



## **BUDGET 2013**

### **Ottawa Public Library**

# **Draft Operating and Capital Budget**

## **Tax Supported Programs**

October 24, 2012

## BUDGET 2013

PAGE

### Ottawa Public Library

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# Ottawa Public Library – 2013 Draft 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 14, including six elected councillors and eight citizens. The term of the Board is four years, concurrent with the term of council. The goal of the OPL is to provide efficient, effective and equitable library and information service to the citizens of Ottawa through 33 branches plus digital, mobile and outreach services. OPL is the largest bilingual library (French and English) in North America and is the second busiest library in Ontario. OPL works with many local, provincial and national partners to extend and enrich service. The OPL mission is to build a strong Ottawa community by supporting 21<sup>st</sup> century literacies and life-long learning, fostering inspiration and enjoyment and connecting people to each other and the world.

The OPL's *2012-2015 Strategic Plan* include five primary directions, and focus on:

- Services that are relevant, accessible, and customer-centric (more than 33.1 million uses);
- Spaces that are welcome, vital community hubs (more than 5.3 million visits);
- Technology-driven continuous improvement (RFID implemented at Hazeldean Branch; library apps available for mobile devices);
- Engaging key stakeholders (first Biblio-Forum held with the Francophone community in April; enhanced customer interaction through blogging and social media); and
- Ensuring excellence in governance, effective accountability and financial sustainability (Board self-evaluation and governance review in 2012).

The Library's Strategic Plan may be viewed in full at:

[http://bibliooottawalibrary.ca/sites/bibliooottawalibrary.ca/files/PDFs/Strat\\_Bro\\_Web\\_E1.pdf](http://bibliooottawalibrary.ca/sites/bibliooottawalibrary.ca/files/PDFs/Strat_Bro_Web_E1.pdf)

At this time, OPL has 451.81 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 and administrative staff. Unionized library employees are represented by one bargaining agent: CUPE 503 Library Group. Total annual library uses now exceed 33.1 million.

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## Programs / Services Offered

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

- **Borrower Services:** enable library users to borrow and reserve books, magazines, digital media and other library materials; register and manage borrower accounts; manage the collection of fees and fines.
- **Lifelong Reading and Literacy:** connect citizens with information; develop and foster research skills and promote reading and literacy both within the institution, and with external organizations, groups, individuals and partners; guide readers to books and other materials that match their interests and reading levels; assist library users in accessing electronic information resources and downloading e-books and music; provide services to children and teens; and offer business and career services.
- **Collection and Resource Services:** build and maintain a comprehensive collection of print and digital materials and resources for adults, teens and children in a wide range of formats and languages; catalogue, classify and process materials; deliver books and materials to all library branches.
- **Digital Services:** extend library services through the web channel; enable user self-service; develop and maintain the online library catalogue and borrower systems and mobile device applications; enable organization, access to and development of electronic information, electronic databases, e-books, and services; support and deliver public service through the library's website [www.BiblioOttawaLibrary.ca](http://www.BiblioOttawaLibrary.ca).
- **Access, Outreach and Diversity Services:** provide service to the homebound, persons with disabilities, new Canadians and marginalized populations; provide bookmobile services for citizens in urban and rural areas; coordinate library volunteers; develop community and government partnerships to improve adult literacy; promote library services and activities.
- **Library Board Governance:** provide strategic support and management services to the 14-member governing Board of the library; the library is operated and Board is established under the authority of the Ontario Public Libraries Act. The Library Board reports directly to Council.
- **Capital Planning and Development:** maintain, plan, and develop library facilities to ensure that all OPL facilities are warm, welcoming and safe places for the public and staff alike.

## Continuous Improvement

The Library continuously seeks to respond to increased service demands through ongoing review and adjustments to staffing levels and through the introduction of technology.

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

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

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## Performance / Outcome Measures

The Library Board reviews both quantitative and qualitative measures in assessing performance and planning for the future.

### 1. Quantitative Performance Measures

Measure	2010	2011	2012 Est. Target
Population	917,570	927,118	936,765
<b>Service Statistics</b>			
Items borrowed	10,559,495	11,156,138	11,638,293
Electronic visits *	12,468,060	14,993,291	11,322,802 *
Programs	10,165	10,414	10,669
Attendance	194,956	204,714	214,960
In-person visits	5,254,500	5,275,850	5,297,287
Volunteer hours	43,527	44,466	45,425
Library Uses *	33,644,929	36,685,289	33,085,289 *
<b>Ontario Municipal Benchmarking Initiative (OMBI)</b>	<b>2010</b>	<b>2011</b>	<b>2012 - TBA</b>
Library uses/capita	36.7	39.6	35.3
Annual circulation/capita	11.41	11.75	12.1
Library holdings	2.4M	2.35M	2.4M
Number of library holdings/capita	2.66	2.54	2.56
Number of square feet/capita	0.46	0.48	0.46
Annual \$ amount spent on library materials/capita	5.55	5.36	5.36
Library \$ cost/use	\$1.34	\$1.39	\$1.40
Operating \$/capita	\$49.13	\$54.85	\$56.14
Annual number of library service hours/capita	0.09	0.09	0.09

\* The decrease in these numbers is attributed to modified counting algorithms within web based systems

Within 2011 OMBI results, the Ottawa Public Library has:

- Lowest cost per use @ \$1.41/use
- 2<sup>nd</sup> highest annual library uses per capita @ 39.6
- Highest electronic library uses per capita @ 19.2

## 2. Qualitative Performance Measures

Qualitative performance is measured in part by effective use of technology; customer satisfaction and public and peer recognition awards won.

