



City Budget  
2013

Toronto Public Library  
Operating Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Operating Budget pays the day-to-day operating costs for the City.

# 2013 Operating Budget

## 2013 OPERATING BUDGET ANALYST NOTES BRIEFING NOTES

BUDGET COMMITTEE, NOVEMBER 29, 2012

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## PART I: RECOMMENDATIONS

**2013 Recommended Operating Budget  
(In \$000s)**

(In \$000s)	2012		2013 Recommended Operating Budget			Change - 2013 Recommended Operating Budget v. 2012 Appvd. Budget		FY Incremental Outlook	
	Approved Budget	Projected Actual	2013 Rec. Base	2013 Rec. New/Enhanced	2013 Rec. Budget	\$	%	2014	2015
	\$	\$	\$	\$	\$	\$	%	\$	\$
<b>GROSS EXP.</b>	179,705.5	176,186.1	180,593.9	0.0	180,593.9	888.4	0.5%	4,593.8	5,093.7
<b>REVENUE</b>	14,927.3	15,588.9	15,434.3	0.0	15,434.3	507.0	3.4%	90.0	83.0
<b>NET EXP.</b>	164,778.2	160,597.2	165,159.6	0.0	165,159.6	381.4	0.2%	4,503.8	5,010.7
<b>Approved Positions</b>	1,717.9	1,717.9	1,713.4	0.0	1,713.4	(4.5)	-0.3%	20.0	

## Recommendations

The City Manager and Acting Chief Financial Officer recommend that:

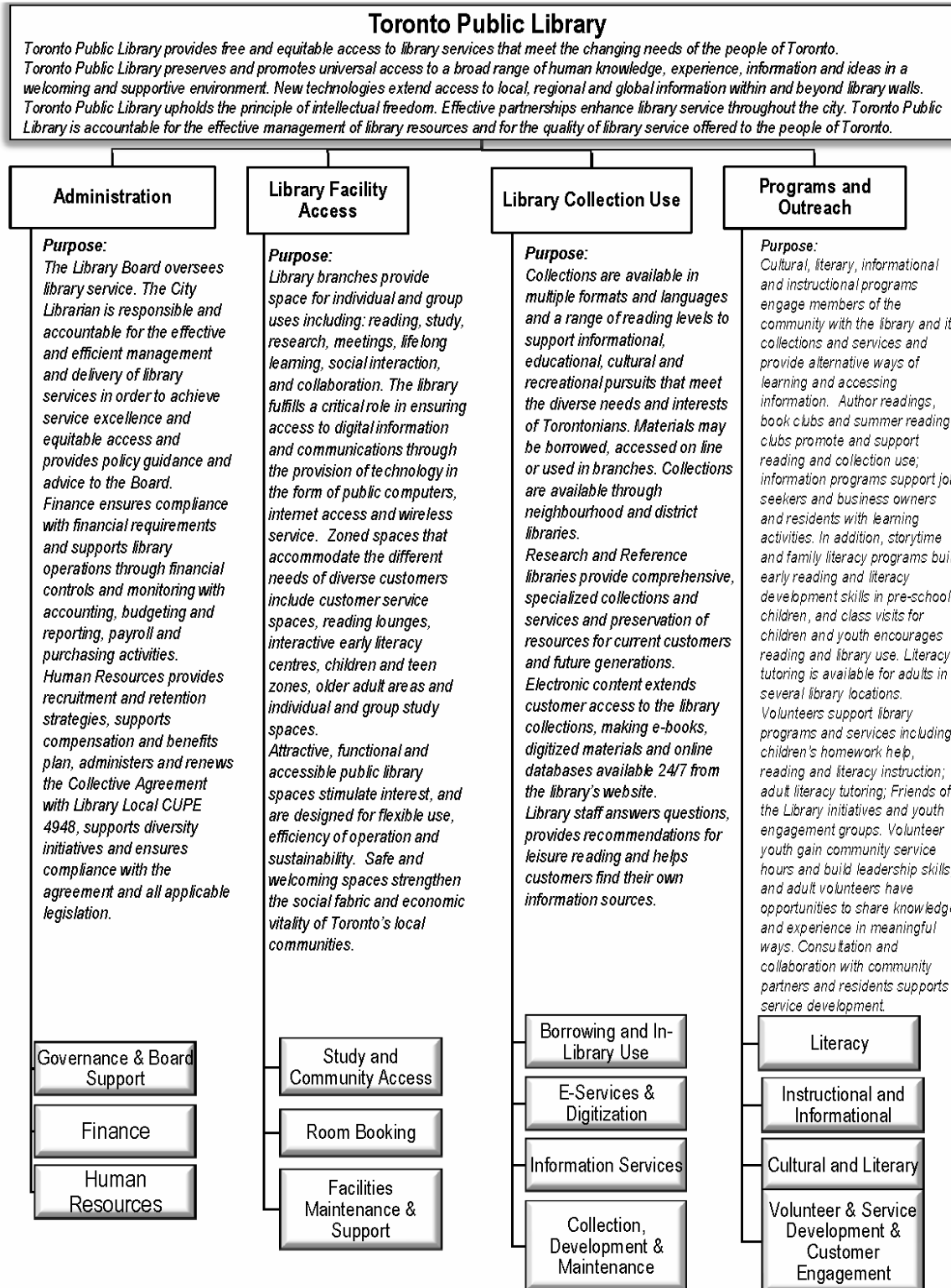
1. City Council approve the 2013 Recommended Operating Budget for Toronto Public Library of \$180.594 million gross and \$165.159 million net, comprised of the following services:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Library Administration	6,235.8	6,096.3
Library Services	174,358.1	159,063.3
Total Program Budget	<u>180,593.9</u>	<u>165,159.6</u>

2. Toronto Public Library's services as outlined on page 3 and associated staff complement of 1,713.4 positions be approved.

PART II: 2013 SERVICE OVERVIEW AND PLAN

Program Map and Service Profiles



**2013 Recommended Service Levels**

The Toronto Public Library's services, activities, and the associated service levels are currently under development. Detailed program map with distinct services, activities, and associated service levels will be available during the 2014 budget process.

**2013 Service Deliverables**

The 2013 Recommended Operating Budget of \$180.594 million gross and \$165.159 million net will provide funding to:

- Maintain on average 259,113 open hours per year at 98 branches to support 19.8 million in person visits, 6.4 million work station uses and 2.5 million wireless sessions with expanded access to technology in library branches;
- Maintain access to over 11 million items in a variety of formats, and languages, with an annual circulation of over 33 million items;
- Respond to over 2.3 million reference requests in a variety of subject areas;
- Develop and deliver library programs to support annual program attendance of over 900,000 ; and,
- Provide access to library services 24/7 via the library's website with over 27 million virtual visits.

## PART III: RECOMMENDED BASE BUDGET

**2013 Recommended Base Budget  
(In \$000s)**

(In \$000s)	2012 Approved Budget	2013 Rec'd Base	Change 2013 Recommended Base vs. 2012 Appvd. Budget		FY Incremental Outlook	
			\$	%	2014	2015
	\$	\$	\$	%	\$	\$
<b>GROSS EXP.</b>	179,705.5	180,593.9	888.4	0.5%	4,593.8	5,093.7
<b>REVENUE</b>	14,927.3	15,434.3	507.0	3.4%	90.0	83.0
<b>NET EXP.</b>	164,778.2	165,159.6	381.4	0.2%	4,503.8	5,010.7
<b>Approved Positions</b>	1,717.9	1,713.4	(4.5)	-0.3%	20.0	

### 2013 Recommended Base Budget

The 2013 Recommended Base Budget of \$180.594 million gross and \$165.159 million net is \$0.381 million or 0.2% over the 2012 Approved Budget of \$164.778 million net.

