AGENDA

Toronto Public Library Board
Meeting No. 7: Monday, June 27, 2016, 6:00 p.m. to 8:15 p.m.
Toronto Reference Library, Board Room, 789 Yonge Street, Toronto

Members:

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

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

1. Call to Order

2. Declarations of Conflicts of Interest

3. Approval of Agenda

4. Confirmation of May 30, 2016 Toronto Public Library Board Meeting Minutes

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

6. Business Arising from the Minutes

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

8. Communications *5 minutes*

9. Presentations
- City of Toronto – City-wide Real Estate Review *30 minutes*
- *Josie Scioli, Chief Corporate Officer; David Jollimore, Director, Business Performance Management and Chris Orange, Project Manager, Business Performance Management*

9. Presentations – continued
- ***Toronto Public Library Foundation – 2015 Annual Update*** *20 minutes*
  - *Gillian Smith, Chair, Toronto Public Library Foundation Board and Julie Flynn-Still, Director, Development & Strategic Partnerships, Toronto Public Library Foundation*

Items for Information:

10. TPL Board Education – Intellectual Freedom – *Verbal* *10 minutes*

***11. Requests for Reconsideration of Library Materials 2015 Annual Report**

Items for Approval:

12. Materials Selection Policy – 2016 Revisions *5 minutes*

13. 2017-2026 Capital Budget and Plan Submission *30 minutes*

14. Strategic Plan 2016-2019: Q2 Status Report on Key 2016 Activities *10 minutes*

***15. Eglinton Square Branch – Award of Tender**

***16. Albert Campbell Branch – Architect – Award of Contract**

***17. Climate Change Risk Management Policy**

Items for Information:

18. 2017 Operating Budget Outlook *10 minutes*

19. Property Redevelopment Feasibility Update *10 minutes*

***20. Bookmobile Service Review – 2016**

***21. Board Resolutions – Status Report**

22. Adjournment

Attendant Care Services can be made available with some notice.

TORONTO PUBLIC LIBRARY

MINUTES

Toronto Public Library Board
Meeting No. 6: Monday, May 30, 2016, from 6:05 p.m. to 6:45 p.m.
Toronto Reference Library, Board Room, 789 Yonge Street, Toronto

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Members Present:
Mr. Ron Carinci (Chair)
Ms. Lindsay Colley (Vice Chair)
Councillor Sarah Doucette
Councillor Mary Fragedakis
Ms. Sue Graham-Nutter
Ms. Dianne LeBreton
Mr. Strahan McCarten
Mr. Ross Parry
Ms. Archana Shah
Ms. Eva Svec

Regrets:
Councillor Paul Ainslie

16-102 Call to Order

Ron Carinci called the meeting to order at 6:05 p.m. Vickery Bowles, City Librarian introduced Pam Ryan, Director, Service Development and Innovation.

16-103 Declarations of Conflicts of Interest

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

16-104 Approval of Agenda

Moved by *R. Parry,* ***seconded by*** *E. Svec:*

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

1. *add a report under Agenda Item No. 13 – Communications; and*
2. *add a Presentation from Miroslav Glavic regarding Agenda Item No. 23 – Accounts Written-off in 2015.*

Carried

Toronto Public Library Board
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16-105 Confirmation of April 18, 2016 City Librarian Performance Review Committee Meeting Minutes

Moved by *E. Svec,* ***seconded by*** *A. Shah:*
That *the Toronto Public Library Board:*
1. confirms the Minutes of the April 18, 2016 City Librarian's Performance Review Committee meeting.

Carried

16-106 Confirmation of April 18, 2016 City Librarian Performance Review Committee Closed Meeting Minutes

Moved by *E. Svec,* ***seconded by*** *S. McCarten:*
That *the Toronto Public Library Board:*
1. confirms the Minutes of the April 18, 2016 City Librarian's Performance Review Committee Closed meeting.

Carried

16-107 Confirmation of April 25, 2016 Toronto Public Library Board Meeting Minutes

Moved by *L. Colley,* ***seconded by*** *S. McCarten:*
That *the Toronto Public Library Board:*
1. confirms the Minutes of the April 25, 2016 Toronto Public Library Board meeting.

Carried

16-108 Confirmation of April 25, 2016 Toronto Public Library Board Closed Meeting Minutes

Moved by *E. Svec,* ***seconded by*** *S. McCarten:*
That *the Toronto Public Library Board:*
1. confirms the Minutes of the April 25, 2016 Toronto Public Library Board Closed meeting.

Carried

Toronto Public Library Board
Meeting No. 6: Monday, May 30, 2016, from 6:05 p.m. to 6:45 p.m.
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16-109 Confirmation of May 6, 2016 Toronto Public Library Board Special Meeting Minutes

Moved by *Councillor Fragedakis,* ***seconded by*** *S. McCarten:*
That *the Toronto Public Library Board:*
1. confirms the Minutes of the May 6, 2016 Toronto Public Library Board Special meeting.

Carried

16-110 Confirmation of May 6, 2016 Toronto Public Library Board Special Closed Meeting Minutes

Moved by *Councillor Fragedakis,* ***seconded by*** *E. Svec:*
That *the Toronto Public Library Board:*
1. confirms the Minutes of the May 6, 2016 Toronto Public Library Board Special Closed meeting.

Carried

16-111 Approval of Consent Agenda Items

Moved by *Councillor Fragedakis,* ***seconded by*** *E. Svec:*
That *the Toronto Public Library Board:*
1. approves the consent agenda and all other items not held on consent.

Carried

The following items were held for further consideration:
- *City Librarian's Report*
- *Operating Budget Monitoring Report – March 31, 2016*

16-112 Business Arising from the Minutes

There were no Business Arising from the Minutes items at the May 30, 2016 meeting.

16-113 City Librarian's Report

Moved by *Councillor Doucette,* ***seconded by*** *S. McCarten:*
That *the Toronto Public Library Board:*
1. receives the City Librarian's Report for information.

Carried

Toronto Public Library Board
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16-114 Communications

Library Board Decision

The Toronto Public Library Board on May 30, 2016 adopted the following:
Moved by *Councillor Fragedakis,* ***seconded by*** *S. McCarten:*
That *the Toronto Public Library Board:*

1. *receives Communication (a) from Marilyn Toft, Manager, City Clerk's Office to Vickery Bowles, City Librarian, Toronto Public Library dated May 27, 2016 regarding the resignation of Councillor Ana Bailão from the Toronto Public Library Board effective May 26, 2016;*
2. *receives Communication (b) from Miroslav Glavic to Patricia Selmes for the Toronto Public Library Board dated May 27, 2016 requesting to address the Board regarding Agenda Item No. 23 – Accounts Written-off in 2015 for information; and*
3. *expresses appreciation to Councillor Ana Bailão for her contributions during her term on the Board.*

Carried as amended

Motions:
See the following:
Moved by *Councillor Fragedakis,* ***seconded by*** *S. McCarten:*
That *the Toronto Public Library Board:*

1. *receives Communication (a) from Marilyn Toft, Manager, City Clerk's Office to Vickery Bowles, City Librarian, Toronto Public Library dated May 27, 2016 regarding the resignation of Councillor Ana Bailão from the Toronto Public Library Board effective May 26, 2016; and*
2. *receives Communication (b) from Miroslav Glavic to Patricia Selmes for the Toronto Public Library Board dated May 27, 2016 requesting to address the Board regarding Agenda Item No. 23 – Accounts Written-off in 2015 for information.*

Amended

Moved in amendment by *R. Parry,* ***seconded by*** *L. Colley:*
That *the Motions moved by Councillor Fragedakis and seconded by L. Colley be amended to add the following Recommendation:*

1. *expresses appreciation to Councillor Ana Bailão for her contributions during her term on the Board.*

Carried

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Presentations

16-115 Miroslav Glavic regarding Agenda Item No. 23 – *Accounts Written-off in 2015*

Mr. Glavic addressed the Board regarding the write-off of fines at the Library.

Moved by *Councillor Doucette,* ***seconded by*** *L. Colley:*
That *the Toronto Public Library Board:*

1. receives the presentation from Miroslav Glavic regarding Agenda Item No. 23 – Accounts Written-off in 2015 for information.

Carried

16-116 Toronto Public Library Board Education – Pop-up Learning Labs

Anne Bailey, Director, Branch Libraries introduced Heather Mathis, Divisional Manager, Branch Libraries and Lina Kim, Senior Services Specialist for Service Innovation. Ms. Mathis and Ms. Kim provided the Board with an overview of Pop-up Learning Labs providing access to new and emerging technology at branches throughout the city.

Moved by *Councillor Fragedakis,* ***seconded by*** *E. Svec:*
That *the Toronto Public Library Board:*

1. receives the Toronto Public Library Board Education – Pop-up Learning Labs verbal report for information.

Carried

Item for Information:

16-117 Audit Year-End Report – December 31, 2015 – Toronto Public Library Board

Ron Carinci introduced Terri McKinnon, Partner, PricewaterhouseCoopers in attendance at the meeting for discussion of the *Audit Year-End Report – December 31, 2015 – Toronto Public Library Board* and the *2015 Audited Financial Statements – Toronto Public Library Board* report.

As required, Ms. McKinnon asked if there was awareness by the Board of any incidences of fraud or any subsequent events that would impact the financial statements. On behalf of the Board, Ron Carinci responded in the negative to both of these questions.

Moved by *R. Parry,* ***seconded by*** *D. LeBreton:*
That *the Toronto Public Library Board:*

1. receives the Audit Year-End Report – December 31, 2015 – Toronto Public Library Board for information.

Carried

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Item for Approval:

16-118 2015 Audited Financial Statements – Toronto Public Library Board

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

1. *approves the 2015 Audited Financial Statements of the Toronto Public Library Board, appended as Attachment 1.*

Carried

Items for Approval:

16-119 Notice of Motion

Moved by *Councillor Fragedakis,* ***seconded by*** *Councillor Doucette:*
That *the Toronto Public Library Board:*

1. *requests the City Librarian to report to the Board on the development of a written protocol to address:*
   (a) the role, if any, of Board members during labour negotiations with the Library's bargaining units; and
   (b) an approach to communications with, and updates to, Board members during such negotiations; and
2. *requests in the preparation of her report, the City Librarian considers any protocol established by the City of Toronto that addresses the matters identified in (1) above.*

Defeated

16-120 Eglinton Square Branch – Closure for Renovation and Expansion *(Approved by Consent)*

That *the Toronto Public Library Board:*

1. *approves the closure of the Eglinton Square Branch for approximately seven months; and*
2. *approves the plan for alternate service for the duration of the closure.*

Carried

16-121 North York Central Library – Award of Tender *(Approved by Consent)*

That *the Toronto Public Library Board:*

1. *awards the contract to the lowest bidder, Struct-Con Construction Ltd. for the interior and exterior renovation of North York Central Library, at a cost of $12,342,000, which includes a contingency of $1,122,000 (excluding HST); and*
2. *authorizes and directs the appropriate Library staff to take the necessary action to give effect thereto.*

Carried

16-122 2016 Capital Budget Adjustments *(Approved by Consent)*

That *the Toronto Public Library Board:*

1. *approves the following cash flow reallocations which have no impact on annual debt levels:*
   - 1.1 *accelerate a total of $3.083 million gross ($2.202 million debt and $0.881 Development Charge (DC) funding) cash flow from 2017 to 2016 comprised of: $2.019 million gross and debt for the Albion Library project; $0.681 million gross and DC for the Dawes Road Library project; and $0.383 million gross ($0.183 million debt and $0.200 million DC) for the Multi-Branch State of Good Repair project; and*
   - 1.2 *defer a total of $3.083 million gross ($2.202 million debt and $0.881 DC funding) cash flow from 2016 to 2017 comprised of: $1.460 million gross ($0.579 million debt and $0.881 million DC) for the Wychwood Library project; $0.644 million gross and debt for the Bayview Library project; and $0.979 gross and debt for the St. Clair/Silverthorn Library project.*
2. *approves a $0.042 million gross ($0 debt) increase to the project cost and 2016 cash flow for the Virtual Branch Services project, fully funded by DC and third party donation; and*
3. *authorizes staff to forward these budget adjustments to the City for approval.*

Carried

16-123 Non-union Compensation, 2016 and 2017

Moved by *Councillor Doucette,* ***seconded by*** *L. Colley:*

That *the Toronto Public Library Board:*

1. *adopts the same general annual salary range increases for 2016 and 2017, representing cost of living adjustments, for all Non-union employees of Toronto Public Library, as were approved by Toronto City Council for Non-union employees of the Toronto Public Service, and as identified below:*

Effective Date	General Annual Salary Range Increase
January 1, 2016	1.25%
January 1, 2017	1.25%

Non-union Compensation, 2016 and 2017 – continued

2. *approves the same changes to the non-union benefits plan for all Non-union employees of Toronto Public Library, as were approved by the Toronto City Council for Non-union employees of the Toronto Public Service, and as identified in the chart below, and effective January 1, 2017:*

Active Employee Benefits Plan Provision Changes – Effective January 1, 2017

Benefit Type	Current Provision	New/Changes to Provisions
Drugs	No requirement for mandatory generic drugs	Mandatory generic drugs Non-generic drugs will be covered upon the insurer's approval of an application completed by the employee's physician confirming that the generic drug is not medically effective, or not medically tolerated.
Orthotic Devices	One device per person per benefit year (for persons 18 and under, the entitlement shall not be limited to one pair of orthotic devices per benefit year)	One device per person every two (2) benefit years (for persons 18 and under, the entitlement shall not be limited to one pair of orthotic devices every two (2) benefit years)
Long-Term Disability (LTD)	Benefit of 75% of basic pre-disability salary	Benefit of 70% of basic pre-disability salary for claims approved after ratification date. In addition, the Library will provide Notice to employees that effective January 1, 2017, the Library will be amending the LTD plan document to provide a salary threshold (Means test) for employees returning to work at 66 and 2/3% of the pre-disability salary (currently at 75%)

Benefit Type	Current Provision	New/Changes to Provisions
Short Term Disability Sick Plan	For first ten (10) years of service, combination of sick pay coverage at 100% and 75% of salary for 130 days. After ten (10) years of service, 130 days at 100% of salary.	1. Sick Occurrences – on the 4th and subsequent new absence in the same calendar year, the employee is paid from the second (2nd) day of the absence. If the employee is hospitalized as an in-patient the absence shall not count as an occurrence. 2. Sick Pay Coverage – will provide compensation for an absent employee for 20 days at 100% of salary and for 110 days at 75% of salary. If not used, the employee can carryover a one-time capped credit of up to 15 of the 20 days compensated at 100% of salary from one year to the next. These carryover days can then only be converted (at a 2 for 1 ratio, for a total of 30 top-up credits), by the employee, to top-up the compensation she receives during an absence in the subsequent year when she would otherwise be compensated at 75% of salary after 20 days.

NOTE: The above noted changes for Drugs and Orthotic Devices would also flow through to the Pre-65 Retiree Benefit Plan, for Non-union employees who retire on or after January 1, 2017, and who are entitled to Pre-65 retiree benefits as outlined in the Library Board Policy.

Non-union Compensation, 2016 and 2017 – continued

3. recommends that the Toronto Public Library Board make a request to City Council for an adjustment to the 2016 operating budget in the amount of $178,252, in order to pay for the 2016 general annual salary range increase; and makes the appropriate adjustment to the 2017 operating budget submission in the amount of the 2017 general annual salary range increase.

Carried

Items for Information:

16-124 Accounts Written-off in 2015 ***(Received for Information by Consent)***

That *the Toronto Public Library Board:*

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

Carried

16-125 2015 Grants ***(Received for Information by Consent)***

That *the Toronto Public Library Board:*

1. receives the 2015 Grants report for information.

Carried

16-126 Operating Budget Monitoring Report – March 31, 2016

Moved by *R. Parry,* ***seconded by*** *L. Colley:*

That *the Toronto Public Library Board:*

1. receives the Operating Budget Monitoring Report – March 31, 2016 for information.

Carried

16-127 Capital Budget Monitoring Report – March 31, 2016 ***(Received for Information by Consent)***

That *the Toronto Public Library Board:*

1. receives the Capital Budget Monitoring Report – March 31, 2016 for information.

Carried

Toronto Public Library Board
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16-128 Board Resolutions – Status Report *(Received for Information by Consent)*

That *the Toronto Public Library Board:*

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

Carried

16-129 Adjournment

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

That *the Toronto Public Library Board:*

1. adjourns the May 30, 2016 Toronto Public Library Board meeting.

Carried

The meeting ended at 6:45 p.m.

Signed: _____

7.

City Librarian's Report
June 27, 2016

Advancing Our Digital Platforms

A new emagazine service, Flipster, is now available to Toronto Public Library (TPL) cardholders, providing access to many popular titles, including current issues of *Maclean's*, *Canadian Business*, *Chatelaine*, *Bloomberg Businessweek* and *People*, to name just a few. As with other online magazine and journal services provided by the Library, Flipster allows customers to read current and back issues of magazines on their computers, tablets or smartphones, and a Flipster app is available for offline reading.
tpl.ca/flipster

Breaking Down Barriers to Access, Driving Inclusion

Thanks to a donation from Google Canada and funds from the City of Toronto, TPL is now loaning wi-fi hotspot devices that give people free access to the internet at home. The program is starting small with a pilot at six branches – Albion, Cedarbrae, Evelyn Gregory, Parliament Street, Thorncliffe and York Woods – all located in neighbourhoods serving large numbers of low income households. There are a total of 210 participants and we're working with them to show how the devices work, and make sure they know how to access free TPL eLearning resources and ebooks, digital magazines and more. At a launch event on June 15, hotspot borrower Dr. Riaz Qureshi shared his story. Originally from Pakistan, Dr. Qureshi was educated and trained as a family doctor. He practiced medicine in Saudi Arabia for 13 years and has now moved to Canada for a better quality of life. An avid library customer, he is using the hotspot to prepare for his medical license exam this fall. Other speakers at the launch included Mayor John Tory, TPL Board Vice Chair Lindsay Colley, City Librarian Vickery Bowles and Sam Sebastian, Managing Director of Google Canada.

The purchase of **a new bookmobile**, scheduled to arrive in 2016, will allow many new service enhancements to bookmobile services for populations that face barriers to accessing local branches. The new bookmobile will incorporate new technologies, flexible space and a modular design, providing wireless internet, enhanced information services, access to library e-resources, visually appealing merchandizing, and a broader range of programs, such as 3D design and printing.
tpl.ca/bookmobile

TPL is excited about the opportunity to take on full operational responsibility for **The S.P.O.T. at Malvern** and to continue to build on the success of the services offered. Working with an advisory committee of representatives from area service agencies, residents and an advisory group of local youth, TPL will collaborate to ensure that the space is animated with programming that has been informed by youth and reflects their needs and interests. We thank the City of Toronto and United Way of Toronto and York Region, as well as area agencies, including On Track Career and Employment Services, Malvern Family Resource Centre and East Metro Youth Services for working with us to seek a sustainable solution for operations and to animate The S.P.O.T. during the

transition period. Thanks to funding support from the City's Poverty Reduction Strategy, TPL looks forward to opening a new Digital Innovation Hub and to revitalizing the recording studio as part of the plans for service delivery at The S.P.O.T. this fall.

Two recent changes to the Library's **online payment system** will make it easier for customers to pay their fines and fees. As of June 1, the 50 cent service fee for online payment has been entirely eliminated. A mobile friendly version of online payment is now available, compatible for viewing on most smartphones and other mobile devices.

Effective July 3, year-round **Sunday service** starts at eight branches – Albion, Cedarbrae, Lillian H. Smith, Malvern, North York Central Library, Northern District, Richview and the Toronto Reference Library. And effective September 11, 2016, new Sunday service will be offered from September to June at Bridlewood, Centennial, Fort York, Mount Dennis, Runnymede and Scarborough Civic Centre branches from September to June. Adding service at these branches increases geographic equity and improves service at the neighbourhood level, while also meeting customer demand for more open hours. It also supports the City's Poverty Reduction Strategy by extending access to essential services, including space, technology and information.

Expanding Access to Technology and Training

TPL was well represented at the full-day **Science Rendezvous event** at Yonge-Dundas Square. Staff provided 3D Printer demos, showcased our Makey Makey and Arduino Kits, hosted a science-themed craft table and chatted with hundreds of visitors to promote our extensive resources, programs and services.

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

Two summer programs, for children and teens respectively, will encourage school age customers to keep reading in July and August. The **TD Summer Reading Club** invites children from birth to age 12 to escape their everyday lives, step outside their ordinary selves and seek the unknown and untamed. Kids can join the Club at their local branch, get a kit to keep track of their reading, and visit the Library all summer for a variety of fun, free programs. On June 25, Get Your Summer Read On Day, children who register for the Club will have the chance to win a pair of tickets to a Toronto Blue Jays home game. **TPL Teens Summer Edition** inspires teens to get creative during the summer in libraries and online. Free programs at library branches in all parts of the city offer teens a chance to try something new, and a selection of 100 recommended books, including a Top Ten list by local authors, will encourage teens to keep reading and to share their ideas and passions with other teen readers throughout the summer.
tpl.ca/readingclub
tpl.ca/teens

The Toronto Reference Library has embarked on a project to archive the rich history of Chinese Canadians in the Greater Toronto Area from 1878 to the present, through individual or organizational records, photos, documents, diaries, memoirs and videos. A program delivered in May, The Chinese in Toronto – Celebrating the Asian Heritage,

allowed library staff to establish contact with members of the Chinese community who are considering donating valuable family archives to the project. Other programs, including Archive in Your Attic: Discovering Family Treasures, are scheduled for the fall. A launch day to showcase the archive will be confirmed in the coming months. TPL has a rich collection of local history archives and the Chinese Canadian Archive will fill a gap, making important resources available to researchers, lifelong learners and other members of the public.

TPL has partnered with Toronto Public Health's Chronic Disease and Injury Prevention Directorate to **increase access to health information** and provide life-long learning programs to Torontonians at ten library branches across the city. The pilot sites – Albion, Dawes Road, Downsview, Flemingdon Park, Kennedy/Eglinton, Malvern, Morningside Mount Dennis, Parkdale and Parliament Street branches – offer "Your Health Matters" stations with recommended health information to inspire customers to get healthier, as well as programs provided by public health nurses and dieticians. To date, Toronto Public Health has provided 59 programs for the public, reaching more than 550 people. Additional services and programs are planned for the remainder of 2016.

In May, the Business, Science & Technology Department at the Toronto Reference Library partnered with the Career Skills Institute for a **Speed Mentoring session** in the Hinton Theatre. A few dozen small business owners met with twelve mentors to share ideas on marketing and branding. Mentors included JustEat.ca's social media expert, a campaign strategist for Scotiabank, and an award-winning documentarian who has worked for CNN and National Geographic.

Creating Community Connections through Cultural Experiences

Spring is a busy time for TPL programming. May was **Asian Heritage** month and the Library celebrated with a city-wide roster of author visits, storytellers, cooking demonstrations, artists and musicians.

In June, **Aboriginal celebrations**, sponsored by TD Bank Group, focus on Canada's Indigenous heritage, with free programs for all ages, including lectures, musical performances, author talks, puppet shows and crafts at library branches across the city. Featured programs included an Indigenous Writers' Gathering with special guests Lee Maracle, Thomas King and award-winning author Joseph Boyden; and Nobel Peace Prize nominee and Inuit activist Sheila Watt-Cloutier in conversation with former TVO host Allan Gregg.

June is also **Seniors Month** and Torontonians are invited to rediscover their local branch by attending programs ranging from engaging guest speakers, to literary and cultural programs, book club discussions, computer classes and volunteer opportunities. A free Seniors Discovery Fair, held on June 8 at North York Central Library, offered a great opportunity for seniors to discover the programs and services that are offered for older adults and seniors in Toronto.

A number of branches participated in June's **Bike Month** with maintenance clinics and other programs.

June 4 was **100 in 1 Day**, offering Torontonians an opportunity to turn ideas into reality all over the city by celebrating the cumulative power of small changes. A number of library branches participated with initiatives that ranged from a community fair, to book sharing, to mural painting, to a Twitter party.

And finally, June is **Pride Month**, and TPL joined the celebrations in a number of ways: for the third consecutive year, the pillars around the front entrance of Yorkville Branch were wrapped in rainbow colours; staff have created a Pride-themed "we recommend" booklist, available at **tpl.ca**; and the Toronto Public Library Pride Alliance will march in the much anticipated annual Pride Parade on July 3.
tpl.ca/asianheritage
tpl.ca/aboriginal
tpl.ca/seniorsmonth

In partnership with the Institute for Canadian Citizenship (ICC) and Immigrant Refugees and Citizenship Canada (IRCC), Parkdale Branch hosted its annual **Canadian Citizenship Ceremony** on April 29. Prior to the official ceremony, the 50 new citizens and their guests, together with established citizens invited from the Parkdale community, engaged in lively roundtable discussion around common experiences of immigration, settlement, citizenship and community. In attendance for the ceremony were Parkdale Branch Head Miranda Huska, who serves as chair of the Parkdale ICC committee, Dr. Rita Cox, who presided over the actual citizenship ceremony, library area manager Cynthia Toniolo, who provided welcoming remarks on behalf of TPL, Parkdale/High Park MP Arif Varani, Parliamentary Secretary to the Minister for Immigration, Refugees and Citizenship, who spoke of his own experience of new citizenship, and Councillor Gord Perks, who welcomed the group on behalf of the City of Toronto. RCMP Constable Terry Russell stood guard over the ceremony, having had the opportunity to speak to the group about the role of police in Canada at the roundtable session. Tstsen Lhundup, a Tibetan singer and performer now living in Parkdale, provided a musical interlude.

Transforming for 21st Century Service Excellence

We held a **Blogger Day for library staff** on June 8 at Northern District Branch. Over 65 staff members participated in a full-day training session, which included presentations from industry professionals at the Art Gallery of Ontario, New York Public Library and Shopify, as well as staff-led sessions. Library staff learned about the latest trends in digital media and technology, including podcasts and video production, and were given practical tips to improve the Library's online content. This fun and unique learning experience will help staff promote the Library more widely to Toronto residents.

TPL's Innovation Team hosted the Second Annual **Staff Innovation Fair** at North York Central Library in May. More than 50 Toronto Public Library staff members heard from three keynote speakers: Derek Phillips on the innovation process at Google; former

Innovator in Residence Derek Quenneville on the future of 3D printing; and Terry Myers from Digital Generals on the history of virtual reality. Staff also heard from their colleagues about ongoing innovation projects, including a geocaching pilot, a community mapping tool, a meetup pilot, and a robotics club for teens.

Scarborough Civic Centre Branch won one of ten **Ontario Association of Architects Design Excellence Awards**, which recognize the innovative skills of Ontario architects in creating spaces, buildings and communities that respect and enhance the environment and enrich human activity. In the citation for the award, it is pointed out that this is "the first significant public building realized within the Scarborough Civic Centre Precinct in 25 years," and that the new library "realizes part of the original 1969 plan for the area, which envisioned a library as part of the civic centre," while embodying a larger redevelopment strategy for the area, "moving away from the car-centric… thinking of the 1960s… towards a more pedestrian oriented… future."

Summer construction is now underway at Richview and Bloor/Gladstone branches. The work at both locations focuses on the building exteriors and involves improvements to the entrances and walkways. For Richview branch, this exterior work represents the first of a two-phase building project, which also includes renovation of the second floor.

An open house in early June at the **Eglinton Square Branch** gave customers an opportunity to preview upcoming changes to their library. The branch will be closed for renovations starting this summer for approximately seven months. The expanded branch, which will more than double in size from 4,716 square feet to 10,000 square feet, will offer more in-branch services and spaces, increase access to technology and training, create opportunities for partnerships, civic engagement and resident participation, and advance the Library's state of good repair mandate.

8.

COMMUNICATIONS
GENERAL CORRESPONDENCE

TORONTO PUBLIC LIBRARY BOARD MEETING – June 27, 2016

It is recommended that the Toronto Public Library Board:

1. receives Communication (a) from Linda Diener, President, Friends of TPL to Ron Carinci, Chair, Toronto Public Library dated May 3, 2016 regarding accomplishments of the Friends of TPL in 2015; and

2. acknowledges the extraordinary efforts of the Friends of TPL resulting in a donation of $165,000 to the TPL Foundation.

