

2024 Asset Management Plan

Library
Non-Core Assets
City of Brantford, Ontario



Prepared by: Infrastructure Planning Asset Management, Public Works
Corporation of the City of Brantford, June 2024

RECORD SHEET

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RECORD SHEET

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Asset Management Plan Core Assets Overview	Core Assets Replaced by Core & Non-Core Assets Overview	September 2021
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Asset Management Plan, Non-Core Assets	Library	This Document
Asset Management Plan, Non-Core Assets	Airport Cemetery Clerks Services Economic Development & Tourism Facilities Fire Fleet & Transit Forestry & Horticulture Golf Human Resources IT Services Parking Parks & Recreation Police Solid Waste	June 2024
Asset Management Plan, Non-Core Assets	Housing JNH	TBD

ASSET MANAGEMENT PLAN LIBRARY

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LIBRARY OPERATIONS INTRODUCTION

Per O.Reg 588/17 all municipal infrastructure assets which fall outside of the core asset categories (water, wastewater, stormwater and roads) and their respective subcategories, shall be non-core or “other” infrastructure assets. These assets shall have qualitative descriptions and technical metrics established by the municipality.

Table 1 below outlines which Asset Types are included under each Asset Class and will be reported on in this AMP document. It is important to note that the Brantford Public Library is a Local Board within the City of Brantford. This AMP only includes assets owned by the Brantford Public Library Board or the City, related to the board, and does not include assets that are owned privately or by other organizations.

Table 1: Asset Type Breakdown

	Library Asset Class		
Asset Type:	Reading Materials	Media Materials	Facilities
	Books	Communication Devices	Buildings
	Audiobooks	Media	Furniture & Amenities
	eBooks	Software Applications	Site Works
	Magazines	Special Collections	
	Local History Archives		

1. LIBRARY ASSETS

1.1. INTRODUCTION

The City of Brantford owns and maintains assets under the Library asset class. The purpose of this section is to present specific information about the Library asset class to answer the questions posed in **Section 2** of the **Asset Management Plan (AMP) Overview Document**, and includes the following:

- Library Assets' Data Inventory and Condition Approach;
- Summary of Library Assets;
- Lifecycle Activities and Cost of Library Assets;
- Current Library Assets' Levels of Service;
- Current Library Assets' Performance; and
- Conclusion.

1.2. LIBRARY ASSETS' DATA INVENTORY AND CONDITION APPROACH

Information related to the City's data collection methodologies as well as data confidence level definitions are defined in the **Asset Management Plan Overview Document**.

The City of Brantford currently has three (3) approaches to establishing the inventory and condition of Library assets due to available resources, technologies, and budget restrictions:

- Condition assessments outsourced to consultants;
- Periodic inspection and weeding programs conducted by City staff; and
- Estimated condition based on asset specific information.

A list of all condition assessments for all non-core assets can be found in **Table 7** in the **Asset Management Plan Overview Document**.

The origin of the Library asset data for inventory, replacement cost, and condition, as well as data confidence in each are provided in **Table 2** below.

Table 2: Library Assets' Data Origin and Confidence Level

	Inventory			Replacement Cost			Condition		
Asset Type	Inventory (incl. Quantity and Age) From	Data Confidence Level	Data Confidence Description	Replacement Cost From	Data Confidence Level	Data Confidence Description	Condition From	Data Confidence Level	Data Confidence Description
Reading Materials	Catalogue Software Third Party Software	High	Formal inventory with few unknowns.	Catalogue Software Third Party Software	High	Formal inventory with few unknowns.	Staff Knowledge Age Based Library Patrons	Medium	Informal information based on staff knowledge or information provide by patrons or an estimate based on age of material
Media & Peripherals	Catalogue Software Tangible Capital Asset Registry (TCA)	High	Formal inventory with few unknowns	Catalogue Software TCA	Medium	Estimated costs for some items	Age Staff Knowledge	Medium	Informal information based on staff knowledge or information provide by patrons or an estimate based on age of material
Facilities	GIS Staff Knowledge Consultant Condition Assessment TCA	High	Formal Condition Assessment Furniture inventory needs to be updated	TCA Industry Reference Staff Knowledge	Medium	Estimated costs based on known quantities	Age Condition Assessment	Medium	Formal condition assessment of buildings and site works. Furniture & Amenities estimated based on age.

Per **Table 2** above, Library assets' data are typically at a Medium or High confidence level with an overall average confidence level of Medium for the Facilities and Media & Peripherals and High for Reading Materials for inventory and replacement cost. The Reading Materials inventory is highly accurate as it is what is used daily by Library patrons to access the Library Collections, however condition of materials is not formally tracked. Hardcopy books and media are assessed periodically for condition through a process known as weeding.

Local Archives information is at lower confidence level of Medium for data and condition and Low for replacement cost compared to other Reading Material assets. While a formal inventory of the Local Archives exists there are some items which have not yet been included in the inventory. Replacement cost has a lower level of confidence as most assets in this category would not be able to be replaced so an accurate replacement cost is more difficult to assess.

Replacement costing for Buildings and Site Works is based on an industry standard cost guide published by a third party. While the costs are accurate, they are an average over multiple geographic areas, this is expected to result in some variance at a city specific level and is why the confidence level is not marked as High.

Replacement costing for Furniture & Amenities and Media & Peripherals is primarily based on Tangible Capital Asset records. An update to this inventory is recommended for future iterations of the Asset Management Plan (AMP).

1.2.1 SERVICE LIFE

Formal condition assessments are periodically completed on Library assets. Where condition assessments have not been completed, the condition has been estimated based on the estimated service life of the asset shown below in **Table 3**. The average overall estimated service life for assets can be found in **Table 5**. Provided that assets are maintained they are expected to remain structurally sound and functional under normal conditions for the Estimated Service Lives outlined below before replacement or significant rehabilitation is required. Environmental conditions and operating practices may result in a shorter or longer useful lifetime.

Local History Archive assets are kept indefinitely once they are scanned (made intangible). Tangible archive assets are kept until they require disposal due to condition, where possible tangible assets are scanned and made intangible prior to disposal.