- The 2013 Recommended Base Budget, prior to recommended service change savings of \$2.599 million, includes a net pressure of \$2.980 million or 1.8% above the 2012 Approved Budget.
- The net increase of \$2.980 million in the 2013 Recommended Base Budget is reduced by recommended service change savings and revenue adjustments of \$2.599 million reflecting a decrease of 1.6% below the 2012 Approved Budget.
- The result of the changes noted above is a 2013 Recommended Base Budget for the TPL that is \$0.381 million net or 0.2% over the budget target of a 0% increase from the 2012 Approved Budget.
- The recommended budget reductions of \$2.599 million include base budget savings of \$0.752 million net, savings from efficiencies of \$1.371 million net and revenue increases of \$0.476 million.
- Approval of the 2013 Recommended Base Budget will result in the reduction of 4.5 permanent positions to the Program's approved staff complement resulting in a change from 1,717.9 approved positions to 1,713.4 positions as highlighted in the table below:

**2013 Recommended Staff Complement  
Base Budget Summary**

Changes	Staff Complement
<b>2012 Approved Complement</b>	1,717.9
- 2012 In-year Adjustments	
<b>2012 Approved Staff Complement</b>	<b>1,717.9</b>
<b>2013 Recommended Staff Complement Changes</b>	
- 2013 Temporary Complement - Capital Project Delivery	
- 2013 Operating Impacts of Completed Capital Projects	(4.5)
- 2013 Service Change Adjustments	
<b>Total 2013 Recommended Complement</b>	<b>1,713.4</b>

- The reduction in staff complement of 4.5 positions is a result of savings from technology initiatives arising from the installation of an automated material sorter at the Fairview Library Branch.

**2013 Recommended Service Change Summary**  
(In \$000s)

Description	2013 Recommended Service Changes				Net Incremental Impact			
	Position Changes	Gross Expense	Net Expense	% Change over 2012 Budget	2014		2015	
					Net Expenditure	Position Change	Net Expenditure	Position Change
<b>Base Changes:</b>								
<b>Base Expenditure Changes</b>								
Annualized Savings- Implementation of Technology Efficiencies (Sorters and Self Check-out)		(402.5)	(402.5)	(0.2%)				
Economic adjustment for Library Collection		(299.1)	(299.1)	(0.2%)				
<b>Base Expenditure Changes</b>		(701.6)	(701.6)	(0.4%)				
<b>Base Revenue Changes</b>								
Room Rentals rate increase			(50.0)	(0.0%)				
<b>Base Revenue Changes</b>			(50.0)	(0.0%)				
<b>Sub-Total Base Budget Changes</b>		(701.6)	(751.6)	(0.5%)				
<b>Service Efficiencies</b>								
2013 implementation - Technology efficiencies Sorter at Fairview Branch	(4.5)	(160.0)	(160.0)	(0.1%)	(100.0)			
Additional staff cost savings resulting from VSP		(400.0)	(400.0)	(0.2%)				
SOLS consortium purchasing - collections savings		(300.0)	(300.0)	(0.2%)				
Savings in library material processing and supplies		(215.0)	(215.0)	(0.1%)				
Security guard contract		(170.0)	(170.0)	(0.1%)				
Lower Janitorial contract		(86.0)	(86.0)	(0.1%)				
Lower telecommunications cost due to staff reductions		(20.0)	(20.0)	(0.0%)				
Lower mileage/TTC/parking due to staff reductions		(10.0)	(10.0)	(0.0%)				
Cataloguing support - International consortium membership		(10.0)	(10.0)	(0.0%)				
<b>Sub-Total Service Efficiencies</b>	(4.5)	(1,371.0)	(1,371.0)	(0.8%)	(100.0)			
<b>Revenue Adjustments:</b>								
Toronto Reference Library café Lease			(20.0)	(0.0%)	(8.0)			
Parliament St. Branch Leases			(65.0)	(0.0%)				
On-line books sales and advertising revenue			(100.0)	(0.1%)				
Provincial Basic Skills Grant			(41.0)	(0.0%)				
Increase Development Charges Funding			(250.0)					
<b>Sub-Total Revenue Adjustments</b>			(476.0)	(0.3%)	(8.0)			
<b>Service Changes</b>								
<b>Sub-Total Service Changes</b>								
<b>Total Service Changes</b>	(4.5)	(2,072.6)	(2,598.6)	(1.6%)	(108.0)			

### 2013 Recommended Service Changes

The 2013 recommended service changes consist of base expenditure and revenue changes of \$0.752 million, service efficiency savings of \$1.371 million and revenue adjustments of \$0.476 million, totaling a \$2.599 million net or 1.6% decrease from the 2012 Approved Budget. When



combined with incremental base budget pressures of \$2.980 million or 1.8%, the 2013 Recommended Base Budget for the TPL is \$0.381 million or 0.2% over the 2012 Approved Budget of \$164.778 million net.

**Base Expenditure Changes: (\$0.702 million gross and net)**

*Annualized Savings - Installation of Sorters and Self Service Checkout at Various Locations*

- The implementation of automated sorters and self-service Radio Frequency Identification (RFID) technology for check-out at various locations was approved during the 2012 Budget process and partially implemented in 2012. The estimated savings from the installation of sorters at 7 additional locations in 2013 will result in savings of \$0.343 million and the installation of the RFID self-service check-out will result in \$0.060 million in savings.

*Economic Factor increase for Library Materials*

- Toronto Public Library currently purchases approximately 860,000 library items annually with its annual budget of \$17.466 million. TPL will absorb the economic factor increase of \$0.299 million in 2013, resulting in a reduction of library item purchases by 13,000 in 2013.

**Base Revenue Changes: (Revenue of \$0.050 million)**

*Annualized Revenue – Increase in Room and Theatre Rental Rates*

- As a result of a comprehensive review of TPL's user fee/ fine structure in 2011, the room and theatre rental rates were increased in 2012. As the increase was implemented part way through 2012, the 2013 Recommended Operating Budget includes the annualized revenue of \$0.050 million.

**Service Efficiencies: (\$1.371 million gross and net)**

*Savings from Technology Efficiencies*

- The installation of an automated sorter at the Fairview branch was approved during the 2012 budget process. The implementation of this technological initiative is scheduled to be completed in 2013 and will result in the elimination of 4.5 positions and the realization of savings of \$0.160 million in 2013 and additional \$0.100 million in 2014.