### *Effective Use of Technology*

The Ottawa Public Library provides customers with access to core library services through the library website from their home PCs and on mobile devices. Recent technology upgrades include:

- A website upgrade in 2012, providing enhanced patron interaction through blogging, social media feeds, single sign-on services to a wide variety of library research tools and a mobile interface for access to the library's services through smart phones and tablets.
- The introduction of Radio Frequency (RFID) technology in one library branch to streamline processing of labour-intensive transactions and to enhance customer service interactions.
- The introduction of Android and iPhone mobile apps to maximize effectiveness of library research tools from the two most popular smart-phone platforms. The development of a mobile website to effectively support to all mobile phone platforms and tablets.
- An e-mail pre-notification service, allowing customers an e-mail message reminding them their library materials are coming due.
- An iPad pilot in three library branches to evaluate the use of tablet technology to provide customer service.

### *Customer Satisfaction*

- The Library had the highest ranking of any City service in the City 2010 citizen satisfaction survey.

### *Customer Engagement*

- OPL seeks new and innovative ways to engage its customers to ensure customer-centric services and experiences. Using social media to actively converse with customers, respond to their questions, and promote programs, events and services. Tweeting 1 to 12 times a day, OPL now has 2,000 followers, double the number from last year.
- Programs such as Ottawa's first Human Library Event, offered through partnering with CBC and the Canadian War Museum, provided an exciting opportunity to connect through one-on-one conversations with individuals with a diverse set of life experiences, stories and knowledge.
- The first ever Biblio-Forum provided an opportunity to network and share ideas with the Francophone community to explore potential partnerships. Two such partnerships have come to fruition with key cultural organizations: MIFO and MASCC.

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### *Honours, Recognition and Leadership Activities*

- Library trustees continue to play an important role on the provincial and international stage: Vice-Chair Jim Bennett serves as the President of the Federation of Ontario Public Libraries, while Chair Jan Harder serves on the Urban Libraries Council.
- Employee Recognition Awards: 15 employees were nominated for Peer Recognition Awards; 36 employees in 3 teams were nominated for Team Achievement Awards; 3 employees were nominated for Individual Achievement awards; 125 employees received OPL service pins; 12 employees were honoured with City of Ottawa Long Service Awards for more than 25 years of service; 21 retired employees were honoured by the City of Ottawa.
- Volunteer Recognition: 9 Library volunteers received long service awards from the Ontario Ministry of Citizenship and Immigration



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### 2013 Budget Risks / Other Considerations

- OPL 2012-2015 Strategic Plan: achievement of the Board's stated goal to provide service excellence that is customer-focused requires additional investment and/or re-investment in areas such as facilities renewal, technology, training and materials.
- Provincial operating grant: All public libraries in Ontario receive an annual operating grant from the Province of Ontario. It has not been upwardly adjusted for inflation or growth since 1995, and was reduced by 40% in 1996-97-98. Any reduction or elimination of this annual grant of \$1.38M (2011 figure) would have significant impact on the Library's capacity.
- Aging Workforce: The average age of the OPL workforce is higher than that of the City's workforce. Demographic, cultural, linguistic and economic forces means that employee development, hiring strategies, and succession planning are being strengthened in order to ensure a strong, bilingual, well-trained labour force in the future.
- Capital Development: Infrastructure projects, including the expansion of the Beaverbrook branch into the West District Library must be completed on time to safeguard funding; annual cycle of retrofitting library branches has resulted in some service disruptions, lost revenue from fees, fines and rentals.
- General Risk: the Ottawa Public Library has developed a detailed risk analysis framework and assigned the portfolio within the organization. The OPL is partnering with the City to further strengthen its risk management strategy.
- Financial Environment: The Library has adopted a multi-year self-funding approach to implement RFID after attempts to retain funds from other sources did not come to fruition. Success of this project is critical as it is the means by which OPL will fund future growth initiatives. This, compounded by a significant funding gap to keep up with capital renewal and keeping pace with 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).

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### Other Considerations

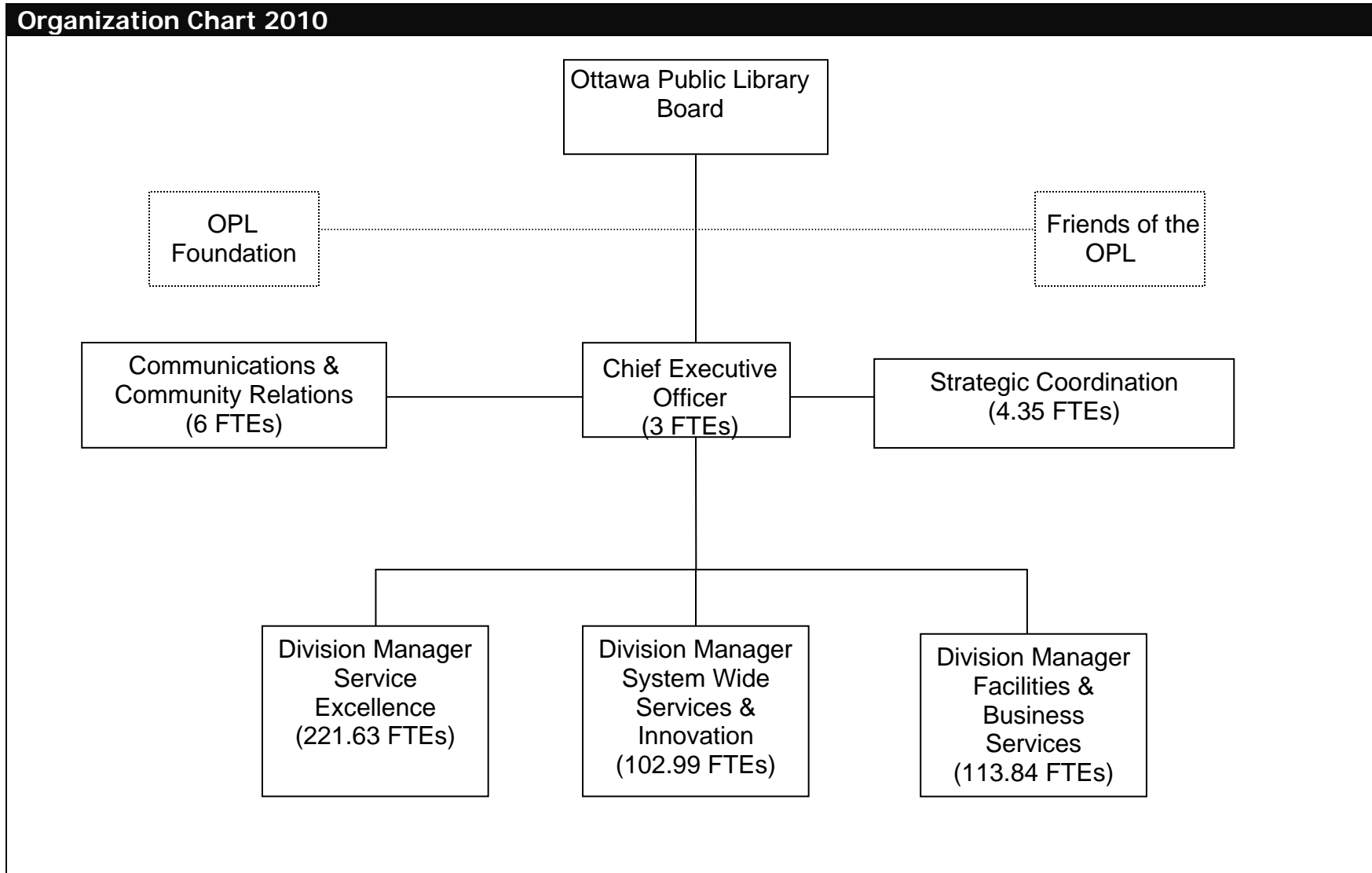
#### **Fees and Fines, Revenue Generation:**

