

**How to run a successful budget
campaign and win!**

Or.....How to retain your
budget in tough economic times
through effective advocacy with
Council and Town staff.

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What is advocacy?

- Telling a library story.
- Expanding another's consciousness.
- Creating memories.
- Promoting the image of the organization.
- Enhancing awareness, appreciation & support.
- Creating relationships, partnerships and coalitions.
- Responsibility of leadership

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Just some of the examples from the CLA's *Library Advocacy Now!* training program.

Throughout the presentation I will try to give you examples of many of these concepts in action.

Developing relationships

- Being at the Municipal and Council table.
- Positioning your library as a player in the community.

“Each community should understand that no table is truly set without the library being at it”.

Deborah L. Jacobs, City Librarian, Seattle Public Library

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- Developing these relationships doesn't happen overnight.
- You must know what your civic leaders are interested in.
- I remember a colleague once told me that one of the most important rules for a successful business life was to always take the time to learn what the boss was interested in and then become absolutely fascinated about it.
- You are not a niche player (a special entity that must be preserved at all costs because it is so special), but a powerful, strategic ally that can help the municipality achieve it's goals.
- It takes time. You must have an effective staff team who can keep the organization running effectively.
- Remember if you aren't at the municipal table you risk being left with only the crumbs.

Municipal Leadership Role

Your senior staff & Librarians
should be recognized as
Municipal Leaders

- Credibility
- Knowledge
- Influence

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There are many community tables. Do not expect that you can cover them all.

- Initially I tried to get involved as a volunteer with several community groups but found that I was being kept busy with their agendas with little to show for the library. I stepped down and have focused almost exclusively on the Council and Municipal tables.

- Recognize that the library has much to gain by being involved in community development with other sectors such as

- MPL has just implemented a reorganization that will make outreach to community organizations a priority in the Branch Manager and Librarian job descriptions

- Each Branch Manager will be responsible for one service area: adults, teens, children, diverse populations, seniors and the socially and physically excluded.

- Librarians, cross-organizationally will sit on one of the service planning committees. One of their performance expectations, is how well they reached out to the community through measurable achievements.

- Examples of my leadership role at the Town:

- Project Manager for the Leisure Master Plan (Parks, Recreation, Culture & Library)

- Chair of the Municipal Department Heads Committee (All the Directors in the Municipality)

- Member of the E3 (Excellence through Efficiency and Effectiveness) Committee. Responsible for cost-savings that allowed the municipality to reach a 0% tax increase. Other members of the committee include the CAO, the Commissioners, the Strategy Managers, the Town Solicitor, the Directors of Communications and Human Resources and various senior financial staff.

- Too often libraries are passive participants rather than proactive partners in working with the other municipal leaders to develop the vision and then implement the plan.

Board advocacy

- ✓ Good news reports to Council.
- ✓ Board Chair: Librarian for an hour with Councillors and the Mayor.
- ✓ Attendance at Council and committee meetings.

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- Board members should be your most vocal and visible advocates in the community.
- Often the Board has more authority and credibility in delivering the message than staff because they will not be perceived as acting out of self interest.
- Very important to have the right influential members. In Markham we are lucky to be involved in the selection process.
 - The Board chair and I review applications and make recommendations for interviewees.
 - We make up the interview questions and scoring grid.
 - We are involved in the interviews and are included in making the final decisions.
- You want representation from all sectors: diversity, areas of the Town, ages, work experience etc.
- Currently we have 2 openings. We are looking for representation from the senior sector. We are also seeking someone from the Southern area of Markham which has the least library space/capita who can help us mobilize the community to lobby for improved services.
- I have just realized that I need to improve my networking so that I have some names ready for this eventuality.
- Once you have the right Board in place, you start a long-term process of continuous education.
- Involve them in the development of the messages. If they were part of it, they speak with greater comfort and commitment.

Board Advocacy with the Mayor and Council

- Librarian for an hour program: The Board chair and the Branch Manager and the staff of the library, provide a tour in the Library Branch located in that councillor's ward. Again key messages are prepared. I do not attend. It's the Chair's show.

- It is important that Board members are present at decision-making meetings such as Budget committee meetings or Council approval of the budget. Be there to say thank you for Council support for the library whether you have gotten a little or a lot. They appreciate your presence. When the Board is present at committee meetings it is harder for council to cut things. Board presence gives them pause. Board members are constituents and voters too and thus influence the process.

Markham Public Library Library Services Update

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November 24, 2008
Pat Durst, Library Board
Chair

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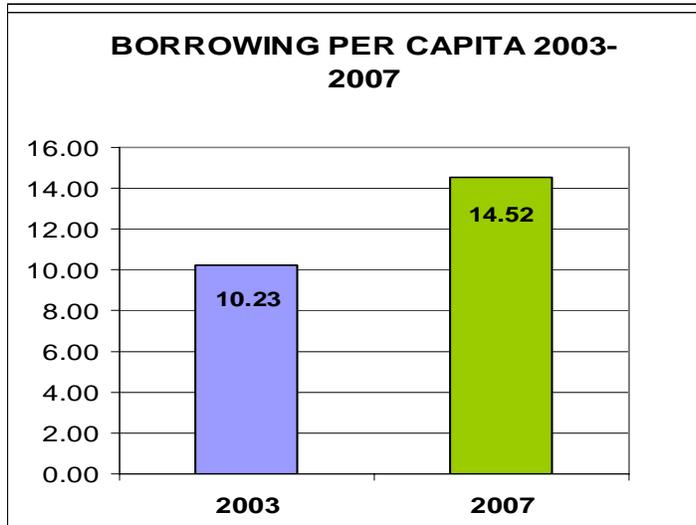


Here is an example of a Board presentation to Council that exemplifies effective advocacy:

- It tells a library story
- It expands Council's concept of what the library is.
- Talks about partnerships.
- It creates memories.



