

# 2020 Budget Notes

## Toronto Public Library

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### What we do

Toronto Public Library (TPL) provides free and equitable access to services that 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.

Toronto Public Library provides residents with a seamless library experience – in person, online and in the community – with the goal of ensuring that everyone who wants to use the library has the opportunity to do so in ways that are convenient and responsive to their needs. The Library provides access to a full range of services across five service pillars: **Spaces, Collections, Programs, Staff and Technology.**

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### Why we do it

Toronto Public Library is the vital active ingredient that informs and inspires Toronto and its communities, making us all more resilient, more knowledgeable, more connected and more successful.

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### Who we serve

#### Residents who use library services

- Children, youth, adults & older adults
- Newcomers
- Entrepreneurs, small business owners, creators & artists, job seekers
- Students, academics
- Low literacy and adult learners, language learners
- Vulnerable populations, people experiencing homelessness

#### Community Agencies & Partners

- Daycares and preschools; elementary, secondary & post secondary institutions
- Social services and workforce development providers
- Arts collectives, agencies and other arts and culture organizations

#### Beneficiaries of all services

- Publishers & Library vendors
- Businesses & Residents (non-users)
- City Staff and Community Partners
- Visitors




## Budget at a glance

STAFF RECOMMENDED OPERATING BUDGET				STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$20.6	\$20.9	\$21.1	Gross Expenditures	\$37.5	\$378.9	\$416.4
Gross Expenditures	\$213.1	\$216.6	\$220.8	Debt	\$23.4	\$294.6	\$318.0
Net Expenditures	\$192.5	\$195.7	\$199.7				
Approved Positions	1,742.8	1,742.8	1,746.8				

## Key service outcomes

Outcomes	Description
Inclusive, inspiring and sustainable <b>public spaces</b>	Torontonians experience the library as accessible, welcoming, inclusive, and beautiful space; Toronto Public Library is valued as vital social infrastructure and civic commons.
Expanded access to <b>technology and digital literacy training</b>	Torontonians have digital literacy skills that meet their individual needs and enable them to fully participate in day-to-day life and navigate the digital world.
Success for Torontonians <b>in the changing workforce &amp; economy</b>	Torontonians have the training, skills and networking opportunities to support their personal and professional goals.
Investing in staff and resources to deliver <b>exceptional customer experiences</b>	Torontonians experience exceptional service connecting them to leisure, culture and learning opportunities; TPL's collaborative, innovative and high-performing service culture empowers staff and customers to achieve their full potential.
Facilitating and defending <b>democratic values</b>	Torontonians are informed, engaged and empowered to contribute to a free and just democratic society.

## Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Increased access to library services (open hours per 100,000 population)	9,005	8,914	8,818	<span style="color: yellow;">●</span>
	Well Maintained Spaces to Improve Customer Experience (Total Virtual + Physical Visits)	47.0 M	48.2 M	49.7 M	<span style="color: green;">●</span>
	Equitable access to information (total circulation – electronic and physical)	30.6 M	31.0 M	32.4 M	<span style="color: green;">●</span>

This document reflects the 2020 Operating Budget and 2020-2029 Capital Budget and Plan as recommended by the City's City Manager and Chief Financial Officer and Treasurer, which differs from the budget approved by Toronto Public Library Board. Please refer to [Appendix 11](#) for details

## Our experience and success

- The Library is busier than ever, with sustained or increased usage across a number of service areas including visits, circulation, program attendance and technology use.
  - In 2018, Torontonians made 17.6 million visits to Toronto Public Library branches and 29.4 million visits to the official TPL website: [www.tpl.ca](http://www.tpl.ca); 1.02 million people attended 46,533 library programs; 30.6 million items were borrowed, and TPL saw a 24% increase in the use of its eCollections.
  - In 2019, TPL had the most ebook circulation worldwide (over 6 Million digital items borrowed)
- Over the last five years, TPL maintained high capital spend rate (almost 90%).

## Key challenges and risks

- **Increasing demand for vital services in a complex and diverse service environment:** Usage and demand for library services continues to remain high, driven by population and the changing needs of residents. Toronto Public Library must continue to meet the city's complex and diverse service demands while maintaining and/or reducing costs through efficiencies and technological transformation, to achieve positive outcomes for all Torontonians including equity seeking groups.
- **Modernization, transformation for 21st century library services; providing access to new and emerging technologies; support for digital & other literacies:** TPL continues to modernize and transform to deliver 21<sup>st</sup> century library service, with focus on back office efficiencies, improved customer interactions and increasing options for self-service. Further pressures come from meeting Toronto's increased digital inclusion and digital literacy needs – a core library service of Toronto Public Library – , and ensuring that technology remains current and accessible.
- **Ongoing collection development pressures:** eCollections continues to be the highest growing section of TPL's collections with high demand, high prices and costly licensing models that restrict access. Additional pressures include cost inflation, US dollar conversion costs, reduced purchasing power and the potential impact of Bill 108 on the \$4.3 Million of Development Charges which currently funds collections.
- **Upgrading & Expanding Physical Infrastructure:** several TPL capital projects include relocation and/or expansion in order to respond to population growth, creating incremental impacts to the operating budget.
- **State of Good Repair Backlog:** TPL's SOGR Backlog is expected to grow to \$167 M by the end of 2029.

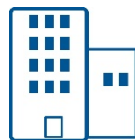
## Priority actions

- **Increase access to library services through more open hours.** Investment in open hours leverages the Library's extensive branch infrastructure investment to support population growth and key City priorities, including poverty reduction, seniors & youth, and community safety.
- **Ensure easy and equitable access to information** by continuing advocacy for fair pricing and purchase models, and unrestricted access to eContent.
- **Improve customer experiences in library spaces** by modernizing our branch and online spaces, investing in and empowering staff, implementing self-service technologies, and reducing the Library's state of good repair backlog.

## Our key service levels



Collection size **9.7 Million items**; including **digital collection of 555,000** e-books and digital audiobooks



**275,600 open hours per year** to support 100 branches  
8,818 open hours per 100,000 population



**466,000 library programs** delivered

## Key service deliverables

- Collect, curate and make available a diverse library collection in multiple formats and languages, to meet the recreational, educational, career and information needs of library users of all ages, abilities and interests
- Maintain and renovate a 100 branch network, and 2 service buildings, to meet the unique needs of Toronto's growing population
- Continue to offer programs, events and exhibits to extend and promote access to information in all its forms and encourage participation in community, cultural and civic life.

## RECOMMENDATIONS

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

1. City Council approve the 2020 Staff Recommended Operating Budget for Toronto Public Library of \$213.118 million gross, \$192.478 million net for the following services:

<b>Service:</b>	<b>Gross (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net (\$000s)</b>
Collections Access & Borrowing	79,215.1	6,870.7	72,344.4
In-Branch & Virtual Services	126,202.8	13,448.0	112,754.8
Partnerships, Outreach & Customer Engagement	7,699.8	321.1	7,378.7
<b>Total Program Budget</b>	<b>213,117.6</b>	<b>20,639.7</b>	<b>192,477.9</b>

2. City Council approve the 2020 staff complement for Toronto Public Library of 1,742.8 positions, comprising of 5.0 capital positions and 1,737.8 operating positions.
3. City Council approve the 2020 Staff Recommended Capital Budget for Toronto Public Library with cash flows and future year commitments totaling \$168.632 million as detailed by project in [Appendix 5a](#).
4. City Council approve the 2021-2029 Staff Recommended Capital Plan for Toronto Public Library totalling \$247.782 million in project estimates as detailed by project in [Appendix 5b](#).
5. City Council direct that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2020 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

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# 2020 STAFF RECOMMENDED OPERATING BUDGET

## 2020 OPERATING BUDGET OVERVIEW

**Table 1: 2020 Staff Recommended Operating Budget by Service**

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>							
Collections Access & Borrowing	7,490.5	7,483.9	6,870.7		6,870.7	(613.2)	(8.2%)
In-Branch & Virtual Services	14,107.3	14,094.8	13,448.0		13,448.0	(646.9)	(4.6%)
Partnerships, Outreach & Cust. Engagement	335.7	335.4	321.1		321.1	(14.3)	(4.3%)
<b>Total Revenues</b>	21,933.5	21,914.2	20,639.7	0.0	20,639.7	(1,274.5)	(5.8%)
<b>Expenditures</b>							
Collections Access & Borrowing	76,436.2	78,584.2	79,001.4	213.7	79,215.1	630.9	0.8%
In-Branch & Virtual Services	120,434.0	123,818.5	125,723.3	479.5	126,202.8	2,384.3	1.9%
Partnerships, Outreach & Cust. Engagement	7,396.9	7,604.8	7,674.0	25.8	7,699.8	95.0	1.2%
<b>Total Gross Expenditures</b>	204,267.1	210,007.5	212,398.6	719.0	213,117.6	3,110.1	1.5%
<b>Net Expenditures</b>	182,333.6	188,093.3	191,758.9	719.0	192,477.9	4,384.6	2.3%
<b>Approved Positions</b>	1,734.8	1,732.3	1,737.8	5.0	1,742.8	10.5	0.6%

\*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2020 Base Budget** expenditures of \$212.399 million gross reflecting an increase of \$2.576 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Salary & benefit increases, primarily related to step and progression pay and the additional day of work in 2020 (Leap year). These increases do not include pending cost of living adjustments (COLA) for union and non-union staff.
- Inflationary increases for utilities, and contracted services cost increases primarily related to security.
- Library Collections budget increases related to inflation and the cost of US conversion rates as well as rising e-material costs.
- IT impacts associated with software licenses and software as a service.
- Above pressures are partially offset by base expenditure savings arising from a line by line review and inflationary increases to base revenues.

### COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$0.719 million gross and net, including 5.0 FTEs, enabling:

- Two new Youth Hub locations (Jane/Dundas and Richview branches) totalling \$0.461 million, including 4.0 FTEs (annualized cost: \$0.471 million), that serve Neighbourhood Improvement Areas (NIAs).
- Sunday Service enhancement at 8 Neighbourhood branches totalling \$0.208 million (annualized cost: \$0.416 million), that serve NIAs: Amesbury Park, Bendale, Black Creek, Cliffcrest, Evelyn Gregory, Northern Elms, Victoria Village and Woodview Park branches.
- Digital Safety and Literacy programming totalling \$0.050 million, including 1.0 FTEs (annualized cost: \$0.100 million), that supports implementation of new programming defined in the Cities for Digital Rights motion. This position will lead the development of public programming and build staff capacity to support delivery of free programming on digital safety and literacy for Torontonians.

