THE SCARBOROUGH PUBLIC LIBRARY BOARD

ANNUAL REVIEW 1991

THE CITY OF SCARBOROUGH

PUBLIC LIBRARY BOARD

A REVIEW OF THE YEAR - 1991

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Framework: Refers to A Framework for the Development of Public Library Service in the City of Scarborough, third edition, Scarborough: Scarborough Public Library Board. Fall, 1991.

Resource Allocation: Refers to Policy on Public Service Resource Allocation document. Companion document to the Framework. Scarborough Public Library Board. (Publication date: Spring, 1992.)

CHAIRMAN'S REVIEW

The City of Scarborough Public Library Board is appointed for a three year term, coincident with the timing of municipal elections. In the third year of its term, the Board can be expected to perform at peak activity since Board members and staff have at least two years of experience together and the deadline of elections provides a natural incentive to complete the Board's projects.

The year 1991 was the third year of the Board's term and a tremendous year in terms of its accomplishments which included improvements in existing services, opening and planning of new facilities, celebration of significant anniversaries, and a legacy of planning for the future. The accomplishments during 1991 in which we can take particular pride are discussed below:

Services in Transition

- Faithful services and facilities were bid adieu. In April, the 16mm film service closed to the public; an end of an era and a reflection of changing technology. Throughout the year, videocassette collections

were added to an increasing number of neighbourhood branch libraries and loan periods were extended.

- In August, the neighbourhood branch library in the Agincourt Mall closed to the public after twenty-four years of service. Later in the year, the new district library was opened in nearby free standing facilities.

New and Improved Services

- Accessibility to the collection catalogue was improved with the installation of publicly accessible on-line catalogues in all branches. Service to the significant patron base of Chinese origin was also enhanced with the introduction of the first Chinese catalogue of books written in Chinese characters. In fact the Chinese language cataloguing system won the Angus Mowat Award of Merit for Innovative Librarianship awarded by the Ontario Ministry of Culture and Communications.

New and Planned Facilities

- The Agincourt District Library opened to the public on October 29th, 1991, at 9:30 a.m. The official opening was held on November 5th, 1991, and was attended by the Honourable Karen Haslam, Minister of Culture and Communications, Mayor Joyce Trimmer, Mayor of Scarborough, numerous other dignitaries and politicians with the estimated attendance being over 1,100 at the opening. The opening of this district library represents the culmination of years of planning and preparation. With its opening, the library system has achieved a mature network of three district libraries supporting the satellite neighbourhood and local branches.

- On July 13th, the ground-breaking ceremony was held for the Goldhawk Park Public Library and Neighbourhood Centre with substantial completion expected in the spring of 1992.

Anniversaries

We paused to reflect on the maturity of the system with two significant anniversary celebrations:

- Cedarbrae District Library celebrated twenty five years of service to the public; and
- Bendale Neighbourhood Branch Library celebrated thirty years of service to the public.

Legacy for the Future

As the Board's term neared completion, it completed its work of revision, approval and publication of the third edition of the development document, A Framework for the Development of Public Library Service in the City of Scarborough. Also, in keeping with the economic environment, it produced its first edition of Policy on Public Service Resource Allocation, a document which will accompany the Framework document and provide a decision-making tool for allocating precious resources.

Conclusion

The Library Board is proud of the way in which its management and employees deliver services to the public with the means at hand. Once again, the City of Scarborough's public library system has one of the highest materials circulation rates per capita in Ontario, while maintaining

one of the most efficient cost structures. Many thanks to the staff of the City of Scarborough Public Library Board for their dedication to providing excellent service to the residents of Scarborough.

The Library Board is also justifiably proud of its accomplishments during 1991 and in the two preceding years leading to completion of its three year term. Many thanks to the elected representatives and citizen appointments who comprise the Board.

C. Richard Goldsmith, C.A.,
Chairman

CHIEF EXECUTIVE OFFICER'S REVIEW

The year ended with a surprising four percent increase in circulation, another record year both for the Library Board and for the citizens who used the resources of the library system during 1991.

The difficult economic times became apparent quite early in 1991 and it was with a mixture of apprehension and pleasure that the construction of the Agincourt District Library and the ground-breaking and construction of the Goldhawk Park Public Library and Neighbourhood Centre were observed. It was clear that, in such times, compromises would have to be made to bring the two libraries on stream over the period of the following year. On the other hand, the opening of the district library was an achievement that had been looked forward to for close to twenty years both by the staff and the citizens living north of Highway #401.

1991 was definitely a year of achievement which saw the complete installation of the On-line Public Access Catalogue, the publication of the third edition of the Framework document and the first edition of its companion document, Policy on Public Service Resource Allocation.

During the year there was an on-going debate between City Council and the Library Board on the alternative ways of governing the library system. This issue surfaced in the City of Scarborough's first Strategic Plan which indicated that the City Council was going to pursue the Central Library, evaluate all aspects of library operations and consider alternatives to the political structure. This debate, which from a political point-of-view tends to be one of accountability, has now widened to include the aspects of management, planning and organization of the library system and is a debate that is occurring in many of the cities of Southern Ontario. During 1992 it is hoped that some conclusion of the governance issue will be achieved as the final answer to the question has been left hanging in a way to cause some uncertainties in communication, decision-making and management of the library system.

The co-operative endeavours with other public library systems in the Metropolitan Toronto area continued as it has over the past decades. The Metro Children's Co-ordinators Committee produced a bibliography on Introducing Your Child to Books. This booklet highlighted the best titles for children from birth to the age of twelve and was distributed to community centres, nursery schools, parent/teacher associations and other community groups. The Metro Committee on Services for People with Disabilities produced a guide for library staff serving people with disabilities which included guidelines to improve the readability of print

material and signs. The Metro Public Relations and Programmes Committee had a joint transit advertising campaign called, Reading Has Many Rewards which ran for ten weeks in the Toronto subway cars. Workshops were given by many of the committees which helped to create a common approach to service across the Metropolitan Toronto in multiculturalism, children's work and helping people with disabilities.

The Provincial Government through the Ministry of Culture and Communications does influence public library service across the Province in a number of ways. In particular there is a per household grant which in 1991 for the City of Scarborough Public Library Board was 1.3 million dollars. The Ministry as well awarded a capital grant for the Agincourt District Library of $700,000 which was extremely helpful in reducing the cost of construction to the taxpayers of Scarborough. In 1991 the Library Board received a grant from the Ministry to provide consultant assistance to conduct a communications review. This review, which may be one of the first of its kind in Canadian public libraries, is designed to determine in consultation with the public how effectively the community is able to understand the library system and how the public library works.

The Ministry awarded the Library Board the Angus Mowat Award of Merit for the Chinese cataloguing system developed by the staff and a consultant. This is a software product that produced a catalogue both in

Chinese characters and in Pin-Yin, the official transliteration. The production of this software gave the library system the opportunity to ensure equal access and improved service to the Chinese residents of Scarborough. The Minister, the Honourable Karen Haslam, visited the Cedarbrae District Library and spoke to the staff and board members as part of her orientation to the Libraries and Community Information Branch of the Ministry.

One report from the Ministry of Municipal Affairs entitled The Provincial Municipal Financial Relationships, and chaired by Grant Hopcroft, may have some interest for both public library boards and municipal councils as this report suggested that public libraries, both in operating and capital expenditures, would be funded one hundred percent by the municipalities. If this report were to become government policy then the Library Board and the City Council would be short of 1.3 million dollars in the operating budget.

In looking towards 1992 and the future in general it would seem that public libraries in most parts of Canada and the United States will be looking at a gradual decline in service until the economic problems are overcome. There are, however, other reasons that the amounts of money available for operating libraries may diminish as special interest groups are endeavouring to tap funds that are within public library budgets. The first

phase of the Copyright Act which allowed the establishment of collectives has resulted in the organization known as CANCOPY. This organization has completed its negotiations with the Ministries of Education in some of the provinces and is now looking for contractual relationships with public libraries across Canada. The purpose of CANCOPY is to recover monies for permission to photocopy writers' works and pass that money on to the writers. The idea behind this aspect of copyright law is the concept of intellectual property and being able to be rewarded each time intellectual property has been used, a concept that is certainly very well understood in regard to musical recordings. There is one more proposal going forward in phase two of the amendments to the Copyright Act which is that the Federal Government, in its attempt to support the infrastructure of the publishing industry and strengthen that industry, will legislate that libraries and booksellers will have to buy within Canada for all material that has Canadian rights. Currently there is no written documentation or draft legislation on this point, but, there may well be administrative and financial consequences of such legislation that will impact the budgets of public libraries across Canada.

From the general public who are knowledgeable and interested in technology there are requests for the use of library services from outside of the library buildings. People now wish to dial-in to the on-line public catalogue. This will soon be achievable for the citizens of Scarborough.

People wish to be able to make reservations, leave messages for interlibrary loan, make contact with other machine-readable information or sources which are currently on CD ROM products. The idea of using technology so that people have the ability to stay within their homes and use the library's resources will be an issue certainly for the '90's and may be the only way that public library systems will be able to keep up with the overwhelming demands on the library buildings.

There is one other foreboding problem that is becoming apparent and that is the fragmentation of people into special interest groups. These special interest groups, with their particular view on information, are endeavouring to pressure public institutions by creating censorship issues, some of which will take considerable strength of purpose and probably amounts of money to defend the resources that are held by library systems.

