



Toronto Public Library Board

Meeting No. 3: Monday, March 25, 2019, 6:00 p.m. to 7:40 p.m.

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

Toronto Reference Library is on Indigenous land. This is the traditional territory of the Haudenosaunee Confederacy (also known as the Six Nations Confederacy), the Wendat, and the Mississaugas of the New Credit First Nation. Toronto Public Library gratefully acknowledges these Indigenous nations for their guardianship of this land. We'd also like to remind and reaffirm, as Torontonians and Canadians, our accountability to these Indigenous nations, and to all Indigenous peoples and communities living in Toronto.

This land is also part of the Dish with One Spoon territory, that includes a treaty between the Haudenosaunee Confederacy, the Anishinaabek and allied nations, to peaceably share and care for this land, its waters, and all of the biodiversity in the Great Lakes region. All those who come to live and work here are responsible for honouring this treaty in the spirit of peace, friendship, and respect.

Members:

Councillor Paul Ainslie
Ms. Andrea Geddes Poole
Ms. Sue Graham-Nutter
Mr. Jonathan Hoss
Mr. Fenton Jagdeo

Ms. Jennifer Liu
Mr. Strahan McCarten
Councillor Gord Perks
Mr. Alim Remtulla

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 February 25, 2019 Toronto Public Library Board Meeting Minutes**
- 5. Approval of Consent Agenda Items**
All Consent Agenda Items (*) are considered to be routine and are recommended for approval by the Chair. They may be enacted in one motion or any item may be held for discussion.

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6. **Business Arising from the Minutes**
 - a. **Appointment of a Board Member to the Toronto Public Library Foundation Board – Verbal** 5 minutes
 - * 7. **City Librarian’s Report**
 8. **Communications**
 9. **Presentations**
 - Toronto Public Library Foundation – Update* 15 minutes
 - Sarah Fulford, Chair, Toronto Public Library Foundation Board and Jennifer Jones, President, Toronto Public Library Foundation
 - ** - Derek Moran 5 minutes
 - regarding Agenda Item Nos. 10 and 12
 - ** - Miguel Avila-Velarde 5 minutes
 - regarding Agenda Item No. 12
 10. **TPL Board Education** 20 minutes
 - **Governance Overview**
 - *TPL Governance: Sandra Rodriguez, Karen Jones and Jennifer Franks – City Manager’s Office, City of Toronto*
 - **Board Procedural Principles and Expectations of City Appointees**
 - *John Elvidge and Aretha Phillip – City Clerk’s Office, City of Toronto*
- Items for Action:*
11. **2019 Operating Budget – Adoption** 10 minutes
 12. **2019-2028 Capital Budget and Plan – Adoption** 10 minutes
 13. **Creating a New Strategic Plan: 2020-2024** 10 minutes
 - *14. **Parkdale Branch – Award of Tender**
- Items for Information:*
15. **Operating Budget Monitoring Report – December 31, 2018** 5 minutes
 16. **Capital Budget Monitoring Report – December 31, 2018** 5 minutes
 - *17. **Board Resolutions – Status Report**
 18. **Adjournment**

Attendant Care Services can be made available with some notice.



Toronto Public Library Board

Meeting No. 2: Monday, February 25, 2019, from 6:00 p.m. to 6:55 p.m.

Toronto Reference Library, Boardroom, 789 Yonge Street, Toronto

Members Present:

Ms. Sue Graham-Nutter (Chair)

Mr. Strahan McCarten (Vice Chair)

Mr. Jonathan Hoss

Mr. Fenton Jagdeo

Ms. Jennifer Liu

Mr. Alim Remtulla

Regrets:

Councillor Paul Ainslie

Ms. Andrea Geddes Poole

Councillor Gord Perks

19-019 Call to Order

Vickery Bowles, City Librarian, called the meeting to order at 6:00 pm.

Ms. Bowles gratefully acknowledged that the Toronto Reference Library is on Indigenous land. She indicated this is the traditional territory of the Haudenosaunee Confederacy (also known as the Six Nations Confederacy), the Wendat, and the Mississaugas of the New Credit First Nation. Toronto Public Library gratefully acknowledges these Indigenous nations for their guardianship of this land. Ms. Bowles reminded and reaffirmed as Torontonians and Canadians, accountability to these Indigenous nations, and to all Indigenous peoples and communities living in Toronto.

Ms. Bowles further indicated that this land is also part of the Dish with One Spoon territory, that includes a treaty between the Haudenosaunee Confederacy, the Anishinaabek and allied nations, to peaceably share and care for this land, its waters, and all of the biodiversity in the Great Lakes region. All those who come to live and work here are responsible for honouring this treaty in the spirit of peace, friendship, and respect.

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Call to Order – continued

Ms. Bowles welcomed new citizen Library Board members Jonathan Hoss, Fenton Jagdeo, Jennifer Liu, Andrea Geddes Poole and Alim Remtulla along with returning citizen members Sue Graham-Nutter and Strahan McCarten to the 2019 – 2022 term of the Toronto Public Library Board.

Ms. Bowles acknowledged the service to the Toronto Public Library Board of Cameron Bryant since May 2018. Appreciation was expressed to Mr. Bryant for his commitment and dedication to the Toronto Public Library Board during his term on the Board.

Presentations**19-020****Derek Moran regarding Agenda Item Nos. 3 – Election of Vice Chair of the Board and 20 – 2019-2028 Capital Budget and Plan – Update**

Derek Moran's presentation was moved to earlier on the agenda to allow his comments regarding the Board's election process to take place before elections were held. He expressed concern regarding differences in the Toronto Public Library's Procedural By-law from the City of Toronto's that limit the matters on which members of the public can address the Board. In response to Mr. Moran's request that Councillor Gord Perks be nominated for Chair of the Toronto Public Library Board to address these differences, Vickery Bowles, City Librarian, advised that under the Board's Procedural By-law, members of the public cannot nominate Board members for Chair of the Board.

Relating to the *2019-2028 Capital Budget and Plan – Update*, Mr. Moran expressed concern regarding noise issues at the Northern District branch and indicated the need for an enclosed children's section at the branch to address these issues.

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

That the Toronto Public Library Board:

- 1. receives the presentation from Derek Moran regarding Agenda Item Nos. 3 – Election of Vice Chair of the Board and 20 – 2019-2028 Capital Budget and Plan – Update for information.*

Carried

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19-021 Election of Chair of the Board

Vickery Bowles called for nominations for the Chair of the Toronto Public Library Board.

Moved by S. McCarten, seconded by J. Hoss:

That:

1. *Sue Graham-Nutter be nominated for Chair.*

Carried

Ms. Graham-Nutter agreed to stand for election.

There being no further nominations, it was:

Moved by A. Remtulla, seconded by F. Jagdeo:

That:

1. *nominations be closed.*

Carried

Vickery Bowles declared Sue Graham-Nutter duly elected Chair of the Toronto Public Library Board by acclamation.

Ms. Graham-Nutter assumed the Chair.

19-022 Election of Vice Chair of the Board

Sue Graham-Nutter called for nominations for the Vice Chair of the Toronto Public Library Board.

Moved by J. Hoss, seconded by J. Liu:

That:

1. *Strahan McCarten be nominated for Vice Chair.*

Carried

Mr. McCarten agreed to stand for election.

There being no further nominations, it was:

Moved by A. Remtulla, seconded by J. Hoss:

That:

1. *nominations be closed.*

Carried

Sue Graham-Nutter declared Strahan McCarten duly elected Vice Chair of the Toronto Public Library Board by acclamation.

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19-023 Selection of Committee Members, Board Representatives and Association Members – 2019

Andrea Geddes Poole, unable to attend the February 25, 2019 meeting, provided her consent to be considered for the Strategic Planning Steering Committee and the representative to the Toronto Public Library Foundation Board.

Councillor Paul Ainslie, unable to attend the February 25, 2019 meeting, provided his consent to be considered for the City Librarian's Performance Review Committee.

Moved by S. McCarten , seconded by J. Liu:

That the Toronto Public Library Board:

1. *approves the terms of reference for the Strategic Planning Steering Committee as contained in Attachment 2;*
2. *appoints the following Library Board members to the following committees for 2019:*
 - a. *City Librarian's 2018/2019 Performance Review Committee:
Sue Graham-Nutter, Strahan McCarten and Councillor Paul Ainslie;*
 - b. *Strategic Planning Steering Committee:
Sue Graham-Nutter, Strahan McCarten, Andrea Geddes Poole, Jonathan Hoss, Fenton Jagdeo, Jennifer Liu, Alim Remtulla;*
3. *appoints Fenton Jagdeo to the role of Board Liaison to Youth.*

Carried

There was no interest expressed by Board members for representation to the Board of the Federation of Ontario Public Libraries.

In addition to Andrea Geddes Poole, Jennifer Liu expressed interest in representation to the Toronto Public Library Foundation Board. The matter will be brought back to the March 25, 2019 Toronto Public Library Board under *Business Arising from the Minutes*.

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19-024 Declarations of Conflicts of Interest

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

19-025 Approval of Agenda

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

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

1. *add a Presentation from Derek Moran regarding Agenda Item Nos. 3 – Election of Vice Chair of the Board and 20 – 2019-2028 Capital Budget and Plan – Update for information; and*
2. *add a Presentation from Toronto Public Library Workers Union Local 4948 CUPE regarding a health and safety matter for information.*

Carried

19-026 Confirmation of January 21, 2019 Toronto Public Library Board Meeting Minutes

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

That the Toronto Public Library Board:

1. *confirms the minutes of the January 21, 2019 Toronto Public Library Board meeting.*

Carried

19-027 Approval of Consent Agenda Items

Moved by J. Liu, seconded by F. Jagdeo:

That the Toronto Public Library Board:

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

Carried

19-028 Business Arising from the Minutes

There were no *Business Arising from the Minutes* items at the February 25, 2019 meeting.

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19-029 City Librarian's Report (Received for Information by Consent)*That the Toronto Public Library Board:*

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

*Carried***19-030 Communications (Received for Information by Consent)***That the Toronto Public Library Board:*

1. receives Communication (a) from Sue Graham-Nutter, Chair, Toronto Public Library Board to Hachette, Macmillan, Penguin Random House, Simon & Schuster and Harper Collins publishers dated February 15, 2019 regarding the Canadian Urban Libraries Council econtentforlibraries.org advocacy campaign, for information.

*Carried***Presentations****19-031 Brendan Haley, President, Toronto Public Library Workers Union Local 4948 CUPE regarding health and safety**

Brendan Haley introduced Paul Robinson, Co-Chair, Central Joint Health & Safety Committee. Mr. Haley welcomed new citizen members to the Board. He expressed concern regarding the current relationship between Management and the Union. He also questioned the need for rebranding of the Library at this time.

Mr. Haley outlined the results of a recent health and safety survey conducted by the Union that indicated the majority of respondents to the survey expressed concern regarding health and safety at the Library.

*Moved by J. Hoss, seconded by S. McCarten:**That the Toronto Public Library Board:*

1. receives the presentation from Brendan Haley, Acting President, Toronto Public Library Workers Union Local 4948 CUPE regarding health and safety for information.

Carried

Toronto Public Library Board**Meeting No. 2: Monday, February 25, 2019, from 6:00 p.m. to 6:55 p.m.****Toronto Reference Library, Boardroom, 789 Yonge Street, Toronto**

Item for Information:**19-032 Toronto Public Library Board Education – Orientation – Conflicts of Interest**

Rosa Stall, Solicitor, City of Toronto, outlined information for Board members regarding their legal duties and requirements, including acting in the best interests of the Board, abiding by the requirements of the Municipal Conflicts of Interest Act and the Library Board's Code of Conduct as well as fulfilling their requirements under the Public Libraries Act.

A copy of the presentation will be provided to Board members.

Moved by S. McCarten, seconded by J. Liu:

That the Toronto Public Library Board:

1. *receives the Toronto Public Library Board Education – Orientation – Conflicts of Interest presentation for information;*

Carried

Items for Action:**19-033 2019 Operating Budget – Update and Youth Hub Plan**

Larry Hughsam, Director, Finance & Treasurer, reviewed highlights of the report for the Board.

Moved by S. McCarten, seconded by F. Jagdeo:

That the Toronto Public Library Board:

1. *receives the City staff recommended 2019 operating budget of \$187.659 million net (\$206.880 million gross), which represents a \$5.266 million net (\$5.163 million gross) increase, or 2.9%, over the 2018 operating budget; and*
2. *endorses the plan for eight additional Youth Hubs over 2019 and 2020 as noted in Attachment 1, subject to Council approval.*

Carried

19-034 Centennial Branch – Architect – Award of Contract (Approved by Consent)

That the Toronto Public Library Board:

1. *awards the contract to Ken Fukushima Architecture jointly with McCallum Sather Architects Inc., for architectural services for the Centennial Library capital project based on fees of 6.93% of the estimated construction budget of \$8,954,000 resulting in a cost of \$620,512 excluding Harmonized Sales Tax (HST).*

Carried

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19-035 York Woods Branch – Lease Agreement for Alternate Service Plan (Approved by Consent)

That the Toronto Public Library Board:

1. *endorses a lease agreement between the Library and 7506473 Canada Inc. for space located at Yorkgate Mall, 1 York Gate Blvd, Unit 30 for a twenty-six (26) month term with four options to renew for three months each, substantially on terms and conditions set out in Appendix A;*
2. *authorizes the City Librarian to act on its behalf to seek City approval and execute the lease and related documentation; and*
3. *requests City Council to approve a Municipal Capital Facility Agreement for the leased space.*

Carried

19-036 Parkdale Branch – Closure for Minor Renovation (Approved by Consent)

That the Toronto Public Library Board:

1. *approves the closure of the Parkdale branch for approximately two to three months.*

Carried

19-037 Parliament Street Branch – Closure for Minor Renovation (Approved by Consent)

That the Toronto Public Library Board:

1. *approves the closure of the Parliament Street branch for approximately 1-1/2 to two months.*

Carried

19-038 St. James Town Branch – Closure for Minor Renovation (Approved by Consent)

That the Toronto Public Library Board:

1. *approves the closure of the St. James Town branch for approximately two to three months.*

Carried

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Items for Information:**19-039 2019-2028 Capital Budget and Plan – Update**

Larry Hughsam, Director, Finance & Treasurer, reviewed highlights of the report for the Board.

Moved by S. McCarten, seconded by J. Hoss:

That the Toronto Public Library Board:

1. *receives the 2019-2028 Capital Budget and Plan – Update report for information.*

Carried

19-040 Google IT Support Professional Certificate Program – Update

Moved by S. McCarten, seconded by J. Liu:

That the Toronto Public Library Board:

1. *receives the Google IT Support Professional Certificate Program – Update report for information.*

Carried

19-041 Toronto Public Library Board Members – Written Statements of Disclosure under the Municipal Conflicts of Interest Act

Moved by A. Remtulla, seconded by F. Jagdeo:

That the Toronto Public Library Board:

1. *receives the Toronto Public Library Board Members – Written Statements of Disclosure under the Municipal Conflicts of Interest Act report for information.*

Carried

19-042 Toronto Public Library Board Members – Expenses Paid for 2018 (Received for Information by Consent)

That the Toronto Public Library Board:

1. *receives the Toronto Public Library Board Members – Expenses Paid for 2018 report for information.*

Carried

Toronto Public Library Board

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19-043 Board Resolutions – Status Report (*Received for Information by Consent*)

That the Toronto Public Library Board:

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

Carried

19-044 Adjournment

Moved by A. Remtulla, seconded by J. Liu:

That the Toronto Public Library Board:

1. adjourns the February 25, 2019 Toronto Public Library Board meeting.

Carried

The meeting ended at 6:55 pm.

Signed: _____

City Librarian's Report for March 2019

Below is my report for the March 25, 2019 Toronto Public Library (TPL) Board [meeting](#), summarizing key activities in support of the priorities outlined in our [strategic plan](#). This report covers items that are not part of the Board agenda package.

Breaking Down Barriers to Access, Driving Inclusion

White Cane Week “Experience Expo”



Lindsay Tyler, (Senior Manager, CELA) and Bryce MacNaughton, (Adult Services Specialist – Outreach, TPL) at the White Cane "Experience Expo".

TPL was pleased to participate at the White Cane Week “Experience Expo” on February 2, 2019 at the Miles Nadal Jewish Community Centre. White Cane Week is an annual national public awareness campaign organized by the Canadian Council of the Blind to raise awareness about issues concerning people who experience vision loss. The “Experience Expo” is produced by the Toronto Visionaries Chapter of the Canadian Council of the Blind. The goal is to break the isolation that so often accompanies vision loss, foster connection and community, and encourage visitors to engage directly with the services, tools, and technologies that provide creative, adaptive solutions to overcoming barriers in all aspects of daily life. The TPL booth was buzzing all day long as staff shared information about [accessibility services](#), including accessible collections such as alternative format reading materials from the Centre for Equitable Library Access (CELA).

Presto Information Sessions Held at 21 Branches

To address the concerns that many individuals, especially seniors, have about the Toronto Transit Commission's (TTC) transition to [Presto](#), information sessions with Metrolinx have been held at 21 branches since the fall of 2018. These sessions have shared details on the logistics of getting a Presto card, registering for the seniors' discount, transfers and how to use a Presto machine. The sessions have been well-attended and appreciated.

Personalized Music for People Living with Dementia



Shannon Todd, an Alzheimer Society of Toronto volunteer, at Don Mills Branch.

TPL is working with the Alzheimer Society of Toronto (AST) to expand access to their [Music Project program](#). This project provides free MP3 players loaded with personalized music to people living with dementia. Studies have shown that music has the potential to reignite older memories and improve mood and quality of life. The Music Project was previously only accessible to caregivers at three AST offices, where parking costs and open hours limited accessibility. Caregivers are now able to meet with AST volunteers at library branches to pick up the Music Project packages and receive instruction. Working with AST is one example of TPL's dedication to supporting dementia-friendly communities.

