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A C T I O N

Subject:	**2013 OPL Draft Operating and Capital Budget Estimates and Nine-Year Capital Forecast**
Prepared by:	**Danielle McDonald, Chief Executive Officer** **Monique E. Désormeaux, Division Manager, Service Excellence** **Matt Pritz, Manager, Business Services**
Prepared for:	**Ottawa Public Library Board**
Meeting of:	**October 15, 2012**
Date of preparation:	**September 30, 2012**

1. RECOMMENDATIONS

i) That the Ottawa Public Library (OPL) Board receive and table the 2013 Draft Operating and Capital Budget Estimates for consideration at a subsequent meeting of the Board, to be held on 19 November 2012; and

ii) That the 2013 OPL Draft Operating and Capital Budget Estimates be tabled with City Council for consideration at its meeting of 24 October 2012; and

iii) That the OPL Board receive the Nine-Year Capital Forecast for information.

2. References

- Doc 2, June 11, 2012, OPL 2013 Budget Process and Timelines
- Doc 2, May 14, 2012, Facilities Planning Committee Report
- Doc 8, December 11, 2011, Library Facilities Investment and Growth Planning Study/Danix OPL Facilities Investment and Growth Planning Report, December 2010
- 2012-2015 Ottawa Public Library Strategic Plan

- FEDCO Report ACS2011-CMR-FIN-0029, May 30, 2011, Long-Range Financial Plan IV (Part 1)

3. Background

At its meeting in June, the Board approved both the timetable and the process for developing and approving the 2013 draft budget submissions to City Council. The Board further directed staff to develop 2013 draft budget options for its consideration, based on the direction provided by Ottawa City Council:

- Operating Budget: That the Library receives its proportionate share of the projected increase in tax revenues based on its 2012 net taxation requirements.

- Capital Budget: That OPL's 2012 base capital budget be grown by 2.5%.

The following guiding principles were used in the development of the 2013 operating budget:

a. Non-discretionary costs associated with the maintenance of existing Library services were considered first in terms of funding priorities (e.g. compensation related costs, inflationary related costs, etc.).
b. The draft budget does not include any one-time sources of revenue, unless they fund expenditures that are also of a one-time nature.
c. No adjustments to programs or service standards were required to be implemented in order to achieve the taxation target.
d. Options were developed for the Board's consideration for the residual funding available within Council's proposed funding envelope.

4. Proposed 2013 Draft Operating Budget

OPL has been allocated $1.415 million for the 2013 budget-year to address its operating pressures. This means that the OPL must ensure that sufficient funds are available to address all required contracts and agreements, growth-related needs, and strategic priorities and services within the prescribed funding envelope.

On September 26, 2012, the Finance and Budget Committee received and discussed two options for both the draft operating and capital budgets. The preferred option (Option 2), approved by the committee for recommendation to the Board supported:

- Renewal and expansion of one of the Board's approved capital priorities – the Emerald Plaza Branch;
- RFID implementation in three (3) branches (i.e. Alta Vista, Emerald Plaza and Nepean Centrepointe branches);

- Funds being transferred from operating to capital to grow the self-funding envelope for RFID roll-out; and
- Funding for RFID and technology related training.

Option 1 differed in that it focused primarily on implementing RFID in six (6) branches, provided for a larger base transfer from operating to capital to grow the self-funding envelope for RFID rollout, as well as additional funds for RFID and technology related training.

The preferred option (Option 2), as chosen by the Finance and Budget Committee, is summarized in Table 1 below. In accordance with the guiding principles, the following requirements were identified, representing $1.415 million in operating pressures:

Table 1 – 2013 Draft Operating Budget Pressures

Item	Description	$(000)	Mandatory/ Discretionary
Compensation Adjustment – OPL Employees	This amount is required to meet contractual obligations to support negotiated settlement increases for employees (this also includes increases needed for OMERS and related benefits). Over 80% of OPL's net budget is related to compensation.	600	Mandatory
Compensation Adjustments – OPL/City of Ottawa Business Partners	This amount, similar to above requirements, represents the adjustments needed for Public Works staff providing essential business services to OPL.	100	Mandatory
Inflationary Increase to PAYG (Pay As You Go) Envelope	This amount represents the monies allocated to address inflationary increases with regard to OPL's capital budget envelope.	075	Mandatory
Rural Deliveries	This amount represents the monies allocated to address inflationary increases with regard to OPL's current contract for materials delivery to OPL's rural locations.	010	Mandatory
Licence and Maintenance Agreements	OPL must maintain software licenses and maintenance agreements to sustain library software and hardware. As a result, $275,000 is the 2013 amount needed to ensure continuity of service to OPL systems such as the automated materials	275	Mandatory

	handling system (AMH), BiblioCommons, the integrated library system (ILS), e-payment, self-check systems, web and desktop software maintenance.		
RFID – Transfer to Capital Budget	To support self-funding capital budget requirements for RFID including the implementation plan, $135,000 is recommended as a permanent transfer to the capital budget envelope. As per last year, this would result in an ongoing increase to the capital budget PAYG (Pay As You Go) envelope.	135	Discretionary
Emerald Plaza – Operating Impact from Capital	To fund increased lease and operating costs (utilities, not FTEs) in a renewed and expanded Emerald Plaza branch.	150	Discretionary
RFID – Technology Related Training	Funding is required to accommodate increased training hours to fulfill requirements needed to deliver 21st century services in two key areas: technology and leadership as well as offsetting the cost of legislative/mandated obligations, and day-1 readiness training.	075	Discretionary
	TOTAL	**1.415**	

The 2013 Draft Operating Budget (Table 2) incorporates the net operating pressures outlined above. This table illustrates the specific operating expenditures for which the pressures will be applied as part of the 2013 estimate, and has been extracted from the budget book template, 2013 OPL Draft Board Operating Estimates, that will be submitted to City Council.

Table 2 – 2013 OPL Draft Estimates

City of Ottawa
Ottawa Public Library - Operating Resource Requirement
In Thousands ($000)

Operating Resource Requirement	2011 Actual	2012 Forecast	2012 Budget	2013 Estimate	$ Change Over 2012 Budget
Expenditures by Program					
Chief Executive Officer's Office	2,012	1,612	1,898	1,958	60
System Wide Services & Innovation	8,539	9,244	9,318	9,749	431
Service Excellence	21,278	21,466	21,580	22,086	506
Facilities & Business Services	9,055	9,486	9,118	9,326	208
Non Departmental	2,689	2,934	2,934	3,144	210
Service Ottawa	-	-	-	-	-
Gross Expenditure	**43,573**	**44,742**	**44,848**	**46,263**	**1,415**
Recoveries & Allocations	(110)	(50)	(100)	(100)	-
Revenue	(4,202)	(3,540)	(3,596)	(3,596)	-
Net Expenditure	**39,261**	**41,152**	**41,152**	**42,567**	**1,415**
Expenditures by Type					-
Salaries, Wages & Benefits	29,977	30,853	30,737	31,412	675
Overtime	162	140	71	71	-
Material & Services	6,538	6,396	6,639	7,069	430
Transfers/Grants/Financial Charges	2,689	2,934	2,937	3,147	210
Fleet Costs	135	121	155	155	-
Program Facility Costs	3,770	3,881	3,881	3,981	100
Other Internal Costs	302	416	427	427	-
Service Ottawa	-	-	-	-	-
Gross Expenditures	**43,573**	**44,741**	**44,847**	**46,262**	**1,415**
Recoveries & Allocations	(110)	(50)	(100)	(100)	-
Net Expenditure	**43,463**	**44,691**	**44,747**	**46,162**	**1,415**
Revenues By Type					
Federal	(81)	(87)	(70)	(70)	-
Provincial	(1,441)	(1,430)	(1,380)	(1,380)	-
Municipal	-	-	-	-	-
Own Funds	(120)	-	-	-	-
Fees and Services	(1,293)	(753)	(844)	(844)	-
Fines	(1,267)	(1,270)	(1,302)	(1,302)	-
Other	-	-	-	-	-
Total Revenue	**(4,202)**	**(3,540)**	**(3,596)**	**(3,596)**	**-**
Net Requirement	**39,261**	**41,151**	**41,151**	**42,566**	**1,415**
Full Time Equivalents			**451.81**	**451.81**	**-**

In summary, the 2013 OPL Draft Operating Budget estimates align with the City's approved budget strategy, do not include any requests for new positions, and deliver a budget within the envelope assigned to the Library by the City, directed by City Council, and approved by the OPL Board. It is also in keeping with the Board's priorities with respect to implementing RFID, focusing on technology and other related training as well as seizing an opportunity to deal with the operating impact of accelerating the renewal and expansion of the Emerald Plaza Branch.

