



Toronto Public Library

I: 2014 OPERATING BUDGET OVERVIEW

What We Do

Toronto Public Library (TPL) provides free and equitable access to a wide range of services to 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.

2014 Budget Highlights

The total cost to deliver this Program to Toronto residents in 2014 is \$183.910 million gross and \$167.327 million net, as shown below:

(In \$000s)	Approved 2013 Budget	Recommended 2014 Budget	Change	
			\$	%
Gross Expenditures	182,030.4	183,910.1	1,879.7	1.0%
Gross Revenue	16,670.8	16,582.7	(88.1)	-0.5%
Net Expenditures	165,359.6	167,327.4	1,967.8	1.2%

For 2014, the incremental net pressures of \$4.324 million arising from inflationary increases and the operating impact of opening two new branches (Fort York and Scarborough Civic Centre) in 2014, were partially offset through expenditure reductions and revenue adjustments.

The 2014 Recommended Operating Budget for TPL represents a 1.2% net increase over the 2013 Approved Operating Budget, with no service level reductions.

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Fast Facts

- Toronto Public Library is the largest public library system in Canada, and the world's busiest urban library system.
- The library system includes 79 neighbourhood libraries, with 2 additional branches: Fort York and Scarborough Civic Centre opening in 2014, 17 district libraries, and 2 research and reference libraries.

Trends

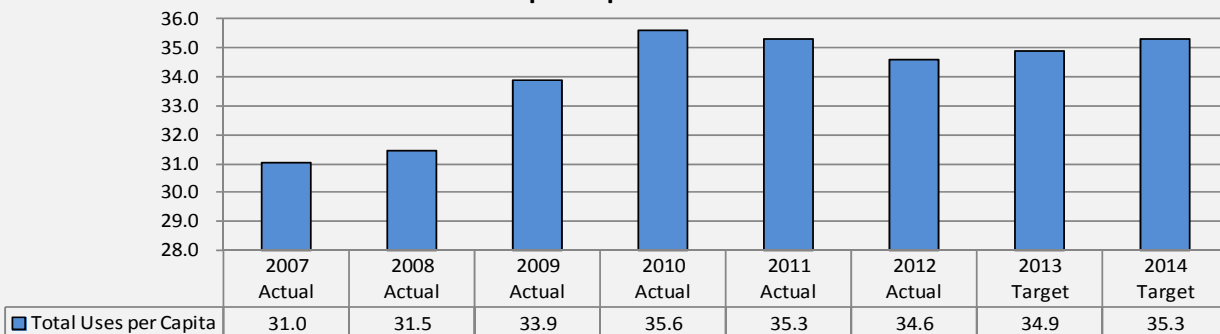
- Overall library use has increased by almost 18% over the last 10 years.
- In-person visits to the library branches increased by 13.7%, virtual visits increased by 52.1% and circulation of library items increased by 11.7% over a period of 10 years.
- A growing demand for e-content and electronic services co-exists with a steady demand for the library's traditional services.

Our Service Deliverables for 2014

In 2014, service levels are projected to be maintained, with increases in some service areas with the opening of two new branches – Fort York and Scarborough Civic Centre. The 2014 Recommended Operating Budget of \$183.910 million gross will:

- Maintain approximately 270,816 open hours per year at 100 branches to support 19.3 million in person visits, 6.3 million workstation users and 1.5 million wireless sessions with expanded access to technology in library branches.
- Provide virtual library services to support over 26.3 million virtual visits; including collections, programs and access to user accounts with new self service features including online fines payment.
- Develop and maintain a collection of 10.6 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 32.9 million items and information resources to support 2.3 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 with an annual program attendance of 770,000.

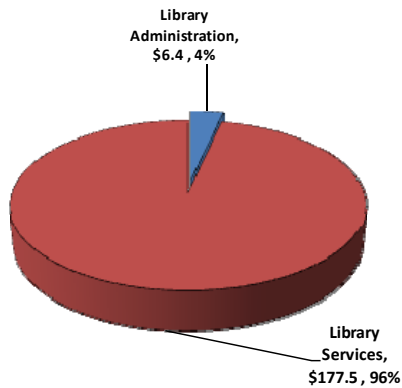
Total Uses per Capita 2007 to 2014



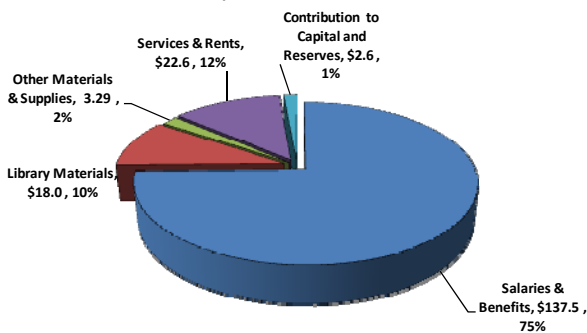
2014 Budget Expenditures & Funding

Where the money goes:

2014 Operating Budget by Service
\$183.910 Million

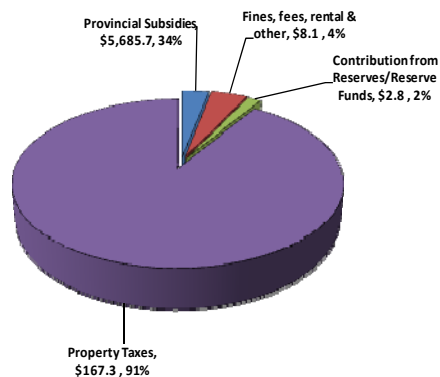


2014 Operating Budget by Expenditure Category
\$183.910 Million



Where the money comes from:

2014 Operating Budget Funding Source
\$183.910 Million



Our Key Challenges & Priority Actions

- Operating budget pressure of opening two new branches (Fort York and Scarborough Civic Centre)
 - ✓ This is being partially mitigated through operational efficiencies in other areas.
- Meeting the increasing demand in traditional services and electronic products within constrained budgets.
 - ✓ This is being addressed by applying measures to modify the hold and borrowing time of library materials and expanding the availability of electronic products.
- Continued support for early literacy and emerging readers, with a focus on the Library's Middle Childhood Strategy (ages 6-12).
- Increased access to e-content and development of more digital and co-created content.
- Increased support for small businesses and entrepreneurs.
- Increased customer engagement and service delivery through online and social media channels.