2/3 of Canadians or 21 million people have a public library card.
And more than 200 million items are borrowed from Canadian public Libraries every year.
And Markham is one of the busiest library systems in the country.



In fact, Markham has the **highest** per capita rate of borrowing in the GTA.

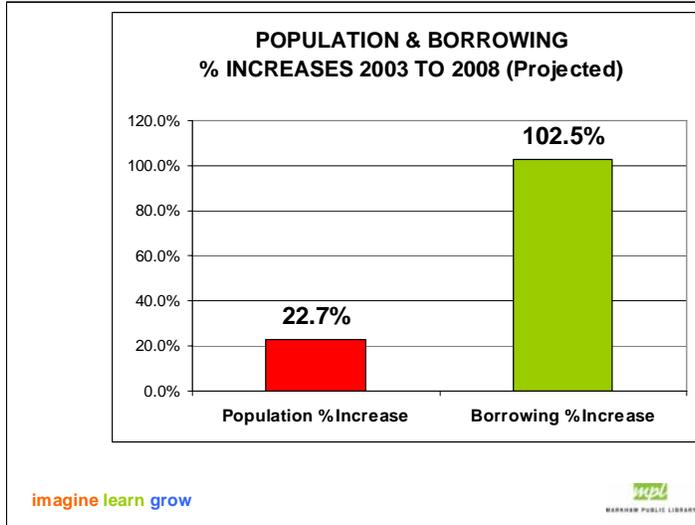
And despite the Internet and all the new ways available to access information, our usage is increasing.

Over the last 5 years, since 2003, borrowing per capita has increased by 42%

In 2007, our borrowing per capita was 14.5, compared to the GTA average of 10.6.



On an annual basis, this means that for every resident of Markham, almost 15 items – books, audio books, movies, CDs, language kits - were taken home to be read, viewed and listened to.



Looking back over the last 5 years, Markham has grown rapidly.

Our population has increased by 23%.

However over the same time period, borrowing at our libraries has increased by more than 100% - evidence of the value that Markham residents place on our library system.



Average Week:

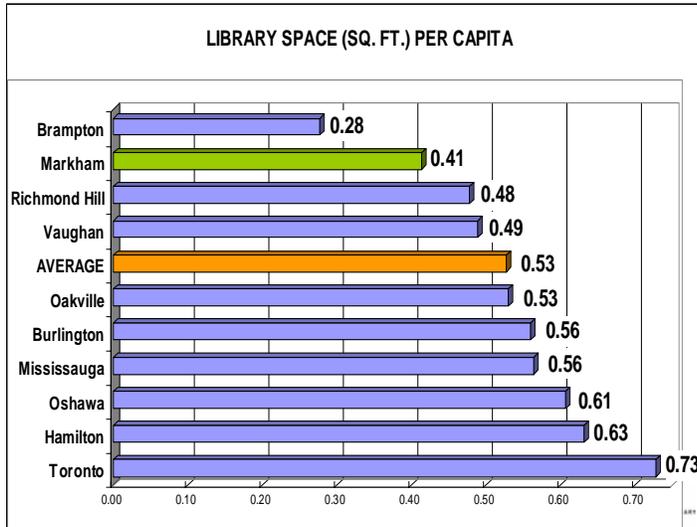
- Over 41,000 people come through our doors
- They borrow 100,000 items

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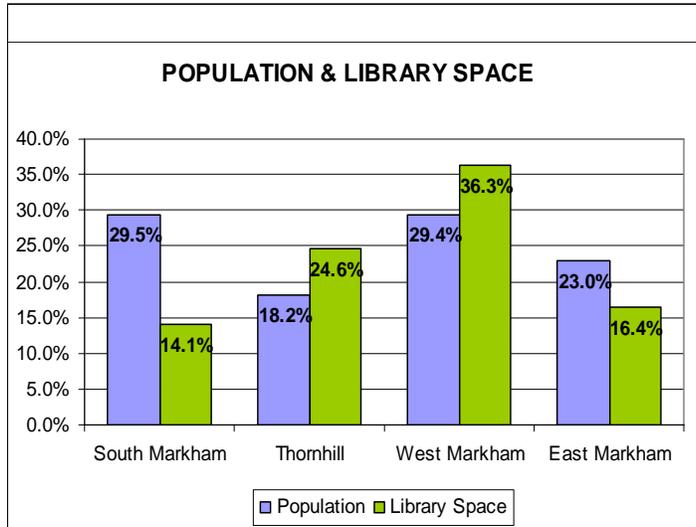
During an average week in 2008,

- Over 41,000 people came through our doors.
- They borrowed almost 100,000 books, movies, music and computer games



In terms of Library Space, we are achieving amazing results operating out of library space that lags behind almost every library in the GTA. We currently provide about 0.41 sq. ft. per capita.

Thanks to Council, that level of space provision will soon improve. When the future East Markham Library opens, we project we will have approximately 0.5 sq. ft. per capita.



And with Council’s support, we hope to expand the Milliken Mills Library as soon as possible. This graph shows the difference between population (in blue) and library space (in green) for each Service Area.

