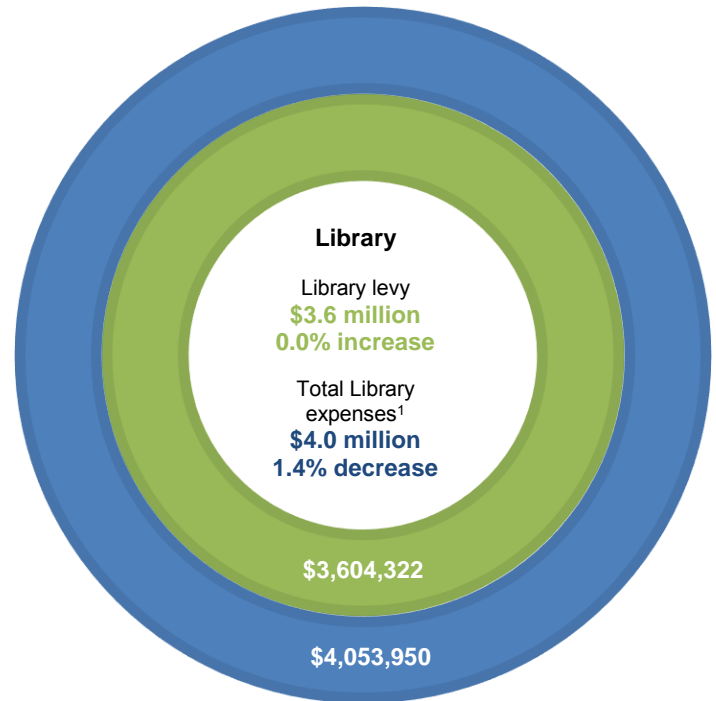




2018 Library Business Plan and Budget

Overview

Provide comfortable, welcoming community hubs in 14 branch locations:
Lending of a wide variety of materials; supporting the public's informational, recreational, and employment-based needs; offering a wide range of recreational and educational programs for all ages; providing access to electronic resources; coaching and training on the use of technology; home delivery services to nursing homes and homebound clients; mobile outreach service at community events and locations



¹Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide:

