



Toronto 2016 BUDGET

OPERATING BUDGET NOTES



Toronto Public Library

2016 OPERATING BUDGET OVERVIEW

Toronto Public Library (TPL) provides free and equitable access to a wide range of services which meet the changing needs of Toronto residents. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is \$192.504 million gross and \$174.912 million net as shown below.

(in \$000's)	2015 Approved Budget	2016 Budget	Change	
			\$	%
Gross Expenditures	188,708.3	192,504.4	3,796.1	2.0%
Gross Revenues	16,516.1	17,592.9	1,076.8	6.5%
Net Expenditures	172,192.2	174,911.5	2,719.3	1.6%

TPL faced a base pressure of \$3.879 million net due to salary and benefits adjustments, inflationary and contract increases, and loss in fine and other revenues. Through on-going reviews, TPL was partially able to offset these pressures by \$1.160 million net from service efficiencies and increased revenues, bringing the budget to 1.6% above its 2015 Approved Net Budget.

toronto.ca/budget2016

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Fast Facts

- Toronto Public Library has higher per capital visits and circulation than any other large urban public library in the world.
- The library system includes 81 neighbourhood libraries, with Scarborough Civic Centre opening in May 2015, 17 district libraries, 2 research and reference libraries and 2 bookmobiles.
- 72% of Torontonians used the library in 2012 and 1 in 6 visit the library at least once a week.
- In 2014, there were over 30 million visits to torontopubliclibrary.ca and more than 850,000 participants attended 34,000 library programs.

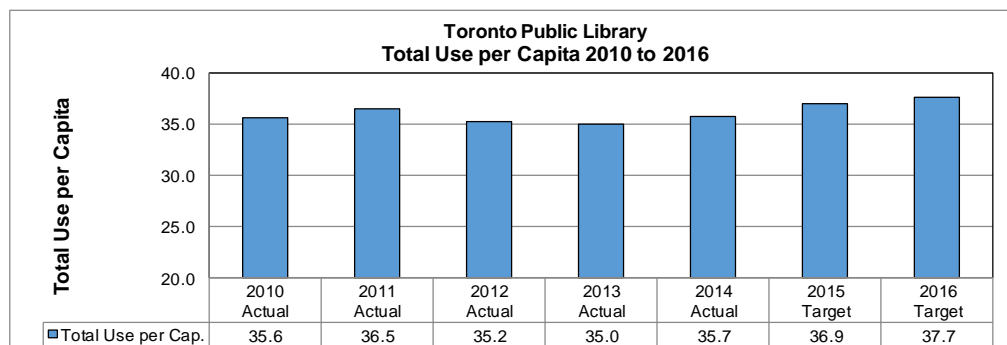
Trends

- Over the past 10 yrs (2005-14), total library usage has increased by 13.5% from 88,455,058 to 100,398,161 million uses.
- The total use includes both branch based activities and virtual access.
- The usage is projected to be 104.1 million in 2015 or 36.9 uses per capita which represents a 3.7% increase over 2014. The large growth in 2015 was due to additional branch open hours, growing use of wireless service in branches, and the Pan Am Games.
- In 2016 total use is expected to further increase to 105.7 million or 37.7 uses per capita.

Our Service Deliverables for 2016

Toronto Public Library offers safe and welcoming spaces at 100 branches and service levels address customer demand and areas of strategic focus. The 2016 Preliminary Operating Budget will:

- Maintain the current 262,525 open hours per year at 100 branches to support 18.5 million in person visits, 6.7 million workstation users and 3.5 million wireless sessions with expanded access to technology in library branches.
- Provide virtual library services to support over 33.0 million virtual visits; including collections, programs and access to user accounts with new self service features including online fines payment and reference to e-collections.
- Develop and maintain a collection of 10.7 million items in a variety of languages, reading levels and formats including print, audio visual and e-content, to promote accessibility and respond to community needs.
- Provide annual circulation of 32.8 million items and information resources to support more than 2 million reference requests in a variety of subjects.
- Develop and deliver a suite of library programs to support literacy, life- long learning and access to culture with emphasis on literacy for children and youth at community locations.

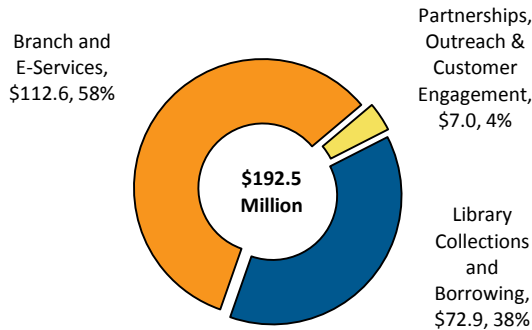


2016 Operating Budget Expenses & Funding

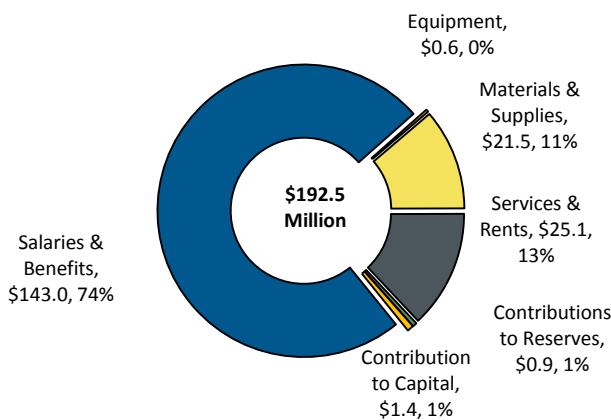
Our Key Issues & Priority Actions

Where the money goes:

2016 Budget by Service

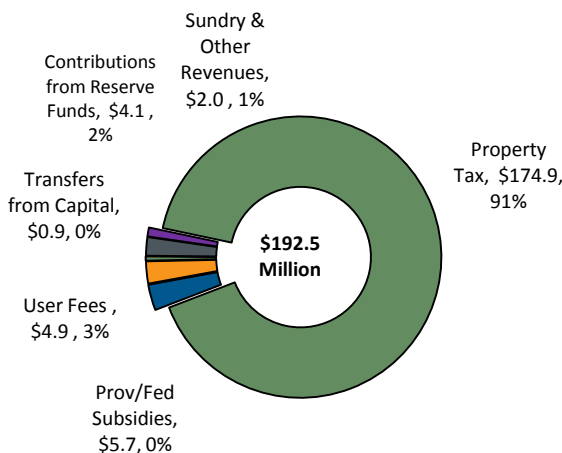


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



- Increasing Demand for Library Service** – In-person visits to library branches have increased as well as online usage of the Library's virtual branch. Customers are looking for new material in multiple formats and increasing on-line, self-service and mobile technology.
 - ✓ Additional funding to adjust Collections budget to inflation as well as to accommodate impact of US\$ exchange rate fluctuations is included in the Preliminary 2016 Operating Budget.
 - ✓ 5 permanent positions will be added, funded from the *Virtual Branch Service Program*, to deliver projects that enhance and transform the library's digital services.

- Cost of E-collection Services** - Increased demand and use of e-collections which are more expensive to purchase are impacting fine revenue levels.
 - ✓ Fine Revenue budget has been reduced by \$0.310 million to account for the loss of fine revenue from the increased use of e-collections.
 - ✓ TPL will continue to undertake e-book advocacy campaigns around fair pricing terms to promote reasonable pricing models that are sustainable in the longer term.

2016 Operating Budget Highlights

- The 2016 Preliminary Operating Budget for TPL of \$192.504 million gross and \$174.912 million net provides funding for three services, Collections and Borrowing, Branch & E-services, and Partnerships, Outreach & Customer Engagement.

- The budget as presented is \$2.719 million or 1.6% over the 2015 Approved Budget achieved through measures taken based on the following criteria:
 - ✓ The identification of sustainable, on-going efficiency savings (\$0.500 million); and
 - ✓ Increase in new revenue through changes to room and theatre rentals, and increasing spaces for leasing.

- Any further reductions are not included as they would negatively impact service levels.

Actions for Consideration

Approval of the 2016 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2016 Preliminary Operating Budget for Toronto Public Library of \$192.504 million gross, \$174.912 million net for the following services:

<u>Service:</u>	Gross <u>(\$000s)</u>	Net <u>(\$000s)</u>
Library Collections and Borrowing:	72,884.9	66,775.9
Branch and E-Services:	112,609.3	101,393.4
Partnerships, Outreach & Customer Engagement:	7,010.2	6,742.1
Total Program Budget	<u>192,504.4</u>	<u>174,911.5</u>

2. City Council approve the 2016 preliminary service levels for Toronto Public Library as outlined on pages 15, 19, 20, 21, 24 and 25 of this report, and associated staff complement of 1,738.0 positions.

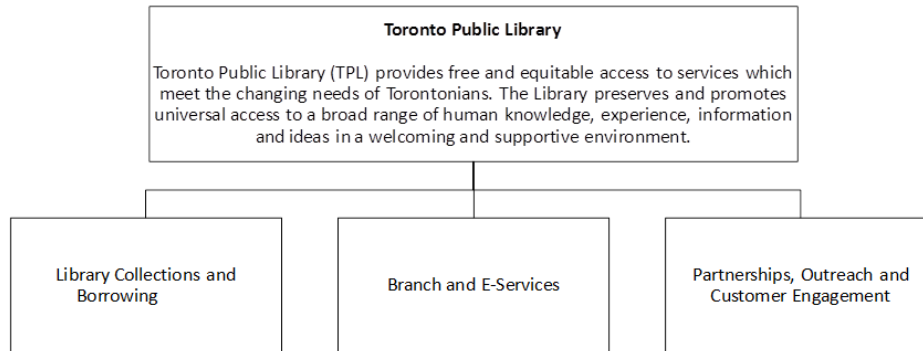


Part I:

2016 – 2018

Service Overview and
Plan

Program Map



2016 Service Deliverables

Library Collections and Borrowing

- Develop and maintain a collection of 10.7 million items in a variety of languages, reading levels and formats including print, audio-visual, e-content and online learning tools to promote accessibility and respond to community needs, with an annual circulation of 32.8 million items and information resources to support more than 2 million reference requests in a variety of subjects.

Branch and E-Services

- Maintain the current 262,525 open hours per year at 100 branches to support 18.5 million in-person visits, 6.7 million workstation users and 3.4 million wireless sessions with expanded access to technology in library branches. A review of access to technology in library branches is planned to understand current and future needs. Development and delivery of a suite of programs to support reading, literacy, life-long learning and culture with an annual attendance of more than 833,000.
- Virtual library services to support over 33.0 million virtual visits; services include collections, programs and access to user accounts with new self-service features including online fines payment, and access to reference e-collections. Strategic directions include the redesign of the library's virtual services for children and youth, library programs offered online, and increased access to e-content including books, audio and digitized collections, and content co-creation.

Partnerships, Outreach and Community Engagement

- Develop and deliver a suite of library programs to support literacy, life-long learning and access to culture and technology with emphasis on literacy for children and youth at community locations.
- Increase awareness and use of library services among diverse communities by using outreach strategies through a range of accessible channels
- Engage the public through consultation on capital projects and the development of a new strategic plan by the Library Board.
- Expand cultural, technology and educational learning opportunities through public and private partnerships.

