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**Program: Library Services**

**Program Based Budget**

**2010 - 2012**

## Overview

<b>Department: Oakville Public Library</b>
<b>Vision Statement:</b> Bringing people and ideas together.
<b>Mission Statement:</b> To help build a strong community by: <ul style="list-style-type: none"><li>• Providing access to resources for information and recreation</li><li>• Fostering the joy of reading and learning for all ages</li><li>• Providing a welcoming and supportive environment</li></ul>

## Introduction

The Oakville Public Library delivers library services to the Town of Oakville. The library system has 53 full-time employees, 136 part-time employees, and approximately 170 volunteers. The 2009 operating budget is \$8.2 million. The Library performed over 43 million service transactions in 2008, an increase of 188% over 2007. 79% of Oakville residents have a library card.

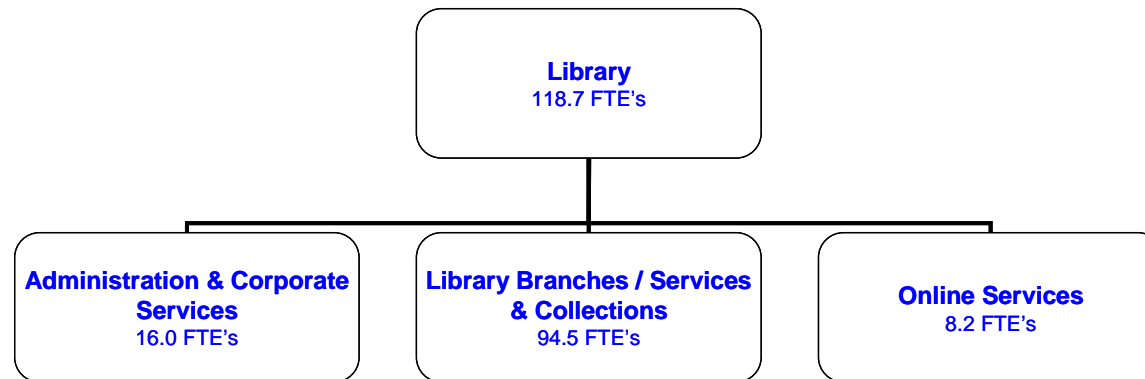
The Library is a valued service in the community, and was voted the #1 municipal service in the 2009 Citizens Survey with a satisfaction rating of 91%.

Service is offered through the library's six branches, its website at [www.opl.on.ca](http://www.opl.on.ca), outreach locations throughout the community (including 8 Book Nooks for children, 2 Book Depots for teens, and several deposit stations at seniors' residences), and its Homebound Delivery service. Most branches are open 7 days a week, service on the website is available 24 hours a day, 7 days a week.

## 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



## Major Accomplishments in 2009

- For the first time ever, registration and reporting for the TD Summer Reading Club was available online, allowing children away on vacation to fully participate. Over 4,100 children joined the club.
- An extra day was added to the annual Battle of the Books competition to accommodate the 36 Oakville schools participating.
- Imagination Station (portable children's discovery library) taken to 6 community events, reaching approximately 4,700 people.
- New Book Nook for children opened at the Halton Multicultural Council's new head office on Speers Rd.
- Provided preschool programming in partnership with many community organizations, including: Oak Park Neighbourhood Centre, Kerr St. Ministries, Oakville Parent Child Early Years Centres, Oakville YMCA, Halton Region, Town Recreation and Culture Dept.
- Funded all teen programs through fundraised dollars, including: two teen writing workshops, teen writing contest, teen book club, free Wii gaming, and more.
- New Book Depot for teens opened in the Bronte Youth Development Centre.
- New programs offered for adult newcomers, including: a Newcomers to Canada Tax Seminar, Basic Computers for Seniors classes, and a Citizenship Workshop.
- A Settlement Worker from Halton Multicultural Council is now available one day a week at the Woodside Branch.
- Participated in the Town of Oakville New Canadians' Coupon Book project.
- Supported Oakville's economic development by offering 20 programs for small businesses, entrepreneurs and job seekers in partnership with Halton Region Business Development Centre and The Centre for Skills Development and Training, among others.
- Worked with other cultural organizations to co-ordinate joint programming and cross-promotion of programs and services. Partner organizations included: Oakville Centre for the Performing Arts, Oakville Museum at Erchless Estate, Oakville Galleries, Appleby College, Joshua Creek Heritage Centre. End result was [www.hometownstories.ca](http://www.hometownstories.ca).

