

February 4, 2011

Budget Committee  
City of Toronto  
10<sup>th</sup> Floor, West Tower, City Hall  
100 Queen Street West  
Toronto, ON M5H 2N2

Dear Members of Budget Committee:

The purpose of this letter is to provide the Budget Committee with the Toronto Public Library Board's revised 2011 operating budget request.

At its meeting on February 2, 2011, the Board considered the *2011 Operating Budget Update – Budget Committee* report and adopted the following recommendations, which resulted in additional budget reductions totalling \$0.942 million (0.56%) revising the 2011 operating budget request to \$170.542 million net (\$183.975 million gross) representing a \$3.442 million or 2.06% increase:

1. approves budget reductions resulting from the integration of the periodicals collections and service into their respective subject departments at the Toronto Reference Library, totalling \$0.594 million – \$0.229 million in 2011 and an additional \$0.365 million in 2012;
2. approves the elimination of the 2011 library collections economic adjustment of \$0.313 million;
3. approves an additional draw from development charge reserves in the amount of \$0.400 million to fund library collections; and
4. forwards a copy of the Board decision to the City Budget Committee for consideration.

The Board received the following recommendation:

Considers the relocation the urban affairs service to Toronto Reference Library to save \$0.729 million - \$0.100 million in 2011 and an additional \$0.629 million in 2012 - which would include the closure of the Urban Affairs Library with the provision of

alternative service arrangements of an expansion of service hours at City Hall Branch and the provision of Bookmobile service at Metro Hall;

The revised 2011 operating budget request of \$170.542 million net, or 2.06% increase, is \$100,000 greater than the recommended budget of \$170.442 million net, or 2.00% increase.

Cumulatively, the Board has now approved reductions totalling \$2.568 million (1.54%) and the elimination of 10 full time equivalents in 2011, and will result in additional savings of \$0.308 million and the elimination of 4 full time equivalents in 2012.

Sincerely,

A handwritten signature in black ink that reads "Jane Pyper". The signature is written in a cursive style with a large, stylized initial "J".

Jane Pyper  
City Librarian

Attachment: Appendix A: Board Resolution No. 11-023

## APPENDIX "A"

### THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO PUBLIC LIBRARY BOARD HELD ON FEBRUARY 2, 2011

#### NO. 11-023 TORONTO PUBLIC LIBRARY BOARD – 2011 OPERATING BUDGET UPDATE – BUDGET COMMITTEE

At a meeting held on February 2, 2011, the Board was in receipt of a report dated February 2, 2011 from Jane Pyper, City Librarian, to consider additional reductions to the 2011 operating budget in order to meet the Budget Committee's recommended budget increase of 2%. The Toronto Public Library Board:

1. adopted recommendations 1, 2 and 3, which reduces the 2011 net operating budget by \$0.942 million or 0.56% and revises the request to \$170.542 million representing a 2.06% or \$3.442 million increase; and
2. received recommendation 4 regarding the relocation of the urban affairs service to Toronto Reference Library.

A copy of the City Librarian's report dated February 2, 2011 follows:

Subject: 2011 OPERATING BUDGET UPDATE – BUDGET COMMITTEE

#### Recommendations:

The City Librarian recommends that the Toronto Public Library Board:

- (1) approves budget reductions resulting from the integration of the periodicals collections and service into their respective subject departments at the Toronto Reference Library, totalling \$0.594 million – \$0.229 million in 2011 and an additional \$0.365 million in 2012;
- (2) approves the elimination of the 2011 library collections economic adjustment of \$0.313 million;
- (3) approves an additional draw from development charge reserves in the amount of \$0.400 million to fund library collections;
- (4) considers the relocation the urban affairs service to Toronto Reference Library to save \$0.729 million - \$0.100 million in 2011 and an additional \$0.629 million in 2012 - which would include the closure of the Urban Affairs Library with the provision of alternative service arrangements of an expansion of service hours at City Hall Branch and the provision of Bookmobile service at Metro Hall;
- (5) forwards a copy of the Board decision to the City Budget Committee for consideration.