Table 1
2016 Preliminary Operating Budget and Plan by Service

(In \$000s)	2015		2016 Operating Budget			2016 vs. 2015 Budget Approved Changes		Incremental Change 2017 and 2018 Plan			
	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget			2017	2018		
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Library Collections and Borrowing											
Gross Expenditures	71,534.5	72,092.8	72,884.9		72,884.9	1,350.4	1.9%	569.1	0.8%	795.3	1.1%
Revenue	5,826.5	6,346.0	6,109.1		6,109.1	282.6	4.9%	(184.9)	(3.0%)	(21.8)	(0.4%)
Net Expenditures	65,708.1	65,746.8	66,775.9		66,775.9	1,067.8	1.6%	754.0	1.1%	817.0	1.2%
Branch and E-Services											
Gross Expenditures	110,292.6	111,153.4	112,609.3		112,609.3	2,316.6	2.1%	1,411.7	1.3%	1,717.4	1.5%
Revenue	10,450.4	11,382.3	11,215.7		11,215.7	765.3	7.3%	(334.4)	(3.0%)	(96.0)	(0.9%)
Net Expenditures	99,842.2	99,771.1	101,393.4		101,393.4	1,551.3	1.6%	1,746.1	1.7%	1,813.4	1.8%
Partnerships, Outreach & Customer Engagement											
Gross Expenditures	6,881.2	6,934.9	7,010.2		7,010.2	129.0	1.9%	58.8	0.8%	80.7	1.1%
Revenue	239.2	260.5	268.1		268.1	28.9	12.1%	(19.0)	(7.1%)	(2.2)	(0.9%)
Net Expenditures	6,642.0	6,674.3	6,742.1		6,742.1	100.1	1.5%	77.7	1.2%	82.9	1.2%
Total											
Gross Expenditures	188,708.3	190,181.1	192,504.4		192,504.4	3,796.1	2.0%	2,039.5	1.1%	2,593.4	1.3%
Revenue	16,516.1	17,988.9	17,592.9		17,592.9	1,076.8	6.5%	(538.3)	(3.1%)	(120.0)	(0.7%)
Total Net Expenditures	172,192.2	172,192.2	174,911.5		174,911.5	2,719.3	1.6%	2,577.8	1.5%	2,713.4	1.5%
Approved Positions	1,739.9	1,684.4	1,738.0		1,738.0	(1.9)	(0.1%)				

The Toronto Public Library's 2016 Operating Budget is \$192.504 million gross and \$174.912 million net, represents a 1.6% increase to the 2015 Approved Net Operating Budget.

- TPL was able to achieve expenditure savings and new revenue of \$1.160 million net to help mitigate pressures of \$3.879 million. Any further reductions to the meet the reduction target set out in the 2016 Operating Budget Directions and Guidelines are not included as these would negatively impact services.
- Base pressures of \$3.879 million net, common to all 3 services, are mainly attributable to known salary and benefit adjustments, inflationary costs for utilities and library materials, an increase in costs for service contracts and reduced fine revenues.
- To help mitigate the above base pressures, TPL was able to achieve service efficiency savings through automation which reduced the need for staff to handle library material, streamlining the use of barcode labels and RFID tags, technology savings from a new e-mail system and licenses and savings in service contracts by modifying the way the TPL delivers ongoing services.
- New revenue is expected to be generated from changes to room and theatre rentals, as well as new tenant leases. Base revenue will be increased from an additional withdrawal from the Development Charge Reserve Fund for growth related library materials, within the parameters of the Development Charges By-law, and project management fee increases for capital projects.
- Approval of the 2016 Preliminary Operating Budget will result in Toronto Public Library reducing its total staff complement by 1.9 positions from 1,739.9 to 1,738.0.
- The 2017 and 2018 Plan includes the inflationary cost increases for progression pay, step and fringe benefits, operating impacts of capital, as well as anticipated inflationary increases to non-salary accounts. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

Table 2
Key Cost Drivers

(In \$000s)	2016 Operating Budget						2016 Base Budget	
	Library Collections and Borrowing		Branch and E-Services		Partnerships, Outreach & Customer Engagement		Total	
	\$	Position	\$	Position	\$	Position	\$	Position
Gross Expenditure Changes								
Prior Year Impacts								
Reversal of One-Time 2015 Fuel Savings	1.3		9.1		0.3		10.8	
Operating Impacts of Capital								
Eglinton Branch Lease Costs (\$0.167 million) & other projects	21.8		148.5		5.0		175.3	
Economic Factors								
Inflationary Increase for Utilities (6% for Hydro, 3% for Water)	38.6		263.1		8.8		310.5	
Inflationary and US Exchange for Library Materials (2.5%)	308.0		145.2		11.5		464.6	
Salaries and Benefits								
Progression Pay and Step	184.4		241.1		18.9		444.5	
Fringe Benefit increase (actual experience and benefit rate)	290.5		379.7		29.8		700.0	
Additional Working Day	173.6		226.9		17.8		418.3	
Other Base Changes								
Property Rent Increases for Leased Branch Locations	18.7		127.2		4.3		150.1	
Permanent Staff for Virtual Branch Services (VBS)	184.6	1.9	269.7	2.9	18.9	0.2	473.2	5.0
Increased cost of supplies and services	11.9		81.3		2.7		96.0	
IT contracted services increase (including \$US exchange)	47.5		323.8		10.8		382.1	
Increased cost of Facilities' Contracted Services (including fleet maintenance)	66.4		452.6		15.1		534.1	
Loss of Provincial econtent subsidy	145.8		68.7		5.4		220.0	
Total Gross Expenditure Changes	1,493.1	1.9	2,737.1	2.9	149.3	0.2	4,379.5	5.0
Revenue Changes (Increase) / Decrease								
Fine Revenue Reduction	56.2		248.0		5.7		310.0	
Unrealized advertising and online sale revenue	11.1		48.8		1.1		61.0	
Discontinued Community Access Program Federal Grant	3.6		16.0		0.4		20.0	
Draw from Tax Stabilization Reserve for one extra work day	(163.1)		(238.4)		(16.7)		(418.3)	
Draw from Capital to Fund VBS Positions	(184.6)		(269.7)		(18.9)		(473.2)	
Total Revenue Changes	(276.8)		(195.3)		(28.4)		(500.5)	
Net Expenditure Changes	1,216.3	1.9	2,541.8	2.9	120.9	0.2	3,878.9	5.0

Key cost drivers for Toronto Public Library are discussed below:

- Operating Impacts of Capital:
 - The renewal of the current lease at Eglinton Square Branch, with added square footage as approved by Council on September 30th 2015, will add a pressure of \$0.167 million net.
- Economic Factors:
 - The inflationary increase for Library Collections Materials as well as adjustment for US\$ Exchange rate will require an increase of \$0.464 million to Library Collections budget which is set at \$19.271 million for 2016. There is also an adjustment of \$0.220 million, which relates to the loss of a provincial subsidy on e-material.
- Salary and Benefit Changes:
 - An increase of \$1.563 million in salaries and benefits is comprised of \$0.700 million increase in the benefits budget to align with actual experience, as more part-time employees are enrolling in the plan and benefit rate changes.
 - The cost of one extra working day in 2016 of \$0.418 million which will be funded by a one-time contribution from the Tax Stabilization Reserve.
 - COLA is not included as it is subject to ongoing negotiations.

- Other Base Changes:
 - An increase in 5 permanent positions, fully funded from the Library’s capital Virtual Branch Services project for a net \$0 impact, is required to deliver projects that enhance and transform the library’s digital services to address customer demands and increase the efficiency of library services.
 - An increase for IT contracted services of \$0.382 million is primarily due to the impact of the US\$ exchange and is related to maintenance, hardware, software and wireless contracts.
 - The increase in contracted services for facilities is required for cleaning and security contracts (\$0.190 million) which have been adjusted for minimum and fair wage. There have also been increases in maintenance contracts for HVAC, elevators, electrical, fleet, etc.
- Revenue Changes:
 - A revenue reduction of \$0.310 million in fines is included in the 2016 Operating Budget in order to reflect actual experience. This is discussed in Part III Issues – Loss of Fine Revenues.

In order to offset the above net pressures, the 2016 service cost changes for Toronto Public Library consists of base revenue changes of \$0.355 million net, service efficiency savings of \$0.500 million net and additional revenue generating adjustments of \$0.305 million net, for a total of \$1.160 million net as detailed below.

**Table 3
2016 Total Preliminary Service Change Summary**

Description (\$000s)	2016 Service Changes						Total Service Changes			Incremental Change			
	Library Collections and Borrowing		Branch and E-Services		Partnerships, Outreach & Customer Engagement		\$	\$	#	2017 Plan		2018 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:													
Base Revenue Changes													
Additional Development Charges draw for Collections		(36.3)		(160.0)		(3.7)		(200.0)					
Change in Management Fee from Capital		(28.1)		(123.8)		(2.9)		(154.7)					
Base Revenue Change		(64.3)		(283.8)		(6.6)		(354.7)					
Sub-Total		(64.3)		(283.8)		(6.6)		(354.7)					
Service Efficiencies													
Efficiency savings from Automation	(97.5)	(97.5)	(142.5)	(142.5)	(10.0)	(10.0)	(250.0)	(250.0)	(6.9)				
Savings from new Email Systems and Licences	(4.4)	(4.4)	(29.7)	(29.7)	(1.0)	(1.0)	(35.0)	(35.0)					
Savings from Printing, Library Programming and Media Services	(3.9)	(3.9)	(26.3)	(26.3)	(0.9)	(0.9)	(31.0)	(31.0)					
Reduction in RFID tags and Processing Supplies	(6.2)	(6.2)	(42.4)	(42.4)	(1.4)	(1.4)	(50.0)	(50.0)					
Savings from new recycling contract	(16.7)	(16.7)	(113.6)	(113.6)	(3.8)	(3.8)	(134.0)	(134.0)					
Sub-Total	(128.6)	(128.6)	(354.4)	(354.4)	(17.1)	(17.1)	(500.0)	(500.0)	(6.9)				
Revenue Adjustments													
Additional lease revenue from Northern District & Deer Park		(23.9)		(105.6)		(2.4)		(132.0)					
Additional revenue from premium room rentals		(26.3)		(116.0)		(2.7)		(145.0)					
Increased Room and Theatre rental		(5.1)		(22.4)		(0.5)		(28.0)					
Sub-Total		(55.3)		(244.0)		(5.6)		(305.0)					
Total Changes	(128.6)	(248.2)	(354.4)	(882.2)	(17.1)	(29.3)	(500.0)	(1,159.7)	(6.9)				

Base Revenue Changes (Savings of \$0.355 million net)

Additional Withdrawal from Development Charge (DC) Reserve Fund for Library Materials (Collections) (savings of \$0.200 million net)

- An additional DC contribution of \$0.200 million net is included to fund Library Materials (collections) to help offset the inflationary increase and meet the needs of the growing population. This additional funding will bring the total draw to \$3.676 million which is within the parameters of the 2014 Development Charges By-Law.

Change in Management Fee for Capital (savings of \$0.155 million net)

- Due to the size and volume of capital projects in the next 10 years, the project management fee charged will increase by \$0.155 million.

Service Efficiencies (Savings of \$0.500 million gross & net)

Savings from Automation (savings of \$0.250 million gross and net and reduction of 6.9 vacant positions)

- Following the completion of the installation of automated sorters at the library materials distribution hub (Ellesmere) and large branches, TPL is able to reduce 6.9 vacant FTEs (Page positions) for savings of \$0.250 million as there is a reduced need for material handling.