- Supported local heritage by offering two “scanning days” to digitize historical materials, one of these was hosted in partnership with the Trafalgar Township Historical Society.
- New formats added to collection: downloadable eBooks, ipod audiobooks, and streaming music made available through website.
- Inter-Library Loan service now available online, use increased by 8%.
- Achieved first anniversary of our new website, libraries across the province are now in the process of adopting the same software for their online spaces.
- For the first time, the Glen Abbey and Iroquois Ridge branches opened on Family Day to support Recreation and Culture’s Family Day events – the branches were packed!
- Began installation of lift in White Oaks branch to improve accessibility.
- Negotiated an agreement with the Halton District School Board to move the Clearview Neighbourhood Branch to the new Clearview Public School in 2010.
- Email Event Notice service started in response to customer demand, over 1,500 now subscribe to the service with more signing up each day.
- Oakville Public Library Board completed the Strategic Plan Update 2009-2011.
- Online Services staff conducted 4 three-hour hands-on workshops for Recreation and Culture staff on using Web 2.0 tools for communication and customer service.
- New competency based Performance Management System developed for Grade 7 positions and upwards, to complement the Building Effective Leaders’ training program.

## Department Significant Issues

### Increased Usage:

The economic downturn has increased library usage, as more people turn to our resources for entertainment, to assist in job searches, or to access information about other community organizations. Service transactions (which include circulation, program attendance, and website use, among others) increased by 188% in 2008. In the first six months of 2009, borrowing alone was up almost 8%. The increase in usage, coupled with the loss of staff hours in the 2009 budget, has put pressure on our frontline staff.

### Library Collections:

Increased usage and a 15% reduction to the collection budget in 2009 have put considerable pressure on our collections budget. We are struggling to maintain the variety of formats needed to serve our wide range of users. The impact of the 15% cut will become more apparent over time, as fewer new items are purchased and fewer current items are replaced.

### Communicating Full Range of Library Services:

Since 2001, the library has increased its services and programs to meet community needs, including the addition of: teen services, business programming, our outreach programs, and the Clearview Neighbourhood Branch, among others. Our audiences have become increasingly diverse, and new communication channels are being created at a rapid pace. During this same time period, the Marketing budget has increased by only 1%, the Development budget has decreased by 16%, and personnel hours have not increased at all. Our shrinking resources have hampered our ability to support these programs and services, and stakeholder consultations have shown that many residents are still unaware of the full spectrum of services we provide.

**Early Literacy Outreach:**

We are currently unable to meet community demand for early literacy outreach. Through our community partners, we've identified many under-served, at-risk groups in Oakville who are unable to access library services in the traditional way. For some, transportation is an issue, for others, the barriers are cultural and/or linguistic. Increased resources are needed to ensure these children have the opportunity to acquire early literacy skills within the most critical years for learning (0-5 years).

**Strategic Objectives (Initiatives) for 2010 – 2012**

Council's Strategic Goal/Area of Focus (If Applicable)	Department Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Department Program
Continuous Improvement	Enhance understanding of the changing needs of the Oakville community and respond accordingly	Marketing research conducted, programming and collections developed as per research outcomes.	Study of under-served groups, Q4.  Adult programming reviewed and policy developed, 2010.	Administration & Corporate Services (Marketing)
Continuous Improvement	Enhance accessibility for Oakville's changing population	Achieve compliance with the Accessibility for Ontarians with Disabilities Act (AODA) in integrated process with the Town.  Address collection needs of targeted groups	2009-2025 – 5 AODA Standards to be in place- Customer Service Standard by Jan. 1, 2010.  Research, evaluate and recommend re Book Nooks and Deposit Stations by March 2010	Library Branches / Services & Collections
Continuous Improvement	Be recognized as the newcomers' gateway to the community	Provide programs and services that meet the needs of newcomers to Canada  Increase newcomers' awareness of library programs and services	Research needs and make recommendations for programs to reach new audiences and increase usage  Research collection needs of newcomers (i.e. links to newspapers in a variety of languages, magazines in a variety of languages), make	Library Branches / Services & Collections