4.1 2013 OPL Draft Operating Budget Summary

In summary, the OPL operating request is as follows:

2012 Net Operating Budget	$41.151M
2013 New Operating Allocation	$ 1.415M
2013 Net Operating Budget Request	**$42.566M**

5. Proposed 2013 OPL Draft Capital Budget

The 2013 OPL Draft Capital Budget being tabled has been adjusted for inflation. As indicated above, it will also be increased annually by $135,000 transferred to capital in support of the RFID initiative.

The library's draft capital budget provides monies to support capital facilities projects and technology requirements. This budget is comprised of several key components:

- **PAYG (Pay As You Go)** including maintenance, renewal and strategic initiatives; growth; and lifecycle. The PAYG requirement was initially established in 2001 so that the Library could manage its own capital spending for the Library capital program.

- **Growth** (such as large capital projects for new library branches in areas of growth) is funded through the receipt of development charges monies and is governed through the Development Charges By-law. For example, the West District Library is funded primarily through Development Charges.

- **Lifecycle monies** are funded via the City but the yearly provision included for the Library is brought forward at budget time for Board approval. As in past years, the total PAYG amount may be allocated across all project categories at the discretion of the OPL Board.

The proposed PAYG envelope for 2013 is $3.055 million. This amount represents an increase of $205,000 to the 2012 approved capital budget of $2.850 million. There are two contributing factors for this increase:

- **Inflation:** $0.075 million (2.5% inflationary increase to PAYG that is in keeping with guidelines provided in City Council budget strategy and funded through operating allocation); and

- **RFID:** $0.135 million for the multi-year RFID strategic initiative. This amount represents a transfer of funds from operating to capital and will result in a permanent increase to the PAYG envelope within the capital budget.

5.1 Capital Budget History

Total capital budgets for OPL over the last five years funded through the Library's General Reserve Fund or PAYG, are listed in Table 3.

Table 3: OPL Capital Budget History

	2009	2010	2011	2012	2013
Total (in $000's)	$3,375	$4,483	$4,267	$4,430	$3,530*

* The decrease in the total capital funding from 2012 to 2013 is the result of decreased amounts for accessibility and heritage funding as well as the absence of any DC funding requests.

5.2 Development of the 2013 OPL Draft Capital Budget

Staff presented two options for the 2013 OPL Draft Capital Budget to the Finance and Budget Committee on September 26, 2012:

- Option 1: Focused strictly on implementing RFID technology in six locations.

- Option 2: Supported the accelerated renewal and expansion of the Emerald Plaza Branch as well as implementing RFID in 3 locations (i.e. Alta Vista, Emerald Plaza, Nepean Centrepointe branches).

It should be noted that both Option 1 and Option 2 provided the necessary savings required to support the additional FTEs required when Beaverbrook is expanded to become the West District Library in 2014.

After discussion, the Committee approved a motion supporting Option 2.   The recommended option aligns with the prescribed City guidelines.

Table 4 provides the total 2013 Draft Capital Budget for OPL. It should be noted that:

- Funding allocated to the maintenance of city assets and strategic initiatives, totals $3.055 million.

- No monies will be allocated for growth as part of the current plan.

- The Lifecycle Program administered through the City totals $0.475 million.

- The 2013 Draft OPL Capital Budget estimates total $3.530 million.

- Detailed descriptions for each of these projects can be found in the budget package submitted to City Council. (See Attachment 3.)

Table 4: 2013 Draft Capital Budget

DESCRIPTION OF PROJECT	2013 $(000)
Maintenance of City Assets	
Bookmobile Replacement	0
General Repairs and Maintenance	200
Furniture and Equipment Replacement	160
Library Computer & IT Equipment Replacement	300
ILS/Desktop Maintenance	400
Web-based Library Services Maintenance	100
Vehicle Replacement	0
Total Maintenance of City Assets	**1,160**
Strategic Initiatives	
Signage	0
Library Retrofits	700
RFID	985
Alternative Library Service Delivery	60
Innovation and Strategic Initiatives	150
Total Strategic Initiatives	**1,895**
Growth	0
PAYG Target	**3,055**
Lifecycle Program for OPL – City Allocation	**475**
TOTAL LIBRARY PROGRAM	**3,530**

5.3 Rationale for the Preferred 2013 Draft Capital Budget Option

The impact on the 2013 Draft Capital Budget relates to the accelerated renewal and expansion of the Emerald Plaza Branch. In May 2012, the Library Board approved that eight branches be prioritized for renewal/expansion/relocation. Emerald Plaza Branch ranked fifth among the Board priorities. The case for expansion at this time is compelling:

- An opportunity to expand the branch into suitable space has been made known to OPL through the City's Real Estate Services. This opportunity could result in a doubling of the size of the branch.
- An expansion of Emerald Plaza in 2013 will result in a significant shelving and furniture savings. The imminent closure of Beaverbrook will allow its best

furniture and shelving to be repurposed into the Emerald Plaza Expansion resulting in an estimated savings $150,000.

- No new FTEs will be assigned to the branch as RFID sorting will be installed and staff roles will be accordingly repurposed.
- The current branch can remain operational during the fit up. There are no long-term closures anticipated at this time.
- Emerald Plaza Branch has been identified as an undersized branch since amalgamation and has remained largely unchanged at its current location since 1988.
- Emerald Plaza is OPL's smallest urban branch. In terms of size, Emerald Plaza is ranked as number 22 among our 33 branches. The 11 smaller branches include Rockcliffe Park and 10 rural branches.
- In 2011, Emerald Plaza ranked no. 1 among all OPL branches in circulation per sq. ft. and has had that ranking almost consistently since 2001.
- The branch is undersized for its catchment area.

Table 5 – Branch Comparison Based on Catchment Size

	Emerald Plaza	Greenboro	Ruth E. Dickinson
Population (2006 census)*	56,255	56,375	57,225
Square footage	5,644	29,000	19,800
Square footage per capita	0.10	0.51	0.35
2011 Circulation	284,150	472,895	492,071
Circ per sq ft	50.35	16.3	24.85
Circ per capita	5.05	8.39	8.6

*   *At the time of writing, 2011 census data was not yet available. It is understood that significant growth has occurred in some sectors of the city.*

5.4 OPL 2013 Draft Capital Budget — Summary

The 2013 OPL Draft Capital Budget request involves no additional increases to the City's tax base. While it includes a transfer of $135,000 to the PAYG envelope, this amount has been funded from within OPL's operating budget provisions. The 2013 OPL Draft Capital Budget also identifies and supports RFID as the highest priority strategic initiative and accelerates the expansion of the current Emerald Plaza Branch.

The 2013 OPL Draft Capital Budget request is summarized in Table 6:

Table 6 - Allocation for 2013 Capital Program

Allocation for 2013 Capital Program	$(000)
Renewal	1.160
Strategic Initiatives	1.895
Sub Total PAYG	3.055
Lifecycle (City)	0.475
Growth (Development Charges)	0
Total Capital Program	**3.530**

6. Draft OPL Nine-Year Capital Forecast (2014-2022)

6.1 Background

Public library services are typically provided by one of the following types of channels:

i) Branches: The OPL provides a network of 33 branches throughout the city, located in prominent and convenient community gathering places. They provide community groups and individuals with access to high quality, safe, flexible and functional public space. Branches are community hubs and meeting places.

ii) Digital Channel (www.BiblioOttawaLibrary.ca): The role of OPL's website is to offer a wide spectrum of services traditionally available in library branches through the Internet, 24/7. The design focus for the website is on the organized integration of all types of resources and the development of interfaces which are efficient, customer-centric and effective for remote users. Citizens can access the library online catalogue (BiblioCommons), specialized websites for specific groups such as children, borrower account service including renewals and holds, extensive electronic databases, digital media and information services.

iii) Alternative Library Services (ALS): ALS allow OPL to bring library services to every corner of the city. Community-based services breakdown barriers related to geography, physical disability, or low literacy. Alternative service options respond to the diverse needs of residents, including persons with disabilities, and those living in isolated service areas. Community-based services address social isolation, provide outreach through programs and services, and enable residents to engage in their communities. Key components of this channel include: bookmobiles, kiosks, homebound and outreach services.

