

Toronto 2017 BUDGET



OPERATING PROGRAM SUMMARY



Toronto Public Library

2017 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.

2017 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$199.047 million gross and \$179.051 million net as shown below:

(in \$000's)	2016 Budget	2017 Budget	Change	
			\$	%
Gross Expenditures	194,767.4	199,047.2	4,279.8	2.2%
Revenues	17,592.9	19,995.4	2,402.5	13.7%
Net Expenditures	177,174.5	179,051.8	1,877.3	1.1%

Through efficiency savings combined with one-time budget and funding measures, TPL is able to partially offset \$5.117 million in operating budget pressures arising mainly from staff salaries and benefits, contracted services, utilities and Library collections economic increases, but does not meet the -2.6% below 2016 reduction target.

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CONTACTS

Fast Facts

- Toronto Public Library has higher per capita visits and circulation than any other large urban public library 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 2015, there were over 31 million visits to torontopubliclibrary.ca and more than 925,000 participants attended 37,000 library programs.

Trends

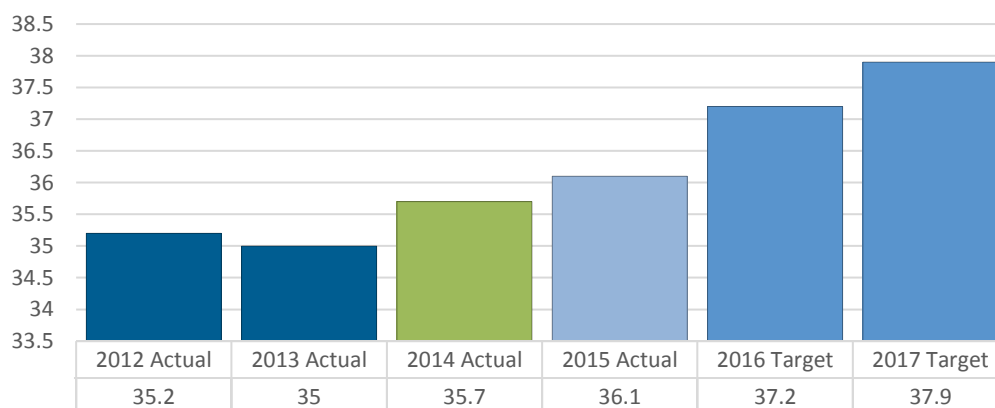
- Over the past 10 years (2006-15), total library usage has increased by 12.6% from 90.7 million to 102.1 million uses. The total use includes both branch based activities and virtual access.
- Usage is projected at 105 million in 2016 or 37.2 uses per capita which represents a 2.9% increase over 2015. The large growth in 2016 was due to additional branch open hours, and the growing use of wireless service in branches
- In 2017 total use is expected to further increase to 107 million or 37.9 uses per capita.

Key Service Deliverables for 2017

Toronto Public Library offers safe and welcoming spaces at 100 branches and service levels address customer demand and areas of strategic focus. The 2017 Operating Budget will:

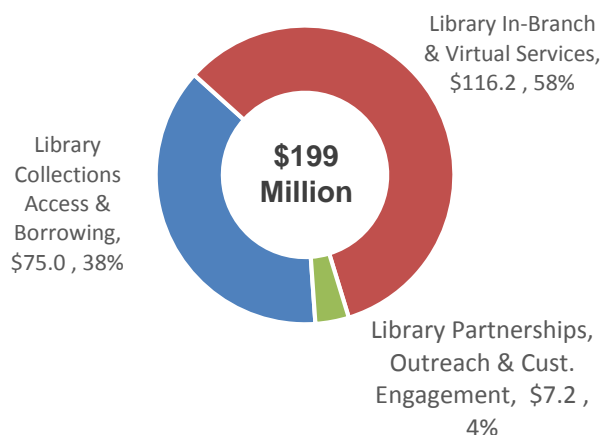
- Provide 272,619 open hours per year at 100 branches to support 18.7 million in-person visits, 6.8 million workstation users and 5.4 million wireless sessions with expanded access to technology in library branches.
- Provide virtual library services to support over 32.4 million website visits; services include collections, programs and access to user accounts with self-service features including online fines payment, and access to reference e-collections.
- Develop and maintain a physical collection of 10.1 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 33.1 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 at all library branches.

Total Use Per Capita 2012-2017

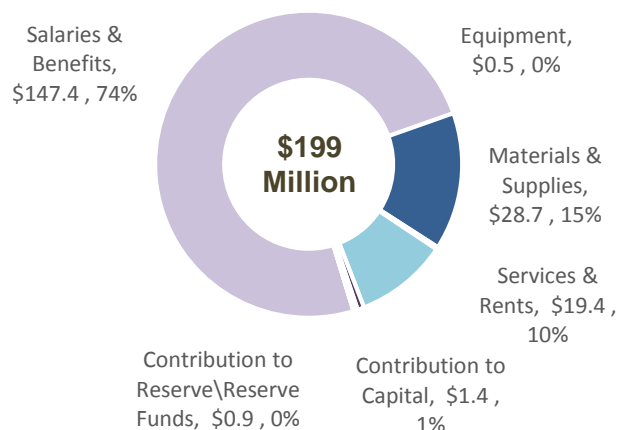


Where the money goes:

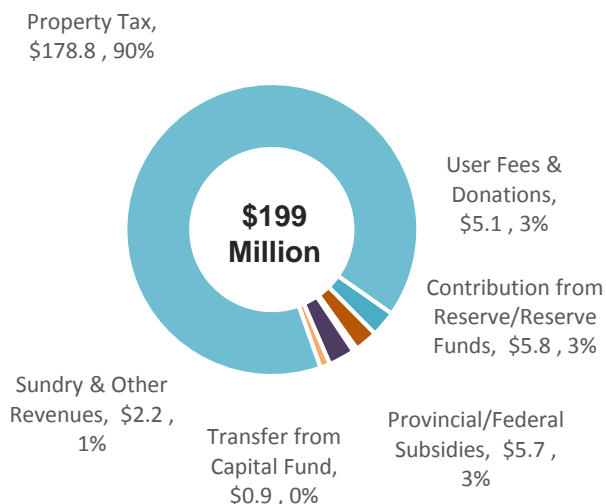
2017 Budget by Service



2017 Budget by Expenditure Category



Where the money comes from:



Our Key Issues & Priority Actions

- **Expanding access to emerging technologies** through the development and delivery of online and in-branch services, targeted digital communication and engagement strategies.
 - ✓ Leverage strategic partnerships to support and enhance service delivery
- **Increasing Demand for Library Service** – In-person visits to library branches have increased as well as online usage of the Library's virtual branch. Customers are looking for new material in multiple formats and increasing on-line services, self-service and mobile technology.
 - ✓ TPL will investigate opportunities for increased access to materials as via kiosks and after hours branch access
- **Cost of E-collection Services** - Increased demand and use of e-collections
 - ✓ TPL will continue to lead the e-book advocacy campaigns around fair pricing terms to promote reasonable pricing models for libraries that are sustainable in the longer term.

2017 Operating Budget Highlights

- The 2017 Operating Budget for Toronto Public Library of \$199.047 million in gross expenditures provides funding for three services, Collections and Borrowing, Branch and E-Services and Partnerships, Outreach & Customer Engagement
- The Toronto Public Library 2017 is \$1.877 million over 2016 and does not achieve the 2017 Budget target of a -2.6% decrease from the 2016 Approved Budget:
 - TPL was able to offset pressures of \$5.117 million, with base expenditure changes and one-time revenue adjustments of \$2.596 million as well as efficiency savings of \$0.933 million in new technological investment in 2017 and 2018.
 - In order to meet the City's budget target of -2.6%, service reductions would be required involving the reduction of hours and collections totaling \$6.195 million.

Actions for Consideration

Council approve the 2017 Operating Budget for Toronto Public Library:

1. City Council approve the 2017 Operating Budget for Toronto Public Library of \$199.047 million gross, \$179.051 million net for the following services:

<u>Service</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Library Collections Access & Borrowing	75,123.6	68,595.1
Library Branch & E-Services	116,695.0	103,257.2
Library Partnerships, Outreach & Customer Engagement	7,2228.6	6,910.2
Total Program Budget	<u>199,047.2</u>	<u>179,051.7</u>

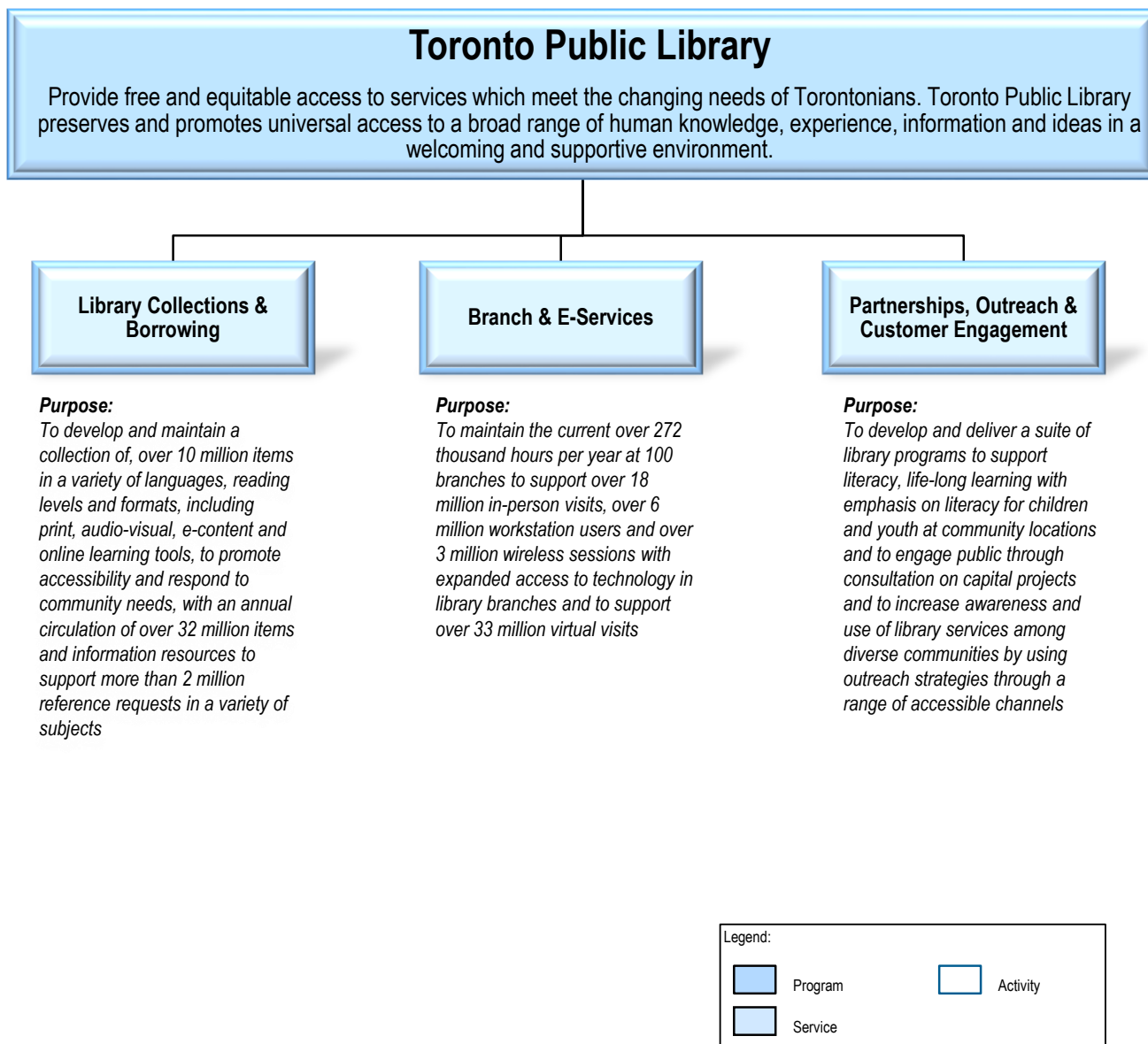
2. City Council approve the 2017 service levels for Toronto Public Library as outlined on pages 15, 19 and 25 of this report, and associated staff complement of 1,734.3 positions.