Council's Strategic Goal/Area of Focus (If Applicable)	Department Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Department Program
		Align the development of multilingual collections with user needs	recommendations by December 2010	
Enhance economic environment	Support Oakville's economic development and recovery	<p>Build awareness of the Library's resources for small and medium-sized businesses and entrepreneurs</p> <p>Build awareness of the Library's career and job search resources</p>	<p>Program partnership with Halton Region Business Development Centre continued in 2010. Confirmation by October 2009</p> <p>Increased marketing of programs and services leads to increased attendance and usage</p>	Library Branches / Services & Collections
Continuous Improvement	Keep at the forefront of innovative ways to help people access information and build community	<p>Support and nurture a culture of "creativity and innovation" through participation in Town cultural initiatives and the development of partnerships and creative community/arts groups</p> <p>Expand the scope of digitization efforts through partnerships with the Town, local historical societies, multicultural organizations, other community groups and individuals</p>	<p>Hometown Stories web site highlights common events Summer 2009</p> <p>Write2Xpress planned for November 2009</p> <p>Cartooning workshop October 2009</p> <p>New documents scanned and uploaded to Oakville Images</p> <p>Veteran interviews linked to Shadows of War</p>	<p>Online Services</p> <p>Online Services</p>
Continuous Improvement	Maintain leadership in children and youth services	<p>Offer both breadth and depth in the programs and services available for children and youth</p> <p>Align program offerings with latest</p>	<p>Review current offerings and recommend any modification in time for Spring 2010 schedule</p> <p>Monitor Ministry of</p>	Library Branches / Services & Collections

Council's Strategic Goal/Area of Focus (If Applicable)	Department Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Department Program
		<p>research in childhood literacy</p> <p>Deliver Every Child Ready to Read ("ECR2R") program</p> <p>Deliver library services to the teen audience and design programs to meet their unique needs</p>	<p>Education full day learning report recommendations through close contact with local boards of education</p> <p>Open Clearview neighbourhood Branch within Clearview Public School September 2010</p> <p>Celebrate anniversary with new t-shirts</p> <p>Research and recommend changes, responding to Youth Strategy recommendations, by January 2010</p>	
Continuous Improvement	Enhance awareness of the Library's full spectrum of services	Build capacity of the marketing department. Marketing plans developed for strategic initiatives. Review use of social media	Particular areas of focus: newcomers to Canada, business services and online services. Incorporate social media into marketing plans.	Administration & Corporate Services (Marketing)
Continuous Improvement	Explore ways to enhance cooperation and provide value-added services for, and with, the Town	Be recognized as a key municipal hub and provide library expertise to support planning, programming and innovation	<p>Respond to recommendations of the Culture Plan Winter 2009/Spring 2010</p> <p>Deliver programs in partnership with Culture, Galleries, Museum Fall Winter 2010</p> <p>Improve access to the Town's print and photo heritage assets Winter 2009/Spring 2010</p>	Administration & Corporate Services

<b>Council's Strategic Goal/Area of Focus (If Applicable)</b>	<b>Department Strategic Objective</b>	<b>Guidelines for Deliverables</b>	<b>Expected Outcome/Timing</b>	<b>Department Program</b>
Fiscal Sustainability	Provide core services more efficiently and effectively	Continue to research new directions in cataloguing practices and prepare the library for future implementation of the RDA cataloguing standard	Code to be released 2010. Align strategy with national bodies and OPL vendors	Library Branches / Services & Collections
Continuous Improvement	Build the human resource capacity and competencies of the organization	<p>Maintain and strengthen our model of excellence in customer service</p> <p>A competency based performance management system for positions S7 and upwards</p> <p>Organization aligned for optimum effectiveness</p>	<p>Standard training program for information and circulation functions developed and introduced in 2010</p> <p>First year completed July 2010</p> <p>First round completed Dec 2010</p>	Administration & Corporate Services (Human Resources)

