



STAFF REPORT INFORMATION ONLY

Facilities Master Plan – Update

Date:	April 29, 2019
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide the Toronto Public Library Board with information requested as part of the approval of the Facilities Master Plan (FMP) at the January 21, 2019 Board meeting. The Board specifically requested additional information concerning the prioritization scoring of the branches as well as opportunities for leveraging the value of Toronto Public Library (TPL) facilities.

Information regarding the implementation of the FMP is included and an executive summary of the FMP is attached. Also included is background information regarding previous work undertaken to identify redevelopment opportunities.

FINANCIAL IMPACT

There is no financial impact resulting from this report. The Director, Finance & Treasurer has reviewed this financial impact statement and agrees with it.

ALIGNMENT WITH STRATEGIC PLAN

The FMP is identified as a strategic initiative in the 2018 and 2019 Strategic Plan work plan.

DECISION HISTORY

On September 21, 2015 the Toronto Public Library Board approved recommendations that TPL and Build Toronto staff develop a business case for a pilot project to redevelop a Toronto Public Library property with the objective of rebuilding a library on site and generating funding that could be used to address the state of good repair backlog for branches in neighbourhood improvement areas. <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/oct26/04-minutes-september-21.pdf>

The FMP and recommendations were approved at the January 21, 2019 Toronto Public Library Board meeting. The Board also passed the following motion requesting additional information:

It is recommended that the Toronto Public Library Board directs the Director, Transformational Projects [to] report back to the Board at a subsequent meeting incorporating feedback from Board members provided at the meeting.

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/feb25/07-minutes-january-21.pdf>

ISSUE BACKGROUND

TPL consists of 100 library branches, including two Research and Reference libraries and two service centres. In total the branch network contains approximately two million square feet of space and has a replacement value of approximately \$1 billion. The age of these buildings varies with some less than five years old to others that were built more than a century ago; however, the majority are approximately 40 years of age or older. Aging buildings require significant and ongoing investment in order to maintain them in good repair. While TPL has a robust construction program to address state of good repair issues, there are other significant pressures on the capital budget. The population is growing across the city resulting in increase use of branches and sometimes over-crowding. Accessibility requirements also need to be addressed and library facility standards continue to evolve requiring capital investments in new services and technology. Given the current and future need for investment in TPL's real estate portfolio a decision was made to engage real estate experts to assist TPL to develop a FMP. The plan was designed to account for the varying pressures for investment in branches that would allow for a more evidence-based decision making process for capital investments. The FMP includes an investment prioritization tool that assesses nine different inputs and provides a score that forms the first part of an investment analysis. The FMP also includes recommendations for investment in specific properties over a 30-year horizon that is divided into ten-year periods.

At the January 21, 2019 Toronto Public Library Board meeting, the FMP and recommendations were approved by the Board. At the meeting the Board passed a motion requesting additional information that addresses feedback from the Board and specifically requested additional information pertaining to the prioritization scoring of the branches as well as opportunities for leveraging the value of Toronto Public Library facilities.

Given the complexity and length of the FMP, an executive summary was written to provide an overview of the plan and its findings. The executive summary is included as an attachment to this report and will form part of the full report.

COMMENTS

Prioritization Scoring

The prioritization scoring framework is a core part of the methodology for future capital planning developed as part of the FMP. The framework is designed to take a series of ten data inputs within three broad categories, including operational, facility investment and market-driven indicators. Using a series of scores and weighting, the raw data for each variable is converted into values used to compare indications of investment priority at a high level and subject to the development of further project profiling. The scoring process allows

different data points to be converted into a comparable, equal score out of ten. With equalized scoring, the weighing (e.g. 5% vs. 15%) permits the application of relative importance on one variable over others that feed into a final investment score.

At the January 21, 2019 Toronto Public Library Board meeting, the FMP project team received questions pertaining to how the weighting system considers the current population of the branch catchment and the future population growth of the branch catchment. More specifically, the Board wanted clarity on the impact of the following weightings for two indicators included within the Neighbourhood branch weighting, as these are weighted equally for District branches:

- Demographic Alignment” which is weighted at 10%; and,
- Demographic Growth” which is weighted at 15%.

The Board questioned that the demographic growth weighting at 15% placed a greater level of investment priority towards potential new residents moving into a branch catchment area over the existing branch catchment population, especially in high-needs communities as defined by the City’s Neighbourhood Index Rating score.

Population Inputs

It should be noted that several of the indicators included within the prioritization framework are more heavily weighted for the existing population in a branch catchment area and reflect a holistic assessment of the branch that serves the existing customer base. Of the nine input indicators, four are weighted for the existing population:

- Facility Utilization – considers a variety of current utilization metrics to measure the relative utilization of the branch by existing customers, and is weighted at 10%;
- Current Service Provision (SF/capita) – which measures the current physical capacity of the branch to service the existing customer base, and is weighted at 15%;
- Demographic Alignment – considers if a branch serves a high-needs community and is weighted at 10%;
- Location – considers the local services in the vicinity and transit service and is weighted at 10%.

Only one indicator “Demographic Growth” considers the potential future population of the branches catchment area. The other four indicators: State of Good Repair, Accessibility, Functionality, and 21st Century library service are neutral and do not consider either current or future population.

