

2009/2010 Business Plan and Budget Presentation

LIBRARY

December 2, 2008

Mississauga Public Library Board Ends Policy

The Mississauga Library System exists so that every resident can:

- develop skills
- acquire knowledge and information
- improve the quality of his/her life and the life of the community
- enjoy a welcoming, customer friendly environment
- ...in a 21st Century high-tech city...
- while receiving value for the cost

Mississauga Library System

Purpose:

The Mississauga Library System provides the entire community with resources, professional expertise, and facilities to meet its recreational, informational, cultural and educational needs.

Values:

It does this by providing

- superior customer focused service at a reasonable cost
- a welcoming environment for all
- community based services
- access to global electronic informational resources
- ease of access to its services
- support for the joy of life-long learning reading, and literacy

through

- ongoing public awareness of its services
- forging strong ties with the community
- continuous measurement of its results
- anticipating future needs

Vision:

Libraries change lives.



Living the Strategic Priorities

Building a City for the 21st Century

- New computer system
- Expanding e-Collection
- e-Communication strategy

Building a Sustainable Business Plan

- Over \$1M staff reductions in past 5 years
- Funded capital program meets current needs
- Technology used to lower operating costs
- Move from leased to built spaces

Living the Strategic Priorities

Continue to be an Employer of Choice

- Industry recognized mentor program
- Training program for non-professional staff
- Very high Employee Engagement Survey results
- Amicable and respectful relationship with Union

Focus on Leadership

- Environics ranks Mississauga Library System highest in Region
- Recognized leader on key performance indicators

Strategic Pillars

Ensuring Youth, Older Adults and New Immigrants Thrive

- Teen Advisory groups at all locations in 2009
- Older Adult Plan
- Youth Plan
- Strong school contact program

Completing Our Neighbourhoods

- Building program is complete with 17 branch libraries and the Central Library
- Libraries are a vital component to all neighbourhoods
- Renovation program to ensure all facilities are kept up to date

Developing a Transit Oriented City

- All library locations are on a transit route
- All libraries promote public transit usership
- Joint marketing efforts with Mississauga Transit

Strategic Pillars

Cultivating Creative & Innovative Businesses

- Up to date Library resources such as e-databases, word processing, internet to support local businesses
- Support to MBEC
- Advertising/sponsorship opportunities to promote businesses
- Active partnership with local business advertisers

Living Green

- Increasing electronic collection
- Exploring option to reuse unnecessary material via private sector partner

Major Upcoming Initiatives

- Meadowvale Library Relocation
 - moving from a leased facility into the community centre
- Woodlands Library Renovation
 - updating the most 'at need' facility
- New Library Information System
 - current system at 'end of life'
 - significant enhancements
 - strong demand from the public
- Self Serve Technology
 - improved service
 - reduced costs

