ATTACHMENT 1

Q1 Governance role

Answered: 7 Skipped: 0

	Strongly Disagree (1)	Disagree (2)	Acceptable (3)	Agree (4)	Strongly Agree (5)	Total
1. Orientation for new Board members is adequate	**0.00%** 0	**42.86%** 3	**14.29%** 1	**42.86%** 3	**0.00%** 0	7
2. The legal and regulatory framework governing the Board members	**0.00%** 0	**0.00%** 0	**42.86%** 3	**57.14%** 4	**0.00%** 0	7
3. The Board understands and contributes to the the Library	**0.00%** 0	**0.00%** 0	**28.57%** 2	**57.14%** 4	**14.29%** 1	7
4. The Board is effective at solving problems and leveraging opportunities	**0.00%** 0	**0.00%** 0	**57.14%** 4	**42.86%** 3	**0.00%** 0	7
5. Plans and initiatives approved by the Board prudent use of public funds	**0.00%** 0	**0.00%** 0	**14.29%** 1	**42.86%** 3	**42.86%** 3	7
6. The Board reviews and approves operating and ensuring that they are aligned with Library and City priorities	**0.00%** 0	**0.00%** 0	**0.00%** 0	**85.71%** 6	**14.29%** 1	7
7. The Board ensures that its Financial Control Policy is adhered to	**0.00%** 0	**14.29%** 1	**14.29%** 1	**57.14%** 4	**14.29%** 1	7
8. The Board reviews the annual audited financial where necessary	**0.00%** 0	**0.00%** 0	**14.29%** 1	**71.43%** 5	**14.29%** 1	7
9. Board members demonstrate clear understanding Board and the City Librarian	**0.00%** 0	**0.00%** 0	**0.00%** 0	**71.43%** 5	**28.57%** 2	7
10. Board membership provides for diverse experience	**0.00%** 0	**0.00%** 0	**28.57%** 2	**28.57%** 2	**42.86%** 3	7
11. The terms of Board members are well staggered to ensure continuity	**14.29%** 1	**57.14%** 4	**0.00%** 0	**28.57%** 2	**0.00%** 0	7
12. The Board has an ongoing education program for Board members	**0.00%** 0	**14.29%** 1	**28.57%** 2	**28.57%** 2	**28.57%** 2	7
13. Board members attend Library special events	**0.00%** 0	**28.57%** 2	**28.57%** 2	**28.57%** 2	**14.29%** 1	7
14. The Board has a good working relationship with Foundation	**0.00%** 0	**0.00%** 0	**0.00%** 0	**57.14%** 4	**42.86%** 3	7

Comments and suggestions:
Unfortunately, the terms of the board members are not staggered, so at the end of the 4-year period, the entire board is refreshed (with the exception of returning members who are re-appointed). Staggered terms could contribute to better continuity.
I feel that citizen board members wish that they could be more effective in their roles. They are frequently not sure how best to use their skills and abilities and sometimes struggle to make an impact. More clear direction from the City and Library on how to do this would be helpful. The clarification and simplification of by-laws was a good start. Ongoing Board education is extremely valuable. In the future, I think board education session should be focused on our strategic priorities. More emphasis needs to be given to employee relations given that our employees are a very important stakeholder and 75% of our operational spend. The Board needs more visibility into what is working well and not well in this area. Perhaps this could be an education session. The Board needs to be more engaged in the Foundation's work.
- before a board member starts on the TPL board, would be good to go over the rules regarding motions, how the meetings work (in detail); also good to clarify what communications can happen between meetings (this was clarified after our board had started, but great if it was clearer before the board term starts) - board members could come from a greater variety of age groups and backgrounds (more representatives from our partners like educational institutions and NPOs, user groups, representatives from NIAs etc..) - board term is pretty long, might be easier to attract members if the term was 2 years in length instead of 4.
My main issue is that a) board orientation was limited b) in very short order, we built a new 4 year vision (within 4-8 board meetings of our very first). At that point, Board Members are still very new. Suggest that new long term plans are set after the 1st full year of new board member appointments - so the members are more experienced.
I am not sure of what ongoing education programs are offered to Board members. Many members do not attend special Library events.