Financial Impact:

Additional budget reduction options totalling \$1.042 million (0.6%) are contained in this report, which would revise the 2011 operating budget request to \$170.442 million net, representing a 2.0% budget increase as recommended by Budget Committee. The financial impact of the recommendations in this report are summarized below:

Recomm. Number		2011			2012	
		NET CHANGE			NET CHANGE	
		STAFF	\$000s	%	STAFF	\$000s
1	Integrate periodicals at Toronto Reference Library	(4.0)	(229.0)	-0.1%	(4.0)	(365.0)
2	Eliminate 2011 library collections economic adjustment		(313.0)	-0.2%		
3	Development charges to fund library collections		(400.0)	-0.2%		
4	Relocate Urban Affairs service to Toronto Reference Library and provide alternative service arrangements	(1.1)	(100.0)	-0.1%	(2.5)	(629.0)
		(5.1)	(1,042.0)	-0.6%	(6.5)	(994.0)

Depending on which reduction options are approved, up to 5.1 full time equivalents (FTEs) could be permanently eliminated with savings of \$1.042 million in 2011.

Depending on which budget reduction options are approved, the full year impact of the reductions could result in an additional savings of up to \$0.994 million and up to 6.5 FTEs eliminated in 2012. These savings would be used to offset cost pressures in 2012.

The full year savings by 2012 could be up to \$2.036 million and up to 11.6 FTEs eliminated.

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

Issue Background:

At its meeting on November 25, 2010, the Library Board reviewed the *2011 Operating Budget Submission and Service Review Reduction* report which contained the original 2011 operating budget submission of \$173.110 million net or a 3.6% increase, and approved a reduced submission of \$172.610 million net representing a 3.3% increase, adjusted by the recommended reinstatement of a \$0.500 million (0.3%) draw from development charge reserves to fund library collections.

At its meeting of January 6, 2011, the Board approved reductions totalling \$1.126 million, resulting in a revised request of \$171.484 million or a 2.6% increase over 2010. The Board did not approve other reduction options totalling \$1.042 million or 0.6% which would have reduced the budget to \$170.442 million net, or a 2.0% increase which is the City staff recommendation.

The table below details the Board's approved budget reductions options totalling \$1.626 million (1.0%) as well as other City staff recommended reductions, which were not approved by the Board, totalling 1.042 million (0.6%):

	2011				2012	
	NET CHANGE			NET TOTAL \$000s	NET CHANGE	
	STAFF	\$000s	%		STAFF	\$000s
<b>2010 COUNCIL APPROVED BUDGET</b>	<b>1,830.6</b>			<b>167,099.6</b>		
<b>2011 Incremental Base Costs:</b>						
Staffing costs	5.4	4,309.4	2.6%			
Library collections		813.4	0.5%			
Utilities, maintenance and services		887.2	0.5%			
<b>Original 2011 Budget Request</b>	<b>1,836.0</b>	<b>6,010.0</b>	<b>3.6%</b>	<b>173,109.6</b>	<b>0.0</b>	<b>0.0</b>
<b>2011 Board Approved Reductions:</b>						
Confirmed one-time grants for 2011		(57.0)	0.0%			57.0
Reinstate funding for collections from Development Charges		(500.0)	-0.3%			
Collections management efficiency	(6.0)	(325.0)	-0.2%			
Detailed budget review		(744.0)	-0.4%			
	(6.0)	(1,626.0)	-1.0%		0.0	57.0
<b>Board Approved 2011 Budget Request - Jan 6, 2011</b>	<b>1,830.0</b>	<b>4,384.0</b>	<b>2.6%</b>	<b>171,483.6</b>	<b>0.0</b>	<b>57.0</b>
<b>2011 Additional City Staff Recommended Reductions:</b>						
Integrate Periodicals at Toronto Reference Library	(4.0)	(229.0)	-0.1%		(4.0)	(365.0)
Eliminate 2011 library collections economic adjustment		(313.0)	-0.2%			
Additional reduction to library collections		(400.0)	-0.2%			
Relocate Urban Affairs service to Toronto Reference Library	(1.1)	(100.0)	-0.1%		(2.5)	(629.0)
	(5.1)	(1,042.0)	-0.6%		(6.5)	(994.0)
<b>2011 CITY STAFF RECOMMENDED BUDGET</b>	<b>1,824.9</b>	<b>3,342.0</b>	<b>2.0%</b>	<b>170,441.6</b>	<b>(6.5)</b>	<b>(937.0)</b>

Comments:

TPL presented its 2011 operating and capital budgets to Budget Committee at its meeting on January 13, 2011. Similar to the City staff recommendation, Budget Committee will be recommending budget reductions, beyond what the Board has approved, totalling \$1.042 million or 0.6% as shown in the chart above, for an overall budget increase of 2.0% in 2011. Further budget reductions are being presented to the Board for consideration.