# Library Services

## 2010 Expenditure Summary by Program and Services

	2009	2009	2010	Base	2010	2010	2009 - 2010
	2009	YTD	Base	Budget	Requested	Requested	Change
	Budget	Actuals	Budget	Change (%)	Adjustments	Budget	(%)
<b>EXPENDITURE BY PROGRAM</b>							
Library							
Administration & Corporate Services	1,870,700	1,579,630	1,896,200	1.4%	0	1,896,200	1.4%
Library Branches/Serv & Collections	6,245,100	4,458,371	6,312,100	1.1%	0	6,312,100	1.1%
Online Services	788,800	660,477	798,400	1.2%	0	798,400	1.2%
<b>Total EXPENDITURE BY PROGRAM</b>	<b>8,904,600</b>	<b>6,698,478</b>	<b>9,006,700</b>	<b>1.1%</b>	<b>0</b>	<b>9,006,700</b>	<b>1.1%</b>
<b>REVENUES</b>							
Activity Revenue	417,200	342,847	459,100	10.0%	0	459,100	10.0%
Grants	182,300	185,206	182,300	0.0%	0	182,300	0.0%
Other Revenue	90,000	155,339	90,000	0.0%	0	90,000	0.0%
<b>Total Revenues</b>	<b>689,500</b>	<b>683,392</b>	<b>731,400</b>	<b>6.1%</b>	<b>0</b>	<b>731,400</b>	<b>6.1%</b>
<b>Tax Levy Requirement</b>	<b>8,215,100</b>	<b>6,015,086</b>	<b>8,275,300</b>	<b>0.7%</b>	<b>0</b>	<b>8,275,300</b>	<b>0.7%</b>
<b>TAX LEVY BY PROGRAM</b>							
Library							
Administration & Corporate Services	1,566,600	1,210,827	1,580,200	0.9%	0	1,580,200	0.9%
Library Branches/Serv & Collections	5,889,700	4,193,782	5,926,700	0.6%	0	5,926,700	0.6%
Online Services	758,800	610,477	768,400	1.3%	0	768,400	1.3%
<b>Total TAX LEVY BY PROGRAM</b>	<b>8,215,100</b>	<b>6,015,086</b>	<b>8,275,300</b>	<b>0.7%</b>	<b>0</b>	<b>8,275,300</b>	<b>0.7%</b>
<b>Gross Expenditures by Type</b>							
Salaries, Wages, Benefits	6,856,600	4,985,529	7,005,400	2.2%	0	7,005,400	2.2%
Materials & Supplies	1,187,600	999,407	1,179,000	(0.7%)	0	1,179,000	(0.7%)
Purchased Services	726,800	499,355	690,300	(5.0%)	0	690,300	(5.0%)
Internal Charges	86,900	58,879	86,900	0.0%	0	86,900	0.0%
Other Expenditures	26,200	19,894	24,600	(6.1%)	0	24,600	(6.1%)
Minor Capital & Transfer to Reserves	20,500	135,414	20,500	0.0%	0	20,500	0.0%
<b>Gross Operating Expenditures</b>	<b>8,904,600</b>	<b>6,698,478</b>	<b>9,006,700</b>	<b>1.1%</b>	<b>0</b>	<b>9,006,700</b>	<b>1.1%</b>

# Library Services

## 2011 - 2012 Expenditure Summary by Program and Services

	2010	2011	Base	2011	2011	2010-2011	2012	2012	2012	2011-2012
	Requested	Preliminary	Budget	Requested	Forecast	Change	Forecast	Requested	Forecast	Change
	Budget	Base Budget	Change (%)	Adjustments	Requested Budget	(%)	Base Budget	Adjustments	Requested Budget	(%)
<b>EXPENDITURE BY PROGRAM</b>										
Library										
Administration & Corporate Services	1,896,200	2,001,000	5.5%	0	2,001,000	5.5%	2,068,200	0	2,068,200	3.4%
Library Branches/Serv & Collections	6,312,100	6,608,600	4.7%	0	6,608,600	4.7%	7,026,100	0	7,026,100	6.3%
Online Services	798,400	825,000	3.3%	0	825,000	3.3%	852,500	0	852,500	3.3%
<b>Total EXPENDITURE BY PROGRAM</b>	<b>9,006,700</b>	<b>9,434,600</b>	<b>4.8%</b>	<b>0</b>	<b>9,434,600</b>	<b>4.8%</b>	<b>9,946,800</b>	<b>0</b>	<b>9,946,800</b>	<b>5.4%</b>
<b>REVENUES</b>										
Activity Revenue	459,100	459,100	0.0%	0	459,100	0.0%	459,100	0	459,100	0.0%
Grants	182,300	182,300	0.0%	0	182,300	0.0%	182,300	0	182,300	0.0%
Other Revenue	90,000	90,000	0.0%	0	90,000	0.0%	90,000	0	90,000	0.0%
<b>Total Revenues</b>	<b>731,400</b>	<b>731,400</b>	<b>0.0%</b>	<b>0</b>	<b>731,400</b>	<b>0.0%</b>	<b>731,400</b>	<b>0</b>	<b>731,400</b>	<b>0.0%</b>
<b>Tax Levy Requirement</b>	<b>8,275,300</b>	<b>8,703,200</b>	<b>5.2%</b>	<b>0</b>	<b>8,703,200</b>	<b>5.2%</b>	<b>9,215,400</b>	<b>0</b>	<b>9,215,400</b>	<b>5.9%</b>
<b>TAX LEVY BY PROGRAM</b>										
Library										
Administration & Corporate Services	1,580,200	1,685,000	6.6%	0	1,685,000	6.6%	1,752,200	0	1,752,200	4.0%
Library Branches/Serv & Collections	5,926,700	6,223,200	5.0%	0	6,223,200	5.0%	6,640,700	0	6,640,700	6.7%
Online Services	768,400	795,000	3.5%	0	795,000	3.5%	822,500	0	822,500	3.5%
<b>Total TAX LEVY BY PROGRAM</b>	<b>8,275,300</b>	<b>8,703,200</b>	<b>5.2%</b>	<b>0</b>	<b>8,703,200</b>	<b>5.2%</b>	<b>9,215,400</b>	<b>0</b>	<b>9,215,400</b>	<b>5.9%</b>
<b>Gross Expenditures by Type</b>										
Salaries, Wages, Benefits	7,005,400	7,334,300	4.7%	0	7,334,300	4.7%	7,696,600	0	7,696,600	4.9%
Materials & Supplies	1,179,000	1,230,800	4.4%	0	1,230,800	4.4%	1,287,400	0	1,287,400	4.6%
Purchased Services	690,300	737,500	6.8%	0	737,500	6.8%	830,800	0	830,800	12.7%
Internal Charges	86,900	86,900	0.0%	0	86,900	0.0%	86,900	0	86,900	0.0%
Other Expenditures	24,600	24,600	0.0%	0	24,600	0.0%	24,600	0	24,600	0.0%
Minor Capital & Transfer to Reserves	20,500	20,500	0.0%	0	20,500	0.0%	20,500	0	20,500	0.0%
<b>Gross Operating Expenditures</b>	<b>9,006,700</b>	<b>9,434,600</b>	<b>4.8%</b>	<b>0</b>	<b>9,434,600</b>	<b>4.8%</b>	<b>9,946,800</b>	<b>0</b>	<b>9,946,800</b>	<b>5.4%</b>

