



# Toronto Public Library

2015 – 2024 Capital Budget and Plan

Board Meeting

September 8, 2014



- Planning Framework
- Types of Capital Projects
- Strategic Priorities
- 10-Year Capital Plan Updates
- Issues
- 2015 Projects

# 2015 - 2024 Capital Budget and Plan

## Planning Framework

### Service Delivery Model – Four Tiers of Service

- 80 (81 by 2015) Neighbourhood Libraries
- 17 District Libraries
- 2 Research and Reference Libraries
- Virtual Branch Services and Mobile Library Services

### Branch Development Strategy

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

## Buildings

- SOGR renovations
- Relocations and expansions

## Technology

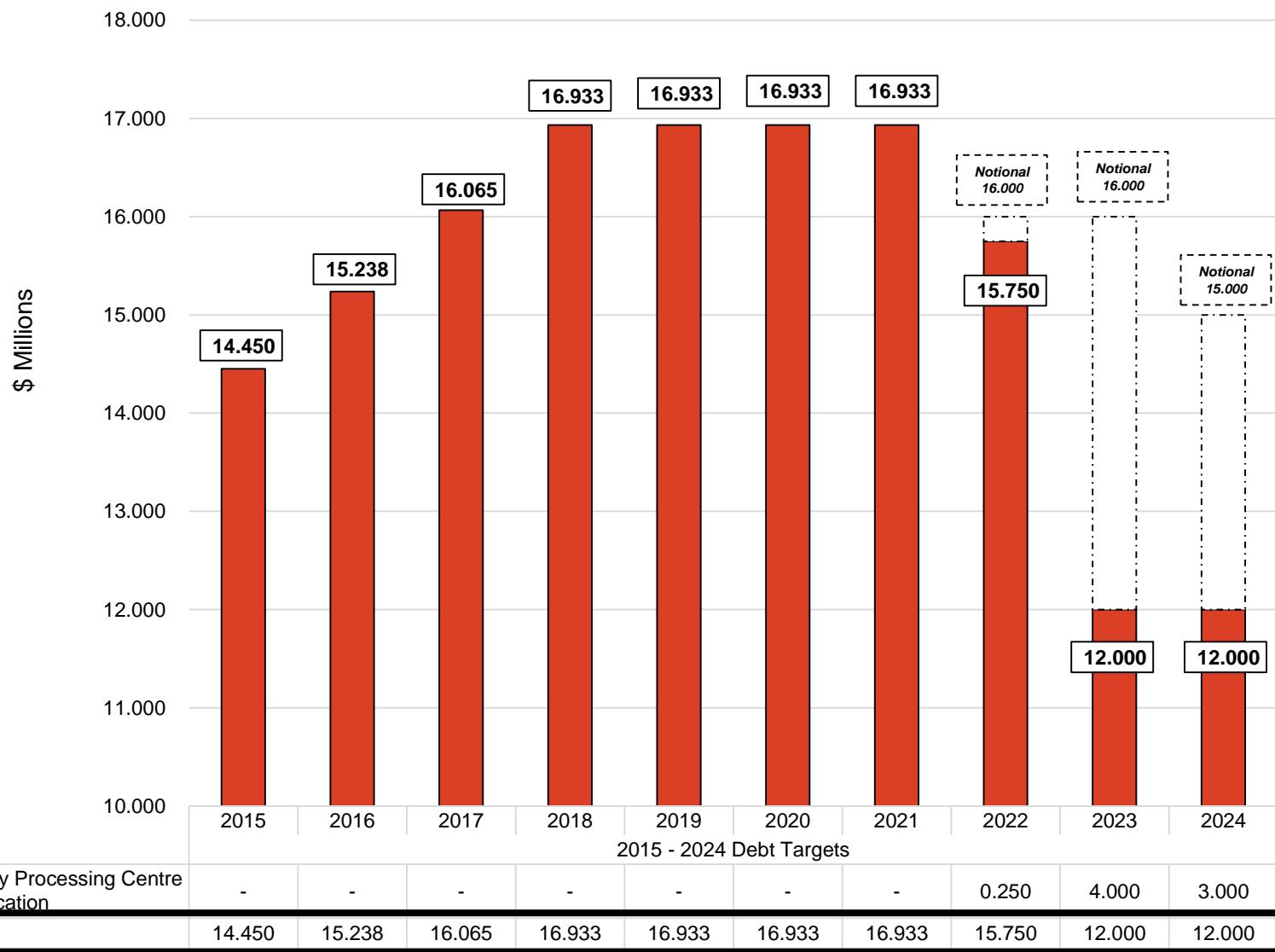
- Technology Asset Management Program (replacement of technology assets at end of life)
- Automated sorter replacement program
- Virtual Branch Services

