



**Program: Library Services**

**Program Based Budget**

**2016 – 2018**

## Program: Oakville Public Library

**Vision Statement:**  
Love the experience.

**Mission Statement:**  
Building community by connecting people and ideas.

## Program Description

The Oakville Public Library serves as a community hub and 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 over 8.6 million service transactions in 2014 (e.g. circulation of collections, online records accessed, program participation, etc.). Library service is valued by the community. In both the 2013 and 2015 Citizen Survey, the library continued to earn a satisfaction rating of 90%.

Service is offered through the library's six branches, its website ([www.opl.ca](http://www.opl.ca)), outreach locations throughout the community (including ten Book Nooks for pre-school children, five Book Depots for teens and one deposit station at a seniors' residence), and its Homebound Delivery service. Most branches are open seven days a week and service on the website is available 24 hours a day, seven days a week. The library system has 109.8 FTEs, with approximately 58% of the library's workforce being permanent part-time.

## Program Services

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

- Administrative Services
- Branch Services
- Collections & Technologies
- Community Engagement

## Staffing Overview

Program: Library	2014 Approved FTE	2015 Approved FTE	2016 Capital Impact	2016 Service Adjustment	2016 Reallocation of Staff	2016 Total FTE	Net Change 2016 vs 2015
Administration Services	10.9	8.3				8.3	0.0
Community Engagement	4.9	11.1		0.7		11.8	0.7
Branch Services	72.3	69.0	(2.5)			66.5	(2.5)
Collections and Technology	25.0	23.2				23.2	0.0
<b>Total Library</b>	<b>113.1</b>	<b>111.6</b>	<b>(2.5)</b>	<b>0.7</b>	<b>0.0</b>	<b>109.8</b>	<b>(1.8)</b>

During 2015 in an effort to streamline processes the Library's finance department was amalgamated with the town. As a result the 2015 FTE's were restated to show 3.0 FTE reallocated to the town's Financial Services program. In 2016 there will be a capital impact resulting in a 2.5 FTE reduction due to the streamlining of process with the implementation of RFID and AMH systems. In addition, a service adjustment has added 0.7 FTE for community development to meet programming demands which will be funded by the development reserve fund. The net result will be a 1.8 FTE reduction for Library Services.

## Program Services Budget Overview

Services/Activities:	2015 Restated		2016 Requested		Net Change 2016 vs 2015	Net Change 2016 vs 2015 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Administrative Services	766,700	582,300	749,700	567,400	(14,900)	(2.6%)
Branch Services Support	4,563,300	4,239,800	4,587,600	4,274,300	34,500	0.8%
Collections & Technologies	2,637,600	2,597,600	2,652,400	2,597,400	(200)	(0.0%)
Community Engagement	1,106,800	959,800	1,148,900	991,700	31,900	3.3%
<b>Total</b>	<b>9,074,400</b>	<b>8,379,500</b>	<b>9,138,600</b>	<b>8,430,800</b>	<b>51,300</b>	<b>0.6%</b>

Overall the Library Services budget has increased by \$51,300 or 0.6%. In 2015 Library Services further refined its organizational structure to align with its strategic plan. Modernization of the Library benefits program occurred in 2015/2016. Capital impact savings of (\$80,400) includes personnel savings from new automated checkout and handling systems (RFID + AMH) to be launched throughout 2016 with savings phased in over five years. Revenues have increased \$15,000 mainly due to books donated for sale. Additionally, \$10,000 in efficiencies has been incorporated largely due to the Library joining the town's Blackberry plan.

# Key Performance Indicators

## 1. Percentage of gross operating budget

2011	2012	2013	2014	2015
5.2%	5.2%	4.9%	4.7%	4.5%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

## 2. Percentage of total FTEs

2011	2012	2013	2014	2015
7.9%	7.7%	7.6%	7.3%	7.2%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time				

## 3. Number of active library cardholders per capita [cardholder “purge” occurred and definition was modernized to reflect industry best practices]

2011	2012	2013	2014	2015
.88	.92	.49	.48	TBD
<b>Why Important:</b> Reflects relevance of Library service to the community				
<b>How Calculated:</b> # active cardholders / population				

