



Toronto Public Library

2015 – 2024 Capital Budget and Plan

Board Meeting

September 8, 2014



2015 - 2024 Capital Budget and Plan

- 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

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Types of Capital Projects

Buildings

- SOGR renovations
- Relocations and expansions

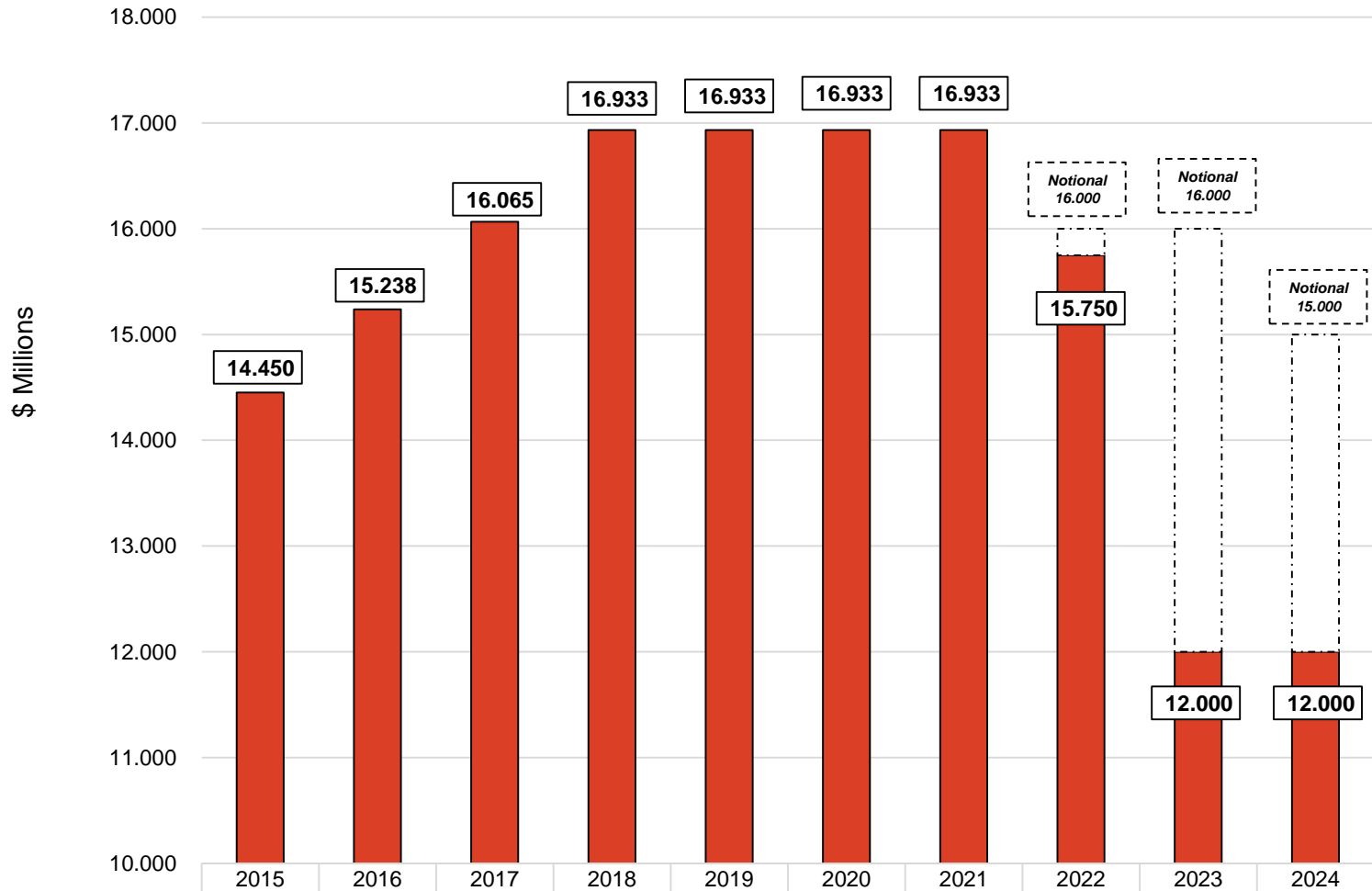
Technology

- 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 Debt Targets										
Reduction for Library Processing Centre Relocation	-	-	-	-	-	-	-	0.250	4.000	3.000
Debt Target	14.450	15.238	16.065	16.933	16.933	16.933	16.933	15.750	12.000	12.000

