

Toronto Public Library

Review of 2013-2022 Capital Plan and Updates

April 23, 2013



- Types of Capital Projects
- Planning Framework
- Development of Capital Plan
- Debt Targets
- Refinement of Capital Program
- Approvals
- 2013 – 2022 Capital Plan and Updates

Types of Capital Projects

- **Buildings**
 - SOGR renovations
 - New branches / expansions

- **Technology**
 - Technology Asset Management Program (replacement of technology assets)
 - Self-service RFID and automated sorters
 - Virtual Branch Services

Planning Framework

Service Delivery Model – Four Tiers of Service

1. Neighbourhood Libraries

- 10,000 – 15,000 sq. ft., serves minimum of 25,000 residents, 1.6km radius
- 40 – 69 hours open per week

2. District Libraries

- Minimum 25,000 sq. ft., serves minimum of 100,000 residents, 2.5 km radius
- 63-69 open hours per week

3. Research and Reference Libraries

- Minimum 150,000 sq. ft., serves entire city
- 63.5 - 69 open hours per week

4. Virtual Branch Services and Mobile Library Services



TPL Capital Program

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

Development of Capital Plan

Strategic Priorities

1. Focus on SOGR needs for branches, and technology

- Current needs and SOGR backlog
- Deliver 21st century library services
- Address undersized or inadequate branches

2. Relocate from leased facilities, where feasible

3. Improve locations

- Joint Facility Policy
- Potential impact of planned Community Infrastructure Study

Development of Capital Plan

Strategic Priorities

4. Prioritize projects

- Limited funding envelope
- Reflect revised timing for projects

5. Improve Operating Efficiency

- Improve sightlines and traffic flows
- Self service and automated sorters
- Flexible, multi-purpose space
- Partnership opportunities
- Virtual branch services – 24/7
- Manage growth in demand and control costs

Development of Capital Plan

21st Century Branch Library Services

- Engaged in the online world: internet, wireless, multimedia, together or alone
- Collections in multiple formats
- Engaged in content creation
- Extend beyond buildings
- Build community capacity with meeting, study and collaborative spaces
- Delivered in flexible spaces for children, seniors, teens and adults
- Buildings that are accessible, green, respond to local community

Development of Capital Plan

State of Good Repair for Branches

- Average age of branch is 40 years, 1/3 of branches no renovation in over 20 years
- Building Condition Assessment
- Current SOGR backlog - \$48 million
- Address annual SOGR needs as well as backlog
- Multi-branch SOGR renovation program
- Major building renovation program
- Outlook for SOGR backlog at the end of 10-yr plan - \$34 million

Development of Capital Plan

Costing for building projects

- Construction cost estimates updated each year
 - Scope of renovation
 - New construction / demolition
 - Heritage building
 - Leased location
 - Relocation
 - Inflation factor each year

TPL Capital Program

Technology

- **Technology Asset Management Program (replacement of technology assets)**
 - 4,600 PCs and laptops
 - 168 servers
 - Storage network
 - Data network equipment for 102 locations
 - Infrastructure software (e.g. database, web servers, security, systems management)
 - Application software (e.g. integrated library system, RFID, web site, digital asset management, financial)
- **Self-service (RFID) checkout and Sorters**

Technology

Virtual Branch Services

- Public facing online resources providing access to:
 - Over 8 million items in the collection
 - Econtent for borrowing and streaming, including ebooks and eaudiobooks and 103 electronic databases – Emagazines to be introduced
 - TPL website, KidsSpace for children and RAMP for teens – refresh
 - Affiliate programs
 - Social media presence – blogs to promote services and collections, and enabling multimedia for customers
 - Account information for customers and self-service – on-line fines payment, date-due notification and access through mobile devices

Development of Capital Plan

Funding Sources

- City debt – annual target
- Other City funding
- Development charges
- Section 37 charges and other developer contributions
- TPL Foundation
- Contribution from operating budget (TAMP)

Approvals and Process

- Budget is the first year of 10-year plan
- Capital budget approved at individual project level
- First year and multi-year cash flow commitments approved
- Annual debt targets set by City
- Actual spending may vary from budget – managed through in-year budget adjustments

TPL Capital Program

Debt Target

Year	(000s)
2013	10,690 (reduced by \$1.7M for ISF)
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)

Refinement of Capital Program

- New project
- Change to scope of existing project
- Change to timeline of existing project

Evaluation

- Strategic priority
- Unique site / location
- Partnerships
- Alternative funding available
- Timing and cash flows
- Fiscal sustainability



TPL Capital Program

2013 – 2022 Capital Plan and 2014 Refinements

Approved 2013 – 2022 Capital Budget and Plan chart

Adjustments to 2013 Capital Budget

- 2013 in-year adjustments
 - Scarborough Civic Centre - \$0.6 million (LARF), \$0.4 million (Development Charges)
 - Northern District \$0.4 million (S37)
 - Yorkville - \$15k (S37)
- 2012 carry-forwards - \$7.987 million



TPL Capital Program

2013 – 2022 Capital Plan and 2014 Refinements

- TRL – increase by \$700k in 2014



TPL Capital Program

2013 – 2022 Capital Plan and 2014 Refinements

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- **2023** – debt target of \$12 million



Thank You

Development of Capital Plan

Cost Factors

- Public space highly used
- Shelving and structural requirements
- Lighting, technology, etc.
- Urban setting (12% premium)

Ontario \$440 /sq.ft.

US \$419/sq.ft. (US)