*Additional Cost Savings*

- As a result of detailed review undertaken by staff during 2012, TPL has identified additional savings of \$1.211 million based on current spending and projections to year-end to reduce the 2013 budget. The additional cost savings are summarized below:
  - Additional savings of \$0.400 million in salaries and benefits were identified as a result of re-structuring in various departments and re-deployment of staff as a result of the implementation of the Voluntary Separation Program (VSP) approved by Council in 2012;
  - TPL has identified savings of \$0.300 million in the purchase of electronic materials through its membership in the Southern Ontario Library Services (SOLS) consortium leveraged by Provincial funding;

- TPL applied the Lean Six Sigma methodologies to improve the procurement and inventory management processes to identify potential savings. A detailed line by line review of Library materials processing and supplies together with lower costs for RFID tags will result in additional savings of \$0.215 million;
- One- time savings of \$0.170 million as a result of the approval of the security guard contract;
- Savings of \$0.086 million resulting from the award of a new janitorial contract;
- Reduced staffing levels from implementation of 2012 VSP, result in additional savings of \$0.020 million in telecommunication costs and \$0.010 million in transportation costs including TTC/mileage/parking; and,
- Savings of \$0.010 million in cataloguing support costs as a result of accessing resources available through the International Cataloguing consortium membership.

### **Revenue Adjustments: (Net Revenue of \$0.476 million)**

#### *User Fee Review: Increases Fees/ Rates Revenue*

- TPL has identified additional 2013 revenues of \$0.476 million as described below:
  - The increase in the Toronto Reference Library's café lease is expected to generate additional revenues of \$0.020 million;
  - Two new leases signed at the Parliament Street branch with not-for-profit organizations will result in additional revenues of \$0.065 million;
  - TPL is currently in the process of entering into affiliate programs with retail book sellers for on-line book sales. A TPL customer will have access to purchasing a book on-line from the Library's website and a fee will be earned by the Library. The objective of a TPL-based affiliate retail program is to build traffic and purchasing on TPL's website providing Torontonians with the opportunity to buy locally and invest directly in TPL. In addition, TPL is expanding its advertising program through advertising in What's On and on the back of the due date slips. While it is difficult to estimate the revenue potential from these activities, the revenue has been increased by \$0.100 million;
  - On-going permanent Provincial Literacy grant funding has been confirmed resulting in an increase in revenue of \$0.041 million.

#### *Contribution from Development Charge Reserve Fund*

- The Development Charge (DC) By-Law provides for the use of DCs to fund library collections purchased to meet the service needs of population growth. TPL currently spends \$17.466 million each year on new collections, and is currently drawing \$1.750 million of development charges to fund collections to meet the service needs of population growth.
  - At its October 22<sup>nd</sup>, 2012 meeting, the Toronto Public Library Board recommended the use of additional revenues from the Development Charge Fund totaling \$0.250 million to fund library materials to meet the service needs of population growth, increasing the annual withdrawal from \$1.750 million to \$2.000 million. The recommended \$2.000 million draw from the Development Charges Reserve Fund is sustainable based on the

10-Year Capital Plan from forecasted proceeds and planned growth related projects included in the 2013-2022 Recommended Capital Plan.

- A detailed review of the use of Development Charges to fund Library Collections for Population Growth was undertaken jointly by the City and Toronto Public Library in August 2012 to establish the basis for an appropriate Development Charge funding level for library materials, as detailed under Part V-Issues for Discussion.

### 2014 and 2015 Outlook (In \$000s)

Description	2014 - Incremental Increase					2015 - Incremental Increase					Total Net % Change from 2013
	Gross Expense	Revenue	Net Expense	% Net Change from 2013	# Positions	Gross Expense	Revenue	Net Expense	% Net Change from 2014	# Positions	
<b>Known Impacts</b>											
Economic Factors - salary and benefits	2,914.5		2,914.5	1.8%		2,980.0		2,980.0	1.8%		3.6%
Reverse one extra working day	(476.9)		(476.9)	(0.3%)							(0.3%)
Operating Impact of capital projects	1,017.0	82.0	935.0	0.6%	20.0	1,101.0	83.0	1,018.0	0.6%		1.2%
Economic Factors - non-salary	637.6		637.6	0.4%		704.5		704.5	0.4%		0.8%
Library collections economic increase	303.6		303.6	0.2%		308.2		308.2	0.2%		0.4%
Other non payroll impact	198.0	8.0	190.0	0.1%							0.1%
<b>Sub-Total Known Impacts</b>	<b>4,593.8</b>	<b>90.0</b>	<b>4,503.8</b>		<b>20.0</b>	<b>5,093.7</b>	<b>83.0</b>	<b>5,010.7</b>			
<b>Anticipated Impacts</b>											
<b>Sub-Total - Anticipated Additional Impacts</b>											
<b>Total Incremental Impacts</b>	<b>4,593.8</b>	<b>90.0</b>	<b>4,503.8</b>		<b>20.0</b>	<b>5,093.7</b>	<b>83.0</b>	<b>5,010.7</b>			

Approval of the 2013 Recommended Base Budget for Toronto Public Library will result in a 2014 incremental cost increase of \$4.504 million and a 2015 incremental cost increase of \$5.011 million to maintain 2013 service levels.

Future year incremental cost increases are primarily attributable to the following:

- For 2014, the incremental expenditures are projected to be \$4.504 million.
  - The 2014 Outlook includes progression pay and step increases of \$0.317 million, cost of living adjustment and fringe benefit increases of \$2.598 million, economic factor adjustment for non-salary expenditures of \$0.941 million, reversal of one-time savings from the security guard contract of \$0.170 million, annualized technology driven costs of \$0.028 million and the operating impact of capital of \$0.935 million (20.0 positions) for the opening of the newly constructed Fort York Library and Scarborough Civic Centre Library partway through 2014;
  - These incremental cost increases are partially offset by increased revenue from Toronto Reference Library café lease of \$0.008 million and one less working day of \$0.477 million.
- For 2015, the incremental cost increases are projected to be \$5.011 million and include progression pay and step increases of \$0.324 million, cost of living and fringe benefit increases of \$2.656 million, economic factor adjustment for non-salary expenditures of \$1.013 million, and the annualized operating impact of capital of \$1.018 million for the opening of the newly constructed Fort York Library and Scarborough Civic Centre Library in 2014.

## Part V: ISSUES FOR DISCUSSION

## 2013 and Future Year Issues

## 2013 Issues

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

Library materials are eligible for Development Charge (DC) funding under the City's 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 during a period of constrained budget increases. The funding sources for library materials since 2004 are summarized in the following table:

Year	Funding Source		Total Library Material Budget	Comment
	Development Charges	City Funded (Property taxes)		
2004	\$2.051	\$13.668	\$15.719	2004 Approved Materials Budget
2005		0.065 0.629	0.065 0.629	- Library Materials impacts from Capital Projects - Inflationary Increase (4%)
2006		0.008 0.517	0.008 0.517	- Library Materials impacts from Capital Projects - Inflationary Increase (3%)
2007	0.350	(0.019)	0.331	- Inflationary Increase (2%)
2008		0.132 0.337 (0.337) 0.350	0.132 0.337 (0.337)	- Library Materials impacts from Capital Projects - Inflationary Increase (2%) - Forego 2008 economic factor increase - Reversal of one-time additional DC draw of \$0.350M in 2007
2009	(0.551)	0.551 0.345 (0.345)	0.345 (0.345)	- Recommended reduction in reserve draw for Lib. Material - Inflationary Increase (2%) - Forego 2009 economic factor increase
2010		0.076 0.348 (0.348) (0.065) 0.103 0.500	0.076 0.348 (0.348) (0.065) 0.103	- Library Materials impacts from Capital Projects - Inflationary Increase - Forego 2010 economic factor increase - 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)	- Inflationary Increase (1.8%) - Forego 2011 economic factor increase - Reduce purchases of Library Materials in 2011
2012		0.295 0.056 (0.750)	0.295 0.056	- Inflationary Increase (1.5%) - Library Materials impacts from Capital Projects - Approved increase in DC funding
2013		0.299 (0.299) (0.250)	0.299 (0.299)	- Inflationary Increase (1.5%) - Forego 2013 economic factor increase - Increase DC funding
	\$2.000	\$15.466	\$17.466	2013 Materials Budget Recommended