Part 1:

2017-2019 Service Overview and Plan

Program Map



Service Customer

Library Collections & Borrowing

- Public Library Users

Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Staff - City Divisions
- Publishers
- Authors

Branch & E-Services

- Public Library Users
- Registered Library Participants
- Virtual Users
- Students
- Community Groups

Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Staff - City Divisions

Partnerships, Outreach & Customer Engagement

- Public Library Users
- Registered Library Participants
- Persons seeking Skills Development
- Persons seeking Career Development
- Persons seeking Literacy Development

Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Staff - City Divisions

Table 1
2017 Operating Budget and Plan by Service

(In \$000s)	2016		2017 Operating Budget			2017 Budget vs. 2016 Budget Change		Incremental Change			
	Budget	Projected Actual	Base	New/Enhanced	Total Budget			2018 Plan		2019 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Library Collections Access & Borrowing											
Gross Expenditures	73,811.2	73,271.4	74,963.7	159.9	75,123.6	1,312.4	1.8%	1,576.8	2.1%	2,750.1	3.6%
Revenue	6,109.1	3,665.9	6,462.5	75.2	6,537.7	428.6	7.0%	(324.7)	(5.0%)	(105.8)	(1.7%)
Net Expenditures	67,702.1	69,605.5	68,501.2	84.7	68,585.9	883.8	1.3%	1,901.5	2.8%	2,855.9	4.1%
Library In-Branch & Virtual Services											
Gross Expenditures	113,853.6	116,509.0	116,054.5	640.5	116,695.0	2,841.4	2.5%	2,608.6	2.2%	1,552.2	1.3%
Revenue	11,215.7	16,169.0	13,224.1	299.7	13,523.8	2,308.1	20.6%	(1,400.2)	(10.4%)	(466.9)	(3.9%)
Net Expenditures	102,637.9	100,340.0	102,830.4	340.8	103,171.2	533.3	0.5%	4,008.8	3.9%	2,019.1	1.9%
Library Partnerships, Outreach & Cust. Engagement											
Gross Expenditures	7,102.6	7,196.4	7,202.7	25.9	7,228.6	126.0	1.8%	151.2	2.1%	314.7	4.3%
Revenue	268.1	373.9	308.9	12.1	321.0	52.9	19.7%	(37.6)	(11.7%)	(10.8)	(3.8%)
Net Expenditures	6,834.5	6,822.5	6,893.8	13.8	6,907.6	73.1	1.1%	188.8	2.7%	325.5	4.6%
Total											
Gross Expenditures	194,767.4	196,976.8	198,220.9	826.3	199,047.2	4,279.8	2.2%	4,336.6	2.2%	4,617.0	2.3%
Revenue	17,592.9	20,208.8	19,608.4	387.0	19,995.4	2,402.5	13.7%	(1,762.5)	(8.8%)	(583.5)	(3.2%)
Total Net Expenditures	177,174.5	176,768.0	178,612.4	439.3	179,051.7	1,877.2	1.1%	6,099.1	3.4%	5,200.5	2.8%
Approved Positions	1,741.0		1,732.3	2.0	1,734.3	(6.7)	(0.4%)				

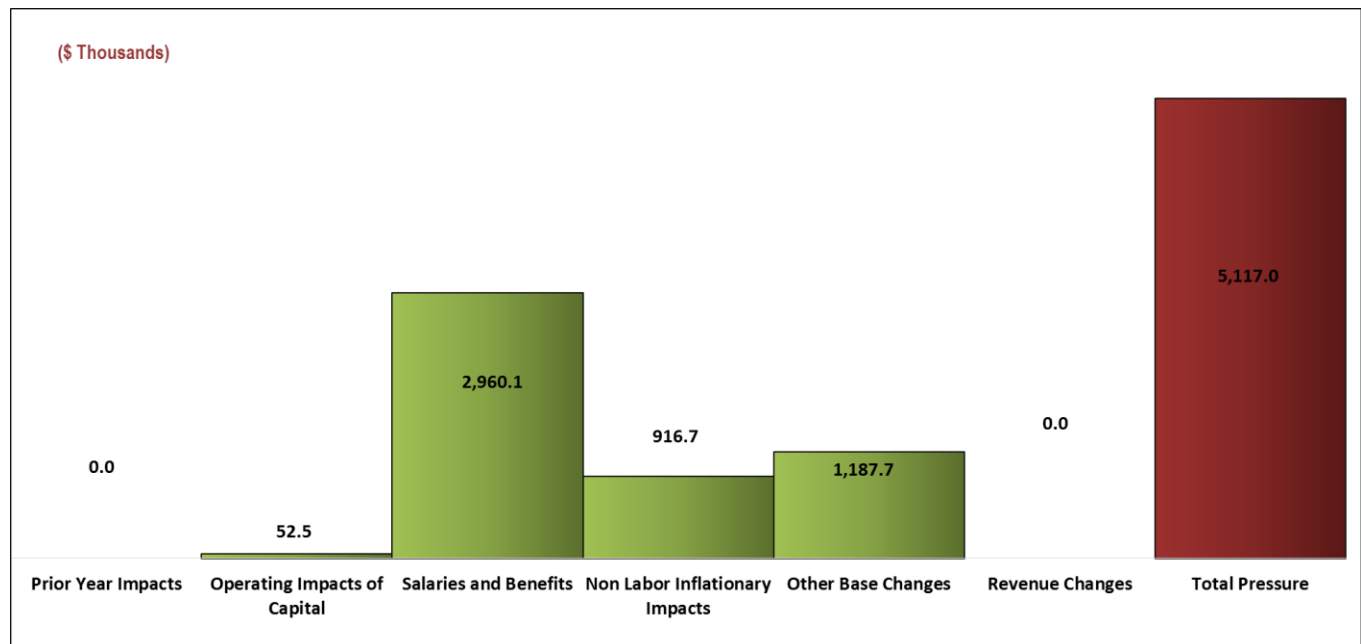
The Toronto Public Library's 2017 Operating Budget is \$199.047 million gross and \$179.051 million net, representing a 1.1% increase to the 2016 Approved Net Operating Budget and does not meet the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- In order to meet City Council's Budget reduction target of -2.6%, a reduction of services totalling in \$6.195 million gross and net savings would have been required. **The Toronto Library Board did not meet that target. (See Issues section on page 33.)**
- Base pressures of \$5.117 million net are common to all 3 services and are mainly attributable to salary and benefit adjustments, inflation on utilities and service contracts, a stronger U.S. dollar, the high cost of e-materials and limited grant funding.
- To help mitigate the above base pressures, TPL was able to achieve service efficiency savings through technological innovations improving self-services to customers.
- New revenue is expected to be generated from changes to room auditorium and premium rentals, as well as new tenant leases. Base revenue will be increased from an additional withdrawal from the Development Charge Reserve Fund for growth related library materials to account for previous growth plus a further one time withdrawal, within the parameters of the Development Charges By-law, and one-time reserve withdrawal to fund temporary increased sick leave payments due to retirements as well as a one-time reserve withdrawal for Youth Hubs expansion.
- The 2017 Operating Budget will result in TPL reducing its total staff complement by 6.7 positions from 1,741.0 to 1,734.3.
- The 2018 and 2019 Plan increases are attributable to salary and benefit adjustments, contracted service cost increases, utility economic increases, and Library collection economic increases. These are partially offset by

increased revenues in tenant leases, room rental fee adjustments and reversal of one-time 2017 revenue bridging strategies.

The following graphs summarize the operating budget pressures for this Program and the measures/actions taken to offset these pressures and meet the budget target, resulting in a Net Budget of \$1.588 million higher than the 2016 Approved Operating Budget.

Key Cost Drivers



Actions to Achieve Budget Reduction Target

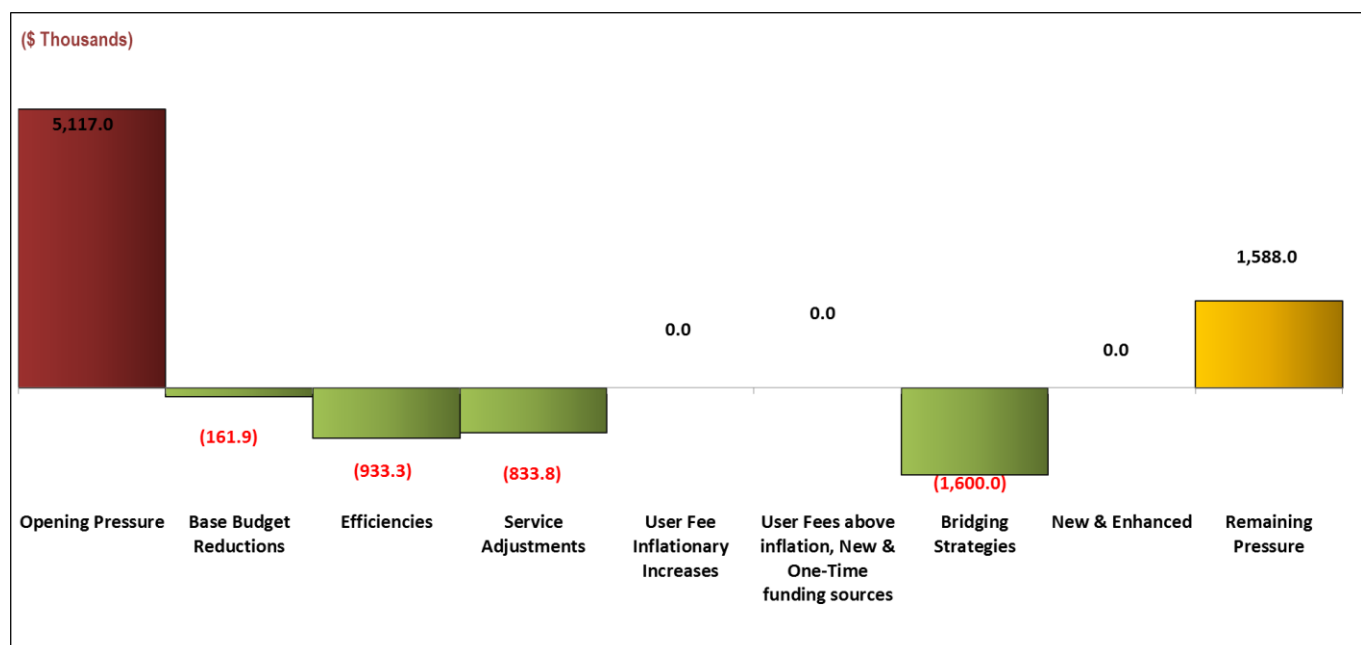


Table 2
Key Cost Drivers

(In \$000s)	2017 Base Operating Budget						Total	
	Access & Borrowing		Virtual Services		Outreach & Cust.			
	\$	Position	\$	Position	\$	Position	\$	Position
Gross Expenditure Changes								
Operating Impacts of Capital								
Eglinton Square Project	6.5		44.5		1.5		52.5	
Salaries and Benefits								
COLA & Salary Adjustments	555.7		812.1		57.0		1,424.8	
Progression Pay	45.6		66.7		4.7		117.0	
Step	129.9		189.8		13.3		333.0	
Benefit Adjustments	423.3		618.6		43.4		1,085.3	
Economic Factors								
Library Collections Economic Increase	319.4		150.5		11.9		481.8	
Utilities Economic Increase	54.1		368.5		12.3		434.9	
Other Base Changes								
Contracted Services	78.4		534.4		17.9		630.7	
Branch Program Supplies	4.6		31.1		1.1		36.8	
Printing Cost	3.1		21.2		0.7		25.0	
Supplies and Services	58.2		396.7		13.3		468.2	
Cost of Shared Use Sites	3.4		22.8		0.8		27.0	
Total Gross Expenditure Changes	1,682.2		3,256.9		177.9		5,117.0	
Net Expenditure Changes	1,682.2		3,256.9		177.9		5,117.0	