*Integrate Periodicals at Toronto Reference Library:*

As part of the ongoing planning for the revitalization of the Toronto Reference Library, staff reviewed ways to improve the customer experience. It was determined that reintegrating the periodicals collection into the new subject departments would substantially improve customer service as a result of increased user convenience and more comprehensive reference service in subject areas. With enhanced staff knowledge of both print and electronic resources in their subject area, public awareness and use of these valuable information resources is expected to increase.

While service driven, the integration of the periodicals does achieve staff efficiencies. With the elimination of an information service and specialized retrieval desk, eight positions can be eliminated: five public service assistants and three librarians. Four positions would be

eliminated in 2011 and another four positions in 2012. The remaining six librarians would be reassigned to subject departments with the appropriate periodicals. The integration would take place in mid-2011 and would result in total budget savings of \$0.594 million: \$0.229 million in 2011 and an additional \$0.365 million in 2012.

The proposed integration addresses the significant changes that are occurring in the print journal publishing industry. Most periodicals are now available in both electronic and print format. Because of the convenience of electronic access, particularly for back issues, the use of print copies has diminished. Generally, book retrievals from the TRL stacks have declined 32% in the past eight years. The average six to eight trips a day to retrieve periodicals from the stacks also represents a significant decline from past activity levels and can be accommodated within the current staffing level at the centralized Stacks Retrieval desk.

More details on the periodicals service at TRL and the proposal to reintegrate the collection into the new subject departments are included on Attachment 1.

*Eliminate 2011 Library Collections Economic Adjustment:*

The proposal is to eliminate the 2011 economic adjustment of \$0.313 million (0.1%) for library collections. This is equivalent to 18,400 items and would be the fourth consecutive year of no economic adjustment for library collections. Fewer new items added result in less availability of popular materials and may decrease customer satisfaction and circulation activity.

The strong Canadian dollar has partially offset the impact of no economic adjustment for the past few years and tends to put deflationary pressure on items sold in Canada. In addition, TPL continues to seek ways to mitigate the impact of no increase in the collections budget through measures such as consortia purchasing with other libraries, government grants and negotiating with vendors for greater discounts for volume purchases.

*Development Charges to Fund Library Collections:*

Development charges are used to fund TPL's physical infrastructure and collections in responding to the needs of a growing population. In recent years, TPL has successfully reduced its annual draw of development charges to fund collections, from a high of \$2.400 million in 2007, to the current level of \$1.000 million, in order to ensure that there are adequate reserves on an ongoing basis.

In order to meet an overall 2% budget increase target in 2011, the Budget Committee is recommending that the collections budget be reduced by \$0.400 million (0.2%), which represents 2.3% of the total collections budget of \$17.516 million. Based on updated projections of the development charge reserves, an additional \$0.400 million draw to fund library materials in 2011 would not impact the capital program. However, the 2011 total draw of \$1.400 million does not appear sustainable based on current projections. The level

of funding from development charge reserves would need to be reassessed for the 2012 budget.

*Relocate Urban Affairs Service to Toronto Reference Library:*

The Urban Affairs Library (UAL) was established in its present location at Metro Hall in 1992. Its mandate, as a department of the Toronto Reference Library, is to deliver specialized collections and information services in the subject area of municipal government and urban issues. Since 2007, community users and people employed in the area have used the UAL to pick up holds and access computers and study space. Any proposal to relocate the UAL service to Toronto Reference Library (TRL) must address the impact on both specialized research as well as community users.

Cost Savings:

Relocation of the UAL collections would need to be coordinated with the construction work at TRL and could not take place until the fall of 2011. Relocating the urban affairs services to Toronto Reference Library would save \$0.729 million; \$0.100 million in 2011 and an additional \$0.629 million in 2012. The costs to consolidate the collections are estimated at \$0.225 million. The savings in 2011 are \$0.325 million less the moving costs for a net savings in 2011 of \$0.100 million and include the elimination of 1.1 FTEs. The more significant savings occur in 2012 with an additional savings of \$0.629 million and elimination of 2.5 FTEs.

