



Toronto 2015 BUDGET

CAPITAL ANALYST NOTES



Toronto Public Library

2015 – 2024 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Public Library (TPL) is responsible for providing free and equitable access to library services through a network of 100 branches, including e-branch services, to meet the changing needs of Torontonians.

TPL has a network of 99 libraries throughout the City consisting of 80 neighbourhood libraries, 17 district libraries, 2 research and reference libraries, and 2 service buildings with total asset replacement value of \$830.095 million. The new Scarborough Civic Centre Library, scheduled to open in early 2015 will bring the total number of libraries to 100.

Toronto Public Library's 10-Year Recommended Capital Plan is \$242.367 million. While state of good repair projects remains a priority, given the significant backlog in building and technology infrastructure renewal, funding (\$39.528 million) is provided for the relocation and expansion of existing branches to address the needs of new and growing communities and continue to advance and improve provision of e-services through the Virtual Branch Services Capital Program.

Highlights

Overview & Recommendations

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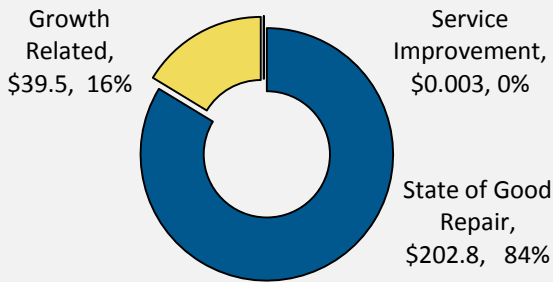
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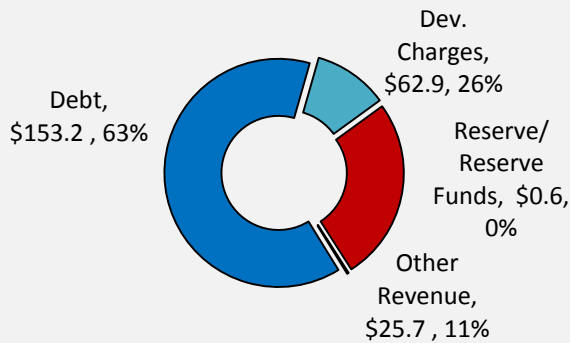
Capital Spending and Financing

2015-2024 Capital Budget and Plan by Expenditures Category



\$242.367 Million

2015-2024 Capital Budget and Plan by Funding Source



\$242.367 Million

Where does the money go?

The 2015–2024 Recommended Capital Budget and Plan totals \$242.367 million and focuses on providing funding for SOGR projects that address ongoing renovation of existing libraries and IT infrastructure and for Growth Related projects that meet increased service demands in new and growing communities. Major projects include:

- Opening of a new branch at Scarborough Civic Centre
- Relocating and/or constructing new buildings for existing branches
- Expanding, renovating and revitalizing existing branches
- Upgrading Technology

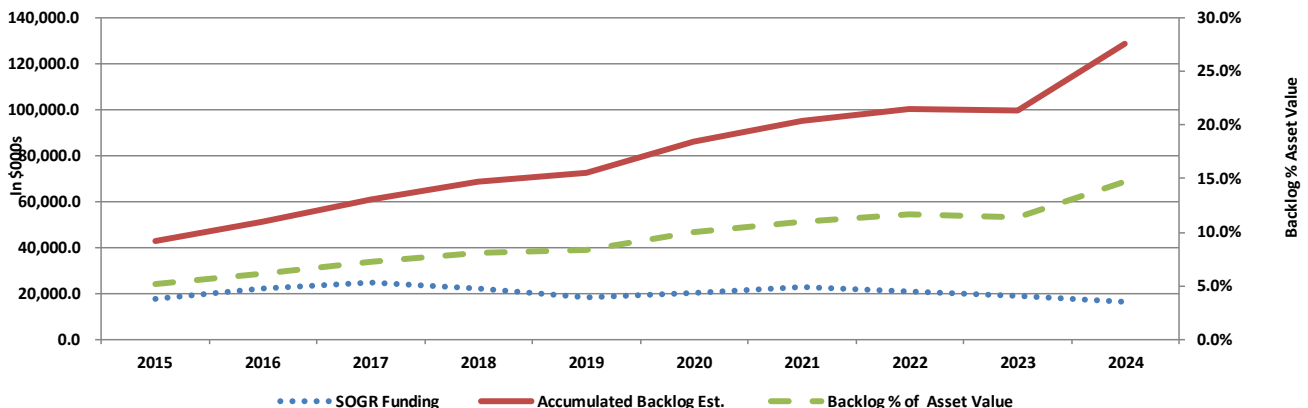
Where does the money come from?

The 10-Year Recommended Capital Plan requires new debt funding of \$153.235 million or 63.2%, which is in line with the debt guideline in each year of the 10-year planning period.

- Additional capital financing of \$62.899 million or 26.0% will be provided from Development Charges.
- Other Revenue includes Section 37 Proceeds of \$8.201 million and \$13.780 million from Operating.

State of Good Repair Backlog

The 10-Year Recommended Capital Plan's spending on State of Good Repair is \$202.836 million. A comprehensive Property Condition Assessment (PCA) completed in 2014 confirmed the need for more SOGR funding over the next 10 years than previously identified. This has resulted in the SOGR backlog to grow significantly from 5.2% as a percentage of asset value at the end of 2015 to 14.7% by 2024.



Key Challenges & Priority Actions

State of Good Repair Backlog - Investment in SOGR is essential for TPL to continue to maintain and upgrade existing branch and technology infrastructure to manage the growing demand for 21st century library services. Additional repair and AODA compliance requirements identified by a new Property Condition Assessment (PCA), as well as a Facilities infrastructure that is largely 40-50 years old, has increased the SOGR backlog from \$44.236 million at the end of 2014 to \$128.663 million by the end of 2024.

- ✓ \$202.836 million or 83.7% of funding is dedicated to SOGR projects included in the 10-Year Recommended Capital Plan.
- ✓ Funding from other available non-debt sources have been maximized to free up debt to fund SOGR requirements.
- ✓ The 10-Year Recommended Capital Plan provides funding for SOGR projects that have been identified as critical needs in the Property Condition Assessment.

Development Charges (DC) Funding - DC funding for TPL's capital program plays a critical role to meet service demand and growth. The 10-Year Recommended Capital Plan includes funding of \$62.899 million from the DC Reserve Fund. This represents a \$17.702 million increase from the 2014-2023 Plan.

- ✓ The maximization of DC funding provided debt room of which \$8.242 million was reinvested in SOGR projects and \$5.700 million in the Technology Asset Management Program (TAMP).
- ✓ TPL will continue to monitor the DC reserve fund to ensure sufficient funding is available to fund its capital plan and collections.

2015 Capital Budget Highlights

The 2015 Recommended Capital Budget for Toronto Public Library of \$ 21.184 million, including carry forward funding, will:

- Complete the construction of the Scarborough Civic Centre branch scheduled to open in early 2015.
- Continue the planning work for the *Bayview* branch relocation, *Wychwood* branch renovation and *Dawes Road* branch projects.
- Begin renovation of the *Albion branch*, *Agincourt branch* and *the North York Central Library*.



Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2015 Recommended Capital Budget for Toronto Public Library with a total project cost of \$49.743 million, and 2015 cash flow of \$ 21.184 million and future year commitments of \$67.891 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 11 new / change in scope sub-projects with a 2015 total project cost of \$49.743 million that requires cash flow of \$8.865 million in 2015 and increases in future year cash flow commitments of \$11.837 million in 2016; \$11.508 million for 2017; \$9.336 million for 2018; and \$8.197 million for 2019; and
 - ii. 9 previously approved sub-projects with a 2015 cash flow of \$10.469 million; and future years cash flow commitments of \$13.750 million in 2016; \$11.234 million for 2017; and \$1.939 million for 2018; and
 - b) 2014 approved cash flow for 5 previously approved sub-projects with carry forward funding from 2014 into 2015 totalling \$ 1.850 million.
2. City Council approve the new debt service costs of \$0.147 million in 2015 and incremental debt costs of \$1.169 million in 2016, \$1.556 million for 2017; \$1.490 million for 2018; \$1.224 million for 2019; and \$0.899 million for 2020; resulting from the approval of the 2015 Recommended Capital Budget, to be included in the 2015 and future year operating budgets.
3. City Council consider the operating costs of \$0.767 million net in the 2015, \$0.083 million net in 2016; \$0.099 million net in 2017; \$0.969 million net in 2018; \$0.915 million in 2019; \$0.018 million in 2020; \$0.048 million in 2021; \$0.112 million in 2022; \$0.082 million in 2023; and \$0.021 million in 2024 resulting from the approval of the 2015 Recommended Capital Budget for inclusion in the 2015 and future year operating budgets.
4. City Council approve the 2016-2024 Recommended Capital Plan for Toronto Public Library totalling \$155.142 million in project estimates, comprised of \$1.704 million in 2016; \$10.004 million for 2017; \$20.588 million for 2018; \$15.882 million for 2019; \$20.236 million for 2020; \$23.868 million for 2021; \$24.709 million for 2022; \$22.045 million for 2023; and \$16.106 million in 2024.
5. City Council request all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2015 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.
6. City Council direct Toronto Public Library to provide the State of Good Repair requirements across all branches grouped and prioritized by asset category to enable the City and Toronto Public Library to monitor and evaluate the impact of State of Good Repair investment on the Program's backlog in time for the 2016 Budget process.

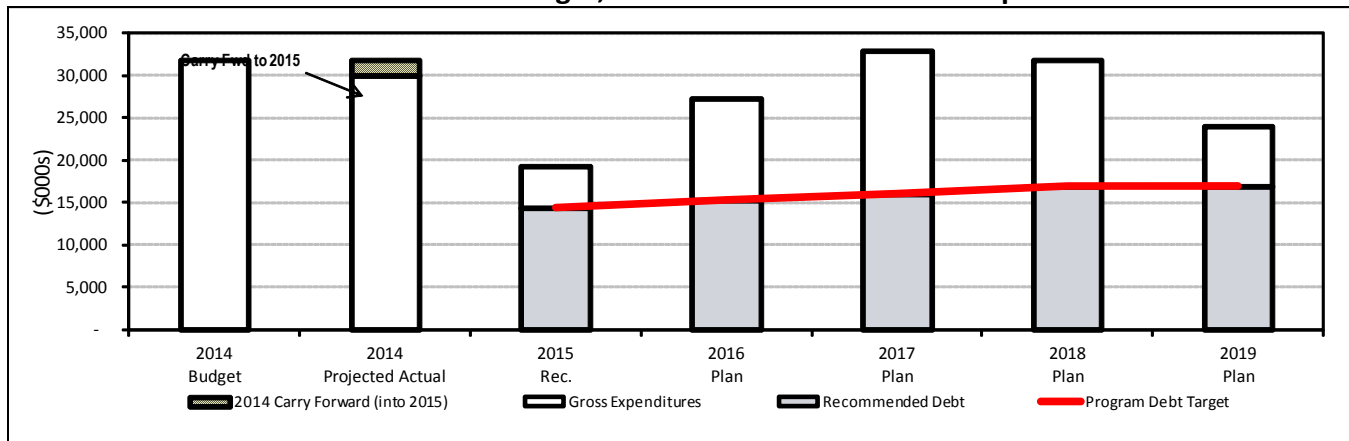


Part I:

10-Year Capital Plan

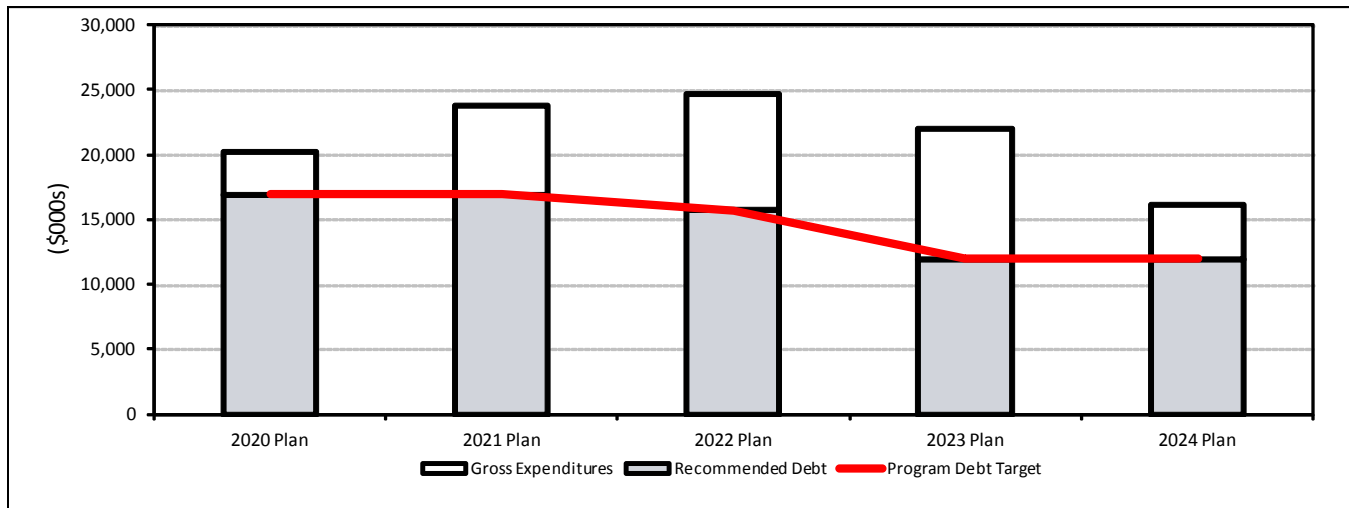
10 Year Capital Plan

Table 1a
2015 Recommended Budget, 2016-2019 Recommended Capital Plan



		2015 Rec'd Capital Budget and 2016 - 2019 Rec'd Capital Plan								
		2014		2015	2016	2017	2018	2019	2015 - 2019	5-Year Total Percent
		Budget	Projected Actual							
Gross Expenditures:										
2014 Capital Budget & Approved FY Commitments	31,900	30,050	19,490	13,706	4,286				37,482	27.7%
Recommended Changes to Approved FY Commitments			(9,021)	44	7,038	1,939				
2015 New/Change in Scope and Future Year Commitments			8,865	11,837	11,508	9,336	8,197		49,743	36.7%
2016- 2019 Capital Plan Estimates				1,704	10,004	20,588	15,882		48,178	35.6%
2-Year Carry Forward for Reapproval										
1-Year Carry Forward to 2015		1,850								
Total Gross Annual Expenditures & Plan	31,900	31,900	19,334	27,291	32,836	31,863	24,079	24,079	135,403	100.0%
Program Debt Target			14,450	15,238	16,065	16,933	16,933	16,933	79,619	
Financing:										
Recommended Debt			14,450	15,238	16,065	16,933	16,933	16,933	79,619	58.8%
Reserves/Reserve Funds			3		580				583	0.4%
Development Charges			3,477	8,450	13,312	11,912	5,768		42,919	31.7%
Provincial/Federal										
Debt Recoverable										
Other Revenue			1,404	3,603	2,879	3,018	1,378		12,282	9.1%
Total Financing			19,334	27,291	32,836	31,863	24,079	24,079	135,403	100.0%
By Project Category:										
Health & Safety										
Legislated										
SOGR			17,430	22,027	24,595	22,298	17,945		104,295	77.0%
Service Improvement			3						3	0.0%
Growth Related			1,901	5,264	8,241	9,565	6,134		31,105	23.0%
Total by Project Category			19,334	27,291	32,836	31,863	24,079	24,079	135,403	100.0%
Asset Value (\$) at year-end	827,366		830,095	830,472	838,308	846,917	864,518			
Yearly SOGR Backlog Estimate (not addressed by current plan)			(1,198)	8,116	9,579	7,767	3,868			
Accumulated Backlog Estimate (end of year)	44,236		43,038	51,154	60,733	68,500	72,368			
Backlog: Percentage of Asset Value (%)	5.3%		5.2%	6.2%	7.2%	8.1%	8.4%			
Debt Service Costs			240	1,814	2,034	2,175	2,270	8,532		
Operating Impact on Program Costs			767	83	99	969	915	2,833		
New Positions				2.7			15	17.7		

Table 1b
2020 - 2024 Recommended Capital Plan
10-Year Capital Plan
2020 - 2024 Recommended Capital Plan



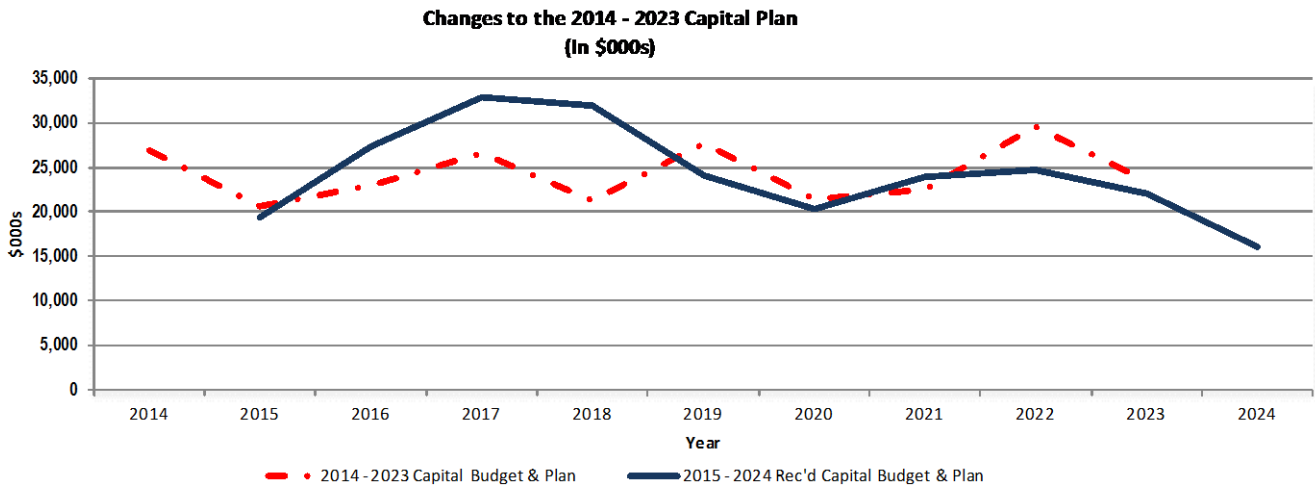
	2020 - 2024 Rec'd Capital Plan						
	2020	2021	2022	2023	2024	2015 - 2024	10-Year Total Percent
Gross Expenditures:							
2014 Capital Budget & Approved FY Commitments						37,482	15.5%
Recommended Changes to Approved FY Commitments						49,743	20.5%
2015 New/Change in Scope and Future Year Commitments						155,142	64.0%
2020 - 2024 Capital Plan Estimates	20,236	23,868	24,709	22,045	16,106	155,142	64.0%
Total Gross Annual Expenditures & Plan	20,236	23,868	24,709	22,045	16,106	242,367	100.0%
Program Debt Target	16,933	16,933	15,750	12,000	12,000	153,235	
Financing:							
Recommended Debt	16,933	16,933	15,750	12,000	12,000	153,235	63.2%
Reserves/Reserve Funds						583	0.2%
Development Charges	1,925	4,950	5,165	5,212	2,728	62,899	26.0%
Provincial/Federal							
Debt Recoverable							
Other Revenue	1,378	1,985	3,794	4,833	1,378	25,650	10.6%
Total Financing	20,236	23,868	24,709	22,045	16,106	242,367	100.0%
By Project Category:							
Health & Safety							
Legislated							
SOGR	20,165	22,607	20,681	18,982	16,106	202,836	83.7%
Service Improvement						3	0.0%
Growth Related	71	1,261	4,028	3,063		39,528	16.3%
Total by Project Category	20,236	23,868	24,709	22,045	16,106	242,367	100.0%
Asset Value(\$) at year-end	864,518	864,518	864,518	873,051	873,051		
Yearly SOGR Backlog Estimate (not addressed by current plan)	13,536	9,477	4,895	(330)	28,717		
Accumulated Backlog Estimate (end of year)	85,904	95,381	100,276	99,946	128,663		
Backlog: Percentage of Asset Value (%)	9.9%	11.0%	11.6%	11.4%	14.7%		
Debt Service Costs	2,270	2,270	2,241	2,020	1,608	18,941	
Operating Impact on Program Costs	18	48	112	82	21	3,114	
New Positions			0.5			18.2	

Key Changes to the 2014 - 2023 Approved Capital Plan

The 2015 Recommended Capital Budget and the 2016 - 2024 Recommended Capital Plan reflects a decrease of \$0.474 million in capital funding from the 2014 to 2023 Approved Capital Plan.

The table and chart below provide a breakdown of the \$0.474 million or 0.2% decrease in the Capital Program on an annual basis from 2014 to 2024.

Chart 1
Changes to the 2014 - 2023 Approved Capital Plan (In \$000s)



(\$000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	26,925	20,568	22,969	26,590	21,312	27,688	21,328	22,499	29,540	23,422		242,841
2015 - 2024 Rec'd Capital Budget & Plan		19,334	27,291	32,836	31,863	24,079	20,236	23,868	24,709	22,045	16,106	242,367
Change %		-6.0%	18.8%	23.5%	49.5%	-13.0%	-5.1%	6.1%	-16.4%	-5.9%		-0.2%
Change \$		-1,234	4,322	6,246	10,551	-3,609	-1,092	1,369	-4,831	-1,377		-474

As made evident in the chart above, the \$0.474 million decrease in the Capital Program reflects TPL's need to repay the advance from the City for the completed Library Processing Centre project starting in 2024 through reduced debt funding, which was partially offset by an increase in Development Charge funding for eligible TPL projects to the maximum amount allowed by the DC by-law.

Changes to the 2014 – 2023 Approved Capital Plan, specifically the recommended \$10.345 million in increased capital funding in the nine common years of the Capital Plans (2015 – 2023) arise from the reprioritization of Toronto Public Library's capital projects, based on the following factors:

- Reprioritizing capital projects to accommodate the urgent SOGR requirement stemming from the results of the Property Condition Assessment (PCA) completed in 2014.
- Maximizing alternative non-debt funding sources such as Development charges and Section 37 funding which frees up additional debt to be reinvested in other capital projects.

A summary of project changes for the years 2015 to 2023 totalling \$10.345 million are provided in Table 2 below:

**Table 2
Summary of Project Changes (In \$000s)**

\$000s	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 - 2023 Total
2014 - 2023 Capital Budget & Plan	26,925	20,568	22,969	26,590	21,312	27,688	21,328	22,499	29,540	23,422		215,916
2015 - 2024 Rec'd Capital Budget & Plan		19,334	27,291	32,836	31,863	24,079	20,236	23,868	24,709	22,045	16,106	226,261
Capital Budget & Plan Changes (2015 - 2023)		(1,234)	4,322	6,246	10,551	(3,609)	(1,092)	1,369	(4,831)	(1,377)		10,345

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
Previously Approved Facility Projects													
Scarborough Civic Centre New Construction	9,856	420									420		10,276
Albion Renovation	15,007	(4,621)	461	5,560							1,400		15,007
Bridlewood Renovation	2,400	(1,100)	1,100										2,400
Bayview Relocation	7,175	(1,280)	1,570	(113)							177		7,352
Wychwood Renovation	4,248	(1,388)	(1,235)	3,465	2,594						3,436		7,684
St. Clair/Silverthorn Renovation	2,305	834	184	(1,076)							(58)		2,247
Sanderson Renovation	4,996	(110)	(1,108)	(1,969)	3,666						479		5,475
North York Central Renovation	16,252	1,385	1,347	139	1,497	1,144	(3,106)	(2,684)			(278)		15,974
Dawes Road Renovation	9,439	50	522	(828)	701	730					1,175		10,614
Perth/Dupont Renovation	3,991		201	603	2,067		(168)	(897)	(2,926)		(1,120)		2,871
St. Lawrence Relocation	16,471				865	(909)					(44)		16,427
Albert Campbell Renovation	11,899		(117)	265	(1,439)	(4,245)	940	4,998			402		12,301
Parliament Street Renovation	6,815					(825)	(504)	(58)	1,529		142		6,957
Weston Renovation	8,791						981	207	(1,246)		(58)		8,733
Guildwood Relocation	7,244					46		107	396	(583)	(34)		7,210
Northern District Renovation	10,812					(150)	300	(1,054)	(1,624)	322	(2,206)	2,463	11,017
Brookbanks Renovation	6,510												6,510
Centennial Renovation	5,016												5,016
Mimico Renovation	8,719						(11)		(424)	(23)	(458)	2,390	8,765
High Park Renovation	6,978						(124)	150	(1,136)	(1,693)	(2,803)	1,300	6,953
Multi-Branch Renovation Program (SOG)	31,430	2,326		100	500	500	500	500	500	500	5,426	3,593	36,856
Total Previously Approved Facility Projects		(3,484)	2,925	6,146	10,451	(3,709)	(1,192)	1,269	(4,931)	(1,477)	5,998	9,746	206,645
Previously Approved IT Projects													
Program (TAMP)	40,100	500	100	100	100	100	100	100	100	100	1,300	4,100	41,400
Virtual Branch Services (VBS)	12,000	750									750	1,250	12,750
Automated Sorter Replacement Program	4,381											1,010	4,381
Total Previously Approved IT Projects		1,250	100	100	100	100	100	100	100	100	2,050	6,360	58,531
New													
Agincourt Building Elements		1,000	1,297								2,297		2,297
Total New		1,000	1,297								2,297		2,297
Total Changes		(1,234)	4,322	6,246	10,551	(3,609)	(1,092)	1,369	(4,831)	(1,377)	10,345	16,106	267,473

Significant Capital Project Changes in Toronto Public Library:

The following previously approved Toronto Public Library capital projects have been allocated increased funding to address key priorities outlined below:

- The *Scarborough Civic Centre New Construction* project cost, expected to be completed in 2015, will require additional funding of \$0.420 million to provide funding for a self-service area and construction related contingencies.
- The *Wychwood Renovation* project cost will increase by \$3.436 million, \$1.500 million coming from additional Section 37 funding, to allow for the expansion of the existing facility by 5,000 sq. ft to 11,681 sq. ft., including 1,700 sq. ft for a senior centre. The additional space will provide individual and group study spaces, enhanced children's area with a KidsStop early literacy centre and middle

childhood discovery pod, teen zone, additional computers, reading lounge and a digital innovation hub. Construction is expected to start in 2016 with expected completion in 2018.

