



City Budget
2012

Toronto Public Library Capital Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Capital Budget funds major infrastructure.

2012–2021 Capital Program

2012 CAPITAL BUDGET ANALYST BRIEFING NOTES BUDGET COMMITTEE NOVEMBER 28, 2011

TABLE OF CONTENTS

PART I: RECOMMENDATIONS	1
PART II: 2012 – 2021 CAPITAL PROGRAM	
10–Year Capital Plan Summary (2012 Rec'd Budget, 2013–2021 Rec'd Plan)	2
10–Year Capital Plan Overview	5
10–Year Capital Plan: Operating Impact Summary	12
PART III: 2012 RECOMMENDED CAPITAL BUDGET	
2012 Capital Budget by Project Category and Funding Source	15
2012 Recommended Cash Flow & Future Year Commitments	16
2012 Recommended Capital Project Highlights	17
PART IV: ISSUES FOR DISCUSSION	
2012 and Future Year Issues	18
Issues Referred to the 2012 Capital Budget Process	N/A
APPENDICES	
Appendix 1: 2011 Performance	23
Appendix 2: 10–Year Recommended Capital Plan Project Summary	25
Appendix 3: 2012 Recommended Capital Budget; 2013 to 2021 Capital Plan	26
Appendix 4: 2012 Recommended Cash Flow & Future Year Commitments	27
Appendix 5: 2012 Recommended Capital Projects with Financing Details	28
Appendix 6: 2012 Reserve / Reserve Fund Review	29

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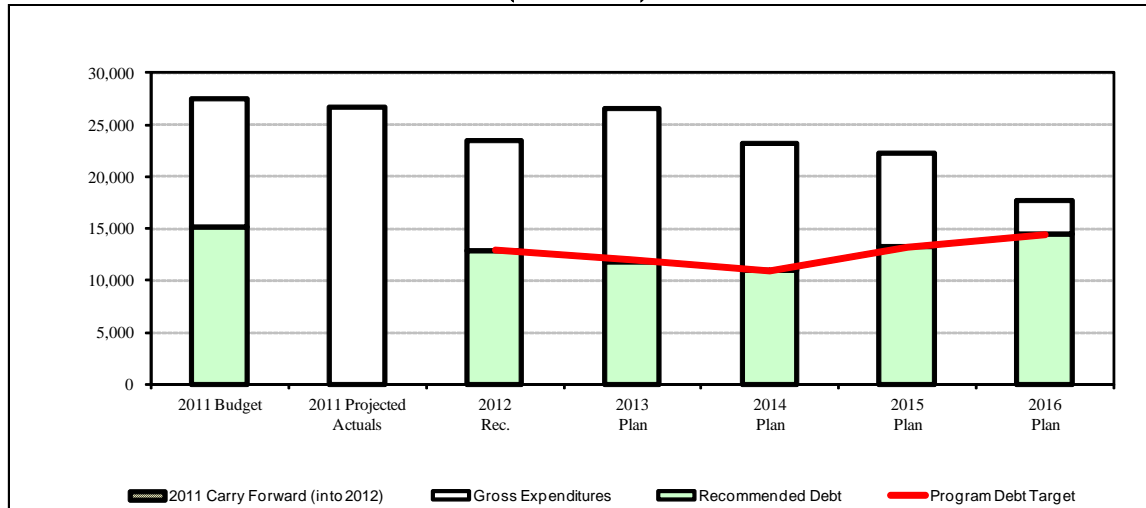
PART I: RECOMMENDATIONS

The City Manager and Chief Financial Officer recommend that:

1. Council approve the 2012 Recommended Capital Budget for Toronto Public Library with a total project cost of \$17.587 million and a 2012 cash flow of \$23.890 million and future year commitments of \$52.832 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) 3 new/change in scope projects with a 2012 total project cost of \$17.587 million that requires a cash flow of \$0.306 million in 2012 and \$2.327 million in 2013, and future year commitments of \$5.781 million in 2014; \$6.914 million in 2015; and \$2.259 million in 2016;
 - ii) 11 previously approved projects with a 2012 cash flow of \$23.584 million and a future year commitment of \$23.124 million in 2013; \$11.280 million in 2014; and \$1.147 million in 2015;
2. Council approve new debt service costs of \$0.003 million in 2012 and incremental debt costs of \$0.056 million in 2013; \$0.384 million in 2014; \$1.057 million in 2015; \$1.787 million in 2016; \$1.955 million in 2017; \$2.061 million in 2018; \$2.154 million in 2019 to 2021 to be included in the 2012 and future year operating budgets;
3. Council approve the 2013 – 2021 Recommended Capital Plan for Toronto Public Library totaling \$142.317 million in project estimates, comprised of \$0.731 million in 2013; \$5.378 million in 2014; \$9.260 million in 2015; \$16.446 million in 2016; \$20.481 million in 2017; \$22.804 million in 2018; \$23.818 million in 2019; \$21.868 million in 2020; and \$21.531 million in 2021;
4. Council consider operating impacts of \$0.153 million in 2012; \$(0.194) million in 2013; \$0.838 million in 2014; \$0.986 million in 2015; \$0.040 million in 2016; \$0.163 million in 2017; \$0.027 million in 2018; \$1.089 million in 2019; \$1.162 million in 2020; and \$0.107 million in 2021 emanating from the approval of the 2012 Recommended Capital Budget for inclusion in the 2012 Operating Budget and future year operating budgets; and,
5. Council approve the transfer of \$1.690 million gross and debt from the 2012 Information and Technology Recommended Capital Budget to the 2012 Toronto Public Library Recommended Capital Budget to invest in an automated sorting system at the Ellesmere delivery hub to achieve an estimated operational efficiency of \$0.225 million net in 2013.

PART II: 2012 – 2021 CAPITAL PROGRAM

10-Year Capital Plan 2012 Recommended Budget, 2013–2016 Recommended Plan (In \$000s)