II: RECOMMENDATIONS

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Operating Budget for Toronto Public Library of \$183.910 million gross and \$167.327 million net, comprised of the following services:

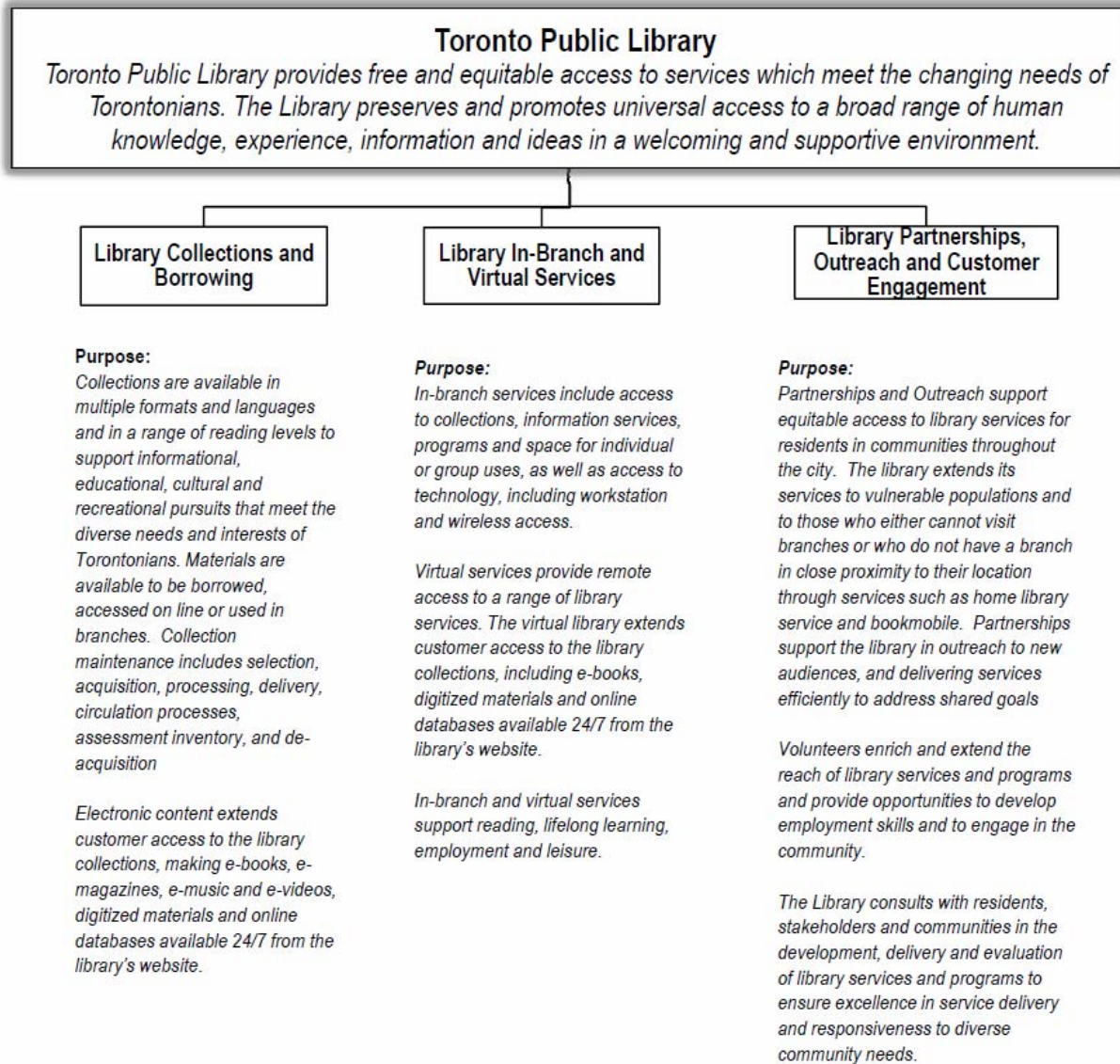
<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Library Administration	6,439.8	6,300.3
Library Services	177,470.2	161,027.0
Total Program Budget	<u>183,910.1</u>	<u>167,327.4</u>

2. City Council approve the Toronto Public Library's associated staff complement of 1733.4 positions.
3. City Council direct that Toronto Public Library finalize its service levels in time for the 2015 Budget process.

III: 2014 SERVICE OVERVIEW AND PLAN

Program Map

TPL strives to meet the changing needs of the community by providing the following services:



2014 Service Deliverables

In 2014, service levels are projected to be maintained, with service expansion in some service areas with the opening of two new branches – Fort York and Scarborough Civic Centre.

The Toronto Public Library will:

- Maintain approximately 270,816 open hours per year at 100 branches to support 19.3 million in person visits, 6.3 million workstation users and 1.5 million wireless sessions with expanded access to technology in library branches.
- Provide virtual library services to support over 26.3 million virtual visits; including collections, programs and access to user accounts with new self service features including online fines payment.
- Develop and maintain a collection of 10.6 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 32.9 million items and information resources to support 2.3 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 with an annual program attendance of 770,000.

Service Profile: Library Collections and Borrowing

Library Collections and Borrowing

What we do

- Collections are available in multiple formats and languages for a range of reading levels to support informational, educational, cultural and recreational pursuits that meet the diverse needs and interests of Torontonians. Materials may be borrowed, accessed online or used in branches. Collections are available through Neighbourhood and District libraries.
- Research and Reference libraries provide comprehensive, specialized collections and services and preservation of resources for current customers and future generations.
- Library staff answers questions, provides recommendations for leisure reading and helps customers find their own information sources.

Service Profile: Library In-Branch and Virtual Services**Library In-Branch and Virtual Services****What we do**

- Library branches provide space for individual and group uses including: study, research, meetings, lifelong learning, social interaction, collaboration and in-library use of materials. Safe and welcoming spaces strengthen the social fabric and economic vitality of Toronto's local communities. The provision of access to technology includes library website and catalogue, public computers, internet access and wireless.
- Virtual services provide remote access to a range of library services. The virtual library extends customer access to the library collections, including e-books, digitized materials and online databases available 24/7 from the library's website.
- Creating, organizing and discovering virtual and physical content extends access to library collections, including digital content, and are all accessible through the library website and catalogue. Remote access to information provides accessible information through a variety of channels improving customer service.

Service Profile: Library Partnerships, Outreach and Customer Engagement**Library Partnerships, Outreach and Customer Engagement****What we do**

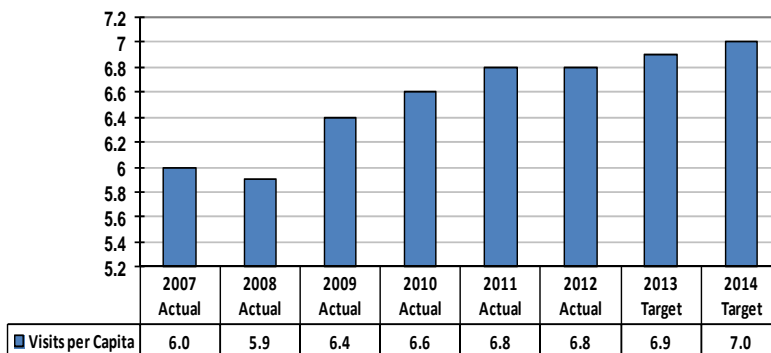
- Informational, literacy, instructional, cultural, and literary programs engage members of the community with the library collections and services and provide access to information and learning. Story time and family literacy programs build early reading skills in pre-school children, and class visits for children and youth encourage reading and library use. Literacy tutoring for adults promotes personal capacity and success in life.
- Volunteers support library programs and services including reading and homework help; adult literacy tutoring; Friends groups; and Youth Advisory Groups.
- Consultation and collaboration with community partners and residents supports service development.