Faith and Welcoming Communities Forum



A group of panelists at the Faith and Welcoming Communities Forum

On Tuesday March 5, TPL's Diversity and Inclusive Services Committee participated in the Faith and Welcoming Communities Forum, organized by [Toronto North Local Immigration Partnership](#) and held at [The Korean Cultural Centre for Education](#). As part of the planning team for this event, TPL also attended to gather information and participate in resource-sharing with services that support newcomers. A mix of speakers and table discussions provided participants from a range of faith organizations the opportunity to share lived experiences and to foster collaborative strategies for outreach and engagement with newcomers. Over 100 participants attended the event. Researchers and community agencies from the Settlement sector were also present and contributed their expertise and experiences in serving the needs of newcomers, refugees and asylum seekers. The event was an excellent opportunity to tackle the issues and barriers facing diverse communities. It is just one example of how collaborative approaches can make an impact in serving the needs of the diverse population of Toronto.

Creating Community Connections through Cultural Experiences

ENAGB: Indigenous Language Program for Families with Young Children

From January to December 2019, TPL is hosting [ENAGB Indigenous language classes](#) at four of our branches (Danforth/Coxwell, Gerrard/Ashdale, Malvern and Mount Dennis). These classes, specifically structured to provide support to all families who are expecting or have children under six years of age, have been designed and are being delivered by the [Native Canadian Centre of Toronto](#). The purpose of the program is to support language preservation and revitalization, and to provide a safe learning environment for Indigenous families and a learning opportunity for non-Indigenous families. The Library's role is to provide a safe and welcoming space for communities to learn. It is funded through a federal grant and is part of a national strategy to preserve Indigenous languages. Four Indigenous languages (Inuktitut, Cree, Ojibway and Mohawk) are taught in weekly, 30-minute sessions. Pronounced "Enag-Bee", ENAGB is an acronym based on Eshkiniigjik Naandwechigegamig, which means "a place for healing our youth"; and Aabiish Gaa Binjibaaying, which means, "where did we come from?"

New TD Gallery Exhibit, For the Record: An Idea of the North



Our newest TD Gallery Exhibit, [For the Record: An Idea of the North](#) launched on February 16 in the [TD Gallery](#) on the main floor of the [Toronto Reference Library](#). This interactive mixed media exhibit focuses on the role that Soundsystems and DJs have played in hip hop culture and in the emergence of Toronto's globally successful popular music scene. The show, produced in partnership with [Northside Hip Hop Archive \(NSHHA\)](#), features material from the Library's collections, the NSHHA, and also loaned items from the local music community. The exhibit runs until April 28, and there are free guided tours with Special Collections staff on Tuesdays at 2pm.

March Break 2019

Each year, March Break attracts over 22,000 customers to our branches. This year, staff organized over 400 programs for children and teens. The Children's Services Department worked with branches to ensure that each location had a special guest performance in addition to the already incredible array of programs for children and families that each branch organizes. Children across the city were able to enjoy performances in Magic, STEM, Puppet Shows, Theatre and a wide variety of programs offered in French. Throughout March Break, dozens of programs were offered across the city exclusively for teens, including our popular sushi-making class, dance classes, visual art and writing workshops, photography and even sleight-of-hand magic classes.

Transforming for 21st Century Service Excellence

Kicking Off TPL's Strategic Plan 2020-2024 Planning Process



In February and March, TPL hosted three Strategic Plan staff town halls at the Toronto Reference Library. These sessions were an important opportunity for our staff to share their ideas and input on TPL's direction and priorities to help inform the development of our upcoming Strategic Plan (2020-2024), which will guide the library in the coming years. Staff also have the opportunity to participate, discuss and provide feedback via internal online discussion boards. More than 380 staff joined the town halls, which were the first of several stakeholder engagement opportunities we have planned in the coming months.

Update & 2019 Strategy

TORONTO PUBLIC LIBRARY FOUNDATION

MARCH 25, 2019

FOUNDATION FACTS

- The Foundation was established in 1997 to support the Toronto Reference Library. Following amalgamation, the Foundation assumed fundraising responsibility for all TPL branches
- The purpose of the Foundation is to fundraise exclusively for TPL
- **Since established, Toronto Public Library Foundation has granted TPL over \$59M**
- Donors are comprised of individuals, associations, foundations and companies
- The Foundation team has 12 people and we're expanding this year
- The Foundation's Board has 20 Directors with Sarah Fulford (Editor, Toronto Life) as Chair

HOW WE FUNDRAISE

CORPORATE

Bank of American Merrill Lynch
Google
Shopify
Sun Life
TD
Visa

MAJOR GIFTS & INDIVIDUAL GIVING

A. Charles and Marilyn Baillie
The Bennett Family Foundation
The Haynes-Connell Foundation
Ira Gluskin and Maxine Granovsky Gluskin
Gerald Sheff and Shanitha Kachan

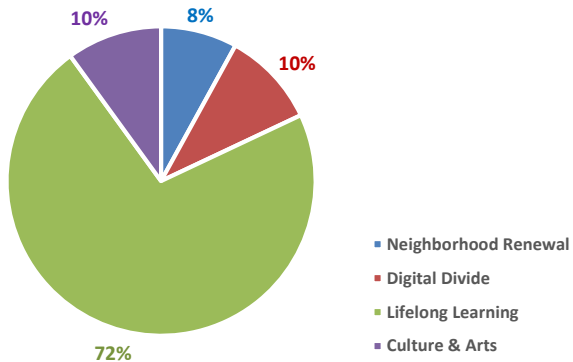
SPECIAL EVENTS

- Biblio Bash – annual black-tie gala at Toronto Reference Library
- Hush Hush – annual #partyinthestacks event for young patrons
- Other cultivation and stewardship events throughout the year

PLANNED GIVING

Legacy gifts and bequests left through estates

WHERE DONORS DESIGNATED THEIR FUNDS IN 2018



2017-2024 STRATEGIC OVERVIEW

Become a well-known and sought after charity in Toronto, significantly increasing our support of Toronto Public Library

1

Grow annual revenue from \$4M to \$10M by 2024

2

Build brand awareness among philanthropists, city builders and grassroots communities to inspire giving

3

Increase Foundation allocation to TPL



Build a High
Performance
Team



Transform
Board
Leadership



Invest in
Major Gifts



Create
Extraordinary
Donor
Relations



Build
Compelling
Communications



Create a
Culture of
Philanthropy

2019 GRANT GOAL OF \$3M

HOW YOU CAN HELP!



Donate and encourage others to

Purchase *I'm Library People* merchandise



Share our newsletter



2019 GRANT GOAL OF \$3M

HOW YOU CAN HELP!



City of Toronto Governance Overview for

Toronto Public Library Board
March 25, 2019

Agenda

- City's Agencies and Corporations
- TPL Board's Relationship to the City
- Board Responsibilities
- Required Board Policies
- Current City Priorities
- City Liaisons and Board Resources
- Questions and Discussions

Purpose

- TPL requested the City to provide an overview of the City's Governance principles and priorities.
- Orientation is required for new board members in a new term of Council.
- The City is committed to providing support and resources to its local boards when required.

Agencies

Service Agencies

- CreateTO
- Exhibition Place Board of Governors
- Heritage Toronto
- TO Live
- Toronto Atmospheric Fund
- Toronto Board of Health and Toronto Public Health
- Toronto Investment Board
- Toronto Parking Authority
- Toronto Police Services Board and Toronto Police Service
- Toronto Public Library Board
- Toronto Transit Commission
- Toronto Zoo Board of Management
- Yonge-Dundas Square Board of Management

Community-Based Boards:

➢ 83 Business Improvement Area (BIA) Boards of Management

➢ Arena Boards of Management:

- George Bell Arena
- Larry Grossman Forest Hill Memorial Arena
- Leaside Memorial Community Gardens Arena
- McCormick Playground Arena
- Moss Park Arena
- North Toronto Memorial Arena
- Ted Reeve Community Arena
- William H. Bolton Arena

➢ Community Centre Boards of Management (AOCCs):

- 519 Church Street Community Centre
- Applegrove Community Complex
- Cecil Community Centre
- Central Eglinton Community Centre
- Community Centre 55
- Eastview Neighbourhood Community Centre
- Ralph Thornton Community Centre
- Scadding Court Community Centre
- Swansea Town Hall Community Centre
- Waterfront Neighbourhood Centre

Partnered Agency

- Toronto and Region Conservation Authority

Corporations

City Corporations

- Build Toronto Inc.
- Casa Loma Corporation
- Invest Toronto Inc. (Dissolution in progress)
- Lakeshore Arena Corporation
- Toronto Community Housing Corporation
- Toronto Hydro Corporation
- Toronto Port Lands Company (Toronto Economic Development Corporation)

Partnered Corporations

- Toronto Pan Am Sports Centre Inc.
- Waterfront Toronto (Toronto Waterfront Revitalization Corporation)

Adjudicative Bodies

Quasi-Judicial & Adjudicative Boards

- Administrative Penalty Tribunal
- Committee of Adjustment
- Committee of Revision
- Compliance Audit Committee
- Dangerous Dog Review Tribunal
- Property Standards Committee
- Rooming House Licensing Commissioner ¹
- Sign Variance Committee
- Toronto Licensing Tribunal
- Toronto Local Appeal Body

Notes:

1. Rooming House Licensing Commissioner and Deputy are Officers, rather than an agency of the City, but in all other respects function as a quasi-judicial and adjudicative board.

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.
- In 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.

Board Responsibilities

The Toronto Public Library Board (TPL Board) is responsible for effectively managing library resources and providing quality library services to the people of Toronto.

The board's responsibilities include the following:

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

Board Governance to Meet Board Responsibilities

- 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.
- Boards ensure 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](#)

Current City Priorities



Toronto Public Service By-law: Council Request to TPL

- 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.*

TPS By-law: Key Components



Toronto Public Service By-law: Overview

- In June 2014, City Council unanimously adopted a Toronto Public Service By-law , which is now Chapter 192, Public Service of the Toronto Municipal Code.
- The TPS By-law came into force December 31, 2015.
- The TPS By-law is important foundation legislation that strengthens the separation between the administration and political components of Toronto's government and advances Toronto's public service as professional, impartial and ethical.
- Toronto is the first Canadian city to enact a by-law consistent with provincial and federal public service legislation.
- The TPS By-law applies to both the Toronto Public Service (City public service employees) and applicable Agency employees.
- The City Manager's Office works closely with Agency Heads to support Agency implementation of the By-law provisions.

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.
- 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.
- Adopt an executive compensation policy using City Council's Guiding Principles approved in August 2014, and apply its policy to new employment contracts, and to existing contracts, if any, that permit compensation adjustments, either during an existing term or under renewal.

City's Executive Compensation Framework

- The executive compensation reporting and disclosure requirements were initiated by Council in July 2012:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.EX21.19>
- City Council in August 2014, requested City agency and corporation Boards to adopt a comprehensive senior executive compensation policy, independent of management, applying the guiding principles and practices set out in Attachment 1 to the report (August 6, 2014) from the City Manager and the City Solicitor.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX44.8>
- City Council also requested in August 2014 that City agency and corporation Boards' approved executive compensation policies be applied to new employment contracts, and to existing contracts, if any, that permit compensation adjustments, either during an existing term or under renewal.
- Agencies (including TPL) are requested to collect and submit executive compensation data to the City Manager.
- Once every 4 years the City Manager reports on trends: a report on the 2014 to 2017 period will be submitted to Council in Fall 2019 that will include TPL executive compensation data.

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 that affect Board business
- A web site with resources for agencies and corporations to provide timely City information and tools (a redeveloped site to be launched over the next few days)
- Advocating for appropriate corporate supports
- City Liaisons' contact information provided in this package.

City Liaisons

Governance Liaison

Karen Jones, City Manager's Office, 416.397.4429,
Karen.Jones@Toronto.ca

Finance Liaison

Judy Skinner, Manager, Financial Planning Division,
416.397.4219, Judy.Skinner@Toronto.ca

City Solicitor's Liaison

Rosa Stall, City Legal Services, 416.392.8049
Rosa.Stall@Toronto.ca

Questions & Discussion



How Parliamentary Principles Guide City Boards like the Library Board

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



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



SERVE YOUR CITY

Boards • Committees • Tribunals

Thank You!

Terms of your appointment

- Appointed for the whole term until November 14, 2022 and until successors are appointed.
- You must continue to meet the eligibility requirements for appointment:
 - Resident of the City of Toronto
 - Canadian citizen (Public Libraries Act)
 - NOT a spouse or partner of a Member of City Council
 - NOT an employee of the City or one of its boards
- Public members are limited to two terms to a maximum of 8 years unless Council decides otherwise
- *You must notify the Clerk and the board secretary if your circumstances change*
- *Public Members must take a leave of absence from the board to seek elected or appointed office at the federal, provincial or municipal level*

