



Program: Library Services

Program Based Budget

2013 - 2015

Program: Oakville Public Library

Vision Statement:

Bringing people and ideas together.

Mission Statement:

To help build a strong community by:

- Providing access to resources for information and recreation
- Fostering the joy of reading and learning for all ages
- Providing a welcoming and supportive environment

Program Description

The Oakville Public Library provides residents with collections, content, programs and physical and virtual spaces to meet their informational and recreational needs. The Library fosters a love of reading, promotes literacy and supports life-long learning. The Library performed nearly 9 million service transactions in 2011 (e.g. circulation of materials, online records accessed, program participation). Library service is valued by the community: in the 2011 Citizen Survey the library earned a satisfaction rating of 90%.

Service is offered through the library's six branches, its website at www.opl.on.ca, outreach locations throughout the community (including ten Book Nooks for pre-school children, five Book Depots for teens and several deposit stations at seniors' residences), and its Homebound Delivery service. Most branches are open seven days a week, service on the website is available 24 hours a day, seven days a week. The library system has 116.1 FTEs, with 78% of the library's workforce being part-time

Program Services

The Oakville Public Library (OPL) provides services through the following programs:

- Library Branches/Services and Collections
- Online Services
- Library Administration and Corporate Services

Staffing Overview

Program: Library	2011 Approved FTE	2012 Approved FTE	2013 Capital Impact	2013 Base FTE Change	2013 Reallocation of Staff	2013 Total FTE	Net Change 2013 vs 2012
Services/Activities:							
Administration and Corporate Services	15.8	14.8			1.0	15.8	1.0
Library Branches/Services & Collections	92.6	92.6			(1.0)	91.6	(1.0)
Online Services	8.7	8.7				8.7	0.0
Total Library	117.1	116.1	0.0	0.0	0.0	116.1	0.0

Program Services Budget Overview

Program: Library	2012 Restated		2013 Requested		Net Change 2013 vs 2012	Net Change 2013 vs 2012 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Services/Activities:						
Administration & Corporate Services	2,074,700	1,768,600	2,149,600	1,851,300	82,700	4.7%
Library Branches/Services & Collections	6,507,700	6,164,800	6,381,200	6,046,800	(118,000)	(1.9%)
Online Services	842,100	812,100	901,400	871,400	59,300	7.3%
Total Library	9,424,500	8,745,500	9,432,200	8,769,500	24,000	0.3%

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

The Library's year-on-year adjustment is based on town inflationary guidelines [staffing, insurance, materials/utilities and services/contracts]. The lease on the Clearview Branch of the Library ends November, 2012 and this will save \$61,400 in 2013. Fines revenue has been reduced by \$13,700 as revenues have been falling in 2011 and 2012. Per the town Rates and Fees report, some increases were made in other revenue areas where the market will bear them.

Level of Services Offered

- Services provided by Oakville are consistent with standard municipal practice.
- Library uses per capita are slightly higher in Oakville when compared to neighbouring municipalities with Oakville (30.138), Guelph (29.558), Mississauga (20.872), and Burlington (38.669) - (2010 MPMP Data).
- Total cost per capital is in line when compared with other municipalities with Oakville (\$58.21), Guelph (\$57.20), Mississauga (\$52.44), Burlington (\$61.01) - (2010 MPMP Data)
- The effectiveness and efficiency of these services is reviewed through the town's performance-based, program based budgeting process.

Key Objectives (Initiatives) for 2013 - 2015

Through its strategic plan Love the Experience 2012-2015, the Oakville Public Library will support Council's strategic goals of providing accessible programs and services, enhancing our cultural and social environments, continuously improving programs and services and being fiscally sustainable.

- Strategic plan presented to Council in June 2012; 2013 business plan initiatives in progress
- Implementation of Parks, Recreation and Library Facilities Master Plan

2013 Program Budget Drivers

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012
EXPENSES:							
Personnel Services & Benefits	7,357,500	7,393,500	0	0	7,393,500	36,000	0.5%
Materials & Supplies	1,207,200	1,230,400	0	0	1,230,400	23,200	1.9%
Purchased Services	720,500	664,700	0	(100)	664,600	(55,900)	(7.8%)
Payments & Grants	29,900	34,300	0	0	34,300	4,400	14.7%
Internal Expenses & Transfers	109,400	109,400	0	0	109,400	0	0.0%
Total EXPENSES	9,424,500	9,432,300	0	(100)	9,432,200	7,700	0.1%
REVENUES:							
External Revenues	589,000	572,700	0	0	572,700	(16,300)	(2.8%)
Internal Recovery & Fund Transfers	90,000	90,000	0	0	90,000	0	0.0%
Total REVENUES	679,000	662,700	0	0	662,700	(16,300)	(2.4%)
TAX LEVY	8,745,500	8,769,600	0	(100)	8,769,500	24,000	0.3%

