

Ottawa Public Library 2015 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 nine, including four elected councillors and five citizen trustees. The Board reports directly to Ottawa City Council; it serves a four-year term, concurrent with the term of Council. The OPL builds community and transforms lives through mobile and outreach services and 34 branches, including its most popular, virtual branch BiblioOttawaLibrary.ca. OPL is the largest bilingual library (French and English) in North America and works with many local, provincial and national partners to extend and enrich service for the taxpayers of Ottawa. The OPL’s mission is to inspire learning, spark curiosity and connect people.

- STRATEGIC DIRECTIONS

The OPL’s *2012-2015 Strategic Plan* was refreshed in 2014, and focuses on 3 strategic directions:

- Services that are customer centric
- Spaces for community, collections and creation
- Success through learning, literacy and innovation

As of January 2015, OPL has 458.78 budgeted FTEs representing a head count that ranges from 650 to 700. Of the total staff, 96.5% are frontline staff and 3.5% are management, support and administrative staff. Unionized library employees are represented by one bargaining agent: CUPE 503 Library Group.

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Programs / Services Offered

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

Program and Reading Services: Develop, innovate, implement and evaluate program offerings that inspire reading, learning and creation for all age groups. Introduce library services to newcomers, persons with disabilities, and marginalized populations. Build, maintain and ensure access to a comprehensive collection of print and electronic materials and resources in a wide range of formats and languages.

Branch Operations: Across 33 physical locations enable library customers to borrow and/or access materials, attend programs and participate in all parts of civic life.

Outreach Services: Bring the library to those who cannot conveniently reach a library branch through alternate service delivery mechanisms such as bookmobiles, kiosks and depots as well as door-to-door delivery to those who are homebound.

Virtual Services: Extend library services through the Library's website (BiblioOttawaLibrary.ca) and mobile applications thereby enabling user self-service to manage accounts, download music and eBooks, and stream video/materials.

Other: To support front-line customer services, the library is also heavily involved in capital planning and development to maintain, plan, and develop library facilities that are warm, welcoming and safe places for customers and staff. The Library also provides strategic support and management services to the 9-member governing board.

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Continuous Improvement

The Library responds to increased and changing service demands through continuous review and adjustments to staffing levels and through the use of technology.

In 2014, the Library launched an innovative partnership with the U.S. Embassy and introduced Ottawa's first public makerspace, the Imagine Space. Makerspaces are creation and collaboration hubs, offering technologies and tools that allow customers to experiment and to create in a social setting. The Imagine Space offers laser cutting, photo, video and audio-editing, green screen and video gear, hand tools and electronics and wall-to-wall whiteboard.

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

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

Through this self-funded approach, 10 branches have been converted to date. It is anticipated that the balance of the branches will be converted by the end of 2017.

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Performance / Outcome Measures

The Ottawa Public Library adopted a Performance Measurement Framework in 2013 which utilizes a balanced scorecard approach. This results-based framework focuses on strategic thought processes and analytical thinking to inform decision making and build an organizational culture of continuous improvement.

1. Quantitative Measures

Measure	2012	2013	2014 EST
Population	935,073	943,260	951,519
Items borrowed	11,172,085	11,011,617	10,988,119
Electronic visits *	11,393,583	10,914,951	11,777,461
Programs	11,476	12,153	11,690
Attendance	214,143	219,141	227,168
In-person visits	4,882,750	4,812,608	4,792,892
Volunteer hours	22,519	18,304	12,530
Library Uses *	32,659,570	31,639,512	32,295,046
Library uses/capita	34.9	33.5	33.9
Annual circulation/capita	11.43	10.93	10.6
Library holdings	2.33mil	2.31mil	2.33mil
Number of library holdings/capita	2.52	2.64	2.49
Number of square feet/capita	0.48	0.47	0.48
Annual \$ amount spent on library materials/capita	\$5.36	\$5.37	\$5.38
Library \$ cost/use	\$1.61	\$1.68	\$1.65
Operating \$/capita	\$54.85	\$56.34	\$55.85
Annual number of library service hours/capita	0.09	0.08	0.08

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2. Effective Use of Technology

The Ottawa Public Library provides customers with online access to core library services through the Library website, and through in-branch technologies. Recent technology upgrades include:

- Introduction of an automated holds pickup locker at the Hunt Club Riverside Community Centre;
- Improvements to the public network and PCs used by customers in branches, including rollout of Google Chromebooks to all branches, expansion of digital signage to all branches, upgrades to the PC booking and web-filtering systems, leading to a better customer experience, and the introduction of Voice over IP (VoIP) telecom technology in seven Library branches to increase efficiencies in call handling;
- Introduction of online registration for new cardholders;
- Availability of new digital content through the Library website, including French eBook platform (MaBiblio), integration of Overdrive eBook platform with the BiblioCommons catalogue, streaming music (through Freegal and Naxos) and inclusion of staff and customer reviews in the catalogue
- Introduction of Radio Frequency (RFID) technology in seven branches (Beaverbrook, Carlingwood, Cumberland, Greenboro, Greely, Main, and Rockcliffe Park) to reduce labour-intensive transactions and to enhance the customer experience.