Savings from New Email Licences (savings of \$0.035 million gross and net)

- Contract negotiations and the installation of a new e-mail system, will result in savings of \$0.035 million.

Savings from printing, library program and media services (savings of \$0.031 million gross and net)

- By changing the way that TPL plans and delivers programs and information, such as combining requests or changing timing, approximately \$0.031 million gross and net can be saved in printing, library programming and media services costs.

Reduction in RFID Tags and Processing Supplies (savings of \$0.050 million gross and net)

- Streamlining the use of library material tags (RFID) and the use of processing supplies throughout the library system, partially attributed to the rise of e-content which does not require tags, and will result in savings of \$0.050 million expected in 2016.

Savings from Recycling Contract (savings of \$0.134 million gross and net)

- From implementing work flow improvements, which have resulted in changing the way that the library disposes, uses and recycles waste, TPL was able to negotiate a reduction in the waste management contract which resulted in savings of \$0.134 million.

Revenue Adjustments (Savings of \$0.305 million net)*Additional Lease Revenue (net savings of \$0.132 million)*

- From reconfiguration of space and relocation of staff at Deer Park and Northern District branches, more space is available to rent to tenants. This is expected to generate \$0.132 million in additional revenue.

Additional revenue from Premium Room rentals (net savings of \$0.145 million)

- TPL will be able to generate additional revenue of \$0.145 million by renovating space in high demand locations and renting them out at premium rates.

Increase Room and Theatre Rental (net savings of \$0.028 million)

- In order to increase revenue from room and theatre rentals, TPL has made changes to the room booking policy, such as reducing the commercial rental rate to generate more demand and adding new branches to rent out after hours to increase volume, and have improved their marketing of rentals. This is expected to generate \$0.028 million in additional revenues.

Approval of the 2016 Preliminary Budget for Toronto Public Library will result in a 2017 incremental net cost of \$2.578 million and a 2018 incremental net cost of \$2.713 million to maintain the 2016 service levels, as discussed in the following section:

Table 5
2017 and 2018 Plan by Program

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Operating impact from capital	157.9		157.9	0.1%		133.0		133.0	0.1%	
Economic Factors										
Salaries & Benefits (excluding COLA)	653.4		653.4	0.4%		662.5		662.5	0.4%	
Property Rent Increases (Leased Branches)	106.0		106.0	0.1%		110.0		110.0	0.1%	
Revenue										
Reversal of Reserve Draw for one extra day in 2016	(418.3)	(418.3)								
Decrease in fines revenue		(120.0)	120.0	0.1%			(120.0)	120.0	0.1%	
Sub-Total	499.0	(538.3)	1,037.3	0.6%		905.5	(120.0)	1,025.5	0.6%	
Anticipated Impacts:										
Other										
Inflation and US\$ exchange for Library Materials	470.0		470.0	0.3%		475.0		475.0	0.3%	
Inflationary Cost for Utilities	338.2		338.2	0.2%		358.3		358.3	0.2%	
Increased Cost of Contracts and Services	732.4		732.4	0.4%		854.6		854.6	0.5%	
Sub-Total	1,540.6		1,540.6	0.9%		1,687.9		1,687.9	1.0%	
Total Incremental Impact	2,039.5	(538.3)	2,577.8	1.5%		2,593.4	(120.0)	2,713.4	1.5%	

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- Progression pay, step and fringe benefits increases will result in increased pressure of \$0.653 million net in 2017 and \$0.663 million net in 2018. Since 2016 is a collective bargaining year, no estimate of cost of living allowance is included.
- Reversal in 2017 of the one-time cost and contribution of \$0.418 million from the Tax Stabilization Reserve Fund to fund the extra working day in 2016.
- Incremental operating costs from capital projects will be \$0.158 million in 2017, mainly due to the Wychwood branch renovation, and \$0.133 million in 2018 from the relocation of the Bayview Branch.
- Based on previous years' experience, fine revenues are estimated to decrease by \$0.120 million net in 2017 and 2018.

Anticipated Impacts:

- The cost of inflation and the impact of US\$ exchange on Library Materials is anticipated to be \$0.470 million net in 2017 and \$0.475 million net in 2018.
- Anticipated increases in the costs of utilities, contracts and services will result in increased pressure of \$1.071 million net in 2017 and \$1.213 million net in 2018.



Part II:

2016 Budget by
Service

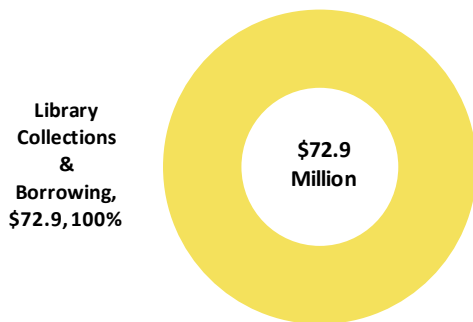
Library Collections and Borrowing



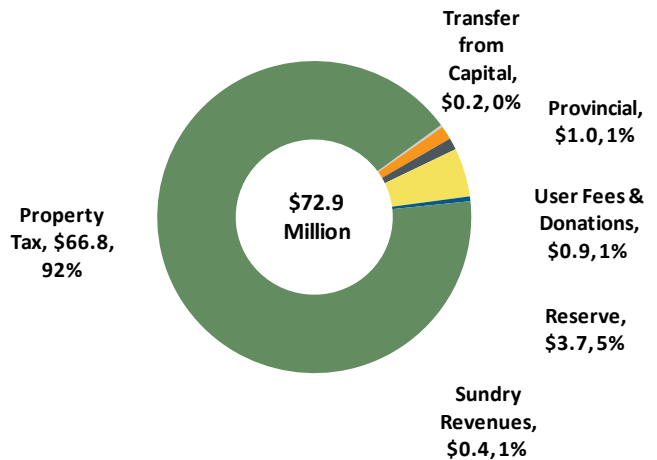
What We Do

- Collect, preserve and make available a wide range of knowledge, information and ideas through collections in a variety of formats, languages and reading levels which support the informational, educational, cultural and recreation needs and interests of residents of all ages, backgrounds and abilities.

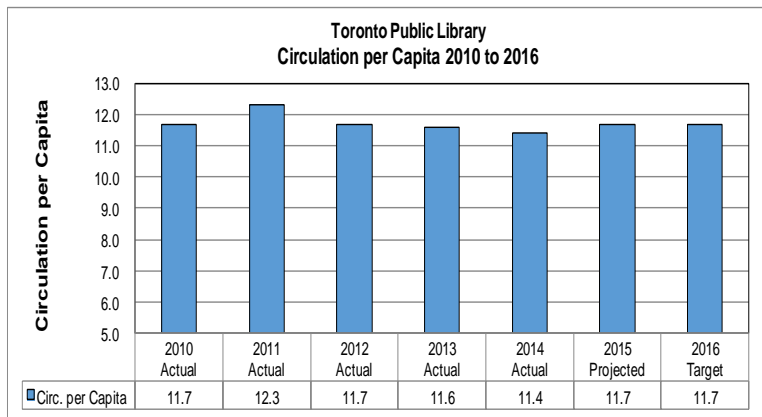
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Circulation per Capita



- 2016 circulation is projected to increase to 32.8 million or 11.7 per capita.
- E-circulation increasingly accounts for a larger proportion of overall circulation and is expected to increase by 20.0% over 2015, while physical circulation is expected to decline 3.0%, which will further reduce fine revenue.

2016 Service Levels

Library Collections and Borrowing

Activity	Approved	
	2015	2016
Acquisitions	<p>Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy.</p> <p>Physical collection size: 10,500,000</p> <p>Physical collection size per capita: 3.7</p> <p>Reference collection per capita: 1.6</p> <p>New acquisitions per capita: 0.25</p> <p><i>E collection size:</i></p> <p>75 electronic products including periodical databases with 100 million articles from general, special and technical periodicals and 85,000 streamed music titles</p> <p><i>E-books and E-audio books:</i></p> <p>Access to 302,000 downloadable and streamed copies for adults, youth and children</p> <p><i>E-music and E-videos:</i></p> <p>300,000 downloadable music titles and 16,000 downloadable videos</p> <p>Advocacy efforts to increase access to e-content for public libraries and the launch of advocacy campaign for fair and equitable access to e-countent</p>	<p>Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy.</p> <p>Physical collection size: 10,400,000</p> <p>Physical collection size per capita: 3.7</p> <p>Reference collection per capita: 1.6</p> <p>New acquisitions per capita: 0.25</p> <p><i>E collection size:</i></p> <p>70 electronic products including periodical databases with 100 million articles from general, special and technical periodicals and streamed music titles</p> <p><i>E-books and E-audio books:</i></p> <p>Access to 350,000 downloadable and streamed copies for adults, youth and children</p> <p><i>E-music and E-videos:</i></p> <p>Access to 320,000 downloadable music titles and 18,000 downloadable videos</p> <p>Lead the Canadian Public Libraries for Fair E-Book Pricing Campaign to increase service levels efficiently</p>
Collection	<p>A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and use by residents and collection development, and management activity.</p> <p>0.25 items added to the catalogue per capita</p>	<p>A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and use by residents and collection development, and management activity.</p> <p>0.25 items added to the catalogue per capita</p>
Public Access to Collections through borrowing	<p>Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.</p> <p>Circulation per capita: 11.7</p> <p><i>Holds/versus copies</i></p> <p>Books 6/1 (3 week loan)</p> <p>DVDs 18/1 (1 week loan)</p> <p>Turnover rate of circulating collection: 4.7</p>	<p>Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.</p> <p>Circulation per capita: 11.7</p> <p><i>Holds/versus copies</i></p> <p>Books 6/1 (3 week loan)</p> <p>DVDs 18/1 (1 week loan)</p> <p>Turnover rate of circulating collection: 4.7</p> <p>Implement the Fine Forgiveness program in Neighbourhood Improvement Areas to increase access to service and to encourage children and youth to return to the library</p>
In-library use of materials	<p>Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy</p> <p>1.6 reference items per capita</p> <p>2.3 in-library use transactions per capita</p>	<p>Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy</p> <p>1.6 reference items per capita</p> <p>2.3 in-library-use transactions per capita</p>

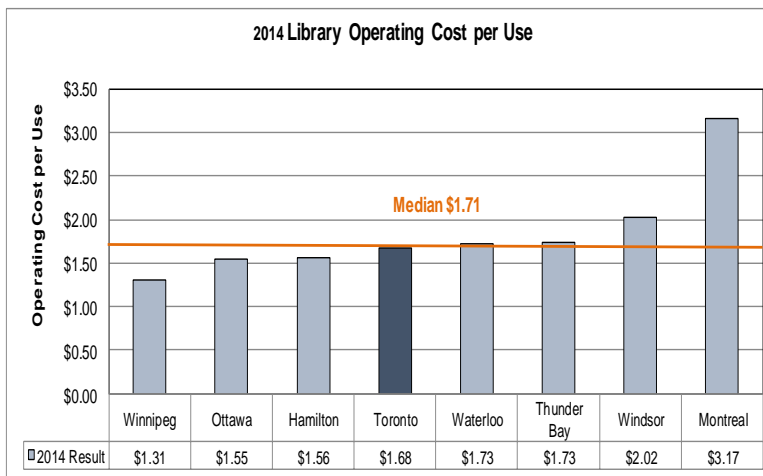
Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Library Collections and Borrowing.