Key cost drivers for Toronto Public Library are discussed below:

- Operating Impacts of Capital:
 - Costs increases associated with the completion of Eglinton Square Branch project will add \$0.053 million net pressure for operating costs.
- Salaries and Benefits
 - Salary and Benefit costs will increase by \$2.960 million net as a result of the COLA increase, actual experience and benefit rate increases, progression and step increments and expected sick leave payouts.
- Economic Factors:
 - Inflationary increases for of electricity, natural gas and water total by \$0.435 million net.
 - Library Collection costs will increase by \$0.482 million or 2.5% partially due to inflationary impacts of the US dollar exchange rate.
- Other Base Changes:
 - Contracted services costs provided by third party vendors will increase by \$0.631 million partially attributed to the US dollar exchange rate.
 - Supplies and services, program delivery costs and cost increases related to shared use sites are expected to increase as a result of inflationary pressures.

In order to approach the budget reduction target, the 2017 Operating Budget for Toronto Public Library includes base expenditure savings of \$0.162 million net, service efficiency savings of \$0.933 million net, base revenue increase changes of \$2.434 million net, for a total of \$3.529 million net as detailed below.

Table 3
Actions to Achieve Budget Reduction Target
2017 Service Change Summary

Description (\$000s)	Service Changes						Total Service Changes			Incremental Change			
	Library Collections Access & Borrowing		Library In-Branch & Virtual Services		Library Partnerships, Outreach & Cust. Engagement		\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:													
Base Expenditure Changes													
Budget Alignment - Line by Line Reductions	(137.2)	(137.2)	(4.6)	(4.6)	(20.1)	(20.1)	(161.9)	(161.9)					
Development Charges Draw - Economic Increase		(87.4)		(385.5)		(8.9)		(481.8)		481.8			
Base Expenditure Change	(137.2)	(224.6)	(4.6)	(390.1)	(20.1)	(29.0)	(161.9)	(643.7)		481.8			
Service Efficiencies													
Integrated Payment Solutions	(191.9)	(191.9)	(313.7)	(313.7)	(20.5)	(20.5)	(526.0)	(526.0)	(6.8)				
Equipment for Operational Efficiencies	(78.3)	(78.3)	(316.2)	(316.2)	(12.7)	(12.7)	(407.3)	(407.3)	(1.9)	(100.0)			
Sub-Total	(270.2)	(270.2)	(629.9)	(629.9)	(33.2)	(33.2)	(933.3)	(933.3)	(8.7)	(100.0)			
Revenue Adjustments													
Tenant Leases - Increased Revenue		(35.7)		(157.6)		(3.6)		(197.0)		(23.4)		(23.9)	
Auditorium and Room Rental Fee Increase- Premium Space		(28.1)		(124.0)		(2.9)		(155.0)		(32.9)		(42.6)	
Development Charges Draw - One Time Draw		(235.8)		(1,040.1)		(24.1)		(1,300.0)		650.0		650.0	
Sick Leave Reserve Draw - One Time Funding		(54.4)		(240.0)		(5.6)		(300.0)		300.0			
Tax Stabilization Draw - Youth Hubs One Time Funding		(75.2)		(299.7)		(12.1)		(387.0)		300.0			
Sub-Total		(429.2)		(1,861.4)		(48.3)		(2,339.0)		1,193.7		583.5	
Total Changes	(407.4)	(924.0)	(634.5)	(2,881.4)	(53.3)	(110.5)	(1,095.2)	(3,916.0)	(8.7)	1,575.5		583.5	

Base Expenditure Changes (Savings of \$0.161 million gross & \$0.643 million net)

Budget Alignment to Actual – Line by Line Reductions

- Adjustments with each service and budget line were made to reflect actual experience for a total of \$0.162 million net.
- A withdrawal from the Development Charge Reserve Fund of \$0.482 million will fund the Library Collections economic increase for 2017.

Service Efficiencies (Savings of \$0.933 million gross & net)

Integrated Payment Solutions

- Investing in capital equipment will allow TPL to reduce expenditures of \$0.526 million in 2017 while improving customer service and reducing clerical work by 6.8 positions. Focusing on self-checkout technology and the streamlining of the fine payment process will result in efficiencies.
- This efficiency savings is dependent on the approval of a new technology project at a cost of \$2.250 million.
- TPL's 2017-2026 Capital Plan has been increased to accommodate this project.

Equipment for Operational Efficiencies

- Investing in automation, technology and printing hardware will allow TPL to streamline processes that will reduce clerical work by 1.9 positions and achieve a savings of \$0.407 million in 2017 and an additional savings of \$0.100 million in 2018.

- This efficiency savings is dependent on the approval of a new technology project at a cost of \$1.806 million.
- TPL's 2017-2026 Capital Plan has been increased to accommodate this project.

Revenue Adjustments (Savings of \$2.339 million net)*Tenant Leases*

- Tenant lease revenues are expected to increase by \$0.197 million net as a result of lease agreement adjustments.

Auditorium and Room Rental Fees - Premium Space

- Revenue increases of \$0.155 million for room and auditorium fees will rise as budgets were adjusted align with actual operating revenues.

TPL Board approved the use of reserve funds on a one time basis for the following:

- Reserve withdrawals include a one-time draw of \$0.300 million for sick leave payouts from the City Sick Leave reserves due to a higher level of retirements expected in 2017
- A one-time increase of \$1.300 million in Development Charges funding to account retroactively for collections growth allowable under the Development Charges by-law. See additional information in the Part 3 – Issues for Discussion.
- A one-time increase of \$0.482 million in the Development Charges funding to account for an economic increase in collections.
- A one-time increase of \$0.387 million in the Tax Stabilization funding approved by Council to account for the new Youth Hub Enhancements in 2017.

Approval of the 2017 Operating Budget for Toronto Public Library will result in a 2018 incremental net cost of \$5.733 million and a 2019 incremental net cost of \$4.935 million to maintain the 2017 service levels, as discussed in the following section

Table 5
2018 and 2019 Plan by Program

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
Known Impacts:										
Operating Impact of Capital										
Eglinton Square Project	38.0		38.0			92.0		92.0		
Sub-Total	38.0		38.0			92.0		92.0		
Salaries and Benefits										
Salary Adjustments and Benefit Adjustments	2,517.6		2,517.6			2,554.4		2,554.4		
Sub-Total	2,517.6		2,517.6			2,554.4		2,554.4		
Other Base Changes (specify)										
Equipment for Operational Efficiencies	(100.0)		(100.0)							
Library collections Economic Increase	493.8		493.8			506.1		506.1		
Utilities Economic increase	203.5		203.5			362.9		362.9		
Contracted Services	504.3		504.3			515.6		515.6		
Supplies and Services	313.5		313.5			320.5		320.5		
Sub-Total	1,415.1		1,415.1			1,705.1		1,705.1		
Revenue (specify)										
Tenant Leases - Increased Revenue		23.4	(23.4)			(23.9)		(23.9)		
Auditorium and Room Rental Fee Increase- Premium Space		32.9	(32.9)			(42.6)		(42.6)		
Library Collections Funded from DC pressure	481.8		481.8							
Sub-Total	481.8	56.3	425.5			(66.5)		(66.5)		
Revenue (specify)										
Tax Stabilization Draw - Youth Hubs	387.0		387.0							
Sick Leave City Reserve - Bridging Strategy	300.0		300.0							
Development Charges Draw - Bridging Strategy	650.0		650.0			650.0		650.0		
Sub-Total	1,337.0		1,337.0			650.0		650.0		
Total Incremental Impact	5,789.50	56.3	5,733.20			4,935.00		4,935.00		

Future year incremental costs are primarily attributable to the following:

Known Impacts:

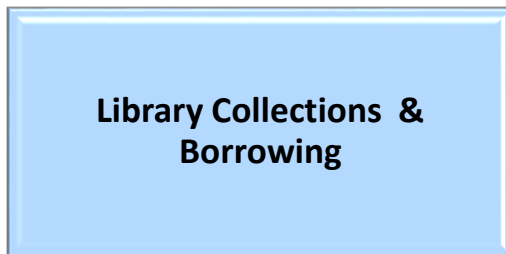
- Incremental operating costs from completed capital projects will be \$0.038 million in 2018, and \$0.092 million in 2019.
- Progression pay, step and fringe benefits increases will result in increased pressure of \$2.518 million net in 2018 and \$2.554 million net in 2019.
- Base operating savings of \$0.100 million in 2018 will be achieved through the streamlining of equipment
- The cost of inflation and the impact of US dollar exchange rate on Library Materials is anticipated to be \$0.493 million net in 2018 and \$0.506 million net in 2019.
- Library Collections economic increase offset by eligible Development Charges funding will add \$0.482 million additional pressure in 2018.
- Contracted Services will increase by \$0.504 million and \$0.516 million in 2018 and 2019, respectively
- Supplies and services are projected to increase by \$0.314 million and \$0.321 million in 2018 and 2019 respectively.
- Revenues are expected to increase \$0.056 million in 2018 and \$0.066 million in 2019
- The impacts of the one-time bridging strategies, mainly the use of Development Charges of \$0.650 million will impact both 2018 and 2019, as will the reversal of the Sick Leave draw from the City's Reserve will increase pressure by \$0.300 million in 2018 as well.
- The impacts of funding the new Youth Hubs enhancements with Tax Stabilization Reserves in 2017 will increase pressure by \$0.387 million in 2018.