- The *Dawes Road Renovation* project cost will increase by \$1.175 million to allow for potential land acquisition as no City-owned land has been identified for a possible relocation.
- The *Technology Asset Management Program (TAMP)* project will receive increased funding of \$1.300 million to upgrade/replace self-serve equipment and media technology.
- Funding for the on-going *Multi-Branch Renovation Program (SOGR)* project will increase by \$5.426 million primarily to address updated accessibility requirements stemming from the PCA. This program is an effective method to extend the operating life of branches and keep them functional until a major renovation can be funded.

A significant reduction has been made to the following project costs:

- The *Perth/Dupont Renovation* project costs have been reduced by \$1.120 million but the scope has been increased as a larger space (increase of approximately 6,300 sq ft) is now being provided by a developer for the relocation of the branch from its current space.

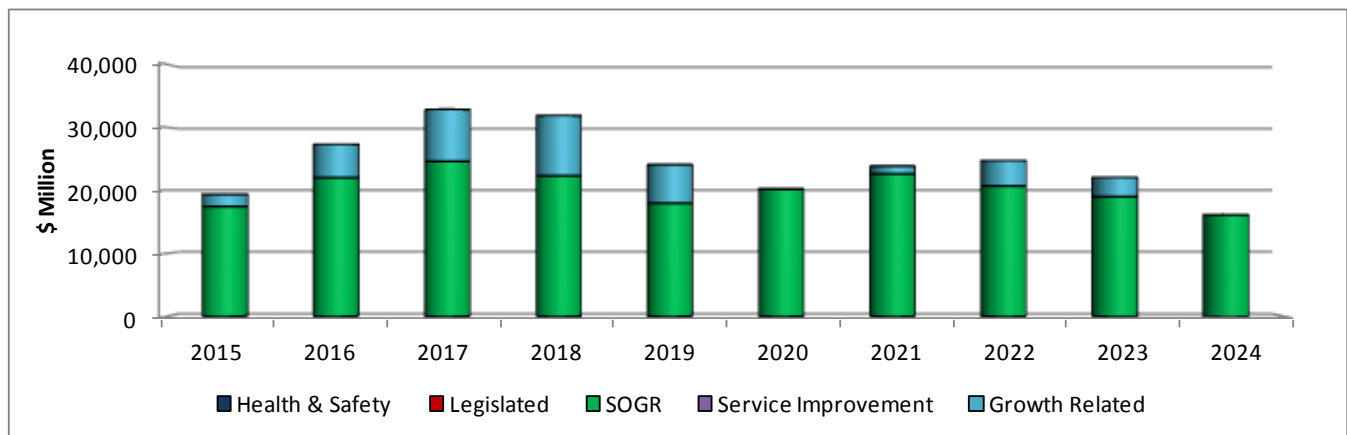
A new project totalling \$2.297 million has been added to the 2014 – 2023 Approved Capital Plan:

- The new branch renovation project *Agincourt Building Elements*, partially funded by Section 37 proceeds, has been added, to address urgent building needs, second floor washrooms, fire alarm systems, interior and exterior lighting, roofing and elevator requirements.

A number of renovations/expansions were deferred to later years but the changes to project costs were minimal.

2015 – 2024 Recommended Capital Plan

Chart 2
2015 – 2024 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Recommended Capital Plan for Toronto Public Library of \$242.367 million predominately provides funding for SOGR projects of \$202.836 million which accounts for 83.7%.

- The level of funding for SOGR projects is consistent with Toronto Public Library's objective to manage activity growth and deliver 21st century library services while maintaining existing inventory in a state of good repair.
- Growth Related projects account for 16.3% of total funding, the majority of which are to address the needs of new and growing communities. Projects that are currently under construction include the *Scarborough Civic Centre Branch* which is expected to be completed in 2015 as well as the relocations of the *Bayview Neighborhood Branch* (2014-2017), *St. Lawrence Neighborhood Library* (2016-2019) and *Perth/Dupont Branch* (2016-2018).
- There is funding of \$0.003 million in 2015 for the completion of *the Pan Am Games Showcase Program* which is the only Service Improvement project in the 10-Year Recommended Capital Plan.

Table 3
Summary of Capital Projects by Category (In \$000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Sanderson Renovation			309	1,500	3,666							5,475	5,475
Albert Campbell Renovation				265		803	6,235	4,998				12,301	12,301
Parliament Street Renovation				104			2,329	2,995	1,529			6,957	6,957
Albion Renovation	347	2,000	6,305	6,355								14,660	15,007
Weston Renovation					129		2,000	4,268	2,336			8,733	8,733
Bayview Renovation	163	108	1,464	1,915								3,487	3,650
St. Clair/Silverthorn Renovation		900	1,008									1,908	1,908
North York Central Renovation		1,535	1,347	2,539	4,906	4,647						14,974	14,974
Virtual Branch Services (VBS) Multi-Branch Renovation Program (SOGR) Technology Asset	N/A	1,750	1,500	1,000	1,000	1,250	1,250	1,250	1,250	1,250	1,250	12,750	12,750
Management Program (TAMP)	N/A	4,500	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	41,400	41,400
St. Lawrence Relocation				99	1,197	1,515						2,811	2,811
Guildwood Relocation						62		355	1,315	308		2,040	2,040
Dawes Road Neighbourhood Library		50	410	1,291	1,006	1,975						4,732	4,732
Northern District Renovation							300		2,000	3,279	2,463	8,042	8,042
Wychwood Renovation	150	168	310	1,681	1,939							4,098	4,248
Bridlewood Renovation	194		807	442								1,249	1,443
Brookbanks Renovation							149	539	2,270	1,927		4,885	4,885
Perth Dupont Renovation			77	215	658							950	950
Centennial Renovation Automated Sorter Replacement Program							59	359	1,643	1,189		3,250	3,250
High Park Renovation										800	1,010	1,810	1,810
Mimico Renovation								150		500	1,300	1,950	1,950
Aginccourt Building Elements		1,000	1,297						645	2,036	2,390	5,221	5,221
												2,297	2,297
Sub-Total	854	17,430	22,027	24,595	22,298	17,945	20,165	22,607	20,681	18,982	16,106	202,836	203,690
Service Improvements													
Pan Am Games Program	150	3										3	153
Sub-Total	150	3										3	153
Growth Related													
Scarborough Civic Centre New Construction	8,719	1,557										1,557	10,276
Bayview Relocation	137	112	2,790	663								3,565	3,702
St. Clair/Silverthorn Renovation		100	239									339	339
St. Lawrence Relocation			419	4,044	4,732	4,421						13,616	13,616
Guildwood Relocation						138		926	2,260	1,846		5,170	5,170
Dawes Road Neighbourhood Library			534	1,004	2,769	1,575						5,882	5,882
Wychwood Renovation		132	865	1,784	655							3,436	3,436
Bridlewood Renovation	306		293	358								651	957
Brookbanks Renovation							39	140	875	571		1,625	1,625
Perth Dupont Renovation			124	388	1,409							1,921	1,921
Centennial Renovation							32	195	893	646		1,766	1,766
Sub-Total	9,162	1,901	5,264	8,241	9,565	6,134	71	1,261	4,028	3,063		39,528	48,690
Total Expenditures by Category	10,166	19,334	27,291	32,836	31,863	24,079	20,236	23,868	24,709	22,045	16,106	242,367	252,533

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects

2015 – 2024 Recommended Capital Projects

The 10-Year Recommended Capital Plan supports Toronto Public Library's commitment to achieve a balance between maintaining the current infrastructure and the need for relocated and expanded library branches to address population growth.

State of Good Repair (SOGR)

SOGR projects provide funding for maintaining and upgrading existing branch and technology infrastructure to manage activity growth which includes extensive repairs to the building structure, including barrier free accessibility, energy efficiency measures, as well as improved e-services to enhance operational efficiency.

- The 10-Year Recommended Capital Plan allocates \$202.836 million or 83.7% for state of good repair projects to address the renewal needs of aging and deteriorating library infrastructure as well as to address accessibility needs.
- A PCA performed in 2014 indicates more SOGR requirements than previously identified and a growing backlog. TPL has partially addressed the growing SOGR requirement in the next 10 years through non-debt funding by maximizing DC funding made available under the new DC by-law (\$8.242 million of assigned debt funding was reinvested in SOGR projects), Section 37 funding, City reserves and other external funding such as fundraising.
- Over the course of the next 10 years, major projects with significant SOGR requirements will be addressed and include:
 - *Albion Branch Renovation* (\$14.660 million) – The current building for the Albion branch has interior and exterior deficiencies. This project will construct a new building on the current parking lot adjacent to the existing branch. The new building will revitalize the site and includes barrier free access for the public, increased programming and community meeting space, expanded flexible spaces and a computer learning centre. Once completed, the old building will be demolished to make way for green space and parking.
 - *North York Central Library Renovation* (\$14.974 million) – This seven storey 166,022 square feet research and reference library was constructed in 1987. Funding for this multi-year phased project will complete a retrofit and upgrade to the building systems and infrastructure to address SOGR requirements as well as interior renovations on all floors to reconfigure public service and stacks space in order to meet new service demands and uses.
 - *Albert Campbell Branch Renovation* (\$12.301 million) - This district library building is 43 years old, three storeys and 26,100 square feet. Funding for this project will address many deficiencies which includes electrical components, lighting, barrier free access, flooring and mechanical systems. There will also be improvements to security, IT and modifications to floor plan layouts. The project will revitalize the public service areas and address current and evolving technological requirements as well as address the SOGR backlog.
- Minor branch renovations will be addressed through the on-going *Multi-Branch Renovation Program* (project) with funding of \$36.856 million.
- Technology requirements will be addressed through the ongoing projects:
 - *Technology Asset Management Program* (\$41.400 million) - At an average annual gross cost of \$4.140 million, this program provides the life-cycle replacement of existing hardware and software currently valued at approximately \$36.388 million as well as the completion of the high-speed fiber network. The program will also fund an upgraded network access control for greater flexibility and an authentication and identity management system that will consolidate user identity information and allow for better analysis for service planning.

- *Virtual Branch Services Program* (\$12.750 million) – Funding for this program will address the dynamic landscape of digital content access (e-content including e-books, e-magazines, music, databases etc.) and the provision of library services online. The focus is to make online library services available and accessible to all residents. Multi-year initiatives include: websites for children and youth; user account access and self-service website options such as online registration; website experience designed for mobile devices as well as for users of assistive technology; a system to capture customer use of library services; and digitalization of special collections.

