and Expansion* project (\$11.496 million) – This project will expand the branch by 5,000 square feet to include an Early Literacy Centre for Children as well as a senior space, projected to be completed by 2021.
- The *Centennial Branch Renovation and Expansion* project (\$11.173 million) – This project will demolish the current facility and rebuild, producing a new 15,000 sq. ft branch constructed, planned for 2019 – 2023.

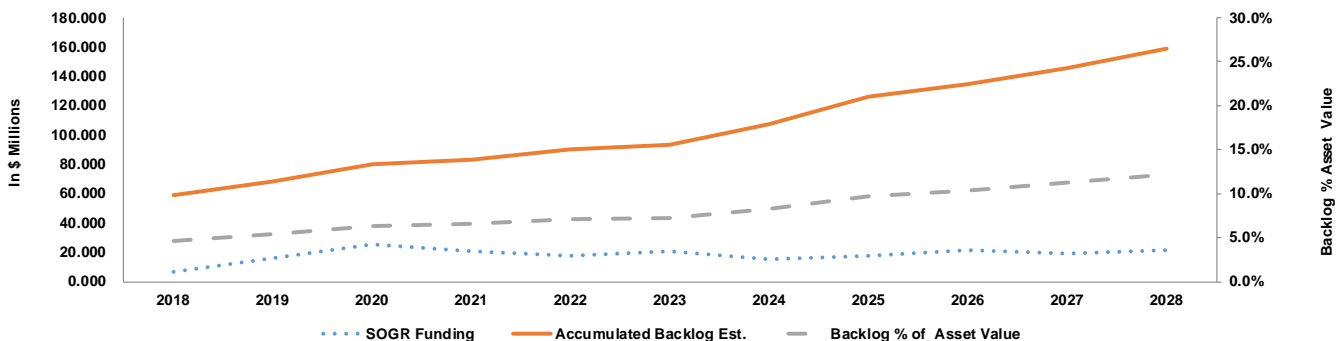
State of Good Repair (SOGR) Funding & Backlog

Toronto Public Library has stewardship over assets including 100 branches and two service buildings with a total estimated replacement value of over \$1.257 billion. Total square footage of the assets is approximately 1,997,922 with 1,886,186 representing Toronto Public Library's ownership.

The 10-Year Staff Recommended Capital Plan will fund \$195.952 million of SOGR projects over the 10-year period, providing an average of \$19.600 million annually. This funding will continue ongoing state of good repair projects as 70 percent of TPL's buildings were built in the 1960/70/80s. Components of these buildings are now nearing the end of their useful lives and require replacement or major overhaul within the next ten years. Based on this plan, TPL's SOGR needs are in excess of the funding recommended in the 2019 – 2028 Staff Recommended Capital Plan, as the accumulated backlog will increase from \$68.413 million in 2019 to an anticipated \$158.949 million by 2028.

In view of the trending of backlog % of asset value, funding of \$5.475 million gross and \$4.982 million debt has been added to the 10-Year Staff Recommended Capital Plan for multi-branch renovation program. For that reason, the Staff Recommended 10-Year Capital Plan for Toronto Public Library exceeds the 10-year debt affordability target by \$4.982 million in future years 2021, 2022 and 2023.

Chart 3: Total SOGR Funding & Backlog



In \$ Millions	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
SOGR Funding	6.749	16.412	25.408	20.697	17.462	20.695	15.627	17.778	21.725	19.011	21.137
Accumulated Backlog Est.	58.606	68.413	80.219	83.192	90.388	93.481	107.326	126.259	134.750	145.668	158.949
Backlog % of Asset Value	4.7%	5.5%	6.4%	6.5%	7.1%	7.2%	8.3%	9.7%	10.4%	11.2%	12.2%
Total Asset Value	1,253.731	1,254.691	1,262.013	1,274.915	1,274.915	1,294.746	1,295.082	1,295.082	1,295.082	1,295.082	1,299.333

In 2018, TPL finalized a facilities master plan to support capital investment decisions over a ten-year period. The master plan will help prioritize investment in the renovation, development, maintenance and repair of existing library facilities, including the potential relocation of library branches. The plan was informed by data from a range of sources, including TPL policies and framework documents such as the Service Delivery Model, the Library's strategic plan, facility inventories, property condition assessment, the Library Digital Strategy, City of Toronto' Strategic plan, City of Toronto Official Plan, City of Toronto Planning studies and other data related to population growth and development plans.

The "Unmet Capital Needs" identified by TPL include various additional SOGR projects to help reduce the backlog to \$125.465 million in 2028. These projects cannot be accommodated within the City's debt affordability targets

and therefore are not included in the 2019 – 2028 Staff Recommended Capital Budget and Plan. For further details about these SOGR projects, please refer to the Issues for Discussion section.

Operating Impact of Completed Capital Projects

Table 5: Net Operating Impact Summary

Projects	2019 Budget		2020 Plan		2021 Plan		2022 Plan		2023 Plan		2019 - 2023		2019 - 2028	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Albert Campbell Renovation</i>					260	2.0					260	2.0	260	2.0
<i>Answerline & Community Space Rental Modernization</i>	(290)	(3.0)									(290)	(3.0)	(290)	(3.0)
<i>Bayview - Bessarion Relocation</i>					30	2.7					30	2.7	30	2.7
<i>Daves Road Neighbourhood Library</i>									385	2.0	385	2.0	385	2.0
<i>Expansion of Technological Efficiencies</i>	(460)	(1.5)									(460)	(1.5)	(460)	(1.5)
<i>Guildwood Leasehold Improvement</i>	28										28		28	
<i>North York Central Renovation Phase 2</i>			(10)								(10)		(10)	
<i>Perth Dupont Relocation</i>					311	2.5					311	2.5	311	2.5
<i>Wychwood Renovation and Expansion</i>			112								112		112	
<i>York Woods Renovation</i>					301	2.0					301	2.0	301	2.0
Sub-Total: Previously Approved	(722)	(4.5)	102		902	9.2			385	2.0	667	6.7	667	6.7
New Projects - Future Years														
<i>Centennial Renovation & Expansion</i>									102		102		909	4.0
<i>High Park Renovation</i>													22	
<i>Northern District Renovation</i>									276	2.0	276	2.0	276	2.0
<i>Parliament Street Renovation</i>													450	2.0
<i>Sanderson Neighbourhood Library Renovation</i>													59	
Sub-Total: New Projects - Future Years									378	2.0	378	2.0	909	4.0
Total (Net)	(722)	(4.5)	102		902	9.2			763	4.0	1,045	8.7	1,576	10.7

The Staff Recommended 10-Year Capital Plan will increase future year Operating Budgets by \$1.576 million and 10.7 positions net over the 2019 - 2028 period, primarily due to

- Additional operating expenses of \$2.336 million and 15.2 staff positions will be required to support the renovated and expanded work facilities upon completion.
- Completion of two technological innovation projects: *Expansion of Technological Efficiencies* and *Answerline & Community Space Rental Modernization* will result in operating budget savings of \$0.750 million and reduction of 4.5 staff positions.

The 2019 operating costs for all these projects, as mentioned above, have been included in the 2019 Staff Recommended Operating Budget for Toronto Public Library and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.

2018 CAPITAL PERFORMANCE

2018 Project Delivery

During 2018, Toronto Public Library accomplished the following capital projects and activities.

- Completed first phase of the North York Central Library Renovation.
- Commenced Multi-Branch SOGR projects at over 20 branches, including Parliament, Parkdale, St. James Town and Pleasant View.
- Humber Summit renovation completed, branch opened January 2018. Richview construction completed April 2018 and branch reopened in May 2018.
- Multiple projects are underway including St. Clair/Silverthorn, Wychwood, Albert Campbell York Woods, Guildwood.
- Rolled out of web conferencing software and hardware to support program delivery and employee collaboration.
- Rolled out of "Your Account" to support mobile & self-service transactions.
- Implemented a room booking application with ability for clients to view and book rooms online.

Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved new capital funds totalling \$6.234 million and \$6.104 million debt. The implementation status is detailed below:

- *Answerline & Community Space Rental Modernization* (\$0.550 million) - Project is delayed due to ongoing contract negotiations with the vendor.
- *Expansion of Technological Efficiencies* (\$0.950 million) - The following initiatives have been completed:
 - Conversion of the current land-line phone system to Voice Over Internet Protocol technology at the largest locations
 - Replaced public, staff and shared printers, scanners, fax machines and copiers with more efficient Multi-Function Devices and improved payment processes for public printing with the roll out of a new Pay For Print system
 - It is anticipated that saving of \$0.750 million will be realized after the completion of these two technological innovation projects commencing in 2019.
- *York Woods Library* (\$2.070million) – An architect has been selected. As the project is still in the design/consultation stage, construction is not anticipated to start until 2019.
- *North York Central Library Phase 2* (\$2.664 million) – Construction is delayed until 2019 as the project is still in the design/consultation stage.