What the City expects of you

Act with integrity

Foster equity,
diversity and
inclusion

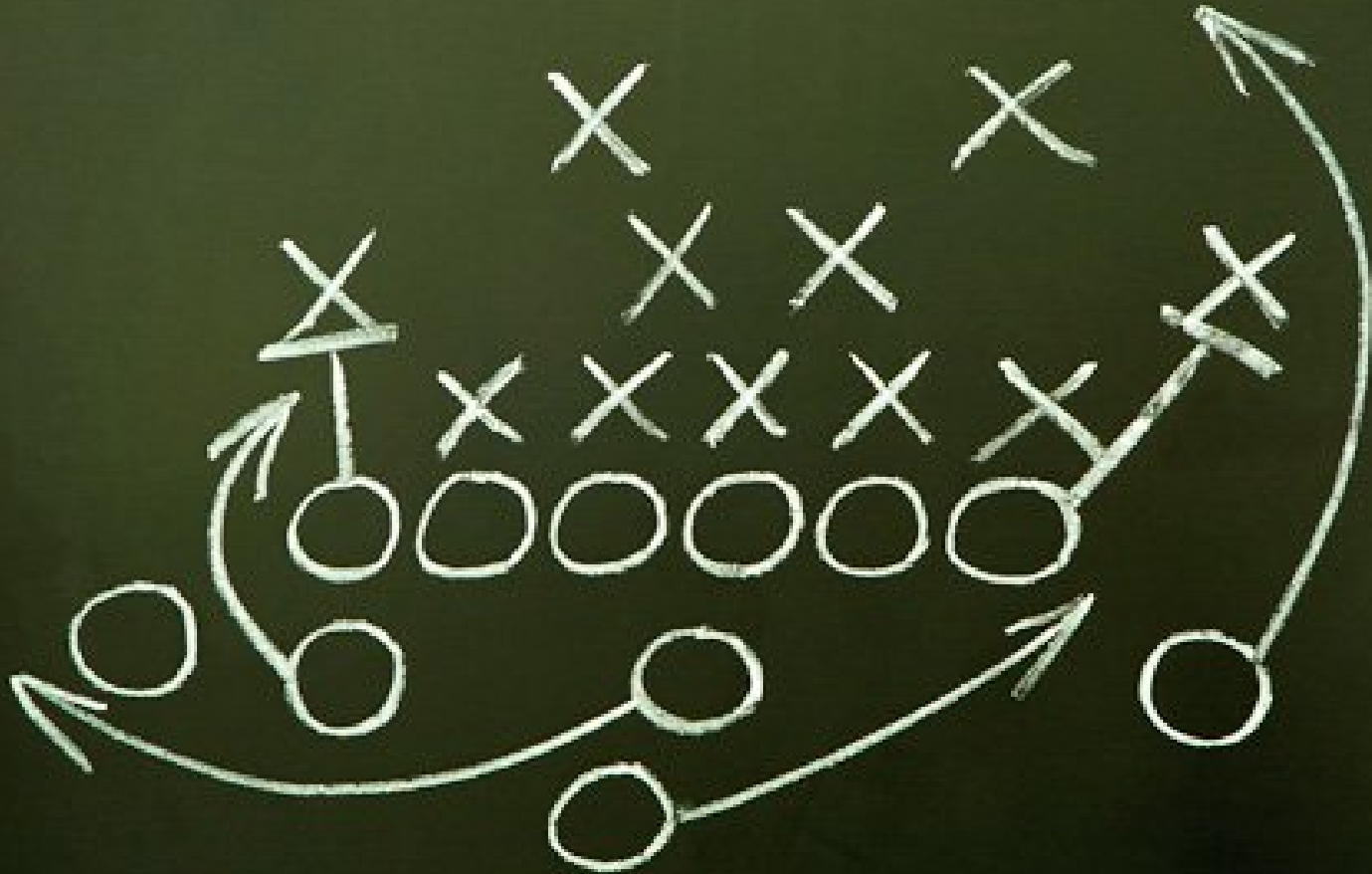
Serve the public
service well

Champion the
standards of public
service

How the Library Board is different than most other City boards

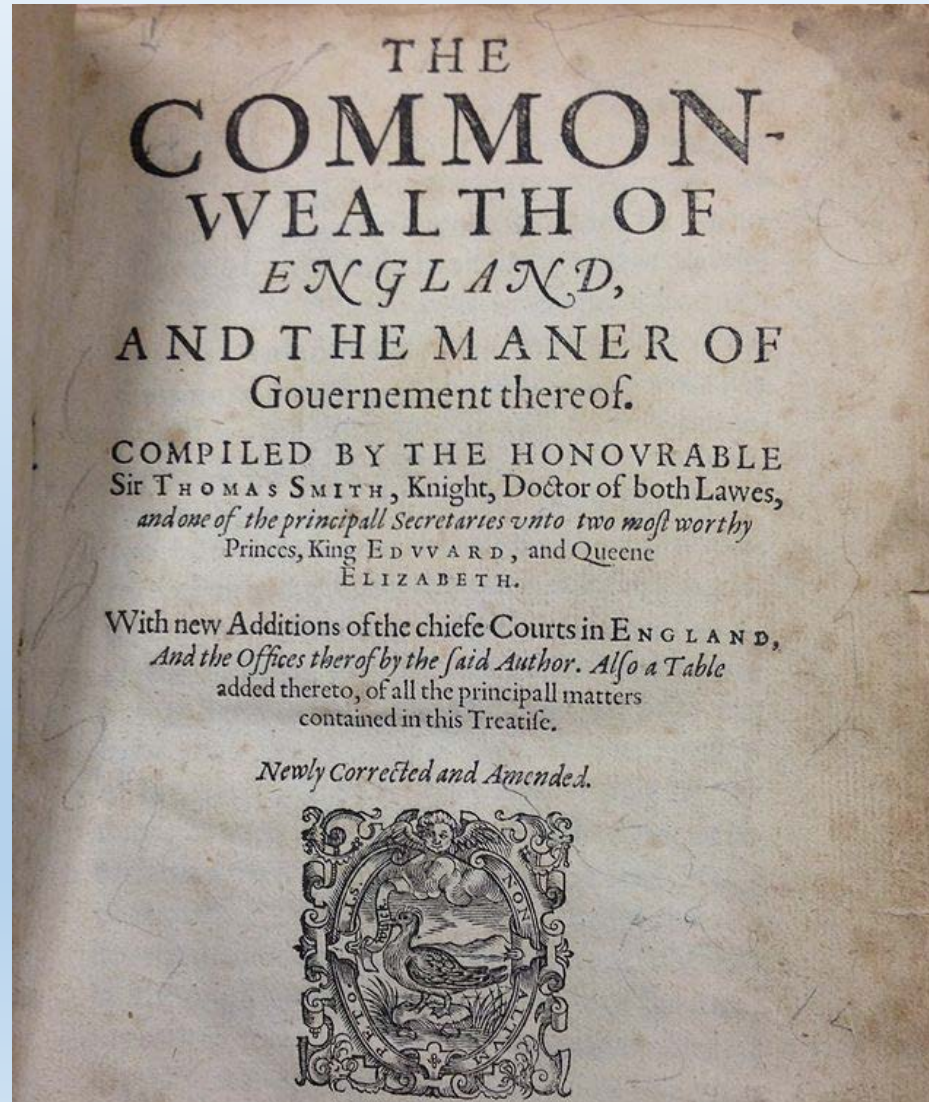
- Meetings are governed by Public Libraries Act, not COTA
- Additional reasons for closed meetings are not available to library boards
- The Code of Conduct for Board Members does not apply
- The Integrity Commissioner does not have jurisdiction over public members
- Board members are covered by MCIA, but not the advice-giving or investigative roles of the Integrity Commissioner

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



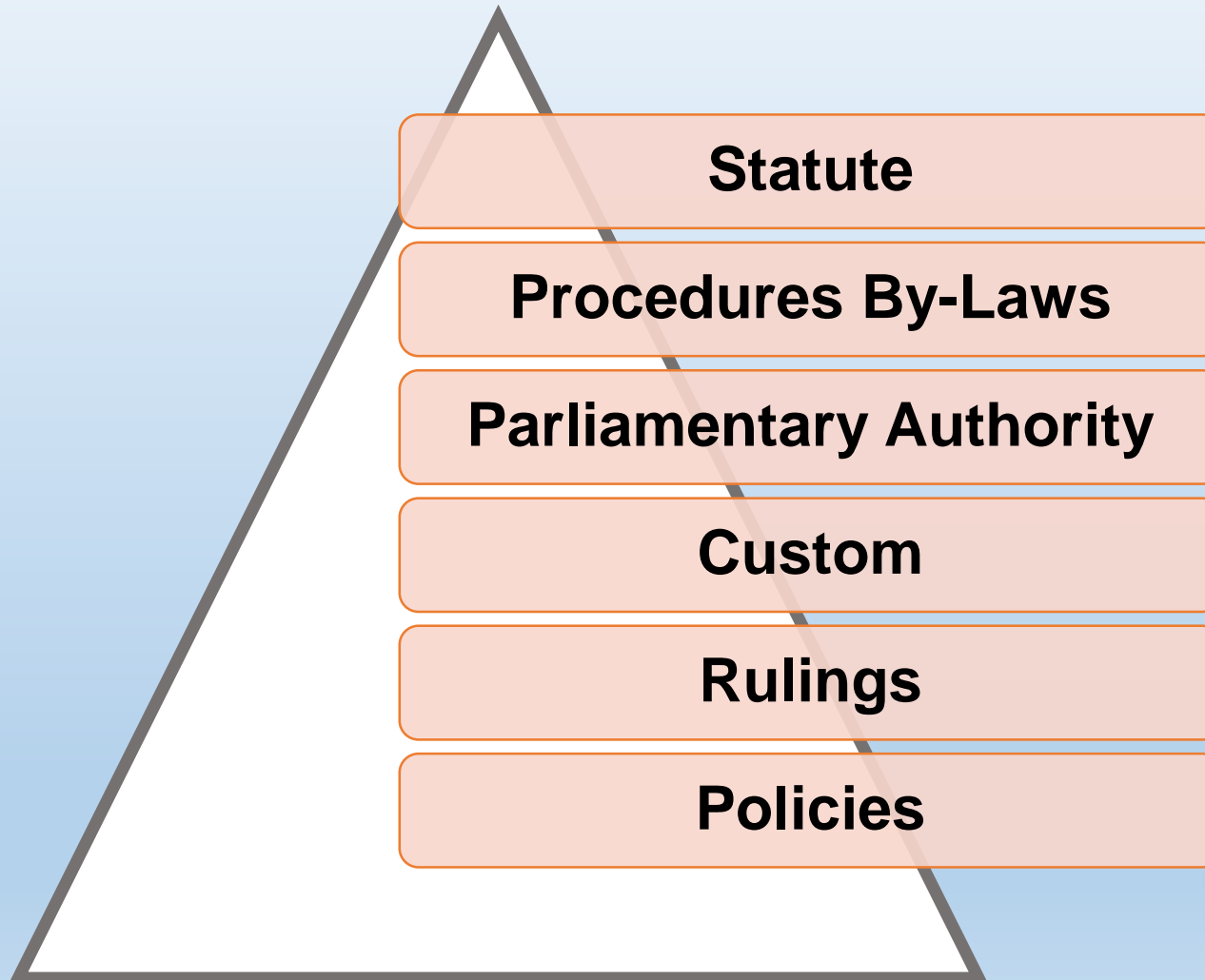
Principles of the City of Toronto Council Procedures

- 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

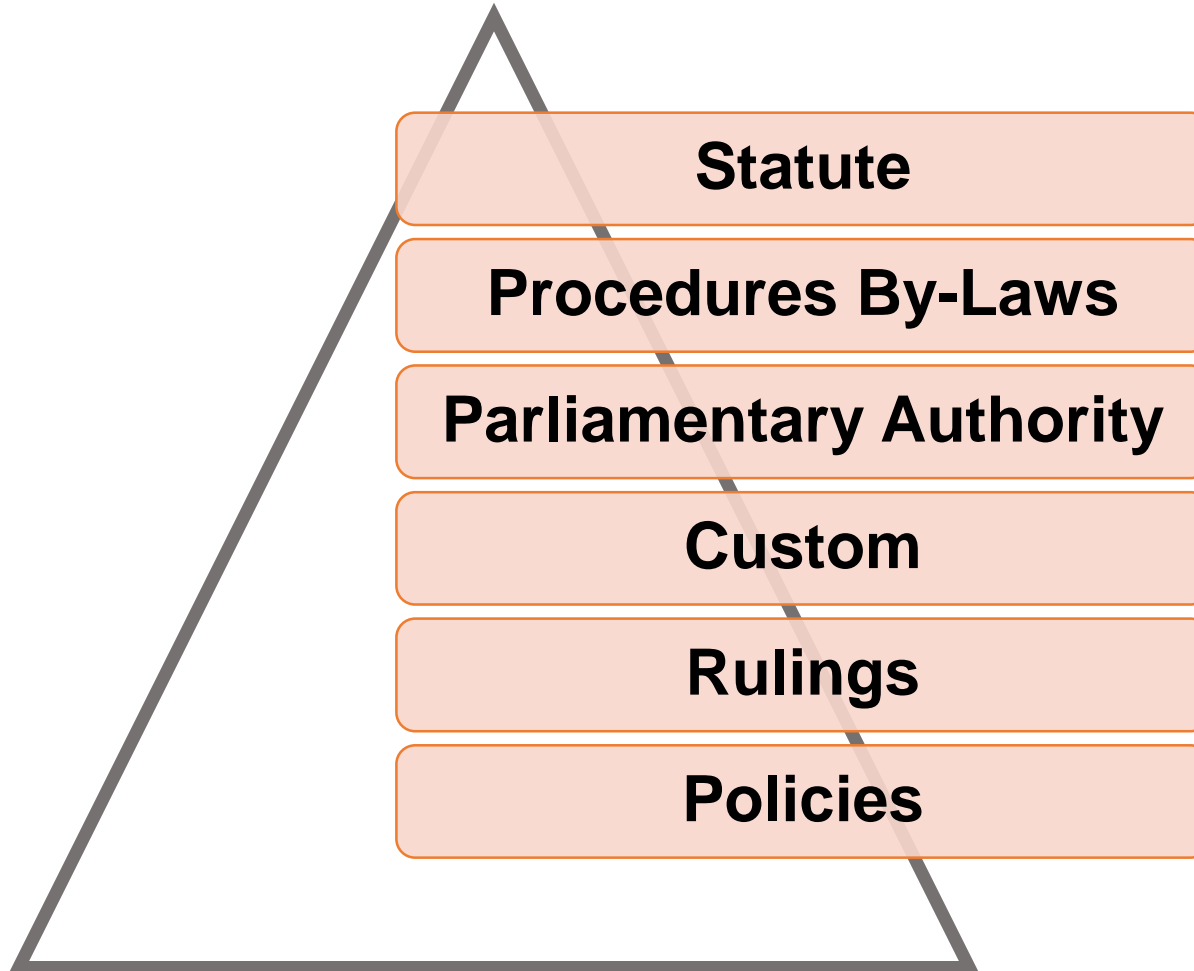
2



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

Share this Article



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

Best practices in handling confidential documents are reflected in the City's practices

- No such thing as a confidential reports, only public reports with confidential attachments
- Council adopts a motion regarding release of confidential information
- Follow through on the public release



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Release of Confidential Information

When City Council makes a decision involving confidential information, it also makes a decision about the release of the confidential information.

When confidential information is made public, the City Clerk adds it to the history of the item. You can search or browse the item to view the updated item.

[Subscribe to Release of Confidential Info](#)

Recently Released Pending Release

Date Released	Item Number	Title	Information Released
2019-02-28	2019.MM3.15	245-255 Sheppard Avenue West and 250-258 Bogert Avenue - Appeal of Local Planning Appeal Tribunal Decision - by Councillor John Filion, seconded by Councillor Gord Perks	The confidential instructions to staff in Confidential Attachment 1 to the report (February 26, 2019) City Solicitor.
2019-02-28	2019.MM3.12	1001 to 1037 The Queensway - Request for Direction regarding Local Planning Appeals Tribunal Appeal - by	The confidential instructions to staff in Confidential Attachment 1 to the report (February 25, 2019)

“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



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Thank You!

2019 Operating Budget – Adoption

Date:	March 25, 2019
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to seek Toronto Public Library (TPL) Board adoption of the 2019 Council-approved operating budget of \$187.659 million net (\$206.880 million gross), which represents a \$5.266 million net (\$5.163 million gross), or 2.9%, increase over 2018. The budget increase is comprised of a base increase of \$4.798 million net (\$4.695 million gross), or 2.6%, and funding for budget enhancements totalling \$0.468 million gross and net, or 0.3%, which support the City’s Poverty Reduction Strategy.

The Council-approved budget enhancements are comprised of funding of \$0.260 million net and gross, including 2.0 full-time equivalents (FTEs) to support two additional Youth Hub locations and \$0.208 million net and gross (full-year costing of \$0.416 million net and gross) to support seasonal Sunday service at eight Neighbourhood branches.

City Council has also adopted motions requesting TPL’s Open Hours Plan be included in the 2020 operating budget submission and Poverty Reduction 2.0, and that the City Manager monitor TPL’s Self-Service Open Hours Initiative.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

- adopts the 2019 operating budget of \$187.659 million net (\$206.880 million gross), which represents a \$5.266 million net (\$5.163 million gross), or 2.9%, increase over 2018, comprised of the following services:

<u>Service</u>	<u>Gross</u>	<u>Net</u>
Library Collections & Borrowing	77,522.5	70,958.3
Branch and E-Services	121,862.7	109,500.0
Partnerships, Outreach & Customer Engagement	7,495.0	7,200.8
	<u>206,880.1</u>	<u>187,659.0</u>

FINANCIAL IMPACT

TPL's Council-approved 2019 operating budget is \$187.659 million net (\$206.880 million gross), which represents a \$5.266 million net (\$5.163 million gross), or 2.9%, increase over 2018. The budget increase is comprised of a base increase of \$4.798 million net (\$4.695 million gross), or 2.6%, and funding for budget enhancements totalling \$0.468 million gross and net, or 0.3%, which support the City's Poverty Reduction Strategy.

The Director, Finance and Treasurer has reviewed this financial impact statement and agrees with it.

ALIGNMENT WITH STRATEGIC PLAN

The operating budget supports TPL's strategic plan, including advancing TPL's digital platform, breaking down barriers to access and driving inclusion, expanding access to technology and training, and establishing TPL as Toronto's centre for lifelong and self-directed learning.

EQUITY IMPACT STATEMENT

The operating budget is informed by the principles of equity and access and aligns the financial investment in library services to meet the needs of all Torontonians, including all equity-seeking groups. Access to library resources and programs can increase access to: learning opportunities, City information, training and employment opportunities, as well as opportunities for civic engagement and community participation. The Council-approved budget enhancements comprised of additional seasonal Sunday service hours at eight Neighbourhood branches and two new Youth Hub locations will have a high positive impact on all equity-seeking groups, including newcomers and low-income families and individuals. These enhancements will expand access to technology and training, expand Sunday service, and increase the number of Youth Hub locations.

These investments advance key City strategies including: Toronto Newcomer Strategy, Toronto Poverty Reduction Strategy, Toronto Seniors Strategy, Toronto Strong Neighbourhood Strategy 2020 and Toronto Youth Equity Strategy, as well as Toronto Public Library's 2016-2019 strategic plan – Expanding Access, Increasing Opportunity and Building Connections.

DECISION HISTORY

At its meeting on September 24, 2018, the Board considered the [2019 Operating Budget Submission](#) and endorsed a base budget of \$187.764 million net (\$206.985 million gross), which represented a \$5.371 net (\$5.268 million gross), or 2.9%, increase over the 2018 operating budget along with a budget enhancement totalling \$3.347 million net and gross (full-year costing of \$5.578 million net and gross), or 1.8%, including 40.9 FTEs, to support phase 1 of the Open Hours Plan.

At its meeting on October 29, 2018, the Board considered a revised 2019 operating budget submission ([2019 Operating Budget Submission - Revised](#)) due to a reclassification of two prior-year Council-approved budget enhancements totalling \$0.468 million net and gross, or 0.3%. This had resulted in a revised base budget submission of \$187.296 million net (\$206.517 million gross), which represented a \$4.903 million net (\$4.800 million gross), or 2.7%, increase over the 2018 operating budget and budget enhancements totalling \$3.815 million net and gross, or 2.0%.

The reclassification of the two prior year Council-approved enhancements resulted in an increase to the service enhancements request of \$3.815 million, or 2.0%, up from \$3.347 million, or 1.8%, as approved at the September 24, 2018 Board meeting. Including service enhancements, the full 2019 operating budget submission remained unchanged at 4.7%.

At its meeting on January 21, 2019, the Board received for information a minor adjustment to the 2019 operating base budget submission ([2019 Operating and Capital Budgets – Update and Schedule](#)) due to the introduction of the *Making Ontario Open for Business Act, 2018 (Bill 47)*, which reduced the operating base budget net increase by \$0.104 million net and gross and resulted in an operating base budget submission of \$187.192 million net (\$206.413 million gross), or 2.6% increase over 2018.

At its meeting on February 20, 2019, Budget Committee endorsed the [City-staff recommended 2019 Operating Budget](#) of \$187.659 million net (\$206.880 million gross), which represents a 2.9% increase from 2018. This was comprised of a base budget increase of 2.6%, as requested by the Board, and service enhancements of 0.3% comprised of seasonal Sunday service at eight Neighbourhood branches (\$0.208 million net and gross; full-year costing of \$0.416 million) and two additional Youth Hub locations (\$0.260 million net and gross, including 2.0 FTE).

COMMENTS

At its meeting on March 4, 2019, Executive Committee endorsed TPL’s 2019 operating budget as recommended from Budget Committee with no changes.

At its meeting on March 7, 2019, City Council approved TPL’s 2019 operating budget of \$187.659 million net (\$206.880 million gross), which represents a 2.9% increase from 2018. This was comprised of a base budget increase of 2.6%, as requested by the Board, and service enhancements of 0.3% comprised of seasonal Sunday service at eight Neighbourhood branches (\$0.208 million net and gross; full-year costing of \$0.416 million) and two additional Youth Hub locations (\$0.260 million net and gross, including 2.0 FTEs).