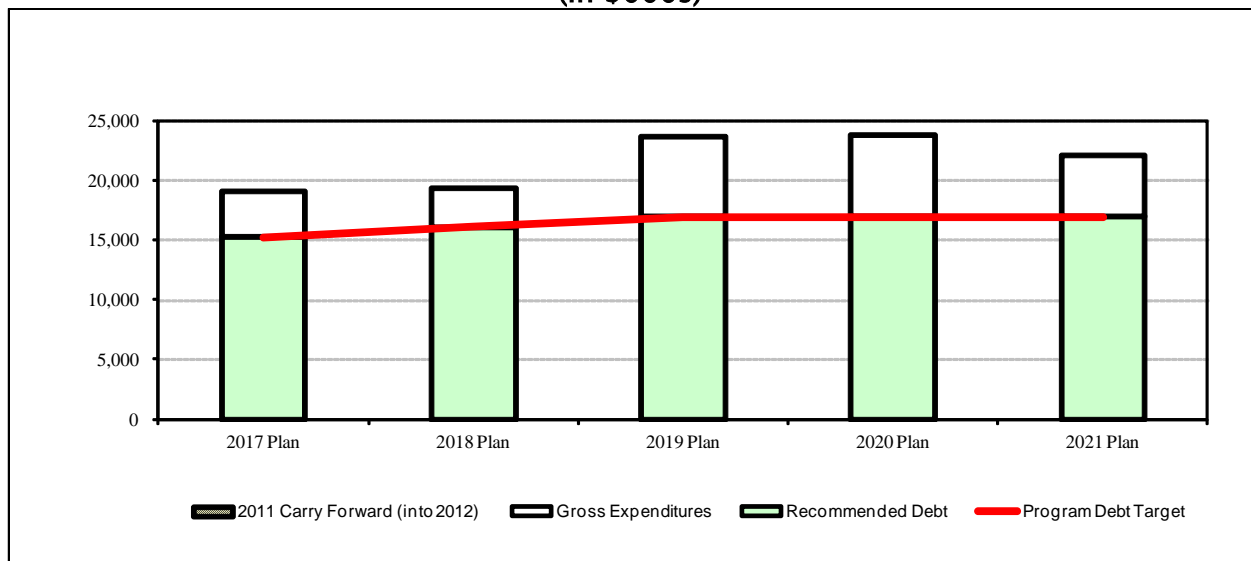


	2011		2012 Rec. Budget and 2013-2016 Plan						5-Year Total Percent
	Budget	Projected Actual	2012	2013	2014	2015	2016	2012-2016	
Gross Expenditures:									
2011 Capital Budget & Approved FY Commitments	27,453	27,453	26,583	23,192	22,345	17,667	19,032	108,819	100%
Recommended Changes to Approved FY Commitments			(2,999)	(68)	(11,065)	(16,520)	(19,032)	(49,684)	-46%
2012 New/Change in Scope and Future Year Commitments			306	2,327	5,781	6,914	2,259	17,587	16%
2013- 2016 Capital Plan Estimates			0	731	5,378	9,260	16,446	31,815	29%
1-Year Carry Forward to 2012*			→						
Total Gross Annual Expenditures & Plan	27,453	27,453	23,890	26,182	22,439	17,321	18,705	108,537	100%
Program Debt Target	12,941		11,793	10,968	13,230	14,450	15,238	65,679	
Financing:									
Recommended Debt			11,793	10,968	13,230	14,450	15,238	65,679	61%
Reserves/Reserve Funds			4,324	678	2,427		261	7,690	7%
Development Charges			4,389	6,108	3,874	853	1,138	16,362	15%
ISF								0	0%
Provincial/Federal								0	0%
Other Revenue			3,384	8,428	2,908	2,018	2,068	18,806	17%
Total Financing	0		23,890	26,182	22,439	17,321	18,705	108,537	100%
By Category:									
Health & Safety								0	0%
Legislated								0	0%
SOGR			14,599	19,400	14,681	16,184	17,163	82,027	76%
Service Improvement								0	0%
Growth Related			9,291	6,782	7,758	1,137	1,542	26,510	24%
Total By Category	0		23,890	26,182	22,439	17,321	18,705	108,537	100%
Asset Value - end of each year (\$)	754,158		753,277	753,541	762,646	772,247	772,512		
Yearly SOGR Backlog Estimate (not addressed by current plan)			1,281	(6,578)	(121)	1,592	285		
Accumulated Backlog Estimate (end of year)	50,227		51,508	44,930	44,809	46,401	46,686		
Backlog: Percentage of Asset Value (%)	7%		7%	6%	6%	6%	6%		
Debt Service Costs			3	56	348	1,057	1,787	3,251	
Operating Impact on Program Costs**			153.00	(194.00)	838	986	40	1,823	
New Positions			(2.00)	(6.50)	20	0	3.3	14.8	

* No carry forward has been identified at this point in time. TPL is reviewing the overall 2011 cash flow funding requirement and will report on necessary 2011 carry forward funding into 2012 in early 2012.

**The estimated savings of \$0.225 million resulting from operational efficiencies achieved through the installation of the automated sorting system at Ellesmere Delivery Hub in 2013 is subject to the approval of Toronto Public Library Board at its meeting on December 12, 2011.

**10-Year Capital Plan
2017–2021 Recommended Plan
(In \$000s)**



	2017-2021 Capital Plan						10-Year Total Percent
	2017	2018	2019	2020	2021	2012-2021	
Gross Expenditures:							
2011 Capital Budget & Approved FY Commitments	19,363	23,689	23,798	22,010		197,679	90%
Recommended Changes to Approved FY Commitments	(19,363)	(23,689)	(23,798)	(22,010)	0	(138,544)	-63%
2011 New/Change in Scope and Future Year Commitments	0	0	0	0	0	17,587	8%
2017 - 2021 Capital Plan Estimates	20,481	22,804	23,818	21,868	21,531	142,317	65%
Total Gross Annual Expenditures & Plan	20,481	22,804	23,818	21,868	21,531	219,039	100%
Program Debt Target	16,065	16,933	16,933	16,933	16,933	149,476	
Financing:							
Recommended Debt	16,065	16,933	16,933	16,933	16,933	149,476	68%
Reserves/Reserve Funds	800					8,490	4%
Development Charges	1,488	3,683	4,637	2,627	2,230	31,027	14%
ISF						0	0%
Provincial/Federal						0	0%
Other Revenue	2,128	2,188	2,248	2,308	2,368	30,046	14%
Total Financing	20,481	22,804	23,818	21,868	21,531	219,039	100%
By Category:							
Health & Safety						0	0%
Legislated						0	0%
SOGR	14,379	19,089	19,550	19,322	19,493	173,860	79%
Service Improvement						0	0%
Growth Related	6,102	3,715	4,268	2,546	2,038	45,179	21%
Total By Category	20,481	22,804	23,818	21,868	21,531	219,039	100%
Asset Value(\$)	772,512	773,204	776,267	776,500	785,733	786,453	
Yearly SOGR Backlog Estimate (not addressed by current plan)		1,662	(1,687)	(3,111)	(2,438)	538	
Accumulated Backlog Estimate (end of year)	46,686	48,348	46,661	43,550	41,112	41,650	
Backlog: Percentage of Asset Value (%)	6%	6%	6%	6%	5%	5%	
Debt Service Costs	1,955	2,061	2,154	2,154	2,154	13,731	
Operating Impact on Program Costs	163	27	1,089	1,162	107	4,371	
New Positions	0	0	18.5	0	0	33.3	

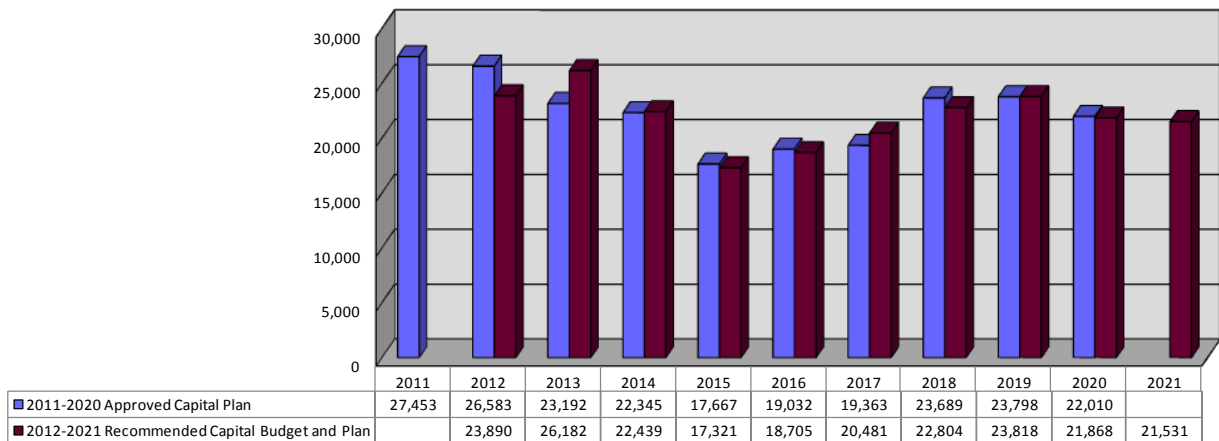
10–Year Capital Plan Overview

- Toronto Public Library provides a wide range of library services to Torontonians through its 98 libraries consisting of 79 neighbourhood libraries, 17 district libraries, and 2 research and reference libraries, with total asset replacement value of \$753.158 million. The main focus of the 10–Year Recommended Capital Plan is to balance the facility state of good repair requirements (\$173.860 million) and the need for new library branches/expansions (\$45.179 million)
- The 10–Year Recommended Capital Plan for Toronto Public Library totals \$219.039 million, of which \$108.537 million or 49.55% is projected from 2012 to 2016 and \$110.502 million or 50.45% from 2017 to 2021, providing funding for 23 facility renovation/expansion projects, and 3 I&T projects including the implementation of the self–service circulation to improve operational efficiency.
- The 10–Year Recommended Capital Plan has met the debt affordability targets for each of the ten years, and requires debt funding of \$149.476 million or 68% of the total funding requirement of \$219.039 million. Other financing sources utilized to fund the 10–Year Recommended Capital Plan are as follows:
 - Development charges provide funding of approximately \$31.027 million or 14%;
 - TPL’s operating contribution (Technology Asset Management Program) towards IT projects provides approximately \$20.980 million or 9.6%;
 - Provincial funding and private donations for the Toronto Reference Library renovation project totals \$9.066 million or 4.1%;
 - Section 37/Developer Agreements provide funding of approximately \$7.330 million or 3.3%; and,
 - The Capital Financing Reserve Fund provides funding of \$1.160 million or 1.0%.
- The 10–Year Recommended Capital Plan allocates a significant portion of funding for SOGR projects such as the Toronto Reference Library, Albion Library, and Mount Dennis Library renovations. The 2009 SOGR audit indicated an estimated \$50.0 million in backlog which was projected to grow to \$56.0 million in 2010 if no repair work was to take place. As a result of the on–going multi–branch minor renovation program, the major renovation and construction program and the completion of Infrastructure Stimulus Fund projects in 2011, TPL was able to maintain the SOGR backlog at \$50.0 million at the end of 2011 (6.7% of TPL's asset replacement value) and the 10–Year Recommended Capital Plan will reduce this backlog by \$8.577 million or 17% over 10 years to a balance of \$41.650 million, representing 5.3% of TPL's asset replacement value.

