

2013 - 2022 Capital Budget and Plan Submission

Date:	June 11, 2012
To:	Budget Committee
From:	City Librarian

SUMMARY

The purpose of this report is to present the 2013 - 2022 capital budget and plan submission to Budget Committee for consideration.

RECOMMENDATIONS

The City Librarian recommends that the Budget Committee:

1. considers the 2013 - 2022 capital budget and plan submission, which meets the City debt targets, and requests funding of \$11.0 million debt (\$25.3 million gross) in 2013 and \$153.7 million debt (\$215.8 million gross) over 2013 – 2022; and
2. considers amending the capital budget and plan submission by adding \$2 million per year over 2013 - 2022 to address state of good repair backlog needs, which would result in exceeding the City debt targets by \$2 million per year and requests funding of \$13.0 million debt (\$27.3 million gross) in 2013 and \$173.7 million debt (\$225.8 million gross) over 2013 - 2022.

FINANCIAL IMPACT

The capital submission, which meets the City debt targets, requests funding approval of \$11.0 million debt (\$25.3 million gross) in 2013 and \$153.7 million debt (\$215.8 million gross) over 2013 – 2022.

The amended capital submission, which requests an additional \$2 million per year to address state of good repair (SOG) backlog needs, would result in exceeding the City debt targets by \$2 million per year and requests funding of \$13.0 million debt (\$27.3 million gross) in 2013 and \$173.7 million debt (\$225.8 million gross) over 2013 - 2022.

The gross capital budget request is comprised of City debt funding and non-debt sources of funding such as: development charges, Section 37 and other contributions from

developers; Capital Financing reserve fund, funding from the Toronto Public Library Foundation; and a transfer from the operating budget.

The Director, Finance and Treasurer has reviewed this financial impact statement and is in agreement with it.

DECISION HISTORY

At its meeting on May 14, 2012, the Budget Committee reviewed a draft 2013 - 2022 Capital Plan which met City debt targets. At the meeting, the Budget Committee adopted a motion to defer consideration of the capital plan and requested the City Librarian to report back with a detailed explanation and breakdown for the Technology Asset Management Program, Virtual Branch Services and Multi-Branch Renovation Program (SOG), and that a business case be provided for each project in the plan.

The Budget Committee also adopted a motion to request staff to report on including an additional \$2 million debt financing per year in the 2013 - 2022 capital plan to expedite addressing the state of good repair backlog.

ISSUE BACKGROUND

Section 24(1) of the Public Libraries Act requires the Library Board to submit to City Council annually, estimates of all amounts required during the year for the purposes of the Board. This report covers the capital funding request. Council approval provides funding for each project in the capital budget, which is the first year of the plan, and only the cash flows for 2013 are approved for spending. Subsequent years' capital spending is approved through the annual capital submission approval process.

Planning Framework

Toronto Public Library has a planning framework to guide the development of its capital program for Library branches.

Service Delivery Model

The Service Delivery Model was developed in the early stages of amalgamation. It ensures equitable access to library services across the City and a rational approach to resource allocation. The Service Delivery Model was built on existing infrastructure and library planning principles widely accepted in public libraries. The Service Delivery Model established four tiers of library service and includes population and distance guidelines as indicators of need for service.

1. Neighbourhood branches serve a minimum of 25,000 residents living in a 1.6 kilometre radius, and the optimal size of the branch is a minimum of 10,000 to 15,000 square feet. The current service hours vary from 40 to 69 hours per week.

2. District branches serve a minimum of 100,000 residents living in a 2.5 kilometre radius, and the optimal size is a minimum of 25,000 square feet. The current service hours vary from 63 to 69 hours per week.
3. Research and Reference libraries serve the entire city and should be a minimum of 150,000 sq. ft. The current service hours are 63.5 to 69 hours per week.
4. Non-branch services are comprised of virtual branch services and mobile services which includes the bookmobile and home library service.

Expansion of existing undersized branch facilities is also a priority and opportunities are reviewed and incorporated into the capital program as appropriate. These projects are balanced to upgrade facilities throughout the City at both the district and neighbourhood level.

Branch Development Strategy

In June 2004, The Board reviewed the Service Harmonization Update report and endorsed a Branch Development Strategy which endorsed the following:

- Focus on maintaining state of good repair and investing in the existing branch infrastructure, sometimes involving an expansion, which would allow delivery of 21st century library services.
- Plan for two new branches to address population growth areas – Scarborough Centre and Ft. York/Bathurst.

With the exception of the two new branches planned, this strategy has allowed the Library to manage growth and increased use without the significant operating impact of new branches.

Refinement of Capital Program

Periodically, it is necessary to consider proposals for relocating or renovating branches which are not part of the 10-year plan. Or a project may be included in the plan, but the request is to change the scope or advance timelines. Opportunities may arise which require careful consideration.

Changes to the capital program would likely require reallocation of resources and projects within the fixed funding envelope. New projects should advance the integrity of the Service Delivery Model and should be evaluated against the following factors:

- strategic priority - how does the proposal advance the Library's strategic priorities?
- unique site/location - does the proposal present the Library with an opportunity to obtain a desirable site that may not be available again?
- partnerships - does the proposal present the opportunity to enter into a joint facility or other type of partnership arrangement which is beneficial and which must be acted upon in the short term?

- alternative funding available - does the proposal provide access to funding which is outside the existing capital envelope?
- the size and timing of the capital project, and how would cash flows impact the debt target and other projects?
- fiscal sustainability - will the proposal allow the Library to realize sustainable operating cost savings or can it be sustained within the existing budget?

Another part of the refinement process is ensuring that the plan is consistent with overall City priorities. As part of the 2013 budget process, the City Manager is undertaking a number of initiatives throughout 2012 which may impact the Library's capital plan, including:

- A review of community infrastructure including libraries, community centres, community hubs and related agencies and organizations.
- Implementing a Framework for Prioritizing New and Expansion Facility projects, which will involve a review of all new and major expansion facility projects on a City wide basis with the objective to rationalize and identify opportunities for synergy.
- Information technology projects will be reviewed on a City wide basis by a panel with the objective of optimizing the spending on IT capital projects.

The capital submission does not include two potential capital projects which have been reviewed at the Board and their feasibility is currently being assessed.

The Centennial branch is included in a larger site review with a feasibility study has been undertaken in association with Economic Development, Parks, Forestry and Recreation, and Nia Centre for the Arts to review the entire site, including assess expanding the library. If the project does go ahead, it would be funded from non-debt sources including funding from the Youth Challenge Fund, development charges, Section 37 funds and third party fundraising.

At the Perth/Dupont branch, the local community has formed a committee to look at ways to expand the branch. The local Councillor has identified \$1.1 million in Section 37 funding for the projects. If the project goes ahead, the balance of the funding would come from non-debt sources such as development charges or third party fundraising.

Other branch projects are under review, e.g. Brookbanks and Maryvale, which may be eligible for section 37 funding. For any of these projects to be eligible for development charge funding, they would need to be added to the 2013-2022 capital plan, as this plan will be used to develop the next development charge by-law which will come into effect in 2014. As the project plans are developed throughout 2012, the projects may be added to the capital plan later.

COMMENTS

2013-2022 Capital Budget and Plan Strategy

The capital submission is informed by the planning framework for developing the capital program for Library buildings. The Library's 10-year capital submission has been developed following City guidelines which require that the debt targets for each year be met and that the use of non-debt financing is maximized. In addition, the Library has followed the budget guidelines which state that 'The 10-year Capital Plan must demonstrate commitment to achieve a balance between maintaining existing City assets and growth focusing on investment in state of good repair while addressing service gaps and priorities on a citywide basis for service improvements and growth related projects'.

The strategic priorities of the 2013-2022 capital budget and plan are to:

1. Meet City debt targets.
2. Focus on addressing State of Good Repair.
3. Address City growth areas.
4. Maximize alternative (non-debt) funding sources.
5. Achieve operating efficiencies.

1. **Meet City debt targets**

The 2013-2022 capital submission meets the City debt targets.

2. **Focus on addressing State of Good Repair**

Maintain and upgrade existing branch infrastructure to manage activity growth and deliver 21st century library services, address undersized or inadequate branches, meet current SOGR needs as well as address backlog. Based on the current 10-year capital program which meets debt targets, at the end of 10 years the SOGR backlog will decrease from \$48.1 million at the beginning of 2012 to \$38.0 million by 2022, a 21% decline.

- A SOGR audit conducted in 2009 identified and documented an accumulated backlog of \$50 million, as well as the future maintenance requirements of the library facilities. By the beginning of 2012, branch renovations, which included six Infrastructure Stimulus funded projects, helped reduce the backlog to \$48.1 million.
- The capital plan continues to prioritize major projects with significant SOGR backlog, such as North York Central Library, Fairview, Albion, Albert Campbell, Mount Dennis, Parliament Street and Wychwood.
- High SOGR priority needs of a smaller scale in many branches are addressed through the Multibranch Renovations SOGR project.

3. Address City growth areas

Two new branches are planned, as well as the relocation and expansion of the Bayview and St. Lawrence branches to address new and growing communities. Expanding the size of the Bayview and St. Lawrence branches avert the need to add more branches which would be more costly. These projects are significantly or completely funded by non-debt sources and are described below:

Scarborough Centre Branch

The Scarborough Centre area is currently experiencing an increase in residential development which is projected to continue. A neighbourhood library in this community will provide informational and recreational collections and services for a projected population of 40,000 adults, children and workers and will serve users as a gateway to the resources of the entire library system. Continued growth is anticipated in the area that has been specifically identified for high density and mixed use development. The branch is 61% funded with non-debt sources. Construction of a 15,000 sq. ft. branch is planned to begin in the Fall of 2012 with completion in 2014.

Fort York/Bathurst Branch

This new 15,000 sq. ft. neighbourhood library, funded entirely by developer contributions, will serve the Railway Lands community with a projected population of 60,000 residents. This branch will provide general collections and services for the local community, and will also serve as a gateway to the resources of the entire library system. Focused service to young adults will be provided with digital media labs. Construction of this project is planned to begin in the Fall of 2012 with completion in 2014.

Bayview Branch

As a busy neighbourhood branch, Bayview is undersized to adequately serve its current population of 47,532 and projected population growth associated with current and new development in the area. This project involves the construction of a 12,000 square foot library on City-owned land the relocation of an existing 6,333 square foot leased facility. This project is 41% funded from non-debt sources. The new building may be located in a joint facility with Parks, Forestry and Recreation.

St. Lawrence branch

This project is for the design and construction of a 25,000 square feet district library on city-owned property and relocation of the existing 4,833 square feet St. Lawrence neighbourhood library to this new site. This project is necessary to provide library service to this high growth community. The new West Don Lands, Lower Don Lands and East Bayfront communities will bring approximately 34,000 residents to the area as well as schools, recreation centres and businesses in addition to the current St. Lawrence population of 17,484. Initially St. Lawrence Branch will serve these communities but as they are built out and new development continues in the St. Lawrence area the current branch will not be able to adequately serve the East Waterfront communities. Further population growth in the area is expected as well

with the future Waterfront development in the Port Lands. This project is 49% funded from non-debt sources.

4. Maximize alternative (non-debt) funding sources

TPL intends to fully utilize non-debt funding sources for the 2013 – 2022 Capital Program. For the first 5 years of the program (2013 – 2017), 35% of the funding will be from non-debt sources and the following 5 years (2018 – 2022) 24% will be funded from non-debt sources. Overall 29% of total funding for the 10 year capital program will come from non-debt which includes \$29.1 million or 13% from Development Charges, \$21.6 million or 10% from operating funds transferred to capital for the replacement of technology assets, \$4.1 million or 2% from Section 37 and other contributions from developers and \$7.5 million or 4% from the Library Foundation for the Toronto Reference Library.

5. Achieve Operating Efficiencies

As part of a renovation, consider opportunities to operate more efficiently, achieve operating savings and manage higher activity levels, without necessarily adding more staff or opening new branches:

- Increase branch capacity to handle higher activity without adding new staff.
- Install self-service technology
- More self-service via Library website (virtual branch services)
- Install automated material handling equipment
- Energy efficient upgrades
- Improve sightlines and traffic flows
- Flexible, multi-purpose space
- Partnership opportunities
- Manage growth in demand and control costs

2013 – 2022 Capital Funding Request – Meets City Debt Targets

The debt funding request for the 2013 – 2022 capital budget and plan submission is \$153.7 million, which consists of \$125.3 million for building projects and \$28.4 million for IT related projects which include Technology Asset Management Program and Virtual Branch Services.

A summary of the Library's 2013 – 2022 capital submission, including funding sources and the impact on the operating budget are summarized as follows:

2013 - 2022 Capital Submission Summary - Meets City Debt Target													
(\$000's)													
	2013	2014	2015	2016	2017	Total 2013-2017	2018	2019	2020	2021	2022	Total 2018-2022	Total 2013-2022
Buildings - Gross	21,109	17,137	13,382	14,699	15,794	82,121	16,780	20,313	17,068	14,439	15,135	83,735	165,856
IT - Gross	4,188	4,448	5,106	5,166	5,316	24,224	5,390	4,998	5,058	5,118	5,178	25,742	49,966
Total Gross Request	25,297	21,585	18,488	19,865	21,110	106,345	22,170	25,311	22,126	19,557	20,313	109,477	215,822
Non-Debt Sources of Funding													
- Development Charges	5,223	3,587	930	2,326	2,117	14,183	3,049	6,130	2,885	256	1,885	14,205	28,388
- Section 37 and Dev. Contrib.	678	1,008	1,100	-	800	3,586	-	-	-	-	-	-	3,586
- City Reserves	-	347	-	233	-	580	-	-	-	-	-	-	580
- Transfer from Library													
Operating Budget	1,888	1,948	2,008	2,068	2,128	10,040	2,188	2,248	2,308	2,368	2,428	11,540	21,580
- Donations	6,540	1,465	-	-	-	8,005	-	-	-	-	-	-	8,005
Total Non-Debt Funding	14,329	8,355	4,038	4,627	5,045	36,394	5,237	8,378	5,193	2,624	4,313	25,745	62,139
City Debt - MeetsTarget	10,968	13,230	14,450	15,238	16,065	69,951	16,933	16,933	16,933	16,933	16,000	83,732	153,683
Incremental Operating Impacts	(153)	873	1,018	44	76	1,858	996	817	120	150	56	2,139	3,997
FTEs	(4.5)	20.0			3.3	18.8	13.0		1.0			14.0	32.8

The complete ten-year capital submission with gross and debt funding for all capital projects is included on Attachment 1 of Appendix 1. Appendix 1 is the transmittal letter for the capital submission to the City's Director of Financial Planning.

The 2012 capital accomplishments are also listed in Appendix 1.

Amended 2013 – 2022 Capital Funding Request – Additional \$2 Million per Year SOGR Funding – Exceeds City Debt Targets.

At its meeting on May 14, 2012, the Budget Committee has requested that staff report on increasing the capital funding request by an additional \$2 million debt financing per year over 2013-2022 to expedite addressing the state of good repair backlog. The increased funding would allow the acceleration of the multi-branch renovation program and this would reduce the SOGR backlog by \$20 million over the plan period, reducing it to \$17.9 million by 2022, or a 63 percent decrease. While the increased funding would allow the SOGR to be addressed more expeditiously, it would result in an amended capital request which exceeds the City debt targets by \$2 million per year or \$20 million over 2013-2022. The amended capital funding request would be:

Amended 2013 - 2022 Capital Submission Summary - Additional \$2M per year SOGR Funding													
Exceeds City Debt Targets													
(\$000's)													
	2013	2014	2015	2016	2017	Total 2013-2017	2018	2019	2020	2021	2022	Total 2018-2022	Total 2013-2022
Submission - Meets City debt targets	25,297	21,585	18,488	19,865	21,110	106,345	22,170	25,311	22,126	19,557	20,313	109,477	215,822
Additional multi-branch SOGR	2,000	2,000	2,000	2,000	2,000	10,000	2,000	2,000	2,000	2,000	2,000	10,000	20,000
Amended Total Gross Request	27,297	23,585	20,488	21,865	23,110	116,345	24,170	27,311	24,126	21,557	22,313	119,477	235,822
Submission - Meets City debt targets	10,968	13,230	14,450	15,238	16,065	69,951	16,933	16,933	16,933	16,933	16,000	83,732	153,683
Additional multi-branch SOGR	2,000	2,000	2,000	2,000	2,000	10,000	2,000	2,000	2,000	2,000	2,000	10,000	20,000
Amended Total Debt Funding	12,968	15,230	16,450	17,238	18,065	79,951	18,933	18,933	18,933	18,933	18,000	93,732	173,683
Amended submission exceeds City Debt Targets	2,000	2,000	2,000	2,000	2,000	10,000	2,000	2,000	2,000	2,000	2,000	10,000	20,000
Multi-branch renovation SOGR project													
Multi-branch Submission - Meets City debt targets	2,500	2,500	3,065	3,078	3,000	14,143	3,000	3,000	3,000	3,000	3,000	15,000	29,143
Additional multi-branch SOGR funding	2,000	2,000	2,000	2,000	2,000	10,000	2,000	2,000	2,000	2,000	2,000	10,000	20,000
Amended multi-branch renovation	4,500	4,500	5,065	5,078	5,000	24,143	5,000	5,000	5,000	5,000	5,000	25,000	49,143

2013-2022 Capital Project Business Cases

Key elements of the 2013 capital program are as follows:

- Continuing renovation of the Toronto Reference Library
- Continuing to refresh and upgrade the Information Technology infrastructure (Technology Asset Management Program)
- Continuing advancement and improvement of Virtual Branch Services
- Continuing the Multi-Branch Renovation Program
- Continuing the Fairview Branch renovation
- Beginning construction work on the new Fort York/Bathurst Branch
- Beginning construction work on the new Scarborough Centre Branch
- Beginning the second phase of the Bridlewood Branch renovation
- Completing planning work for the Albion branch renovation
- Completing work on the Mount Dennis renovation project

A business case for each project contained in the 2013-2022 plan is contained in Appendix 2. The business case describes the project and provides a justification and a financial summary.

