



STAFF REPORT INFORMATION ONLY

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Facilities Master Plan – Toronto Public Library Board Consultation

Date:	May 28, 2018
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to inform the Toronto Public Library Board of the work taking place on the Facilities Master Plan and to provide information about specific Board member consultations.

The creation of a Facilities Master Plan is a goal in the 2018 strategic plan work plan. The Master Plan will provide both a framework and a roadmap for branch capital investment decision making in both the near and long term. Toronto Public Library (TPL) staff and Ernst & Young (EY) consultants are conducting an intensive investigation into a range of factors impacting in-branch library service and facilities infrastructure as part of the development of the plan. The final Facilities Master Plan will present recommendations for reinvestment in library infrastructure that is based on a range of weighted criteria.

The Facilities Master Plan will assist library staff to make the best decisions in the face of mounting and competing pressures for investment in branch infrastructure. These pressures include a growing state of good repair backlog, accelerating population growth in specific locations across the city, the need to continue to invest in branches serving high-priority neighbourhoods, and a range of new city-led development projects that include a library branch as part of multi-use facilities.

It is important that the Facilities Master Plan is informed by input provided by many stakeholder groups that range from the public, city divisions and agencies, and library partners. A key stakeholder group is the Toronto Public Library Board. Library Board input is being requested and will take place in two ways: an electronic survey will be circulated to Board members that asks specific questions about TPL's capital program. Board members will also be invited to meet with the Facilities Master Plan working team in order to explore issues relating to capital investment in branch infrastructure in the near and long term.

FINANCIAL IMPACT

This report has no financial impact beyond what has already been approved in the current year's budget.

The Director, Finance & Treasurer has reviewed this report and agrees with the financial impact information.

ALIGNMENT WITH STRATEGIC PLAN

The development of Toronto Public Library's Facilities Master Plan aligns with strategic priority 2 – breaking down barriers to access, and priority 3 – transforming for 21st century service excellence.

DECISION HISTORY

At the January 29, 2018 meeting, the Toronto Public Library Board approved the 2017 Strategic Work Plan Status Update and 2018-2019 Strategic Work Plan. The work plan includes an initiative to create a Facilities Master Plan.

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/jan29/15-2017-strat-plan-work-plan-update-2018-2019-work-plan-combined.pdf>

ISSUE BACKGROUND

The Toronto Public Library is developing a Facilities Master Plan that will guide the development of priorities for current and future capital investments in branch infrastructure. The formation of a master plan is necessary because TPL is facing numerous and competing pressures for investment in branch infrastructure. These pressures are well documented and include:

- a growing state of good repair (SOGR) backlog. Approximately 70% of library branches are between 40 and 50 years old and the current SOGR backlog is \$66 million. Without additional investment beyond the current debt targets it will grow to \$146 million by 2027;
- population growth in many areas of the city is occurring rapidly and will require reinvestment and expansion of library branches to provide library services for new residents. For example, the TO Core Planning study indicates that the downtown population of Toronto will grow from approximately 250,000 to over 400,000 in the next two decades. Currently nearly 8,000 new people move into the downtown area each year. Other areas of significant growth include south Etobicoke, North York Centre, and midtown Toronto;
- while it is important that TPL provide quality library service in these growing communities, it is equally important that the Library invest in branches in low and no growth areas that typically serve high-priority neighbourhoods so that these residents can also have access to 21st century library service;

- the City of Toronto is engaging in a range of new capital projects that involve collocating various city services, including libraries. The Etobicoke Civic Centre, Danforth Barns, and the Parkdale Community Hub are three examples of projects that include a library. All are currently unfunded;
- finally, the debt targets that the City established for the Library are shrinking in the near and medium term. Without significant additional capital funding, TPL will struggle to meet the needs of its current branch network, let alone accommodate the growth that will occur over the next 20 years.

In order for TPL to manage these competing pressures, it is necessary to develop a strong capital planning framework that helps staff make recommendations for capital investments over the next 10 to 20 years. This capital planning framework will be a core part of a Facilities Master Plan that is now under development.

In 2017, library staff issued a Request for Proposal (RFP) for a consultant to assist with the development of the Facilities Master Plan. The scope of work for the project includes the following:

- developing a mechanism that will assist staff to determine which branches require capital investment for revitalization and/or expansion;
- enabling strategic decision making that will ensure the library meets its current and future strategic plan goals;
- confirming medium- and short-term priorities for capital investment (2018-2027) and considering longer-term investment that aligns with planning processes;
- creating a roadmap for capital investment based on equitable access to library service, community needs and requirements, and the Library's capacity to meet these requirements.

The RFP also stipulated that the final plan would need to be flexible so that TPL can adapt its investment strategy to meet future circumstances. It will also be used to provide input into the City's Real Estate strategy.

The successful proponent for the RFP was Ernest & Young LLP (EY). The firm is a global leader in assurance, tax, transaction and advisory services that includes transaction real estate advisory services. The transaction real estate practice provides integrated solutions to both the public and private sector in areas of portfolio management, asset management, facilities management, and capital planning.

COMMENTS

Toronto Public Library staff and EY have finished the first two phases of the Facilities Master Plan. This work has focused on a review of TPL's current capital planning decision making process, a facilities condition index assessment, examination of property condition assessments, detailed demographic analysis, library sector scan of real estate portfolio management, and an environmental scan of 21st century library service practice in other jurisdictions.

Consultation

Recently TPL has been consulting with a wide range of external groups, expert library users and the public on the library user experience. Some of the information gathered through these consultations focuses on branch facilities and in-branch library user requirements.

More extensive public consultation was conducted through focus groups and satisfaction surveys as part of the Strategic Planning process. Library staff have also conducted public consultations as part of branch renovation projects. All of the relevant information gathered through these consultations will be used to inform the development of the Facilities Master Plan.

While broad-based consultation has been conducted with key library staff and the City Planning department, further consultation with library specific and city stakeholder groups is also required. The Toronto Public Library Board is a key stakeholder group whose input is required to inform the development of the Facilities Master Plan. TPL Board input will be sought in two ways. An on-line survey will be sent to all Board members that asks specific questions about branch capital planning and the alignment between the capital projects and the strategic plan. Board members are also invited to make broader comments about capital projects and planning through the survey. Board members will also be provided with the opportunity to meet with the Facilities Project team for an in-person consultation about the development of the Facilities Master Plan.

Further consultation sessions have been held or will be held with the following city divisions, the school board, and staff:

- Toronto Public Library Branch Heads;
- Parks, Forestry & Recreation;
- Social Development, Finance & Administration;
- Children's Services;
- Toronto Community Housing;
- Toronto District School Board;
- CreateTO.

All of the information that is gathered through the consultation process will be used to ensure that the Facilities Master Plan is informed by a wide range of stakeholders.

Next Steps

Along with the consultations that are currently taking place, work is underway on the development of methodology to assess and weigh various criteria that will be used to prioritize capital investment. The information gained through the consultation process will also contribute to the formation of the methodology used to determine capital investment priorities. Following the completion of this phase of the Facilities Master Plan, work will begin on the final stages of creating a roadmap for capital investment in library infrastructure that is based on the weighted criteria that is under development. Further public and stakeholder consultation will be conducted following this stage in the project. A final implementation plan along with recommendations will be presented to the Board in the fall.

CONTACT

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SIGNATURE

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