



Toronto Public Library Board

Meeting No. 9: Monday, October 24, 2016, 6:00 p.m. to 7:45 p.m.

Cedarbrae Branch, Florence Cruickshank Community Room, 545 Markham Rd., Toronto

The Chair and members gratefully acknowledge that the Toronto Public Library Board meets on the traditional territory of the Mississaugas of New Credit First Nation, the Haudenasaunee, the Huron-Wendat and home to many diverse Indigenous peoples.

Members:

Mr. Ron Carinci (Chair)

Ms. Lindsay Colley (Vice Chair)

Councillor Paul Ainslie

Councillor Christin Carmichael Greb

Councillor Sarah Doucette

Councillor Mary Fragedakis

Ms. Sue Graham-Nutter

Ms. Dianne LeBreton

Mr. Strahan McCarten

Mr. Ross Parry

Ms. Archana Shah

Ms. Eva Svec

Closed Meeting Requirements: If the Toronto Public Library Board wants to meet in closed session (privately), a member of the Board must make a motion to do so and give the reason why the Board has to meet privately (Public Libraries Act, R.S.O. 1990, c. P.44, s. 16.1).

Tour of the Cedarbrae Branch to be provided to Board members at 5:30 p.m.

1. Call to Order

Presentation re Cedarbrae Branch – Patricia Eastman, Area Manager 10 minutes

2. Declarations of Conflicts of Interest

3. Approval of Agenda

4. Confirmation of September 26, 2016 Toronto Public Library Board Meeting Minutes

5. Approval of Consent Agenda Items

All Consent Agenda Items (*) are considered to be routine and are recommended for approval by the Chair. They may be enacted in one motion or any item may be held for discussion.

6. Business Arising from the Minutes

5 minutes

a. Toronto Public Library Datasets on City of Toronto Open Data Portal – Verbal

b. 2017 Operating Budget Submission – Verbal

***7. City Librarian's Report**

***8. Communications**

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9. Presentations

- **Toronto Public Library Workers Union, Local 4948** 10 minutes, including questions
CUPE regarding the 2017 Operating Budget – City Target
-- Maureen O'Reilly, President

****** -- Miroslav Glavić regarding Agenda Item Nos. 12, 15 & 18 10 minutes, including questions

- 10. TPL Board Education – Cisco Collaboration – Verbal** 10 minutes
Willa Black, Vice President, Corporate Affairs and Victor Woo, Director, Ontario Public Sector, Cisco Canada in attendance

Items for Approval:

- 11. Property Redevelopment Feasibility Report** 20 minutes
Bill Bryck, President and CEO; Anna Ritacca, Director, Land & Portfolio Analysis, Build Toronto and Joe Casali, Director, Real Estate Services, City of Toronto in attendance

- 12. 2017-2019 Fundraising Priorities** 20 minutes
Robin Fowler, Senior Counsel, Offord Group in attendance

- 13. 2017 Operating Budget – City Target** 10 minutes

- *14. 2016 Capital Budget Adjustments**

- *15. Toronto Public Library Board – Self-Evaluation**

Items for Information:

- *16. Operating Budget Monitoring Report – September 30, 2016**

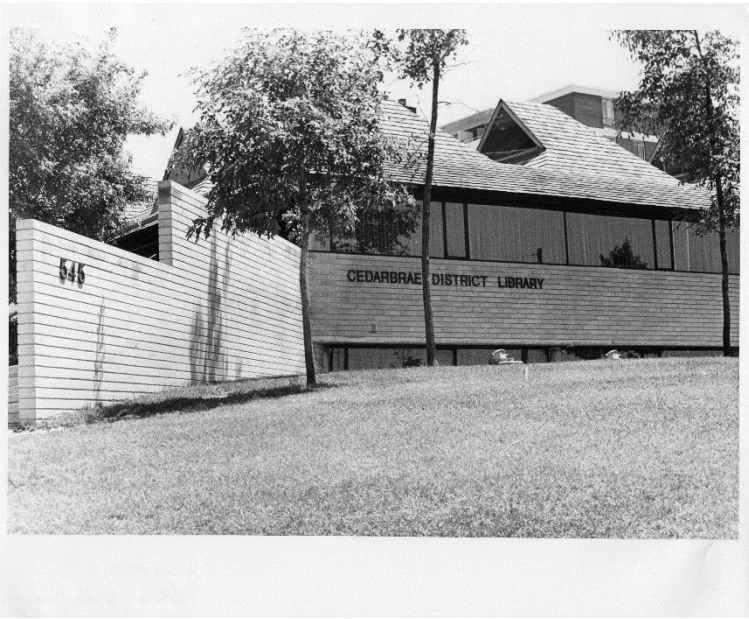
- *17. Capital Budget Monitoring Report – September 30, 2016**

- *18. Toronto Public Library Board – 2017 Proposed Meeting Schedule**

- *19. Board Resolutions – Status Report**

- 20. Adjournment**

Attendant Care Services can be made available with some notice.



Cedarbrae Branch

October 24th 2016

Toronto Public Library Board





Cedarbrae Library
opens to the public -
December 1st 1966



Service evolution

1968 – loan of 16 mm films

1969 – multilingual books in 10 languages made available

1972 – Ontario Legal Aid office opened in the library

1974 – Production of a weekly cable TV program called
“Libraries are....”

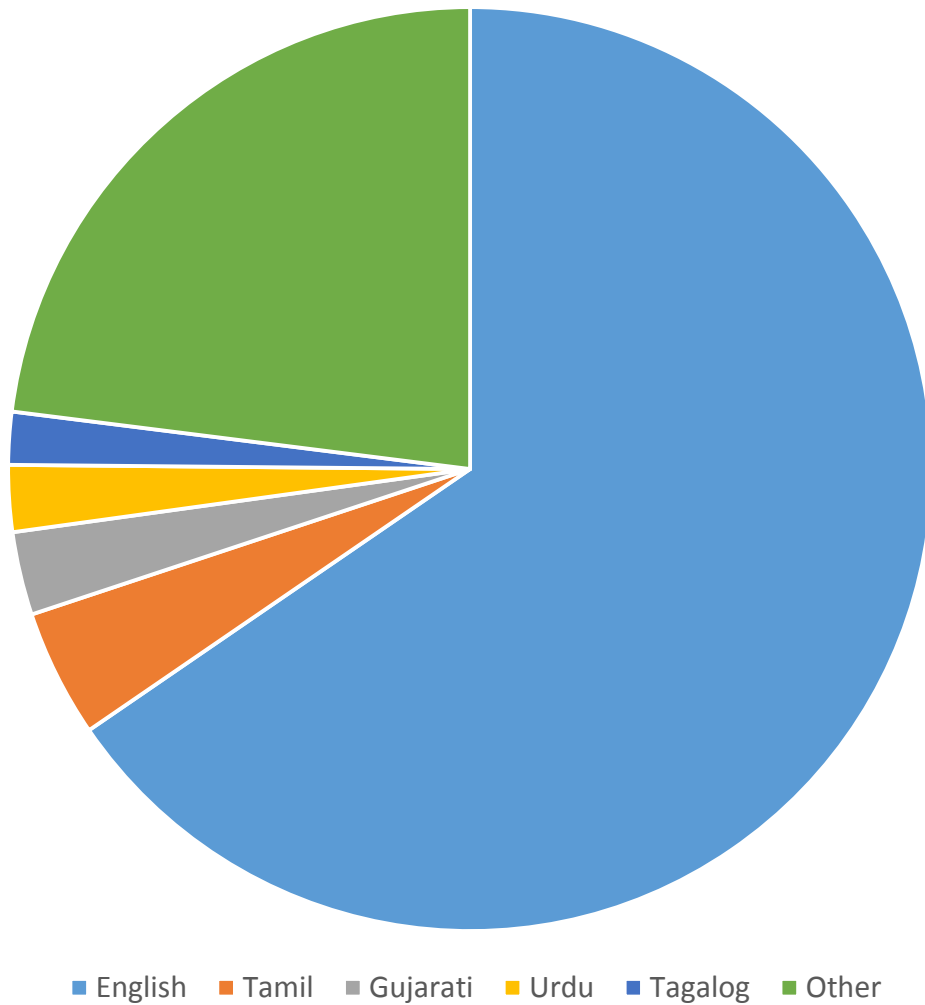
1977 – Online reference service and a Teen Collection
introduced

1980 – Scarborough Historical Collection established at
Cedarbrae

1989 – Black and Caribbean Heritage Collection inaugurated



Languages Spoken in the home



Community Profile

Population : 55,130 (Ward 43)

Mother tongue – 50% English, 1% French, 49% Non-Official

Languages spoken at home: English 67.4 %

Tamil 4.6 %

Gujarati 3.0 %

Urdu 2.4 %

Tagalog 1.9 %

Age of residents (branch catchment)

20% children

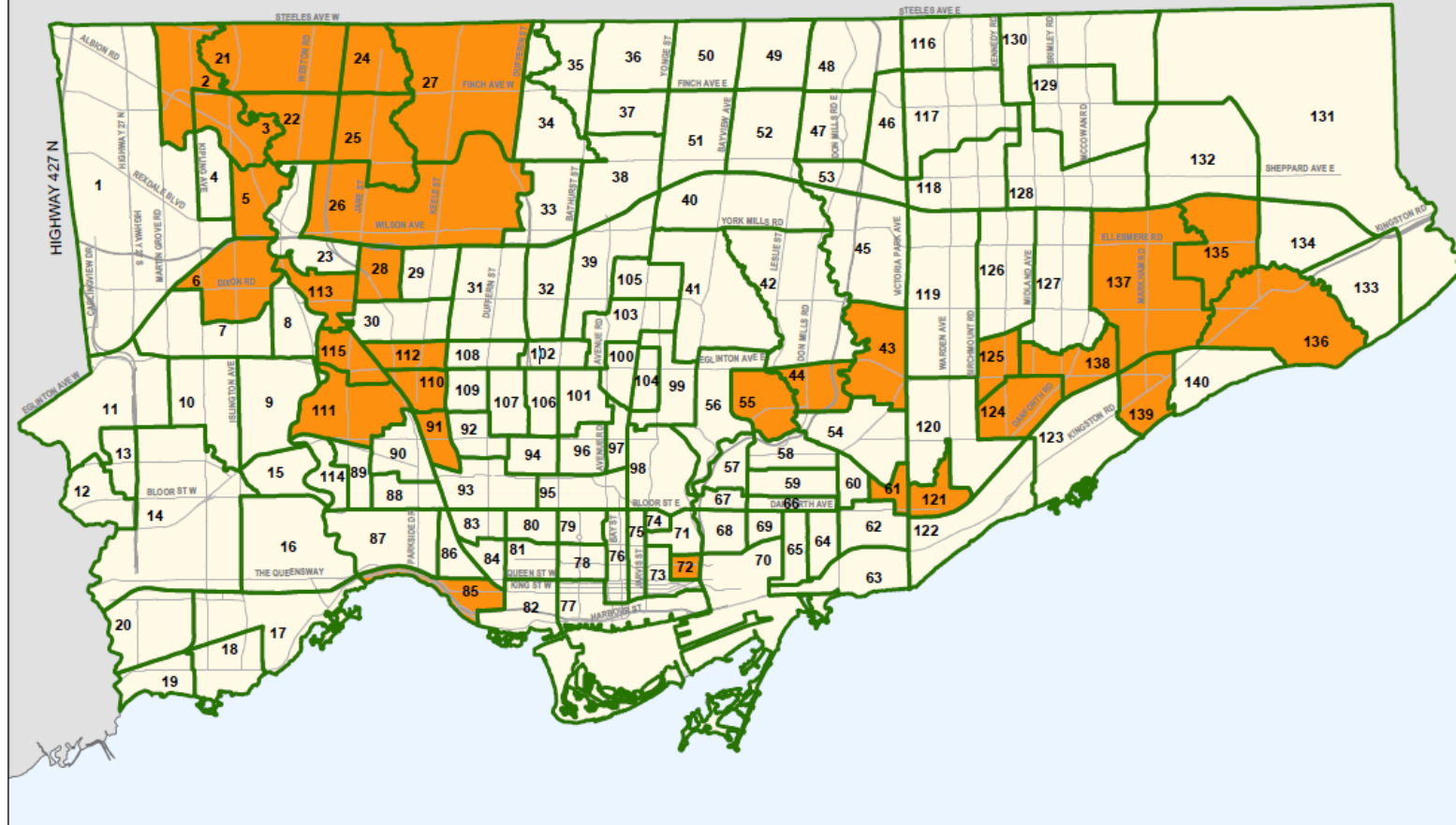
14% youth

41% working age

15% seniors

Data from the 2011 Census

Neighbourhood Improvement Areas



Legend

- Neighbourhood Improvement Area
- Neighbourhood Boundary

Numbers indicate the neighbourhood number.