In looking towards 1992, it would seem that the use of the library will increase and the expectation is that, for example, circulation may reach the five million level. The combined unit cost of circulation and reference requests for the Scarborough public library system is one of the lowest in Ontario and as the resources may well diminish over the next few years, the unit cost will drop even lower while the workloads continue to increase. Although this does mean that the cost efficiency of Scarborough's library operations will look comparatively better than many

other libraries, it does mean that the feeling of being overwhelmed in some areas of public service will become an issue of service delivery.

Peter J. Bassnett,
Chief Executive Officer

DEPUTY CHIEF EXECUTIVE OFFICER'S REVIEW

In 1991 the Library Board achieved public library service hours comparable to the 1990 level at 18 libraries, 9 bookmobile stops, and 16 serviced deposit stations. Browsing collections were available in 16 other locations. Major accomplishments in 1991 included the opening of the Agincourt District Library, the addition of an on-line public catalogue and the approval of both the Framework and the Policy on Public Service Resource Allocation.

Performance indicators reviewed later in this review illustrate the successes of the library system in providing public library service to the 515,000 residents of Scarborough. The libraries provided a record number of materials to all age groups, in 31 languages in addition to traditional service in the official languages.

1991 Mission and Key Results Areas

The Library Board's 1991 Mission and Key Results Area document provided the basis for operations and planning in 1991. In addition to the major achievements noted above, the Library Board's key short term goals included designing and constructing the necessary facilities for the

Goldhawk Park and Seven Oaks communities, planning for the implementation of on-line access to the on-line catalogue from resident's homes, businesses and institutions, providing increased bibliographical control of multilingual materials including Chinese materials, extending the access to library materials in contemporary formats by continuing to increase the scope of video collections and by increasing the number of locations of compact disc collections, negotiating and implementing government legislation on pay equity, and developing a five year staff training program. All of these short term goals were achieved with the exception of the design and construction of the Centenary Neighbourhood Branch in the Seven Oaks area. The branch is planned for location in the retail extension to Centenary Plaza, proposed for construction at a later date.

The plans for accomplishing the Library Board's short term goals were co-ordinated by the Board's management team which is comprised of the Executive and Directors Committee. Additional information on the accomplishment of these short term goals will be found in the reviews of the Directors of Public Service and Technical Services that follow this review.

Policy Review

A Council decision not to fund film services closed the 16mm film service to the public in April 1991. The Library Board provided films for branch programmes until the end of December 1991, and will disperse both the collection and the equipment in 1992. The Library Board managed the service reduction by transferring staff from the Visual Resources Department to vacant positions throughout the system.

In 1990 the Library Board initiated a review of the second edition of the Framework by a working group led by the Director of Service Development and Promotion and comprised of the Managers of the Public Service and Technical Services Divisions. The working group's presentations to the Library Board included contributions from the Scarborough community and library staff throughout the system. The third edition approved by the Library Board in late 1991 includes a mission statement, administrative parameters and goals and objectives of service management and development and resource management. The new Framework also includes a planning framework for reviewing current, planned and proposed facilities.

The Policy on Public Service Resource Allocation, approved by the Library Board late in 1991, was derived from the Framework's planning principles and will serve as a companion work to the Framework. The Policy on Public Service Resource Allocation organizes the public service performance measures so that planning and budget priorities may be determined and ranked by the Library Board. The document will also be used to prioritize projects and programmes in the capital and operating budgets. The policy was developed for the Library Board by the public service directors, co-ordinated by the Director of the Northern Division and will be published in the new year.

The Library Board approved the Process for Reviewing Development Proposals. The process was designed to be used to prioritize capital projects when new development proposals are suggested to the Library Board for possible implementation after the Capital Budget and Five Year Plan has Board approval.

The Policy Concerning the Public Use of Scarborough Public Library Board Facilities and Regulations for Facility Use was approved by the Library Board for implementation in January 1992. The revised policy states the criteria to be used when assessing the availability of meeting rooms for outside use. It also allows for the decentralization of the procedure so that directors may approve the use of facilities in their

divisions. The policy clarifies the use of the facilities by groups which do not co-sponsor library programmes. The meeting rooms may be booked for groups providing programmes for their own membership, but which are not open to the public.

Service to the Public

Honouring Long Service Staff

The Library Board hosted two receptions to honour special employees who provided a total of 159 years of service to residents of Scarborough. In May the Board recognized 25 years of service to the Library Board by Sophie Abraham, Frank David and Sheila McLeod. In October the Library Board held a retirement reception to honour 1991 retirees Georgina Alfoldi, Betty Brereton, and Jo Taylor in addition to Barbara Sloan who retired at the end of 1990.

Projects Accomplished

The Library Board reviewed facilities in both public and support areas during 1991. The capital budget supported the completion of the construction of the Agincourt District Library, the design and construction

of the Goldhawk Park Public Library and Neighbourhood Centre, and the costing and feasibility studies for the Cedarbrae full service elevator and the Centenary Neighbourhood Branch. Planning for both the Central Library and the relocation of support services to the City Service Centre continued.

W.G. Gallagher Construction was chosen to build the Goldhawk Park Public Library and Neighbourhood Centre which was designed by Moffat Kinoshita Associates. Construction is proceeding well and the building should be complete by early summer 1992.

During 1991 negotiations continued with the Frum Development Group concerning the provision of library services for the proposed residential community at Markham Road and Sheppard Avenue East. Several sites were discussed for the 7,000 square foot neighbourhood branch which would serve the developing community.

During 1991 the Library Board agreed to extend the lease at Bridlewood Neighbourhood Branch for a further five year term.

Projects accomplished in the personnel field included the negotiation of a new two year contract for 1991 and 1992 and a Pay Equity settlement for the bargaining unit based on proportional value, retroactive to January

1990 with payments completed by the end of 1992. Additionally a new testing and promotion process was agreed and is in place. A successful pilot project on training needs assessment in the Technical Services Division will be expanded to include the public services in 1992. The project is in the information gathering phase. The aim of the project is a five year staff training plan.

The Library Board is reviewing the various components of document delivery with the aim of decreasing the time taken to deliver material to the branch most convenient for the patron. The interbranch delivery service was reviewed and successfully redesigned to increase the efficiency of the movement of materials requested by patrons. Preliminary information indicates that materials are arriving for patrons at the requesting branch much faster than in previous years. Internal procedures for decreasing the time taken for interlibrary loans to be processed has also resulted in faster delivery of titles brought in from libraries outside Scarborough.

Performance Measures

The charts following compare the library system's performance indicators in 1991 with those of 1990.

INDICATORS	1991	1990	%
Building Space (sq. m.)	16,723	14,617	+14.4%
Building Space/Capita	.03	.03	0%

INDICATORS	1991	1990	%
Collections	1,562,508	1,484,506	+5.25%
Collections/Capita	3.03	2.97	+2.02%

INDICATORS	1991	1990	%
Annual Hours of Service	48,979.9	49,466.8	-1%
Personnel FTE	344.1	321.6	+7%

INDICATORS	1991	1990	%
Circulation	4,824,085	4,638,769	+4%
Circulation/Hour	98.5	93.8	+5%
Circulation/Capita	9.4	9.3	+1.1%

INDICATORS	1991	1990	%
Reference Requests	1,059,481	1,036,346	+2.2%
Reference Requests/Capita	2.1	2.1	0%

INDICATORS	1991	1990	%
Programmes	3,550	3,934	-9.8%
Programme Attendance	87,840	93,315	-5.9%

INDICATORS	1991	1990	%
In-Library Use	1,651,298	1,638,944	+.75%
Registered Patrons	268,588	269,051	-.2%
Library Visits	3,784,300	3,439,780	+10%
Uses	3,946,381	3,798,342	+3.9%

Summary

Planning for the current year includes forecasting future needs and establishing a framework for supplying the resources required. During 1992 library materials will be purchased for the new facilities in the capital budget - Goldhawk Park and Highland Creek Neighbourhood Branches. Plans for the City Service Centre and the Central Library will be closely monitored to ensure that the necessary resources and space are available for the Library Board.

1991 was a successful year for the library system. The objectives set out early in 1991 were largely achieved. Staff in all divisions provided more materials to residents than in any other year in the Library Board's history and in the same timeframe prepared the collections and designed facilities and services for the new Agincourt District Library and the planned Goldhawk Park Public Library and Neighbourhood Centre. Impressive performance statistics with record high circulation and reference requests demonstrate the public's increasing patronage of public library service in the City of Scarborough.

Ann Eddie,
Deputy Chief Executive Officer

SERVICE DEVELOPMENT AND PROMOTION REVIEW

The newly revised Framework document highlights the Library Board's commitment to "enrich the quality of life in the City of Scarborough". Working with branch staff, in-house and Metro committees and community and professional organizations, the Division has successfully supported this commitment in 1991. In the Division's third year, staff have created opportunities to make the use of the library easier and more enjoyable by developing programmes, services and collections of resources and marketing the library as a vital component to enhance the quality of life.

This year saw the end of an era with the closing of the 16mm film department. The department discontinued service to the public in April and the branches discontinued use of the format in December. The successful change of borrowing policy related to video has resulted in an overwhelming increase in use and it is heartening to realize that the demise of one format has been replaced by the popular advent of another which can be made more widely available and used and enjoyed by many more people.