Nancy Marshall

From:	Linda Diener <linda.diener@gmail.com>
Sent:	Tuesday, May 03, 2016 6:03 PM
To:	Nancy Marshall
Cc:	Frank Velikonja; Vickery Bowles
Subject:	Communication for TPL Board Meeting from Friends of TPL

Mr. Ron Carinci, TPL Board Chair

I am writing to inform you of the highly successful year the Friends of Toronto Public Library had in 2015, resulting in our donation of $165,000. to the TPL Foundation.

Friends of TPL was created in 1990 with the sole purpose of raising funds to support the services and collections of TPL. We were incorporated as a non-profit organization in 1996, and since that date have raised over $1M for the library.

Two Chapters, North and South, each operate book stores on Library property selling donated and withdrawn material from TPL, and are staffed entirely by volunteers. Our combined membership volunteered over 8,000 hours in 2015.

In keeping with the City Librarian's Report which states "Expanding access to after school, literary and cultural programs is a Strategic Focus for the Library", Friends has asked the Foundation to direct our 2015 donation to be given to the Leading to Reading and Children's Literacy Programs.

We will continue in our efforts to support a library system of which we are very proud.

Sincerely,

Linda Diener

President, Friends of TPL

City-Wide Real Estate Review

Toronto Public Library
Board of Directors Meeting

JUNE 27, 2016

City-Wide Real Estate Review

City Council directed the City Manager to undertake a review of all divisions, agencies and corporations involved in real estate processes with the intent to assess the City's real estate service delivery model.

BACKGROUND

- Deloitte was engaged to conduct the review in partnership with the Chief Corporate Officer Organization
- An internal steering committee chaired by the Deputy City Manager &CFO was formed
- An external advisory panel was assembled to advise the City Manager
- 15 Agencies, Corporations, and Divisions in scope:

6 Agencies	4 Corporations	5 City Divisions
Exhibition Place	Build Toronto	Affordable Housing Office
Toronto Parking Authority	Toronto Community Housing Corporation (TCHC)	Long Term Care, Homes and Services
Toronto Police Services	Toronto Hydro	Parks, Forestry and Recreation (PF&R)
Toronto Public Library	Toronto Port Lands Company	Real Estate Services
Toronto Transit Commission		Shelter, Support and Housing Administration
Toronto Zoo		

Our Current State

A very complex and valuable real estate portfolio with significant operational and capital expenditures:

- **6,976 buildings with 106.3 million SF**, 49% is multi-residential
- **8,446 properties on 28,823 acres** of land, 64% is park land
- **$1.1 Billion** in annual operating costs in core real estate and facilities management
- **$1.0 Billion** in annual portfolio capital & development costs
- **3,177 FTEs** oversee the portfolio
  (94% in facilities management; 6% in core real estate functions)
- **$27 Billion** in assessed portfolio value
  (36% TCHC; 9% Parks, Forestry & Recreation)

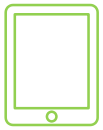
Assessment: Key Findings

There is limited ability to make timely and informed decisions & set strategic direction on a City-wide basis.

More opportunity for city-wide, strategic planning and management of the portfolio - *Complex governance model making efficient decision making and approvals a challenge (vertically and horizontally).*

Working in silos/lack of co-ordination - *Multiple entities involved in the management of the portfolio.*

Talent / skills imbalance - *majority of real estate expertise focused on day-to-day activities, resulting in some decisions without a broader strategic view.*



Inconsistent processes, tools & technology – *Missed opportunities to integrate best practices in process and technology to improve effectiveness.*

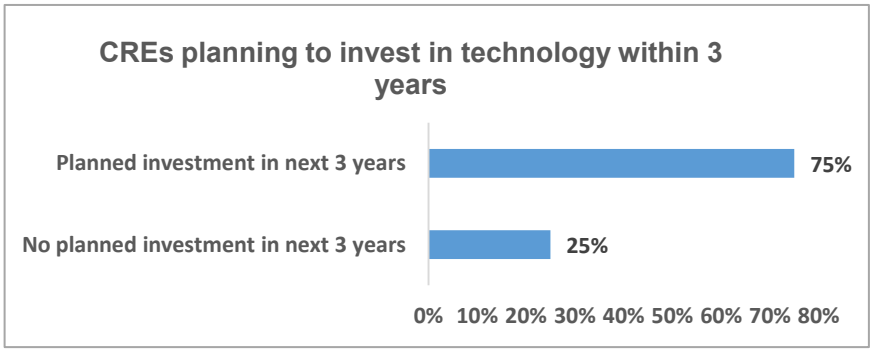
The organization is ready for transformation - *Structure and process has been developing and timing is right to pursue the next step of the maturity model.*

What others in the industry/sector doing?

We used public sector benchmarks: Infrastructure Ontario, Public Works & Government Services Canada (PWGSC) and Shared Services BC

OPERATIONAL AND STRATEGIC FINDINGS

1. **Strategic alignment –** Big picture view and alignment to enterprise wide strategy
2. **Cost Reduction** – Centralized control improves property vacancy management and portfolio optimization
3. **Continuous Improvement and Innovation** - Focus on process and adopting of best practices
4. **Economies of scale** – Procurement opportunity to identify and realize increase value for money
5. **Improved data quality** – Centralized and complete data to run the business enabled by technology

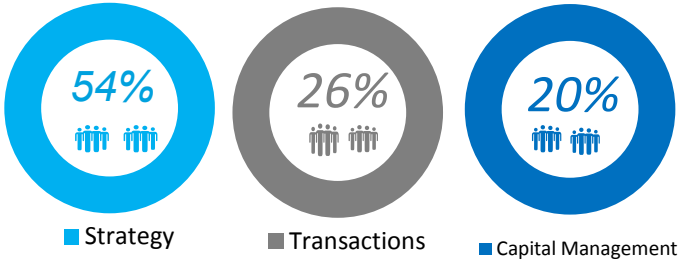


***Bottom line:** The industry is moving towards a centralized model including Service Relationship Management with a program focus*

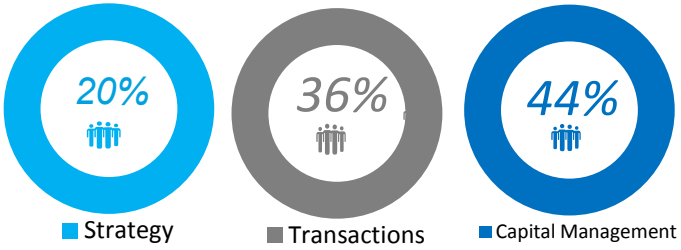
How do we compare?

- Compared to IO, the City has a disproportionate number of staff focused on facilities management
- Considering core real estate, the City has a disproportionate number of staff focused on transactional work (vs strategic planning and management)

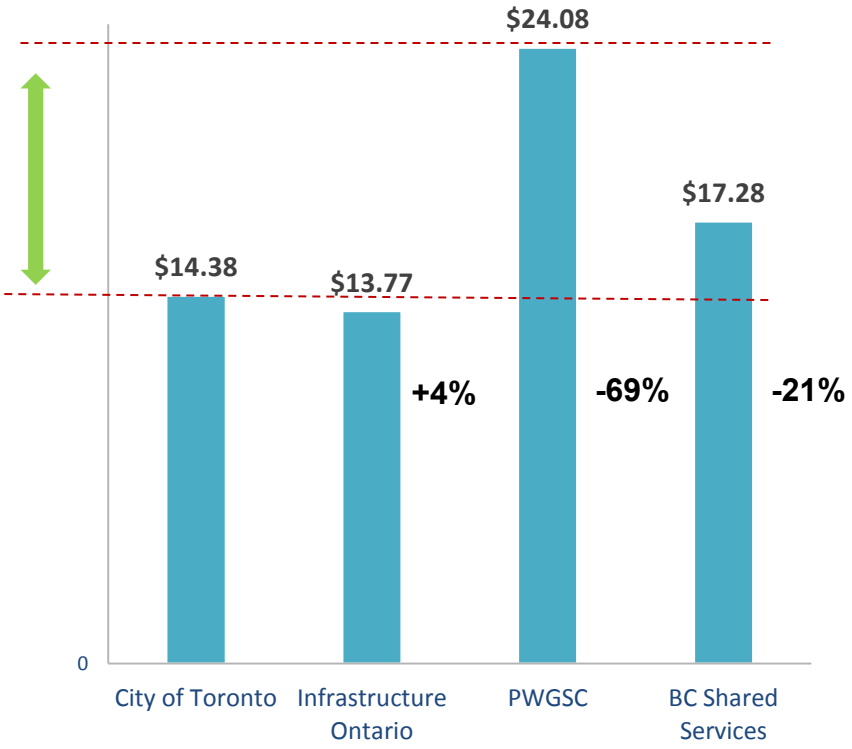
SKILLS DISTRIBUTION OF INFRASTRUCTURE ONTARIO CORE REAL ESTATE



SKILLS DISTRIBUTION OF CITY CORE REAL ESTATE



COMBINED PORTFOLIO & CORE RE SERVICES BUDGET / SF*



Some cost efficiencies may be achievable, but the current skills imbalance is the more significant concern.

From an overall cost per square foot perspective, the City's current real estate service delivery is relatively efficient.

Maximizing value by coordinating 'city building'

TODAY: INDEPENDENT PLANNING

1. Multiple independent plans

2. Lack *of coordination resulting in lost opportunity at public sites.*

3. Mix of real estate expertise – *skill mix more focused on day-to-day activities vs planning and strategy.*

4. Diverse corporate / agency vision, interests, and mandates - *not aligned to a single 'City Building' framework.*

5. Growing State of Good Repair (SOGR) backlogs - *no coordinated plan to reduce capital spending.*

Maximizing value by coordinating 'city building'

TOMORROW: STRATEGIC & COORDINATED PLANNING W/ MULTIPLE STAKEHOLDERS

1. Unlock land value - *getting the best strategic use of City lands.*
2. Co-location cost savings – *pursue mixed-use, multi-service developments.*
3. Economic opportunities - *job creation including commercial, retail & affordable housing.*
4. Community hubs - *build capacity, pride in facilities, improve accessibility & services closer to residents.*
5. Modernization of space - *enhance productivity & efficiency through space planning innovation.*

Recommendation: Centralizing Service Delivery

AN ENTITY TO LEAD ALL CITY OF TORONTO REAL ESTATE –

Simplified & Transparent Governance Model - *unified vision, clear and balanced objectives and enhanced accountability.*

Led by Multi-disciplinary Talent - *professionals w/ skills to strategically manage large portfolios (industry experts, contract management, data/analytics, project management, legal, stakeholder engagement).*

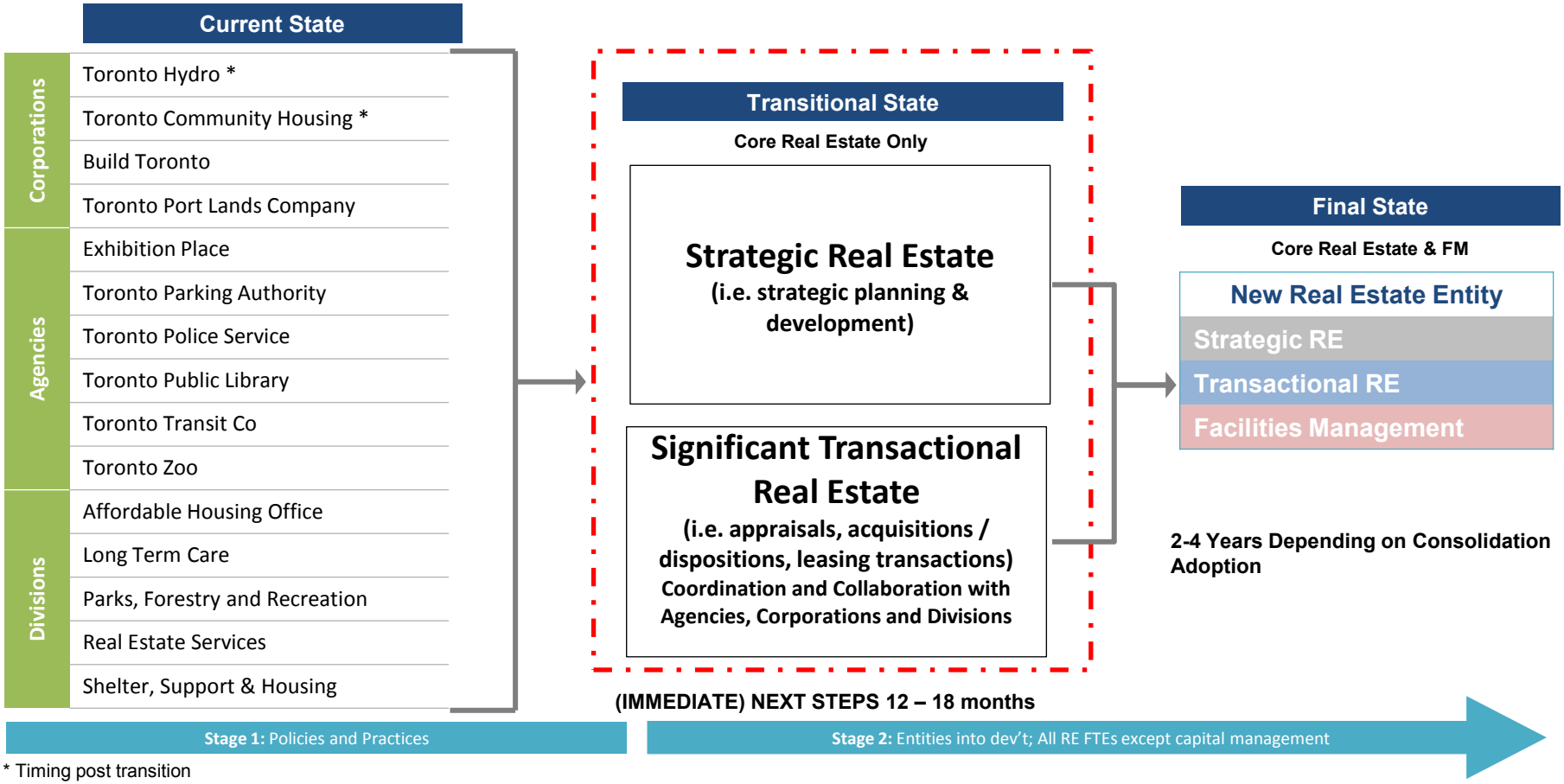
In Pursuit of Partnerships & Joint-Venture Opportunities - *with risk-sharing, alternative finance and procurement, revenue generation & efficient capital delivery.*

To Address State of Good Repair Backlogs & Fully Utilizing Assets - *pursue capital investments with a strategic lens maximizing return on investment (financial, social, environmental).*

= Value Creation / Effective Operations /
Cost Savings 5–10% of operating budget
Revenue Generation opportunities 5-10%

New Real Estate Entity: Consolidation of core functions

All strategic development and transactional real estate activities currently performed by the individual entities will be executed by the new Real Estate Entity in the new model (including facilities management).



* Timing post transition

Core functions in strategic operating model

New Real Estate Entity

Relationship Management (Program Expertise)

Asset management by property type

- Office/Workplace
- Retail/branches
- Land
- Multi-Residential
- Parking
- Other

Development & construction

- Strategy
- Municipal Planning
- Design and development
- Construction

Transactions

- Acquisitions
- Dispositions
- Leasing
- Financing

Shared Services

- Technology platform
- Procurement
- Finance and budget
- Legal and other

Operations

- Property management
- Facility management
- Facilities management and property management administration

The opportunities as a result of the change

EFFECTIVE OPERATIONS	A centralized, strategic approach with efficient & effective stewardship of assets
CITY BUILDING	With a strategic vision and executed through collaboration & innovation
TECHNOLOGY & PROCESSES	Integrated systems with accurate portfolio data for timely and informed decision making
VALUE FOR MONEY	Investments w/ impact (economic, social, environmental) and revenue generation opportunities
STAKEHOLDER ENDORSEMENT	Better solutions through proactive engagement with Council, employees and the community

Implementation: Visioning & Transition Framework

Likely a 2-4 year process to the end state. To start, a framework needs to be put in place comprising the following key elements:

Q3 2016 Appointment of a Transition Lead

Q4 2016 Establish a Transition Team (Program Management Office)

A series of Visioning Sessions and Workshops - *inclusive of key stakeholders.*

Q2 2017 Development of a Transition Strategy - *including an integration blueprint & KPIs.*

New Real Estate Entity Transition Structure

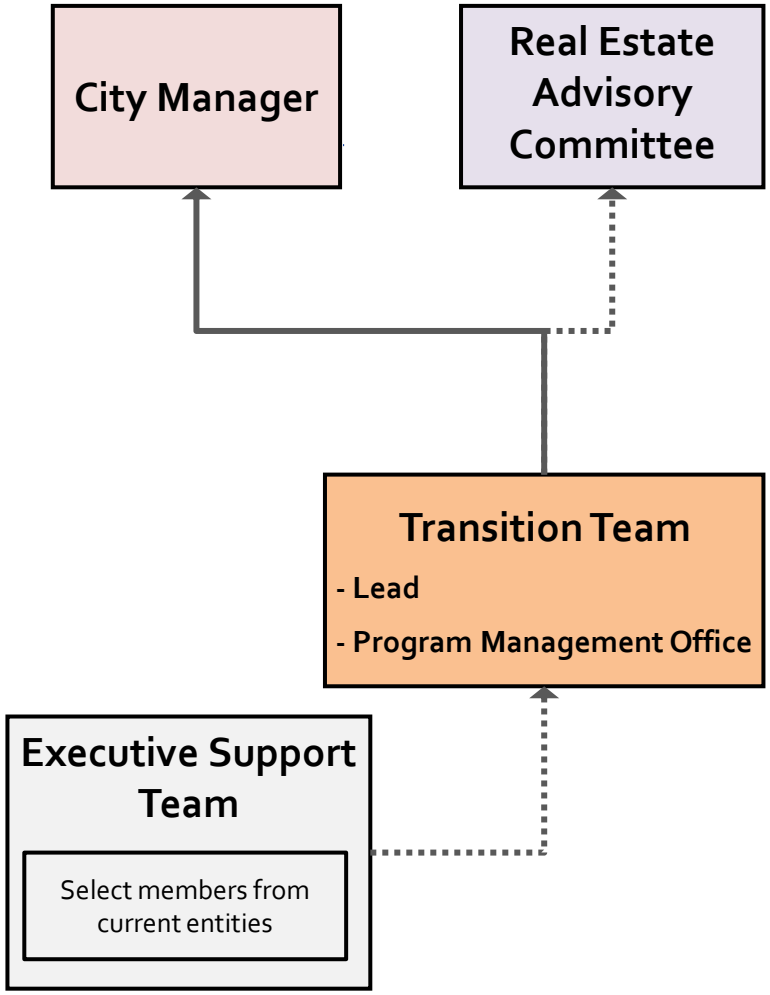
Current State

Corporations	Toronto Hydro*	BOD	CEO
	Toronto Community Housing*	BOD	CEO
	Build Toronto	BOD	CEO
	Toronto Port Lands Company	BOD	CEO
Agencies	Exhibition Place	BOD	CEO
	Toronto Parking Authority	BOD	Pres
	Toronto Police Service	BOD	CAO
	Toronto Public Library	BOD	CL
	Toronto Transit Co	BOD	CEO
	Toronto Zoo	BOD	CEO
Divisions	Affordable Housing Office		DH
	Long Term Care		DH
	Parks, Forestry and Recreation		DH
	Real Estate Services		DH
	Shelter, Support & Housing		DH

* Timing post transition
** DH – Division Head

Operations continue to run under current boards through transition period

Proposed Transitional State



Final State

New Real Estate Entity

Toronto Public Library Foundation

June 27, 2016

Gillian Smith, TPL Foundation Board Chair

Toronto's Library. With you for life.

TORONTO PUBLIC LIBRARY Foundation

2015 Fundraising Activity Summary

Almost $4.5 million raised in 2015

Revenue by Area

- $1.38M - Corporate Gifts
- $ 842K - Individual Gifts ($1,000+)
- $ 617K – Special Events
- $ 418K – Community Giving
- $ 317K - Friends groups and third party fundraising
- $ 265K - Gifts-in-kind to the library, primarily books

2015 Fundraising Activity Summary

Funds received	
For 2015	$2.53 M
For future-years	$1.47 M
Sub-total	**$4.00 M**
Future year pledges	$1.45M
Total commitments secured	**$5.45 M**

TPL Fundraising Priorities

Provided funding for:

26 out of 41 identified 2015 priorities

▪ READ (Grow a city of readers)	$ 1,042,000
▪ LEARN (Develop a city of learners)	$ 479,000
▪ CREATE (Connect a city of creators)	$ 162,000
▪ DELIVER (Deliver excellent service)	$ 327,000
sub total:	**$2,010,000**

Plus:

Other funding*	$ 641,000
Total:	**$ 2,651,000**

**for other approved projects*

2015 Corporate Donors

Funding Priority	Sponsor	Value	Recognition
TD Summer Reading Club	TD Bank Group (3 years)	**$867K (annual)**	Program name
Sun Life Financial Museum and Arts Pass	Sun Life (2 years)	**$193K (annual)**	Logo credit (promotional materials)
TPL Teens: Summer Edition	TD Bank Group	**$80K**	Logo credit (promotional materials)
After School Newcomer Hubs	RBC Foundation	**$50K**	Donor credit
***Great Reads* Booklet**	Kumon	**$35K**	Logo credit (promotional materials)
TD Gallery – Exhibit Season	TD Bank Group	**$40K**	Logo credit (promotional materials)

2015 Corporate Donors

Funding Priority	Donor	Value	Recognition
Black History Month + Aboriginal month	TD Bank Group	**$40K**	Logo credit (promotional materials)
Digital Innovation Hubs	Google Canada	**$15K**	Donor credit
Green Program Series (and collections)	TDFEF	**$15K**	Donor credit
Young Voices	Deloitte	**$10K**	Donor credit
Digital Innovation Hub	IBM	**$10K**	Donor credit

Special Events - BLB

- The 10th anniversary of *The Book Lover's Ball* was held at the newly revitalized Toronto Reference Library and for the first time included an after-party. The gala raised $560,000 for the library.

Special Events – Hush Hush

- In 2015, Hush Hush – a fundraiser in the gorgeous Bloor/Gladstone branch – took place on Halloween night. Almost 300 guests dressed in costume and came to party among the stacks, raising $56,000 to support Toronto Public Library's Young Voices program.

A New Private-Public Sector Partnership

- Google Canada donated $100,000, funding 110 wi-fi hotspot devices; City of Toronto matched their support
- The pilot program is available at six TPL branches located in neighbourhood improvement areas
- Launched June 15 at a media event with Mayor John Tory who spoke about the need for a telecom company to offer unlimited data plans

Look Forward – A Transformation

- Recruitment of a new Foundation President and additional new staff with major gift focus
- Active recruiting of new Board members
- Focused fundraising approach around leadership gifts
- Aspirational fundraising priorities that will inspire donors to give
- A re-imagined Book Lover's Ball, with a high profile Chair
- An enhanced Culture of Philanthropy

How you can help!

1. Consider making a gift – Literary Circle or Council of 100
2. Help us identify new board members
3. Help us identify new donors
4. Be an Ambassador

Thank you!

Intellectual Freedom

Presentation to the
Toronto Public Library Board
June 27, 2016

TORONTO PUBLIC LIBRARY

Intellectual Freedom

Everyone has the right to freedom of opinion and expression. – U.N.

Libraries have a responsibility both to guarantee and to facilitate access to expressions of knowledge and intellectual activity. – IFLA

Libraries have a core responsibility to safeguard and facilitate access to constitutionally protected expressions of knowledge, imagination, ideas and opinion… − CLA

Guaranteeing and facilitating the free exchange of information and ideas in a democratic society, protecting intellectual freedom and respecting individuals' rights to privacy and choice – TPL Values

Intellectual Freedom

Libraries… are fundamental to a democratic society. – FDR

Libraries are essential gateways for all persons living in Canada… - CLA

…unconventional or unpopular ideas… – OLA

A vital society encourages members of its community to actively participate in an open exchange of ideas and opinions. – TPL

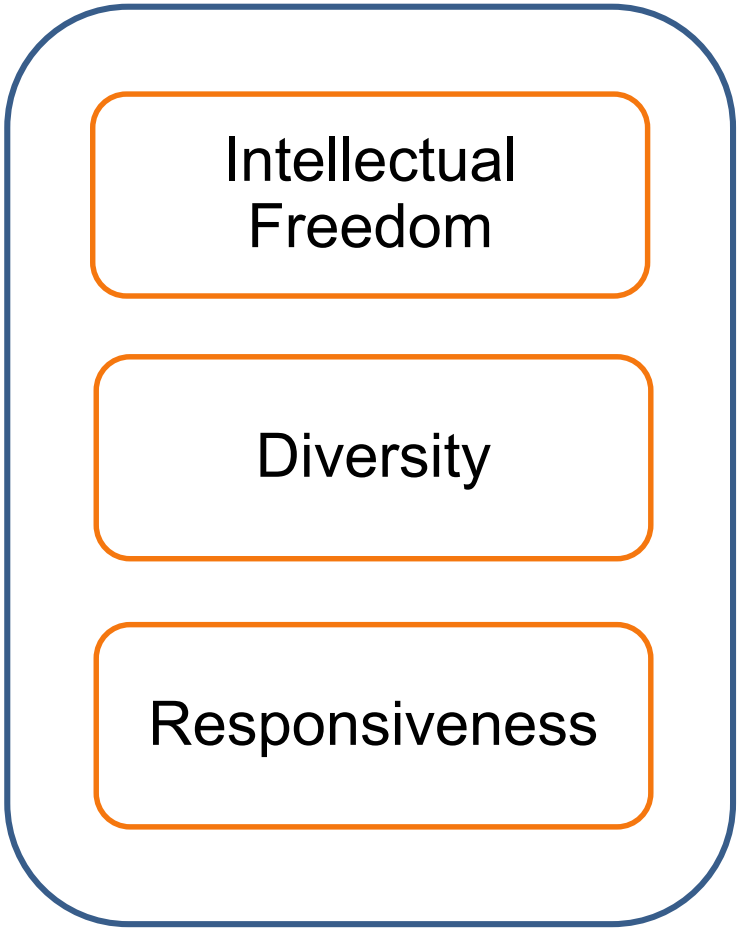
…freedom to depict what is ugly, shocking and unedifying - OLA

…right of the citizen to judge individually on questions of politics, religion and morality – OLA

Intellectual Freedom

"A truly great library contains something in it to offend everyone."

Intellectual Freedom



Materials Selection Policy

Intellectual Freedom

I don’t like this book, CD, DVD, magazine….

I want you to withdraw, label, move it.

Intellectual Freedom

The content or manner of expressing ideas in material that is purposely selected to fill the needs of some Library users may…be considered to be offensive by other Library users. The Library recognizes the right of any individual or group to reject library materials for personal use but does not accord… the right to restrict the freedom of others…

Intellectual Freedom

Intellectual Freedom

TORONTO PUBLIC LIBRARY

STAFF REPORT
INFORMATION ONLY

11.

Requests for Reconsideration of Library Materials – 2015 Annual Report

Date:	June 27, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide an overview of the process for dealing with requests for the reconsideration of materials in the Library's collections and to provide a summary of the six complaints received in 2015.

FINANCIAL IMPACT

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

The Director, Finance and Treasurer has reviewed this Financial Impact Statement and is in agreement with it.

ISSUE BACKGROUND

The Library provides a process for members of the public to identify concerns about books and other material in the Library's collection. These customer complaints are dealt with in the context of the Materials Selection Policy and the principles of intellectual freedom, both of which were approved by the Board at its meeting on June 26, 2000. Subsequently, the Board approved a revision of the policy in December 2007 and, in June 2012, endorsed two Ontario Library Association statements on intellectual rights, which are now appended to the policy. The relevant section of the policy is restated here.

The library believes that a vital society encourages members of its community to actively participate in an open exchange of ideas and opinions. Material selectors consequently strive to provide the widest possible range of resources within Toronto Public Library collections.