- Major Arterial Street
- Expressway



0 1 2 3 4
Km



Source: City of Toronto, Social Policy Analysis & Research.
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Published: October 2014
Prepared by: Social Policy Analysis & Research
Contact: spar@toronto.ca

Community Partners



CCS
Catholic Crosscultural Services



Toronto East Quadrant
Local Immigration Partnership
Working Together for a Diverse & Inclusive Community

acsa



KidsStop

TORONTO PUBLIC LIBRARY

Renovation 2008-2010

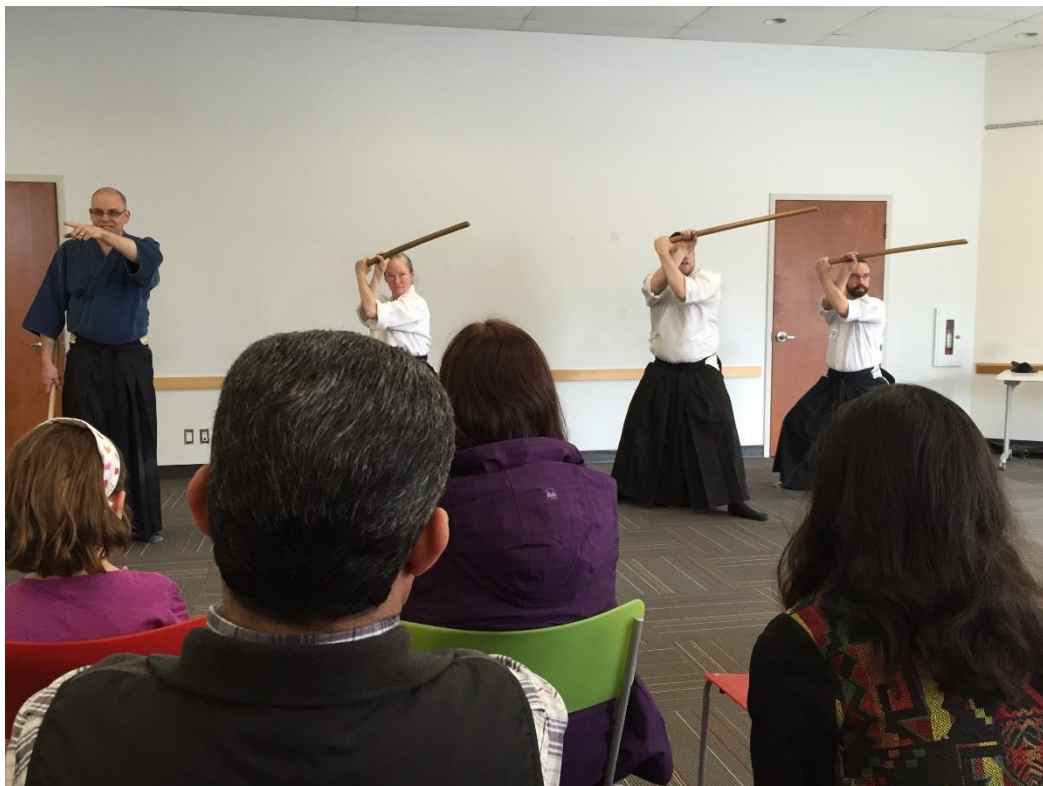


Self-service returns



Material sorter





Asian Heritage Month

Samurai and Samosas

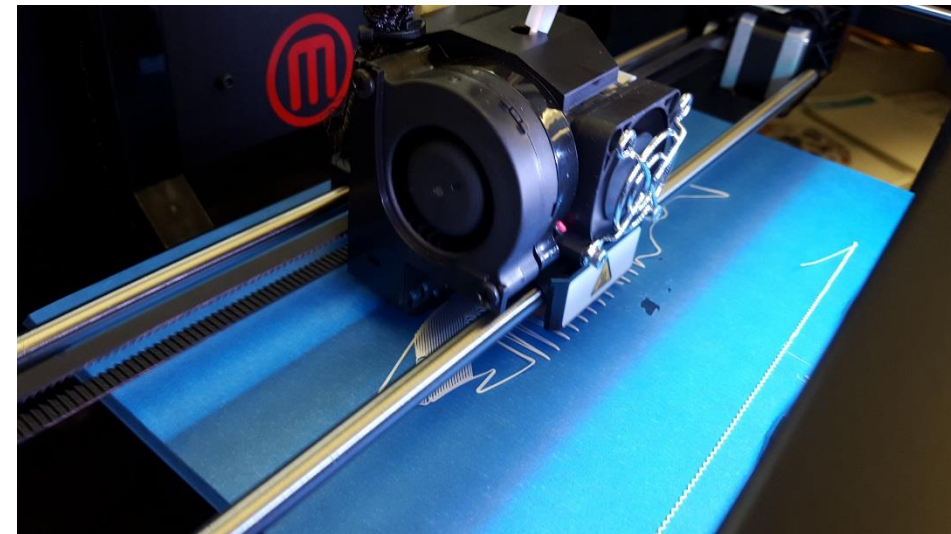




Beatboxing with
Eddy 'DaOriginalOne'
Black History Month



STEM

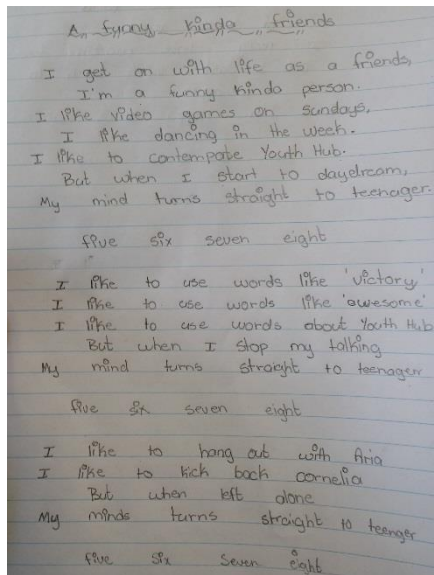




Ukulele Club for kids and Library staff

Ukuleles provided by Sun Life Financial
Musical Instrument Lending Library





A song one of the youth wrote about the Youth Hub

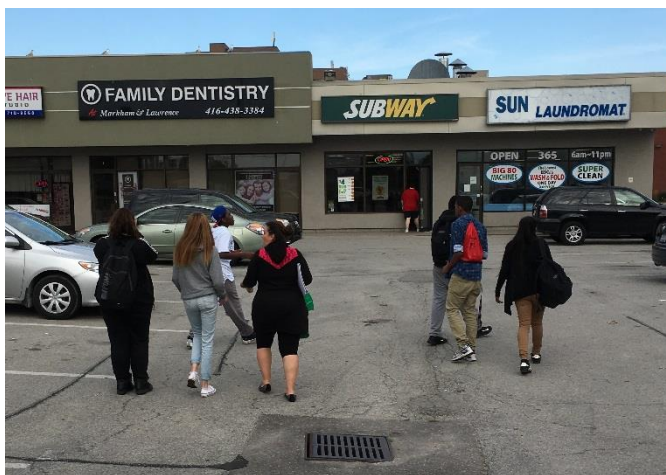


Crafts & video games in the summer

Learn to DJ Workshop



Photoshop artwork by one of the youth



Community mapping with the Artist in the Library



3D Printer Certification



International Youth Day Forum

TORONTO PUBLIC LIBRARY

WiFi Hotspot Lending Program

- Cedarbrae is 1 of 6 libraries running the pilot program.
- Participants receive a WiFi device with unlimited data usage





Activity Measures (2015)

Visits – 352,780

Circulation – 522,254

Program attendance – 19,473

Workstation users – 243,984 – highest
amongst the District branches

Cedarbrae – A happening place with something for everyone!





MINUTES

Page 1

Toronto Public Library Board

Meeting No. 8: Monday, September 26, 2016, from 6:05 p.m. to 8:10 p.m.

Toronto Reference Library, Board Room, 789 Yonge Street, Toronto

Members Present:

Mr. Ron Carinci (Chair)
Ms. Lindsay Colley (Vice Chair)
Councillor Paul Ainslie
Councillor Sarah Doucette
Councillor Mary Fragedakis
Ms. Sue Graham-Nutter
Ms. Dianne LeBreton
Mr. Ross Parry
Ms. Archana Shah

Regrets:

Mr. Strahan McCarten
Ms. Eva Svec

16-154 Call to Order

Ron Carinci called the meeting to order at 6:05 p.m.

Vickery Bowles introduced Alex Hocesvar, Director, Digital Services & Emerging Technologies.

Gillian Smith, Chair, Toronto Public Library Foundation Board introduced Jennifer Jones, President, Toronto Public Library Foundation.

16-155 Declarations of Conflicts of Interest

There were no Declarations of Conflicts of Interest by members of the Library Board.

Toronto Public Library Board

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16-156 Approval of Agenda

Moved by Councillor Ainslie, seconded by D. LeBreton:

That the Toronto Public Library Board:

1. *approves the agenda.*

Carried

16-157 Confirmation of June 27, 2016 Toronto Public Library Board Meeting Minutes

Moved by S. Graham-Nutter, seconded by A. Shah:

That the Toronto Public Library Board:

1. *confirms the Minutes of the June 27, 2016 Toronto Public Library Board meeting.*

Carried

16-158 Approval of Consent Agenda Items

Moved by Councillor Doucette, seconded by D. LeBreton:

That the Toronto Public Library Board:

1. *approves the consent agenda and all other items not held on consent.*

Carried

The following item was held for further consideration:

- *Runnymede Branch – Closure for Renovation;*

16-159 Business Arising from the Minutes

There were no *Business Arising from the Minutes* items at the September 26, 2016 meeting.

16-160 City Librarian's Report (Approved by Consent)

That the Toronto Public Library Board:

1. *receives the City Librarian's Report for information.*

Carried

Toronto Public Library Board**Meeting No. 8: Monday, September 26, 2016, from 6:05 p.m. to 8:10 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

16-161 Communications (Approved by Consent)*That the Toronto Public Library Board:*

1. *receives Communication (a) from The Honourable Eleanor McMahon, Minister of Tourism, Culture and Sport to Ron Carinci, Chair, Toronto Public Library dated July 22, 2016 regarding the launch of Ontario's first Culture Strategy, for information;*
2. *receives Communication (b) from Ron Carinci to The Honourable Eleanor McMahon dated August 2, 2016 welcoming her to the position of Minister of Tourism, Culture and Sport, for information;*
3.
 - a. *receives Communication (c) from Pierre Mercier, President, Ontario Library Board Association (OLBA) dated August 29, 2016 to The Secretary, Toronto Public Library Board; and*
 - b. *endorses the proposed change to the electoral regions of the Ontario Library Association (OLA) as outlined in Pierre Mercier's communication to modify the alignment of the OLBA Council regions to include the Greater Toronto Area and to ensure multiple library boards in each region.*
4.
 - a. *receives Communication (d) from Susan Benton, President/CEO, Urban Libraries Council (ULC) dated September 7, 2016 to Vickery Bowles, City Librarian, Toronto Public Library;*
 - b. *expresses recognition and profound appreciation to the Bill & Melinda Gates Foundation for its groundbreaking work in support of public libraries, its contribution to building the capacity of public libraries and, in particular, its funding to the Toronto Public Library in the amount of \$1.9 million; and*
 - c. *requests City of Toronto Council to pass a resolution recognizing the Bill & Melinda Gates Foundation's support for the Toronto Public Library.*

Carried**Presentations****16-162 Friends of Toronto Public Library**

Linda Diener, President and Frank Velikonja, Vice President, Friends of Toronto Public Library addressed the Board regarding the work of the Friends at Toronto Public Library. Over the past 25 years, the Friends have raised approximately \$2 million by selling books withdrawn from the Library and donated by the public at two Book Ends store locations; at the North York Central Library and at the Toronto Reference Library. This achievement is accomplished entirely by volunteers; in 2015 the Friends' membership volunteered more than 8,000 hours.

Toronto Public Library Board**Meeting No. 8: Monday, September 26, 2016, from 6:05 p.m. to 8:10 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

Presentations – continued**Friends of Toronto Public Library – continued***Moved by Councillor Fragedakis, seconded by Councillor Doucette:**That the Toronto Public Library Board:*

1. *receives the presentation from Linda Diener and Frank Velikonja, Friends of Toronto Public Library regarding the Friends of Toronto Public Library for information; and*
2. *acknowledges and congratulates the Friends of Toronto Public Library for the extraordinary efforts of the Friends of Toronto Public Library over the past 25 years on behalf of the Toronto Public Library.*

Carried**16-163 Maureen O'Reilly, President, Toronto Public Library Workers Union, Local 4948 CUPE**

Maureen O'Reilly addressed the Board regarding the 2017 operating budget submission. A communication on this matter from Maureen O'Reilly to Ron Carinci was tabled at the meeting.

*Moved by S. Graham-Nutter, seconded by L. Colley:**That the Toronto Public Library Board:*

1. *receives the presentation from Maureen O'Reilly, President, Toronto Public Library Workers Union, Local 4948 CUPE regarding the 2017 Operating Budget Submission for information.*

Carried**16-164 Toronto Public Library Board Education – Small Business Services**

Alessya Quattrociocchi, Librarian, Business, Science & Technology and Entrepreneur in Residence Coordinator provided the Board with a presentation on small business services provided at Toronto Public Library.

*Moved by R. Parry, seconded by A. Shah:**That the Toronto Public Library Board:*

1. *receives the Toronto Public Library Board Education – Small Business Services verbal report for information.*

Carried**Items for Approval:****16-165 2017 Operating Budget Submission**

Vickery Bowles, City Librarian and Larry Hughsam, Director, Finance and Treasurer, provided the Board with an overview of the 2017 operating budget submission.

Toronto Public Library Board**Meeting No. 8: Monday, September 26, 2016, from 6:05 p.m. to 8:10 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

2017 Operating Budget Submission – continued*Moved by Councillor Ainslie, seconded by S. Graham-Nutter:**That the Toronto Public Library Board:*

1. *approves the 2017 operating base budget submission of \$178.763 million net (\$198.371 million gross), which includes 2.0% of efficiency savings towards the City's minus 2.6% target and represents a \$1.588 million net (\$3.604 million gross) or 0.9% increase over the 2016 operating budget;*

Carried**Recorded Vote Requested:**

Yes – 7

Councillor Ainslie, Ron Carinci, Lindsay Colley,
Sue Graham-Nutter, Dianne LeBreton, Ross Parry and
Archana Shah.

No – 2

Councillor Doucette and Councillor Fragedakis.

2. *approves budget enhancements to support the City's Poverty Reduction Strategy totalling \$0.826 million net and gross comprised of enhancements to the successful Internet wi-fi hotspot lending program introduced in 2016, implementation of two additional Youth Hubs and additional funding for programming costs, and continued expansion of popular Sunday service open hours at six additional District branches.*

Carried**Recorded Vote Requested:**

Yes – 9

Councillor Ainslie, Ron Carinci, Lindsay Colley,
Councillor Doucette, Councillor Fragedakis,
Sue Graham-Nutter, Dianne LeBreton, Ross Parry and
Archana Shah.

No – 0

16-166 Motion to Extend the Meeting*Moved by Councillor Doucette, seconded by D. LeBreton:**That the Toronto Public Library Board:*

1. *extends the meeting until the completion of the agenda.*

Carried

Toronto Public Library Board**Meeting No. 8: Monday, September 26, 2016, from 6:05 p.m. to 8:10 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

16-167 2017-2026 Capital Budget and Plan Submission – Revised

Larry Hughsam outlined for the Board the changes to the 2017-2026 capital budget and plan submission since approval by the Board at the June 27, 2016 meeting.