### 2012 Identified Program Growth and Service Needs

Library Services	FTEs	FTEs	2012	2012	2012	2012	2012	2013	2014	Annualized
	Full Time	Part Time	One Time	Growth	Service Level Change	New Service	Impact	Impact	Impact	Impact
<b>2012 Requests</b>										
LIB-2012-001 Graphic Artist to Full Time from Part Time	1.0	(0.9)		8,000			8,000			8,000
LIB-2012-002 Development Officer to Full Time from Part Time	1.0	(0.9)		9,100			9,100			9,100
LIB-2012-003 Children's Outreach Assistant to Full Time from Part Time	1.0	(0.4)		34,400			34,400			34,400
LIB-2012-004 Financial Services Assistant - 21 Hours per Week		0.6		23,700			23,700	23,700		47,400
LIB-2012-005 Facilities Assistant - Full Time added	1.0			24,800			24,800	24,800		49,600
LIB-2012-006 \$75,000 added to Collections (Operating)				75,000			75,000			75,000
<b>Total 2012 Requests</b>	<b>4.0</b>	<b>(1.6)</b>		<b>175,000</b>			<b>175,000</b>	<b>48,500</b>		<b>223,500</b>

## 2010 Recommended Capital Budget

COMMISSION/PROGRAM	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	
<b>COMMUNITY SERVICES</b>											
<b>Oakville Public Library</b>											
71100904 Library Furnishing	50,000								50,000		50,000
71101002 Clearview Branch Library	700,000	630,000						70,000			700,000
71101003 Woodside Library Flooring Rplcmnt	225,000							225,000			225,000
71101004 Library Collections for Growth	55,000	49,500						5,500			55,000
<b>TOTAL</b>	<b>\$ 1,030,000</b>	<b>\$ 679,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,500</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 1,030,000</b>

## 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.

Activity	Responsibilities	Current Service Level
Library Board Liaison	Administrative services to assist the Oakville Public Library Board in fulfilling its responsibilities as legislated under the Province of Ontario Public Libraries Act	<ul style="list-style-type: none"> <li>• 1 FTE, CEO</li> <li>• 1 FTE, Director of Customer Service Planning and Development</li> <li>• 1 FTE, Executive Assistant</li> <li>• 11 member Board</li> </ul>
Human Resources	Via Town Service Level Agreement. Recruitment & Selection, Staff Development and Training, H.R. Policy Development, Employee Relations & H.R. Administration & Operations	<ul style="list-style-type: none"> <li>• 189 staff members</li> <li>• 1 FTE (Town Service Level Agreement), HR Manager</li> <li>• 1.6 FTE, Administrator and Assistant</li> </ul>
Marketing and Development	Promotion of Library Services and Programs, Market Research, Public Consultation and Communication, Internal Communication, and Fund Raising	<ul style="list-style-type: none"> <li>• 1 FTE, Manager of Marketing and Development</li> <li>• 1.9 FTE, Marketing and Communications Officer, Graphic Designer and Development Officer</li> </ul>
Finance	Via Town service level agreement. Payroll and benefits administration, monthly financial statements, annual audit process, budget process, banking and cash custody, financial controls  Monthly reporting to Board via Finance Committee re Financial Statements & Forecasts	<ul style="list-style-type: none"> <li>• 189 staff members</li> <li>• 1 FTE, Director of Corporate Services</li> <li>• 2 FTE, Administrator and Assistant</li> </ul>

