Report to/ Rapport au :
Council / Conseil

December 8 2009 / le 8 décembre 2009

Submitted by/ Soumis par : Jan Harder, Chair, Ottawa Public Library Board

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City Wide/à l'échelle de la Ville	Ref N°: -

SUBJECT: **OTTAWA PUBLIC LIBRARY: 2010 DRAFT BUDGET ESTIMATES**

OBJET : **BIBLIOTHÈQUE PUBLIQUE D'OTTAWA: PRÉVISIONS BUDGÉTAIRES DE 2010**

REPORT RECOMMENDATION

That Council receive the draft 2010 budget estimates for the Ottawa Public Library.

RECOMMANDATION DU RAPPORT

Que le Conseil reçoive les prévisions budgétaires de 2010 concernant la Bibliothèque publique d'Ottawa.

BACKGROUND

On June 10, 2009, City Council approved a new budget process and format. The Ottawa Public Library 2010 budget submission has been prepared according to that format.

On November 9, 2009 the Board of the Ottawa Public Library met to review, challenge and approve the 2010 operating and capital budgets for the Ottawa Public Library. The approved budget was subsequently reviewed by the City of Ottawa Audit, Budget and Finance (ABF) Committee.

On November 27, 2009 the ABF Committee requested the Library Board to reconsider its 2010 operating budget estimates and reduce the requested amount by $1 million.

On December 7, 2009, the Library Board convened a Special Meeting (public) to consider this request. The Board approved a reduction of $700,000 to its originally approved 2010 Operating Budget request, and to submit the revised operating and capital estimates for tabling at City Council on December 9, 2009.

DISCUSSION

Council is responsible for the review and approval of the Ottawa Public Library Board's draft budget estimates. These are the estimates for the Ottawa Public Library.

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 members 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 facilities, 2 bookmobiles, 3 mobile units, outreach services and digital services including an extensive website service and an automated catalogue system (integrated library system). The OPL works with many local, provincial and national partners to extend and improve service, such as library and information services to newcomers. The OPL's mission is to build a strong Ottawa community by supporting literacy and life-long learning, fostering inspiration and enjoyment and connecting people to the world.

The OPL Board has an approved *Strategic Directions and Priorities 2008-2011* with five development strategies: provide responsive service; develop partnerships for efficient and effective service; improve library places and spaces; build a new central library, and be an accountable and innovative organization. The plan, which was reviewed by the Board in May of 2009, is available in full at: http://biblioottawalibrary.ca/explore/board/strategic_e.pdf

The Ottawa Public Library's recent successes include:
- Achieved 2008 and 2009/10 efficiency targets of $860,000
- Annual 2008 service statistics:
  - 25 million uses
  - 10 million items borrowed
  - 5 million in-person visits
- Award winning
- 3rd highest rated City service in client satisfaction following Police and Fire services
- Effective and efficient (2008 OMBI results)
  - Low cost per use, below mean and median @ $1.63 per capita
  - Highest annual circulation @ 11.6 items per capita

The 2010 Operating Budget request as revised, represents an increase of $2,046 million which is an increase of 5.5% over 2009 gross expenditures.

The 2010 Capital Budget request is $4.483 million and is balanced to the Library's Pay-As-You-Go allocation.

RURAL IMPLICATIONS

There are no specific rural implications associated with this report.

CONSULTATION

The public consultation on the draft operating and capital estimates will be conducted through Councillor-led ward meetings, through regularly scheduled monthly Ottawa Public Library Board meetings on December 14, 2009 and January 18, 2009, through the Library's regular print and electronic feedback channels, and through public presentations when Council meets as Committee of the Whole beginning January 25, 2009.

LEGAL/RISK MANAGEMENT IMPLICATIONS:

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

FINANCIAL IMPLICATIONS

Financial implications are identified within the report.

SUPPORTING DOCUMENTATION

Document 1 - 2010 Draft Operating and Capital Estimates for the Ottawa Public Library

DISPOSITION

Draft budget estimates for the Ottawa Public Library will be forwarded to the Committee of the Whole for further consideration.

BUDGET 2010 Ottawa

Ottawa Public Library

Draft Operating and Capital Budget

Tax Supported Programs

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Ottawa Public Library

Ottawa Public Library – 2010 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 facilities, 2 bookmobiles, 3 mobile units, outreach services, and digital services including an extensive website service and an automated catalogue system (integrated library system). The Library 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 the world.

The OPL's *Strategic Directions and Priorities 2008-2011* include five development and action pillars:
- to provide responsive service
  - engage and support key groups including youth, newcomers, entrepreneurs and small business, seniors and job-seekers
  - build the print and electronic collections to address the gap between growing demand and current supply
  - improve technology-based access and services
  - support life-long learning and reading for all
  - provide more and better hours of service
- to develop partnerships for efficient and effective service
  - leverage public investment by working with City departments and partners on key initiatives
  - extend pubic access to City information through the Library's 33 branches and website
- to improve library places and spaces
  - implement a program of upgrades and improvement in existing branches
  - develop new branches through physical and technology upgrades
  - enhance accessibility to the Library's services through physical and technical upgrades
  - demonstrate environmental leadership in all future facility development
- to build a new central library, and
- to be accountable and innovative
  - ensure effective staff, board and volunteer involvement
  - use the power of technology to extend services, make connections with citizens and realize ongoing efficiencies
  - implement a new approach to performance measurement that informs continuous improvement and more accurate reflects the return on investment that the Library provides for the tax funds invested in it
  - Tell the Library's story by building awareness of what the Library has to offer and report on progress to the public and taxpayers.

In 2009, the OPL began the year with 457.04 FTEs representing a head count that varies between 691 and 701. Meeting the 2009 productivity target accomplishment of $618K, and including the Strategic Organizational Review, will reduce the FTE count by a further 10 FTEs by December 31, 2009. Of the total staff, 96% are frontline staff and 4% are management and administrative staff. The OPL has 7.4 fewer FTE's than at the time of amalgamation following 29 FTE eliminations and 30 FTE transfers to the City. Since 2001 circulation alone has increased almost 50% and annual uses now exceed 25 million. Unionized library employees are represented by one bargaining agent: CUPE 503 Library Group.

Programs / Services Offered

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

- <u>Borrower Services</u>: 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

- <u>Reader and Information Services</u>: 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

- <u>Collection and resource services</u>: build and maintain a comprehensive collection of 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

- <u>Digital Services</u>: 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 and services; support and deliver public service through the library's website www.BiblioOttawaLibrary.ca

- <u>Access, Outreach and Diversity Services</u>: 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 and extend all services; promote library services and activities.