Moved by S. Graham-Nutter, seconded by D. LeBreton:

That the Toronto Public Library Board:

1. *approves the revised 2017-2026 capital budget and plan submission of \$19.967 million debt (\$29.525 million gross) for 2017 and \$215.999 million debt (\$313.725 million gross) over 2017–2026, which is an increase of \$3.879 million debt (\$6.794 million gross) over the original 2017–2026 submission, comprised of:*
 - a. *24 projects totalling \$16.565 million debt (\$25.919 million gross) in 2017 and \$159.432 million debt (\$250.431 million gross) over 2017-2026, which meets the City debt target; and*
 - b. *nine projects totalling \$3.402 million debt (\$3.606 million gross) in 2017 and \$56.567 million debt (\$63.294 million gross) over 2017–2026, which exceeds the City debt target.*

Carried

16-168 2016 Capital Budget Adjustments (Approved by Consent)

That the Toronto Public Library Board:

1. *approves the following cash flow reallocations that have no impact on annual debt levels:*
 - 1.1 *accelerate a total of \$1.650 million gross (\$1.550 million debt and \$0.100 development charges (DC) funding) cash flow from 2017 to 2016 comprised of: \$1.050 million gross and debt for the Multi-Branch State of Good Repair project; \$0.500 million gross and debt for the Technology Asset Management Program project; and \$0.100 million gross and DC for the Wychwood Library project; and*
 - 1.2 *defer a total of \$1.650 million gross (\$1.550 million debt and \$0.100 DC funding) cash flow from 2016 to 2017 comprised of: \$1.500 million gross and debt for the North York Central Library project; \$0.100 million gross and DC for the St. Clair/Silverthorn Library project; and \$0.050 gross and debt for the Bayview-Bessarion Library project; and*
2. *authorizes staff to forward these budget adjustments to the City for approval.*

Carried

Toronto Public Library Board**Meeting No. 8: Monday, September 26, 2016, from 6:05 p.m. to 8:10 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

16-169 City-Wide Real Estate Review*Moved by S. Graham-Nutter, seconded by L. Colley:**That the Toronto Public Library Board:*

1. *endorses the City's centralized service delivery for real estate and the following principles for the Toronto Public Library's participation:*
 - a. *Toronto Public Library Board governance and authority be recognized;*
 - b. *implementation of centralized service delivery for real estate should result in improved services or be cost neutral to Toronto Public Library and provide a net financial benefit;*
 - c. *current service levels for real estate, including associated procurement and project completion rates, be maintained or improved and a service level agreement be put in place, which is satisfactory to the Toronto Public Library Board;*
 - d. *recognition of Toronto Public Library's branches as important public infrastructure, which are highly valued by the community, well used by residents, effectively and efficiently supported by Toronto Public Library facilities operations, and integral to achieving service delivery objectives of the Toronto Public Library Board;*
 - e. *Toronto Public Library be active participants in the development and implementation of the transition plan for centralized service delivery with on-going status reports provided to the Toronto Public Library Board;*
 - f. *Toronto Public Library will proactively engage with the new real estate entity and achieve consensus on matters that affect Toronto Public Library's core business requirements, capital projects, services, established partnerships and strategic priorities; and*
 - g. *recognition of Toronto Public Library Foundation's role as the fundraising body for Toronto Public Library, which includes fundraising for capital projects.*

Carried**Recorded Vote Requested:**

Yes – 8 Councillor Ainslie, Ron Carinci, Lindsay Colley, Councillor Doucette, Sue Graham-Nutter, Dianne LeBreton, Ross Parry and Archana Shah. No – 1 Councillor Fragedakis. Absent – 1 Ross Parry

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16-170 Runnymede Branch – Closure for Renovation**Library Board Decision**

The Toronto Public Library Board on September 26, 2016 adopted the following:

Moved by Councillor Doucette, seconded by A. Shah:

That the Toronto Public Library Board:

1. *approves the closure of the Runnymede Branch for approximately four months;*
2. *approves the plan for alternate service for the duration of the closure; and*
3. *instructs Toronto Public Library staff to inform the local Councillor of the closure dates, extended hours and additional programming at neighbouring branches, and any changes that may occur during the construction period.*

Carried as amended

Motions:

See the following:

Moved by Councillor Doucette, seconded by A. Shah:

That the Toronto Public Library Board:

1. *approves the closure of the Runnymede Branch for approximately four months; and*
2. *approves the plan for alternate service for the duration of the closure.*

Amended

Moved in amendment by Councillor Doucette, seconded by R. Parry:

That the recommendations moved by Councillor Doucette and seconded by A. Shah be amended to add the following recommendation:

1. *instructs Toronto Public Library staff to inform the local Councillor of the closure dates, extended hours and additional programming at neighbouring branches, and any changes that may occur during the construction period.*

Carried

Toronto Public Library Board**Meeting No. 8: Monday, September 26, 2016, from 6:05 p.m. to 8:10 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

16-171 Steeles Branch – Lease Renewal (Approved by Consent)*That the Toronto Public Library Board:*

1. approves a lease renewal agreement with MSQ Realty Inc. for:
 - a. a five (5) year term to commence on September 1, 2016 and terminate on August 31, 2021;
 - b. an annual base rent as follows:
 - i) for years one and two at \$20.50 per square foot for an annual base rent of \$102,684, excluding Harmonized Sales Tax;
 - ii) for years three and four at \$21.00 per square foot for an annual base rent of \$105,189, excluding Harmonized Sales Tax;
 - iii) for year five at \$21.50 per square foot for an annual base rent of \$107,693, excluding Harmonized Sales Tax;
2. authorizes and directs staff to take the necessary action to give effect thereto.

*Carried***16-172 Notice of Motion: Toronto Public Library Datasets on City of Toronto Open Data Portal (Approved by Consent)***That the Toronto Public Library Board:*

1. requests staff to explore placing datasets on the City of Toronto Open Data Portal on a regular basis.

*Carried***Items for Information:****16-173 Operating Budget Monitoring Report – June 30, 2016 (Received for Information by Consent)***That the Toronto Public Library Board:*

1. receives the Operating Budget Monitoring Report – June 30, 2016 for information.

Carried

Toronto Public Library Board

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Toronto Reference Library, Board Room, 789 Yonge Street, Toronto

16-174 Capital Budget Monitoring Report – June 30, 2016 (*Received for Information by Consent*)

That the Toronto Public Library Board:

1. receives the Capital Budget Monitoring Report – June 30, 2016 for information.

Carried

16-175 Board Resolutions – Status Report (*Received for Information by Consent*)

That the Toronto Public Library Board:

1. receives the Board Resolutions – Status Report for information.

Carried

16-176 Adjournment

Moved by D. LeBreton, seconded by Councillor Ainslie:

That the Toronto Public Library Board:

1. adjourns the September 26, 2016 Toronto Public Library Board meeting.

Carried

The meeting ended at 8:10 p.m.

Signed: _____

City Librarian's Report
Monday, October 24, 2016

Advancing Our Digital Platforms

Toronto Public Library (TPL) is pleased to announce the launch of its **new Ready for Reading website** for parents and caregivers of children five and under. The new website, developed with extensive user testing and input, connects parents and caregivers with TPL's carefully chosen collections for young children, storytime programs, easy everyday activities, hands-on learning and reading spaces in branches, and expert staff assistance at library branches across the city. In addition to browsing picture books by family-friendly topics, the site highlights ebooks and other content formats available for young children. Helpful tips and early literacy research and background information is available to assist parents in helping their children develop pre-reading skills in fun and engaging ways. The new website is well-positioned to become a compelling individual and family-friendly destination that complements the branch experience. Comprehensive promotion of the new website is ongoing. Watch for details!

kids.tpl.ca/ready-for-reading

In support of the Library's strategic goals of advancing our digital platforms and breaking down barriers to access, the TPL website now offers **increased access to multilingual collections**. Customers can search and place holds for materials directly from the New to Canada portal by selecting the multilingual language collection from the Materials in Your Language section. The new feature is mobile-friendly, making it easy for customers to place online holds on books, movies, music, and digital content in over 40 different languages, and have their materials arrive at their preferred location for pickup.

Breaking Down Barriers to Access, Driving Inclusion

TPL is currently piloting an **embedded librarianship** program, an exciting concept that moves librarians out of the traditional library setting and into a new framework for providing library service. For the duration of the pilot, TPL has established embedded librarians at the Toronto South and Toronto East Detention Centres, Elizabeth Fry Society, Toronto Employment and Social Services and The Spot – Jane Finch Community Family Centre. An embedded librarian becomes a key member of a specific community, building strong relationships and delivering proactive results. The intent is for the embedded librarian to learn about and understand distinct information needs and respond by providing the best possible mix of library services and programs. Running to the end of 2016, the pilot is part of a key TPL strategic initiative that responds to changes in the way information is accessed and to the overall market for library service.

TPL was invited to participate in a Stephen Lewis Foundation Roundtable Discussion on **developing library services and engaging community outreach to marginalized communities** in five countries in Africa. Held at the end of September, the roundtable was an opportunity to connect and share best practices for library service with librarians and Non-Government Organization (NGO) staff from community-based organizations working in five countries across Africa. The majority of participants work at the

frontlines of their communities through libraries, built through funding by the Blue Lupin Foundation, a private family foundation, in Uganda, Zimbabwe, Ethiopia, Botswana and South Africa. In concert with presentations by Plan Canada, and School Box, TPL offered a presentation on the range of its services, resources, programs and collections that respond to and reflect the needs and interests of diverse customers and communities. TPL's *Ready for Reading* booklets, distributed to the participants, were very well received and appreciated. The group also enjoyed a tour of Parliament and St. James Town branches.

Expanding Access to Technology and Training

This fall, TPL is offering budding and established virtual reality content creators the opportunity to learn from writer, producer, director and virtual reality filmmaker Elli Raynai. On until December 10, the Innovator in Residence program at Scarborough Civic Centre Branch will see Raynai leading workshops, lectures, and other programs about virtual reality. Raynai will also take bookings for one-hour appointments to provide feedback, guidance and technical help to those interested in developing their own virtual reality content. The Innovator in Residence program is made possible by a Community Grant from Google Canada.

tpl.ca/iir

Establishing TPL as Toronto's Centre for Continuous and Self-Directed Learning

Small Business Month, in October, provides an opportunity for customers to sample some of the programs and services that the Library offers throughout the year to people who want to start or grow their small businesses. Business Inc., a successful program offered annually in partnership with the City of Toronto and the Toronto Business Development Centre, is currently underway. The Library's 2016 Entrepreneur in Residence, Sima Gandhi, will be meeting with budding entrepreneurs and running programs throughout the fall. Gandhi has a varied background in private sector startups, spanning several industries, including manufacturing, education and construction.

tpl.ca/smallbusiness

On September 21, Sanderson Branch and Sanderson Youth HUB hosted the Canadian launch of the comic book *Guardians of the Galaxy: Rocket's Powerful Plan*, the latest venture for Visa and Marvel Comics, who team up to provide **financial literacy education to pre-teens and youth**. Surprise guest DeMarre Carroll from the Toronto Raptors spoke to about 60 teens and children about saving their money and focusing their efforts at school. He told the youth about his first experience with a credit card to show them that financial knowledge is an asset for everyone. The audience responded to his questions and eagerly waited to have their picture taken with the Raptor. The comic, published in 16 languages, is available at all TPL branches.

Creating Community Connections through Cultural Experiences

A series of short stories that highlight what the Library means to our users, staff and communities, dubbed **TPL Stories**, launched the last week of September with the story of Ani, who came to Toronto from Guadalajara and landed a job as a designer after learning to

use Adobe Illustrator through Lynda.com, a series of video tutorials that is available for free at the Library. Other TPL Stories feature a newcomer who is studying for his medical accreditation exams with the help of a wifi hotspot from the Library, and sisters who are part of the teen writers group at Brentwood Branch. The stories, which appear once a week, are featured on the Library's Facebook and Instagram pages.

The International Festival of Authors partnered with the Library this year to present **Book Bash: Canadian Children's Literature Festival** at Harbourfront Centre on October 22. The free, fun-filled afternoon featured a variety of activities and programs with Canadian children's authors, illustrators and entertainers. Funding for the festival was made possible by the Muller Scholastic Endowment Fund for Canadian Children's Literature at the Toronto Public Library Foundation. Featured guests included some of Canada's most renowned children's authors, illustrators, storytellers and musicians, including Elise Gravel, Rukhsana Khan, Thao Lam, Kenneth Oppel, as well as original music by a school-aged band of kids called Kingdom of Birds.

tpl.ca/bookbash

Heroes and villains took over the Bloor/Gladstone Branch on October 15 for an action-packed party in the stacks. **Hush Hush**, an annual extravaganza hosted by New Collection, a young patrons membership group of the Toronto Public Library Foundation, featured refreshments, a virtual reality experience, a tattoo parlour, a Toronto Life photo booth, and one of Toronto's hottest female DJs. This all-out, graphic novel party supports programs at Toronto Public Library like the Young Voices program.

tpl.ca/foundation

On September 30 and October 1, TPL partnered with Culture Days and the Neighbourhood Arts Network to offer more than 40 free programs at branches across the city. Culture Days increases Canadians' awareness, accessibility, participation and engagement in the arts and cultural life of their communities. Since its inception in 2009, 10 million Canadians have participated in 40,000 Culture Days activities and events in 900 cities and towns across the country.

tpl.ca/culturedays

The 26th annual **Word on the Street**, held for the second year at Harbourfront Centre, featured three TPL booths. Library staff greeted festival attendees, registered them for library cards, promoted programs and services, did live virtual reality and 3D printing demos, and gave away TPL bags. Half-hour storytelling sessions were popular in the children's tent, and the bookmobile did a brisk business.



8.

**COMMUNICATIONS
GENERAL CORRESPONDENCE**

TORONTO PUBLIC LIBRARY BOARD MEETING – October 24, 2016

It is recommended that the Toronto Public Library Board:

1. receives Communication (a) from Ulli S. Watkiss, City Clerk, City of Toronto to Vickery Bowles, City Librarian, Toronto Public Library dated September 28, 2016 regarding the appointment of Councillor Christin Carmichael Greb as the Mayor's designate to the Toronto Public Library Board, for information.

City Clerk's Office

Secretariat
Marilyn Toft
City Council and By-laws
City Hall, 12th Floor, West
100 Queen Street West
Toronto, Ontario M5H 2N2

Tel: 416-392-7032
Fax: 416-392-2980
e-mail: mtoft@toronto.ca
web: www.toronto.ca/council

September 28, 2016

Ms. Vickery Bowles
City Librarian
Toronto Public Library
789 Yonge Street
Toronto, Ontario
M4W 2G8

Dear Ms. Bowles:

Subject: Appointment of Mayor's Designate to the Toronto Public Library Board

On May 27, 2016 we advised that Councillor Ana Bailão had resigned from the Toronto Public Library Board effective May 26, 2016. Councillor Bailão was the Mayor's designate on the Board.

Mayor Tory has submitted the attached letter (September 28, 2016) advising that he has appointed Councillor Christin Carmichael Greb as his designate on the Toronto Public Library Board, effective immediately.

Yours truly,

A handwritten signature in black ink, appearing to read "M. Toft", with a long, sweeping horizontal line extending to the right.

for City Clerk

M. Toft/

Attachment: (September 28, 2016) letter from Mayor John Tory on appointment of a designate to the Library Board



RECEIVED
CITY CLERK'S OFFICE
SECRETARIAT 12 W

John Tory
Mayor

2016 SEP 28 AM 10 43

Date: September 28, 2016

To: Ulli S. Watkiss, City Clerk

From: Mayor John Tory

Subject: Mayor's Designate on the Toronto Public Library Board

As a result of Councillor Ana Bailao's resignation from the Toronto Public Library Board, I have appointed Councillor Christin Carmichael Greb as my designate on the Toronto Public Library Board, effective immediately.

Sincerely,

A handwritten signature in black ink, appearing to read 'John Tory', written over a printed name and title.