For the Technology Asset Management Program (Page 65), Virtual Branch Services (Page 71) and Multi-Branch Renovation Program (Page 47), the business cases have been expanded to provide a detailed breakdown of the components of these projects.

CHALLENGES AND ISSUES

Building State of Good Repair (SOGR)

To address the SOGR backlog within the City debt target, TPL has prioritized the capital plan to focus on major renovations of branches with the highest SOGR backlog and the Multi-Branch SOGR Renovation Program to keep the branches functional until a major renovation can be funded. This approach will meet current SOGR spending needs and reduce the backlog from \$48.1 million to 38.0 million by 2022, a 21% decline.

Construction Costs

The City debt targets are not fully adjusted to reflect rising construction costs due to the following.

- Inflation
- City's approved green standards for buildings
- Accessibility requirements

Growth in Population and Service Demand

As community cornerstones, branches are vital to local neighbourhoods. The demand for new and expanded branches continues to be shaped by ongoing needs to provide 21st century library services, increasing demand for library use and resources, growing communities, and improving access to branch facilities and resources. In addition to its existing projects, TPL continues to evaluate and prioritize future renovation and expansion projects for all of its locations. A self-service library kiosk to be introduced in the renovated area of Union Station will provide innovative and convenient access to library materials in a high traffic transit hub and extend library service in the under-served waterfront area. This service model will be evaluated for broader potential application.

Demand for Virtual Branch e-services

The Virtual Branch project was designed to deliver more content and features for a user-focused website, while accommodating rapid changes in mobile access requirements. The demand for this service continues to grow each year.

Operating impact

Operating Budget impacts over the 2013-2017 period total \$1.858 million resulting mainly from the operation of two new libraries which will begin construction in 2013: Fort York/ Bathurst Library (\$0.938 million) and the Scarborough Centre Library (\$0.984 million). These were partially offset by the operating impact from efficiency savings of various capital projects, which were part of the implementation of 2012 operating efficiencies.

Operating impacts over the 2018-2022 period total \$2.139 million resulting mainly from the relocation of St. Lawrence (\$1.634 million) and Bayview (\$0.177 million) branches to expanded locations and the expansion of Dawes Road (\$0.202 million)

The operating and staffing impact of each project is detailed in Attachment 1.

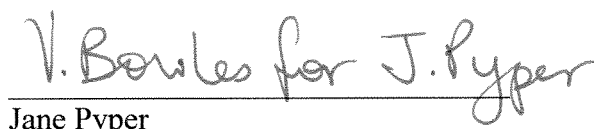
TIMETABLE

The timetable for the review and approval of the 2013-2022 capital budget and plan is shown on Appendix 3.

CONTACT

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E-mail: lhughsam@torontopubliclibrary.ca

SIGNATURE

A handwritten signature in cursive script that reads "V. Bowles for J. Pyper". The signature is written in dark ink and is positioned above a horizontal line.

Jane Pyper
City Librarian

APPENDICES

- Appendix 1: Transmittal Letter: Toronto Public Library 2013 - 2022 Capital Budget and Plan Submission
- Appendix 2: 2013-2022 Capital Project Business Cases
- Appendix 3: 2013 Capital Process Timetable

June 4, 2012

To: Josie La Vita
Director of Financial Planning

From: Jane Pyper
City Librarian

Subject: Toronto Public Library 2013 - 2022 Draft Capital Budget and Plan Submission

SUMMARY

The Toronto Public Library (TPL) 2013 – 2022 capital budget and plan submission is a draft, as it has not been approved by the Library Board. The draft submission meets the City debt targets, but it does not include a May 14, 2012 Library Board Budget Committee recommendation to consider adding an additional \$2 million debt financing each year to the 2013 – 2022 capital budget and plan to expedite addressing the state of good repair backlog, which would result in the TPL capital submission exceeding the debt target by \$2 million each year. The Library Board will be considering the capital budget submission at its June 25, 2012 meeting.

- The Capital funding request will allow TPL to continue addressing State of Good Repair (SOGR) issues focusing on the maintenance and betterment of the existing branch infrastructure within the City funding targets, in order to manage activity growth and meet the demand for 21st century library services.
- Service demands in new and growing communities will be addressed with the construction of 2 new branches, Scarborough Centre and Fort York/Bathurst and the relocation and expansion of the St. Lawrence and Bayview branches.
- TPL's non-debt funding sources, including funding from the Toronto Public Library Foundation, are being maximized in order to meet capital requirements while minimizing the impact on City debt.
- TPL has consistently achieved a high level of completion (87% in 2011) of its annual capital program within the approved budget.

2012 ACCOMPLISHMENTS

By the end of 2012, the following accomplishments will be achieved:

- **Brentwood Branch:** A partial demolition/reconstruction and renovation of a 57 year old building was completed to provide approximately 17,500 sq. ft. of floor space to respond to the needs of existing and increased population from major residential development taking place west and south of the library. The renovation addressed structural and mechanical issues, the installation of an elevator and barrier free access on all floors including access to washrooms and the community room. The project also included a Le@rning Centre, a *KidsStop* interactive early literacy centre, a

Teen Zone, an urban living room reading lounge, self serve circulation and wireless internet access. The Brentwood Branch re-opened in the summer of 2012. The renovation of this branch provided \$152,000 annual operating savings including the reduction of 2 previously approved full time equivalent staff (FTEs), which were included in the 2012 approved operating budget.

- **Malvern Media Centre:** This project is one of the City's Partnership Opportunities Legacy (POL) Fund projects and also a Youth Challenge Fund Legacy project. The busy Malvern branch serves a population of approximately 75,000 in one of the City's designated Priority Neighbourhoods. The project consisted of a 3,770 sq. ft. expansion of the branch for a Youth Hub/ Media Centre and a 13,650 sq. ft. outdoor plaza with a reading garden and staging for all-year use for cultural and community events. The Youth Challenge Fund provided both capital funding and operating funding for the youth space; ongoing operating funding for the media centre is provided by the ProTech partners, including Microsoft and Renewed Computer Technology. In partnership with Toronto Public Library and other organizations, including the City of Toronto and Centennial College, the space is operated by a youth led organization, the S.P.O.T. (Success, Power, Opportunity, Teamwork) and provides community based youth programming geared toward underserved and disengaged youth in the Malvern community. The Malvern S.P.O.T. opened in the summer of 2012.
- **Self-Service Circulation and Automation:** Express check-out introduced at 10 more TPL branches in 2012, will result in better work flow, increased transaction loads with reduced staff resources and improved customer service. Additional automated check-in and material handling systems installed in 5 branch locations in 2012 and a large sorting system also installed at the Library's Ellesmere shipping hub generated 2012 staff efficiencies. 2012 is the fourth and final year of this \$10.59 million project which implemented self-service systems and / or sorting systems at 61 locations. DPRA Consulting, which conducted a Service Efficiency Study of the Library in 2011, endorsed an investment in self-serve technology and automated sorters. The 2012 approved operating budget has annual savings of \$1,678,800 including 32.8 FTEs, consisting of \$867,700 including 14.3 FTEs associated with the introduction of self-serve technology and \$811,100 including 18.5 FTEs associated with the introduction of automated sorters. Further savings of \$342,900 are projected in 2013.
- **2012 Technology Asset Management Program:** In 2012, TAMP will provide for the lifecycle replacement of existing hardware and software, as follows:
 - Upgrade network hardware to support implementation of fiber network (on-going)
 - Replacement of end-of-life PCs (900), monitors (75) and laptops (35)
 - Replacement of end-of-life networked printers & multi-functional devices as part of the on-going printer rationalization program
 - Replacement of end-of-life servers and network hardware
 - Replacement of the Automated Voice Attendant and Voicemail systems
 - Replacement of the Intranet with Sharepoint
 - Replacement of email system with lower cost, cloud-based technology (on-going from 2011)
 - Replacement of proxy servers (on-going from 2011) to improve public internet access
 - Expansion and upgrade of Storage Area Network (SAN)
- **Toronto Reference Library (TRL):** In 2012, all construction and renovation elements on the main and second floors were substantially completed and put into service. The new signage

program was implemented on these two floors and the digital communication features were commissioned. The creation of the new Special Collections Centre on the fifth floor with specialized environmental conditions to ensure the preservation of the rich and historic materials in the collection was substantially complete. The Arts Department on the fifth floor was also created and moved into its renovated area. Department and service consolidations and reprogramming of space has increased efficiency and allowed for the reduction of 27.1 FTEs in 2011-2012.

- **Virtual Branch Services:** This project includes the Library's main website and self-service web based account system; mobile device access to Library services including apps; audience specific sites such as KidsSpace, RAMP for teens, E-Book service integration into the online experience and digital archives. DPRA Consulting endorsed continued investment in virtual branch services.

2012 Virtual Branch Services achievements include:

- **Main web site, self-service, mobile offerings, audience specific sites and ebook services**
 - Improvements to account email communications.
 - Implementation of an improved capacity for self service features.
 - Addition of online payment and user notification settings to self service functions.
 - Plan for renewal of children and teen specific library websites.
 - Greater integration of social media features for sharing.
 - Improved capabilities to access key content of the website in a user's preferred language.
 - Continued improvements to the usability, mobile access and accessibility of the website.
- **Digital Archives: Digitization of TPL's rare and unique collections**
 - Designed and implemented user experience for multipage and related content such as manuscripts and develop and add curated content.
 - Implemented conversion of paper finding aids to digital format.
 - Significantly increased the content in the Digital Archive
 - 5000 images and 1200 new books
 - Completed upload of approximately 7,000 full text books
 - Mapped and loaded 2,000 digital assets from Canadian Theatre Record
- **Multi-Branch Renovation Program:** In 2012, this program impacted 12 branches which included projects addressing:
 - Flooring and millwork replacement at 3 branches
 - Washroom upgrades and fixture replacements at 3 branches
 - Millwork and flooring replacements to accommodate self-service at 1 branch
 - Flooring replacement at 2 branches
 - Roof replacement at 1 branch
 - HVAC replacement at a district library resulting in reduced energy consumption
 - Window replacement at 1 branch
 - Renovations to allow for consolidation of Home Library Services and Distribution Services in support of efficiency savings.

CAPITAL SUBMISSION

2013 – 2022 Capital Budget and Plan Strategy

The Library's 10-year capital plan has been developed according to City guidelines which require that the debt targets for each year be met and that the use of non-debt financing is maximized. In addition, the Library has followed the budget guidelines which state that 'The 10-year Capital Plan must demonstrate commitment to achieve a balance between maintaining existing City assets and growth focusing on investment in state of good repair while addressing service gaps and priorities on a citywide basis for service improvements and growth related projects'. The strategic priorities are to:

1. Meet City debt targets
2. Focus on addressing State of Good Repair (SOGR)
3. Address City growth areas
4. Maximize alternative (non-debt) funding sources
5. Achieve operating efficiencies

1. **Meet City debt targets:**

The 2013-2022 Capital Budget and Plan Submission meets the City debt targets for TPL.

2. **Focus on addressing State of Good Repair (SOGR)** - maintain and upgrade existing branch infrastructure to manage activity growth and deliver 21st century library services. Based on the current 10-year capital program which meets debt targets, at the end of 10 years the SOGR backlog will decrease from \$48.1 million at the beginning of 2012 to \$38.0 million by 2022, a 21% decline.

- A SOGR audit conducted in 2009 identified and documented an accumulated backlog of \$50 million, as well as the future maintenance requirements of the library facilities. By the beginning of 2012, branch renovations, which included six Infrastructure Stimulus funded projects, had helped reduce the backlog to \$48.1 million.
- The capital plan continues to prioritize major projects with significant SOGR backlog, such as North York Central Library, Fairview, Albion, Albert Campbell, Mount Dennis, Parliament Street and Wychwood.
- High SOGR priority needs of a smaller scale in many branches are addressed through the Multibranch Renovations SOGR project.

3. **Address City growth areas:** two new branches are planned, as well as the relocation and expansion of the Bayview and St. Lawrence branches to address new and growing communities. Expanding the size of the Bayview and St. Lawrence branches avert the need to add more branches, which would be more costly. These projects are significantly or completely funded by non-debt sources and are described below:

Scarborough Centre Branch

The Scarborough Centre area is currently experiencing an increase in residential development which is projected to continue. A neighbourhood library in this community will provide informational and recreational collections and services for a projected population of 40,000 adults,

children and workers and will serve users as a gateway to the resources of the entire library system. Continued growth is anticipated in the area that has been specifically identified for high density, mixed use development. The branch is 61% funded with non-debt sources. Construction of a 15,000 sq. ft. branch is planned to begin in the Fall of 2012 with completion in 2014.

Fort York/Bathurst Branch

This new 15,000 sq. ft. neighbourhood library, funded entirely by developer contributions, will serve the Railway Lands community with a projected population of 60,000 residents. This branch will provide general collections and services for the local community, and will also serve as a gateway to the resources of the entire library system. Focused service to young adults will be provided with digital media labs. Construction of this project is planned to begin in the Fall of 2012 with completion in 2014.

Bayview Branch

As a busy neighbourhood branch, Bayview is undersized to adequately serve its current population of 47,532 and projected population growth associated with current and new development in the area. This project reflects the construction of a 12,000 square foot library on City-owned land to relocate an existing 6,333 square foot leased facility. This project is 41% funded from non-debt sources. The new building may be located in a joint facility with Parks, Forestry and Recreation.

St. Lawrence branch

This project is for the design and construction of a 25,000 square foot district library on city-owned property and relocation of the existing St. Lawrence neighbourhood library to this new site. This project is necessary to provide library service to this high growth community. The new West Don Lands, Lower Don Lands and East Bayfront communities will bring approximately 34,000 residents to the area as well as schools, recreation centres and businesses in addition to the current St. Lawrence population of 17,484. Initially St. Lawrence Branch will serve these communities but as they are built out and new development continues in the St Lawrence area the current branch will not be able to adequately serve the East Waterfront communities. Further population growth in the area is expected as well with the future Waterfront development in the Port Lands. This project is 49% funded from non-debt sources.

4. Maximize alternative (non-debt) funding sources:

TPL intends to fully utilize non-debt funding sources for the 2013 – 2022 Capital Program. For the first 5 years of the program (2013 – 2017), 34% of the funding will be from non-debt sources and the following 5 years (2018 – 2022) 24% will be funded from non-debt sources. Overall 29% of total funding for the 10 year capital program will come from non-debt which includes \$28.4 million or 13% from Development Charges, \$21.6 million or 10% from operating funds transferred to capital for the replacement of technology assets, \$4.1 million or 2% from Section 37 and other contributions from developers and \$7.5 million or 4% from the Library Foundation for the Toronto Reference Library.

5. Achieve Operating Efficiencies: As part of a renovation, consider opportunities to operate more efficiently, achieve operating savings and manage higher activity levels, without necessarily adding more staff or opening new branches:

- Increase branch capacity to handle higher activity without adding new staff.

- Install self-service technology
- Install automated material handling equipment
- Energy efficiency upgrades
- Improve sightlines and traffic flows
- Flexible, multi-purpose space
- Partnership opportunities
- Manage growth in demand and control costs

2013-2022 Capital Submission Request

The debt funding request for the 2013 – 2022 Capital Budget Submission is \$153.7 million, which consists of \$125.3 million for building projects and \$28.4 million for IT related projects which include Technology Asset Management Program and Virtual Branch Services.

A summary of the Library's 2013 – 2022 capital submission, including funding sources and the impact on the operating budget are summarized as follows:

	2013	2014	2015	2016	2017	Total 2013-2017	2018	2019	2020	2021	2022	Total 2018-2022	Total 2013-2022
Buildings - Gross	21,109	17,137	13,382	14,699	15,794	82,121	16,780	20,313	17,068	14,439	15,135	83,735	165,856
IT - Gross	4,188	4,448	5,106	5,166	5,316	24,224	5,390	4,998	5,058	5,118	5,178	25,742	49,966
Total Gross Request	25,297	21,585	18,488	19,865	21,110	106,345	22,170	25,311	22,126	19,557	20,313	109,477	215,822
Non-Debt Sources of Funding													
- Development Charges	5,223	3,587	930	2,326	2,117	14,183	3,049	6,130	2,885	256	1,885	14,205	28,388
- Section 37 and Dev Contrib	678	1,008	1,100	-	800	3,586	-	-	-	-	-	-	3,586
- City Reserves	-	347	-	233	-	580	-	-	-	-	-	-	580
- Transfer from Library Operating Budget	1,888	1,948	2,008	2,068	2,128	10,040	2,188	2,248	2,308	2,368	2,428	11,540	21,580
- Donations	6,540	1,465	-	-	-	8,005	-	-	-	-	-	-	8,005
Total Non-Debt Funding	14,329	8,355	4,038	4,627	5,045	36,394	5,237	8,378	5,193	2,624	4,313	25,745	62,139
City Debt - Meets Target	10,968	13,230	14,450	15,238	16,065	69,951	16,933	16,933	16,933	16,933	16,000	83,732	153,683
Incremental Operating Impacts	(153)	873	1,018	44	76	1,858	996	817	120	150	56	2,139	3,997
FTEs	(4.5)	20.0			3.3	18.8	13.0		1.0			14.0	32.8

The complete ten-year capital submission with gross and debt funding for all capital projects is included on Attachment 1.

Key Elements of 2013

Key elements of the 2013 capital program are as follows:

- **Continuing renovation of the Toronto Reference Library:** The estimated full project cost of \$34.3 million is funded through a blend of public and private financing consisting of contributions from the City and other levels of government, Section 37, Development Charges and private fundraising through the re:vitalize Toronto Reference Library Campaign initiated by the TPL Foundation. A \$9.0 million phase of the project was completed as part of Infrastructure Stimulus funding.