- The 10–Year Recommended Capital Plan includes operating impacts from previously approved and new/change in scope capital projects of \$0.153 million for 2012; \$(0.194) million for 2013; \$0.838 million for 2014; \$0.986 million for 2015; \$0.040 million for 2016; \$0.163 million for 2017; \$0.027 million for 2018; \$1.089 million for 2019; \$1.162 million for 2020; and \$0.107 million for 2021. *(Please refer to P.10 for 10–Year Capital Plan: Operating Impact Summary for details)*

Key Changes to the 2011 – 2020 Approved Capital Plan

**Changes to the 2011–2020 Approved Capital Plan
(In \$000s)**



- The 2012 Recommended Capital Budget and 2013–2021 Recommended Capital Plan reflects a reduction of \$6.093 million or 2.7% from the 2011–2020 Approved Capital Plan. The recommended changes to the 2011–2020 Approved Capital Plan reflect TPL's re-prioritization of its capital projects to help address its SOGR backlog, while balancing the need for new library branches/expansions. The major changes to the 2011–2020 Approved Capital Plan are outlined below:
 - The cash flow funding for the Fairview Library renovation/expansion project have been advanced to 2012 and 2013 from 2014 to address urgent SOGR needs (as identified in the 2009 SOGR audit). The accelerated SOGR project will address mechanical and structural needs, improve the layout of floor space to provide additional study/work spaces, continue the installation of the Self Service Circulation system, replace the of elevator, exterior doors, and HVAC system, as well as make improvements to washroom facilities, to meet health and safety and Building Code requirements.
 - The cash flow funding for the Mount Dennis Library renovation project have been advanced to 2012 and 2013 from 2014 to address urgent SOGR needs (as identified in the 2009 SOGR audit). The accelerated SOGR project will fund

mechanical and structural needs, improved layouts to provide additional study/work spaces, the installation of the Self Services Circulation system, as well as the installation of a drain system, and replacement of hydraulic elevator and HVAC system to meet health and safety and Building Code requirement.

- The cash flow funding for the Toronto Reference Library renovation and expansion project has been deferred for one year from 2012 to 2013 to correspond with the timing of private sector donations.
- The 2015 – 2021 cash flow funding eligible for the Dawes Road Library renovation project have been deferred, while options for the future renovation of the library are assessed with the Facilities and Real Estate Division.
- The cash flow funding for the Technology Asset Management Program project has been increased by \$1.586 million from 2015 to 2018 in the 2012 – 2021 Recommended Capital Plan (compared to the Council Approved 2011 to 2020 Capital Plan) to provide funding for the next TELS equipment replacement cycle (2,022 PCs) in 2015/2016.
- Funding for the Albion Library renovation capital project has increased by \$2.285 million to \$15.007 million gross and \$14.336 million debt to address urgent SOGR needs (as identified in the 2009 SOGR audit) including mechanical and structural needs, improved layouts to provide increased programming and community meeting space, installation of the Self Service Circulation system, as well as replacement of elevator and HVAC system to meet health and safety and Building Code requirement.
- Funding for the Multi-Branch Renovation Program is recommended to be increased by \$0.500 million per year, with a corresponding reduction in funding of the Virtual Branch Services project, in the 2012 – 2021 Recommended Capital Plan (compared to the Council Approved 2011 to 2020 Capital Plan), as TPL re-prioritizes the capital program to focus on addressing SOGR needs.
 - In order to achieve the operational savings recommended in TPL's 2012 Recommended Operating Budget, the 2012 recommended cash flow funding for the Multi-Branch Renovation Program has been reduced by \$0.500 million as \$0.700 million has been advanced from 2012 to 2011, and \$0.300 million is redirected toward the Self-Service Circulation project.

- Changes from the 2011 – 2020 Approved Capital Plan are described below:

Summary of Project Changes

(In \$000s)

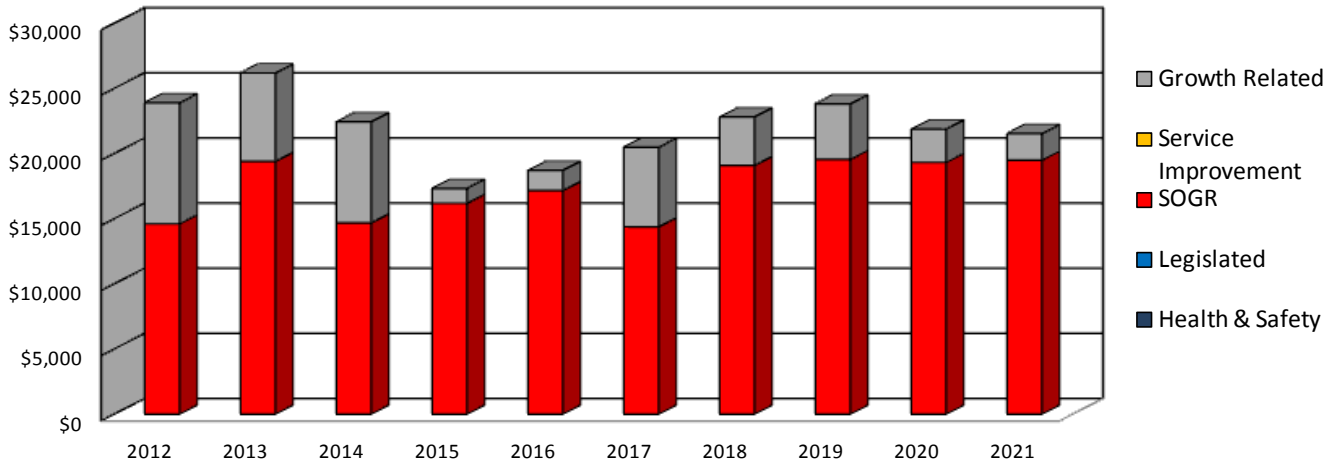
Key Projects	Total Project Cost	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2012 - 2021	Revised Total Project Cost
North York Central Library - renovation	18,812					234	(1,000)	(1,675)	(284)	380	(279)	(2,624)	19,259
Albion Library - renovation	12,722		339	(486)	2,206	226						2,285	15,007
Bridlewood Library - renovation & expansion	2,400	(1,450)	350	1,100								0	2,400
Mount Dennis Library - renovation	4,303	991	315	(1,306)								0	4,303
Fairview Library - renovation and expansion	4,411	558	152	(710)								0	4,411
Scarborough Centre New Construction	8,797	(792)	(166)	1,496	(538)							0	8,797
Multi-Branch Minor Renovation	23,890	(500)	500	500	565	578	500	500	500	500	3,000	6,643	30,533
Virtual Branch Services	15,679	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	1,250	(3,250)	12,429
Toronto Reference Library Renovation	25,281	(2,000)	2,000									0	25,281
Technology Asset Management Program	32,272				348	348	438	452			3,868	5,454	37,726
Bayview Library - relocation and expansion	6,828				(2,013)	(967)	2,118	1,059				197	7,025
Albert Campbell Library - renovation	11,901					180		(269)	304	(450)	235	0	11,901
Dawes Road Library - renovation and expansion	11,643				(413)	(413)	(438)	(452)			(1,316)	(3,032)	9,992
Total		(3,693)	2,990	94	(345)	(314)	1,118	(885)	20	(70)	6,758	5,673	

* The cash flows for the North York Central Library have been deferred to reflect TPL's re-prioritization of its capital projects to address urgent SOGR needs. The revised total project cost for the North York Central Library includes cash flow of \$3.071 million in 2022. The project cost has been revised to reflect the inflationary impact of deferring cash flows to the future.

** The cash flows for the Dawes Road Library have been deferred while options for the future renovation of the library are assessed with the Facilities and Real Estate Division. The project cost has been revised to reflect the inflationary impact of deferring cash flows to the future.