Part 2:

2017 Operating Budget by Service

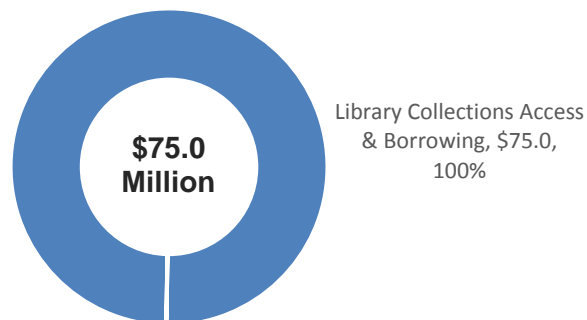
Library Collections & Borrowing



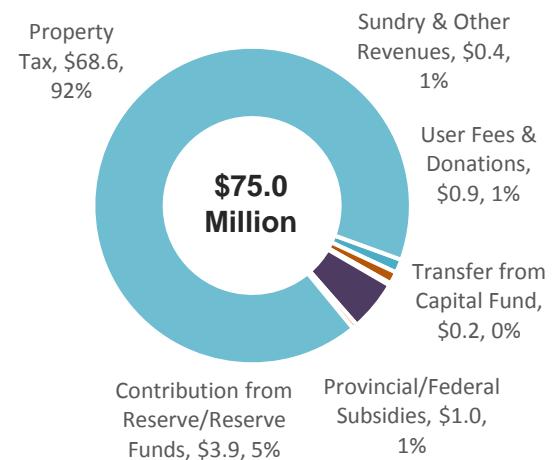
What We Do

- 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

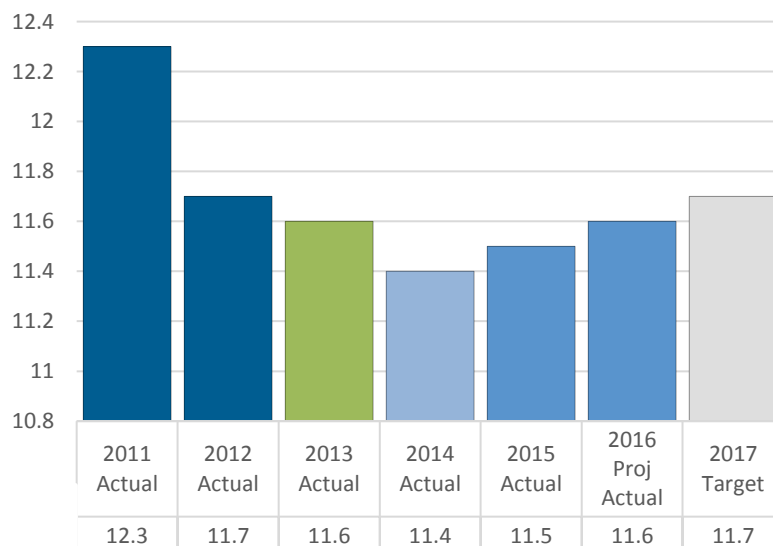
2017 Service Budget by Category of Expense (\$Ms)



Service by Funding Source (\$Ms)



Circulation Per Capita 2011 to 2017



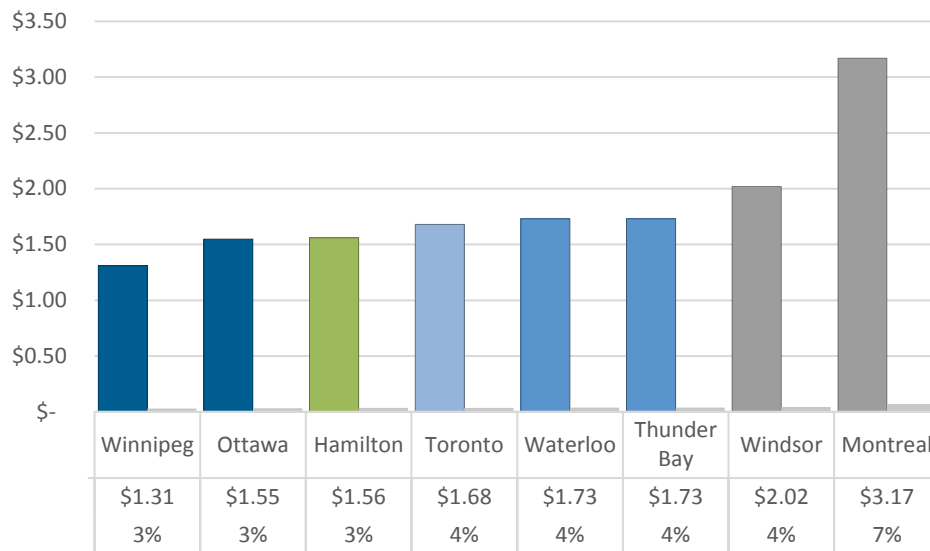
- 2017 circulation is projected to increase to 33.1 million or 11.7 per capita
- Electronic circulation increasingly accounts for a larger proportion of overall circulation and is expected to increase by 6.0% over 2016, while physical circulation is expected to stabilize.

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 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.</p> <p>Physical collection size: 10,200,000 Physical collection size per capita: 3.6 Reference collection per capita: 1.3 New acquisitions per capita: 0.26</p> <p>E-collection size: 77 electronic products including periodical databases with 100 million articles from general, special and technical periodicals and streamed e-books and e-magazines</p> <p>E-books and e-audio books: Access to 390,000 downloadable and streamed copies for adults, youth and children</p> <p>E-music and E-videos: Access to 300,000 downloadable and streamed music titles and 18,000 downloadable and streamed videos</p> <p>Lead the Canadian Public Libraries for Fair E-book Pricing Campaign to increase service levels efficiently. As a result, Penguin Random House introduced a more flexible pricing model: lower prices and permanent licenses.</p>	<p>Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy.</p> <p>Physical collection size: 10,100,000 Physical collection size per capita: 3.6 Reference collection per capita: 1.3 New acquisitions per capita: 0.26</p> <p>E-collection size: 77 electronic products including periodical databases with 100 million articles from general, special and technical periodicals and streamed e-books and e-magazines</p> <p>E-books and E-audio books: Access to 430,000 downloadable and streamed copies for adults, youth and children</p> <p>E-music and E-videos: Access to 300,000 downloadable and streamed music titles and 18,000 downloadable and streamed videos</p> <p>Continue to take a leading role in the Canadian Public Libraries for Fair E-book Pricing Campaign to increase service levels efficiently.</p>
Collection Access	<p>A comprehensive, current inventory of physical and virtual materials supports discovery, access and use by residents. Collection management development and activity support collection access.</p> <p>0.26 items added to the catalogue per capita</p>	<p>A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and use by residents and collection development, and management activity.</p> <p>0.26 items added to the catalogue per capita</p>
Public Access to Collections through borrowing	<p>Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.</p> <p>Circulation per capita: 11.6</p> <p>Holds/versus copies Books 6/1 (3 week loan) DVDs 18/1 (1 week loan)</p> <p>Turnover rate of circulating collection: 5.2</p> <p>Completed the Fine Forgiveness program in Neighbourhood Improvement Areas to increase access to service and to encourage children and youth to return to the library</p>	<p>Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.</p> <p>Circulation per capita: 11.7</p> <p>Holds/versus copies Books 6/1 (3 week loan) DVDs 18/1 (1 week loan)</p> <p>Turnover rate of circulating collection: 5.3</p>
In-library use of materials	<p>Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy</p> <p>1.3 reference items per capita</p> <p>2.1 in-library- use transactions per capita</p>	<p>Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy</p> <p>1.3 reference items per capita</p> <p>2.1 in-library- use transactions per capita</p>

Service Performance Measures

Library Operating Cost per Use 2014



- Toronto Public Library offers a comprehensive range of services in a large urban setting yet ranks third in cost per use when compared to other Ontario public libraries
- Despite a reduction in staff, Toronto Public Library has managed to open 2 new branches, increase the total number of open hours, and manage the increase in demand for services and the increase in use.
- TPL's 2014 Operating cost per use is \$1.68 which is slightly below the median of \$1.71.

Table 6
2017 Service Budget by Activity

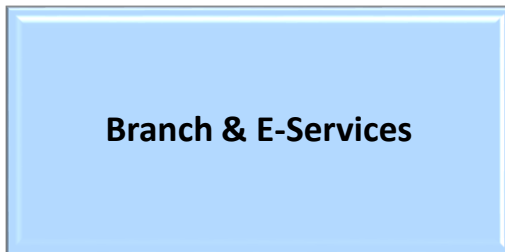
(\$000s)	2016	2017 Operating Budget							Incremental Change					
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Library Collections & Borrowing	73,811.2	75,393.8	(270.2)	75,123.6	1,312.4	1.8%		75,123.6	1,312.4	1.8%	1,449.8	1.9%	2,717.1	3.5%
Total Gross Exp.	73,811.2	75,393.8	(270.2)	75,123.6	1,312.4	1.8%		75,123.6	1,312.4	1.8%	1,449.8	1.9%	2,717.1	3.4%
REVENUE														
Library Collections & Borrowing	6,109.1	6,387.3		6,387.3	278.2	4.6%		6,387.3	278.2	4.6%	(249.5)		(105.8)	(1.7%)
Total Gross Exp.	6,109.1	6,387.3		6,387.3	278.2	4.6%		6,387.3	278.2	4.6%	(249.5)		(105.8)	(1.8%)
NET EXP.														
Library Collections & Borrowing	67,702.1	68,865.3	(270.2)	68,595.1	893.0	1.3%		68,595.1	1,034.2	1.5%	1,699.3	2.5%	2,822.9	4.0%
Total Net Exp.	67,702.1	68,865.3	(270.2)	68,595.1	893.0	1.3%		68,595.1	1,034.2	1.5%	1,699.3	2.5%	2,822.9	3.9%
Approved Positions	679.0	679.0	(3.2)	675.8	(3.2)	(0.5%)		675.8	(3.2)	(0.5%)	0.8	0.1%	0.8	0.1%

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's service 2017 Operating Budget of \$75.123 million gross and \$68.595 million net is \$1.034 million or 1.5% above the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing increasing costs to maintain Library Collections due to inflation, the impact of US dollar exchange as well as loss in Federal e-content subsidy totaling \$0.319 million.
- In order to offset the pressures, the 2017 Operating Budget includes an increased contribution from the Development Charge Reserve to fund growth related purchases of library materials of \$0.087 million.
- Service efficiencies to be achieved from the automation as well as technological streamlining of library material equipment will result in a savings of \$0.270 million.
- The 2017 and 2018 Plan increases are attributable to escalating cost of library collections resulting from inflation and exchange rate fluctuations as well as salary and benefit adjustments.

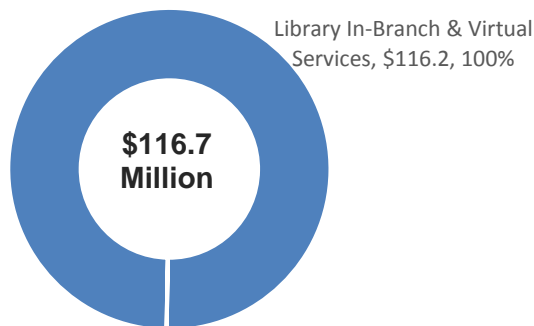
Branch & E-Services



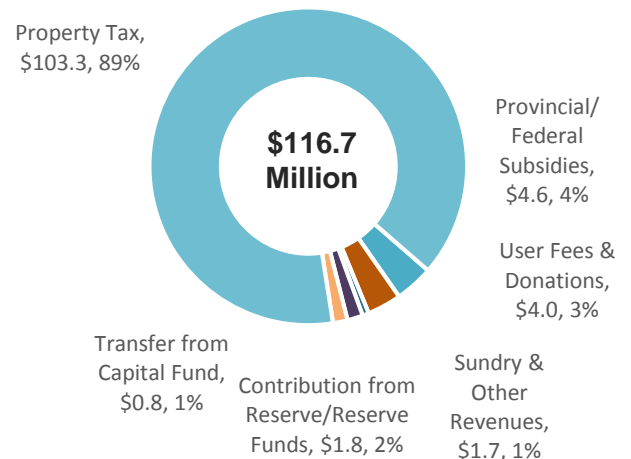
What We Do

- 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.