Changes from 2015 service levels have been highlighted:

- Update to numbers related to current volume levels and demand.
- A new service level for *Public Access to collections activity* has been added to reflect the implementation of the Fines Forgiveness Program for Neighbourhood Improvement Areas that was approved through the 2015 Operating Budget Process as a part of the Poverty Reduction Initiative.
- The *Acquisitions activity Advocacy* effort for e-collections has been amended to include leading a campaign for fair pricing, a more specific activity.

Service Performance

Efficiency Measure – Library Operating Cost per Use 2014 (MPMP)



- TPL offers a comprehensive range of services in a large urban setting yet ranks third in cost per use when compared to other Ontario public libraries
- Despite a reduction of 14% in staff since 1998, TPL has managed to open three new branches, increase the total number of open hours, and manage the increase in demand and use for Library services.
- TPL’s 2016 operating cost per use is \$1.68, which is slightly below the median of \$1.71.

Table 6

2016 Preliminary Service Budget by Activity

(\$000s)	2015	2016 Operating Budget						2016 Budget vs. 2015 Budget		Incremental Change				
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/Enhanced	2016 Budget	\$	%	2017 Plan		2018 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Library Collections and Borrowing	71,534.5	73,013.5	(128.6)	72,884.9	1,350.4	1.9%		72,884.9	1,350.4	1.9%	569.1	0.8%	795.3	1.1%
Total Gross Exp.	71,534.5	73,013.5	(128.6)	72,884.9	1,350.4	1.9%		72,884.9	1,350.4	1.9%	569.1	0.8%	795.3	1.1%
REVENUE														
Library Collections and Borrowing	5,826.5	6,053.7	55.3	6,109.1	282.6	4.9%		6,109.1	282.6	4.9%	(184.9)	(3.0%)	(21.8)	(0.4%)
Total Revenues	5,826.5	6,053.7	55.3	6,109.1	282.6	4.9%		6,109.1	282.6	4.9%	(184.9)	(3.0%)	(21.8)	(0.4%)
NET EXP.														
Library Collections and Borrowing	65,708.1	66,959.8	(183.9)	66,775.9	1,067.8	1.6%		66,775.9	1,067.8	1.6%	754.0	1.1%	817.0	1.2%
Total Net Exp.	65,708.1	66,959.8	(183.9)	66,775.9	1,067.8	1.6%		66,775.9	1,067.8	1.6%	754.0	1.1%	817.0	1.2%
Approved Positions	677.8	680.5	(2.7)	677.8	(0.0)			677.8						

The **Library Collections and Borrowing** service collects, preserves and makes available a wide range of knowledge, information and ideas through collections in a variety of formats (physical, e-books, e-audio books, e-music, e-videos and e-collections), languages and reading levels to support a variety of needs and interests of residents of all ages, backgrounds and abilities.

The *Library Collections and Borrowing* service's 2016 Operating Budget of \$72.885 million gross and \$66.776 million net is \$1.068 million or 1.6% over the 2015 Approved Net Budget.

Base budget pressures are primarily due to the following:

- Aside from the operating pressures of \$0.649 million arising from salary and benefit adjustments, the increasing costs to maintain Library Collections due to inflation, the impact of US \$ exchange as well as loss in Federal e-content subsidy totaling \$0.454 million is driving the costs for the Library Collections and Borrowing service.
- The above pressures have been partially offset through an increased contribution from the Development Charge Reserve to fund growth related library materials and service efficiencies achieved primarily from the automation of collection handling process as well as from streamlining the use of library material tags and supplies.
- The 2017 and 2018 Plan increases are attributable to escalating cost of library collections resulting from inflation and exchange rate fluctuations as well as salary and benefit adjustments.

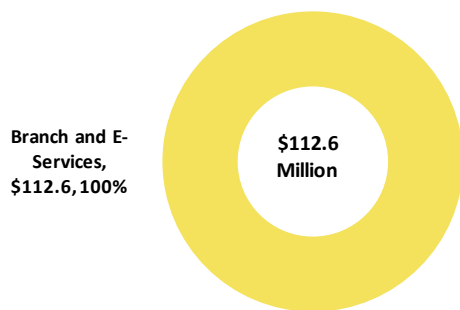
Branch and E-Services



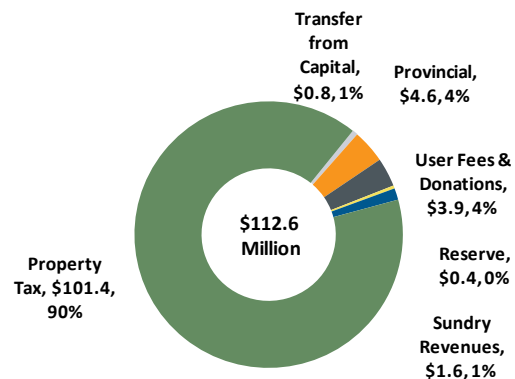
What We Do

- Branches are neighbourhood hubs where residents can access collections, computers, wireless and emerging digital technology, programs and information services provided by expert staff. They provide public space for residents to read, study, and work, attend programs and engage and network with members of the community.
- E-services provide 24/7 online access to library collections, services and information, and a range of self-service options help residents manage their accounts including placing and managing holds and paying fines online.

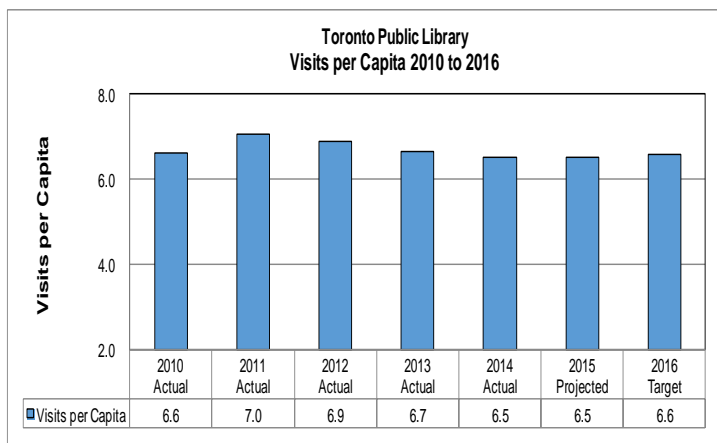
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Visits per Capita 2010-2016



- 2016 visits are expected to increase to 18.5 million or 6.6 visits per capita.
- Total visits declined in 2014 as a result of branch closures for renovation/retrofits and 2015 visits are expected to stay flat lined with additional open hours at four branches and the opening of the new Scarborough Civic Centre branch; as well as new visitors for the Pan Am & Parapan Am Games.

2016 Service Levels

Branch and E-Services

Activity	Approved	
	2015	2016
In Branch Services	Toronto Public Library provides free public access to space in accordance with the Public Libraries Act and TPL's Service Delivery Model.	Toronto Public Library provides free public access to space in accordance with the Public Libraries Act and TPL's Service Delivery Model.
Provision of public space	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 population 63,730 square feet of library space per 100,000 population Seating Capacity: 8,934 318 per seats per 100,000 population	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 population 63,730 square feet of library space per 100,000 population Seating Capacity: 8,934 318 per seats per 100,000 population
Open Hours	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2015 operating budget. 9,347 open hours per 100,000 population 0.09 open hours per capita	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2015 operating budget. 9,347 open hours per 100,000 population 0.09 open hours per capita
Study and Community Use	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy. Security provided to ensure safe and secure environment to library users. 4 Youth Hubs including the establishment of hubs at York Woods and Cederbrae branches.	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy. Security provided to ensure safe and secure environment to library users. Address the goals of Toronto Poverty Reduction Strategy through 2 Youth Hubs.
Access to Technology	Provision of access to public technology in accordance with TPL's Internet Use Policy. 66 internet access workstations per 100,000 population Wireless internet access at all locations. 1.13 wireless connections per capita 3 Digital Innovation Hubs	Provision of access to public technology in accordance with TPL's Internet Use Policy. 66 internet access workstations per 100,000 population Wireless internet access at all locations. 1.24 wireless connections per capita 5 Digital Innovation hubs plus a portable pop-up hub to increase access to technology Develop a digital and technology strategy that addresses mobile, self-service and personalized options
Information Services	Information services available in all branches to support access to information, collections and services based on the Service Delivery Model. 7,178,718 questions answered per year in response to public demand (2.6 per capita) Telephone: at point of contact for user technology support or quick reference and within 24 hours for more complex requests.	Information services available in all branches to support access to information, collections and services based on the Service Delivery Model. 7,127,463 questions answered per year in response to public demand (2.5 per capita) Telephone: at point of contact for user technology support or quick reference and within 24 hours for more complex requests.

Activity	Approved	
	2015	2016
Programs	<p>Programs provided in accordance with TPL's Programming Policy and are available City wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms including electronic format.</p> <p>1,204 programs offered per 100,000 population</p>	<p>Programs provided in accordance with TPL's Programming Policy and are available City wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms including electronic format.</p> <p>1,179 programs offered per 100,000 population</p>
Room Rentals for community groups	<p>Public space rental in accordance with TPL's Auditorium, Meeting Room and Theatre Policy.</p> <ul style="list-style-type: none"> Space available 25% of time for public booking Same business day verification for availability of space Space held for 10 days for confirmation of the contract <p>Toronto Reference Library Salon available in accordance with TPL Bram & Bluma Salon Rental Policy.</p>	<p>Public space rental in accordance with TPL's Community and Event Space Rental Policy, which balances community use of library space with revenue objectives.</p> <ul style="list-style-type: none"> Provision of premiere rental spaces to generate further revenue Space available 25% of time for public booking Same business day verification for availability of space Space held for 10 days for confirmation of the contract <p>Toronto Reference Library Salon available in accordance with TPL Bram & Bluma Salon Rental Policy.</p>
Facility Maintenance	<p>Space well maintained to promote public safety and use with repair issues addressed 70% waste diversion</p> <p>Capital program to address state of good repair backlog</p> <p>Nightly cleaning of facilities with no visible soil</p> <p>Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall</p> <p>Landscaping every 7 days including grass cutting and litter abatement</p> <p>Carpet cleaning four times per year</p>	<p>Space well maintained to promote public safety and use with repair issues addressed 70% waste diversion</p> <p>Capital program to address state of good repair backlog</p> <p>Nightly cleaning of facilities with no visible soil</p> <p>Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall</p> <p>Landscaping every 7 days including grass cutting and litter abatement</p> <p>Carpet cleaning four times per year</p>
Virtual Branch Services	<p>Comprehensive Virtual Library Branch Services available 24/7 in accessible format including access to collections, branch and program information and a range of self service options for account management.</p>	<p>Comprehensive Virtual Library Branch Services available 24/7 in accessible format including access to collections, branch and program information and a range of self service options for account management.</p>
Remote Information and User Support	<p>New content regularly added and currency of content regularly checked.</p> <p>E-mail information requests responded to within 24 hours depending on the type of the request.</p> <p>New web content created is in compliance with the AODA's web accessibility</p>	<p>New content regularly added and currency of content regularly checked.</p> <p>E-mail information requests responded to within 24 hours depending on the type of the request.</p> <p>New web content created is in compliance with the AODA's web accessibility</p>

Activity	Approved	
	2015	2016
Digitization	Digitization program to provide access to materials containing special and archival collections including materials focusing on Toronto and its neighbourhoods. 9,958 books digitized 18,488 images and ephemera digitized	Digitization program to provide access to materials containing special and archival collections including materials focusing on Toronto and its neighbourhoods. 11,158 books digitized 23,488 images and ephemera digitized

Overall, the 2016 Service Levels are consistent with the 2015 approved Service Levels for Toronto Public Library.

