



# Toronto 2015 BUDGET

## OPERATING ANALYST NOTE



## Toronto Public Library

### 2015 OPERATING BUDGET OVERVIEW

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

### 2015 Budget Highlights

The total cost to deliver this Service to Toronto residents in 2015 is \$187.890 million gross, \$171.555 million net as shown below.

(in \$000's)	2014 Approved Budget	2015 Rec'd Budget	Change	
			\$	%
Gross Expenditures	184,220.1	187,890.0	3,669.9	2.0%
Gross Revenues	16,582.7	16,335.1	(247.6)	(1.5%)
<b>Net Expenditures</b>	<b>167,637.4</b>	<b>171,554.9</b>	<b>3,917.5</b>	<b>2.3%</b>

For 2015, TPL was facing a base pressure of \$5.825 million net due to inflationary increases, the second year operating impact of opening two new branches (Fort York in 2014 and Scarborough Civic Centre in 2015) and loss in fine revenues. Through on-going reviews, TPL was partially able to offset these pressures by \$1.402 million net. Minor service changes that standardize hours at neighbourhood branches and a reduction in the collections budget are recommended for additional savings of \$0.506 million net to bring this budget to a 2.3% increase over 2014.

[toronto.ca/budget2015](http://toronto.ca/budget2015)

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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 81 neighbourhood branches, with Scarborough Civic Centre opening in 2015, 17 district libraries, and 2 research and reference libraries.

**Trends**

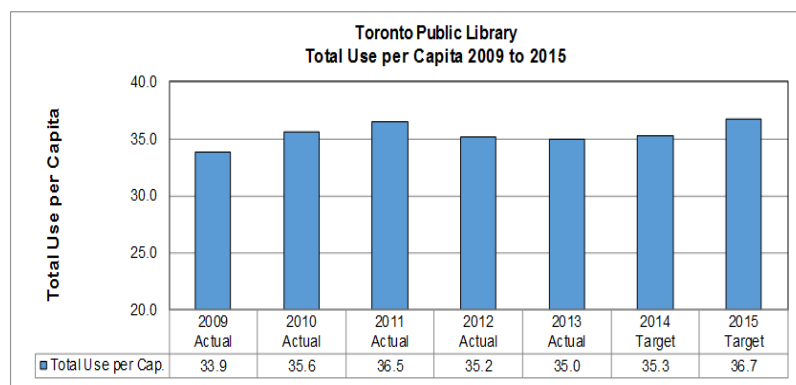
- Over the past 10 yrs (2004-13), total library usage has increased by 13.4%.
- In-person visits to branches increased by 9.2%, virtual visits increased by 34% and circulation of library items increased by 10.4% over a period of 10 years.
- Circulation of digital content increased 100% each year from 2011-13 and in 2013, more than 2 million e-titles were borrowed, 6.5% of total circulation and is expected to be 10% in 2014.
- In 2015, total usage is expected to increase to 101.9 million or 36.7 uses per capita.
- The increase is related to additional branch open hours, new branches, wireless usage and increase in e-circulations

**Our Service Deliverables for 2015**

In 2015, overall weekly hours of service will increase by 90 hours/week with 62 hours of service from the opening of the new Scarborough Civic Centre branch and a net 28 weekly hours through the standardization of neighbourhood branches' service hours. The 2015 Recommended Operating Budget will enable the Program to:

- Develop and maintain a collection of 11.2 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.
- Maintain approximately 267,744 open hours per year at 100 branches to support 19.9 million in-person visits, 6.6 million workstation users and 2.8 million wireless sessions with expanded access to technology in library branches.
- Provide virtual library services to support over 26.7 million virtual visits; including collections, programs and access to user accounts with new self-service features including online fines payment, and access to e-collections.
- Develop and deliver a suite of library programs to support literacy, lifelong learning and access to culture with emphasis on literacy for children and for youth.
- Engage public through consultation on capital projects and begin the development of a new strategic plan by the Library Board.

**Total Use Per Capita 2009 - 2015**

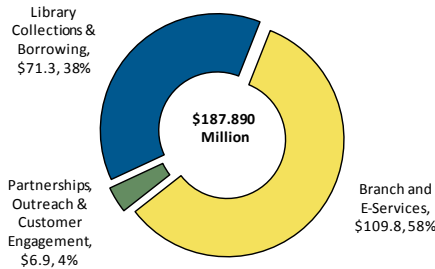


2015 Operating Budget Expenses & Funding

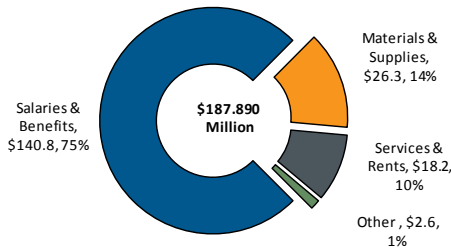
Our Key Challenges & Priority Actions

Where the money goes:

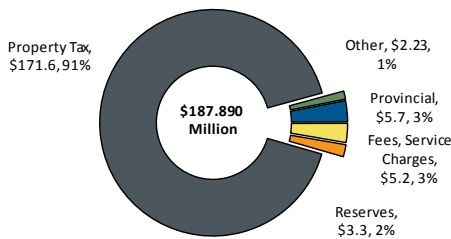
2015 Budget by Service  
\$187.890 Million



2015 Budget by Expenditure Category



Where the money comes from:  
2015 Budget by Funding Source



- **Increasing Cost/Revenue Pressures** - TPL continues to face increasing cost pressures driven by inflationary increases, the second year operating impacts of opening of 2 new libraries, Fort York in 2014 and Scarborough Civic Centre in 2015, and loss of fine revenues.

  - ✓ The 2015 Recommended Operating Budget is a 2.3% increase over 2014.
  - ✓ The 2015 Recommended Operating Budget includes base savings, operational efficiencies as well as minor service changes to help mitigate rising costs and revenue loss.
  - ✓ 2 new revenue measures will be implemented in 2015, print-on-demand service and sale of donated books to generate additional revenue. TPL will continue to explore other innovative measures to raise revenue and control expenditures.
  
- **Cost of E-collection Services** - Increased demand and use of e-collections which are more expensive to purchase are also impacting the fine revenue levels.

  - ✓ This is addressed by reducing fine revenue of \$0.775 million in the 2015 Recommended Operating Budget to account for the loss of fine revenue from the increased use of e-collections and by implementing new revenue measures.
  - ✓ TPL is leading the way in advocacy efforts for improved public access to e-collections on reasonable terms and has established the Library Board's E-Book Working Group.

2015 Operating Budget Highlights

The 2015 Recommended Operating Budget of \$171.555 million net is \$3.918 million or 2.3% over the 2014 Approved Net Operating Budget and includes funding for inflationary increases in salary and benefits, operating costs and library materials and reduced fine revenues.

- Significant base budget pressures resulting from the opening of two new branches, loss of fine revenues and inflationary cost increases were partially offset by service efficiencies, base expenditure savings and new revenue tools.
  
- The recommended budget includes minor service changes including standardizing service hours for neighbourhood branches that will result in 24 branches losing between 2.5 and 14 weekly hours and 31 branches gaining between 1 and 10.5 weekly hours for a net overall 28 weekly open hours increase in open hours across the system.

## Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2015 Recommended Operating Budget for Toronto Public Library of \$187.890 million gross, \$171.555 million net, for the following services:

<u>Service:</u>	Gross <u>(\$000s)</u>	Net <u>(\$000s)</u>
Library Collections and Borrowing:	71,262.1	65,719.2
Branch and E-Services:	109,767.5	99,217.1
Partnerships, Outreach and Customer Engagement:	6,860.3	6,618.6
Total Program Budget	<u>187,890.0</u>	<u>171,554.9</u>

2. City Council approve the 2015 recommended service levels for Toronto Public Library as outlined on pages 17,21,22,23,26 and 27 of this report, and associated staff complement of 1,736.3 positions; and
3. City Council request TPL to report back on any progress achieved in the cost, terms and conditions to acquire and circulate e-material in time for the 2016 Budget process.

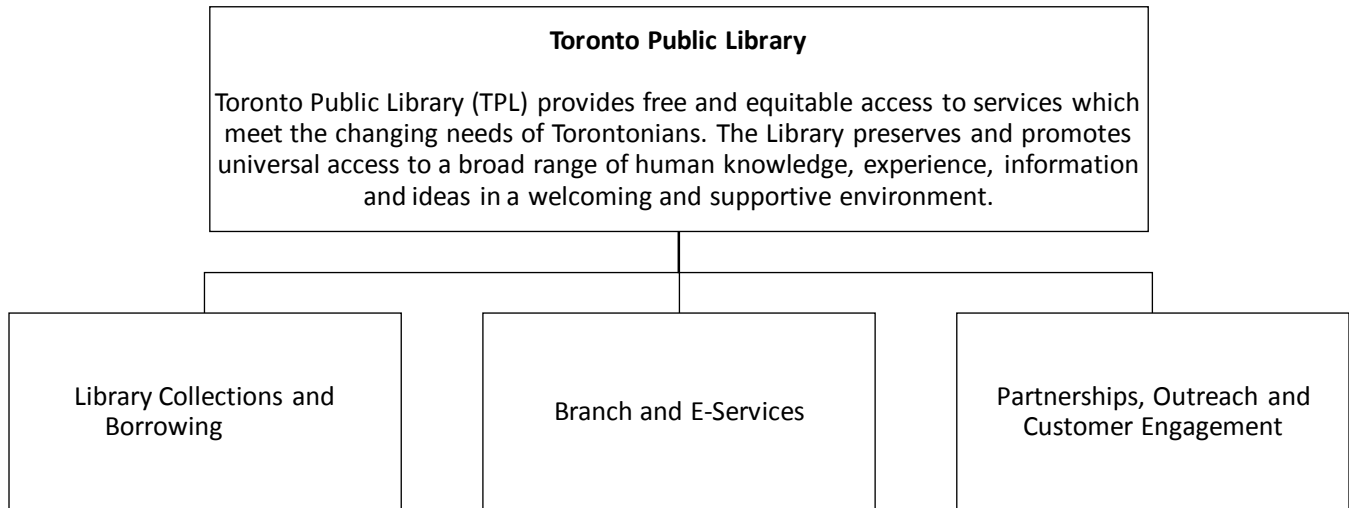


## **Part I:**

2015 – 2017

Service Overview and  
Plan

## Program Map



### 2015 Service Deliverables

The 2015 Recommended Operating Budget of \$187.890 million gross and \$174.555 million net for Toronto Public Library will enable the Program to:

#### *Library Collections and Borrowing*

- Develop and maintain a collection of 11.2 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 with an annual circulation of 35.1 million items and information resources to support 2.1 million reference requests in a variety of subjects.

#### *Branch and E-Services*

- Maintain approximately 267,744 open hours per year at 100 branches to support 19.9 million in-person visits, 6.6 million workstation users and 2.8 million wireless sessions with expanded access to technology in library branches. A review of access to technology in library branches is planned to understand current and future needs.
- Develop and deliver a suite of programs to support reading, literacy, lifelong learning and culture with an annual attendance of over 808,000.
- Support virtual library services over 26.7 million virtual visits; services include collections, programs and access to user accounts with new self-service features including online fines payment, and access to e-collections. Strategic directions include the redesign of the library’s virtual services for children and youth, library programs offered online, and increased access to e-content including books, audio and digitized collections, and content co-creation.

