



Oakville Public Library Board
Special Meeting

AGENDA

Date: Wednesday, July 17, 2024
Time: 7:00 p.m.
Location: Council Chamber

Town Hall is open to the public and live streaming video is available on oakville.ca/live.html or at the town's YouTube channel at <https://www.youtube.com/user/TownofOakvilleTV>. For further information go to <https://opl.ca/About-OPL/Library-Board>.

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2. Declarations of Pecuniary Interest	
3. Discussion Item(s)	
3.1 2025 Capital Budget Planning – July 17, 2024	2 - 11
Recommendation:	
That the following proposed capital projects be approved for inclusion in the 2025 Capital budget:	
1. Scheduling Software	
2. PRLMP OPL Recommended Strategies	
3. Traffic Pattern Tracking	
4. Public Print Payment System Replacement	
5. Room Booking	
6. AI Assistant for OPL.ca	
3.2 2025 Operating Budget – July 17, 2024	12 - 25
Recommendation:	
That the 2025 Operating budget report be received for feedback.	
4. New Business	
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REPORT

Oakville Public Library Board – Special Meeting

Meeting Date: July 17, 2024

FROM: Oakville Public Library

DATE: July 9, 2024

SUBJECT: 2025 Capital Budget Planning – July 17, 2024

RECOMMENDATION:

That the following proposed capital projects be approved for inclusion in the 2025 Capital budget:

1. Scheduling Software
2. PRLMP OPL Recommended Strategies
3. Traffic Pattern Tracking
4. Public Print Payment System Replacement
5. Room Booking
6. AI Assistant for OPL.ca

KEY FACTS:

The following are key points for consideration with respect to this report:

- OPL has been advised via the “Draft Mayoral Direction to Staff regarding the preparation of a balanced 2025 Annual Budget report” that OPL is to prepare its budget submission to the town based on overall increase not to exceed 5.5% (\$670,00) inclusive of growth-related impacts.
- OPL is proposing 6 capital projects for consideration by the OPL board.
- This report highlights the propped capital projects impacting the development of the 2025 Budget. All projects are provided to the board to review and feedback to assist with prioritization within the budget request. The 2025 capital budget will come back to the board for review in September 2024.
- At the June 20, 2024, board meeting, it was requested that a special board meeting be held to thoroughly review the 2025 budget options including increased detail on the costing related to the capital projects.

BACKGROUND:

The first budget committee meeting was held on June 17 and the mayor provided his budget report and direction for staff in preparation of the 2025 budget. For 2025, the mayor has directed that staff prepare “an operating budget with spending levels predicated on an overall tax levy increase of up to 4.00% to accommodate priorities from the Council Strategic Plan and the use of Performance Based Program Based budgeting methodology to identify efficiencies.”

The report also advises Oakville Public Library to prepare its budget submission to the town based on an overall increase not to exceed 5.5% inclusive of growth-related impacts.

At the June 20, 2024, board meeting, OPL staff presented a Budget Driver’s report that highlighted the key pressures influencing the creation of the 2025 operating and capital budgets. The board reviewed the report and requested that a special board meeting be held for an in-depth review of the provided budget drivers and proposed capital projects.

Board feedback/direction based on the identified budget drivers below will be used to prioritize items within the 2025 budget and a full budget will come to the board for review and feedback in September with a goal of approving the OPL operating and capital budgets in October. Once approved by the OPL Board, OPL’s 2025 operating and capital budgets are submitted Town of Oakville for consideration.

COMMENT/OPTIONS:

Capital Budget

OPL is proposing 6 capital projects for board consideration as part of the 2025 capital budget submission. Projects with board support will be developed into business cases and sent to the Town to be considered with the full town slate of proposed capital projects. Updated recommendations will be provided as part of the full 2025 capital budget report in September.