Redesign & retrofit of public service areas will consolidate comprehensive collections and subject specialized “centers of excellence” to deliver improved and more convenient customer service, attract additional users and private financing for ongoing renovation. Redesigned public spaces will support service consolidations and efficiencies that reduce operating costs. Way-finding improvements will ease public use of a complex building. Increased study capacity, flexible and collaborative work areas will respond to growing public demand. Introduction of public compact shelving will house more material on public shelves and accommodate ongoing collection growth. Library presence on Yonge Street & the streetscape will be enhanced by a new entrance & design transparency along the length of Yonge Street. New spaces will support the increased demand for cultural programming and increase rental revenue.

In 2013, the focus of construction will be the final phase of the project that will see completion of renovations on the third and fourth floors. These include: replacement of carpet and hard flooring; retrofit of all public washrooms; increased study spaces; creation of new individual and group study areas; audio/visual work stations for listening and lifelong learning; addition of an informal instruction / program open theater area for group visits.

- **Continuing to refresh and upgrade the Information Technology infrastructure (Technology Asset Management Program):** At a gross cost of \$3.4 million, the Technology Asset Management Program (TAMP) will provide for the life-cycle replacement of existing hardware and software such as PCs, monitors, laptops, printers, multi-functional devices, servers and network hardware, which have an inventory value of more than \$32 million. The TAMP budget will also fund the completion of the high speed fiber network implementation, provide for an authentication and identity management system that will consolidate all user identity information across various TPL public systems, and allow for better analysis of user data for service planning.
- **Continuing advancement and improvement of Virtual Branch Services:** The project focus is to make virtual library services available and accessible to residents. Major upgrades and strategic improvements made to the Library's online environment in 2012 will result in the introduction of more self-service capabilities including borrower lists creation and online registration in 2013. Changes will be introduced to the customer account system to provide more transaction options and effective systems to capture use. The multi-year initiative to renew the children and youth websites will result in new and engaging learning resources and will integrate multimedia content to support different styles of learning and reading. Virtual Branch Services will also continue to enhance the library's capacity for digitizing and presenting its rare and unique collections online thereby facilitating greater use of those collections.
- **Continuing the Multi-Branch Renovation Program:** This state of good repair renovation project is an effective way to extend the life and to keep branches functional until a major renovation can be funded. Renovations include 4 millwork replacements, 3 energy upgrades, 2 washroom renovations, 2 parking lots and 1 walkway reconstruction, 3 flooring replacements, 3 shelving and furniture replacement, 4 roof replacements, 1 windows and skylights replacement, 1 HVAC system replacement, 1 fire alarm upgrade. The request for the 2013 multi-branch program is \$2.5 million.

- **Continuing the Fairview Branch renovation:** The Fairview Branch project enhances access and operational efficiency to meet the needs of the library users. To this end, the \$4.4 million gross budget improves access, provides state of good repair improvements and supports more efficient operations. Washroom facilities are upgraded and further self service circulation improvements increase service efficiency and reduce costs. This initiative will also support the Library's efforts to maximize revenue from facility rentals. Construction start is planned for August 2012 with substantial completion at the end of 2013.
- **Beginning construction work on the new Fort York/Bathurst Branch:** A new 15,000 sq. ft. neighbourhood library located at Fort York Blvd. and Bathurst Street will be built in Block 36 of the Railway Lands Development, to serve a rapidly growing community. The project will include a collection of 50,000 items, computers with internet access, open and flexible floor spaces, focused services and spaces for young adults, barrier free access, study and multipurpose programming space, gallery/exhibit space, self serve circulation and wireless internet access. The total project budget of \$8.7 million is funded entirely by developer contributions. Construction start is planned for the fall of 2012 with completion in 2014.
- **Beginning construction work on the new Scarborough Centre Branch:** This project consists of the construction of a new 15,000 sq. ft. neighbourhood library to serve a projected population of 40,000 residents. Designed in accordance with Toronto Green Standard, this project has a gross budget of \$8.8 million, funded 61% from non-debt sources. The branch will include a collection of 50,000 items, computers with internet access, an open floor plan, barrier free access, study and multipurpose programming space, self service circulation and wireless high speed internet access. Site plan application was submitted in December 2011 and construction is planned for the fall of 2012 with completion in 2014.
- **Beginning the second phase of the Bridlewood Branch renovation:** This is the second phase of the project involving the design and renovation of the existing 8,000 sq ft branch and the addition of 1,200 sq ft. This branch will include an open floor plan and barrier free access for the public, study seating, multipurpose room, flexible programming spaces for branch and community use, quiet study spaces, computers with Internet access, a computer user/media centre, protective security systems including intrusion alarms, fire systems and customer self service improvements. Focus areas for teens, children, adults and seniors will be created. Signage and lighting program to assure visibility of the branch. Public consultation and design is planned for the Fall of 2013. The start of construction is subject to the receipt of Section 37 funds.
- **Completing planning work for the Albion branch renovation:** This heavily used branch is a SOGR priority. No major renovations have occurred since its opening in 1973. The planned renovation will address mechanical and structural needs, meet health and safety and Building Code requirements, and re-design of the current space to provide increased programming and community meeting space. The gross cost for this project is \$15 million and will feature quiet study space, increased meeting space, and an interactive early literacy centre for adults and children. An elevator will replace the dumbwaiter to improve access to lower level. Public consultation and design development will start in the Fall of 2013.
- **Completing work on the Mount Dennis renovation project:** This branch, located within the City's designated Weston/Mount Dennis Priority Neighbourhood is being renovated within the existing footprint of 11,350 sq. ft. This 1951 two storey building has had only one renovation in 1983/84. The renovation addresses mechanical and structural needs, meets health and safety and Building Code requirements, redesigns floor plan layouts and revitalizes the entrance and street

presence. The gross cost for this project is \$4.3 million and features meeting room space, a *KidsStop* early literacy interactive centre, upgraded computer access, increased study space and functional work spaces. The branch closed for construction October 29, 2011 and will re-open late 2012 / early 2013.

CHALLENGES AND ISSUES

Building State of Good Repair (SOGR)

To address the SOGR backlog within the City debt target, TPL has prioritized the capital plan to focus on major renovations of branches with the highest SOGR backlog and the Multi-Branch SOGR Renovation Program to keep the branches functional until a major renovation can be funded. This approach will meet current SOGR spending needs and reduce the backlog from \$48.1 million to \$38.0 million (21%) by the end of 10 years.

Construction Costs

The City debt targets are not fully adjusted to reflect rising construction costs due to the following.

- Inflation
- City's approved green standards for buildings
- Accessibility requirements

Growth in Population and Service Demand

As community cornerstones, branches are vital to local neighbourhoods. The demand for new and expanded branches continues to be shaped by ongoing needs to provide 21st century library services, increasing demand for library use and resources, growing communities, and improving access to branch facilities and resources. In addition to its existing projects, TPL continues to evaluate and prioritize future renovation and expansion projects for all of its locations. A self-service library kiosk to be introduced in the renovated area of Union Station will provide innovative and convenient access to library materials in a high traffic transit hub and extend library service in the under-served waterfront area. This service model will be evaluated for broader potential application.

Demand for Virtual Branch e-services

The Virtual Branch project was designed to deliver more content and features for a user-focused website, while accommodating rapid changes in mobile access requirements. The demand for this service continues to grow each year.

Operating impact

Operating Budget impacts over the 2013-2017 period total \$1.858 million resulting mainly from the operation of two new libraries which will begin construction in 2013: Fort York/ Bathurst Library (\$0.938 million) and the Scarborough Centre Library (\$0.984 million). These were partially offset by the operating impact from efficiency savings of various capital projects, which were part of the implementation of 2012 operating efficiencies.

Operating impacts over the 2018-2022 period total \$2.139 million resulting mainly from the relocation of St. Lawrence (\$1.634 million) and Bayview (\$0.177 million) branches to expanded locations and the expansion of Dawes Road (\$0.202 million)

The table below provides operating impacts and changes in full time equivalent staff (FTEs) by branch:


2013 - 2022 Operating Impacts											
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
Albert Campbell Operating impact								19	19		38
Albion Operating impact				18	18						36
Ft York Bathurst Operating impact		469	469								938
FTE's		10									10
Bayview Operating impact					22	155					177
FTE's					3	0					3
Bridlewood Operating impact			44	14							58
Dawes Road Operating impact								101	101		202
FTE's								1.0			1.0
Fairview Operating impact	(161)	(101)									(262)
FTE's	(4.5)										(4.5)
NY Central Operating impact										26	26
Parliament Operating impact									14	14	28
Sanderson Operating impact					14	14					28
Scarborough Centre Operating impact		492	492								984
FTE's		10.0									10.0
St. Clair/Silverthorn Operating impact					10	10					20
St. Lawrence Operating impact						817	817				1,634
FTE's						13.0					13.0
Toronto Ref. Library Operating impact		13	13								25
Weston Operating impact									16	16	32
Wychwood Operating impact				12	12						24
Total Operating Impacts	(153)	873	1,018	44	76	996	817	120	150	56	3,997
Total FTEs	(4.5)	20.0	0.0	0.0	3.3	13.0	0.0	1.0	0.0	0.0	32.8

CONCLUSION

TPL has demonstrated its ability to deliver on its capital program which results in more efficient and improved services.

Contact Name:

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 Jane Pyper
 City Librarian

List of Attachments:

Attachment 1 2013 2022 Capital Submission Gross and Debt Funding

Copies to: Andy Cui, Annalisa Mignardi, Ritu Sadana

Draft

TORONTO PUBLIC LIBRARY
2013 - 2022 Capital Budget and Plan - Gross and Debt Funding
(\$'000's)

PROJECT NAME	PROJECT INFORMATION				GROSS												DEBT				TOTAL 2013-2022							
	Cost Est.	Develop. Charges	Other Funding	Debt	2013	2014	2015	2016	2017	TOTAL 2013-2017	2018	2019	2020	2021	2022	TOTAL 2018-2022	2013	2014	2015	2016		2017	2018	2019	2020	2021	2022	TOTAL 2018-2022
1 Toronto Reference Library Renovation	25,281	2,853	12,550	10,078	9,570	1,343	-	-	-	10,913	-	-	-	-	-	-	10,913	3,030	373	-	-	-	-	-	-	-	-	3,403
2 Tech Asset Mgmt Prg (TAMP)	38,166	-	21,580	16,586	3,388	3,448	3,856	3,916	4,066	18,674	4,140	3,748	3,808	3,868	3,928	19,482	38,166	1,500	1,500	1,848	1,848	1,938	1,952	1,500	1,500	1,500	-	7,952
3 Virtual Branch Services (VBS)	11,800	-	-	11,800	800	1,000	1,250	1,250	1,250	5,550	1,250	1,250	1,250	1,250	1,250	6,250	11,800	800	1,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	-	6,250
4 Multi-Branch Renovation Program (SOGR)	29,143	1,392	-	27,751	2,500	2,500	3,065	3,078	3,000	14,143	3,000	3,000	3,000	3,000	3,000	15,000	29,143	2,380	2,380	2,921	2,934	2,856	2,856	2,856	2,856	2,856	-	14,280
5 Mount Dennis Renovation	4,303	137	-	4,166	1,577	-	-	-	-	1,577	-	-	-	-	-	-	1,577	1,577	-	-	-	-	-	-	-	-	-	1,577
6 Ft. York/Bathurst New Construction	9,192	4,701	-	4,491	3,194	3,301	-	-	-	6,495	-	-	-	-	-	-	6,495	1,681	718	-	-	-	-	-	-	-	-	-
7 Fairview Renovation	4,411	1,015	-	3,396	1,376	718	-	-	-	2,094	-	-	-	-	-	-	2,094	-	2,718	629	-	-	2,399	-	-	-	-	2,399
8 Scarborough Centre New Construction	8,797	5,340	-	3,457	2,385	3,883	1,137	-	-	7,405	-	-	-	-	-	-	7,405	4,541	6,740	3,055	-	14,336	-	-	-	-	-	14,336
9 Albion Renovation	15,007	671	-	14,336	157	4,949	6,740	3,055	-	14,901	-	-	-	-	-	-	14,901	-	-	-	-	-	-	-	-	-	-	-
10 Bridlewood Relocation	2,400	350	2,050	-	350	-	1,100	-	800	2,250	-	-	-	-	-	-	2,250	-	-	-	-	-	-	-	-	-	-	-
11 Bayview Relocation	7,041	2,323	580	4,138	-	347	65	2,621	3,508	6,541	500	-	-	-	-	-	7,041	-	1,162	2,476	-	3,638	500	-	-	-	-	4,138
12 Wyckwood Renovation	3,606	115	-	3,491	-	96	1,003	2,507	-	3,606	-	-	-	-	-	-	3,606	-	984	2,507	-	3,491	-	-	-	-	-	3,491
13 St. Clair/Silverthorn Renovation	2,305	172	-	2,133	-	-	166	1,066	1,073	2,305	-	-	-	-	-	-	2,305	-	78	992	1,073	2,133	-	-	-	-	-	2,133
14 Sanderson Renovation	5,239	318	-	4,921	-	106	1,448	3,409	4,963	-	-	-	-	-	-	-	-	-	-	-	-	4,545	-	-	-	-	-	4,545
15 North York Central Renovation	16,259	983	-	15,276	-	-	375	72	447	12,46	3,771	3,113	3,349	3,333	-	14,812	15,259	-	-	-	264	264	1,019	3,598	2,713	3,349	3,333	14,012
16 St. Lawrence Relocation	16,582	8,530	-	8,052	-	-	549	2,849	3,398	5,588	5,590	1,966	-	-	-	13,134	16,532	-	-	-	2,403	2,403	3,659	1,507	483	-	-	5,649
17 Albert Campbell Renovation	11,757	525	-	11,232	-	-	-	-	-	-	2,614	4,786	3,697	-	-	11,097	11,757	-	-	-	-	660	2,614	4,261	3,697	-	-	10,572
18 Dawes Road Renovation	9,375	1,661	-	7,514	-	-	-	-	-	-	3,113	3,039	2,800	-	-	9,935	9,375	-	-	-	-	-	2,753	1,961	2,800	-	-	7,514
19 Weston Renovation	7,307	233	-	7,074	-	-	-	-	423	423	324	62	828	3,993	2,110	7,307	7,307	-	-	-	-	-	265	-	716	3,983	2,110	7,074
20 Parliament Street Renovation	6,908	419	-	6,489	-	-	-	-	-	-	395	65	942	3,995	1,511	6,908	6,908	-	-	-	-	65	-	918	3,995	1,511	-	6,489
21 Northern District Renovation	10,774	481	-	10,293	-	-	-	-	-	-	-	-	428	55	2,808	3,289	3,289	-	-	-	-	-	-	-	-	-	-	-
22 Guildwood Relocation	7,393	1,773	-	5,620	-	-	-	-	-	-	-	-	-	-	-	2,405	2,405	-	-	-	-	-	-	-	-	-	-	2,808
23 Ellsmere Renovation	19,508	5,628	-	13,880	-	-	-	-	-	-	-	-	306	57	2,042	331	331	-	-	-	-	-	-	-	-	-	-	632
Total 2013 Capital Submission	272,554	39,620	41,251	191,683	25,237	21,585	18,488	19,865	21,110	106,345	22,170	25,311	22,126	19,557	20,313	109,477	215,922	10,968	13,230	14,450	15,238	16,065	16,933	16,933	16,933	16,933	16,000	153,883
CITY/DEBT TARGET		10,968 13,230 14,450 15,238 16,065 16,933 16,933 16,933 16,933 16,000																										
Total Building - Renovation		6,846 7,477 10,711 11,419 9,499 45,952 8,650 11,795 12,159 14,183 12,793 59,761																										
Total Building - Expansion		1,822 3,253 641 721 3,378 9,815 4,881 2,388 2,024 - 457 9,749																										
Total IT		2,300 2,500 3,098 3,098 3,188 14,184 3,202 2,750 2,750 2,750 2,750 14,202 28,386																										

* Note that the draft submission does not include \$2 M per year additional debt request recommended by Board Budget Committee

2013 – 2022
CAPITAL PROJECT
BUSINESS CASES

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Albert Campbell District Branch Renovation

1. Division: Albert Campbell/Cedarbrae/Malvern Area
2. Ward: 35
3. Councillor: Michelle Berardinetti
4. Project Name: Albert Campbell District Library Renovation
5. Project Lead(s): Director Branch Libraries Anne Bailey
Facilities Mgr: Gail Rankin
6. Expected Start Date: 2017
7. Expected Completion Date: 2020
8. Project Cost Gross: \$11.757 Million
9. Category Designation: ☒ State of Good Repair
☐ Growth Related
☐ Service Enhancement
10. Category Type: Status 6 New - Future Year

11. Project Description:

Size: 26,100 square foot district branch (1971)

Nature of Project: Renovation of a 42 year old, three storey district library to address significant building deficiencies and bring facility up to standard. Building deficiencies were identified in consultant's report (Norr 1999), (WGA 2002) and S2S (2009).

Scope: The project will address deficiencies of the building envelope, electrical components and lighting, barrier free access, flooring and mechanical systems related to heating, ventilation, and air conditioning systems, operation of the existing branch public elevator. Improvements to security and IT infrastructure including branch cabling and power management are necessary. Modifications to floor plan layouts, the existing public elevator and washrooms and installation an elevator to access the lower level will ensure compliance with full barrier free access to service. The revitalization of all public service areas and meeting spaces is also planned, along with improvements to the area associated with electronic programs offered by the branch, the installation of an interactive early literacy centre and customer service improvements.

12. Project Justification:

Facility Needs: No renovations have taken place since the facility opened in 1971. Building deficiencies were identified in a consultants study (Norr 1999), (WGA 2002) and S2S (2009). The project is considered necessary as a means to upgrade branch mechanicals and cabling capacity so that the district branch can continue achieving its second tier services objectives to its neighbourhood branches. Renovation will advance achieving the City's goal to address the City's building infrastructure state of good repair backlog, and to respond to contemporary public library requirements including but not limited to improved display of library materials, improved computer access, wireless internet access, and reading and study space for all age groups. The project will bring a 42 year old district branch to a state of good repair.