Communications

The Communications Section ensures that the collections, programmes and services of the branches and the special events that they prepare and celebrate are known to Scarborough residents. With minimal staffing to support a growing system and diversifying services, technology has been the solution to producing a high quantity of attractive, effective products to guide users in the successful enjoyment of their library experience.

The Section promoted 3,550 programmes which were attended by 87,840 people. This promotion was done through the production of monthly Events, bookmarks, full colour posters, flyers and art cards. Each month the local media received about 15 news releases to further promote programmes, collections and services.

Added to this was the production of special materials notifying the public of changes in fines, hours or procedures, book sales and floor plan layouts. Two advertisements were written and designed, one for the high profile Chamber of Commerce annual City profile.

The ability to update User Guides in-house has proved to be a considerable asset as these guides were used in record numbers. To offset the use of this guide a less expensive "Get into a Book" bookmark was produced

listing the hours and locations of system branches so that User Guides would be available for new patrons. Although the bookmark was only introduced in November, a decrease in the use of User Guides was quickly apparent.

The introduction of the on-line public catalogue provided a special challenge for the Communications Section in writing the promotion/instructional brochure for "Maxwell". "Maxwell" became the anthropomorphic name in appreciation of James Clark Maxwell (1831-1874) the Scottish physicist and mathematician who developed the theory that without systematic organization of information the world would be in chaos.

Division staff revised the policy and procedures for the use of meeting space in the libraries. The new policy which goes into effect in January 1992 allows patrons to book facilities locally without encountering administrative delay and allows divisional management to guide more closely the use of the space.

Special Events

Special events provide the opportunity to celebrate with the community the library system's unique accomplishments and allow the staff an opportunity to see the outcome of their combined efforts in a festive occasion.

July provided the first of three major media events. The Northern Division held its ground-breaking ceremony for the Goldhawk Park Public Library and Neighbourhood Centre. Mayor Joyce Trimmer, Councillors Bas Balkissoon and Fred Johnson, Public School Trustee Sheila Churchmuch, members of the Library Board and residents of the local community turned out for the event which was commemorated by a front page photograph in the Scarborough Mirror.

In October the Cedarbrae District Library celebrated its 25th Anniversary of public service. The Communications Section designed an eight foot high colour poster in honour of this event. The design, which was a stylized representation of the distinctive roof top at Cedarbrae was carried through on the invitations, evening programmes and even the balloons.

Although the Agincourt District Library opened to the public in October, work began in February to find a method of publicizing the new branch (and the closing of the old) and maximizing the circulation from the mall

branch. The more books in circulation from the old branch, the fewer books would have to be moved to the new branch. The result was the "Moving Experience Contest" which was designed to encourage patrons who borrowed from the old branch to return their library materials to the new branch. Their efforts were rewarded by the chance to participate in a draw for Canadian books donated by publishers and a local author.

To celebrate the official opening of the new library, invitations and media alerts were prepared in the primary colours of the new library: maroon, gold and teal. All supporting promotional materials reflected the look and feel of the new branch. In November a special edition of the Events was produced and programmes for the opening evening were designed and printed.

Multicultural Services

Library service to culturally, racially and linguistically diverse populations have been in place in the public libraries of Scarborough for about fourteen years. In the library the integration of the multicultural concept has not only provided a valuable service to the community but has added a new dimension to the traditional methods of public library service delivery. It has introduced the concept of co-operative acquisition and

resource sharing, enhanced the scope of library programming and positively influenced staff training and development.

In Scarborough, the collections of multilingual material have consistently shown a pattern of net increase each year. The book stock for 1991 reached a total of 69,916, an increase of 8.6% over 1990 (64,365). The English as a Second Language (ESL) collections have now 8,177 items, a 27.3% increase over 1990 (6,423). Not only has the size of collections increased but a broader range and choice of materials is becoming available in many languages.

The use of multilingual and ESL collections increased by 10.2% from 539,321 in 1990 to 594,382 in 1991. While the Southeastern and Southwestern Divisions show a decline in use for some languages, the Northern Division experienced an increase in all languages in all branch locations. This year the budget for multilingual magazines reached $50,000 to purchase 90 titles that have responded so successfully to community interest that circulation rose 18.5% over 1990 (72,514) to reach 85,958. All divisions showed an increase in the use of multilingual collections. Although there is a popular conception that residents who speak non-English languages are moving increasingly north of the 401, both the Southwestern and Southeastern Divisions show a steady use by their own established communities and in 1991 the most marked increase

in the use of multilingual and ESL collection occurred in the Southwestern Division.

Multilingual Circulation - % Increase by Division

Southeastern		Southwestern		Northern	
136,463	9.5%	172,705	29.9%	260,110	2.8%

As in previous years Chinese language materials accounted for the highest circulation totalling 303,173, approximately 53.2% of all multilingual items circulated. The Chinese collection currently comprises about 34% of the multilingual collection (24,201 items) owned by the library system.

The languages with the highest circulation were the same in 1990 but in different order.

Languages with Highest Circulation		Branches with Highest Circulation	
Chinese	303,173	Cedarbrae	120,187
Hindi	44,812	Albert Campbell	120,056
Italian	21,140	Agincourt	69,608
Greek	18,421	Woodside	64,255
Japanese	11,725	Bridlewood	44,600
Spanish	11,712	Steeles	41,843
Gujarati	10,936	Malvern	35,173
German	10,711	Eglinton Square	18,814
Korean	9,472	Maryvale	18,706
Urdu	8,846	Morningside	14,858

To ensure that as many residents as possible know about the multicultural resources of the library, the User Guide for Newcomers was printed in three new languages, Persian, Panjabi and German. These languages have brought the number of User Guides for Newcomers in other languages to a total of sixteen. The Multicultural Services Committee also completed

three new annotated bibliographies in the Cultural Perspectives series. These bibliographies feature Latin American, Japanese and Russian literature. Printed in English, the lists are intended to celebrate the rich literary tradition of the many cultural groups who live in Scarborough.

Programming activities directed to the multicultural community included a wide range of celebrations during Heritage Month in February. Citizenship and ESL programmes continue to be the backbone of multicultural activities for adults. This year the Job Searching Skills for Newcomers programme drew such a large attendance that it will be maintained as a regular, on-going programme in 1992. Programmes for children included a strong multicultural component including stories from around the world and a reading list of Multicultural Literature. The English Can be Fun programme was offered this summer at three locations to offer children who are developing their fluency in English the chance to meet in the library and enjoy a variety of opportunities to communicate in English.

Services to Children and Young Adults

During 1991 a concentrated system-wide effort was co-ordinated to encourage children and teens in the enjoyment of reading and the pleasure of learning in the hope that it becomes a lifelong activity.

Scarborough's children are avid users of their public libraries, borrowing more than a million items to account for 26% of the total system circulation. Children responded equally well to programming efforts, attending 2,185 programmes throughout the City. Over 50% of the system's programmes are directed to children. These included preschool storytimes, Tales for Twos, puppet shows and storytelling. Storytimes were conducted in English, Cantonese, Hindi and Spanish. Author and illustrator visits were once again the highlight of children's programming. Children are delighted to meet authors who encourage them to read or try their hand at writing or drawing. This year twenty-one authors and illustrators made thirty presentations in the branches. Canada Council sponsored three of these readings. Two visits merit special mention. Over three hundred preteen girls and a few boys and several rather exhausted parents lined up to meet the writer of their favourite series - The Babysitters Club - Ann Martin. To meet the woman with sales of over 40 million books and get her autograph was the highlight of the summer for the crowds that arrived. Illustrator Barbara Reid drew an equally

enthusiastic crowd of over two hundred children. She was spontaneously cheered, much like a well-known sports figure or musician, when the children recognized one of her books.

Programmes for teens and their parents included babysitting, self-defense and communicating with your teen.

Class visits represent another major component of the service programme directed to children. In 1991, 14,171 children visited the library with school classes. About 1,000 teens also made class visits. Class schedules in the upper grades are set differently and class outings seem to be more difficult to arrange.

Children had no opportunity to forget the library during the summer as nearly 1,000 children participated in a variety of reading and book-related activities centred around the summer reading programme "Treasure of the High Seas". In addition to activities in the branch each child received a package of materials to enjoy at home. All programmes offered for children had a strong multicultural aspect. Tales and songs from around the world were combined with cultural explorations and the sharing of traditions. Canadian native heritage was highlighted by an Ojibwa storyteller.

The Co-ordinator for Children's Services took advantage of every opportunity to encourage others in the community to promote the enjoyment of reading, acting as a guest speaker at the YWCA, the PTA, at women's groups and for students in the Early Childhood Education programme at Centennial College.

As the children's publishing industry continues to develop, co-ordinating the acquisition of new and replacement library materials for children becomes more challenging. This year the Co-ordinator of Children's Services was invited to sit on the editorial board of Lester Publishing to represent the reading interests of children through public library experience, and served as a materials selector for the Canadian National Institute for the Blind and the Canadian Children's Book Centre. The opening of the Agincourt District Library culminated several years of work at collection development and the work on collections for Goldhawk Park and Centenary libraries is on-going.

Community Outreach Services

The Community Outreach Service continued to provide special library services through the Bookmobile, Home Reader and Institutional visits and deposits to residents who find access to a branch library difficult because

of distance or limited mobility due to age or disability. The service as a whole showed a 4.3% increase from 95,026 items circulated in 1990 to 99,100 in 1991, an increase of 4,074.

