



## **BUDGET 2012**

### **Ottawa Public Library**

# **Draft Operating and Capital Budget**

## **Tax Supported Programs**

October 26, 2011



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## 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 trustees, including six 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; mobile and outreach services, and digital resources and services, including an extensive website and an automated catalogue system. OPL is the largest bilingual public library (French and English) in North America and is the second busiest public library in Ontario. OPL works with many local, provincial and national partners to extend and enrich services. The OPL mission is to build a strong Ottawa community by supporting 21<sup>st</sup> century literacies and life-long learning, fostering inspiration and enjoyment and connecting people to each other and the world.

The OPL has a draft **Strategic Framework** for 2012 – 2015 proposing the following service pillars and enablers:

- Relevant and Vital Services and Spaces

- Services that are relevant , accessible, and customer-centric
  - Relevant, accessible, customer centric
  - Targeting community needs (e.g. communities at risk)
  - Supporting 21<sup>st</sup> century literacies (e.g. financial, digital)
  - Expanding digital media (e.g. e-books and music)
  - Optimizing hours of service to meet changing customer needs
- Spaces that are welcome, vital community hubs
  - Maintaining our branches to support their roles as vital and welcoming community hubs
  - Enhancing and growing spaces to meet priority needs
  - Enhancing our on-line community space

Enabled by:

- Innovation, engagement and excellence

- Technology-driven continuous improvement
  - Leveraging technology to enhance services; streamlining services through continuous improvement and implementation of technology
- Engaging key stakeholders (customers, communities, partners, employees and volunteers)
- Ensuring excellence in governance, effective accountability and financial sustainability

## Programs / Services Offered

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

- Borrower Services: enable library users to borrow and reserve books, e-books and other library materials; register and manage borrower accounts; manage the collection of fees and fines
- Reader and Information Services: connect citizens with information; develop and foster research and reading skills that promote reading and literacy internally, and with external organizations, groups, individuals and partners; provide services to children and teens; and offer business and career services
- Collection and Resource Services: build and maintain a comprehensive collection of materials and resources for adults, teens and children in a wide range of formats and languages; select, acquire, catalogue, classify and process materials; deliver books and materials to all library branches
- Digital Services: take the library to the users; enable user self-service; develop and maintain the online library catalogue and borrower systems; 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](http://www.BiblioOttawaLibrary.ca)
- Access, Outreach and Diversity Services: provide service to the homebound, persons with disabilities and new Canadians; 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.
- 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

RFID Technology - The Ottawa Public Library identified the requirement for RFID several years ago. RFID has been approved and endorsed by the Board as both a key budget and service strategy to support continuous improvement:

- RFID is mainstream in public libraries: in Ontario alone, 13 public library systems (large and small) have partially or fully converted to RFID.
- RFID has a proven track record in:
  - Cost avoidance (ability to open new/expand existing branches without the need for additional employees)
    - Increase in circulation since 2000 = 58.7%
    - Work to handle library materials (19 million unique transactions per year) continues to outstrip employee capacity
  - Customer service (improved customer satisfaction thorough real time check in, faster check out)
  - Increased efficiency
  - Employee satisfaction (freeing up and reallocation of employees to more value-added tasks)
- RFID is strategically aligned to both Library and Council strategic priorities
- Impacts of not proceeding
  - Customer service – inability to respond to demand for new or enhanced service, decreased customer satisfaction
  - Cost avoidance – inability to open new or expand existing branches without additional FTEs
  - Employees – additional hours required for repetitive tasks, increased backlogs as usage increases

## Performance / Outcome Measures

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

### 1. Quantitative Performance Measures

Item	2008	2009	2010	↑ Trend ↓
Population City of Ottawa	888,853	908,390	917,570	↑
Total library uses	25,234,978	27,616,918	33,644,929	↑
Items borrowed *	10,453,343	10,693,958	10,559,495	↓
Library visits in person	4,802,150	5,005,050	5,254,500	↑
Library visits electronically	5,783,839	6,309,886	12,468,060	↑
Books and materials in the collection	2.24 mil	2.25 mil	2.4 mil	↑
Reference and information questions	663,750	637,000	681,750	↑
Electronic databases available for use	85	84	89	↑
Number of public workstation sessions *	947,499	937,294	900,046	↓
Programs	9,687	9,950	10,165	↑
Program attendance *	199,409	195,317	194,956	↓
Volunteer hours *	47,586	43,856	43,527	↓
<b>OMBI Ontario Municipal Benchmark Initiative Results</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>↑ Trend ↓</b>
Library uses per capita	25.8	28.1	30.4	↑
Circulations of items per capita	11.3	11.6	11.7	↑
Library holdings per capita	2.61	2.50	2.50	↔
Number of square feet per capita	0.48	0.48	0.47	↓
Amount spent on library materials per capita	4.86	4.84	5.39	↑
Operating \$ expended per capita	43.85	45.66	49.77	↑
Library cost per use	1.70	1.63	1.64	↑
Number of service hours per capita	0.09	0.09	0.09	↔

Downward trending numbers can be attributed to branch closures and Symphony migration. In 2010, four branches of the Ottawa Public Library were closed to allow for renovations. Circulation decreased only -1.26 % in 2010 over 2009.

- The Sunnyside branch closed November 30, 2009 and reopened August 16, 2010. During the renovation, a basic library service was provided through a temporary Library Depot.
- The Cumberland branch closed on January 19, 2010 and reopened June 8, 2010.
- The Vanier branch closed on June 28, 2010 and reopened on November 20, 2010.
- The Alta Vista branch closed on September 7, 2010 and reopened on Friday, January 21, 2011

## 2. External Based Funding

In 2009 through 2010 the Library received a total of \$5.424M in tri-government Infrastructure Stimulus Funding (ISF) for one new facility (Greely) and the renovation/rehabilitation of six other facilities (Alta Vista, Vanier, Cumberland, Sunnyside, Ruth E. Dickinson and Vernon). In 2011 no similar funding sources were available creating the need to leverage contributions from other external sources in 2012.

