

# City of Toronto

Toronto Public Library  
2012 Recommended Operating Budget &  
2012 – 2021 Capital Budget and Plan

December 2, 5, 6, 2011

# Agenda

---

- Overview
- 2011 Service Performance
- 2012 Staff Recommended Operating Budget
- Capital Overview
- 2011 Capital Performance
- 2012–2021 Staff Recommended Capital Budget & Plan

# Key Service Objectives

---

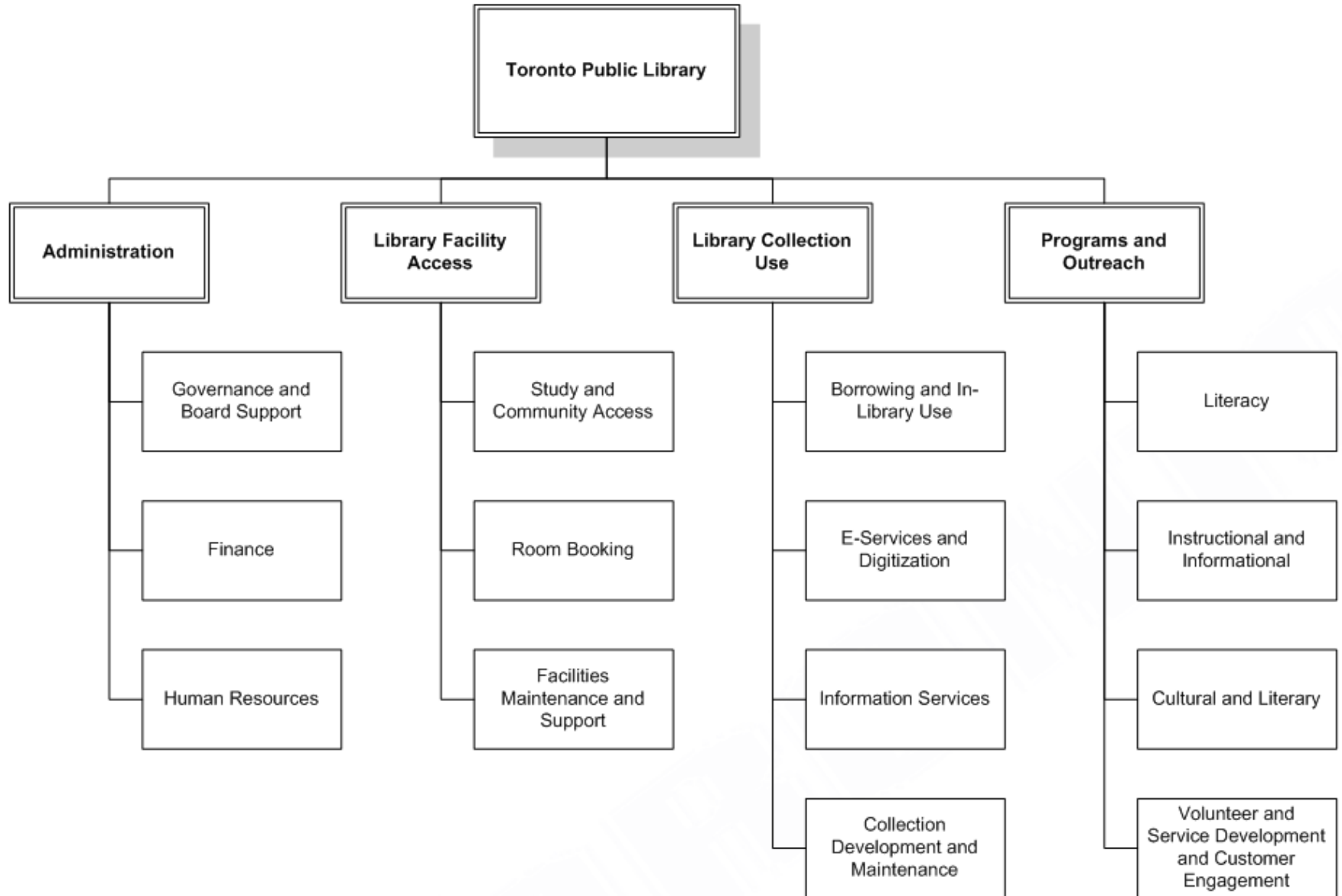
**Toronto Public Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.**

Library services and programming support literacy, learning and research, reading, recreation, employment and culture.

---

- Support Toronto's children in developing early reading skills and support youth in their educational achievement as a foundation for success
- Enhance older adults' quality of life and access to lifelong learning
- Focus on supporting literacy and educational goals for adults
- Ensure access to technology for all and build virtual content
- Support city-wide and local cultural expression and build the Library's role in providing original and accessible cultural programming
- Ensure sustainability of the budget, staff resources and infrastructure

# 2012 Program Map



## Service Levels – Library Facilities Access

---

- **Study and Community Access**
  - 98 branches: 2 research and reference libraries, 17 district and 79 neighbourhood branches with 18 million in-person visits
- **Room Booking**
  - 102 rooms for library and public use

# Service Levels – Library Collection Use

---

- **Borrowing and In-Library Use**

- 11 million items in print, audio visual and electronic format, annual circulation of over 32 million items; last year 806,914 new items were added to the collection

- **E-Services and Digitization**

- 24/7 access to the library's website including access to library services, programs and catalogue, with over 25 million annual virtual visits; 1,700 public computers with Internet and wireless access at all branches; 107 licensed online databases and 21,411 downloadable e-titles

- **Information Services**

- In-person, telephone and electronic information services with over 2.2 million annual reference transactions