As recognized by the City of Ottawa, it is best practice to regularly forecast funding requirements on multi-year cycles. The development of a nine-year capital forecast is beneficial in that it:

- Provides a long-term understanding of the Library's financial condition;

- Provides the framework for the development of yearly budgets; and

- Highlights areas that may need to be pursued to reduce any funding gaps and increase financial sustainability.

6.2 Moving Forward

The Draft Nine-Year Capital Forecast being tabled for information will serve as a tool that allows the Library to properly plan and develop a longer term view for the proposed roll-out of RFID across its 33 locations.

When the Board's Finance and Budget Committee met September 26, 2012, they also considered two nine-year capital forecast options, which aligned with each of the 2013 draft operating and capital budget estimates. The preferred option being tabled for information:

- Focuses on self-funding RFID and finding the necessary FTEs required to support growth (e.g. West District Library)

- Estimates timelines to support the Board's Branch Renovation Priorities as approved at its May 2012 meeting.

- Allows for funds to be invested in alternative service delivery, thereby accommodating the changing environment in which library services are delivered.

The Draft Nine-Year Capital Forecast involves no additional increases to the City's tax base for 2014. It does, however, signal the requirement for an increased pay-as-you go envelope beginning in 2015 in order to fund gaps that currently exist in keeping pace with growth, and implementing a staged asset renewal plan.

Any request to increase the PAYG envelope will be brought forward to the OPL Board and Ottawa City Council as required.

Table 7 - Draft OPL Nine-Year Capital Forecast (2014-2022)

DESCRIPTION OF PROJECT	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	Total Plan
Bookmobile Replacement							200				200
General Repairs and Maintenance	200	200	325	300	350	350	350	475	525	525	3600
Furniture and Equipment	160	285	150	300	300	375	350	425	510	400	3255
Library Computer & IT Equipment	300	250	350	300	350	350	350	350	550	650	3800
ILS/Desktop Maintenance	400	350	425	400	325	250	300	325	500	600	3875
Web-based Library Services Maintenance	100	100	150	150	100	300	350	450	525	725	2950
Vehicles replacement		50	85	85		125	100	125	225	225	1020
Total Maintenance of City Assets	**1160**	**1235**	**1485**	**1535**	**1425**	**1750**	**2000**	**2150**	**2835**	**3125**	**18700**
Signage			75		50	50	50	100	150	100	575
Library Retrofits	700	510	300	1045	670	895	1150	570	700	600	7140
E-Payment			150								150
RFID	985	1105	1240	910	395	675	430	595			6335
Alternative Library Services Delivery	60	100	200		200	600	200	400	600	600	2960
Innovation & Strategic Initiatives	150	100	250	200	150	200	200	225	275	350	2100
Total Strategic Initiatives	**1895**	**1815**	**2215**	**2155**	**1465**	**2420**	**2030**	**1890**	**1725**	**1650**	**19260**
Total Strategic Initiatives & Renewals PAYGO	**3055**	**3050**	**3700**	**3690**	**2890**	**4170**	**4030**	**4040**	**4560**	**4775**	**37960**
Rural North East (19%)								1620			1620
South Urban Community (19%)					3969						3969
Collections (15%)		500		500	1281		1500		750		4531
Total Growth		**425**		**425**	**4304**		**1275**	**1312**	**638**		**10120**
PAYG ACTUAL	**3055**	**3125**	**3700**	**3765**	**3836**	**4170**	**4255**	**4348**	**4673**	**4775**	**39702**

7. SUMMARY – RECOMMENDATION

As part of the 2013 budget process, OPL is required to prepare a budget for both operating and capital that supports the City's directive to have no more than a 2.5% increase in the overall tax rate and that falls within the funding envelopes provided for the OPL.

The 2013 OPL Draft Operating Budget request represents an increase of $1.415 million, over the 2012 net requirement and:

- Is within the funding envelopes provided to OPL for operating and capital. The amount represents a 3.4% increase to OPL's operating budget.

- Aligns and supports the Board's key strategic priorities

- Fulfills OPL's mandatory requirements (contractual and legislative);

- Maintains OPL's current operations and services, advances the requirement for RFID and related technology training as well as provides capacity to accelerate the renewal and expansion of the Emerald Plaza Branch.

- Represents no increases in FTE (full-time equivalent) positions in this budget.

- Includes the Nine-Year Capital Forecast which provides a full-schedule of RFID roll-out, with the last branch coming on stream in 2020.

The timetable for the Library Board's key budget dates is as follows:

Date	Event
October 24, 2012	Table the 2013 OPL Draft Operating and Capital Budget Estimates with Ottawa city Council (to be presented by the Chair and the CEO)
October 29-November 7, 2012	Participate in city-wide community consultations
November 19, 2012	OPL Board considers and recommends for approval to Council, OPL's 2013 Draft Operating and Capital Budgets
November 28, 2012	Ottawa City Council consideration and approval of OPL's 2013 Operating and Capital budgets

It is therefore recommended:

i) **That the Ottawa Public Library (OPL) Board receive and table the 2013 Draft Operating and Capital Budget Estimates for consideration at a subsequent meeting of the Board, to be held on 19 November 2012; and**

ii) **That the 2013 OPL Draft Operating and Capital Budget Estimates be tabled with City Council for consideration at its meeting of 24 October 2012; and**

iii) **That the OPL Board receive the Nine-Year Capital Forecast for information.**

Attachments

Document 1 – Ottawa Public Library 2013 Draft Budget Briefing Note
Document 2 – Ottawa Public Library 2013 Draft Operating Budget Book
Document 3 – Ottawa Public Library 2013 Draft Capital Budget Book
Document 4 – Report to Council, October 24, 2012 -- Ottawa Public Library:
          2013 Draft Budget Estimates

Ottawa Public Library – 2013 Budget Briefing Note

Description

The Ottawa Public Library (OPL) is an agency of the City of Ottawa established by municipal by-law under the authority of the Ontario Public Libraries Act. It is governed by a Council-appointed Board of 14, including six elected councillors and eight citizens. The term of the Board is four years, concurrent with the term of council. The goal of the OPL is to provide efficient, effective and equitable library and information service to the citizens of Ottawa through 33 branches plus digital, mobile and outreach services. OPL is the largest bilingual library (French and English) in North America and is the second busiest library in Ontario. OPL works with many local, provincial and national partners to extend and enrich service. The OPL mission is to build a strong Ottawa community by supporting literacy and life-long learning, fostering inspiration and enjoyment and connecting people to each other and the world.

The OPL's *2012-2015 Strategic Plan* include five primary directions, and focus on:

- Services that are relevant, accessible, and customer-centric (more than 33.1 million uses);
- Spaces that are welcome, vital community hubs (more than 5.3 million visits);
- Technology-driven continuous improvement (RFID implemented at Hazeldean Branch; library apps available for mobile devices);
- Engaging key stakeholders (first Biblio-Forum held with the Francophone community in April; enhanced customer interaction through blogging and social media); and
- Ensuring excellence in governance, effective accountability and financial sustainability (Board self-evaluation and governance review in 2012).

The Strategic Plan may be viewed in full at: http://biblioottawalibrary.ca/sites/biblioottawalibrary.ca/files/PDFs/Strat_Bro_Web_E1.pdf

At this time, OPL has 451.81 budgeted FTEs representing a head count that ranges from 650 to 700. Of the total staff, 96.5% are frontline staff and 3.5% are management and administrative staff. Unionized library employees are represented by one bargaining agent: CUPE 503 Library Group. Total annual library uses now exceed 33.1 million.