Although the Demographic Alignment alone is weighted less than the Demographic Growth, when considering all of the inputs, 35% of the total weighting is directly applied to a comprehensive assessment of the existing customer base that considers demographic profile, utilization and the physical capacity of the branch to serve its current customer base.

At a high level, it should also be noted that the general intent of the Demographic Growth indicator was to provide a mechanism within the prioritization framework to account for branches that may experience significant challenges to serve both current and future customers based upon an influx of new residents.

At the request of the Board, the FMP project team did undertake a sensitivity analysis of the results based upon equal weightings of 12.5% for either variable. While the results did indicate minor shifting among sets of two or three branches, there was no evidence to suggest the new weighting would support re-distribution of projects between the three (3) investment horizons. The table below outlines a sample of ten branches with current and revised weightings.

	Demographic Alignment 10% & Demographic Growth 15%			Demographic Alignment 12.5 % & Demographic Growth 12.5 %		
Branch	Current Rank	Current Score	Investment Period*	Adjusted Rank	Adjusted Score	Investment Period*
Sanderson	1	7.92	A	1	7.86	A
Yorkville	2	7.40	C	2	7.21	C
St Lawrence	3	7.36	A	3	7.17	A
St Clair Silver	4	6.83	A	4	7.03	A
High Park	5	6.75	A	7	6.76	A
Brookbanks	6	6.74	C	5	6.87	C
City Hall	7	6.62	B	11	6.44	B
Centennial	8	6.56	A	6	6.76	A
Parliament	9	6.53	A	9	6.47	A
Rexdale	10	6.50	A	8	6.70	A
*Investment Period defined as: A = 1 to 10 years; B 11 to 20 years; C 21 to 30 years						

Leveraging Redevelopment Opportunities

Since TPL will be challenged to receive increased capital debt funding from the City, it needs to focus on identifying alternative funding strategies that may exist to support its investment priorities. This will include a partnership with other City agencies such as CreateTO in order to develop strategies that would help the Library to find new non-debt funding for its capital program. As the City of Toronto's new real estate agency, CreateTO is situated to partner with TPL on redevelopment opportunities that would generate additional capital funding that could be reinvested in the Library's properties and address the SOGR backlog. For example, TPL and CreateTO could identify a library property that could be used in some form of a transaction (e.g. ground lease, disposition, air rights) to fund the construction of a new library and potentially fund additional state of good repair projects.

The idea of leveraging existing TPL properties for redevelopment was considered by the Board in 2015. At that time the Board approved a recommendation for TPL and Build Toronto staff to investigate the feasibility of leveraging TPL properties for redevelopment. Following the development of a business case Build Toronto concluded that the value of the sale would not be sufficient to fund the construction of a new library and address additional SOGR requirements. The business case was constrained by several conditions that made redevelopment less attractive to property developers. Since 2015 Council has approved a new real estate strategy that includes the new CreateTO agency that has a mandate to unlock the value of Toronto's real estate portfolio. Furthermore, the property values in Toronto continue to increase making TPL properties more valuable. As a result of these changes it is now more feasible to explore the possibility of a redevelopment pilot project.

TPL is currently in discussions with CreateTO to identify if a library branch could be redeveloped as a pilot project for this type of alternative capital investment. CreateTO is eager to work with the Library to develop a business case for redevelopment. Both the Library and CreateTO are cautiously optimistic that a strong business case will be developed. The Library Board will be kept informed about the progress of a business case.

FMP Implementation

Following the approval of the FMP some action has been taken on the recommendations. The Library has contracted with Cion Coulter Corporation to conduct a property condition assessment of TPL's buildings. Initial findings will be available this summer and will inform both the 2020 Capital Budget and Plan and the Facilities Master Plan.

The FMP has been used to inform current capital investment decisions. The recommendation to relocate and expand the Maryvale branch was made based on evidence in the FMP. The FMP has also been used to prioritize capital investments in the multi-branch minor renovation program. Based on the findings from the FMP, decisions have been made to conduct renovations at the Locke and the Deer Park branches. As capital planning for 2020 budget cycle proceeds the FMP will be used to identify projects that need to be included in the ten-year capital plan.

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Toronto Public Library Facilities Master Plan – Executive Summary



1. Executive Summary





Executive Summary

The Toronto Public Library (“TPL” or “Library”) is a network of libraries and resources that provides millions of Torontonians access to technology, cultural, and continued educational experiences through a range of programs and partnerships. The Library plays a critical role in the community by supporting economic and social development, contributing to physical development, acting as entrepreneurial hubs, and driving civic engagement.

TPL is facing similar themes to the rest of the city - a growing city looking to form a structured approach to supporting challenges presented by significant demographic growth, with a focus to assess population density, land use, transportation, infrastructure, and the corresponding demand for public services. Similar to many other City agencies in Toronto, much of the physical infrastructure is also nearing the end of its economic useful life.

The overarching goal in the development of a Facilities Master Plan (“FMP”) for the TPL was to assist the organization with guiding capital investments across the physical branch network and advance TPL’s ability to strategically manage their real estate portfolio and to improve the quality of library services offered. The Library specifically identified the following outcomes:

- ▶ Develop a mechanism that will assist TPL staff to determine which branches are a priority for investment;
- ▶ Enable strategic decision-making that aligns to the Strategic Plan goals and the provision of equitable access to library service across the City;
- ▶ Provide an investment roadmap over a 30-year timeframe which identifies specific investment recommendations such as branch revitalizations, expansions, or new branches; and,
- ▶ Confirm TPL’s investment priorities over the short and medium term capital investment for the 2019 - 2028 period.