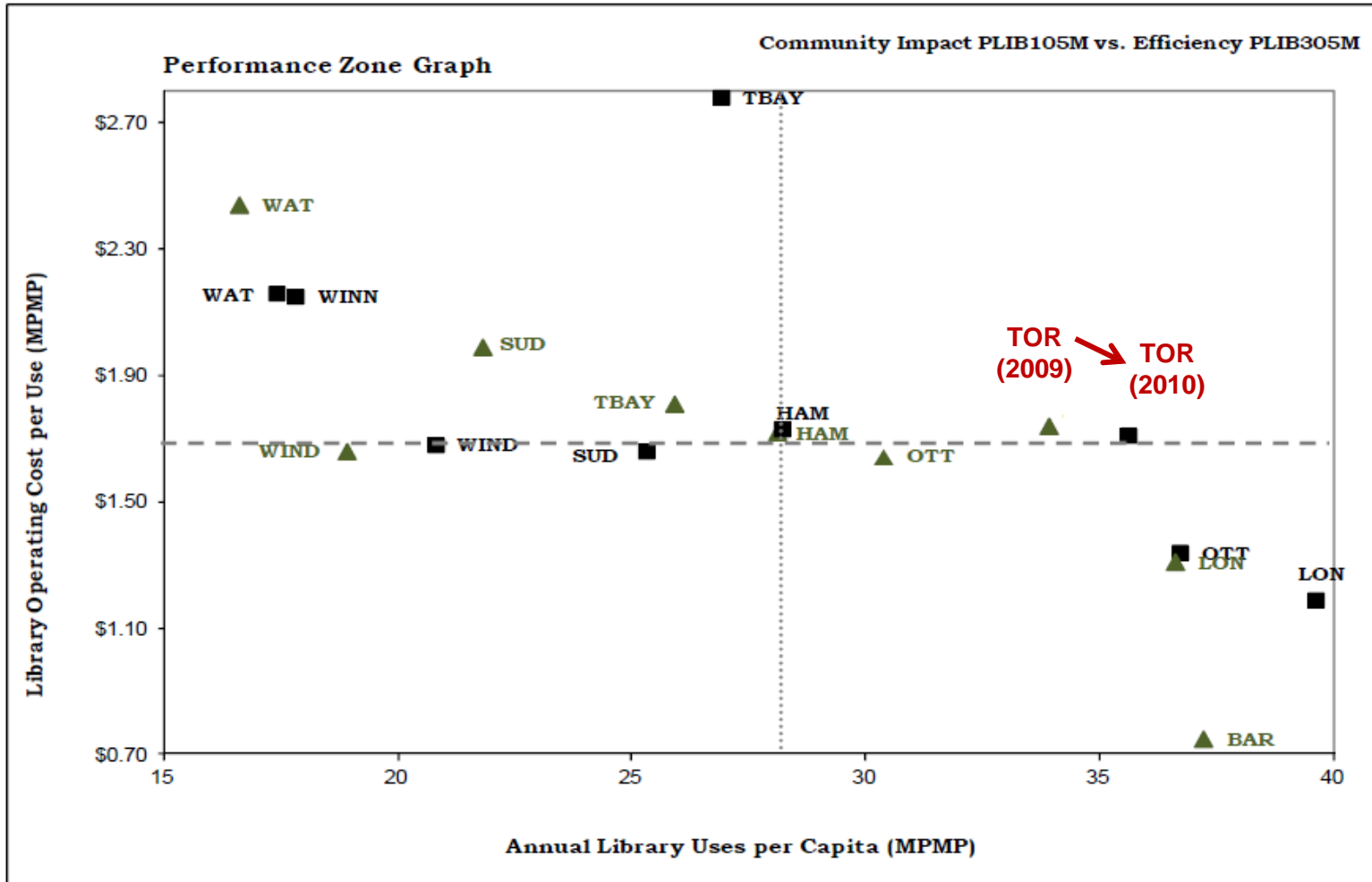
# Service Levels – Programs and Outreach

---

- **Library Programs**
  - Literacy, Instructional and Informational, Cultural and Literary
  - In 2010, library held 28,706 programs; approximately 60% for children and youth
  - Over 6,000 of total programs are co-sponsored and a number of key programs are enhanced through Foundation funding
- **Volunteer and Service Development, Customer Engagement**
  - Over 3,500 volunteers (75% of which are youth)