Programs / Services Offered

The major programs of the Ottawa Public Library include the following:

- Borrower Services: enable library users to borrow and reserve books, magazines and other library materials; register and manage borrower accounts; manage the collection of fees and fines

- Lifelong Reading and Literacy: connect citizens with information; develop and foster research skills and promote reading and literacy both within the institution, and with external organizations, groups, individuals and partners; guide readers to books and other materials that match their interests and reading levels; assist library users in accessing electronic information resources and downloading e-books and music; provide services to children and teens; and offer business and career services

- Collection and Resource Services: build and maintain a comprehensive collection of print and digital materials and resources for adults, teens and children in a wide range of formats and languages; catalogue, classify and process materials; deliver books and materials to all library branches

- Digital Services: extend library services through the web channel; enable user self-service; develop and maintain the online library catalogue and borrower systems and mobile device applications; enable organization, access to and development of electronic information, electronic databases, e-books, and services; support and deliver public service through the library's website www.BiblioOttawaLibrary.ca

- Access, Outreach and Diversity Services: provide service to the homebound, persons with disabilities, new Canadians and marginalized populations; provide bookmobile services for citizens in urban and rural areas; coordinate library volunteers; develop community and government partnerships to improve adult literacy; promote library services and activities.

- Library Board Governance: provide strategic support and management services to the 14-member governing Board of the library; the library is operated and Board is established under the authority of the Ontario Public Libraries Act. The Library Board reports directly to Council.

- Capital Planning and Development; maintain, plan, and develop library facilities to ensure that all OPL facilities are warm, welcoming and safe places for the public and staff alike.

Continuous Improvement

The Library continuously seeks to respond to increased service demands through ongoing review and adjustments to staffing levels and through the introduction of technology.

In 2012, the Library began self-funding the multi-year implementation of Radio Frequency Identification (RFID) technology. This enabling technology will:

- Support fiscal sustainability through its implementation;
- Provide improved customer service
- Streamline operations – decreasing the reliance on repetitive work for employees and increasing the opportunities for more meaningful work
- Help to address OPL's future growth needs, current and foreseeable financial conditions, and pressures associated with an aging work force

Ottawa Public Library – 2013 Budget Briefing Note

Performance / Outcome Measures

The Library Board reviews both quantitative and qualitative measures in assessing performance and planning for the future.

1. Quantitative Performance Measures

Measure	2010	2011	2012 Est. Target
Population	917,570	927,118	936,765
Service Statistics			
Items borrowed	10,559,495	11,156,138	11,638,293
Electronic visits *	12,468,060	14,993,291	11,322,802 *
Programs	10,165	10,414	10,669
Attendance	194,956	204,714	214,960
In-person visits	5,254,500	5,275,850	5,297,287
Volunteer hours	43,527	44,466	45,425
Library Uses *	33,644,929	36,685,289	33,085,289 *
Ontario Municipal Benchmarking Initiative (OMBI)	**2010**	**2011**	**2012 - TBA**
Library uses/capita	36.7	39.6	35.3
Annual circulation/capita	11.41	11.75	12.1
Library holdings	2.4M	2.35M	2.4M
Number of library holdings/capita	2.66	2.54	2.56
Number of square feet/capita	0.46	0.48	046
Annual $ amount spent on library materials/capita	5.55	5.36	5.36
Library $ cost/use	$1.34	$1.39	$1.40
Operating $/capita	$49.13	$54.85	$56.14
Annual number of library service hours/capita	0.09	0.09	0.09
* The decrease in these numbers is attributed to modified counting algorithms within web based systems			

Within 2011 OMBI results, the Ottawa Public Library has:
- Lowest cost per use @ $1.41/use
- 2nd highest annual library uses per capita @ 39.6
- Highest electronic library uses per capita @ 19.2

2. Qualitative Performance Measures

Qualitative performance is measured in part by effective use of technology; customer satisfaction and public and peer recognition awards won.

Effective Use of Technology
The Ottawa Public Library provides customers with access to core library services through the library website from their home PCs and on mobile devices. Recent technology upgrades include:
- A website upgrade in 2012, providing enhanced patron interaction through blogging, social media feeds, single sign-on services to a wide variety of library research tools and a mobile interface for access to the library's services through smart phones and tablets.
- The introduction of Radio Frequency (RFID) technology in one library branch to streamline processing of labour-intensive transactions and to enhance customer service interactions.
- The introduction of Android and iPhone mobile apps to maximize effectiveness of library research tools from the two most popular smart-phone platforms. The development of a mobile website to effectively support to all mobile phone platforms and tablets.
- An e-mail pre-notification service, allowing customers an e-mail message reminding them their library materials are coming due.
- An iPad pilot in three library branches to evaluate the use of tablet technology to provide customer service.

Customer Satisfaction
- The Library had the highest ranking of any City service in the City 2010 citizen satisfaction survey.

Customer Engagement
- OPL seeks new and innovative ways to engage its customers to ensure customer-centric services and experiences. Using social media to actively converse with customers, respond to their questions, and promote programs, events and services. Tweeting 1 to 12 times a day, OPL how has 2,000 followers, double the number from last year.
- Programs such as Ottawa's first Human Library Event, offered through partnering with CBC and the Canadian War Museum, provided an exciting opportunity to connect through one-on-one conversations with individuals with a diverse set of life experiences, stories and knowledge.
- The first ever Biblio-Forum provided an opportunity to network and share ideas with the Francophone community to explore potential partnerships. Two such partnerships have come to fruition with key cultural organizations: MIFO and MASC.

Honours, Recognition and Leaderhip Activities

- Library trustees continue to play an important role on the provincial and international stage: Vice-Chair Jim Bennett serves as the President of the Federation of Ontario Public Libraries, while Chair Jan Harder serves on the Urban Libraries Council.
- Employee Recognition Awards: 15 employees were nominated for Peer Recognition Awards; 36 employees in 3 teams were nominated for Team Achievement Awards; 3 employees were nominated for Individual Achievement awards; 125 employees received OPL service pins; 12 employees were honoured with City of Ottawa Long Service Awards for more than 25 years of service; 21 retired employees were honoured by the City of Ottawa.
- Volunteer Recognition: 9 Library volunteers received long service awards from the Ontario Ministry of Citizenship and Immigration

2013 Budget Risks / Other Considerations

- *OPL 2012-2015 Strategic Plan*: achievement of the Board's stated goal to provide service excellence that is customer-focused requires additional investment and/or re-investment in areas such as facilities renewal, technology, training and materials.

- Provincial operating grant: All public libraries in Ontario receive an annual operating grant from the Province of Ontario. It has not been upwardly adjusted for inflation or growth since 1995, and was reduced by 40% in 1996-97-98. Any reduction or elimination of this annual grant of $1.38M (2011 figure) would have significant impact on the Library's capacity.

- Aging Workforce: The average age of the OPL workforce is higher than that of the City's workforce. Demographic, cultural, linguistic and economic forces means that employee development, hiring strategies, and succession planning are being strengthened in order to ensure a strong, bilingual, well-trained labour force in the future.

- Capital Development: Infrastructure projects, including the expansion of the Beaverbrook branch into the West District Library must be completed on time to safeguard funding; annual cycle of retrofitting library branches has resulted in some service disruptions, lost revenue from fees, fines and rentals.

- General Risk: the Ottawa Public Library has developed a detailed risk analysis framework and assigned the portfolio within the organization. The OPL is partnering with the City to further strengthen its risk management strategy.

- Financial Environment: The Library has adopted a multi-year self-funding approach to implement RFID after attempts to retain funds from other sources did not come to fruition. Success of this project is critical as it is the means by which OPL will fund future growth initiatives. This, compounded by a significant funding gap to keep up with capital renewal and keeping pace with growth limits OPL's ability to implement a staged asset renewal plan (See *Library Facilities and Growth Planning Study* tabled at Dec. 12, 2011 Board Meeting).

Other Considerations

Fees and Fines, Revenue Generation:

The Ottawa Public Library seeks external funding opportunities, thanks in part to its relationship with such community partners as the Friends of the OPL. In addition, a number of individual citizens have established special funds for the library with the Community Foundation of Ottawa.

The implementation of e-mail pre-notification service, allowing customers an e-mail message reminding them their library materials are coming due, and greater access to eBooks has contributed to the a decrease in fines. However, there is evidence that the implementation of technology for online payment of fines will increase revenue and this is being pursued aggressively for implementation in 2012.

