TORONTO PUBLIC LIBRARY

STAFF REPORT
ACTION REQUIRED

2013 Operating Budget Submission

Date:	October 16, 2012
To:	Budget Committee
From:	City Librarian

SUMMARY

The purpose of this report is to present to the Budget Committee the 2013 operating budget submission of $164.917 million net ($180.370 million gross), which represents a 0.3% increase over the 2012 budget and includes:

a)   cost pressures of $2.729 million gross and net, which represent a 1.7% increase from the 2012 operating budget;

b)   additional revenues, efficiencies and other savings totalling $2.299 million net, which represent a 1.4% decrease; and

c)   a budget shortfall of $0.430 million net or 0.3% required to meet the target of 0% increase.

The Toronto Public Library Program Overview and Performance Measures are also provided in this report.

RECOMMENDATIONS

The City Librarian recommends that the Budget Committee recommends that the Toronto Public Library Board:

1.   approves the 2013 operating budget submission of $164.917 million net ($180.370 million gross), which represents a 0.3% net increase over the 2012 budget.

FINANCIAL IMPACT

The Library's 2013 operating budget funding request is $164.917 million net ($180.370 million gross), which represents a 0.3% increase over the 2012 budget and includes cost pressures of $2.729 million net (1.7%), offset by savings from additional revenues, efficiencies and other reductions totalling $2.299 million net (1.4%).

The 2013 operating budget submission exceeds the City's target of 0% increase by $0.430 million net or 0.3% and if other savings cannot be found, then this may result in a reduction to the collections budget to meet target.

As per City guidelines, the operating budget submission does not include any provision for the cost of the non-union market rate adjustment for 2013, estimated at $0.251 million. The guidelines also state that the 1.5% lump sum in 2013 for bargaining unit staff, at a cost of $1.5 million, will be budgeted corporately at the City.

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

DECISION HISTORY

The budget guidelines received from the City specify a 2013 budget increase target of 0%, which means that savings need to be found to offset cost pressures.

At the meeting on May 28, 2012, the Board adopted the following recommendation:

> *That the Toronto Public Library Board requests a report regarding increasing the Library collections annual draw from the development charges reserve of up to $250,000 per year and how this might be incorporated into the capital plan and the operating budget to accommodate a potential expansion in open hours starting in 2013.*

This 2013 Operating Budget Submission report includes additional revenues of $250,000 resulting from increasing the annual draw from the development charges reserve from $1.750 million to $2.000 million to fund Library materials to meet the service needs of population growth.

At the meeting on September 12, 2013, the Budget Committee adopted the following motion:

> *1.   defers consideration of the 2013 operating budget to an October meeting of the Budget Committee, and that staff report back at that meeting on the following:*
> *a)   an outline of how a $250,000 increase would be invested in i) an expansion of open hours; and ii) an expansion of library programming;*
> *b)   a comprehensive breakdown of the Collections budget, including how collections are prioritized for purchasing and the justification for the proposed increase;*
> *c)   an update on the implementation, including revenues and any reduction in holds, of the new fine for holds not picked up;*
> *d)   an update on the progress of paid parking at some TPL lots;*

e) *an update on whether the City intends to cover the cost of the 2013 market rate salary adjustment for non-unionized staff; and*

f) *an updated version of the Branch Staffing Model.*

In response to the motion, separate reports have been prepared.

BACKGROUND

In 2012, City Council launched a series of service reviews and Toronto Public Library (TPL) participated in the Core Services Review, Service Efficiency Studies and User Fee Review, the outcome of which has been reported to the Board and is reflected in the 2012 approved budget and 2013 budget submission.

During the 2012 operating budget process, TPL identified a multi-year budget reduction program that included the elimination of 107 full-time equivalent positions (FTEs) and the 2012 impact is summarized below:

BUDGET REDUCTIONS Efficiencies and Revenue Increases	2012				
	APPVD STAFF	GROSS $000s	REVENUE $000s	NET DECREASE	
				$000s	%
Detailed Budget Review / Capital Budget Adjs.	2.0	865.7	0.0	865.7	0.5%
Revenue Increases	0.0	(19.0)	1,524.0	1,505.0	0.9%
Service Consolidations	17.2	1,704.9	0.0	1,704.9	1.0%
Technology Driven Efficiencies	33.8	2,082.8	0.0	2,082.8	1.2%
Business Process Re-engineering Using Lean Six Sigma	45.0	3,147.7	0.0	3,147.7	1.8%
Management and Support Staff Reductiions	9.0	764.1	0.0	764.1	0.4%
	107.0	8,546.2	1,524.0	10,070.2	5.9%

A total of 107 FTEs were eliminated under the terms of the Voluntary Separation Program (VSP). The technology-driven efficiencies were to be implemented over 2012 and 2013, with full savings to be achieved by 2014.

The Library is participating in a City-wide service review program to look at examining opportunities for increasing shared service approaches for human resources / labour relations, information technology, purchasing and materials management and real estate services. The City Manager has engaged an external consultant, KPMG, to perform the review, and a report on the findings is expected later this year.

City Council also requested the City Manager to undertake a study of community infrastructure provided through the City's libraries, community centres, community hubs, related agencies and organizations, and report to Executive Committee on a plan that maximizes the use of the City's assets, and enhances service system coordination. As more information becomes available on this study, the Board will be updated.

COMMENTS

Context of Budget Request

Increasing Demand

Over the past ten years, 2002 – 2011, total library usage has increased by 19.7% from 82,346,318 million to 98,606,786 million uses. Total usage is comprised of circulation, program attendance, in library use, reference requests, visits, workstation users, wireless use, electronic reference requests, licensed database searches and virtual visits.
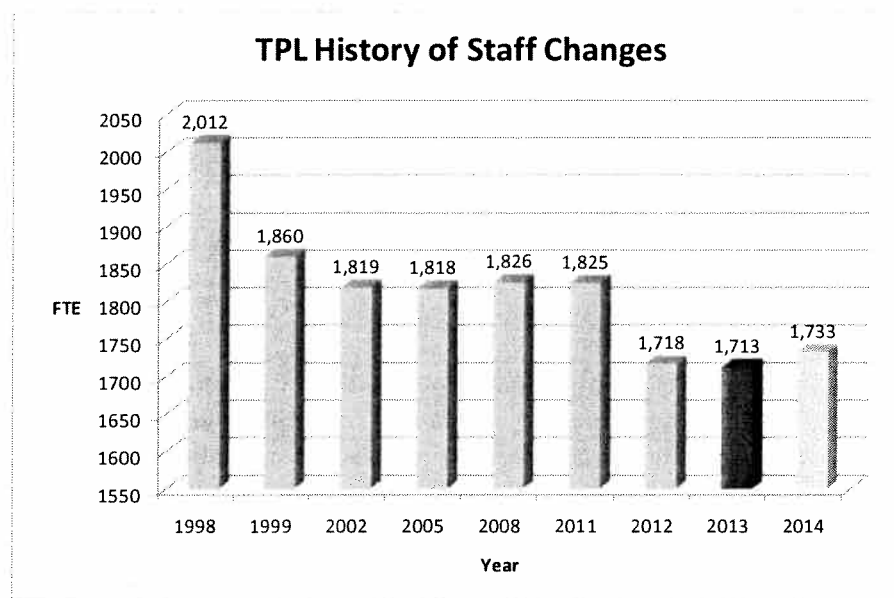
Patterns of use have shifted over time in response to residents' needs; many indicators have increased while a few have decreased. Circulation has increased 13.8% and visits to Library branches have also increased by 4.9% while use of Library collections in branches and the number of reference questions have declined.

