



2023 Business Plan

Frances Newman
Chief Executive Officer



1. Vision and Mission Statement

Oshawa Public Libraries will provide innovative and responsive library service to the people of Oshawa. The Library will be recognized as a major partner in contributing to the development of improved literacy, informed citizens and a strong and vital community.

Mission Statement:

The Oshawa Public Library enriches the lives and potential of the people of Oshawa by connecting them to the world of information and each other.

2. Service Description & Client Identification

Oshawa Public Libraries (OPL) provides free library service to the citizens of Oshawa through four (4) branch libraries (McLaughlin, John Aker (Northview), Delpark Homes Centre, and Jess Hann) as well as a visiting library service for the homebound, and virtual library service 24/7 through our website <http://oshawalibrary.ca>.

Currently there are just over 41,000 active library members.

OPL is an external agency of the City of Oshawa and reports to the Oshawa Public Library Board in compliance with the Ontario Public Libraries Act. The Library Board is comprised of ten citizen appointees plus one City Councilor.

Our clients are primarily citizens of Oshawa and the Region of Durham, as well as across Ontario through the inter-library loan program. OPL has the largest collection of books and digital resources in Durham Region.

Municipalities are the primary funder for public libraries in Ontario. The Province of Ontario contributes an average of 2% operating funding to public libraries.

3. 2022 Accomplishments

In 2022 we were able to transition back to more “normal” levels of service as COVID-19 restrictions steadily decreased throughout the year. This included more in-person programs and no capacity restrictions.

Highlights from our most recent (2021) Annual Report included:

- 927,935 items checked out
- 6,569 take-out bags packed
- 5,752 new members
- 753 free programs offered
- 17,387 attendees at programs
- 15,270 public computer logins
- 198,848 in-person visits to the library in spite of being closed for a portion of the year

Oshawa Public Libraries directly supports the City of Oshawa’s strategic goals of social equity, cultural vitality, economic prosperity and financial stewardship, environmental responsibility, and accountable leadership through a variety of initiatives. This has been demonstrated by the achievement of the following:

Agency Objective 1 – Service Excellence

Strategies	Results
<p>Reduce barriers to service</p>	<p>Eliminated overdue fines for children’s and teen materials resulting in an increase of 24% higher circulation than in 2021 and 49% higher than 2020. Children’s and teen circulation accounts for 42% of total circulation now whereas previously it accounted for 33%.</p>
	<p>Promoted our multilingual collection resulting in a 14% increase in checkouts of books in languages other than English.</p>
	<p>Developed a marketing campaign for our Visiting Library Service (VLS) to the homebound and long-term care residents comprised of revamping our VLS brochure and streamlining our online application resulting an increase of 36% which surpassed our target of a 25% increase in VLS customers.</p>
<p>Promote digital inclusion</p>	<p>Re-launched our One-on-One Tech Help assisting 608 customers in the past nine months.</p>
	<p>Began loaning Connect Kits comprised of an iPad and a WiFi hotspot to those without internet access at home partnering with Durham Region Housing and other social service agencies to identify those most in need. 20 Connect Kits are available to loan to the public.</p>

Leverage help from external agencies and volunteers to support our customers	Our new partnership with Ontario Works enabled us to provide weekly Community Outreach Hubs at the Jess Hann and Northview branches. 257 people have used the service since its inception in September 2021.
	Held a volunteer recognition event in September.
	Implemented 4 new Pop-Up Libraries including Harmony Hills Retirement Home, Oshawa Garden Club, Boys and Girls Club, and at Emancipation Day at the Region of Durham.

Agency Objective 2 – Provide a Diverse Range of Cultural Activities

Strategies	Results
Provide diverse programs & highlight local talent	Hosted 4 Indigenous author readings featuring Joshua Whitehead, Melody Crowe, David Robertson and Brian Beaver.
	Showcased local artists through art displays at the Jess Hann, Delpark and Northview branches in partnership with the RMG.
	Hosted 7 Beyond the Walls lectures in partnership with Ontario Tech University on topics as diverse as “happiness” to “sustainability in the Great Lakes region” to “identifying tactics of power & control bullies use in the workplace”.
Increase staff’s cultural competency	56 current Library staff successfully completed the “Indigenous Canada” free online training offered through Coursera.

Agency Objective 3 – Promote Literacy & Life-long Learning

Strategies	Results
Provide access and training on the latest technologies	Implemented a 3D printer software training program for customers in Q4
	Offered 4 podcast workshops to teens during the summer.