The Library will be re-examining its fees and fines structure in 2013, with the view to maximizing opportunities within the confines of the *Public Libraries Act.*

Organization Chart 2010
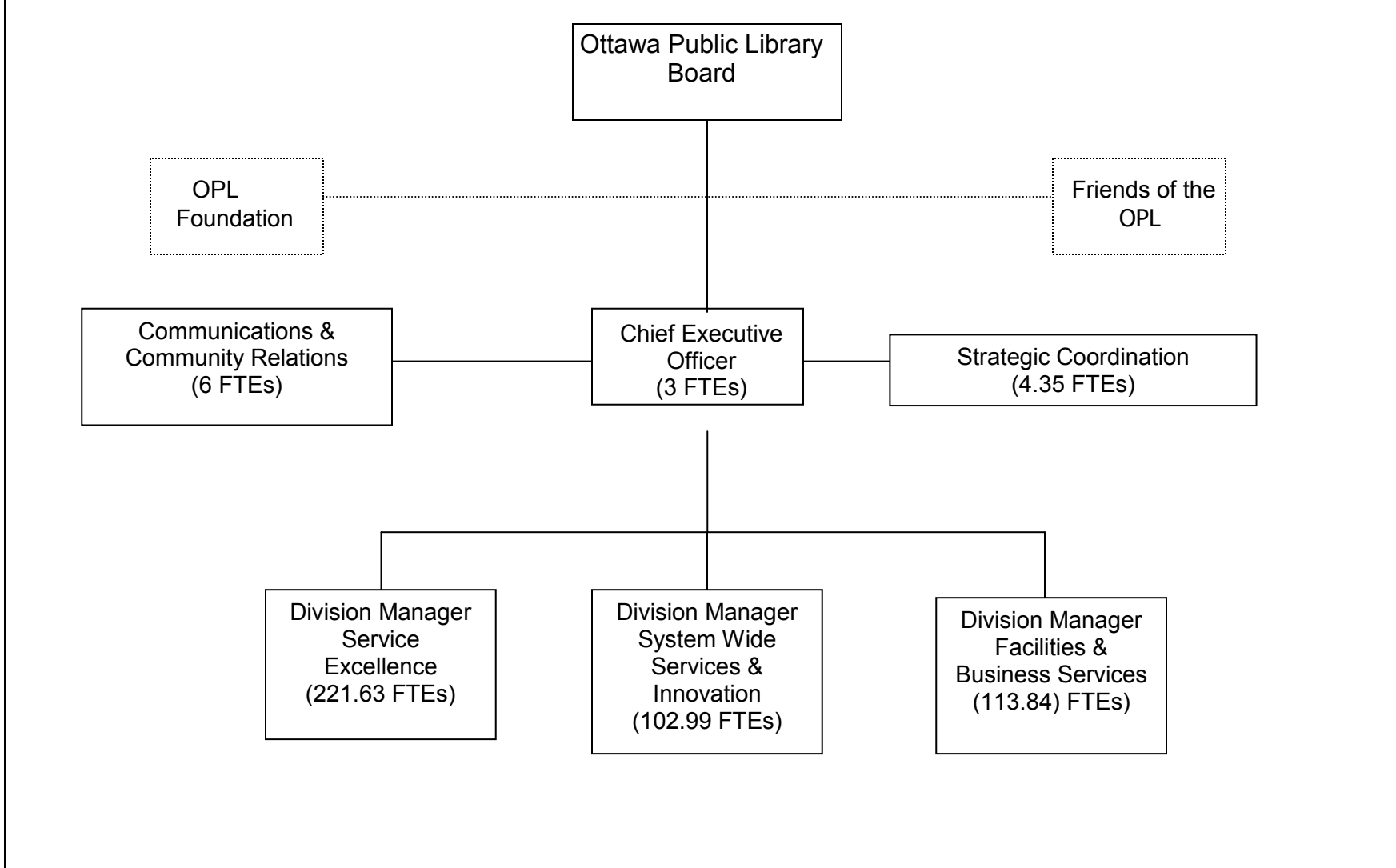
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                        │ Ottawa Public Library │
                        │        Board          │
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│     OPL      │                                      │ Friends of the│
│  Foundation  │ · · · · · · · · · · · · · · · · · · ·│     OPL       │
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┌──────────────────┐    ┌──────────────────┐    ┌──────────────────────┐
│ Communications & │    │ Chief Executive  │    │ Strategic Coordination│
│Community Relations│───│     Officer      │────│     (4.35 FTEs)       │
│    (6 FTEs)      │    │    (3 FTEs)      │    └──────────────────────┘
└──────────────────┘    └──────────────────┘
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| Division Manager Service Excellence (221.63 FTEs) | Division Manager System Wide Services & Innovation (102.99 FTEs) | Division Manager Facilities & Business Services (113.84) FTEs |

City of Ottawa
Ottawa Public Library - Operating Resource Requirement
In Thousands ($000)

Operating Resource Requirement	2011	2012		2013	$ Change Over
	Actual	Forecast	Budget	Estimate	2012 Budget
Expenditures by Program					
Chief Executive Officer's Office	2,012	1,612	1,898	1,958	60
System Wide Services & Innovation	8,539	9,244	9,318	9,749	431
Service Excellence	21,278	21,466	21,580	22,086	506
Facilities & Business Services	9,055	9,486	9,118	9,326	208
Non Departmental	2,689	2,934	2,934	3,144	210
Service Ottawa	-	-	-	-	-
Gross Expenditure	**43,573**	**44,742**	**44,848**	**46,263**	**1,415**
Recoveries & Allocations	(110)	(50)	(100)	(100)	-
Revenue	(4,202)	(3,540)	(3,596)	(3,596)	-
Net Expenditure	**39,261**	**41,152**	**41,152**	**42,567**	**1,415**
Expenditures by Type					-
Salaries, Wages & Benefits	29,977	30,853	30,737	31,412	675
Overtime	162	140	71	71	-
Material & Services	6,538	6,396	6,639	7,069	430
Transfers/Grants/Financial Charges	2,689	2,934	2,937	3,147	210
Fleet Costs	135	121	155	155	-
Program Facility Costs	3,770	3,881	3,881	3,981	100
Other Internal Costs	302	416	427	427	-
Service Ottawa	-	-	-	-	-
Gross Expenditures	**43,573**	**44,741**	**44,847**	**46,262**	**1,415**
Recoveries & Allocations	(110)	(50)	(100)	(100)	-
Net Expenditure	**43,463**	**44,691**	**44,747**	**46,162**	**1,415**
Revenues By Type					
Federal	(81)	(87)	(70)	(70)	-
Provincial	(1,441)	(1,430)	(1,380)	(1,380)	-
Municipal	-	-	-	-	-
Own Funds	(120)	-	-	-	-
Fees and Services	(1,293)	(753)	(844)	(844)	-
Fines	(1,267)	(1,270)	(1,302)	(1,302)	-
Other	-	-	-	-	-
Total Revenue	**(4,202)**	**(3,540)**	**(3,596)**	**(3,596)**	**-**
Net Requirement	**39,261**	**41,151**	**41,151**	**42,566**	**1,415**
Full Time Equivalents			451.81	451.81	-

City of Ottawa
Ottawa Public Library - Operating Resource Requirement Analysis
In Thousands ($000)