Urban Affairs Research and Reference Service:

Current Urban Affairs Reference and Research Service:

TPL, through its research and reference service tier, currently operates two municipal and urban affairs library services in separate locations that serve the entire City, the largest being the Urban Affairs Library located in 13,700 square feet of leased space at Metro Hall and the smaller urban affairs service that is part of the Business and Urban Affairs Department at the North York Central Library (NYCL). Consolidating these services at TRL would preserve their core service of providing extensive collections and research support in this subject area while contributing significant savings, primarily through the elimination of lease costs paid to the City for the Metro Hall location and a reduction in staffing levels.

Of the two services, the relocation of UAL to TRL has the greatest impact on users. Current services, activity levels and costs include:

- 48.5 service hours per week, Monday to Friday;
- 113,000 catalogued books and government documents;
- 300 periodical subscriptions; extensive microfilm, community newspapers, newspaper files, pamphlet and audiovisual collections;
- nine computer workstations offering Internet access and Microsoft Office applications; wireless access;
- meeting room and four private study booths;

- an extensive urban affairs collection that forms TRL’s research collection on the subject
- a circulating corporate collection that Councillors and City staff are able to borrow;
- information service for the public and detailed corporate research services for the City of Toronto;
- 2010 budget:
  - library materials budget of \$0.105 million;
  - annual lease payment to City of \$0.436 million;
  - gross operating budget of \$1.198 million;
- staff establishment of 8.8 FTEs.

The volume of public research activity and the specialized corporate research have decreased since the move of the seat of government to City Hall. The performance measures for 2009, with comparative information from 2000, include:

	<b>2000</b>	<b>2009</b>
Reference requests	14,425	9,125
Corporate research projects	1,339	332
In library use of resources	99,075	48,550

#### Research User Impacts and Remedies:

Primary users of the core research collection are students, academics, architects, planners, consultants and City staff.

From a service perspective, while there are some losses, there are overall net gains for the research users as a result of consolidation of urban affairs services at TRL. The core research collections would continue to be available publicly as a standalone consolidated collection on the second floor at TRL. The collection would continue to be developed and maintained by the current UAL librarians who would also take the lead in delivering public reference and corporate research services. The service would have greater infrastructure support at TRL providing capacity for increased user education activity and public programming on related topics. Users would also have the benefit of large related collections in close proximity to support their research needs. Access to the collections and staff support would be increased from the current 48.5 hour service week in the current location to 60 hours per week and an additional 3.5 hours on Sunday at TRL.

Access to the corporate research service and circulating collections provided to City Council and staff at Metro Hall would be less convenient for current users who would lose immediate access to documents to support their work.

Adequate notice of the change would be provided to all users. Information on the Toronto Reference Library would be provided to research users, including web, telephone and email contact points.

More detailed information on the urban affairs research and reference services as they would be established and delivered at TRL can be found in Attachment 2.



### Community Use:

In 2007, holds pickup of circulating material from other branches was introduced at UAL. As a result of its introduction, local resident and business community use of the circulation services at UAL began to increase. A small circulating career and employment support collection was added at UAL in late 2009, and floating paperbacks that are returned to UAL remain there to circulate from that location. The result has been an increase in circulation and holds filled activity. The performance measure comparisons for 2007 and 2009 are:

	<b>2007</b>	<b>2009</b>
Circulation	13,857	45,517
Holds filled	9,740	28,036

While the increases in circulation and holds filled have increased significantly at UAL since 2007, a comparison of 2009 statistics with nearby branches indicates that the activity levels are much lower than those in full service neighbourhood branches.

<b>Branch</b>	<b>Circulation</b>	<b>Holds Filled</b>
Urban Affairs	45,515	28,036
City Hall	291,101	80,983
Lillian H Smith	569,097	81,608
St. Lawrence	175,741	50,117
Sanderson	299,171	42,539

In 2009, 30.6% of the circulation of material at UAL was by residents living in the surrounding area. Individuals working in the area were responsible for 69.4% of the annual circulation. Most circulation activity occurs consistently between noon and 5:00 p.m.

