

2012 Operating Budget – Budget Suggestions

Date:	November 1, 2011
To:	Budget Committee
From:	City Librarian

SUMMARY

The purpose of this report is to provide an update on suggestions received from Toronto Public Library Board members to increase revenues or reduce costs, and to advise on their feasibility.

At the meeting on October 17, 2011, the Board reviewed the *2012 Operating Budget Submission* and approved efficiencies and additional revenues of \$9.717 million net, which represent a 5.7% decrease from the 2011 budget. The balance of \$7.327 million from service reductions to open hours and collections, which represents 4.3% of the 10% reduction target, was referred to the Budget Committee, which is to report back to the November Board meeting on potential alternatives to the proposed service reductions.

Some of the suggestions in this report may result in increased revenues or lower costs, but the impact in 2012 is not expected to be significant. There is, however, a potential for greater impact in subsequent years.

RECOMMENDATIONS

The City Librarian recommends that the Budget Committee:

1. recommends to the Toronto Public Library Board that it approves the recommended actions as shown in Appendix 1.

FINANCIAL IMPACT

Some of the suggestions in this report may result in increased revenues or lower costs, but the impact in 2012 is not expected to be significant. There is, however, a potential for greater impact in subsequent years.

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

DECISION HISTORY

At its meeting on October 17, 2011, the Board reviewed the *2012 Operating Budget Submission* and approved efficiencies and additional revenues of \$9.717 million net, which represent a 5.7% decrease from the 2011 budget. With regards to recommendation 2 concerning a further budget decrease of \$7.327 million from service reductions to open hours and collections, which represents 4.3% of the 10% reduction target, the Board adopted the following:

...recommendation 2 be referred to the Budget Committee, to report back to the next regular Board meeting on alternatives to the proposed service reductions, including the feasibility of various cost-saving and revenue-generating ideas from Board members that shall be forwarded to the City Librarian prior to the Budget Committee meeting.

This report summarizes the suggestions which have been received from Board members and provides some background, assessment and potential budget impact. In addition, an opportunity to increase fees for room and theatre rentals is described in the report.

COMMENTS

The Board-approved \$9.717 million of efficiencies and revenue increases which included a reduction of 100 full-time equivalent positions (FTEs). These resulted from: a detailed budget review; revisions to the operating impact of capital projects; service consolidations; use of technology and automation; business process re-engineering; a reduction in management and support staff; and an increase to fines and fees. Taken together, these represent significant increases to fines and fees, substantial changes to business processes and changes to the capital program. For the balance of 2011 and into 2012, staff will need to dedicate significant resources toward making the necessary changes to implement the efficiencies and revenue increases in order to achieve the identified savings. Any suggestion for increased revenue or cost saving needs to be evaluated within the context of the requirement for additional resources to evaluate and implement them, and the potential budget savings for 2012 or future years.

The budget suggestions received are summarized and assessed in Appendix 1, including recommended actions.

CONCLUSION

Many of the budget suggestions will require additional work to assess their feasibility and possible operational, legal and budget impacts. Also, some of the suggestions would involve new policies or amendments to existing policies, and in some cases, a fundamental change to the Library's current service mandate.

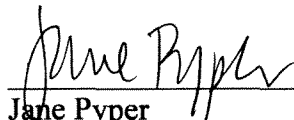
Given the considerable resources already committed to implementing the Board-approved \$9.717 million of efficiencies and revenue increases, and the expected lead time required to assess and implement many of the suggestions, it is unlikely that significant

revenues or cost reductions will result in 2012 from the suggestions. There is, however, a potential for greater impact in subsequent years.

CONTACT

Larry Hughsam; Director, Finance & Treasurer; Tel: 416-397-5946; Fax: 416-393-7115;
E-mail: lhughsam@torontopubliclibrary.ca

SIGNATURE



Jane Pyper
City Librarian

ATTACHMENTS

Appendix 1: Budget Suggestions Summary

**TORONTO PUBLIC LIBRARY BOARD
BUDGET COMMITTEE
2012 OPERATING BUDGET
Budget Suggestions Summary**

APPENDIX 1

	BUDGET IMPACT	SUGGESTION	ASSESSMENT	RECOMMENDED ACTION
1	Increase Revenues	Sell or redevelop properties	See Attachment A	Staff will continue discussions with Build Toronto on potential redevelopment opportunities.
2	Increase Revenues	increase rental rates for meeting rooms and theatres	See Attachment B	A report will be brought to the November Board meeting with proposed fee increases to achieve higher revenue from meeting room and theatre rentals starting in 2012.
3	Increase Revenues	increase overdue fines	See Attachment C	No further changes to the fines rates are recommended for 2012. The Circulation and Collection Use Policy is reviewed annually and the next report is expected in the fall of 2012. As a part of that review the impact of the changes to the fines structure and fines rates will be assessed, including the increase to revenues. The feasibility of new increases in overdue fines and fees will be considered at that time.
4	Increase Revenues	New fine - holds not picked up	See Attachment D	Staff will continue to implement the holds efficiency savings in 2011 and into 2012. After the efficiencies have been implemented, staff will evaluate the feasibility of charging a fine for holds not picked up.
5	Increase Revenues	New user fee - charge for library card - charge for hold reservation	Fees for library cards are prohibited under provincial legislation. The Public Libraries Act states that "Every board shall allow the public to reserve and borrow circulating materials that are prescribed or belong to a prescribed class...without making any charge" (paragraph 23(2)(a)). The prescribed classes of circulating materials include such things as books, magazines, newspapers, CD's and DVD's. In order to borrow any of these materials from the Library, a person is required to use a library card. Therefore charging a fee for a library card is not permitted under the Public Libraries Act.	No further action recommended.
6	Increase Revenues	Introduce pay parking lots at branches	See Attachment E	The Library will contact the Toronto Parking Authority to assess the feasibility of increasing revenue by introducing paid parking at library lots, including consideration of applicable property taxes.