Activity	Responsibilities	Current Service Level
Facility Services	Facility asset management, ten year facility maintenance capital projections, compliance with Health and Safety and Accessibility (AODA) legislation, housekeeping, facility rental  Facilities safe, secure, accessible, comfortable and clean	<ul style="list-style-type: none"> <li>• 6 facilities, 95,450 square feet of finished library service space, furnishings inventory valued at approximately \$2.2 million.</li> <li>• 1 FTE, Facilities Supervisor</li> <li>• 2.4 FTE, Assistants</li> </ul>

**Key Performance Indicators**

CUSTOMER BENEFITS	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Resources (staff, facilities, technology) are available to deliver library services.	<ul style="list-style-type: none"> <li>• % of employees and Board members surveyed who report that they are satisfied with facilities, technology, and information provided</li> </ul>	N/A	N/A	90% satisfaction

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Library budget spent in fiscally responsible manner	<ul style="list-style-type: none"> <li>• Year End Variance</li> </ul>	N/A	N/A	Within 2-3%

## Administration and Corporate Services Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	1,238,500	986,656	1,301,200	5.1%	0	1,301,200	5.1%	1,352,100	1,411,000
Materials & Supplies	222,400	223,292	225,800	1.5%	0	225,800	1.5%	235,000	241,200
Purchased Services	383,600	229,747	344,600	(10.2%)	0	344,600	(10.2%)	389,300	391,400
Other Expenditures	26,200	19,894	24,600	(6.1%)	0	24,600	(6.1%)	24,600	24,600
<b>Gross Operating Expenditures</b>	<b>1,870,700</b>	<b>1,579,628</b>	<b>1,896,200</b>	<b>1.4%</b>	<b>0</b>	<b>1,896,200</b>	<b>1.4%</b>	<b>2,001,000</b>	<b>2,068,200</b>
Activity Revenue	61,800	58,258	73,700	19.3%	0	73,700	19.3%	73,700	73,700
Grants	182,300	185,206	182,300	0.0%	0	182,300	0.0%	182,300	182,300
Other Revenue	60,000	125,339	60,000	0.0%	0	60,000	0.0%	60,000	60,000
<b>Tax Levy Requirement</b>	<b>1,566,600</b>	<b>1,210,825</b>	<b>1,580,200</b>	<b>0.9%</b>	<b>0</b>	<b>1,580,200</b>	<b>0.9%</b>	<b>1,685,000</b>	<b>1,752,200</b>
<b>By Service Programs</b>									
Administration & Corporate Services	1,566,600	1,210,825	1,580,200	0.9%	0	1,580,200	0.9%	1,685,000	1,752,200
<b>Service Total</b>	<b>1,566,600</b>	<b>1,210,825</b>	<b>1,580,200</b>	<b>0.9%</b>	<b>0</b>	<b>1,580,200</b>	<b>0.9%</b>	<b>1,685,000</b>	<b>1,752,200</b>

### Service Results Narrative:

The proposed budget will provide Facilities staff to support a greater number of service points, as well as an addition to the printing budget as the Library promotes a wide variety of Library services to a growing and diverse community.

## 2010 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Administration and Corporate Services	Increase base budget for inflation and merit impact on salaries and benefits, materials and supplies and purchased services	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$51,400
Administration and Corporate Services	Increase budget for early retiree benefits – Library policy implemented in 2009	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$11,600

Administration and Corporate Services	Reduce base budget for professional fees, skills improvement, staff & volunteer recognition, maintenance supplies	Maintain current service level	To reduce overall tax levy	(\$44,400)
Administration and Corporate Services	Reduce base budget by increasing revenue (i.e. studio/room rental)	Maintain current service level	To reduce overall tax levy	(\$5,000)

## 2011 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Administration and Corporate Services	Increase base budget for inflation and merit impact on salaries and benefits, materials and supplies and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$56,100
Administration and Corporate Services	Add back base budget reduction required to reduce 2010 tax levy	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$44,400
Administration and Corporate Services	Increase budget for early retiree benefits – Library policy implemented in 2009	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$4,300

## 2012 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Administration and Corporate Services	Increase base budget for inflation and merit impact on salaries and benefits, materials, supplies, and services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$67,200