# Service Levels – Efficiency Measures

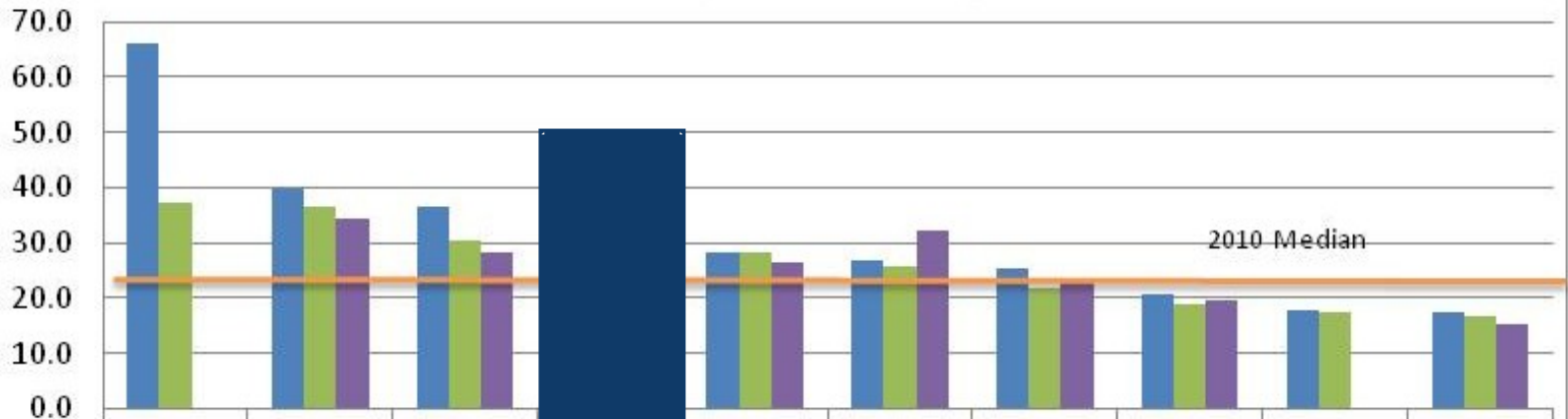
## 2010 OMBI Performance Benchmarking





# Service Levels – Effectiveness Measures

## Annual Library Uses / Capita

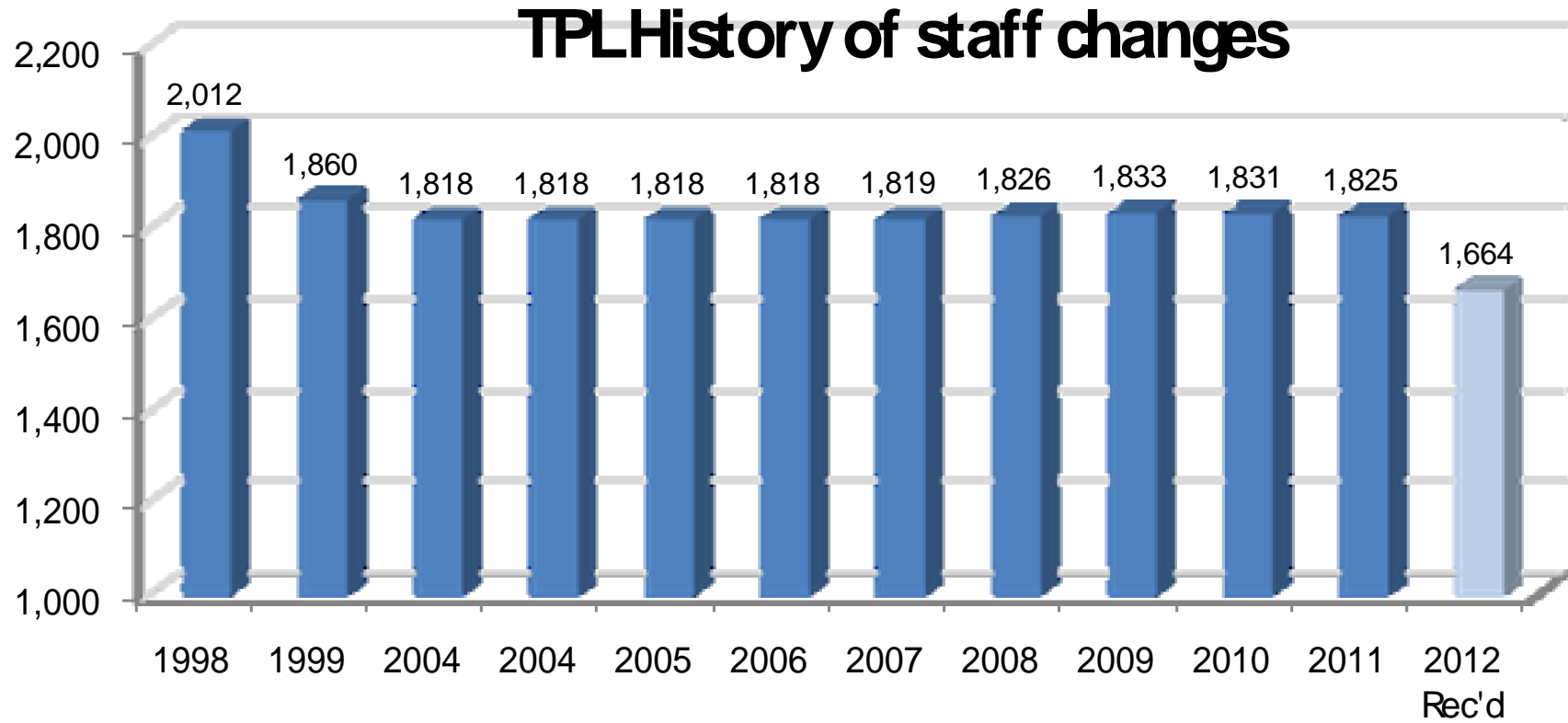


	Barrie	London	Ottawa	Hamilton	Thunder Bay	Sudbury	Windsor	Winnipeg	Waterloo
2010 Result	65.9	39.6	36.7	28.2	26.9	25.3	20.8	17.8	17.4
2009 Result	37.2	36.6	30.4	28.1	25.9	21.8	18.9	17.3	16.6
2008 Result		34.4	28.1	26.6	32.1	23.3	19.7		15.4

=  
over  
**98**  
million  
uses  
per  
year

Source: OMBI 2010 PLIB105M

# Staffing Trend



## 2011 Major Achievements

---

### Activity Levels January – September 2011

↑	Circulation	2.0%
↑	Visits	3.5%
↑	Reference requests	1.1%
↑	Workstation users	4.9%

# 2011 Major Achievements

---

- **E borrowing of downloadables up 104% (YTD) with 362,927 items borrowed to date**
- **Active and increased participation in Reading and Literacy programs**
  - ✓ TD Summer Reading Club program engaged 36,799 children (up 12.7%)
  - ✓ Online teen summer reading program website visits of 25,042 (up 6.4%)
  - ✓ Adult Literacy and related program attendance of 14,417 (up 31.5%)
- **Increased usage of Ready for Reading early literacy programs and services**
  - ✓ In-branch Story Times engaged 132,000 children and their parents and caregivers
  - ✓ Story Time Outreach engaged over 8,000 children and their caregivers; registered 584 new library cards, and circulated almost 3000 books
  - ✓ Kindergarten Outreach librarians visited 42,917 children in 2231 kindergarten classes (over 90% of Toronto kindergarten classes). 72% of pre-schoolers in Toronto have library cards.
- **Increase in online reference services with 40,000 - 45,000 monthly visits by library customers to librarian-curated and moderated online information forums**

