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## Mission Statement

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

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## Oshawa Public Library Board

**Meeting Date:** Thursday, September 18, 2025

**Time:** 6:30 p.m.

**Location:** McLaughlin Branch – Boardroom

Note: Cell phones and other means of electronic communication must be set to silent mode and not used during the meeting. This does not apply to devices used by Board members for meeting purposes.

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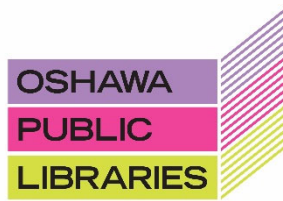
**M = Motion Required**

	Agenda Item:	Speaker(s)	Time
1.	<p><b>Land Acknowledgement</b></p> <p>The land we are standing on today is the traditional territory of the Mississaugas of Scugog Island First Nation and is now home to many diverse First Nations, Inuit, and Métis Peoples. We acknowledge that Oshawa is covered under the Williams Treaties and as a settler on these lands we are all treaty people.</p> <p>May we respectfully honour the knowledge and understanding of the Indigenous stewards of these ancestral lands and ensure that the voices of the First Peoples are represented in our collections, programs and services.</p>	E. Guernsey	-

	<b>Agenda Item:</b>	<b>Speaker(s)</b>	<b>Time</b>
<b>2.</b>	<b>Call to Order / Approval of Agenda (M)</b>  <b>Motion – Approval of the Agenda:</b>  “That the Oshawa Public Library Board approve the Agenda for the September 18, 2025 Board meeting.”	E. Guernsey	-
<b>3.</b>	<b>Declaration of Conflict of Interest</b>	E. Guernsey	-
<b>4.</b>	<b>Approval of Minutes (M)</b>  <b>Motion – Approval of the Minutes from the June 19, 2025 Board Meeting:</b>  “That the Oshawa Public Library Board approve the minutes from the June 19, 2025 Board meeting.”	E. Guernsey	-
<b>5.</b>	<b>Consent Agenda – (Information Reports Distributed in Advance of the Meeting) (M)</b>  1. CEO Strategic Plan Update and Activity Highlights 2. Financial Report as at August 31, 2025 3. Statistics Report – Q2/24  <b>Motion – Approval of the Consent Agenda:</b>  “That the Oshawa Public Library Board approve the Consent Agenda for the September 18, 2025 Board meeting.”	E. Guernsey	5 mins
<b>6.</b>	<b>Business Arising from Minutes:</b>		
	N/A		
<b>7.</b>	<b>New Business:</b>		
	1. Finance Committee Items	A. Parkin 10 mins	
	a) Receive the approved minutes of the May 27, 2025 Finance Committee Meeting (attachment) (M)		
	b) Vice-Chair Report from the September 2, 2025 Finance Committee Meeting		
	c) 2025/26 Operating Budget (attachments) (M)		
	d) Reserve Funds (attachments) (M)		

	<b>Agenda Item:</b>	<b>Speaker(s)</b>	<b>Time</b>
	2. 2026 Business Plan (attachment)	F. Newman	10 mins
	3. Social Return on Investment (attachment)	F. Newman	10 mins
	4. October Board Meeting Date	E. Guernsey	-
<b>8.</b>	<b>Other Business, if any</b>	E. Guernsey	-
<b>9.</b>	<b>Motion to Adjourn</b>		

NOT APPROVED



## **REGULAR MEETING OF THE OSHAWA PUBLIC LIBRARY BOARD**

**Thursday, June 19, 2025 beginning at 6:30 p.m.  
McLaughlin Branch, Boardroom**

### **MINUTES**

**Present:** Chair Eric Guernsey, Trustee Mark Ashcroft, Trustee Jim Clapp, Trustee Sacha Fabry, Trustee Kathryn McMillan, Trustee Marco Osso and Trustee Carolyne Willoughby

**Regrets:** Vice-Chair Elizabeth Jamischak, Trustee Andrew Holmes, Councillor Tito-Dante Marimpietri and Trustee Alexander Parkin

**Staff:** Frances Newman, Chief Executive Officer  
Stephanie McLean, Executive Assistant, acted as the Recording Secretary

#### **1. Land Acknowledgement**

The land we are standing on today is the traditional territory of the Mississaugas of Scugog Island First Nation and is now home to many diverse First Nations, Inuit, and Métis Peoples. We acknowledge that Oshawa is covered under the Williams Treaties and as a settler on these lands we are all treaty people.

May we respectfully honour the knowledge and understanding of the Indigenous stewards of these ancestral lands and ensure that the voices of the First Peoples are represented in our collections, programs and services.

#### **2. Call to Order / Approval of Agenda**

**(17-26) MOTION** – Moved by Trustee Ashcroft, seconded by Trustee McMillan, "That the Oshawa Public Library Board approve the Agenda for the June 19, 2025 Board meeting. **CARRIED**

3. **Declaration of Conflict of Interest**

No conflicts were declared at this point of the meeting.

4. **Approval of the Minutes**

**(18-25) MOTION** – Moved by Trustee Osso, seconded by Trustee Clapp, “That the Oshawa Public Library Board approve the minutes from the March 20, 2025 meeting.” **CARRIED**

5. **Consent Agenda**

The Board Trustees received each of the following reports in their meeting packages, which were provided in advance of the meeting:

1. CEO Strategic Plan Update and Activity Highlights Reports – May & June
2. Financial Reports - April 30, 2025 and May 31, 2025
3. Q1/25 Statistics Report

**(19-25) MOTION** - Moved by Trustee Clapp, seconded by Trustee Ashcroft, “That the Oshawa Public Library Board approves Consent Agenda items 1 to 3, being the CEO Strategic Plan Update and Activity Highlights Reports for May and June, the Financial Reports as at April 30 and May 31, 2025, and the Q1/25 Statistics Report, as presented.” **CARRIED**

6. **Business Arising from Minutes**

N/A

7. **New Business**

1. **Finance Committee**

i) **Report from the Chair of the Committee from the May 27, 2025 meeting**

Jim Clapp, Chair of the Finance Committee provided the Board with a verbal report respecting the Finance Committee’s meeting held on May 27, 2025. He reported that the Committee approved the minutes from the Finance Committee’s meeting held on August 27, 2024, a copy of which have been included in the Board meeting package.

Committee Chair Trustee Clapp also reported that the external auditor from Deloitte, Steve Stewart, attended the Finance Committee meeting and presented the draft 2024 financial statements to the Committee members. He advised that Mr. Stewart reported that the audit was

conducted in accordance with the Canadian generally accepted auditing standards, and that there were no material issues identified during the audit. Staff was complemented again this year by Mr. Stewart on the work completed internally.

Trustee Clapp presented the financial statements to the Board and highlighted some key areas reporting that overall the Library is in a good financial position. He advised that the statements reflect the fiscal responsibility of staff and the Board. He advised the Board that following a fulsome review of the draft audited financial statements, the Finance Committee made a motion at the meeting held on May 27, 2025 to recommend that the 2024 financial statements be approved by the Board following some minor edits.

Trustee Clapp further reported that a Management Representation Letter was not required.

At this point of the meeting Trustee Fabry arrived.

**ii) Acceptance of the approved August 27, 2024 Finance Committee Meeting minutes**

**(20-25) MOTION** - Moved by Trustee Clapp, seconded by Trustee Osso;  
“That the Oshawa Public Library Board accepts the minutes of the Finance Committee meeting dated August 27, 2024, as presented.”  
**CARRIED**

**iii) Approval of the 2024 Audited Financial Statements**

**(21-25) MOTION** - Moved by Trustee Clapp, seconded by Trustee Willoughby,  
“That the Oshawa Public Library Board approves the amended 2024 audited financial statements as recommended by the Finance Committee, following a review of the draft financial statements.”  
**CARRIED**

**8. Re-Schedule May Board Meeting (Public Libraries Act - Section 16.1)**

Chair Guernsey advised the Board that as a quorum was not present at the scheduled May Board meeting, the Board is required to hold another meeting in 2025 to comply with Section 16.1 of the Public Libraries Act. Following a brief discussion, the Board agreed to meet in December.

**(22-25) MOTION** - Moved by Trustee Clapp, seconded by Trustee McMillan, "That the Oshawa Public Library Board approves that in accordance with the requirement set out in Section 16.1 of the Public Libraries Act to hold at least 7 Board meetings annually, an additional Board meeting will be scheduled for December 11, 2025." **CARRIED**

At this time the Board also discussed rescheduling the October Board meeting as it falls early in October and is close to the Thanksgiving holiday.

**(23-25) MOTION** - Moved by Trustee Clapp, seconded by Trustee Fabry, "That the Oshawa Public Library Board approves that the October Board meeting date be changed from October 16, 2025 to October 23, 2025." **CARRIED**

A notice of these changes will be sent out to the Board accordingly.

9. **In-Camera Item – Personal Matter About an Identifiable Individual (Public Libraries Act – Section 16.1(4)(b))**

**(24-25) MOTION** – Moved by Trustee Clapp, seconded by Trustee Fabry, "That the Oshawa Public Library Board move in-camera to discuss a personal matter." **CARRIED**

**(25-25) MOTION** – Moved by Trustee Fabry seconded by Trustee McMillan, "That the Oshawa Public Library Board rise from in-camera." **CARRIED**

10. **Other Business, if any**

1. **2026 Operating Budget**

Trustee Clapp requested that with respect to the 2026 operating budget it would be beneficial to the Board if staff prepares a budget that sets out the amount the Library requires to operate effectively, as well as a budget that shows a 0% increase for comparison purposes. CEO Newman reported that as in previous years, Finance will meet near the end of August/early September to review the draft operating budget.

**(26-25) MOTION** – Moved by Trustee Clapp seconded by Trustee Fabry, "That the Oshawa Public Library Board requests staff prepare two operating budgets for comparison purposes; one that sets out the amount the Library requires to operate effectively, and a second one that shows a 0% increase." **CARRIED**

## 2. Delegating Authority – July & August

**(27-25) MOTION** - Moved by Trustee Fabry, seconded by Trustee Ashcroft,

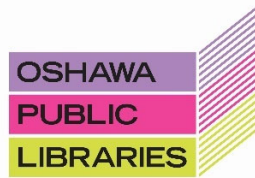
“That the Oshawa Public Library Board agrees that should a situation arise during the summer months, that requires the Boards’ decision and a quorum is unattainable, authority is hereby given to the Executives, which includes the Chair, Vice-Chair, and Secretary/CEO, to act on their behalf.” **CARRIED**

## 11. Adjournment

**(28-25) MOTION** - Moved by Trustee Fabry, seconded by Trustee Clapp, “That the meeting adjourn.” **CARRIED**

The meeting adjourned at 7:33 p.m.