## 3. Qualitative Performance Measures

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

### *Effective Use of Technology*

The Ottawa Public Library strives to use technology both to streamline and enhance library services available in branch and remotely. Recent technology upgrades include:

- A website upgrade in 2010, providing enhanced patron interaction through blogging and the capacity to allow patrons to register for library programs online.
- A platform migration of the integrated library system, to ensure the library is on a supported platform for the foreseeable future.
- A new electronic library catalogue, providing an enhanced searching platform and the ability to interact with patrons through social networking features.
- The introduction of a library kiosk pilot project at the Hunt Club Riverside Community Centre – extending materials to patrons in a ward without a physical library.
- An e-mail pre-notification service, allowing patrons an e-mail message alerting them their library materials are coming due.
- A preschool web site upgrade, providing additional learning opportunities aligned with the Every Child Ready to Read program.
- Launch of mobile apps (I Phone, Android, OPL)
- Expansion of self-checkout technologies to the new Greely branch.
- The development of single sign-on technology, allowing patrons access to the library catalogue and multiple databases with one login.

### *Customer Satisfaction*

- The Library had the highest ranking of any City service in the City 2010 citizen satisfaction survey.
- Public libraries nation-wide scored as one of the highest rated institutions in terms of service quality and customer satisfaction with a score of 80/100, third after Quebec Retirement Pensions and Obtained Vaccinations at 84/100 and 82/100 respectively Source: *Citizens First 2008*, the most recent national study of both public and for-profit corporate sector institutions, by the Institute of Citizen Centred Service and the Institute of Public Administration of Canada.

### *Awards and Honours*

2011

- *Chair Jan Harder* won the 2011 Ontario Public Libraries Association James Bain Medallion awarded to a public library board member who has demonstrated outstanding leadership in the advancement of public library service in Ontario
- *Trustee Jim Bennett* was elected as Chair of the Board of the Federation of Ontario Public Libraries (FOPL)
- *Collection Access Department* won the Canadian Library Association/3M Award for Achievement in Technical Services under the leadership of Nelly Beylouni-Zamat, Manager
- *Suzanne Delisle*, coordonnatrice de la succursale Cumberland, a été présentée une plaque pour remercier la BPO pour son implication et sa contribution à la communauté francophone d'Orléans, pendant le *4e Salon du livre jeunesse d'Orléans*
- Marina O'Grady-Lamont est la lauréate 2011 du Prix Micheline-Persaud, attribué par ABO-Franco, la division de langue française de l'Ontario Library Association. Ce prix vise à reconnaître des efforts exceptionnels dans l'élaboration et la promotion de services de bibliothèque en français en Ontario.
- Employee Recognition Awards: 8 employees received Peer Recognition Awards; 78 employees in 10 teams received Team Achievement Awards; 1 employee received an Individual Achievement award; 84 employees received OPL service pins; 12 employees were honoured with City of Ottawa Long Service Awards for more than 25 years of service; 9 retired employees were honoured by the City of Ottawa
- Volunteer Recognition: 3 Library volunteers received long-service gifts; 23 Library volunteers received long service awards from the Ontario Ministry of Citizenship and Immigration



## 2012 Budget Risks / Other Considerations

- Skills Shortage: Ability to hire and maintain a sufficient and representative workforce with the appropriate skill-mix to provide programs and services. This includes staff recruitment, replacing employees who resign, corporate knowledge sustainability practices, and knowledge management strategies.
- Succession Planning: Ability to plan for leadership succession and build leadership capacity at all levels of management. This risk refers to the identification and development of potential successors for key positions in the OPL. The average age of the OPL workforce is higher than that of the City's workforce. Demographic, cultural, linguistic and economic forces mean 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.
- Provincial operating grant: All public libraries in Ontario receive an annual operating grant from the Province of Ontario. In 2011 specifically, most public libraries in Ontario also received one-time funding through the Southern Ontario Library Service (SOLS) Capacity Building Grant. The annual operating grant 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 would have significant impact on the Library's capacity. The OPL Board has been a leader at the provincial level in advocating for improvements to the grants program. The Federation of Ontario Public Libraries, in conjunction with the OPL, completed a study in 2010 which included recommendations to the Province to increase overall operating support to libraries.
- Workload and Capacity Risk: Staff capacity to take on additional tasks, adjust and reprioritize according to new needs. This risk involves having the right number of staff with an appropriate workload. RFID will be an enabling technology in this area.
- Budget Risk: Council has been given a mandate by the Ottawa taxpayers of efficiency, transparency and tax increases limited to a maximum of 2.5% each year through 2014. These guiding objectives present challenges for OPL as it will be required to respect its budget while taking into account mandatory contractual expenditures such as the increase to OMERS (Ontario Municipal Employee Retirement Savings) contributions, maintaining facilities within limited capital budgets, and maintaining existing services while, at the same time, experiencing increasing workloads and circulation volumes.