*Partnership, Outreach and Community Engagement*

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

**Table 1**  
**2015 Recommended Operating Budget and Plan by Service**

(In \$000s)	2014		2015 Recommended Operating Budget			2015 Rec.d vs. 2014 Budget Approved		Incremental Change 2016 and 2017 Plan			
	Approved Budget	Projected Actual	2015 Rec'd Base	2015 Rec'd New/Enhanced	2015 Rec'd Budget	Budget Approved Changes		2016		2017	
	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>By Service</b>											
<b>Library Collections &amp; Borrowing</b>											
Gross Expenditures	69,790.9	71,479.3	71,262.1		71,262.1	1,471.2	2.1%	858.9	1.2%	470.8	0.7%
Revenue	5,220.6	6,387.7	5,543.0		5,543.0	322.4	6.2%	(21.2)	(0.4%)	(21.8)	(0.4%)
<b>Net Expenditures</b>	<b>64,570.3</b>	<b>65,091.6</b>	<b>65,719.2</b>		<b>65,719.2</b>	<b>1,148.9</b>	<b>1.8%</b>	<b>880.1</b>	<b>1.3%</b>	<b>492.6</b>	<b>0.7%</b>
<b>Branch and E-Services</b>											
Gross Expenditures	107,706.2	106,922.0	109,767.5		109,767.5	2,061.3	1.9%	1,528.9	1.4%	1,046.9	0.9%
Revenue	11,107.9	9,555.0	10,550.4		10,550.4	(557.5)	(5.0%)	(177.0)	(1.7%)	(96.0)	(0.9%)
<b>Net Expenditures</b>	<b>96,598.3</b>	<b>97,367.0</b>	<b>99,217.1</b>		<b>99,217.1</b>	<b>2,618.8</b>	<b>2.7%</b>	<b>1,706.0</b>	<b>1.7%</b>	<b>1,142.9</b>	<b>1.1%</b>
<b>Partnerships, Outreach &amp; Customer Engagement</b>											
Gross Expenditures	6,723.0	7,162.8	6,860.3		6,860.3	137.3	2.0%	83.5	1.2%	43.2	0.6%
Revenue	254.2	640.1	241.7		241.7	(12.5)	(4.9%)	(2.2)	(0.9%)	(2.2)	(0.9%)
<b>Net Expenditures</b>	<b>6,468.8</b>	<b>6,522.7</b>	<b>6,618.6</b>		<b>6,618.6</b>	<b>149.8</b>	<b>2.3%</b>	<b>85.6</b>	<b>1.3%</b>	<b>45.4</b>	<b>0.7%</b>
<b>Total</b>											
Gross Expenditures	184,220.1	185,564.0	187,890.0		187,890.0	3,669.9	2.0%	2,471.3	1.3%	1,561.0	0.8%
Revenue	16,582.7	16,582.7	16,335.1		16,335.1	(247.6)	(1.5%)	(200.4)	(1.2%)	(120.0)	(0.7%)
<b>Total Net Expenditures</b>	<b>167,637.4</b>	<b>168,981.3</b>	<b>171,554.9</b>		<b>171,554.9</b>	<b>3,917.5</b>	<b>2.3%</b>	<b>2,671.7</b>	<b>1.6%</b>	<b>1,681.0</b>	<b>1.0%</b>
<b>Approved Positions</b>	<b>1,737.9</b>	<b>1,682.4</b>	<b>1,736.3</b>		<b>1,736.3</b>	<b>(1.6)</b>	<b>(0.1%)</b>				

The 2015 Recommended Operating Budget for Toronto Public Library is \$187.890 million gross and \$171.555 million net. The net budget increased by \$3.918 million or 2.3% due to the following.

- Base pressures of \$5.825 million net, common to all 3 services, are primarily due to inflationary cost increases in salary and benefits, the operating impact of two new branches (Fort York and Scarborough Civic Centre), inflationary costs for utilities and library materials, an increase in costs for service contracts and reduced fine revenues.
- To help mitigate the above base pressures, the program was able to achieve base budget savings of \$0.642 million net across all services from implementing cost control measures and by reducing the operating budget contribution to the capital Technology Asset Management Program (TAMP) project. Service efficiencies of \$0.240 million net are from streamlining the use of barcode labels and RFID tags and from changes to the contracted security guard services. New revenue tools are being implemented that are expected to generate additional revenues of \$0.075 million and an increased base revenue withdrawal from the Development Charge Reserve Fund for growth related library materials will generate an additional budget reduction of \$0.445 million specific to the *Library Collections and Borrowing Service*.
- To further reduce pressures, the 2015 Recommended Operating Budget includes minor service changes which would standardize hours in neighbourhood branches, which would increase 28 net overall weekly open hours, as well as reduce the collections budget for total savings of \$0.506 million.



- The 2016 and 2017 Plans includes the inflationary cost increases for progression pay, step and fringe benefits, operating impacts of capital, as well as anticipated inflationary increases to non-salary accounts. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

Approval of the 2015 Recommended Operating Budget will result in Toronto Public Library reducing its total staff complement by 1.6 positions from 1,737.9 to 1,736.3, as highlighted in the table below:

**Table 2**  
**2015 Recommended Total Staff Complement**

Changes	2015 Budget				Plan	
	Library Collections & Borrowing	Branch and E-Services	Partnerships, Outreach & Customer Engagement	Total	2016	2017
<b>2014 Approved Complement</b>	677.8	990.6	69.0	1,737.4		
In-year Adjustments			0.5	0.5		
<b>Adjusted 2014 Staff Complement</b>	677.8	990.6	69.5	1,737.9	1,736.3	1,739.0
<b>Recommended Change in Staff Complement</b>						
Prior Year Impact						
Operating Impacts of Completed Capital Project					2.7	
Capital Project Delivery						
Base Changes						
Service Changes	(0.6)	(0.9)	(0.1)	(1.6)		
New / Enhanced Service Priorities						
<b>Total</b>	<b>677.2</b>	<b>989.7</b>	<b>69.4</b>	<b>1,736.3</b>	<b>1,739.0</b>	<b>1,739.0</b>
<b>Position Change Over Prior Year</b>						
<b>% Change Over Prior Year</b>	<b>(0.09%)</b>	<b>(0.09%)</b>	<b>(0.14%)</b>	<b>(0.09%)</b>	<b>0.16%</b>	

- Approval of the 2015 recommended service change will result in a reduction of 1.6 permanent vacant positions arising from standardization of hours in neighbourhood branches.

The 2015 Recommended Operating Budget includes base expenditure pressures of \$5.006 million net, primarily attributable to salary and non-salary inflationary increases as well as operating impacts from opening two new branches and a decrease in recommended base revenue of \$0.820 million net for total pressures of \$5.825 million net as detailed below:

**Table 3**  
**Key Cost Drivers**

(In \$000s)	2015 Recommended Operating Budget			Total Rec'd 2015 Base Budget
	Library Collections & Borrowing	Branch and E- Services	Partnerships, Outreach & Customer Engagement	
<b>Gross Expenditure Changes</b>				
<b>Operating Impacts of Capital</b>				
Operating Impact of Fort York	8.6	9.9	0.5	19.0
Operating Impact of Scarborough Civic Centre	303.6	413.9	26.8	744.3
Operating Impact of Other Capital Projects	0.5	3.4	0.1	4.0
<b>Economic Factors</b>				
Corporate Economic Factors - Utilities	50.7	345.7	11.6	408.0
Library Materials Inflation - 2.5%	295.0	139.0	11.0	445.0
<b>COLA and Progression Pay</b>				
COLA and Employee Benefits	959.6	1,402.5	98.4	2,460.5
Step and Progression Pay	117.6	171.8	12.1	301.5
<b>Other Base Changes</b>				
Increased Cost of Contracts and services	79.5	542.3	18.1	640.0
Pan Am Games programs		(16.6)		(16.6)
<b>Total Gross Expenditure Changes</b>	<b>1,815.2</b>	<b>3,011.9</b>	<b>178.6</b>	<b>5,005.7</b>
<b>Revenue Changes</b>				
Reduction in Fine Revenue	(140.6)	(620.1)	(14.3)	(775.0)
Change in Management Fee from Capital	(5.1)	(22.4)	(0.5)	(28.0)
Pan Am Games programs		(16.6)		(16.6)
<b>Total Revenue Changes</b>	<b>(145.7)</b>	<b>(659.1)</b>	<b>(14.8)</b>	<b>(819.6)</b>
<b>Net Expenditure Changes</b>	<b>1,960.8</b>	<b>3,671.0</b>	<b>193.4</b>	<b>5,825.3</b>

Key cost drivers for Toronto Public Library are as follows:

- Cost of living adjustments, including the contractually obligated cost of living allowance of 2.25%, progression pay, step and fringe benefits of \$2.762 million, common amongst all services, are driving the costs for the Program.
- Operating impact costs for the two new library branches, Fort York and Scarborough Civic Centre, consisting of salaries, utilities, services and rents, materials, supplies and software licenses account for \$0.763 million net.
- Non-labour economic factors on expenses add a pressure of \$0.853 million due to an inflationary increase of 8% to hydro and water costs, 5% for natural gas costs and 2.5% for library materials.
- An increase in cost for contracted services results in a pressure of \$0.640 million and includes grounds keeping, waste disposal, cleaning, building machinery and equipment, IT equipment/network/licenses, supplies and other services.
- A revenue reduction of \$0.775 million to Fines is recommended in the 2015 Operating Budget in order to reflect actual experience. This reduction represents a 21% decrease in the fines budget which is comparable to what many other libraries are experiencing. Further a reduction of \$0.100

million in 2016 and 2017 is projected. This is discussed in Part III Issues – *Loss of Fine Revenues and E-Collections*.

In order to offset the above base pressures, the service changes totalling \$1.908 million are recommended. These include base expenditure changes of \$0.642 million net, base revenue changes of \$0.445 million net, service efficiency savings of \$0.240 million net, revenue adjustments of \$0.075 million net and service changes of \$0.506 million net. In total, these bring the Program's 2015 Recommended Budget to \$3.918 million net or 2.3% over the 2014 Approved Budget. These changes are detailed in Table 4 below:

**Table 4**  
**2015 Total Recommended Service Change Summary**

Description (\$000s)	2015 Recommended Service Changes						Total Rec'd Service Changes			Incremental Change			
	Library Collections & Borrowing		Branch and E-Services		Partnerships, Outreach & Customer Engagement		\$	\$	#	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
<b>Base Changes:</b>													
<b>Base Expenditure Changes</b>													
Reduction in Contribution to TAMP	(70.8)	(70.8)	(483.0)	(483.0)	(16.2)	(16.2)	(570.0)	(570.0)					
Reduction in material processing supplies, licenses and service efficiencies	(8.9)	(8.9)	(60.8)	(60.8)	(2.0)	(2.0)	(71.8)	(71.8)					
<b>Base Expenditure Change</b>	(79.7)	(79.7)	(543.8)	(543.8)	(18.2)	(18.2)	(641.8)	(641.8)					
<b>Base Revenue Changes</b>													
Additional Development Charges draw for Collections (inflation)		(445.0)						(445.0)					
<b>Base Revenue Change</b>		(445.0)						(445.0)					
<b>Sub-Total</b>	(79.7)	(524.7)	(543.8)	(543.8)	(18.2)	(18.2)	(641.8)	(1,086.8)					
<b>Service Efficiencies</b>													
Changes in scheduling and type of Security Guards Services	(18.6)	(18.6)	(127.1)	(127.1)	(4.3)	(4.3)	(150.0)	(150.0)					
Streamlining use of barcode labels and RFID tags	(11.2)	(11.2)	(76.3)	(76.3)	(2.6)	(2.6)	(90.0)	(90.0)					
<b>Sub-Total</b>	(29.8)	(29.8)	(203.4)	(203.4)	(6.8)	(6.8)	(240.0)	(240.0)					
<b>Revenue Adjustments</b>													
New self-publishing initiative print-on-demand revenue		(4.5)		(20.0)		(0.5)		(25.0)					
New revenue from sale of used books		(9.1)		(40.0)		(0.9)		(50.0)					
<b>Sub-Total</b>		(13.6)		(60.0)		(1.4)		(75.0)					
<b>Service Changes</b>													
Reduction in Collections Budget	(143.2)	(143.2)	(67.4)	(67.4)	(5.4)	(5.4)	(216.0)	(216.0)					
Service Hours Standardization of Neighbourhood Branches	(113.1)	(113.1)	(165.3)	(165.3)	(11.6)	(11.6)	(290.0)	(290.0)					
<b>Sub-Total</b>	(256.3)	(256.3)	(232.7)	(232.7)	(17.0)	(17.0)	(506.0)	(506.0)					
<b>Total Changes</b>	(365.9)	(824.5)	(979.9)	(1,039.9)	(42.0)	(43.4)	(1,387.7)	(1,907.7)					

### Base Expenditure Changes (Savings of \$0.642 million gross & net)

*Reduction in Operating Contribution to the Technology Asset Management Program (TAMP) (\$0.570 million gross and net)*

- A reduction of \$0.570 million net to the operating contribution for TAMP is recommended in the 2015 Operating Budget. The TAMP capital project is funded from debt, development charges (DC) and a contribution from the operating budget. By increasing the DC recovery rate to the total

eligible amount of 90% (after 10% statutory discount), \$0.570 million of debt is freed up annually and will be applied to the project. The applied debt funding has replaced the operating funding.

*Savings from Services, Materials processing, Supplies and Licenses (\$0.072 million gross and net)*

- Efficiencies and various costs control measures in services, materials processing, supplies and licenses will save \$0.072 million net.

### **Base Revenue Changes (Savings of \$0.445 million net)**

*Additional Withdrawal from Development Charge (DC) Reserve Fund for Library Materials (Collections)*

- An additional DC withdrawal of \$0.445 million net is recommended to fund Library Materials (collections) to help offset the inflationary increase and meet the needs of the growing population. This additional funding was made available through the 2014 Development Charges By-Law, bringing the total DC funding contribution for growth related library materials to \$3.170 million in 2015.

### **Service Efficiencies (Savings of \$0.240 million gross & net)**

*Changes in Security in Security Guard Services (\$0.150 million gross and net)*

- Based on an annual review of security guard services, savings of \$0.150 million net or about 10% of the security budget are expected in 2015 based on changes to the current service. The security guard contract ends in July 2015, and TPL will be going to market for security guard services in the spring of 2015.
- Branches with identified safety issues will maintain a visible in-branch security guard presence. Four locations will no longer have in-branch security guards, the guard service will be reduced at two Research and Reference libraries and the mobile security guard service re-vamped. The Library will also provide security guards on an occasional basis to address situations that may be temporary or seasonal in nature. Specific changes include:
  - *Toronto Reference Library:* Security Guard hours at the Toronto Reference Library will be reduced by eliminating the security bag checks at the exit. There will now be 3 guards present when it is open to the public;
  - *North York Central Library:* The overnight guard will be eliminated;
  - *Eatonville, Fort York, St. James Town branches and the Computer Centre:* There will no longer be security guards at these locations; and
  - *Mobile security guards:* There will be 1 mobile guard instead of 2 and branches will be patrolled on a targeted basis, with more frequent visits to few branches.