The Library Board has made it a priority to advocate for improving library service in South Markham, which has 29.5% of the Town’s population but only 14% of its Library Space.

Milliken Mills Library



This slide shows the busy Milliken Library, which serves South Markham – our most diverse and most-underserved Service Area.



Our libraries support Council's focus on the environment through our programs and events that promote a sustainable community.

Staff involvement in Town's annual 20 Minute makeover



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As well as through staff involvement in green Town initiatives.



Our customers exemplify Markham's diversity.



As well as our diverse staff.



And our collections: Mandarin, in Tamil, in Russian, in Arabic, and many other languages.



In partnership with the York Region District School Board, we deliver Adult English as a Second Language programs.

We have just launched our Library Settlement Program, a partnership program with CIC (Citizenship and Immigration Canada)



**Information is the currency
of democracy.**

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Thomas Jefferson



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We also believe that Libraries help to build a sense of place, and serve as a unifying force and a community gathering place.

Through such events as our recent all candidates meeting during the federal election campaign, libraries enable all constituents to participate in civic life. By holding this event in the middle of the Markham Village Library, we made it as inclusive as possible and estimate that over 100 people attended.



At the moment we persuade a child to cross that magic threshold into a library, we change their lives forever, for the better.

Barack Obama

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We know that research tells us that quality learning experiences in the early years help lay the groundwork for children's success.



Children need to enter kindergarten emotionally, socially, and intellectually ready for learning. If they lack early literacy skills—such as knowing colors, numbers, and letters—they may never catch up.

What can I be
when I grow up?

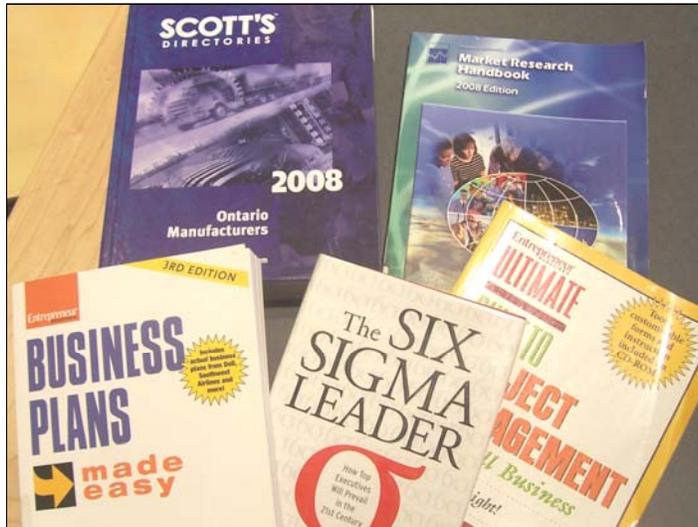
Anything I want.
Anything I can
dream of.

Barack Obama

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Our programs ensure that all children in Markham can start learning before they begin school and start kindergarten ready to succeed.



•As people pursue their personal recovery plans from the impact of recession, libraries support them with job searches, research for small business startups and opportunities to develop new skills.



- People turn increasingly to library collections for their learning and entertainment materials – to save money and make that pay cheque go a bit further.
- This was just a sample of our presentation to Council in November.

Get your message out there....

- Media releases
 - Board's 'Good News' presentation
- Attendance at Town festivals
- Logo merchandise sales

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It is important to get your message out to the media and to market the library effectively.

Any message should be focused on the outcome you want to achieve:

- “We are an essential community institution during difficult economic times.”
- Keep messages simple and repeatable e.g. Obama’s Yes we can.....
- The messages must talk about why the materials, the service or the program offered matters. What difference will it make.
- Then you just get the library name out there through merchandise and library staff presence at community events.
- I brought several of our marketing merchandise: T-shirts, book bags and an MPL light ball.
- Attendance at Town functions: parades and festivals (we have a lot in Markham – Unionville, Music Festival, Jazz festival, Art in the Park, Festival of Lights at Christmas).

Media Release: Good news!

The Markham Economist & Sun NEWS Thursday, Nov. 27, 2008

21

Library use stacks up in hard times, town hears

BY KEELY GRASSER
Staff Reporter

Markham council was treated to a bit of good news at its Monday general committee meeting.

Plenty of Markham residents are treating themselves to a good book, video or Internet time or any of the other services Markham Public Libraries have to offer.

"Markham is one of the busiest libraries in the country" said Patricia Durst, chairperson of the library board, during a presentation.

The town has the highest per capita borrowing rate in the Greater Toronto Area, she said.

That means that for every resident in Markham, 15 items were taken home, she said.

The town has experienced a 23-per-cent population increase the past five years, Ms Durst said, and a 102.5-per-cent borrowing increase.

However, staffing has only increased 30 per cent, she said, adding Markham's libraries are operating in square footage per capita that lags behind others in the GTA.

Ms Durst outlined some challenges that would come with Markham's booming population and an expected downturn in the economy.

Library space issues will be helped with the opening of the new East Markham branch, which will be constructed in the new community centre slated to open beside Markham Stouffville Hospital in the next several years.

South Markham has the bulk of the population, Ms Durst told council, but the least library space.

It's the area the library board is most concerned with during a time of economic downturn. Studies show libraries tend to experience usership increases up to 20 per cent in tough economic times, she said.

People choose to use their library

cards "to save money and make that paycheque go a bit farther," Ms Durst said, adding libraries are used for both enjoyment and research.

