

THE YEAR

eview

THE 1991 AND 1992 ANNUAL REPORTS, we highlighted the Metropolitan Toronto Reference Library's three year plan, and the mission statement, roles and goals that form its backbone. Planning can seem very abstract and dry — it gives an organization focus, but is it truly useful — does it bring tangible results? For this Library at any rate, 1992 has proved that the answer to both questions is an unconditional "yes"!

THE entire thrust of our current planning cycle is to maximize services to all our users through increased awareness of our resources and improved accessibility, through augmented physical facilities, and through projects undertaken in co-operation with other organizations. A number of ventures, both small and large, came to fruition in 1992.

A preoccupation for several years, the problem of lack of space was resolved in 1992. The single initiative which will relieve our overcrowded state and most augment our services is the two-storey extension to be built on the east side of the Library. Our sincere thanks are due to Metro Council for approving funding for this project in April. Since then, we have fine-tuned the design and worked through various City of Toronto processes to secure the planning permissions, permits, and clearances needed before a spadeful of earth can be turned. We expect construction to be completed in the summer of 1994 — not a moment too soon considering our current space crunch. The extension will provide 37,316 square feet of new space for offices, public meeting rooms, book storage, etc. This includes renovated space on the existing lower level which will provide a new microform newspaper reading room, user education facilities, and more storage.

IN 1991 planning began for the Consumer Health Information Service (CHIS), which was officially opened on April 10, 1992, by then Minister of Health Frances Lankin. After the first few months of operation, public response to this cooperative project (funded by a grant from the Health Innovation Fund of the Premier's Council on Health, Wellbeing and Social Justice) has

proved overwhelmingly that it fills a deeply-felt need for accessible, centralized health-related information. Now we are seeking ongoing funding from government and the community to ensure that CHIS can continue to serve Ontario's citizens.

AFTER 25 years at City Hall, the Municipal Reference Library has metamorphosed into the splendid new Metro Urban Affairs Library at Metro Hall. It combines the Municipal Reference collections with those of Metro's former Corporate Library Services, providing assistance to municipal officials and employees through a special corporate division, as well offering regular services to the general public.

ON a smaller but no less vital scale, Metro Toronto Reference Library continues to work to improve existing services and implement new ones. In the area of resource sharing, our technical division has played a lead role in the development of a province-wide CD-ROM union catalogue, covering public library holdings across Ontario. With other public libraries in the Metro area, we are also working to establish a bookable video system which will allow users to borrow our rich reference video collection through their own library system.

THE Canadian Literacy Thesaurus/Thésaurus canadien d'alphabétisation was published in June as the result of a multi-organizational co-operative project managed by MTRL through Alpha Ontario — The Literacy and Language Training Resource Centre. Produced by our Systems Development Department, this unique reference tool uses a bilingual, standardized vocabulary, and will help in the organization and retrieval of documents in the adult literacy field. We are proud to have been involved in the development of the Thesaurus, which uses a terminology and structure reflective of the diversity of regional literacy practices and activities in Canada.

AMONG major initiatives on the home front is the consolidation of our music collections catalogues (a specific goal of the three-year plan), formerly inventoried in three separate systems. When this intricate, time-consuming work is complete,

there will be only 'one place to look' for music-related materials at MTRL (much to the relief of staff and users both). Another innovation is the newly automated loan system in the Languages & Literature Department. Library patrons can now use their regular Metro public library card to borrow circulating materials from this department.

TOO numerous to mention here are the many other projects, both internal and external, that we have been involved in during 1992. However, all are important and all lead toward the common goal of better access to our collections and increased service to library users. At the same time, like everyone else, we have had to cut and trim expenditures in every area of our operation in order to accommodate extraordinary budget constraints.

WE wish to pay tribute to Elizabeth Beeton, the former Assistant Director, Systems and Technical Support Division. Early in the year Elizabeth was stricken with a recurrence of cancer, and after a truly valiant battle, she died at the end of the summer. Elizabeth's contribution to MTRL, and to the public library community at large, was considerable. We all have a great deal to thank her for. Elizabeth's loss was a bitter blow for our staff, particularly those who had worked closely with her over the years.