Support student success	<p>Conducted a High School Class Visit campaign visiting 12 classes reaching almost 300 students promoting the various ways the library can support their educational and recreational needs.</p> <p>We also offered an 8-week Toastmasters Youth Leadership program to help youth feel more comfortable with public speaking. 27 high school students participated.</p>
	<p>Continued our Reading Buddies support program for school aged kids with 45 sessions offered.</p>
	<p>Provided over 80 STEAM (Science, Technology, Engineering, Arts, Math) programs for kids.</p>
	<p>Continued to support preschool literacy through our 1,000 Books Before Kindergarten program and surpassed our goal of 150 additional preschoolers enrolled in the program. We now have 230 new children enrolled with a cumulative total of 487 participants.</p>
	<p>1,554 children and teens participated in our annual Summer Reading Club. A huge increase compared to previous years.</p>

Agency Objective 4 – Preserve the Rich History of Oshawa

Strategies	Results
Continue to preserve and increase accessibility of local history	<p>Developed an exhibit on local Indigenous history for our Local History Room launching in November.</p>
	<p>Began digitizing the microfilm collection of Oshawa newspapers to preserve this collection and increase public access. Thus far 10 reels of microfilm have been digitized including the Ontario Reformer (1922), Oshawa Daily Reformer (1926-1927), and Oshawa Daily Times (1927-1928).</p>
	<p>Digitized volume one of the Ontario Regiment war diaries to increase accessibility of these rare documents to people searching local history/genealogy.</p>

Agency Objective 5 – Sustainability

Strategies	Results
<p>Preserve & Repair Aging Infrastructure</p>	<p>Began replacing the single pane windows at the McLaughlin branch in July 2022. On track to complete by the end of 2022.</p>
	<p>Exterior walkway at Northview branch was replaced for AODA compliance (pavers replaced by concrete).</p>
	<p>Teen area at Delpark branch refreshed resulting in increased customer satisfaction and more teens using the library.</p>
	<p>Automatic door openers were installed in staff areas of all branches for AODA compliance.</p>
	<p>Participated in the update of the PRLC Report RFP for planning the new library branch at the new Thornton Rd recreation centre.</p>
<p>Diversify our Funding</p>	<p>Developed a fundraising strategy to ensure people realize that financial donations to the library are tax deductible.</p>
	<p>Secured sponsorship from OPG to support our 1,000 Books Before Kindergarten initiative.</p>

Agency Objective 6: Update Internal technology to Create Efficiencies & Enhance Customer Service

Strategies	Results
<p>Streamline Current Processes through Technology</p>	<p>New website launched in April 2022 and has received positive customer feedback for ease of use.</p>
	<p>New event registration system implemented in April 2022.</p>
	<p>Increased email subscribers to our library newsletter by 22% since January 2022.</p>

4. SWOT Analysis - Strengths, Challenges, Opportunities, Threats

- Resilient and flexible staff
- Largest collection of print and digital resources in Durham Region, as well as a unique collection of local history and genealogy resources
- Up-to-date technology e.g. tablets and WiFi hotspots to loan, and “Maker” technology and STEAM learning programs in all four branches including 3D printers, Smart boards, and robotics
- Four convenient locations and virtual library services 24/7 through our website <http://oshawalibrary.ca>
- Homebound service for those who are unable to visit the Library, and deposit collections for seniors’ facilities
- Support from the Friends of the Library
- Partnerships with numerous organizations throughout Oshawa and beyond
- Responsive to community needs and customer demands
- Ability to serve a fast growing and diverse population
- Great variety of free programs, outreach services, and special events
- The Library’s strategic directions are aligned with the City’s strategic goals

Challenges

- Decrease in revenue due to no overdue fines for children and teens, decreased room rentals due to the pandemic
- Higher than normal staff turnover since the pandemic began, and more frequent staff absences due to illness
- Safety concerns for staff and customers at some of our locations due to illegal activity of some customers
- Staff burnout from dealing with the pandemic, illegal activity, and people experiencing mental health issues and/or homelessness in the Library
- Lack of public awareness of all the Library has to offer
- Meeting the technological demands and changing needs of customers while providing reading, learning, and recreational opportunities in a variety of formats
- Pricing structure from publishers for eBooks and eAudiobooks for libraries. Libraries pay much more for digital formats than individual consumers pay
- Maintaining aging facilities and capital project costs

Opportunities

- Prove how flexible and technologically savvy libraries are
- Showcase our digital content, hybrid programs and student support initiatives
- Work with the City to address aging infrastructure and develop a realistic capital plan
- Continue developing partnerships with other agencies