## Strategic Plan Update and Activity Highlights September 2025

### Engage and Inspire through Programs and Services

- Our annual Summer Reading Clubs were popular again this year with 1,504 kids, 122 teens, and 212 adults participating for a grand total of 1,838. This is slightly more than last year's total of 1,828. This is the 3<sup>rd</sup> year in a row where we have seen an increase in participation in our Summer Reading Clubs which also exceeds pre-pandemic participation numbers.
- In addition to tracking how much time was spent reading this summer, Summer Reading Club participants got to participate in fun events such as balloon twisting, the Juggling Chef, Backyard Storytime at the RMG, and a special Bon Voyage Bash with face painting, cotton candy, art tables and hands-on activities from CLOCA and Home Depot.
- A special highlight this year for the TDSRC was the sister Library pen pal project with Fort Erie Public Library. Children from both communities exchanged letters sharing their summer experiences, favorite books, and interest in having a pen pal.
- In August we offered a beginner birding walk at Second Marsh, as well as a reading with Steve Burrows, author of the Birder Murder Mystery series.



We held a special Toy Repair Café this summer where volunteers helped fix kids broken toys.

- Our new Sensory Zone program has been a great success with over 100 participants. These programs were supported through supplies sponsored by the Friends of the Library, and partnerships with Autism Ontario and KINARC Child & Family Resources.

- Over the summer, our Visiting Library Service (VLS) served a total of 570 customers living in assisted living residences, or in their own homes but unable to visit the library.
- Use of the Library Lending Machine at the Oshawa Civic Recreation Centre has improved compared to last year. By August we had already surpassed the entire previous year's total.

### **Foster Strong Community Presence and Partnerships**

- Staff attended the Farmers Market at the Oshawa Centre multiple times throughout the summer, promoting the library and signing people up for library cards.
- The Library launched a new partnership with the South Oshawa Community Centre, connecting with families through the Little Sportsters and Day Camp programs.



Awards for the annual Seniors Art Competition, in partnership with the RMG and the OSCC55+, was held on August 19.

- The Library supported Camp Rainbow Phoenix, run by PFLAG Canada, PFLAG Durham Region, and the AIDS Committee of Durham Region, which provides 2SLGBTQIA+ youth with opportunities to connect, build leadership skills, and have fun.
- We partnered with Simcoe Hall Settlement House this summer offering special programs and collected donations for Operation Backpack which provides backpacks filled with supplies for students from junior kindergarten through Grade 12.
- Library staff resumed monthly visits to The Refuge Outreach Centre at their new Simcoe Street location.

### **Enhance Organizational Capacity**

- Applied for an Enhancing Access to Spaces for Everyone (EASE) grant to add enhanced accessibility features to the two public washrooms at the John Aker Northview branch. We will learn if we are approved for the grant by year-end.
- A library member has donated shares valued at \$10,250.
- Staff attended Indigenous Training at Durham Region.
- Asbestos tiles were removed from the lower level of the McLaughlin branch starting the week of August 25 which necessitated a temporary closure of the branch as a safety precaution for a few days.

- We took advantage of the closure to train several staff on Crisis Prevention Intervention methods with the goal to have all staff trained by the end of the year.
- The McLaughlin branch front steps and ramp replacement project began on September 3<sup>rd</sup>. This project also entailed temporary closure of the branch during the demolition phase of the project due to noise and vibration. We plan to be open during the reconstruction phase, however all customers will have to enter the building through the children's entrance for the duration of the project which is expected to take the remainder of the year.

### **Promote Digital Inclusion**

- There were over 16,000 logins to our public computers in Q2, which is on par from the previous year, and proves that many people still rely on the library as their source of computer/internet access.
- Through our partnership with Ontario Tech University, we offered workshops for children in grades 1-8 in July and August, focusing on STEM and coding. Much of this STEM programming is supported by Ontario Power Generation's Power for Change Project Empowerment Grant.
- Adult tech classes included "intro to email services", and create with Cricut.
- Our Memory Lab equipment continues to be popular with customers. Between the launch in December 2023 to August 2025, an estimated 1,750 items have been digitized, with VHS and 8mm film being the most common formats to convert.
- Outreach to seniors continued with the Tinkering with Technology program at OSCC55+ and presentations at OSCC55+ locations, including "The AI Future: What's Next for AI Tech," "Discover Your Library Digital Resources", and Virtual Reality (VR) Tours providing hands-on learning opportunities.

### **Recent Stories/Customer Feedback**

Long time library member Mary Karnay (Ullrich) passed away at age 92. Her obituary noted that "our children (her grandchildren) enjoyed their Grandma coming to visit with a bag of library books" and in lieu of flowers, donations could be made to Oshawa Public Libraries. This raised over \$1,000 in donations for the Library.

We received this note from a Teen Advisory Group (TAG) member who unfortunately, had to step back from TAG due to personal reasons:

*"I just wanted to take a moment to say how deeply grateful I am for everything TAG has given me. Being a part of the Teen Advisory Group at Oshawa Public Libraries has been one of the most memorable and meaningful volunteering experiences I've ever had. When I first joined, I had no idea just how impactful this group would be. A huge shout out to the amazing library staff like @LidiaE\_oshlib and @EwaP\_Oshlib for always being encouraging and for creating a space where youth voices really matter. I'll always look back on my time here with so much appreciation and love. With love, Dakshiya".*

**OSHAWA PUBLIC LIBRARY BOARD**  
**STATEMENT OF REVENUE AND EXPENDITURES**  
**As of August 31, 2025**



	Total To Date	Annual Budget	Remaining	Percentage of Budget Spent
<b><u>REVENUE</u></b>				
Municipal Grant	6,366,533	9,549,761	3,183,228	66.7%
Provincial Grant	-	215,441	215,441	0.0%
Other Grants	7,718	14,000	6,282	55.1%
Fines	43,464	58,500	15,036	74.3%
Photocopy Fee	45,947	57,000	11,053	80.6%
Donations and Sponsorship	10,990	17,000	6,010	64.6%
Jess Hann Rent Donation	93,478	140,000	46,522	66.8%
Interest Earned	18,390	30,000	11,610	61.3%
Development Charges	-	90,778	90,778	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 6,586,521</b>	<b>\$ 10,172,480</b>	<b>\$ 3,585,959</b>	
<b><u>EXPENSES</u></b>				
Staffing Costs	4,899,403	7,753,900	2,854,497	63.2%
Library Materials	496,539	978,770	482,231	50.7%
Utilities	179,868	270,275	90,407	66.6%
Building Security	106,192	176,000	69,808	60.3%
Audit	8,141	10,000	1,859	81.4%
Insurance	43,300	65,000	21,700	66.6%
Other Purchased Services <sup>1</sup>	8,065	50,000	41,935	16.1%
Purchased Services Subtotal	345,566	571,275	225,709	
<b><u>Other Operating Costs</u></b>				
Building Maintenance & Repairs	195,579	275,000	79,421	71.1%
Major Maintenance and Repairs	68,491	67,000	-1,491	102.2%
Vehicles Operation & Maintenance	1,874	3,700	1,826	50.7%
Rent/Common Area Maint.-Jess Hann	121,612	195,000	73,388	62.4%
Events/Programmes	13,686	20,500	6,814	66.8%
Public Relations & Advertising	8,060	19,000	10,940	42.4%
Office Supplies	12,620	24,000	11,380	52.6%
Photocopying & Printing	37,012	53,000	15,988	69.8%
Postage & Courier	-2,377	1,500	3,877	
Professional Memberships	13,666	14,250	584	95.9%
Staff Development and Travel	14,509	35,000	20,492	41.5%
Computer Maintenance & Systems Development	127,752	160,585	32,833	79.6%
Grant and Sponsorship Related Expenses <sup>2</sup>	6,958	-	-6,958	
Other Costs Subtotal	619,443	868,535	249,093	
Contribution to Reserves	-	-	-	
Prior year deficit	61,758		-61,758	
<b>Total Operating and Contribution to Reserves</b>	<b>\$ 6,422,709</b>	<b>\$ 10,172,480</b>	<b>\$ 3,749,771</b>	

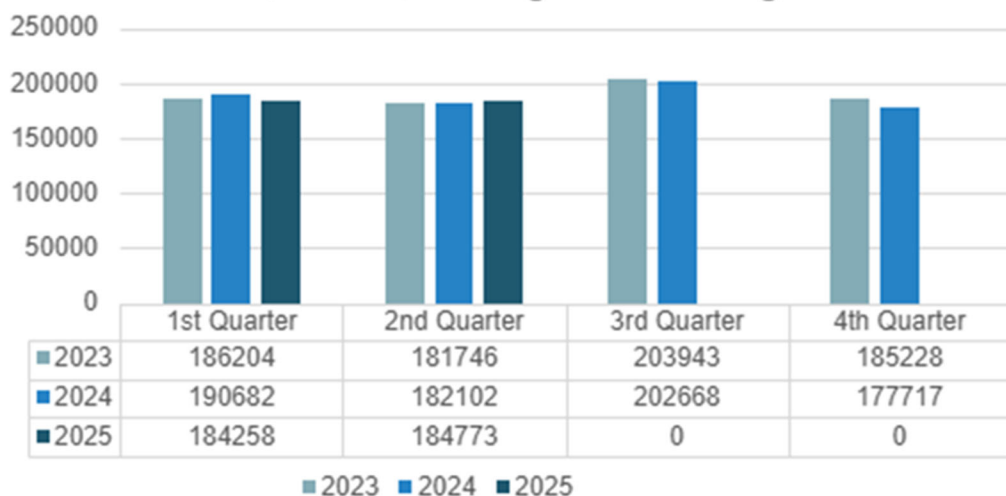
Note 1 - Other Purchased Services include Legal & Labour Relation costs, Professional Services and Bank Fees.