**TORONTO PUBLIC LIBRARY BOARD
BUDGET COMMITTEE
2012 OPERATING BUDGET
Budget Suggestions Summary**

APPENDIX 1

	BUDGET IMPACT	SUGGESTION	ASSESSMENT	RECOMMENDED ACTION
7	Increase Revenues	Program sponsorships	See Attachment F	The Foundation will continue to seek additional sponsorship opportunities under the existing policies.
8	Increase Revenues	Naming rights for library branches	See Attachment G	The Foundation will continue in its efforts to secure additional funding for capital projects which could include a naming opportunity.
9	Increase Revenues	Book sponsorship	See Attachment H	The Library can identify sponsorship of collections as a fund-raising opportunity for the Foundation. The Foundation will continue to fund-raise for collections and in the long-term, work to will build an endowment to support collections.
10	Increase Revenues	Sponsorship of WiFi services	See Attachment I	Library staff will investigate opportunities for sponsorship as part of the next procurement process for wireless.
11	Increase Revenues	Expend advertising channels and opportunities	See Attachment J	Staff will bring forward an advertising policy for the Board's consideration in mid-2012 which will include an assessment of the feasibility of increasing advertising revenue.
12	Increase Revenues	Used book sales in branches and on-line	See Attachment K	Staff will review the effectiveness of the allocation of used books to the three streams of revenues.
13	Increase Revenues	Sell ebooks online	The Library's sale of ebooks online directly would require the development of a retail function that puts the Library in competition with businesses such as Amazon and Indigo/Chapters; the Library would need to negotiate and purchase ebooks from publishers. However, the Library could investigate a business arrangement with a partner already in the online ebook business.	Staff to explore a possible business arrangement with a company already in the online ebook business.
14	Reduce costs	Individuals to purchase collections	The Library orders the majority of its new books pre-publication usually before they are publicized and in large quantities to maximize volume discounts, capitalize on process efficiencies and provide customers with information about new books that are on order. It is not operationally feasible to wait for customers to purchase copies on a regular basis; doing so would result in higher costs and the inability to meet customer demand and service expectations. Other ways to increase this level of support for collections could be explored such as: • identify collection genres or categories of books on the website and give customers the option of donating money online to purchase books in those areas; • partner with bookstores willing to request a donation to the Library at point of sale.	Staff to explore other ways to increase support for collections which could include expanding opportunities for donations on the website and partnering with bookstores.

**TORONTO PUBLIC LIBRARY BOARD
BUDGET COMMITTEE
2012 OPERATING BUDGET
Budget Suggestions Summary**

APPENDIX 1

	BUDGET IMPACT	SUGGESTION	ASSESSMENT	RECOMMENDED ACTION
15	Reduce costs	Thermostat - summer and winter	The Library uses time of day scheduling and night setback in its buildings to reduce energy consumption. These two practices provide the greatest energy and cost savings. Since 2007, the Library has set its thermostats at 24 degrees Celsius to reduce energy consumption for cooling, for the period of June 25 to September 21. The temperature for winter heating is 21 degrees Celsius, at the low end of the ASHRAE (American Society for Heating, Refrigerating and Air-Conditioning Engineers) recommended temperature range for office buildings. The City of Toronto, Facilities & Real Estate, Energy & Waste Management Office issues an annual energy consumption & cost report for the Library. The latest report shows the total energy consumption (electricity and natural gas) and cost in 2010 in comparison to the base year 2001, with a decrease in energy use of 5.9%. Since library practices to reduce energy consumption have been in place for a number of years, current budgets already reflect the cost avoidance of decreased energy use.	No further action recommended.
16	Reduce costs	Reevaluate program offerings	See Attachment L	Staff to review program offerings and report back.
17	Reduce costs	Eliminate computers in branches	See Attachment M	The Library to continue offering access to computers in branches.
18	Reduce costs	Warehouse collections and reduce collections spending	See Attachment N	No further action recommended.
19	Reduce costs	Reduce size of Branches (e.g., Northern District)	See Attachment O	Staff will continue to monitor library use patterns and use of space and re-assess space requirements for branches in the ten year capital plan (Bayview and St. Lawrence). Staff will continue to work to install a kiosk pilot at Union Station with a target implementation date of 2013.

**TORONTO PUBLIC LIBRARY BOARD
BUDGET COMMITTEE
2012 OPERATING BUDGET
Budget Suggestions Summary**

APPENDIX 1

	BUDGET IMPACT	SUGGESTION	ASSESSMENT	RECOMMENDED ACTION
20	Reduce costs	Close 38 branches and reduce to 60 branches	At its meeting on June 24 2004, the Library Board adopted a motion endorsing a branch development strategy of maintaining existing branches and planning for only two additional branches in the Scarborough Centre and Waterfront areas. At its meeting on September 13 2011, the Board reconfirmed its support for maintaining the existing branches. At its September 2011 meeting, Council considered the Core Service Review recommendations from the consultants, KPMG, but did not approve the recommendation to close branches. City Council 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.	Staff will work with City Manager on the study of community infrastructure.
21	Reduce costs	Close North York Central Library and reduce to one reference library	See Attachment P	No further action recommended.
22	Reduce costs	Reduce size of What's On and publication costs	See Attachment Q	Staff will assess customer requirements of the What's On print publication in mid-2012 to determine if quantities can be reduced further in the second half of the year.

**TORONTO PUBLIC LIBRARY BOARD
BUDGET COMMITTEE
2012 OPERATING BUDGET
Budget Suggestions Summary**

APPENDIX 1

	BUDGET IMPACT	SUGGESTION	ASSESSMENT	RECOMMENDED ACTION
23	Cost Increase	Increase hours by opening branches on select holidays	Ontario has nine annual public holidays. Payment for work on any one of the Public Holidays is governed by the Employment Standards Act. The Employment Standards Act states that an employee who works on any of the Public Holidays is entitled to pay for all hours worked at the rate of time and one-half (1+1/2); and the employee also is entitled to another day-off with pay as a substitute holiday. This would be the staffing cost associated with remaining open on a Public Holiday (including Family Day and Boxing Day), even if no collective agreement provisions were in place. The Library's collective agreement exceeds the Employment Standards Act by providing pay at double-time (2X) for work on a Public Holiday (Article 22.04).	No further action recommended.

Attachment A**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011****Suggestion**

Increase Revenues – Sell or Redevelop Properties

Background

There is an approved City-wide real estate strategy intended to achieve the most effective and efficient use of all City and Agencies' properties. Where there is an opportunity to intensify, redevelop or dispose of such properties, the properties may be either transferred or turned over to Build Toronto for development purposes. Build Toronto's mandate is to unlock the value in under-utilized lands and use the available land base of the City and its Agencies. For a transfer or turnover agreement with Build Toronto, the property would need first need to be declared surplus by the Board. Net proceeds would flow to Build Toronto. Further information on Build Toronto can be found at:

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2009/mar23/14.pdf>

Assessment

The Library does not receive any proceeds from the disposal of land, but has benefited from new libraries on City-owned land at no cost, e.g., St. James Town Branch and Morningside Branch. Further, the two new branches currently underway, Ft. York/Bathurst and Scarborough Centre, will both be constructed on City-owned land, and the Library is not being charged for the cost of the land.