Table 3: Library Assets' Estimated Service Life

Asset	Estimated Service Life
Reading Materials	Books: 5-7 years Magazines: 1 year Audiobooks: 5-7 years eBooks: 2 years Local History Archive: 200 years
Media & Peripherals	Media: 2-5 years Computers & Communication Devices: 5 years Software Applications: 10 years Special Collections: 5 years
Facilities	Buildings are composed of various sub-systems including structure, mechanical and electrical with different service lives. The different sub-system Estimated Service Lives are as follows: Structure & Substructure: 80 years Mechanical: 30 years Electrical: 25 years Interior: 15 years Furniture & Amenities: 10 years Parking Lots: 30 years Pathways: 30 years Lighting: 25 years Light Supports: 40 years Fencing: 20 years

1.2.2 CONDITION SCORING

For the purpose of this report and standardizing condition scores across all assets in the Asset Management Plan, the Condition Rating is defined by three (3) Condition Scores as defined in the table below. For assets with formal consultant condition assessments, the conditions have been modified to fit into this model.

Table 4: Condition Score Description

Condition Score	Condition Rating	Description
1 – 1.4	Good	Assets are in working order, have no or minor deficiencies. Where condition data is not available, this category applies to assets which are within the first 40% of their estimated service life.
1.5 – 2.4	Fair	Assets show general signs of deterioration/age, some elements may have significant deficiencies, and asset will likely require repairs/removal in the next 10 years. Where condition data is not available, this category applies to assets which are within 41% - 80% of their estimated service life.
2.5 - 3	Poor	Asset is below standard showing signs of significant deterioration, is in danger of imminent failure, and will require repair, replacement or removal within the next year. Where condition data is not available, this category applies to assets which have exceeded 80% of their estimated service life.

1.3. SUMMARY OF LIBRARY ASSETS

The summary of assets for the Library Asset Class can be found below. The summary of assets includes: Quantity, Replacement Cost, Average Age, and Average Condition Score for each asset type in accordance with O. Reg 588/17.

1.3.1 TOTAL SUMMARY OF ASSETS

A table summarizing all Library assets is included in **Table 5** below. Detailed information about each asset is included in individual sections. Calculations of averages have been weighted by the overall replacement value of assets. This means that assets of higher estimated replacement value will have a stronger influence on the average than if the average was calculated based on the number of assets.

The total replacement cost for all Library assets is approximately \$45.4M and they are a weighted average of 59 years old which is greater than the overall weighted average estimated service life of 44 years. Overall Library assets are in Good condition with a weighted average condition score of 1.2.

Table 5: Total Summary of Library Assets

Asset	Quantity	Unit	Replacement Cost	Average Age (years)	Average Estimated Service Life (years)	% of Estimated Service Life Expended	Average Condition Score	Average Condition Description
Library Assets Total			\$45.4M	59	44	100%	1.2	GOOD
Reading Materials	138,115	Ea	\$3.1M	6	15	40%	1.8	FAIR
Media Materials	13,271	Ea	\$1.1M	5	8	63%	1.9	FAIR
Facilities	Varies	Varies	\$41.2M	65	47	100%	1.1	GOOD

1.3.2 READING MATERIALS

Assets within the Reading Materials group include: books, ebooks, audiobooks, electronic audiobooks, magazines and both intangible and tangible local history assets.

It can be seen in

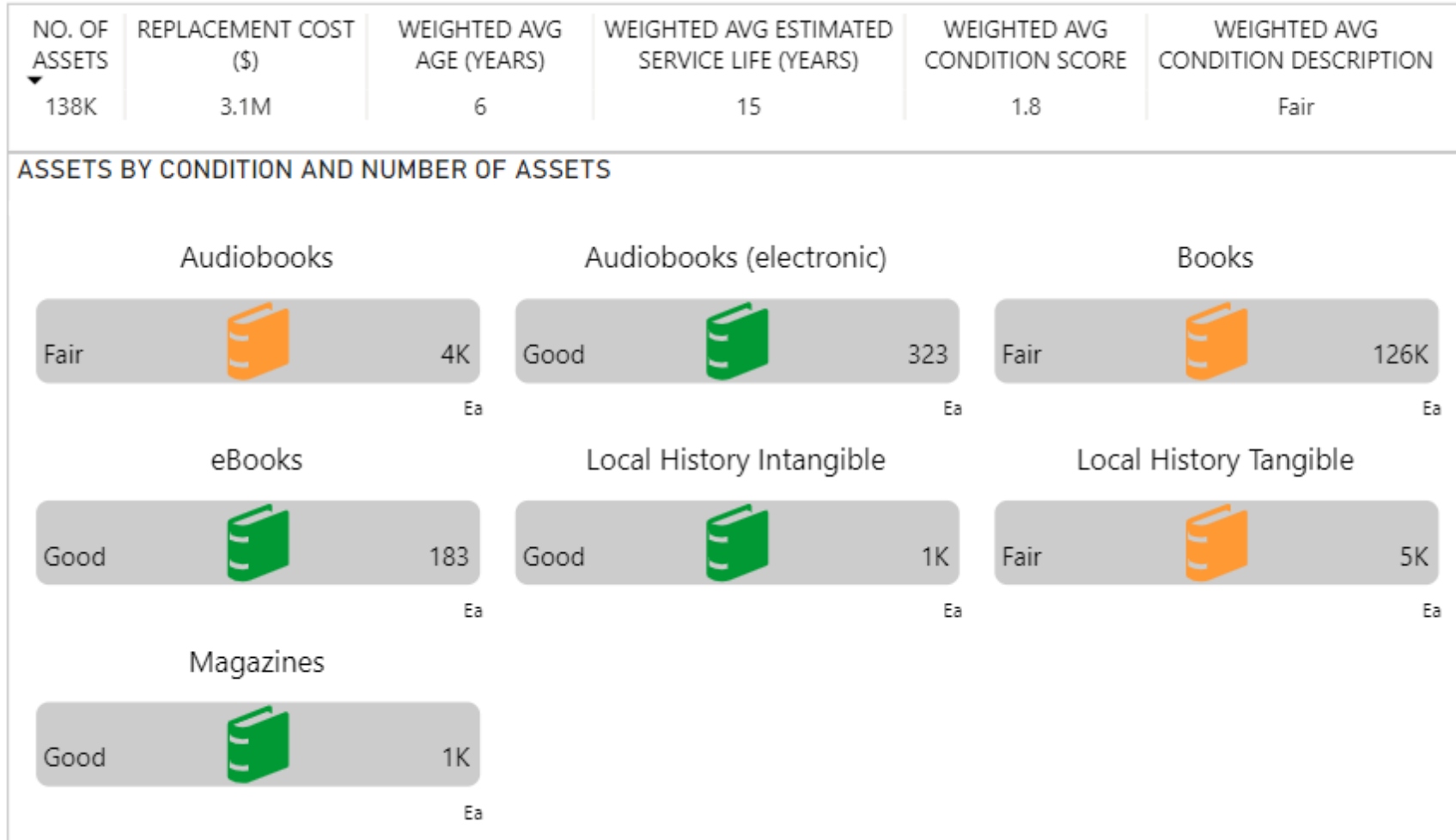


Figure 1 that there is estimated to be over 138,000 reading material assets with a total replacement cost of \$3.1M. Assets are typically in Fair condition with a weighted average condition score of 1.8. The values are weighted based on estimated replacement value.