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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

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Strategic Priorities

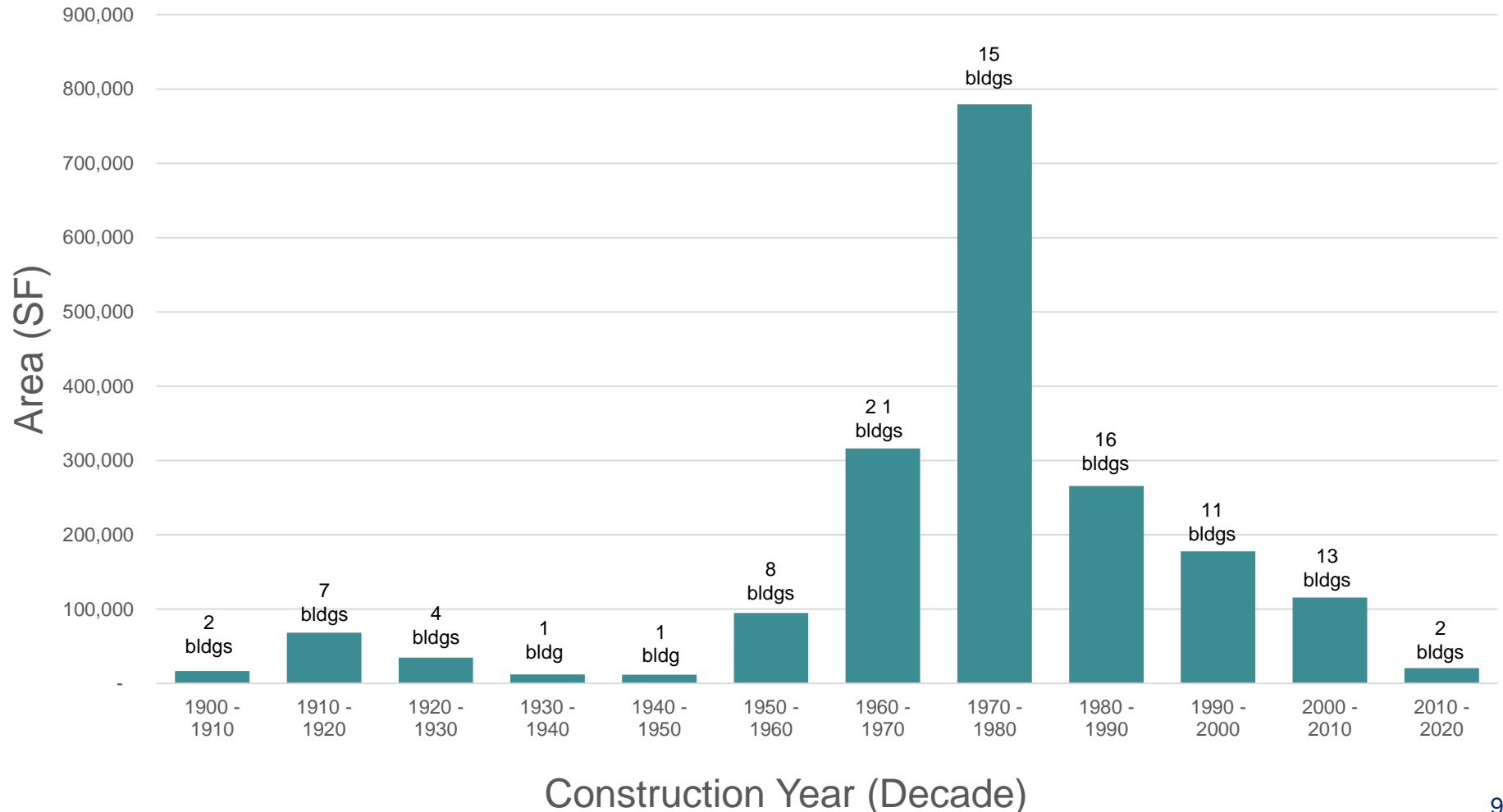
2. SOGR (con't)