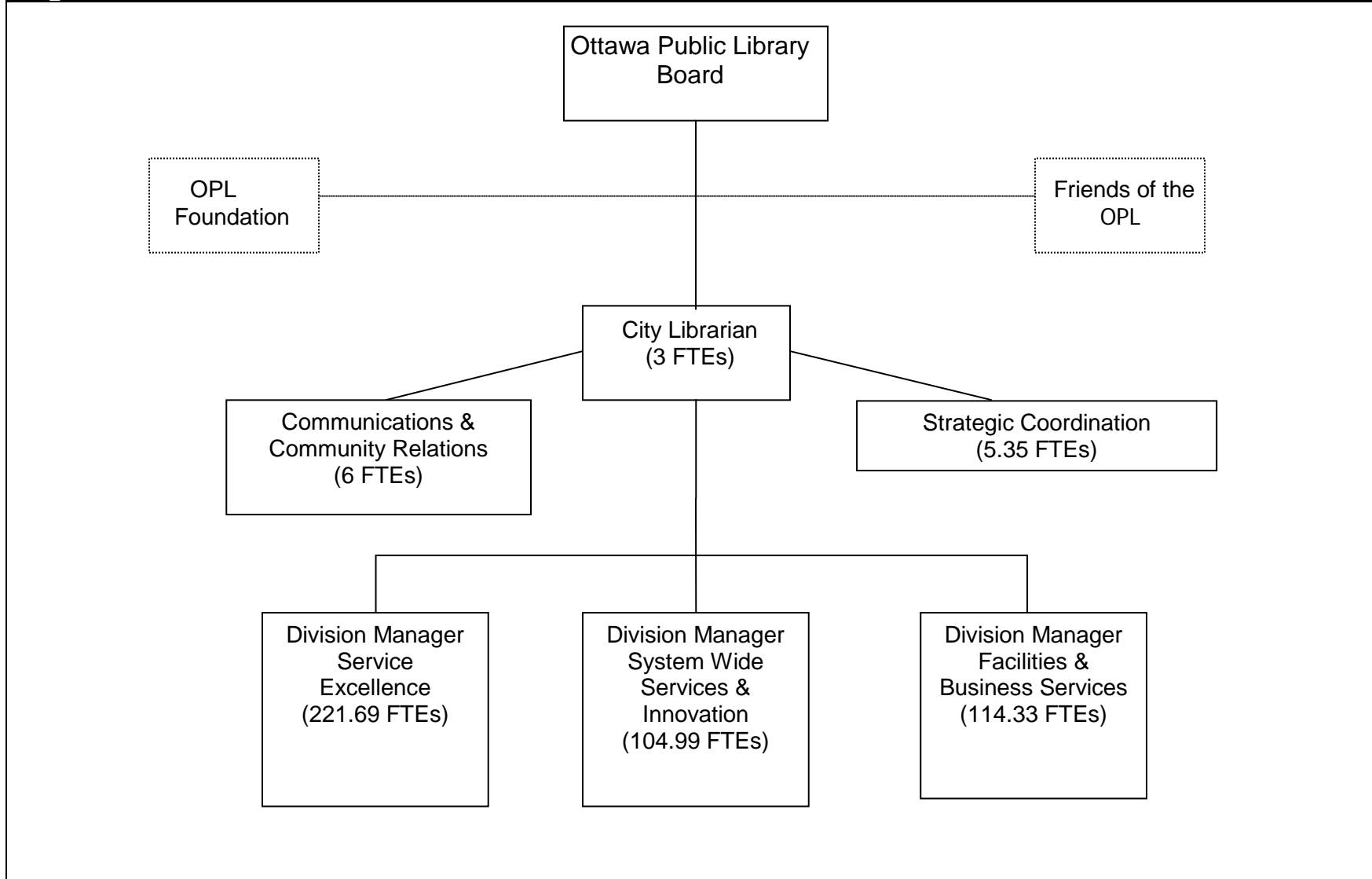
## Other Considerations

### **Fees and Fines, Revenue Generation:**

The Ottawa Public Library has an aggressive revenue-generating program, in partnership with the Friends of the Ottawa Public Library Association and the Ottawa Public Library Foundation. The total amount raised each year from special grants, fundraising events and programs etc., are for designated projects and special services, such as the development of Early Literacy Spaces and Newcomers' centers in priority branches. In addition, a number of individual citizens have established special funds for the library through the Community Foundation of Ottawa.

As part of the annual budget process, Library staff review the fines and fees charged by OPL to ascertain if there are areas in which increases could be levied. A recent survey of fees and fines assessed by large urban public libraries in Canada revealed that the Ottawa Public Library was charging one of the highest per diem fees and fines in its size category. There is a threshold beyond which the fines revenue will not increase but actually decrease. Higher fees can drive borrowers to become more diligent in returning items on time thus avoiding charges. The introduction of technology to pre-notify customers of their overdue books has contributed to an increase in client satisfaction but has also caused a decrease in fines revenue. There is, however, evidence that the implementation of technology for online payment of fines will increase revenue and this is being pursued aggressively for implementation in Q4 2011 – Q1 2012.

## Organization Chart 2011



## Appendix A: Ontario Municipal Benchmark Initiative (OMBI) Comparative Library Results 2008

- Participating OMBI libraries include Toronto, Hamilton, Thunder Bay, Greater Sudbury, London, Windsor, Brant, Waterloo and Ottawa.
- Comparisons are shown for Ottawa, Hamilton and Toronto. All three are large metropolitan amalgamated libraries serving populations over 500,000 in Ontario.
- 2010 OMBI results will be released November, 2011

<b>Annual Circulation <i>per capita</i></b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Ottawa (2 <sup>nd</sup> highest of OMBI Libraries)	11.3	11.6	11.72
Hamilton	9.1	9.8	11.46
Toronto	10.6	10.9	11.29
Median	8.3	8.9	9.79
Mean	8.4	9.0	9.37
<b>Number of Library holdings <i>per capita</i></b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Ottawa ( <b>below</b> median, mean, and Toronto)	2.61	2.50	2.47
Hamilton	2.13	1.95	2.03
Toronto	3.95	4.03	4.04
Mean	2.86	2.74	2.67
Median	2.96	2.8	2.76
<b>Number of Square Feet <i>per capita</i></b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Ottawa (2 <sup>nd</sup> lowest of OMBI Libraries)	0.48	0.48	0.47
Hamilton	0.61	0.61	0.64
Toronto	0.67	0.67	0.68
Median	0.67	0.64	0.6
Mean	0.68	0.64	0.59

<b>Amount Spent on Library Materials <i>per capita</i> (in dollars)</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Ottawa	4.86	4.84	5.39
Hamilton	5.84	5.69	n/a
Toronto	6.12	6.21	6.31
Median	5.04	5.10	5.17
Mean	4.78	4.92	4.74
<b>Library Cost per use (in dollars)</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Ottawa	1.70	1.63	1.64
Hamilton	2.00	2.17	1.72
Toronto	1.83	1.95	1.74
Median	1.91	1.97	1.72
Mean	1.95	1.97	1.68
<b>Number of Library Service Hours <i>per capita</i></b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Ottawa ( <b>below</b> mean; same as Hamilton and Toronto)	0.09	0.09	0.09
Hamilton	0.09	0.09	0.09
Toronto	0.09	0.09	0.09
Median	0.11	0.10	0.09
Mean	0.12	0.12	0.11

