



# 2022 Business Plan

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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, 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 [oshlib.ca](http://oshlib.ca).

In a typical year, OPL lends over 1 million items in traditional books as well as digital formats. We offer over 2,000 free programs for all ages including preschool learn to read storytimes, class visits, technology training including STEAM (Science, Technology, Engineering, Arts and Math) related programs, book clubs, guest speakers, and other special events. Currently there are just over 40,000 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.

## **3. 2021 Accomplishments**

In spite of pandemic restrictions continuing throughout 2021, public libraries in Ontario were recognized as an essential service and allowed to remain open for Take-Out service when most organizations and businesses were mandated closed. Library staff provided front-line service, dropped off books to seniors, and provided online programs for educational and recreational support to the community.

Highlights from our most recent (2020) Annual Report included:

- 922,219 items checked out
- 7,023 Take-out bags packed
- 4,922 new members
- 293,575 visits to our website
- 32,207 public computer logins

- 299,710 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 - Promote Literacy and Life-long Learning**

Strategies	Results
<p><b><i>Promote the Importance of Early Literacy</i></b></p>	<p>227 preschoolers and their families are participating in our new “1,000 Books Before Kindergarten” program. We have met our target of 200 families and expect to see this number grow by year-end.</p>
	<p>Promoted diversity in children’s programs through storytimes, book displays. Diversity of performers increased by 250% compared to the previous year</p>
<p><b><i>Support Student Success</i></b></p>	<p>267 children and teens participated in the annual Summer Reading Club. Double the number that participated last year</p>
	<p>Coordinated volunteer “Reading Buddies” to provide online reading support to 95 primary school age students</p>
<p><b><i>Empower citizens with free life-long learning opportunities</i></b></p>	<p>Partnered with OntarioTech to offer 10 “Beyond the Walls” online lectures with 609 people in attendance</p>
	<p>Provided 17 Local History lectures and Genealogy Workshops with 204 participants</p>

## Agency Objective 2 – Service Excellence

Strategies	Results
<b><i>Increase public awareness of Library programs and services</i></b>	45% increase in OPL’s email subscribers
	40% increase in OPL website traffic
	Increased content on OPL’s YouTube channel by adding 32 videos including puppet shows, lectures, and how-to videos
	Created a “Library Ambassador” program to promote library services by word of mouth and through testimonials

## Agency Objective 3 – Provide a Diverse Range of Cultural Activities for All Ages

Strategies	Results
<b><i>Support the City of Oshawa’s Culture Strategy</i></b>	Hosted 12 Author Readings featuring BIPOC (Black, Indigenous, People of Colour) authors
	On target to provide 4 Creative Writing Workshops to support aspiring authors by year end
	Promoted the national One eRead Canada program throughout January 2021
<b><i>Promote awareness and preserve the rich history of Oshawa</i></b>	Organized 40 boxes of Girl Guides of Oshawa memorabilia
	Scanned, transcribed and digitized Minute books from the Lyceum Club & Women’s Art Association dating from 1940-1965
	Organized and catalogued 26 scrapbooks dated from 1949-2000 from the Oshawa Golden Jubilee Chapter of the IODE (Imperial Order of Daughters of the Empire)

**Agency Objective 4 - Optimize Good Governance Practices & Management Strategies**

Strategies	Results
<b><i>Increase staff capacity</i></b>	A Diversity, Equity and Inclusion staff committee was established
	Diversity and Indigenous training provided to all staff
<b><i>Preserve and maintain existing infrastructure</i></b>	Replaced the broken McLaughlin Library’s air-cooling system
	Updated the HVAC system at the McLaughlin Library
	Re-designed the Teen Area at the McLaughlin Library
	Re-configured the children’s and adult areas of the Delpark Library
	Completed an inventory of the Library’s entire collection for asset management and inventory control
	Replaced the McLaughlin Library hot water tank and completed various concrete repairs around the building

**Agency Objective 5 – Promote Digital Inclusion**

Strategies	Results
<b><i>Provide technology support and programs that allow customers to experience and learn new technologies:</i></b>	Offered 77 STEAM related programs to support children’s engagement in Science Technology, Engineering, Arts and Math with 833 attending
	Provided 10 “Girls Who Code” workshops in collaboration with the OntarioTech Engineering Department
	Offered 5 c_Wonder Engineering workshops for children with 43 participants

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

- Resilient and flexible staff who demonstrated the ability to pivot to a new digital service model during the pandemic
- 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://oshlib.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

- Keeping our website up-to-date. Current site uses Drupal which is difficult to use and requires specific expertise. Website should be user-friendly for the public and staff.
- Continuing to provide library take-out service during the mandated closure, and safely resuming full service during re-opening phases
- Decrease in revenue during the pandemic and subsequent re-opening phases due to no overdue fines, room rentals, and printing/photocopying revenue generated from public use
- Staff turnover during pandemic and accommodation requests
- Decreased revenue from overdue fines due to increased use of digital resources. No overdue fines are generated on digital items.
- 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**

- Implement more user-friendly software for our website
- Prove how flexible and technologically savvy libraries are
- Showcase our digital content, online programs, and homeschool support community needs
- 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
- Increase curriculum support to schools and homeschoolers
- Develop a long-term capital strategy

### **Threats**

- Pandemic shutdowns reoccurring; limited personal service due to physical distancing
- Funding cuts
- 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 to be under some level of COVID-19 restrictions throughout 2022 but will be open to the public.