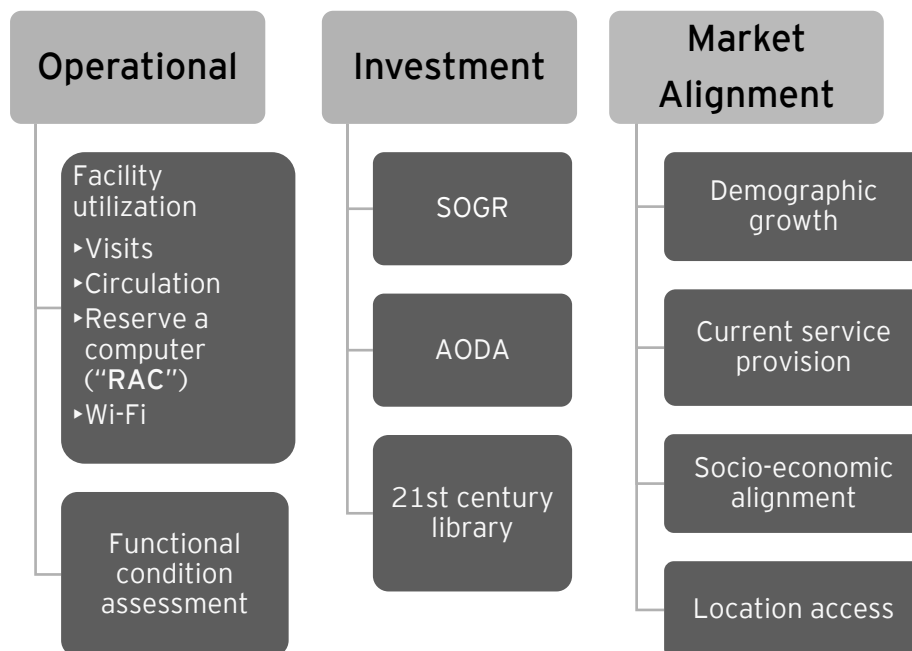
Currently, 47 branches in the portfolio are considered to be in “poor” or “critical” condition from an SOGR perspective, with an average age of 44 years old. With the increased need for repair, equitable distribution of resources, more funding and resources are needed to address these issues in a timely manner.

Currently reported SOGR backlog across the TPL portfolio has been estimated at \$63.4 million, expected to grow over a 10-year period to \$157.7 million. As part of developing this FMP, additional analysis was undertaken by the TPL facilities team to identify further SOGR requirements across the portfolio. Using these adjusted values, the 2018 SOGR backlog was estimated at \$101.1 million, expected to grow over a 10-year period to \$189.3 million. It was also observed that the TPL SOGR backlog is increasing at a faster rate than any other City division or agency.

As a result, determining how to prioritize investment across the portfolio was a core component of this FMP. EY developed an evidence-based approach to the identification of capital planning priorities, the Prioritization Framework.

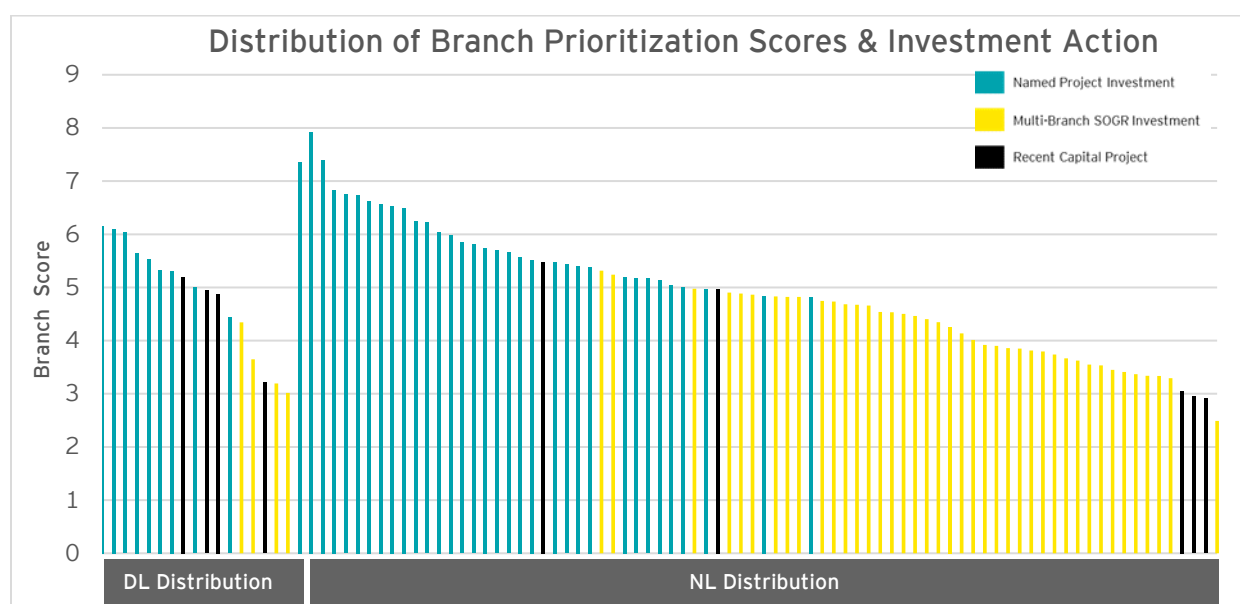


The Prioritization Framework calculates a relative investment score for each branch (on a 10-point basis) using a series of data inputs, broadly focused on three (3) categories, including current branch operations, the investment requirement to meet TPL standards, and market alignment, which considers population growth, service level provision, socio-economic and location factors, a summary of which is provided below:



Guided by the average branch score of 4.82, branches with a higher prioritization results were then considered an "above average" investment priority. The methodology further considers two project categories; 'Named Projects', a major branch rebuild project and 'Multi-Branch SOGR Investment', a lifecycle maintenance project.