NOTWITHSTANDING difficulties, 1992 has been largely a positive and progressive year. Our gratitude and thanks to staff who made it happen through their contribution to the planning process, their enthusiasm, and their commitment to service excellence.

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Dr. Maureen Rudzik

Dr. Maureen Rudzik Board Chairman

France Leherenger

Frances Schwenger Library Director

A SPECTACULAR ESOUTCE

"IT IS IMPOSSIBLE TO OVEREMPHASIZE WHAT A spectacular resource the Metropolitan Toronto Reference Library is," said Joey Slinger. The *Toronto Star* columnist was among the 1.3 million visitors who came through the turnstiles in 1992 to use the Library for their work or recreation.

LOOKING for "some thoughtful tips" on how to deliver a speech, he had asked a staff member whether the Library had any material on public speaking. "After a couple of whacks at the computer," reported Slinger, she announced, "We have 124 titles." This was almost inconceivable to him: "You have 124 books on how to make a speech?"

WHAT makes the Reference Library so spectacular is its comprehensive collections. Combined they create a 'mega-resource' where users can move from one department to the next, pursuing their research wherever it takes them.

LIKE Slinger, Donald Jones is one of the large number of writers and media people who rely on the Library's massive collections for their writing. In the preface to his 1992 book, Fifty Tales of Toronto, Jones pays tribute to the various Library departments which have been the main source for his stories in the Toronto Star over the past 18 years.

SCHOLARS also 'cross-use' the various departments. In a letter to MTRL director Frances Schwenger, one enthusiast, a researcher working in the field of the political and military history of the Mongol Empire, noted how important the History, Science & Technology, and Languages & Literature departments had been to him when writing an article for the international journal Mongolian Studies. Emphasizing the "immense value of MTRL to the serious researcher," he also lauded library staff for their "courtesy, helpfulness, and general efficiency."

POLITICIANS and government officials turn to the Library's collections in matters ranging from the mundane to the unusual. For example, a breakthrough was achieved in a 150-year old Native land claim dispute in Southern Ontario after a researcher from the Department of Justice found a survey map of the disputed area from 1856 in the manuscript collection of the History Department's Baldwin Room. The map, which clearly shows the original bounda-

ries of the land set aside for the Band in question, became a crucial piece of evidence in the case.

as job applicants looking for information on prospective companies — find essential material in the extensive collections of the Business & Social Sciences department. Belinda Garcia, one of a number of Canadian Securities Commission course students who depend on these materials for their assignments commented: "There hasn't been anything yet that I looked for and couldn't find." The department's holdings of *The Financial Post* cards, an indispensable source of information on Canadian public companies, are especially important to Garcia, who explained, "I don't work in industry and I can't afford to subscribe."

BUSINESS people and advertising executives searching the pictorial files in the Arts Department for ideas rub shoulders with art students, artists and publishers. A surprising number of visual images in contemporary Canadian life originate in the Library. The 1992 Christmas stamps are fine examples. Internationally renowned illustrator Anita Kunz, who designed the 43-cent stamp, and Simon Ng, designer of the 86-cent stamp, both make good use of the department's resources.

THE large number of students doing their homework in every department of the Library pleases York University Professor Thelma McCormack: "They are our future surgeons, scientists and politicians." Commending the "great courtesy and well informed help — regardless of which department" she had received, her only wish was that the Library would stay open 24 hours a day, 365 days a year. "I'm sure it would be crowded."

PEOPLE whose career is now behind them, such as Steve Nugent, a retired doctor of medicine, find that the Library has helped them to deal with their retirement. Nugent has been coming in regularly to study advanced French and German, using the audio and video tapes, the books and the "tremendous" range of journals and newspapers in the Languages & Literature department. Together with a friend he watches French-in-action videos and afterwards they go out for coffee and practise speaking the language.

SOMETIMES people who are not regular library users try their luck at the Library. One person, for example, was attempting to get in touch with a doctor. "All we know about this fellow is that there was an article in Life about him and his work in Chernobyl in 1987, I think," he told staff at the General Information Services desk on the main floor. The article was found in the Readers' Guide on the CD-ROM terminal by using the keywords 'American,' 'Doctor' and 'Chernobyl,' and once the patron had the doctor's name he went upstairs to the Science Department and found his address in its medical directories.