The content or manner of expressing ideas in material that is purposely selected to fill the needs of some library users, may, on occasion, be considered to be offensive by other library users. The library recognizes the right of any individual or group to reject library

material for personal use, but does not accord to any individual or group the right to restrict the freedom of others to make use of that same material.

Library users who object to materials located in a library collection are asked to complete a written request for reconsideration of the materials. Request forms are available for this purpose at local library branches.

The procedures for the reconsideration of library materials are intended to ensure that the concerns of the customer are dealt with in a timely manner and with sensitivity. Typically, complaints are received at the branch level. Staff then have the opportunity to discuss the customer's concerns with them and to provide them with a copy of the Materials Selection Policy. This discussion often satisfies the customer and no further action is required. Customers wishing to pursue their complaint fill out a form detailing their concerns, which is sent to the Collection Development Manager, who forwards it to the Materials Review Committee. A letter of acknowledgement is sent to the customer explaining the process.

The Materials Review Committee is chaired by the Collection Development Manager and is drawn from a group of experienced public service librarians based on the subject of the complaint. These librarians have a mixture of expertise in adult, children's and teen materials in a variety of formats and the Manager may also call in other experts, for example, language specialists, as needed. The committee researches the disputed title by considering reviews, the author's reputation, coverage of the subject in the collection, its popularity, historical importance, etc., all within the context of the Materials Selection Policy. The decision on the disposition of the item is communicated in writing by the Director, Collections & Membership Services. If the customer wishes to dispute the decision, they may do so to the City Librarian.

ALIGNMENT WITH STRATEGIC PLAN

The report on the Requests for Reconsideration for 2015 supports the Strategic Plan goal of building a diverse collection in a variety of formats in response to changing community needs.

COMMENTS

Challenges to titles in the collection received by the Materials Review Committee in 2015 and the actions taken by the Library are listed in Attachment 1.

There were complaints about six titles. All were in English: three adult books, one teen book, one adult video and one children's video. The adult books and video were retained in the adult collection; the teen book was transferred to the adult collection; the children's video was transferred to the adult collection.

In general, the volume of complaints received relative to the population served is very low, reflecting the Toronto public's appreciation of the breadth of TPL's collection and

its understanding of the application of intellectual freedom in a library setting.

CONTACT

Susan Caron; Director, Collections & Membership Services; Tel: 416-395-5506;
E-mail: scaron@torontopubliclibrary.ca

SIGNATURE

_____
Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Materials Review Committee – Reconsideration of Materials Summary – 2015

Attachment 1

Materials Review Committee
Reconsideration of Materials Summary – 2015

Date	Item Description	Summary of Customer Comments	Findings and Action Taken
Jan. 2015	**Atonement** Written by Ian McEwan, Knopf Canada, 2001 Adult Book	• Poor grammar and sentence structure • Remove from the collection • Form a committee to review all books before they are added to the collection	• Set in pre-war, wartime and present-day England, the novel examines the tragic consequences of a lie and the need for personal atonement. • The author is a critically-acclaimed and prize-winning novelist and the reviews of the book were uniformly positive. • The book remains in demand and is held by over 3,000 libraries worldwide. • All new adult books are selected by the Adult Materials Selection Committee, which is composed of experienced librarians, using the criteria listed in the Materials Selection Policy. • **Retained in the adult fiction collection**
Feb. 2015	**Soraida, A Woman of Palestine** Directed by Tahani Rached, National Film Board of Canada, 2004 Adult DVD	• Propaganda – not based on factual events • No artistic or educational merit • Remove from the collection	• Soraida, a Palestinian woman and her circle of family and friends share their experiences during the Israeli occupation of Ramallah in 2002. Some of their experiences and dreams are re-enacted. • The director is a well-known Egyptian-Canadian film-maker whose work has been featured in the Toronto Hot Docs festival. • The film was positively reviewed and was recommended for high school students by the educational magazine *CM: Canadian Review of Materials.* • The film is subjective in nature and there is no requirement that documentaries contain news footage. The occupation of Ramallah has been documented by various reputable news sources. The re-enactments are clearly identified as such.

Date	Item Description	Summary of Customer Comments	Findings and Action Taken
			• The Library's Materials Selection Policy states that "The Library selects contemporary materials representing varying points of view and which are of current interest and possible future significance, including materials that reflect current conditions, trends and controversies". • The Library's large collection of material about the history of and conflict in the Middle East provides a variety of perspectives and points of view. • **Retained in the adult DVD collection**
Apr. 2015	**A Heartbreaking Work of Staggering Genius** Written by Dave Eggers, Simon & Schuster, 2000 Adult Book	• Contains profanity and poor grammar and sentence structure • Remove from the collection	• This memoir describes Eggers' struggles in raising his younger brothers following the death of their parents. • It was very well reviewed and was nominated for a Pulitzer Prize. • The book remains in demand and is owned by over 2,000 libraries worldwide. • **Retained in the adult nonfiction collection**
Jul. 2015	**The Troublemakers** Written and illustrated by Gilbert Hernandez, Fantagraphics, 2009 Adult Graphic Book	• Sexual language and depictions of prostitution and violence • Institute a labelling system for graphic books so children cannot borrow them and victims of violence can avoid them	• Drug dealers and gang members clash in this graphic novel. • Hernandez is a critically-acclaimed graphic novelist best known for the series *Love and Rockets.* He has won a number of awards including the PEN Graphic Literature Award. • The book received positive reviews in a variety of publications including *Booklist* and is popular with customers. • The Materials Selection Policy states that the Library does not label materials except videos, where viewing age is determined by law. • The Materials Selection Policy states that, "children are entitled to borrowing privileges and open and ready access to materials…provided by the Library. Parents and legal

Date	Item Description	Summary of Customer Comments	Findings and Action Taken
			guardians are responsible for monitoring and limiting the use of Library materials by their children." This reiterates the *Ontario Library Association's Position on Children's Rights in the Public Library,* which informs the Policy. • The Library is sensitive to the fact that the graphic format may be attractive to children and children's, teen and adult graphic books are shelved separately based on content and intended audience. • **Retained in the adult graphic book collection**
Sep. 2015	**Cyanide and Happiness: Punching Zoo** Written and illustrated by Ron DenBleyher, Kris Wilson, Dave McElfatrick and Matt Melvin, Boom! Box, 2014 Teen Graphic Book	• Contains vulgar language, humour related to pornography, racism and sex • Move to adult collection • Consider dividing teen graphic book section into younger and older teens	• The book is a collection of the popular webcomic strips *Cyanide and Happiness*, which are posted daily on sites like Reddit and Facebook. • Reaction to the content is mixed with some reviewers admiring the dark humour while others find it offensive. • The committee agreed that the book is more appropriate for the adult collection. • A two-tiered arrangement for teen graphic books is not feasible as there is no consistent labeling of age-appropriateness by publishers. • **Transferred to the adult graphic book collection**
Dec. 2015	**The Black Hole** Disney Enterprises, 2007 Children's DVD	• Some images to violent and frightening for children • Move to the adult collection	• This is Disney's first foray into "serious" films – a space adventure heavily influenced by *Star Wars*. • Several reviewers found the film contradictory as the tone is dark but cute child-friendly robots are also featured. • The committee agreed that some scenes could be disturbing for children and it will be moved to the adult collection. • **Transferred to the adult DVD collection**

12.

STAFF REPORT
ACTION REQUIRED

Materials Selection Policy – 2016 Revisions

Date:	June 27, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to recommend changes to the Materials Selection Policy that arise from the ongoing review of policies to improve library service. The Materials Selection Policy provides a framework for the development of library collections and supports the Library's mission of providing "universal access to a broad range of human knowledge, experience, information and ideas…"

Only minor changes are required and are intended to update the policy and to ensure that it reflects the ongoing evolution of the Library's collections.

The following changes are recommended:

- the replacement of the Canadian Library Association's *Position Statement on Intellectual Freedom* with the 2015 revised version, the *Statement on Intellectual Freedom and Libraries*;
- the addition of a statement regarding the Library's ability to respond to requests for reconsideration from the public about some digital content provided by third-party vendors.

RECOMMENDATIONS

The City Librarian recommends that Toronto Public Library Board:

1. approves the revised Materials Selection Policy (Attachment 1).

Implementation Points

The revised Materials Selection Policy will be posted on the Library's website and communicated to staff.

FINANCIAL IMPACT

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

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

DECISION HISTORY

At its meeting of June 26, 2000, the Toronto Public library Board approved the Materials Selection Policy. On December 10, 2007, minor changes aimed at clarifying the policy were approved. On June 25, 2012 the Board endorsed the Ontario Library Association's *Statement on the Intellectual Rights of the Individual* and *Teen Rights in the Library* as appendices to the policy.

ISSUE BACKGROUND

The Board-approved Materials Selection Policy provides the policy framework for all of the Library's collections. The overall responsibility for the selection of library materials is vested in the City Librarian who delegates this professional activity to qualified and knowledgeable staff. The policy provides both guidance for staff when selecting material and information for the public about the principles that guide selection decisions. It also establishes a process for members of the public to identify concerns about items in the Library's collections.

COMMENTS

It is recommended that the Canadian Library Association's *Position Statement on Intellectual Freedom* (Appendix 2 of the Materials Selection Policy) be replaced with the 2015 revised version, the *Statement on Intellectual Freedom and Libraries*. It provides a broader national and international context for the role of libraries in ensuring intellectual freedom and expands on and emphasizes the responsibility of Canadian libraries to provide access to the widest variety of resources and to resist censorship or restrictions. It also introduces privacy as a principle to be supported along with intellectual freedom.

All physical collections and most downloadable and streamed digital collections are selected by Library staff or acquired through vendor profiles developed and monitored by staff. If a customer has concerns about an item they can request that it be reconsidered in accordance with the process laid out in the Materials Selection Policy and this is done in the context of the criteria in the policy. However, the Library also subscribes to services from third-party vendors in which the vendors, not staff, determine the content. Examples are *Academic OneFile,* a database that aggregates periodical articles, *hoopla*, which provides access to thousands of video and music titles and *OneClickdigital eAudiobooks*. These vendors are all reputable, established providers of content to libraries and their products go through a rigorous selection process. However, as staff do not control the inclusion of a specific title,

the reconsideration process cannot be used. The vendor will be informed of the complaint, as appropriate, and customer concerns may be taken into account when a decision on renewing the subscription is made. Accordingly, it is recommended that a statement to this effect be included in Section 9 of the Materials Selection Policy, Reconsideration of Materials.

CONTACT

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SIGNATURE

_____
Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Materials Selection Policy

POLICY: MATERIALS SELECTION

SECTION: III – Public Service Policies – Collections

MOTION#/DATE: 00 - 102 – June 26, 2000
REVISED: 07 - 222 – December 10, 2007
12 - 135 – June 25, 2012
xx - xxx – June 27, 2016

Effective Date

June 27, 2016

Policy Objective

To guide staff in the acquisition of material that is of current interest and/or lasting value to existing or potential Library users.

To familiarize Library users with the principles upon which selection decisions are made for Toronto Public Library collections.

Underlying Principles

The selection of materials for the Library is driven by principles defined in the Library's Mission Statement.

Ongoing material selection activities are founded on staff familiarity with existing collections, their awareness of the needs of Library users, and their knowledge of retrospective, current and future trends in informational and recreational materials suitable for public library use.

Except where limited by law, children are entitled to borrowing privileges and open and ready access to materials and facilities provided by the Library. Parents and legal guardians are responsible for monitoring and limiting the use of Library materials by their children.

The Library endeavors to provide equitable access to its extensive collections through a multi-tiered service delivery model which rationalizes the location, scope and focus of collections. In addition, items may be delivered to any branch at the user's request. The Library materials budget is maximized through coordinated and controlled expenditure.

Policy Statement

The selection of Library materials is driven by the principles defined in the Library's Mission Statement described in part as providing "universal access to a broad range of human knowledge, experience, information and ideas…".

The Library selects:

- contemporary materials representing varying points of view and which are of current interest and possible future significance, including materials which reflect current conditions, trends and controversies;
- source materials and thoughtful interpretations which document or shed light on the past;
- materials that inform and increase an individual's ability to function effectively as a member of society;
- materials that provide an aesthetic experience, stimulate the imagination and increase an individual's potential creativity;
- materials that expand an individual's understanding of the world in which they live;
- materials in the two official languages, English and French, as well as materials which reflect the diverse linguistic or cultural heritage of the Toronto community;
- materials that entertain and may enhance an individual's enjoyment of life;
- textbooks and curriculum-related works when they are considered to be useful as an introduction to a subject, are the only source of information, or because their content is considered essential to a library collection.

Staff selection activities are supported by attention to review media, bibliographies and reviewing tools, consultation with the publishing industry, authoritative discussions of genres or subject areas, and recommendations from Library users. Activities are responsibly exercised within the context of available funds.

Special consideration is given to materials with Canadian content, that record the Canadian experience or that relate to life in Canada or the lives and works of Canadians.

The Library does not keep, acquire or purchase material that the Canadian courts have found to be obscene, hate propaganda or seditious.

No materials are excluded from selection solely because of the "race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of offences, marital status, disability, family status, sex, sexual orientation and/or receipt of public assistance" of the creator of the work.

No materials are excluded from selection solely because they may come into the possession of a child.

In adopting this Policy, the Board endorses the Canadian Library Association's Position

Statement on Intellectual Freedom, the Ontario Library Association's Statement on the Intellectual Rights of the Individual, the Ontario Library Association's Position on Children's Rights in the Public Library and the Ontario Library Association's Position on Teen's Rights in the Public Library.

The Library Board, in establishing this Materials Selection Policy, was cognizant of Section 2(b) of the Canadian Charter of Rights and Freedoms which guarantees everyone the freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication.

Scope

The Materials Selection Policy applies to all formats including print, non-print, audiovisual and electronic materials.

Application

This policy applies to any Library staff or organization that undertakes the selection or withdrawal of materials for the Library's collections and to all Library staff involved with accepting and evaluating gifts to the branch collections.

Specific Directives

1. Selection Criteria

Library staff consider:

- Suitability of format for Library use;
- Suitability of subject, style and reading level for the intended audience;
- Relevance to community users;
- Insight into the human and social condition;
- Importance as a record of the times;
- Relationship to the existing collection;
- Reputation, skill, competence or significance of the originator of the work;
- Attention of critics, reviewers and the public;
- Demand for material;
- Reputation of the publisher or producer;
- Clarity, accuracy and logic of presentation;
- Purchase price and other budgetary considerations.

2. New Formats

Careful consideration is given to the introduction of new formats to Library collections. Budget considerations, community needs and the probable impact on existing resources are all reviewed before items are selected and introduced to collections in a new format.

The selection of material in any new format may result in the Library's decision to retire specific items or material formats from its collections in order to responsibly accommodate trends in user demands and/or changes in technology.

3. Withdrawal Activities

Selected materials are regularly assessed for their condition, accuracy, currency and usage, within the context of the Library collection, and relevance to Library users. The withdrawal of materials from any collection is a formal process conducted by knowledgeable staff, according to written guidelines, as a necessary means to maintain collection vitality, size and scope.

An item that is the subject of a libel action of which the Library becomes aware will be removed from the collection until the action is finally resolved when, depending on the outcome of the action, it will be returned to the collection or permanently withdrawn.

4. No Endorsement of Content

Selection of an item for a library collection does not constitute endorsement by the Library of either the content or viewpoint expressed in that item.

5. Access to Collections

(a) For user-information purposes and the guidance of borrowers, videos owned by Toronto Public Library are labeled with viewer classification codes outlined in the Film Classification Act available from the Ontario Film Review Board. If a viewer classification code is not available from the Ontario Film Review Board, the Library may use the Canadian Home Video Association or the Motion Picture Association of America classification codes.

(b) The Library may control use of any collection material in order to protect items deemed susceptible to theft or damage by users, or to ensure the widest possible use of materials by Library customers.

(c) The Library does not mark selected materials in order to indicate approval or disapproval of item contents or attempt to expurgate information contained in selected items.

6. Gifts and Donations

(a) The Library welcomes gifts of materials from individuals or groups.

(b) Gifts-in-kind to the Library's Special Collections follow the Donations of Gifts-In-Kind to Special Collections Policy.

(c) The same criteria and guidelines that apply to the selection of all Library materials are used to evaluate gifts. It is understood that gifts are freely given without conditions attached, unless specifically negotiated beforehand, and that all donations will be used or disposed of as the Library deems appropriate.

(d) Tax receipts are issued by the Toronto Public Library Foundation only for items that meet the selection guidelines and are accepted into the collection.

7. Customer Requests

(a) Library users may place formal requests for the purchase of collection materials by completing a form provided by the Library.

(b) All suggested purchases are reviewed by Library staff who apply to the customer request the same selection criteria that are applied to all materials purchased by the Library.

(c) The originator of a request will be notified of the Library's selection decision.

8. Resource Sharing / Inter-Library Loan (ILLO) Services

(a) Items that fall outside the selection criteria of the Library or that are "out of print" or temporarily unavailable can be requested by Library customers from other library systems by using regular Inter-Library Loan services. Fees for the service occasionally apply.

(b) Application for Inter-Library Loan service can be made at any local library branch of the Library.

(c) The Library recognizes the purposes and resources of other information agencies in the City and does not needlessly duplicate materials.

9. Reconsideration of Materials

(a) The Library believes that a vital society encourages members of its community to actively participate in an open exchange of ideas and opinions. Material selectors consequently strive to provide the widest possible range of resources within Toronto Public Library collections.

(b) The content or manner of expressing ideas in material that is purposely selected to fill the needs of some Library users, may, on occasion, be considered to be offensive by other Library users. The Library recognizes the right of any individual or group to reject library material for personal use, but does not accord to any individual or group the right to restrict the freedom of others to make use of that same material.

(c) Library users who object to materials located in the collection are asked to complete a written request for the reconsideration of the materials. Request forms are available for this purpose at all Library branches.

(d) Decisions made about challenged materials will be communicated to the originators of the requests following completion of a formal staff review.

(e) An annual report on challenges to Library materials is provided to the Board.

(f) Some of the Library's digital content is provided using third-party vendors. The Library subscribes to services in which the third-party vendor, and not Library staff, determines the specific titles or materials made available through the service. In these circumstance, the Library is unable to reconsider specific materials that Library users object to, but may inform the third-party vendor of user concerns and/or take these concerns into consideration in determining whether to continue using the vendor.

Accountability
The responsibility for selection of materials is vested in the office of the City Librarian, which delegates this professional activity to qualified and knowledgeable staff.

References
This list contains the most significant legislation and Toronto Public Library policies relating to the Materials Selection Policy.

Federal Legislation
The Canadian Charter of Rights and Freedoms as amended.
Criminal Code (R.S., 1985, c. C-46) as updated.

Provincial Legislation
Film Classification Act, 2005, S.O. 2005, c.17 as updated.
Ontario *Human Rights Code*, 1990, c. H.19 as updated.

Toronto Public Library Policies
Donations of Gifts-In-Kind to Special Collections Policy as updated.

Definitions

Materials: All of the items that comprise library collections regardless of format.

Collections: The various holdings of the Library organized by category, e.g. fiction collection, French collection

Format: The medium in which information is presented, e.g. a book, DVD, ebook

Inter-Library Loan: The service through which customers may request that items not owned by or missing from the Toronto Public Library be borrowed from other institutions, subject to availability and the interlibrary loan policies of the lending institutions

Contact

Director, Collections & Membership Services
Tel: 416-395-5506
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Appendices

Appendix 1: Toronto Public Library Mission Statement
Appendix 2: Canadian Library Association's Statement on Intellectual Freedom and Libraries
Appendix 3: Ontario Library Association's Statement on the Intellectual Rights of the Individual
Appendix 4: Ontario Library Association's Position on Children's Rights in the Public Library
Appendix 5 Ontario Library Association's Statement on Teen's Rights in the Public Library

Appendix 1

Our Vision, Mission and Values

Our Vision

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

Our Mission

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

Our Values

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

Revised November, 2013

Appendix 2

Canadian Library Association Statement on Intellectual Freedom and Libraries

The Canadian Library Association recognizes and values the *Canadian Charter of Rights and Freedoms* http://laws-lois.justice.gc.ca/eng/Const/page-15.html as the guarantor of the fundamental freedoms in Canada of conscience and religion; of thought, belief, opinion, and expression; of peaceful assembly; and of association.

The Canadian Library Association supports and promotes the universal principles of intellectual freedom as defined in the *Universal Declaration of Human Rights* http://www.un.org/en/documents/udhr/index.shtml which include the interlocking freedoms to hold opinions and to seek, receive and impart information and ideas through any media and regardless of frontiers.

In accordance with these principles, the Canadian Library Association affirms that all persons in Canada have a fundamental right, subject only to the Constitution and the law, to have access to the full range of knowledge, imagination, ideas, and opinion, and to express their thoughts publicly. Only the courts may abridge free expression rights in Canada.

The Canadian Library Association affirms further that libraries have a core responsibility to support, defend and promote the universal principles of intellectual freedom and privacy.

The Canadian Library Association holds that libraries are a key institution in Canada for rendering expressive content accessible and affordable to all. Libraries are essential gateways for all persons living in Canada to advance themselves through literacy, lifelong learning, social engagement, and cultural enrichment.

Libraries have a core responsibility to safeguard and facilitate access to constitutionally protected expressions of knowledge, imagination, ideas, and opinion, including those which some individuals and groups consider unconventional, unpopular or unacceptable. To this end, in accordance with their mandates and professional values and standards, libraries provide, defend and promote equitable access to the widest possible variety of expressive content and resist calls for censorship and the adoption of systems that deny or restrict access to resources.

Libraries have a core responsibility to safeguard and foster free expression and the right to safe and welcoming places and conditions. To this end, libraries make available their public spaces and services to individuals and groups without discrimination.

Libraries have a core responsibility to safeguard and defend privacy in the individual's pursuit of expressive content. To this end, libraries protect the identities and activities of library users except when required by the courts to cede them.

Furthermore, in accordance with established library policies, procedures and due process, libraries resist efforts to limit the exercise of these responsibilities while recognizing the right of criticism by individuals and groups.

Library employees, volunteers and employers as well as library governing entities have a core responsibility to uphold the principles of intellectual freedom in the performance of their respective library roles.

Approved by Executive Council June 27, 1974
Amended November 17, 1983; November 18, 1985; and September 27, 2015

Appendix 3

Ontario Library Association's Statement on the Intellectual Rights of the Individual

In affirming its commitment to the fundamental rights of intellectual freedom, the freedom to read and freedom of the press, as embodied in the Canadian Charter of Rights and Freedoms, the Ontario Library Association declares its acceptance of the following propositions:

1) That the provision of library service to the public is based upon the right of the citizen, under the protection of the law, to judge individually on questions of politics, religion and morality.

2) That intellectual freedom requires freedom to examine other ideas and other interpretations of life than those currently approved by the local community or by society in general, and including those ideas and interpretations which may be unconventional or unpopular.

3) That freedom of expression includes freedom for a creator to depict what is ugly, shocking and unedifying in life.

4) That free traffic in ideas and opinions is essential to the health and growth of a free society and that the freedom to read, listen and view is fundamental to such free traffic.

5) That it is the responsibility of libraries to maintain the right of intellectual freedom and to implement it consistently in the selection of books, periodicals, films, recordings, and other materials, and in the provision of access to electronic sources of information, including access to the internet.

6) That it is therefore part of the library's service to its public to resist any attempt by any individual or group within the community it serves to abrogate or curtail access to information, the freedom to read, view and listen by demanding the removal of, or restrictions to library information sources in any format.

7) That it is equally part of the library's responsibility to its public to ensure that its selection of material is not unduly influenced by the personal opinions of the selectors, but determined by the application of generally accepted standards of accuracy, style and presentation.

Adopted at the Ontario Library Association Annual General Meeting, November 1998

Appendix 4

Ontario Library Association's Position on Children's Rights in the Public Library

Children in Public Libraries have the right to:

1. Intellectual freedom.

2. Equal access to the full range of services and materials available to other users.

3. A full range of materials, services and programs specifically designed and developed to meet their needs.

4. Adequate funding for collections and services related to population, use and local community needs.

5. A library environment that complements their physical and developmental stages.

6. Trained and knowledgeable staff specializing in children's services.

7. Welcoming, respectful, supportive service from birth through the transition to adult user.

8. An advocate who will speak on their behalf to the library administration, library board, municipal council and community to make people aware of the goals of children's services.

9. Library policies written to include the needs of the child.

Adopted at the Ontario Library Association Annual General Meeting, November 1998

Appendix 5

Ontario Library Association's Position on Teen's Rights in the Public Library

Goals for Library Services for Teens:

Young people are valuable members of our library community who deserve the same respect, dignity and human rights as all library members. This document provides a framework for developing library services to teens that meet the educational, informational, and cultural and leisure needs of young people in ways that are developmentally appropriate. Each public library has a different community to serve and therefore different priorities and needs. Although specific services for teens have not been well established in all libraries, these goals are created in the belief that young adulthood is a unique life state and that young adults are entitled to the same quality of library services offered to other age groups in the population. (Adapted from the IFLA Guidelines for Library Services for Young Adults, 2006 and the YALA Guidelines for Library Services to Teens, Ages 12-18, 2006.)

The goal of library services for teens is to assist with the transition from children's services to adult services and to provide access to both resources and an environment that meets the needs of young people for intellectual, emotional and social development. Specifically these needs are based on the unique seven developmental needs for adolescents and the five core values of quality service to teens:

7 Developmental Needs of Teens	5 Core Values of Service to Teens
• Physical activity, • Competence and achievement, • Self definition • Creative expression, • Positive social Interaction with Peers and Adults, • Structure and Clear Limits • Meaningful Particiapation	• Respecting and responding to unique YA needs, • Providing equal access, • Empowering Youth through participation • Engaging teens in active collaboration • Supporting healthy you development
Excerpted from: Dorman, G. (1981). The Middle Grades Assessment Program: user's manual. Carrboro, NC: Centre for Early Adolescence.	Core Values excerpted from: Jones, P. (2002). New directions for library service to young adults. Chicago: American Library Association.

Teens in Ontario Public Libraries have the right to:

1. **Intellectual Freedom**
   The library establishes clear policy statements concerning the right to free access by young adults to library resources and information sources; and respect for the rights of young adults to select materials appropriate to their needs without censorship, The library's teen collection, polices and services should be

consistent with the concepts of intellectual freedom defined by the CLA, OLA and Human Rights code.

2. **Equal access to the full range of materials, services, and programs specifically designed and developed to meet their unique needs.**
The Library integrates library service to teens into the overall plan, budget and service program for the library. Library service to teens is integrated with those offered to other user groups.

3. **Adequate funding for collections and services related to population, use and local community needs.**
The Library incorporates funding for materials and services for teens in the library operating budget and ensures there is equitable distribution of resources to support programs and services for young adults.

4. **Collections the specifically meet the needs of teens.**
The Library provides a wide spectrum of current materials of interest to young adults to encourage lifelong learning, literacy, reading motivation, and reader development. The Library endeavours to develop collections that encourage leisure reading, support homework and school success and responds to gender and cultural diversity. The library provides unfettered access to technology including social networking, licensed databases, and other online library resources for teens.

5. **A library environment that complements their physical and developmental stages.**
The Library provides identifiable spaces for teens that are separate from children's spaces where possible, reflects their lifestyle and allows for teens to use this library space for leisure or study, either independently or in groups.

6. **Welcoming, respectful, supportive service at every service point.**
The Library promotes friendly, positive, non-biased customer interactions with teens, providing staff development and training and ensures that services for teens embrace cultural and gender diversity and economic differences. Library staff will endeavour to respect the ten's need for privacy and nonjudgmental service and assist young adults in acquiring the skills to effectively access all library resources and become information literate.

7. **Library Programs and Services appropriate for Teens.**
The Library fosters youth development by providing programs for teens that contribute to literacy, life-long learning and healthy youth development. The library endeavours to provide volunteer opportunities for helping others through community service hours including participation on Library Advisory Boards, and other projects that help develop a sense of responsibility and community involvement. The library's teen services initiatives are effectively managed

according to best practices in the field of Youth Services.

8. **Trained and knowledgeable staff specializing in teen services.**
   Library staff is knowledgeable about adolescent development and age appropriate resources for young adults inclusive of those with special needs. The library provides services by teen specialists as well as by others who are trained to serve teens.