<b>Agency Objective 1</b>	Service Excellence			
<b>Relevant City Strategic Goals and other City Strategic Plans</b> (if possible, note specific Goals, Objectives, etc.)	Social Equity Diversity and Inclusion Plan Age-Friendly Strategy			
<b>Strategies</b>	1. Reduce barriers to service 2. Promote digital inclusion 3. Leverage help from external agencies to support our customers			
<b>Responsibility</b>	CEO, Director, Service Design & Delivery, Corporate Communications & Marketing Strategist, Manager Programming, Outreach & Community Engagement, Branch Managers, Manager Human Resources & Labour Relations			
<b>Supporting Partners</b>	Canadian Centre for Diversity & Inclusion (CCDI), OSCC 55+, Community Foundation of Durham, Region of Durham Ontario Works			
<b>Actions Per Strategy</b>	<b>Timing</b>	<b>Status</b>	<b>Performance Indicator</b>	<b>Target</b>
Reduce barriers to service  1. Begin a pilot project to eliminate overdue fines for children's materials	Fall 2021-	Underway	Increase in circulation of children's items	10% increase in children's circulation
2. Promote our multilingual collection	Q1-Q4	Underway	Increased circulation of multilingual materials	10% increase in circulation of multilingual materials
3. Develop a marketing campaign for our Visiting Library Service to the homebound and Long-Term Care residents	Q2	Planning	Increased Number of Visiting Library Services customers	25% increase in Visiting Library Services customers

Promote digital inclusion				
1. Re-launch One-on-One Tech Help for customers	Q1-Q4	Underway	Number of appointments	150 appointments
2. Provide “Connect Kits” comprised of a tablet and a WiFi hotspot for loan to customers	Summer 2021 –	Underway	Number of Connect Kits	24 Connect Kits created
Leverage help from external agencies and volunteers to support our customers				
1. Partner with Ontario Works to create a Community Outreach Hub at the Jess Hann and Northview branches	Fall 2021 -	Underway	Number of people helped at Community Outreach Hub	300 people helped
2. Establish an annual volunteer recognition event	Q2	Planning	Volunteer recognition event held	Volunteer recognition event held in April (volunteer month)
3. Implement Pop-Up Libraries at new venues	Q2 & Q3	Planning	Number of new locations for Pop Up Libraries	4 new venues for Pop Up Libraries
<b>New Resource Requirements (if any)</b>				
Monthly connectivity fees for Connect Kits. \$50 per month x 24 devices when Community Foundation grant ends in May 2022 = \$7,200 for remainder of 2022.				
<b>Outcomes/Benefits Per Objective</b>				
Minimize barriers to children from low socio-economic backgrounds. Support our diverse community. Raise awareness of our homebound visiting library service. Provide free tech support to those struggling with new technologies. Minimize the digital divide to those who cannot afford equipment and internet connectivity costs. Provide support to customers struggling to access government services in a friendly environment. Provide public recognition and thanks to our volunteers. Increase access and visibility of library services.				

<b>Agency Objective 2</b>	Provide a Diverse Range of Cultural Activities			
<b>Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)</b>	Cultural Vitality Culture Strategy Diversity & Inclusion Plan Teaching City Initiative			
<b>Strategies</b>	1. Provide diverse programs & highlight local talent 2. Increase staff's cultural competency			
<b>Responsibility</b>	Director, Service Design & Delivery, Manager Programming, Outreach & Community Engagement, Branch Managers			
<b>Supporting Partners</b>	Bawaajigewin Aboriginal Community Circle (BACC), Ontario Tech, RMG			
<b>Actions Per Strategy</b>	<b>Timing</b>	<b>Status</b>	<b>Performance Indicator</b>	<b>Target</b>
Provide diverse programs & highlight local talent  1. Host a literary series featuring Indigenous authors	2022	Planning	Number of author readings	4 author readings
2. Showcase local artists through Demonstration Art Displays	2022	Planning	Number of displays	4 displays
3. Continue Beyond the Walls guest speaker series with Ontario Tech	2022	Ongoing	Number of programs	10 programs
Increase staff's cultural competency  1. Provide "Indigenous Canada" online training through Coursera to all staff	2021-	Ongoing	Completion of online Indigenous Canada course	100% of staff complete course by end of Q1
<b>New Resource Requirements (if any)</b>				
<b>Outcomes/Benefits Per Objective</b>				
Enhanced community awareness and appreciation of indigenous authors. Increased community knowledge and awareness of climate change. Increased exposure for local artists. Thought provoking lectures from Ontario Tech professors on a variety of topics that appeal to the general public. Increased cultural competency of staff.				