In a report to the Board on June 15, 2009, two properties, 40 St. Clair Ave. East (Deer Park branch) and 1303 Queen Street West (Parkdale branch), were declared surplus so that Build Toronto could assess their developmental potential. It was noted that there was a continuing need for a new library at both sites, which would be funded from the redevelopment proceeds. Further information can be found at:

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2009/jun15/10.pdf>

A suggestion has been received to close the Yorkville branch. Yorkville is the oldest operating public library in the City of Toronto and celebrated its 100th anniversary in 2007. Yorkville is listed on the City's Inventory of Heritage Properties and title to the property is held by the City of Toronto, which also owns the adjacent fire hall, also a heritage building. From a service perspective, Yorkville is a busy neighbourhood branch in the top quartile of performance and would not be recommended for closure.

Budget Impact

Net proceeds from property sales or redevelopment would flow to Build Toronto.

Action / Conclusion

The Library has no surplus unused land, so any sale of property would involve the closure of a branch. At its meeting on June 24 2004, the Library Board adopted a motion endorsing a branch development strategy of maintaining existing branches and planning for only two additional branches in the Scarborough Centre and Waterfront areas. At its meeting on September 13 2011, the Board reconfirmed its support for maintaining the existing branches.

At its September 2011 meeting, Council considered the Core Service Review recommendations from the consultants, KPMG, but did not approve the recommendation to close branches. Staff will continue discussions with Build Toronto regarding potential redevelopment opportunities.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Increase Revenues – Increase Rental Rates for Meeting Rooms and Theatres

Background

There are 75 branches with space that can be publicly booked, including 98 meeting rooms and 3 theatres. Booking of rooms and theatres was fully centralized and automated in April 2011.

The Library Board has had an Auditorium, Meeting Room and Theatre Rental Policy since 1999. The policy establishes that these facilities are made available to individuals and groups whose primary purpose is the promotion of cultural, educational and community activities. It provides that other community and commercial groups can rent the facilities when they are not required for library programs and services.

There are two categories of fees: non-profit bookings and commercial. Fees are compared to bookings for similar facilities' rates at other organizations.

Library meeting rooms and theatres are a popular and important resource across the City. They are used first and foremost for library purposes, including programming and quiet study. In 2010, there were 20,000 bookings for library events, which represent roughly 75% of overall bookings. There were 6,783 external room bookings over the same time period or roughly 25% of overall bookings.

Assessment

The most recent revision of the Auditorium, Meeting Room and Theatre Rental Policy was approved at the April 12, 2010 Library Board meeting with implementation on July 1, 2011. It was estimated that these new rates would generate additional revenue of approximately \$65,000 annually, and revenue projections for 2011 indicate that this will be achieved.

A recent comparison with bookings rates for similar facilities at other organizations indicate that the Library could further increase rental fees to non-profit organizations, but our commercial rate, which represents only 2% of room booking revenue, is already high and a significant increase would further discourage commercial users.

The largest increases would apply to theatre facilities, but the ability of the theatre users to pay higher rates is an issue because the renters are almost all non-profit amateur groups for whom rates hikes will be difficult to absorb all at once. A three year phase-in period may be more appropriate.

Budget Impact

Factors that could negatively affect room booking revenue projections include a reduction in the number of bookings, increased cost of security and reductions in branch open hours, as well as the potential introduction of pay parking.

Increasing the fee schedule to comparable market rates could generate approximately \$40,000 – \$50,000 in additional revenue in 2012, assuming that existing bookings will remain at current rates and theatre rentals will be phased in over three years. When the rate increases are fully implemented in 2014, there could be a further annual revenue increase of approximately \$170,000.

Action / Conclusion:

A report will be brought to the November Board meeting with proposed fee increases to achieve higher revenue from meeting room and theatre rentals.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Increase Revenues - Increase overdue fines

Background

The Circulation and Collection Use policy establishes procedures and rules to permit borrowing and provides adequate safeguards so that resources can be shared fairly and in a way that maximizes access.

In July 2011, the Library Board approved changes to the *Circulation and Collection Use* Policy which included a number of changes to fines and fees. A careful review of the fine structure including an environmental scan was completed as a part of the review of this policy.

The following changes to overdue fines and fees are planned for implementation on January 2, 2012:

- change in fine structure, i.e., the assessment of overdue fines now based on the age designation of the material rather than the age of the cardholder;
- increase in fines rates for general materials;
- increased in fine rate for DVDs and Best Bets;
- lowered threshold to \$40.00 for accounts sent to collection agency;
- higher rates for collection agency fines;
- increase in non-resident fee.

In total, the estimated revenue increase of \$500,000 has already been incorporated into the 2012 operating budget.

Implementation of the changes to the Circulation and Collection Use policy is proceeding and requires significant activity including technical and procedural changes to achieve an implementation date of January 2012 and provide adequate notice to the public.

The following is the link to the Board report, July 26, 2011 which provides details regarding the changes:

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2011/jul26/07.pdf>

Assessment

The suggestion is to increase the children's fine to from 20 cents to 50 cents per day, and the adult fine from 50 cents to \$1 per day. Changes to the fines levels and fine structure have been introduced several times in the last decade. The new 2012 rates for children reflect a 100 percent increase from 10 to 20 cents per day and the rates for adults will increase 33 percent from 30 to 40 cents per day. The teen rate will also increase.

The new fine rate for DVDs and Best Bets is \$1.00 per day which represents an increase of 233%, and this will help ensure that these high demand materials are returned quickly and are available for use by other borrowers. Many large Canadian public libraries apply higher fines rates to such high demand materials to promote prompt return. It should be noted that these items have a short loan period of one week. The recommended rate is consistent with those of most other Canadian public libraries.

The changes to fines rates recently approved by the Board will set Toronto Public Library overdue fine rates at a higher level than most other GTA libraries and at the same or a higher rate than other urban library systems in Canada. An environmental scan indicates that the most common fine rate for adults is in the 25 to 35 cent per day range.

Families and individuals who are at-risk may not use the library due to factors such as illness, poverty, low literacy skills, homelessness, the cost of transportation and physical or other barriers. Fines and fees can become significant barriers such that library use is suspended indefinitely. Children, youth and seniors may be particularly vulnerable. Library staff who conduct outreach, or who work within the library's literacy programs, report that unpaid fines is the top reason community members cite for not using the library and that some parents do not allow children to register for a library card due to concerns about the potential to incur fines.

Literature and the experience of the Toronto Public Library and other library systems across North America have shown that there is a point of diminishing returns as more fines or penalties are implemented or enforced. Higher fines may result in non-payment and the materials not being returned, which would have a negative impact on the budget. It is important to establish fines rates that encourage customers to return materials on time and that do not result in reduced library use.

Budget Impact

The current projection of a \$500,000 increase to revenues from fines is significant when compared to the total current revenues of approximately \$3.1 million per year, and considering the potential reduction in the collections budget. During 2012, staff will monitor the impact of all the new changes, including whether the projected revenue increase is being achieved.