These New/Enhanced services advance TPL's strategic plan and a number of key City of Toronto strategies, including poverty reduction, seniors & youth, and community safety.

**EQUITY IMPACTS OF BUDGET CHANGES**

**Increasing equity for Indigenous people, all equity seeking groups and vulnerable youth:** Toronto Public Library's 2020 Staff Recommended Operating Budget includes an investment of \$0.208 million in the expansion of Sunday service enhancements, \$0.461 million for two additional youth hubs and \$0.050 million for digital safety and literacy programming. These investments will have a high positive impact on Indigenous people, all equity seeking groups and vulnerable youth, increasing their access to city information, access to library services (collections, technology, programs, staff expertise), access to City spaces, access to training and/or employment, access to civic engagement and community participation, sense of identify and belonging, as well as safety and security. This investment supports the City of Toronto's key equity strategies, including the Toronto Poverty Reduction Strategy and Toronto Strong Neighbourhood Strategy.

**2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS**

The 2020 Staff Recommended Operating Budget for Toronto Public Library is \$2.391 million gross or 1.1% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

**Table 2a: 2020 Key Drivers – Base Budget**

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Staff Rec'd Base Budget	Year over Year Changes	
				\$	%
<b>Expenditures</b>					
1 Salaries and Benefits	145,555.2	151,681.3	152,999.1	1,317.8	0.9%
2 Materials & Supplies	22,024.3	22,564.2	23,083.0	518.8	2.3%
3 Equipment	1,122.2	742.8	337.2	(405.6)	(54.6%)
4 Service and Rent	30,983.3	31,829.8	32,761.1	931.3	2.9%
5 Contribution To Capital	3,628.0	1,778.0	1,778.0		
6 Contribution To Reserves	954.1	1,411.4	1,440.2	28.9	2.0%
<b>Total Expenditures</b>	<b>204,267.1</b>	<b>210,007.5</b>	<b>212,398.6</b>	<b>2,391.1</b>	<b>1.1%</b>
<b>Revenues</b>					
1 Provincial Subsidies	5,723.2	5,733.2	5,695.4	(37.8)	(0.7%)
2 Federal Subsidies					
3 User Fees & Donations	5,331.2	5,294.7	4,993.1	(301.6)	(5.7%)
4 Foundation Grants to TPL	2,704.0	2,844.9	1,000.0	(1,844.9)	(64.8%)
5 Transfers From Capital	1,128.6	1,283.2	1,406.9	123.7	9.6%
7 Contribution from Reserves/Reserve Funds	4,807.8	4,199.1	4,301.4	102.3	2.4%
6 Other Revenues	2,238.6	2,559.0	3,242.9	683.9	26.7%
<b>Total Revenues</b>	<b>21,933.5</b>	<b>21,914.2</b>	<b>20,639.7</b>	<b>(1,274.5)</b>	<b>(5.8%)</b>
<b>Net Expenditures</b>	<b>182,333.6</b>	<b>188,093.3</b>	<b>191,758.9</b>	<b>3,665.6</b>	<b>1.9%</b>

\*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

**Salaries & Benefits:** The increases of \$1.318 million that is primarily related to step and progression pay, benefit increases and the extra day of work in 2020 (Leap year). The current collective agreement with TPL union staff has expired on December 31, 2019, and there are no agreements yet in place for 2020 and beyond. The impact of the salary settlement is not included in the 2020 Staff Recommended Operating Budget for TPL. The City will make an estimated provision corporately.

**Operating Impact of Capital:** Increases of \$0.841 million related to completed building and technology projects, including increased licensing costs impacted by the transition of IT infrastructure to a Cloud-based, Software as a Service model.

**Services and Rent:** Increases of \$0.931 million primarily related to security guard coverage and other facilities-related contracts.

**Library Collections:** Increases of \$0.408 million related to inflation and US conversion rates and rising e-material costs.

**Revenues:** Decreases of \$1.275 million in revenues as budget includes only Toronto Public Library Foundation grants for future committed programs, while actual grant funding has traditionally been significantly higher, partially offset by inflationary increases in other fees such as room booking.

**Table 2b: Other Efficiencies / Savings**

		(\$000s)									
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Line by line efficiencies (cellular phone, materials processing etc)	Line by Line		(437.9)	(437.9)			-			-	
<b>Budget Increase/(Decrease)</b>		-	<b>(437.9)</b>	<b>(437.9)</b>	-	-	-	-	-	-	-

### Efficiencies

- Through the summer, Toronto Public Library conducted a line-by-line review resulting in efficiencies totalling \$0.438 million comprised mainly of savings from cellular phone plan, library materials processing and materials and supplies.



**Table 2c: 2020 Key Drivers – New / Enhanced**

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact	
	Revenue	Gross	Net	Positions			
<b>In \$ Thousands</b>							
1	Two new Youth Hub locations		461.0	461.0	4.0	471.0	Medium
2	Seasonal Sunday service at 8 Neighbourhood branches		208.0	208.0		416.0	High
3	Digital Safety and Literacy programming		50.0	50.0	1.0	100.0	Low
<b>Total New / Enhanced</b>			<b>719.0</b>	<b>719.0</b>	<b>5.0</b>	<b>987.0</b>	

### Two new Youth Hub locations

TPL's Youth Hubs are located in or serve Neighbourhood Improvement Areas (NIAs) and align with and support Toronto's Poverty Reduction Strategy goals to expand the availability of free, high-quality programs for low-income children and youth. The Youth Hubs provide a welcoming drop-in service for teens, ages 13-19, are open after school and during summer months, and are staffed by librarians and other library staff, with support from volunteers.

The primary focus of Youth Hubs is to provide youth aged 13-19 with homework assistance, access to technology, and programs that help them develop digital literacy and social and leadership skill, in a welcoming environment under the supervision of adults. They are open after school and during summer months and are staffed by librarians and other library staff with support from volunteers such as placement students from Toronto colleges and universities who provide daily tutoring and homework support. The proposal is to add Youth Hubs in the following two locations: Jane/Dundas and Richview, which serve 2 distinct NIAs.

### Seasonal Sunday service at 8 Neighbourhood branches

Sunday hours service increases are regularly requested by people living in Toronto. During consultation for the Library's Strategic Plan, the community asked for more branches to be open on Sundays and longer Sunday hours. Requests for increased Sunday hours have also been made during Library Budget consultations.

Expanding Sunday service across the city supports the objectives of the City's Poverty Reduction Strategy by extending access to essential services including space, technology and information to all customers and providing additional opportunities for access to vulnerable communities and equity seeking groups.

The proposal is to add Sunday service at the following eight branch locations, all located within NIAs: Amesbury Park, Bendale, Black Creek, Cliffcrest, Evelyn Gregory, Northern Elms, Victoria Village and Woodview Park.

### Digital Safety and Literacy Programming

Toronto Public Library's digital literacy and privacy programming aligns with and supports Toronto's Poverty Reduction Strategy goals to expand digital access and literacy to ensure residents can effectively access programs and services online and to increase service access and availability.

The new full-time position will focus on developing and implementing an on-going and continually updated program series focused on providing access to accurate information about the technological, algorithmic and artificial intelligence systems that impact the lives of Torontonians and providing training and access to supporting technologies for library customers.

### Note:

- For additional information on 2020 key cost drivers refer to [Appendix 1](#) as well as [Appendix 2](#) for a more detailed listing and descriptions of the 2020 Staff Recommended Service Changes and [Appendix 3](#) for the 2020 Staff Recommended & Pending New and Enhanced Service Priorities, respectively.

**2021 & 2022 OUTLOOKS****Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	21,914.2	20,639.7	20,912.0	21,065.2
Gross Expenditures	210,007.5	213,117.6	216,579.7	220,763.5
<b>Net Expenditures</b>	<b>188,093.3</b>	<b>192,477.9</b>	<b>195,667.7</b>	<b>199,698.3</b>
<b>Approved Positions</b>	<b>1,732.3</b>	<b>1,742.8</b>	<b>1,742.8</b>	<b>1,746.8</b>

\*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

### Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$216.580 million represents \$3.462 million, or 1.6%, increase in gross expenditures above the 2020 Staff Recommended Budget based on the following:

- Step and progression related to salaries and inflationary increases related to benefits, excluding COLA.
- Anticipated inflationary increases for utilities, supplies, contracted services and other materials.
- Budget enhancements including the annualization of 2020 recommended new and enhanced service priorities.
- Not included is potential pressure from Bill 108 and future funding of library collections from Community Benefit Charges (CBCs), which replace development charges. Outlook includes \$4.4 million of CBC funding for library collections.

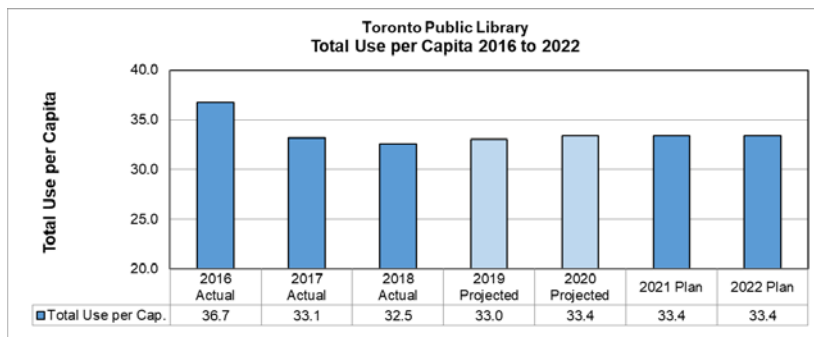
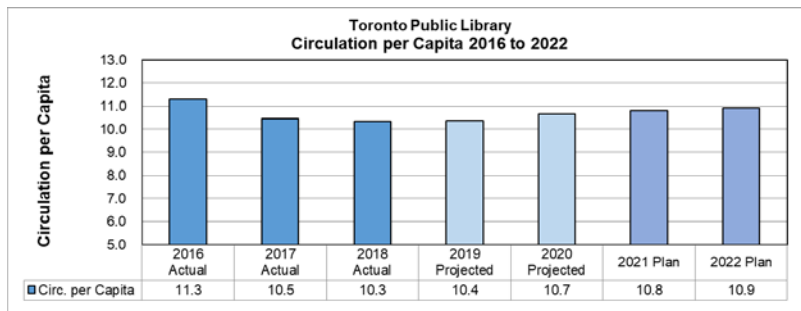
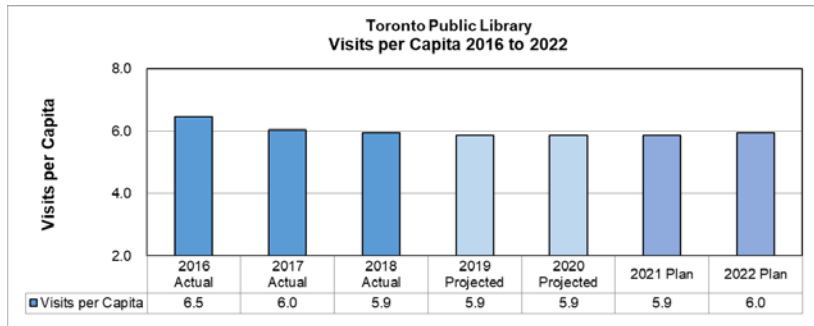
### Key 2022 drivers