2014 Recommended Service Levels

Service	Service Levels	
	2013	2014 Proposed
Library Collections and Borrowing	Collection size per capita: 3.9 0.28 new items added per capita Turnover 5.2 (average number of circulations per item per year)	Collection size per capita: 3.9 0.28 new items added per capita Turnover 5.3 (average number of circulations per item per year)
Library In-Branch and Virtual Services	1 library branch per minimum 25,000 population 62,862 sq. ft. of library space per 100,000 population 9,283 open hours per 100,000 population 76.4 workstations per 100,000 population Wireless internet access in all locations 1076 programs per 100,000 Virtual Library Branch Services available 24/7	1 library branch per minimum 25,000 population 63,955 sq. ft. of library space per 100,000 population 9,514 open hours per 100,000 population 78.9 workstations per 100,000 population Wireless internet access in all locations 1076 programs per 100,000 Virtual Library Branch Services available 24/7
Library Partnerships, Outreach and Customer Engagement	Maintain over 120 partnerships Maintain 86,200 in volunteer hours Deliver mobile library services, including 2 Bookmobiles and home library service Outreach to community based groups and schools including Kindergarten and Grade 4 classes reaching 100% classes in priority neighbourhoods and 75% all other schools.	Maintain over 120 partnerships Maintain 86,200 in volunteer hours Deliver mobile library services, including 2 Bookmobiles and home library service Outreach to community based groups and schools including Kindergarten and Grade 4 classes reaching 100% classes in priority neighbourhoods and 75% all other schools.

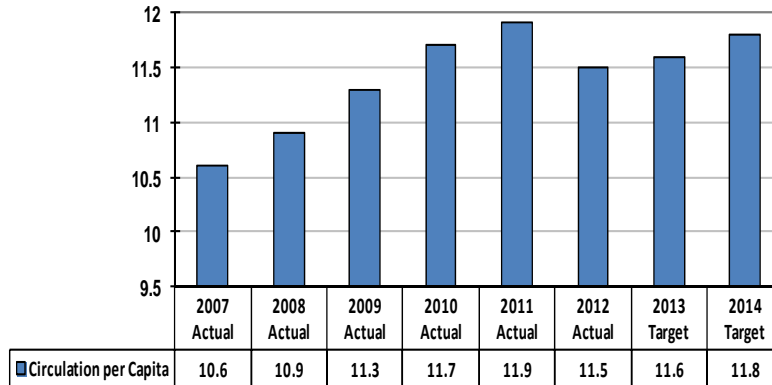
Service Performance Measures

Effectiveness Measure – Visits per Capita 2007-2014



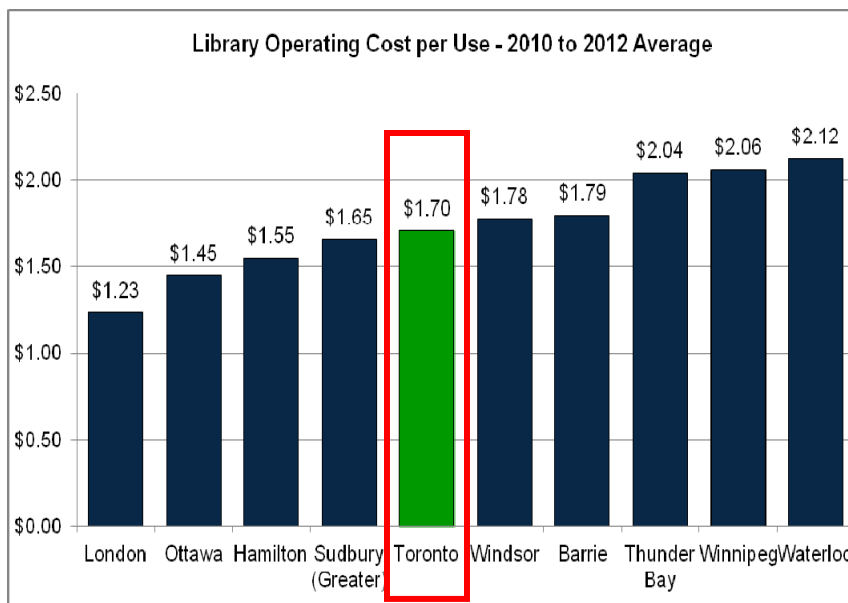
- 2014 visits are expected to increase with the opening of the Fort York Branch in early 2014.
- Total visits declined in 2012 as a result of labour disruption.
- Visits reflect a range of uses including collection access, program attendance, use of study and meeting room space as well as computers and wireless internet.

Effectiveness Measure – Circulation per Capita 2007-2014



- 2014 circulation is expected to increase to 32.8 million or 11.8 per capita over 2012.
- Total circulation declined in 2012 as a result of a service disruption.
- E-circulation is a growing area of overall circulation, a trend which is projected to increase as more material becomes available to public library users.
- Collections are offered in a range of formats, languages, reading abilities and subjects to respond to the diverse needs of

Efficiency Measure – Library Operating Cost per Use



- The chart compares Toronto Public Library's operating cost per use to other library systems in Ontario.
- The operating cost is adjusted to remove the one-time funding for the Voluntary Separation Program. This one-time cost of \$7.200 million was used to reduce the size of TPL's workforce by 107 positions.
- The operating cost per use has declined 3% between 2010 and 2012.

IV: 2014 Recommended Total Operating Budget

2014 Recommended Operating Budget (In \$000s)

(In \$000s)	2013		2014 Recommended Operating Budget			2014 Rec.dd vs. 2013 Budget		Incremental Change 2015 and 2016 Plan			
	Approved Budget	Projected Actual	2014 Rec'd Base	2014 Rec'd New/Enhanced	2014 Rec'd Budget	Approved Changes		2015		2016	
	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
By Service											
Library Administration											
Gross Expenditures	6,235.8	5,717.3	6,439.8		6,439.8	204.0	3.3%	150.2	2.3%	65.9	1.0%
Revenue	139.5	467.1	139.5		139.5		0.0%		0.0%		0.0%
Net Expenditures	6,096.3	5,250.2	6,300.3		6,300.3	204.0	3.3%	150.2	2.4%	65.9	1.0%
Library Services											
Gross Expenditures	175,794.6	177,341.5	177,370.2	100.0	177,470.2	1,675.7	1.0%	4,874.9	2.7%	2,065.1	1.1%
Revenue	16,531.3	17,783.0	16,343.2	100.0	16,443.2	(88.1)	(0.5%)	7.4	0.0%	(100.4)	(0.6%)
Net Expenditures	159,263.3	159,558.5	161,027.0		161,027.0	1,763.7	1.1%	4,867.5	3.0%	2,165.5	1.3%
Total											
Gross Expenditures	182,030.4	183,058.8	183,810.1	100.0	183,910.1	1,879.7	1.0%	5,025.1	2.7%	2,130.9	1.1%
Revenue	16,670.8	18,250.1	16,482.7	100.0	16,582.7	(88.1)	(0.5%)	7.4	0.0%	(100.4)	(0.6%)
Total Net Expenditures	165,359.6	164,808.7	167,327.4		167,327.4	1,967.8	1.2%	5,017.7	3.0%	2,231.3	1.3%
Approved Positions	1,713.4	1,653.4	1,733.4		1,733.4	20.0	1.2%		0.0%	2.7	0.2%

The 2014 Recommended Operating Budget for TPL of \$183.910 million gross and \$167.327 million net is \$1.968 million or 1.2% over the 2013 Budget of \$165.360 million net.