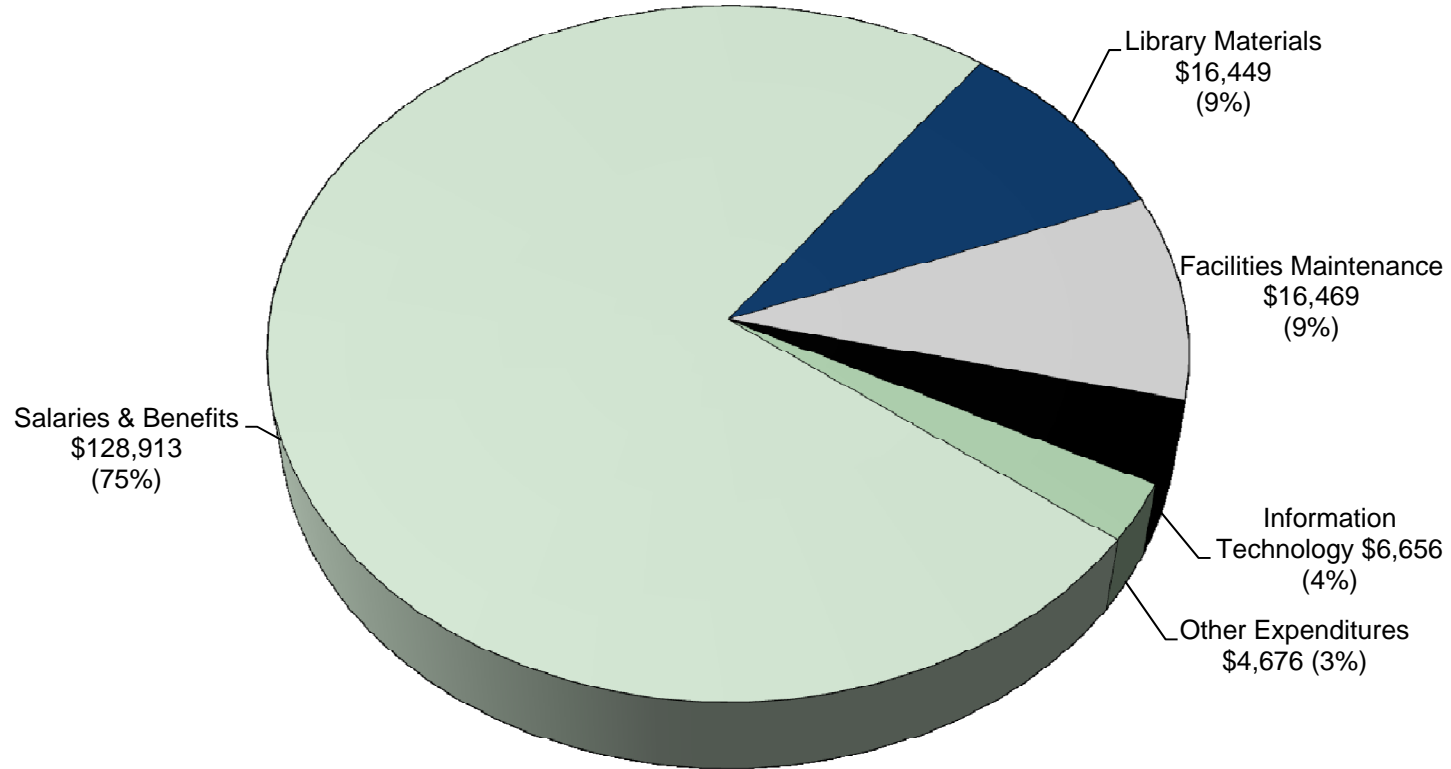
## 2011 Major Achievements

---

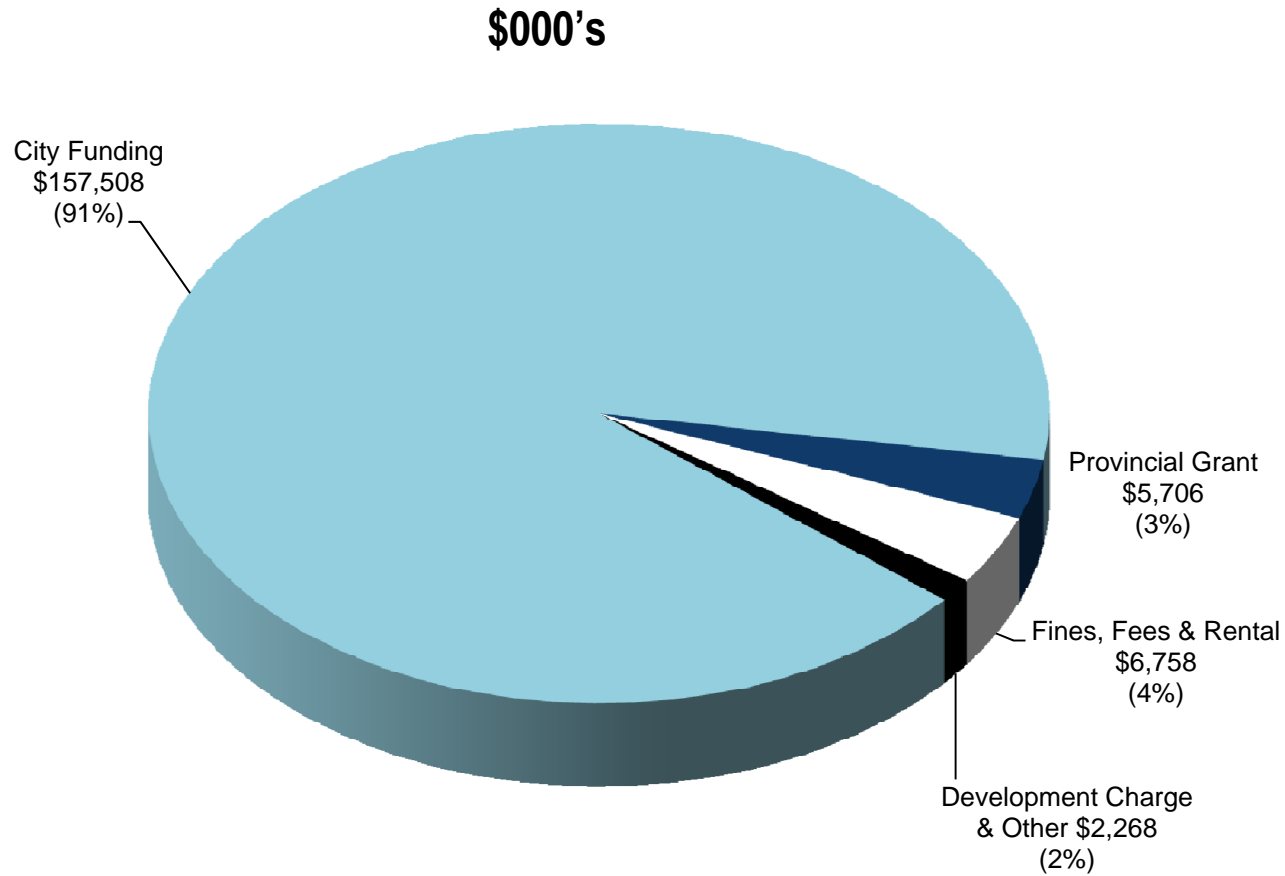
- **Increased usage of Ready for Reading early literacy programs and services**
  - ✓ **In-branch Story Times** engaged 132,000 children and their parents and caregivers
  - ✓ **Story Time Outreach** engaged over 8,000 children and their caregivers; registered 584 new library cards, and circulated almost 3000 books
  - ✓ **Kindergarten Outreach** librarians visited 42,917 children in 2231 kindergarten classes (over 90% of Toronto kindergarten classes). 72% of kindergarten-aged children in Toronto have library cards.
- **Increase in online reference services** with 40,000 - 45,000 monthly visits by library customers to librarian-curated and moderated online information forums