Changes from 2015 service levels have been highlighted:

- Update to numbers related to current volume levels and demand.
- A new service level for *Room Rentals for Community Groups Public Access* has been added to reflect the implementation of the new premier rental spaces in order to generate more revenue and access to technology includes the offering of new digital pop up spaces.

Table 6
2016 Preliminary Service Budget by Activity

(\$000s)	2015	2016 Operating Budget						2016 Budget vs. 2015 Budget		Incremental Change				
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/Enhanced	2016 Budget	\$	%	2017 Plan		2018 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Branch and E-Services	110,292.6	112,963.6	(354.4)	112,609.3	2,316.6	2.1%		112,609.3	2,316.6	2.1%	1,411.7	1.3%	1,717.4	1.5%
Total Gross Exp.	110,292.6	112,963.6	(354.4)	112,609.3	2,316.6	2.1%		112,609.3	2,316.6	2.1%	1,411.7	1.3%	1,717.4	1.5%
REVENUE														
Branch and E-Services	10,450.4	10,971.7	244.0	11,215.7	765.3	7.3%		11,215.7	765.3	7.3%	(334.4)	(3.0%)	(96.0)	(0.9%)
Total Revenues	10,450.4	10,971.7	244.0	11,215.7	765.3	7.3%		11,215.7	765.3	7.3%	(334.4)	(3.0%)	(96.0)	(0.9%)
NET EXP.														
Branch and E-Services	99,842.2	101,991.9	(598.4)	101,393.5	1,551.3	1.6%		101,393.5	1,551.3	1.6%	1,746.1	1.7%	1,813.4	1.8%
Total Net Exp.	99,842.2	101,991.9	(598.4)	101,393.5	1,551.3	1.6%		101,393.5	1,551.3	1.6%	1,746.1	1.7%	1,813.4	1.7%
Approved Positions	992.6	994.6	(3.9)	990.7	(1.9)	(0.2%)		990.7	(1.9)	(0.2%)				

Branch and E-Services service consists of both physical branches and the Library’s online presence in meeting user’s expectations. Branches provide neighbourhood hubs to access collections, computers, programs and expert information from staff, as well as, public spaces to read, study, work, network, attend programs, etc. for all residents. The service also provides 24/7 online access to library collections, services and information and a range of self-service options.

The *Branch and E-Service's* 2016 Operating Budget of \$112.609 million gross and \$101.394 million net is \$1.551 million or 1.6% over the 2015 Approved Net Budget.

- With 100 branches across the City, the *Branch and E-services* is being most impacted by pressures arising from growing facility maintenance, rental and utility costs as well as the increasing IT contract costs and loss in fine revenues for its Virtual branch due to the increasing use of e-collections which do not attract fines.

- Salary and benefits of \$0.847 million are the other drivers behind increased costs for this service.
- The above pressures have been partially offset through additional revenues generated from room rentals by implementing a new booking policy, savings from contract negotiations as well as service efficiencies achieved through improvements in program delivery processes.
- The 2017 and 2018 Plan increases are mainly attributable to inflationary cost increases for utilities and contracted services as well as salary and benefit adjustments.

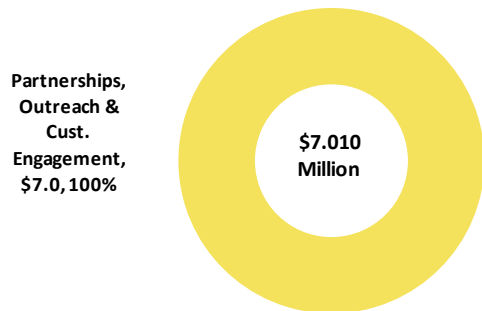
Partnerships, Outreach & Customer Engagement

What We Do

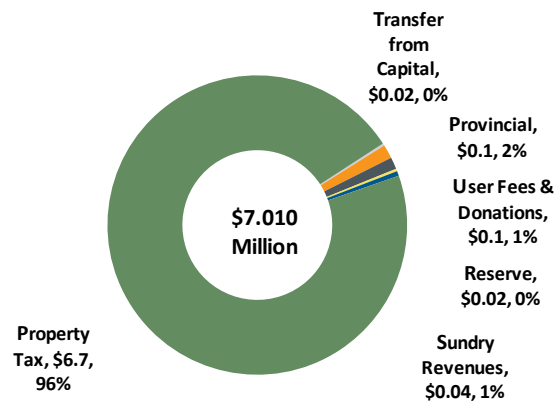
Partnerships, Outreach & Customer Engagement

- Extend access to library services to residents and communities throughout the city, and help to increase awareness and use of library services.
- Provide services to residents unable to visit a library branch through the Home Library services, the 2 Bookmobiles and Deposit Collections.
- Support the library in outreach to new audiences and in delivering service efficiently.
- Engage and consult residents, stakeholders and communities to deliver excellent and responsive customer service.
- Provide opportunities to volunteers to develop employment skills and contribute to the community.

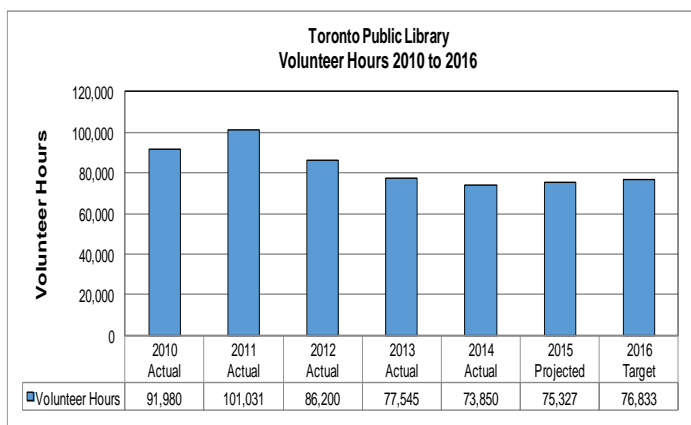
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



TPL Volunteer Hours 2010-2016



- Volunteers support six programs focusing on literacy and technology including programs for children in the middle years.
- The numbers of volunteers are expected to increase in 2015 and 2016.

2016 Service Levels

Partnerships, Outreach & Customer Engagement

Activity	Approved	
	2015	2016
Partnership	<p>Partnerships established to facilitate City and strategic objectives.</p> <p>Sample Partnerships: <i>City:</i> Toronto Public Health to deliver health promotion services within health zones in 10 branches serving the City's Neighbourhood Improvement Areas. <i>Cultural:</i> Sun Life Financial Museum and Arts Pass to provide access to cultural venues in all TPL branches for free. <i>Government:</i> Library Settlement Partnership with Citizenship and Immigration Canada and community agencies to offer unique and innovative newcomer information services.</p>	<p>Partnerships established to facilitate City and strategic objectives.</p> <p>Sample Partnerships: <i>City:</i> Toronto Public Health to deliver health promotion services within health zones in 10 branches serving the City's Neighbourhood Improvement Areas. <i>Cultural:</i> Sun Life Financial Museum and Arts Pass to provide access to cultural venues in all TPL branches for free. <i>Government:</i> Library Settlement Partnership with Citizenship and Immigration Canada and community agencies to offer unique and innovative newcomer information services. Learning: CISCO, Hacklab, Repair Café and Post-secondary institutions to facilitate a variety of engagement and learning opportunities.</p>
Outreach	<p><i>Online and social media to support service objectives</i></p> <ul style="list-style-type: none"> Engaging in promotion, outreach and awareness raising Delivering information service Improving and supporting customer service excellence Supporting media and public relations Promoting accessibility for all by participating on popular social media channels <p><i>Online and social media tools used reflect community usage and include:</i></p> <ul style="list-style-type: none"> blogs and wikis You Tube Twitter Facebook Pinterest Instagram Flickr <p>E-newsletter</p>	<p><i>Online and social media to support service objectives</i></p> <ul style="list-style-type: none"> Engaging in promotion, outreach and awareness raising Delivering information service Improving and supporting customer service excellence Supporting media and public relations Promoting accessibility for all by participating on popular social media channels <p><i>Online and social media tools used reflect community usage and include:</i></p> <ul style="list-style-type: none"> blogs and wikis You Tube Twitter Facebook Pinterest Instagram Flickr <p>E-newsletter</p>
Programs	<p>Programs delivered in schools and community locations to facilitate outreach and 100% of schools in City's designated neighbourhood improvement areas reached through Kindergarten, Grade 4 and High School Outreach.</p> <p>Outreach in community settings to promote e-resources and library services.</p> <p>Digital Innovation Hub Outreach that brings technology and programs outside of the library and into different community spaces around Toronto.</p>	<p>Programs delivered in schools and community locations to facilitate outreach and 100% of schools in City's designated 31 neighbourhood improvement areas (TSNS2020) reached through Kindergarten, Grade 4 and High School Outreach.</p> <p>Outreach in community settings to promote e-resources and library services.</p> <p>Digital Innovation Hub Outreach that brings technology and programs outside of the library and into different community spaces around Toronto.</p> <p>Pop-up programs in community settings across the City.</p>

Activity	Approved	
	2015	2016
Bookmobile and Home Library Service	Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of home bound users. 15,150 home visits to deliver materials	Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of home bound users. 15,377 home visits to deliver materials
Volunteer Services	Volunteer recruitment and management in accordance with the Volunteer Management Practice Policy. Volunteers support 6 programs focusing on literacy and technology including programs for children in the middle years. 3,241 volunteers 115 active volunteers per 100,000 population 75,327 volunteer hours Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs. Youth Advisory Groups active in 50 locations Two Teen Advisors support engagement with Toronto’s teen communities for Board initiatives targeted towards Toronto’s youth	Volunteer recruitment and management in accordance with the Volunteer Management Practice Policy. Volunteers support 6 programs focusing on literacy and technology including programs for children in the middle years. 3,403 volunteers 121 active volunteers per 100,000 population 76,833 volunteer hours Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs. Youth Advisory Groups active in 50 locations Two Teen Advisors support engagement with Toronto’s teen communities for Board initiatives targeted towards Toronto’s youth
Customer Engagement	Residents and communities consulted as per TPL’s Public Consultation Policy on service development including capital projects, major renovations and the ongoing evaluation of library services and programs. Feedback and customer service is available in a range of accessible formats in compliance with the AODA’s requirements Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested Telephone calls returned within one business day. Voicemails cleared daily or appropriate absence messaged. Callers not transferred to voicemail. Emails acknowledged within two business days.	Residents and communities consulted as per TPL’s Public Consultation Policy on service development including capital projects, major renovations and the ongoing evaluation of library services and programs. Feedback and customer service is available in a range of accessible formats in compliance with the AODA’s requirements Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested Telephone calls returned within one business day. Voicemails cleared daily or appropriate absence messaged. Callers not transferred to voicemail. Emails acknowledged within two business days.

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Toronto Public Library.

Changes from 2015 service levels have been highlighted:

- Update to numbers related to current volume levels and demand.
- Changes to the activities for *Partnerships, Programs and Technology* have been made to update the services that will be offered in 2016.