The 2019 Council-approved budget, summarizing the changes from the 2018 approved budget, is shown below in Table 1:

Table 1: 2019 Operating Budget (\$ millions)

	<u>FTE</u>	<u>Gross</u>	<u>Revenue</u>	<u>Net</u>	<u>%</u>
2018 Approved Operating Budget	1,734.8	201.717	19.324	182.393	
Base Budget Increase	(4.5)	4.695	(0.103)	4.798	2.6%
2019 Operating Base Budget	<u>1,730.3</u>	<u>206.412</u>	<u>19.221</u>	<u>187.191</u>	<u>2.6%</u>
<u>Budget Enhancements</u>					
Two additional locations for Youth Hubs	2.0	0.260		0.260	0.1%
Sunday Service Enhancement (full year: \$0.416 M)*		0.208		0.208	0.1%
	<u>2.0</u>	<u>0.468</u>	<u>-</u>	<u>0.468</u>	<u>0.3%</u>
2019 Operating Budget Increase	<u>(2.5)</u>	<u>5.163</u>	<u>(0.103)</u>	<u>5.266</u>	<u>2.9%</u>
2019 Council-approved Operating Budget	<u>1,732.3</u>	<u>206.880</u>	<u>19.221</u>	<u>187.659</u>	<u>2.9%</u>

* funding phased over two years

Section 24(2) of the Public Libraries Act requires the Board to adopt the annual estimates that have been approved by City Council for the following services, as shown in Table 2 below:

Table 2 - 2019 Operating Budget by Service (\$ millions)

<u>Service</u>	<u>Gross</u>	<u>Net</u>
Library Collections & Borrowing	77,522.5	70,958.3
Branch and E-Services	121,862.7	109,500.0
Partnerships, Outreach & Customer Engagement	7,495.0	7,200.8
	<u>206,880.1</u>	<u>187,659.0</u>

Council Motions Adopted

Along with the approval of the budget at its meeting on March 7, 2019, City Council also adopted the following motions:

42. *City Council request the Executive Director, Social Development, Finance and Administration to consider the following in the development of the Poverty Reduction Strategy 2.0:*

- a. *an evaluation of additional youth spaces and/or youth hubs;*
- b. *an evaluation of the current Toronto Public Library Open Hours program;*
- c. *the utility and feasibility of implementing the Toronto Public Library's Open Hours program;*

d. opportunities to partner with community agencies already operating youth spaces and youth hubs, such as the Boys and Girls Clubs of Canada;

e. a timeline to deliver the next phases of the Fair Fare Pass; and

f. the amount of the base budget as a result of the Strategy by 2035.

159. City Council request the City Librarian, Toronto Public Library to submit an updated Open Hours Plan and associated costs for consideration in the 2020 Budget Process.

160. City Council request the City Manager to monitor the Toronto Public Library's Self-Service Open Hours Initiative, in conjunction with the Toronto Police Service, Toronto Fire Service and Toronto Paramedics Service and the Parks, Forestry and Recreation Division, for any safety and security issues or risks and report back to the appropriate Standing Committee in the third quarter of 2019, such report to include any previous safety and security analysis done of this initiative.

CONTACT

Larry Hughsam; Director, Finance & Treasurer; Tel: 416-397-5946;
Email: lughsam@torontopubliclibrary.ca

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: 2019 Council-Approved Operating Budget

TORONTO PUBLIC LIBRARY

Council Approved 2019 Operating Budget

		2019 Operating Budget				
		STAFF FTE's	GROSS	REVENUE	NET	%
		SMs				
1	2018 COUNCIL APPROVED ADJUSTED BUDGET	1,734.8	201.717	19.324	182.393	
<u>Base Budget Pressures</u>						
2	Salary and benefits COLA increase		2.793		2.793	1.5%
3	Bill 148 - Parental leave and minimum wage		0.669		0.669	0.4%
4	Increase in Security Guard Contract		0.547		0.547	0.3%
5	Library collections economic increase		0.498		0.498	0.3%
6	Supplies and services economic factor		0.392		0.392	0.2%
7	Increase in cost of contracted services		0.386		0.386	0.2%
8	Increase in cost of utilities		0.359		0.359	0.2%
9	e-Learning Initiative (2nd year annualization)		0.050		0.050	0.0%
10	Operating impact of capital projects		0.028		0.028	0.0%
11	Reversal of NYCL bridging strategy (2018)		1.250		1.250	0.7%
12	Reversal of temporary increase DC draw on collections (2017)			-0.650	0.650	0.4%
	subtotal - base budget pressures	0.0	6.971	-0.650	7.621	4.2%
<u>Efficiencies & Revenue Increases</u>						
<u>Expenditure Savings</u>						
13	Benefit savings - claims experience		-0.950		-0.950	-0.5%
14	Increase gapping from 2.8% to 3.0%		-0.503		-0.503	-0.3%
15	Line by line review - overtime, travel, etc.		-0.357		-0.357	-0.2%
		0.0	-1.811	0.000	-1.811	-1.0%
<u>Revenue increases</u>						
16	Increase in print revenue due to technological innovation			0.275	-0.275	-0.2%
17	Increase in recovery of project management fees			0.155	-0.155	-0.1%
18	Inflationary increase in premium room rentals, tenant leases			0.067	-0.067	0.0%
19	Increase in funding of Collections from DC reserve			0.041	-0.041	0.0%
		0.0	0.000	0.537	-0.537	-0.3%
<u>2nd Year of Technological Innovation</u>						
20	Answerline & Community Space Rental Modernization	-3.0	-0.290		-0.290	-0.2%
21	Expansion of technological efficiencies (VOIP, MFD, Pay-for print)	-1.5	-0.175	0.010	-0.185	-0.1%
		-4.5	-0.465	0.010	-0.475	-0.3%
	subtotal - efficiencies	-4.5	-2.276	0.547	-2.823	-1.5%
22	Base Budget Increase	-4.5	4.695	-0.103	4.798	2.6%
23	2019 Operating Base Budget	1,730.3	206.412	19.221	187.191	2.6%
24	Two Additional Youth Hub locations	2.0	0.260		0.260	0.1%
25	Seasonal Sunday Service Enhancement		0.208		0.208	0.1%
	subtotal - enhancements	2.0	0.468	0.000	0.468	0.3%
26	Budget Increase with Service Enhancements	-2.5	5.163	-0.103	5.266	2.9%
27	Council Approved 2019 Operating Budget	1,732.3	206.880	19.221	187.659	2.9%



2019 Operating Budget - Adoption

Toronto Public Library Board

March 25, 2019

1

Worldwide*

- Circulation per capita
 - Electronic Visits
 - Electronic Visits per capita
- (#2 Visits per capita and total circulation)

*Serving a population over 1.5 million (2016)

1

North America*

- Total circulation
- Circulation per capita
- Total Visits
- Visits per capita
- Electronic Visits
- Electronic Visits per capita

*Serving a population over 2 million (2017)

1

Canada*

- Total circulation
 - Total Visits
 - Electronic Visits
- (#2 Electronic Visits per capita)

*Serving a population over 500,000 (2016)

Well-Used

Torontonians use their libraries in large numbers.

70%

of Torontonians used the library in 2015



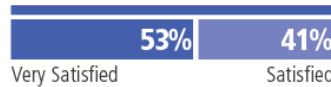
1 in 5

Torontonians visit a library branch at least once a week



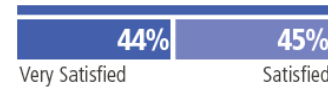
Responsive : 95%

Library customers are overwhelmingly satisfied with the Toronto Public Library.



Helpful : 94%

Customers are pleased with the level of assistance from library staff.



Welcoming : 89%

Library customers overwhelmingly agree that libraries offer an attractive environment.



Valued : 92%

Public libraries are an important resource for Toronto's communities.

In 2017, Torontonians visited the library and used services in large numbers:



17.3 million
visits to branches



27.7 million
visits to tpl.ca



30.1 million
items borrowed



958,731 people attended
42,490 programs



12.2% increase
in the use of e-Collections



4.9 million wireless sessions
5.7 million computer uses

2008-2017

10.7% increase



- ↑ 39.7% Program attendance
- ↓ - 10.1% Standard reference requests
- ↑ 780.8% Wireless use
- ↓ - 30.0% In-library use
- ↑ 3.9% Workstation user sessions
- ↑ 7.4% Visits
- ↑ 1.0% Total circulation
- ↑ 34.5% Electronic visits

Efficiencies

Self-serve checkout

In all 100 branches (90% usage by public)

Sorters

13 in-branch (74% usage by public); one central

Lean Six Sigma efficiencies

Holds processing; Materials acquisition & processing; Shelving; Scheduling

Technological efficiencies

RFID, VOIP, Enhanced/Integrated printing and payment systems, self-checkout payments, consolidated customer service desk, BI & Analytics

- ▶ Introduce new and improved services
- ▶ While meeting steadily increasing demand
- ▶ With high customer satisfaction

Results



Increased open hours

535 hrs/week of open hours added since 2007



Shorter delivery times due to early morning deliveries

From 7 days to 3 days



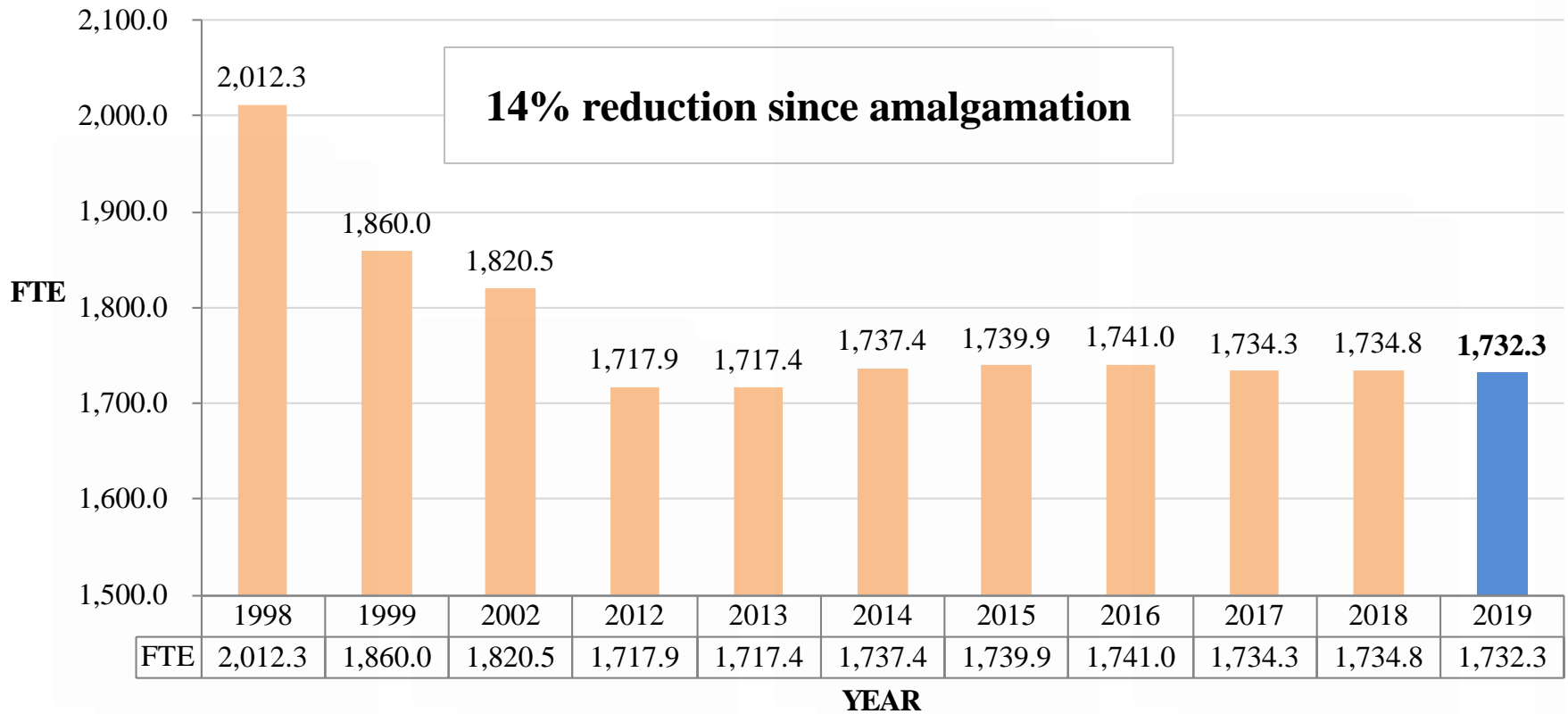
Reduced cycle time of materials processing

From 4-6 weeks to 2-3 days

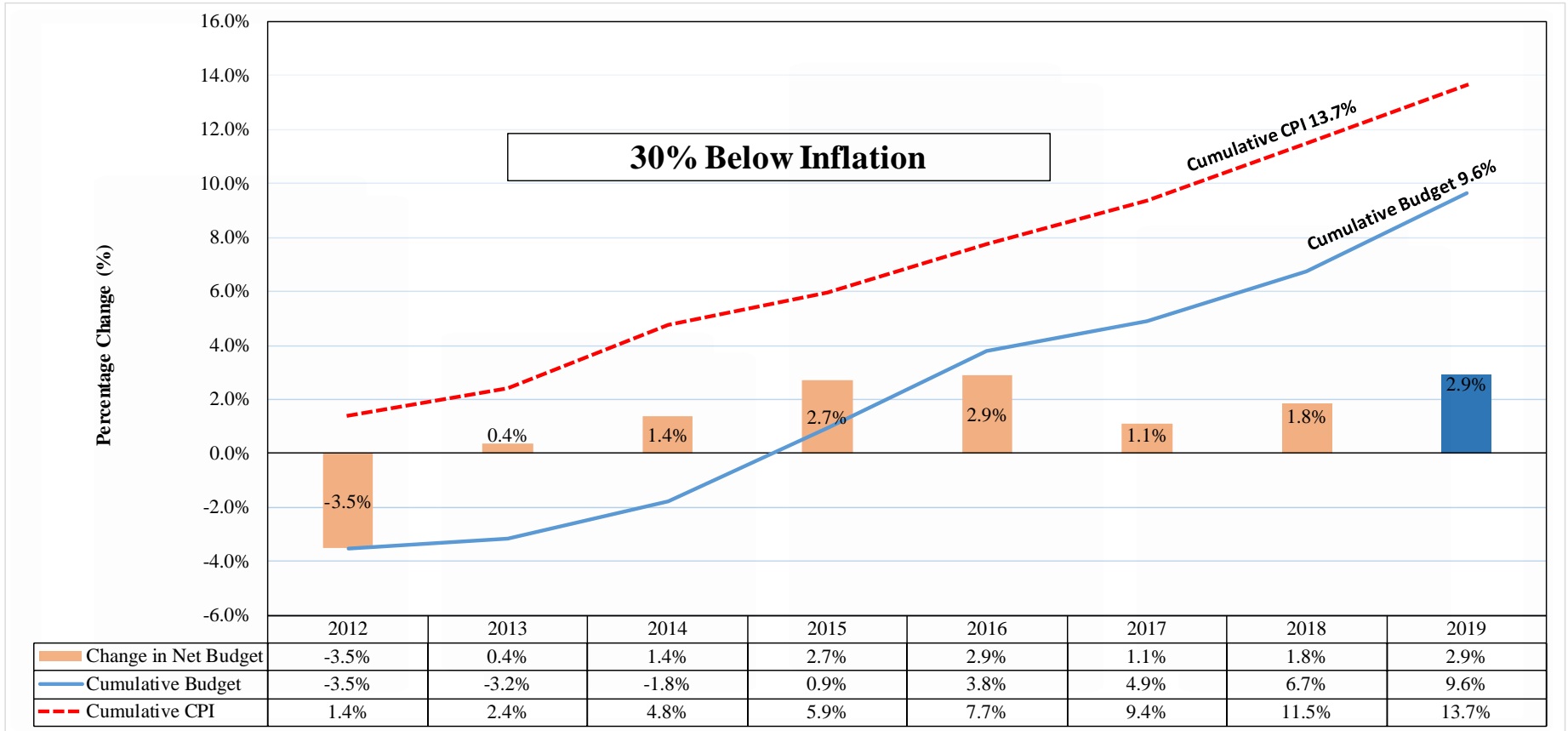


Improved customer service

Shorter wait times for materials, staff freed up to deliver **higher value services** to customers