# 2015 - 2024 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

### 1. Meet City Debt Targets



# 2015 - 2024 Capital Budget and Plan

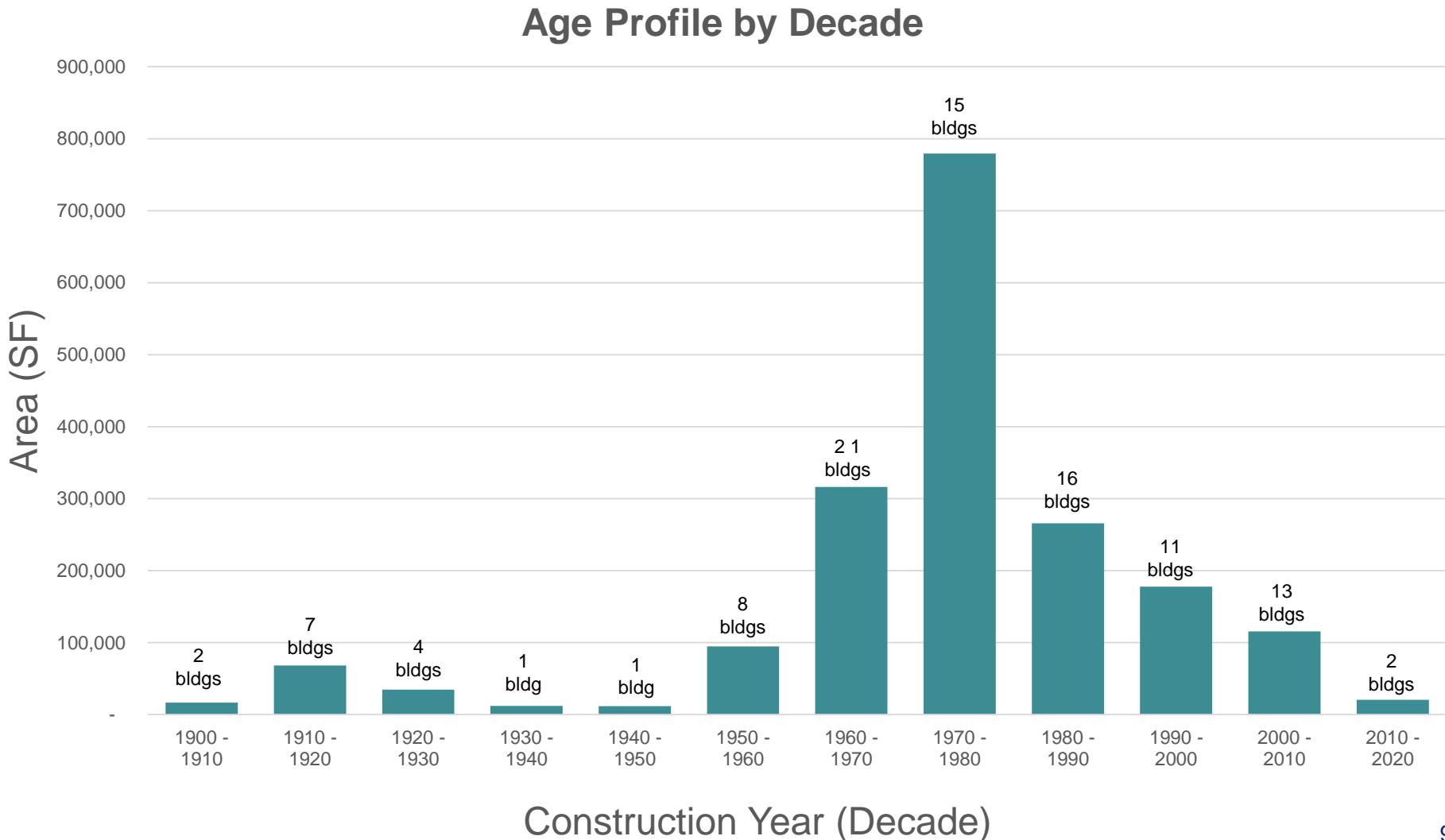
## Strategic Priorities

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

- Address annual SOGR needs as well as backlog
- Definition of SOGR
  - Major capital maintenance, repair or replacement of existing assets
- Buildings
  - 99 branches (100 by 2015) + 2 service buildings
  - Leased 104,559 sq. ft.
  - Owned 1,899,165 sq. ft.
  - Replacement value \$830 million
- Information Technology
  - \$36 million

### 2. SOGR (con't)

- Multi-branch SOGR renovation program
  - Repair or replacement of building elements
  - Accessibility requirements
- Major building renovation program
- 21<sup>st</sup> Century Branch Library Services
- Average age of branch is 43 years, 66% of branches no major renovation in over 20 years