- <u>Library Board Governance</u>: 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.

Re-Organizations

The Library aggressively seeks to meet increased service demands by continually reviewing and adjusting staffing and service levels across its 33 locations and work units. Performance measures are reviewed regularly to determine where positions or parts thereof, can be reallocated <u>to</u> areas that have experienced increases in use, <u>from</u> areas where usage has not increased at the same rate or where technology has been leveraged to achieve efficiencies. The Library has an active service and staffing Harmonization and Efficiency Team.

The Library restructured its four divisions at the beginning of 2005. In 2009, the Library undertook a complete Strategic Organization Review including a organizational design review and a Borrower Services process review. The latter will be completed by the end of December 2009. The organizational design review has resulted in streamlined division management structure moving from four divisions to three:
- System Wide-Services and Innovation;
- Service Excellence and;
- Facilities and Business Services.

This is currently being put into place. Implementation begins December 2009.

In addition, a consolidated and more consistent library branch management structure moving to fewer branch clusters, and including a rural branch strategy will result. It will be supported by strengthening the supervisory (bargaining unit staff) structure in the branches. The realignment of program management responsibilities will better support the Library's strategic directions and more precisely drive such activity as: staff development and customer service; innovation and continuous improvement; library facilities and budget planning, and proactive risk management. The Library will also be better positioned to participate in the City's new Shared Services/Business Partner model (former Centres of Expertise).

Performance / Outcome Measures

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

1. Quantitative Performance Measures:

Measure	2008 Actual	2009 Estimated	2010 Estimated Target
Population	**898,150**	**907,350**	**917,800**
Service Statistics			
Items borrowed	10,429,478	10,625,631	10,838,144
Electronic visits	5,783,839	6,153,131	6,522,319
Programs	9,687	9,643	9,836
Attendance	199,409	194,957	204,705
In-person visits	4,802,150	5,090,279	5,395,696
Volunteer hours	44,500	44,500	44,500
Value of volunteer hours @ $17.5/hour	778,750	778,750	778,750
OMBI (Ontario Municipal Benchmarking Initiative)			
Library uses	25,234,978	26,244,377	27,294,152
Library uses/capita	28.1	28.9	29.7
Annual circulation/capita	11.6	11.7	11.8
Library holdings	2.24 M	2.25 M	2.25 M
Number of library holdings/capita	2.50	2.50	2.40
Number of square feet/capita	0.48	0.48	0.48
Annual $ amount spent on library materials/capita	4.84	5.30	5.68
Library $ cost/use	1.63	1.58	1.54
Operating $/capita	45.66	45.80	46.00
Annual number of library service hours/capita	0.09	0.09	0.09

For the 2008 OMBI results, the transmittal memo to Mayor and Council stated "*Ottawa has the most efficient and effective library* services among all OMBI municipalities. *Library usage continues to gain popularity with residents and the library cost per use has decreased.*"

Within 2008 OMBI results, the Ottawa Public Library has:

- <u>Highest</u> annual borrowing @ 11.6/items/capita
- 2nd <u>lowest</u> cost per use @ $1.63/use
- <u>lowest amount of space</u> per capita @ 0.48 square feet/capita
- <u>Highest turnover of materials</u> @ 5 times/year
- 2nd <u>lowest operating</u> cost per capita <u>below the mean and median</u> @ $45.66
- 2nd <u>lowest holdings</u> per capita and <u>below the mean and median</u> @ 2.4 items
- Annual <u>number of service hours</u> per capita <u>below the mean and the median</u>

See also Appendix A for OMBI details and comparative data:

2. <u>External Non-Tax Funding</u>: In 2008, together the Library, Friends of the Ottawa Public Library Association and the Ottawa Public Library Foundation raised more than $500K to enrich programs and services. In 2009, the OPL Foundation received its first major bequest worth more than $600,000, and the Library received $4.724 M in tri-government Infrastructure Stimulus Funding (ISF) for one new facility (Greely) and the renovation/rehabilitation of four other facilities (Alta Vista, Vanier, Cumberland and Sunnyside). An application for ISF-2 funding is pending.

<u>Qualitative Performance Measures</u>

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

1. **Effective Use of Technology**:
   Mayor's Task Force On e-Government: The Task Force report (2008: http://ottawa.taskforcereport.ca) included a full appendix on *Lessons Learned from the Library.* Highlights of the report (related to the OPL) include:

   - *OPL is the most advanced group in the city for exploiting information technology; it has a citizen-centric focus*
   - *OPL's business plans for technology were the best that the Task Force reviewed*
   - *The Library's Integrated Library System (SirsiDynix) eliminates duplication which eases maintenance, reduces costs and makes the Library more nimble*
   - *OPL does an excellent job of understanding its users and building its processes and the systems that support those processes, around users.*
   - *OPL staff are very well versed in modern technology and are clearly aware of the value they receive from employing technology. They have a good relationship with the City's ITS Centre of Expertise*
   - *OPL has developed excellent partnerships with other libraries in the National Capital Region to the advantage of library users.*

2.   **Customer Satisfaction:** The Library ranked as one of the top three City services @78% (behind Police at 80% and Fire at 86%) in the City's current 2008 Harris-Decima November 2008 citizen satisfaction survey.

In the latest national study (*Citizens First* 2005) of both public and for-profit corporate sector institutions, by the Institute of Citizen Centred Service and the Institute of Public Administration of Canada, public libraries scored as the one of the highest rated institutions in terms of service quality and customer satisfaction with a score of 84/100, second only to fire departments which had a score of 85/100.

3.   **Award Winning: some recent examples of institution and individual* awards and honours**
   2009
   - Crime Prevention Ottawa: Runner Up Award for OPL/BPO's Teen Zones Ados
   - Friends of the Ottawa Public Library won three "Friends Awards" for their work from the Friends of American Libraries
   - Friends of the Ottawa Public Library won the Gabrielle Schreiber award from the Friends of Canadian Libraries for their work
   - City Librarian won the Canadian Library Association's Outstanding Contribution to Libraries* (highest award), and the Allie Beth Martin Award* for outstanding service from the American Public Library Association
   - Board Chair was elected to the Executive Board of the Urban Libraries Council (USA and Canada), and continues to serve as President of the Canadian Library Trustees Association

   2008
   - 2008 Ontario Library Association Leadership in Readers' Advisory Service Award*
   - 2008 Friends of the Ottawa Public Library won three (3) awards, one each at the provincial, national and international level for their fundraising and advocacy work
   - 2008 Canada Post Community Literacy Award *
   - 2008 Canadian Library Association Stan Heath Award for Achievement in Literacy
   - 2008 OPL Bopl's web-based book club on the Library website selected as official honoree in the Annual Webby Awards-Youth Category (only 15 of 10,000 nominees selected as honorees).

