



Local 4948

Affiliated with CUPE and the
Toronto & York Region Labour
Council

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Support Services

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CUPE National

Toronto Public Library Workers' Union Local 4948 (CUPE)

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September 13, 2011

Ms. Eman Ahmed
Chair, Toronto Public Library Board
C/o Toronto Public Library
789 Yonge Street
Toronto, ON M4W 2G8

Dear Ms. Ahmed,

RE: Service Efficiency Update, Voluntary Separation
Program

Tonight, we have several issues that we would briefly like to touch on. The time allotted does not allow for full discussion on matters which will affect the delivery of the library service in our great city, now and in the years to come. This is an historic moment.

The people of Toronto have spoken loudly and clearly about the type of library service that they want. Despite the City Manager's words yesterday that he has balanced the interests of the city and its' citizens, he is still recommending the closure of libraries and the reduction of service hours.

Torontonians value their library service so much that 75% have said that they will not vote for any councillors in the next election who vote for library closures. On the other hand, we have the mayor who has threatened the livelihood of the City Librarian if she does not comply with his wishes. What a dark chapter in the history of Toronto.

The first agenda item we would like to address is Item #16, the Voluntary Separation Program.



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The library service has never recovered from the same program that was implemented at the time of amalgamation where we lost 198 ftes. The reason we never recovered was that there was no staffing vision in 1998 and too many people left, and too many people left in too many critical areas of operation.

In the first round of collective bargaining following amalgamation, the union introduced language to address this very issue. Article 27.01 (f), Pensions and Retirements reads "*the board shall not implement nor offer any early retirement incentive packages to any employee until it has had meaningful consultation with the Union*".

If you proceed ahead tonight based on the City Librarian's recommendation, you will be in violation of your own collective agreement.

That language was put in place because there were no parameters or measures built into the program – very much like the program being offered now to city employees – and there still isn't a staffing model in place at TPL. This is something library management has told us continually over the past decade when we have asked, and asked and asked. And as for that consultation with the union, it hasn't happened.

So we are now at a place where we have sustained a 10% cut to staff, the second highest number of cuts in staffing at the city next to the Water and Wastewater Department, and the City Librarian is now recommending another 41 cuts to the bargaining unit.



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Who are we kidding that this hasn't affected front line service delivery?

That brings us to Agenda Item #17, The Service Efficiency Update. How do we know that we can sustain another cut of this size?

Remember, there is no staffing model, but even more unbelievably, there are no details contained in this report. And as for the financial savings, if you do some basic math, the numbers do not add up. (I will just draw your attention to the fact sheet that we have prepared).

The other thing that doesn't seem to add up is the number of management staff in TPL. We either have 56 managers according to the "Program Overview" that was submitted as part of the 2011 operating budget submission or we have 85 according to a working document, or, we have 91 according to the phone book. I'd like to think the phone book is the most accurate of all.

Those 91 managers mean a 1:18 ratio of manager to worker. Again, I'll refer you to the Local's fact sheet for some interesting numbers. There are too many bosses managing too few front-line workers.

Let's put this in context. In 1999, there were 6 managers on the "Sunshine List" making \$678,120.00. In 2010, there are 55 managers making \$6,479,284.90.

So at the same time that the bargaining unit has been reduced by 10%, I think it is fair to say that library management has grown exponentially and the cost of



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their salaries on the "Sunshine List" has increased by 855%. Even accounting for inflation, that number is pretty fantastic.

So what does all this mean? Well I think management's math is wrong and we need to get the real numbers here before any decisions are made.

But I digress. The library administration has a plan to mitigate the loss of 41 front line workers. Now we are talking about Agenda Item #17 as well as Agenda Item #11. The plan is to accelerate the spending in the capital budget by bringing in machinery to replace the circulation staff. Have I mentioned that 50% of the public service assistants who staff those desks now are part-time anyway? In addition, the work of the PSAs is being pushed down to the Pages. I just want to remind you that our Pages are students and earn about \$10 an hour with no benefits.

So the library is recommending to you tonight to take \$1 million out of one capital expenditure and accelerate the introduction of more self-serve check out machines. TPL has stated that they want 90% of their circulation done by self-serve check out. That way we don't need all that staff at the desk providing customer service to our patrons.

Let's see how that is working out. [video].

So what are we really accelerating here? I would suggest the demise of the public library. What we are losing is the highly specialized and knowledgeable human face in service delivery in order to meet a budget target which to this day the Ford administration cannot define.



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You might have heard we have had this campaign going on. And what we have heard is that Torontonians value their libraries, either big or small, but each has an equally critical role to play and that the staff are a very important part of that service delivery. Just read the winners of our contest "My Library Matters to Me" when they are announced on Thursday.