Traditional services have grown and evolved while use of newer services, including access to the Library's website, circulation of ebooks and access to computer workstations and wireless service have increased dramatically.

The introduction of new technologies, including RFID self-service circulation and more online services has enabled the Library to manage growth in usage efficiently, while demand for traditional and new services continues to grow.

History of Staff Changes

Through its commitment to continuous improvement and service efficiencies, the Library has managed the increased service demand while reducing staff by 15% since amalgamation, including the elimination of 107 FTEs in 2012 and a further 4.5 FTEs in 2013, which was previously approved.

TPL History of Staff Changes

The chart above shows the historic staffing trend as well as the anticipated impact in 2014 from the opening of the two new branches, Fort York and Scarborough Civic Centre.

2013 Operating Budget Submission

The 2013 operating budget guidelines for the Library include an operating budget target of 0% increase.

The Library's 2013 operating budget funding request is $164.917 million net ($180.370 million gross), which represents a 0.3% increase over the 2012 budget and includes cost pressures of $2.729 million net (1.7%), offset by savings from additional revenues, efficiencies and other reductions totalling $2.299 million net (1.4%). The additional revenues include $0.250 million resulting from increasing the annual draw from the development charges reserve from $1.750 million to $2.000 million to fund Library collections to meet the service needs of population growth.

	STAFFING FTE	GROSS	REVENUE	NET BUDGET $000s	%
2012 Approved Budget	*1,717.9*	179,414.3	14,927.3	164,487.00	
2013 Pressures					
Staffing costs		1,752.6		**1,752.6**	*1.1%*
Economic adjustments and other		976.6		**976.6**	*0.6%*
	0.0	2,729.2	0.0	**2,729.2**	*1.7%*
Revenues, Efficiencies and Other Reductions					
Incr. development charges for collections			(250.0)	**250.0**	*0.2%*
Other revenue increases			(276.0)	**276.0**	*0.2%*
Technology efficiencies	*4.5*	562.5		**562.5**	*0.3%*
Additional cost savings		1,211.0		**1,211.0**	*0.7%*
	4.5	1,773.5	(526.0)	**2,299.5**	*1.4%*
2013 Net Budget Increase	*(4.5)*	955.7	526.0	**429.7**	*0.3%*
2013 Operating Budget Request	*1,713.4*	180,370.0	15,453.3	**164,916.7**	*0.3%*
2013 Operating Budget Target - 0% increase				-	**0.0%**
Shortfall from 0% target				**429.70**	**0.3%**

The 2013 operating budget submission exceeds the City's target of 0% increase by $0.430 million net or 0.3%, and if additional other savings cannot be found, then this may result in a service reduction to meet target.
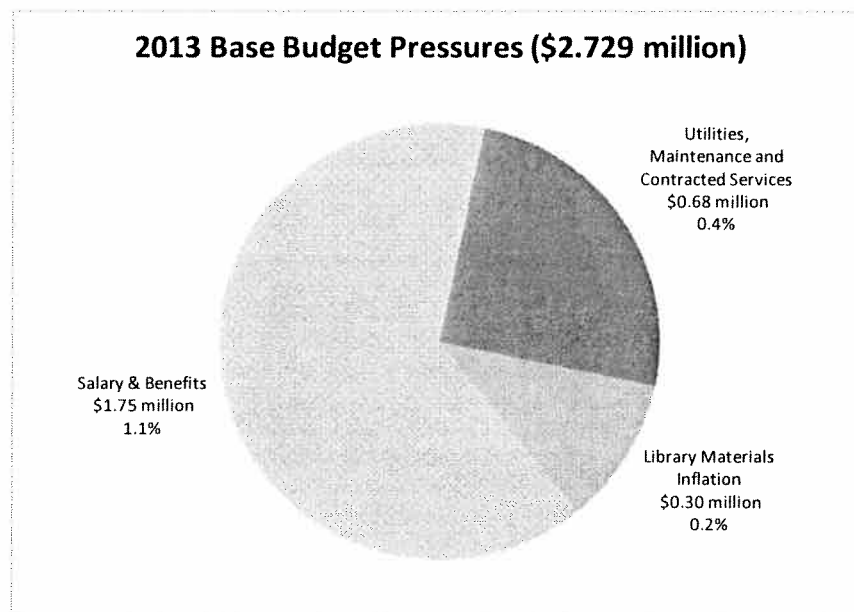
2013 Operating Budget Pressures

The 2013 budget submission includes budget pressures of $2.729 million (Attachment 1) or 1.7%, comprised of:

- salary and benefits increases of $1.753 million, comprised of a $0.948 million increase for the OMERS contribution rate, other benefits increases of $0.215 million and salary costs of $0.590 million;
- cost increases totalling $0.678 million comprised of utilities ($0.321 million), building maintenance, contracted services and supplies;
- $0.299 million for the estimated inflationary increase for Library collections.

As instructed by the City, the 2013 operating budget request does not include any provision for the cost of the non-union market rate adjustment.

The following chart highlights the cost pressures in the 2013 base budget increase.

2013 Base Budget Pressures ($2.729 million)

Utilities, Maintenance and Contracted Services $0.68 million 0.4%

Salary & Benefits $1.75 million 1.1%

Library Materials Inflation $0.30 million 0.2%

Attachment 1 also shows the budget outlook for 2014 and 2015, which includes the operating impact of the two new branches amounting to $0.973 million in 2014 and an additional $1.018 million in 2015.

2013 Operating Budget Reductions

The 2013 budget submission includes annual budget reductions totalling $2.299 million (1.4%) and the elimination of 4.5 full-time equivalent positions (FTEs) previously approved, which do not impact service. These budget reductions are summarized below:

	2013 Savings		
	FTEs	$000s	%
Revenue increases		526.0	0.3%
Technological efficiencies (approved in 2012 budget)	4.5	562.5	0.3%
Additional cost savings		1,211.0	0.7%
	4.5	2,299.5	1.4%

Revenue Increases

In 2012, TPL implemented significant increases to nearly every fine and user fee, including lowering the thresholds for using the collection agency, and introduced a new fine for holds not picked up. Fines and fees were increased by $0.600 million, which represents an increase of 19%. Partly due to the labour disruption in March 2012, and also due to the scope and nature of the changes being implemented in 2012, it is difficult to predict the full impact of the changes on future revenues and whether the budget will be achieved. The full impact of the changes on revenues will not be known until after the 2012 year-end. Staff has identified $0.526 million (0.3% of the total net budget) of additional revenues for 2013.