2012 – 2021 Recommended Capital Plan

2012–2021 Capital Plan by Project Category
(In \$000s)



- State of Good Repair projects continue to drive the TPL's 10–Year Recommended Capital Plan, with total funding of \$173.860 million or 79% addressing TPL's SOGR backlog, and \$45.179 million or 21% allocated to Growth Related projects. The following summarizes the allocation of recommended funding by project category:

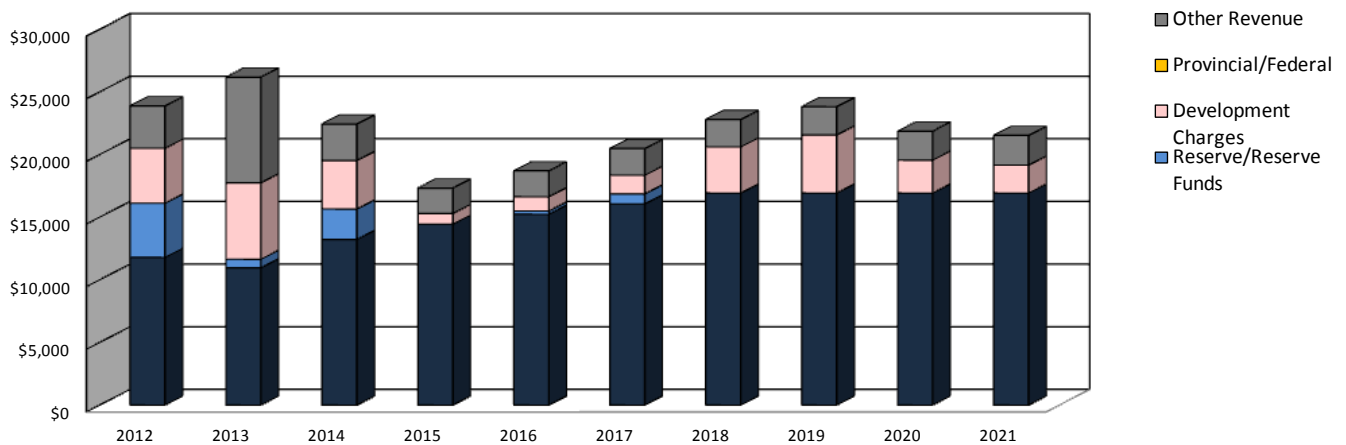
State of Good Repair (SOGR)

- SOGR projects average \$16.405 million or 76% in the first 5 years and \$18.367 million or 83% from 2017 to 2021. The higher SOGR project investments from 2017 to 2021 is mainly due to the major renovation projects at the North York Central Library, the Albert Campbell Library to address urgent SOGR requirements. Over the 10 years, SOGR projects total \$173.860 or 79% comprised primarily of 23 SOGR projects.

Growth Related

- Growth projects average \$5.302 million or 24% in the first 5 years and \$3.734 million or 17% from 2017 to 2021. The higher growth project investments from 2012 to 2016 is mainly due to the two new construction projects (the Fort York / Bathurst Library and the Scarborough Centre Library) to address additional services demanded by growing communities. Over the 10 years, Growth projects total \$45.179 million or 21% comprised primarily of 13 expansion projects.

2012–2021 Capital Plan by Funding Source (In \$000s)



- The 10–Year Recommended Capital Plan requires total funding of \$219.039 million. Overall, debt constitutes about 68% of the required funding and amounts to \$149.476 million. This recommended debt funding level meets the debt affordability target for each of the 10 year of the Capital Plan period.
- The remaining \$69.563 million in capital work will be funded as follows:
 - Development charge funding of \$31.027 million or 14% is allocated to eligible growth projects including the new Fort York/Bathurst Library, Scarborough Centre Library construction project, Bayview Library expansion project, and St. Lawrence Library construction projects;
 - Contributions from TPL' Operating Budget totalling \$20.980 million or 9.6% of funding sources provide funding for the Technology Asset Management Program (TAMP);
 - Other funding sources, including Provincial funding of \$7.000 million and private donations of \$2.066 million for the Toronto Reference Library renovation project, provides \$9.066 million or 4.1%of all recommended funding;
 - Section 37 proceeds provide funding of \$7.330 million or 3.3% for the Bridlewood Library renovation/expansion (\$1.900 million), Toronto Reference Library renovation (\$1.434 million), and Fort York/Bathurst Library construction projects (\$3.996 million); and,
 - The Capital Financing Reserve Fund provides funding of \$1.160 million or 1% for the Bayview Library relocation/expansion and Self Service Express Checkout projects.

Summary of Major Capital Initiatives by Category

(In \$000s)

	Total Project Cost	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
State of Good Repair (incl. H&S , & Leg.)												
Mount Dennis Library - renovation	4,303	1,940	1,577									3,517
Brentwood Library - reconstruction	8,123	1,436										1,436
Albion Library - renovation	15,007	106	1,427	4,301	6,914	2,259						15,007
Toronto Reference Library - renovation	25,281	2,882	8,540	2,363								13,785
Multi-Branch Minor Renovation	30,533	1,500	2,500	2,500	3,065	3,078	3,000	3,000	3,000	3,000	3,000	27,643
Sanders on Library - renovation	5,298			106		1,866	2,116	934				5,022
Bayview Library - relocation	7,025			148		1,080	1,427	954				3,609
St. Lawrence Library - relocation	17,375						98	1,196	1,515			2,809
Albert Campbell Library - renovation	11,901					524		2,492	4,434	2,828	1,623	11,901
Virtual Branch Services	12,429	800	800	1,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	11,350
Technology Asset Management Program	37,726	3,328	3,388	3,448	3,856	3,916	4,066	4,140	3,748	3,808	3,868	37,566
Self-Service Circulation	7,900	1,971										1,971
Parliament Library - renovation	6,361				86		1,980	2,945	1,350			6,361
North York Central Library - renovation	19,259					677		1,316	4,171	5,175	3,849	15,188
Weston Library - renovation	7,342							343		1,071	3,124	4,538
Dawes Rd Library - renovation	9,992										128	128
Other		636	1,168	815	1,013	2,513	442	519	82	2,190	2,651	12,029
Sub-Total		14,599	19,400	14,681	16,184	17,163	14,379	19,089	19,550	19,322	19,493	173,860
Growth Related												
Ft. York/Bathurst New Construction	8,697	2,310	3,194	2,806								8,310
Fairview Library - expansion	4,411	1,555	817	238								2,610
Scarborough Centre New Construction	8,797	662	2,590	3,678	1,137							8,067
Toronto Reference Library - expansion	25,281	3,065										3,065
Brentwood Library - reconstruction	8,123	999										999
Bayview Library - expansion	7,025			618		993	1,700	105				3,416
St. Lawrence Library - relocation	17,375					549	4,044	3,582	4,075	2,266		14,516
Dawes Rd Library - expansion	9,992										558	558
Other		700	181	418	0	0	358	28	193	280	1,480	3,638
Sub-Total		9,291	6,782	7,758	1,137	1,542	6,102	3,715	4,268	2,546	2,038	45,179
Total		23,890	26,182	22,439	17,321	18,705	20,481	22,804	23,818	21,868	21,531	219,039

Major Capital Initiatives

- The 10–Year Recommended Capital Plan balances the facility state of good repair requirements and the need for new library branches/expansions.

State of Good Repair:

- State of Good Repair projects* provide funding for extensive repairs to the building structure including barrier free accessibility, energy efficiency measures, as well as improved e–services and implementation of self service technology to enhance operational efficiency.
- Major SOGR projects include North York Central Library renovation (\$15.188 million gross/14.022 million debt), Albert Campbell Library renovation (\$11.901 million gross/\$11.369 million debt), and the Multi–Branch renovation capital project (approximately \$2.529 million gross/ \$2.399 million debt average per annum from 2012–2016, and \$3.0 million gross/\$2.856 million debt average per annum from 2017–2021).

Growth Related:

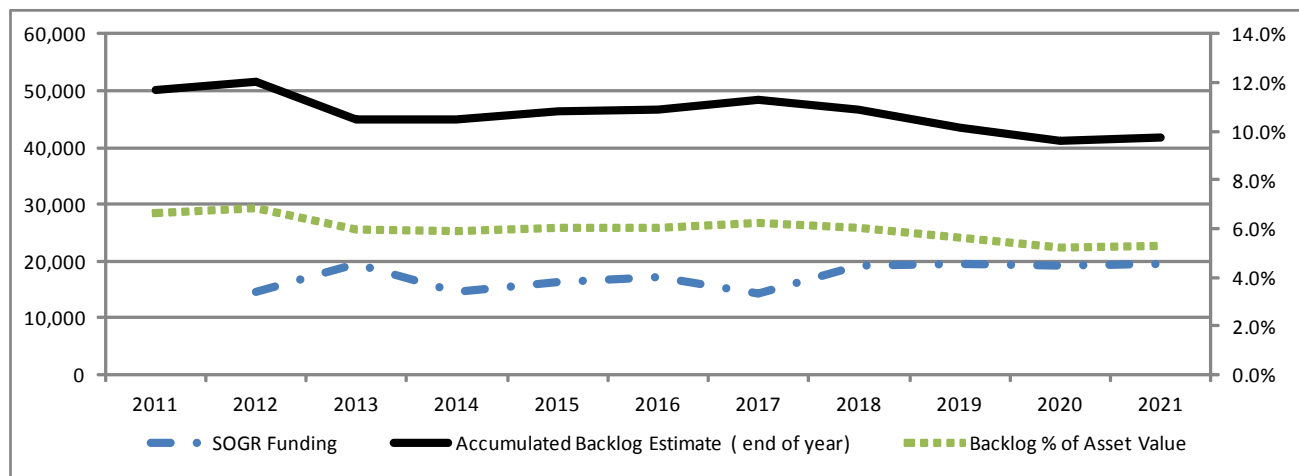
- Growth Related projects* respond to population growth and address growing needs of the communities for additional space for reading lounges for adults, separate areas for

teens, early literacy interactive areas for young children, and multi-purpose rooms which could be used for educational, cultural or training purposes.

