



REVISED AGENDA

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Revisions marked with an asterisk ()*

Toronto Public Library Board

Meeting No. 6: Monday, June 22, 2015, 6:00 p.m. to 10:00 p.m.

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

Members:

Mr. Ron Carinci (Chair)

Ms. Lindsay Colley (Vice Chair)

Councillor Paul Ainslie

Councillor Ana Bailão

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).

1. Call to Order

2. Declarations of Conflicts of Interest

3. Approval of Agenda

4. Confirmation of May 25, 2015 Toronto Public Library Board Meeting Minutes

5. Confirmation of May 25, 2015 Toronto Public Library Board Closed Meeting Minutes

6. Business Arising from the Minutes

7. Chair's Report *5 minutes*

***8. Communications** *5 minutes*

***9. Presentations** *60 minutes*

- City's Governance Principles and Procedures

- Peter Notaro, Director, Corporate Intergovernmental and Agency Relations and Karen Jones, Senior Corporate Management & Policy Consultant, City Manager's Office

- John Elvidge, Director, Secretariat, City Clerk's Office

- Importance of Good Governance related to Board Operations

- Beverly Romeo-Beehler, Auditor General

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Toronto Public Library Board

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

Presentations – continued

- Toronto Public Library Foundation – 2014 Annual Update

- Pam Laycock, Vice Chair, Toronto Public Library Foundation Board and Heather Rumball, President, Toronto Public Library Foundation

- Renaming of the Scarborough Civic Centre Branch (See Communication f)

- Samuel Getachew and Rosemary Sadlier, Ontario Black History Society

***- St. Clair/Silverthorn Branch – Rebuilding/Renovation (See Communications b, c, d & e)**

- Diana Fancher

Items for Approval:

- | | | |
|------------|---|-------------------|
| 10. | 2016 – 2025 Capital Budget and Plan Submission | <i>20 minutes</i> |
| 11. | Alternative Library Service Delivery including Pop-ups | <i>15 minutes</i> |
| 12. | Use of Library Space for Art Exhibits Policy – Revisions | <i>10 minutes</i> |
| 13. | <u>Strategic Planning Steering Committee:</u> | |
| a. | Strategic Plan 2016 – 2019: Draft Priorities & Consultation Plan | <i>20 minutes</i> |
| b. | Review of Board Committee Structure | <i>20 minutes</i> |
| 14. | Auditor General's Risk Assessment | <i>5 minutes</i> |
| 15. | Security Services – Award of Contract | <i>5 minutes</i> |
| 16. | Albion Branch – Award of Tender | <i>5 minutes</i> |
| 17. | Community and Event Space Rental Policy | <i>10 minutes</i> |
| 18. | Deferred Ombudsman Motion and Bill 8 | <i>10 minutes</i> |
| 19. | Eglinton Square Branch Expansion – New Lease Agreement | <i>5 minutes</i> |
| 20. | Northern Elms Branch – Lease Expansion and Extension Agreement | <i>5 minutes</i> |

Items for Information:

- | | | |
|------------|--|-------------------|
| 21. | 2016 Operating Budget Outlook – Verbal | <i>15 minutes</i> |
| 22. | Bookmobile Schedule - 2015 | <i>10 minutes</i> |
| 23. | Board Resolutions – Status Report (N. Marshall) | <i>5 minutes</i> |
| 24. | Adjournment | |

Attendant Care Services can be made available with some notice.

Toronto Public Library Board

Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.

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

Members Present:

Mr. Ron Carinci (Chair)
Ms. Lindsay Colley (Vice Chair)
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

Regrets:

Councillor Paul Ainslie
Councillor Ana Bailão

15-086 Call to Order

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

15-087 Declarations of Conflict of Interest

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

15-088 Approval of Agenda

Moved by L. Colley, seconded by E. Svec:

That the Toronto Public Library Board approves the agenda as revised to:

1. *move Agenda Item Nos. 9 – 2014 Audited Financial Statements – Toronto Public Library Board and 14 – Audit Year-End Report – December 31, 2014 – Toronto Public Library Board to earlier on the agenda to accommodate a guest in attendance at the meeting for these two items;*
2. *add four tabled Communications items under Agenda Item No. 7 – Communications; and*
3. *add a Presentation under Agenda Item No. 8 from Miroslav Glavic regarding Agenda Item Nos. 12 – Open Hours Standardization – 2015, 15 – Accounts Written-off in 2014 and 21 – Board Resolutions – Status Report.*

Carried

Toronto Public Library Board

Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.

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

15-089 Confirmation of April 20, 2015 Toronto Public Library Board Meeting Minutes

Moved by A. Shah, seconded by S. McCarten:

That the Toronto Public Library Board:

1. *confirms the Minutes of the April 20, 2015 Toronto Public Library Board meeting.*

Carried

Item for Information:

15-090 Audit Year-End Report – December 31, 2014 – Toronto Public Library Board

Ron Carinci introduced Terri McKinnon, Partner, PricewaterhouseCoopers in attendance at the meeting for discussion of the *Audit Year-End Report – December 31, 2014 – Toronto Public Library Board* and the *2014 Audited Financial Statements – Toronto Public Library Board* report.

Ms. McKinnon advised the Board that the 2014 audit went well with no major issues of concern.

In response to a question from Ms. McKinnon, Ron Carinci advised that the Board is not aware of any incidences of fraud at the Library.

Larry Hughsam, Director, Finance and Treasurer noted a revision in Attachment 1 of the report to add the names of the 2014 Toronto Public Library Board members to Appendix A – Related parties.

Moved by S. McCarten, seconded by M. Fragedakis:

That the Toronto Public Library Board:

1. *receives the Audit Year-End Report – December 31, 2014 – Toronto Public Library Board for information.*

Carried

Item for Approval:

15-091 2014 Audited Financial Statements – Toronto Public Library Board

Moved by D. LeBreton, seconded by A. Shah:

That the Toronto Public Library Board:

1. *approves the 2014 Audited Financial Statements of the Toronto Public Library Board, appended as Attachment 1.*

Carried

Toronto Public Library Board**Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

15-092 Business Arising from the Minutes**Achieving a Paperless Board through Technology**

Paul Trumphour, Acting Director, Information Technology and Facilities provided the Board with a demonstration on accessing and annotating materials from an iPad device in preparation for the distribution to Board members of an electronic version of Library Board materials for the June meeting.

Moved by Councillor Doucette, seconded by S. McCarten:

That the Toronto Public Library Board:

1. receives the Achieving a Paperless Board through Technology verbal report for information.

Carried

15-093 Chair's Report**2015 Toronto Pan Am / Parapan Am Games**

Anne Bailey, Director, Branch Libraries, introduced Gail MacFayden, Pan Am Games Lead and Haney Mussa, Pan Am Games Project Manager.

Ms. MacFayden and Ms. Haney provided a presentation regarding the Library's activities and projects for the 2015 Toronto Games.

Ron Carinci noted the following highlights from the Chair's Report:

- a) the award presented to the Library by the Ontario Association of Architects for the Fort York Branch at the annual Design Excellence awards on May 8;
- b) the opening of the Scarborough Civic Centre Branch, Toronto Public Library's 100th library branch, on May 20; and
- c) the Pan Am Poetry Slam on May 22 at the Toronto Reference Library attended by Board Member Sue Graham-Nutter.

Moved by S. McCarten, seconded by E. Svec:

That the Toronto Public Library Board:

1. receives the Chair's Report for information.

Carried

Toronto Public Library Board**Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

15-094 Communications*Moved by Councillor Doucette, seconded by D. LeBreton:**That the Toronto Public Library Board:*

1. *receives Communication (a) from Michael Coteau, the Honourable Minister of Tourism, Culture and Sport dated May 20, 2015 regarding the opening of the Scarborough Civic Centre Branch for information;*
2. *receives Communication (b) from Maureen O'Reilly, President, Toronto Public Library Workers Union Local 4948 to Ron Carinci, Chair, Toronto Public Library Board, dated May 25, 2015 regarding the disbanding of the Toronto Public Library Board's Employee & Labour Relations Committee for information;*
3. *receives Communication (c) from Maureen O'Reilly, President, Toronto Public Library Workers Union Local 4948 to Ron Carinci, Chair, Toronto Public Library Board, dated May 25, 2015 regarding open hours standardization and staffing for information; and*
4. *receives Communication (d) from Maureen O'Reilly, President, Toronto Public Library Workers Union Local 4948 to Ron Carinci, Chair, Toronto Public Library Board, dated May 25, 2015 regarding the shared facilities agreements with external service providers for information.*

Carried

In response to a request from Maureen O'Reilly, President, Toronto Public Library Workers Union, Local 4948 regarding Communications b, c and d, it was:

*Moved by S. McCarten, seconded by D. LeBreton:**That the Toronto Public Library Board approves the agenda as revised to:*

1. *add a Presentation under Agenda Item No. 8 from Maureen O'Reilly, President, Toronto Public Library Workers Union, Local 4948 regarding Communications b, c and d following Miroslav Glavic's presentation.*

Carried

Toronto Public Library Board**Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

Presentations

- 15-095** **Miroslav Glavic regarding Agenda Item Nos. 12 – *Open Hours Standardization – 2014*, 15 – *Accounts Written-off in 2014* and 21 – *Board Resolutions – Status Report***

Mr. Glavic addressed the Board regarding:

- a) the importance of increasing the open hours in branches;
- b) the importance of fines revenue to the Library; and
- c) the prevalence of advertising on wifi networks by other organizations.

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

That the Toronto Public Library Board:

1. *receives the presentation from Miroslav Glavic regarding Agenda Item Nos. 12 – Open Hours Standardization – 2014, 15 – Accounts Written-off in 2014 and 21 – Board Resolutions – Status Report for information.*

Carried

- 15-096** **Maureen O'Reilly, President, Toronto Public Library Workers Union, Local 4948 (TPLWU Local 4948) regarding Communications items b, c and d**

Ms. O'Reilly addressed the Board regarding TPLWU Local 4948's:

- a. request to address the Board at spring and fall meetings for up to 15 minutes in duration, should the Employee & Labour Relations Committee be disbanded (Communication b);
- b. concern regarding standardizing open hours without increasing staff (Communication c); and
- c. concern regarding "shared facilities with external service providers" (Communication d).

Moved by S. McCarten, seconded by D. LeBreton:

That the Toronto Public Library Board:

1. *receives the presentation from Maureen O'Reilly, President, Toronto Public Library Workers Union, Local 4948 regarding Communications items b, c and d for information.*

Carried

Toronto Public Library Board**Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

*Items for Approval:***15-097 City Solar Photovoltaic Programme at Library Buildings***Moved by Councillor Doucette, seconded by S. McCarten:**That the Toronto Public Library Board:*

1. *approves Toronto Public Library's participation in the City's solar photovoltaic (PV) programme for 14 potential locations subject to satisfactory terms and conditions of a Memorandum of Understanding; and*
2. *authorizes and directs the appropriate Library staff to take the necessary action to give effect thereto.*

Carried unanimously

Recorded Vote Requested:

Yes – 10

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

No – 0

15-098 Northern District Branch – Construction Contract Increase*Moved by S. Graham-Nutter, seconded by Councillor Doucette:**That the Toronto Public Library Board:*

1. *increases the value and scope of the present Construction Contract at Northern District Branch, by \$174,000 to \$615,145 [excluding Harmonized Sales Tax (HST)]; and*
2. *authorizes and directs the appropriate library staff to take the necessary action to give effect thereto.*

Carried

Toronto Public Library Board**Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

15-099 Open Hours Standardization – 2015*Moved by S. Graham-Nutter, seconded by E. Svec:**That the Toronto Public Library Board:*

1. *approves the changes in branch open hours for Downsview, Eglinton Square, Jane/Dundas and Morningside branches to complete the standardization of branch open hours, as outlined in Attachment 1; and;*
2. *authorizes and directs the appropriate library staff to take the necessary action to give effect thereto.*

Carried

Councillor Doucette requested that the changes in branch open hours be widely advertised to local councillors.

Strategic Planning Steering Committee:**15-100 Review of Board Committee Structure****Library Board Decision**

The Toronto Public Library Board on May 25, 2015 adopted the following:

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

1. *defers consideration of the Review of Board Committee Structure report, and requests the City Manager and the City Clerk to make an overview presentation on the City's Governance Principles and Procedures at the June 2015 Board meeting, and request the Auditor General to make a presentation at the same meeting on the Importance of Good Governance related to Board Operations.*

Carried as amended**Motions:**

See the following:

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

1. *approves the retention of the:*
 - a. *City Librarian's Performance Review Committee;*
 - b. *Strategic Planning Steering Committee;*
2. *approves the disbanding of the:*
 - a. *Budget Committee;*
 - b. *Employee and Labour Relations Committee;*
 - c. *Advertising Review Working Group; and*
 - d. *E-Book Working Group;*

Toronto Public Library Board**Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

Strategic Planning Steering Committee:**Review of Board Committee Structure – continued**

3. *revises the Advertising Policy to refer appeals to the Library Board;*
4. *appoints a second Board member representative to the Board of the Federation of Ontario Public Libraries;*
5. *appoints a Board member to the role of Board Liaison to Youth Advisor;*
6. *appoints a Board member to the Toronto Public Library Foundation Board;*
7. *does not appoint a Board member to the First Parliament Site Working Group.*

Amended

Moved in amendment by Councillor Fragedakis, seconded by Councillor Doucette:

That the Motions moved by S. Graham-Nutter and seconded S. McCarten be replaced with the following:

1. *defers consideration of the Review of Board Committee Structure report, and requests the City Manager and the City Clerk to make an overview presentation on the City's Governance Principles and Procedures at the June 2015 Board meeting, and requests the Auditor General to make a presentation at the same meeting on the Importance of Good Governance related to Operations.*

Carried Unanimously**Recorded Vote Requested:**

Yes – 10 Ron Carinci, Lindsay Colley, Councillor Doucette, Councillor Fragedakis, Sue Graham-Nutter, Dianne LeBreton, Strahan McCarten, Ross Parry, Archana Shah and E. Svec. No – 0

Toronto Public Library Board**Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

Strategic Planning Steering Committee:**Review of Board Committee Structure – continued*****Moved in amendment by D. LeBreton, seconded by R. Parry:******That the Motions moved by S. Graham-Nutter and seconded by S. McCarten be replaced with the following:***

1. *requests the City Manager and the City Clerk to make an overview presentation on the City's Governance Principles and Procedures at the June 2015 Board meeting, and request the Auditor General to make a presentation at the same meeting on the Importance of Good Governance related to Board Operations.*

Carried unanimously**Recorded Vote Requested:**

Yes – 10 Ron Carinci, Lindsay Colley, Councillor Doucette, Councillor Fragedakis, Sue Graham-Nutter, Dianne LeBreton, Strahan McCarten, Ross Parry, Archana Shah and E. Svec. No – 0

2. *whereas the Board has at any time the authority to establish committees, the Toronto Public Library Board approves the Strategic Planning Committee's recommendations as stated in the Review of the Board Committee Structure report.*

Defeated**Recorded Vote Requested:**

Yes – 2 Ron Carinci and Dianne LeBreton. No – 8 Lindsay Colley, Councillor Doucette, Councillor Fragedakis, Sue Graham-Nutter, Strahan McCarten, Ross Parry, Archana Shah and E. Svec.

Motion to Extend the Meeting

At 9:30 p.m., it was:

15-101 ***Moved by S. McCarten, seconded by Councillor Doucette:******That the Toronto Public Library Board:***

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

Carried

Toronto Public Library Board

Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.

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

Items for Information:

15-102 Accounts Written-off in 2014

Moved by S. McCarten, seconded by Councillor Doucette:

That the Toronto Public Library Board:

1. receives the Accounts Written-off in 2015 report for information.

Carried

15-103 2014 Grants

Library Board Decision

The Toronto Public Library Board on May 25, 2015 adopted the following:

Moved by L. Colley, seconded by S. McCarten:

That the Toronto Public Library Board:

1. receives the 2014 Grants report for information; and
2. requests staff to report at the September meeting on the status of the Federation of Ontario Public Libraries' efforts and advocacy concerning provincial operating grants to Ontario public libraries.

Carried as amended

Motions:

See the following:

Moved by L. Colley, seconded by S. McCarten:

That the Toronto Public Library Board:

1. receives the 2014 Grants report for information.

Amended

Moved in amendment by D. LeBreton, seconded by Councillor Doucette:

That the Toronto Public Library Board:

1. requests staff to report at the September meeting on the status of the Federation of Ontario Public Libraries' efforts and advocacy concerning provincial operating grants to Ontario public libraries.

Carried

Toronto Public Library Board**Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.****Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

15-104 Capital Budget Process

Larry Hughsam, Director, Finance and Treasurer, provided a presentation regarding the Library's capital budget process, planning framework, development of capital plan, approvals, debt targets, state of good repair backlog and capital completion rate. He also provided the 2016 City-recommended budget schedule for the capital and operating budgets.

At the request of Ron Carinci, Lindsay Colley presided over the meeting.

Library Board Decision

The Toronto Public Library Board on May 25, 2015 adopted the following:

Moved by Councillor Doucette, seconded by R. Parry:

That the Toronto Public Library Board:

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

Carried as amended

Motions:

See the following:

Moved by Councillor Doucette, seconded by R. Parry:

That the Toronto Public Library Board:

1. *requests staff to report back on the feasibility of redeveloping Toronto Public Library properties through strategic partnerships in order to generate excess capital funding, which could be specifically directed to rebuild and improve branches in neighbourhood improvement areas and help address the state of good repair backlog.*

Carried

Moved in amendment by R. Carinci, seconded by S. Graham-Nutter:

That the Toronto Public Library Board:

1. *receives the Capital Budget Process verbal report for information and directs staff to proceed with Option 3 as outlined in the verbal report to address the state of good repair backlog.*

Carried

Ron Carinci returned to chairing the meeting.

Toronto Public Library Board

Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.

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

15-105 Operating Budget Monitoring Report – March 31, 2015

Moved by Councillor Doucette, seconded by L. Colley:

That the Toronto Public Library Board:

1. receives the Operating Budget Monitoring Report – March 31, 2015 for information.

Carried

15-106 Capital Budget Monitoring Report – March 31, 2015

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

That the Toronto Public Library Board:

1. receives the Capital Budget Monitoring Report – March 31, 2015 for information.

Carried

15-107 Requests for Reconsideration of Library Materials – 2014 Annual Report

Moved by E. Svec, seconded by S. McCarten:

That the Toronto Public Library Board:

1. receives the Requests for Reconsideration of Library Materials – 2014 Annual Report for information.

Carried

15-108 Board Resolutions – Status Report

Moved by Councillor Doucette, seconded by D. LeBreton:

That the Toronto Public Library Board:

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

Carried

15-109 Closed Meeting

At 10:45 p.m., it was:

Moved by Councillor Fragedakis, seconded by S. Graham-Nutter:

That the Toronto Public Library Board:

1. conducts a Closed meeting as the subject matters being considered (Labour Relations and Collective Bargaining) involves labour relations or employee negotiations.

Carried

Toronto Public Library Board

Meeting No. 5: Monday, May 25, 2015, from 6:05 p.m. to 11:05 p.m.

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

At 11:00 p.m. the Board resumed its meeting in public.

Adoption of Closed Meeting Action:

15-110 Labour Relations and Collective Bargaining

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

That the Toronto Public Library Board:

1. receives the Labour Relations and Collective Bargaining verbal report;
and
2. requests that the confidential information not be made public as it involves labour relations or employee negotiations.

Carried

15-111 Adjournment

Moved by E. Svec, seconded by A. Shah:

That the Toronto Public Library Board:

1. adjourns the May 25, 2015 Toronto Public Library Board meeting.

Carried

The meeting ended at 11:05 p.m.

Signed: _____

**Chair's Report
June 22, 2015**

Partnerships, outreach and other community initiatives

On August 1 and 2, Toronto Public Library will host the **Maker Festival at Toronto Reference Library**, a two-day extravaganza of discovery, experimentation, and innovation. The festival will feature over 100 makers, tinkers, inventors, artists, tech enthusiasts and hobbyists, and other exhibitors showcasing the latest in technology such as 3D printing, wearable technology, electronics, robotics, and more. Guests can take part in workshops to learn about soldering and other “maker” topics. They can also listen to speakers on a wide variety of tech topics or enjoy an array of interactive art installations throughout the building. Maker Festival drew over 8,000 participants last year, the first year it was held at Toronto Reference Library. This signature library event helps shine the light on the Library’s maker and innovation initiatives, including the Digital Innovation Hub technology spaces that are available at Toronto Reference Library, Fort York Branch and Scarborough Civic Centre Branch.

torontopubliclibrary.ca/innovate

On May 26 at 12:30 p.m., 100 Toronto Public Library librarians and ambassadors marched from the Toronto Reference Library to Nathan Phillips Square, launching the Library’s month-long 100 Reasons to Check Out TPL Campaign. During the march, the ambassadors mingled with the public, handed out bookmarks and encouraged people to sign up for and use their own library card. The group was greeted by Mayor John Tory in Nathan Phillips Square (representing Reason #32: One Card. Unlimited Access on the tpl100.ca website). The TPL100 Walk follows on the opening of Toronto Public Library’s 100th branch at Scarborough Civic Centre on May 20. The campaign will continue through the month of June.

tpl100.ca

On May 27 and 28, a team of five staff from Agincourt and Fairview branches conducted a **library card registration drive** for students at the Newnham campus of Seneca College. More than 200 library cards were issued and library staff talked to more than 600 Seneca students and staff. Besides issuing library cards, staff promoted the Library’s electronic resources, including ebooks, emagazines, digital video and music, Mango Language Learning and online databases, with an emphasis on how the Library’s leisure and lifelong learning resources complement the mostly academic resources at Seneca’s libraries. There are plans to conduct more registration drives this coming fall.

Toronto Newcomer Day, May 29 at Nathan Phillips Square, was a great success and, as a member of the City’s inter-divisional newcomer working group, Toronto Public Library was involved extensively in the planning of the event. Members of the Library’s multicultural services committee delivered two programs with award-winning author Teresa Toten and staffed a very popular information table to promote library services, collections, resources and programs, with an emphasis on electronic resources, including ebooks, emagazines, digital video and music in English and in other languages. The City Hall Branch of the Library offered two branch tours to LINC (Language Instruction for

Newcomers to Canada) classes. Overall, library staff spoke with 295 customers at the information table. Nearly 70 customers attended the two programs and 36 customers participated in the library tours.

The Library's Pride Alliance will march again this year in **Toronto's Pride Parade** on June 28, thanks to the generous support of Toronto Public Library and Toronto Public Library Workers Union Local 4948. All library staff and their family and friends are invited to participate in the parade, which is themed this year "Come Out and Play," inspired by the TORONTO GAMES 2015. Throughout the month of June, the four pillars at the front of Yorkville Branch – home to the Library's LGBT collection – will once again be wrapped in rainbow colours in support of the city's LGBT community.

In May, Toronto Public Library launched a **fine forgiveness campaign** at selected branches as an initiative of the City of Toronto Poverty Reduction Strategy. The goal is to increase access to library service for children and teens living in Neighbourhood Improvement Areas by waiving fines and fees that have accumulated on their library cards, giving them a fresh start. The campaign aims to increase awareness of library services and participation among youth and their families by removing the barrier of accrued fines and fear of potential fines, and encouraging use of existing library cards among children and teens. Children and teens living in select neighbourhoods who have blocked library cards are being offered a one-time chance to have all their fines waived through: a direct mail campaign; in-branch promotion and distribution; outreach to teens through programs like high school outreach; and targeted outreach to high needs families, for example, shelters and teen mom groups. The campaign will run through to the end of 2015 at 31 branch locations and at bookmobile stops servicing Neighbourhood Improvement Areas. Initial response has been good and by May 31, over 150 children and teens had their library privileges restored.

A **newcomer visual arts group** called Without Words, founded in 2014 by members of the English Conversation Circle at Mount Dennis Branch, recently held a display of their artwork at Mount Dennis for two weeks. The exhibit is currently at Artscape YoungPlace. Without Words is supported by the Learning Enrichment Foundation, with funding provided by the City of Toronto/Toronto Arts Council in partnership with ArtStarts.

Programs and exhibits

The **Make Some Noise** series at Toronto Public Library celebrated Black Music Month with special performances by Junia-T and Ania Soul, live in the stacks of Maria A. Shchuka Branch on June 5, a free all-ages show that drew an enthusiastic crowd of about 45 people. The event was hosted by Dalton Higgins, the proprietor behind the popular Rap N' Roll, a multi-genre live music series, and the author of six books including the first biography of Grammy-winning rapper Drake. Make Some Noise brings the Library's local music collection to life in the stacks of library branches around the city. The initiative gives people of all ages an opportunity to see Toronto's hottest indie bands live for free at their local library branches.

tpl.ca/noise

This year's summer program for teens, newly dubbed **tpl teens summer edition**, will shift into high gear at the beginning of July, offering Toronto teens a space, both virtual and in branches, to meet to share ideas, perspectives and their joy of reading. The program includes a list of top ten hot summer reads, contests, prizes and opportunities for teens to post book reviews on the tpl teen blog.

tpl.ca/teens

Branches

Fort York Branch celebrated a full year of library services in May. From traditional library services like storytimes to new services like 3D printing in the branch's Digital Innovation Hub, it has been a very busy year for the fledgling branch. Nearly 12,000 people attended more than 450 programs that saw kids building forts, teens creating microprocessors and adults learning about audio production, green screens and photography, to give just a few examples. Fort York staff also registered 5,279 people for library cards, and circulated/renewed nearly 219,000 items. Birthday celebrations included activities through the week, culminating with a birthday barbeque on May 29, the day the branch opened in 2014.

torontopubliclibrary.ca/fortyork

Mount Dennis Branch is a recipient of the 2015 Ontario Library Association (OLA) Library Building Award, which focused on library architectural design and transformation. The award presentation will occur at the Annual Institute on the Library as Place being held at the Waterloo Delta in Waterloo on July 6 and 7. The OLA Library Building Award encourages and showcases excellence in the architectural design and planning of libraries in Ontario. The award is divided into two alternating categories (Library Architectural and Design Transformation, and New Library Buildings) and runs every third year to allow a critical number of projects in all types of libraries to accumulate.

Collections

Canadian Public Libraries for Fair Ebook Pricing, a coalition including the Canadian Library Association, Canadian Urban Libraries Council, the Ontario Library Association, and Toronto Public Library, is continuing in its efforts to raise awareness of the high ebook prices charged by multinational publishers. Despite significantly increased use and demand for ebooks, Canadian public libraries face challenges in ensuring universal access to this content. Some multinational publishers charge libraries as much as three to five times more for ebooks than consumers, while others place caps and time limits on use. This means there are fewer titles and fewer copies for readers to discover. Coalition members have worked individually and in partnership on advocacy efforts since 2010. The City Librarian hosted a Twitter chat on June 17 to assist in raising awareness of this issue.

fairpricingforlibraries.org

Prepared by Toronto Public Library staff

COMMUNICATIONS – **ADDITIONAL COMMUNICATIONS** – GENERAL CORRESPONDENCE

TORONTO PUBLIC LIBRARY BOARD MEETING – June 22, 2015

It is recommended that the Toronto Public Library Board:

1. receives Communication (a) from Agnes Faraci to the Toronto Public Library Board, dated June 5, 2015 requesting revisions to the Rules of Conduct Policy; and
2. requests staff to respond to Agnes Faraci regarding her suggested revisions to the Rules of Conduct Policy.

3. receives Communications (b) and (c) from Diana Fancher to the Toronto Public Library Board, dated May 27 and 28, 2015 regarding the St. Clair/Silverthorn Branch rebuilding/renovation for information;
4. receives Communication (d) from Susan Martin, Divisional Support Manager, Branch Capital Projects to Diana Fancher dated June 1, in response to Diana Fancher's May 27, 2015 e-mail message for information;
5. receives Communication (e) from Diana Fancher to the Toronto Public Library Board, dated June 14, 2015 regarding the St. Clair/Silverthorn Branch rebuilding/renovation; and
- *6. grants the request of Diane Fancher to address the Board at the June 22, 2015 meeting regarding the St. Clair/Silverthorn Branch – Rebuilding/Renovation.

7. receives Communication (f) from Samuel Getachew to the Toronto Public Library Board received on June 15, 2015 concerning his request to address the Board at the June 22, 2015 meeting regarding renaming of the Scarborough Civic Centre Branch; and
8. grants the request of Samuel Getachew and Rosemary Sadlier of the Ontario Black History Society to address the Board at the June 22, 2015 meeting regarding renaming of the Scarborough Civic Centre Branch.

- *9. receives Communication (g) from Councillor Michelle Berardinetti, City of Toronto, Ward 35, Scarborough Southwest to the Toronto Public Library Board, dated June 16, 2015 expressing support for the recommendations in Agenda Item No. 19 – Eglinton Square Branch Expansion – New Lease Agreement, for information.

- *10. receives Communication (h) from Lawrence Hill to the Toronto Public Library Board, dated June 21, 2015 expressing support for renaming of the Scarborough Civic Centre Branch for his father, Daniel Grafton Hill III (see Communication f), for information.

a.

Nancy Marshall

From: agnes faraci [REDACTED]
Sent: Friday, June 05, 2015 6:35 PM
To: Nancy Marshall
Subject: RE: code of conduct FOR LIBRARY

Hello Nancy,

I would like the board to consider ADDING one rule to the CODE OF CONDUCT at the 22 June meeting. It is this: That the "F"word & the "N"word NOT be used in the library,also, NO talk about girls & sex. that,s it.Normally we wouldn,t have to tell people this because they would be using their common sense,but that seems to be lacking in the Teen room.I think it,s important that we not subject young impressionable minds to this type of conversation.Thank you for considering my suggestion.Agnes

Nancy Marshall

From: Diana Fancher [REDACTED]
Sent: Wednesday, May 27, 2015 1:19 PM
To: Nancy Marshall
Subject: Renovation/Rebuilding St. Clair Silverthorn Library

Toronto Library Board
c/o Board Secretary

Dear Members of the Board,

I recently learned to my horror that the attractive facade of the St. Clair Silverthorn Library which was renovated in 2007 is scheduled for demotion. Not only is this a waste of money but the current facade is a charming pair of storefront that fits nicely in the street scape along St. Clair W.

The all glass proposal looks like an alien spaceship landed in this neighbourhood where it is definitely incompatible. The idea is to compliment and enhance the existing street scape, not negate it. The idea that the proposed rebuilding will "enhance visibility" is also laughable because you can only see the proposed storefront, just like the current one, by standing directly in front of it or directly across the street.

Please reconsider the plans and keep the current facade. It is one of the nicest along this part of St. Clair W.

Yours sincerely,
Diana Fancher

Nancy Marshall

From: Diana Fancher
Sent: Thursday, May 28, 2015 6:24 PM
To: mmarshall@torontopubliclibrary.ca
Reply To: Diana Fancher
Cc: Gary Penak
Subject: St. Clair Silverthorn Library facade

Toronto Public Library Board
c/o Secretary

Dear Board:

With reference to my email of May 27 re the library facade.

I have just learned from Councillor Palacio's office that a building permit for the renovation has already been issued. Given the time required for that process, the details of the renovation, including the complete replacement of the facade, must have been determined in advance of the public consultation on May 21. Community consultation appears no longer to be a priority with the library board. Just take what you get and be grateful seems to be the new motto.
Diana Fancher



From: Susan Martin

Sent: June-01-15 10:18 AM

To: [REDACTED]

Cc: Patricia Selmes (pselmes@torontopubliclibrary.ca); 'councillor_palacio@toronto.ca'; Anne Bailey (abailey@torontopubliclibrary.ca); Cheryl Skovronek (cskovronek@torontopubliclibrary.ca)

Subject: Building Project at the St.Clair / Silverthorn branch

Dear Ms Fancher

Thank you for your comments of May 27 and May 28, 2015 regarding the St.Clair / Silverthorn building project. Your comments have been noted and will be shared with the design team. With regard to the building permit, there must be some confusion as the library has not applied for the building permit for this project as yet. We begin the application process with the City of Toronto once the design is completed. You are correct it is a long process and we estimate that it will take from 6 - 9 months.

Addressing state of good repair issues and building deficiencies is an essential goal of any capital project at the library. The TPL design team has worked with our consultants to complete a thorough assessment of the building condition at St. Clair / Silverthorn and it was determined that rebuilding the branch is the only way to address structural, brick condition, heating and cooling, barrier free, life safety and various other issues. This will result in a better building that will meet the current and future needs of the community and reduce ongoing operating costs.

While we appreciate your affinity with the current facade, we feel that it disappears in the current streetscape. The new building will be higher by about 1/2 a storey in order to raise the ceiling heights in the branch. This will greatly improve the quality of the interior space, allowing more natural light to penetrate into the branch as well making a more visible presence on the street. We feel the new design supports overall streetscape improvement and regeneration, another important goal of the project. We could not achieve this while maintaining the current 2008 facade.

I am happy to discuss the building project further with you and answer any additional questions you may have.

Sincerely,

Susan Martin
Divisional Support Manager
Branch Capital Projects
22 Yorkville Avenue
M4W 1L4
smartin@torontopubliclibrary.ca
Office: 416-393-7543
Mobile: 416-455-1536

Nancy Marshall

From: Diana Fancher [REDACTED]
Sent: Sunday, June 14, 2015 2:39 PM
To: Nancy Marshall
Cc: Carleton-Village Silverthorn; Rob Chodos
Subject: St. Clair Silverthorn Branch rebuilding/renovation

Attn: Toronto Public Library Board

I was distressed to learn that the facade of the St. Clair Silverthorn branch is slated for demolition when the library is rebuilt/renovated in the near future and this has been planned with no public consultation whatsoever. The library's current facade is an excellent fit with the street scape and an asset to the built environment along St. Clair W.

The proposed new facade is not only an alien intrusion in the streets cape, but one that is not likely to promote a sense of community in the local area. I urge the board to set up a committee of local residents to discuss rebuilding/renovation plans and rethink the demolition of this attractive storefront facade.

Yours sincerely,
Diana Fancher

Nancy Marshall

From: Samuel Getachew [REDACTED]
Sent: Monday, June 15, 2015 6:14 PM
To: Nancy Marshall
Subject: RE: Library Board - June 22nd.

A request for consideration to have Scarborough Civic Centre Library named as the Daniel Grafton Hill Library.

The presentation will be made by myself, Samuel Getachew and Rosemary Sadlier, of the Ontario Black History Society.

We believe, Daniel Hill is a worthy candidate for such an honor. An immigrant from the United States, and a proud resident of Scarborough until his timely death, he completed his PHD from the University of Toronto. He would become a noted social activist, scholar and advocate for better ideals all his life. A proud Canadian citizen, he wrote the much celebrated book *The Freedom Seekers: Blacks in Early Canada* in 1980.

The one-time professor of sociology, he was also the founding director and later chair of the Ontario Human Rights Commission. He would also serve as Ontario's Ombudsman and advisor to government institutions on multiculturalism.

He became involved with the Social Planning Council of Metropolitan Toronto, the North York Social Planning Council and the Alcoholism and Drug Addiction Research Foundation, all in senior roles. Recognized with the Order of Ontario and with the Order of Canada, Hill operated a noted human rights consulting firm, started the Ontario Black History Society, donated resources to countless charities, at home and abroad, and became a supporter of Canadian arts.

His children -- Lawrence and Dan Hill -- would become noted authors and artists. Lawrence would go on and write the celebrated books *The Book of Negroes*, *Black Berry*, *Sweet Juice: On Being Black and White in Canada* and his upcoming, *The Illegal*. Dan would record chart-topping songs such as "Sometimes When We Touch" and "Can't We Try." He would also earn a Grammy for his work with Celine Dion.

In 1991, the family donated much of their personal documents to the Archives of Ontario.

We believe, he would be a noted proud Torontonian, worth celebrating.



Councillor Michelle Berardinetti



Ward 35, Scarborough Southwest

City Hall, 100 Queen Street West
2nd Floor, Suite A6
Toronto, Ontario M5H 2N2

Tel: 416-392-0213

Fax: 416-392-7394

councillor_berardinetti@toronto.ca

June 16, 2015

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

Attn: Nancy Marshall
nmarshall@torontopubliclibrary.ca

Re: Toronto Public Library – Eglinton Square Branch

I am writing with regard to the Eglinton Square Branch of the Toronto Public Library and in particular the significant changes that are being proposed which will be discussed at the June 22, 2015 meeting of the Toronto Library Board. This branch is located within my Ward 35 and is an integral part of the community.

The changes being proposed are very important for this community and for Ward 35 as a whole. The potential increase in the branch size from 4,716 square feet to the Toronto Public Library Service Delivery Model standard 10,000 square feet model is very much needed at this location. The branch is used by many people ranging from the very young to older residents and the more than doubling of the branch size would assist them significantly and improve their library experience.

This increase in size is also warranted in view of the fact that the branch is a very busy location in terms of use and is in fact ranked number eight in the top quartile of neighbourhood branches across the City.

The additional space would be an incredible asset in terms of providing more innovative programming and increased services to residents who depend on the branch. It is important to note that demand in this community will continue to grow as more people locate to the area. There are developments being proposed in the immediate area that would add many more residents to the community not to mention the potential impact of the Eglinton Crosstown LRT currently under construction along the west end of Eglinton Avenue and moving east towards the catchment area of the Eglinton Square Library Branch.

I understand that the landlord who owns the shopping centre has indicated a generous interest in contributing to the renewal process at the branch which would potentially result in a situation where the changes could be initiated without having to result to debt funding.

.../2

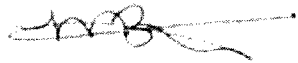
The renewal of this branch would allow for service delivery areas aimed at various groups including children, adults, families and teens. It would improve the library experience for those using the branch and add additional seating for reading and studying. Services such as wireless access would be improved.

In view of the enormous benefits for this community I am requesting that the Toronto Public Library Board approve this significant and very much needed improvement to the Eglinton Square Branch.

You may be assured of my strong advocacy for this initiative through the budget process and at Toronto City Council.

Thank you for your consideration of this matter.

Regards,

A handwritten signature in black ink, appearing to read 'MB', with a long horizontal line extending to the right.

Councillor Michelle Berardinetti
Ward 35, Scarborough Southwest



June 21, 2015

To Whom It May Concern at the Toronto Library Board:

I understand that there is an effort to have the Scarborough Civic Library Branch after my father, Daniel Grafton Hill III. I am writing to support these efforts enthusiastically, and wholeheartedly.

My father became a proud Canadian shortly after moving from the United States to Canada permanently, in 1953, with my mother. Toronto became their home, and a beloved adoptive city for both of them. He did his M.A. and PhD at the University of Toronto, and the subject of his 1960 doctoral dissertation was a groundbreaking work at the time, entitled *Negroes in Toronto: A Sociological Study*. My father went on to become the first Director and later the Chairperson of the Ontario Human Rights Commission, and then the Ombudsman of Ontario. In his spare time, he and my mother and friends founded the Ontario Black History Society. He did a significant amount of research into Black history in Toronto, Ontario and Canada and was the author of Canada's first popular history of Blacks in Canada, entitled *The Freedom Seekers: Blacks in Early Canada*.

My father and mother moved in Don Mills in 1961, and stayed there until my father died in 2003. He was deeply honored to have made Toronto his city and Canada his country, and proudly became a member of the Order of Ontario and the Order of Canada.

I should mention that my father and mother also raised my brother Dan Hill, our late sister Karen Hill and me in Toronto, and that we all developed proud, active links to the city.

I would be happy to answer any questions that you might have. Should you choose to name a library branch after Daniel G. Hill, I would be delighted to give a reading and talk in it at a mutually convenient time, and to describe the life and times of my father, Daniel G. Hill III, 1923- 2003.

Sincerely,

Lawrence Hill
mail@lawrencehill.com
www.lawrencehill.com

154 Dalewood Crescent
Hamilton ON L8S 4B8

City of Toronto Governance Overview for

Toronto Public Library Board
June 22, 2015

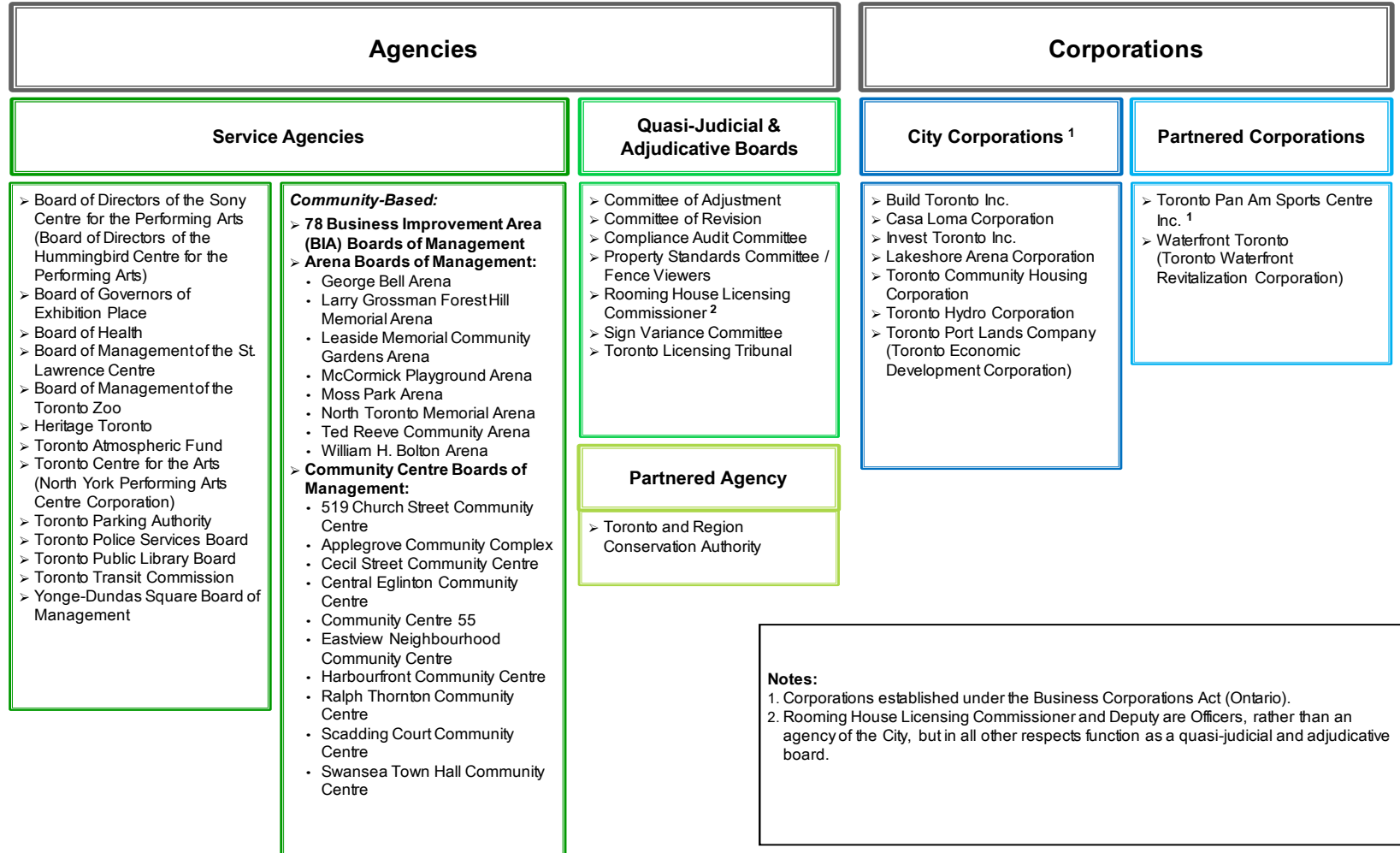
Agenda

- City's Agencies and Corporations
- TPL Board's Relationship to the City
- Best Practices
- Required Board Policies
- Role of a Board Member, Chair and Vice-chair
- Current City Priorities
- City Liaisons and Board Resources
- Questions and Discussions.

Purpose

- TPL Board on May 25, 2015 requested the City Manager provide an overview of the City's Governance principles and procedures
- Orientation is required for new board members on key City priorities in the new term of Council
- The City is committed to providing support and resources to its local boards when required.