9. **An advocate who will speak on their behalf to the library administration, library board, municipal council and community to make people aware of the goals of teen services.**
   The Library works in partnership with other community agencies and organizations to support all aspects of healthy, successful youth development.

10. **Library policies are written to include the needs of the youth.**

Adopted at the Ontario Library Association Annual General Meeting June 2010.

13.

TORONTO PUBLIC LIBRARY

STAFF REPORT
ACTION REQUIRED

2017-2026 Capital Budget and Plan Submission

Date:	June 27, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to seek approval for the Toronto Public Library (TPL) 2017-2026 Capital Budget and Plan submission as detailed herein. The Library's ten-year submission has been developed according to City guidelines while recognizing the changing service needs of the Library, the growing State of Good Repair (SOGR) backlog and the strategic priorities described in the TPL Strategic Plan 2016-2019 which includes a focus on technological changes, removing barriers to access and service transformation.

Toronto Public Library's 2017-2026 Capital Budget and Plan submission aligns and supports Council's Strategic Plan and vision to make Toronto a *centre of innovation and growth.* The Capital Plan builds and maintains beautiful *public space in every neighbourhood* and leverages digital advances and technology *to create smart and efficient services*. It is future oriented, environmentally sustainable and efficient. By enhancing the physical accessibility of library branches and expanding digital access, the plan supports equitable access to library services for all and enhances investment and quality of life in neighbourhoods across the City.

The ten-year budget and plan funding request of $212.120 million debt ($306.931 million gross) is a fiscally responsible budget balancing the capital needs of the Library with the financial challenges faced by the City. In light of these challenges, the capital funding request does not attempt to completely address the significant SOGR issues but rather is at a level between the City's debt target and TPL's most pressing needs that are above the target. The submission funding request includes 24 projects totalling $159.432 million debt ($247.693 million gross) in-line with the City debt target as well as seven projects totalling $52.688 million debt ($59.238 million gross) exceeding the debt target.

In addition to the budget submission request, this report also identifies other SOGR needs with the backlog estimated to grow to $120.789 million by 2026. This information will be forwarded to the City and will provide a more complete picture of TPL's total funding needs. This year's submission repeats and reinforces TPL's business case for additional capital funding, though the format has been changed to more closely follow the City's budget instructions.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the 2017-2026 capital budget and plan submission which requests funding of $17.475 million debt ($27.095 million gross) in 2017 and $212.120 million debt ($306.931 million gross) over 2017-2026 which is comprised of:
    a. 24 projects totalling $16.565 million debt ($26.095 million gross) in 2017 and $159.432 million debt ($247.693 million gross) over 2017-2026 in-line with the City debt target; and
    b. seven projects totalling $0.910 million debt ($1.000 million gross) in 2017 and $52.688 million debt ($59.238 million gross) over 2017-2026 which represents additional funding above the City debt target; and
2. approves forwarding this report to the City for consideration.

FINANCIAL IMPACT

The capital submission requests funding of $17.476 million debt in 2017 and $212.120 million debt over 2017–2026. The budget includes funding over the ten-year period to accomplish many goals, including addressing the growing SOGR backlog, advancing digital service delivery, and increasing access for all Torontonians to library service. The Library's 2017-2026 capital submission, including funding sources and the impact on the operating budget, is summarized as follows:

2017 - 2026 Capital Submission Summary ($000's)

	2017	2018	2019	2020	2021	Total 2017-2021	2022	2023	2024	2025	2026	Total 2022-2026	Total 2017-2026	
Buildings - Gross	21,495	24,834	29,816	33,270	28,253	137,668	22,479	21,768	23,637	21,451	19,547	108,882	246,550	80%
IT - Gross	5,600	5,600	5,600	5,600	5,600	28,000	5,600	6,400	6,610	6,440	7,331	32,381	60,381	20%
Total Gross Request	**27,095**	**30,434**	**35,416**	**38,870**	**33,853**	**165,668**	**28,079**	**28,168**	**30,247**	**27,891**	**26,878**	**141,263**	**306,931**	**100%**
Non-Debt Sources of Funding														
- Development Charges	5,684	8,571	9,568	12,800	10,269	46,892	5,349	5,855	5,617	3,247	2,043	22,111	69,003	22%
- Library operating budget	1,378	1,378	1,378	1,378	1,378	6,890	1,378	1,378	1,378	1,378	1,378	6,890	13,780	4%
- Section 37 and Section 42	1,300	300	2,610	1,515	-	5,725	-	518	2,083	1,049	-	3,650	9,375	3%
- City Reserves	700	130	-	1,100	-	1,930	-	-	-	-	-	-	1,930	1%
- Other external	558	165	-	-	-	723	-	-	-	-	-	-	723	0%
Total Non-Debt Funding	**9,620**	**10,544**	**13,556**	**16,793**	**11,647**	**62,160**	**6,727**	**7,751**	**9,078**	**5,674**	**3,421**	**32,651**	**94,811**	**31%**
Total Debt Request	**17,475**	**19,890**	**21,860**	**22,077**	**22,206**	**103,508**	**21,352**	**20,417**	**21,169**	**22,217**	**23,457**	**108,612**	**212,120**	**69%**
Incremental Operating Impacts	**53**	**38**	**92**	**227**	**255**	**665**	**957**	**857**	**39**	**94**	**55**	**2,002**	**2,667**	
FTEs	-	-	-	*3.7*	-	*3.7*	*14.0*	-	-	-	-	*14.0*	*17.7*	

The gross capital plan request is comprised of City debt funding ($212.120 million or 69%) and non-debt sources of funding ($94.811 million or 31%) such as development charges ($69.003 million or 22%), a transfer from the Library operating budget ($13.780 million or 4%), Section 37/42 funding ($9.375 million or 3%), City reserves ($1.930 million or 1%),

and other external funding ($0.723 million or 0.2%). The ten-year funding request exceeds City debt target of $159.432 million by $52.688 million.

Incremental operating budget impacts over the 2017-2026 period total $2.667 million and 17.7 full-time equivalents (FTEs) resulting mainly from the planned relocation and expansion of the St. Lawrence Branch ($1.652 million and 14.0 FTEs). Operating impact in 2017 is $0.054 million with no additional FTEs.

Planned relocation of branches, including Bayview-Bessarion, St. Lawrence and Queen/Saulter (Port Lands), involves building on City-owned lands and no funding has been budgeted to acquire these lands. This has been a consistent practice in all previous capital submissions.

The complete ten-year capital submission summary with gross and debt funding for capital projects is included in Attachments 1 and 2.

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

ISSUE BACKGROUND

Section 24(1) of the Public Libraries Act requires the Library Board to submit to City Council annually, estimates of all amounts required during the year for the purposes of the Board. This report covers the capital funding request. Council approval provides funding for each project in the capital budget, which is the first year of the plan, and only the cash flows for 2017 are approved for spending. Subsequent years' capital spending is approved through the annual capital submission and approval process.

Planning Framework

TPL has a planning framework to guide the development of its capital program for library branches.

Service Delivery Model

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

1. Neighbourhood branches serve a minimum of 25,000 residents living in a 1.6 kilometer radius, and the optimal size of the branch is a minimum of 10,000 to 15,000 square feet. The current service hours vary from 40 to 69 hours per week, including Sundays.
2. District branches serve a minimum of 100,000 residents living in a 2.5 kilometer radius, and the optimal size is a minimum of 25,000 square feet. The current service hours are 69 hours per week, including Sundays.

3. Research and Reference libraries serve the entire city and should be a minimum of 150,000 sq. ft. The current service hours are 69 hours per week, including Sundays.
4. The fourth tier of library services is comprised of mobile services, which includes bookmobile and home library service and digital services, which include access to a full range of services through its online and social media channels. Digital services enable the Library to expand service hours efficiently.

Branch Development Strategy

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

Refinement of Capital Program

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

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

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

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

COMMENTS

2017-2026 Capital Budget and Plan Strategy

The capital submission is informed by the planning framework for developing the capital program for library buildings. The Library's ten-year capital submission has been developed following City guidelines which require that "*greater emphasis placed on those projects that have been identified as an unmet need…to address State of Good Repair or Service Improvement project that, to date, could not be funded within current affordability targets*". It is on this basis that TPL is recommending to the Board to request funding above the assigned debt target at a fiscally responsible level that is still well below the true requirements.

2017-2026 Capital Budget and Plan

Summary ($millions)

	Gross	Debt
Request meeting Debt Target (Attachment 1)	$247.693	$ 159.432
Request above Debt target (Attachment 2)	$ 59.238	$ 52.688
Total Budget Request	**$306.931**	**$ 212.120**

The requested capital budget and plan achieves the following strategic objectives:

1. Budget submission that is fiscally responsible;
2. Transform branches for 21st century library service;
3. Focus on addressing state of good repair for branches;
4. Address City growth intensification areas;
5. Maximize alternative (non-debt) funding sources; and
6. Minimize the operating impact of the capital program.

1. Fiscally responsible budget submission

In recognition of the City's financial situation, the 2017–2026 capital funding request represents a fiscally responsible budget submission and does not attempt to completely address the significant SOGR backlog issue. Efforts will be made to deal with the unaddressed remaining SOGR backlog, estimated at $120.789 million at the end of 2026, including assessing the feasibility of redeveloping TPL properties in order to generate excess capital funding to help address SOGR needs.

2. Transform branches for 21st century library service

The demand for and the cost of online resources and services continues to grow each year. Virtual Branch Services funding has been planned at approximately $1.500 million annually over the ten years to address increasing demands for digital and on-line services. In addition, there is increasing demand for more self-service options, including mobile and personalized services and new service delivery options will create increasing demands for technology.

The City of Toronto's Poverty Reduction Strategy identifies *expanding digital access and literacy to ensure residents can effectively access services and program online* as a critical initiative to removing barriers to access. Technological advances are driving changes in patron expectations. Increasingly, patrons are demanding leading-edge online self-service options, digital content, and in-branch digital library services as well as continued demand for "traditional" services. Increases in capital funding requests for technology will be required to address these rapidly evolving needs and expectations, both through the introduction of new innovative services and the maintenance of existing service quality and standards. An investment in digital service delivery drives access and efficiency.

TPL continues to refine its digital strategy in developing a framework to guide the technology-based capital program in future years. The digital strategy will address three broad objectives:

- to enable an increasingly mobile population to access high-quality library services where, when and how they want them, on any device;
- to provide access to current and emerging technology to support Torontonians in gaining the skills to participate in the digital future and knowledge economy; and
- to leverage smart design, cloud, analytics and open data to support service innovation, effectiveness and efficiency.

3. Focus on addressing state of good repair for branches

Complete branch renovation projects in the plan with significant SOGR backlog include North York Central, Weston, Albert Campbell, Albion, Parliament Street, High Park, Northern District, Sanderson, Brookbanks and Wychwood. With the higher funding request, an additional six branch projects have been introduced into the capital plan with high SOGR backlog impact.

High SOGR priority needs of a smaller scale in many branches are addressed very effectively through the Multi-Branch Renovation Program, funding for which has been increased both above and below the debt target line.

4. Address City growth intensification areas

To address the needs of new and growing communities, relocation and expansion of branches are required such as the relocated Bayview-Bessarion, St. Lawrence, and Queen/Saulter (Portlands) branches, averting the need to add more branches, which would be more costly. These expansion projects are significantly funded by non-debt sources. The planned branch relocations for Bayview-Bessarion, St. Lawrence, and Queen/Saulter (Portlands) involve building on City-owned lands and no funding has been budgeted to acquire these lands. This has been a consistent practice in all previous capital submissions.

<u>Bayview-Bessarion Branch</u>
As a busy neighbourhood branch, the current Bayview Branch is undersized to adequately serve its current population of 47,532 residents and projected population growth associated with current and new development in the area. This project reflects the construction of a

13,418 square foot library on City-owned land to relocate an existing 6,333 square foot leased facility. This project is 57% funded from non-debt sources. The new Bayview-Bessarion Branch is expected to be located in a joint-use facility with Parks, Forestry and Recreation and a daycare.

St. Lawrence Branch

This project is for the design and construction of a 25,000 square foot district library on City-owned property at the site of the former First Parliament at the south-west corner of Parliament St. and Front St. and replacing the existing St. Lawrence Branch at 171 Front St. East. Council approved the relocation of the St. Lawrence Branch to the First Parliament site at its meeting on February 20 and 21, 2013. This project is necessary to provide library service to this high-growth community. The new West Don Lands, Lower Don Lands and East Bayfront communities will bring approximately 34,000 residents to the area as well as schools, recreation centres and businesses in addition to the current St. Lawrence population of 17,484. Initially, the current St. Lawrence Branch will serve these communities, but as they are built out and new development continues in the St. Lawrence area, the current branch will not be able to adequately serve the east Waterfront communities. This project is 77% funded from non-debt sources. The participation of other potential partners may affect the scope and timing of this project.

Queen/Saulter (Port Lands) Branch

TPL is participating in a City community infrastructure planning study underway for the Port Lands area that anticipates a future growth in population of approximately 45,000. Relocating the Queen/Saulter Branch, which is undersized at 2,957 sq. ft., as part of the Port Lands would allow the branch to gain a larger 15,000 sq. ft. facility while still covering the branch catchment of 1.6 km radius effectively in Ward 30. This project is funded 76% from non-debt sources.

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

TPL intends to fully utilize non-debt funding sources for the 2017-2026 capital program. Non-debt funding sources include development charges (DCs), Section 37 and other developer contributions, City reserves and other external non-debt funding such as the Canada 150 Community Infrastructure Program (CIP 150). DC funding has been maximized and continues to be a very important funding source for the capital program. Even with the higher debt funding request, which results in additional capital projects partially funded by DCs, a continuity analysis shows that there is adequate balances in the reserves to support the capital submission. Overall 31% of total funding for the ten-year capital program will come from non-debt sources.

TPL has an active program of engaging Councillors, City Planning and community stakeholders to attract Section 37 funding for branches.

TPL has applied for 1/3 funding of eight projects as part of Intake Two of the CIP 150 program with a request value of $1.565 million.

6. Minimize the operating impact of the capital program

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

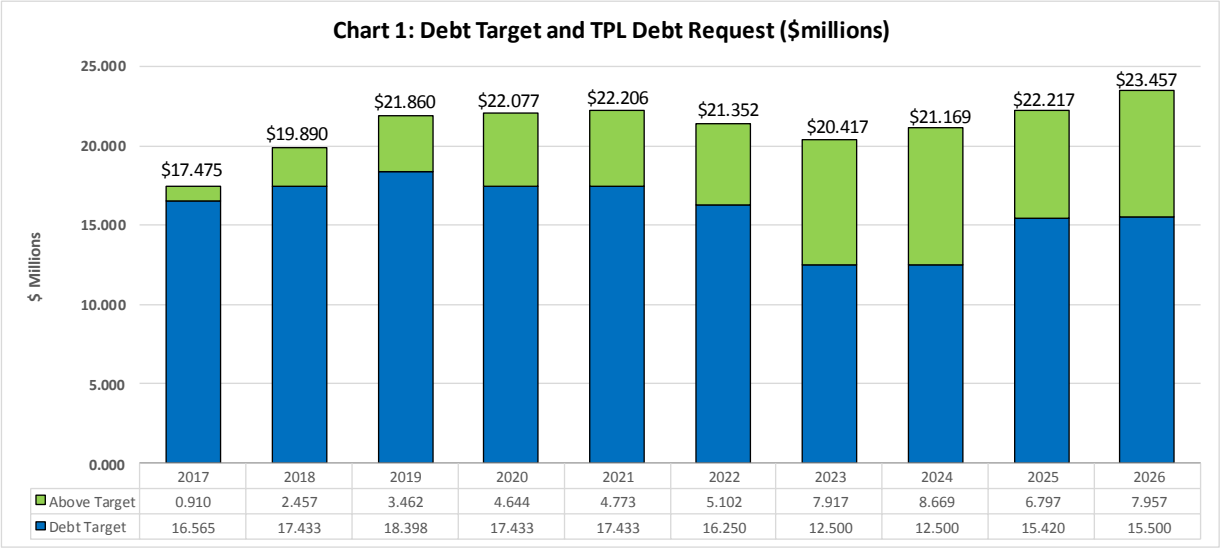
2017-2026 Debt Funding

On June 2, 2016, the City released the budget directions and debt targets for the 2017-2026 Capital Budget and Plan to all City's Programs and Agencies including TPL. The directions emphasized that budget submissions must adhere to the debt targets in each year in order to continue to meet Council's direction that limits debt servicing costs to a maximum of 15% of property tax revenues.

Notwithstanding the constraints imposed by the debt target, TPL is seeking funding in excess of the debt target imposed by the City. The Capital Budget and Plan will be submitted to the City in two sections: 1) Board approved submission with projects meeting debt target (Attachment 1) and 2) projects above debt target (Attachment 2). Funding in excess of target is required for a number of reasons, including:

1. Decreasing Debt Target: The debt target assigned to TPL (see Chart 1) decreases starting in 2020 before increasing again in 2025. This decrease would be even more pronounced if inflation was taken into account and does not allow TPL to deliver a capital program that addresses requirements such as the SOGR backlog as discussed more below. This inadequate debt funding makes it difficult for TPL to deliver its strategic objectives and Council priorities, and would continue a trend of underfunding.

   Chart 1 shows the City imposed debt target and the TPL requested debt funding. As can be seen, the additional debt request by TPL results in a much flatter and more stable total funding model that provides the ability to proceed with the planned requested capital program to address a greater portion of the SOGR needs of the Library.



2. <u>Ageing Assets and SOGR Backlog</u>: 70% of TPL's buildings were built in the 1960/70/80s. Components of these buildings are now nearing the end of their useful lives and require replacement or major overhaul within the next ten years. Therefore, it is imperative that TPL's debt target not decrease each year but actually should be increasing in order to prevent a surge in the SOGR backlog.

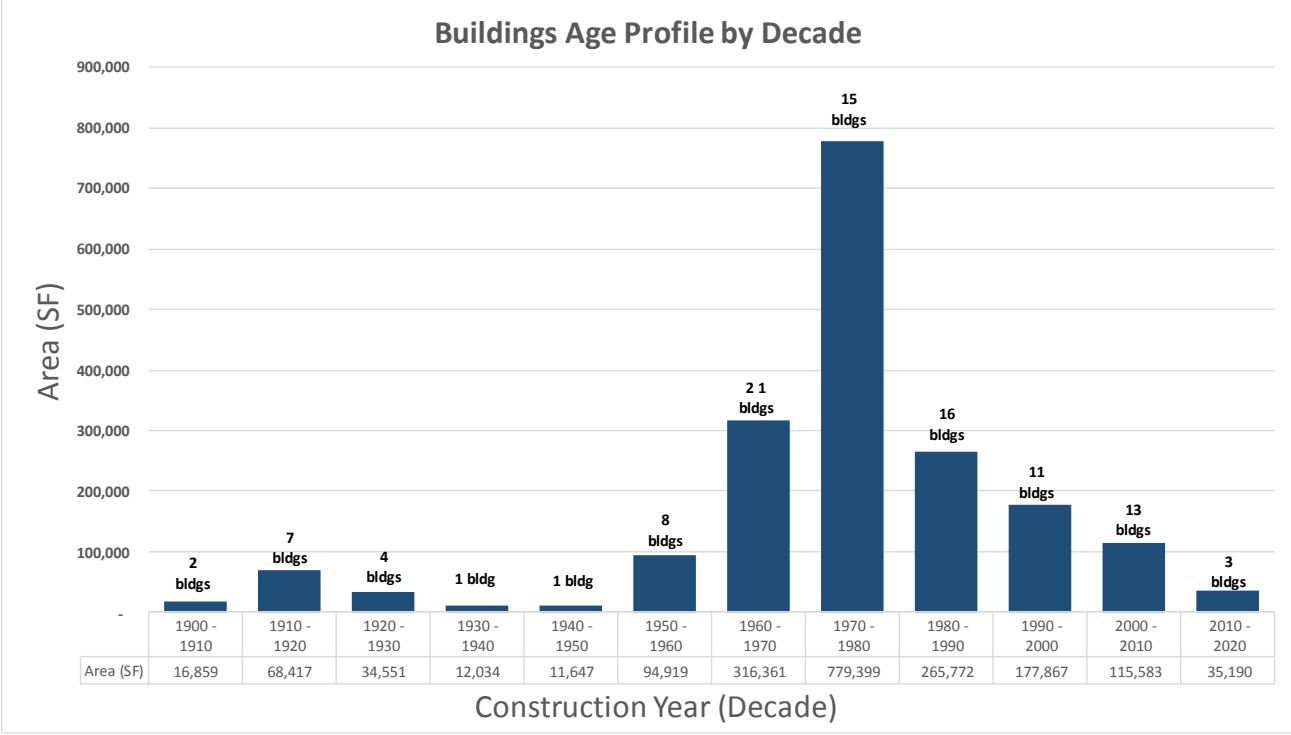
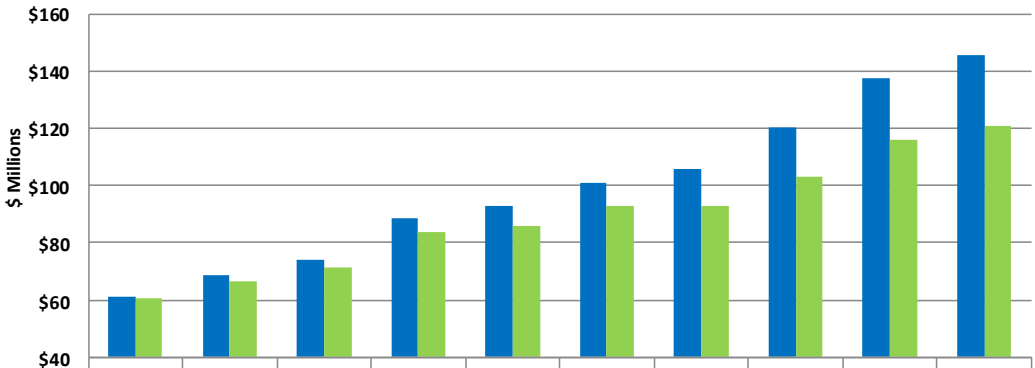


Chart 2 compares the SOGR backlog over the next ten years for the TPL requested capital budget and plan that includes additional debt funding versus a budget and plan that meets the City debt target. As can be clearly seen, the City's debt target results in an

increase of the SOGR backlog to $145.850 million by 2026. With the requested funding beyond the debt target, the accumulated SOGR backlog would decrease by $25.061 million, and stand at $120.789 million by 2026, representing unmet SOGR needs.

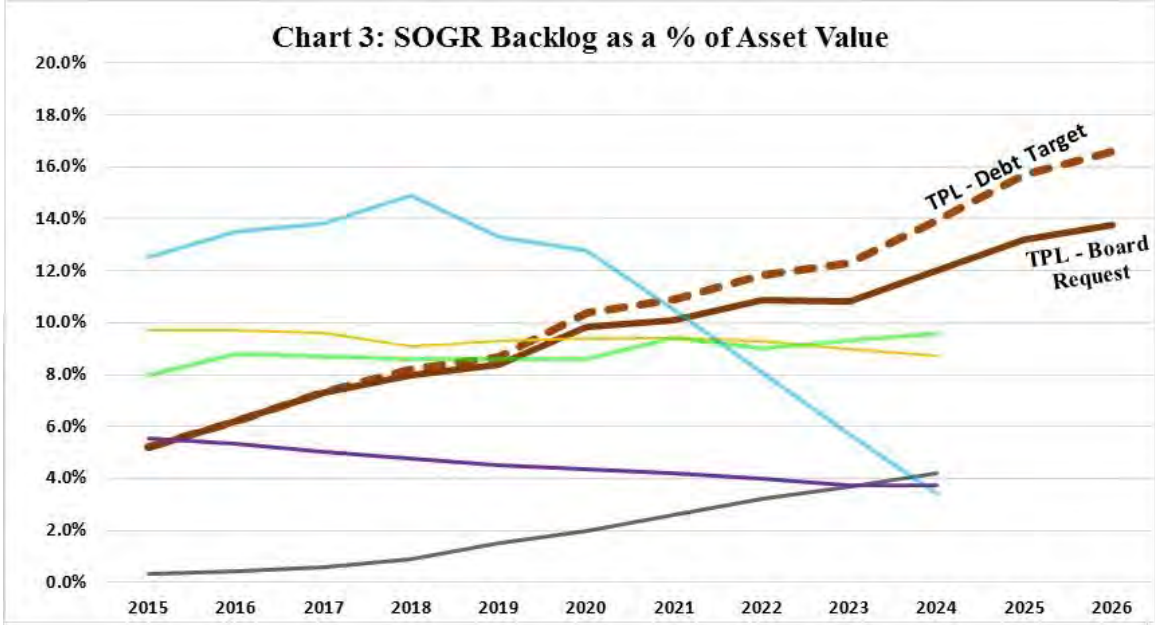
Chart 2: Accumulated SOGR Backlog - Debt Target vs. TPL Request ($millions)



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Backlog at Debt Target	61.110	68.735	74.122	88.483	92.968	100.920	106.047	120.137	137.731	145.850
Backlog at Request	60.688	66.801	71.490	83.998	86.097	92.792	93.073	103.243	116.120	120.789

Because debt funds the majority of the capital program, the level of debt funding is the primary factor in determining TPL's ability to address SOGR and other capital needs. The combination of inadequate debt targets and an ageing infrastructure would result in TPL's SOGR backlog doubling over the next ten years.

3. SOGR Backlog Comparison: As can be seen in Chart 3, TPL's SOGR backlog is increasing at a much faster rate than other City divisions or agencies. With the additional funding above the debt target this increase is slowed down, though would still be above the other departments and agencies mainly due to the age of the buildings as discussed previously and as can be seen in the Chart.



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
TPL - Budget at Debt Target	5.2%	6.2%	7.3%	8.2%	8.7%	10.4%	10.9%	11.8%	12.3%	13.9%	15.7%	16.6%
TPL - Board Requested Budget	5.2%	6.2%	7.3%	8.0%	8.4%	9.8%	10.1%	10.9%	10.8%	12.0%	13.2%	13.8%
Transportation Services	9.7%	9.7%	9.6%	9.1%	9.3%	9.4%	9.4%	9.3%	9.0%	8.7%		
Toronto Transit Commission	0.3%	0.4%	0.6%	0.9%	1.5%	2.0%	2.6%	3.2%	3.7%	4.2%		
Facilities Management and Real Estate	8.0%	8.8%	8.7%	8.6%	8.6%	8.6%	9.4%	9.0%	9.3%	9.6%		
Parks, Forestry & Recreation	12.5%	13.5%	13.8%	14.9%	13.3%	12.8%	10.5%	8.1%	5.7%	3.4%		
Total City	5.5%	5.3%	5.0%	4.8%	4.5%	4.4%	4.2%	4.0%	3.7%	3.7%		

4. Ability to Deliver on Capital Program: A final reason for the request for funding above the imposed debt target is TPL's history of above average spending rates as compared to other City divisions and agencies. As stated in the city's budget instructions, part of fiscal responsible budgeting is utilizing the funds committed in a responsible manner. With average spending levels across the City of only 65%, there is a significant amount of capital funding that is not being used each year. Over the last three years, TPL's average spending has averaged close to 90%. Therefore, in addition to all the reasons above, by assigning more funding to TPL the City's limited funds are more likely to be utilized to address SOGR needs rather than tied up and carried forward into future fiscal periods.

2017 Capital Projects

While the capital plan covers the ten-year period of 2017-2026, only projects in 2017 are approved for spending. Future year projects starting after 2017, require approval in the future before spending can begin. Key elements of the 2017 capital plan are:

- continued construction work at Albion and North York Central Library;
- continuing development of the Information and Technology infrastructure (Technology Asset Management Program) and Virtual Branch Services;

- continuation of the Multi-Branch Renovation Program to address TPL's growing state of good repair backlog;
- construction is expected to begin at Bayview-Bessarion, Wychwood and St. Clair/Silverthorn;
- address site issues and begin planning work for Dawes Road; and
- begin planning work for St. Lawrence relocation and expansion.