Table 6
2016 Preliminary Service Budget by Activity

	2015		2016 Operating Budget						2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/Enhanced	2016 Budget			2017 Plan		2018 Plan	
	(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	
GROSS EXP.														
Partnerships, Outreach & Customer Engagement	6,881.2	7,027.3	(17.1)	7,010.2	129.0	1.9%		7,010.2	129.0	1.9%	58.8	0.8%	80.7	1.1%
Total Gross Exp.	6,881.2	7,027.3	(17.1)	7,010.2	129.0	1.9%		7,010.2	129.0	1.9%	58.8	0.8%	80.7	1.1%
REVENUE														
Partnerships, Outreach & Customer Engagement	239.2	262.5	5.6	268.1	28.9	12.1%		268.1	28.9	12.1%	(19.0)	(7.1%)	(2.2)	(0.9%)
Total Revenues	239.2	262.5	5.6	268.1	28.9	12.1%		268.1	28.9	12.1%	(19.0)	(7.1%)	(2.2)	(0.9%)
NET EXP.														
Partnerships, Outreach & Customer Engagement	6,642.0	6,764.8	(22.7)	6,742.1	100.1	1.5%		6,742.1	100.1	1.5%	77.7	1.2%	82.9	1.2%
Total Net Exp.	6,642.0	6,764.8	(22.7)	6,742.1	100.1	1.5%		6,742.1	100.1	1.5%	77.7	1.2%	82.9	1.2%
Approved Positions	69.5	69.8	(0.3)	69.5	(0.0)	(0.0%)		69.5						

The **Partnerships, Outreach and Customer Engagement** service helps to extend access and increase awareness and use of library services to residents and communities through partnerships and outreach as well as engaging and consulting with residents, stakeholders and communities to support service development and delivery. The service also develops a suite of library programs to support literacy, life-long learning and access to culture with emphasis on literacy for children and youth.

The *Partnership, Outreach and Customer Engagement* service's 2016 Operating Budget of \$7.010 million gross and \$6.742 million net is \$0.100 million or 1.5% over the 2015 Approved Net Budget.

- Base budget pressures are primarily due to salary and benefits adjustments of \$0.067 million and have been partially offset by service efficiencies and revenue adjustments common amongst all three services.
- The 2017 and 2018 Plan increases are attributable to cost increases for progression pay, step and fringe benefits and do not include COLA.



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 2016 Budget

Toronto Public Library Board's 2016 Operating Budget Request

- For 2016, the Budget target for City Programs and Agencies was set at 1% decrease from the 2015 Net Operating Budget.
 - The Toronto Public Library's 2016 Operating Budget submission was 1.8% over the 2015 Net Operating Budget. TPL also submitted a reduction option to get to -1% which entailed deep cuts to services.
- At its meeting on September 21, 2015, TPL staff presented their 2016 Operating Budget Submission with the recommendations that the Toronto Public Library Board:
 1. approves the 2016 operating budget submission of \$175.330 million net (\$192.504 million gross), which represents a \$3.127 million or 1.8% net increase over the 2015 budget;
 2. considers service reductions to Monday to Saturday open hours and collections, to achieve additional budget savings of \$4.849 million or a 2.8% decreases in order to meet the minus 1% target; and
 3. approves budget enhancements totalling \$0.958 million comprised of two Youth Hubs, Sunday service open hours enhancement, Internet Wi-Fi hotspot lending and digital innovation hub which are also to be considered for inclusion in the City's Poverty Reduction Strategy.
- The TPL Library Board adopted recommendation 1 and 3 and after discussion regarding the impact of the service reductions at the Library, unanimously defeated recommendation 2.
- The Toronto Public Library Board's 2016 Recommended Operating Budget is \$193.462 million gross and \$176.287 million net or 2.4% net increase over the 2015 Budget, is higher by \$1.376 million net than the 2016 Preliminary Operating Budget of \$192.504 million gross and \$174.912 million net or 1.6% net increase over the 2015 Operating Budget. The reduction option submitted by TPL staff is not included as it would adversely impact the service delivery and no new and enhanced requests are being included.
- The table below compares the Toronto Library Board's 2016 Operating Budget Request with the 2016 Preliminary Operating Budget and the differences include:

The City's 2016 Preliminary Operating Budget includes:

- a) Additional one-time fuel savings in 2015 of \$0.010 million were distributed to Toronto Public Library, after the budget submission was presented to the Board.
- b) The leap year in 2016 will require a one-time cost of an extra working day of \$0.418 million which will be funded from the Tax Stabilization Reserve Fund.
- c) No new and enhanced requests have been included which results in \$0.958 million of funding not being added to the 2016 Operating Base Budget.

	TPL Board Recommended			2016 Preliminary Operating Budget			Net Changes	Comment
	Approved Positions	Gross Expenditures	Net	Approved Positions	Gross Expenditures	Net		
(In \$000s)		\$	\$		\$	\$	\$	
2015 Approved Budget	1,739.9	188,646.0	172,129.9	1,739.9	188,646.0	172,129.9		
In-Year Adjustments		73.1	73.1		62.3	62.3	(10.8)	Additional One-time Savings for Fuel after Budget Submission
2015 Adjusted Budget	1,739.9	188,719.1	172,203.0	1,739.9	188,708.3	172,192.2	(10.8)	
2016 Pressures								
Prior Year Impacts		(83.4)			(72.6)	10.8	10.8	Reversal of Fuel Savings
Salary and Benefits Increase (excludes COLA)		1,562.8	1,562.8		1,562.8	1,144.5	(418.3)	Funding from Tax Stabilization Reserve for 1 extra work day in 2016
Operating impact of Capital Projects		175.3	175.3		175.3	175.3		
Economic adjustments		925.3	925.3		925.3	925.3		
Increase in Contracted Services, supplies, building and fleet maintenance		1,012.1	1,012.1		1,012.1	1,012.1		
End of E-fund Subsidy		220.0	220.0		220.0	220.0		
Permanent Staff to support VBS	5.0	473.2		5.0	473.2			
Reduction in Fines Revenue			310.0			310.0		
Unachieved Revenue			61.0			61.0		
Discontinued Federal CAP grant			20.0			20.0		
2016 Base Budget before reductions	1,744.9	193,004.4	176,489.5	1,744.9	193,004.4	176,071.2	(418.3)	Reserve Funding for 1 extra day
Revenues, Efficiencies and Other Reductions								
Additional Development Charges draw for Collections			(200.0)			(200.0)		
Change in Management Fee from Capital			(154.7)			(154.7)		
Waste Management Contract		(134.0)	(134.0)		(134.0)	(134.0)		
New Email Licences		(35.0)	(35.0)		(35.0)	(35.0)		
RFID Tags and Processing Supplies		(50.0)	(50.0)		(50.0)	(50.0)		
Automation Savings at Ellesmere and Branches	(6.9)	(250.0)	(250.0)	(6.9)	(250.0)	(250.0)		
Savings from Printing		(31.0)	(31.0)		(31.0)	(31.0)		
Increase Revenue from Room and Auditorium Rentals			(145.0)			(145.0)		
Change in Booking Policy for Auditorium and Room Rentals			(28.0)			(28.0)		
Increase revenue from Tenant Leases			(132.0)			(132.0)		
2016 Total Reductions	(6.9)	(500.0)	(1,159.7)	(6.9)	(500.0)	(1,159.7)		
2016 Recommended Base Budget	1,738.0	192,504.4	175,329.8	1,738.0	192,504.4	174,911.5	(418.3)	
\$ Change from 2015	(1.9)	3,785.3	3,126.8	(1.9)	3,796.1	2,719.3		
% Change from 2015	(0.1%)	2.0%	1.8%	(0.1%)	2.0%	1.6%		
New and Enhanced Requests								
Sunday Open Hours Enhancement - Full Year 8 Branches		263.2	263.2					Not included
Sunday Open Hours Enhancement - 6 New Locations		294.3	294.3					Not included
Poverty Reduction - Youth Hubs Expansion (Phase 2)	2.0	200.0	200.0					Not included
Internet Wi-Fi hotspot lending		100.0	100.0					Not included
Digital Innovation Hub		100.0	100.0					Not included
2016 New and Enhance Requests	2.0	957.5	957.5					
2016 Preliminary Operating Budget	1,740.0	193,461.9	176,287.3	1,738.0	192,504.4	174,911.5	(1,375.8)	
\$ Change from 2015	0.1	4,742.8	4,084.3	(1.9)	3,796.1	2,719.3		
% Change from 2015	0.0%	2.5%	2.4%	(0.1%)	2.0%	1.6%		

E-Collections

- Toronto Public Library provides e-books and other e-content (e-magazine, music and video, etc.) from willing publishers. The demand for E-collections continues to grow as 3.5 million e-titles were borrowed in 2014, which represents an increase of 65% over 2013 and 11% of total circulation.

- The increased use of e-collections has created operating budget pressures for all libraries across Canada. Specifically for TPL the 2014/2015 experience indicates that:
 - The cost to purchase e-books is higher than traditional books and due to a lack of regulations in the industry, publishers can set their own prices as well as terms, conditions and circulation limits (for example, consumers pay \$15.99 for *The Stone Mattress* and TPL pays \$85.00);
 - E-content cannot be purchased; only licensing is offered which requires TPL to re-purchase content when the term expires or when the number of uses expire (for example TPL purchased e-books totalling \$70,000 from one publisher in 2013 and then one year later had to re-purchase them because of expired licences);
 - E-content is primarily sourced in the United States, so the value of the Canadian dollar affects TPL's buying power; and
 - Fine revenues have decreased as e-collections are automatically returned without incurring fines. This has been taken into consideration and the 2016 Operating Budget has been adjusted accordingly.
- In addition to operating pressures, e-books also create a service level pressure. This is due to publishers' costly pricing models which mean that TPL cannot buy sufficient titles or copies of e-content to meet growing demand and provide the same level of access as print books (which are stable).
- In response, advocacy efforts for improved public library access to e-collections on reasonable terms are underway in Canada and internationally. TPL has and continues to lead advocacy efforts as well as work in collaboration with the Canadian Library Association, the Canadian Urban Libraries Council, the Ontario Library Association and others for more reasonable pricing models that are sustainable for public libraries. Specifically, TPL has:
 - Worked with the Ottawa Public Library to lead an Ontario campaign that included communication with policy decision-makers, political representatives at the provincial and federal levels and public engagement components;
 - Launched the coalition *Canadian Public Libraries for Fair EBook Pricing* to raise public awareness of high e-book prices charged by multi-national publisher (www.fairpricingforlibraries.org); and
 - Worked with U.S. counterparts to support advocacy work underway with the U.S. based Big Five publishers (Penguin Random House, HarperCollins, Macmillan, Hachette and Simon & Schuster) which has resulted in the City Librarian being appointed to the Urban Libraries Council *Access to Digital content Working Group*.
- To help alleviate budget pressures and service demand, TPL is advocating for a hybrid pricing model with lower prices and no restrictions for a certain number of copies. For example, if a 100 copies of an e-book are purchased, TPL would pay a premium price for 10 with ongoing and perpetual access, while the remaining 90 copies would be purchased at a lower rate and expire in a year. Currently, TPL is required to buy all 100 copies at a premium rate which then all expire in a year.