Operating Resource Requirement Analysis	2012 Baseline			2013 Adjustments						2013	$ Change over '12 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
Expenditures by Program											
Chief Executive Officer's Office	1,612	1,898	-	60	-	-	-	-	-	1,958	60
System Wide Services & Innovation	9,244	9,318	-	431	-	-	-	-	-	9,749	431
Service Excellence	21,466	21,580	-	356	-	150	-	-	-	22,086	506
Facilities & Business Services	9,486	9,118	-	208	-	-	-	-	-	9,326	208
Non Departmental	2,934	2,934	-	210	-	-	-	-	-	3,144	210
Service Ottawa	-	-	-	-	-	-	-	-	-	-	
Gross Expenditure	**44,742**	**44,848**	**-**	**1,265**	**-**	**150**	**-**	**-**	**-**	**46,263**	**1,415**
Recoveries & Allocations	(50)	(100)	-	-	-	-	-	-	-	(100)	-
Revenue	(3,540)	(3,596)	-	-	-	-	-	-	-	(3,596)	-
Net Requirement	**41,152**	**41,152**	**-**	**1,265**	**-**	**150**	**-**	**-**	**-**	**42,567**	**1,415**
Expenditures by Type											
Salaries, Wages & Benefits	30,853	30,737	-	675	-	-	-	-	-	31,412	675
Overtime	140	71	-		-	-	-	-	-	71	-
Material & Services	6,396	6,639	-	280	-	150	-	-	-	7,069	430
Transfers/Grants/Financial Charges	2,934	2,937	-	210	-	-	-	-	-	3,147	210
Fleet Costs	121	155	-	-	-	-	-	-	-	155	-
Program Facility Costs	3,881	3,881	-	100	-	-	-	-	-	3,981	100
Other Internal Costs	416	427	-	-	-	-	-	-	-	427	-
Service Ottawa	-		-	-	-	-	-	-	-	-	-
Gross Expenditures	**44,741**	**44,847**	**-**	**1,265**	**-**	**150**	**-**	**-**	**-**	**46,262**	**1,415**
Recoveries & Allocations	(50)	(100)	-	-	-	-	-	-	-	(100)	-
Net Expenditure	**44,691**	**44,747**	**-**	**1,265**	**-**	**150**	**-**	**-**	**-**	**46,162**	**1,415**
Percent of 2012 Net Expenditure Budget			**0.0%**	**2.8%**	**0.0%**	**0.3%**	**0.0%**	**0.0%**	**0.0%**	**3.2%**	
Revenues By Type											
Federal	(87)	(70)	-	-	-	-	-	-	-	(70)	-
Provincial	(1,430)	(1,380)	-	-	-	-	-	-	-	(1,380)	-
Municipal	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(753)	(844)	-	-	-	-	-	-	-	(844)	-
Fines	(1,270)	(1,302)	-	-	-	-	-	-	-	(1,302)	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	**(3,540)**	**(3,596)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(3,596)**	**-**
Percent of 2012 Revenue Budget			**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	
Net Requirement	**41,151**	**41,151**	**-**	**1,265**	**-**	**150**	**-**	**-**	**-**	**42,566**	**1,415**
Percent of 2012 Net Requirement Budget			**0.0%**	**3.1%**	**0.0%**	**0.4%**	**0.0%**	**0.0%**	**0.0%**	**3.4%**	
Full Time Equivalents (FTE's)		451.81	-	-	-	-	-	-	-	451.81	-
Percent of 2012 FTE's			**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	

City of Ottawa
Ottawa Public Library
In Thousands ($000)

2012 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	**Rev.**	**Net**
Forecast vs. Budget Variance Explanation			
Reduced fees and fine revenue as a result of branch closures for renovations and the implementation of fine notification system	-	(123)	(123)
One-time provincial/federal funding for special projects	-	67	67
Excess compensation over budget as a result of mandatory training requirments and backfilling for sick leave offset by reduced spending in materials & services	56	-	56
Total Surplus / (Deficit)	**56**	**(56)**	**-**

2012 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	**Rev.**	**Net 2012 Changes**	**FTE Impact**
Adjustments to Base Budget				
	-	-	-	-
Total Adjustments to Base Budget	**-**	**-**	**-**	**-**

City of Ottawa
Ottawa Public Library
In Thousands ($000)

2013 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2013 Changes	FTE Impact
Maintain Services				
Adjustment for 2011 contracts settlements, increments and benefit adjustments	600	-	600	-
Inflationary increase to maintenance and licensing agreements	270	-	270	-
2.5% inflation on Library PAYGO	75	-	75	-
Adjustment to PBG costs related to inflation on compensation contracts, hydro cost increases, contractual contracts for janitorial, security, and other maintenance	100	-	100	-
Increase in training hours to fulfill requirements as per legislated/mandated obligations, day 1 readiness training and delivering 21st century services in two key areas: technology and leadership	75	-	75	-
Base transfer from Operating to Library Capital PAYGO to support the Radio Frequency Identification project to maintain ability to staff for future growth within existing operating funds (ie, West District)	135	-	135	-
Inflationary increase to the Rural Deliveries contract	10	-	10	-
				-
	-	-	-	-
Total Maintain Services	**1,265**	**-**	**1,265**	**-**

2013 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2013 Changes	FTE Impact
Growth				
Emerald Plaza expansion operating lease increase.	150	-	150	
	-	-	-	-
Total Growth	**150**	**-**	**150**	**-**

2013 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2013 Changes	FTE Impact
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	-	-	-	-
	-	-	-	-
Total User Fees & Revenues	**-**	**-**	**-**	**-**

City of Ottawa
Ottawa Public Library
In Thousands ($000)

Proposed Service Adjustments				
See Proposed Budget Changes schedule for details	-		-	-
Total Proposed Service Adjustments	-	-	-	-
Total Budget Changes	**1,415**	-	**1,415**	-

City of Ottawa
Ottawa Public Library

User Fees	2011 Rate $	2012 Rate $	2013 Rate $	% Change Over		Effective Date DD-MMM-YY	2013 Revenue ($000)
				2012	2011		
Ottawa Public Library							
Adult books, books on audio cassettes, books on CD/DVD	$0.50 per day; $25 max	$0.50 per day; $25 max	$0.50 per day; $25 max	0.0%	0.0%	N/A	-
Adult paperbacks	$0.50 per day; $10 max	$0.50 per day; $10 max	$0.50 per day; $10 max	0.0%	0.0%	N/A	-
Adult periodicals	$0.50 per day; $3 max	$0.50 per day; $3 max	$0.50 per day; $3 max	0.0%	0.0%	N/A	-
Adult CDs, videos, CD-Roms, DVDs	$1.00 per day; $20 max	$1.00 per day; $20 max	$1.00 per day; $20 max	0.0%	0.0%	N/A	-
Juvenile/YA books, books on audio cassettes, books on CD/DVD	$0.25 per day; $5 max	$0.25 per day; $5 max	$0.25 per day; $5 max	0.0%	0.0%	N/A	-
Juvenile/YA paperbacks, periodicals	$0.25 per day; $3 max	$0.25 per day; $3 max	$0.25 per day; $3 max	0.0%	0.0%	N/A	-
Juvenile/YA vertical file & picture envelopes	$0.25 per day; $1 max	$0.25 per day; $1 max	$0.25 per day; $1 max	0.0%	0.0%	N/A	-
Juvenile/YA Cds, videos, Cd-Roms, DVDs	$0.50 per day; $10 max	$0.50 per day; $10 max	$0.50 per day; $10 max	0.0%	0.0%	N/A	-
Express Reads	$2.00 per day; $35 max	$2.00 per day; $35 max	$2.00 per day; $35 max	0.0%	0.0%	N/A	-
Museum pass	$1.00 per day; $25 max	$1.00 per day; $25 max	$1.00 per day; $25 max	0.0%	0.0%	N/A	-
Pedometer	$0.50 per day; $30 max	$0.50 per day; $30 max	$0.50 per day; $30 max	0.0%	0.0%	N/A	-
Watt meter	$1.00 per day; $30 max	$1.00 per day; $30 max	$1.00 per day; $30 max	0.0%	0.0%	N/A	-
Backpack	$0.25 per day; $5 max	$0.25 per day; $5 max	$0.25 per day; $5 max	0.0%	0.0%	N/A	-