The weighted average age for the Library's Reading Materials is 6 years which is approximately 40% of the weighted average estimated service life of 15 years for all Reading Materials. The condition is largely assigned based on age, however, as Library staff regularly engage in weeding the collection the lowest possible condition assigned in this AMP is Fair. Weeding is a lifecycle activity where assets in poor condition are removed and either repaired or disposed of in accordance with Library policy.

The Reading Materials assets include 183 eBooks, over 126,000 physical books, over 4,000 audiobooks, 323 electronic audiobooks, over 1000 physical magazines, over 1000 intangible local history assets and over 5000 tangible local history assets. While the library has access to over 850,000 individual electronic reading material assets including electronic magazines, eBooks and Audiobooks, these are mostly based on metered access and not owned on an individual asset basis. The costs associated with providing access to these non-permanent assets are captured in the Media Materials asset class. It should be noted that these counts reflect a moment in time and the overall cost and counts can change frequently as the collection of reading materials assets is adjusted weekly.

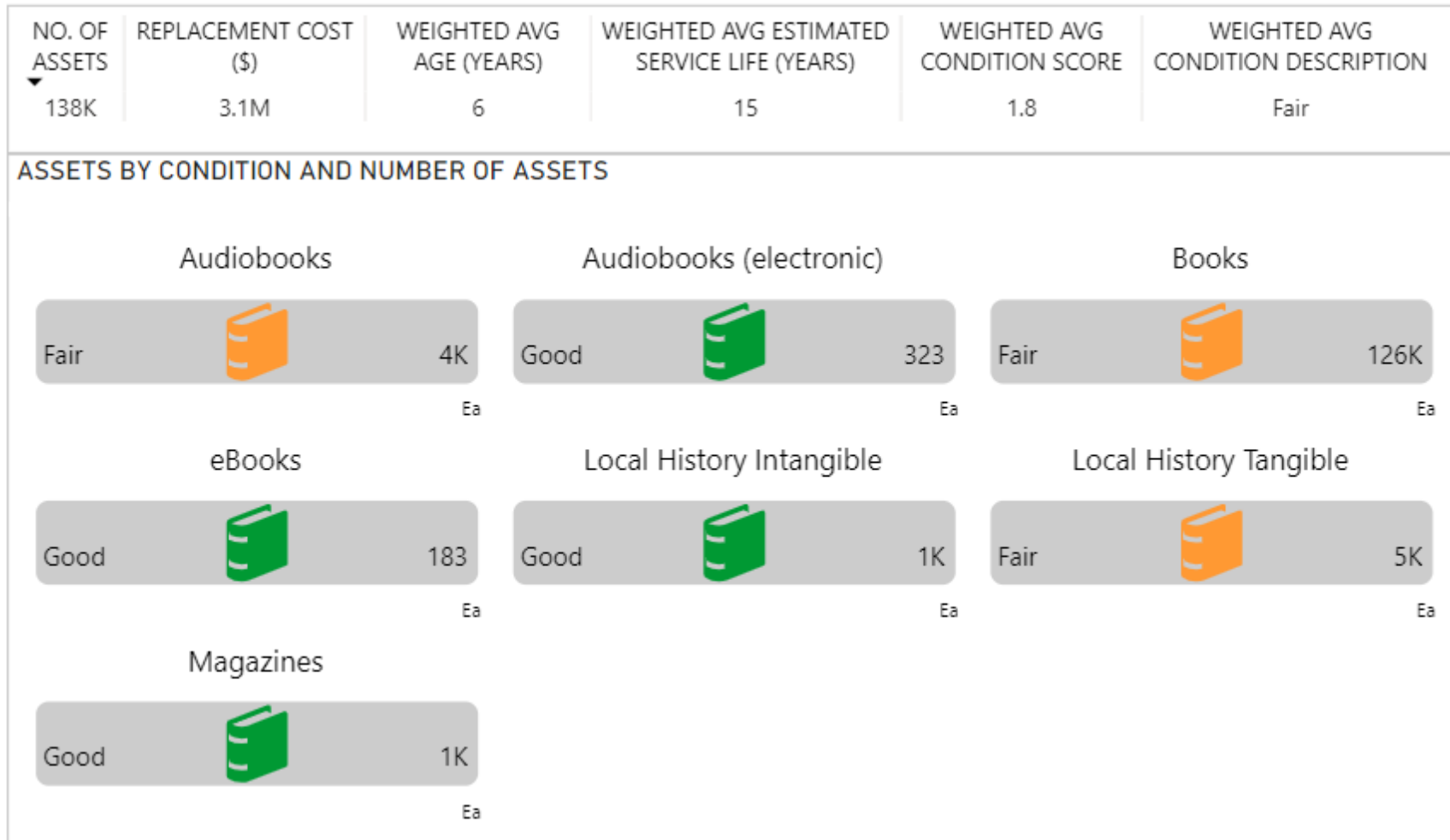


Figure 1: Reading Materials Asset Summary by Condition and Number of Assets

1.3.3 MEDIA MATERIALS

Assets within the Media Materials group include: CDs, DVDs, Videogames, electronic devices, computers, communication equipment, specialty collections including 3D printers and software applications.

It can be seen in **Figure 2** that there is estimated to be over 13,300 media material assets with a total replacement cost of \$1.1M. Assets are typically in Fair condition with a weighted average condition score of 1.9. The values are weighted based on estimated replacement value.

The weighted average age for the Library's Media Materials is 5 years which is approximately 63% of the weighted average estimated service life of 8 years for all Media Materials. The condition is largely assigned based on age.

The Media Materials assets include 410 video games, 11,422 DVDs, 589 CDs, 443 other media items, 165 computer and communication devices, four (4) software applications and 238 special collection items including maker space items such as 3D printers. It should be noted that these counts reflect a moment in time and the overall cost and counts can change frequently as the collection of media materials assets is adjusted weekly. The non-permanent ebook collection is included within the Software category.