Service Improvements

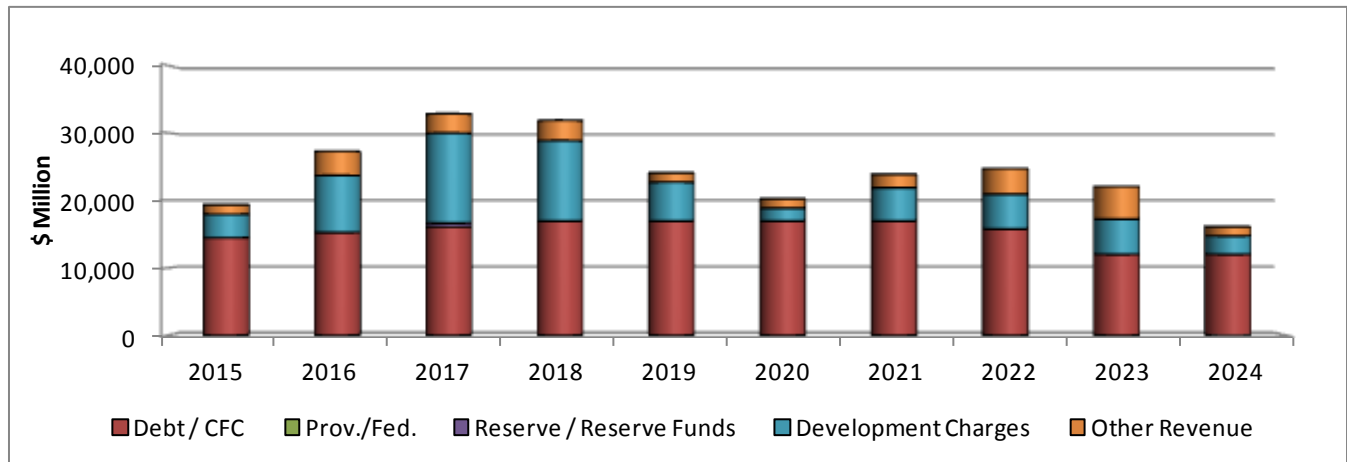
- The *Pan Am Games Showcase Program (Phase I) – Spectator Jam* (\$0.003 million) will create community viewing and celebration opportunities for people in Toronto at select branch locations during Pan Am games in 2015.

Growth Related

Growth related projects included in the 10-Year Recommended Capital Plan address the need for new and expanded branches in growing and expanding communities with increasing demands for library use and resources and account for \$39.528 million or 16.3%.

- These projects are significantly funded by non-debt sources, including: Section 37 Funding and Development Charges that are utilized as funding sources in the 10-Year Recommended Capital Plan according to the funding eligibility based on the 2014 Development Charge By-law.
- Major growth related projects include:
 - *Scarborough Civic Centre Library* (\$1.557 million) – This project is the construction of a new 14,500 sq ft neighbourhood library to serve a projected population of 40,000 residents. The branch will be opening in early 2015. This project is discussed further in Part III *Issues for Discussion*.
 - *St Lawrence Library Relocation* (\$16.427 million) – Recommended funding is for the design and construction of a 25,000 square foot district library situated on the south west corner of Front and Parliament Streets and relocation of the existing St. Lawrence Library to this site. Of this funding, \$13.616 million is for the growth related portion while \$2.811 million is for state of good repair. The building will include an open floor plan and barrier free access, comfortable seating, flexible spaces, 100,000 item collection, computers and protective security systems. This project will address current and evolving technological requirements as well as provide library service to this high growth community which includes the new West Don Lands, Lower Don Lands and East Bayfront communities. The project cost for the planned relocation on City land does not include land acquisition costs.
 - *Wychwood Renovation* (\$7.534 million) – The growth portion for this project has funding of \$3.436 million for the expansion of the branch by 5,000 square feet which will include approximately 1,700 square feet of space for seniors. The additional space will provide more quiet and group study spaces, collaboration spaces, enhanced children's area and a digital innovation hub. Construction is expected to start in 2016 and end in 2018. The project also has \$4.098 million in funding allocated to state of good repair.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In \$000s)



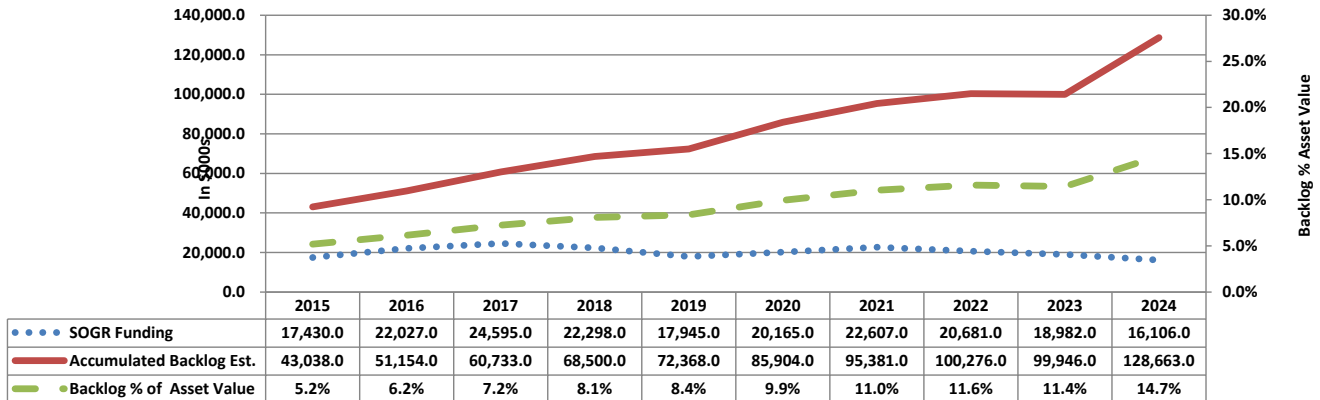
The 10-Year Recommended Capital Plan of \$242.367 million will be financed by the following sources:

- Debt, which accounts for \$153.235 million or 63.2% of the financing over the 10-year period.
 - The recommended debt funding meets the 10-year debt guideline allocation to the Program in each year of the Capital Plan.
- Development Charge funding constitutes \$62.899 million or 26.0% of the required funding for eligible growth projects including the *Technology Asset Management Program (TAMP)*, *Virtual Branch Services (VBS)*, *Scarborough Civic Centre Library construction project*, *Bayview Relocation*, *St. Lawrence Library Relocation*, *Wychwood Renovation and Dawes Road Renovation project*.
 - DC funding has been maximized under the new DC by-law by an additional \$14.504 million enabling assigned debt funding to be reinvested in urgent SOGR projects to address the backlog (\$7.552 million), reduce operating funding from *TAMP* (\$5.700 million) and fund four renovation projects (\$1.252 million).
- Other funding sources total \$25.650 million or 10.6%, which include \$13.780 million or 5.7% from operating funds transferred to capital for the replacement of technology assets, private third party donations and other community fundraising initiatives provide funding of \$3.669 million for the *Brookbanks*, *Perth/Dupont* and *Centennial branch* projects and Section 37 proceeds of \$8.201 million for the projects listed below:
 - *Agincourt Building Elements project* (\$1.125 million);
 - *Bridlewood Library renovation/expansion project* (\$1.900 million);
 - *Brookbanks Library renovation and expansion project* (\$3.650 million);
 - *Wychwood Renovation and Expansion project* (\$1.500 million); and
 - *Multi-Branch Renovation Program* (\$0.026 million).
- \$0.583 million in Reserves or 0.2% represent the remaining funding source and is primarily from the Capital Financing Reserve Fund for the *Bayview Library Relocation/Expansion*. The Major

Special Events Reserve Fund provides funding of \$0.003 million for the TPL's *Spectator Jam* project a part of the recommended Pan Am Showcase Projects.

State of Good Repair (SOGR) Backlog

**Chart 4
SOGR Funding & Backlog (In \$000s)**



- The replacement value of Toronto Public Library assets is estimated at \$830.095 million and includes 99 branches (100 in 2015) and two service buildings. Total square footage of the assets is approximately 2,003,724 of which 1,899,165 is owned by TPL.
- TPL's backlog is valued at \$44.236 million in 2014, will reduce in 2015 to \$43.038 million and then will steadily climb to reach \$128.663 million by the end of 2024. The backlog will increase from 5.2% as a percentage of asset value in 2015 to 14.7% in 2024.
- The 10-Year Recommended Capital Plan dedicates \$202.836 million to SOGR spending over 10-Year Capital Plan, which on average is \$20.284 million annually.
- A new comprehensive property condition assessment (PCA) was done in 2014, which included accessibility requirements under the Accessibility for Ontarians with Disabilities Act (AODA), and the results show more SOGR funding requirements over the next 10 years than identified previously to address an aging facilities infrastructure, the majority of which was constructed 40 to 50 years ago.
 - TPL has analyzed and prioritized the PCA results to address critical SOGR and AODA requirements within the 10-Year Capital Plan.
- The smaller scale SOGR projects in many branches are addressed through the *Multi-Branch Renovation Program* project to extend the operating life until major renovations can be funded. The 10-Year Recommended Capital Plan allocates an average funding of \$3.686 million per year for small scale renovations across various branches.
- There is no state of good repair backlog for information technology assets. TPL's owned assets are replaced on an on-going basis through the Technology Asset Management Program (TAMP), which uses life cycle replacement as the basis for its planned expenditures.

10-Year Capital Plan: Net Operating Budget Impact

Table 5
Net Operating Impact Summary (In \$000s)

Projects	2015 Rec'd Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Albion District Library Renovation			17.0		17.0							34.0		34.0
Fort York New Construction	19.0											19.0		19.0
Scarborough Civic Centre New Construction	744.3											744.3		744.3
Library Processing Centre Relocation to Ellesmere	(4.0)											(4.0)		(4.0)
Bayview Neighbourhood Library Relocation			16.0	2.7	16.0							32.0	2.7	32.0 2.7
Wychwood Reonvation and Expansion					28.0		28.0					56.0		56.0
Bridlewood Renovation			42.0		12.0							54.0		54.0
New Projects - 2015														
St. Clair/Silverthorn Neighbourhood Library	8.0		8.0									16.0		16.0
North York Central Library Renovation							23.0		23.0			46.0		46.0
Dawes Road Neighbourhood Library							93.0	1.0	93.0			186.0	1.0	186.0 1.0
New Projects - Future Years														
Albert Campbell District Library Renovation														36.0
Brookbanks Renovation														54.0
Centennial Renovation														30.0
Guildwood Neighbourhood Library Relocation														80.0 0.5
Mimico Renovation														8.0
Northern District Renovation														13.0
Parliament Neighbourhood Library Renovation														30.0
Perth/Dupont Renovation					13.0		13.0					26.0		26.0
Sanderson Neighbourhood Library Renovation					13.0		13.0					26.0		26.0
St. Lawrence Neighbourhood Library Relocation							799.0	14.0	799.0			1,598.0	14.0	1,598.0 14.0
Weston Neighbourhood Library Renovation														30.0
Total Recommended (Net)	767.3		83.0	2.7	99.0		969.0	15.0	915.0			2,833.3	17.7	3,114.3 18.2

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$0.767 million net in 2015 and \$2.347 million net over the 2016 – 2024 period, as shown in the table above.

- The annualized impact of the expansion and construction of 2 new libraries, *Fort York* and *Scarborough Civic Centre*, in 2015 is \$0.019 million and \$0.744 million respectively and is primarily for salaries, utilities, services and rents, materials and software licences.

Approved permanent positions will increase by 18.2 positions over the 10-year time frame. This is comprised of funding to sustain the following capital projects once completed:

- 2.7 new positions will be required in 2016 for the relocation and expansion of *Bayview Library*;
- In 2018, 1 new position will be required for the reconstruction and expansion of the *Dawes Road Neighbourhood Library* and 14 for the relocation and expansion of the *St Lawrence Library* which will be a District Library to serve the existing St. Lawrence area as well as the growing demands for the West Don lands, Lower Don Lands and East Bayfront communities; and,
- 0.5 new positions will be required in 2022 for the relocation and expansion of the *Guildwood Library*.