Note 2 - Expenses relating to small operating grants and sponsorships such as OPG funds for STEM programs or TD for Battle of the Books

# **Oshawa Public Libraries Q2/2025 Statistics Dashboard**

Prepared for the Oshawa Public Library Board

## Books, DVDs, Videogames & Magazines



■ 2023 ■ 2024 ■ 2025

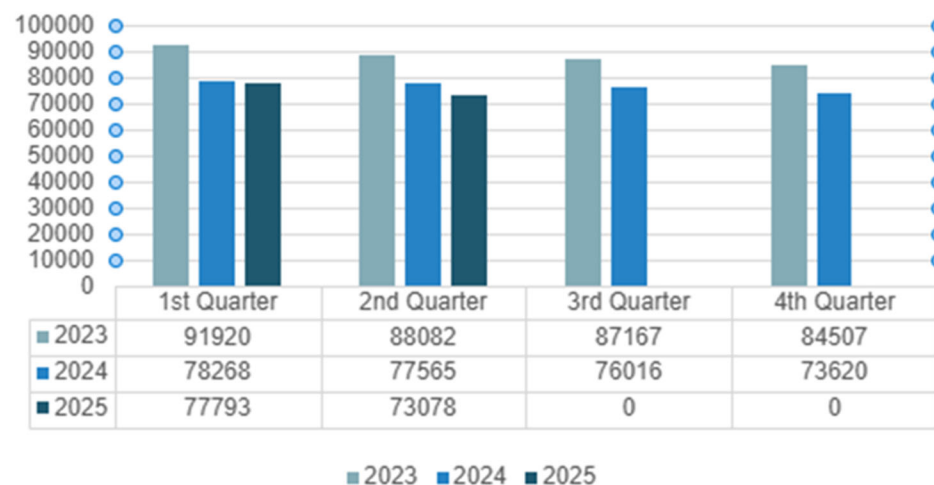
	Percentage Change 2024-2025
2nd Quarter	+1.47%

	Percentage Change Q1 vs Q2
2025	+0.28%

### Circulation (Physical)

Q2 has been a strong quarter, reaching its highest circulation levels since 2023. Adult print circulation remains robust, highlighting ongoing patron interest in physical books. Teen print checkouts grew impressively, increasing by 11.35% over Q1. The Library Lending Machine use is up 15%, demonstrating that more customers are taking advantage of this convenient borrowing option.

## Online Checkouts



■ 2023 ■ 2024 ■ 2025

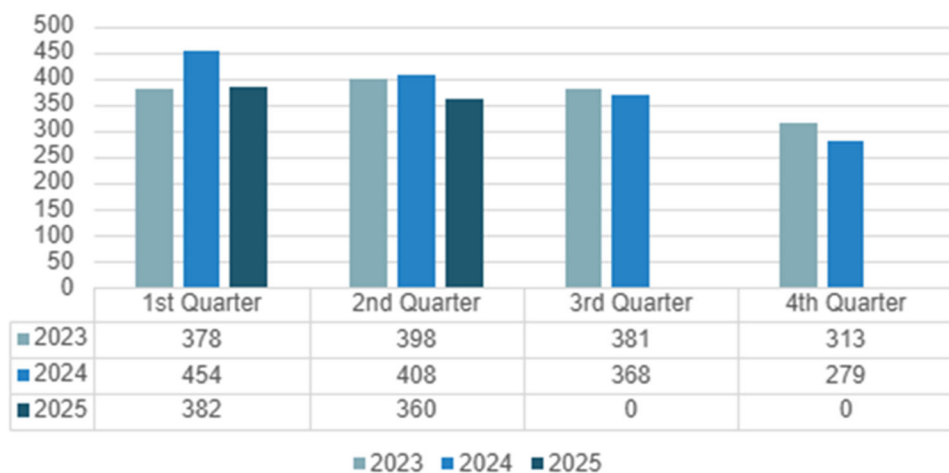
	Percentage Change 2024-2025
2nd Quarter	-5.78%

	Percentage Change Q1 vs Q2
2025	-6.06%

### Circulation (Electronic)

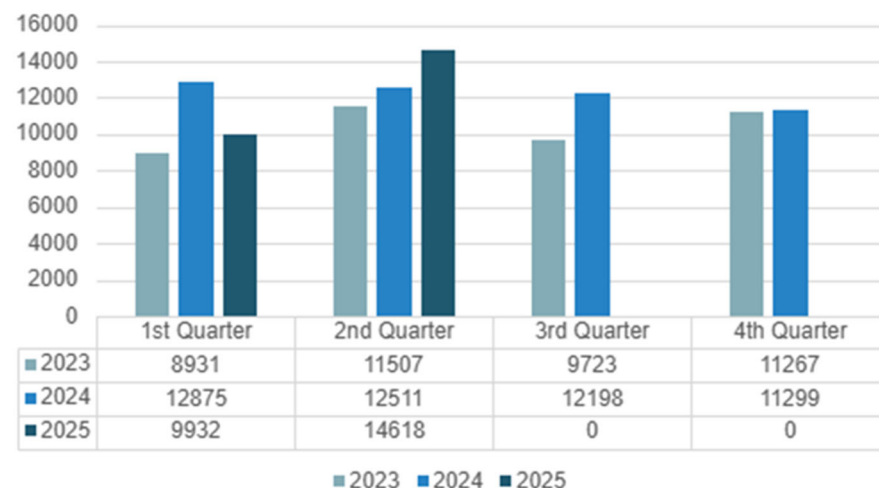
eBooks continue to lead digital checkouts, while eAudiobooks show steady growth. This balance—61.8% eBooks and 38.2% eAudiobooks—illustrates the library's strong, well-rounded digital collection and its ability to meet evolving community needs.

### Programs Offered



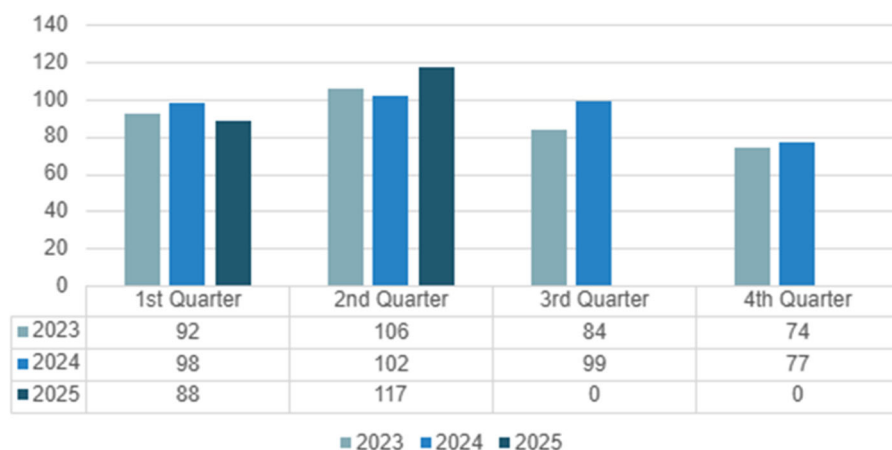
	Percentage Change 2024-2025
2nd Quarter	-11.76%

### Program and Outreach Attendance



	Percentage Change 2024-2025
2nd Quarter	+16.84%

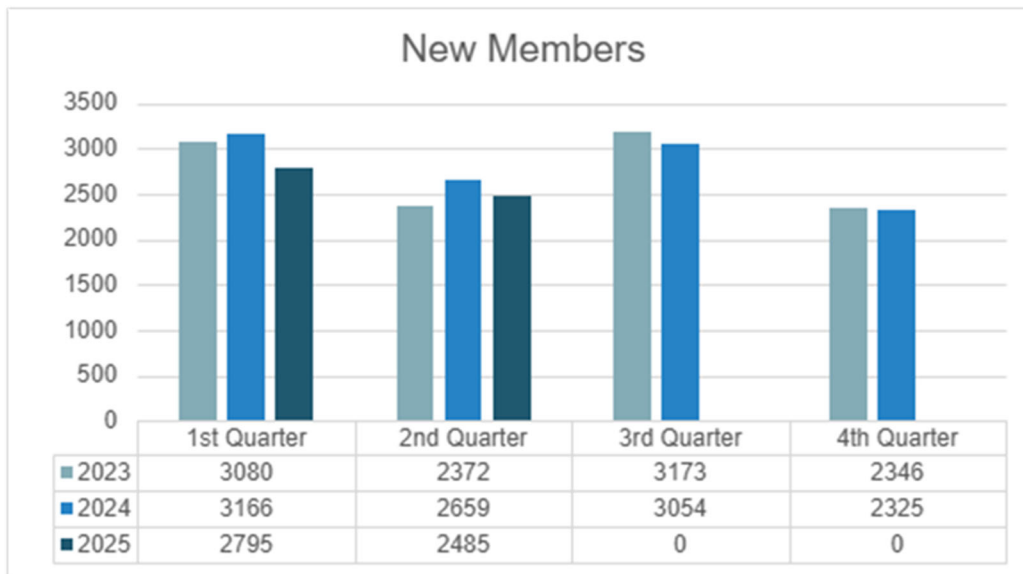
### Number of Programs and Events Out in the Community



	Percentage Change 2024-2025
2nd Quarter	+14.71%

## Programming/Outreach

In Q2 2025, we offered fewer programs but welcomed more participants. After reviewing attendance at previous programs, we re-focused on programs that resonate most strongly with our community. This adjustment not only supported potential staff, budget, and space considerations, but also ensured that the programs we delivered reached larger audiences and provided greater impact.

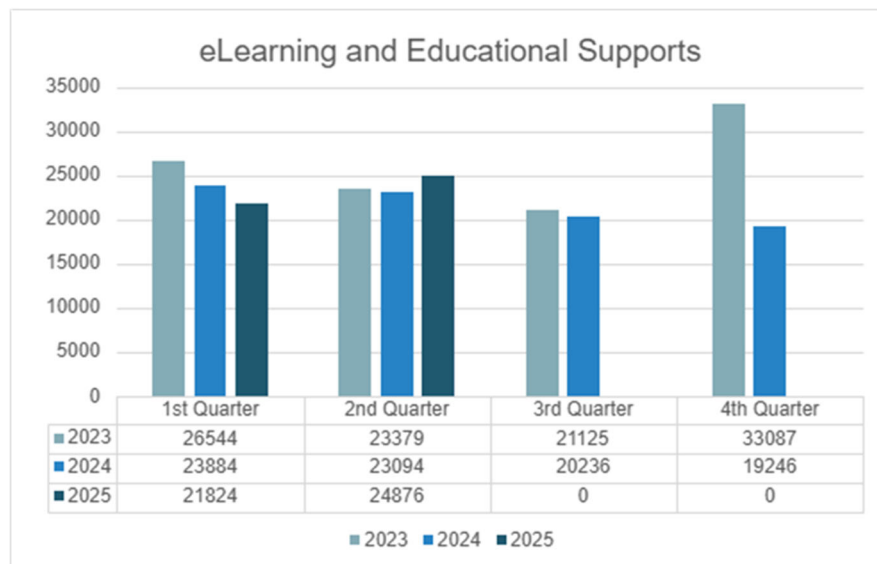


## New Members

New member registrations in the first two quarters of 2025 are slightly lower than in 2024, following two consecutive years of strong growth. In Q2, there were 2,485 new members compared to 2,659 last year. This modest decline may reflect a return to more typical growth patterns after the significant rebound in 2023–2024.