3. Customer Engagement

- The Library uses social media to engage in active dialogue with customers, respond to their questions and concerns, and promote programs, events and services. Tweeting 5 to 10 times a day, OPL now has nearly 5,000 followers, compared to 3,368 followers in 2013, and the number keeps going up. On Facebook, OPL has more than 1,200 likes.
- In conjunction with the roll-out of RFID and Single Point of Service, the Library implemented changes to how customers can connect with our trained professionals – by phone, website, chat, etc.
- The Library's virtual branch delivers services through the Internet with a website that was redesigned to meet accessibility standards in 2014.

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2015 Budget Risks / Other Considerations

OPL 2012-2015 Strategic Plan: Delivery of the Board's strategic objectives to provide customer-focused service requires additional investment and/or re-investment in areas such as facilities renewal, technology, training and materials.

Provincial operating grant: Public libraries in Ontario receive an annual provincial operating grant. Any reduction or elimination of this \$1.38M grant would have significant impact on the Library's budget.

Aging Workforce: The average age of the OPL workforce is older than that of the City's workforce. Given current demographic, cultural, linguistic and economic forces means that employee development, hiring strategies, and succession planning must be strengthened to ensure the continuity of a strong, bilingual, well-trained labour force.

Capital Development and Financial Environment: The Library has aging infrastructure requiring an annual investment for retrofitting to support legislated accessibility standards and modern library service delivery requirements (e.g. wiring, power outlets, moveable shelving). Further, the Library has adopted a multi-year self-funding approach to implement RFID technology. This, compounded by a significant funding gap to keep up with capital renewal and growth, limits OPL's ability to implement a staged asset renewal plan (See *Library Facilities and Growth Planning Study* tabled at Dec. 12, 2011 Board Meeting).

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

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Other Considerations

Fees and Fines, Revenue Generation:

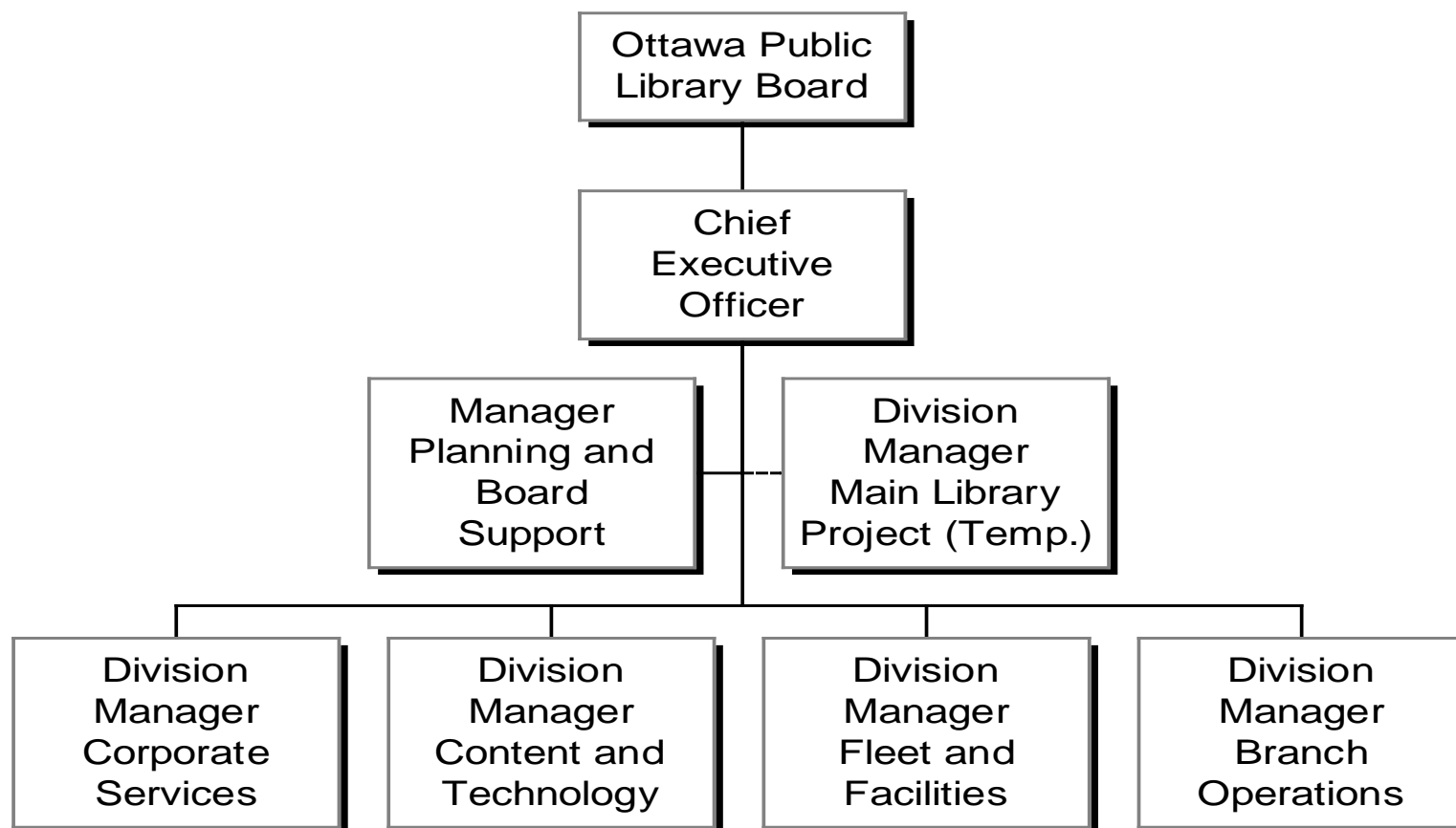
The Ottawa Public Library has access to external funding opportunities. This includes a strong relationship with the Friends of the OPL and community partners. Customers may also donate directly to the Library via the website. In addition, a number of individual citizens have established special funds for OPL through the Community Foundation of Ottawa.

The implementation of e-mail pre-notification service, providing advance warning of materials coming due, significant increases in the use of electronic materials, including eBooks and service disruptions resulting from branch retrofits has contributed to the a substantial decrease in fines. To mitigate this situation, the Library launched online payment of fines.

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Org Chart

Ottawa Public Library Board



	2013	2014		2015	\$ Change over 2014 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Chief Executive Office	1,237	1,359	1,639	1,672	33
Content and Technology Division	10,463	11,503	11,653	12,300	647
Corporate Services Division	1,658	2,007	2,137	2,025	-112
Facilities & Fleet	2,753	3,690	3,124	3,295	171
Branch Operations	27,255	25,774	26,372	26,983	611
Non Departmental	2,834	2,834	2,834	2,602	-232
Gross Expenditure	46,200	47,167	47,759	48,877	1,118
Recoveries & Allocations	-79	-75	-100	-100	0
Revenue	-3,944	-3,999	-4,201	-4,291	-90
Net Requirement	42,177	43,093	43,458	44,486	1,028
Expenditures by Type					
Salaries, Wages & Benefits	31,086	31,330	32,052	33,020	968
Overtime	148	180	92	94	2
Material & Services	7,473	8,151	8,097	8,392	295
Transfers/Grants/Financial Charges	2,833	2,835	2,837	2,605	-232
Fleet Costs	139	141	155	155	0
Program Facility Costs	3,997	4,193	4,193	4,278	85
Other Internal Costs	524	337	333	333	0
Gross Expenditures	46,200	47,167	47,759	48,877	1,118
Recoveries & Allocations	-79	-75	-100	-100	0
Net Expenditure	46,121	47,092	47,659	48,777	1,118
Revenues By Type					
Federal	-111	-126	-70	-70	0
Provincial	-1,431	-1,380	-1,380	-1,380	0
Municipal	0	0	0	0	0
Own Funds	0	-605	-605	-785	-180
Fees and Services	-2,402	-1,888	-2,146	-2,056	90
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-3,944	-3,999	-4,201	-4,291	-90
Net Requirement	42,177	43,093	43,458	44,486	1,028
Full Time Equivalents			458.98	458.98	0.00