John Tory
Mayor
City of Toronto



**Toronto Public Library
Workers Union**

Local 4948

Affiliated with
CUPE and the
Toronto & York Region
Labour Council

Maureen O'Reilly
President

Brendan Haley
Vice-President

Viveca Gretton
Recording Secretary

Carmela Corrado
Secretary-Treasurer

Brian Raymer
Toronto Reference Library

Brandon Haynes
North York Central Library

Jenna Liu
North Region

Karen Smith
South Region

John Puusa
East Region

Karen DeSimone
West Region

Fitzgerald Steele
Facilities

Steven Burdick
Support Services

20 Eglinton Avenue West
Suite 1109, Box 2053
Toronto, ON M4R 1K8
Telephone: (416) 440-7981
FAX: (416) 440-7984
Email: info@local4948.org

www.local4948.org



Via Regular Mail

October 24, 2016

Ron Carinci, Chair
Toronto Public Library Board
Toronto Public Library
789 Yonge Street
Toronto, Ontario
M4W 2G8

Dear Mr. Carinci:

RE: TORONTO PUBLIC LIBRARY 2017 OPERATING BUDGET

Our submission this evening will be even more simple than last month's. The City Librarian is recommending a budget increase of .9% which includes a reduction of 8.7 FTEs. This month she is also recommending a cut to service hours and to collections to meet city budget reduction target of 2.6%. It has been recognized by the city that your capital budget is facing a major crisis.

Let us remind you of our proud history as reflected in our latest TPLWU Local 4948 Word on the Street book bags. (Distribute bags to board members).

On January 1, 1883, by a vote of a large majority of Torontonians, the Toronto Public Library was established.

According to the Ontario Public Libraries Act, RSO 1990, Chapter P44, Section 20, Powers and Duties of the Board, Sub-section (a), A board shall seek to provide...a comprehensive and efficient public library service that reflects the community's unique needs.

Local 4948, the Library Workers, believe that a reduction of 2.6% coupled with inflation results in an equivalent cut of about 5% which results in a service budget reduction of about \$10 million which is equivalent to closing one branch. This mayor needs to be reminded that he promised in a Toronto Sun editorial in June 2016 that he will not close any public library branches.

We ask this board to advocate on behalf of our library and would challenge you that you can no longer fulfill your mandate as invested with you by the Public Libraries Act. The City of Toronto needs to be reminded of that.



**Toronto Public Library
Workers Union**

Local 4948

Affiliated with
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FAX: (416) 440-7984
Email: info@local4948.org

www.local4948.org



Torontonians cherish their public library.

Let's work together to keep it great. Great Library. Great City. Great People.

Yours sincerely,

Maureen O'Reilly

Maureen O'Reilly
President
TPLWU Local 4948

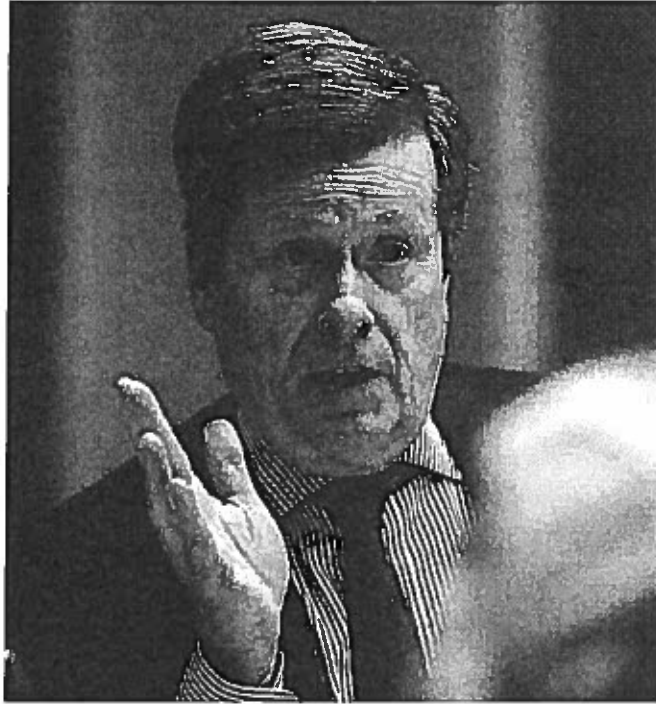
cc. TPLWU Executive Board

Attach.

City's finances aren't black and white: Tory

JOHN TORY, SPECIAL TO THE TORONTO SUN

FIRST POSTED: MONDAY, JUNE 06, 2016 08:10 PM EDT | UPDATED: MONDAY, JUNE 06, 2016 09:28 PM EDT



Mayor John Tory at the Police Services Board meetin May 19, 2016. (Craig Robertson/Toronto Sun)

TORONTO - When it comes to the City of Toronto's finances, the conversation is often framed around whether we have a revenue problem or a spending problem.

The truth is, we have both. And as mayor, I intend to deal with both — keep this city affordable and support the services and amenities, like parks and public libraries, that make Toronto a great place to live.

When it comes to spending, the city must use our tax dollars more efficiently. We are stuck in the past. We need to use the vast amounts of data we collect to ensure our programs are delivering value for money and we need to embrace technology to provide a customer service experience citizens expect in 2016.

We also need to ask whether the city needs to be delivering certain services at all, or whether it can be done on a more cost-effective basis by the private sector.

Garbage is but one service I would put in this category. However, my approach to this will be led by facts — not ideology. If it is cheaper and more efficient to contract out, I will support it. If the answer is “no,” I won't.

In the coming weeks, a task force of civilian experts and police officials will report on policing and how we ensure a modern police service that uses intelligence and technology to more effectively deploy highly-trained and, yes, costly police resources. This has been talked about for a many years. On my watch, it will happen within weeks.

This month we will also move ahead with consolidating the city's fourteen different real estate divisions, eliminating duplication and associated costs.

This could become a template for how we merge other functions like IT, procurement and accounting. Again, others have talked about this. I'm getting it done.

We must rein in spending. But my approach will always be balanced by what's in the public interest.

It cancel bus routes on which some of our poorest citizens depend to get to work and home again. And I will not close libraries where children learn to read and new immigrants get help with English so they can apply for jobs. That was the approach of my predecessor. It will not be mine.

If we want to build a truly great city, if we want to attract investment and talent from around the world, we need to build modern rapid transit and quality affordable housing.

We need to repair our social housing stock or else hundreds of families will be on the street. We also have to deal with the thousands of other families who are on the waiting list for affordable housing.

Workers shouldn't have to commute 90 minutes each way to work because they can't afford to live near their jobs.

All of this costs money.

We need new and reliable dedicated ways to pay for these large transit and housing projects. I won't put this on the backs of property taxpayers as I've repeatedly said, and I won't do what my predecessor did and just pretend we didn't have to pay by not issuing hundreds of millions of dollars in debt needed to finance many of the new projects the city desperately needs to build. That's not responsible. And it's not honest.

Let's stop pretending that our finances are a black and white issue.

It's not cut or spend. It will have to be a mix of both and I firmly believe the way to take Toronto from good to great is by using this approach.

— *Tory is mayor of Toronto*

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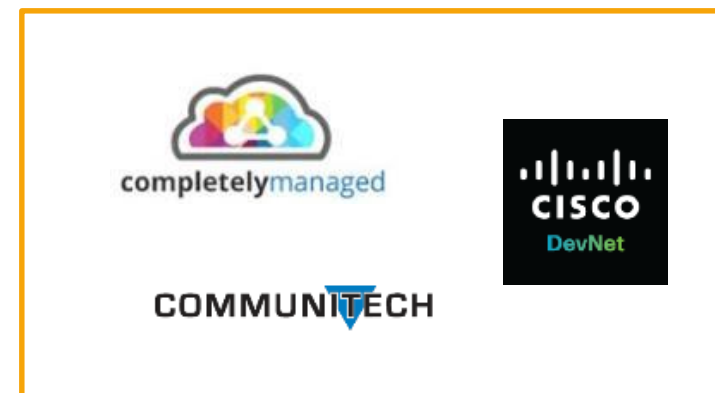
Innovate



Invest



Innovation Centre



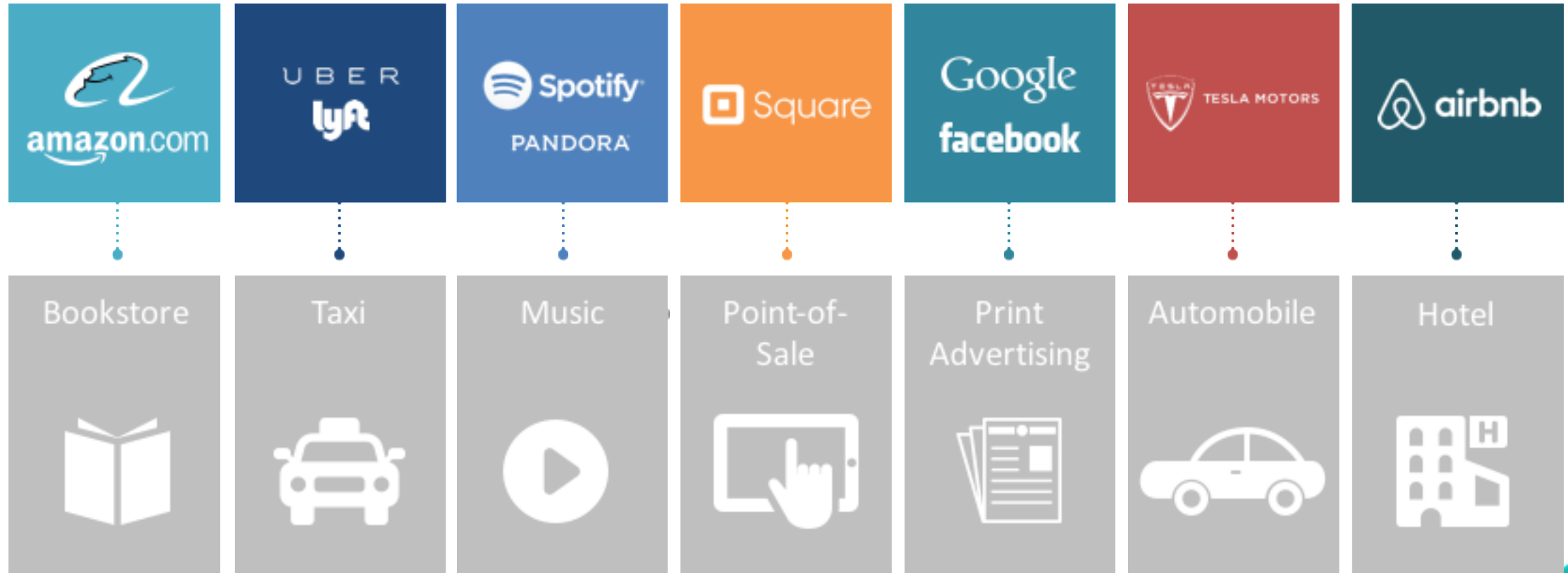
Connected North

TRANSFORMING LIVES THROUGH TECHNOLOGY

Connected North is a ground-breaking virtual program that uses Cisco's internet networking and collaboration solutions to enhance education in remote, underserved communities across Canada's north.



Digital Business is Creating the Digital Economy



Cities and Communities are Becoming Digital



A converged **City Network** creates a “City Platform” to facilitate urban services

Financial model for projected revenue generation with ROI

Inclusive platform to engage citizens and expose the What, Where, When for a community to:

- Inform
- Protect
- Revitalize

Leveraging the City Platform to attract, retain and empower entrepreneurs, start-ups, and business to create new urban services.



Collaboration with the Toronto Public Library

IT customer

TPL Strategic Plan

Cisco & TPL MOU

**\$110K Cisco Technology
Investment
PanAm Legacy Donation**

Public Consultation

Ideation & Use cases

Library Programing



Transformative Use Cases and New Services



"Think Like and Astronaut"

Technology

Cisco Telepresence

Venues

TRL Appel Salon
4 TPL Branches
Deer Lake First Nation

Outcomes

Community
Engagement
Program Accessibility
Youth and Education

We're Just Getting Started....

Enables

-  Productivity
-  Cost Reduction
-  Faster response to Customer

Differentiates

- 2.0 New Experiences
-  Process Innovation
-  Distributed Intelligence

Defines

-  Industry Transformation
-  Constant Innovation
-  New Growth

Thank you



Property Redevelopment Feasibility Report

Date:	October 24, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

At the meeting on September 21, 2015, the Toronto Public Library Board considered the Property Redevelopment Feasibility report and adopted a recommendation for staff to work with the City and Build Toronto to develop a business case for a pilot project to redevelop a library property with the objective of rebuilding a library on site and generating funding that could be used to address other state of good repair (SOGR) issues.

Build Toronto has completed their analysis and has concluded that while value could be generated from the redevelopment of certain Toronto Public Library (TPL) properties, no excess funding would be available to address other SOGR issues. Furthermore, TPL would likely need to make a net investment in order to construct a new library onsite. No redevelopment project is being recommended at this time.

Representatives from Build Toronto and City Real Estate will be in attendance at the meeting to present their review.

On July 12, 2016, City Council adopted in principle the directions to move to a centralized real estate operating model as described in the City Wide Real Estate Review report, ensuring the City is effectively positioned to strategically leverage its real estate portfolio and maximize operating efficiencies. A new centralized real estate entity would consolidate all core real estate and facilities management operations and functions over the next two to four years.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. not proceed with a pilot redevelopment project at this time based on Build Toronto's financial analysis that shows no excess funds would be generated to address other state of good repair needs; and

2. continues to explore development and planning opportunities for Toronto Public Library real estate in conjunction with of the City-Wide Real Estate Review and the centralized real estate entity.

FINANCIAL IMPACT

This report has no financial impact beyond what has been approved in the 2016 approved operating budget.

Build Toronto has concluded that while some value could be generated by the redevelopment of certain TPL properties, the analysis indicates that no excess funding would be generated in order to address other SOGR issues, and TPL would likely need to make a net investment in order to construct a new library onsite.

Opportunities to find efficiencies in the TPL real estate portfolio should be viewed as a continuous process. As part of the City-Wide Real Estate Review, City staff will continue to explore development and planning opportunities with TPL, including: (1) reducing capital cost of construction; (2) co-locating in mixed-use developments; (3) alternative service delivery models and its impact on real estate requirements; and (4) reconsidering parking solutions on a site-by-site basis.

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

DECISION HISTORY

At the meeting on September 21, 2015, the Toronto Public Library Board considered the Property Redevelopment Feasibility report and adopted the following motion:

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/sep21/12-Property-Redevelopment-Feasibility.pdf>

That the Toronto Public Library Board:

1. *approves Toronto Public Library staff, in consultation with the City Manager, Deputy City Manager and Chief Financial Officer, and other City and Build Toronto staff, to 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 which could be used to address the state of good repair backlog for branches in neighbourhood improvement areas;..*

At the meeting on September 26, 2016, the Board considered the City-Wide Real Estate Review report and endorsed the City's centralized service delivery for real estate as well as a number of principles for the TPL's participation in the initiative.

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/sep26/14-city-wide-real-estate-review.pdf>

ISSUE BACKGROUND

The Public Libraries Act requires Council approval before the Library Board can perform real estate transactions. Council has delegated limited authority to the Library Board to lease properties for its use or to tenants.

At the March 23, 2009 Board meeting, the Build Toronto and City Real Estate Strategy report explained the role of Build Toronto and the City Real Estate Strategy. Build Toronto is a City agency whose mandate is to unlock the value in under-utilized lands.