New Members	Percentage Change 2024-2025
2nd Quarter	-11.72%

	Percentage Change Q1 vs Q2
2025	-11.09%



## eLearning Supports

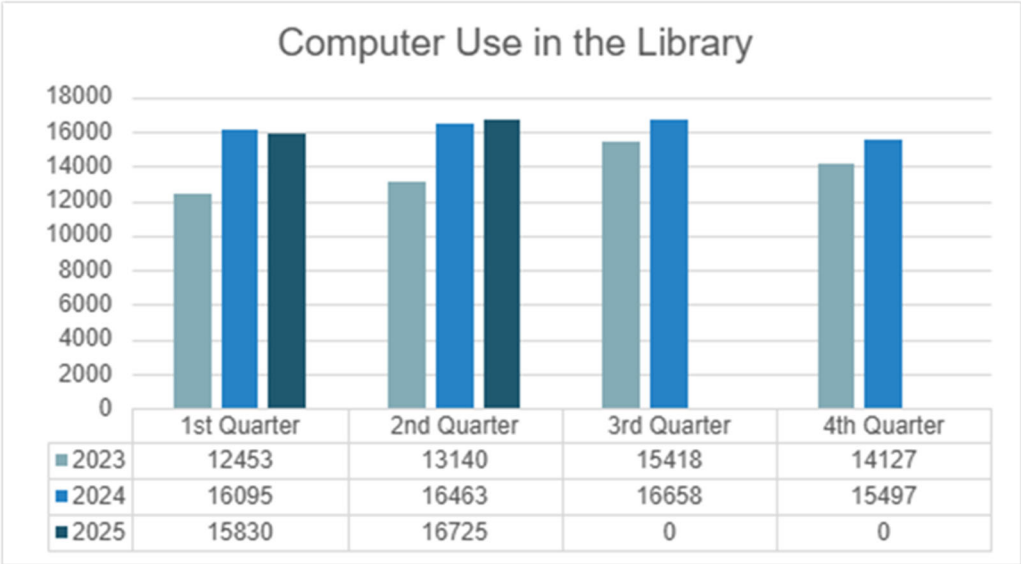
In the first half of 2025, eLearning services reached 46,795 interactions. LinkedIn Learning led with over 28% of total use while PebbleGo (for children) use spiked in March and April, likely tied to school projects and targeted promotions.

	Percentage Change 2024-2025
2nd Quarter	+7.72%



## Computer Use

Public computer usage in Q2 was the highest it has been in years proving that many still rely on the library for computer and internet access.

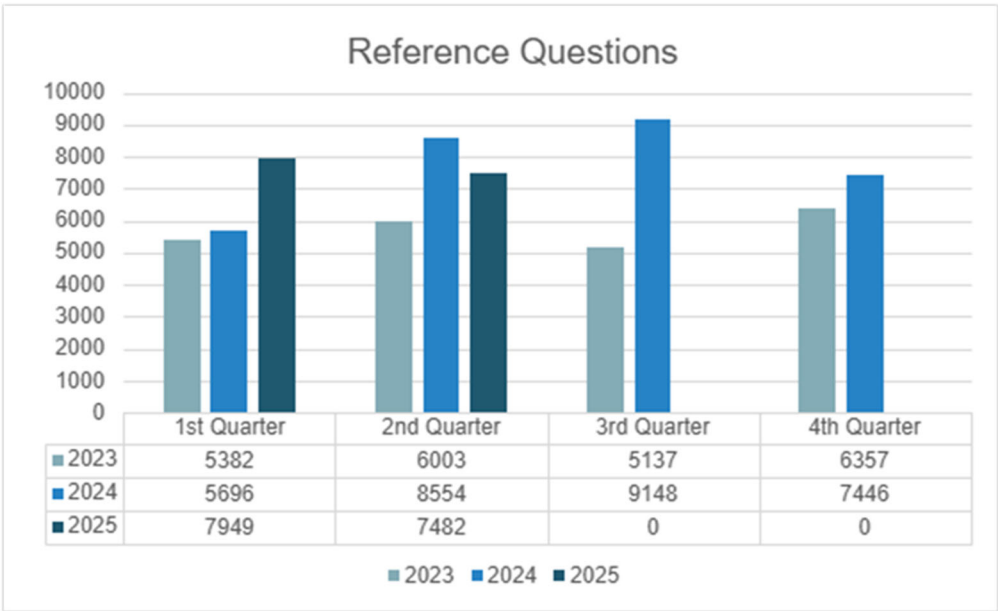


	Percentage Change Q1 vs Q2
2025	5.65%

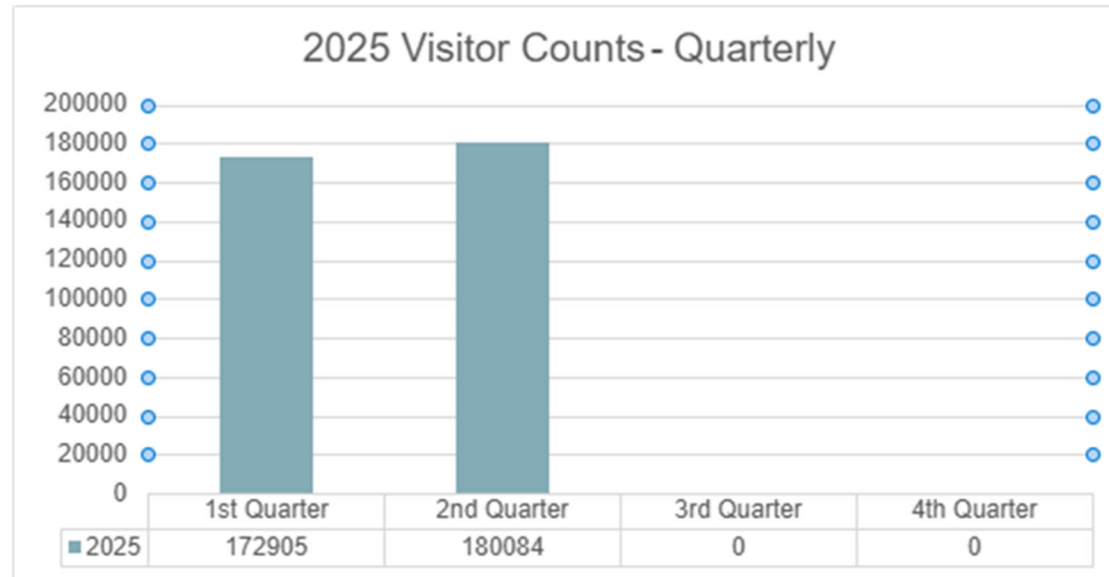
	Percentage Change 2024-2025
2nd Quarter	1.59%

## Reference questions

Reference questions in Q1 and Q2 2025 increased compared to the same period in 2024, with 15,431 questions versus 14,250. This growth reflects continued strong demand for in-person information support.



	Percentage Change 2024-2025
2nd Quarter	-12.53%



### Branch Visitors

In the first half of 2025, library branches recorded 352,989 visits, with an increase from Q1 to Q2. Data shows a strong and steady in-person use across all locations.



**OSHAWA PUBLIC LIBRARIES  
MEETING OF  
THE FINANCE COMMITTEE (the "Committee")**

**May 27, 2025 at 6:30 p.m.  
held in the Boardroom at the McLaughlin Branch**

**MINUTES**

**Present:** Trustee Jim Clapp, Chair of the Committee  
Trustee Alexander Parkin, Vice-Chair of the Committee  
Trustee Mark Ashcroft  
Trustee Sacha Fabry

**Also Present:** Steve Stewart, External Auditor, Deloitte

**Staff:** Frances Newman, CEO  
Catherine Thomas, Treasurer and Manager, Finance  
Stephanie McLean, Recording Secretary

**Regrets:** Trustee Eric Guernsey, Chair of the Board (ex-officio)

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**1. Call to Order/Approval of Agenda**

**Motion** Moved by Trustee Ashcroft and seconded by Trustee Parkin,  
"That the Finance Committee of the Oshawa Public Library Board approves the  
Agenda, as presented for the May 27, 2025 Committee meeting."

**CARRIED**

**2. Approval of the Minutes – August 27, 2024 Meeting**

**Motion** Moved by Trustee Parkin and seconded by Trustee Ashcroft,  
"That the Finance Committee of the Oshawa Public Library Board approves the  
minutes from the August 27, 2024 Committee meeting, as amended."

**CARRIED**

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3. **Business Arising from the Minutes (if any):**

i) None

4. **New Business**

i) **2024 Financial Statements – S. Stewart**

Steve Stewart, Oshawa Public Library Board's external auditor attended the meeting and presented the draft 2024 Financial Statements to the Committee. Mr. Stewart advised the Committee the financial statements are prepared in accordance with Canadian public sector accounting standards. He reported that overall Management of the Library is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standard. He also reported that Management is also responsible for the internal controls necessary to prepare the financial statements. He further advised the Committee that his responsibility as external auditor is to conduct an audit of the financial statements, by testing the internal control procedures that are in place, and to test some controls to a necessary level.

The opinion of the auditor set out in the Auditor's Report indicates that the "financial statements present fairly, in all material respects, the financial position of the Library as at December 31, 2024, and the results of its operations, changes in net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards."

Mr. Stewart walked the Committee members through the draft audited financial statements and reported that there were no significant material deficiencies or errors identified during the audit. He highlighted that Board Motion #60-24 regarding any excess interest earned over the budgeted amount be transferred into the Major Maintenance and Repairs reserve has not been reflected in these draft financial statements as there is a small operating fund deficit of \$28,227. He reported that the statements can remain as is, or they can transfer the excess interest amount to reserves which will result in a \$58K deficit. Following a discussion, the Committee agreed to transfer the small surplus into the Major Maintenance and Repairs reserve as per the Board motion made in November.

It was noted that a Management Representation Letter was not required.

The Committee agreed to recommend the approval of the amended financial statements to the Board of Directors at the next Board meeting.

**Motion** Moved by Trustee Ashcroft and seconded by Trustee Parkin, "That the Finance Committee of the Oshawa Public Library Board has reviewed, and now recommends, the 2024 financial statements, be approved, as amended, by the Board." **CARRIED**

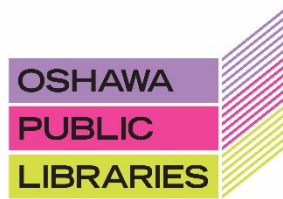
5. **Other Business, if any**

None.