## 4. Collection breakdown (% mix) - % annual operating budget of digital vs print/audio visual

2011	2012	2013	2014	2015
15% / 85%	15.6% / 84.4%	21% / 79%	20.8% / 79.2%	29.2% / 70.8%
<b>Why Important:</b> Trend in spending reflects the increased supply of digital resources				
<b>How Calculated:</b> Total operating budget – electronic resources				

## 5. Percentage of citizens satisfied with library programs and services

2011	2012	2013	2014	2015
90%		90%		90%
<b>Why Important:</b> Town Citizen Survey respected tool to measure community satisfaction with library services				
<b>How Calculated:</b> Town-selected third-party consultant				

## 6. Number of library items borrowed per capita annually

2011	2012	2013	2014	2015
11.9	11.7	11.4	10.8	TBD
<b>Why Important:</b> Reflects one core aspect of library service				
<b>How Calculated:</b> Circulation / population				

## Key Objectives (Initiatives) for 2016 - 2018

Through its strategic plan Love the Experience 2012-2015, the Oakville Public Library supports 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. These principles will continue to form the basis of the development of the new Strategic Plan 2016 - 2019.

- 2016 initiatives include upgrade of library web site, introduction of print management software and RFID and upgrade of PAC (public access computers).
- The Library has been actively involved in the town's Downtown Cultural Hub project.
- A new strategic plan 2016-2019 will be developed in 2016.

## 2016 Program Budget Drivers

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change From 2015	% Change From 2015
<b>Expenses:</b>							
Personnel Services & Benefits	6,917,600	6,989,000	(68,600)	17,000	<b>6,937,400</b>	19,800	0.3%
Materials & Supplies	1,303,900	1,326,600	(28,500)	0	<b>1,298,100</b>	(5,800)	(0.4%)
Capital Out Of Operations	10,700	11,000	0	0	<b>11,000</b>	300	2.8%
Purchased Services	693,300	728,400	16,700	0	<b>745,100</b>	51,800	7.5%
Payments & Grants	35,900	36,000	0	0	<b>36,000</b>	100	0.3%
Internal Expenses & Transfers	113,000	111,000	0	0	<b>111,000</b>	(2,000)	(1.8%)
<b>Total Expenses</b>	<b>9,074,400</b>	<b>9,202,000</b>	<b>(80,400)</b>	<b>17,000</b>	<b>9,138,600</b>	<b>64,200</b>	<b>0.7%</b>
<b>Revenues:</b>							
External Revenues	558,400	577,800	0	0	<b>577,800</b>	19,400	3.5%
Internal Recovery & Fund Trsf	136,500	113,000	0	17,000	<b>130,000</b>	(6,500)	(4.8%)
<b>Total Revenues</b>	<b>694,900</b>	<b>690,800</b>	<b>0</b>	<b>17,000</b>	<b>707,800</b>	<b>12,900</b>	<b>1.9%</b>
<b>Tax Levy</b>	<b>8,379,500</b>	<b>8,511,200</b>	<b>(80,400)</b>	<b>0</b>	<b>8,430,800</b>	<b>51,300</b>	<b>0.6%</b>

In 2016, the Library Services program has increased by \$51,300 or .6%. The main drivers for the change are the following:

- Personnel Services & Benefits have increased by \$19,800 or .3% primarily due to personnel savings from implementation of automated checkout and material handling systems (RFID + AMH) which will be phased in over 5 years. In addition \$10,800 has been included for staffing of the new QEPCCC Incubator hub and a \$17,000 service adjustment to fund part-time staff to support community engagement. Inflationary increases for wages and benefits have also been included.
- Materials and Supplies have decreased by \$5,800 primarily due to savings in book collections as a result of anticipated reduction in missing inventory due to implementation of the RFID system.
- Purchased Services has increased \$51,800. Contributing factors include a capital impact for on-going purchases of new tags to be used with RFID system, an increase in insurance premiums and janitorial services.
- Internal Expenses & Transfers have decreased \$2,000 due to the elimination of internal printing charges from the town.
- External Revenues have increased by \$19,400 primarily due to \$15,000 in sales of donated books.
- Internal Recovery & Fund Transfers have decreased \$6,500 due a reduction in HIP (Halton Information Providers) and Library Development reserve funds as a result of stronger revenue earnings.

