



Toronto Public Library

Review of 2014 – 2023 Capital Plan and Updates

April 17, 2014



- Planning Framework
- Development of Capital Plan
- Debt Targets
- Refinement of Capital Program
- 2014 – 2023 Capital Plan and Updates

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
- 69 open hours per week

3. Research and Reference Libraries

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

4. Virtual Branch Services and Mobile Library Services



TPL Capital Program

Branch Infrastructure Strategy

- Established Branch Network
- Focus on maintaining and investing in current infrastructure to enhance services

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. Relocations and service enhancements

- Bayview
- St. Lawrence
- Perth/Dupont

3. Improve locations

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

Development of Capital Plan

Strategic Priorities

4. Prioritize projects

- Achieve balance among the four tiers of service within the City's 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

- Address annual SOGR needs as well as backlog
 - Average age of branch is 41 years, 1/3 of branches no renovation in over 20 years
- Multi-branch SOGR renovation program
- Major building renovation program
- Building Condition Assessment Report updated 2014
- AODA Requirements audit in 2014

Technology Asset Management Program (replacement of technology assets)

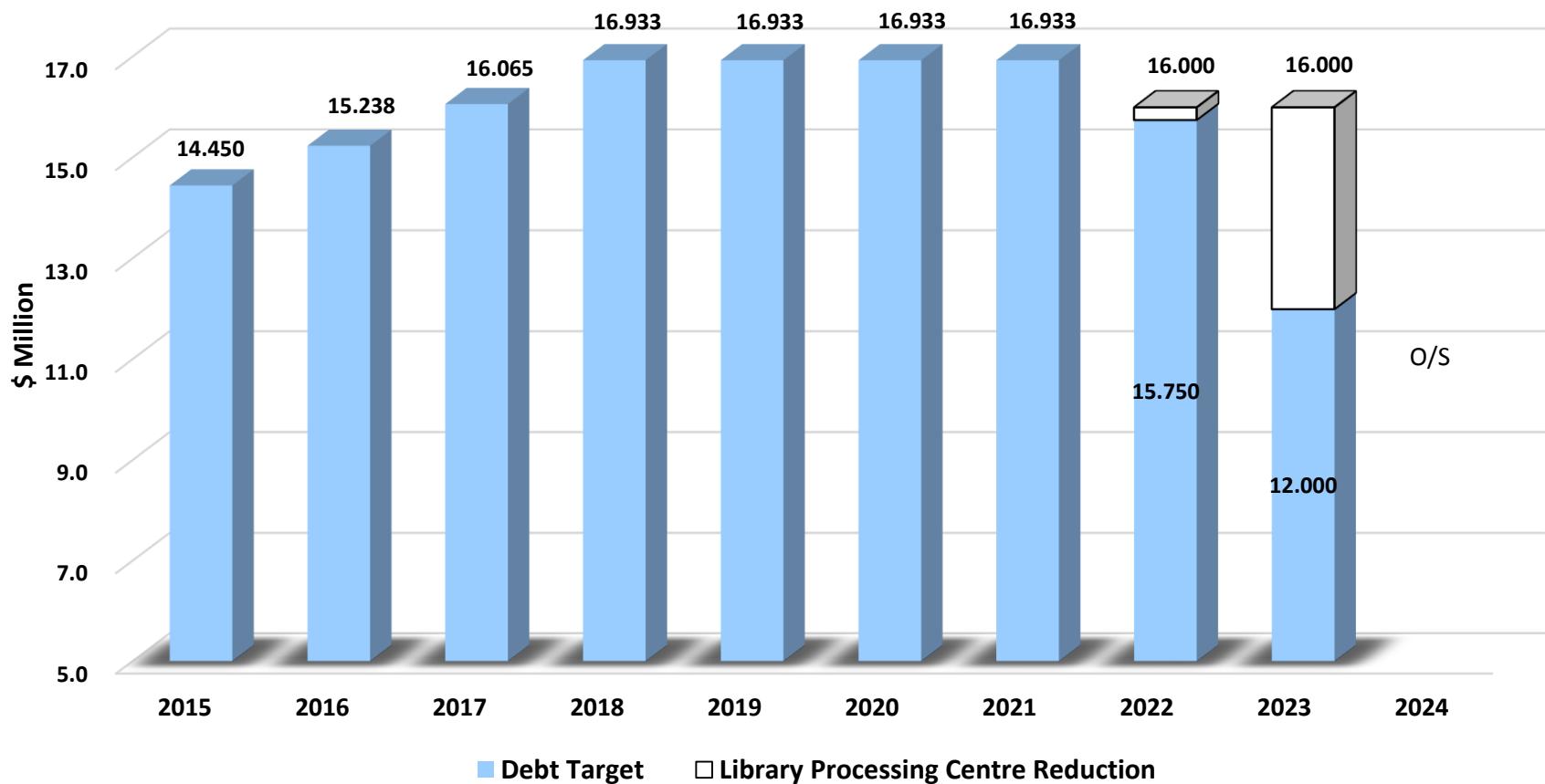
- 4,600 PCs and laptops
- 164 servers
- Storage network 116 TB
- Data network equipment for 102 locations
- Infrastructure software (e.g. database, web servers, security, systems management)
- Application software (e.g. integrated library system, RFID, TPL web site, digital asset management)
- In-branch innovation hub hardware and software
- Digital signage, presentation projectors and audio for learning centres and meeting rooms
- Self-service checkout equipment

Virtual Branch Services

Public-facing online services providing access to:

- Over 8 million items in the collection
- Econtent for downloading and streaming i.e. ebooks, eaudiobooks Emagazines and electronic databases.
- Social media presence – and blogs to promote services and collections, and enabling multimedia for customers
- Improved website providing dynamic self serve options such as online fine payments and date-due notification

Debt Target



Refinement of Capital Program

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

Evaluation

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



TPL Capital Program

2014 – 2023 Capital Plan and Updates

Refer to Approved 2014 – 2023 Capital Budget and Plan

Adjustments to 2014 Capital Budget

- 2013 Year End Adjustments
 - Exchanged 2013 and 2014 cash flows between 7 projects to better match the timing of the funding
- 2013 carry-forwards - \$4.975 million (2013 spending rate = 87%)
- 2014 in-year adjustments
 - Maryvale expansion - \$0.06 million

2014 – 2023 Capital Plan and Updates

Revised Timing - Delays

- Albion – delay in start of construction due to site plan approval process
- Bridlewood – revised timing
- Bayview – revised timing and underground parking issue
- Wychwood – revised scope and timing
 - up to \$1.5 million S 37 funding
 - increase size of branch by 5,000 sq ft
 - 1,700 sq ft allocated for seniors spaces
- Sanderson – revised timing, joint project
- Dawes Road – revised scope and timing
- Perth/Dupont – revised scope and timing
 - relocation to 299 Campbell Ave
 - increase size of library by 3,500 sq ft

2014 – 2023 Capital Plan and Updates

Accelerations

Potential to accelerate other capital projects