The graph below depicts the distribution of branch investment scores by project type.





Once a branch was classified as either a Named Project or Multi-Branch SOGR Investment, EY considered the relative timing priority over a 30-year period, separating into three (3) timing horizons. In addition to investment scores, the following inputs were also studied to consider relative investment priority and the timing of investments:

- ▶ As an additional indicator of relative SOGR burden and overall physical condition, the Facility Condition Index score was also considered, where our results demonstrate average scores decreasing from Horizon A to Horizons B/C.
- ▶ For select projects, external considerations (e.g. City Hall lease expiry, expected timing for joint-use facility development) have been considered in identified recommended timing of investment.
- ▶ In certain cases, based on the City-wide equitable distribution of major Named Project investments, branches have been identified for a lower relative priority despite being a strong candidate for investment (e.g. Humber Bay, Yorkville).
- ▶ Consideration of projects which have been Board-approved and funded as part of TPL's 2019-2028 10-Year capital budget.

The results of our 30-year investment roadmap across Named Project and Multi-Branch SOGR Investments and provided herein, and include a relative investment score and Facility Condition Index score.

Named Project Investments

Horizon A Priority			Horizon B Priority			Horizon C Priority		
District Libraries	FCI	Inv. Score	District Libraries	FCI	Inv. Score	District Libraries	FCI	Inv. Score
Albert Campbell	17%	5.33	Barbara Frum	15%	6.04	Cedarbrae	9%	6.16
Richview	7%	4.34	Lillian H. Smith	20%	6.10	Don Mills	12%	5.53
York Woods	22%	5.30	Northern District	15%	5.00	Fairview	22%	5.65
St. Lawrence	26%	7.36	Etobicoke Civic Centre			Neighbourhood Libraries		
Neighbourhood Libraries			Neighbourhood Libraries			Armour Heights	6%	5.38
Bayview	17%	5.41	City Hall	13%	6.62	Bendale	15%	5.74
Centennial	10%	6.56	Danforth Coxwell	40%	4.82	Bridlewood	29%	5.57
Dawes Road	19%	5.69	Downsview	41%	6.04	Brookbanks	26%	6.74
Guildwood	47%	6.22	Flemington Park	13%	6.24	Deer Park	14%	5.43
High Park	61%	6.75	Parkdale	8%	5.81	Elmbrook Park	38%	5.99
Mimico	24%	5.19	Port Lands			Evelyn Gregory	33%	5.05
Parliament	18%	6.53	Research & Reference Libraries			Gerrard Ashdale	17%	5.14
Perth Dupont	100%	5.52	Toronto Reference Library			Goldhawk Park	7%	5.17
Rexdale	40%	6.50	Average Score			Humber Bay	45%	6.01
Sanderson	22%	7.92		21%	5.83	Jones	23%	5.17
St. Clair Silverthorn	57%	6.83				Maryvale	13%	5.48
Weston	37%	4.97				Mount Pleasant	23%	5.66
Wychwood	39%	4.84				Spadina Road	31%	4.14
Research & Reference Libraries						St. James Town	21%	5.84
North York Central Phase 2						Yorkville	26%	7.40
Average Score						Average Score		
	34%	5.96					21%	5.64

- Board approved, funded capital project.
- Board approved, un-funded capital project.

The background of the slide is a photograph of a modern building facade. It features a series of vertical slats in various colors including yellow, orange, red, and grey. The slats are arranged in a way that creates a rhythmic pattern. In the foreground, there is a paved walkway and some low-lying greenery. A glass door is visible on the left side of the image.

Toronto Public Library (“TPL”) Board of Directors Presentation Facilities Master Plan (“FMP”)

29 April 2019

Disclaimer

This TPL FMP presentation contains high-level information in summary form, current as of 21 January 2019, and is intended for general guidance only.