The Ottawa Public Library seeks external funding opportunities, thanks in part to its relationship with such community partners as the Friends of the OPL. In addition, a number of individual citizens have established special funds for the library with the Community Foundation of Ottawa.

The implementation of e-mail pre-notification service, allowing customers an e-mail message reminding them their library materials are coming due, and greater access to eBooks has contributed to the a decrease in fines. However, there is evidence that the implementation of technology for online payment of fines will increase revenue and this is being pursued aggressively for implementation in 2012.

The Library will be re-examining its fees and fines structure in 2013, with the view to maximizing opportunities within the confines of the *Public Libraries Act*.

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City of Ottawa  
Ottawa Public Library - Operating Resource Requirement  
In Thousands (\$000)

Operating Resource Requirement	2011	2012		2013	\$ Change Over 2012 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Chief Executive Officer's Office	2,012	1,612	1,898	1,958	60
System Wide Services & Innovation	8,539	9,244	9,318	9,749	431
Service Excellence	21,278	21,466	21,580	22,086	506
Facilities & Business Services	9,055	9,486	9,118	9,326	208
Non Departmental	2,689	2,934	2,934	3,144	210
Service Ottawa	-	-	-	-	-
<b>Gross Expenditure</b>	<b>43,573</b>	<b>44,742</b>	<b>44,848</b>	<b>46,263</b>	<b>1,415</b>
Recoveries & Allocations	(110)	(50)	(100)	(100)	-
Revenue	(4,202)	(3,540)	(3,596)	(3,596)	-
<b>Net Expenditure</b>	<b>39,261</b>	<b>41,152</b>	<b>41,152</b>	<b>42,567</b>	<b>1,415</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	29,977	30,853	30,737	31,412	675
Overtime	162	140	71	71	-
Material & Services	6,538	6,396	6,639	7,069	430
Transfers/Grants/Financial Charges	2,689	2,934	2,937	3,147	210
Fleet Costs	135	121	155	155	-
Program Facility Costs	3,770	3,881	3,881	3,981	100
Other Internal Costs	302	417	428	428	-
Service Ottawa	-	-	-	-	-
<b>Gross Expenditures</b>	<b>43,573</b>	<b>44,742</b>	<b>44,848</b>	<b>46,263</b>	<b>1,415</b>
Recoveries & Allocations	(110)	(50)	(100)	(100)	-
<b>Net Expenditure</b>	<b>43,463</b>	<b>44,692</b>	<b>44,748</b>	<b>46,163</b>	<b>1,415</b>
<b>Revenues By Type</b>					
Federal	(81)	(87)	(70)	(70)	-
Provincial	(1,441)	(1,430)	(1,380)	(1,380)	-
Municipal	-	-	-	-	-
Own Funds	(120)	-	-	-	-
Fees and Services	(1,293)	(753)	(844)	(844)	-
Fines	(1,267)	(1,270)	(1,302)	(1,302)	-
Other	-	-	-	-	-
<b>Total Revenue</b>	<b>(4,202)</b>	<b>(3,540)</b>	<b>(3,596)</b>	<b>(3,596)</b>	<b>-</b>
<b>Net Requirement</b>	<b>39,261</b>	<b>41,152</b>	<b>41,152</b>	<b>42,567</b>	<b>1,415</b>
<b>Full Time Equivalents</b>			<b>451.81</b>	<b>451.81</b>	<b>-</b>