The 2022 Outlook with total gross expenditures of \$220.764 million represents \$4.184 million, or 1.9%, increase in gross expenditures above the 2021 Staff Recommended Budget based on the following:

- Step and progression related to salaries and inflationary increases related to benefits, excluding COLA.
- Anticipated inflationary increases for utilities, supplies, contracted services and other materials.
- Additional budget increases related to completed operating impact from capital projects.
- Not included is potential pressure from Bill 108 and future funding of library collections from Community Benefit Charges (CBCs), which replace development charges. Outlook includes \$4.5 million of CBC funding for library collections.

## How well we are doing

### Performance measures



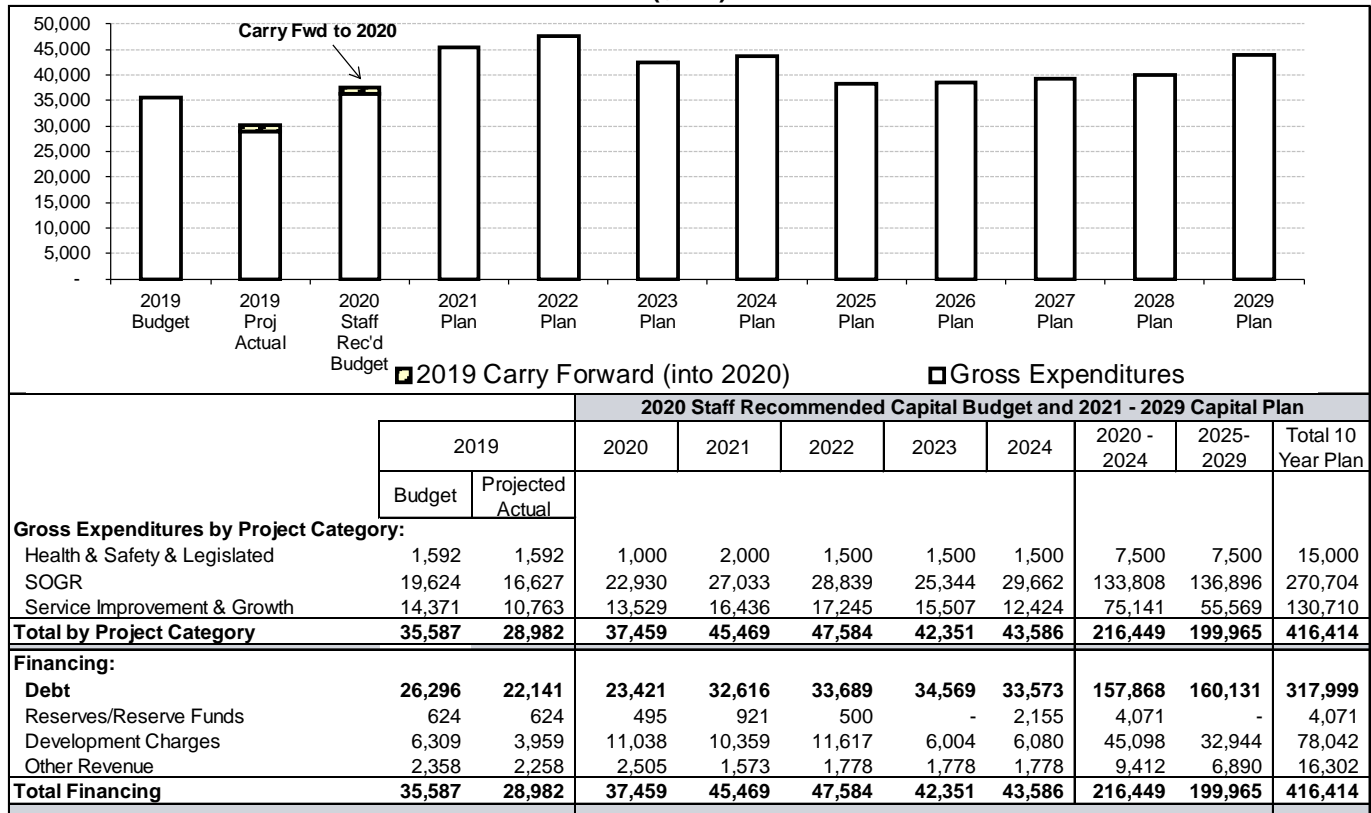
### Behind the numbers

- The number of visits are influenced by open days in each calendar year, branch renovations and branch closures.
- 2020 visits are expected to increase to 17.8 million or 5.9 visits per capita as Sunday hours are expanded. Total visits in 2019 remained stable as 12 branches closed throughout the year for renovations, including several large branches. Visits reflect a range of branch uses including individual and group study and meeting room space.
- Collections are offered in a broad range of formats, languages, reading abilities and subjects to respond to the diverse needs of Toronto residents.
- 2020 circulation is projected to increase to 32.4 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, but growth will begin to plateau and may decline due to high pricing and restricted access. The electronic collection has expanded with the addition in 2019 of new on-line resources, and improved access to digital music and video streaming. Total circulation increased in 2019 as a result of the re-opening of North York Central Library, which accounts for 5.6% of physical circulation.
- 2020 total use of Library services is expected to increase to 101.5 million or 33.4 uses per capita. Total use includes both branch based activity and virtual access. The increase in total use is related to the re-opening of North York Central Library, additional Sunday open hours, the growing use of online services; as well as an anticipated increase in visits and program attendance. The increase in virtual use is related to the increase in website visits and electronic circulation.

# 2020 – 2029 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

**2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**  
(\$'000)



	2020 Staff Recommended Capital Budget and 2021 - 2029 Capital Plan									
	2019		2020	2021	2022	2023	2024	2020 - 2024	2025 - 2029	Total 10 Year Plan
	Budget	Projected Actual								
<b>Gross Expenditures by Project Category:</b>										
Health & Safety & Legislated	1,592	1,592	1,000	2,000	1,500	1,500	1,500	7,500	7,500	15,000
SOGR	19,624	16,627	22,930	27,033	28,839	25,344	29,662	133,808	136,896	270,704
Service Improvement & Growth	14,371	10,763	13,529	16,436	17,245	15,507	12,424	75,141	55,569	130,710
<b>Total by Project Category</b>	<b>35,587</b>	<b>28,982</b>	<b>37,459</b>	<b>45,469</b>	<b>47,584</b>	<b>42,351</b>	<b>43,586</b>	<b>216,449</b>	<b>199,965</b>	<b>416,414</b>
<b>Financing:</b>										
<b>Debt</b>	<b>26,296</b>	<b>22,141</b>	<b>23,421</b>	<b>32,616</b>	<b>33,689</b>	<b>34,569</b>	<b>33,573</b>	<b>157,868</b>	<b>160,131</b>	<b>317,999</b>
Reserves/Reserve Funds	624	624	495	921	500	-	2,155	4,071	-	4,071
Development Charges	6,309	3,959	11,038	10,359	11,617	6,004	6,080	45,098	32,944	78,042
Other Revenue	2,358	2,258	2,505	1,573	1,778	1,778	1,778	9,412	6,890	16,302
<b>Total Financing</b>	<b>35,587</b>	<b>28,982</b>	<b>37,459</b>	<b>45,469</b>	<b>47,584</b>	<b>42,351</b>	<b>43,586</b>	<b>216,449</b>	<b>199,965</b>	<b>416,414</b>

**Changes to Existing Projects**  
(\$57.833 Million)

- Increased funding of \$31.402 million gross for the Multi-Branch Renovation program to address TPL’s growing SOGR backlog.
- Increased funding of \$22.431 million gross for the Technology Asset Management Program to meet the growing demand for technology.
- Increased funding of \$2.400 million gross for the Albert Campbell Library project and \$1.600 million gross for the York Woods Library project to reflect updated costing from the general contractor.

**New Projects**  
(\$60.083 Million)

- Barbara Frum Library project of \$18.273 million with construction to start in 2023.
- \$11.204 million added for a new technology project to continue to transform modern library service.
- \$8.833 million added for renovation and expansion of 2 mall branches including Maryvale Library branch.
- Toronto Reference Library project with approx. \$2.0 million added each year over the 10-year plan to address the ongoing SOGR backlog.
- \$0.990 million added for Northern District Library Streetscaping as Section 37 funding has been received.
- \$0.783 million added for planning and design of the Lillian H Smith Library.




**Capital Needs Constraints**  
(\$111.544 Million)

- There are 4 City partnered projects at \$93.809 million total:
  - Parkdale Library Relocation and Expansion (\$34.705 million) starting in 2025.
  - Etobicoke Civic Centre New Construction (\$26.977 million) starting in 2023.
  - Danforth/Coxwell Library Relocation and Expansion (\$16.249 million) starting in 2023.
  - City Hall Library Relocation and Expansion (\$15.878 million) starting in 2024.
- The construction phase of the Lillian H. Smith Library Renovation and Expansion of \$17.735 million is not fully funded and is not included in TPL’s Capital Budget and Plan.

**Note:**

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 7](#) for Capital Needs Constraints, respectively.