City Agencies and Corporations



TPL's Relationship to the City

- The Toronto Public Library Board was established under the Public Libraries Act, RSO1990, to manage and control the public library, and was continued as a Local Board of the City under the City of Toronto Act, 2006.
- Under the City of Toronto Act, the Library Board is excluded from most of its prescribed policies and has its own legislation and governance framework in the Public Libraries Act.
- Council established the structure of the Board in Chapter 137 of the Toronto Municipal Code.
- All Members of the Board are appointed by City Council.

Best Practices

- Boards are advised to ensure critical policies and processes are in place to manage the affairs of the board effectively, and to be transparent and accountable in decision-making
- Appropriate internal controls are in place to protect Board and City assets; for example, financial policies and processes
- Boards adhere to their Procedure By-law for conduct of board business (e.g., open meetings, role of Board Members and officers, etc.)
- Board Members adhere to their applicable codes of conduct, ethics policies and legislation.

Required Board Policies

Key legislation and policies applicable to the TPL Board include:

- Under the City of Toronto Act, 2006, s. 212 (2) a local board shall adopt policies with respect to the following matters:
 - Its sale and other disposition of land
 - Its hiring of employees
 - Its procurement of goods and services
- Requests from City Council issued from time to time for the TPL Board to consider (e.g. policies requested by Council under the Toronto Public Service By-law as set out in this presentation).
- Key Acts that apply to TPL Board members include:
 - [Municipal Conflict of Interest Act, RSO 1990](#)
 - [Municipal Freedom of Information and Protection of Privacy Act, RSO 1990](#)
 - [Municipal Elections Act, SO 1996](#)

Role of a Board Member

The Role of a board member includes:

- Abiding by applicable laws and policies
- Promoting Board Transparency and Accountability
- Exercising fiduciary duty (internal controls and stewardship of assets; due diligence in decision-making)
- Integrating the interests of the Board and community.

Role of a Board Chair

- Call, conduct and cancel regular and special meetings of the board and enforce procedure by-laws, order and decorum at meetings
- Objective chairing of meetings
- Representing the Board to the general public, media, stakeholders and Council in accordance with the Board's protocols
- Keep the public informed by ensuring that the public knows the status of the business of the meeting throughout the meeting
- Support Board capacity and effectiveness by promoting board member participation and development
- Other roles set out in the Board's Procedure By-law.

Role of Vice-Chair of a Board

- Assume duties of the Chair when the Chair is unable to assume duties or upon delegation
- Exercise the powers of the Chair when acting in that capacity
- Chair board committees on behalf of the Chair
- Assist the Chair in developing board capacity
- Hear and deal with issues involving the Chair
- Other roles set out in the Board's Procedure By-law.

Current City Priorities



City of Toronto Strategic Actions 2013-18

City Building: Views the City as a whole and focuses on investment in social and physical services and infrastructure, which are fundamental to the city's quality of life.

Fiscal Sustainability: Refers to the City's ability to maintain its programs and services while also funding its growing commitments.

Good Governance: Refers to the system of municipal government in terms of its role as a democratic institution, a public policy maker and a deliverer of public services.

Environmental Sustainability: Encompasses principles of environmental balance and the integration of environmental considerations in our social and economic activities.

Economic Vitality: Refers to the health of the city's economy and includes such factors as diversified employment, skilled workforce, competitiveness, investment and affordability.

Social Development: Encompasses principles of social equity, social well-being and citizen engagement.

Toronto Public Service By-law: Overview

- In June 2014, City Council adopted the [Toronto Public Service By-law](#). It is now part of the Toronto Municipal Code, Chapter 192, Public Service.
- The TPS By-law applies to the Toronto Public Service and most City Agencies. Council asked the City Manager and City Agencies to implement By-law provisions.
- The TPS By-law will come into force on December 31, 2015.
- The City Manager's Office is working closely with Agency Heads to support Agency implementation of the By-law provisions.

Objectives of the Public Service By-law

- Advance the public service as a professional body.
- Affirm City Agencies as part of the broader public service with authority to manage their own affairs.
- Ensure the public service is effective in serving the public, the Toronto government and the City as a whole.
- Establish the roles, responsibilities and authorities for the administration of the public service.
- Recruit and develop a well-qualified public service that is reflective of Toronto's diversity.
- Set out the rights and duties of the public service concerning ethical conduct, including political activity and conflict of interest.
- Establish procedures for the disclosure and investigation of wrongdoing and protect public servants who disclose wrongdoing from reprisals.

Public Service By-Law: Application

The By-law applies to the following in-scope agencies:

- Arena Boards
- Association of Community Centres
- Exhibition Place
- Heritage Toronto
- Sony Centre for the Performing Arts
- St. Lawrence Centre for the Arts
- Toronto Centre for the Arts
- Toronto Parking Authority
- Toronto Public Health
- Toronto Transit Commission
- Toronto Zoo
- Yonge-Dundas Square

Council adopted specific directions for consistency with the By-law's ethical requirements:

- Toronto Atmospheric Fund
- Toronto Polices Service Board
- Toronto Public Library Board
- City-Controlled Corporations
- Toronto's Accountability Officers

Public Service By-law: Key Elements

- Public Service Values
- Role, Responsibilities and Authorities of the City Manager and City Agencies to manage their Employees
- Minimum Human Resources Policy Requirements
- Ethical Provisions for Conflict of Interest, Political Activity and Disclosure of Wrongdoing and Reprisal Protection
- Establishment of Ethics Executives

Council Recommendation

- While the TPS By-law provisions do not apply to the Toronto Public Library Board, City Council adopted the following recommendation in June 2014:

*Rec. #9. City Council request the Toronto Police Services Board and the **Toronto Public Library Board** to review their ethical policies pertaining to conflict of interest, political activity and the disclosure of wrongdoing and reprisal protection, and adopt provisions consistent with the City of Toronto.*

City's Executive Compensation Framework

- Initiated by Council in 2012
- In 2014 City Council requested boards (excluding TPL) to adopt an executive compensation policy by 2015
- Once every 4 years the City Manager will report on trends: a report on the 2010 to 2014 period will be submitted to Council in 2015
- Agencies and corporations are requested to collect and submit executive compensation data
- Agencies and Corporations are requested by Council to put a provision into future senior executive contracts for annual disclosure of individual compensation data
- <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.EX21.19>
- <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX44.8>

Executive Compensation Disclosure: TPL

City Council requested the Toronto Public Library Board to:

- *Report individual executive compensation and salary ranges to the City Manager in a form and at a time satisfactory to the City Manager as permitted by law; and*
- *Take action to ensure that future employment contracts for executives contain a provision providing employee consent to the disclosure of their individual compensation to the City Manager and in a confidential report to City Council in a form and at a time satisfactory to the City Manager.*

City's Priority To Support Boards

Support agency performance, compliance and strategic alignment with the City through:

- Board member orientations and briefings as required
- consultation with boards on policy development and program implementation
- A web portal for agencies and corporations to provide timely City information and tools: [Agencies and Corporations Web Site](#)
- Advocating for appropriate corporate supports
- City Liaisons (contact information provided in this package)

City Liaisons and Board Resources

Finance Liaison

- Ritu Sadana, Manager, Financial Planning Division, 416.395.6449
rsadana@toronto.ca
- Karin Dahm, Senior Financial Planning Analyst, Corporate Financial Planning and Management Team, 416.395.1299; kdahm@toronto.ca

Governance Liaison

- Peter Notaro, Director, Corporate Intergovernmental and Agency Relations, City Manager's Office, 416.392.8066, pnotaro@toronto.ca
- Karen Jones, Senior Corporate Management and Policy Consultant, City Manager's Office, 416.397.4429, kjones3@toronto.ca

[Agencies and Corporations Web Site](#)

Questions & Discussion



How Parliamentary Procedure helps the Library Board be open & accountable

By John Elvidge, Director, City Clerk's Office Secretariat

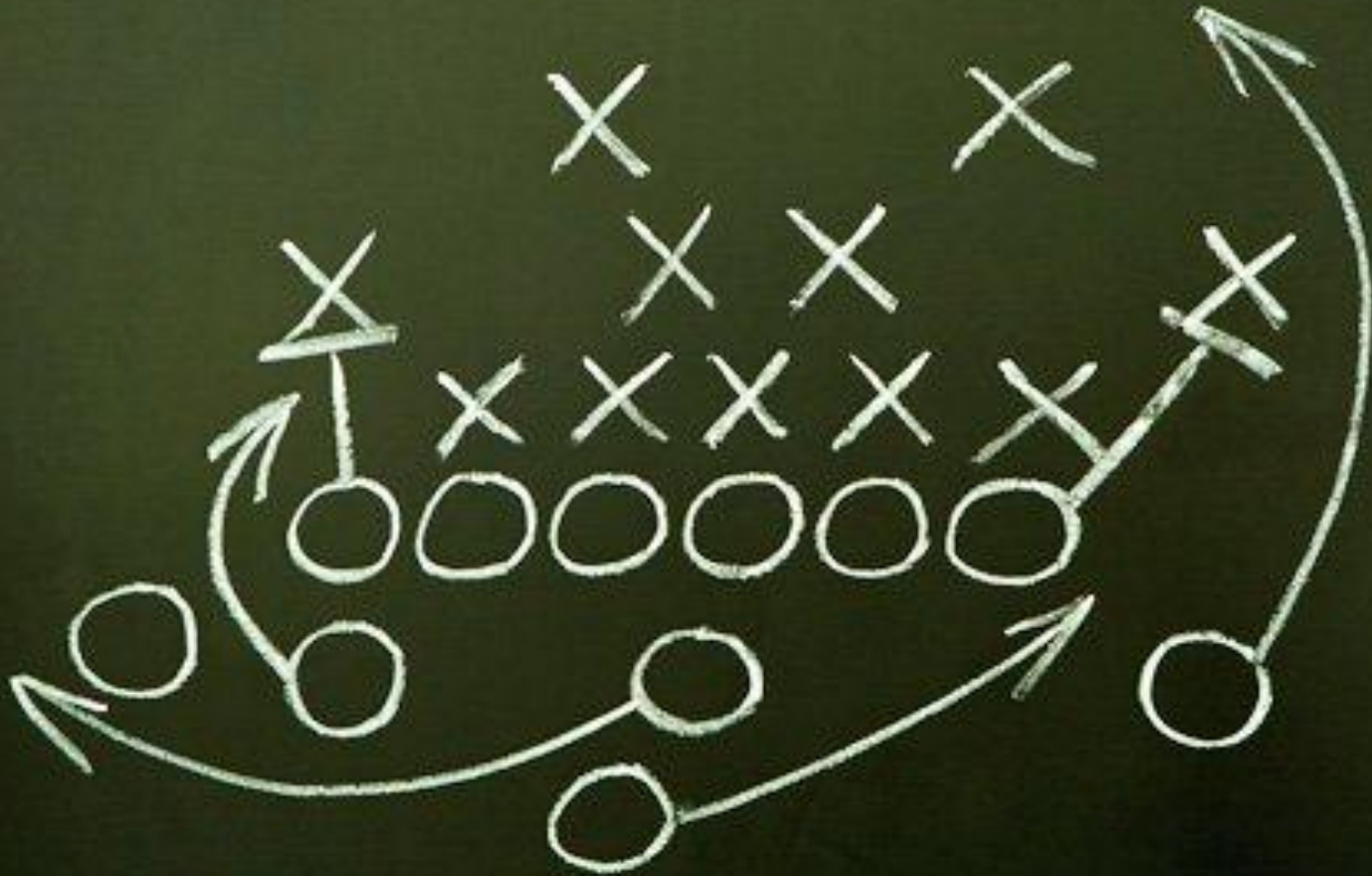


Public appointees play a valuable role in the governance of City boards



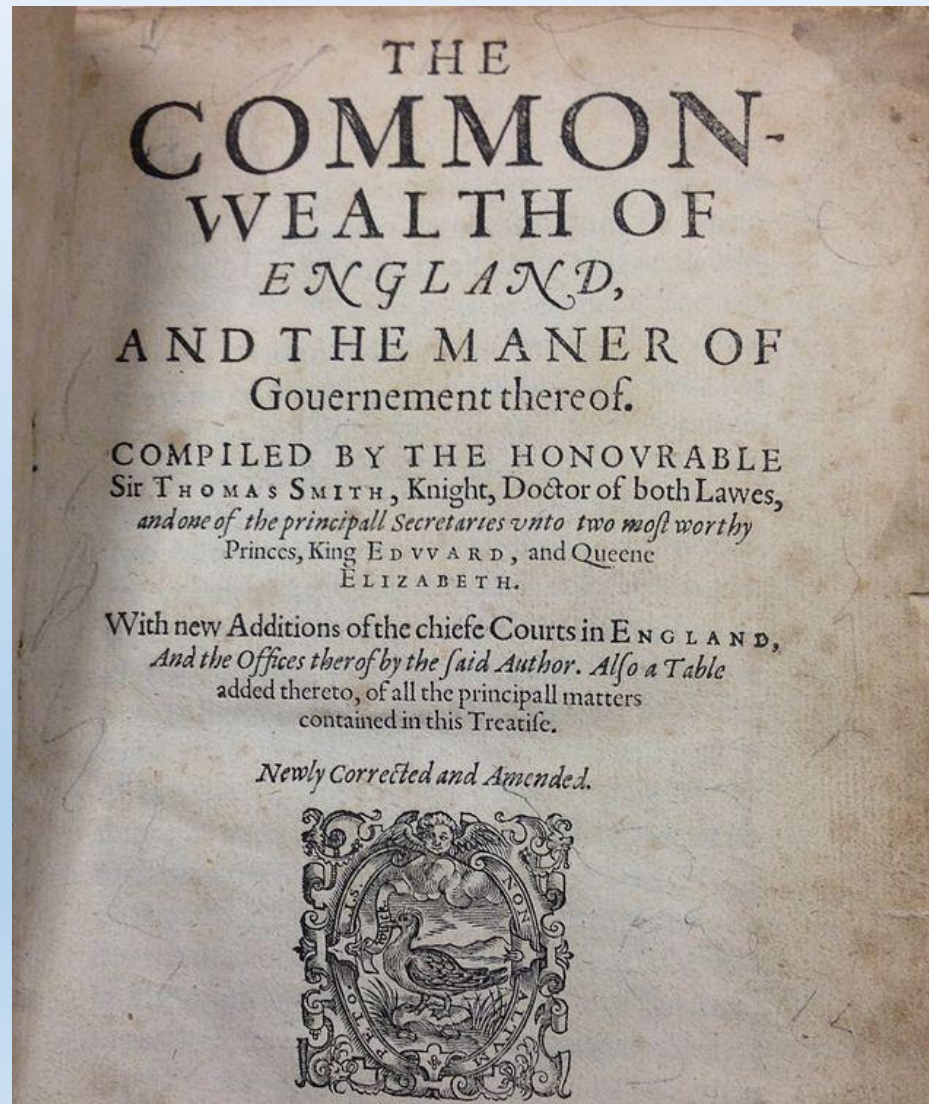
Thank You!

Parliamentary procedures are often considered confusing or arcane



Modern procedures are rooted in time-honoured principles

1



John George Bourinot



- *“The great principles that lie at the basis of English parliamentary law have ... been always kept steadily in view by the Canadian legislatures; these are:*
 - To protect the minority and restrain the improvidence and tyranny of the majority,
 - to secure the transaction of public business in a decent and orderly manner,
 - to enable every member to express his opinions within those limits necessary to preserve decorum and prevent an unnecessary waste of time,
 - to give full opportunity for the consideration of every measure, and
 - to prevent any legislative action being taken heedlessly and upon sudden impulse”.

Mason's Manual of Legislative Procedure

- Body must have authority to act
- Body must make decisions in meetings
- Proper notice must be given to all
- Quorum must be present
- There must be a question upon which the body can make a decision
- Must be an opportunity for debate
- Question must be decided by a vote
- Majority is required to decide a question
- No fraud, trickery or deceptions
- Actions must be lawful and constitutional



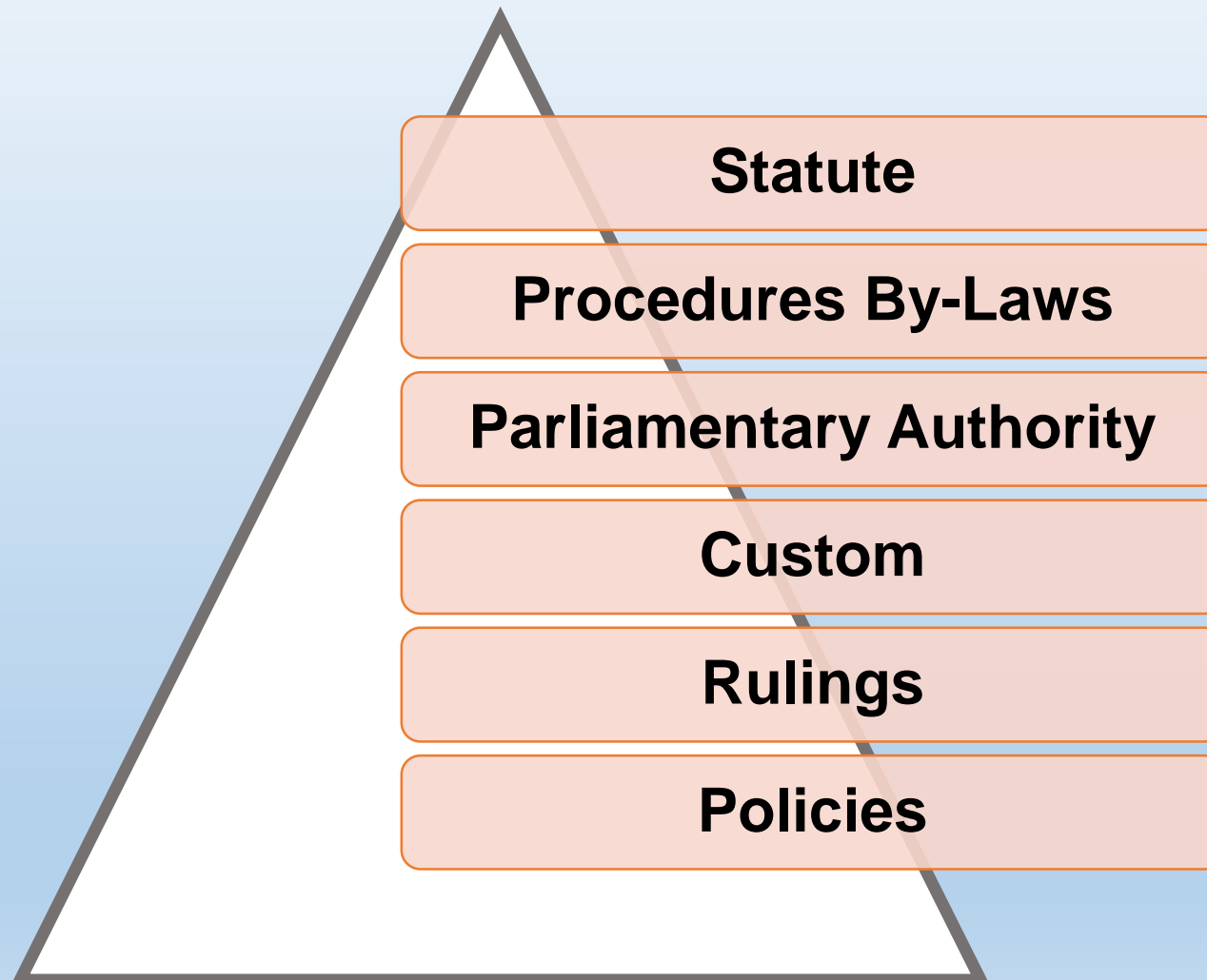
Principles of the City of Toronto Council Procedures

- The majority has the right to decide
- The minority has the right be heard
- All members have the right to information to make decisions, unless prevented by law
- Members have the right to an efficient meeting
- Members have the right to be treated with respect and courtesy
- Members have equal rights, privileges and obligations



A procedures by-law is part of a larger procedural framework

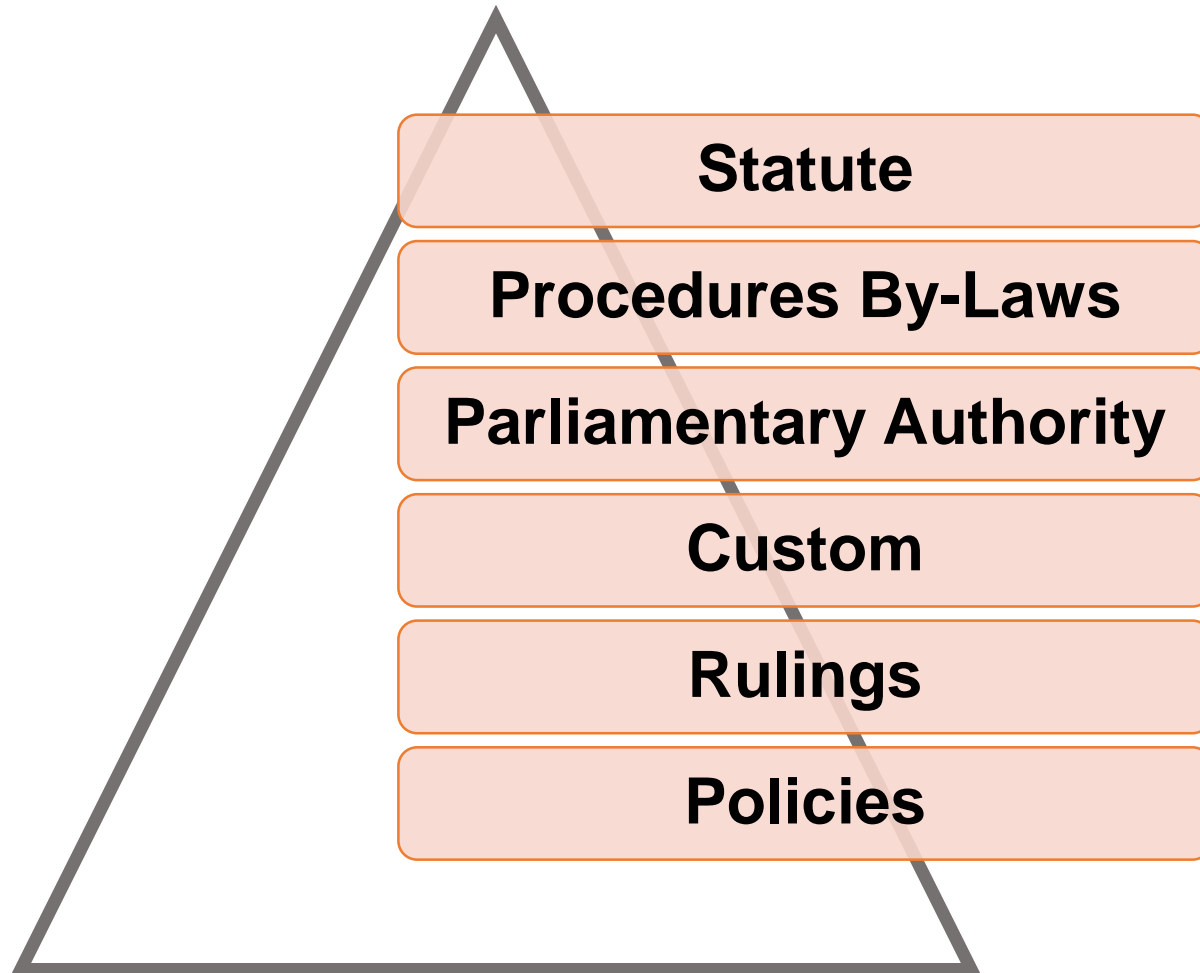
2



Statutory Provisions

- A board shall hold regular meetings once a month for at least 10 months each year and at such other times as it considers necessary
- The chair or any two members of a board may summon a special meeting of the board by giving each member reasonable notice in writing, specifying the purpose for which the meeting is called.
- The presence of a majority of the board is necessary for the transaction of business at a meeting.
- The chair or acting chair of a board may vote with the other members of the board upon all questions, and any question on which there is an equality of votes shall be deemed to be negative.
- The board chair may expel any person for improper conduct at a meeting.

Procedure by-laws are part of a larger procedural framework



Pay attention to open and closed meeting rules

3



There is growing public scrutiny of open and closed meetings

Ont. ombudsman says municipal councils should face penalties for meeting in secret

What goes on behind closed doors? Are municipalities too secretive?

by Patrick Raftis

WELLINGTON CTY.

Mayor Joe Fontana, six councillors had 'illegal closed meeting:' Ombudsman Andre Marin

Ontario Ombudsman Andre Marin announce his latest investigation (PRESS)



By Mike Donachie
Metro London

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There is a narrow list of reasons that meetings can be closed

Reasons a meeting may be closed:

- the security of the property of the board;
- personal matters about an identifiable individual;
- a proposed or pending acquisition or disposition of land by the board;
- labour relations or employee negotiations;
- litigation or potential litigation, including matters before administrative tribunals, affecting the board;
- advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- a matter in respect of which a board or committee of a board may hold a closed meeting under another Act.

The Public Libraries Act imposes some conditions on closed sessions

- A meeting must be closed if the Board is exercising the powers of the head of the institution in an MFIPPA matter
- Before holding a meeting or part of a meeting that is to be closed to the public, a board or committee of the board shall state by resolution,
 - the fact of the holding of the closed meeting; and
 - the general nature of the matter to be considered at the closed meeting.
- A meeting shall not be closed to the public during the taking of a vote.
- A meeting may be closed to the public during a vote if the vote is for
 - a procedural matter or
 - for giving directions or instructions to officers, employees or agents of the board or committee of the board or persons retained by or under contract with the board.

Avoid some common mistakes

Pre-meeting
briefings for
board

Board “retreats”

Going for lunch
or dinner

Recessing to ask
staff questions or
“work things out”

Telephone or
electronic
meetings

Open meetings
in inaccessible
locations

Lengthy Closed
Session;
Perfunctory
Open Session

**The City's confidential document protocol
maximizes disclosure of public information**



“The democratic legitimacy of municipal decisions does not spring solely from periodic elections, but also from a decision-making process that is transparent, accessible to the public, and mandated by law.

When a municipal government improperly acts with secrecy, this undermines the democratic legitimacy of its decision, and such decisions, even when intra vires, are less worthy of deference.”

Supreme Court of Canada
RSJ Holdings v. City of London

Public appointees play a valuable role in the governance of City boards



Thank You!



**Presentation to
Library Board of Directors**

**Key Aspects of
BOARD GOVERNANCE**

“An Auditor General’s perspective”

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Auditor General

June 22, 2015



To whom does the board owe a duty?

- The City?
- Customers?
- Community?
- All the above?
- None of the above?



- Public libraries are governed by public library boards which “**are corporations**” established under the *Public Libraries Act*.
- *The corporation is responsible to oversee the management and control of the library*
- Boards of Directors owe a fiduciary duty to *the corporation*.
 - *Fiduciary duty – one is placed in a position of trust and confidence to manage and protect the property or money of another. Must act for another's benefit*



Governance roles

Hire CEO

- 1. Foresight**
- 2. Oversight**
- 3. Insight**

Board of Directors

Select CEO

Confirm Strategy (foresight)

Oversee risk, finances and performance



CEO

Implement Strategy

Measure performance

Identify and manage risks and implement controls

Foresight: Setting up for success

Questions the Board should ask

1. Will achieving the **goals** deliver the **outcomes**?
2. What are the right measures/**targets**?
3. Do you receive **performance information** aligned to outputs and outcomes? (Evaluating the CEO based on targets?)
4. **Dashboards** -- Are you receiving reports on the risks that would prevent the Library from achieving the outputs and outcomes?

Measuring Outcomes – Grow a City of Readers

Foster literacy and a love of reading as a first priority; support readers of all ages in improving print literacy skills and in discovering great stories and books

Measuring Outputs

Goal 2 Champion the joy of reading and connect readers, authors and creators”

Sample objective:

Build **communities of readers** online and in library branches and in communities throughout the City

Sample -Tactics/Strategies

- Expand access to lectures and author readings in library branches and through expanded access to programming and related content online.
- Pilot customized readers advisory online
- Expand use of social media to engage readers

How do you measure?

Strategic Goals / Mandate

Inputs

Activities
(Use of Inputs)

Outputs

Measurable Outcomes

Economy

Efficiency

Effectiveness

Value for Money = 3 E's

OVERSIGHT: GOVERNANCE 'LINES OF DEFENCE'
How it ties together....



Library Board

5th line of defence

4th line of defence

3rd line of defence

2nd line of defence

1st line of defence

Audit
Committee

Independent
External Audit -
Auditor General

CEO

Internal Audit

Risk Management (risk register)
(Risk of not achieving outcomes)
& other key Reporting (including finance, project
monitoring and performance indicators)



Controls

**Strategic
Goals /
Mandate**

Inputs

Activities
(Use of
Inputs)

Outputs

**Measurable
Outcomes**



Common Audit Findings Corporations & Agencies

General Finding	TCHC	SONY Centre	Invest Toronto	Toronto Zoo	Build Toronto
Clarity in Strategic Goals	Not part of the audit	X	X	Not part of the audit	X
Procurement Controls	X	X		X	X
Management of Capital Projects	Not part of the audit	X	N/A	X	X
Board Approval of Spending Limits Exceeded	Not part of the audit	X		Not part of the audit	X



Do you have a solid understanding of the risks facing the Library?

Risk :

The likelihood of not attaining strategic goals and the related impact

- **Risk register** should be provided to the Board
- **Ask probing questions about risks** to ensure the key risks have been identified and that the risk-related information is reliable.



Important factors to ensure success...

- **Expertise** - subject matter, financial, risk, legal
 - If you don't have itobtain it!
- **Time** – There is a fiduciary duty owed so conducting your due diligence is important...
 - Which committees do you need to provide the level of due diligence required over matters?
- **Continuity**
 - Attending meetings, succession planning



Information gap:

- Ensuring the board has the right information to discharge its duties.
 - What do you need to ensure success of the Library and to achieve strategic outcomes?
 - Is there too much or insufficient information?
 - Is performance directly tied to targets for easy evaluation?
- All oversight information should be:
 - relevant, and include information on:
 - Risks, finance, performance, project management, strategic issues
 - Provided at the right level– to fulfill your responsibilities?
 - Ask yourself where are we? Where do we need to be? What information is needed for me to determine if we are getting there.....



Recap.... **Legislative role: Management and Control of the Library**

Governance role:

1. Foresight -

- Leverage your expertise to ask probing questions about the strategy....
 - What is the Library of the future?
- Strategic goals –
 - Are outcomes, outputs and performance aligned to strategic goals?
 - Are they measurable?

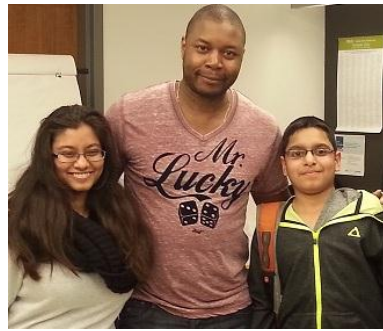
2. Oversight

- Monitor risk, finance and performance and project management
- Insight –probe issues – support management

Risk Register

*Financial Statements
& reports*

*Performance
reports and
Independent audits*



TPL Foundation

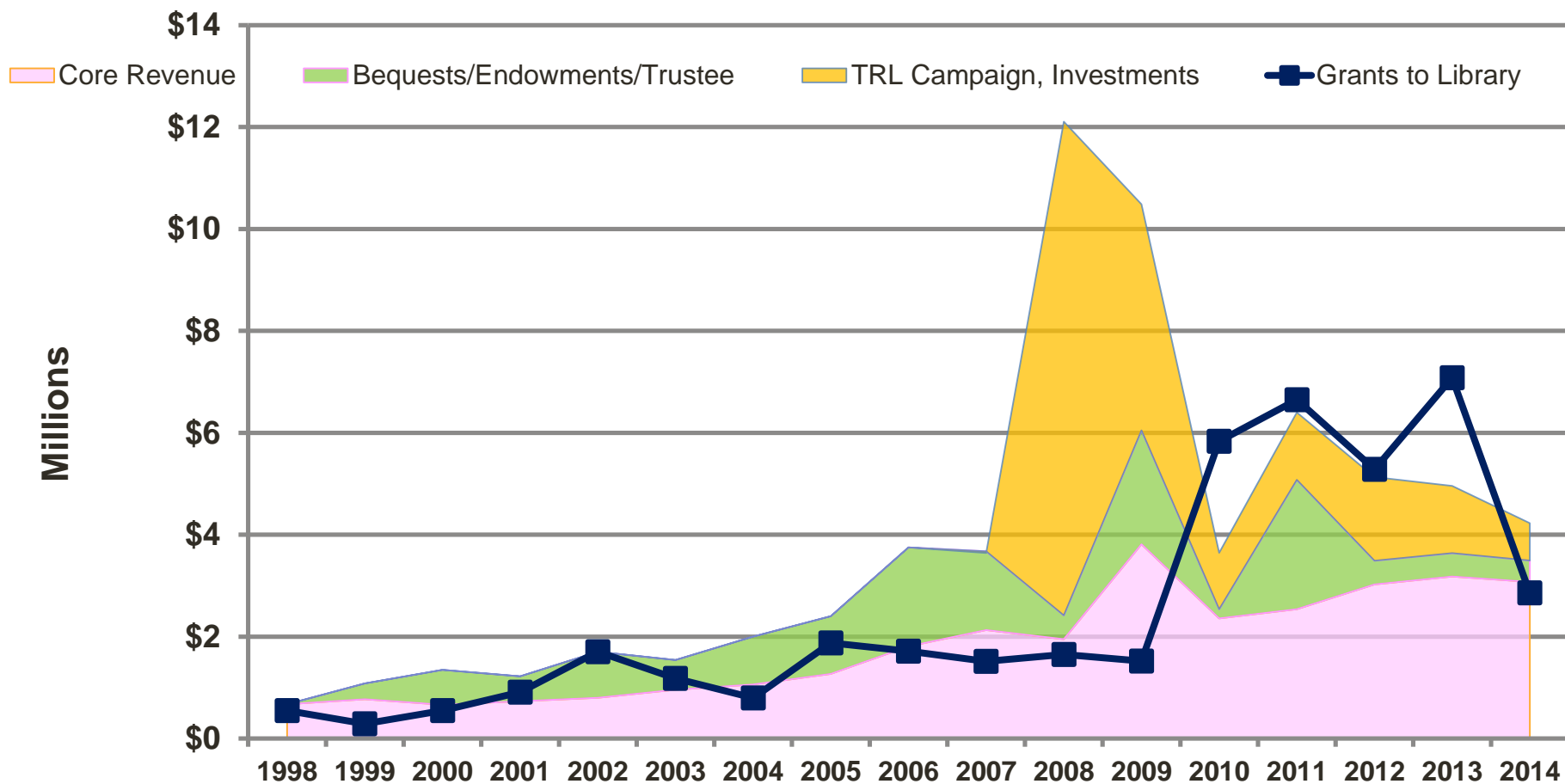
June 22, 2015

Pamela Laycock, Vice Chair
Heather Rumball, President

Toronto's Library. With you for life.



Foundation Revenue Growth



2014 Fundraising Activity Summary

Funds Received	\$3.79M	
▪ For 2014	\$1.64M	
▪ For future-years	\$2.15M	
Future Year Pledges	<u>\$1.98M</u>	
Total Commitments Secured	\$5.77M	

TPL Fundraising Priorities

Provided funding for:

22 of the 39 identified 2012 - 2014 priorities

- Welcoming Places and Spaces \$ 565,681
- Collections, Literacy and the Joy of Reading \$1,135,932
- Lifelong Learning and Skill Development \$ 443,228
- Cultural and Social Connection \$ 307,003

sub total: \$2,451,844

Plus:

Additional funding*: \$ 350,123
Total: \$ 2,801,967

**for other approved fundraising priorities, gifts in kind, Friends expenses*

2014 Corporate Sponsorships

Funding Priority	Sponsor	Value	Recognition
Summer Reading Club	TD Bank Group First installment of \$2.6m three year pledge	\$867K	Program name
TPL Teens: Summer Edition	TD Bank Group	\$80K	Logo credit (promotional materials)
Digitization	Toronto Star	\$65K	Donor Credit
After School Newcomer Hubs	RBC Foundation	\$50K	Donor credit

2014 Corporate Donors

Funding Priority	Donor	Value	Recognition
After School Newcomer Hubs	RBC Foundation	\$50K	Donor credit
Marginalized Customers	Bell Canada	\$20K	Donor credit
Green Program Series (and collections)	TDFEF	\$15K	Donor credit
Young Voices	Deloitte	\$10K	Donor credit

Sponsorship of Wifi

TPL Board Request

Findings

1. TPL not seen as a marketing opportunity
2. More sponsorship “value” would need to be provided

2015 Focus

100 Reasons to Give

- ★ Toronto's Library is with you for life.
- ★ Donors make life-changing programs possible.

June 2: Giving Day

➤ **\$10,000 goal**

Our Beginnings



Metropolitan Toronto
Library circa 1997



\$69 million

Since 1997

Thanks to our Founders:

Richard Boxer
Janet McKelvey

Thank you!

Toronto's Library. With you for life.



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

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



STAFF REPORT ACTION REQUIRED

10.

2016 - 2025 Capital Budget and Plan Submission

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

SUMMARY

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

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

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

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

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

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

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

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

FINANCIAL IMPACT

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

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

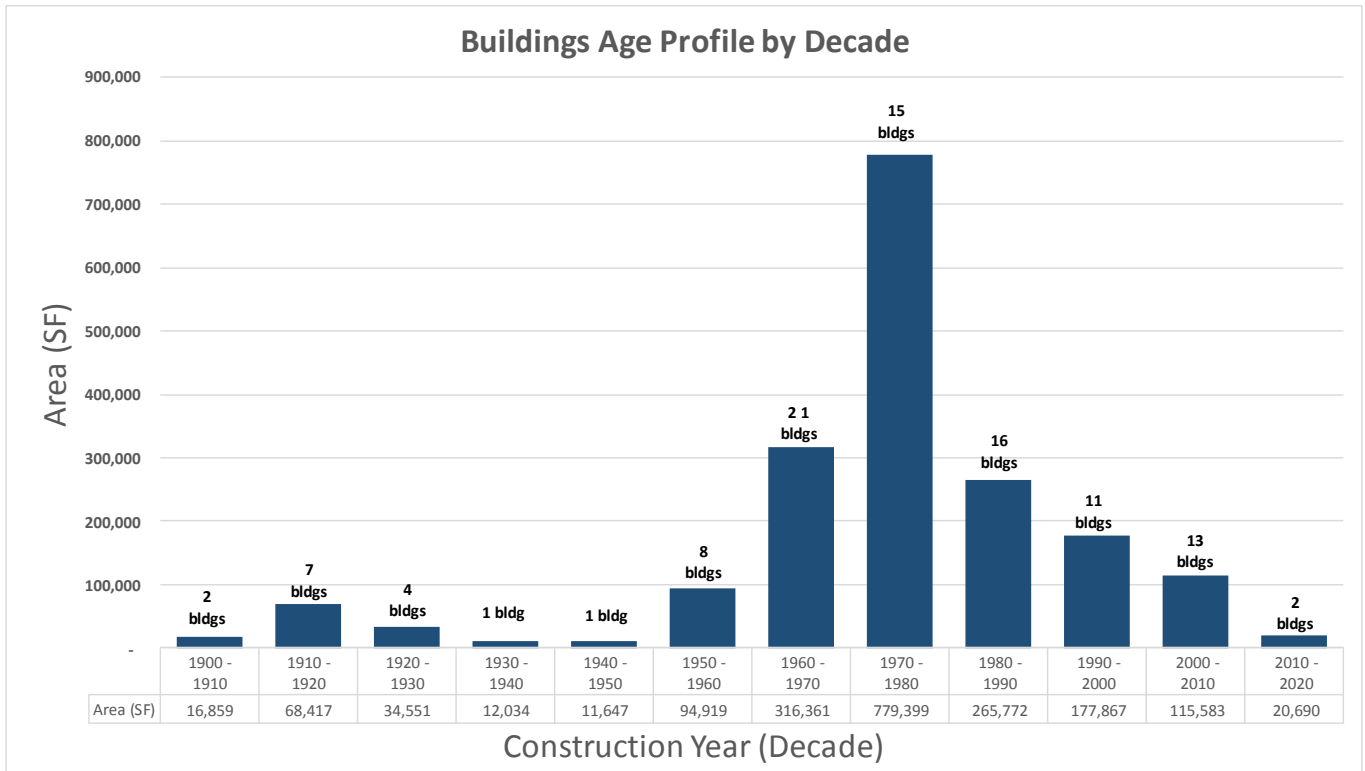
Planned relocation of branches, including Bayview, St. Lawrence, Perth/Dupont and Queen/Saulter (Port Lands), involve building on City-owned lands and no funding has been budgeted to acquire these lands. This has been a consistent practice in all previous capital budgets and TPL will continue to seek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

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

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

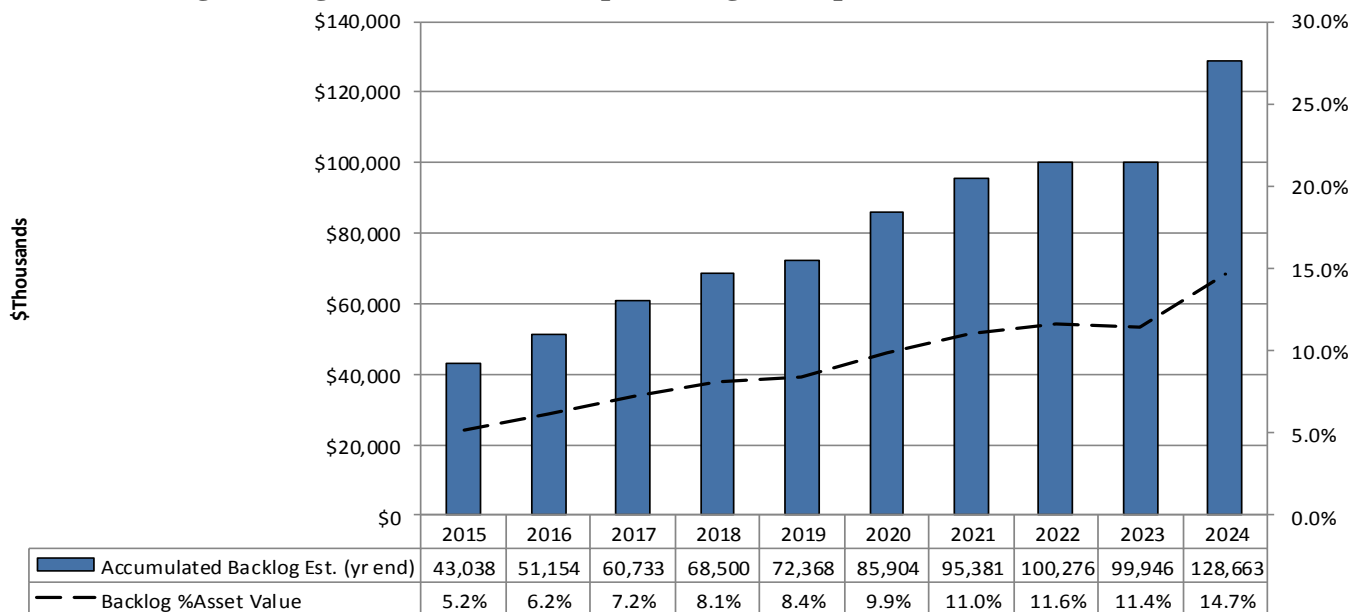
DECISION HISTORY

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

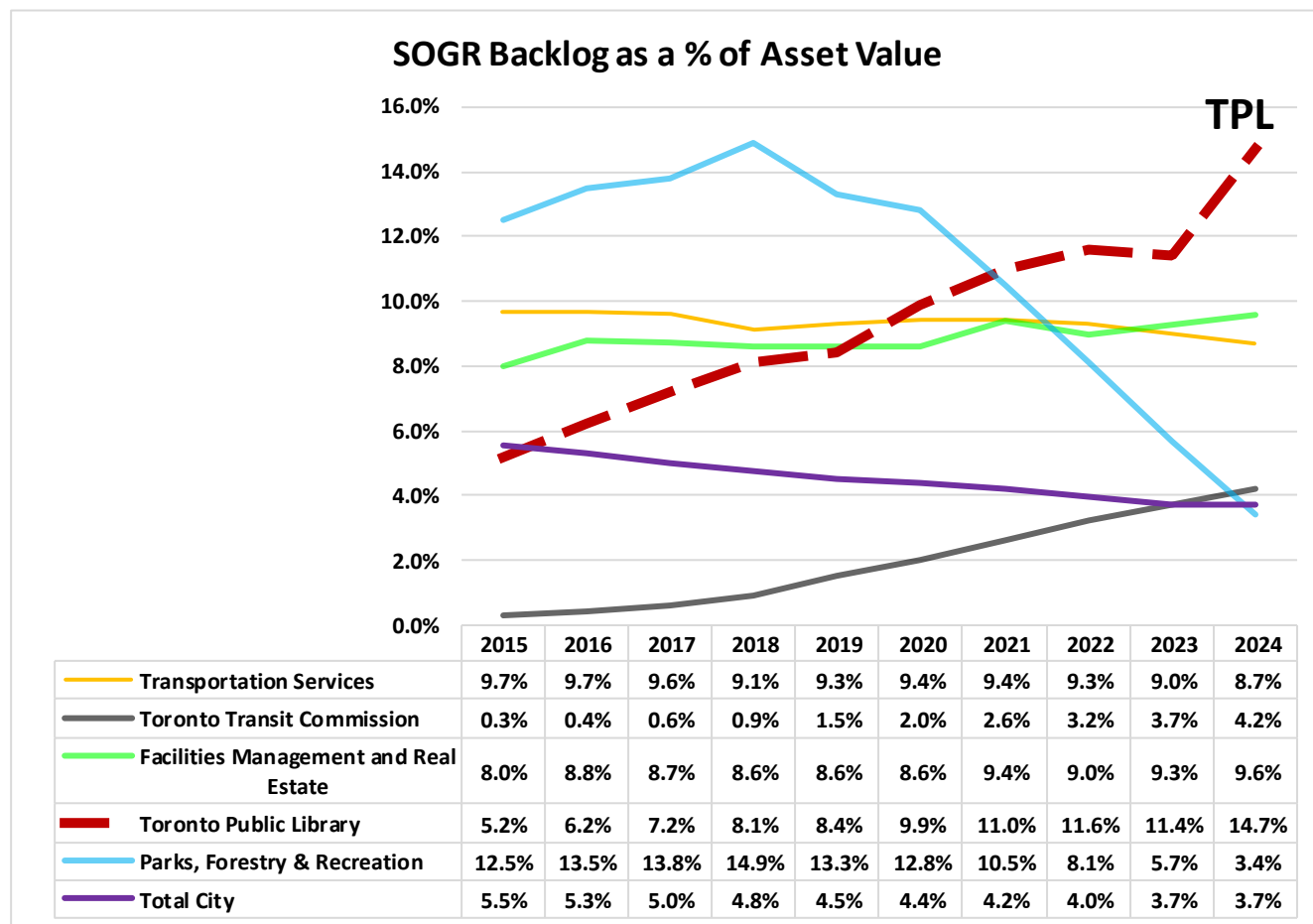


In recapping the approved 2015 - 2024 capital budget and plan, it was noted that the assigned City debt targets, which were met, were inadequate to fund TPL’s capital needs and resulted in a SOGR backlog growing from \$44.2 million in 2015 to \$128.7 million by 2024 as shown below:

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



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



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

That the Toronto Public Library Board:

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

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

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

ISSUE BACKGROUND

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

Planning Framework

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

Service Delivery Model

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

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

Branch Development Strategy

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

Refinement of Capital Program

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

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

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

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

COMMENTS

2015 Capital Achievements

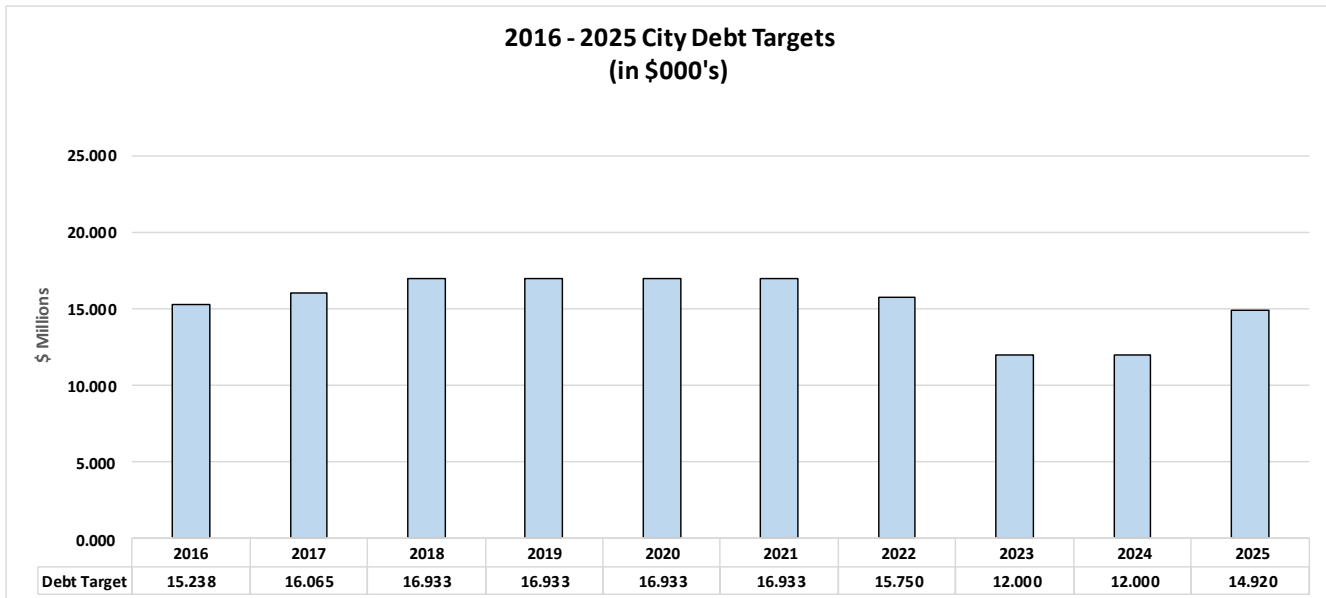
Some highlights from 2015, projected to the end of the year, include:

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

- Multi-branch:
 - Northern District exterior renovation began in late 2014 to replace the existing ramp, walls and railings and provide new lighting, planting and seating. The exterior renovation will be completed in 2015;
 - upgrades to elevators at four locations to replace existing unprotected hydraulic cylinders and add fall protection devices as required by TSSA (Technical Standard and Safety Authority);
 - repairs and maintenance to the exterior cladding at North York Central;
 - new cooling tower at Toronto Reference Library (TRL) and renovation of the ground floor space to allow staff to relocate back to TRL and free up the leasable space at Northern District;
 - accessibility projects at ten branches; and
 - energy and sustainability projects at four branches and phase 1 of the roll out of the new building automation system.
- Technology Asset Management Program (TAMP):
 - completion of the high speed fiber network implementation;
 - replacement of multifunction print devices;
 - replacement of the pay-for-print/copy system;
 - replacement of room booking system; and
 - allow for better analysis of user data for service planning.
- Virtual Branch Services (VBS):
 - new website sign-in implementation;
 - improved re-built customer account, including information that provides customers with a better understanding of their account status;
 - a mobile/responsive designed experience for priority webpages sections such as account access, library homepage, sign-in page, search results and new titles lists;
 - availability information (specifically the number of item holds and copies) about e-books; and
 - launch of the site for parents and caregivers for children under five.

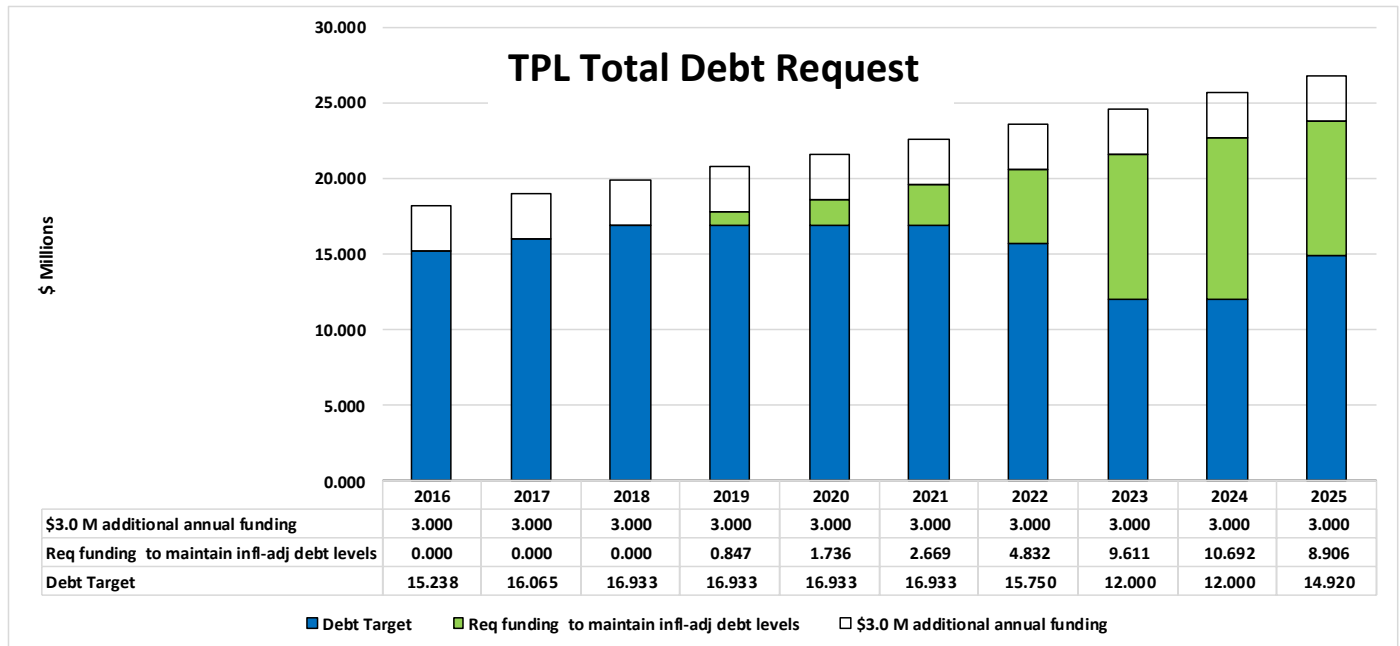
2016-2025 Capital Funding

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



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

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



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

2016 - 2025 Capital Budget and Plan Strategy

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

The capital budget and plan achieves the following strategic objectives:

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

1. Fiscally responsible budget submission

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

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

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

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

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

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

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

3. Address City growth intensification areas

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

Bayview Branch

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

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

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

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

St. Lawrence Branch

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

Perth/Dupont Branch

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

Queen/Saulter (Port Lands) Branch

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

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

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

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

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

Redevelopment of properties *

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

5. Minimize the operating impact of the capital program

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

2016 – 2025 Capital Submission Request

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

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

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

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

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

2016 Capital Projects

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

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

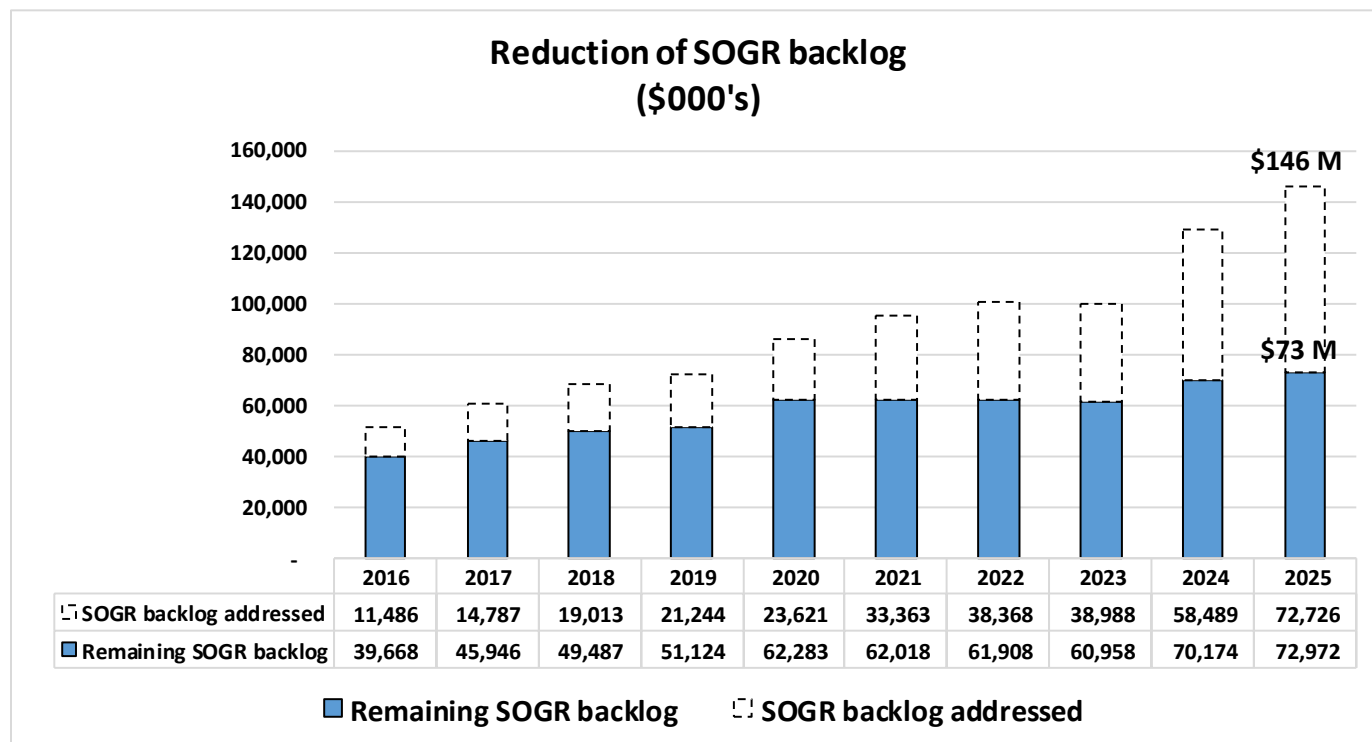
A description of the 2016 projects is on Attachment 2.

CHALLENGES AND ISSUES

Debt Target and SOGR backlog

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

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



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

Growth in Population and Service Demand

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

Demand for Virtual Branch e-services and Technology

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

Operating impact

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

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

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

CONCLUSION

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

TIMETABLE

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

CONTACT

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SIGNATURE

City Librarian

ATTACHMENTS

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

TORONTO PUBLIC LIBRARY
2016 - 2025 Capital Budget and Plan - Gross and Debt Funding
(\$000's)

Attachment 1

PROJECT INFORMATION						GROSS												TOTAL 2016 - 2025	DEBT												TOTAL 2016- 2025
PROJECT NAME	Cost Est.	Develop. Charges	S. 37/ 45/ Reserves	Other Funding	Debt	2016	2017	2018	2019	2020	TOTAL 2016- 2020	2021	2022	2023	2024	2025	TOTAL 2021- 2025	2016	2017	2018	2019	2020	TOTAL 2016-2020	2021	2022	2023	2024	2025	TOTAL 2021- 2025		
1 Tech Asset Mgmt Prg (TAMP)	43,650	2,095	-	13,780	27,775	4,100	4,100	4,100	4,100	4,100	20,500	4,100	4,100	4,900	5,110	4,940	23,150	43,650	2,456	2,625	2,534	2,693	2,408	12,716	2,311	2,722	3,273	3,370	3,383	15,059	27,775
2 Virtual Branch Services (VBS)	13,072	11,987	-	-	1,085	1,822	1,250	1,250	1,250	1,250	6,822	1,250	1,250	1,250	1,250	1,250	6,250	13,072	50	25	25	489	355	944	-	-	16	-	125	141	1,085
3 Multi-Branch Renovation Program (SOGR)	55,623	5,615	-	-	50,008	4,586	4,193	4,293	4,293	4,293	21,658	4,593	6,593	7,593	7,593	7,593	33,965	55,623	3,012	4,063	4,180	3,960	3,863	19,078	4,302	6,273	7,193	7,182	5,980	30,930	50,008
4 Agincourt Partial Renovation	2,297	172	1,125	-	1,000	1,297	-	-	-	-	1,297	-	-	-	-	-	-	1,297	-	-	-	-	-	-	-	-	-	-	-	-	-
5 Albion Reconstruction	15,007	1,351	-	-	13,656	5,355	6,030	1,525	-	-	12,910	-	-	-	-	-	-	12,910	5,278	5,019	1,525	-	-	11,822	-	-	-	-	-	-	-
6 Bridlewood Renovation	2,400	350	2,050	-	-	-	1,100	800	-	-	1,900	-	-	-	-	-	-	1,900	-	-	-	-	-	-	-	-	-	-	-	-	-
7 Bayview Relocation	11,190	5,563	-	580	5,047	500	2,620	3,662	4,025	-	10,807	-	-	-	-	-	-	10,807	220	-	1,644	2,800	-	4,664	-	-	-	-	-	-	4,664
8 Wychwood Renovation & Expansion	8,618	3,595	1,500	250	3,273	2,199	3,839	2,130	-	-	8,168	-	-	-	-	-	-	8,168	1,192	1,329	302	-	-	2,823	-	-	-	-	-	-	2,823
9 St. Clair/Silverthorn Reconstruction	2,247	477	-	-	1,770	1,247	800	-	-	-	2,047	-	-	-	-	-	-	2,047	836	800	-	-	-	1,636	-	-	-	-	-	-	1,636
10 North York Central Renovation	18,907	1,702	-	-	17,205	4,880	5,365	5,213	1,414	-	16,872	-	-	-	-	-	-	16,872	4,215	4,328	5,213	1,414	-	15,170	-	-	-	-	-	-	15,170
11 Dawes Road Construction & Expansion	11,980	6,497	-	-	5,483	979	1,315	3,286	4,628	1,722	11,930	-	-	-	-	-	-	11,930	979	594	1,780	1,717	363	5,433	-	-	-	-	-	-	5,433
12 Eglinton Square Expansion	1,243	643	-	600	-	943	-	-	-	-	943	-	-	-	-	-	-	943	-	-	-	-	-	-	-	-	-	-	-	-	-
13 Albert Campbell Renovation	12,165	1,095	-	-	11,070	265	-	1,429	3,809	3,542	9,045	3,120	-	-	-	-	3,120	12,165	-	-	869	3,539	3,542	7,950	3,120	-	-	-	-	3,120	11,070
14 Downsview Renovation	4,798	432	400	-	3,966	154	960	1,765	1,919	-	4,798	-	-	-	-	-	-	4,798	-	282	1,765	1,919	-	3,966	-	-	-	-	-	-	3,966
15 Perth/Dupont Relocation	2,953	1,867	-	841	245	-	205	1,566	1,182	-	2,953	-	-	-	-	-	-	2,953	-	-	-	245	-	245	-	-	-	-	-	-	245
16 Sanderson Renovation	5,817	524	-	-	5,293	-	384	-	2,102	2,250	4,736	1,081	-	-	-	-	1,081	5,817	-	-	-	1,962	2,250	4,212	1,081	-	-	-	-	1,081	5,293
17 St.Lawrence Relocation & Expansion	17,873	13,682	-	-	4,191	-	362	-	2,732	5,806	8,900	6,898	2,075	-	-	-	8,973	17,873	-	-	-	-	2,767	2,767	1,347	77	-	-	-	1,424	4,191
18 Richview Renovation	3,081	277	-	-	2,804	-	-	150	-	1,598	1,748	1,333	-	-	-	-	1,333	3,081	-	-	35	-	1,436	1,471	1,333	-	-	-	-	1,333	2,804
19 Parliament Street Renovation	6,843	616	-	-	6,227	-	-	245	-	3,417	3,662	3,181	-	-	-	-	3,181	6,843	-	-	37	-	3,009	3,046	3,181	-	-	-	-	3,181	6,227
20 Weston Renovation	8,733	786	-	-	7,947	-	-	153	-	2,010	2,163	3,204	3,366	-	-	-	6,570	8,733	-	-	24	-	1,676	1,700	2,881	3,366	-	-	-	6,247	7,947
21 Guildwood Relocation	6,763	4,537	-	-	2,226	-	-	-	226	-	226	3,384	3,153	-	-	-	6,537	6,763	-	-	-	42	-	42	892	1,292	-	-	-	2,184	2,226
22 Northern District Renovation	10,593	953	-	-	9,640	-	-	-	349	-	349	2,570	4,088	3,586	-	-	10,244	10,593	-	-	-	-	-	-	2,033	4,021	3,586	-	-	9,640	9,640
23 Mimico Renovation	8,713	784	-	-	7,929	-	-	-	-	150	150	-	1,468	3,308	3,787	-	8,563	8,713	-	-	-	-	-	-	-	1,468	2,719	3,742	-	7,929	7,929
24 High Park Renovation	6,483	583	-	-	5,900	-	-	-	-	148	148	-	3,112	3,223	-	-	6,335	6,483	-	-	-	-	-	-	-	2,677	3,223	-	-	5,900	5,900
25 Brookbanks Renovation	6,210	1,826	3,650	-	734	-	-	-	-	-	-	183	2,876	3,151	-	-	6,210	6,210	-	-	-	-	-	-	-	118	616	-	-	734	734
26 Centennial Renovation	4,861	1,672	-	-	3,189	-	-	-	-	-	-	121	2,398	2,342	-	-	4,861	4,861	-	-	-	-	-	-	121	1,568	1,500	-	-	3,189	3,189
27 Jones Reconstruction	3,578	1,022	-	-	2,556	-	-	-	-	-	-	-	160	1,686	1,732	-	3,578	3,578	-	-	-	-	-	-	-	-	1,236	1,320	-	2,556	2,556
28 Deer Park Renovation	9,562	861	-	-	8,701	-	-	-	-	-	-	-	172	1,418	3,856	4,116	9,562	9,562	-	-	-	-	-	-	-	-	729	3,856	4,116	8,701	8,701
29 Barbara Frum Renovation	13,441	1,210	-	-	12,231	-	-	-	-	-	-	-	-	242	2,632	5,511	8,385	8,385	-	-	-	-	-	-	-	-	193	2,632	4,733	7,558	7,558
30 Parkdale Reconstruction	18,128	1,632	-	-	16,496	-	-	-	-	-	-	-	-	327	2,995	7,832	11,154	11,154	-	-	-	-	-	-	-	-	327	2,913	7,832	11,072	11,072
31 Locke Renovation	7,335	660	-	-	6,675	-	-	-	-	-	-	-	-	-	215	-	215	215	-	-	-	-	-	-	-	-	-	215	-	215	215
32 Don Mills Renovation & Expansion	15,643	3,253	-	-	12,390	-	-	-	-	-	-	-	-	-	462	-	462	462	-	-	-	-	-	-	-	-	-	462	-	462	462
33 Collage Shaw Renovation	5,007	451	-	-	4,556	-	-	-	-	-	-	-	-	-	-	146	146	146	-	-	-	-	-	-	-	-	-	-	146	146	146
34 Queen Sautler Relocation & Expansion (Port Lands)	15,265	11,526	-	-	3,739	-	-	-	-	-	-	-	-	-	-	511	511	511	-	-	-	-	-	-	-	-	-	-	511	511	511
Total 2016 Capital Submission	380,079	90,296	8,725	16,051	265,007	28,327	32,523	31,567	32,029	30,286	154,732	35,018	34,811	33,026	29,632	31,899	164,386	319,118	18,238	19,065	19,933	20,780	21,669	99,685	22,602	23,582	24,611	25,692	26,826	123,313	222,998
CITY DEBT TARGET																			15,238	16,065	16,933	16,933	16,933	82,102	16,933	15,750	12,000	12,000	14,920	71,603	153,705

BOARD REQUESTED FUNDING IN EXCESS OF DEBT TARGET

3,000	3,000	3,000	3,847	4,736	17,583	5,669	7,832	12,611	13,692	11,906	51,710	69,293
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Toronto Public Library 2016 – 2025 Capital Plan Description of 2016 Projects

Technology Asset Management Program (TAMP)

\$43.650 million

Ongoing

The Technology Asset Management Program (TAMP) provides for the replacement and upgrade of existing hardware and software during 2016-2025. The current asset inventory of hardware, software and network infrastructure at the Library have an inventory value of more than \$36 million. The Library Board manages and operates systems that support the delivery of public library services through its operating and capital budgets and is responsible for the acquisition, maintenance and replacement of all Information Technology hardware and software owned by the Board.

The TAMP budget provides for the scheduled replacement of more than 4,600 PCs and laptops; self-serve (RFID) technology; miscellaneous digital technology, digital signage and presentation equipment for meeting rooms, innovation hub hardware and software; the servers and software supporting the library systems and websites; the network and security equipment and linking all the branches to the central computing site and the Internet. The contribution from the operating budget funds 31% of the TAMP funding.

Virtual Branch Services (VBS)

\$13.072 million

Ongoing

The Virtual Branch Services Capital program supports Toronto Public Library's virtual presence available online, in library branches and in community locations. Virtual use is the largest area of growth in library service, representing 40% of overall usage. Demand for digital library self-service and digital content access (ebooks, emagazines, databases etc.) outpaces all other service areas at the library. With each initiative, the Library is building services and features that create 21st century library services that expand access, respond to customer needs and expectations and improve operating efficiency. Virtual Branch Services are funded mainly through development charges.

This project provides an excellent user experience and increase operational efficiency through more self-service features, improved mobile access and through by leveraging lower-cost, more flexible infrastructure through the cloud. Increased automation and use of data analytics will enable the Library to improve service delivery efficiently.

Multi-Branch Renovation Program (SOGR)

\$55.623 million

Ongoing

This multi-year project (2016-2025) will address SOGR backlog by remediating deficiencies in facilities according to the Property Condition Assessment conducted in 2014. This work will be done where the remedy cannot be delayed pending full branch renovation. This on-going renovation program includes the partial or complete replacement of building systems, flooring, shelving, roofing,

Toronto Public Library

2016 – 2025 Capital Plan

Description of 2016 Projects

structural repairs and a furniture replacement program. The number of locations and projects to be undertaken in years beyond 2016 is dependent upon approved capital funding from the City.

This state of good repair renovation project is an effective way of keeping some branches functional until a major renovation can be funded. Renovations for 2016 include: 1 mechanical/electrical projects, 6 interior renovation (flooring, walls, shelving and furniture, millwork) projects, 5 re-roofing projects, 4 structural/building envelope/washroom project, and AODA compliance upgrades. These categories reflect the allocation of the Multi-Branch project to sub-projects. The request for the 2016 multi-branch program is \$4.586 million.

Agincourt Partial Renovation

\$2.297 million 27,000 sq. ft. renovation

2015-2016

Portions of the building need to be renovated to meet increasing local population, forecast community needs and increased activity levels by creating zones for specific uses such as an early literacy centre and an enhanced teen zone. Necessary facility upgrades, particularly to the second floor, include replacing shelving, flooring and furniture. Upgrades to building envelope and equipment and energy saving lighting upgrades are also needed.

The renovation of portions of the building would include a redesign of the second floor layout, replacement of flooring, shelving and furniture, open access to the second floor meeting room, and improve the existing teen zone, computer learning, study and reading areas and incorporate a digital innovation hub. The renovation would also update the layout in the children's department on the ground floor with new shelving, improved middle childhood area, and a new KidsStop early literacy centre.

This project will complete the renovation of the branch.

Albion Reconstruction

\$15.007 million 28,621 sq. ft. reconstruction

2013-2018

The Albion branch reconstruction will replace the existing building that has interior and exterior deficiencies to the building structure, building envelope, interior layout, mechanical and electrical components.

A new building on the current parking lot adjacent to the existing branch at 1515 Albion Road will be constructed. The new building will revitalize the site and provide barrier free access for the public, increased programming and community meeting space, expanded flexible spaces to support literacy services for adults and children including an interactive early literacy centre, middle childhood area, digital innovation and creation spaces, computer learning centre, customer service improvements and quiet study space. The project will address new and evolving technological requirements for connectivity. There will also be flexible space both indoors and outdoors for performances / events. Upon the completion of the construction of the new building, the old building will be demolished to

Toronto Public Library

2016 – 2025 Capital Plan

Description of 2016 Projects

make way for a new multifunctional outdoor green space / parking lot with accessible parking. Toronto Green Standards will be incorporated into this project.

Bayview Relocation

\$11.190 million Existing 6,333 sq. ft. library relocation to a 13,418 sq. ft. library 2014-2019

The construction of a 13,418 square foot library on City-owned land to relocate an existing 6,333 square foot leased facility. The new building will be located in a joint facility with a daycare aquatics and recreation centre. Funding for the project has been increased by \$3.838 million for parking and the cost of 5,385 sq. ft. – which is the Library's share of the common areas in the facility. The feasibility of underground parking at the site and associated capital funding and maintenance costs is being explored in conjunction with Parks, Forestry and Recreation, the Toronto Parking Authority and other partners on this site. The Library has budgeted \$0.600 million for only 10 of the 35 proposed underground parking spaces. The remaining 25 parking spaces would cost approximately \$1.500 million and has not been budgeted.

Project will include an open floor plan and barrier free access for the public, study seating, multipurpose room, separate and sound-proof, flexible programming spaces for branch and community use, flexible space for performance / events, quiet study spaces, a 50,000 item collection, computers with Internet access, a computer user/media centre, wireless internet access, exhibit space, customer self-service for check-out and check-in, protective security systems including intrusion alarms, fire and book security systems. This project will address new and evolving technological requirements for connectivity. Zoned areas for teens, children, adults and seniors will be created. Exterior signage will ensure visibility of the branch. An interior signage program will support way finding.

Wychwood Renovation & Expansion

\$8.618 million 6,381 sq. ft. renovation and 8,716 sq. ft. expansion to 15,097 sq. ft. 2015-2018
library

The renovation and proposed 8,716 sq. ft. expansion will address building deficiencies and bring this listed heritage building up to service standards. Renovation will include remedies for existing building deficiencies and accessibility issues, interior and exterior renovations to building structure, mechanical and electrical. Redesign of floor space will address service deficiencies. Addition of Section 37 funding to this capital program will allow for an expansion to the branch as well as a renovation of up to 8,716 sq. ft., which will include a 1,700 sq. ft. senior space.

The renovation will include a revitalization of all public service areas and incorporate a redesign of space to provide a more efficient layout and barrier free access. Interior work will include a new customer service area, zoned spaces for children, teens and adults, replacement of furniture, shelving, millwork and equipment to address health and safety issues; improvement to front entrance; replacement of elevator and HVAC system; work on the perimeter hard surfaces; enclosure of balcony to provide additional accessible public service space. The program room will be updated

Toronto Public Library

2016 – 2025 Capital Plan

Description of 2016 Projects

for flexible use for programming and events. The project will address new and evolving technological requirements for connectivity.

The library entrance will be refurbished and exterior upgrades to landscaping to include outdoor and reading area flexible space for programming and community gathering will make this public space welcoming and enhance the branch street presence.

The expansion will include an early literacy centre for children and a middle childhood area, as well as a senior's space. The expanded building will conform to Toronto Green Standards.

St. Clair/Silverthorn Reconstruction

\$2.247 million 4,587 sq. ft. renovation and 676 sq. ft. expansion to a 5,263 sq. ft. library 2015-2017

This project is a demolition of an existing 4,587 sq. ft. double store front building (including basement) and a reconstruction and expansion to 5,263 sq. ft. over two floors. The additional square footage will bring the building size closer to the established size for a small neighbourhood branch and provide barrier free access.

The St. Clair/Silverthorn reconstruction will include a new building structure, exterior facade, envelope, interior, mechanical and electrical components. The St. Clair/Silverthorn expansion will add needed square footage to a small library branch, providing a meeting space and barrier free access. A major state of good repair reconstruction is required.

The project includes exterior site work, new windows and doors, new roofing and signage replacement, bricks and mortar repairs. The interior layout will include zoned spaces for adults and children, new shelving, furniture and equipment, mechanical and heating/cooling systems, interior signage, barrier-free access, and new lighting, IT infrastructure and design for improved self-serve checkout. The project will provide a flexible space for programming/events that is barrier free. Planning for current and future connectivity requirements will be included.

North York Central Renovation

\$18.907 million 168,022 sq. ft. renovation 2015-2019

The renovation and revitalization of portions of a seven storey, 168,022 sq. ft. facility constructed in 1987 to bring facility up to standard and address building deficiencies. The multiyear phased project will complete the renovation and revitalization of the facility while it remains open for service.

The project will complete a retrofit and upgrade to the building systems and infrastructure, interior renovations on all floors to reconfigure public service and stacks space to meet new service demands and uses. Revitalization and reprogramming of interiors that have been heavily used over the past 30 years will continue to support efficient operations.

Toronto Public Library

2016 – 2025 Capital Plan

Description of 2016 Projects

Dawes Road Construction & Expansion

\$11.980 million 6,500 sq. ft. renovation and 7,500 sq. ft. expansion to a 14,000 sq. ft. library 2015-2020

This project involves an expansion of the existing 6,500 sq. ft. library to 14,000 sq. ft. either on the current site or a new location. Options to address this facility are being reviewed with Facilities and Real Estate.

Despite improvements achieved since amalgamation the building continues to be a serious facilities maintenance problem. TPL has continued to make minor renovations in order to keep the branch open and operational and provide staff time to assist in property management. Project to include a revitalization of public space to improve sight lines, ensure accessibility and efficiency; replace lighting, furniture, shelving and equipment; upgrade IT infrastructure; enlarge the children's area to include an interactive early literacy centre; provide additional quiet study space; introduce a computer learning and media centre; ensure that the current and future technological requirements for connectivity are addressed; enhance customer self-service and 10,000 items to be added to the collection. The building will be constructed in accordance with Toronto Green Standards.

The cost of the project has been increased by \$1.366 million to reflect updated costs to acquire property and construct a new library. This complex project has a number of unresolved issues with the potential for additional costs of up to \$1.2 million.

Eglinton Square Expansion

\$1.243 million 4,716 sq. ft. renovation and 5,284 sq. ft. expansion to a 10,000 sq. ft. library 2015-2016

This project is a renovation and a 5,284 sq. ft. expansion of a 4,716 sq. ft. branch located within the Eglinton Square Mall located at 1 Eglinton Square. The additional square footage will bring the branch size up to the established size of a neighborhood branch of 10,000 – 15,000 sq. ft. The Eglinton Square renovation and expansion will entail a complete interior renovation. Additional square footage will provide more seating for reading and study, flexible areas for programming and collaborative work and improved self service.

The project is focused on interior renovation and the interior mall entrance. It will include improved layout of public and staff spaces to include zoned spaces for adults, teens and children; more efficient layout for staff supervision of branch and workflow. Replacement of shelving, flooring, furniture and fixtures, improvements to IT infrastructure, lighting, interior signage will also be completed. The project would also provide infrastructure for future improvements/additions to IT equipment; the addition of a program room and possible increase to collections.

This is a new, time-sensitive project fully funded by non-debt sources.

Toronto Public Library

2016 – 2025 Capital Plan

Description of 2016 Projects

Albert Campbell Renovation

\$12.165 million 26,100 sq. ft. renovation

2016-2021

Renovation of a three storey district library built in 1971, to address significant building deficiencies and bring facility up to standard. Building deficiencies were identified in consultant reports (Stantec 2014).

The project will address deficiencies of the building envelope, electrical components and lighting, barrier free access, flooring and mechanical systems related to heating, ventilation, and air conditioning systems, operation of the existing branch public elevator. Improvements to security and IT infrastructure including branch cabling and power management are necessary. Modifications to floor plan layouts, the existing public elevator and washrooms and installation of an elevator to access the lower level will ensure compliance with full barrier free access to service. The project will revitalize the public service areas and create zoned areas for adults, teens and children, efficient staff workspaces and improved customer self-service. The children's department will feature the installation of an interactive early literacy centre and enhanced middle childhood spaces. The project will address current and evolving technological requirements for connectivity, and include spaces for technology based services, meeting, collaboration, innovation, reading and study.

Downsview Renovation

\$4.798 million 20,016 sq. ft. renovation

2016-2019

Interior and exterior renovations to building structure and mechanical systems will address building deficiencies and bring the branch up to service standards.

The renovation will include a revitalization of all public service areas and incorporate a re-design of the current space to provide increased programming and community meeting space, early literacy centre, zoned areas for adults, teens and children, study space, digital innovation hub and computer centre. Interior renovations include new customer service areas on both floors, replacement of flooring, furniture and equipment to improve health and safety; improvements to roofing and entrances/exits including emergency exit paths is needed. Upgrades to IT infrastructure are needed to bring branch up to standard. A new welcoming entrance and enhanced street presence are included.

ATTACHMENT 3**TORONTO PUBLIC LIBRARY
2016 CAPITAL BUDGET PROCESS TIMETABLE**

ACTIVITY	Due Date
1) Capital Submission to City	June 5
LIBRARY BOARD REVIEW	
2) Library Board Meeting - Approval of Capital Submission	June 22
3) Library Board Meeting - Capital Budget Update	September 21
4) Library Board Meeting - Capital Budget Update	October 26
5) Library Board Meeting - Capital Budget Update	November 23
6) Library Board Meeting - Capital Budget Update	December 14
7) Library Board Meeting - Capital Budget Update	January 2016
8) Adopt Council Approved Budget	February 2016
ADMINISTRATIVE REVIEW	
9) Executive Committee Review of Service Levels	June 30
10) City Finance Review	July 15-16
11) City Finance outstanding issues & call back	September 17 - October 20
12) City Manager, DCM & CFO final review	October 26
POLITICAL REVIEW	
13) Informal review Meeting with Budget Committee Reps	September 15 - October 16
14) Budget Committee Public Budget Introduction	December 15
15) Budget Committee Hearings - Councillors and Public	January 12-14, 2016
16) Budget Committee Review / Wrap-up	January 26, 2016
17) Executive committee Review	February 9, 2016
18) Council Approval	February 17/18, 2016



STAFF REPORT ACTION REQUIRED

Alternative Library Service Delivery including Pop-ups

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to explore options for alternative service delivery, including pop-ups at Toronto Public Library. Initiatives currently underway are reviewed. An overview of opportunities for further extending service into the community is provided. Technology offers new options for extending library service beyond the walls of library branches, and new community engagement and outreach initiatives provide opportunities to deliver programs and services in local communities. Future directions will be considered within the context of the new strategic plan.

These possibilities need to be balanced with the Library's existing infrastructure to ensure that new and existing programs and services are sustainable. The establishment of pop-up storefront branches is not recommended at this time given the extensive branch infrastructure that already exists in Toronto and the challenges involved in maintaining existing locations in a state of good repair. Piloting other types of alternative library service delivery will help the Library to better understand community needs and develop criteria for establishing these types of service. The importance of continuing to expand the delivery of library service outside the walls of library branches is recognized.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. does not adopt a pilot project for a pop-up storefront branch; and
2. requests staff to explore additional options for pop-up and alternative community-based services as part of the strategic planning process.

FINANCIAL IMPACT

There is no financial impact beyond what has already been approved in the current year's budget. Implementing alternative library service delivery, including pop-ups may have an impact on capital and operating budgets in future years.

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

DECISION HISTORY

At its February 17, 2015 meeting, the Toronto Public Library Board approved the following motion:

That the Toronto Public Library Board requests staff to:

- 1. explore the feasibility of opening a “pop-up storefront branch” as a pilot project at a suitable location within the City of Toronto, along with the appropriate services, which could be offered on a smaller scale than our currently operated branches;*
- 2. explore opportunities for partnerships in operating the pilot project with City of Toronto Departments, as well as suitable partners in the private sector;*
- 3. submit a request to the City of Toronto for the 2016 capital/operating budget cycle, if feasible; and*
- 4. report back to the June 22, 2015 Board of Directors meeting.*

ISSUE BACKGROUND

Toronto Public Library has a long history of offering services outside the walls of library branches. Bookmobile service, deposit collections in seniors’ residences and hospitals, and home library services are all examples of how the Library has reached out to provide convenient service within the community. Library participation in events like Word on the Street and Geek Street are also examples of pop-up programming. More recently, technology has expanded the range of services that can be offered. Public libraries world-wide have been experimenting with a variety of options that extend the reach of the library. These new service models typically have a small footprint and are located in places where people gather in the community. They may be true pop-ups, where service is offered for a short period of time. Or they may offer service on an ongoing basis. The focus is often on self-service and may or may not involve staff being on site.

The range of alternative services being offered by libraries is wide. Self-service kiosks allow customers to borrow library materials, pick-up holds, download e-content, and charge mobile devices. After hours card access to small library spaces can extend service beyond staffed hours. Some small libraries go even further, with no onsite staffing component at all. Programming pop-ups of different types are offered in many communities. Storytelling, maker spaces, and technology labs are offered off-site in indoor or outdoor community spaces or in specially outfitted vehicles. Googling pop-up libraries yields some interesting results, including airport libraries, park libraries and even a swim-up library located in a lake!

COMMENTS

A number of initiatives are currently underway at Toronto Public Library that explore new service models and utilize new technologies to build and expand services in a way that both

ensures the quality of service and supports efficient delivery. Some pilots have been completed, while other projects are in the planning stages. This next section of the report provides an overview of work in progress and identifies key planning issues for the future.

Kiosks

Toronto Public Library will be locating a self-service kiosk at Union Station as part of the Union Station Revitalization Project. Funded by the City, the kiosk will provide opportunities for improved customer service and allow the Library to gain experience with alternative service delivery models.

Automated library kiosks are used to provide access to library materials in high traffic areas such as transit stations and malls, or alternatively in remote or underserved areas. For Toronto Public Library, the kiosk service model provides an opportunity for the Library to achieve strategic goals such as extending open hours and access to services and providing greater access to self-serve technologies. It enables the expansion of library service without the costs associated with building and operating a library branch.

Initial planning for the Union Station kiosk focussed on access to high demand books and DVDs. With construction delays, new possibilities are now available and the kiosk pilot may be adjusted to incorporate downloading e-books.

If successful, the kiosk model could be considered for implementation in other high traffic community locations, including both publicly and privately-owned facilities. For example, as an overall strategy to enhance access to library services and facilities for area transit users, the creation of offsite digital kiosks in Eglinton Crosstown stations has been suggested for further exploration. These kiosks would act as a library self-service outlet for commuters, providing access to the Library's on line services and loans of popular material.

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2014/apr28/17.pdf> Many different types of partnerships could be pursued. Kiosks could also be installed in branch lobbies for after-hours access. This idea is being explored as part of the St. Clair/Silverthorn capital project.

A kiosk costs approximately \$200,000, depending on the model. There may be ongoing staffing costs associated with kiosks if physical library materials are circulated.

Digital Innovation Hub Outreach Project

Pop-up programming is another service option that is being explored. In 2014, Toronto Public Library conducted the Digital Innovation Hub Outreach Project funded by the Metcalf Foundation. The focus of this project was to provide those living in neighbourhoods with high levels of unemployment with access to new technology and training that would allow them to improve their employable skills in the area of technology and by improving their digital literacy through the Library's innovation program.

From October to November 2014, three Innovators in Communities were hired to conduct three different workshops (3D printing, filmmaking, coding & programming) in three different communities throughout Toronto. The workshops were all delivered at community

agency sites located in Neighbourhood Improvement Areas designated under the Toronto Strong Neighbourhoods Strategy. These workshops identify that there is significant interest in these new technologies, but the lack of access to the tools, and the training to use them, hinders many people from developing skills vital for prospering in an increasingly digital based economy.

These findings strongly suggest that there would be great interest in a digital literacy program in the future.

The Metcalf Foundation funded this project with an amount of \$40,000, which funded the Innovators in Communities, and equipment such as the 3D printer, 12 MAC laptops, 10 Arduino kits and other outreach workshop programming-related costs. The equipment is now being rotated among branches, bringing pop-up programming to different parts of the city.

Pop-up Learning Labs

Similar in concept to the Digital Innovation Hub Outreach Project, the Pop-Up Learning Lab concept (PULL) has been developed with a focus on service to children in the middle years. Portable technology kits will allow innovative maker programming to pop-up in different library branches and in community locations. Examples of potential programs include Arduino micro-controller, Python for Pi, 3D Selfies, Green Screen and stop motion story creation. A similar concept was used to introduce gaming equipment and programs with kits that rotated initially amongst branches.

Funding is currently being sought through the Foundation to establish PULLs. The cost per PULL ranges from \$10,000 to \$25,000.