# 2012 Staff Recommended Operating Budget

# Where the Proposed \$172.2M Gross Expenditure Goes



# Where The \$172.2M Funding Comes From





# Staff Rec'd 2012 Net Operating Budget

## - By Category and Funding Source

Category of Expense	2009 Actual	2010 Actual	2011 Budget	2011 Projected Actual	2012 Recommended Budget	2012 Change from 2011 Approved Budget	
	\$	\$	\$	\$	\$	\$	%
Salaries and Benefits	132,055.6	137,384.8	139,087.1	139,994.0	128,913.4	(10,173.7)	-7.3%
Materials and Supplies	19,957.5	20,227.1	19,662.1	19,677.2	18,142.9	(1,519.2)	-7.7%
Equipment	1,898.1	1,124.2	363.3	479.1	454.3	91.0	25.0%
Services & Rents	22,232.3	22,327.5	22,610.4	23,725.0	22,143.1	(467.3)	-2.1%
Contributions to Capital	1,708.0	1,708.0	1,768.0	1,768.0	1,828.0	60.0	3.4%
Contrib. to Reserve/Res Funds	667.0	752.8	735.8	735.8	748.3	12.5	1.7%
Other Expenditures	5.8	96.4	4.0	1.4	4.1	0.1	2.5%
Interdivisional Charges						-	n/a
<b>TOTAL GROSS EXPENDITURES</b>	<b>178,524.3</b>	<b>183,620.8</b>	<b>184,230.7</b>	<b>186,380.5</b>	<b>172,234.1</b>	<b>(11,996.6)</b>	<b>-6.5%</b>
Interdivisional Recoveries							
Provincial Subsidies	5,930.9	6,201.8	5,677.5	6,019.4	5,661.5	(16.0)	-0.3%
Federal Subsidies	239.5	504.5	44.2	524.9	44.2	-	0.0%
Other Subsidies	136.4					-	n/a
User Fees & Donations	4,839.1	4,128.6	5,595.6	5,666.9	4,767.0	(828.6)	-14.8%
Transfers from Capital Fund	40.0	25.0	564.8	511.8	511.8	(53.0)	-9.4%
Contrib. from Reserve Funds	1,500.0	3,418.2	1,000.0	1,000.0	1,750.0	750.0	75.0%
Contribution from Reserve	1,985.4	2,534.5	-	-	-	-	n/a
Sundry Revenues			550.7	2,009.8	1,991.8	1,441.1	261.7%
<b>TOTAL REVENUE</b>	<b>14,671.3</b>	<b>16,812.6</b>	<b>13,432.8</b>	<b>15,732.8</b>	<b>14,726.3</b>	<b>1,293.5</b>	<b>7.7%</b>
<b>TOTAL NET EXPENDITURES</b>	<b>163,853.0</b>	<b>166,808.2</b>	<b>170,797.9</b>	<b>170,647.7</b>	<b>157,507.8</b>	<b>(13,290.1)</b>	<b>-7.8%</b>
<b>APPROVED POSITIONS</b>	<b>1,832.6</b>	<b>1,830.6</b>	<b>1,824.9</b>	<b>1,824.9</b>	<b>1,663.9</b>	<b>(161.0)</b>	<b>-8.8%</b>

# 10% Reduction Target Achieved

(In \$000s)	2011 Appvd. Budget	2012 Recommended Base	Change 2012 Recommended Base v. 2011 Appvd. Budget		FY Incremental Outlook	
			\$	%	2013	2014
<b>GROSS EXP.</b>	184,230.7	172,285.0	(11,945.7)	(6.5)	1,393.5	1,382.9
<b>REVENUE</b>	13,432.8	14,777.3	1,344.5	10.0	20.0	8.0
<b>NET EXP.</b>	170,797.9	157,507.7	(13,290.2)	(7.8)	1,373.5	1,149.9
<b>Approved Positions</b>	1,824.9	1,663.9	(161.0)	(8.8)	(8.5)	20.0

Target Comparison	10% Reduction Target	2012 Rec.'d Reduction	2012 1Rec'd Reduction vs. 2012 10% Reduction Target	Target %
<b>2012 Reductions</b>	(17,043.9)	(17,043.9)	<b>0.0</b>	<b>10.0%</b>

# Service Level Adjustments - Summary

Description	2012 Recommended Service Changes			
	Position Changes	Gross Expense	Net Expense	% of 2012 Budget Reduction Target
	#	\$	\$	%
<b>Base Changes:</b>				
<b>Base Expenditure Changes</b>				
1) Annualization: Year 2 - Integration of Periodicals	(4.0)	(365.0)	(365.0)	(0.2%)
2) Annualization: Year 2 - Relocation of Urban Affairs	(2.5)	(629.0)	(629.0)	(0.4%)
3) Line by Expenditure Line Reduction Based on Actual Experience		(528.7)	(528.7)	(0.3%)
<b>Sub-Total Base Budget Changes</b>	<b>(6.5)</b>	<b>(1,522.7)</b>	<b>(1,522.7)</b>	<b>(0.9%)</b>
<b>Service Efficiencies</b>				
1) Reduction of Exempt and Support Staff	(9.0)	(764.1)	(764.1)	(0.4%)
2) Service Functions Consolidation	(10.7)	(710.9)	(710.9)	(0.4%)
3) Business Process Re-engineering	(45.0)	(3,147.7)	(3,147.7)	(1.8%)
4) Savings from Technology Initiatives	(26.8)	(1,924.8)	(1,924.8)	(1.1%)
5) Revision to Staffing Structure and Construction Schedules	(2.0)	(292.0)	(292.0)	(0.2%)
<b>Sub-Total Service Efficiencies</b>	<b>(93.5)</b>	<b>(6,839.5)</b>	<b>(6,839.5)</b>	<b>(4.0%)</b>
<b>Revenue Adjustments:</b>				
1) Increase Fines/Fees Revenue			(605.0)	(0.4%)
2) Increase Contribution from DC Reserve			(750.0)	(0.4%)
<b>Sub-Total Revenue Adjustments</b>	<b>-</b>	<b>-</b>	<b>(1,355.0)</b>	<b>(0.8%)</b>
<b>Minor Service Impact:</b>				
1) Reduction of Open Hours and Library Materials	(61.0)	(7,326.8)	(7,326.8)	(4.3%)
<b>Sub-Total Minor Service Impacts</b>	<b>(61.0)</b>	<b>(7,326.8)</b>	<b>(7,326.8)</b>	<b>(4.3%)</b>
<b>Total Service Changes</b>	<b>(161.0)</b>	<b>(15,689.0)</b>	<b>(17,043.9)</b>	<b>(10.0%)</b>