- Base pressures of \$4.324 million net are mainly driven by the operating impact of completed capital projects of \$1.046 million in 2014 (\$0.763 million in 2015) for two new branches currently under construction and opening in 2014 - Fort York and Scarborough Civic Centre. The operating costs mainly include salaries and benefits for 20 new full-time equivalent employees at the two new branches.
- The balance of the increase over the 2013 Budget is associated with inflationary increase for salaries and benefits, and non-salary economic increases.
- The base pressures were partially offset by base expenditure savings of \$0.191 million net, base revenue changes of \$0.181 million net, service efficiencies of \$1.259 million net and an additional revenue adjustment of \$0.725 million net.
- The 2014 Recommended Operating Budget includes funding of \$0.100 million and \$0 net, for one new/enhanced priority action for Pan Am Games Showcase Program (Phase I) – Poetry Slam funded from the Major Special Events Reserve Fund.
- The result of the changes noted above is a 2014 Recommended Budget for TPL that is \$1.968 million net or 1.2% over the 2013 Approved Operating Budget.
- The key pressures in 2015 and 2016 reflect inflationary increases for salaries and benefits and non-salary expenditures as well as the operating impact from capital projects.

Approval of the 2014 Recommended Budget will result in the Program's staff complement being increased by 20.0 positions, from 1,713.4 to 1,733.4 positions, as highlighted in the table below:

2014 Recommended Total Staff Complement

Changes	2014 Budget	2015 Plan	2016 Plan
Opening Complement	1,713.4	1,733.4	1,733.4
In-year Adjustments			
Adjusted Staff Complement	1,713.4	1,733.4	1,733.4
Recommended Change in Staff Complement			
- Temporary Complement - capital project delivery			
- Operating impacts of completed capital projects	20.0		2.7
- Service Change Adjustments			
- New / Enhanced			
Total	1,733.4	1,733.4	1,736.1
% Change over prior year	1.2%	0.0%	0.2%

- The increase in staff complement of 20.0 positions in 2014 is a result of the opening of two new branches: Fort York in February 2014 and Scarborough Civic Centre in November 2014.
- The increase in staff complement of 2.7 positions in 2016 is a result of the increased staff requirements for the relocated and expanded Bayview Library branch.

2014 Recommended Base Budget (In \$000s)

(In \$000s)	2013 Approved Budget	2014 Rec'd Base	Change		Incremental Change			
			2014 Recommended Base vs. 2013 Approved Budget		2015 Plan		2016 Plan	
By Service	\$	\$	\$	%	\$	%	\$	%
Library Administration								
Gross Expenditures	6,235.8	6,439.8	204.0	3.3%	150.2	2.3%	65.9	1.0%
Revenue	139.5	139.5		0.0%		0.0%		0.0%
Net Expenditures	6,096.3	6,300.3	204.0	3.3%	150.2	2.4%	65.9	1.0%
Library Services								
Gross Expenditures	175,794.6	177,370.2	1,575.7	0.9%	4,874.9	2.7%	2,065.1	1.1%
Revenue	16,531.3	16,343.2	(188.1)	(1.1%)	7.4	0.0%	(100.4)	(0.6%)
Net Expenditures	159,263.3	161,027.0	1,763.7	1.1%	4,867.5	3.0%	2,165.5	1.3%
Total								
Gross Expenditures	182,030.4	183,810.1	1,779.7	1.0%	5,025.1	2.7%	2,130.9	1.1%
Revenue	16,670.8	16,482.7	(188.1)	(1.1%)	7.4	0.0%	(100.4)	(0.6%)
Net Expenditures	165,359.6	167,327.4	1,967.8	1.2%	5,017.7	3.0%	2,231.3	1.3%
Approved Positions	1,713.4	1,733.4	20.0	1.2%		0.0%	2.7	0.2%

The 2014 Recommended Base Budget of \$183.810 million gross and \$167.327million net is \$1.968 million or 1.2% over the 2013 Approved Budget of \$165.360 million net. The 2014 Recommended Base Budget provides \$4.324 million in funding for base budget increases which have been partially offset by \$2.356 million in recommended base expenditure changes, savings from service efficiencies and revenue adjustments.

Key cost drivers resulting in base budget pressures of \$4.324 million are detailed in the table below.

**Key Cost Drivers
(In \$000s)**

(In \$000s)	2014 Rec'd Base Budget
Net Expenditure Changes	
Operating Impacts of Capital	
Operating Impact of Capital for two new branches: Fort York and Scarborough Civic Centre	1,046.1
Economic Factors	
Economic Factors - Payroll Expenditures	
COLA & Employee Benefits	2,348.8
Progression and Step Increase	258.3
Economic Factors - Non-Payroll Expenditures	
Corporate Economic Increase	664.9
Library Materials Inflationary Increase	434.1
Other Base Changes	
Change in management fee recovery from Capital	49.0
Adjust number of working days	(477.0)
Total Changes	4,324.2
Net Expenditures	4,324.2

In order to partially offset the above pressures, base expenditure changes, revenue changes, savings from service efficiencies and revenue increases totalling \$2.356 million net are recommended as detailed in the table below.

2014 Recommended Service Change Summary by Program
(In \$000s)

Description (\$000s)	Position Change	Gross Exp.	Net Expense	% Change over 2014 Budget	Net Incremental Impact			
					2015		2016	
					Net Expense	Pos.	Net Expense	Pos.
	#	\$	\$	%	\$	#	\$	#
Base Changes								
<i>Operating annualized savings from Capital Projects</i>		(91.0)	(91.0)	(0.1%)				
Base Expenditure Changes								
<i>Reduce contribution to TAMP capital</i>		(100.0)	(100.0)	(0.1%)				
Base Expenditure Change		(191.0)	(191.0)	(0.1%)				
Base Revenue Changes								
<i>Revenue Adjustment (Fees and rentals)</i>		129.4	(181.0)	(0.1%)				
Base Revenue Change		129.4	(181.0)	(0.1%)				
Sub-Total		(61.6)	(372.0)	(0.2%)				
Service Efficiencies								
<i>Salary savings associated with 2012-2013 restructuring</i>		(650.0)	(650.0)	(0.4%)				
<i>Business Processes Streamlining Savings</i>		(390.0)	(390.0)	(0.2%)				
<i>Negotiated Contract Reductions</i>		(219.4)	(219.4)	(0.1%)				
Sub-Total		(1,259.4)	(1,259.4)	(0.8%)				
Revenue Adjustments								
<i>Additional Development Charges for Collections</i>			(725.0)	(0.4%)				
Sub-Total			(725.0)	(0.4%)				
Total Changes		(1,321.0)	(2,356.4)	(1.4%)				

The 2014 recommended service changes consist of base expenditure changes of \$0.191 million net, base revenue changes of \$0.181 million net, service efficiency savings of \$1.259 million net, and revenue adjustment of \$0.725 million net. In total, the Program has achieved reductions of \$2.356 million net bringing the 2014 Recommended Base Budget to \$1.968 million net or 1.2% over the 2013 Approved Budget of \$165.360 million net.

The 2014 recommended service changes and 2015 and 2016 incremental impacts are discussed below:

Base Expenditure Changes: (Savings of \$0.191 million gross and net)

Operating Annualized Savings from Capital Projects

- Savings of \$0.091 million net is due to the annualization of savings from implementing an automated sorter at Fairview Library in 2013.

Technology Asset Management Program (TAMP) Contribution

- The TAMP capital project is funded from debt, development charges and a contribution from the operating budget. The 2014 Recommended Operating Budget includes a permanent reduction in contribution of \$0.100 million to offset operating pressures.

Base Revenue Changes: (Savings of \$0.129 million gross, \$0.181 million net)*Increased Fee and Rental Revenue*

- Increased fees and rental revenue of \$0.181 million net reflects an increase in room rental fees (\$0.050 million), Toronto Reference Library (TRL) gift shop (\$0.040 million), TRL Appel Salon (\$0.033 million) and tenant leases of \$0.058 million.