	2013 Incremental revenues		
Revenue increases	FTEs	$000s	%
Increase development charges draw for collections		250.0	0.1%
Room rentals rate increase - annualization		50.0	0.0%
TRL café lease		20.0	0.0%
Parliament St. branch leases		65.0	0.1%
On-line books sales and advertising revenue		100.0	0.1%
Provincial Basic Skills grant		41.0	0.0%
		276.0	0.2%
		526.0	0.3%

Increased revenue opportunities have been identified in the following areas:
- the additional revenues include $0.250 million resulting from increasing the annual draw from the development charges reserve from $1.750 million to $2.000 million. Development charges are fees imposed on new residential and non-residential development in the City, in order to partially pay for the capital costs required to provide municipal services to the new development and population growth. Under the Development Charges By-law, development charges can be used to partially fund Library collections to meet the service needs of population growth. Based on current revenue projections and future draws for growth-related capital projects, a financial analysis of the adequacy of the development charges reserve shows that the higher annual development charges draw of $2 million is sustainable. The adequacy of the development charges

reserve is reviewed annually during the budget process, and all draws from reserves require Council approval;

- the room and theatre rental rates were increased during 2012, which will also generate additional revenues in 2013 for the full year impact;
- an increase in the cafe lease at TRL will generate $0.020 million of additional revenues in 2013;
- Two leases were signed with not-for-profit organizations located at the Parliament Street Branch, for total revenues of $0.060 million;
- In 2012 TPL will be entering into affiliate programs with retail book sellers for on-line book sales. A TPL customer will have access to purchasing a book on-line from the Library's website and a fee will be earned by the Library. In addition, TPL is expanding its advertising program, including advertising in What's On and on the back of date due slips. While it is difficult to estimate the revenue potential from these areas, the 2013 revenue budget has been increased by $0.100 million;
- A $0.041 million increase in a Provincial grant for literacy will become permanent funding.

Technological Efficiencies

Technology efficiencies were approved in 2012, comprised of implementing self-service technology (RFID) and automated sorters at a number of locations, to be implemented over 2012 to 2013. The total 2013 net savings from technology-driven efficiencies is $0.562 million (0.3%), including the elimination of 4.5 FTEs previously approved.

Technological Efficiencies	2013 Incremental savings		
	FTEs	$000s	%
2012 Implementation			
Installation of Sorters		342.9	
Self Check-out (RFID)		59.6	0.0%
	0.0	402.5	0.2%
2013 Implementation			
Fairview sorter	4.5	160.0	0.1%
	4.5	562.5	0.3%

Technology savings arise in the following areas:
- the 2012 budget included the implementation of sorters at several locations and some of the net savings impact 2013;
- similarly, the implementation of self service check-out RFID in a number of branches resulted in savings, which impact 2013;
- the Fairview sorter, which was approved as part of the 2012 budget process, is planned for implementation in 2013 and will result in the elimination of 4.5 FTEs. The total net savings will be $0.262 million of which $0.160 million will impact 2013.

Additional Cost Savings

Staff has undertaken a detailed line-by-line budget review and analyzed all significant contracts in order to find additional savings. Based on current spending and projections to year-end, staff has identified additional savings totalling $1.211 million (0.7%) in 2013, which will be used to reduce the budget.

Additional Cost Savings	2013 Incremental savings		
	FTEs	$000s	%
Additional staff cost savings resulting from VSP		400.0	0.2%
SOLS consortium purchasing - collections savings		300.0	0.2%
Savings in library material processing and supplies		215.0	0.1%
Security guard contract - one-time saving		170.0	0.1%
Lower janitorial contract		86.0	0.1%
Lower telecommunications cost due to staff reductions		20.0	0.0%
Lower mileage/TTC/parking due to staff reductions		10.0	0.0%
Cataloguing support - international consortium membership		10.0	0.0%
		1,211.0	0.7%

The $1.211 million of budget reductions are comprised of:
- to assist with achieving the 5.9% budget reduction in 2012, City Council agreed to fund a Voluntary Separation Program (VSP) for the Library. In total, 112 voluntary separations were approved, which represented 107 FTEs, including 10 non-union positions, and staff left the Library by the end of March 2012 under the terms of the VSP. To manage the departing staff and eliminate the 107 positions, a number of departments were restructured and the redeployment provision under the collective agreement was invoked. With redeployment completed in August 2012 and the salary distortions caused by the March labour disruption, the full impact of the VSP will not be known until later in the year. Early indications are that salary savings are greater than expected, mainly because staff at higher salary grades left the organization. The 2013 budget is being reduced by additional VSP-related savings of $0.400 million;
- as a member of the Southern Ontario Library Services (SOLS) consortium for purchasing of electronic materials leveraged by Provincial funding, TPL will be able to save $0.300 million on the purchase of electronic databases;
- for the 2012 budget, staff received training in Lean Six Sigma methodologies and applied them to find process improvements in the procurement and inventory management processes resulting in significant budget savings. Through the line-by-line budget review and lower cost of RFID tags, additional 2013 savings of $0.215 million have been identified in the Library materials processing and supplies;
- at the meeting on June 25, 2012, the Library Board approved a security guard contract and resolution of confidential matters that resulted in a one-time budget relief of $0.170 million in 2013;
- a new janitorial contract was awarded towards the end of 2011, which will result annual savings of $0.086 million;
- there are savings in telecommunication costs due to reduced staffing levels;

- travel costs (mileage, TTC and parking) mainly for relief staff travelling between branches, will be reduced due to lower staffing levels;
- TPL is a member of an international cataloguing consortium which will result in savings in cataloguing support.

2012 Operating Budget Target – 0% Increase

After applying the $2.299 million (1.4%) of revenue increases, technology efficiencies and other cost savings described above, a further budget reduction of $0.430 million (0.3%) is required to meet the target of 0% increase. Staff will continue to seek additional budget savings to meet the target.

If additional savings cannot be identified and a service reduction is required, it is recommended that there be a reduction to the collections budget. The 2013 budget pressures include a $0.299 million economic adjustment for collections, therefore, a $0.430 million reduction would result in a net decrease to the collections budget of $0.131 million, which represents 0.1% of the $17.4 million budget. Any reduction to the 2013 collections budget will be allocated to minimize the impact on the public.

Because the budget target of 0% increase has not been met, no expansion of open hours is proposed at this time.

2013 Program Overview

The 2013 Program Overview is a requirement for the budget submission and is included as Attachment 2, comprised of:
- mission statement;
- program map;
- key services;
- 2013 program strategic directions;
- key challenges and opportunities;
- 2012 key accomplishments;
- performance measures;
- benchmarking; and
- service outcomes.