- Provide training to support and empower staff to understand and serve the unique needs of unsheltered or marginalized people using the library
- Work with DRPS, the City and other local agencies to improve safety for customers and staff
- Continue building our relationship with the City to support strategic goals
- Pursue other sources of funding such as donations and sponsorships
- Work with the City to help promote our services

Threats

- Supply chain delays
- Inflation – rising costs of goods and services
- Pandemic shutdowns reoccurring
- Funding cuts or freezes
- Changes in the public's perception of the library's usefulness and/or a lack of public awareness of what the library offers
- Customers using the library for nefarious purposes, troublesome customers intimidating other customers and/or staff
- Cybersecurity attacks
- Low Canadian dollar affecting our purchasing power especially with books and e-resources which are predominantly American
- Aging infrastructure breakdowns at the McLaughlin branch becoming unfeasible to repair

Assumption:

We will continue our COVID-19 recovery strategy throughout 2023.

Agency Objective 1	Service Excellence			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan: <ul style="list-style-type: none"> - Social Equity - Cultural Vitality Oshawa Diversity & Inclusion Plan Oshawa Age-Friendly Initiative			
Strategies	<ol style="list-style-type: none"> 1. Reduce barriers to library service 2. Provide programs to serve our diverse clientele 			
Responsibility	CEO, Director, Collections, Communications & Access, Manager, Programming, Outreach and Community Engagement, Manager, HR & Labour Relations, Branch Managers			
Supporting Partners	City of Oshawa, Durham Region Public Libraries, Autism Ontario			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Reduce barriers to library service: 1. Begin phasing out overdue fines on library materials for adults	Q3	Planning	Number of active library memberships	1,000 new memberships
2. Participate in the Public Libraries of Durham Region social worker pilot project	Q1-Q4	Planning	Social worker pilot implemented	Social worker pilot implemented by Q2
Provide programs to serve our diverse clientele: 1. Offer story times in languages other than English to meet demographic needs	Q1-Q4	Planning	Number of story times in other languages	10 story times in languages other than English

2. Re-adjust our multilingual collection to focus on the most popular languages in our community as demographics shift	Q1-Q4	Planning	Increase in multilingual circulation	5-10% increase in multilingual circulation
3. Provide loans of sensory kits for children and adults on the autism spectrum	Q1	Planning	Number of kits available to loan	8 kits for customers to borrow
4. Continue partnering with learning institutions for student placements and on-the-job training programs	Q1-Q4	Underway	Number of student job placements	3 student job placements
5. Continue expanding our Visiting Library Service to the homebound	Q1-Q4	Ongoing	Number of Visiting Library service customers	25% increase in Visiting Library Service customers
6. Continue expanding our volunteer income tax program	Q1-Q2	Ongoing	Number of income tax returns prepared by volunteers	500 income tax returns completed
7. Provide digital literacy and technology workshops for adults	Q2-Q4	Ongoing	Number of workshops	10 workshops

New Resource Requirements (if any)

- \$15,000 to absorb loss of overdue fines revenue
- \$10,000 for Libraries of Durham Region social worker pilot project

Outcomes/Benefits Per Objective

- People who cannot afford to pay late fees will still have access to library materials and resources. Re-engagement with people who stopped using the library due to overdue fines. Less staff time spent on collecting overdue fines and fewer angry customers. In keeping with library policies in Clarington, Ajax and Pickering who do not charge fines on overdue materials.
- Support for newcomers to Canada.
- Meaningful work placements.
- Support for the homebound.

- Support for low-income individuals and families.
- Support for those struggling to keep up with learning new technologies.

Agency Objective 2	Utilize Technology to Create Efficiencies and Improve Customer Service			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan: - Accountable Leadership Oshawa Accessibility Pan Oshawa Diversity & Inclusion Plan Oshawa Age-Friendly Initiative			
Strategies	1. Enhance our communication system 2. Support customers with special needs			
Responsibility	Director, Collections, Communications & Access, Marketing Manager			
Supporting Partners				
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Enhance our communication systems: 1. Implement SMS notifications for holds notices and reminders that items will be due soon and/or are overdue	Q3	Planning	SMS notification system successfully implemented	Implement by September 1, 2023
2. Revamp our SharePoint intranet site	Q1	Planning	SharePoint site revamped	SharePoint site revamped by March 31, 2023
Support customers with special needs: 1. Update adaptive technology on public computers	Q2	Planning	Adaptive technology installed	Adaptive technology installed by end of Q3
New Resource Requirements (if any)				
<ul style="list-style-type: none"> • \$3,000 for SMS software • \$9,000 for adaptive technology for computers 				
Outcomes/Benefits Per Objective				
<ul style="list-style-type: none"> • An easy and convenient way to communicate with customers via text messaging. • Improved communication and document storage for staff. 				