History of Budget Increases

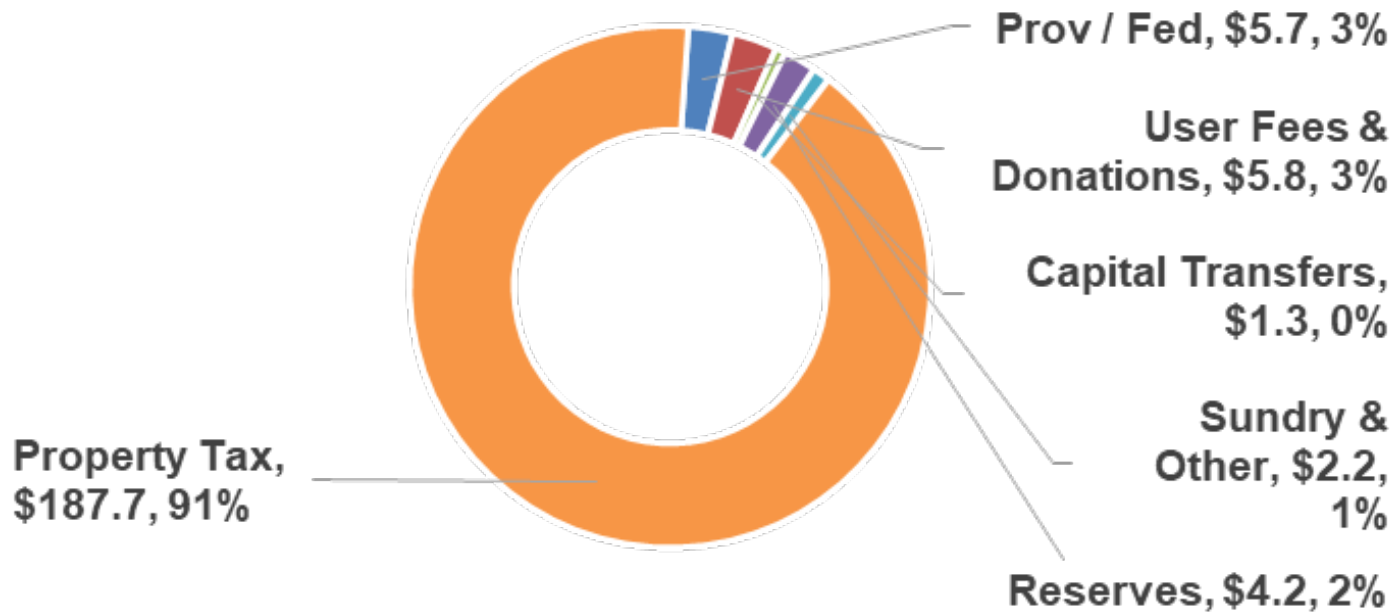


- **Staffing COLA and benefits**
- **High Demand for collections in all formats**
 - ✓ Variety of languages, reading levels, and formats (print and electronic)
 - ✓ E-collections - Availability, cost, and circulation restrictions
 - ✓ Low value of Canadian dollar
- **Revenue Issues**
 - ✓ Declining Fines Revenue
 - ✓ Continued search for alternative and increased revenue
- **Partnerships and Library Foundation**
- **Continued demand for access to public space in branches**
 - ✓ Open hours, meeting rooms
 - ✓ New and traditional technology
 - ✓ Programming

2019 Operating Budget

Where the Money Comes From

By Funding Source



\$206.9 Million Gross

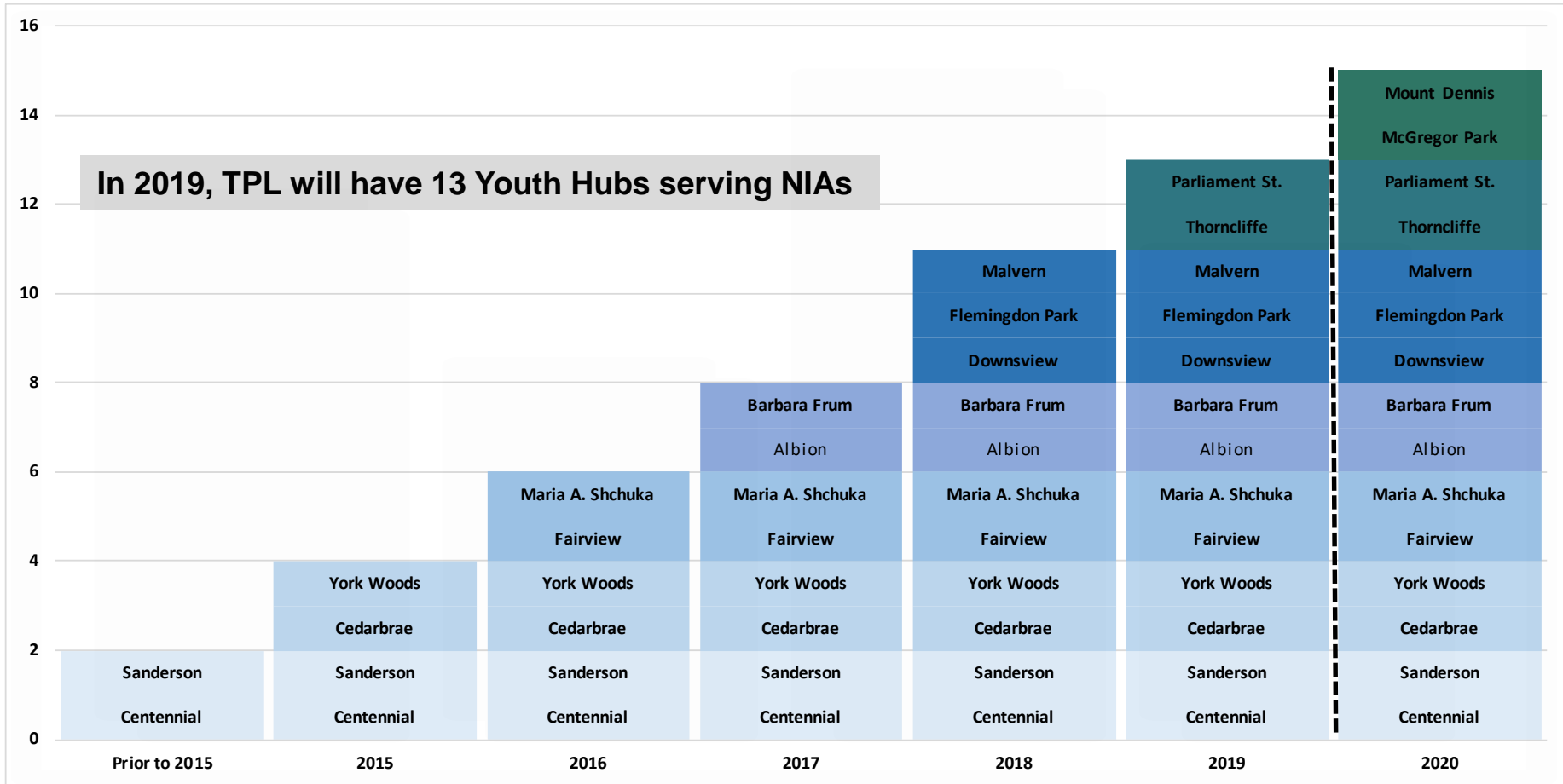
\$187.7 Million Net (Property Tax)

Summary

	Board Recommended			Council Approved			Council Not Approved		
	FTE	Net (\$M)	%	FTE	Net (\$M)	%	FTE	Net (\$M)	%
2018 Approved Operating Budget	1,734.8	182.393		1,734.8	182.393		-	-	
Staffing-related pressures and reliefs	(4.5)	0.915	0.5%	(4.5)	0.915	0.5%	-	-	0.0%
Non-staffing related pressures and reliefs		1.314	0.7%		1.314	0.7%	-	-	0.0%
Other Base and Legislated Pressures		2.569	1.4%		2.569	1.4%	-	-	0.0%
Base Budget Increase	(4.5)	4.798	2.6%	(4.5)	4.798	2.6%	-	-	0.0%
2019 Operating Base Budget	1,730.3	187.191	2.6%	1,730.3	187.191	2.6%	-	-	0.0%
<u>Budget Enhancements</u>									
2019 Add'nl locations for Youth Hubs	2.0	0.260	0.1%	2.0	0.260	0.1%	-	-	0.0%
2019 Sunday Service Enhancement		0.208	0.1%		0.208	0.1%	-	-	0.0%
Open Hours Plan - Phase 1	40.9	3.347	1.8%			0.0%	40.9	3.347	1.8%
2019 Budget Enhancements	42.9	3.815	2.1%	2.0	0.468	0.3%	40.9	3.347	1.8%
Total 2019 Budget Change	38.4	8.613	4.7%	(2.5)	5.266	2.9%	40.9	3.347	1.8%
2019 Operating Budget	1,773.2	191.006	4.7%	1,732.3	187.659	2.9%	40.9	3.347	1.8%

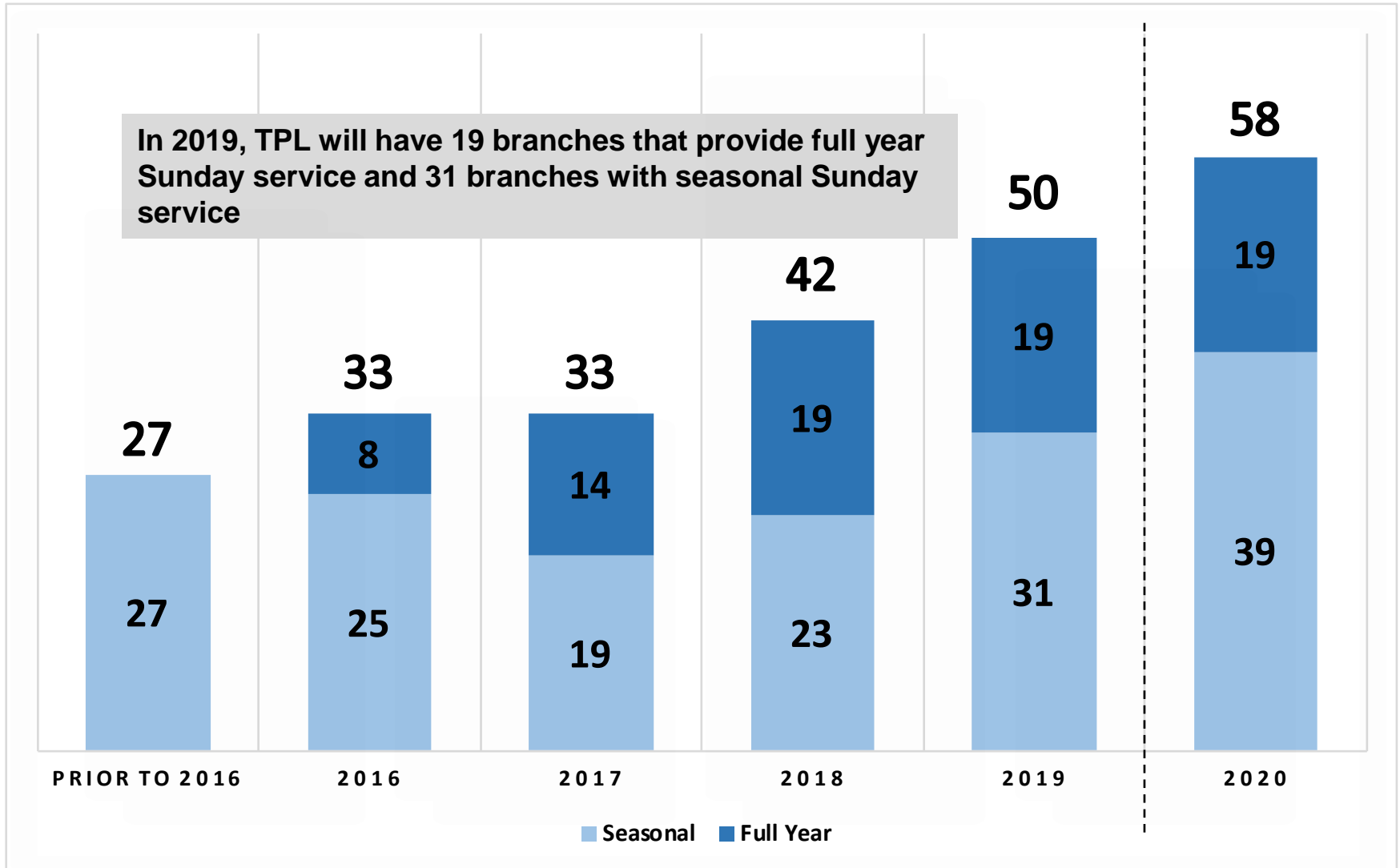
Council Approved Budget Increase 2.9%

Youth Hub Expansion



2019 Operating Budget

Sunday Service Enhancements



Budget Enhancements – Open Hours Plan

Implementation Plan 2019-2022

Table 8: Open Hours Plan Costing by Phase (\$ millions)

	2019		2020		2021		2022		Total	
	<u>FIE</u>	<u>Net</u>	<u>FIE</u>	<u>Net</u>	<u>FIE</u>	<u>Net</u>	<u>FIE</u>	<u>Net</u>	<u>FIE</u>	<u>Net</u>
Phase 1 - Open Hours	40.9	3.347		2.231					40.9	5.578
Phase 2 - Maximize Hours			56.1	4.350		2.885			56.1	7.235
Phase 3 - Finalize Implementation						3.267		2.178	-	5.445
Total	40.9	3.347	56.1	6.581	-	6.152	-	2.178	97.1	18.258

- 10.0% net increase to the Library’s operating budget
- 20.0% increase in open hours at 58,000 additional hours annually

- SDFA Poverty Reduction 2.0 Review
 - ✓ Additional Youth Hubs
 - ✓ Open Hours Plan
- TPL to submit updated Open Hours Plan as part of the 2020 budget process
- Monitor Self-Service Open Hours (Todmorden and Swansea) and report to Council



Total = \$3,020*

Based on Property Tax of \$3,020 (includes 2.55% property tax increase, CVA shift and Capital Building Fund Levy) for an average house with an assessed value of \$665,605

*Does not Include Education Taxes

Property Tax paid in 2018 for the average household was \$2,916.

2019–2028 Capital Budget & Plan – Adoption

Date:	March 25, 2019
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to seek Toronto Public Library (TPL) Board adoption of the Council-approved 2019-2028 capital budget and plan of \$21.860 million debt (\$28.674 million gross) for 2019, \$178.870 million debt (\$309.412 million gross) over 2019-2028 and additional preliminary carry-forward funding of \$2.389 million debt (\$8.772 million gross) in 2019. The capital budget and plan includes \$4.982 million debt (\$5.475 million gross) of additional funding beyond the debt target in 2021-2023. In each of the past four years, the approved capital funding has been above the debt target.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. adopts the 2019-2028 capital budget and plan of \$181.259 million debt (\$318.184 million gross) for projects listed in Attachment 1, with funding comprised of:
 - a. 2019 cash flow of \$21.860 million debt (\$28.674 million gross) with future year commitments of \$20.687 million debt (\$41.147 million gross) for 2020; \$12.745 million debt (\$30.191 million gross) for 2021, \$2.053 million debt (\$6.840 million gross) for 2022 and zero debt (\$3.658 million gross) for 2023; and
 - b. 2020-2028 uncommitted capital plan totalling \$121.525 million debt (\$198.902 million gross); and
 - c. preliminary carry-forward funding from 2018 into 2019 of \$2.389 million debt (\$8.772 million gross).

FINANCIAL IMPACT

TPL’s approved 2019-2028 capital budget and plan, excluding preliminary carry forward funding of \$2.389 million debt (\$8.772 million gross), consists of a 2019 cash flow of

\$21.860 million debt (\$28.674 million gross) and total 2019-2028 cash flows of \$178.870 million debt (\$309.412 million gross), which includes \$4.982 million debt (\$5.475 million gross) of additional funding beyond the debt target in 2021-2023 to address the State of Good Repair (SOGR) backlog at multiple branches.

The Council-approved budget and plan is comprised of three components: 2019 cash flow projects with future year commitments, 2020-2028 uncommitted capital projects and 2019 cash-flow carry-forward from 2018. The following table summarizes these components of the budget and plan:

2019-2028 Approved Capital Budget and Plan (\$ millions)

	2018 Carry Forward	2019*	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019-2028 (Excl. Carry Forward)
Gross												
2019 Projects with future year commitments	8.772	28.674	41.147	30.191	6.840	3.658						110.510
Future Year Projects (Commencing in 2020 & Beyond) - uncommitted		-	4.914	11.997	23.990	27.485	18.627	25.184	29.276	27.202	30.227	198.902
Total Gross	8.772	28.674	46.061	42.188	30.830	31.143	18.627	25.184	29.276	27.202	30.227	309.412
Debt												
2019 Projects with future year commitments	2.389	21.860	20.687	12.745	2.053	-						57.345
Future Year Projects (Commencing in 2020 & Beyond) - uncommitted			1.390	8.976	16.652	15.537	13.410	16.330	16.410	16.410	16.410	121.525
Total Debt	2.389	21.860	22.077	21.721	18.705	15.537	13.410	16.330	16.410	16.410	16.410	178.870

* The 2019 approved budget, including carry forward funding, is \$37.446 million gross. Project listing of 2019 projects with future year commitments can be found in Appendix 8 of the [2019 Budget Notes](#).

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

ALIGNMENT WITH STRATEGIC PLAN

The 2019-2028 capital budget and plan supports TPL’s strategic plan, in particular: advancing State of Good Repair projects to provide welcoming, well-maintained and efficient public space; increasing access to in-branch services and spaces through new options to expand public and community space; and transforming library branches for 21st century service excellence.

EQUITY IMPACT STATEMENT

The 2019-2028 capital budget and plan for TPL is informed by the principles of equity and access. The plan was developed using access as one of the key drivers for investment in capital projects. The plan will increase TPL's capacity to align the investment in library facilities and services with need and demand across the city. It seeks to improve equity with respect to facility and service access for all residents, including equity-seeking groups in the City of Toronto.

ISSUE BACKGROUND

At the meeting on October 29, 2018, the Library Board approved the [2019-2028 Capital Budget and Plan](#) revised submission of \$21.915 million debt (\$28.830 million gross) in 2019 and \$251.234 million debt (\$472.871 million gross) over 2019-2028, which is comprised of \$173.888 million debt (\$303.937 million gross) meeting debt targets and \$77.346 million debt (\$168.934 million gross) above the debt targets. The additional funding exceeding debt target was requested by the Board to partially address the growing SOGR backlog.