Operating Budget

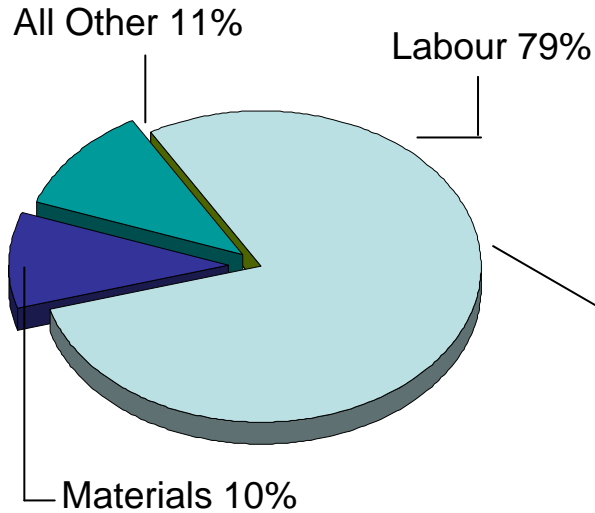
Purpose

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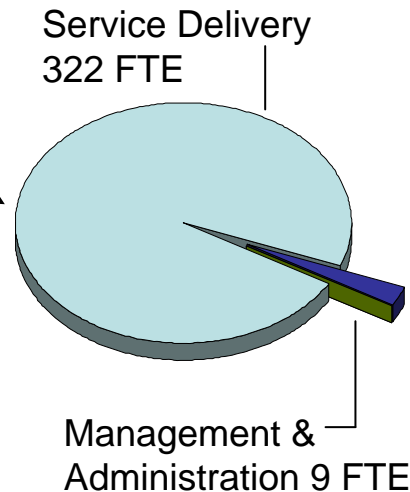
- 6th largest public library in the country and one of the top 60 in North America
- 219,040 active card holders
- 7.6 million annual loans 5.2% increase
- 4.4 million annual visits 8.4% increase
- 8.7 million e-visits annually
- 18 service points with 411,300 square feet
- maintains 2.2 items per capita as the population increases
- adds 7% or 100,000 items to the collection annually

Current Budget and Labour

Current Budget



Labour

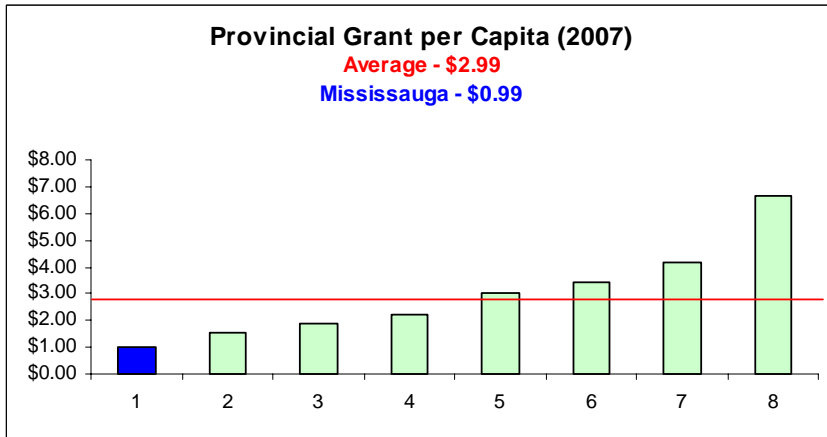
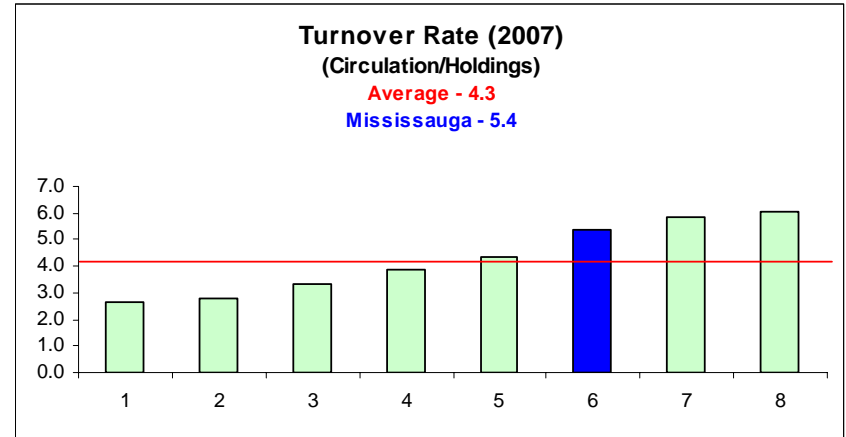
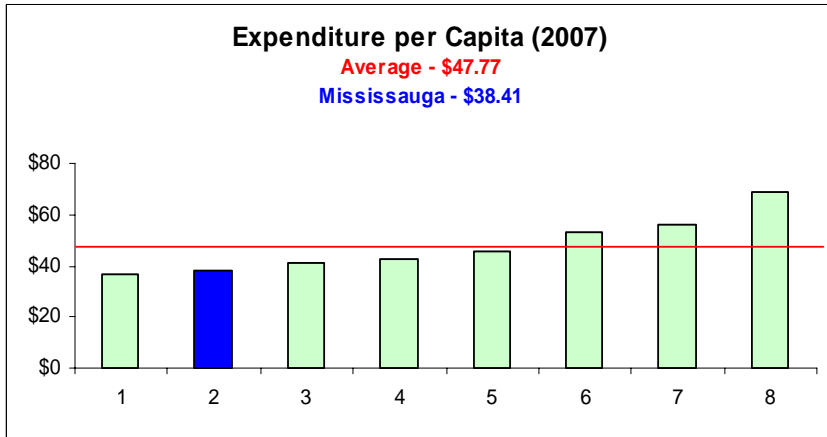