Q2 Integrity, Ethics and Values

Answered: 7 Skipped: 0

	Strongly Disagree (1)	Disagree (2)	Acceptable (3)	Agree (4)	Strongly Agree (5)	Total
15. Board discussions are guided by the best interests of public it serves	**0.00%** 0	**0.00%** 0	**28.57%** 2	**42.86%** 3	**28.57%** 2	7
16. Board members participate in discussions in a their duty of loyalty and due diligence	**0.00%** 0	**0.00%** 0	**28.57%** 2	**42.86%** 3	**28.57%** 2	7
17. Conflict of interests are declared and effectively addressed	**0.00%** 0	**0.00%** 0	**0.00%** 0	**71.43%** 5	**28.57%** 2	7
18. Board members comply with the Board's Code of Conduct	**0.00%** 0	**0.00%** 0	**28.57%** 2	**28.57%** 2	**42.86%** 3	7
19. Board members comply with the Board's Lobbying Disclosure Policy	**0.00%** 0	**0.00%** 0	**14.29%** 1	**42.86%** 3	**42.86%** 3	7
20. Controls are in place to maintain a high level of its staff	**0.00%** 0	**0.00%** 0	**14.29%** 1	**57.14%** 4	**28.57%** 2	7

Comments and suggestions:
This board has a high standard of ethics and integrity.
Sometimes it feels that the Councilors have their own agendas which makes decision making difficult as a Board. There is a lack of a spirit of collaboration at the table which is unfortunate as I believe most Board members are there in order to serve the best interests of the Library and the citizens of Toronto.
No issues.

Q3 Strategy development and performance monitoring

Answered: 7 **Skipped:** 0

	Strongly Disagree (1)	Disagree (2)	Acceptable (3)	Agree (4)	Strongly Agree (5)	Total
21. The Board has an approved strategic plan that sets priorities	**0.00%** 0	**0.00%** 0	**0.00%** 0	**42.86%** 3	**57.14%** 4	7
22. The Board's meeting agenda reflects a strategic vs. an operational focus	**0.00%** 0	**14.29%** 1	**28.57%** 2	**42.86%** 3	**14.29%** 1	7
23. The Board keeps a steady focus on monitoring and meet goals and strategic vision	**0.00%** 0	**0.00%** 0	**14.29%** 1	**85.71%** 6	**0.00%** 0	7
24. The Library's performance measures are realistic and challenging	**0.00%** 0	**0.00%** 0	**14.29%** 1	**57.14%** 4	**28.57%** 2	7
25. Annual performance targets are met	**0.00%** 0	**0.00%** 0	**28.57%** 2	**42.86%** 3	**28.57%** 2	7

Comments and suggestions:
- would be nice to get a list of all categories of items that come to the board for approval (such as branch closure dates, renovations, holidays) and why - which TPL policy requires these items to come for board approval? Is this to be compliant with a policy? -we could discuss what items currently come to the board and why, and are some operational in nature rather than strategic?
Frequently, spending isn't prioritized relative to our strategic priorities. Board needs to monitor management closely to ensure that spending plans are always put in the context of strategic priorities.

Q4 Teamwork and Collaboration

Answered: 7 Skipped: 0

	Strongly Disagree (1)	Disagree (2)	Acceptable (3)	Agree (4)	Strongly Agree (5)	Total
26. All members fulfil their role and responsibility and at opportunity to contribute equally to Board discussion	0.00% 0	14.29% 1	42.86% 3	42.86% 3	0.00% 0	7
27. Members act collegially, debate independently and decide collectively	0.00% 0	14.29% 1	14.29% 1	71.43% 5	0.00% 0	7
28. Members work together to find the best solution	0.00% 0	14.29% 1	28.57% 2	42.86% 3	14.29% 1	7
29. All members support the final decisions of the Board	0.00% 0	14.29% 1	14.29% 1	42.86% 3	28.57% 2	7
30. There is a high level of trust and respect between Board members	0.00% 0	14.29% 1	42.86% 3	42.86% 3	0.00% 0	7
31. The Board avails itself of external advice or opinion when needed	0.00% 0	0.00% 0	14.29% 1	71.43% 5	14.29% 1	7