## 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.

Activity	Responsibilities	Current Service Level
Customer Services	Six branch locations with collections and staffing to provide library services to the public	<ul style="list-style-type: none"> <li>• 2.1 million items borrowed annually</li> <li>• 5 full-service branches each open 63-65 hours per week and 1 neighbourhood branch with 24 hours of service per week</li> <li>• Trained staff deliver reference and reader's advisory services all hours that the branch are open</li> <li>• 8 book nooks and 2 teen book depots maintained outside library branches</li> </ul>
Collection procurement and processing	Collection developed and maintained at sufficient breadth and depth to meet the information and recreational needs of all residents	<ul style="list-style-type: none"> <li>• Collection of over 400,000 items valued at \$13.5 million (books, magazines, DVDs, CDs, etc.)</li> <li>• Over 60 online databases provide full text access to over 17,000 magazines.</li> <li>• Other formats include CD-ROM, activity kits for children, downloadable audiobooks and e-books and formats for the visually impaired</li> <li>• 50% of items received are shelf ready in less than 4 weeks</li> </ul>
Facility Utilities and Contracts (Branch specific)	Facilities are safe, secure, accessible, comfortable and clean Room rental service maximizes community use of space	<ul style="list-style-type: none"> <li>• 6 facilities (5 Town-owned, 1 leased)</li> <li>• Utilities and branch service/maintenance contracts</li> </ul>
Programs	Qualified staff delivers literacy-based programs for children at each stage of their development	<ul style="list-style-type: none"> <li>• Over 1,800 programs delivered annually with attendance over 50,000</li> <li>• Programs for infants, toddlers, pre-schoolers, school aged children and teens</li> <li>• Outreach programs delivered by library staff in the community</li> </ul>

**Key Performance Indicators**

<b>CUSTOMER BENEFITS</b>	<b>INDICATORS</b>	<b>Target FY09</b>	<b>Actual FY 09</b>	<b>Target FY 10</b>
Free access to quality library collections	<ul style="list-style-type: none"> <li>Collection size per capita</li> </ul>	N/A	N/A	2.4 volumes/capita
	<ul style="list-style-type: none"> <li>Circulation per capita</li> </ul>	N/A	N/A	12.3 circulation /capita
Cultural and learning opportunities	<ul style="list-style-type: none"> <li>% of participants surveyed by program type who report satisfaction with program provided</li> </ul>	N/A	N/A	90% satisfaction

<b>PROGRAM OUTCOMES</b>	<b>INDICATORS</b>	<b>Target FY09</b>	<b>Actual FY 09</b>	<b>Target FY 10</b>
An informed community	<ul style="list-style-type: none"> <li>% of population who have used card in past 3 years</li> </ul>	N/A	N/A	40%

## Library Branches/Services and Collections Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	4,967,300	3,482,191	5,045,600	1.6%	0	5,045,600	1.6%	5,298,900	5,576,600
Materials & Supplies	848,200	659,248	834,500	(1.6%)	0	834,500	(1.6%)	875,300	923,900
Purchased Services	322,200	242,671	324,600	0.7%	0	324,600	0.7%	327,000	418,200
Internal Charges	86,900	58,879	86,900	0.0%	0	86,900	0.0%	86,900	86,900
Minor Capital & Transfer to Reserves	20,500	15,375	20,500	0.0%	0	20,500	0.0%	20,500	20,500
<b>Gross Operating Expenditures</b>	<b>6,245,100</b>	<b>4,458,364</b>	<b>6,312,100</b>	<b>1.1%</b>	<b>0</b>	<b>6,312,100</b>	<b>1.1%</b>	<b>6,608,600</b>	<b>7,026,100</b>
Activity Revenue	355,400	264,589	385,400	8.4%	0	385,400	8.4%	385,400	385,400
<b>Tax Levy Requirement</b>	<b>5,889,700</b>	<b>4,193,775</b>	<b>5,926,700</b>	<b>0.6%</b>	<b>0</b>	<b>5,926,700</b>	<b>0.6%</b>	<b>6,223,200</b>	<b>6,640,700</b>
<b>By Service Programs</b>									
Library Branches/Serv & Collections	5,889,700	4,193,775	5,926,700	0.6%	0	5,926,700	0.6%	6,223,200	6,640,700
<b>Service Total</b>	<b>5,889,700</b>	<b>4,193,775</b>	<b>5,926,700</b>	<b>0.6%</b>	<b>0</b>	<b>5,926,700</b>	<b>0.6%</b>	<b>6,223,200</b>	<b>6,640,700</b>

### Service Results Narrative:

The proposed budget will provide library users with convenient access to the resources they need for information and recreation.