- Toronto Public Library will continue to advocate for e-content regulation and report back for the 2017 Budget process on any progress made, particularly to changes in cost, terms and conditions for e-books.

Loss of Fine Revenue

- In 2016, fine revenue is anticipated to decline by an additional \$0.310 million or 11%. Fine revenue was first reduced in 2015 by \$0.775 million to reflect TPL's actual experience (and similarly other libraries experiences). The total fine budget of \$3.723 million in 2014 has been reduced by \$1.198 million or 32% and is budgeted at \$2.525 million for 2016. This loss in fine revenue is mostly due to the increased use of e-collections, which do not generate fines, combined with improvements to customer account self-management, email due date notifications and higher fines.
- In order to compensate for the fine revenue loss, TPL annually reviews user fees and looks for opportunities to generate revenue from alternate sources as legislation does not allow charging for library services.
- New revenue included in the 2016 Preliminary Operating Budget includes increasing evening room rentals at more branches, offering premier rental space, lowering the rate for commercial community bookings to reflect market rates and generate more business, and leasing out spaces in the Northern District and Deer Park branches.

Library Materials – Contribution from Development Charge (DC) Reserve Fund

- Library materials are eligible for Development Charge (DC) funding under the City's 2014 Development Charge By-Law and in prior years Council approved funding a portion of the library materials budget from the DC Reserve Fund in order to allow the library materials budget to increase to accommodate growth.
- The funding sources for library materials since 2004 are summarized in the following table:

Year	Changes			Annual Library Materials Budget	Comment
	Funding Sources		Expenditures		
	Development Charges	City (Property taxes)			
2004	\$2.051	\$13.668	\$15.719	\$ 15.719	2004 Approved Library Materials Budget
2005		0.065 0.629	0.065 0.629	\$ 16.413	- Library Materials impacts from Capital Projects - Inflationary Increase (4%)
2006		0.008 0.517	0.008 0.517	\$ 16.938	- Library Materials impacts from Capital Projects - Inflationary Increase (3%)
2007	0.350	(0.019)	0.331	\$ 17.269	- Inflationary Increase (2%)
2008	(0.350)	0.132 0.350	0.132	\$ 17.401	- Library Materials impacts from Capital Projects - Reversal of one-time additional DC draw of \$0.350M in 07
2009	(0.551)	0.551		\$ 17.401	- Recommended reduction in reserve draw for Lib. Material
2010		0.076 (0.065) 0.103 0.500	0.076 (0.065) 0.103	\$ 17.515	- Library Materials impacts from Capital Projects - Reductions to meet City target - Adjust HST impact (offset by reductions in other TPL exps) - Recommended reduction in reserve draw for Lib. Material
2011		0.313 (0.313) (0.400)	0.313 (0.313) (0.400)	\$ 17.115	- Inflationary Increase (1.8%) - Forego 2011 economic factor increase - Reduce purchases in Library Materials in 2011
2012	0.750	0.295 0.056 (0.750)	0.295 0.056	\$ 17.466	- Inflationary Increase (1.5%) - Library Materials impacts from Capital Projects - Recommended reduction in reserve draw for Lib. Material
2013	0.250	0.200 (0.300) (0.250)	0.200 (0.300)	\$ 17.366	- Inflationary Increase (1.1%) - SOLS consortium Lib. Mat. Purchase savings - Increase in reserve draw for Lib. Material
2014	0.725	0.434 0.187 (0.725)	0.434 0.187	\$ 17.987	- Inflationary Increase (2.5%) - Library Materials impacts from Capital Projects - Approved increase in reserve draw for Lib. Material
2015	0.445 0.306	0.445 0.154 (0.445) (0.306)	0.445 0.154	\$ 18.586	- Inflationary Increase (2.5%) - Library Materials impacts from Capital Projects - Approved increase in reserve draw for inflation Lib. Material - Approved increase in reserve draw for Lib. Material
2016	0.200	0.465 0.220 (0.200)	0.465 0.220	\$ 19.271	- Inflationary Increase (2.5%) - Loss of Provincial Funding support - Increase in reserve draw for Lib. Material
	\$3.676	\$15.595	\$19.271		2016 Library Materials Budget

- The 2016 Preliminary Operating Budget will include \$19.271 million to fund new collections, and will recover \$3.676 million from development charges to fund collections associated with the service needs associated with population growth.
 - The DC funding included in the budget covers the growth related cost of library materials within the parameters of the existing Development Charges By-law and represents approximately 19% of the materials budget's expenditures.
- Financial Planning performed a detailed review of the proposed development charge (DC) withdrawals and sufficiency of the Reserve Funds to determine the optimum level of DC funding that is sustainable as TPL's capital program is also funded by Development Charges. The DC budget contributions included in the 2016 Preliminary Operating and 2016-2025 Capital Plan for Toronto Public Library represent an amount that can be withdrawn without posing a risk to the adequacy of the Reserve Fund.

- For the past several years, TPL has been incrementally increasing its budgeted DC contributions to offset increasing cost pressures in its growth related Library collection costs. In 2016, the contribution represents the maximum amount allowable under the current By-Law.
- It is requested that TPL work with Corporate Finance staff to ensure that the new DC By-Law in 2017 includes provisions for the rapidly increasing library materials budget and takes into account the higher cost of e-collections.

Issues Referred to the 2016 Operating Budget Process

New/Enhanced Priorities:

New / Enhanced Service Description (\$000s)	2016 Impact				Net Incremental Impact			
	Gross	Revenue	Net	Positions	2017 Plan		2018 Plan	
					Net	Positions	Net	Positions
Not Included								
Referred to the Budget Process								
Enhanced Sunday Service Hours	557.5		557.5					
Wireless Hot Spot Lending	100.0		100.0					
Digital Innovation Hub	100.0		100.0	1.0	37.5			
Youth Hubs	200.0		200.0	2.0				
Total New/Enhanced Services (Not Included)	957.5		957.5	3.0	37.5			

- At its meeting of November 3rd, 2015, Council adopted EX 9.5 “TO Prosperity: Toronto Poverty Reduction Strategy” <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX9.5> which included the recommendation to forward TO Prosperity 2016 Annual Work Plan and the financial impacts to the City Manager for consideration as part of the 2016 Budget Process.
- The above new and enhanced initiatives in the table were included in the TPL's 2016 Operating Budget for consideration to help support the Poverty Reduction themes of increasing service access and availability as well as increasing access to high quality programs for children and youth and are described below:
 - **Enhanced Sunday Service Hours** – Additional funding of \$0.263 million would allow for year round Sunday service at 8 branches that currently offer service from Sept to June and \$0.294 million to add service for 37 Sundays at 6 new locations to increase geographic equity. Ten of the branches with new or extended open hours provide service in TSNS 2020 neighbourhoods or transitioning neighbourhood improvement areas. Sunday service increases access to library services for people experiencing poverty including space, technology and information.
 - **Wireless Hot Spot Lending** – Funding would enable the TPL to loan wireless hot spots to residents in TSNS 2020 neighbourhoods, targeted at low income customers, in order to help expand digital access and literacy so that residents can effectively access programs and services online. Similar programs have been successful in large U.S. libraries and in parts of Ontario.
 - **Digital Innovation Hub** - A digital innovation hub would be created at the S.P.O.T. (Success, Power, Opportunity, Teamwork) youth space in Malvern branch and provide a new learning, collaboration and creation opportunity at the branch to foster, support and inspire youth development and knowledge about new and emerging digital technology. Youth will be provided with the information, tools and support to participate in, contribute to, learn and succeed in today’s digital environment.

- **Youth Hubs** – Additional funding, and 2 new positions were requested to open two new youth hubs at Fairview and Maria A. Shchuka branches in 2016. Through the 2015 Poverty Reduction Initiatives, two youth hubs were opened at Cederbrae and York Woods branches and are seeing daily attendance of 40 to 50 youth. Youth hubs in these Neighbourhood Improvement Areas provide much needed community space where there are large numbers of youth attending library branches. The Hubs focus on providing homework assistance, and programs to help develop social and leadership skills, in a safe and welcoming environment, where youth can engage in fun and meaningful activities under the supervision of adults.
- The above listed initiatives are not included in the 2016 Preliminary Budget for Toronto Public Library, however they are included for Council's consideration as part of the list of New/Enhanced requests referred to the Budget process to be distributed for Budget Committee's consideration in the 2016 Budget process.



Appendices:

Appendix 1

2015 Service Performance

2015 Key Service Accomplishments

In 2015, Toronto Public Library accomplished the following:

- ✓ Open hours were increased by 1.1% in 2015 with the total usage projected to be 104.1 million which is a 3.7% increase;
- ✓ Opened Youth Hubs at York Woods and Cedarbrae Branches and over 3,500 children, youth and families in TSNS NIA neighbourhoods benefitted from the Fines Forgiveness program and had library privileges restored as part of the 2015 Poverty Reduction Strategy;
- ✓ Provided programs related to the Pan Am and Parapan Am Games including a Spectator Jam, Poetry Slam and the showcasing of work of local artists in library branches;
- ✓ Advanced Toronto Public Library's Middle Childhood Framework to provide responsive and effective service in alignment with the City's strategy;
- ✓ Developed a new Strategic Plan 2016-2019 to guide service delivery;
- ✓ Implemented a Work Plan to support City initiatives, including the Toronto Seniors Strategy, Middle Childhood Strategy Framework, Poverty Reduction strategy, Toronto Youth Equity Strategy, Toronto Newcomer Strategy and Toronto Strong Neighbourhood Strategy;
- ✓ Opened the Library's 100th location, Scarborough Civic Centre in May 2015, to support the population growth in this local community together with a KidsStop, an interactive early literacy centre and a Digital Innovation Hub with digital design workstations, 3D printing and the latest technology, tools for self-publishing including HD digital cameras and audio and video production tools and staff support;
- ✓ Increase in service and activity levels including 262,525 open hours per year at 100 library branches, 18.3 million visits, 31.4 million virtual visits and 32.8 million in total circulation, increasing access to e-collections including books, audio books and magazines with a 27.0% increase in usage.
- ✓ Launched the 100 Reasons Campaign and public engagement campaign to broaden awareness and usage of library services to current, lapsed and non-users of the Library; and
- ✓ Finalized public consultation and design for the Wychwood and St. Clair/Silverthorn Branches and engaging in public consultation and beginning the design for the Bayview Branch.

