

The following correction was added at the June 22, 2015 meeting of the Toronto Public Library Board in the 2016 – 2025 Capital Budget and Plan Submission report on Page 12 under *Redevelopment of properties*:

- *Based on the Board’s capital budget submission, the total capital costs for the proposed redevelopment projects would be significantly greater than the \$12.2 million State of Good Repair (SOGR) needs, so approximately \$20 million of total capital costs could be redirected to other capital SOGR needs.*

10.



**STAFF REPORT
ACTION REQUIRED**

2016 - 2025 Capital Budget and Plan Submission

Date:	June 22, 2015
To:	Budget Committee
From:	City Librarian

SUMMARY

The purpose of this report is to seek approval for the Toronto Public Library (TPL) 2016 - 2025 capital budget and plan submission. The Library’s 10-year capital submission has been developed following Board directions and applying City guidelines to achieve the following strategic objectives:

1. Budget submission which is fiscally responsible;
2. Focus on addressing state of good repair (SOGR) for branches and technology;
3. Address City growth intensification areas;
4. Maximize alternative (non-debt) funding sources;
5. Minimize the operating impact of the capital program.

A comprehensive Property Condition Assessment (PCA) was done in 2014, which included accessibility requirements under the Accessibility for Ontarians with Disabilities Act (AODA), and the information indicates more SOGR funding requirements than previously identified over the next 10 years to address an aging facilities infrastructure, the majority of which was constructed 40 to 50 years ago and is now in need of replacement. Funding for the capital program, largely dependent on assigned debt targets, is not adequate to address an aging infrastructure. The impact of higher SOGR needs and inadequate debt targets would result in a projected growing SOGR backlog of \$146 million by the end of 2025.

With the prospect of a significantly increasing SOGR backlog for buildings, the 2016 - 2025 capital budget and plan submission requests additional funding beyond the assigned debt targets which would reduce the growing backlog by approximately 50%. In recognition of the City’s financial situation, the 2016 – 2025 capital funding request represents a fiscally responsible budget submission and does not attempt to completely address the significant SOGR backlog issue in this submission.

Staff will be reporting to the Board’s September meeting on the feasibility of redeveloping TPL properties in order to generate excess capital funding to help address the SOGR backlog.

With the opening of the 100th branch, Scarborough Civic Centre, in May 2015, TPL’s building infrastructure is optimal and service demands in new and growing communities will be addressed through: technology; renovation, relocation and expansion of existing branches; and new service delivery options.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the 2016 - 2025 capital budget and plan submission, which requests funding of \$18.238 million debt (\$28.327 million gross) in 2016 and \$222.998 million debt (\$319.118 million gross) over 2016 – 2025, and exceeds debt targets by \$69.293 million or 45% over the 10-year period; and
2. forwards this report to the City for consideration.

FINANCIAL IMPACT

The capital submission requests funding of \$18.238 million debt (\$28.327 million gross) in 2016 and \$222.998 million debt (\$319.118 million gross) over 2016 - 2025. The submission includes additional funding over the 10-year period in order to reduce the growing SOGR backlog by 50%, and will exceed City debt targets by \$69.293 million or 45%.

The gross capital plan request is comprised of City debt funding (\$222.998 million or 70%) and non-debt sources of funding (\$96.120 million or 30%) such as development charges (\$71.794 million or 22%), Section 37 funding (\$8.825 million or 3%), City reserves (\$0.580 million or 0.2%), a transfer from the Library operating budget (\$13.780 million or 4%) and other external funding (\$1.141 million or 1%).

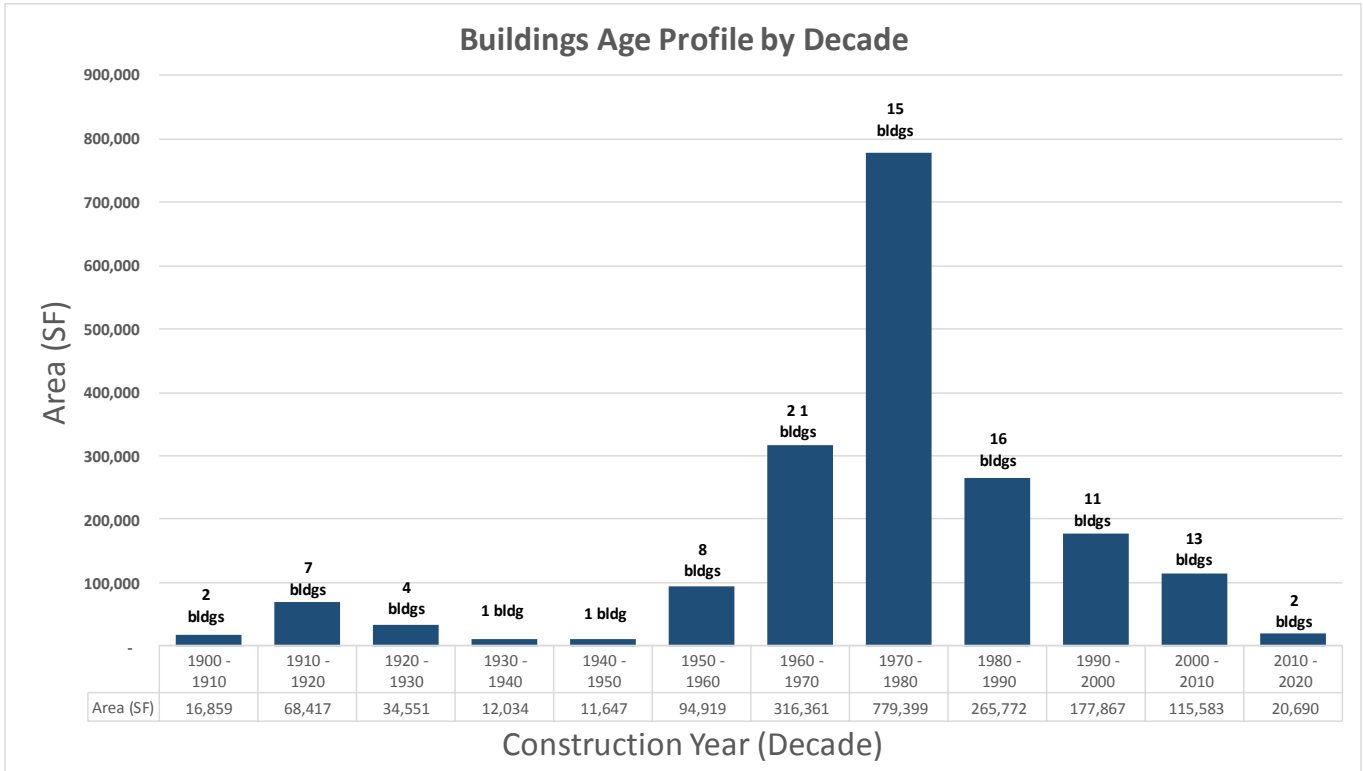
Planned relocation of branches, including Bayview, St. Lawrence, Perth/Dupont and Queen/Saulter (Port Lands), involve building on City-owned lands and no funding has been budgeted to acquire these lands. This has been a consistent practice in all previous capital budgets and TPL will continue to seek exemption from budgeting for the cost to acquire City lands at fair market value.