- Increased support to customers with disabilities and for AODA compliance.

Agency Objective 3	Increase Awareness and Accessibility of Oshawa's Rich History			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan: - Cultural Vitality Oshawa Age-Friendly Initiative Oshawa Culture Counts Plan			
Strategies	<ol style="list-style-type: none"> 1. Digitize our unique collection of historical Oshawa records 2. Increase accessibility of historical Oshawa documents 			
Responsibility	Manager, McLaughlin branch			
Supporting Partners	Oshawa Museum, Ontario Regimental Museum, Canadian Automotive Museum			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
1. Digitize volume 2 of the Ontario Regiment war diaries	Q1	Underway	Volume 2 of the Ontario Regiment war diaries digitized	Completed by end of Q1
2. Continue digitizing the microfilm collection of Oshawa newspapers	Q1-Q4	Underway	Number of years of newspapers digitized	10 years of newspapers digitized
3. Develop a Digital Lending pilot project for rare historical books	Q1-Q4	Planning	Digital Lending pilot launched	Digital Lending pilot launched by end of Q4
4. Continue cataloguing the Canadian Automotive Museum (CAM) collection of books and other resource materials	Q1-Q4	Ongoing	Number of items catalogued	500 items
5. Travelling local history exhibits at branches	Q2-Q4	Planning	Number of exhibits	3 exhibits
New Resource Requirements (if any)				
<ul style="list-style-type: none"> • \$20,000 to digitize 10 years of microfilm of Oshawa newspapers 				
Outcomes/Benefits Per Objective				
<ul style="list-style-type: none"> • Preserve and increase access to rare historical documents. 				

Agency Objective 4	Enhance and Maintain our Facilities			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan: <ul style="list-style-type: none"> - Economic Prosperity & Financial Stewardship - Accountable Leadership Oshawa Age-Friendly Initiative			
Strategies	<ol style="list-style-type: none"> 1. Support the public using the library for remote work and/or studying 2. Maintain existing infrastructure 3. Expand current infrastructure 			
Responsibility	Manager, Building Operations and Health and Safety, Director, Collections, Communications & Access, CEO			
Supporting Partners	City of Oshawa			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Support the public using the library for remote work and/or studying: 1. Install additional power outlets and work tables for public use at the Northview & Jess Hann branches	Q1	Planning	Additional work tables for the public	7 work tables for the public added
Maintain existing infrastructure: 1. Replace McLaughlin rooftop unitary A/C	Q2	Planning	A/C unit replaced	Replaced by June 30, 2023
2. McLaughlin partial roof & skylights replacement	Q3	Planning	Sections L, C and K of roof replaced as well as skylights	Replaced by September 30, 2023

3. Northview Library lighting replacement (phase 1)	Q1-Q4	Planning	Lights replaced	Lights replaced by end of Q4
4. Replace or refurbish McLaughlin Library elevator	Q2	Planning	Elevator replaced or refurbished	Completed by the end of Q2
Expand current infrastructure: 1. Participate in planning for new library in the north Oshawa recreation centre	Q1-Q4	Underway	Number of meetings attended	100% participation in meetings
New Resource Requirements (if any)				
<ul style="list-style-type: none"> • \$70,000 for McLaughlin rooftop A/C unit • \$710,000 for McLaughlin partial roof and skylight replacement • \$200,00 for Northview lighting replacement (phase 1 lights installed in 1987) • \$500,000 for McLaughlin Library elevator refurbishment of replacement 				
Outcomes/Benefits Per Objective				
<ul style="list-style-type: none"> • Increased support to those doing remote work and/or for students. • Proper maintenance of facilities and replacement of end of life equipment and fixtures. • Ensure residents in the rapidly developing North end of the City have a neighbourhood library and similar service levels as other areas of the City. 				