Service & Program Needs: As a district branch in the south-west sector of former Scarborough, Albert Campbell serves an immediate community of over 49,530 residents, four neighbourhood branches and a district population of over 115,000. A rapidly growing community of newcomers to the area is well served by branch multilingual collections and programs. Residential development along the Warden Corridor area will result in increased population and greater use. Outreach and programming activities are well established, effectively targeting daycares and elementary and high school students in the area.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Albert Campbell District Branch Renovation

13. Supplementary Information

Delay of Project: Building deficiencies not addressed will result in further deterioration, risk of unexpected breakdown, higher costs and health and safety issues. Delay in updating building infrastructure could lead to damaged equipment and cables resulting in below standard performance and downtime. Further delay to the initiation of this project will result in service limitations due to the inadequate barrier free access and demand exceeding capacity of the branch to accommodate current user needs, in particular related to programming, study space and electronic resources. Delays to the introduction of basic IT service delivery improvements would seriously affect services essential to providing district branch operations.

14.

Current Sq.Ft 26,100 sq.ft.
Proposed Sq.Ft. 26,100 sq.ft.

Cash Flow (\$000s)	2013 - 2022 Capital Plan					Project Total	%
	2017	2018	2019	2020	2021		
Gross Cash Flow	660	2,614	4,786	3,697	-	11,757	
Funding Sources							
Developers Contributions	-	-	525	-	-	525	4%
-	-	-	-	-	-	-	0%
City Debt	660	2,614	4,261	3,697	-	11,232	96%
	660	2,614	4,786	3,697	-	11,757	100%

Operating Impact (\$000s)	2013 - 2022 Capital Plan					Project Total
	2017	2018	2019	2020	2021	
Salaries & Benefits	-	-	-	-	-	-
Collections	-	-	-	-	-	-
Equipment, Materials and Services	-	-	-	19	19	38
Revenue	-	-	-	-	-	-
	-	-	-	19	19	38
FTE's	-	-	-	-	-	-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Albion District Branch Renovation

- | | |
|------------------------------|---|
| 1. Division: | Albion/Maria A. Shchuka/York Woods Area |
| 2. Ward: | 1 |
| 3. Councillor: | Vincent Crisanti |
| 4. Project Name: | Albion District Library Renovation |
| 5. Project Lead(s): | Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin |
| 6. Expected Start Date: | 2012 |
| 7. Expected Completion Date: | 2016 |
| 8. Project Cost Gross: | \$15.007 million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type: | Status 2 - Prior Year |

11. Project Description:

Size: 32,279 sq. ft District Library

Nature of Project: The Albion renovation will address interior and exterior deficiencies to the building structure, building envelope, interior layout, mechanical and electrical components.

Scope: Repair/renovate brick/concrete block, windows, roof, basement floor; replace boilers, air handling units, lighting, parking area; upgrade IT infrastructure. The renovation will include a revitalization of all public service areas and incorporate a re-design of the current space to provide increased programming and community meeting space, expanded flexible spaces to support literacy services for adults and children including an interactive early literacy centre, customer service improvements and quiet study space. An elevator will replace the dumb waiter to improve access to lower level.

12. Project Justification:

Facility Needs: The branch layout does not maximize the use of space resulting in a branch that is under-equipped for the high daily traffic and activity levels. No major structural renovations have occurred since its opening in 1973. Major building deficiencies were identified in a consultants study, S2S Environmental Inc. 2009

Service & Program Needs:

This project will improve space layout to address increased demands for information, literacy and resources to support employment and training. The library is located within the City of Toronto's Jamestown/ Rexdale Neighbourhood Improvement Area. It serves a culturally diverse, high need/low income and underserved community. Renovation will advance the North Etobicoke Revitalization Project goals to build a safe community, encourage community pride and ownership and foster local culture. Albion Branch serves an immediate community of 48,697 and a growing district population of over 138,000. Programs are well attended and one of the few free resources available to this community, serving to educate and aid the integration of new immigrants and refugees. Study areas are often standing room only, no quiet study space exists, and computer workstations are at capacity. All community meeting rooms are oversubscribed and the library cannot accommodate the demand for community space and provide all necessary library related programming within the current building.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Albion District Branch Renovation

13. Supplementary Information

Delay of project: Delay will result in further building and infrastructure deterioration, risk of unexpected breakdowns, higher costs, health and safety issues and service limitations as demand far exceeds the branch capacity to accommodate current users. Of particular need are study and programming space, electronic resources, space to conduct adult/children's literacy, tutoring, ESL, citizenship programs and room to partner with local service providers such as SEPT. Albion is unable to meet current demand for seating and meeting space for the public. High density apartment dwellers have nowhere to study, hence quiet study space is key.

14. Financial Summary

Current Sq.Ft 32,279 sq.ft.
Proposed Sq.Ft. 32,279 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan					Project Total	%
		2013	2014	2015	2016	2017		
Gross Cash Flow	106	157	4,949	6,740	3,055	-	15,007	
Funding Sources								
Developers Contributions	106	157	408	-	-	-	671	4%
-	-	-	-	-	-	-	-	0%
City Debt	-	-	4,541	6,740	3,055	-	14,336	96%
	106	157	4,949	6,740	3,055	-	15,007	100%

Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan					Project Total
		2013	2014	2015	2016	2017	
Salaries & Benefits	-	-	-	-	-	-	-
Collections	-	-	-	-	-	-	-
Equipment, Materials and Services	-	-	-	-	18	18	36
Revenue	-	-	-	-	-	-	-
	-	-	-	-	18	18	36
FTE's	-	-	-	-	-	-	-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Bayview Branch Relocation & Expansion

1. Division: Fairview/Agincourt/Barbara Frum Area
2. Ward: 24
3. Councillor: David Shiner
4. Project Name: Bayview Relocation & Expansion
5. Project Lead(s): Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin
6. Expected Start Date: 2014
7. Expected Completion Date: 2018
8. Project Cost Gross: \$7.041 million
9. Category Designation:
 - ☒ State of Good Repair
 - ☒ Growth Related
 - ☐ Service Enhancement
10. Category Type: Status 6 New – Future Year

11. Project Description:

Size: 12,000 square foot neighbourhood library

Nature of Project: The construction of a 12,000 square foot library on City-owned land to relocate an existing 6,333 square foot leased facility. The new building may be located in a joint facility with Parks, Forestry and Recreation.

Scope: Project will include an open floor plan and barrier free access for the public, study seating, multipurpose room, flexible programming spaces for branch and community use, quiet study spaces, a 50,000 item collection, computers with Internet access, a computer user/media centre, exhibit space, customer self service improvements, protective security systems including intrusion alarms, fire and book security systems. Wireless internet access will also be included. Focus areas for teens, children, adults and seniors will be created, including an interactive early literacy centre for children.

12. Project Justification:

Service & Program Needs:

As a busy neighbourhood branch Bayview is undersized to adequately serve its current population of 47,532 and projected population growth associated with current and new development in the area. The branch currently has only limited space for popular collections and program initiatives. In its current location, the branch may not be able to renew the lease after 2014 and may be relocated in the mall which will require new capital expenditures. Any expansion will be funded with development charges.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Bayview Branch Relocation & Expansion

13. Supplementary Information

Delay of project: Delay results in service limitations as demand far exceeds the branch capacity to accommodate users. Of particular need are library program space, study areas and additional space for computers and collections. Approval of this initiative will eliminate leasing costs. It will also permit the branch to operate efficiently and cost effectively, possibly within a shared facility. This project is eligible for development charge funding.

14.

Current Sq.Ft 6,333 sq.ft.
Proposed Sq.Ft. 12,000 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan					Project Total	%
		2014	2015	2016	2017	2018		
Gross Cash Flow	-	347	65	2,621	3,508	500	7,041	
Funding Sources								
Developers Contributions	-	347	65	1,459	1,032	-	2,903	41%
-	-	-	-	-	-	-	-	
City Debt	-	-	-	1,162	2,476	500	4,138	59%
	-	347	65	2,621	3,508	500	7,041	100%

Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan					Project Total
		2014	2015	2016	2017	2018	
Salaries & Benefits	-	-	-	-	113	113	226
Collections	-	-	-	-	14	14	28
Equipment, Materials and Services	-	-	-	-	(105)	28	(77)
Revenue	-	-	-	-	-	-	-
	-	-	-	-	22	155	177
FTE's	-	-	-	-	3.3	-	3.3

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Bridlewood Branch Relocation and Expansion

- | | |
|------------------------------|--|
| 1. Division: | Agincourt/Barbara Frum/Fairview Area |
| 2. Ward: | Ward 39 |
| 3. Councillor: | Mike Del Grande |
| 4. Project Name: | Bridlewood Library Relocation & Expansion |
| 5. Project Lead(s): | Director, Branch Libraries, Anne Bailey
Senior Manager, Facilities, Gail Rankin |
| 6. Expected Start Date: | 2013 |
| 7. Expected Completion Date: | 2017 |
| 8. Project Cost Gross: | \$2.4 Million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input checked="" type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type: | S5 – New (On-going or phased projects) |

11. Project Description:

Size: 9,200 sq ft neighbourhood library

Nature of Project: The project will take place in three phases. The first phase, completed in 2011, relocated the branch to an 8,000 sq ft site with minimum fixturing. The second phase in 2013, subject to Section 37 funding, will involve the design and renovation of a 9,200 sq ft neighbourhood branch by the addition of 1,200 sq ft to the occupied 8000 sq ft and will require moving walls and complete redesign of the interior spaces and access. Relocation to another space in the mall is also a possibility. The third phase in 2017, subject to Section 37 funding, will complete the renovation.

Scope: Project will include an open floor plan and barrier free access for the public, study seating, separate and sound-proof multipurpose room, flexible programming spaces for branch and community use, quiet study spaces, a 60,000 item collection, computers with Internet access, a computer user/media centre, protective security systems including intrusion alarms, fire systems and customer self service improvements. Focus areas for teens, children, adults and seniors will be created. Signage and lighting program to assure visibility of the branch. An interior signage program will support way finding.

12. Project Justification:

The shelving, flooring, lighting and interior finishes are in need of replacement. The number of computers and study seating is inadequate to meet demand and the children's zone needs expansion. A multipurpose room is required for library programs, community use and quiet study.

Facility Needs: The new site has been occupied with minimum IT infrastructure and reuse of existing furniture and equipment. The branch requires complete replacement of flooring, ceiling, furnishings, millwork, shelving, equipment, relocation of doors and walls, electrical, plumbing and HVAC upgrades.

Service & Program Needs: The Bridlewood branch is the third busiest neighborhood library in the City. The branch is undersized to service its current population of 39,671 in a Neighbourhood Improvement Area. Approved projects in the area will add at least 5,000 more residents over the next ten years. In addition, the branch serves a large multicultural community and many newcomers settle in the branch's catchment area. Expanded program space will enhance the library and joint programming and collaborative projects with community and government partners. The branch offers material in English and language collections in Arabic, Armenian, Chinese, Gujarati, Hindi, Tamil and Urdu. The branch is often filled to capacity. The expanded

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Bridlewood Branch Relocation and Expansion

space will help to meet the increasing demands for library service with increased space for collections, computer workstations, public seating and study areas. Zoned areas for children, youth and adults will be included. The project will include improved signage to assure visibility of the branch and improved access to collections.

13. Supplementary Information

Delay of project: Delay results in service limitations as demand exceeds the branch capacity to accommodate users. Of particular need are library program space, study areas and additional space for computers. This project is funded through Section 37 and eligible development charges.

14. Financial Summary

Current Sq.Ft 5,445 sq. ft.
Proposed Sq.Ft. 9,200 sq. ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan					Project Total	%
		2013	2014	2015	2016	2017		
Gross Cash Flow	150	350	-	1,100	-	800	2,400	
Funding Sources								
Developers Contributions	-	350	-	1,100	-	800	2,250	94%
Landlord Contributions	150	-	-	-	-	-	150	6%
City Debt	-	-	-	-	-	-	-	
	150	350	-	1,100	-	800	2,400	100%

Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan					Project Total
		2013	2014	2015	2016	2017	
Salaries & Benefits	-	-	-	-	-	-	-
Collections	-	-	-	-	-	-	-
Equipment, Materials and Services	-	-	-	44	14	-	58
Revenue	-	-	-	-	-	-	-
	-	-	-	44	14	-	58
FTE's	-	-	-	-	-	-	-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Dawes Road Branch Renovation and Expansion

- | | |
|------------------------------|--|
| 1. Division: | Don Mills/Pape-Danforth/S.Walter Stewart Area |
| 2. Ward: | Ward 31 |
| 3. Councillor: | Janet Davis |
| 4. Project Name: | Dawes Road Library Renovation & Expansion |
| 5. Project Lead(s): | Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin |
| 6. Expected Start Date: | 2017 |
| 7. Expected Completion Date: | 2020 |
| 8. Project Cost Gross: | \$9.375 million |
| Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input checked="" type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 9. Category Type: | Status 6 New – Future Year |

11. Project Description:

Size: 14,000 sq. ft. neighbourhood library

Nature of Project: Renovation would be in conjunction with expansion of the existing 6,500 library to 14,000 sq ft. or may entail the demolition and reconstruction on the existing site or relocation to another site in the vicinity. Expansion of the existing building would need to address the condominiums which are located above the branch. Options to address this facility are under discussion with Facilities and Real Estate.

Scope: Despite improvements achieved since amalgamation the building continues to be a serious facilities maintenance problem. TPL has continued to make minor renovations in order to keep the branch open and operational and provide staff time to assist in property management. Project to include a revitalization of public space to improve sight lines, ensure accessibility and efficiency; enlarge the children's area to include an interactive early literacy centre; provide additional quiet study space; introduce a computer learning centre; replace lighting, furniture, equipment; upgrade IT infrastructure; enhance customer self service. 10,000 items to be added to the collection. The one storey facility would be expanded to 2 levels.

12. Project Justification:

Facility Needs: The Branch state of good repair work was completed in 2003. The facility is part of York Condominium Corporation which includes the library and 8 residential units. Due to the poor condition of the building and the small number of residential units, it is not financially viable to sustain the branch and condo corporations in the long term. Deficiencies identified in S2S Environmental Inc report (2009) include structural framing and exterior wall, HVAC and interiors.

Service & Program Needs: The branch is well used and serves a high needs, multicultural community of 29,895 residents. Reconstruction and expansion will increase space available for collections, electronic resources, studying, programming, browsing and leisure reading to meet customer need. It will also allow for increased meeting room space and expanded teen and children's areas.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Dawes Road Branch Renovation and Expansion

13. Supplementary Information

Delay of project: Building deficiencies not addressed will result in further deterioration, risk of unexpected breakdown, higher costs and health and safety issues. Delay in updating building infrastructure could lead to damaged equipment and cables resulting in below standard performance and downtime. There will be a continued deficiency in service to this high needs community. Basic seating, study and programming space and electronic resources are inadequate to meet current and growing demand due to increased population in the area.

This project is eligible for development charge funding.

14. Financial Summary

Current Sq.Ft 6,500 sq.ft.
Proposed Sq.Ft. 14,000 sq.ft.

Cash Flow (\$000s)	2013 - 2022 Capital Plan					Project Total	%
	2017	2018	2019	2020	2021		
Gross Cash Flow	423	3,113	3,039	2,800	-	9,375	
Funding Sources							
Developers Contributions	423	360	1,078	-	-	1,861	20%
-	-	-	-	-	-	-	0%
City Debt	-	2,753	1,961	2,800	-	7,514	80%
	423	3,113	3,039	2,800	-	9,375	100%

Operating Impact (\$000s)	2013 - 2022 Capital Plan					Project Total
	2017	2018	2019	2020	2021	
Salaries & Benefits	-	-	-	56	56	112
Collections	-	-	-	20	20	40
Equipment, Materials and Services	-	-	-	25	25	50
Revenue	-	-	-	-	-	-
Operating Impact	-	-	-	101	101	202
FTE's	-	-	-	1.0	-	1.0

Toronto Public Library

Capital Project – Business Case

1076 Ellesmere Reconstruction

- | | |
|-------------------------------------|--|
| 1. Division: | Facilities |
| 2. Ward: | 37 |
| 3. Councilor: | Michael Thompson |
| 4. Project Name: | 1076 Ellesmere Reconstruction |
| 5. Project Lead: | Director, IT & Facilities, Ron Dyck
Facilities Senior Manager, Gail Rankin |
| 6. Expected Start Date: | 2022 |
| 7. Expected Completion Date: | 2027 |
| 8. Project Cost Gross: | \$19.508 million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input checked="" type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type: | Status 6 - New |

11. **Project Description:**

Size: Building reconstruction and expansion to approximately 81,270 sq. ft.

Nature of Project: Demolition of existing 20,400 sq. ft building and construction of an expanded facility that will accommodate the existing Facilities Management and Distribution Services operations and the relocation of Facilities Management and Bibliographic Services operations from 281 Front Street.

Scope: First year funding will provide for project development and architectural study. Subsequent cash flows will allow for construction of the expanded facility. Operationally the new building will be the centralized hub for Distribution Services, which supports the sorting and distribution of branch collections and materials, through the use of automated materials handling systems. The expanded facility will accommodate the Bibliographic Services department and Facilities department from 281 Front Street, which will free up that site for redevelopment. Reconstruction, with improved building design and space reconfiguration, will optimize materials handling logistics.

12. **Project Justification:**

Facility Needs: The existing building was constructed in 1968 to service the administrative needs of the Scarborough Public Library System. The building design is not conducive to supporting efficient operations. The building currently provides operational space for Facilities Management, Facilities Maintenance Operations and Distribution Services.

The Bibliographic Services department and the Facilities Maintenance Operations located at 281 Front Street need to be relocated to allow for redevelopment of the site at Front and Parliament. Reconstruction and expansion of the 1076 Ellesmere location would provide a new location for these operations. The reconstruction would provide a facility purpose built for a high volume materials handling and distribution service.