Incremental operating budget impacts over the 2016 - 2025 period total \$2.779 million and 18.2 full time equivalents (FTEs) resulting mainly from the planned relocation and expansion of the St. Lawrence Branch (\$1.704 million and 14.0 FTEs).

The Director, Finance and Treasurer has reviewed this financial impact statement and is in agreement with it.

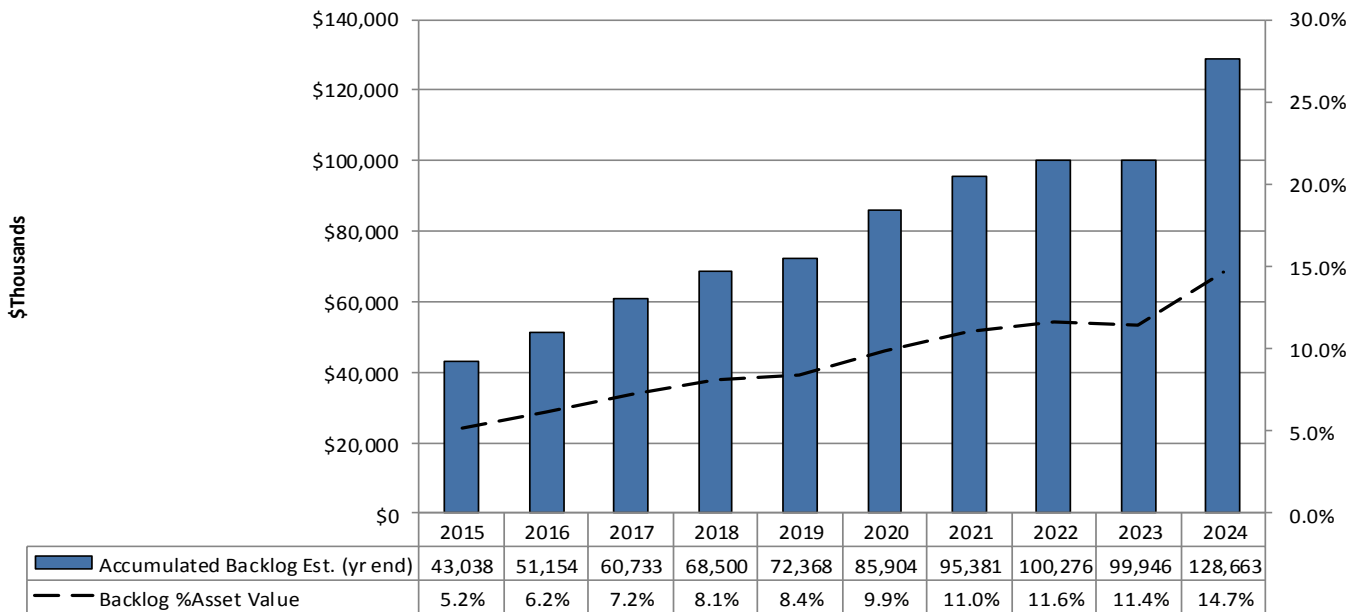
DECISION HISTORY

At the meeting on May 25, 2015, the Library Board considered a presentation on planning the 2016 capital budget. The chart below illustrates that 70% of TPL's infrastructure was built 40 to 50 years ago, and will create significant SOGR needs over the next 10 years.

