



# 2019 Business Plan

### **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.

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, Northview, Legends and Jess Hann) as well as a visiting library service for the homebound, and virtual library service 24/7 through our website [oshlib.ca](http://oshlib.ca).

In addition to lending over 1.4 million items annually in traditional books as well as digital formats, we offer over 2,200 free programs each year for all ages such as book clubs, author readings, guest speakers, technology training, and other special events. Currently there are almost 66,000 library members; in other words, 40% of the City's population use our services.

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

Our clients are primarily citizens of Oshawa and we provide services to the citizens of the Region of Durham; and across Ontario through the Southern Ontario Library Service's inter-library loan program.

### **3. 2018 Accomplishments**

Oshawa Public Libraries supports the City'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 Key Objectives and Actions from the Library's 2018 Business Plan:

#### **1. Implemented a Writer in Residence program**

Best-selling historical novelist, Jennifer Robson, conducted four workshops on creative writing and getting published, as well as one-on-one tutorials to critique aspiring writers' works.

#### **2. Provided Free Digital Literacy Training**

In partnership with Durham College, we offered a series of essential skills computer classes. 433 people attended these classes between January and August 2018.

#### **3. Hosted a series of Health-Related programs**

In partnership with Carea, Canadian Mental Health Association Durham (CMHA), and the Durham Region Health Department we hosted a series of health-related programs. Due to the popularity of these programs and customer interest, we exceeded our target of 15 programs by offering 31 programs between January and August 2018 with more planned for the Fall.

**4. Provided Coding and Virtual Reality Programs**

In 2018 we purchased coding and virtual reality equipment through a provincial digital literacy grant. These programs have been especially popular with youths and we offered 15 virtual reality programs between March and August 2018. Plans are underway to partner with UOIT to enhance learning opportunities with this equipment.

**5. Provided Online Homework Help for Students**

Last September we began subscribing to Brainfuse, an online homework help and tutoring service available through the Library's website to ensure all kids had access to extra educational support no matter what their parent's income. Our original target was an average of 100 uses per month during the school year. We far exceeded this goal with an average of 500 uses per month in the first six months it was available.

**6. Promoted our Language Learning Program**

Mango, the Library's online foreign languages learning program, achieved a 5% increase in use over the previous year. We will continue our public awareness campaign of this great self-directed learning tool into 2019 which provides courses in 64 languages, in addition to English, which is helpful for newcomers to Canada.

**7. Implemented a "Baby's First Library Card" Campaign**

In the Spring of 2018 we began promoting our "Baby's First Library Card" campaign in partnership with Lakeridge Health to promote the importance of reading to your baby as well as all the Library has to offer to new parents and caregivers. Over 1,000 promotional materials were distributed to new parents, and the Friends of the Oshawa Public Library donated gift baskets for draws for those who obtained library cards for their baby.

**8. Celebrated Black History Month**

We hosted a series of programs to celebrate Black History Month in February in partnership with Club Carib, and held four programs to raise cultural awareness and appreciation.

**9. Provided Local History and Genealogical Research Support**

The McLaughlin Library Local History Room opened in November 2017 and answers an average of 75 genealogical and/or local history questions per month. The Library has an extensive historical photograph collection, and we began cataloguing this collection last year with the goal of cataloguing 500 photographs. Thanks to a Young Canada Works grant, a student from Durham College's library technician program helped us exceed our goal with 1,700 photos catalogued. We also continued our efforts to help the Canadian Automotive Museum catalogue their library of unique car books, brochures, and memorabilia.

**10. Renovated the McLaughlin Library Auditorium**

In February 2018 we completed renovations to the McLaughlin Library auditorium including installing a lift, installing a power door opener and new non-slip flooring between the Children's Department and the lobby of the auditorium for AODA compliance. The flooring, lighting, audio-visual, and accessibility updates were made possible with funding support through a Canada 150 Infrastructure grant and an Enabling Accessibility in Communities grant.

**11. Launched a New Library Catalogue and Website**

In June 2018 we launched a new website and library catalogue to improve customer access to our services with a conservative target of a 5% increase in usage. Over the summer we actually doubled our library catalogue use, with 18,750 logins, mainly due to the enhanced features available on this new software including reading recommendations, reading lists, and book reviews.