Proposed 2025 capital projects are listed below in order of priority:

- Scheduling Software implementation (Appendix A)
- Parks, Recreation and Library Master Plan (PRLMP) Recommendations (Appendix B)
- Traffic Pattern Tracking software (Appendix C)
- Public Print Payment System Replacement (Appendix D)
- Room Booking (Appendix E)
- AI Assistant for OPL.ca (Appendix F)

Project name	2025 Capital Cost
Scheduling Software	\$100,000
PRLMP Recommendations	\$100,000
Traffic Pattern Tracking	\$135,000
Public Print Payment System Replacement	\$50,000
Room Booking	\$26,000
AI Assistant for OPL.ca	\$40,200
Total	\$453,000

As requested by the board at the June 20th board meeting, projects appendices have been created to including more information on project rationale and costing.

APPENDICES:

- Appendix A - Scheduling Software implementation
- Appendix B - Parks, Recreation and Library Master Plan Recommendations
- Appendix C - Traffic Pattern Tracking software.
- Appendix D - Public Print Payment System Replacement
- Appendix E - Room Booking
- Appendix F – AI Assistant for OPL.ca

Prepared and submitted by:
Tara Wong, CEO

Proposed Project:

Scheduling Software

Proposed Project Overview:

OPL has a current staffing compliment of 140 employees across 7 branches with significant growth expected over the next 10+ years. Currently, the process to schedule staff and fill vacant shifts uses excel spreadsheets and is time consuming and involves multiple manual steps. In 2023, capital funding was approved to hire a consultant to complete a review of OPL's scheduling practices, identify short-term options to improve manual processes, and define clear organizational requirements for selecting and implementing scheduling software. As of May 30, 2024, the consultant completed their review of OPL's practices and operational needs and has recommended that OPL move forward with the selection and implementation of scheduling software to more effectively schedule staff to deliver exceptional library services across all locations and allow leadership to re-allocate more of their time to core library operations, strategic initiatives, and enhancing services. The software will also enable better tracking and communicating for staff working across multiple locations and provide leadership with real-time metrics and analytics of staffing levels for library services and programs to ensure the best allocations to meet organizational goals and resident needs.

Costs and Benefits Summary:

Costs and Benefits Summary						
	2025	2026	2027	2028	2029	Total
Capital Costs	\$100,000					\$100,000
Capital Benefits						
Net Capital Costs	\$100,000					\$100,000
Operating Costs		\$30,000	\$30,000	\$30,000	\$30,000	\$120,000
Operating Benefits						
Net Operating Costs		\$30,000	\$30,000	\$30,000	\$30,000	\$120,000

Year 1 costs are reflective of software implementation with subsequent years as an estimated software licensing cost. The project will need to go through an RFP process to identify a preferred vendor and solidify costing. The above estimated are based on are review of available software products.

Proposed Project:

PRLMP OPL Recommended Strategies

Proposed Project Overview:

The draft Parks, Recreation and Library Master Plan calls for OPL to undertake 6 reviews/strategies: Service Delivery, Collection Development, Technology, Newcomers, Inclusion and Climate Action. The strategies are being recommended to ensure that OPL is providing the necessary services and programs in the designated areas. As needs grow and resources become more and more limited, it is important that OPL Leadership and the OPL Board have strategies in place to guide and inform service decisions with a goal to ensuring/validating that current resources are being directed correctly while planning growth in population which will translate to growth in resident needs and expectations.

This capital project requests a fund of \$100,000 to begin to undertake the proposed reviews/strategies by priority in 2025.

Costs and Benefits Summary:

Costs and Benefits Summary						
	2025	2026	2027	2028	2029	Total
Capital Costs	\$100,000					\$100,000
Capital Benefits						
Net Capital Costs	\$100,000					\$100,000
Operating Costs						
Operating Benefits						
Net Operating Costs						

The costing represents consultant support in the development of the proposed strategies.

Proposed Project:

Traffic Pattern Tracking – Sixteen Mile Branch Pilot

Proposed Project Overview:

Implementing sensors in public libraries to track visitor counts and monitor customer journeys can significantly benefit both the library and its customers by providing information for data-driven decision-making, enhanced customer service, resource optimization, performance evaluation, and community engagement. These sensors provide accurate, real-time data on visitor footfall, enabling informed decisions on staffing and resource allocation. Monitoring customer journeys allows for personalized assistance and targeted recommendations. Insights into visitor traffic patterns will allow OPL to optimize resource placement during peak and off-peak periods as well as better allocation of space utilization. Tracking visitor flow provides valuable metrics for performance evaluation, and understanding visitor behavior leads to tailored offerings and increased community engagement.