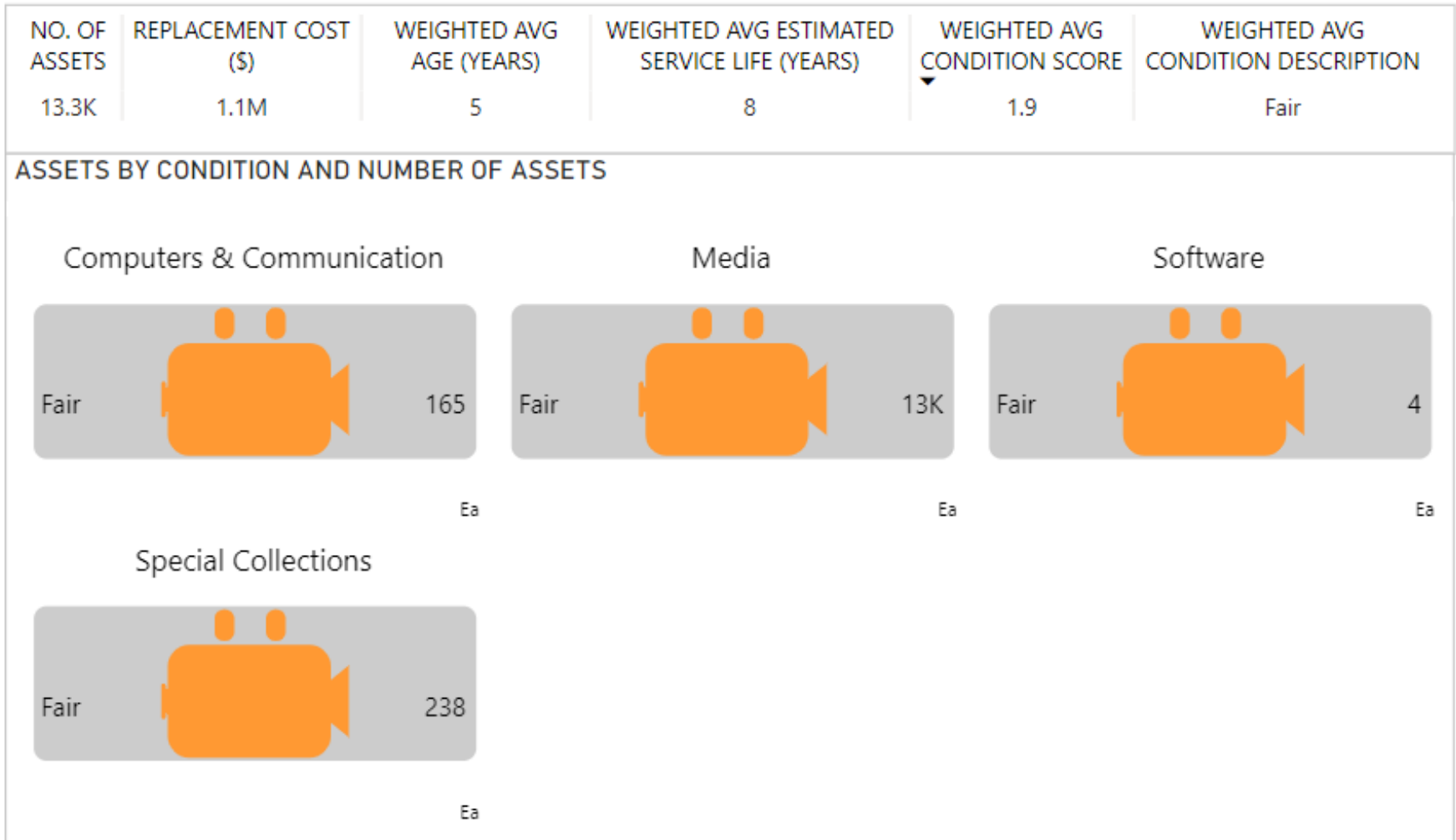


Figure 2: Media Materials Asset Summary by Condition and Number of Assets

1.3.4 FACILITIES

Assets within the Facilities group consist mostly of the two library branch (Main Branch and St Paul) buildings, and their associated outdoor assets (Site Works) and indoor assets (Furniture & Amenities).

It can be seen in **Figure 3** that the Facilities class has an estimated total replacement cost of \$41.2M. Both Library Branch buildings had condition assessments completed within the last 5 years. The average age for the Library's Facilities is 65 years which is greater than the average estimated service life of 47 years. However, as the condition rating for the two branch buildings from the formal condition assessments was Good, the overall weighted average condition of this asset category is Good rather than Poor. The values are weighted based on estimated replacement value.

The Facilities asset class includes 6,200 sq m of building, 300 sq m of parking lot, 100 sq m of pathway, 4 m of railing, 142 furniture assets and 49 amenities assets.



Figure 3 Facilities Asset Summary by Condition and Quantity of Assets

1.4. LIFECYCLE OF LIBRARY ASSETS

The lifecycle of Library assets is described under four (4) categories which are described in this section:

- Key Lifecycle Stages of Library Assets;
- Lifecycle Activities;
- Risks of Lifecycle Activities; and
- 10 Year Lifecycle Costs of Library Assets.

1.4.1 KEY LIFECYCLE STAGES OF LIBRARY ASSETS

The lifecycle of an asset refers to the following stages: Planning, Creation/Acquisition, Operations and Maintenance, Renewal/Disposal which are defined in the Main Body of the report. For Library assets specifically our general process is as follows:

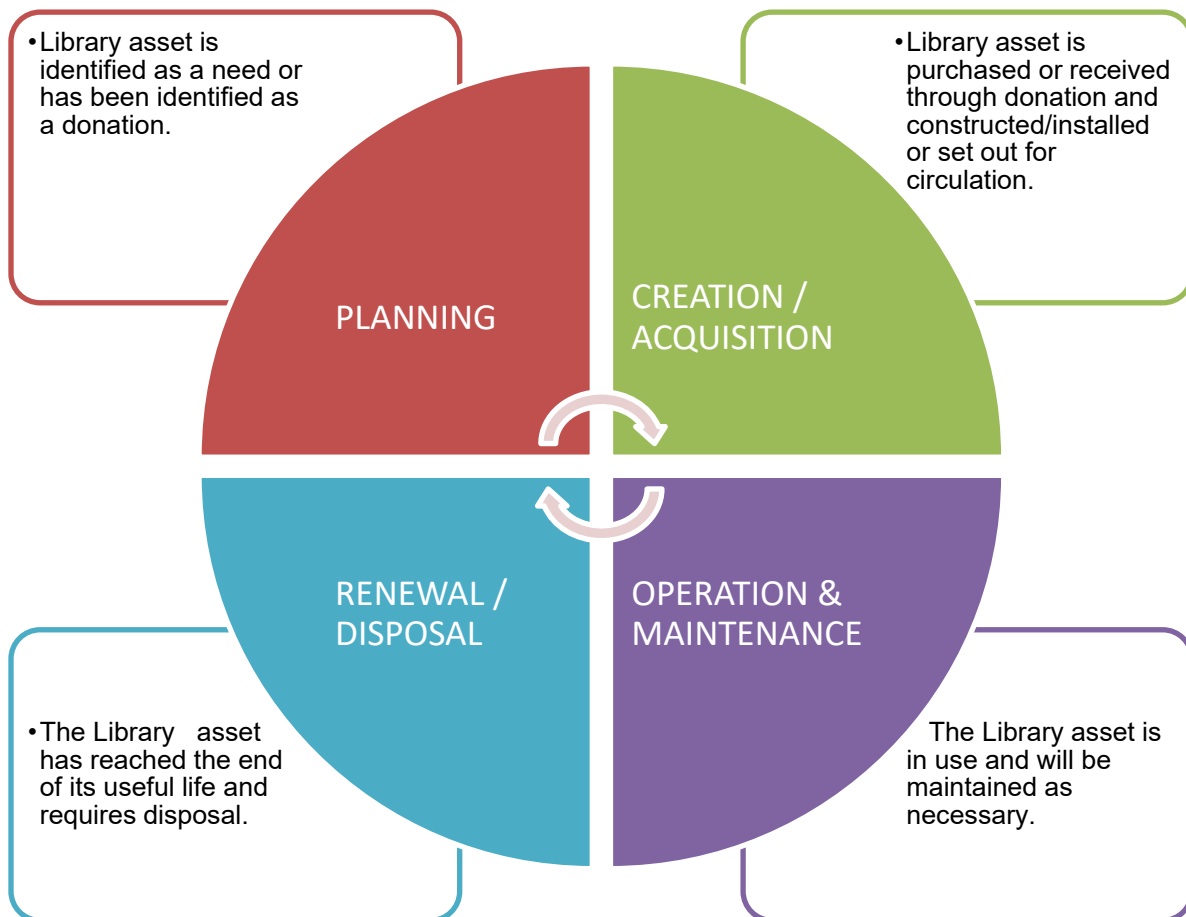


Figure 4: Lifecycle Stages of Library Assets

1. **Planning** –The Library asset has been identified as a need following a condition assessment or following the Brantford Public Library Collection Development Policy or the asset has been approved to be received by donation. The asset is purchased considering all needs, City policies and Master Plans.
2. **Creation / Acquisition / Replacement** – The cost and requirements for the new asset are defined considering all City needs and policies. The asset is purchased and installed/built or processed by staff and placed into circulation. Care is taken at this stage to ensure that information pertaining to the asset is properly recorded for ease of use by library patrons and staff.
3. **Operation and Maintenance** – The Library asset has been installed/built/placed in circulation and is providing benefits to the community and library patrons. Maintenance (Lifecycle) Activities are completed on the asset at specific time intervals as shown in **Table 6** to prevent premature failures of the asset. Additional monitoring and potential improvements are evaluated during this process.
4. **Renewal / Disposal** – The Library asset has reached the end of its useful life, is in poor condition, has been replaced and/or is underperforming and requires disposal. Disposal follows the weeding and de-selection process per the Brantford Public Library Collection Development Policy. The weeding and de-selection process results in books which are then eligible for the Book Nook, Home Delivery Service and Better World Books. The disposal considers the effect on customers as limiting reading materials on a specific genre, customer requests for review of materials per the Intellectual Freedom Policy, or service disruptions which are taken into account in the Planning stage thereby restarting the cycle. The Brantford Public Library follows industry standards when disposing of these assets.

1.4.2 LIFECYCLE ACTIVITIES

A list of the planned Lifecycle Activities, annual cost, and frequency for each Library Asset Type can be found in **Table 6** below. These activities are currently being undertaken to maintain these Library assets and therefore maintain the current levels of service. Lifecycle activities occur on each of the Library assets classes. Library assets are maintained by Library Operations staff, Library IT services staff or contractors. Work management tracking is expected to improve for future iterations of the AMP.

Table 6: Lifecycle Activities for Library Assets

Asset Type	Lifecycle Activity	2024 Annual Cost*	Frequency	Completed by
Reading Materials	Shelf Ready Processing	\$42,700	Daily	Library Staff
	Weeding	\$9,500	Monthly	Library Staff
	Repair	\$2,600	As Required	Library Staff
	Relocate	\$5,100	Daily	Library Staff and Contracted Service
	Reviewing of Renewal Lists	\$4,800	Monthly	Library Staff
	Scanning & Cataloguing	\$9,350.00	Weekly	Library Staff
Media & Peripherals	Software Updates & Maintenance	VARIABLES	As Required	Vendor or Library IT Services
	Module Additions or Replacements	VARIABLES	As Required	Vendor or Library IT Services
	Computer Operations	\$73,000	Daily	Library IT Services
	Repair	\$3,300	As Required	Library IT Services or Contracted Service
	Cleaning	\$800	As Required	Library Staff
Facilities	Building Operations Utilities	\$114,000	Daily	Library Staff
	Inspection	\$2,600	Annual or As Requested	Library Staff or Contracted Service
	Repair	\$38,000	As Required	Library Staff or Contracted Service
	Cleaning	\$7,000	Daily or As Required	Contracted Service
	Garbage Removal	\$500	As Required	Contracted Service
	Landscaping	\$4,900	Seasonal or As Required	Contracted Service
	Winter Control	\$6,600	Seasonal or As Required	Contracted Service

*2024 Annual Cost is typically based on an average of the 4 year cost estimates presented in the 2024 Operating Budget.