**12. Publicized the Library's Digital Services**

Throughout past year, we promoted the digital services available through the Library's website including eBooks, eMagazines, eMusic, and eVideo to ensure the public were aware that the Library is keeping up with the latest technologies. We far exceeded our target of a 10% increase in use, with our digital use jumping a whopping 97% over the past year.

**13. Began Providing WiFi Hotspot Loans**

In March 2018 we initiated a WiFi hotspot lending program so that people who cannot afford data plans have access to the internet. The hotspots have been tremendously popular with an average of 100 people on the waiting list at any given time. Due to the costs involved, we were only able to provide ten hotspots with unlimited data instead of our original target of 25. The Friends of the Oshawa Public Library sponsored 10 hotspots and have committed to sponsor ten throughout 2019. We hope to expand to 20 hotspots in the 2019 fiscal year, pending funding.

**Other Examples of How the Library Directly Supports the Strategic Goals of the City of Oshawa:**

Economic Prosperity & Financial Stewardship

- Continued offering unemployment services and resume workshops in partnership with the John Howard Society and Employment Ontario.
- Completed an asset tagging project.
- Prepared a ten-year capital project plan for facilities maintenance and improvements.
- Facilitated a local Volunteer Income Tax Clinic in conjunction with Revenue Canada which prepared almost 600 income tax returns for low-income individuals and families this year resulting in a grand total of 1.6 million in tax refunds and tax credits.

Social Equity

- Partnered with the Canadian Mental Health Association Durham to have outreach workers onsite at the McLaughlin Library once a week.
- Partnered with the engineering Department of UOIT to loan "STEM Star" kits to promote coding and robotics to children.
- Offered over 2,200 free programs for all ages in 2018 with almost 35,000 people participating.
- The Library has 73 desktop computers for the public to use in our four branch libraries. These computers were used 106,000 times during the past year, and in addition we loaned tablets to customers who cannot afford to buy their own. In March 2018 we purchased twenty Lenovo

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tablets and these were borrowed 173 times from March to August 2018 for three week loan periods.

- WiFi availability at all locations is another way the Library serves customers. OPL averages over 9,000 WiFi connections per month.
- The McLaughlin Library's MakerSpace features a 3D printer, green screen, Smart Board, Lego robotics, and other technologies for families to enjoy. In the past year, over 10,000 people used the MakerSpace, an increase of 88% from the previous year.
- In 2017, we began subscribing to Lynda.com, an online training tool available through our website oshlib.ca. The Library's subscription allows customers free access to a wide variety of online courses to upgrade their skills. Last year Library members spent over 2,300 hours learning new skills through Lynda.com and usage is growing as more people become aware of this wonderful resource. This is an increase of 85% from the previous year.
- Increased the number of titles available through our digital magazine service which enables Library users to download popular magazines such as *Car and Driver*, *Us*, *Good Housekeeping*, and *Rolling Stone*.
- Began offering a series of "Repair Cafés" where seniors teach younger generations the lost art of fixing things rather than throwing away damaged items. Skills taught included mending, woodworking, and electronic repair.
- Offered LGBTQ programs during Pride Month, as well as throughout the year.
- Renovated the McLaughlin Library auditorium for AODA compliance and enhanced technological features.
- Thanks to funding from the City of Oshawa's Healthy Kids Community Challenge, we developed the "Make it a Play Day" collection consisting of games and equipment families can borrow, encouraging kids to "Power off and Play".

### Cultural Vitality

- Coordinated Pass the Book – Oshawa Reads, a community reading event commemorating the 100<sup>th</sup> anniversary of the Halifax Explosion.
- Added free Museum Passes for customers to borrow for the Canadian Automotive Museum and the Ontario Regiment Museum as well as Purple Woods Conservation Area parking passes. This compliments our museum pass program for the Oshawa Community Museum and Parkwood.
- Continued to offer free space for a Toastmasters Club to encourage public speaking and leadership skills.
- Continued to offer an annual Seniors Art Show, and a Seniors Writing Contest in partnership with the RMG (Robert McLaughlin Gallery) and the OSCC (Oshawa Senior Citizens Centre), as well as an annual Art and Writing Contest for Teens. These programs are sponsored by the Friends of the Library.
- Continued to host an ESL (English as a Second Language) Social Club for newcomers to Canada in partnership with the Community Development Council of Durham at the McLaughlin branch. Due to its popularity, a second ESL Club was added at the Northview branch.