2018 Financial Performance

Table 6: Budget vs. Actual by Project Category

Project Category (In \$ Millions)	2017			2018			2019	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (excl. 1 Yr Carry Forward)	Staff Recommended Capital Budget (incl. 1 Yr Carry Forward)
Health & Safety								
Legislated				2.327	1.927	82.8%	1.500	1.850
SOGR	36.514	28.287	77.5%	27.444	21.025	76.6%	16.412	21.771
Service Improvement				0.331	0.016	4.8%	1.500	2.101
Growth Related	0.976	0.530	54.3%	9.017	5.563	61.7%	9.262	11.724
Total	37.490	28.817	76.9%	39.119	28.531	72.9%	28.674	37.446

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, the year-end spending rate is projected to be 73% for 2018. 14 major projects are projected to be underspent in 2018 due to delays for various renovation and construction projects.

For additional information regarding the 2018 Q3 capital variances and year-end projections for Toronto Public Library, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2018*" adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital projects described in the 2018 Q3 Capital Variance Report, funding of \$8.772 million is being carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget to continue the capital work.



ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

2019 Operating Budget:

- Toronto Public Library's Strategic plan for 2016 - 2019 – Expanding Access, Increasing Opportunity, Building Connections, as well as the City's Poverty Reduction Strategy, TO Prosperity, Toronto Strong Neighbourhood Strategy 2020, the Seniors Strategy, Youth Equity Strategy and Middle Childhood Strategy guide TPL's 2019 Staff Recommended Operating Budget of \$206.880 million gross and \$187.659 million net.
- While the 2018 Council Approved Operating Budget for TPL will not be overspent, TPL is facing budget pressures arising from inflationary increases to utilities, library collections and contracted services, cost of living adjustments to wages, and prior year impacts of one-time funding reversals, during the development of the 2019 Budget.
- With the increased demand for more digital content, TPL is facing challenges expanding their electronic collection. In the past five years, use of e-books has increased 125% (22% alone for 2018). Expenditures on these materials have gone up 69% to \$7.1 million in the same period whereas the library materials budget has increased by only 10% with a projected increase of 3% in 2019.
- Excessively high prices and restrictive purchasing models for eAudiobooks and eBooks restricts TPL's purchasing power, as prices paid for digital copies compared to physical copies are exponentially higher. The average cost of e-books is \$40 - \$60, approximately three times the price of a physical book and for e-audiobook is \$100 - \$120, three times as much as a CD set. These formats are not only popular but provide access for those with visual and physical disabilities. In addition, availability of titles from multinational publishers are currently limited.
- Through detailed review of expenditures and service efficiencies, TPL is able to partially offset these pressures. The remaining base operating pressures of \$4.798 million could be addressed by major service level changes achieved through the reduction of hours. However, this would negatively impact equity-seeking groups.
- Priority and focus for 2019 is to fund the existing multi-year initiatives in order to advance Council approved strategies such as the Poverty Reduction Strategy. Therefore, additional funding of \$0.468 million gross and net for two new enhanced service priorities is being recommended as part of the 2019 Staff Recommended Operating Budget for Toronto Public Library. These enhanced service priorities are a continuation of multi-year Poverty Reduction Strategy which was approved by City Council since 2017. There are plans in 2020 to add an additional two Youth Hubs at a cost of \$0.260 million, and enhancing Sunday Service at an additional 8 branches at a cost \$0.208 million, annualized to \$0.416 million.

Poverty Reduction Strategy	2017		2018		2019		Total	
	\$000s	Unit	\$000s	Unit	\$000s	Unit	\$000s	Unit
Sunday Service Expansion (Branch)	0.139	8	0.574	14	0.208	8	0.921	30
Youth Hubs Expansion (Hub)	0.234	2	0.390	3	0.260	2	0.884	7

- In total, 2019 Staff Recommended Operating Budget for TPL is \$206.880 million gross and \$187.659 million net. This represents an increase of \$5.266 million net or 2.9% higher than the 2018 Council Approved Operating Budget.
- At its meeting on January 21, 2019, Toronto Public Library Board approved a revised 2019 Operating Budget submission of \$210.227 million gross and \$191.006 million net for Toronto Public Library. The difference of \$3.347 million gross and net is entirely attributed to a new & enhanced service initiative for the implementation of Open Hours Plan – Phase 1 which focuses on adding open days by moving 24 branches into higher weekly bands of Monday to Saturday service, and add Sunday service to 26 branches. In addition, late evening hours to 10:00 pm are introduced at 2 Research and References and 5 District branches. City staff have recommended deferral of this initiative to the 2020 Budget process as discussed further in this report.

Attached is the link to the report and decision: <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/jan12/15-2019-operating-and-capital-budgets-update-and-schedule.pdf>

10-Year Capital Plan:

- The 2018 Council Approved Capital Budget for TPL was \$39.119 million primarily dedicated to the SOGR and growth projects. During 2018, TPL experienced delays for various renovation and construction projects. As a result, the spend rate is projected to be 73.1% of the 2018 Capital Budget. The unspent cash flow funding has been carried forward into 2019 to continue the capital work.
- The Staff Recommended 2019 - 2028 Capital Plan provides funding of \$15.0 million for legislated accessibility Retrofit to address AODA requirements, \$195.952 million for State of Good Repair projects to continue to renovate existing library branches, \$1.5 million in service improvement projects to modernize TPL's operating equipment and \$96.960 million in growth projects for major renovations and expansions to library branches.
- The Staff Recommended 2019 - 2028 Capital Plan reflects an increase of \$23.1 million or 9% when compared to the 2018 - 2027 Approved Capital Plan. Key changes are summarized as follows:
 - *Albert Campbell Renovation* – Project cost increased by \$3.374 million to \$15.539 million due to updated costing and preliminary design incorporating additional public space in the basement.
 - *Centennial Renovation and Expansion* – Due to structural problems, the scope of this project has been changed to a complete demolition and rebuild with a greater expansion component, thus project cost increasing by \$4.951 million to \$11.340 million. The rebuild now increases the square footage from the original expansion of 6,866 sq. ft. to 10,000 sq. ft to now be 15,000 sq. ft library, Timing has been delayed by one year to 2021 for start of construction.
 - *St. Lawrence Relocation* – Updated costing and increased size of proposed branch from 25,000 sq. ft. to 30,000 sq. ft has resulted in a project cost increase of \$7.450 million to \$21.043 million
 - *Sanderson Neighbourhood Library Renovation* – Increased scope of project as it is part of a plan to renovate other facilities at that location. Construction is delayed to start one year later in 2026. As a result, the project cost has been increased by \$4.102 million to \$11.083 million.
 - *Dawes Road Neighbourhood Library* – On July 23, 2018 (EX36.24) City Council approved an increase to the cost of the Dawes Road Branch by \$10.361 million, funded from \$6.247 from the DC reserve fund, \$1.2 million from operating savings, and \$5.0 million in third-party partner funding. The approval of the project cost increase is conditional upon receipt of partner funding with a scope reduction if partner funding is unsecured. To date, \$1.2 million has been secured in partnership funding. The project cost is estimated at \$23.624 million.
 - After a thorough review of cash flow funding estimates to align with capital project activities and timing, a number of projects have been adjusted or timelines extended based on the most current information available. These include *High Park, Parliament Street, Weston and Mimico Centennial*.
 - Following a City-wide review of unmet capital priorities, funding of \$5.475 million gross and \$4.982 million debt has been added to the 10-Year Staff Recommended Capital Plan for TPL to specifically address SOGR backlog for the multi-branch renovation program.
- As a result of the added SOGR investments, as noted above, the TPL's 2019 – 2028 Staff Recommended Capital Budget and Plan is now \$309.412 million gross and \$178.870 million in debt funding, which exceeds the debt target by \$4.982 million (\$5.475 million gross).
- Despite added capital investments, the 2019 – 2028 Staff Recommended Capital Budget and Plan for TPL is less than the 10-Year Capital Plan submission of \$472.871 million gross and \$251.235 million debt, as approved by the Board at its meeting on January 21, 2019, by \$163.459 gross and \$72.364 debt. The difference is included in the list of unmet capital needs, which will be discussed in the following section.
- In summary, TPL faces many service challenges and budget pressures in 2019. Both the 2019 Staff Recommended Operating Budget and 2019 – 2028 Capital Budget and Plan will continue to support and implement the TPL's Strategic Plan for 2016 - 2019 and address service priorities while maintaining the services for the public.

Additional Service Demands

Capital Unmet Needs Not Included in the 2019 – 2028 Staff Recommended Capital Budget and Plan

The "Unmet Capital Needs" identified by Toronto Public Library, are noted in the table below and will require additional debt funding to proceed. The "Unmet Capital Needs" identified below could not be accommodated within the City's current debt targets given the limitations on debt servicing costs and therefore were not included in the 10-Year Capital Plan for TPL. These projects will be included on the list of unfunded "Capital Priorities" considered for future funding in the budget process of future years.