## 2017 - 2018 Operating Budget Forecast

	2016 Requested Budget	2017 Forecast Requested Budget	2016-2017 Change (%)	2018 Forecast Requested Budget	2017-2018 Change (%)
<b>Gross Expenditures</b>					
Library					
Administrative Services	749,700	764,000	1.9%	780,300	2.1%
Branch Services	4,587,600	4,710,800	2.7%	4,855,200	3.1%
Community Engagement	1,148,900	1,174,700	2.2%	1,203,200	2.4%
Collections & Technologies	2,652,400	2,656,900	0.2%	2,741,900	3.2%
<b>Total Gross Expenditures</b>	<b>9,138,600</b>	<b>9,306,400</b>	<b>1.8%</b>	<b>9,580,600</b>	<b>2.9%</b>
<b>Tax Levy</b>					
Library					
Administrative Services	567,400	581,700	2.5%	598,000	2.8%
Branch Services	4,274,300	4,392,000	2.8%	4,530,800	3.2%
Community Engagement	991,700	1,017,500	2.6%	1,046,000	2.8%
Collections & Technologies	2,597,400	2,601,900	0.2%	2,686,900	3.3%
<b>Total Tax Levy</b>	<b>8,430,800</b>	<b>8,593,100</b>	<b>1.9%</b>	<b>8,861,700</b>	<b>3.1%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	6,937,400	7,070,800	1.9%	7,235,000	2.3%
Materials & Supplies	1,298,100	1,273,500	(1.9%)	1,324,700	4.0%
Purchased Services	745,100	804,100	7.9%	862,900	7.3%
Internal Charges	90,500	90,500	0.0%	90,500	0.0%
Other Expenditures	36,000	36,000	0.0%	36,000	0.0%
Minor Capital & Transfer To Reserves	31,500	31,500	0.0%	31,500	0.0%
<b>Total Expenditures</b>	<b>9,138,600</b>	<b>9,306,400</b>	<b>1.8%</b>	<b>9,580,600</b>	<b>2.9%</b>
<b>Revenues By Type</b>					
Activity Revenue	391,600	397,100	1.4%	402,700	1.4%
Internal Recoveries	0	0	0.0%	0	0.0%
Grants	186,200	186,200	0.0%	186,200	0.0%
Other Revenue	130,000	130,000	0.0%	130,000	0.0%
<b>Total Revenues</b>	<b>707,800</b>	<b>713,300</b>	<b>0.8%</b>	<b>718,900</b>	<b>0.8%</b>
<b>Tax Levy</b>	<b>8,430,800</b>	<b>8,593,100</b>	<b>1.9%</b>	<b>8,861,700</b>	<b>3.1%</b>

## 2016-2018 Recommended Capital Budget

The Oakville Public Library has a number of capital projects in 2016 that will provide enhanced service to residents. The OPL Board believes that the future of library content is digital and that library space is collaborative, innovative and flexible. With this concept in mind the library is proposing the reorganization of spaces within the Library and the creation of a digital hub at branch's beginning in 2016. This project includes improving the flexibility of spaces and increasing the technology available to patrons. Also, incubator spaces will be created at the Queen Elizabeth Park Community and Cultural Centre (QEPCCC) that will test new library programs, services and technologies. The Radio Frequency Identification (RFID) system installation will be completed with the addition of sorters in the Glen Abbey, Iroquois Ridge, Woodside, and White Oaks branches. The capital forecast also provides funds to maintain the library branch facilities in a state of good repair.