97% of Library staff are in roles that affect public service

2009 Budget Detail (\$,000)

Labour	19,525
Materials	2,391
Other operating	<u>2,767</u>
Total Expenses	24,683
Grants	710
Fines & Fees	<u>1,650</u>
Total Net Cost	\$22,323
Allocations	<u>1,194</u>
Total	\$23,517

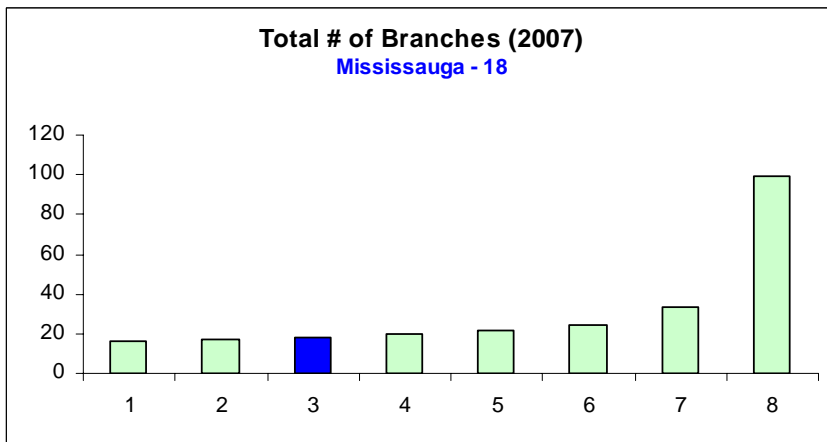
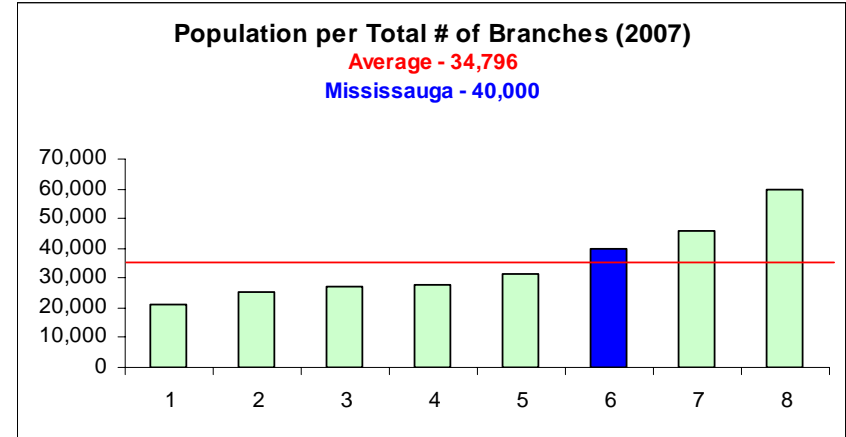
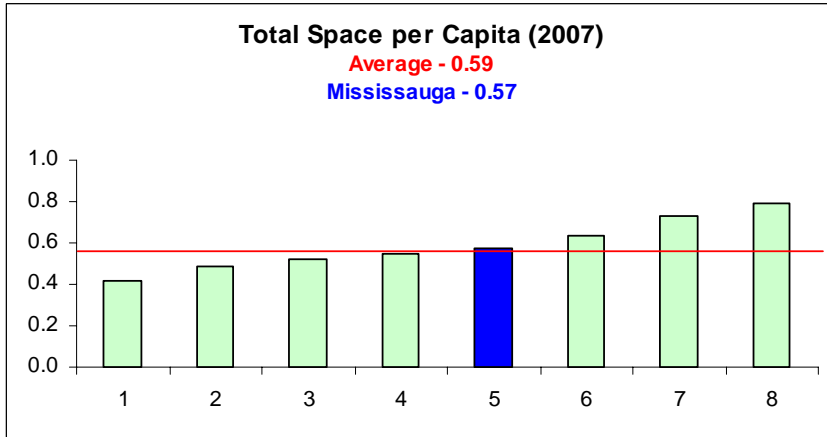
Benchmarks - Efficiencies



