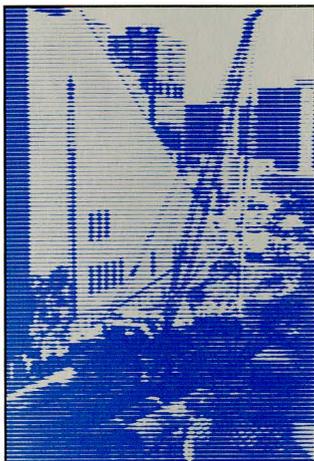


METROPOLITAN TORONTO LIBRARY BOARD  
1993 ANNUAL REPORT

# *Annual Report*





THIS YEAR WE HAVE SERVED over 1.3 million people – students, business personnel, artists, researchers, and the general public – providing them with the best information service available. We pride ourselves on our uniqueness in housing special, diverse collections which reflect, among other things, this city's history. In addition, we have staff with experience and expertise in accessing those collections. We wish to maintain the excellence of our service and our distinctive position as the major public reference library in Canada.

Yet, like many other institutions, the Library is facing the stiffest economic times in its history. More than ever before, we have to perform a precarious fiscal balancing act. On the one side, there is an increasing number of print publications as well as new and expensive technology which soon becomes obsolete; on the other side, we have less money with which to operate. This has meant streamlining our operations, reducing the size of our projected collections, and downsizing our staff complement.

Also, as the new Information Highway becomes a reality, we anticipate the role of this Library will be a crucial one: we will be a vital access point into that network. However, such public access will demand an increase in expensive technology. It will also mean that education – both of the staff and of the user – will be on-going as more and more information is made available. The knowledge of how to access information will be critical, and expertise in how to screen out that which is unwanted will be essential.

To prepare for these projected changes, staff and public focus groups will discuss the public's future needs for access to information in both print and electronic form. These

# Chairman's Report

groups will have to determine how the Library can best be constituted to meet those demands. New, innovative and cost efficient ways are being examined as we consider whether restructuring the organization will be necessary and, if so, how best to restructure while at the same time maintaining the excellence of the Library.

We are looking forward to continuing to meet the public's information needs. We know that it will be a tough future, fraught with economic difficulties; but it is a future that will also bring with it a challenge and exciting possibilities.

A handwritten signature in black ink, appearing to read "Maureen Rudzik". The signature is fluid and cursive, with a large initial "M" and "R".

Dr. Maureen Rudzik  
Chairman

IN THE PAST, we knew more or less what our future might look like and our planning efforts involved trying to improve, refine and expand our services. During 1993 it became obvious that different solutions were needed to address the major economic and technological changes buffeting our organization. Therefore, a number of new initiatives were introduced:

#### **Information Technology Task Force**

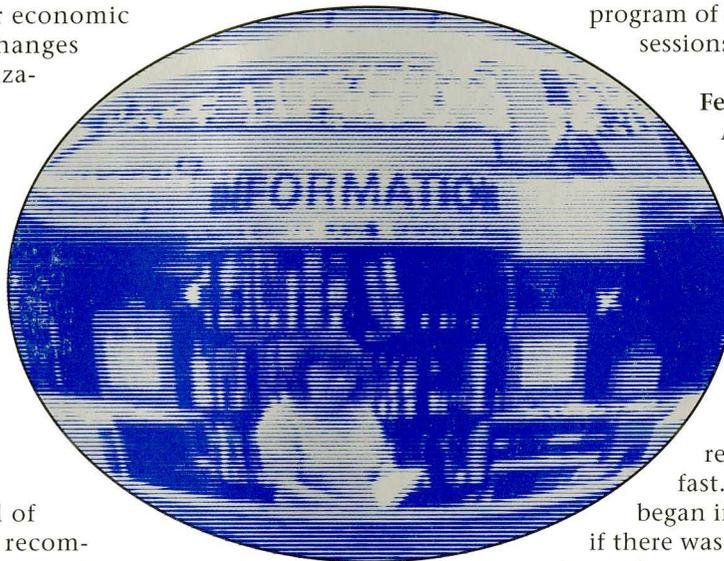
The Information Technology Task Force was launched in November to evaluate current trends in electronic storage and retrieval of information, and to recommend new technology applications for the Library. Study teams, involving staff from across the Library, began to investigate the various uses and impacts of new technology within the Library.