6. **Motion to Adjourn**

A motion to adjourn the meeting was made by Trustee Parkin at 7:10 p.m.

APPROVED



**To:** Oshawa Public Library Board

**From:** Finance Committee

**Date:** September 11, 2025

**Re:** 2026 Proposed Annual Budget Notes

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The following assumptions were considered when preparing the proposed 2026 annual budget:

Expenses	Assumption / Notes
Staffing Costs	<p>Estimated 3.25% COLA effective April 1, 2026. Collective Agreement expires March 31, so this estimate is based on current trends in other Ontario libraries/municipalities.</p> <p>Minimum wage for student pages increases by 2.3% in October 2025 &amp; estimated increase of 2.5% in Oct 2026.</p> <p>Health and Dental plan renegotiated as of June 2025 resulting in significant savings that will help offset the COLA increase. We also switched EAP providers as of August 2025 which resulted in some savings.</p>
Library Materials	No change from current year.
Utilities	Based on current year forecast and inflation rates provided by City.
Building Security	Based on 2025 budget plus 3% inflation.
Professional Services (insurance, legal, auditing, etc.)	<p>56% increase to insurance premium as per City. Additional \$36,400 in insurance premium for a total of \$101,400 for 2026.</p> <p>Collective Bargaining in 2026 impacts legal expenses.</p>
Building Maintenance	2026 budget based on current year forecast.

<b>Expenses</b>	<b>Assumption / Notes</b>
Planned Major Maintenance	Planned projects include: <ul style="list-style-type: none"> <li>• \$20,000 to replace hot water boiler pumps at McLaughlin.</li> <li>• \$30,000 to replace hot water circulating pumps at McLaughlin.</li> <li>• Other Major Maintenance projects to be funded from Reserves (Jess Hann carpet &amp; painting, John Aker Northview public washrooms refurbishment, furniture and equipment replacement system-wide).</li> </ul>
Events/Programs	Based on current year forecast.
Public Relations & Advertising	Based on current year forecast plus inflationary increase.
Office Supplies	Based on current year forecast.
Postage and Courier	Based on 2025 budget. Each year we receive a partial reimbursement from the Province based on the previous year's expenditure for interlibrary-loans. This amount will be added to this line item as a credit.
Computer Maintenance and Systems Development	Increased cyber security software costs.
<b>Revenue</b>	<b>Assumption / Notes</b>
Provincial Grant	No change for over 25 years.
Other Grants	Based on student grant amounts.
Fines, Fees, Donations, Room Rentals, etc.	Based on current year forecast.
Photocopy Fees	Based on current year forecast.
Interest	Based on current year's forecast.
Development Charges	Per the 2024 DC Background Study the development charges revenue is \$90,778 for the years 2025-2033.
Municipal (City) Grant	Requesting a 1.5% inflationary increase for 2026 to cover the remainder of staffing costs not offset by savings in benefits, increased insurance premium, and other unavoidable inflationary costs.

## 2026 Proposed Budget



	2026 Proposed Budget	2025 Forecast	2025 Budget	2026 Budget vs 2025 Budget	Budget Increase/ Decrease (%)
<b><u>EXPENDITURES</u></b>					
Staffing Costs	\$ 7,843,811	\$ 7,537,983	\$ 7,753,900	\$89,911	1.2%
Library Materials	\$ 978,620	\$ 992,770	\$ 978,770	\$(150)	0.0%
Other Operating Costs					
Utilities	280,000	260,000	270,275	9,725	3.6%
Building Security	176,000	168,000	176,000	0	0.0%
Audit	10,000	20,000	10,000	0	0.0%
Insurance	101,400	65,000	65,000	36,400	56.0%
Legal & Labour Relations	20,000	20,000	20,000	0	0.0%
Other Professional Services	25,700	29,900	30,000	(4,300)	-14.3%
Building Maintenance & Repairs	283,250	305,000	275,000	8,250	3.0%
Major Maintenance and Repairs	50,000	167,049	67,000	(17,000)	-
Vehicles Operation & Maintenance	4,070	3,700	3,700	370	10.0%
Rent/Common Area Maint - Jess Hann	195,000	184,000	195,000	0	0.0%
Events/Programmes	20,500	20,500	20,500	0	0.0%
Public Relations & Advertising	19,570	19,000	19,000	570	3.0%
Office Supplies	24,000	24,000	24,000	0	0.0%
Photocopying & Printing	55,000	53,000	53,000	2,000	3.8%
Postage & Courier	1,500	-	1,500	0	0.0%
Professional Memberships	14,500	14,250	14,250	250	1.8%
Staff Development and Travel	35,000	35,000	35,000	0	0.0%
Computer Maintenance and Systems Development	170,813	170,000	160,585	10,228	6.4%
Grant & Sponsorship Related Expenses	-	7,558			
<b>Operating Expenses Sub-Total</b>	<b>\$10,308,734</b>	<b>\$10,096,710</b>	<b>\$10,172,480</b>	<b>\$136,254</b>	
Prior year deficit	-	61,758			
<b>Total Operating Expenditures</b>	<b>\$ 10,308,734</b>	<b>\$ 10,158,468</b>	<b>\$ 10,172,480</b>	<b>\$ 136,254</b>	
<b><u>MINUS LIBRARY REVENUE</u></b>					
Provincial Grant	215,441	215,441	215,441	-	0.0%
Other Grants	14,000	10,000	14,000	-	0.0%
Jess Hann Rent Donation	140,000	140,000	140,000	-	0.0%
Fines	58,500	60,000	58,500	-	0.0%
Photocopy Fees	57,000	64,000	57,000	-	0.0%
Donations and Sponsorships	17,000	17,000	17,000	-	0.0%
Interest	27,000	27,000	30,000	(3,000)	-10.0%
<b>Total Library Revenue</b>	<b>\$ 528,941</b>	<b>\$ 533,441</b>	<b>\$ 531,941</b>	<b>-\$ 3,000</b>	<b>-0.6%</b>
<b>Operating Costs After Library Revenue</b>	<b>\$ 9,779,793</b>	<b>\$ 9,625,027</b>	<b>\$ 9,640,539</b>	<b>\$ 139,254</b>	
<b><u>OPERATING COSTS FUNDED BY CITY</u></b>					
Municipal Grant	9,549,761	9,549,761	9,549,761	-	0.0%
Development Charges	90,778	90,778	90,778	-	0.0%
<b>(Shortfall)/Surplus</b>	<b>\$(139,254)</b>	<b>\$ 15,512</b>	<b>\$ -</b>	<b>\$(139,254)</b>	<b>-1.46%</b>

An additional \$139,254 in the municipal grant is required to balance the 2026 proposed budget.



# CITY OF OSHAWA

## OPERATING BUDGET WORKSHEET

### OSHAWA CITY CATEGORIES

Description	2025 Projected Actuals	2025 City Approved Budget	2026 Proposed Budget	2026-2025 Variance \$'s	2026-2025 Variance %
Personnel Costs	7,537,983	7,753,900	7,841,811	87,911	1.1%
Program and Office Supplies	1,097,828	1,077,770	1,085,370	7,600	0.7%
Professional Services	338,250	340,925	333,520	(7,405)	-2.2%
Maintenance and Repairs	894,749	766,285	804,533	38,248	5.0%
Utilities	220,000	227,000	236,000	9,000	4.0%
Contributions and Financial Charges	69,658	6,600	7,500	900	13.6%
Agency Generated Revenue	(624,219)	(622,719)	(619,719)	3,000	-0.5%
City of Oshawa Grants	(9,549,761)	(9,549,761)	(9,689,015)	(139,254)	1.5%
(Surplus)/Deficit	(15,512)	0	- -	0	

#### Projected Actuals 2025

Contributions and Financial Charges includes the financing of the 2024 operating deficit of \$61,758

#### Variances for 2026

Personnel Costs: includes 3.25% COLA and step increases. We have partially offset the increase by renegotiating health benefit costs (\$120,000) and a reduction in staff hours.

Maintenance and Repairs increase due to 56% (\$36,400) rise in insurance costs as per City over 2025.

Utilities increase per City inflation guidelines

### Oshawa Public Libraries Operating Reserves

Reserve Name	Purpose	2024 year-end balance	2025 projected balance	2026 projected balance	Intended Use
Growth and Program Development	Managed by the Library to offset special projects, and/or emergencies	665,845	384,373	393,983	Growth-related activities including start-up costs for new branch (Northwoods) (opening day collection of books, magazines, dvds, games, etc.), expansion of branches as per the PRLC Report.
Program Materials Reserve	Managed by the Library to support existing programs and services	221,949	228,946	234,670	To expand our multilingual collection and services to support Oshawa's diverse community
Equipment Reserve	Managed by the Library and includes technology, furniture, vehicles etc.	526,190	544,189	532,169	Initial furniture & equipment costs for the new branch (Northwoods) and furniture and equipment replacement for McLaughlin, John Aker Northview, and Delpark, as well as library vehicles replacement. 2026 – 25K for system-wide furniture and equipment replacement (state of good repair)
South Oshawa Reserve	Managed by the Library restricted to leasehold improvements to the south Oshawa (Jess Hann) branch or, if necessary, moving the branch to another location	117,845	121,878	22,425	2026 – 100K to replace flooring and paint interior of Jess Hann branch (carpet is 20 years old)
Major Repair & Maintenance Reserve	Managed by the Library for major interior or exterior repairs or improvement projects not defined as capital by the City	145,223	417,677	366,619	2026 – 60K to refurbish public washrooms at John Aker Northview branch

### Oshawa Public Libraries Operating Reserves

Reserve Name	Purpose	2024 year-end balance	2025 projected balance	2026 projected balance	Intended Use
Friends of the Oshawa Public Library Reserve	Restricted fund managed on behalf of the Friends of the Library, which are a separate charitable organization, for special projects and supplies as approved by the Friends of the Library Board.	59,658	61,696	50,938	Special projects pre-approved by the Oshawa Public Library Friends of the Library Board.
Capital Reserve	Now held by the City of Oshawa	5,174		-	To be transferred to City-held Library Capital Reserve. (remainder of the Library elevator project holdback)



## Reserve Fund Recommendations

### Background

For the 2026 budget submission, the City has some new requirements in addition to the budget and corresponding business plan. We are now required to submit a list of our reserve funds, the purpose of each reserve, what we intend to use each reserve for, the balance of each reserve, and how each reserve was funded. Therefore, it would be prudent to use some of these reserves in our operating budget and to realign some reserve funds.

### Growth and Program Development

The purpose of this reserve is to fund special growth-related projects and/or emergencies. This reserve held a balance of \$665,845 as of 2024 year-end.