Vancouver, Calgary,
 Ottawa, Edmonton,
 Winnipeg, Hamilton &
 Toronto

 Mississauga

Benchmarks - Effectiveness



Vancouver, Calgary,
 Ottawa, Edmonton,
 Winnipeg, Hamilton &
 Toronto

 Mississauga

Library 2009 & 2010 Operating Budget Request By Cost Object

	2007 Actual	2008 Budget	2009 Base Budget	2009 Program Changes	2009 Request	2009 Change		2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	%
EXPENDITURES												
LABOUR COST	18,676,130	19,590,800	20,112,000	(587,000)	19,525,000	(65,800)	-0.3%	20,417,000	0	20,417,000	892,000	4.6%
Staff Development Costs	63,715	58,400	68,400	(5,000)	63,400	5,000	8.6%	63,400	0	63,400	0	0.0%
Communications Costs	12,295	11,000	11,000	0	11,000	0	0.0%	11,000	0	11,000	0	0.0%
Transportation Costs	55,710	47,200	54,200	0	54,200	7,000	14.8%	54,200	0	54,200	0	0.0%
Occupancy & City Costs	1,121,885	2,041,000	2,082,500	(16,700)	2,065,800	24,800	1.2%	2,075,300	0	2,075,300	9,500	0.5%
Equipment Costs & Maintenance Agreement	121,140	100,900	107,900	0	107,900	7,000	6.9%	107,900	0	107,900	0	0.0%
Contractor & Professional Services	23,037	10,200	10,200	0	10,200	0	0.0%	10,200	0	10,200	0	0.0%
Advertising & Promotions	49,092	44,300	44,300	0	44,300	0	0.0%	44,300	0	44,300	0	0.0%
Materials, Supplies & Other Services	2,700,122	2,695,800	2,751,200	0	2,751,200	55,400	2.1%	2,728,200	0	2,728,200	(23,000)	-0.8%
Finance Other	330	0	50,000	0	50,000	50,000	0.0%	50,000	0	50,000	0	0.0%
OTHER OPERATING EXPENSES	4,147,326	5,008,800	5,179,700	(21,700)	5,158,000	149,200	3.0%	5,144,500	0	5,144,500	(13,500)	-0.3%
TOTAL EXPENDITURES	22,823,456	24,599,600	25,291,700	(608,700)	24,683,000	83,400	0.3%	25,561,500	0	25,561,500	878,500	3.6%
TOTAL REVENUES	(2,189,752)	(2,359,800)	(2,359,800)	0	(2,359,800)	0	0.0%	(2,309,800)	0	(2,309,800)	50,000	2.1%
NET SERVICE IMPACT	20,633,704	22,239,800	22,931,900	(608,700)	22,323,200	83,400	0.4%	23,251,700	0	23,251,700	928,500	4.2%
Allocations	0	1,121,400	1,194,300	0	1,194,300	72,900	6.5%	1,238,200	0	1,238,200	43,900	3.7%
NET of ALLOCATIONS	20,633,704	23,361,200	24,126,200	(608,700)	23,517,500	156,300	0.67%	24,489,900	0	24,489,900	972,400	4.1%

Operating Budget Changes from 2008

	<u>\$000's Amount</u>
<u>Operating Changes from 2008</u>	
Labour - Corporate Labour Allocation	521
Fines - Decreasing Fines	50
Multilingual Translation - Publications	30
Utilities - Net of Efficiencies	25
Other	44
	<u>670</u>
<u>Initiatives to Meet Tax Target</u>	
Hours Reduction - 3 FTE	-174
Consolidate Service Desks at Central Library - 2.5 FTE	-163
Centralize & Computerize the Selection & Ordering Process - 2.5FTE	-150
Sheridan Branch Service Reduction in operational hours - 2 FTE	-100
	<u>-587</u>
	<u>83</u>
Total Increase Before Allocations	83
Allocations (IT, Maintenance and Admin)	73
	<u>156</u>
Total Increase from 2008 Budget	
	156