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- Continued to offer an After School French Club, Poetry Club, and Book Clubs as well as Book Club in a Bag kits for external book clubs.
- Continued to provide support to Cinefest Durham in partnership with the Friends of the Library and TIFF (Toronto International Film Festival) Film Circuit to offer TIFF selections to Durham Region.
- Our annual Heritage Showcase features historical exhibits and presentations; our annual How To in 10 Festival features lessons on a variety of things you can learn to do in just 10 minutes. These events draw over 700 participants every year.
- Continued offering a Genealogy Support Group to assist those in tracing their ancestry as well as offering free access to Ancestry.ca.
- Over 900 children and teens participated in the annual TD Summer Reading Club to maintain their reading skills throughout the summer.

### Environmental Responsibility

- The McLaughlin Library auditorium renovation, completed in February 2018, incorporated new low energy lighting.
- Basement lighting at the Northview Library was replaced with low energy bulbs.
- Offered a Seed Library for gardeners again this year.

### Accountable Leadership

- The Library Board adopted a Records Retention Policy, and a Social Media Policy.
- Held a system-wide Staff Development Day to ensure staff are up-to-date with the skills needed in today's ever changing world.
- Provided Mental Health First Aid training to various front-line staff.
- Continued to work with Durham Regional Police Service (DRPS) to make our libraries safe, and partnered with the City's security team to patrol the McLaughlin Library premises, as well as mall security at the Jess Hann Library.
- Members of the Management Team completed Six Sigma Lean Yellow Belt training and began implementing "Lean" concepts into departmental workflows for efficiencies.
- Prepared a succession plan for outgoing Library Board members to ensure good governance practices.

## **4. Strengths, Challenges, Opportunities, Threats**

### **Strengths**

- Large collection of both print and electronic resources as well as unique collections of local history and automotive repair manuals.
- Up-to-date with technology e.g. Self-check-outs, tablets and WiFi hotspots to loan, a wide variety of digital resources, and "Maker" technology and programs in all four branches including 3D printers, Smart boards, and robotics.

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- Dedicated staff with diverse skill sets and knowledge base.
- Four convenient locations and virtual library services 24/7 through our website.
- Homebound service and deposit collections for special needs facilities.
- Support from the Friends of the Library.
- Partnerships with numerous organizations throughout Oshawa and beyond.
- Good variety of free programs, outreach services, and special events.
- The Library's strategic directions are aligned with the City's strategic goals.

### **Challenges**

- Depleted reserve funds to adequately maintain aging facilities.
- Decreased revenue from the Province due to a change in government i.e. no Provincial technology grant, and fewer grant opportunities.
- Decreased revenue from overdue fines due to increased use of digital resources. No overdue fines are generated on digital items; they simply cease working on the due date.
- Misconception that facilities are owned by the Library when, with the exception of the Jess Hann branch, the City owns the buildings.
- Aging infrastructure, especially at the McLaughlin branch which was built in 1954.
- Not AODA compliant in all locations (although we are working on it).
- Public misconceptions of downtown and South Oshawa
- Safety concerns for staff and customers at some of our locations due to illegal activity of some customers.
- Staff burnout from dealing with illegal activity, mental health issues and/or homeless in the Library.
- Paid parking at McLaughlin may be a barrier to low income earners.
- 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 mediums.

### **Opportunities**

- Work with the City to address aging infrastructure and develop a realistic capital plan.
- Embrace technology and marry traditional library services with new technologies.
- 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.
- Continue working with DRPS to improve safety for customers and staff.
- Continue building our relationship with the City to support strategic goals.
- Seek other sources of funding such as donations.
- Promote Library services to ensure awareness of all we offer for free, and work with the City to help promote our services.