	2014 Baseline			2015 Adjustments						2015	\$ Change over 2014 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program											
Chief Executive Office	1,359	1,639	0	33	0	0	0	0	0	1,672	33
Content and Technology Division	11,503	11,653	-200	847	0	0	0	0	0	12,300	647
Corporate Services Division	2,007	2,137	-235	123	0	0	0	0	0	2,025	-112
Facilities & Fleet	3,690	3,124	-170	341	0	0	0	0	0	3,295	171
Branch Operations	25,774	26,372	0	611	0	0	0	0	0	26,983	611
Non Departmental	2,834	2,834	0	-232	0	0	0	0	0	2,602	-232
Gross Expenditure	47,167	47,759	-605	1,723	0	0	0	0	0	48,877	1,118
Recoveries & Allocations	-75	-100	0	0	0	0	0	0	0	-100	0
Revenue	-3,999	-4,201	605	-695	0	0	0	0	0	-4,291	-90
Net Requirement	43,093	43,458	0	1,028	0	0	0	0	0	44,486	1,028
Expenditures by Type											
Salaries, Wages & Benefits	31,330	32,052	0	968	0	0	0	0	0	33,020	968
Overtime	180	92	0	2	0	0	0	0	0	94	2
Material & Services	8,151	8,097	-605	900	0	0	0	0	0	8,392	295
Transfers/Grants/Financial Charges	2,835	2,837	0	-232	0	0	0	0	0	2,605	-232
Fleet Costs	141	155	0	0	0	0	0	0	0	155	0
Program Facility Costs	4,193	4,193	0	85	0	0	0	0	0	4,278	85
Other Internal Costs	337	333	0	0	0	0	0	0	0	333	0
Gross Expenditures	47,167	47,759	-605	1,723	0	0	0	0	0	48,877	1,118
Recoveries & Allocations	-75	-100	0	0	0	0	0	0	0	-100	0
Net Expenditure	47,092	47,659	-605	1,723	0	0	0	0	0	48,777	1,118
Percent of 2014 Net Expenditure Budget			-1.3%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	
Revenues By Type											
Federal	-126	-70	0	0	0	0	0	0	0	-70	0
Provincial	-1,380	-1,380	0	0	0	0	0	0	0	-1,380	0
Municipal	0	0	0	0	0	0	0	0	0	0	0
Own Funds	-605	-605	605	-785	0	0	0	0	0	-785	-180
Fees and Services	-1,888	-2,146	0	90	0	0	0	0	0	-2,056	90
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	-3,999	-4,201	605	-695	0	0	0	0	0	-4,291	-90
Percent of 2014 Revenue Budget			-14.4%	16.5%	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	
Net Requirement	43,093	43,458	0	1,028	0	0	0	0	0	44,486	1,028
Percent of 2014 Net Requirement Budget			0.0%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	
Full Time Equivalents (FTE's)		458.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	458.98	0.00
Percent of 2014 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

		Surplus / (Deficit)		
2014 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net
Shortfall in fine revenue as a result of branch closures for upgrades/renovations and implementation of fine notification		0	-202	-202
Compensation surplus as a result of delay in the Beaverbrook West District opening and other branch closures required for RFID implementation		567	0	567
Total Surplus / (Deficit)		567	-202	365
		Increase / (Decrease)		
2014 Baseline Adjustment / Explanation		Expense	Revenue	Net 2014 Changes
Removal of one-time operating expenditures for RFID training and equipment purchase		-605	0	-605
Removal of one-time funding from library reserve fund		0	605	605
Total Adjustments to Base Budget		-605	605	0
		Increase / (Decrease)		
2015 Pressure Category / Explanation		Expense	Revenue	Net 2015 Changes
Maintain Services				
All programs include an adjustment for potential 2015 cost of living, increments and benefit adjustments		625	0	625
Facility cost related to inflation on compensation contracts, hydro cost increases, janitorial, security and maintenance contracts and operational changes from in-house service provision from external contracts.		85	0	85
Software licensing, maintenance and support increase for ongoing sustainment of existing program business applications.		190	0	190
External hosting of Library systems software - Symphony, QAS, E-Payment		35	0	35
Increase in rental contract for air and parking rights at the Main Library		0	-60	-60
Reduction of Fine budget due to decrease in revenues for the past 3 years as a result of fine notification		0	150	150
Transfer from capital for the procurement of furniture, equipment, maintenance and general repairs materials which does not meet the City's Tangible Capital Asset Policy.		135	0	135