So we have a City Manager who continues to recommend library closures and service reductions including hours of operation, a Library Administration which is bloated but recommends further front line staff cuts and whose new service delivery model is void of any interaction with our patrons. And we have new citizen members of the board coming in next month, all Ford appointees, primed and ready to do the mayor's bidding. What a mess!

Let me remind you that the Urban Affairs Library is closing tomorrow, and that service to the Hospital for Sick Children and Bridgepoint Hospital ceased earlier this year.

What we need is leadership both in the library and the municipal government to respect the library service. We are after all the busiest public library service in the world and she doesn't need to be treated like this. Torontonians will not tolerate this.

Let's ask for, no let's *demand*, a reasoned process.

Let's ask for a better way.



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Let's ask for a valuation report to know exactly what is happening when you cut library service to our communities. (See: Vancouver Public Library 2011 Valuation).

This is the last meeting of the citizen members of this Board before you are all replaced by FordBots. Take this historic opportunity to stand shoulder to shoulder with the vast majority of Torontonians who love our public library and say no to these cuts

Respectfully submitted by

Maureen O'Reilly
President, Local 4948

Brendan Haley
Vice-President, Local 4948

Viveca Gretton
Recording Secretary, Local 4948

cc: TPLWU Local 4948 Executive Board



TPLWU Local 4948 Fact Sheet

September 13, 2011

Fact No. 1 – Voluntary Separation Program

2009 – 2011 Collective agreement between TPLB and TPLWU Local 4948

27.01 Article 27 – Pensions and Retirement

- (f) The board shall not employment nor offer any early retirement incentive package(s) to any employee(s) until it has had meaningful consultation with the Union.

Fact No. 2 – Cost of Efficiency Savings Due to the Elimination of Staff

See: Agenda Item #17, Service Efficiency Update

Bargaining unit staff targeted for elimination 41 FTEs at a cost savings of \$3.3 million
If you break this down, it comes to \$80,488 per FTE

Management and other support staff targeted for elimination 9 FTEs at a cost savings of \$0.8 million

If you break this down, it comes to \$88,889 per FTE

Based on these numbers, the following calculation is presented
 $1710.56 \text{ FTEs} \times \$80,488.00 = \$137,679,553.28$

The staffing budget in TPL is approximately \$140 million. This leaves just over \$2 million to account for management and exempt staff costs.

Fact No. 3 – Management to Worker Ratio

$1710.56 \text{ FTEs in the bargaining unit} / 91 \text{ manager FTEs} = 18.79$

Therefore we have 1 manager per every 19 bargaining unit staff members.

Some examples:

Public Service

In the Albion/Maria A. Shchuka/York Woods area, there is (1) Area Manager with 165.09 reports, assisted by (3) Library Service Managers with on average, 54.36 reports.

To drill down one more level, the (1) Library Service Manager for the Albion District has 52.2

reports and there are (13) bargaining unit supervisors for (6) branches. (Please note this does not include the Service Specialists or Librarians who also have in charge duties but are not considered supervisors).

Support Service

In Facilities, there is (1) Senior Manager, Facilities with 109.6 reports, assisted by (3) Managers of Facilities with an average of (22) reports each, assisted by (3) Area Supervisors (non-bargaining unit)

To drill down one more level, the North/East area has (1) Manager, Facilities and (1) Area Supervisor with (19) reports which include (2) bargaining unit lead hands.

This results in a management to worker ratio of 1:8.5

Fact No. 4 – “The Sunshine List”

In 1999, there were 6 managers listed on the “Sunshine List” at a cost of \$678, 120.00.

In 2010, there were 55 managers listed on the “Sunshine List” at a cost of \$6,479,284.90

The calculation for the percentage increase in total dollars paid to management on the “Sunshine List” between 1999 and 2010 is presented

$\$6,479,284.90 (2010) - \$6,479,284.90 (1999) = \$5,801,164.90 = 8.55 (855\%)$

Fact No. 5 – The Management Complement

According to the City of Toronto 2011 Operating Budget Submission titled Program Overview for the TPL, there are 56 involved in Library Administration, 1769.2 involved in the delivery of the Library Service for a total of 1,826.2

According to 2010 working document of approved positions, there are 85 management FTEs, 37 exempt FTEs and 1710.56 bargaining unit FTEs for a total of 1832.56.

According to the 2011 TPL Telephone Directory, there are 91 managers listed.

Please note, management ranks are usually not subject to gapping due to vacancies and all positions are full time in receipt of benefits.

In comparison, 50% of the bargaining unit is part-time and receives no benefits.