At its meeting on February 4, 2019, the City's Budget Committee began consideration of the [City staff recommended 2019–2028 Capital Budget and Plan](#) for TPL of \$178.870 million debt (\$309.412 million gross), which is comprised of the Board funding request meeting debt targets plus an additional \$4.982 million debt (\$5.475 million gross) funding for the Multi-Branch Minor Renovation Program that exceeds debt targets in 2021-2023, to help address the SOGR backlog at multiple branches. The remaining eight projects (\$72.364 million debt and \$163.459 million gross over 2019-2028) that were part of the Board funding request exceeding debt targets, but are not included in the recommended budget, are listed below:

- Toronto Reference Library
- Other Multi-Branch Minor SOGR projects
- Barbara Frum
- Parkdale
- Lillian H. Smith
- Downsview
- Danforth/Coxwell Relocation and Expansion
- Etobicoke Civic Centre New Construction.

At its final meeting on February 20, 2019, Budget Committee endorsed the City staff-recommended 2019–2028 capital budget and plan with no changes.

COMMENTS

At its meeting on March 4, 2019, the Executive Committee endorsed the Budget Committee's recommended 2019-2028 capital budget and plan.

At its meeting on March 7, 2019, Council approved the 2019-2028 capital budget and plan, as recommended by Executive Committee, of \$21.860 million debt (\$28.674 million gross)

for 2019 (excluding preliminary carry forward from 2018) and \$181.259 million debt (\$318.184 million gross) over 2019-2028 (including preliminary carry forward from 2018), which includes \$4.982 million debt (\$5.475 million gross) of additional funding beyond the debt target in 2021-2023 to address SOGR backlog at multiple branches, as well as a preliminary carry forward of \$2.389 million debt (\$8.772 million gross) from 2018 to 2019.

The projects included in the approved budget and plan are listed in Attachment 1. The 2019-2028 capital budget and plan does not include eight projects totalling \$72.364 million of debt funding (\$163.459 million gross) included in the Board's submission exceeding debt target. The SOGR backlog, over the next 10 years, is expected to increase from \$68.413 million or 5.5% of total asset value in 2019 to \$158.949 million, which represents 12.2% of the total asset value, by the end of 2028. While there have been increases in funding above debt target in the each of the last four years, there is still a significant increase in the SOGR backlog over the ten-year plan that will need to be addressed in future budgets.

The last Building Condition Assessment (BCA) was done over four years ago. Based on the analysis recently done for the approved Facilities Master Plan, the actual SOGR backlog is likely much larger than the reported amounts. Work to update the BCA will be undertaken in 2019.

Council approval of the 2019-2028 budget and plan only confers authority to spend the 2019 budget and related future-year spending for approved projects within the 2019 budget plan. This amounts to \$57.345 million debt (\$110.510 million gross), excluding carry forward from 2018. Spending requirements for projects commencing in future years have to be submitted annually for approval.

Section 24(2) of the Public Libraries Act requires the Board to adopt the annual estimates that have been approved by City Council.

CONTACT

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

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Council-approved 2019-2028 Capital Budget & Plan – Gross and Debt Funding



2019-2028 Capital Budget and Plan - Adoption

Toronto Public Library Board

March 25, 2019

Development of capital program guided by:

Service Delivery Model – Four Tiers of Service

Branch Development Strategy

Technology Infrastructure

SOGR Backlog

TOcore / Population Growth

TPL Facilities Master Plan

City Planning Studies / Shared Used Facilities

Budget Drivers and Constraints

Drivers

SOGR backlog

AODA

Council Priorities

City-Wide Real Estate Program

Shared Used Facilities

TOcore/Population Growth

New Technologies

Constraints

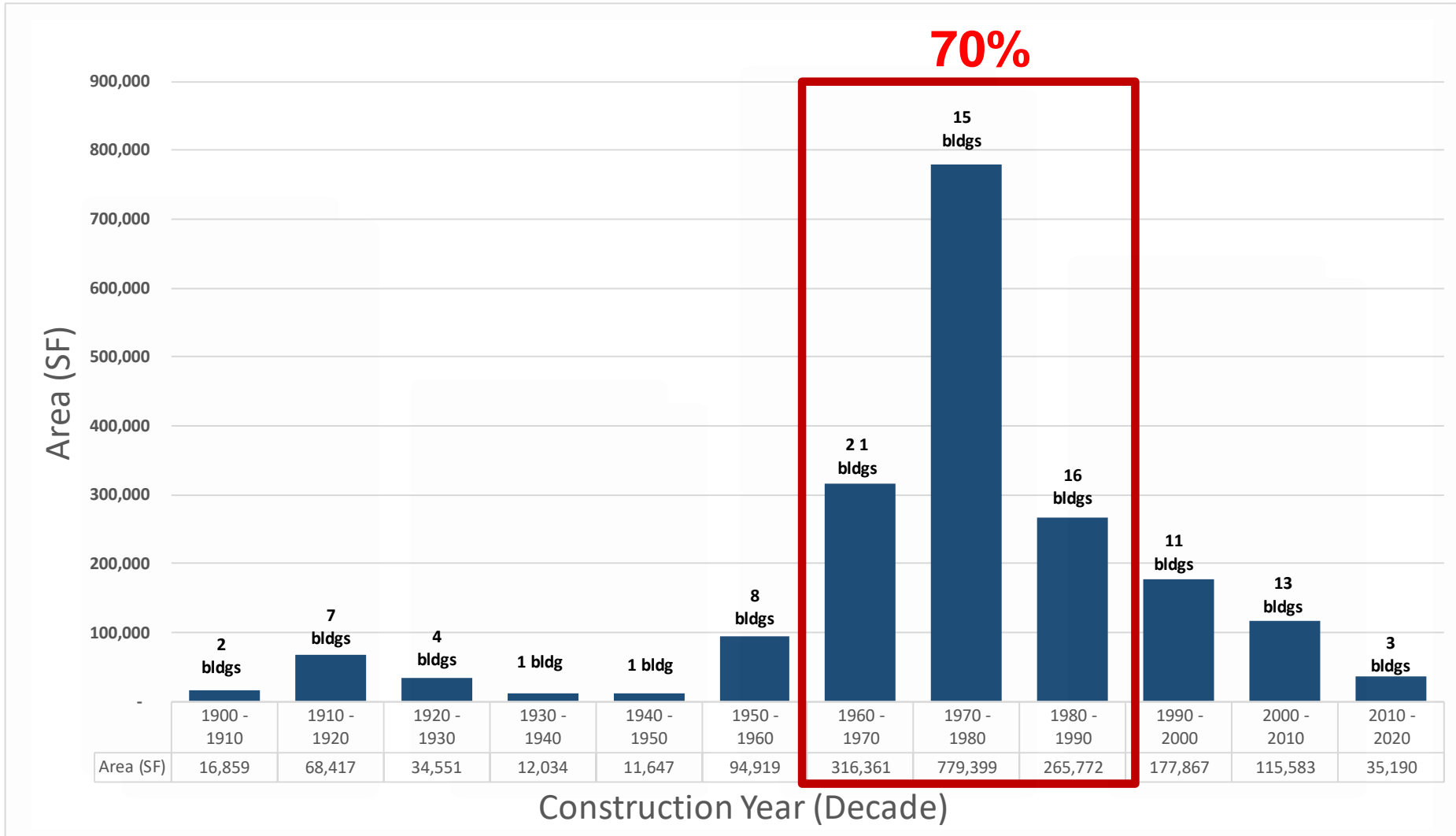
Inadequate Debt Targets

Rising Construction Costs

Manage and Reduce Operating Costs

City Planning Approvals

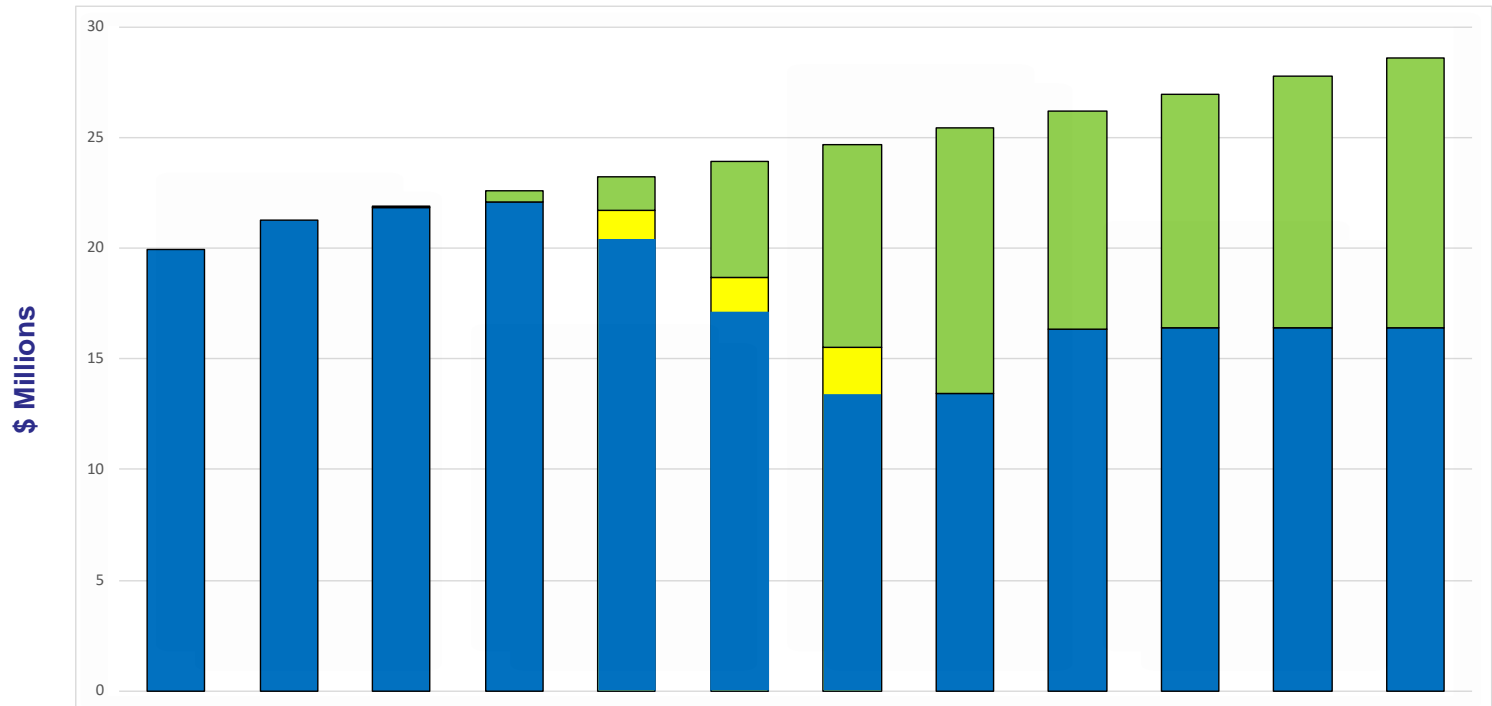
Building Age Profile



2019 – 2028 Debt Funding

Approved Debt Funding \$178.9 M

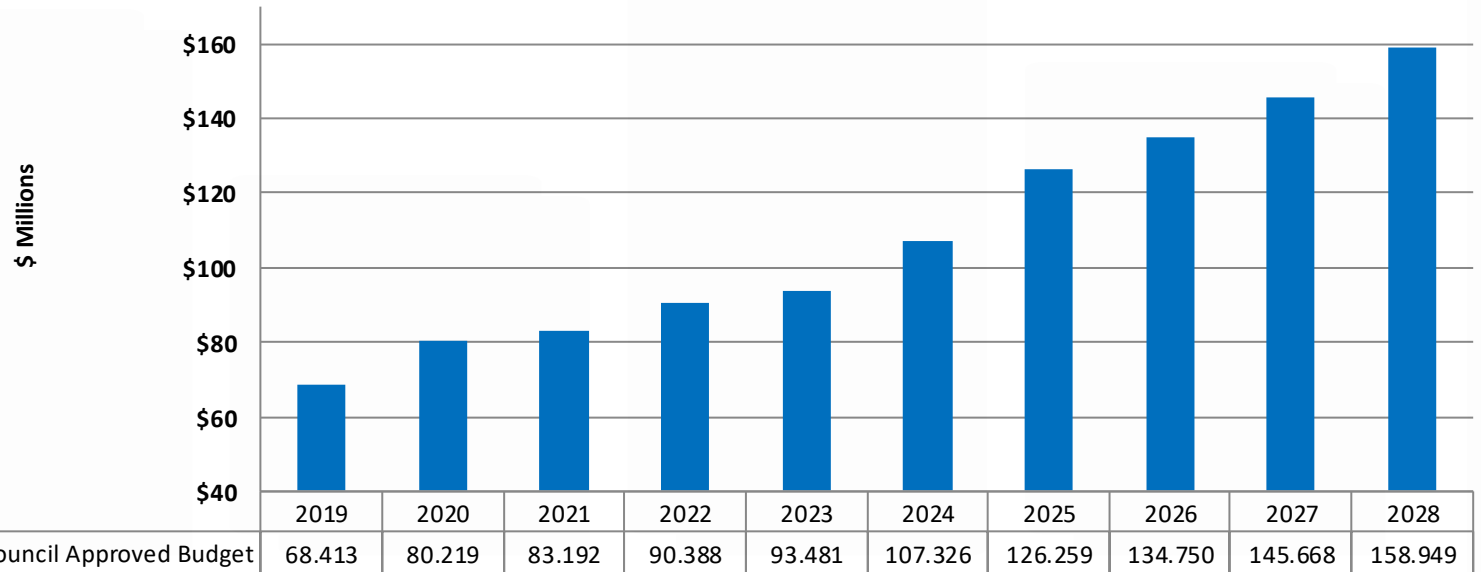
Not Approved Debt Funding (\$72.4M)
(\$ millions)



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Additional Debt Funding - Not Approved			0.055	0.496	1.529	5.242	9.129	11.996	9.838	10.543	11.352	12.185
Approved Debt Target	19.967	21.277	21.860	22.077	20.411	17.160	13.410	13.410	16.330	16.410	16.410	16.410
Additional Debt Funding Approved					1.310	1.545	2.127					
Total Approved Debt Funding			21.860	22.077	21.721	18.705	15.537	13.410	16.330	16.410	16.410	16.410

State of Good Repair Backlog

**Accumulated SOGR Backlog
(\$millions)**

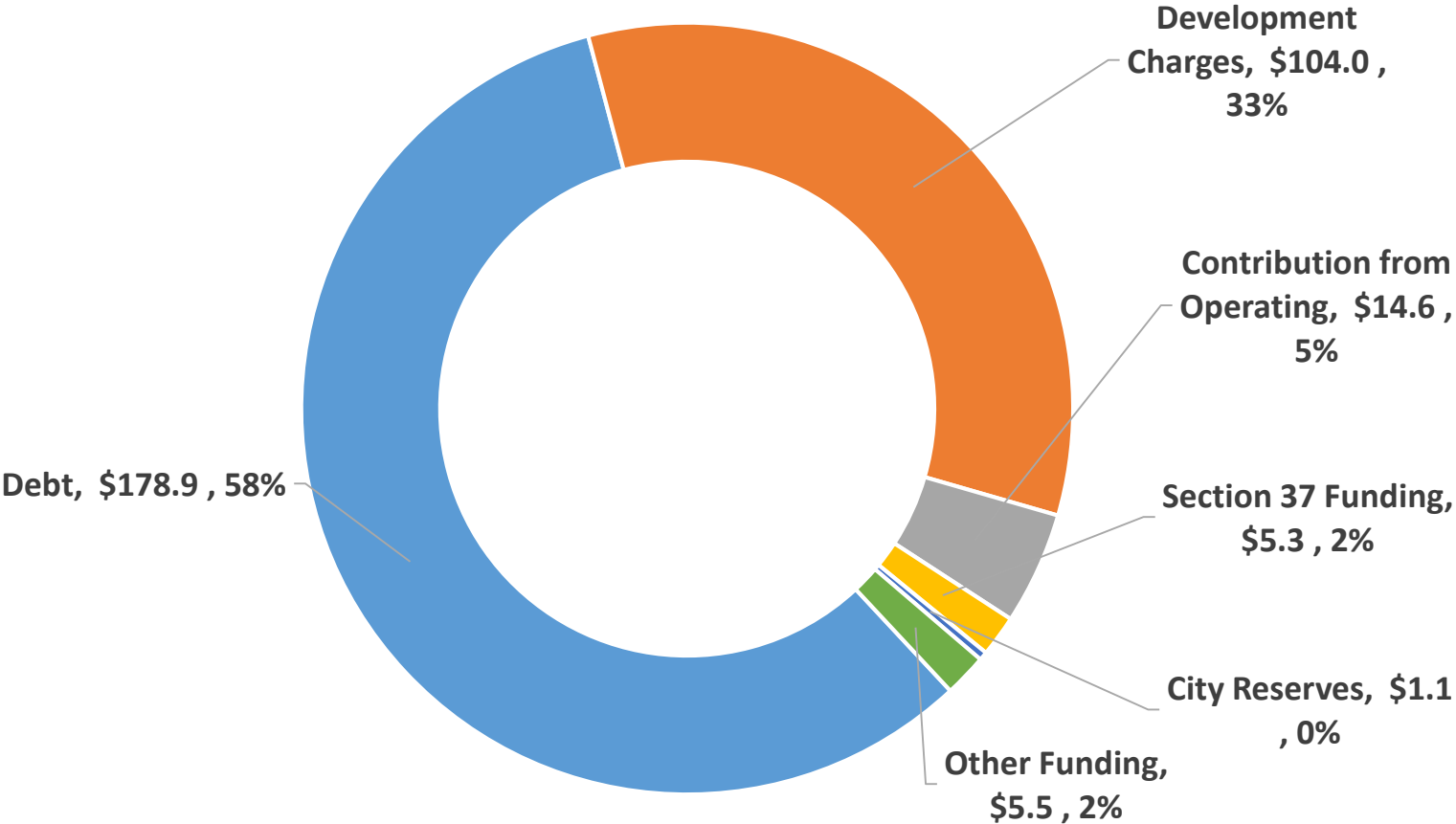


Note: FMP estimates current backlog at \$101.1M

Council Approved 2019 – 2028 Capital Budget and Plan

Where the Money Comes From

2019-2028 Capital Budget and Plan By Funding Source
(Total = \$309.412 Million Gross)



Council Approved 2019 – 2028 Capital Budget and Plan

2019-2028 Capital Budget and Plan Summary

(\$ Millions)

	Board Recommended		Council Approved		Council Not Approved	
	Gross	Debt	Gross	Debt	Gross	Debt
Projects meeting Debt Target	303.937	173.888	303.937	173.888	-	-
Projects exceeding Debt target	168.934	77.346	5.475	4.982	163.459	72.364
Total Capital Plan	472.871	251.234	309.412	178.870	163.459	72.364

SOGR Backlog Council Approved Budget = \$158.9 million by 2028

Capital Budget Spend:

- History of successful delivery of capital program
- Average spend rate of nearly 87% of approved capital; one of the highest in the City:

Year	% Budget Spend
2014	93.6%
2015	88.2%
2016	95.8%
2017	75.8%
2018	80.4%
Average	86.8%

- TPL has requested additional capital funding and has demonstrated our ability to spend the budget

Creating a New Strategic Plan: 2020-2024

Date:	March 25, 2019
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide an update on the process and timeline for the new strategic plan for the years 2020-2024. A successful process will result in a shared vision and strategy that sets the course for the next five years.