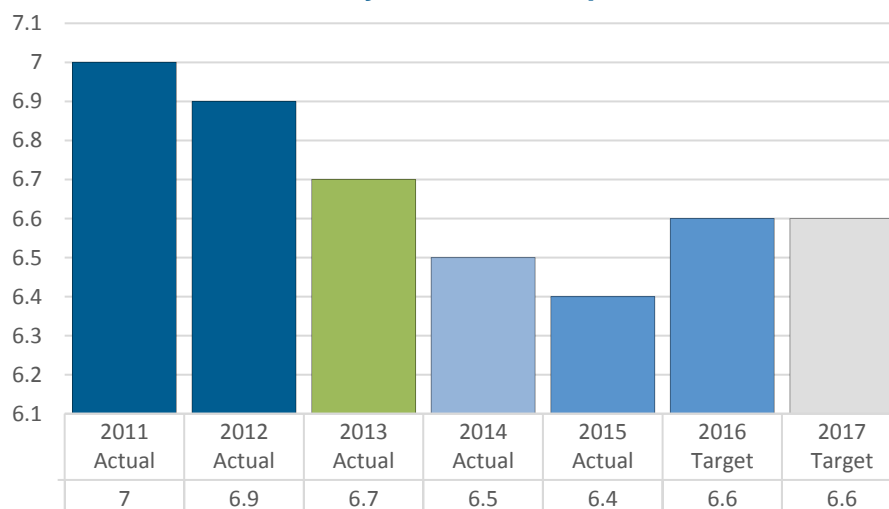
2017 Service Budget by Category of Expense (\$Ms)



Service by Funding Source (\$Ms)



Toronto Public Library Visits Per Capita 2011 to 2017



2017 Service Levels

Activity	2016 Service Level	Proposed 2017 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	<p>81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles</p> <p>1 library branch per minimum 25,000 population</p> <p>63,324 square feet of library space per 100,000 population</p> <p>Seating Capacity: 8,934 316 per seats per 100,000 population</p>	<p>81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles</p> <p>1 library branch per minimum 25,000 population</p> <p>63,324 square feet of library space per 100,000 population</p> <p>Seating Capacity: 8,934 316 per seats per 100,000 population</p>
Open Hours	<p>Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2016 operating budget.</p> <p>9,708 open hours per 100,000 population</p> <p>0.10 open hours per capita</p> <p>Increase geographic access to Sunday service through expanded Sunday open hours:</p> <ul style="list-style-type: none"> • Year-round Sunday service at these 8 branches that currently have Sunday service: Toronto Reference Library, North York Central Library, Albion, Cedarbrae, Lilian H. Smith, Malvern, Northern District and Richview. • Sunday service (Sept. to June) at 6 additional branches: Bridlewood, Centennial, Fort York, Mount Dennis, Runnymede and Scarborough Civic Centre, bringing the number of branches with Sunday service up from 27 to 33. 	<p>Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2017 operating budget.</p> <p>9,645 open hours per 100,000 population</p> <p>0.10 open hours per capita</p> <p>Increase geographic access to Sunday service through expanded Sunday open hours pending approval of funding:</p>

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 Service Levels
Study and Community Use	<p>Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy.</p> <p>Security provided to address community needs.</p> <p>6 Youth Hubs to address the goals of the Toronto Poverty Strategy.</p>	<p>Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy.</p> <p>Security provided to address community needs.</p>
Access to Technology	<p>Provision of access to public technology in accordance with TPL's Internet Use Policy.</p> <p>67 internet access workstations per 100,000 population</p> <p>Wireless internet access at all locations</p> <p>1.61 wireless connections per capita</p> <p>4 Digital Innovation Hubs plus 4 portable pop-up learning labs to increase access to technology</p> <p>Wi-Fi Hotspots Lending at 6 branches with a total of 200 devices</p> <p>Develop a digital and technology strategy that addresses mobile, self-service and personalized options</p>	<p>Provision of access to public technology in accordance with TPL's Internet Use Policy.</p> <p>68 internet access workstations per 100,000 population.</p> <p>Wireless Internet access 24/7 at all locations.</p> <p>1.94 wireless connections per capita.</p> <p>7 Digital Innovation Hubs plus 8 portable pop-up learning labs to increase access to technology</p>
Information Services	<p>Information services available in all branches to support access to information, collections and services based on the Service Delivery Model.</p> <p>7,377,636 questions answered per year in response to public demand (2.6 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.</p> <p>7,393,860 questions answered per year in response to public demand (2.6 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>

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 Service Levels
Programs	<p>Programs provided in accordance with TPL's Programming Policy and are available city-wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms, including electronic format.</p> <p>1,413 programs offered per 100,000 population</p>	<p>Programs provided in accordance with TPL's Programming Policy and are available city-wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms, including electronic format.</p> <p>1,455 programs offered per 100,000 population</p>
Room Rentals for Community Groups	<p>Public space rental in accordance with TPL's Auditorium, Meeting Room and Theatre Policy.</p> <ul style="list-style-type: none"> • Space available 25% of time for public booking • Same business day verification for availability of space • Space held for 10 days for confirmation of the contract 	<p>Public space rental in accordance with TPL's Community and Event Space Rental Policy, which balances community use of library space with revenue objectives.</p> <ul style="list-style-type: none"> • Provision of premier rental spaces to generate further revenue. • 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.
Facility Maintenance	<p>Space well maintained to promote public safety and use with repair issues addressed</p> <p>70% waste diversion</p> <p>Capital program to address state-of-good-repair backlog</p> <p>Nightly cleaning of facilities</p> <p>Pedestrian and vehicle routes kept free of snow and ice; snow removal 4 hours after snowfall</p> <p>Landscaping every 7 days including grass cutting and litter abatement</p> <p>Carpet cleaning four times per year</p>	<p>Space well maintained to promote public safety and use with repair issues addressed.</p> <p>70% waste diversion</p> <p>Capital program to address state-of-good-repair backlog</p> <p>Nightly cleaning of facilities</p> <p>Pedestrian and vehicle routes kept free of snow and ice; snow removal 4 hours after snowfall</p> <p>Landscaping every 7 days including grass cutting and litter abatement</p> <p>Carpet cleaning four times per year</p>

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 Service Levels
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>New content regularly added and currency of content regularly checked.</p> <p>E-mail information requests responded to within 24 hours depending on the type of the request.</p> <p>New web content created is in compliance with the AODA's web accessibility requirements.</p>	<p>Comprehensive Virtual Library Branch Services available 24/7 in accessible format including access to collections, branch and program information and a range of self-service options for account management.</p> <p>New content regularly added and currency of content regularly checked.</p> <p>E-mail information requests responded to within 24 hours depending on the type of the request.</p> <p>New web content created is in compliance with the AODA's web accessibility requirements.</p>
Digitization	<p>Digitization program to provide access to materials including special and archival collections including materials focusing on Toronto and its neighbourhoods.</p> <p>12,796 books digitized 29,596 images and ephemera digitized</p>	<p>Digitization program to provide access to materials including special and archival collections including materials focusing on Toronto and its neighbourhoods.</p> <p>13,996 books digitized 34,596 images and ephemera digitized</p>

Table 6
2017 Service Budget by Activity

(000s)	2016	2017 Operating Budget							Incremental Change					
	Budget	Base Budget	Service Changes	Base Budget vs. 2016 Budget			New/Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
				Base	Budget	% Change			\$	%	\$	%	\$	%
GROSS EXP.														
Branch & E-Services	113,853.6	117,324.9	(629.9)	116,695.0	2,841.4	2.5%		116,695.0	2,841.4	2.5%	2,383.7	2.0%	1,327.2	1.1%
Total Gross Exp.	113,853.6	117,324.9	(629.9)	116,695.0	2,841.4	2.5%		116,695.0	2,841.4	2.5%	2,383.7	2.0%	1,327.2	1.1%
REVENUE														
Branch & E-Services	11,215.7	12,924.4		12,924.4	1,708.7	15.2%		12,924.4	1,708.7	15.2%	(1,100.5)		(466.9)	(3.9%)
Total Revenues	11,215.7	12,924.4		12,924.4	1,708.7	15.2%		12,924.4	1,708.7	15.2%	(1,100.5)		(466.9)	(4.1%)
NET EXP.														
Branch & E-Services	102,637.9	103,887.1	(629.9)	103,257.2	619.3	0.6%		103,257.2	1,132.7	1.1%	3,484.2	3.4%	1,794.1	1.7%
Total Net Exp.	102,637.9	103,887.1	(629.9)	103,257.2	619.3	0.6%		103,257.2	1,132.7	1.1%	3,484.2	3.4%	1,794.1	1.7%
Approved Positions	992.4	992.4	(5.0)	987.4	(5.0)	(0.5%)		987.4	(5.0)	(0.5%)	1.1	0.1%	1.1	0.1%

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' 2017 Operating Budget of \$116.695 million gross and \$103.257 million net is \$1.132 million or 1.1% above the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing increasing costs in facility maintenance relating to contracted services \$0.535 million increase, supplies \$0.397 million and utility costs \$0.368 million for the 100 branches across the City.
- The above pressures have been partially offset through additional revenues generated from room rentals, savings from contract negotiations as well as service efficiencies achieved from the automation as well as technological streamlining of library material equipment.

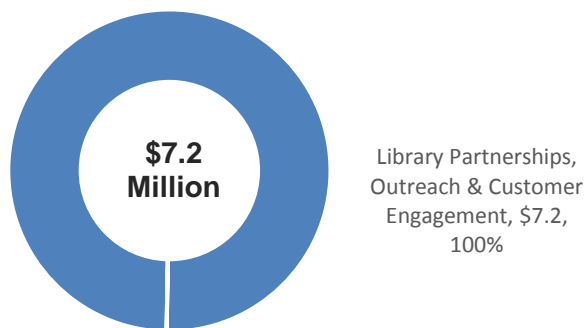
Library Partnerships, Outreach & Customer Engagement

Library Partnerships, Outreach & Customer Engagement

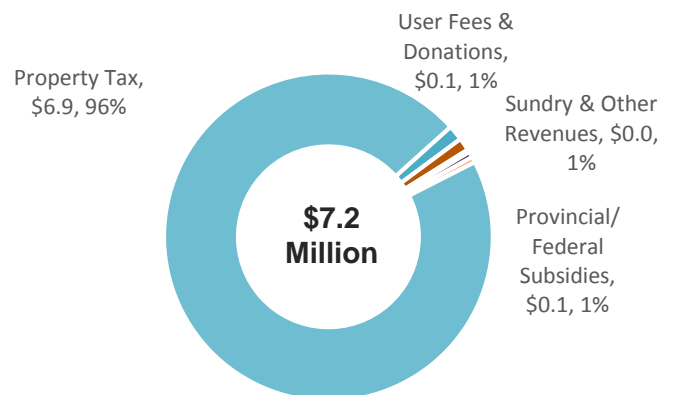
What We Do

- 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.