A cross-section of Library users visit the Audio Visual Department. Its resources attract anyone from Toronto's budding actors who come in to view tapes of Shakespeare's plays in preparation for auditions, to managers in government, business and industry looking for videos on management techniques. And, as a sign of the times, an increasing number of immigrants come in to view films that will help them understand the customs of their new country.

THE value to the community of such a comprehensive resource in the heart of Metro is perhaps best illustrated by Duncan McIntosh, artistic director of Theatre Plus Toronto. "Actors and designers require a context for interpretive exploration of plays," he explains. "And to provide context, there is no better place to go than the Metro Reference Library." Often, while researching a play, themes and ideas from another play of the same period emerge. For example, researching the political climate for a production of War and Peace, which he directed for the Shaw Festival, led him to become interested in the French-American alliance and the writer Beaumarchais, who wrote the play on which Mozart based his opera The Marriage of Figaro. "The study of this period then led me to direct the opera for the Canadian Opera Company Ensemble and finally to do a translation of the original play which we presented in my own theatre."

"ALL of this," McIntosh concludes, "because the link between history, music, literature and theatre can be easily made in one of those big comfortable chairs in the sunlight of a beautiful Toronto autumn afternoon at the Metropolitan Toronto Reference Library!"

1992 FINANCIAL TOTE MENTS

AUDITOR'S REPORT

March 12, 1993

To the Members of the Metropolitan Toronto Library Board

I have audited the balance sheet of the Metropolitan Toronto Library Board as at December 31, 1992 and the statements of current operations, capital operations and changes in financial position for the year then ended. These financial statements are the responsibility of the Board's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Board as at December 31, 1992 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles for Ontario municipalities.

METROPOLITAN AUDITOR

BALANCE SHEET			
DECEMBER 31, 1992			
ASSETS	1992		1991
CURRENT ASSETS		(in thousands)	
Cash and short-term investments	\$ 2,789		\$ 2,440
Accounts receivable			
Municipality of Metropolitan Toronto	<u></u>		113
Other	127		194
Prepaid expenses	52		41
	2,968		2,788
CAPITAL OUTLAY TO BE RECOVERED	51305		
IN FUTURE YEARS	3,866		6,150
	\$ 6,834		\$ 8,938
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES			
Accounts payable and accrued liabilities			
Municipality of Metropolitan Toronto	\$ 616		\$ —
Other	1,791		2,280
Unexpended grants (note 2)	1,442		1,258
State of the separate of the second s	3,849		3,538
NET LONG TERM LIABILITIES FINANCED			-,
BY THE MUNICIPALITY (note 3)	3,866		6,150
FUND BALANCE AT THE END OF THE YEAR			
Capital expenditures not yet			
permanently financed	(881)		(750)
	\$ 6,834		\$ 8,938
STATEMENT OF CAPITAL OPERATIONS	1992		1991
YEAR ENDED DECEMBER 31, 1992	1992		1991
Capital expenditures not yet permanently			
financed, beginning of year	\$ 750		\$ 1,381
Expenditure	• 100		Ψ 1,001
Library	1,069		1,470
Alpha Ontario	5		295
Alpha Ontano	1,074		
	1,074		1,765
-			
Financing	403		1 001
Debenture proceeds	403		1,381
Contributions by the Municipality of Metropolitan Toronto	535		720
Capital grant for Alpha Ontario	5		295
Capital grant for Alpha Officiallo			
	943		2,396
01-1			
Capital expenditures not yet permanently	¢ 004		e 750
financed, end of year	\$ 881		\$ 750

STATEMENT OF CURRENT OPERATIONS YEAR ENDED DECEMBER 31, 1992		
TERRI ERIOLO DECEMBERTOT, 1332	1992	1991
EXPENDITURE	(in thousa	nds)
Salaries and benefits	\$18,400	\$17,448
Library materials	2,742	2,597
Supplies, utilities and equipment	1,599	1,717
Services and rents	2,831	3,173
Special projects (note 2)	1,087	993
Charges for net long term liabilities (note 4)	2,031	3,332
	28,690	29,260
REVENUE Province of Ontario grant Special projects Charges to Ontario Library Service Area Boards Charges to Metro Toronto Area Library Boards Photocopy services Other income NET OPERATING COSTS	1,917 1,087 4 60 648 296 4,012 \$24,678	1,898 993 28 73 548 394 3,934 \$25,326
FUNDED BY Contributions by the Municipality of Metropolitan Toronto	<u>\$24,678</u>	\$25,326