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

In 2013, the Library Services program has increased by \$24,000 or 0.3%. The main drivers for this increase are the following:

- Personnel Services & Benefits has increased by \$36,000 due to changes to benefit requirements.
- Materials & Supplies has increased \$23,200 or 1.9% due to inflation.
- Payments and Grants has increased \$4,400 or 14.7% due to increased bank charges to reflect historical trends.
- Purchased Services has decreased \$55,900 or 7.8% primarily due to the Clearview branch lease expiry. Additionally there is a \$100 budget efficiency due to decreased insurance rates for 2013.
- External Revenues have decreased by \$16,300 or 2.8% due to the reduction in fine revenues and studio room rentals to reflect historical trends.

2014 - 2015 Expenditure Summary

	2013 Requested Budget	2014 Forecast Base Budget	2013-2014 Change (%)	2015 Forecast Base Budget	2014-2015 Change (%)
GROSS EXPENDITURES					
Library:					
Administration & Corporate Services	2,149,600	2,181,000	1.5%	2,209,800	1.3%
Library Branches/Serv & Collections	6,381,200	6,492,900	1.8%	6,811,100	4.9%
Online Services	901,400	915,200	1.5%	926,600	1.2%
Total GROSS EXPENDITURES	9,432,200	9,589,100	1.7%	9,947,500	3.7%
TAX LEVY					
Library:					
Administration & Corporate Services	1,851,300	1,881,700	1.6%	1,910,500	1.5%
Library Branches/Serv & Collections	6,046,800	6,157,400	1.8%	6,475,600	5.2%
Online Services	871,400	885,200	1.6%	896,600	1.3%
Total TAX LEVY	8,769,500	8,924,300	1.8%	9,282,700	4.0%
GROSS EXPENDITURES by Type					
Personnel Services & Benefits	7,393,500	7,513,500	1.6%	7,735,600	3.0%
Materials & Supplies	1,230,400	1,260,900	2.5%	1,300,700	3.2%
Purchased Services	664,600	669,200	0.7%	763,900	14.2%
Internal Charges	88,900	90,700	2.0%	92,500	2.0%
Other Expenditures	34,300	34,300	0.0%	34,300	0.0%
Minor Capital & Transfer to Reserves	20,500	20,500	0.0%	20,500	0.0%
Total EXPENDITURES	9,432,200	9,589,100	1.7%	9,947,500	3.7%
REVENUES by Type					
Activity Revenue	390,400	392,500	0.5%	392,500	0.0%
Internal Recoveries	0	0	0.0%	0	0.0%
Grants	182,300	182,300	0.0%	182,300	0.0%
Other Revenue	90,000	90,000	0.0%	90,000	0.0%
Total REVENUES	662,700	664,800	0.3%	664,800	0.0%
TAX LEVY	8,769,500	8,924,300	1.8%	9,282,700	4.0%

Note: 2014 and 2015 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

2013 Recommended Capital Budget

Oakville Public Library's capital budget has increased from that submitted as part of the 2012-2021 Capital forecast to provide funds for capital repairs and replacements at all of the library branches. As well, funds are being requested to upgrade the Library's Integrated Library System (ILS) as the current software is at the end of its life.

	TOTAL Gross Cost	PROGRAM SPECIFIC FINANCING					CORPORATE FINANCING				TOTAL Proposed Financing
		Development Charges	Equipment Reserves	Gas Tax Funding	Other Reserves	Funding Grants and Other Revenues	Local Infrastructure Reserve	Capital Reserve	Operating Contribution	Long Term Financing	
Oakville Public Library											
71101302 Libraries Capital Replacement	103,900				103,900						103,900
71101303 Library ILS Upgrade	380,000						380,000				380,000
71101304 Library Furniture and Equipment	52,000							52,000			52,000
Total Oakville Public Library	535,900				103,900		380,000	52,000			535,900

Service: Administration and Corporate Services

Mission

To provide strategic leadership and support through finance, human resources, marketing, fundraising and facilities so that staff and Board can deliver an effective and efficient library service for Oakville residents.

To deliver an efficient and effective library service for Oakville residents.