Action/Conclusion

The suggestion to further increase fines for children and teen from \$0.20 to \$0.50 per day and adult fines from \$0.40 to \$1 per day is not recommended. No further changes to the fines rates are recommended for 2012. The Circulation and Collection Use Policy is reviewed annually and the next report is expected in the fall of 2012. As a part of that review the impact of the changes to the fines structure and fines rates will be assessed, including the increase to revenues. The feasibility of new increases in overdue fines and fees will be considered at that time.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Increase Revenues – Fine for Holds Not Picked Up

Background

Holds are a popular component of public library service. At any given time over 10% of borrowers have items on hold. The holds service makes the Library's collections budget go further and ensures equitable access to circulating collections and high demand items no matter where users live across the city. Holds are a useful planning tool; they provide tangible evidence of public demand and trends for collection development and purchasing.

The public use of the holds service has increased since amalgamation and has continued to grow; over the last five years the average growth has been 15%. In 2010, 5 million holds were filled, an increase of 8.5% year over year, and representing approximately 15% of overall circulation.

While holds have been increasing, the percentage of holds not picked up has been in decline: 17.56% in 2008; 16.25% in 2009; 14.78% in 2010; 13.8% in the first half 2011. December is the highest month for holds not picked up.

Assessment

Library staff undertook an efficiency study of holds this year to find ways to improve service and reduce costs. Staff analyzed customer behaviour for placing holds as well as for not picking them up, the functionality and usability of the Library's circulation software and website, and the steps involved in processing and delivering holds.

As a result of the holds efficiency study, a number of initiatives are underway to get holds to customers more quickly, reduce the number of holds overall including holds not picked up, and there are 12 Full Time Equivalent positions (FTEs) identified for reduction. These positions are included in the \$9.7 million of efficiencies and revenue increase, including the elimination of 100 FTEs, approved as part of the 2012 operating budget submission at the October 17, 2011 Board meeting.

As part of this work, staff investigated charging a fine for holds not picked up and found that Mississauga, Calgary and Vancouver are the three Canadian urban libraries that levy a charge. The investigation revealed a number of implementation issues and concluded that a fine for holds not picked should be deferred until the other holds efficiency recommendations are in place for the following reasons:

- a more robust notification system is required and will be implemented in the 1st quarter 2012 that will verify customers have been notified and provide error reporting;
- a customization for the Library's software is required to automatically charge a 'not picked up' fine to customers' borrower records; staff found that manual charging would be inefficient and costly;

- changes being implemented to the website and circulation system are required because these changes will improve holds processing, delivery and reduce the number of holds overall including those not picked up.

Another consideration for not introducing an additional fine was the fact the Library Board at its July 26, 2011 meeting, had just approved significant revisions to the *Circulation and Collection Use Policy*. New rates for fines and fees, and approaches to collecting fines with projected new revenue of \$500,000 were approved representing the single most comprehensive revision to the fines policy since amalgamation.

Action / Conclusion

Staff will continue to implement the holds efficiency savings in 2011 and into 2012. After the efficiencies have been implemented, staff will evaluate the feasibility of charging a fine for holds not picked up.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Increase Revenues – Introduce Paid Parking Lots at Branches

Background

- 32 branches do not have any parking and the two new branches currently under development will not have any parking.
- 12 branches are located in joint facilities with public parking and there is no charge for parking at these locations.
- 12 branches are in leased premises in malls and plazas and access to free parking is available for all.
- 31 branches have smaller lots that would probably not be suitable for paid parking operations.
- 9 branches, mainly larger branches in suburban areas have larger lots that could be considered for the introduction of paid parking. These branches are: Agincourt, Albert Campbell, Albion, Cedarbrae, Don Mills, Eatonville, Fairview, Richview, and York Woods.
- Two branches currently have paid parking lots for library customers: Oakwood Village and Northern District.
- The 2010 revenue from the Oakwood Village lot was \$3,709 gross, after parking administration costs. The lot is administered by the Toronto Parking Authority. The main reason for paid parking at this location is to discourage long term and overnight parking so that it can be used when the library is open. The cost of taxes incurred due to paid parking was \$380.
- At Northern District, there are a few metered public parking spaces below the library. All other spaces are paid spaces for library tenants and residents of Stanley Knowles. Library staff monitors the lot and takes the cash from the meters. The 2010 revenue from the Northern District spaces was \$2,695.

Assessment

There may be potential to generate revenue from pay parking at the nine locations with larger lots. Parking administration is not the Library's core business and a third party operator specializing in this area would be recommended. The Library could approach the Toronto Parking Authority to further assess the potential for paid parking. A request for proposal could also be considered.

Property occupied by the Library is exempted from property taxes, with the exception of a portion of Northern District and Deer Park Libraries where the space is rented to tenants. The introduction of paid parking would qualify that portion of the property as commercial land, which would attract an annual tax of approximately 3.24% of the assessed value at the applicable 2011 tax rates, whether or not the parking spaces are being used. In some cases, the property tax and parking administration costs could exceed potential revenue.

Customer access to public parking is an important consideration in providing public library services, particularly in suburban areas where there are fewer but larger branches and access to public transit is not as good. People travel greater distances to the library in the suburbs and many come by car. There is an expectation that free parking should be available at branches located in suburban areas. Parking access is often raised in public consultations for branch renovation projects.

At some branches located in priority neighbourhood areas, such as Albion and York Woods, the introduction of paid parking would be a barrier to library use.

A further consideration would be the negative impact that paid parking would have on revenue from room bookings; room bookers, mainly from not for profit community groups, are paying higher rates for bookings and the introduction of another fee may have a negative impact on bookings.

Budget Impact

The current revenue from paid parking at Oakwood Village and Northern District is very modest. A full assessment of potential costs and revenue is required to determine the budget impact of paid parking at library lots.

Action / Conclusion:

The Library will contact the Toronto Parking Authority to assess the feasibility of increasing revenue by introducing paid parking at library lots, including consideration of applicable property taxes.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Increase Revenues – Program Sponsorships

Background

- The Toronto Public Library Foundation, a separately incorporated organization with its own volunteer board, was established in 1997; the Foundation is the fundraising organization for the Toronto Public Library Board, under a Letter of Understanding which was last updated in 2010.
- One member of the Library Board sits on the Foundation Board as an ex-officio, voting member; the City Librarian is an ex-officio non-voting member of the Foundation Board.
- Sponsorships and donations enhance, expand and/or increase awareness of library initiatives.
- Sponsorships are guided by the Library's Sponsorship Policy and funding priorities as identified by the Library for the Foundation biannually; these funding priorities are approved by the Library Board and their feasibility assessed by the Foundation Board.