Library Services	Classification	Capital Budget & Forecast			Operating Impact		
		2016	2017	2018	2016	2017	2018
71101404 RFID System Installation	Strategic Priorities	804,000			(59,500)	(139,100)	(117,600)
71101504 Library Technology Hub	Strategic Priorities	500,000					
71101602 QEPCCC Incubator Hub	Strategic Priorities	60,000			10,800		
71101704 Bronte Branch Library (Leasehold improvements and collections)	Growth		435,000			175,000	174,200
71101604 Library Interiors	Infrastructure Renewal	95,000	194,500				
71101605 Libraries Capital Replacement	Infrastructure Renewal	50,500	85,000	15,000			
71101606 Library Furniture and Equipment	Infrastructure Renewal	52,000	52,000	52,000			
<b>Total Library Services</b>		<b>1,561,500</b>	<b>766,500</b>	<b>67,000</b>	<b>(48,700)</b>	<b>35,900</b>	<b>56,600</b>

Through 2016-2018 these projects will have an impact on the operating budget. RFID components such as security gates, self-check in/out, and automated sorting of returned materials are projected to result in part-time labour savings once fully implemented. Additional costs for part time staff are included for the QEPCCC Incubator Hub.



## **Service: Administrative Services**

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### **Mission**

To provide strategic leadership and support through the Library's CEO and Executive Team so that the Board and Library staff can work within a Library - town framework to deliver an exceptional customer experience for Oakville residents.

### **Major Responsibilities**

- Assist the Oakville Public Library Board in fulfilling its responsibilities under the Province of Ontario Public Libraries Act and all other relevant legislation.
- Assist the Board with creation of its Strategic Plan each four year term and execute the supporting annual Business Plans.
- Develop meaningful metrics to effectively measure performance with respect to strategic goals and objectives.

### **Strategic Priorities (Initiatives)**

- Oakville Public Library operates in a transparent and fiscally responsible manner and meets all requirements under provincial and federal legislation.
- Transform our virtual and physical spaces to encourage creativity, collaboration and discovery.
- Participate in the 2016 refresh of the Parks, Recreation and Library Facilities Master Plan (2016)
- Continue to participate in the Downtown Cultural Hub study.
- Continue to explore potential efficiencies with the Town of Oakville.
- Manage our human resources to address issues of capacity, retention and succession planning.

## 2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
<b>Expenses:</b>									
Personnel Services & Benefits	528,700	545,100	0	0	<b>545,100</b>	16,400	3.1%	559,400	575,700
Materials & Supplies	20,300	18,400	0	0	<b>18,400</b>	(1,900)	(9.4%)	18,400	18,400
Purchased Services	180,000	148,400	0	0	<b>148,400</b>	(31,600)	(17.6%)	148,400	148,400
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	34,700	34,800	0	0	<b>34,800</b>	100	0.3%	34,800	34,800
Minor Capital & Transfer To Reserves	3,000	3,000	0	0	<b>3,000</b>	0	0.0%	3,000	3,000
<b>Total Expenses</b>	<b>766,700</b>	<b>749,700</b>	<b>0</b>	<b>0</b>	<b>749,700</b>	<b>(17,000)</b>	<b>(2.2%)</b>	<b>764,000</b>	<b>780,300</b>
<b>Revenues:</b>									
Activity Revenue	2,100	0	0	0	<b>0</b>	(2,100)	(100.0%)	0	0
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	182,300	182,300	0	0	<b>182,300</b>	0	0.0%	182,300	182,300
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total Revenues</b>	<b>184,400</b>	<b>182,300</b>	<b>0</b>	<b>0</b>	<b>182,300</b>	<b>(2,100)</b>	<b>(1.1%)</b>	<b>182,300</b>	<b>182,300</b>
<b>Tax Levy</b>	<b>582,300</b>	<b>567,400</b>	<b>0</b>	<b>0</b>	<b>567,400</b>	<b>(14,900)</b>	<b>(2.6%)</b>	<b>581,700</b>	<b>598,000</b>
<b>Tax Levy By Activity</b>									
Administrative Services	582,300	567,400	0	0	<b>567,400</b>	(14,900)	(2.6%)	581,700	598,000
<b>Tax Levy</b>	<b>582,300</b>	<b>567,400</b>	<b>0</b>	<b>0</b>	<b>567,400</b>	<b>(14,900)</b>	<b>(2.6%)</b>	<b>581,700</b>	<b>598,000</b>

### 2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$16,400 due to inflationary increases for wages and benefits.
- Materials & Supplies have decreased \$1,900 due to a reduction in office supplies.
- Purchased Services have decreased \$31,600 primarily due to a reduction of blackberry costs as the Library joins the towns plan, reallocation of collection agency fees and photocopy rentals to Branch Services.
- Activity Revenue has decreased \$2,100 due to a reallocation of vending machine revenue to Branch Services.