Appendix 2

2016 Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2013	2014	2015	2015	2016	2016 Change from		Plan	
	Actual	Actual	Budget	Projected	Budget	2015 Approved		2017	2018
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	135,223.6	137,948.9	141,221.8	140,832.6	143,007.8	1,786.0	1.3%	143,042.9	143,505.4
Materials and Supplies	19,962.5	20,215.3	20,817.3	20,920.2	21,503.1	685.8	3.3%	21,991.1	22,511.1
Equipment	1,271.6	372.6	631.3	687.3	631.3			631.3	631.3
Services & Rents	24,309.4	24,095.8	23,773.7	25,234.1	25,087.2	1,313.5	5.5%	26,603.3	28,214.3
Contributions to Capital	1,888.0	1,848.0	1,378.0	1,378.0	1,378.0			1,378.0	1,378.0
Contributions to Reserve/Res Funds	790.5	790.5	893.0	893.0	893.0			893.0	893.0
Other Expenditures	34.1	72.8	4.0	10.2	4.0			4.0	4.0
Total Gross Expenditures	183,479.7	185,343.9	188,719.1	189,955.4	192,504.4	3,785.3	2.0%	194,543.6	197,137.1
Provincial Subsidies	5,757.3	5,765.7	5,678.4	5,689.1	5,695.4	17.0	0.3%	5,695.4	5,695.4
Federal Subsidies	255.6	138.6	20.0	90.1		(20.0)	(100.0%)		
Other Subsidies							-		
User Fees & Donations	6,575.7	6,176.7	4,484.9	6,375.9	4,894.7	409.8	9.1%	4,774.7	4,654.7
Transfers from Capital Fund	173.0	348.2	312.0	312.0	939.9	627.9	201.3%	939.9	939.9
Contribution from Reserve/Reserve Funds	3,241.1	2,825.0	3,559.4	3,559.4	4,094.3	534.9	15.0%	3,676.0	3,676.0
Sundry Revenues	2,504.1	2,478.4	2,461.4	1,736.7	1,968.6	(492.8)	(20.0%)	1,968.6	1,968.6
Total Revenues	18,506.8	17,732.6	16,516.1	17,763.2	17,592.9	1,076.8	6.5%	17,054.6	16,934.6
Total Net Expenditures	164,972.9	167,611.3	172,203.0	172,192.2	174,911.5	2,708.5	1.6%	177,489.0	180,202.5
Approved Positions	1,713.4	1,737.9	1,739.9	1,684.4	1,738.0	(1.9)	(0.1%)		

For additional information regarding the 2015 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2015" approved by City Council at its meeting on December 9, 2015.

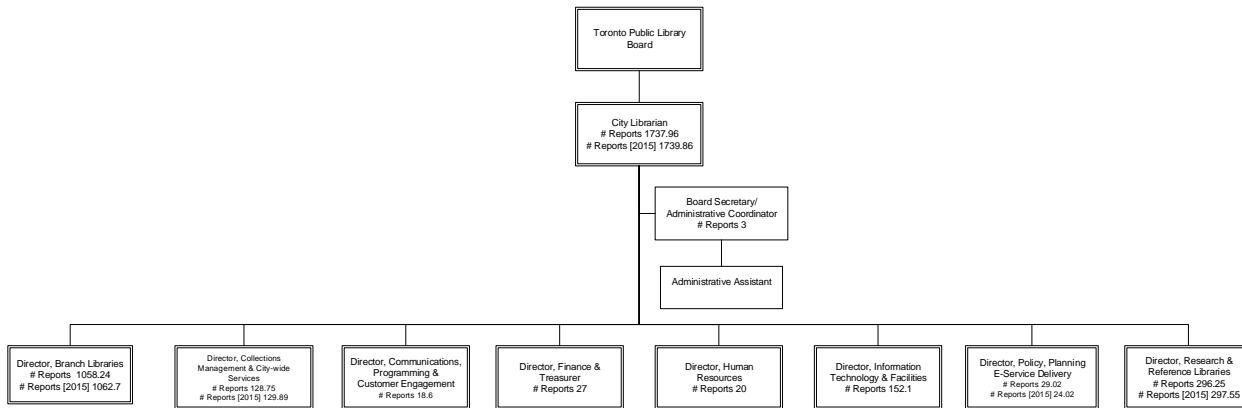
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX10.27>

Impact of 2015 Operating Variance on the 2016 Budget

The Toronto Public Library has been keeping positions vacant above gapping in order to achieve their 2015 Approved Net budget due to higher benefit costs and lower fine revenue. The 2016 Operating Budget has been adjusted to reflect actual experience in 2015 by reducing fine revenues of \$0.310 million and increasing the benefits budget of \$0.700 million.

Appendix 3

2016 Organization Chart



2016 Complement

Senior Management	Management	Exempt Professional & Clerical	Union	Total
1	79	30	1629796	1737.86

Appendix 4

Summary of 2016 Service Changes

2016 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Agencies - Cluster Program - Toronto Public Library	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
2016 Preliminary Base Budget Before Service Changes:			193,004.4	17,287.9	175,716.5	1,744.86	2,577.8	2,713.4

8246	Reduction in RFID tags and processing supplies							
51	0	Description:						
Streamlining the use of library materials tags (RFID) and use of processing supplies through out the library system will result in savings of \$0.050 million.								
Service Level Impact:								
N/A								
Service: Library Collections Access & Borrowing								
Preliminary Service Changes			(6.2)	0.0	(6.2)	0.00	0.0	0.0
Service: Library In-Branch & Virtual Services								
Preliminary Service Changes			(42.4)	0.0	(42.4)	0.00	0.0	0.0
Service: Library Partnerships, Outreach & Cust. Engagement								
Preliminary Service Changes			(1.4)	0.0	(1.4)	0.00	0.0	0.0
Total Preliminary Service Changes:			(50.0)	0.0	(50.0)	0.00	0.0	0.0

8247	Savings from new recycling contract							
51	0	Description:						
Due to internal work flow improvements, TPL was able to lower the cost of a new waste management contract for savings of \$0.134 million.								
Service Level Impact:								
N/A								
Service: Library Collections Access & Borrowing								
Preliminary Service Changes			(16.7)	0.0	(16.7)	0.00	0.0	0.0
Service: Library In-Branch & Virtual Services								

2016 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID	Agencies - Cluster		Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category			Priority	Gross Expenditure	Revenue	Net		
	Program - Toronto Public Library							
		Preliminary Service Changes	(113.6)	0.0	(113.6)	0.00	0.0	0.0
		Service: Library Partnerships, Outreach & Cust. Engagement						
		Preliminary Service Changes	(3.8)	0.0	(3.8)	0.00	0.0	0.0
		Total Preliminary Service Changes:	(134.0)	0.0	(134.0)	0.00	0.0	0.0

8248	Additional revenue from premium room rentals							
52	0	Description:						
		Space in high demand locations is being renovated to provide upscale event space and will be rented at premium rates to generate additional revenue of \$0.145 million.						
		Service Level Impact:						
		N/A						
		Service: Library Collections Access & Borrowing						
		Preliminary Service Changes	0.0	26.3	(26.3)	0.00	0.0	0.0
		Service: Library In-Branch & Virtual Services						
		Preliminary Service Changes	0.0	116.0	(116.0)	0.00	0.0	0.0
		Service: Library Partnerships, Outreach & Cust. Engagement						
		Preliminary Service Changes	0.0	2.7	(2.7)	0.00	0.0	0.0
		Total Preliminary Service Changes:	0.0	145.0	(145.0)	0.00	0.0	0.0

8249	Additional lease revenue from Northern District & Deer Park							
52	0	Description:						
		New revenue of \$0.132 million is expected to generated from adding more space to rent to tenants at the Northern District Park and Deer Park locations by relocating staff and/or reconfiguring the space.						

2016 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID	Agencies - Cluster		Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category			Priority	Gross Expenditure	Revenue	Net		
	Program - Toronto Public Library							
Service Level Impact:								
N/A								
Service: Library Collections Access & Borrowing								
		Preliminary Service Changes	0.0	23.9	(23.9)	0.00	0.0	0.0
Service: Library In-Branch & Virtual Services								
		Preliminary Service Changes	0.0	105.6	(105.6)	0.00	0.0	0.0
Service: Library Partnerships, Outreach & Cust. Engagement								
		Preliminary Service Changes	0.0	2.4	(2.4)	0.00	0.0	0.0
Total Preliminary Service Changes:			0.0	132.0	(132.0)	0.00	0.0	0.0

8251	Increased room & theatre rental							
52	0	Description:	Increased revenue of \$0.028 million from room and theatre rentals is expected from changes made to the room booking policy and the increase in the number of rooms available for rent supported by improved marketing.					
Service Level Impact:								
N/A								
Service: Library Collections Access & Borrowing								
		Preliminary Service Changes	0.0	5.1	(5.1)	0.00	0.0	0.0
Service: Library In-Branch & Virtual Services								
		Preliminary Service Changes	0.0	22.4	(22.4)	0.00	0.0	0.0
Service: Library Partnerships, Outreach & Cust. Engagement								
		Preliminary Service Changes	0.0	0.5	(0.5)	0.00	0.0	0.0

**2016 Operating Budget - Preliminary Service Changes
Summary by Service (\$000's)**

Form ID		Agencies - Cluster Program - Toronto Public Library	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Service: Library In-Branch & Virtual Services						
		Preliminary Service Changes	(26.3)	0.0	(26.3)	0.00	0.0	
		Service: Library Partnerships, Outreach & Cust. Engagement						
		Preliminary Service Changes	(0.9)	0.0	(0.9)	0.00	0.0	
		Total Preliminary Service Changes:	(31.0)	0.0	(31.0)	0.00	0.0	

8478		Savings from new email system and licences					
51	0	Description:	Due to negotiations and the installation of a new e-mail system, TPL will have savings of \$0.035 million from the new IT contract.				
		Service Level Impact:	N/A				
		Service: Library Collections Access & Borrowing					
		Preliminary Service Changes	(4.4)	0.0	(4.4)	0.00	0.0
		Service: Library In-Branch & Virtual Services					
		Preliminary Service Changes	(29.7)	0.0	(29.7)	0.00	0.0
		Service: Library Partnerships, Outreach & Cust. Engagement					
		Preliminary Service Changes	(1.0)	0.0	(1.0)	0.00	0.0
		Total Preliminary Service Changes:	(35.0)	0.0	(35.0)	0.00	0.0

Summary:							
		Total Preliminary Service Changes	(500.0)	305.0	(805.0)	(6.90)	0.0

**2016 Operating Budget - Preliminary Service Changes
Summary by Service (\$000's)**

Form ID		Agencies - Cluster	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Toronto Public Library						
Total Preliminary Base Budget:			192,504.4	17,592.9	174,911.5	1,737.96	2,577.8	2,713.4

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Rec'd Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance		24,663.6	24,663.6	24,400.6	23,101.6
Development Charge Reserve Fund Library	XR2115				
<i>Proposed Withdrawals (-)</i>			(3,676.0)	(3,676.0)	(3,676.0)
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		24,663.6	20,987.6	20,724.6	19,425.6
Other Program / Agency Net Withdrawals & Contributions			3,413.0	2,377.0	197.0
Balance at Year-End		24,663.6	24,400.6	23,101.6	19,622.6

* Based on 9-month 2015 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance		202.6	202.6	256.0	522.0
Vehicle Reserve Fund Library	XQ1700				
<i>Proposed Withdrawals (-)</i>			(288.6)	(76.0)	(669.8)
<i>Contributions (+)</i>			342.0	342.0	342.0
Total Reserve / Reserve Fund Draws / Contributions		202.6	256.0	522.0	194.2
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		202.6	256.0	522.0	194.2

* Based on 9-month 2015 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance		25,335.2	25,335.2	25,886.1	26,437.1
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			551.0	551.0	551.0
Total Reserve / Reserve Fund Draws / Contributions		25,335.2	25,886.1	26,437.1	26,988.1
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		25,335.2	25,886.1	26,437.1	26,988.1

* Based on 9-month 2015 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance		25,438.8	25,438.8	25,020.5	25,020.5
Tax Stabilization Reserve	XQ0703				
<i>Proposed Withdrawals (-)</i>			(418.3)		
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		25,438.8	25,020.5	25,020.5	25,020.5
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		25,438.8	25,020.5	25,020.5	25,020.5

* Based on 9-month 2015 Reserve Fund Variance Report