1.4.3 RISKS OF LIFECYCLE ACTIVITIES

The identified lifecycle activities in **Table 6** above are historical activities taken on by Library Operations staff or hired contractors. Some risks associated with these activities include:

- **Falling** – Some activities require working while using step ladders and stools and there is a risk of falling. This risk is mitigated by having staff safety trained on all equipment.
- **Repetitive Movement Strain** – When staff are completing repetitive daily tasks there is a risk of strain and injury. Staff receive training to mitigate the risk of injury from repetitive movements.
- **Misuse of Equipment** – Staff may use equipment in such a way that it causes injury. Staff receive training on the proper use of equipment to mitigate the risk of injury.
- **Vendor Error** – When a vendor puts out a software update this change to the software may accidentally impair the functionality of the software to partially or completely render it unusable for users.
- **Privacy Breach** – Accidentally exposing personal information of staff, customers and residents.
- **Short Term Operational Disruption** – Depending on the scope of maintenance or repair activities they could result in normal operations being unable to continue while the work is in progress. This can be mitigated by completing maintenance and repairs after regular hours and developing plans to accommodate and maintain ongoing use of the buildings while work is completed.

However, if these activities were not completed, the risks would include:

- **Service Disruptions** due to customers not being able locate assets that they wish to use and/or borrow or failures that could have been mitigated with preventative maintenance.
- **Security Risks** due to hackers being able to access City software that could have been mitigated with preventative maintenance (e.g. regular software updates).
- **Long Term Operational Disruption** due to maintenance or repair activities being delayed until the scope has increased beyond the initial issue resulting in a more time consuming or costly repair.
- **Fire Safety Issues** due to assets being left out which could lead to blocked egress blocking lack of upkeep of library (e.g. library carts left out, books piled in aisles, etc.).
- **Infestation** due to pests being brought into library in returned assets.
- **Increased Cost** due to reactive actions which could have been prevented with preventative maintenance.

1.4.4 10 YEAR LIFECYCLE COSTS OF LIBRARY ASSETS

Figure 5 below outlines the 10 year lifecycle costs of Library assets.

Although there are a number of assets needing to be replaced over the 10 years, the average annual cost for Operation and Maintenance of Library Assets outweighs the capital cost for this infrastructure.

At this time some capital replacements for Reading Materials and Media Materials are occurring as an operating cost in the Library's budget, a portion of these costs are shown as a capital cost below. However due to difficulties in clearly assigning staff time to different work tasks at this time, there remains some capital replacement costs and removals within the operating budgets. Overtime adjustments will be made to the AMP to consolidate the full replacement spending under a single budget type.

Based on the information presented in the figure below, the total annual average capital cost for the next 10 years needed to maintain the state of good repair of these Library assets is \$1.1M, and the average annual Operation and Maintenance cost to maintain the current state of good repair is \$3.1M. Therefore, it is recommended that the City invest \$4.2M in Library assets annually to maintain the state of good repair.

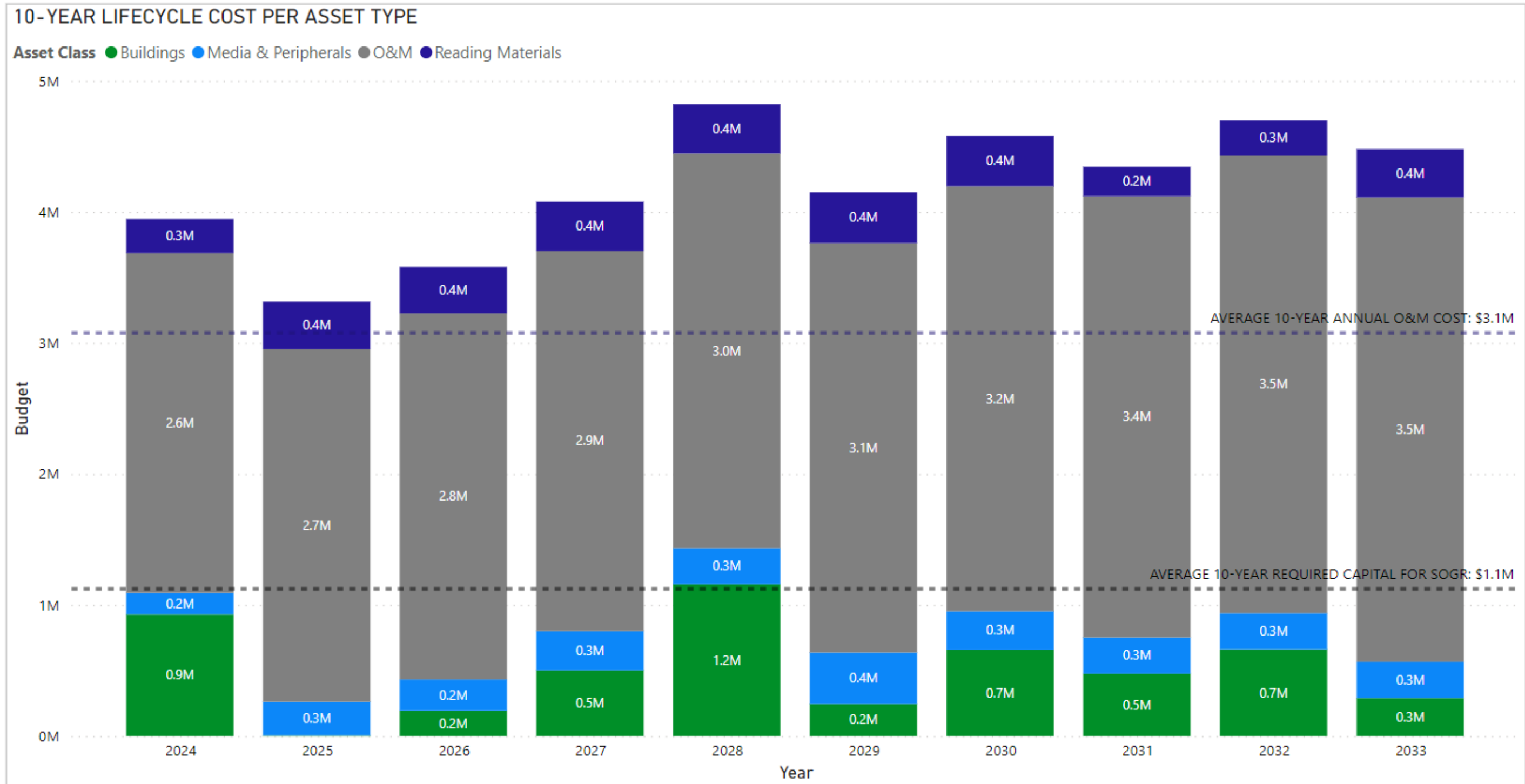


Figure 5: 10-Year Lifecycle Cost Per Library Asset Type

Notes:

1. Operation and Maintenance Costs are estimated based on the 2024 Operating Budget and are inflated by 3.8% each year.
2. The building capital forecasts are taken from the 2021 Condition Assessments with costs indexed to 2024 dollars.
3. For assets where no formal capital forecast was available, the replacement year is based on the estimated remaining service life of each asset or the condition assessment of each asset, as applicable.
4. Reimbursements and revenues are ignored in order to capture total cost/expenses.