Newcomers will increasingly turn to libraries, she said.

Markham libraries offer a range of services, from Internet time to courses on computer basics and English as a second language classes.

"Libraries support many aspects of economic development," she said, adding if you walk into any branch, you'll see people studying, borrowing books and updating their skills.

"We believe a strong library system is a critical part of community infrastructure," Ms Durst said.

Markham libraries are among the most efficient in the GTA, she said, explaining staff is engaged in a process to review work flow "to change, eliminate or automate wherever possible."

Deputy mayor Jack Heath complimented the work the libraries are doing.

"I think we're developing the best library system in Canada. It really is. It's economical ... And every time we open a new library, the public just raves," he said.

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The article from the local paper hits the high points of the issues the Library wants residents to know:

Markham council was treated to a bit of good news at its Monday general committee meeting.

- High use (102% increase in circ).
- Insufficient space relative to other libraries.
- South Markham underserved.
- Importance of free library services in hard economic times.
- Importance of the library to newcomers.
- Very efficient library: staff involved in process improvements
- Quote from Deputy mayor: "I think we're developing the best library system in Canada....And every time we open a new library, the public just raves."

Town of Markham Reality

- Town Business Processes:
 - Xerox Quality Services Approach
 - National Quality Institute
 - E3: Excellence through Efficiency & Effectiveness.
- Efficiency initiatives since 2001
 - Core Services
 - Reorganizations
 - 2009 0% tax increase

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Markham Management Model: Quality Services through Quality Program: Started September 1996. A program initiated through Xerox to reshape and improve the Town's Management practices.

- streamlining processes.
- Benchmarking/best practice.
- increasing effectiveness.
- aligning processes to corporate direction.
- increasing staff satisfaction and productivity resulting in better service for both internal and external customers.
- Focusing on quality and continuous improvement so that the need for continuous tax increases could be reduced.
- One problem with the model was that it did not provide implementation guidelines to assist with achievement.

National Quality Institute's Progressive Excellence Program. An independent, not-for-profit committed to enhancing Canada's national well-being through the adoption of management principles and practices that reinforce and sustain excellence. There a four step accreditation process known as the Progressive Excellence Program or PEP.

- Level 1. Foundation: Management commitment to continuous improvement: broad team support of the vision, mission, values and quality policies and clear measures of citizen and employee satisfaction are introduced and maintained.
- Level 2. Transformation:
 - The organization has set improvement goals and clarified work

E3 Formula for Success

- Focus on strategic priorities
- Maximize revenue
- Invest for future savings
- Innovation
- Synergies
- Eliminate the non-essential
- 3-pronged approach:
 - KPI's (Key Performance Indicators)
 - Customer Satisfaction
 - Staff Satisfaction

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E3 Formula for Success

2008 – 2010 & beyond:

- Organization structure consolidation
- Cost avoidance through technology
- Maximize partnership opportunities
- Organization-wide process re-engineering
- Service model/service level review
- Staffing complement
- Risk assessment

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E3 was initiated to help Town staff attain a 0% tax increase in the following ways:

E3 2009 Budget Implications

- Freeze full time staff complement at 2008 level.
- Eliminate non-essential overtime.
- Reduce budget increases for non-contractural growth-related costs.
- Maintain 2008 training budgets.
- Contain utility and fuel costs.

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Importance of long-range strategy

- Must relate to Council and Town priorities (Building Markham's Future Together)
- Aligns with Town Business Processes
- Meets Board and Customer expectations.
- Drives accountability throughout the organization.
- Communicates our value.
- What gets measured gets done.

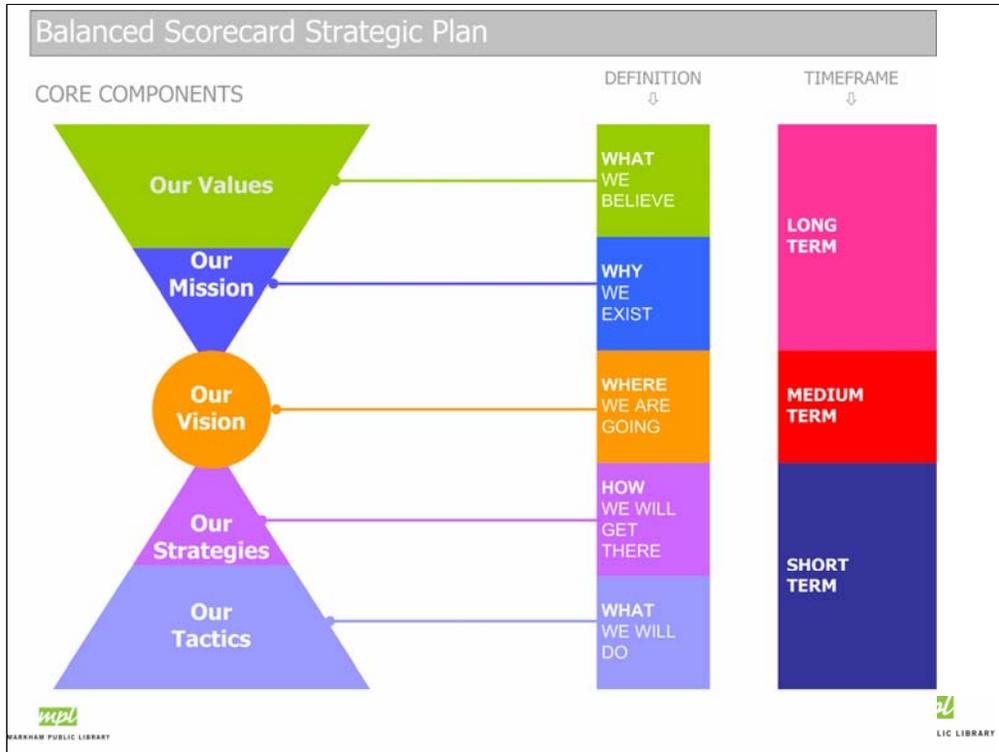
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In this sort of environment it is essential to have a strategy. It must relate to Council's priorities. In Markham's case the strategy is called:

Building Markham's Future Together:

- Growth Management
- Transportation/Transit
- Environment
- Core Services -Essential Services
- Parks, Recreation, Culture and Library Master Plan/Public Safety
- Diversity



MPL has used a balanced scorecard approach which meshes quite nicely with all the other Town strategies: Quality Services, National Quality Institute and C3.

Our Mission Why We Exist

We enrich lives and empower people by providing a spectrum of resources and services that delight our diverse community. You will feel connected at your library.

Our Vision Where We Are Going

The place where Markham's communities come together to **imagine, learn and grow**

 MARKHAM PUBLIC LIBRARY RART

As always, let's start with our mission – what we do and why we exist – We enrich lives and empower people by providing a spectrum of resources and services that delight our diverse community. You will feel connected at your library.

And our vision of where we want to be in the future – The place where Markham's communities come together to imagine, learn and grow

These are the overarching concepts that are the foundation of our Balanced Scorecard Strategic Plan

And the touchstones for thinking about how we should operate,

how we schedule our staff, how we train you to deliver service, how we develop your roles and responsibilities,

And how we want our customers to experience the library



Our strategies link very clearly to the Town's E3 Strategies:

1. Customer Satisfaction.
2. The right resources and services.
3. Process Improvements.
4. Training for a culture of assessment.
5. Effective financial management.

Our Tactics What We Will Do

3. INTERNAL PROCESSES

STRATEGY OUTCOME: To support delivery of services through internal processes driven by efficiency, automation and a green focus.

TACTICAL FOCUS: Our tactical projects and initiatives within the Internal Processes Perspective will focus on improving our internal processes to make them faster, more efficient and more effective, thereby supporting the delivery of service excellence and the management of ongoing growth in demand for library services.

Strategies	Measures	Tactics
Improve Business Processes	<ul style="list-style-type: none"> Time from return by customer to return to shelf Time to add items to collection - time from order to shelf Vendor turnaround from release to shipping 	<ul style="list-style-type: none"> Material Flow Process Improvement Technical Services Processes Review Alternative Service Delivery (Collection Vendor Performance Evaluation)
The Right Information Technology Tools	<ul style="list-style-type: none"> Customer Satisfaction with Catalog Customer Satisfaction with Website Customer/Staff Satisfaction with Telephone Services 	<ul style="list-style-type: none"> Integrated Library System (ILS) Project Website Redesign Project SLA Improvement Project Telephone Service Project Online Services Project
A Green Library	<ul style="list-style-type: none"> # eco-friendly practices 	<ul style="list-style-type: none"> Green Library Project

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Internal Processes Perspective

- Our internal business processes are the foundation of our ability to satisfy our customers.
- In 2008, several projects focused on redesigning our business processes to improve our productivity and find internal efficiencies.
- The improvement and streamlining of our processes and IT infrastructure are critical to assisting staff in delivering service excellence.



3. INTERNAL PROCESSES

PROCESSES

Metrics

- TSD Turnaround Time
- Vendor Performance
- Time from customer return to return to shelf

Strategic Projects

- Material Flow Process Improvement
- Technical Services Processes Review
- Alternative Service Delivery



In addition to self-service technology to manage workload, we have worked within the framework of NQI and now E3, to engage staff in extensive Process Reviews, using their skill and knowledge, to “change, eliminate or automate” wherever possible.



From checkin by FTEs to checkin by customers

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From material handling by FTEs to
material handling by technology

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From checkout by FTEs to
Self-Service Checkout

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By automating material flow and introducing self-service technology, we have been able to keep pace with the flow of thousands and thousands of items that move through our branches every day.



- Our most recent innovation is C3 Customer Centered Classification
 - a new staff-developed classification system which replaces the Dewey system.
- With intuitive subject categories and a shorter numbering system, C3 drives efficiencies through our operations
 - Faster sorting, shelving, shelf-reading and finding.
- This means that we can improve service to customers and reduce workload.

C3 Signs and Labels



Here's an example of what C3 looks like

This is the banner-sized sign that identifies the collection category.

The category label goes on the spine and wraps around onto the back cover – keeps the front cover clean of labels for better merchandizing, and speeds up sorting by staff.

The spine label is an example of the shorter number strings that provide a specific shelf address for each item.