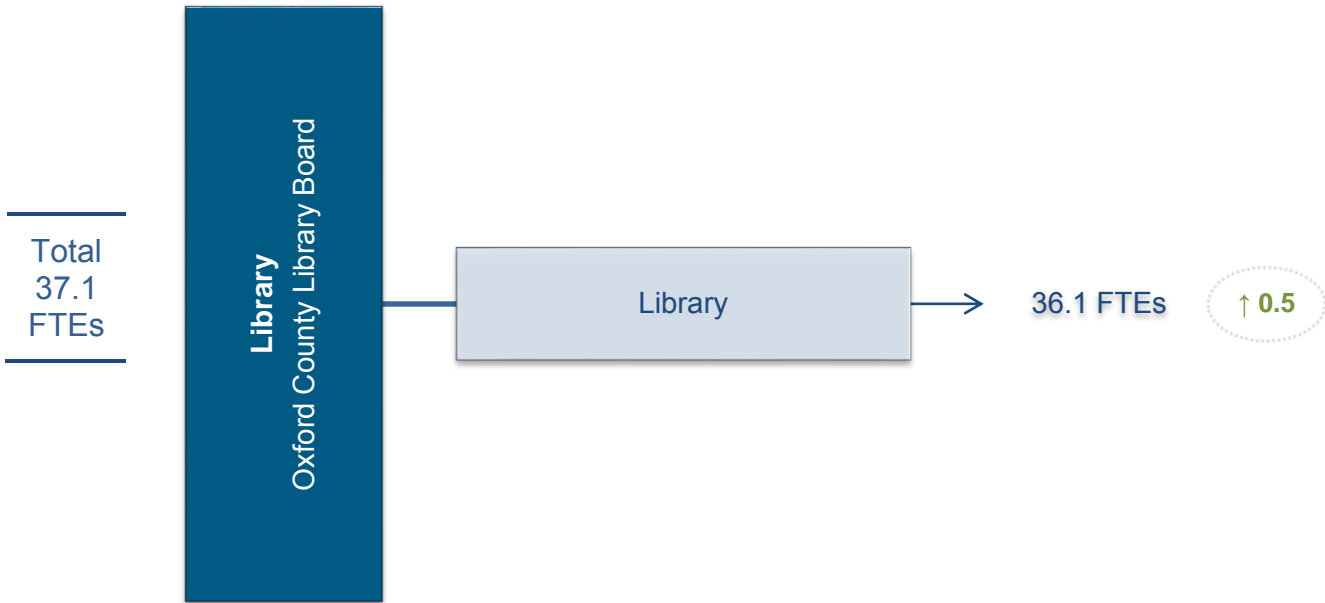
Library

- Public Space Access
- Technology Access and Coaching
- Collections
- Programming
- Reference and Information

2016 SERVICE LEVEL

- **835** library room rentals for public use
- **114,234** wired and wireless computer sessions
- **594,388** items borrowed
- **25,016** people attended **2,774** programs
- **212,988** research database uses

How are we Organized?



Reason for FTE Change:

Hours allocation for part-time branch staff positions in 10 of 14 branches has been reduced by 1.1 FTE overall to more accurately reflect required levels of staffing based on actuals over the past year. Norwich branch staffing includes a 0.6 FTE Public Service Clerk position to assist with branch operations, tech help, and programming. Tillsonburg branch staffing includes a 1.0 Library Technician position to oversee the computer centre, to provide tech assistance to the public, and to undertake local history digitization and promotion initiatives. This results in a net increase of 0.5 FTE.

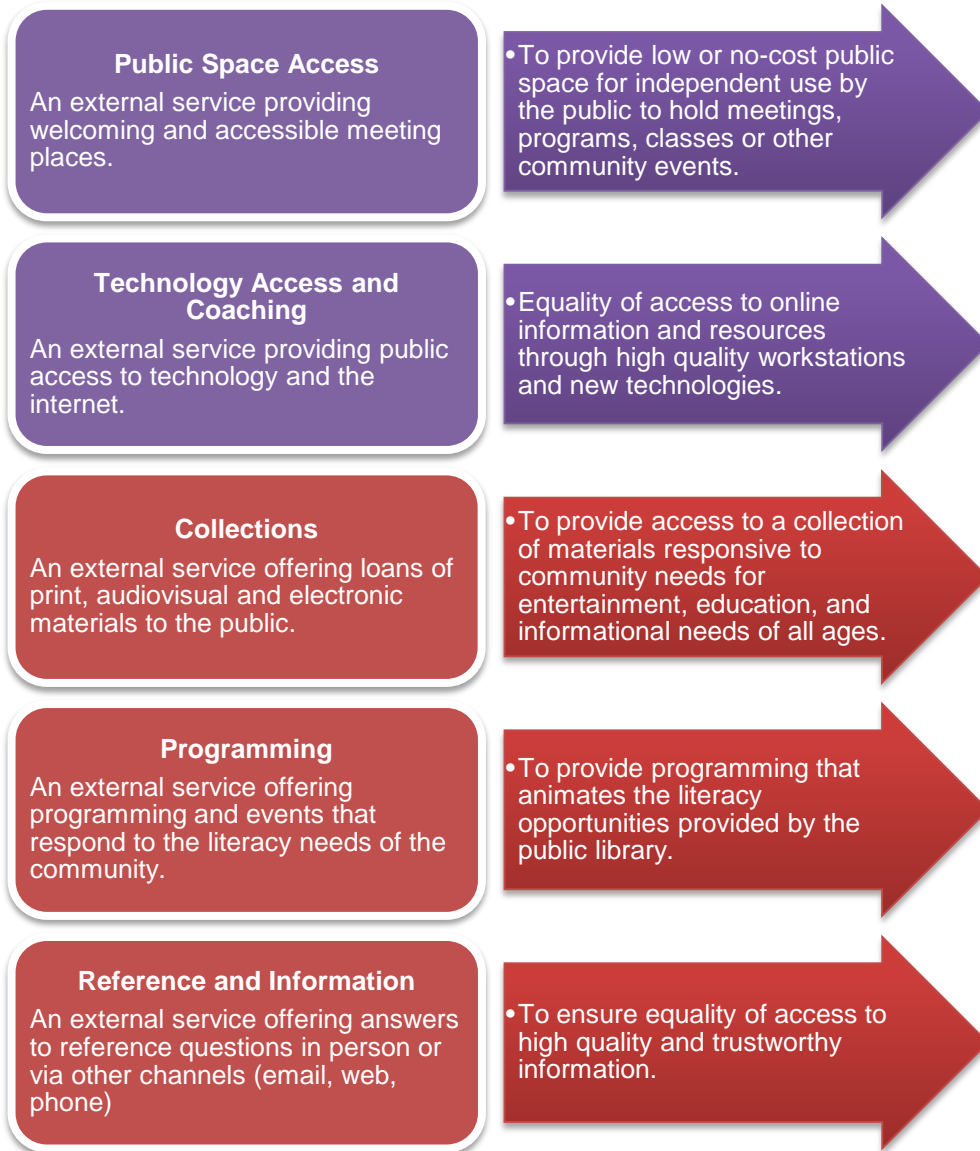
These changes strategically reallocate staffing resources to areas of greatest need, in order to stay current with new technologies and develop high quality programs and services that meet community needs.