#### **Re-engineering**

While the Task Force was set up to explore the benefits of technology-based products to public reference service, another initiative was to take a behind-the-scenes look at the organization. Based on the 're-engineering' technique practised by business and public sector, the Materials Acquisition Re-Engineering Project involved extensive analysis of the Library's internal procedures. It resulted in 83 recommendations for streamlining library processes to reduce time and cost while improving quality and service.

#### **Staff training**

As electronic tools and information sources are introduced into the Library, staff need to keep abreast of new developments and incorporate new skills into their repertoire. A program of ongoing training sessions was instituted.



#### **Fee-based service**

A study was commenced to explore the feasibility of MTRL offering – in addition to its regular services – customized, fee-based information services to business people and others who require information fast. Extensive research began in late fall to find out if there was a market for such enhanced services.

#### **Focus groups**

To ensure that MTRL's services keep pace with users' needs, a series of public consultations started late in 1993. A cross-section of the public was invited to discuss the Library's services in the first three sessions of an on-going focus group series. The focus groups will continue into 1994, and will include staff sessions. Feedback will help to tailor services and provide a quality check.

#### **Dial-in to MetroCat**

During the summer of 1993, Dial-in service to MetroCat, the Library's on-line catalogue, was implemented. This allows the public to use computers, at home or at work, to dial up the catalogue and browse the Library's holdings. An instant success, Dial-in had 5000 customers in its first two months of operation.

3  
*Preparing for Change*

### Early retirement incentive

To meet Social Contract reduction target for 1996 without further layoffs, the Library invited staff to take advantage of an improved early retirement package offered by the Ontario Municipal Employees Retirement Board.

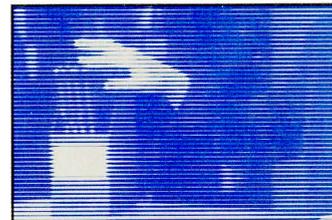
### Outreach Task Force

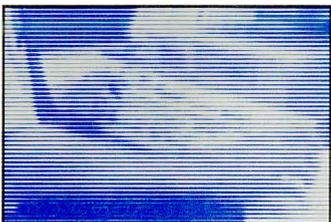
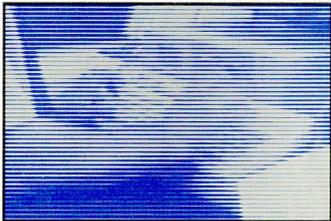
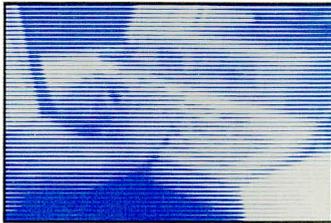
And finally the time-honoured response to budget cuts — fundraising. The Library Board established the Outreach Task Force to raise funds for the continued development of its collections.

Board, management, and staff from all areas of the Library rallied to give their best effort to these initiatives which have begun to pave the way for our very different future. At the same time work continued on the Library's many other projects including the extension to the building, for which special capital funding was approved by Metro Corporation in 1992. The building will open up sorely needed new space for the public and the collections, while creating fresh opportunities for accommodating the library of the future.



Frances Schwenger  
Chief Executive Officer





*March 11, 1994*

*Auditor's Report to the members of the  
Metropolitan Toronto Library Board*

I have audited the balance sheet of the Metropolitan Toronto Library Board as at December 31, 1993 and the statements of current operations, capital operations and changes in financial position for the year then ended. These financial statements are the responsibility of the Board's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Board as at December 31, 1993 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles for Ontario municipalities.