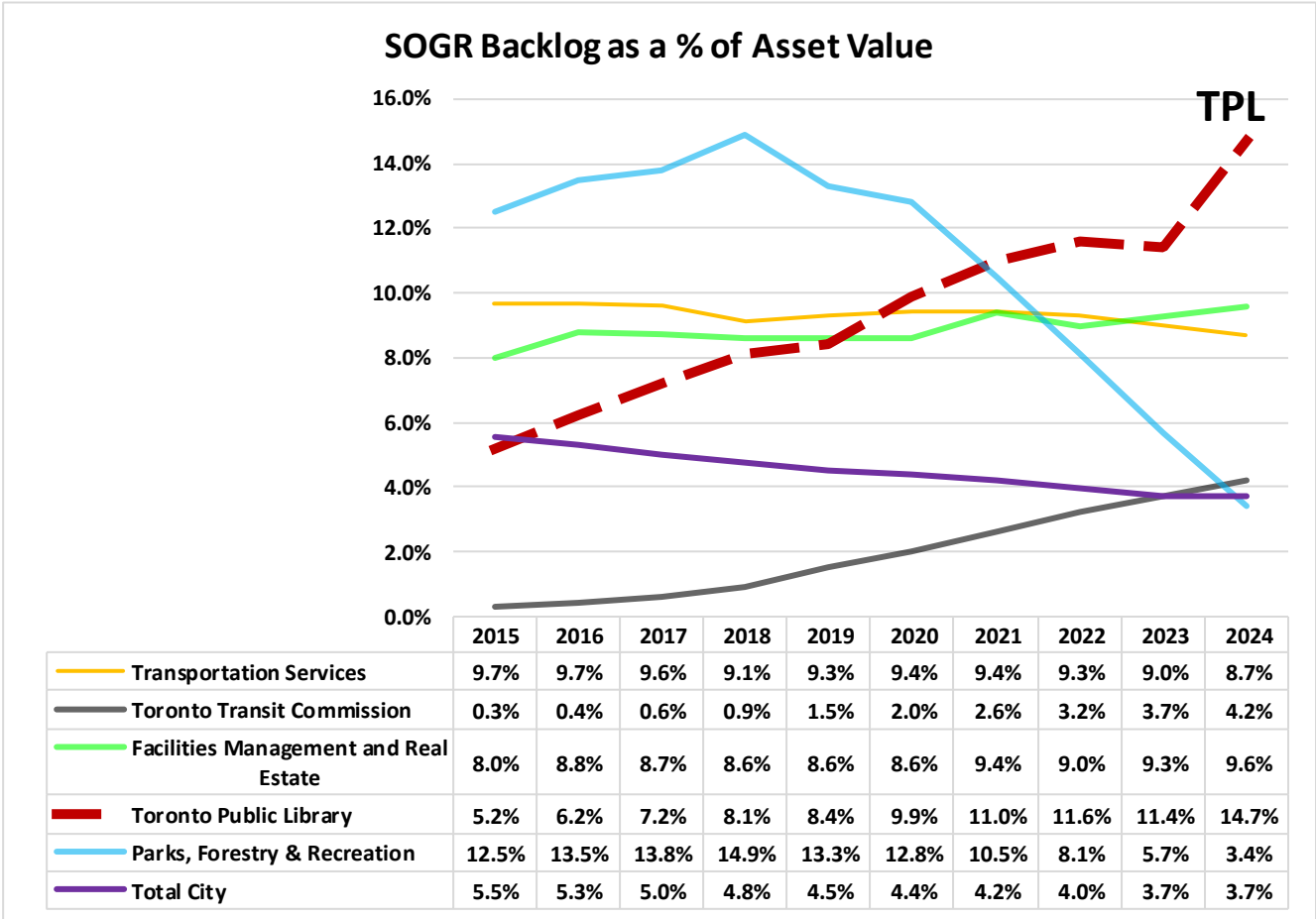


In recapping the approved 2015 - 2024 capital budget and plan, it was noted that the assigned City debt targets, which were met, were inadequate to fund TPL’s capital needs and resulted in a SOGR backlog growing from \$44.2 million in 2015 to \$128.7 million by 2024 as shown below:

SOGR Growing Backlog (from 2015-2024 capital budget and plan)



A chart was presented which shows that TPL’s backlog is increasing at a much faster rate than other city departments and agencies:



At the meeting, the Library Board considered strategies to increase the funding request from the City to address its growing SOGR backlog for buildings, and adopted the following motions:

That the Toronto Public Library Board:

1. *requests staff to report back on the feasibility of redeveloping Toronto Public Library properties through strategic partnerships in order to generate excess capital funding, which could be specifically directed to rebuild and improve branches in neighbourhood improvement areas and help address the State of Good Repair backlog; and*
2. *receives the Capital Budget Process verbal report for information and directs staff to proceed with Option 3 as outlined in the verbal report to address the state of good repair backlog.*

Option 3 is to request additional debt funding from the City of \$69 million over the debt targets in order to reduce the growing SOGR backlog by approximately 50%; the remaining 50% of the growing backlog remains to be addressed. The Board instructed staff to assess the feasibility of redeveloping TPL properties in order to generate excess capital funding to help address the SOGR backlog. A report

on this motion will be presented at the September Board meeting for inclusion to the 2016 capital budget process.

ISSUE BACKGROUND

Section 24(1) of the Public Libraries Act requires the Library Board to submit to City Council annually, estimates of all amounts required during the year for the purposes of the Board. This report covers the capital funding request. Council approval provides funding for each project in the capital budget, which is the first year of the plan, and only the cash flows for 2016 are approved for spending. Subsequent years' capital spending is approved through the annual capital submission and approval process.

Planning Framework

Toronto Public Library has a planning framework to guide the development of its capital program for Library branches.

Service Delivery Model

The Service Delivery Model ensures equitable access to library services across the City and a rational approach to resource allocation. The Service Delivery Model established the following four tiers of library service:

1. Neighbourhood branches serve a minimum of 25,000 residents living in a 1.6 kilometer radius, and the optimal size of the branch is a minimum of 10,000 to 15,000 square feet. The current service hours vary from 40 to 69 hours per week.
2. District branches serve a minimum of 100,000 residents living in a 2.5 kilometer radius, and the optimal size is a minimum of 25,000 square feet. The current service hours are 69 hours per week, including Sundays.
3. Research and Reference libraries serve the entire city and should be a minimum of 150,000 sq. ft. The current service hours are 69 hours per week, including Sundays.
4. Non-branch services are comprised of virtual branch services and mobile services, which includes the bookmobile and home library service.

Branch Development Strategy

In June 2004, the Board received the *Service Harmonization Update* report and endorsed the Branch Development Strategy of maintaining existing branches by enhancing services and facilities at existing locations, and planning for additional branches only in the Scarborough City Centre and Waterfront areas. With the completion of the Scarborough Civic Centre project in 2015, TPL's infrastructure is optimal and service demands in new and growing communities will be addressed through: technology; renovation, relocation and expansion of existing branches; and new service delivery options.