At the meeting on September 21, 2015, the Board considered the Property Redevelopment Feasibility report which described a potential model for redevelopment, including financial considerations. For potential redevelopments, TPL would require a rebuilt and improved library which meets the Service Delivery Model and is able to deliver modern library services efficiently and effectively. The report also listed a number of parameters that must be met for a successful redevelopment project, including:

excess funds from the redevelopment must be directed to TPL's SOGR backlog, in consultation with the City Manager and Deputy City Manager and Chief Financial Officer;

At the September 21, 2015 Board meeting, Josie Scioli, the City's Chief Corporate Officer, made a presentation on the City-Wide Real Estate Review, an initiative to review how the City and its Agencies manage real estate operations. In connection with the review, Library staff met with the consultants, Deloitte LLP, City Real Estate staff, and the Expert Advisory Panel and provided detailed information on all TPL properties and how they are managed.

At the June 27, 2016 Board meeting, the Chief Corporate Officer made a presentation on the findings and recommendations from the City-Wide Real Estate Review. The recommendations were to be included in a report to the June 28, 2016 meeting of Executive Committee and the July 12, 2016 meeting of Council.

COMMENTS

Library staff provided information on all 102 properties, including SOGR needs and construction costs and size requirements for a new library. A number of meetings were held with staff from Build Toronto and City Real Estate. Build Toronto mapped all the properties and considered a number of factors such as location, size of property, proximity to higher order transit, official plan and zoning, age and condition of buildings, consideration of other city services on shared sites and local conditions or encumbrances. A short list of TPL properties was determined, based on site development potential over the short-term. Over the summer, Build Toronto performed additional due diligence on the short listed projects that resulted in creating a design development concept for three properties: Don Mills branch (888 Lawrence Ave. E); Parkdale branch (1303 Queen St. W.); and Brookbanks branch (210 Brookbanks Dr.). Design concepts used a balanced approach that sought to maximize on-site density while considered the following:

- In-force planning permissions;
- Surrounding market comparables / activity;
- Site context;
- Applicable design guidelines.

Build Toronto's analysis indicated that the value of the potential excess density (i.e., after considering the space requirement for a new library) of each site was not adequate to cover the cost of constructing a new library, requiring TPL to make a net investment. While some value could be generated by the redevelopment of certain TPL properties to address SOGR needs at the site, the analysis indicated that no excess funding would be generated in order to address other SOGR issues.

It is important to note, that findings represent Build Toronto's preliminary analysis. Further, the local Councillor's office or Planning staff have not reviewed any of the concepts, given that meetings with the local Councillor or Planning were premature at this time. As the TPL real estate portfolio review continues as part of the City-wide initiative for managing real estate, consultation with the local Councillor and Planning will provide the necessary feedback to development concepts.

Build Toronto also identified other properties that may have longer-term potential for development.

Representatives from Build Toronto and City Real Estate will be in attendance at the meeting to present their review.

On July 12, 2016, City Council adopt in principle the directions to move to a centralized real estate operating model as described in the City Wide Real Estate Review report, ensuring the City is effectively positioned to strategically leverage its real estate portfolio and maximize operating efficiencies. A new centralized real estate entity would consolidate all core real estate and facilities management operations and functions over the next two to four years.

CONCLUSION

A pilot redevelopment project is not being recommended at this time as no excess funds would be generated to address other SOGR needs. Staff will continue to explore development and planning real estate opportunities in conjunction with the City Wide Real Estate Review and the centralized real estate entity.

CONTACT

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

SIGNATURE

Vickery Bowles
City Librarian

2017-2019 Fundraising Priorities

Date:	October 24, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to present Toronto Public Library's (TPL's) 2017-2019 fundraising priorities to the Toronto Public Library Board for approval. The new Fundraising Priorities and a new approach to donation designation provide transformational opportunities to attract major gifts and sustained giving to contribute to achieving the outcomes of the Library's Strategic Plan, *Expanding Access, Increasing Opportunity, and Building Connections 2016-2019*.

The priorities were developed in response to a recommendation by the Library Board that the Library and Foundation work together to better achieve both the Library's strategic goals and the Foundation's fundraising efforts on behalf of the Library.

Toronto Public Library's 2017-2019 Fundraising Priorities are as follows:

- Neighbourhood Renewal: Building and Spaces;
- Life Long and Self Directed Learning;
- Innovation: New and Emerging Technologies;
- Access to Culture and Preserving Heritage.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the 2017-2019 Fundraising Priorities: Neighbourhood Renewal: Building and Spaces; Life Long and Self Directed Learning; Innovation: New and Emerging Technologies; and Access to Culture and Preserving Heritage; and
2. directs library staff to work with the Toronto Public Library Foundation to implement the new approach to fundraising in support of the 2017-2019 Fundraising Priorities pending approval of the Toronto Public Library Foundation Board.

FINANCIAL IMPACT

The Foundation's contribution to the Library's programs and services supplement the Library's approved capital and operating budgets. The Toronto Public Library Foundation is an important source of funding and builds capacity for the Library to enhance the level, range and quality of library service for residents and communities across Toronto.

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

DECISION HISTORY

At its March 21, 2016 meeting, the Toronto Public Library Board approved the 2016 Fundraising Priorities report <http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/mar21/11-2016-fundraising-priorities.pdf> outlining that the Library and Foundation would work collaboratively to develop a new approach to fundraising to *better achieve both the Library's strategic goals and the Foundation's fundraising efforts on behalf of the Library.*

BACKGROUND

The Letter of Understanding between the Toronto Public Library Board and the Toronto Public Library Foundation Board sets out responsibilities for fundraising:

- *The Library is responsible for setting identified funding priorities. The Library will work closely with the Foundation to determine appropriate fundraising goals and priorities for the enhancement of the Library;*
- *The Foundation agrees to seek funding on behalf of the Library toward identified Library funding priorities.*

COMMENTS

The 2017-2019 Fundraising Priorities were developed in response to insights gained through an assessment of the Foundation and Library's state of readiness to capture transformational investment through major gifts. The assessment was led by a fundraising consultant engaged by the Foundation and included consultation and collaboration between Library and Foundation staff.

The assessment outlined two overarching issues: TPL's fundraising priorities in prior years focused on projects that were not large enough in scope to attract major donations, and that fundraising efforts by the Foundation for smaller programs and projects were inefficient.

To address these insights the consultant worked with TPL and the Foundation to develop four fundraising priorities to advance the outcomes of the strategic plan, and a new approach to fundraising to attract both major gifts and sustained annual giving.

2017-2019 Fundraising Priorities

It is recommended that the Library Board approve the 2017-2019 fundraising categories as summarized below. **Sample** programs and projects are outlined below to illustrate the types of fundraising initiatives that could be undertaken.

- **Neighbourhood Renewal: Building and Spaces**
 - Enhancing the transformation of North York Central Branch as a technology hub and centre of digital innovation and learning;
 - Renovating Downsview Branch as a vital community hub connecting residents and offering a high quality public space;
 - Rebuilding Parkdale Branch as a catalyst for neighbourhood revitalization and a resource for local residents.
- **Life Long and Self Directed Learning**
 - Providing supportive after school opportunities for children and youth across the City;
 - Offering cutting edge learning technology and STEM programs supported by leading edge technology and equipment across the city.
- **Innovation: New and Emerging Technologies**
 - Introducing interactive visualization walls and other technology enhancements with collocated learning spaces;
 - Leveraging existing partnerships to expand WiFi Hotspot ending to additional participants.
- **Access to Culture and Preserving Heritage**
 - Delivering world class literary and cultural programs with new opportunities for engagement;
 - Celebrating local music, through collections, concerts, instrument lending, practice and recording spaces and equipment.

With the approval of the Fundraising Priorities by the Library Board, library staff will work with the Foundation to further develop cases for support. The Foundation will assess the feasibility of funding the projects and prioritize fundraising efforts to achieve the best possible results.

To increase the efficiency of the Foundation's fundraising efforts, a new approach to donation designation is recommended. Going forward new donors who commit \$25,000 or more may choose to restrict the funds to one of the Fundraising Priorities. Donations under \$25,000 will generally support the Library's Fundraising Priorities and cannot be restricted to a specific program, giving the Foundation and Library the flexibility to designate funds to areas of highest priority. This new approach will be phased in pending approval by the Toronto Public Library Foundation Board.

Any naming opportunity related to the 2017-2019 Fundraising Priorities will be brought forward to the TPL Board for consideration and approval in compliance with the Library

Board's Naming Policy, which requires Board approval for the naming of branches, rooms, programs and collections in relation to recognition, donations or sponsorship.

Going forward, the Foundation and Library reporting will highlight how fundraising by the Foundation supports the achievement of the Library's Strategic Plan and its outcomes as aligned with the recommended Fundraising Priorities.

CONTACT

Elizabeth Glass; Director, Planning, Policy & Performance Management; Tel: 416-395-5602;
E-mail: eglass@torontopubliclibrary.ca

Moe Hosseini-Ara; Director, Branch Operations & Customer Experience; Tel: 416-397-5944
E-mail: mhoss@torontopubliclibrary.ca

Pam Ryan; Director Service Development & Innovation; Tel: 416-393-7133
E-mail: pryan@torontopubliclibrary.ca

SIGNATURE

Vickery Bowles
City Librarian



Fundraising Priorities Development

Toronto Public Library & Foundation

Presentation to the Board: October 24, 2016



Process

- Presentations, consultation, group sessions held to develop new fundraising priorities for the Library & Foundation 2016 and beyond
- 4 group sessions held:
 - March 29
 - April 26
 - May 16
 - May 18

Insights

- More effective and efficient administration of donor dollars that will increase impact for both donors and the Library
- Big ideas to get Library on radar for major philanthropists
- More focus and visionary projects to generate increase in Individual Major Gifts
- New strategic plan
- New leadership
- Ability to showcase TPL programs, people and impacts in more significant way

From the TPL Strategic Plan 2016-2019



Expanding **A**ccess
Increasing **O**ppportunity
Building **C**onnections

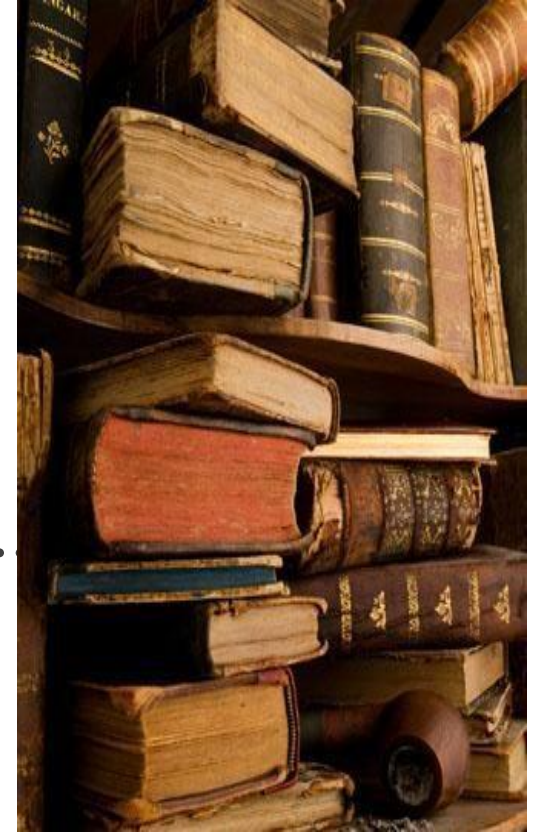
Outcome:

With expanded access to technology, lifelong learning, and diverse cultural and leisure experiences, Torontonians have increased opportunities for growth and success, and stronger connections.

**Partnerships and private sector funding
will be key to the success of this plan**

What We Know

- Impact is key
- Donors want to engage
- Big donations take time
- “You get what you pay for...”
- People assume the Library means.....



Funding Priorities

1. Neighbourhood Renewal (Capital Buildings & Spaces)
2. Lifelong & Self Directed Learning (Programs & Collections)
3. Innovation (New & Emerging Technologies)
4. Access to Culture & Preserving Heritage

So what is new about this approach?

Transformational Gifts: \$1,000,000+

Leadership Gifts: \$100,000 to \$999,999

Major Gifts: \$25,000-\$99,999

- Gifts may be designated to specific programs, collections or priorities under the 4 priority areas

TPLF Fund Gifts: \$24,999 and under

- Gifts cannot be designated but should fall under the priority areas according to Library priorities

Critical Success Factors

- Culture of philanthropy embedded into user experience and through 100 libraries so they are ambassadors
- Focus on Transformational, Leadership and Major Gifts
- Infrastructure – right & resourced teams – TPL & TPLF
- New approach to annual fund to create flexibility, ease of reporting & additional undesignated funds towards TPL designated priorities
- Case for support for giving – higher purpose and specifics
- Strategic thinking/focus on ROI

Thank you!

Robin Fowler, CFRE

Senior Counsel, Offord Group and
Senior Consultant & Principal, Marts & Lundy

647-300-3594

Robin@theoffordgroup.com

www.theoffordgroup.com

Offord Group
A MARTS & LUNDY FIRM



2017 Operating Budget – City Target

Date:	October 24, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to present, for Toronto Public Library Board consideration, options to meet the City's 2017 operating budget reduction target of -2.6%, given the Library has already achieved a 2.0% efficiency savings.

Toronto Public Library's (TPL's) 2017 operating base budget submission, approved by the Board at the meeting on September 26, 2016, represents a \$1.588 million net, or 0.9%, increase over the 2016 operating budget, and includes efficiencies totalling \$3.529 million or 2.0%. The 2017 base budget is a reasonable and responsible funding request necessary to maintain existing services and service levels. TPL has an excellent fiscal track record of continuously improving services by responding to increasing and changing service demands while controlling and reducing costs through the implementation of efficiencies, innovation and new technology. TPL's average budget increase over the last six years represents less than one-half of the rate of inflation.

In order to meet the -2.6% target, TPL would need to find additional savings totalling \$6.195 million, or 3.5%. A reduction of this magnitude would negatively impact both service hours and the collections budget. This report presents strategies to further reduce the budget, including a reduction to weekday service hours saving of \$4.412 million, and a \$1.782 million, or 9.2%, reduction to the library materials budget to meet the City's budget target.

TPL staff will continue to look for additional efficiencies and new revenue opportunities.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. considers service reductions totalling \$6.195 million, or 3.5% of the budget, comprised of reductions to Monday to Friday open hours saving \$4.412 million and a \$1.782 million reduction to the collections budget, required to meet the City's operating budget reduction target of -2.6%.

FINANCIAL IMPACT

The 2017 operating base budget submission of \$178.763 million net (\$198.371 million gross) represents a \$1.588 million net, or 0.9%, increase over the 2016 operating budget, and includes efficiencies totalling \$3.529 million or 2.0%.

In order to meet the City's operating budget reduction target of -2.6%, TPL would need to find additional savings totalling \$6.195 million, or 3.5%. A reduction of this magnitude would negatively impact both service hours and the collections budget. This report presents strategies to further reduce the budget to achieve the budget target, including a reduction to service hours saving \$4.412 million and a reduction of \$1.782 million, or 9.2%, to the library materials budget.