Metropolitan Auditor

*Auditor's Report*

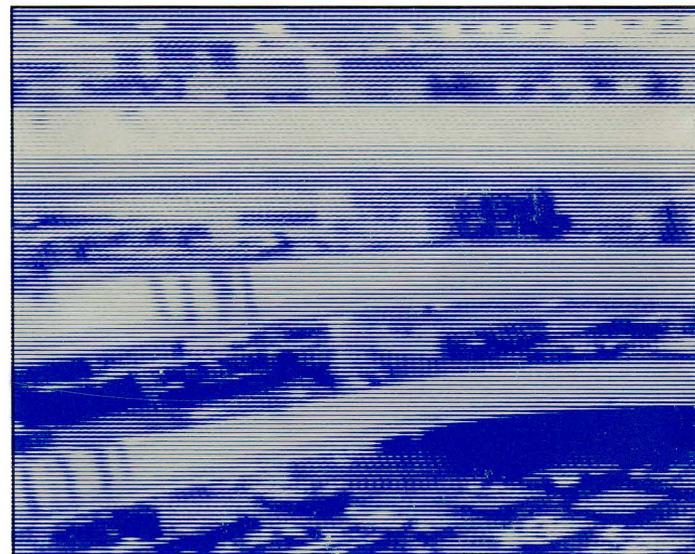
## BALANCE SHEET

DECEMBER 31, 1993

assets	1993	1992
	(in thousands)	
<b>CURRENT ASSETS</b>		
Cash and short-term investments	\$ 2,002	2,789
Accounts receivable	216	127
Prepaid expenses	28	52
	<u>2,246</u>	<u>2,968</u>
<b>CAPITAL OUTLAY TO BE RECOVERED IN FUTURE YEARS</b>		
	<u>3,825</u>	<u>3,866</u>
	<u>\$ 6,071</u>	<u>\$ 6,834</u>
<b>LIABILITIES AND FUND BALANCE</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities		
Municipality of Metropolitan Toronto	\$ 526	\$ 616
Other	2,163	1,791
Unexpended grants (note 2)	<u>1,552</u>	<u>1,442</u>
	<u>4,241</u>	<u>3,849</u>
<b>NET LONG TERM LIABILITIES FINANCED BY THE MUNICIPALITY (note 3)</b>		
	<u>3,825</u>	<u>3,866</u>
<b>FUND BALANCE AT THE END OF THE YEAR</b>		
Capital expenditures not yet permanently financed	<u>(1,995)</u>	<u>(881)</u>
	<u>\$ 6,071</u>	<u>\$ 6,834</u>

### STATEMENTS OF CAPITAL OPERATIONS YEAR ENDED DECEMBER 31, 1993

	1993	1992
	(in thousands)	
Capital expenditures not yet permanently financed, beginning of year	\$ 881	\$ 750
<b>Expenditure</b>		
Library	4,206	1,069
Alpha Ontario	37	5
	<u>4,243</u>	<u>1,074</u>
<b>Financing</b>		
Debenture proceeds	989	403
Contributions by the Municipality of Metropolitan Toronto	2,103	535
Capital grant for Alpha Ontario	37	5
	<u>3,129</u>	<u>943</u>
Capital expenditures not yet permanently financed, end of year	<u>\$ 1,995</u>	<u>\$ 881</u>



### STATEMENT OF CURRENT OPERATIONS YEAR ENDED DECEMBER 31, 1993

	1993	1992
	(in thousands)	
<b>EXPENDITURE</b>		
Salaries and benefits	\$18,352	\$18,400
Library materials	2,479	2,742
Supplies, utilities and equipment	1,285	1,599
Services and rents	2,821	2,831
Special projects (note 2)	1,362	1,087
Charges for net long term liabilities (note 4)	1,464	2,031
	<u>27,763</u>	<u>28,690</u>
<b>REVENUE</b>		
Province of Ontario grant	1,917	1,917
Special projects	1,362	1,087
Charges to Ontario Library Service		
Area Boards	4	4
Charges to Metro Toronto Area Library		
Boards	74	60
Photocopy services	663	648
Other income	348	296
	<u>4,368</u>	<u>4,012</u>
<b>NET OPERATING COSTS FUNDED BY</b>	<u>\$23,395</u>	<u>\$24,678</u>
Contributions by the Municipality of Metropolitan Toronto	<u>\$23,395</u>	<u>\$24,678</u>

## NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 1993

### 1. ACCOUNTING POLICIES

The financial statements of the Metropolitan Toronto Library Board are the representation of management prepared in accordance with accounting principles prescribed for Ontario municipalities by the Ministry of Municipal Affairs.

#### BASIS OF ACCOUNTING

##### (i) Revenue and Expenditure Recognition

Revenue and expenditures are reported on the accrual basis of accounting with the exception of charges for the principal portion of long term liabilities.

##### (ii) Principal Portion of Charges for Long Term Liabilities

Principal charges on net long term liabilities are charged against operations in the periods in which they are paid.

##### (iii) Fixed Assets

The historical cost and accumulated depreciation for fixed assets are not recorded for municipal purposes. Fixed assets are reported as an expenditure on the Statement of Capital Operations in the year of acquisition.

##### (iv) Capital Outlay to be Recovered in Future Years

Capital outlay to be recovered in future years represents the outstanding principal portion of unmatured long term liabilities incurred for the purchase of fixed assets and is reported on the Balance Sheet.

##### (v) Liabilities Payable in Foreign Currencies

Long term debt payable in foreign currencies has been translated into Canadian funds at the exchange rate prevailing at December 31, 1993.

##### (vi) Employee Related Costs

(a) Employee related costs for vested sick leave benefits are only partially provided for in these financial statements.

(b) Employee related costs for vacation pay is expensed when the vacation is taken and the entitlement paid. No provision has been made for the accrued vacation pay liability.

### 2. UNEXPENDED GRANTS

Unexpended grants consist primarily of funds received from the Federal and Provincial governments relating to various special projects administered by the Metropolitan Toronto Library Board less expenditures incurred.

Special project transactions and unexpended grant balance are as follows:

	<u>1993</u>	<u>1992</u>
	(in thousands)	
Opening balance	\$ 1,442	\$ 1,258
Grants	<u>1,472</u>	<u>1,271</u>
	2,914	2,529
Expenditure	<u>1,362</u>	<u>1,087</u>
Closing balance	<u>\$ 1,552</u>	<u>\$ 1,442</u>

### STATEMENT OF CHANGES IN FINANCIAL POSITION YEAR ENDED DECEMBER 31, 1993

	<u>1993</u>	<u>1992</u>
	(in thousands)	
<b>CASH PROVIDED BY (USED IN) OPERATIONS</b>	<b>(in thousands)</b>	
Increase (decrease) resulting from changes in:		
Accounts receivable		
Municipality of Metropolitan Toronto	\$ -	\$ 113
Other	(89)	67
Prepaid expenses	24	(11)
Accounts payable and accrued liabilities		
Municipality of Metropolitan Toronto	(90)	616
Other	372	(489)
Unexpended grants	<u>110</u>	<u>184</u>
Cash provided by operations	<u>327</u>	<u>480</u>
<b>CASH USED TO ACQUIRE CAPITAL ASSETS</b>	<b>(4,243)</b>	<b>(1,074)</b>
<b>CASH RECEIVED FROM FINANCING ACTIVITIES</b>	<b><u>3,916</u></b>	<b><u>(594)</u></b>
Debenture proceeds	989	403
Contributions by the Municipality of Metropolitan Toronto	2,103	535
Capital grant for Alpha Ontario	<u>37</u>	<u>5</u>
	<u>3,129</u>	<u>943</u>
<b>(DECREASE) INCREASE IN CASH AND SHORT-TERM INVESTMENTS</b>	<b>(787)</b>	<b>349</b>
<b>CASH AND SHORT-TERM INVESTMENTS, BEGINNING OF YEAR</b>	<b><u>2,789</u></b>	<b><u>2,440</u></b>
<b>CASH AND SHORT-TERM INVESTMENTS, END OF YEAR</b>	<b><u>\$ 2,002</u></b>	<b><u>\$ 2,789</u></b>