Operating Resource Requirement Analysis	2012 Baseline			2013 Adjustments						2013	\$ Change over '12 Budget	
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Proposed Budget Changes		Estimate
<b>Expenditures by Program</b>												
Chief Executive Officer's Office	1,612	1,898	-	60	-	-	-	-	-	-	1,958	60
System Wide Services & Innovation	9,244	9,318	-	431	-	-	-	-	-	-	9,749	431
Service Excellence	21,466	21,580	-	356	-	150	-	-	-	-	22,086	506
Facilities & Business Services	9,486	9,118	-	208	-	-	-	-	-	-	9,326	208
Non Departmental	2,934	2,934	-	210	-	-	-	-	-	-	3,144	210
Service Ottawa	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>44,742</b>	<b>44,848</b>	-	<b>1,265</b>	-	<b>150</b>	-	-	-	-	<b>46,263</b>	<b>1,415</b>
Recoveries & Allocations	(50)	(100)	-	-	-	-	-	-	-	-	(100)	-
Revenue	(3,540)	(3,596)	-	-	-	-	-	-	-	-	(3,596)	-
<b>Net Requirement</b>	<b>41,152</b>	<b>41,152</b>	-	<b>1,265</b>	-	<b>150</b>	-	-	-	-	<b>42,567</b>	<b>1,415</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	30,853	30,737	-	675	-	-	-	-	-	-	31,412	675
Overtime	140	71	-	-	-	-	-	-	-	-	71	-
Material & Services	6,396	6,639	-	280	-	150	-	-	-	-	7,069	430
Transfers/Grants/Financial Charges	2,934	2,937	-	210	-	-	-	-	-	-	3,147	210
Fleet Costs	121	155	-	-	-	-	-	-	-	-	155	-
Program Facility Costs	3,881	3,881	-	100	-	-	-	-	-	-	3,981	100
Other Internal Costs	417	428	-	-	-	-	-	-	-	-	428	-
Service Ottawa	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>44,742</b>	<b>44,848</b>	-	<b>1,265</b>	-	<b>150</b>	-	-	-	-	<b>46,263</b>	<b>1,415</b>
Recoveries & Allocations	(50)	(100)	-	-	-	-	-	-	-	-	(100)	-
<b>Net Expenditure</b>	<b>44,692</b>	<b>44,748</b>	-	<b>1,265</b>	-	<b>150</b>	-	-	-	-	<b>46,163</b>	<b>1,415</b>
<b>Percent of 2012 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.2%</b>	
<b>Revenues By Type</b>												
Federal	(87)	(70)	-	-	-	-	-	-	-	-	(70)	-
Provincial	(1,430)	(1,380)	-	-	-	-	-	-	-	-	(1,380)	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(753)	(844)	-	-	-	-	-	-	-	-	(844)	-
Fines	(1,270)	(1,302)	-	-	-	-	-	-	-	-	(1,302)	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(3,540)</b>	<b>(3,596)</b>	-	-	-	-	-	-	-	-	<b>(3,596)</b>	-
<b>Percent of 2012 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>41,152</b>	<b>41,152</b>	-	<b>1,265</b>	-	<b>150</b>	-	-	-	-	<b>42,567</b>	<b>1,415</b>
<b>Percent of 2012 Net Requirement Budget</b>			<b>0.0%</b>	<b>3.1%</b>	<b>0.0%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.4%</b>	
<b>Full Time Equivalents (FTE's)</b>		451.81	-	-	-	-	-	-	-	-	<b>451.81</b>	-
<b>Percent of 2012 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

2012 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Exp.	Rev.	Net	
<b>Forecast vs. Budget Variance Explanation</b>				
Reduced fees and fine revenue as a result of branch closures for renovations and the implementation of fine notification system	-	(123)	(123)	
One-time provincial/federal funding for special projects	-	67	67	
Excess compensation over budget as a result of mandatory training requirements and backfilling for sick leave offset by reduced spending in materials & services	56	-	56	
<b>Total Surplus / (Deficit)</b>	<b>56</b>	<b>(56)</b>	<b>-</b>	
2013 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2013 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for 2013 contracts settlement, increments and benefit adjustments.	600	-	600	-
Inflationary increase to maintenance and licensing agreements	270	-	270	-
2.5% inflation on Library PAYGO	75	-	75	-
Adjustment to PBG costs related to inflation on compensation contracts, hydro cost increases, contractual contracts for janitorial, security, and other maintenance	100	-	100	-
Increase in training hours to fulfill requirements as per legislated/mandated obligations, day 1 readiness training and delivering 21st century services in two key areas: technology and leadership	75	-	75	-
Base transfer from Operating to Library Capital PAYGO to support the Radio Frequency Identification project to maintain ability to staff for future growth within existing operating funds (ie, West District)	135	-	135	-
Inflationary increase to the Rural Deliveries contract	10	-	10	-
<b>Total Maintain Services</b>	<b>1,265</b>	<b>-</b>	<b>1,265</b>	<b>-</b>
<b>Growth</b>				
Emerald Plaza expansion operating lease increase.	150	-	150	-
<b>Total Growth</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>-</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	-	-	-	-
<b>Total User Fees &amp; Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>1,415</b>	<b>-</b>	<b>1,415</b>	<b>-</b>