Assessment

- The Foundation has experienced success in finding sponsorship arrangements for a number of library programs.
- The business connections and personal networks of Foundation volunteers are an important factor in the success rate for sponsorship proposals.
- Corporations are guided by their own community giving mandate (in the case of donations) and their own marketing objectives (in the case of sponsorships); the Foundation works hard to match Library and Corporate funding priorities.
- Through sponsorships or donations, Corporations are most likely to support initiatives that are new, that expand on an existing program, and/or that address a specific community need in keeping with their own defined giving mandate; in the case of sponsorships, Corporations generally seek to reach a specific demographic and receive both tangible and intangible benefits in return for their support.
- Establishing a successful, long-term sponsorship relationship takes time; most sponsorship agreements start out as one-year terms.
- Individual sponsorship agreements may not be sustainable.
- While led by the Foundation, sponsorship proposal development and the fulfillment of successful sponsorships also place demands on Library staff, and in proportion to their value.
- Most corporations will not support operating funding, deficit fundraising, endowments nor, in many cases, capital campaigns.
- As with most individuals the Foundation approaches, the Foundation's first challenge with potential Corporate funders is to educate them about the value in providing support to a

traditionally municipally-funded institution, and the impact their support can have to enhance the Library's work

Potential for Additional Sponsorships

- Sponsorships could potentially be secured in association with specific library programs such as Keep Toronto Reading, One Book, March Break Activities and Seniors Month to name a few.
- Such exposure-based sponsorships would need to include a wide range of sponsor benefits including in-branch recognition and other tangible and intangible promotional considerations.

Budget Impact

Program sponsorships are a major source of enhanced revenue for some programs. Without the sponsorship funding, some programs would be significantly scaled back or eliminated.

In 2011, the Foundation is projecting a total of \$1.2 million in corporate revenues (sponsorships and donations) for a wide variety of programs which are identified by the Library as funding priorities, including:

TD Summer Reading Club
Sun Life Museum + Arts Pass Program
Kindergarten Outreach
High School Outreach
Black History Month
Asian Heritage Month
Aboriginal Week
Leading To Reading
Story Time Outreach

Action / Conclusion

Working closely with the Library, the Foundation has developed a robust sponsorship program that has seen significant growth. The Foundation will continue to seek additional sponsorship opportunities under the existing policies.

Foundation Board members and volunteers assist Foundation staff in accessing potential corporate sponsors by utilizing their business and personal connections to provide an introduction. Library Board members could similarly assist the Foundation by opening the door to their contacts in corporations.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Increase Revenues - Naming Rights for Library Branches

Background

- There is considerable debate about the naming of public assets, and the City is in the process of developing a naming policy.
- The Library has an approved Naming Policy which establishes the protocol and preferred names for the Library's branches, rooms, programs or collections. The policy is to name branches after their geographic location or, when appropriate, after the type of service or function offered at the branch. Collections are named after their subject matter and programs are named after their content. There have been examples of naming opportunities to honour individuals or recognize gifts, and these situations are addressed by the Naming Policy and/or Sponsorship Policy. As per the Naming Policy, the use of corporate names requires special consideration in order to avoid the appearance of commercial influence or conflict of interest.
- The Naming Policy allows consideration for naming gifts provided the gift constitutes a significant portion of the total cost of the branch, room, program or collection to be named – either funding the total cost of the project, or providing a substantial proportion of the required funding for the project; in the case of an existing branch, room, collection or program to which a naming opportunity is applied, the associated gift shall be commensurate with the market value of the opportunity as identified by the Toronto Public Library Foundation.
- The naming of branches, programs and collections require Board approval.
- Naming rights are generally granted for a period of not less than 10 years.

Assessment

- Over a four-year term (2007 – 2011), the Foundation has been successful in securing a total of \$4.8 million in naming gifts (out of a total approved naming inventory of \$16.5 million), through the **re:vitalize – Toronto Reference Library Campaign** for spaces within the Toronto Reference Library. The majority of donors are individuals who have responded to the opportunity to help create “the library of the future.”
- The Foundation has made exploratory approaches to select individual donor prospects with the opportunity for naming rights in association with new Library construction projects, but without success.
- Considering that an appropriate naming gift range might be anywhere from \$5 to \$10 million (depending on the size of the Library branch), significant lead time would be needed by the Foundation to identify prospective donors and to cultivate and secure gifts of this size.

Budget Impact

Funds raised from naming rights for the Toronto Reference Library Campaign have been used to support the capital cost of the project. The majority of donors are individuals who have responded to the opportunity to enable acceleration of project completion and help create "the library of the future."

Action / Conclusion

Under the Library's capital program, as branches are renovated or ones built, this provides opportunities for the Foundation to seek funding for naming rights. The Foundation will continue in its efforts to secure additional funding for capital projects which could include a naming opportunity.

Foundation Board members and volunteers assist Foundation staff in accessing potential corporate sponsors by utilizing their business and personal connections to provide an introduction. Library Board members could similarly assist the Foundation by suggesting individual and corporate prospects and making introductions for the Foundation.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Increase Revenues - Book Sponsorship

Background

- The Foundation's greatest successes with Collection support has been through individual donations focused on the Library's Special Collections or other specialized holdings within general collections (e.g., accreditation materials for newcomers or books on the environment).
- There is a definite interest in supporting collections from our broad base of community supporters, however, these donors make average gifts of less than \$100 and broad-based campaigns are highly resource-intensive to support.
- The Foundation also has a tribute program (Honour with Books) that allows donors to make a donation in someone's name in support of Library collections, with the recipient receiving a gift acknowledgment card. Previously a recognition bookplate was also placed within a new book; this recognition benefit was discontinued due to the increased administrative workload it generated for both the Library and the Foundation.
- Sponsorships and Naming Rights are guided by the Library's Sponsorship Policy and Naming Policy, respectively.
- As part of its five-year Strategic Plan, the Foundation is developing a framework for the creation of an Endowment Fund to support collections.

Assessment

- Sponsorship for collections of books may be possible but would only work for discrete areas of the Library's collections. It is difficult to plan collections and meet customer expectations if large portions are sponsored and not sustained from one year to the next.
- Corporations may be receptive to supporting specific collections (e.g. Best Bets) as long as the appropriate sponsorship benefits were part of the package. For example, sponsors would be looking for wordmark or logo recognition on or inside book, or in-branch recognition through signage associated with the particular collection.
- Adding labels and book plates to books is not recommended as it creates additional handling which is costly in terms of processing and staff time.
- Sponsorship agreements for collections would need to protect intellectual freedom by ensuring selection decisions could not be influenced by sponsors.
- If individual titles were sponsored, a legal review of creator rights would be required.