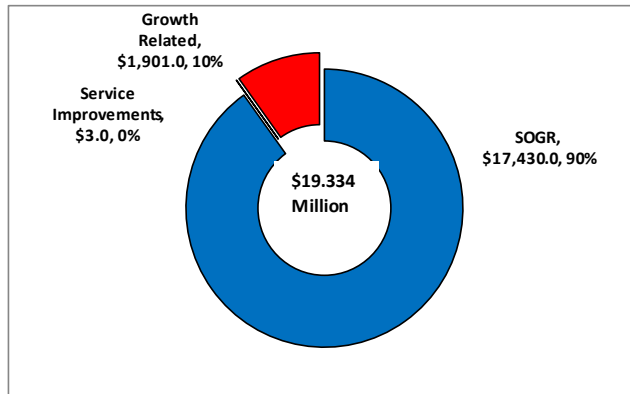


Part II: 2015 Capital Budget

2015 Recommended Capital Budget

2015 Capital Budget by Project Category and Funding Source

2015 Capital Budget by Project Category
(in \$000s)



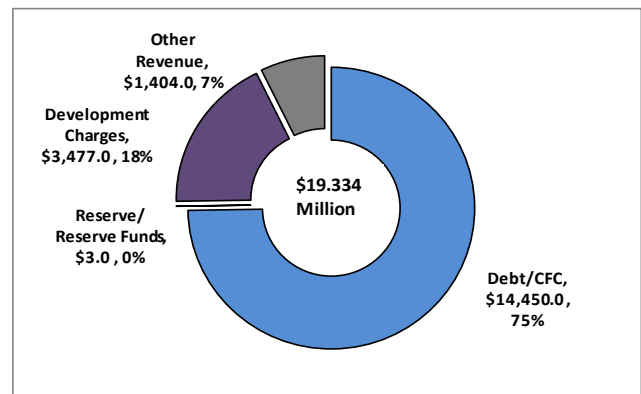
\$19.334 million

The 2015 Recommended Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of \$19.334 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *State of Good Repair (SOGR) (\$17.430 million, 90%)*
 - Funding is to address the renewal needs of existing aging and deteriorating branch infrastructure through major branch renovations such as the *Albion District Library* and on-going SOGR programs.
- *Service Improvements (\$0.003 million)*
 - Funding is for the delivery of *Pan Am Games Showcase–Spectator Jam*
- *Growth (\$1.901 million, 10%)*
 - Funding in 2015 is for initiatives that address the service demands for library use and materials in new and expanding communities and includes the new Scarborough Civic Centre branch.

2015 Capital Budget by Funding Source
(in \$000s)



\$19.334 million

The 2015 Recommended Capital Budget is financed primarily by:

- *Debt (\$14.450 million, 75%)*
 - Debt funding meets the debt target set for this Program in 2015.
- *Development Charges (\$3.477 million, 18%)*
 - DC funding has been maximized in 2015 based on the eligible growth component of capital projects and will be used to fund the *Bayview* and *St. Clair/Silverthorn* branch renovations as well as ongoing renewal programs.
- *Other Revenues (\$1.404 million, 7%)*
 - Section 37 funding of \$0.026 million will be used to fund the *Multi-Branch Renovations Program* and \$1.378 million from operating will be transferred to capital for the replacement of technology assets.
- *Reserve Funds (\$0.003 million)*
 - The Major Special Events Reserve Fund will fund the *Pan Am Games Program*.

Table 7
2015 Recommended Cash Flow & Future Year Commitments (In \$000s)

	2013 and Prior Year Carry Forwards	2014 Carry Forwards	2015 Rec'd Cash Flow	Total 2015 Cash Flow (Incl 2014 C/Fwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2015 Rec'd Cash Flow & FY Commits
Expenditures														
Previously Approved		1,850	10,469	12,319	13,750	11,324	1,939							39,332
Change in Scope			2,078	2,078	952	1,874	655							5,559
New														
New w/Future Year			6,787	6,787	10,885	9,634	8,681	8,197						44,184
Total Expenditure		1,850	19,334	21,184	25,587	22,832	11,275	8,197						89,075
Financing														
Debt		1,050	14,450	15,500	14,529	12,195	6,896	7,210						56,330
Other		800	1,404	2,204	3,603	2,879	799							9,485
Reserves/Res Funds			3	3		580								583
Development Charges Provincial/Federal			3,477	3,477	7,455	7,178	3,580	987						22,677
Total Financing (including carry forward funding)		1,850	19,334	21,184	25,587	22,832	11,275	8,197						89,075

Approval of the 2015 Recommended Capital Budget of \$21.184 million will result in the following:

- \$1.850 million in 2014 funding that will be carried forward in to 2015 is for:
 - The completion of the *Scarborough Civic Centre Library Construction* project that will open in early 2015;
 - Addressing deficiencies in the *Toronto Reference Library* and the new *Fort York Branch*; and
 - Continuing the on-going *Multi-branch Renovation Project* and the *Wychwood Branch Renovation* project.
- \$10.469 million in 2015 and future year commitments of \$27.013 million for nine previously approved projects underway to:
 - Complete the construction of the *Scarborough Civic Centre Library* and the *Pan Am Games Showcase Program*; and
 - Continue with major renovations at the *Albion Branch* and *Bridlewood Branch* (completion 2017) and at *Wychwood Library* (completion 2018), the relocation of the *Bayview Branch* with construction to begin in 2016 and completion in 2017 and the *Multi-Branch Renovation Program* and *I&T* programs.
- Increased funding of \$2.078 million in 2015 and \$3.481 million in future years is to address change in scope requirements for the following four projects:
 - Inclusion of a self-service area for the *Scarborough Civic Centre* project (\$0.420 million);
 - Expansion of the *Wychwood Branch* by 5,000 square feet (\$3.436 million) partially funded by \$1.5 million in Section 37 funding;
 - Increased funding of \$1.526 million for the *Multi-Branch Renovation Program* project to address critical SOGR primarily funded from freed up debt due to increased DC funding; and
 - Increased funding of \$0.177 million to the relocation and expansion of the *Bayview Branch* due to additional DC funding.

- Recommended multi-year funding of \$6.787 million in 2015 which will require future year commitments of \$37.397 million for the following seven new projects:
 - Begin the *St. Clair/Silverthorn Branch* and *Agincourt Branch* projects with design and construction beginning in 2015 and finishing in 2016;
 - Begin major renovation and revitalization work over five years at the *North York Central Library*, which is a seven-story high-use building;
 - Plan, construct and expand *the Dawes Road Library* by 2019; and
 - Continue accessibility retrofits through the *Multi-Branch Renovation Program* and funding for the ongoing I&T projects *Technology Asset Management Program* and *Virtual Branch Services* for 2015-2017.

2015 Recommended Capital Project Highlights

Table 8
2015 Recommended Capital Project Highlights (in \$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Albion District Library Renovation	15,007	2,000	6,305	6,355			14,660						14,660
Toronto Reference Library Renovation	26,758	300					300						300
Fort York New Construction	9,192	500					500						500
Scarborough Civic Centre New Construction	10,276	2,057					2,057						2,057
Bayview Neighbourhood Library Relocation & Expansion	7,352	220	4,254	2,578			7,052						7,052
St. Clair/Silverthorn Neighbourhood Library	2,247	1,000	1,247				2,247						2,247
North York Central Library Renovation	14,974	1,535	1,347	2,539	4,906	4,647	14,974						14,974
Multibranch Renovation Program	5,987	4,619	1,868				6,487						6,487
Multibranch Renovation Program - Accessibility Retrofit	1,750	1,300	450				1,750						1,750
Dawes Road Neighbourhood Library	10,614	50	944	2,295	3,775	3,550	10,614						10,614
Wychwood Renovation	7,684	350	1,175	3,465	2,594		7,584						7,584
Bridlewood Renovation	2,400		1,100	800			1,900						1,900
Pan Am Games Program	153	3					3						3
Agincourt Building Elements	2,297	1,000	1,297				2,297						2,297
Technology Asset management Program	12,500	4,500	4,100	3,900			12,500						12,500
Virtual Branch Services	4,150	1,750	1,500	900			4,150						4,150
Total (including carry forward funding)	133,341	21,184	25,587	22,832	11,275	8,197	89,075						89,075

The 2015 Recommended Capital Budget provides funding of \$ 21.184 million to:

- Complete the construction of the new 14,500 sq. ft. *Scarborough Civic Centre Branch* (\$2.057 million) that will serve the needs of the growing communities projected to be 40,000 residents. Construction began in May 2013 and completion is expected in early 2015.

Continue previously approved projects including:

- The *Technology Asset Management Program* (TAMP) (\$4.500 million) to refresh and upgrade the Information Technology infrastructure including the life-cycle replacement of existing hardware

and software currently valued at approximately \$36.388 million; the implementation of the high-speed fiber network and authentication and identity management system;

- Funding for The *Virtual Branch Services* project (\$1.750 million) in 2015 will enable TPL to continue to make virtual library services available and accessible to residents 24/7. The focus for 2015 and beyond includes upgrades and improvement to user account management, facilitate search and self-service discovery of all library resources and design a website that is responsive to device screen widths and meets required accessibility standards;
- The *Multi-Branch Renovation* project (\$5.919 million) will enable renovations at the branches at a smaller scale to keep the facilities functional until a major renovation can be funded. The 2015 cash flow will fund mechanical/electrical work at 7 locations, interior renovations at 5 branches, re-roofing of 7 branches, structural/building envelope work at 2 branches and accessibility requirements (\$1.300 million) at various locations;
- The planning work for *Bayview Branch Relocation* project (\$0.220 million) to prepare for construction of a 12,000 square foot library on City-owned land to adequately serve its current and growing population;
- The planning work for *Wychwood Branch Renovation* project (\$0.350 million) to renovate and expand the library by 5,000 sq. ft. The project will address building deficiencies and bring the heritage building up to service standards as well as address the needs of a growing community by providing additional space for seniors, enhanced children areas and more quiet and group study and collaboration spaces; and
- Begin the next phase of the *Albion Branch Renovation* project (\$2.000 million) that will begin reconstruction of a new building on the current parking lot adjacent to the existing branch. The new building will revitalize the site and improve space layout to address increased demands for information, community meeting space, literacy and resources to support employment and training.

Begin work on new projects including:

- The *Agincourt Branch Renovation* project (\$1.000 million) which will address urgent building maintenance needs including replacement of second floor washrooms, fire alarm systems, interior and exterior lighting, roofing and addressing elevator requirements as well as service enhancements that will bring the entire branch up to current service standards;
- The *St. Clair/Silverthorn Branch Renovation* project (\$1.000 million) which will renovate and expand the existing building by 850 square feet. The renovation will include interior and exterior improvements, provide barrier free access and the additional square footage will bring the building size closer to the established size for a small neighborhood branch;
- The *North York Central Branch Renovation* project (\$1.535 million) which will retrofit and upgrade the building systems and infrastructure as well as complete interior renovations on all floors. Heavy use of the facility continues to increase and revitalization and reprogramming of interiors will utilize space to meet demand and provide enhanced customer service.
- The planning work for the *Dawes Road Branch Construction and Expansion* project (\$0.050 million) which will expand the library by 7,500 square feet either on the current site or a new location to meet building and service standards.



Part III: Issues for Discussion

Issues for Discussion

Issues Impacting the 2015 Capital Budget

State of Good Repair (SOGR) Backlog

- The investments in State of Good Repair remains a priority for the Toronto Public Library with \$202.836 million or 83.7% of the 10-Year Recommended Capital Plan allocated for state of good repair projects to maintain and upgrade its ageing branch and technology infrastructure.
- Although significant funding for SOGR projects has been provided in the 10-Year Recommended Capital Plan, it is inadequate to meet the growing SOGR backlog over the next 10 years based on the most recent comprehensive Property Condition Assessment (PCA) undertaken by TPL in 2014, which included accessibility requirements under the Accessibility for Ontarians with Disabilities Act (AODA).
- The previous Building Condition Assessment (2009) was done at a high level and did not provide detailed site investigation. The current PCA is more comprehensive and provided a thorough assessment of the building envelope, mechanical systems, plumbing and other utilities, lighting, furnishings and finishes, wall and floor coverings, site work, fire and life-safety systems and recommended replacement/repair based on industry standards.
- The results of the PCA show more state of good repairs work is needed than previously identified over the next 10 years and valued the accumulated SOGR backlog at the end of 2014 at \$44.236 million. Over the 10 year-period additional SOGR requirements total \$156.617 million.
- A large component of the cost increase in the SOGR backlog is due to the stage in the lifecycle replacement of building systems. TPL maintains 101 buildings, of which, approximately 71% were built in the 1960/70/80's and their size accounts for 1.3 million sq. ft. of the 1.9 million sq. footage of TPL's portfolio. The size of many of the existing buildings, also pose a challenge as the building systems are complex and expensive to replace. Further, the average age of a branch is 43 years and 66% of branches have had no major renovation in over 20 years.
- TPL has analyzed and prioritized the PCA results and addressed critical items within the 2015-2024 Capital Program. All non-debt resources, including Development Charges, have been maximized to reallocate debt funding to additional SOGR capital projects.
 - If the freed-up debt room that was made available by the maximization of DC funding was not reinvested in SOGR spending, the accumulated SOGR backlog would have been \$136.215 million or 15.6% of the total asset value at the end of 10-years. By making the investment in SOGR projects, the accumulated SOGR backlog decreased by \$7.552 million to \$128.663 million.
- Although some of the growing SOGR requirements will be partially offset through the 10-Year Capital Plan through library renovations and restoration projects, the SOGR backlog in 2024 is expected to increase to \$128.663 million or 14.7% of the total asset value at the end of 10 years (2024).
- It is recommended that Toronto Public Library provide the State of Good Repair requirements across all branches grouped and prioritized by asset category to enable the City and Toronto

Public Library to monitor and evaluate the impact of State of Good Repair investment on the Program's backlog in time for the 2016 Budget process.