Performance measures charts describe the results and targets for key indicators such as visits and use per capita and also contextual information comparing Toronto Public Library results with results from other Ontario municipalities.
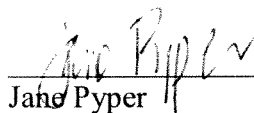
Timetable

The timetable for the review of the 2013 operating budget is shown on Attachment 3. The budget will be launched by Budget Committee on November 29, 2012, with Council approval on January 15 - 17, 2013.

CONTACT

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SIGNATURE

Jane Pyper
City Librarian

ATTACHMENTS

Attachment 1:   Preliminary 2013 - 2015 Operating Budget Pressures
Attachment 2:   2013 Program Overview
Attachment 3:   2013 Operating Budget Timetable

TORONTO PUBLIC LIBRARY
Preliminary 2013 - 2015 Operating Pressures

	2013					2014 Incremental Outlook			2015 Incremental Outlook		
	APPVD STAFF	GROSS $000s	REVENUE $000s	NET INCREASE $000s	%	STAFF	NET $000s	%	STAFF	NET $000s	%
2012 COUNCIL APPROVED BUDGET & ADJS.	*1,717.9*	179,414.3	14,927.3	164,487.0		*1,717.9*	167,216.2		*1,737.9*	171,568.0	
							(before 2013 reductions)			(before 2013 reductions)	
PRESSURES											
Salaries & Benefits											
OMERS rate increases (0.9% in 2013)		948.1		948.1	0.6%			0.0%			0.0%
Union COLA increase- 2013: 0.225%; 2014: 1.75%; 2015: 2.25% (Excl.1.5% 2013 lumpsum)		278.5		278.5	0.2%		2,379.3	1.4%		2,432.8	1.4%
Reverse one extra working day		0.0		0.0	0.0%		(476.9)	-0.3%			0.0%
Step and progression pay		311.1		311.1	0.2%		316.5	0.2%		323.6	0.2%
Fringe benefits increase		214.9		214.9	0.1%		218.7	0.1%		223.6	0.1%
	0.0	**1,752.6**	**0.0**	**1,752.6**	**1.1%**	*0.0*	**2,437.6**	**1.4%**	*0.0*	**2,980.0**	**1.7%**
Other Costs											
Operating impact of capital projects		29.3	22.0	7.3	0.0%	*20.0*	973.0	0.6%		1,018.0	0.6%
General economic increases (1.5% average)		629.2		629.2	0.4%		637.6	0.4%		704.5	0.4%
Library collections economic increase (1.7% average)		299.1		299.1	0.2%		303.6	0.2%		308.2	0.2%
Reverse one-time grants (Literacy & basic skills)		0.0	(41.0)	41.0	0.0%		0.0	0.0%		0.0	0.0%
	0.0	**957.6**	**(19.0)**	**976.6**	**0.6%**	*20.0*	**1,914.2**	**1.1%**	*0.0*	**2,030.7**	**1.2%**
INCREMENTAL OPERATING PRESSURES	*0.0*	2,710.2	(19.0)	2,729.2	1.7%	*20.0*	4,351.8	2.6%	*0.0*	5,010.7	2.9%
OUTLOOK BEFORE REDUCTIONS	*1,717.9*	182,124.5	14,908.3	167,216.2	1.7%	*1,737.9*	171,568.0	2.6%	*1,737.9*	176,578.7	2.9%

Mission Statement:

Toronto Public Library (TPL) provides free and equitable access to library services that meet the changing needs of the people of Toronto.
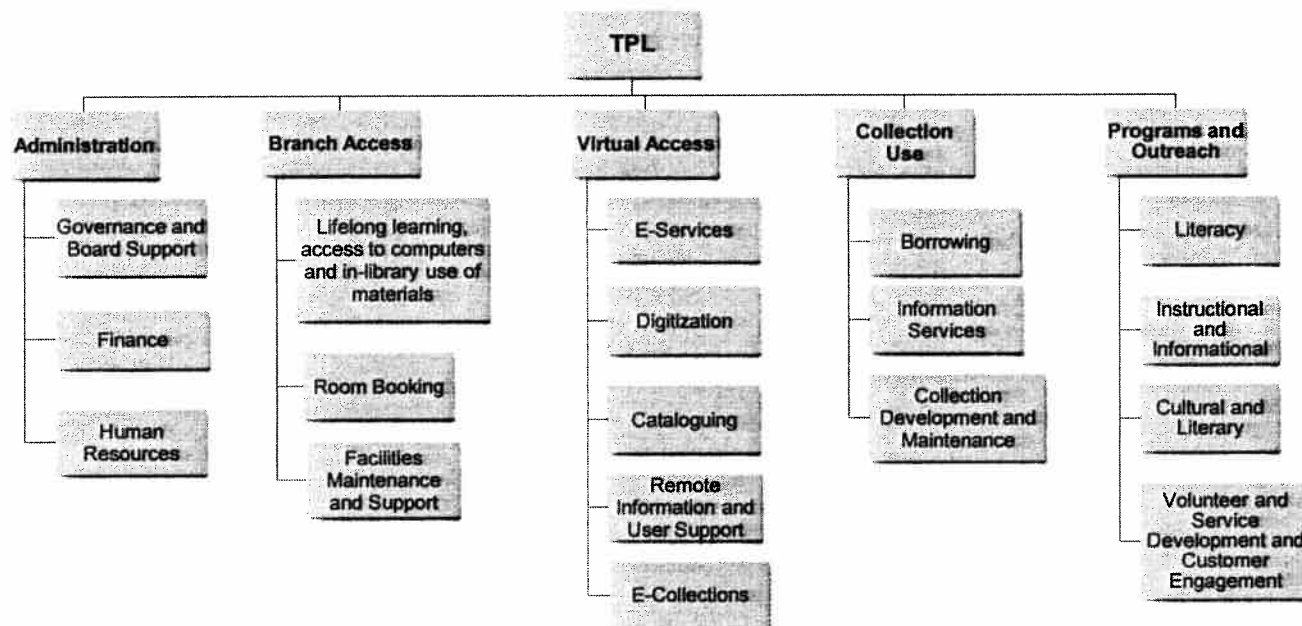
Toronto Public Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment. New technologies extend access to global information beyond library walls. Toronto Public Library upholds the principle of intellectual 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:

Service Descriptions

Service 1: Administration

Administration functions of the library include Board governance, City Librarian's office, finance and human resources.

Service 2: Branch Access

Library branches provide space for individual and group uses including: study, research, meetings, lifelong learning, social interaction, collaboration and in-library use of materials. Safe and welcoming spaces strengthen the social fabric and economic vitality of Toronto's local communities. The provision of access to technology includes library website and catalogue, public computers, internet access and wireless.