*Streamlining uses of Barcode Labels and RFID tags (\$0.090 million gross and net)*

- Streamlining the use of library materials tags and labels throughout the library system will result in savings of \$0.090 million net.

**Revenue Adjustments (Savings of \$0.075 million net)**

*Self-Publishing Initiative Print-On-Demand (\$0.025 million net)*

- New revenue of \$0.025 million net is expected to be generated from print-on-demand services at the Toronto Reference Library, associated with the establishment of a new entity, the ‘Asquith Press’ for self-publishing others.

*Sale of Donated Books (\$0.050 million net)*

- A promotion to encourage the donation of saleable used materials is expected to generate new revenue of \$0.050 million net.

**Service Changes (Savings of \$0.506 million gross & net)**

*Reduction in Collections Budget (\$0.216 million gross and net)*

- The 2015 Recommended Operating Budget includes a reduction in funding of library materials of \$0.216 million net which represents approximately 12,000 items or 1%.

*Service Hours Standardization of Neighbourhood Branches (\$0.290 million gross and net)*

- Savings of \$0.290 million is recommended from standardizing service hours in neighbourhood branches across the City. Standardization would increase hours in 31 branches and decrease hours in 24 branches for a net increase of 28 hours per week and a reduction of 1.6 permanent vacant positions.
- The impact would be that 26 neighbourhood branch hours remain the same, 31 neighbourhood branches would gain between 1 and 10.5 weekly hours per branch (176 weekly hours) and 24 neighbourhood branches would lose between 2.5 and 14 weekly hours per branch (148 weekly hours) for an overall gain of 28 hours.
- Currently, Research and Reference libraries (a total of 2) and district branches (a total of 17) have standardized service hours which are 65.5 hours per week and these do not change. This service change would standardize neighbourhood branches to either 63, 50.5, 48 or 40 service hours per week based on customer use. The below chart shows how the neighbourhood branch hours are currently distributed and how they will look once standardized.

Current Neighbourhood Branch Hours	
Weekly Hours (Mon - Sat)	Number of Branches
65.5	5
62.0	18
59.0	1
58.5	3
50.5	18
40.0	34
28.0	2
<b>Total</b>	<b>81</b>

Standardized Neighbourhood Branch Hours	
Weekly Hours (Mon - Sat)	Number of Branches
63.0	19
50.5	20
48.0	21
40.0	19
28.0	2
<b>Total</b>	<b>81</b>

Note: Research and Reference Libraries (2) and District Branches (17) will not be affected by this change and will remain at 65.5 Weekly Hours.

- More information, including specific branches affected, is provided in Part III Issue Section – *Service Standardization in Neighbourhood Branch Hour and Reduction to Collections Budget*.

Approval of the 2015 Recommended Budget will result in a 2016 incremental net cost of \$2.672 million and a 2017 incremental net cost of \$1.681 million. This excludes COLA adjustments as 2016 is a bargaining year, to maintain the 2015 level of service as discussed in the following section.

**Table 6**  
**2016 and 2017 Plan by Program**

Description (\$000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
<b>Known Impacts:</b>										
Salaries and Fringe Benefits	159.6		159.6	0.1%	2.7	162.0		162.0	0.1%	
Progression Pay & Step Increases	304.5		304.5	0.2%		307.6		307.6	0.2%	
Operating Impacts of Capital	83.0		83.0	0.0%		99.0		99.0	0.1%	
Number of working days	517.8		517.8	0.3%		(517.8)		(517.8)	(0.3%)	
Reversal of Pan Am Games	(83.4)	(83.4)								
Fine Revenue Reduction		(100.0)	100.0	0.1%			(100.0)	100.0	0.1%	
Change in Management Fee Recovery		(17.0)	17.0	0.0%			(20.0)	20.0	0.0%	
<b>Sub-Total</b>	<b>981.5</b>	<b>(200.4)</b>	<b>1,181.9</b>	<b>0.7%</b>	<b>2.7</b>	<b>50.8</b>	<b>(120.0)</b>	<b>170.8</b>	<b>0.1%</b>	
<b>Anticipated Impacts:</b>										
Increased cost of utilities, contracts and services	1,035.8		1,035.8	0.6%		1,046.2		1,046.2	0.6%	
Library Material Inflationary Increase	454.0		454.0	0.3%		464.0		464.0	0.3%	
<b>Sub-Total</b>	<b>1,489.8</b>		<b>1,489.8</b>	<b>0.9%</b>		<b>1,510.2</b>		<b>1,510.2</b>	<b>0.9%</b>	
<b>Total Incremental Impact</b>	<b>2,471.3</b>	<b>(200.4)</b>	<b>2,671.7</b>	<b>1.6%</b>	<b>2.7</b>	<b>1,561.0</b>	<b>(120.0)</b>	<b>1,681.0</b>	<b>1.0%</b>	

Future year incremental costs are primarily attributable to the following:

#### Known Impacts

- Progression pay, step and fringe benefits increases will result in increased pressure of \$0.464 million net in 2016 and \$0.470 million net in 2017. Since 2016 is a collective bargaining year, no estimate of cost of living allowance is included.
- Incremental operating costs from capital projects will be \$0.083 million in 2016, mainly due to the Bridlewood branch renovation, and \$0.099 million in 2017 from the renovation of the Wychwood branch.
- In 2016, there will be an extra working day which will require incremental salary and benefit funding of \$0.518 million net, and it will be reversed in 2017.
- Based on previous years' experience, fine revenues are estimated to decrease by \$0.100 million net in 2016 and 2017.

#### Anticipated Impacts

- Anticipated increases in the costs of utilities, contracts and services will result in increased pressure of \$1.036 million net in 2016 and \$1.046 million net in 2017.
- The inflation increase for Library Materials is anticipated to be \$0.454 million net in 2016 and \$0.464 million net in 2017.



## **Part II:**

2015 Recommended  
Budget by Service

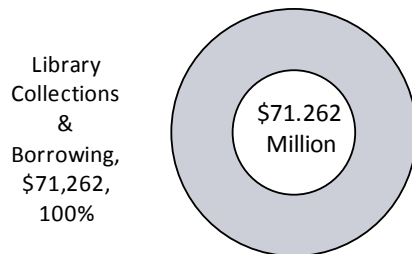
# Library Collections and Borrowing



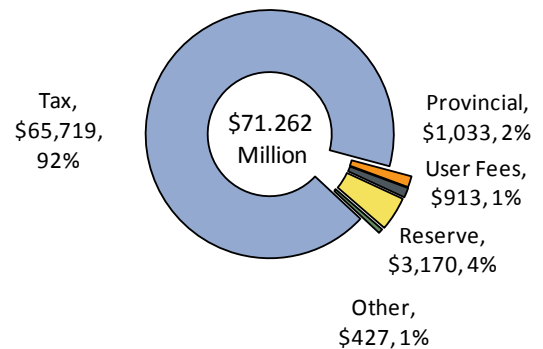
## What We Do

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

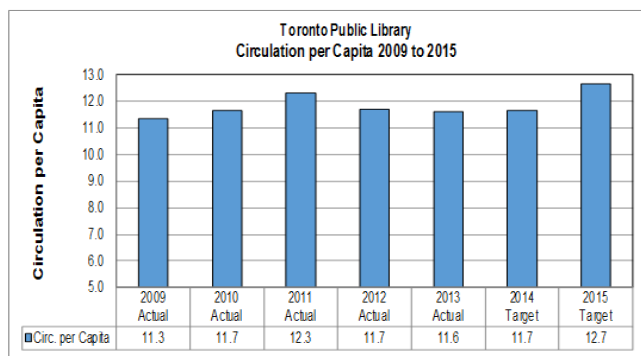
### 2015 Service Budget by Activity (\$000s)



### Service by Funding Source (\$000s)



### Circulation per Capita



- 2015 circulation is projected to increase to 35.1 million or 12.7 per capita.
- E-circulation increasingly accounts for a larger proportion of overall circulation and is projected to increase by 94.8% over 2014, while physical circulation declines by 4%, which will reduce fine revenue.



## 2015 Service Levels

### Library Collections and Borrowing

Activity	Service Levels	Recommended
	2014	2015
Acquisitions	<p>Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy.</p> <p>Physical collection size: 10,862,302</p> <p>Physical collection size per capita: 3.9</p> <p>Reference collection per capita: 1.6</p> <p>New acquisitions per capita: 0.26</p> <p><i>E collection size:</i></p> <p>100+ electronic products including periodical databases with 100 million articles from general, special and technical periodicals and 85,000 streamed music titles</p> <p><i>E-books and E-audio books:</i></p> <p>175,000 downloadable and streamed copies for adults, youth and children</p> <p><i>E-music and E-videos:</i></p> <p>200,000 downloadable music titles and 7,000 downloadable videos</p>	<p>Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy.</p> <p>Physical collection size: <b>11,177,302</b></p> <p>Physical collection size per capita: 3.9</p> <p>Reference collection per capita: 1.6</p> <p>New acquisitions per capita: 0.26</p> <p><i>E collection size:</i></p> <p>100+ electronic products including periodical databases with 100 million articles from general, special and technical periodicals and 85,000 streamed music titles</p> <p><i>E-books and E-audio books:</i></p> <p>225,000 downloadable and streamed copies for adults, youth and children</p> <p><i>E-music and E-videos:</i></p> <p>250,000 downloadable music titles and <b>10,000</b> downloadable videos</p>
Collection	<p>A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and use by residents and collection development, and management activity.</p> <p>0.26 items added to the catalogue per capita</p>	<p>A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and use by residents and collection development, and management activity.</p> <p>0.26 items added to the catalogue per capita</p>
Public Access to Collections through borrowing	<p>Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.</p> <p>Circulation per capita: 11.7</p> <p><i>Holds/versus copies</i></p> <p>Books 6/1 (3 week loan)</p> <p>DVDs 18/1 (1 week loan)</p> <p>Turnover rate of circulating collection: 5.0</p>	<p>Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.</p> <p>Circulation per capita: <b>12.7</b></p> <p><i>Holds/versus copies</i></p> <p>Books 6/1 (3 week loan)</p> <p>DVDs 18/1 (1 week loan)</p> <p>Turnover rate of circulating collection: 5.0</p>

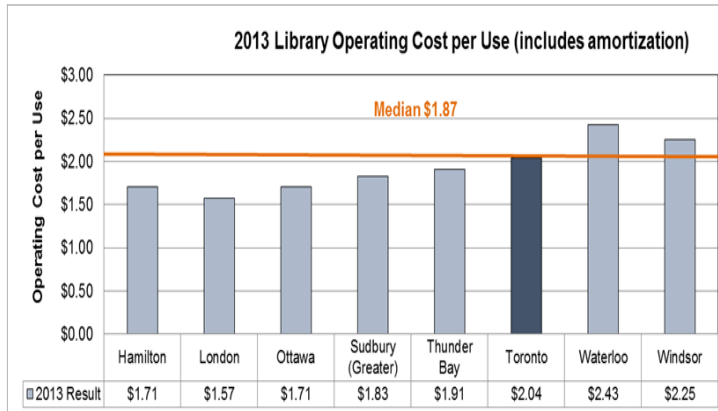
\* 2015 Service Levels reflect service changes.

For the 2014 Approved Operating Budget, service levels for TPL were not finalized; therefore, no service levels were approved. The 2015 Service levels have been completed and are recommended.

Any changes from 2014 service levels have been highlighted in bold.

## Service Performance

### Efficiency Measure – Library Operating Cost per Use 2013 (MPMP)



- The Chart compares Toronto Public Library’s operating cost per use to other library systems in Ontario.
- The 2013 operating cost per use is \$2.04 and TPL placed around the median of \$1.87.
- Compared to other libraries, TPL remained around the median, similar to previous years.

Table 7

## 2015 Recommended Service Budget by Activity

	2014	2015 Recommended Operating Budget								Incremental Change				
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd Budget vs. 2014 Budget	2016 Plan		2017 Plan		
										\$	\$	\$	%	\$
<b>(000s)</b>	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
Library Collections & Borrowing	69,790.9	71,627.4	(365.3)	71,262.1	1,471.2	2.1%		71,262.1	1,471.2	2.1%	858.9	1.2%	470.8	0.7%
<b>Total Gross Exp.</b>	69,790.9	71,627.4	(365.3)	71,262.1	1,471.2	2.1%		71,262.1	1,471.2	2.1%	858.9	1.2%	470.8	0.6%
<b>REVENUE</b>														
Library Collections & Borrowing	5,220.6	5,084.4	458.6	5,543.0	322.4	6.2%		5,543.0	322.4	6.2%	(21.2)	-0.4%	(21.8)	(0.4%)
<b>Total Revenues</b>	5,220.6	5,084.4	458.6	5,543.0	322.4	6.2%		5,543.0	322.4	6.2%	(21.2)	-0.4%	(21.8)	(0.4%)
<b>NET EXP.</b>														
Library Collections & Borrowing	64,570.3	66,543.0	(823.9)	65,719.2	1,148.9	1.8%		65,719.2	1,148.9	1.8%	880.1	1.3%	492.6	0.7%
<b>Total Net Exp.</b>	64,570.3	66,543.0	(823.9)	65,719.2	1,148.9	1.8%		65,719.2	1,148.9	1.8%	880.1	1.3%	492.6	0.7%
<b>Approved Positions</b>	677.8	677.8	(0.6)	677.2	(0.6)	(0.1%)		677.2	(0.6)	(0.1%)				

The 2015 Recommended Operating Budget for Library Collections and Borrowing service of \$71.262 million gross and \$65.719 million net is \$1.149 million or 1.8% over the 2014 Approved Net Budget.