# Service Level Adjustments – Service Efficiencies

<b>Service Efficiencies</b>		
Reduction of Exempt and Support Staff	(764.1)	(0.4%)
Service Functions Consolidation	(710.9)	(0.4%)
Business Process Re-engineering	(3,147.7)	(1.8%)
Savings from Technology Initiatives	(1,924.8)	(1.1%)
Revision to Staffing Structure and Construction Schedule	(292.0)	(0.2%)
<b>Total Service Efficiencies</b>	<b>(6,839.5)</b>	<b>(4.0%)</b>

# Service Level Adjustments – Revenue Adjustments

<b>Revenue Adjustments:</b>		
Increase Fines/Fees Revenue	(605.0)	(0.4%)
Increase Contribution from DC Reserve	(750.0)	(0.4%)
<b>Total Revenue Adjustments</b>	<b>(1,355.0)</b>	<b>(0.8%)</b>

# Service Level Adjustments

<p><b>Reduction of Open Hours: Monday - Sunday</b></p> <ul style="list-style-type: none"> <li>▪ Hours reduction of 7% or 19,444 hours/year out of the current total of 268,124 per year</li> <li>▪ 56 branches have reduced hours – 42 unchanged</li> <li>▪ Sunday Service maintained at 19 branches, eliminated at 8 branches</li> </ul>	<p>(\$5,436.7)</p>	<p>(3.2%)</p>
<p><b>Reduction of Library Collections</b></p> <ul style="list-style-type: none"> <li>• 11% reduction, resulting in loss of approximately 106,000 library items purchased annually</li> </ul>	<p>(\$1,890.1)</p>	<p>(1.1%)</p>
<p><b>Total Service Impacts</b></p>	<p>(\$7,326.8)</p>	<p>(4.3%)</p>

## Key Issues for 2012 and Beyond

---

- **Achieving full year budget reductions in 2012 because of January 2012 budget approval + need to provide notice to the public of service changes**
  - An additional one-time collections budget reduction of up to \$1.8 million may be required in 2012 to phase in service hours cuts
- **Responding to increased public demand for library services with reduced funding**
- **Continuing to invest in virtual services strategies**
- **Maintaining a 98-branch network while meeting the needs of a diverse population across the city**

# 2012 Capital Overview



## Capital Overview – Asset Value

---

<b>Facilities</b>	\$736.751
<b>IT Infrastructure</b>	\$30.197
<b>Total Asset Value</b>	\$766.948

# Capital Overview – Key Objectives

---

## Key Objectives

- Meet City debt target
- Maximizes non-debt funding
- Focus on addressing high priority SOGR
- Two new branches
  - Scarborough Centre
  - Fort York/Bathurst

# Summary of Major Projects Completed in 2011

---

## Branch Renovations

- Complete main floor expansion and renovation as well as substantial completion of renovation of the second floor of Toronto Reference Library (TRL)
- Completed 4 SOGR projects funded through ISF, completed March 2011
- Completed smaller projects at 13 branches through the Multi-Branch renovation program
- Began construction phase at Mount Dennis and Malvern
- Continue construction phase at Brentwood with completion scheduled for 2012

# Summary of Major Projects Completed in 2011

---

## Technology Projects

- Self-Serve technologies (RFID) rolled out to 18 branches by end of 2011, and on track to implement 14 additional in 2012
- New technical environment upgraded to increase capacity and integration of digital and digitized materials (Digital Archive)
- Upgraded hardware and software to support the Integrated Library System, and the implementation of fibre network and web-based self-serve applications in 2012
- Replacement cycle for IT equipment and email system

# 2012 – 2021 Staff Recommended Capital Budget & Plan

# Summary of Major Projects in the Capital Budget and Plan: 2012

---

- **Complete** Brentwood renovation
- **Complete** installation of express check out self-service stations
- **Complete** Malvern S.P.O.T. renovation
- **Continue** work on TRL and Mount Dennis
- **Continue** Technology Asset Management Program
- **Continue** development of Virtual Branch Services
- **Begin** construction phase on Fort York/Bathurst, Scarborough Centre and Fairview
- **Begin** planning phase for Albion renovation

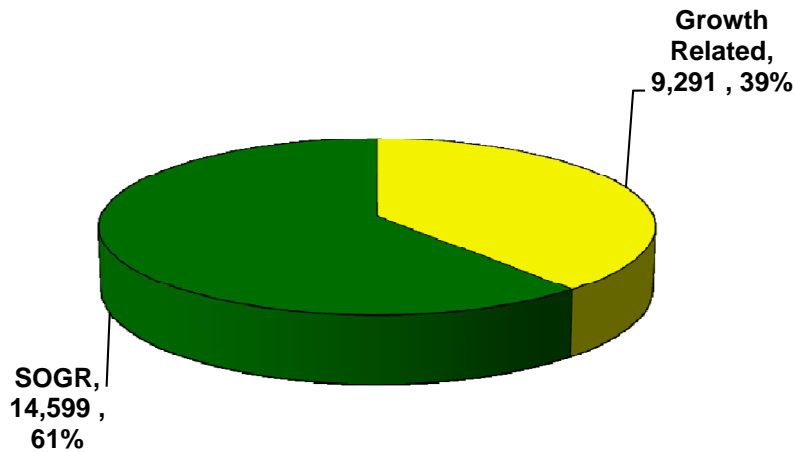
# Summary of Major Projects in the Capital Budget and Plan: 2013 - 2016