2015 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2015 Changes	FTE Impact
Maintain Services cont'd				
Transfer from capital for the replacement of outdated IT equipment (public PC's and staff computers) which does not meet the City's Tangible Capital Asset Policy.	100	0	100	0.00
One-time funding for Info Services and Automated Materials Handling temporary staffing	240	0	240	0.00
One-time funding for RFID/Customer Service training	105	0	105	0.00
One-time funding for the purchase of Transit Bins as required for conversion of Branches to RFID (Radio Frequency Identification)	235	0	235	0.00
One time funding for the operating purchase of Public Network/Desktops which do not meet the Tangible Capital Asset definition	100	0	100	0.00
One time funding for furniture and equipment required for the expanded Constance Bay Branch	35	0	35	0.00
One-time funding from Library reserve to extend the Carlingwood Branch exterior	70	0	70	0.00
Transfer from Library reserve fund to offset one-time pressures above Library base	0	-785	-785	0.00
Reduction on Library PAYGO to set up permanent equipment and maintenance budgets in operating previously budgeted in capital to meet the Tangible Capital Asset policy requirements	-232	0	-232	0.00
Total Maintain Services	1,723	-695	1,028	0.00
2015 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2015 Changes	FTE Impact
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	1,118	-90	1,028	0.00

	2013 Rate \$	2014 Rate \$	2015 Rate \$	% Change Over 2014	% Change Over 2013	Effective Date	2015 Revenue (\$000)
Library Fees							
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%		
Adult paperbacks	\$0.50 per day; \$10 max	\$0.50 per day; \$10 max	\$0.50 per day; \$10 max	0.0%	0.0%		
Adult periodicals	\$0.50 per day; \$3 max	\$0.50 per day; \$3 max	\$0.50 per day; \$3 max	0.0%	0.0%		
Adult CDs, 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%		
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%		
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%		
Juvenile/YA CDs, 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%		
Express Reads	\$2.00 per day; \$35 max	\$2.00 per day; \$35 max	\$2.00 per day; \$35 max	0.0%	0.0%		
Museum pass	\$1.00 per day; \$25 max	\$1.00 per day; \$25 max	\$1.00 per day; \$25 max	0.0%	0.0%		
Pedometer	\$0.50 per day; \$30 max	\$0.50 per day; \$30 max	\$0.50 per day; \$30 max	0.0%	0.0%		
Watt meter	\$1.00 per day; \$30 max	\$1.00 per day; \$30 max	\$1.00 per day; \$30 max	0.0%	0.0%		
Backpack	\$0.25 per day; \$5 max	\$0.25 per day; \$5 max	\$0.25 per day; \$5 max	0.0%	0.0%		
Interlibrary Loan	\$1.00 per day; \$35 max	\$1.00 per day; \$35 max	\$1.00 per day; \$35 max	0.0%	0.0%		
Lost or damaged beyond repair items	cost + processing chg	cost + processing chg	cost + processing chg	0.0%	0.0%		
Repairable damage (bindery)	\$8.00	\$8.00	\$8.00	0.0%	0.0%		
Lost cassette/CD cases, hanging bags (AV set)	\$2.00	\$2.00	\$2.00	0.0%	0.0%		

	2013 Rate \$	2014 Rate \$	2015 Rate \$	% Change Over 2014	% Change Over 2013	Effective Date	2015 Revenue (\$000)
Library Fees cont'd							
Non-Resident fee (4 months +)	\$50 each/\$100 family	\$50 each/\$100 family	\$50 each/\$100 family	0.0%	0.0%		
Visitor Fee (3 months or less)	\$5 per mth	\$5 per mth	\$5 per mth	0.0%	0.0%		
Adult Library Card replacement	\$5.00	\$5.00	\$5.00	0.0%	0.0%		
Juvenile/YA Card replacement	\$1.00	\$1.00	\$1.00	0.0%	0.0%		
Exam Invigilation (pilot project)	\$5.00	\$5.00	\$5.00	0.0%	0.0%		
USB Keys	\$6.00	\$6.00	\$6.00	0.0%	0.0%		
NSF cheque	\$37.00	\$37.00	\$37.00	0.0%	0.0%		
Photocopies	\$0.10 per page	\$0.10 per page	\$0.10 per page	0.0%	0.0%		
Room Rentals							
Main Library Auditorium							
Commercial	\$57.52/hour	\$57.52/hour	\$57.52/hour	0.0%	0.0%		
Non-profit	\$30.97/hour	\$30.97/hour	\$30.97/hour	0.0%	0.0%		
Nepean Centreponte				0.0%	0.0%		
Commercial	\$66.28/4 hrs	\$66.28/4 hrs	\$66.28/4 hrs	0.0%	0.0%		
Non-profit	\$53.03/4 hrs	\$53.03/4 hrs	\$53.03/4 hrs	0.0%	0.0%		
Other Library Branches				0.0%	0.0%		
Commercial	\$66.38/4 hrs	\$66.38/4 hrs	\$66.38/4 hrs	0.0%	0.0%		
Non-profit	\$22.12/4 hrs	\$22.12/4 hrs	\$22.12/4 hrs	0.0%	0.0%		
Total Departmental							0