Refinement of Capital Program

Each year, as part of preparing the capital budget, it is necessary to consider opportunities which may arise involving the relocation or renovation of branches which are not part of the 10-year plan, or to change the scope and timelines of planned projects.

In April 2005, the Board received the *Planning Framework for Toronto Public Library's Capital Program for Library Branches* report and approved a process for assessing new proposals or changes to existing projects.

Changes to the capital program would likely require reallocation of resources and projects within the fixed funding envelope. New projects should advance the integrity of the Service Delivery Model and should be evaluated against the following factors:

- strategic priority - how does the proposal advance the Library's strategic priorities?
- unique site/location - does the proposal present the Library with an opportunity to obtain a desirable site that may not be available again?
- partnerships - does the proposal present the opportunity to enter into a joint facility or other type of partnership arrangement which is beneficial and which must be acted upon in the short term?
- alternative funding available - does the proposal provide access to funding which is outside the existing capital envelope?
- size and timing of the capital project and how cash flows impact the debt target and other projects
- fiscal sustainability - will the proposal allow the Library to realize sustainable operating cost savings or can it be sustained within the existing budget?

COMMENTS

2015 Capital Achievements

Some highlights from 2015, projected to the end of the year, include:

- Scarborough Civic Centre, TPL's 100th branch, opened on May 20, 2015;
- planning for Agincourt partial renovation will begin in 2015 and construction is expected to start in 2016;
- Albion reconstruction will begin in summer 2015 and will include more quiet study spaces, a KidsStop Early Literacy Centre and a Digital Innovation Hub;
- planning for the Bayview relocation to the new Bessarion Community Centre began in 2014 and construction is expected to start in 2017;
- planning for Wychwood renovation and expansion began in 2014 and construction is expected to start in early 2016;
- planning for St.Clair/Silverthorn renovation began in 2015 and construction is expected to start in early 2016;
- planning began at North York Central and renovation is expected to start in 2015 and will continue for this multi-year phased project;
- completion of the Pan Am Games program;

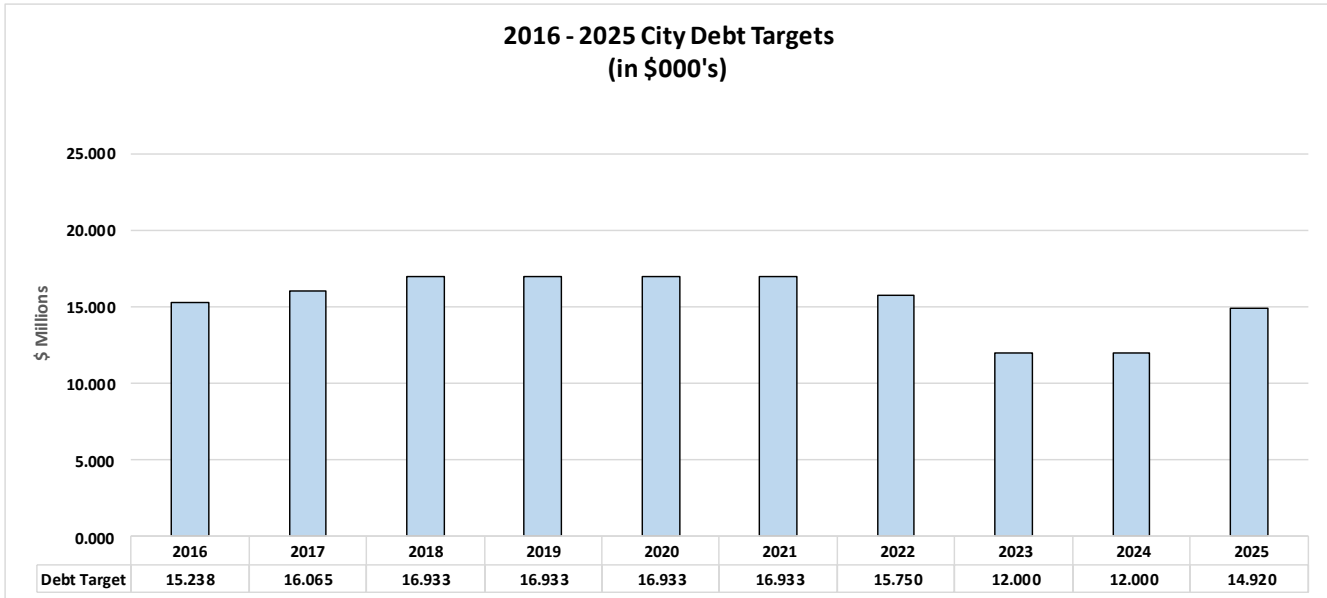
- Multi-branch:
 - Northern District exterior renovation began in late 2014 to replace the existing ramp, walls and railings and provide new lighting, planting and seating. The exterior renovation will be completed in 2015;
 - upgrades to elevators at four locations to replace existing unprotected hydraulic cylinders and add fall protection devices as required by TSSA (Technical Standard and Safety Authority);
 - repairs and maintenance to the exterior cladding at North York Central;
 - new cooling tower at Toronto Reference Library (TRL) and renovation of the ground floor space to allow staff to relocate back to TRL and free up the leasable space at Northern District;
 - accessibility projects at ten branches; and
 - energy and sustainability projects at four branches and phase 1 of the roll out of the new building automation system.

- Technology Asset Management Program (TAMP):
 - completion of the high speed fiber network implementation;
 - replacement of multifunction print devices;
 - replacement of the pay-for-print/copy system;
 - replacement of room booking system; and
 - allow for better analysis of user data for service planning.