2010 Budget Risks / Other Considerations

- <u>Fuel charges</u>: as identified by Fleet Services, there are inflationary increases of $55K due to inflation on fuel for the bookmobile, home bound services, and branch delivery service, and fleet maintenance particularly for the aging bookmobile fleet.

- *OPL Strategic Priorities and Directions 2008-2011*: achieving the Board's stated goal to provide service excellence that is customer-focused requires additional investment and/or re-investment in teen and French languages services, technology, communications, staff and board training, and management of capital projects.

- <u>Fees and Fines income</u>: budget is based on estimated income; if this is not achieved, corrective strategies will be required.

- <u>Provincial operating grant</u>: 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 grant of $1.38M would have significant impact on the Library's capacity. The Ottawa Public Library Board has been active in petitioning for improvements to the grant program particularly for large urban libraries.

- <u>Aging Workforce</u>: The average of the OPL workforce is greater than that of the City's workforce. Combined with demographic, cultural, linguistic and economic forces means that employee development and hiring strategies have to be strengthened in order to ensure a strong, bilingual, well-trained labour force in the future.

- <u>Capital Development</u>: Infrastructure Stimulus Funding (ISF) projects must be completed on-time to safeguard funding; the tripling of the number and scope of capital projects will create service disruptions and lost revenue from fees, fines and rentals.

- <u>General Risk</u>: the Ottawa Public Library has developed a detailed risk analysis framework, and is working with the Legal Services Risk Management Office to complete the first risk assessment pilot project conducted by external risk auditors. The OPL is well positioned to continue to strengthen its risk management strategy.

Ottawa Public Library – 2010 Budget Briefing Note

Other Considerations

1. **Reports of the Auditor General (2008 – to present):**

   In 2008 two draft reports were received from the office of the Auditor General: one on Library Governance and a second on the Budget Development Process. Both audits were very positive. The Board and staff have been actively engaged in developing responses to both audits.

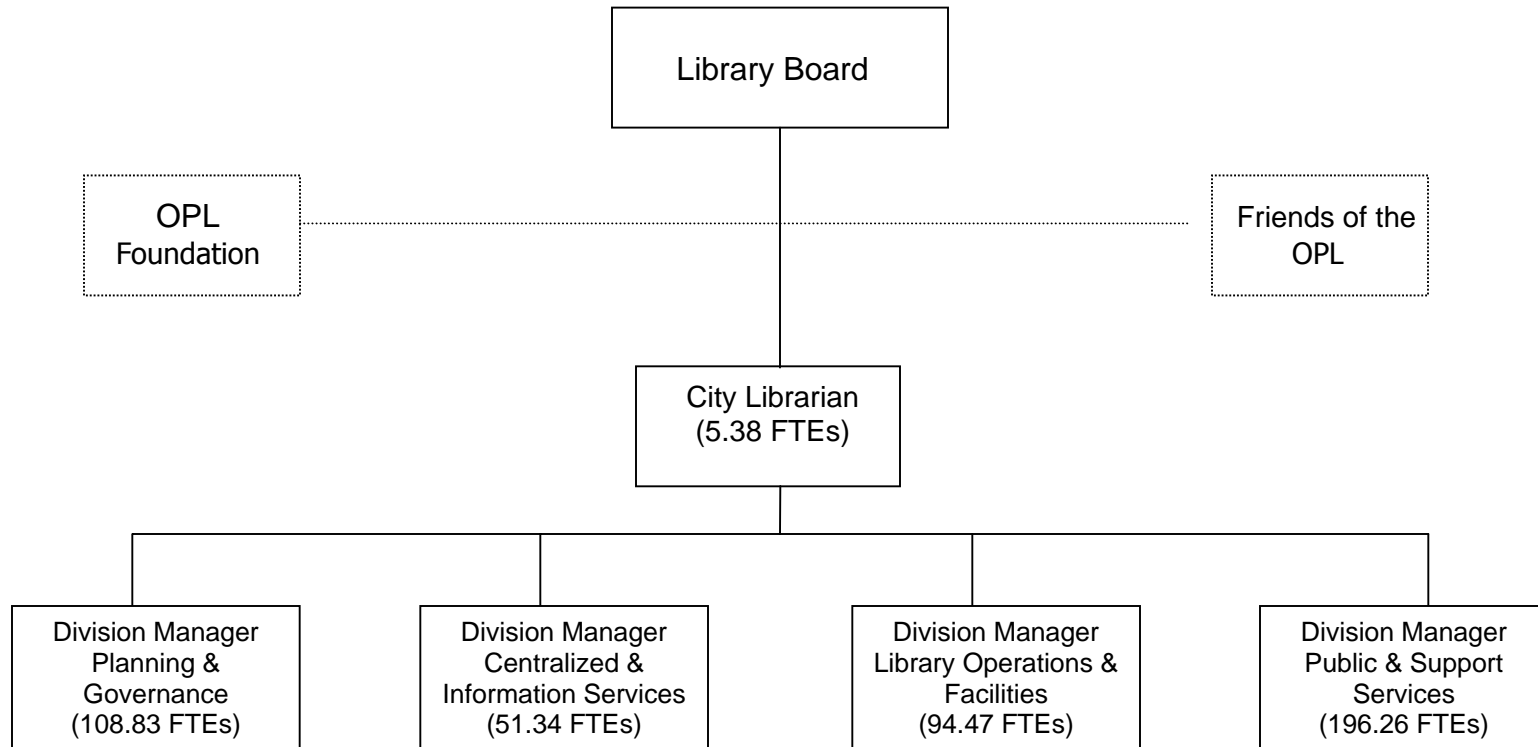2. **Revenue Generating and Charging for Library Services:**

   The Ottawa Public Library has an aggressive revenue-generating program in partnership with its Friends of the Library and the Ottawa Public Library Foundation. The total raised each year from special grants, fundraising events and programs etc., ranges from $400K to $600K for designated projects and special services, such as the development of Teen Zones Ados in many of the Library's 33 facilities. In addition, a number of individual citizens have established special funds for the library with the Community Foundation of Ottawa.