Capital Budget

City of Ottawa
 2015 Draft Capital Budget
 Ottawa Public Library Board
 In Thousands (\$000)

Service Area: Library											
Category	2015 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	925	0	925	0	0	0	0	0	0	0	0
Growth	340	0	259	0	81	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Strategic Initiatives	2,102	0	2,102	0	0	0	0	0	0	0	0
Total	3,367	0	3,286	0	81	0	0	0	0	0	0

City of Ottawa
2015 Draft Capital Budget
Service Area: Library
In Thousands (\$000)

Program Information			Financial Details																																														
Buildings-Library			Class of Estimate: C) Planning																																														
Dept: Infrastructure Services		Category: Renewal of City Assets	Ward: Multiple		Year of Completion: Various																																												
<p>The Buildings and Parks Program provides for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work such as roof replacement, building preservation, building mechanical and electrical systems, parks property elements, hard landscaping, arena and pool equipment and unplanned emergency 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><thead><tr><th>Service Area</th><th>Buildings</th><th>Parks</th></tr></thead><tbody><tr><td>By-Law Services</td><td>255</td><td></td></tr><tr><td>Child Care Services</td><td>55</td><td></td></tr><tr><td>Cultural Services</td><td>445</td><td></td></tr><tr><td>Fire Services</td><td>420</td><td></td></tr><tr><td>General Government</td><td>1,030</td><td></td></tr><tr><td>Library Services</td><td>685</td><td></td></tr><tr><td>Long Term Care</td><td>1,733</td><td></td></tr><tr><td>Parks & Recreation</td><td>11,231</td><td>3,015</td></tr><tr><td>Road Services</td><td>500</td><td></td></tr><tr><td>Social Services</td><td>160</td><td></td></tr><tr><td>Water Services</td><td>50</td><td></td></tr><tr><td>Transit Services</td><td>3,600</td><td></td></tr><tr><td>Total Authority Request</td><td>20,164</td><td>3,015</td></tr></tbody></table>			Service Area	Buildings	Parks	By-Law Services	255		Child Care Services	55		Cultural Services	445		Fire Services	420		General Government	1,030		Library Services	685		Long Term Care	1,733		Parks & Recreation	11,231	3,015	Road Services	500		Social Services	160		Water Services	50		Transit Services	3,600		Total Authority Request	20,164	3,015	2015 Request	685	Projected Yearend Unspent Bal.		0
			Service Area	Buildings	Parks																																												
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Tax Supported/Dedicated	685	Tax Supported/Dedicated Debt			0																																												
Rate Supported	0	Rate Supported Debt			0																																												
Develop. Charges	0	Develop. Charges Debt			0																																												
Gas Tax	0	Gas Tax Debt			0																																												
Forecast	2015	2016	2017	2018																																													
Authority	685	600	600	0																																													
Spending Plan	685	600	600	0																																													
FTE's	0	0	0	0																																													
Operating Impact	0	0	0	0																																													

Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.

City of Ottawa
2015 Draft Capital Budget
Service Area: Library
In Thousands (\$000)

Project	Ward	Location/Description	\$000's
907737 Buildings-Library	CW		685
This project provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks program.			
CITY WIDE: LIBRARY FACILITIES	CW	UNSCHEDULED WORK: LIBRARY FACILITIES	55
LIBRARY: MAIN	14	DESIGN - STRUCTURAL REPAIRS TO COLUMNS & WALLS/ELECTRICAL REPAIRS	125
LIBRARY: MAIN	14	GARAGE FLOOR REMEDIAL WORK	280
LIBRARY: ROSEMOUNT	15	FULL MODERNIZATION OF ELEVATOR	225

City of Ottawa
2015 Draft Capital Budget
Service Area: Library
In Thousands (\$000)