### 2017 - 2018 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

## Service: Branch Services

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### Mission

To provide an exceptional customer experience.

### Major Responsibilities

- Continue to develop flexible interior spaces that maximize opportunities for independent work, collaboration and innovation – to ensure that library remains an important community hub.
- Integrate services across physical and virtual spaces.
- Provide access to programs and services that support 21<sup>st</sup> century literacy skills.

### Strategic Priorities (Initiatives)

- Evaluate the performance and effectiveness of our customer service program.
- Assist residents in growing their digital and media literacy skills.
- Rebalance functional zones within branches to provide collaborative and independent spaces, building on the Downtown Cultural Hub study.

## 2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
<b>Expenses:</b>									
Personnel Services & Benefits	3,778,500	3,803,300	(68,600)	0	<b>3,734,700</b>	(43,800)	(1.2%)	3,785,400	3,857,700
Materials & Supplies	287,900	296,400	0	0	<b>296,400</b>	8,500	3.0%	309,900	323,200
Purchased Services	385,400	445,300	200	0	<b>445,500</b>	60,100	15.6%	504,500	563,300
Internal Charges	90,500	90,500	0	0	<b>90,500</b>	0	0.0%	90,500	90,500
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer To Reserves	21,000	20,500	0	0	<b>20,500</b>	(500)	(2.4%)	20,500	20,500
<b>Total Expenses</b>	<b>4,563,300</b>	<b>4,656,000</b>	<b>(68,400)</b>	<b>0</b>	<b>4,587,600</b>	<b>24,300</b>	<b>0.5%</b>	<b>4,710,800</b>	<b>4,855,200</b>
<b>Revenues:</b>									
Activity Revenue	323,500	313,300	0	0	<b>313,300</b>	(10,200)	(3.2%)	318,800	324,400
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	0	0	0	0	<b>0</b>	0	0.0%	0	0
<b>Total Revenues</b>	<b>323,500</b>	<b>313,300</b>	<b>0</b>	<b>0</b>	<b>313,300</b>	<b>(10,200)</b>	<b>(3.2%)</b>	<b>318,800</b>	<b>324,400</b>
<b>Tax Levy</b>	<b>4,239,800</b>	<b>4,342,700</b>	<b>(68,400)</b>	<b>0</b>	<b>4,274,300</b>	<b>34,500</b>	<b>0.8%</b>	<b>4,392,000</b>	<b>4,530,800</b>
<b>Tax Levy By Activity</b>									
Branch Services	4,239,800	4,342,700	(68,400)	0	<b>4,274,300</b>	34,500	0.8%	4,392,000	4,530,800
<b>Tax Levy</b>	<b>4,239,800</b>	<b>4,342,700</b>	<b>(68,400)</b>	<b>0</b>	<b>4,274,300</b>	<b>34,500</b>	<b>0.8%</b>	<b>4,392,000</b>	<b>4,530,800</b>

## 2016 Key Budget Drivers

- Personnel Services & Benefits have increased decreased \$43,800 primarily as a result of capital impact savings of (\$68,600) from RFID (\$47,500) and Print Management (\$31,700) which are partially offset with increased costs for QEPCC Incubator Hub \$10,600. In addition, inflationary increases have been included for wages and benefits.
- Materials & Supplies have increased by \$8,500 primarily for processing supplies.
- Purchased Services have increased \$60,100 primarily due to an increased insurance premiums \$20,000, increase in janitorial contracts \$24,400 and \$11,400 in photocopy rentals reallocated from Administrative Services.
- Activity Revenue has decreased by \$10,200 due to reduced fines and rental revenues to reflect five year trends.

## 2017 - 2018 Budget Forecast Highlights

- 2017 increases include capital impacts of \$155,000 for half year of expenses relating to the new Bronte branch which is mitigated through savings from Print Management (\$31,700) and RFID + AMH of (\$101,800) for a net impact of \$21,500. In addition inflationary increases have been included for all branch services.
- 2018 reflects annualization of Bronte branch \$154,200 which is offset with through (\$117,600) personnel savings from RFID + AMH. Inflationary increases have been included for all branch services for a total 2018 net increase of \$138,800.