Use Available Data to prove efficiency

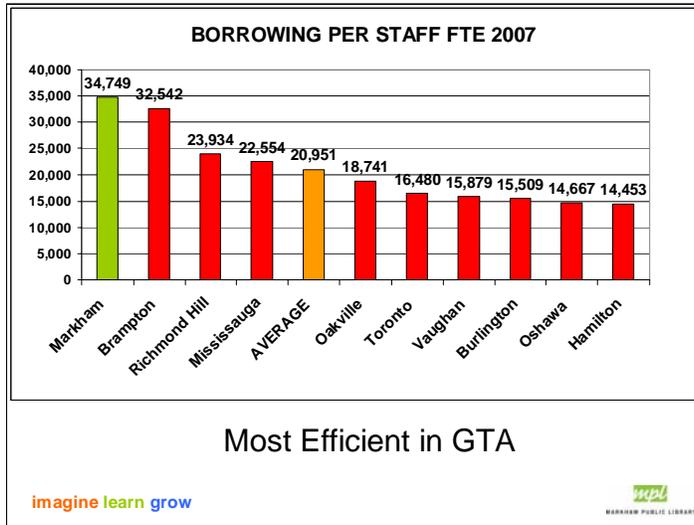
- Borrowing per staff FTE.
- Significant borrowing increases relative to low staffing increases.
- Expenditure per capita versus other municipalities.

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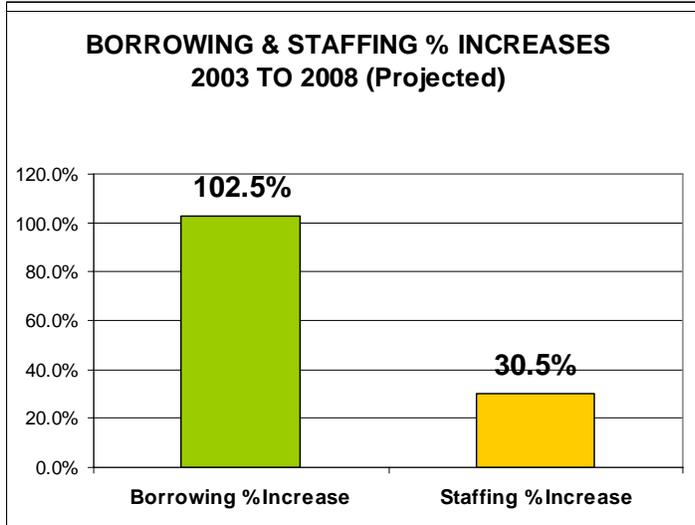

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The Canadian Urban Libraries comparator Data is an invaluable addition to the library's local data.

These graphs reinforce the efficiency of the library.



- Our strategies have made us the most efficient library system in the GTA.
- We have the highest level of Borrowing per staff member in the GTA. The MPL staff material-handling workload is 66% higher than the average.
- This has been achieved through process improvements and technology.

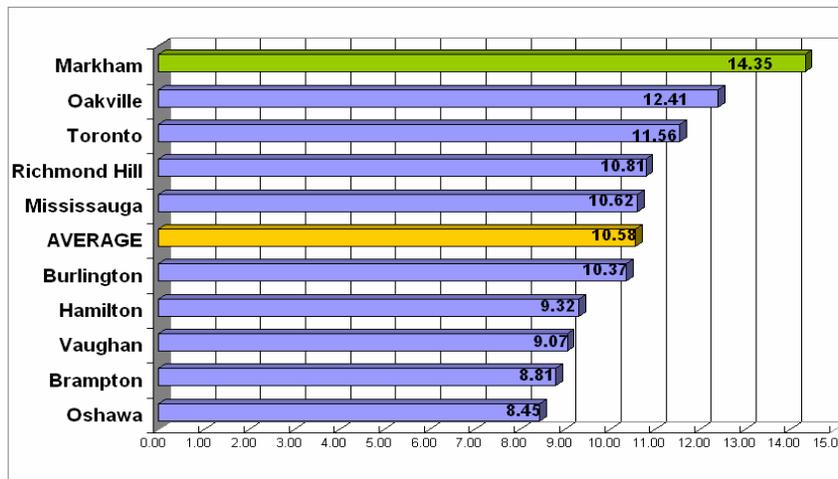


We're proud of our success in managing this borrowing increase through these same technology and process improvements.

During this period of extraordinary growth in borrowing, our staffing has increased by only 30.5%

KPI – Borrowing per Capita

Borrowing per Capita



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Markham has the highest circulation per capita in the GTA.

This reflects Council's investment in library collections, and staff commitment to excellence in collection development and to merchandizing.

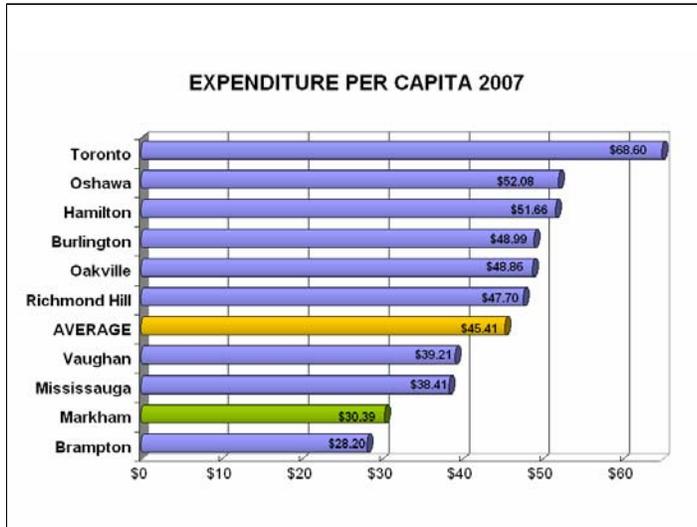
5. FINANCIAL

STRATEGY OUTCOME: Library Finances managed effectively to achieve the Vision.

TACTICAL FOCUS: Our tactical projects and initiatives within the Financial Perspective will focus on ensuring we get the financial resources needed to achieve our vision. The Tactics we develop will be about maximizing and communicating our financial accountability and the value represented by our budget to our stakeholders.