Document 2

Project Information			Financial Details						
905780 Technology Infrastructure Lifecycle			Class of Estimate:		Not Applicable				
Dept:	Library	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2018				
To support the replacement of key Library automated systems that have reached end-of-service-life (EOSL) status. Funding will be used to replace servers for public services as well as self-serve vendcard kiosks used by customers to add value to library cards for printing/copying.			2015 Request		240	Projected Yearend Unspent Bal.			0
			Revenues		0	Debt			
			Tax Supported/Dedicated		240	Tax Supported/Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast	2015	2016	2017	2018		
			Authority	240	150	650	300		
			Spending Plan	192	168	550	370		
			FTE's	0	0	0	0		
			Operating Impact	0	0	0	0		
904629 South Urban Library			Class of Estimate:		Not Applicable				
Dept:	Library	Category: Growth	Ward: 22		Year of Completion: 2018				
Spaces for community, collections and creation is a key strategic direction in the Library Board's Strategic Plan. A 15,000 sq. ft. library branch is required to meet the growing needs for library service in the south end of the city. This was identified in the Library Facilities Investment and Growth Planning Study (2010). It is anticipated that the architectural phase for the future South Urban branch will begin in 2017 with construction occurring in 2018/19. \$100,000 is required in 2015 to undertake preliminary planning studies associated with the selection of a site for this future branch.			2015 Request		100	Projected Yearend Unspent Bal.			0
			Revenues		0	Debt			
			Tax Supported/Dedicated		19	Tax Supported/Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		81	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast	2015	2016	2017	2018		
			Authority	100	0	0	11,900		
			Spending Plan	80	20	0	9,520		
			FTE's	0	0	0	12		
			Operating Impact	0	0	0	850		

Project Information			Financial Details						
905105 Main Library Modernization			Class of Estimate:		Not Applicable				
Dept: Library		Category: Growth	Ward: 14		Year of Completion: 2015				
To advance planning for renewal / new development of the Main Library facility, Library Board Motion 120707/3 directed staff to develop a further option analysis for a full 130,000 square foot functional program requirement for the Main Library at a new site. The scope of this work will include identifying a potential Request for Proposal process that will include flexibility for the private or other sectors to respond with alternative site options. Staff will be reporting back to the Library Board in Q2 2015 so that the Main Library Project can be considered in the discussion of 2014-2018 Term of Council Priorities. Capital funding will enable completion of required planning studies, including development of a business case and validation of functional requirements.			2015 Request		240	Projected Yearend Unspent Bal.		738	
			Revenues		0	Debt			
			Tax Supported/ Dedicated		240	Tax Supported/ Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast		2015	2016	2017	2018	
			Authority		240	0	0	0	
			Spending Plan		192	48	0	0	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	
904858 Libray RFID 2015			Class of Estimate:		Not Applicable				
Dept: Library		Category: Strategic Initiatives	Ward: CW		Year of Completion: 2018				
To support the ongoing implementation of Radio Frequency Identification (RFID) including required facility upgrades, which in 2015 will include purchase of branch RFID equipment for a number of additional branches and RFID inventory devices for the system.			2015 Request		2,102	Projected Yearend Unspent Bal.		0	
			Revenues		0	Debt			
			Tax Supported/ Dedicated		2,102	Tax Supported/ Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast		2015	2016	2017	2018	
			Authority		2,102	2,410	1,100	990	
			Spending Plan		1,682	2,348	1,362	1,012	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	

City of Ottawa
2015 Draft Capital Budget
Ottawa Public Library Board
Capital Program Summary & Funding
 In Thousands (\$000)

Project Description	Revenue	Capital Reserve Fund	Development Charges	Debt Funding	Grand Total
Renewal of City Assets					
905780 Technology Infrastructure Lifecycle	0	240	0	0	240
907737 Buildings-Library	0	685	0	0	685
Renewal of City Assets Total	0	925	0	0	925
Growth					
904629 South Urban Library	0	19	81	0	100
905105 Main Library Modernization	0	240	0	0	240
Growth Total	0	259	81	0	340
Strategic Initiatives					
904858 Libray RFID 2015	0	2,102	0	0	2,102
Strategic Initiatives Total	0	2,102	0	0	2,102
Grand Total	0	3,286	81	0	3,367

City of Ottawa
2015 Draft Capital Budget
Ottawa Public Library Board
Capital Program Forecast

In Thousands (\$000)

Project Description	2015	2016	2017	2018	Total
Renewal of City Assets					
904671 Bookmobile 2014	0	350	0	300	650
905780 Technology Infrastructure Lifecycle	240	150	650	300	1,340
907048 Vehicle Replacement 2014	0	45	0	0	45
907737 Buildings-Library	685	600	600	0	1,885
Renewal of City Assets Total	925	1,145	1,250	600	3,920
Growth					
904629 South Urban Library	100	0	0	11,900	12,000
905105 Main Library Modernization	240	0	0	0	240
907052 DC Collections (City Wide)	0	0	1,600	1,700	3,300
Growth Total	340	0	1,600	13,600	15,540
Strategic Initiatives					
904858 Libray RFID 2015	2,102	2,410	1,100	990	6,602
Strategic Initiatives Total	2,102	2,410	1,100	990	6,602
Grand Total	3,367	3,555	3,950	15,190	26,062