## **Service: Collections & Technologies**

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### **Mission**

Collect, create and provide access to relevant content and resources for Oakville residents.

### **Major Responsibilities**

- Transform virtual spaces to encourage innovation, collaboration and discovery.
- Implement new content acquisition strategy based on outcomes of 2015 RFPs.
- Assist residents in growing their digital and media literacy skills.
- Ensure that Library collection mix continues to meet current and evolving community needs.

### **Strategic Priorities (Initiatives)**

- Deliver compelling and relevant web, mobile and digital resources.
- Leverage technology to provide more efficient and convenient service (e.g. introduction of print management and RFID).
- Rebalance traditional library resources with new and emergent digital content.
- Collect, preserve and provide access to relevant local content.
- Re-envision services to meet the immediate and emerging needs of mobile customers.

## 2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
<b>Expenses:</b>									
Personnel Services & Benefits	1,648,700	1,658,300	0	0	<b>1,658,300</b>	9,600	0.6%	1,700,900	1,748,000
Materials & Supplies	877,500	891,300	(28,500)	0	<b>862,800</b>	(14,700)	(1.7%)	824,700	862,600
Purchased Services	104,900	107,500	16,500	0	<b>124,000</b>	19,100	18.2%	124,000	124,000
Internal Charges	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Expenditures	0	0	0	0	<b>0</b>	0	0.0%	0	0
Minor Capital & Transfer To Reserves	6,500	7,300	0	0	<b>7,300</b>	800	12.3%	7,300	7,300
<b>Total Expenses</b>	<b>2,637,600</b>	<b>2,664,400</b>	<b>(12,000)</b>	<b>0</b>	<b>2,652,400</b>	<b>14,800</b>	<b>0.6%</b>	<b>2,656,900</b>	<b>2,741,900</b>
<b>Revenues:</b>									
Activity Revenue	0	25,000	0	0	<b>25,000</b>	25,000	0.0%	25,000	25,000
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	0	0	0	0	<b>0</b>	0	0.0%	0	0
Other Revenue	40,000	30,000	0	0	<b>30,000</b>	(10,000)	(25.0%)	30,000	30,000
<b>Total Revenues</b>	<b>40,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>55,000</b>	<b>15,000</b>	<b>37.5%</b>	<b>55,000</b>	<b>55,000</b>
<b>Tax Levy</b>	<b>2,597,600</b>	<b>2,609,400</b>	<b>(12,000)</b>	<b>0</b>	<b>2,597,400</b>	<b>(200)</b>	<b>(0.0%)</b>	<b>2,601,900</b>	<b>2,686,900</b>
<b>Tax Levy By Activity</b>									
Collections & Technologies	2,597,600	2,609,400	(12,000)	0	<b>2,597,400</b>	(200)	(0.0%)	2,601,900	2,686,900
<b>Tax Levy</b>	<b>2,597,600</b>	<b>2,609,400</b>	<b>(12,000)</b>	<b>0</b>	<b>2,597,400</b>	<b>(200)</b>	<b>(0.0%)</b>	<b>2,601,900</b>	<b>2,686,900</b>

## 2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$9,600. Inflationary costs have been added for wage and benefit increases which is partially offset by savings due wage adjustments due to alignment of position responsibilities.
- Materials & Supplies have decreased by \$14,700 primarily due to capital impact of (\$28,500) for collections savings due to the anticipated reduction of missing inventory as RFID implementation as inventory will be tracked electronically.
- Purchased Services have increased \$19,100 primarily due to \$16,500 capital impact for the on-going purchase of tags to be used with RFID.
- Minor Capital & Transfer to Reserve have increased \$800 for minor expenditures of computer hardware.
- Activity revenue of \$25,000 has been added including \$15,000 for sales of donated books and \$10,000 in HIP (Halton Information Providers) programming revenue.
- Other Revenue has decreased \$10,000 due to reduction funding from HIP Trust Fund due to stronger programming revenue.

## 2017 - 2018 Budget Forecast Highlights

- 2017 includes a \$70,500 savings from RFID for collections materials which is partially offset with \$20,000 in materials for anticipated new Bronte branch. In addition inflationary costs have been included for wages and benefits.