### **Threats**

- Funding cuts.
- Inadequate reserve funds for capital repairs and maintenance.

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- 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.
- Keeping up with rapid changes in technology - changing demands from various demographics, cost of replacing technology, and staff training for new technologies.
- Cybersecurity attacks.
- Low Canadian dollar affecting our purchasing power especially with books and e-resources which are predominantly American.

### 5. Oshawa Public Library Key Objectives 2019

#### Key Objective 5.1

Agency Objective	<b><i>Support the City of Oshawa's Teaching City initiative</i></b>			
Relevant City Strategic Goals	<b>Oshawa Strategic Plan</b> <ul style="list-style-type: none"> <li>- <b><i>Social Equity</i></b></li> <li>- <b><i>Cultural Vitality</i></b></li> <li>- <b><i>Economic Prosperity &amp; Financial Stewardship</i></b></li> </ul>			
Strategy	<ol style="list-style-type: none"> <li><b><i>1. Provide free life-long learning opportunities for all ages to increase Oshawa's capacity as a Teaching City.</i></b></li> <li><b><i>2. Partner with external agencies to leverage our capacity in providing self-directed learning opportunities.</i></b></li> <li><b><i>3. Support Durham Region's Age-Friendly Strategy</i></b></li> </ol>			
Responsibility	Director of Service Design & Delivery, Manager of Programming, Community Engagement & Outreach, Corporate Communications & Marketing Strategist			
Supporting Partners	Durham College, Cisco Networking Academy, Writers' Community of Durham Region, OSCC (Oshawa Senior Citizens Centres), Alzheimer's Association of Durham, Woodworkers Association of Durham, Ministry of Seniors Affairs, Oshawa Museum, Ontario Genealogical Society, Canadian Automotive Museum, Ontario Regiment Museum, Prosper Canada, Revenue Canada, Region of Durham, Carea			
Actions per Strategy	Timing	Status	Performance Indicator	Target
<b><i>Provide free life-long learning opportunities for all ages to increase Oshawa's capacity as a Teaching City.</i></b>				
1. Facilitate Technology Learning Circles	Spring 2019 -	Planning	Number of Technology Learning Circle participants	75 participants
2. Offer a Writing Circle to promote creative writing	Winter 2019	Planning	Number of workshops offered	10 workshops



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<p><b>Support Durham Region's Age-Friendly Strategy</b></p>				
<p>3. Conduct a series of Repair Cafes where seniors teach the younger generation the lost art of fixing things instead of discarding broken items</p>	<p>Aug 2018 - Mar 2019</p>	<p>Underway</p>	<p>Number of workshops offered</p>	<p>6 workshops</p>
<p><b>Partner with external agencies to leverage our capacity in providing self-directed learning opportunities</b></p>				
<p>4. Conduct a series of Local History lectures to showcase the Library's Local History Room and genealogy collection</p>	<p>Nov 2018 –</p>	<p>Planning</p>	<p>Number of programs offered</p>	<p>7 programs</p>
<p>5. Offer a series of Financial Literacy workshops</p>	<p>Winter 2019 –</p>	<p>Planning</p>	<p>Number of programs offered</p>	<p>6 programs</p>
<p>6. Facilitate Volunteer Income Tax Clinics for low income families and individuals</p>	<p>March 2019 –</p>	<p>Ongoing</p>	<p>Number of tax returns filed</p>	<p>500 tax returns filed</p>
<p>7. Offer a series of Health Programs</p>	<p>2018 -</p>	<p>Ongoing</p>	<p>Number of programs offered</p>	<p>10 programs</p>
<p>8. Enhance our "Baby's First Library Card" initiative</p>	<p>2018 -</p>	<p>Ongoing</p>	<p>Number of "Baby" library cards registered</p>	<p>250 "Baby" library cards</p>
<p style="text-align: center;"><b>New Resource Requirements</b></p>				
<p>Secured funding through a Seniors Community Grant from the Ministry of Seniors Affairs to provide materials for Repair Cafes.</p>				
<p style="text-align: center;"><b>Outcomes/Benefits Per Strategy</b></p>				
<p>Increased self-directed learning opportunities for all ages.          Intergenerational learning opportunities.          Showcase the rich history of Oshawa and the Library's unique historical and genealogical resources.          Empower people with knowledge to take control over their finances and health.          Provide support to low-income earners to ensure they receive proper tax credits, and file returns correctly.          Promote the importance of reading to babies, and how reading aloud stimulates verbal and auditory skills.</p>				