STATEMENT OF CHANGES IN FINANCIAL POSITION YEAR ENDED DECEMBER 31, 1992	1992	1991
CASH PROVIDED BY (USED IN) OPERATIONS	(in thousan	ds)
Increase (decrease) resulting from changes in		
Accounts receivable		
Municipality of Metropolitan Toronto	\$ 113	\$ (778)
Other	67	(131)
Prepaid expenses	(11)	(9)
Accounts payable and accrued liabilities		
Municipality of Metropolitan Toronto	616	-
Other	(489)	424
Unexpended grants	184	416
Cash provided by (used in) operations	480	(78)
CASH USED TO ACQUIRE CAPITAL ASSETS	(1,074)	(1,765)
CASH RECEIVED FROM FINANCING ACTIVITIES		
Contributions by the Municipality of Metropolitan Toronto	535	720
Debenture proceeds	403	1,381
Capital grants for Alpha Ontario	5	295
Section Control of the Control of th	943	2,396
INCREASE IN CASH AND SHORT TERM INVESTMENTS	349	553
CASH AND SHORT TERM INVESTMENTS, BEGINNING OF YEAR	2,440	1,887
		\$ 2,440
CASH AND SHORT TERM INVESTMENTS, END OF YEAR	\$ 2,789	φ 2,440

NOTES TO FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 1992

1. ACCOUNTING POLICIES

The financial statements of the Metropolitan Toronto Library Board are the representation of management prepared in accordance with accounting principles prescribed for Ontario municipalities by the Ministry of Municipal Affairs.

Basis of Accounting

(i) Revenue and Expenditure Recognition

Revenue and expenditures are reported on the accrual basis of accounting with the exception of charges for the principal portion of long term liabilities.

(ii) Principal Portion of Charges for Long Term Liabilities

Principal charges on net long term liabilities are charged against operations in the periods in which they are paid.

(iii) Fixed Assets

The historical cost and accumulated depreciation for fixed assets are not recorded for municipal purposes. Fixed assets are reported as an expenditure on the Statement of Capital Operations in the year of acquisition.

(iv) Capital Outlay to be Recovered in Future Years

Capital outlay to be recovered in future years represents the outstanding principal portion of unmatured long term liabilities incurred for the purchase of fixed assets and is reported on the Balance Sheet.

(v) Liabilities Payable in Foreign Currencies

Long term debt payable in foreign currencies has been translated into Canadian funds at the exchange rate prevailing at December 31, 1992.

2. UNEXPENDED GRANTS

Unexpended grants consist primarily of funds received from the Federal and Provincial governments relating to various special projects administered by the Metropolitan Toronto Library Board less expenditures incurred.

Special project transactions and unexpended grant balance are as follows:

	(in the	ousands)
	1992	1991
Opening balance	\$1,258	\$ 842
Grants received	1,271	1,409
	2,529	2,251
Expenditures	1,087	993
Closing balance	\$1,442	\$1,258

3. NET LONG TERM LIABILITIES FINANCED BY THE MUNICIPALITY

(a) The Municipality of Metropolitan Toronto issues debentures for library capital purposes as required. The balance of net long term liabilities reported on the Balance Sheet is made up of the following:

	(in th	ousands)
	1992	1991
Long term liabilities incurred by the Municipality on behalf of the	9	
Board	\$ 5.093	\$28,965
Value of sinking funds which have		
been accumulated to the end of		
the year to retire the outstanding		
long term liabilities	(1,227)	(22,815)
Net long term liabilities	\$ 3,866	\$ 6,150

Included in net long term liabilities is an amount of \$581,000 (1991—\$2,241,000) payable in United States funds.

On April 15, 1992, the total U.S. sinking fund debentures outstanding of \$21,587,000 were redeemed.