A description of the 2017 projects is in Attachment 3.

2016 Capital Achievements

Branch Renovations and State of Good Repair Projects

TPL's 2016 capital program was advanced and expenditure allocated and invested to create smart, innovative and efficient infrastructure that is responsive to the changing needs of residents and communities. TPL's three-year average capital completion rate of close to 90%, one of the highest in the City.

Major renovations are on track
- Albion: in construction, schedule on track, expected completion in 2017;
- Agincourt: design complete, permits received, construction commenced with completion in fall 2016;
- Design for Wychwood is complete with expected site plan approval for December 2016;
- St. Clair/Silverthorn: design complete, expected site plan approval fall 2016;
- North York Central Library design complete, construction starting early summer 2016;
- Eglinton Square on track;
- Albert Campbell on track; and
- Dawes Road site issues being addressed.

Multi-Branch State of Good Repair Projects were advanced

- Building components for Beaches, Eatonville and Northern District branches were completed and seven other projects are underway.

Technology Asset Management Program (TAMP)
- Completion of upgrades of network hardware to support implementation of fiber network;
- Replacement of end-of-life PCs, monitors and laptops (five-year life cycle for PCs);
- Replacement of end-of-life networked printers & multi-functional devices; receipt printers; barcode & Radio-frequency Identification (RFID) scanners;
- Replacement of end-of-life servers and network hardware;
- Disk storage growth, including support for Toronto Star digital assets;
- Replacement of end-of-life in-branch audio visual equipment;

- Security upgrades, including Distributed Denial of Service (DDOS) appliance for website, malware gateway, and application permissions management;
- Installation of network security applications to support Your Account Cloud deployment;
- Purchase and install video-conferencing hardware and software to enable interactive; program broadcasts, remote learning and virtual meetings; and
- Continue the rollout of the building automation system.

Virtual Branch Services (VBS)

Digital services were made mobile friendly and new self-service features were launched:

- Re-built and improved mobile-friendly customer account, including information that provides customers with a better understanding of their account status;
- A mobile/responsive designed experience for priority webpages sections such as account access, library homepage, sign-in page, search results, online payment, item pages and new titles lists;
- Improved content management tooling and features;
- Launch a site for parents and caregivers for children under five; and
- Increased the available information for e-books, specifically the number of copies and holds.

CHALLENGES AND ISSUES

Service Transformation, Debt Target and SOGR Backlog

The City's assigned 2017-2026 debt targets are inadequate to meet TPL's capital funding needs. Despite the higher debt funding request in this submission, the ten-year outlook still shows a remaining unfunded SOGR backlog of $120.789 million by 2026.

If the City does not agree to meet the Board's request for increased funding, the outlook for the SOGR backlog will worsen. In an effort to help address the SOGR backlog, the Board has directed staff to assess the feasibility of redeveloping TPL properties in order to generate excess capital funding that could help address the backlog and this process is underway working with the City and Build Toronto.

Demand for Virtual Branch e-services and Technology

The Virtual Branch project is designed to deliver more content and features for a user-focused website, while accommodating rapid changes in mobile access requirements. The demand for this service continues to grow each year. There will be a growing demand for wireless and internet access, more self-service, including mobile and personalized services, and new service delivery options will create increasing demands for technology. The technology infrastructure needs to be maintained, replaced and enhanced to meet demand, which requires capital funding as TPL refines its digital strategy. Funding for the technology infrastructure through Virtual Branch Services project is highly leveraged though development charges.

Growth in Population and Service Demand

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

CONCLUSION

Considering the age of the TPL buildings, the increase in population in the City core and the changing technologies in the delivery of library services, the Capital submission is in excess of the assigned debt targets in order to deliver on strategic priorities such as neighbourhood improvement, service transformation and access to technology through digital innovation. This year's submission repeats and reinforces TPL's business case for additional capital funding, though the format has been changed to more closely follow the City's budget instructions.

TPL's branch infrastructure is now optimal and service demands in new and growing communities will be addressed through: technology; renovation, relocation and expansion of existing branches; new service delivery options; and additional open hours.

TPL has achieved a three-year average capital completion rate of close to 90%, one of the highest in the City. This demonstrates TPL's readiness and ability to execute its capital program within the approved budget, which results in more efficient and improved services and better maintained assets.

TIMETABLE

The administrative review of the 2017 budget with City staff will take place over July-September 2016. The budget will be launched by the City on December 2, 2016, with final Council approval on February 15 and 16, 2017. A more detailed timetable is provided in Attachment 4.

CONTACT

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SIGNATURE

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Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: 2017-2026 Capital Budget and Plan Submission – Project funding request meeting Debt Target
Attachment 2: 2017-2026 Capital Budget and Plan Submission – Project funding request which exceeds Debt Target
Attachment 3: 2017 Capital Projects Description
Attachment 4: Capital Budget Timetable

TORONTO PUBLIC LIBRARY

2017 - 2026 Capital Budget and Plan - Gross and Debt Funding

Project Funding Request Meeting Debt Target

($000's)

Attachment 1

		A	B	C	D	E	F	G	H	I	J	L	K	M	N	O	P	Q	R	S	T	U	V	W	Y	X	Z	AA	AB	AC	AD	AE
		PROJECT INFORMATION					GROSS													DEBT												
	PROJECT NAME	Cost Est.	Develop. Charges	S. 37/ 45/ Reserves	Other Funding	Debt	2017	2018	2019	2020	2021	TOTAL 2017-2021	2022	2023	2024	2025	2026	TOTAL 2022-2026	TOTAL 2017 - 2026	2017	2018	2019	2020	2021	TOTAL 2017-2021	2022	2023	2024	2025	2026	TOTAL 2022-2026	TOTAL 2017-2026
1	Tech Asset Mgmt Prg (TAMP)	45,381	2,006	-	13,780	29,595	4,100	4,100	4,100	4,100	4,100	**20,500**	4,100	4,900	5,110	4,940	5,831	**24,881**	**45,381**	2,625	2,534	2,651	2,408	2,722	**12,940**	2,722	3,273	2,645	3,562	4,453	**16,655**	**29,595**
2	Virtual Branch Services (VBS)	15,000	13,590	-	-	1,410	1,500	1,500	1,500	1,500	1,500	**7,500**	1,500	1,500	1,500	1,500	1,500	**7,500**	**15,000**	-	75	330	380	25	**810**	39	41	-	138	382	**600**	**1,410**
3	Multi-Branch Renovation Program (SOGR)	41,355	4,007	-	-	37,388	4,453	4,158	4,093	4,093	4,093	**20,890**	4,093	4,093	4,093	4,093	4,093	**20,465**	**41,355**	3,546	3,996	3,823	3,726	3,946	**19,037**	3,899	3,408	3,012	4,010	4,022	**18,351**	**37,388**
4	Agincourt Partial Renovation	2,297	172	1,125	-	1,000	-		1,125	-	-	**1,125**	-	-	-	-		**-**	**1,125**	-	-	-	-	-	**-**	-	-	-	-		**-**	**-**
5	Albion Reconstruction	15,007	1,351	-	-	13,656	4,836	700	-	-	-	**5,536**	-	-	-	-		**-**	**5,536**	4,448	-	-	-	-	**4,448**	-	-	-	-		**-**	**4,448**
6	Bridlewood Renovation	2,400	350	2,050	-	-	-	-	1,100	800	-	**1,900**	-	-	-	-		**-**	**1,900**	-	-	-	-	-	**-**	-	-	-	-		**-**	**-**
7	Bayview-Bessarion Relocation	12,622	6,630	-	580	5,412	1,503	3,695	3,589	3,594	-	**12,381**	-	-	-	-		**-**	**12,381**	19	1,830	1,074	2,248	-	**5,171**	-	-	-	-		**-**	**5,171**
8	Wychwood Renovation & Expansion	9,533	4,135	1,600	500	3,298	2,506	4,128	1,000	-	-	**7,634**	-	-	-	-		**-**	**7,634**	-	2,080	500	-	-	**2,580**	-	-	-	-		**-**	**2,580**
9	St. Clair/Silverthorn Reconstruction	2,247	477	-	-	1,770	1,279	500	-	-	-	**1,779**	-	-	-	-		**-**	**1,779**	1,270	500	-	-	-	**1,770**	-	-	-	-		**-**	**1,770**
10	North York Central Renovation	15,974	1,438		-	14,536	4,736	2,595	2,728	-	-	**10,059**	-	-	-	-		**-**	**10,059**	4,461	2,595	1,565	-	-	**8,621**	-	-	-	-		**-**	**8,621**
11	Dawes Road Construction & Expansion	13,263	7,170	-	-	6,093	1,082	3,287	4,875	2,309	-	**11,553**	-	-	-	-		**-**	**11,553**	196	1,811	3,138	621	-	**5,766**	-	-	-	-		**-**	**5,766**
12	Albert Campbell Renovation	12,165	1,095	-	-	11,070	-	1,429	3,809	3,542	3,120	**11,900**	-	-	-	-		**-**	**11,900**	-	1,429	3,809	3,407	2,288	**10,933**	-	-	-	-		**-**	**10,933**
13	St.Lawrence Relocation & Expansion	18,015	13,816	-	-	4,199	100	-	2,148	5,996	6,164	**14,408**	3,607	-	-	-		**3,607**	**18,015**	-	-	1,508	700	638	**2,846**	1,353	-	-	-		**1,353**	**4,199**
14	Perth/Dupont Relocation	4,312	2,112	1,100	1,100	-	-	150	1,049	3,113	-	**4,312**	-	-	-	-		**-**	**4,312**	-	-	-	-	-	**-**	-	-	-	-		**-**	**-**
15	Parliament Street Renovation	6,957	626	-	-	6,331	-	123	-	2,148	2,858	**5,129**	1,828	-	-	-		**1,828**	**6,957**	-	123	-	1,522	2,858	**4,503**	1,828	-	-	-		**1,828**	**6,331**
16	High Park Renovation	6,144	553	-	-	5,591	-	156	-	2,421	3,567	**6,144**	-	-	-	-	-	**-**	**6,144**	-	156	-	2,421	3,014	**5,591**	-	-	-	-	-	**-**	**5,591**
17	Guildwood Leasehold Improvement	800	396	-	100	304	-	800		-		**800**			-	-		**-**	**800**	-	304		-		**304**			-	-		**-**	**304**
18	Centennial Renovation	4,715	1,621	-	-	3,094	-	-	114	-	2,331	**2,445**	2,270	-	-	-		**2,270**	**4,715**	-	-	-	-	1,750	**1,750**	1,344	-	-	-		**1,344**	**3,094**
19	Northern District Renovation	11,015	991	-	-	10,024	-	-	-	359	-	**359**	2,271	3,265	3,186	1,934		**10,656**	**11,015**	-	-	-	-	-	**-**	2,271	2,633	3,186	1,934		**10,024**	**10,024**
20	Brookbanks Renovation	6,848	1,995	3,650	-	1,203	-	-	-	-	192	**192**	-	1,236	3,328	2,092		**6,656**	**6,848**	-	-	-	-	192	**192**	-	-	322	689		**1,011**	**1,203**
21	Weston Renovation	9,220	830	-	-	8,390	-	-	-	161	-	**161**	2,636	3,700	2,723	-		**9,059**	**9,220**	-	-	-	-	-	**-**	2,636	3,145	2,609	-		**8,390**	**8,390**
22	Sanderson Renovation	6,975	628	-	-	6,347	-	-	-	-	-	**-**	-	458	-	1,638	3,479	**5,575**	**5,575**	-	-	-	-	-	**-**	-	-	-	1,468	3,479	**4,947**	**4,947**
23	Mimico Renovation	9,623	866	-	-	8,757	-	-	-	-	-	**-**	158	-	1,548	3,469	3,164	**8,339**	**8,339**	-	-	-	-	-	**-**	158	-	726	3,469	3,164	**7,517**	**7,517**
24	Queen/ Saulter (Port Lands) Relocation & Expansion	16,270	12,344	-	-	3,926	-	-	-	-	-		-	-	-	150	-	**150**	**150**	-	-	-	-	-	**-**	-	-	-	150	-	**150**	**150**
25	**Project Funding Meetng Debt Targets**	**288,138**	**79,199**	**9,525**	**16,060**	**183,394**	**26,095**	**27,321**	**31,230**	**34,136**	**27,925**	**146,707**	**22,463**	**19,152**	**21,488**	**19,816**	**18,067**	**100,986**	**247,693**	**16,565**	**17,433**	**18,398**	**17,433**	**17,433**	**87,262**	**16,250**	**12,500**	**12,500**	**15,420**	**15,500**	**72,170**	**159,432**

TORONTO PUBLIC LIBRARY

2017 - 2026 Capital Budget and Plan - Gross and Debt Funding

Project Funding Request which Exceeds Debt Target

($000's)

Attachment 2

		A	B	C	D	E	F	G	H	I	J	L	K	M	N	O	P	Q	R	S	T	U	V	W	Y	X	Z	AA	AB	AC	AD	AE
		PROJECT INFORMATION					GROSS													DEBT												
	PROJECT NAME	Cost Est.	Develop. Charges	S. 37/ 45/ Reserves	Other Funding	Debt	2017	2018	2019	2020	2021	**TOTAL 2017-2021**	2022	2023	2024	2025	2026	TOTAL 2022-2026	TOTAL 2017 - 2026	2017	2018	2019	2020	2021	**TOTAL 2017-2021**	2022	2023	2024	2025	2026	TOTAL 2022-2026	TOTAL 2017-2026
1	Multibranch SOGR	10,000	900			9,100	1,000	1,000	1,000	1,000	1,000	**5,000**	1,000	1,000	1,000	1,000	1,000	**5,000**	**10,000**	910	910	910	910	910	**4,550**	910	910	910	910	910	**4,550**	**9,100**
2	North York Central Renovation Phase 2	10,880	979			9,901	-	1,892	3,186	3,734	2,068	**10,880**	-	-	-			**-**	**10,880**	-	1,547	2,552	3,734	2,068	**9,901**	-	-	-			**-**	**9,901**
3	Downsview Renovation Phase 2	9,538	858			8,680	-	221	-	-	2,432	**2,653**	4,192	2,693	-			**6,885**	**9,538**	-	-	-	-	1,795	**1,795**	4,192	2,693	-			**6,885**	**8,680**
4	Richview Renovation	3,369	303	-	-	3,066	-	-	-	-	164	**164**	-	1,724	1,481	-		**3,205**	**3,369**	-	-	-	-	-	**-**	-	1,585	1,481	-		**3,066**	**3,066**
5	Lillian H Smith Renovation	11,152	1,004			10,148	-	-	-	-	264	**264**	-	3,469	5,215	2,204	-	**10,888**	**11,152**	-	-	-	-	-	**-**	-	2,729	5,215	2,204	-	**10,148**	**10,148**
6	Parkdale Reconstruction	18,807	1,688	-	-	17,119	-	-	-	-	-	**-**	424	-	1,063	2,653	4,299	**8,439**	**8,439**	-	-	-	-	-	**-**	-	-	1,063	2,153	3,535	**6,751**	**6,751**
7	Yorkville Renovation	9,094	818	-	-	8,276	-	-	-	-	-	**-**	-	130	-	2,218	3,512	**5,860**	**5,860**	-	-	-	-	-	**-**	-	-	-	1,530	3,512	**5,042**	**5,042**
	Total Additional Projects requested by Board	157,239	17,253	-	-	139,986	1,000	3,113	4,186	4,734	5,928	**18,961**	5,616	9,016	8,759	8,075	8,811	**40,277**	**59,238**	910	2,457	3,462	4,644	4,773	**16,246**	5,102	7,917	8,669	6,797	7,957	**36,442**	**52,688**

Note: Additional SOGR Backlog which grows to $120.789 million by 2026 is not included in the budget request.

Attachment 3

Toronto Public Library
2017 – 2026 Capital Plan
Description of 2017 Projects

Agincourt Partial Renovation

$2.297 million 27,000 sq. ft. renovation 2015-2019

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

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

This project will complete the renovation of the branch. Construction started in June 2016 and remaining spending is dependent on receipt of Section 37 funding. There is no cash flow forecasted for 2017.

Albert Campbell Renovation

$12.165 million 26,100 sq. ft. renovation 2016-2021

Renovation of a three-storey district library built in 1971, to address significant building deficiencies and bring facility up to standard. Building deficiencies were identified in consultant reports (S2S 2009 and Stantec 2014).

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

While this is an approved project, there is no cash flow forecasted for 2017 pending building permit approvals from the City. Construction expected to commence in 2018.

Toronto Public Library
2017 – 2026 Capital Plan
Description of 2017 Projects

Albion Reconstruction

$15.007 million 28,621 sq. ft. reconstruction 2013-2018
The Albion branch project is new construction that will replace the existing building that has interior and exterior deficiencies to the building structure, building envelope, interior layout, mechanical and electrical components.

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

Bayview-Bessarion Relocation

$12.622 million Existing 6,333 sq. ft. library relocation to 13,418 sq. ft. library 2014-2020
The construction of a 13,418 sq. ft. library on City-owned land to relocate an existing 6,333 sq. ft. leased facility. The new building will be located in a joint facility with a daycare, aquatics and recreation centre. Funding for the project will also include 5,385 sq ft – which is the Library's share of the common areas in the facility. The underground parking at the site and associated capital funding and maintenance costs are now included in the capital cost. The Library has been apportioned 35 of 200 spaces of underground parking that are being built for the site.

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

Toronto Public Library
2017 – 2026 Capital Plan
Description of 2017 Projects

Dawes Road Construction & Expansion

$13.263 million 6,500 sq. ft. renovation and expansion to a 14,000 sq. ft. library 2015-2020
This project involves an expansion of the existing 6,500 sq. ft. library to 14,000 sq. ft. on the current site located in an eight-unit condominium of which TPL owns 51%, plus the library branch. Options to address this facility have been reviewed with City divisions including Facilities, Real Estate, Social Development and Finance.

Despite improvements achieved since amalgamation, the building continues to be a serious facilities maintenance problem. TPL has continued to undertake minor renovations in order to keep the branch open and operational and provide staff time to assist in property management for the condominium. In 2016, the Library and the City of Toronto made the decision to redevelop the site at 416 Dawes Road as a standalone library facility. Project to include: improved, fully accessible public space with good sight lines; enhanced customer self-service; new furniture, shelving and equipment that will accommodate the addition of 10,000 items to the collection; upgraded IT infrastructure that addresses current and future technological requirements for connectivity; a computer learning centre; enlarged children's area with an interactive early literacy centre; additional quiet study space and flexible space for programming events and community gatherings. In 2016 POL funding was secured to initiate design and consultation for the renovated branch that would include a community hub on the second floor. The renovation would be constructed in accordance with Toronto Green Standards.

Multi-Branch Renovation Program (SOGR)

$41.355 million (+$10.000 million above debt target) Ongoing
This multi-year project (2017-2026) will address SOGR backlog by remediating deficiencies in facilities according to the Property Condition Assessment conducted in 2014. This work will be done where the remedy cannot be delayed pending full branch renovation. This on-going renovation program includes the partial or complete replacement of building systems, flooring, shelving, roofing, structural repairs and a furniture replacement program. The number of locations and projects to be undertaken in years beyond 2017 is dependent upon approved capital funding from the City.

This state of good repair renovation project is an effective way of keeping branches functional until a major renovation can be funded. Renovations for 2017 include: one mechanical/electrical project, seven interior renovation (flooring, walls, shelving, washrooms, furniture, and millwork) projects, three re-roofing projects, one structural/building envelope, two site redevelopments (parking lot and pedestrian sidewalks), energy saving initiatives and AODA compliance upgrades. These categories reflect the allocation of the Multi-Branch project to sub-projects. The request for the 2017 multi-branch program is $4.586 million. Funding for five of these projects is supplemented with Canada 150 cashflow.

Toronto Public Library
2017 – 2026 Capital Plan
Description of 2017 Projects

North York Central Renovation – Phase One

$15.97 million	168,022 sq. ft. renovation	2015-2019

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

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

St. Clair/Silverthorn Reconstruction

$2.247 million	4,587 sq. ft. renovation and 676 sq. ft. expansion to approximately 5,000 sq. ft.	2015-2018

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

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

The project includes zoned spaces for adults, teens and children, new shelving, furniture and equipment, interior signage, IT infrastructure and design for improved self-serve circulation. The project will provide flexible spaces for programming/events and quiet study. Planning for current and future connectivity requirements will be included. Self-service access to identified branch areas using appropriate technologies (eg, card access, security cameras, etc.) will be provided.

St. Lawrence Relocation & Expansion

$18.015 million	4,833 sq. ft. renovation and a 20,167 sq. ft. expansion to a 25,000 sq. ft. library	2017-2022

Design and construction of a 25,000 square foot district library on the First Parliament site, situated on the south west corner of Front and Parliament Streets and relocation of the existing St. Lawrence Branch to this new site.

Project will include an open floor plan and barrier free access for the public, comfortable seating, flexible spaces for programming and events, individual and group study spaces, a 100,000 item collection, computers with Internet access, a computer learning centre, digital innovation and creation space, exhibit space, installation of improved self-service circulation, protective security systems

including intrusion alarms, fire and book security systems. The project will address current and evolving technological requirements for connectivity. Zoned areas for adults, teens, children and seniors will be created, including an interactive early literacy centre for children and middle childhood discovery area. Exterior signage and lighting program to assure visibility of the branch and landscaping that connects the branch to the surrounding community and includes an outdoor reading garden and programming space.

There may be other potential partners on this site which could impact the timing and scope of this project. At its meeting on Feb 20 and Feb 26, 2013, Council approved the First Parliament site for the relocated St. Lawrence branch.

The cost to acquire City-owned land and to remediate the soil at the First Parliament site has not been budgeted and will need to be addressed prior to construction start. At its meeting on July 28, 2014, the Toronto Public Library Board Budget Committee recommended that no further debt funding over and above what has already been committed be made available for the First Parliament site without explicit Board approval, and this be communicated to the City of Toronto.

Technology Asset Management Program (TAMP)

$45.381 million Ongoing

The Technology Asset Management Program (TAMP) provides for the replacement and upgrade of existing hardware and software during the 2017-2026 period. The current asset inventory of hardware, software and network infrastructure at the Library has an inventory value of more than $36 million. The Library Board manages and operates systems that support the delivery of public library services through its operating and capital budgets, and is responsible for the acquisition, maintenance and replacement of all Information Technology hardware and software owned by the Board.

The TAMP budget provides for the scheduled replacement of more than 4,600 PCs and laptops; RFID technologies, including automated sorters; new digital technologies, digital signage and presentation equipment for meeting rooms, video conferencing technologies, wifi hardware, technologies to support self-service access, innovation hub hardware and software; the servers and software supporting the library business support systems, the integrated library system, and websites; the network and security equipment and linking all the branches to the central computing site and the Internet. The TAMP budget also supports technologies required for the library to achieve its digital strategy.

Virtual Branch Services (VBS)

$15.000 million Ongoing

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

expand access, respond to customer needs and expectations and improve operating efficiency. Virtual Branch Services are funded mainly through development charges.

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

Wychwood Renovation & Expansion

$9.533 million	6,381 sq. ft. renovation and 9,417 sq. ft. expansion to 15,798 sq. ft.	2015-2019

The renovation and expansion will address building deficiencies and bring the building up to service standards. Renovation will include remedies for existing building deficiencies and accessibility issues, interior and exterior renovations to building structure, mechanical and electrical. Redesign of floor space will address service deficiencies. Addition of Section 37 funding to this capital program would allow for an expansion to the branch as well as a renovation of the remaining branch, which will include a flexible space for seniors.

The renovation and expansion will include a revitalization of all public service areas and incorporate a redesign of space to provide a more efficient layout and barrier free access. Interior work will include a new customer service area, zoned spaces for children, teens and adults, replacement of furniture, shelving, millwork and equipment to address health and safety issues; improvement to front entrance; replacement of elevator and HVAC system; replacement of hard surfaces. The program room will be updated for flexible use for programming and events. The project will address new and evolving technological requirements for connectivity.

The library entrance will be refurbished and exterior upgrades to landscaping to include outdoor, and reading area flexible space for programming and community gathering will make this public space welcoming and enhance the branch street presence. The project includes an indoor amenity space that will replace the lawn bowling pavilion being removed at the rear of the property. The site services for the lawn bowling green will also be relocated and the garden shed for storage of outdoor equipment will be replaced with additional funding provided by Parks, Forestry and Recreation.

An expansion will include an early literacy centre for children and a middle childhood area, digital innovation hub for exploring technology based services, supporting collaboration and innovation. A flexible senior's space adjacent to a multipurpose program room will also be included. The expanded building will conform to Toronto Green Standards.

ATTACHMENT 4

TORONTO PUBLIC LIBRARY
2017 CAPITAL BUDGET PROCESS TIMETABLE

ACTIVITY	Due Date
1) Capital Submission to City (Note 1)	June 20
LIBRARY BOARD REVIEW	
2) Library Board Meeting - Approval of Capital Submission	June 27
3) Library Board Meeting - Capital Budget Update	September 26
4) Library Board Meeting - Capital Budget Update	October 24
5) Library Board Meeting - Capital Budget Update	November 21
6) Library Board Meeting - Capital Budget Update	December 8
7) Library Board Meeting - Capital Budget Update	January 2017
8) Adopt Council Approved Budget	February 2017
ADMINISTRATIVE REVIEW	
9) City Finance Review	July 15
10) City Finance outstanding issues & call back	September 7 - September 9
11) City Manager, DCM & CFO final review	October 27
POLITICAL REVIEW	
12) Informal review Meeting with Budget Committee Reps	September 15 - October 18
13) Budget Committee Public Budget Introduction	December 2
14) Budget Committee Hearings - Councillors and Public	January 2017
15) Budget Committee Review / Wrap-up	January 2017
16) Executive Committee Review	February 7, 2017
17) Council Approval	February 15/16, 2017

Note 1: Capital Submission to City will occur following Board approval of submission recommendation contained in this Report.