## 2010 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Library Branches/Services and Collections	Increase base budget for inflation and merit impact on salaries and benefits, and purchased services.	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$190,800
Library Branches/Services and Collections	Adjustment for salaries and benefits based on staffing needs	Maintain current service level	Ensure appropriate skilled staff to administer current program services	(\$31,800)
Library Branches/Services and Collections	Reduce base budget for materials and supplies (janitorial, processing) and vacancy savings	Maintain current service level	To reduce overall tax levy	(\$107,000)

Library Branches/Services and Collections	Reduce base budget by increasing revenue (i.e. increase fines rate at Glen Abbey)	Maintain current service level	To reduce overall tax levy	(\$15,000)
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## 2011 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Library Branches/Services and Collections	Increase base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$189,500
Library Branches/Services and Collections	Add back base budget reduction required to reduce 2010 tax levy	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$107,000

## 2012 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Library Branches/Services and Collections	Increase base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services	Maintain current service level.	Ensure appropriate skilled staff and resources to administer current program services	\$195,600

### Capital Budget Impact

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Library Branches/Services and Collections	Adjust base budget for salaries and benefits, materials & supplies and purchased services for Bronte Library Services project	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$221,900

## 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.

Activity	Responsibilities	Current Service Level
Programs and Services provided via the Library website and through collaborative partnerships with groups throughout Oakville, Halton and Ontario	Support the library automated systems, maintain definitive community information service, facilitate access to library resources online, facilitate creation of local content, research to continue innovation and high standard of online service.	<ul style="list-style-type: none"> <li>• Internet access at all locations during all open hours</li> <li>• 24/7 services such as:               <ul style="list-style-type: none"> <li>○ Library catalogue embedded in web site</li> <li>○ Social networking and community interaction around collections</li> <li>○ 60+ commercial full text electronic data bases available</li> </ul> </li> <li>• Continuous development of community information data base</li> <li>• Continuous development of local history data base</li> <li>• Continuous development of collaborative community portals such as Hometown Stories</li> <li>• Over 60 on-line periodical and subject databases</li> <li>• 8.2 FTEs</li> </ul>

### Key Performance Indicators

CUSTOMER BENEFITS	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Accessible web site, library catalogue, databases and directories	<ul style="list-style-type: none"> <li>• # of web site visits</li> <li>• # community service data base records accessed</li> </ul>	N/A	N/A	600,000
		N/A	N/A	3 million

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Library web-based services available 24/7	<ul style="list-style-type: none"> <li>• % time web site and services are available</li> </ul>	N/A	N/A	99.5%

## Online Services Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 Budget	Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	650,800	516,677	658,600	1.2%	0	658,600	1.2%	683,300	709,000
Materials & Supplies	117,000	116,861	118,700	1.5%	0	118,700	1.5%	120,500	122,300
Purchased Services	21,000	26,939	21,100	0.5%	0	21,100	0.5%	21,200	21,200
<b>Gross Operating Expenditures</b>	<b>788,800</b>	<b>660,477</b>	<b>798,400</b>	<b>1.2%</b>	<b>0</b>	<b>798,400</b>	<b>1.2%</b>	<b>825,000</b>	<b>852,500</b>
Activity Revenue	0	20,000	0	0.0%	0	0	0.0%	0	0
Other Revenue	30,000	30,000	30,000	0.0%	0	30,000	0.0%	30,000	30,000
<b>Tax Levy Requirement</b>	<b>758,800</b>	<b>610,477</b>	<b>768,400</b>	<b>1.3%</b>	<b>0</b>	<b>768,400</b>	<b>1.3%</b>	<b>795,000</b>	<b>822,500</b>
<b>By Service</b>									
Programs									
Online Services	758,800	610,477	768,400	1.3%	0	768,400	1.3%	795,000	822,500
<b>Service Total</b>	<b>758,800</b>	<b>610,477</b>	<b>768,400</b>	<b>1.3%</b>	<b>0</b>	<b>768,400</b>	<b>1.3%</b>	<b>795,000</b>	<b>822,500</b>

### Service Results Narrative:

The proposed budget will provide staffing to research and develop information technologies and to support customers in their use.

## 2010 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Online Services	Increase base budget for inflation and merit impact on salaries and benefits, and purchased services	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$22,500
Online Services	Adjustment for salaries and benefits based on staffing needs	Maintain current service level	Ensure appropriate skilled staff to administer current program services	(\$12,900)

## 2011 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Online Services	Increase base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$26,600

## 2012 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Online Services	Increase base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$27,500