**Recommendation:** Transfer \$300,000 from this reserve to the Major Maintenance and Repair Reserve to meet future needs not financed by the operating grant.

### Equipment Reserve

The purpose of this reserve is furniture and equipment replacement system-wide as well as vehicle replacement. As of 2024 year-end it had a balance of \$526,190.

**Recommendation:** We recommend using \$25,000 in 2026 to fund furniture and equipment replacement as needed.

### South Oshawa Reserve

The South Oshawa reserve is a restricted reserve for the purpose of improvements to the south Oshawa (Jess Hann) branch. This reserve fund held \$117,845 as of 2024 year-end.

**Recommendation:** We recommend using up to \$100,000 in 2026 to replace the 20 year-old carpet and to paint the branch. These improvements would be completed prior to the 50<sup>th</sup> anniversary of that branch in 2027.

### Major Repair & Maintenance Reserve

The purpose of this reserve is for major interior or exterior repairs or improvement projects not defined as a capital project by the City. This reserve held a balance of \$145,223 as of 2024 year-end.

In 2026 we plan to refurbish the John Aker Northview branch's 2 public washrooms. In addition to new flooring, ceiling tiles, etc., we plan to add enhanced accessibility features such as touchless flush toilets,

urinal, faucets, and hand dryers and have applied for an accessibility grant for these features. However, we need to use our own funds for the non-accessibility aspects of the washroom refurbishment.

**Recommendation:** We recommend using up to \$60,000 from the Major Repair & Maintenance Reserve fund for this project in 2026 (may only be up to \$30K if we are successful in receiving the accessibility grant of 30K).

### **Capital Reserve**

As you will recall in 2023 we were required to turn over our capital reserve fund (1.8 million) to the City and they are now administering capital projects for the McLaughlin and John Aker Northview branches. Some funds were held back from this reserve as we had a contract for an elevator consultant. After completion of the elevator project, there remained a small balance of \$5,174 as of December 31, 2024 in our capital reserve.

**Recommendation:** We recommend the remaining balance in the OPL capital reserve be transferred to the City-held Library Capital Reserve.



## 2025 Business Plan



## 1. Vision and Mission Statement

Vision:

Oshawa Public Libraries is the community hub for a lifetime of exploration, enjoyment, and learning.

Mission Statement:

Oshawa Public Libraries enriches our community by providing experiences and resources for everyone to discover, learn and grow.

## 2. Service Description & Client Identification

Oshawa Public Libraries (OPL) provides free library service 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, virtual library service 24/7 through our website <http://oshawalibrary.ca>, and a Library Lending Machine at the Oshawa Civic Recreation Centre.

Core Values:

Inclusion  
Reading and Literacy  
Collaboration  
Responsive  
Lifelong Learning and Curiosity  
Intellectual Freedom

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 and provincial funding has been frozen for over 25 years.

Currently there are just over 51,000 active library members. Active members are defined as those who have used the library in the past 2 years. We loan over 1 million

items each year in addition to providing almost 2,000 free programs and events annually.

### 3. 2024 Accomplishments

Oshawa Public Libraries directly supports the City of Oshawa's strategic goals of Innovate: vibrant culture and economy, Belong: inclusive and healthy community, Care: safe and sustainable environment, Lead: governance and service excellence through a variety of initiatives. This has been demonstrated by the achievement of the following:

#### Agency Objective 1 – Support and promote Literacy

Strategies	Results
Support Preschool Literacy	Developed a new program with Lakeridge Health and other Durham Libraries called "Baby Book Club" for new parents to promote the importance of reading to your baby. Program launched in Q3.
	Our 1,000 Books Before Kindergarten program continues to grow with almost 24,000 books read in Q1-Q3 tracked through our ReadSquared app.
Support Student Success	Paired 68 kids with volunteer Reading Buddies to help improve their reading levels in the first 3 quarters of 2024.
	Began a Math Buddies program in Q3 using volunteers to help kids struggling with math.
	Supported curriculum by providing 160 STREAM (Science, Technology, Reading, Engineering, Arts, Math) programs for kids in Q1-Q3 with more planned for the final quarter.
Support Lifelong Learning	Added a second Teen Advisory Group (TAG) based at the Delpark branch in Q1 due to demand and to complement the long-standing group that meets at the McLaughlin branch.
	Offering a series of creative writing classes for adults with award-winning author Susanna Kearsley in Q4.
	Provided 4 informative programs on artificial intelligence (AI) Hosted 3 Repair Cafes keeping broken objects out of landfills.



	Our annual Summer Reading Club had 1,828 participants to encourage reading when not in school.
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## Agency Objective 2 – Celebrate Oshawa’s Culture and Local History

Strategies	Results
Celebrate Oshawa’s Centennial	Hosted 19 centennial themed events honouring Oshawa’s 100 <sup>th</sup> birthday throughout the year including “Roaring Reads”, local history talks, a performance of 1920s songs by O’Neill Collegiate choir, and a Charleston dance class.
	Created an Oshawa centennial page on our website highlighting historical facts about Oshawa.
	Transcribed 17 interviews in Q1-Q3 for the oral history “Memories of Oshawa” project, and are on track to develop 4 podcasts from these interviews of citizens who had lived here for at least 50 years by the end of Q4.
	Hosted a monthly Local History Speaker series in partnership with the Oshawa Historical Society as well as a monthly Genealogy Club.
Preserve Oshawa History and Support Genealogical Research	Digitized 7 years of historical Oshawa newspapers covering the period 1961-1967.
	Continued digitizing the Oshawa War Diaries. Volumes 4 and 5 digitized.

## Agency Objective 3 – Enhance Organizational Capacity and Service Delivery

Strategies	Results
Staff Training	Added Niche Academy to host online staff training.
	50 frontline staff participated in customer de-escalation training in partnership with CAMH and Ontario Library Service.
	Developed core library skills training program for new staff.

Increase our Service Capacity	Installed a Book Lending Machine at the Civic Recreation Centre in January 2024.
	Developed and implemented a new Strategic Plan for 2024 -2028 in June 2024.
	Developed a “Memory Lab” in Q1 in our Local History Room at the McLaughlin branch for the public to digitize old media such as VHS tapes, cassettes, old photos and negatives, etc.
	Expanded our Museum Pass lending program to include the Scugog Shores Museum Village. This further enhances our suite of museum passes which includes: the Canadian Automotive Museum, Oshawa Museum, Parkwood, Canadian Tank Museum.
	Provided meaningful co-op work placements for 6 students in the first three quarters of 2024 with more planned for the last quarter of 2024.
	Continued planning for a 5 <sup>th</sup> branch. Worked on layout, furniture and equipment needs, and estimated operating costs.

#### Agency Objective 4 – Community Supports and Engagement

Strategies	Results
Meet the Needs of our Diverse Clientele and Support DEI Initiatives	Supported newcomers to Canada by providing weekly English Conversation Circles and monthly Ladies Social for Newcomers. 654 attended in Q1-Q3.
	Provided weekly French Conversation Circle for those who want to practice their French.
	Provided Visiting Library Service to 168 homebound customers. 40 of these customers are still living in their own home while the others reside at long-term care facilities including: AgeCare Samac, Cedarcroft Place, Faith Place, Harmony Hill, Hillsdale Terraces, Traditions of Durham, Winchester Glen, and Wynfield Retirement.
	Hosted an annual Seniors Writing Competition and a Seniors Art Contest in partnership with the OSCC55+ and the RMG.

	Offered 5 Indigenous programs to increase awareness and appreciation of Indigenous culture.
	Hosted an annual Drag Queen Storytime with almost 100 people in attendance. Also participated in the Youth Pride Prom.
	At our annual tax clinics, volunteers prepared 564 income tax returns for low-income individuals and families, resulting in a cumulative economic value of \$2,647,218.
	Provided space for a financial literacy kiosk at the McLaughlin branch beginning in Q1. This was in partnership with Durham College, the Region of Durham and Ontario 211.
	Held two food bank drives to support Feed the Need and Simcoe Hall Settlement House.
	Provided space for Infant Hearing Clinics in partnership with Oak Valley Health. 603 participated between January – July 2024.
Minimize the Digital Divide	Provided 24 WiFi hotspots to loan to customers who cannot afford internet at home.
	Provided 11 Connect Kits (tablet & hotspot) for customers to borrow.
	Provided 25 free digital literacy and technology workshops in addition to ongoing drop-in one-on-one tech support.

#### **Agency Objective 5 – Preserve and Maintain our Facilities**

<b>Strategies</b>	<b>Results</b>
Ensure Safety Standards are Met and Plan for Upcoming Needs	Began replacing/updating emergency lighting and exit signs at the McLaughlin branch to meet current standards.
	Began replacing exhaust systems in washrooms at the McLaughlin branch.
	Flooring replaced at the Delpark branch.

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

### **Strengths**

- Resilient and knowledgeable 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
- Remote Book Lending Machine at Civic Recreation Centre
- 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**

- Pricing structure from publishers for eBooks and eAudiobooks for libraries. Libraries pay much more for digital formats than individual consumers pay
- Decrease in revenue due to no overdue fines for children and teens, decreased room rentals due to insurance requirements
- Higher than normal staff absences when compared to pre-pandemic years
- Safety concerns for staff and customers at some of our locations due to illegal activity of some customers
- Staff burnout from dealing with difficult/abusive customers, 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
- Changes to availability of physical formats for movies and television. e.g. lack of availability of dvds and only streaming available
- Maintaining aging facilities and repair costs
- High inflation rates
- Increased insurance rates
- Higher staff turnover compared to pre-pandemic years

## **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**

- Cybersecurity attacks
- Inflation – rising costs of goods and services
- 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
- Artificial intelligence
- Low Canadian dollar affecting our purchasing power, especially with books and e-resources, which are predominantly American

## 5. Objectives

Agency Objective	Engage and Inspire through Programs and Services			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan: Innovate: vibrant culture and economy Belong: inclusive and healthy community Care: safe and sustainable environment Lead: governance and service excellence			
Strategies	1. Support Life-long Learning and all forms of literacies 2. Provide fun activities to encourage reading 3. Respond to the changing demographics of our community 4. Offer cultural experiences 5. Provide a link to the past			
Responsibility	Director, Customer Experience, Director, Collections, Communications and Access, Manager, Programs and Community Engagement and Branch Managers			
Supporting Partners	John Howard Society, Canada Revenue Agency, Friends of the Library, OSCC, RMG, CDCD, Canadian Tank Museum			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
1. Support life-long learning and all forms of literacies:				
1.1 Grow our Math Buddies program	Q1-Q4	Ongoing	Number of Math Buddies pairs	20 pairs of Math Buddies
1.2 Continue offering our Reading Buddies program	Q1-Q4	Ongoing	Number of Reading Buddies pairs	25 pairs of Reading Buddies
1.3 Host a series of Repair Cafes	Q1-Q4	Ongoing	Number of Repair Cafes held	4 Repair Cafes
1.4 Offer a series of eco-friendly programs for all ages	Q1-Q4	Planning	Number of programs offered	6 programs offered