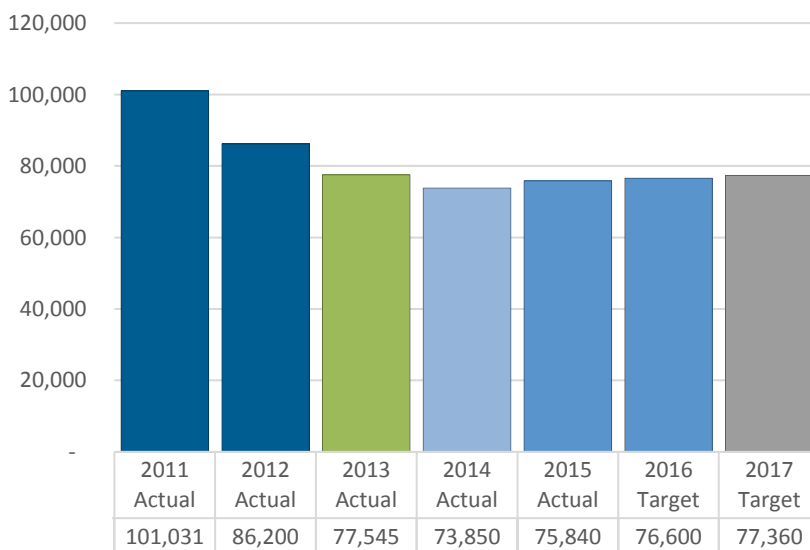
2017 Service Budget by Category of Expense (\$Ms)



Service by Funding Source (\$Ms)



Toronto Public Library Volunteer Services



- Volunteers support six programs focusing on literacy and technology, including programs for children in the middle years
- The number of volunteer hours is expected to increase in 2017 by 1%. This is consistent with prior year's growth in volunteer hours.

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 Service Levels
Partnerships	<p>Integrating with city services to improve access through public and private partnerships Sample partnerships: City: Public Health to deliver health promotion with health zones in 10 branches serving NIAs, Business Inc, Cultural: Sun Life Museum and Arts Pass to provide access to cultural venues and to musical instruments through the musical instrument lending library program, TD Summer Reading Club Government: Library Settlement Partnership with Citizenship and Immigration Canada, community agencies and TPL Learning: CISCO, Hacker Lab and Repair Café, OCAD Technology: Google Canada</p>	<p>Integrating with city services to improve access through public and private partnerships Sample partnerships: City: Public Health to deliver health promotion with health zones in 10 branches serving NIAs, Business Inc, Cultural: Sun Life Museum and Arts Pass to provide access to cultural venues and to musical instruments through the musical instrument lending library program, TD Summer Reading Club Government: Library Settlement Partnership with Citizenship and Immigration Canada, community agencies and TPL Learning: CISCO, Hacker Lab and Repair Café, OCAD Technology: Google Canada</p>
Outreach	<p>Online and social media to support service objectives</p> <ul style="list-style-type: none"> Engaging in promotion, outreach and awareness raising Delivering information service Improving and supporting customer service excellence Supporting media and public relations Promoting accessibility for all by participating on popular social media channels <p>Online and social media tools reflect community usage and include:</p> <ul style="list-style-type: none"> blogs and wikis You Tube Twitter Facebook Pinterest Instagram Flickr E-newsletter 	<p>Online and social media to support service objectives</p> <ul style="list-style-type: none"> Engaging in promotion, outreach and awareness raising Delivering information service Improving and supporting customer service excellence Supporting media and public relations Promoting accessibility for all by participating on popular social media channels <p>Online and social media tools reflect community usage and include:</p> <ul style="list-style-type: none"> blogs and wikis You Tube Twitter Facebook Pinterest Instagram Flickr E-newsletter
Programs	<p>Programs delivered in schools and community locations to facilitate outreach</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 embedded librarian positions at Toronto Employment and Social Services (TESS) Innovators in Residence Program 	<p>Programs delivered in schools and community locations to facilitate outreach</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 Embedded librarians at Toronto Employment and Social Services (TESS) Innovators in Residence Program

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 Service Levels
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>14,088 home visits to deliver materials</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>14,500 home visits to deliver materials</p> <p>New Bookmobiles will have access to Wi-Fi and technology</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>3,420 volunteers</p> <p>121 active volunteers per 100,000 population 76,600 volunteer hours</p> <p>Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs.</p> <p>Youth Advisory Groups active in 50 locations</p>	<p>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>3,590 volunteers</p> <p>127 active volunteers per 100,000 population 77,360 volunteer hours</p> <p>Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs.</p> <p>Youth Advisory Groups active in 50 locations</p>
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 messaged.</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 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 messaged.</p> <p>Callers not transferred to voicemail.</p> <p>Emails acknowledged within two business days.</p>

Table 6
2017 Service Budget by Activity

(000s)	2016	2017 Operating Budget							Incremental Change					
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Library Partnerships, Outreach & Cust. En	7,102.6	7,261.8	(33.2)	7,228.6	126.0	1.8%		7,228.6	126.0	1.8%	137.2	1.9%	307.2	4.2%
Total Gross Exp.	7,102.6	7,261.8	(33.2)	7,228.6	126.0	1.8%		7,228.6	126.0	1.8%	137.2	1.9%	307.2	4.0%
REVENUE														
Library Partnerships, Outreach & Cust. En	268.1	296.7		296.7	28.6	10.7%		296.7	28.6	10.7%	(25.4)		(10.8)	(4.0%)
Total Revenues	268.1	296.7		296.7	28.6	10.7%		296.7	28.6	10.7%	(25.4)		(10.8)	(4.1%)
NET EXP.														
Library Partnerships, Outreach & Cust. En	6,834.5	6,943.4	(33.2)	6,910.2	75.7	1.1%		6,910.2	97.4	1.4%	162.6	2.4%	318.0	4.5%
Total Net Exp.	6,834.5	6,943.4	(33.2)	6,910.2	75.7	1.1%		6,910.2	97.4	1.4%	162.6	2.4%	318.0	4.3%
Approved Positions	69.6	69.6	(0.5)	69.1	(0.5)	(0.7%)		69.1	(0.5)	(0.7%)	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.

Library Partnerships, Outreach & Customer Engagement's 2017 Operating Budget of \$7.228 million gross and \$6.910 million net is \$0.094 million or 1.4% above the 2016 Approved Net Budget.

- Base budget pressures are primarily due to salary and benefits adjustments of \$0.068 million which have been partially offset by service efficiencies and revenue adjustments common amongst all three services.
- The 2018 and 2019 Plan increases are attributable to cost increases for progression pay, step and fringe benefits.



Part 3:

Issues for Discussion

Issues Impacting the 2017 Budget

Budget Reduction Target

- At its meeting on July 12, 2016, the "2017 Budget Process: Budget Directions and Schedule" staff report (EX16.37) was submitted for consideration and adopted by City Council regarding the establishment of the 2017 Budget Process and the scheduling of the review and approval of the Tax and Rate Supported 2017 Operating Budget and 2017-2026 Capital Budget and Plan for the City of Toronto.
<http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94519.pdf>
- City Council adopted an across the board budget reduction target of -2.6% net below the 2016 Approved Net Operating Budgets for all City Programs and Agencies utilizing strategies including but not limited to controlling expenditures through cost saving measures, and exploring all services for efficiency savings including opportunities from business process reengineering, streamlining, transformation and innovation to service delivery.

Toronto Public Library utilized the following measures to approach the -2.6% reductions target:

Use of Reserve Funding

- Library Materials – Contributions from Development Charges (DC) Reserve Fund
 - Library materials are eligible for Development Charge (DC) funding under the City's 2014 Development Charge By-Law and in prior years Council approved funding a portion of the library materials budget from the DC Reserve Fund in order to allow the library materials budget to accommodate population growth.
 - 2017 Operating Budget includes funding of \$5.458 million from the DC Reserve, which is an increase of \$1.782 million over the 2016 reserve draw. This increase is comprised of a \$0.482 million economic increase and a one-time funding contribution of \$1.300 million as outlined below:

Year	Changes			Annual Library Materials Budget	Comment
	Funding Sources		Expenditures		
	Development Charges	City (Property taxes)			
2012				\$ 17.466	
2013		0.200 (0.300)	0.200 (0.300)		- Inflationary Increase (1.1%) - SOLS consortium Lib. Mat. Purchase savings
	0.250	(0.250)		\$ 17.366	- Increase in reserve draw for Lib. Material
2014		0.434 0.187	0.434 0.187		- Inflationary Increase (2.5%) - Library Materials impacts from Capital Projects
	0.725	(0.725)		\$ 17.987	- Approved increase in reserve draw for Lib. Material
2015		0.445 0.154	0.445 0.154		- Inflationary Increase (2.5%) - Library Materials impacts from Capital Projects
	0.445 0.306	(0.445) (0.306)		\$ 18.586	- Approved increase in reserve draw for inflation Lib. Material - Approved increase in reserve draw for Lib. Material
2016		0.465 0.220	0.465 0.220		- Inflationary Increase (2.5%) - Loss of Provincial Purchasing Support
	0.200	(0.200)	0.685	\$ 19.271	- Approved increase in reserve draw for Lib. Material
2017	0.482 1.300	(1.300)	0.482		- Approved increase in reserve draw for inflation Lib. Material - 2017 submitted increase in reserve draw for Lib. Material
Total	\$5.458	\$14.295		\$19.753	2017 Submitted Library Collections Budget

- The 2017 Operating Budget will include \$19.753 million to fund new collections, and will recover \$5.458 million of the Library Collections budget from development charges to fund collections associated with the service needs associated with population growth.
- The DC funding included in the budget covers the growth related cost of library materials within the parameters of the existing Development Charges By-law funds approximately 21% of the Library Collections budget's expenditures (excluding the one-time \$1.300 million revenue bridging strategy).
- The \$1.300 million DC draw from deferred revenues is a bridging strategy to reduce pressures in 2017. TPL will face additional pressures in 2018 and 2019 as the impact of this 2017 adjustment will be phased in over two years.
- The DC budget contributions included in the 2017 Operating and 2017-2026 Capital Plan for Toronto Public Library represent an amount that can be withdrawn without posing a risk to the adequacy of the Reserve Fund or impacting funding for planned Capital projects.

Temporary Funding from City's Sick Leave Reserve

- TPL's sick leave costs have increased annually since 2013 due to increasing number of retirements of long service employees. Based on the growing costs and estimates factoring age of the workforce near retirement, it is expected this cost will continue in the near future. The \$0.300 million request is a one-time request for relief from the City to fund these expected payouts.

Technological Innovation - Efficiencies Included in 2017 Operating Budget

- TPL staff has identified additional opportunities to advance the priorities contained in the Strategic Plan and to achieve efficiencies based on a capital investment in technology. With a Capital Budget investment of \$4.056 million over two years (\$2.606 million in 2017 and \$1.450 million in 2018), TPL will realize operating budget savings of \$1.033 million over two years (\$0.933 million in 2017 and \$0.100 million in 2018). These investments will bring efficiencies and improvements to business processes.

Capital Investment for Technological Innovation (\$000's)

	2017	2018	Total	
Capital Budget				
Integrated Payment Solutions	1,150.00	1,100.00	2,250.00	
Equipment for Operational Efficiencies	1,456.00	350.00	1,806.00	
Total Capital Investment	2,606.00	1,450.00	4,056.00	
Operating Budget				FTE
Integrated Payment Solutions	(526.0)		(526.0)	(6.8)
Operational Efficiencies	(407.3)	(100.0)	(507.3)	(1.9)
Total Proposed Operating Savings	(933.3)	(100.0)	(1,033.3)	(8.7)

- Integrated Payment Solutions.
 - With an investment of \$2.250 million over two years, improvements will be made to the customer experience in the branch in order to provide modern library services and improve the efficiency of the customer interaction. Customers will be able to pay fines at the self-checkout terminals at the same time as checking out materials.