- Virtual Branch Services (VBS):
 - new website sign-in implementation;
 - improved re-built customer account, including information that provides customers with a better understanding of their account status;
 - a mobile/responsive designed experience for priority webpages sections such as account access, library homepage, sign-in page, search results and new titles lists;
 - availability information (specifically the number of item holds and copies) about e-books; and
 - launch of the site for parents and caregivers for children under five.

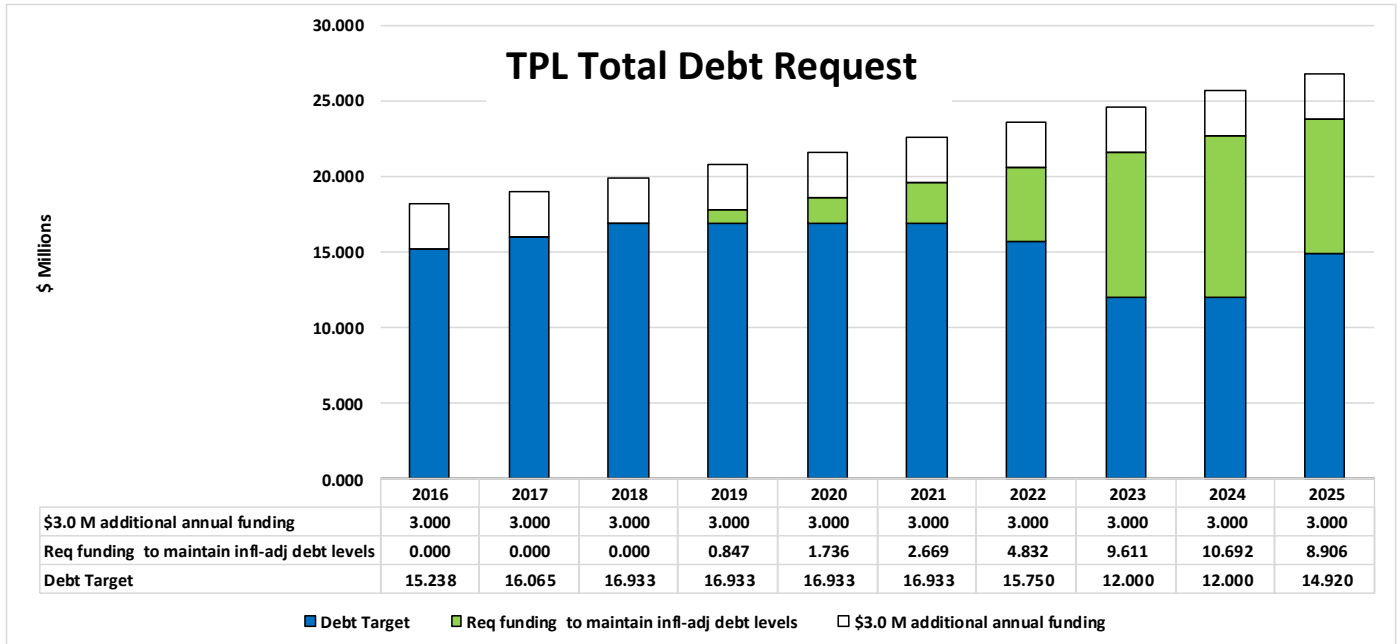
2016-2025 Capital Funding

The 2016 - 2025 debt targets assigned by the City are shown in the following table. There is no increase for inflation after 2018, and debt targets show a decline after 2021. The future year debt decline is partially due to the City adjusting funding for the relocation of the processing centre to Ellesmere, which was funded from a City reserve.



Because debt funds the majority of the capital program, the level of debt funding is the primary factor in determining TPL’s ability to address SOGR and other capital needs. The combination of inadequate debt targets and an aging infrastructure would result in TPL’s SOGR backlog growing significantly and nearly tripling over the next 10 years. Using the debt target funding assigned by the City, the SOGR backlog will grow to \$146 million by the end of 2025.

In response to the SOGR issue, the Board approved a motion to request an additional \$69 million of debt funding in excess debt targets, which would effectively halve the growing SOGR backlog. The rationale for the Board’s debt funding request is to increase the 2016 debt to \$18.238 million, \$3 million above target, and in each subsequent year, the requested debt level is maintained and adjusted for inflation. The following chart shows the debt target and the Board’s debt request.



The additional funding request allows greater spending on Multi-branch SOGR (increase of \$17.260 million over the plan period) and 10 additional complete branch renovation projects have been added.

2016 - 2025 Capital Budget and Plan Strategy

The capital submission is informed by the planning framework for developing the capital program for Library buildings. The Library’s 10-year capital submission has been developed following City guidelines which require that “The 10-year Capital Plan must demonstrate commitment to achieve a balance between maintaining existing City assets and growth focusing on investment in state of good repair while addressing service gaps and priorities on a citywide basis for service improvements and growth related projects”.

The capital budget and plan achieves the following strategic objectives:

1. Budget submission which is fiscally responsible;
2. Focus on addressing state of good repair for branches and technology;
3. Address City growth intensification areas;
4. Maximize alternative (non-debt) funding sources;
5. Minimize the operating impact of the capital program.

1. Fiscally responsible budget submission

In recognition of the City’s financial situation, the 2016 – 2025 capital funding request represents a fiscally responsible budget submission and does not attempt to completely address the significant SOGR backlog issue in this submission. Every effort will be made to deal with the unaddressed 50% SOGR backlog, estimated at \$73M at the end of 2025, including assessing the feasibility of redeveloping TPL properties in order to generate excess capital funding to help address SOGR needs.

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

Complete branch renovation projects in the plan with significant SOGR backlog include Albion, Wychwood, North York Central, Dawes Road, Albert Campbell, St. Lawrence, Parliament Street, Northern District, Weston, Mimico Centennial and High Park. With the higher funding request, an additional 10 branch projects have been introduced into the capital plan.