- The Development Charge (DC) By-Law provides for the use of DCs to fund library collections purchased to meet the service needs of population growth. TPL currently spends \$17.466 million each year on new collections, and is currently drawing \$1.750 million of development charges to fund collections to meet the service needs of population growth with DC funding representing 10% of materials budget expenditures.
- A detailed review of the use of Development Charges to fund Library Collections for Population Growth was undertaken jointly by the City and Toronto Public Library in August 2012 to establish the basis for an appropriate Development Charge funding level for library materials.
- A DC reserve continuity schedule based on DC revenue projections dependent on current DC By-Law, and a 2013-2022 capital plan which meets debt affordability targets shows that the annual draw on DC reserves can be increased from the current \$1.750 million in 2012 to \$2.000 million in 2013 and is fully sustainable.
- The Development Charge Reserve Fund will be closely monitored during 2013 to ensure sufficient funding is available for Library Materials and the Capital projects approved in the 2013 Capital Budget and 2014-2022 Capital Plan.

#### *Operating Impacts from Approved Capital Projects*

- The Recommended Capital Budget Plan for the years 2013 to 2015 will result in cumulative increase to TPL's Operating Budget of \$1.800 million net and 15.5 positions. The net incremental operating costs are required for salaries and benefits, on-going maintenance and operational costs (utilities, services and rents, materials and supplies), and software licenses resulting from the opening/ re-opening of renovated/ expanded and newly constructed libraries.
- The following table summarizes the operating impacts from capital projects from 2013 to 2015:

Project	2013 Budget		2014 Plan		2015 Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved Projects</b>						
Toronto Reference Library Renovation			13.0		13.0	
Scarborough Civic Centre New Construction			492.0	10.0	492.0	
Mount Dennis Renovation	8.0					
Ft. York/Bathurst New Construction			469.0	10.0	469.0	
Fairview Renovation	(161.0)	(4.5)	(101.0)			
Library Processing Centre 1076 Ellesmere			62.0			
<b>New Projects - 2013</b>						
Bridlewood Relocation					44.0	
<b>Total Recommended (Net)</b>	<b>(153.0)</b>	<b>(4.5)</b>	<b>935.0</b>	<b>20.0</b>	<b>1,018.0</b>	<b>0.0</b>

- In 2013 completed capital projects will provide operating savings of \$0.153 million comprised of operational savings of \$0.161 million (4.5 positions) from the Fairview Library renovation project through the installation of an automated sorting system offset partially by an \$0.008 million operating cost increase for the Mount Dennis renovation project.

- The 2014 operating impact from completed capital projects is expected to be \$0.935 million and 20.0 additional positions will be required to operate the newly constructed 15,000 square feet Scarborough Civic Centre Library (\$0.492 million and 10.0 positions) and newly constructed 15,000 square feet Fort York/ Bathurst Library (\$0.469 million and 10.0 positions). The Toronto Reference Library renovation and the relocation of the Library processing centre to 1076 Ellesmere will result in additional operating costs of \$0.013 million and \$0.062 million, partially offset by the annualized savings of \$0.101 million from the installation of the automated sorter at Fairview Library.
- The 2015 operating impact from completed capital projects is expected to be \$1.018 million; including the Scarborough Civic Centre Library (\$0.492 million), the Fort York Library (\$0.469 million), the Toronto Reference Library renovation (\$0.013 million) and the Bridlewood expansion (\$0.044 million).
- Future year operating cost increases will need to be managed along with other costs and priorities and will be reviewed annually through the Operating Budget process, subject to actual capital project completion.

#### *Toronto Public Library 2013 Operating Budget Request*

- At its meeting on October 16, 2012, the Library Board Budget Committee considered the TPL 2013 Operating Budget Submission of \$164.917 million net (\$180.370 million gross) representing a \$0.430 million or 0.3% net increase over the 2012 budget.
- The Library Board Budget Committee also recommended to the Toronto Public Library Board that the 2013 Operating Budget Request be amended by including an additional \$250,000 to increase library hours at seven District branches (Albert Campbell, Albion, Barbara Frum, Brentwood, Don Mills, Maria A. Shchuka and York Woods) and the Toronto Reference Library totalling 1,794 hours per year as laid out in the October 16, 2012 Budget Committee report “Open Hours and Programming Expansion Options”.
- At its meeting on October 22, 2012, the Toronto Public Library Board approved the recommended 2013 Budget Request including the open hours enhancement at seven District branches and Toronto Reference Library totalling 1,794 hours per year for a cost of \$0.250 million including the addition of 4 full-time equivalent positions.
- The 2013 Recommended Operating Budget for TPL of \$180.594 million gross and \$165.159 million net (after recommended reductions), is lower by \$0.549 million gross and net than the Toronto Public Library Board Recommended Operating Budget of \$165.167 million net.
- The table below compares the Toronto Library Board Recommended 2013 Operating Budget request with the 2013 Recommended Operating Budget.
- The Toronto Library Board has requested the following which are not recommended due to Corporate affordability:
  - The Toronto Public Library Board recommendation for an additional \$0.250 million to increase library hours at seven District branches and Toronto Reference Library; and,
  - Inflationary cost increase of \$0.299 million for Library Materials for 2013.

(In \$000s)	TPL Board Recommended			2013 Recommended Operating Budget			Net Changes	Comment
	Approved Positions	Gross Expenditures	Net	Approved Positions	Gross Expenditures	Net		
		\$	\$		\$	\$		
<b>2012 Approved Budget</b>	<b>1,717.9</b>	<b>179,705.5</b>	<b>164,778.2</b>	<b>1,717.9</b>	<b>179,705.5</b>	<b>164,778.2</b>		
<b>2013 Pressures</b>								
Staffing Costs		2,003.4	2,003.4		2,003.4	2,003.4		<i>Forego Economic Factor increase for Library Materials</i>
<i>Economic adjustments and other</i>		<i>957.6</i>	<i>976.6</i>		<i>658.5</i>	<i>677.5</i>	<i>(299.1)</i>	
		<b>2,961.0</b>	<b>2,980.0</b>		<b>2,661.9</b>	<b>2,680.9</b>	<b>(299.1)</b>	
<b>Revenues, Efficiencies and Other Reductions</b>								
Development Charge Funding for Library Materials			(250.0)			(250.0)		
Other Revenue Increases			(276.0)			(276.0)		
Technology efficiencies	(4.5)	(562.5)	(562.5)	(4.5)	(562.5)	(562.5)		
Additional cost savings		(1,211.0)	(1,211.0)		(1,211.0)	(1,211.0)		
	<b>(4.5)</b>	<b>(1,773.5)</b>	<b>(2,299.5)</b>	<b>(4.5)</b>	<b>(1,773.5)</b>	<b>(2,299.5)</b>		
<b>2013 Base Budget Request</b>	<b>1,713.4</b>	<b>180,893.0</b>	<b>165,458.7</b>	<b>1,713.4</b>	<b>180,593.9</b>	<b>165,159.6</b>	<b>(299.1)</b>	
<b>New and Enhanced Services</b>								
Service Hours enhancement								<i>Not Recommended due to Corporate affordability</i>
<i>Increase service hours at 7 District Libraries and TRL by 1,794 hours per year</i>	<i>4.0</i>	<i>250.0</i>	<i>250.0</i>					
<b>Total New and Enhanced</b>	<b>4.0</b>	<b>250.0</b>	<b>250.0</b>				<b>(250.0)</b>	
<b>2013 Recommended Operating Budget</b>	<b>1,717.4</b>	<b>181,143.0</b>	<b>165,708.7</b>	<b>1,713.4</b>	<b>180,593.9</b>	<b>165,159.6</b>	<b>(549.1)</b>	