Major Responsibilities

- Assist the Oakville Public Library Board in fulfilling its responsibilities under the Province of Ontario Public Libraries Act
- Maintain safe, secure, accessible, clean and comfortable facilities (partially accomplished through Service Level Agreement)
- Develop the skilled workforce the library requires to serve Oakville residents
- Provide financial reporting, payroll and benefit administration, accounts payable processing (partially accomplished through Service Level Agreement)
- Pursue non-tax base revenue through fundraising and sponsorship
- Promote library programs and services to Oakville residents

Strategic Priorities (Initiatives)

- Implement recommendations of the Parks, Recreation and Library Facilities Master Plan
- Town of Oakville Development Charges Update (2011/12)
- Explore potential efficiencies with the Town of Oakville.
- Maximize use of library Program and Events Guide, website and social media to inform residents of the full range of library programs and services.

Key Outcomes

- Oakville Public Library is governed in a transparent and fiscally responsible manner and meets all requirements under provincial and federal legislation.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	1,358,500	1,423,700	0	0	1,423,700	65,200	4.8%	1,444,400	1,466,200
Materials & Supplies	266,000	277,800	0	0	277,800	11,800	4.4%	285,000	288,500
Purchased Services	418,300	411,900	0	(100)	411,800	(6,500)	(1.6%)	415,300	418,800
Internal Charges	2,000	2,000	0	0	2,000	0	0.0%	2,000	2,000
Other Expenditures	29,900	34,300	0	0	34,300	4,400	14.7%	34,300	34,300
Minor Capital & Transfer to Reserves	0	0	0	0	0	0	0.0%	0	0
Total EXPENSES	2,074,700	2,149,700	0	(100)	2,149,600	74,900	3.6%	2,181,000	2,209,800
REVENUES:									
Activity Revenue	63,800	56,000	0	0	56,000	(7,800)	(12.2%)	57,000	57,000
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	182,300	182,300	0	0	182,300	0	0.0%	182,300	182,300
Other Revenue	60,000	60,000	0	0	60,000	0	0.0%	60,000	60,000
Total REVENUES	306,100	298,300	0	0	298,300	(7,800)	(2.5%)	299,300	299,300
TAX LEVY	1,768,600	1,851,400	0	(100)	1,851,300	82,700	4.7%	1,881,700	1,910,500
TAX LEVY By Activity:									
Administration & Corporate Services	1,768,600	1,851,400	0	(100)	1,851,300	82,700	4.7%	1,881,700	1,910,500
TAX LEVY	1,768,600	1,851,400	0	(100)	1,851,300	82,700	4.7%	1,881,700	1,910,500

2013 Key Budget Drivers

- Personnel Services and Benefits have increased \$65,200 or 4.8% due to Children's Advocate position being reallocated from Centennial Branch and converted to Manager, Human Resources and increased benefit requirements.
- Materials & Supplies have increased \$11,800 or 4.4% primarily due increased postage, office supplies and utilities which was mitigated through savings in Purchased Service due to a reduction of contracted services.
- Purchased Services has a \$100 budget efficiency due to decreased insurance rates for 2013.
- Other Expenditures have increased \$4,400 or 14.7% due to increased bank charges to reflect historical trends.
- Activity Revenue has decreased \$7,800 due to a reduction in studio room rentals to reflect historical trends.

2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only

Service: Library Branches/Services and Collections

Mission

To bring people and ideas together, we will connect Oakville residents with public library collections, programs, and services that meet their needs.

Major Responsibilities

- Provide access to content for information and recreation through a variety of formats and technologies
- Provide programming for all ages
- Provide public spaces that promote study, research, discovery and recreation

Strategic Priorities (Initiatives)

- Collect, create and provide access to the content and tools that Oakville residents need
- Optimize interior spaces to increase functionality and flexibility
- Recalibrate open hours to reflect customers' needs