---

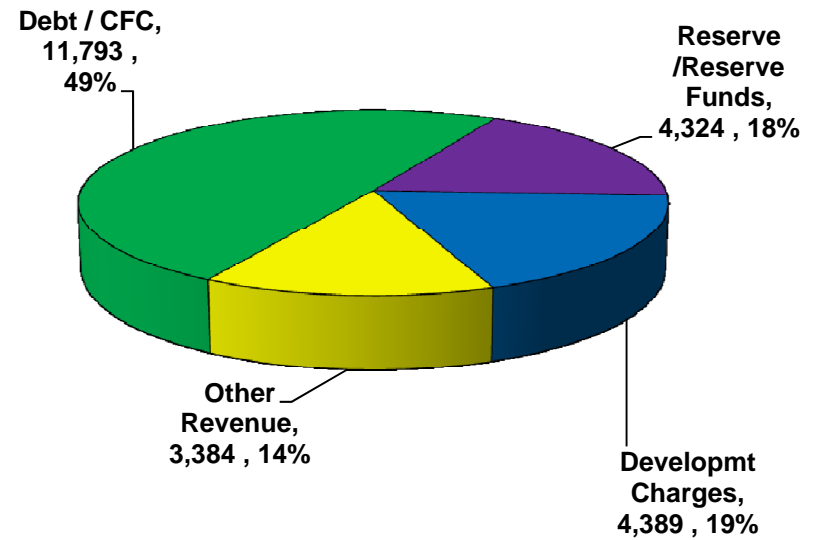
- Complete Mount Dennis (2013)
- Complete TRL, Fort York, Scarborough, Fairview (2014)
- Complete Albion (2015)
- Continue Technology Asset Management Program
- Continue development of Virtual Branch Services
- Begin North York Central Renovation (2016)

