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1.	2020 DRAFT OPERATING AND CAPITAL BUDGET ESTIMATES AND FOUR –YEAR CAPITAL FORECAST OPLB-2019-1102	<ul style="list-style-type: none">• TWO DELEGATIONS: ONE SPOKE TO CHRONIC UNDERFUNDING AND LOCALLY SUBSTANDARD LIBRARY SERVICE AS COMPARED TO OTHER MUNICIPALITIES. THE SECOND ADVOCATED FOR SUPPORT AND MAINTENANCE OF LIBRARY SERVICES AT THE HUNT CLUB-RIVERSIDE PARK COMMUNITY CENTRE AND SUPPORTED THE OPL's REQUEST FOR FUNDING FOR THE FACILITIES MASTER PLAN, SPECIFICALLY REFERENCE TO SERVICES IN HUNT CLUB-RIVERSIDE PARK COMMUNITY AREA.• APPROX. 50 MIN-WORTH OF CONSIDERATION OF THIS ITEM (PRESENTATION, DELEGATIONS, AND Q&A TO STAFF)• CARRIED AS PRESENTED

ATTACHED OPL BOARD DRAFT MINUTES EXTRACT

MEETING OF 3 DECEMBER 2019

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1. 2020 DRAFT OPERATING CAPITAL BUDGET ESTIMATES
AND FOUR-YEAR CAPITAL FORECAST

Anna Basile, Division Manager, Corporate Services presented the Board with a high level summary of the draft budget including information regarding operating pressures, the recommended 2020 capital program, and composition of budget and revenue sources. Ms. Basile said two comments were received from members of the public following tabling in November. (*Held on file with the Chief Executive Officer*). Matthew Pritz, Program Manager, Finance and Business Services and Brenda Gorton, Account Manager, Financial Services Unit (City) were in attendance to respond to questions.

The Board heard from the following delegations:

John D. Reid*, said he addressed the Board in March, on the Ottawa Public Library (OPL) 2019 Draft Budget, identifying deficiencies in funding for OPL compared to other Ontario Municipalities. He indicated that chronic municipal library underfunding results in gaps and impacts to local service. Based on 2018 numbers from the Ontario Public Library Statistics program, Mr. Reid said OPL, serving Ontario's second-largest community, had a municipal allocation to the public library of \$107 per household, whereas Toronto was \$157, and Hamilton was \$133. The average is 26% less support for OPL. He mentioned that OPL's 2020 Draft Budget lacks risk management implications, specifically for initiatives not undertaken, referring to risks to children, vulnerable teens and seniors in areas currently disadvantaged by substandard library services. He questioned the inclusion of the adverse impact of budget-related requests in the report rather than the risk associated with not using the funding to address substandard service areas. Mr. Reid referenced OPL's strategic plan, specifically the OPL states it is "an active part of our community, reaching beyond our spaces to build relationships that enrich Ottawa." He thanked staff for offering monthly presentations at the Hunt Club Riverside Park Community Centre (HCRPCC), however, was disappointed with

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staff's reluctance to publicize events in the same way as those at branches. He understood a report on all underserved areas is being drafted by staff, and he encouraged the Board to include consultation with community organizations and to instruct staff to reduce deficiencies now.

Christine Johnson, Chair, Library Services Matter Committee, Hunt Club-Riverside Park Community Association (HCRPCA)*, said since last presenting to the Board in March on the 2019 Draft Budget, the Library Services Matter Committee has been advocating for improved library services in the community, while working alongside OPL staff. She thanked staff for: offering monthly programs at the community centre since October; for the signage on the community centre advertising the library services available; for advertising the library materials dispensing kiosk on OPL's website; and, for meeting with the committee after tabling of the budget. To continue the work undertaken with OPL, Ms. Johnson requested staff to consider the following:

- 1) Change the word 'Kiosk' on OPL's website to 'Hunt Club-Riverside Park Community Centre';
- 2) Provide monthly OPL programs offered at the community centre advertised on OPL's website;
- 3) Provide signage on McCarthy Road and/or on Paul Anka Drive, with the OPL branding (green icon) with a book pointing to the HCRPCA to indicate that there are library services offered; and,
- 4) Provide data of usage of the library materials dispensing kiosk and hold locker system at the community centre (has there been any increase since February 2019, given efforts to have better advertisement).

She said the Library Services Matter Committee is in support of an OPL Facilities Master Plan and urged staff to emphasize an evidence-based approach to the gap analysis, which includes historical issues that leave some areas unserved. Ms. Johnson asked staff to add the sentence: "including oversights from earlier community developments, such as Hunt Club, between Riverside Drive and the

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South Keys Shopping Centre on Bank Street – using funding available through the Development Charges monies previously collected through City-Wide services” on page 11 under “Facilities Master Plan – DC: \$100K, (\$14K)”, Line 3 after ‘...address both public and staff facility needs’. She urged the Board to continue to ensure adequate resources be given to support and maintain the library materials dispensing kiosk and hold locker system for the foreseeable future at the HCRPCC. She also requested that staff review options to expand library services available to the Hunt Club neighbourhood for inclusion in the 2020 Draft Budget. The HCRPCA are committed to support staff efforts and to provide feedback on future service options, such as alternative delivery models, i.e. pilot projects, including ‘pop up hubs’.

[*Individuals / groups marked with an asterisk above either provided comments in writing or by email; all submissions are held on file with the CEO.]

Direction to Staff:

Trustee Brockington asked that the four recommendations from Ms. Johnson be tabled so that staff can report back. (Held on file with the Chief Executive Officer).