User Fees	2011 Rate	2012 Rate	2013 Rate	% Change Over		Effective Date	2013 Revenue
	\$	\$	\$	2012	2011	DD-MMM-YY	(\$000)
<b>Ottawa Public Library</b>							
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%	N/A	-
Adult paperbacks	\$0.50 per day; \$10 max	\$0.50 per day; \$10 max	\$0.50 per day; \$10 max	0.0%	0.0%	N/A	-
Adult periodicals	\$0.50 per day; \$3 max	\$0.50 per day; \$3 max	\$0.50 per day; \$3 max	0.0%	0.0%	N/A	-
Adult CDs, videos, 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%	N/A	-
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%	N/A	-
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%	N/A	-
Juvenile/YA vertical file & picture envelopes	\$0.25 per day; \$1 max	\$0.25 per day; \$1 max	\$0.25 per day; \$1 max	0.0%	0.0%	N/A	-
Juvenile/YA Cds, videos, 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%	N/A	-
Express Reads	\$2.00 per day; \$35 max	\$2.00 per day; \$35 max	\$2.00 per day; \$35 max	0.0%	0.0%	N/A	-
Museum pass	\$1.00 per day; \$25 max	\$1.00 per day; \$25 max	\$1.00 per day; \$25 max	0.0%	0.0%	N/A	-
Pedometer	\$0.50 per day; \$30 max	\$0.50 per day; \$30 max	\$0.50 per day; \$30 max	0.0%	0.0%	N/A	-
Watt meter	\$1.00 per day; \$30 max	\$1.00 per day; \$30 max	\$1.00 per day; \$30 max	0.0%	0.0%	N/A	-
Backpack	\$0.25 per day; \$5 max	\$0.25 per day; \$5 max	\$0.25 per day; \$5 max	0.0%	0.0%	N/A	-
Interlibrary Loan	\$1.00 per day; \$35 max	\$1.00 per day; \$35 max	\$1.00 per day; \$35 max	0.0%	0.0%	N/A	-
Lost or damaged beyond repair items	cost + processing chg	cost + processing chg	cost + processing chg	0.0%	0.0%	N/A	-
Repairable damage (bindery)	\$8.00	\$8.00	\$8.00	0.0%	0.0%	N/A	-
Lost cassette/video/CD cases, hanging bags (AV set)	\$2.00	\$2.00	\$2.00	0.0%	0.0%	N/A	-
Lost/damaged vertical file & picture envelopes	\$1.00	\$1.00	\$1.00	0.0%	0.0%	N/A	-
Non-Resident fee (4 months +)	\$50 each/\$100 family	\$50 each/\$100 family	\$50 each/\$100 family	0.0%	0.0%	N/A	-
Visitor Fee (3 months or less)	\$5 per mth	\$5 per mth	\$5 per mth	0.0%	0.0%	N/A	-
Adult Library Card replacemen	\$5.00	\$5.00	\$5.00	0.0%	0.0%	N/A	-
Juvenile/YA Card replacemen	\$1.00	\$1.00	\$1.00	0.0%	0.0%	N/A	-
Exam Invigilation (pilot project)	\$50	\$50	\$50	0.0%	0.0%	N/A	-
Floppy disks	\$1.00	\$1.00	\$1.00	0.0%	0.0%	N/A	-
NSF cheque	\$37.00	\$37.00	\$37.00	0.0%	0.0%	N/A	-
Photocopies	\$0.10 per page	\$0.10 per page	\$0.10 per page	0.0%	0.0%	N/A	-

User Fees	2011 Rate	2012 Rate	2013 Rate	% Change Over		Effective Date	2013 Revenue
	\$	\$	\$	2012	2011	DD-MMM-YY	(\$000)
<b>Room Rentals</b>							
Main Library Auditorium							
Commercial	\$57.52/hour	\$57.52/hour	\$57.52/hour	0.0%	0.0%	N/A	-
Non-profit	\$30.97/hour	\$30.97/hour	\$30.97/hour	0.0%	0.0%	N/A	-
Nepean Centrepont							
Commercial	\$66.28/4 hrs	\$66.28/4 hrs	\$66.28/4 hrs	0.0%	0.0%	N/A	-
Non-profit	\$53.03/4 hrs	\$53.03/4 hrs	\$53.03/4 hrs	0.0%	0.0%	N/A	-
Other Library Branches							
Commercial	\$66.38/4 hrs	\$66.38/4 hrs	\$66.38/4 hrs	0.0%	0.0%	N/A	-
Non-profit	\$22.12/4 hrs	\$22.12/4 hrs	\$22.12/4 hrs	0.0%	0.0%	N/A	-
<b>Total Ottawa Public Library</b>							-



**City of Ottawa  
Ottawa Public Library Board  
Capital Program  
In Thousands (\$000)**

**2013 Draft Budget**

Service Area: Library							
Category	2013 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	<b>1,715</b>	-	1,715	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>1,895</b>	-	1,895	-	-	-	-
<b>Total</b>	<b>3,610</b>	-	<b>3,610</b>	-	-	-	-

**City of Ottawa**  
**Service Area: Library**  
 In Thousands (\$000)

**2013 Draft Budget**

Program Information	Financial Details
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**Buildings-Library**

Dept: Infrastructure Services	Category: Renewal of City Assets	Ward Multiple	Year of Completion: Various
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The Buildings and Parks Program provides for life cycle renewal and replacement works to existing building and park assets. Scope of work for specific projects extends to a wide assortment of work such as roof replacement, building preservation, building mechanical and electrical systems, park play structures, 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:

Service Area	Buildings	Parks
Parks & Recreation	\$ 6,943	\$500
Transit Services	\$ 4,610	
Parks, Buildings, & Grounds	\$ 736	
Library Services	\$ 555	
Transportation Services	\$ 352	
Fire Services	\$ 475	
By-Law Services	\$ 73	
Social Services	\$ 102	
Long Term Care	\$ 235	
Child Care Services	\$ 80	
<b>Authority Request</b>	<b>\$14,161</b>	<b>\$500</b>

Program funding requirements to support project needs are defined in the Long Range Financial Plan. Actual budget allocations for these programs are adjusted to reflect change in need and affordability. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project Cost Group Summaries are provided following this program summary.