**City of Ottawa**  
**Ottawa Public Library - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2010	2011		2012	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2011 Budget	2010 Actual
<b>Expenditures by Program</b>						
City Librarian's Office	2,110	1,980	2,200	2,135	(65)	25
System Wide Services & Innovation	8,497	8,600	8,704	9,350	646	853
Service Excellence	20,344	20,710	21,117	21,671	554	1,327
Facilities & Business Services	8,197	9,080	8,622	8,767	145	570
Non Departmental	2,613	2,689	2,689	2,934	245	321
Service Ottawa	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>41,761</b>	<b>43,059</b>	<b>43,332</b>	<b>44,857</b>	<b>1,525</b>	<b>3,096</b>
Recoveries & Allocations	(104)	(100)	(100)	(100)	-	4
Revenue	(4,066)	(3,647)	(3,816)	(3,596)	220	470
<b>Net Expenditure</b>	<b>37,591</b>	<b>39,312</b>	<b>39,416</b>	<b>41,161</b>	<b>1,745</b>	<b>3,570</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	28,436	29,985	30,087	30,851	764	2,415
Overtime	174	105	62	63	1	(111)
Material & Services	6,749	5,990	6,187	6,572	385	(177)
Transfers/Grants/Financial Charges	2,614	2,690	2,692	2,937	245	323
Fleet Costs	124	135	150	155	5	31
Program Facility Costs	3,327	3,862	3,861	3,986	125	659
Other Internal Costs	337	292	293	293	-	(44)
Service Ottawa	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>41,761</b>	<b>43,059</b>	<b>43,332</b>	<b>44,857</b>	<b>1,525</b>	<b>3,096</b>
Recoveries & Allocations	(104)	(100)	(100)	(100)	-	4
<b>Net Expenditure</b>	<b>41,657</b>	<b>42,959</b>	<b>43,232</b>	<b>44,757</b>	<b>1,525</b>	<b>3,100</b>
<b>Revenues By Type</b>						
Federal	(192)	(70)	(70)	(70)	-	122
Provincial	(1,398)	(1,440)	(1,380)	(1,380)	-	18
Municipal	-	-	-	-	-	-
Own Funds	-	(120)	(120)	-	120	-
Fees and Services	(1,330)	-	(844)	(844)	-	486
Fines	(1,146)	(2,017)	(1,402)	(1,302)	100	(156)
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(4,066)</b>	<b>(3,647)</b>	<b>(3,816)</b>	<b>(3,596)</b>	<b>220</b>	<b>470</b>
<b>Net Requirement</b>	<b>37,591</b>	<b>39,312</b>	<b>39,416</b>	<b>41,161</b>	<b>1,745</b>	<b>3,570</b>
<b>Full Time Equivalents</b>			<b>455.36</b>	<b>455.36</b>	<b>-</b>	<b>455.36</b>

City of Ottawa  
Ottawa Public Library - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2011 Baseline			2012 Adjustments						2012	\$ Change Over '11 Budget	2010
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate		Actuals
<b>Expenditures by Program</b>												
City Librarian's Office	1,980	2,200	(120)	55	-	-	-	-	-	2,135	(65)	2,110
System Wide Services & Innovation	8,600	8,704	-	648	-	-	-	(2)	-	9,350	646	8,497
Service Excellence	20,710	21,117	-	554	-	-	-	-	-	21,671	554	20,344
Facilities & Business Services	9,080	8,622	-	145	-	-	-	-	-	8,767	145	8,197
Non Departmental	2,689	2,689	-	245	-	-	-	-	-	2,934	245	2,613
Service Ottawa	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>43,059</b>	<b>43,332</b>	<b>(120)</b>	<b>1,647</b>	-	-	-	<b>(2)</b>	-	<b>44,857</b>	<b>1,525</b>	<b>41,761</b>
Recoveries & Allocations	(100)	(100)	-	-	-	-	-	-	-	(100)	-	(104)
Revenue	(3,647)	(3,816)	120	100	-	-	-	-	-	(3,596)	220	(4,066)
<b>Net Requirement</b>	<b>39,312</b>	<b>39,416</b>	-	<b>1,747</b>	-	-	-	<b>(2)</b>	-	<b>41,161</b>	<b>1,745</b>	<b>37,591</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	29,985	30,087	(120)	884	-	-	-	-	-	30,851	764	28,436
Overtime	105	62	-	1	-	-	-	-	-	63	1	174
Material & Services	5,990	6,187	-	385	-	-	-	-	-	6,572	385	6,749
Transfers/Grants/Financial Charges	2,690	2,692	-	245	-	-	-	-	-	2,937	245	2,614
Fleet Costs	135	150	-	7	-	-	-	(2)	-	155	5	124
Program Facility Costs	3,862	3,861	-	125	-	-	-	-	-	3,986	125	3,327
Other Internal Costs	292	293	-	-	-	-	-	-	-	293	-	337
Service Ottawa	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>43,059</b>	<b>43,332</b>	<b>(120)</b>	<b>1,647</b>	-	-	-	<b>(2)</b>	-	<b>44,857</b>	<b>1,525</b>	<b>41,761</b>
Recoveries & Allocations	(100)	(100)	-	-	-	-	-	-	-	(100)	-	(104)
<b>Net Expenditure</b>	<b>42,959</b>	<b>43,232</b>	<b>(120)</b>	<b>1,647</b>	-	-	-	<b>(2)</b>	-	<b>44,757</b>	<b>1,525</b>	<b>41,657</b>
<b>Percent of 2011 Net Expenditure Budget</b>			<b>-0.3%</b>	<b>3.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.5%</b>		
<b>Revenues By Type</b>												
Federal	(70)	(70)	-	-	-	-	-	-	-	(70)	-	(192)
Provincial	(1,440)	(1,380)	-	-	-	-	-	-	-	(1,380)	-	(1,398)
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	(120)	(120)	120	-	-	-	-	-	-	-	120	-
Fees and Services	-	(844)	-	-	-	-	-	-	-	(844)	-	(1,330)
Fines	(2,017)	(1,402)	-	100	-	-	-	-	-	(1,302)	100	(1,146)
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(3,647)</b>	<b>(3,816)</b>	<b>120</b>	<b>100</b>	-	-	-	-	-	<b>(3,596)</b>	<b>220</b>	<b>(4,066)</b>
<b>Percent of 2011 Revenue Budget</b>			<b>-3.1%</b>	<b>-2.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-5.8%</b>		
<b>Net Requirement</b>	<b>39,312</b>	<b>39,416</b>	-	<b>1,747</b>	-	-	-	<b>(2)</b>	-	<b>41,161</b>	<b>1,745</b>	<b>37,591</b>
<b>Percent of 2011 Net Requirement Budget</b>			<b>0.0%</b>	<b>4.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.4%</b>		
<b>Full Time Equivalents (FTE's)</b>		455.36	-	-	-	-	-	-	-	<b>455.36</b>	-	
<b>Percent of 2011 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>		