Service Efficiencies: (Savings of \$1.259 million gross and net)*Salary Savings from 2012-2013 Restructuring*

- Staff restructuring as a result of efficiency measures implemented in 2012 and 2013 have resulted in additional permanent salary savings of \$0.650 million.

Business Processes Streamlining Savings

- Various cost control measures and efforts to make processes more efficient are expected to result in savings of \$0.390 million in 2014. This includes savings in processing supplies (\$0.150 million), savings from a wireless contract (\$0.125 million), software license agreements (\$0.025 million), advertising on date-due slips (\$0.020 million), and miscellaneous savings from streamlining business processes (\$0.070 million).

Negotiated Contract Reductions

- Savings of \$0.219 million are expected in 2014, as TPL continues to negotiate reductions in maintenance contracts for the Library's 100 locations (branches and support buildings), such as savings in cleaning, pest control, snow removal, security services and minor maintenance contracts.

Revenue Adjustments: (Savings of \$0.725 million net)*Contribution from Development Charge (DC) Reserve Fund*

The 2014 Recommended Operating Budget includes an additional Development Charge contribution of \$0.725 million to fund Library Materials to meet the needs of the growing population. This additional funding was made available through the new Development Charges By-Law, bringing total DC funding contribution to \$2.725 million to fund eligible growth costs for library materials.

2014 Recommended New / Enhanced Service Priority Actions

(In \$000s)

Description	2014 Recommended			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2015 Plan		2016 Plan	
				Net Expenditures	# Positions	Net Expenditures	# Positions
New Service Priorities							
Pan Am Games Showcase Program (Phase I) - Poetry Slam	100.0						
Sub-Total	100.0						
Total	100.0						

Recommended New Service Priorities

Pan Am Games Showcase Program (Phase I) - Poetry Slam

- The Pan Am Games Showcase Program (Phase I) - Poetry Slam is a major spoken-word poetry competition organized and hosted by Toronto Public Library. The competition will be open to all young people up to age 29 and a documentary film will capture the experiences of the top competitors and be entered into film festivals, including the Hot Docs Festival in 2016.
- Funding of \$0.100 million gross and \$0 net will be provided from the Major Special Events Reserve Fund and forms part of the City's Pan Am Showcase projects to occur on or before the Pan Am Games in 2015.

2015 and 2016 Plan

(In \$000s)

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression pay and Step Increases	264.1		264.1	0.2%		264.1		264.1	0.2%	
COLA and Fringe Benefits	2,765.5		2,765.5	1.7%		281.9		281.9	0.2%	
Operating impact from capital projects	864.3	52.0	812.3	0.5%		79.0		79.0	0.0%	2.7
Change in management fee recovery from capital		(28.0)	28.0	0.0%			(17.0)	17.0	0.0%	
Maintenance cost of new library material sorters	28.0		28.0	0.0%						
Adjust number of working days						480.3		480.3	0.3%	
Corporate Economic Increase	674.8		674.8	0.4%		652.9		652.9	0.4%	
Library Materials Inflationary Increase	445.0		445.0	0.3%		456.1		456.1	0.3%	
Pan Am Games Showcase Program (Phase I) - Poetry Slam	(16.6)	(16.6)	-			(83.4)	(83.4)			
Sub-Total	5,025.1	7.4	5,017.7	3.0%		2,130.9	(100.4)	2,231.3	1.3%	2.7
Total Incremental Impact	5,025.1	7.4	5,017.7	3.0%		2,130.9	(100.4)	2,231.3	1.3%	2.7

Note: COLA is excluded in 2016

Approval of the 2014 Recommended Budget for TPL will result in a 2015 and 2016 incremental increase of \$5.017 million net and \$2.231 million net, respectively to maintain the 2014 level of service.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- *Progression pay and Step Increases* are estimated to increase by \$0.264 million net in 2015 and 2016.

- *COLA and Fringe Benefits* are estimated to increase by \$2.766 million net in 2015. No COLA provision has been included for 2016 as the collective agreement expires at the end of 2015.
- *Operating Impact of capital projects* includes anticipated net incremental operating costs of \$0.812 million net in 2015 mainly attributable to the annualized operating costs of the two new branches (Fort York and Scarborough Civic Centre), and \$0.079 million net in 2016 mainly due to the relocation and expansion of the Bayview Library.
- *Management fee recovery from capital* will decrease by \$0.028 million in 2015 and by \$0.017 million in 2016 due to the type of capital projects and expenditure cycle of the projects approved in each year.
- *Maintenance cost of new library materials sorters* will require an increase of \$0.028 million net in 2015 to purchase maintenance service for library sorters installed in 2013 and in the beginning of 2014.
- *The Number of Working Days* is to account for an extra working day in 2016, requiring incremental salary and benefit funding of \$0.480 million net.
- *Corporate Economic Increase* is estimated to be \$0.675 million net in 2015 and \$0.653 million net in 2016 based on corporate inflation estimates.
- *Library Materials Inflationary Increase* is anticipated to be \$0.445 million in 2015 and \$0.456 million in 2016.

V: ISSUES FOR DISCUSSION

2014 Issues

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

- Library materials are eligible for Development Charge (DC) funding under the City's 2013 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	Funding Source		Total Library Material Budget	Cumulative total by year	Comment
	Development Charges	City Funded (Property taxes)			
2004	\$2.051	\$13.668	\$15.719	\$ 15.719	2004 Approved 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 - Recommended increase in reserve draw for Lib. Material
	\$2.725	\$15.262	\$17.987		2014 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 \$17.366 million each year on new collections, and is currently recovering \$2.000 million from development charges to fund collections to meet the service needs of population growth. DC funds represent 11.6% of the materials budget's expenditures.

- In 2014, the 2013 Development Charges By-law will allow increased DC funding (based on a higher recovery rate) for library materials to meet the needs of the growing population.
- The 2014 Recommended Operating Budget includes additional DC funding of \$0.725 million to fund growth related library materials, bringing the total DC funding to \$2.725 million.
- The additional DC contribution of \$0.725 million meets the applicable DC By-law guidelines, DC revenue projections and has been confirmed with Corporate Finance. The current balance in the DC Reserve Fund (Appendix 5) is \$14.308 million.

Operating Impacts from Approved Capital Projects

- The 2014-2023 Recommended Capital Plan will result in a cumulative increase to TPL's Operating Budget of \$1.846 million net and 22.7 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 of renovated or expanded and newly constructed libraries.
- The following table summarizes the operating impacts from capital projects from 2014 to 2016:

Program Net Operating Costs	2014 Budget	2015 Plan	2016 Plan	2014 - 2016 Total
2014 Capital Budget				
Toronto Reference Library Renovation	12.0			12.0
Scarborough Civic Centre New Construction	149.1	744.3		893.4
Ft. York New Construction	897.0	19.0		916.0
Fairview Renovation	(99.0)			(99.0)
Library Processing Centre 1076 Ellesmere	(4.0)	(4.0)		(8.0)
Albion Renovation			17.0	17.0
Bridlewood Renovation		42.0	12.0	54.0
Bayview Relocation			17.0	17.0
Wychwood Renovation		11.0	11.0	22.0
St. Clair/Silverthorn Renovation			9.0	9.0
Sanderson Renovation			13.0	13.0
Total				
Program Cost (Net)	955.1	812.3	79.0	1,846.4
Approved Positions	20.0		2.7	22.7