Trustee Brockington asked if the bulk of the CEO’s \$1.929M operating budget pertains to full time equivalent (FTE) staff. Ms. Gorton confirmed that the bulk of the CEO’s operating budget is allocated for staffing, further explaining that it also includes a mix of operating resource requirements such as general administrative items and professional services.

Trustee Brockington asked staff to clarify whether the 2020 increase to salaries, wages and benefits are inflationary or inclusion of FTEs. Ms. Basile said the increase is compensation adjustments related to OPL employees, which includes: Cost of Living Adjustments, Multi-Incumbent Job Reclassification Phase 2, and Increased Friday Hours at Ruth E. Dickinson branch.

Trustee Brockington was surprised that OPL’s overtime pressures were low. Ms.

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Basile indicated that overtime pressures are a small component as they predominantly relate to the Bookmobile and Materials Delivery teams, relating to drivers.

In response to a question from Trustee Brockington on Fines being at zero, Ms. Gorton explained that the "Fines" line is a classification as part of the City of Ottawa's budget book template related to other City services, and that OPL's "fines" are included in the "Fees and Services" line.

Further to a question regarding revenue and what can be attributed to the loss of projected revenue noted in the "Fees and Services" line, specifically how the change over from the 2019 Budget is half, Ms. Basile said the loss of revenue can be attributed to OPL reducing its fee structure and to the sale of the Main branch which resulted in a loss in previously-generated revenues. She indicated that user fees are in keeping with the customer experience and market conditions.

In response to a question from Trustee Brockington regarding the difference between the Non-Resident fee and the Visitor Fee, Ms. Basile indicated the Visitor Fee is 3 months or less, whereas a Non-Resident fee applies to those wishing to use OPL services for more than four months. She stated that the Non-Resident fee is approximately equal to the average annual per household amount paid by City of Ottawa residents as part of their property tax bill.

Trustee Brockington asked whether OPL's meeting room rates are comparable to other facilities. Ms. Basile said the newly approved Facilities and Finance Ad hoc Committee will be tasked to look at how we assess fees, on a go forward basis and whether we are meeting the needs and being responsive to the community. She stated that at present, the fees align with City of Ottawa fees for similar spaces.

Trustee Brockington said that while there is a Four-Year Capital Forecast, he wanted assurances from the CEO that capital pressures can be revised year to year. Danielle McDonald, CEO confirmed in the affirmative.

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Further to a question from Trustee Brockington regarding opportunities for library services within the Alexander Community Centre and whether capital dollars could be used, Ms. McDonald indicated that OPL is happy to be part of an analysis of library services at the Alexander Community Centre, however, it is premature to know how much money it will cost, the size that will be required, and what exactly will be requested. She also stated that the Facilities Master Plan will include an assessment of gaps in the area that may need to be addressed and indicated that staff will work with City counterparts to explore opportunities, and if feasible, a report will be brought back to the Board.

In response to a question from Trustee Brockington with respect to the scope of work that will be included in the Facilities Master Plan, Ms. Basile said that staff will be initiating the project under the guidance of the Facilities and Finance Ad hoc Committee, anticipating the work will take up to 18-24 months. She indicated that the Development of a Master Plan will include the development of facilities parameters, a gap analysis of current services, a growth study regarding future needs, the identification of detailed facilities standards, and then asset management assessment and planning. She also indicated that the Development of a Financial framework will identify parameters and guidelines for prudent fiscal management and planning. Ms. Basile said the facilities parameters will be tabled with the Board as a starting point; and through the work with the ad hoc committee, staff will be better able to identify public engagement touchpoints.

Trustee Brockington said he looks forward to that project. He thanked staff for the partnership created with his community and the addition of programs. He said the 2020 Draft Budget is fair and reasonable and that he fully supports what is being proposed.

In response to a question from Vice-Chair Fisher on how the \$60K Hours of Operation Optimization for Ruth E. Dickinson branch compensation adjustment is calculated, Donna Clark, Division Manager, Branch Operations said it is calculated using the average hourly rate for OPL jobs multiplied by the hours required and by

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the number of employees required to staff a large, two storey facility, multiplied by 50 weeks. She further stated that the figure in the budget represents approximately 1 FTE or between 6 and 7 employees (head count).

In response to a question from Vice-Chair Fisher regarding the Metcalfe Branch Facility Capital requirement of \$250K, Ms. Basile said in 2019, deficiencies with the foundation and exterior walls were identified at the branch in the village of Metcalfe. Given the state of the building, the funding will be used for a consultant to undertake a feasibility study to assess best value for money options for the branch facility replacement (e.g. build new, lease, etc.), as well as the likely demolition of the existing facility.

Chair Tierney asked staff to comment on the Ontario Public Library Statistics program comparisons for Ottawa, Hamilton, and Toronto referred to by the delegation. Ms. Basile said those figures are from the Ministry, which are based on budget information provided for the purposes of the Public Library Operating Grant. She indicated that OPL is the recipient of considerable shared services from the City of Ottawa, the cost of which is not included in the OPL's budget, and not reflected in the per capita rate reported.

In closing, Chair Tierney thanked the CEO, the Division Manager, Corporate Services, and all staff for their tremendous work on the budget.

There being no further discussion, the OPL 2020 Draft Budget was CARRIED as presented.

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MOTION OPL 20191203/3

That the Ottawa Public Library Board:

- 1. Approve the 2020 Draft Budget for the Ottawa Public Library; and**
- 2. Direct staff to forward the report to Ottawa City Council for consideration on December 11, 2019 as part of the City Council's approval of the City of Ottawa 2020 Draft Operating and Capital budget.**

CARRIED