### 3. NET LONG TERM LIABILITIES FINANCED BY THE MUNICIPALITY

a) The Municipality of Metropolitan Toronto issues debentures for library capital purposes as required. The balance of net long term liabilities reported on the Balance Sheet is made of the following:

	<u>1993</u>	<u>1992</u>
	(in thousands)	
Long term liabilities incurred by the Municipality on behalf of the Board	\$ 5,417	\$ 5,093
Value of sinking funds which have been accumulated to the end of the year to retire the outstanding long term liabilities	(1,592)	(1,227)
Net long term liabilities	<u>\$ 3,825</u>	<u>\$ 3,866</u>

Included in net long term liabilities is an amount of \$465,000 (1992 - \$581,000) payable in United States funds.

(b) Future net long term liabilities payments are as follows:

	(in thousands)	
1994 to 1998	\$ 2,095	
1999 to 2003	794	
Interest expected to be earned on sinking funds	<u>936</u>	
	<u>\$ 3,825</u>	

### 4. CHARGES FOR NET LONG TERM LIABILITIES

Total charges for the year for net long term liabilities as reported on the Statement of Current Operations are as follows:

	<u>1993</u>	<u>1992</u>
	(in thousands)	
Principal payments, including contributions to sinking funds	\$ 928	\$ 873
Interest	<u>536</u>	<u>1,158</u>
	<u>\$ 1,464</u>	<u>\$ 2,031</u>

### 5. LIABILITY FOR VESTED SICK LEAVE BENEFITS

Under the sick leave benefit plan, unused sick leave can accumulate and employees may become entitled to a cash payment when they leave the Board's employment. The liability for these accumulated days, to the extent that they have vested and could be taken in cash by an employee on terminating, amounted to approximately \$1,858,000 (1992 - \$1,694,000) at the end of the year.

In order to provide for this past service liability, the Board participates in a reserve fund established by the Municipality of Metropolitan Toronto. Contributions to this reserve fund are based on amounts deemed to be sufficient to provide for anticipated payments. Contributions to the reserve fund by the Board amounted to \$42,000 (1992 - \$42,000).

Anticipated payments over the next five years employees of the Board who are eligible to retire are \$80,000 per year.

### 6. CONTRACTUAL OBLIGATIONS

The Board is committed under operating leases and contracts for maintenance, service and rent as follows:

	(in thousands)	
	1994	\$ 369
	1995	295
	1996	<u>48</u>
		<u>\$ 712</u>

### 7. PENSION AGREEMENT

The Board contributes to the Ontario Municipal Employees Retirement Fund (OMERS), a multi-employer plan, on behalf of the employees. This plan is a defined benefit plan and specifies the amount of the retirement benefit to be received by the employees based on length of service and final average earnings.

The amount contributed to OMERS for current service in 1993 was \$942,000 (1992 - \$909,000) and is included as an expenditure on the statement of operations.

The latest actuarial valuation, conducted at December 31, 1992, indicates that current member and employer contribution rates appear sufficient to fund future benefits.

### 8. CONTINGENT LIABILITIES

A number of labour related claims have been made against the Board. The cost, if any, to settle these claims cannot be determined and hence no related provision has been made in the financial statements.