## Core Service Review and Efficiency Study Implementation

On September 26, 27, 2011 City Council adopted a report that addressed the results of the detailed Core Service review conducted by KPMG. Council approved specific recommendations regarding Toronto Public Library and service levels; namely:

- *City Council request the City Manager to undertake a study of community infrastructure provided through the City's libraries, community centres, community hubs, related agencies, and organizations, and report to Executive Committee on a plan that maximizes the use of the City's assets, and enhances system coordination.*

Status: A study to review community infrastructure provided through Toronto Public Library, Association of Community Centres, Parks, Forestry, and Recreation, and other City Divisions and Agencies is currently underway. Findings of the study and a recommended plan that maximizes the use of the City's assets and enhances service system coordination will be reported to the Executive Committee during the 2014 Budget process.

## Appendix 1 2012 Performance

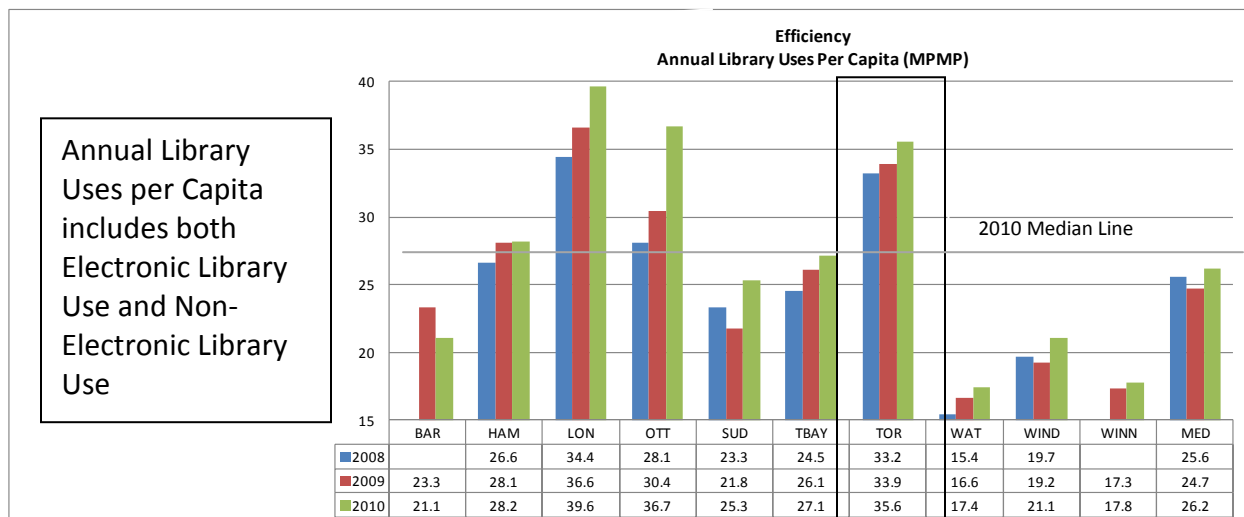
### 2012 Key Accomplishments

In 2012, Toronto Public Library achieved the following results:

- ✓ Maintained library material circulation at over 33 million items;
- ✓ Maintained library open hours at 259,113 annually;
- ✓ Maintained library visits of over 19.0 million;
- ✓ Implemented efficiency measures and automated business processes related to circulation and materials handling while maintaining services;
- ✓ Developed a new strategic plan for 2012- 2015 in consultation with stakeholders, partners and residents, to understand residents’ needs and to build and maintain effective partnerships to support service delivery; and,
- ✓ Expanded virtual library services as an efficient delivery channel for the enhanced use of social media.

### 2012 Performance

Efficiency Measure – *Annual Library Uses per Capita (MPMP)*

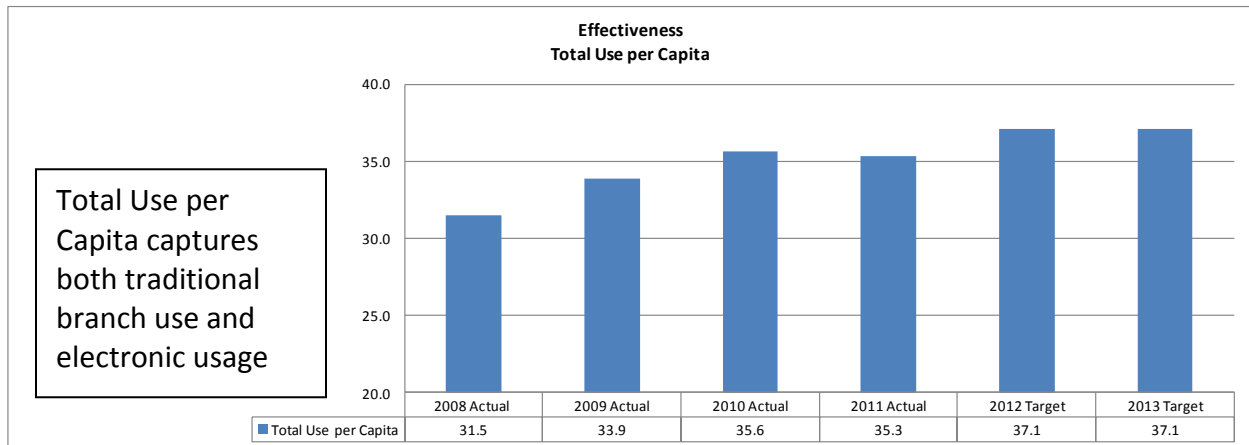


- The number of annual library uses per capita (both electronic and non-electronic) can be used to assess the efficiency of the library systems. The above chart compares Toronto's 2010 library use per Capita to other municipalities. Toronto has consistently ranked 3<sup>rd</sup> of 10 municipalities (1<sup>st</sup> quartile), in term of having the highest number of residents utilizing library resources and programming.