- 2018 includes a \$20,000 capital impact in collection materials for Bronte branch as well as \$17,900 inflation of materials for all other branches. Inflationary costs for salaries and benefits have also been included.

## **Service: Community Engagement**

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### **Mission**

Enhance community awareness and engagement to increase use of and support for the Library's programs, services and spaces.

### **Major Responsibilities**

- Create and execute a community engagement plan.
- Create conversations with residents, customers and partners to promote library programs and services.
- Develop relevant, innovative and creative programs.
- Pursue partnership, fundraising and sponsorship opportunities.

### **Strategic Priorities (Initiatives)**

- Take a holistic and multi-faceted approach to communications with all stakeholders to promote the role and importance of the library.
- Develop criteria based on customer feedback, desired outcomes and industry trends to determine a programming strategy and life cycle.
- Explore ways to increase support for the Library.

## 2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
<b>Expenses:</b>									
Personnel Services & Benefits	961,700	982,300	0	17,000	<b>999,300</b>	37,600	3.9%	1,025,100	1,053,600
Materials & Supplies	118,200	120,500	0	0	<b>120,500</b>	2,300	1.9%	120,500	120,500
Purchased Services	23,000	27,200	0	0	<b>27,200</b>	4,200	18.3%	27,200	27,200
Internal Charges	2,000	0	0	0	<b>0</b>	(2,000)	(100.0%)	0	0
Other Expenditures	1,200	1,200	0	0	<b>1,200</b>	0	0.0%	1,200	1,200
Minor Capital & Transfer To Reserves	700	700	0	0	<b>700</b>	0	0.0%	700	700
<b>Total Expenses</b>	<b>1,106,800</b>	<b>1,131,900</b>	<b>0</b>	<b>17,000</b>	<b>1,148,900</b>	<b>42,100</b>	<b>3.8%</b>	<b>1,174,700</b>	<b>1,203,200</b>
<b>Revenues:</b>									
Activity Revenue	50,500	53,300	0	0	<b>53,300</b>	2,800	5.5%	53,300	53,300
Internal Recoveries	0	0	0	0	<b>0</b>	0	0.0%	0	0
Grants	0	3,900	0	0	<b>3,900</b>	3,900	0.0%	3,900	3,900
Other Revenue	96,500	83,000	0	17,000	<b>100,000</b>	3,500	3.6%	100,000	100,000
<b>Total Revenues</b>	<b>147,000</b>	<b>140,200</b>	<b>0</b>	<b>17,000</b>	<b>157,200</b>	<b>10,200</b>	<b>6.9%</b>	<b>157,200</b>	<b>157,200</b>
<b>Tax Levy</b>	<b>959,800</b>	<b>991,700</b>	<b>0</b>	<b>0</b>	<b>991,700</b>	<b>31,900</b>	<b>3.3%</b>	<b>1,017,500</b>	<b>1,046,000</b>
<b>Tax Levy By Activity</b>									
Community Engagement	959,800	991,700	0	0	<b>991,700</b>	31,900	3.3%	1,017,500	1,046,000
<b>Branch Services</b>	<b>959,800</b>	<b>991,700</b>	<b>0</b>	<b>0</b>	<b>991,700</b>	<b>31,900</b>	<b>3.3%</b>	<b>1,017,500</b>	<b>1,046,000</b>

## 2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$37,600 due to a \$17,000 addition in part-time wages for Community Engagement programming as well as inflationary increases for wages and benefits.
- Materials & Supplies have increased \$2,300 primarily for collection materials to be used in programming.
- Purchased Services have decreased \$4,200 primarily due to an increase in performer fees for programming as well as blackberry expenses reallocated from Administrative Services.
- Internal Charges have decreased \$2,000 due to the elimination of printing charges from the town.
- Activity Revenue has increased \$2,800 due to anticipated higher program registration revenue.
- Other Revenue has increased \$3,500. The transfer from the Library Development Reserve Fund was decreased \$13,500 due to stronger programming revenue however \$17,000 was added to support increased part-time expenditures.

## 2017 - 2018 Budget Forecast Highlights

- Inflationary increases only.