This forward-thinking approach not only improves operational efficiency but also ensures that libraries remain relevant and valuable in the digital age. Strategically, it supports OPL’s goals of resiliency, service transformation, diversity and inclusion, staff planning, and climate action by providing insights for better decision-making and resource management. While there are risks such as privacy concerns and technical challenges, these can be mitigated through proper planning, policies, and support.

The proposed project focuses on introducing a pilot for the upcoming Sixteen Mile branch to create a proof of concept before potentially rolling out the technology to all OPL branches. The pilot will gather learnings that can be applied to future rollouts for OPL as well as other Town department such as Parks and Open Space, Recreation and Culture and Service Oakville.

Costs and Benefits Summary:

Costs and Benefits Summary						
	2025	2026	2027	2028	2029	Total
Capital Costs	\$135,000					\$135,000
Capital Benefits						
Net Capital Costs	\$135,000					\$135,000
Operating Costs		\$12,000	\$12,600	\$13,230	\$13,892	\$51,722
Operating Benefits						
Net Operating Costs		\$12,000	\$12,600	\$13,230	\$13,892	\$51,722

Appendix C

Capital Costs reflect the purchase of the sensors (\$95,000) and the set-up costs (\$40,000). While the operating costs reflect the annual software and sensor licensing fees as part of a 5-year contract.

Proposed Project:

Public Print Payment System Replacement

Proposed Project Overview:

The current public printing software and payment equipment at OPL is outdated and beyond repair. The system, which hasn't been updated in over 10 years, only supports coin-based payments. With two machines (2 out of the 7 OPL branches) irreparable and the rest requiring staff intervention for every print job, the setup is unsustainable, creates a privacy issues, and causes frequent customer complaints. The preferred solution is to replace the existing system with a modern, user-friendly alternative supporting credit/debit cards and mobile payments. This will address hardware and software issues and align with the library's strategic objectives. A modern system will reduce downtime and staff intervention, ensuring consistent service and additional revenue into the town of Oakville.

Quantitatively, this inefficiency translates to increased labor costs and decreased print revenue and staff productivity. Additionally, OPL receives revenue from printing and continues to see consistent use despite the existing challenges. A new payment system that allows the use of debit/credit cards and no staff intervention offered the ability to grow this revenue area. Replacing the current printing solution is essential for improving operational efficiency, enhancing user experience, and aligning with the library's strategic goals, ensuring continued high-quality services for the community.

Costs and Benefits Summary:

Costs and Benefits Summary						
	2025	2026	2027	2028	2029	Total
Capital Costs	\$50,000					\$50,000
Capital Benefits						
Net Capital Costs	\$50,000					\$50,000
Operating Costs		\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
Operating Benefits	\$30,000	\$40,000	\$42,000	\$44,100	\$46,305	\$(202,405)
Net Operating Costs	\$30,000	\$30,000	\$32,000	\$34,100	\$36,306	\$(162,406)

The costs for the project are the replacement of the hardware and implementation an upgraded software system/ the ongoing costs are related to licensing fees for the software.

Proposed Project:

Room Booking - Self-Service Enhancement

Proposed Project Overview:

Libraries serve as vital community spaces, offering access to information and amenities. As community needs evolve, there is a growing demand for private bookable rooms; for various applications like working from home, meetings, quiet study spaces, etc. Currently, customers must book these spaces online 48 hours in advance, with staff manually approving each application, and there is no self-service option for on-site bookings.

Quantitative data shows that room booking requests have increased by 30% over the past year, leading to longer wait times and reduced staff efficiency. Not addressing this opportunity risks continued inefficiencies, lower customer satisfaction, and increased strain on staff resources, ultimately impacting the library's ability to meet the community's evolving needs effectively.