**2020 – 2029 CAPITAL BUDGET AND PLAN****\$416.4 Million 10-Year Gross Capital Program**

		
<b>Aging Infrastructure</b>	<b>Information Technology</b>	<b>Modernization and On-Line Services</b>
\$326 Million 79%	\$63 Million 15%	\$27 Million 6%
Stand Alone buildings; Shared Facilities; Mall units; Structural Maintenance; Building Systems; Other SOGR	Workstations; Servers; Network; Printers	Printing efficiencies; Self-serve fines payment at self-checkout stations and online; Customer Service Modernization; Telepresence technology

**How the Capital Program is Funded**

<b>City of Toronto</b>		<b>Provincial Funding</b>	<b>Federal Funding</b>
<b>\$416 Million 100%</b>		<b>\$0.0 Million 0%</b>	<b>\$0.0 Million 0%</b>
Debt	\$318.0 M		
Recoverable Debt	\$0.0 M		
Reserve Draws	\$ 4.1 M		
Development Charges*	\$78.0 M		
Other**	\$ 16.3 M		

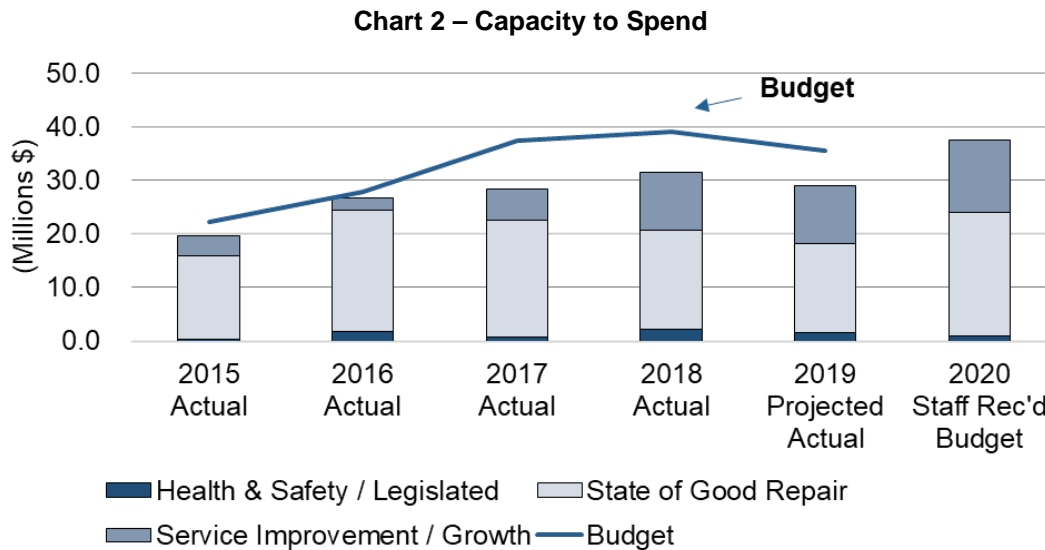
\* The 2020-2029 Staff Recommended Capital Budget and Plan fully maximizes the development charges that have been received prior to the introduction of Bill 108 as well as forecasted community benefits charges revenues during the 10-year capital planning period.

\*\*Other funding consists of contribution from the operating budget (\$15.380 million), landlord contributions of (\$0.822 million) and Parks, Forestry and Recreation funding (\$0.100 million).

**CAPACITY TO SPEND REVIEW**

The Recommended 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital plan. A review was undertaken to ensure budgets align with the Toronto Public Library's ability to spend and capacity to spend and deliver on the capital plan.

Key component in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Staff Rec'd Budget
Health & Safety / Legislated	0.308	1.862	0.641	2.234	1.592	1.000
State of Good Repair	15.582	22.465	21.867	18.368	16.627	22.930
Service Improvement / Growth	3.737	2.285	5.895	10.839	10.763	13.529
<b>Total</b>	<b>19.627</b>	<b>26.612</b>	<b>28.403</b>	<b>31.441</b>	<b>28.982</b>	<b>37.459</b>
<b>% Spent</b>	<b>88%</b>	<b>96%</b>	<b>76%</b>	<b>80%</b>	<b>81%</b>	

Note: 2020 Budget includes 2019 expected carry forward.

**Capacity to Spend Review Impact on the Recommended 10-Year Plan**

Toronto Public Library's actual spending over the previous five years, from 2014 to 2018, has averaged \$27.186 million per year or 87%. In 2019, TPL is forecasting to spend \$28.982 million or 81% of the 2019 Council Approved Capital Budget.

The 2020-2029 Staff Recommended Capital Budget and Plan represents \$326.533 million investment for infrastructure projects and \$89.881 million for technology-related projects, including back office support and customer service enhancements. The 2020 Staff Recommended Capital Budget of \$37.459 million (including carry forward funding of \$1.209 million) is higher than the historic 5-year average budget. Based on the administrative review of historical capital spending constraints, \$6.457 million in capital spending originally cash flowed in 2020 has been deferred to future years.

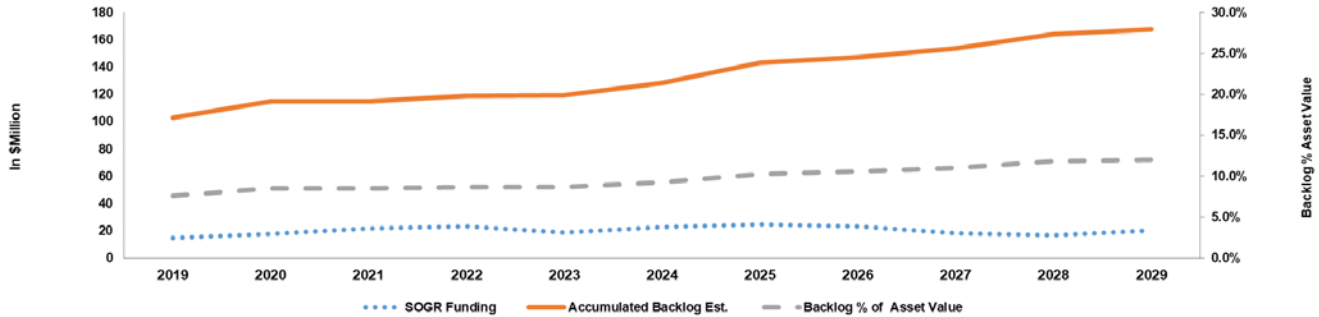
Toronto Public Library manages growth and demand largely through investing in reconfiguration of existing branch infrastructure, rather than constructing new branches.

The 2020-2029 Staff Recommended Capital Budget and Plan reflects Toronto Public Library's demonstrated ability to deliver on its capital program, including modernizing library buildings to address a significant State of Good Repair backlog while providing flexible public spaces that meets the needs of the 21<sup>st</sup> century library service, innovative digital technologies, and extensive computer services. However, it does not completely address the significant SOGR backlog issue.

**STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG**

The chart below depicts the SOGR funding and accumulated backlog estimates for Toronto Public Library’s 100 branches and two service buildings.

**Chart 3: Total SOGR Funding & Backlog**



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>SOGR Funding</b>	14.618	17.806	21.882	23.347	18.915	22.882	24.929	23.060	18.092	16.845	20.312
<b>Accumulated Backlog Est.</b>	<b>103.139</b>	114.978	114.664	119.082	119.374	128.399	143.110	147.046	153.669	164.469	167.498
<b>Backlog % of Asset Value</b>	7.6%	8.5%	8.5%	8.7%	8.7%	9.3%	10.3%	10.6%	11.0%	11.8%	12.0%
<b>Total Asset Value</b>	<b>1,349.170</b>	1,350.891	1,352.792	1,370.109	1,376.273	1,381.198	1,393.417	1,393.417	1,393.417	1,393.417	1,397.996

- More than 62 branches or 70% of total square footage of Toronto Public Library’s buildings were built in the 1960/70/80s, including the Toronto Reference Library (TRL) which was constructed in 1977 and represents 23% of the portfolio footprint.
- While on-going lifecycle facility maintenance is part of the current Toronto Public Library capital program, the age of the portfolio will continue to be a growing challenge and require increased capital investment on a go forward basis. Neglecting such maintenance could result in material deterioration of facilities, putting at risk the on-going utilization of branches as a significant community asset by limiting TPL’s ability to provide adequate space and service to the general public.
- The 10-Year Staff Recommended Capital Plan has \$208.070 million gross funding for building SOGR projects over the 10-year period to address Toronto Public Library’s aging infrastructure, including added capital investment of \$20.0 million for Toronto Reference Library to address the ongoing SOGR backlog for this 41-year-old, five-storey, 434,841 sq. ft. central research library that serves the entire city of Toronto.
- Toronto Public Library’s SOGR needs are in excess of the funding in the 2020 – 2029 Staff Recommended Capital Plan, as the accumulated backlog will increase from \$103.139 million at the end of 2019 to an anticipated \$167.498 million by 2029.
- The Library’s last building condition assessment was conducted in 2014. Toronto Public Library is undertaking a comprehensive building condition assessment in 2019/20, performed by an external firm. The building condition assessment provides a thorough assessment of the building envelope, mechanical systems, plumbing and other utilities, lighting, furnishings and finishes, wall and floor coverings, site work, fire and life-safety systems and recommends replacement/repair based on industry standards for lifecycle replacement. TPL staff will analyze and prioritize the BCA results and address critical items in future year budget submissions.



**OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS**

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$0.964 million net and 3.5 FTEs to support the newly renovated and expanded Maryvale Library branch, capital investment in technology projects for modernization and transformation initiatives, and support of SOGR projects, as shown in Table 4 below.