Strategies	Measures	Tactics
<ul style="list-style-type: none"> Demonstrate Value/ Return on Investment 	<ul style="list-style-type: none"> Value for the customer in terms of how much customers would pay out-of-pocket for library services \$ per capita compared to other libraries 	<ul style="list-style-type: none"> Demonstrating Value Project
<ul style="list-style-type: none"> Diversify Sources of Funding 	<ul style="list-style-type: none"> Fundraising \$ (annual) # of partnerships and their value \$ Value of partnerships 	<ul style="list-style-type: none"> Fundraising & Partnerships Project Partnerships Review

- Our financial perspective focuses on tactics to maximize our resources by communicating our financial accountability and the value represented by our services to our stakeholders.



At \$30.76 per capita we have the second lowest expenditure per capita in the GTA



5. FINANCIAL

FP-1 STRATEGY: DEMONSTRATE VALUE

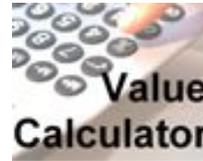
Metrics

Value for the customer in terms of how much customer would pay out-of pocket for library services

Strategic Projects

Demonstrating Value Project

- Communicating our ROI



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- We have added a Value Calculator to our website.
(The calculator worksheet has been adapted from the original provided by the [Massachusetts Library Association](#) and then adapted for the web by Markham Public Library. [Maine State Library](#) added extra accessibility coding and reformatting for ease of reading online.)
- This tool enables customers to calculate the value of services received from MPL.
- It is designed to communicate the return on investment to taxpayers.

5. FINANCIAL

FP-2 STRATEGY: DIVERSIFY SOURCES OF FUNDING**Metrics**

Fundraising \$ (annual)

Strategic Projects**Fundraising & Partnerships Project**

- Making it easier to give

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- We have also added a feature to [our website](#): [Donate to MPL](#)
- Donors can go online, select MPL as the charity of their choice, make their donation and receive a tax receipt for the donation immediately.
- Improves fundraising processes
 - Easier for customer + no increase to administrative workload.
 - CanadaHelps.org

Importance of Customer Feedback

- Customer metrics required for:
 - Town's Business Planning (Budget) Process
 - Town's National Quality Certification Program
 - Library's Balanced Scorecard Strategic Plan
 - Board governance monitoring
- Our Online Customer Satisfaction survey gives us this feedback continuously.

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Customer feedback metrics are essential to making your case to funders.