   As part of the budget process each year, Library staff review the fines and fees charged by the Library 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, overall, charging 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 and thus avoiding charges. However, there is evidence that the implementation of online payment of fees technology will increase revenue and this is being pursued aggressively.

   A new fee for exam invigilation was introduced this year. This service was previously offered free of charge. The public has accepted this fee and the modest revenue stream is exceeding expectations.

Organization Chart 2009

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                            │  Library Board  │
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┌──────────────┐                     │                    ┌──────────────┐
│     OPL      │.....................│....................│ Friends of the│
│  Foundation  │                     │                    │     OPL      │
└──────────────┘                     │                    └──────────────┘
                            ┌────────┴────────┐
                            │  City Librarian │
                            │   (5.38 FTEs)   │
                            └────────┬────────┘
                                     │
        ┌────────────────┬───────────┴───────────┬────────────────┐
┌───────────────┐ ┌───────────────┐ ┌───────────────┐ ┌───────────────┐
│Division Manager│ │Division Manager│ │Division Manager│ │Division Manager│
│  Planning &    │ │ Centralized &  │ │Library Operations│ │ Public & Support│
│  Governance    │ │ Information     │ │  & Facilities  │ │  Services      │
│ (108.83 FTEs)  │ │ Services        │ │ (94.47 FTEs)   │ │ (196.26 FTEs)  │
│                │ │ (51.34 FTEs)    │ │                │ │                │
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Current as of October 2009. New structure takes effect December 2009.

Appendix A: OMBI Comparative Results 2008

Appendix A

Ontario Municipal Benchmark Initiative: 2008 Comparative Library Results
The 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.

Measure	2007	2008
Annual Circulation per Capita		
Ottawa (**highest** of all OMBI libraries)	11.3	11.6
Hamilton	9.1	9.8
Toronto	10.6	10.9
Median	8.3	8.9
Mean	8.4	9.0
	2007	**2008**
Number of Library holdings per capita		
Ottawa (**below** medium, mean and Toronto)	2.61	2.50
Hamilton	2.13	1.95
Toronto	3.95	4.27
Mean	2.86	2.78
Median	2.96	2.98
	2007	**2008**
Number of Square Feet per capita		
Ottawa (**lowest** of all OMBI libraries)	0.48	0.48
Hamilton	0.61	0.61
Toronto	0.67	0.67
Median	0.67	0.64
Mean	0.68	0.68
	2007	**2008**

Measure	2007	2008
Annual $ Amount Spent on Library Materials per capita		
Ottawa (**below** mean, medium, Hamilton and Toronto)	4.86	4.84
Hamilton	5.84	5.69
Toronto	6.12	6.12
Median	5.21	5.52
Mean	5.06	5.36
	2007	**2008**
Library $ Cost per use		
Ottawa	1.70	1.63
Hamilton	2.00	2.03
Toronto	1.83	1.95
Median	1.99	2.00
Mean	1.95	1.98
	2007	**2008**
Operating $ Cost for Libraries per capita		
Ottawa (**below** mean, medium, Hamilton and Toronto)	43.82	45.66
Hamilton	53.45	53.99
Toronto	59.98	64.76
Median	43.87	47.96
Mean	46.04	49.52
	2007	**2008**
Annual Number of Library Service Hours per capita		
Ottawa (**below** mean and medium; same as Hamilton and Toronto)	0.09	0.09
Hamilton	0.09	0.09
Toronto	0.09	0.09
Median	0.11	0.10
Mean	0.14	0.14

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
City Librarian's Office & Board	790	1,003	831	913	82	123	932	953
Planning & Governance Division	7,790	7,679	7,613	8,121	508	331	8,698	8,937
Library Operations & Facilities Division	5,842	5,879	5,839	6,239	400	397	6,583	7,025
Public & Support Services Division	17,382	17,667	17,471	18,205	734	823	19,684	22,318
Centralized & Information Services Division	4,986	5,375	5,181	5,503	322	517	6,584	7,163
Gross Expenditure	**36,790**	**37,603**	**36,935**	**38,981**	**2,046**	**2,191**	**42,481**	**46,396**
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	**36,790**	**37,603**	**36,935**	**38,981**	**2,046**	**2,191**	**42,481**	**46,396**
Expenditures by Type								
Salaries, Wages & Benefits	27,061	27,436	27,253	28,718	1,465	1,657	31,053	34,018
Overtime	141	144	50	50	-	(91)	50	50
Material & Services	5,787	6,250	5,965	6,295	330	508	7,450	8,390
Transfers/Grants/Financial Charges	(1)	3	3	3	-	4	3	3
Fleet Costs	140	132	92	97	5	(43)	107	117
Program Facility Costs	3,454	3,467	3,467	3,713	246	259	3,713	3,713
Other Internal Costs	208	171	105	105	-	(103)	105	105
Gross Expenditures	**36,790**	**37,603**	**36,935**	**38,981**	**2,046**	**2,191**	**42,481**	**46,396**
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	**36,790**	**37,603**	**36,935**	**38,981**	**2,046**	**2,191**	**42,481**	**46,396**
Revenues By Type								
Federal	(135)	(70)	(70)	(70)	-	65	(70)	(70)
Provincial	(1,438)	(1,380)	(1,380)	(1,380)	-	58	(1,380)	(1,380)
Municipal	-	-	-	-	-	-	-	-
Own Funds	(120)	(120)	(120)	(120)	-	-	(120)	(120)
Fees and Services	(1,267)	(1,383)	(818)	(818)	-	449	(818)	(818)
Fines	(1,468)	(1,430)	(1,427)	(1,427)	-	41	(1,427)	(1,427)
Other	-	-	-	-	-	-	-	-
Total Revenue	**(4,428)**	**(4,383)**	**(3,815)**	**(3,815)**	**-**	**613**	**(3,815)**	**(3,815)**
Net Requirement	**32,362**	**33,220**	**33,120**	**35,166**	**2,046**	**2,804**	**38,666**	**42,581**
Full Time Equivalents	**454.24**	**447.04**	**447.04**	**452.74**	**5.70**	**(1.50)**	**465.74**	**494.36**