Budget Impact

- The Foundation raises approximately \$230,000 annually for Library collections through individual giving, multi-year gifts and disbursements from trusts and endowments. Historically, the Foundation's broad-based community giving program in support of general Library collections has generated total revenues between \$50,000 to \$150,000 a year.

Action / Conclusion

- There is good potential for the Foundation to increase support for collections, although annual revenues will remain unpredictable.
- The Library can identify sponsorship of collections as a fund-raising priority for the Foundation.
- In the longer term, an Endowment Fund in support of collections will deliver a predictable annual source of funding, however, the establishment of an appropriate size of Endowment Fund (i.e., \$10 million+) will take a minimum of 5-10 years.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Increase Revenue – Sponsorship of Wi-Fi Services

Background

The 98 Toronto library branches have Wi-Fi available since 2010. A suggestion has been made that the Library consider a Wi-Fi sponsorship similar to the sponsorship agreement between the Greater Toronto Airport Authority (GTAA) and Rogers at Pearson International Airport.

Assessment

Sponsorships have been considered by the Library for some programs, however, not for Wi-Fi. Sponsorships are guided by the Library's Sponsorship Policy and funding priorities as identified by the Library for the Foundation. The Foundation works to match library and corporate funding priorities. Corporations are most likely to sponsor initiatives that create something new, expand or enhance an existing program or address a specific community need. The City's proposed sponsorship policy states "since sponsorships are only intended to supplement direct City funding and to enhance City initiatives or properties, a division's normal operating funding must not be displaced by the sponsorship arrangement".

Past experience has been that corporations are unlikely to sponsor operating funding, such as Internet bandwidth, if it doesn't provide significant marketing opportunities.

In a public sector organization, sponsorships for services that are supplied by external vendors are governed by the organization's procurement policies, requiring a competitive process for the supply and sponsorship. This creates a complex procurement process and often discourages participation by external vendors.

The Library's current contract for wireless Internet access expires in September 2013. Library staff will investigate the opportunities for sponsorship as part of the next procurement process for wireless. Library staff have contacted the GTAA to learn more about the marketing sponsorship agreement between the GTAA and Rogers Communications.

Budget Impact

To be assessed when more details are available.

Action / Conclusion:

Library staff will investigate opportunities for sponsorship as part of the next procurement process for wireless.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Increase Revenues – Expand Advertising Channels and Opportunities

Background

What's On Programs & Events print publication

For several years, the Library has sold advertising space in its quarterly *What's On* print publication. As part of its 2010 operating budget submission, the Library Board approved an increase to these revenues of \$25,000 through the expansion of advertising opportunities in the publication, bringing the total budget target to \$30,000. Revenues raised have been applied to offset the production costs of the publication.

As part of the implementation of this expanded advertising program, the Library developed advertising guidelines based on three main principles:

1. Limit the amount of advertising space within the *What's On* publication (to achieve an acceptable balance of content to ads, to allow sufficient space for the Library and the Foundation advertising, and to contain the size and production costs of the publication);
2. Minimize any negative aesthetic and design impacts and/or confusion that third-party advertising within the publication could cause (e.g. differentiating Library services from third-party services, adversely affecting usability of the publication, etc.);
3. Select advertisers and products/services that are most aligned with Library objectives, services and brand.

As a result, currently the Library accepts advertising from governmental, public sector and not-for-profit organizations, and does not accept advertising from for-profit, commercial/corporate organizations. The Library also does not accept advertising that is primarily devoted to the sale, advertising, solicitation or promotion of commercial/retail products. Other guidelines similar to the Library's Display and Distribution of Material Policy also apply to paid advertising.

Ad sales are done, part time, by a staff member.

torontopubliclibrary.ca

TPL does not currently sell advertising space on its website, torontopubliclibrary.ca.

Assessment

Just as the Library is committed to providing safe, welcoming neutral spaces for all within our physical public library spaces, we must ensure that the content within Library properties consistently reflects and complements the Library's services, programs, brand and strategic objectives. In addition, as advertising is not a core service of the Library, the costs to successfully sell, manage and deliver advertising at the Library must be balanced with the potential revenue opportunities it may offer.

What's On Programs & Events print publication

TPL has aggressively pursued advertising opportunities over the past 18 months, and has seen considerable success. Given the parameters of the existing advertising guidelines, and the staffing resources available for advertising sales, the Library does not believe that there is significant additional advertising revenue potential for *What's On*. Should the advertising guidelines be extended, there is some opportunity to increase *What's On* advertising revenues.

torontopubliclibrary.ca

Given the busyness of the website, the high percentage of repeat visitors, and the types of transactions that our customers perform, the torontopubliclibrary.ca website has potential as an advertising property for the Library. However, there are several factors that could mitigate success for advertising on the Library's website:

- There exists a very limited infrastructure within TPL for supporting online ad sales, both from a technical and business/staffing perspective. More specifically, the website does not have the technical infrastructure to automate the display, management, tracking and reporting of advertising activity (e.g. ad uploads, click-throughs, statistical analysis, etc.) and there is not the staff expertise or capacity to sell and manage advertising accounts. As a result, the technical and business infrastructure would need to be developed and implemented at TPL.
- The Library's current advertising guidelines limit the scope of advertisers and advertising content and therefore limit the revenue potential for online advertising at TPL.

Related Policies

- Sponsorship Policy
- Display and Distribution of Materials Policy

Budget Impact

What's On Programs & Events print publication

In 2011, the Library will meet its *What's On* advertising sales target. There is limited opportunity to increase this revenue unless changes are made to the current guidelines on the types of advertisers allowed and advertising content.

torontopubliclibrary.ca

Advertising revenue potential would need to be evaluated in the context of infrastructure and overhead costs as well as the Library's advertising guidelines.

Action / Conclusion

Staff will bring forward an advertising policy for the Board's consideration in mid-2012, which will include an assessment of the feasibility of increasing advertising revenue.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Increase Revenues – Used Book Sales in Branches or On-Line

Background

There are currently three streams for used book sales; through volunteer run book stores, local book sales in branches and online.

The Friends of Toronto Public Library operate bookstores at the Toronto Reference Library and North York Central Library. An annual *Treasures* book sale is held at the Toronto Reference Library. The Friends generate approximately \$115,000 net annually in book sales.

Many branches have local book sales which generate over \$90,000 net annually in revenue. Book sales through the Friends' bookstores and the branches are popular and have been successful. However, an additional revenue opportunity using online book sales has been implemented in recent years. Since 2007, the Library has started sending books for sale to Better World Books, an online used book vendor that sells through a number of online outlets including Amazon, Indigo/Chapters, Abe Books and their own website. Better World Books donates unsold books to literacy programs worldwide. The Library receives 20% of revenues from books sold and Better World Books donates an additional 15% to the Foundation for Library literacy programs. Annual revenue is approximately \$6,000.