**Table 4: Net Operating Impact Summary**  
(In \$000's)

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>									#####	6,000
<i>Albert Campbell Renovation</i>					252	2.0	252	2.0	252	2.0
<i>Bayview-Bessarion Relocation</i>					441		441	-	441	-
<i>Daves Road Reconstruction</i>							-	-	356	-
<i>Multi-Branch SOGR</i>	123	2.0	124				247	2.0	247	2.0
<i>Technology Asset Management Program</i>	693		400		400		1,493	-	1,493	-
<i>Wychwood Renovation and Expansion</i>					17		17	-	17	-
<i>York Woods Renovation</i>					327	2.0	327	2.0	327	2.0
<b>Sub-Total: Previously Approved</b>	<b>816</b>	<b>2.0</b>	<b>524</b>	<b>-</b>	<b>1,437</b>	<b>4.0</b>	<b>2,777</b>	<b>6.0</b>	<b>3,133</b>	<b>6.0</b>
<b>New Projects - 2019</b>									505	1.5
<i>Mall Branch Relocation</i>			210	-	-	-	210	-	210	-
<i>Maryvale Relocation and Expansion</i>	148	1.5	147	-	-	-	295	1.5	295	1.5
<b>Sub-Total: New Projects - 2019</b>	<b>148</b>	<b>1.5</b>	<b>357</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>505</b>	<b>1.5</b>	<b>505</b>	<b>1.5</b>
<b>New Projects - Future Years</b>									1,299	4.0
<i>Barbara Frum Renovation</i>							-	-	399	2.0
<i>Centennial Reconstruction</i>							233	-	233	-
<i>High Park Renovation</i>							-	-	22	-
<i>Northern District Renovation</i>							273	2.0	273	2.0
<i>Parliament Street Relocation</i>							-	-	201	-
<i>Perth Dupont Relocation</i>							63	-	63	-
<i>Sanderson Renovation</i>							-	-	89	-
<i>Weston Renovation</i>							-	-	19	-
<b>Sub-Total: New Projects - Future Years</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>569</b>	<b>2.0</b>	<b>1,299</b>	<b>4.0</b>
<b>Total</b>	<b>964</b>	<b>3.5</b>	<b>881</b>	<b>-</b>	<b>1,437</b>	<b>4.0</b>	<b>3,851</b>	<b>9.5</b>	<b>4,937</b>	<b>11.5</b>

- The 10-year Staff Recommended Capital Plan will impact the future years Operating Budget by \$4.937 million net and 11.5 FTEs over 2020-2029 period, mainly due to the planned expansion of Dawes Road branch and the relocation and expansion of Bayview-Bessarion, Parliament Street and Perth/Dupont-299 Campbell Avenue branches.
- The 2020 operating costs of \$0.964 million have been included in the 2020 Staff Recommended Operating Budget for TPL.
- The operating costs of completed capital projects for 2021 and 2022 are projected to be \$0.881 million and \$1.437 million (4 FTEs) respectively for planned completion of the Albert Campbell Library, Bayview-Bessarion Library, Mall Branch and York Woods Library.

# APPENDICES

## Appendix 1

## 2020 Staff Recommended Operating Budget by Expenditure Category

Category (In \$000s)	2017	2018	2019	2019	2020	2020 Change from	
	Actual	Actual	Budget	Projected	Total Staff	2019 Projected	
	\$	\$	\$	\$	Recommended	Actual	%
Provincial Subsidies	5,688.0	5,723.2	5,678.4	5,733.2	5,695.4	(37.8)	(0.7%)
Federal Subsidies	16.0						
User Fees & Donations	5,298.8	5,331.2	4,774.6	5,294.7	4,993.1	(301.6)	(5.7%)
Foundation & other grants to TPL	1,667.8	2,704.0	1,000.0	2,844.9	1,000.0	(1,844.9)	(64.8%)
Transfers From Capital	939.9	1,128.6	1,283.2	1,283.2	1,406.9	123.7	9.6%
Contribution From Reserves/Reserve Funds	6,144.8	4,807.8	4,199.1	4,199.1	4,301.4	102.3	2.4%
Sundry and Other Revenues	2,228.0	2,238.6	2,285.7	2,559.0	3,242.9	683.9	26.7%
<b>Total Revenues</b>	<b>21,983.3</b>	<b>21,933.5</b>	<b>19,221.1</b>	<b>21,914.2</b>	<b>20,639.7</b>	<b>(1,274.5)</b>	<b>(5.8%)</b>
Salaries and Benefits	142,541.6	145,555.2	151,077.2	151,681.3	153,718.1	2,036.8	1.3%
Materials & Supplies	21,907.8	22,024.3	22,572.6	22,564.2	23,083.0	518.8	2.3%
Equipment	1,199.7	1,122.2	337.2	742.8	337.2	(405.6)	(54.6%)
Service and Rent	29,045.5	30,983.3	30,138.1	31,829.8	32,761.1	931.3	2.9%
Contribution To Capital	5,378.0	3,628.0	1,778.0	1,778.0	1,778.0		
Contribution To Reserves/Reserve Funds	949.0	954.1	1,411.4	1,411.4	1,440.2	28.9	2.0%
<b>Total Gross Expenditures</b>	<b>201,021.5</b>	<b>204,267.1</b>	<b>207,314.4</b>	<b>210,007.5</b>	<b>213,117.6</b>	<b>3,110.1</b>	<b>1.5%</b>
<b>Net Expenditures</b>	<b>179,038.3</b>	<b>182,333.6</b>	<b>188,093.3</b>	<b>188,093.3</b>	<b>192,477.9</b>	<b>4,384.6</b>	<b>2.3%</b>
<b>Approved Positions</b>	<b>1,734.3</b>	<b>1,734.8</b>	<b>1,732.3</b>	<b>1,732.3</b>	<b>1,742.8</b>	<b>10.5</b>	<b>0.6%</b>

\* Year-End Projection Based on Q3 2019 Variance Report

\*\* Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries

## Appendix 2

### Summary of 2020 Service Changes

Form ID		Agencies - Cluster  Program - Toronto Public Library	Adjustments				2021 Plan Net Change	2022 Plan Net Change	
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions			
		<b>2020 Staff Recommended Base Budget Before Efficiencies:</b>	212,836.6	20,639.7	192,196.9	1,737.8	2,921.8	4,030.5	
20935		Line by line efficiency savings							
51	No Impact	<b>Description:</b>							
		Efficiency savings achieved through a line by line review indicating savings in cellular phone plan, general office supplies and library processing supplies							
		<b>Service Level Impact:</b>							
		Maintains current service levels and standards							
		<b>Equity Statement:</b>							
		The proposal is unlikely to have an equity impact.							
		<b>Service:</b> Library Collections Access & Borrowing							
		Total Staff Recommended Changes:	(54.4)	0.0	(54.4)	0.0	0.0	0.0	
		<b>Service:</b> Library In-Branch & Virtual Services							
		Total Staff Recommended Changes:	(371.1)	0.0	(371.1)	0.0	0.0	0.0	
		<b>Service:</b> Library Partnerships, Outreach & Cust. Engagement							
		Total Staff Recommended Changes:	(12.4)	0.0	(12.4)	0.0	0.0	0.0	
		<b>Staff Recommended Efficiencies:</b>	<b>(437.9)</b>	<b>0.0</b>	<b>(437.9)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	
		<b>Summary:</b>							
		<b>Staff Recommended Efficiencies:</b>	<b>(437.9)</b>	<b>0.0</b>	<b>(437.9)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	
		<b>Staff Recommended Base Budget:</b>	<b>212,398.6</b>	<b>20,639.7</b>	<b>191,758.9</b>	<b>1,737.8</b>	<b>2,921.8</b>	<b>4,030.5</b>	

### Appendix 3

#### Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster  Program - Toronto Public Library	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20937		2020 Sunday service enhancement						
72	Positive	<b>Description:</b>  Implementing Sunday service at 8 Neighbourhood branches in existing or transitioning NIAs from September to June. The cost of implementing seasonal Sunday service is \$208K (full year costing of \$416K) <b>Service Level Impact:</b>  Total hours to be added: 1,036 per year <b>Equity Statement:</b>  The Seasonal Sunday Service enhancement budget proposal's overall equity impact is high positive for Indigenous people and all equity seeking groups. Access to city information, access to library services, access to city spaces, access to training and/or employment, access to civic engagement and community participation, sense of identify and belonging and safety & security will be positively impacted. Toronto Public Library provides free and low-barrier access to resources and services that increase the wellbeing of its users, including access to safe and welcoming spaces, access to computers to seek employment, as well as a variety of programming. Additional Sunday hours at these eight Neighbourhood branches, of which eight branches serve nine distinct NIAs will help increase access to these valuable resources. The Seasonal Sunday Service enhancement proposal will also advance the impact of the Toronto Poverty Reduction Strategy (Action 4.4). <b>Service:</b> Library Collections Access & Borrowing  Total Staff Recommended Changes: 81.1      0.0      81.1      0.0      81.1      0.0 <b>Service:</b> Library In-Branch & Virtual Services  Total Staff Recommended Changes: 118.6      0.0      118.6      0.0      118.6      0.0 <b>Service:</b> Library Partnerships, Outreach & Cust. Engagement  Total Staff Recommended Changes: 8.3      0.0      8.3      0.0      8.3      0.0 <b>Staff Recommended New/Enhanced Services:</b> <u>208.0      0.0      208.0      0.0      208.0      0.0</u>						

### Appendix 3 (Continued)

#### Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster  Program - Toronto Public Library	Adjustments				2021 Plan Net Change	2022 Plan Net Change	
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions			
20962		Two additional Youth Hub locations							
72	Positive	<b>Description:</b>							
<p>Two additional Youth Hub locations, including 4.0 FTEs, that primarily serve neighbourhood improvement areas, costing \$461K in 2020 (full year costing of \$471K).</p> <p><b>Service Level Impact:</b></p> <p>The number of Youth Hubs for youth aged 13-19 will increase from 13 to 15 locations</p> <p><b>Equity Statement:</b></p> <p>The Youth Hubs budget proposal's overall equity impact is medium positive. Vulnerable youths' access to library services (including access to space, collections, technology, programs and staff expertise), access to city spaces, access to training and/or employment, access to civic engagement and community participation, sense of identify and belonging, as well as safety and security will be positively impacted. The primary focus of Youth Hubs is to provide youth aged 13-19 with homework assistance, access to technology, and programs that help them develop digital literacy and social and leadership skill, in a safe and welcoming environment under the supervision of adults. They are open after school and during summer months and are staffed by librarians and other library staff with support from volunteers such as placement students from Toronto colleges and universities who provide daily tutoring and homework support. The proposal is to add Youth Hubs in the following two locations: Jane/Dundas and Richview which serve 2 distinct NIAs</p>									
		<b>Service: Library Collections Access &amp; Borrowing</b>							
		Total Staff Recommended Changes:	113.1	0.0	113.1	1.6	57.0	0.0	
		<b>Service: Library In-Branch &amp; Virtual Services</b>							
		Total Staff Recommended Changes:	332.4	0.0	332.4	2.3	(49.8)	0.0	
		<b>Service: Library Partnerships, Outreach &amp; Cust. Engagement</b>							
		Total Staff Recommended Changes:	15.5	0.0	15.5	0.2	2.7	0.0	
		<b>Staff Recommended New/Enhanced Services:</b>	<b>461.0</b>	<b>0.0</b>	<b>461.0</b>	<b>4.0</b>	<b>10.0</b>	<b>0.0</b>	

### Appendix 3 (Continued)

#### Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster  Program - Toronto Public Library	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

20964	Digital Safety and Literacy programming						
72	Positive	<b>Description:</b>					

The Digital Safety and Literacy programming budget enhancement totals \$50K (full year costing of \$100K), including 1.0 FTE to support implementation of new programming defined in the Cities for Digital Rights motion.