LIBRARY FIVE YEAR BUDGET PROJECTION

	2018	2019	2020	2021	2022
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
REVENUES	(583,683)	(328,624)	(328,624)	(328,624)	(328,624)
SALARIES AND BENEFITS	2,411,648	2,468,300	2,541,056	2,572,290	2,615,805
OPERATING AND PROGRAM EXPENSES	1,418,512	1,433,165	1,451,587	1,472,630	1,493,295
DEBT REPAYMENT	162,790	157,592	152,441	147,198	115,020
CAPITAL	61,000	31,000	-	125,000	-
OTHER	134,055	107,800	138,800	13,800	138,800
TOTAL LIBRARY	3,604,322	3,869,233	3,955,260	4,002,294	4,034,296

Division Overview



Key Performance Indicators	2016 Actual	2017 Forecast	2018 Budget	2019 Projected	Target
Number of active library cards	16,221	16,300	16,500	16,700	27,000 (40% Pop.)
% of collection purchase requests filled	92%	90%	90%	90%	90%
Physical & electronic materials circulation	594,388	580,000	590,000	600,000	↑
Branch attendance	303,059	312,000	318,000	324,000	↑
Number of programs offered	2,774	3,000	3,200	3,300	↑
Attendance at programs	25,016	30,000	32,000	33,000	↑
Attendance at Tech Coaching Sessions	638	800	1,200	1,500	↑

Goals and Objectives

Description	2018	2019	2020	Strategic Plan	Other Plan Alignment
<p>Host a Community Reading Initiative</p> <p>Series of events along the lines of the “One Book, One Community” model</p>	●			A County that Works Together	
<p>Develop shared service opportunities with County of Oxford Archives</p> <p>Increase access to and interest in County historical documentary resources. Engage public in the history of their communities. Preserve and promote content that enriches library programming and collections</p> <p>Enhance web content, with emphasis on Tillsonburg local history materials</p>	●	●	→	A County that Works Together	Report No. [CS 2017-24] Archives Space Needs Assessment
<p>Increase youth engagement and volunteerism</p> <p>Re-establish Teen Advisory Groups in Ingersoll and Tillsonburg</p> <p>Pilot Coding Clubs in a minimum of three branches, to deliver coding and digital skills programs and initiatives to youth</p> <p>Participate in Fusion STEM (Science, Technology, Engineering and Math) program, a collaboration of Fusion Centre, GM Canada, Oxford County Library, and Upper Thames Conservation Authority</p> <p>Develop Teen Volunteer program</p>	●	●	→	A County that Works Together	<p>FutureOxford</p> <p>Community Sustainability Plan – Objectives 1iC and 1iiA</p>