<b>2. Provide fun activities to encourage reading:</b>				
2.1	Continue offering the annual Summer Reading Club	Q3	Ongoing	Number of participants 1,500 participants
2.2	Continue to grow our 1,000 Books Before Kindergarten program	Q1-Q4	Ongoing	Number of books read 23,000 books read
2.3	Monitor the success of Baby Book Club	Q1-Q4	Underway	Number of Baby book kits issued 200 baby book kits issued
<b>3. Respond to the changing demographics of our community:</b>				
3.1	Continue offering programs to support newcomers to Canada	Q1-Q4	Ongoing	Number of attendees at programs 600 attendees
3.2	Host John Howard Society Employment & Training Services	Q1-Q4	Ongoing	Number of people helped by John Howard Society outreach workers 100 people helped
3.3	Continue providing volunteer tax clinics	Q1-Q2	Ongoing	Economic value to community \$2 million dollars in economic value to community
3.4	Begin adding children's multilingual books to all branches	Q1-Q4	Planning	Children's multilingual books added to all branches Children's multilingual books available in all branches by end of Q4
3.5	Explore adding a new multi-language feature to our online catalogue and website	Q4	Planning	Multi-language feature added to our online catalogue and website Multi-language feature added by end of Q4

<b>4. Offer cultural experiences:</b>				
4.1	Host author readings	Q1-Q4	Ongoing	Number of author readings 4 author readings
4.2	Host Indigenous programs	Q1-Q4	Ongoing	Number of Indigenous programs 4 Indigenous programs
4.3	Host musical performances	Q1-Q4	Planning	Number of musical performances 2 musical performances
4.4	Participate in Culture Days	Q4	Ongoing	Number of Culture Days events 2 events
4.5	Offer annual Seniors Writing Contest and Art Contest	Q3-Q4	Ongoing	Number of contests 2 contests offered
<b>5. Provide a link to the past:</b>				
5.1	Continue digitizing the microfilm collection of historical Oshawa newspapers	Q1-Q3	Ongoing	Number of years of newspapers digitized 1968-1972 digitized
5.2	Continue digitizing the Oshawa War Diaries	Q1-Q4	Ongoing	Number of war diaries digitized 2 war diaries digitized (volumes 5 & 7)
5.3	Create poster displays on Oshawa's history	Q2-Q4	Planning	3 posters created Posters created by end of Q4
5.4	Produce new Oshawa history podcasts for our series "Past Forward: Oshawa's Forgotten Stories"	Q2-Q4	Planning	Number of podcasts released 4 Oshawa history podcasts released



5.5 Conduct oral history interviews with long-time Oshawa residents	Q1-Q3	Underway	Number of interviews recorded, transcribed and uploaded	8 interviews
<b>New Resource Requirements (if any)</b>				
<ul style="list-style-type: none"> <li>• 20,000 to digitize 5 years of historical Oshawa newspapers</li> <li>• Increase in multilingual budget by 5-10% since these titles cost more than English language books</li> <li>• \$5,500 annual fee for software to add multi-language feature to our catalogue and website</li> </ul>				
<b>Outcomes/Benefits Per Objective</b>				
<ul style="list-style-type: none"> <li>• Curriculum support</li> <li>• Environmental sustainability</li> <li>• Increase awareness of Oshawa history</li> <li>• Preserve and increase access to rare historical documents</li> <li>• Improved customer service for increasingly multilingual demographics</li> <li>• Support for low-income individuals and families</li> <li>• Free cultural experiences</li> </ul>				

<b>Agency Objective</b>	<b>Foster Strong Community Presence and Partnerships</b>			
<b>Relevant City Strategic Goals and other City Strategic Plans</b> (if possible, note specific Goals, Objectives, etc.)	City of Oshawa Strategic Plan: Innovate: vibrant culture and economy Belong: inclusive and healthy community Care: safe and sustainable environment Lead: governance and service excellence			
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Increase Public Awareness of Programs and Services</li> <li>2. Develop Partnerships with Organizations that Complement Library Services</li> <li>3. Increase Visibility in the Community Through Events and Outreach Activities</li> <li>4. Provide Inclusive and Welcoming Spaces</li> </ol>			
<b>Responsibility</b>	Director, Customer Experience; Manager, Marketing and Manager, Programming and Community Engagement			
<b>Supporting Partners</b>	Durham Region Association of Realtors, Oak Valley Health, City of Oshawa, Oshawa Chamber of Commerce, Durham District School Board, Durham Catholic District School Board, Pride Durham			
<b>Actions Per Strategy</b>	<b>Timing</b>	<b>Status</b>	<b>Performance Indicator</b>	<b>Target</b>
<b>1. Increase public awareness of programs and services:</b>				
1.1 Conduct a survey of public awareness of library services	Q1	Planning	Public survey created	Survey issued by end of Q1
1.2 Conduct a public awareness campaign of library services (based on results of community survey in 1.1)	Q4	Planning	Develop public awareness campaign on library services	Campaign underway by beginning of Q4
1.3 Develop and distribute library information packages to new residents of Oshawa by partnering with real estate associations	Q2-Q4	Planning	Partnerships with real estate companies established	Partnerships established by end of Q1

<b>2. Develop partnerships with organizations that complement library services:</b>				
2.1	Continue offering infant hearing clinics	Q1-Q4	Ongoing	Number of families participating 600 families participate
2.2	Establish a partnership with the new Arts Resource Centre Cultural Hub	Q4	Planning	Number of joint programs or outreach events 1 joint program or outreach event
2.3	Participate in the Convergence Music & Arts Festival	Q3	Planning	Number of interactions 100 interactions
<b>3. Increase visibility in the community through events and outreach activities:</b>				
3.1	Provide “Pop-up Library” service outside the library at community events or at organizations	Q1-Q4	Ongoing	Number of pop-up libraries 8 pop up libraries
3.2	Participate in City events including New Year’s Eve, Peony Festival, Canada Day, Merry Market, Doors Open	Q1-Q4	Ongoing	Number of participant interactions 2,000 interactions
3.3	Participate in Welcome to Kindergarten programs at various schools	Q2	Ongoing	Number of schools visited 15 schools visited
<b>4. Provide inclusive and welcoming spaces:</b>				
4.1	Host an annual Drag Queen Storytime during Pride month	Q2	Ongoing	Number of attendees 100 attendees

4.2	Ensure all staff are trained in AODA and Human Rights Code legislation	Q1-Q4	Ongoing	Percentage of staff trained	100% of staff take training
<b>New Resource Requirements (if any)</b>					
\$2,000 for promotional materials in public awareness real estate campaign to new homeowners in Oshawa.					
<b>Outcomes/Benefits Per Objective</b>					
<ul style="list-style-type: none"> <li>Increased public awareness of library services</li> <li>Support for families</li> <li>Support for the LGBTQ+ community</li> <li>Enhanced cultural partnerships</li> <li>Improved customer service and legislative compliance</li> </ul>					
<b>Agency Objective</b>		<b>Enhance Organizational Capacity</b>			
<b>Relevant City Strategic Goals and other City Strategic Plans</b> (if possible, note specific Goals, Objectives, etc.)		City of Oshawa Strategic Plan: Innovate: vibrant culture and economy Belong: inclusive and healthy community Care: safe and sustainable environment Lead: governance and service excellence			
<b>Strategies</b>		1. Promote Sustainability and Explore Efficiencies 2. Empower Staff to Provide Excellent Customer Service 3. Explore New Trends in Public Library Service 4. Maintain and Enhance our Physical and Digital Spaces			
<b>Responsibility</b>		CEO, Director, Collections, Communications and Access, Director, Customer Experience, Manager, Building Operations and Health and Safety			
<b>Supporting Partners</b>		City of Oshawa, Autism Ontario			
<b>Actions Per Strategy</b>		<b>Timing</b>	<b>Status</b>	<b>Performance Indicator</b>	<b>Target</b>
<b>1. Promote sustainability and explore efficiencies:</b>					
1.1	Create a cybersecurity attack response plan	Q2	Planning	Cybersecurity attack response plan created	Plan created by end of Q2

1.2	Conduct mock cybersecurity exercises and implement a training plan for staff	Q2-Q3	Planning	Mock exercises conducted and training plan developed	Mock exercises conducted in Q2 and training plan implemented in Q3
<b>2. Empower staff to provide excellent customer service:</b>					
2.1	Utilize Niche Academy to develop online tutorials including videos of how to use library services for staff	Q1-Q4	Planning	Number of online training tutorials created	3 online training tutorials
2.2	Provide Autism Ontario training to public service staff	Q1	Planning	Percentage of frontline staff trained	100% of frontline staff trained
2.3	Provide new staff with Ryan Dowd Homelessness training, and follow up webinars with existing staff	Q1-Q4	Ongoing	Percentage of staff receiving Ryan Dowd Homelessness Training	100% of front-line staff trained
2.4	Provide training to all staff on our new SharePoint intranet	Q1	Planning	Percent of staff trained to use new SharePoint intranet	100% of staff receive training
<b>3. Explore new trends in public library service:</b>					
3.1	Monitor usage and effectiveness of the Library Lending Machine at the Civic Recreation Centre	Q1-Q4	Ongoing	Number of checkouts	50 checkouts per month
3.2	Pilot a laptop/tablet lending machine in for in-library use in one of our branches	Q4	Planning	Laptop/tablet lending machine available in 1 branch	Laptop/tablet lending machine available by end of Q4

<b>4. Maintain and enhance our physical and digital spaces:</b>				
4.1 Replace the leaking patio doors at the McLaughlin branch	Q2	Planning	New patio doors installed	New patio doors installed by end of Q2
4.2 Furniture and equipment replaced as needed	Q1-Q4	Planning	Equipment and furniture replaced as needed	100% of broken/worn equipment and furniture replaced as required
4.3 Implement the Bagot Street name change on Oshawa Public Library signage, stationery, etc.	Q1	Planning	Street name change implemented	Street name changes implemented by end of Q1
4.4 Replace toilets and urinals at the John Aker Northview branch	Q2	Planning	Toilets and urinals replaced	3 toilets and urinals replaced
4.5 Continue replacing emergency lights and exit signs at McLaughlin branch (year 2 of 3-year plan)	Q1-Q4	Underway	Emergency lights replaced	100% of emergency lights and exit signs are replaced with new standards as they burn out
4.6 Continue repairing exhaust systems of McLaughlin washrooms	Q1-Q4	Underway	Washroom exhaust systems repaired	4 washroom exhaust systems repaired
4.7 Repair concrete walkway to staff entrance/shipping area of McLaughlin branch	Q2	Planning	Walkway repaired	Walkway repaired by end of Q2