Although the weekly visits of the Bookmobile depend greatly on good weather, sound mechanical functioning and the availability of its designated parking place, nonetheless Bookmobile users remain enthusiastic and increased their use of the service by 7% this year from 77,600 in 1990 to 82,086 in 1991. The stop at Newport experienced a dramatic 98% increase in use over 1991 as circulation rose from 3,787 (1990) to 7,501 (1991). A marathon of class visits contributed to the increase and the stop is generally well-used by children who cannot go further afield to a library branch. Videotapes were added to the collection this year and enjoyed instant popularity. Although the small collection is gradually being "viewed out", an influx of new materials is likely to meet with the same positive response. The addition of on-line terminals to the Bookmobile will be most welcome as the current portable terminals are often not operational and inhibit the provision of a more comprehensive service for patrons and a more detailed understanding of the use of the collection.

The Home Reader Service patrons who use Talking Books increased by two patrons representing an actual provision of new service to 50 patrons

in 1991 and the discontinuation of service to 48 patrons who no longer required the service. The use of Talking Books for this group is down slightly from 17,519 in 1990 to 16,828 (-3.9%) in 1991 . This format is still extremely well used and some of the decline can be accounted for by the fact that many of the readers whose files were closed this year borrowed this format of materials in quantity while many of the newer users borrow less. While there were individual shifts in the number of home readers served by the branches, in total 183 residents received library materials in their homes, the same number as in 1990.

Service was maintained at twenty-eight hospitals, nursing homes and senior residences throughout the City. At fifteen locations, library staff provided service visits while at the remaining thirteen locations the staff of the institution or volunteer residents managed the circulation of materials. The circulation of materials at visited locations declined 12% from 46,104 in 1990 to 40,985 in 1991. The use of materials at deposit locations also declined slightly by 2% or 310 items from 15,955 in 1990 to 15,645 in 1991. The decreased use of these materials reflects a change in the number of scheduled visits in some areas from two monthly to one monthly and the discontinuation of service to the Altamont Nursing Home and Grace Hospital who requested that the service be suspended for a year.

System-wide Activities

This year the Division re-organized their orientation efforts for new staff with alternating monthly half day workshops provided by each Co-ordinator. This new format gives both new staff and Co-ordinators a chance to know each other and better understand the work that each is doing. Co-ordinators also chaired system committees which take responsibility for reviewing and revising services, selecting materials and recommending innovations to better serve the public. This was a good year for the Division, highly productive, innovative and enjoyable.

Michele Topa,
Director, Service Development and Promotion

SOUTHEASTERN DIVISION REVIEW

The past year brought a number of events that were of great importance to the service delivery in the Southeastern Division.

The implementation of the On-line Public Access Catalogue greatly improved the accessibility of the collection to the public. The opening of Agincourt District Library will most likely help to stabilize the use of Cedarbrae District Library in the coming year. The publication of the third edition of The Framework for the Development of Public Library Service in the City of Scarborough and the companion document Policy on Public Service Resource Allocation will guide staff in the planning and delivery of library service.

Looking back in justified pride, staff celebrated 25 years of successful library service from Cedarbrae District Library.

Community

The diverse ethno-cultural composition of the population in the southeastern area of Scarborough continued to change as new immigrants

settled, particularly in the northerly part of this division. As these new Canadians acclimatize, they become aware of the services that the library system offers, as large English as a Second Language classes, Citizenship classes and rising circulation of materials in languages other than English and French testify. By contrast, the southeasterly section, served by Guildwood, Highland Creek and Port Union neighbourhood branch libraries, remained relatively unchanged. Planned developments, such as the Guildwood Inn project have been postponed because of the general economic situation. However, development plans before Council signal significant changes for the Centennial community once the economy improves again.

Collections and Services

The development of existing branch collections that not only respond to but also anticipate the needs of individual communities, as well as the building of future branch collections, continued to be one of the top priorities.

Formats not yet universally held in this division were introduced to additional libraries, such as compact discs to all branches and videotapes to Morningside Neighbourhood Branch Library. With a growing selection

of non-feature tapes available, staff have been able to acquire tapes on a wide range of topics, thus complementing the print non-fiction collection.

Branches continued to collect documents relating to developments in their communities, often in co-operation with local community organizations, providing residents with quick access to relevant information.

While the library materials budget was adequate for the neighbourhood branches, Cedarbrae staff found it more difficult to stretch the funds so that all demands could be satisfied. Nevertheless, staff were able to replenish the most heavily used sections of the non-fiction collection and expand and re-organize several special collections, such as the language learning tape collection in conjunction with the installation of a language learning station.

With the addition of a second public access microcomputer in Cedarbrae District Library, many more residents have the opportunity to learn how to use a computer, mastering a skill that is increasingly important for employment.

After many years of work by Cedarbrae staff and students hired for the project, A History of Scarborough: An Annotated Bibliography was published. It is obviously a very important document to persons interested

in Scarborough's history. As well, Cedarbrae staff prepared a subject list for the award winning Chinese catalogue which will allow greater access to the library system's Chinese non-fiction collection.

The highlight for Cedarbrae District Library was the celebration of 25 years of library service to the residents of the City of Scarborough. Among the many well-wishers were Prime Minister Brian Mulroney, the Honourable Pauline Browes, Member of Parliament, Scarborough Centre and Bob Hicks, Member of Parliament, Scarborough East.

Programme work was re-focused, particularly in the neighbourhood branches, to allow staff time for outreach into the community. Even so, many successful programmes that promoted library materials and services provided information not easily available or encouraged children to read were offered throughout the district.

Use of Library Services

Residents in the Southeastern Division used their local libraries in this district quite differently. They look to Morningside for information; its reference collection is heavily used and all the study seats are usually occupied. By contrast, Guildwood and Highland Creek, serve as places to read the daily newspaper, talk with neighbours and borrow mainly recreational material. Port Union's usage is predicated by its location in the Recreation Centre. Often, families visit the library when they attend a programme at the recreation centre. The percentage of children's books in circulation is higher here than in any other branch in the Southeastern Division.

Library use, as measured in circulation, increased in 1991. The use of materials in languages other than English and French rose at a much faster rate than that of all materials taken together. Ninety-eight percent of other language materials borrowed in the Southeastern Division were borrowed from Cedarbrae District Branch and the Morningside Neighbourhood Branch.

Branch	Annual Multilingual Circulation	% Increase in Circulation Over 1990
Cedarbrae	120,187	8.1%
Morningside	14,858	10.9%
Guildwood, Highland Creek, Port Union	1,418	1.0%

Cedarbrae District Library's importance as an information centre was confirmed once again by rising statistics of information requests and in-house use of materials. As well, the on-line reference service was used half again as much in 1991 as in 1990.

Programmes for adults and children, meetings of community groups and English as a Second Language classes, among others, drew close to 20,000 persons to Cedarbrae District Library in 1991.

Staff

Recruitment for Agincourt District Library set the stage for a chain reaction of promotions and transfers across the system. At the end of this

process there were many new staff members with little or no previous library experience. The training programme in basic circulation control procedures that had been developed in anticipation of this situation, along with the on-site training for new staff, has been very helpful.

A survey of the use patrons make of Morningside Neighbourhood Branch Library confirmed the staff's impression that the complexity of information requests require professional assistance. With the re-classification of the position of Branch Supervisor to Branch Head, it became possible for a librarian to be responsible for the running of the branch.

At the end of the year all vacant positions in the division were filled. The desire of staff in new positions to learn additional skills and to carry out their new responsibilities competently was matched by the assistance and guidance given by established staff to their co-workers. All staff are to be congratulated for making the past year so successful. Their dedication will enable them to face the challenges of 1992 and continue to offer the best possible library service.

Birthe Joergensen,
Director, Southeastern Division

SOUTHWESTERN DIVISION REVIEW

A review of 1991 operations in the Southwestern Division indicates that a competent and committed public service staff worked diligently, in a year of economic restraint, to apply the principles of the Framework document in the course of daily and long-term interactions with their respective constituencies.

Community

As Metropolitan Toronto and, notably, the City of Scarborough continues to be the destination of choice for a major percentage of recent immigrants to the country, the public library network in Southwestern Scarborough - like so many other service organizations - has been required to respond to the needs and interests of an increasingly diverse population.

The 1991 ethno-cultural composition of the population of Southwestern Scarborough was constant only in its diversity. Students registered for classes in the Community English Language Programme, conducted at the Albert Campbell District Branch under the cosponsorship of the Ontario Ministry of Citizenship, the Scarborough Board of Education and the City

of Scarborough Public Library Board, represented more than twenty-five distinct nationalities - and only slightly fewer linguistic backgrounds. The report of the District Multicultural Librarian noted declines in demand for reading materials in several of the European languages long associated with the City of Scarborough, such as Dutch, Estonian and Hungarian, while reporting concerns with the library's limited ability to respond adequately to demands for items published in the languages of newer arrivals, such as Persian, Tagalog and Tamil, notwithstanding the best efforts of library staff and their local and offshore suppliers.

The Open House conducted by the Bendale Neighbourhood Branch in celebration of thirty years of ongoing service to the communities of Bendale, Eglinton and Woburn typified staff efforts to maximize information access and responsiveness to the community through outreach efforts. Characterized by the Branch Supervisor as "a productive use of time", over one hundred merchants, community representatives and service providers - including the Metropolitan Toronto Police, the Canadian Red Cross, Scarborough Health Department, and Scarborough Support Services for the Elderly - responded to the library's invitation to assemble for the purpose of "exchanging views on the community and how it was changing..."