**Service Level Impact:**

Maintains current service level/standard

**Equity Statement:**

The Digital Safety and Literacy Programming budget proposal's overall equity impact is low positive. The proposal will improve access to city services, access to civic engagement and community participation as well as safety and security for various equity seeking groups. The Toronto Public Library (TPL) currently offers free programming on digital literacy and privacy for the public to familiarize themselves with technologies that enhance their personal security online and safeguard their personal data. The proposal will allow the TPL to build in the areas of digital privacy and literacy and work to expand program offerings in partnership with the City and other organizational and post-secondary partners.

**Service:** Library Collections Access & Borrowing

Total Staff Recommended Changes:	19.5	0.0	19.5	0.4	19.5	0.0
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**Service:** Library In-Branch & Virtual Services

Total Staff Recommended Changes:	28.5	0.0	28.5	0.6	28.5	0.0
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**Service:** Library Partnerships, Outreach & Cust. Engagement

Total Staff Recommended Changes:	2.0	0.0	2.0	0.0	2.0	0.0
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<b>Staff Recommended New/Enhanced Services:</b>	<b>50.0</b>	<b>0.0</b>	<b>50.0</b>	<b>1.0</b>	<b>50.0</b>	<b>0.0</b>
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**Summary:**

<b>Staff Recommended New / Enhanced Services:</b>	<b>719.0</b>	<b>0.0</b>	<b>719.0</b>	<b>5.0</b>	<b>268.0</b>	<b>0.0</b>
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## Appendix 4

### Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

New / Enhanced Service Description (in \$000s)	2020 Total			Incremental Change			
	\$		Position	2021 Plan		2022 Plan	
	Gross	Net	#	Net	Pos.	Net	Pos.
<b>Enhanced Service Priorities</b>							
<b>Council Directed:</b>							
<b>Open Hours Plan - Phase 1</b>							
Extended weekday hrs (23 branches)							
New Sunday service (10 branches)	2,231.3	2,231.3	40.9	3,346.9			
Late evening pilot (6 branches)							
<b>Open Hours Plan - Phase 2</b>							
Increase weekday hours (19 branches)							
Extend Sunday to 5 hrs (68 branches)	2,894.2	2,894.2	56.2	4,340.9			
Late evening service (13 branches)							
<b>Sub-Total Council Directed</b>	<b>5,125.5</b>	<b>5,125.5</b>	<b>97.1</b>	<b>7,687.7</b>			
<b>Referred to Budget Process:</b>							
Seniors Strategy Digital Literacy Program	378.0	378.0	4.0	210.0			
Community Librarians Outreach program	223.0	223.0	4.0	223.0			
<b>Sub-Total Referred to Budget Process</b>	<b>601.0</b>	<b>601.0</b>	<b>8.0</b>	<b>433.0</b>			
<b>Total Enhanced Services</b>	<b>5,726.5</b>	<b>5,726.5</b>	<b>105.1</b>	<b>8,120.7</b>			
<b>Total 2020 New / Enhanced Services</b>	<b>5,726.5</b>	<b>5,726.5</b>	<b>105.1</b>	<b>8,120.7</b>			



### Appendix 5

## 2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
LB001	Albert Campbell Library Renovation	3,928	6,038	5,963	-	-	-	-	-	-	-	15,929		15,929	
LB002	Answerline & Community Space Rental Modernization	745	-	-	-	-	-	-	-	-	-	745			745
LB003	Barbara Frum Library Renovation	-	486	487	4,090	6,328	6,882	-	-	-	-	18,273		18,273	
LB004	Bayview-Bessarion Library Relocation & Expansion	4,082	4,502	2,900	-	-	-	-	-	-	-	11,484			11,484
LB005	Centennial Library Reconstruction	166	1,500	4,150	5,499	-	-	-	-	-	-	11,315			11,315
LB006	Daves Road Library Reconstruction	200	-	2,000	4,612	5,532	2,375	-	-	-	-	14,719			14,719
LB007	Expansion of Technological Efficiencies	165	-	-	-	-	-	-	-	-	-	165			165
LB008	High Park Library Renovation	-	-	242	243	-	1,964	3,973	2,766	-	-	9,188		9,188	
LB009	Intergrated Payment Solutions	133	-	-	-	-	-	-	-	-	-	133			133
LB010	Lillian H. Smith Library Renovation and Expansion - Design	-	-	391	392	-	-	-	-	-	-	783			783
LB011	Mall Branch Relocation & Expansion	100	3,562	2,457	-	-	-	-	-	-	-	6,119			6,119
LB012	Maryvale Library Relocation and Expansion	1,648	1,066	-	-	-	-	-	-	-	-	2,714			2,714
LB013	Mimico Library Renovation	-	-	-	-	-	424	426	-	4,105	4,212	9,167		9,167	
LB014	Multi-Branch Renovation Program - SOGR	4,970	4,714	6,032	5,998	5,230	4,927	8,466	10,598	10,740	14,100	75,775		75,775	
LB015	Multi-Branch Renovation Program - Accessibility	1,000	2,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000		
LB016	North York Central Library Renovation - Phase 2	3,454	3,602	2,055	-	-	-	-	-	-	-	9,111		9,111	
LB017	Northern District Library Renovation	100	151	2,453	5,166	4,760	-	-	-	-	-	12,630		12,630	
LB018	Northern District Library Streetscaping	495	495	-	-	-	-	-	-	-	-	990		990	
LB019	Parliament Street Library Relocation & Expansion	-	-	293	603	-	-	3,590	5,381	5,525	4,099	19,491			19,491
LB020	Perth/Dupont Library Relocation & Expansion	-	-	-	1,157	3,619	-	-	-	-	-	4,776			4,776
LB021	Port Lands New Construction	-	-	-	-	-	-	-	-	531	533	1,064			1,064
LB022	Richview Building Elements	-	-	1,219	1,037	1,054	-	-	-	-	-	3,310		3,310	
LB023	Sanderson Library Renovation	-	-	380	381	-	4,859	5,934	2,728	-	-	14,282		14,282	
LB024	Service Modernization and Transformation	1,000	1,025	1,051	1,077	1,104	1,131	1,160	1,189	1,218	1,249	11,204			11,204
LB025	St. Lawrence Library Relocation & Expansion	-	-	-	667	669	-	-	5,460	6,454	8,174	21,424			21,424
LB026	Technology Asset Management Program	5,124	5,151	5,492	6,429	6,780	6,754	7,793	6,214	6,369	6,528	62,634		62,634	
LB027	Toronto Reference Library Renovation	1,500	2,250	2,250	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000		20,000	
LB028	Virtual Branch Services	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000			15,000
LB029	Weston Library Renovation	-	266	266	-	3,510	3,873	2,261	-	-	-	10,176		10,176	
LB030	Wychwood Library Renovation and Expansion	3,790	3,281	2,503	-	-	-	-	-	-	-	9,574			9,574
LB031	York Woods Library Renovation	3,359	3,880	2,000	-	-	-	-	-	-	-	9,239		9,239	
<b>Total Expenditures (including carry forward from 2019)</b>		<b>37,459</b>	<b>45,469</b>	<b>47,584</b>	<b>42,351</b>	<b>43,586</b>	<b>38,189</b>	<b>38,603</b>	<b>39,336</b>	<b>39,942</b>	<b>43,895</b>	<b>416,414</b>	<b>15,000</b>	<b>270,704</b>	<b>130,710</b>

The 2020 Capital Budget and 2021 – 2029 Capital Plan reflects the full Recommended Capital Program for Toronto Public Library that supports their objectives of building and maintaining beautiful public space in every neighbourhood and leveraging technology in the development and implementation of modernization and transformation initiatives that focus on efficiency, continuous improvement, and improved customer experiences.

### Appendix 5a

#### 2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
LB001	Albert Campbell Library Renovation	3,928	6,038	5,963	-	-	-	-	-	-	-	15,929	13,529	2,400	-
LB002	Answerline & Community Space Rental Modernization	745	-	-	-	-	-	-	-	-	-	745	745	-	-
LB004	Bayview-Bessarion Library Relocation & Expansion	4,082	4,502	2,900	-	-	-	-	-	-	-	11,484	11,484	-	-
LB005	Centennial Library Reconstruction - Design	166	-	-	-	-	-	-	-	-	-	166	166	-	-
LB006	Daves Road Library Reconstruction	200	-	2,000	4,612	5,532	2,375	-	-	-	-	14,719	18,519	(3,800)	-
LB007	Expansion of Technological Efficiencies	165	-	-	-	-	-	-	-	-	-	165	165	-	-
LB009	Intergrated Payment Solutions	133	-	-	-	-	-	-	-	-	-	133	133	-	-
LB011	Mall Branch Relocation & Expansion	100	3,562	2,457	-	-	-	-	-	-	-	6,119	-	-	6,119
LB012	Maryvale Library Relocation and Expansion	1,648	1,066	-	-	-	-	-	-	-	-	2,714	-	-	2,714
LB014	Multi-Branch Renovation Program - SOGR	4,970	4,714	6,032	5,998	5,170	-	-	-	-	-	26,884	3,174	23,710	-
LB015	Multi-Branch Renovation Program - Accessibility	1,000	2,000	1,500	1,500	1,450	-	-	-	-	-	7,450	1,480	5,970	-
LB016	North York Central Library Renovation - Phase 2	3,454	3,602	2,055	-	-	-	-	-	-	-	9,111	8,511	600	-
LB017	Northern District Library Renovation - Design	100	151	-	-	-	-	-	-	-	-	251	-	-	251
LB018	Northern District Library Streetscaping	495	495	-	-	-	-	-	-	-	-	990	-	-	990
LB022	Richview Building Elements	-	-	1,219	1,037	1,054	-	-	-	-	-	3,310	3,310	-	-
LB024	Service Modernization and Transformation	1,000	1,025	1,051	1,077	1,000	-	-	-	-	-	5,153	-	-	5,153
LB026	Technology Asset Management Program	5,124	5,151	5,492	5,629	5,690	-	-	-	-	-	27,086	7,062	20,024	-
LB027	Toronto Reference Library Renovation	1,500	2,250	2,250	2,000	1,960	-	-	-	-	-	9,960	-	-	9,960
LB028	Virtual Branch Services	1,500	1,500	1,500	1,500	1,450	-	-	-	-	-	7,450	2,950	4,500	-
LB030	Wychwood Library Renovation and Expansion	3,790	3,281	2,503	-	-	-	-	-	-	-	9,574	9,574	-	-
LB031	York Woods Library Renovation	3,359	3,880	2,000	-	-	-	-	-	-	-	9,239	7,639	1,600	-
<b>Total Expenditure (including carry forward from 2019)</b>		<b>37,459</b>	<b>43,217</b>	<b>38,922</b>	<b>23,353</b>	<b>23,306</b>	<b>2,375</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>168,632</b>	<b>88,441</b>	<b>55,004</b>	<b>25,187</b>