Issues Impacting the 10-Year Capital Plan

Development Charge Funding (DC)

- The 10-Year Recommended Capital Plan for TPL is based on funding a 100% of the full eligible (after 10% statutory reduction) growth-related share of capital projects as permitted in the 2013 Development Charges By-law. By maximizing the DC funding, an additional \$14.504 million of freed up debt was made available of which \$7.552 million was allocated to additional SOGR capital projects that addressed the backlog as noted in the previous section, \$5.7 million was used to replace TPL's operating contribution to the TAMP project and \$1.252 million for four renovation projects. Over the 10 years, \$62.899 million of DC funding is provided to meet the needs of new and growing communities.
- The projected 2014 year-end balance for the Development Charge Reserve Fund for Toronto Public Library is \$22.659 million. The 10-Year Capital Plan requires Development Charge funding of \$94.599 million, of which \$62.899 million will be allocated to capital projects and \$31.700 million, will be allocated to growth related library materials over a 10 year period. Based on current revenue projections, projected Development Charge contributions to the reserve are estimated to be \$94.998 million from 2015 to 2024. The balance in the DC Reserve Fund for the TPL is projected to be \$23.058 million at the end of 2024.
- TPL and Financial Planning staff will continue to monitor the Development Charge Reserve Fund to ensure sufficient funding is available to provide for the planned projects recommended in the 2015- 2024 Recommended Capital Plan. (Please refer to Appendix 6 - Table 11, 2015 Reserve/Reserve Fund Review for more details).

Relocation and Expansion of Perth/Dupont

- The current location for the Perth Dupont branch is aging and undersized to meet the requirements of a growing population. Included in the 10-Year Recommended Capital Plan is \$2.871 million to relocate and expand the Perth/Dupont branch to a new mixed use development at 299 Campbell Avenue beginning in 2016.
- The Toronto Library Board, at its September 8, 2014 meeting, approved the Motion 14-150: "Funding and Timing of Perth/Dupont Branch Relocation" which:
 2. authorizes staff to work with the local councillor and developer to negotiate terms for relocating the Perth/Dupont Branch to 299 Campbell Avenue, subject to Board approval of the negotiated terms and the proposed development receiving the appropriate planning approvals and Toronto Public Library retaining the proceeds from the sale of the current property, receiving the remainder of the funding from Section 37 agreements or funding from other non-Toronto Public Library sources or the City; and
 3. requests the Director of Finance to add an additional \$841,000 to the 2015 – 2024 capital plan for submission to the City through the 2015 budget process;

- Consequently, while the Library Board's 10-Year Recommended Capital Plan submission remained unchanged at \$242.367 million, the recommended changes in funding sources, specifically the debt funding of \$0.841 million for the Perth Dupont Branch in 2018, would have put TPL over its debt target for that year.
 - The assumption was that the debt would provide funding to the Library in advance of the sale of the current branch with the proceeds used towards paying back the debt.
- In Q1-2015, City Planning is expected to bring forward a report to Council on the planned development of 299 Campbell Avenue which includes the feasibility of relocating the Perth Dupont branch to a condominium as well as liability issues for the City. Negotiations between City Planning, the developer and the Library are on-going.
- Given the uncertainty around the outcome of the ongoing negotiations and the proposed development receiving the appropriate planning approvals from the City, the 2015-2024 Recommended Capital Budget of \$242.367 million includes the Perth Dupont relocation and expansion project for \$2.871 million but is funded through a combination of \$0.215 million of debt, \$1.815 million from development charges and \$0.841 million from Other Revenue (fundraising, etc.), which is different from the Board's recommended financing source for the project.
- It is recommended that once the planning process is complete and the City Planning report is brought forward to Council, TPL submit a business case in time for the 2016 budget process outlining the business needs for the relocation of the existing Perth Dupont branch, associated project costs and the financing sources.

Major Capital Project Status Update

Scarborough Civic Centre Branch

- In compliance with the Auditor General's recommendations for additional status reporting for major capital projects, additional information is provided for the new *Scarborough Civic Centre Branch* which is expected to open in early 2015.
- The branch will be located in the Scarborough Centre on Borough Drive, adjacent to the south side of the Scarborough Civic Centre and will be 14,500 square feet and easily accessible by public transit.
- Features include a starting collection of 50,000 items, free Wi-Fi and 18 public access computers, a digital innovation hub, a KidsStop Interactive Early Literacy Centre and an outdoor reading garden and green roof.
- The project was recommended in 2009 with a project cost of \$9.856 million. It was planned to begin in 2009 and be completed by 2014. Due to a delay in obtaining permits and securing agreements with other parties, construction began in May 2013 with an expected completion in early 2015.
- An additional \$0.420 million is recommended in 2015, which brings the total project cost to \$10.276 million. The project is financed from Development Charges (\$6.160 million), Debt (\$3.457 million) and funding from LARF that was designated for projects within the Scarborough Civic Centre (\$0.659 million).

- As of September 30, 2014, \$6.696 million has been spent and by the end of 2014 an additional \$1.523 million will be spent. Due to delays at start of construction, \$0.500 million of the 2014 approved cash flow will be carried forward into 2015.
- In 2015, recommended cash flow funding for the project is \$2.057 million which includes \$0.500 million of carry forward funding from 2014.
- The branch is expected to be completed in early 2015 on budget.



Appendices

Appendix 1 2014 Performance

2014 Key Accomplishments

In 2014, Toronto Public Library accomplished the following:

- ✓ Completed branch renovations for *Toronto Reference Library* for \$26.758 million, the second phase of the *Bridlewood Library* for \$0.219 million, and the *Fort York Library* construction for \$9.192 million.
- ✓ Completed 20 *Multi-branch State of Good Repair* projects at 18 branches, which included building envelop repairs, required structural work, flooring replacements, mechanical/electrical repairs/replacements, legislated upgrades to elevators, repaving, and energy efficiency upgrades through replacement of lighting systems and HVAC controls, and barrier free improvements.
- ✓ Completed the *Self Service Circulation* project for \$10.919 million. This is a 7-year project which included the installation of self-service check-in and check-out equipment throughout the library system, sorting equipment at the busiest locations and the main sorting systems at the library processing and distribution centre.
- ✓ Completed the *Library Processing Centre* relocation to 1076 Ellesmere for \$10.725 million.
- ✓ Continued work on the facility projects including growth/expansion projects: *Scarborough Civic Centre Library construction*, *Albion Renovation* project, *Wychwood Renovation* project, and *Bayview relocation* project.

2014 Financial Performance

Table 9
2014 Budget Variance Analysis (In \$000's)

2014 Approved	As of Sept. 30, 2014		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
31,900	20,063	62.9%	30,050	94.2%	1,850	5.8%

2014 Experience

- Toronto Public Library (TPL) had spending of \$20.063 million or 62.9% of its 2014 Approved Capital Budget of \$31.900 million for the nine months ending September 30, 2014; and spending is projected to reach \$30.050 million or 94.2% by year-end.
- The following projects are on track, and the 2014 cash flow will be fully spent by year end:
 - The *Library Processing Centre Relocation* project's capital expenditures totalled \$5.232 million representing 82.2% of the 2014 Approved cash flow of \$6.361 million. Construction is scheduled to be completed by the end of 2014. It is estimated that \$6.361 million or 100% of the 2014 approved cash flow funding will be spent by year-end.

- The *Technology Asset Management Program* project's capital funding expenditures for the project totalled \$0.328 million, representing 11.2% of the 2014 approved cash flow funding of \$2.939 million for the project. The procurement process is underway for the replacement of hardware and software. It is estimated that \$2.939 million or 100% of the 2014 approved cash flow will be spent by year-end.
- The rate of spending for the third quarter and projected under-spending is mainly attributed to delays in the following projects:
 - The *Toronto Reference Library* project's capital expenditures totalled \$2.700 million representing 67.9% of the 2014 approved cash flow of \$3.978 million. Although, construction is complete, outstanding deficiencies remain to be addressed. It is estimated that \$3.678 million or 92.5% of the 2014 approved cash flow will be spent by year-end, requiring an estimated \$0.300 million to be carried forward.
 - The *Fort York Library Construction* project's capital expenditures totalled \$1.635 million representing 61.0% of the 2014 approved cash flow of \$2.679 million. Although, construction has been completed, outstanding deficiencies remain to be addressed. It is estimated that \$2.179 million or 81.3% of the 2014 approved cash flow will be spent by year-end. Estimated unspent cash flows of \$0.500 million will be carried forward to 2015.
 - The *Scarborough Civic Centre Neighbourhood Construction* project's capital expenditures totalled \$2.914 million representing 59.0% of the 2014 approved cash flow of \$4.936 million. Due to delays at start of construction, it is estimated that \$4.436 million or 89.9% of the 2014 approved cash flow will be spent by year-end. The estimated unspent cash flows of \$0.500 million will be carried forward into 2015.
 - The *Multi Branch Minor renovation* projects' capital expenditures totalled \$3.463 million or 61.5% of the 2014 approved cash flow of \$5.628 million. It is estimated that \$5.128 million or 91.1% of the 2014 approved cash flow will be spent by year-end since the construction tender for the Richview Library was not awarded until October 2014. The estimated unspent cash flows of \$0.500 million will be carried forward into 2015.
 - The *Wychwood Library Renovation* project's capital expenditure totalled 0.1% of the 2014 approved cash flow of \$0.150 million. An architect has been hired, and structural review and soil testing are underway. It is estimated that \$0.100 million or 66.7% of the 2014 approved cash flow will be spent by year-end. The estimated unspent cash flows of \$0.050 million will be carried forward into 2015.
 - The *Mount Dennis Library Renovation* project's capital expenditures totalled \$0.017 million representing 4.4% of the 2014 approved cash flow of \$0.383 million. The branch reopened in March 2013. The projected year-end under-spending of \$0.366 million is due to lower than anticipated costs required addressing deficiencies after construction. A capital budget adjustment request to transfer \$0.366 million from the Mount Dennis renovation project to the Self-Service Circulation project (\$0.329 million) and the Bridlewood Renovation project (\$0.037 million) was approved by city council with its consideration of the September 30, 2014 Capital Variance Report.

Impact of the 2014 Capital Variance on the 2015 Recommended Budget

- Funding of \$1.850 million is being carried forward in the 2015 Recommended Capital Budget for five projects: \$0.300 million for the *Toronto Reference Library Renovation project*; \$0.500 million for *Fort York Library Construction*; \$0.500 million for *Scarborough Civic Centre Neighborhood Construction project*; \$0.500 million for the *Multi-Branch Minor Renovation project*; and \$0.050 million for the *Wychwood Library Renovations project*.