Southwestern public service staff pursued other opportunities for interaction with the public and other service agencies. Library staff attended sessions of the municipality's "Pride of Place" project, as well as meetings of various business or community groups such as the Parkway Mall Merchants' Association and the Phyllis Griffiths Neighbourhood Centre. Active participation in community assemblies as diverse as the Corvette School's Family Fair or the West Scarborough Neighbourhood Community Centre's Open House resulted in a higher profile for the library with the local community. These occasions enabled staff to confirm informational or recreational needs existing within the community and, in some instances, to convey how the resources of the public library could be tapped to satisfy these needs. A specific requirement for materials to support community-based literacy programmes led to the establishment of a rotating deposit collection at the Gordonridge Community Centre's Self-Directed Studies Resource Centre. Identification of agencies new to the community, such as the Tamil Elam Society, enable library staff to focus future services appropriately.

Services and Collections

On April 22nd, the library system's first On-line Public Access Catalogues were installed at the Albert Campbell District Branch; the final terminals,

four months later at the Cliffcrest Neighbourhood Branch. Positive public response to "Maxwell" exceeded all expectation. Minutes after the technicians installing the equipment had left, most stations at the Albert Campbell District Branch were occupied by patrons undertaking searches in the bibliographic database, a level of consultation which the previous card or microfiche catalogues never achieved.

Public response to upgraded public access microcomputer resources at the district branch was equally fervent. By year's end, the microcomputer and its intentionally limited range of word processing, spreadsheet and database management software, was booked by the public for 97% of the district branch's hours of operation.

Another technologically linked service development of significance both to the division and to the library system as a whole lay in the realm of visual services. Following significant and constant decline in the circulation of 16mm film and years of operational review, the Visual Resources Department closed to the public on April 20th. The Southwestern Division responded to community demand for an accelerated development of video services, increasing the number of languages in which collections were developed, acquiring a limited number of videos licensed for public screening and inaugurating a core circulating collection

at the Eglinton Square Neighbourhood Branch during Ontario Public Library Week.

Performance Indicators

Residents of Southwestern Scarborough made greater use than ever before of their public libraries. Divisional circulation for the year amounted to 1,699,851 transactions. This increase of 5.1% over 1990 circulation figures was the most substantial reported by any service division. Of the eight branch libraries comprising the Southwestern Division, six reported circulation increases relative to the prior year, with three - the Albert Campbell District Branch and the Kennedy/Eglinton and Maryvale Neighbourhood Branches - attaining historic highs. Prior to closure of the Visual Resources Department in April, circulation of 16mm film and equipment amounted to only 3,627 transactions - representing a decrease of 74% relative to figures cited in the 1990 Annual Review.

Divisional branches responded to greater demand for information services in 1991, receiving 344,056 questions - or 4.2% more than the 330,176 recorded in 1990. The only location reporting a slight decline in the number of questions received was the district branch, attributable to the second quarter closure of the Visual Resources Department; questions

received by the department declined to 7,059 in 1991 from 26,791 in 1990 - a decrease of 73.7%.

The Southwestern Division continued to consolidate its position within the library system as the major provider of public library service to citizens of the municipality confined to their homes or to institutions. The 52,474 items circulated by the eight divisional branches represented 62.9% of the library system's outreach services whereas the division generated only 61.7% of such activity in 1990. With seniors constituting a larger percentage of the population in Southwestern Scarborough than in any other sector of the City, responsiveness to community need has required divisional staff to develop this aspect of the overall public service programme to a greater extent than their colleagues.

Service Development and Programming

The Southwestern Division retained its commitment to the concept of programming as an integral component of a comprehensive public library service package. Approximately 44% of all programme activity accessible to patrons of the City of Scarborough Public Library Board was offered at one of the branch libraries of the Southwestern Division.

Divisional branches showcased the talents of creators in several disciplines, arranging public readings by authors such as Jan Andrews, Lyn Cook, Bernice Thurman Hunter, Frank Jones and Ken Roberts, performances by storytellers Grace Morrison and Lenore Keeshing-Tobias and a concert by folksinger Andrew Donaldson. Cartoonist Ronald Hobbs, illustrators Kady MacDonald Denton and Martin Springett and artists Ethel Benjamin Shuken and Doris McCarthy summarized their respective aesthetics through discussion of their works. A wide range of presentations on issues as wide-ranging as Professor Bruno Franolic's "Nationalism in Europe" to sport card collecting responded to the public's demand for information on current issues and interests over and above that available in its extensive holdings.

Of particular significance in the year's programme roster was the opportunity for several Southwestern branch libraries to provide information on, and to serve in, a process of democratic municipal suffrage. In collaboration with COSTI-IIAS and the West Scarborough Community Legal Services, the staff of the district library arranged, primarily for new Canadians, an information session on the municipal election process. The following evening, the majority of candidates for metropolitan, municipal and special board office addressed the major issues of the campaign for a motivated electorate. As key focal points for community interaction, the Bendale, McGregor Park and Taylor Memorial

Neighbourhood Branches were co-opted by municipal officials to serve as polling stations.

Co-sponsored programming efforts with the Colour Photographic Association, the Phyllis Griffiths Neighbourhood Centre, the Scarborough Aquarium Society, the Scarborough Historical Society and the University Women's Club, resulted in the presentation of forty-one informational programmes to audiences of 1,369 citizens.

Staffing and Development

Beginning in May and continuing through the balance of the year, recruitment of the Agincourt District Branch staff complement offered a significant number of divisional employees the opportunity for career advancement in the new location. At year's end, forty per cent of all Southwestern employees had been appointed to their positions within the year. Divisional staff at all levels are to be commended for their willingness to transport their talents from one location to another in order to sustain adequate staffing levels. That Southwestern branch libraries continued to function well in the face of increased public demand for service, despite such volatility in staffing, is a testament to the supervisory skills and dedication of public service staff.

Future Prospects

Operating in accordance with organizational values of excellence and community-driven planning principles arising from the City of Scarborough Public Library Board's Mission Statement will be the principal challenge in a second year of fiscal restraint. Staff will continue to develop new strategies for maximizing limited public funds through the ongoing review of service programmes and operational practices.

The Maryvale, Cliffcrest and Taylor Memorial Neighbourhood Branches will celebrate, respectively, their tenth, twentieth, and thirtieth anniversaries during 1992 - a testament to the fact that the City of Scarborough Public Library Board's commitment to principles of equitable information access and responsiveness to community requirements has both a history and a future.

Donald McKenzie,
Director, Southwestern Division

NORTHERN DIVISION REVIEW

In the annals of Scarborough Public Library, 1991 will be recorded as the year in which the third district library was opened. The residents of Northern Scarborough have already demonstrated keen appreciation for their resource library. For the organization, the addition of a major service programme has a number of implications, both during implementation and in on-going operations.

This annual review will highlight the opening of Agincourt District Library - an accomplishment for the administrative and support divisions as well as for the staff of the Northern Division. It will also focus on developments in the other Northern libraries and in the communities they serve.

The Community

Throughout Metropolitan Toronto, we are witnessing the hardship and anxiety caused by an economic downturn which is both severe and prolonged. Even the relatively affluent Agincourt area is now showing symptoms of personal and corporate financial crisis, as homes are sold

under power of sale, stores close in the middle of what should be the Christmas rush and office space goes begging.

For the libraries, this situation offers its own particular challenges and opportunities. In this division as elsewhere, usage has increased as residents turn to the library as a leisure alternative and for valuable information. However, a municipality which is operating with shrinking revenues must evaluate expenditures very carefully. To date, the most striking outcome of such fiscal constraint has been Council's decision to fund the Agincourt District Library to a level that does not permit full hours of opening. On the other hand, the sharp decline in the fortunes of shopping malls appears to be creating a more positive view of libraries as tenants. In the Northern District, three of five libraries occupy leased space, and in at least one case, there is a possibility of negotiating more favourable arrangements.

Services and Collections

The major advance in public service has been, once again, an initiative of the Technical Services Division. The On-line Public Access Catalogue has markedly increased patrons' ability to conduct their own information searches. Because the catalogue does provide the circulation status of each

item, library users are also making more requests for items to be delivered to their local library via the interbranch delivery system.

The opening of Agincourt District Library has significantly increased the range of services and collections which are available to residents of Northern Scarborough. In the first weeks since the library opened, there has been a constant run on videos and multilingual materials. Children's services have been actively promoted through a series of programmes which have helped to increase awareness and use of that area. Information services are experiencing a more gradual build-up, permitting the staff to set up and become familiar with specialized print and electronic resources. The strength of collections has been evident to staff and patrons alike.

One of the great advantages of the district library is its meeting space. The large multipurpose room was the setting for readings by two prominent Canadian authors, poet Dennis Lee and broadcaster Knowlton Nash. Throughout the year, informative and entertaining events have been held at all branches. Even in the most limited of facilities, Bridlewood presented "Job Search Skills for New Immigrants" to an audience of more than fifty eager adults on a weekday afternoon.

With the termination of film-lending and the extension of video collections, a major change has occurred in the Board's provision of visual resources.

The video collections have been universally popular. For example, the small collection which was established at Malvern in October is constantly in circulation. Unfortunately, the end of film services has meant the end of "Saturday Afternoon at the Movies," which had been quite popular with youngsters in the Malvern area. The film collection will also be missed by staff as a handy resource to be used in conducting class visits.