Table 7: Unmet Capital Needs Not Included in the Staff Recommended 10-Year Capital Plan

Project Description (In \$ Millions)	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
NOT INCLUDED														
<i>Toronto Reference Library Renovation</i>	22.312	4.266	18.046	156	499	547	4,811	4,867	4,456	4,407	2,569			
<i>Barbara Frum Renovation</i>	14.495	5.309	9.186						531	532			6,794	6,638
<i>Parkdale Reconstruction</i>	28.009	18.251	9.758					925	928			8,372	8,581	9,203
<i>Lillian H Smith Renovation</i>	17.645	6.744	10.901			380	381		4,310	4,437	4,440	3,697		
<i>Downsview Renovation Phase 2</i>	15.967	4.217	11.750			432	434		6,246	4,664	4,191			
<i>City Hall Relocation</i>	15.968	12.332	3.636			258	266	1,272	3,933	3,744	3,367	1,581	1,547	
<i>Danforth/Coxwell Relocation and Expansion</i>	16.059	10.271	5.788		419	420		5,176	4,931	3,734	1,379			
<i>Etobicoke Civic Centre New Construction</i>	33.004	29.705	3.299		790	792		7,640	8,232	8,385	7,165			
Total Unmet Needs (Not Included)	163.459	91.095	72.364	0.156	1.708	2.829	5.892	19.880	33.567	29.903	31.483	20.653	17.388	

- *Etobicoke Civic Centre New Construction*: This project would be considered as construction of a new library. The Etobicoke Civic Centre project provides for the architectural design and construction of a 20,000 square foot neighbourhood branch facility within a new civic complex, in an area that is also experiencing significant commercial and residential growth. The project is eligible for significant development charge funding.
- *Danforth/Coxwell Relocation and Expansion*: At its January 31 / February 1, 2018 meeting City Council adopted a motion going forward to develop a master plan for a consolidated Police Station (54 / 55 division) TTC control centre and other public amenities include a Toronto Public Library branch. The project is eligible for significant development charge funding
- *City Hall Relocation*: Please refer to the Issues Referred section for further discussion.
- *SOGR*: Despite added capital investments of \$5.475 million gross and \$4.982 million debt has been added to the Staff Recommended 10-Year Capital Plan, TPL still requires almost \$98 million capital funding (almost \$60 million debt) to address SOGR issues to bring branches to an acceptable state of good repair and/or meet current TPL service standards:
 - Downsview Renovation Phase 2
 - Parkdale Reconstruction
 - TRL Renovation
 - Lilian H. Smith Renovation
 - Barbara Frum Renovation

OTHER ISSUES IMPACTING THE 2019 BUDGET

Modernization, Transformation and Innovation Initiatives

In 2017, TPL staff identified additional opportunities to advance the priorities contained in the Strategic Plan and to achieve efficiencies with a capital investment in technology.

- With an investment of \$7.056 million over three years (2017: \$2.606 million, 2018: \$2.950 million, and 2019: \$1.500 million), TPL will have realized operational savings of \$2.258 million (2017: \$0.933 million, 2018: \$0.575 million, and 2019: \$0.750) and a reduction of 17.7 FTEs (2017: 8.7 FTEs, 2018: 4.5 FTEs, 2019: 4.5 FTEs).
- 2019 represents the final year in which operational savings will be achieved from capital investments in technology.

Capital Budget	2017	2018	2019	Total
Integrated Payment solutions	\$ 1,150	\$ 1,100		\$ 2,250
Equipment for Operational Efficiencies	\$ 1,456	\$ 350		\$ 1,806
Expansion of Technological Efficiencies		\$ 950	\$ 650	\$ 1,600
Answerline & Community Space Rental Modernization		\$ 550	\$ 850	\$ 1,400
Total	\$ 2,606	\$ 2,950	\$ 1,500	\$ 7,056

	2017		2018		2019		Total (\$)	FTE
	\$	FTE	\$	FTE	\$	FTE		
Operating Budget								
Integrated Payment Solutions	(0.526)	-6.8					(0.526)	-6.8
Operational Efficiencies	(0.407)	-1.9	(0.100)	0			(0.507)	-1.9
Expansion of Technological Efficiencies			(0.235)	-1.5	(0.460)	-1.5	(0.695)	-3
Answerline & Community Space Rental Modernization			(0.240)	-3	(0.290)	-3	(0.530)	-6
	(0.933)	-8.7	(0.575)	-4.5	(0.750)	-4.5	(2.258)	-17.7

Equipment for Operational Efficiencies/Expansion of Technological Efficiencies

- Conversion of the current land-line phone system to VOIP (voice over Internet protocol) technology at largest locations, introduction of mini-sorters will increase materials handling efficiencies; and replacement of public, staff and shared printers, scanners, fax machines and copiers with more efficient Multi-Function Devices to improve payment processes for public printing

Integrated Payment Solutions

- This project is to provide modern library services and improve the efficiency of the customer interaction where the customers will be able to pay fines at the self-checkout terminals at the same time as checking out materials.

Answerline & Community Space Rental Modernization

- This project provides a modern solution for self-service functionalities for room bookings, rental of community spaces, and internal data management processes including business, financial and operational reporting

ISSUES REFERRED TO THE 2019 BUDGET PROCESS

Open Hours Plan

- At its meeting on December 18, 2017, Budget Committee requested a briefing note on operating funds necessary to fully implement Toronto Public Library's "Open Hours Plan" phased in over a 4-year period from 2019 to 2022. Attached is the link to the briefing note for additional information:
<http://app.toronto.ca/tmmis/viewPublishedReport.do?function=getMinutesReport&meetingId=12852>
- Full implementation of the plan was estimated in 2018 dollars (assuming the 2018 new and enhancement request was funded) as follows:

	2018	2019	2020	2021	2022	Total
Cost of Open Hours Plan (\$M)	\$0.574	\$3.482	\$3.482	\$3.482	\$3.482	\$14.500

- At its meeting on June 18, 2018, TPL board approved the revised Open Hours Plan with a total cost of \$18.258 M net (in 2019 dollars), which represents a 10% budget increase resulting in a 20% increase in service levels. The Open Hours Plan will achieve an increase of 58,000 additional hours annually.

	2019		2020		2021		2022		Total	
	FTE	Net	FTE	Net	FTE	Net	FTE	Net	FTE	Net
Phase 1 - Open Hours	40.95	3.347		2.231					40.95	5.578
Phase 2 - Maximize Hours			56.13	4.35		2.885			56.13	7.235
Phase 3 - Finalize Implementation						3.267	2.178			5.445
	40.95	3.347	56.13	6.581	0	6.152	0	2.178	97.08	18.258

- Phase 1 (2019 – 2020) of the implementation focuses on adding open days by moving 24 branches into higher weekly bands of Monday to Saturday service, and adding Sunday service to 26 branches. Late evening hours (to 10:00 PM) are also introduced at 2 Research and References and 4 District branches.
- Phase 2 (2020 – 2021) of the implementation focuses on maximizing hours of service at branches. Additional mornings/evenings will be added to 38 branches and Sunday service expands from 3.5 hours to 5 hours at 67 branches. Late evening hours to 10:00 PM will be added to the remaining 15 District branches.
- Phase 3 (2021 – 2022) of the implementation will finalize implementation of the Open Hours Plan. Service will increase to 8 hours from 5 hours on Sundays at 27 of the largest branches. Late night hours to midnight from 10:00 PM is implemented at all research and reference and district branches.
- In 2006, the Library Board adopted an implementation plan for its Open Hours Vision with the goal of improving access to library services by expanding open hours across the City by 30% or approximately 1,500 hours per week. This would be primarily achieved through the standardization and increase of Monday to Saturday hours, as well as the addition of Sunday hours across the city.
- As of 2017, TPL has accomplished 32% of its Open Hours Plan, achieved through efficient scheduling practices, implementation of RFID self-service, additional Sunday service funding and the opening of two new branches (Fort York and Scarborough Civic Centre).
- With 100 locations distributed across the city library branches function as community hubs and are very popular and well-used public spaces.
- On a typical weekday 50,000 Torontonians visit Toronto Public Library branches to access space, collections, technology, programs and staff expertise. Adding capacity through expanded open hours leverages the City's investment in the Library's existing infrastructure.
- Expanded open hours respond to changing patterns of work, study, education and leisure in Toronto and helps to advance and increase the impact of key City of Toronto strategies including the Toronto Poverty Reduction Strategy, Toronto Strong Neighbourhoods Strategy 2020, Raising the Village, Measuring the Well-being of Children and Families in Toronto.

- Due to fiscal challenges facing the City, the Board-approved Open Hours Plan – Phase 1 was not included in the 2019 Staff Recommended Operating Budget for Toronto Public Library. It is recommended that the City Librarian of Toronto Public Library includes an updated Open Hours Plan and associated costs for consideration in the 2020 Budget Submission.