The proposed timeline is nine months, beginning in March with Board approval of the process and concluding in November 2019 with approval of the strategic plan. Prior work, including preliminary research and staff consultations was completed to inform this comprehensive process. Key milestones include:

- an environmental scan and research;
- a phased consultation plan and engagement strategy;
- creation of draft strategic priorities;
- identification of success measures by which to gauge progress;
- a communication plan and implementation plan;
- approval of final strategic plan, communication and implementation plans.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the proposed process and timeline for the creation of a new strategic plan 2020-2024 as outlined in Attachment 1.

FINANCIAL IMPACT

The costs associated with the creation of the strategic plan, including facilitation and meeting costs have been provided for in the 2019 operating budget and are up to \$60,000, including a survey of Toronto residents by a third party as part of the public consultations.

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

DECISION HISTORY

Creating a new strategic plan, the sixth for Toronto Public Library, ensures that the Library Board fulfills its legislated mandate to provide a comprehensive and efficient public library service that reflects the community's unique needs. The Library Board has approved five strategic plans:

Expanding access. Increasing Opportunity. Building Connections. Toronto Public Library Strategic Plan 2016-2019

<https://www.torontopubliclibrary.ca/content/about-the-library/strategic-plan/pdfs/strat-plan-2016-2019.pdf>

Read. Learn. Create. Deliver: Toronto Public Library Strategic Plan 2012 – 2015

<https://www.torontopubliclibrary.ca/content/about-the-library/strategic-plan/pdfs/read-learn-create-deliver-strat-plan-2012-2015.pdf>

Our Shared Story: Writing the Future of Toronto's Library. Toronto Public Library Strategic Plan 2008 – 2011

<https://www.torontopubliclibrary.ca/content/about-the-library/news-publications/strat-plan/strat-plan-2008.pdf>

Urban Stories: The Next Chapter. Toronto Public Library Strategic Plan 2004 – 2007

<https://www.torontopubliclibrary.ca/content/about-the-library/news-publications/strat-plan/strat-plan-2004.pdf>

Creating the Future: Treasuring the Past. Toronto Public Library Strategic Plan 2000 – 2003

<https://www.torontopubliclibrary.ca/content/about-the-library/news-publications/strat-plan/strat-plan-2004.pdf>

EQUITY IMPACT STATEMENT

The process and timeline for the new strategic plan for the years 2020-2024 have been developed considering the City's equity lens, which ensures ongoing integration of access and the removal of barriers for equity-seeking groups in the City of Toronto. The approach strives to achieve equitable outcomes for all, and that all benefit equally from programs and services delivered by the Toronto Public Library.

COMMENTS

Toronto Public Library's vision aspires to being *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*. A strategic plan that is founded in a comprehensive environmental scan, including external trends and current service offerings, and is informed by ongoing engagement and consultation with the staff, public and stakeholders. This research and consultation will lead to strategic priorities for the next five years and advance the Library's vision. The strategic plan describes the value and outcomes

that the Library will deliver to residents and communities of Toronto, and is developed considering the following strategic planning principles:

1. Grounded in TPL's vision, mission, values and brand;
2. Responsive to City and community needs;
3. Integrated with the community;
4. Is outcome-focused, actionable and drives continuous improvement.

Process and Timeline

The proposed process and timeline for the new strategic plan is detailed in Attachment 1. Preliminary research and staff consultations have been completed to inform the process. The proposed process will begin in March and conclude in November. The Strategic Planning Steering Committee will meet four times in 2019. Regular updates to the Board will be provided throughout this process. Proposed milestones for the Strategic Planning Steering Committee and Board input and approval include:

- approval of strategic plan process and timeline (March 2019);
- review environmental scan emerging themes and public/stakeholder consultation plan (April 2019);
- review consultation report, draft strategic priorities and identify success measures (June 2019);
- review draft strategic plan, and communication and implementation plans (September 2019);
- approval of final strategic plan, and communication and implementation plans (November 2019).

Public and Stakeholder Consultation

The Board's Public Consultation Policy requires that consultation is an input to the strategic planning process. Consulting on a new strategic plan is an opportunity to ensure that library services address issues that matter to Torontonians and contribute to the economic, social and democratic life of the City as a whole. The first phase of public and stakeholder consultations will inform draft priorities, and the second phase of consultations will refine and validate the draft priorities and conclude in September.

The consultation plan will build on results from recent public and stakeholder consultations, including the Toronto Public Library Experience 360 and TPL staff town halls and, where possible, be embedded in city, community and library events to support broad participation.

The consultation plan will include a public survey of Toronto residents by a third party. The survey will be based on a representative sample of users and non-users that will aim to gather demographic data of Toronto Public Library users, infrequent users, and non-users, and measure awareness of, attitude toward, needs and satisfaction with library services.

CONCLUSION

The development of a new strategic plan is an exciting opportunity for the Library to be outward looking and future focused, and to harness technology and innovation to drive excellent public service efficiently. Online and digital services create new possibilities for connecting and engaging users and delivering personalized services. Flexible public space supports study, work, collaboration, community building and civic engagement. Consultation with residents, stakeholders, including City Councillors, City departments, community agencies, service partners, staff and Toronto Public Library Workers Union 4948 throughout the planning process ensures the Library fulfills both its legislative mandate to provide responsive service and the aspirational vision to be the world's leading library making Toronto, its residents and communities more *resilient, knowledgeable, connected and successful*.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Strategic Plan 2020-2024 Roadmap

This document is an accessible text-only version of the 2020-2024 Strategic Plan Roadmap diagram.

2020-2024 Strategic Plan

Roadmap

List of 2019 Board Meeting Dates

January 21, February 25, March 25, April 29, May 21, June 17, September 23, October 21, November 25, December 16.

Library Board Milestones

	Date	Milestone
Library Board	March 25	Board approval of strategic plan process and timeline
	November 25	Board approval of final strategic plan, Communication and implementation plans
	<i>Note: Regular updates on roadmap will be provided to the Library Board throughout the process.</i>	

Strategic Planning Steering Committee Milestones

	Date	Milestone
Strategic Planning Steering Committee	February 25	Committee is Formed <ul style="list-style-type: none"> • Committee terms of reference introduced • Steering committee members identified
	April 29	1st Meeting <ul style="list-style-type: none"> • Review Staff Town Hall consultation results • Review environmental scan emerging trends • Review public / stakeholder consultation plan
	June 17	2nd Meeting (Retreat) <ul style="list-style-type: none"> • Review external consultation report • Draft strategic priorities • Identify success measures (Outcomes and KPIs)
	September 23	3rd Meeting <ul style="list-style-type: none"> • Review draft strategic plan • Review implementation & communication plans
	November 25	4th Meeting <ul style="list-style-type: none"> • Finalize Strategic Plan, Communication and Implementation Plans

High Level Timeline of the Development Process

Research and Consultation Phase	Internal Consultation	Planning for the staff town halls began in Q4 of 2018. Three Staff Town Hall consultation sessions took place between February and March of 2019. Analysis of the staff feedback received will take place in April, 2019 and be presented to the Steering Committee on April 29. The staff engagement and consultation process will then continue and be ongoing throughout the 2019 strategic plan development process.
	Environmental Scan	Research for the environmental scan began in late February 2019 and will continue until the end of March 2019. The research will be analyzed to identify future trends and themes for the purpose of informing the strategic planning process.
	External Consultation	The external consultation will consist of two phases, the first one beginning in April 2019 and ending in May, afterwards it will be followed by an analysis of the feedback and input received. A second stage will launch in July 2019 and be completed by mid September. The consultation strategy, including list of stakeholders and methods is currently being developed.

Alignment Phase	Throughout the process of developing the strategic plan for 2020-2024, work will be done to ensure the alignment of the plan with other internal frameworks, strategies and processes such as the new brand and visual identify for Toronto Public Library, and the development of an accountability framework. Details on this process and the development of the plan will be communicated internally to the staff to ensure alignment with the help of a communications plan / strategy.
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High Level Sample Activities List by Month

Month	Activity
Q.4 2018 to January 2019	<ul style="list-style-type: none"> • Senior Management Gap Analysis Session • Preliminary Research • Planning of Staff Town Hall engagement
February 2019	<ul style="list-style-type: none"> • Staff engagement - Staff Town Halls (2 sessions) • Begin planning of environmental scan • Terms of reference for Board Strategic Plan Steering Committee
March 2019	<ul style="list-style-type: none"> • Staff engagement - Staff Town Hall (1 session) • Begin analysis of Staff Town Hall feedback • Finalize Strategic Plan roadmap • Complete environmental scan • Draft public/stakeholder consultation plan • Establish Strategic Plan Management Coordination Committee • Board approval of strategic plan process and timeline
April 2019	<ul style="list-style-type: none"> • Roll-out of Phase 1 Consultations • Consult with City on City strategies including participating in City meetings and working groups
May 2019	<ul style="list-style-type: none"> • Public Consultations Phase 1 continues
June 2019	<ul style="list-style-type: none"> • 2nd Board Steering Committee Meeting (Retreat) • Draft Consultation Report (for Phase 1)
July – August 2019	<ul style="list-style-type: none"> • Roll-out of Phase 2 of Consultation
September 2019	<ul style="list-style-type: none"> • 3rd Board Steering Committee Meeting • Draft Strategic Plan and accompanying implementation and communication plans
October 2019	<ul style="list-style-type: none"> • Alignment of Accountability Framework to implementation of Strategic Plan
November 2019	<ul style="list-style-type: none"> • 4th Board Steering Committee Meeting • Finalize Strategic Plan and accompanying Implementation and Communication plans • Board approval of final Strategic Plan, Communication and Implementation Plans
December 2019 to Q.1 2020	<ul style="list-style-type: none"> • Communication and Implementation for plan roll-out

Parkdale Branch – Award of Tender

Date:	March 25, 2019
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to request Toronto Public Library (TPL) Board approval to employ the services of a General Contractor for the minor interior renovation of Parkdale Branch, as per TPL’s drawings and specifications. Closure of the branch for approximately three (3) months was approved at the February 25, 2019 Board meeting.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. awards the contract to the lowest bidder, BDA Inc., for the interior renovation of Parkdale Branch, at a cost of \$500,170 which includes a contingency of \$45,470 [excluding Harmonized Sales Tax (HST)].

FINANCIAL IMPACT

The contract award of \$500,170 is made up of the tender amount of \$454,700 plus a contingency of \$45,470 (excluding HST), funded from the approved Multi-Branch Renovation Program (SOGR) capital budget.

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

DECISION HISTORY

At its meeting on February 25, 2019 the Toronto Public Library Board approved the *Parkdale Branch – Closure for Minor Renovation* report, including a recommendation to close the branch for approximately three (3) months. The report also provided details on the alternate service plan: <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/feb25/17-parkdale-branch-closure-for-minor-renovation.pdf>

At its meeting on March 7, 2019, City Council approved the Toronto Public Library capital budget through item EX2.5 (246) that included \$5.712 million gross for the Multi Branch Renovation Program (SOGR) capital project:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX2.5>

COMMENTS

The project is a minor renovation that will facilitate better access to the music lending library making it easier for staff and the public to access the collection. The renovation will also improve the layout by providing customers with better access to computers and creating better sightlines throughout the branch. The renovation will include the following:

- Relocating the Music Instrument Lending library to a more prominent location with better display opportunities on the main floor of the branch;
- Reconfiguration of the adult computer area to allow customers more space per workstation;
- Lower shelving to improve sightlines and introduce flexibility to the branch;
- Addition of laptop bars that overlook Queen Street and include access to electricity;
- Additional public seating in the urban living room;
- Replace carpet throughout the branch as it is badly worn and stained;
- Replacing some of the existing study tables with furniture;
- Replacing the service desk with one that is more efficient and will improve staff health and safety.

Award of Tender Recommendation

For the recommended contract award, the following requirements have been met:

1. The bidder recommended for award, is the lowest bidder, meeting all tender requirements, and was the lowest bid received;
2. Library staff have reviewed the submission and found the price to be reasonable in relation to the complexity of the project;
3. The tender process included the use of pre-qualified general contractors, in accordance with the instructions to bidders;
4. Written acceptance by the general contractor and the subcontractors that they will comply with the City's Fair Wage Policy.

The recommended bidder has successfully completed a number of Toronto Public Library projects, including the Steeles, Humber Summit and Runnymede branches as well as Beeton Hall at the Toronto Reference Library. The references were checked by the architect and were satisfactory.

Closure information is currently posted in the branch and will be on the Toronto Public Library website. Customers with Parkdale branch as a home location will be notified of the temporary branch closure through e-mail blasts or automated telephone calls.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Background: Procurement Process Parkdale Library – Award of Tender

Background: Procurement Process Parkdale Branch – Award of Tender

Architects for the Project

Paul Dacuhna Architect was hired to provide architectural services for the renovation of the existing Parkdale branch in July 2018.

Prequalified 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. Six (6) of the most experienced and proved General Contractors were pre-qualified to bid on the project. Six (6) attended the mandatory site meeting at Parkdale branch on February 20, 2019.

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 February 14, 2019, the Call for Tenders was issued to the six 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 February 20, 2019. 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 February 28, 2019, TPL received tenders from six of the pre-qualified General Contractors. The Architects and Library staff analyzed 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 copy of the bid electronically, through bonfire, which included:

- 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.



STAFF REPORT INFORMATION ONLY

Operating Budget Monitoring Report – December 31, 2018

Date:	March 25, 2019
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide the Toronto Public Library (TPL) Board with a summary of the gross and net operating expenditures for the year ending on December 31, 2018. TPL's Council-approved 2018 operating budget is \$182.393 million net (\$201.717 million gross).

For the year ending December 31, 2018, TPL is reporting a favourable net expenditure variance of \$0.059 million, which will be returned to the City, comprised of a favourable revenue variance of \$2.609 million and an unfavourable expenditure variance of \$2.550 million.

FINANCIAL IMPACT

For the year ending December 31, 2018, TPL is reporting a favourable net expenditure variance of \$0.059 million comprised of a favourable revenue variance of \$2.609 million and an unfavourable expenditure variance of \$2.550 million. The surplus of \$0.059 million will be returned to the City.

The Director, Finance & Treasurer has reviewed this financial impact and agrees with it.

ISSUE BACKGROUND

TPL's initial Council-approved [2018 operating budget](#) was \$182.283 million net (\$201.607 million gross). Throughout 2018, the City made minor adjustments; comprised primarily of an increase of \$0.112 million net related to the increase in minimum wage included in Bill 148, which resulted in a revised final 2018 operating budget of \$182.393 million net (\$201.717 million gross).

COMMENTS

For the year ending December 31, 2018, TPL is reporting a favourable net expenditure variance of \$0.059 million comprised of a favourable revenue variance of \$2.609 million and an unfavourable expenditure variance of \$2.550 million as shown in Table 1 below:

Table 1
TORONTO PUBLIC LIBRARY
Operating Budget Monitoring Report
For the Year Ending December 31, 2018
(\$ Millions)

Expense/Revenue Category	2017	2018	2018	Variance	
	Actual	Actual	Budget	fav/(unfav)	
	\$	\$	\$	\$	%
Staffing Costs	142.542	145.555	146.723	1.168	0.8
Materials and Supplies	2.147	2.050	2.186	0.136	6.2
Library Materials	19.761	19.974	19.766	(0.208)	(1.1)
Equipment, Services and Rent	30.089	32.030	28.411	(3.619)	(12.7)
Contributions & Transfers	6.327	4.582	4.626	0.044	1.0
Other	0.156	0.075	0.004	(0.071)	(1,784.1)
Gross Expenditures	201.022	204.267	201.717	(2.550)	(1.3)
Grants	5.804	5.974	5.678	0.295	5.2
Fines, Fees and Room Rentals	5.299	5.332	5.447	(0.115)	(2.1)
Contributions & Transfers	7.085	5.936	5.936	-	-
Other	3.796	4.691	2.262	2.429	107.4
Total Revenues	21.983	21.933	19.324	2.609	13.5
Net Expenditures	179.038	182.334	182.393	0.059	0.0

The unfavourable expenditure variance of \$2.550 million is mainly attributable to an unfavourable variance in equipment, services and rent of \$3.619 million offset by a favourable variance in staffing costs of \$1.168 million.