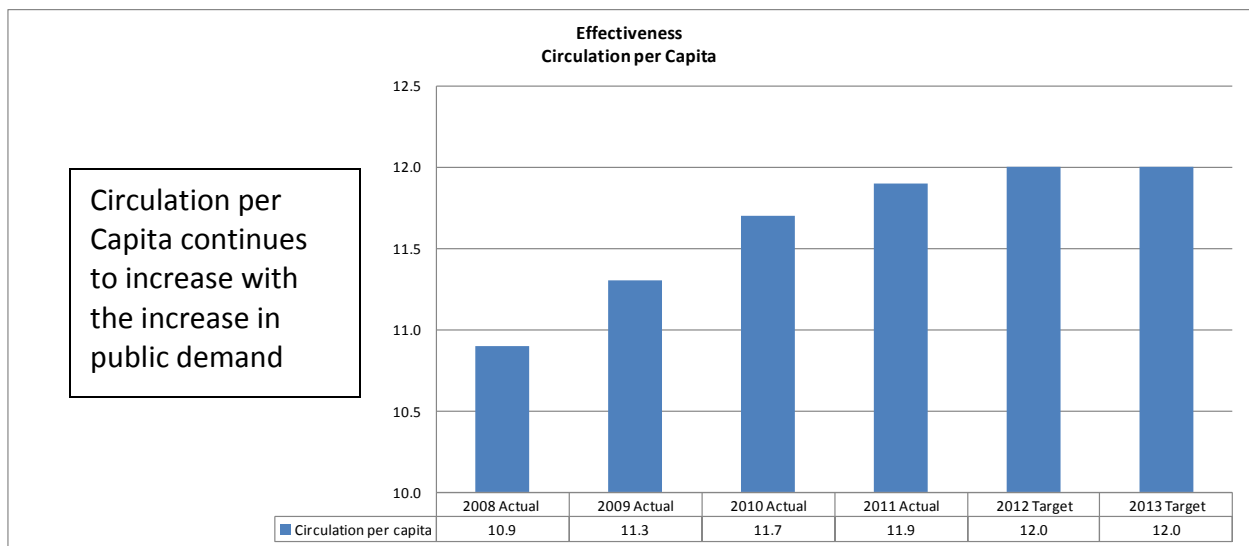
- The Electronic library uses include the use of computers in libraries, on-line collections and 24 hour access to library web services.
- The Non-Electronic library uses include visits to a library branch, borrowing materials, reference questions, use of materials within the branch and attendance at programs.

Effectiveness Measure – *Total Use per Capita*



- Toronto Public Library delivers services at 98 branches across the City and online through the virtual library.
- Total Use includes non-electronic circulation, in-library use, program attendance, standard reference requests, in-person visits, workstation users, wireless use, electronic reference requests, licensed database searches, electronic circulation and virtual visits.
- Based on 10-Year change (2002-2011), Total Use per Capita shows an increase of 19.7% with maximum increase of 72.0% in virtual visits over the 10-year period.

Effectiveness Measure – *Circulation per Capita*

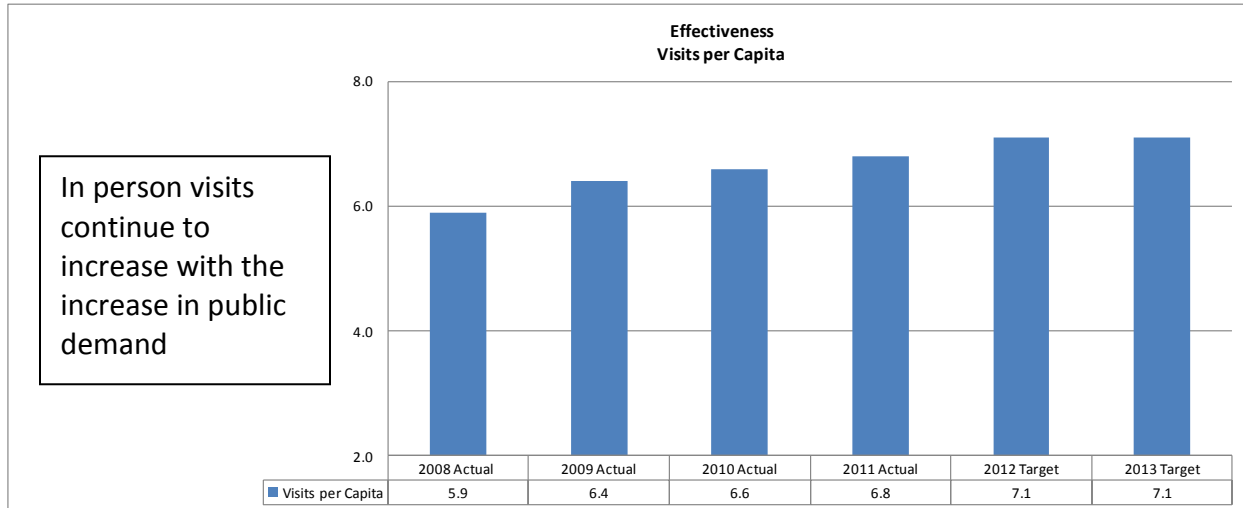


- Toronto Public Library is experiencing an increase in circulation as residents access the library’s collections to support literacy, education, employment and recreation. The library

provides access to materials in over 40 languages and a variety of formats including e-content to respond to the needs of residents of all ages, and background and abilities.

- Based on 10-Year change (2002-2011), Circulation per Capita shows an increase of 13.8% over the 10-year period.

Effectiveness Measure – *Visits per Capita*



- Toronto Public Library is used by residents of all ages who visit branches to borrow materials, study, use computer stations and to attend various community programs offered in the local libraries.
- Based on 10-Year change (2002-2011), Visits per Capita shows an increase of 4.9% over the 10-year period.

## 2012 Budget Variance Analysis

### 2012 Budget Variance Review (In \$000s)

(In \$000s)	2010	2011	2012	2012	2012 Approved Budget vs Projected Actual Variance	
	Actuals	Actuals	Approved Budget	Projected Actuals*	\$	%
	\$	\$	\$	\$	\$	%
<b>Gross Expenditures</b>	183,621.0	193,167.0	179,705.6	176,186.1	(3,519.5)	(2.0)
<b>Revenues</b>	16,813.0	22,529.0	14,927.3	15,588.9	661.6	4.4
<b>Net Expenditures</b>	166,808.0	170,638.0	164,778.3	160,597.2	(4,181.1)	(2.5)
<b>Approved Positions</b>	1,830.6	1,824.9	1,717.9	1,717.9		

\* Based on the 3rd Quarter Operating Budget Variance Report.

### 2012 Experience

- Based on the September 30, 2012 operating results the Toronto Public Library is projecting that \$160.597 million or 97.5% of the 2012 Approved Operating Budget of \$164.778 million net will be spent by year-end resulting in a favourable year-end variance of \$4.181 million net.
- The projected favourable year-end gross expenditure variance of \$3.519 million is mainly due to savings resulting from the March 2012 labour disruption and additional savings in salaries and benefits resulting from the Voluntary Separation Program implemented in 2012.
- The projected favourable revenue variance of \$0.662 million reflects higher than budgeted grants and donations received to offset the costs of specific library programs.

### Impact of 2012 Operating Variance on the 2013 Recommended Budget

- Additional savings of \$0.400 million in salaries and benefits as a result of Voluntary Separation Program implemented in 2012 are expected to continue, and have been recommended as a permanent budget reduction in TPL's 2013 Recommended Base budget.
- The higher than budgeted funding from external grants and donations are for specific one-time purposes to fund 2012 program expenditures such as; Summer Reading Club, Leading to Reading, and English Can Be Fun Programs. The continuation of these programs is contingent upon the receipt of external grants and donations in 2013. Neither the expenditures nor the grant funding for these programs have been included in the 2013 Recommended Operating Budget.