City of Ottawa
Ottawa Public Library

User Fees	2011 Rate $	2012 Rate $	2013 Rate $	% Change Over		Effective Date DD-MMM-YY	2013 Revenue ($000)
				2012	2011		
Interlibrary Loan	$1.00 per day; $35 max	$1.00 per day; $35 max	$1.00 per day; $35 max	0.0%	0.0%	N/A	-
Lost or damaged beyond repair items	cost + processing chg	cost + processing chg	cost + processing chg	0.0%	0.0%	N/A	-
Repairable damage (bindery)	$8.00	$8.00	$8.00	0.0%	0.0%	N/A	-
Lost cassette/video/CD cases, hanging bags (AV set)	$2.00	$2.00	$2.00	0.0%	0.0%	N/A	-
Lost/damaged vertical file & picture envelopes	$1.00	$1.00	$1.00	0.0%	0.0%	N/A	-
Non-Resident fee (4 months +)	$50 each/$100 family	$50 each/$100 family	$50 each/$100 family	0.0%	0.0%	N/A	-
Visitor Fee (3 months or less)	$5 per mth	$5 per mth	$5 per mth	0.0%	0.0%	N/A	-
Adult Library Card replacement	$5.00	$5.00	$5.00	0.0%	0.0%	N/A	-
Juvenile/YA Card replacement	$1.00	$1.00	$1.00	0.0%	0.0%	N/A	-
Exam Invigilation (pilot project)	$50	$50	$50	0.0%	0.0%	N/A	-
Floppy disks	$1.00	$1.00	$1.00	0.0%	0.0%	N/A	-
NSF cheque	$37.00	$37.00	$37.00	0.0%	0.0%	N/A	-
Photocopies	$0.10 per page	$0.10 per page	$0.10 per page	0.0%	0.0%	N/A	-
Room Rentals							
Main Library Auditorium							
Commercial	$57.52/hour	$57.52/hour	$57.52/hour	0.0%	0.0%	N/A	-
Non-profit	$30.97/hour	$30.97/hour	$30.97/hour	0.0%	0.0%	N/A	-
Nepean Centrepointe							
Commercial	$66.28/4 hrs	$66.28/4 hrs	$66.28/4 hrs	0.0%	0.0%	N/A	-
Non-profit	$53.03/4 hrs	$53.03/4 hrs	$53.03/4 hrs	0.0%	0.0%	N/A	-
Other Library Branches							
Commercial	$66.38/4 hrs	$66.38/4 hrs	$66.38/4 hrs	0.0%	0.0%	N/A	-
Non-profit	$22.12/4 hrs	$22.12/4 hrs	$22.12/4 hrs	0.0%	0.0%	N/A	-
Total Ottawa Public Library							**-**

City of Ottawa
Service Area: Library

In Thousands ($000)

Project Information	Financial Details

907046   Furniture & Equipment 2013

Dept: Library	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016

Replacement of worn-out and incremental furniture and equipment is funded through this annual capital program. This includes items such as library shelving, study desks, carrels, chairs, public reading furniture and workstations. This does not include information technology items. Supports OPL's Strategic Direction (B) Places and Spaces that are Vital, Welcoming Community Hubs.

2013 Request	160	Unspent Previous Authority	205
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	160	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2013	2014	2015	2016
Authority	160	285	150	300
Spending Plan	365	285	150	300
FTE's	-	-	-	-
Operating Impact	-	-	-	-

907047   General Repairs & Maint 2013

Dept: Library	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016

Required building maintenance repairs and minor improvements for the over 420,000 square feet of library facilities are funded through this annual capital program. Individual projects, such as painting, minor flooring repair, and lighting improvements, are implemented in consultation with City Public Works department. Major life cycle replacements e.g. those over $10,000, are funded through the Comprehensive Asset Management capital program. Supports OPL's Strategic Direction (B) Places and Spaces that are Vital, Welcoming Community Hubs.

2013 Request	200	Unspent Previous Authority	414
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	200	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2013	2014	2015	2016
Authority	200	200	325	300
Spending Plan	614	200	325	300
FTE's	-	-	-	-
Operating Impact	-	-	-	-

City of Ottawa
Service Area: Library
In Thousands ($000)

Project Information	Financial Details

907049   IT Library Comp/Equip 2013

Dept: Library	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016

This is an annual project which will replace library computers and equipment not covered through ITS' lifecycle program. It will be used to fund computer equipment for the public including PCs, monitors, privacy screens and the addition of laptops and projectors used for community outreach. It will also be used to purchase computers and peripheral equipment for staff who have none or who are sharing at unacceptably high ratios. Supports OPL's Strategic Directions (A) Provide Responsive Services and (E) Be an Accountable and Innovative Organization.

2013 Request	300	Unspent Previous Authority			638
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	300	Development Charges			-
Gas Tax	-	Debt			-
Forecast	2013	2014	2015		2016
Authority	300	250	350		300
Spending Plan	938	250	350		300
FTE's	-	-	-		-
Operating Impact	-	60	50		70

907050   IT Web Based Lib Serv Maint 2013

Dept: Library	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016

This is an annual project for the ongoing development of the Library website. As a virtual branch, the website provides a core service conveniently extending the library's services into the community, regardless of location. In 2013, the funds will be used to continue web development and design, content management and archiving, software, and hardware as required to respond to public requirements including social media, services to small business, newcomers, and teens, and to increase public self-service.   Supports OPL's Strategic Directions (A) Provide Responsive Services and (E) Be an Accountable and Innovative Organization.

2013 Request	100	Unspent Previous Authority			243
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	100	Development Charges			-
Gas Tax	-	Debt			-
Forecast	2013	2014	2015		2016
Authority	100	100	150		150
Spending Plan	343	100	150		150
FTE's	-	-	-		-
Operating Impact	-	20	20		30

City of Ottawa
Service Area: Library
In Thousands ($000)

2013 Draft Budget

Project Information	Financial Details

907051   IT/ILS Desktop Maint 2013

Dept: Library	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016

The Integrated Library System (ILS) is the inventory control system, catalogue and primary service delivery channel for the Library. The Library currently has staff desktops and public desktops to support and deliver service. In 2013, this project will ensure required maintenance and currency for the hardware and software on the server and desktop sides of the library technology infrastructure. This includes the development and implementation of a major desktop virtualization project (being undertaken in conjunction with the City as part of the ITS Technology Roadmap) and implementation of an automated employee scheduling system. Other supported applications include Library Online (an automated system used by the public to book computer time at library branches), and other key server-based systems to ensure compliance with certified versions of software, effective library workflow and efficient service delivery.   Supports OPL's Strategic Directions (A) Provide Responsive Services and (E) Be an Accountable and Innovative

2013 Request	400	Unspent Previous Authority			354
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	400	Development Charges			-
Gas Tax	-	Debt			-
Forecast	2013	2014	2015	2016	
Authority	400	350	425	400	
Spending Plan	754	350	425	400	
FTE's	-	-	-	-	
Operating Impact	-	90	65	90	

907053   Alternate Library Service Delivery

Dept: Library	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2016

The role of non-branch community-based service channels is to bring library services to every corner of the city. Community-based services break down barriers related to geography, physical disability, or low literacy. Alternate service options respond to the diverse needs of residents including persons with disabilities and those living in isolated service areas. Community-based services address social isolation, provide outreach through programs and services, and enable residents to engage in their communities.

Opportunities linked to this project include evaluation of new kiosks and "Focused-service facilities" in new types of locations. This supports OPL's Strategic Directions (B) Places and Spaces that are Vital, Welcoming Community Hubs and (D) Innovation through Technology and Continuous Improvement.

2013 Request	60	Unspent Previous Authority			-
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	60	Development Charges			-
Gas Tax	-	Debt			-
Forecast	2013	2014	2015	2016	
Authority	60	100	200		
Spending Plan	60	100	200	-	
FTE's	-	-	-	-	
Operating Impact	40	40	80	-	

City of Ottawa
Service Area: Library
In Thousands ($000)

Project Information	Financial Details

907055   Innovation & Strateg. Initiative 2013

Dept: Library	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2016

This project will result in planning and development to support continuous improvement; customer-centred innovation; activities and initiatives; and research and analysis of emerging trends and issues including: reviews of existing services & standards; evaluation and testing of alternate service delivery models; and preparation of business cases for new technologies and services. Supports OPL's Strategic Direction (D) Innovation through Technology and Continuous Improvement and (E) Excellence in Governance, Accountability and Financial Sustainability.

2013 Request	150	Unspent Previous Authority			149
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	150	Development Charges			-
Gas Tax	-	Debt			-
Forecast	2013	2014	2015	2016
Authority	150	100	250	200
Spending Plan	299	100	250	200
FTE's	-	-	-	-
Operating Impact	-	-	-	-

907056   IT RFID 2013

Dept: Library	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2016

To support the ongoing implementation of Radio Frequency Identification (RFID), which in 2013 will include purchase of equipment for a number of additional branches, bins for use in the central automated materials handling system, as well as supporting project and change management. Supports OPL's Strategic Direction (D) Innovation through Technology and Continuous Improvement.