The unfavourable variance of \$3.619 million in equipment, services and rent is primarily due to enhanced spending (\$2.704 million) on specific library initiatives funded by the TPL Foundation and greater than budgeted expenditures in various other areas, including security costs (\$0.540 million).

Branch security costs were higher than budget due to the requirement for an increase in security personnel, including paid-duty Toronto Police Services officers, in certain branches

during regular branch hours in response to specific incidents and to ensure the safety of patrons and staff.

The favorable variance in staffing costs (\$1.168 million) is mainly attributed to lower than budgeted expenditures in benefits due to reduced claims experience.

The favourable revenue variance of \$2.609 million is mainly attributable to supplementary revenue from the TPL Foundation (\$2.704 million) to enhance specific library initiatives as discussed above, but is offset by lower than budgeted revenues related to fines (\$0.169 million) as a result of the continued growth in the usage of e-materials and customer knowledge regarding renewals and late due notices.

These operating results should be considered draft until the external audit of the financial statements is complete.

CONTACT

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

SIGNATURE

Vickery Bowles
City Librarian



STAFF REPORT INFORMATION ONLY

Capital Budget Monitoring Report – December 31, 2018

Date:	March 25, 2019
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide the Toronto Public Library (TPL) Board with a summary of the capital expenditures for year ended December 31, 2018.

Capital spending during 2018 totalled \$31.441 million, or 80.4%, of the gross cash flow of \$39.119 million, resulting in a final unspent balance of \$7.678 million. The five-year average capital spend rate is 86.8%.

The unspent balance of \$7.678 million is comprised of \$8.710 million from capital projects that are under-spent at year-end partially offset by cash flows of \$1.032 million from three projects that are spending ahead of schedule. The preliminary carry-forward is \$2.389 million debt (\$8.772 million gross).

FINANCIAL IMPACT

Capital spending during 2018 totalled \$31.441 million or 80.4% of the approved gross cash flow of \$39.119 million, resulting in a final unspent balance of \$7.678 million, which is comprised of \$8.710 million from capital projects that are under-spent at year-end partially offset by cash flows of \$1.032 million from three projects that are spending ahead of schedule. After adjusting the \$8.710 million unspent funding for \$0.225 million of pre-spending of 2018 budget in 2017 and the deferral of \$0.407 million Parliament Street Library project in the 2019 Budget Submission, there remains \$8.078 million of unspent 2018 cash flow to be carried forward to the 2019 budget as shown on Table 1 below.

Table 1: Unspent cash flows carried forward
(\$ Millions)

Projects	2018 unspent funding	Required underspending due to pre-spending of 2018 cash flow in 2017	Deferred to 2021 in 2019 Budget Submission	Carry-Forward Funding to 2019 Budget
Albert Campbell Library Renovation	0.263			0.263
Albion Library Renovation	0.09			0.09
Answerline & Community Space Rental Modernization	0.454			0.454
Centennial Library Renovation & Expansion	0.122			0.122
Expansion of Technological Efficiencies	0.015			0.015
Fort York Library Construction	0.128			0.128
Guildwood Library Renovation & Expansion	0.441			0.441
Integrated Payment Solutions	0.675			0.675
Multi-Branch State of Good Repair Program	0.201			0.201
North York Central Library Renovation Phase 2	0.705			0.705
Parliament Street Library Relocation	0.407		0.407	-
Perth/Dupont Library Relocation	0.045			0.045
St.Clair/Silverthorn Library Renovation	0.669			0.669
Technology Asset Management Program	0.269	0.225		0.044
Wychwood Library Renovation	2.303			2.303
York Woods Library Renovation	1.923			1.923
Total	8.710	0.225	0.407	8.078

The Director, Finance and Treasurer has reviewed this financial impact statement and agrees with it.

ISSUE BACKGROUND

TPL's 2018 capital budget of \$39.119 million gross is comprised of \$28.839 million approved; \$6.428 million of unspent balances carried forward from 2017; and \$3.852 million cost increases due to cost escalation for Wychwood and St. Clair/Silverthorn capital projects, property acquisition for Dawes Road capital project, and capital improvements to the Oakwood Village Branch which is part of the Multi-Branch State of Good Repair project.

COMMENTS

For the year ending December 31, 2018, the Library spent \$31.441 million or 80.4% of the 2018 approved cash flow of \$39.119 million, resulting in a final unspent balance of \$8.710 million. The average five-year capital spending rate is 86.8%, well above the City average.

These results should be considered draft until the external audit of the financial statements is completed.

Project Status

Attachment 1 includes a list of all active projects, providing 2018 year-end and life-to-date project expenditure status, and overspent and underspent cash flow balances. A brief description of 2018 accomplishments, significant expenditure variances and the completion status of capital projects is provided below:

- The *Albert Campbell Renovation* project's capital expenditure totalled \$0.220 million, or 45.6%, of the 2018 approved cash flow of \$0.483 million. Construction start is delayed to 2020 as the design/consultation stage took longer than expected. The unspent cash flow balance of \$0.263 million has been carried forward to 2019.
- The *Albion Renovation* project's capital expenditure totalled \$0.139 million, or 60.5%, of the 2018 approved cash flow of \$0.229 million. The branch opened on June 5, 2017 but there are outstanding deficiencies. The unspent cash flow balance of \$0.090 million has been carried forward to 2019.
- The *Bayview-Bessarion Relocation* project's capital expenditures totalled \$1.012 million or 1,015.6% of the 2018 approved cash flow of \$0.100 million. This project spending is ahead of schedule and the 2018 cash flow over-expenditure of \$0.913 million will be required to be underspent in 2019.
- The *Centennial Renovation & Expansion* project's capital expenditure totalled \$0.045 million or 26.9% of the 2018 approved cash flow of \$0.167 million. The Architectural Services contract was awarded in February 2019. The unspent cash flow balance of \$0.122 million has been carried forward to 2019.
- The *Dawes Road Construction & Expansion* project's capital expenditure totalled \$3.377 million or 101.2% of the 2018 approved cash flow of \$3.336 million. City Real Estate Services is continuing to work on negotiations for site acquisition. The over-expenditure of \$0.041 million will be required to be underspent in 2019.
- The *Fort York Library Construction* project's capital expenditure totalled \$0.054 million or 29.8% of the 2018 approved cash flow of \$0.183 million. There are outstanding acoustic problems that still need to be resolved. The unspent cash flow balance of \$0.128 million has been carried forward to 2019.
- The *Guildwood Renovation & Expansion* project's capital expenditure totalled \$0.152 million or 25.6% of the 2018 approved cash flow of \$0.592 million. Construction started in December, later than originally planned, due to late handover of the new lease space. The unspent cash flow balance of \$0.440 million has been carried forward to 2019.
- The *North York Central Library Renovation Phase 1* project's capital expenditure totalled \$5.281 million representing 100% of the 2018 approved cash flow of \$5.281 million. This project is completed.
- The *North York Central Library Renovation Phase 2* project's capital expenditure totalled \$1.959 million or 73.5% of the 2018 approved cash flow of \$2.664 million. Construction is

delayed to 2019 as the construction contract could not be awarded until Phase 1 project was complete. The unspent cash flow balance of \$0.705 million has been carried forward to 2019.

- The *Parliament Street Relocation and Expansion* capital project, with a 2018 approved cash flow of \$0.407 million for design costs, had no capital spending in 2018. The City's overall plan for site development has not been finalized. Given that the start date of this project is uncertain at this time, the project was deferred to 2021 as part of the 2019 Budget submission.
- The *Perth / Dupont Relocation to 299 Campbell Ave* project's capital expenditure totalled \$0.035 million or 43.5% of the 2018 approved cash flow of \$0.080 million. Architect has been selected and concept design has been completed. The Library is waiting for Developer scheduling as branch is in the base of a new rental building. The unspent cash flow balance of \$0.045 million has been carried forward to 2019.
- The *St. Clair/Silverthorn Reconstruction* project's capital expenditure totalled \$2.306 million or 77.5% of the 2018 approved cash flow of \$2.975 million. Construction is progressing well. The unspent cash flow balance of \$0.669 million has been carried forward to 2019.
- The *Wychwood Library Renovation* project's capital expenditure totalled \$1.456 million or 38.7% of the 2018 approved cash flow of \$3.759 million. Construction started in August after experiencing a two-year delay on the site plan approval and building permit process. The unspent cash flow balance of \$2.303 million has been carried forward to 2019.
- The *York Woods* project's capital expenditure totalled \$0.147 million or 7.1% of the 2018 approved cash flow of \$2.070 million. The Architect selection is complete. As the project is still in the design/consultation stage, construction is not anticipated to start until 2019. The unspent cash flow balance of \$1.923 million has been carried forward to 2019.
- The *Multi-Branch State of Good Repair Program* capital expenditures totalled \$6.719 million or 97.1% of the 2018 approved cash flow of \$6.919 million. This state of good repair program is an effective way of keeping branches operational until a major renovation can be funded. Three sub-projects are completed. The remaining five sub-projects with total unspent cash flow balance of \$0.201 million which has been carried forward to 2019.
- The *Technology Asset Management Program* capital expenditures totalled \$3.831 million or 93.4% of the 2018 approved cash flow of \$4.100 million. This equates to a spending rate of 98.9% of available 2018 cash flows as a \$0.225 million underspending was required in 2018 to offset the pre-spending of 2018 budgeted cash flows in 2017 due to the project being ahead of schedule. The remaining unspent cash flow balance of \$0.044 million has been carried forward to 2019.
- The *Virtual Branch Services* project's capital expenditure totalled \$1.578 million or 105.2% of the 2018 approved cash flow of \$1.500 million. This equates to a spending rate of 115.5% of available 2018 cash flows as a \$0.134 million underspending was required in 2018 to offset pre-spending of 2018 budgeted cash flows in 2017. A total of \$0.212 million

(\$0.078 million pre-spending of 2019 budgeted cash flows in 2018 plus \$0.134 million pre-spending of 2018 budgeted cash flows in 2017) will be required to be underspent in 2019.

- The *Integrated Payment Solutions* project's capital expenditure totalled \$1.389 million or 67.3% of the 2018 approved cash flow of \$2.064 million. Project expenditure is lower than planned due to contract negotiation delays. Full Implementation is expected in 2019. The unspent cash flow balance of \$0.675 million has been carried forward to 2019.
- The *Equipment for Operational Efficiencies* project's capital expenditure totalled \$0.710 million representing 100% of the 2018 approved cash flow of \$0.710 million. This project is completed.
- The *Expansion of Technological Efficiencies* project's capital expenditure totalled \$0.935 million or 98.4% of the 2018 approved cash flow of \$0.950 million. The unspent cash flow balance of \$0.015 million has been carried forward to 2019.
- The *Answerline & Community Space Rental Modernization* project's capital expenditure totalled \$0.096 million or 17.5% of the 2018 approved cash flow of \$0.550 million. Project is delayed due to ongoing contract negotiation with vendor. The unspent cash flow balance of \$0.454 million has been carried forward to 2019.

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Capital Budget Monitoring Report for the Year Ended December 31 2018

**Toronto Public Library
2018 Capital Budget Monitoring Report
For the Year Ended December 31, 2018**

ATTACHMENT 1

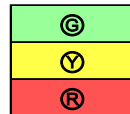
Project/Sub-Project Name	2018 - Year-to-Date							Life To Date				Expected Year of Completion
	2018 Full Year Budget (a)	Spent		Unspent / (Overspent)		On Budget (h)	On Time (i)	Budget \$ (j)	Actuals \$ (k)	Unspent / (Overspent)		
		\$	%	\$	%					\$	%	
		(b)	(c) = (a) / (b)	(d) = (a) - (b)	(e) = (d) / (a)					(l) = (j) - (k)	(m) = (l) / (j)	
1 Albert Campbell Library Renovation	483,097	220,143	45.6%	262,954	54.4%	Ⓡ	Ⓡ	12,165,000	302,046	11,862,954	97.5%	2021
2 Albion Library Renovation	229,021	138,666	60.5%	90,355	39.5%	Ⓨ	Ⓨ	15,307,000	15,216,645	90,355	0.6%	2019
3 Bayview-Bessarion Library Relocation	99,670	1,012,290	1,015.6%	(912,620)	(915.6%)	Ⓢ	Ⓢ	15,322,000	1,684,355	13,637,645	89.0%	2021
4 Centennial Renovation & Expansion - Design	167,000	45,000	26.9%	122,000	73.1%	Ⓡ	Ⓨ	334,000	45,000	289,000	86.5%	2019
5 Dawes Road Construction & Expansion	3,336,136	3,377,212	101.2%	(41,076)	(1.2%)	Ⓢ	Ⓢ	23,624,000	4,824,076	18,799,924	79.6%	2023
6 Fort York Library Construction	182,918	54,430	29.8%	128,488	70.2%	Ⓡ	Ⓨ	9,192,000	9,063,512	128,488	1.4%	2019
7 Guilwood Renovation & Expansion	592,000	151,555	25.6%	440,445	74.4%	Ⓡ	Ⓨ	1,183,000	151,555	1,031,445	87.2%	2019
8 North York Central Library Renovation Phase 1	5,280,955	5,280,955	100.0%	-	0.0%	Ⓢ	Ⓢ	17,474,000	17,474,000	0	0.0%	2018
9 North York Central Library Renovation Phase 2	2,664,000	1,959,254	73.5%	704,746	26.5%	Ⓢ	Ⓢ	10,880,000	1,959,254	8,920,746	82.0%	2021
10 Parliament Street Relocation and Expansion - Design	407,000	-	0.0%	407,000	100.0%	Ⓡ	Ⓡ	815,000	-	815,000	100.0%	2022
11 Perth/Dupont Relocation-299 Campbell ave - Design	80,000	34,776	43.5%	45,224	56.5%	Ⓡ	Ⓨ	80,000	34,776	45,224	56.5%	2019
12 St. Clair/Silverthorn Renovation	2,974,730	2,305,546	77.5%	669,184	22.5%	Ⓢ	Ⓢ	3,815,400	2,646,216	1,169,184	30.6%	2019
13 Wychwood Library Renovation	3,758,734	1,455,778	38.7%	2,302,956	61.3%	Ⓡ	Ⓡ	15,795,600	1,997,044	13,798,556	87.4%	2021
14 York Woods Library Renovation	2,070,000	147,147	7.1%	1,922,853	92.9%	Ⓡ	Ⓡ	8,344,000	147,147	8,196,853	98.2%	2021
15 Multi-Branch State of Good Repair Program	6,919,405	6,718,848	97.1%	200,557	2.9%	Ⓢ	Ⓢ	26,978,090	17,620,357	9,357,733	34.7%	Ongoing
16 Technology Asset Management Program	4,100,000	3,830,613	93.4%	269,387	6.6%	Ⓢ	Ⓢ	8,200,000	4,472,520	3,727,480	45.5%	Ongoing
17 Virtual Branch Services	1,500,000	1,578,281	105.2%	(78,281)	(5.2%)	Ⓢ	Ⓢ	3,550,000	2,311,882	1,238,118	34.9%	Ongoing
18 Integrated Payment Solutions	2,063,615	1,388,880	67.3%	674,735	32.7%	Ⓨ	Ⓨ	2,250,000	1,575,265	674,735	30.0%	2019
19 Equipment for Operational Efficiencies	710,354	710,354	100.0%	-	0.0%	Ⓢ	Ⓢ	1,806,000	1,806,000	0	0.0%	2018
20 Expansion of Technological Efficiencies	950,000	934,595	98.4%	15,405	1.6%	Ⓢ	Ⓢ	1,600,000	934,595	665,405	41.6%	2019
21 Answerline & Community Space Rental Modernization	550,000	96,163	17.5%	453,837	82.5%	Ⓡ	Ⓡ	1,400,000	96,163	1,303,837	93.1%	2019
Total- 2018 Capital Projects Cash Flow Gross	39,118,635	31,440,486	80.4%	7,678,149	19.6%	Ⓢ	Ⓢ	180,115,090	84,362,408	95,752,682	53.2%	

On Time

On / Ahead of Schedule

Minor Delays < 6 months

Significant Delays > 6 months



On Budget

>70% of Approved Cash Flow

Between 50% and 70% of Approved Cash Flow

< 50% or >100% of Approved Cash Flow

Board Resolutions – Status Report

Date:	March 25, 2019
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

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

BACKGROUND INFORMATION

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

Attachment 1 summarizes all outstanding Toronto Public Library Board resolutions.

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENT

Attachment 1: Board Resolutions – Status Report – March 25, 2019



**STATUS REPORT
TORONTO PUBLIC LIBRARY BOARD RESOLUTIONS
AS AT MARCH 25, 2019**

DATE OF MEETING	MOTION (Ref: Minute #)	STATUS	TARGET DATE
Sep. 8, 2014	14-150 – Notice of Motion: Funding and Timing of Perth/Dupont Branch Relocation		
	5. requests that the local City Councillor consult with the local community and make a recommendation to the Board for a new name for the relocated branch (which will no longer be located at the corner of Perth and Dupont).	IN PROGRESS Staff to bring a recommendation to the Board for a new name for the relocated branch to the Board for approval.	To be determined
Feb. 22, 2016	16-040 – Naming Opportunity – Daniel Grafton Hill III		
	2. requests staff to provide updates to the Toronto Public Library Board on this initiative at strategic intervals.	IN PROGRESS This initiative is dependent on a future branch capital project and consultation process.	To be determined
Jan. 21, 2019	19-011 – Facilities Master Plan		
	2. directs the Director, Transformational Projects to report back to the Board at a subsequent meeting incorporating feedback from Board members provided at the meeting	IN PROGRESS	September 23, 2019 TPLB Meeting