(b) Future net long term liabilities payments are as follows

(In)	(housands)
1993 to 1997	\$2,477
1998 to 2002	563
Interest expected to be earned on sinking funds	826
	\$3,866
	\$3,86

(c) Approval of the Ontario Municipal Board has been obtained for the long term liabilities issued by Municipality of Metropolitan Toronto to finance capital expenditures of the Library Board...

4. CHARGES FOR NET LONG TERM LIABILITIES

Total charges for the year for net long term liabilities as reported on the Statement of Current Operations are as follows:

	(III LIII)	Jusanus)
	1992	1991
Principal payments, including		
contributions to sinking funds	\$ 873	\$ 766
Interest	1,158	2,566
	\$2,031	\$3,332

5. LIABILITY FOR VESTED SICK LEAVE BENEFITS

Under the sick leave benefit plan, unused sick leave can accumulate and employees may become entitled to a cash payment when they leave the Board's employment.

The liability for these accumulated days, to the extent that they have vested and could be taken in cash by an employee on terminating, amounted to approximately \$1,694,000 (1991—\$1,563,000) at the end of the year.

In order to provide for this past service liability, the Board participates in a reserve fund established by the Municipality of Metropolitan Toronto. Contributions to this reserve fund are based on amounts deemed to be sufficient to provide for anticipated payments. Contributions to the reserve fund by the Board amounted to \$41,800 (1991—\$39,000).

6. CONTRACTUAL OBLIGATIONS

The Board is committed under operating leases and contracts for maintenance, service and rent as follows

(in the	usan	ids)
1993	\$	398
1994		302
1995		249
	\$	949

7. PENSION AGREEMENT

The Board contributes to the Ontario Municipal Employees Retirement Fund (OMERS), a multi-employer plan, on behalf of 381 employees. This plan is a defined benefit plan and specifies the amount of the retirement benefit to be received by the employees based on length of service and final average earnings.

The amount contributed to OMERS for current service in 1992 was \$909,000 (1991—\$782,000) and is included as an expenditure on the statement of operations.

The latest actuarial valuation, conducted at December 31, 1991, indicates that current member and employer contribution rates appear sufficient to fund future benefits.

8. COMPARATIVE FIGURES

Certain of the 1991 figures presented here for comparative purposes have been reclassified to conform with the current year's presentation.

Actistics

Collections	
BOOKS	
Arts Department	155,495
Audio Visual Department	169
Business & Social Sciences Department	390,943
Metro Urban Affairs Library	77,576
General Information Services Department History Department	37,984 239,326
Languages & Literature Department	305,299
Science & Technology Department	152,538
TOTAL	1,359,330
Bound Periodicals	202,076
TOTAL	1,561,406
OTHER MATERIAL	
Broadsides, posters, programs	98,819
Films	6,188
Maps and plans	60,194
Microfiche and microcards	1,079,313
Microfilms	62,077
Bound Newspapers Pictures-reference	4,860
Pictures-circulating	266,874 873,309
Records, tapes and cassettes	50,613
Slides	9,296
Talking book titles	36,381
Current data files	47,372
TOTAL	2 505 206
TOTAL Manuscripts	2,595,296 430.295m
Manuscripts	
Manuscripts Usage	
Manuscripts Usage QUESTIONS	430.295m
Manuscripts Usage questions Desk questions	430.295m 1,037,779
Manuscripts Usage QUESTIONS	430.295m
Manuscripts Usage questions Desk questions	430.295m 1,037,779
Manuscripts USAGE QUESTIONS Desk questions Phone questions	1,037,779 238,035
Manuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL	1,037,779 238,035
Manuscripts USAGE QUESTIONS Desk questions Phone questions	1,037,779 238,035 1,275,814
Manuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL MATERIALS	1,037,779 238,035 1,275,814
Manuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL MATERIALS Books Serials Non-Book	1,037,779 238,035 1,275,814 1,600,943 789,690 423,922
Manuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL MATERIALS Books Serials Non-Book Audio Visual	1,037,779 238,035 1,275,814 1,600,943 789,690 423,922 98,055
Manuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL MATERIALS Books Serials Non-Book	1,037,779 238,035 1,275,814 1,600,943 789,690 423,922
Manuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL MATERIALS Books Serials Non-Book Audio Visual	1,037,779 238,035 1,275,814 1,600,943 789,690 423,922 98,055
Wanuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL MATERIALS Books Serials Non-Book Audio Visual Microforms	1,037,779 238,035 1,275,814 1,600,943 789,690 423,922 98,055 377,395
Wanuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL MATERIALS Books Serials Non-Book Audio Visual Microforms	1,037,779 238,035 1,275,814 1,600,943 789,690 423,922 98,055 377,395
Manuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL MATERIALS Books Serials Non-Book Audio Visual Microforms TOTAL USE OF MATERIALS OTHER SERVICES Circulation	1,037,779 238,035 1,275,814 1,600,943 789,690 423,922 98,055 377,395
Manuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL MATERIALS Books Serials Non-Book Audio Visual Microforms TOTAL USE OF MATERIALS OTHER SERVICES Circulation Retrievals	1,037,779 238,035 1,275,814 1,600,943 789,690 423,922 98,055 377,395 3,290,005
Manuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL MATERIALS Books Serials Non-Book Audio Visual Microforms TOTAL USE OF MATERIALS OTHER SERVICES Circulation Retrievals Online searches	1,037,779 238,035 1,275,814 1,600,943 789,690 423,922 98,055 377,395 3,290,005
Manuscripts USAGE QUESTIONS Desk questions Phone questions TOTAL MATERIALS Books Serials Non-Book Audio Visual Microforms TOTAL USE OF MATERIALS OTHER SERVICES Circulation Retrievals	1,037,779 238,035 1,275,814 1,600,943 789,690 423,922 98,055 377,395 3,290,005