2015 - 2024 Capital Budget and Plan  
Strategic Priorities

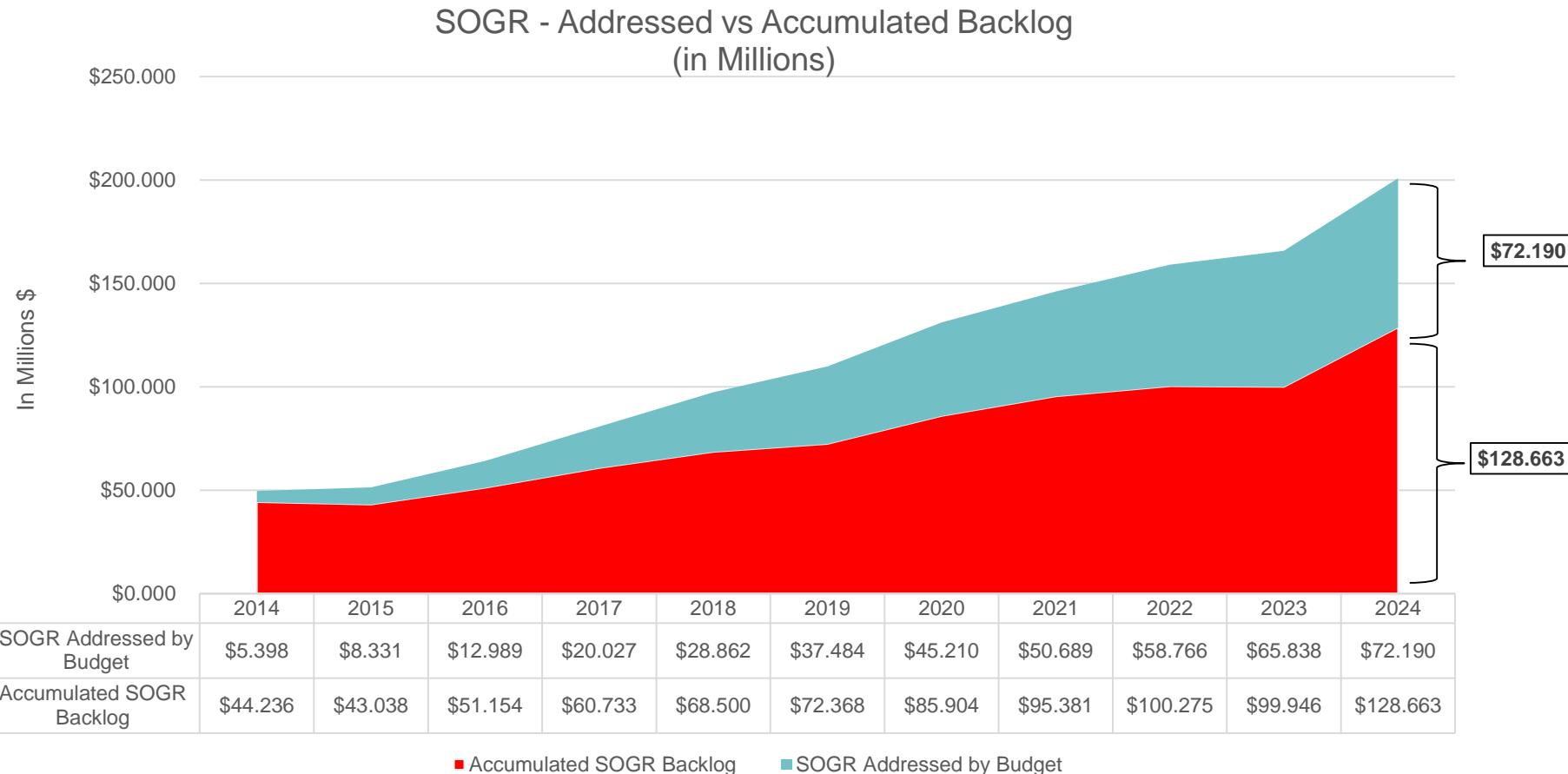
### 2. SOGR (con't)

- Comprehensive Property Condition Assessment (PCA) in 2014
  - Structural
  - Building envelope / exterior cladding
  - Roofing
  - Mechanical
  - Electrical
  - Plumbing
  - Interior finishes and furnishings
  - Site work
  - Fire and life-safety systems
- Accessibility requirements under the Accessibility for Ontarians with Disabilities Act (AODA)

# 2015 - 2024 Capital Budget and Plan

## Strategic Priorities

### 2. SOGR (cont'd)



- 2014 backlog \$44M; 2024 projected backlog \$128M (13% of replacement value)
- Review PCA for priorities to match budget availability