- Modernizing service delivery will achieve operational efficiencies by eliminating duplication of work while improving the customer experience. These initiatives will save \$0.526 million, or 0.3%, in 2017 and allow a reduction in staff of 6.8 positions of clerical work.
- Equipment for Operational Efficiencies. With an investment of \$1.806 million over two years in automation, technology and printing hardware, savings of \$0.407 million in 2017 and \$0.100 million in 2018 will be achieved and allow a reduction of 1.9 positions of clerical work. 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) will increase materials handling efficiencies; and replacement of public, staff and shared printers, scanners, fax machines and copiers with more efficient Multi-Function Devices to improve payment processes for public printing.

Further Actions to Achieve the -2.6 % Reduction Target

- To achieve the City's target budget reduction of -2.6% TPL would require additional service reductions of \$6.195 million which could be achieved by the following:
- Open Hours Reduction:
 - This would require reducing Monday to Friday open hours of service and \$4.412 million, or 2.5% of the operating budget, and 49.1 positions.
 - The service reductions would result in a loss of almost 30,000 Monday to Friday hours of service per year, which represents a reduction of approximately 11% of Monday to Friday open hours of service.
- Library Collections Reduction:
 - Library Collections Service Reduction - Service reductions of \$1.782 million to the collections budget would result in a permanent reduction of 9.2% to the collections budget, or approximately the equivalent of 105,000 library items.

Toronto Public Library				
	2017 TPL			
	Gross Expenditures	Revenue	Net Expenditures	Approved Positions
2016 Council Approved Budget (January 2016)	193,461.9	17,592.9	175,869.0	1,740.96
2017 Public Library Board Approved Budget	199,197.4	19,608.5	179,588.9	1,734.3
\$ Change from 2016	4,429.8	2,015.5	2,414.3	(6.7)
% Change from 2016			1.3%	
Hours Reduction - Staffing	(4,412.5)		(4,412.5)	
Library Collections Reduction	(1,782.0)		(1,782.0)	
Service Reduction - Hours and Collections Various	(6,194.5)		(6,194.5)	(49.1)
Total 2017 Operating budget - with Major Service Reductions (not recommended) To meet -2.6% Target	192,176.6	19,608.5	172,568.1	1,683.2
\$ Change from 2016	(2,591.0)	2,015.5	(4,606.5)	(57.8)
% Change from 2016			-2.6%	

- The above are not included in the 2017 Council Approved Operating Budget for TPL but these service adjustment priorities were reported for Committee and Council's consideration during the 2017 Budget process.

Toronto Public Library Board's Recommended Operating Budget:

- At the Toronto Public Library Board's meeting on September 26, 2016, TPL staff presented and the Board approved its 2017 Operating Budget Submission, not meeting the 2.6% reduction target, as outlined below, with the final Council approved 2017 Operating Budget shown for comparison:

Toronto Public Library								
	2017 TPL				2017 Operating Budget - City			
	Gross Expenditures	Revenue	Net Expenditures	Approved Positions	Gross Expenditure	Revenue	Net Expenditures	Approved Positions
2016 Approved Operating Budget	194,767.6	17,593.0	177,174.6	1,741.0	194,767.6	17,593.0	177,174.6	1,741.0
Budget Pressures								
Operating Impact of Capital Project Eglinton	52.5		52.5		52.5		52.5	
Salaries and Benefits increase	2,541.8	(418.3)	2,960.1		2,541.8	(418.3)	2,960.1	
Library Collections Economic Increase	481.8		481.8		481.8		481.8	
Utilities Economic Increase	434.9		434.9		434.9		434.9	
Increase cost of contracted services	630.7		630.7		630.7		630.7	
Branch Program Supplies increase	36.8		36.8		36.8		36.8	
Increased cost of supplies and services	493.2		493.2		493.2		493.2	
Cost of branches in shared use sites	27.0		27.0		27.0		27.0	
Sub Total Budget Pressures	4,698.7		5,117.0		4,698.7		5,117.0	
2017 Operating budget Outlook	199,466.3	17,174.7	182,291.6	1,741.0	199,466.3	17,174.7	182,291.6	1,741.0
Revenues, Efficiencies and Other Reductions								
Line by Line review - budget reductions	(161.9)		(161.9)		(161.9)		(161.9)	
Increased Revenue from Tenant leases		197.0	(197.0)			197.0	(197.0)	
Revised revenue projections from premium room and		155.0	(155.0)			155.0	(155.0)	
Library Collection economic increase		481.8	(481.8)			481.8	(481.8)	
Bridging Strategy City reserve to fund sick leave payouts		300.0	(300.0)			300.0	(300.0)	
Bridging Strategy Increase DC draw on collections		1,300.0	(1,300.0)			1,300.0	(1,300.0)	
	(161.9)	2,433.8	(2,433.8)		(161.9)	2,433.8	(2,433.8)	
Technological Innovation								
Integrated Payment Solutions	(526.0)		(526.0)	(6.8)	(526.0)		(526.0)	(6.8)
Equipment for Operational Efficiencies	(407.3)		(407.3)	(1.9)	(407.3)		(407.3)	(1.9)
	(933.3)		(933.3)	(8.7)	(933.3)		(933.3)	(8.7)
Budget Enhancements								
Internet Wi fi hotspot lending enhancement	300.0		300.0		150.0	0.0	150.0	
Expansion of Youth Hubs program	234.0		234.0	2.0	234.0	234.0	0.0	2.0
Youth Hubs programming costs	153.0		153.0		153.0	153.0	0.0	
Sunday open hours - year round service at 6 additional District branches	139.3		139.3		139.3	0.0	139.3	
	826.3		826.3	2.0	676.3	387.0	289.3	2.0
2017 Public Library Board vs. City Approved Budget	199,197.4	19,608.5	179,588.9	1,734.3	199,047.4	19,995.5	179,051.9	1,734.3
\$ Change from 2016	4,429.8	2,015.5	2,414.3	(6.7)	4,279.8	2,402.5	1,877.3	(6.7)
% Change from 2016			1.3%				1.0%	

This Board approved submission included:

- A 2017 operating base budget submission of \$178.763 million net (\$198.371 million gross), which included 2.0% of efficiency savings towards the City's minus 2.6% target and represented a \$1.588 million net or 0.9% increase over the 2016 operating budget; and
 - Budget enhancements totaling \$0.826 million net and gross comprised of enhancements to the Internet Wi-Fi hotspot lending program introduced in 2016, opening of two additional Youth Hubs and additional funding for programming costs, and expansion of Sunday service open hours at six additional District branches which are in support of the City's Poverty Reduction Strategy.
- The Board Approved 2017 Operating budget was \$4.430 million gross and \$2.414 million net (1.3%) over the 2016 Net Operating Budget.
 - Overall, the Toronto Public Library's Council Approved 2017 Operating Budget is \$4.279 million gross and \$1.877 million net over the 2016 Operating Budget which includes the approved Budget Enhancements.

New & Enhanced Included in the 2017 Council Approved Operating Budget

The following budget enhancements totaling \$0.676 million gross and \$0.289 million net were approved as part of the Poverty Reduction Strategy, although \$0.387 million of this increased gross was funded on a one-time basis from the Tax Stabilization Reserve.

Description (\$000s)	New/Enhanced						Total			Incremental Change				
	Library Collections Access & Borrowing				Library In- Branch & Virtual Services		Library Partnerships, Outreach & Cust. Engagement							
	Gross	Net	Gross	Net	Gross	Net	Gross	Net						
Enhanced Services Priorities														
Youth Hubs Expansion - 2 additional locations	56.2		170.0		7.8		234.0		2.0	442.2	2.0	212.4	2.0	
Youth Hubs Programming Costs - Materials	19.0		129.7		4.3		153.0			158.1		53.1		
Sunday Open Hours Enhancement - Full Year at District Branches	47.4	47.4	86.6	86.6	5.3	5.3	139.3	139.3		105.5				
Internet Wi-fi Hotspot - Equipment Lending	18.6	18.6	127.1	127.1	4.2	4.2	150.0	150.0						
Sub-Total	141.2	66.0	513.4	213.7	21.6	9.5	676.3	289.3	2.0	705.8	2.0	265.5	2.0	
Total	141.2	66.0	513.4	213.7	21.6	9.5	676.3	289.3	2.0	705.8	2.0	265.5	2.0	

■ Youth Hubs Expansion

- The Youth Hubs address the City's objective of providing out of school-time programs for children and youth in neighborhoods across the city. The Hubs provide access to nutrition, information and technology, homework support, and complimentary programs that build life and leadership skills. Volunteer tutors contribute to successful outcomes for participating youth. Having successfully established Youth Hubs at four branch locations (Cedarbrae and York Woods in 2015 and Fairview and Maria A. Shchuka in 2016), TPL's budget enhancement was approved by Council of \$0.234 million gross, zero net, funded in 2017 as by a one-time draw from the Tax Stabilization Reserve. This enhancement will allow for the development of two additional Youth Hubs at Albion and Barbara Frum in 2017. This will create and additional pressure on the 2018 TPL base budget.
- Council also approved additional one time funding, \$0.153 million gross, zero net, funded by the Tax Stabilization Reserve to support the increased and ongoing program costs of the existing six Youth Hubs including the purchase of additional technological equipment, textbooks and software.

■ Sunday Open Hours Enhancement (full year at six additional District branches in 2017)

- Funding of \$0.139 million in 2017 and \$0.106 million in 2018 was approved to support year-round service with an additional eight Sundays in six District branches (Albert Campbell, Barbara Frum, Brentwood, Fairview, S. Water Stewart and York Woods) in 2017 and five District branches (Agincourt, Bloor /Gladstone, Don Mills, Maria A Shchuka and Pape/Danforth) in 2018.
- Expanding Sunday service extends access to essential services including space, technology, wi-fi, and information.
- Usage statistics show that the introduction of year-round Sunday service in 2016 at eight library branches across Toronto resulted in high usage.

■ Internet Wi-fi Hotspot Lending Enhancement

- Additional funding of \$0.150 million gross and net was also included to support the expansion of Wi-Fi Hotspot lending programs which offer low-income customers access to devices that provide wireless broadband internet anywhere; these hotspot devices are pocket-sized, easy to use, and can connect to multiple devices simultaneously.

- This expands a successful initiative started in 2016, which was supported with matching funding from Google Canada, that extended access beyond library locations and open hours, and will fund the purchase of approximately 200 additional devices and the data plan to support new and existing units.
- The Library, through its Foundation, will be seeking matching external funding to leverage the City funding and, if successful, this could result in a further expansion of the program.

Issues Referred to 2017 Budget Process

- During the City Council Meeting on February 17, 2016, City Council requested the following of TPL:

"Recommendation 246 Toronto Public Library Board request the City Librarian, in consultation with the Office of Equity, Diversity and Human Rights, to report to the Library Board on a staffing and service delivery model that meets the service levels outlined in the Strategic Plan, including using a Job Quality Assessment Tool."

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX12.2>

- Staff reported to the Library Board on December 12, 2016 that a Job Quality Assessment Tool is under development, but not yet available.