Usage

Despite the fact that there was no service from the Agincourt location for eight weeks, overall district circulation increased by 66,349 to 1,728,522. Three locations attained significant milestones, as Steeles exceeded one quarter million, Malvern surpassed three hundred thousand and Woodside circulated well over four hundred thousand items.

The output from Woodside is truly phenomenal. The one hundred twenty-one storyhours conducted by staff was the most of any library in the system. This group's commendable efficiency and dedication to service was severely tested in 1991, particularly while Agincourt was closed. The opening of Goldhawk Park can not come any too soon.

The analysis of circulation in Northern branches by material type reveals that the trend of the past few years is continuing - i.e., multilingual collections account for a growing proportion of circulation, while mass market paperbacks continue to decline in popularity. The relaxation of borrowing restrictions on videocassettes has given circulation of that format a strong boost, as 1991 figures for Agincourt are about fifty percent above those of 1990.

Planning and Policy

District management staff have been involved in two important policy initiatives. The Manager has been a participant in the working group which completed the third edition of the Framework. The Director convened a series of working sessions of the public service directors to produce the Policy on Public Service Resource Allocation. This document was developed at the request of the Chairman of the Library Board as a means of coming to grips with the process of allocating scarce financial resources among competing service programmes.

Facilities

Opening the district library on schedule was certainly the major challenge of 1991. For the district management staff, as well as for the Branch Head and her supervisory team, this was a unique test of project management skills. The project became a rather dominating influence on the lives of other divisions, particularly the staff in Maintenance, Purchasing, Personnel, Communications and Systems Support. We hope they share our sense of accomplishment in the final result.

At about the time that the drywall was being installed at Agincourt, the foundation was being poured at Goldhawk Park Public Library and Neighbourhood Centre, a combined facility with Recreation and Parks which will, in total, be somewhat less than half the size of Agincourt. The District Manager has been co-ordinating the library side of this project, while the Deputy Chief Executive Officer handles the liaison with Recreation and Parks and other City Departments. Special mention is due the Malvern Branch Head for his extra efforts in selecting materials for the Goldhawk collection.

Staffing

The transition from Agincourt Branch to Agincourt District Library required the addition of 14 full-time and another 14 part-time positions. The great majority of these positions was filled via the internal selection procedure. It was especially helpful in those first few weeks of service to have plenty of Scarborough experience on the staff team. It was also gratifying to discover that many staff in other divisions were eager to be a part of Agincourt. In the course of filling all those Agincourt positions, a number of vacancies occurred throughout the public service. Bridlewood and Woodside had to cope with significant increases in workload, along with the vacancies, and it was very much a district-wide approach to staffing that enabled all locations to cope.

One of the benefits of establishing a district library has been to add a librarian for the branches. The Branch Liaison Librarian position was filled in November, just in time to take over collection development for Goldhawk Park. Staff training, programme co-ordination and the revival of those over-worked neighbourhood branch collections are some of the areas in which the Branch Liaison Librarian will be contributing in 1992.

The Challenge Ahead

The opening of Goldhawk Park is obviously the major objective of 1992. The building will be ready for occupancy by spring; however, the date for opening to the public can not be set until City Council has determined its annual operating grant to the Library Board.

If the performance of Agincourt District Library in its first months of opening accurately predicts its future use, then circulation for 1992 should easily exceed seven hundred thousand. If this occurs, then pressure will develop to increase the hours and, by extension, the staffing and materials required to operate this library. Even without Goldhawk, the Northern District should achieve a total annual circulation of more than two million items, approximately forty percent of the system total.

Such impressive use of the Northern libraries would be no more than the expected outcome of providing a network of libraries which is appropriate to the community. For this district, the challenge will be to continue to adapt services to changing community needs and to maintain the operating efficiency needed to deal with high demand. For the organization, it will be a matter of channelling adequate resources to these new, high-demand locations while maintaining the rest of the service network. As the Chairman has stated in his preface to the third edition of the Framework,

"This emphasis upon defining the [resource] allocation process reflects the developing maturity of the library system in Scarborough as well as the current economic realities facing the City."

Northern Division will be prepared to do its part in dealing with this central issue of the early nineteen-nineties.

David Reddin,
Director, Northern Division

TECHNICAL SERVICES DIVISION REVIEW

At the end of 1990, it was concluded that staff had put in place changes that would be the basis of impressive future performances by the Division's four sections: Acquisitions/Interlibrary Loans (ACQ/ILLO), Cataloguing, Processing and Circulation Control. Some of the achievements of 1991 fulfilled these expectations in superlative ways. The Acquisitions Section expended the library materials budget to within $182 of a zero balance, ensuring that materials needed for existing branches and the opening of Agincourt District Library would be available. The Cataloguing Section set a new record for titles catalogued/classified: 41,745 compared to 33,391 in 1988. They did this while jointly implementing, with Circulation Control, the On-line Public Access Catalogue (OPC), one of the most significant milestones in the library's history. In addition, Cataloguing has been the centre of ongoing library and media attention for their award winning Chinese language catalogue, which lists items in both Chinese and Roman characters.

Acquisitions/Interlibrary Loan

While the number of orders placed were slightly lower in 1991 (37,762) compared to 1990 (38,569), the materials budget, in preparation for the Agincourt District Library, was much larger: $2,637,800 against $2,397,000. The balancing of expenditure with the budget was due to continuing efforts to control the logistics of selection and ordering by the Head of Acquisitions, and a change in the automated ordering system. The change allows budgets to be over encumbered by different percentages depending on cancellation and discount factors for each of the 37 different categories of materials purchased. Previously, only one percentage factor could apply, distorting results in the non book and smaller budget categories.

In an effort to improve efficiency and save on storage, CD ROM products such as, Books in Print Plus and Canebsco periodicals abstracts were introduced to public and technical services staff. These products with their keyword, numerical and other access points capabilities, have enhanced the finding and verification work of staff.

In interlibrary loan, 1,532 items were borrowed (1,476 in 1990) and 3,142 items loaned (2,639 in 1990). Our status continues to be that of a net lender.

Cataloguing and Processing

A record year was achieved in spite of the fact that almost one month's work was lost as staff assisted with the set up of the On-line Public Access Catalogue database and documentation and training of public service staff in its use. Simultaneously, staff were endeavouring to ensure that the Agincourt District Library had the 50,000 new titles it required for its October opening. They exceeded the requirement. The Agincourt District encompasses a large Chinese speaking clientele, and the Chinese catalogue was a major success. This catalogue won the Ministry of Culture and Communications' Angus Mowat Award of Merit for Innovative Librarianship and continues to draw library and media interest at the national, city and community levels.

The four new video collections that were inaugurated created an irresistible demand for ongoing stock as did collections of audio compact disc's. The need to repackage and relabel video items into die cut cases that allow barcode wanding without having to open items, increased the handling

requirement by Processing significantly. The pressures to balance priorities, led to unusual use of overtime and loans of staff from other areas.

The Processing staff were particularly pressed to keep up with the cataloguing output, but managed to handle 189,490 new items and repaired 7,811. A change in processing paperbacks whereby each copy is individually barcoded instead of being circulated with a generic reusable card, has increased the work and time it takes for these items to be put through the section. Patrons are however benefitted, as returns are less prone to be found with missing cards.

Circulation Control

This section survived the year! There never seemed to be a time when yet another scheduling priority would not be necessary. This was due to the complexity of testing and building the On-line Public Access Catalogue database, documenting and offering new staff training in basic GEAC functions and setting up the hardware and software configuration of Agincourt District, to be functional in time for opening day. Staff also added 147 new terminals for a system total of 239, of which 101 are public use On-line Public Access Catalogues. Branches were outfitted with

at least one personal computer and printer to provide micro back up capability, should the mainframe be unavailable. These would permit capture of loan transactions for later uploading to the host. At other times, of the branch's choosing, these units can be used for office applications. Finally, the cataloguing module was upgraded to the Bibliographic Processing System Plus 2. The upgrade was installed flawlessly and did not negatively impact branch service.

Conclusion

The growth factor impacted severely on the year's work. In the decade 1980-1990, service outlets have grown by 28%, library materials budget by 166% and Division workload by 57%. The Division's resources have remained nearly constant during this time, but automation and workflow changes have helped considerably.

Stanley Algoo,
Director, Technical Services Division

APPENDICES

OPERATING BUDGET

Expenditures	1991	1990
Board & Administrative Support	$1,812,100	*$1,686,800
Technical Services	2,008,100	* 1,799,900
Public Services –		
Service Development & Promotion	1,102,600	1,070,900
Southeastern Division	4,061,900	3,680,900
Southwestern Division	4,949,200	4,793,800
Northern Division	4,327,200	* 3,675,800
Capital Debt	974,300	* 606,800
	$19,235,400	*$17,314,900

Revenue	1991	1990
City Grant	$17,251,400	$15,275,400
Provincial Grants	1,290,000	1,237,000
Levied Charges	265,000	235,000
Recoverables	365,000	287,500
Surplus	64,000	280,000
	$19,235,400	$17,314,900

*Prior year's numbers have been restated to comply with 1991 presentation.