- In 2014, the operating impact from completed projects is \$0.955 million net and 20.0 additional positions.
 - The newly constructed 15,000 sq. ft. Scarborough Civic Centre Library will require 10.0 additional positions and funding of \$0.149 million;
 - The newly constructed 15,000 sq. ft Fort York/Bathurst Library will require 10.0 additional positions and funding of \$0.897 million;

- The completed Fairview renovation will provide operating savings of \$0.099 million generated from installing an automated material sorter system.
- The Toronto Reference Library renovation will result in additional operating costs of \$0.012 million due to RFID gate and security installation;
- The Library Processing Centre Relocation to 1076 Ellesmere will result in savings of \$0.004 million from savings in utility costs due to reduction in total square footage.
- The 2015 operating impact from completed capital projects is expected to be \$0.812 million; including annualized costs for the Scarborough Civic Centre Library (\$0.744 million), and the Fort York Library (\$0.019 million), plus additional operating costs for the Bridlewood renovation (\$0.042 million), and the Wychwood renovation (\$0.011 million) and operating savings of \$0.004 million from the Library Processing Centre Relocation to 1076 Ellesmere.
- The 2016 operating impact from completed projects is expected to total \$0.079 million; including Albion renovation (\$0.017 million), Bridlewood renovation (\$0.012 million), Bayview relocation (\$0.017 million) including 2.7 new positions, Wychwood renovation (\$0.011 million), St. Clair/Silverthorn renovation (\$0.009 million), and Sanderson renovation (\$0.013 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 Board's 2014 Operating Budget Request

- At its meeting on November 18, 2013, the Toronto Public Library Board considered the TPL 2014 Operating Budget Submission of \$167.727 million net (\$184.310 million gross) representing a \$2.368 million or 1.4% net increase over the 2013 budget.
- The Toronto Public Library Board at its meeting of September 23, 2013 recommended that the:
 - 2014 operating budget be amended to include Open Hour Enhancements at a cost of \$260,000, and;
 - 2014 operating budget be amended to include the After Hours Study Hall pilot at a cost of \$140,000
- Funding for the Open Hours Enhancement would increase Monday and/or Friday 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 additional hours per year at a cost of \$0.260 million including the addition of 4.0 full-time equivalent positions.
- Funding for the After Hours Study Hall would enable TPL to offer study space until midnight Sunday to Thursday that would be piloted at 4 locations (Toronto Reference Library, North

York Central Library, Agincourt and Richview branches). The pilot will cost \$0.140 million to staff security guards and would add 2,352 hours during a six-month pilot running from April to June and then from September to December.

- The 2014 Staff Recommended Operating Budget for TPL of \$183.910 million gross and \$167.327 million net (after reductions), is lower by \$0.400 million net than the Toronto Public Library Board Recommended Operating Budget of \$167.727 million net (\$184.310 million gross).
- The table below compares the Toronto Library Board Recommended 2014 Operating Budget Request with the 2014 Staff Recommended Operating Budget.
 - The Toronto Public Library Board recommendation for an additional \$0.260 to increase library hours and the recommendation of \$0.140 million for the After Hours Study Hall are not included in the 2014 Recommended Operating Budget given the base pressures that need to be funded, including the opening of the 2 new branches (Fort York and Scarborough Civic Centre) in 2014.

(In \$000s)	TPL Board Recommended			2014 Recommended Operating Budget			Net Changes	Comment
	Approved Positions	Gross Expenditures	Net	Approved Positions	Gross Expenditures	Net		
		\$	\$		\$	\$		
2013 Approved Budget	1,713.4	180,793.9	165,359.6	1,713.4	180,793.9	165,359.6		
In-Year Adjustment		1,236.5			1,236.5			
2013 Adjusted Budget	1,713.4	182,030.4	165,359.6	1,713.4	182,030.4	165,359.6		
Reversal of one-time adjustment		(1,236.5)			(1,236.5)			
2014 Pressures								
Staffing costs		2,607.1	2,607.1		2,607.1	2,607.1		
Operating impact of Capital for 2 new branches	20.0	1,108.1	1,046.1	20.0	1,108.1	1,046.1		
Economic adjustments		1,099.0	1,099.0		1,099.0	1,099.0		
2014 Base Budget before reductions	1,733.4	185,608.1	170,111.8	1,733.4	185,608.1	170,111.8		
Revenues, Efficiencies and Other Reductions								
Development Charge funding for library materials			(725.0)			(725.0)		
Other revenue increases		129.4	(181.0)		129.4	(181.0)		
Salary savings and adjustments		(1,127.0)	(1,127.0)		(1,127.0)	(1,127.0)		
Additional cost savings		(800.4)	(751.4)		(800.4)	(751.4)		
2014 Base Budget Request		(1,798.0)	(2,784.4)		(1,798.0)	(2,784.4)		
New and Enhanced Services								
Pan Am Games Showcase Program (Phase I) - Poetry Slam		100.0			100.0			
Open Hours Enhancement	4.0	260.0	260.0				(260.0)	Open Hours Enhancement and After Hours Study Hall not recommended due to affordability.
After Hours Study Hall		140.0	140.0				(140.0)	
Total New and Enhanced	4.0	500.0	400.0		100.0	0.0	(400.0)	
2014 Recommended Operating Budget	4.0	184,310.1	167,727.4	1,733.4	183,910.1	167,327.4	(400.0)	

2014 Service Levels

At its meeting of January 15 and 16, 2013, City Council directed that the City work with all City agencies to establish service standards and service levels in time for the 2014 Budget process.

The Service Levels for Toronto Public Library as presented in Page 8 are at a preliminary stage. Keeping in line with Council's directive, it is requested that TPL finalize its service levels in time for the 2015 Budget process.

Service Efficiency Study Implementation – Status Update

- City Council at its meeting of June 11, 2013 adopted a report that addressed the results of the Shared Services Study – City Agencies. This report was in response to Council's request for the City Manager to review opportunities for the City to share corporate support services with its Agencies.

- Status: Toronto Public Library Board at its meeting of September 23, 2013 adopted the following:

"That the Toronto Public Library Board:

1. endorses the following principles for the Library's participation in shared services discussions:
 - i. that Board governance and authority be recognized;
 - ii. that implementation of shared services programs be cost neutral to the Board and provide a return on investment;
 - iii. that Toronto Public Library have on-going participation in the planning and implementation of applicable shared services programs and there be on-going reporting back to the Board; and
 - iv. that Toronto Public Library maintain control over the collective bargaining function while continuing to work collaboratively with the City; and
2. requests the City Librarian to report to the January 2014 meeting with an update on the shared services discussions with the City."

Issues Referred to the 2014 Operating Budget Process

- Toronto Public Library Board at its meeting of September 23, 2013 adopted a motion requesting the 2014 Budget target for TPL be revised to provide additional funding to operate the two new branches (Fort York and Scarborough Civic Centre) at a cost of \$1.046 million in 2014 and \$0.763 million in 2015 to reduce the operating pressures.
 - 2014 Staff Recommended Operating Budget for TPL is \$1.968 million or 1.2% over the 2013 Approved Operating Budget and provides funding for the operating impact of capital of \$1.046 million with no corresponding service level reduction.