Assessment

Increased book sale prices (100% increase) were approved by the Library Board at its July 26, 2011 meeting; books, CDs and DVDs increased from \$1.00 to \$2.00 while mass market paperbacks increased from \$0.50 to \$1.00.

Improved display of book sale materials in branches is an initiative currently underway in an effort to better promote book sales.

Staff could review the allocation of materials to the various book sale streams to determine whether revenue could be increased.

Budget Impact

The estimated increase in revenues is already part of the 2012 operating budget submission.

Action / Conclusion

Staff will review the effectiveness of the allocation of used books to the three streams of revenues.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Review library program offerings

Background

Library programs and outreach are identified in Toronto Public Library's program map as one of the four services provided by the Library as follows: literacy; instructional and informational; cultural and literary; volunteer and service development and customer engagement.

In 2010, 27,862 programs were attended by 750,220 library customers. There has been a 17.3% increase in program attendance over the past three years. Many programs are provided by third party operators and community members at no charge to the Library.

Analysis

The Library's objectives for programming are outlined in the Library's Programming Policy, approved by the Board in December, 2004. Library programs offer opportunities for learning and education, entertainment and culture, and for community engagement. For our customers, library programs:

- Supplement and extend the information found in our collections, often making the content more accessible because of the dynamic format programming affords;
- Promote awareness and use of our collections
- Offer equal opportunities for learning and information exchange, and for discussion and the exploration of ideas, enabling all Torontonians to fully participate in the civic and cultural life of the city;
- Provide opportunities for like-minded people to come together in a safe, relaxing and open environment.

Library programs also help TPL achieve several of its strategic objectives:

- Offers opportunities to raise awareness of the library to Torontonians who might not otherwise visit the library, or travel beyond their local branch;
- Extends and promotes the role of the library as a community resource and as a vital place of educational, literary and cultural engagement.
- Gives the library opportunities to develop and strengthen our partnerships across the city and in local communities;
- Supports the livability and prosperity of Toronto by helping to build and sustain a literate, educated and creative city.

Budget Impact

To be determined pending staff review.

Action / Conclusion

Staff to review program offerings and report back.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Reduce Costs – Eliminate Computers at Library Branches

Background

Access to information is core to public library service and significant amounts and types of key library information are only available online. Furthermore, the Library's own information offerings such as subscription databases are delivered online. Access to computers and the Internet are therefore essential for public library service.

Assessment

Access to computers in libraries is one of the principal ways public libraries fulfill their mandate to provide services which meet unique community needs. Virtually all public libraries offer access to computers and the Internet as an efficient way of providing access to information, the library's collections and beyond. In addition, the Public Libraries Act states that libraries must permit the public to use reference and information services as the board considers practicable without making any charge" (para. 23(2)(b)).

Computers with internet access are required to search the library's collections. The library provides critical access to resources such as online databases, e titles and recommended websites to support recreation and learning. Many reference texts are available exclusively online as the library no longer purchases hard copies. Digitized materials available through the website provide access to the library's rare and special collections.

Information services are evolving to anticipate and respond to users at their point of need. Librarians support users in navigating the web to find accurate information from reliable and authoritative sources. Public computers are needed so staff can help customers with their information questions, both quick reference and more complex inquiries. Without public access computers the library would be challenged to adequately help customers with their information needs.

Computers also enable the efficient distribution of information about library services including open hours, library programs and public announcements e.g. service disruptions. Access to government publications and services has shifted almost exclusively to online; public library computers are frequently identified as a key option for accessing City services.

Beyond library resources many residents require access to the Internet to live their daily lives. The Internet is a vast and continually growing repository of content that has become essential to understanding and participating in the modern world. Providing free access to the public to computers and the internet helps bridge the "digital divide" as a significant segment of the City's residents cannot afford computer and/or internet access. Although approximately 80% of households in Canadian cities have home access to the Internet it is also true that roughly 50% of households with incomes less than \$30,000 have no home access to the internet. (2010 Canadian

Internet Use survey , Statistics Canada: <http://www.statcan.gc.ca/daily-quotidien/110525/dq110525b-eng.htm>)

The library is fulfilling an important information need by providing access to computers. For some residents the library is their main access to technology, for others it augments access at home where more than one family member may require access to the computer. Public access workstations allow equitable access to information provided on the internet that is critical for learning, job seeking, immigrant settlement, and supporting children with learning.

Currently there are 1710 public access computers with Internet access in libraries. Public access computer workstations at Toronto Public Library are used approximately 6 million times per year. Demand for the library's public computers continues to grow, increasing by 4.5 percent in the first half of 2011. The provincial government through the Ministry of Tourism and Culture requires Ontario libraries to submit statistical information about public computer workstation use, as do national, North American and international statistical reporting bodies for libraries.

Action / Conclusion:

The Library to continue offering access to computers in branches.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Warehouse Collections and Reduce Collections Spending

Background

In addition to borrowing materials, libraries are popular places for a variety of activities including study, research, consulting professional staff and attending programs. They are often a community focal point in neighbourhoods.

Browsing book shelves is an important way customers find materials to borrow. Another way is by using computers to search and find materials on branch shelves. When materials cannot be found on branch shelves or when customers are at home and want material put aside for them, customers place holds. In 2010, holds represented approximately 15% of circulation activity, a small proportion of overall borrowing.

Assessment

All circulating collections are available for browsing. However, in response to the popularity of browsing, the Library has created some focused collections to help meet the needs of customers who browse. The North York Central Library and Toronto Reference Libraries both have collections called 'The Browser'. These collections of popular materials are not available for holds; customers find material to borrow by browsing the shelves. 'Best Bets' collections are also designed to meet the needs of customers who browse. These collections are not holdable and are in branches across the city for popular English and Chinese materials.

Children and their parents use browsing as the primary means to find materials to borrow. The Library's longstanding experience over the years is that very few holds are placed on children's materials. The Library's multilingual collections are in branches across the City and many customers browse these collections to find the materials they want.

In addition to browsing for materials to borrow, customers use collections in branches for a variety of purposes including study and research.

The Library does not catalogue all materials in its collections. Mass market paperbacks are a large category of material that is not catalogued. Customers find the material by browsing.

Action / Conclusion

Warehousing collections removes opportunities to browse branch shelves to find materials to borrow, to find specific materials independently and to consult professional library staff about materials in the collections. It would also require the Library to catalogue all materials in branch collections.