This proposal introduces a self-serve solution by installing tablets at meeting room doors to enable first-come, first-served reservations, streamlining the booking process, reducing staff time and resources spent on ad-hoc reservations, and improving customer satisfaction. The library has secured an extension of its existing room booking software at no additional cost, and the proposed project request is to purchase and mount tablets for self-service bookings. This solution enhances the library's adaptability to community needs, modernizes services for greater efficiency, ensures equitable access for all, allows staff to focus on higher-value tasks, and reduces offline and manual processes.

Costs and Benefits Summary:

Costs and Benefits Summary						
	2025	2026	2027	2028	2029	Total
Capital Costs	\$26,000					\$26,000
Capital Benefits						
Net Capital Costs	\$26,000					\$26,000
Operating Costs						
Operating Benefits						
Net Operating Costs						

Costs reflect the purchase, mounting and wiring of the required tablets.

Proposed Project:

AI Assistant for OPL.ca

Proposed Project Overview:

In 2023, OPL embarked on an AI project in collaboration with Sheridan’s Centre for Applied AI (CAAI) to improve user engagement on OPL.ca through an AI-driven chatbot. OPL boasts millions of items within its collection, hosts thousands of programs, and connects to hundreds of third-party resources—all accessible to Oakville residents via their library card. Because the library offers such an abundance of information and resources, residents have requested an easier method to find what they are specifically looking for online. This initiative introduces a conversational AI chatbot and an intelligent recommendation system on the OPL website. By leveraging Meta’s LLaMa 2 model, the AI chatbot will provide accurate, contextually relevant information, while the recommendation system will ultimately suggest resources based on user preferences and prompts.

The proposed project would provide back-end and front-end integration of the chatbot into OPL’s website and servers. Not implementing the solution at this time would make the development to date of this solution unusable. Implementing AI will enhance user satisfaction, optimize resource use, and create financial and efficiency savings for OPL, aligning with its strategic goals of enhancing service delivery and promoting inclusivity.

Costs and Benefits Summary:

Costs and Benefits Summary						
	2025	2026	2027	2028	2029	Total
Capital Costs	\$40,200					\$40,200
Capital Benefits						
Net Capital Costs	\$40,200					\$40,200
Operating Costs		\$7,200	\$7,200	\$7,200	\$7,200	\$28,800
Operating Benefits						
Net Operating Costs		\$7,200	\$7,200	\$7,200	\$7,200	\$28,800

Costs are reflective of OPL’s website vendor’s estimate to implement the chatbot into OPL.ca as well as subsequent maintenance and support fees.

REPORT

Oakville Public Library Board – Special Meeting

Meeting Date: July 17, 2024

FROM: Oakville Public Library

DATE: July 9, 2024

SUBJECT: 2025 Operating Budget – July 17, 2024

RECOMMENDATION:

That the 2025 Operating budget report be received for feedback.

KEY FACTS:

The following are key points for consideration with respect to this report:

- OPL has been advised via the “Draft Mayoral Direction to Staff regarding the preparation of a balanced 2025 Annual Budget report” (Appendix A) that OPL is to prepare its budget submission to the town based on overall increase not to exceed 5.5% (\$670,00) inclusive of growth-related impacts.
- Several drivers influencing the creation of the 2025 operating budget include inflation, collection budget pressures and staffing pressures related to population growth and the opening of the permanent Sixteen Mile Branch.
- The opening of Sixteen Mile, a 18,000+ sf. branch, will have a significant impact on the operating budget for 2025 that will only be fully realized in 2026. OPL is recommending 4 growth positions, outside of regular branch staff, to ensure OPL can continue to maintain service levels as Oakville’s population grows.
- At the June 20, 2024, board meeting, it was requested that a special board meeting be held to thoroughly review the 2025 budget options including different service levels options for Sixteen Mile.
- Appendix B is an excel spreadsheet loaded with the different options and allows the board to make various combinations and see the total cost and impact to the 2025 budget. This will be used during the July 17th board meeting.