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

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Strategic Priorities

Age Profile by Decade



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Strategic Priorities

2. SOGR (con't)

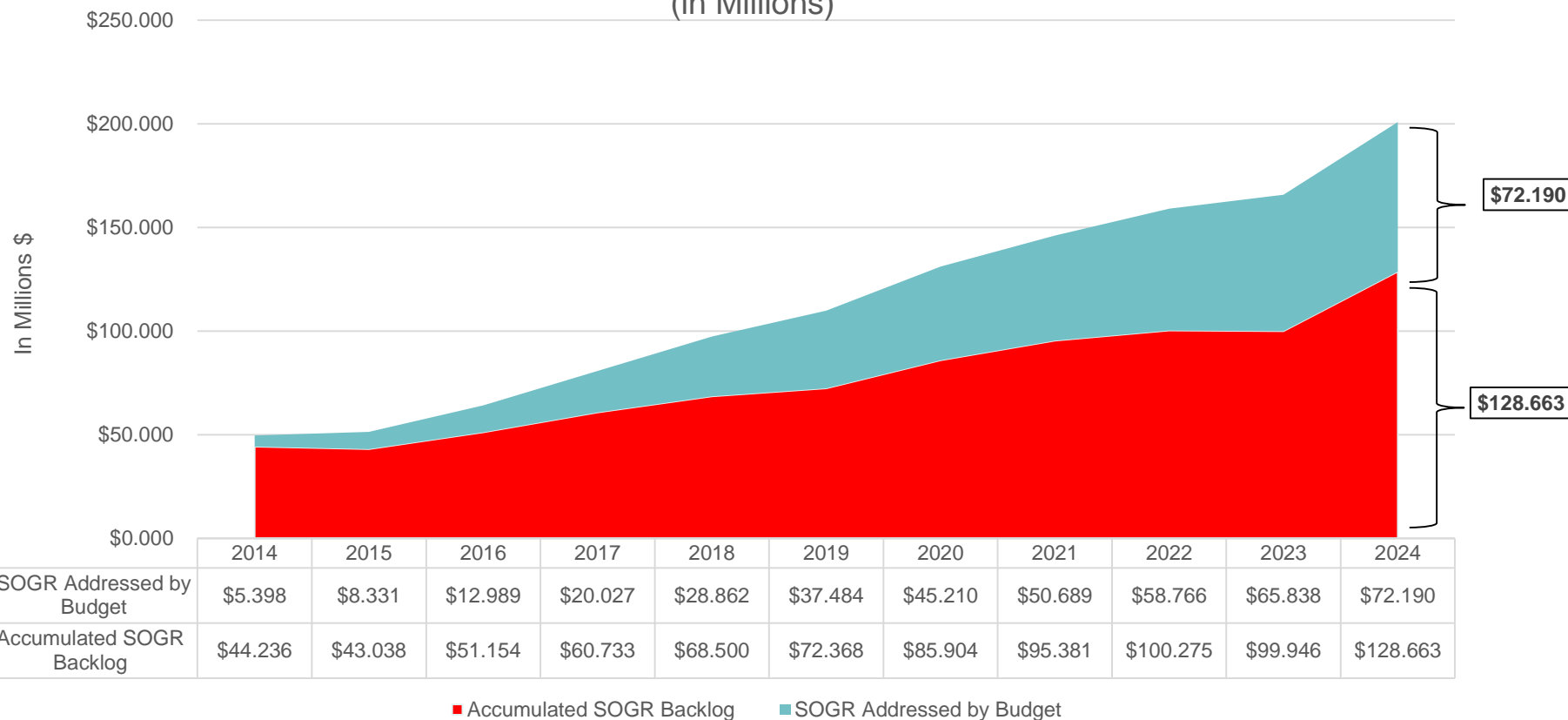
- Comprehensive Property Condition Assessment (PCA) in 2014
 - Structural
 - Building envelope / exterior cladding
 - Roofing
 - Mechanical
 - Electrical
 - Plumbing
 - Interior finishes and furnishings
 - Site work
 - Fire and life-safety systems
- Accessibility requirements under the Accessibility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

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Strategic Priorities

2. SOGR (cont'd)

SOGR - Addressed vs Accumulated Backlog
(in Millions)



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

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Strategic Priorities

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

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Strategic Priorities

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

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Strategic Priorities

4. Maximize alternative (non-debt) funding sources

- Reduce discount on development charge draws from 26% to 10% - \$8.242 million of additional DC funding
 - \$3.347million 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

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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%)

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>TOTAL</u>
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
Contribution from Operating Budget	(570)	(570)	(570)	(570)	(570)	(570)	(570)	(570)	(570)	(570)	(5,700)
Total	-	-	-	-	-	-	-	-	-	-	-

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Strategic Priorities

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**

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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

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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.

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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

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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

End