### Alternative Service Options:

If UAL is relocated, community users would lose access to holds pickup, circulation, computers and study space at Metro Hall. If a branch is closed for an extended period, usually for a major renovation, alternative service arrangements can be made during the closure. Similarly, if the Urban Affairs Library is relocated, alternative service arrangements can be made until the new Fort York / Bathurst library opens, currently projected for 2014. Alternative service arrangements could include: referral to nearby branches; expanding the hours at the closest library, City Hall Branch at a distance of 1.1 km; implementing a bookmobile stop at Metro Hall or establishing a temporary small room at Metro Hall for holds pick up and popular materials circulation.

### *Referral to Nearby Branches:*

Information on nearby branches and any other service alternatives would be provided to community users. The location of nearby branches and their distances from Metro Hall are as follows:

City Hall:	1.1 km
St. Lawrence:	1.8 km
Sanderson:	2.1 km
Lillian H. Smith:	1.8 km
Bookmobile stop (Queen's Quay and Bathurst Street):	1.8 km

*City Hall Branch Expansion of Hours:*

City Hall Branch is a busy neighbourhood library that offers a range of services to people who live and work in the neighbourhood. At 5,074 sq. ft., it offers a collection of over 35,000 items, including materials for adults and children, and a Chinese language collection. Thirty-four seats are available for reading or quiet study and there are eight Internet/Microsoft Office Workstations. Information services are provided and free wireless internet access is also available. The branch is currently open 40 hours per week, Monday to Friday from 10 a.m. to 6 p.m. primarily to meet the needs of people working in the immediate vicinity. However, the local residential community is growing and increasingly making use of the branch.

The addition of evening and/or weekend hours would help to meet the needs of local residents, including those currently making use of the Urban Affairs Library which currently offers evening service. Although the Board's Doors Wide Open Plan does not contemplate additional hours at City Hall, the service hours at City Hall could be expanded in the fall 2011 at no net cost to TPL by redirecting efficiencies gained from TPL's capital project to implement self-service express check-out at busy locations.

The branch open hours could be increased from 40 hours per week over 5 days to 50.5 hours per week over five or six days, depending on the schedule selected. The expanded service hours would be reassessed once the Fort York / Bathurst Branch opens.

*Bookmobile Service:*

Holds pick-up and access to collections could be accommodated by a weekday daytime bookmobile stop at Metro Hall. With the recently discontinued Cedarbrae stop, there is flexibility in the schedule to provide a weekly stop on Thursdays from 12:00 noon to 1:30 pm at no additional cost. The exact location for a bookmobile stop at Metro Hall has not yet been determined. A bookmobile stop at Metro Hall would be discontinued when the Fort York / Bathurst branch opens.

*Dedicated Space at Metro Hall:*

Staff have investigated the feasibility of setting up a small room of approximately 500 square feet at Metro Hall, as a temporary measure until the Fort York / Bathurst branch opens. It would provide very limited services of holds pickup, limited popular collections, one public access computer and four seats for study. The room would be open 28 hours-per-week over four days.

Staff is not recommending this alternative service option due to financial and operational considerations:

- the capital cost for setting up a temporary service space is estimated at \$125,000 to \$150,000 and funding would need to be reallocated from within the proposed 2011 capital budget;
- in preliminary discussions, the City's Facilities and Real Estate Division has indicated that if space can be secured, then market rent would be charged, which is estimated at \$35 per sq. ft. or a total annual rent of \$17,500. The total annual operating costs, including staffing of 1.8 FTEs, are estimated at \$123,000. This cost would offset any savings resulting from the relocation of the urban affairs service;
- the other service alternatives of expanded hours at City Hall Branch and bookmobile service at Metro Hall can be provided at no additional cost;
- the services and open hours provided at Metro Hall would be very limited; City Hall Branch provides full neighbourhood library and open hours services;
- it would be difficult to close the service when the Fort York / Bathurst branch opens.

Conclusion:

Additional budget reductions of \$1.042 (0.6%) million are needed to meet the Budget Committee-recommended 2011 budget of a 2% increase. Any additional savings in 2012 which result from decisions made for the 2011 budget would be used to offset budget pressures in 2012.