**Key Objective 5.2**

Agency Objective	<b>Provide a Diverse Range of Cultural Opportunities for All Ages</b>			
Related City Strategic Goals	<b>Oshawa Strategic Plan</b> - <b>Social Equity</b> - <b>Cultural Vitality</b> <b>Oshawa Culture Counts Plan</b>			
Strategy	<b>1. Support the City of Oshawa’s Culture Strategy.</b> <b>2. Promote a life-long love of reading, and an appreciation of literature and music.</b>			
Responsibility	Director of Service Design & Delivery, Manager of Programming, Community Engagement & Outreach			
Supporting Partners	Friends of the Oshawa Public Library, Ukulele Kids, Durham Region School Board, Durham Region Catholic School Board			
Actions per Strategy	Timing	Status	Performance Measure	Target
<b>Support the City of Oshawa’s Culture Strategy</b>  1. Offer a series of “Music in the Library” programs  <b>Promote a life-long love of reading, and an appreciation of literature and music.</b>  2. Coordinate “Pass the Book - Oshawa Reads” community reading event  3. Offer a Series of Author Readings for Children and Adults	Fall 2018 –	Planning	Number of programs offered	8 programs
	Spring 2019	Planning	Number of participants	500 participants
	2019	Ongoing	Number of author readings	4 author readings
New Resource Requirements				
Outcomes/Benefits per Strategy				
Free cultural opportunities for all ages. Promotion of arts and literature in the community				

**Key Objective 5.3**

Agency Objective	<b>Preserve Existing Infrastructure and Provide a Safe and Accessible Environment</b>			
Related City Strategic Goals	<b>Oshawa Strategic Plan</b> <ul style="list-style-type: none"> <li>- <b>Social Equity</b></li> <li>- <b>Accountable Leadership</b></li> <li>- <b>Economic Prosperity &amp; Financial Stewardship</b></li> <li>- <b>Oshawa Accessibility Plan</b></li> <li>- <b>Oshawa Diversity and Inclusion Plan</b></li> </ul>			
Strategy	<b>1. Continue making our facilities safe and inviting for customers and staff as well as AODA compliant.</b>			
Responsibility	Manager, Health and Safety and Building Maintenance			
Supporting Partners	City of Oshawa, Employment & Social Development Canada (ESDC)			
Actions per Strategy	Timing	Status	Performance Measure	Target
<b>Continue making our facilities safe and inviting for customers and staff as well as AODA compliant</b> <ol style="list-style-type: none"> <li>1. Repair exterior ramp to McLaughlin Library Auditorium and pathway to Bagot Street Children's entrance</li> <li>2. Begin replacing some of the old, drafty, leaking windows at the McLaughlin Library with new energy saving windows</li> <li>3. Replace southeast emergency exit ramp at McLaughlin</li> </ol>	<p>Spring 2019</p> <p>Summer 2019</p> <p>Spring 2019</p>	<p>Planning</p> <p>Planning</p> <p>Planning</p>	<p>Repairs completed</p> <p>Number of windows replaced</p> <p>Replacement completed</p>	<p>Ramp and pathway completed by September 2019</p> <p>Third floor windows (single pane) replaced by end of 2019</p> <p>Southeast emergency exit ramp AODA compliant</p>
<b>New Resource Requirements</b>				
<p>Ramp repairs require one-third matching funding as part of our application for an Enabling Accessibility in Communities grant \$44,205</p> <p>Window retrofit for McLaughlin Library \$530,000. This project will be spread out over three years with single pane windows replaced first. \$80,000 required for 2019.</p> <p>Southeast emergency exit ramp repairs \$50,000.</p>				

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Outcomes/Benefits per Strategy
Provide an AODA compliant ramp and pathway for all to navigate safely. Preserve the integrity of the McLaughlin Library infrastructure so the building can continue to meet the needs of its customers into the future. Energy cost savings over the long term.