- Growth Related projects are partially funded by Development Charges and Section 37 funding, and therefore are budgeted according to the funding availability based on the Development Charge By-Law and Section 37 agreements.
- Major Growth Related projects include the Fort York/Bathurst Library (\$8.310 million gross/ \$0 debt) and Scarborough Centre Library (\$8.067 million gross/ \$3.453 million debt) projects.

State of Good Repair (SOGR) Backlog

SOGR Funding & Backlog
(In \$000s)



- Of 101 buildings maintained by TPL, approximately 20% are more than 50 years old and 60% are more than 25 years old. Today, TPL’s average building is 38 years old and one third of the branches have not had a renovation in over 20 years.
- A SOGR comprehensive audit of facilities and equipment was completed in July 2009. The audit indicated a \$50.0 million building SOGR backlog and identified the future SOGR backlog per building per year based on its current conditions. Based on an industry standard benchmark of 2% of the current asset replacement value of \$753.277 million, an annual average SOGR capital funding need of \$15.1 million per year is required from 2012 to 2021. The 10–Year Recommended Capital Plan includes total funding of \$173.860 million or an average annual amount of \$17.386 million to repair and maintain its existing assets in a state of good repair.
- Although capital projects planned for 2012 to 2021 were prioritized to address urgent SOGR requirements, this requirement was balanced against the addition of two new

branches (Fort York/Bathurst Library and Scarborough Centre Library) to deal with new development and population growth, the need for library expansions in high-growth communities, as well as the increasing demand for e-services and funding for the self service technology investment. Thus, the recommended SOGR funding is slightly lower from 2012 to 2017 compared to 2018 onwards.

- With TPL's re-prioritization of capital work (including the completion of ISF funded SOGR projects in 2011), the SOGR backlog will be reduced by \$3.541 million (0.5% of TPL's total asset replacement value) from \$50.227 million of asset value to \$46.686 million (or 6.0% of TPL's total asset replacement value) at the end of 5 years and will be reduced by a further \$8.577 million to \$41.650 million (or 5.3% of TPL's total asset replacement value) at the end of 10 years.
- There is no state of good repair backlog for information technology requirements at the end of 2011. TPL's owned assets are replaced on an on-going basis through IT project such as the Technology Asset Management Program (TAMP).

10-Year Capital Plan: Operating Impact Summary

(In \$000s)

	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012- 2021 Total
2012 Recommended Capital Budget											
Program Gross*	153.00	(212.00)	911	1,037	13						1,902
Program Revenue		23.00	84	61							168
Program Costs (Net)	153.00	(235.00)	827	976	13						1,734
Approved Positions*	(2.00)	(6.50)	20.00								11.50
Recommended 10-Year Capital Plan											
Program Gross		41	11	10	27	163	27	1,109	1,182	107	2,677
Program Revenue								20	20		40
Program Costs (Net)		41	11	10	27	163	27	1,089	1,162	107	2,637
Approved Positions					3.3			18.5			21.80
Total											
Program Gross	153.00	(171.00)	922	1,047	40	163	27	1,109	1,182	107	4,579
Program Revenue	0.00	23.00	84	61				20	20		208
Program Costs (Net)	153.00	(194.00)	838	986	40	163	27	1,089	1,162	107	4,371
Approved Positions	(2.00)	(6.50)	20.00		3.30			18.50			33.30

- Approval of the 10-Year Recommended Capital Plan results in operating impacts from previously approved and new/change in scope capital projects for 2012 of \$0.153 million; 2013 of \$(0.194) million; 2014 of \$0.838 million; 2015 of \$0.986 million; 2016 of \$0.040 million; 2017 of \$0.163 million, 2018 of \$0.027 million, 2019 of \$1.089 million, 2020 of \$1.162 million, and 2021 of \$0.107 million.
- The expansion and construction of new libraries result in significant operating pressures in 2014 and 2015 for programming and operating costs including salaries (for additional staff), utilities, services and rents, materials, supplies and software licenses, as noted in the detailed summary on page 13.

Project Name	2012 Rec. Budget		2013 Plan		2014 Plan		2015 Plan		2016 Plan		2012 - 2016 Capital Plan		2017 - 2021 Capital Plan		Total 2012 - 2021	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved Projects																
Brentwood Library Renovation	140.0	(2.0)	140.0								280.0	(2.0)			280.0	(2.0)
Scarborough Centre Library Construction					489.0	10.00	489.0				978.0	10.0			978.0	10.0
Mount Dennis Library Renovation	10.0		10.0								20.0				20.0	
Ft. York/Bathurst Library Construction					468.0	10.00	474.0				942.0	10.0			942.0	10.0
Fairview Library Renovation/Expansion			(160.0)	(4.5)	(130.0)						(290.0)	(4.5)			(290.0)	(4.5)
Union Station Kiosk	3.0										3.0				3.0	
New Projects - 2012																
Albion Library Renovation							13.0		13.0		26.0				26.0	
Automated Sorting System - Ellesmere Delivery Hub*			(225.0)	(2.00)												
New Projects - Future Year																
Bayview library Relocation/Expansion									17.0	3.30	17.0	3.3	151.0		168.0	3.3
Bridlewood Library Expansion			41.0		11.0						52.0				52.0	
Wychwood Library Renovation							10.0		10.0		20.0				20.0	
North York Library Renovation													28.0		28.0	
Parliament Library Renovation													30.0		30.0	
Albert Campbell Library Renovation													46.0		46.0	
Sanderson Library Renovation													24.0		24.0	
St. Clair/Silverthorn Library Renovation													26.0		26.0	
St. Lawrence Library relocation/Expansion													2,148.0	18.5	2,148.0	18.5
Weston Library Renovation													19.0		19.0	
Northern District Library Renovation													76.0		76.0	
Total Recommended (Net)	153.0	(2.0)	(194.0)	(6.5)	838.0	20.0	986.0		40.0	3.3	2,048.0	16.8	2,548.0	18.5	4,596.0	35.3

* The estimated savings of \$0.225 million (2.0 staff positions) resulting from operational efficiencies achieved through the installation of the automated sorting system at Ellesmere Delivery Hub in 2013 is subject to the approval of Toronto Public Library Board at its board meeting on December 12, 2011.

- An additional 33.3 positions will be required once projects within the 10–Year Recommended Capital Plan are completed:
 - 10.0 new positions in 2014 will be required for the newly constructed 15,000 square foot Fort York/Bathurst Neighbourhood Library to service the Railway Lands community (Trinity–Niagara area). The incremental funding requirement for the opening of the newly constructed library is \$0.468 million in 2014 and \$0.474 million in 2015;
 - 10.0 new positions in 2014 will be required for the newly constructed 15,000 square foot Scarborough Centre Neighbourhood Library to service the Scarborough Town Centre and Civic Centre area. The incremental funding requirement for the opening of the newly constructed library is \$0.489 million in 2014 and \$0.489 million in 2015;
 - 3.3 additional positions will be required in 2016 for the expansion of the Bayview Neighbourhood Library of over 3,667 square feet to 10,000 square feet in a shared facility with Parks and Recreation. The newly constructed library allows for increased space for collections, computer workstations, public seating and study areas;