Attachments:

- Attachment 1: Integrate Periodicals at Toronto Reference Library  
Attachment 2: Consolidate Urban Affairs at Toronto Reference Library

## Attachment 1

### Toronto Public Library 2011 Operating Budget Update – Budget Committee

#### Integrate Periodicals at Toronto Reference Library

As part of the ongoing planning for the revitalization of the Toronto Reference Library, staff reviewed ways to improve the customer experience. It was determined that reintegrating the periodicals collection into the new subject departments would substantially improve customer service as a result of increased user convenience and more comprehensive reference service in subject areas. With enhanced staff knowledge of both print and electronic resources in their subject area, public awareness and use of these valuable information resources is expected to increase.

The Toronto Reference Library service structure is based on subject divided departments. Integrating the periodical collection into the appropriate subject departments will group all information resources on a topic together regardless of the format. This will make it easier for people to conduct comprehensive research and to access collections that are relevant to their research interests. Customers will be able to visit one department to find books, periodicals, directories, and electronic information on a subject.

Many periodicals are now available in both electronic format and specialized databases that deal with particular subject areas. The Periodicals Department librarians who work regularly with print and electronic periodical collections become accomplished in assisting customers with these electronic resources. With the integration of periodicals in the subject departments, subject librarians will develop increased awareness and knowledge of the periodicals and databases in their area of collection responsibility. Customers will be better served by staff that will have a more comprehensive understanding of the complete range of information sources on a given topic.

The proposed integration also addresses the significant changes that are occurring in the print journal publishing industry. Most periodical titles are now available in both electronic and print format. Because of the convenience of electronic access, particularly for back issues, the use of print copies has diminished. In addition, the cost of print periodicals is escalating beyond the rate of inflation, causing significant pressure on the library materials budget. The number of print periodicals has been decreasing as more cease publication each year. The Library has responded to these trends by reducing its print periodical subscriptions. Since 2006, 803 periodical subscriptions out of a total of 3,723 titles have been cancelled or have ceased publication. This represents a 21.5% reduction in the number of active subscriptions over a four-year period. It is anticipated that these trends will escalate in the coming years reducing the viability and effectiveness of maintaining a separate information and retrieval desk for periodicals.

Currently, subject department librarians refer most inquires for journal research to the Periodical department. With integration, this information service work will move to the

various subject departments. In 2010, the Periodicals department managed approximately 22,000 reference requests. This represents 8.7% of the total reference questions asked at all TRL information desks. Librarians from the Periodicals Department will be reassigned to each of the subject departments to support the movement of information services. Their knowledge will be shared with other subject department librarians, expanding staff awareness and expertise overall.

An additional staff impact of integration is the transfer of the periodical stacks retrieval function from the Periodical information desk to the centralized Stacks Retrieval desk. Currently public service assistants are available at the Periodical information desk 60 hours per week to retrieve back issues of periodicals from the basement stacks when they are requested by customers.

With the integration of the periodicals into the subject areas, Access Department staff will add responsibility for retrieving periodicals from the stacks to their book retrieval routines. In 2010, Access staff retrieved 36,543 books and Periodicals staff retrieved an estimated 11,475 periodicals. Periodical requests often involve multiple issues of a single title. Book retrievals from stacks have declined 32% in the past eight years. Historical information for periodical retrievals for the similar period is not available. However, the in-library use of print periodicals declined 18.5% from 2008 to 2010. Periodicals Department staff estimates that on average, they make six to eight trips to the stacks to retrieve periodicals per day – a significant decline over the past several years. The additional workload of six to eight periodical retrieval trips a day can be accommodated within the current staffing and activity levels at the centralized Stacks Retrieval desk without any impact on retrieval times.

The integration of periodicals at TRL achieves a number of customer service benefits and maximizes use of library resources: improved customer convenience, more comprehensive reference service, and greater public and staff awareness and use of print and electronic resources.

While service driven, the integration of periodicals does achieve staff efficiencies. With the elimination of an information service and specialized retrieval desk, eight full-time positions can be eliminated from the establishment: five public service assistants and three librarians. Four positions would be eliminated in 2011 and another four in 2012. The remaining six librarians would be reassigned to subject departments with the appropriate periodicals. The integration would take place in mid-2011 and would result in a savings of \$229,000 in 2011 and a further \$365,000 in 2012. The total savings would be \$594,000.