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficien-cies	User Fees & Charges	Estimate		
Expenditures by Program												
City Librarian's Office	1,003	831	(118)	200	-	-	-	-	-	913	82	59.8%
Planning & Governance Division	7,679	7,613	26	437	-	-	45	-	-	8,121	508	83.8%
Library Operations & Facilities Division	5,879	5,839	29	326	-	-	45	-	-	6,239	400	87.7%
Public & Support Services Division	17,667	17,471	47	422	-	220	45	-	-	18,205	734	66.7%
Centralized & Information Services Division	5,375	5,181	20	82	-	125	95	-	-	5,503	322	77.9%
Gross Expenditure	37,603	36,935	4	1,467	-	345	230	-	-	38,981	2,046	75.0%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	37,603	36,935	4	1,467	-	345	230	-	-	38,981	2,046	
Percent of 2009 Net Expenditure Budget			0.0%	4.0%	0.0%	0.9%	0.6%	0.0%	0.0%	5.5%		
Expenditures by Type												
Salaries, Wages & Benefits	27,436	27,253	(5)	1,115	-	125	230			28,718	1,465	
Overtime	144	50	-	-	-	-	-	-	-	50	-	
Material & Services	6,250	5,965	-	110	-	220	-	-	-	6,295	330	
Transfers/Grants/Financial Charges	3	3	-	-	-	-	-	-	-	3	-	
Fleet Costs	132	92	-	5	-	-	-	-	-	97	5	
Program Facility Costs	3,467	3,467	9	237	-	-	-	-	-	3,713	246	
Other Internal Costs	171	105	-	-	-	-	-	-	-	105	-	
Gross Expenditures	37,603	36,935	4	1,467	-	345	230	-	-	38,981	2,046	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	37,603	36,935	4	1,467	-	345	230	-	-	38,981	2,046	
Revenues By Type												
Federal	(70)	(70)	-	-	-	-	-	-	-	(70)	-	
Provincial	(1,380)	(1,380)	-	-	-	-	-	-	-	(1,380)	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(120)	(120)	120	(120)	-	-	-	-	-	(120)	-	
Fees and Services	(1,383)	(818)	-	-	-	-	-	-	-	(818)	-	
Fines	(1,430)	(1,427)	-	-	-	-	-	-	-	(1,427)	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(4,383)	(3,815)	120	(120)	-	-	-	-	-	(3,815)	-	
Percent of 2009 Revenue Budget			-3.1%	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	33,220	33,120	124	1,347	-	345	230	-	-	35,166	2,046	
Percent of 2009 Net Requirement Budget			0.4%	4.1%	0.0%	1.0%	0.7%	0.0%	0.0%	6.2%		
Full Time Equivalents (FTE's)	447.04	447.04	-	-	-	3.00	2.70	-	-	452.74	5.70	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.7%	0.6%	0.0%	0.0%	1.3%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Increased expenditures offset by government grants and fundraising	(458)	538	80
Increased maintenance cost for bookmobile	(40)	-	(40)
Deficit due to 2009 budget shortfall in collective agreements and changes to Statutory Holiday requirements for casuals	(170)	-	(170)
Fees and Fines exceeded budget	-	30	30
Total Surplus / (Deficit)	**(668)**	**568**	**(100)**

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Removal of 2008 one-time item for union contract negotiated Library sick bank payout	(120)	120	-	-
Adjustment for 2009 shortfall in collective agreement provision and benefit adjustment	115	-	115	-
Increase in facility costs due to 2009 shortfall in City of Ottawa collective agreement provision	9	-	9	-
Total Adjustments to Base Budget	**4**	**120**	**124**	**-**

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

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
Adjustment for 2010 contracts settlements, increments and benefit adjustments	955	-	955	-
Increased fleet costs due to inflation on fuel and maintenance	5	-	5	-
Inflationary increase on facility costs such as hydro, compensation, and leases	237	-	237	-
One-time Library sick bank payout as per contract settlement	120	(120)	-	-
Adjustment for 2010 contract settlement for statutory holiday pay for casuals due to change in Employment Standards Act	40	-	40	-
Increased fleet costs due to maintenance requirement on bookmobile's aging fleet	50	-	50	-
Inflationary increase to maintenance and licensing agreements	60	-	60	-
Total Maintain Services	**1,467**	**(120)**	**1,347**	**-**

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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Growth				
Materials: 8.3% increase in materials budget due to growth; circulation has increased 34.6% since 2002 with only a 14.4% increase in materials budget; 2008 OMBI results: OPL has 2nd lowest holdings per capita; 3rd lowest expenditure on materials per capita; and, highest annual borrowing per capita.	220	-	220	-
Capital project management: to plan, monitor, and coordinate major expansion to capital program, as the number of major capital facilities projects has more than tripled in OPL; position to be funded through the capital budget.	-	-	-	1.00
Digital services: capacity required to support digital public library services (6 million e-visits to OPL website and catalogue in 2009); migration to new integrated library system; growing demand for online services e.g. public wireless use up 90% in 2009 over 2008; use of online books up 83% in 2009 over 2008.	60	-	60	1.00
Children & Teen Services: to support growing demand for French language library services to children in west end; use of French language children's materials in Q1 2009 increased up to 41% in the west branches.	65	-	65	1.00
Total Growth	**345**	**-**	**345**	**3.00**

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

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
New Services / Needs				
Accessibility: capacity required to plan, coordinate and deliver accessible customer-driven services that are barrier-free in 33 locations, mobile and virtual services; and to ensure compliance with the *Accessibility for Ontarians with Disabilities Act* (AODA).	50	-	50	1.00
Expanded hours: as per 2008 OMBI results, OPL has lowest library service hours/capita, and is below the provincial mean and median @ 0.09 hours/capita; funding would provide expanded year-round Sunday hours for Main and 3 district branches, and extend Sunday hours in additional branches by 8 weeks/branch.	180	-	180	1.70
Total New Services / Needs	**230**	**-**	**230**	**2.70**

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	-	-	-
Total User Fees & Charges	**-**	**-**	**-**	**-**
Total Budget Changes	**2,046**	**-**	**2,046**	**5.70**

City of Ottawa
Ottawa Public Library - User Fees

User Fees	2008 Rate $	2009 Rate $	2010 Rate $	% Change Over		Effective Date DD-MMM-YY	2010 Revenue ($000)
				2009	2008		
Ottawa Public Library							
Fines							
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	-

City of Ottawa
Ottawa Public Library - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	$	$	$	2009	2008	DD-MMM-YY	($000)
Fines (Cont.)							
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	-
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	-

City of Ottawa
Ottawa Public Library - User Fees

User Fees	2008 Rate $	2009 Rate $	2010 Rate $	% Change Over 2009	% Change Over 2008	Effective Date DD-MMM-YY	2010 Revenue ($000)
Fees							
Non-Resident fee (4 months +)	$50 each/$100 family	$50 each/$100 family	$50 each/$100 family	0.0%	0.0%	N/A	-
Visiitor 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
Ottawa Public Library - Board Recommendations
In Thousands ($000)