COLLECTIONS	1991	1990
Books	1,142,875	1,082,313
Paperbacks	260,322	254,119
Films, Filmstrips and Videocassettes	6,289	6,284
Audio Recordings and Kits	144,115	133,454
Framed Prints	948	948
Microforms	6,224	6,224
Toys	1,662	1,106
Computer Software	73	58
	1,562,508	1,484,506

SERIALS	1991	1990
Titles	1,111	1,062
Subscriptions	4,791	4,170

CATALOGUING SECTION

Titles Catalogued	1991	1990
Books, adult	26,958	22,299
Books, juvenile	4,820	5,912
Audio Visual Materials	9,653	2,555
Toys and Prints Indexed	298	224
Computer Software	16	10
Total Titles Catalogued	41,745	31,000

PROCESSING SECTION

Materials Processed	1991	1990
Books, adult	77,272	68,463
Books, juvenile	25,154	30,184
Audio Visual Materials	13,880	12,070
Toys and Prints	298	224
Paperbacks and pamphlets	72,858	63,231
Computer software	28	10
Total Material Processed	189,490	174,182

INTERLOAN SECTION	1991	1990
Interlibrary loan requests filled	4,674	* 4,115
Interbranch requests filled within Scarborough Public Library system	62,013	51,059
Total Requests Filled	66,687	*55,174

* corrected from 1990 Annual Review

PERSONNEL

The following is a breakdown of the staff establishment for 1991:

FULL-TIME

Executive	4
Directors	5
Managers	8
Executive Support Staff	6
Librarians	43
Code VII	3
Code VI	23
Code V	25
Code IV	20
Code III	69
Code II	6
Code I	21
TOTAL	233

PART-TIME

Librarians	11
Code IV	1
Code III	8
Code II	1
Code I	88
TOTAL	109
Student Assistants	170

The following figures summarize the movement of staff for 1991:

NEW EMPLOYEES	FULL-TIME	PART-TIME
Executive	1	
Directors		
Managers		
Support Staff	1	
Librarians	5	3
Code VII		
Code VI		
Code IV	3	
Code III		
Code II		
Code I	1	42
TOTAL	11	45

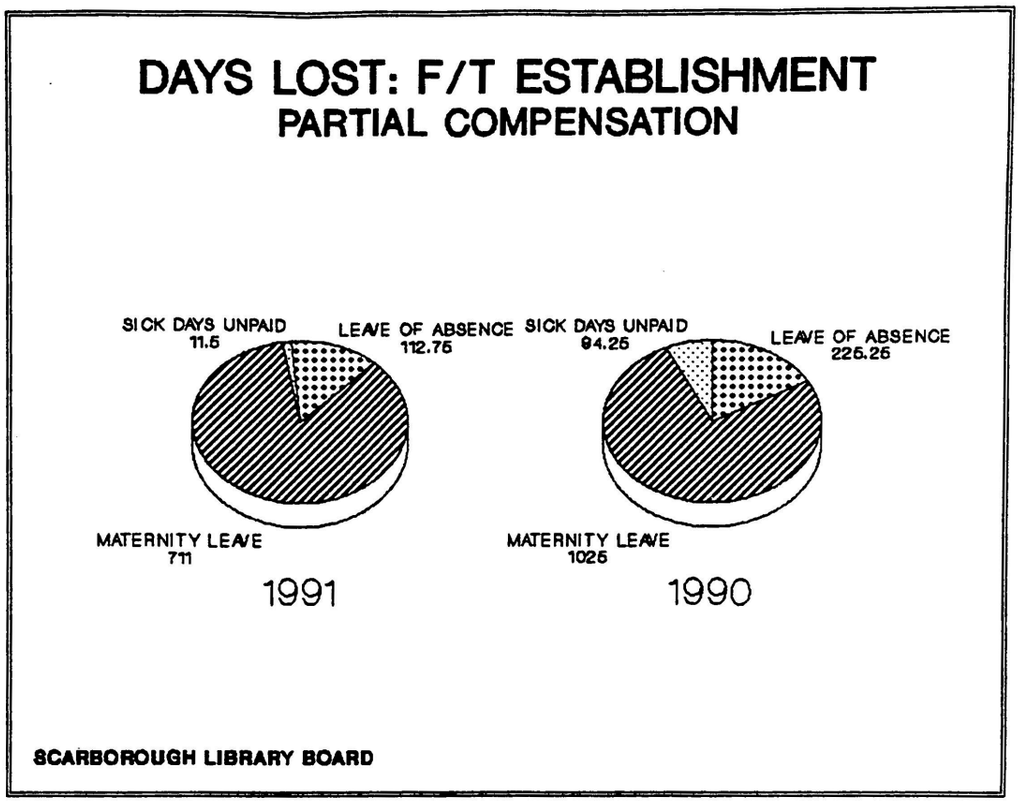
RETIREMENTS	3

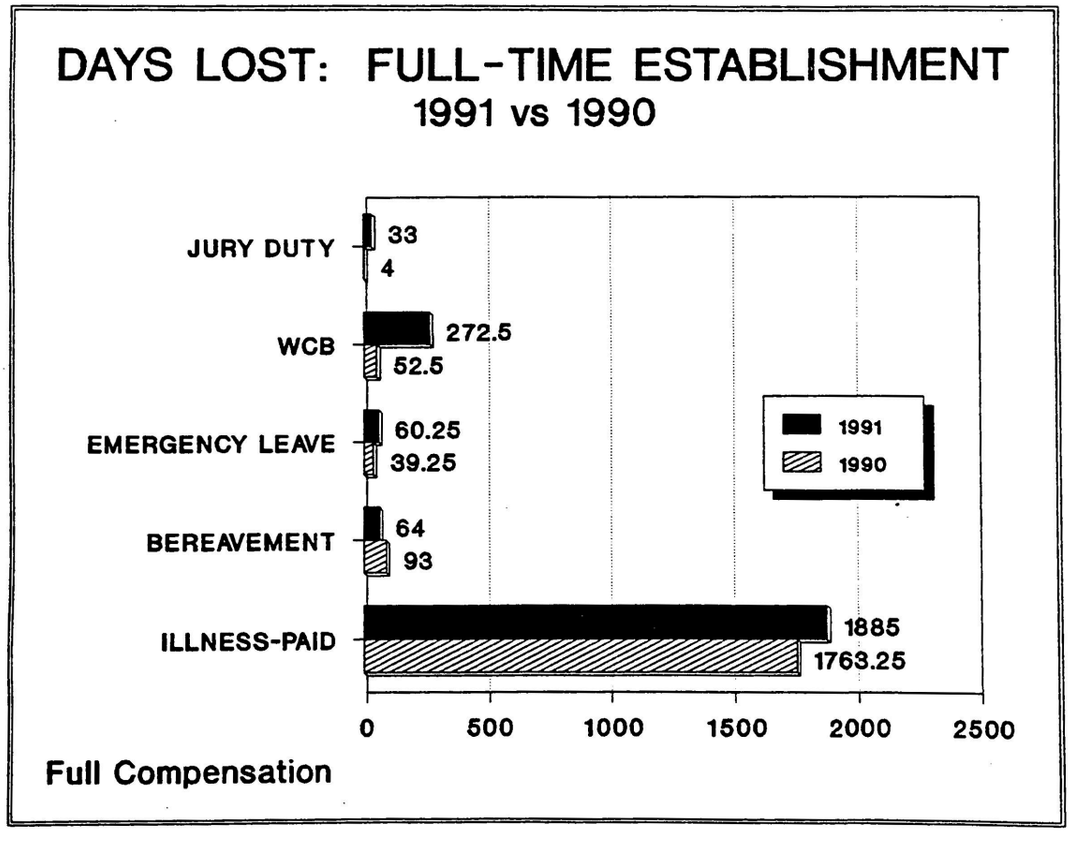
TERMINATIONS		
Executive	1	
Directors		
Managers		
Librarians		
Code VII		
Code VI	2	
Code V		
Code IV		1
Code III	2	
Code II		
Code I	2	9
TOTAL	7	10

	FULL-TIME	PART-TIME	TEMPORARY
PROMOTIONS	31	2	7
TRANSFERS	20	11	4

OVERALL SUMMARY COMPARISON

	1991	1990
Staff		
Full-time establishment	233	219
Part-time establishment	109	92
Total establishment	342	311
Full-time		
New employees	11	29
Full-time to Part-time	4	3
Promotions	31	37
Transfers	20	14
Reclassifications	2	2
Terminations	7	30
Retirements	3	10
Part-time		
New Employees	45	51
Promotions	2	2
Transfers	11	10
Part-time to Full-time	12	13
Terminations	10	11
Temporary Internal Promotions	7	14
Temporary Internal Transfers	4	0


DAYS LOST: F/T ESTABLISHMENT
PARTIAL COMPENSATION
SICK DAYS UNPAID
11.5
LEAVE OF ABSENCE
112.75
MATERNITY LEAVE
711
1991
SICK DAYS UNPAID
94.25
LEAVE OF ABSENCE
226.25
MATERNITY LEAVE
1025
1990
SCARBOROUGH LIBRARY BOARD


DAYS LOST: FULL-TIME ESTABLISHMENT
1991 vs 1990
JURY DUTY
33
4
WCB
272.5
52.5
EMERGENCY LEAVE
60.25
39.25
BEREAVEMENT
64
93
ILLNESS-PAID
1885
1763.25
1991
1990
0
500
1000
1500
2000
2500
Full Compensation