Thinking to the Future

Alternative library service services located in community gathering places provide outreach through programs and services and enable residents to engage in their communities. They increase the accessibility of the library and contribute to the vibrancy of local neighbourhoods. With advances in technology, there are more and more opportunities to take the library outside its walls in a meaningful way.

The initiatives currently being prototyped at Toronto Public Library are building knowledge both of implementation issues and customer wants and needs. This experience will feed into the development of new service models and criteria for selecting and locating these new services.

The different pilots underway offer types of service that are not based in traditional branches. The establishment of pop-up storefront branches is not recommended given the extensive branch infrastructure that already exists and the challenges involved in maintaining a state of good repair in them. Past experience with this type of “storefront” service, for example at Trinity/Niagara and St. Christopher’s House, were not well used and were subsequently discontinued.

Strategic Plan and Next Steps

Work is now underway on the Library's new Strategic Plan. This provides an opportunity to consider alternative library service, including pop-ups within a larger planning context. While they represent an exciting opportunity for the Library to deliver services in the community, care must be taken to balance new services with the existing branch infrastructure, which is extensive. Through the strategic planning process, staff will examine these new concepts to deliver services within the context of the Library's mission and goals.

One option currently being explored is after-hours card access to small branches with limited hours, which could greatly expand access to library service. Branches could be re-configured to run with enhanced spaces and improved self-service, expanding the Library's ability to provide service to communities without an increase to operating costs. Branches would be staffed at key times to support customer registration, program delivery and information service. A self-service model might make it possible to expand open hours at branches in shared facilities to match those of the overall complex. Or, after hours card access could provide access to library services in a lobby area of a free-standing branch, in much the same manner as bank ATMs. The estimated cost of these upgrades is \$450,000 per branch.

New alternative library services impact both the capital and the operating budgets. Capital funding may be required for some projects. Operating funding is required to ensure sustainability of equipment, build collections, and provide ongoing staff support. Even unstaffed kiosks require staff support, particularly if they need to be stocked with library materials or holds. Maintenance and security implications for both kiosks and unstaffed library access also need to be considered and addressed to provide the service in a safe and welcoming environment. In order to ensure the success of these new services, it will be important that sufficient additional funding is secured through both the capital and operating budget process. Given the June 2015 deadlines for the submission of the 2016 budget and the timing of the strategic planning process, budget requests for alternative library service, including pop-ups would be made for 2017 and beyond.

The content of this report was provided to Toronto Public Library Workers Union (TPLWU), Local 4948, prior to the June 22, 2015 meeting of the Library Board.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

Use of Library Space for Art Exhibits Policy – Revisions

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to recommend changes to the Use of Library Space for Art Exhibits Policy, including the permanent inclusion of an art exhibits fee. A \$20/month art exhibit fee has been charged on a pilot basis for the last two years. Between \$2,000 – \$3,000 of revenue was achieved each year. While the number of applicants dipped in the second year of the pilot, the number fully recovered for the 2015/16 season, which starts in September 2015.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the revised Use of Library Space for Art Exhibits Policy (Attachment 1).

FINANCIAL IMPACT

Between \$2,000 – \$3,000 of revenue will be achieved annually from art exhibits fees.

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

DECISION HISTORY

The Use of Library Space for Art Exhibits Policy was adopted at the Toronto Public Library Board's May 14, 2007 meeting. The policy was implemented in 2009. At its May 28, 2012 meeting, the Library Board requested that staff pilot a program to charge an exhibition fee of \$20 a month beginning in 2013 for one year, and report back to the Board regarding the program. On October 20, 2014, the Board adopted the following motion in response to an update report on the exhibit fee pilot:

That the Toronto Public Library Board:

- 1. extends the art exhibit fee pilot for the 2015/16 season with additional promotion of the program to be undertaken; and*
- 2. requests staff to report back to the Board in spring 2015 with a final recommendation about the art exhibit fee.*

ISSUE BACKGROUND

Toronto Public Library's Use of Library Space for Art Exhibits Policy states that "the Library is pleased to provide free space for art exhibits which reflect the diverse cultural interests of the City and its neighbourhoods, and which foster community and individual expression." The Library's 2012 – 2015 Strategic Plan includes the priority area "Create" and a goal focussing on "promoting and providing pathways to Toronto's culture through resources, services and programming." Providing space for local community artists to display their work provides visitors with an opportunity to engage in the creative life of their community, and presents community artists, including youth, with a valued place to exhibit their art locally.

Exhibitors include individual artists, artists' collectives, students at local schools, and artists sponsored by community agencies; for example, newcomer artists or artists with disabilities. Art is selected for exhibit by an annual jury comprised of community artists and library staff.

Artists exhibiting at the Library are required to set up and take down their shows by themselves. Shows are promoted on the website and in What's On, but any flyers, posters and press releases must be handled by the artist. Library staff does not provide support for sales. If artists wish to hold a launch, they must pay to rent space at the Library as well as providing refreshments and promoting the event.

Not all library branches have suitable space for art exhibits. In many cases there is not enough bare wall space available in a visible location.

A pilot aimed at revenue generation began in 2013. A \$20/month fee for art exhibits was levied during the 2013/14 and 2014/15 art exhibit seasons. Between \$2,000 and \$3,000 in revenue was generated each year. A total of 194 artists applied for the 2013/14 season, which was an average amount. Roughly 200 artists per year have applied since the program's inception in 2009. In 2014/15 a marked decline occurred in the number of applicants, with only 137 applications, a decrease of 30%. In October 2015, staff requested that the pilot be extended for the 2015/16 art exhibit season to further assess the impact of the fee on applications.

COMMENTS

A total of 197 applications were received for the 2015/16 art exhibits season, returning the number of applications to the historic average. It is anticipated that approximately 140 paid exhibits will be held in 2014/15, generating approximately \$2,800 of revenue. A total of 14 branches will regularly host monthly art exhibits. Other branches occasionally host smaller

exhibits on an ad hoc basis. Libraries will also host some unpaid exhibits, primarily children's art from local schools.

The cost of administering the fee on an ongoing basis is minimal. Payments are accepted in the branch at the time the exhibits are installed.

Overall, the art exhibit fee pilot has been successful. Revenue has increased, the number of participants in the art exhibits program is acceptable and the work involved in collecting the fee is minimal.

No increase to the fee is recommended at this time. The art exhibits programs confers a benefit to Library in beautifying our spaces with community art. A higher fee would act as a barrier to many artists who would be unable to afford a higher fee on top of the significant costs of art materials and framing.

Revisions to the Use of Library Space for Art Exhibits Policy are required to institute an art exhibit fee permanently (Attachment 1).

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Revised Use of Library Space for Art Exhibits Policy

POLICY: USE OF LIBRARY SPACE FOR ART EXHIBITS POLICY

SECTION: Section II – General Policies - Miscellaneous

MOTION#/DATE: 07 - 095 – May 14, 2007

Effective Date

May 14, 2007

Policy Objective

To establish the conditions and context within which Toronto Public Library provides space for art exhibits by local community artists.

Underlying Principles

Through its collections, the Library provides access to a wide range of expressions of imagination, knowledge, creativity, intellectual activity and thought, in a welcoming and supportive environment. The Library also does this by providing space to local community artists for the display of their work. This ~~free~~-exhibit space enables Library visitors to participate in the creative life of their community, and presents community artists with a valued avenue for exhibiting their work locally.

The Library has related policies that govern the rental of its auditoria, meeting rooms and theatres, as well as the display and distribution of community information to the public.

Policy Statement

The Library is pleased to provide ~~free~~-space at a nominal fee for art exhibits which reflect the diverse cultural interests of the City and its neighbourhoods, and which foster community and individual expression.

The Library will provide space for exhibits:

1. that are responsive to the diverse interests of the community;
2. that are compatible with TPL's vision, mission and values;
3. that are appropriate to the Library environment;
4. that are not in contravention of federal or provincial laws and regulations, or municipal by-laws;
5. which do not contain advertisements or solicitations for recruitment, business or fund-raising.

The Library welcomes applications from individuals and from community organizations and groups seeking to display artwork on Library property. Preference will be given to exhibitors who live or work in the City of Toronto. The process for review and selection of work for an exhibit, and the allocation of space will vary from location-to-location. The Library's preferred approach is to work in partnership with the local arts councils or other local arts groups to review and select work for exhibit in accordance with this policy.

Exhibit space in branches is offered subject to availability, and taking into account the Library's own needs, especially the necessity to maintain all usual Library functions and operations throughout the period of the exhibit. Exhibits are unsupervised and are accessible to the public throughout Library open hours, except when the space is required for Library purposes.

Insurance is provided. It includes theft, fire, smoke and water damage for exhibit items for which the exhibitor has provided a written value and which the Library accepts. The Library reserves the right to request an appraisal for any exhibit item.

The Library strives to create a welcoming environment for visitors of diverse ages and background. The Library retains the right to determine the suitability of any proposed exhibit for display in its premises and has final authority over the review, selection and arrangement of all public exhibitions on its premises. The Library reserves the right to reject any part of an exhibit or to change the manner of display. In particular, exhibits must be reviewed within the context of the public space and its users. The Library may require the removal of any item during the period of the exhibit.

In the event that the whole or any part of an exhibit is rejected by the Library, a request to reconsider may be submitted to the City Librarian's Office.

The Library does not apply a commission to the sale of any items covered by this policy.

Fees

The art exhibit fee is \$20/month. The fee is waived for co-sponsored art exhibits, e.g. children's art from local schools.

Scope

This policy applies to art exhibits that are offered by individuals, community organizations, or community groups for display on Library premises.

This policy excludes:

1. the TD Gallery located at Toronto Reference Library;
2. Library-initiated exhibits that are developed by the Library for specific purposes;
3. events/programs sponsored by the Library or delivered in partnership with the Library on site or off site (e.g. conferences);
4. exhibits offered as part of programs presented by other organizations in Library premises where space is rented under the terms and conditions of the *Auditorium, Meeting Room and Theatre Rental Policy*.

Application

This policy applies to any individual or group wishing to place an exhibit in Library premises.

Specific Directives

Applications to exhibit in Library premises will be made in writing. In every case, the Library and the exhibitor or the exhibiting group's representative will sign a formal written contract which will detail the rights and responsibilities of each party.

This policy includes exhibits which are free-standing, placed in cabinets or display windows, attached to Library walls, shelf-ends, bulletin boards or general wall-space, or attached to exhibit panels owned by the Library or provided by the Exhibitor.

All exhibits must be presented appropriately for public display and according to the requirements of the Library as described in the policy and the procedures of the branch where the exhibit is placed.

Accountability

The Director, Branch Libraries is responsible for exhibits in Library branches.

The Director, Research and Reference Libraries is responsible for exhibits in Toronto Reference Library and the North York Central Library.

Appendices

Appendix 1 – Inquiries

Appendix 2 – References

Appendix 1

Inquiries

The Director, Branch Libraries— for exhibits in library branches.

The Director, Research and Reference Libraries – for exhibits in Toronto Reference Library and the North York Central Library.

Appendix 2

References

TPL Auditorium, Meeting Room and Theatre Rental Policy
TPL Displaying and Distributing Information for the Public Policy

Strategic Plan 2016 - 2019: Draft Priorities and Consultation Plan

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

At its April 20, 2015 meeting, the Board approved the report *Creating a New Strategic Plan: 2016 - 2019*. The creation of a strategic plan is an opportunity to transform library service to enhance the value of services for the city, its neighborhoods and residents. The purpose of this report is to present draft priorities and the Consultation Plan for review and approval.

The new strategic plan will describe how Toronto Public Library makes a difference and positively impacts the lives of residents of Toronto. It will build on the Library's strengths, be responsive to city issues and trends, and look to the future to adopt new technologies, accelerate innovation and transform service delivery. The environmental scan and preliminary consultation done by the Library reaffirms the strength of Toronto Public Library's value proposition outlined in the vision, mission, service values and brand pillars: Read, Learn, Create and Deliver as a framework for the new strategic plan. The strategic plan will respond to changing demographics and issues identified in City service strategies, and adapt new technologies to offer mobile, personalized and accessible service options. Addressing environmental and demographic trends and adapting new technologies to deliver services across multiple channels will ensure that the Library has an impact, and is relevant and used by Torontonians of all ages and backgrounds.

The Consultation Plan fulfills requirements of the Library Board's *Public Consultation Policy*. The plan builds on results of consultation conducted by the City in developing the *Toronto Strong Neighbourhoods Strategy 2020* and *Poverty Reduction Strategy*, and consultation conducted by the Library as part of the budget process, the Library's capital projects, and in May for the strategic plan. Key tactics for the Consultation Plan include a survey of Toronto residents, online and social media outreach, a consultation tool kit for use at library and community events, and focus groups and tactics to engage users and non-users. Interviews will be held with key public and private partners to understand opportunities for collaboration, innovation and enhanced service delivery.

The creation of a new strategic plan is an exciting opportunity to create awareness of library service, engage residents in discussion to understand their needs and priorities and engage

stakeholders and partners in transforming library services. When complete, the strategic plan will contribute to improving social and economic conditions in Toronto's diverse neighbourhoods and communities to support enhanced neighbourhood wellbeing and a better quality of life for residents.

RECOMMENDATIONS

The City Librarian recommends that the Library Board:

1. receives the environmental scan outlined in Attachment 1 for information;
2. approves the draft priorities as outlined in Attachment 2 as a framework for the 2016 – 2019 Strategic Plan;
3. approves the Consultation Plan for the new strategic plan included in Attachment 3; and
4. directs staff to implement the Consultation Plan and report to the Strategic Planning Steering Committee in late September on the results of the public consultation and how the results will be incorporated into the strategic plan.

FINANCIAL IMPACT

The costs of creating the strategic plan have been provided for in the 2015 operating budget. These costs are up to \$45,000 and include a user and non-user survey, focus groups and other consultation with users and non-users, meeting and focus group facilitation, and online and print communications.

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

DECISION HISTORY

At its April 20, 2015 meeting, the Library Board approved the report *Creating a New Strategic Plan: 2016 – 2019*. <http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/apr20/14.pdf>

COMMENTS

Building on Library Strengths: Leveraging the Library's Unique Value

The new strategic plan will continue and build on the Library's service values and strengths and change and transform service through technology. Toronto Public Library's brand statement describes how the Library makes a difference in the lives of Toronto's communities and residents by engaging them in a love of reading, inspiring self-discovery and a lifelong curiosity and interest in learning, and fostering collaboration, creativity and

innovation. The Library is the city's innovation hub, open and accessible to all. It first connects with young children and supports residents through different stages and transitions in their lives. Through these roles, the Library contributes an enhanced quality of life for residents and community and neighbourhood well-being.

Brand Pillars

READ

The Toronto Public Library is uniquely positioned to support Toronto readers of all ages by offering **broad and easy access** to books and reading in a variety of formats, **expertise** that supports literacy and literary exploration, and a wide range of reading **programs that introduce and promote the joy of reading** to all Torontonians.

LEARN

Toronto Public Library is unique in its ability to provide broadly accessible opportunities for learning beyond formal education, throughout all stages and phases of a person's life, and makes those opportunities available wherever and whenever there is a need, reason or desire to learn.

CREATE

Through partnerships, transformations of our physical and virtual spaces, and the use of new and emerging technologies, Toronto Public Library creates cultural and creative destinations that stimulate and support creativity, encourage collaboration, and spark experimentation and innovation for creators and entrepreneurs of all ages.

DELIVER

As Toronto continues to grow, and demand for library services grows, efficient and effective delivery of library services ensures continued excellence in customer service.

Responding to City and Community Needs: Environmental Scan

Library staff completed an environmental scan which looked outward and to the future to understand the environment in which the Library will offer service. Results of this work were summarized and presented to Board members, a representative of the Toronto Public Library Foundation Board and senior Library staff at an information session held on June 9, 2015. The presentation is included in Attachment 1 of this report for information.

The environmental scan was outward-looking, considering City service strategies and priorities and significant trends in Toronto's demographics and employment, education, lifelong learning, literacy, lifestyle, culture, and technology, which will influence service delivery over the next four years. Work also included a look back at the results of the current strategic plan and future trends and issues in library service.

What we learned from the environmental scan and consultation to date

As a result of the environmental scan and consultation to date, three overarching themes emerged:

1. There is strong satisfaction with library services that are delivered today. Services are relevant and are thought to be of high quality.

2. There are demographic trends and issues in the city where the Library should increase its focus to increase impact and outcome.
3. There was a strong message that residents would like changes in the way services are delivered. Specifically, residents would like more services available through multiple channels: online, in library branches and community locations with self-service. Personalized options and increased promotion and awareness of library services are also of interest to residents.

Feedback from the information session on June 9 also suggested that the Library's strategic plan could benefit from greater focus on a few key strategic initiatives, rather than being as wide ranging as past plans. It was acknowledged that this increased focus would need to be balanced by effective delivery of existing core services which must continue to meet the ongoing needs of the many constituencies that depend on library service in Toronto.

Framework for the Strategic Planning Process and Public Consultation (Attachment 2)

As a result of the environmental scan and consultation, it is recommended that the Framework for the Strategic Planning Process and Public Consultation as outlined in Attachment 2 be approved.

Draft Priorities to be used as a framework for consultation:

Areas for increased focus:

- Extend services for **children in the middle years**, especially for after school and out of school time.
- Provide opportunities for **youth** to access leadership, learning, entrepreneurial and employment opportunities through multiple channels
- Support **entrepreneurs/small business owners** with new technologies, information and expertise to manage rapid innovation and disruptive technologies.
- Respond to income inequality in the city, especially for **vulnerable and at-risk communities**.
- Address new demands for **collections** in a range of formats.
- Provide **open hours** that are responsive to the needs of users of all ages.
- Create opportunities for **civic engagement** and to engage in a broad range of **cultural activities**.

Ways to improve services we deliver:

- Provide **mobile service options** integrated with other library service points.
- Offer **technology-enabled community space** for work, study and creation.
- Create **more personalized access**, customized service delivery and self-service options.
- **Remove barriers to access** online, in library branches and in community locations.
- Promote **greater awareness** of what the library has to offer, targeted specifically to individual customer wants and needs.
- Create **organizational capacity** to deliver services differently

Align and support City strategies and directions through service partnerships and planning initiatives:

- City's 10-year capital plan
- City of Toronto Strategic Action
- City of Toronto's Poverty Reduction Strategy
- Toronto and Child Family Network
- Toronto Child Care Plan 2010-2014
- Toronto Middle Childhood Strategy
- Toronto Newcomers Strategy
- Toronto Seniors Strategy
- Toronto Strong Neighbourhoods Strategy 2020
- Toronto Youth Equity Strategy
- Creative Capital Gains: An Action Plan for Toronto

Strategic Plan 2016 - 2019 Consultation and Communication (Attachment 3)

The proposed Consultation Plan recommended for approval is included in Attachment 3 and includes an Overview, Principles, and Goals, Target Audiences and Tactics to engage residents, stakeholders and public and private partners in the process. The consultation will build on the principles for the strategic plan and includes tactics that offer all Toronto residents, including users and non-users the opportunity to provide input into the development of service priorities and service levels for the Library.

Key Tactics include:

- A public survey of Toronto residents, including users and non-users conducted by a third party with a statistically valid sample.
- Accessible options that address the needs of persons with disabilities or those requiring translation.
- A consultation tool kit for use by library staff, community partners and stakeholders.
- Consultation embedded in City initiatives, including work of the Toronto Strong Neighbourhoods Strategy 2020 and the City Poverty Reduction Strategy.
- Library consultation in Toronto Strong Neighbourhoods 2020 Branches.
- Interviews with key public and private partners to communicate the Library's areas of focus to identify areas for collaboration, joint initiatives and partnership.
- Communication and consultation with City Councillors, including notices of consultation available for residents online and in branches, and a focus group for City Councillors.
- Public meetings on the draft plan.
- Consultation with Toronto Public Workers Union 4948.
- Consultation with Library staff online, at focus groups and meetings.

Next Steps

Library staff will implement the consultation strategy and report to the Strategic Plan Steering Committee in September and Library Board in October on recommended priorities for the plan and how the priorities address the results of the consultation.

CONCLUSION

The creation of a new strategic plan is an important strategy in delivering library services that reflect the changing needs of Toronto residents. A comprehensive consultation strategy ensures that residents, and stakeholders have opportunities to contribute to the plan's development throughout the process. Successful implementation of the plan will transform service delivery, build support and usage, and achieve the vision of making Toronto's residents and communities *more resilient, more knowledgeable, more connected and more successful*.

CONTACT

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SIGNATURE

ATTACHMENTS

Attachment 1: Strategic Plan 2016 - 2019 Library Board Consultation
Attachment 2: Framework for the Strategic Planning Process and Public Consultation
Attachment 3: Strategic Plan 2016 - 2019 Consultation and Communication Plan



Strategic Plan 2016-2019

Library Board Consultation

Novella Room, Bram & Bluma Appel Salon

June 9, 2015



Tonight's Session

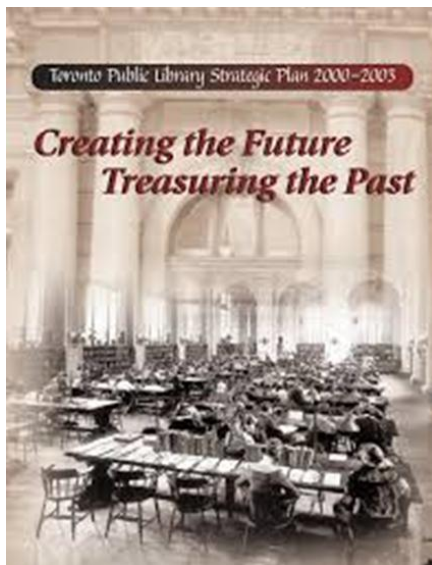
- 1. Welcome – Vickery and Anil**
- 2. Plenary Remarks – CISCO**
 - Questions/Discussion
- 3. Principles for the Strategic Plan**
- 4. Environmental Scan (City Context) & Discussion**

BREAK: Video Presentation

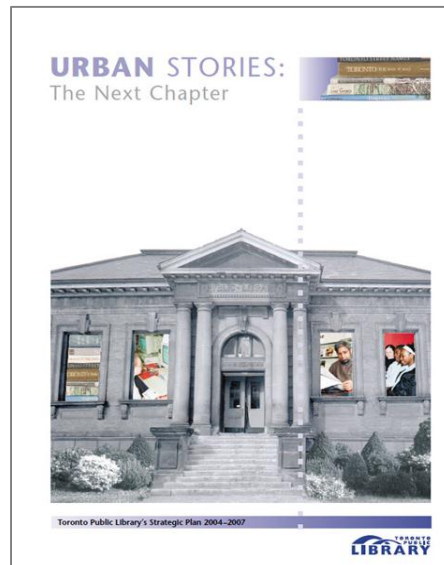
- 5. Environmental Scan (Library Context) & Discussion**
- 6. Preliminary Consultations – What we heard**
- 7. Next Steps**

TPL Strategic Planning Process

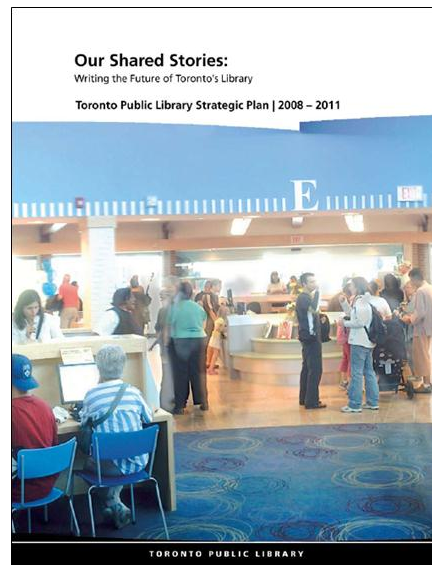
Through the strategic planning process, we drive responsiveness, innovation and best practices in library service



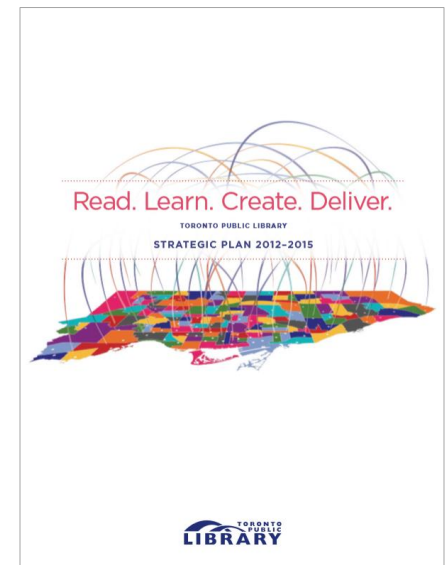
2000-2003



2004-2007



2008-2011



2012-2015

TPL Strategic Planning Principles

- 1. Grounded in TPL's vision, mission, values and brand**
Leverages the Library's core strengths and unique value propositions
- 2. Responsive to City and community needs**
Aligns with City service strategies, emerging demographic, socio-economic, and library sector trends and issues
- 3. Integrated with the community**
Engages and leverages strategic partnerships and community connections
- 4. Created through consultation**
Gathers input from a broad range of stakeholders
- 5. Outcome-focused and actionable**

Grounded in TPL's vision, mission, values and brand

Vision

Toronto Public Library will be recognized as the world's leading library by informing and inspiring Toronto and its communities, making us all more resilient, more knowledgeable, more connected and more successful.

Mission

Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

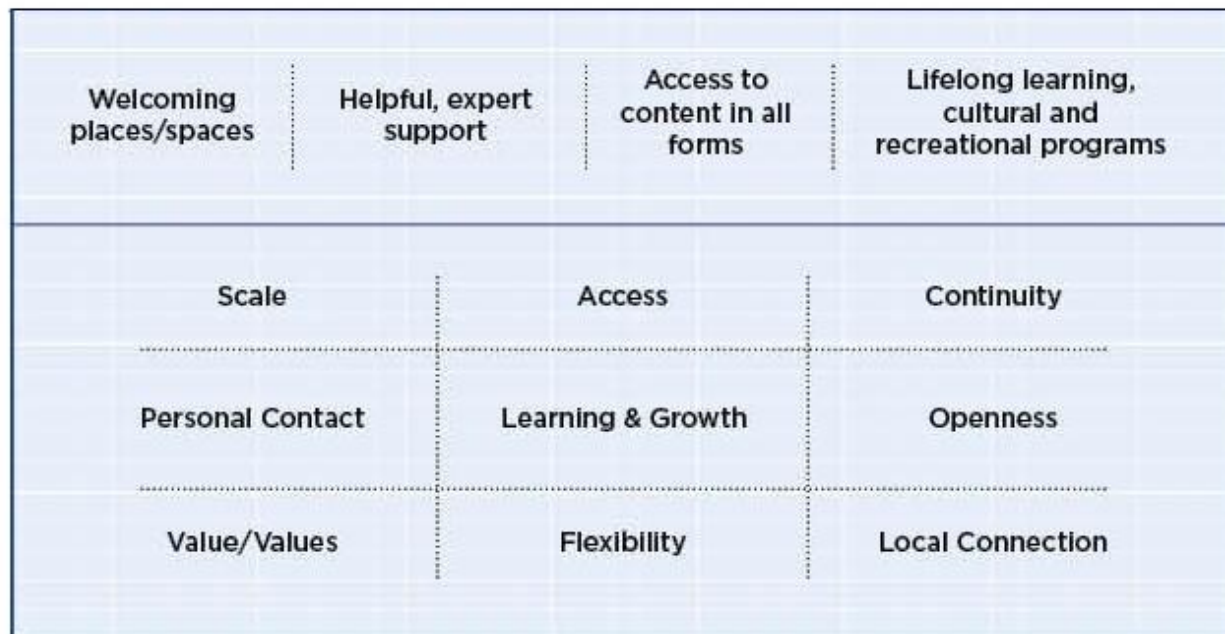
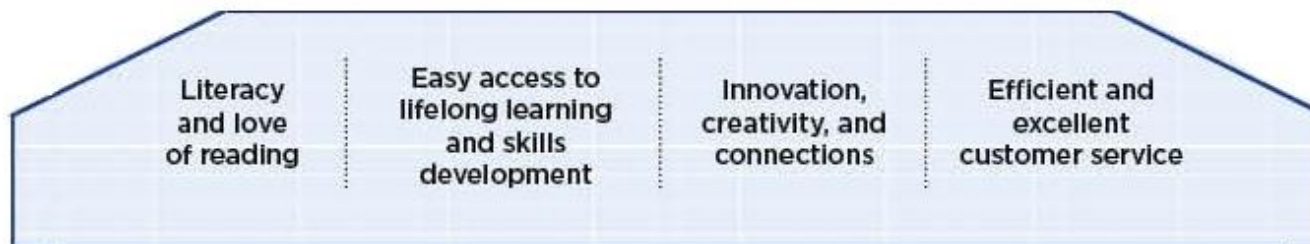
Grounded in TPL's vision, mission, values and brand

Values

1. **Equity:** Accessibility, respect and fairness
2. **Diversity:** Valuing individual needs, experiences and differences
3. **Intellectual Freedom:** Guaranteeing and facilitating the free exchange of information and ideas in a democratic society, protecting intellectual freedom and respecting individuals' rights to privacy and choice
4. **Innovation:** Encouraging creativity, experimentation and the generation of ideas
5. **Inclusion:** Welcoming participation in decision making and service development by residents and communities
6. **Integrity:** Open, transparent and honest in all our dealings
7. **Accountability:** Taking responsibility for our actions and the services we provide
8. **Service Orientation:** Providing excellent, responsive services

Grounded in TPL's vision, mission, values and brand

Read. Learn. Create. Deliver.



Responsive to City and community needs

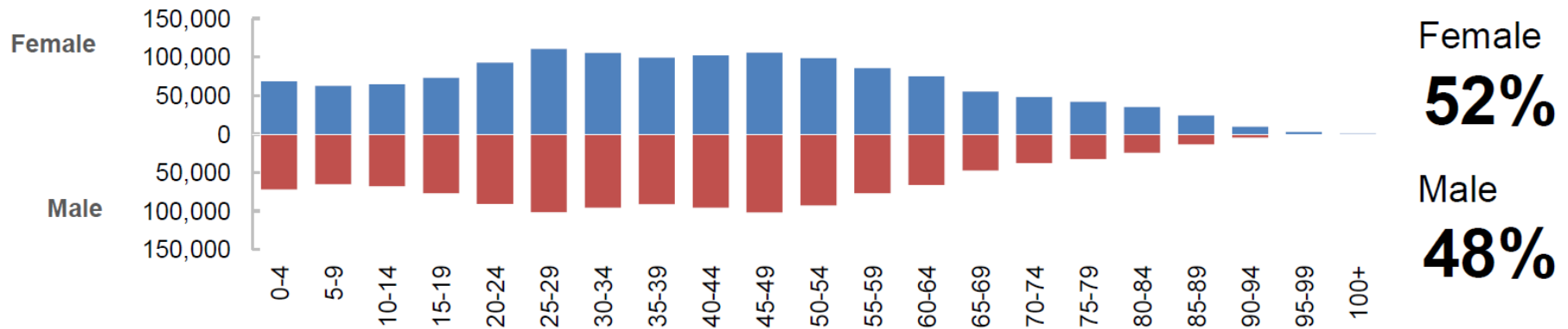
Environmental Scan: The Current Landscape The City

Alignment with City Strategies

- City's 10 year Capital Plan
- City of Toronto Strategic Action 2013 - 2018
- Provincial and City of Toronto Poverty Reduction Strategy
- Toronto Child and Family Network
- Toronto Child Care Service Plan 2010-2014
- Toronto Middle Childhood Strategy
- Toronto Newcomers Strategy
- Toronto Seniors Strategy
- Toronto Strong Neighbourhood Strategy
- Toronto Youth Equity Strategy



Population Breakdown



Children
(0-14 years)
400,865
(15%)

Youth
(15-24 years)
333,510
(13%)

Working Age
(25-54 years)
1,199,745
(46%)

Pre-Retirement
(55-64 years)
303,500
(12%)

Seniors
(65+ years)
377,440
(14%)

- Stable population: 2,615,060 – projected growth rate 4.5%
- Complex and diverse city, with more newcomers, families and children living in poverty than GTA
- Three cities: wealthy, poor, declining middle class
- Fastest growing age groups: 60-64, 85+
- Declining groups: Families with children

Source: Statistics Canada Census 2011; City of Toronto

- Modest economic growth for Ontario/Toronto (1.9% GDP)
- Low Canadian dollar, stronger US economy, increases in manufacturing sector
- Constrained public sector funding - focus of infrastructure, innovation, efficiencies, and spending for impact

- **High youth unemployment in Toronto** (17%)
- Overall unemployment relatively low but outlook uncertain (6.9% 2015)
- **Hour glass economy:** high skilled and high-paid jobs versus part-time, low paid and precarious work
- **Mobile workforce** and **changing nature of work:** casual, on-demand, virtual
- Growth in **entrepreneur and small business**, participation by women increased (27% to 33% in past decade)
- **Complexity in the workforce** (age differences, career goals, technical skills)
- **Day-time population 4 million+** concentrated in downtown core

- **Ontario is an innovation economy:** New ideas and entrepreneurial skills are vital to the province's long term success
- Education = Quality of life, economic development, public safety and overall success

- **Open, self-directed, collaborative, experiential and lifelong learning**, across all ages, platforms, locations
- **Constrained funding for public education** related to fiscal restraint, declining enrollment
- **High rates of high school and post-secondary education** but difficult transition to the workforce
- **Experiential learning and mentoring essential components** of an education
- **Readiness to learn at school entry (EDI)** a marker for future academic success.
- **Income disparity in Toronto impacts learning opportunities**, post secondary participation rates and overall life success
- **Mental health and stress-related issues** increasingly having impact on student success and children's ability to learn

The notion of literacy is expanding beyond print as a success factor in the 21st century

- **Early literacy, adult literacy and reading**
- **Information literacy**
 - Cyber
 - Digital
 - Media and visual
- **Cultural literacy**
- **Financial literacy**



Responsive to City and community needs

Discussion

When Canadians go to bed at night, what worries them?

They worry about their health, their jobs, caring for an elderly parent, or their kids' education. Canadian Index of Well Being 2014

- **Information consumption:** Connected but fragmented
- **Urbanization:** Population growth in city core drives service planning, urban forms and commercial developments
- **Health challenges:** Sedentary living and risk of chronic diseases
- **Increased social isolation** impacts personal well-being, civic involvement, community engagement and social cohesion
- One in five Ontarians experience a time crunch

- **Toronto's cultural economy is thriving**
 - Continuous growth of the creative workforce; Toronto home to 66% more artists than any other Canadian city
 - Screen-based media production expanding
- **Cultural literacy considered essential skills** for global knowledge and success in global economy
- **Consumer culture gives way to creative, community and exploratory culture**
- **Declining funding for children's cultural education and experiences**
- **Increasing demand for space** for cultural and creative activities
- **87% of Torontonians experience barriers to attendance**
 - Cost (63%)
 - Too busy (40%)
 - Too far from where I live (30%)

Mobile Technology

- Almost **half of Canadians'** internet access is through **smartphones or tablets**
- 48% of Canadians use **more than one device** to access Internet
- Canadian consumers are early adopters of technology but businesses lag compared to U.S.



Cloud Computing, Open Data, Big Data

- **Cloud storage and computing:** faster and more efficient service delivery and system implementation
- **Open data**
- Actionable and strategic **Business Intelligence (BI)** and **Big Data**



Self-service culture and Personal Internet

- **Use of Internet changed from passive to interactive** and participatory; from general to highly personalized based on users' profile
- **Customer-driven economy** with focus on enablement and personalized Internet content



Speed of change and innovation impacts personal, education and workspace

- Continuous connectivity and interaction
- Potential for data sharing and analytics
- E-Government : digital-first, self-service delivery
- Smart buildings
- Privacy and security



Next wave of disruptive technologies

- Internet of Things
- Computing Everywhere
- M to M
- Robotics and Artificial Intelligence

Customer-centric, multi-channel model with physical store still the hub of cross-channel shopping

- “Order online and pick up in-store” model
- Customer engagement in the store vital to execution of cross-channel processes

Maximize technology for biggest impacts, values to improve customer satisfaction and organizational efficiency

- Leveraging technology to improve loyalty and retention across channels
- Customer data for overall planning, merchandising, segmentation, programming and marketing
- Going mobile: Continuous growth in mobile users with unique user experiences and needs demands specific interface

Issues & Trends: In Summary

- Global city of opportunity, but not shared by all
- Learning styles and needs are changing and becoming more diverse and complex: lifelong, formal and informal, experiential, creative and collaborative
- Businesses, especially entrepreneurial, must learn to embrace rapid innovation and disruptive technologies to compete and succeed in a global economy
- Customers are demanding customized, personalized services through multiple, integrated channels.
- Constrained funding outlook requires organizations to innovate and adopt new approaches
- Plural, diverse and vibrant cultural landscape creates rich possibilities for creative fusion, but must be nurtured for local engagement and meaningful and relevant cultural experiences

Responsive to City and community needs

Discussion

BREAK: Video

Responsive to City and community needs

Environmental Scan: The Current Landscape The Library

Publishing

- Global consolidation of publishers
- Decline of traditional booksellers; domination by Amazon
- Growth of eBooks, online reader communities and self-publishing
- Disruption in broadcast industries/public media
- Looking for ways to engage readers, especially with the decline of bookstores

Library

- Demand for multiple formats remains strong
 - Growing demand for e and digital formats while demand for physical formats remains steady
- Access to e-content largely achieved, but fair and equitable pricing for e-content remains a significant challenge
 - Puts continued pressure on constrained library budgets
- Customer demand for personalized services and customizable interface for access
 - Recommendations, reviews, and account features
 - Ease of use across multiple channels

Trends & Issues Branches

- Ongoing demand for safe, accessible local public space, where people live, work, learn and play
 - Density and increased urbanization fueling demand
 - City's focus on creating vibrant, livable, sustainable communities
- Smart buildings and technology-enabled space
- Integration of physical and virtual spaces and services for seamless and flexible customer experience
- Community space to bring together ideas and knowledge for:
 - E-learning
 - Creative activity
 - Community building
- Flexible hours and service options required to align with diversity of education, workforce and recreation activities and lifestyles

Trends & Issues Information Services

- New demands for multiple and complex literacy skills in a global, digital world, especially with rise of Social Media as information source
- E-Government and online services create new needs for information access and support
- Demand for personalized and customized service through branch, online and community channels
- Demand for both online and face-to-face service and training options
- Need to access and consume information in new and multiple formats: physical, digital & multimedia, human & interactive (mentoring, collaboration, programming)

Trends & Issues

Computers and Technology

- Access to a computer, broadband Internet is essential requirement for daily life
- New demands for access to applications, software, new technology and user support
- Innovation space for networking, experimentation, skills exchange and prototyping in high demand
- Growth in content creation

Trends & Issues Programs

- Continued demand for and popularity of literacy and literary programs across diverse audiences and ages
- Demand increasing for lifelong learning and e-learning activities, especially among older adults and entrepreneurs
- Increased demand from partners and community stakeholders to access library audiences and spaces to help remove barriers, create awareness, and expand offerings

Trends & Issues

Organizational & Fiscal

- Constrained operating and capital budgets put pressure on growing need for investment in:
 - SOGR
 - Organizational transformation
 - Technology infrastructure
 - Staff training
- Opportunities to leverage facilities and partnerships to offset pressures and find new revenue streams

Responsive to City and community needs

Discussion

Integrated in the community Created through consultation

Participated in the City's Consultation Process

- Toronto Strong Neighbourhoods Strategy 2020
- Poverty Reduction Strategy

Federation of Ontario Public Libraries

Consultation to Date

- Results of Public Consultation on TPL's 2015 Budget
- Capital Projects
- Discussion with targeted user groups
- Stakeholder Roundtables with community agencies
- Analysis of Customer Feedback

Integrated in the community Created through consultation

What we've heard so far: Continuity and Change

1. **We like what you do:** Toronto Public Library is doing a good job
2. **We want what you do:** Services relevant, high quality; good customer service
3. **We want you to do more, do it better, and in some cases, do it differently:** Gaps in service; increasing demand for some services; consistency of quality and availability; barriers to access

Integrated in the community Created through consultation

What we heard: Areas for increased focus

- Demand for services for **children in the middle years**, especially for after school and out of school time
- **Youth** need support to build and access leadership and employment opportunities
- **Entrepreneurs/small business owners** need tools, supports and information to manage rapid innovation and disruptive technologies
- Growing income disparity and imperative for digital inclusion are acute issues, especially for **vulnerable and at-risk communities**
- **More collections and Open Hours**

Integrated in the community Created through consultation

What we heard: Ways to improve services we deliver

1. Be where I am
2. Make me aware of what is available for me
3. Make it easy for me to get and use
4. Make it a good, positive, high quality and satisfying experience

Integrated in the community Created through consultation

What we heard: Ways to improve services we deliver

- **Mobile access to services**, in addition to and integrated with other library service points
- **Technology-enabled community space** for work, study and creation
- **More personalized access**, customized service delivery and self-service options
- **Remove barriers to access** – easy, convenient service, online, in library branches, in community locations
- **Greater awareness** of what we have to offer, targeted specifically to individual customer wants and needs

**Integrated in the community
Created through consultation**

Discussion

Next Steps

1. Prepare draft priorities for Board approval *June*
 - Areas for increased focus
 - Ways to improve service delivery
2. Consult with residents, public/private sector partners, key stakeholders on draft priorities *July - Sept*
3. Strategic Planning Committee review and recommendation of revised priorities and draft strategies *Late September*
4. Seek approval by the Board on revised priorities and draft strategies *October*



FRAMEWORK FOR THE STRATEGIC PLANNING PROCESS AND PUBLIC CONSULTATION

Planning Principles

Toronto Public Library's 2016-2019 strategic plan will be:

- Grounded in Toronto Public Library's mission, values and brand
- Responsive to city and community trends
- Integrated with community
- Created through consultation
- Outcome-focused and actionable

Vision

Toronto Public Library will be recognized as the world's leading library by informing and inspiring Toronto and its communities, making us all more resilient, more knowledgeable, more connected and more successful.

Mission

Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

Service Values

1. Equity: Accessibility, respect and fairness
2. Diversity: Valuing individual needs, experiences and differences

3. Intellectual Freedom: Guaranteeing and facilitating the free exchange of information and ideas in a democratic society, protecting intellectual freedom and respecting individuals' rights to privacy and choice
4. Innovation: Encouraging creativity, experimentation and the generation of ideas
5. Inclusion: Welcoming participation in decision making and service development by residents and communities
6. Integrity: Open, transparent and honest in all our dealings
7. Accountability: Taking responsibility for our actions and the services we provide
8. Service Orientation: Providing excellent, responsive services

Brand Pillars

READ

The Toronto Public Library is uniquely positioned to support Toronto readers of all ages by offering **broad and easy access** to books and reading in a variety of formats, **expertise** that supports literacy and literary exploration, and a wide range of reading **programs that introduce and promote the joy of reading** to all Torontonians.

LEARN

Toronto Public Library is unique in its ability to provide broadly accessible opportunities for learning beyond formal education, throughout all stages and phases of a person's life, and makes those opportunities available wherever and whenever there is a need, reason or desire to learn.

CREATE

Through partnerships, transformations of our physical and virtual spaces, and the use of new and emerging technologies, Toronto Public Library creates cultural and creative destinations that stimulate and support creativity, encourage collaboration, and spark experimentation and innovation for creators and entrepreneurs of all ages

DELIVER

As Toronto continues to grow, and demand for library services grows, efficient and effective delivery of library services ensures continued excellence in customer service.

Draft Priorities for the Strategic Planning Process

What we've heard so far:

There are three overarching themes:

1. Toronto Public Library is doing a good job. **We like what you do.**

2. Services are relevant and high quality; customer service is good. **We want what you do.**
3. Gaps in service and barriers to access exist; consistency of quality and accessibility varies; there is increasing demand for some services: **We want you to do more, do it better, and in some cases, do it differently.**

Areas for increased focus:

- Extend services for **children in the middle years**, especially for after school and out of school time.
- Provide opportunities for **youth** to access leadership, learning, entrepreneurial and employment opportunities.
- Support **entrepreneurs/small business owners** with new technologies, information and expertise to manage rapid innovation and disruptive technologies.
- Respond to income inequality in the City, especially for **vulnerable and at-risk communities**.
- Address new demands for **collections** in a range of formats.
- Provide **open hours** that are responsive to the needs of users of all ages with services options.