Service 3 – Virtual Access

Virtual services provide remote access to a range of library services. The virtual library extends customer access to the library collections, including e-books, digitized materials and online databases available 24/7 from the library's website.

Creating, organizing and discovering virtual and physical content extends access to library collections, including digital content, all accessible through the library website and catalogue. Remote access to information provides accessible information through a variety of channels improving customer service.

Service 4 – Collection use

Collections are available in multiple formats and languages for a range of reading levels to support informational, educational, cultural and recreational pursuits that meet the diverse needs and interests of Torontonians. Materials may be borrowed, accessed on line or used in branches. Collections are available through Neighbourhood and District libraries.

Research and Reference libraries provide comprehensive, specialized collections and services and preservation of resources for current customers and future generations.

Library staff answers questions, provides recommendations for leisure reading and helps customers find their own information sources.

Service 5 – Programs and Outreach

Informational, literacy, instructional, cultural, and literary programs engage members of the community with the library collections and services and provide access to information and learning. Story time and family literacy programs build early reading skills in pre-school children, and class visits for children and youth encourage reading and library use. Literacy tutoring for adults promotes personal capacity and success in life.

Volunteers support library programs and services including reading and homework help; adult literacy tutoring; Friends groups; and Youth Advisory Groups.

Consultation and collaboration with community partners and residents supports service development.

Service Types and Levels

Service	Activity	2012 Service Level	Proposed 2013 Service Levels
Administration	Governance and Board Support	93% of residents satisfied with quality of library service (2007 survey result) 100% of Board directives implemented	93% of residents satisfied with quality of library service (2007 survey result) 100% of Board directives implemented
Administration	Finance	Annually - meet City deadlines for development and monitoring of capital and operating budgets	Annually - meet City deadlines for development and monitoring of capital and operating budgets
Administration	Finance	Management monitoring and variance reports: conducted monthly, within 30 days of month-end	Management monitoring and variance reports: conducted monthly, within 30 days of month-end
Administration	Finance	Invoices processed within 10 days of receipt of approved items	Invoices processed within 10 days of receipt of approved items
Administration	Finance	Cheques issued within 15 days of receipt of approved items	Cheques issued within 15 days of receipt of approved items
Administration	Finance	Annual external audit of financial statements	Annual external audit of financial statements
Administration	Finance	Employees' pay is for correct hours worked at current rate, and payment is deposited on time	Employees' pay is for correct hours worked at current rate, and payment is deposited on time
Administration	Finance	OMERS plan is maintained for 1,850 employees	OMERS plan is maintained for 1,850 employees
Administration	Finance	Procurement done within Financial Control Policy and Procurement Processes Policy	Procurement done within Financial Control Policy and Procurement Processes Policy
Administration	Finance	Purchase orders processed within 10 business days	Purchase orders processed within 10 business days
Administration	Finance	Lease documents complete and executed Negotiated lease rates are appropriate and reflect market rates and are aligned with City practices for not-for-profit tenants	Lease documents complete and executed Negotiated lease rates are appropriate and reflect market rates and are aligned with City practices for not-for-profit tenants
Administration	Human Resources	93% of library users satisfied with knowledge and helpfulness of library staff (2007 survey result)	93% of library users satisfied with knowledge and helpfulness of library staff (2007 survey result)
Administration	Human Resources	New 2012-2015 Collective Agreement negotiated with the Toronto Public Library Workers Union Local 4948	2012-2015 Collective Agreement with the Toronto Public Library Workers Union Local 4948
Administration	Human Resources	Provisions of applicable legislation met and Board directives implemented	Provisions of applicable legislation met and Board directives implemented
Administration	Human Resources	95% of grievances resolved by Step 3	95% of grievances resolved by Step 3
Administration	Human Resources	100% of managers trained in attendance management program	100% of managers trained in attendance management program
Administration	Human Resources	Administration of time and attendance for 2,375 employees	Administration of time and attendance for 2,375 employees
Administration	Human Resources	Benefits plans administered for 3,200 active and retired employees	Benefits plans administered for 3,200 active and retired employees
Administration	Human Resources	Provision of Employee Assistance Program Administration of 361 job competitions	Provision of Employee Assistance Program Administration of 300+ job competitions
Administration	Human Resources	Spending on training equals 1.5% of salaries	Spending on training equals 1.5% of salaries
Administration	Human Resources	100% of managers trained on diversity issues Implementation of diversity plan and staff training	100% of managers trained on diversity issues Implementation of diversity plan and staff training

Service	Activity	2012 Service Level	Proposed 2013 Service Levels
Administration	Human Resources	Comprehensive Occupational Health and Safety Program implemented Effective return to work program Training program related to safe material handling and other safety issues Implementation of modified work program	Comprehensive Occupational Health and Safety Program implemented Effective return to work program Training program related to safe material handling and other safety issues Implementation of modified work program
Branch Access	Lifelong learning, access to computers and in-library use of materials	1 library branch per minimum 25,000 population 19,827,451 visits 9,287 open hours per 100,000 population 1.9 Standard Directional Requests per capita 75.6 workstations per 100,000 population 2.3 workstation uses per capita 2.8 In-library use per capita Wireless in all 98 locations	1 library branch per minimum 25,000 population 20,224,000 visits 9,287 open hours per 100,000 population 1.8 Standard Directional Requests per capita 75.6 workstations per 100,000 population 2.3 workstation uses per capita 2.7 In-library use per capita Wireless in all 98 locations with bandwidth enhancement.
Branch Access	Room Bookings	Meeting rooms available 25% of the time for public booking	Meeting rooms available 25% of the time for public booking
Branch Access	Room Bookings	Same business day verification of availability of space	Same business day verification of availability of space
Branch Access	Room Bookings	Space held for 10 days for confirmation of contract	Space held for 10 days for confirmation of contract
Branch Access	Facilities Maintenance and Support	$48.1 million state-of-good repair backlog	$41.2 million state-of-good repair backlog assuming approval of $4.5 million funding for SOGR
Branch Access	Facilities Maintenance and Support	70% waste diversion	70% waste diversion
Branch Access	Facilities Maintenance and Support	Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall	Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall
Branch Access	Facilities Maintenance and Support	Nightly cleaning of facilities ; "no visible soil"	Nightly cleaning of facilities ; "no visible soil"
Branch Access	Facilities Maintenance and Support	Carpet cleaning 2 times a year	Carpet cleaning 2 times a year
Branch Access	Facilities Maintenance and Support	Landscaping every 7 days including grass cutting and litter abatement	Landscaping every 7 days including grass cutting and litter abatement
Branch Access	Facilities Maintenance and Support	Security services to reflect need	Security services to reflect need
Virtual Access	E-Collections	0.22 Electronic Circulation transactions per capita 1.1 Licensed Database searches per capita	0.43 Electronic Circulation transactions per capita 1.1 Licensed Database searches per capita
Virtual Access	Digitization	11,000 items digitized per year	11,000 items digitized per year