City of Ottawa
Ottawa Public Library
Capital Works-in-Progress (as at Dec 31 2014)

In Thousands (\$000)

Project Description	Total Authority	Expenditures as at Dec 31 2014 *	Unspent Cash Balance	Total Contractual Obligations	Unspent/ Uncommitted Balance
Library					
Renewal of City Assets					
903626 Bookmobile Replacement 2011	515	11	504	217	287
904671 Bookmobile 2014	129	62	67	48	19
905766 General Repairs & maint 2011	110	105	5	0	5
905767 Furniture and Equipment 2011	175	159	16	0	16
905769 IT ILS/Desktop Maintenance 2011	185	158	27	27	0
906359 General Repairs & Maint 2012	50	41	9	2	8
906390 Furniture & Equipment 2012	135	132	3	0	3
906391 IT Library Comp/Equip 2012	450	383	67	65	2
906392 IT/ILS Desktop Maint 2012	180	4	176	52	124
906393 IT Web Based Lib Serv Maint 2012	161	100	62	31	31
906394 Library Vehicle Replacement 2012	74	74	0	0	0
906447 Accessibility - Library	20	7	13	0	13
906989 Buildings - Library	775	631	144	22	122
907047 General Repairs & Maint 2013	200	153	47	3	43
907048 Vehicle Replacement 2014	40	35	5	0	5
907049 IT Library Comp/Equip 2013	229	120	109	10	99
907051 IT/ILS Desktop Maint 2013	66	65	1	229	-228
907286 Buildings-Library	595	136	459	130	328
Renewal of City Assets Total	4,090	2,377	1,712	837	875

City of Ottawa
Ottawa Public Library
Capital Works-in-Progress (as at Dec 31 2014)

In Thousands (\$000)

Project Description	Total Authority	Expenditures as at Dec 31 2014 *	Unspent Cash Balance	Total Contractual Obligations	Unspent/ Uncommitted Balance
Growth					
904366 Collections 2011	138	138	0	0	0
904628 West District Library	10,000	9,024	976	93	883
905105 Main Library Modernization	1,025	287	738	66	672
905631 Collections 2010	500	485	15	0	15
906395 Collections 2012	1,000	0	1,000	0	1,000
907916 Collections 2011	964	9	955	0	955
Growth Total	13,627	9,943	3,684	159	3,525
Strategic Initiatives					
903577 Replacement of Main Library	800	779	21	0	21
904359 Library Retrofits 2009	375	333	42	16	26
904856 IT E-payment	100	30	70	0	70
905055 Innovation & Strateg Initiative 2011	24	13	11	0	11
905623 Library Retrofits 2010	733	726	6	3	4
905627 IT E-Payment 2010	200	75	125	0	125
905628 IT Library Kiosk Project 2010	150	33	117	0	117
905708 New Central Library - Land Acq *Legac	26,000	189	25,811	0	25,811
905771 Library Retrofits 2011	560	494	66	0	66
906398 Library Retrofits 2012	300	107	193	0	193
906399 Smart Bins 2012	50	50	0	0	0
906400 IT RFID 2012	1,735	1,729	6	0	6
906401 Innovation & Strateg. Initiative 2012	146	76	70	28	42
907056 IT RFID 2013	985	956	29	6	23
907057 Library Retrofits 2013	700	515	185	0	185

City of Ottawa
Ottawa Public Library
Capital Works-in-Progress (as at Dec 31 2014)

In Thousands (\$000)

Project Description	Total Authority	Expenditures as at Dec 31 2014 *	Unspent Cash Balance	Total Contractual Obligations	Unspent/ Uncommitted Balance
907293 Accessibility-Library	30	8	22	0	22
907349 RFID 2014	1,860	1,780	80	79	2
907350 Constance Bay Expansion	400	0	400	0	400
907351 Rosemount - Planning/Retrofits	100	0	100	0	100
Strategic Initiatives Total	35,248	7,894	27,354	131	27,223
Library Total	52,965	20,214	32,751	1,128	31,623
Grand Total	52,965	20,214	32,751	1,128	31,623

*Expenditures do not reflect all year-end 2014 adjustments and final entries.