**COLLECTIONS**

	<u>1993</u>	<u>1992</u>
<b>Books</b>		
Arts Department	156,754	155,495
Audio Visual Department	182	169
Business & Social Sciences Department	405,699	390,943
Metro Urban Affairs Library	91,410	77,576
General Information Services Department	39,227	37,984
History Department	243,742	239,326
Languages & Literature Department	313,910	305,299
Science & Technology Department	155,746	152,538
<b>TOTAL</b>	<b>1,406,670</b>	<b>1,359,330</b>
<b>Bound Periodicals</b>	<b>206,331</b>	<b>202,076</b>
<b>TOTAL</b>	<b>1,613,001</b>	<b>1,561,406</b>
<b>Other Material</b>		
Broadsides, posters, programs	101,250	98,819
Films	6,079	6,188
Maps and plans	60,957	60,194
Microfiche and microcards	1,195,634	1,079,313
Microfilms	64,044	62,077
Bound Newspapers	4,939	4,860
Pictures-reference	267,946	266,874
Pictures-circulating	886,042	873,309
Records, tapes and cassettes	51,995	50,613
Slides	9,296	9,296
Talking book titles	36,622	36,381
Current data files	47,745	47,372
<b>TOTAL</b>	<b>2,732,549</b>	<b>2,595,296</b>
<b>Manuscripts</b>	<b>436.555m</b>	<b>430.295m</b>

**USAGE**

	<u>1993</u>	<u>1992</u>
<b>Questions</b>		
Desk questions	1,237,221	1,037,779
Phone questions	266,395	238,035
<b>TOTAL</b>	<b>1,503,616</b>	<b>1,275,814</b>
<b>Materials</b>		
Books	1,782,623	1,600,943
Serials	996,044	789,690
Non-Book	440,473	423,922
Audio Visual	99,638	98,055
Microforms	420,051	377,395
<b>TOTAL USE OF MATERIALS</b>	<b>3,738,830</b>	<b>3,290,005</b>
<b>OTHER SERVICES</b>		
Circulation	174,462	140,504
Retrievals	623,004	516,101
Online searches	3,481	2,162
Photocopies	3,608,860	3,396,550
<b>VISITORS</b>	<b>1,340,039</b>	<b>1,327,062</b>

#### LIBRARY BOARD

Dr. Maureen Rudzik  
*Chairman*  
Metro Councillor Marie Labatte  
*Vice chairman*  
Metro Councillor Ila Bossons  
Richard Boxer  
Suzanne Bruce  
Josef Galambosy  
Murthy V.S. Ghandikota  
Councillor John Hastings  
Councillor Sherene Shaw  
Hazel Thornton-Lazier  
Lorraine Williams

#### ADMINISTRATION

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*Chief Executive Officer*  
Dora Dempster  
*Assistant Director, Public Service*  
Syd Jones  
*Assistant Director, Systems  
& Technical Support*  
Mario Bernardi  
*Manager, Public Relations*  
J.R. LeForte  
*Manager, Personnel  
& Labour Relations*  
Christine Macdonald  
*Planning Officer*  
Larry Peterson  
*Treasurer & Manager,  
Financial Services*  
Barbara Tinsley  
*Planning Officer*

#### DEPARTMENT MANAGERS

Berenice Campayne  
*Metro Urban Affairs Library*  
David Clark  
*Accounting*  
Sandra DeAthe  
*General Information Services*  
Jean Forde  
*Science & Technology*  
Janet Gaisford  
*Acquisitions*  
Jaswinder Gundara  
*Languages & Literature*  
Margot Hewings  
*Business & Social Sciences*  
David Kotin  
*History*  
Gary Marr  
*Facilities*  
Laura Murray  
*Audio Visual Services*  
Susan Reed  
*Collection Maintenance & Access*  
Nahla Rashad  
*Systems Development*  
Isabel Rose  
*Arts*  
Josephine Tsui  
*Bibliographic Services*  
Olav Vanderzon  
*Computer Operations*  
Johanna Wellheiser  
*Preservation Services*

People



TWENTY-FIFTH ANNUAL REPORT 1993 ISSN - 0700 - 4532 Metropolitan Toronto Library Board  
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