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

2011 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Reduced fine revenue as a result of implementation of fines notification system	-	(169)	(169)
Reduced spending in materials & services to mitigate loss of fine revenue	273	-	273
<b>Total Surplus / (Deficit)</b>	<b>273</b>	<b>(169)</b>	<b>104</b>

2011 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of one-time item for union contract negotiated Library sick bank payout	(120)	120	-	-
<b>Total Adjustments to Base Budget</b>	<b>(120)</b>	<b>120</b>	<b>-</b>	<b>-</b>

2012 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2012 Changes	FTE Impact
<b>Maintain Services</b>				
Adjustment for 2011 contracts settlements, increments and benefit adjustments	885	-	885	-
Inflationary increase to maintenance and licensing agreements	385	-	385	-
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, PAYGO reserve contribution and maintenance	7	-	7	-
Change in PBG costs related to inflation on compensation contracts, hydro cost increases, contractual contracts for janitorial, security, and operational changes from in-house service provision from external contracts	125	-	125	-
2.5% inflation on Library PAYGO	70	-	70	-
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 (eg, West District)	175	-	175	-
Reduction in Fine revenue as a result of implementation of automatic fine notification system	-	100	100	-
<b>Total Maintain Services</b>	<b>1,647</b>	<b>100</b>	<b>1,747</b>	<b>-</b>



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

2012 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2012 Changes	
<b>Service Ottawa</b>				
Savings from Departmental Service Innovation & Efficiency - Transform Municipal Fleet.	(2)	-	(2)	
<b>Total Service Ottawa</b>	(2)	-	(2)	-
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.			-	-
<b>Total User Fees &amp; Revenues</b>	-	-	-	-
<b>Total Budget Changes</b>	<b>1,525</b>	<b>220</b>	<b>1,745</b>	<b>-</b>

**City of Ottawa  
Ottawa Public Library**

User Fees	2010 Rate	2011 Rate	2012 Rate	% Change Over		Effective Date	2012 Revenue
	\$	\$	\$	2011	2010	DD-MMM-YY	(\$000)
<b>Ottawa Public Library</b>							
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	2010 Rate	2011 Rate	2012 Rate	% Change Over		Effective Date	2012 Revenue
	\$	\$	\$	2011	2010	DD-MMM-YY	(\$000)
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	-
<b>Room Rentals</b>							
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 Centreponte							
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	-
<b>Total Ottawa Public Library</b>							-

**City of Ottawa  
Ottawa Public Library  
Capital Program  
In Thousands (\$000)**

**2012 Draft Budget**

Service Area: Library							
Category	2012 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	<b>1,980</b>	-	1,980	-	-	-	-
Growth	<b>1,000</b>	-	145	-	-	855	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>1,450</b>	-	1,450	-	-	-	-
<b>Total</b>	<b>4,430</b>	-	<b>3,575</b>	-	-	<b>855</b>	-

Project Information		Financial Details			
<b>906359 General Repairs &amp; Maint 2012</b>					
Dept: Maintenance of City Assets	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2015		
<p>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 (C) Develop Our Places and Spaces.</p>	<b>2012 Request</b>	<b>250</b>	Unspent Previous Authority		459
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	250	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	Authority	250	310	315	315
	Spending Plan	709	310	315	315
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>906390 Furniture &amp; Equipment 2012</b>				
Dept: Maintenance of City Assets	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2015		
<p>Replacement of worn-out and incremental furniture and equipment is funded through this annual capital program. This includes items such as library shelving, study tables, chairs, public reading furniture, early literacy spaces and workstations. This does not include information technology items. Supports OPL's Strategic Direction (C) Develop Our Places and Spaces.</p>	<b>2012 Request</b>	<b>175</b>	Unspent Previous Authority		245
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	175	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	Authority	175	310	315	315
	Spending Plan	420	310	315	315
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

Project Information		Financial Details			
<b>906391 IT Library Comp/Equip 2012</b>					
Dept: Maintenance of City Assets	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2015		
<p>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. The Library has 744 staff PCs and 666 public PCs which support more than 10.8 million check-outs and 12 million electronic visits. In 2010, there were 900,457 bookings on public computers throughout the Library's 33 locations. Supports OPL's Strategic Directions (A) Provide Responsive Services and (E) Be an Accountable and Innovative Organization.</p>	<b>2012 Request</b>	<b>450</b>	Unspent Previous Authority		316
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	450	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	Authority	450	460	475	475
	Spending Plan	766	460	475	475
	FTE's	-	-	-	-
	Operating Impact	90	-	-	-
	<b>906392 IT/ILS Desktop Maint 2012</b>				
Dept: Maintenance of City Assets	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2015		
<p>The Integrated Library System (ILS) is the inventory control system, catalogue and primary service delivery channel for the Library. The ILS manages the Library's collection of 2.4 million items and the circulation of 10.8 million items each year. The Library currently has 744 staff desktops and 666 public desktops to support and deliver service. In 2012, 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. The VDI pilot project is being undertaken in conjunction with the City as part of the ITS Technology Roadmap. 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 Organization.</p>	<b>2012 Request</b>	<b>250</b>	Unspent Previous Authority		218
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	250	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	Authority	250	255	265	265
	Spending Plan	468	255	265	265
	FTE's	-	-	-	-
	Operating Impact	50	-	-	-