### Key Objective 5.4

Agency Objective	<b>Provide Access and Instruction on the Latest Technologies</b>			
Related City Strategic Goals	<b>Oshawa Strategic Plan</b> <ul style="list-style-type: none"> <li>- <b>Economic Prosperity &amp; Financial Stewardship</b></li> <li>- <b>Social Equity</b></li> <li>- <b>Cultural Vitality</b></li> <li>- <b>Accountable Leadership</b></li> </ul>			
Strategy	<ol style="list-style-type: none"> <li>1. <b>Support the City of Oshawa's Smart Community Initiative</b></li> <li>2. <b>Provide digital materials that meet our customer's changing needs and offer programs that allow customers to experience and learn new technologies</b></li> </ol>			
Responsibility	Director, Service Design and Delivery, Manager, Service Excellence, Corporate Communications & Marketing Strategist, Manager of Programming, Community Engagement & Outreach			
Supporting Partners	UOIT Engineering Department, Oshawa Senior Citizens Centres (OSCC), Friends of the Library, Ontario Shores			
Actions per Strategy	Timing	Status	Performance Measure	Target
<b>Provide digital materials that meet our customers changing needs and offer programs that allow customers to experience and learn new technologies</b> <ol style="list-style-type: none"> <li>1. Offer a series of Coding and Virtual Reality programs</li> <li>2. Provide STEM (Science, Technology, Engineering, Math) Kits for families to borrow in partnership with the UOIT Engineering Department</li> <li>3. Increase our "Byte-Sized" computer</li> </ol>	2019  Fall 2018 -  2019	Ongoing  Ongoing  Ongoing	Number of programs offered  Number of kits  Number of workshops offered	35 programs  15 kits  40 workshops

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literacy training workshops				
4. Promote our digital services to transit users	2019	Planning	Use of digital services	15% Increase in digital use
<b>Support the City of Oshawa's Smart Community Initiative</b>				
5. Increase our WiFi Hotspot Lending Program	2019	Ongoing	Number of new WiFi hotspots available for loan	10 new hotspots
<b>New Resource Requirements</b>				
Data packages for 10 additional WiFi hotspots \$6,000 (\$50 per device per month)				
<b>Outcomes/Benefits per Strategy</b>				
Free access and learning opportunities for all ages in emerging technologies. Curriculum support and promotion of STEM (Science, Technology, Engineering, Math) to school- aged children. WiFi hotspot lending program allows those who cannot afford internet service fees at home to access the internet for free. Decrease the "digital divide".				

### Key Objective 5.5

Agency Objective	<b>Enhance the Library's Capacity for Good Management and Governance</b>			
Related City Strategic Goals	<b>Oshawa Strategic Plan</b> <ul style="list-style-type: none"> <li>- <b>Accountable Leadership</b></li> <li>- <b>Economic Prosperity &amp; Financial Stewardship</b></li> </ul>			
Strategy	<ol style="list-style-type: none"> <li><b>1. Improved capacity of Library Management Team</b></li> <li><b>2. Support governance by Library Board</b></li> <li><b>3. Promote "brand recognition" of Oshawa Public Library services and programs</b></li> </ol>			
Responsibility	CEO, Manager, Human Resources & Labour Relations, Corporate Communications & Marketing Strategist			
Supporting Partners	City of Oshawa, Southern Ontario Library Service, Ontario Library Association			
Actions per Strategy	Timing	Status	Performance Measure	Target
<b>Support governance by Library Board</b>				
1. Provide Library orientation and governance support	Jan 2019	Planning	Library Board orientation program developed	New Board members complete orientation by Apr 2019