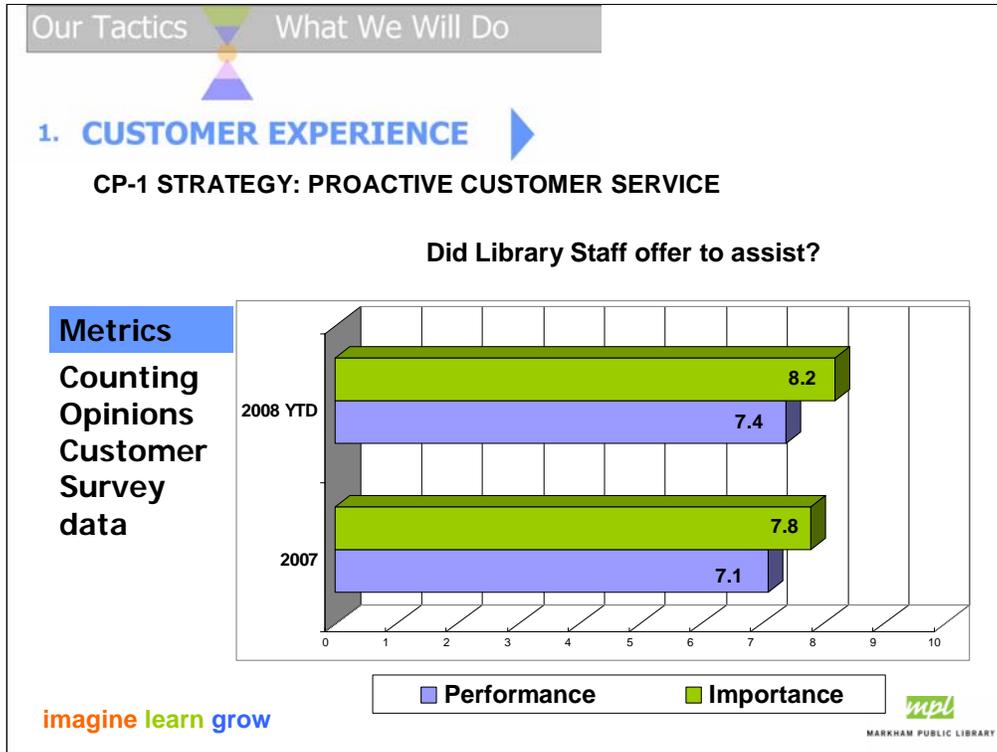
MPL BUP

		Business Unit Profile					PLANNING DOCUMENT		2009
Markham Public Library									
KEY PERFORMANCE INDICATORS ¹									
	2003	2004	2005	2006	2007	TARGET	TREND		
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL				
CUSTOMER SATISFACTION									
# of formal customer satisfaction surveys completed	0	0	0	0	0	0			
Overall satisfaction (%)	N/A	79%	N/A	N/A	90%	95%	↑		
% extremely/very satisfied	N/A	37%	N/A	N/A	39%	50%	↑		
# of informal customer surveys (Counting Opinions) completed	0	0	0	873	1,671	2,000	↑		
Counting Opinions - % of customers extremely satisfied	N/A	N/A	N/A	39%	39%	40%	→		
Counting Opinions - % of customers satisfied	N/A	N/A	N/A	48%	52%	50%	↑		
FINANCIAL PERFORMANCE									
Net cost per household	\$ 72.21	\$ 74.13	\$ 94.63	\$ 93.02	\$ 90.40	\$ 90.00	→		
Gross cost per household	\$ 99.64	\$ 78.20	\$ 99.49	\$ 101.03	\$ 98.38	\$ 100.00	↓		
Gross cost per registered borrower	\$ 46.81	\$ 46.10	\$ 56.22	\$ 54.56	\$ 52.91	\$ 53.00	↑		
Net cost per capita	\$ 20.71	\$ 20.59	\$ 25.86	\$ 24.99	\$ 24.17	\$ 24.00	↑		
Gross cost per capita	\$ 26.67	\$ 21.73	\$ 27.18	\$ 27.14	\$ 26.31	\$ 26.00	↓		
OPERATIONAL EXCELLENCE									
Population per Staff FTE	2,603	2,756	2,372	2,482	2,393	2,500	↓		
Total Service transactions per Capita	14.6	14.9	20.1	20.6	20.6	25.0	↑		

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- This is page 2 of the Town’s Business Planning (Budget) document.
- We are required to provide key performance indicators to validate our efficiency, effectiveness and customer satisfaction level.
- It tracks library performance year-to-year as well as comparing our performance to other comparable libraries.
- KPIs are nothing new to us – we have contributed to CULC data and the Ministry of Ontario Culture Survey for decades – but this data-based approach is something for which we are noted within the Town of Markham.



- This slide from our online customer service survey shows that the importance of staff assistance to our customers continues to rise, while staff performance lags.
- This tells us we must look at the training we have provided to date as well as monitoring performance.



- The voice of the customer is very powerful.
- With our electronic customer survey we have instant access to advocacy statements.



“They are there when you need them, friendly, and knowledgeable. They stay out of your way unless you need them. Then they are there and quite helpful.”

“The staff are highly approachable and friendly, important qualities for people working in a library.”

To the question about satisfaction with staff – What are you most satisfied with?

“They are there when you need them, friendly, and knowledgeable. They stay out of your way unless you need them. Then they are there and quite helpful.” (2008-08-28)

“The staff are highly approachable and friendly, important qualities for people working in a library.” (2008-07-29)



Absolutely love the library setting, decor, and building in general. It is comfortable and makes you want to stay the whole day, just sitting in the sofas and reading the day away.

Facilities - What are you most satisfied with?

“I absolutely love the library setting, decor, and building in general. It is comfortable and makes you want to stay the whole day, just sitting in the sofas downstairs and reading the day away. (2008-07-23)

Markham's Annual Budget

Year	Annual Net Budget	% Increase
2004	\$ 6,892,212	
2005	\$ 8,655,052	25.6%
2006	\$ 8,733,049	0.9%
2007	\$ 9,053,025	3.7%
2008	\$ 9,480,284	4.7%
2009	\$ 9,764,061	3.0%

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So, how successful has Markham been?

2005:

- A substantial increase with the opening of Angus Glen Branch – an additional 30,000 square feet, 100,000 items and approximately 25 FTE's.

2006:

- Modest increase in budget.

2007:

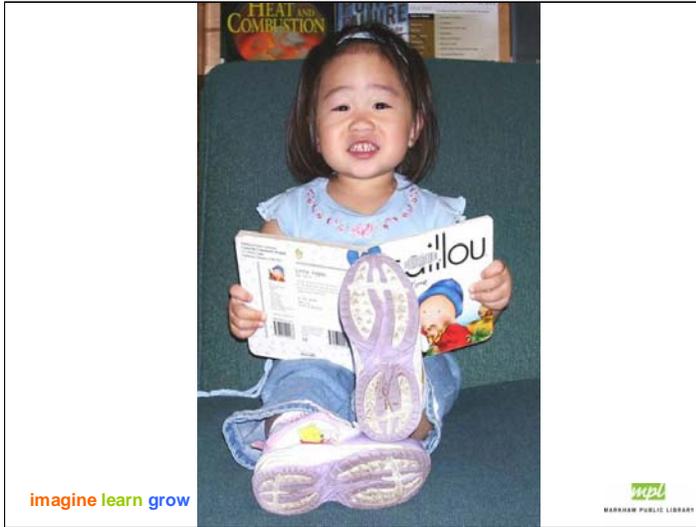
- Markham Village Branch – Re-opening of expanded and renovated branch, with several new staff positions added as well as additional building costs.

2008:

- This is when we start to see the effects of the improved advocacy, strategy and use of metrics.
- Additional \$176,000 for collections.
- Expanded Sunday service – Library now open year-round on Sunday.
- New management position – Director, Virtual Services.

2009: The year of the 0% tax increase.

- We started with operating budget increases associated with Markham Village Branch. (Telephone, Janitorial, building maintenance)
- As well there were wage increases for staff based on new collective agreement with CUPE at 3%.
- The Town requirement all departments to increase revenue. Council approved a fine increase of 05/item. We also increased our revenue target for room rentals, book sales



At the end of the day we feel we have been very successful in retaining and improving services for our customers through these strategic approaches.