Service	Activity	2012 Service Level	Proposed 2013 Service Levels
Virtual Access	Cataloguing	0.28 new items added per capita (Excludes periodicals, newspaper issues and electronic resources.)	0.28 new items added per capita (Excludes periodicals, newspaper issues and electronic resources.)
Virtual Access	Remote Information and User Support	New content regularly added and currency of content regularly checked E-mail request: within 24 hours Telephone: at point of contact for simple factual information or within 24 hours for more complex	New content regularly added and currency of content regularly checked E-mail request: within 24 hours Telephone: at point of contact for simple factual information or within 24 hours for more complex
Virtual Access	E-Services	9.6 Virtual visits per capita 5.4 Website searches per capita	10.6 Virtual visits per capita 5.4 Website searches per capita
Collection Use	Borrowing and In-Library Use	Collection size per capita: 4.0 Reference collection per capita: 1.7 Circulating collection per capita: 2.3	Collection size per capita: 4.0 Reference collection per capita: 1.7 Circulating collection per capita: 2.3
Collection Use	Borrowing and In-Library Use	Non-Electronic Circulation per capita: 11.8	Non-Electronic Circulation per capita: 11.8
Collection Use	Information Services	0.83 Standard reference requests per capita	0.81 Standard reference requests per capita
Collection Use	Information Services	In-person request: at point of contact	In-person request: at point of contact
Collection Use	Collection Development and Maintenance	0.28 new items added per capita (Excludes periodicals, newspaper issues and electronic resources.)	0.28 new items added per capita (Excludes periodicals, newspaper issues and electronic resources.)
Collection Use	Collection Development and Maintenance	Turnover 5.1 (average number of circulation per item per year)	Turnover 5.1 (average number of circulation per item per year)
Programs and Outreach	Programming: Literacy, Instructional, Informational, Cultural and Literary	1,163 programs per 100,000 population	1,186 programs per 100,000 population
Programs and Outreach	Volunteer and Service Development and Customer Engagement	Programs using volunteers 134 active volunteers per 100,000 population 101,031 volunteer hours	Programs using volunteers 134 active volunteers per 100,000 population 101,031 volunteer hours
Programs and Outreach	Volunteer and Service Development and Customer Engagement	Consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs	Consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs
Programs and Outreach	Volunteer and Service Development and Customer Engagement	Feedback acknowledged in two days Telephone calls returned within one business day Voicemails cleared daily or appropriate absence messaged Callers not transferred to voicemail Emails acknowledged within two business	Feedback acknowledged in two days Telephone calls returned within one business day Voicemails cleared daily or appropriate absence messaged Callers not transferred to voicemail Emails acknowledged within two business

Service	Activity	2012 Service Level	Proposed 2013 Service Levels
		days	days
		Social Media: 17,484 Facebook Likes/Fans 12,658 Twitter followers 7,422 E-Newsletter subscribers 129,017 You Tube video views	Social Media: 19,232 Facebook Likes/Fans 15,765 Twitter followers 8,164 E-Newsletter subscribers 141,918 You Tube video views
		2,754 responses to customer comments	2,754 responses to customer comments

2013 Service Deliverables:

The 2013 Operating Budget submission of $164,916,700 net ($180,370,000 gross) will provide funding for:

Administration

- The effective and efficient governance of Toronto Public Library by the Library Board in accordance with the Public Libraries Act and the Toronto Municipal Code, Chapter 137 including support for ten Board meetings per year; meetings of the Board's committees as required; oversight of the implementation of the Board's strategic plan goals and policies and implementation of the 2013 work plans; approval of the annual operating and capital budgets for recommendation to City including diverse revenue streams such as advertising and the affiliate retail program.

Branch Access

- Maintenance of approximately 259,113 open hours per year at 98 branches to support 20.2 million in person visits, 6.4 million work station uses and 3 million wireless sessions with expanded access to technology in library branches. A review of access to technology in library branches to plan for current and future needs.

Virtual Access

- Virtual library services to support over 29.6 million virtual visits; services include collections, programs and access to user accounts with new self service features including online fines payment, circulation transactions; strategic directions include the redesign of the library's virtual services for children and youth, increased access to econtent including books, audio and digitized collections, content co-creation and library programs online.

Collection Access

- Development and maintenance of a collection of 11 million items in a variety of formats, languages and reading levels to support an annual circulation of 33 million items and 2.3 million reference requests in a variety of subject areas responding to users' needs including print, audio visual and e-content.

Programs and Outreach

- Development and delivery of a suite of library programs to support annual program attendance of over 900,000 including cultural, informational, literacy and instructional programs with emphasis

on literacy programs for children at critical development stages and programs to support life long learning . Enhanced use of social media channels to create awareness and access to library programs and services.

2012 Key Accomplishments:

In 2012, Toronto Public Library's accomplishments included the following:

- Maintenance of service and activity levels including 259,113 open hours, 19,827,451 visits and 33,494,371 total circulation.
- The implementation of efficiency measures and automated processes related to circulation and materials handling and management of downsizing of staff complement while maintaining services. Ongoing training and efficiency reviews to streamline library operations.
- The development and approval of a new strategic plan by the Library Board for the period 2012-2015 with consultation with stakeholders, partners and residents to understand residents' needs and to build and maintain effective partnerships to support service delivery.
- Development, review and implementation of policies and procedures to support diverse revenue streams including fines and fees.
- The expansion of virtual library services as an efficent delivery channel including the introduction of online fines payment and enhanced use of social media.
- Implementation of procedures and training to support compliance with the Access to Ontarians with Disabilities Act and the Integrated Customer Service Standards.

Performance Measures & Benchmarking

Performance Measures:
Toronto Public Library (TPL) delivers services at 98 branches across the City; services include access to collections, information services, programming and technology to address demand from Toronto's diverse population.