Toronto Public Library

2017 -2026 Capital Budget and Plan Submission

Board Meeting

June 27, 2016

2017-2026 Capital Budget and Plan

- Planning Framework
- Strategic Objectives
- 2017 -2026 Capital Budget and Plan Request
- Debt Targets
- SOGR
- 2017 Budget Deadlines

Planning Framework

Service Delivery Model – Four Tiers of Service

1. Neighbourhood Libraries
2. District Libraries
3. Research and Reference Libraries
4. Virtual Branch Services and Mobile Library Services

Branch Development Strategy

100 Branch Infrastructure

Development of Capital Plan

Strategic Objectives

1. Budget submission that is fiscally responsible
2. Transform branches for 21st century library service
3. Focus on addressing state of good repair for branches
4. Address City growth intensification areas
5. Maximize alternative (non-debt) funding sources
6. Minimize the operating impact of the capital program

Strategic Objectives

1. Fiscally Responsible

- Consistent level of annual debt funding
- Address highest priority items on SOGR backlog
- Continue above average spending rates
- Request above City debt target

Strategic Objectives

2. Transform branches for 21st century library services

- Meet online resource and service demands
- Expansion of self-service options to remove barriers
- Increase access as part of Poverty Reduction strategy
- Accessible library service where, when and how the customers require it; on any device
- Provide access to current and emerging technology
- Leverage smart design, cloud, analytics and open data

Strategic Objectives

3. Focus on addressing state of good repair for branches

- Branch renovations projects with significant SOGR backlogs within debt target:

North York Central (Phase 1)

Albert Campbell

Parliament Street

Northern District

Brookbanks

Multi-Branch

Weston

Albion

High Park

Sanderson

Wychwood

Strategic Objectives

3. Focus on addressing state of good repair for branches (con't)

- Additional funding request beyond debt target addresses SOGR backlog at:

North York Central (Phase 2)
Richview
Parkdale
Multi-branch
Downsview
Lillian H Smith
Yorkville

Strategic Objectives

4. Address City growth intensification areas

- Relocation and expansion of branches in new and growing communities
    - Bayview-Bessarion Branch
    - St. Lawrence Branch
    - Lillian H Smith Branch (beyond debt target)

Strategic Objectives

5. Maximize alternative (non-debt) funding sources

2017-2026 Capital Funding Sources	Amount ($'000s)	%
Debt	$212,120	69%
Development Charges	$69,003	22%
Contribution from Operating	$13,780	4%
Section 37/42/45 funding	$9,375	3%
City Reserves	$1,930	1%
Other external funding	$723	0.2%
Total Capital Budget	**$306,931**	**100%**

Strategic Objectives

6. Minimize the operating impact of the capital program

Building renovation and relocations are designed and planned to limit increases to the operating budget through:

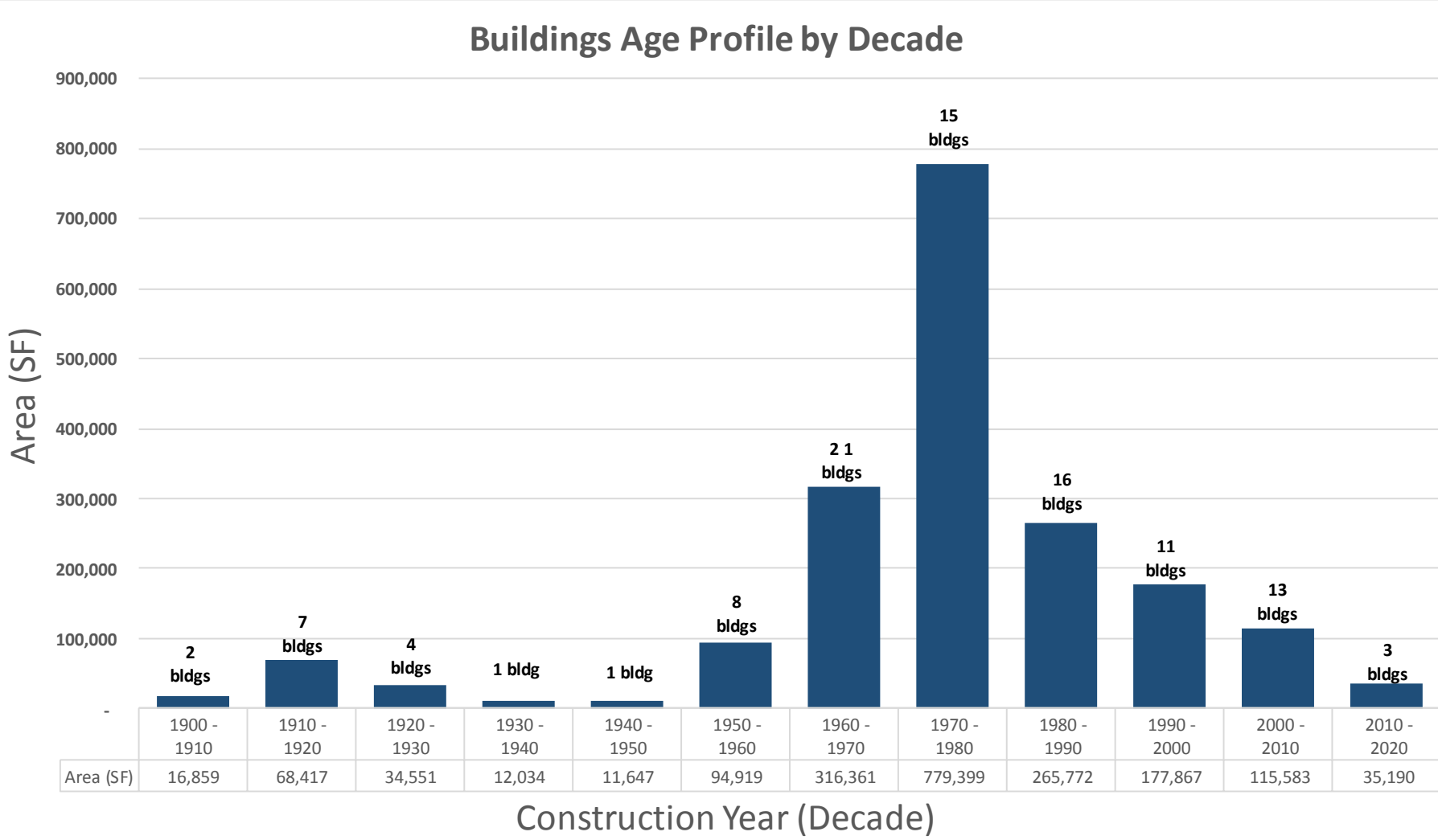
- Efficiency improvements
- Expanding branches – avoids adding more branches
- Reduced leasing costs

2017 – 2026 Capital Budget and Plan

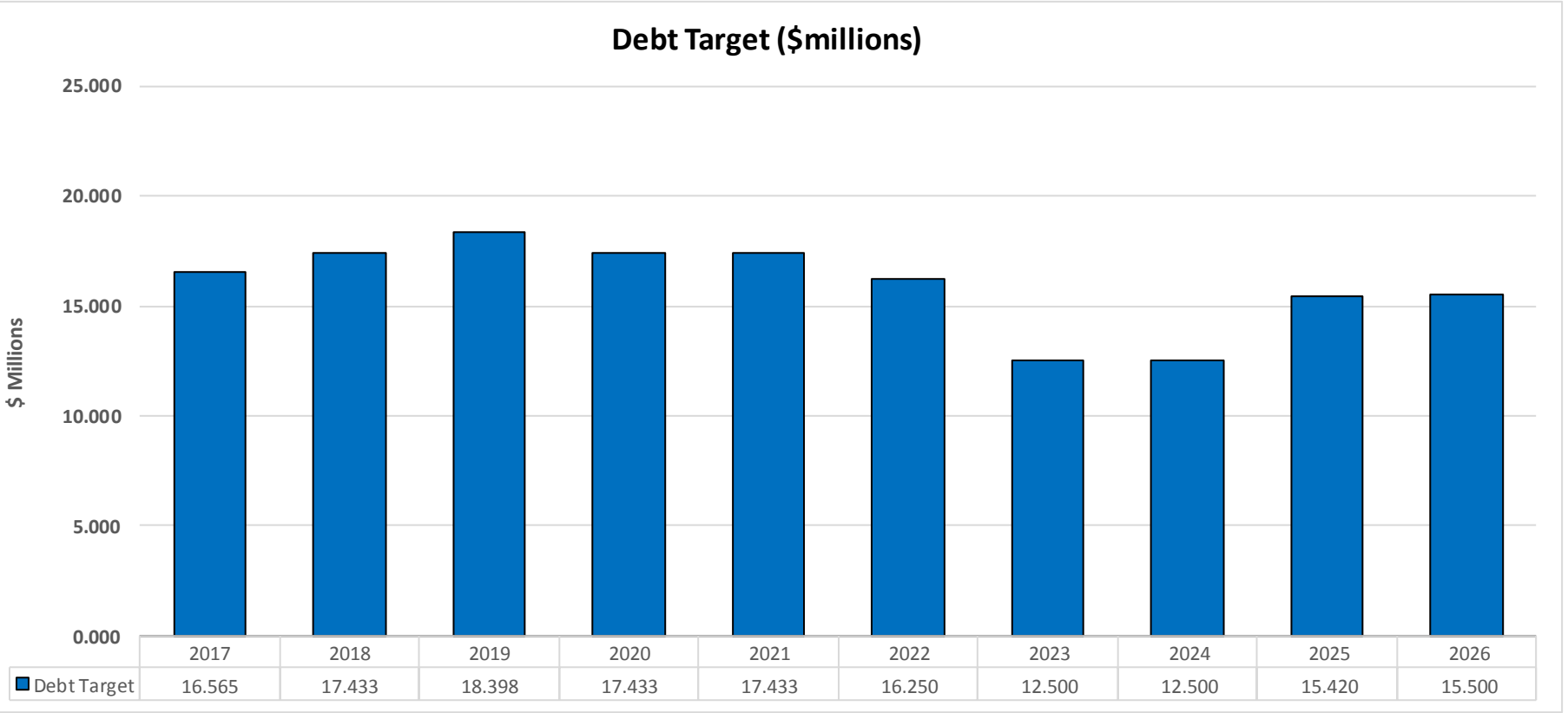
2017-2026 Capital Budget and Plan
Summary ($'000s)

	2017		2017-2026	
	Debt	**Gross**	**Debt**	**Gross**
Request meeting Debt target	$16,565	$26,095	$159,432	$247,693
Request above Debt target	$910	$1,000	$52,688	$59,238
Total Budget Request	**$17,475**	**$27,095**	**$212,120**	**$306,931**

State of Good Repair (SOGR)

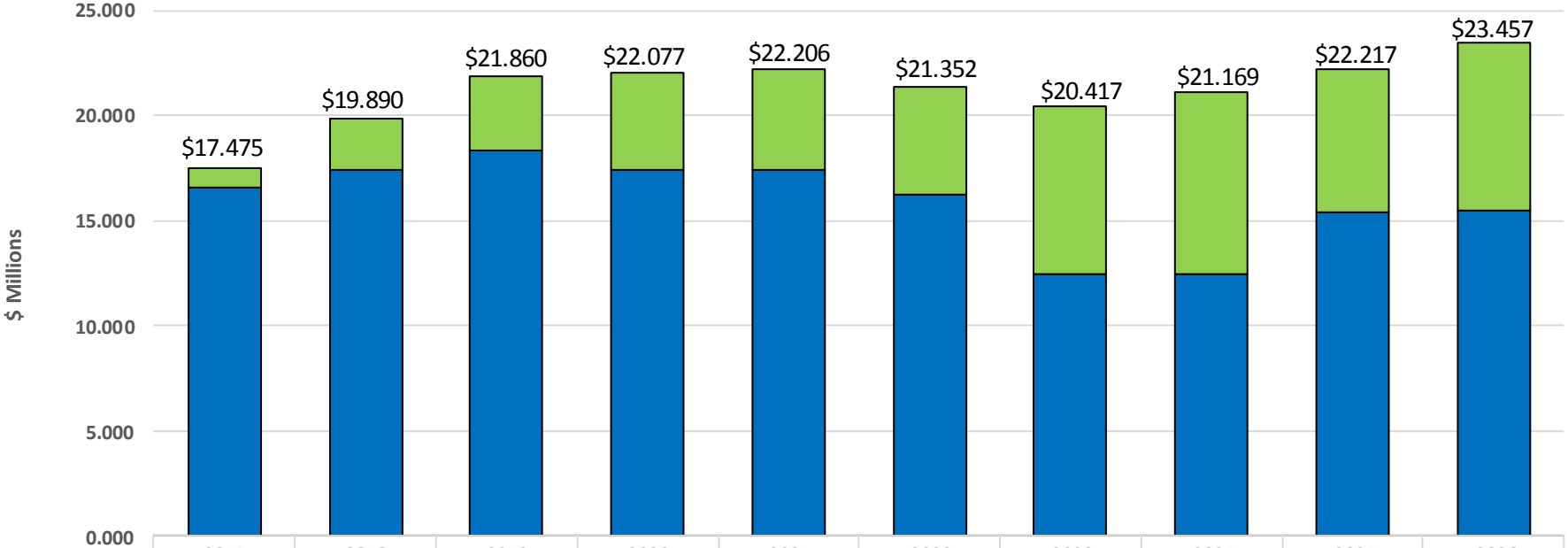


2017 – 2026 Debt Targets



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Debt Target	16.565	17.433	18.398	17.433	17.433	16.250	12.500	12.500	15.420	15.500

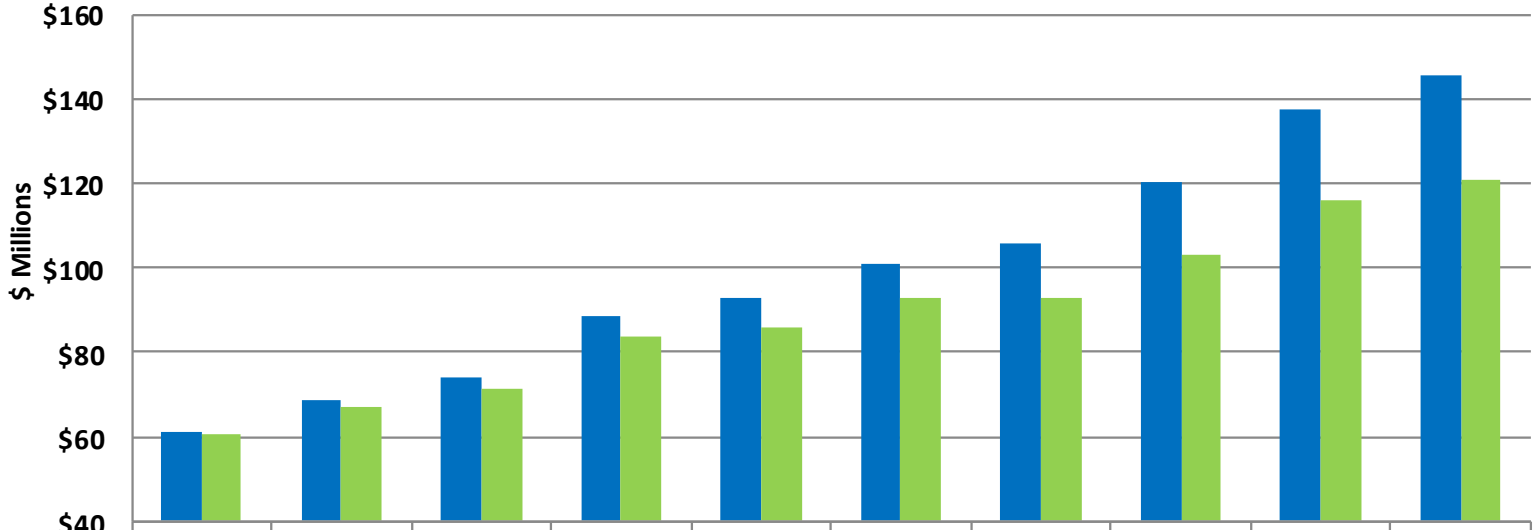
2017 – 2026 Debt Targets



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Above Target	0.910	2.457	3.462	4.644	4.773	5.102	7.917	8.669	6.797	7.957
Debt Target	16.565	17.433	18.398	17.433	17.433	16.250	12.500	12.500	15.420	15.500

State of Good Repair Backlog

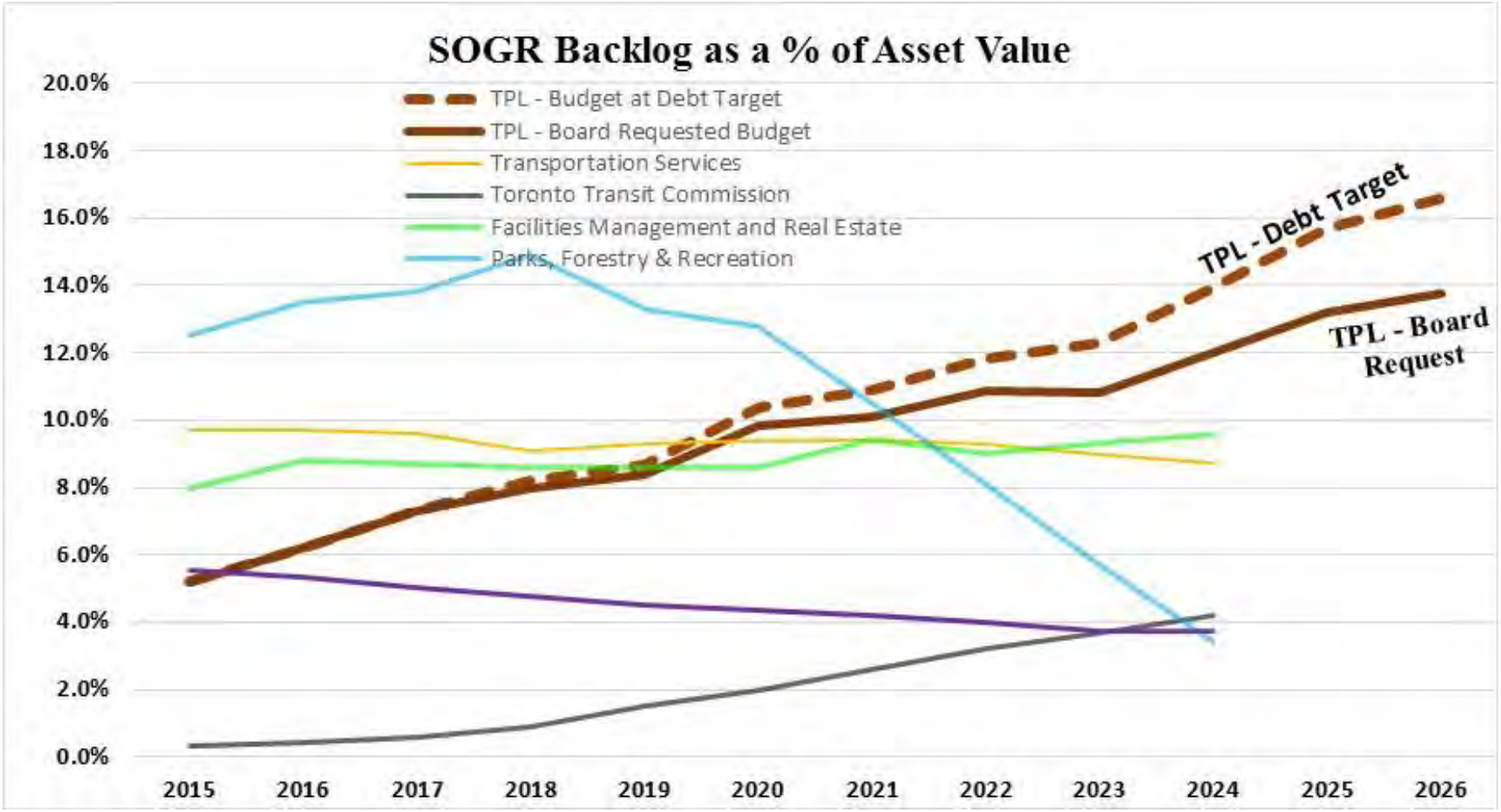
Accumulated SOGR Backlog - Debt Target vs. TPL Request ($millions)



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Backlog at Debt Target	61.110	68.735	74.122	88.483	92.968	100.920	106.047	120.137	137.731	145.850
Backlog at Request	60.688	66.801	71.490	83.998	86.097	92.792	93.073	103.243	116.120	120.789

State of Good Repair Backlog

SOGR Backlog by Program



2017 Budget Deadlines

2017 Capital Budget Process Schedule (key milestones)

- June - Budget Submission
- Sept/Oct - Budget Committee informal review
- Dec 2 - Budget Launch @ Budget Committee
- Dec 16-Jan 24 - Budget Committee Review
- Feb 7 – Executive Committee
- Feb 15-16 – City Council Approval
- Feb 2017 – Board Adoption of Council Approved Budget

Summary

Executive Committee motion (February 9, 2016)

City Council direct the Deputy City Manager and Chief Financial Officer to review and consider for the Toronto Public Library Capital Budget adequate funding in 2017 to reduce the State of Good Repair backlog, so as to prevent this from growing to $122.993 million or 14% of the total asset value over the next 10 years.

TORONTO PUBLIC LIBRARY

STAFF REPORT
ACTION REQUIRED

14.

Strategic Plan 2016-2019: Q2 Status Report on Key 2016 Activities

Date:	June 27, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide a semi-annual status report on the key 2016 activities of the *Strategic Plan 2016-2019: Expanding Access, Increasing Opportunity, Building Connections*. Execution of 2016 strategic plan activities aligns with and supports key City strategies, including the Poverty Reduction Strategy and will result in service improvements in neighbourhoods throughout the City. Implementation of the strategic plan is well underway, with 88% of 2016 activities on track for completion by year end. Ten percent of activities are at risk for not being completed and 2% will not be completed. A final status report on key 2016 activities will be provided to the Toronto Public Library Board in the first quarter of 2017.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the Strategic Plan 2016 Key Activities – Q2 Status Report (Attachment 1).

FINANCIAL IMPACT

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

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

ALIGNMENT WITH STRATEGIC PLAN

Reporting on the status of 2016 Key Activities will strengthen the Board's monitoring and assessment of the strategic plan, and improve results and public accountability.

DECISION HISTORY

At its December 14, 2015 meeting, the Library Board approved *Expanding Access, Increasing Opportunity, Building Connections – Toronto Public Library's Strategic Plan 2016-2019*: http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/dec14/10c-spsc-strategic-plan-2016-2019.pdf

At its February 22, 2016 meeting, the Library Board approved the following report: *Strategic Planning Steering Committee: Strategic Plan 2016-2019: Key Messages and Communications Plan* and directed staff to report semi-annually on the status of strategic plan initiatives: http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/feb22/14c-spsc-strategic-plan-2016-2019.pdf

COMMENTS

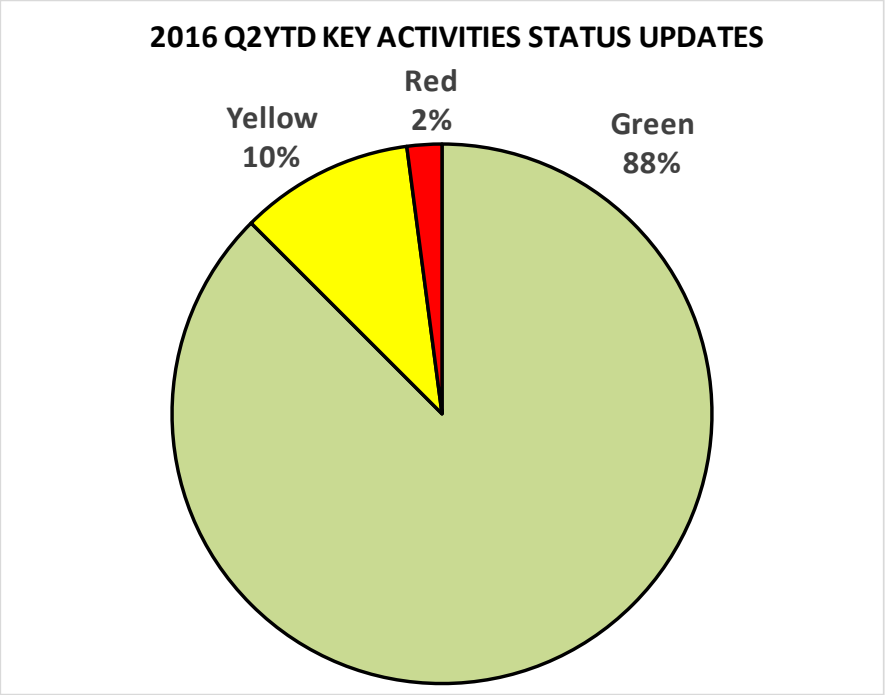
This update is provided in response to the Library Board's request to have a semi-annual report on the 2016 Strategic Plan Work Plan that clearly demonstrates the status of initiatives. The status tracking rubric below reflects the framework developed by the City to assess progress on the Poverty Reduction Strategy. Green reflects initiatives that are on track and will be substantially completed in 2016; yellow reflects initiatives that are at risk of not being completed within the year; red reflects initiatives where there are known barriers, for example, funding, resources or requirements from partners, and where no substantive progress has been made.

Status Tracking Rubric	Status Assigned
Green: On Track for Completion in 2016	
• Key outputs achieved; evaluation to be completed as required	Green 100%
• Some outputs delivered; additional outputs in progress	Green 75%
• Activities have commenced with outputs pending	Green 50%
• In planning stage: resources, specific activities and inputs defined; no major barriers foreseen	Green 25%
Yellow: At Risk for not Being Completed in 2016	
• Project is delayed due to resourcing issues or unanticipated change in project complexity	Yellow
Red: Known Barriers (funding, partnerships); Will Not be Completed in 2016	
• Resources not available or project significantly behind schedule or scope changed; awaiting funding or input from partners	Red

Overall Results

The Strategic Plan 2016-2019 is off to a strong start in its inaugural year. Activities that the Library received funding for under the Toronto Poverty Reduction Strategy are on track for completion, and will result in concrete service improvements for residents in Neighbourhood Improvement Areas and across the City. Considerable progress has also been made on digital projects and improvements to branch infrastructure. The status analysis shows that:

- 88% of 2016 Key Activities are on track for completion by end of year;
- 10% of 2016 Key Activities are at risk for not being completed by end of year;
- 2% of 2016 Key Activities will not be completed in 2016.



Status	# of Activities	Percentage
Green 100%	*7*	*15%*
Green 75%	*9*	*19%*
Green 50%	*13*	*27%*
Green 25%	*13*	*27%*
Green total	**42**	**88%**
Yellow	5	10%
Red	1	2%
Total	**48**	**100%**

100% Completed

Seven of 48 activities have been assigned this status. Completion has resulted in removing barriers to access and in tangible service improvements for City residents. Highlights include:

- **Library's policy on fines and fees reviewed**: completed March 2016, resulting in Board-approved changes to the Library's Circulation and Collection Use Policy, including: a return to fines based on cardholder type to re-incentivize child and teen registration; lower fines rate for all ages; and a new Adult – Under 25 category.

- **Digital hot spot lending pilot for targeted communities**: launched in June 2016 at six branches in Neighbourhood Improvement Areas, to promote equitable access to the internet to support digital inclusion.

- **Sun Life Financial Musical Instrument Lending Library:** launched April 2016 at Parkdale.

- **Assist in the settlement of Syrian refugees**: from January to May 2016, in partnership with leading community agencies, the Library offered an extensive program of outreach visits, welcome events, information and training sessions to support this community.

50% & 75% Completed

Twenty-two of 48 activities have been assigned this status. Highlights include:

- **Sunday service:** summer hours to be offered for the first time at six District and two Research & Reference branches, creating year-round service; seasonal Sunday service expanded to six new neighbourhood branches (Bridlewood, Centennial, Fort York, Mount Dennis, Runnymede and Scarborough Civic Centre).

- **Digital Innovation Hub:** the Library's fourth Digital Innovation Hub will open at Malvern SPOT in September 2016, to provide equitable access to technology and training to promote digital access and inclusion.

- **Youth Hubs at Maria A. Shchuka and Fairview:** on track for Fall 2016 launch.

- **After School Clubs for children ages six-12:** operating at 39 branches; **21 Summer Camps** offered at 16 branches in summer 2016.

- **Children's website for ages birth-five:** design complete; awaiting public service launch.

- **Mobile-friendly versions of high use pages launched:** including Sign In, Place Holds, Search, Online Payment.

- **State of Good Repair program:** three projects completed (Beaches, Eatonville, Northern District), seven projects underway.

- **Capital projects:** seven branch renovations on track (Agincourt, Albion, North York Central Library, St. Clair/Silverthorn, Wychwood, Eglinton Square, Albert Campbell).

Areas for Continued Focus

Activities with a status of yellow (five in total) or red (one in total) represent 12% of activities. Examples of activities that are at risk of not being completed/will not be completed by year end include:

- **Online registration & card renewal:** a project plan is being developed; implementation is conditional upon successful launch of Responsive Account.

- **eLearning and interactive distance learning courses developed and piloted**: work is underway, however development and piloting of courses will not take place until 2017.

- **Self-service library kiosk at Union Station**: TPL work is complete; however construction delays at Union Station may delay kiosk installation.

CONCLUSION

A review of the status of key activities for the Quarter 2 reporting period shows that significant progress has been made. Eighty-eight percent of activities are on track for completion in 2016. Achievements include implementation of changes to fines and fees to reduce barriers to library use; mobile access advancements; a new website for children ages birth-five years ready to launch; expanded Sunday service; and establishment of a musical instrument lending library.

Execution of Strategic Plan activities thus far has benefitted library users across the City, especially low income families, newcomers, and children and youth. Some activities are fully achieved for this semi-annual report, with completion of additional activities expected by December 2016. Some activities are at risk of non-completion by year end. Those activities that are not completed will be reassessed for 2017, Year Two of the strategic plan. Successful implementation of the plan will transform library service delivery, build support and usage, and achieve the vision of making Toronto's residents and communities *more resilient, more knowledgeable, more connected and more successful*.