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Today's Agenda

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Prioritization Framework Overview		8
Results of Prioritization Framework		10
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Our mandate at TPL

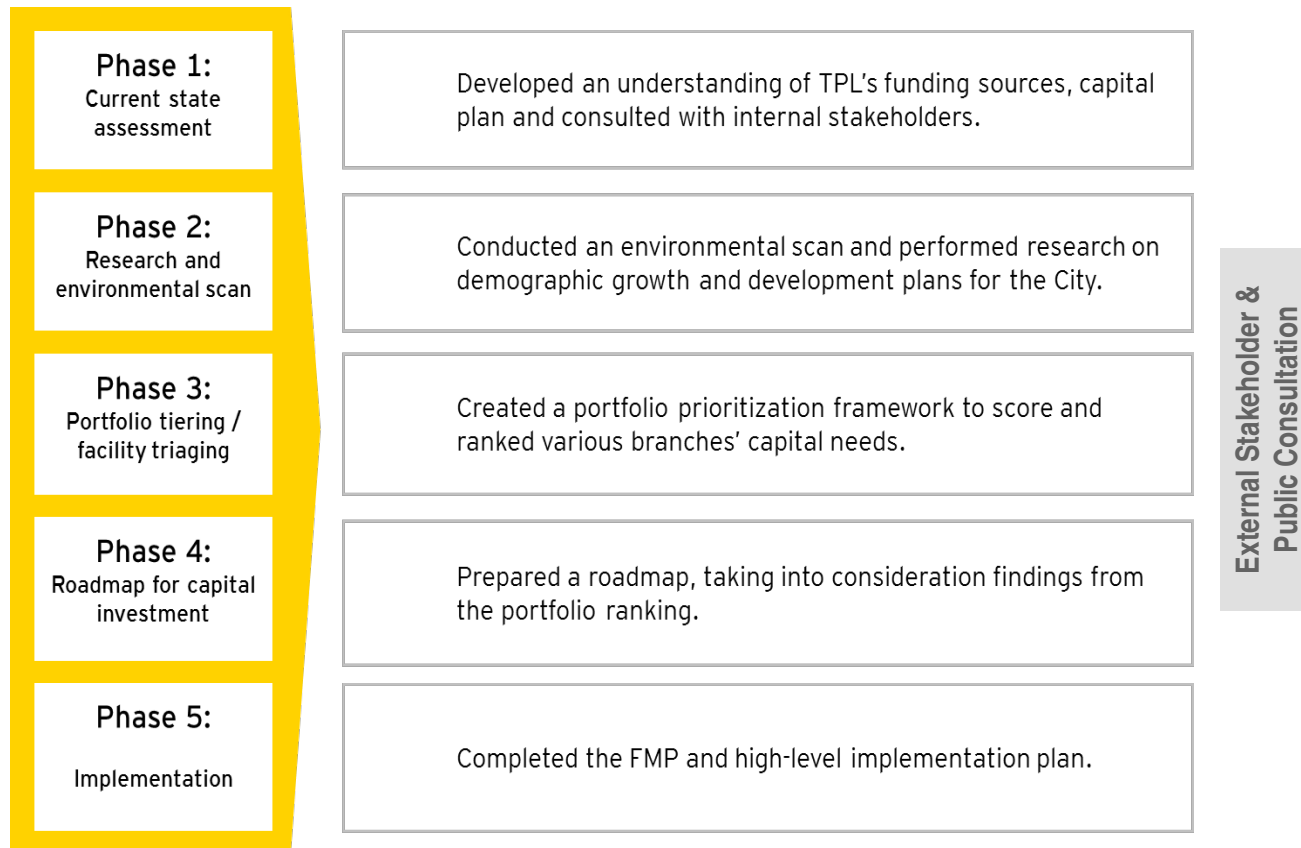
Scope

- ▶ In 2017, Ernst & Young LLP (“EY”) was retained by TPL to undertake a FMP. The goal of the FMP is to facilitate the identification and prioritization of investments in library facilities.
- ▶ The vision of the TPL is to develop an FMP that will effectively guide the management and planning of capital projects by prioritizing investment in library facilities.
- ▶ The focus of the FMP was to:
 - Develop a mechanism that will assist TPL staff in determining which branches are a priority for investment;
 - Enable strategic decision-making that aligns to the Strategic Plan goals and the provision of equitable access to library service across the City;
 - Provide an investment roadmap over a 30-year timeframe which identifies specific investment recommendations such as branch revitalizations, expansions, or new branches; and,
 - Confirm TPL’s investment priorities over the short and medium term capital investment for the 2019 – 2028 period.
- ▶ The FMP is anticipated to act as a roadmap for investment based on equitable access to library services, community needs and requirements, as well as TPL’s capacity for meeting these requirements.

Approach & Methodology

Scope of Work

- ▶ Outlined below are the five (5) key phases which have been incorporated into our scope of work, including an identification of where external stakeholder and public consultation was also undertaken:



Internal Consultations

Key findings

- ▶ EY conducted consultations with the City Librarian, Directors and Managers as well as TPL Planners and City Planners.
- ▶ The key observations from the consultations reveal that the FMP should consider the following:



- Balance capital spending between maintaining property versus enhancement property versus program needs;
- Offer guidelines for strategic opportunity identification and special circumstances;
- Rank various capital project needs through the application of a clear set of metrics;
- Ensure capital planning guidelines are flexible and adaptable to opportunities that arise; and,
- Existing and future changes in demographic and user group needs.

External Environment

City planning studies

- ▶ Our team had the opportunity to meet with the City of Toronto's Planning department, and incorporated a demographic growth outlook prepared by the City into our analysis.
- ▶ We have considered the following key planning studies that have an impact on demand for library services in the short, medium and long term:
 - TOCore
 - Eglinton Connect
- ▶ Growth profile for City of Toronto:
 - The City is projected to grow by 450,000 people over the next 20 years;
 - 40% of proposed residential development is located in the Downtown core and in the form of condos;
 - From 2016 to 2041, Downtown population is projected to nearly double from 250,000 to 475,000; and,
 - Outside of the downtown core, several high-growth nodes have been identified including Yonge-Eglinton, Park Lawn/Mimico, Islington City Centre, Don Mills, and North York.