Service & Program Needs:

The Distribution Service handles approximately 52,500 items per day, 6 days per week, sorting and delivering to 101 locations with 11 delivery routes. The Bibliographic Services department processes (ordering, receiving, cataloguing, labeling of library materials) approximately 3,200 new items each day. The volume of activity drives the space requirements for staff, automated materials handling, and library materials inventory.

Toronto Public Library

Capital Project – Business Case

1076 Ellesmere Reconstruction

13. Supplementary Information

A Feasibility Study was completed in 2011, which explored the development potential of the 281 Front Street location and estimated space requirements for a combined operation at 1076 Ellesmere.

14. Financial Summary

Current Sq.Ft 20,400 sq.ft.
Proposed Sq.Ft. 81,270 sq.ft.

Cash Flow (\$000s)	2013 - 2022 Capital Plan		Project Total	%
	2022	Future Years		
Gross Cash Flow	331	19,177	19,508	
Funding Sources				
Developers Contributions	331	5,297	5,628	29%
-	-	-	-	0%
City Debt	-	13,880	13,880	71%
	331	19,177	19,508	100%

Operating Impact (\$000s)	2013 - 2022 Capital Plan		Project Total
	2022	Future Years	
Salaries & Benefits	-	-	-
Collections	-	-	-
Equipment, Materials and Services	-	42	42
Revenue	-	-	-
	-	42	42
FTE's	-	-	-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Fairview District Branch Renovation and Entrance Expansion

- | | |
|------------------------------|--|
| 1. Division: | Agincourt/Barbara Frum/Fairview Area |
| 2. Ward: | 33 |
| 3. Councillor: | Shelley Carroll |
| 4. Project Name: | Fairview District Library Entrance, Expansion & Renovation |
| 5. Project Lead(s): | Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin |
| 6. Expected Start Date: | 2011 |
| 7. Expected Completion Date: | 2013 |
| 8. Project Cost Gross: | \$4.411 million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input checked="" type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type: | Status 2 – Prior Year |

11. Project Description:

Size: Expand by 2,672 sq. ft.

Nature of Project: Renovate some of the existing space with an entrance expansion.

Scope: Refurbish existing space to address SOGR requirements, health and safety requirements and accessibility deficiencies. Rearrange the branch entrance to allow for separate entrances to the library and theatre, provide access for returned library materials directly to workroom and introduce automated sorting system. Partial replacement and upgrades to HVAC, replacement of exterior doors and refurbishment of lobby area. Expand washroom facilities, lobby and library. Develop a Master Plan for future phased in renovations to the Fairview Library.

12. Project Justification:

Facility Needs: This project is required to address a state of good repair. It will improve and highlight access to the building and support more efficient operations and enhanced customer service by reducing congestion and noise, improving accessibility and way finding and increase security and street presence. Building accessibility will be improved including expanded washroom facilities in the library and theatre. Theatre operations will be enhanced with an enclosed theatre box office and refreshment stand, improvements to aisle and ramp lighting and accessible seating and better access to backstage, dressing and green room. Sound separation between the theatre and the library public space is required. Upgrades to all areas are needed to provide better and more efficient customer service. HVAC, elevators and exterior doors are all past replacement dates. The number of washrooms is insufficient.

Program Needs: This project is required to give Fairview District Library the operational efficiency needed to meet the needs of existing customers and attract new ones. There are competing demands for use of the current entrance area between those coming to use the theatre and those who want access to the library. The project will support more efficient operations and provide good customer service by reducing congestion and noise, improving accessibility and way finding, increasing security and street presence and improving self service and the handling of library returns.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Fairview District Branch Renovation and Entrance Expansion

13. Supplementary Information

Delay of project: Building deficiencies not addressed will result in further deterioration, risk of unexpected breakdown, higher costs and health and safety issues. Delay in updating building infrastructure could lead to damaged equipment and cables resulting in below standard performance and downtime. Library users will continue to use the same entrance and lobby, causing inconveniences and inefficiency in library operation as well as security issues. Inefficient materials handling will continue and any potential staff savings will not be realized. The project is eligible for development charge funding.

14. Financial Summary

Current Sq.Ft 4,738 sq.ft.
Proposed Sq.Ft. 7,410 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan			Project Total	%
		2013	2014	2015		
Gross Cash Flow	2,317	1,376	718	-	4,411	
Funding Sources						
Developers Contributions	1,320	(305)	-	-	1,015	23%
-	-	-	-	-	-	
City Debt	997	1,681	718	-	3,396	77%
	2,317	1,376	718	-	4,411	100%

Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan			Project Total
		2013	2014	2015	
Salaries & Benefits	-	(160)	(130)	-	(290)
Collections	-	-	-	-	-
Equipment, Materials and Services	-	21	51	-	72
Revenue	-	(22)	(22)	-	(44)
Operating Impact	-	(161)	(101)	-	(262)
FTE's	-	(4.5)	-	-	(4.5)

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Fort York/Bathurst Branch Construction

- | | |
|------------------------------|---|
| 1. Division: | Lillian H. Smith/Northern District Area |
| 2. Ward: | 20 |
| 3. Councillor: | Adam Vaughan |
| 4. Project Name: | Fort York/Bathurst Library Construction |
| 5. Project Lead(s): | Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin |
| 6. Expected Start Date: | 2011 |
| 7. Expected Completion Date: | 2014 |
| 8. Project Cost Gross: | \$9.192 million |
| 9. Category Designation: | <input type="checkbox"/> State of Good Repair
<input checked="" type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type | Status 2 – Prior Year |

11. Project Description:

Size: 15,000 square foot neighbourhood library

Nature of Project: Design and construction of an approximately 15,000 square foot neighbourhood library on City-owned property.

Scope: The Fort York/Bathurst project provides for the architectural design and construction of approximately 15,000 square foot neighbourhood branch facility, (including purchase of an opening collection of 50,000 items) for a quickly developing and growing community. Project will include an open floor plan and barrier free access for the public, study and lounge seating, focus areas for adults, children and teens, multipurpose programming space for branch and community use, exhibit space to ensure the branch provides a cultural connection to this historical community. Installation of self service circulation, protective security systems including intrusion alarms, fire and bibliographic anti theft systems are included. Exterior signage and lighting program to assure visibility of the branch and landscaping to create a reading garden and outdoor programming area. Wireless internet access will be included. Project will include a digital culture centre with computer learning and media labs providing a focused service for young adults in their twenties. The building will include a green roof in accordance with Toronto Green Standard. A public art component will be added to the project.

12. Project Justification:

Facility & Service Program Needs: This project is necessary to provide neighbourhood library service to this high growth community. This location was identified by the predecessor Library Board to address the service need of the Trinity-Niagara area. This project will service the Railway Lands and waterfront communities with a projected population of 60,000 residents. This growing area is isolated from existing library service due to railway lines, highways and roads. Neighbourhood branches provide general informational and recreational collections and services for adults, youth and children in local neighbourhoods. Neighbourhood branches also serve as gateways to the resources of the entire library system. Focused service to young adults will be provided with a digital culture centre and media labs.

13. Supplementary Information

Delay of project: If the project is delayed inadequate service and facilities for area residents will continue to exist, particularly following closure of Urban Affairs Library in 2011. The project is fully funded by development charge and development agreement funding.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Fort York/Bathurst Branch Construction

14. Financial Summary

Financial Summary

Current Sq.Ft n.a.

Proposed Sq.Ft. 15,000 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan			Project Total	%
		2013	2014	2015		
Gross Cash Flow	2,697	3,194	3,301	-	9,192	
Funding Sources						
Developers Contributions	2,697	3,194	3,301	-	9,192	100%
-	-	-	-	-	-	0%
City Debt	-	-	-	-	-	0%
	2,697	3,194	3,301	-	9,192	100%

Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan			Project Total
		2013	2014	2015	
Salaries & Benefits	-	-	351	351	702
Collections	-	-	87	87	174
Equipment, Materials and Services	-	-	60	60	120
Revenue	-	-	(29)	(29)	(58)
	-	-	469	469	938
FTE's	-	-	10.0	-	10.0

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Guildwood Branch Renovation and Expansion

- | | |
|------------------------------|--|
| 1. Division: | A. Campbell/Cedarbrae/Malvern Area |
| 2. Ward: | Ward 43 |
| 3. Councillor: | Paul Ainslie |
| 4. Project Name: | Guildwood Library Renovation & Expansion |
| 5. Project Lead(s): | Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin |
| 6. Expected Start Date: | 2020 |
| 7. Expected Completion Date: | 2024 |
| 8. Project Cost Gross: | \$ 7.393 million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input checked="" type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type: | Status 6 New – Future Year |

11. Project Description:

Size: Reconstruction/relocation of existing 3,010 sq. ft. facility (1962), expanded to a 10,000 sq ft neighbourhood library.

Nature of Project: Renovation may be in conjunction with expansion of existing library or the project may entail the expansion and renovation on existing site or new construction on alternate site. Land acquisition may be required if no suitable City owned site is secured. Cost for land acquisition has not been included at this time.

Scope: Major building deficiencies identified in Norr report (1999) and WGA (2002); replacement of HVAC pumps, air handling unit, interior/exterior signage, lighting furniture and equipment; upgrade IT infrastructure and fire alarm; improve barrier free access; plan for self-service checkout and book security system. 10,000 items to be added to the collection.

12. Project Justification:

Facility Needs: The branch was last renovated in 1977. The need for major renovation was identified by Norr to address building deficiencies and health/safety concerns. The branch is significantly undersized to successfully meet the current service demands of a busy neighbourhood library. Major building deficiencies were identified in both consultants studies (Norr 1999) & (WGA 2002).

Service & Program Needs:

Branch is well used and serves a population of 26,425 consisting of a core community of middle class single family homes and the high needs Kingston Galloway community. Reconstruction will increase space available for collections, electronic resources, studying, programming, browsing and leisure reading; will also allow for a multipurpose room and expanded children's and teen areas.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Guildwood Branch Renovation and Expansion

13. Supplementary Information

Delay of project: Building deficiencies not addressed will result in further deterioration and higher state of good repair costs. Delay in IT infrastructure could mean damaged equipment and cables, resulting in below standard performance and downtime. There will be a continued deficiency in service to this community. Basic seating, study and programming space and electronic resources are inadequate for current users at the same time as there are new users as a result of increased area development. This project is eligible for development charge funding.

14. Financial Summary

Current Sq.Ft 3,010 sq.ft.
Proposed Sq.Ft. 10,000 sq.ft.

Cash Flow (\$000s)	2013 - 2022 Capital Plan				Project Total	%
	2020	2021	2022	Future Years		
Gross Cash Flow	306	57	2,042	4,988	7,393	
Funding Sources						
Developers Contributions	306	57	1,410	-	1,773	24%
-	-	-	-	-	-	0%
City Debt	-	-	632	4,988	5,620	76%
	306	57	2,042	4,988	7,393	100%

Operating Impact (\$000s)	2013 - 2022 Capital Plan				Project Total
	2020	2021	2022		
Salaries & Benefits	-	-	-		-
Collections	-	-	-		-
Equipment, Materials and Services	-	-	-		-
Revenue	-	-	-		-
	-	-	-		-
FTE's	-	-	-		-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Mount Dennis Branch Renovation

1. Division: Albion/Maria A. Shchuka/York Woods Area
2. Ward: 11
3. Councillor: Frances Nunziata
4. Project Name: Mount Dennis Library Renovation
5. Project Lead(s): Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin
6. Expected Start Date: 2010
7. Expected Completion Date: 2013
8. Project Cost Gross: \$4.303 million
9. Category Designation:
 - ☒ State of Good Repair
 - ☐ Growth Related
 - ☐ Service Enhancement
10. Category Type: Status 2 – Prior Year

11. Project Description:

Size: 11,350 sq.ft. 2 floor neighbourhood branch

Nature of Project: Interior and exterior renovations to building structure and mechanical systems will address building deficiencies and bring the branch up to service standards.

Scope: The renovation will include a revitalization of all public service areas and incorporate a re-design of the current space to provide increased programming and community meeting space, early literacy centre, study space and reading garden. Interior renovations include new customer service area, a book security system, and the installation of self service circulation; replacement of flooring, furniture and equipment to improve health and safety; improvements to entrances/exits including emergency exit paths. Upgrades to IT infrastructure are needed to bring branch up to standard. A new welcoming entrance and enhanced street presence and the resurfacing & improvements to parking lot are included.

12. Project Justification:

Facility Needs: The project is required to bring the branch up to standard and to an acceptable SOGR. Opened in 1951, the branch was renovated in 1983-84. No further renovations have occurred. The project will address mechanical and structural needs, as well as improve layouts to provide study space, functional workspaces, and increased computer access. Accessible washrooms and an elevator that meets accessibility standards will be provided. Major building deficiencies were identified in a consultant's study S2S Environmental Inc. 2009.

Service & Program Needs: The project will address space issues and improve the delivery of information, access to computers and services to children and youth in general. The branch serves a population of 27,380. The library is within the City's designated Weston/Mount Dennis Neighbourhood Improvement Area. There is high demand for meeting and program spaces within this neighbourhood that has few permanent community services. There is also strong demand for library programs for children and youth. The library does not have adequate space to meet all the demand for its own programs and those of community partners. There is also demand for resources and computer training for employment and job search. The population is very diverse, and there are increasing numbers of new Canadians.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Mount Dennis Branch Renovation

13. Supplementary Information

Delay of project: Service limitations will continue until deficiencies and layout problems can be resolved. The community is underserved and in need of a functional library with up-to-date equipment and a more complete suite of facilities in order to fulfill its role as a hub for community activity. Health and safety risks and low functionality will be concerns in the provision of efficient and effective service. Delay in addressing building deficiencies could lead to ongoing high state of good repair and energy costs. Delay in IT infrastructure upgrades could lead to damaged equipment, poor performance and downtime in a community where customers rely on computer access.

14. Financial Summary

Current Sq.Ft 11,350 sq.ft.
Proposed Sq.Ft. 11,350 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan			Project Total	%
		2013	2014	2015		
Gross Cash Flow	2,726	1,577	-	-	4,303	
Funding Sources						
Developers Contributions	137	-	-	-	137	3%
Third Party Funding	-	-	-	-	-	0%
City Debt	2,589	1,577	-	-	4,166	97%
	2,726	1,577	-	-	4,303	100%

Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan			Project Total
		2013	2014	2015	
Salaries & Benefits	-	-	-	-	-
Collections	-	-	-	-	-
Equipment, Materials and Services	-	8	-	-	8
Revenue	-	-	-	-	-
	-	8	-	-	8
FTE's	-	-	-	-	-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Multi-Branch Renovation Program

1. Division: n.a.
2. Ward: CW City Wide
3. Councillor: n.a.
4. Project Name: Multi-Branch Renovation Program
5. Project Lead(s): Facilities Senior Manager, Gail Rankin
6. Expected Start Date: Ongoing
7. Expected Completion Date: Ongoing
8. Project Cost Gross: \$29.143 million
9. Category Designation:
 - ☒ State of Good Repair
 - ☐ Growth Related
 - ☐ Service Enhancement
10. Category Type
 - Status 2 – Prior Year
 - Status 6 New – Future Year

11. Project Description:

Size: n.a.

Nature of Project: This multi-year project (2013-2022) will bring facilities up to standard by addressing serious deficiencies where the remedy cannot be delayed pending full branch renovation. This minor renovation program includes the partial or complete replacement of building systems, flooring, shelving and a furniture replacement program. The number of locations to be addressed in future years is dependent upon funding.

Scope: This state of good repair renovation project is an effective way of keeping some branches functional until a major renovation can be funded. Renovations for 2013 and 2014 include: 7 mechanical/electrical projects, 11 renovation (flooring, walls, shelving and furniture, millwork) projects, 9 re-roofing projects, 4 structural/building envelope/washroom projects. The request for the 2013 multi-branch program is \$2.5 million.

12. Project Justification:

Facility Needs: n.a.

Service and Program Needs:

Bring building systems at all library branches up to standard, address health & safety, energy conservation and building envelope issues, and introduce energy efficiency and maintenance cost savings. HVAC and life safety systems have reached the end of their service life. Problems include the lack of humidification provisions, damaged insulation, poor air quality, excessive noise level, erratic temperature controls and poor energy efficiency. To replace flooring, shelving and furniture, millwork that has reached end of service life and/or to improve service efficiency in the branch. The budget allocation is prioritized according to the Building Condition Assessment report, prepared in 2009 and updated annually.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Multi-Branch Renovation Program

13. Supplementary Information

Delay of Project: Provisions to address major building components will prevent unexpected equipment breakdown and produce efficiencies in service for area residents and reduce hours of public service down time. Delay in replacement or repair of facilities could lead to further costs arising from health and safety issues, continued high energy and operating costs and deficiency in service to area residents.

14. Financial Summary

Current Sq.Ft. n.a.
Proposed Sq.Ft. n.a.

Cash Flow (\$000s)	2013 - 2022 Capital Plan										Project Total	%
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		
Gross Cash Flow	2,500	2,500	3,065	3,078	3,000	3,000	3,000	3,000	3,000	3,000	29,143	
Funding Sources												
Developers Contributions	120	120	144	144	144	144	144	144	144	144	1,392	5%
-											-	0%
City Debt	2,380	2,380	2,921	2,934	2,856	2,856	2,856	2,856	2,856	2,856	27,751	95%
	2,500	2,500	3,065	3,078	3,000	3,000	3,000	3,000	3,000	3,000	29,143	100%

Operating Impact (\$000s)	2013 - 2022 Capital										Project Total
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Salaries & Benefits	-	-	-	-	-	-	-	-	-	-	-
Collections	-	-	-	-	-	-	-	-	-	-	-
Equipment, Materials and Services	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
FTE's	-	-	-	-	-	-	-	-	-	-	-

Multi-branch renovation program (SOGR)

The following tables detail the allocation of the Multi-branch renovation program (SOGR) budget for 2013 and 2014, showing a breakdown by branch and by SOGR category. The budget allocation is prioritized according to the Building Condition Assessment report, prepared in 2009 and updated annually. The allocation is reviewed annually and adjusted as necessary to address health & safety and unanticipated/emergency repairs. For 2015-2022, the table shows project allocation by category.