Directors/Managers

City Librarian's Office (Fax: 393-7083)

City Librarian
Jane Pyper 393-7032

Collections Management & City Wide Services (Fax: 395-5500)

Director
Vickery Bowles 395-5506
Collection Development Manager
Susan Caron (Fax: 395-5671) 395-5503
Adult Literacy Services, Volunteer Resources Manager
Mark Williams (Fax: 395-5500) 395-5502
Mobile Library Services Manager
Eda Conte-Pitcher (Fax: 395-5500) 395-0753
Acquisitions Manager
Janet Gaisford (Fax: 393-7772) 393-7640
Cataloguing Manager
Nidal Rizkallah (Fax: 393-7772) 393-7629
Processing Manager
Joan Luszczek (Fax: 393-7772) 393-7773

Communications, Programming and Customer Engagement (Fax: 393-7137)

Director
Linda Hazzan (Fax: 393-7083) 393-7214
Manager, Community Relations
Anne Marie Atkins 393-7212
Manager, Marketing and Customer Engagement
Dawn Charlton 397-5963
Manager, Cultural and Special Event Programming
Tina Srebotnjak 393-7098

Development & TPL Foundation (Fax: 397-5999)

President, TPL Foundation
Heather Rumball 393-7134
Manager, Strategic Partnerships & Events
Julie Flynn 393-7225
Manager, Individual Giving
Liza Fernandes 397-5924
Manager, Campaign
John Farrell 397-5977

Finance & Treasurer (Fax: 393-7115)

Director
Larry Hughsam 397-5946
Accounting Managers
Harvey Mooradian 393-7018
Wayne Lam (Fax: 397-5932) 393-7203
Budgets & Finance Reporting Manager
Yolanda Santos 393-7003
Payroll Manager
Wayne Lam (Fax: 393-7022) 393-7200
Purchasing Manager
David Clark 393-7033

Human Resources (Fax: 395-5925)

Director
Dan Keon 395-5850
Managers
Sandra Carnegie-Douglas 395-0771
Holly Dewar 395-5851
Jill Garrard 395-5852
Donald McKenzie 395-5884
Operations Manager
Elaine Lau 395-5861

Information Technology & Facilities (Fax: 395-5923)

Director
Ron Dyck (Fax: 393-7083) 393-7104/395-5921
Information Technology Senior Manager
Joe Colangelo 395-0775
Client Services Manager and Technology Infrastructure Operations Manager
Howard Bouk 395-0777
Technology Infrastructure Manager
Ian Stegman 395-5920
Technology Infrastructure Project Manager
George Radford 395-5921
Applications & Systems Integration Manager
Nancy-Anne Strader 395-0756
Operations Manager – ILS Project
Heather Kessler 395-5717
Facilities Senior Manager
Gail Rankin (Fax: 395-5916) 395-5881
Capital Projects Manager
Gary Penak (Fax: 395-5916) 395-5615
Research & Reference Buildings Manager
Chris Sivers (Fax: 393-7249) 393-7207/395-5647
North & East Region Manager
Olav Vanderzon (Fax: 395-0761) 395-5873
South & West Region Manager
Philip Vukasinovic (Fax: 393-7544) 393-7530

Planning, Policy & E-Service Delivery

Director
Katherine Palmer (Fax: 393-7083) 395-5602
Divisional Support Manager
Barry Short 395-0820
Operations Manager
Gavin Nettlefold 395-5658
Planning & Development Manager
Elizabeth Glass (Fax: 395-5826) 395-5551
Manager, E-Services
Dara Renton (Fax: 395-5826) 395-5530

Research & Reference Libraries (Fax: 393-7083)

Director
Linda Mackenzie 393-7133/395-5541
Divisional Support Manager, Research & Reference
Paul Trumphour 393-7220
Special Collections, Archives & Digital Collections Manager
Mary Rae Shantz (Fax: 393-7147) 393-7153
Preservation & Digitization Services Manager
Eric Schwab (Fax: 393-7147) 393-7128
TRL Collections, Programs & Service Manager
Catherine AuYeung (Fax: 393-7147) 393-7118
TRL Access & Information Manager
Marion Milne (Fax: 393-7147) 393-7193
TRL Access & Information Commons Manager
Elizabeth Sutter (Fax: 393-7147) 393-7129
TRL Bram and Bluma Appel Salon Manager
Beth Kaweck (Fax: 393-7147) 393-7232
TRL Information & Operations, Newcomer Services Manager
Eva Lew (Fax: 393-7147) 393-7184
TRL Manager, Business, Science & Technology, Main Reference, Urban Affairs
Phyllis Jacklin (Fax: 393-7147) 393-7017
TRL Manager, Performing Arts & Languages; Periodicals & Newspapers
Margaret Henry (Fax: 393-7147) 393-7073
North York Central Library Manager
Kim Huntley (NYCL) (Fax: 395-5668) 395-5550
NYCL Departments Manager
Greg Kelner (Fax: 395-5668) 395-5648
NYCL Readers, Youth & Children's Services Manager
Sharon Moynes (Fax: 395-5668) 395-5612