Per **Figure 6** below, the existing 10-year forecast from 2024 – 2033, further explained in **Section 8.3 of the Asset Management Plan Overview Document**, indicates that the Library is currently planning to spend an average of \$1.0M on Library assets capital work annually, and as noted above, the required 10-year average amount is \$1.1M for these assets, which indicates there is an annual 10-year funding gap of \$0.1M for Library assets. The impacts resulting from these funding gaps will be monitored and reported as appropriate.

The Library is currently moving to a four (4) year budget cycle to match the City of Brantford and departments will complete long term planning as opposed to annual planning for projects within this time period. The Prioritization Matrix explained in **Section 9** of the **Asset Management Plan Overview Document** has also been implemented which will help departments confirm priority projects. It is anticipated that the new process for the 2024 budget cycle will help departments prepare and request funding in advance of significant replacement costs for assets reaching the end of their useful life.

It is important to note that currently the Library does not have access to detailed data on Capital or Operation and Maintenance costs for Library assets, it is anticipated this information will improve in future iterations of the AMP.

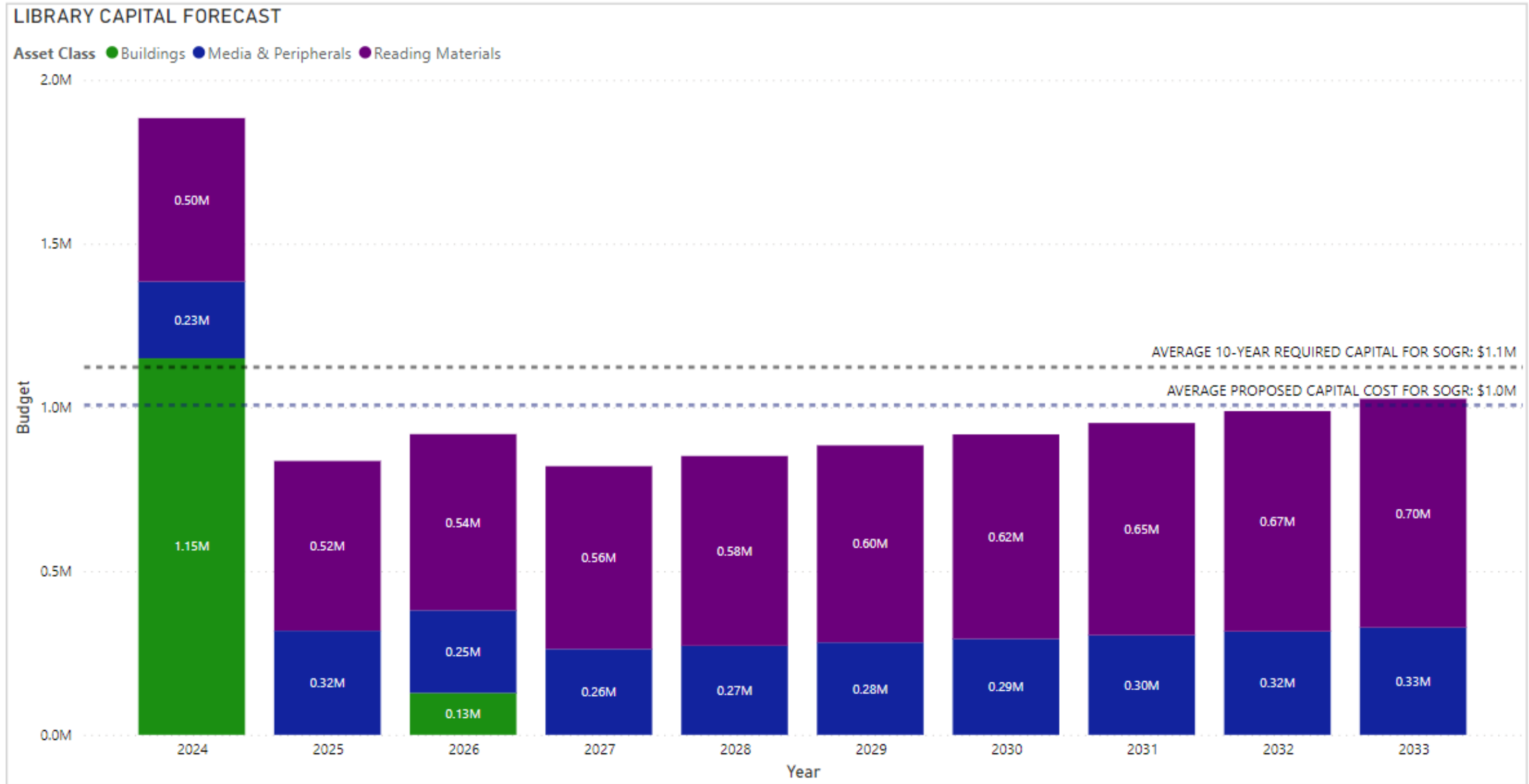


Figure 6: Existing Capital Budget Forecast from 2024 – 2033 for Library Assets

1.5. CURRENT LEVELS OF SERVICE

1.5.1 O. REG 588/17 CUSTOMER LEVELS OF SERVICE

O. Reg 588/17 does not currently have defined customer levels of service for this asset class that must be reported within this plan. This section will be kept for future plan iterations should O. Reg 588/17 be updated and require defined customer levels of service be reported.

1.5.2 O. REG 588/17 TECHNICAL LEVELS OF SERVICE

O. Reg 588/17 does not currently have defined technical levels of service for this asset class that must be reported within this plan. This section will be kept for future plan iterations should O. Reg 588/17 be updated and require defined technical levels of service be reported.

1.5.3 MUNICIPALLY DEFINED CUSTOMER LEVELS OF SERVICE

The customer levels of service are defined in **Section 6.2** of the **Asset Management Plan Overview**. For Library assets, the asset specific interpretation of these levels of service is defined below in **Table 7**.