Reducing materials available at library branches for browsing would affect a large number of users who browse the shelves as the primary means to find materials to consult or to borrow.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Reduce Size of Branches

Background

The Service Delivery Model provides guidelines for space planning for Toronto Public Library's network of branches. Neighbourhood branches provide collections and services that meet the needs of the immediate local community and require 10,000 to 15,000 square feet (existing neighbourhood branches may be smaller). District branches offer extensive informational and recreational collections and services to local communities and larger populations served by clusters of neighbourhood branches. District branches require a minimum of 25,000 square feet (existing district branches may be smaller). Research and Reference libraries provide the most comprehensive and specialized collections and services to the entire city with an emphasis on access and preservation for current and future generations of users. The fourth tier, electronic and city wide services is not branch or location dependent with services offered through remote or alternate modes of service delivery.

Assessment

The size of branches is an important consideration in the provision of 21st century public library services. In the digital age, important questions about public space, library use, collections access and the impact of technology on space requirements for library branches need to be considered.

The experience at Toronto Public Library and other libraries around the world is that the need for public space in digital times continues to be important, perhaps even more so than in the past. The nature of information access, use and learning is changing and all of this is having a profound impact on how public libraries are being used. Libraries are about books, learning, literacy and the joy of reading. Containers for books are changing and demand is strong for the book in all its formats – print, audio, electronic, visual. At the same time, more than ever, people are using public library spaces to study, collaborate, relax and learn. Newcomers use the library. People without access to technology at home use the library and the computers available there. This translates into a great demand for and use of public space in every branch.

To meet the demand for public library space, branches are planned to be as flexible as possible so that the library can quickly and easily respond to changing use patterns and service delivery mechanisms. For example, spaces for collections are designed to be flexible with some of the shelving ranges in newly renovated branches like Thorncliffe, Cedarbrae and Northern District on casters so that they can be easily moved as needed for maximum flexibility and use of space. At the same time, the circulation of library materials is largely driven by browsing in branches and having collections accessible and on display in each location is key. Branch spaces allocations for collections range from approximately 25% to 35%. Other important areas for branch planning include reading and study space for individuals and groups, computer workstations and computer learning, meeting and program areas, zones for children, youth,

seniors, adults, service points, washrooms to meet building code requirements, staff work areas including shipping and receiving, lobby and entry areas, unassigned spaces for horizontal and vertical circulation paths including elevator shafts, stairwells, corridors, HVAC, plumbing, wiring etc.

Other service options such as self service kiosks are being explored and will be piloted to extend the library's ability to meet demand for service without more investment in branch locations.

Action / Conclusion

Staff will continue to monitor library use patterns and use of space and re-assess space requirements for branches in ten year capital plan (Bayview and St. Lawrence). Staff will continue to work to install a kiosk pilot at Union Station with a target implementation date of 2013.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Reduce Costs – Close North York Central Library and Reduce to One Reference Library

Background

North York Central Library (NYCL) is a standalone facility of 168,022 square feet (125,400 in the public service area) spread over seven floors. It was built for the former North York Public Library at no cost to the Board as part of a development land swap and opened in 1987. It is owned by the City and the Library has a 99 year lease at \$1 a year.

It has 600,000 items in its collection and has seating capacity for almost 700 users. It is by far the busiest library in the system. In 2010 two key performance measures were:

- Circulation 1,746,004
- Visits 1,617,580

As well as its Reference and Research tier service, NYCL also serves a district library function for the 77,946 people in its local catchment area. Approximately 54% of its annual circulation is borrowed by local users. The other 46% represents circulation of NYCL collection items sent to other branch locations to respond to demand there.

NYCL also houses three public service departments: Home Library Services, Bookmobile and an Adult Literacy office, as well as Bookends North, one of the Friends' book stores.

Assessment

The North York Central Library and the Toronto Reference Library (TRL) taken together form the Reference and Research service tier in Toronto Public Library. Research and Reference Libraries provide service to the entire City of Toronto through focus on six core roles approved by the Board:

- Providing and preserving extensive research and reference collections, including unique, expensive, rare and historic materials;
- Providing electronic access to information resources directly through significant numbers of workstations and indirectly through organizing and developing electronic resources;
- Providing subject expertise and leadership within the system;
- Providing education and training for users and staff as major learning centres;
- Acting as circulation service points; and,
- Being central cultural and community places for people to congregate and participate in meetings, events or programs.

The services the two facilities provide to users are for the most part complimentary rather than duplication.

Most large urban library systems have a single central library that combines special, historic and extensive research collections, reference materials and broad circulating collections. Library history in Toronto has created two large, central facilities that differ significantly in nature. The Toronto Reference Library is unique in Canada as public research collection with extensive and historic collections. It represents a cultural and social repository of Toronto, Ontario and Canadian history. The size of the collection precludes the incorporation of a large, central circulating collection at TRL. The model in TPL is similar to that of the New York Public Library that has four specialized research libraries and a large separate circulating branch that serves as a bridge between the research collections and district and neighbourhood library collections.

TRL has almost no circulating materials. North York Central Library has a larger reference collection than those found in district libraries but is most noted for its third tier, or more specialized, circulating materials that it acquires to meet needs for this type of material across the city. This centralized acquisition allows TPL to efficiently meet demand without have to purchase multiple copies of some material to locate in branch collections. This is true for adult, teen and children's' collections. Historic materials in the latter two areas are available through NYCL.

Action / Conclusion

It is recommended that no further action be taken.

**TORONTO PUBLIC LIBRARY
BUDGET COMMITTEE
NOVEMBER 1, 2011**

Suggestion

Reduce Costs – Reduce size of *What's On* and Publication Costs

Background

The Library's *What's On* Program and Events print publication is the primary, key communication vehicle Toronto Public Library uses to inform its customers of library programs, events and exhibits running in its 98 branches throughout the city. It is published four times a year – January to March, April to June, July to August, and September to December.

The Library also provides program information through its online channels – at torontopubliclibrary.ca/programs, or via email through a subscription to the Library's *What's On at the Library* e-newsletter.

While many Library customers have shifted their use of *What's On* to the Library's online channels, the print publication remains extremely popular with and well used by Library customers, staff and partners. It is particularly popular with seniors and families, and those customers who have limited access to the internet.

Assessment

Over the past two years, the Library has reduced the quantity and net cost of the *What's On* print publication, primarily by transitioning customers to online channels. With technical and usability improvements made to the Library's website, and the introduction of email-based communications, the Library has been able to incrementally reduce the number of copies of *What's On* by 25%, from 75,000 copies to 50,000 per issue.

Budget Impact

Through continued promotion of its online channels, and an aggressive email adoption campaign, the Library believes that it can further reduce its quantities of *What's On* by 10%, or 20,000 copies in 2012. These incremental reductions have already been accounted for in the 2012 budget efficiency reductions.

Action / Conclusion

Staff assess customer requirements of the *What's On* print publication in mid-2012 to determine if quantities can be reduced further in the second half of the year.