Branches (Fax: 393-7083)

Director	
Anne Bailey	397-5944
Children and Youth Advocate for Library Services	
Lisa Heggum	393-7037
Divisional Support Manager, Branch Capital Projects	
Brigitte Richter (Fax: 393-7725)	393-7543
Divisional Support Manager, Branches	
Heather Mathis	393-7039
Library Service Manager, Room Bookings	
Pat Bull	393-7010
Library Service Manager	
Susan Martin	395-5496

Branch Divisions

Albion/Maria A. Shchuka/York Woods Area Manager	
Barbara Tinsley (Fax: 394-2781)	394-1005
Library Service Manager, Albion	
Gail MacFayden (Fax: 394-5185)	394-5182
Library Service Manager, Maria A. Shchuka	
Ewa Platkowski (Fax: 394-2781)	394-1022
Library Service Manager, York Woods	
Linda Davis (Fax: 395-5991)	395-5989
Bloor-Gladstone/Brentwood/Richview Area Manager	
Cheryl Skovronek (Fax: 394-5009)	394-5005
Library Service Manager, Bloor/Gladstone	
Fabienne Fox (Fax: 393-7502)	393-7644
Library Service Manager, Bloor/Gladstone (located at Parkdale)	
Lisa Moran (Fax: 393-7705)	393-7408
Library Service Manager, Brentwood (located at Parkdale)	
Stella Dahlin (Fax: 393-7705)	393-7688
Library Service Manager, Richview	
Cynthia Toniolo (Fax: 394-5009)	394-5147
Lillian H. Smith/Northern District Area Manager	
Maggie Gosselin (Fax: 393-7504)	393-7691
Library Service Manager, Lillian H. Smith	
Penny Griffin (Fax: 393-7609)	393-7641
Library Service Manager, Lillian H. Smith (located at Yorkville)	
Virginia Van Vliet (Fax: 393-7725)	393-7642
Library Service Manager, Northern District	
Leesa Tossios (Fax: 393-7742)	393-7643
Albert Campbell/Cedarbrae/Malvern Area Manager	
Magdalena Vander Kooy (Fax: 396-8864)	396-8973
Library Service Manager, Albert Campbell	
Jayne Delbeek-Eksteins (Fax: 396-8901)	396-8609
Library Service Manager, Cedarbrae	
Janice Suarez-Mason (Fax: 396-8864)	396-8858
Library Service Manager, Cedarbrae (located at Albert Campbell)	
Mary Budd (Fax: 396-8901)	396-8958
Library Service Manager, Malvern	
Mary Ann Gruppuso (Fax: 396-3560)	396-8857
Don Mills/Pape-Danforth/S. Walter Stewart Area Manager	
Phyllis Malette (Fax: 395-5715)	395-5487
Library Service Manager, Don Mills	
Margaret Mikulinski (Fax: 395-5715)	395-5844
Library Service Manager, S. Walter Stewart	
Patricia Eastman (Fax: 396-3842)	396-3811
Library Service Manager, Pape/Danforth (located at Danforth/Coxwell)	
Gwyn Robson (Fax: 393-7578)	393-7649
Library Service Manager, Pape/Danforth (located at Danforth/Coxwell)	
Peggy Thomas (Fax: 393-7578)	393-7506
Agincourt/Barbara Frum/Fairview Area Manager	
Linda Karlinsky (Fax: 396-8610)	396-8895
Library Service Manager, Agincourt	
Sulekha Sathi (Fax: 396-8956)	396-8957
Library Service Manager, Barbara Frum	
Elizabeth Malak (Fax: 395-5447)	395-5444
Library Service Manager, Fairview	
Dawna Rowison (Fax: 395-5756)	395-5733

Program Overview

Toronto Public Library

Mission Statement:

Toronto Public Library (TPL) provides free and equitable access to library services that meet the changing needs of the people of Toronto.

Toronto Public Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment. New technologies extend access to global information beyond library walls. Toronto Public Library upholds the principle of intellectual freedom.

Effective partnerships enhance library service throughout the City. Toronto Public Library is accountable for the effective management of library resources and for the quality of library service offered to the people of Toronto.

Program Map:



