

Toronto 2018 BUDGET



OPERATING BUDGET NOTES



Toronto Public Library

2018 OPERATING BUDGET OVERVIEW

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

2018 Budget Summary

The total cost to deliver these services to Toronto residents is \$200.093 million gross and \$180.769 million net as shown below:

(in \$000's)	2017 Budget	2018 Preliminary Budget	Change	
			\$	%
Gross Expenditures	199,103.2	200,092.8	989.6	0.5%
Revenues	19,995.4	19,323.7	(671.8)	(3.4%)
Net Expenditures	179,107.8	180,769.1	1,661.4	0.9%

Through line by line review of expenditures and service efficiencies, Toronto Public Library is able to partially offset \$4.174 million in operating budget pressures arising from inflationary increases to utilities and contracted services, cost of living adjustments to wages, and prior year impacts of one-time funding reversals.

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FAST FACTS

- Toronto Public Library has higher per capita visits and circulation than any other large urban public library system in the world.
- The Library system includes 81 neighbourhood libraries, 17 district libraries, 2 research and reference libraries; for a total of 100 branches; as well as 2 service buildings and 2 bookmobiles.
- 70% of Torontonians used the library in 2015 and 1 in 5 visit the library at least once a week.
- In 2017, there were over 34 million visits to torontopubliclibrary.ca and more than 910,000 participants attended 37,000 library programs.

TRENDS

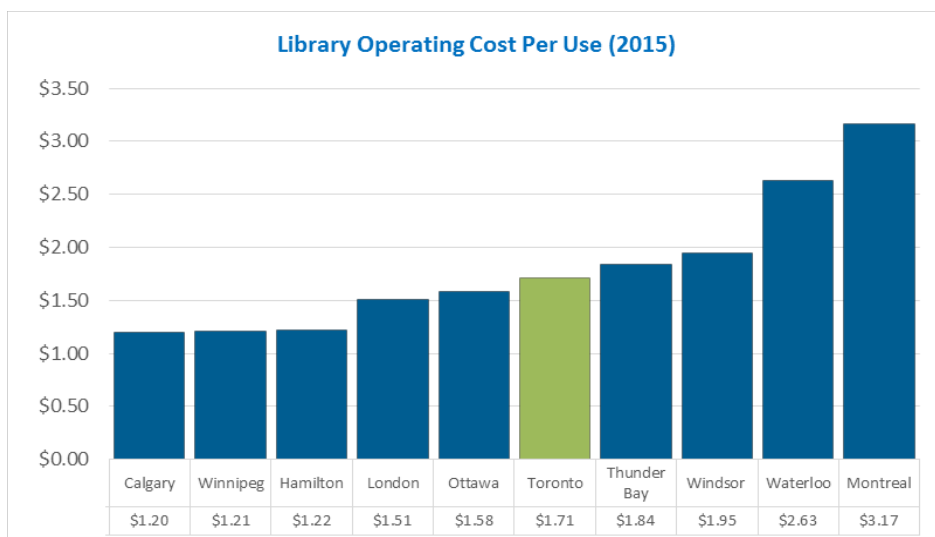
- Over the past 10 years (2007-2016), total library usage has increased by 22.4% from approximately 90 million to over 110 million uses annually. The total use includes both branch based activities and virtual access.
- The number of visits is projected at 18.5 million in 2018 or 6.4 uses per capita. Total visits decreased in 2017 as a result of branch closures for renovations/retrofits, notably the closure of North York Central Library which accounts for 7.4% of total annual visits.
- In 2015 Toronto Public Library's operating cost per use was \$1.71, ranking fourth in cost per use when compared to other Ontario public libraries.

KEY SERVICE DELIVERABLES FOR 2018

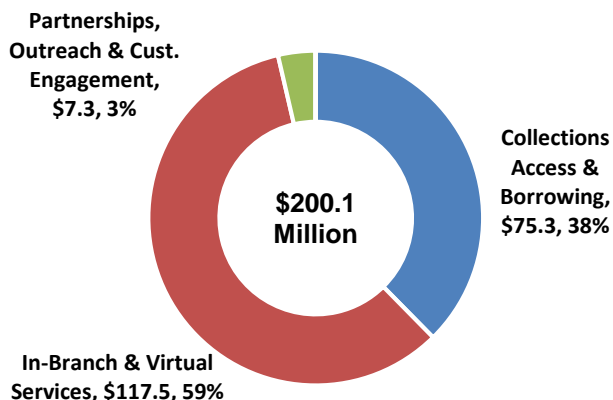
Toronto Public Library offers safe and welcoming spaces at 100 branches and service levels address customer demand and areas of strategic focus.

The 2018 Preliminary Operating Budget will:

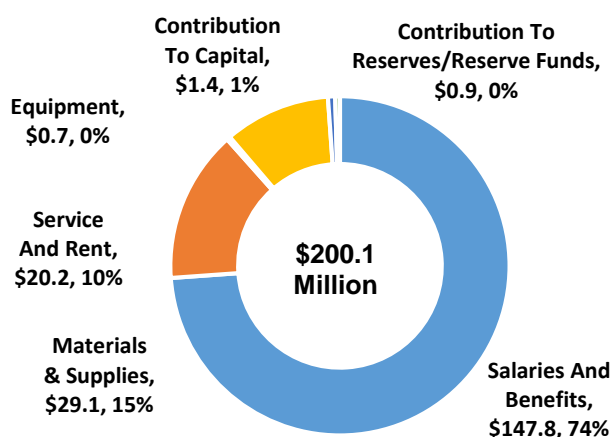
- Provide 271,683 open hours per year at 100 branches to support 18.5 million in-person visits, 5.7 million workstation users and 5.1 million wireless sessions with expanded access to technology in library branches. A review of access to technology in branches is planned to understand current and future needs.
- Provide virtual library services to support over 36 million website visits. Services include collections, programs and access to user accounts with self-service features including online fines payment, and access to reference e-collections. Strategic directions include the redesign of the library's virtual services for children and youth.
- Develop and maintain a physical collection of 10.2 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.
- Provide annual circulation of 31 million items and information resources to support 2 million reference requests on a variety of subjects.
- Develop and deliver a suite of library programs to support literacy, life-long learning and access to culture with emphasis on literacy for children and youth.



Where the money goes: 2018 Budget by Service

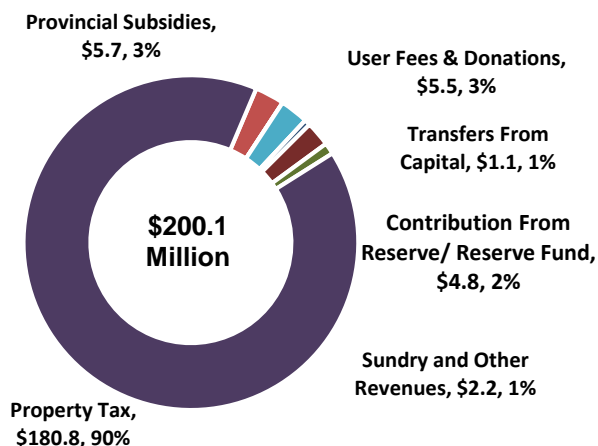


2018 Budget by Expenditure Category



Where the money comes from:

2018 Budget by Funding Source



OUR KEY ISSUES & PRIORITY ACTIONS

- Addressing Increased Demands** – overall in-person visits has continued to increase as well as use of digital resources, remote usage of the Library's online platform, and the library space for work, study and collaboration.
 - ✓ The introduction of new technologies, including self-service circulation and more online services, has enabled the Library to efficiently manage demand for traditional and new services.
 - ✓ The 2018 Preliminary Operating Budget includes \$0.805 million in efficiencies from technology projects, modernization of room rentals, and consolidation of print and serials.

- Cost of E-Collection Services** has increased as well as the demand and use of e-collections services continue to rise.
 - ✓ TPL will continue to lead the e-book advocacy campaigns around fair pricing terms to promote sustainable pricing models for libraries without undue financial risk. Technology projects such as Expansion of Technological Efficiencies include partial funding to address the increasing demand.
 - ✓ TPL will also revisit annually, opportunities to implement new technological efficiencies to achieve savings, improve customer services, and overall service levels.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Preliminary Operating Budget for Toronto Public Library is \$200.093 million gross and \$180.769 million net representing an increase of 0.9% to the 2017 Approved Operating Budget.
- The Agency could not meet the Council-directed budget target of 0% due to inflationary costs. However savings were identified through the following measures:
 - ✓ Base expenditure reductions (\$1.707 million).
 - ✓ Efficiency savings (\$0.805 million).
 - ✓ Revenue changes (\$1.127 million).
- Staff complement will decrease by 4.5 from 1,734.3 in 2017 to 1,729.8 in 2018.
- The 2018 Preliminary Operating Budget aligns with the City's urban agenda set out in its Poverty Reduction Strategy, TO Prosperity, Toronto Strong Neighbourhoods Strategy 2020, Seniors Strategy, Youth Equity Strategy and the Middle Childhood Strategy.

Actions for Consideration

Approval of the 2018 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2018 Preliminary Operating Budget for Toronto Public Library of \$200.093 million gross, \$180.769 million net for the following services:

<u>Service</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Collections Access & Borrowing	75,295.6	68,723.0
In-Branch & Virtual Services	117,537.5	105,085.9
Partnerships, Outreach & Customer Engagement	<u>7,259.7</u>	<u>6,960.2</u>
Total Program Budget	<u>200,092.8</u>	<u>180,769.1</u>

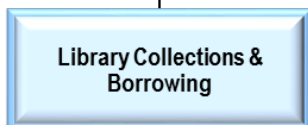
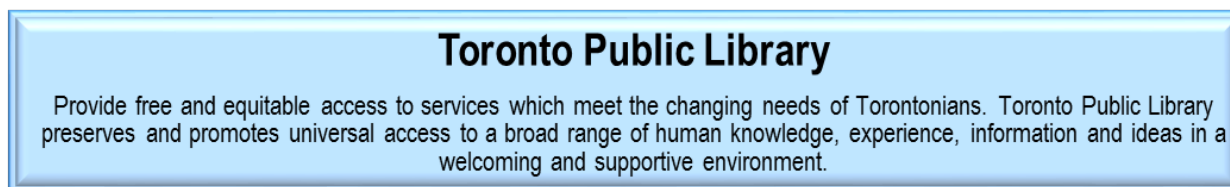
2. City Council approve the 2018 service levels for Toronto Public Library as outlined on pages 14, 18, and 26 of this report, and associated staff complement of 1,729.8 operating service delivery positions.



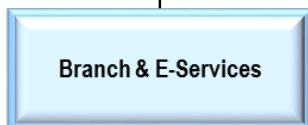
Part 1

2018 - 2020 Service Overview and Plan

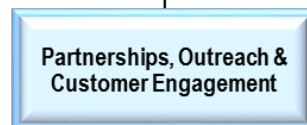
Program Map



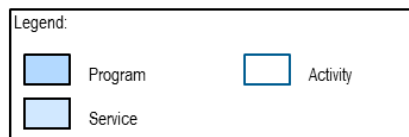
Purpose:
 To develop and maintain a collection of, over 10 million items in a variety of languages, reading levels and formats, including print, audio-visual, e-content and online learning tools, to promote accessibility and respond to community needs, with an annual circulation of over 32 million items and information resources to support more than 2 million reference requests in a variety of subjects



Purpose:
 To maintain the current over 272 thousand hours per year at 100 branches to support over 18 million in-person visits, over 6 million workstation users and over 3 million wireless sessions with expanded access to technology in library branches and to support over 33 million virtual visits



Purpose:
 To develop and deliver a suite of library programs to support literacy, life-long learning with emphasis on literacy for children and youth at community locations and to engage public through consultation on capital projects and to increase awareness and use of library services among diverse communities by using outreach strategies through a range of accessible channels



Service Customer

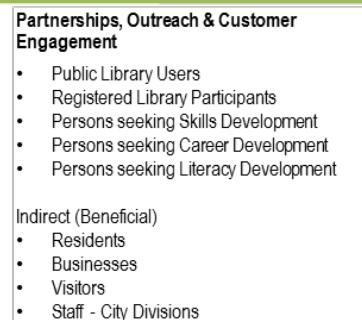
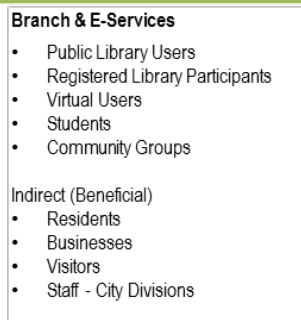


Table 1
2018 Preliminary Operating Budget and Plan by Service

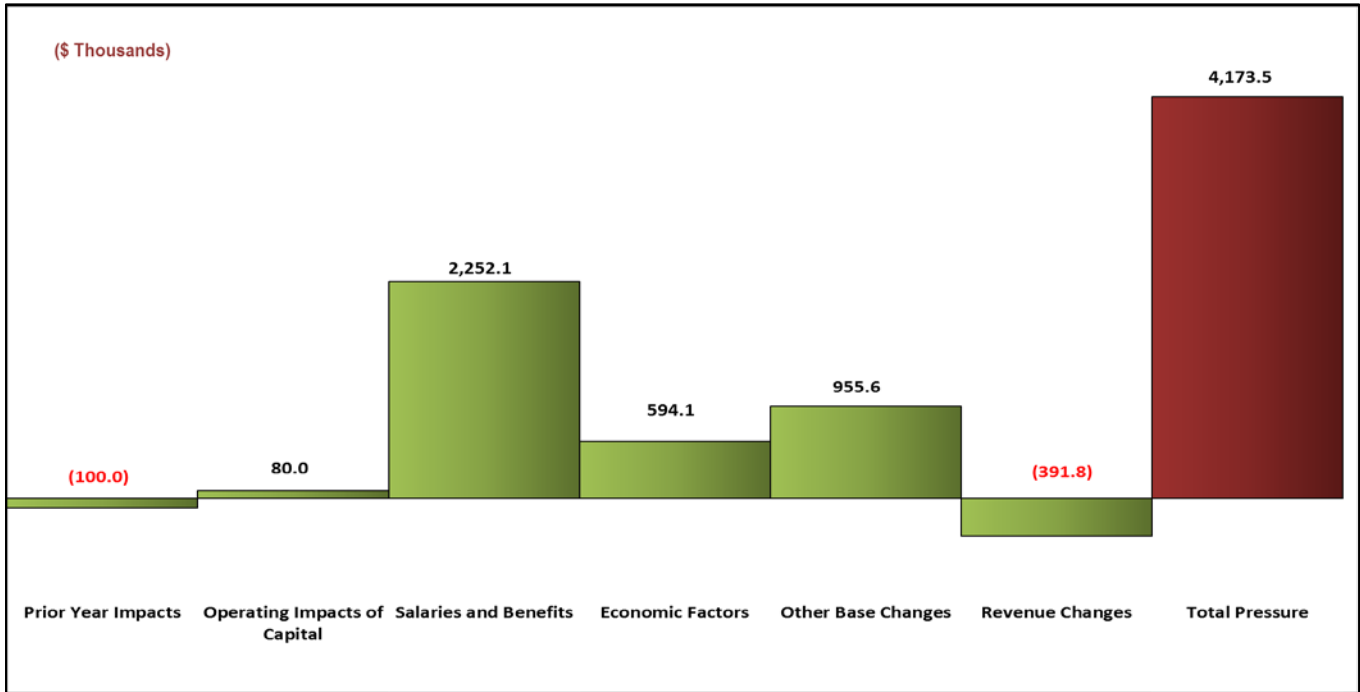
(In \$000s)	2017		2018 Preliminary Operating Budget			2018		Incremental Change			
	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	Preliminary vs. 2017 Budget		2019 Plan		2020 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Collections Access & Borrowing											
Gross Expenditures	75,130.6	75,577.4	75,295.6	0.0	75,295.6	165.0	0.2%	1,947.0	2.6%	881.7	1.1%
Revenue	6,462.5	6,845.1	6,572.7	0.0	6,572.7	110.2	1.7%	(76.6)	(1.2%)	126.3	1.9%
Net Expenditures	68,668.1	68,732.3	68,723.0	0.0	68,723.0	54.8	0.1%	2,023.7	2.9%	755.4	1.1%
In-Branch & Virtual Services											
Gross Expenditures	116,742.4	117,436.6	117,537.5	0.0	117,537.5	795.1	0.7%	3,323.8	2.8%	1,912.8	1.6%
Revenue	13,224.1	14,007.1	12,451.5	0.0	12,451.5	(772.5)	(5.8%)	(445.9)	(3.6%)	111.0	0.9%
Net Expenditures	103,518.3	103,429.5	105,085.9	0.0	105,085.9	1,567.6	1.5%	3,769.8	3.6%	1,801.8	1.7%
Partnerships, Outreach & Cust. Engagement											
Gross Expenditures	7,230.2	7,273.2	7,259.7	0.0	7,259.7	29.5	0.4%	192.5	2.7%	90.4	1.2%
Revenue	308.9	327.2	299.4	0.0	299.4	(9.4)	(3.1%)	(9.6)	(3.2%)	5.6	1.9%
Net Expenditures	6,921.3	6,946.0	6,960.2	0.0	6,960.2	38.9	0.6%	202.1	2.9%	84.9	1.2%
Total											
Gross Expenditures	199,103.2	200,287.2	200,092.8	0.0	200,092.8	989.6	0.5%	5,463.4	2.7%	2,884.9	1.4%
Revenue	19,995.4	21,179.4	19,323.7	0.0	19,323.7	(671.8)	(3.4%)	(532.2)	(2.8%)	242.8	1.3%
Total Net Expenditure	179,107.8	179,107.8	180,769.1	0.0	180,769.1	1,661.4	0.9%	5,995.6	3.3%	2,642.1	1.4%
Approved Positions	1,734.3	1,645.3	1,729.8	0.0	1,729.8	(4.5)	(0.3%)	(4.5)	(0.3%)	0.0	

The Toronto Public Library's 2018 Preliminary Operating Budget is \$200.093 million gross and \$180.769 million net, representing a 0.9% increase to the 2017 Approved Net Operating Budget. Toronto Public Library did not meet the Council directed budget target of 0% by \$1.661 million, or 0.9%.

- Base pressures are mainly attributable to inflationary increases to utilities and contracted services, cost of living adjustments (COLA) to salaries and benefits, two-year phase in of reversing a one-time Development Charge draw in 2017, and reversal of one-time funding to Youth Hubs Programming and library collections.
- To help mitigate the above pressures, TPL was able to achieve service efficiency savings through the expansion of technological efficiencies, community space rental modernization initiative, base budget savings through a detailed line-by-line review of expenditures, and one-time savings from the temporary closure of North York Central Library (NYCL).
- Approval of the 2018 Preliminary Operating Budget will result in Toronto Public Library reducing its total staff complement by 4.5 positions from 1,734.3 in 2017 to 1,729.8 in 2018, driven by two technology efficiency initiatives.
- The 2019 and 2020 Plan increases are primarily attributable to reversal of the one-time savings from the NYCL closure, cost of living adjustments to wages, and inflationary increases to utilities and library services across all library locations.

The following graphs summarize the operating budget pressures for Toronto Public Library and the actions taken to offset/reduce these pressures to meet the budget reduction target.

Key Cost Drivers



Actions to Achieve Budget Reduction Target

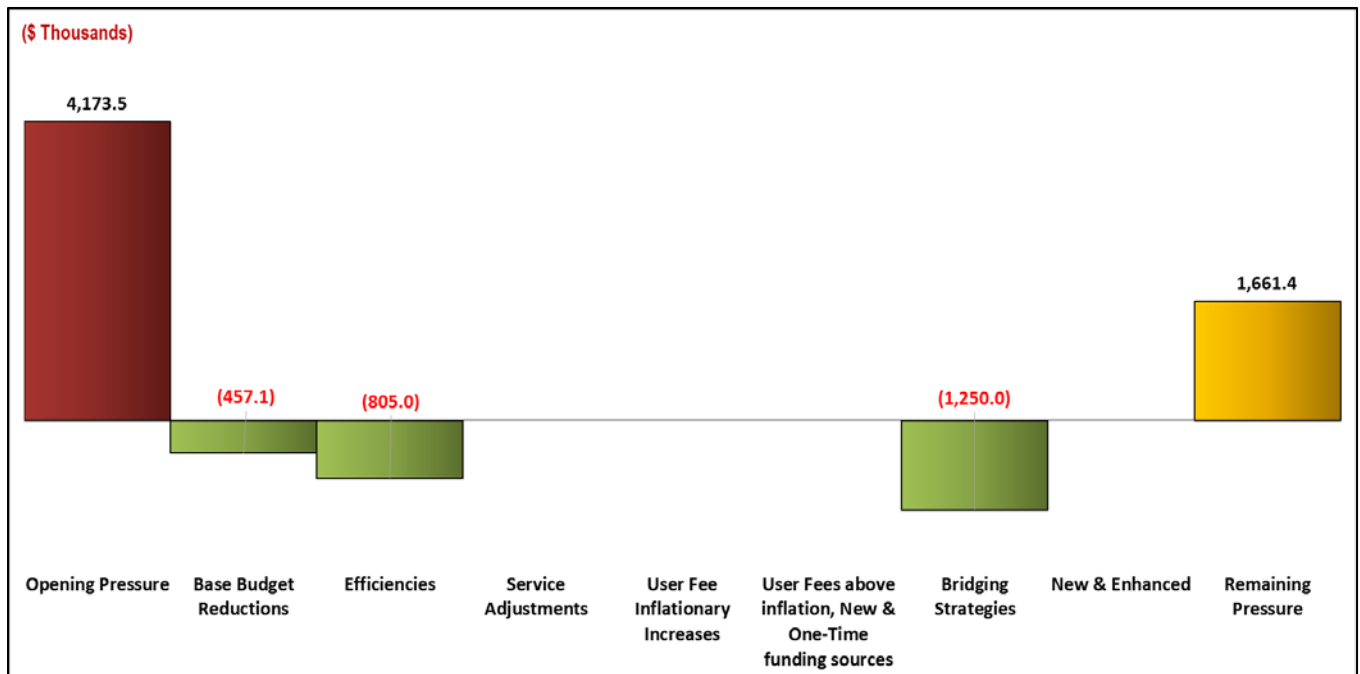


Table 2
Key Cost Drivers

(In \$000s)	2018 Base Operating Budget			Total	
	Collections Access & Borrowing	In-Branch & Virtual Services	Partnerships, Outreach & Cust. Engagement		
	\$	\$	\$	\$	
Gross Expenditure Changes					
Prior Year Impacts					
Annualization of Equipment for Operational Efficiencies	(21.7)	(75.0)	(3.2)	(100.0)	
Operating Impacts of Capital					
Albion, Guildwood, St. Clair/Silverthorn Project	9.9	67.8	2.3	80.0	
Salaries and Benefits					
Salaries and Step	135.5	198.0	13.9	347.4	
Progression Pay	46.0	67.3	4.7	118.0	
COLA	587.3	858.4	60.2	1,506.0	
Other Wage Adjustments	127.2	187.2	13.1	327.5	
Benefits	(18.2)	(26.7)	(1.9)	(46.8)	
Economic Factors					
Corporate Economic Factors (Utilities)	12.5	84.9	2.8	100.2	
Library Collections Economic Increase	327.3	154.3	12.2	493.8	
Other Base Expenditure Changes					
Contracted Services	62.6	427.0	14.3	503.9	
Supplies and Services	50.0	340.8	11.4	402.2	
Insurance Deductible	6.1	41.9	1.4	49.4	
Total Gross Expenditure Changes	1,324.6	2,325.9	131.2	3,781.7	
Revenue Changes					
Prior Year Impacts					
Phase-In of One-Time Development Charge Draw	(117.9)	(520.1)	(12.0)	(650.0)	
Reversal of One-Time Library Collections Economic Increase Funding	(87.4)	(385.5)	(8.9)	(481.8)	
Reversal of One-Time Funding for Youth Hubs & Related Programming	(75.2)	(299.6)	(12.1)	(387.0)	
Base Revenue Changes					
Revenue from Tenant Leases	4.2	18.7	0.4	23.4	
Revenue from Room and Auditorium Rentals	78.5	346.4	8.0	432.9	
Recovery from Capital	34.2	151.0	3.5	188.7	
Permanent Increase in Development Charge Funding	319.5	150.6	11.9	482.0	
Total Revenue Changes	156.0	(538.5)	(9.2)	(391.8)	
Net Expenditure Changes	1,168.6	2,864.4	140.4	4,173.5	

Key cost drivers for Toronto Public Library are discussed below:

Gross Expenditure Changes

- Prior Year Impacts:
 - Equipment purchase for the operational efficiency initiative that began in 2017 result in an annualized savings of \$0.100 million in 2018.
- Operating Impacts of Capital:
 - The operating impact of the Albion and North York Central Library (NYCL) Phase 1 capital projects will increase gross expenditures by \$0.080 million in 2018 to pay for utilities, information technology, and rent.
- Economic Factors:
 - Inflationary increases of \$0.594 million apply to utilities (electricity, natural gas and water) and library material collections based on actual experience.

Other Base Changes

- Increases to costs associated with contracted services provided by third party vendors for maintenance, security, and cleaning, supplies and the implementation of insurance claims deductibles results in a pressure of \$0.956 million in 2018.

Base Revenue Changes

- Prior Year Impacts:
 - The reversal of one-time funding sources results in a budget pressure of \$1.519 million in revenues:
 - Reversing a one-time \$1.300 million draw from the Development Charge (DC) Reserve Fund to fund library collections in 2017, which will be phased-in over two years starting in 2018 which results in a budget pressure of \$0.650 million each year in 2018 and 2019;
 - Reversal of funding of \$0.482 million net from a one-time revenue bridging strategy that funded the 2017 Library Collections economic increase through DC; and
 - Reversal of a Council approved one-time bridging strategy that provided tax stabilization reserve funding of \$0.387 million to two new Youth Hubs and associated programming.
- Other Base Revenue Changes:
 - Additional revenue of \$0.456 million will be generated arising from renewed lease agreements with tenants, and increased revenues for TPL's premium rooms and auditoriums to reflect actual experience.
 - Recoveries through capital projects will increase by \$0.188 million to reflect actual experience.
 - A permanent increase in funding for Collections from Development Charge Reserve Fund of \$0.482 million in 2018, as permitted by the DC By-Law.

To offset the above net pressures of \$4.174 million, Toronto Public Library's 2018 Preliminary Operating Budget includes base expenditure savings of \$1.707 million, and service efficiency savings of \$0.805 million for a total savings of \$2.512 million, as detailed below.

Table 3
Actions to Achieve Budget Reduction Target
2018 Preliminary Service Change Summary

Description (\$000s)	Service Changes						Total Service Changes			Incremental Change			
	Collections Access & Borrowing		In-Branch & Virtual Services		Partnerships, Outreach & Cust. Engagement		\$	\$	#	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:													
Base Expenditure Changes													
Line by Line Budget Reduction	(143.2)	(143.2)	(297.2)	(297.2)	(16.7)	(16.7)	(457.1)	(457.1)					
One-Time Savings from Closure of North York Central Library (Bridging Strategy)	(528.4)	(528.4)	(673.9)	(673.9)	(47.7)	(47.7)	(1,250.0)	(1,250.0)		1,250.0			
Base Expenditure Change	(671.6)	(671.6)	(971.0)	(971.0)	(64.4)	(64.4)	(1,707.1)	(1,707.1)		1,250.0			
Service Efficiencies													
Expansion of Technological Efficiencies	(58.6)	(62.2)	(148.9)	(164.9)	(7.5)	(7.9)	(215.0)	(235.0)	(1.5)	(185.0)	(1.5)		
Community Space Rental Modernization	(93.6)	(93.6)	(136.8)	(136.8)	(9.6)	(9.6)	(240.0)	(240.0)	(3.0)	(290.0)	(3.0)		
Consolidation of Print and Electronic Serials	(218.8)	(218.8)	(103.1)	(103.1)	(8.2)	(8.2)	(330.0)	(330.0)					
Sub-Total	(371.0)	(374.6)	(388.8)	(404.8)	(25.2)	(25.6)	(785.0)	(805.0)	(4.5)	(475.0)	(4.5)		
Total Changes	(1,042.6)	(1,046.2)	(1,359.8)	(1,375.8)	(89.7)	(90.1)	(2,492.1)	(2,512.1)	(4.5)	775.0	(4.5)		

Toronto Public Library did not meet the budget target but was able to partially offset budget pressures with the following measures:

Base Expenditure Changes (Savings of \$1.707 million gross & net)

Line by Line Budget Reduction (\$0.457 million gross & net)

- A detailed line-by-line review of Library expenditures resulted in total savings of \$0.457 million.

One-Time Savings from the Closure of North York Central Library (\$1.250 million gross & net)

- This bridging strategy arose from the extended closure of North York Central Library for renovations resulting in foregone salaries and benefits, as well as library materials totalling \$1.250 million in 2018 and will subsequently result in a budget pressure of \$1.250 million in 2019 once the library is re-opened.

Service Efficiencies (Savings of \$0.785 million gross & \$0.805 million net)

Expansion of Technological Efficiencies (\$0.215 million gross & \$0.235 million net)

- Following a successful pilot project in 2017, TPL will achieve additional savings of \$0.215 million gross and \$0.235 million net in 2018, and \$0.175 million gross and \$0.185 million net in 2019 through technological efficiencies. A capital investment of \$1.600 million is included in the Agency's 10-Year Capital Plan (\$0.950 million in 2018 and \$0.650 million in 2019).
- Expansion of technological efficiencies arise from enhancing TPL's land-line phone systems to VOIP (Voice Over Internet Protocol), improving payment solutions and replacing public, staff and shared printers, scanners, fax machines and copiers with more efficient Multi-Function Devices.
- This investment will also allow for a total reduction of 3.0 clerical positions equivalent over two years (1.5 positions in 2018 and 1.5 positions in 2019) through attrition.

Community Space Rental Modernization (\$0.240 million gross & net)

- TPL's 2018 Preliminary Capital Budget includes \$1.400 million of capital investments in the *Answerline & Community Rental Space Modernization* capital project which will result in operational savings of \$0.240 million net in 2018. This project provides a modern solution for self-service functionalities for room bookings, rental of community spaces, and internal data management processes including business, financial and operational reporting.
- This will allow for a reduction in 6.0 clerical positions over two years (3.0 positions in 2018 and 3.0 positions in 2019) through attrition.

Consolidation of Print and Electronic Serials (\$0.330 million gross & net)

- Efficiencies of \$0.330 million net in 2018 resulting from a consolidation of print and electronic serials at several library locations.

Approval of the 2018 Preliminary Operating Budget for Toronto Public Library will result in a 2019 incremental net cost of \$5.996 million and a 2020 incremental net cost of \$2.642 million to maintain 2018 service levels, as discussed in the following section.

**Table 5
2019 and 2020 Plan by Program**

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
Known Impacts:										
Prior Year Impact										
Reversal of One-Time Development Charge Draw		(650.0)	650.0	0.4%						
Expansion of Technological Efficiencies	(175.0)	10.0	(185.0)	(0.1%)	(1.5)					
Community Space Rental Modernization	(290.0)		(290.0)	(0.2%)	(3.0)					
Reverse Bridging Strategies										
One-Time Savings from Closure of North York Central Library	1,250.0		1,250.0	0.7%						
Operating Impacts of Capital										
Albion, Guildwood, St. Clair/Silverthorn Project	60.0		60.0	0.0%		10.0		10.0	0.0%	
Salaries and Benefits										
Salaries and Step	2,076.5		2,076.5	1.1%		1,922.0		1,922.0	1.0%	
COLA	135.0		135.0	0.1%		(1,641.0)		(1,641.0)	(0.9%)	
Other Wage Adjustments	(327.5)		(327.5)	(0.2%)						
Progression Pay	37.0		37.0	0.0%		2.0		2.0	0.0%	
Benefits	781.0		781.0	0.4%		634.0		634.0	0.3%	
Economic Factors										
Corporate Economic Factors (Utilities)	461.7		461.7	0.3%		468.6		468.6	0.3%	
Library Collections Economic Increase	506.2		506.2	0.3%		518.8		518.8	0.3%	
Other Base Changes										
Contracted Services	515.6		515.6	0.3%		541.4		541.4	0.3%	
Supplies and Services	432.9		432.9	0.2%		429.1		429.1	0.2%	
Revenue										
Revenue from Tenant Leases		23.9	(23.9)	(0.0%)			32.0	(32.0)	(0.0%)	
Revenue from Room and Auditorium Rentals		42.6	(42.6)	(0.0%)			40.0	(40.0)	(0.0%)	
Permanent Increase in Development Charge Funding		41.3	(41.3)	(0.0%)			170.8	(170.8)	(0.1%)	
Sub-Total	5,463.4	(532.2)	5,995.6	3.3%	(4.5)	2,884.9	242.8	2,642.1	1.4%	0.0
Total Incremental Impact	5,463.4	(532.2)	5,995.6	0.0	(4.5)	2,884.9	242.8	2,642.1	0.0	0.0

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- 2018 service efficiencies arising from technological efficiencies and community space rental modernization will result in increased efficiency savings in 2019 of \$0.475 million.
- The re-opening of the North York Central Library will result in budget pressures of \$1.250 million in 2019.
- Budget pressures in 2019 and 2020 will primarily be associated with inflationary adjustments to salaries and benefits (\$2.702 million), economic factors (\$0.968 million), and contracted services and supplies (\$0.949 million).
- To mitigate budget pressures, Toronto Public Library expects to receive additional revenue from tenant leases, premium room and room/auditorium rentals, and permanent funding from the Development Charge Reserve Fund, totalling incremental revenues of \$0.108 million in 2019 and \$0.242 million in 2020.



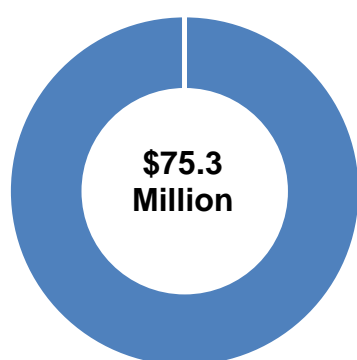
Part 2

2018 Preliminary Operating Budget by Service

Library Collections & Borrowing

Library Collections & Borrowing

2018 Service Budget by Activity (\$Ms)

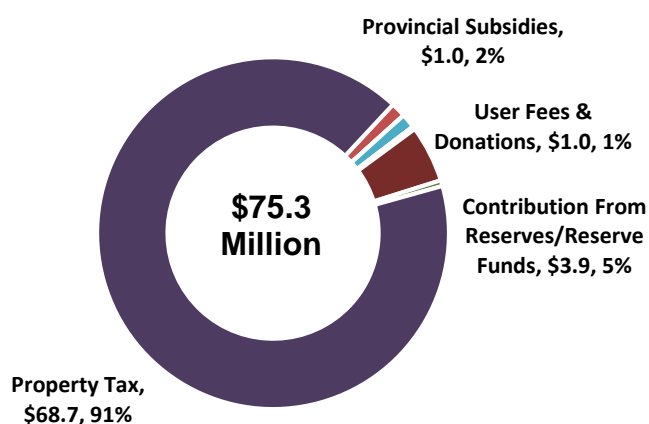


Library Collections Access & Borrowing, \$75.3, 100%

What We Do

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

2018 Service by Funding Source (\$Ms)



2018 Service Levels Library Collections & Borrowing

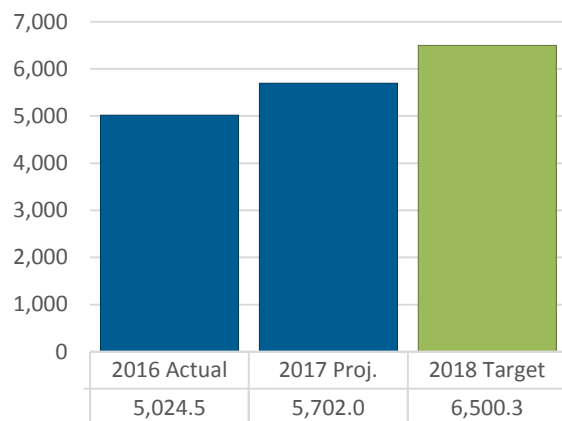
Activity	2017 Service Level	Proposed 2018 Service Levels
Acquisitions	<p>Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy providing a broad range of materials that meet the diverse needs of Torontonians.</p> <p>Physical collection size: 10,200,000 Physical collection size per capita: 3.5 Reference collection per capita: 1.2 New acquisitions per capita: 0.25 LMB per capita \$6.87</p> <p>E-collection size: 69 electronic resources including products that provide access to online courses and homework help and databases with 100 million articles from general and specialized periodicals.</p> <p>E-books and e-audio books: Access to 425,000 downloadable and streamed copies for adults, youth and children</p> <p>E-music and E-videos: Access to 26,600 downloadable and streamed music titles and 300,000 downloadable and streamed 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 providing a broad range of materials that meet the diverse needs of Torontonians.</p> <p>Physical collection size: 9,850,000 Physical collection size per capita: 3.4 Reference collection per capita: 1.2 New acquisitions per capita: 0.24 LMB per capita \$6.87 (assumes no economic adjustment)</p> <p>E-collection size: 62 electronic resources including products that provide access to online courses and homework help and databases with 100 million articles from general and specialized periodicals.</p> <p>E-books and e-audio books: Access to 445,000 downloadable and streamed copies for adults, youth and children</p> <p>E-music and E-videos: Access to 56,600 downloadable and streamed music titles and 300,000 downloadable and streamed videos</p>

Activity	2017 Service Level	Proposed 2018 Service Levels
	Continue to take a leading role in the Canadian Public Libraries for Fair E-book Pricing Campaign to increase service levels efficiently.	Continue to take a leading role in the Canadian Public Libraries for Fair E-book Pricing Campaign to increase service levels efficiently.
Collection Access	A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and learning by residents. TPL's Circulation and Collection Use Policy provides framework for access.	A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and learning by residents. TPL's Circulation and Collection Use Policy provides framework for access.
Public Access to Collections through borrowing	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy. Collection size per capital: 3.6 Circulation per capita: 10.5 Holds/versus copies based on loan period: 3 week loan: 1 hold to 6 copies 2 week loan: 1 hold to 12 copies 1 week loan: 1 hold to 18 copies Turnover rate of circulating physical collection: 3.8	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy. Collection size per capital: 3.6 Circulation per capita: 10.7 Holds/versus copies based on loan period: 3 week loan: 1 hold to 6 copies 2 week loan: 1 hold to 12 copies 1 week loan: 1 hold to 18 copies Turnover rate of circulating physical collection: 3.9
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 1.2 reference items per capita 1.9 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 1.2 reference items per capita 2.0 in-library- use transactions per capita (will decrease as customers increasingly use digital resources)

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Collections and Borrowing.

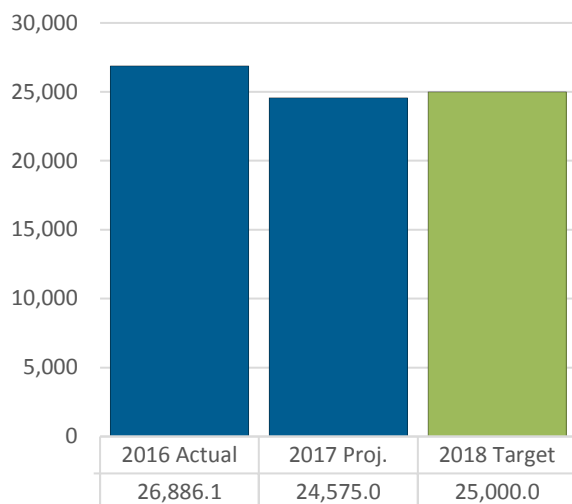
Service Performance Measures

**Summary of Usage Trends:
Electronic Circulation (Thousands)**



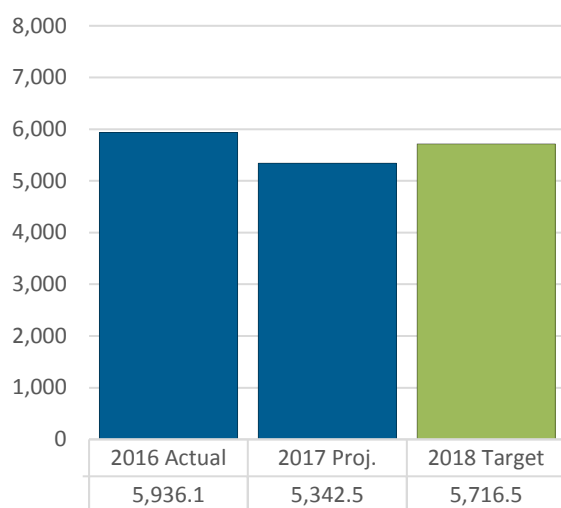
- In 2017, Toronto Public Library is projecting a 13.5% increase in electronic circulations, increasing from 5.024 million in 2016 to 5.702 million in 2017.
- Electronic circulation increasingly accounts for a larger proportion of overall circulation, a trend expected to increase as more material becomes available.
- The electronic collection has expanded with the addition in 2017 of new online resources and improved access to digital music and video streaming.

Summary of Usage Trends: Physical Circulation (Thousands)



- Total circulation declined in 2017 as a result of branch closures for renovations/retrofits, notably the closure of North York Central Library which accounts for 5.6% of physical circulation.
- Physical circulation decreased by 8.6%, from 26.886 million in 2016 to 24.575 million in 2017. It is anticipated that it will rise by 1.7% in 2018.
- Toronto Public Library has a physical collection of 10 million, or 3.5 per capita.

Summary of Usage Trends: In-Library Use of Materials (Thousands)



- Toronto Public Library provides access to collections free of charge in accordance with the Public Libraries Act and the TPL Circulation and Collection Use Policy.
- In-library use declined in 2017 as a result of branch closures. 2018 performance is expected to increase with the re-opening of NYCL.

Table 6
2018 Preliminary Service Budget by Activity

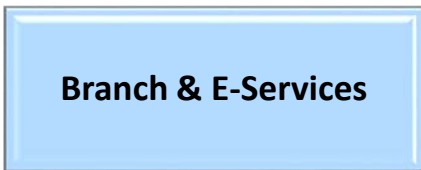
(\$000s)	2018 Preliminary Operating Budget										Incremental Change			
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017		New/Enhanced	Preliminary Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					Budget	% Change			\$	%	\$	%	\$	%
GROSS EXP.														
Library Collections Access & Borrowing	75,130.6	76,195.0	(899.4)	75,295.6	165.0	0.2%		75,295.6	165.0	0.2%	1,947.0	2.6%	881.7	1.1%
Total Gross Exp.	75,130.6	76,195.0	(899.4)	75,295.6	165.0	0.2%		75,295.6	165.0	0.2%	1,947.0	2.6%	881.7	1.1%
REVENUE														
Library Collections Access & Borrowing	6,462.5	6,569.1	3.6	6,572.7	110.2	1.7%		6,572.7	110.2	1.7%	(76.6)	(1.2%)	126.3	1.9%
Total Revenues	6,462.5	6,569.1	3.6	6,572.7	110.2	1.7%		6,572.7	110.2	1.7%	(76.6)	(1.2%)	126.3	1.9%
NET EXP.														
Library Collections Access & Borrowing	68,668.1	69,626.0	(903.0)	68,723.0	54.8	0.1%		68,723.0	54.8	0.1%	2,023.7	2.9%	755.4	1.1%
Total Net Exp.	68,668.1	69,626.0	(903.0)	68,723.0	54.8	0.1%		68,723.0	54.8	0.1%	2,023.7	2.9%	755.4	1.1%
Approved Positions	676.6	676.4	(1.8)	674.6	(2.0)	(0.3%)		674.6	(2.0)	(0.3%)	(1.8)	(0.3%)		

The **Library Collections & Borrowing Service** collects, preserves and makes available a wide range of knowledge, information and ideas through collections in a variety of formats, languages and reading levels that support the informational, educational, and cultural and recreation needs and interests of residents of all ages, backgrounds and abilities.

The Library Collections & Borrowing Service's 2018 Preliminary Operating Budget of \$75.296 million gross and \$68.723 million net is \$0.055 million or 0.1% over the 2017 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing significant economic increases to library materials based on experience and industry projections of \$0.327 million.
- In order to offset these pressures, the 2018 Preliminary Operating Budget includes base expenditure changes of \$0.672 million primarily attributable to the closure of the NYCL, and service efficiencies of \$0.371 million, for a total expenditure reduction of \$1.043 million in 2018.
- The 2018 Preliminary Operating Budget includes funding for a total complement of 674.6 positions, a decrease of 2.0 positions over 2017.

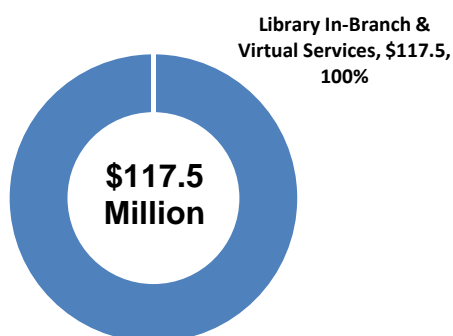
Branch & E-Services



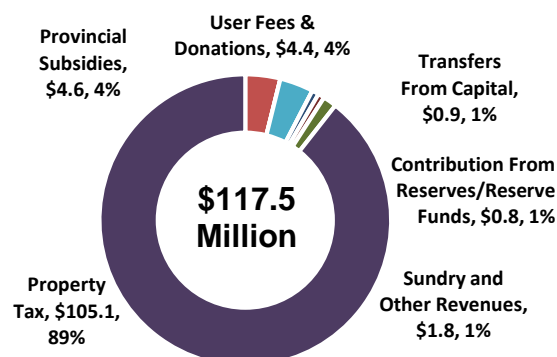
What We Do

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

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



2018 Service Levels Branch & E-Services

Activity	2017 Service Level	Proposed 2018 Service Levels
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 62,157 square feet of library space per 100,000 population 8,934 seats to accommodate 49,848 average daily visits Library spaces available for use in city emergencies and during severe weather	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 population 62,157 square feet of library space per 100,000 population 8,934 seats to accommodate 53,382 average daily visits Library spaces available for use in city emergencies and during severe weather

Activity	2017 Service Level	Proposed 2018 Service Levels
Open Hours	<p>Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2017 Operating Budget.</p> <p>9,378 open hours per 100,000 population</p> <p>Library Open Hours: 5,376.5 weekly hours</p> <p>Neighbourhood Branches: 40-69 hours per week Monday to Sunday 4,065.5 total weekly hours</p> <p>District Libraries: 69 hours per week Monday to Sunday 1,173 total weekly hours</p> <p>Research and Reference Libraries: 69 hours per week Monday to Sunday 138 total weekly hours</p> <p>Bookmobile: 42.75 weekly hours Monday to Sunday</p>	<p>Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2017 Operating Budget.</p> <p>9,446 open hours per 100,000 population</p> <p>Library Open Hours: 5,589 weekly hours</p> <p>Neighbourhood Branches: 40-69 hours per week Monday to Sunday 4,278 total weekly hours</p> <p>District Libraries: 69 hours per week Monday to Sunday 1,173 total weekly hours</p> <p>Research and Reference Libraries: 69 hours per week Monday to Sunday 138 total weekly hours</p> <p>Bookmobile: 42.75 weekly hours Monday to Sunday</p> <p>Pilot after-hours, self-serve open hours at Swansea Memorial and Todmorden Room.</p>
Study and Community Use	<p>Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy.</p> <p>Security in place to achieve a welcoming and supportive environment, enforce the Library's Code of Conduct and to address potential security incidents.</p> <p>8 Youth Hubs to address the goals of the Toronto Poverty Reduction Strategy</p> <p>2 Discovery Zones: Albion, Fairview</p> <p>13 KidsStops: Albion, Bloor/Gladstone, Brentwood, Cedarbrae, Downsview, Dufferin/St. Clair, Fairview, Mount Dennis, North York Central, Richview, S. Walter Stewart, Scarborough Civic Centre, Thorncliffe.</p>	<p>Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy.</p> <p>Security in place to achieve a welcoming and supportive environment, enforce the Library's Code of Conduct and to address potential security incidents.</p>
Access to Technology	<p>Access to technology in accordance with TPL's Strategic Priority of expanding access to technology to promote digital literacy and inclusion, and advancing the Library's digital platform so that customers have convenient access to a full range of library services through integrated digital platforms and exceptional customer experience at their every point of need.</p> <p>67 internet access workstations per 100,000 population with 16,176 average daily users</p> <ul style="list-style-type: none"> ▪ 55 branches have gigabit connections (1,000Mbps) 	<p>Access to technology in accordance with TPL's Strategic Priority of expanding access to technology to promote digital literacy and inclusion, and advancing the Library's digital platform so that customers have convenient access to a full range of library services through integrated digital platforms and exceptional customer experience at their every point of need.</p> <p>Standard suite of technology services available in branches to be determined.</p> <p>67 internet access workstations per 100,000 population with 16,533 average daily users</p>

Activity	2017 Service Level	Proposed 2018 Service Levels
	<ul style="list-style-type: none"> ▪ 18 Branches have 100Mbps connections ▪ 27 Branches have connections with download speed of 10 Mbps or less <p>Technology lending in-branch at 7 locations</p> <p>Wi-Fi Hotspots Lending at 17 branches with a total of 550 devices</p> <p>24/7 wireless internet access at all locations</p> <p>13,240 average daily wireless connections</p> <p>Maintenance and replacement of hard- and software on a regular cycle</p> <p>19 Computer Learning Centres in all District and Research & Reference branches for digital literacy and technology training</p> <p>6 Digital Innovation Hubs plus 6 portable pop-up learning labs to increase access to technology</p> <p>One-on-one technology training available through the Book a Librarian Information Service</p> <ul style="list-style-type: none"> ▪ Develop a digital and technology strategy that addresses mobile, self-service and personalized options 	<ul style="list-style-type: none"> ▪ Download speeds to be determined <p>Technology lending in-branch at 7 locations</p> <p>24/7 wireless internet access at all locations Wi-Fi bandwidth speed – to be determined</p> <p>14,786 average daily wireless connections</p> <p>Maintenance and replacement of hard- and software on a regular cycle</p> <p>19 Computer Learning Centres in all District and Research & Reference branches for digital literacy and technology training</p> <p>8 Digital Innovation Hubs plus 6 portable pop-up learning labs to increase access to technology</p> <p>1 Fabrication Lab at North York Central Library</p> <p>One-on-one technology training available through the Book a Librarian Information Service</p> <ul style="list-style-type: none"> ▪ Advance initiatives in the Digital Strategy, including the Business intelligence project.
Information Services	<p>Information services available in all branches to support access to information, collections and services, based on the Service Delivery Model and Staffing Allocation Model Access and is provided free of charge in accordance with the Public Libraries Act. In-branch customers have access to space, reference assistance and technology.</p> <p>7.2 million questions answered per year in response to public demand (2.5 per capita)</p> <p>Telephone: at point of contact for user technology support or quick reference and within 24 hours for more complex requests.</p>	<p>Information services available in all branches to support access to information, collections and services, based on the Service Delivery Model and Staffing Allocation Model Access and is provided free of charge in accordance with the Public Libraries Act. In-branch customers have access to space, reference assistance and technology.</p> <p>7.3 million questions answered per year in response to public demand (2.6 per capita)</p> <p>Telephone: at point of contact including online digital channels for user technology support or quick reference and within 24 hours for more complex requests.</p>
Programs	<p>Programs are available city-wide in accordance with TPL's Programming Policy and address the following strategic priorities: early literacy, literary, information, lifelong learning, cultural experience, and training to support digital literacy and inclusion. Programs are offered at times convenient to a broad range of customers. Equitable access to programs is provided to a diverse population based on demographics and community need. Program quality is supported by clear program descriptions,</p>	<p>Programs are available city-wide in accordance with TPL's Programming Policy and address the following strategic priorities: early literacy, literary, information, lifelong learning, cultural experience, and training to support digital literacy and inclusion. Programs are offered at times convenient to a broad range of customers. Equitable access to programs is provided to a diverse population based on demographics and community need. Program quality is supported by clear program descriptions,</p>

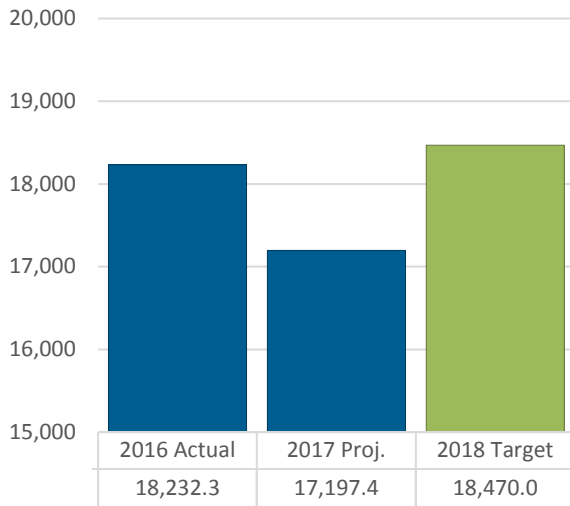
Activity	2017 Service Level	Proposed 2018 Service Levels
	<p>outcomes and evaluation, and delivered by staff and high quality external partners.</p> <p>Program offerings include:</p> <ul style="list-style-type: none"> ▪ Early literacy and targeted reading support programs at branches across the City ▪ Regular STEM programming ▪ High quality out of school time and March break programming for children ▪ Digital literacy and technology training programs and certificate courses delivered by experts ▪ High profile cultural and literary programs and workshops at the Toronto Reference library and across the city ▪ ESL and newcomer programs offered through strategic partnerships <p>More than 40,300 annual program hours</p> <p>2,649 average daily program participants</p>	<p>outcomes and evaluation, and delivered by staff and high quality external partners.</p> <p>Program offerings include:</p> <ul style="list-style-type: none"> ▪ Early literacy and targeted reading support programs at branches across the City ▪ Regular after school programmes ▪ High quality out of school time, March break and summer time programming for children in camps ▪ Digital literacy and technology training programs and certificate courses delivered by experts ▪ High profile cultural and literary programs and workshops at the Toronto Reference library and across the city ▪ ESL and newcomer programs offered through strategic partnerships ▪ Sunday programming for families ▪ E-learning programming <p>More than 42,100 annual program hours</p> <p>2,906 average daily program participants</p> <p>Develop partnerships with technology leaders to support digital literacy programs (CISCO, Google Canada)</p>
Room Rentals for Community Groups	<p>Public space rental in accordance with TPL's Community and Event Space Rental Policy.</p> <ul style="list-style-type: none"> ▪ Space available 25% of time for public booking ▪ Same business day verification for availability of space ▪ Space held for 10 days for confirmation of the contract 	<p>Public space rental in accordance with TPL's Community and Event Space Rental Policy.</p> <ul style="list-style-type: none"> ▪ Space available 25% of time for public booking and 75% for library programming and study space ▪ Same business day verification for availability of space ▪ Space held for 10 days for confirmation of the contract ▪ Provision of premier rental spaces to generate further revenue ▪ Online room booking available in 2018
Facility Maintenance	<p>102 facilities well maintained to promote public safety and use with maintenance issues addressed.</p> <p>AODA requirements for accessibility continue to be addressed in order to meet legislative requirements.</p> <p>70% waste diversion</p> <p>Constrained capital budget partially funds state-of-good-repair backlog</p> <p>Nightly cleaning of facilities</p> <p>Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall</p>	<p>102 facilities well maintained to promote public safety and use with maintenance issues addressed.</p> <p>AODA requirements for accessibility continue to be addressed in order to meet legislative requirements.</p> <p>70% waste diversion</p> <p>Constrained capital budget partially funds state-of-good-repair backlog</p> <p>Nightly cleaning of facilities</p> <p>Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall</p>

Activity	2017 Service Level	Proposed 2018 Service Levels
	<p>Landscaping every 7 days including grass cutting and litter abatement</p> <p>Carpet cleaning four times per year</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>Create an Omni-channel experience for customers to access products and services in a seamless and integrated way, offering 24/7 personalized connection with a choice of services delivered when and how customers want/need them.</p> <p>Virtual services provide accessible format for variety of services including:</p> <ul style="list-style-type: none"> ▪ Access to branch and program information ▪ Self-serve options for account and service management ▪ Program delivery through streaming, interactive video, and audio/video recordings ▪ Virtual exhibits and digital content <p>Web channel provides:</p> <ul style="list-style-type: none"> ▪ New content regularly added ▪ New web content created is in compliance with the AODA's web accessibility requirements. ▪ 99,981 average daily virtual visits <p>Engage with customers through online and social media to support strategic objectives through:</p> <ul style="list-style-type: none"> ▪ Maintain ongoing social media presence that promotes library programs and services and raises awareness ▪ Promotion, outreach and awareness raising ▪ Delivering information service ▪ Improving customer service ▪ Supporting media and public relations ▪ Promoting accessibility for all through social media (blogs and wikis, YouTube, Twitter, Facebook, Pinterest, Instagram, Flickr, E-newsletter) ▪ Branch benchmarks for outreach activities 	<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>Create an Omni-channel experience for customers to access products and services in a seamless and integrated way, offering 24/7 personalized connection with a choice of services delivered when and how customers want/need them.</p> <p>Virtual services provide accessible format for variety of services including:</p> <ul style="list-style-type: none"> ▪ Access to branch and program information ▪ Self-serve options for account and service management ▪ Program delivery through streaming, interactive video, and audio/video recordings ▪ Virtual exhibits and digital content <p>Web channel provides:</p> <ul style="list-style-type: none"> ▪ New content regularly added ▪ New web content created is in compliance with the AODA's web accessibility requirements. ▪ 104,676 average daily virtual visits <p>Engage with customers through online and social media to support strategic objectives through:</p> <ul style="list-style-type: none"> ▪ Maintain ongoing social media presence that promotes library programs and services and raises awareness ▪ Promotion, outreach and awareness raising ▪ Delivering information service ▪ Improving customer service ▪ Supporting media and public relations ▪ Promoting accessibility for all through social media (blogs and wikis, YouTube, Twitter, Facebook, Pinterest, Instagram, Flickr, E-newsletter) ▪ Branch benchmarks for outreach activities
Digitization	<p>Digitization program to provide access to materials including special and archival collections including materials focusing on Toronto neighbourhoods and diverse communities and the province of Ontario</p> <p>333,774 items in TPL collections digitized</p>	<p>Digitization program to provide access to materials including special and archival collections including materials focusing on Toronto neighbourhoods and diverse communities and the Province of Ontario</p> <p>152,000 items in TPL collections digitized</p>

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Branch and E-Services.

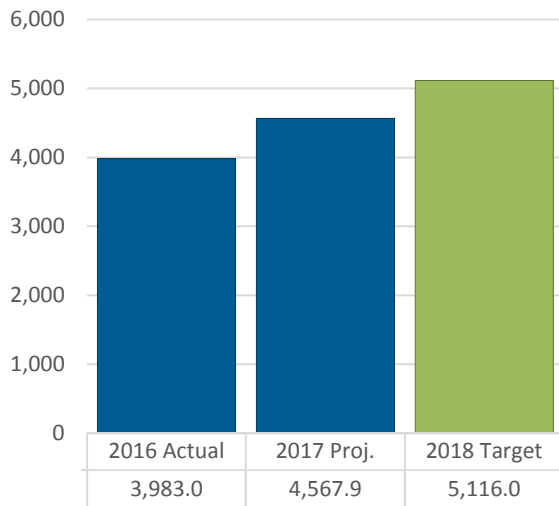
Service Performance Measures

Summary of Usage: In-Person Visits (Thousands)



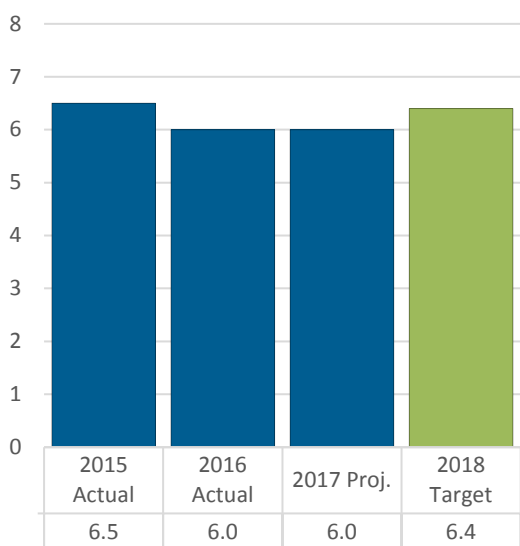
- 2017 performance is down mainly due to the closure of NYCL and is expected to increase in 2018 with the re-opening of the library.
- Overall trends indicate that in-person visits to library branches have increased, although the way people access information and use branch services has changed.
- While in-branch reference use of library collections has declined, and the number and type of reference questions has changed, there has been an increase in program attendance for print and digital literacy, lifelong learning, job supports, and culture and recreation; strong growth in the use of in-branch technologies, including computers, Internet and wireless; and increased use of library space for work, study and collaboration – important services as city density increases.

Summary of Usage: Wireless Sessions (Thousands)



- Toronto Public Library offers 24/7 wireless internet access at all locations.
- The number of wireless sessions is continuing to increase as Torontonians increasingly use digital resources. From 2007 to 2016 the number of wireless sessions increased by 2,253%.
- The number of wireless sessions increased by 14.7% from 2016 to 2017, and is anticipated to continue to rise in 2018 due to added bandwidth and speed, and the prevalence of affordable mobile devices with Wi-Fi capability and more online services.

Visits Per Capita



- The number of visits are influenced by open days in each calendar year.
- Total visits declined in 2017 as a result of branch closures for renovation/retrofits, notably the closure of North York Central Library, which accounts for 7.4% of total annual visits.
- 2018 visits are expected to increase to 18.5 million or 6.4 visits per capita, with the re-opening of North York Central Library, as well as visits to large events hosted by the Library such as the Toronto Comic Arts Festival, the Maker Extravaganza and the Open Data Hackathon.
- Visits reflect a range of branch uses including individual and group study and meeting room space.

Table 6
2018 Preliminary Service Budget by Activity

(\$000s)	2017	2018 Preliminary Operating Budget							Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Preliminary Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					\$				%	\$	%	\$	%	\$
GROSS EXP.														
Library In-Branch & Virtual Services	116,742.4	118,600.1	(1,062.7)	117,537.5	795.1	0.7%		117,537.5	795.1	0.7%	3,323.8	2.8%	1,912.8	1.6%
Total Gross Exp.	116,742.4	118,600.1	(1,062.7)	117,537.5	795.1	0.7%		117,537.5	795.1	0.7%	3,323.8	2.8%	1,912.8	1.6%
REVENUE														
Library In-Branch & Virtual Services	13,224.1	12,435.5	16.0	12,451.5	(772.5)	(5.8%)		12,451.5	(772.5)	(5.8%)	(445.9)	(3.6%)	111.0	0.9%
Total Revenues	13,224.1	12,435.5	16.0	12,451.5	(772.5)	(5.8%)		12,451.5	(772.5)	(5.8%)	(445.9)	(3.6%)	111.0	0.9%
NET EXP.														
Library In-Branch & Virtual Services	103,518.3	106,164.6	(1,078.7)	105,085.9	1,567.6	1.5%		105,085.9	1,567.6	1.5%	3,769.8	3.6%	1,801.8	1.7%
Total Net Exp.	103,518.3	106,164.6	(1,078.7)	105,085.9	1,567.6	1.5%		105,085.9	1,567.6	1.5%	3,769.8	3.6%	1,801.8	1.6%
Approved Positions	988.5	988.5	(2.5)	986.0	(2.4)	(0.2%)		986.0	(2.4)	(0.2%)	(2.6)	(0.3%)		

The **Branch & E-Services** provide space for collaboration, study, networking and access to information and technology and is achieved through a number of ways including the introduction of digital innovation hubs in branches. The virtual branch ensures residents can effectively access services and programs online through 24/7 access to library collections, services and information, and a range of self-service options.

The Branch & E-Services' 2018 Preliminary Operating Budget of \$117.538 million gross and \$105.086 million net is \$1.568 million or 1.5% over the 2017 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing expenditure pressures arising from the reversal of one-time funding sources of \$1.291 million in 2018, and increases to contracted services of \$0.427 million.
- In order to offset these pressures, the 2018 Preliminary Operating Budget includes base expenditure savings of \$0.971 million, mainly from the closure of NYCL, and service efficiencies of \$0.405 million net.
- The 2018 Preliminary Operating Budget includes funding for a total staff complement of 986.0 positions, a decrease of 2.5 positions over 2017.

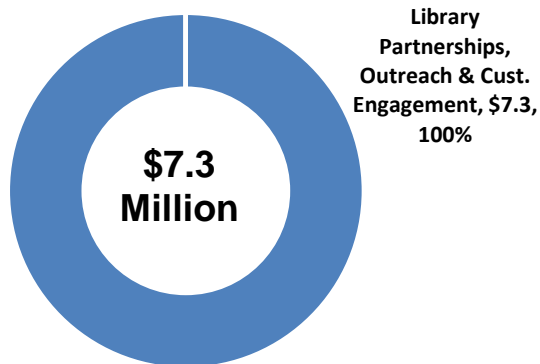
Partnerships, Outreach & Customer Engagement

Partnerships, Outreach & Customer Engagement

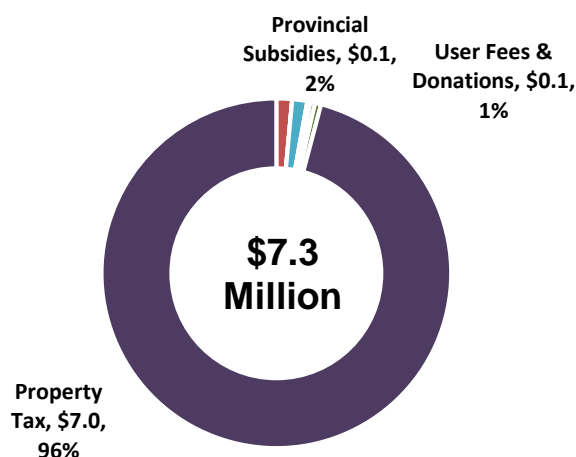
What We Do

- Extend access to library services to residents and communities throughout the city, and help increase awareness and use of library services
- Provide services to residents who cannot visit a library branch because of disability or distance.
- Volunteers enrich and extend library service and programs, and are provided opportunities to develop employment skills and contribute to the community
- Engage and consult residents, stakeholders and communities in the development, delivery and evaluation of excellent library services.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



2018 Service Levels Partnerships, Outreach & Customer Engagement

Activity	2017 Service Level	Proposed 2018 Service Levels
Partnerships	<p>Partnerships developed and maintained with public and private sector partners to advance key City and Library strategic priorities, driven by MOU, outcome measures and KPI's for major partnerships.</p> <p>Sample partnerships: City: Public Health to deliver health promotion with health zones in 10 branches serving NIAs, Business Inc. Cultural: Sun Life Museum + Arts Pass to provide access to cultural venues and to musical instruments through the musical instrument lending library program.</p>	<p>Partnerships developed and maintained with public and private sector partners to advance key City and Library strategic priorities, driven by MOU, outcome measures and KPI's for major partnerships.</p> <p>Sample partnerships: City: Public Health to deliver health promotion with health zones in 10 branches serving NIAs, Business Inc. Cultural: Sun Life Museum + Arts Pass to provide access to cultural venues and to musical instruments through the musical instrument lending library program.</p>

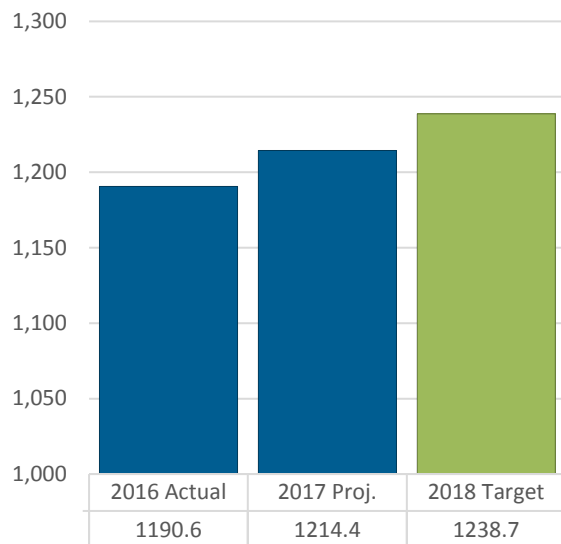
Activity	2017 Service Level	Proposed 2018 Service Levels
	<p>Government: Library Settlement Partnership with Citizenship and Immigration Canada, community agencies and TPL</p> <p>Learning: CISCO, Hacker Lab and Repair Café, OCAD, TD Summer Reading Club</p> <p>Technology: Google Canada</p>	<p>Government: Library Settlement Partnership with Citizenship and Immigration Canada, community agencies and TPL</p> <p>Learning: CISCO, Hacker Lab and Repair Café, OCAD, TD Summer Reading Club, Brookfield Institute, Ryerson University.</p> <p>Technology: Google Canada, Innovation Council</p>
Outreach	Annual outreach targets for each branch met	Annual outreach targets for each branch met
Programs	<p>Programs delivered in schools and community locations to facilitate outreach and deliver on strategic objectives:</p> <ul style="list-style-type: none"> • 100% of schools in Toronto Strong Neighbourhoods 2020 areas reached through Kindergarten, Grade 4 and High School Outreach. • Outreach in community settings to promote e-content • Pop-up programs in community settings • Establish community librarian positions at Toronto Employment and Social Services (TESS) • Innovators in Residence Program • Outreach to shelters through the Bookmobile 	<p>Programs delivered in schools and community locations to facilitate outreach and deliver on strategic objectives:</p> <ul style="list-style-type: none"> • 100% of schools in Toronto Strong Neighbourhoods 2020 areas reached through Kindergarten, Grade 4 and High School Outreach. • Outreach in community settings to promote e-content • Pop-up programs in community settings • Establish community librarian positions at Toronto Employment and Social Services (TESS) • Innovators in Residence Program • Outreach to shelters through the Bookmobile
Bookmobile and Home Library Service	<p>Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of homebound users.</p> <p>13,532 home visits to deliver materials</p> <p>28 Bookmobile stops</p>	<p>Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of homebound users.</p> <p>13,632 home visits to deliver materials</p> <p>28 Bookmobile stops with Wi-Fi access in the new bookmobiles.</p> <p>Initiate shelter outreach with the bookmobile in partnership with external agencies.</p>
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</p> <p>2,753 volunteers</p> <p>96 active volunteers per 100,000 population 78,056 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>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</p> <p>2,781 volunteers</p> <p>97 active volunteers per 100,000 population 79,617 volunteer hours</p> <p>Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs.</p>

Activity	2017 Service Level	Proposed 2018 Service Levels
	Youth Advisory Groups active in 50 locations	Youth Advisory Groups active in 50 locations
Customer Engagement	<p>Residents and communities consulted as per TPL's Public Consultation Policy on service development including the development of the Strategic Plan 2016 - 2019, capital projects, major renovations and the ongoing evaluation of library services and programs.</p> <p>Feedback and customer service is available in a range of accessible formats in compliance with the AODA's requirements and City service standards.</p> <p>Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested, and through social media.</p> <p>Telephone calls returned within one business day.</p> <p>Voicemails cleared daily or appropriate absence messages.</p> <p>Callers not transferred to voicemail.</p> <p>Emails acknowledged within two business days.</p>	<p>Residents and communities consulted as per TPL's Public Consultation Policy on service development including the development of the strategic plan, capital projects, major renovations and the ongoing evaluation of library services and programs.</p> <p>Feedback and customer service is available in a range of accessible formats in compliance with the AODA's requirements and City service standards.</p> <p>Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested, and through social media.</p> <p>Telephone calls returned within one business day.</p> <p>Voicemails cleared daily or appropriate absence messages.</p> <p>Callers not transferred to voicemail.</p> <p>Emails acknowledged within two business days.</p>

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Partnership, Outreach and Customer Engagement.

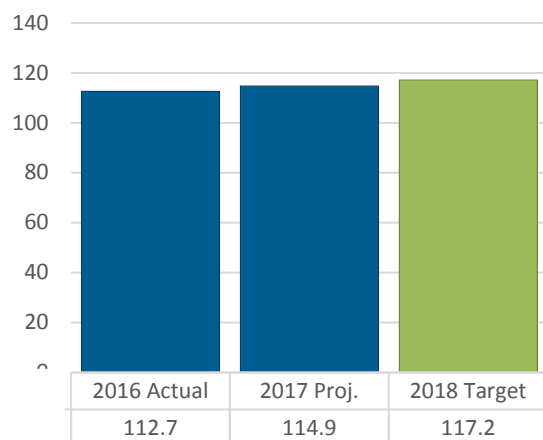
Service Performance Measures

Registered Card Holders (Thousands)



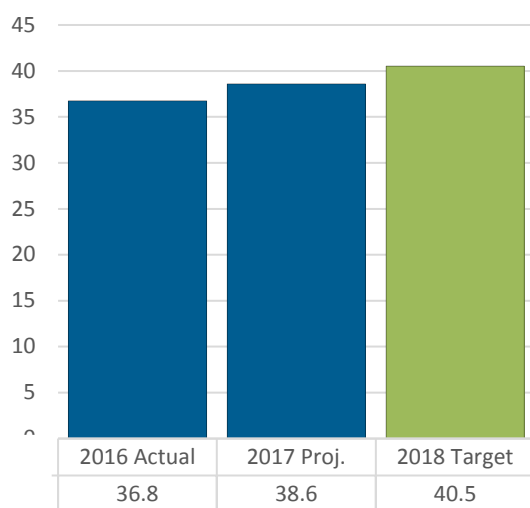
- In 2017 there were 1.214 million Library cardholders, an increase of 2% over 2016.
- Registered card holders are expected to continue to increase in 2018 due to a fines model change and the implementation of two new card types: Access and Visitor.

Attendees at Outreach Programs and Community Engagement Events (Thousands)



- Partnerships and outreach activities extend access to library services to residents and communities throughout the city, and help to increase awareness and use of library services. Partnerships support the library in outreach to new audiences and in delivering service efficiently.
- The library engages and consults with residents, stakeholders and communities in the development, delivery and evaluation of library services to deliver excellent and responsive customer service. Outreach and engagement activities in-branch, online, and in the community help inform, raise awareness and encourage use of the library’s many services.
- The number of attendees at Toronto Public Library outreach programs and community events increased in 2017 by 2% and is expected to grow in 2018 due to outreach efforts.

Children Registered for TDSRC (Thousands)



- The number of children registered for the TD Summer Reading Club (TDSRC) increased in 2017 by 5% over 2016 to 38,594 participants.
- Toronto Public Library focuses on providing the best quality programming for children and youth.
- TPL also focuses on developing and maintaining strong partnerships with other organizations in the community.

Table 6
2018 Preliminary Service Budget by Activity

	2017	2018 Preliminary Operating Budget						2018 Prelim Budget vs. 2017 Budget		Incremental Change				
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced			Preliminary Budget	2019 Plan	2020 Plan		
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Library Partnerships, Outreach & Cust. Engagement	7,230.2	7,332.6	(72.9)	7,259.7	29.5	0.4%		7,259.7	29.5	0.4%	192.5	2.7%	90.4	1.2%
Total Gross Exp.	7,230.2	7,332.6	(72.9)	7,259.7	29.5	0.4%		7,259.7	29.5	0.4%	192.5	2.7%	90.4	1.2%
REVENUE														
Library Partnerships, Outreach & Cust. Engagement	308.9	299.1	0.4	299.4	(9.4)	(3.1%)		299.4	(9.4)	(3.1%)	(9.6)	(3.2%)	5.6	1.9%
Total Revenues	308.9	299.1	0.4	299.4	(9.4)	(3.1%)		299.4	(9.4)	(3.1%)	(9.6)	(3.2%)	5.6	1.9%
NET EXP.														
Library Partnerships, Outreach & Cust. Engagement	6,921.3	7,033.6	(73.3)	6,960.2	38.9	0.6%		6,960.2	38.9	0.6%	202.1	2.9%	84.9	1.2%
Total Net Exp.	6,921.3	7,033.6	(73.3)	6,960.2	38.9	0.6%		6,960.2	38.9	0.6%	202.1	2.9%	84.9	1.2%
Approved Positions	69.2	69.4	(0.2)	69.2	(0.1)	(0.1%)		69.2	(0.1)	(0.1%)	(0.1)	(0.1%)		

The **Partnerships, Outreach and Customer Engagement** service provide access to library services to residents and communities throughout the city, and help to increase awareness and use of library services. includes activities that ensure programs and services are integrated, inclusive and responsive to residents' needs and support equity of access including outreach, engagement, strategic public and private partnerships.

The Partnerships, Outreach and Customer Engagement's 2018 Preliminary Operating Budget of \$7.260 million gross and \$6.960 million net is \$0.039 million or 0.6% over the 2017 Approved Net Budget.

- This service is experiencing base budget pressures common to all services, resulting in a net base pressure of \$0.132 million.
- In order to offset these pressures, the 2018 Preliminary Operating Budget includes base expenditure changes of \$0.064 million and service efficiencies of \$0.090 million net as a result of technological efficiencies and modernization of room rentals.
- The 2018 Preliminary Operating Budget includes funding for a total staff complement of 69.2 positions, with no change over 2017.



Part 3

Issues for Discussion

Issues Impacting the 2018 Budget

Budget Target

- The Toronto Public Library's 2018 Preliminary Operating Budget is \$1.661 million or 0.9% over the 2017 Net Approved Operating Budget. The Agency could not meet the budget target of 0% increase due to inflationary increases to utilities and library materials, as well as reversals of one-time funding for library collections and Youth Hubs programming and two-year phase-in of a bridging strategy which TPL temporarily funded its collections through the Development Charge Reserve Fund in 2017.
- To partially offset the base pressures, the Agency has undertaken the following actions:
 - A detailed line-by-line review of Library expenditures resulting in savings of \$0.457 million.
 - Leveraging one-time 2018 savings arising from the North York Central Library closure of \$1.250 million.
 - Technological efficiencies arising from two new capital projects which are included in the 2018 Preliminary Capital Budget, continued technological efficiencies from an initiative that began in 2017, and consolidation of print and electrical serials totalling \$0.805 million.
- The remaining budget pressure of \$1.661 million could be addressed through two service changes but would have a significant impact on service levels. They include:

Service Adjustment Description (\$000s)	2018 Impact				Net Incremental Impact			
	Gross	Revenue	Net	Positions	2019 Plan		2020 Plan	
					Net	Positions	Net	Positions
Major Service Changes Not Included								
Service Reductions to Collections	(423.0)							
Reduce Friday Evening Open Hours	(1,238.4)			(13.6)				
Total Service Adjustments (Not Included)	(1,661.4)			(13.6)				

- *Service Reductions to Collections* – A \$0.423 million of reduction to library materials would result in a permanent reduction of 2.1%, or 23,800 of library items available at all branches.
- *Reduce Friday Evening Open Hours* - The elimination of Friday evening service would save \$1.238 million , 13.6 positions, and reduce 3,380 hours (1.3% of total Monday to Friday service hours). This would impact 24 branches (eight of which are located in Neighbourhood Improvement Areas (NIAs)) across the city.

Technology Projects and Efficiencies

- TPL's 2018 Preliminary Operating Budget includes two new technological efficiency projects that result in savings of \$0.475 million in 2018 and 2019 annually, with a reduction of 4.5 staff complement. This is made achievable through two new capital investments in two separate capital projects: Expansion of Technological Efficiencies (\$1.600 million over two years), and Answerline & Community Rental Space Modernization (\$1.400 million over two years).
- Efficiencies arise from enhancing various operating equipment such as converting the land-line phone systems to a Voice over Internet Protocol systems, and providing a modernized solution for self-service functionalities for room bookings and renting community spaces.

Issues Referred to the 2018 Operating Budget Process

New & Enhanced Not Included in the 2018 Preliminary Operating Budget

New/Enhanced Initiative Not Included (\$000's)	2018 Impact				Net Incremental Impact			
	Gross	Revenue	Net	Positions	2019 Plan		2020 Plan	
					Net	Positions	Net	Positions
Referred to Budget Process - Poverty Reduction Strategy								
<i>Sunday Service Enhancement</i>	574.0		574.0		416.0		416.0	
<i>Additional Youth Hub locations, staff and programming costs</i>	390.0		390.0	3.0	260.0	2.1	260.0	1.9
<i>Wi-Fi Hotspot Lending</i>	300.0		300.0					
Staff Initiated								
<i>e-Learning Initiatives</i>	250.0		250.0	2.0	50.0			
<i>Advancing Transformational Change</i>	120.8		120.8	1.0	40.3			
Total New/Enhanced Initiatives (Not Included)	1,634.8		1,634.8	6.0	766.3	2.1	676.0	1.9

Referred to Budget Process – Poverty Reduction Strategy

Sunday Service Expansion

- It is proposed that Sunday services commence at the five remaining district branches (Agincourt, Bloor/Gladstone, Don Mills, Maria A. Shchuka and Pape/Danforth) as these library locations are currently closed on Sundays in July and August, unlike other district and research & reference branches.
- Sunday service expansion would also include nine neighbourhood branches (Burrows Hall, Eglinton Square, Jane/Dundas, Morningside, Sanderson, St. James Town, Steeles, Thorncliffe and Weston) having Sunday service added during the school year.
- This will bring the total number of branches with Sunday services up from 33 to 58 over three years (2018-2020).

Additional Locations for Youth Hubs

- Funding of \$0.390 million and 3.0 staff positions would be required to support the implementation and additional programming at three additional Youth Hub locations: Downsview, Flemingdon Park and Malvern branches.
- The multi-year plan for Youth Hubs expansion includes two additional Youth Hub locations, including an additional approved positions of 2.1 in 2019, and 1.9 in 2020 and annual net incremental impact of \$0.260 million.
- By the end of 2020, there would be fifteen Youth Hubs available across all library locations.

Wi-Fi Hotspot Lending Program

- Funding of \$0.300 million net would allow for approximately 500 additional Wi-Fi devices to be loaned to families in existing or transitioning Neighbourhood Improvement Areas (NIAs) in 2018, bringing the total number of available units to approximately 1,000.
- TPL will continue to seek additional and matching funding through the Toronto Public Library Foundation to support the operation and purchase of additional Wi-Fi hotspot units. The complete roll-out of this initiative is still being assessed and future year requirements, if applicable, will be identified in future budget submissions.

Staff Initiated*e-Learning Initiative*

- The Cisco NetAcademy is a collaboration with the City and George Brown College and would require funding of \$0.300 million net phased over two years to support two approved positions to deliver and administer this e-Learning initiative.

Advancing Transformational Change

- TPL is participating in the City's Shared Services project to reduce duplication, optimize services, and identify efficiencies that result in cost savings. In collaboration with the City's Shared Services, 1 staff position supported by funding of \$0.161 million net phased over two years and will advance transformational change as part of the Shared Services mandate.



Appendices

Appendix 1

2017 Service Performance

Key Service Accomplishments

In 2017, Toronto Public Library accomplished the following:

- ✓ Toronto Public Library's new Strategic Plan 2016-2019 *Expanding Access, Increasing Opportunity, Building Connections* approved and implemented. The Plan harnesses the potential of new technologies and innovation to create greater awareness, access, and use of library services at the customer's point of need.
- ✓ An Accountability Framework to evaluate progress in achieving Strategic Plan objectives for six priority areas that includes:
 - System-level logic model sets overarching outcomes for the six strategic plan priorities; six priority-level logic models that establish program-level activities and outcomes and link outcomes to City initiatives and strategies; and program-level logic models that identify more granular activities, outcomes and impacts.
 - A Balanced Scorecard that measures organizational transformation with key performance indicators across four perspectives: Customer, operational, learning and growth, and financial.
 - A dashboard that provides a visualization of results and progress against the strategic plan priorities.
- ✓ The Strategic work plan supports City initiatives, including the Toronto Seniors Strategy, Middle Childhood Strategy Framework, Poverty Reduction Strategy, Toronto Youth Equity Strategy, Toronto Newcomer Strategy and Toronto Strong Neighbourhoods Strategy 2020.
- ✓ Advanced strategies to address the City's Poverty Reduction Strategy.
 - Added 2 new Youth Hubs at Albion and Barbara Frum, for a total of 8 Youth Hubs, with plans to add more Hubs in branches in 2018.
 - Full-year Sunday service expanded to an additional 6 branches.
 - Wi-Fi Hotspot Lending, in partnership with the City and Google Canada, implemented at 17 branches with a total of 550 devices. Budget enhancement includes adding an additional 450 devices for a total of 1000 in 2018 at 12 branches and bookmobile stops in Neighbourhood Improvement Areas (NIA).
- ✓ Expanded access to technology across the system:
 - Digital Innovation Hubs added at 3 branches, for a total of 6 Hubs providing access to 3D printers, maker technology, digital design software and innovation programs at branches across the City.
- ✓ Increase in service and activity levels including 269,715 scheduled open hours per year at 100 library branches, 17.2 million visits, 34.5 million website visits and 30.2 million in total circulation.
- ✓ As the top performing branch, the closure of North York Central Library had a negative impact on several performance measures.
- ✓ Ongoing or completion of the Operational Efficiencies pilot project that includes investments in automation, technology and printing hardware, allowing for budget savings. These initiatives include:
 - Conversion of the current land-line phone system to VOIP (voice over Internet protocol) technology at largest locations;
 - Introduction of mini-sorters at three branches (Albion, Lillian H. Smith and Scarborough Civic Centre) to increase materials handling efficiencies; and
 - Replacement of public, staff and shared printers, scanners, fax machines and copiers with more efficient Multi-Function Devices and improved payment processes for public printing. Streamlining of devices will also have a positive environmental impact through reduced paper use.

Appendix 2

2018 Preliminary Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2015	2016	2017	2017	2018	2018 Change from		Plan	
	Actual	Actual	Budget	Projected	Preliminary	2017 Approved		2019	2020
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries And Benefits	141,106.0	143,506.1	147,576.3	143,607.0	147,786.9	210.6	0.1%	151,228.9	152,145.9
Materials & Supplies	20,892.7	21,505.4	21,969.8	21,943.2	29,110.7	7,140.9	32.5%	30,382.6	31,522.1
Equipment	256.2	765.0	757.8	758.8	678.4	(79.4)	(10.5%)	598.4	598.4
Service And Rent	24,202.6	26,779.1	26,468.3	27,366.3	20,245.8	(6,222.5)	(23.5%)	21,075.2	21,903.7
Contribution To Capital	1,378.0	1,378.0	1,378.0	1,378.0	1,378.0			1,378.0	1,378.0
Contribution To Reserves/Reserve Funds	893.0	893.0	949.0	4,949.0	893.0	(56.0)	(5.9%)	893.0	893.0
Other Expenditures	124.6	11.8	4.0	4.0		(4.0)	(100.0%)		
Total Gross Expenditures	188,853.1	194,838.4	199,103.2	200,006.3	200,092.8	989.6	0.5%	205,556.2	208,441.1
Provincial Subsidies	5,676.2	5,680.2	5,678.4	5,689.4	5,695.4	17.0	0.3%	5,695.4	5,695.4
Federal Subsidies	37.1	14.5					-		
User Fees & Donations	5,324.1	5,240.6	5,062.2	5,095.8	5,482.6	420.4	8.3%	5,525.2	5,565.2
Transfers From Capital	165.1	335.0	939.9	939.9	1,128.7	188.7	20.1%	1,128.7	1,128.7
Contribution From Reserves/Reserve Funds	3,559.4	4,094.3	6,144.8	6,144.8	4,808.0	(1,336.8)	(21.8%)	4,199.3	4,370.2
Sundry and Other Revenues	1,911.8	2,410.8	2,170.1	3,028.6	2,209.0	38.9	1.8%	2,242.9	2,274.9
Total Revenues	16,673.7	17,775.4	19,995.4	20,898.5	19,323.7	(671.8)	(3.4%)	18,791.5	19,034.3
Total Net Expenditures	172,179.4	177,063.0	179,107.8	179,107.8	180,769.2	1,661.4	0.9%	186,764.7	189,406.8
Approved Positions	1,739.7	1,741.0	1,734.3	1,645.3	1,729.8	(4.5)	(0.3%)	1,725.3	1,725.3

* Based on the 9-month Operating Variance Report

For additional information regarding the 2017 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2017" considered by City Council at its meeting on December 5, 6 and 7, 2017.

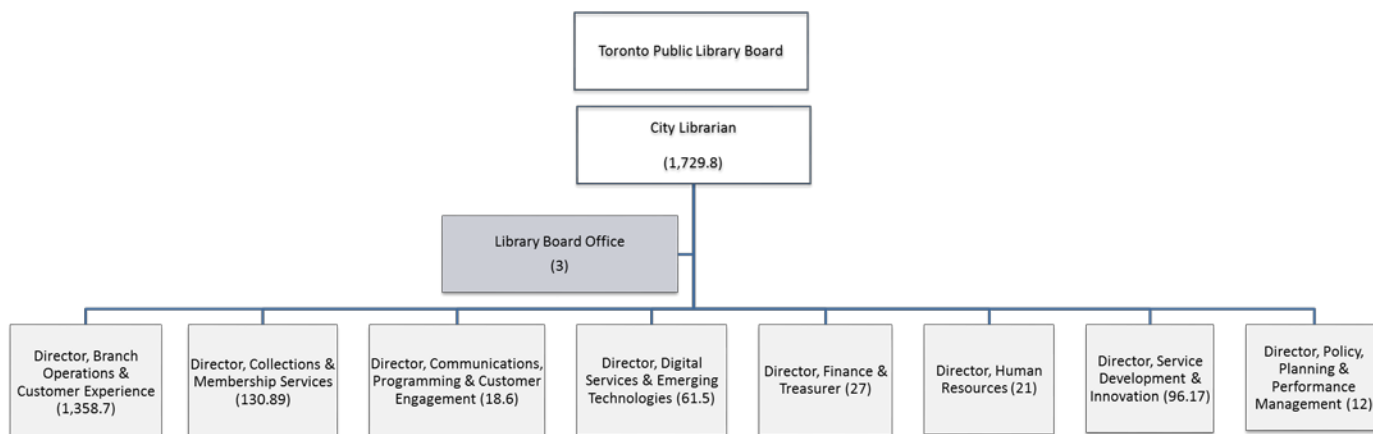
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.2>

Impact of 2017 Operating Variance on the 2018 Preliminary Operating Budget

- There is no impact on the 2018 Preliminary Operating Budget from the 2017 Third Quarter Operating Variance. TPL projects unfavourable expenditures at year end for the cost of specific library programs funded by the TPL Foundation which are offset by those grant revenues.

Appendix 3

2018 Organization Chart



2018 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0	79.0	30.0	1,619.8	1,729.8
	Temporary					
	Total Operating	1.0	79.0	30.0	1,619.8	1,729.8
Capital	Permanent					
	Temporary					
	Total Capital					
Grand Total		1.0	79.0	30.0	1,619.8	1,729.8

Appendix 4
Summary of 2018 Service Changes

2018 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Agencies - Cluster Program - Toronto Public Library	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2018 Preliminary Base Budget Before Service Changes:			202,127.8	19,303.7	182,824.1	1,734.26	5,220.6	2,642.1

14336	Expansion of Technological Efficiencies
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51	No Impact
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Description:

The technological innovation pilot projects commenced in 2017, continues to convert the land-line phone systems to a Voice-over Internet Protocol system, replace public printers and copiers, and improve the overall payment processes for public printing. Streamlining of these devices also results in a positive environmental impact through reduced paper use. As a result of continued implementation of technology capital project included in the Agency's 2018 Preliminary Capital Budget, Toronto Public Library will realize savings of \$0.420 million over 2018 and 2019.

Service Level Impact:

There is no service level impact.

Equity Statement:

There are no equity impacts.

Service: Library Collections Access & Borrowing

Preliminary Service Changes:	(58.6)	3.6	(62.2)	(0.60)	(55.5)	0.0
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Service: Library In-Branch & Virtual Services

Preliminary Service Changes:	(148.9)	16.0	(164.9)	(0.80)	(123.0)	0.0
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Service: Library Partnerships, Outreach & Cust. Engagement

Preliminary Service Changes:	(7.5)	0.4	(7.9)	(0.10)	(6.5)	0.0
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Total Preliminary Service Changes:	(215.0)	20.0	(235.0)	(1.50)	(185.0)	0.0
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14339	Answerline & Community Space Rental Modernization
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51	No Impact
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Description:

Capital investments of \$1.4 million over two years (\$0.550 million in 2018 and \$0.850 million in 2019) will modernize the service desk processes in Answerline and Community Space Rental services. The modernization will allow for better service delivery and management of the large volume of inquiries and community space rentals.

2018 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Agencies - Cluster Program - Toronto Public Library	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Service Level Impact:						
		This modernization initiative maintains current service levels.						
		Equity Statement:						
		There are no equity impacts.						
		Service: Library Collections Access & Borrowing						
		Preliminary Service Changes:	(93.6)	0.0	(93.6)	(1.20)	(99.8)	0.0
		Service: Library In-Branch & Virtual Services						
		Preliminary Service Changes:	(136.8)	0.0	(136.8)	(1.70)	(179.2)	0.0
		Service: Library Partnerships, Outreach & Cust. Engagement						
		Preliminary Service Changes:	(9.6)	0.0	(9.6)	(0.10)	(11.0)	0.0
		Total Preliminary Service Changes:	(240.0)	0.0	(240.0)	(3.00)	(290.0)	0.0

14394	Rationalize and consolidate print and electronic serials
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51	No Impact
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Description:

Library collection services will be modernized through consolidation and rationalization of print and electronic serials.

Service Level Impact:

There are no service level impacts.

Equity Statement:

There are no equity impacts.

Service: Library Collections Access & Borrowing

Preliminary Service Changes:	(218.8)	0.0	(218.8)	0.00	0.0	0.0
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Service: Library In-Branch & Virtual Services

Preliminary Service Changes:	(103.1)	0.0	(103.1)	0.00	0.0	0.0
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2018 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Agencies - Cluster Program - Toronto Public Library	Adjustments				2019 Plan Net Change	2020 Plan Net Change	
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions			
		Service: Library Partnerships, Outreach & Cust. Engagement							
		Preliminary Service Changes:	(8.2)	0.0	(8.2)	0.00	0.0	0.0	
		Total Preliminary Service Changes:	(330.0)	0.0	(330.0)	0.00	0.0	0.0	

14411		One-time Savings from Closure of NYCL - Bridging Strategy						
51	No Impact	Description:						
		Library staff have been redeployed to other branches due to the extended closure of the North York Central Library. Savings of \$1.250 million will be realized on a one-time basis attributed to foregone salaries and benefits, and library collection materials during closure.						
		Service Level Impact:						
		No impact. Service is provided at other available branches and electronically.						
		Equity Statement:						
		There are no equity impacts.						
		Service: Library Collections Access & Borrowing						
		Preliminary Service Changes:	(528.4)	0.0	(528.4)	0.00	528.4	0.0
		Service: Library In-Branch & Virtual Services						
		Preliminary Service Changes:	(673.9)	0.0	(673.9)	0.00	673.9	0.0
		Service: Library Partnerships, Outreach & Cust. Engagement						
		Preliminary Service Changes:	(47.7)	0.0	(47.7)	0.00	47.7	0.0
		Total Preliminary Service Changes:	(1,250.0)	0.0	(1,250.0)	0.00	1,250.0	0.0

Summary:								
		Total Preliminary Service Changes:	(2,035.0)	20.0	(2,055.0)	(4.50)	775.0	0.0

**2018 Operating Budget - Preliminary Service Changes
Summary by Service (\$000's)**

Form ID		Agencies - Cluster Program - Toronto Public Library	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
Total Preliminary Base Budget:			200,092.8	19,323.7	180,769.1	1,729.76	5,995.6	2,642.1

2018 Operating Budget - Preliminary Service Changes Summary by Activity (\$000's)

Form ID		Agencies - Cluster Program - Toronto Public Library	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2018 Preliminary Base Budget Before Service Changes:			202,127.8	19,303.7	182,824.1	1,734.26	5,220.6	2,642.1
14336		Expansion of Technological Efficiencies						
51	No Impact	Description:						
<p>The technological innovation pilot projects commenced in 2017, continues to convert the land-line phone systems to a Voice-over Internet Protocol system, replace public printers and copiers, and improve the overall payment processes for public printing. Streamlining of these devices also results in a positive environmental impact through reduced paper use. As a result of continued implementation of technology capital project included in the Agency's 2018 Preliminary Capital Budget, Toronto Public Library will realize savings of \$0.420 million over 2018 and 2019.</p>								
Service Level Impact:								
There is no service level impact.								
Equity Statement:								
There are no equity impacts.								
Service/Activity: Library Collections Access & Borrowing / NA								
Preliminary Service Changes:			(58.6)	3.6	(62.2)	(0.60)	(55.5)	0.0
Service/Activity: Library In-Branch & Virtual Services / NA								
Preliminary Service Changes:			(148.9)	16.0	(164.9)	(0.80)	(123.0)	0.0
Service/Activity: Library Partnerships, Outreach & Cust. Engagement / NA								
Preliminary Service Changes:			(7.5)	0.4	(7.9)	(0.10)	(6.5)	0.0
Total Preliminary Service Changes:			(215.0)	20.0	(235.0)	(1.50)	(185.0)	0.0

14339		Answerline & Community Space Rental Modernization						
51	No Impact	Description:						
<p>Capital investments of \$1.4 million over two years (\$0.550 million in 2018 and \$0.850 million in 2019) will modernize the service desk processes in Answerline and Community Space Rental services. The modernization will allow for better service delivery and management of the large volume of inquiries and community space rentals.</p>								

2018 Operating Budget - Preliminary Service Changes Summary by Activity (\$000's)

Form ID		Agencies - Cluster Program - Toronto Public Library	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Service Level Impact:						
		This modernization initiative maintains current service levels.						
		Equity Statement:						
		There are no equity impacts.						
		Service/Activity: Library Collections Access & Borrowing / NA						
		Preliminary Service Changes:	(93.6)	0.0	(93.6)	(1.20)	(99.8)	0.0
		Service/Activity: Library In-Branch & Virtual Services / NA						
		Preliminary Service Changes:	(136.8)	0.0	(136.8)	(1.70)	(179.2)	0.0
		Service/Activity: Library Partnerships, Outreach & Cust. Engagement / NA						
		Preliminary Service Changes:	(9.6)	0.0	(9.6)	(0.10)	(11.0)	0.0
		Total Preliminary Service Changes:	(240.0)	0.0	(240.0)	(3.00)	(290.0)	0.0

14394	Rationalize and consolidate print and electronic serials							
51	No Impact	Description:						
		Library collection services will be modernized through consolidation and rationalization of print and electronic serials.						
		Service Level Impact:						
		There are no service level impacts.						
		Equity Statement:						
		There are no equity impacts.						
		Service/Activity: Library Collections Access & Borrowing / NA						
		Preliminary Service Changes:	(218.8)	0.0	(218.8)	0.00	0.0	0.0
		Service/Activity: Library In-Branch & Virtual Services / NA						
		Preliminary Service Changes:	(103.1)	0.0	(103.1)	0.00	0.0	0.0

2018 Operating Budget - Preliminary Service Changes Summary by Activity (\$000's)

Form ID		Agencies - Cluster	Adjustments				2019 Plan Net Change	2020 Plan Net Change	
Category	Equity Impact		Program - Toronto Public Library	Gross Expenditure	Revenue	Net			Approved Positions
		Service/Activity: Library Partnerships, Outreach & Cust. Engagement / NA							
		Preliminary Service Changes:		(8.2)	0.0	(8.2)	0.00	0.0	0.0
		Total Preliminary Service Changes:		(330.0)	0.0	(330.0)	0.00	0.0	0.0

14411	One-time Savings from Closure of NYCL - Bridging Strategy								
51	No Impact	Description:							
		Library staff have been redeployed to other branches due to the extended closure of the North York Central Library. Savings of \$1.250 million will be realized on a one-time basis attributed to foregone salaries and benefits, and library collection materials during closure.							
		Service Level Impact:							
		No impact. Service is provided at other available branches and electronically.							
		Equity Statement:							
		There are no equity impacts.							
		Service/Activity: Library Collections Access & Borrowing / NA							
		Preliminary Service Changes:		(528.4)	0.0	(528.4)	0.00	528.4	0.0
		Service/Activity: Library In-Branch & Virtual Services / NA							
		Preliminary Service Changes:		(673.9)	0.0	(673.9)	0.00	673.9	0.0
		Service/Activity: Library Partnerships, Outreach & Cust. Engagement / NA							
		Preliminary Service Changes:		(47.7)	0.0	(47.7)	0.00	47.7	0.0
		Total Preliminary Service Changes:		(1,250.0)	0.0	(1,250.0)	0.00	1,250.0	0.0

Summary:

Total Preliminary Service Changes:	(2,035.0)	20.0	(2,055.0)	(4.50)	775.0	0.0
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**2018 Operating Budget - Preliminary Service Changes
Summary by Activity (\$000's)**

Form ID		Agencies - Cluster	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Toronto Public Library						
Total Preliminary Base Budget:			200,092.8	19,323.7	180,769.1	1,729.76	5,995.6	2,642.1

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 *	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
			\$	\$	\$
Projected Beginning Balance			25,707.5	20,899.5	16,700.2
Development Charges - Library	XR2115				
<i>Proposed Withdrawals (-)</i>			(4,808.0)	(4,199.3)	(4,370.2)
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		-	(4,808.0)	(4,199.3)	(4,370.2)
Balance at Year-End		25,707.5	20,899.5	16,700.2	12,330.0

* Based on 9-month 2017 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund	Projected Balance as of	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
			\$	\$	\$
Projected Beginning Balance			25,981.1	26,532.1	27,083.1
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			551.0	551.0	551.0
Total Reserve / Reserve Fund Draws / Contributions		-	551.0	551.0	551.0
Balance at Year-End		25,981.1	26,532.1	27,083.1	27,634.1

* Based on 9-month 2017 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund	Projected Balance as of	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
			\$	\$	\$
Projected Beginning Balance			836.3	1,178.3	1,520.3
Vehicle Reserve - Library	XQ1700				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			342.0	342.0	342.0
Total Reserve / Reserve Fund Draws / Contributions		-	342.0	342.0	342.0
Balance at Year-End		836.3	1,178.3	1,520.3	1,862.3

* Based on 9-month 2017 Reserve Fund Variance Report