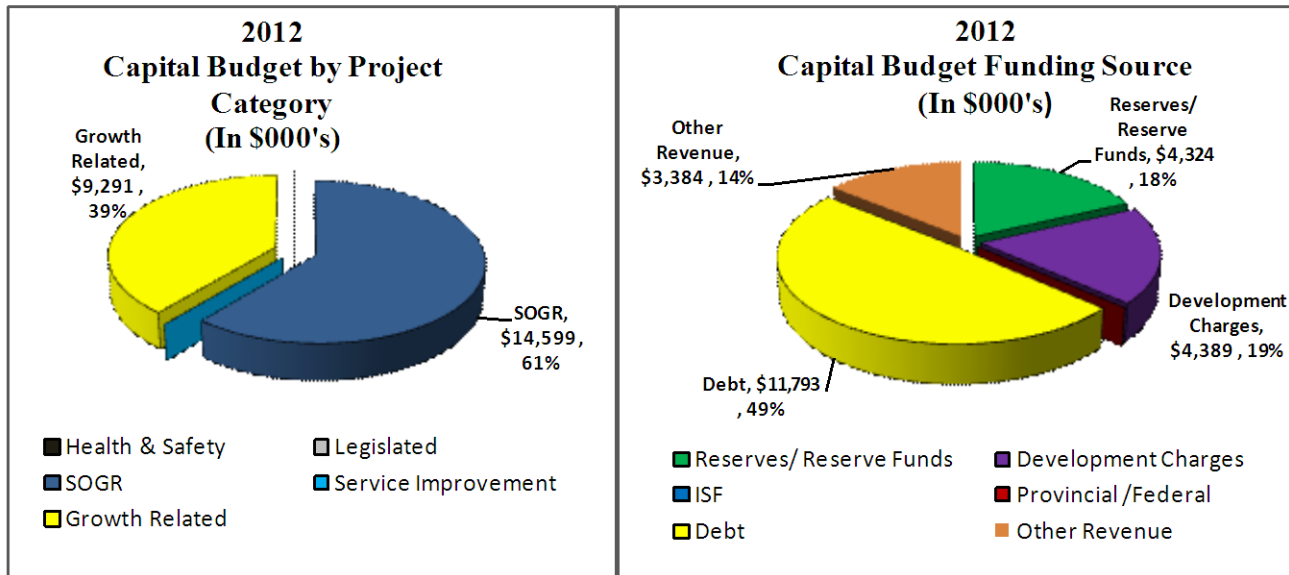
- 18.5 new positions (\$2.148 million) will be required in 2019 for the St. Lawrence Library Relocation/Expansion project due to the relocation of the existing library to another City–owned property currently occupied by TPL in the West Donlands community; and,
 - TPL has reviewed the staffing requirement at the newly renovated and expanded Fairview Library and identified saving resulting from a reduction of 4.5 staff positions, with operational savings of \$0.160 million in 2013 and \$0.130 million in 2014.
- The operating impacts from these capital projects will be reviewed in detail each year as part of ongoing operating budget process and affordability targets.

Capital Project Delivery, Temporary Positions

- The 10–Year Recommended Capital Plan for Toronto Public Library does not include any temporary positions for capital project delivery.

PART III – 2012 RECOMMENDED CAPITAL BUDGET

2012 Capital Budget by Project Category and Funding Source



- The 2012 recommended Capital Budget is funding \$23.890 million (excluding 2011 carry forward funding) requiring debt funding of \$11.793 million. The 2012 Recommended Capital Budget for the Toronto Public Library meets the 2012 debt affordability target of \$11.793 million.
- The following summarizes the allocation of recommended funding by project category:
 - State of Good Repair projects amount to \$14.599 million or 61.1% of the total \$23.890 million in cash flow funding being recommended for 2012. State of good repair projects provide funding for extensive repairs to the building structure including barrier free accessibility for the disabled, energy efficiency measures, as well as improved e-services and implementation of self service technology for expanded open hours.
 - Growth projects account for \$9.291 million or 38.9% of the 2012 Recommended Capital Budget and include initiatives that address growing needs of the communities for additional spaces for reading lounges for adults, separate areas for teens, early literacy interactive areas for young children, and multi-purpose rooms which could be used for educational, cultural or training purposes.
- The 2012 Recommended Capital Budget of \$23.890 million is funded as follows:
 - \$11.793 million or 49% from debt;
 - \$4.324 million or 18% from Section 37 funding and Capital Financing Reserves;

- \$4.389 million or 19% from Development Charges; and,
- \$3.384 million or 14% from other funding sources (including \$1.828 million from TPL's operating budget for the Technology Asset Management Program, and Provincial funding of \$1.556 million for the Toronto Reference Library renovation project).

2012 Recommended Cash Flow & Future Year Commitments (In \$000s)

	2010 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2012 New Cash Flow Rec'd	2012 Total Cash Flow Rec'd	2011 Carry Forwards	Total 2012 Cash Flow (Incl 2010 C/Fwd)	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total Cost
Expenditures																
Previously Approved Change in Scope		23,584		23,584		23,584	23,124	11,280	1,147							59,135
New w/Future Year			306	306		306	2,327	5,781	6,914	2,259						17,587
Total Expenditure		23,584	306	23,890		23,890	25,451	17,061	8,061	2,259						76,722
Financing																
Debt		11,627	166	11,793		11,793	10,775	11,730	7,543	2,256						44,097
Other		3,384		3,384		3,384	8,240	1,122	10							12,756
Reserves/Res Funds		4,324		4,324		4,324	678	1,008								6,010
Development Charges ISF Provincial/Federal		4,249	140	4,389		4,389	5,758	3,201	508	3						13,859
Total Financing		23,584	306	23,890		23,890	25,451	17,061	8,061	2,259						76,722

*Please refer to Appendix 3 for detailed project listings

- Toronto Public Library's 2012 Recommended Capital Budget of \$23.890 million provides funding for previously approved projects totaling \$23.584 million; and \$0.306 million for new projects.
- New projects including the Albion District Library Renovation project and the next phase of the Multi-branch Renovation project will begin in 2012 (\$0.306 million), will require future year cash flow funding commitments of \$2.327 million in 2013; \$5.781 million in 2014; \$6.914 million in 2015; and \$2.259 million in 2016.
- Development Charges of \$4.389 million will fund 7 projects in 2012. \$3.384 million of 'Other' financing mainly consists of \$1.828 million from TPL's operating contribution for the TAMP project and \$1.556 million of external funding for the Toronto Reference Library renovation/expansion project. The 2012 Recommended Capital Budget of \$23.890 million also includes a total of \$4.324 million in Section 37 funding and Capital Financing Reserve funding for the Toronto Reference Library renovation project, the Fort York/Bathurst Library construction project, and the Self-Service Circulation Project.
- The high rate of future year funding commitments reflects the nature of TPL's capital program which includes many major renovation projects including the Toronto Reference Library, the Mount Dennis Library, the Albion Library as well as the Bathurst/Fort York Library and the Scarborough Centre Library construction projects.

2012 Recommended Capital Project Highlights

2012 Recommended Capital Projects (In \$000s)

Project	Total Project Cost	2012	2013	2014	2015	2016	2012 - 2016	2017	2018	2019	2020	2021	2012 - 2021
Self Service Circulation	7,900	1,971					1,971						1,971
Malvern Library Youth Centre	2,250	700					700						700
Brentwood Renovation and Expansion	8,123	2,435					2,435						2,435
Mount Dennis Renovation	4,303	1,940	1,577				3,517						3,517
Fairview Renovation & Expansion	4,411	2,191	1,723	371			4,285						4,285
Ft. York / Bathurst New Construction	8,697	2,310	3,194	2,806			8,310						8,310
Scarborough Centre New Construction	8,797	662	2,590	3,678	1,137		8,067						8,067
Toronto Reference Library Renov & Revitalization	25,281	5,947	8,540	2,363	10		16,860						16,860
Multi-Branch Renovation Program (SOGR)	9,270	1,500	2,500	2,380			6,380						6,380
Virtual Branch Services (VBS)	2,679	800	700	100			1,600						1,600
Tech Asset Mgmt Prg (TAMP)	7,750	3,328	3,200	1,062			7,590						7,590
Albion Renovation	15,007	106	1,427	4,301	6,914	2,259	15,007						15,007
Total (including carry forward)		23,890	25,451	17,061	8,061	2,259	76,722						76,722

The 2012 Recommended Capital Budget provides funding of \$23.890 million to:

- Complete the Self Service Circulation project at 18 libraries (\$1.971 million) that will result in operational efficiencies and savings of \$0.217 million; the Malvern Library Youth Centre project (\$0.700 million) that will provide additional programming space for youth programs in an under-served community; and the Brentwood Library renovation and expansion project (\$2.435 million) to open by the summer of 2012.
- Continue previously approved projects including:
 - Mount Dennis renovation project (\$1.940 million) to address urgent SOGR needs and improve layouts to provide study space, functional workspaces, and additional computer access;
 - Fairview renovation and expansion project (\$2.191 million) to address urgent structural and mechanical requirements, as well as the creation of a separate entrance to the Fairview Library Theatre;
 - Fort York/Bathurst Library construction project (\$2.310 million) to establish a new library for the Railway Lands area scheduled to be open by 2015;
 - Scarborough Library construction project (\$0.662 million) to begin construction of a new library for the Scarborough Civic Centre area to address the significant increase in service demand due to recent residential development;
 - Toronto Reference Library renovation and expansion project (\$5.947 million) to address structural, mechanical, and electrical requirements, and improve interior layouts to allow for additional programming and studying spaces; and

- TAMP project (\$3.328 million) to replace or upgrade the current asst inventory of hardware, software, and network infrastructure at TPL.
- Begin the planning work for the Albion District Library renovation (\$0.106 million) to address the SOGR requirement identified in the 2009 SOGR Audit and the next phase of the Multi-branch renovation project.