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Toronto Public Library to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

**Appendix 5b**

**2021 - 2029 Capital Plan**

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
LB003	Barbara Frum Library Renovation	486	487	4,090	6,328	6,882	-	-	-	-	18,273		18,273	
LB005	Centennial Library Reconstruction - Construction	1,500	4,150	5,499	-	-	-	-	-	-	11,149			11,149
LB008	High Park Library Renovation	-	242	243	-	1,964	3,973	2,766	-	-	9,188		9,188	
LB010	Lillian H. Smith Library Renovation and Expansion - Design	-	391	392	-	-	-	-	-	-	783			783
LB013	Mimico Library Renovation	-	-	-	-	424	426	-	4,105	4,212	9,167		9,167	
LB014	Multi-Branch Renovation Program - SOGR	-	-	-	60	4,927	8,466	10,598	10,740	14,100	48,891		48,891	
LB015	Multi-Branch Renovation Program - Accessibility	-	-	-	50	1,500	1,500	1,500	1,500	1,500	7,550	7,550		
LB017	Northern District Library Renovation - Construction	-	2,453	5,166	4,760	-	-	-	-	-	12,379		12,379	
LB019	Parliament Street Library Relocation & Expansion	-	293	603	-	-	3,590	5,381	5,525	4,099	19,491			19,491
LB020	Perth/Dupont Library Relocation & Expansion	-	-	1,157	3,619	-	-	-	-	-	4,776			4,776
LB021	Port Lands New Construction	-	-	-	-	-	-	-	531	533	1,064			1,064
LB023	Sanderson Library Renovation	-	380	381	-	4,859	5,934	2,728	-	-	14,282		14,282	
LB024	Service Modernization and Transformation	-	-	-	104	1,131	1,160	1,189	1,218	1,249	6,051			6,051
LB025	St. Lawrence Library Relocation & Expansion	-	-	667	669	-	-	5,460	6,454	8,174	21,424			21,424
LB026	Technology Asset Management Program	-	-	800	1,090	6,754	7,793	6,214	6,369	6,528	35,548		35,548	
LB027	Toronto Reference Library Renovation	-	-	-	40	2,000	2,000	2,000	2,000	2,000	10,040		10,040	
LB028	Virtual Branch Services	-	-	-	50	1,500	1,500	1,500	1,500	1,500	7,550			7,550
LB029	Weston Library Renovation	266	266	-	3,510	3,873	2,261	-	-	-	10,176		10,176	
<b>Total Expenditures (including carry forward from 2019)</b>		<b>2,252</b>	<b>8,662</b>	<b>18,998</b>	<b>20,280</b>	<b>35,814</b>	<b>38,603</b>	<b>39,336</b>	<b>39,942</b>	<b>43,895</b>	<b>247,782</b>	<b>7,550</b>	<b>167,944</b>	<b>72,288</b>

## Appendix 6

### Reporting on Major Capital Projects: Status Update

Division/Project name	2019 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<b>Toronto Public Library</b>											
<b>WYCHWOOD LIBRARY</b>	6,509	3,125	4,225	15,796	5,122	Minor Delay	Jan-15	Dec-21	Dec-22	Ⓜ	Ⓜ
Comments:	The project calls for a demolition of the 1978 addition that was added to the original 1916 Wychwood Branch, renovation of the original library and a new addition of 10,826 square feet. The renovation preserves the 1916 building which is declared a heritage property.										
Explanation for Delay:	Construction started in late August 2018 after lengthy process with securing City approvals. Late delivery of structural steel further delayed spending in 2019										
<b>BAYVIEW-BESSARION LIBRARY</b>	2,154	2,154	2,154	15,322	3,839	On Track	Jan-14	Dec-21	Dec-22	Ⓜ	Ⓜ
Comments:	Relocation of an existing 6,333 square feet leased facility to a 13,418 square feet library on a City-owned land. The new building will be located in a joint facility with a daycare, aquatics and recreation centre. Construction timelines are managed by Parks, Forestry and Recreation.										
Explanation for Delay:	Project is under construction.										
<b>ALBERT CAMPBELL LIBRARY</b>	2,763	666	1,708	15,539	968	Minor Delay	Jan-19	Dec-21	Dec-22	Ⓜ	Ⓜ
Comments:	This project is a complete renovation of the branch, including all state of good repair items, AODA requirements, mechanical, electrical and communications infrastructure. The existing library building was constructed in 1971 and has never been substantially renovated.										
Explanation for Delay:	Construction tender was delayed due to the lengthy building permit approval process, and was awarded in September 2019										
<b>ST. CLAIR/SILVERTHORN LIBRARY</b>	1,169	1,550	1,869	3,815	4,196	Completed	Jan-15	Dec-19	Sep-19	Ⓜ	Ⓜ
Comments:	The existing 4,587 square feet double store front building (including basement) was demolished and a new 5,437 square feet building was constructed with two floors and improved overall accessibility. Construction is completed. Branch re-opened in October 2019.										
Explanation for Delay:	Spending is over budget due to unexpected costs near end of project completion. An in-year budget adjustment of \$700K from the Fort York Library project (\$74K), Perth/DuPont - 299 Campbell Ave Library project (\$40K) and Multi-Branch Minor Renovation Program (\$586K) was requested as part of the September 30, 2019 capital variance.										
<b>NORTH YORK CENTRAL PHASE 2</b>	3,705	1,148	1,648	12,118	3,108	Minor Delay	Jan-18	Dec-21	Dec-22	Ⓜ	Ⓜ
Comments:	Phase 2 of the North York Central Library revitalization project will complete a retrofit and upgrade to building systems and infrastructure, interior renovation on the concourse level and the sixth floor to reconfigure public service, stacks and administrative space to meet new service demands and uses.										
Explanation for Delay:	Construction tender awarded in September 2019. Discussion regarding scope of work took longer than expected.										
<b>YORK WOODS RENOVATION</b>	2,372	1,183	2,372	10,158	1,330	On Track	Jan-15	Dec-21	Dec-22	Ⓜ	Ⓜ
Comments:	This project includes an interior redesign and renovation of the ground and second floors of the branch, improving the connection between the two floors, and a modernization of the theatre. Significant state of good repair requirements identified in the 2014 property condition assessment will be addressed, including a retrofit and upgrade of all building systems and infrastructure.										
Explanation for Delay:	Project is on track										

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

## Appendix 7

### Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)					
				2020	2021	2022	2023	2024	2025 - 2029
<i>Danforth/Coxwell Relocation and Expansion</i>	16.249	-	16.249	0.419	0.420	-	5.176	4.931	5.303
<i>Etobicoke Civic Centre New Construction</i>	26.977	-	26.977	0.625	0.626	-	6.041	6.509	13.176
<i>City Hall Relocation and Expansion</i>	15.878	-	15.878	-	-	0.266	0.273	2.225	13.114
<i>Parkdale Relocation and Expansion</i>	34.705	-	34.705	-	-	0.100	0.100	0.100	34.405
<i>Lillian H. Smith Renovation and Expansion - Construction</i>	17.735	3.708	14.027	-	-	-	-	-	17.735
<b>Total</b>	<b>111.544</b>	<b>3.708</b>	<b>107.836</b>	<b>1.044</b>	<b>1.046</b>	<b>0.366</b>	<b>11.590</b>	<b>13.765</b>	<b>83.733</b>

- In addition to the Staff Recommended 10-Year Capital Plan of \$416.414 million, TPL have also identified \$111.544 million in capital needs constraints, as reflected in the table above that will be considered for future funding in the budget process of future years.
- There are 4 projects that have city partners which will involve phased developments and are shown as fully debt funded due to the uncertainty of Bill 108, and the availability of Community Benefits Charge (CBC) revenues.
  - Expansion and relocation of the Danforth/Coxwell branch is linked to the completion of the Danforth garage master planning study with a clear direction for the redevelopment of the entire site. At its meeting of January 31, 2018, City Council approved the preferred property located at 1627 Danforth Ave (the "Danforth Garage") for the consolidation of the current Toronto Police Service 54 and 55 Police District facility which directed City staff to undertake the development of a master plan for the site. The Master Plan reviewed the properties at the southeast corner of Danforth Ave. and Coxwell Ave. These properties included 1577 Danforth Ave. (Tobias House), 1627 Danforth Ave. (Danforth Garage), and 1675 Danforth Ave. (TPL branch), and are together known as "the Property" for purposes of the Master Plan. The Master Plan was adopted by City Council at the June 18, 2019 meeting.
  - The construction of a new Etobicoke Civic Centre at the Westwood Theatre Lands is an integral component to set the future direction of City-owned lands in the West District. The proposed new development will integrate modern municipal offices, a community recreation centre, a large outdoor civic square, and a district library branch while creating a transit accessible state of the art civic precinct in the heart of Etobicoke. The project has completed Phase 2 of this process which entailed a preliminary site investigation, schematic designs and financial planning. Phase 3 will consist of detailed designs, planning approvals, contract documents and tender. Phase 3 work is expected to be completed in Q4 2021.
  - The provincial and municipal courts will relocate from Old City Hall in 2021. Following analysis by the consultant team and City staff, the recommended approach for the future use of Old City Hall is to 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. City Staff will report back to Council in Q1 2020 with recommendations for a Head Lessee, a developed design and business case. Tenanting, Museum and Library fit-ups would start in 2024.
  - As a result of a [Council motion](#) (#MM27.3, March 28-29, 2017) requesting City staff to coordinate the redevelopment of City-owned properties at 1313, 1303 Queen Street West and 220 Cowan Ave., City real estate launched the Parkdale Community Hub Feasibility Study. The study includes the Parkdale branch, Parkdale Arts & Culture Centre and the Masaryk-Cowan Community Recreation Centre. As a part of the feasibility study, City real estate conducted numerous consultations with the public and various stakeholder groups, including Toronto Public Library. The input gathered was used to develop various massing options and a proposed massing option has been selected which will be put forward for consideration.
- The planning and design phase of the Lillian H. Smith Library Renovation and Expansion project is included in the Staff Recommended 10-Year Capital Plan. The construction phase of this project, which will start in 2025, is not fully funded. Toronto Public Library is proposing to expand the existing 30,000 square feet branch to 37,000 square feet branch. The renovation and expansion work includes a revitalization of all public service areas and incorporate a redesign of space to provide a more efficient layout and barrier free access. Consideration will be given to expansion into underutilized staff and outdoor spaces to provide additional accessible public service areas. The program room will be updated for flexible use for programming and events. The project will address new and evolving technological requirements for connectivity.