Key Outcomes

- Residents of Oakville are part of an informed community by having convenient access to content in the format they require and are satisfied with the types of programs being offered. The target is measured by the percentage of people who have used the library within the last three years, with 2012 target of 45% being met.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	5,290,900	5,238,600	0	0	5,238,600	(52,300)	(1.0%)	5,327,100	5,516,000
Materials & Supplies	818,400	789,600	0	0	789,600	(28,800)	(3.5%)	809,900	846,200
Purchased Services	291,000	245,600	0	0	245,600	(45,400)	(15.6%)	246,700	337,900
Internal Charges	86,900	86,900	0	0	86,900	0	0.0%	88,700	90,500
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	20,500	20,500	0	0	20,500	0	0.0%	20,500	20,500
Total EXPENSES	6,507,700	6,381,200	0	0	6,381,200	(126,500)	(1.9%)	6,492,900	6,811,100
REVENUES:									
Activity Revenue	342,900	334,400	0	0	334,400	(8,500)	(2.5%)	335,500	335,500
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	342,900	334,400	0	0	334,400	(8,500)	(2.5%)	335,500	335,500
TAX LEVY	6,164,800	6,046,800	0	0	6,046,800	(118,000)	(1.9%)	6,157,400	6,475,600
TAX LEVY By Activity:									
Library Branches/Serv & Collections:									
Customer Service	3,206,000	3,071,700	0	0	3,071,700	(134,300)	(4.2%)	3,124,300	3,400,100
Collection	1,587,600	1,571,700	0	0	1,571,700	(15,900)	(1.0%)	1,601,400	1,614,400
Facility	278,900	302,700	0	0	302,700	23,800	8.5%	307,500	311,800
Programs	1,092,300	1,104,100	0	0	1,104,100	11,800	1.1%	1,127,600	1,152,700
Projects	0	(3,400)	0	0	(3,400)	(3,400)	(100.0%)	(3,400)	(3,400)
TAX LEVY	6,164,800	6,046,800	0	0	6,046,800	(118,000)	(1.9%)	6,157,400	6,475,600

2013 Key Budget Drivers

- Personnel Services and Benefits have decreased \$52,300 due vacant Children’s Advocate position being reallocated to Manager, Human Resources.
- Material & Supplies have decreased \$28,800 as adult book supplies have been reallocated to online adult electronic resources to reflect changing trends in the adult market.
- Purchased Services have decreased \$45,400 primarily due to lease termination for Clearview branch.
- Activity Revenue has decreased \$8,500, as on-line use of publications trend higher, fine revenue decreases.

2014 - 2015 Budget Forecast Highlights

- 2014 budget reflect inflationary increases only.
- 2015 budget includes a \$221,900 capital impact for a Bronte Branch consisting primarily of personnel costs, building property rental and book purchases.

Service: Online Services

Mission

To bring people and ideas together, we will connect Oakville residents with public library collections, programs and services that meet their needs in an online environment.

Major Responsibilities

- Provide reliable and effective library systems and data sources to support operational efficiencies (e.g Horizon Integrated library system, Bibliocommons, Federated Search Tool)
- Anticipate and identify technology and media solutions relevant to public library services and operations
- Implement specialized library standards and methods to acquire, organize and manage an online catalogue of new and existing collections and content
- Manage and deliver a database of community information within a regional consortium complying with standards for the Alliance of Information and Referral Systems

Strategic Priorities (Initiatives)

- Provide opportunities for digital content creation
- Deliver compelling and relevant web, mobile and eContent services
- Launch a new integrated Library System (ILS) that supports evolving functionality
- Leverage technology to provide more efficient and convenient services

Key Outcomes

- The public can easily locate and retrieve information needed to support their social, cultural, educational, or personal needs, regardless of location or device. Library web-based services should be available 24/7. In 2012 services were available 99.23% of the time against a target of 99.5%.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	708,100	731,200	0	0	731,200	23,100	3.3%	742,000	753,400
Materials & Supplies	122,800	163,000	0	0	163,000	40,200	32.7%	166,000	166,000
Purchased Services	11,200	7,200	0	0	7,200	(4,000)	(35.7%)	7,200	7,200
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	0	0	0.0%	0	0
Total EXPENSES	842,100	901,400	0	0	901,400	59,300	7.0%	915,200	926,600
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	30,000	30,000	0	0	30,000	0	0.0%	30,000	30,000
Total REVENUES	30,000	30,000	0	0	30,000	0	0.0%	30,000	30,000
TAX LEVY	812,100	871,400	0	0	871,400	59,300	7.3%	885,200	896,600
TAX LEVY By Activity:									
Online Services	812,100	871,400	0	0	871,400	59,300	7.3%	885,200	896,600
TAX LEVY	812,100	871,400	0	0	871,400	59,300	7.3%	885,200	896,600

2013 Key Budget Drivers

- Personnel Services & Benefits have increased \$23,100 mainly due to increased benefit requirements.
- Materials and Supplies have increased \$40,200 primarily in adult electronic resources to support a growing market. Funds were reallocated from Library Branch Collections and Services to mitigate the growing expenditure.
- Purchased Services has decreased by \$4,000 due to a reduction in blackberry/internet and advertisement to reflect historical trends and the funds reallocated to mitigate budget pressures within Library Services.

2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