<b>Agency Objective 3</b>	Promote Literacy & Life-long Learning			
<b>Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)</b>	Social Equity Cultural Vitality Age-Friendly Strategy Teaching City Initiative			
<b>Strategies</b>	1. Provide access and training on the latest technologies 2. Support student success			
<b>Responsibility</b>	Director, Service Design & Delivery, Manager Programming, Outreach & Community Engagement, Branch Managers			
<b>Supporting Partners</b>	Durham District School Board, Durham Catholic District School Board			
<b>Actions Per Strategy</b>	<b>Timing</b>	<b>Status</b>	<b>Performance Indicator</b>	<b>Target</b>
Provide access and training on the latest technologies  1. Implement a 3D printer software training program for customers	Q2-Q4	Planning	Number of people trained	25 people trained
2. Offer podcast workshops	Q1-Q4	Planning	Number of workshops	4 workshops
Support student success  1. Conduct a High School Class Visit campaign	Fall 2021 onward	Planning	Number of classes visited	20 classes visited
2. Continue our Reading Buddies support program for school aged kids	Q1-Q4	Underway	Number of sessions	45 sessions
3. Continue to provide STEAM (Science, Technology, Engineering, Arts, Math) programs for kids	Q1-Q4	Underway	Number of STEAM programs	80 programs
4. Continue to support preschool literacy through our 1,000 Books Before Kindergarten program	Q1-Q4	Underway	Number of additional preschoolers participating	150 preschoolers

New Resource Requirements (if any)
Podcasting equipment \$2,000
Outcomes/Benefits Per Objective
People learn how to use 3D printing software. People learn how to conduct podcasts and use podcast technology. Students in their first year of high school learn how to use library resources for research and school projects. Children struggling with reading receive support outside of school. Children are better prepared for school.

<b>Agency Objective 4</b>	Preserve the Rich History of Oshawa			
<b>Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)</b>	Cultural Vitality			
<b>Strategies</b>	1. Continue to preserve and increase accessibility of local history			
<b>Responsibility</b>	Director, Service Design & Delivery, Manager, McLaughlin branch			
<b>Supporting Partners</b>	Oshawa Community Museum, Bawaajigewin Aboriginal Community Circle (BACC), Ontario Regiment Museum			
<b>Actions Per Strategy</b>	<b>Timing</b>	<b>Status</b>	<b>Performance Indicator</b>	<b>Target</b>
Continue to preserve and increase accessibility of local history				
1. Develop an exhibit on local Indigenous history for our Local History Room	2022	Planning	Exhibit established	September 30, 2022
2. Digitize the microfilm collection of Oshawa newspapers from 1931-1960	2022-2024	Planning	Number of years digitized	1931-1940 completed by end of 2022
3. Digitize volume one of the Ontario Regiment war diaries	2022	Planning	Volume one digitized	Completed by Remembrance Day 2022

<b>New Resource Requirements (if any)</b>
<b>Outcomes/Benefits Per Objective</b>
Increase awareness of local indigenous history. Increase local history access to researchers. Assist a local organization with preserving WWII diaries.

<b>Agency Objective 5</b>	Sustainability			
<b>Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)</b>	Accountability Economic Prosperity and Financial Stewardship			
<b>Strategies</b>	1. Preserve and repair aging infrastructure 2. Diversify our funding			
<b>Responsibility</b>	CEO, Manager Building Operations & Health & Safety, Manager Delpark branch			
<b>Supporting Partners</b>	City of Oshawa, Friends of the Library			
<b>Actions Per Strategy</b>	<b>Timing</b>	<b>Status</b>	<b>Performance Indicator</b>	<b>Target</b>
Preserve and repair aging infrastructure				
1. Replace single pane windows at the McLaughlin branch	Q2-Q3	Planning	Number of windows replaced	32 windows replaced
2. Repair exterior walkway at Northview branch	2022	Planning	Walkway repaired	Completed by end of 2022
3. Refresh the Teen Area at the Delpark Branch	Q3	Planning	Teen Area at Delpark refreshed	Completed by end of 2022
4. Replace McLaughlin Library rooftop unitary A/C	Q3	Planning	Rooftop unitary A/C replaced	Completed by end of Q3
5. Install automatic door openers in staff areas of all four branches	Q1	Planning	Number of automatic door openers installed	10 automatic door openers installed
6. Participate in discussions for a 5 <sup>th</sup> branch in a recreational facility in North Oshawa	2022	Planning	Attendance at meetings	100% participation in meetings