2013		2014	
Rexdale (HVAC)	\$125,000	Davenport (Building Envelope)	\$150,000
Malvern (Lighting Ph 1)	\$150,000	Malvern (Lighting Ph 2)	\$150,000
Maria Shchuka (flooring)	\$275,000	Maria Shchuka (flooring)	\$350,000
Fairview (Fire Alarm System)	\$200,000	Agincourt (Roof)	\$100,000
Parkdale (Roof)	\$120,000	Runnymede (Flooring Replacement)	\$300,000
Richview (Roof)	\$180,000	Northern District (Building Envelope)	\$200,000
Downsview (Roof Phase 1)	\$80,000	Downsview (Roof Phase 2)	\$60,000
Yorkwoods (parking lot paving)	\$250,000	York Woods (Roof)	\$265,000
Don Mills (Roof Phase 1)	\$75,000	Don Mills (Roof Phase 2)	\$100,000
Don Mills (shelving & furniture, flooring, millwork)	\$400,000	Don Mills (shelving & furniture, flooring, millwork)	\$60,000
Don Mills (parking lot paving)	\$35,000	Gerrard Ashdale (Roof)	\$52,000
Steeles (millwork)	\$90,000	NYCL (Elevator upgrades)	\$500,000
Rexdale (Washrooms)	\$20,000	Multiple branches (Furniture Replacement)	\$113,000
Spadina (Shelving & furniture, millwork, windows/skylight, HVAC, fire alarm system)	\$300,000		
Barbara Frum (shelving & furniture)	\$60,000		
NYCL (washrooms, furniture replacement)	\$40,000		
Unanticipated/emergency repairs	\$100,000	Unanticipated/emergency repairs	\$100,000
Budget	\$2,500,000	Budget	\$2,500,000

Categories	2013	2014
Mechanical/Electrical (including HVAC)	5	2
Renovations (flooring, walls, shelving & furniture, millwork)	6	4
Reroofing	4	5
Sitework (parking lots, walkways)	2	0
Structural/Building Envelope (including washrooms)	3	2

Categories	2015	2016	2017	2018	2019	2020	2021	2022
Mechanical/Electrical (including HVAC)	3	1	1	0	0	1	2	4
Renovations (flooring, walls, shelving & furniture, millwork)	5	4	7	6	5	7	7	4
Reroofing	6	2	0	3	2	2	2	2
Sitework (parking lots, walkways)	0	0	0	0	0	0	0	0
Structural/Building Envelope (including washrooms)	2	0	0	1	1	0	1	1
Budget for Multi-branch Renovation Program (SOGR) (\$000's)	\$3,065	\$3,078	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Northern District Branch Renovation

- | | |
|------------------------------|---|
| 1. Division: | Lillian H. Smith/Northern District Area |
| 2. Ward: | Ward 16 |
| 3. Councilor: | Karen Stintz |
| 4. Project Name: | Northern District Library Renovation |
| 5. Project Lead(s): | Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin |
| 6. Expected Start Date: | 2020 |
| 7. Expected Completion Date: | 2024 |
| 8. Project Cost Gross: | \$10.774 million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type: | Status 6 New – Future Year |

11. Project Description:

Size: Renovation of 117,452 sq. ft. library building, including a district branch, library and tenant offices and meeting rooms.

Nature of Project: Interior and exterior renovations and revitalization to building structure, building envelope, mechanical systems and electrical components, including addressing hazardous substance issues, will address major deficiencies and bring the facility up to building and service standards.

Scope: Extensive renovation work is required to all common areas for two floors of tenant spaces. Extensive remedial work on structure, underground parking and building envelope is required – replacement of windows, wiring, washrooms, lighting and HVAC systems, fire alarm system and elevator replacement. Gallery and exhibit space will be included. Street visibility and presence will be enhanced with a reading garden and outdoor programming space as well as extensive work to exterior hard surfaces.

12. Project Justification:

Facility Needs: Since its opening in 1975, interior improvements were made to the library space in 2011 on the main floor, but the identified major building components outlined in the scope above were not addressed. Major building deficiencies were identified in a consultants study (Nor, 1999) & (WGA 2002).

Of particular concern is the deterioration of post tension cables affecting building structure which is currently monitored 24/7. In addition there is a significant amount of asbestos within the building. Extensive work is needed, especially on the building structure, to prevent further deterioration, reduce current operating costs and address energy conservation, health/safety and security.

Service & Program Needs: Branch is located one block north of Yonge & Eglinton, near subway and major bus routes. Intersection is identified in the Toronto Official Plan as a build up area for high density commercial and residential use. The library serves a diverse community including significant populations of seniors and teens. Renovation work will allow continued library service, improve accessibility to the building and ensure the health and safety of the public and the staff and enhance library services.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Northern District Branch Renovation

13. Supplementary Information

Delay of project: Delay in addressing building deficiencies will result in further deterioration, higher state of good repair costs, increased safety and security issues. Delay in replacement of heating, lighting and fire alarm systems could lead to additional costs associated with health and safety and energy consumption. Delay of the project will result in inadequate services and facilities to meet the demands of the growing population in the area.

14. Financial Summary

Current Sq.Ft 117,452 sq.ft.

Proposed Sq.Ft. 117,452 sq.ft.

Cash Flow (\$000s)	2013 - 2022 Capital Plan				Project Total	%
	2020	2021	2022	Future Years		
Gross Cash Flow	426	55	2,808	7,485	10,774	
Funding Sources						
Developers Contributions	426	55	-	-	481	4%
Third Party Funding	-	-	-	-	-	0%
City Debt	-	-	2,808	7,485	10,293	96%
	426	55	2,808	7,485	10,774	100%

Operating Impact (\$000s)	2013 - 2022 Capital Plan				Project Total
	2020	2021	2022	Future Years	
Salaries & Benefits	-	-	-	-	-
Collections	-	-	-	-	-
Equipment, Materials and Services	-	-	-	-	-
Revenue	-	-	-	-	-
	-	-	-	-	-
FTE's	-	-	-	-	-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

North York Central Library Renovation

- | | |
|------------------------------|---|
| 1. Division: | Research and Reference |
| 2. Ward: | 23 |
| 3. Councilor: | John Filion |
| 4. Project Name: | North York Central Renovation |
| 5. Project Lead(s): | Linda Mackenzie/Gail Rankin |
| 6. Expected Start Date: | 2011, 2016 |
| 7. Expected Completion Date: | 2022 |
| 8. Project Cost Gross: | \$16.259 million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type: | Status 6 New – Future Year |

11. Project Description:

Size: 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. ISF funded renovations (2010-2011) focused on the main floor circulation area, second floor public meeting spaces and adjacent washrooms and an upgraded security system (card access system and cameras). The Teen Zone and Learning Centre renovations were completed and reopened in early 2012. Additional phases are planned later in the decade to reconstruct the Children's department and to upgrade, renovate and revitalize the Concourse, Floors 2 through 6 and the Shipping and Delivery areas.

Scope of Project:

The project will include retrofits and upgrade to the building systems and infrastructure, interior renovations on all floors to reconfigure public service and stacks space to meet new service demands and uses and revitalization of interiors that have been heavily used over the past 25 years and support efficient operations. Project to include:

- Reconfiguration of space to achieve: a variety of individual and collaborative work/study spaces; additional program space; introduction of alternative technology-based learning and content creation centre; content downloading stations; additional display capability; merchandizing furniture and shelving; reading lounges
- Redesigned, smaller and strategically positioned service desks to: better serve the customers at their point of need; support new and evolving methods of providing customer and reference services such as roving; support individual and personalized instruction, demonstration of search strategies, database use and downloading e-publications
- Reconstruction of the Children's department to: create a large, themed KidsStop with interactive and electronic learning stations and features for children with special needs; colourful flooring, wall treatments and furniture which is child friendly; reading lounges for school age children and adults with preschool children; a children's learning centre; enlarged story room to accommodate large groups of children
- Building-wide retrofits to: renovate of all public washrooms; replace worn carpets and hard floor surfaces, including carpeted surfaces on balustrades and stair cases; refinish wooden surfaces; replace seating and tables and provide increased access to power outlets for laptop users; a new signage program that includes digital display messaging; replacement of shelving to accommodate collections, including new formats
- Technology upgrades to meet service demands: upgraded wi-fi to enable more concurrent users; introduction of in-house laptop lending to address the digital divide; introduction of an e-book reader lending program; creation of a technology and content creation centre with staff assistance and access to equipment; enhancements to the language learning lab to support new learning formats

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

North York Central Library Renovation

- Building and infrastructure retrofit to: upgrade to the building envelope, including foundations, exterior walls, doors and roof; upgrade life safety systems; replace and/or upgrade flooring, furniture, millwork, wall finishes, ceilings and lighting etc; upgrade to HVAC, electrical and elevators

12. Project Justification:

Facility Needs: This project is required to maintain what will be a 29 year old facility in a state of good repair, to address the changing library needs of the community including the introduction of new technologies and to meet the growing demand for library services.

Public Service Needs: The facility is a high-use circulating library (1.7 million items circulated, 1.4 million visitors in 2011) which provides service to the local community, the northern part of the city, and as one of two Research and Reference Libraries, provides in-depth research and reference services and collections to the entire city. Heavy use of the facilities continues to increase largely due to recent residential development, a high proportion of newcomers and children in the area, close proximity to the subway system and a growing demand for library services. Interior modifications are required to better utilize space to provide enhanced customer service respond to the changing patterns of library use including a high number of children attending programs (24,000 in 2011), the demand for flexible public space that can be used to accommodate meetings, studying and the creative use of new technologies and to support efficient operations.

13. Supplementary Information

Delay of project: Delay will result in a decreased ability to respond to community needs and service demands which will have a major impact on customer service. Building state of good repair deficiencies not addressed will result in further deterioration and higher operating and state of good repair costs.

14. Financial Summary

Current Sq.Ft 42,000 sq.ft.
Proposed Sq.Ft. 42,000 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan							Project Total	%
		2016	2017	2018	2019	2020	2021	2022		
Gross Cash Flow	1,000	375	72	1,246	3,771	3,113	3,349	3,333	16,259	
Funding Sources										
Developers Contributions	-	111	72	227	173	400	-	-	983	6%
-	-	-	-	-	-	-	-	-	-	0%
City Debt	1,000	264	-	1,019	3,598	2,713	3,349	3,333	15,276	94%
	1,000	375	72	1,246	3,771	3,113	3,349	3,333	16,259	100%

Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan							Project Total
		2016	2017	2018	2019	2020	2021	2022	
Salaries & Benefits	-	-	-	-	-	-	-	-	-
Collections	-	-	-	-	-	-	-	-	-
Equipment, Materials and Services	-	-	-	-	-	-	-	26	26
Revenue	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	26	26
FTE's	-	-	-	-	-	-	-	-	-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Parliament Street Branch Renovation

- | | |
|------------------------------|---|
| 1. Division: | Lillian H. Smith/Northern District Area |
| 2. Ward: | 28 |
| 3. Councillor: | Pam McConnell |
| 4. Project Name: | Parliament Street Library Renovation |
| 5. Project Lead(s): | Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin |
| 6. Expected Start Date: | 2018 |
| 7. Expected Completion Date: | 2022 |
| 8. Project Cost Gross: | \$6.908 million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type: | Status 6 New – Future Year |

11. Project Description:

Size: Renovation of 14,634 sq. ft. neighbourhood library that is a listed heritage building (1955 – portion dates from 1880).

Nature of Project: Exterior and interior renovations to building structure and mechanical systems will address building deficiencies and bring the branch up to service standards.

Scope: Project will include exterior site work, interior renovations, replacement of roofing and flooring, heating/cooling system controls, upgrades to lighting and IT infrastructure. Furniture and shelving will be replaced to revitalize public spaces. The customer service areas and workroom will be redesigned to address health and safety issues. Exterior lighting and improvements to landscaping will provide an enhanced and safe street presence. A user education center is included in the project. The creation of flexible programming and customer spaces will be included.

12. Project Justification:

Facility Needs: Last renovated in 1990. Building deficiencies were identified in a consultants study (Norr, 1999), (WGA 2002) and S2S Environmental Inc. in 2009. Work on the bricks and mortar are needed to prevent further deterioration. Replacement of flooring, lighting, mechanical, heating/cooling system controls are needed to address health and safety and energy issues. Furniture and equipment, shelving, and workroom configuration will address health & safety and service concerns. Upgrades to the IT infrastructure are needed to bring the branch up to standard. Providing a user education center will enhance service in this high needs area.

Service and Program Needs:

This project will address space requirements, as well as increased demands for information, literacy training and services from a culturally diverse, high need/low income community of 36,829 residents. Programs are well attended and one of the few free resources available to this community of limited means, serving to aid the integration of new immigrants and refugees.

**Toronto Public Library
Business Case - Capital Project 2013-2022 Plan
Parliament Street Branch Renovation**

13. Supplementary Information

Delay of Project: Delay in addressing building deficiencies will result in further deterioration, higher state of good repair costs, increased safety and security issues. Delay in replacement of heating, lighting could lead to additional costs associated with health and safety and energy consumption. Delay of the project will result in inadequate services and facilities to meet the demands of customers.

14. Financial Summary

Current Sq.Ft	14,634 sq.ft.
Proposed Sq.Ft.	14,634 sq.ft.

Cash Flow (\$000s)	2013 - 2022 Capital Plan					Project Total	%
	2018	2019	2020	2021	2022		
Gross Cash Flow	395	65	942	3,995	1,511	6,908	
Funding Sources							
Developers Contributions	330	65	24	-	-	419	6%
-	-	-	-	-	-	-	0%
City Debt	65	-	918	3,995	1,511	6,489	94%
	395	65	942	3,995	1,511	6,908	100%

Operating Impact (\$000s)	2013 - 2022 Capital Plan					Project Total
	2018	2019	2020	2021	2022	
Salaries & Benefits	-	-	-	-	-	-
Collections	-	-	-	-	-	-
Equipment, Materials and Services	-	-	-	14	14	28
Revenue	-	-	-	-	-	-
Operating Impact	-	-	-	14	14	28
FTE's	-	-	-	-	-	-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Sanderson Branch Renovation

1. Division: Lillian H. Smith/Northern District Area
2. Ward: Ward 20
3. Councillor: Adam Vaughan
4. Project Name: Sanderson Library Renovation
5. Project Lead(s): Director Branch Branches, Anne Bailey
Facilities Senior Manager, Gail Rankin
6. Expected Start Date: 2008
7. Expected Completion Date: 2017
8. Project Cost Gross: \$5.239 million
9. Category Designation:
☒ State of Good Repair
☐ Growth Related
☐ Service Enhancement
10. Category Type: Status 6 New – Future Year

11. Project Description:

Size: 12,702 sq. ft. neighbourhood branch

Nature of Project: This project will be either a renovation of the existing 12,702 sq ft facility or a reconstruction and redevelopment of this facility to a 15,000 sq ft neighbourhood branch as part of a redevelopment of the existing site. A feasibility study was completed in 2011 with a number of community partners including Scadding Court Community Centre, OCAD University, Toronto Western and Mt Sinai Hospitals. City Planning is undertaking a further review in 2012. This branch was built in 1968. The project will address building deficiencies and bring the building up to service standards.

Scope: A renovation will include remedies for existing building deficiencies, interior and exterior renovation to building structure, building envelope, interior, mechanical and electrical components. Redesign of floor space will address service deficiencies. This project will include replacement of roofing, heating/cooling controls, and elevator. Lighting and IT infrastructure will be improved. Renovations will improve sight lines and improve branch security. The branch will have an interactive early literacy centre, additional quiet study and lounge spaces and a computer learning center. The library entrance will be refurbished and exterior upgrades to landscaping and walkways will make this public space welcoming and enhance its street presence. A new facility would be a one story 15,000 sq ft barrier free neighbourhood library.

12. Project Justification:

Facility Needs: Aside from required repairs and barrier free improvement in 1992, the branch has not been renovated since it opened in 1968. In 1978, the community centre was added to the library. Funding is required to bring the building up to a state of good repair, address service needs, health and safety concerns and introduce energy efficiency savings. Major building deficiencies were identified in a report by consultant S2S Environmental in 2009. Minor state of good repair work was completed in early 2009 that included painting and replacement of flooring on the main floor as well as replacement of some furniture.

Service & Program Needs: This library is attached to the Scadding Court Community Centre (1978). It serves a population of 29,948 and is a busy neighbourhood branch. It serves a diverse multicultural community with a heavy ESL/Literacy component. Children's programming in the branch is very well-attended and the study areas in the branch are frequently over-subscribed. The project will address space requirement issues and increasing demands for information and electronic services for all age groups.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Sanderson Branch Renovation

13. Supplementary Information

Delay of project: Replacement of roof, lighting and HVAC is required to address health and safety needs. Equipment, shelving, circulation desk and signage are needed to address ergonomic and health and safety concerns. Delay in IT infrastructure could mean damaged equipment and cables, resulting in below standard performance and downtime. Redevelopment or renovation of the library at this site will need to be planned in concert with general redevelopment of the Bathurst/Dundas site.

14. Financial Summary

Current Sq.Ft 12,702 sq.ft.