## Appendix 2

### 2013 Recommended Operating Budget by Expenditure Category and Key Cost Driver

#### Program Summary by Expenditure Category (In \$000s)

Category of Expense	2010	2011	2012	2012	2013	2013 Change from		2014	2015
	Actual	Actual	Budget	Projected Actual	Recommended Budget	2012 Approved Budget	%	Outlook	Outlook
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	137,384.8	148,291.9	134,483.2	129,860.2	135,318.0	834.8	0.6%	138,348.6	141,943.7
Materials and Supplies	20,227.1	19,646.4	20,085.3	20,149.7	19,663.3	(422.0)	(2.1%)	20,201.9	20,695.0
Equipment	1,124.2	522.1	524.3	524.3	524.3	524.3		524.3	524.3
Services & Rents	22,327.5	22,128.0	21,999.2	23,042.0	22,460.5	461.3	2.1%	23,360.1	24,229.6
Contributions to Capital	1,708.0	1,768.0	1,828.0	1,828.0	1,842.3	14.3	0.8%	1,967.3	2,103.3
Contributions to Reserve/Res Funds	752.8	735.8	781.5	781.5	781.5			781.5	781.5
Other Expenditures	96.4	74.7	4.0	0.3	4.0			4.0	4.0
Interdivisional Charges									
<b>TOTAL GROSS EXPENDITURES</b>	<b>183,620.8</b>	<b>193,166.9</b>	<b>179,705.5</b>	<b>176,186.0</b>	<b>180,593.9</b>	<b>888.4</b>	<b>0.5%</b>	<b>185,187.7</b>	<b>190,281.4</b>
Interdivisional Recoveries									
Provincial Subsidies	6,201.8	5,977.0	5,705.7	6,013.3	5,685.7	(20.0)	(0.4%)	5,685.7	5,685.7
Federal Subsidies	504.5	538.7			20.0	20.0		20.0	20.0
Other Subsidies									
User Fees & Donations	4,128.6	5,469.3	4,922.5	4,995.1	4,914.5	(8.0)	(0.2%)	4,996.5	5,079.5
Transfers from Capital Fund	25.0	88.1	511.8	250.0	511.8			511.8	511.8
Contribution from Reserve Funds	2,418.2	7,228.0							
Contribution from Reserve	1,000.0	1,000.0	1,750.0	1,750.0	2,000.0	250.0	14.3%	2,000.0	2,000.0
Sundry Revenues	2,534.5	2,228.2	2,037.3	2,580.5	2,302.3	265.0	13.0%	2,310.3	2,310.3
<b>TOTAL REVENUE</b>	<b>16,812.6</b>	<b>22,529.3</b>	<b>14,927.3</b>	<b>15,588.9</b>	<b>15,434.3</b>	<b>507.0</b>	<b>2.3%</b>	<b>15,524.3</b>	<b>15,607.3</b>
<b>TOTAL NET EXPENDITURES</b>	<b>166,808.2</b>	<b>170,637.6</b>	<b>164,778.2</b>	<b>160,597.1</b>	<b>165,159.6</b>	<b>381.4</b>	<b>0.2%</b>	<b>169,663.4</b>	<b>174,674.1</b>
<b>APPROVED POSITIONS</b>	<b>1,830.6</b>	<b>1,824.9</b>	<b>1,717.9</b>	<b>1,717.9</b>	<b>1,713.4</b>	<b>(4.5)</b>	<b>(0.3%)</b>	<b>1,733.4</b>	<b>1,733.4</b>

### 2013 Key Cost Drivers

Salaries and Benefits comprise the largest expenditure category at 74.9% of total expenditures, followed by Services and Rents at 12.4%, Materials and Supplies at 10.9%, with Equipment and Other Expenditures at 1.8%.

- The 2013 budget for Salaries and Benefits is \$135.318 million, reflecting an increase of \$0.835 million or 0.6% compared to the 2012 Budget of \$134.483 million.
  - The increase is primarily due to COLA, progression pay and step increases, fringe benefit changes and OMERS rate increase for \$2.003 million; and,
  - This increase was partially offset by savings of \$0.160 million to reflect a decrease of 4.5 positions resulting from the installation of automated sorter at the Fairview Library Branch and savings of \$1.008 million resulting from annualization of savings from initiatives implemented part way through 2012, including savings from the installation of automated sorters at 7 additional locations in 2013 and savings from Materials

business process re-engineering and the implementation of the Voluntary Separation Program.

- Materials and supplies expenditures have decreased by \$0.422 million primarily as a result of savings from Materials Process re-engineering and savings leveraged through membership in the Southern Ontario Library Services (SOLS) consortium.
- The expenditures for service and rents have increased by \$0.461 million primarily due to inflationary cost increase for contracts and services.
- The increase in contribution of \$0.250 million from reserve funds in 2013 reflects the recommended increase of \$0.250 million from Development Charge Reserve Fund for library materials in 2013.
- The increase in revenue of \$0.265 million in 2013 reflects the additional revenues from various sources, including increase in room and theatre rental rates, increase in café lease at Toronto Reference Library, two new leases at the Parliament Street branch, on-line book sales and from the expansion in advertising.
- Approval of the 2013 Recommended Operating Budget for Toronto Public Library reflects the total staff complement of 1,713.4 positions.

The 2013 Recommended Base Budget provides funding for the following:

#### *Prior Year Impacts*

- Operating costs from prior year's approved capital projects totaling \$0.007 million for the Fairview and Mount Dennis Library renovation;
- Savings of \$0.160 million and 4.5 positions achieved through the installation of an automated sorter at the Fairview District Library in 2013 that will generate further \$0.100 million savings in 2014;
- Annualized savings of \$0.343 million associated with the 2012 installation of automated sorters at 7 library locations; and,
- Annualized savings of \$0.060 million resulting from the installation of RFID self-service checkouts at several branches.

#### *Economic Factors*

- Cost of providing the current level of service requires \$2.003 million for labour costs including COLA, progression pay and step increases, fringe benefit changes and OMERS rate increase;
- Inflationary cost increase of \$0.629 million for non-salary expenditures.

#### *Base Revenue Changes*

- Savings of \$0.050 million resulting from the annualization of increase in room and theatre rental rates implemented during 2012;
- Other revenue increases of \$0.185 million resulting from new lease rentals at Parliament Street branch, TRL café rent revenue, on-line book sales and advertising revenue.

**Appendix 3**  
**Summary of 2013 Recommended Service Changes**



## 2013 Operating Budget - Recommended Service Change Summary of Administrative Review

TYPE	PRIORITY	AGENCIES Toronto Public Library	Recommended Adjustments				2014 Net Incremental Outlook (\$000s)	2015 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
<b>2013 Recommended Base Budget Before Service Change:</b>			<b>181,564.9</b>	<b>14,958.3</b>	<b>166,606.6</b>	<b>1,717.9</b>	<b>4,341.8</b>	<b>5,010.7</b>
Z1	1	<b>Automated library material sorter - Fairview Library</b> Service / Activity: Library Services / N/A <b>Description:</b> Savings of \$0.160 million and a reduction in staff complement of 4.5 positions will be realized from the installation of an automated library material sorter at the Fairview Library Branch . <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	(160.0)	0.0	(160.0)	(4.5)	(100.0)	0.0
Z1	5	<b>One-time savings of \$0.170 million as a result of the approval of the security guard contract.</b> Service / Activity: Library Services / N/A <b>Description:</b> At its meeting on June 25, 2012, the Library Board approved a security guard contract that resulted in one-time savings of \$0.170 million. <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	(170.0)	0.0	(170.0)	0.0	170.0	0.0
Z1	6	<b>Savings in the cost of library materials</b> Service / Activity: Library Services / N/A <b>Description:</b> Savings of \$0.300 million in the purchase of electronic materials through its membership in the Southern Ontario Library Services (SOLS) consortium leveraged by Provincial Funding. <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	(300.0)	0.0	(300.0)	0.0	0.0	0.0