The **Library Collections and Borrowing** service develops and maintains a wide range of knowledge, information and ideas through collections in a variety of formats (physical, e-books, e-audio books, e-music, e-videos and e-collections), languages and reading levels to support a variety of needs, interests and residents.

- Base Budget pressures in *Library Collections and Borrowing* service are mainly due to inflationary costs increases in salaries and benefits totaling \$1.077 million, a 2.5% inflationary increase for library materials totaling \$0.295 million and the operating impacts costs of \$0.312 million net for the Fort York and Scarborough Civic Centre branches.
- Other base pressures of \$0.130 million are from the increasing cost of utilities, contracts and services and a loss of \$0.141 million in fine revenue, reflective of actual experience.
- To help mitigate the base pressures, the service was able to control costs in service, materials processing, supplies and licences for a savings of \$0.009 million and reduce the operating contribution to the capital project TAMP by \$0.071 million by maximizing the amount of development charges permitted by the 2014 DC By-Law to fund eligible expenses. Specific to this service, an additional revenue draw of \$0.445 million from the DC reserve was used to cover the inflationary increase in Library Materials costs.
- Service efficiencies generate savings of \$0.011 million from streamlining the use of barcode labels and RFID tags and \$0.019 million from changes to scheduling and type of services provided by contracted Security Guards. New revenue of \$0.013 million is expected from a self-publishing initiative and promotion for the sale of used books.
- The 2015 Recommended Operating Budget for Library Collections and Borrowing includes service changes which will reduce the collections budget by 1% for savings of \$0.143 million and standardize neighbourhood branch hours for savings of \$0.113 million.

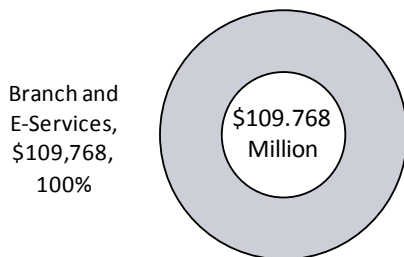
## Branch and E-Services



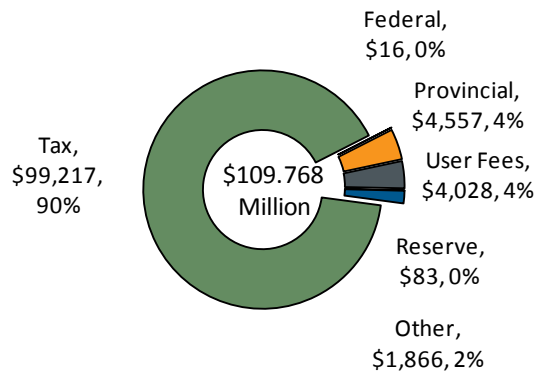
### What We Do

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

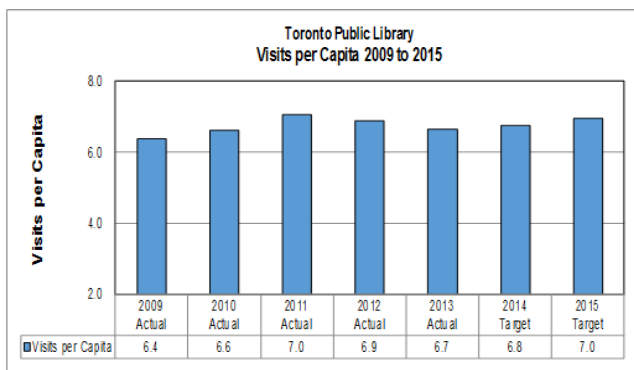
### 2015 Service Budget by Activity (\$000s)



### Service by Funding Source (\$000s)



### Visits per Capita 2009-2015



- 2015 visits are expected to increase to 19.3 million or 7.0 visits per capita with additional open hours and the opening of 2 new branches.
- Total visits declined in 2013 slightly as a result of weather and branch closures for renovation/retrofits.
- Visits reflect a range of branch uses including study and meeting room space.

## 2015 Service Levels

## Branch and E-Services

Activity	Service Levels	Recommended
	2014	2015
In Branch Services	Toronto Public Library provides free public access to space in accordance with the Public Libraries Act and TPL's Service Delivery Model.	Toronto Public Library provides free public access to space in accordance with the Public Libraries Act and TPL's Service Delivery Model.
Provision of public space	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 population 64,402 square feet of library space per 100,000 population Seating Capacity: 8,924 322 per seats per 100,000 population	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 population 64,402 square feet of library space per 100,000 population Seating Capacity: 8,924 322 per seats per 100,000 population
Open Hours	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2014 operating budget. 9,457 open hours per 100,000 population 0.09 open hours per capita	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2015 operating budget. <b>9,607</b> open hours per 100,000 population 0.10 open hours per capita
Study and Community Use	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy. Security provided to address community needs.	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy. Security provided to address community needs.
Access to Technology	Provision of access to public technology in accordance with TPL's Internet Use Policy. 69 internet access workstations per 100,000 population Wireless internet access at all locations. 0.81 wireless connections per capita	Provision of access to public technology in accordance with TPL's Internet Use Policy. 69 internet access workstations per 100,000 population Wireless internet access at all locations. <b>1.02</b> wireless connections per capita
Information Services	Information services available in all branches to support access to information, collections and services based on the Service Delivery Model. 7,130,296 questions answered per year in response to public demand (2.6 per capita) Telephone: at point of contact for user technology support or quick reference and within 24 hours for more complex requests.	Information services available in all branches to support access to information, collections and services based on the Service Delivery Model. 7,130,296 questions answered per year in response to public demand (2.6 per capita) Telephone: at point of contact for user technology support or quick reference and within 24 hours for more complex requests.
In-library use of materials	Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy 1.6 reference items per capita 2.4 in-library use transactions per capita	Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy 1.6 reference items per capita 2.4 in-library use transactions per capita

Activity	Service Levels	Recommended
	2014	2015
Programs	<p>Programs provided in accordance with TPL's Programming Policy and are available City wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms including electronic format.</p> <p>1,124 programs offered per 100,000 population</p>	<p>Programs provided in accordance with TPL's Programming Policy and are available City wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms including electronic format.</p> <p>1,124 programs offered per 100,000 population</p>
Room Rentals for community groups	<p>Public space rental in accordance with TPL's Auditorium, Meeting Room and Theatre Policy.</p> <ul style="list-style-type: none"> <li>• Space available 25% of time for public booking</li> <li>• Same business day verification for availability of space</li> <li>• Space held for 10 days for confirmation of the contract</li> </ul> <p>Toronto Reference Library Salon available in accordance with TPL Bram &amp; Bluma Salon Rental Policy.</p>	<p>Public space rental in accordance with TPL's Auditorium, Meeting Room and Theatre Policy.</p> <ul style="list-style-type: none"> <li>• Space available 25% of time for public booking</li> <li>• Same business day verification for availability of space</li> <li>• Space held for 10 days for confirmation of the contract</li> </ul> <p>Toronto Reference Library Salon available in accordance with TPL Bram &amp; Bluma Salon Rental Policy.</p>
Facility Maintenance	<p>Space well maintained to promote public safety and use with repair issues addressed</p> <p>70% waste diversion</p> <p>Capital program to address state of good repair backlog</p> <p>Nightly cleaning of facilities with no visible soil</p> <p>Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall</p> <p>Landscaping every 7 days including grass cutting and litter abatement</p> <p>Carpet cleaning four times per year</p>	<p>Space well maintained to promote public safety and use with repair issues addressed</p> <p>70% waste diversion</p> <p>Capital program to address state of good repair backlog</p> <p>Nightly cleaning of facilities with no visible soil</p> <p>Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall</p> <p>Landscaping every 7 days including grass cutting and litter abatement</p> <p>Carpet cleaning four times per year</p>
Virtual Branch Services	<p>Comprehensive Virtual Library Branch Services available 24/7 in accessible format including access to collections, branch and program information and a range of self service options for account management.</p>	<p>Comprehensive Virtual Library Branch Services available 24/7 in accessible format including access to collections, branch and program information and a range of self service options for account management.</p>
Remote Information and User Support	<p>New content regularly added and currency of content regularly checked.</p> <p>Social media and online channels provide up to date information on services, programs and service disruption in compliance with the Access for Ontarians with Disabilities Act.</p> <p>E-mail information requests responded to within 24 hours depending on the type of the request.</p> <p>New web content created is in compliance with the AODA's web accessibility</p>	<p>New content regularly added and currency of content regularly checked.</p> <p>Social media and online channels provide up to date information on services, programs and service disruption in compliance with the Access for Ontarians with Disabilities Act.</p> <p>E-mail information requests responded to within 24 hours depending on the type of the request.</p> <p>New web content created is in compliance with the AODA's web accessibility</p>

Activity	Service Levels	Recommended
	2014	2015
Digitization	Digitization program to provide access to materials special and archival collections including materials focusing on Toronto and its neighbourhoods. 9,198 books digitized 17,719 images and ephemera digitized	Digitization program to provide access to materials special and archival collections including materials focusing on Toronto and its neighbourhoods. <b>10,398</b> books digitized <b>22,719</b> images and ephemera digitized

\* 2015 Service Levels reflect service changes.

For the 2014 Approved Operating Budget, service levels for TPL were not finalized; therefore, no service levels were approved. The 2015 Service levels have been completed and are recommended.

Any changes from 2014 service levels have been highlighted in bold.

**Table 7**  
**2015 Recommended Service Budget by Activity**

(\$000s)	2014	2015 Recommended Operating Budget						2015 Rec'd Budget vs. 2014 Budget		Incremental Change				
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	\$	%	2016 Plan		2017 Plan	
	\$										\$	\$	\$	\$
<b>GROSS EXP.</b>														
Branch and E-Services	107,706.2	110,747.0	(979.5)	109,767.5	2,061.3	1.9%		<b>109,767.5</b>	2,061.3	1.9%	1,528.9	1.4%	1,046.9	0.9%
<b>Total Gross Exp.</b>	107,706.2	110,747.0	(979.5)	109,767.5	2,061.3	1.9%		<b>109,767.5</b>	2,061.3	1.9%	1,528.9	1.4%	1,046.9	0.9%
<b>REVENUE</b>														
Branch and E-Services	11,107.9	10,490.4	60.0	10,550.4	(557.5)	(5.0%)		<b>10,550.4</b>	(557.5)	(5.0%)	(177.0)	-1.7%	(96.0)	(0.9%)
<b>Total Revenues</b>	11,107.9	10,490.4	60.0	10,550.4	(557.5)	(5.0%)		<b>10,550.4</b>	(557.5)	(5.0%)	(177.0)	-1.7%	(96.0)	(0.9%)
<b>NET EXP.</b>														
Branch and E-Services	96,598.3	100,256.6	(1,039.5)	99,217.1	2,618.8	2.7%		<b>99,217.1</b>	2,618.8	2.7%	1,706.0	1.7%	1,142.9	1.1%
<b>Total Net Exp.</b>	96,598.3	100,256.6	(1,039.5)	99,217.1	2,618.8	2.7%		<b>99,217.1</b>	2,618.8	2.7%	1,706.0	1.7%	1,142.9	1.1%
<b>Approved Positions</b>	990.6	990.6	(0.9)	989.7	(0.9)	(0.1%)		<b>989.7</b>	(0.9)	(0.1%)	2.7	0.3%		

The 2015 Recommended Operating Base Budget for Branch and E-Services of \$109.768 million gross and \$99.217 million net is \$2.619 million or 2.7% over the 2014 Approved Net Budget.

**Branch and E-Services** service maintains branches to provide neighbourhood hubs to access collections, computers, programs, etc. and public spaces to read, study, work, network, etc. for all residents. The service also provides 24/7 online access to library collections, services and information and a range of self-service options.