PART IV: ISSUES FOR DISCUSSION

2012 and Future Year Issues

State of Good Repair (SOGR) Backlog

- A SOGR comprehensive audit of facilities and equipment was completed in July 2009. The audit indicated a \$49.940 million building SOGR backlog. The SOGR backlog is estimated to be \$50.227 million by the year-end after 2011 capital SOGR work was completed.
- TPL has re-prioritized its capital program by relocating \$0.500 million per year from the Virtual Branch capital project to increase spending on the Multi-Branch Renovation program by an equal value annually to help address the SOGR backlog faster while staying within the City's annual debt target limits. The recommended additional spending on the Multi-Branch Renovation Program and major branch renovations will meet current SOGR needs and reduce the SOGR backlog by \$8.577 million or 17% from approximately \$50.227 million or 7% of asset value in 2011 to \$41.650 million or 5% of asset value by the end of 2021.
- However, as the accumulated SOGR backlog of \$41.650 million remains substantial (5%) compared to the total asset replacement value of \$788.210 million, it is recommended that TPL re-evaluate its capital program and direct additional funding towards SOGR projects, while not exceeding TPL's annual debt affordability target.

Development Charge Funded Projects

- TPL developed its 10-Year Capital Plan based on the City of Toronto's 2009 Development Charge Background Study, which includes development charges funding of \$34.420 million for 31 libraries for the period 2010 to 2019 to meet the service growth within the City of Toronto, especially the Scarborough Town Centre and Civic Centre area, the West Donlands Community area, and the Railway Lands Community (Trinity-Niagara area). Library materials are also eligible for DC funding under City's By-Law and in prior years Council approved to fund a portion of the library materials budget with DC funding. The 2011 DC contribution for library materials is \$1.000 million.
- The projected 2011 year-end balance for the Development Charge Reserve Fund for Library is \$11.954 million. The 10-Year Recommended Capital Plan requires Development Charge funding of \$48.910 million, of which \$31.410 million is allocated to capital projects and \$17.500 million is allocated to library materials. The projected Development Charge contributions to the reserve are estimated to be \$41.637 million from 2012 to 2021. TPL will continue to monitor the Development Charge Reserve

Fund to ensure sufficient funding is available to provide for planned projects from 2012 to 2021. *(Please refer to P.29 for 2011 Reserve/Reserve Fund Review for details)*

IT Refresh (formerly TELS) in Toronto Public Library

- Through its Technology Asset Management Program (TAMP), TPL is responsible for the acquisition, maintenance and replacement of all Information Technology hardware and software owned by the Library.
- In 2005, the City directed that TPL's TAMP project be transferred from the Operating Budget to the Capital Budget, financed through \$1.211 million in funds from Library's operating budget available from expired IT leases and \$1.0 million allocated from the City's Capital from Current (CFC) for a total of \$2.211 million. In addition, 2022 PCs, 350 monitors and 1 server were supplied through the City's Technology End of Lease Strategy program (TELS) at a cost of \$2.305 million.
- The 2010/2011 TELS replacement cycle entailed the replacement of 2,022 PCs requiring cash flow funding of \$0.400 million in 2010 and \$1.217 million in 2011. The total funding requirement of \$1.617 million for the 2010/2011 TELS replacement cycle was funded through a one-time budget transfer from the City's IT Equipment Reserve Fund to TPL's Capital Budget in 2010 (\$0.400 million) and 2011 (\$1.217 million). The title of the equipment and software will be transferred to TPL upon completion of the 2010/2011 TELS replacement cycle.
- The next TELS replacement cycle will require the replacement of 1,022 PCs in 2015 and 1,000 PCs for approximately \$1.586 million.
- Although the City has funded the past and current replacement cycles for equipment and software acquired for the Library through its TELS program, the City's Information Technology Equipment Reserve will not have sufficient funds for the future replacement cycles. To accommodate the funding requirement for the next equipment replacement cycle in 2015/2016, the 2015–2018 cash flow funding estimates for the Technology Asset Management Program (TAMP) project have been increased by \$1.586 million gross and debt in the 2012 – 2021 Recommended Capital Plan for Toronto Public Library. The 10-Year Capital Plan does not include the provision for the next TELS replacement cycle in 2020–2021. TPL will re-prioritize its capital projects in the 2013–2022 capital plan to ensure sufficient funding is available for the next PC replacement cycle in 2020–2021.

Issues Referred to the 2012 Budget Process

Core Service Review Approvals

On September 26, 27, 2011 City Council adopted a report that addressed the results of the detailed Core Service Review conducted by KPMG. Council approved specific recommendations regarding Toronto Public Library and service levels; namely:

- *City Council request the City Manager to undertake a study of community infrastructure provided through the City's libraries, community centres, community hubs, related agencies, and organizations, and report to Executive Committee on a plan that maximizes the use of the City's assets, and enhances service system coordination.*

Status:

- TPL's 10-Year Capital Plan includes SOGR and expansion projects that result in creation/expansion of spaces to meet program's needs and respond to demand from the communities.
- A study to review community infrastructure provided through Toronto Public Library, Association of Community Centres, Parks, Forestry, and Recreation, and other City Divisions and Agencies will be conducted in 2012. Findings of the study and a recommended plan that maximizes the use of the City's assets and enhances service system coordination will be reported to the Executive Committee during the 2013 budget process.
- Thus, the approval of future TPL's expansion projects is subject to the results and recommendation of the community infrastructure review.

Service Efficiency Studies

- The City Manager's Service Efficiency Study is being led by external consultants, DPRA Canada. The areas of focus for the City Manager's review include: the rationalization of services such as the number and distribution of library locations, days and hours of operation, space and facilities utilization, the use of digital technology and the viability of increased use of virtual services and e-business, and the collections handling processes involved in borrowing, returning, delivery and shelving library collections.
- In particular, DPRA Canada's review indicated that operational efficiencies can be achieved at the Ellesmere delivery hub facility through the purchase and installation of automated sorters. A single sorter, with the capacity to accommodate the Library's daily volume (47,250 items to be sorted per day) provides greater efficiency and capability to handle fluctuations or increases in volume. The automated sorting system will reduce the staffing requirement at hub operations, with an estimated

savings of \$0.345 million in reduced staffing costs. However, this saving will be partially offset by the maintenance cost of approximately \$0.120 million per year, resulting in an estimated saving of \$0.225 million net in 2013.

- The implementation of the automated sorting system at the Ellesmere delivery hub requires capital investment of \$1.690 million gross and debt and the required funding is available within the Information and Technology 2012 Recommended Capital Budget. The 10–Year Recommended Capital Plan for Information and Technology includes a total of \$40.000 million (\$5.0 million in 2012, \$10.0 million per year from 2013 to 2015, and \$5.0 million in 2016) to provide funding for technological infrastructure required to support the development and implementation of the Service Efficiency Review and core Service Review.
- Thus, it is recommended that the funding requirement of \$1.69 million gross and debt to invest in the automated sorting system at the Ellesmere delivery hub be transferred from Information and Technology 2012 Recommended Capital Budget to the Toronto Public Library's 2012 Recommended Capital Budget in 2012.