Old City Hall Library

- At its meeting on January 31 and February 1, 2018, City Council directed the Deputy City Manager, Internal Corporate Services to further develop a design and plans for Old City Hall that include a Museum of Toronto, a Toronto Public Library branch and wedding chamber with complementary uses such as a museum café and shop, public event space, and institutional uses, consistent with Option 3 as set out in the report (January 9, 2018) from the Deputy City Manager, Internal Corporate Services, and the Chief Purchasing Officer. Attached is link to the report and decision: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX30.8>
- As outlined in the report, Option 3 for Old City Hall will provide a Museum of Toronto and wedding chamber on the second floor, Toronto Public Library Branch on the ground floor, and a mix of complementary commercial and institutional uses throughout the rest of Old City Hall.
- The next phase of work will take approximately 12-18 months to complete. Staff will report back to City Council at the end of the second quarter of 2019 with recommendations for a Head Lessee, a developed design and business case. Following approval of the recommendations in this report, a final phase of detailed design and tendering would last approximately 18 months, leading to the vacancy of building. A two-year construction phase is anticipated. If the Provincial Courts require additional time to complete the construction of the new courthouse, construction can be phased to accommodate a lease extension.
- Toronto Public Library is proposing to expand and relocate the existing 5,000 square foot City Hall branch. The current facility has insufficient space and resources to provide modern library service to the rapidly growing and diverse downtown population, serving the thousands of new condo units that have been built in the vicinity since the City Hall branch first opened. Currently, TPL has identified the relocation of the City Hall Library branch on the list of unfunded capital needs at an estimated project cost of \$16 million gross and \$3.636 million in debt funding for consideration in the budget process of future years.
- A follow-up report will be prepared by Facilities Management to City Council in 2019 with final recommendations including any financial impacts on updated costs and capital investments resulting from the further development of detailed design, tenant strategies, plans including a Toronto Public Library branch at the Old City Hall. Subject to the outcome of the report, TPL will provide an updated cost estimates, annual cash flow funding requirements and project timelines as part of the future year budget process.

REPORTING ON MAJOR CAPITAL PROJECTS: STATUS UPDATE

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required. The following projects have been reported on a quarterly basis during 2018:

Wychwood Library

Project Overview and Deliverables

- This project involves renovation and expansion work to address building deficiencies and bring the building up to the desired service standards.
- The renovation and expansion work also includes revitalizing public service areas and incorporate a redesign of space to provide a more efficient layout and barrier free access. Interior work will include a new customer service area, zoned spaces for children, teens and adults, replacement of furniture, improvements to front entrance, and replacement of elevator and the HVAC system.
- The library entrance will be refurbished and exterior upgrades to landscaping to include outdoor, and reading area flexible space for programming and community gathering will make this public space welcoming and enhance the branch street presence.
- This project also includes an indoor amenity space that will replace the lawn bowling pavilion being removed at the rear of the property. The site services for the lawn bowling green will also be relocated and the garden shed for storage of outdoor equipment will be replaced with additional funding provided by Parks, Forestry and Recreation.
- The expansion work includes an early literacy centre for children and a middle childhood area, digital innovation hub for exploring technology based services, supporting collaboration and innovation. A flexible senior's space adjacent to a multipurpose program room will also be included. The expanded building will conform to Toronto Green Standards.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Wychwood	2014	15,796	541	3,759	1,600	4,206	6,290	15,796	Significant Delay	Dec-18	Dec-20	Ⓞ	Ⓡ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓞ On/Ahead of Schedule
Between 50% and 70%	Ⓢ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- Start of construction was delayed to August 2018 due to the length of the City approval process.

2019 Plan

- Construction will continue in 2019.

Key Project Challenges

- A two-year delay in obtaining various City approvals for this multi-use facility has extended the end date of the project into 2020.
- Due to cost escalations, on June 26, 2018, TPL sought and obtained Council approval to increase the cost of the Wychwood branch project by \$5.663 million (EX 35.30)

Bayview-Bessarion LibraryProject Overview and Deliverables

- The Bayview – Bessarion project will deliver of a 13,418 square feet library on a City-owned land to relocate the existing 6,333 square feet leased facility.
- The new building will be located in a joint facility with a daycare, aquatics and recreation centre to create an open floor plan and barrier free access for the public, study seating, multipurpose room, separate and sound-proof, flexible programming spaces for branch and community use, and for performance / events, quiet study spaces, a 50,000 item collection, a computer learning/media centre, and customer self-service for circulation.
- This project also addresses new and evolving technological requirements for connectivity and a digital innovation hub for exploring technology, collaboration and innovation.
- Zoned areas for teens, children and adults will be created with an improved exterior signage for visibility of the branch and an interior signage program to support wayfinding of the building. Project will conform to Toronto Green Standards.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Bayview-Bessarion Library	2014	15,322	672	100	100	3,067	5,782	15,322	Significant Delay	Dec-19	Dec-21	Ⓞ	Ⓡ

* 2018 year-end projection based on the Q3 capital variance

On Budget		On Time	
> 70% of Approved Project Cost	Ⓞ	On/Ahead of Schedule	Ⓞ
Between 50% and 70%	Ⓢ	Minor Delay < 6 months	Ⓢ
< 50% or >100% of Approved Project Cost	Ⓡ	Significant Delay > 6 months	Ⓡ

Project Status

- Construction tender was awarded on April 30, 2018.

2019 Plan

- Construction to begin in 2019.

Key Project Challenges

- Approval was sought to amend the Council approved 2018-2017 Capital Budgets and Plans for Parks, Forestry and Recreation, Toronto Public Library and Toronto Parking Authority for this project. Additional funds were requested in order to award the contract to the lowest bidder, to avoid a significant reduction in the program scope, as well as the delays and potentially higher costs associated with re-tendering the project.
- Council adopted EX 33.18 on April 24, 2018, to increase the overall Bessarion project by \$16.200 million from \$77.650 to \$92.850 million. This includes an increase of \$12.900 million from the PF&R community centre portion, and a total of \$3.300 million of stakeholder funding made up of \$2.700 million from Toronto Public Library and \$0.600 million from Children's Services.

Dawes Road Library

Project Overview and Deliverables

- This project involves an expansion of the existing 6,500 square feet library to 26,000 square feet library and community hub on the current site located in an 8 unit condominium of which the City owns 51%, inclusive of the library branch.
- This project will improve and provide fully accessible public space, enhance customer self-service, install new furniture, shelving and equipment which will accommodate the addition of 10,000 items to the collection, and upgrade the IT infrastructure to meet the technological requirements for connectivity.
- A computer learning centre will be added, in conjunction with expanding the existing children’s area with an interactive early literacy centre and constructing additional quiet study space.
- The renovation will be constructed in accordance with Toronto Green Standards and will include an exterior reading garden and flexible space for programming and community gatherings to greatly enhance the streetscape.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Dawes Road Library	2015	23,624	1,447	3,336	1,296	322	2,208	23,624	Significant Delay	Dec-20	Dec-22	Ⓞ	Ⓡ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓞ On/Ahead of Schedule
Between 50% and 70%	Ⓜ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- City Real Estate continues to negotiate for site acquisition. To date, City Council has authorized Real Estate Services to negotiate the acquisition of all eight condominium units and the adjacent property at 82 Chapman Avenue.
- TPL has been successful in purchase six of the condominium units and the property at 82 Chapman Ave.

2019 Plan

- Begin design and obtain City approvals.

Key Project Challenges

- Acquisition of the remaining two units is being pursued and will be finalized either through negotiations with the owners or through expropriation.
- Due to scope and cost escalations, On July 23, 2018, TPL sought and obtained Council approval to increase the cost of the Dawes Road Branch by \$10.361 million gross, funded by \$6.247 million from the Development Charges reserve, \$5.000 million of partner funding, \$1.200 million operating savings from branch closure, offset by a reduction in debt of \$2.086 million. (EX 36.24).
- City Council directed that approval of the project cost increase is conditional upon receipt of the \$5.000 million in partner funding and that the scope of the project be reduced accordingly should these funds not be available prior to entering into contract to deliver the project.

St. Clair / Silverthorn Library

Project Overview and Deliverables

- The existing 4,587 square feet double store front building (including basement) will be demolished and a new building will be constructed with two floors. The additional square footage will bring the building size closer to the established size for a small neighbourhood branch and improve overall accessibility.
- The St. Clair/Silverthorn reconstruction will include a new building structure, exterior facade, envelope, interior, mechanical and electrical components. The St. Clair/Silverthorn expansion will add much needed square footage to a small library branch, improve barrier free access, and enhanced use of the second floor.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
St. Clair/Silverthorn Library	2015	3,815	340	2,975	2,975	500	0	3,815	Significant Delay	Dec-18	Dec-19	Ⓞ	Ⓡ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓞ On/Ahead of Schedule
Between 50% and 70%	Ⓢ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- Construction commenced in January 2018 is progressing. Opening is expected in Spring 2019.