- Base Budget pressures in *Branch and E-Services* are primarily from inflationary cost increases in salaries and benefits totaling \$1.574 million and economic increases of \$0.542 million for contracted services, \$0.346 million for utilities and \$0.139 million for library materials.
- Other base pressures include the operating impact of the Fort York and Scarborough Civic Centre branches of \$0.424 million net and a \$0.621 million loss in fine revenue based on previous years' experiences.
- To help mitigate the base pressures, the service was able to control costs in service, materials processing, supplies and licences for a savings of \$0.061 million and reduce the operating contribution to the capital project TAMP by \$0.483 million by maximizing the amount of development charges permitted by the 2014 DC By-Law to fund eligible expenses.
- Service efficiencies generate savings of \$0.076 million from streamlining the use of barcode labels and RFID tags and \$0.127 million from changes to scheduling and type of services provided by contracted Security Guards. New revenue of \$0.060 million is expected from a self-publishing initiative and promotion for the sale of used books.
- The 2015 Recommended Operating Budget for Branch and E-Services includes service changes which will reduce the collections budget by 1% for savings of \$0.068 million and standardize neighbourhood branch hours for savings of \$0.165 million.



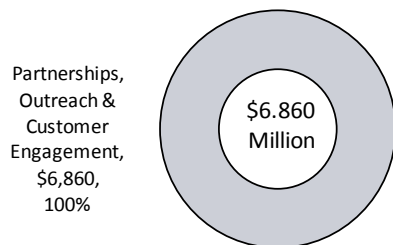
## Partnerships, Outreach and Customer Engagement



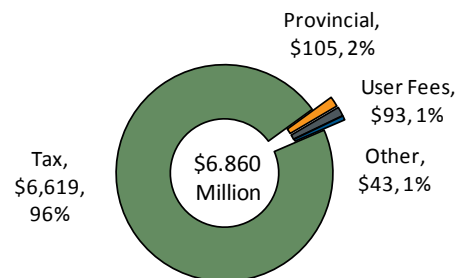
### What We Do

- Extend access to library services to residents and communities throughout the city, and help to increase awareness and use of library services.
- Support the library in outreach to new audiences and in delivering service efficiently.
- Engage and consult residents, stakeholders and communities to deliver excellent and responsive customer service.
- Provide opportunities to volunteers to develop employment skills and contribute to the community.

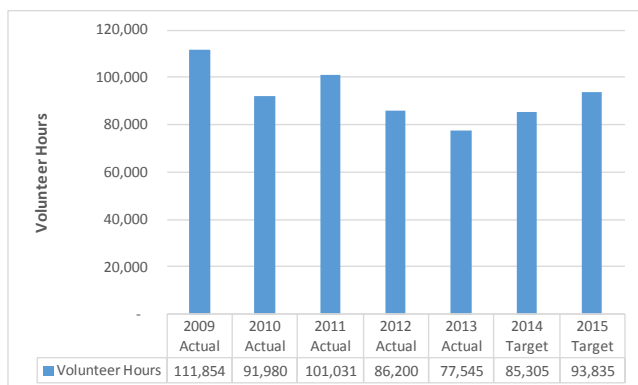
2015 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



TPL Volunteer Hours 2009 -2015



- Volunteers support 6 programs focusing on literacy and technology including programs for children in middle years.
- The number of volunteer hours are expected to increase in 2014 and 2015.

## 2015 Service Levels

## Partnerships, Outreach and Customer Engagement

Activity	Service Levels	Recommended
	2014	2015
Partnership	Partnerships established to facilitate City and strategic objectives.	Partnerships established to facilitate City and strategic objectives.
Outreach	<p><i>Online and social media to support service objectives</i></p> <ul style="list-style-type: none"> <li>Engaging in promotion, outreach and awareness raising</li> <li>Delivering information service</li> <li>Improving and supporting customer service excellence</li> <li>Supporting media and public relations</li> <li>Promoting accessibility for all by participating on popular social media channels</li> </ul> <p><i>Online and social media tools reflect community usage and include:</i></p> <ul style="list-style-type: none"> <li>blogs and wikis</li> <li>Streamed programs on You Tube</li> <li>Twitter for current information</li> </ul> <p>E-newsletter</p>	<p><i>Online and social media to support service objectives</i></p> <ul style="list-style-type: none"> <li>Engaging in promotion, outreach and awareness raising</li> <li>Delivering information service</li> <li>Improving and supporting customer service excellence</li> <li>Supporting media and public relations</li> <li>Promoting accessibility for all by participating on popular social media channels</li> </ul> <p><i>Online and social media tools used reflect community usage and include:</i></p> <ul style="list-style-type: none"> <li>blogs and wikis</li> <li>Streamed programs on You Tube</li> <li>Twitter for current information</li> </ul> <p>E-newsletter</p>
Programs	Programs delivered in schools and community locations to facilitate outreach 100% of schools in City's designated neighbourhood improvement areas reached through Kindergarten, Grade Four and High School Outreach.	Programs delivered in schools and community locations to facilitate outreach and 100% of schools in City's designated neighbourhood improvement areas reached through Kindergarten Grade Four and High School Outreach.
Bookmobile and Home Library Service	Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of home bound users. 13,320 home visits to deliver materials	Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of home bound users. <b>13,350</b> home visits to deliver materials
Volunteer Services	<p>Volunteer recruitment and management in accordance with the Volunteer Management Practice Policy.</p> <p>Volunteers support 6 programs focusing on literacy and technology including programs for children in the middle years. 3,216 volunteers</p> <p>116 active volunteers per 100,000 population</p> <p>85,305 volunteer hours</p> <p>Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs.</p> <p>Youth Advisory Groups active in 50 locations</p> <p>Two Teen Advisors support engagement with Toronto's teen communities for Board initiatives targeted towards Toronto's youth</p>	<p>Volunteer recruitment and management in accordance with the Volunteer Management Practice Policy.</p> <p>Volunteers support 6 programs focusing on literacy and technology including programs for children in the middle years. <b>3,538</b> volunteers</p> <p><b>128</b> active volunteers per 100,000 population</p> <p><b>93,835</b> volunteer hours</p> <p>Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs.</p> <p>Youth Advisory Groups active in 50 locations</p> <p>Two Teen Advisors support engagement with Toronto's teen communities for Board initiatives targeted towards Toronto's youth</p>

Activity	Service Levels	Recommended
	2014	2015
Customer Engagement	Residents and communities consulted as per TPL’s Public Consultation Policy on service development including capital projects, major renovations and the ongoing evaluation of library services and programs. Feedback and customer service is available in a range of accessible formats in compliance with the AODA’s requirements and City service standards. Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested Telephone calls returned within one business day. Voicemails cleared daily or appropriate absence messaged. Callers not transferred to voicemail. Emails acknowledged within two business days.	Residents and communities consulted as per TPL’s Public Consultation Policy on service development including capital projects, major renovations and the ongoing evaluation of library services and programs. Feedback and customer service is available in a range of accessible formats in compliance with the AODA’s requirements and City service standards. Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested Telephone calls returned within one business day. Voicemails cleared daily or appropriate absence messaged. Callers not transferred to voicemail. Emails acknowledged within two business days.

\* 2015 Service Levels reflect service changes.

For the 2014 Approved Operating Budget, service levels for TPL were not finalized; therefore, no service levels were approved. The 2015 Service levels have been completed and are recommended.

Any changes from 2014 service levels have been highlighted in bold.

Table 7

## 2015 Recommended Service Budget by Activity

	2014	2015 Recommended Operating Budget							Incremental Change					
	Approved Budget (\$000s)	Base Budget \$	Rec'd Service Changes \$	2015 Rec'd Base \$	Rec'd Base Budget vs. 2014 Budget \$	% Change	Rec'd New/Enhanced \$	2015 Rec'd Budget \$	2015 Rec'd Budget vs. 2014 Budget		2016 Plan		2017 Plan	
									\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
Partnerships, Outreach & Customer Engagement	6,723.0	6,903.4	(43.1)	6,860.3	137.3	2.0%		6,860.3	137.3	2.0%	83.5	1.2%	43.2	0.6%
<b>Total Gross Exp.</b>	6,723.0	6,903.4	(43.1)	6,860.3	137.3	2.0%		6,860.3	137.3	2.0%	83.5	1.2%	43.2	0.6%
<b>REVENUE</b>														
Partnerships, Outreach & Customer Engagement	254.2	240.3	1.4	241.7	(12.5)	(4.9%)		241.7	(12.5)	(4.9%)	(2.2)	-0.9%	(2.2)	(0.9%)
<b>Total Revenues</b>	254.2	240.3	1.4	241.7	(12.5)	(4.9%)		241.7	(12.5)	(4.9%)	(2.2)	-0.9%	(2.2)	(0.9%)
<b>NET EXP.</b>														
Partnerships, Outreach & Customer Engagement	6,468.8	6,663.1	(44.4)	6,618.6	149.8	2.3%		6,618.6	149.8	2.3%	85.6	1.3%	45.4	0.7%
<b>Total Net Exp.</b>	6,468.8	6,663.1	(44.4)	6,618.6	149.8	2.3%		6,618.6	149.8	2.3%	85.6	1.3%	45.4	0.7%
<b>Approved Positions</b>	69.5	69.5	(0.1)	69.4	(0.1)	(0.1%)		69.4	(0.1)	(0.1%)				

The 2015 Recommended Operating Base Budget for Partnerships, Outreach and Customer Engagement of \$6.860 million gross and \$6.189 million net is \$0.150 million or 2.3% over the 2014 Approved Net Budget.

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

- Base Budget pressures in *Partnerships, Outreach and Customer Engagement* service are primarily from inflationary cost increases in salaries and benefits totaling \$0.111 million and economic increases of \$0.018 million for contracted services, \$0.012 million for utilities and \$0.011 million for library materials.
- Other base pressures include the operating impact of the Fort York and Scarborough Civic Centre branches of \$0.027 million net and a \$0.014 million loss in fine revenue based on previous years' experiences.
- To help mitigate the base pressures, the service was able to control costs in service, materials processing, supplies and licences for a savings of \$0.002 million and reduce the operating contribution to the capital project TAMP by \$0.016 million by maximizing the amount of development charges permitted by the 2014 DC By-Law to fund eligible expenses.
- Service efficiencies generate savings of \$0.003 million from streamlining the use of barcode labels and RFID tags and \$0.004 million from changes to scheduling and type of services provided by contracted Security Guards. New revenue of \$0.001 million is expected from a self-publishing initiative and promotion for the sale of used books.
- The 2015 Recommended Operating Budget for Partnerships, Outreach and Customer Engagement includes service changes which will reduce the collections budget by 1% for savings of \$0.005 million and standardize neighbourhood branch hours for savings of \$0.012 million.



## **Part III:**

Issues for Discussion

## Issues for Discussion

### Issues Impacting the 2015 Budget

#### *Service Standardization in Neighbourhood Branch Hours and Reduction in Collections Budget*

The 2015 Recommended Operating Budget includes 2 service changes that will result in savings of \$0.506 million net and a net overall increase of 28 weekly service hours. These service changes are detailed below:

#### Service Standardization in Neighbourhood Branch Hours

- The Toronto Public Library operates 2 Research and Reference branches, 17 district branches and 81 neighbourhood branches (including the new Scarborough Civic Centre branch). Service Hours for the Research and Reference and district branches are standardized at 65.5 weekly hours, Monday to Saturday, and 3.5 service hours on Sundays between September and June.
- As a result of the legacy from amalgamation, there is an unequal distribution of open hours throughout the City for neighbourhood branches. Some areas of the City have more neighbourhood branches with longer open hours while others have large district branches with longer hours but fewer neighbourhood libraries which are open for shorter hours.
- The recommended service change will maintain current hours (65.5 weekly) for research and reference and district branches and create standardize categories of service hours for neighbourhood branches. Neighbourhood branches are divided into 4 quartiles based on busyness with Quartile 1 being the highest and 4 being the lowest. The proposed standardization of branches will be based on weekly target bands of hours by quartile. Below is a chart which outlines the standardized service hours for each quartile and the number of affected branches:

<b>Neighbourhood Branched Affected</b>					
	<b>Weekly Target Hours</b>	<b>Number of Branches with Reduced hours</b>	<b>Number of Branches with Increased hours</b>	<b>Number of Branches with No Change in hours</b>	<b>Total Branches</b>
Neighbourhood Q1	<b>63.0</b>	4	15	1	20
Neighbourhood Q2	<b>50.5</b>	8	6	6	20
Neighbourhood Q3	<b>48.0</b>	11	10		21
Neighbourhood Q4	<b>40.0</b>	1		17	18
Swansea & Todmorden	<b>28.0</b>				2
<b>Total</b>		<b>24</b>	<b>31</b>	<b>24</b>	<b>81</b>

- Overall, standardizing the hours at neighbourhood branches would increase open hours by 28 weekly hours across the system. Some service hours in neighborhood branches will increase while others will decrease. The number of weekly hours changed and the branches that are impacted is outlined in the charts below:

Number of Weekly Hours Changed				
	Weekly Target Hours	Number of Hours Reduced	Number of Hours Increased	Total Change in Hours
Neighbourhood Q1	63.0	(10.0)	33.0	23.0
Neighbourhood Q2	50.5	(88.5)	63.0	(25.5)
Neighbourhood Q3	48.0	(39.0)	80.0	41.0
Neighbourhood Q4	40.0	(10.5)		(10.5)
<b>Total</b>		<b>(148.0)</b>	<b>176.0</b>	<b>28.0</b>

Branches Impacted by Standardization of Hours							
Quartile 1	Current Hours	Standardized Hours	Increase/(Decrease) in Weekly Hours	Quartile 2	Current Hours	Standardized Hours	Increase/(Decrease) in Weekly Hours
Eatonville	62.0	63.0	1.0	Humberwood	40.0	50.5	10.5
Downsview (NIA)	59.0	63.0	4.0	Jane/Dundas (NIA)	58.5	50.5	(8.0)
Centennial	50.5	63.0	12.5	Wychwood	62.0	50.5	(11.5)
Runnymede	62.0	63.0	1.0	Hillcrest	40.0	50.5	10.5
Parkdale (NIA)	65.5	63.0	(2.5)	Flemingdon Park (NIA)	40.0	50.5	10.5
High Park	62.0	63.0	1.0	Yorkville	62.0	50.5	(11.5)
Sanderson	62.0	63.0	1.0	St. James Town	40.0	50.5	10.5
Deer Park	62.0	63.0	1.0	Danforth/Coxwell	62.0	50.5	(11.5)
Locke	62.0	63.0	1.0	Main Street	62.0	50.5	(11.5)
Thorncliffe (NIA)	65.5	63.0	(2.5)	Kennedy/Eglinton (NIA)	40.0	50.5	10.5
Leaside	62.0	63.0	1.0	McGregor Park	40.0	50.5	10.5
Parliament Street (NIA)	65.5	63.0	(2.5)	Steeles	65.5	50.5	(15.0)
Riverdale	62.0	63.0	1.0	Goldhawk Park	62.0	50.5	(11.5)
Beaches	62.0	63.0	1.0	Morningside (NIA)	58.5	50.5	(8.0)
Eglinton Square (NIA)	58.5	63.0	4.5	<b>TOTAL Increase/(Decrease) in Weekly Hours</b>			<b>(25.5)</b>
Fort York	62.0	63.0	1.0				
Scarborough Civic Centre (NIA)	62.0	63.0	1.0				
Bridlewood	65.5	63.0	(2.5)				
Woodside Square	62.0	63.0	1.0				
<b>TOTAL Increase/(Decrease) in Weekly Hours</b>			<b>23.0</b>				
Quartile 3	Current Hours	Standardized Hours	Increase/(Decrease) in Weekly Hours	Quartile 4	Current Hours	Standardized Hours	Increase/(Decrease) in Weekly Hours
Alderwood	50.5	48.0	(2.5)	Evelyn Gregory (NIA)	50.5	40.0	(10.5)
Mimico Centennial	40.0	48.0	8.0	<b>TOTAL Increase/(Decrease) in Weekly Hours</b>			<b>(10.5)</b>
New Toronto	40.0	48.0	8.0				
Black Creek (NIA)	40.0	48.0	8.0				
Mount Dennis (NIA)	50.5	48.0	(2.5)				
Weston (NIA)	50.5	48.0	(2.5)				
Annette Street	50.5	48.0	(2.5)				
Oakwood Village	50.5	48.0	(2.5)				
Armour Heights	40.0	48.0	8.0				
Dufferin/St. Clair	50.5	48.0	(2.5)				
College/Shaw	50.5	48.0	(2.5)				
Forest Hill	62.0	48.0	(14.0)				
St. Lawrence	50.5	48.0	(2.5)				
Gerrard/Ashdale	50.5	48.0	(2.5)				
Jones	50.5	48.0	(2.5)				
Pleasant View	40.0	48.0	8.0				
Brooksbanks	40.0	48.0	8.0				
Cliffcrest (NIA)	40.0	48.0	8.0				
Bendale (NIA)	40.0	48.0	8.0				
Burrows Hall (NIA)	40.0	48.0	8.0				
Highland Creek	40.0	48.0	8.0				
<b>TOTAL Increase/(Decrease) in Weekly Hours</b>			<b>41.0</b>				
<b>TOTAL INCREASE/(DECREASE) IN WEEKLY HOURS</b>							<b>28.0</b>

\* Please note that there are 24 branches not included above as there are no changes to their weekly hours

- The net savings from reducing and increasing hours will be \$0.290 million. There will also be a net decrease of 1.6 permanent vacant positions. Service hours will increase by 28 weekly hours and some improvement will be made towards equity of access across the city.
- It is important to note that the implementation of standardized neighbourhood service hours will be challenging to implement as it will affect both customers and staff and will require consultation with the public and key stakeholders. 24 branches, including 8 branches located in Neighbourhood Improvement Areas (NIA) will lose hours of service. As well, 31 branches, including 9 branches located in Neighbourhood Improvement Areas will gain hours of service. All neighbourhood branches (including NIAs) are located near District Branches which have 65.5 weekly open hours.
- As the service change to phase in service hours is expected to be implemented part way during the year, an additional one-time only Collections budget reduction of up to \$0.200 million may be required to achieve the savings in 2015.

#### Reduction of Library Collections Budget

- The 2015 Recommended Operating Budget includes an additional withdrawal from the Development Charges Reserve Fund to provide funding of \$0.445 million for inflationary increases to the library collections budget.
- In order to offset base budget pressures that the Program is facing, a reduction to the collections budget of \$0.216 million which represents 1% of the Library Materials budget or 12,000 items is recommended.

#### *Loss of Fine Revenue*

- The reduction in fines revenue of \$0.775 million represents a 21% decrease of the fines budget, and is reflective of TPL's experience in 2014, and similar to many other libraries. Falling fines revenue is due to a number of factors including the availability of upcoming due date email notifications, increasing use of e-collections which incur no fines, new and higher fines rates which result in greater customer attention, and service improvements which allow customers to manage their accounts more effectively.
- TPL will continue to monitor fines revenue and has set up a revenue committee to look at ways to increase revenue through other avenues as legislation does not allow charging for library services.
- Options that are being explored and/or implemented include: reducing the number of days required to book the rental of meeting rooms, looking for opportunities to free up space to lease to tenants, renting out library spaces for private functions and opening another used book store to sell donated materials.



*E-Collections*

- The demand for E-collections (e-books, e-magazine, music and video, etc.) continues to grow. Circulation of digital content has increased 100% each year from 2011-2013, and over 2 million e-titles were borrowed in 2013 which represented 6.5% of total circulation. It is forecasted to be 10% of total circulation in 2014.
- The increased demand and use of e-collections has created operating budget pressures for all libraries. Specifically, TPL is experiencing the following:
  - Fine revenues have decreased as e-collections are automatically returned without incurring fines;
  - The cost to purchase e-books is generally higher than traditional books and due to a lack of regulations in the industry, publishers can set their own prices as well as terms, conditions and circulation limits (for example, consumers pay \$15.99 for *The Stone Mattress* and TPL pays \$85.00);
  - E-content cannot be purchased; only licensing is offered which requires TPL to re-purchase content when the term expires or when the number of uses expire; and
  - E-content can only be sourced in the United States, so the value of the Canadian Dollar affects TPL's buying power.
- City Council at its December 16,17 and 18, 2013 meeting adopted the motion MM45.4 and in so doing, requested the Department of Canadian Heritage and the Ontario Ministry of Tourism, Culture and Sport to investigate publishers' restrictive practices in making e-book and e-magazine available to public libraries, including the higher prices charged to public libraries.
- Advocacy efforts for improved public access to e-collections on reasonable terms are underway in Canada and internationally. TPL is a leader in this area and has established the Library Board's E-Book Working Group, collaborated with other large Canadian public library boards such as the Ottawa Library Board, worked with both the Canadian and Ontario Library Associations and have engaged with representatives from the Ontario and Federal Government.
- It is recommended that Toronto Public Library continue to advocate for e-content regulation for public libraries and report back on any progress achieved in the cost, terms and conditions to acquire and circulate e-content in time for the 2016 Budget process.

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

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

Year	Changes			Annual Library Materials Budget	Comment
	Funding Sources		Expenditures		
	Development Charges	City (Property taxes)			
2004	\$2.051	\$13.668	\$15.719	\$ 15.719	2004 Approved Library Materials Budget
2005		0.065	0.065		- Library Materials impacts from Capital Projects
		0.629	0.629	\$ 16.413	- Inflationary Increase (4%)
2006		0.008	0.008		- Library Materials impacts from Capital Projects
		0.517	0.517	\$ 16.938	- Inflationary Increase (3%)
2007	0.350	(0.019)	0.331	\$ 17.269	- Inflationary Increase (2%)
2008		0.132	0.132		- Library Materials impacts from Capital Projects
	(0.350)	0.350		\$ 17.401	- 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	0.076		- Library Materials impacts from Capital Projects
		(0.065)	(0.065)		- Reductions to meet City target
		0.103	0.103		- Adjust HST impact (offset by reductions in other TPL exps)
	(0.500)	0.500		\$ 17.515	- Recommended reduction in reserve draw for Lib. Material
2011		0.313	0.313		- Inflationary Increase (1.8%)
		(0.313)	(0.313)		- Forego 2011 economic factor increase
		(0.400)	(0.400)	\$ 17.115	- Reduce purchases in Library Materials in 2011
2012		0.295	0.295		- Inflationary Increase (1.5%)
		0.056	0.056		- Library Materials impacts from Capital Projects
	0.750	(0.750)		\$ 17.466	- Recommended reduction in reserve draw for Lib. Material
2013		0.200	0.200		- Inflationary Increase (1.1%)
		(0.300)	(0.300)		- SOLS consortium Lib. Mat. Purchase savings
	0.250	(0.250)		\$ 17.366	- Increase in reserve draw for Lib. Material
2014		0.434	0.434		- Inflationary Increase (2.5%)
		0.187	0.187		- Library Materials impacts from Capital Projects
	0.725	(0.725)		\$ 17.987	- Recommended increase in reserve draw for Lib. Material
2015		0.445	0.445		- Inflationary Increase (2.5%)
		0.154	0.154		- Library Materials impacts from Capital Projects
		(0.445)	(0.216)		- Recommended reduction in Library Materials
	0.445			\$ 18.370	- Recommended increase in reserve draw for Lib. Material
	\$3.170	\$15.416	\$18.370		2015 Recommended Library Materials Budget

- The 2015 Recommended Operating Budget will include \$18.370 million to fund new collections, and will recover \$3.170 million from development charges to fund collections associated with the service needs of population growth. DC funds represent 17% of the materials budget's expenditures which meets the applicable DC By-law guidelines. The maximum of which the materials budget can be funded from DCs is \$3.677 million.
- Financial Planning performed a detailed review of proposed development charge (DC) withdrawals and sufficiency of the Reserve funds to determine the optimum level of DC funding that was sustainable as TPL's capital program is also funded through DCs. Any further withdrawal will place a pressure on the DC Reserve that may not be sustainable. Please see TPL 2015 Recommended Capital Analyst Notes.
- The recommended budget draws from the Development Charges Reserve Fund for both the 2015 Recommended Operating and 2015-2024 Capital Plan for Toronto Public Library represent an amount that can be withdrawn without posing a risk to the adequacy of the Reserve Fund.

*Toronto Public Library Board's 2015 Operating Budget Request*

- A memo from the City Manager and CFO was sent out to all Programs and Agency Heads in May 2014, which set the 2015 Net Operating target for City Programs and Agencies to the equivalent of the 2014 Net Operating Budget, resulting in a 0% increase over 2014.
- Toronto Public Library staff submitted a draft 2015 Operating Budget submission to City Staff in July 2014 that was \$188.396 million gross and \$172.061 million net which represented a \$4.423 million or 2.6% increase of the 2014 Approved Operating Budget.
- The TPL also requested that the City adjust the 2015 Operating Budget Target to recognize the second year impact of \$0.763 million in 2015 for the additional operating costs associated with the operations of the new Fort York and Scarborough Civic Centre branches. This would change the target from 0% to 0.46% increase over the 2014 Approved Operating Budget.
- As part of the administrative review process, TPL brought forth options to get to 0% and 0.46%. Some reductions proposed would result in deep cuts to services, so TPL was requested to consider phasing in the 2015 Operating Budget reduction in fine revenue of \$0.775 million and bring back scenarios which standardized branch hours to meet its adjusted target (0.46%).
  - Of all the options submitted by TPL, 2 reduction options (reduction of \$216,000 to the Library budget and standardization of hours for \$290,000) were the best options available to City staff to move TPL's operating budget closer to the target given the pressures that TPL was facing. (\$4.423 million or 2.6% over the 2014 Approved Operating Budget)
  - The 2015 Recommended Operating Budget after the above reductions has been brought down to \$3.918 million or 2.3% over the 2014 Approved Operating Budget.
- As 2014 was an election year, it was not until November 5, 2014, that TPL staff presented their 2015 Operating Budget Submission, which was consistent with City staff recommendations, to the Toronto Public Library Budget Committee, with the recommendations that the Toronto Public Library Board:
  1. approve the 2015 operating budget submission of \$172.061 million net (\$188.396 million gross), which represents a \$4.423 million or 2.6% net increase over the 2014 budget;
  2. considers Budget Reduction Scenario 2, which would reduce the budget by \$0.506 million or 0.3% - comprised of a cut to the collections budget of \$0.216 million and net savings of \$0.290 million from the standardization of hours at neighbourhood branches.
- At this meeting, the TPL Budget Committee, considered a 2015 Operating Budget which represented a \$4.423 million or 2.6% net increase, rejected Budget Reduction Scenario 2 as presented in the bullet above, and adopted motions, which reduced the budget by \$1.020 million or 0.6% net, for a revised submission of \$171.041 million net (\$187.883 million gross) representing a \$3.404 million or 2.0% net increase over the 2014 budget. The TPL Budget Committee recommended reductions were:
  - Reduce the security guard budget by an additional \$0.513 million for a revised security guard service budget of \$1 million; and

- Increase the draw from the Development Charges Reserve by a further \$0.507 million to provide budget relief for collections.
- At its meeting on November 17, 2015, the Toronto Public Library Board considered the TPL 2015 Operating Budget of \$171.041 million net (\$187.833 million gross), representing a \$3.404 million or 2.0% net increase of the 2014 budget and in so doing, approved the recommendations made by the TPL Budget Committee as stated previously.
- The Toronto Public Library Board 2015 Recommended Operating Budget of \$187.883 million gross and \$171.041 million net, is lower by \$0.514 million net than the 2015 Recommended Operating Budget of \$187.890 million gross and \$171.555 million net.
- The table below compares the Toronto Library Board Recommended 2015 Operating Budget Request with the 2015 Recommended Operating Budget and the differences include:

**City Staff Recommended:**

- a) *Standardization of Neighbourhood Branch Hours – Savings of \$0.290 million* - The 2015 Recommended Operating Budget includes this minor service change which will see standardized hours in neighbourhood branches, an overall increase of 28 weekly service hours and some improvement towards equity of access across the City. This reduction is not recommended by the Toronto Public Library Board.
- b) *Reduction in Collections Budget – Savings of \$0.206 million* - The 2015 Recommended Operating Budget includes this minor service change to the Collections budget. The Base budget already includes an increase in Development Charges draw to fund inflationary increase to library materials of \$0.445 million. The recommended reduction of \$0.206 million is necessary to help offset base pressures and bring TPL closer to the 2015 Budget target. This reduction is not recommended by the Toronto Public Library Board.

**Toronto Public Library Board Recommended:**

- c) *Additional Development Charge (DC) Draw for Library Materials – Budget reduction of \$0.507 million* - This reduction was recommended by the Toronto Public Library Board at its November 17, 2014 meeting.
  - As Development Charges also provide funding for TPL's capital program, a review was undertaken to determine the optimum level of DC funding that was sustainable in the next 10 years. The DC draws included in the 2015 Recommended Operating and Capital Budgets represent an amount that can be withdrawn without posing risk to the adequacy of the Reserve Fund. Any further draw will place pressure on the DC Reserve that may not be sustainable.
- d) *Additional Reduction to Security Guard Services – Savings of \$0.513 million* - This reduction was recommended by the Toronto Public Library Board at its November 17, 2014 meeting.
  - The 2015 Recommended Operating Budget already includes a reduction of \$0.150 million to security guard services which discontinues on-site security guards at 4

locations, reduces the mobile security guards from two to 1 and reduced guard service at two Research and Reference libraries.

- An additional reduction of \$0.513 million would bring the total 2015 reduction to the security guard services to \$0.663 million which represents a 40% reduction in the security guard budget and additional changes would result in overall on-site security guards discontinued at approximately half of the 32 current locations and reduced guard services at other locations. A reduction of this magnitude would need to be negotiated with the service provider, and if agreement was reached, it would take time to implement, making a January 2015 planned implementation date and the savings difficult to achieve.
- There is limited information available to City Staff at this time, as this proposal was not submitted for consideration, making it difficult to assess the service level impact.

(In \$000s)	TPL Board Recommended			2015 Recommended Operating Budget			Net Changes	Comment
	Approved Positions	Gross Expenditures	Net	Approved Positions	Gross Expenditures	Net		
	\$	\$	\$	\$	\$	\$		
<b>2014 Approved Budget</b>	<b>1,737.4</b>	<b>184,170.1</b>	<b>167,587.4</b>	<b>1,737.4</b>	<b>184,170.1</b>	<b>167,587.4</b>		
In-Year Adjustment	0.5	50.0	50.0	0.5	50.0	50.0		
<b>2014 Adjusted Budget</b>	<b>1,737.9</b>	<b>184,220.1</b>	<b>167,637.4</b>	<b>1,737.9</b>	<b>184,220.1</b>	<b>167,637.4</b>		
<b>2015 Pressures</b>								
Staffing costs		2,762.0	2,762.0		2,762.0	2,762.0		
Operating impact of Capital for 2 new branches		815.3	763.3		815.3	763.3		
Operating impact from other capital projects		4.0	32.0		4.0	32.0		
Economic adjustments		1,493.0	1,493.0		1,493.0	1,493.0		
Reduction in Fine revenues			775.0			775.0		
<b>2015 Base Budget before reductions</b>	<b>1,737.9</b>	<b>189,294.4</b>	<b>173,462.7</b>	<b>1,737.9</b>	<b>189,294.4</b>	<b>173,462.7</b>		
<b>Revenues, Efficiencies and Other Reductions</b>								
Reduction in contribution to TAMP		(570.0)	(570.0)		(570.0)	(570.0)		
Changes in Security Guards services		(150.0)	(150.0)		(150.0)	(150.0)		
Efficiencies in barcode labels and RFID tags		(90.0)	(90.0)		(90.0)	(90.0)		
Reduction in material processing supplies, licenses and service efficiencies		(71.8)	(71.8)		(71.8)	(71.8)		
Reduction in Pan Am Games Funding		(16.6)			(16.6)			
Increase funding from DC for collections			(445.0)			(445.0)		
Revenue from Self-publishing printing			(25.0)			(25.0)		
New revenue from sale of books			(50.0)			(50.0)		
<b>a) Standardization of Neighbourhood Branch Hours</b>				<b>(1.6)</b>	<b>(290.0)</b>	<b>(290.0)</b>	<b>290.0</b>	Toronto Library Board rejected reduction.
<b>b) Reduction in the Collections Budget (Library Materials)</b>					<b>(216.0)</b>	<b>(216.0)</b>	<b>216.0</b>	Toronto Library Board rejected reduction.
<b>c) Additional DC draw for Library Materials to maximum</b>			<b>(507.0)</b>				<b>(507.0)</b>	Not recommended.
<b>d) Additional Reduction to Security Guards services</b>		<b>(513.0)</b>	<b>(513.0)</b>				<b>(513.0)</b>	Not recommended.
<b>2015 Total Reductions</b>		<b>(1,411.4)</b>	<b>(2,421.8)</b>	<b>(1.6)</b>	<b>(1,404.4)</b>	<b>(1,907.8)</b>	<b>(514.0)</b>	
<b>2015 Recommended Operating Budget</b>	<b>1,737.9</b>	<b>187,883.0</b>	<b>171,040.9</b>	<b>1,736.3</b>	<b>187,890.0</b>	<b>171,554.9</b>	<b>(514.0)</b>	
\$ Change from 2014		3,662.9	3,403.5		3,669.9	3,917.5		
% Change from 2014		2.0%	2.0%	(0.1%)	2.0%	2.3%		

## Issues Referred to the 2015 Operating Budget Process

- Toronto Public Library Board at its meeting of September 8, 2014 adopted a motion requesting the 2015 Budget target for TPL be revised to provide additional funding to operate the two new branches (Fort York and Scarborough Civic Centre) at a second year cost of \$0.763 million in 2015 to reduce the operating pressures.
  - The 2015 Operating Budget target for all Divisions and Agencies was a 0% increase from the 2014 Approved Operating Budget.

- The Toronto Public Library Board's request would make the 2015 Operating Budget target for TPL \$0.763 million or 0.46% over the 2014 Approved Operating Budget.
- 2015 Staff Recommended Operating Budget for TPL is \$ 3.918 million or 2.3% over the 2014 Approved Operating Budget and provides funding for the operating impact of capital of \$0.763 million.



## **Appendices:**

## Appendix 1

### 2014 Service Performance

#### 2014 Key Service Accomplishments

In 2014, Toronto Public Library's accomplishments reflect the achievements related to the Strategic Plan Workplan and include:

- ✓ Maintenance of service and activity levels including 262,134 open hours per year at 100 library branches 18.7 million visits, 26.7 million virtual visits and 32.3 million in total circulation.
- ✓ Achievements of Toronto Public Library's Strategic Plan 2012-2015 Read, Learn, Create, and Deliver 2014 work plan including the following to support City initiatives including the Seniors' Strategy, Middle Childhood Strategy Framework and Strong Neighbourhoods Strategy 2020.
- ✓ The Opening of the Library's 99th location Fort York Branch in May to support the population growth in these local communities; and celebrating the completion of the Toronto Reference Library's revitalization.
- ✓ Implemented expanded open hours at seven district libraries and the Toronto Reference Library as approved in the 2014 operating budget.
- ✓ Finalized public consultation and design for the Albion Branch and engaged in public consultation and began the design for the Wychwood Branch.
- ✓ Completed a building condition and an audit related to requirements for the Accessibility for Ontarians with Disabilities Act.
- ✓ Increased access to e-collections including books, audio books and magazines with a 90% increase in usage.
- ✓ Supported early literacy through the introduction of a KidsStop, interactive early literacy centers at the Fairview Branch.
- ✓ Implemented 2014 priorities in TPL's Middle Childhood Framework to deliver effective and responsive service including enhancements to the Grade Four Outreach Program to engage newly independent readers and by providing outreach programs at the City's 33 After School Recreational Care Programs (ARC).
- ✓ Introduced Digital Innovation Hubs at the Toronto Reference Library and Fort York Branch equipped with digital design workstations, 3D printing and the latest technology, tools for self publishing including HD digital cameras and audio and video production tools and staff support with plans for an additional hub at the Scarborough Civic Centre Branch.
- ✓ Partnered to advance initiatives related to key City strategies including: Toronto Child and Family Advisory Network's Middle Childhood Strategy, Youth Equity Strategy, Seniors Strategy and Toronto Strong Neighbourhood Strategy 2020.



## 2014 Financial Performance

## 2014 Budget Variance Analysis

(\$000s)	2012 Actuals	2013 Actuals	2014 Approved Budget	2014 Projected Actuals*	2014 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	175,355.3	183,479.7	184,220.1	185,564.0	1,343.9	0.7%
Revenues	16,280.6	18,506.8	16,582.7	17,927.3	1,344.6	8.1%
Net Expenditures	159,074.7	164,972.9	167,637.4	167,636.7	(0.7)	(0.0%)
Approved Positions	1,717.9	1,653.4	1,737.9	1,682.4	(55.5)	(3.2%)

\* Based on the 9 month Operating Budget Variance Report

## 2014 Experience

- Toronto Public Library forecasts to be on budget with a slightly under-spent budget of \$0.001 million by year-end. Under-spending in salaries and benefits help offset a shortfall in revenue, primarily fines.
- TPL is projecting to maintain a strength of 1,682.4 positions, which is 55.0 positions or 3.2% below the approved complement of 1,737.4 positions. These positions have remained vacant in order to help offset a library fines revenue shortfall.

## Impact of 2014 Operating Variance on the 2015 Recommended Budget

- The 2015 Recommended Operating Budget includes a reduction to fine revenue of \$0.775 million to reflect actual experience.