TPL will continue to look for additional efficiencies and new revenue opportunities.

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

ALIGNMENT WITH STRATEGIC PLAN

Reductions to service hours and collections required to meet the City's target do not align with TPL's strategic plan as they would increase barriers to access for Toronto residents, and reduce local, easy access to the library services they want and need. In particular, it would reduce the responsiveness of service hours and access to public and community spaces, and reduce the availability and selection of materials for research, study and recreation.

DECISION HISTORY

At its meeting on July 12, 2016, City Council considered the 2017 Budget Process – Budget Direction and Schedule report and adopted an across the board budget reduction target of -2.6 percent net below the 2016 approved net operating budgets.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.37>

At its meeting on September 26, 2016, the Board considered the 2017 Operating Budget Submission report and endorsed a base budget of \$178.763 million net (\$198.371 million gross), which represents a \$1.588 million net (\$3.604 million gross), or 0.9%, increase over the 2016 operating budget.

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/sep26/11-2017-operating-budget-submission.pdf>

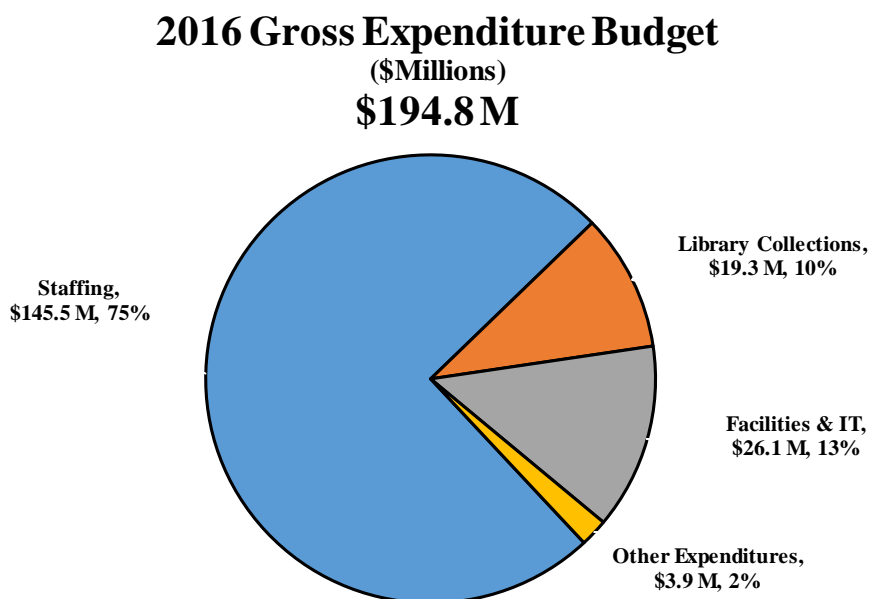
ISSUE BACKGROUND

TPL's 2017 operating base budget submission represents a \$1.588 million net, or 0.9%, increase over the 2016 operating budget, and includes efficiencies totalling \$3.529 million net, or 2.0%, resulting from technological innovations related to integrated payment solutions and operational efficiencies, and increased revenues.

As part of the 2016 operating budget, Council approved a budget reduction for TPL of \$0.370 million, or 0.2%. Staff identified savings that reduced the 2016 budget; these savings would normally have been realized and applied towards achieving the 2017 budget target. When combined with the 2017 budget efficiencies, this would result in total efficiencies of \$3.899 million, or 2.2%.

COMMENTS

As illustrated in the chart below, the vast majority of TPL's budget, approximately 98%, is comprised of staffing to deliver service, collections for borrowing, and operating costs for buildings and IT infrastructure. This does not provide much flexibility to manage budget reductions without impacting service delivery.



In order to meet the City's operating budget reduction target of -2.6%, TPL would need to find additional savings totalling \$6.195 million, or 3.5%, and a reduction of this magnitude would negatively impact both service hours and the collections budget. A budget reduction strategy to meet the City target includes a reduction to Monday to Friday service hours saving \$4.412 million, or 10.8% less service, and a reduction of \$1.782 million, or 9.2%, to the library materials budget. In allocating the service reductions, measures have been taken to mitigate the negative impacts so that no neighbourhoods or customer groups are disproportionately impacted. Also, popular weekend hours are not being considered, and programs targeted to serve particular groups are excluded because of the disproportionate impact on those groups.

Major Service Reductions to meet target (\$000s)

	<u>FTE</u>	<u>NET</u>	<u>%</u>
Monday to Friday Service Hours Reduction	(49.1)	(4,412.3)	-2.5%
Library Collections Reduction		(1,782.2)	-1.0%
Service Reductions to meet target	<u>(49.1)</u>	<u>(6,194.5)</u>	<u>-3.5%</u>

Hours of Service Reduction

Service hours reductions of \$4.412 million (including 49.1 Full Time Equivalent positions) would result in a loss of almost 30,000 Monday to Friday hours of service per year, which represents approximately 10.8% less service and the impact is illustrated in the table below:

Number of Branches	Current hrs / wk	New hrs / wk	Change in Service	Outcome per branch / wk
2 R&R	65.5	59.0	(7.0) hrs	loss of 1 morning & 1 evening
17 District	65.5	59.0	(7.0) hrs	loss of 1 morning & 1 evening
2 Neighbourhood	62.0	40.0	(22.0) hrs	loss of 1 full day, 2 mornings & 1 evening
5 Neighbourhood	65.5	50.5	(15.0) hrs	loss of 2 mornings & 2 evenings
20 Neighbourhood	62.0	50.5	(11.5) hrs	loss of 2 mornings & 1 evening
9 Neighbourhood	50.5	40.0	(10.5) hrs	loss of 1 full day
9 Neighbourhood	50.5	50.5	no change	no change
34 Neighbourhood	40.0	40.0	no change	no change
2 Neighbourhood	28.0	28.0	no change	no change

After the hours reductions, which includes cuts to service in Neighbourhood Improvement Areas, the resulting Monday to Friday service schedules would be (Saturday and Sunday hours remain unchanged):

- 2 R&R and 17 District: 59.0 hours per week is five days Monday to Friday with four evenings
- 34 Neighbourhood: 50.5 hours per week is five days Monday to Friday with three evenings
- 45 Neighbourhood: 40.0 hours per week is five days Tuesday to Friday with two evenings

Hours of Service Reduction Framework

The following factors are considered in equitably allocating open hour reductions to branches:

- distributed access to library resources across the city;
- greatest number of open hours at largest and busiest branches across the city;
- a balance of morning, evening and weekday hours;
- standard schedules to maximize efficiency of operations; five, six and seven day service at branches across the city, with a minimum service level of five days, 40 hours per week, with the exception of Swansea Memorial and Todmorden Room;
- existing Sunday service maintained at two Research & Reference, 17 District and 14 Neighbourhood branches across the city, which have the greatest access to collections and services accessible in all areas of the city;
- given the magnitude of budget reductions required to meet the -2.6% target, some branches that are located within the City's TSNS (Toronto Strong Neighbourhood Strategy) will have reduced Monday to Friday service hours.

Impact of Service Hours Reductions

Library open hours both during the weekdays and on the weekends provide access to library service to a broad range of individual users and to those attending programs. Morning hours are important to seniors, preschool children and their caregivers; lunch hours to students and workers; afternoon and after school times to elementary and high school students and evening hours provide access to workers, mature students and recreational users.

Residents of all ages, including students, and those engaged in lifelong learning, use the library for computer and wireless access, study space, research materials and attend programs. Access to community meeting rooms by community groups builds community capacity.

Fewer open hours reduces service levels in two ways: the branch is open fewer hours for residents to visit and it limits the time available for study, accessing collections, programs, and technology, less access to safe spaces, cooling centres, government services, newcomer services, job placement information etc.; and when the library is open, the space will be more congested and crowded, reducing access to study and work space, computers/wireless access and to zoned spaces, including those for teens, children and preschoolers.

If the service hours reductions are approved by Council in February 2017, this would result in an additional one-time cut of approximately \$1.100 million to the collections budget in order to phase in and achieve the full-year savings in 2017.

Library Collections Service Reduction

TPL collections include items in a range of formats, languages, reading levels and subjects to serve Torontonians of all ages, backgrounds and abilities. A reduction of \$1.782 million, or 9.2%, to the 2017 collections budget will be allocated to minimize the impact on the public

as much as possible. However, this is significant and would result in a loss of approximately 105,000 items. As noted above, if Council approves the service hours reductions and a one-time \$1.100 million cut to the collections budget is required to phase in the full-year savings, then the total cut to the collections budget would be \$2.882 million, or 14.9%, representing a loss of approximately 170,000 items.

There are already additional pressures on the budget due to the unreasonably high price of e-books and the impact of a strong U.S. dollar relative to the Canadian dollar. In 2016, TPL will pay an estimated \$1.300 million in U.S. conversion costs for collections. Use of the physical collection remains strong so it must also be maintained in multiple formats and languages. A decrease in spending on library materials results in longer wait times and more holds on material to support education, lifelong learning and leisure reading; reduced scope and currency of collections; gaps in some subject areas like children's picture books and fiction because of the deferral of replacements; and reduced satisfaction with the collections among the 70% of Torontonians who use Toronto Public Library resources. Users expect to access library resources in a timely and convenient manner. Circulation, which is directly linked to the availability of current collections, will fall and the Library will no longer be the leader in North American libraries.

Alternative Reduction Options

As part of the 2012 operating budget process, various other budget reduction options were considered, including eliminating: kindergarten and school outreach programs; Ready For Reading early literacy program (pre-schoolers); Leading to Reading program (school age children); adult literacy programs; and Bookmobile service. While the elimination of these programs could produce some savings, they would have a significant negative impact on the most vulnerable customers and undermine the goals of the Library's Strategic Plan and the City's Poverty Reduction Strategy. Furthermore, many of these programs are partially funded by the Toronto Public Library Foundation and Provincial grants and with the elimination of City funding, external support would also be lost. Collectively, the elimination of these services would not significantly contribute towards achieving the City's budget target. For these reasons, these reduction options are not being presented for consideration.

CONCLUSION

The 2017 base budget is a reasonable and responsible funding request necessary to maintain existing services and service levels. TPL has an excellent fiscal track record of continuously improving services by responding to increasing and changing service demands while controlling costs and reducing staff through the implementation of efficiencies, innovation and new technology. TPL's average budget increase over the last six years represents less than one-half of the rate of inflation.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian



STAFF REPORT ACTION REQUIRED

2016 Capital Budget Adjustments

Date:	October 24, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

This report requests Toronto Public Library Board approval to amend Toronto Public Library's (TPL's) approved 2016 Capital Budget and 2017-2025 Capital Plan by adjusting cash flows contained within the Budget and Plan, respectively, to align forecasted project accelerations and deferrals. These reallocations will allow TPL to continue to deliver projects within its capital plan. The adjustments will have a zero dollar impact on the 2016 Capital Budget and 2017-2025 Capital Plan and will align the 2016 Capital Budget to TPL's capital project delivery schedule and program requirements. These budget adjustments will be forwarded to the City for approval.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the following cash flow reallocations which have no impact on annual debt levels:
 - 1.1 accelerate a total of \$1.065 million gross (\$0.527 million debt and \$0.538 development charges (DC) funding) cash flow from 2017 to 2016 comprised of: \$0.915 million gross, \$0.537 million debt and \$0.388 million DC for the Albion Library project; and \$0.150 million gross and DC for the Wychwood Library project, as presented in Attachment 1 (Part A); and
 - 1.2 defer a total of \$1.065 million gross (\$0.527 million debt and \$0.538 DC funding) cash flow from 2016 to 2017 comprised of: \$0.250 million gross and debt for the North York Central Library project; \$0.150 million gross and DC for the St. Clair/Silverthorn Library project; and \$0.665 gross, \$0.277 million debt and \$0.388 million DC for the Dawes Road Library project, as presented in Attachment 1 (Part B); and
2. authorizes staff to forward these budget adjustments to the City for approval.

FINANCIAL IMPACT

The approval of this report will authorize the deferral and acceleration of funds in TPL's approved 2016 Capital Budget and 2017-2025 Capital Plan in the total amount of \$1.065 million gross (\$0.527 million debt financing and \$0.538 million DC financing), as presented in Attachment 1.

Two projects are being delivered ahead of schedule. The accelerated spending of these projects is offset exactly by delays within other projects where design or construction is delayed due to site conditions or the planning approval process.

There are no additional costs as a result of the approval of the recommendations in this report. The recommended adjustments will align the 2016 Capital Budget and 2017-2025 Capital Plan with TPL's capital project delivery schedule and program requirements.

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

ISSUE BACKGROUND

Financial control policies for the City and the Library allow for cash flows to be advanced and spent on accelerated projects to offset cash flow deferrals resulting from projects that are experiencing delays, as long as the overall approved debt level is not exceeded in any year. Effectively, to overcome timing issues, debt room freed up from delayed projects is replaced by additional debt spending on other approved accelerated projects in a single year, resulting in a better match of funding and expenditures and an efficient capital program delivery.

COMMENTS

A separate report, *Capital Budget Monitoring Report – September 30, 2016*, provides a status update on all 2016 capital projects.

TPL is seeking to amend the 2016 approved Budget and 2017-2025 Capital Plan of \$1.065 million gross to better align cash flows with revised forecasted expenditures, reflecting capital project delivery and program requirements. The amendments will ensure proper funding is in place to tender and award contracts.

Attachment 1 lists the 2016 approved and revised cash flows for the capital projects that are proposed to be adjusted. The adjustments are needed to provide additional funding for projects that are proceeding ahead of schedule due to favourable weather/site conditions or strong consultant/contractor performance, projects for which the scope has increased, and projects with higher bid prices due to market price fluctuations and / or new contract requirements.

It is proposed that the additional funding be drawn from capital projects that are currently estimated to be under-spent by year-end, due to lower than expected bid prices on individual contracts or projects that are behind schedule because of: additional time required to complete designs due to complexities within the infrastructure, the property acquisition process, unforeseen ground/site conditions, inclement weather, technical coordination to maintain operations uninterrupted, consultant/contractor performance issues, or negotiation of final payments.

The funding adjustment for projects being delivered ahead of schedule is to be offset by projects that are behind schedule. Descriptions are provided in Parts A and B of Attachment 1.

Library staff will forward these adjustments to the City for approval.