2013 Request	985	Unspent Previous Authority			205
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	985	Development Charges			-
Gas Tax	-	Debt			-
Forecast	2013	2014	2015	2016
Authority	985	1,105	1,240	910
Spending Plan	1,190	1,105	1,240	910
FTE's	-	-	-	-
Operating Impact	-	-	-	-

City of Ottawa
Service Area: Library
In Thousands ($000)

Project Information	Financial Details

907057   Library Retrofits 2013

Dept: Library	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2016

Changing service demands require modernizing and/or expanding library facilities to improve OPL's capability to meet these identified needs. The $700K requested in 2013 will be used to undertake a renovation and expansion of the Emerald Plaza Branch. This project was approved by the Library Board as one of its top 8 facilities renewal priorities. This branch is undersized based on its use and catchment area; expansion will result in self checkout service expansion and improved materials delivery processing to accommodate RFID implementation.   Remaining funds will also be used for requirements to accommodate RFID required retrofits for Nepean Centrepointe and Alta Vista branches. Supports OPL's Strategic Direction (B) Places and Spaces that are Vital, Welcoming Community Hubs.

2013 Request	700	Unspent Previous Authority			792
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	700	Development Charges			-
Gas Tax	-	Debt			-
Forecast	2013	2014	2015		2016
Authority	700	510	300		1,045
Spending Plan	1,492	510	300		1,045
FTE's	-	-	-		-
Operating Impact	-	-	-		-

Report to/Rapport au :

Select Committee_ENG
Select Committee_FRE

and Council / et au Conseil

October 24, 2012
24 octobre 2012

Submitted by/Soumis par :

Contact Person / Personne ressource: **Jan Harder, Chair / Présidente, Ottawa Public Library Board / Conseil d'administration de la Bibliothèque publique d'Ottawa; Danielle McDonald, Danielle McDonald, Chief Executive Officer /Directrice générale, Ottawa Public Library / Bibliothèque publique d'Ottawa**
613.580.242, x32189 / danielle.mcdonald@biblioottawalibrary.ca

CITY WIDE / À L'ÉCHELLE DE LA VILLE	Ref N°: ACS number

SUBJECT: OTTAWA PUBLIC LIBRARY: 2013 DRAFT BUDGET ESTIMATES

OBJET :   BIBLIOTHÈQUE PUBLIQUE D'OTTAWA: PRÉVISIONS BUDGÉTAIRES DE 2013

REPORT RECOMMENDATIONS
That City Council receive and table the Draft 2013 Ottawa Public Library Board Operating and Capital Budget Estimates for subsequent consideration by Council in Committee of the Whole.

RECOMMANDATIONS DU RAPPORT
Que le Conseil reçoive et dépose les prévisions budgétaires de fonctionnement et des immobilisations de 2013 de la Bibliothèque publique d'Ottawa aux fins d'examen ultérieur par le Conseil qui siégera à titre de Comité plénier.

EXECUTIVE SUMMARY

N/A

BACKGROUND

On June 11, 2012, the Ottawa Public Library Board approved both the timetable and the process for developing and approving the Draft 2013 OPL Operating and Capital Budget Estimates in keeping with direction provided by Ottawa City Council. The Board directed staff to develop options for its consideration that would reflect a proportionate share of the projected increase in tax revenues based on the library's 2012 net taxation requirements.This represented an increased funding envelope of $1.415 million.

The Council and Board directives referenced above have provided the framework upon which OPL has developed its budget. OPL prepared the draft operating and capital budget estimates in consultation with City staff and within the envelope provided through the City. Moreover, the Library Board's Finance and Budget committee has reviewed staff's recommended budget options to ensure that they aligned with the Library's approved strategic directions.

The Library Board received and tabled the draft 2013 Operating and Capital Budgets at its regular meeting on October 15, 2012. The Board now forwards the draft budgets for tabling at the Regular Meeting of Council on October 24, 2012.

In summary, the 2013 OPL budget request aligns with the City's approved budget strategy, the Board's strategic initiatives and does not include any requests for new positions.

DISCUSSION

The Ottawa Public Library Board is responsible for the preparation and recommendation of a draft budget to be presented to Council. Council is responsible for the review and approval of the Ottawa Public Library Board's draft budget estimates.

The Ottawa Public Library is an agency of the City of Ottawa established by municipal bylaw under the authority of the Ontario Public Libraries Act. It is governed by a Council-appointed board of 14 trustees including six elected councillors and eight citizens. The term of the Board is four years, concurrent with the term of Council or until a new board is appointed by the new council.

The goal of the OPL is to provide efficient, effective and equitable library and information service to the citizens of Ottawa through 33 facilities, 2 bookmobiles, 3 mobile units, outreach and digital services including an extensive website and an online catalogue. The OPL is the largest bilingual (French/English) public library in North America and the second-largest public library in Ontario. The OPL works with many local, provincial and national partners to extend and improve service, in support of its mission to build a strong Ottawa community by supporting life-long learning and 21st century literacies, fostering inspiration and enjoyment and connecting people to each other and the world.

The OPL Board adopted its Strategic Plan 2012-2015 in December 2011. The Plan focuses on: relevant and vital services and spaces and innovation, engagement and excellence. The pillars that underpin these strategies include:

- Services that are relevant, accessible, and customer-centric; (more than 33.1 million uses);
- Spaces that are welcome, vital community hubs (more than 5.3 million visits);
- Technology-driven continuous improvement (RFID implemented at Hazeldean Branch; library apps available for mobile devices);
- Engaging key stakeholders (first Biblio-Forum held with the Francophone community in April; enhanced customer interaction through blogging and social media);
- Ensuring excellence in governance, effective accountability and financial sustainability (Board self-evaluation and governance review in 2012).

Information on OPL's strategic plan is available in full at:
http://biblioottawalibrary.ca/archive/board/strat_plans/strategic_e.pdf

The 2013 Operating Budget request represents an increase of $1.415 million over the 2012 net requirement, which is a 3.4% increase to OPL's net operating budget. This amount provides for the following priority requirements: contractual obligations for OPL employees; inflationary costs for rural materials delivery and public works; licenses and maintenance contract requirements; and monies required to fund the inflationary increase to OPLs PAYG (Pay As You Go) capital envelope. OPL has also allocated funds to support RFID (Radio Frequency Identification) implementation, an accelerated renewal and expansion plan for the Emerald Plaza Branch and RFID-Technology related training. These are all key strategic initiatives for the Library.

The 2013 Capital Budget total program request is $3.530 million (including lifecycle requirements) and is balanced to the Library's PAYG allocation.

RURAL IMPLICATIONS

There are no specific rural implications associated with this report. The OPL offers equitable service to all residents of the City of Ottawa.

CONSULTATION

The public consultation on the City's draft operating and capital estimates, a process in which the OPL participates each year, will be conducted through multi-ward bilingual budget consultation meetings taking place October 29 to November 07. Additional consultation will be available via the regularly scheduled monthly Ottawa Public Library Board meeting on November 19, 2012, where the draft budget will be reviewed and recommened by the Library Board, and through the Library's regular print and electronic feedback channels.

COMMENTS BY THE WARD COUNCILLOR(S)

N/A

LEGAL IMPLICATIONS

There are no legal impediments to implementing the recommendations in this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management impediments to implementing the recommendations in this report.

FINANCIAL IMPLICATIONS

Financial implications are identified within the report.

ACCESSIBILITY IMPACTS

There are no accessibility implications in implementing the recommendations in this report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications in implementing the recommendations in this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications in implementing the recommendations in this report.

TERM OF COUNCIL PRIORITIES

N/A

SUPPORTING DOCUMENTATION

Document 1 – Ottawa Public Library 2013 Draft Budget Briefing Note
Document 2 – Ottawa Public Library 2013 Draft Operating Budget Book
Document 3 – Ottawa Public Library 2013 Draft Capital Budget Book

<u>DISPOSITION</u>

Draft budget estimates for the Ottawa Public Library are forwarded to City Council for tabling on October 24, 2012 and further consideration as part of the budget process.