Project Information		Financial Details			
<b>906393 IT Web Based Lib Serv Maint 2012</b>					
Dept: Maintenance of City Assets	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2015		
<p>The Library website is a virtual library branch which receives an average of 1,300,000 visits a month, a 38% increase over 2010. As a virtual branch, the website provides a core service conveniently extending the library's services into the community, regardless of location. In 2012, 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.</p>	<b>2012 Request</b>	<b>200</b>	Unspent Previous Authority		123
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	200	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	Authority	200	205	210	210
	Spending Plan	323	205	210	210
	FTE's	-	-	-	-
	Operating Impact	40	-	-	-
	<b>906394 Vehicle Replacement 2012</b>				
Dept: Maintenance of City Assets	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2015		
<p>Library vans used for materials delivery and home delivery to homebound individuals are replaced through this capital program. Decisions for replacement of vehicles are made utilizing fleet criteria provided by the City's Fleet Services. Supports OPL's Strategic Directions (C ) Develop Our Places and Spaces.</p>	<b>2012 Request</b>	<b>75</b>	Unspent Previous Authority		4
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	75	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	Authority	75	75	80	80
	Spending Plan	79	75	80	80
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

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

**2012 Draft Budget**

Program Information				Financial Details																																																													
<b>Buildings-Library</b>																																																																	
Dept:	Infrastructure Services	Category:	Renewal of City Assets	Ward:	Multiple	Year of Completion: Various																																																											
<p>The Buildings and Parks Program provides for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extend to a wide assortment of work such as roof replacement, building preservation, building mechanical and electrical systems, park play structures, hard landscaping, arena and pool equipment and unscheduled work. Annual programming provides allocations as required to core project cost groupings - buildings and parks - for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> <th>Accessibility</th> </tr> </thead> <tbody> <tr> <td>Parks &amp; Recreation</td> <td>\$ 6,554</td> <td>\$900</td> <td>\$1,700</td> </tr> <tr> <td>Transit Services</td> <td>\$ 4,300</td> <td></td> <td></td> </tr> <tr> <td>General Government</td> <td>\$ 718</td> <td></td> <td>\$ 225</td> </tr> <tr> <td><b>Library Services</b></td> <td><b>\$ 580</b></td> <td></td> <td></td> </tr> <tr> <td>Road Services</td> <td>\$ 491</td> <td></td> <td></td> </tr> <tr> <td>By-Law Services</td> <td>\$ 303</td> <td></td> <td></td> </tr> <tr> <td>Fire Services</td> <td>\$ 292</td> <td></td> <td></td> </tr> <tr> <td>Cultural Services</td> <td>\$ 227</td> <td></td> <td></td> </tr> <tr> <td>Social Services</td> <td>\$ 163</td> <td></td> <td></td> </tr> <tr> <td>Long Term Care</td> <td>\$ 133</td> <td></td> <td>\$ 75</td> </tr> <tr> <td>Water Services</td> <td>\$ 47</td> <td></td> <td></td> </tr> <tr> <td>Child Care Services</td> <td>\$ 31</td> <td></td> <td></td> </tr> <tr> <td>Authority Request</td> <td>\$13,839</td> <td>\$900</td> <td>\$2,000</td> </tr> </tbody> </table>				Service Area	Buildings	Parks	Accessibility	Parks & Recreation	\$ 6,554	\$900	\$1,700	Transit Services	\$ 4,300			General Government	\$ 718		\$ 225	<b>Library Services</b>	<b>\$ 580</b>			Road Services	\$ 491			By-Law Services	\$ 303			Fire Services	\$ 292			Cultural Services	\$ 227			Social Services	\$ 163			Long Term Care	\$ 133		\$ 75	Water Services	\$ 47			Child Care Services	\$ 31			Authority Request	\$13,839	\$900	\$2,000	<b>2012</b>	<b>580</b>	Unspent Previous Authority		402	
				Service Area	Buildings	Parks	Accessibility																																																										
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Gas Tax	-	Debt		-																																																													
<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>																																																													
Authority	580	120	120	120																																																													
Spending Plan	982	120	120	120																																																													
FTE's	-	-	-	-																																																													
Operating Impact	-	-	-	-																																																													
<p>Program funding requirements to support project needs are defined in the Long Range Financial Plan. Actual budget allocations for these programs are adjusted to reflect change in need and affordability. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project Cost Group Summaries are provided following this program summary.</p>																																																																	



Project	Ward	Location/Description	\$000's
<b>906442</b>	<b>Buildings-Library</b>	<b>CW</b>	<b>580</b>
<p>The Buildings budget allocations reflect change need and affordability. Detailed information and costs associated with specific components and projects are provided following this summary.</p>			
LIBRARY: MAIN	14	UPGRADE ESCALATOR TO CODE (2 OF 2)	160
LIBRARY: ROCKCLIFFE PARK	13	CEDAR SHINGLE REPLACEMENT	100
LIBRARY: RIDEAU STREET	12	RESTORE WINDOWS - EAST ELEVATION PHASE 3	85
CITY WIDE: LIBRARY FACILITIES	CW	INTERNAL PROJECT MANAGEMENT	60
LIBRARY: SUNNYSIDE	17	REPLACE ASPHALT IN PARKING LOT	50
BEN FRANKLIN PLACE	08	REPLACE CARPET (PHASE 3 OF 3) CENTREPOINTE LIBRARY	50
LIBRARY: VANIER	12	REPLACE BOILER #1 AND #2	30
CITY WIDE: LIBRARY FACILITIES	CW	UNSCHEDULED WORK: LIBRARY FACILITIES	25
LIBRARY: VANIER	12	TYPE II BUILDING CONDITION AUDIT	8
LIBRARY: ALTA VISTA	18	STUDY OF PIPING CONDITION	6
LIBRARY: SUNNYSIDE	17	REPLACE CONCRETE CURBS AS REQUIRED	6