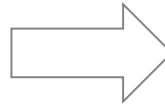
Prioritization Framework

EY's process

Develop evaluation criteria



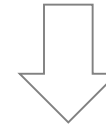
- Collaborated with TPL project team to develop evaluation criteria.
- Consulted with other City of Toronto agencies to knowledge share and discuss existing best practices related to portfolio planning.



Obtain raw data



- Gathered and collected raw data corresponding to each evaluation criteria.
- Raw data includes branch utilization, FCI*, replacement cost, location scores, etc.



Weight scores and assess results



- Assign weight to the selected evaluation criteria.
- Held workshops with TPL to refine the framework and assess the results.
- District and neighbourhood libraries were assessed through the prioritization framework.

Iterative
process

Analyze and score data



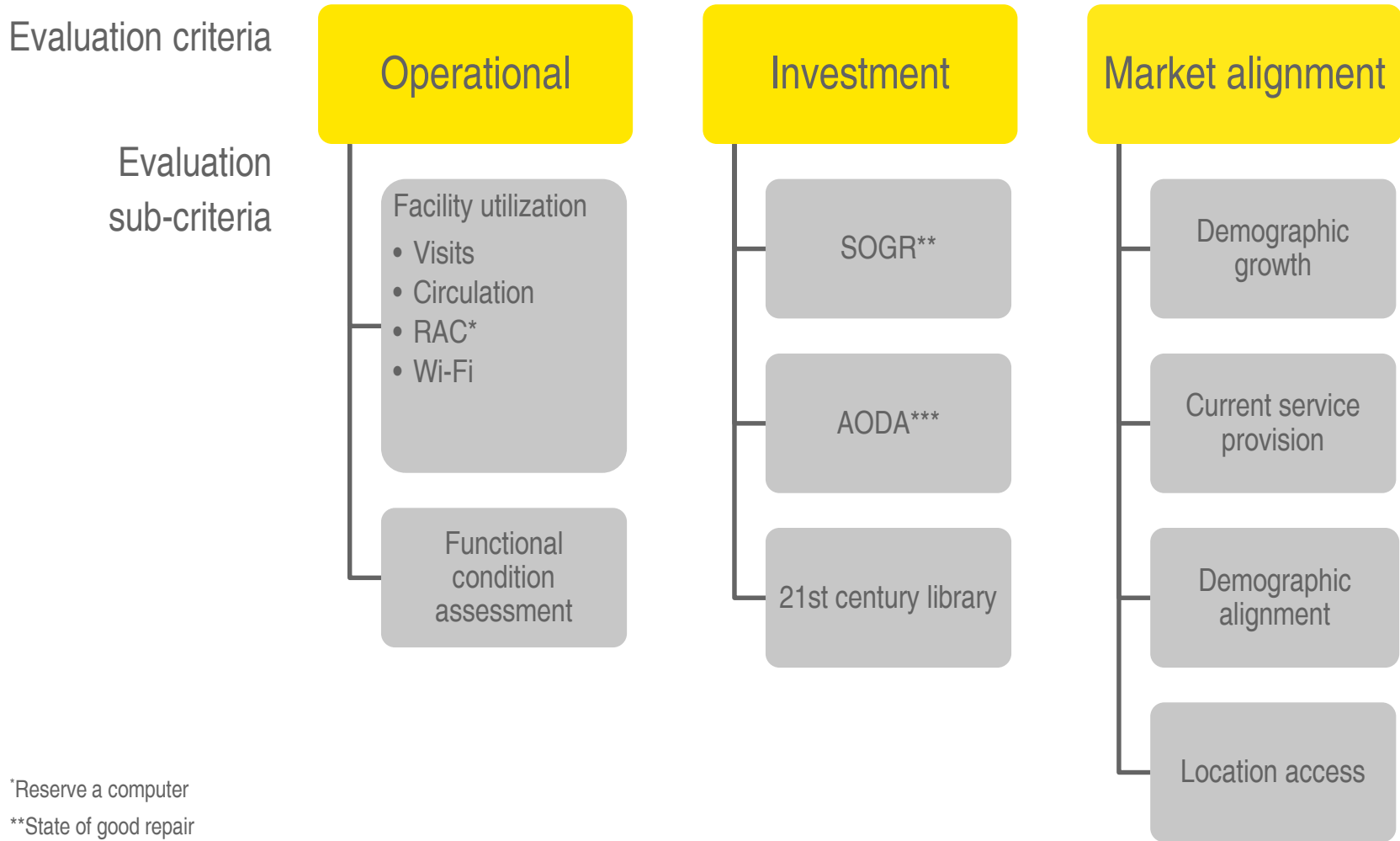
- Analyze raw data and split results into quartiles for each evaluation criteria.
- Align a score for each branch on scales of 1-10.
- Tested a pilot of 36 branches.
- Implemented final Prioritization Framework.