Mission, Roles, & Service Philosophy

MTRL'S MISSION

The Metropolitan Toronto Reference Library upholds the fundamental right of access to all expressions of knowledge, creativity and intellectual activity. In support of this right, and as Canada's major public reference library, we aim to be a leader in the development of collections and the provision of usercentred information services. MTRL is an integral part of a developing network that links local, provincial, national and international resources.

MTRL'S ROLES

As a Service Provider to the Public

- · to provide its users with timely, accurate information that is relevant and appropriate to their diverse needs and interests
- to support users engaged in independent reading and learning
- · to assist users conducting in-depth

studies, investigating specific areas of knowledge, and creating new knowl-

 to make the citizens of Metropolitan Toronto more aware of the availability of information resources relevant to them

As a Service Provider to Public Libraries in Metro Toronto

• to encourage and facilitate the sharing of resources among the public library systems of Metropolitan Toronto

As a "Special Library Service **Board**" in Ontario

- to provide library resources and services to the Ontario library community as may be requested and appropriate
- to initiate and develop partnerships for providing information services to other public libraries in the Province

People 1992

LIBRARY BOARD

Dr. Maureen Rudzik Chairman Lorraine Williams Vice chairman Metro Councillor Ila Bossons Richard Boxer **Tony Ferrara** Josef Galambosy Murthy V.S. Ghandikota Councillor John Hastings Metro Councillor Marie Labatte Councillor Sherene Shaw Hazel Thornton-Lazier

ADMINISTRATION Frances Schwenger, Director Elizabeth Beeton Assistant Director, Systems & Technical Support (until August) Mario Bernardi Manager, Public Relations Dora Dempster Assistant Director, Public Service J.R. LeForte Manager Personnel & Labour Relations Christine Macdonald Planning Officer Larry Peterson Treasurer & Manager, Financial Services Barbara Tinsley Planning Officer Olav Vanderzon Acting Assistant Director, Systems & Technical Support (from March)

DEPARTMENT MANAGERS

Donald Arthur

Facilities (until August) Berenice Campayne Metro Urban Affairs Library David Clark Accounting Sandra DeAthe General Information Services Jean Forde Science & Technology Janet Gaisford Acquisitions Jaswinder Gundara Languages & Literature Margot Hewings **Business & Social Sciences** David Kotin History Gary Marr Facilities (from August) Laura Murray Audio Visual Services Nahla Rashad Systems Development Susan Reed Collection Maintenance & Access Isabel Rose Josephine Tsui **Bibliographic Services** Olav Vanderzon Computer Operations Gladys Watson Alpha Ontario Johanna Wellheiser Preservation Services