Strategy Category	Program / Service Adjustment	2010 Library Board Recommendations			
		Exp	Rev	Net Impact	FTE Impact
4	**Recommendation** Materials: 8.3% increase in materials budget due to growth; circulation has increased 34.6% since 2002 with only a 14.4% increase in materials budget; Library also spends 15% on French language materials. 2008 OMBI results: OPL has 2nd lowest holdings per capita, below the provincial mean and median; 3rd lowest expenditure on materials per capita, below the provincial mean and median.	(180)	-	(180)	-
	Impact on Public / City Departments Deferring partial request for materials budget increase limts the Library's ability to meet its strategic direction of "catching up" in terms of availability of materials and reduces the ability to bridge the gap between growing demand and current supply.				
4	**Recommendation** Capital project management: to plan, monitor, and coordinate major expansion to capital program, as the number of major capital facilities projects has more than tripled in OPL - to be funded through capital program budgets.	(100)	-	(100)	-
	Impact on Public / City Departments Significantly limits OPL's ability to meet its strategic direction of developing and caring for its community "places and spaces". Could result in reduced progress to other capital projects and facility matters as priority must be given to ISF projects.				
4	**Recommendation** Public information: to plan, develop, and deliver public consultation and information programs particularly related to expanded capital program including renovations, retrofits and new builds; to improve media relations; and to develop social networking media strategies to improve customer service and communications.	(65)	-	(65)	(1.00)
	Impact on Public / City Departments Limits the Board's ability to meet its strategic direction of "telling the Library's story" and meeting the increased demand for library related communication products; also means reduced progress in terms of marketing library services using new media.				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services

City of Ottawa
Ottawa Public Library - Board Recommendations
In Thousands ($000)

Strategy Category	Program / Service Adjustment	2010 Library Board Recommendations			
		Exp	Rev	Net Impact	FTE Impact
4	**Recommendation** Accessibility: capacity required to plan, coordinate and deliver accessible customer-driven services that are barrier-free in 33 locations, mobile and virtual services; and to ensure compliance with the *Accessibility for Ontarians with Disabilities Act* (AODA) - part year savings	(20)	-	(20)	-
	Impact on Public / City Departments Partial-year funding contained in draft budget estimates. Additional funding required for annualization in 2011.				
2	**Recommendation** Training and development: for improved training for customer service, use of technology and mandatory training to support services for persons with disabilities; to support employee succession and retention. Current training budget is $57K for 701 FT and PT employees	(40)	-	(40)	-
	Impact on Public / City Departments OPL's training expenditures will remain far below industry standards (OPL's goal is 1.0% of payroll; City's target is 1.5%); training budget has not increased in any significant way since amalgamation. Training needs have increased greatly as the Library implements its new *Talent Plan* and introduces new technologies and means of doing business to meet the increased demands from its customers.				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services

City of Ottawa
Ottawa Public Library - Board Recommendations
In Thousands ($000)

Strategy Category	Program / Service Adjustment	2010 Library Board Recommendations			
		Exp	Rev	Net Impact	FTE Impact
2	**Recommendation** Planning and performance measurement: to support and implement a new outcomes-based approach to performance measurement as per Board policy and the Auditor General's Report on Library Governance; to support continuous improvement initiatives; to assess the return on investment (ROI) for expenditure of tax funds on library service; to provide timely and accurate response to provincial, national and international survey requirements for performance and resource data.	(65)	-	(65)	(1.00)
	Impact on Public / City Departments Reduces the Library's ability to implement improved performance measurement program, focused on outcomes. Reduces available resources required to research on-going capital and service initiatives.				
2	**Recommendation** Social Networking: 35% of adult Internet users use social networking sites, as do 75% of young persons ages 18-24; Facebook has more than 300 million active users and Twitter 23 million unique visitors. The Library must use social networking tools as key element of customer-driven service excellence.	(65)	-	(65)	(1.00)
	Impact on Public / City Departments Reduces the Library's ability to respond to increasing public user demand for convenient and current web-based library services such as Twitter and Facebook that reach customers where they are, and at times convenient to them.				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services

City of Ottawa
Ottawa Public Library - Board Recommendations
In Thousands ($000)

Strategy Category	Program / Service Adjustment	2010 Library Board Recommendations			
		Exp	Rev	Net Impact	FTE Impact
2	**Recommendation** Diversity: capacity required to deliver community outreach services to vulnerable groups including: seniors, adults with low literacy, persons with disabilities, Aboriginals, persons with unstable housing, job seekers, and newcomers to Canada.	(65)	-	(65)	(1.00)
	Impact on Public / City Departments Reduces the Library's ability to go out into the community where people are and build knowledge and linkages about library services and programs that can meet the needs of these target groups. For many in these groups, coming into the Library is often both intimidating and new. Limits the Library's response in developing and implementing a service strategy for seniors.				
2	**Recommendation** Teen Services: Teens represent 18% of Ottawa's population; the Library currently has only 2 FTEs dedicated to serve this population. Additional capacity is required to effectively implement new Board approved Teen Services Strategy.	(100)	-	(100)	(1.50)
	Impact on Public / City Departments Dedicated resources of 1.5 FTEs are required to begin the phased implementation of the Teen Services Strategy. Keeps programs and services at current levels which do not meet teen customer demand and are not offered in all library branches.				
Total Library Board Recommendations		(700)	-	(700)	(5.50)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services

Service Area: Ottawa Public Library							
Category	2010 Draft Capital Budget	Revenues	Tax Supported/Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	2,403	-	2,403	-	-	-	-
Growth	550	-	80	-	-	470	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	1,530	-	1,530	-	-	-	-
Total	4,483	-	4,013	-	-	470	-

City of Ottawa

Service Area: Ottawa Public Libarry

2010 Draft Budget

In Thousands ($000)

Project Information	Financial Details

905659 RG - LCR - Public Library

Dept: Infrastructure Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2010

This extended capital program is intended to undertake significant life cycle renewal work (replacement) of key building and park assets including roofs, mechanical systems, structural elements, athletic components. Funding will be allocated to identified projects, unplanned, and emergency work within each service area.