Project Information		Financial Details				
<b>906395 Collections 2012</b>						
Dept: Growth	Category: Growth	Ward: CW	Year of Completion: 2015			
<p>As per the Development Charge Bylaw, these funds are spent on increasing the library materials in growth areas of the city. The Beaverbrook branch will be expanded to become a district library and its size will be increased to up to 25,000 sq. ft. to better serve this high growth community. DC funds will be used to select, acquire, catalogue and process an additional 70,000 items for children, teens, adults and seniors in a variety of formats. The balance of the DC funds will be spent in other growth areas of the city. Supports OPL's Strategic Directions (A) Provide Responsive Services and (C) Develop Our Places and Spaces.</p>		<b>2012 Request</b>	<b>1,000</b>	Unspent Previous Authority		1,601
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	145	Development Charges		855
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
		Authority	1,000	1,000	1,300	1,500
		Spending Plan	2,601	1,000	1,300	1,500
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-
		<b>906398 Library Retrofits 2012</b>				
Dept: Strategic Initiatives	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2015			
<p>Changing service demands require modernizing and/or expanding library facilities to improve OPL's capability to meet these identified needs. The \$300K in 2012 will be used to complete the renovation of the Hazeldean branch. This branch has been essentially unchanged in 30 years and will undergo updates to reconfigure the circulation area resulting in self checkout service expansion and improved materials delivery processing to accommodate RFID implementation. Any remaining funds will also be used for requirements to accommodate RFID. Supports OPL's Strategic Direction (C) Develop Our Places and Spaces.</p>		<b>2012 Request</b>	<b>300</b>	Unspent Previous Authority		1,287
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	300	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
		Authority	300	310	315	315
		Spending Plan	1,587	310	315	315
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-

Project Information			Financial Details			
<b>906399 Smart Bins 2012</b>						
Dept: Strategic Initiatives	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2015			
<p>The Materials Handling Centre sorts outgoing materials through an Automated Materials Handling System (AMH). Smart Bins are an integral component of the AMH system. The AMH purchase included an initial deployment of smart bins for delivery to the Main Library. Additional bins are required to continue the roll out to all remaining branches in the OPL system. Supports OPL's Strategic Directions (A) Provide Responsive Services and (E) Be an Accountable and Innovative Organization.</p>	<b>2012 Request</b>	<b>50</b>	Unspent Previous Authority		5	
	Revenues	-	Rate Supported		-	
	Tax Supported/ Dedicated	50	Development Charges		-	
	Gas Tax	-	Debt		-	
	<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	
	Authority	50	35	55	25	
	Spending Plan	55	35	55	25	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	
	<b>906400 IT RFID 2012</b>					
Dept: Strategic Initiatives	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2015			
<p>To support the implementation of Radio Frequency Identification (RFID), which is expected to include: RFP for conversion of existing inventory; RFSO for various types of RFID equipment (RFID tags, self check units, staff stations, conversion stations, handheld inventory wands, sorting machines, and security gates); Purchase of tags and equipment, and conversion of the existing collection. Anticipated benefits include: inventory control and security for OPL materials; automation of labour-intensive activities; improved client convenience and confidentiality; real-time update of customer+A37 accounts upon checkin. Supports OPL's Strategic Direction (E) Be an Accountable and Innovative Organization.</p>	<b>2012 Request</b>	<b>850</b>	Unspent Previous Authority		229	
	Revenues	-	Rate Supported		-	
	Tax Supported/ Dedicated	850	Development Charges		-	
	Gas Tax	-	Debt		-	
	<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	
	Authority	850	250	250	250	
	Spending Plan	1,079	250	250	250	
	FTE's	-	-	-	-	
	Operating Impact	78	-	-	-	

Project Information		Financial Details			
<b>905776 OPL 7UdJH Campaign 2012</b>					
Dept: Strategic Initiatives	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2012		
<p>This project provides seed financing to support a capital funding campaign. This campaign will help support the library retrofit program or related projects retrofit program or related projects. Supports OPL's Strategic Directions (C) Develop Our Places and Spaces.</p>	<b>2012 Request</b>	<b>50</b>	Unspent Previous Authority		-
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	50	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	Authority	50	50	50	50
	Spending Plan	50	50	50	50
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>906401 Innovation &amp; Strateg. Initiative 2012</b>				
Dept: Strategic Initiatives	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2015		
<p>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 &amp; standards; evaluation and testing of alternate service delivery models; and preparation of business cases for new technologies and services. Supports OPL's Strategic Direction (E) Be an Accountable and Innovative Organization.</p>	<b>2012 Request</b>	<b>200</b>	Unspent Previous Authority		149
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	200	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	Authority	200	310	315	315
	Spending Plan	349	310	315	315
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