CONTACT

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SIGNATURE

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Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: 2016 Key Activities – Q2 Status Report

Toronto Public Library Strategic Plan 2016-2019
2016 Key Activities - Q2 Status Report

PRIORITIES		2016 KEY ACTIVITIES	STATUS	DETAILS
1. Advancing our digital platforms	1	Digital Strategy developed and endorsed by the Board to create an excellent, integrated customer service experience online and in library branches	Green 25%	Development work on Digital Strategy is underway.
	2	Policy review supports the delivery of digital services	Green 100%	Changes to Circulation and Collection Use Policy approved at March Board meeting.
	3	New user-centered online services launched for 2016:		
		* Responsive Account	Green 25%	Soft launch at end of July.
		* Borrower history and lists in response to customer demand	Green 25%	In planning stage.
		* Online membership, registration & card renewal	Yellow	Project plan being developed and conditional upon successful launch of Responsive Account.
		* Responsive mobile-friendly website	Green 75%	High use mobile-friendly pages launched, including Sign In, Place Holds, Search, Online Payment.
		* Children's website for ages birth-five launched with new features, e.g. digital story time, or app	Green 50%	Design complete; public service launch in Fall 2016.
		* Content Strategy advanced to create more relevant and meaningful online experiences	Green 25%	Content Strategy for children's website developed.
2. Breaking down barriers to access, driving inclusion	4	Library's policy on fines and fees reviewed to support equity and inclusion	Green 100%	Changes to Circulation and Collection Use Policy approved at March Board meeting.
	5	Marketing strategy to promote children's membership, with targeted outreach in TSNS 2020 neighbourhoods to achieve targets and outcomes	Green 25%	Planning underway on the packaging and promotion of the new Ready for Reading website, the launch of reduced fines levels for children, and the new TPL Kids branding.
	6	Refined library brand identity supports awareness, discovery and engagement across service channels	Green 25%	Research and planning for refined brand identity underway.
	7	State of Good Repair program advanced to support accessibility, inclusion and quality of life in neighbourhoods across the city	Green 50%	Three projects completed (Beaches, Eatonville, Northern District); seven projects underway.

PRIORITIES		2016 KEY ACTIVITIES	STATUS	DETAILS
	8	Sunday service expanded to create year-round service at six District and two R&R branches, and added to six neighbourhood branches to provide seasonal Sunday service	Green 75%	Operating budget funding received; on track for July and September implementations; staffing and marketing plan in place.
	9	Self-service library kiosk at Union Station	Yellow	TPL work is complete; however construction delays at Union Station may delay kiosk installation.
		Plan for self-service after hours branches ready to pilot in 2017	Green 25%	Plan for self-service after hours at Swansea Memorial, Todmorden Room and St. Clair/Silverthorn developed; recommendations submitted for 2017 implementation.
	10	Pilot models for embedded librarianship and active resident engagement	Green 50%	Librarians to be embedded at Toronto Employment & Social Services office in Q3/16.
3. Expanding access to technology and training	11	Technology standards, benchmarks and performance standards established for in-branch technology user education programs, including bandwidth, wireless, computer software, devices and laptops and incorporated into 2017 capital and operating budgets	Green 25%	Funding in place; RFP for Study on the Outcomes and Impact of Access to Technology at Public Libraries completed; research partner and partner libraries selected.
	12	Launch new Digital Innovation Hubs, and four pop-up learning labs available in library branches and communities across the city	Green 75%	Digital Innovation Hub at Malvern SPOT to open in September. Four Pop Up Learning Labs launched April 2016; three additional PULLs to be launched in Q4/16.
	13	New Bookmobile extends technology, including wireless access, into communities	Green 50%	Bookmobile to be delivered August 2016.
	14	Partnerships with industry technology leaders that leverage resources, increasing service quality and accessibility	Green 25%	Terms of Reference for Innovation Council with public and private partners established. MOU with Cisco Canada in place. Partnership established with Google Canada for digital hotspot lending.
	15	Digital hotspot lending pilot for targeted communities	Green 100%	Funding received; program launch June 2016.
	16	Innovative projects launched through strategic partnerships, e.g. TRL Virtual Reality Tour	Green 50%	CISCO telepresence on track for launch in November. Virtual reality film footage for TRL plus TD gallery shot; editing in process. Project is in partnership with Digital Generals.

PRIORITIES		2016 KEY ACTIVITIES	STATUS	DETAILS
4. Establishing TPL as Toronto's centre for continuous and self-directed learning	**17**	Pilot project launched with Chang School at Ryerson to expand access to business courses for professionals and the public as a model for future partnerships	Green 50%	First pilot program delivered Q2; two more programs scheduled for Q3-Q4.
	18	Program outcomes and standards established in key areas: job search, entrepreneurial and mentoring networks	Green 25%	Target programs identified.
	19	Collections and resources include new online learning tools	Green 75%	New eLearning page added to TPL website, May 2016. Gale six-week online courses ready to launch in summer 2016, offering instructor-led courses including accounting, finance, business and management, entrepreneurship, and web design.
	20	Plans for construction of new e-learning lab at North York Central developed	Green 100%	NYCL Capital Plans include dedicated space for e-learning.
	21	Expansion of digital training capacity through Learning Centres	Green 50%	New equipment for Learning Centres acquired, including 3D printers and scanners. Staff training on 3D printing completed.
	22	Responsive to trends, including sharing economy through projects and programs such as tool, seed, kitchen and instrument lending libraries	Green 100%	Sun Life Financial Musical Instrument Lending Library launched April 2016. Downsview Tool Library: 181 members, 2,236 loans since May 2015, 1,187 items in inventory.
	23	After school programs offered for children and youth:		
		* Youth Hubs operating at six locations: York Woods, Cedarbrae, Sanderson, Centennial, Maria A. Shchuka and Fairview	Green 75%	Funding received; two new Youth Hubs at Maria A. Shchuka and Fairview on track for Fall 2016 launch
		* Camps and after school clubs for children ages six-12 available in additional branches	Green 75%	After school clubs operating at 39 branches; 21 summer camps at 16 branches to be offered in July and August 2016.
	24	eLearning and interactive distance learning courses developed and piloted	Yellow	Site visits to other libraries and education organizations underway; target user group profiles in development; identification of eLearning resources and partners ongoing.

PRIORITIES		2016 KEY ACTIVITIES	STATUS	DETAILS
5. Creating community connections through cultural experiences	**25**	Branch renovations create cultural assets in local communities through outstanding people-centered architecture and design, exhibit, rehearsal, performance and work space, and with an emphasis on flexible spaces. 2016 projects include: Albion, Agincourt, Wychwood, St Clair/ Silverthorn, North York Central, Dawes Road	Green 50%	**Albion:** in construction, schedule on track, expected completion Winter 2017. **Agincourt:** design complete, permits rec'd, construction commenced - expect completion Fall 2016. **Wychwood:** design complete, in for approval at the COT, expected site plan approval - Winter 2017. **St. Clair/Silverthorn:** design complete, in for approval at the COT, expected site plan approval Fall 2017. **North York Central Library:** design complete, construction starting early Summer 2016. **Eglinton Square** and **Albert Campbell**: on track.
	26	World class literary programming accessible through livestreaming and interactive social media to engage new audiences and build communities of readers	Green 50%	Podcast channel on SoundCloud and iTunes launched, featuring audio from select Bram & Bluma Appel Salon programs.
	27	Access to expert literary advice, user ratings and lists, build communities of interest	Red	Planning for user discussion platform pending.
	28	New and refreshed cultural partnerships increase exhibit and engagement opportunities	Green 50%	Planning for Canada 150 collaborative online project with U of T, Ryerson, AGO, ROM, City of Toronto Museums and others underway; funding application to support Phase I on track for June 30 submission.
	29	Chinese Community Archive in development with user generated content	Green 25%	Services Specialist hired, service plan developed, Advisory Committee in place.
	30	Assist in the settlement of Syrian refugees, in partnership with government & community partners	Green 100%	Through partnerships with leading community agencies, completed an extensive program of outreach visits, welcome events, information/training sessions to support Syrian refugees, January-May 2016.
	31	MAP Program expanded to include enriched access for students at Ryerson and U of T, and a performing arts stream to provide free access to music and theatre experiences	Green 25%	Partners contacted and planning underway for launch of pilot in Fall 2016.
6. Transforming for 21st century service excellence	**32**	Organizational structure and resources realigned to support innovation and deliver on strategic plan outcomes	Green 75%	Senior management structure in place; plan for realigning staff resources underway.
	33	Updated service delivery model to reflect future-oriented requirements for digital & branch platforms	Green 100%	Service Delivery Model completed June 2016.
	34	Participation in City's joint real estate redevelopment program provides increased revenue to fund state of good repair backlog	Yellow	Presented to City with positive feedback; awaiting further updates.

PRIORITIES		2016 KEY ACTIVITIES	STATUS	DETAILS
	35	Business Intelligence Strategy advanced to understand and respond to customer needs	Green 50%	Centre of Excellence data governance team established; Open Data policy approved at the board level; first generation BI dashboard established.
	36	Dedicated library resources to support the Toronto Public Library Foundation in achieving ambitious fundraising goals in support of strategic priorities	Yellow	Fundraising priorities developed for presentation to Board in September.
	37	Internal computer systems updated: Human Resources, Budgeting, Room Bookings	Green 50%	Human capital management solution RFP under development; Budgeting: reporting software installation complete; Room Bookings - Phase 1 complete.
	38	Increase revenue with launch of new premium space rentals & promotion of community room rentals	Green 50%	Spaces renovated as required, e.g. TRL Beeton Auditorium.
	39	Role of the librarian redefined to deliver on key strategic outcomes: digital service delivery, technology and user education, out of school time programs, high quality lifelong learning and cultural programs, partnership development and community engagement	Green 75%	Continuous Professional Development for all librarians & orientation/training for first-year librarians introduced January 2016. Speaker Series, think tanks ongoing. Final report due Nov. 2016.
	40	Staff engagement activities including a survey are piloted	Green 25%	Staff Code of Ethics approved at Board level; development of engagement tools in progress.
	41	Branch service benchmarks drive program offerings	Green 75%	Program targets in place.

15.

STAFF REPORT
ACTION REQUIRED

Eglinton Square Branch – Award of Tender

Date:	June 27, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to request Toronto Public Library Board approval to employ the services of a General Contractor for the interior renovation of Eglinton Square Branch, as per Toronto Public Library's (TPL's) drawings and specifications.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. awards the contract to the lowest bidder, DASD Contracting Inc. for the interior renovation of the Eglinton Square Branch, at a cost of $1,157,000, which includes a contingency of $45,000 (excluding HST); and

2. authorizes and directs the appropriate library staff to take the necessary action to give effect thereto.

FINANCIAL IMPACT

The total amount of $1,157,000, which is comprised of the tender amount of $1,112,000 plus a contingency of $45,000 (excluding HST), is part of TPL's approved capital budget for the Eglinton Square Branch renovation.

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

ALIGNMENT WITH STRATEGIC PLAN

The renovation of the Eglinton Square Branch helps to achieve various strategic plan priorities and goals including:

- *increase access to in-branch services and spaces and new options to expand public and community space;*

- *advance State of Good Repair projects to provide welcoming, well-maintained and efficient public space;*
- *create in-branch environments that connect neighbourhoods and communities, offering opportunities for partnerships, civic engagement and resident participation;*
- *build capacity to deliver e-learning, and interactive distance learning services;*
- *offer broad access to experiential, collaborative, mentored and networking learning opportunities in response to the different ways people learn and the unique needs of local communities;*
- *offer access to new and emerging technologies to support innovation, entrepreneurship and creativity.*

COMMENTS

At the meeting on June 22, 2015, the Board approved a lease for expanded space for the Eglinton Square Branch and an associated capital project. The project is a complete interior renovation of the expanded Eglinton Square Branch.

Architects for the project

Ken Fukushima Architecture was hired to provide architectural services for the interior renovation of the expanded Eglinton Square Branch in July 2015, through a competitive request for quotation (RFQ) process.

Pre-qualification of General Contractors

The pre-qualification process precedes the call for tender where the nature and complexity of the work involved warrants the effort to pre-select the most experienced and qualified General Contractors. On April 4, 2016, an advertisement was placed in the Daily Commercial News for General Contractors interested in bidding on the interior renovation of Eglinton Square Branch.

General Contractors interested in being pre-qualified to bid on the project had to submit the following:

- Completed CCA Document no. 11, Contractor's Qualification Statement (a standard form for obtaining information on capacity, skill and experience of contractors bidding on building construction projects);
- Resumes of management to be assigned to the project;
- Letter from a nationally recognized surety company stating total bonding limit, current bonding committed, and confirming availability of required bonding for this project: 50% performance bond and 50% labour & material payment bond;
- Detailed description of the contractor’s health and safety policy and written confirmation that all health and safety polices will be followed for the duration of the project;
- Submission of a valid WSIB clearance form;
- Letter from a nationally recognized insurance company, stating ability to acquire commercial general liability insurance, with a limit of $5,000,000 per occurrence and automobile liability insurance of $5,000,0000;
- Written acceptance that the General Contractor will employ one youth for the duration of the construction project;

- Three (3) references from previously completed and/or presently under construction library facilities or similar projects such as community centres, schools, etc., including contact names, positions, telephone numbers and addresses;
- Written acceptance that the General Contractor will comply with the City of Toronto's Fair Wage Policy.

The pre-qualification process included an assessment by the Architects and library staff, based on the submitted documentation and library experience of previous performance in a number of areas, including but not limited to: similar work, scheduling, construction management, workmanship, and final completion, correction of deficiencies and health and safety. Contractors with a negative assessment of submission requirements or previous performance were not recommended as pre-qualified. A total of 14 submissions were received. Upon evaluation of the bidders' submissions, eight General Contractors were identified as best qualified for the Eglinton Square Branch project.

The eight Pre-qualified General Contractors were invited to bid on the Interior Renovation project.

Call for Tenders

A Call for Tenders is used to obtain bids for construction, whenever the requirements can be precisely defined and the expectation is that the lowest bid meeting the requirements specified in the Call will be accepted. On May 25, 2016, the Call for Tenders was issued to the eight pre-qualified bidders. The bid documents, prepared by the Architects, were supplied to all prequalified bidders. All bidders had to attend a mandatory information meeting on May 25, 2016. The bid documents comprised the following documents:

- List of Prequalified Bidders;
- Instruction to Bidders;
- Available Project Information;
- Stipulated Price Bid Form;
- Unit Prices Bid Form Supplement;
- Alternative Prices Bid Form Supplement;
- List of Subcontractors Bid Form Supplement;
- Addenda issued prior to Bid Closing Time;
- Agreement between Owner and Contractor;
- Definitions given in the agreement;
- General Conditions of the agreement;
- Amendments to the agreement;
- Specifications as listed in the project manual for this project;
- Schedules as listed in the project manual and as listed in the list of drawings;
- Drawings as listed in the list of drawings.

On June 14, 2016, the TPL received tenders from eight of the pre-qualified General Contractors. The Architects and library staff analysed the three lowest bids (three in case the lowest bid did not meet all requirements) to ensure that all requirements were met:

- Pre-qualified bidder;

- Attended mandatory meeting;
- Submitted a hard copy of the bid in a sealed envelope, which included:
  - a bid bond form, for 10% of bid price, valid for 120 days;
  - an agreement to bond issued by bonding company (performance and labour & material bond);
  - unconditional bid;
  - completed & sealed stipulated price bid form;
  - acknowledges all addenda issued as part of the call for tenders;
  - completed & dated unit prices bid form supplement;
  - completed & dated alternative prices bid form supplement;
  - completed & dated list of subcontractors bid form supplement;
  - confirmation of pre-qualified subcontractors, where required.

Award of Tender recommendation

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;
2. Library staff have reviewed the submission and found the price to be reasonable and within the available budget;
3. The tender process was conducted in accordance with the Board's Procurement Policy, including a public call for pre-qualification of general contractors, a tender process in accordance with instructions to the bidders and a public opening of bids.

The recommended bidder has successfully completed a number of Toronto Public Library projects at Agincourt, Barbara Frum and Bendale branches, North York Central Library and 120 Martin Ross Avenue. The references were checked by the Architects and were satisfactory.

CONTACT

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SIGNATURE

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Vickery Bowles
City Librarian

STAFF REPORT
ACTION
REQUIRED

16.

Albert Campbell Branch – Architect – Award of Contract

Date:	June 27, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to request Toronto Public Library Board approval to award the contract for architectural services, as per the Library's Request for Proposal (RFP) for the Albert Campbell Branch capital project.

The contract for architectural services for the Albert Campbell Branch project is being awarded to LGA Architectural Partners Ltd., having achieved the highest total score in the evaluation.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. awards the contract to LGA Architectural Partners Ltd., for architectural services for the Albert Campbell Branch capital project based on a fee of 6.9% of the estimated construction budget of $9,750,000 resulting in a cost of $672,750 (excluding HST); and

2. authorizes and directs the appropriate library staff to take the necessary action to give effect thereto.

FINANCIAL IMPACT

The Council-approved capital budget for the Albert Campbell Branch project is $12,165,000. The current estimated construction portion of the capital budget is approximately $9,750,000.

The award is based on the fee of 6.9% applied to the estimated construction budget of $9,750,000 resulting in a cost of $672,750, which is part of the approved capital budget.

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

ALIGNMENT WITH STRATEGIC PLAN

The renovation of the Albert Campbell Branch helps to achieve various strategic plan priorities and goals including:

- *increase access to in-branch services and spaces through responsive service hours and new options to expand public and community space;*
- *advance State of Good Repair projects to provide welcoming, well-maintained and efficient public space;*
- *create in-branch environments that connect neighbourhoods and communities, offering opportunities for partnerships, civic engagement and resident participation;*
- *build capacity to deliver e-learning, and interactive distance learning services;*
- *offer broad access to experiential, collaborative, mentored and networking learning opportunities in response to the different ways people learn and the unique needs of local communities.*

COMMENTS

The Albert Campbell Branch (ACD) is one of the approved capital projects for Toronto Public Library. The project provides for the architectural design and renovation of the ACD, which is one of 17 district branches. ACD is a three-storey 26,100 square-foot facility, which opened in 1971. The branch provides district library services to the immediate community and district neighbourhoods. Use of the branch is stable and will increase largely due to recent residential development, a high proportion of newcomers and children in the area, close proximity to the subway system and a growing demand for new and innovative library services. Revitalization and reprogramming of interior spaces that have been heavily used over the last 45 years will to support efficient operations and deliver 21st century library services.

The project will complete a retrofit and upgrade to building systems and infrastructure, addressing state of good repair needs identified in the 2014 Property Condition Assessment, barrier free access throughout and interior renovation on all three floors to reconfigure public service areas to meet new and evolving service demands and uses. Future flexibility will be ensured by incorporating adaptable and easily convertible spaces.

Procurement Process and Results

A Request for Proposals (RFP) for Architectural Services was issued on April 5, 2016 and was advertised on the TPL website, and Biddingo and MERX online bid posting sites. A total of ten submissions were received.

The RFP process was a two-phase process as the nature and complexity of the work that is required warrants the establishment of a short list of qualified architects in Phase 1, followed by interviewing the short-listed firms in Phase 2. Architects who responded to the RFP included the following documentation in their responses:

- Mandatory Submission Form acknowledging receipt and review of all pertinent documents and binding covenant to provide services in accordance with RFP documents;

- Price Detail Form;
- Firm's experience with at least three (3) projects of a similar nature, scope and scale in the last seven years;
- Architect's ability and capacity to perform the work;
- Person(s) in firm responsible for this project and on the project team, including relevant experience, expertise and role;
- Sub-consultants firm proposes to use, including expertise and experience of each firm and coordination techniques to be used;
- Experience in working with public sector or not for profit clients;
- Proven track record in public consultation;
- Proven reputation in the design of functional interiors that encompass all current design concepts to respond in a dynamic and meaningful way to the requirements of the public;
- Expertise with Toronto Green Development Standard;
- Contract administration, including ability to meet project schedule and supervise a contract while project is under construction;
- Architect's experience and methods used for budgeting and financial controls; and
- Three (3) client references.

A short list of the three (3) highest scoring firms was established based on the evaluation of the submissions in Phase 1. The evaluation criteria included: submission presentation; qualifications; contract administration; experience in working with public sector or not for profit clients, public consultation, design of interiors, multiple stakeholder projects, the Toronto Green Development Standard, references and fee proposal.

The short-listed proponents were invited to attend a confidential interview and make a presentation in accordance with the provisions of the RFP. Each firm was required to address the following in their presentation:

- Personnel who would be involved in the project, and their roles;
- Vision for the ACD renovation project;
- How the firm would ensure that the building design would meet the needs of the various project stakeholders;
- How the firm would approach assessing the building's potential for renovation; and
- Strategies employed by the firm to ensure that schedules are realistic, and budget and schedules are met.

The recommended architect LGA Architectural Partners Ltd., achieved the highest total score in the evaluation. References were checked by the Library and were satisfactory. LGA Architectural Partners Ltd. is a leading Canadian full-service practice with 27 years of experience. They have significant expertise in library planning and construction of state-of-the-art facilities throughout Canada and worldwide. They designed the award-winning Scarborough Civic Centre Branch. The firm is recognized for design excellence.

The approved capital budget is $12,165,000, and the project is at a very early stage. As work proceeds on the planning and scope, the project will be further refined and additional reports brought forward to the Board, as required. If the construction costs increase, or other work is

required, such as furniture, shelving or millwork, the fee paid to LGA Architectural Partners Ltd. would not exceed 6.9%.

CONCLUSION

With the selection of LGA Architectural Partners Ltd., work on the ACD Branch capital project will begin immediately, starting with public consultations, detailed building assessments and design development. This project will be a multi-year project, with the branch being closed during the construction period. The plan is to complete the design this summer/fall with a view to completing working drawings and tender by the fall of 2017 and starting construction early in 2018.

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Vickery Bowles
City Librarian

17.

TORONTO PUBLIC LIBRARY

STAFF REPORT
ACTION REQUIRED

Climate Change Risk Management Policy

Date:	June 27, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

A proposed Climate Change Risk Management Policy is being presented to the Toronto Public Library Board for its approval. Council has passed its own Climate Change Risk Management Policy and has requested that City agencies and corporations adopt a similar policy. This policy establishes processes and controls for systematically identifying, assessing and taking action to mitigate risks arising from a changing climate and establishes organizational roles and responsibilities.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the Climate Change Risk Management Policy (Attachment 1).

FINANCIAL IMPACT

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

The Director, Finance & Treasurer has reviewed this Financial Impact Statement and is in agreement with it.

DECISION HISTORY

On July 8, 2014 City Council adopted the Climate Change Risk Management Policy as part of the Resilient City – Preparing for a Changing Climate report. The report also recommended the following:

> "Require all City Agencies and request all City Corporations to adopt the City's Climate Change Risk Management Policy or a similar policy that is consistent with the one adopted by City Council and advise the Chief Corporate Officer when such a policy has been adopted."

ISSUE BACKGROUND

The City's Climate Change Risk Management Policy was developed as a response to the July 2013 rain storm, the many extreme heat alerts during the summer of 2013 and the December 2013 ice storm. City staff developed an approach to ensure that climate change resilience was integrated into decision-making and co-ordination of City operations and services. The policy was designed to help the City and its communities prepare for future eventualities and become more resilient to a changing climate. The policy establishes processes and controls for systematically identifying, assessing and taking action to mitigate risks arising from a changing climate and defines roles and responsibilities.

Note that this policy is distinct from, but complementary to, both 1) the City's efforts to reduce greenhouse gas emissions, and 2) emergency planning and response (including response to extreme weather events). The Climate Change Risk Management Policy is intended to help with long-term adaptations to climate change and to be proactive in regards to reducing the impacts of a changing climate.

Also note that this policy is consistent with the provincial government's Climate Change Strategy, which includes a pledge from the province to "help municipalities, public utilities and the broader public sector identify their vulnerabilities and prioritize their response to the risks posed by climate change." The Strategy also contains a vision that by 2030, "Ontario will be better prepared for the impacts of climate change" (p.32). The province's recently released Climate Change Action Plan focuses on greenhouse gas reductions. Ontario's plan for adapting to climate change and becoming more resilient will be released in 2017.

COMMENTS

The proposed policy is similar in principle to the City's. One key difference is that the City's policy is supported by three bodies: 1) Environment & Energy Division, 2) Executive Environment Team (EET) and 3) Resilient City Working Group. Each are listed in the City policy and have roles and responsibilities. There are no similar bodies at the Library. As a result, in adapting the policy for the Library, responsibility for implementation is given to the City Librarian and the Directors.

Unlike the City policy, the Library policy does not include provisions for building partnerships with the community, private sector and broader public sector and for sharing knowledge and information with outside organizations. The functions are better performed by the City since it has the resources and expertise to fulfill those specific policy goals.

Library staff met with City staff with the Environment and Energy Division in late 2015 to discuss the policy in more detail. Library staff requested resources to assist in the evaluation of climate change resilience, identification of risks and risk management.

City staff advised that they plan on reporting to Council in the third quarter of 2016 on the implementation of the policy and are hoping to include the Library's efforts as part of the report.

Staff have already taken the following measures that support resilience to climate change:

- Recent branch renovations and new branch builds have been designed eliminating basement space;
- Design of new libraries, such as Scarborough Civic Centre branch, meet the Toronto Green Standards, Tier 1;
- Existing landscaping is maintained to minimize impact to facility due to extreme weather (e.g. proper tree pruning to prevent branches falling in ice storms);
- New landscaping design taking extreme weather into consideration (e.g. account for larger volumes of rainfall);
- Library is in the early stages of business continuity planning in conjunction with the City;
- During smog alerts, vehicle travel and use of motorized equipment is minimized;
- Libraries have and will continue to serve as cooling and warming centers during extreme heat and cold events;
- Climate change may increase the frequency of climate-related "emergencies" (ex. flooding that disturbed underground contaminated soil or materials). Toronto Public Library works with the City to ensure an "all hazards" approach to emergency response. The planning for emergency response includes strategies and approaches to minimize the impact on Toronto Public Library;
- In a City-wide climate related emergency, Toronto Public Library will work in coordination with the City's Emergency Operations Centre that is established under the direction of the city's TEMPC - Toronto Emergency Management Program Committee.

Going forward, staff have identified the following issues that warrant further investigation in regards to climate change risk management:

- Collections maintenance and recovery;
- Vulnerability to flooding in relation to a) State of Good Repair and b) future relocation of branches;
- Resiliency of internet to extreme weather events;
- Availability and use of generators at select locations.

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Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Climate Change Risk Management Policy
Attachment 2: City of Toronto Climate Change Risk Management Policy

ATTACHMENT 1

POLICY: CLIMATE CHANGE RISK MANAGEMENT

SECTION: II – Miscellaneous

MOTION#/DATE: xx - xxx – June 27, 2016

Effective Date

June 27, 2016

Policy Objective

This policy establishes a process to systematically prioritize the identification, assessment, reduction, monitoring and reporting on the risks to the Toronto Public Library's infrastructure, finances, collections, operations and liability due to a changing climate, including increased incidence of extreme weather events.

Policy Statement

The Library will:

1. continue to monitor and research how the climate is changing and when new information relevant to the Toronto Public Library becomes available, share this information with library staff and the Library Board as appropriate;

2. mitigate risk to the Library's assets and services by integrating identified risk information into decision making and utilizing this information to inform priorities for investment;

3. establish methods to evaluate initiatives undertaken by the Library through the lens of climate change resilience;

4. continue to reduce and manage risks to its employees and contractors resulting from a changing climate.

TORONTO PUBLIC LIBRARY

Scope and Application

This policy applies to all Toronto Public Library staff and management, as well as any contractors or consultants that are employed on behalf of the Library. It is effective as of the date indicated at the top of this document and remains so until a newer version is issued or the policy is cancelled.

Accountability

City Librarian - Resilient Library Lead responsible for corporate-wide implementation.

Directors - Accountable for the climate change resilience of their operations.

Definitions

Risk – the total concept of the likelihood of occurrence of a risk event and the severity of possible consequences.

Resilience – the ability of a system, entity, community or person to withstand shocks while still maintaining its essential functions and to recover quickly and effectively.

Extreme weather – when a weather event is significantly different from the average or usual weather pattern.