Ways to improve services we deliver:

- Provide **mobile service options** integrated with other library service points.
- Offer **technology-enabled community space** for work, study and creation.
- Create **more personalized access**, customized service delivery and self-service options.
- **Remove barriers to access** online, in library branches and in community locations.
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- Create **organizational capacity** to deliver services differently

Align and support City strategies and directions through service partnerships and planning initiatives.

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- Toronto Strong Neighbourhoods Strategy 2020
- Toronto Youth Equity Strategy
- Creative Capital Gains: An Action Plan for Toronto

Strategic Plan 2016-2019

Consultation and Communication Plan

Background

Toronto Public Library is creating its fifth strategic plan since amalgamation. The plan will ensure the Library fulfills its legislated mandate and mission to provide library services which *meet the changing needs of the people of Toronto*. Through the past four strategic planning processes the Library has created services which are responsive, innovative and reflect best practices in the public and library sector.

The new strategic plan is an opportunity to engage residents of Toronto in library service, understand their needs and create new public and private partnerships to innovate and collaborate and transform the delivery of library service.

The planning process is an opportunity to engage residents, stakeholders and funders in an exciting conversation about the value Toronto Public Library provides to the City, its neighbourhoods and residents and the services residents want and need. It is an opportunity to create renewed awareness of the range of services the Library offers and forge new service directions through public and private partnerships.

The consultation strategy fulfills the requirements of the Library's *Public Consultation Policy*, and builds on the results of the City's consultation on the Toronto Strong Neighbourhoods Strategy 2020 and the Poverty Reduction Strategy, Library consultations on the Budget 2015, capital projects and targeted sessions, to inform the priorities of the new strategic plan.

Planning Principles

Toronto Public Library's Strategic Plan 2016-2019 will be

- Grounded in Toronto Public Library's mission, values and brand
- Responsive to city and community trends
- Integrated with community
- Created through consultation



- Outcome-focused and actionable

Goals

- To provide residents, stakeholders, partners and funders with opportunities to participate in the creation of the Library's new strategic plan throughout the process
- To create awareness of library service among residents, community agencies and stakeholders
- To engage library staff in understanding residents' priorities and needs for library service
- To identify communities of interest, including public and private partnerships to support the achievement of the plan, including joint initiatives, service partnerships, fundraising and advocacy
- To provide seamless access to information about the strategic planning process online and in library branches
- To identify communities of interest to support the achievement of the plan

Target Audiences (including users and non-users of library service)

- A. Toronto residents
- B. City Councillors
- C. Federal and provincial elected officials and representatives
- D. Educational sector representatives
- E. Cultural sector representatives
- F. Technology and business sector representatives
- G. Public Library Sector and Benchmark Libraries
- H. Publishing and Media Sector representatives
- I. Library staff
- J. Toronto Public Library Workers Union Local 4948
- K. Toronto Public Library Foundation

A. Toronto Residents (to understand usage, needs, and priorities for library service)

- **Adults** (males and females, branch, e-users and home library service users, parents and caregivers, job seekers, small business owners)
- **Youth** (males and females, high school students, Youth Advisory Group Members, library volunteers, participants in library programs and after-school users, post-secondary education students, and those not in post-secondary education or employment)
- **Children** (including children in the middle years, parents and caregivers, after-school time attendees, participants in summer reading)
- **Active older adults, and seniors** (including those transitioning to second careers and retirement)
- **Toronto Neighbourhood Improvement Areas** (consultation in library branches and at community events to understand local needs and service priorities)
- **Persons with disabilities** (to understand changing needs for accessible library services)

B. Consultation with the City (to align and support City priorities and funding outlook)

- Consultation with City Councillors and the City Manager or designate to create awareness of residents needs for library service and to build and maintain cross-divisional service strategies

C. Consultation with federal and provincial elected officials and representatives (to understand federal and provincial budget priorities and policy initiatives to support alignment and develop partnerships)

- Elected and departmental representatives to create awareness of library services and strategic directions and the role the library can play

D. Educational sector including Boards of Education and the Post-Secondary Education Sector in Toronto (to align and support student success by understanding strategic directions, service strategies, and to build partnerships)

- Representatives of the Toronto District School Board, Toronto Catholic District School Board and French Language Board, private educational institutions
- College, university and continuing education sector to understand student needs and develop partnerships, and joint initiatives; and to enrich lifelong learning opportunities at the Library
- iSchool Advisory Board Members, University of Toronto, and Faculty of Information and Media Studies, University of Western Ontario to share information, the service context in which students will be working, changing requirements for library and staff professional development and develop joint initiatives and partnerships

E. Cultural Sector in Toronto (to create new opportunities for cultural engagement and participation)

- Consultation with representatives of the Ministry of Tourism Culture and Sport and the City's Culture division
- Consultation with sector experts to understand new and emerging trends
- Consultation with existing partners to understand strategic directions, and the potential for new initiatives

F. Technology and business sector (to accelerate innovation and enrich service delivery)

- Consultation on new and emerging trends and technology, the potential for partnerships to support service development, lifelong learning opportunities at the Library
- Forge new partnerships to contribute to service quality and access

G. The Public Library Sector and Benchmark Libraries (to consult and communicate areas of interest and advocacy)

- Canadian Urban Libraries Council
- Canadian Library Association and the Ontario Library Association
- Federation of Ontario Public Libraries
- American and international library community
- Benchmark libraries to understand innovative practices and service responses

H. Publishing and Media Sector (to identify opportunities to enhance access, engage communities of readers and contribute to a vibrant publishing and book industry)

- Association of Canadian Publishers, the Canadian Publishers Council, the Canadian Booksellers Association and others
- Current and potential vendors with emphasis on e-content providers
- Self-publishing community

I. Library staff (to engage staff in understanding emerging trends, service priorities, and in the implementation of the plan)

- Staff at all levels in the organization



J. Toronto Public Library Workers Union Local 4948 (to understand workforce concerns and areas of common interest)

K. Toronto Public Library Foundation (to understand the changing context in which the Library is operating and to understand new opportunities for partnerships and fundraising)

Tactics by Target Audience

To ensure the consultation process effectively and efficiently engages a diverse audience of residents, communities and stakeholders, a variety of tactics will be employed, including:

For Toronto residents:

- a survey of users and non-users conducted by a third party
- online and social media outreach
- consultation tool kit for library and community events

For City Councillors:

- letter announcing the process
- announcement of opportunities for resident engagement online, in library branches and at public meetings
- focus group at City Hall
- update for their newsletter

For public/private partners:

- invitation to focus group
- targeted interviews

For Library staff:

- an online discussion forum
- focus groups and consultation at meetings and training sessions
- staff survey

For Toronto Public Workers Union Local 4948:

- focus groups throughout the process

For Toronto Public Library Foundation

- Presentation to Toronto Public Library Foundation Board

Strategic Plan Phase	Tactic	Timeline
Environmental Scan	<ul style="list-style-type: none"> • Participation in the City's Consultations <ul style="list-style-type: none"> ○ Poverty Reduction Strategy ○ Toronto Strong Neighbourhoods 2020 • Review of the Federation of Ontario Public Library Survey Results • Toronto Public Library Consultation <ul style="list-style-type: none"> ○ Review of the results of Budget Consultation 2015 ○ Discussion with targeted user groups ○ Stakeholder Roundtables with community agencies ○ Analysis of customer feedback ○ Discussion with Toronto Public Library Workers Union Local 4948 • Milestone: Review and approval of draft priorities by the Library Board (June) 	May 2015
Draft priorities	<ul style="list-style-type: none"> • Survey of Toronto residents by a 3rd party • Outreach using traditional and social media channels • Communication on the City's Consultation Website • Communication to City Councillors to announce the process, engage residents and provide input • Communication of draft priorities on website with opportunities for input • Distribution of consultation tool kit for use at library and community events • Consultation in Toronto Strong Neighbourhoods 2020 Branches • Discussion at library programs and events • Focus groups with staff at meetings and events (minimum 8) • Theme-based focus groups and interviews with public/private partners on areas of interest (minimum 30) • Focus group with Toronto Public Library Foundation • Outreach to Youth Advisory Groups and through the High School Outreach Campaign to request input • Consultation with e and technology users • Focus group with Toronto Public Library Workers Union Local 4948 • Milestone: Review of the results of public survey and consultation and approval of priority areas by the Strategic Planning 	June-September

	Steering Committee and Library Board (October 2015)	
Strategic Plan	Tactic	Timeline
Consultation on final plan including priorities, service levels, and accountability measures	<ul style="list-style-type: none"> • Communication plan on the website with request for feedback • Communication to City Councillors with a request for feedback • Communication with participants in stakeholder round tables with a request for feedback • Targeted meetings with potential public/private partners and funders to develop service strategies • Public meetings/open house on draft plan • Milestone: Review and approval of the strategic plan by the Strategic Planning Steering Committee and Library Board (December 2015) 	October-December
Implementation	<ul style="list-style-type: none"> • Communication to stakeholders of final Strategic Plan • Integration of the strategic plan into capital and operating budgets and system and departmental work plans 	January 2016 on

Strategic Planning Steering Committee – Review of Board Committee Structure

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	Strategic Planning Steering Committee

SUMMARY

The purpose of this report is to request the Toronto Public Library Board's approval of the Strategic Planning Steering Committee's recommendations regarding the review of the Board's committee structure.

As provided for under the Board's Procedural By-law, the Board may establish committees as required at any time. As well, the Board reviews the need for continued existence and membership of all committees on an annual basis.

RECOMMENDATIONS

The Strategic Planning Steering Committee recommends that the Toronto Public Library Board:

1. approves the retention of the:
 - a. City Librarian's Performance Review Committee;
 - b. Strategic Planning Steering Committee;
2. approves the disbanding of the:
 - a. Budget Committee;
 - b. Employee and Labour Relations Committee;
 - c. Advertising Review Working Group; and
 - d. E-Book Working Group;
3. revises the Advertising Policy to refer appeals to the Library Board;
4. appoints a second Board member representative to the Board of the Federation of Ontario Public Libraries;
5. appoints a Board member to the role of Board Liaison to Youth Advisor;

- 6 appoints a Board member to the Toronto Public Library Foundation Board;
- 7 does not appoint a Board member to the First Parliament Site Working Group.

FINANCIAL IMPACT

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

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

DECISION HISTORY

The Board, at its March 23, 2015 meeting, approved the following motion:

That the Toronto Public Library Board:

1. *defers consideration of all Committee members, Board representatives and Association members with the exception of the Strategic Planning Steering Committee;*
2. *amends the Strategic Planning Steering Committee terms of reference as follows:*
 - a. *expand the mandate to include a review of the Board committee structure, including the mandate, membership and value of committees and make recommendations to the Board; and to report back on the committee structure no later than May 31, 2015;*
 - b. *change the membership of the Strategic Planning Steering Committee to be open to all Board members interested in joining the committee, including a minimum of three Board members;*
 - c. *change the notice of meetings to at least five business days in advance of the meeting.*

Also at the March 23, 2015 meeting, the Board considered a letter from the City's Auditor General offering to conduct a risk assessment for the Library. The following related motion was approved:

That the Toronto Public Library Board:

1. *defers consideration of the communication from the Auditor General until the committee structure has been reviewed.*

The Board will consider the Auditor General's offer at the June 22, 2015 meeting.

The Strategic Planning Steering Committee, at its April 21, 2015 meeting, considered the *Review of Board Committee Structure* report and made its recommendations for Library Board approval at the May 25, 2015 meeting.

The Board, at its May 25, 2015 meeting, approved the following motion:

That the Toronto Public Library Board:

- 1. defers consideration of the Review of Board Committee Structure report, and requests the City Manager and the City Clerk to make an overview presentation on the City's Governance Principles and Procedures at the June 2015 Board meeting, and request the Auditor General to make a presentation at the same meeting on the Importance of Good Governance related to Board Operations.*

Presentations from representatives of the City Manager's and the City Clerk's office, and a presentation from the Auditor General are scheduled for the June 22, 2015 Board meeting.

COMMENTS

The *Review of Board Committee Structure* report considered at the April 21, 2015 meeting of the Strategic Planning Steering Committee is provided as Attachment 1.

As provided for under the Board's Procedural By-law, the Board may establish committees as required at any time. As well, the Board reviews the need for continued existence and membership of all committees on an annual basis.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Appendix 1: *Review of Board Committee Structure* Report to the April 21, 2015 Strategic Planning Steering Committee



STAFF REPORT INFORMATION ONLY

Review of Board Committee Structure

Date:	April 21, 2015
To:	Strategic Planning Steering Committee
From:	City Librarian

SUMMARY

On March 23, 2015, the Toronto Public Library Board passed a motion to expand the mandate of the Strategic Planning Steering Committee to include a review of the Board's committee structure. This report provides information on the current committee structure, the history of the structure as well as the legislative and policy context. Background information is provided on the organizational processes involved in supporting committees.

To support the Strategic Planning Steering Committee's work, this report also summarizes criteria that may be considered in determining whether each committee should be continued. The report provides information on the committee structure at other libraries in Canada and at City Council.

FINANCIAL IMPACT

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

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

DECISION HISTORY

The Board, at its March 23, 2015 meeting, approved the following motion:

That the Toronto Public Library Board:

1. *defers consideration of all Committee members, Board representatives and Association members with the exception of the Strategic Planning Steering Committee;*
2. *amends the Strategic Planning Steering Committee terms of reference as follows:*
 - a. *expand the mandate to include a review of the Board committee structure, including the mandate, membership and value of committees and make*

- recommendations to the Board; and to report back on the committee structure no later than May 31, 2015;*
- b. change the membership of the Strategic Planning Steering Committee to be open to all Board members interested in joining the committee, including a minimum of three Board members;*
 - c. change the notice of meetings to at least five business days in advance of the meeting.*

ISSUE BACKGROUND

Legislation and Library Policy

Under the *Public Libraries Act* – s. 20(i) “a board may appoint such committees as it considers expedient.” The legislation does not require boards to establish any committees and sets no conditions except for the consideration of expedience.

The Board’s Procedural By-Law provides for the creation of committees under section 43, which states that “the Board may establish committees as required.” Under the Procedural By-Law, the Board must determine the purpose, membership and timeframe for undertaking activities for each committee. Each year, the Board must review the need for and membership of each committee.

Committees only make recommendations to the Board and do not have the authority to make final decisions.

The by-law does not provide rules on the number or frequency of meetings. Therefore, committees do not have to meet on a regular schedule.

History of Board Committees

The Toronto Public Library Board did not have any standing committees until the Employee and Labour Relations Committee was established in 2007. The six-person committee began by overseeing WSIB incidents and grievances on an organization-wide level. Later it examined issues such as the Fair Wage Policy and collective bargaining.

In 2008, a Naming Committee was established as a result of the Library’s Naming Policy, which requires Board approval of naming opportunities. A committee may be established under the policy, but a committee is not a requirement of the policy. Currently, the Board does not have a standing Naming Committee.

The Board remained at two committees until 2011, when the Budget Committee was formed. The Advertising Review Working Group and E-book Working Groups were created in 2013. The former was formed under the Board’s Advertising Policy.

The Strategic Planning Steering Committee is an *ad hoc* committee created to develop each new strategic plan for the Library. Committees were struck in 2012, 2007 and 2003.

The City Librarian's Annual Performance Review Committee was formally established in 2014.

Committee Processes

Staff Support

The Board is the highest authority within the organization. As a result, work for the Board and its committees is given top priority within Toronto Public Library and can take precedence over resources devoted to other library operations or core service delivery. Report requests or approved committee motions require relevant departments to provide research, compile data, offer analysis and write reports. All reports sent to committees of the Board are reviewed by the executive team before being presented to the committee members.

Board and committee meetings require administrative support in coordinating meeting dates and times, assembling and delivery materials, minute-taking and room set-up. Materials are uploaded by staff to the website prior to any meeting. Relevant staff, usually at the most senior levels, must attend to be available to answer questions that committee members may have.

Committee Meeting Scheduling

Unlike Board meetings, committee meetings do not have a meeting schedule established at the beginning of each year. Generally, committees determine their own schedule and meet when the committee membership, in consultation with staff, determines a meeting is required. As a result, committees do not meet on a regular schedule.

Under the Procedural By-law, members are provided notice within three clear days of each committee meeting. In practice, library staff assist with scheduling meetings and work with committee members to determine dates where availability is highest among members.

Relationship to Board

Committees are established to help the Board accomplish its work. Committees can only make recommendations to the Board. Therefore, committees add an additional level of decision-making. Consideration should be given to whether a committee provides more timely oversight and guidance to staff versus having a matter brought to the Board directly.

Open Meetings

Like Board meetings, committee meetings must be open to the public and adhere to the open meeting requirements of the *Public Libraries Act* and can only be closed to the public in specific circumstances (e.g. matters regarding individual privacy, labour negotiations, etc.).

Public Presentations

Both Board meetings and committee meetings allow for presentations from the public. This is distinct from City Council, which only permits public presentations at committees. Public presentations at library committees have been rare.

Other Library Boards in Canada

A review of 11 other library systems in Canada found a wide variance in committee structures. Some boards have up to five standing committees while other boards, including Ottawa, Markham and London have no standing committees (but form *ad hoc* committees that are established and meet on an as-needed basis).

Multiple boards, including Vancouver, Edmonton, Hamilton and London, have either standing or *ad hoc* committees that deal with governance, or some aspect of governance, such as orientation and nominations.

Markham has chosen to work as a Policy Governance Board (i.e. using the Carver model) and does not have any committees. Under this model the board focuses on governance and oversight and is responsible for determining the vision, mission and strategic imperatives of the organization. The board focus is on the end results to be achieved and not the specific manner in which staff will help achieve them.

Since they were established, the Library Board has not undertaken a review of its committees.

City Council Committee Structure

The government of the City of Toronto provides services to 2.8 million residents with an operating budget of \$11.5 billion. Municipal services are delivered by over 35 different divisions. City residents are represented by 44 Councillors, and one Mayor, who sit on City Council. Due to the scope of the work, Council has an extensive committee structure which includes:

- Executive Committee:
 - three committees that mainly report to the Executive Committee;
- four Community Councils;
- seven Standing Policy committees;
- four other committees that report to Council.

The duties and primary focus of Council standing committees are listed in Article XVI of the Council Procedures (Municipal Code Chapter 27). These duties are:

1. providing direction, setting priorities, and ensuring co-ordination between related policies, programs, and services;
2. providing forums for public participation and detailed discussions of the City's decision-making;
3. Providing forums for substantial policy debate within their respective mandates;
4. Making policy recommendations to Council and recommending priorities within the committee's budget;
5. Considering reports from City officials on implementing program and policy decisions within the committee's mandate; and
6. promoting accountability and interaction with Council on behalf of agencies.

The terms of reference, including the mandate, authority and composition of each standing committee is specified in Appendix B-1 of Council Procedures. Standing committees meet on a four-week schedule.

Council also has special committees, including the Audit, Striking, Civic Appointments, Budget, Affordable Housing, and the Employee and Labour Relations committees.

Both standing and special committees are made up of a select group of City Councillors. With limited exceptions – most notably for Community Councils – committees make recommendations to City Council for a final decision.

Comparison between City Council Committees and Library Board Committees

The Library Procedural By-Law and Board policies do not outline general duties for standing committees. The Procedural By-Law leaves the establishment and mandate of Board committees to the discretion of the Board. Standing committees of the Library Board are generally not designed to fulfill the same functions as the standing committees of City Council. The following chart compares the aforementioned six duties for Council standing committees and the current function of library boards:

City Standing Committee Duties	Library Committee Functions
Providing direction, setting priorities, and ensuring co-ordination between related policies, programs, and services	Committees can provide direction and recommend priorities for the Board. Coordination of policies is performed at the Board level.
Providing forums for public participation and detailed discussions of the City's decision-making	Library committees do allow for public presentations, but generally presentations are made to the Board. At Council presentations are not permitted. Therefore, Council committees are the only venue for public presentations.
Providing forums for substantial policy debate within their respective mandates	Library committees have been forums for substantive policy debate and discussions about priorities, new directions
Making policy recommendations to Council and recommending priorities within the committee's budget	Library committees make recommendations to the Board, but do not have their own budget.
Considering reports from City officials on implementing program and policy decisions within the committee's mandate	Library committees will receive and consider information and action reports from staff.
Promoting accountability and interaction with Council on behalf of agencies	Toronto Public Library does not have any agencies.

Note that under the Procedural By-Law, library committees do not have any authority to make decisions on behalf of the corporation. Therefore, all matters considered at the committee level must be reconsidered at the Board level. In contrast, some Council Committees, most notably Community Councils do have the authority to make final decisions on specific issues.

COMMENTS

Potential Advantages and Disadvantages of Committees

Board committees have potential advantages and disadvantages depending on the way committees are utilized and operate in practice. Both advantages and disadvantages can become more pronounced based on factors such as committee size, member expertise, mandate, frequency of meetings and whether committees are standing or special committees.

Advantages	Disadvantages
<ul style="list-style-type: none"> allows for more detailed or in-depth examination of an issue allows for members with expertise or interest to focus on specific issues committees with flexible scheduling can deal with a matter in a timely manner smaller committees may encourage individual members to voice an opinion when given more time and/or a less formal structure can be used to allow ideas or a project to develop or incubate 	<ul style="list-style-type: none"> duplicates work by examining an issue twice can slow down decision-making because recommendations have to go to the Board creates additional time demands on board members some members not on a committee may feel excluded from the recommendation-making processes committee's agenda can be out of alignment with the Board's agenda

Criteria for Establishing a Committee

Research, including a review of *Roberts Rules* and *Nathan's Company Meetings*, indicates that there are no general rules that govern when a board should establish a committee. However, there are several criteria that can be applied to assist the Board in making this decision.

1. Is there a major issue or specific issue that needs to be addressed?
2. Would a committee facilitate good decision-making by the Board on this issue?
 - a. Does the issue require more detailed attention than the Board can devote to it?
 - b. Does the issue require more time than the Board can devote to it?
 - c. Would a smaller group of Board Members focusing on an issue be more effective?
 - d. Would a committee provide a more thoughtful assessment of the issue?
3. Does the committee, or the committee structure, provide the best division of responsibility to accomplish the corporation's mandate and the Board's work?
 - a. Does the committee allow the Board to focus its expertise on the issue?

- b. Does the committee structure help manage the flow of information?
 - c. Is the issue operational or policy/governance (i.e. are these matters more appropriately dealt with by professional staff, or by Board members, or a combination of both)?
4. Overall, is the additional workload from the committee worthwhile for both Board members and staff?

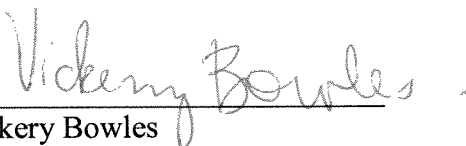
Attachment 1 provides information on each committee and working group, including the mandate, a sample of recent work, number of members, average number of meetings per year and an anticipated 2015 timeline. The committees and working groups are:

- Budget Committee
- City Librarian's Annual Performance Review Committee
- Employee and Labour Relations Committee
- Strategic Planning Steering Committee
- Advertising Review Working Group
- E-Book Working Group

CONTACT

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SIGNATURE



Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Board Committees and Working Groups

BOARD COMMITTEES AND WORKING GROUPS

Budget Committee

Mandate of the committee is to:

- provide advice and make recommendations to the Board on budget matters related to the development and approval of the Library's operating and capital budgets;
- report its activities and recommendations to the Board;
- committee decisions are not binding on the Board.

Sample of Committee Work:

- review of the process by which library priorities are identified in Section 37 discussions and recommended strategies to increase Section 37 contributions to the Library;
- requested staff to report on various issues such as: a) the quantification of staff-time savings from expanded RFID, automated sorters, and online fines payment, b) the Branch Staffing Model, c) a sunset schedule for near obsolete media including CD's and DVDs.

Number of Members:

- six (Chair, Vice Chair, and three additional members).

Average Meetings per year:

- four.

2015 Timeline:

- May: staff provide an outline of how each budget is developed, criteria, priorities, pressures, etc. to assist the committee in guiding the development of the capital and operating budgets;
- June: capital budget submission;
- August: operating budget submission;
- November: staff provide: 1) status of City staff budget review and recommendations and 2) timeline for the political (Council Committee and Council) phase of the budget review.

City Librarian's Annual Performance Review Committee

Mandate of the Committee is to:

- review and evaluate the performance of the City Librarian.

Number of Members:

- three (Chair, Vice Chair and one additional member).

Meetings in Previous two years:

- one in 2015.

2015 Timeline:

- March – annual review.

Employee and Labour Relations Committee

Mandate of the Committee is to:

- receive regular updates on labour relations and related human resources issues;
- review matters referred to by the Library Board and make recommendations to the Board as required;
- provide guidance to staff on labour relations and related human resources matters;
- report its activities and recommendations to the Board;
- committee decisions are not binding on the Board.

Sample of Committee Work:

- provide direction to staff during collective bargaining;
- committee requested and received reports on staffing including: a) a summary of staffing levels and changes since amalgamation, by job class; b) average hours of work, access to benefits, tenure of part-time employees by job class; c) staff transition from part-time to full-time, and promotions; and d) service standards and their relationship to staffing;
- examining non-union compensation.

Number of Members:

- five – Board Chair and four other members.

Average Number of Meetings per year:

- two.

2015 Timeline:

- July to December – planning for collective bargaining negotiations.

Strategic Planning Steering Committee

Mandate of the committee is to:

- review the committee structure of the Board;
- provide leadership and oversight of the strategic plan;
- provide input into the environmental scan, receive reports and ensure this information is reflected in the draft priority areas;
- review and provide input into the consultation and engagement strategy;
- receive the results of public consultation and ensure the findings are reflected in the draft strategic plan;
- review, provide input and recommend to the Board the draft strategic plan prior to it being presented to the Library Board for approval.

Sample of Committee Work

- reviewing results of public consultations;
- developing the strategic plan.

Number of Members:

- Up to 13 (12 Board members and Foundation representative).

Average Number of Meetings per year:

- four during strategic planning development (0 in other years).

2015 Timeline:

- April to December – development of the 2016 – 2019 strategic plan.

Advertising Review Working Group (ARWG)

Mandate of the working group is to:

- review advertising material that may not be consistent with the Library's Advertising Policy for placement within library channels. Such advertising material may be sent to the ARWG at two points:
 1. before advertisement posting in response to a complaint or inquiry by an advertiser or when Library staff are uncertain about the advertisement's consistency with the Policy; and
 2. subsequent to an advertisement being posted, in response to a complaint or inquiry by the public;
- in reviewing advertising materials for the Library, the ARWG will consider whether the advertising material in question is consistent with the Library's Advertising Policy. The ARWG may choose to approve or not approve advertisements that it has been asked to review.
- ARWG will act as the final arbiter in all matters relating to advertising acceptance in the circumstances identified above.

Sample of Recent Work:

- examining the terms of reference of the working group;
- dealing with a customer complaint regarding due date slip advertising featuring specific organizations, including Diamond & Diamond lawyers and Pizza Pizza.
-

Number of Members:

- five (two Board, three staff).

Average number of meetings per year:

- one.

2015 Timeline:

- None. Group meets on an as-needed basis.

E-Book Working Group

Mandate of the working group is to:

- provide leadership in the development and oversight of advocacy strategies that:
 - encourages Canadian and multinational publishers to sell e-content to public libraries under reasonable terms;
 - informs the public about the restrictions public libraries face in making e-content available for borrowing;
 - receive the results of advocacy strategies for review and additional input;
 - report its activities and recommendations to the Board;
 - working group decisions are not binding on the Board.

Sample of Recent Work:

- advocating that publishers sell e-books to public libraries at reasonable prices;
- investigating legal options for increasing e-book access;
- requested that the Competition Bureau investigate practices of publishers in relation to e-books.

Number of Members:

- five.

Average Number of Meetings per year:

- 2.5.

2015 Timeline:

- None.



STAFF REPORT ACTION REQUIRED

Auditor General's Risk Assessment

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to seek Board approval to request the Auditor General to perform a risk assessment of the Toronto Public Library Board. This report also responds to the Board request for information on the type and content of reports from the Auditor General, the City's internal auditor and the external auditors.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. requests the Auditor General to perform a risk assessment of the Toronto Public Library Board.

FINANCIAL IMPACT

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

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

DECISION HISTORY

At its meeting on March 23, 2015, the Board considered a communication dated January 29, 2015 from the Auditor General (Attachment 1) with an offer to perform a risk assessment of the Toronto Public Library Board. The Board deferred consideration of the offer for the risk assessment pending the outcome of a review of the Board committee structure as part of the Strategic Plan process. At the meeting, a request was made for information on the type and content of reports from the Auditor General, the City's internal auditor and the external auditors, and the outcome of any previous work performed by the Auditor General at Toronto Public Library (TPL).

ISSUE BACKGROUND

The City's audit framework consists of three levels of audit services:

1. the Auditor General's Office reports directly to and provides assurance strictly for City Council;
2. the Internal Audit Division reporting to the City Manager was established to provide assurance and management consulting advice for the City's management team; and
3. as required by the City of Toronto Act, an external auditor is appointed by Council to perform the annual audit of the City's financial statements, including agencies, boards and commissions (ABCs).

The main distinction between the Auditor General and Internal Audit is that because of the Auditor General's independence, they cannot provide consulting and advisory services. To fill the void, the Internal Audit function was established to serve as a resource to management.

The Auditor General's responsibility does not include Toronto Public Library as outlined in the Toronto Municipal Code Chapter 3. The Internal Audit Division's responsibility does not include ABCs.

Auditor General

Section 177 of the City of Toronto Act, 2006 formalized the appointment of an Auditor General for the City of Toronto. Under Section 178 of the Act, the Auditor General is responsible for "assisting city council in holding itself and city administrators accountable for the quality of stewardship over public funds and for achievement of value for money in city operations."

As outlined in the Toronto Municipal Code Chapter 3, since TPL is not a local board (restricted definition), the Auditor General's authority does not extend over TPL, and this exemption became effective in 2009. However, the Municipal Code does make provision for the Auditor General to carry out audits for TPL at the request of the Board. Other boards not under the Auditor General's authority are Toronto Public Health and the Toronto Police Service. The fact that these three boards were not put under the jurisdiction of the Auditor General with the City of Toronto Act may be because they are covered by provincial governing legislation.

The Auditor General's Office effects its mandate by developing and carrying out a work plan that identifies and ranks projects to be completed based on a number of risk factors. The Auditor General's work plan is reported for information to Council through the Audit Committee. The Auditor General delivers on its mandate through the audit process, which is an independent, objective assurance activity designed to add value and improve an organization's operations. The audit process assists an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Audit reports completed by the Auditor General are forwarded to the Audit Committee along with a series of recommendations. Once the recommendations are approved by Council, they are required to be implemented by management.

2006 Fines and Income Review at TPL

At its meeting on February 20, 2006, the Library Board was advised that as part of their 2005 general work plan, the Auditor General would be conducting a Fines and Income Cash Collection Process review at the Toronto Public Library. At that time, the Library was under the authority of the Auditor General. The Terms of Reference for the review were refined to address fines and income, and the associated cash collection processes. The terms of reference also listed the audit objectives, which were to:

- assess the efficiency and effectiveness of cash collection and related processes for fines and income and identify opportunities for cost savings and revenue enhancement;
- assess the extent of compliance with applicable policies and procedures; and
- provide management with recommendations to improve the processing and administration of cash collection processes.

The field work started in 2005 and was completed in the first quarter of 2006; the report and recommendations were presented to the Library Board at its meeting on June 19, 2006. The Auditor General's report contained 32 recommendations, which included new and revised procedures, increased reporting and documentation, changes to systems, and additional reviews and checking with a view to improving operational controls, efficiency and effectiveness. While 75% of the recommendations were implemented by June 2007, the remaining eight recommendations took longer to implement as they related to the implementation of new systems for room bookings and the Integrated Library System, which were fully implemented by 2010. At the Library Board meeting on April 28, 2011, the Auditor General reported that there were no outstanding recommendations.

Internal Auditor

The mission of the City's Internal Audit Division is to assist senior management meet their responsibilities for maintaining proper systems of internal controls, identifying and evaluating significant exposures to risks and helping strengthen risk management throughout the City.

The Internal Audit Division acts as a resource to the City, and its annual work plan consists of projects identified through their assessment of risks for City divisions, as well as requests for services from other divisions and ABCs.

Internal Audit achieves its mission by:

- selecting and conducting audits of various programs and business processes;
- conducting special investigations, including fraud investigations;
- responding to requests for audits from the divisions and ABCs; and
- providing advice and guidance to management in the design and development of new programs, processes and systems.

The Internal Audit Division reports to the City Manager on the adequacy and effectiveness of City processes, including recommendations for improvement, on an ongoing basis and informs the Audit Committee of its work plan for the following year and activities of the current year on an annual basis.

One of the recommendations coming out of the City's Shared Services Project is to enhance the use of the City's Internal Audit Division by agencies that do not have their own Internal Audit resources. TPL has agreed to this recommendation and discussions are underway to engage the Internal Audit Division.

External Auditors

Under Section 139 of the City of Toronto Act, 2006, TPL is required to appoint an auditor licensed under the Public Accounting Act, 2004, who is responsible for annually auditing the accounts and transactions of TPL, and expressing an opinion (described as "attest" under the Municipal Code) on the financial statements of these entities based on the audit, and their opinion is based on their evaluation as to whether or not financial statements are "fairly presented". In other words, the audit provides reasonable assurance that the financial statements are not materially misstated.

An annual audit plan is presented to the Library Board by the external auditors, currently PricewaterhouseCoopers, with the last plan at the Board meeting on December 15, 2014. This plan outlines the auditor's responsibilities, general audit approach, identifies areas of audit risk within the TPL, the timetable for reporting and the scope of work to be conducted. The results of the annual audit on TPL's financial statements are reported to the Library Board by the external auditors. The auditors are responsible for the expression of an independent opinion on those financial statements. The financial statements themselves are the responsibility of management and are presented to the Library Board by management. The audited 2014 financial statements and audit results were presented to the Board at the meeting on May 25, 2015.

Internal control weaknesses observed during the audit are reported, and it is the role of the Board to consider these issues and to ensure that the recommendations contained in the management letter are implemented on a timely basis. Over 2010 to 2013, there were seven recommendations to improve internal controls and all were implemented, as reported by the external auditors. For the 2014 year-end audit, there was no new recommendation around internal controls.

The external auditors can also be contracted to perform specific work in other areas as required by TPL. For example, certain external grants stipulate that an external auditor needs to review the spending.

COMMENTS

Audit Committee – May 22, 2015

At its meeting on May 22, 2015, the Audit Committee considered *Amendments to the 2015 Audit Work Plan* for the Auditor General and adopted the following motions:

1. *City Council request the City Manager to undertake the necessary actions, including seeking amendments to the City of Toronto Act as part of the upcoming 5-year review if necessary, which would allow the Auditor General to:*
 - *undertake audits at any of the City's agencies, local boards and corporations which are currently outside of her jurisdiction; and*
 - *review any audits that have been undertaken by their Audit departments, in order to allow those projects to be included on future Audit Work Plans.*
2. *City Council formally request those agencies, local boards and corporations that are outside of the Auditor General's jurisdiction, to allow the Auditor General to undertake any audits she deems necessary.*

This recommendation was approved at the Council meeting on June 10 and 11, 2015.

Auditor General's Risk Assessment

Every five years, the Auditor General proposes to perform a risk assessment of the operations of the City and those major agencies and corporations included in their mandate. The purpose of the detailed risk assessment, is to ensure that all significant areas of the City are evaluated from an audit risk perspective by using uniform criteria and quantitative evaluations to identify areas that may warrant audit attention. Based on the exemption under Municipal Code Chapter 3, TPL was not included in the Auditor General's city-wide risk assessment process in 2014. Attachment 2 is the report to Audit Committee, AU 15.5, *Auditor General's Risk Assessment of the City and its Major Agencies and Corporations*.

On January 29, 2015, Beverley Romeo-Beehler, Auditor General, wrote to the Library Board Chair offering to provide an independent risk assessment for TPL. While the risk assessment will involve significant work, TPL will benefit from risk assessment reviews and use the information to strengthen controls and address potential risk areas.

CONCLUSION

The Auditor General's responsibility does not include Toronto Public Library, but the Board may request the Auditor General to perform an audit. The recommendation in this report is for the Board to request the Auditor General to perform a risk assessment of the Toronto Public Library Board in 2016.

CONTACTS

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

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

- Attachment 1: Auditor General's Risk Assessment – January 29, 2015 Letter to the Chair,
Toronto Public Library Board
- Attachment 2: AU 15.5 Auditor General's Risk Assessment of the City and its Major
Agencies and Corporations – May 12, 2014 Report to the City's Audit
Committee



Auditor General's Office

Beverly Romeo-Beehler
CPA, CMA JD BBA
Auditor General

Metro Hall
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Toronto, Ontario M5V 3C6

Tel: 416-392-8461
Fax: 416-392-3754

January 29, 2015

Mr. Michael Foderick
Chair
Toronto Public Library Board
789 Yonge Street
Toronto, Ontario M4W 2G8

Dear Mr. Foderick:

Re: Auditor General's Risk Assessment

Every five years, the Auditor General performs a detailed risk assessment of the operations of the City and those major agencies and corporations included in the Auditor General's mandate. The purpose of the risk assessment is to ensure that all significant areas of the City are evaluated from an audit risk perspective by using uniform criteria and quantitative evaluations to identify areas that may warrant audit attention.

Based on the Auditor General's responsibility to conduct audits as specified in Toronto Municipal Code Chapter 3, Accountability Officers, Toronto Public Library was not included in our 2014 City-wide risk assessment process. However, we would like to offer the service of a risk assessment of the Toronto Public Library providing you are in agreement.

While Toronto Public Library is not within the mandate of the Auditor General, I believe an independent risk assessment process will provide significant value to the Board and Toronto Public Library. Upon completion of the risk assessment, we would discuss the potential risk areas with the Board and Toronto Public Library. Any future audit of Toronto Public Library will be a decision from the Board as specified in the Municipal Code.

I look forward to your reply and further discussion of our proposed risk assessment.

Best Regards,

A handwritten signature in dark ink, appearing to read "B. Beehler", written over a light blue horizontal line.

Beverly Romeo-Beehler
Auditor General

c: Vickery Bowles, City Librarian, Toronto Public Library



Tracking Status

- This item was considered by the Audit Committee on May 28, 2014. The Committee received the item for information only. No further action will be taken on this item.

Audit Committee consideration on May 28, 2014

AU15.5	Information	Received		Ward:All
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Auditor General's Risk Assessment of the City and its Major Agencies and Corporations

Committee Decision

The Audit Committee received this Item for information.

Origin

(May 12, 2014) Report from the Auditor General

Summary

Every five years, the Auditor General performs a detailed risk assessment of the operations of the City and those major agencies and corporations included in his mandate. The purpose of the risk assessment is to ensure that all significant areas of the City are evaluated from an audit risk perspective by using uniform criteria and quantitative evaluations to identify areas that may warrant audit attention. Determining which areas to audit and the appropriate allocation of audit resources is essential in maximizing the value of an effective audit process.

The last risk assessment was completed in 2009. There were 56 high risk areas identified during the risk assessment. The majority of these high risk areas will have been the subject of an audit by the end of 2014. We have recently started our 2014 risk assessment. The results of this process will figure prominently in the development of the Auditor General's Office annual work plans over the next five years. Given its importance, this process will involve a significant amount of audit resources over the next few months.

The results of the risk assessment process will be reported together with the 2015 Audit Work Plan to the first audit committee in 2015.

Background Information

(May 12, 2014) Report from the Auditor General - Risk Assessment of the City and its Major Agencies and Corporations

(<http://www.toronto.ca/legdocs/mmis/2014/au/bqrd/backgroundfile-69290.pdf>)

Motions

Motion to Receive Item moved by Councillor Josh Matlow (Carried)

Source: Toronto City Clerk at www.toronto.ca/council



AUDITOR GENERAL'S REPORT INFORMATION ONLY

Auditor General's Risk Assessment of the City and its Major Agencies and Corporations

Date:	May 12, 2014
To:	Audit Committee
From:	Auditor General
Wards:	All
Reference Number:	

SUMMARY

Every five years, the Auditor General performs a detailed risk assessment of the operations of the City and those major agencies and corporations included in his mandate. The purpose of the risk assessment is to ensure that all significant areas of the City are evaluated from an audit risk perspective by using uniform criteria and quantitative evaluations to identify areas that may warrant audit attention. Determining which areas to audit and the appropriate allocation of audit resources is essential in maximizing the value of an effective audit process.

The last risk assessment was completed in 2009. There were 56 high risk areas identified during the risk assessment. The majority of these high risk areas will have been the subject of an audit by the end of 2014. We have recently started our 2014 risk assessment. The results of this process will figure prominently in the development of the Auditor General's Office annual work plans over the next five years. Given its importance, this process will involve a significant amount of audit resources over the next few months.

The results of the risk assessment process will be reported together with the 2015 Audit Work Plan to the first audit committee in 2015.

Financial Impact

This report has no financial impact. The audit resources necessary to complete the risk assessment of the City and its agencies and corporations was considered in developing the 2014 Audit Work Plan and 2014 Budget for the Auditor General's Office.

COMMENTS

In the most recent external quality assurance review of the Auditor General's Office, the report issued by the review team identified areas where the Auditor General's Office excels which included:

"The extensive Risk Assessment process the Office conducts to develop the five-year risk assessment and annual audit plans. The process includes: detailed analyses of the major City divisions, Agencies, Commissions, and Corporations and an extensive use of criteria and overall consideration of past audit work."

The Auditor General completes a comprehensive risk assessment every five years. The last risk assessment was completed in 2009. The risk assessment is a high level evaluation of risks associated with the operations in all City divisions, agencies and corporations included in the Auditor General's mandate, as listed in Appendix 1. The purpose of the risk assessment exercise is to prioritize the audit work in those areas where the greatest risk exists.

The assessment process evaluates the risks related to the operations/programs of each area for 10 weighted risk factors. The following factors that will be considered in the 2014 risk assessment process have been updated to reflect information gathered through prior risk assessments and audits:

- Complexity of Operations and Service Delivery
- Alignment of Strategic Planning / Business Planning / Service Planning
- Complexity of Staffing and Organizational Competence
- Financial Exposure
- Contractual Exposure
- Legal Exposure (including regulatory, environmental, litigation)
- Susceptibility to Fraud, Other Wrongdoing or Waste
- Adequacy of Policies, Procedures, Processes, and Controls
- Technological Exposure
- Public and Political Reputation

As part of the risk assessment process, the Auditor General's Office divides each City division, agency and corporation into manageable "audit units" which may be defined in a number of ways, such as by organizational unit, function or activity, or program. Audit units are each assigned risk scores based on the above risk factors and stratified as high, medium and low risk according to the assessed level of risk. Results of the risk assessment exercise are considered for both long term audit planning and the preparation of the annual Audit Work Plan.

The results of the risk assessment process will be reported together with the 2015 Audit Work Plan to the first audit committee in 2015.

