

# Toronto Public Library

## 2014-2023 Capital Budget and Plan

Budget Committee

June 10, 2013



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## Planning Framework

### Service Delivery Model – Four Tiers of Service

- 79 (81 by 2015) Neighbourhood Libraries
- 17 District Libraries
- 2 Research and Reference Libraries
- Virtual Branch Services and Mobile Library Services

### Branch Development Strategy

- Focus on maintaining and investing in current branch infrastructure to enhance services
- Construction of two new branches: Scarborough Civic Centre and Fort York

## Types of Capital Projects

### Buildings

- SOGR renovations
- New branches / expansions

### Technology

- Technology Asset Management Program (replacement of technology assets at end of life)
- Automated sorters
- Virtual Branch Services

## Strategic Priorities

1. Meet City debt targets
2. Focus on addressing state of good repair for branches and technology
3. Address City growth intensification areas
4. Maximize alternative (non-debt) funding sources
5. Minimize the operating impact of the capital program

### Strategic Priorities

#### Meet City Debt Targets

Year	(000s)
2014	13,230 (reduced by \$1.7M for ISF)
2015	14,450
2016	15,238
2017	16,065
2018	16,933
2019	16,933
2020	16,933
2021	16,933
2022	15,750 (reduced by \$250k for Processing Centre move to Ellesmere)
2023	12,000 (reduced by \$4 million for Processing Centre move to Ellesmere)

### Strategic Priorities

#### **Focus on addressing state of good repair for branches and technology**

- Meet current SOGR needs
- Address SOGR backlog
- Deliver 21st century library services

## Strategic Priorities

### Address City growth intensification areas

- Complete two new branches
- Bayview and St. Lawrence relocation and expansion
- Mimico renovation



## Strategic Priorities

### Maximize alternative (non-debt) funding sources

- Beneficial impact of 2014 Development Charges By-law
- Section 37 funds and other developer contributions
- Community fundraising

### Strategic Priorities

#### Minimize the operating impact of the capital program

- Efficiency measures for branches
  - Improve sightlines and traffic flows
  - Self service and automated sorters
  - Flexible, multi-purpose space
  - Virtual branch services – 24/7
  - Wireless
  
- Contribution from operating budget to partially fund TAMP

### 10-Year Capital Plan Updates

#### Debt targets

- Add 2023 and delete 2013
- 2023 debt target reduced by \$5 million
- 36% of gross 10-year plan funding from non-debt sources
  - Development Charges 19%
  - Operating budget (TAMP) 9%
  - Fundraising 4%
  - Section 37 and other developer contributions 3%
  - City reserve 1%

### 10-Year Capital Plan Updates

#### **SOGR**

- Impact of 2014 DC By-law – increase SOGR spending
- Increase Multi-Branch Renovation Program - \$3 million over 10-year plan
- Advance 5 branch projects by 1 year - NYCL, Dawes Road, Parliament Street, Guildwood, Northern District
- Introduce 2 new branch projects - Mimico and High Park
- Increase TAMP - \$2 million over 10-year plan to upgrade/replace self-service equipment and media technology
- Introduce Automated Sorter Replacement program
- SOGR backlog to decrease from \$47.9 million to \$29.5 million, (38%) by end of 10 years

### 10-Year Capital Plan Updates

#### Other project refinements

- Toronto Reference Library – increase by \$1.5 million (\$0.7 million in 2014 and \$0.8 million in 2013)
- Relocation of processing center to Ellesmere – increase by \$0.6 million for site conditions
- Bayview – accelerate 1 year to reflect construction schedule in joint use facility
- Wychwood – increase budget by \$0.6 million – heritage building and more detailed scoping and costing
- Weston – increase budget by \$1.5 million – heritage building and current construction costs
- Centennial – increase budget by \$2 million – updated building condition assessment
- Perth/Dupont – assessing alternative site options

### 10-Year Capital Plan Updates

#### Operating impact of capital program

- Total 10-year operating impact - \$4.0 million and 36.7 FTEs
- Library Processing Centre Relocation to Ellesmere – operating impact revised from pressure of \$62k to net saving of \$8k
- TAMP
  - Eligible for development charges funding
  - Reduce contribution from operating budget by \$1 million – possible 2014 operating budget relief
  - Review with City Finance

### Issues

- Addressing building SOGR backlog
- Rising construction costs / constrained debt targets
- Population growth and service demands
- Demand for e-services and new technologies
- Operating impact of capital program

### 2014 Projects

- Complete TRL renovation
- TAMP on-going
- Virtual Branch Services on-going
- Multi-Branch Renovation on-going
- Complete Fort York construction
- Complete Fairview renovation
- Complete Library Processing Centre relocation
- Continue Scarborough Civic Centre construction
- Start Albion renovation
- Planning for Bayview relocation
- Planning for Wychwood renovation



**End**