### Category Legend - Type

- Z1 - Efficiency Change
- Z2 - Revenue Change
- Z3 - Service Change



## 2013 Operating Budget - Recommended Service Change Summary of Administrative Review

TYPE	PRIORITY	AGENCIES Toronto Public Library	Recommended Adjustments				2014 Net Incremental Outlook (\$000s)	2015 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
Z1	7	<b>Material processing savings</b> Service / Activity: Library Services / N/A <b>Description:</b> TPL applied the Lean Six Sigma methodologies to improve and identify potential savings in its procurement and inventory management processes. A detailed line by line review of Library materials processing and supplies, together with lower costs for RFID tags will result in additional savings of \$0.215 million. <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	(215.0)	0.0	(215.0)	0.0	0.0	0.0
Z1	8	<b>Lower telecommunications cost</b> Service / Activity: MULTIPLE / N/A <b>Description:</b> Lower telecommunications cost primarily related to reduced staffing levels from the implementation of 2012 VSP. <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	(20.0)	0.0	(20.0)	0.0	0.0	0.0
Z1	9	<b>Reduction in travel costs</b> Service / Activity: MULTIPLE / N/A <b>Description:</b> Lower mileage / TTC / parking costs primarily related to reduced staffing levels from the implementation of 2012 VSP. <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	(10.0)	0.0	(10.0)	0.0	0.0	0.0

**Category Legend - Type**

- Z1 - Efficiency Change
- Z2 - Revenue Change
- Z3 - Service Change





## 2013 Operating Budget - Recommended Service Change Summary of Administrative Review

TYPE	PRIORITY	AGENCIES Toronto Public Library	Recommended Adjustments				2014 Net Incremental Outlook (\$000s)	2015 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
Z1	10	<b>Lower janitorial costs</b> Service / Activity: MULTIPLE / N/A <b>Description:</b> A new janitorial contract awarded towards results in annual savings of \$0.086 million. <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	(86.0)	0.0	(86.0)	0.0	0.0	0.0
Z1	11	<b>Lower cataloguing costs</b> Service / Activity: Library Services / N/A <b>Description:</b> Lower cataloguing support costs as a result of accessing resources available through the International Cataloguing consortium membership, results in annual savings of \$0.010 million. <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	(10.0)	0.0	(10.0)	0.0	0.0	0.0
Z2	2	<b>New lease revenue -Parliament Street Branch</b> Service / Activity: Library Services / N/A <b>Description:</b> New lease revenue from the use of space in the Parliament branch: Two new leases signed at the Parliament Street branch with not-for-profit organizations resulting in additional revenues of \$0.065 million. <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	0.0	65.0	(65.0)	0.0	0.0	0.0

**Category Legend - Type**

- Z1 - Efficiency Change
- Z2 - Revenue Change
- Z3 - Service Change



## 2013 Operating Budget - Recommended Service Change Summary of Administrative Review

TYPE	PRIORITY	<b>AGENCIES</b> <b>Toronto Public Library</b>	Recommended Adjustments				2014 Net Incremental Outlook (\$000s)	2015 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
Z2	3	<b>New revenue initiatives- advertising and on-line book sales</b> Service / Activity: Library Services / N/A <b>Description:</b> TPL is currently in the process of entering into affiliate programs with retail book sellers for on-line book sales. A TPL customer will have access to purchasing a book on-line from the Library's website and a fee will be earned by the Library. In addition, TPL is expanding its advertising program through advertising in What's On and on the back of the due date slips. While it is difficult to estimate the revenue potential from these activities, the revenue has been increased by \$0.100 million. <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	0.0	100.0	(100.0)	0.0	0.0	0.0
Z2	4	<b>Provincial Basic Skills grant confirmation - Permanent Funding</b> Service / Activity: Library Services / N/A <b>Description:</b> On-going permanent Provincial Grant funding for literacy and basic skills has been confirmed resulting in an increase in revenue of \$0.041 million. <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	0.0	41.0	(41.0)	0.0	0.0	0.0
Z2	12	<b>Increase annual draw from Development Charges for Library Materials</b> Service / Activity: Library Services / N/A <b>Description:</b> Additional \$0.250 million annual draw for Library Materials to meet the needs of the population growth in Toronto (DC funding increase from \$1.750 million to \$2.000 million). Library materials are eligible for Development Charge (DC) funding under the City's Development Charge By-Law. <b>Service Level Change:</b> N/A <b>ADMIN:</b> Recommended.	0.0	250.0	(250.0)	0.0	0.0	0.0

### Category Legend - Type

- Z1 - Efficiency Change
- Z2 - Revenue Change
- Z3 - Service Change



## 2013 Operating Budget - Recommended Service Change Summary of Administrative Review

TYPE	PRIORITY	AGENCIES Toronto Public Library	Recommended Adjustments				2014 Net Incremental Outlook (\$000s)	2015 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
Z2	13	<b>TRL Café rent revenue</b>	0.0	20.0	(20.0)	0.0	(8.0)	0.0
<small>(LB-Z013)</small>		<b>Service / Activity:</b> Library Services / N/A						
		<b>Description:</b> Lease revenue increase from the Café at the Toronto Reference Library						
		<b>Service Level Change:</b> N/A						
		<b>ADMIN:</b> Recommended.	0.0	20.0	(20.0)	0.0	0.0	0.0
<b>Total Recommended Service Level Reductions:</b>			(971.0)	476.0	(1,447.0)	(4.5)	0.0	0.0
<b>Total Recommended Base Budget:</b>			180,593.9	15,434.3	165,159.6	1,713.4	4,341.8	5,010.7

**Category Legend - Type**

- Z1 - Efficiency Change
- Z2 - Revenue Change
- Z3 - Service Change

## Appendix 5

### Inflows / Outflows to / from Reserves & Reserve Funds (In \$000s)

#### Program Specific Reserve/Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Description	Projected Balance as of December 31, 2012	2014	2015
			\$	\$	\$
<b>Development Charge - Library</b>	XR2029	Projected Beginning Balance Proposed	13,160.4	10,660.4	9,887.4
		Withdrawals (-)	(7,223.0)	(5,587.0)	(2,930.0)
		Contributions (+)	4,723.0	4,814.0	4,912.0
<b>Balance at Year-End</b>			<b>10,660.4</b>	<b>9,887.4</b>	<b>11,869.4</b>

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of December 31, 2012 *	Proposed Withdrawals (-) / Contributions (+)		
			2013	2014	2015
			\$	\$	\$
<b>Vehicle Equipment Reserve</b>	XQ1700	131.0	87.4	176.2	(130.7)
<b>Insurance Reserve Fund</b>	XR1010	21,156.0			
<b>Development Charges</b>	XR2029	13,160.4	(2,500.0)	(773.0)	1,982.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>(2,412.6)</b>	<b>(596.8)</b>	<b>1,851.3</b>