Appendix 2

Table 10
2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan (\$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Agincourt Building Elements	2,297	1,000	1,297				2,297						2,297
Scarborough Civic Centre	10,276	2,057					2,057						2,057
Toronto Reference Library Renovation	26,758	300					300						300
Fort York New Construction	9,192	500					500						500
Albion Renovation	15,007	2,000	6,305	6,355			14,660						14,660
Bridlewood Renovation	2,400		1,100	800			1,900						1,900
Bayview Relocation	7,352	220	4,254	2,578			7,052						7,052
Wychwood Renovation and Expansion	7,684	350	1,175	3,465	2,594		7,584						7,584
St. Clair/Silverthorn Renovation	2,247	1,000	1,247				2,247						2,247
Pan Am Games Showcase Program	153	3					3						3
North York Central Renovation	14,974	1,535	1,347	2,539	4,906	4,647	14,974						14,974
Dawes Road Construction & Expansion	10,614	50	944	2,295	3,775	3,550	10,614						10,614
Sanderson Renovation	5,475		309	1,500	3,666		5,475						5,475
Perth/Dupont Renovation	2,871		201	603	2,067		2,871						2,871
St. Lawrence Relocation & Expansion	16,427		419	4,143	5,929	5,936	16,427						16,427
Albert Campbell Renovation	12,301			265		803	1,068	6,235	4,998				12,301
Parliament Street Renovation	6,957				104		104	2,329	2,995	1,529			6,957
Weston Renovation	8,733				129		129	2,000	4,268	2,336			8,733
Guildwood Relocation	7,210					200	200		1,281	3,575	2,154		7,210
Northern District Renovation	8,042							300		2,000	3,279	2,463	8,042
Brookbanks Renovation	6,510							188	679	3,145	2,498		6,510
Centennial Renovation	5,016							91	554	2,536	1,835		5,016
Mimico Renovation	5,221							150		645	2,036	2,390	5,221
High Park Renovation	1,950								150		500	1,300	1,950
Multi-Branch Renovation	37,356	5,919	3,093	3,193	3,593	3,593	19,391	3,593	3,593	3,593	3,593	3,593	37,356
Tech Asset Mgmt Prg (TAMP)	41,400	4,500	4,100	4,100	4,100	4,100	20,900	4,100	4,100	4,100	4,100	4,100	41,400
Virtual Branch Services (VBS)	12,750	1,750	1,500	1,000	1,000	1,250	6,500	1,250	1,250	1,250	1,250	1,250	12,750
Automated Sorter Replacement Program	1,810										800	1,010	1,810
Total (including carry forward funding)	288,983	21,184	27,291	32,836	31,863	24,079	137,253	20,236	23,868	24,709	22,045	16,106	244,217

Appendix 3

2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan

Toronto Public Library

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By														
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
<u>LIB908088 Agincourt Building Elements (2015-2016)</u>																										
0	1	Agincourt Building Elements (2015-2016)			40	S4	03	1,000	1,297	0	0	0	2,297	0	2,297	0	0	172	0	0	0	1,125	0	1,000	0	2,297
Sub-total						1,000	1,297	0	0	0	2,297	0	2,297	0	2,297	0	0	172	0	0	0	1,125	0	1,000	0	2,297
Total Program Expenditure						21,184	27,291	32,836	31,863	24,079	137,253	106,964	244,217	0	0	62,899	580	3	0	22,481	3,969	154,285	0			244,217

Report Phase 2 - Program 01 Toronto Public Library Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan**Toronto Public Library**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Development Charges						3,477	8,450	13,312	11,912	5,768	42,919	19,980	62,899	0	0	62,899	0	0	0	0	0	62,899		
Reserves (Ind. "XQ" Ref.)						0	0	580	0	0	580	0	580	0	0	0	0	0	0	0	580			
Reserve Funds (Ind."XR" Ref.)						3	0	0	0	0	3	0	3	0	0	0	0	0	0	0	3			
Other1 (Internal)						1,904	3,603	2,879	2,177	1,378	11,941	10,540	22,481	0	0	0	0	0	22,481	0	0	22,481		
Other2 (External)						300	0	0	841	0	1,141	2,828	3,969	0	0	0	0	0	3,969	0	0	3,969		
Debt						15,500	15,238	16,065	16,933	16,933	80,669	73,616	154,285	0	0	0	0	0	0	154,285	0	154,285		
Total Program Financing						21,184	27,291	32,836	31,863	24,079	137,253	106,964	244,217	0	0	62,899	580	3	0	22,481	3,969	154,285	0	244,217

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 and/or Future Year Cost/Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2016 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 4

2015 Recommended Cash Flow and Future Year Commitments

Report Phase 2 - Program 01 Toronto Public Library Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4:2015 Recommended Cash Flow and Future Year Commitments

Toronto Public Library

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By														
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
<u>LIB000155 Albion District Library Renovation</u>																										
1	1	Albion District Library Renovation	01	S2	03	2,000	6,305	6,355	0	0	14,660	0	14,660	0	0	734	0	0	0	0	0	13,926	0	14,660		
0	2	Change of Scope for Increased DC	01	S3	03	0	0	0	0	0	0	0	0	0	0	354	0	0	0	0	0	-354	0	0		
Sub-total						2,000	6,305	6,355	0	0	14,660	0	14,660	0	0	1,088	0	0	0	0	0	0	13,572	0	14,660	
<u>LIB000166 Fort York New Construction</u>																										
1	1	Fort York New Construction	20	S2	05	500	0	0	0	0	500	0	500	0	0	0	0	0	0	500	0	0	0	500		
Sub-total						500	0	0	0	0	500	0	500	0	0	0	0	0	0	500	0	0	0	0	500	
<u>LIB000329 Scarborough Civic Centre New Construction</u>																										
0	1	Scarborough Civic Centre New Construction	38	S2	05	1,637	0	0	0	0	1,637	0	1,637	0	0	1,137	0	0	0	0	0	500	0	1,637		
0	2	Scarborough Civic Centre 2015 Change of Scope	38	S3	05	420	0	0	0	0	420	0	420	0	0	420	0	0	0	0	0	0	0	420		
Sub-total						2,057	0	0	0	0	2,057	0	2,057	0	0	1,557	0	0	0	0	0	0	500	0	2,057	
<u>LIB000334 Bayview Neighbourhood Library Relocation & Ex</u>																										
1	1	Bayview Neighbourhood Library Renovation	24	S2	03	108	1,464	1,915	0	0	3,487	0	3,487	0	0	243	146	0	0	0	0	3,098	0	3,487		
2	2	Bayview Neighbourhood Library Expansion	24	S2	05	112	2,703	573	0	0	3,388	0	3,388	0	0	2,459	434	0	0	0	0	495	0	3,388		
0	3	Renovation Change of Scope for Increased DC	24	S3	03	0	0	0	0	0	0	0	0	0	0	86	434	0	0	0	0	-520	0	0		
0	4	Expansion Change of Scope	24	S3	05	0	87	90	0	0	177	0	177	0	0	873	-434	0	0	0	0	-262	0	177		
Sub-total						220	4,254	2,578	0	0	7,052	0	7,052	0	0	3,661	580	0	0	0	0	0	2,811	0	7,052	
<u>LIB000337 St. Clair/Silverthorn Neighbourhood Library</u>																										
1	1	St. Clair/Silverthorn Neighbourhood Library Renova	17	S4	03	900	1,008	0	0	0	1,908	0	1,908	0	0	172	0	0	0	0	0	1,736	0	1,908		
2	2	St. Clair/Silverthorn Library Expansion	17	S4	05	100	239	0	0	0	339	0	339	0	0	305	0	0	0	0	0	34	0	339		
Sub-total						1,000	1,247	0	0	0	2,247	0	2,247	0	0	477	0	0	0	0	0	0	1,770	0	2,247	
<u>LIB000338 North York Central Library Renovation</u>																										
1	2	North York Central Library Renovation 2015-2019	23	S4	03	1,535	1,347	2,539	4,906	4,647	14,974	0	14,974	0	0	1,438	0	0	0	0	0	13,536	0	14,974		
Sub-total						1,535	1,347	2,539	4,906	4,647	14,974	0	14,974	0	0	1,438	0	0	0	0	0	0	13,536	0	14,974	
<u>LIB906417 Multibranch Renovation Program 2014-2016</u>																										
0	1	Mechanical/Electrical	CW	S2	03	1,040	50	0	0	0	1,090	0	1,090	0	0	0	0	0	0	0	0	1,090	0	1,090		
0	2	Interior Renovation	CW	S2	03	1,591	968	0	0	0	2,559	0	2,559	0	0	412	0	0	0	0	0	2,147	0	2,559		

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4:2015 Recommended Cash Flow and Future Year Commitments

Toronto Public Library

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>LIB906417</u> <u>Multibranch Renovation Program 2014-2016</u>																									
0	3	Reroofing	CW	S2	03	462	800	0	0	0	1,262	0	1,262	0	0	0	0	0	0	0	0	1,262	0	1,262	
0	4	Structural/Building Envelope	CW	S2	03	0	50	0	0	0	50	0	50	0	0	0	0	0	0	0	0	50	0	50	
0	5	Interior Renovation - Change of Scope	CW	S3	03	916	0	0	0	0	916	0	916	0	0	144	0	0	0	26	0	746	0	916	
0	6	Reroofing - change of scope	CW	S3	03	360	0	0	0	0	360	0	360	0	0	0	0	0	0	0	0	360	0	360	
0	7	Structural Building Envelope - change of scope	CW	S3	03	250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250	
Sub-total						4,619	1,868	0	0	0	6,487	0	6,487	0	0	556	0	0	0	26	0	5,905	0	6,487	
<u>LIB907114</u> <u>Toronto Reference Library - Renovation & Expansion</u>																									
0	1	Toronto Reference Library - Renovation 2007	CW	S2	03	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	300	0	300		
Sub-total						300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	300	0	0	0	300
<u>LIB907596</u> <u>Dawes Road Neighbourhood Library</u>																									
1	1	Dawes Road Neighbourhood Library Renovation	31	S4	03	50	410	1,291	1,006	1,975	4,732	0	4,732	0	0	426	0	0	0	0	0	4,306	0	4,732	
2	2	Dawes Road Neighbourhood Library Expansion	31	S4	05	0	534	1,004	2,769	1,575	5,882	0	5,882	0	0	5,294	0	0	0	0	0	588	0	5,882	
Sub-total						50	944	2,295	3,775	3,550	10,614	0	10,614	0	0	5,720	0	0	0	0	0	0	4,894	0	10,614
<u>LIB907693</u> <u>Wychwood Renovation and Expansion</u>																									
1	1	Wychwood Renovation	21	S2	03	218	310	1,681	1,939	0	4,148	0	4,148	0	0	282	0	0	0	0	0	3,866	0	4,148	
0	2	Wychwood Expansion	21	S3	05	132	865	1,784	655	0	3,436	0	3,436	0	0	2,679	0	0	0	0	0	757	0	3,436	
0	3	Wychwood Funding Sources	21	S3	03	0	0	0	0	0	0	0	0	0	0	513	0	0	0	1,500	0	-2,013	0	0	
Sub-total						350	1,175	3,465	2,594	0	7,584	0	7,584	0	0	3,474	0	0	0	1,500	0	2,610	0	7,584	
<u>LIB907730</u> <u>Bridlewood Renovation</u>																									
0	7	Bridlewood Renovation 2013-2017	39	S2	03	0	807	442	0	0	1,249	0	1,249	0	0	0	0	0	0	1,249	0	0	0	1,249	
0	8	Bridlewood Expansion 2013-2017	39	S2	05	0	293	358	0	0	651	0	651	0	0	0	0	0	0	651	0	0	0	651	
Sub-total						0	1,100	800	0	0	1,900	0	1,900	0	0	0	0	0	0	0	1,900	0	0	0	1,900
<u>LIB907864</u> <u>Tech Asset Mgmt Prq (2013-2015)</u>																									
0	1	Tech Asset Mgmt Prq (2013-2015)	CW	S2	03	3,448	0	0	0	0	3,448	0	3,448	0	0	0	0	0	0	1,848	0	1,600	0	3,448	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4:2015 Recommended Cash Flow and Future Year Commitments

Toronto Public Library

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>LIB907864 Tech Asset Mgmt Prq (2013-2015)</u>																									
0	2	TAMP (2013-2015) Change of Scope	CW	S3	03	0	0	0	0	0	0	0	0	0	0	0	-570	0	413	0	0				
Sub-total						3,448	0	0	0	0	3,448	0	3,448	0	0	157	0	0	0	1,278	0	2,013	0	3,448	
<u>LIB907865 Virtual Branch Services (2013-2015)</u>																									
0	1	Virtual Branch Services (2013-2015)	CW	S2	03	900	0	0	0	0	900	0	900	0	0	666	0	0	0	0	234	0	900		
0	2	Virtual Branch Services (2013-2015) Change of Scop	CW	S3	03	0	0	0	0	0	0	0	0	0	0	234	0	0	0	0	0	-234	0	0	
Sub-total						900	0	0	0	0	900	0	900	0	0	900	0	0	0	0	0	0	0	0	900
<u>LIB907915 Multibranch Renovation Pgm Accessibility Retrofi</u>																									
0	1	Multibranch Renovation Pgm Accessibility Retrofit	CW	S4	03	1,300	450	0	0	0	1,750	0	1,750	0	0	158	0	0	0	0	1,592	0	1,750		
Sub-total						1,300	450	0	0	0	1,750	0	1,750	0	0	158	0	0	0	0	0	1,592	0	1,750	
<u>LIB908005 Pan Am Games Program</u>																									
0	1	Pan Am Games Program	CW	S2	04	3	0	0	0	0	3	0	3	0	0	0	0	3	0	0	0	0	3		
Sub-total						3	0	0	0	0	3	0	3	0	0	0	0	0	3	0	0	0	0	0	3
<u>LIB908080 Tech Asset Mgmt Prq (2015-2017)</u>																									
0	1	Tech Asset Mgmt Prq (2015-2017)	CW	S4	03	1,052	4,100	3,900	0	0	9,052	0	9,052	0	0	394	0	0	0	2,856	0	5,802	0	9,052	
Sub-total						1,052	4,100	3,900	0	0	9,052	0	9,052	0	0	394	0	0	0	2,856	0	5,802	0	9,052	
<u>LIB908083 Virtual Branch Services (2015-2017)</u>																									
0	1	Virtual Branch Services (2015-2017)	CW	S4	03	850	1,500	900	0	0	3,250	0	3,250	0	0	2,925	0	0	0	0	0	325	0	3,250	
Sub-total						850	1,500	900	0	0	3,250	0	3,250	0	0	2,925	0	0	0	0	0	0	325	0	3,250
<u>LIB908088 Agincourt Building Elements (2015-2016)</u>																									
0	1	Agincourt Building Elements (2015-2016)	40	S4	03	1,000	1,297	0	0	0	2,297	0	2,297	0	0	172	0	0	0	1,125	0	1,000	0	2,297	
Sub-total						1,000	1,297	0	0	0	2,297	0	2,297	0	0	172	0	0	0	1,125	0	1,000	0	2,297	
Total Program Expenditure						21,184	25,587	22,832	11,275	8,197	89,075	0	89,075	0	0	22,677	580	3	0	9,185	300	56,330	0	89,075	