2019 Plan

- Construction is expected to be completed in 2019, and the branch is planned to be open by Spring 2019.

Key Project Challenges

- To avoid further delays and potentially higher costs associated with re-tendering the project, on June 26, 2018, TPL sought and obtained Council approval to increase the cost of the St. Clair/Silverthorn branch project by \$0.918 million (EX 35.30), as initial tenders exceeded the approved budget.
- Delays in completing connection with Toronto Water has resulted in delays in the overall project timelines.

North York Central Library Phase 1

Project Overview and Deliverables

- The project will complete a retrofit and upgrade to the building systems and infrastructure, interior renovations on floors 1-5 to reconfigure public service and stacks space to meet new service demands and uses. Revitalization and renovation work include:
 - Reconfiguration of space and repurposing some support space to public uses.
 - Improvements to collaborative work/study spaces, content creation spaces, content downloading stations, and reading lounges
 - Redesigned, smaller and strategically positioned service desks to better serve the customers at their point of need.
 - Reconstruction of the Children’s department to, create space for a large, themed KidsStop with interactive and electronic learning stations to support preschool literacy and features for children with special needs.
 - Building-wide retrofits to replace such interior items as worn carpets and hard floor surfaces, including carpeted surfaces on balustrades and stairs.
 - Technology upgrades to meet service demands including: introduction of electronic devices for customer use; content creation spaces with current technology; and enhancements to the learning lab to support new learning formats
 - Reconfiguration and renewal of staff and administrative areas to improve effectiveness and service delivery
 - Building and infrastructure retrofit to upgrade to the building envelope, including foundations, exterior walls, doors and roof, upgrade life safety systems, upgrade flooring, furniture, millwork, wall finishes, ceilings and lighting fixtures.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
North York Central Library Phase 1	2015	17,474	12,193	5,281	5,281	0	0	17,474	On Track	Dec-19	Dec-18	Ⓞ	Ⓞ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	On/Ahead of Schedule
Between 50% and 70%	Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Significant Delay > 6 months

Project Status

- Phase 1 is expected to be completed in 2018. As at Q3, floors 1 to 3 re-opened and the remaining fourth and fifth floors are slated to be open as completed in 2018.

2019 Plan

- N/A

Key Project Challenges

Scope increases due to additional SOGR work

- TPL sought and obtained Council approval to increase the cost of the North York Central Library Phase 1 project by \$2.500 million (EX 35.30), due to scope increases as a result of additional SOGR work.

North York Central Library Phase 2

Project Overview and Deliverables

- Renovation and revitalization of a seven storey, 168,022 sq. ft. facility constructed in 1987 to bring facility up to standard and address building deficiencies. The multiyear phased project will complete the renovation and revitalization of the facility while it remains open for service.
- The project will include renovations to the lower concourse level and the 6th floor public spaces and outdoor reading garden at NYCL. The project will also complete the KidsStop and Middle Childhood spaces with state of the art interactive elements. The concourse space will be renovated as a premium rental space / study hall facility. Other renovations will include replacing shelving throughout the branch, new furniture, new lighting controls for energy efficiency and replacement of end of life HVAC, electrical, fire alarm and life safety systems.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
North York Central Library Phase 2	2017	10,880	0	2,664	1,400	3,000	5,454	9,854	On Track	Dec-20	Dec-20	Ⓜ	Ⓢ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓢ On/Ahead of Schedule
Between 50% and 70%	Ⓜ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- Project is currently in the design phase.

2019 Plan

- Complete design and construction will commence.

Key Project Challenges

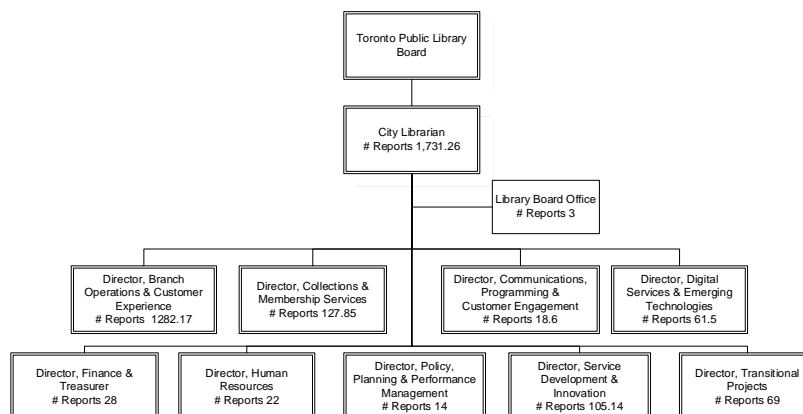
- Construction has been delayed to 2019 as the project is still in the design/consultation stage.



APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement includes the City Librarian and staff for a total of 1,732.3 operating positions, as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0	83.0	29.0	1,619.3	1,732.3
	Temporary			-	-	-
	Total Operating	1.0	83.0	29.0	1,619.3	1,732.3
Capital	Permanent			-	-	-
	Temporary			-	-	-
	Total Capital	-	-	-	-	-
Grand Total		1.0	83.0	29.0	1,619.3	1,732.3

Appendix 2

2019 Operating Budget by Service

Library Collections Access and Borrowing

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Total								
Gross Expenditures	75,799.3	77,355.9	166.6	77,522.5	1,723.1	2.3%	1,169.6	1,080.1
Revenue	6,582.8	6,564.2	0.0	6,564.2	(18.6)	(0.3%)	112.2	60.5
Total Net Expenditures	69,216.5	70,791.7	166.6	70,958.3	1,741.8	2.5%	1,057.4	1,019.6
Approved Positions	676.6	674.6	0.7	675.3	(1.3)	(0.2%)	0.0	3.6

Library In-Branch & Virtual Services

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Total								
Gross Expenditures	118,598.4	121,579.3	283.4	121,862.7	3,264.3	2.8%	2,385.5	2,133.6
Revenue	12,444.9	12,362.7	0.0	12,362.7	(82.2)	(0.7%)	494.8	266.8
Total Net Expenditures	106,153.5	109,216.6	283.4	109,500.0	3,346.4	3.2%	1,890.7	1,866.8
Approved Positions	988.8	986.5	1.2	987.7	(1.1)	(0.1%)	0.0	5.3

Library Partnerships, Outreach & Customer Engagement

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Total								
Gross Expenditures	7,318.9	7,477.0	18.0	7,495.0	176.0	2.4%	121.5	107.3
Revenue	296.0	294.2	0.0	294.2	(1.8)	(0.6%)	11.4	6.2
Total Net Expenditures	7,022.9	7,182.8	18.0	7,200.8	177.8	2.5%	110.0	101.2
Approved Positions	69.4	69.2	0.1	69.2	(0.1)	(0.2%)	0.0	0.4

Appendix 3

2019 Service Levels

Library Collections Access and Borrowing

Service	Activity	2018 Service Levels	Proposed 2019 Service Levels
Collections and Borrowing	Acquisitions	Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy providing a broad range of materials that meet the diverse needs of Torontonians.	
		<p>Library Materials Budget: per capita \$6.62</p> <p>Physical collection size: 10,000,000</p> <p>Physical collection size per capita: 3.4</p> <p>New physical acquisitions per capita: 0.23</p> <p>E-collection size:</p> <p>65 digital resources including products that provide access to online courses and homework help and databases with 100 million articles from general and specialized periodicals.</p> <p>E-books and e-audio books:</p> <p>Access to 445,000 downloadable and streamed copies for adults, youth and children</p> <p>E-music and E-videos:</p> <p>Access to 56,225 downloadable and streamed music titles and 300,000 downloadable and streamed videos</p> <p>Continue to take a leading role in the Canadian Public Libraries for Fair E-book Pricing Campaign to increase service levels efficiently.</p>	<p>Library Materials Budget per capita \$6.52</p> <p>Physical collection size: 9,900,000</p> <p>Physical collection size per capita: 3.3</p> <p>New physical acquisitions per capita: 0.22</p> <p>E-collection size:</p> <p>62 digital resources including products that provide access to online courses and homework help and databases with 100 million articles from general and specialized periodicals.</p> <p>E-books and E-audio books:</p> <p>Access to 465,000 downloadable and streamed copies for adults, youth and children</p> <p>E-music and E-videos:</p> <p>Access to 56,225 downloadable and streamed music titles and 300,000 downloadable and streamed videos.</p> <p>Refreshing the campaign to focus on access to E-audiobooks.</p>
	Collection Access	A comprehensive, current inventory of physical and virtual materials supports discovery, access and learning by residents. TPL's Circulation and Collection Use Policy provides the framework for access.	