Appendix 1

2013 Service Performance

2013 Key Accomplishments

In 2013, Toronto Public Library's achieved the following:

- Maintenance of service and activity levels
 - ✓ 19.2 million visits to branches
 - ✓ 26 million virtual visits
 - ✓ 32.4 million total circulation
 - ✓ 30,045 program delivered, with 770,000 annual program attendance
- Delivering Key Strategic Plan Initiatives
 - ✓ READ: Grow a City of Readers
 - Increased access to e-collections including books, audio books and magazines; over 100% increase in usage.
 - Major early literacy initiatives delivered including launch and distribution of over 80,000 Let's Get Ready for Reading guides across Toronto and Ontario; opening of new interactive early literacy centre, KidsStop, at Mount Dennis and Bloor/Gladstone branches.
 - ✓ LEARN: Develop a City of Learners
 - Delivered system-wide education and learning programs with focus on technology and targeting older adults.
 - Supporting student success through school outreach programs, homework help, Leading to Reading and other literacy support programs, and afterschool newcomer hubs.
 - ✓ CREATE: Catalyze and Connect a City of Innovators, Entrepreneurs and Creators
 - Opening of the Library's first Digital Innovation Hub at the Toronto Reference Library; opening of S.P.O.T. youth hub at Malvern branch in partnership with community and Library Foundation; piloting of maker programs for children in several branches
 - Support for employment and entrepreneurs including expert staff assistance, spaces to meet and work, free programs and seminars, and a wide range of in-branch and online information resources.
 - ✓ DELIVER: Deliver Excellent Library Service to Torontonians Efficiently & Effectively

- A continued focus on service excellence, innovation and efficiency including the introduction of online fines payment for users
- Introduction of new revenue streams including date due slip advertising, online book sales, art exhibit fees, and retail affiliate book and e-book program.
- Release of Library Economic Impact Study by the Rotman School of Business' Martin Prosperity Institute
- Updating and application of TPL's Accessibility for Persons with Disabilities Policy to support compliance with the AODA and related standards; initiatives included community and stakeholder consultations, TPL website and electronic databases audit, and staff training.

2013 Financial Performance

2013 Budget Variance Analysis (In \$000s)

(\$000s)	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Projected Actuals*	2013 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	193,167.0	175,355.3	182,030.4	183,058.8	1,028.4	0.6
Revenues	22,529.0	16,280.6	16,670.8	18,250.1	1,579.3	9.5
Net Expenditures	170,638.0	159,074.7	165,359.6	164,808.7	(550.9)	(0.3)
Approved Positions	1,824.9	1,717.9	1,713.4	1,653.4	(60.0)	(3.5)

* Based on the 3rd Quarter Operating Budget Variance Report

2013 Experience

- Based on the September 30, 2013 operating results the Toronto Public Library is projecting that \$164.809 million or 99.7% of the 2013 Operating Budget of \$165.360 million net will be spent by year-end resulting in a favourable year-end variance of \$0.551 million net.
- The projected unfavourable year-end gross expenditure variance is primarily due to over-expenditures in materials, services and rent associated with specific library initiatives funded by grants and donations.
- The projected favourable revenue variance of \$1.579 million reflects unbudgeted grants and donations received which will offset the increased costs of specific library programs.

Impact of 2013 Operating Variance on the 2014 Recommended Budget

- Additional savings of \$0.650 million in salaries and benefits as a result of Voluntary Separation Program implemented in 2012 are expected to continue and have been included as a permanent reduction in TPL's 2014 Operating Base Budget.

Appendix 2

2014 Recommended Total Operating Budget by Expenditure Category

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

Category of Expense	2011	2012	2013	2013	2014	2014 Change from		2015	2016
	Actual	Actual	Budget	Projected	Rec'd	2013 Approved		Plan	Plan
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	148,291.9	129,021.7	136,554.5	135,803.7	137,487.9	933.4	0.7%	141,079.5	142,217.9
Materials and Supplies	19,646.4	20,279.6	19,904.1	19,966.2	20,586.6	682.5	3.4%	21,289.9	21,949.1
Equipment	522.1	771.1	524.3	532.7	685.3	161.0	30.7%	766.6	843.5
Services & Rents	22,128.0	22,545.5	22,365.0	24,073.5	22,567.8	202.8	0.9%	23,216.7	23,473.1
Contributions to Capital	1,768.0	1,828.0	1,888.0	1,888.0	1,788.0	(100.0)	-5.3%	1,788.0	1,788.0
Contributions to Reserve/Res Funds	735.8	820.9	790.5	790.5	790.5		0.0%	790.5	790.5
Other Expenditures	74.7	88.5	4.0	4.2	4.0		0.0%	4.0	4.0
Interdivisional Charges									
Total Gross Expenditures	193,166.9	175,355.3	182,030.4	183,058.8	183,910.1	1,879.7	1.0%	188,935.2	191,066.1
Interdivisional Recoveries									
Provincial Subsidies	5,977.0	5,765.8	5,685.7	5,723.8	5,685.7		0.0%	5,685.7	5,685.7
Federal Subsidies	538.7	284.2	20.0	60.6	20.0		0.0%	20.0	20.0
Other Subsidies									
User Fees & Donations	5,469.3	6,049.4	4,914.5	6,499.0	5,237.9	323.4	6.6%	5,261.9	5,244.9
Transfers from Capital Fund	88.1	141.2	389.0	389.0	340.0	(49.0)	-12.6%	511.8	511.8
Contribution from Reserve Funds	7,228.0	-	2,000.0	2,000.0	2,825.0	825.0	41.3%	2,808.4	2,725.0
Contribution from Reserve	1,000.0	1,750.0							
Sundry Revenues	2,228.2	2,290.0	2,425.1	2,341.3	2,474.1	49.0	2.0%	2,302.3	2,302.3
One Time Funding			1,236.5	1,236.5		(1,236.5)	-100.0%		
Total Revenues	22,529.3	16,280.6	16,670.8	18,250.2	16,582.7	(88.1)	-0.5%	16,590.1	16,489.7
Total Net Expenditures	170,637.6	159,074.7	165,359.6	164,808.6	167,327.4	1,967.8	1.2%	172,345.1	174,576.4
Approved Positions	1,824.9	1,717.9	1,713.4	1,653.4	1,733.4		0.0%	1,733.4	1,736.1

2014 Key Cost Drivers

Salaries and Benefits comprise the largest expenditure category at 74.8% of total expenditures, followed by Services and Rents at 12.3%, Materials and Supplies at 11.2%, with Equipment and Other Expenditures at 1.7%.

Salaries and Benefits

- The 2014 budget for Salaries and Benefits of \$137.488 million reflects an increase of \$0.933 million or 0.7% compared to the 2013 budget of \$136.555 million.
 - The increase is primarily due to COLA, progression pay and step increases, and fringe benefit changes.
 - This increase was partially offset by savings from the Voluntary Separation Program and adjusting the number of working days in 2014.

Materials and Supplies

- Materials and supplies include inflationary increase for library materials of \$0.434 million and operating impact from capital projects of \$0.192 million due to the opening of the two new branches (Fort York and Scarborough Civic Centre).