Diversify our funding 1. Develop a fundraising strategy	2022	Planning	Increased number of donations	10% increase in donors
<b>New Resource Requirements (if any)</b>				
McLaughlin Library Window replacement \$500,000 Northview Library walkway (includes pathway heating) \$100,000 Refresh Teen Area at Delpark Library \$5,000 Replace McLaughlin Library rooftop unitary A/C \$50,000 Automatic door openers in branches \$40,000				
<b>Outcomes/Benefits Per Objective</b>				
Leaking and single pane windows replaced with energy efficient windows. Northview walkway no longer an uneven tripping hazard. Heated pathway no longer works in most sections. Fixing this will mitigate slip and fall risk during cold weather months. Attract more teens to the Library. Maintaining McLaughlin Library HVAC. AODA compliance in staff areas of each branch. 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. Increase and diversify revenue through donations.				

<b>Agency Objective 6</b>	Update Internal Technology to Create Efficiencies and Enhance Customer Service			
<b>Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)</b>	Oshawa Strategic Goals: Accountability Economic Prosperity and Financial Stewardship			
<b>Strategies</b>	1. Streamline current processes			
<b>Responsibility</b>	Manager Collections & Access, Corporate Communications & Marketing Strategist			
<b>Supporting Partners</b>	Bibliocommons			
<b>Actions Per Strategy</b>	<b>Timing</b>	<b>Status</b>	<b>Performance Indicator</b>	<b>Target</b>
Streamline current processes 1. Implement a new website	Q2	Planning	New website launched	June 2022
2. Implement new event registration system	Q2	Planning	New event system implemented	June 2022

3. Increase customer email subscribers to library newsletter	2022	Underway	Increase in email subscribers	10% increase
<b>New Resource Requirements (if any)</b>				
Annual maintenance fee for new website and event registration system \$20,000				
<b>Outcomes/Benefits Per Objective</b>				
Provide a more easily updatable website and easier event registration. Increase awareness of library programs and services.				

## 6. Resource Requirements

The proposed 2022 Municipal grant takes into consideration the following unavoidable business costs:

Staffing		Reinstatement of pre-pandemic staffing levels Contractual obligations & COLA adjustments Increased mandatory CPP and EI contributions, increased health benefit and life insurance premiums
Utilities	Natural Gas	8% increase as per City recommendation
	Electricity	4% increase as per City recommendation
	Water and Sewer	1.6% increase as per City recommendation
Fuel	Gasoline	5% increase as per City recommendation
Supplies and Services	Stationary	3.3% increase as per City recommendation
	Janitorial Services	3.3% increase as per City recommendation
	Security	15% increase as per City recommendation
PPE (Personal Protective Equipment)	New expense due to pandemic	\$18,000

Capital Projects	McLaughlin Library window replacement (west side only)	\$500,000
	Northview Library walkway replacement	\$100,000
	McLaughlin rooftop unitary A/C replacement	\$50,000
	Automatic door openers in staff areas of each branch	\$40,000
	Update Northview Library exterior sign	\$7,500
	Furniture and equipment replacement as needed	\$20,000
	Total	\$717,500

**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**  
**2022 Operating Budget**  
**Oshawa Public Libraries**

Description	2021 Projected Actuals	2021 Approved Budget	2022 Proposed Budget	2022-2021 Variance \$'s	2022-2021 Variance %
Personnel Costs	6,293,975	7,093,900	7,259,771	165,871	2.3
Program and Office Supplies	1,064,338	1,064,338	1,079,089	14,751	1.4
Professional Services	276,035	269,950	285,880	15,930	5.9
Maintenance and Repairs	819,230	643,250	682,950	39,700	6.2
Utilities	225,400	296,000	278,720	(17,280)	(5.8)
Contributions and Financial Charges	821,890	221,689	221,689	-	-
Agency Generated Revenue	(448,141)	(536,400)	(529,100)	7,300	(1.4)
City of Oshawa Grants	(9,052,727)	(9,052,727)	(9,279,000)	(226,273)	2.5
<b>Total Oshawa Public Library</b>	-	-	-	-	

Variance Explanations:

Personnel Costs: Increase due to contractual obligations and the reinstatement of staff

Program and Office Supplies: Increase in Library Material costs

Professional Services: Increase in security needs

Maintenance & Repairs: IT upgrades, and aging buildings require more repairs

Professional Services: Increase in security needs

Utilities: Decrease in hydro and gas based on usage

Contributions and Financial Charges: Funding for 2022 capital projects totalling \$717,500

Agency Generated Revenue: Lower fines, photocopy and room rental revenue