High SOGR priority needs of a smaller scale in many branches are addressed through the Multi-branch Renovation Program, funding for which has been increased by approximately \$17.260 million or 46.8% over the plan period to address the growing SOGR backlog. The Multi-branch Renovation Program has been further allocated to subprojects which are:

- Mechanical / Electrical;
- Interior Renovation;
- Roofing;
- Structural / Building Envelope;
- Sitework;
- Accessibility Retrofit.

The demand for and the cost of online resources and services continues to grow each year. Virtual Branch Services funding has been planned at approximately \$1.300 million over the 10 years to address increasing demands for digital and on-line services. In addition, there is demand for more self-service including mobile and personalized services and new service delivery options will create new and increasing demands for technology.

The capital funding request will allow TPL to make significant progress towards maintaining and upgrade existing branch and technology infrastructure to manage activity growth and deliver 21st century library services.

3. Address City growth intensification areas

To address the needs of new and growing communities, relocation and expansion of branches are required such as the relocated Bayview, St. Lawrence, Perth/Dupont and Queen/Saulter branches, averting the need to add more branches, which would be more costly. These expansion projects are significantly funded by non-debt sources. The planned branch relocations for Bayview, St. Lawrence, Perth/Dupont and Queen/Saulter involve building on City-owned lands and no funding has been budgeted to acquire these lands. This has been a consistent practice in all previous capital budgets and TPL will seek an exemption from budgeting for the cost to acquire City lands at fair market value, which is a City guideline.

Bayview Branch

As a busy neighbourhood branch, Bayview is undersized to adequately serve its current population of 47,532 residents and projected population growth associated with current and new development in the area. This project reflects the construction of a 13,418 square foot library on City-owned land to relocate

an existing 6,333 square foot leased facility. This project is 55% funded from non-debt sources. The new branch is expected to be located in a joint-use facility with Parks, Forestry and Recreation and a daycare.

There have been discussions regarding the Planning requirements to add up to 35 underground parking spaces at a cost of \$2 million, but the capital budget has only been amended to accommodate approximately 10 parking spaces at a cost of \$600,000.

In addition, the project cost has been increased by \$3.238 million to reflect the latest costing provided by the City, who are managing the project, mainly due to TPL's share of common areas in the facility amounting to 5,385 square feet.

St. Lawrence Branch

This project is for the design and construction of a 25,000 square foot district library on City-owned property at the site of the former First Parliament at the South West corner of Parliament St. and Front St. and replacing the existing St. Lawrence neighbourhood library at 171 Front St. East. Council approved the relocation of the St. Lawrence Branch to the First Parliament site at its meeting on February 20 and 21, 2013. This project is necessary to provide library service to this high growth community. The new West Don Lands, Lower Don Lands and East Bayfront communities will bring approximately 34,000 residents to the area as well as schools, recreation centres and businesses in addition to the current St. Lawrence population of 17,484. Initially, the current St. Lawrence Branch will serve these communities but as they are built out and new development continues in the St. Lawrence area the current branch will not be able to adequately serve the East Waterfront communities. This project is 76% funded from non-debt sources. The participation of other potential partners may affect the scope and timing of this project.

Perth/Dupont Branch

This project is for the relocation and expansion of the existing 3,627 sq. ft. branch to 299 Campbell Avenue as part of a new mixed use development, and increased the size of the branch to 10,000 sq. ft. The new development is subject to Council approval expected in 2015. The branch at the current location is aging and is undersized to meet the requirements of modern library services. The area is undergoing revitalization with a number of residential building projects underway which will increase the population and library use. \$0.841 million of the project is shown as funded from other external, and thus represents a potential funding shortfall. The shortfall may be partially offset if proceeds from the sale of the current site are directed to the construction of the new branch. At its meeting on November 18, 2013, the Library Board adopted a motion requesting City Council to direct proceeds from the potential sale of the current branch site towards funding for the construction of the new library. This request will go forward to Council when the City Planning report goes forward to seek approval for the development.

Queen/Saulter (Port Lands) Branch

This project is a new addition to the plan. TPL is participating in a City community infrastructure planning study underway for the Port Lands area which anticipates a future growth in population of approximately 45,000. Relocating the Queen/Saulter Branch, which is undersized at 2,957 sq. ft., as part of the Port Lands response would allow the branch to gain a larger 15,000 sq. ft. facility while still covering the branch catchment of 1.6 km radius effectively in Ward 30.

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

TPL intends to fully utilize non-debt funding sources for the 2016 - 2025 Capital Program. Non-debt funding sources include development charges (DCs), Section 37 and other developer contributions, City reserves and other external non-debt funding. DC funding has been maximized and continues to be a very important funding source for the capital program. Even with the higher debt funding request, which results in additional capital projects partially funded by DCs, a continuity analysis shows that there is adequate balances in the reserves to support the capital submission.

Overall 30% of total funding for the 10-year capital program will come from non-debt sources which includes \$71.794 million or 22% from DCs, \$13.780 million or 4% from operating funds transferred to capital for the replacement of technology assets (TAMP), \$8.825 million or 3% from Section 37 funding, \$0.580 million or 0.2% from City reserves, and \$1.141 million or 1% from other external non-debt.

TPL has an active program of engaging Councillors to attract Section 37 funding for branches.

Redevelopment of properties *

With appropriate approvals, the redevelopment of three locations with high redevelopment potential would address approximately \$12.2 million of SOGR needs at those branches. Based on the Board's capital budget submission, the total capital costs for the proposed redevelopment projects would be significantly greater than the \$12.2 million State of Good Repair (SOGR) needs, so approximately \$20 million of total capital costs could be redirected to other capital SOGR needs. And if excess funds could be generated from those redevelopments to address three branches located in Neighbourhood Improvement areas, up to \$3.6 million of SOGR needs could be addressed.

5. Minimize the operating impact of the capital program

As part of the building construction program, efficiency opportunities are assessed which would achieve operating savings and manage higher activity levels without necessarily adding more staff or opening new branches. And by relocating branches from leased space to city-owned lands, the leasing cost is saved.