Proposed Sq.Ft. 12,702 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan				Project Total	%
		2015	2016	2017	2018		
Gross Cash Flow	276	106	1,448	3,409	-	5,239	
Funding Sources							
Developers Contributions	-	106	212	-	-	318	6%
-	-	-	-	-	-	-	0%
City Debt	276	-	1,236	3,409	-	4,921	94%
	276	106	1,448	3,409	-	5,239	100%

Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan				Project Total
		2015	2016	2017	2018	
Salaries & Benefits	-	-	-	-	-	-
Collections	-	-	-	-	-	-
Equipment, Materials and Services	-	-	-	14	14	28
Revenue	-	-	-	-	-	-
	-	-	-	14	14	28
FTE's	-	-	-	-	-	-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Scarborough Centre Branch Construction

1. Division: Albert Campbell/Cedarbrae/Malvern Area
2. Ward: 38
3. Councillor: Glenn De Baeremaeker
4. Project Name: Scarborough Centre Library Construction
5. Project Lead(s): Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin
6. Expected Start Date: 2009
7. Expected Completion Date: 2015
8. Project Cost Gross: \$8.797 million
9. Category Designation:
☐ State of Good Repair
☒ Growth Related
☐ Service Enhancement
10. Category Type: Status 2 – Prior Year

11. Project Description:

Size: 15,000 square foot neighbourhood library.

Nature of Project: Design and construction of a 15,000 square foot neighbourhood library on City-owned property.

Scope: The Scarborough Centre project provides for the architectural design and construction of a 15,000 square foot neighbourhood branch facility, for a central Scarborough community that is experiencing significant residential growth. Project will include an open floor plan and barrier free access for the public, space for adult and children's collections, study and lounge seating, multipurpose programming space for branch and community use, installation of self service circulation, protective security systems including intrusion alarms, fire and bibliographic anti theft systems. Interior and exterior signage will ensure visibility of the branch and easy access to its collections; landscaping to create a reading garden and outdoor programming area as well as a green roof designed in accordance with Toronto Green Standard . Wireless internet access will be included. A starting collection of 50,000 is included.

12. Project Justification:

Facility & Service Program Needs: The Scarborough Civic Centre area is currently experiencing increases in multi-family residential development and is projected to continue with significant development. A neighbourhood library in this community will provide informational and recreational collections and services for a projected population base of 40,000 adults, children and workers and will serve users as a gateway to the resources of the entire library system. Continued growth is anticipated in the area that has been specifically for high density, mixed use development.

13. Supplementary Information

Delay of project: If the project is delayed, area residents will not have access to adequate library service and facilities. The project is eligible for development charge funding.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Scarborough Centre Branch Construction

14. Financial Summary

Current Sq.Ft. n.a.
Proposed Sq.Ft. 15,000 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan			Project Total	%
		2013	2014	2015		
Gross Cash Flow	1,392	2,385	3,883	1,137	8,797	
Funding Sources						
Developers Contributions	1,282	2,385	1,165	508	5,340	61%
-	-	-	-	-	-	
City Debt	110	-	2,718	629	3,457	39%
	1,392	2,385	3,883	1,137	8,797	100%
Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan			Project Total	
		2013	2014	2015		
Salaries & Benefits	-	-	372	372	744	
Collections	-	-	92	92	184	
Equipment, Materials and Services	-	-	59	59	118	
Revenue	-	-	(31)	(31)	(62)	
	-	-	492	492	984	
FTE's	-	-	10.0	-	10.0	

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

St Clair Silverthorn Branch Renovation

- | | |
|------------------------------|--|
| 1. Division: | Bloor/Brentwood/Richview |
| 2. Ward: | 17 |
| 3. Councillor: | Cesar Palacio |
| 4. Project Name: | St. Clair / Silverthorn Renovation and Expansion |
| 5. Project Lead: | Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin |
| 6. Expected Start Date: | 2015 |
| 7. Expected Completion Date: | 2017 |
| 8. Project Cost Gross: | \$2.305 million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input checked="" type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type: | Status 6 New – Future Year |

11. Project Description:

Size: 850 sq ft expansion to existing 4,587 sq. ft. library

Nature of Project: This project is a renovation and an 850 square foot expansion of a 4,587 sq. ft. 31 year old double store-front building. The additional square footage will bring the building size closer to the established size for a small neighbourhood branch and improve access. The St. Clair/Silverthorn renovation will entail interior and exterior renovation to building structure, envelope, interior, mechanical and electrical components. The St. Clair/Silverthorn expansion will add needed square footage to a small library branch, providing a meeting space on the first floor of the building and improve barrier free access. A major state of good repair renovation or reconstruction is required.

Scope: The project includes exterior site work, new windows and doors, roofing and signage replacement, bricks and mortar repairs. Interior renovations include replacement of interior signage, shelving, furniture and equipment, mechanical and heating/cooling systems, barrier-free upgrades, which include an accessible program area, upgrades to lighting and IT infrastructure. Design for self-serve checkout is also included. The project will provide an accessible meeting room space for the branch.

12. Project Justification:

Facility Needs: No major renovations have taken place since the building was retro-fitted in 1981. Building deficiencies were identified in a consultants report S2S Environmental Inc. 2009. The branch was repainted and carpeted in 2000 and shelving was replaced in 2002. Some minor work was done on the façade and interior in 2008. Repairs on bricks and mortar will prevent further deterioration. Replacement of lighting, mechanical and heating/cooling systems will address energy issues.

Service & Program Needs: The branch serves a population of 18,513 and provides services to a culturally and economically diverse area with needy children. Flooring, furniture and equipment, circulation desk, shelving and signage replacements will address health & safety and service concerns. The heating/cooling systems were never suitably installed to service a double store as a single unit and their replacement will address service issues. Self-serve check out, IT infrastructure and wireless internet access will enhance service. Exterior improvements will increase use and community safety. The local BIA and the councilor have approached the library about the need to improve the building. The new St. Clair right of way streetcar line will bring

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

St Clair Silverthorn Branch Renovation

more business to the area and the library in its current state cannot meet the needs of the community.

13. Supplementary Information

Delay of project: Building deficiencies not addressed will result in further deterioration and higher state of good repair costs. Delay in IT infrastructure could mean damaged equipment, resulting in below standard performance and downtime. Inadequate cooling, poor state of interior will challenge the provision of service. Lack of a main floor meeting room will diminish the library's ability to conduct programs that meet community needs and will not meet City of Toronto Accessibility Guidelines. Building will continue to be undersized.

14. Financial Summary

Current Sq.Ft 4,587 sq.ft.
Proposed Sq.Ft. 5,437 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan					Project Total	%
		2015	2016	2017	2018	2019		
Gross Cash Flow	-	166	1,066	1,073	-	-	2,305	
Funding Sources								
Developers Contributions	-	88	84	-	-	-	172	7%
-	-	-	-	-	-	-	-	0%
City Debt	-	78	982	1,073	-	-	2,133	93%
	-	166	1,066	1,073	-	-	2,305	100%

Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan					Project Total
		2015	2016	2017	2018	2019	
Salaries & Benefits	-	-	-	-	-	-	-
Collections	-	-	-	-	-	-	-
Equipment, Materials and Services	-	-	-	10	10	-	20
Revenue	-	-	-	-	-	-	-
	-	-	-	10	10	-	20
FTE's	-	-	-	-	-	-	-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

St Lawrence Branch Relocation

- | | |
|------------------------------|--|
| 1. Division: | Lillian H. Smith/Northern District Area |
| 2. Ward: | 28 |
| 3. Councilor: | Pam McConnell |
| 4. Project Name: | St. Lawrence Library Relocation |
| 5. Project Lead: | Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin |
| 6. Expected Start Date: | 2016 |
| 7. Expected Completion Date: | 2020 |
| 8. Project Cost Gross: | \$16.582 million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input checked="" type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type: | Status 6 New – Future Year |

11. Project Description:

Size: 25,000 square foot district library

Nature of Project: Design and construction of a 25,000 square foot district library on city-owned property and relocation of the existing St. Lawrence Library to this new site.

Scope: Project will include an open floor plan and barrier free access for the public, study seating, multipurpose room, flexible programming spaces for branch and community use, quiet study spaces, a 100,000 item collection, computers with Internet access, a computer user/media centre, exhibit space, installation of self service circulation, protective security systems including intrusion alarms, fire and book security systems, ultra-broadband intelligent communications infrastructure. Wireless internet access will also be included. Focus areas for teens, children, adults seniors will be created, including an interactive early literacy centre for children. Exterior signage and lighting program to assure visibility of the branch and landscaping that connects the branch to the surrounding community and includes an outdoor reading garden and programming space.

12. Project Justification:

This project is necessary to provide library service to this high growth community. The new West Don Lands, Lower Don Lands and East Bayfront communities will bring approximately 34,000 residents to the area as well as schools, recreation centres and businesses in addition to the current St. Lawrence population of 17,484. Initially St. Lawrence Branch will serve these communities but as they are built out and new development continues in the St Lawrence area the current branch will not be able to adequately serve the East Waterfront communities. Further population growth in the area is expected as well with the future Waterfront development in the Port Lands.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

St Lawrence Branch Relocation

13. Supplementary Information

Delay of project: If the project is delayed inadequate service and facilities for area residents will exist. The existing branch cannot be expanded and will require extensive renovations. The project is eligible for development charge funding.

14. Financial Summary

Current Sq.Ft 4,833 sq.ft.
Proposed Sq.Ft. 25,000 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan					Project Total	%
		2016	2017	2018	2019	2020		
Gross Cash Flow	50	549	2,849	5,588	5,590	1,956	16,582	
Funding Sources								
Developer Contributions	50	549	446	1,929	4,083	1,473	8,530	51%
-	-	-	-	-	-	-	-	0%
City Debt	-	-	2,403	3,659	1,507	483	8,052	49%
	50	549	2,849	5,588	5,590	1,956	16,582	100%

Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan					Project Total
		2016	2017	2018	2019	2020	
Salaries & Benefits	-	-	-	551	551	-	1,102
Collections	-	-	-	207	207	-	414
Equipment, Materials and Services	-	-	-	79	79	-	158
Revenue	-	-	-	(20)	(20)	-	(40)
	-	-	-	817	817	-	1,634
FTE's	-	-	-	13.0	-	-	13.0

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Technology Asset Management Program

- | | |
|------------------------------|---|
| 1. Division: | n.a. |
| 2. Ward: | CW City Wide |
| 3. Councillor: | n.a. |
| 4. Project Name: | Technology Asset Management Program (TAMP) |
| 5. Project Lead(s): | Director, Information Technology & Facilities,
Ron Dyck |
| 6. Expected Start Date: | Ongoing |
| 7. Expected Completion Date: | Ongoing |
| 8. Project Cost Gross: | \$38.166 million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type | Status 2 – Prior Year
Status 6 New – Future Year |

11. Project Description:

Size: n.a.

Nature of Project: The Technology Asset Management Program (TAMP) provides for the replacement and upgrade of existing hardware and software during 2013-2022. The current asset inventory of hardware, software and network infrastructure at the Library is \$32.2 million. The Library Board manages and operates systems that support the delivery of public library services through its operating and capital budgets and is responsible for the acquisition, maintenance and replacement of all Information Technology hardware and software owned by the Board.

Scope: The TAMP budget provides for the scheduled replacement of more than 4,577 PCs and laptops; self serve (RFID) technology and automated sorters in the branches; the servers and software supporting the library systems and websites; the network and security equipment and linking all the branches to the central computing site and the Internet.

12. Project Justification:

Facility Needs: n.a.

Service and Program Needs:

This program schedules the replacement or upgrade of library owned hardware and software, based on City guidelines. The Library manages and operates systems that support the delivery of public library information services at its 98 branches and 3 support services centres. The current level of funding allows the Library to maintain its investment in technology, to provide public Internet access in all of its 98 branches and to provide 24/7 web access to its web site and electronic information resources.

13. Supplementary Information

From 2000 to 2011 the City funded the replacement of 2022 PCs in the Library. As of 2012 the City directed that the Library incorporate the replacement cost in its TAMP budget and within the total capital budget debt target.

Delay of Project: Deferral would have a domino effect into future years, increasing the risk of equipment breakdown and operating with hardware or software that is no longer supported by the product vendors.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Technology Asset Management Program

14. Financial Summary

Current Sq.Ft. n.a.
Proposed Sq.Ft. n.a.

Cash Flow (\$000s)	2013 - 2022 Capital Plan										Project Total	%
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		
Gross Cash Flow	3,388	3,448	3,856	3,916	4,066	4,140	3,748	3,808	3,868	3,928	38,166	
Funding Sources												
Developers Contributions	-	-	-	-	-	-	-	-	-	-	-	0%
TPL From Operating :												
(IT Lease-end Savings)	1,888	1,948	2,008	2,068	2,128	2,188	2,248	2,308	2,368	2,428	21,580	57%
City Debt	1,500	1,500	1,848	1,848	1,938	1,952	1,500	1,500	1,500	1,500	16,586	43%
	3,388	3,448	3,856	3,916	4,066	4,140	3,748	3,808	3,868	3,928	38,166	100%

Operating Impact (\$000s)	2013 - 2022 Capital Plan										Project Total
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Salaries & Benefits	-	-	-	-	-	-	-	-	-	-	-
Collections	-	-	-	-	-	-	-	-	-	-	-
Equipment, Materials and Service	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
FTE's	-	-	-	-	-	-	-	-	-	-	-

Technology Asset Management Program (TAMP)

At a gross cost of \$3.4 million, the Technology Asset Management Program (TAMP) will provide for the life-cycle replacement of existing hardware and software such as PCs, monitors, laptops, printers, multi-function devices, servers and network hardware, which have an inventory value of more than \$32 million. The TAMP budget will also fund the completion of the high speed fiber network implementation, provide for an authentication and identity management system that will consolidate all user identity information across various TPL public systems, and allow for better analysis of user data for service planning.

For **2013**, TAMP will provide for the lifecycle replacement of existing hardware and software, as follows:

Description	Quantity (if applicable)	Estimated value
Completion of upgrades of network hardware to support implementation of fiber network	40 locations	\$167,000
Replacement of end-of-life PCs, monitors and laptops (5 year life cycle for PCs)	1,000 PCs, 100 monitors, 35 laptops	\$865,000
Replacement of end-of-life networked printers & multi-functional devices; receipt printers; barcode & RFID scanners	100 printers and MFD; receipt printer and scanners on as-need basis	\$356,000
Replacement of end-of-life servers and network hardware	25 intel and unix servers	\$700,000
Disk storage replacement, capacity upgrade		\$200,000
Security upgrades		\$200,000
Application licenses and upgrades		\$250,000
Building automation system upgrade		\$200,000
Replacing the current authentication and identity management system with a library-wide authentication and identity management system that will include a user identity store (a consolidated repository of user identity information across TPL public systems), and single user sign-on for the various TPL public services.		\$350,000
Upgrading the Library's business intelligence (BI) capability for the analysis and reporting of user data across all TPL user interactions		\$100,000
Total Estimated Value		\$3,388,000

The following table summarizes the Information Technology asset inventory, as of the end of 2012 and provides projected annual TAMP expenditures for replacement and upgrade. The projections are based on industry and City standards for life cycles of equipment, experience over prior years and current replacement costs. The relatively low replacement cost projections for RFID equipment reflect the

recent installations of sorters, which have a life cycle of at least 10 years. The replacement life cycle will be factored into the TAMP budget for future years.

Asset category	Quantity (if applicable)	Asset value	TAMP projected annual expenditure
PCs, monitors, laptops	4,577 PCs and laptops	\$5,028,803	\$1,000,000
MFDs, printers, scanners	2,082	\$1,860,054	\$350,000
RFID equipment, incl. sorters	691	\$4,549,561	\$50,000
Servers	174	\$2,933,000	\$450,000
Networked storage (SAN)		\$1,300,000	\$200,000
Network equipment	498	\$3,055,000	\$400,000
Security		\$1,770,000	\$200,000
Application & database software		\$11,703,890	\$738,000
Total assets		\$32,200,308	\$3,388,000

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

TRL – Retrofit & Renovation

1. **Division:** Research and Reference
2. **Ward:** Ward 27
3. **Councilor:** Kristyn Wong-Tam
4. **Project Name:** Toronto Reference Library Retrofit & Renovation
5. **Project Lead(s):** Director Research & Reference Libraries, Linda Mackenzie
Facilities Senior Manager, Gail Rankin
6. **Start Date:** 2007
7. **Expected Completion Date:** 2014
8. **Project Cost Gross:** \$25.281 million
9. **Category Designation:**
 - ☒ State of Good Repair
 - ☐ Growth Related
 - ☐ Service Enhancement
10. **Category Type:** S2 - Prior Year

11. Project Description:

Size: This previously approved project is for the revitalization and retrofit of a 36 year old, five-storey, 434,841 sq. ft. central research library that serves the entire City of Toronto.

Nature of Project: The Reference Library is an architectural landmark, Canada's largest public research library and TPL's flagship branch located in the heart of the City. Three small expansion components and revitalization of the entire Library will: address the current and future needs of users and support its service roles; sustain its municipal and provincial mandate, national and international reputation; embody the City's goal to "revitalize public spaces" and contribute to the cultural life of the City.

Scope: Project includes three small expanded program spaces and retrofit of the facility's infrastructure and service areas by 2013 through a unique blend of public and private financing. The 2007-2013 project will see the complete renovation of public service space, retrofit of infrastructure and the addition of new program spaces such as the Special Collections Centre that will showcase the library's rich and significant historical materials and ensure they are stored in the climate controlled environment that will preserve them for generations to come.

12. Project Justification:

Facility Needs: This project has been categorized within the prioritized critical repair backlog envelope. Building structure, life safety, mechanical and electrical infrastructure, finishes and barrier free deficiencies must be addressed. With more than a million visits annually, the branch is very heavily used and worn. The project is needed to bring the building to an acceptable SOGR and to address health & safety issues. Major building deficiencies were identified in consultants' studies: (Norr 1999; WGA 2002; S2S 2009). Energy efficient upgrades will reduce energy consumption.