**City of Ottawa  
Ottawa Public Library  
Capital Program - Four Year Plan  
In Thousands (\$000)**

**2012 Draft Budget**

<b>Library Services</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>
<b>Maintenance of City Assets</b>					
904671 Bookmobile Replacement 2012	-	-	-	150	150
906359 General Repairs & Maint 2012	250	310	315	315	1,190
906390 Furniture & Equipment 2012	175	310	315	315	1,115
906391 IT Library Comp/Equip 2012	450	460	475	475	1,860
906392 IT/ILS Desktop Maint 2012	250	255	265	265	1,035
906393 IT Web Based Lib Serv Maint 2012	200	205	210	210	825
906394 Vehicle Replacement 2012	75	75	80	80	310
906397 IT Self Checkout Systems 2012	-	100	105	105	310
	<b>1,400</b>	<b>1,715</b>	<b>1,765</b>	<b>1,915</b>	<b>6,795</b>
<b>Growth</b>					
904629 South Urban Library	-	-	1,000	3,410	4,410
906395 Collections 2012	1,000	1,000	1,300	1,500	4,800
906529 Growth Planning Studies 2012	-	-	-	34	34
	<b>1,000</b>	<b>1,000</b>	<b>2,300</b>	<b>4,944</b>	<b>9,244</b>
<b>Strategic Initiatives</b>					
905776 OPL Capital Campaign 2012	50	50	50	50	200
906396 Signage 2012	-	25	-	25	50
906398 Library Retrofits 2012	300	310	315	315	1,240
906399 Smart Bins 2012	50	35	55	25	165
906400 IT RFID 2012	850	250	250	250	1,600
906401 Innovation & Strateg. Initiative 2012	200	310	315	315	1,140
906402 IT Vend Card Technology 2012	-	50	55	55	160
	<b>1,450</b>	<b>1,030</b>	<b>1,040</b>	<b>1,035</b>	<b>4,555</b>
<b>Infrastructure Services</b>					
906442 Buildings-Library	580	120	120	120	940
906447 Accessibility - Library	-	20	20	-	40
	<b>580</b>	<b>140</b>	<b>140</b>	<b>120</b>	<b>980</b>
<b>Grand Total</b>	<b>4,430</b>	<b>3,885</b>	<b>5,245</b>	<b>8,014</b>	<b>21,574</b>

**City of Ottawa  
Ottawa Public Library  
Capital Works-in-Progress (at September 30th, 2011)  
In Thousands (\$000)**

<b>Project Description</b>	<b>Authority</b>	<b>Total Expenditures &amp; Commitments</b>	<b>Total Unspent Authority</b>
903577 Replacement of Main Library	800	689	111
903626 Bookmobile Replacement 2011	250	-	250
903908 IT Adaptive Technology	19	14	5
903950 OPL Foundation Capital Campaign	50	50	-
904352 IT ILS Desktop Maintenance 2007	517	503	14
904354 Vehicles Replacement 2009	75	68	7
904355 Signage 2009	50	17	33
904359 Library Retrofits 2009	500	96	404
904360 Smart Bins 2011	100	95	5
904366 Collections 2011	1,102	-	1,102
904500 Rideau Library damages	750	396	354
904620 General Repairs & Maintenance - 2008	554	492	62
904625 Vehicles Replacement - 2008	45	45	(0)
904626 Library Retrofits - 2008	500	493	7
904628 West District Library	10,000	190	9,810
904630 Collections (2004 DC Study)	1,500	595	905
904631 Signage - 2008	50	52	(2)
904856 IT E-payment	100	26	74
904858 IT RFID 2011	250	21	229
904859 IT Library Kiosk Project	250	96	154
904860 General Repairs & Maint. 2009	350	345	5
904863 IT ILS/Desktop Maintenance 2009	250	248	2
904958 Lifecycle Renewal Library 2009	900	894	6
905055 Innovation & Strateg Initiative 2011	150	1	149
905082 Accessibility 2009 Public Library	35	35	0
905105 Replacement of Main Library	200	99	101

**City of Ottawa  
Ottawa Public Library  
Capital Works-in-Progress (at September 30th, 2011)  
In Thousands (\$000)**

<b>Project Description</b>	<b>Authority</b>	<b>Total Expenditures &amp; Commitments</b>	<b>Total Unspent Authority</b>
905340 ISF-Sunnyside Branch Renovation	1,275	1,274	1
905341 ISF-Vanier Branch Retrofit	407	406	1
905342 ISF-Alta Vista Branch Retrofit	764	710	54
905343 ISF-Cumberland Branch Retrofit	750	752	(2)
905344 ISF-Greely Library	1,200	1,200	-
905408 General Repairs & Maint 2010	300	149	151
905409 Furniture and Equipment 2010	275	271	4
905620 IT Library Comp & IT Equip 2010	250	129	121
905621 IT ILS/Desktop Maintenance 2010	250	169	81
905622 IT Self Checkout Systems 2010	270	270	-
905623 Library Retrofits 2010	736	391	345
905624 Growth Planning Studies	50	50	(0)
905625 IT Web Based Lib. Serv.Maint 2010	100	70	30
905626 IT Vend Card Technology 2010	100	72	28
905627 IT E-Payment 2010	200	75	125
905628 IT Library Kiosk Project 2010	150	5	145
905631 Collections 2010	500	1	499
905659 RG-LCR - Public Library	328	284	44
905664 LCR Library - Public Library	924	893	31
905708 New Central Library - Land Acq *Legacy*	26,000	189	25,811
905766 General Repairs & maint 2011	250	8	242
905767 Furniture and Equipment 2011	250	9	241
905768 IT Library Comp & IT Equip 2011	200	5	195
905769 IT ILS/Desktop Maintenance 2011	200	80	120
905770 IT Self Checkout Systems 2011	125	4	121
905771 Library Retrofits 2011	560	29	531

**City of Ottawa  
Ottawa Public Library  
Capital Works-in-Progress (at September 30th, 2011)  
In Thousands (\$000)**

<b>Project Description</b>	<b>Authority</b>	<b>Total Expenditures &amp; Commitments</b>	<b>Total Unspent Authority</b>
905772 IT Web Based Lib. Serv. Maint. 2011	100	7	93
905778 Vehicles Replacement 2011	75	78	(3)
905779 Signage 2011	50	0	50
906028 Buildings-Heritage - Library	470	104	366
906036 Accessibility - Library	85	59	26
906144 ISF-Vernon Library Main Entrance Ramp	150	152	(2)
906146 ISF-Ruth E Dickenson Library Renovation	550	465	85
<b>Grand Total</b>	<b>57,241</b>	<b>13,921</b>	<b>43,320</b>