Performance Measures		10-year change (2002 – 2011)
Total Use*	⇧	19.7%
Total Circulation	⇧	13.8%
In-person Visits	⇧	4.9%
Virtual Visits	⇧	72.0%

* Total Use includes: non-electronic circulation, in-library use, program attendance, standard reference requests, in-person visits, workstation users, wireless use, electronic reference requests, licensed database searches, electronic circulation and virtual visits.
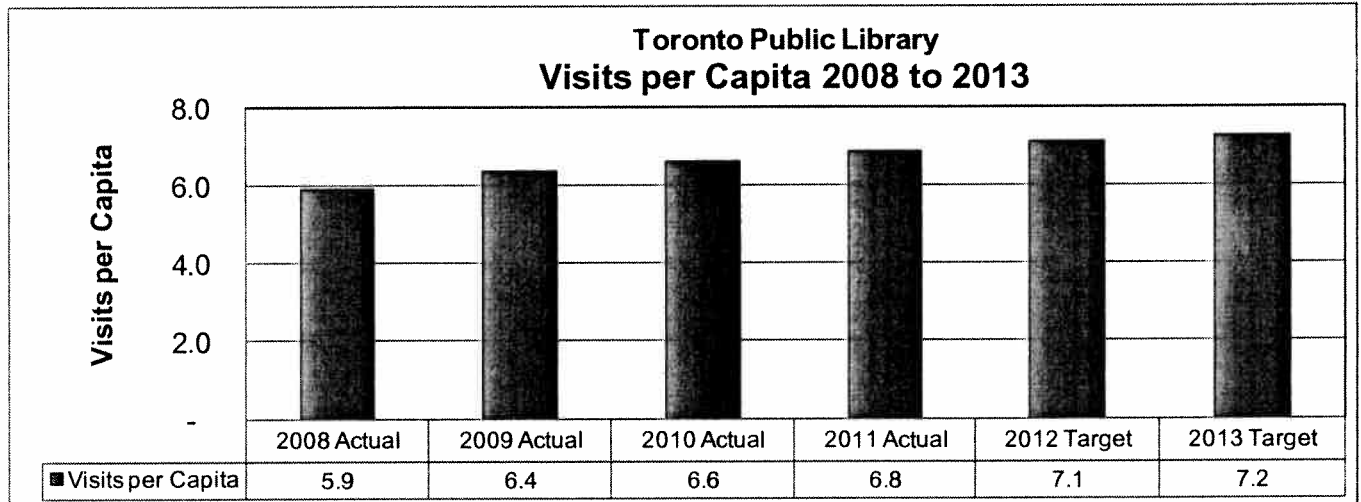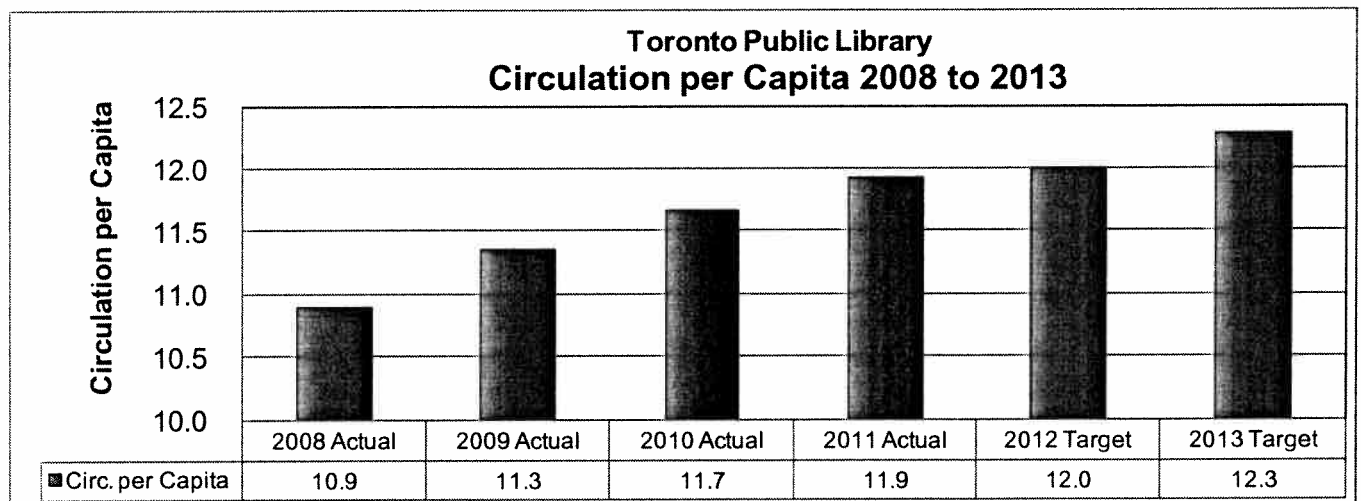
Effectiveness:

Visits per Capita
- Toronto Public Library is highly used by residents of all ages who visit branches to borrow materials, study, use computers and wireless and attend a variety of programs demonstrating the expanding role of libraries as community hubs.

Toronto Public Library
Visits per Capita 2008 to 2013

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2013 Target
Visits per Capita	5.9	6.4	6.6	6.8	7.1	7.2

Circulation per Capita
- Toronto Public Library is experiencing an increase in circulation as residents access the library's collections to support literacy, education, employment and recreation. The library provides access to materials in over 40 languages and a variety of formats including e-content to respond to the needs of residents of all ages, and background and abilities.

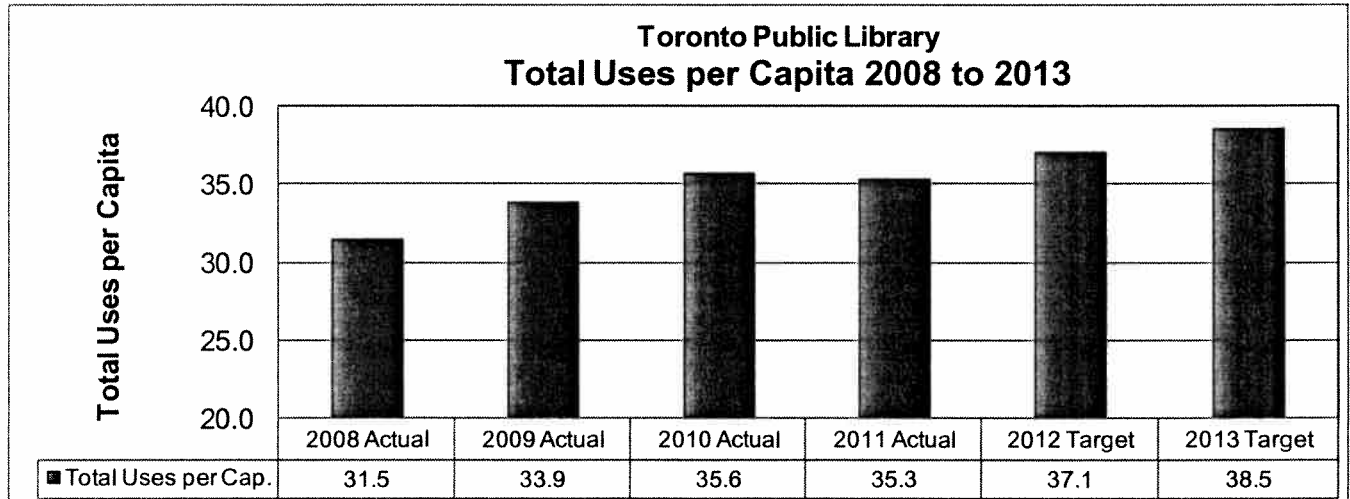**Toronto Public Library**
Circulation per Capita 2008 to 2013