<b>2013 Request</b>	<b>555</b>	Unspent Previous Author		<b>416</b>
Revenues	-	Rate Supported	-	
Tax Supported/ Gas Tax	555	Development Charges	-	
	-	Debt	-	
<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Authority	555	120	120	-
Spending Plan	971	120	120	-
FTE's	-	-	-	-
Operating Impact	-	-	-	-

## City of Ottawa

## Service Area: Library

In Thousands (\$000)

2013 Draft Budget

Project	Ward	Location/Description	\$000's
<b>906989</b>	<b>Buildings - Library</b>	<b>CW</b>	<b>555</b>
The Buildings budget allocation reflects change in need and affordability. Detailed information and costs associated with specific components and projects are as follows.			
CITY WIDE: LIBRARY FACILITIES	CW	UNSCHEDULED WORK: LIBRARY FACILITIES	50
CITY WIDE: LIBRARY FACILITIES	CW	INTERNAL PROJECT MANAGEMENT	27
LIBRARY: ALTA VISTA	18	ELEVATOR FULL MODERNIZATION	154
LIBRARY: CARLINGWOOD BRANCH	7	REPLACE BAS SYSTEM	41
LIBRARY: CENTENNIAL	8	REPLACE SHINGLE ROOF (4)	53
LIBRARY: CENTENNIAL	8	REPLACE METAL ROOF	6
LIBRARY: CENTENNIAL	8	REPLACE MOD BIT ROOF (2)	21
LIBRARY: HAZELDEAN	23	ROOF REPLACEMENT	153
LIBRARY: MANOTICK	21	INFRA-RED SCAN OF ELECTRICAL DISTRIBUTION	5
LIBRARY: NORTH GLOUCESTER	11	REPLACE CARPETS (FRONT ENTRANCE)	9
LIBRARY: ROSEMOUNT	15	REPLACE OR REFINISH STAIRCASES AND	36

**City of Ottawa**  
**Service Area: Library**  
 In Thousands (\$000)

**2013 Draft Budget**

Project Information		Financial Details				
<b>907046 Furniture &amp; Equipment 2013</b>						
Dept: Library	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016			
Replacement of worn-out and incremental furniture and equipment is funded through this annual capital program. This includes items such as library shelving, study desks, carrels, chairs, public reading furniture and workstations. This does not include information technology items. Supports OPL's Strategic Direction (B) Places and Spaces that are Vital, Welcoming Community Hubs.	<b>2013 Request</b>	<b>160</b>	Unspent Previous Authority		205	
	Revenues	-	Rate Supported		-	
	Tax Supported/ Gas Tax	160 -	Development Charges		- -	
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	
	Authority	160	285	150	300	
	Spending Plan	365	285	150	300	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	
	<b>907047 General Repairs &amp; Maint 2013</b>					
	Dept: Library	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
Required building maintenance repairs and minor improvements for the over 420,000 square feet of library facilities are funded through this annual capital program. Individual projects, such as painting, minor flooring repair, and lighting improvements, are implemented in consultation with City Public Works department. Major life cycle replacements e.g. those over \$10,000, are funded through the Comprehensive Asset Management capital program. Supports OPL's Strategic Direction (B) Places and Spaces that are Vital, Welcoming Community Hubs.	<b>2013 Request</b>	<b>200</b>	Unspent Previous Authority		414	
	Revenues	-	Rate Supported		-	
	Tax Supported/ Gas Tax	200 -	Development Charges		- -	
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	
	Authority	200	200	325	300	
	Spending Plan	614	200	325	300	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	

**City of Ottawa**  
**Service Area: Library**  
 In Thousands (\$000)

**2013 Draft Budget**

Project Information		Financial Details				
<b>907049 IT Library Comp/Equip 2013</b>						
Dept: Library	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016			
This is an annual project which will replace library computers and equipment not covered through ITS' lifecycle program. It will be used to fund computer equipment for the public including PCs, monitors, privacy screens and the addition of laptops and projectors used for community outreach. It will also be used to purchase computers and peripheral equipment for staff who have none or who are sharing at unacceptably high ratios. Supports OPL's Strategic Directions (A) Provide Responsive Services and (E) Be an Accountable and Innovative Organization.	<b>2013 Request</b>	<b>300</b>	Unspent Previous Authority		638	
	Revenues	-	Rate Supported		-	
	Tax Supported/ Gas Tax	300 -	Development Charges		- -	
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	
	Authority	300	250	350	300	
	Spending Plan	938	250	350	300	
	FTE's	-	-	-	-	
	Operating Impact	-	60	50	70	
	<b>907050 IT Web Based Lib Serv Maint 2013</b>					
	Dept: Library	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
This is an annual project for the ongoing development of the Library website. As a virtual branch, the website provides a core service conveniently extending the library's services into the community, regardless of location. In 2013, the funds will be used to continue web development and design, content management and archiving, software, and hardware as required to respond to public requirements including social media, services to small business, newcomers, and teens, and to increase public self-service. Supports OPL's Strategic Directions (A) Provide Responsive Services and (E) Be an Accountable and Innovative Organization.	<b>2013 Request</b>	<b>100</b>	Unspent Previous Authority		243	
	Revenues	-	Rate Supported		-	
	Tax Supported/ Gas Tax	100 -	Development Charges		- -	
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	
	Authority	100	100	150	150	
	Spending Plan	343	100	150	150	
	FTE's	-	-	-	-	
	Operating Impact	-	20	20	30	

**City of Ottawa**  
**Service Area: Library**  
 In Thousands (\$000)

**2013 Draft Budget**

Project Information		Financial Details			
<b>907051 IT/ILS Desktop Maint 2013</b>					
Dept: Library	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
The Integrated Library System (ILS) is the inventory control system, catalogue and primary service delivery channel for the Library. The Library currently has staff desktops and public desktops to support and deliver service. In 2013, this project will ensure required maintenance and currency for the hardware and software on the server and desktop sides of the library technology infrastructure. This includes the development and implementation of a major desktop virtualization project (being undertaken in conjunction with the City as part of the ITS Technology Roadmap) and implementation of an automated employee scheduling system. Other supported applications include Library Online (an automated system used by the public to book computer time at library branches), and other key server-based systems to ensure compliance with certified versions of software, effective library workflow and efficient service delivery. Supports OPL's Strategic Directions (A) Provide Responsive Services and (E) Be an Accountable and Innovative Organization.	<b>2013 Request</b>	<b>400</b>	Unspent Previous Authority		354
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	400	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	400	350	425	400
	Spending Plan	754	350	425	400
	FTE's	-	-	-	-
	Operating Impact	-	90	65	90
	<b>907053 Alternate Library Service Delivery</b>				
Dept: Library	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2016		
The role of non-branch community-based service channels is to bring library services to every corner of the city. Community-based services break down barriers related to geography, physical disability, or low literacy. Alternate service options respond to the diverse needs of residents including persons with disabilities and those living in isolated service areas. Community-based services address social isolation, provide outreach through programs and services, and enable residents to engage in their communities. Opportunities linked to this project include evaluation of new kiosks and "Focused-service facilities" in new types of locations. This supports OPL's Strategic Directions (B) Places and Spaces that are Vital, Welcoming Community Hubs and (D) Innovation through Technology and Continuous Improvement.	<b>2013 Request</b>	<b>60</b>	Unspent Previous Authority		-
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	60	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	60	100	200	-
	Spending Plan	60	100	200	-
	FTE's	-	-	-	-
	Operating Impact	40	40	80	-