*Facility Condition Index

Prioritization Framework

Evaluation criteria



*Reserve a computer

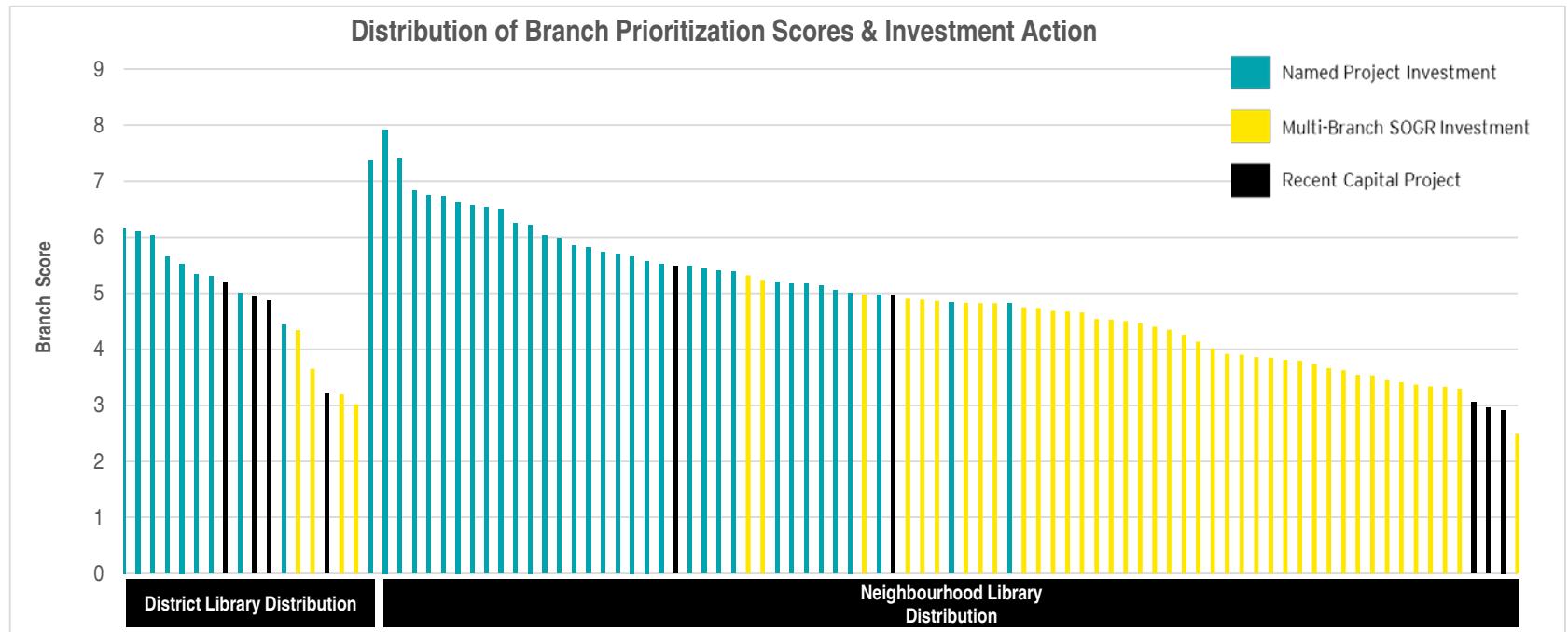
**State of good repair

***Accessibility for Ontarians with Disabilities Act

Prioritization Framework

Results

- ▶ Using the Prioritization Framework, raw data for each of the evaluation indicators was inputted into an MS Excel-based tool which then calculated investment priority scores based upon a series of scoring ranges and weightings.
- ▶ The resulting portfolio-wide scoring distribution could then be assessed to determine relative indications of investment priority informed by the evidence-based investment analysis.



Higher scores provide an indication of relative branch investment priority.

Investment Roadmap

Sample project typologies

1

Revitalize

Renovate an existing branch to address backlog SOGR and AODA upgrades (minor renovation) or revitalize the full branch to a modern design standard (revitalize).

2

Expand

Expand a branch's physical building footprint to address service level provision from a square foot/capita perspective, in addition to a renovation of existing branch.

3

Relocate/Co-locate

Move an existing branch from one location to another location requiring major renovations. This investment action will likely be tied to a co-location opportunity.

4

Relocate/Expand (fit-out)

A relocation and/or expansion of a branch where the physical structure of a location is currently built, and only fit-out cost is required (e.g. Mall locations).

5

Net, New Branch

The addition of a new branch to the portfolio without replacing an existing branch.

6

Multi-Branch SOGR Investment

Invest to maintain a branch in state of good repair.

Investment Roadmap

Named Projects

Horizon A Priority			Horizon B Priority			Horizon C Priority		
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Average Score						Average Score		
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Investment Roadmap