Report Phase 2 - Program 01 Toronto Public Library Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4:2015 Recommended Cash Flow and Future Year Commitments**Toronto Public Library**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Development Charges						3,477	7,455	7,178	3,580	987	22,677	0	22,677	0	0	22,677	0	0	0	0	0	22,677		
Reserves (Ind. "XQ" Ref.)						0	0	580	0	0	580	0	580	0	0	0	0	0	0	0	580			
Reserve Funds (Ind."XR" Ref.)						3	0	0	0	0	3	0	3	0	0	0	0	0	0	0	3			
Other1 (Internal)						1,904	3,603	2,879	799	0	9,185	0	9,185	0	0	0	0	9,185	0	0	9,185			
Other2 (External)						300	0	0	0	0	300	0	300	0	0	0	0	300	0	0	300			
Debt						15,500	14,529	12,195	6,896	7,210	56,330	0	56,330	0	0	0	0	0	56,330	0	56,330			
Total Program Financing						21,184	25,587	22,832	11,275	8,197	89,075	0	89,075	0	0	22,677	580	3	0	9,185	300	56,330	0	89,075

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 5

2015 Recommended Capital Budget with Financing Detail

(Phase 2) 01-Toronto Public Library

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4



CITY OF TORONTO

Appendix 5: 2015 Recommended Capital Budget with Financing Detail

Toronto Public Library
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015	Financing														
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable					
0	<u>LIB907915</u>	<u>Multibranch Renovation Pgm Accessibility Retrofit</u>																	
0	1	Multibranch Renovation Pgm Accessibility Retrofit	01/01/2015	12/31/2016	1,300	0	0	0	0	0	0	0	0	0	0	1,300	0		
		Project Sub-total:			1,300	0	0	0	0	0	0	0	0	0	0	1,300	0		
0	<u>LIB908080</u>	<u>Tech Asset Mgmt Prq (2015-2017)</u>																	
0	1	Tech Asset Mgmt Prq (2015-2017)	01/01/2015	12/31/2017	1,052	0	0	128	0	0	0	100	0	0	824	0			
		Project Sub-total:			1,052	0	0	128	0	0	0	100	0	0	824	0			
0	<u>LIB908083</u>	<u>Virtual Branch Services (2015-2017)</u>																	
0	1	Virtual Branch Services (2015-2017)	01/01/2015	12/31/2017	850	0	0	525	0	0	0	0	0	0	325	0			
		Project Sub-total:			850	0	0	525	0	0	0	0	0	0	325	0			
1	<u>LIB907114</u>	<u>Toronto Reference Library - Renovation & Expansion</u>																	
0	1	Toronto Reference Library - Renovation 2007	01/01/2007	12/31/2014	300	0	0	0	0	0	0	0	300	0	0	0			
		Project Sub-total:			300	0	0	0	0	0	0	0	300	0	0	0			
2	<u>LIB907864</u>	<u>Tech Asset Mgmt Prq (2013-2015)</u>																	
0	1	Tech Asset Mgmt Prq (2013-2015)	01/01/2013	12/31/2015	3,448	0	0	0	0	0	0	1,848	0	0	1,600	0			
0	2	TAMP (2013-2015) Change of Scope	01/01/2014	12/31/2015	0	0	0	157	0	0	0	-570	0	0	413	0			
		Project Sub-total:			3,448	0	0	157	0	0	0	1,278	0	0	2,013	0			
3	<u>LIB907865</u>	<u>Virtual Branch Services (2013-2015)</u>																	
0	1	Virtual Branch Services (2013-2015)	01/01/2013	12/31/2015	900	0	0	666	0	0	0	0	0	0	234	0			
0	2	Virtual Branch Services (2013-2015) Change of Scop	01/01/2014	12/31/2015	0	0	0	234	0	0	0	0	0	0	-234	0			
		Project Sub-total:			900	0	0	900	0	0	0	0	0	0	0	0			
4	<u>LIB906417</u>	<u>Multibranch Renovation Program 2014-2016</u>																	
0	1	Mechanical/Electrical	01/01/2014	12/31/2016	1,040	0	0	0	0	0	0	0	0	0	1,040	0			
0	2	Interior Renovation	01/01/2014	12/31/2016	1,591	0	0	206	0	0	0	0	0	0	1,385	0			
0	3	Reroofing	01/01/2014	12/31/2016	462	0	0	0	0	0	0	0	0	0	462	0			
0	5	Interior Renovation - Change of Scope	07/02/2014	07/02/2014	916	0	0	-174	0	0	0	26	0	0	1,064	0			
0	6	Reroofing - change of scope	01/01/2015	12/31/2015	360	0	0	0	0	0	0	0	0	0	360	0			
0	7	Structural Building Envelope - change of scope	01/01/2015	12/31/2015	250	0	0	0	0	0	0	0	0	0	250	0			
		Project Sub-total:			4,619	0	0	32	0	0	0	26	0	0	4,561	0			
4	<u>LIB908088</u>	<u>Agincourt Building Elements (2015-2016)</u>																	
0	1	Agincourt Building Elements (2015-2016)	01/01/2015	12/31/2016	1,000	0	0	0	0	0	0	0	0	0	1,000	0			
		Project Sub-total:			1,000	0	0	0	0	0	0	0	0	0	1,000	0			

(Phase 2) 01-Toronto Public Library

Sub-Project Category: 01,02,03,04,05,06,07

Type: B

Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4



CITY OF TORONTO

Appendix 5: 2015 Recommended Capital Budget with Financing Detail

Toronto Public Library

Sub-Project Summary

Project/Financing		Start Date	Completion Date	2015 Cash Flow	Financing											
Priority	Project				Project Name	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
13	LIB907596	Dawes Road Neighbourhood Library														
1	1	Dawes Road Neighbourhood Library Renovation		01/01/2015	12/31/2019	50	0	0	0	0	0	0	0	0	50	0
Project Sub-total:						50	0	0	0	0	0	0	0	0	50	0
Program Total:						21,184	0	0	3,477	0	3	0	1,904	300	15,500	0

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 6

Reserve / Reserve Fund Review

Table 11: Reserve / Reserve Fund – Toronto Public Library
(\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)	
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan		
XR2115 - Development Charge Reserve Fund Library	Beginning Balance	18,946	22,659	22,353	19,814	12,882	7,505	8,395	13,179	15,027	16,706	18,538		
	(Withdrawals)													
	Technology Asset Management Program (TAMP)		(285)	(206)	(157)	(188)	(29)	(314)	(411)		(157)	(60)	(1,807)	
	Virtual Branch Services		(1,425)	(1,500)	(1,000)	(1,000)	(761)	(895)	(1,250)	(1,250)	(1,234)	(1,250)	(11,565)	
	Multi-Branch Renovation Program		(32)	(1,057)	(785)	(799)		(367)	(251)			(44)	(3,335)	
	Fort York New Construction	3,713												
	Scarborough Civic Centre New Construction		(1,557)										(1,557)	
	Albion Renovation				(1,088)								(1,088)	
	Bayview Relocation		(112)	(2,790)	(622)								(3,524)	
	Wychwood Renovation			(865)	(2,042)	(567)							(3,474)	
	St.Clair/Silverthorn		(66)	(411)									(477)	
	Sanderson Renovation				(493)								(493)	
	North York Central Renovation			(149)	(1,237)	(52)							(1,438)	
	St. Lawrence Relocation			(419)	(4,143)	(4,886)	(3,054)						(12,502)	
	Albert Campbell Renovation				(265)		(737)	(70)	(35)				(1,107)	
	Dawes Road Renovation			(680)	(1,092)	(2,961)	(987)						(5,720)	
	Parliament Street Renovation					(104)			(522)				(626)	
	Weston Renovation					(129)			(657)				(786)	
	Guildwood Relocation						(200)		(1,048)	(1,879)	(1,710)		(4,837)	
	Northern District										(775)	(217)	(992)	
	Mimico Renovation									(34)	(366)	(379)	(779)	
	High Park Renovation								(150)			(476)	(626)	
	Brookbanks Renovation							(188)	(431)	(875)	(409)		(1,903)	
	Centennial Renovation							(91)	(195)	(1,127)	(469)		(1,882)	
	Perth/Dupont Renovation			(201)	(388)	(1,226)							(1,815)	
	Agincourt Building Elements			(172)									(172)	
	Automated Sorter Replacement										(92)	(302)	(394)	
	Library Materials			(3,170)	(3,170)	(3,170)	(3,170)	(3,170)	(3,170)	(3,170)	(3,170)	(3,170)	(31,700)	
	Total Withdrawals		3,713	(6,647)	(11,620)	(16,482)	(15,082)	(8,938)	(5,095)	(8,120)	(8,335)	(8,382)	(5,898)	(94,599)
	Contributions			6,341	9,081	9,550	9,705	9,828	9,879	9,968	10,014	10,214	10,418	94,998
Interest Income														
Total Contributions			6,341	9,081	9,550	9,705	9,828	9,879	9,968	10,014	10,214	10,418	94,998	
Total Reserve Fund Balance at Year-End		22,659	22,353	19,814	12,882	7,505	8,395	13,179	15,027	16,706	18,538	23,058		

* Based on the 9 Month Variance Report

Table 12: Reserve / Reserve Fund Review - Corporate (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
XR3026 - Section 37 Reserve Fund	Beginning Balance	115,085	111,372	111,346	109,121	107,620	106,821	106,821	106,821	106,573	105,181	103,171	
	(Withdrawals)												
	Agincourt Building Elements			(1,125)									(1,125)
	Multi-Branch Renovation Program - Eatonville		(3)										(3)
	Multi-Branch Renovation Program - Barbara Frum		(1)										(1)
	Multi-Branch Renovation Program - Yorkville		(5)										(5)
	Multi-Branch Renovation Program - Rexdale		(15)										(15)
	Multi-Branch Renovation Program - TRL		(2)										(2)
	Bridlewood Renovation			(1,100)	(800)								(1,900)
	Brookbanks Renovation								(248)	(1,392)	(2,010)		(3,650)
	Wychwood Renovation					(701)	(799)						(1,500)
	Fort York New Construction	(3,713)											
	Total Withdrawals	(3,713)	(26)	(2,225)	(1,501)	(799)				(248)	(1,392)	(2,010)	(8,201)
Contributions													
Interest Income													
Total Contributions													
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End		111,372	111,346	109,121	107,620	106,821	106,821	106,821	106,573	105,181	103,171	103,171	

* Based on the 9 Month Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
XQ0011 - Capital Financing Reserve Fund	Beginning Balance	355,683	355,683	355,683	355,683	355,103	355,103	355,103	355,103	355,103	355,103	355,103	
	(Withdrawals)												
	Bayview Relocation & Expansion				(580)								(580)
	Total Withdrawals				(580)								(580)
	Contributions												
Interest Income													
Total Contributions													
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End		355,683	355,683	355,683	355,103	355,103	355,103	355,103	355,103	355,103	355,103	355,103	

* Based on the 9 Month Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
XR1218 - Reserve Fund for Major Special Events	Beginning Balance	5,567	5,567	5,564	5,564	5,564	5,564	5,564	5,564	5,564	5,564	5,564	
	(Withdrawals)												
	Pan Am Games Showcase Program (Phase 1) - Spectator Jam		(3)										(3)
	Total Withdrawals		(3)										(3)
	Contributions												
Interest Income													
Total Contributions													
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End		5,567	5,564	5,564	5,564	5,564	5,564	5,564	5,564	5,564	5,564	5,564	

* Based on the 9 Month Variance Report