**City of Ottawa**  
**Service Area: Library**  
 In Thousands (\$000)

**2013 Draft Budget**

Project Information		Financial Details			
<b>907055 Innovation &amp; Strateg. Initiative 2013</b>					
Dept: Library	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2016		
This project will result in planning and development to support continuous improvement; customer-centred innovation; activities and initiatives; and research and analysis of emerging trends and issues including: reviews of existing services & standards; evaluation and testing of alternate service delivery models; and preparation of business cases for new technologies and services. Supports OPL's Strategic Direction (D) Innovation through Technology and Continuous Improvement and (E) Excellence in Governance, Accountability and Financial Sustainability.	<b>2013 Request</b>	<b>150</b>	Unspent Previous Authority		149
	Revenues	-	Rate Supported		-
	Tax Supported/ Gas Tax	150	Development Charges		-
		-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	150	100	250	200
	Spending Plan	299	100	250	200
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>907056 IT RFID 2013</b>				
Dept: Library	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2016		
To support the ongoing implementation of Radio Frequency Identification (RFID), which in 2013 will include purchase of equipment for a number of additional branches, bins for use in the central automated materials handling system, as well as supporting project and change management. Supports OPL's Strategic Direction (D) Innovation through Technology and Continuous Improvement.	<b>2013 Request</b>	<b>985</b>	Unspent Previous Authority		205
	Revenues	-	Rate Supported		-
	Tax Supported/ Gas Tax	985	Development Charges		-
		-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	985	1,105	1,240	910
	Spending Plan	1,190	1,105	1,240	910
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

**City of Ottawa**  
**Service Area: Library**  
 In Thousands (\$000)

**2013 Draft Budget**

Project Information			Financial Details			
<b>907057 Library Retrofits 2013</b>						
Dept: Library	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2016			
Changing service demands require modernizing and/or expanding library facilities to improve OPL's capability to meet these identified needs. The \$700K requested in 2013 will be used to undertake a renovation and expansion of the Emerald Plaza Branch. This project was approved by the Library Board as one of its top 8 facilities renewal priorities. This branch is undersized based on its use and catchment area; expansion will result in self checkout service expansion and improved materials delivery processing to accommodate RFID implementation. Remaining funds will also be used for requirements to accommodate RFID required retrofits for Nepean Centrepointe and Alta Vista branches. Supports OPL's Strategic Direction (B) Places and Spaces that are Vital, Welcoming Community Hubs.	<b>2013 Request</b>	<b>700</b>	Unspent Previous Authority		<b>792</b>	
	Revenues	-	Rate Supported		-	
	Tax Supported/ Gas Tax	700	Development Charges		-	
		-	Debt		-	
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	
	Authority	700	510	300	1,045	
	Spending Plan	1,492	510	300	1,045	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	



City of Ottawa  
Ottawa Public Library Board  
Capital Program Summary  
In Thousands (\$000)

2013 Draft Budget

Project Description (\$000)	Tax Supported/ Dedicated Reserve	Revenues	Development Charges	Debt	Grand Total
<b>Library</b>					
906989 Buildings - Library	555	-	-	-	555
907046 Furniture & Equipment 2013	160	-	-	-	160
907047 General Repairs & Maint 2013	200	-	-	-	200
907049 IT Library Comp/Equip 2013	300	-	-	-	300
907050 IT Web Based Lib Serv Maint 2013	100	-	-	-	100
907051 IT/ILS Desktop Maint 2013	400	-	-	-	400
907053 Alternate Library Service Delivery	60	-	-	-	60
907055 Innovation & Strateg. Initiative 2013	150	-	-	-	150
907056 IT RFID 2013	985	-	-	-	985
907057 Library Retrofits 2013	700	-	-	-	700
<b>Library Total</b>	<b>3,610</b>	-	-	-	<b>3,610</b>
	-	-	-	-	-
<b>Grand Total</b>	<b>3,610</b>	-	-	-	<b>3,610</b>

City of Ottawa  
Ottawa Public Library Board  
Capital Program Forecast  
In Thousands (\$000)