CONCLUSION

The recommended adjustments will align the 2016 TPL's approved Capital Budget with TPL's updated capital project delivery schedules and program requirements.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

Attachment 1: Proposed 2016 Budget Adjustments

**Toronto Public Library
2016 Capital Budget Adjustments**

Attachment 1

**Proposed 2016 Budget Adjustments - Part A
Toronto Public Library 2016-2025 Capital Budget
Accelerated Projects
(\$ Millions)**

Project Name	WBS #	2016 Proposed Reallocation			2017 Proposed Reallocation			Comments
		Gross	Debt	DC	Gross	Debt	DC	
Albion Library Renovation	CLB178-01	0.915	0.527	0.388	(0.915)	(0.527)	(0.388)	Project delivery is ahead of schedule due to strong contractor performance
Wychwood Library Renovation	CLB185-01	0.150		0.150	(0.150)		(0.150)	Project delivery is ahead of schedule
SUB-TOTAL		1.065	0.527	0.538	(1.065)	(0.527)	(0.538)	

**Proposed 2016 Budget Adjustments - Part B
Toronto Public Library 2016-2025 Capital Budget
Delayed Projects
(\$ Millions)**

Project Name	WBS #	2016 Proposed Reallocation			2017 Proposed Reallocation			Comments
		Gross	Debt	DC	Gross	Debt	DC	
North York Central Library Renovation	CLB193-01	(0.250)	(0.250)		0.250	0.250		Start of construction was delayed due to unexpected permit application
St. Clair / Silverthorn Library Renovation	CLB192-01	(0.150)		(0.150)	0.150		0.150	Construction delayed due to lengthy City approval process
Dawes Road Library Construction & Expansion	CLB194-01	(0.665)	(0.277)	(0.388)	0.665	0.277	0.388	Delays due to site negotiation process
SUB-TOTAL		(1.065)	(0.527)	(0.538)	1.065	0.527	0.538	



STAFF REPORT ACTION REQUIRED

15.

Toronto Public Library Board – Self-Evaluation

Date:	October 24, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

This report responds to a request from the Toronto Public Library Board that staff present options for a self-evaluation process for the Library Board. This report presents a recommendation to use an online survey tool to evaluate the Library Board's effectiveness as part of strong, transparent Board governance. To develop the recommendation, staff conducted an environmental scan covering a range of approaches. An e-mail was sent to Board members offering an opportunity to participate in consultation on the options.

It is proposed that the Toronto Public Library Board conduct a pilot self-evaluation during the month of November 2016 with the results being presented to the Board in January 2017 for consideration.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the self-evaluation tool as outlined in Attachment 1 to be conducted using an online survey tool; and
2. conducts a pilot self-evaluation during the month of November 2016 and discusses the results of the evaluation at the January 2017 meeting.

FINANCIAL IMPACT

There is no financial impact arising from the information in this report.

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

DECISION HISTORY

On April 25, 2016, the Library Board resolved “to undertake a self-evaluation as a pilot in November 2016 and directed staff to consult with Board members on options for the self-evaluation and present options and recommendations to the Board in October 2016.”

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/apr25/13-tplb-self-evaluation.pdf>

ISSUE BACKGROUND

The current Board was appointed in February 2015 by the City for a period of four (4) years. The role of the Board is mandated in the *Public Libraries Act R.S.O. 1990, Chapter P.44*. The City of Toronto, through its Public Appointments Process, has identified the following responsibilities of the Library Board:

- directing and approving the Library's strategic plans, goals, and policies based on community needs, and ensuring they are efficiently and effectively implemented;
- approving the annual operating and capital budgets for recommendation to City Council;
- acting as an advocate for library services; representing the Library before City Council and in the community; and protecting the public's right to read materials of their choice;
- hiring and evaluating the City Librarian, who is responsible for the day-to-day administration of the Library and its staff; and
- is legally accountable for the Library's activities and for ensuring that it complies with all applicable legislation.

To date, the current Board has approved the following processes, procedures and policies that advance their governance responsibilities:

- held an orientation for new Board members;
- revised the Board Procedural By-law;
- approved a Code of Conduct and an Ethical Framework for the Board;
- introduced a consent agenda to facilitate meeting efficiency and a strategic focus;
- held education sessions for the Board (orientation on the revised Toronto Public Library Board Procedural By-law, Artists in the Library etc.); and
- approved a Strategic Plan for the Library 2016-2019.

The decision by the Board to implement a self-evaluation exercise is a further step in supporting good Board governance.

Self-evaluation gives the Board an opportunity to step back from its everyday business and address its governance role. It is considered an essential tool in maximizing Board effectiveness. Self-evaluations can help identify areas of strength and areas for improvement, performance issues and facilitate the development of approaches to addressing these.

The purpose of self-evaluation is to assess the effectiveness of the Board as a whole. A principle of corporate governance is that directors are ‘stewards’ of the corporation, and act as a unit – individual directors do not have the authority to conduct business alone, but act

through the Board (i.e. through a resolution of the Board). As a result, the proposed self-evaluation addresses the Board as a whole.

Goals of Board self-evaluation include:

- determining the degree of alignment and agreement by Board members on Library mandate, mission and vision and strategic direction (Strategic Plan);
- identification of gaps in knowledge and expertise to be addressed through Board education;
- identifying improvements that promote effective board preparation, meeting management and communications;
- ensuring effective governance and informed decision-making by supporting strong Board dynamics.

COMMENTS

Environmental Scan

As part of the environmental scan, staff looked at board self-evaluation practices at the City of Toronto, Government of Ontario and in public libraries across Canada. In addition, guidelines provided by library associations and best practices in the not-for-profit sector were also reviewed.

Among City boards only Public Health conducts a board self-evaluation that is legislatively mandated. The Ontario Ministry of Government and Consumer Services has developed a board evaluation survey that government agencies are encouraged to use. The evaluation tool was developed drawing from best practices across the public service and the private sector. Both the Ontario Library Association and the American Library Association have developed some guidelines for board self-evaluation. Public libraries across Canada vary in their approach to and use of self-evaluation for their boards.

Board Consultation

An e-mail was circulated to Board members offering an opportunity for Board members to provide input into the self-evaluation options provided by staff. The results of the environmental scan and a draft survey were circulated to Board members who requested consultation. Comments received included:

- encouraging Board members to provide comments especially if ratings are very high or low (a comments and suggestions section has been added after each section of the survey);
- consider evaluating specific roles on the Board (the focus of the Board evaluation is on the Board as a whole);
- is the Board focusing enough on governance and not operations (Question 22 addresses this);
- what should be added or dropped from agendas (Question 22 addresses this);
- how can the Board make the best of its term (an open comment section at the end of the survey asking for identification of areas where the Board could do better and suggestions for improvement is included);

- using criteria relevant to library boards (the Government of Ontario survey has been slightly modified to address issues pertinent to library boards).

Implementation

About the survey

The self-evaluation survey developed by the Ontario Ministry of Government and Consumer Services for provincial agencies is recommended for use by the Toronto Public Library Board as included in Attachment 1. Although not a provincial agency, the Toronto Public Library is mandated through provincial legislation.

The survey comprises two parts:

Part one: explores eight areas: stewardship, impact/influence, teamwork/collaboration, integrity, ethics and values, professional awareness, governance, strategic leadership, and managing for results.

Part two: provision of examples and suggestions in three areas: areas of Board excellence, areas where the Board could do better, and suggestions for improvements.

Participation

All Board members are encouraged to participate in the evaluation. The self-evaluation survey will be conducted using an online survey tool. A link to the survey will be sent to each Board member. Responses are anonymous and IP addresses will not be tracked.

Discussion of results

A report will be created using the online survey tools available and will be submitted to the Board for discussion. This discussion will occur in a public meeting in order to advance transparency and not conflict with legislative requirements for open meetings (*Public Libraries Act* and the Board's Procedural By-law).

It is proposed that a pilot be launched in November 2016 and the results discussed at a Board meeting in January 2017.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Toronto Public Library Board Self-Evaluation Survey



BOARD SELF-EVALUATION SURVEY

Section 1: Governance role	Strongly Disagree 1	Disagree 2	Acceptable 3	Agree 4	Strongly Agree 5
1. Orientation for new Board members is adequate					
2. The legal and regulatory framework governing the Board is well understood by Board members					
3. The Board understands and contributes to the mandate, vision and mission of the Library					
4. The Board is effective at solving problems and leveraging opportunities					
5. Plans and initiatives approved by the Board demonstrate value for money and a prudent use of public funds					
6. The Board reviews and approves operating and capital budget submissions ensuring that they are aligned with Library and City priorities					

7. The Board ensures that its Financial Controls Policy is adhered to					
8. The Board reviews the annual audit plan final report and takes action where necessary					
9. Board members demonstrate clear understanding of the respective roles of the Board and the City Librarian					
10. Board membership provides for diverse representation, expertise and experience					
11. The terms of Board members are well staggered to ensure continuity					
12. The Board has an ongoing education program for Board members					
13. Board members attend Library special events					
14. The Board has a good working relationship with the Toronto Public Library Foundation					

Comments and suggestions:					
Section 2: Integrity, Ethics and Values					
15. Board discussions are guided by the best interests of the Library and the public it serves					
16. Board members participate in discussions in a manner that is reflective of their duty of loyalty and due diligence					
17. Conflict of interests are declared and effectively addressed					
18. Board members comply with the Board's Code of Conduct					
19. Board members comply with the Board's Lobbying Disclosure Policy					
20. Controls are in place to maintain a high level of integrity of the Library and its staff					

Comments and Suggestions:					
Section 3: Strategy development and performance monitoring					
21. The Board has an approved strategic plan that sets out goals and priorities					
22. The Board's meeting agenda reflects a strategic vs. an operational focus					
23. The Board keeps a steady focus on monitoring and adjusting plans to meet goals and strategic vision					
24. The Library's performance measures are realistic and challenging					
25. Annual performance targets are met					
Comments and suggestions:					

Section 4: Teamwork and Collaboration					
26. All members fulfil their role and responsibility and at meetings have an opportunity to contribute equally to Board discussion					
27. Members act collegially, debate independently and decide collectively					
28. Members work together to find the best solution					
29. All members support the final decisions of the Board					
30. There is a high level of trust and respect between Board members					
31. The Board avails itself of external advice or opinion when needed					
Comments and Suggestions:					

Section 5: Advocacy and Communication					
32. Board members have a current and adequate understanding of the issues facing stakeholders, partners and communities as well as culture the Library works in					
33. The Board ensures that the Library's accomplishments and challenges are communicated to stakeholders and the community					
34. The Board pursues relevant advocacy initiatives at all levels of government and with other stakeholders					
35. The Board works in partnership with the Friends of the Library and library customers encouraging them to voice their support on behalf of the Library					
Comments and suggestions:					

Section 6: Overall rating					
36. The Board adds value to the Library service in Toronto					
37. The Board is effective and performs well					
Other					
Areas of Board excellence:					
Areas where the Board could do better:					
Suggestions for Improvement:					



STAFF REPORT INFORMATION ONLY

Operating Budget Monitoring Report – September 30, 2016

Date:	October 24, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide the Toronto Public Library Board with a summary of the gross and net operating expenditures of Toronto Public Library (TPL) for the nine-month period ending September 30, 2016.

As of September 30, 2016, TPL is reporting a favourable net expenditure variance of \$0.660 million comprised of a favourable revenue variance of \$1.768 million partially offset by an unfavourable expenditure variance of \$1.107 million. The year-end projection calls for a surplus of \$0.407 million due to delayed implementation of Sunday service and additional vacancies due to retirements and staff movement.

FINANCIAL IMPACT

As of September 30, 2016, TPL is reporting a favourable net expenditure variance of \$0.660 million, consisting of a favourable revenue variance of \$1.768 million partially offset by an unfavourable expenditure variance of \$1.107 million.

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

ISSUE BACKGROUND

Toronto Public Library's Council approved 2016 operating budget is \$177.175 million net (\$194.768 million gross). Operating results are usually reported to the Toronto Public Library Board on a quarterly basis.

COMMENTS

For the nine-month period ending September 30, 2016, TPL is reporting a favourable net expenditure variance of \$0.660 million comprised of a favourable revenue variance of \$1.768

million partially offset by an unfavourable expenditure variance of \$1.107 million as shown in Attachment 1.

Higher than anticipated revenue is primarily from grants from the Toronto Public Library Foundation and other organizations to enhance specific library initiatives.

The unfavourable expenditure variance of \$1.107 million consists mainly of over-expenditures in equipment, services and rent associated with specific library initiatives funded by grants as described above. These over-expenditures are partially offset by under-expenditures in salaries and benefits which are the result of the delay in the implementation of Sunday service at 6 additional neighbourhood branches due to the timing of the Council approval of the 2016 budget and vacancies due to a high level of retirements and staff movement amid an organizational restructuring.

The current projection for the year-end is a surplus of \$0.407 million which can be attributed to the delay in implementation of Sunday service and staff vacancies.

Expenditures and revenues are closely monitored in order to manage any budget pressures.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Operating Budget Monitoring Report for the Period Ending September 30, 2016

TORONTO PUBLIC LIBRARY
Operating Budget Monitoring Report
For the Period Ending September 30, 2016
(\$000's)

Expense/Revenue Category	Year-to-Date				12 Months ending December 31				
	2016 Actual \$	2016 Budget \$	Variance Fav/ (unfav) \$	%	2015 Actual \$	2016 Forecast \$	2016 Budget \$	Variance Fav/ (unfav) \$	%
Staffing Costs	105,381.0	105,792.9	411.9	0.4	141,815.8	144,554.1	145,435.3	881.2	0.6
Materials and Supplies	1,436.3	1,368.3	(68.0)	(5.0)	2,332.7	2,227.0	2,131.5	(95.5)	(4.5)
Library Materials	14,515.8	14,453.0	(62.8)	(0.4)	18,618.7	19,333.4	19,270.6	(62.8)	(0.3)
Equipment, Services and Rent	18,374.4	16,989.6	(1,384.8)	(8.2)	25,593.8	28,506.6	25,655.2	(2,851.4)	(11.1)
Contributions & Transfers	893.0	893.0	-	-	2,271.0	2,271.0	2,271.0	0.0	0.0
Other	6.6	2.9	(3.7)	(127.6)	124.6	2.7	4.0	1.3	33.0
Gross Expenditures	140,607.1	139,499.7	(1,107.4)	(0.8)	190,756.6	196,894.7	194,767.5	(2,127.2)	(1.1)
Grants	4,400.3	4,258.8	141.5	3.3	5,827.4	5,853.6	5,678.4	175.2	3.1
Fines, Fees and Room Rentals	3,831.9	3,553.9	278.0	7.8	5,324.4	5,194.1	4,907.2	286.9	5.8
Contributions & Transfers	2,757.0	2,993.7	(236.7)	(7.9)	3,724.5	4,561.0	5,034.3	(473.3)	(9.4)
Other	3,050.5	1,465.5	1,585.0	108.2	3,701.6	4,518.1	1,973.1	2,545.0	129.0
Total Revenues	14,039.7	12,271.9	1,767.8	14.4	18,577.9	20,126.8	17,593.0	2,533.8	14.4
Net Expenditures	126,567.4	127,227.8	660.4	0.5	172,178.7	176,768.0	177,174.5	406.6	0.2



STAFF REPORT INFORMATION ONLY

Capital Budget Monitoring Report – September 30, 2016

Date:	October 24, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide the Toronto Public Library Board with a summary of the Toronto Public Library's (TPL's) capital expenditures for the nine-month period ending September 30, 2016.