## Appendix 8

### **2020 User Fee Changes** (Excludes User Fees Adjusted for Inflation)

**N/A**

## Appendix 9

### Inflows and Outflows to/from Reserves and Reserve Funds 2020 Operating Budget

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		749.8	749.8	1,091.8	1,433.8
Vehicle Reserve - Library	XQ1700				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			342.0	342.0	342.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		749.8	1,091.8	1,433.8	1,775.8
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		-	-	-	-
<b>Balance at Year-End</b>		749.8	1,091.8	1,433.8	1,775.8

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		29,462.4	29,462.4	26,435.4	23,282.9
Insurance Reserve Fund - Library	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			1,098.2	1,098.2	1,098.2
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		29,462.4	30,560.6	27,533.6	24,381.2
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		-	(4,125.2)	(4,250.7)	(4,246.1)
<b>Balance at Year-End</b>		29,462.4	26,435.4	23,282.9	20,135.1

\* Based on 9-month 2019 Reserve Fund Variance Report

**Inflows and Outflows to/from Reserves and Reserve Funds  
2020 – 2029 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, 2019 *	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR2115 Development Charges - Library	Beginning Balance		43,447	28,107	18,258	9,147	8,836	8,836	9,804	11,313	12,137	12,544	
	Withdrawals (-)												
	Library Materials		(4,301)	(4,406)	(4,513)	(4,534)	(4,613)	(4,694)	(4,776)	(4,860)	(4,945)	(5,031)	(46,674)
	Capital Projects		(11,038)	(10,359)	(11,617)	(6,004)	(6,080)	(5,518)	(5,402)	(6,537)	(7,424)	(8,063)	(78,042)
	<b>Total Withdrawals</b>		<b>(15,339)</b>	<b>(14,765)</b>	<b>(16,130)</b>	<b>(10,538)</b>	<b>(10,693)</b>	<b>(10,212)</b>	<b>(10,178)</b>	<b>(11,397)</b>	<b>(12,369)</b>	<b>(13,094)</b>	<b>(124,716)</b>
	Contributions (+)												
	Community Benefits Charges		-	4,916	7,019	10,228	10,693	11,180	11,687	12,220	12,776	13,095	93,814
<b>Total Contributions</b>		<b>-</b>	<b>4,916</b>	<b>7,019</b>	<b>10,228</b>	<b>10,693</b>	<b>11,180</b>	<b>11,687</b>	<b>12,220</b>	<b>12,776</b>	<b>13,095</b>	<b>93,814</b>	<b>93,814</b>
<b>Balance at Year-End</b>		<b>43,447</b>	<b>28,107</b>	<b>18,258</b>	<b>9,147</b>	<b>8,836</b>	<b>8,836</b>	<b>9,804</b>	<b>11,313</b>	<b>12,137</b>	<b>12,544</b>	<b>12,545</b>	<b>(30,902)</b>

\* Based on 9-month 2019 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, 2019 *	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR3026 Planning Act Reserve Fund - Section 37	Beginning Balance		263,395	253,216	228,844	213,736	189,211	167,808	165,546	162,978	162,978	162,978	
	Withdrawals (-)												
	Northern District Library - Streetscaping		(495)	(495)									(990)
	Wychwood Library			(426)	(500)								(926)
	Perth / Dupont - 299 Campbell Ave.						(1,055)						(1,055)
<b>Total Withdrawals</b>		<b>(495)</b>	<b>(921)</b>	<b>(500)</b>	<b>-</b>	<b>(1,055)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,971)</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>			<b>(9,684)</b>	<b>(23,452)</b>	<b>(14,607)</b>	<b>(24,525)</b>	<b>(20,348)</b>	<b>(2,262)</b>	<b>(2,568)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(97,445)</b>
<b>Balance at Year-End</b>		<b>263,395</b>	<b>253,216</b>	<b>228,844</b>	<b>213,736</b>	<b>189,211</b>	<b>167,808</b>	<b>165,546</b>	<b>162,978</b>	<b>162,978</b>	<b>162,978</b>	<b>162,978</b>	<b>(100,416)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR1012 Land Acquisition Reserve Fund	Beginning Balance		118,076	99,075	92,386	89,291	86,791	83,191	80,691	80,691	80,691	80,691	
	Withdrawals (-)												
	Perth / Dupont - 299 Campbell Ave.						(1,100)						(1,100)
	<b>Total Withdrawals</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,100)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,100)</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>			<b>(19,001)</b>	<b>(6,689)</b>	<b>(3,095)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(36,285)</b>
<b>Balance at Year-End</b>		<b>118,076</b>	<b>99,075</b>	<b>92,386</b>	<b>89,291</b>	<b>86,791</b>	<b>83,191</b>	<b>80,691</b>	<b>80,691</b>	<b>80,691</b>	<b>80,691</b>	<b>80,691</b>	<b>(37,385)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report



## Appendix 10

### Glossary of Terms

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**Staff Recommended Operating / Capital Budget:** An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**Value Based Outcome Review (VBOR):** The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.

## Appendix 11

### Board Approved Vs. City Staff Recommended Budget

#### 2020 Operating Budget – Board Approved Vs. City Staff Recommended Budget

\$ Millions	Board	City Staff	Difference	
	Approved	Recommended	\$	%
Revenues	20.6	20.6		
Gross Expenditures	218.8	213.1	5.7	2.7%
Net Expenditures	198.2	192.5	5.7	3.0%
Approved Positions	1,847.9	1,742.8	105.1	6.0%

- At its meeting on September 23, 2019, Toronto Public Library Board approved a 2020 Operating Budget submission of \$218.844 million gross and \$198.204 net for Toronto Public Library. Attached is the link to the reports and decisions: <https://www.torontopubliclibrary.ca/about-the-library/board/meetings/2019-sep-23.jsp>
- The difference between the Board Approved and City Staff Recommended 2020 Operating Budget is \$5.726 million net and gross that relates to the following New and Enhanced service priorities:
  - **Open Hours Plan (Phase 1: \$2.231 million gross and net; Phase 2: \$2.894 million gross and net):** At its meeting on March 25, 2019, Toronto Public Library Board approved a motion that directs the City Librarian to submit the Open Hours Plan – Phase One and Phase Two – in the 2020 budget submission. As summarized in <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/jun18/12-open-hours-plan-2018-review-combined2.pdf>, the Open Hours Plan's total cost is \$18.258 million gross and net, and is currently phased over three years; though staff have developed a multi-stages implementation plan that breaks the funding required into smaller amounts that achieve specific strategic priorities. This investment is a 10.0% net increase to the Library's Operating Budget, which delivers a 20.0% increase in open hours at 58,000 additional hours annually.
  - **Community Librarians Outreach program (\$0.223 million gross and net):** Toronto Public Library's community librarianship emphasis on reaching out to vulnerable communities is identified as an action within the City of Toronto Poverty Reduction Strategy (PRS) and is a new concept that moves librarians out of traditional library settings into a new community-based framework for providing library service. While working on site in partner agency locations, community librarians work closely with agency staff and clients, the intent is for the community librarians to provide the best possible mix of the full range of library services and programs.
  - **Seniors Strategy Digital Literacy Program (\$0.378 million gross and net):** A 2020 budget enhancement to support social connectedness by expanding digital literacy programs for seniors in libraries will address the diverse needs and challenges among Toronto's seniors through two complementary programs as identified in the City of Toronto's Seniors Strategy 2.0 medium-term recommendation within 2020-2022, as summarized in <https://www.toronto.ca/legdocs/mmis/2018/ex/bgrd/backgroundfile-114780.pdf>.

**2020-2029 Capital Budget and Plan – Board Approved Vs. City Staff Recommended Budget**

\$ Millions	Board	City Staff	Difference	
	Approved	Recommended	\$	%
<b>2020</b>				
Gross Expenditures	37.5	37.5		
Debt	23.4	23.4		
<b>2021-2029</b>				
Gross Expenditures	396.7	379.0	17.7	4.7%
Debt	309.0	294.6	14.4	4.9%
<b>Total</b>				
Gross Expenditures	434.1	416.4	17.7	4.3%
Debt	332.4	318.0	14.4	4.5%

- At its meeting on November 25, 2019, the Toronto Public Library Board approved the revised 2020-2029 Capital Budget and Plan submission (including 2019 carry forwards) of \$23.421 million debt (\$37.459 million gross) for 2020 and \$332.427 million debt (\$434.149 million gross) over 2020-2029. Attached is the link to the reports and decisions: <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/nov25/13-2020-2029-capital-budget-and-plan-update-combined-corrected.pdf>. The difference between the Board Approved and City Staff Recommended 2020-2029 Capital Budget and Plan primarily relates to:
  - Funding of \$14.027 million debt (\$17.735 million gross) for the construction phase of the Lillian H. Smith project is not being recommended and is included in the list of capital needs constraints ([Appendix 7](#)).