2010 Request	328	Previous Authority	0
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	328	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	328		
Spending Plan	328		
FTE's			
Operating Impact			

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Project	Ward	Location/Description	$000's
905659 RG - LCR - Public Library			328
Ben Franklin Place: Centrepointe Library	08	Replace Carpet (Ph 2) - Centrepointe Library	73
Emerald Plaza Library	09	Replace Handicap Access Ramp - Loading Dock	109
Walter Baker Sports Centre: Library	03	Remediate Service Elevator	146

City of Ottawa

Service Area: Ottawa Public Libarry

2010 Draft Budget

In Thousands ($000)

Project Information	Financial Details

905664 LCR - Public Library

Dept: Infrastructure Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2010

	2010 Request	**900**	Previous Authority	0
This capital program is intended to address life cycle renewal (replacement) of building and site assets within the City's library service area. A wide assortment of work, such as, roof replacement, mechanical and electrical systems, site elements, interior finishes...etc, form the bulk of this capital program. Funding will be allocated to identified projects, as well as, for unplanned and emergency work.	Revenues	-	Rate Supported	-
	Tax Supported/ Dedicated	900	Development Charges	-
	Gas Tax	-	Debt	-

	Forecast	**2010**	**2011**	**2012**
	Authority	900		
	Spending Plan	900		
	FTE's			
	Operating Impact			

City of Ottawa

Service Area: Ottawa Public Library

2010 Draft Budget

In Thousands ($000)

Project	Ward	Location/Description	$000's
905664 LCR - Public Library			**900**
Ben Franklin Place: Centrepointe Library	08	Replace Roof Over Centrepointe Library	181
City Wide: Library Facilities	CW	Contingency: Library Facilities	70
City Wide: Library Facilities	12	Contingency - Ipm	45
Library: Hazeldean	23	Replace Carpet	53
Library: Main	14	Upgrade Escalators To Code	171
Library: Manotick	21	Replace Carpet	38
Library: North Gower	21	Install Water Tank (Fire Protection)/Replace Roof	132
Library: Orleans	02	Replace Rooftop Units (8)	57
Library: Richmond	21	Install Water Tank (Fire Protection)	91
Library: Rideau Street	12	Restore Windows (Ph 2)	62

Project Information	Financial Details

905666 Accessibility - Public Library

Dept: Infrastructure Services	Category: Strategic Initiative	Ward: CW	Year of Completion: 2010

This capital program supports barrier identification and barrier removal work in City buildings and facilities to ensure that the city is meeting the intent of the accessibility for Ontarians with Disabilities Act (AODA). This program supports a wide assortment of facility modifications and adjustments such as the installation of power-assisted door operators; tactile improvements; door width enlargements; upgrades for the visually, hearing and mobility impaired facility users and includes necessary improvements to building elevators. Part of the funding is directed to undertaking accessibility audits to identify barriers as called for by this provincial legislation.Funding will be allocated to identified projects, and to the provision for unplanned and/or emergency work within each service area.

2010 Request		10	Previous Authority	0
Revenues		-	Rate Supported	-
Tax Supported/ Dedicated		10	Development Charges	-
Gas Tax		-	Debt	-

Forecast	2010	2011	2012
Authority	10		
Spending Plan	10		
FTE's			
Operating Impact			

Project	Ward	Location/Description	$000's
905666 Accessibility - Public Library			10
City Wide: Library Facilities	CW	Accessibility: Barrier Removal	10

Project Information	Financial Details

905408 General Repairs and Maintenance 2010

Dept: Ottawa Public Library		Category: Renewal of City Assets	Ward: CW	Year of Completion:	2012

Required building maintenance repairs and minor improvements for the over 400,000 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 staff. Major life cycle replacements i.e. those over $10,000 are funded through the Comprehensive Asset Management capital program. This supports OPL's Strategic Direction for (C) Places and Spaces.	**2010 Request**	**300**	Previous Authority	0

Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	300	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	300		
Spending Plan	300		
FTE's			
Operating Impact			

905409 Furniture and Equipment 2010

Dept: Ottawa Public Library	Category: Renewal of City Assets	Ward: CW	Year of Completion:	2012

Replacement of worn-out furniture and equipment is funded through this annual capital program. This includes items such as library shelving, study desks, carrels, chairs, public reading furniture, photocopiers and workstations. This does not include information technology items. This supports OPL's Strategic Direction for (C) Places and Spaces.	**2010 Request**	**275**	Previous Authority	0

Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	275	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	275		
Spending Plan	275		
FTE's			
Operating Impact			

Project Information	Financial Details

905620 IT Library Computers and IT Equipment 2010

Dept: Ottawa Public Library	Category: Renewal of City Assets	Ward: CW	Year of Completion:	2012

This is an annual project which will replace equipment not covered through ITS' lifecycle program including printers, and peripherals. In addition, 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 565 staff PCs and 569 public PCs which support more than 10 million check-outs and almost 6 million electronic visits. In 2008, there were 947,499 bookings on public computers throughout the Library's 33 locations. This supports OPL's Strategic Directions for (A) Responsive Services and (E) Accountable and Innovative Organization.

2010 Request	250	Previous Authority	0
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	250	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	250		
Spending Plan	250		
FTE's			
Operating Impact	20		

905621 IT ILS/Desktop Maintenance 2010

Dept: Ottawa Public Library	Category: Renewal of City Assets	Ward: CW	Year of Completion:	2012

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 2.3 million items and the circulation of more than 10 million items each year. The Library currently has 565 staff desktops and 569 public desktops to support and deliver service. In 2010, 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 continuing the development and implementation of a major migration to a new ILS platform. 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 the software, effective library workflow and efficient service delivery. This supports OPL's Strategic Directions for (A) Responsive Services and (E) Accountable and Innovative Organization.

2010 Request	250	Previous Authority	0
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	250	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	250		
Spending Plan	250		
FTE's			
Operating Impact	75		

Project Information	Financial Details

905625 IT Web Based Library Services Maintenance 2010

Dept: Ottawa Public Library	Category: Renewal of City Assets	Ward: CW	Year of Completion:	2012

The library website is a virtual library branch which receives an average of 500,000 visits a month. As a virtual branch, the website provides a core service, extending the library's services into the community, regardless of location. In 2010, 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 services to small business, newcomers, and teens, and to increase public self-service. This supports OPL's Strategic Directions for (A) Responsive Services and (E) Accountable and Innovative Organization.