Service	Activity	2018 Service Levels	Proposed 2019 Service Levels
	Public Access to Collections through borrowing	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.	
		Collection size per capita: 3.5 Circulation per capita: 10.6 Holds/versus copies based on loan period: 3 week loan: 1 hold to 6 copies 2 week loan: 1 hold to 12 copies 1 week loan: 1 hold to 18 copies Turnover rate of circulating physical collection: 3.9	Collection size per capita: 3.3 Circulation per capita: 10.7 <i>Same as 2018.</i> Turnover rate of circulating physical collection: 4.1
	In-library use of materials	Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy	

Library In-Branch & Virtual Services

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
Branch and E-Services	In-Branch Services	TPL provides free public access to space and services in accordance with the Public Libraries Act and TPL's Service Delivery Model. Torontonians from all walks of life have easy access to the library services they want and need.	
	Provision of Public Space	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 catchment population	<i>Same as 2018.</i> <i>Same as 2018.</i>

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
		<p>60,057 square feet of library space per 100,000 population</p> <p>Flexible spaces to accommodate</p> <p>52,682 average daily visits</p> <p>Library spaces available for use in city emergencies and during severe weather</p>	<p>59,162 square feet of library space per 100,000 population</p> <p>Flexible spaces to accommodate</p> <p>55,152 average daily visits</p> <p><i>Same as 2018.</i></p>
	<p>Open Hours</p>	<p>Open hours to reflect TPL's Open Hours Plan as funded in the 2018 operating budget.</p> <p>Increased geographic access to Sunday service through expanded open hours.</p> <p>Sunday service year round at all district and research & reference branches, and extended Sunday service to 9 additional neighbourhood branches in NIAs or transitioning NIAs, for a total of 42 branches open Sundays.</p> <p>9,005 open hours per 100,000 population</p> <p>Library Open Hours: 5,306 weekly hours</p> <p>Neighbourhood Branches: 40-69 hours per week Monday to Sunday 4,041 total weekly hours</p> <p>District Libraries: 69 hours per week Monday to Sunday 1,173 total weekly hours</p> <p>Research and Reference Libraries: 69 hours per week Monday to Sunday 138 weekly hours</p> <p>Pilot expanded open hours with access to self-service options, such as holds pick-up,</p>	<p>Open hours to reflect TPL's Revised Open Hours Plan as costed in the 2019 operating budget.</p> <p><u>With Budget Enhancement pending approval of service funding</u> to extend Sunday service to 8 additional neighbourhood branches in NIAs or transitioning NIAs, for a total of 50 branches open Sundays; add Monday service at 23 neighbourhood branches, and late evening service at 6 research & reference and district branches.</p> <p>9,031 open hours per 100,000 population</p> <p>Library Open Hours: 5,627 total weekly hours</p> <p>Neighbourhood Branches: 40-69 hours per week Monday to Sunday 4,307 total weekly hours</p> <p>District Libraries: 69-70.5 hours per week Monday to Sunday 1,179 total weekly hours</p> <p>Research and Reference Libraries: 70.5 hours per week Monday to Sunday 141 weekly hours</p> <p><i>Same as 2018.</i></p>

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
		library material lending and returns, access to computers, and Wi-Fi at Swansea Memorial and Todmorden Room.	
	Study and Community Use	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy.	
		<p>Security guards in place to achieve a welcoming and supportive environment and enforce the Library's Code of Conduct and address potential security incidents.</p> <p>11 Youth Hubs to support youth and address goals of the Toronto Poverty Reduction Strategy</p> <p>3 Middle Childhood Discovery Areas (Albion, Fairview, North York Central Library) to support the Toronto and Ontario Middle Childhood Strategy</p> <p>13 KidsStop Interactive Early Literacy Centres to engage and activate a sense of exploration and discovery while building pre-literacy skills in children birth to 5.</p>	<p><i>Same as 2018.</i></p> <p>Add 3 additional supervisory mobile security units, for a total of 4, for faster response time and support.</p> <p>13 Youth Hubs to support youth and address goals of the Toronto Poverty Reduction Strategy</p> <p>Add new Middle Childhood Discovery Areas to support the Toronto and Ontario Middle Childhood Strategy</p> <p>Plan new KidsStop Interactive Early Literacy Centres for 2020 implementation in planned capital projects to engage and activate a sense of exploration and discovery while building pre-literacy skills in children birth to 5.</p>
	Access to Technology	Access to technology in accordance with TPL's Strategic Priority of expanding access to technology to promote digital literacy and inclusion, and advancing the Library's digital platform so that customers have convenient access to a full range of library services through integrated digital platforms and exceptional customer experience at their every point of need.	

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
		<p>Standard suite of technology services available in branches will be determined.</p> <p>65 internet access workstations per 100,000 population with 12,914 average daily users</p> <ul style="list-style-type: none"> • Download speeds to be determined <p>Arduino lending kits at 8 Digital Innovation hub locations</p> <p>Provided the funded service level of distributing 1,000 Wi-Fi Hotspot Lending devices for six month loans from 30 branches in Neighbourhood Improvement Areas (NIA)</p> <p>24/7 wireless internet access at all locations</p> <p>Wi-Fi bandwidth speeds of 50 Mbps download / 10 Mbps upload per connection at 94 branches</p> <p>14,986 average daily wireless connections</p> <p>Life-cycle maintenance and upgrades of hardware and software</p> <p>19 Computer Learning Centres in all research & reference and district branches for digital literacy and technology training; 7 Learning Centres have enhanced hardware and software for digital learning and creation</p> <p>1 Fabrication Studio and 1 eLearning Lab for innovative learning models and digital learning and creation at North York Central Library</p> <p>8 Digital Innovation Hubs and 1 Youth Technology Space, plus 7 portable pop-up learning labs to increase access to technology</p>	<p>Standard suite of technology services available in branches.</p> <p>64 internet access workstations per 100,000 population with 13,043 average daily users</p> <ul style="list-style-type: none"> • Download speeds to be determined <p><i>Same as 2018.</i></p> <p>Maintain the funded service level of distributing 1,000 Wi-Fi Hotspot Lending devices for six month loans from 30 branches and via community partner agencies in Neighbourhood Improvement Areas (NIA)</p> <p>24/7 wireless internet access at all locations</p> <p>Wi-Fi bandwidth speeds of 50 Mbps download / 10 Mbps upload per connection at 98 branches</p> <p>15,436 average daily wireless connections</p> <p><i>Same as 2018.</i></p> <p><i>Same as 2018.</i></p> <p><i>Same as 2018.</i></p>

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
		<p>9 audiovisual recording studios</p> <p>Robotics kits at 18 large branches</p> <p>One-on-one technology training available through the Book a Librarian Information Service</p> <p>Advance initiatives in the Digital Strategy, including the Business Intelligence project.</p>	<p><i>Same as 2018.</i></p> <p><i>Same as 2018.</i></p> <p>Robotics kits at 18 large branches and 10 neighbourhood branches.</p> <p>Advance initiatives in the Digital Strategy, including the Business Intelligence project and the Learning Management System.</p>
	<p>Information Services</p>	<p>Information services available in all branches to support access to information, collections and services, based on the Service Delivery Model and Staffing Allocation Model Access and is provided free of charge in accordance with the Public Libraries Act. In-branch customers have access to space, reference assistance and technology.</p>	<p>7.4 million questions answered per year in response to public demand (2.5 per capita)</p> <p><i>Same as 2018.</i></p>
	<p>Programs</p>	<p>Programs are available citywide in accordance with TPL's Programming Policy and address the following strategic priorities: early literacy, literary, information, lifelong learning, cultural experience, and training to support digital literacy and inclusion. Programs are offered at times convenient to a broad range of customers. Equitable access to programs is provided to a diverse population based on demographics and community need. Program quality is supported by clear program descriptions, outcomes and evaluation, and delivered by staff and high quality external partners.</p>	

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
		<p>Program offerings include:</p> <ul style="list-style-type: none"> • Early literacy and targeted reading support programs at branches across the City • Regular after school programs • High quality out of school time, March break and summer time programming for children and youth, including camps • Digital privacy and technology training programs and certificate courses delivered by experts • High profile cultural and literary programs and workshops at the Toronto Reference library and across the city • Adult lifelong learning programs in small business, personal finance, health literacy, environmental awareness, etc. • Indigenous programming for all ages • ESL and newcomer programs offered through strategic partnerships • Sunday STEM programming for families • E-learning programming <p>More than 45,600 annual program hours</p> <p>2,882 average daily program participants</p> <p>Develop partnerships with technology leaders to support digital literacy programs (CISCO, Google Canada)</p>	<p><i>Same as 2018.</i></p> <p>Increase in Older Adult Programming to align with the City's Toronto Seniors Strategy 2.0</p> <p>Increase in Sunday programs with additional branches open under the revised Open Hours Plan.</p> <p>More than 50,200 annual program hours</p> <p>3,083 average daily program participants</p> <p><i>Same as 2018.</i></p>