Multi-Branch SOGR Investments

Horizon A Priority			Horizon B Priority			Horizon C Priority		
Neighbourhood Libraries	FCI	Inv. Score	District Libraries	FCI	Inv. Score	District Libraries	FCI	Inv. Score
Locke	44%	4.83	Pape Danforth	19%	4.87	Malvern	7%	3.65
New Toronto	25%	3.63	Neighbourhood Libraries			Maria A. Shchuka	7%	3.19
Pleasant View	28%	4.82	Forest Hill	16%	3.86	S. Walter Stewart	2%	3.02
Port Union	35%	4.74	Hillcrest	17%	4.97	Neighbourhood Libraries		
Queen Saulter	37%	4.90	Humber Summit	24%	3.45	Alderwood	12%	3.90
Riverdale	28%	3.34	Long Branch	23%	4.01	Amesbury Park	14%	3.54
Taylor Memorial	27%	3.92	Main Street	19%	4.53	Annette Street	14%	3.55
Average Score	30%	4.31	McGregor Park	18%	5.32	Beaches	3%	3.34
			Morningside	12%	4.50	Black Creek	7%	4.46
			Oakwood Village	17%	3.41	Burrows Hall	5%	4.75
			Palmerston	24%	4.40	Cliffcrest	5%	3.80
			Woodview Park	21%	4.67	College Shaw	8%	4.66
			Average Score	19%	4.36	Davenport	6%	3.67
						Dufferin St. Clair	2%	4.54
						Fort York	0%	3.81
						Highland Creek	10%	4.86
						Humberwood	9%	4.82
						Jane Dundas	3%	3.37
						Jane Sheppard	5%	4.26
						Kennedy Eglinton	9%	4.68
						Leaside	4%	2.49
						Northern Elms	7%	4.35
						Runnymede	6%	3.29
						Swansea	11%	3.85
						Thorncliffe	7%	5.24
						Victoria Village	14%	4.88
						Woodside Square	3%	3.90
						Average Score	7%	3.99

Recommendations

- ▶ The results of the FMP guide decisions associated with the allocations of capital, based on a transparent and repeatable Prioritization Framework.
- ▶ The FMP ultimately concludes on a perspective of library branch capitalization, and is accompanied by 19 recommendations grounded by “Facility Investment”, “Organizational Impact”, and “Funding.”

Recommendations – Facility Investment

Recommendation 1: TPL should pursue the facility investments which have been identified over the 30-year timeframe within this FMP, including both recommended Named Projects as well as an increased Multi-Branch SOGR investment budget.

Recommendation 2: TPL requires increased Multi-Branch SOGR investment to address the growing SOGR backlog. Industry norms of 2.00% of facility replacement cost should be adopted by the organization as a mechanism to prevent service interruption and higher-cost building component failure which may occur as the age of TPL facilities reached the end of their economic useful life.

Recommendation 3: TPL should assess the business case for investment in Rexdale and Flemington Park branches as Named Projects which have been identified as Named Projects in the recommended Investment Roadmap.

Recommendation 4: The current portfolio and proposed investments have been assessed as adequately supporting coverage across the City to support future growth areas. As such, additional net new branches should not be prioritized given the level of investment required in the current portfolio. With the recommended addition of two (2) additional net, new branches, at the Etobicoke Civic Centre and the Port Lands, the TPL network will support growth over the 30-year period and no further additional net, new branches are recommended.

Recommendation 5: TPL should employ the use of catchment-level SF/capita data to assess net, new branch opportunities which may be presented to the organization.

Recommendation 6: In high-growth areas where service level provision is increasingly limited, TPL may consider adjusting its capital plan to include a branch expansion in the area or alternative service level enhancements such as increased operating hours.

Recommendation 7: TPL should consider the development of a dedicated on-going Research & Reference Library SOGR fund that may be funded through an allocation of capital funding received each year to ensure the continued ability to fund investments in the RR libraries.

Recommendations – Organizational Impact

Recommendation 8: TPL should assign ownership of the Prioritization Framework database tool to enable routine updating, support capital planning and respond to ad hoc queries that may arise.

Recommendation 9: The Prioritization Framework database tool should be updated annually to reflect year-over-year changes in utilization, SOGR backlogs, and completed capital projects.

Recommendation 10: On a go-forward basis, any capital cost estimates provided to TPL should be collected and recorded in a financial database that may be referenced for budgeting and planning future projects.

Recommendation 11: TPL should update its Building Condition Assessment (BCA) reports every five (5) years to ensure Facility Condition Index ratios and SOGR backlog values may be relied upon for planning purposes. As the last set of BCAs were prepared in 2014, updated reports should be prepared.

Recommendation 12: Upon the completion of recommended BCA reports, an updated SOGR backlog and FCI analysis should be undertaken and inputted into the Prioritization Framework to confirm condition ratings which have influenced recommended projects within this Investment Roadmap.

Recommendation 13: Using the individual indicators (e.g. SF/capita, utilization) within the Prioritization Framework, TPL should consult internally to determine specific key metrics which may be considered to augment the guidelines within the Service Delivery Model.

Recommendations – Funding

Recommendation 14: TPL staff should develop a communications strategy with recently-elected Councillors to inform them on ward branch priorities, SOGR requirements as well as key performance indicators and the associated community and economic value of Library investment. In addition to the direction of potential Section 37 funding, Councillors may become an advocate for TPL.

Recommendation 15: TPL should investigate the development of a pre-determined partnership model with associated guidelines that govern all facets of proposed projects – proposal evaluation, project design and procurement, operations and ownership structures. This could be developed in partnership with CreateTO.

Recommendation 16: TPL should use the this FMP's recommended Investment Roadmap as a communications tool to garner interest from prospective public and private-sector partners that may enable cost-effective or cost-neutral branch investments.

Recommendation 17: TPL should work closely with CreateTO as the co-ordinating real estate management agency for all City departments to explore potential partnerships.

Recommendation 18: Given the emergence of successful partnership arrangements among many public-sector bodies (e.g. CreateTO, TDSB, Toronto Community Housing), it is recommended that TPL undertake a more comprehensive consultation process with key stakeholders to understand recommended “go-forward” approaches and lessons learned.

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