2010 Request	100	Previous Authority	0
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	100	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	100		
Spending Plan	100		
FTE's			
Operating Impact	12		

905624 Growth Planning Studies

Dept: Ottawa Public Library	Category: Growth	Ward: CW	Year of Completion:	2012

The most recent Facilities Growth Planning Study (FGPS) for the Library was completed in 2006. As a planning document, the FGPS represents a work-in-progress that requires review and updating. Changes in growth projections will require a review of the plans and timing of new and expansion building projects. The adoption of the next Development Charge Bylaw in 2010 and the growth in rural communities will be considered in this review. Any significant changes to the Service Delivery Model may require a review related to the number or types of recommended facilities. The full review will insure that this planning tool will be updated with respect to all changes in forecasts and OPL policy. This supports OPL's Strategic Direction for (C) Places and Spaces.

2010 Request	50	Previous Authority	0
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	7	Development Charges	43
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	50		
Spending Plan	50		
FTE's			
Operating Impact			

Project Information	Financial Details

905631 Collections 2010

Dept: Ottawa Public Library	Category: Growth	Ward: CW	Year of Completion:	2012

As per the Development Charge Bylaw, these funds are spent on increasing the library materials in growth areas of the city. A new district branch is being planned because the western part of Ottawa requires an additional 30,000 sq. ft. of library space and services to serve the community. A district library requires a collection of 100,000 items. It will take two years and $1,000,000 to purchase, catalogue and process a collection of this size for adults, children and teens in a variety of formats. In order to be prepared for the opening of the new branch, the development charge funds will be designated for this purpose for the two years prior to the branch opening. Until then, the Development Charge funds are spent in all growth areas of the City. This supports OPL's Strategic Directions for (A) Responsive Services and (C) Places and Spaces.

2010 Request	500	Previous Authority	0
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	73	Development Charges	427
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	500		
Spending Plan	500		
FTE's			
Operating Impact			

905622 IT Self Checkout Systems 2010

Dept: Ottawa Public Library	Category: Strategic Initiative	Ward: CW	Year of Completion:	2012

Enabling the public to help themselves is an important aspect of library service and self-check is a critical feature. Self-checkout is currently in place at eight library locations and has proven very successful – the Main Library, Nepean Centrepointe, Greenboro, Ruth E. Dickinson, Carlingwood, Orléans, Cumberland and Beaverbrook. Between 55 and 80 percent of circulation checkouts at these locations are being handled through the self-check machines. This service has enabled these locations to handle the increased volume of use without adding staff, and has been very well received by the public. Self-check units also increase privacy for library users. Self-check technology provides significant cost avoidance. In 2010, self-check systems will be implemented at the Hazeldean branch. This supports OPL's Strategic Directions for (A) Responsive Services and (E) Accountable and Innovative Organization.

2010 Request	270	Previous Authority	0
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	270	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	270		
Spending Plan	270		
FTE's			
Operating Impact	33		

Project Information	Financial Details

905623 Library Retrofits 2010

Dept: Ottawa Public Library	Category: Strategic Initiative	Ward: CW	Year of Completion: 2012

Changing service demands require modernizing and/or expanding library facilities to improve OPL's capability to meet these identified needs. The $750K requested in 2010 will be utilized for several projects. The first project is a renovation of Ruth E. Dickinson which would include the re-location and redesign of service points to better meet the needs of patrons, creation of a Teen Zone and improvements to the children's area. The second branch project is for Vernon. Accessibility to both the building and its services would be improved through the redesigning the building (entrance ramp and accessible doorway). The renovation would also relocate and redesign its service point. Other branches requiring retrofits inlcude Hazeldean and Orléans. Funds will also be used for planning studies for major facilities projects, including the development of a Master Facilities Plan that will guide the planning for future retrofits.This supports OPL's Strategic Direction for (C) Places and Spaces.

2010 Request	750	Previous Authority	0
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	750	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	750		
Spending Plan	750		
FTE's			
Operating Impact			

905626 IT Vend Card Technology 2010

Dept: Ottawa Public Library	Category: Strategic Initiative	Ward: CW	Year of Completion: 2012

The vendcard system is an electronic payment system which allows users to electronically place a quantity of money on their library card and then use the card to purchase printing and photocopy services in library locations. Implementation of this technology has proven very successful in increasing revenue and reducing staff time spent on cash functions related to printing and copying. Vend card service is available at the many library locations. The expansion of this program is part of the Library's continuous improvement plan. The next priority locations for implementation of this service are Centennial, Hazeldean, and Rideau branches. 2010 funding will be used to implement the service at as many of these locations as is possible. This supports OPL's Strategic Directions for (A) Responsive Services and (E) Accountable and Innovative Organization.

2010 Request	100	Previous Authority	0
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	100	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	100		
Spending Plan	100		
FTE's			
Operating Impact	20		

Project Information	Financial Details

905627 IT E-Payment 2010

Dept: Ottawa Public Library	Category: Strategic Initiative	Ward: CW	Year of Completion: 2012

This is a function that is much requested by the public. The ability to pay outstanding charges online from home or from in-branch stations (e.g. self-check stations, vendcard kiosks, public PCs) would provide a service the public wants plus would increase the revenue received and reduce the amount of time staff spend on cash handling. This supports OPL's Strategic Direction for (E) Accountable and Innovative Organization.

2010 Request	200	Previous Authority	0
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	200	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	200		
Spending Plan	200		
FTE's			
Operating Impact	40		

905628 IT Library Kiosk Project 2010

Dept: Ottawa Public Library	Category: Strategic Initiative	Ward: CW	Year of Completion: 2012

Kiosks containing popular materials in both print and media formats will be implemented to provide a library presence in areas that have no branches. The kiosks will permit the users to browse the collection in each kiosk, choose and checkout materials and to return them there. The first Kiost pilot project, that will be implemented early in 2010 in the Hunt Club/Riverside Community Centre will be evaluated as a very cost efficient and effective way to use technology to extend library services. This supports OPL's Strategic Direction for (C) Places and Spaces.

2010 Request	150	Previous Authority	0
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	150	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	150		
Spending Plan	150		
FTE's			
Operating Impact	15		

Project Information	Financial Details

905629 OPL Foundation Capital Campaign

Dept: Ottawa Public Library	Category: Strategic Initiative	Ward: CW	Year of Completion: 2010

This project provides seed financing for the Ottawa Public Library Foundation to launch a capital funding campaign. This campaign will help support the library retrofit program and will help build capital funds for the new central library. This supports OPL's Strategic Directions for (C) Places and Spaces and (D) The New Central Library.	**2010 Request**	**50**	Previous Authority	0

Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	50	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2010	2011	2012
Authority	50		
Spending Plan	50		
FTE's			
Operating Impact			