## 2013 Draft Budget

Project Description (\$000)	2013	2014	2015	2016	Total
<b>Library</b>					
<b>Renewal of City Assets</b>					
906989 Buildings - Library	555	120	120	-	795
907046 Furniture & Equipment 2013	160	285	150	300	895
907047 General Repairs & Maint 2013	200	200	325	300	1,025
907048 Vehicle Replacement 2013	-	50	85	85	220
907049 IT Library Comp/Equip 2013	300	250	350	300	1,200
907050 IT Web Based Lib Serv Maint 2013	100	100	150	150	500
907051 IT/ILS Desktop Maint 2013	400	350	425	400	1,575
<b>Renewal of City Assets Total</b>	<b>1,715</b>	<b>1,355</b>	<b>1,605</b>	<b>1,535</b>	<b>6,210</b>
<b>Growth</b>					
907052 Collections 2013	-	500	-	500	1,000
<b>Growth Total</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>500</b>	<b>1,000</b>
<b>Strategic Initiatives</b>					
906396 Signage 2013	-	-	75	-	75
907053 Alternate Library Service Delivery	60	100	200	-	360
907054 E Payments	-	-	150	-	150
907055 Innovation & Strateg. Initiative 2013	150	100	250	200	700
907056 IT RFID 2013	985	1,105	1,240	910	4,240
907057 Library Retrofits 2013	700	510	300	1,045	2,555
<b>Strategic Initiatives Total</b>	<b>1,895</b>	<b>1,815</b>	<b>2,215</b>	<b>2,155</b>	<b>8,080</b>
<b>Library Total</b>	<b>3,610</b>	<b>3,670</b>	<b>3,820</b>	<b>4,190</b>	<b>15,290</b>
<b>Grand Total</b>	<b>3,610</b>	<b>3,670</b>	<b>3,820</b>	<b>4,190</b>	<b>15,290</b>

City of Ottawa  
Ottawa Public Library Board  
Capital Works-in-Progress (at September 24th, 2012)  
In Thousands (\$000)

Project Description by Service Area	Total Authority	Actual Expenditures (as at Sep 24 2012)	Total Commitments	Unspent/Uncommitted Balance
<b>Library</b>				
<b>Renewal of City Assets</b>				
903626 Bookmobile Replacement 2011	250	7	6	237
904352 IT ILS Desktop Maintenance 2007	517	510	-	7
904354 Vehicles Replacement 2009	75	71	-	4
904958 Lifecycle Renewal Library 2009	900	892	7	2
905408 General Repairs & Maint 2010	225	249	7	30
905409 Furniture and Equipment 2010	275	273	-	2
905620 IT Library Comp & IT Equip 2010	250	251	2	3
905621 IT ILS/Desktop Maintenance 2010	250	252	0	2
905625 IT Web Based Lib. Serv.Maint 2010	100	91	5	4
905664 LCR Library - Public Library	924	872	-	52
905766 General Repairs & maint 2011	250	32	-	218
905767 Furniture and Equipment 2011	175	122	9	44
905768 IT Library Comp & IT Equip 2011	200	9	-	191
905769 IT ILS/Desktop Maintenance 2011	200	101	-	99
905772 IT Web Based Lib. Serv. Maint. 2011	100	22	6	72
906028 Buildings-Heritage - Library	470	197	213	60
906144 ISF-Vernon Library Main Entrance Ramp	150	152	-	2
906146 ISF-Ruth E Dickenson Library Renovation	550	497	-	53
906359 General Repairs & Maint 2012	250	19	4	226
906390 Furniture & Equipment 2012	175	-	16	159
906391 IT Library Comp/Equip 2012	450	-	-	450
906392 IT/ILS Desktop Maint 2012	250	-	-	250
906393 IT Web Based Lib Serv Maint 2012	200	-	34	166
906394 Vehicle Replacement 2012	75	-	71	4
906442 Buildings-Library	580	116	162	301
	<b>7,841</b>	<b>4,734</b>	<b>542</b>	<b>2,566</b>
<b>Growth</b>				
904366 Collections 2011	1,102	-	-	1,102
904628 West District Library	10,000	321	493	9,185
904630 Collections (2004 DC Study)	1,500	1,043	-	457
905631 Collections 2010	500	1	-	499
906395 Collections 2012	1,000	-	-	1,000
	<b>14,102</b>	<b>1,365</b>	<b>493</b>	<b>12,244</b>

City of Ottawa  
Ottawa Public Library Board  
Capital Works-in-Progress (at September 24th, 2012)  
In Thousands (\$000)

Project Description by Service Area	Total Authority	Actual Expenditures (as at Sep 24 2012)	Total Commitments	Unspent/Uncommitted Balance
<b>Strategic Initiatives</b>				
903577 Replacement of Main Library	800	777	31	9
903908 IT Adaptive Technology	19	14	7	2
904355 Signage 2009	50	34	9	7
904359 Library Retrofits 2009	375	186	10	179
904626 Library Retrofits - 2008	500	496	-	4
904631 Signage - 2008	50	48	-	2
904856 IT E-payment	100	17	14	69
905055 Innovation & Strateg Initiative 2011	25	20	3	3
905105 Replacement of Main Library	200	81	-	119
905340 ISF-Sunnyside Branch Renovation	1,275	1,274	-	1
905341 ISF-Vanier Branch Retrofit	407	406	-	1
905342 ISF-Alta Vista Branch Retrofit	764	710	-	54
905343 ISF-Cumberland Branch Retrofit	750	752	-	2
905344 ISF-Greely Library	1,200	1,200	-	-
905623 Library Retrofits 2010	736	378	-	358
905626 IT Vend Card Technology 2010	100	80	-	20
905627 IT E-Payment 2010	200	75	-	125
905628 IT Library Kiosk Project 2010	150	-	-	150
905708 New Central Library - Land Acq *Legacy*	26,000	189	-	25,811
905770 IT Self Checkout Systems 2011	40	4	-	36
905771 Library Retrofits 2011	560	555	9	4
905779 Signage 2011	50	-	-	50
906036 Accessibility - Library	85	59	2	24
906398 Library Retrofits 2012	300	6	39	255
906399 Smart Bins 2012	50	39	-	11
906400 IT RFID 2012	1,735	912	618	205
906401 Innovation & Strateg. Initiative 2012	200	15	39	146
	<b>36,721</b>	<b>8,327</b>	<b>781</b>	<b>27,613</b>
<b>Library Total</b>	<b>58,664</b>	<b>14,426</b>	<b>1,816</b>	<b>42,422</b>
<b>Grand Total</b>	<b>58,664</b>	<b>14,426</b>	<b>1,816</b>	<b>42,422</b>