Operating Budget Changes from 2009

	<u>\$000's Amount</u>
<u>Operating Changes from 2009</u>	
Labour - Corporate Labour Allocation	892
Fines - Decreasing Fines	50
Multilingual Translation - Publications	-23
Utilities - Net of Efficiencies	10
Total Increase Before Allocations	929
Allocations (IT, Maintenance and Admin)	44
Total Increase from 2010 Budget	972

Summary of Tax Target Initiatives - Efficiencies

- Centralize & Computerize the Selection & Ordering Process - \$150k
 - opportunity driven by vendors' capability
- Consolidate Service Desks at Central Library - \$163k
 - changing role of Central Library

Summary of Tax Target Initiatives - Service Level Reductions

- Hours Reduction \$174k
 - implement regional service concept at specific times or Friday evenings and Sunday afternoons from October to May
 - reduce locations open from 9:00 a.m. to 5:00 p.m.
- Sheridan Branch service reduction in operational hours - \$100k
 - reduce hours per week from 46 to 33

Other Considerations

- Labour contract expired in April 2008
- Building program completed with 18th branch
- Older facilities reaching end of life cycle
- New computer system in 2009-10
- Population changes especially in the City Centre area
- Impact of Older Adults Plan
- Impact of Youth Plan



Burnhamthorpe Branch Library



Lakeview Branch Library



Lorne Park Branch Library



Book Fair

Library Capital Budget

Library

2009 Capital Budget Request

	<u>\$000's</u> <u>Total</u>
<u>Redevelopment:</u>	
Meadowvale Library - Design	100
Woodlands Library - Design	164
Total Redevelopment	264
Minor Renovations - Various	50
Program Equipment Replacement	126
TOTAL 2009 REQUEST	440

Note: Meadowvale Library is based on Cash Flow requirements for years 2009-2011. Total project cost is \$4,350.

Library

2010 Capital Budget Request

	\$000's
	<u>Total</u>
<u>Buildings</u>	
<u>Redevelopment:</u>	
Meadowvale Library - Design	467
Woodlands Library - Construction	1,636
Total Redevelopment	<u>2,103</u>
 Minor Renovations - Various	 49
Total Buildings	<u>2,152</u>
 <u>Materials & Equipment</u>	
Self-Serve Check-Out - Phase I	100
Program Equipment Replacement	126
Total Materials & Equipment	<u>226</u>
 TOTAL 2010 REQUEST	 <u><u>2,378</u></u>

Note: Self-Serve Check-Out is based on Cash Flow Requirements for years 2010-2012. Total project is \$4,550.

Library

2011 – 2018 Capital Budget Request

<u>Buildings</u>	<u>Design/Const.</u>	<u>\$000's</u>
<u>Redevelopment:</u>	<u>Year</u>	<u>Total</u>
Meadowvale Library - Construction	2011	3,783
Port Credit	2013/2014	2,250
Lakeview Library	2014/2015	2,280
Lorne Park Library	2015/2016	3,577
Cooksville Library (NEW)	2017/2018	3,540
Total Redevelopment		15,430
Minor Renovations - Various	2011 - 2018	402
Studies	2011 - 2018	108
Total Buildings		15,940
 <u>Materials & Equipment</u>		
Self-Serve Check-Out - Phase I	2011-2012	4,450
Program Equipment Replacement	2011 - 2018	1,004
Total Materials & Equipment		5,454
TOTAL 2011 - 2018 REQUEST		21,394

Capital - Issues

- newer branches will be coming up to +15 years old and will require additional upkeep costs
- the ongoing upgrading or redevelopment of interior spaces to meet changing needs of library users
- increased demand for support for evolving electronic services
- potential to replace 2 leased spaces (Sheridan Branch and Cooksville Branch) with owned facilities

Capital – What Is Not Funded?

Project	Design/Construction Year	\$000's Total
Automated Returns/Sorting System - Phase II **	(2011)	2,040
Burnhamthorpe Library - Renovation	(2012/2013)	10,000
Sheridan Library - NEW	(2014/2015)	3,652
Total Non Funded		15,692

- Phase II of self service has been costed at today's prices which should drop dramatically over the coming years and would be re-assessed when and if the savings and benefits warranted the expenditure

Vision:

Libraries change lives.