Attachment 2

Toronto Public Library  
2011 Operating Budget – Budget Committee Update

Consolidate Urban Affairs at Toronto Reference Library

Current Urban Reference and Research Service:

TPL currently operates two municipal and urban affairs library services in separate locations that serve the entire City, the largest being the Urban Affairs Library (UAL) located in 13,700 square feet of leased space at Metro Hall and the smaller urban affairs service that is part of the Business and Urban Affairs Department at the North York Central Library (NYCL). Both are part of the Research and Reference service tier. Consolidating these two urban affairs services at TRL would preserve their core service of extensive collections and research support in this subject area while contributing significant savings, primarily through the elimination of lease costs paid to the City for the Metro Hall location and reduction in staffing levels.

Of the two services, the relocation of UAL to TRL has the greatest impact on users. Current services, activity levels and costs include:

- 48.5 service hours per week, Monday to Friday;
- 113,000 catalogued books and government documents;
- 300 periodical subscriptions; extensive microfilm, community newspapers, newspaper files, pamphlet and audiovisual collections;
- nine computer workstations offering Internet access and Microsoft Office applications; wireless access;
- meeting room and four private study booths;
- an extensive urban affairs collection that forms TRL’s research collection on the subject
- a circulating corporate collection that Councillors and City staff are able to borrow;
- information service for the public and detailed corporate research services for the City of Toronto;
- 2010 budget:
  - library materials budget of \$0.105 million;
  - annual lease payment to City of \$0.436 million;
  - gross operating budget of \$1.198 million;
- staff establishment of 8.8 FTEs.

The volume of public research activity and the specialized corporate research have decreased since the move of the seat of government to City Hall. The performance measure comparisons between 2000 and 2009 are:

	2000	2009
Reference requests	14,425	9,125
Corporate research projects	1,339	332
In library use of resources	99,075	48,550

## Research User Impacts and Remedies:

From a service perspective, while there are some losses, there are overall net gains for the research users as a result of consolidation of urban affairs services at TRL. The core research collection would continue to be available publicly as a standalone consolidated collection on the second floor at TRL. The collection would continue to be developed and maintained by the current UAL librarian who would also take the lead in delivering the reference and research service to the public and City Council and staff. The service would have greater infrastructure support at TRL providing capacity for increased user education activity and public programming on related topics. Users would also have the benefit of large related collections in close proximity to support their research needs. Access to the collections and staff support would be increased from the current 48.5 hours service week in the current location to 60 hours per week and an additional 3.5 hours on Sunday at TRL.

Access to the corporate research service and circulating collections provided to City Council and staff at Metro Hall would be less convenient for current users with no immediate access to documents to support their work. Those who wanted to use the collections would have to travel greater distances to TRL.

Adequate notice of the change would be provided to all users. Information on the Toronto Reference Library will be provided including web, telephone and email contact points.

### *Urban Affairs Service at TRL*

Concerns have been expressed about the level of service that would be available to current users if the UAL services were consolidated at TRL. Current service levels would certainly be maintained, and in some cases services would be improved.

The distance from Metro Hall to TRL is 3.6 kilometres. Both facilities are on the subway line.

### Collections:

At TRL, the core UAL research collections would be housed together, supported and maintained by the current UAL librarians who would also provide public reference service and corporate research service.

The UAL research collections would be housed together as a unit on the second floor within the Humanities and Social Sciences Department which holds related and complimentary subject material. The "Toronto Collection" (approximately 36,000 items) is a collection of major Toronto books and documents, generally from the 1980's to the present with particular strengths in planning documents on major municipal issues such as transportation, housing, environmental assessments, refuse disposal and recycling, water supply, and poverty and a wealth of material on Toronto's neighbourhoods and people. Government documents (approximately 70%) are mostly unique while the commercially published books (30%) have some overlap with TRL.

The “Urban Affairs” collection (approximately 68,000 items) is composed of post-1990 material in the urban studies field that are not Toronto-specific but with a Canadian, American and British emphasis. Core subject areas are municipal and local government, housing, urban communities and transportation, and represents TPL’s major system collection on these subjects. It also includes more general subject areas such as architecture, social issues, the environment, etc, when the material focuses on the city or urban environment. Approximately 70% of the collection is commercially published titles and the rest are government documents.