## Appendix 2

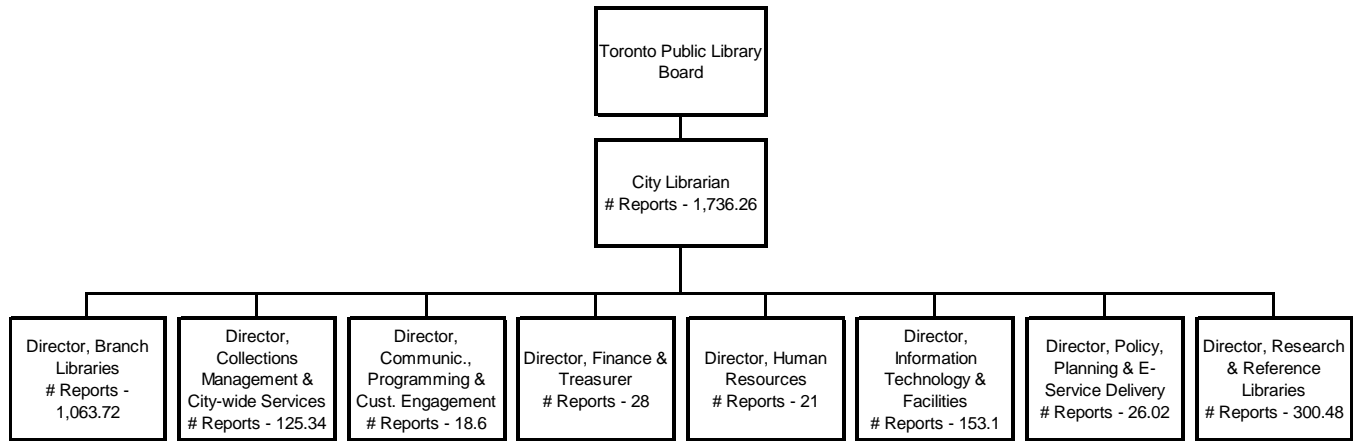
### 2015 Recommended Operating Budget by Expenditure Category

#### Program Summary by Expenditure Category

Category of Expense (\$000's)	2012	2013	2014	2014	2015	2015 Change from		Plan	
	Actual	Actual	Budget	Projected	Rec'd	2014 Approved		2016	2017
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	129,021.7	135,223.6	137,797.8	137,559.4	140,831.8	3,033.9	2.2%	141,924.7	141,987.5
Materials and Supplies	20,279.6	19,962.5	20,459.7	20,397.8	26,270.5	5,810.8	28.4%	27,186.0	28,183.2
Equipment	771.1	1,045.9	523.3	523.3	496.8	(26.5)	(5.1%)	500.8	505.8
Services & Rents	22,545.5	24,569.2	22,796.8	24,473.4	18,162.4	(4,634.3)	(20.3%)	18,621.2	19,117.2
Contributions to Capital	1,828.0	1,888.0	1,848.0	1,808.0	1,338.0	(510.0)	(27.6%)	1,338.0	1,338.0
Contributions to Reserve/Res Funds	820.9	790.5	790.5	790.5	790.5	(0.0)	(0.0%)	790.5	790.5
Other Expenditures	88.5		4.0	11.6		(4.0)	(100.0%)		
<b>Total Gross Expenditures</b>	<b>175,355.3</b>	<b>183,479.7</b>	<b>184,220.1</b>	<b>185,564.0</b>	<b>187,890.0</b>	<b>3,669.9</b>	<b>2.0%</b>	<b>190,361.3</b>	<b>191,922.2</b>
Provincial Subsidies	5,765.8	5,943.9	5,695.4	5,788.1	5,695.4			5,695.4	5,695.4
Federal Subsidies	284.2	69.0	20.0	111.2	20.0			20.0	20.0
User Fees & Donations	6,049.4	5,178.8	5,854.7	4,998.2	5,156.7	(698.0)	(11.9%)	5,056.7	4,956.7
Transfers from Capital Fund	141.2	173.0	340.0	340.0	312.0	(28.0)	(8.2%)	295.0	275.0
Contribution from Reserve Funds		3,241.1	2,825.0	2,825.0	3,253.4	428.4	15.2%	3,170.0	3,170.0
Contribution from Reserve	1,750.0								
Sundry Revenues	2,290.0	3,901.0	1,847.6	3,864.8	1,897.6	50.0	2.7%	1,897.6	1,897.6
Required Adjustments									
<b>Total Revenues</b>	<b>16,280.6</b>	<b>18,506.8</b>	<b>16,582.7</b>	<b>17,927.3</b>	<b>16,335.1</b>	<b>(247.6)</b>	<b>(1.5%)</b>	<b>16,134.7</b>	<b>16,014.7</b>
<b>Total Net Expenditures</b>	<b>159,074.7</b>	<b>164,972.9</b>	<b>167,637.4</b>	<b>167,636.7</b>	<b>171,554.9</b>	<b>3,917.5</b>	<b>2.3%</b>	<b>174,226.6</b>	<b>175,907.5</b>
<b>Approved Positions</b>	<b>1,717.9</b>	<b>1,653.4</b>	<b>1,737.9</b>	<b>1,682.4</b>	<b>1,736.3</b>	<b>(1.6)</b>	<b>(0.1%)</b>	<b>1,739.0</b>	<b>1,739.0</b>

\* Note: Based on the 9 month Operating Budget Variance Report

### Appendix 3 2015 Organization Chart



### 2015 Recommended Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	1.0	79.0	30.0	1,626.26	1,736.26
Temporary					
<b>Total</b>	<b>1.0</b>	<b>79.0</b>	<b>30.0</b>	<b>1,626.26</b>	<b>1,736.26</b>

## Appendix 4

### Summary of 2015 Recommended Service Changes

**2015 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Agencies - Cluster Program: Toronto Public Library	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
<b>2015 Staff Recommended Base Budget Before Service Change:</b>			<b>188,636.0</b>	<b>16,260.1</b>	<b>172,375.9</b>	<b>1,737.9</b>	<b>2,671.7</b>	<b>1,680.9</b>

5466	<b>Changes in Security Guards Services</b>
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51	<b>Description:</b>
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Savings of \$0.150 million net are expected in 2015 based on TPL's annual review of security guard service. TPL will be introducing changes to scheduling and type of services provided by the security guards, while maintaining visible in-branch security guard presence in those locations identified with safety issues.

**Service Level Impact:**

Security guard hours at Toronto Reference Library will be reduced as guards will no longer need to do security bag checks at exit due to RFID tagging and upgrades to security gates. Further, four locations will no longer have in-branch security guards and there will no longer be a night guard at North York Central Library. The hours of coverage will be reduced and the mobile security guard service re-vamped. Instead of two mobile security guards, there will now be one and they will patrol branches on a targeted basis, with more frequent visits to fewer branches. TPL will also provide security guards on an occasional basis to address temporary and/or seasonal situations.

Service: Library Collections Access & Borrowing

Total Staff Recommended:	(18.6)	0.0	(18.6)	0.0	0.0	0.0
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Service: Library In-Branch & Virtual Services

Total Staff Recommended:	(127.1)	0.0	(127.1)	0.0	0.0	0.0
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Service: Library Partnerships, Outreach & Cust. Engagement

Total Staff Recommended:	(4.3)	0.0	(4.3)	0.0	0.0	0.0
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<b>Staff Recommended Service Changes:</b>	<b>(150.0)</b>	<b>0.0</b>	<b>(150.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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5467	<b>Reduction in Barcode Labels and RFID Tags</b>
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51	1	<b>Description:</b>
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**2015 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Agencies - Cluster Program: Toronto Public Library	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Streamlining the use of library materials tags (RIFD) and barcode labels throughout the library system will result in savings of \$0.090 million net.

**Service Level Impact:**

N/A

Service: Library Collections Access & Borrowing

Total Staff Recommended:	(11.2)	0.0	(11.2)	0.0	0.0	0.0
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Service: Library In-Branch & Virtual Services

Total Staff Recommended:	(76.3)	0.0	(76.3)	0.0	0.0	0.0
--------------------------	--------	-----	--------	-----	-----	-----

Service: Library Partnerships, Outreach & Cust. Engagement

Total Staff Recommended:	(2.6)	0.0	(2.6)	0.0	0.0	0.0
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<b>Staff Recommended Service Changes:</b>	<b>(90.0)</b>	<b>0.0</b>	<b>(90.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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5493	<b>Print on Demand Revenue</b>
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52	1	<b>Description:</b>
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New revenue of \$0.025 million is expected to be generated from print-on-demand services at the Toronto Reference Library, associated with the establishment of a new entity: the Asquith Press, for people interested in self-publishing.

**Service Level Impact:**

N/A

Service: Library Collections Access & Borrowing

Total Staff Recommended:	0.0	4.5	(4.5)	0.0	0.0	0.0
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Service: Library In-Branch & Virtual Services

**2015 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Agencies - Cluster Program: Toronto Public Library	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Total Staff Recommended:	0.0	20.0	(20.0)	0.0	0.0	0.0
		Service: Library Partnerships, Outreach & Cust. Engagement						
		Total Staff Recommended:	0.0	0.5	(0.5)	0.0	0.0	0.0
		<b>Staff Recommended Service Changes:</b>	<b>0.0</b>	<b>25.0</b>	<b>(25.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

5494	<b>Sale of Donated books</b>
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52	1	<b>Description:</b>
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New revenue of \$0.050 million net is expected to be generated from a promotion to encourage the donation of saleable used materials.

**Service Level Impact:**

N/A

Service: Library Collections Access & Borrowing

Total Staff Recommended:	0.0	9.1	(9.1)	0.0	0.0	0.0
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Service: Library In-Branch & Virtual Services

Total Staff Recommended:	0.0	40.0	(40.0)	0.0	0.0	0.0
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Service: Library Partnerships, Outreach & Cust. Engagement

Total Staff Recommended:	0.0	0.9	(0.9)	0.0	0.0	0.0
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<b>Staff Recommended Service Changes:</b>	<b>0.0</b>	<b>50.0</b>	<b>(50.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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5908	<b>Service Hours Standardization of Neighbourhood Branches</b>
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59	1	<b>Description:</b>
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**2015 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Agencies - Cluster Program: Toronto Public Library	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Savings of \$0.290 million net and a reduction of 1.6 permanent vacant positions are expected in 2015 based on standardizing service hours in neighbourhood branches. Approximately 31 neighbourhood branches' service hours would increase, 26 would remain unchanged and 24 would decrease. There would be no changes to Research and Reference and District branches' service hours.

**Service Level Impact:**

Bands of weekly hours at neighbourhood branches would be standardized at 63, 50.5, 48 or 40 hours based on customer use. There would be 2.8% or 148 fewer Mon-Sat hours/week in approximately 24 neighbourhoods and 3.4% or 176 more Mon-Sat hours/week in approximately 31 neighbourhoods for a net increase of 28 Mon-Sat hours/week.

Service: Library Collections Access & Borrowing

Total Staff Recommended:	(113.1)	0.0	(113.1)	(0.6)	0.0	0.0
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Service: Library In-Branch & Virtual Services

Total Staff Recommended:	(165.3)	0.0	(165.3)	(0.9)	0.0	0.0
--------------------------	---------	-----	---------	-------	-----	-----

Service: Library Partnerships, Outreach & Cust. Engagement

Total Staff Recommended:	(11.6)	0.0	(11.6)	(0.1)	0.0	0.0
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<b>Staff Recommended Service Changes:</b>	<b>(290.0)</b>	<b>0.0</b>	<b>(290.0)</b>	<b>(1.6)</b>	<b>0.0</b>	<b>0.0</b>
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6116	<b>Reduction in Collections Budget</b>
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59	1	<b>Description:</b>
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Savings of \$0.216 million net are recommended from a reduction in the Library collections budget of approximately 1% or 12,000 items.

**Service Level Impact:**

A reduction of 12,000 items or 1% to the Library collections budget.

Service: Library Collections Access & Borrowing

Total Staff Recommended:	(143.2)	0.0	(143.2)	0.0	0.0	0.0
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**2015 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Agencies - Cluster Program: Toronto Public Library	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Service: Library In-Branch & Virtual Services						
		Total Staff Recommended:	(67.4)	0.0	(67.4)	0.0	0.0	0.0
		Service: Library Partnerships, Outreach & Cust. Engagement						
		Total Staff Recommended:	(5.4)	0.0	(5.4)	0.0	0.0	0.0
		<b>Staff Recommended Service Changes:</b>	<b>(216.0)</b>	<b>0.0</b>	<b>(216.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Summary:**

<b>Staff Recommended Service Changes:</b>	<b>(746.0)</b>	<b>75.0</b>	<b>(821.0)</b>	<b>(1.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Staff Recommended Base Budget:</b>	<b>187,890.0</b>	<b>16,335.1</b>	<b>171,554.9</b>	<b>1,736.3</b>	<b>2,671.7</b>	<b>1,680.9</b>

## Appendix 6

### Inflows/Outflows to/from Reserves & Reserve Funds

Table 8

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Rec'd Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>		<b>18,945.9</b>	<b>22,658.9</b>	<b>22,352.9</b>	<b>19,813.9</b>
Development charge Reserve Fund - Library	XR2115				
<i>Proposed Withdrawals (-)</i>					
- Library Materials			(3,170.0)	(3,170.0)	(3,170.0)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>18,945.9</b>	<b>19,488.9</b>	<b>19,182.9</b>	<b>16,643.9</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>3,713.0</b>	<b>2,864.0</b>	<b>631.0</b>	<b>(3,762.0)</b>
<b>Balance at Year-End</b>		<b>22,658.9</b>	<b>22,352.9</b>	<b>19,813.9</b>	<b>12,881.9</b>

Table 9

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Rec'd Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>					
Vehicle Reserve Fund Library	XQ1700	690.1	690.1	1,032.1	1,374.1
<i>Contributions (+)</i>			342.0	342.0	342.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>690.1</b>	<b>1,032.1</b>	<b>1,374.1</b>	<b>1,716.1</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>690.1</b>	<b>1,032.1</b>	<b>1,374.1</b>	<b>1,716.1</b>

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of \$	Rec'd Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>					
Insurance Reserve Fund	XR1010	21,307.7	21,307.7	21,756.2	22,204.7
<i>Contributions (+)</i>					
			448.5	448.5	448.5
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>21,307.7</b>	<b>21,756.2</b>	<b>22,204.7</b>	<b>22,653.2</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>21,307.7</b>	<b>21,756.2</b>	<b>22,204.7</b>	<b>22,653.2</b>

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of \$	Rec'd Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>					
Major Special Event Reserve	XR1218	5,566.8	5,566.8	5,483.4	5,483.4
<i>Proposed Withdrawals (-)</i>					
- Pan Am Games			(83.4)		
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>5,566.8</b>	<b>5,483.4</b>	<b>5,483.4</b>	<b>5,483.4</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>5,566.8</b>	<b>5,483.4</b>	<b>5,483.4</b>	<b>5,483.4</b>