ATTACHMENT 2

City of Toronto Climate Change Risk Management Policy

Date & Version Number: July 8, 2014 Version 1.0

Background
Toronto's climate has changed and will continue to change into the foreseeable future. Recent studies anticipate more variable weather including drought, extreme rain and wind storms and heat, which will have impacts on our residents, businesses, built infrastructure, services, food supplies and natural environment. The future of Toronto and its quality of life may be influenced by how resilient the City, its residents and businesses are to the direct and indirect effects of a changing climate. Vulnerable populations may be disproportionately impacted by extreme weather events and as such climate change risk management actions help support equity.
The City cannot prevent all disruptions due to a changing climate and extreme weather but by applying a systematic approach to identifying risks and setting priorities it can work to minimize disruptions and destructive forces and be more resilient.

Purpose
This policy establishes a process to systematically prioritize the identification, assessment, reduction, monitoring and reporting on the risks to the City of Toronto's infrastructure, finances, operations and liability due to a changing climate, including increased incidence of extreme weather events.

Scope and Application
This policy applies to all City of Toronto staff and management, as well as any contractors or consultants that are employed on behalf of the City.
It is effective as of the date indicated at the top of this document and remains so until a newer version is issued or the policy is cancelled.

Policy Statement
The City will:
1. Continue to monitor and research how the climate is changing and when new information relevant to the City of Toronto becomes available, provide this to City Council, the City Manager, the Deputy City Managers and all Division Heads;
2. Mitigate risk to the City's assets and services by integrating identified risk information into decision making and utilizing this information to inform priorities for investment;
3. Establish methods to evaluate initiatives undertaken by the City through the lens of climate change resilience;
4. Continue to reduce and manage risks to its employees and contractors resulting from a changing climate;

5. Build awareness and establish meaningful partnerships with the community, residents, the private sector and the broader public sector; and
6. Share knowledge and information with external organizations to promote engagement in enhancing extreme weather resilience on a broader scale.

Roles and Responsibilities Position	**Roles & Responsibilities**
City Manager & Deputy City Managers	Resilient City Lead responsible for corporate-wide implementation.
Division Heads	Accountable for the climate change resilience of their operations.
Environment & Energy Division	To guide implementation of this Policy by supporting the EET and by coordinating and leading the Resilient City Working Group. To coordinate monitoring and reporting of progress of implementation. To provide corporate level municipal best practices in climate change risk management and to lead necessary research.
Executive Environment Team (EET)	To lead implementation of this Policy, cross corporate coordination, research and analysis, as well as coordination of mechanisms to partner with the private sector and broader private sector.
Resilient City Working Group	To provide expert knowledge and technical support and facilitate implementation of resilience actions within their respective operations.

Document Approval
This policy was adopted by City Council on July 8, 2014.

Policy Review Cycle
This policy will be reviewed as a minimum every year by the EET.

Definitions

- City, City of Toronto – the municipal corporation that provides public services across all municipal wards that comprise the geographic region of Toronto.
- Risk – the total concept of the likelihood of occurrence of a risk event and the severity of possible consequences.
- Resilience – the ability of a system, entity, community or person to withstand shocks while still maintaining its essential functions and to recover quickly and effectively".
- Extreme weather – when a weather event is significantly different from the average or usual weather pattern.

STAFF REPORT
INFORMATION ONLY

18.

2017 Operating Budget Outlook

Date:	June 27, 2016
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 preliminary outlook for the 2017 operating budget, which represents a net budget increase of $5.117 million ($4.699 million gross), or 2.9%, required to maintain current service levels. A 2017 budget target has not yet been provided by the City.

The outlook will be refined over the summer and efficiencies will be sought to offset pressures. Board and Council strategic priorities will also be considered.

FINANCIAL IMPACT

The 2017 operating budget represents a net budget increase of $5.117 million ($4.699 million gross), or 2.9%, which is the starting point for the operating budget process.

A 2017 budget target has not yet been provided by the City.

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

ISSUE BACKGROUND

At its meeting on February 22, 2016, the Board adopted a Council-approved 2016 operating budget of $175.869 million net ($193.462 million gross).

At its meeting on June 7, 2016, Council approved in-year adjustments for $1.497 million to fund the 1.25% increase for unionized employees based on the negotiated and Board-approved collective agreement with the Canadian Union of Public Employees (CUPE 4948). A second in-year adjustment of $0.178 million to reflect cost of living adjustments for exempt staff is pending Council approval, which is expected in the Fall. Council also approved a 2016 unallocated budget reduction of $0.370 million net and gross for TPL at its meeting on June 7, 2016. This results in an adjusted 2016 operating budget of $177.175

million net ($194.768 million gross), or a 2.9%, increase, and the 2016 unallocated budget reduction has not been allocated at this time.

2016 Adjusted Operating Budget
($'000s)

	GROSS	REVENUE	NET	%
2016 Board Adopted Operating Budget - Feb 22, 2016	**193,462.0**	**17,593.0**	**175,869.0**	**2.1%**
2016 cost of living adjustments *	1,675.3	-	1,675.3	1.0%
Subtotal	**195,137.3**	**17,593.0**	**177,544.3**	**3.1%**
2016 Unallocated Budget Reduction	(369.7)	-	(369.7)	-0.2%
2016 Adjusted Operating Budget	**194,767.6**	**17,593.0**	**177,174.6**	**2.9%**

* Exempt COLA pending Council approval

COMMENTS

2017 Operating Budget Outlook

The 2017 operating budget outlook shows a net budget increase of $5.117 million net ($4.699 million gross), or 2.9%, when compared to the 2016 adjusted operating budget as detailed in the table below:

2017 Operating Budget Outlook
($'000s)

	GROSS	REVENUE	NET	%
2016 Adjusted Operating Budget	**194,767.6**	**17,593.0**	**177,174.6**	
Budget Pressures				
Salary and Benefit Costs	2,541.8	(418.3)	2,960.1	1.7%
Contract Costs	630.7	-	630.7	0.4%
Supplies and Services Costs	557.0	-	557.0	0.3%
Library Collection Costs	481.8	-	481.8	0.3%
Utility Costs	434.9	-	434.9	0.2%
Operating Impact of Capital Projects	52.5	-	52.5	0.0%
	4,698.7	**(418.3)**	**5,117.0**	**2.9%**
2017 Operating Budget Outlook	**199,466.3**	**17,174.7**	**182,291.6**	**2.9%**

The factors that make up this increase are as follows:

Salary and Benefit Costs: Costs related to salary and benefits are projected to increase by $2.960 million net mainly due to approved COLA adjustments for union and exempt employees ($1.623 million), related benefit increases ($0.887 million) and progression

increases ($0.450 million). Funding from City reserves for the additional working day in 2016 due to the leap year is reversed in 2017 in gross and revenue with zero net impact.

Contract Costs: Known and projected contract increases result in a pressure of $0.631 million.

Supplies and Service Costs: The City provides economic factors for a number of categories in the budget guidelines as well as a general inflationary increase. When applied to the applicable expenditures the increase is $0.557 million.

Library Collection Costs: Library collection costs are impacted by both inflationary pressures and currency rates. A factor of 2.5% was applied and results in a preliminary increase for collections of $0.482 million.

Utility Costs: Inflationary assumptions for hydro, natural gas and water were provided by the City for 2017 at 7.0%, 10.0% and 5.0% respectively, resulting in an increase of $0.435 million.

Operating Impact of Capital Projects: There is a projected increase of $0.053 million due to the expansion capital project for Eglinton Square Branch.

2017 Operating Budget Submission Timetable

Activity	**Schedule**
2017 Operating Budget - Preliminary Outlook	June 20, 2016
Budget Submission - Reduction Options and New Requests	August 2, 2016
Budget Committee Informal Reviews	September 15 - October 18, 2016
CM/CFO Final Meetings	October 17-21 & 24, 2016
CM/DCM/CFO Final Meetings	October 27, 2016
Budget Launch - Budget Committee	December 2, 2016
Executive Committee Review	February 7, 2017
Council Approval	February 15-16, 2017

Further Budget Work

Over the summer, TPL staff will continue to refine the operating budget outlook. Some of the work to be undertaken includes:

1. Performing line-by-line reviews to identify budget pressures and reliefs;
2. Identifying efficiencies and increased revenue opportunities to offset pressures;
3. Allocating the $0.370 million Council-approved unallocated budget reduction;
4. Identifying budget enhancements that support the City's Poverty Reduction Initiatives and other Council priorities; and
5. Developing strategies to manage ongoing demand, improve customer service, and fund transformation of 21st century library services while furthering TPL's strategic priorities and limiting the impact on the budget;

Once the 2017 budget target is received from the City, TPL is required to identify measures to meet the target that could have service impacts.

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Vickery Bowles
City Librarian

19.

STAFF REPORT
INFORMATION ONLY

Property Redevelopment Feasibility Update

Date:	June 27, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

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

This report provides a summary of the work done to date, and notes there will be a report to the Board in the Fall on the outcome of the evaluation of the redevelopment potential for Toronto Public Library (TPL) properties.

Any property redevelopment would need to proceed with consideration of the recommendations arising from the City-Wide Real Estate Review.

FINANCIAL IMPACT

This report has no financial impact beyond what has been approved in the 2016 approved operating budget. Once a business case is developed, it will include an estimate of the cost and the financing sources to proceed with a pilot development proposal.

Redevelopment of TPL properties is intended to provide a non-city funding source to help address the SOGR backlog by rebuilding branches and generating excess funding that could be directed to branches in Neighbourhood Improvement Areas.

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

DECISION HISTORY

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

That the Toronto Public Library Board:

1. *approves Toronto Public Library staff, in consultation with the City Manager, Deputy City Manager and Chief Financial Officer, and other City and Build Toronto staff, to develop a business case for a pilot project to redevelop a Toronto Public Library property with the objective of rebuilding a library on site and generating funding which could be used to address the state of good repair backlog for branches in neighbourhood improvement areas;..*

ISSUE BACKGROUND

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

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

Parameters for Redevelopment

At the meeting on September 21, 2015, the Library Board considered the *Property Redevelopment Feasibility* report that describes a potential model for redevelopment including the financial considerations. The report noted that for a successful redevelopment project, the following parameters must be met:

- site must be desirable to developers;
- a rebuilt library must be provided that meets TPL's Service Delivery Model and Branch Development Strategy, and responds to changing service needs;
- redevelopment will occur through the sale of development rights, with TPL or the City retaining title to the rebuilt library preferably as freehold;
- an operating agreement must be executed, which protects TPL's interests and minimizes costs;
- favourable financial terms must be negotiated for TPL;
- excess funds from the redevelopment must be directed to TPL's SOGR backlog, in consultation with the City Manager and Deputy City Manager and Chief Financial Officer;
- consultation with the public, local Councillor and City stakeholders must be taken into account;
- consideration of other municipal interests must be incorporated into the process; and
- for some sites, provision of tenant rental space for TPL's operating revenue will be required as a component of the redevelopment agreement, or an adjustment by the City to make TPL's operating budget whole.

City-Wide Real Estate Review

At the September 21, 2015 Board meeting, Josie Scioli, the City's Chief Corporate Officer, made a presentation on the *City-Wide Real Estate Review*. A consultant was being hired to assist with a review of how the City and its Agencies manage real estate operations and the project outcomes are:

1. Identify the most effective service delivery model to align to City strategic objectives;
2. Investigate barriers to optimize City real estate and recommend methods to overcome those barriers;
3. Develop the appropriate business processes and technology to support the business delivery model. i.e., centralized real estate inventory; and
4. Find and recommend operational efficiencies.

COMMENTS

Library staff provided information on all 102 properties and held a number of meetings with staff from City Real Estate Services and Build Toronto. A meeting has also been held with a potential developer. Build Toronto mapped all the properties and considered a number of factors such as location, size of property, proximity to higher order transit, official plan and zoning, age and condition of buildings, consideration of other city services on shared sites and local conditions or encumbrances. For potential redevelopments, TPL has been clear in describing the need for a rebuilt and improved library that meets the Service Delivery Model and is able to deliver 21st century library services efficiently and effectively. There would also need to be a process to deal with the situation if there are TPL tenants on a site and the possible disruption or displacement and resulting revenue loss.

Build Toronto is working on creating a short list of TPL properties based on site development potential. Over the summer, Build Toronto will be completing further work and preliminary financial analysis on the short-listed properties. Build Toronto will also meet with its Executive Management Team and Investment Committee to review the results of its evaluation; present the results to TPL and Real Estate Services; and report to TPL in the Fall. The report will likely identify properties with greater development potential in the short term, and other properties that may have long-term development potential due to local conditions, other parties on site, or could involve other City divisions or Agencies.

City-Wide Real Estate Review
The City has employed the services of Deloitte to perform the City-Wide Real Estate Review. In connection with the review, Library staff met with the consultants and City Real Estate staff. Detailed information was provided to the consultants on all TPL properties including:

- size and value of TPL's real estate portfolio;
- size and value of TPL's leasing activities;
- performance standards and metrics;
- operating budgets, including cost of third party services;
- capital budget funding and a list of capital projects.

On November 17, 2015, Library staff made a presentation to the Expert Advisory Panel on how TPL effectively and efficiently manages its real estate portfolio in support of delivering excellent library services. Opportunities and challenges from participating in a coordinated real estate model were noted as follows:

Opportunities

- Redevelopment of TPL properties;
- Joint use facilities;
- Potential cost savings;
- Improved service co-ordination, e.g. renewable energy installation;
- Already participating in coordinated services – Legal, Real Estate Leases/Valuations, Insurance and Utilities, Cooperative Procurement Group.

Challenges

- Need to establish and enforce Service Level Agreements;
- Negotiation of joint Operating Agreements;
- TPL Facilities and Real Estate operations currently are tightly integrated with service delivery objectives;
- Reducing costs while maintaining service levels;
- Increased complexity of management;
- Economies of scale vs. diseconomies.

The Chief Corporate Officer will be making a presentation to the Library Board at the June 27, 2016 meeting on the findings and recommendations from the City-Wide Real Estate Review.

CONCLUSION

Given TPL's growing SOGR backlog and the City's limited ability to address the backlog due to funding restrictions, property redevelopment is seen as one approach for dealing with the SOGR issue. Working with staff from the City and Build Toronto, the business case will further refine the redevelopment opportunities, quantify the potential costs for the project, and identify the necessary approvals needed to proceed with the redevelopment and to direct the excess proceeds for TPL SOGR needs.

Property redevelopment would need to proceed with consideration of any recommendations arising from the City-Wide Real Estate Review.

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TORONTO PUBLIC LIBRARY

STAFF REPORT
INFORMATION ONLY

20.

Bookmobile Service Review – 2016

Date:	June 27, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide a summary of the annual staff review of the bookmobile service schedule, which includes the relocation of an existing stop effective September 2016. Library staff have contacted the local Councillor and advised customers affected by the relocation. A map of the bookmobile stops is in Attachment 1. An update on the Outreach to Family Shelters initiative is also provided.

The successful Family Shelter Outreach initiative will continue to provide service to residents who are underserved and experience barriers to library service. A total of eight shelters have participated to date. Bookmobile and local branch staff will continue to work co-operatively to deliver this outreach initiative.

Bookmobile service continues to provide a flexible and timely response to changing community needs. As community demands shift, the scheduling and location of stops can be changed to provide service where the need is greatest. Service will be enhanced with the delivery of the new bookmobile later this year.

FINANCIAL IMPACT

There is no financial impact to this report.

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

ALIGNMENT WITH STRATEGIC PLAN

Bookmobile service to underserved communities and shelters helps to achieve various strategic plan priorities, including breaking down barriers to access and driving inclusion so that Torontonians from all walks of life have easy, local access to the library services they want and need.

ISSUE BACKGROUND

Toronto Public Library currently operates two bookmobiles that provide library service at 28 permanent weekly stops across the city. Service is targeted to populations, including young children, seniors and newcomers who face barriers to accessing local branches.

Bookmobile stops are reviewed annually to determine overall performance. The evaluation is based on performance in terms of circulation per hour. In evaluating any potential changes and additions, consideration is also given to priority neighbourhoods. The location of a bookmobile stop within a neighbourhood is important to the success of the stop. The presence of a community focal point that draws potential customers from the neighbourhood is ideal.

Outreach to Family Shelters was implemented as a pilot in September 2014 to reach individuals who experience barriers to library service and to offer library programming to an underserved group. The bookmobile staff and a librarian from the local branch visit the facility to provide the residents with an opportunity to learn about library services and enjoy literacy-based programming. To date, eight homeless shelters whose mandate includes the provision of services to women and their children have participated.

COMMENTS

Criteria for Review of Service

The primary criterion for evaluating existing bookmobile stops is the circulation performance (circulation/hour). However, when the circulation/hour is low, other criteria are considered:

- proximity to other stops and/or branches;
- the existence of geographic or other barriers for accessing branch service;
- demographic changes in the area, including presence of vulnerable populations such as low income households, seniors, young children and newcomers;
- extent to which staff have promoted the stop in the community, including whether the stop was introduced within the last three years;
- public consultation by survey forms distributed to bookmobile customers and/or local residents, or by attending a community meeting for stop feedback.

When automatic people counters are installed on the bookmobiles, number of visits throughout the year can also be reviewed.

The review of service changes to the schedule are outlined below. The current schedule, which includes 28 weekly permanent stops, is maintained. The number of service hours provided is adjusted slightly downwards by .25 hours to 41 hours per week. The highest performing stop averages approximately 80 items per hour.

Minor changes were implemented in 2015; one minor change took effect earlier in the year; the other one will be implemented in September 2016. Library staff have contacted the local Councillor and advised customers affected by the changes.

Stop Schedule Adjustment
The timing for the stop on Ward's Island was reduced by 15 minutes to allow enough time for the bookmobile to get to the ferry on time.

Stop Relocation
The Midland Danforth stop is located in Ward 35 (Councillor Michelle Holland) at Greystone Plaza. Service to this stop began in September 2011. The stop is located in close proximity to the Kennedy/Eglinton (2.2 km) and Albert Campbell (2.6 km) branches. Midland Danforth is a low performing stop with a circulation of 8 items/hour. Customers were consulted about the change through a recent survey.

Relocating the stop from Greystone Plaza to Gordonridge Place, also located in Ward 35, will allow the stop to be more accessible to residents in a high density area. Gordonridge Place is just one block north of Greystone Plaza off Danforth Rd. There are four high-rise apartments and a daycare in the immediate area. Parking has been identified and recommended by the City's Parking Consideration Office and the Toronto Community Housing Corporation Property Management Office.

Outreach and Partnerships
Bookmobile staff worked collaboratively with staff from the shelters and staff from local branches to bring library service and literacy-based programming to shelter residents. The shelter visits take place on Thursday evenings on a rotating basis, with three to six visits per shelter.

Since the pilot began, a total of eight shelters have been visited: Birkdale Residence, Ernestine's Women's Shelter, Beatrice House, Family Residence, Rosalie Hall, Massey Centre, North York Women's Centre, and Yorktown Shelter for Women. Since January 2015, there were 41 shelter visits, staff engaged with 445 residents, and 173 new library cards were issued.

Based on the success of the pilot, the initiative will continue to be offered in collaboration with the bookmobile and local branch staff, and will expand to include new shelter locations throughout the city.

The Bookmobile also provided service to the Syrian refugees located at the Toronto Plaza Hotel where staff registered more than 70 new library customers.

A new partnership was formed this year with the Toronto Fire Services to distribute fire prevention materials on the bookmobile and to have Toronto Fire Services staff conduct outreach at selected bookmobile stops.

New Bookmobile

The new bookmobile is currently in production and is scheduled to arrive in August 2016. New technologies on the bookmobile will allow customers to connect with their own mobile devices using wireless services and provide enhanced opportunities to use and learn about

TPL's e-content and resources. Modular shelving will support merchandising and promotion of collections with a focus on the community being served.

CONCLUSION

The bookmobile schedule continues to provide service at 28 weekly stops throughout the city.

The successful Outreach to Family Shelters initiative will continue to provide service to residents who are underserved and experience barriers to library service. There are plans to expand the outreach from family shelters to other types of shelters, including those for men, women, and refugees.

The new bookmobile is expected to arrive in August 2016 and will offer enhanced services to the 28 communities visited.

Bookmobile service continues to provide a flexible and timely response to changing community needs. As community demands shift, the scheduling and location of stops can be changed to provide service where the need is greatest.

CONTACT

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SIGNATURE

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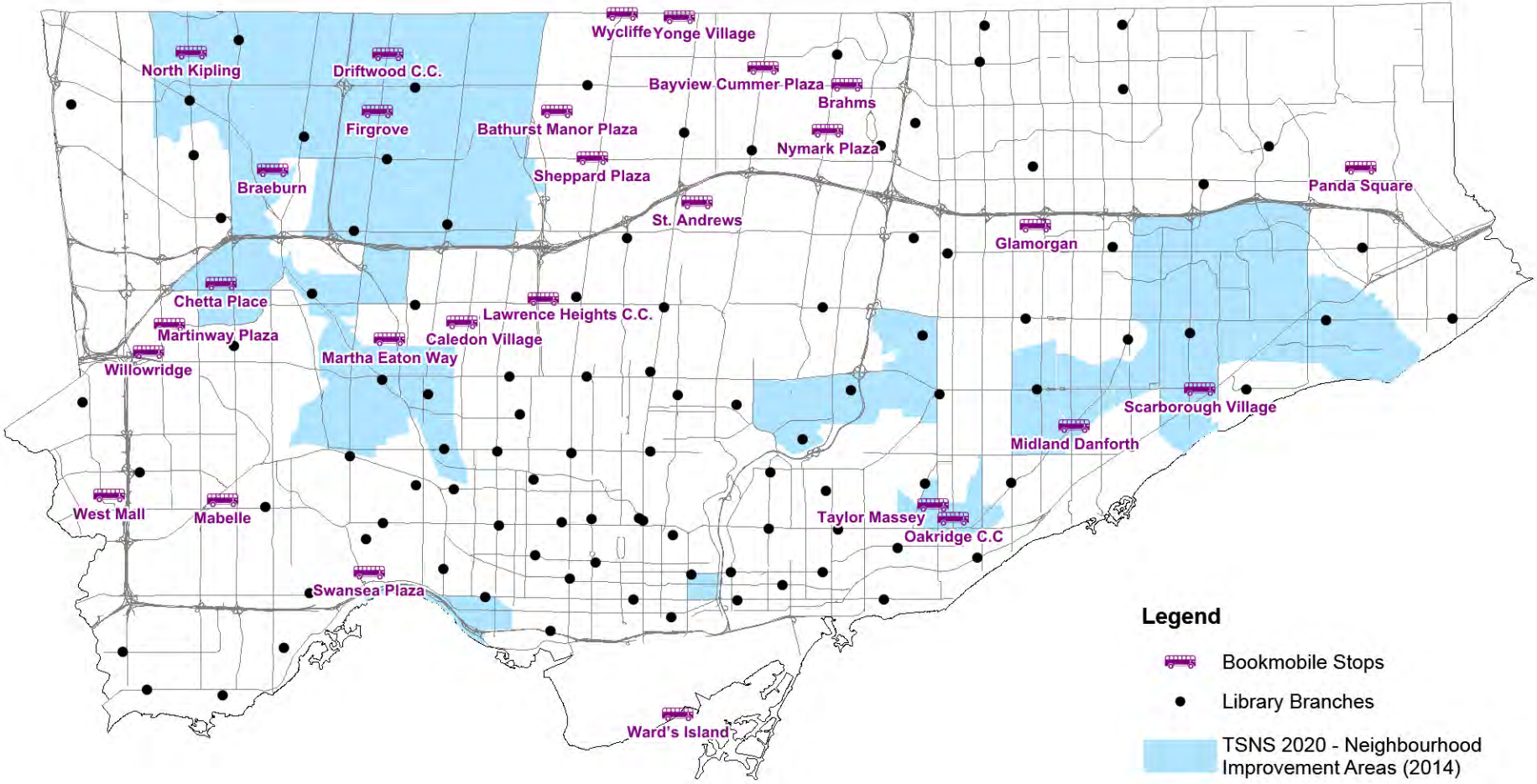
Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Map of Bookmobile Stops and Neighbourhood Improvement Areas – June 2016

Bookmobile Stops and Neighbourhood Improvement Areas



TORONTO PUBLIC LIBRARY

Planning (June 2016)

Toronto Public Library Board Meeting – June 27, 2016
Agenda Item No. TBD – Bookmobile Service Review 2016
Attachment 1 – Descriptive Text

Current Bookmobile Stops:

Ward's Island located at 102 Lakeshore Avenue
Swansea Plaza located near the South Kingsway and the Queensway
Mabelle located near Dundas Street and Islington Avenue
West Mall located near Bloor Street and the West Mall
Willowridge located near Eglinton Avenue West and Highway 27
Martinway Plaza located near Martin Grove Road and The Westway
Braeburn located near Albion Road and Islington Avenue
North Kipling located near Kipling Avenue and Albion Road
Driftwood located on Jane Street between Steeles Avenue West and Finch Avenue West
Firgrove located near Jane Street and Sheppard Avenue
Wycliffe located near Steeles Avenue and Bathurst Street
Yonge Village located near Steeles Avenue and Yonge Street
Bayview Cummer Plaza located near Bayview Street and Cummer Avenue
Brahms located near Don Mills Road and Finch Avenue
Nymark located on Leslie Street between Finch Avenue and Sheppard Avenue
Glamorgan located near Kennedy Road and 401 Highway
Panda Square located near Sheappard Avenue and Meadowvale Road
Oakridge Community Centre located near Danforth Avenue and Pharmacy Avenue
Taylor Massey located near Victoria Park Avenue and Crescent Town Road
St. Andrews located near the 401 Highway between Yonge Street and Bayview Avenue
Sheppard Plaza located at Sheppard Avenue West and Bathurst Street
Bathurst Manor Plaza located near Dufferin Street and Finch Avenue West
Lawrence Heights Community Centre located near Allen Expressway and Lawrence Avenue West
Caledon Village near Lawrence Avenue West and Caledonia Road (between Keele Street and Dufferin Street)
Chetta Place located at Kipling Avenue and Dixon Drive
Martha Eaton Way located at Black Creek Drive between Lawrence Avenue West and Eglinton Avenue West
Scarborough Village located at Eglinton Avenue East and Markham Road
Midland Danforth located near Danforth Road and Midland Avenue

21.

STAFF REPORT
INFORMATION ONLY

Board Resolutions – Status Report

Date:	June 27, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

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

BACKGROUND INFORMATION

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

Attachment 1 summarizes all outstanding Toronto Public Library Board resolutions.

SIGNATURE

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Vickery Bowles
City Librarian

ATTACHMENT

Attachment 1: Board Resolutions – Status Report – June 27, 2016

Attachment 1

STATUS REPORT
TORONTO PUBLIC LIBRARY BOARD RESOLUTIONS
AS AT JUNE 27, 2016

DATE OF MEETING	MOTION (Ref: Minute #)	STATUS	TARGET DATE
Apr. 28, 2014	**14-081 – Cisco Canada – Toronto Public Library Partnership**		
	3. directs staff to report back on the specific initiatives resulting from the partnership;	**IN PROGRESS**	Third Quarter 2016
Sep. 8, 2014	**14-150 – Notice of Motion: Funding and Timing of Perth/Dupont Branch Relocation**		
	5. requests that the local City Councillor consult with the local community and make a recommendation to the Board for a new name for the relocated branch (which will no longer be located at the corner of Perth and Dupont).	**IN PROGRESS** Staff to bring a recommendation to the Board for a new name for the relocated branch to the Board for approval.	To be determined
September 21, 2015	**15-146 – Property Redevelopment Feasibility**		
	2. directs staff to report to the Board with status updates and to seek approvals as required.	**IN PROGRESS.** Verbal update provided at April 25, 2016 meeting. Written report provided at June 27, 2016 meeting.	Second Quarter 2016

February 22, 2016	**16-040 – Naming Opportunity – Daniel Grafton Hill III**		
	2. requests staff to provide updates to the Toronto Public Library Board on this initiative at strategic intervals.	**IN PROGRESS**	Fall 2016
April 25, 2016	**16-087 – Toronto Public Library Board Self-Evaluation**		
	1. undertakes a self-evaluation as a pilot in November 2016 with the results to be reported to the Board; and	**IN PROGRESS**	First Quarter 2017
	2. directs staff to consult with Board members on options for Board self-evaluation and present options and recommendations for the self-evaluation pilot to the Board at the October 2016 board meeting	**IN PROGRESS**	October 2016 Board meeting