Comments and suggestions:
See previous comments. This Board could significantly improve in teamwork and collaboration in all areas listed above.
- chair could consider noting which board members haven't contributed yet and ask for their opinion, to make sure everyone's opinions are brought forward and the discussion is balanced and full (in case discussion is being dominated by a few people). overall though, chair has been doing a good job of this.

Q5 Advocacy and Communication

Answered: 7 Skipped: 0

	Strongly Disagree (1)	Disagree (2)	Acceptable (3)	Agree (4)	Strongly Agree (5)	Total
32. Board members have a current and adequate understanding stakeholders, partners and communities as well as culture the Library works in	0.00% 0	0.00% 0	42.86% 3	57.14% 4	0.00% 0	7
33. The Board ensures that the Library's accomplishments and communicated to stakeholders and the community	0.00% 0	0.00% 0	28.57% 2	71.43% 5	0.00% 0	7
34. The Board pursues relevant advocacy initiatives at all levels with other stakeholders	0.00% 0	0.00% 0	42.86% 3	57.14% 4	0.00% 0	7
35. The Board works in partnership with the Friends of the Library customers encouraging them to voice their support on behalf of the Library	0.00% 0	0.00% 0	28.57% 2	57.14% 4	14.29% 1	7

Comments and suggestions:
The Board could improve on advocacy - individual Board members could assist in this if instructed to do so.

Q6 Overall rating

Answered: 7 Skipped: 0

	Strongly Disagree (1)	Disagree (2)	Acceptable (3)	Agree (4)	Strongly Agree (5)	Total
36. The Board adds value to the Library service in Toronto	0.00% 0	0.00% 0	14.29% 1	71.43% 5	14.29% 1	7
37. The Board is effective and performs well	0.00% 0	0.00% 0	28.57% 2	71.43% 5	0.00% 0	7

Q7 Areas of Board excellence:

Answered: 4 Skipped: 3

Responses
It is evident that the members of the board strongly support the library and its endeavours. All members act in the library's best interests. The Chair and Vice Chair are both knowledgeable and very effective in their roles.
- advocacy for the library - KPIs, strategic planning - meetings are now very efficient.
Concern for library stakeholders Effectively discharging their duties of oversight.
Attendance at Board meeting is very good, and running the meetings in a timely fashion has greatly improved. Going paperless has worked well.

Q8 Areas where the Board could do better:

Answered: 4 Skipped: 3

Responses
At the beginning of this board's term, there was confusion about members communicating with each other outside the scope of the meetings. Many members had the impression that communicating outside of meetings wasn't permitted. This has since been rectified, and the board is still course correcting from this.
- how to improve the budget process, ideas to help find efficiencies, new sources of revenue - brainstorming for fundraising (maybe have a brainstorming session with the CEO or Chair of the TPL Foundation?).
Understanding Library operations before approving a plan Communicating before and during meetings.
Be more involved with special events at Branches around the city.

Q9 Suggestions for Improvement:

Answered: 4 Skipped: 3

Responses
It would be helpful to encourage communication and foster further camaraderie between board members.
- more education around board motions - more discussion about what items come to the board vs. what doesn't and whether these items are operational or strategic in nature - more education around the role of Chair, Vice Chair and what those roles entail - more board members should consider attending the OLA conference OLBA day (for board members).
Defer approval of Strategic Plan until the members have served out a larger chunk of their term.
Still not sure about moving the meetings to other branches. There don't seem to be many members of the public who attend. Would be interested to see numbers form since we started this. Could maybe have branch heads come and do presentations at regular Board meetings showing what programs they offer.