2016 – 2025 Capital Submission Request

The debt funding request for the 2016 - 2025 Capital Budget Submission is \$222.998 million, which consists of \$194.138 million for building projects and \$28.860 million for technology related projects which include TAMP and Virtual Branch Services.

A summary of the Library's 2016 - 2025 capital submission, including funding sources and the impact on the operating budget are summarized as follows:

* amended as approved by the Library Board at its meeting on June 22, 2015.

2016 - 2025 Capital Submission Summary (\$000's)														
	2016	2017	2018	2019	2020	Total 2016-2020	2021	2022	2023	2024	2025	Total 2021-2025	Total 2016-2025	
Buildings - Gross	22,405	27,173	26,217	26,679	24,936	127,410	29,668	29,461	26,876	23,272	25,709	134,986	262,396	82%
IT - Gross	5,922	5,350	5,350	5,350	5,350	27,322	5,350	5,350	6,150	6,360	6,190	29,400	56,722	18%
Total Gross Request	28,327	32,523	31,567	32,029	30,286	154,732	35,018	34,811	33,026	29,632	31,899	164,386	319,118	100%
Non-Debt Sources of Funding														
- Development Charges	7,036	9,169	8,068	9,749	7,239	41,261	11,038	7,805	5,433	2,562	3,695	30,533	71,794	22%
- Library operating budget	1,378	1,378	1,378	1,378	1,378	6,890	1,378	1,378	1,378	1,378	1,378	6,890	13,780	4%
- Section 37 and Section 42	1,375	2,331	1,469	-	-	5,175	-	2,046	1,604	-	-	3,650	8,825	3%
- City Reserves	-	580	-	-	-	580	-	-	-	-	-	-	580	0%
- Other external	300	-	719	122	-	1,141	-	-	-	-	-	-	1,141	1%
Total Non-Debt Funding	10,089	13,458	11,634	11,249	8,617	55,047	12,416	11,229	8,415	3,940	5,073	41,073	96,120	30%
Total Debt Request	18,238	19,065	19,933	20,780	21,669	99,685	22,602	23,582	24,611	25,692	26,826	123,313	222,998	70%
Incremental Operating Impacts	175	61	97	133	161	627	148	960	942	78	24	2,152	2,779	
FTEs	-	-	-	2.7	1.0	3.7	-	14.0	0.5	-	-	14.5	18.2	

The complete ten-year capital submission summary with gross and debt funding for capital projects is included on Attachment 1.

2016 Capital Projects

While the capital plan covers the 10-year period of 2016 - 2025, only projects in 2016 are approved for spending. Future year projects starting after 2016, require approval in the future before spending can begin. Key elements of the 2016 capital plan are:

- continued construction work at Albion and North York Central Library;
- continued development of the Information and Technology infrastructure (Technology Asset Management Program) and Virtual Branch Services;
- continuation of the Multi-branch Renovation Program to address TPL's growing state of good repair backlog;
- construction is expected to begin for four projects: Agincourt, Wychwood, St.Clair/Silverthorn and Eglinton Square;
- begin planning work for three projects: Dawes Road, Albert Campbell and Downsview.

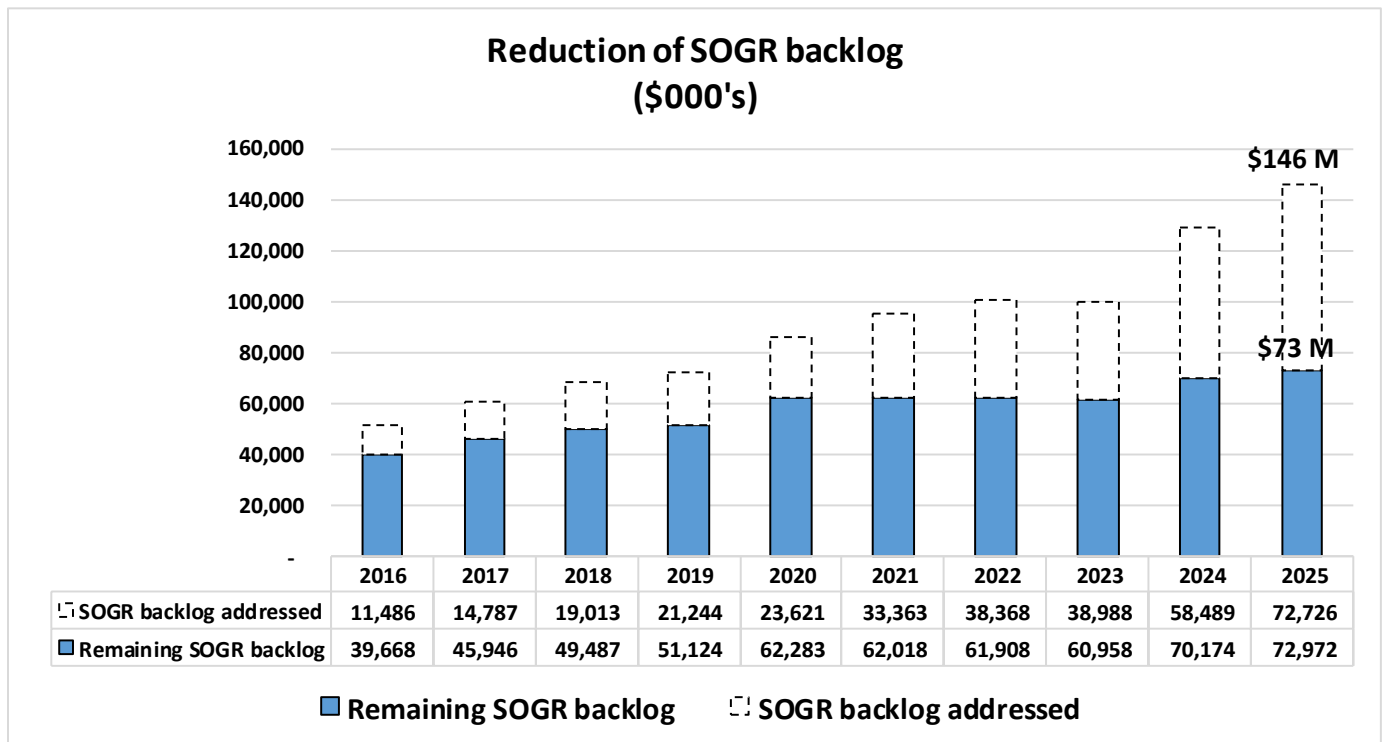
A description of the 2016 projects is on Attachment 2.