Primary users of this core research collection are students, academics, architects, planners, consultants and City staff. They will continue to find the research collection as a cohesive whole at TRL.

Other research collection components such as pre-amalgamation City Council minutes that are not available on the City’s website, municipal legislation, indexes and abstracts, periodicals and Toronto area planning maps would all be integrated with similar material on the second floor.

Currently, 43.4% of the collection is housed on public shelves with the remaining 56.6% in closed stacks but available through staff retrieval. A similar balance would be maintained at TRL.

The Corporate circulating collection (approx. 8,000 items) is a current collection of topical work-related materials that have circulated only to City of Toronto staff. Subject coverage includes computers and systems management, human resources, public administration and finance and circulating copies of recent City publications on all topics. The majority of this collection is duplicated in the system and many of these items can be transferred and circulated from NYCL.

The small circulating Careers Collection (approx. 100 items) includes only titles that are duplicated in a larger collection at TRL. The UAL copies can be integrated into the TRL circulating careers collection.

The Urban Affairs Collection at NYCL is a much smaller stand-alone collection of some 12,700 items, of which 6,700 items are reference and 6,000 circulate. The core of the research collection consists of current and historical municipal and related government documents, including predecessor municipalities, but with an emphasis on North York. Current acquisitions largely reflect planning and zoning issues in North York and key reports from the City of Toronto. Titles from mainstream publishers on urban affairs trends and issues supplement the collection. Many of the government documents duplicate titles in UAL and it is estimated that only about 10 – 15% of them will be transferred to TRL in the consolidation of services.

Staffing and Service Support:



If the UAL collection is relocated to TRL, the most suitable location would be the second floor, in the Humanities and Social Sciences department, the department with the closest subject affinity to the Urban Affairs collection. The majority of the librarians at Urban Affairs (four of the current 5.2 FTEs) will be reassigned to this department. Expertise in the subject area will be maintained and through training and knowledge exchange, other department librarians will also develop expertise in the Urban Affairs collection. In the revised plans for the subject departments, there is only one information desk per floor. In keeping with this service principle and for maximum efficiency, there will not be a separate Urban Affairs Desk at TRL, but efforts will be made to have at least one UAL librarian on desk or on call at all times. Customers should not experience any difference in reference service from what they currently experience UAL.

#### Corporate Research Service:

The Corporate Research Service can be continued with the current team of UAL librarians and if required, can be expanded to the broader team as expertise permeates through the department. With the convenience of email, an existing delivery service to City Hall and the introduction of a web request form, the service should continue in much the same way as it does at UAL.

#### Collection Development:

Separate lines for the UAL collection in the library materials budget will be maintained within the overall TRL budget in order to fulfil information service needs and collection development goals for urban affairs material. The librarians that move with the UAL collection will continue to develop and maintain the collection. Collection expertise will be maintained and it is expected that public service will be enhanced with the close proximity of other related collections at TRL. Staff will continue to liaise with the City to ensure that key City reports are acquired. Librarians will also outreach to visit City departments to promote the collection and corporate research service, and will continue outreach efforts to schools to maintain relationships and promote services.

#### Infrastructure Support:

At TRL, UAL will have the advantage of an existing infrastructure of building support, security, in-charge functions, stacks retrieval and the proximity to other collections with interrelated subjects. The Le@rning Centres at TRL will provide greater capacity for tours, class visits and user education sessions to increase awareness of the UAL collection and how it can support researchers' needs. The larger TRL facility and longer service hours will also facilitate more public programming related to urban affairs subjects. The Urban Affairs service will receive more exposure at TRL and should be able to expand its pool of users.

#### *Cost Savings:*

Relocation of the UAL collections would need to be coordinated with the construction work at TRL and could not take place until the fall of 2011. Relocating the urban affairs services

to Toronto Reference Library would save \$0.729 million; \$0.100 million in 2011 and an additional \$0.629 million in 2012. The costs to consolidate the collections are estimated at \$0.225 million. The savings in 2011 are \$0.325 million, less the moving costs, for a net savings in 2011 of \$0.100 million and include the elimination of 1.1 FTEs. The more significant savings occur in 2012 with an additional savings of \$0.629 million and elimination of 2.5 FTEs.