New Resource Requirements (if any)				
<ul style="list-style-type: none"> <li>• \$450 for Autism training course through Autism Ontario</li> <li>• \$20,000 to replace children's patio doors at McLaughlin branch</li> <li>• \$25,000 for furniture &amp; equipment replacement system-wide</li> <li>• \$20,000 for consultants for major repairs</li> <li>• \$5,000 to implement Bagot Street name change to Debwewin Miikan (signage, stationery, document updates, vendor notification, etc.)</li> <li>• \$5,000 to replace toilets/urinals at John Aker Northview branch</li> <li>• \$15,000 to continue emergency lights and exit sign replacement</li> <li>• \$30,000 to continue repairs to washroom exhaust systems</li> <li>• \$10,000 to repair concrete walkway to staff entrance/shipping area at McLaughlin branch</li> </ul>				
Outcomes/Benefits Per Objective				
<ul style="list-style-type: none"> <li>• Attractive, safe, and well-maintained libraries for the public to enjoy</li> <li>• Increase technology accessibility for customers who don't have personal device while at the library</li> <li>• Educate the public on the significance and meaning of the Bagot Street name change to Debwewin Miikan</li> </ul>				

Agency Objective	Promote Digital Inclusion			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	City of Oshawa Strategic Plan: Innovate: vibrant culture and economy Belong: inclusive and healthy community Care: safe and sustainable environment Lead: governance and service excellence			
Strategies	1. Provide Access and Support to Current Technology 2. Advance Digital and Media Knowledge 3. Invest in New Technologies			
Responsibility	Director, Collections, Communications and Access, Manager, Programming and Community Engagement, Branch Managers			
Supporting Partners	Friends of the Library, Centre for Equitable Library Access (CELA)			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
1. Provide access and support to current technology:				
1.1 Increase the number of WiFi hotspots to loan to the public (bringing our total to 35)	Q1	Ongoing	Number of WiFi hotspots for the public to borrow	11 additional WiFi hotspots to borrow

1.2	Continue loaning Connect Kits	Q1-Q4	Ongoing	Number of Connect Kits for the public to borrow	A minimum of 10 Connect Kits
1.3	Provide Envoy Connect Player loans to customers with visual or print disabilities	Q3	Planning	Number of Envoy Connect Players available to loan	10 Envoy Connect Players
<b>2. Advance digital and media knowledge:</b>					
2.1	Expand our “How A.I. is Changing the World” series of programs	Q1-Q4	Ongoing	Number of workshops offered	4 workshops
2.2	Continue providing digital literacy and technology workshops for adults to help bridge the digital divide	Q1-Q4	Ongoing	Number of digital literacy and technology workshops offered	15 digital literacy and technology workshops offered
<b>3. Invest in New Technologies:</b>					
3.1	Replace our self-checkout machines (end of life technology)	Q1	Planning	Number of self-checkout machines replaced	10 Self-Checkouts replaced
3.2	Expand our suite of Coding, VR, Maker, and STEM programming equipment	Q1	Planning	New equipment added	New equipment added by end of Q1
3.3	Invest in cybersecurity software	Q1	Planning	New cybersecurity software implemented	New software implemented by end of Q1
<b>New Resource Requirements (if any)</b>					
\$ 1,100 for 10 Envoy Connect Players \$ 2,000 for coding, VR, Maker and STEM programming equipment \$ 6,600 for additional cybersecurity software licenses (Patch My PC, KnowBe4, Wasabi)					



Outcomes/Benefits Per Objective
<ul style="list-style-type: none"> <li>• Reduced waiting time for WiFi hotspots to meet customer demand</li> <li>• Improved service to those with visual or print disabilities</li> <li>• Educate and support the public on new technologies</li> <li>• Support STEM curriculum</li> <li>• Improved cybersecurity measures and protection</li> </ul>

## 6. Resource Requirements

The proposed 2025-26 Municipal grant takes into consideration the following unavoidable business costs:

<b>Staffing</b>		2.5% contractual obligation for 2025, step increases as applicable, increase in minimum wage for student pages, 7.9% increase to employee benefit plan premiums for 2025, 2.5% COLA assumed for 2026
<b>Utilities</b>	Natural Gas	13% increase in 2025 as per City recommendation  8% increase in 2026
	Electricity	0.5% decrease in 2025 as per City recommendation  2.5% increase in 2026
	Water and Sewer	3% increase in 2025 as per City recommendation  55% increase in 2026
<b>Fuel</b>	Gasoline	3% increase as per City recommendation
<b>Supplies and Services</b>	Stationary	CPI increase as per City recommendation
	Janitorial Services	CPI increase as per City recommendation
	Security	2% increase as per City recommendation
	Insurance	160% increase as per City recommendation

<b>Maintenance and Repairs</b>	Elevator Maintenance	CPI increase as per City recommendation
	Electrical Equipment Maintenance	CPI increase as per City recommendation
	Roof Maintenance	CPI increase as per City recommendation
	Snow Removal	CPI increase as per City recommendation
<b>Major Repairs &amp; Furniture, Fixtures &amp; Equipment (FF&amp;E)</b>	Furniture and equipment replacement as needed	\$25,000
	Major Repairs	\$119,000

## 7. Conclusion

Investing in Oshawa Public Libraries directly supports the City of Oshawa's strategic goals of Innovate: vibrant culture and economy, Belong: inclusive and healthy community, Care: safe and sustainable environment, Lead: governance and service excellence.

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.

In the 2024 budget, Oshawa Public Libraries received less than a 1% increase although there were contractual obligations of 3% for COLA and other inflationary costs to absorb. The funding request of 3.8% for 2025, and 4% for 2026 stabilizes library funding to meet demand.

The overall increase to the 2025 and 2026 operating budgets is a result of unavoidable increases to salaries, benefits, inflationary, and program costs to maintain service levels.

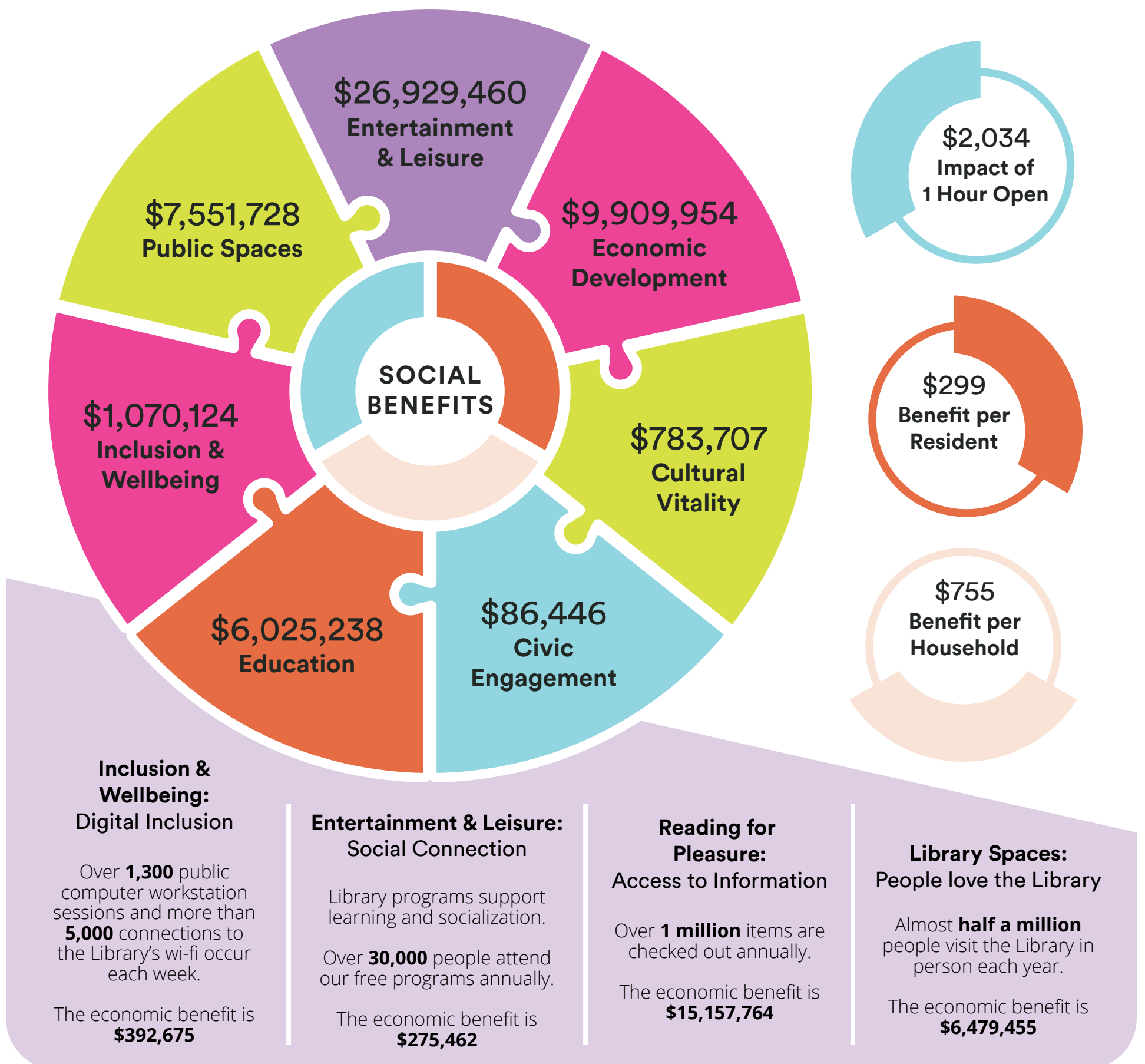
# Social Return on Investment

Oshawa Public Libraries enriches our community by providing experiences and resources for everyone to discover, learn, and grow.

Public Libraries are good investments.

For each municipal dollar invested, the Social Return on Investment is

**\$5.48**



For each dollar invested in the Library  
the Total Economic Benefit to the Community is

**\$52,356,658**

Based on the Valuing Ontario Libraries calculation developed by the Ontario Library Service and NORDIK Institute, using 2024 statistics.