CHALLENGES AND ISSUES

Debt Target and SOGR backlog

The City's assigned 2016 - 2025 debt targets are inadequate to meet TPL's capital funding needs for building SOGR. Despite the higher debt funding request in this submission, the 10-year capital plan will only reduce the growing SOGR backlog by approximately 50%, and the remaining \$73 million or 50%

backlog will need to be addressed in the future. The impact of higher debt funding in reducing the SOGR backlog from \$146 million to \$73 million by 2025 is shown on the following chart:



If the City does not agree to meet the Board’s request for increased funding, the outlook for the SOGR backlog will worsen. In an effort to help address the SOGR backlog, the Board has directed staff to assess the feasibility of redeveloping TPL properties in order to generate excess capital funding which could help address the backlog.

Growth in Population and Service Demand

As community cornerstones, branches are vital to local neighbourhoods. The demand for new and expanded branches continues to be shaped by ongoing needs to provide 21st century library services, high demand for library use and resources, growing communities, and improving access to branch facilities and resources. In addition to its existing projects, TPL continues to evaluate and prioritize future renovation and expansion projects for all of its locations. A self-service library kiosk is planned for the renovated area of Union Station to provide innovative and convenient access to library materials in a high traffic transit hub and extend library service in the under-served waterfront area. This service model, as well as other service options, will be evaluated for broader potential application.

Demand for Virtual Branch e-services and Technology

The Virtual Branch project is designed to deliver more content and features for a user-focused website, while accommodating rapid changes in mobile access requirements. The demand for this service continues to grow each year. There will be a growing demand for wireless and internet access, more self-service including mobile and personalized services, and new service delivery options will create new and increasing demands for technology. The technology infrastructure needs to be maintained, replaced and enhanced to meet demand, which requires capital funding. Higher funding requests for technology is likely in future years.

Operating impact

Operating Budget impacts over the 2016 - 2025 period total \$2.779 million and 18.2 FTEs resulting mainly from the planned relocation and expansion of the St. Lawrence branch (\$1.704 million and 14.0 FTEs). Costs increase in branches undergoing renovation as additional technology is introduced and the service potential is expanded.

The following table (on page 16) provides incremental operating impacts and changes in full time equivalent staff (FTEs) by branch:

2016 - 2025 Operating Impacts (\$000's)											
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Albert Campbell						18.0	18.0				36.0
											0.0
Albion			17.0	17.0							34.0
											0.0
Bayview				22.0	22.0						44.0
<i>FTE's</i>				2.7							2.7
Bridlewood			42.4	12.0							54.4
											0.0
Brookbanks									27.0		27.0
											0.0
Centennial								15.0	15.0		30.0
											0.0
Dawes Road					95.0	95.0					190.0
<i>FTE's</i>					1.0						1.0
Deer Park										8.0	8.0
											0.0
Downsview				7.0	7.0						14.0
											0.0
Eglinton Square	167.3	52.5									219.8
											0.0
Guildwood							40.0	40.0			80.0
<i>FTE's</i>								0.5			0.5
High Park								8.0	8.0		16.0
											0.0
Jones									8.0	8.0	16.0
											0.0
Mimico									8.0	8.0	16.0
											0.0
Northern District								12.0	12.0		24.0
											0.0
North York Central				23.0	23.0						46.0
											0.0
Parliament						14.0	14.0				28.0
											0.0
Perth/Dupont				14.0	14.0						28.0
											0.0
Richview						7.0	7.0				14.0
											0.0
Sanderson						14.0	14.0				28.0
											0.0
St. Clair/Silverthorn	8.0	8.0									16.0
											0.0
St. Lawrence							852.0	852.0			1,704.0
<i>FTE's</i>							14.0				14.0
Weston							15.0	15.0			30.0
											0.0
Wychwood			38.0	38.0							76.0
											0.0
Total Operating Impacts	175.3	60.5	97.4	133.0	161.0	148.0	960.0	942.0	78.0	24.0	2,779.2
Total FTE's	0.0	0.0	0.0	2.7	1.0	0.0	14.0	0.5	0.0	0.0	18.2

CONCLUSION

In 2014, TPL achieved a capital completion rate of 93.6%, one of the highest in the City, and over the past five years, the completion rate has averaged 85.2% compared to a City average of 58.3%. This demonstrates TPL's readiness and ability to execute its capital program within the approved budget, which results in more efficient and improved services and better maintained assets.

TIMETABLE

The administrative review of the 2016 budget with City staff will take place over July - September 2015. The budget will be launched by the City on December 15, 2015, with final Council approval on February 17 and 18, 2016. A more detailed timetable is on Attachment 3.

CONTACT

Larry Hughsam; Director, Finance & Treasurer; Tel: 416-397-5946;
E-mail: lhughsam@torontopubliclibrary.ca

SIGNATURE

City Librarian

ATTACHMENTS

- Attachment 1: 2016 - 2025 Capital Budget and Plan Submission – Gross and Debt Funding Summary
- Attachment 2: 2016 Capital Projects Description
- Attachment 3: Capital Budget Timetable