

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



2014-2023 Capital Budget and Plan

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



2014-2023 Capital Budget and Plan

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