CIRCULATION OF ALL ITEMS

UNIT	YEAR 1991		YEAR 1990	
OUTREACH				
Bookmobile	82,086		77,600	
Talking Books	17,014	99,100	17,426	95,026
SOUTHEASTERN DIVISION				
Cedarbrae	698,874		658,796	
Guildwood	119,793		122,396	
Highland Creek	57,448		58,793	
Morningside	234,873		239,995	
Port Union	185,624	1,296,612	184,020	1,264,000
SOUTHWESTERN DIVISION				
Albert Campbell	487,785		429,350	
Bendale	177,073		182,718	
Cliffcrest	153,661		148,323	
Eglinton Square	247,577		245,197	
Kennedy/Eglinton	149,763		139,530	
Maryvale	232,690		222,907	
McGregor Park	145,510		138,541	
Taylor	105,792	1,699,851	111,004	1,617,570
NORTHERN DIVISION				
Agincourt	435,273		424,832	
Bridlewood	323,656		299,910	
Malvern	303,914		289,345	
Steeles	251,807		249,852	
Woodside Square	413,872	1,728,522	398,234	1,662,173
TOTAL FOR THE YEAR		4,824,085		4,638,769
HOURS OF SERVICE				
Yearly Total		48,979.9		49,466.8
CIRCULATION PER HOUR				
Year-to-Date		98.5		93.8
POPULATION OF THE CITY OF SCARBOROUGH			515,000	

CIRCULATION BY DIVISION

UNIT	YEAR 1991		YEAR 1990	
	Number of Items Circulated	Percent of Total Circulation	Number of Items Circulated	Percent of Total Circulation
SERVICE DEVELOPMENT & PROMOTION				
Outreach	25,990	0.54%	25,225	0.54%
SOUTHEASTERN DIVISION				
Cedarbrae	698,874		658,796	
Neighbourhood Branches (4)	597,738		605,204	
Bookmobile Stops	25,603		26,257	
	1,322,215	27.41%	1,290,257	27.81%
SOUTHWESTERN DIVISION				
Albert Campbell	487,785		429,350	
Neighbourhood Branches (7)	1,212,066		1,188,220	
Bookmobile Stops	22,367		22,119	
	1,722,218	35.70%	1,639,689	35.35%
NORTHERN DIVISION				
Agincourt	435,273		289,345	
Neighbourhood Branches (4)	1,293,249		1,372,828	
Bookmobile Stops	25,140		21,425	
	1,753,662	36.35%	1,683,598	36.29%
SYSTEM TOTAL	4,824,085	100.00%	4,638,769	100.00%

CIRCULATION PER HOUR OF SERVICE

UNIT	1991 Annual Hours Open	1991 Average Circ/Hour/ Branch	1990 Annual Hours Open	1990 Average Circ/Hour Branch
OUTREACH SERVICES	1,267.3	78.2	1,261.0	95.0
SOUTHEASTERN DIVISION				
Cedarbrae	3,289.0	212.5	3,287.5	200.4
Guildwood	2,364.5	50.7	2,367.8	51.7
Highland Creek	2,021.5	28.4	2,008.0	29.3
Morningside	3,181.5	73.8	3,188.5	75.3
Port Union	2,367.0	78.4	2,369.0	77.7
SOUTHWESTERN DIVISION				
Albert Campbell	3,289.5	148.3	3,288.0	130.6
Bendale	2,369.0	74.7	2,367.5	77.2
Cliffcrest	2,367.0	64.9	2,366.5	62.7
Eglinton Square	3,285.8	75.3	3,286.5	74.6
Kennedy/Eglinton	2,365.0	63.3	2,365.0	59.0
Maryvale	2,367.0	98.3	2,368.3	94.1
McGregor Park	2,370.5	61.4	2,367.3	58.5
Taylor	1,974.5	53.6	2,006.0	55.3
NORTHERN DIVISION				
Agincourt	2,698.8	161.3	3,287.0	129.2
Bridlewood	3,201.5	101.1	3,187.5	94.1
Malvern	2,557.5	118.8	2,447.0	118.2
Steeles	2,604.0	96.7	2,609.5	95.7
Woodside Square	3,039.3	136.2	3,039.0	131.0
SYSTEM TOTAL	48,980.0	98.5	49,466.9	93.8

REFERENCE REQUESTS

UNIT	YEAR 1991		YEAR 1990	
OUTREACH		9,645		7,652
SOUTHEASTERN DIVISION				
Cedarbrae	184,570		158,474	
Guildwood	38,633		49,253	
Highland Creek	10,635		8,968	
Morningside	70,770		88,605	
Port Union	61,352	365,960	67,533	372,833
SOUTHWESTERN DIVISION				
Albert Campbell	99,498		103,188	
Bendale	41,994		41,258	
Cliffcrest	27,078		24,701	
Eglinton Square	51,735		46,325	
Kennedy/Eglinton	34,042		29,519	
Maryvale	39,954		39,069	
McGregor Park	32,822		29,717	
Taylor	16,933	344,056	16,399	330,176
NORTHERN DIVISION				
Agincourt	97,597		102,849	
Bridlewood	58,214		51,442	
Malvern	66,298		63,645	
Steeles	55,212		47,148	
Woodside Square	62,499	339,820	60,601	325,685
TOTAL FOR THE YEAR		1,059,481		1,036,346
QUESTIONS BY CATEGORY				
AUTHOR/TITLE		473,137		435,777
QUICK SEARCH		252,435		263,661
INTERMEDIATE SEARCH		179,294		189,184
USER ADVISORY		141,659		133,824
EXTENDED SEARCH		12,956		13,900
TOTAL REFERENCE REQUESTS		1,059,481		1,036,346

ESTIMATED ANNUAL USES

UNIT	1991	1990
OUTREACH		
Bookmobile	25,054	22,008
Talking Books	7,540	6,970
SOUTHEASTERN DIVISION		
Cedarbrae	532,684	474,705
Guildwood	88,778	84,337
Highland Creek	22,432	22,488
Morningside	193,734	155,046
Port Union	113,093	129,182
SOUTHWESTERN DIVISION		
Albert Campbell	364,016	272,887
Bendale	104,770	101,210
Cliffcrest	103,088	90,825
Eglinton Square	274,498	269,975
Kennedy/Eglinton	150,565	138,009
Maryvale	172,980	172,565
McGregor Park	67,799	81,270
Taylor	68,664	72,354
NORTHERN DIVISION		
Agincourt	310,454	524,240
Bridlewood	394,221	294,458
Malvern	255,938	255,980
Steeles	202,575	163,357
Woodside Square	540,279	466,275
TOTAL – BASED ON ADDITION	3,993,162	3,798,141
TOTAL – BASED ON LIBRARIES & COMMUNITY INFORMATION BRANCH FORMULA	3,946,381	3,798,342

ESTIMATED IN-LIBRARY USE

UNIT	1991	1990
SOUTHEASTERN DIVISION		
Cedarbrae	308,489	308,449
Guildwood	25,828	34,310
Highland Creek	5,908	8,100
Morningside	92,853	135,377
Port Union	48,712	51,751
SOUTHWESTERN DIVISION		
Albert Campbell	216,207	178,837
Bendale	41,526	35,734
Cliffcrest	29,761	26,351
Eglinton Square	113,020	64,289
Kennedy/Eglinton	42,064	26,365
Maryvale	58,860	48,415
McGregor Park	19,031	25,164
Taylor	33,274	33,099
NORTHERN DIVISION		
Agincourt	132,207	187,032
Bridlewood	137,583	103,637
Malvern	120,215	125,985
Steeles	110,515	102,965
Woodside Square	133,947	149,525
TOTAL – BASED ON ADDITION	1,670,000	1,645,385
TOTAL – BASED ON LIBRARIES & COMMUNITY INFORMATION BRANCH FORMULA	1,651,298	1,638,944

SYSTEM PROGRAMMES

ADULT	Year 1991 Number	Year 1991 Audience	Year 1990 Number	Year 1990 Audience
Book Clubs	106	1,182	134	1,564
Film/Video Programmes	11	70	63	646
Authors–Illustrators/Visits/ Perform. Arts/Presentations	79	1,985	244	2,303
Audience Participation/ Instruct/Out of Library	268	5,720	131	4,197
Co–sponsored Groups	74	2,704	59	2,621
Total Adult	538	11,661	631	11,331
CHILDREN				
Storytelling/Story Hours/ Tales for Two	1,119	18,973	1,173	20,280
Class/Group Visits	588	14,171	632	15,580
Book Clubs/Book Talk	116	2,590	136	3,648
Film/Video Programmes	75	2,480	179	5,466
Puppetry	27	1,788	39	2,128
Nursery Programmes	113	2,349	179	3,624
Aud. Part./Perform. Arts/Authors	91	4,522	59	3,168
Presentations/Out of Library	56	1,633	93	2,955
Total Children	2,185	48,506	2,490	56,849
MULTICULTURAL				
Film/Video Programmes	2	411	11	76
Preschool/ESL Nursery/ Storytelling/Story Times	247	4,397	227	3,490
Class Visits	139	2,530	85	1,520
Aud. Partcip./Authors/Instruct. Perform. Art/Presentations	37	1,449	72	2,035
Co–sponsored/ESL/Citizenship	339	17,510	310	14,932
Total Multicultural	764	26,297	705	22,053
TEEN				
Class Visits/Film	54	997	67	1,304
Presentations/Audience Participat./Instruct.	8	273	35	593
Book Clubs/Author/Special	1	106	6	185
Total Teen	63	1,376	108	2,082
SYSTEM TOTAL	3,550	87,840	3,934	92,315