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<p>program for new Board members</p> <p>2. Develop a new three year Strategic Plan</p> <p><b>Improved capacity of Library Management Team</b></p> <p>3. Enroll the Library Management Team in the City of Oshawa’s core competencies program via Harvard Manage Mentor online modules</p> <p><b>Promote “brand recognition” of Oshawa Public Library services and programs</b></p> <p>4. Complete the Library’s rebranding initiative launched in 2018</p> <p>5. Develop a planned giving strategy to promote donations</p>	<p>2019</p> <p>2019</p> <p>2018-2019</p> <p>2019</p>	<p>Planning</p> <p>Ongoing</p> <p>Ongoing</p> <p>Planning</p>	<p>3 year Strategic Plan created</p> <p>Successful completion of the twelve core competencies modules identified by the City of Oshawa</p> <p>Roll out of rebranding completed</p> <p>Planned giving strategy developed</p>	<p>October 2019</p> <p>Entire Management Team successfully completes core competencies modules by December 2019</p> <p>Rebranding completed by July 2019</p> <p>April 2019</p>
<b>New Resource Requirements</b>				
<p>Strategic Planning facilitation \$7,500</p> <p>Core Competencies Program \$3,880</p>				
<b>Outcomes/Benefits per Strategy</b>				
<p>Increased capacity and knowledge of Library Board members.</p> <p>Focused strategic directions, goals, and priorities.</p> <p>Alignment with the City of Oshawa’s staff development program.</p>				

## 6. Resource Requirements

The proposed 2019 Municipal grant takes into consideration the following unavoidable business costs:

Staffing	Salaries & Benefits	1.95% increase - contractual obligation 4% Statutory benefit & OMERS pension premium increases
Utilities	Natural Gas	4.5% as per City recommendation
	Electricity	4.5% as per City recommendation
	Water and Sewer	4% as per City recommendation
Fuel	Gasoline and Diesel	5% as per City recommendation
Supplies and Services	Stationary	2.2% as per City recommendation
	Janitorial Services	2% as per City recommendation
	Security	25% as per City recommendation
Capital Projects	McLaughlin exterior ramp repairs	\$176,300 Applied for an Enabling Accessibility in Communities grant to offset costs.
	Window replacement at McLaughlin branch	\$530,000 This project is anticipated to be spread out over 4 years to adequately fund.

## 7. Conclusion

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, including advancing the Teaching City initiative, by ensuring that library services, programs, and facilities enhance the quality of life of the citizens of Oshawa.

Operational reviews this year have allowed us to identify priority projects, create efficiencies, and achieve strategic goals that not only benefit the Library, but the community as a whole. Aging infrastructure in our facilities continues to be a major challenge.

The Library Board, Management, Staff and the citizens of Oshawa wish to thank the Mayor and Oshawa City Council for continuing to recognize the value of lifelong learning and the role of the public library in the improvement of the quality of life for the citizens of Oshawa through their continued support of Library services.

**The Corporation of the City of Oshawa**  
**2019 Operating Budget**  
**Oshawa Public Libraries**

Description	2018 Projected Actuals	2018 Approved Budget	2019 Proposed Budget	2019-2018 Variance \$'s	2019-2018 Variance %
Personnel Costs	7,325,000	7,325,000	7,504,520	179,520	2.5
Program and Office Supplies	1,058,516	1,081,350	1,084,300	2,950	0.3
Professional Services	238,651	271,900	270,301	(1,599)	(0.6)
Maintenance and Repairs	626,674	640,300	653,700	13,400	2.1
Utilities	300,530	294,400	313,900	19,500	6.6
Contributions and Financial Charges	253,738	95,777	151,010	55,233	57.7
Agency Generated Revenue	(750,382)	(656,000)	(653,230)	2,770	(0.4)
City of Oshawa Grants	(9,052,728)	(9,052,727)	(9,324,500)	(271,773)	3.0
<b>Total Oshawa Public Library</b>	(0)	-	0	0	

Variance Explanations:

Increase in Personnel costs due to contractual obligations and corresponding benefits.

Higher Utilities costs due to inflation (rates provided by the City) and slightly under budgeted for 2018.

Higher Contribution and Financial Charges in 2019 to fund Capital projects mainly due to aging infrastructure.

Lower Agency Generated Revenue due to fewer external grants available in 2019, less overdue fines revenue as the demand for electronic material increases (no fines on ebooks).