# 2012 Capital Budget by Project Category and Funding Source

2012  
Capital Budget By Project Category  
(\$ millions)

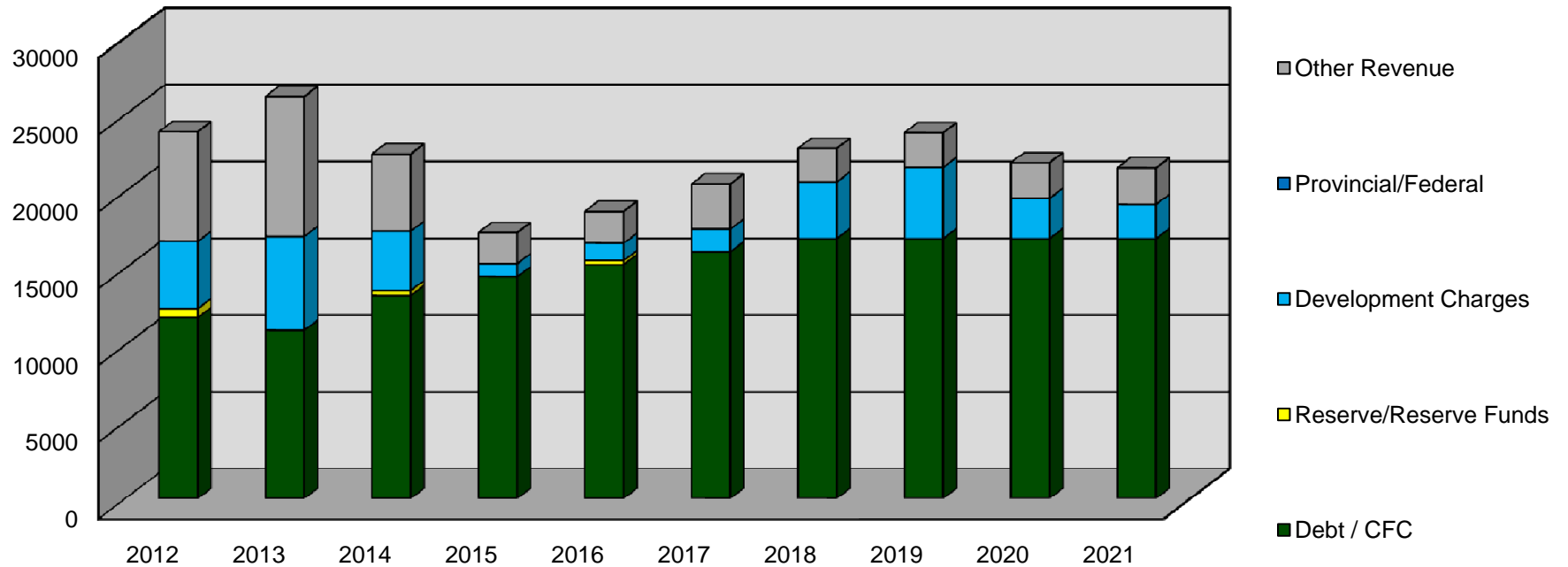


2012  
Capital Budget Funding Source  
(\$ millions)

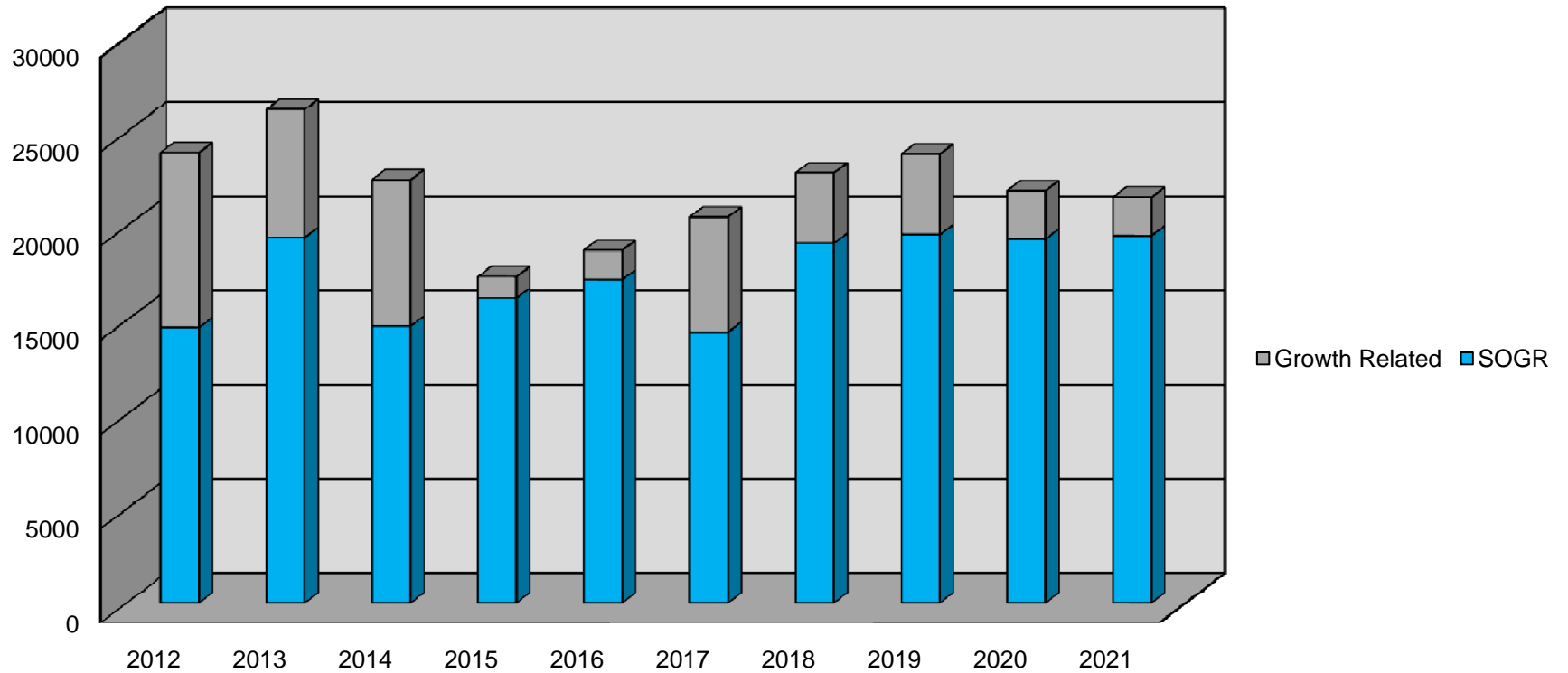




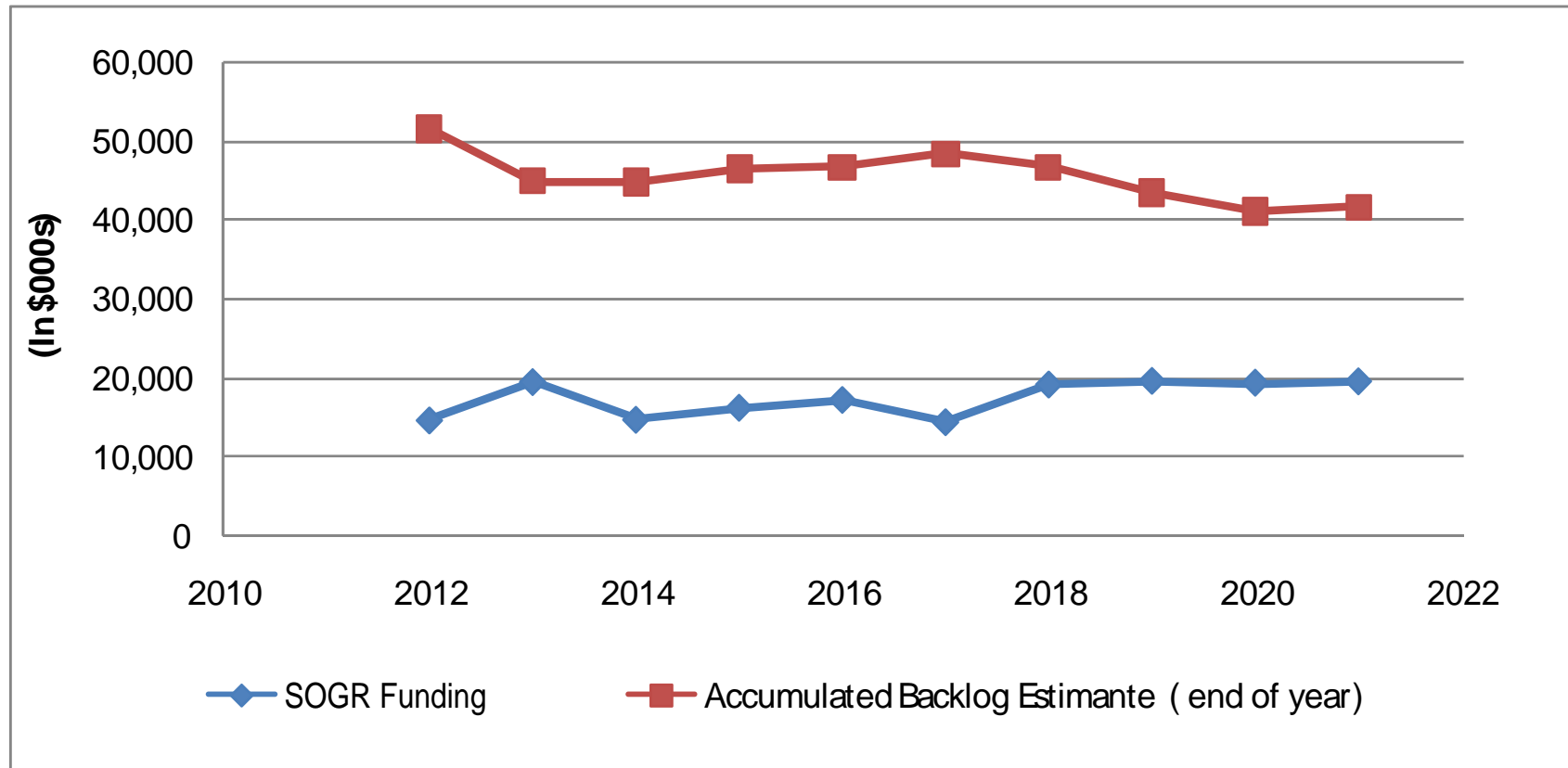
# 2012 – 2021 Capital Plan by Funding Source



# 2012 – 2021 Capital Plan by Category



# Key Issues for 2012 and Beyond: State of Good Repair backlog and funding



## Funding provided by recommended City debt targets:

- Meets current SOGR needs
- Reduces SOGR backlog by 16% over a 10 year period

## Key Issues for 2012 and Beyond: City Manager's study of community infrastructure

---

- TPL's 10-Year Capital Plan may be affected by the City Manager's study to review community infrastructure provided through TPL, ACC, PFR and other City Divisions and Agencies and recommend a plan that maximizes the use of the City's assets and enhances service system coordination