	2017 FORECAST	2017 BUDGET	2018 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
REV - PROVINCIAL GOVT	(135,675)	(135,675)	(135,675)	-	-
REV - PROV-PAY EQUITY	(3,229)	(3,229)	(3,229)	-	-
REV - PROV - ONE TIME FUNDING	(43,562)	(19,699)	-	19,699	(100.0%)
REV - SERVICE RECOVERY FEES	(36,127)	(26,095)	(21,120)	4,975	(19.1%)
REV - RENT	(3,600)	(3,600)	(3,600)	-	-
REV - INTEREST	(766)	-	-	-	-
REV - CAP DONATIONS	(5,000)	(5,000)	(5,000)	-	-
REV - DEVEL CHARGES	(150,000)	(150,000)	(150,000)	-	-
REV - OTHER SOURCES	(10,000)	(10,000)	(10,000)	-	-
REV - SURPLUS	(157,183)	(12,657)	(255,059)	(242,402)	1,915.2%
TOTAL REVENUES	(545,142)	(365,955)	(583,683)	(217,728)	59.5%
SALARIES AND BENEFITS					
SALARIES	1,736,673	1,866,863	1,975,426	108,563	5.8%
HONORARIUM	2,000	2,000	2,000	-	-
BENEFITS	376,187	395,086	434,222	39,136	9.9%
TOTAL SALARIES AND BENEFITS	2,114,860	2,263,949	2,411,648	147,699	6.5%
OPERATING AND PROGRAM EXPENSES					
INTERDEPARTMENTAL CHARGES	810,049	815,332	836,612	21,280	2.6%
COMPUTER SOFTWARE & SUPPORT	20,000	20,000	20,000	-	-
ADVERTISING/MARKETING/PROMO	14,000	12,000	14,000	2,000	16.7%
TELECOMMUNICATIONS	23,417	24,106	23,705	(401)	(1.7%)
MEMBERSHIP/DUES/SUBSCRIPTIONS	20,000	20,000	20,000	-	-
TRAINING/SEMINARS/CONFERENCE	15,000	12,000	20,000	8,000	66.7%
POSTAGE	1,500	1,500	1,500	-	-
TRAVEL-EXPENSES, MILEAGE	11,000	14,000	14,000	-	-
R & M - EQUIPMENT	5,000	5,000	5,000	-	-
COFFEE MACHINE EXP	1,120	1,095	1,120	25	2.3%
OFFICE SUPPLIES/EXPENSES	7,000	6,000	7,000	1,000	16.7%
INSURANCE	17,242	17,815	15,517	(2,298)	(12.9%)
SECURITY	4,392	4,392	4,392	-	-
PURCHASED SERVICES	20,000	30,000	20,000	(10,000)	(33.3%)
DONATION WITHDRAWAL	5,000	5,000	5,000	-	-
SUPPLIES/PROGRAM EXPENSES	16,000	17,665	12,665	(5,000)	(28.3%)
BOOKS - HARD COPY	240,781	250,000	240,000	(10,000)	(4.0%)
CULTURAL PROGRAMS	30,000	30,000	40,000	10,000	33.3%
GUIDES & TOOLS	48,000	40,000	48,000	8,000	20.0%
BOOKS - ELECTRONIC	73,474	60,000	70,000	10,000	16.7%
TOTAL OPERATING AND PROGRAM EXPENSES	1,382,975	1,385,905	1,418,511	32,606	2.4%
DEBT REPAYMENT					
DEBT REPAYMENT	178,331	178,332	137,458	(40,874)	(22.9%)
DEBT PAYMENT - INTEREST	31,956	31,955	25,332	(6,623)	(20.7%)

LIBRARY
2018 BUDGET REPORT

	2017 FORECAST	2017 BUDGET	2018		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
TOTAL DEBT REPAYMENT	210,287	210,287	162,790	(47,497)	(22.6%)
CAPITAL					
CAPITAL - BUILDING	240,000	230,000	61,000	(169,000)	(73.5%)
CAPITAL - COMPUTER EQUIPMENT	40,389	20,000	-	(20,000)	(100.0%)
CAPITAL - FURNISHINGS	20,000	-	-	-	- %
TOTAL CAPITAL	300,389	250,000	61,000	(189,000)	(75.6%)
OTHER					
CONTRIBUTIONS TO RESERVE	175,000	175,000	274,920	99,920	57.1%
CONTRIBUTIONS FROM RESERVE	(323,200)	(314,865)	(140,865)	174,000	(55.3%)
TFR TO UNFINANCED CAPITAL (OP)	34,093	-	-	-	- %
TOTAL OTHER	(114,107)	(139,865)	134,055	273,920	(195.8%)
TOTAL LIBRARY	3,349,262	3,604,321	3,604,321	-	- %