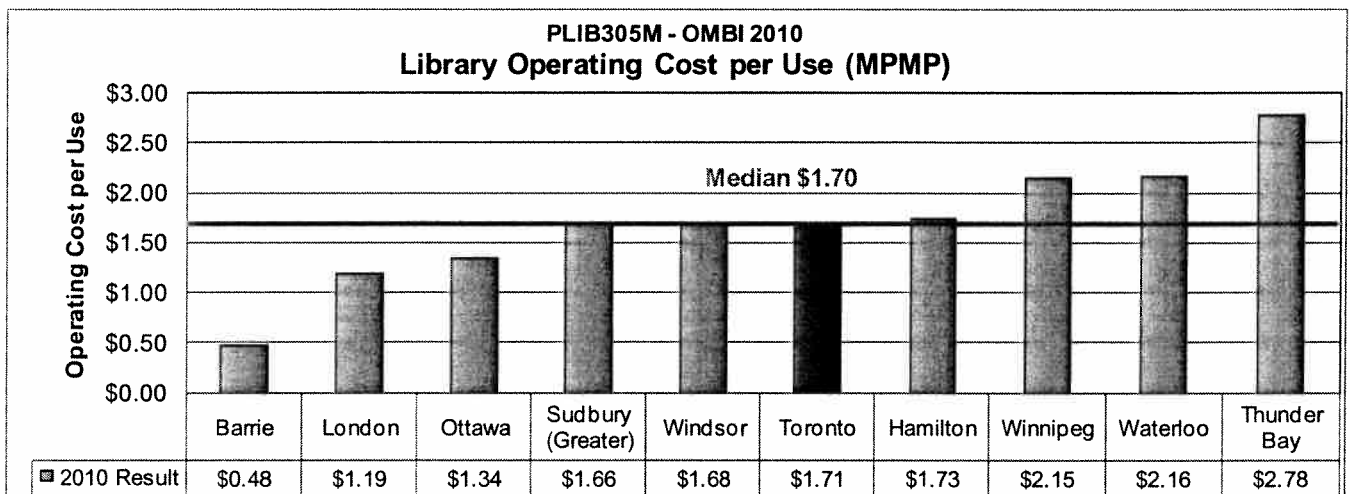|	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2013 Target
Circ. per Capita	10.9	11.3	11.7	11.9	12.0	12.3

Total Use per Capita

- Toronto Public Library is used by a broad cross section of Toronto's diverse population. This measure captures both traditional branch based services and electronic usage.

Toronto Public Library
Total Uses per Capita 2008 to 2013

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2013 Target
Total Uses per Cap.	31.5	33.9	35.6	35.3	37.1	38.5

Efficiency:

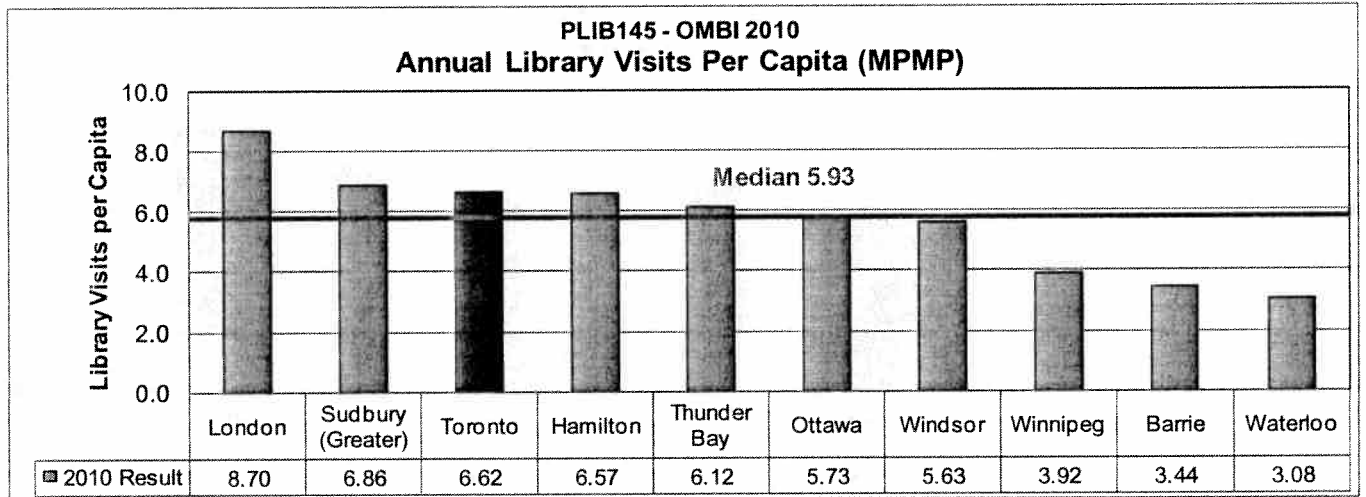In 2010, Toronto Public Library continued to achieve strong results.

Toronto Public Library's 2010 operating cost per use ($1.71) declined from 2009 ($1.74) as a result of increased usage, increased efficiency of service delivery and stable costs. Library services are provided in a complex, diverse, urban environment which is significantly different from comparator libraries.

PLIB305M - OMBI 2010
Library Operating Cost per Use (MPMP)

Median $1.70

	Barrie	London	Ottawa	Sudbury (Greater)	Windsor	Toronto	Hamilton	Winnipeg	Waterloo	Thunder Bay
2010 Result	$0.48	$1.19	$1.34	$1.66	$1.68	$1.71	$1.73	$2.15	$2.16	$2.78

COMMUNITY IMPACT/CUSTOMER SERVICE

PLIB145 - OMBI 2010
Annual Library Visits Per Capita (MPMP)

Median 5.93

	London	Sudbury (Greater)	Toronto	Hamilton	Thunder Bay	Ottawa	Windsor	Winnipeg	Barrie	Waterloo
2010 Result	8.70	6.86	6.62	6.57	6.12	5.73	5.63	3.92	3.44	3.08

TORONTO PUBLIC LIBRARY
2013 OPERATING BUDGET PROCESS TIMETABLE

ACTIVITY	Due Date
BOARD BUDGET COMMITTEE	
Board Budget Committee - Operating Budget Submission	September 12
LIBRARY BOARD REVIEW	
Library Board Meeting - Approve Operating Budget Submission	September 24
Library Board Meeting - Budget Update	October 22
Library Board Meeting - Budget Update	November 19
Library Board Meeting - Budget Update	December 17
Adopt Council Approved Budget	TBD
ADMINISTRATIVE REVIEW	
Director, Financial Planning	July 12, Sep 5
City Manager, Deputy City Manager & Chief Financial Officer	September 11
POLITICAL REVIEW	
Informal review Meeting with Budget Committee Reps	October 15
Budget Committee Public Budget Introduction / Media Briefing	November 29
Budget Committee Hearings - Councillors and Public	December 10 & 11
Budget Committee Review Final Wrap-up	January 8, 2013
Executive committee Review	January 10
Council Approval	January 15-17