CONTACT

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SIGNATURE

Jeff Griffiths, Auditor General

13-RAR-02

ATTACHMENTS

Appendix 1: Listing of City Divisions, Agencies and Corporations to be Included in
2014 Risk Assessment

APPENDIX 1

Listing of City Divisions, Agencies and Corporations to be Included in 2014 Risk Assessment

Citizen Services ‘A’ Community Services	Affordable Housing
	Children’s Services
	Court Services
	Economic Development & Culture
	Emergency Medical Services
	Employment & Social Services
	Long-term Care Homes & Services
	Parks, Forestry & Recreation
	Shelter, Support & Housing Administration
	Social Development, Finance & Administration
	Toronto Office of Partnerships
Citizen Services ‘B’ City Structural Services	City Planning
	Engineering & Construction Services
	Fire Services
	Major Capital Infrastructure Coordination Office
	Municipal Licensing & Standards
	Office of Emergency Management
	Policy, Planning, Finance & Administration
	Solid Waste Management Services
	Toronto Building
	Toronto Water
	Transportation Services
	Waterfront Secretariat
Internal Services – Corporate Services	311 Toronto
	Accounting Services
	Corporate Finance
	Environment & Energy
	Facilities Management
	Finance & Administration
	Financial Planning
	Fleet Services
	Information & Technology
	Pension, Payroll & Employee Benefits
	Purchasing & Materials Management
	Real Estate Services
	Revenue Services
Other City Programs	City Clerk’s Office
	City Manager’s Office
	Legal Services

Agencies and Corporations	Arena Boards of Management
	Association of Community Centres (AOCCs) Boards of Management
	Build Toronto Inc.
	Casa Loma Corporation
	Exhibition Place
	Heritage Toronto
	Invest Toronto Inc.
	Lakeshore Arena Corporation
	Sony Centre for the Performing Arts
	St. Lawrence Centre for the Arts
	Toronto Atmospheric Fund
	Toronto Centre for the Arts
	Toronto Community Housing Corporation
	Toronto Parking Authority
	Toronto Port Lands Company
	Toronto Transit Commission
	Toronto Zoo
	Waterfront Toronto
	Yonge-Dundas Square

The following agencies and corporations will not be included in the risk assessment process based on the Auditor General's responsibility to conduct audits as specified in Toronto Municipal Code Chapter 3, Accountability Officers:

- Toronto Police Services Board
- Toronto Public Library Board
- Toronto Board of Health
- Toronto Hydro Corporation

Attachment 1: Documentation to be provided by each division

1. Organization Chart
2. Strategic Plan, Business Plan and Service Plan (where applicable)
3. Detailed results of program reviews, service efficiency studies, core service review including recommendations, action plans, and current status of any actions taken in response to recommendations.
4. FPARS service inventory / program maps
5. Fraud Risk Assessment and Fraud Action Plan
6. From 2009 to 2014, please provide the following:
 - a) List of all complaints referred to or referred from the Fraud & Waste Hotline (please provide the Auditor General complaint number only).
 - b) Summary of any other allegations of possible fraud, other wrongdoing or conflicts of interest, identifying the source of such allegations (e.g. anonymous tip, staff identified, management identified, other operational hotline), and identifying any actions taken.

Description of possible fraud or other wrongdoing	Source of allegation	Actions taken (including any reporting to Executive Management, HR, Legal, Internal Audit, etc.)

Attachment 2: Risk Assessment Questionnaire (to be completed by each section / operational unit)

1) COMPLEXITY OF OPERATIONS AND SERVICE DELIVERY

1. Identify the major services and activities of the Unit and indicate whether they are
- *Mandatory: mandated or required by legislation from the federal or provincial government*
 - *Essential: critical to the operation of the City. Without the service, the City would stop functioning or the health and safety of residents would be seriously impacted*
 - *Other*

	Mandatory	Essential	Other
a)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Are the service delivery and operating activities centralized, decentralized, combination of centralized & decentralized, and/or outsourced (in full or in part)?

	Centralized	Decentralized	Combination	Outsourced
a)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Does another Unit / Division provide a program support function for your Unit?
☐ YES / ☐ NO
4. Does your Unit provide a program support function for other Unit(s) / Division(s)?
☐ YES / ☐ NO
5. Is there any recent or planned reorganization or realignment of operations or service delivery? ☐ YES / ☐ NO

a) If YES, please describe the nature of any recent or planned reorganization:

2) ALIGNMENT OF STRATEGIC / BUSINESS / SERVICE PLANNING

1. Do you have:
- a. a strategic plan? ☐ YES / ☐ NO / ☐ N/A
 - b. a business plan? ☐ YES / ☐ NO / ☐ N/A
 - c. a service plan? ☐ YES / ☐ NO / ☐ N/A

If YES,

2. Please provide copy of the plan(s).
3. When was the plan approved or updated?
☐ 2014 ☐ 2013 ☐ 2012 ☐ 2011 ☐ 2010 ☐ Prior to 2010
4. Does the unit have a method of tracking performance indicators / measures?
☐ YES / ☐ NO / ☐ N/A
- a) If YES, please describe the performance measures that are tracked and how they are monitored, reported, and/or benchmarked:

3) COMPLEXITY OF STAFFING & ORGANIZATION COMPETENCE

1. How would you rate the complexity of the Unit's organizational structure?
☐ SIMPLE / ☐ MODERATE / ☐ COMPLEX

Please check all applicable statements from below example criteria:

<i>SIMPLE</i>	<i>MODERATE</i>	<i>COMPLEX</i>
<input type="checkbox"/> <i>Management and exempt staff only</i>	<input type="checkbox"/> <i>Staff to management ratio of 5:1 or less</i>	<input type="checkbox"/> <i>Greater than 4 levels of management / managerial lines of authority</i>
<input type="checkbox"/> <i>Less than 10 staff</i>	<input type="checkbox"/> <i>10 to 25 staff</i>	<input type="checkbox"/> <i>Greater than 25 staff</i>

Complement Management

2. Are you able to fill all positions in your approved Position Staffing Complement?

☐ YES / ☐ NO

- a) If NO, please indicate the percentage (%) of full complement the unit is current operating at

3. Are there plans to reduce the Approved Staffing Complement? ☐ YES / ☐ NO

- a) If YES, please indicate the planned percentage (%) of reduction

Staff Competency

4. How would you rate the competency requirements for staffing the unit?

☐ SIMPLE / ☐ MODERATE / ☐ COMPLEX

Please check all applicable statements from below example criteria:

<i>SIMPLE</i>	<i>MODERATE</i>	<i>COMPLEX</i>
<input type="checkbox"/> Required skill set readily available in the labour market	<input type="checkbox"/> Operations require specific qualifications or professional designations	<input type="checkbox"/> Unit requires highly specialized staff with a specific skill set
<input type="checkbox"/> Operations generally requires less than 5 years experience	<input type="checkbox"/> Operations generally requires greater than 5 years experience	<input type="checkbox"/> Continual training and currency of knowledge is required on a regular basis
<input type="checkbox"/> Requires minimal supervision and monitoring		<input type="checkbox"/> Requires close supervision and monitoring

5. Are there any concerns with management or staff ability to meet competency requirements of the Unit? ☐ YES / ☐ NO

Staff Turnover and Succession Planning

6. What would you estimate the rate of staff turnover has been for 2011-2013?

	% of staff at level	Please indicate reason (e.g. retirement, long term disability, resignation, termination, etc)
a) Executive / Senior Management		
b) Management		
c) Exempt		
d) Permanent – Union		
e) Part Time – Union		
f) Temporary / Contract		

7. Has the unit established protocols for transferring corporate knowledge for the purposes of succession planning (for retirements and other staff turnover)? ☐ YES / ☐ NO

Operating

- (For Agencies and Corporations, please provide detailed operating budgets and actuals for 2012, 2013, and 2014)*

For projects included in the 2014-2023 Capital Plan:

- (For Agencies and Corporations, please provide detailed capital budgets and actuals for 2012, 2013, and 2014 as well as overall project budget and actual life-to-date costs)*

- A project is considered a "major capital project" if:*

- *Construction of a new facility*
- *Major renovation / revitalization / expansion projects that require environmental assessments, remediation for health and safety, and/or heritage preservation;*
- *Major SOGR projects – SOGR projects which are non-routine and may cause disruption to service while in progress;*
- *Projects which will have significant impact to City services, landscape and/or environment;*
- *Projects which are transformational and will result in significant change for the organization and/or public; and*
- *Projects that are large in scale relative to the City Program or Agency's regular Capital work.*

- | |
|--|
| |
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Reserves, Reserve Funds

5. Please provide (below or in a separate document) a list of SAP cost centres for reserves / reserve funds managed by the unit, a description of its purpose and target balance.

SAP cost centre	Reserve / Reserve Fund	Description	Target balance (\$)

5) CONTRACTUAL EXPOSURE**Purchasing**

1. Summarize the total dollar (\$) value of purchases by the Unit during 2013. (If information on the total actual value is not readily available, please provide estimates of the total annual purchasing)

Method	Purchasing on a decentralized basis or by Unit	Purchasing managed centrally by Division	Purchasing through an RFP/ RFQ / Tender through PMMD
a) P-Cards			
b) Divisional Purchase Order (DPO)			
c) Purchase Order (PO)			
d) Contract Release Order (CRO)			

2. Summarize the total dollar (\$) value of contracted services that were sole sourced by the Unit during 2013.

Total of sole sourced contracts less than \$50,000	Total of sole sourced contracts between \$50,000 and \$500,000	Total of sole sourced contracts greater than \$500,000	Total of sole sourced contracts

3. Does the Unit rely on a purchasing support function in addition to PMMD? ☐ YES / ☐ NO
4. Has the Unit adopted purchasing and contracting practices and/or templates that supplement those developed centrally by PMMD? ☐ YES / ☐ NO
5. Within the last 3 years (2011- present), have there been any substantiated or alleged instances of:
- Procurement irregularities? ☐ YES / ☐ NO / ☐ N/A
 - Irregularities in contract management? ☐ YES / ☐ NO / ☐ N/A
 - Conflict of interest? ☐ YES / ☐ NO / ☐ N/A

6. Are you aware of any employees who have responsibilities for purchasing and/or contract management that have a close association or relationship with a vendor (e.g. family member, close friend, financial interest, recent previous employment, etc.) that could result in a perceived, potential, or actual conflict of interest? ☐ YES / ☐ NO / ☐ N/A

Contract Management

7. Has the Unit established formal written procedures for contract administration?
☐ YES / ☐ NO / ☐ N/A
8. Does the Unit have practices in place to monitor the performance of vendors?
☐ YES / ☐ NO / ☐ N/A

6) LEGAL EXPOSURE (INCL ENVIRONMENTAL, REGULATORY, LITIGATION)

Regulatory

1. How would you rate the unit's exposure to regulatory / statutory requirements?
☐ LIMITED / ☐ MODERATE / ☐ SUBSTANTIAL

Please check all applicable statements from below example criteria:

LIMITED	MODERATE	SUBSTANTIAL
<input type="checkbox"/> No reporting requirements	<input type="checkbox"/> Annual reporting requirements	<input type="checkbox"/> Monthly or quarterly reporting requirements
<input type="checkbox"/> Few regulations and little risk of noncompliance.	<input type="checkbox"/> A few significant regulatory / statutory requirements	<input type="checkbox"/> Complex, voluminous, or frequently changing regulations
	<input type="checkbox"/> Some risk of penalties	<input type="checkbox"/> Heavily regulated with serious consequences for noncompliance.

2. Identify the significant regulatory / statutory requirements the unit must adhere to.

Environmental

3. How would you rate the unit's exposure to environmental liabilities?
☐ N/A / ☐ LIMITED / ☐ MODERATE / ☐ SUBSTANTIAL
4. Are the services or activities of the Unit subject to environmental assessments or other statutory environmental requirements?
☐ YES / ☐ NO

5. Does the Unit have management responsibility for land / property that is subject to environmental liabilities due to site contamination? ☐ YES / ☐ NO
6. Is the Unit responsible for environmental remediation of land or property?
☐ YES / ☐ NO
7. Does a provision / reserve exist to fund current or future costs of environmental remediation? ☐ YES (indicate the \$ value of such provision: _____) / ☐ NO / ☐ N/A

Litigation

8. Rate the Unit's exposure to legal liability for the following categories:

	LIMITED	MODERATE	SUBSTANTIAL
Contractor liability (e.g. contractors failing to perform services adequately; potential claims for costs in excess of contracted value)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product or service liability (e.g. failure to provide adequate level of customer service)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Errors and omissions (e.g. failure to perform duties as public officials)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Premises liability (e.g. slips and falls)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motor vehicle liability (e.g., vehicular accidents or damage to public / private property)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Is the unit currently subject to (or managing) any litigation proceedings where the potential for costs or recoveries for the City could exceed \$500,000? ☐ YES / ☐ NO
10. Does the unit use outside legal counsel in addition to the City's Legal Services division?
☐ YES / ☐ NO

7) SUSCEPTIBILITY TO FRAUD, OTHER WRONGDOING, OR WASTE

When we talk about "fraud" and "wrongdoing", we are referring to a whole range of activities (e.g. misuse of IT resources for purposes unrelated to City business, theft of cash or City equipment, false benefit claims (i.e. sick leave), abuse of work hours, vendor misconduct or conflict of interest, misstated or misleading information to decision maker, false claims and submissions by program recipients / public).

1. Have you ever conducted a fraud risk assessment for the Unit? ☐ YES / ☐ NO
- a) If YES, when was it last conducted or updated?
☐ 2014 ☐ 2013 ☐ 2012 ☐ 2011 ☐ 2010 ☐ Prior to 2010

2. Have you developed a fraud action plan for your Unit? ☐ YES / ☐ NO
- a) If YES, how often is it updated? ☐ Never / ☐ Annually / ☐ On an Ad-Hoc basis
3. Do you have a mechanism to track or log allegations of possible fraud or other wrongdoing including conflicts of interest related to this unit? ☐ YES / ☐ NO
- a) If YES, please provide a copy of the log.
4. Is a complaint or customer service reporting mechanism in place with respect to the operations of the unit (e.g., customer service hotline, etc.), whether by employees or external parties? ☐ YES / ☐ NO / ☐ N/A
- a) If YES, has this complaint reporting mechanism received any allegations of possible, fraud, other wrongdoing, or waste? ☐ YES / ☐ NO
5. Have appropriate staff received any training on how to address or investigate allegations of possible fraud, other wrongdoing or waste? ☐ YES / ☐ NO
6. Does your unit have specific processes in place to address or investigate allegations of possible fraud, other wrongdoing, or waste? ☐ YES / ☐ NO
- a) If YES, How would you rate the processes in place:
☐ NEEDS IMPROVEMENT / ☐ ADEQUATE
7. Are you aware of any allegations of whistleblower retribution in this unit (or division)?
☐ YES / ☐ NO
8. How would you rate the unit's exposure to theft or misuse of assets?
☐ LIMITED / ☐ MODERATE / ☐ SUBSTANTIAL

Please check all applicable statements from below example criteria:

LIMITED	MODERATE	SUBSTANTIAL
<input type="checkbox"/> The unit only handles a very limited supply of cash (e.g., petty cash) / cheque / credit / debit transactions	<input type="checkbox"/> The unit handles under \$100,000 cash / cheque / credit / debit transactions annually	<input type="checkbox"/> The unit handles over \$100,000 cash / cheque / credit / debit transactions annually
<input type="checkbox"/> The unit holds or handles a limited supply of readily marketable assets (e.g. laptops, cell phones or cameras) which are assigned to specific individuals.	<input type="checkbox"/> The unit holds or handles readily marketable assets which are individually tracked and used in support of unit staff's specific job responsibilities.	<input type="checkbox"/> The unit holds or handles a supply of inventory or readily marketable assets in support of the unit or other units operations.
<input type="checkbox"/> Unit staff only take assets (laptops, fleet vehicles, etc.) home in exceptional circumstances.	<input type="checkbox"/> Unit staff regularly take assets home on a regular basis for approved business purposes.	<input type="checkbox"/> Unit staff regularly take assets home without processes in place for pre-approval.

8) ADEQUACY OF POLICIES, PROCEDURES, PROCESSES AND CONTROLS

1. Does the unit have a risk assessment process? ☐ FORMAL / ☐ INFORMAL / ☐ NONE
2. Does the unit maintain a system that effectively measures and monitors risks?
☐ YES / ☐ NO / ☐ N/A

Operating Principles, Policies, and Procedures

3. Does the division / unit have documented policies & procedures which address the following areas:

	CORPORATE	DIVISION / UNIT		
		YES	NO	N/A
a) all significant operational processes and control procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) management reporting requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) environmental issues / requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) human resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) safety / health requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) legislation, regulation, by-law requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) financial / accounting related requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h) controlling of expenditures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) safeguarding of assets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j) security requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. How would you rate the completeness, relevance, and overall value of policies and procedures drafted for your operation?
☐ NEEDS IMPROVEMENT / ☐ ACCEPTABLE / ☐ ABOVE AVERAGE

Please check all applicable statements from below example criteria:

<i>Needs Improvement</i>	<i>Acceptable</i>	<i>Above Average</i>
<input type="checkbox"/> Policies are communicated informally or not easily accessible to all staff	<input type="checkbox"/> Policies are communicated in writing and available with research or upon request	<input type="checkbox"/> Policies are readily available to staff (in a central repository accessible to all staff)
<input type="checkbox"/> Staff are somewhat familiar with policies and procedures / training and refreshers not provided	<input type="checkbox"/> Staff are reasonably familiar with policies and procedures / training and refreshers are provided as required	<input type="checkbox"/> Staff are very familiar with and access policies and procedures regularly / training and refreshers are provided at least annually
<input type="checkbox"/> Operational procedures are not regularly reviewed and updated	<input type="checkbox"/> Operational procedures are reviewed and updated on as required	<input type="checkbox"/> Operational procedures are reviewed for relevancy and updated at least annually

Compliance Monitoring

5. Does the Unit have an internal compliance or quality review process to monitor adherence to policies and procedures? ☐ YES / ☐ NO / ☐ N/A

Internal and/or External Reviews

6. Do any third parties, such as the external auditors or regulatory auditors, regularly review your area for adequacy of and/or compliance with policies, procedures, processes or controls? ☐ YES / ☐ NO / ☐ N/A
7. In addition to the core service review, service efficiency studies, and user fee review, have any other internal or external program reviews or compliance audits of the Unit been performed within the last 5 years? ☐ YES / ☐ NO / ☐ N/A

9) INFORMATION AND TECHNOLOGY EXPOSURE

Information

1. What volume of confidential information does your unit handle and/or retain on a regular basis? ☐ LOW / ☐ MEDIUM / ☐ HIGH
2. Has there been a Privacy Impact Assessment conducted on your unit? ☐ YES / ☐ NO
3. Is confidential or sensitive information (including contractual and legal documents, employee records, etc.) stored on a network drive? ☐ YES / ☐ NO / ☐ N/A
4. Has there been unauthorized access, use, or disclosure of City information, intellectual property or personal information that may result in law suits, negative press and/or reputation impairment? ☐ YES / ☐ NO / ☐ N/A

Technology

5. Identify the IT systems and applications used by your Unit. End-user systems such as Excel or Microsoft Access should be excluded.

System / Application	Description of operational use and/or significant processes (tasks, activities, duties) supported by the system
a)	
b)	
c)	
d)	

6. For each IT system, describe the extent of use and the impact on divisional operations, business, staff & clients in the event the system becomes unavailable for an extended period of time.

[illegible]

7. Who is responsible for maintaining the systems the Unit uses to support operations and activities?

- ☐ Corporate I&T
- ☐ Cluster Level I&T Group
- ☐ Division
- ☐ Other: _____

8. Within the past five years have any of the following occurred?

- ☐ Replaced an existing business system
- ☐ Made a major enhancement to an existing system
- ☐ Implemented a new system to automate processes that were performed manually
- ☐ Deferral of planned system implementation or upgrade

9. Within the next two years are there plans to:

- ☐ Replace an existing business system
- ☐ Make a major enhancement to an existing system
- ☐ Implement a new system to automate processes that are currently performed manually

10) PUBLIC AND POLITICAL INTEREST (INCL. ADVERSE PUBLICITY)

1. Are there any aspects of the Unit's operations where a Councillor is directly involved in providing input into the decision making process? ☐ YES / ☐ NO

a) If YES, please describe the nature of the Councillor's involvement:

2. Are there any aspects of the Unit's operations which have been subject to concerns raised by / to the Mayor and/or local Ward Councillors? ☐ YES / ☐ NO

a) If YES, please describe the nature of these concerns:

3. Have any staff reports (agenda items) considered by Council, Standing Committee, or Board in the past 2 years (related to the Unit's services and activities) garnered significant attention, questions, and/or debate? ☐ YES / ☐ NO / ☐ N/A

a) If YES, please describe the nature of the Councillor's concerns / issues:

--

4. Describe the nature and topics of "negative" media coverage given to your operations in the past 2 years.

--

11) **CORE SERVICE REVIEWS AND SERVICE EFFICIENCY STUDIES**

1. Did the 2011 Core Service Review identify any key opportunities that impact the Unit? ☐ YES / ☐ NO

If YES, describe the key opportunity:

Was it implemented?

•		
•		
•		
•		
•		

2. Did the 2011 Service Efficiency Studies identify any issues and opportunities for change that impact the Unit? ☐ YES / ☐ NO / ☐ N/A

If YES, describe the key issues and opportunities:

Has the issue been addressed?

	YES	NO
•	<input type="checkbox"/>	<input type="checkbox"/>
•	<input type="checkbox"/>	<input type="checkbox"/>
•	<input type="checkbox"/>	<input type="checkbox"/>
•	<input type="checkbox"/>	<input type="checkbox"/>
•	<input type="checkbox"/>	<input type="checkbox"/>

Security Services – Award of Contract

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

This report requests that the Toronto Public Library Board approve the recommendation to award the security services contract as per the Toronto Public Library's Request for Proposal (RFP) for security services.

It is recommended that the contract for security services for the Toronto Public Library be awarded to Primary Response as a result of achieving the highest total score in the evaluation process. The award is for a three-year period, August 1, 2015 to July 31, 2018, with the option for two one-year renewals, subject to satisfactory performance, under the same terms, conditions and pricing as year three of the agreement.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. awards the security services contract to Primary Response for a three-year period as follows:
 - a. August 1, 2015 to July 31, 2016 at a cost of \$1,492,631.08 [excluding Harmonized Sales Tax (HST)];
 - b. August 1, 2016 to July 31, 2017 at a cost of \$1,492,631.08;
 - c. August 1, 2017 to July 31, 2018 at a cost of \$1,522,483.70;
2. authorizes two one-year renewals, subject to satisfactory performance, under the same terms, conditions and pricing as year three of the agreement, \$1,522,483.70 for each year; and
3. authorizes and directs the appropriate Library staff to take the necessary action to give effect thereto.

Implementation Points

As a new service provider is recommended, the successful proponent will be required to comply with any successor legislation as it applies to existing security staff.

FINANCIAL IMPACT

The award of this contract to Primary Response will cost \$1,492,631.08 in 2016. In addition, based on previous experience, additional ad hoc security services will be required for operational reasons over the course of the year estimated at \$90,000. The estimated total cost for security services in 2016 is \$1,582,631.08, which represents an increase of \$69,631 over the 2015 budget of \$1,513,000 and this cost pressure will be included as part of the 2016 budget submission.

The final year cost of the current contract for security services is \$1,575,318. A review of security service requirements was conducted in early 2014, and resulted in a reduction of \$150,000, which brings the current contract to \$1,425,318, excluding any ad hoc services.

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

ISSUE BACKGROUND

Security guard service provides a visible, proactive and preventative presence that helps to maintain a safe and welcoming environment, and is an important component of the Board's responsibilities as an employer and as an operator of public spaces.

The Library currently provides security guard services at many of its branches on a regularly-scheduled basis. In addition, a dedicated security patrol car can be dispatched to library locations on an as-needed basis. Additional security services can also be scheduled at any of the Library's 102 facilities, if required.

The Library regularly reviews requirements for security services and will make adjustments to the service, if required.

COMMENTS

On May 8, 2015, the Library issued a public RFP for security services. Seven compliant proposals were submitted. The proposals were evaluated according to the criteria listed in the RFP: credibility, capability, quality and cost. Three shorted-listed proponents were interviewed, and based on the proposals and the interview, Primary Response achieved the highest score in the evaluation process.

The proposed agreement maintains existing security guard service levels. Requirements for security services are monitored on an ongoing basis and adjustments to the service levels can be made as required.

The award is for a three-year period: August 1, 2015 to July 31, 2016, at a cost of \$1,492,631.08; August 1, 2016 to July 31, 2017, at a cost of \$1,492,631.08; August 1, 2017 to July 31, 2018 at a cost of \$1,522,483.70. There is an option of two one-year renewals,

subject to satisfactory performance under the same terms, conditions and pricing as year three of the agreement, \$1,522,483.70 (all costs excluding HST).

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

Albion Branch – Award of Tender

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to request Toronto Public Library Board approval to employ the services of a General Contractor for the construction of the new Albion Branch, as per Toronto Public Library's (TPL's) drawings and specifications, commencing July 2015.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. awards the contract to the lowest bidder, Aquicon Construction Co. Ltd, for the construction of the new Albion Branch, at a cost of \$12,966,800, which includes a contingency of \$1,178,800 [excluding Harmonized Sales Tax (HST)]; and
2. authorizes and directs the appropriate Library staff to take the necessary action to give effect thereto.

FINANCIAL IMPACT

The total amount of \$12,966,800, which is made up of the tender amount of \$11,788,000, plus the contingency of \$1,178,800 (excluding HST), is part of the TPL's approved capital budget of \$15,007,000 for the Albion Branch project.

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

COMMENTS

The Albion Branch is an approved project in the Library's capital program and provides for the construction of a new 29,000 square foot library in the existing parking lot, the demolition of the existing Albion branch and site work, which includes replacing the old building with a new parking lot / event space and landscaping. The new Albion branch

will be built in phase 1, in the existing parking lot, in order to keep the existing branch open during construction of the new library, which was an important consideration for the community. Upon completion of the new Albion Branch, the existing Albion branch will be demolished in phase 2, and the area will be converted to parking and landscaping for the new branch.

Architects for the project

Perkins + Will Canada Inc. were hired to provide architectural services for the Albion Branch project through a competitive request for proposal that was approved by the Board at the June 24, 2013 meeting. Staff have worked extensively with the architect in order to design a branch that meets community needs with available funding.

The new building will revitalize library service and provide increased programming and community meeting space, expanded flexible spaces to support literacy services for adults and children, including an interactive early literacy centre, middle childhood area, digital innovation and creation spaces, computer learning centre, customer service improvements, quiet study space, improved public washrooms and barrier free access for the public. This project will improve space layout to address increased demands for information, literacy and resources to support employment and training. There will also be flexible space for performances and events. The project will include new and evolving technological requirements for connectivity. Toronto Green Standards have been incorporated into this project.

The library is located within the City of Toronto's Jamestown/ Rexdale Neighbourhood Improvement Area. It serves a culturally diverse, high need/low income and underserved community. Renovation will advance the North Etobicoke Revitalization Project goals to build a safe community, encourage community pride and ownership and foster local culture. Albion Branch serves an immediate community of 48,697 and a growing district population of over 138,000. Programs are well attended and one of the few free resources available to this community, serving to educate and aid the integration of newcomers. In the current branch study, areas are often standing room only, with little or no quiet study space. Computer workstation use is at capacity. All community meeting rooms are oversubscribed, and the library cannot accommodate the demand for community space and provide all necessary library-related programming within the current building.

Pre-qualification of general contractors

The pre-qualification process precedes the call for tender where the nature and complexity of the work involved warrants the effort to pre-select the most experienced and qualified general contractors. On December 12, 2014, an advertisement was placed in the Daily Commercial News for general contractors interested in bidding on this project.

General contractors interested in being pre-qualified to bid on the project had to submit the following:

- Completed CCA Document no. 11, Contractor's Qualification Statement (A standard form for obtaining information on capacity, skill and experience of contractors bidding on building construction projects.);
- Resumes of management to be assigned to the project;
- Letter from a national recognized surety company stating total bonding limit, current bonding committed, and confirming availability of required bonding for this project: 50% performance bond and 50% labour & material payment bond;
- Detailed description of the contractor's health and safety policy and written confirmation that all health and safety policies will be followed for the duration of the project;
- Submission of valid WSIB clearance form;
- Letter from a nationally recognized insurance company, stating your ability to acquire commercial general liability insurance with a limit of \$5,000,000 per occurrence and automobile liability insurance of \$5,000,000;
- Three references from previously completed and/or presently under construction library facilities or similar projects such as community centres, schools;
- Written acceptance the general contractor and all sub-contractors will abide by the City of Toronto's fair wage policy;
- Written acceptance that the General Contractor, if awarded the construction contract, will employ one pre-selected youth, selected by the City of Toronto's Youth Programs Coordinator, on the Library Construction site, for the entire duration of the construction project.

The pre-qualification process included an assessment by the Architects and Library staff, based on the submitted documentation and library experience of previous performance in a number of areas, including but not limited to: similar work, scheduling, construction management, workmanship, final completion, correction of deficiencies and health and safety. Contractors with a negative assessment of submission requirements or previous performance were not recommended as pre-qualified. A total of 27 submissions were received. Upon evaluation of the bidders' submissions, eight General Contractors were identified as best qualified for the Albion Branch project. The evaluation was conducted by Library staff and the Architects.

Call for Tenders

A Call for Tenders is used to obtain bids for construction, whenever the requirements can be precisely defined and the expectation is that the lowest bid meeting the requirements specified in the Call will be accepted. On May 11, 2015, the Call for Tenders was issued to the eight pre-qualified bidders. The bid documents, prepared by the Architects, were supplied to all prequalified bidders. All bidders had to attend a mandatory information meeting on May 14, 2015. The bid documents comprised the following documents:

- List of Prequalified Bidders;
- Instruction to Bidders;
- Available Project Information;
- Stipulated Price Bid Form;
- Unit Prices Bid Form Supplement;
- Alternative Prices Bid Form Supplement;

- List of Subcontractors Bid Form Supplement;
- Addenda issued prior to Bid Closing Time;
- Agreement between Owner and Contractor;
- Definitions given in the agreement;
- General Conditions of the agreement;
- Amendments to the agreement;
- Specifications as listed in the project manual for this project;
- Schedules as listed in the project manual and as listed in the list of drawings;
- Drawings as listed in the list of drawings.

On June 11, 2015, TPL received tenders from eight of the pre-qualified General Contractors. The Architects and Library staff analysed the three lowest bids (three in case the lowest bid did not meet all requirements) to ensure that all requirements were met:

- Pre-qualified bidder;
- Attended mandatory meeting;
- Submitted a hard copy of the bid in a sealed envelope, which included:
 - a bid bond form, for 10% of bid price, valid for 120 days;
 - an agreement to bond issued by bonding company (performance and labour & material bond);
 - unconditional bid;
 - completed & sealed stipulated price bid form;
 - acknowledges all addenda issued as part of the call for tenders;
 - completed & dated unit prices bid form supplement;
 - completed & dated alternative prices bid form supplement;
 - completed & dated list of subcontractors bid form supplement;
 - confirmation of pre-qualified subcontractors, where required.

Award of tender recommendation

The tender documentation submitted by the recommended bidder, Aquicon Construction Co. Ltd, was found to be in conformance with all tender requirements, and was the lowest bid received. Aquicon Construction Co. Ltd successfully completed the construction of TPL's 100th library, the Scarborough Civic Centre Branch.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian



STAFF REPORT ACTION REQUIRED

Community and Event Space Rental Policy

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to request Toronto Public Library Board approval for the Community and Event Space Rental Policy and Fee Schedule. This policy merges two existing policies (Auditorium, Meeting Room and Theatre Rental Policy and The Bram & Bluma Appel Salon Rental Policy) and identifies new premier event spaces as a third component. It was developed as part of an overall review of facilities rental opportunities to increase revenue. The new combined policy balances providing public space for community use and revenue generation, makes additional public library space available for use beyond open hours and provides greater clarity for staff and the public about available options.

The Community Space section of the new policy is substantially the same as the existing Auditorium, Meeting Room and Theatre Rental Policy. It continues the practice of making space available for community use at non-profit and commercial rates with three changes. Firstly, the new policy introduces the rental of public branch space outside meeting rooms after open hours at the rate of \$150/hour in response to public demand. Secondly, the policy lowers the rate for commercial bookings to reflect market rates. Finally, the policy aligns English as a Second Language (ESL) and literacy programs with the Library's co-sponsorship practices and guidelines.

The Event Space section of the policy introduces premier event space, a new category of rentals, to support the Library's revenue generation objectives. Premier event space is available at five newly built or well-located locations including Fort York, Scarborough Civic Centre, and Bloor/Gladstone beyond open hours and for designated spaces at the Toronto Reference Library and North York Central. The Appel Salon Policy, including a statement of the unique role of the Salon and the Salon fee structure are incorporated into the Event Space section without changes.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the Community and Event Space Rental Policy and Fee Schedules and repeals the Auditorium, Meeting Room and Theatre Rental Policy and The Bram & Bluma Appel Salon Rental Policy; and
2. authorizes and directs appropriate Library staff to take the necessary action to give effect thereto.

Implementation Points

The new policy and revised fees will be implemented in September 2015. A marketing plan will be developed to promote the Library's facility rental services.

FINANCIAL IMPACT

For community use, additional annual revenues totalling \$28,000 are estimated for 2016, comprised of \$8,000 from the recommended policy changes and \$20,000 from the increase in the number of rooms available for rent supported by improved marketing.

For new premier event space rentals, the projection in 2016 is for gross revenues of \$276,000 offset by an increase in staffing support and facilities costs of \$131,000, for net revenues of approximately \$145,000.

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

DECISION HISTORY

The Auditorium, Meeting Room and Theatre Rental Policy was originally approved by the Board in 1999. In November 2011, the Board approved a revised room rental fee structure based on the City's User Fee Policy.

In September 2009, the Toronto Public Library Board approved the Bram & Bluma Appel Salon Policy and Fee Schedule.

ISSUE BACKGROUND

Consistent with the goal stated in the 2012 - 2015 Strategic Plan to "diversify revenue streams to support sustainable library services", and to address the declining traditional revenue streams (fines & fees), library staff have investigated opportunities for increasing revenue from community and event space rentals.

The *Public Libraries Act* authorizes the Board to impose fees for use of parts of a building that are not being used for public library purposes. The Board operates a large inventory of meeting rooms, auditoriums and theatres and the Bram & Bluma Appel Salon, a premier event space at Toronto Reference Library. These are governed by two companion policies: the Auditorium, Meeting Room and Theatre Rental Policy and the Bram & Bluma Appel Salon Rental Policy and Fee Schedule (Attachments 1 and 2). Additional premier event space rentals with the primary purpose of generating revenue are not available through the two existing policies.

The goal for the creation of the new policy is to combine all of the information about library space rentals into one policy to assist the public in accessing this information and for increased ease of use for staff. In addition, changes are being recommended to the content of the existing policies to enhance revenue opportunities.

COMMENTS

The next sections of this report will review the changes recommended in the community use section of the new policy and the introduction of additional events spaces into the policy.

Community Use

Attachment 3 includes the new policy with changes highlighted in the Community Space Rentals Section.

Rate Changes

At Toronto Public Library, the room rental fee for a commercial booking is six times higher than the non-profit rate. This rate differential is too great; currently commercial room bookings comprise only 2% of room rentals at TPL. It is recommended that the new commercial rates be approximately double the non-profit rate. This would be in line with other Toronto organizations that rent community space, like the Toronto District School Board and Parks, Forestry & Recreation. Decreasing the rate will likely have the impact of increasing the number of room bookings to commercial customers, thereby increasing revenues. Small business customers will be targeted.

A rate change is recommended for Lillian H. Smith. This branch will no longer be considered a prime location. As a result, room rental will be charged at a lower rate. Additional revenue is anticipated because the rate will be more competitive.

The Beeton Auditorium will no longer be considered a prime location and instead it will be moved to the premier event space category to increase revenue.

Rent Branch Public Space Outside Meeting Rooms for Suitable Events

At the present time, the Library policy only sets rates for meeting rooms within branches. However, there is some demand to rent public space outside of meeting rooms for after-hours bookings, such as book launches or memorials. A fee of \$150/hour plus security is recommended for straightforward bookings requiring no logistical support. More complex

bookings requiring a higher level of support will be available through premier event space rentals.

Remove Literacy and ESL Tutors from the List of Fee Exempt Organizations

Currently, Library policy waives rental fees for literacy and ESL tutors who do not charge fees for service. Rooms at some branches are used extensively for ESL classes, with little availability for other uses. In some cases, this is a desirable addition to library services, while in others it is not. A change to the language of the policy is recommended, deleting the provision for waiving rental fees for “literacy and ESL tutors who do not charge fees for service”. While the door is still open for the Library to co-sponsor such groups for free-of-charge bookings, fees are not automatically waived.

Premier Event Spaces

Additional premier event space rentals with the primary purpose of generating revenue are not available through the two existing policies. Operating additional premier event spaces at Toronto Public Library will leverage the operations processes and the expertise and support of staff engaged with the Appel Salon. As with the Appel Salon, premier event space rental fees are commensurate with the nature of the spaces and local comparators, and are set at a level to offset operating costs and generate surplus revenue. Premier event space rentals differ from Appel Salon rentals in two key ways: the availability of new premier event spaces is focused primarily to times outside of library operating hours; the primary use of new premier event spaces will be for social events and in particular weddings, hence daily or seasonal variation of the fees is not beneficial.

Fees Structure:

There are twelve premier spaces that can be rented immediately and one that can be ready for rental in 2016. The fee schedule is modeled on those of comparable Toronto premier rental venues and event industry standards.

Rental fees apply for the indicated number of hours and include the use of available inventory of tables and chairs, library security and cleaning services. Discounted fees will not be offered at this time because they undermine the goal of generating revenue. Additional charges will apply for ancillary services, including audio visual and catering as required. As with the Appel Salon, the Library will identify a list of approved vendors for these ancillary services and fees, calculated as a percentage, will be collected by the Library to offset costs associated with supporting these services. On an interim basis the new premier event spaces will be added to the existing Appel Salon vendor agreements.

The Event Space section of the new policy incorporates the Appel Salon rental policy and fees without any changes. The unique purpose of the Appel Salon is stated along with the priority for its use, the categories of users and fees, conditions of use and the circumstances under which denial of use may be determined. Salon rental rates are variable by time of year, day of week and length of booking time, standard pricing features of event rental venues.

CONCLUSION

The proposed Community and Event Space Rental Policy balances community use of public space with revenue generating goals, makes additional public library space available for use beyond open hours and provides greater clarity for staff and the public about available space rental options. The fees have been designed to mirror those of comparable Toronto spaces and to achieve revenue projections.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

- Attachment 1: Auditorium, Meeting Room and Theatre Rental Policy and Fee Structure
- Attachment 2: Bram & Bluma Appel Salon Rental Policy and Fee Schedule
- Attachment 3: Community and Event Space Rental Policy and Fee Schedules

POLICY: AUDITORIUM, MEETING ROOM AND THEATRE RENTAL

SECTION: II – General Policies – Miscellaneous

MOTION#/DATE: 99 - 104 – September 21, 1999
02 - 11 – January 21, 2002
02 - 125 – July 15, 2002
10 - 061 – April 12, 2010
11 - 149 – November 21, 2011

Effective Date

April 2, 2012

1. Authority under the Public Libraries Act

The Public Libraries Act (R.S.O. 1990, Chapter P. 44) of the Province of Ontario authorizes public library boards to make rules regulating all matters connected with the management of the library and library property [s. 23(4)]; and authorizes a board to impose such fees as it considers proper for the use of parts of a building that are not being used for public library purposes [s. 23(3)(b)].

2. Purpose

2.1 The meeting rooms, auditoriums and theatres of Toronto Public Library are made available to individuals and groups whose primary purpose is the promotion of cultural, educational and community activities. Community and commercial use will be permitted when the facilities are not required for the service or administrative functions of the Library.

2.2 Priority for the use of these facilities is as follows:

- Library programs, co-sponsored programs and other library purposes;
- library related groups;
- non-profit community groups and organizations;
- City of Toronto departments, agencies, boards and commissions;
- charitable organizations;
- others, e.g. commercial groups.

3. Fees

3.1 There are two categories of fees as specified in Appendix 1:

- non-profit;
- commercial.

3.2 Room rental fees are waived for:

- meetings involving members of the public convened and attended by City of Toronto Councillors, excluding election meetings;
- departments of the City of Toronto at which City staff are always in attendance;
- meetings of Toronto Public Library Worker's Union Local 4948 - CUPE;
- agencies, boards and commissions of the City of Toronto at which staff are always in attendance;
- library associations;
- the Ontario Ministry responsible for public library service;
- literacy and ESL tutors who do not charge fees for service;
- co-sponsored programs.

3.3 The schedule of fees will be reviewed regularly.

4. Conditions of Use

4.1 Permission to use these facilities does not imply any endorsement of the aims, policies or activities of any group or individual.

4.2 All meetings must be conducted in a manner consistent with the Board's *Rules of Conduct*, and according to the *Regulations of Use*, as may be amended from time to time.

4.3 No games of chance, including bingo and lotteries, are permitted.

4.4 Charitable fundraising is not permitted on Library property unless authorized by the Board.

- 4.5 Library staff must have access to facilities at all times and may attend free of charge any event, meeting or course held on Library premises for the purpose of auditing or reviewing compliance with Board policies.
- 4.6 Birthday parties, receptions, weddings and similar social events may be accommodated in designated locations, subject to the *Regulations of Use*.
- 4.7 Sales of goods are not permitted unless authorized by the Board.

5. Denial of Use

- 5.1 The Library reserves the right to deny or cancel a booking as may be determined by the following statements:
 - use will be denied for a purpose or action, in the Library's opinion, that is contrary to the law or the Library's Rules of Conduct;
 - use will be denied when there is deemed to be a misrepresentation, a likelihood of physical hazard to participants or audiences or a misuse of premises or equipment. Past misuse or non-payment of fees is sufficient grounds for denial of an application;
 - use will be denied to individuals, clubs, groups and organizations intending to establish the Library as a permanent location for their activities, including establishing offices in library meeting rooms.
- 5.2 Applicants who are denied permission to use these facilities may, upon written request, have the decision reviewed by the City Librarian, whose decision shall be final.

Related Policy: The Bram and Bluma Appel Salon at the Toronto Reference Library Rental Policy and Fee Schedule

Appendix 1

Fee Structure

Type of Facility	Charge For Non-Profit	Charge for Commercial
Meeting Rooms and Auditoriums	\$21.22/hr Auditoriums –prime locations * \$74.28/hr	\$127.35/hr Auditoriums –prime locations * \$143.25/hr
Theatres	Fairview & York Woods \$409/day Palmerston \$204.50/day	All locations \$159.20/hr
*prime locations are Toronto Reference Library, North York Central Library, and Lillian H. Smith.		

- Rates quoted are for the open hours of the requested library. Security costs will apply for all bookings outside the hours of operation of the respective location. There may be an additional charge for security/custodial services.
- All rates exclude applicable taxes such as HST.
- \$30 set-up and breakdown fee standard for all users at Toronto Reference Library. Rates at Toronto Reference Library apply to Beeton Auditorium, Beeton (East) Meeting Room and Beeton (West) Meeting Room.
- Other equipment available at some locations for an additional charge.

POLICY: THE BRAM & BLUMA APPEL SALON RENTAL

SECTION: II – General Policies – Miscellaneous

MOTION#/DATE: 09 – 129 – September 21, 2009

1. Authority under the Public Libraries Act

The *Public Libraries Act* (R.S.O. 1990, Chapter P. 44) of the Province of Ontario authorizes public library boards to make rules regulating all matters connected with the management of the library and library property [s.23(4)] and authorizes a board to impose such fees as it considers proper for the use of parts of a building that are not being used for public library purposes” [s.23(3)(b)].

2. Purpose

2.1 The Bram & Bluma Appel Salon’s mandate is to:

- provide a large, central public space through which the Library can deliver accessible and rich cultural and literary programming and events that encourage civic discourse and community engagement;
- generate revenue through private rentals to support the Salon’s operation and provide re-investment funds for the Toronto Reference Library.

2.2 Priority of use for The Bram & Bluma Appel Salon is as follows:

- Toronto Public Library and Toronto Public Library Foundation will have priority for use of the Salon, but such access must be balanced with revenue generating rentals;
- Eligibility and cost to the user is determined by both the client and type of event. The following categories are considered for Appel Salon events:
 1. TYPE I: Toronto Public Library programming and strategic partnerships and the Toronto Public Library Foundation;
 2. TYPE II: Private/commercial users;
 3. TYPE III: Discounted: registered charitable organizations; incorporated non-profit organizations; and City of Toronto corporate events.

3. Fees

- 3.1 There are two categories of fees for use of the Salon:
- Private/commercial (for TYPE II users);
 - Discounted: registered charitable organizations; incorporated non-profit organizations; and, City of Toronto corporate events (for TYPE III users);
- 3.2 The fees for use of the Salon are set out in Appendix 1;
- 3.3 The schedule of fees in Appendix 1 will be reviewed regularly.

4. Conditions of Use

- 4.1 Permission to use these facilities does not imply any endorsement of the aims, policies or activities of any group or individual.
- 4.2 All meetings and events must be conducted in a manner consistent with the Board's *Rules of Conduct*, and according to the *Terms and Conditions for the Use of The Bram & Bluma Appel Salon*, as may be amended from time-to-time.
- 4.3 Library staff must have access to facilities at all times and may attend free of charge any event, meeting or course held on Library premises for the purpose of auditing or reviewing compliance with Board policies.

5. Denial of Use

- 5.1 The Library reserves the right to deny or cancel a booking as may be determined by the following statements:
- use will be denied for a purpose or action that, in the Library's opinion, is contrary to the law or any of the Library's policies;
 - use will be denied when there is deemed to be a misrepresentation, a likelihood of physical hazard to participants or audiences or a misuse of premises or equipment. Past misuse or non-payment of fees is sufficient grounds for denial of an application;
 - use will be denied to clubs, groups and organizations intending to establish the Library as a permanent location for their activities;
 - use will be denied where the primary purpose of the event is gaming/games of chance.

Related Policy: Auditorium, Meeting Room and Theatre Rental

Appendix 1

Private/Commercial Rental Fees Schedule (Type II users)

SEPTEMBER 15TH - OCTOBER 31ST

Day Use	Access	Epic Hall + Prologue	Novella Room	Full Salon
Mon - Wed.	8:00am-4:00pm	\$ 1,400.00	\$ 600.00	\$ 1,700.00
Thurs - Sun	8:00am-3:00pm	\$ 1,600.00	\$ 600.00	\$ 1,900.00
Holiday	8:00am-4:00pm	\$ 2,700.00	\$ 1,080.00	\$ 3,240.00
Evening Use				
Mon-Wed	4:00pm-1:00am	\$ 2,100.00	\$ 750.00	\$ 2,475.00
Thurs-Sat	3:00pm-1:00am	\$ 2,500.00	\$ 750.00	\$ 2,875.00
Sunday	3:00pm-1:00am	\$ 2,000.00	\$ 750.00	\$ 2,100.00
Holiday	4:00pm-12:00am	\$ 4,500.00	\$ 1,350.00	\$ 5,175.00

NOVEMBER & DECEMBER

Day Use	Access	Epic Hall + Prologue	Novella Room	Full Salon
Mon & Tues	8:00am-4:00pm	\$ 1,700.00	\$ 600.00	\$ 2,000.00
Wed - Sun	8:00am-3:00pm	\$ 1,900.00	\$ 600.00	\$ 2,200.00
Holiday	8:00am-4:00pm	\$ 3,500.00	\$ 1,080.00	\$ 4,040.00
Evening Use				
Mon & Tues	4:00pm-1:00am	\$ 2,700.00	\$ 750.00	\$ 3,075.00
Wed - Sat	3:00pm-1:00am	\$ 3,100.00	\$ 750.00	\$ 3,475.00
Sunday	3:00pm-1:00am	\$ 2,600.00	\$ 750.00	\$ 2,975.00
Holiday	4:00pm-12:00am	\$ 5,700.00	\$ 1,350.00	\$ 6,375.00

JANUARY - MAY 14TH

Day Use	Access	Epic Hall + Prologue	Novella Room	Full Salon
Mon - Wed	8:00am-4:00pm	\$ 1,400.00	\$ 600.00	\$ 1,700.00
Thurs & Fri	8:00am-3:00pm	\$ 1,600.00	\$ 600.00	\$ 1,900.00
Sat & Sun	8:00am-3:00pm	\$ 1,400.00	\$ 600.00	\$ 1,700.00
Holiday	8:00am-4:00pm	\$ 2,700.00	\$ 1,080.00	\$ 3,240.00
Evening Use				
Mon - Wed	4:00pm-1:00am	\$ 2,100.00	\$ 750.00	\$ 2,475.00
Thurs - Sat	3:00pm-1:00am	\$ 2,500.00	\$ 750.00	\$ 2,875.00
Sunday	3:00pm-1:00am	\$ 2,000.00	\$ 750.00	\$ 2,375.00
Holiday	4:00pm-12:00am	\$ 4,500.00	\$ 1,350.00	\$ 5,175.00

MAY 15TH - SEPTEMBER 14TH

Day Use	Access	Epic Hall + Prologue	Novella Room	Full Salon
Mon - Wed	8:00am-4:00pm	\$ 1,400.00	\$ 600.00	\$ 1,700.00
Thurs & Fri	8:00am-3:00pm	\$ 1,600.00	\$ 600.00	\$ 1,900.00
Saturday	8:00am-3:00pm	\$ 1,900.00	\$ 600.00	\$ 2,200.00
Sunday	8:00am-3:00pm	\$ 1,700.00	\$ 600.00	\$ 2,000.00
Holiday	8:00am-4:00pm	\$ 3,500.00	\$ 1,080.00	\$ 4,040.00

Evening Use				
Mon - Wed	4:00pm-1:00am	\$ 2,100.00	\$ 750.00	\$ 2,475.00
Thurs & Fri	3:00pm-1:00am	\$ 2,700.00	\$ 750.00	\$ 3,075.00
Saturday	3:00pm-1:00am	\$ 3,100.00	\$ 750.00	\$ 3,475.00
Sunday	3:00pm-1:00am	\$ 2,600.00	\$ 750.00	\$ 2,975.00
Holiday	4:00pm-12:00am	\$ 5,700.00	\$ 1,350.00	\$ 6,375.00

Fees include use of the Salon's inventory of table and chairs

Extended access will be granted as needed and is subject to an hourly rate consistent with room rental + additional labour costs

Additional charges apply for audio visual equipment, services and technical support

The outdoor terraces must be closed by 11:00pm daily.

Novella Room is available for short-term 4 hour rentals at a fee of \$450.00

Discounted Fee Schedule: Registered Charitable Organizations; Incorporated Non-Profit Organizations and City of Toronto Corporate Events (Type III Users)

SEPTEMBER 15TH - OCTOBER 31ST

Day Use	Access	Epic Hall & Prologue	Novella Room	Full Salon
Mon - Wed.	8:00am-4:00pm	\$ 900.00	\$ 300.00	\$ 900.00
Thurs - Sun	8:00am-3:00pm	\$ 900.00	\$ 300.00	\$ 950.00
Holiday	8:00am-4:00pm	\$ 1,350.00	\$ 540.00	\$ 1,620.00
Evening Use				
Mon-Wed	4:00pm-1:00am	\$ 1,050.00	\$ 375.00	\$ 1,237.50
Thurs-Sat	3:00pm-1:00am	\$ 1,250.00	\$ 375.00	\$ 1,437.50
Sunday	3:00pm-1:00am	\$ 1,000.00	\$ 375.00	\$ 1,050.00
Holiday	4:00pm-12:00am	\$ 2,250.00	\$ 675.00	\$ 2,587.50

NOVEMBER & DECEMBER

Day Use	Access	Epic Hall & Prologue	Novella Room	Full Salon
Mon & Tues	8:00am-4:00pm	\$ 900.00	\$ 300.00	\$ 1,000.00
Wed - Sun	8:00am-3:00pm	\$ 950.00	\$ 300.00	\$ 1,100.00
Holiday	8:00am-4:00pm	\$ 1,750.00	\$ 540.00	\$ 2,020.00
Evening Use				
Mon & Tues	4:00pm-1:00am	\$ 1,350.00	\$ 375.00	\$ 1,537.50
Wed - Sat	3:00pm-1:00am	\$ 1,550.00	\$ 375.00	\$ 1,737.50
Sunday	3:00pm-1:00am	\$ 1,300.00	\$ 375.00	\$ 1,487.50
Holiday	4:00pm-12:00am	\$ 2,850.00	\$ 675.00	\$ 3,187.50

JANUARY - MAY 14TH

Day Use	Access	Epic Hall & Prologue	Novella Room	Full Salon
Mon - Wed	8:00am-4:00pm	\$ 900.00	\$ 300.00	\$ 900.00
Thurs & Fri.	8:00am-3:00pm	\$ 900.00	\$ 300.00	\$ 950.00
Sat. & Sun.	8:00am-3:00pm	\$ 900.00	\$ 300.00	\$ 900.00
Holiday & New Year's Eve	8:00am-4:00pm	\$ 1,350.00	\$ 540.00	\$ 1,620.00
Evening Use				
Mon - Wed	4:00pm-1:00am	\$ 1,050.00	\$ 375.00	\$ 1,237.50
Thurs - Sat	3:00pm-1:00am	\$ 1,250.00	\$ 375.00	\$ 1,437.50
Sunday	3:00pm-1:00am	\$ 1,000.00	\$ 375.00	\$ 1,187.50
Holiday	4:00pm-12:00am	\$ 2,250.00	\$ 675.00	\$ 2,587.50

MAY 15TH - SEPTEMBER 14TH

Day Use	Access	Epic Hall & Prologue	Novella Room	Full Salon
Mon - Wed	8:00am-4:00pm	\$ 900.00	\$ 300.00	\$ 900.00
Thurs & Fri	8:00am-3:00pm	\$ 900.00	\$ 300.00	\$ 950.00
Saturday	8:00am-3:00pm	\$ 950.00	\$ 300.00	\$ 1,100.00

Sunday	8:00am-3:00pm	\$ 900.00	\$ 300.00	\$ 1,000.00
Holiday	8:00am-4:00pm	\$ 1,750.00	\$ 540.00	\$ 2,020.00
Evening Use				
Mon - Wed	4:00pm-1:00am	\$ 1,050.00	\$ 375.00	\$ 1,237.50
Thurs & Fri	3:00pm-1:00am	\$ 1,350.00	\$ 375.00	\$ 1,537.50
Saturday	3:00pm-1:00am	\$ 1,550.00	\$ 375.00	\$ 1,737.50
Sunday	3:00pm-1:00am	\$ 1,300.00	\$ 375.00	\$ 1,487.50
Holiday	4:00pm-12:00am	\$ 2,850.00	\$ 675.00	\$ 3,187.50

Fees include use of the Salon's inventory of table and chairs

Extended access will be granted as needed and is subject to an hourly rate consistent with room rental + additional labour costs

Additional charges apply for audio visual equipment, services and technical support

The outdoor terraces must be closed by 11:00pm daily.

Novella Room is available for short-term 4 hour rentals at a fee of \$225.00

POLICY: COMMUNITY AND EVENT SPACE RENTAL

SECTION: II – General Policies – Miscellaneous

MOTION#/DATE: xx - 2015

Effective Date

xx, 2015

1. Purpose

Toronto Public Library meeting rooms, auditoriums, theatres and event spaces are made available to the general public for a fee when not being used for Library purposes. The purpose of this policy is to state the fees, the underlying principles for those fees, the priorities for use and the conditions of use for community and event spaces available for rent from the Library.

2. Authority under the *Public Libraries Act*

The *Public Libraries Act* (R.S.O. 1990, c. P.44) authorizes public library boards to make rules regulating all matters connected with the management of the library and library property and authorizes a board to impose such fees as it considers proper for the use of parts of a building that are not being used for public library purposes.

3. Rental Categories

There are two main categories for Library space rentals: i) Community Space and ii) Event Space.

4. Community Space Rentals

The meeting rooms, auditoriums and theatres of Toronto Public Library designated for community space rental are made available to individuals and groups whose primary purpose is the promotion of cultural, educational and community activities. Community and commercial use will be permitted when the facilities are not required for the service or administrative functions of the Library.

4.1 Priority for the use of these facilities is as follows:

- a) Library programs, co-sponsored programs and other Library purposes;
- b) Library related groups;
- c) non-profit community groups and organizations;
- d) City of Toronto departments, agencies, boards and commissions;
- e) charitable organizations;
- f) others, e.g. commercial groups.

4.2 Fees

- a) There are two fees categories:
 - i. Non-profit;
 - ii. Commercial.
- b) The fees for Community Space Rentals are specified in Appendix 1.
- c) Room rental fees are waived for:
 - i. meetings involving members of the public convened and attended by City of Toronto Councilors, excluding election meetings;
 - ii. departments of the City of Toronto at which City staff are always in attendance;
 - iii. meetings of Toronto Public Library Workers' Union Local 4948 - CUPE;
 - iv. meetings of agencies, boards and commissions of the City of Toronto
 - v. library associations;
 - vi. the Ontario Ministry responsible for public library service;
 - vii. Library co-sponsored programs.
- d) The schedule of fees will be reviewed regularly.

4.3 Conditions of Use

- a) Permission to use these facilities does not imply any endorsement of the aims, policies or activities of any group or individual.
- b) All meetings must be conducted in a manner consistent with the Board's Rules of Conduct, and according to the Regulations of Use, as they may be amended from time-to-time.
- c) No games of chance, including bingo and lotteries, are permitted.

- d) Charitable fundraising is not permitted on Library property unless authorized by the Board.
- e) Library staff must have access to facilities at all times and may attend free of charge any event, meeting or course held on Library premises for the purpose of auditing or reviewing compliance with Board policies.
- f) Birthday parties, receptions, weddings and similar social events may be accommodated in designated locations, subject to the Regulations of Use.
- g) Sales of goods are not permitted unless authorized by the Library except for
 - i. food and non-alcoholic drink refreshments sold at theatres and
 - ii. books sold at author readings or book signings

4.4 Denial of Use

- a) The Library reserves the right to deny or cancel a booking as follows:
 - i. use will be denied for a purpose or action, in the Library's opinion, that is contrary to the law or the Library's Rules of Conduct;
 - ii. use will be denied when there is deemed to be a misrepresentation, a likelihood of physical hazard to participants or audiences or a misuse of premises or equipment. Past misuse or non-payment of fees is sufficient grounds for denial of an application;
 - iii. use will be denied to individuals, clubs, groups and organizations intending to establish the Library as a permanent location for their activities, including establishing offices in Library meeting rooms.
- b) Applicants who are denied permission to use these facilities may, upon written request, have the decision reviewed by the City Librarian, whose decision shall be final.

5. Event Space Rentals, including the Bram & Bluma Appel Salon

- a) Designated Event Spaces, as identified in Appendix 2 and Appendix 3, are made available for rental to the public for the purpose of generating revenue for the Library.
- b) The Bram & Bluma Appel Salon (the Appel Salon) is an Event Space, but has a distinct mandate, priority of use and fee schedule.

The Appel Salon's dual mandate is: to provide a large, central public space through which the Library can deliver accessible and rich cultural and literary programming and events that encourage civic discourse and community engagement; and, to generate revenue through private rentals that will support the Salon's operation and provide re-investment funds for the ongoing development and maintenance of the Toronto Reference Library.

5.1 Priority of use:

- a) Toronto Public Library and Toronto Public Library Foundation will have priority for use of Event Spaces for the purpose of providing Library service or conducting Library or Foundation business but such access must be balanced with revenue generating rentals

5.2 Fees

- a) For Event Spaces fees are waived for the Toronto Public Library and the Toronto Public Library Foundation when space is used for the purpose of conducting Library or Foundation business.
- b) For Event Spaces, except the Appel Salon, fees are specified in Appendix 2.
- c) For the Appel Salon, there are two fee categories:
 - i. Private/commercial
 - ii. Discounted: registered charitable organizations, incorporated non-profit organizations, and City of Toronto corporate events.
- d) The fees for the Appel Salon are specified in Appendix 3.
- e) The schedule of fees for Event Spaces, including the Appel Salon, will be reviewed regularly.

5.3 Conditions of Use

- a) Permission to use these facilities does not imply any endorsement of the aims, policies or activities of any group or individual.
- b) All meetings and events must be conducted in a manner consistent with the Board's Rules of Conduct, and according to the Terms and Conditions for the Use, as they may be amended from time-to-time.
- c) Library staff must have access to facilities at all times and may attend free of charge any event, meeting or course held on Library premises for the purpose of auditing or reviewing compliance with Board policies.

5.4 Denial of Use

The Library reserves the right to deny or cancel a booking as follows:

- a) use will be denied for a purpose or action that, in the Library's opinion, is contrary to the law or any of the Library's policies;
- b) use will be denied when there is deemed to be a misrepresentation, a likelihood of physical hazard to participants or audiences or a misuse of premises or equipment. Past misuse or non-payment of fees is sufficient grounds for denial of an application;
- c) use will be denied to clubs, groups and organizations intending to establish the Library as a permanent location for their activities
- d) use will be denied where the primary purpose of the event is gaming or games of chance.

Accountability

The Director, Branch Libraries and Director, Research and Reference Libraries are responsible for ensuring the policy is implemented and enforced.

Appendix 1

COMMUNITY SPACE RENTAL FEE SCHEDULE

Type of Facility	Fee for Non-Profit	Fee for Commercial
Meeting Rooms and Auditoriums	\$21.22/hr North York Central Library Auditorium \$74.28/hr	\$40.00/hr North York Central Library Auditorium \$143.25/hr
Public Space in Branches	\$150.00/hr	\$150.00/hr
Theatres	Fairview and York Woods \$409.00/day Palmerston \$204.50/day	All locations \$159.20/hr

- Rates quoted are for the open hours of the requested Library. Security costs will apply for all bookings outside open hours of the relevant location. There may be an additional charge for security/custodial services.
- All rates exclude applicable taxes such as HST.
- Other equipment is available at some locations for an additional charge.

Appendix 2

EVENT SPACES (EXCEPT FOR THE APPEL SALON) RENTAL FEE SCHEDULE

Event Space	Rental Fee	Rental Period
Fort York Branch	\$4,500	8hrs
Bloor Gladstone Branch	\$5,000	8hrs
Scarborough Civic Centre Branch	\$3,800	8hrs
TRL - First Floor	\$7,500	8hrs
TRL - Second Floor	\$4,500	8hrs
TRL – TD Gallery	\$1,200	8hrs
TRL – Fifth Floor	\$2,800	8hrs
TRL – Boardroom	\$ 950	8hrs
TRL – The Marilyn & Charles Baillie Special Collections Centre	\$1,500	5hrs
TRL – Meeting Room A2	\$ 450	6hrs
TRL – Meeting Room A3	\$ 450	6hrs
TRL – Beeton Auditorium	\$1,000	8hrs
NYCL - Boardroom	\$ 850	8hrs

Appendix 3

The Bram & Bluma Appel Salon Rental Fee Schedule

- All fees include setup/teardown time and are subject to applicable sales and goods & services tax.
- Fees include use of the Salon's inventory of table and chairs
- Extended access will be granted as needed and is subject to an hourly rate consistent with room rental + additional labour costs
- Additional charges apply for audio visual equipment, services and technical support
- Noise restrictions apply on the outdoor terraces after 11 pm daily.
- Public Holidays include: New Year's Day, Family Day, Good Friday, Easter Monday, Victoria Day, Canada Day, Simcoe Day, Labour Day, Thanksgiving Day, Christmas Day, Boxing Day.
- The Novella Room is available for short-term 4 hour rentals at a fee of \$450.00 for Private/Commercial and a fee of \$225 for Registered Not for Profit Charities and City of Toronto corporate events.

Private/Commercial Rental Fees Schedule 2009

SEPTEMBER 15TH - OCTOBER 31ST

Day Use	Access	Epic Hall + Prologue	Novella Room	Full Salon
Mon - Wed.	8 am-4 pm	\$1,400	\$600	\$1,700
Thurs - Sun	8 am-3 pm	\$1,600	\$600	\$1,900
Holiday	8 am-4 pm	\$2,700	\$1,080	\$3,240
Evening Use				
Mon-Wed	4 pm-1 am	\$2,100	\$750	\$2,475
Thurs-Sat	3 pm-1 am	\$2,500	\$750	\$2,875
Sunday	3 pm-1 am	\$2,000	\$750	\$2,100
Holiday	4 pm-12 am	\$4,500	\$1,350	\$5,175

NOVEMBER & DECEMBER

Day Use	Access	Epic Hall + Prologue	Novella Room	Full Salon
Mon & Tues	8 am-4 pm	\$1,700	\$600	\$2,000
Wed - Sun	8 am-3 pm	\$1,900	\$600	\$2,200
Holiday	8 am-4 pm	\$3,500	\$1,080	\$4,040
Evening Use				
Mon & Tues	4 pm-1 am	\$2,700	\$750	\$3,075
Wed - Sat	3 pm-1 am	\$3,100	\$750	\$3,475
Sunday	3 pm-1 am	\$2,600	\$750	\$2,975
Holiday	4 pm-12 am	\$5,700	\$1,350	\$6,375

**JANUARY - MAY
14TH**

Day Use	Access	Epic Hall + Prologue	Novella Room	Full Salon
Mon - Wed	8 am-4 pm	\$1,400	\$600	\$1,700
Thurs & Fri	8 am-3 pm	\$1,600	\$600	\$1,900
Sat & Sun	8 am-3 pm	\$1,400	\$600	\$1,700
Holiday	8 am-4 pm	\$2,700	\$1,080	\$3,240
Evening Use				
Mon - Wed	4 pm-1 am	\$2,100	\$750	\$2,475
Thurs - Sat	3 pm-1 am	\$2,500	\$750	\$2,875
Sunday	3 pm-1 am	\$2,000	\$750	\$2,375
Holiday	4 pm-12 am	\$4,500	\$1,350	\$5,175

**MAY 15TH -
SEPTEMBER
14TH**

Day Use	Access	Epic Hall + Prologue	Novella Room	Full Salon
Mon - Wed	8 am-4 pm	\$1,400	\$600	\$1,700
Thurs & Fri	8 am-3 pm	\$1,600	\$600	\$1,900
Saturday	8 am-3 pm	\$1,900	\$600	\$2,200
Sunday	8 am-3 pm	\$1,700	\$600	\$2,000
Holiday	8 am-4 pm	\$3,500	\$1,080	\$4,040
Evening Use				
Mon - Wed	4 pm-1 am	\$2,100	\$750	\$2,475
Thurs & Fri	3 pm-1 am	\$2,700	\$750	\$3,075
Saturday	3 pm-1 am	\$3,100	\$750	\$3,475
Sunday	3 pm-1 am	\$2,600	\$750	\$2,975
Holiday	4 pm-12 am	\$5,700	\$1,350	\$6,375

**Registered Not-for-Profit, Charities and City of Toronto Corporate Events
Fee Schedule**

SEPTEMBER 15TH - OCTOBER 31ST

Day Use	Access	Epic Hall & Prologue	Novella Room	Full Salon
Mon - Wed.	8 am-4 pm	\$900	\$300	\$900
Thurs - Sun	8 am-3 pm	\$900	\$300	\$950
Holiday	8 am-4 pm	\$1,350	\$540	\$1,620
Evening Use				
Mon-Wed	4 pm-1 am	\$1,050	\$375	\$1,237.50
Thurs-Sat	3 pm-1 am	\$1,250	\$375	\$1,437.50
Sunday	3 pm-1 am	\$1,000	\$375	\$1,050.00
Holiday	4 pm-12 am	\$2,250	\$675	\$2,587.50

NOVEMBER & DECEMBER

Day Use	Access	Epic Hall & Prologue	Novella Room	Full Salon
Mon & Tues	8 am-4 pm	\$900	\$300	\$1,000
Wed - Sun	8 am-3 pm	\$950	\$300	\$1,100
Holiday	8 am-4 pm	\$1,750	\$540	\$2,020
Evening Use				
Mon & Tues	4 pm-1 am	\$1,350	\$375	\$1,537.50
Wed - Sat	3 pm-1 am	\$1,550	\$375	\$1,737.50
Sunday	3 pm-1 am	\$1,300	\$375	\$1,487.50
Holiday	4 pm-12 am	\$2,850	\$675	\$3,187.50

**JANUARY - MAY
14TH**

Day Use	Access	Epic Hall & Prologue	Novella Room	Full Salon
Mon - Wed	8 am-4 pm	\$900	\$300	\$900
Thurs & Fri.	8 am-3 pm	\$900	\$300	\$950
Sat. & Sun.	8 am-3 pm	\$900	\$300	\$900
Holiday & New Year's Eve	8 am-4 pm	\$1,350	\$540	\$1,620
Evening Use				
Mon - Wed	4 pm-1 am	\$1,050	\$375	\$1,237.50
Thurs - Sat	3 pm-1 am	\$1,250	\$375	\$1,437.50
Sunday	3 pm-1 am	\$1,000	\$375	\$1,187.50
Holiday	4 pm-12 am	\$2,250	\$675	\$2,587.50

MAY 15TH - SEPTEMBER 14TH

Day Use	Access	Epic Hall & Prologue	Novella Room	Full Salon
Mon - Wed	8 am-4 pm	\$900	\$300	\$900
Thurs & Fri	8 am-3 pm	\$900	\$300	\$950
Saturday	8 am-3 pm	\$950	\$300	\$1,100
Sunday	8 am-3 pm	\$900	\$300	\$1,000
Holiday	8 am-4 pm	\$1,750	\$540	\$2,020
Evening Use				
Mon - Wed	4 pm-1 am	\$1,050	\$375	\$1,237.50
Thurs & Fri	3 pm-1 am	\$1,350	\$375	\$1,537.50
Saturday	3 pm-1 am	\$1,550	\$375	\$1,737.50
Sunday	3 pm-1 am	\$1,300	\$375	\$1,487.50
Holiday	4 pm-12 am	\$2,850	\$675	\$3,187.50

Deferred Ombudsman Motion and Bill 8

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

This report is in response to a Toronto Public Library Board request for information regarding the feasibility of bringing the Toronto Public Library under the jurisdiction of the Toronto Ombudsman. The report identifies that in order to bring the Library under the jurisdiction of the Ombudsman, an amendment to the City of Toronto Act (COTA) is required. In addition, the Province of Ontario has now launched its required five-year review of COTA. The report also provides information regarding the implementation of the Public Sector and MPP Accountability and Transparency Act. The Act expands the powers of the Ontario Ombudsman to include various municipalities, universities, schools and hospitals; however, public library boards will be made exempt through regulation. Information is also provided about the mandate, functions and powers of the Ombudsman, and the Library's customer response process.

The report requests that the Library Board consider asking the City of Toronto to include a recommendation to the Province of Ontario to amend the City of Toronto Act (COTA) so that the Library is brought under the jurisdiction of the Toronto Ombudsman.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. recommends requesting that the City Manager include in the five-year City of Toronto Act Review an amendment to Part V of the City of Toronto Act, 2006 in order to ensure that the Toronto Public Library is within the jurisdiction of the Toronto Ombudsman.

FINANCIAL IMPACT

There is no financial impact on the 2015 operating budget. Currently, investigations conducted by the Ombudsman are funded through the Ombudsman's annual operating budget provided by the City of Toronto.

Future year impacts on the Library's operating budget would occur if the City of Toronto required the Toronto Public Library to pay for any investigations into library operations that the Ombudsman carried out.

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

DECISION HISTORY

On September 8, 2014, the Toronto Public Library Board approved a motion authorizing staff to investigate the feasibility of creating a Toronto Public Library ombudsman, including the option to bring the Library under the jurisdiction of the Toronto Ombudsman.

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2014/sep08/16.pdf>

The related motions approved by the Board are as follows:

1. *Staff to report back as soon as possible on the feasibility of bringing the Toronto Public Library under the jurisdiction of the City of Toronto Ombudsman;*
2. *In the event that it is determined that the City of Toronto Act prohibits the jurisdiction of the City of Toronto Ombudsman from being expanded to include the Toronto Public Library, that staff report back on the feasibility of establishing a Toronto Public Library Ombudsman by Board resolution with similar powers and duties to those of the City of Toronto Ombudsman, under the authority of the Public Libraries Act;*
3. *Any policy to establish a Toronto Public Library Ombudsman include a provision that if the City of Toronto Act is amended, or other provincial legislation is introduced, so that the Toronto Public Library is brought under the jurisdiction of another Ombudsman, that the need for a Toronto Public Library Ombudsman be reviewed by the Board.*

The Board report prepared by staff confirmed that, without a change to the *City of Toronto Act, 2006* (COTA), the Toronto Ombudsman does not have jurisdiction over the Toronto Public Library.

On December 11, 2014, the *Public Sector and MPP Accountability and Transparency Act, 2014* received royal assent. Schedule 9 of this Act gives the Ontario Ombudsman jurisdiction over various local boards in municipalities across the province, including the Toronto Public Library. Recently the province announced that the Act will come into force on January 1, 2016 and will include a regulation exempting local boards, including the Toronto Public Library Board, from the jurisdiction of the Ontario Ombudsman.

ISSUE BACKGROUND

The Toronto Ombudsman

In conducting background research for this report, staff contacted the Toronto Ombudsman in order to obtain information about the Ombudsman's powers, responsibilities, activities and investigations.

The Toronto Ombudsman works to ensure that the City treats the public fairly, and that services are provided in a fair and equitable manner for all. The Ombudsman is responsible for addressing concerns about City services and investigating complaints about administrative unfairness related to City divisions, most City agencies and City corporations. The Toronto Public Library does not currently fall under the jurisdiction of the Toronto Ombudsman.

The Ombudsman's office assists the public by examining decisions made by local government and helps to mediate the relationship between members of the public and bureaucracies. While the Ombudsman can act when she receives a complaint, she may also initiate an investigation without a complaint. The office also conducts systemic investigations when there are indications of a larger problem within an organization.

The authority of the Toronto Ombudsman is outlined in COTA and includes the power to inspect government premises and documents, and to summon witnesses. All municipal government organizations under the Ombudsman's jurisdiction must co-operate with the Ombudsman's investigations.

Dispute Resolution and Investigations

Members of the public can file a complaint with the Ombudsman's office in person, by fax or telephone, email or by completing a web form. Anonymous complaints are not accepted. Once a complaint is received, a file is opened and the complaint is dealt with by an in-take officer. The officer will contact both the organization that is subject to the complaint and the complainant for background information, and to seek an explanation of the matter or, if necessary, to get further information or clarification. Approximately 85% of all complaints are resolved at this stage in the process. If the issue is deemed to require a policy review, is complex, or involves conflicting information, it will be assigned to an investigator. Investigations of this nature can be resolved quickly – approximately six to eight weeks – or take several months.

As mentioned above, the Ombudsman has statutory powers that include the ability to inspect the workplace, subpoena documents and summon witnesses to testify during an investigation. These powers include the right to interview any staff member.

Value of the Ombudsman

Organizations can benefit from Ombudsman oversight in a number of ways:

- Accountability – Public accountability is increased because the office is neutral and independent;
- Trust – Public trust is increased because investigations of organizations' conduct are conducted by a third party that is independent of the organization;

- Dispute resolution – Because the complaint is heard by someone outside the organization, the complainant is more likely to accept the resolution even if it is not in their favour.
- Service improvements – Investigations into complaints can lead to improved service outcomes if flaws in policy or procedure are identified.

Accountability Offices Review

On April 1, 2014, Toronto City Council approved a motion authorizing City staff to conduct an external review of the four accountability offices identified in COTA: Auditor General, Ombudsman, Integrity Commissioner, and Lobbyist Registrar. The review is to focus on legal, technical and process implications of appointing officers in combined roles and will include recommendations on various options regarding the officers' structure and function, including combining functions. The report is expected later this year.

The Public Sector and MPP Accountability and Transparency Act, 2014,

The *Public Sector and MPP Accountability and Transparency Act, 2014*, is an omnibus Act that amended various pieces of legislation governing accountability and transparency offices, including the *Ombudsman Act*. Specifically, Schedule 9 of the Act expands the Ontario Ombudsman's jurisdiction over municipalities, universities, schools and hospitals, including municipal library boards. While the Act received royal assent in December 2014, Schedule 9 has not yet been brought into force.

The province has announced that local boards, including the Toronto Public Library will be exempt from the jurisdiction of the Ontario Ombudsman once the Act is in force as of January 1, 2016.

Toronto Public Library Complaint Process

As a large public service organization that has the mandate to provide equitable service to the entire city, the Library receives various comments and complaints. The Library values customer feedback and welcomes all comments from the public. Staff are trained to provide quality service that is courteous, competent, timely, and helps to resolve issues and concerns. In order to deal promptly and effectively with customer feedback, the Library has developed a responsive process and procedure that is governed by the Public Consultation Policy. The feedback process is very transparent and is described on the website at <http://www.torontopubliclibrary.ca/about-the-library/customer-care> (Attachment 1) on the Customer Feedback Standards and Practices web page. Customers have a number of options when they wish to comment about the Library: they can speak to branch staff or Answerline directly; they can contact a manager; they can discuss the matter with senior management staff; or they can submit a written comment on a customer feedback form. All branch and management contact information is listed on the Library's website at: <https://www.torontopubliclibrary.ca/contact/management-staff.jsp>.

When customers submit a customer feedback form or submit an email, staff will respond within two business days. A telephone message will be returned in one business day. In many cases email and telephone messages are responded to the same day. The Library is committed to responding to customers promptly and involving as few library staff as possible.

When a customer speaks directly with staff about a complaint, it is generally resolved on the spot, either through an explanation of the policy or procedure or through a corrective action. For instance, a customer might complain about the length of time allowed for an item on loan. Staff would deal with this by explaining the rationale for the policy and offer options that the customer might not be aware of, such as item renewals. The vast majority of complaints are dealt with immediately through a conversation with front-line staff. If front-line staff are unable to resolve the problem, it is referred to a supervisor. Through a dialogue with the supervisor, further attempts are made to resolve the problem. In a small number of instances unresolved problems are referred to a manager. At all steps in the process, attempts are made to resolve the issue to the customer's satisfaction while adhering to policy and procedure.

While it is true that the Library does not have an external oversight authority such as an Ombudsman, customers have the option of making presentations to the Library Board in order to discuss issues and concerns. While not independent of the Library, the Board has oversight over library operations and can hear public complaints through the presentation process. The Board can then ask staff to investigate and report back on the issue or problem.

Written feedback is responded to either by front-line staff or a supervisor. If required, a complaint is escalated to a manager. The Library tracks all written feedback forms. In 2013, the Library received 3,875 negative feedback forms. When compared with the total number of library uses of 96.9 million, the amount of negative feedback is very small.

COMMENTS

Legal requirements and process

Staff in the City Legal Division advised that in order to bring the Library under the City Ombudsman's full legal jurisdiction as set out in COTA, the provincial government would have to amend the legislation to formally include the Board as a local board within the Ombudsman's jurisdiction.

Legal Division staff also advised that, as part of the Board's authority to oversee and manage the Library under the *Public Libraries Act* (PLA), the Board has the capacity to create a Library position to review complaints about Library service, and policies that would be similar to an ombudsman's functions. However, an ombudsman created and appointed by the Board would lack the statutory investigative powers that the City Ombudsman has under COTA. An ombudsman appointed by the Board would only have the authority to carry out the functions authorized by the Board, and Library staff would only be required to co-operate with the ombudsman pursuant to management direction to do so.

While the Board has the authority to create an ombudsman-like position to review complaints, this approach is not recommended for various reasons. As noted above, such a position would not have statutory investigative powers outside of those authorized by the Board and, therefore, would be limited in its effectiveness. Since such a position would be created by the Board it would not necessarily be seen to be independent of the Library. The potential lack of trust in the office might diminish its ability to successfully resolve disputes. Creating an ombudsman position would require funding. While staff have not investigated the cost

required to operate such a service, allocating resources to it will require the Library to reduce expenditures elsewhere. If the Board decides that it would be worthwhile for the Library to have an independent authority to investigate complaints, given the limited authority such a Board-appointed position would have and the associated costs, it is recommended that this responsibility be carried out by the Toronto Ombudsman.

As part of the investigation into the feasibility of bringing the Library under the jurisdiction of the Toronto Ombudsman, Library staff met with staff from the City Manager's office to discuss the possibility of extending the authority of the Ombudsman. At that meeting it was confirmed that the changes to COTA could be recommended to the province as part of a general review of the Act. Under the terms of the legislation, the provincial government must undertake a formal review of COTA every five years, with the next review due to begin in 2015.

On June 5, 2015, the province officially announced the review of the City of Toronto Act, along with a review of the Municipal Act, and the Municipal Conflict of Interest Act. If the Toronto Public Library Board recommends that the Toronto Ombudsman is given jurisdiction over the Library, the City Manager will be advised so that this request is included in recommendations for changes to COTA that will be reviewed and approved by City Council.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENT

Attachment 1: Customer Feedback Standards

Customer Feedback Standards & Practices

Toronto Public Library's mission is to provide free and equitable access to high quality customer driven services.

Whether you talk to our staff in person at one of our branches, or contact us through the telephone or email, our staff have been trained to provide service that is: courteous, competent, timely, and helps you resolve your issues and concerns.

We value your feedback and welcome any comments you may have to help improve our programs and services.

If you have a suggestion, compliment or complaint

Talk to our branch or Answerline staff

Please offer your feedback to our staff at your local branch or through our Answerline service at 416-393-7131. Branch or Answerline staff will try to meet your needs as quickly as possible.

Use our Customer Feedback Form

If our branch or Answerline staff is unable to resolve your issues, they can assist you with completing a [customer feedback form](#).

Contact one of our managers or staff

Our managers are also available to help you if our branch or Answerline staff are unable to resolve your issue or question. If you need to contact one of our managers, our staff can refer you to a manager or you can use our [directory of management staff phone numbers and email addresses](#).

Discuss the matter with Senior Management

In the event that a manager is unable to resolve the issue, you can ask the manager for the name and contact information of the Director responsible for the issue in question. The [contact information for our Directors](#) is also available online and from our Answerline service at 416-393-7131.

Title Suggestions

We welcome your suggestions for titles to add to our collection. Suggestions from patrons are considered as part of our regular selection and ordering process. Staff at your local branch can explain the process and timelines to you and can assist you in filling out the applicable forms if necessary. Our Answerline Service (416-393-7131) is available to assist you if you are unable to visit one of our branches.

Requests for Reconsideration of Library Materials

Should you have an issue with an item in our collection, we ask that you talk to our staff at your local branch. We value intellectual freedom and choose our materials carefully. Because of the importance we place on the materials in our collection, we have a separate procedure for the reconsideration of library materials. Branch staff can explain the procedure to you, along with our [Materials Selection Policy](#), and assist you in filling out the applicable forms if necessary. Our Answerline Service (416-393-7131) is available to assist you if you are unable to visit one of our branches.

Toronto Public Library: Customer Feedback Standard

All feedback will be acknowledged within two business days. Please note that when we acknowledge feedback by letter mail, letters will be sent out within two business days, but delivery time is dependent on the postal system.

Telephone and voice mail

- Telephone calls will be returned within one business day. Personal voice mail greetings will be courteous, give the caller as much information as possible and request callers to leave a detailed message.
- Voice mail boxes are cleared daily. Recorded vacation or absence messages will provide a co-worker's name and phone number as backup while out of the office.
- Callers will be assisted and if needed, will be directed to the correct area. Callers will not be transferred to another voice mail box without being made aware.
- Customers calling the correct area will have their issue resolved by involving as few Library staff as possible.

Emails

All emails will be acknowledged within two business days. Vacation or absence messages will be activated providing a co-worker's name and contact information as backup while out of the office.

Complaints

We place a high priority on your feedback and have an established [Customer Service Feedback Procedure \(PDF\)](#) which outlines how we handle formal comments received from members of the public.

Privacy

Feedback will be dealt with in a confidential manner according to the *Municipal Freedom of Information and Protection of Privacy Act*. Information will be collected, used and disclosed in accordance with the Act.

Scope

Our customer feedback standard applies to suggestions, compliments, comments, complaints and enquiries we receive through our feedback procedure from members of the public in relation to the library services they receive. This standard does not apply to anonymous feedback or feedback from staff members.

Eglinton Square Branch Expansion – New Lease Agreement

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to obtain Toronto Public Library Board approval for a twenty-year lease agreement for an expanded branch with a commencement date to be determined, for the premises occupied by the Eglinton Square Branch at 1 Eglinton Square, Toronto. The branch currently occupies 4,716 sq. ft., and the proposed new lease agreement is for 10,000 sq. ft., which adds 5,284 sq. ft. of new space.

The capital project to renovate the space and proposed lease require City Council approval.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves a new Eglinton Square branch lease agreement for 10,000 sq. ft. at 1 Eglinton Square with Bentall Kennedy (Canada) LP for a 20-year term with a commencement date to be determined with:
 - a. annual base rent as follows:
 - i. for years 1 - 5: \$21.00 per square ft., excluding Harmonized Sales Tax (HST);
 - ii. for years 6 - 10: \$24.00 per square ft.;
 - iii. for years 11 - 15: \$28.00 per square ft.;
 - iv. for years 16 - 20: \$30.00 per square ft.;
 - b. common area maintenance based on actual costs and capped at \$20.59 per sq. ft., excluding HST, for the first year with a maximum increase of 5% for each of the remaining years of the term;
 - c. a six-month fixturing period when only common area maintenance is paid, with a commencement date to be determined;
 - d. Landlord providing a Tenant Improvement Allowance in the amount of \$600,000 towards the Library's renovation work;

2. approves a capital project to renovate the existing and new space with a value of approximately \$1,242,325, funded by \$600,000 of Tenant Improvement Allowance and development charges funding of \$642,325, with estimated cash flows of \$300,000 (\$0 debt) in 2015 and \$942,325 (\$0 debt) in 2016;
3. approves submitting a report to Council to seek approval for the proposed new lease and capital project with no debt funding; and
4. authorizes and directs staff to take the necessary action to give effect thereto.

FINANCIAL IMPACT

Under the current lease for 4,716 sq. ft., the base rent is \$21.00 per sq. ft. from January 2015 to December 2016, \$21.50 per sq. ft. for 2017 and 22.50 per sq. ft. for 2018.

Under the proposed lease for 10,000 sq. ft., the base rent is \$21.00 per sq. ft. for years 1-5, \$24.00 per sq. ft. for years 6-10, and \$28.00 per sq. ft. for years 11-15 and \$30.00 per square ft. for years 16-20. The rates over the 20 years represent an effective annual increase of 1.8%.

Common area maintenance is estimated at \$20.59 per sq. ft. for the first year with annual increases capped at 5%.

Under the new lease, the first full year cost will be \$415,900, comprised of base rent of \$210,000 and common area maintenance of \$205,900, which represents an annual increase of \$219,762 from the current lease. In 2016, the budget increase is expected to be \$167,262 which reflects the expected fixturing period to the end of the first quarter of 2016 when no base rent is paid.

The capital cost to renovate the existing and new space is estimated at \$1,242,325, funded by \$600,000 of Tenant Improvement Allowance from the landlord and development charges funding of \$642,325, with estimated cash flows of \$300,000 (\$0 debt) in 2015 and \$942,325 (\$0 debt) in 2016.

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

BACKGROUND

Eglinton Square Branch is located in the Eglinton Square Shopping Centre in Ward 35 at 1 Eglinton Square. Since January 1965, the Eglinton Square Branch has occupied rental space on Eglinton Avenue in Scarborough. The existing lease of 4,716 sq. ft. cost of \$196,138 per annum comprised of a base rent of \$21.00 per square ft. and common area maintenance and utilities of \$20.59 per square ft., will expire on December 31, 2018.

COMMENTS

Eglinton Square Branch is a busy neighbourhood branch, serving a current population of approximately 13,391 (2011 census data). The community served by the branch includes part of the Victoria Village Neighbourhood Improvement Area. The catchment area will also be impacted by the Eglinton Crosstown transit development. The Eglinton Square Branch is in the Segment 11 – Golden Mile portion of this development. The City has identified potential growth in the area of more than 12,600 residential units with an increase in population of 22,000 - 23,000 residents, and the need for improved library service capacity at this location has been identified.

The branch is undersized for a neighbourhood library. In 2014, Eglinton Square was in Quartile 1, being the eighth busiest neighbourhood library in Toronto, in terms of visits. The program/meeting room at Eglinton Square is 400 sq. ft. and can accommodate only 25 people (lecture style) or 15 people (classroom style). The branch has seating for 32 people and eight public workstations. The size of the present facility is 4,716 square feet or 439 square meters, which falls well short of the current standard of 10,000 to 15,000 sq. ft. for neighbourhood branches.

The branch offers many well-used services, including public access to computers, wireless service, information services, and services designed to meet the needs of specific groups such as children, youth and seniors. In 2014, the branch had 273 programs attracting 3,819 people. Programs include book clubs; user education; general interest programming on topics such as health, tenant issues, writing; Ready for Reading programs and after school maker programs.

The branch offers collections that reflect community needs, including popular, recreational and children's collections, and a small French collection for children and multilingual collections, including Chinese, Tagalog and Tamil. Popular collections are actively marketed through shelving and flexible display options. The branch also provides access to the Library's wide range of electronic resources.

At its meeting of April 28, 2014, the Board reviewed a report on the *Eglinton Connects Planning Study*, which noted that there is a need for an overall strategy to enhance access to library services, and facilities for area transit users and future opportunities related to the optimal locations for undersized branches in the Eglinton transportation corridor, including Eglinton Square, were identified.