Agency Objective 5	Support Literacy and Life-long Learning			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan: <ul style="list-style-type: none"> - Social Equity - Cultural Vitality 			
Strategies	<ol style="list-style-type: none"> 1. Develop preschool literacy 2. Support student success 3. Encourage life-long learning 			
Responsibility	Manager, Programming, Outreach and Community Engagement, Branch Managers			
Supporting Partners	Durham Region School Board, Durham Region Catholic School Board, BACD, Ontario Tech University, Durham Community Legal Clinic, Ontario Power Generation (OPG), TD Bank, Toronto Public Library			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Develop preschool literacy: 1. Continue growing our 1,000 Books Before Kindergarten program	Q1-Q4	Ongoing	Number of new participants in program	200 new participants
Support student success: 1. Provide tactile learning programs (craft programs)	Q1-Q4	Ongoing	Number of craft programs offered to children	12 programs
2. Provide STEAM programs for children	Q1-Q4	Ongoing	Number of STEAM programs offered	50 programs
3. Continue our annual Summer Reading Club for children & teens	Q3	Ongoing	Number of participants	750 participants
Encourage life-long learning for adults: 1. Offer a series of financial literacy	Q1-Q4	Planning	Number of programs offered	6 programs offered

programs and legal literacy programs				
2. Partner with the BACD to offer programs on small business start-ups & support	Q1-Q4	Planning	Number of programs offered	2 programs offered
3. Participate in Ontario Tech University's new "Experience Opportunity" non-credit course	Q3-Q4	Planning	Number of participants	20 participants
New Resource Requirements (if any)				
Outcomes/Benefits Per Objective				
<ul style="list-style-type: none"> • Children are better prepared for school. • Children of all abilities are able to participate in fun learning programs. • Enhanced support for school-aged students to help them succeed in class. • Empower adults to have the knowledge to successfully navigate financial and legal issues. • Help people learn more about small business start-up and supplementing their income. • Expand tech students' horizons with a liberal arts course. 				

6. Resource Requirements

The proposed 2023 Municipal grant takes into consideration the following unavoidable business costs:

Staffing	2% minimum anticipated COLA due to rising inflation	Contractual obligations & COLA adjustments. Current CA expires Mar 31, 2023.
		Increased minimum wage for Student Pages.
Utilities	Natural Gas	Increased mandatory CPP and EI contributions, increased health benefit and life insurance premiums.
		22.6% increase as per City recommendation
	Electricity	8% increase as per City recommendation

	Water and Sewer	1% increase as per City recommendation
Fuel	Gasoline	5% increase as per City recommendation
Supplies and Services	Stationary	6.9% increase as per City recommendation
	Janitorial Services	6.9% increase as per City recommendation
	Security	6% increase as per Logixx Security
PPE (Personal Protective Equipment)	New expense due to pandemic	\$8,000
Capital Projects	Furniture and equipment replacement as needed	\$20,000
	McLaughlin Library rooftop unitary A/C	\$70,000
	McLaughlin Library elevator refurbishment or replacement	\$500,000
	McLaughlin Library partial roof and skylight replacement	\$710,000
	Northview Library lighting replacement (phase 1)	\$200,000

7. Conclusion

Investing in Oshawa Public Libraries directly supports the City of Oshawa’s strategic goals of Social Equity, Cultural Vitality, Accountable Leadership, and Economic Prosperity and Financial Stewardship. OPL also helps advance the Teaching City, Culture Strategy, and Age-Friendly initiatives, as well as the Diversity and Inclusion Plan, by ensuring that library services, programs, and facilities offered to the citizens of Oshawa continue to be vibrant, relevant, and engaging.

The Corporation of the City of Oshawa
2023 Operating Budget
Oshawa Public Libraries

Description	2022 Projected Actuals	2022 Approved Budget	2023 Proposed Budget	2023-2022 Variance \$'s	2023-2022 Variance %
Personnel Costs	7,026,792	7,259,771	7,431,256	171,485	2.4
Program and Office Supplies	1,077,629	1,079,089	1,108,200	29,111	2.7
Professional Services	294,852	285,880	347,066	61,186	21.4
Maintenance and Repairs	692,950	682,950	680,500	(2,450)	(0.4)
Utilities	255,615	278,720	266,763	(11,957)	(4.3)
Contributions and Financial Charges	421,105	221,689	219,395	(2,294)	(1.0)
Agency Generated Revenue	(489,943)	(529,100)	(588,600)	(59,500)	11.2
City of Oshawa Grants	(9,279,000)	(9,279,000)	(9,464,580)	(185,580)	2.0
Total Oshawa Public Library	-	(0)	-	0	(100.0)

Variance Explanations:

City of Oshawa Grant reflects a 2% increase in funding for unavoidable inflationary costs.

Ontario Public Libraries are primarily funded by their municipality. Provincial grant of \$215,400 has been frozen for 20+ years.

Professional Services: majority of increase due to increased cost of security - longer opening hours and increased hourly cost.

Utilities: overall decrease due to reduced heating and cooling costs at McLaughlin Branch with new windows.

Contributions and Financial Charges: includes \$212,395 contribution to fund capital projects.