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
	Room Rentals for Community Groups	<p>Public space rental in accordance with TPL's Community and Event Space Rental Policy.</p> <ul style="list-style-type: none"> • Space available 25% of time for public booking and 75% for library programming and study space • Same business day verification for availability of space • Space held for 10 days for confirmation of the contract • Provision of premier rental spaces to generate further revenue • Online room booking implemented in 2018 	Same as 2018.
	Facility Maintenance	<p>Facilities Master Plan to be developed to guide the capital program and align with city priorities and areas of growth and development</p> <p>102 facilities well maintained to promote public safety and use with maintenance issues addressed.</p> <p>AODA requirements for accessibility continue to be addressed in order to meet legislative requirements.</p>	<p>Same as 2018.</p> <p>Same as 2018.</p> <p>Same as 2018.</p>
	Virtual Branch Services	<p>Create an omni-channel experience for customers to access products and services in a seamless and integrated way, offering 24/7 personalized connection with a choice of services delivered when and how customers want/need them.</p>	
		<p>Virtual services provide accessible format for variety of services including:</p> <ul style="list-style-type: none"> • Access to branch and program information • Self-serve options for account and service management • Program delivery through streaming, interactive video, and audio/video recordings • Virtual exhibits and digital content, including the Digital Archive <p>Web channel provides</p> <ul style="list-style-type: none"> • New content regularly added, including information about privacy and how the library uses customer information • New web content created in compliance with the AODA's web accessibility requirements. 	<p>Same as 2018.</p> <p>Same as 2018.</p>

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
		<p>79,892 average daily virtual visits</p> <p>Engage with customers online to support strategic objectives through:</p> <ul style="list-style-type: none"> • An ongoing social media presence that promotes library programs and services and raises awareness • Promotion, outreach and awareness raising • Delivering information service • Providing readers' advisory service • Delivering digital literacy training • eLearning resources, including Cisco Networking Academy • Improving customer service • Supporting media and public relations • Promoting accessibility for all through social media (blogs and wikis, YouTube, Twitter, Facebook, Pinterest, Instagram, Flickr, E-newsletter) • Branch benchmarks for outreach activities 	<p>New Indigenous Digital Content Lead in place who will lead the development of Indigenous digital content</p> <p>83,886 average daily virtual visits</p> <p><i>Same as 2018.</i></p> <p>Introduce an eLearning portal to increase access to online courses and learning resources</p>
	Digitization	Digitization program to provide access to materials including special and archival collections including materials focusing on Toronto neighbourhoods and diverse communities and the province of Ontario	
		247,000 additional items ¹ digitized for a total of 2,555,600 items digitized	247,000 additional items digitized for a total of 2,802,600 items digitized

¹ Digitized items include pictures, pages, maps ephemera and manuscripts.
toronto.ca/budget2019

Library Partnerships, Outreach & Customer Engagement

Service	Activity	2018 Service Levels	Proposed 2019 Service Levels
Partnership, Outreach and Customer Engagement	Partnerships	<p>Partnerships developed and maintained with public and private sector partners to advance key City and Library strategic priorities, driven by memorandum of understanding (MoU), outcome measures and KPI's for major partnerships.</p> <p>Sample partnerships:</p> <p>City: Public Health to deliver health promotion with health zones in 10 branches serving NIAs, Business Inc.</p> <p>Cultural: TD Gallery installations. Museum + Arts Pass to provide access to cultural venues. Sun Life Financial Musical Instrument Lending Library to provide access to musical instruments and programming.</p> <p>Government: Library Settlement Partnership with Citizenship and Immigration Canada, community agencies and TPL</p> <p>Learning: CISCO, Maker Festival and Alzheimer's Society of Toronto, OCAD, TD Summer Reading Club, Brookfield Institute, Ryerson University</p> <p>Technology: CICSO, TPL Innovation Council, City of Toronto, TTC, Rogers</p>	
	Outreach	Annual outreach targets for each branch met	Annual outreach targets for each branch met
	Programs	<p>Programs delivered in schools and community locations to facilitate outreach and deliver on strategic objectives:</p> <ul style="list-style-type: none"> • 100% of schools in Toronto Strong Neighbourhoods 2020 areas reached through Kindergarten, Grade 4 and High School Outreach. • Outreach in community settings, including local universities and colleges to promote e-content • Pop-up programs in community settings • Community librarians at Toronto Employment and Social Services (TESS), shelters and detention centres <p>• Innovators in Residence Program</p>	<p><i>Same as 2018.</i></p> <ul style="list-style-type: none"> • Community librarians working at TESS, TSSHA, detention centres, and other local service providers (i.e, COSTI, Rexdale Women's Health Centre, John Howard Society).
	Bookmobile and Home	Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of homebound users.	

Service	Activity	2018 Service Levels	Proposed 2019 Service Levels
	Library Service	<p>Bookmobile: 42.75 weekly hours Monday to Saturday</p> <p>13,632 home visits to deliver materials</p> <p>28 Bookmobile stops with Wi-Fi access in the new bookmobiles</p> <p>Shelter outreach with the bookmobile in partnership with external agencies</p>	<p><i>Same as 2018.</i></p> <p>13,732 home visits to deliver materials</p> <p><i>Same as 2018.</i></p> <p><i>Same as 2018.</i></p>
	Volunteer Services	<p>Volunteer recruitment and management in accordance with the Volunteer Management Practice Policy.</p>	
		<p>Volunteers support 6 programs focusing on literacy and technology including programs for children in the middle years, including Adult Literacy, Leading to Reading and Youth Advisory Groups.</p> <p>2,781 volunteers: 72% of volunteers aged 13-24</p> <p>93 active volunteers per 100,000 population 74,374 volunteer hours</p> <p>Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs.</p> <p>Youth Advisory Groups active in 40 locations</p>	<p><i>Same as 2018.</i></p> <p>2,808 volunteers</p> <p>93 active volunteers per 100,000 population 75,862 volunteer hours</p> <p><i>Same as 2018.</i></p> <p><i>Same as 2018.</i></p>
Customer Engagement	<p>Residents and communities consulted in accordance with TPL's Public Consultation Policy on service development including strategic plan, capital projects, major</p>	<p><i>Same as 2018.</i></p>	

Service	Activity	2018 Service Levels	Proposed 2019 Service Levels
		<p>renovations, and the ongoing evaluation of library services and programs.</p> <p>Feedback and customer service is available in a range of accessible formats in compliance with the AODA's requirements and City service standards.</p> <p>Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested, and through social media</p> <p>Telephone calls returned within one business day.</p> <p>Voicemails cleared daily or appropriate absence messaged.</p> <p>Callers not transferred to voicemail.</p> <p>Emails acknowledged within two business days.</p>	<p><i>Same as 2018.</i></p> <p><i>Same as 2018.</i></p> <p><i>Same as 2018.</i></p> <p><i>Same as 2018.</i></p> <p><i>Same as 2018.</i></p> <p><i>Same as 2018.</i></p> <p><i>Same as 2018.</i></p>

Appendix 5

Summary of 2019 New / Enhanced Service Priorities

New / Enhanced Service Description (in \$000s)	New and Enhanced Services Priorities						Total			Incremental Change			
	Library Collections Access &		Library In-Branch & Virtual Services		Library Partnerships, Outreach & Cust.		\$	\$	Position	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Service Priorities Council Directed:													
2019 Additional Youth Hubs	85.5	85.5	164.8	164.8	9.7	9.7	260.0	260.0	2.0				
2019 Sunday Service Enhancement - additional locations	81.1	81.1	118.6	118.6	8.3	8.3	208.0	208.0		208.0			
Sub-Total Council Directed	166.6	166.6	283.4	283.4	18.0	18.0	468.0	468.0	2.0	208.0			
Total 2019 New / Enhanced Services	166.6	166.6	283.4	283.4	18.0	18.0	468.0	468.0	2.0	208.0			