Capital spending during the nine months in 2016 totalled \$13.740 million or 49.5% of the approved gross cash flow of \$27.766 million and is projected to be \$23.664 million or 85.2% by the end of the year. Capital expenditures are monitored and managed on an on-going basis to ensure that spending is within the approved budget.

FINANCIAL IMPACT

Based on the \$13.740 million actual spending, the 2016 gross capital budget of \$27.766 million is 49.5% spent as of September 30, 2016.

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

ISSUE BACKGROUND

Toronto Public Library's 2016 capital budget of \$27.766 million gross is comprised of \$25.197 million approved and \$2.569 million of unspent balances carried forward from 2015.

COMMENTS

As of September 30, 2016, TPL has spent \$13.740 million or 49.5% of the 2016 approved cash-flow of \$27.766 million.

Attachment 1 includes a list of all active projects, providing 2016 year-to-date and life-to-date project expenditure status, as well as projected expenditures to the end of the year. The expenditure rate for 2016 is projected to be \$23.664 million or 85.2% by the end of the year.

Most of TPL's capital projects are progressing according to plan, with the following exceptions:

Cash flows ahead of schedule

- The *Albion Library Renovation* project is ahead of schedule. Board approval of a budget adjustment is being requested in a separate report to accelerate cash flow funding of \$0.915 million gross, funded by development charges and debt from 2017 into 2016, offset by cash flow deferrals from capital projects that are currently behind schedule.
- The *Wychwood Library Renovation* project's capital expenditure totaled \$0.192 million or 48.0% of the 2016 approved cash flow of \$0.400 million. Board approval of a budget adjustment is being requested in a separate report to accelerate cash flow funding of \$0.150 million gross, funded by development charges from 2017 into 2016, offset by a deferral of cash flows for the *St. Clair/Silverthorn Renovation* project. As a result of a lengthy site plan approval process, \$0.250 million funding from Parks, Forestry and Recreation will be carried forward at year end related to the construction of a lawn bowling pavilion to start in 2017.

Cash flows behind schedule

- The *Dawes Road Library* project's capital expenditure totalled \$0.002 million or 0.1% of the 2016 approved cash flow of \$1.706 million. City Facilities and Real Estate are continuing to work on negotiation regarding the site. Budget adjustment is being requested in a separate report to defer cash flow funding of \$0.665 million gross, funded by development charges and debt from 2016 to 2017 to offset accelerated cash-flow requirements of projects that are ahead of schedule.
- The *Agincourt Building Element* project's capital expenditure totalled \$0.369 million or 16.7% of the 2016 approved cash flow of \$2.214 million. As the Section 37 funds are not anticipated to be received this year, it is estimated that only \$1.088 million or 49.2% of the 2016 approved cash flow will be spent by year-end.
- The *St. Clair/Silverthorn Renovation* project's capital expenditure totalled \$0.043 million or 13.9% of the 2016 approved cash flow of \$0.311 million. Due to the lengthy site plan approval process, construction start will be delayed to 2017. It is estimated that \$0.050 million or 16.1% of the 2016 approved cash flow will be spent by year-end. Budget adjustment is being requested in a separate report to defer cash flow funding of \$0.150 million gross, funded by development charges from 2016 to 2017 to offset accelerated cash-flow requirements of projects that are ahead of schedule.
- The *North York Central Library Renovation* project's capital expenditure totalled \$0.564 million or 22.4% of the 2016 approved cash flow of \$2.513 million. There was a minor delay in start of construction as a result of an unexpected building permit requirement. It is estimated that \$2.263 million or 90.1% of the 2016 approved cash flow will be spent by year-end. Budget adjustment is being requested in a separate report to defer cash flow funding of \$0.250 million gross and debt from 2016 to 2017 to offset accelerated cash-flow requirements of projects that are ahead of schedule.
- The *Eglinton Square Expansion* project, with a 2016 approved cash flow of \$1.178 million, had no capital spending during the nine months ended September 30, 2016.

Construction commenced in the summer. It is estimated that \$1.060 million or 90.0% of the 2016 approved cash flow will be spent by year-end.

- The *Albert Campbell Renovation* project's capital expenditure totalled \$0.011 million or 4.3% of the 2016 approved cash flow of \$0.265 million. The architect tender was awarded at the June 27, 2016 Library Board meeting. It is estimated that \$0.050 million or 18.9% of the 2016 approved cash flow will be spent by year-end.

In-Year 2016 Budget Adjustments

Financial control policies for the City and the Library allow for cash flows to be advanced and spent on accelerated projects to offset cash-flow deferrals resulting from projects that are experiencing delays, as long as the overall approved debt level is not exceeded in any year.

Board approval of a budget adjustment for two projects with forecasted cash flows ahead of schedule is being requested in a separate report, *2016 Capital Budget Adjustments*, to accelerate cash flow funding of \$1.065 million gross (comprised of \$0.527 million debt financing and \$0.538 million development charge (DC) financing) from 2017 into 2016. The funding for these adjustments is from three other capital projects that are currently behind schedule and have cash flow deferrals available from the identical funding sources. The details of these proposed budget adjustments are shown in the table below which shows the balancing of the cash flow advancements and deferrals by funding source. With these cash flow adjustments, the estimated expenditure rate at year-end is projected to increase to 88.9%.

Budget Adjustment (\$ million)

Description	2016			2017		
	Gross	Debt	DC	Gross	Debt	DC
Advance cash flow						
Advance Albion cash flow	0.915	0.527	0.388	(0.915)	(0.527)	(0.388)
Advance Wychwood cash flow	0.150		0.150	(0.150)		(0.150)
Subtotal	1.065	0.527	0.538	(1.065)	(0.527)	(0.538)
Defer cash flow						
Defer North York Central Library cash flow	(0.250)	(0.250)		0.250	0.250	
Defer St. Clair/Silverthorn cash flow	(0.150)		(0.150)	0.150		0.150
Defer Dawes Road cash flow	(0.665)	(0.277)	(0.388)	0.665	0.277	0.388
Subtotal	(1.065)	(0.527)	(0.538)	1.065	0.527	0.538
Net	0	0	0	0	0	0

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Capital Budget Monitoring Report for the Period Ended September 30, 2016

**Toronto Public Library
2016 Capital Budget Monitoring Report
For the Nine Months Ended September 30, 2016**

ATTACHMENT 1

Project/Sub-Project Name	2016 - Year-to-Date					2016 - Year End				Life To Date				Planned Year of Completion
	2016 Full Year Budget	Spent		Unspent		Projected Actuals to Year-end				Budget \$	Actuals \$	Unspent		
		\$	%	\$	%	\$	% of Budget	On Budget	On Time			\$	%	
		(a)	(b)	(c) =(a) / (b)	(d) =(a) - (b)	(e) = (d) / (a)	(f)	(g)	(h)			(i)	(j)	
Fort York Library Construction	442,913	72,278	16.3%	370,635	83.7%	221,457	50.0%	Y	Y	9,192,000	8,821,365	370,635	4.0%	2014
Scarborough Civic Centre Library Construction	98,680	56,720	57.5%	41,960	42.5%	98,680	100.0%	G	G	10,276,000	10,234,040	41,960	0.4%	2015
Albion Library Renovation	6,025,752	5,108,769	84.8%	916,983	15.2%	6,025,752	100.0%	G	G	15,007,000	8,554,017	6,452,983	43.0%	2018
Relocation of Library Processing Centre to 1076 Ellesmere	41,273	41,273	100.0%	-	0.0%	41,273	100.0%	G	G	10,725,000	10,725,000	0	0.0%	2014
Wychwood Library Renovation	399,971	192,163	48.0%	207,808	52.0%	192,163	48.0%	Y	Y	8,868,000	331,192	8,536,808	96.3%	2018
Agincourt Building Elements	2,213,513	368,849	16.7%	1,844,664	83.3%	1,088,513	49.2%	Y	Y	2,399,204	554,540	1,844,664	76.9%	2017
St. Clair/Silverthorn Renovation	311,414	43,392	13.9%	268,022	86.1%	50,000	16.1%	R	R	2,247,000	99,978	2,147,022	95.6%	2017
North York Central Library Renovation	2,513,430	563,575	22.4%	1,949,855	77.6%	2,263,430	90.1%	G	G	14,974,000	1,465,145	13,508,855	90.2%	2019
Dawes Road Construction & Expansion	1,705,620	1,852	0.1%	1,703,768	99.9%	1,852	0.1%	R	R	13,263,000	6,232	13,256,768	100.0%	2020
Technology Asset Management Program	4,686,931	1,737,118	37.1%	2,949,813	62.9%	4,686,931	100.0%	G	G	9,052,000	2,702,187	6,349,813	70.1%	Ongoing
Multi-Branch State of Good Repair Program	6,044,408	4,840,111	80.1%	1,204,297	19.9%	6,044,408	100.0%	G	G	21,396,923	14,416,462	6,980,461	32.6%	Ongoing
Virtual Branch Services	1,402,404	685,010	48.8%	717,394	51.2%	1,402,404	100.0%	G	G	3,292,000	1,674,606	1,617,394	49.1%	Ongoing
Eglinton Square Library Expansion	1,178,142	-	0.0%	1,178,142	100.0%	1,060,000	90.0%	G	G	1,242,325	64,858	1,177,467	94.8%	2016
Albert Campbell Library Renovation	265,000	11,441	4.3%	253,559	95.7%	50,000	18.9%	R	R	12,165,000	11,441	12,153,559	99.9%	2021
Downsview Library Renovation	436,875	17,396	4.0%	419,479	96.0%	436,875	100.0%	G	G	436,875	17,396	419,479	96.0%	2016
Total- 2016 Capital Projects Cash Flow Gross	27,766,326	13,739,947	49.5%	14,026,379	50.5%	23,663,738	85.2%	G	G	134,536,327	59,678,459	74,857,868	55.6%	

On Time

On / Ahead of Schedule

Minor Delays < 6 months

Significant Delays > 6 months

Ⓢ	On Budget
Ⓢ	>70% of Approved Cash Flow
Ⓢ	Between 50% and 70% of Approved Cash Flow
Ⓢ	< 50% or >100% of Approved Cash Flow

Toronto Public Library Board – 2017 Proposed Meeting and Locations Schedule

Date:	October 24, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

This report provides the dates and locations for Toronto Public Library Board meetings in 2017 for information. The schedule of 2017 Board meetings will be presented to the Board for approval in January 2017 as per the Toronto Public Library Board Procedural By-law.

FINANCIAL IMPACT

There is no financial impact arising from the information in this report.

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

ISSUE BACKGROUND

Section 16(1) of the *Public Libraries Act* requires that a board shall hold regular meetings once a month for at least ten months each year.

In accordance with the Toronto Public Library Board Procedural By-law, the schedule of Board meetings for the year is approved each year at the January meeting. The proposed dates for meetings in 2017 are provided at this time, before official approval of the dates, to assist Board members and staff in making long-range plans.

The City provides a proposed meeting schedule for Council and its Committees allowing time for the City's agencies, corporations and special purpose bodies to schedule their own meetings. The Board's 2017 schedule provides for the requirement to hold regular meetings once a month for at least ten months each year.

Beginning in 2014 at the Board's request, two meetings each year in the spring and fall have been scheduled in alternate branches to the Toronto Reference Library (TRL) for a

two-year period. In 2015, the Board requested that this practice be continued in 2016, and meetings were scheduled at the Riverdale Branch in April and at the Cedarbrae Branch in October. Two alternate locations have been selected for Board meetings in April and October of 2017 should the Board choose to continue this practice.

COMMENTS

The following dates, start times and locations are proposed for meetings of the Toronto Public Library Board in 2017:

Date	Time	Location	Date	Time	Location
Monday Jan. 23	6:00 p.m.	TRL	Monday Jun. 19	6:00 p.m.	TRL
Tuesday Feb. 21	6:00 p.m.	TRL	Monday Sep. 25	6:00 p.m.	TRL
Monday Mar. 20	6:00 p.m.	TRL	Monday Oct. 23	6:00 p.m.	Northern District Branch
Tuesday Apr. 18	6:00 p.m.	Richview Branch	Monday Nov. 20	6:00 p.m.	TRL
Monday May 15	6:00 p.m.	TRL	Monday Dec. 11	6:00 p.m.	TRL

The City Council 2017 Approved Schedule of Meetings was used to establish the Toronto Public Library Board Meeting Schedule for 2017.

<http://app.toronto.ca/tmmis/index.do>

The meetings are scheduled for Mondays except for Tuesday, February 21 following the Family Day holiday and Tuesday, April 18 following the Easter Monday holiday.

The proposed dates for meetings in 2017 are provided at this time, before official approval of the dates, to assist Board members and staff in making long-range plans.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian



STAFF REPORT INFORMATION ONLY

19.

Board Resolutions – Status Report

Date:	October 24, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

This report lists the status of outstanding Toronto Public Library Board resolutions.

BACKGROUND INFORMATION

At the April 2, 2012 meeting, the Toronto Public Library Board approved the inclusion of Board Resolutions – Status Report on Library Board meeting agendas.

Attachment 1 summarizes all outstanding Toronto Public Library Board resolutions.

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENT

Attachment 1: Board Resolutions – Status Report – October 24, 2016



**STATUS REPORT
TORONTO PUBLIC LIBRARY BOARD RESOLUTIONS
AS AT OCTOBER 24, 2016**

DATE OF MEETING	MOTION (Ref: Minute #)	STATUS	TARGET DATE
Apr. 28, 2014	14-081 – Cisco Canada – Toronto Public Library Partnership		
	3. directs staff to report back on the specific initiatives resulting from the partnership;	COMPLETED A verbal report is expected to be provided at the October 2016 meeting.	October 2016 Board meeting
Sep. 8, 2014	14-150 – Notice of Motion: Funding and Timing of Perth/Dupont Branch Relocation		
	5. requests that the local City Councillor consult with the local community and make a recommendation to the Board for a new name for the relocated branch (which will no longer be located at the corner of Perth and Dupont).	IN PROGRESS Staff to bring a recommendation to the Board for a new name for the relocated branch to the Board for approval.	To be determined
September 21, 2015	15-146 – Property Redevelopment Feasibility		
	2. directs staff to report to the Board with status updates and to seek approvals as required.	COMPLETED A report is expected to be provided at the October 2016 meeting.	October 2016 Board meeting



February 22, 2016	16-040 – Naming Opportunity – Daniel Grafton Hill III		
	2. requests staff to provide updates to the Toronto Public Library Board on this initiative at strategic intervals.	IN PROGRESS This initiative is dependent on a future branch capital project and consultation process.	To be determined
April 25, 2016	16-087 – Toronto Public Library Board Self-Evaluation		
	1. undertakes a self-evaluation as a pilot in November 2016 with the results to be reported to the Board; and 2. directs staff to consult with Board members on options for Board self-evaluation and present options and recommendations for the self-evaluation pilot to the Board at the October 2016 board meeting	IN PROGRESS A report is expected to be provided at the January 2017 meeting. COMPLETED A report is expected to be provided at the October meeting.	First Quarter 2017 October 2016 Board meeting