Appendix 1

2011 Performance

2011 Key Accomplishments

In 2011, the Toronto Public Library achieved the following:

- ✓ Completed 5 urgent SOGR projects (Northern District, North York Central, Fairview, Richview and Toronto Reference Library), with funding from ISF;
- ✓ The exterior renovation and main floor construction of the Toronto Reference Library is near completion. Major roof repairs were undertaken and a green roof area is being created on the second storey Yonge Street roof. The renovation of the 5th floor Special Collections Rotunda commenced in October;
- ✓ The on-going Multi-Branch Renovation Program addressed urgent SOGR needs at 13 branches including HVAC system replacement, elevators/lighting/security system upgrades, and washroom renovation.
- ✓ Self-Service Circulation was added to 10 branches, bringing the total number of branches with the new service to 40 by the end of 2011;
- ✓ The Technology Asset Management Plan project provided the support and infrastructure for the public use of technology in the branches, the improved web site and administration services network.
 - 1000 PCs, 350 monitors and 35 laptops were replaced;
 - hardware and software were upgraded to support the Integrated Library System, Digital collections, and the fiber network; and,
 - Networked printers & multi-functional devices, web application and portal software were replaced.
- ✓ Through its investment in the Virtual Branch capital project, TPL improved its web site with upgraded search technology, introduce mobile applications allowing e-book retrieval and reading, and improve workflow/increase access to digital collection.

2011 Capital Variance Review

**2011 Budget to Actuals Comparison – Total Gross Expenditures
(In \$000s)**

2011 Approved	Actuals as of September 30th (3rd Qtr Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$	% Unspent
27,451	12,821	46.7%	25,332	92.3%	2,119	7.7%

- The Toronto Public Library's 2011 Approved Capital Budget of \$27.451 million was 46.7% or \$12.821 million spent, as at September 30th, 2011. Actual expenditures by year-end are anticipated to be \$25.332 million or 92.3% of the 2011 Approved Capital Budget. The projected year-end under expenditure for 2011 is mainly due to the following:
 - The construction at Malvern Library Youth Centre commenced in the summer 2011, after experiencing delays in the building permit application process.
 - The Public consultation and design work for the Mount Dennis Library renovation project has been completed. The tender was awarded and the branch is expected to close on October 29, 2011 for the start of construction. TPL will continue to monitor the progress of this project to quantify any unspent funding which may need to be carried forward at year-end.
 - The Public consultation and schematic design of the Scarborough Centre Library is now completed. The site plan application will be submitted in December 2011 and construction will commence in 2012. TPL will continue to monitor the progress of this project to quantify any unspent funding which may need to be carried forward at year-end.
- Although as of September 30th, 2011, the Program is projecting an under-expenditure of \$2.119 million for 2011, no unspent funding has been recommended to be carried forward into 2012 at this point in time. The Program is reviewing its overall 2011 cash flow funding requirements and will report on any necessary 2011 carry forward funding into 2012 as part of the 4th Quarter 2011 Variance Report.

Appendix 2

10 – Year Recommended Capital Plan Project Summary

Project	2012 Rec'd Budget	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total 2012 - 2021
TRL Renov & Revitalization	5,947	8,540	2,363	10							16,860
Cedarbrae Renovation											-
Brentwood Renovation and Expansion	2,435										2,435
Self Service Express Check-out	1,971										1,971
Malvern Media Lab	700										700
Tech Asset Mgmt Prg (TAMP)	3,328	3,388	3,448	3,856	3,916	4,066	4,140	3,748	3,808	3,868	37,566
Virtual Branch Services (VBS)	800	800	1,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	11,350
Thornccliffe Renovation											-
Multi-Branch Renovation Program (SOGR)	1,500	2,500	2,500	3,065	3,078	3,000	3,000	3,000	3,000	3,000	27,643
Scarborough Centre New Construction	662	2,590	3,678	1,137							8,067
Mount Dennis Renovation	1,940	1,577									3,517
Ft. York/Bathurst New Construction	2,310	3,194	2,806								8,310
Fairview Renovation & Expansion	2,191	1,723	371								4,285
Albion Renovation	106	1,427	4,301	6,914	2,259						15,007
Bridlewood Relocation & Expansion		350	1,100			800					2,250
Bayview Relocation & Expansion			766		2,073	3,127	1,059				7,025
Wychwood Renovation		93		1,003	2,513						3,609
Sanderson Renovation			106		1,866	2,116	934				5,022
St.Lawrence New Construction					549	4,142	4,778	5,590	2,266		17,325
Parliament Street Renovation				86		1,980	2,945	1,350			6,361
North York Central Renovation					677		1,316	4,171	5,175	3,849	15,188
Albert Campbell Renovation					524		2,492	4,434	2,828	1,623	11,901
St. Clair/Silverthorn Renovation							181		1,199	1,206	2,586
Dawes Road Reconstruction										686	686
Northern District Reconstruction							366		1,056	1,250	2,672
Weston Renovation							343		1,071	3,124	4,538
Guildwood Relocation								275		1,675	1,950
Ellesmere Renovation & Expansion									215		215
Total	23,890	26,182	22,439	17,321	18,705	20,481	22,804	23,818	21,868	21,531	219,039

Appendix 3

2012 Recommended Capital Budget; 2013 to 2021 Capital Plan

Appendix 4

2012 Recommended Cash Flow and Future Year Commitments

Appendix 5

2012 Recommended Capital Project with Financing Details

Appendix 6

2012 Reserve / Reserve Fund Review

Reserve / Reserve Fund Review – Program Specific

Project / SubProject Name and Number	Projected Balance as at Dec. 31, 2011	Proposed Withdrawals										
		2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012 - 2021 Total
Beginning Balance	\$11,954	\$11,954	\$9,481	\$5,363	\$3,588	\$4,949	\$6,145	\$7,113	\$6,012	\$4,089	\$4,309	
TRL Renovation and Revitalization		(\$1,359)										(\$1,359)
Brentwood Renovation/Expansion		(\$1,024)										(\$1,024)
Multi-Branch Minor Renovation		(\$120)	(\$120)	(\$120)	(\$144)	(\$144)	(\$144)	(\$144)	(\$144)	(\$144)	(\$144)	(\$1,368)
Fort York / Bathurst Construction			(\$2,516)	(\$1,798)								(\$4,314)
Scarborough Centre Construction		(\$556)	(\$2,385)	(\$1,165)	(\$508)							(\$4,614)
Mount Dennis Renovation		(\$30)										(\$30)
Fairview Renovation/Expansion		(\$1,194)	(\$175)	(\$238)								(\$1,607)
Albion Renovation		(\$106)	(\$562)			(\$3)						(\$671)
Bridewood Expansion			(\$350)									(\$350)
Bayview Relocation/Expansion				(\$447)		(\$897)	(\$838)	(\$111)				(\$2,293)
Wychwood Renovation					(\$115)							(\$115)
Sanderson Renovation				(\$106)				(\$215)				(\$321)
St. Lawrence Construction						(\$95)	(\$506)	(\$2,491)	(\$4,084)	(\$1,787)		(\$8,963)
Parliament Street Renovation					(\$86)				(\$300)			(\$386)
Albert Campbell Renovation											(\$532)	(\$532)
North York Central Renovation								(\$418)		(\$77)	(\$671)	(\$1,166)
St. Clair/Silverthorn Renovation								(\$70)			(\$125)	(\$195)
Dawes Road Reconstruction											(\$1,068)	(\$1,068)
Northern District Reconstruction										(\$404)	(\$72)	(\$476)
Weston Renovation								(\$234)				(\$234)
Guildwood Relocation									(\$109)			(\$109)
Ellesmere Renovation/Expansion										(\$215)		(\$215)
Library Materials		(\$1,750)	(\$1,750)	(\$1,750)	(\$1,750)	(\$1,750)	(\$1,750)	(\$1,750)	(\$1,750)	(\$1,750)	(\$1,750)	(\$17,500)
Total Proposed Withdrawals		(\$6,139)	(\$7,858)	(\$5,624)	(\$2,603)	(\$2,889)	(\$3,238)	(\$5,433)	(\$6,387)	(\$4,377)	(\$4,362)	(\$48,910)
Projected Contributions		\$3,666	\$3,740	\$3,849	\$3,964	\$4,085	\$4,206	\$4,332	\$4,464	\$4,597	\$4,734	\$41,637
BALANCE AT YEAR-END	\$11,954	\$9,481	\$5,363	\$3,588	\$4,949	\$6,145	\$7,113	\$6,012	\$4,089	\$4,309	\$4,681	

2012 Reserve / Reserve Fund –Corporate

Table 2		Projected Balance as at Dec. 31, 2011 *	Proposed Withdrawals									
Reserve / Reserve Fund Name	Project / SubProject Name and Number		2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan
XR2011 - Capital Financing Reserve Fund	Beginning Balance	\$106,840										
	Self-Service Circulation		\$580									\$580
	Bayview Relocation & Expansion				\$319	\$261						\$580
	Total Proposed Withdrawals		\$580		\$319	\$261						\$1,160

* Based on 3rd Quarter Variance Report