Service & Program Needs:

Redesign & retrofit of public service areas will consolidate comprehensive collections and subject specialized "centers of excellence" to deliver improved and more convenient customer service, attract additional users and private financing for ongoing renovation. Redesigned public

**Toronto Public Library
Case - Capital Project 2013-2022 Plan
TRL – Retrofit & Renovation**

spaces support service consolidations which increase efficiency and reduce operating costs. Way-finding improvements will ease public use of a complex building. Increased study capacity flexible and collaborative work areas will respond to growing public demand. Introduction of public compact shelving will house more material on public shelves and accommodate ongoing collection growth. Library presence on Yonge Street & the streetscape will be enhanced by a new entrance & design transparency along the length of Yonge Street. New spaces will support the increased demand for cultural programming and increase rental revenue. Operating savings and a reduction of 27.1 FTEs was achieved by in 2011 – 2012 by an efficient space reprogramming which made department and service consolidations possible.

13. Supplementary Information

Delay of project: The project is a multi-year retrofit program targeted for completion in 2013. Delay will lead to further deterioration with heavy use; cost escalation associated with smaller construction packages; and reduced ability to attract private funding which could increase pressure on the capital budget. Health & Safety issues will not be addressed in a timely manner.

14. Financial Summary

Current Sq.Ft	416,000 sq.ft.
Proposed Sq.Ft.	434,841 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan			Project Total	%
		2013	2014	2015		
Gross Cash Flow	15,868	9,570	1,343	-	26,781	
Funding Sources						
Developers Contributions	5,703	-	-	-	5,703	21%
Third Party Funding	3,490	6,540	970	-	11,000	41%
City Debt	6,675	3,030	373	-	10,078	38%
	15,868	9,570	1,343	-	26,781	100%

Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan			Project Total
		2013	2014	2015	
Salaries & Benefits	-	-	-	-	-
Collections	-	-	-	-	-
Equipment, Materials and Services	-	-	13	13	26
Revenue	-	-	-	-	-
	-	-	13	13	26
FTE's	-	-	-	-	-

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Virtual Branch Services

- | | |
|------------------------------|---|
| 1. Division: | n.a. |
| 2. Ward: | CW City Wide |
| 3. Councillor: | n.a. |
| 4. Project Name: | Virtual Branch Services |
| 5. Project Lead(s): | Director, Planning, Policy & E-Service delivery,
Katherine Palmer |
| 6. Expected Start Date: | Ongoing |
| 7. Expected Completion Date: | Ongoing |
| 8. Project Cost Gross: | \$11.800 million |
| 9. Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. Category Type | Status 2 – Prior Year
Status 6 New – Future Year |

11. Project Description:

Size: n.a.

Nature of Project: The Virtual Branch Services capital program aims to address the dynamic landscape of digital content access (ebooks, databases etc.) and the provision of library services online. With each initiative the Library is building services and features which are as flexible and open as possible so that future yet to be identified requirements can be addressed.

Scope: The project focus is to make virtual library services available and accessible to residents. Major upgrades and strategic improvements made to the Library's online environment in 2012 will result in the introduction of more self-service capabilities including borrower lists creation and online registration in 2013. Changes will be introduced to the customer account system to provide more transaction options and effective systems to capture use. The multi-year initiative to renew the children and youth websites will result in new and engaging learning resources and will integrate multimedia content to support different styles of learning and reading. Virtual Branch Services will also continue to enhance the library's capacity for digitizing and presenting its rare and unique collections online thereby facilitating greater use of those collections.

12. Project Justification:

Facility Needs: n.a.

Service and Program Needs:

Virtual services are essential to the efficient provision of library services. The web site extends service 24/7 remotely, providing effective customer service and efficiently responding to increased demand without additional staff. This focus of projects for 2013 and beyond is to upgrade and improve the user account management and self service capabilities; to facilitate search and self service discovery of all library resources, renew websites for ease of use, develop sub-sites that communicate to different audiences (children, parents and teens) and continue to meet required web and accessibility standards. The improved online platform will enable open data access to materials, branches and programs; will use dynamically generated content drawn from source data systems which greatly reduces the need for manually updating static content throughout the site. It will also permit cross promotion of services, materials and locations.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Virtual Branch Services

13. Supplementary Information

Delay of Project: A delay in project funding will reduce the Library's ability to respond to key requirements for access to virtual services and diminish the Library's ability to provide essential public library services. It would postpone key improvements to the user account system and delay the benefits gained through self-service efficiencies, increase the cost and limit the Library's capacity to support aging web technologies and services.

14. Financial Summary

Current Sq.Ft n.a.
Proposed Sq.Ft. n.a.

Cash Flow (\$000s)	2013 - 2022 Capital Plan										Project Total	%
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		
Gross Cash Flow	800	1,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	11,800	
Funding Sources												
Developers Contributions	-	-	-	-	-	-	-	-	-	-	-	0%
-											-	0%
City Debt	800	1,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	11,800	100%
	800	1,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	11,800	100%
Operating Impact (\$000s)	2013 - 2022 Capital										Project Total	
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		
Salaries & Benefits	-	-	-	-	-	-	-	-	-	-	-	
Collections	-	-	-	-	-	-	-	-	-	-	-	
Equipment, Materials and Services	-	-	-	-	-	-	-	-	-	-	-	
Revenue	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
FTE's	-	-	-	-	-	-	-	-	-	-	-	

Virtual Branch Services Capital Project 2013-2022 Budget and Plan – Additional Information

The library's continues its focus on developing the virtual library services. This focus is consistent with the DPRA Service Efficiency Study recommendation that the Library continue to develop strategies to increase the virtual library service.

Projects for Capital budget 2013-2017include:

- Account Management and Self Service
 - Online payment and online donations
 - Personal reading lists
 - Single sign-on and improvements to authentication
 - Improvements to notifications, types of notices (i.e. card expiry, account status) and more channels (text messaging)
 - E-billing (providing bills to users electronically)
 - Account renewal/online registration
 - Online purchase request form
 - Personal information management including preferred branch, borrowing history, personal contact info, parental management/account management delegation
- E-Content Access
 - Deliver improved e-book content and information through the website including holds and copies and availability information
 - Users go to one Your Account to see borrowing history
 - Users can complete the entire checkout and download process through one interface;
 - Integration of other account services (additional electronic resources, program registration, room bookings)
- Children and Youth
 - Enable search and account management through children and youth specific web sites supporting self-service capabilities and discovery which provide opportunities to connect these audiences to materials, services and programs at the library.
 - Homework and school support
 - Interactive activities to support literacy and engagement in reading
 - Enabling access to interactive services for pre-schoolers and parent/caregiver content that supports Ready for Reading, the Library's early literacy and reading support program
- Accessibility and Multi-Channel Delivery
 - Ongoing improvements to meet AODA requirements for an accessible online service
 - Offering easy to use access to the library site and key transactions (place holds) through mobile and tablet devices
 - Make online services location aware e.g. for availability of materials based on customer's geographic location.
 - Improve usability of website for mobile and handheld access
 - Develop Your Account, Search item availability, place holds and optimize branch finder for mobile devices.

- Open Data
 - Contributing more data to the City's open data initiative (programs, bibliographic records and material availability etc.)

VBS Budget Breakdown Forecast 2013 – 2014 (\$000's)			
Projects/Goals	Description & Project Activities	2013 \$	2014 \$
Your Account	Replace the current infrastructure that operates the existing features in Your Account and create new user authentication including username and password management and recovery and "Remember Me" and "stay signed in" feature: User Experience, development, accessibility and technical implementation in 2013	220	
Customer Reading Lists	Customers can manage reading and holds by creating lists with library content (e.g. "To Read" list for future holds) Requires user experience and interactive design and a database structure for storing lists in addition to an assessment of privacy implications: User Experience, development and implementation in 2013	40	
Online Payment	Fine tune the newly implemented Online payment for Fines: User Experience, accessibility and technical adjustments, as required in 2013	30	
Children's Sites	Renew and redesign children websites for preschool, and elementary school children (with additional resources on middle years and reading). Improve 'discovery' (improve access to materials through metadata) and include interactive literacy based activities (games, puzzles), homework support, book lists and Your Account: User Experience, development In 2013; finalize development and Implementation in 2014	125	100
Youth Site	Renew and redesign teen improve book and information discovery and facilitate access to library services, easy browsing of materials, homework support, book lists and Your Account: User Experience, development in 2013; finalize development and Implementation in 2014.	125	100
Mobile	Improve usability of website for mobile and handheld access so customers can easily place holds and check customer accounts with mobile friendly version of Your Account and implement location awareness: Begin User Experience in 2013; continue User Experience and implementation of mobile specific search and place holds in 2014.	80	140
Personal Information Management	Preferred branch, borrowing history, card renewal/extension (online registration), personal contact information, parental management/account management delegation: User Experience in 2013; process redesign, Development, Accessibility and technical Implementation in 2014.	100	450
Purchase Request Form	Self Service online form for customers to request the purchase of items to be added to the collection - to replace manual procedures: User Experience, process redesign, Development, Accessibility and technical Implementation in 2014		130
E-Content Access	Integrate eBooks and digital content delivery Integration eBook content and account information into a single account process. Include ebooks information in search results (e.g. better access to records through TPL site): User Experience in 2013; Development, Accessibility and technical Implementation in 2014.	80	80
Totals		800	1000

Contact: Katherine Palmer, Director Planning, Policy and E-Service Delivery
416-395-5602, kpalmer@torontopubliclibrary.ca

Date: June 5, 2012

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Weston Branch Renovation

- | | | |
|-----|---------------------------|---|
| 1. | Division: | Albion/Maria A. Shchuka/York Woods Area |
| 2. | Ward: | 11 |
| 3. | Councillor: | Frances Nunziata |
| 4. | Project Name: | Weston Library Renovation |
| 5. | Project Lead(s): | Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin |
| 6. | Expected Start Date: | 2018 |
| 7. | Expected Completion Date: | 2022 |
| 8. | Project Cost Gross: | \$7.307 Million |
| 9. | Category Designation: | <input checked="" type="checkbox"/> State of Good Repair
<input type="checkbox"/> Growth Related
<input type="checkbox"/> Service Enhancement |
| 10. | Category Type: | Status 6 New – Future Year |

11. Project Description:

Size: Renovations of an 11,944 sq. ft. building (1914) to bring building to SOGR

Nature of Project: Renovation to address building deficiencies and bring the facility up to service and building standards.

Scope: This will include exterior and interior renovations including a redesign of the facility's square footage, replacement of most furniture and equipment, elevator, lighting, mechanical system and IT infrastructure upgrades.

12. Project Justification:

Facility Needs: Weston Library is a historically designated Carnegie Library, built in 1914. This project is required to keep the building in a state of good repair, bring the facility up to standard, while maintaining and restoring the historically significant elements of the building. Renovation will allow for revitalization of public space. Major building deficiencies were identified in Consultant's report (Norr, 1999) and WGA 2002. Exterior renovations to the building envelope are needed to prevent further deterioration. Barrier free upgrades to the elevator are required to meet accessibility requirements. The replacement of the heating system and air handling units is essential to address energy, efficiency, air quality and health and safety issues. Furniture and equipment replacement, and further interior renovation will address health and safety and functionality (service) concerns. IT infrastructure upgrades are also required to bring the branch up to standard. Improvements to the signage and outdoor spaces will enhance welcoming appearance of the branch.

Service & Program Needs: The library serves the community of Weston, and has been a part of this historically important community since 1914. It provides a full range of services to a population of 18,170, with emphasis on children, seniors and newcomers. New home developments are bringing more people into the area, and the population is rapidly becoming more diverse. Weston library is within the Weston/ Mount Dennis Neighbourhood Improvement Area identified by the City of Toronto. Community spaces are at a premium and the library is one of the key community services in this neighbourhood. There is high demand for programs for children and for youth and for access to the library's Internet workstations in this community with few free resources. There are now many newcomers in this area.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Weston Branch Renovation

13. Supplementary Information

Delay of project: Delay in addressing building deficiencies could lead to further deterioration and health and safety issues. The community is underserved and in need of a library with up-to-date equipment and facilities in order to serve the community needs. Delay in mechanical system replacements could lead to further costs arising from health and safety and energy issues. Delay in IT infrastructure upgrades could mean damaged equipment and cables, resulting in below standard performance and downtime. Failure to address interior renovations will compromise functionality, and perpetuate deficiency in service to the community.

14. Financial Summary

Current Sq.Ft 11,944 sq.ft.
Proposed Sq.Ft. 11,944 sq.ft.

Cash Flow (\$000s)	2013 - 2022 Capital Plan					Project Total	%
	2018	2019	2020	2021	2022		
Gross Cash Flow	324	62	828	3,983	2,110	7,307	
Funding Sources							
Developers Contributions	59	62	112	-	-	233	3%
-	-	-	-	-	-	-	0%
City Debt	265	-	716	3,983	2,110	7,074	97%
	324	62	828	3,983	2,110	7,307	100%

Operating Impact (\$000s)	2013 - 2022 Capital Plan					Project Total
	2018	2019	2020	2021	2022	
Salaries & Benefits	-	-	-	-	-	-
Collections	-	-	-	-	-	-
Equipment, Materials and Services	-	-	-	16	16	32
Revenue	-	-	-	-	-	-
Operating Impact	-	-	-	16	16	32

FTE's	-	-	-	-	-	-
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Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Wychwood Branch Renovation

1. Division: Lillian H Smith/Northern District Area
2. Ward: 21
3. Councillor: Joe Mihevc
4. Project Name: Wychwood Library Renovation
5. Project Lead(s): Director Branch Libraries, Anne Bailey
Facilities Senior Manager, Gail Rankin
6. Expected Start Date: 2014
7. Expected Completion Date: 2016
8. Project Cost Gross: \$3.606 million
9. Category Designation:
 - ☒ State of Good Repair
 - ☐ Growth Related
 - ☐ Service Enhancement
10. Category Type: Status 6 New – Future Year

11. Project Description:

Size: 6,381 sq ft listed heritage building (1916)

Nature of Project: The renovation will address building deficiencies and bring the building up to service standards. Renovation will include remedies for existing building deficiencies, interior and exterior renovations to building structure, mechanical and electrical. Redesign of floor space will address service deficiencies.

Scope: The renovation will include a revitalization of all public service areas and incorporate a redesign of current space to provide a more efficient layout. Interior work will include a new customer service area, zoned spaces for children, teens and adults, replacement of furniture, shelving, millwork and equipment to address health and safety issues; improvement to front entrance; replacement of elevator and HVAC system; work on the perimeter hard surfaces; enclosure of balcony to provide additional accessible public service space.

12. Project Justification:

Facility Needs: The project is required to bring the branch up to an acceptable SOGR. Opened in 1916, the branch was renovated in 1978 and underwent a smaller retrofit in 1995 to replace the HVAC equipment, circulation desk, create a workroom, upgrade lighting, replace carpet, paint, and exterior repairs. Building deficiencies were identified in a consultants report by S2S Environmental Inc. in 2009. Renovation to exterior wall and perimeter hard surfaces will prevent further deterioration. Replacement of the elevator will address safety and building code requirements. Further deficiencies identified by the consultants report include millwork, shelving, HVAC, fire alarm lighting, partitions and doors.

Service & Program Needs: This library branch in a heritage building serves a diverse community of 14,681. The community is growing with new condominium developments and City Planning has initiated a Bathurst/St. Clair study. The branch is in need of significant updating and redesign in order to deliver relevant library services and to provide access to electronic resources. Self serve circulation will enhance and facilitate more efficient service. Exterior improvements will increase use and community safety and engagement. Renovation of the program room will improve this much needed community space. The project will address significant space issues, improve operational efficiency and the delivery of high demand children and adult programs.

Toronto Public Library

Business Case - Capital Project 2013-2022 Plan

Wychwood Branch Renovation

13. Supplementary Information

Delay of project: Delay of the project will result in continued service limitations due to issues with space functionality and the need for redesign. Delay in IT infrastructure upgrades could lead to damaged equipment and poor performance. Building deficiencies not addressed will result in further deterioration of this heritage building, health and safety issues and higher state of good repair costs.

14. Financial Summary

Financial Summary

Current Sq.Ft 6,381 sq.ft.

Proposed Sq.Ft. 6,381 sq.ft.

Cash Flow (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan				Project Total	%
		2014	2015	2016	2017		
Gross Cash Flow	-	96	1,003	2,507	-	3,606	
Funding Sources							
Developers Contributions	-	96	19	-	-	115	3%
Third Party Funding	-	-	-	-	-	-	0%
City Debt	-	-	984	2,507	-	3,491	97%
	-	96	1,003	2,507	-	3,606	100%
Operating Impact (\$000s)	Life To Date 2012	2013 - 2022 Capital Plan				Project Total	
		2014	2015	2016	2017		
Salaries & Benefits	-	-	-	-	-	-	
Collections	-	-	-	-	-	-	
Equipment, Materials and Services	-	-	-	12	12	24	
Revenue	-	-	-	-	-	-	
	-	-	-	12	12	24	
FTE's	-	-	-	-	-	-	

**TORONTO PUBLIC LIBRARY
2013 - 2022 CAPITAL BUDGET PROCESS TIMETABLE**

ACTIVITY	Due Date
BOARD BUDGET Committee	
1) Board Budget Committee	May 14
2) Board Budget Committee - Capital Budget Submission	June 11
LIBRARY BOARD REVIEW	
3) Library Board Meeting - Approval of Capital Submission	June 25
4) Library Board Meeting - Capital Budget Update	July 23
5) Library Board Meeting - Capital Budget Update	September 24
6) Library Board Meeting - Capital Budget Update	October 22
7) Library Board Meeting - Capital Budget Update	November 19
8) Library Board Meeting - Capital Budget Update	December 17
9) Adopt Council Approved Budget	TBD
ADMINISTRATIVE REVIEW	
10) City Manager, DFP, DCM and DCM & CFO review	June 5
11) City Manager, DCM and DCM & CFO call back / outstanding items	September 5-7
12) City Manager, DCM and DCM & CFO final recommendations	October 29
POLITICAL REVIEW	
13) Informal review Meeting with Budget Committee Reps	September 5 - October 19
14) Budget Committee Public Budget Introduction / Media Briefing	November 29
15) Budget Committee Hearings - Councillors and Public	TBD
16) Budget Committee Review / Wrap-up	TBD
17) Executive committee Review	January 10
18) Council Approval	January 15-17