Table 7: Municipally Defined Customer Levels of Service

Customer Level of Service	Definition
Accessibility	Library assets should be available to and easily accessed by all Brantford Public Library patrons.
Quality	Library assets should deliver their intended services at a certain quality.
Cost Efficiency	Library assets should meet the needs of the user at an affordable cost to the City.
Safety	Library assets should be both safe to use and promote community safety. Patrons should feel safe using the services associated with these assets.
Environmental Sustainability	Library assets shall consider measures to improve energy and environmental performance. Assets should be selected with environmental sustainability in mind where possible and also promote sustainable lifestyles.
Reliability	Library assets should be available to library patrons when needed.
Responsiveness	Requests for repair or access to Library assets should be completed as quickly as safely practical. Reading material and media assets should be transferred between branches, returned to the shelf, fixed or replaced promptly to avoid service disruptions. Library staff should be available to patrons who require assistance with library assets.

1.5.4. MUNICIPALLY DEFINED TECHNICAL LEVELS OF SERVICE

The technical levels of service for Library assets have been developed based on the customer levels of service defined in **Table 7**. The currently available customer levels of service with the corresponding technical levels of service and Key Performance Indicators (KPI) metrics are defined in **Table 8**. Due to a low response rate on customer surveys conducted from 2023/2024, the confidence level in the applicability of the KPIs derived from the survey data, to the wider population, is Low.

The need for additional KPIs and KPI targets has been identified and the City will look for opportunities to gather and include this information for future iterations of this AMP.

Table 8 Technical Levels of Service KPIs

Customer Level of Service	Technical LOS	2022 KPI	2024 KPI	Units
Accessibility**	In-person visits to library branches	362,568	N/A	Count
	Room Uses	1,634	N/A	Count
Quality*	Citizen Assessment of Value for Money	N/A	82%	% of survey responses on value for money indicating an assessment of average or higher
Cost Efficiency	N/A	N/A	N/A	N/A
Safety	N/A	N/A	N/A	N/A
Environmental Sustainability	N/A	N/A	N/A	N/A
Reliability**	Physical Circulations	370,517	N/A	Count per year
	Electronic Circulations	287,357	N/A	Count per year
Responsiveness	N/A	N/A	N/A	N/A

*Information obtained from external surveys conducted in 2023/2024, more details available in Overview Document. Note due to the low level of respondents, the confidence level in the applicability of the KPIs to the wider population is low.

**Information from the BPL 2022 Annual Report

1.6. CURRENT ASSET PERFORMANCE

The current asset performance for Library assets have been separated into two (2) categories for this section of the report:

- Energy Performance; and
- Operating Performance

1.6.1 LIBRARY ASSETS CURRENT ENERGY PERFORMANCE

The City of Brantford has a Corporate Energy Management Plan (CEMP) which emphasizes energy efficiency within the City. The goals of the CEMP are to reduce energy use, energy intensity, and greenhouse gas (GHG) emissions in our Facilities. In addition, through the City’s Climate Change Action Plan and Climate Lens Tool explained in **Section 10** of the **Asset Management Plan Overview Document**, the City has been working to improve our facilities’ energy efficiency and reduce the associated carbon footprint.

Under the CEMP, annual energy management data is reported, but has a reporting delay of two (2) years. **Table 9** contains data from the 2020 Corporate Energy Management Report which is available on the City’s website. The weighted average energy intensity by area for all City buildings is 41.25 ekWh/sq ft.

Table 9: Current Energy Performance of Library Facilities*

Building	Address	Avg Hours Per Week	Electricity (kWh)	Natural Gas (m3)	GHG Emissions (kg)	Energy Intensity (ekWh/sq ft)
Main Branch	173 Colborne St	70	574,661.6	14,132.0	41,342.33	11.88
Branch	441 St Paul St	50	52,865.3	10,612.0	21,408.7	28.81

*Based on information provided in the 2022 Corporate Energy Management Report

1.6.2 LIBRARY ASSETS CURRENT OPERATING PERFORMANCE

Table 10 contains criteria by which the City’s Library operating performance can be assessed. Additional measures will be explored in future iterations of the AMP.

Table 10: Library Operating Performance

Criteria	Current Performance
Building O&M cost per sq m	\$113.29
O&M Cost per total circulations	\$4.68

1.7. DISCUSSION AND CONCLUSIONS

In conclusion, the Brantford Public Library operates and maintains many Library assets. These assets are in overall Good condition with a total estimated replacement cost of approximately \$45.4M. The data confidence is medium or high confidence for replacement cost and condition and high confidence for inventory information.

The lifecycle stages for Library assets includes: Planning, Creation, Operation and Maintenance, and Disposal. During the Planning stage, the Library identifies the need for the asset; during the Creation stage, the asset is purchased and installed or deployed; during the Operation and Maintenance stage, the asset is operating and lifecycle activities (i.e. weeding or repair) occur on each of our assets to maintain the state of good repair; and the Disposal stage is when the asset has reached the end of its useful life, or is underperforming and requires disposal.

Lifecycle activities are currently typically tracked through a combination of email, excel and the library catalogue. For more information on key database applications and work order management, please refer to **Section 4.2** respectively, in the **AMP Overview** document. As staff continue to track data and review opportunities to improve tracking, the frequency and costs associated with specific activities will be better represented.

It is estimated based on the average annual cost in the 10 Year Life Cycle Costing that the Library should be spending an average \$1.1M annually for capital Library asset costs and will be spending an average of \$3.1M on Operating and Maintenance on these assets. The Library is currently proposing to spend an average of \$1.0M annually on capital for Library assets' state of good repair, resulting in a deficit of \$0.1M from the forecasted capital need.

While some Current Levels of Service have been identified, additional metrics have been identified as a need for Library assets. Brantford is working to continue to develop the process to track these metrics which will assist in tracking these and any further identified KPIs for future iterations.

Asset performance is separated into operating and energy performance in the Library's AMP. Currently both Library branches are tracked as part of the Corporate Energy Management report. The main branch has an energy intensity of 11.88 ekWh/sq ft while the St Paul Branch has an energy intensity of 28.81 ekWh/sq ft. This energy performance is better than the weighted average energy intensity by area for all City buildings is 41.25 ekWh/sq ft. Based on 2024 areas and budgets the expected building O&M cost per sq m of building is \$113.29. The O&M cost per total circulation of electronic or physical reading and media materials is \$4.68/circulation. Further operating performance metrics for Library assets will be developed for future iterations of the AMP.