## 2. SOGR - Accessibility

- Accessibility for Ontarians with Disabilities Act (AODA) compliance audit in 2014
- Legislative requirement – AODA compliance at major renovation or new construction (Building permit)
- Improve access to Library Services for persons with disabilities
- Increase multi-branch SOGR budget for accessibility by \$5.8 million over 2015 - 2024
- Where feasible, combine with other SOGR upgrades to minimize cost

### 3. Address City growth intensification areas

- Complete Scarborough Civic Centre
- Relocations and service enhancements
  - Bayview, St. Lawrence
  - Perth/Dupont, Albert Campbell, Dawes Rd, Wychwood, Mimico

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

- Reduce discount on development charge draws from 26% to 10% - \$8.242 million of additional DC funding
  - \$3.347 million towards the Multi-Branch Minor Renovation Program to address SOGR and accessibility (\$5.8 million gross)
  - \$1.0 million for the Agincourt renovation project (\$2.297 million gross)
  - \$0.690 million for Dawes Road towards the purchase of land (\$1.5 million gross)
  - \$1.727 million for Northern District to start in 2020
  - \$1.478 million for partial funding of SOGR needs at Perth/Dupont (\$0.215 million), Brookbanks (\$0.878 million) and Centennial (\$0.385 million) projects.
- Reduce discount on development charge draws from 10% to 0% - \$5.7 million of additional DC funding
- Section 37 funds and other developer contributions

# 2015 - 2024 Capital Budget and Plan

## Strategic Priorities

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

- Invest \$5.7 million freed-up debt room to:
  - SOGR backlog
  - TAMP

#### Full Impact on TAMP from Eliminating Discount (10% to 0%)

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	<b>TOTAL</b>
Gross Expenditures	—	—	—	—	—	—	—	—	—	—	—
Funding Sources:											
Debt	433	699	554	523	682	397	300	711	554	654	5,507
Development Charges	137	(129)	16	47	(112)	173	270	(141)	16	(84)	193
<b>Contribution from Operating Budget</b>	<b>(570)</b>	<b>(5,700)</b>									
<b>Total</b>	<b>—</b>										

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

- **Improve Operating Efficiency**
  - Improve sightlines and traffic flows
  - Self service
  - Flexible, multi-purpose space
  - Partnership opportunities
  - Virtual branch services – 24/7
- **Manage growth in demand and control costs**
- **Save on lease costs for relocations**
- **TAMP savings \$0.570 million annually**

# 2015 - 2024 Capital Budget and Plan

## 10-Year Capital Plan Updates

### SOGR

- Increase TAMP - \$1.3 million over 10-year plan to upgrade/replace self-service equipment and media technology
- Virtual Branch Services - increase budget by \$0.750 million
- Increase Multi-Branch Renovation Program - \$5.4 million over 10-year plan
- Agincourt added – \$2.3 million including \$1.1 million section 37 funding
- North York Central Library - construction accelerate to start in 2015

# 2015 - 2024 Capital Budget and Plan

## 10-Year Capital Plan Updates

### Other significant plan refinements

- Scarborough – increase budget by \$0.420 million – construction costs
- Albion – construction delay
- Bridlewood – defer 1 year to reflect timing of S 37 funding
- Bayview – defer 1 year to reflect construction schedule in joint use facility
- Wychwood – increase size of branch by 5,000 sq. ft. – \$1.5 million S.37 funding and \$1.9 million DC funding
- St. Clair / Silverthorn – construction accelerate to start in 2015
- Dawes Rd – accelerate 1 year and increase budget for land acquisition costs (\$1.5 million)
- Sanderson – defer 1 year – assessing redevelopment of current site
- Perth / Dupont – accelerate 4 years, relocate and increase size of branch from 3,627 sq. ft. to 10,000 sq. ft.

# 2015 - 2024 Capital Budget and Plan

## 10-Year Capital Plan Updates

### Operating impact of capital program

- Total 10-year operating impact - \$3.1 million and 18.2 FTEs
- Scarborough Civic Centre new construction
  - \$0.744 million (second year impact)
- St. Lawrence Relocation
  - \$1.598 million, 14 FTEs
- TAMP
  - \$0.570 million annual operating budget relief

# 2015 - 2024 Capital Budget and Plan

## Issues

- Debt target – inadequate funding
- Growing SOGR backlog
- Population growth and changing service demands
- Demand for Virtual Branch e-services and technology
- Operating impact of capital program
- Timing and scope of projects

# 2015 - 2024 Capital Budget and Plan

## 2015 Projects

- TAMP on-going
- Virtual Branch Services on-going
- Multi-Branch Renovation on-going
- Complete Scarborough Civic Centre construction
- Continue planning for Bayview relocation
- Continue planning for Wychwood renovation
- Start Albion reconstruction
- Start Agincourt renovation
- Start design and construction of St. Clair / Silverthorn renovation
- Start North York Central Library renovation
- Start planning for Dawes Rd construction and expansion



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