Appendices

Appendix 1

2016 Service Performance

Key Service Accomplishments

In 2016, Toronto Public Library accomplished the following:

- ✓ Approved and implemented a 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.
- ✓ Introduced tools and methodologies to evaluate progress in achieving Strategic Plan objectives for six priority areas.
- ✓ The new 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 and Toronto Strong Neighborhoods Strategy 2020.
- ✓ Advanced strategies to address the City's Poverty Reduction Strategy including the Fines Forgiveness Program - The Campaign effectively reached out to families in Neighborhood Improvement Areas, especially children and youth living in priority neighborhoods.
- ✓ Added 2 new Youth Hubs at Fairview and Maria A. Shchuka branches, for a total of 6 Youth Hubs, with plans to add additional branches in 2017.
- ✓ Introduced full-year Sunday service at 8 branches. September to December Sunday service expanded to 6 new branches, for a total of 33 branches providing Sunday service.
- ✓ Wi-Fi Hotspot Lending implemented at 6 branches – A total of 200 devices.
- ✓ Added a new Digital Innovation Hub at the Malvern branch with digital design workstations, 3D printing and the latest technology, tools for self-publishing including HD digital cameras and audio and video production tools and staff support.
- ✓ Expanded access to technology across the system including: scanners introduced at 32 branches and Pop Up Learning Labs established to provide access to 3D printers and maker technology and digital design programs at branches across the City.
- ✓ Expanded Wireless service access on a 24/7 basis at all branches.
- ✓ Launched the Sun Life Financial Musical Instrument Lending Library, the first of its kind in public libraries across Canada located at the Parkdale branch.
- ✓ Increased in service and activity levels including 274,397 open hours per year at 100 library branches, 18.7 million visits, 31.8 million website visits and 32.7 million in total circulation, increasing access to e-collections including books, audio books and magazines with a 9.6% increase in usage.

Appendix 2

2017 Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2014 Actual	2015 Actual	2016 Budget	2016 Projected Actual *	2017 Budget	2017 Change from 2016 Budget		Plan	
	\$	\$	\$	\$	\$	\$	%	2018 \$	2019 \$
Salaries and Benefits	137,948.8	141,815.8	145,435.3	144,554.1	147,654.8	2,219.5	1.5%	149,922.1	152,476.5
Materials and Supplies	20,215.7	20,951.4	21,407.8	21,546.8	28,896.8	7,489.0	35.0%	29,712.0	30,858.0
Equipment	372.6	468.1	643.8	1,417.8	778.4	134.6	20.9%	431.4	431.4
Services & Rents	24,095.5	25,125.8	25,005.6	27,184.3	19,446.1	(5,559.5)	(22.2%)	20,005.0	20,656.2
Contributions to Capital	1,848.0	1,378.0	1,378.0	1,378.0	1,378.0			1,378.0	1,378.0
Contributions to Reserve/Res Funds	790.5	893.0	893.0	893.0	893.0			893.0	893.0
Other Expenditures	72.8	124.6	4.0	2.7		(4.0)	(100.0%)		
Interdivisional Charges						-	-		
Total Gross Expenditures	185,343.9	190,756.7	194,767.5	196,976.7	199,047.2	4,279.7	2.2%	202,341.5	206,693.1
Interdivisional Recoveries						-	-		
Provincial Subsidies	5,765.7	5,689.5	5,678.4	5,853.5	5,695.4	17.0	0.3%	5,695.4	5,695.4
Federal Subsidies	138.6	137.9				-	-		
Other Subsidies						-	-		
User Fees & Donations	6,176.6	6,389.7	5,030.1	7,817.2	5,049.7	19.6	0.4%	5,082.6	5,125.2
Transfers from Capital Fund	348.2	165.2	939.9	466.7	939.9			939.9	939.9
Contribution from Reserve/Reserve Funds	2,825.0	3,559.4	4,094.3	4,094.3	6,144.8	2,050.5	50.1%	4,326.0	3,676.0
Sundry Revenues	2,478.5	2,636.3	1,850.3	1,977.0	2,165.6	315.3	17.0%	2,189.0	2,212.9
Total Revenues	17,732.6	18,578.0	17,593.0	20,208.7	19,995.4	2,402.4	13.7%	18,232.9	17,649.4
Total Net Expenditures	167,611.3	172,178.7	177,174.5	176,768.0	179,051.8	1,877.3	1.1%	184,108.6	189,043.7
Approved Positions	1,737.9	1,739.7	1,741.0	1,741.0	1,732.3	(8.7)	(0.5%)	1,732.3	1,732.3

* Based on the 2016 9-month Operating Variance Report

For additional information regarding the 2016 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, 2016" considered by City Council at its meeting on December 13, 2016.

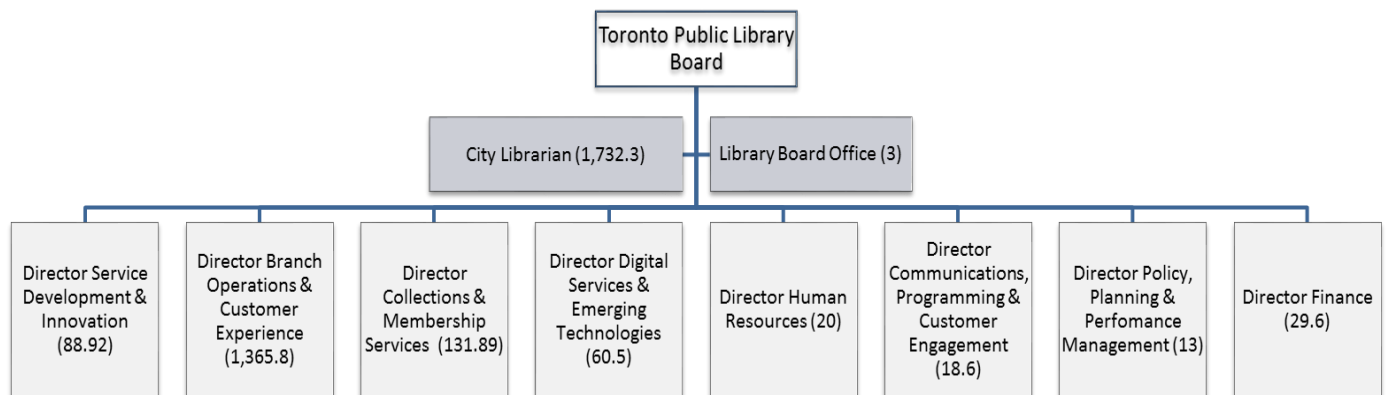
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.4>

Impact of 2016 Operating Variance on the 2017 Operating Budget

- There are no significant impacts related to the 2017 Operating budget. Projected under-expenditures are related to vacancies which are the result of retirements and organizational restructuring. It is expected these positions will be filled in 2017.
- It should be noted that TPL is expecting a higher level of retirements in 2017 and is requesting a one-time draw from the City's Sick Bank for \$0.300 million to help offset higher payments in 2017.

Appendix 3

2017 Organization Chart



2017 Total Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	1.0	79.0	30.0	1,622.3	1,732.3
Temporary					
Total	1.0	79.0	30.0	1,622.3	1,732.3

Appendix 4

Summary of 2017 Service Changes

2017 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Agencies - Cluster	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Toronto Public Library						
2017 Preliminary Base Budget Before Service Changes:			199,304.2	19,608.4	179,695.8	1,740.96	5,446.2	4,935.0
10646		Integrated Payment Processing						
51	0	Description:						
Library patrons will be able to pay fines at the self-checkout terminals at the same time as checking out materials. Currently this is not possible and fine payments can only be made on-line from a personal device or from a face-to-face interaction with Library staff at the check-out desk.Modernizing service delivery by implementing cash drawers would allow the consolidation of equipment at the service desk and transactions would be integrated with the Library’s Integrated Library System, thus eliminating duplication of work while improving the customer experience. The cash drawer allows for improved controls and reduction of errors and eliminates the need for multiple reconciliations at each branch each day.								
With a Capital Budget investment of \$4.056 million over two years (\$2.606 million in 2017 and \$1.450 million in 2018), TPL will realize operating budget savings of \$1.033 million over two years (\$0.933 million in 2017 and \$0.100 million in 2018).								
Service Level Impact:								
N/A								
Service: Library Collections Access & Borrowing								
Preliminary Service Changes			(191.9)	0.0	(191.9)	(2.60)	0.0	0.0
Service: Library In-Branch & Virtual Services								
Preliminary Service Changes			(313.7)	0.0	(313.7)	(3.90)	0.0	0.0
Service: Library Partnerships, Outreach & Cust. Engagement								
Preliminary Service Changes			(20.5)	0.0	(20.5)	(0.30)	0.0	0.0
Total Preliminary Service Changes:			(526.0)	0.0	(526.0)	(6.80)	0.0	0.0

2017 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Agencies - Cluster	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Toronto Public Library						

11082	Equipment for Operational Efficiencies
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51	0	Description:
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- Conversion of the current land-line phone system to VOIP technology- Introduction of mini-sorters at three branches (Albion, Lillian H Smith and Scarborough) to increase materials handling efficiencies- 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.

With an investment of \$2.250 million over two years (\$1.456 million in 2017 and \$0.350 million in 2018), improvements will be made to the customer experience in the branch in order to provide modern library services and improve the efficiency of the customer interaction.

Service Level Impact:

N/A

Service: Library Collections Access & Borrowing

Preliminary Service Changes	(78.3)	0.0	(78.3)	(0.60)	(21.7)	0.0
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Service: Library In-Branch & Virtual Services

Preliminary Service Changes	(316.2)	0.0	(316.2)	(1.10)	(75.0)	0.0
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Service: Library Partnerships, Outreach & Cust. Engagement

Preliminary Service Changes	(12.7)	0.0	(12.7)	(0.20)	(3.2)	0.0
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Total Preliminary Service Changes:	(407.3)	0.0	(407.3)	(1.90)	(100.0)	0.0
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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, 2016 *	Withdrawals (-) / Contributions (+)		
			2017	2018	2019
		\$	\$	\$	\$
Projected Beginning Balance		29,117.1	29,117.1	26,772.1	22,538.1
Development Charges - Library	XR2115				
<i>Proposed Withdrawals (-)Capital</i>			(6,437.0)	(9,613.0)	(10,419.0)
<i>Proposed Withdrawals (-)Operating</i>			(5,458.0)	(4,326.0)	(3,676.0)
<i>Contributions (+)</i>			9,550.0	9,705.0	9,828.0
Total Reserve / Reserve Fund Draws / Contributions		29,117.1	26,772.1	22,538.1	18,271.1
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		29,117.1	26,772.1	22,538.1	18,271.1

* Based on 9-month 2016 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 *	Withdrawals (-) / Contributions (+)		
			2017	2018	2019
		\$	\$	\$	\$
Projected Beginning Balance		584.8	584.8	726.8	442.8
Vehicle Reserve Library	XQ1700				
<i>Proposed Withdrawals (-)</i>			(200.0)	(626.0)	(383.0)
<i>Contributions (+)</i>			342.0	342.0	342.0
Total Reserve / Reserve Fund Draws / Contributions		584.8	726.8	442.8	401.8
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		584.8	726.8	442.8	401.8

* Based on 9-month 2016 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of	Withdrawals (-) / Contributions (+)		
			2017	2018	2019
		\$	\$	\$	\$
Projected Beginning Balance		36,287.6	36,287.6	36,587.6	36,587.6
Sick Leave	XR1007				
<i>Proposed Withdrawals (-)</i>			300.0		
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		36,287.6	36,587.6	36,587.6	36,587.6
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		36,287.6	36,587.6	36,587.6	36,587.6

* Based on 9-month 2016 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 \$	Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		18,018.6	18,018.6	17,631.6	17,631.6
Tax Rate Stabilization	XQ0703				
<i>Proposed Withdrawals (-)</i>			(387.0)		
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		18,018.6	17,631.6	17,631.6	17,631.6
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		18,018.6	17,631.6	17,631.6	17,631.6

* Based on 9-month 2016 Reserve Fund Variance Report