Equipment and Other Expenditures

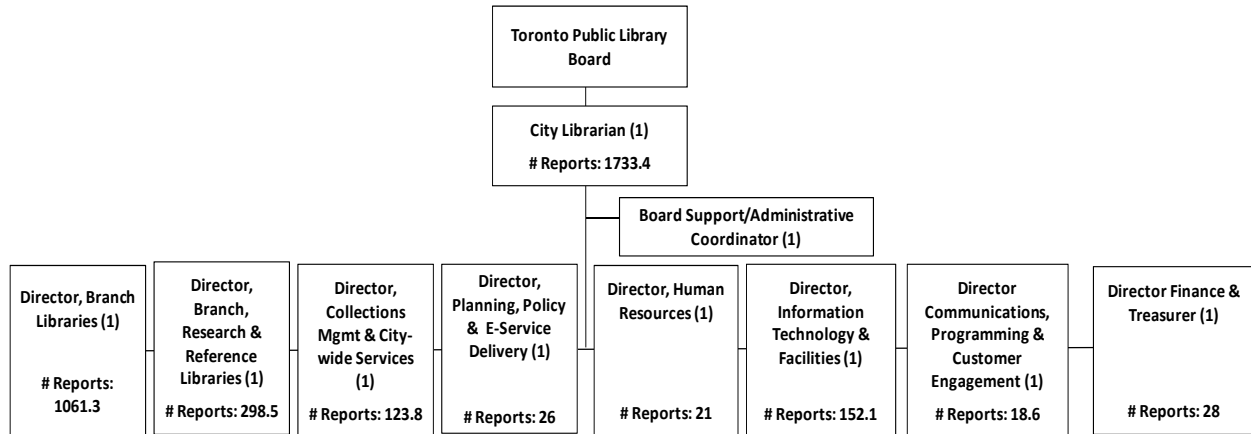
- The expenditures for service and rents have increased by \$0.203 million primarily due to inflationary cost increase for contracts and services.
- The contribution to capital has decreased by \$0.100 million due to reduction in contribution from operating budget to the Technology Asset Management Program (TAMP) to offset operating pressures.

Revenues

- Revenues for user fees, donations and sundry revenues has increased by \$0.181 million, which reflects additional revenues from room bookings (\$0.050 million), TRL gift shop (\$0.040 million), TRL Appel Salon (\$0.033 million) and tenant leases of \$0.058 million.
- The contributions from reserve funds in 2014 reflect the increased contribution of \$0.725 million from the Development Charge Reserve Fund for library materials growth and \$0.100 million for the Pan Am Games Showcase Program (Phase I) - Poetry Slam from the Major Special Events Reserve Fund.
- Transfers from capital reflect a decrease in management fee recovery from capital projects of \$0.049 million.

Appendix 2 - Continued

2014 Organization Chart



2014 Full and Part Time Staff

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	1.0	79.0	30.0	1,167.0	1,277.0
Part-Time				456.4	456.4
Total	1.0	79.0	30.0	1,623.4	1,733.4

Appendix 3

Summary of 2014 Recommended Service Changes

**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		Agencies - Cluster Program: Toronto Public Library	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2014 Staff Recommended Base Budget Before Service Change: **185,069.5** **16,482.7** **168,586.8** **1733.4** **4,367.7** **2,231.3**

1476	Business Processes Streamlining Savings
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51	1	Description:
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Various cost control measures and efforts to make processes more efficient are expected to result in savings of \$0.390 million in 2014. This includes savings in processing supplies (\$0.150 million), savings from a wireless contract (\$0.125 million), software license agreements (\$0.025 million), advertising on date-due slips (\$0.020 million), and miscellaneous savings from streamlining of business processes (\$0.070 million).

Service Level Impact:

N/A

Service: Library Services

Total Staff Recommended:	(390.0)	0.0	(390.0)	0.0	0.0	0.0
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Staff Recommended Service Changes:	(390.0)	0.0	(390.0)	0.0	0.0	0.0
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2750	Salary Savings associated with 2012-13 restructuring
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51	1	Description:
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Additional permanent savings of \$0.650 million in salaries and benefits will be realized through the implementation of TPL's final phase of restructuring.

Service Level Impact:

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		Agencies - Cluster Program: Toronto Public Library	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
N/A								
Service: Library Services								
Total Staff Recommended:			(650.0)	0.0	(650.0)	0.0	650.0	0.0
Staff Recommended Service Changes:			(650.0)	0.0	(650.0)	0.0	650.0	0.0

3025	Negotiated Contract Reductions
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51	1	Description:
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Savings of \$0.219 million are expected in 2014, as TPL continues to negotiate reductions in maintenance contracts for the Library's 100 locations (branches and support buildings), such as savings in cleaning, pest control, snow removal, security services and minor maintenance contracts.

Service Level Impact:

N/A

Service: Library Services

Total Staff Recommended:	(219.4)	0.0	(219.4)	0.0	0.0	0.0
Staff Recommended Service Changes:	(219.4)	0.0	(219.4)	0.0	0.0	0.0

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		Agencies - Cluster Program: Toronto Public Library	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Summary:

Staff Recommended Service Changes:	(1,259.4)	0.0	(1,259.4)	0.0	650.0	0.0
Total Staff Recommended Base Budget:	183,810.1	16,482.7	167,327.4	1,733.4	5,017.7	2,231.3

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

Appendix 4

Summary of 2014 Recommended New / Enhanced Service Changes

**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Agencies - Cluster Program: Toronto Public Library	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1462	Pan Am Games Showcase Program (Phase I) - Poetry Slam	
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74	1	Description:
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Funding of \$0.100 million gross and \$0 net will be provided from the Major Special Event Reserve Fund for TPL's Poetry Slam. This program is a major spoken-word poetry competition organized and hosted by the Toronto Public Library. The competition will be open to all young people up to age 29 and a documentary film will capture the experiences of the top competitors that will be entered into film festivals, including the Hot Docs Festival in 2016.

Service Level Impact:

N/A

Service: Library Services

Total Staff Recommended:	100.0	100.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	100.0	100.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Agencies - Cluster Program: Toronto Public Library	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Summary:

Staff Recommended New/Enhanced Services:	100.0	100.0	0.0	0.0	0.0	0.0
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Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

Appendix 5

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		14,308.0	14,308.0	14,033.0	15,905.0
Development Charge Reserve Fund - Library	XR2115		(6,415.0)	(5,832.0)	(8,342.0)
<i>Proposed</i>			6,140.0	7,704.0	9,081.0
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		14,308.0	14,033.0	15,905.0	16,644.0
Balance at Year-End		14,308.0	14,033.0	15,905.0	16,644.0

Corporate Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance			260.5	211.4	394.7
Vehicle Reserve Fund - Library	XQ1700	260.5	(451.1)	(158.7)	(396.9)
<i>Proposed</i>			402.0	342.0	342.0
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		260.5	211.4	394.7	339.8
Balance at Year-End		260.5	211.4	394.7	339.8

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance			18,307.1	36,762.2	51,417.2
Insurance Reserve Fund	XR1010	18,307.1	(448.5)	(448.5)	(448.5)
<i>Proposed</i>			448.5	448.5	448.5
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		18,307.1	18,307.1	36,762.2	51,417.2
Other program / Agency Net Withdrawals & Contributions			18,455.1	14,655.0	15,090.4
Balance at Year-End		18,307.1	36,762.2	51,417.2	66,507.6

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance			12,179.6	8,494.5	4,006.8
Major Special Events Reserve Fund	XR1218	12,179.6	(100.0)	(83.4)	
<i>Proposed</i>					
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		12,179.6	12,079.6	8,411.1	4,006.8
Other program / Agency Net Withdrawals & Contributions			(3,585.1)	(4,404.3)	(293.5)
Balance at Year-End		12,179.6	8,494.5	4,006.8	3,713.3