Appendix 7

2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
<i>MB Renovation Program Accessibility Retrofit</i>	N/A	1,850	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,350	N/A
Sub-Total		1,850	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,350	15,350
State of Good Repair													
<i>Agincourt Renovation</i>						1,375						1,375	1,375
<i>Albert Campbell Renovation</i>		2,800	6,728	5,746								15,274	15,539
<i>Bridlewood Renovation</i>						1,102	798					1,900	1,900
<i>Guildwood Leasehold Improvement</i>		983										983	983
<i>High Park Renovation</i>					242	243	1,907	3,858	2,686			8,936	8,936
<i>Mimico Renovation</i>								424	426		2,605	3,455	3,455
<i>Multi-Branch Renovation Program</i>		4,581	2,970	3,859	7,032	7,998	7,230	3,927	4,466	4,798	3,593	50,454	50,454
<i>Multi-Branch SOGR 2017-2019</i>		300										300	300
<i>North York Central Renovation Phase 2</i>		4,264	5,454	1,000								10,718	10,718
<i>Northern District Renovation</i>			656	2,382	4,431	4,786						12,255	12,255
<i>Parliament Street Renovation</i>				293	603			4,338	4,593	4,094	3,329	17,250	17,250
<i>Richview Building Elements</i>		199	1,219	1,037	1,054							3,509	3,509
<i>Sanderson Neighbourhood Library Renovation</i>						291	292		3,723	3,209	3,568	11,083	11,083
<i>St. Clair/Silverthorn Reconstruction</i>		500										500	500
<i>TAMP Automated Sorter Replacement Program</i>						800	1,010	840	1,731			4,381	4,381
<i>Technology Asset Management Program</i>	N/A	3,883	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	40,783	N/A
<i>Weston Renovation</i>							290	291		2,810	3,942	7,333	7,333
<i>York Woods Renovation</i>		3,497	4,281	2,280								10,058	10,058
<i>Integrated Payment Solutions</i>		764										764	764
Sub-Total		21,771	25,408	20,697	17,462	20,695	15,627	17,778	21,725	19,011	21,137	201,311	201,311
Service Improvement													
<i>Answerline & Community Space Rental Modernization</i>		1,315										1,315	1,315
<i>Expansion of Technological Efficiencies</i>		786										786	786
Sub-Total		2,101										2,101	2,101
Growth Related													
<i>Bayview - Bessarion Relocation</i>	781	3,067	5,782	5,702								14,551	15,332
<i>Centennial Renovation & Expansion</i>		289		3,970	3,915	3,121						11,295	11,295
<i>Dawes Road Neighbourhood Library</i>		322	2,208	6,867	5,786	3,658						18,841	18,841
<i>Perth Dupont Relocation</i>		30	3,373	952								4,355	4,355
<i>Port Lands New Construction</i>											531	531	531
<i>St. Lawrence Relocation</i>					667	669		4,406	4,551	5,191	5,559	21,043	21,043
<i>Virtual Branch Services</i>	N/A	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	N/A
<i>Wychwood Renovation and Expansion</i>		6,365	6,290	1,000								13,655	13,655
<i>Albion District Library Renovation</i>		79										79	79
<i>Fort York New Construction</i>		72										72	72
Sub-Total	781	11,724	19,153	19,991	11,868	8,948	1,500	5,906	6,051	6,691	7,590	99,422	100,203
Total Expenditures by Category (including carry forward from 2018)													
	781	37,446	46,061	42,188	30,830	31,143	18,627	25,184	29,276	27,202	30,227	318,184	318,965

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

Appendix 8

2019 Cash Flow and Future Year Commitments

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>Albert Campbell Renovation</i>	2,800	6,728	2,372								11,900
<i>Albion District Library Renovation</i>	79										79
<i>Answerline & Community Space Rental Modernization</i>	1,315										1,315
<i>Bayview- Bessarion Relocation</i>	3,067	5,782	5,702								14,551
<i>Centennial Renovation & Expansion</i>	289										289
<i>Daves Road Neighbourhood Library</i>	322	2,208	6,867	5,786	3,658						18,841
<i>Expansion of Technological Efficiencies</i>	786										786
<i>Fort York New Construction</i>	72										72
<i>Guildwood Leasehold Improvement</i>	983										983
<i>Integrated Payment Solutions</i>	764										764
<i>MB Renovation Accessibility Retrofit 2017-2019</i>	800										800
<i>MB Renovation Pgm Accessibility Retrofit 2018-2020</i>	1,050	1,480									2,530
<i>Multi-Branch Renovation 2018-2020</i>	3,942	1,323									5,265
<i>Multibranch Renovation Program 2016-2021</i>	639	782	1,069								2,490
<i>Multi-Branch SOGR 2017-2019</i>	300										300
<i>North York Central Renovation Phase 2</i>	4,264	4,216	1,000								9,480
<i>Perth Dupont Relocation</i>	30										30
<i>St.Clair/Silverthorn Reconstruction</i>	500										500
<i>Tech Asset Mgmt Prg (2017-2019)</i>	3,683										3,683
<i>Virtual Branch Services 2017 - 2019</i>	1,450										1,450
<i>Wychwood Renovation and Expansion</i>	6,365	6,290	1,000								13,655
<i>York Woods Renovation</i>	3,497	3,387	1,360								8,244
Subtotal	36,997	32,196	19,370	5,786	3,658						98,007
Change in Scope											
<i>Albert Campbell Renovation</i>			3,374								3,374
<i>North York Central Renovation Phase 2</i>		1,238									1,238
<i>York Woods Renovation</i>		894	920								1,814
Subtotal		2,132	4,294								6,426
New w/Future Year											
<i>Richview Building Elements</i>	199	1,219	1,037	1,054							3,509
<i>Technology Asset Management Program 2019-2021</i>	200	4,100	4,040								8,340
<i>Virtual Branch Services 2019-2021</i>	50	1,500	1,450								3,000
Subtotal	449	6,819	6,527	1,054							14,849
Total Expenditure (including carry forward from 2018)	37,446	41,147	30,191	6,840	3,658						119,282
Financing:											
<i>Debt/CFC</i>	24,249	20,687	12,745	2,053							59,734
<i>Other</i>	6,391	2,704	1,778	2,451	2,149						15,473
<i>Development Charges</i>	6,806	17,756	15,668	2,336	1,509						44,075
Total Financing	37,446	41,147	30,191	6,840	3,658						119,282

Appendix 9

2019 Capital Budget with Financing Detail

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			25,501.1	21,301.8	16,931.6
Development Charges - Library	XR2115				
<i>Withdrawals (-)</i>			(4,199.3)	(4,370.2)	(4,370.2)
Total Reserve / Reserve Fund Draws / Contributions		-	21,301.8	16,931.6	12,561.4
Balance at Year-End		25,501.1	21,301.8	16,931.6	12,561.4

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			400.4	742.4	1,084.4
Vehicle Reserve - Library	XQ1700				
<i>Contributions (+)</i>			342.0	342.0	342.0
Total Reserve / Reserve Fund Draws / Contributions		-	742.4	1,084.4	1,426.4
Balance at Year-End		400.4	742.4	1,084.4	1,426.4

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			31,921.8	32,472.8	33,023.8
Insurance Reserve Fund - Library	XR1010				
<i>Contributions (+)</i>			551.0	551.0	551.0
Total Reserve / Reserve Fund Draws / Contributions		-	32,472.8	33,023.8	33,574.8
Balance at Year-End		31,921.8	32,472.8	33,023.8	33,574.8

* Based on 9-month 2018 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds**2019 – 2028 Capital Budget and Plan****Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	Total
XR2115 Development Charges - Library	Beginning Balance		25,501	32,430	24,674	17,178	19,854	21,218	29,143	32,636	31,508	32,468	
	Withdrawals (-)		(4,403)	(19,348)	(18,466)	(8,296)	(9,602)	(3,041)	(7,476)	(11,488)	(9,414)	(12,439)	(103,973)
	Total Withdrawals		(4,403)	(19,348)	(18,466)	(8,296)	(9,602)	(3,041)	(7,476)	(11,488)	(9,414)	(12,439)	(103,973)
	Contributions (+)		11,332	11,592	10,970	10,972	10,966	10,966	10,969	10,360	10,374	10,581	109,082
Total Contributions		11,332	11,592	10,970	10,972	10,966	10,966	10,969	10,360	10,374	10,581	109,082	
Balance at Year-End		25,501	32,430	24,674	17,178	19,854	21,218	29,143	32,636	31,508	32,468	30,610	5,109

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	Total
XR3026 Planning Act Reserve Fund - Section 37	Beginning Balance		167,941	166,926	166,094	165,871	165,871	163,644	162,846	162,846	162,846	162,846	
	Withdrawals (-)		(1,015)										(1,015)
	Wychwood												(1,055)
	Perth / Dupont			(832)	(223)								(1,125)
	Aqincourt							(1,125)					(1,125)
Bridlewood							(1,102)	(798)				(1,900)	
Total Withdrawals			(1,015)	(832)	(223)	-	(2,227)	(798)	-	-	-	-	(5,095)
Balance at Year-End		167,941	166,926	166,094	165,871	165,871	163,644	162,846	162,846	162,846	162,846	162,846	(5,095)

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	Total
XR1012 Land Acquisition Reserve Fund	Beginning Balance		92,677	92,677	91,577	91,577	91,577	91,577	91,577	91,577	91,577	91,577	
	Withdrawals (-)												(1,100)
	Perth / Dupont			(1,100)									(1,100)
Total Withdrawals			-	(1,100)	-	-	-	-	-	-	-	-	(1,100)
Balance at Year-End		92,677	92,677	91,577	91,577	91,577	91,577	91,577	91,577	91,577	91,577	91,577	(1,100)

* Based on 9-month 2018 Reserve Fund Variance Report