Bentall Kennedy, the real estate management company for the Eglinton Square mall, approached the Library in February 2015 to determine the Library's interest in expanding the branch into two adjacent mall units. One of the retail businesses (Toys R Us) has closed and the Bentall Kennedy is offering to move the other business to accommodate a library expansion. The proposed location provides excellent access and exposure at this busy location. Total space available would allow the branch to expand from 4,716 sq. ft. to 10,000 sq. ft. and would enable the branch to respond to the strong demand for programs and services at this busy location.

The proposal is to replace the existing lease for 4,716 sq. ft. with a new lease for the larger 10,000 sq. ft. space, with lower base rent in years two and three. The current lease has a base of \$21.00 for years one and two, \$21.50 in year three, and \$22.50 in year four.

The larger space will have a rent of \$21.00 per square ft. in the first five years for an annual base rent of \$210,000 and common area maintenance of \$205,900, which in total is an increase of \$219,762 from the current lease payments. Assuming the six-month fixturing period begins on October 1, 2015, during which no base rent is paid, then the cost increase in 2016 will be \$197,262 and this will be included in the 2016 operating budget.

The cost to renovate the existing and new space is estimated at \$1,242,325, and which will be funded by the landlord's Tenant Improvement Allowance of \$600,000 and a draw of development charges of \$624,325, to be expended in 2015. The capital project, funded from non-debt sources, including a draw from the development charges reserve, requires Council approval.

Key interior features such as that the library would be seeking to expand on or create include:

- barrier free access;
- good sightlines and traffic flow throughout;
- clear customer service area with access to staff assistance;
- express check-out;
- open floor plan with zoned areas for adults, teens and children, including a space for children and families, teen zone and urban living room;
- efficient layout of staff operations;
- flexible collaborative spaces, providing additional seating;
- wireless access;
- new shelving and furniture.

The renovation would also provide infrastructure for future increases in computer equipment; the addition of a program room and possible increase to collections.

The Library will continue to monitor development that is expected in the area, as a result of the implementation of the Eglinton Crosstown transit project.

With regards to the proposed lease renewal, City staff has advised that the proposed annual base rent represents fair market rent.

Library Branch leases require Library Board approval.

Council has authorized the Library Board to enter into leases, where the Library is a tenant, with a term, including renewal options, not to exceed 10 years and base rent for the term not to exceed \$1 million. Because the proposed lease is for a 20-year term and the base rent is in excess of \$1 million, then Council approval is required for the lease.

The local councillor has been advised of the proposed expansion to the Eglinton Square Branch.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

Northern Elms Branch – Lease Expansion and Extension Agreement

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to obtain Toronto Public Library Board approval for a lease for a 858 sq. ft. expansion at Northern Elms Branch for a period of approximately four years with a commencement date to be determined, and a subsequent five-year lease extension agreement for the branch.

The capital project to renovate the space requires City Council approval.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves a lease agreement for an additional 858 sq. ft. of space at 123B Rexdale Boulevard with 994480 Ontario Limited with a commencement date to be determined with:
 - a. the same terms and conditions as the current lease:
 - i. January 1, 2016 to February 28, 2018: annual base rent at \$17.00 per sq. ft., excluding Harmonized Sales Tax (HST);
 - ii. March 1, 2018 to February 28, 2020: annual base rent at \$18.00 per sq. ft.;
 - iii. common area maintenance based on actual costs and estimated at \$4.89 per sq. ft.;
 - b. a three-month fixturing period when no base rent is paid on the additional space, with a commencement date to be determined;
 - c. the Landlord providing a tenant improvement allowance in the amount of \$51,480 towards the Library's renovation work;
2. approves a five-year lease extension on the 3,936 sq. ft. branch to commence on March 1, 2020 and terminate on February 28, 2025 with the following base rental rates:

- a. for years 1 and 2: \$19.00 per square ft., excluding HST;
 - b. for years 3 to 5: \$20.00 per square ft.;
3. approves a capital project to renovate the existing and new space with a cost of approximately \$147,480, funded by \$51,480 of tenant improvement allowance and development charges funding estimated at \$96,000, with expected cash flows 2015;
4. approves submitting a report to Council to seek approval for the capital project with no debt funding; and
5. authorizes and directs staff to take the necessary action to give effect thereto.

FINANCIAL IMPACT

The proposed lease for the 858 sq. ft. expansion, which is in addition to the current 3,936 sq. ft. branch, is at the same terms and conditions as the current lease, which has base rent of \$17.00 per sq. ft. for January 1, 2016 to February 28, 2018 and \$18.00 per sq. ft. for March 1, 2018 to February 28, 2020. Assuming that rent is payable on the expansion space beginning January 1, 2016, the 2016 total rent is \$86,159, comprised of base rent of \$66,912 and common area maintenance of \$19,247, which is an increase of \$18,782 to the operating budget.

Under the terms of the proposed lease extension agreement commencing on March 1, 2020 for 3,936 square feet, the base rent for the first two years will be \$19.00 per sq. ft. for an annual amount of \$74,784 representing a \$3,936 increase over the current lease, which remains unchanged at \$18.00 per square ft. for the last two years. For the third, fourth and fifth years, the annual base rent increases to \$19 per sq. ft. for an annual base rent of \$78,720.

The capital cost to renovate the existing and new space is estimated at \$147,480, funded by \$51,480 of a tenant improvement allowance and development charges funding estimated at \$96,000, with expected cash flows in 2015.

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

ISSUE BACKGROUND

Northern Elms is a neighbourhood branch located in a strip mall off Rexdale Blvd. and Kipling Avenue, in a Neighbourhood Improvement Area. The branch serves a catchment population of 16,500. It occupies one storefront with a total floor space of 3,078 sq. ft. It reopened in this location in 2005 after the closure of the Rexdale Plaza, where the branch was originally located. The branch is undersized for a neighbourhood library and there is no program or meeting space.

The Northern Elms Branch is open 40 hours a week and is well used by a diverse customer base. The branch sees many newcomers, mostly of African and South Asian heritage, as well as older Canadians who have lived in the community for a long time. There is a collection of over 25,000 items, and a small number of children and adult programs are offered on the floor in the branch. Use compares favourably to other branches of this size, and ease of parking in the strip mall is an advantage in attracting customers to Northern Elms.

Branch space is at a premium, especially for study and for programming. Many people spend hours in the branch reading, and there is rarely a free table and chair. There is little space for students to stay and study after school. There is no separate programming space available. From a service perspective, the additional space would provide a flexible space that would be used for library programs, community meetings and quiet study.

COMMENTS

The opportunity to expand the branch is possible because an adjacent space has been vacated. This expansion opportunity is time sensitive and may not be available again in the foreseeable future.

With regards to the proposed lease, City staff assisted with the negotiation and has confirmed that the proposed lease rates represent fair market value.

All leases for branches located on privately-owned property require Library Board approval.

The capital project, funded from non-debt sources including a \$96,000 draw from the development charges reserve, requires Council approval.

The local councillor has been advised of the proposed lease expansion for the Northern Elms Branch.

CONTACT

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Anne Bailey, Director, Branch Libraries; Tel: 416-397-5944;
E-mail: abailey@torontopubliclibrary.ca

SIGNATURE

Vickery Bowles
City Librarian



2016 Operating Budget Outlook

Toronto Public Library Board

June 22, 2015

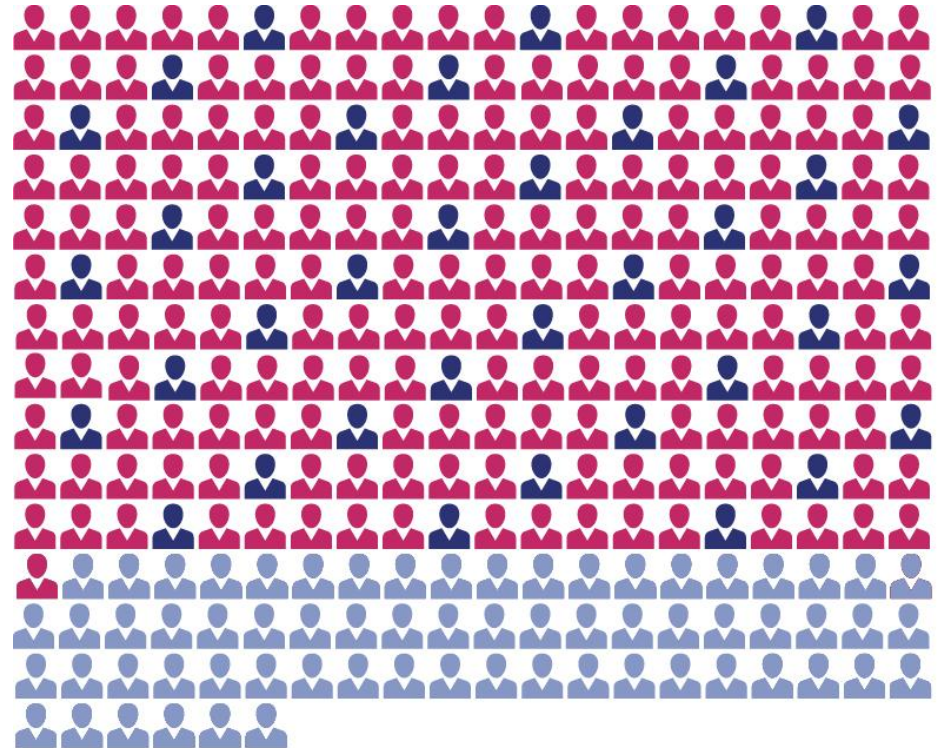


Context of Budget Request

Increasing Demand

Connecting people to information and ideas

In 2012, Torontonians visited the library and borrowed materials in large numbers:



-  72% used the library in 2012
-  One in six visited once a week

Context of Budget Request

Connecting people to information and ideas

In 2014, Torontonians visited the library and borrowed materials in large numbers:

Increasing Demand



18 million visits
to branches



30 million visits to
the library website



32 million items
borrowed



850,000 people attended
34,000 programs



49% increase in
the use of e-books



58% of Torontonians used a
library computer or accessed
the library's wireless network

Context of Budget Request

Increasing Demand (10 years)

Total Circulation	4.8%	↑
In-Person Visits	7.5%	↑
Virtual Visits	40.9%	↑
In-library Use of Collections	-24.1%	↓
Reference Questions	-12.5%	↓
Total Use	13.5%	↑

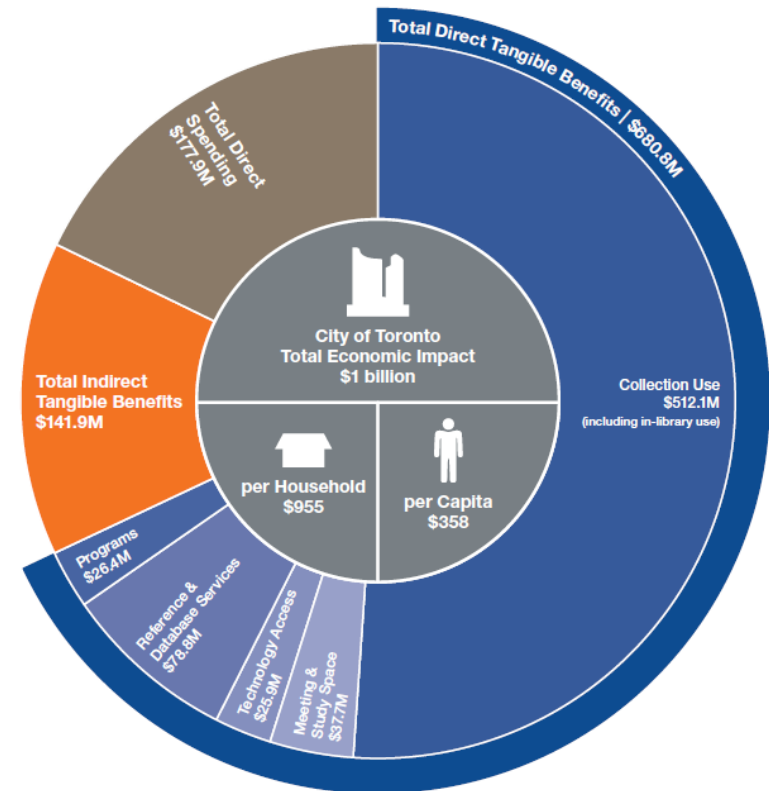
Context of Budget Request

Strong Return on Investment

In 2013, the library commissioned the Martin Prosperity Institute to conduct the first-ever Canadian study to measure the library's economic impact on Toronto

The results clearly demonstrate that TPL delivers a strong return on investment through the delivery of services that enhance Toronto's competitiveness and prosperity, and contribute to a better quality of life for all

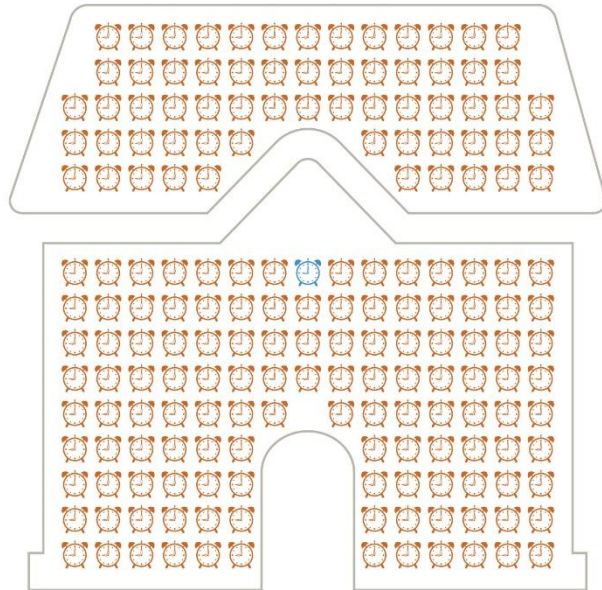
Toronto Public Library creates over **\$1 billion** in total economic impact



\$1 invested = **\$5.63** in economic impact

Context of Budget Request

Strong Return on Investment



 **\$627 million**

total value of all library hours
in 2012.

 **\$2,515**

average value of one open hour.

\$653

average cost of one open hour.



think read listen enjoy
borrow explore watch
experience learn hear
see discuss contemplate

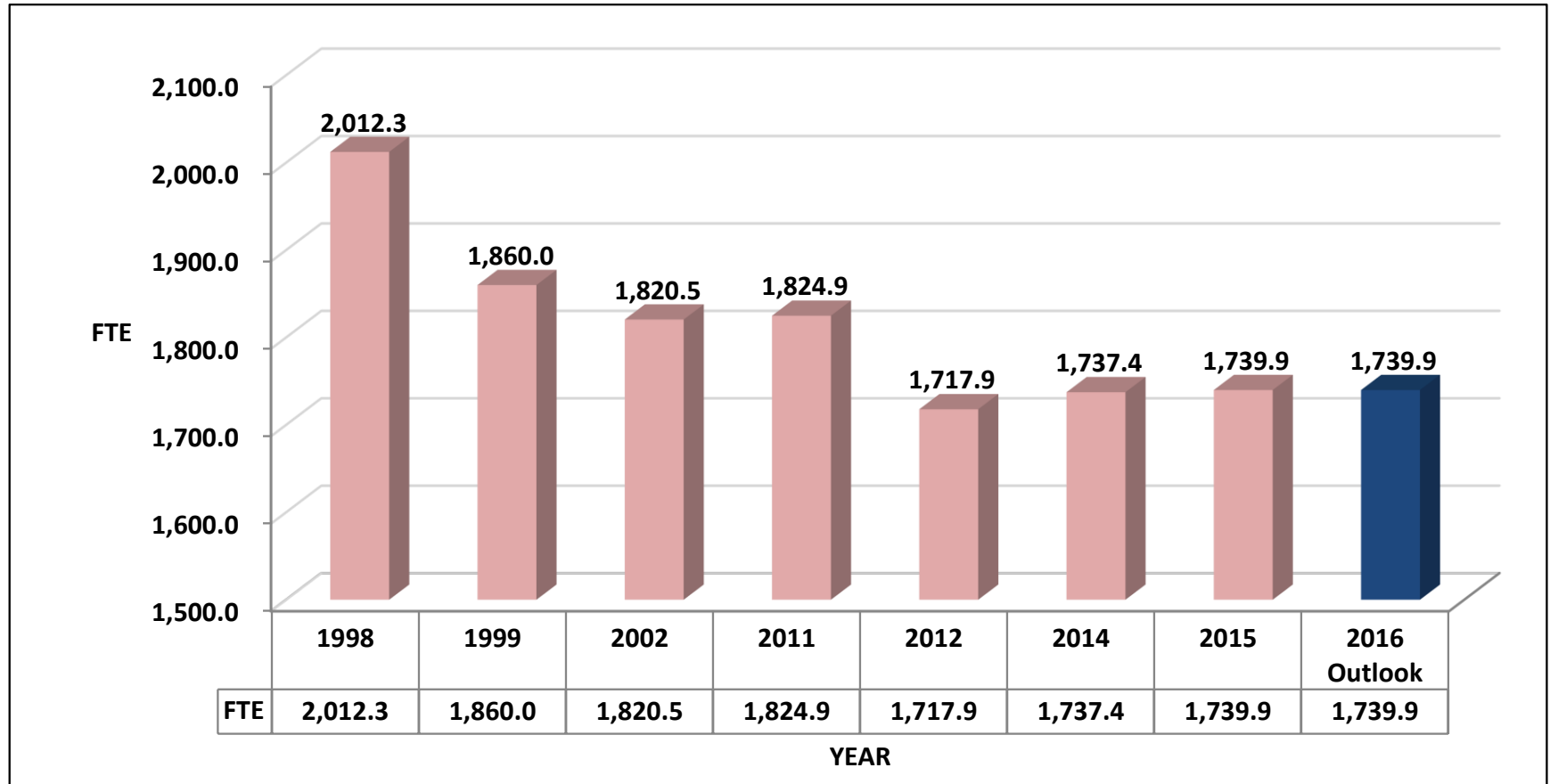
\$502 value of a library
membership.



Based on up to **\$1 billion** in total direct benefits and
use of the library by **72%** of Torontonians.

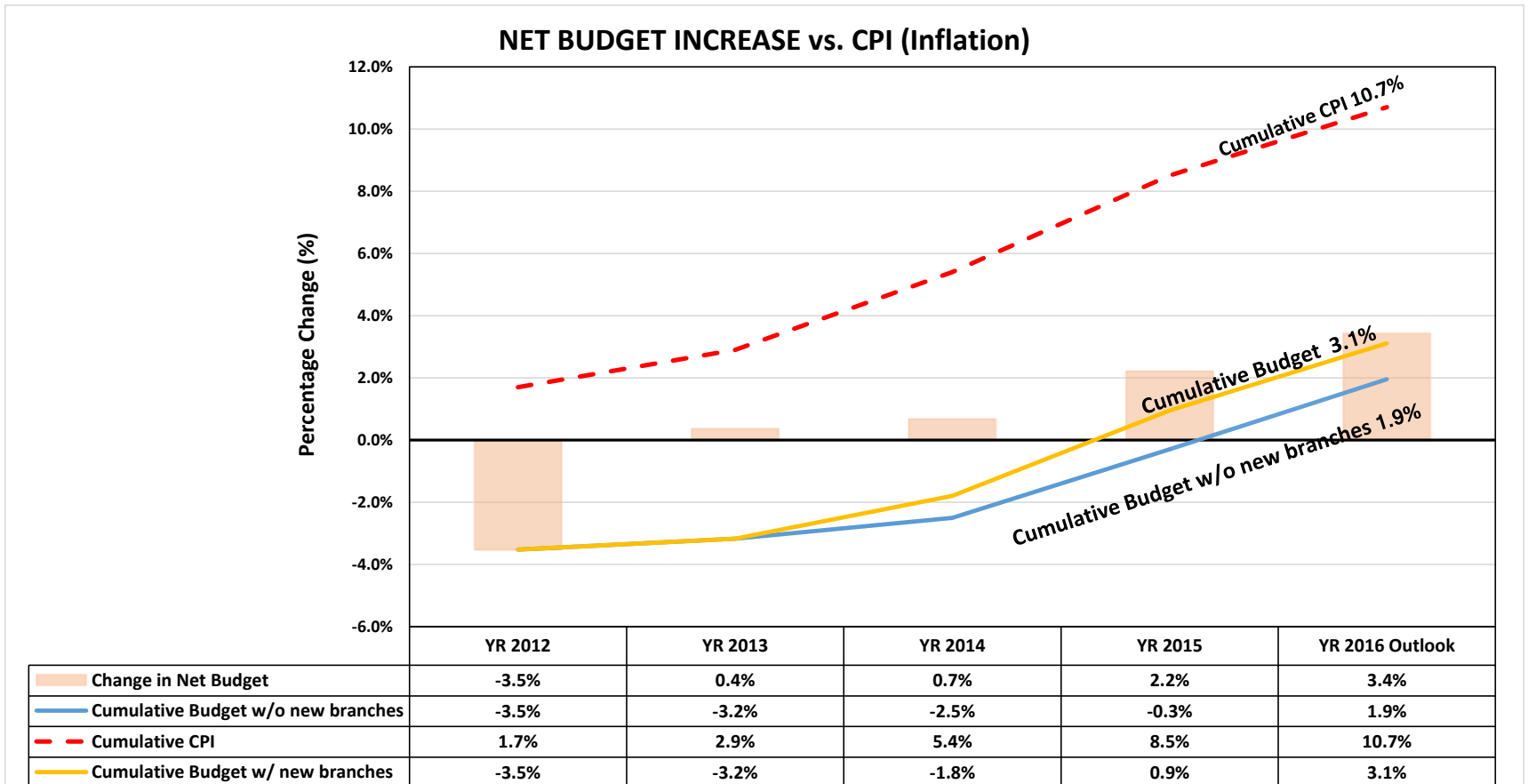
Context of Budget Request

History of Staff Changes



Context of Budget Request

History of Budget Increases



70% below inflation

Context of Budget Request

History of Efficiencies and Budget Savings

- 169 hours of weekly service were added through efficient scheduling and with no increase in staffing
- In 1999 and 2000, 200 positions were deleted
- 111 positions reduced in 2012 and 2013 from efficiency initiatives:
 - 38 positions through self-service technology at all branches, 13 automated sorters and a central sorter
 - 45 positions through business process reengineering using Lean Six Sigma
 - 19 positions through service consolidations for the Urban Affairs branch, distribution hubs, mobile library service and various departments in the Toronto Reference Library
 - 9 positions through restructured management and support staffing

Context of Budget Request

History of Efficiencies and Budget Savings

- Higher development charges (DC) funding to reduce operating budget pressure for collections and IT replacement
- Purchasing power enhanced by participation in provincial consortiums resulting in preferential pricing for collections and electronic databases
- Cooperative purchasing power with the City
- Revenue from tenant leases, fines and facility rentals
- Strategic partnerships
- Increased support from the TPL Foundation
- Benefit from ongoing contribution of volunteers

2016 Base Budget Outlook

Summary

	NET \$000s	%
2015 Approved budget	172,203.0	
Budget pressures		
Cost pressures	3,895.5	2.3%
Revenue losses	391.0	0.2%
	4,286.5	2.5%
Budget reliefs		
Expense reductions	150.0	0.1%
Revenue increases	379.7	0.2%
	529.7	0.3%
Base Budget Increase	3,756.8	2.2%
2016 Base budget outlook	175,959.8	2.2%

2016 Base Budget Outlook

Cost Pressures

	NET \$000s	%
Salary and benefits cost increase	1,562.8	0.91%
Increased cost of contracted services	868.6	0.50%
Library collections increase including US\$ exchange	464.7	0.27%
Increased cost of utilities	310.5	0.18%
Library collections - Province ended e-content subsidy	220.0	0.13%
Operating impact of capital projects	175.3	0.10%
Branch rent increases	150.1	0.09%
Increased cost of supplies, bldg. and fleet maintenance	143.5	0.08%
	<u>3,895.5</u>	<u>2.26%</u>

2016 Base Budget Outlook

Revenue Losses

	NET \$000s	%
Fines revenue reduction	310.0	0.18%
Unrealized advertising revenue	40.0	0.03%
Unachieved revenue from online sales of library material	21.0	0.01%
Discontinued CAP Federal Grant	20.0	0.01%
End of Pan-Am Games funding - program reduction	-	0.00%
	<u>391.0</u>	<u>0.23%</u>

2016 Base Budget Outlook

Expense Reductions

	NET \$000s	%
Savings from external contracts	100.0	0.06%
Cost savings from RFID material tags	25.0	0.02%
Savings from library materials processing supplies	25.0	0.01%
	150.0	0.09%

2016 Base Budget Outlook

Revenue Increases

	NET \$000s	%
Increased recovery from management fees	154.7	0.09%
Projected revenue from premium room rentals	145.0	0.08%
Projected additional revenue from tenant leases	52.0	0.03%
Increased revenue from auditorium and room rentals	28.0	0.02%
	<u>379.7</u>	<u>0.22%</u>

2016 Base Budget Outlook

Budget Target

	NET \$000s	%
2016 Base budget increase	3,756.8	2.2%
1% reduction from 2015 budget	1,722.0	1.0%
Shortfall from target	5,478.8	3.2%

Budget Enhancement

Plan for Open Hours

- In January 2006, the Library Board adopted the Open Hours Plan
 - increase open hours across the city by 25 percent
- The Vision included:
 - More Sunday hours in more branches (213 hours)
 - Late night service to midnight, five nights per week in 19 branches (330 hours)
 - More morning, afternoon and evening hours from Monday to Friday

2006 Approved Plan for Open Hours

	Monday - Friday	Saturday	Sunday
1 Research and Reference Libraries (2 Locations - 91 hours / week)	9 am - 8:30 pm 8:30 pm - 12 late study	9 am - 5 pm	12 - 8 pm
2 District Branches (17 Locations - 91 hours / week)	9 am - 8:30 pm 8:30 pm - 12 late study	9 am - 5 pm	12 - 8 pm
3 Neighbourhood Branches (17 Locations - 65.5 hours / week)	9 am - 8:30 pm	9 am - 5 pm	12 - 5 pm Sept - June (16 Locations)
4 Neighbourhood Branches (28 Locations - 62 hours / week)	9 am - 8:30 pm Mon-Thu 9 am - 5 pm Friday	9 am - 5 pm	12 - 5 pm Sept - June (13 Locations)
5 Neighbourhood Branches (23 Locations - 50.5 hours / week)	10 am - 8:30 pm Mon 12:30 - 8:30 pm Tues, Thu 10 am - 6 pm Wed, Fri	9 am - 5 pm	12 - 5 pm Sept - June (1 Location)
6 Neighbourhood Branches (10 Locations - 40 hours / week)	Closed Mon 12:30 - 8:30 pm Tues, Thu 10 am - 6 pm Wed, Fri	9 am - 5 pm	Closed

History of Increased Open Hours

2 R&R and 17 District Branches

Standardized, 65.5 hours Mon-Sat

Neighbourhood Branches

50% have increased hours Mon-Sat

Increased open hours achieved through:

- Efficient scheduling
- Self-service circulation
- Two new branches

**Achieved increase of 444.5 hours per week,
or 30% of Plan increase**

Budget Enhancement

Summary

	NET \$000s	%
Sunday open hours enhancement	557.5	0.32%
Poverty reduction - Youth Hub Expansion Phase 2	200.0	0.12%
Total enhancements	757.5	0.44%

Budget Enhancement

Sunday Service

Current Sunday Service

27 branches open for 3.5 hours for 37 Sundays
3,496.5 hours; \$2,619K

1st Enhancement: Year-round service

8 existing branches provide year-round service
– 8 additional Sundays
+224 hours; **+264K**

2nd Enhancement: Six additional branches

6 more branches open for 37 Sundays
+777 hours; **+\$294K**

Combined Enhancement

8 branches open for 45 Sundays
25 branches open for 37 Sundays
+1,001 hours; **\$558K**

Total 4,497.5 hours ; \$3,176K

2016 Total Budget Outlook

Summary

	NET \$000s	%
2015 Approved budget	172,203.0	
2016 Base budget increase	3,756.8	2.2%
Budget enhancements	757.5	0.4%
2016 total budget increase	4,514.3	2.6%
2016 total budget outlook	176,717.3	2.6%

2016 total budget increase	4,514.3	2.6%
1% reduction from 2015 budget	1,722.0	1.0%
Shortfall from target	6,236.3	3.6%

2016 Operating Budget

Further Budget Work

- Line-by-line review to continue to refine pressures and reliefs
 - No identified savings from shared services
- Strategies to manage ongoing demand, improve customer service, and fund transformation of 21st century library services
 - More self-service options (online fines payment in-branch, online registration and booking rooms; self-serve access to collections and branches)
 - Leverage library assets to generate additional revenue
 - Work with the Foundation to support identified funding opportunities and help cultivate new ones.
 - DC funding for collections
- Further cuts will impact staffing and the library's ability to deliver services

2016 Operating Budget

Timetable

- Operating budget submission - Sep 21 board meeting
- Administrative review
 - Executive Committee Review of Service Levels – Jun 30
 - City Finance Review - Jul - Sept
 - City Manager, DCM & CFO - Sep - Oct
- Political review dates
 - Informal review meeting with Budget Committee Reps – Sep 15-Oct 16
 - Budget Committee Public Budget Introduction – Dec 15
 - Public Briefings to Budget Committee – Jan 5-11, 2016
 - Budget Committee Public Presentation – Jan 12-14, 2016
 - Budget Committee wrap-up – Jan 18, 2016; final wrap-up – Jan 26, 2016
 - Executive Committee Review – Feb 9, 2016
 - Council Approval – Feb 17-18, 2016



Thank you



Bookmobile Schedule – 2015

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide a summary of the annual staff review of bookmobile service, including new outreach initiatives and the new bookmobile schedule that will be fully in effect in July 2015. One new stop was introduced in late 2014 and made permanent in February 2015.

The new schedule takes effect July 2015 and includes 28 permanent stops, all of which are weekly. Library staff have contacted local City Councillors and advised customers affected by the changes. A map of the bookmobile stops is provided in Attachment 1.

The successful Family Shelter Outreach initiative will continue to provide service to residents who are underserved and experience barriers to library service. By the end of 2015, a total of eight shelters will have participated.

Bookmobile service continues to provide a flexible and timely response to changing community needs. As community demands shift, the scheduling and location of stops can be changed to provide service where the need is greatest.

FINANCIAL IMPACT

There is no financial impact to this report.

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

ISSUE BACKGROUND

Toronto Public Library currently operates two bookmobiles that provide library service at 28 permanent weekly stops across the city. Service is targeted to populations including young children, seniors and newcomers who face barriers to accessing local branches. In October 2014, a temporary bookmobile stop was established at Taylor Massey on a trial basis. The

stop was subsequently made permanent in February 2015.

Bookmobile stops are reviewed annually to determine overall performance. The evaluation of stops is based on performance in terms of circulation per hour. In evaluating any potential changes and additions, consideration is also given to at-risk neighbourhoods. The location of a bookmobile stop within a neighbourhood is important to the success of the stop. The presence of a community focal point that draws potential customers from throughout the neighbourhood is ideal.

Outreach to Family Shelters was implemented in September 2014 to reach individuals who experience barriers to library service and to offer library programming to an underserved group. The Bookmobile and a librarian from the local branch visit the facility to provide the residents with an opportunity to learn about library services and enjoy literacy-based programming. This was a collaborative pilot project between Mobile Library Services and Branch Libraries. To date, four homeless shelters whose mandate includes the provision of services to women and their children have participated

COMMENTS

Review of service changes to the bookmobile schedule are outlined below and address issues identified in the annual review. The current schedule includes 28 permanent stops, all of which are weekly. Total weekly service hours remain the same as the 2014 schedule at 41.25 hours per week. Library staff have contacted local City Councillors and advised customers affected by the changes. A number of adjustments were made to the schedule in 2014; only minor changes are being implemented in 2015.

New Stop

Taylor Massey (Victoria Park Avenue and Crescent Town Road) was introduced in response to a need identified for library service in this apartment building community, which is bordered by Massey Creek and Dentonia Park to the north and south and Dawes Road and Victoria Park Avenue to the west and east. Following a trial period from October 2014 to January 2015, this stop became permanent in February 2015. The stop is located next to Crescent Town Elementary School.

Family Shelter Outreach

From September to November 2014 the bookmobile partnered with staff from local libraries to visit two shelters, Ernestine's Women's Shelter (Albion and Kipling area) and Birkdale Residence (Ellesmere and Midland area) on alternate Thursday evenings. Building on this successful outreach, service was expanded to include two additional shelters from February to May 2015: Family Residence (Kingston and Galloway area) and Beatrice House (Caledonia and Rogers area). The shelter visits take place each Thursday evening on a rotating basis. This program will continue through 2015 with a total of eight shelters planned to receive visits.

CONCLUSION

The new bookmobile schedule provides for service at 28 weekly stops throughout the city, including the new stop at Taylor Massey.

The successful Family Shelter Outreach initiative will continue to provide service to residents who are underserved and experience barriers to library service. By the end of 2015, a total of eight shelters will have participated.

Bookmobile service continues to provide a flexible and timely response to changing community needs. As community demands shift, the scheduling and location of stops can be changed to provide service where the need is greatest.

CONTACT

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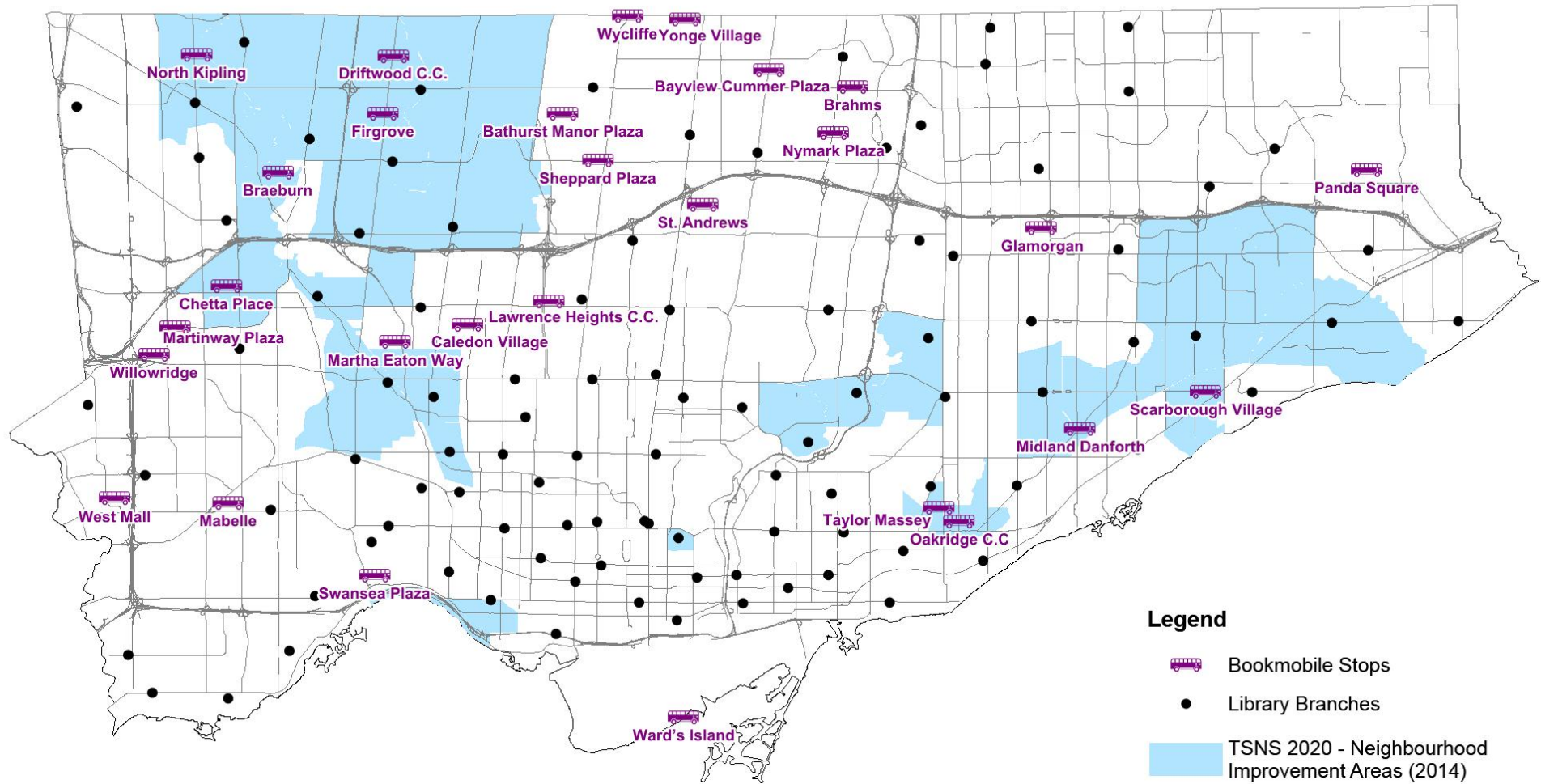
SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENT

Attachment 1: Bookmobile Stops as of July 2015 Map

Bookmobile Stops as of July 2015





STAFF REPORT INFORMATION ONLY

23.

Board Resolutions – Status Report

Date:	June 22, 2015
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 future 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 – June 22, 2015



STATUS REPORT
TORONTO PUBLIC LIBRARY BOARD RESOLUTIONS
AS AT JUNE 22, 2015

DATE OF MEETING	MOTION (Ref: Minute #)	STATUS	TARGET DATE
	13-181 – Perth/Dupont Branch – Potential Relocation and Expansion 14-150 – Notice of Motion: Funding and Timing of Perth/Dupont Branch Relocation		
Nov. 18, 2013	3. requests City Council that the proceeds from the sale of the current site be prioritized towards the building of the new library;	IN PROGRESS Staff to work with the local Councillor and City Planning staff to submit request to City Council.	Third Quarter 2015
Sep. 8, 2014	2. authorizes staff to work with the local councillor and developer to negotiate terms for relocating the Perth/Dupont Branch to 299 Campbell, subject to Board approval of the negotiated terms and the proposed development receiving the appropriate planning approvals and Toronto Public Library retaining the proceeds from the sale of the current property, receiving the remainder of the funding from Section 37 agreements or funding from other non-Toronto Public Library sources or the City;	IN PROGRESS Staff to work with the local Councillor and developer. Staff to bring the negotiated terms to the Board for approval.	Third Quarter 2015
	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).	Staff to bring a recommendation to the Board for a new name for the relocated branch to the Board for approval. This is subject to Board and Council approval for the project.	To be determined

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;	IN PROGRESS	Third Quarter 2015
May 26, 2014	14-110 – Results of the Request for Information Process for Advertising on the Library’s Wi-Fi Networks		
	2. requests the Toronto Public Library Foundation to assess the viability of sponsorship and report back to the Toronto Public Library Board in the Foundation’s annual report.	COMPLETED Verbal report provided by Toronto Public Library Foundation at the June 22, 2015 meeting.	June 2015 TPLB meeting
Sep. 8, 2014	14-159 – Deferred Ombudsman Motion and Bill 8		
	1. requests staff to report back as soon as possible on the feasibility of bringing the Toronto Public Library under the jurisdiction of the City of Toronto Ombudsman; 2. requests staff report back on the feasibility of establishing a Toronto Public Library Ombudsman by Board resolution with similar powers and duties to those of the City of Toronto Ombudsman, under the authority of the <i>Public Libraries Act</i> , in the event that it is determined that the <i>City of Toronto Act</i> prohibits the jurisdiction of the City of Toronto Ombudsman from being expanded to include the Toronto Public Library; and	COMPLETED Report provided at the June 22, 2015 meeting.	June 2015 TPLB meeting

DATE OF MEETING	MOTION (Ref: Minute #)	STATUS	TARGET DATE
	3. requests that any policy to establish a Toronto Public library Ombudsman include a provision that if the City of Toronto Act is amended, or other provincial legislation is introduced, so that the Toronto Public Library is brought under the jurisdiction of another Ombudsman, that the need for a Toronto Public Library Ombudsman be reviewed by the Board.		
Oct. 20, 2014	14-176 – Arts Exhibits Program Fees		
	1. extends the art exhibit fee pilot for the 2015/16 season with additional promotion of the program being undertaken; and 2. requests staff to report back to the Board in spring 2015 with a final recommendation about the art exhibit fee.	COMPLETED Report provided at the June 22, 2015 meeting.	June 2015 TPLB meeting
Nov 17, 2014	14-185 – Business Arising from the Minutes – Arts Exhibits Program Fees		
	1. requests staff to report back to the Board on the showcasing of the work of local artists in branches during the 2015 Pan Am and Parapan Am Games, including branches near Poetry Slam and Pan Am events sites.	IN PROGRESS	September 2015 TPLB meeting
Dec. 15, 2014	14-222 – Notice of Motion – Report Request: Toronto Public Library Board Code of Conduct		
	1. requests staff to report back by the end of the second quarter of 2015 on the establishment of	IN PROGRESS	Third Quarter

DATE OF MEETING	MOTION (Ref: Minute #)	STATUS	TARGET DATE
	the Toronto Public Library Board Code of Conduct.		2015
Feb. 17, 2015	15-030 – Women’s History Month at Toronto Public Library		
	2. requests staff to explore the feasibility of celebrating Women’s History Month and provide a summary of current programming related to women, and report back at the end of the Third Quarter.	IN PROGRESS	September 2015 TPLB meeting
Feb. 17, 2015	15-033 – Notice of Motion – Pilot Project Request for “Pop-up Storefront Branch”		
	<ol style="list-style-type: none"> 1. explore the feasibility of opening a “pop-up storefront branch” as a pilot project at a suitable location within the City of Toronto, along with the appropriate services, which could be offered on a smaller scale than our currently operated branches; 2. explore opportunities for partnerships in operating the pilot project with City of Toronto Departments, as well as suitable partners in the private sector; 3. submit a request to the City of Toronto for the 2016 capital/operating budget cycle, if feasible; and 4. report back to the June 22, 2015 Board of Directors meeting. 	COMPLETED Report provided at the June 22, 2015 meeting.	June 2015 TPLB meeting

DATE OF MEETING	MOTION (Ref: Minute #)	STATUS	TARGET DATE
	15-048 – Selection of Committee Members, Board Representatives and Association Members – 2015 15-100 – Review of Board Committee Structure		
Mar 23, 2015	1. defers consideration of all Committee members, Board representatives and Association members with the exception of the Strategic Planning Steering Committee.	COMPLETED Report deferred at the May 25, 2015 meeting	May 2015 TPLB meeting
May 25, 2015	1. defers consideration of the Review of Board Committee Structure report, and requests the City Manager and the City Clerk to make an overview presentation on the City's Governance Principles and Procedures at the June 2015 Board meeting, and request the Auditor General to make a presentation at the same meeting on the Importance of Good Governance related to Board operations.	COMPLETED Report provided at the June 22, 2015 meeting	June 2015 TPLB meeting
Mar 23, 2015	15-049 - Communications		
	1. defers consideration of Communication (a) from the Auditor General until the Committee structure has been reviewed.	COMPLETED Report provided at the June 22, 2015 meeting.	June 2015 TPLB meeting
Apr. 20, 2015	15-076 – Achieving a Paperless Board through Technology		
	1. directs staff to proceed with a pdf version of the Board meeting agenda package in lieu of paper copies for Board members, and evaluate	IN PROGRESS PDF version of the Board meeting agenda package provided to Board members at the June 22, 2015 meeting in lieu of paper copies. An	November 2015 TPLB

DATE OF MEETING	MOTION (Ref: Minute #)	STATUS	TARGET DATE
	the revised process in three months.	evaluation of the revised process expected to be provided to the Board at the November meeting.	meeting
Apr. 20, 2015	15-077 – Creating a New Strategic Plan: 2016 – 2019		
	2. directs staff to begin the environmental scan and consultation as input into the plan's priorities, and report to the Library Board by June 2015.	COMPLETED Report provided at the June 22, 2015 meeting.	June 2015 TPLB meeting
May 25, 2015	15-103 – 2014 Grants		
	2. requests staff to report at the September meeting on the status of the Federation on Ontario Public Libraries' efforts and advocacy concerning provincial operating grants to Ontario public libraries	IN PROGRESS Report expected to be provided at the September 2015 meeting.	September 2015 TPLB meeting