BACKGROUND:

The first 2025 Town of Oakville budget committee meeting was held on June 17 where the mayor provided his 2025 budget report (Appendix C) and direction (Appendix A) for staff in preparation of the 2025 budget. For 2025, the mayor has directed that town of Oakville staff prepare “an operating budget with spending levels predicated on an overall tax levy increase of up to 4.00% to accommodate priorities from the Council Strategic Plan and the use of Performance Based Program Based budgeting methodology to identify efficiencies.”

The report also advises Oakville Public Library to prepare its budget submission to the town based on an overall increase not to exceed 5.5% inclusive of growth-related impacts.

At the June 20, 2024, board meeting, OPL staff presented a Budget Driver’s report that highlighted the key pressures influencing the creation of the 2025 operating and capital budgets. The main pressure for the operating budget is the opening of the permanent Sixteen Mile branch.

The permanent Sixteen Mile branch is expected to open in September 2025. This branch will become OPL’s second largest branch at approx. 18,000-sf. The design of branch offers two floors of space including the following amenities:

- **Creation Zone** - Commonly referred to as a makerspace, the Creation Zone will serve as a hub of innovation and creativity by providing community access to a variety of creative technologies and equipment. The space is designed to encourage members of the community to participate in the creative economy, be a catalyst for grassroots invention, and build a connection between community and learners.
- **Tinker lab** - This space would be for children ages 5-12 to build STEAM based skills collaboratively in either a workshop setting or an open creative session. It should be located within the children’s department as an alcove, with the potential to be closed off as a separate space. It would have seating for both children and adults for an intergenerational experience.
- **Audio/video Cove** – This 2nd floor space will be available for customers to record audio or video such a podcast, music or even a commercial. One section of the space is a sound-proofed booth, and the other is the control room with computers, equipment, and software to manage the recording process. Recording can occur in either room, so that customers can record either on their own or with a partner or group.
- **Quiet Study** – A 2nd floor space for customers to read and study with minimal distractions.
- **Reading Room** – A space for customers to sit and read and is located near windows and access to the collections.

- **Study/ Meeting Rooms** – bookable rooms on the 2nd floor for customers to use for studying and small in-person or virtual meetings.
- **Children’s area** – dedicated space for children’s filled with children’s books, interactive toys and reading spaces.
- **Children’s outdoor space** – a contained outdoor space with interactive activities and will be used for children’s programming.
- **Magazine and newspaper reading area** – located on the 2nd floor, this space provides a sitting area for customers to access newspapers and magazines.
- **Public Computers** – Public access computers (with desktops and laptops) are available for customer use.
- **Collections** – a central space filled with vast variety of physical collections.

With the addition of the recreation center and library as well as two additional lit sports fields (one with artificial turf), cricket field, skateboard park, bike pump track, basketball courts, splash pad, children’s playground, a fieldhouse and washroom facility, Sixteen Mile Sports Complex will be a go-to location in Oakville. As a result, Sixteen Mile Branch is expected to become the one of OPL’s busiest branches from day one.

The inclusion of three creation themed spaces (Creation Zone, Tinker Lab and Audio/Video Cove) reflects the learnings and demands from Glen Abbey’s Creation Zone as well as customer feedback. On Friday, July 5, OPL received comments provided via the Parks, Recreation and Library Master Plan survey that closed on June 28, 2024 that speak to OPL’s creation spaces:

- “The city of Cambridge also offers access to craft and woodwork machines at the library - e.g. sewing machines, cutting machines, etc. - with support staff to monitor. This is such a beautiful idea and a great way to promote more interaction and use at the library.”
- “There are not enough workshops and activities for elementary school-aged kids”
- “With the advancement of technology libraries are not use to their full potential use the facilities to offer additional programming for teens and older adults”
- “Ability to check out crafting/ art materials from the library would be cool too!”
- “Difficult to get spots on events, limited options for families with school age children, more tech and robotics”
- “Encourage arts within libraries. Painting etc. Poetry writing classes, writing a novel, working with polymer clay etc.”
- “A visit to Iroquois Ridge or Glen Abbey demonstrates how the "creation zones" are a poor use of space. They never seem staffed.”

OPL currently has two full-time Creation Zone staff that support the Creation Zone spaces through program design/delivery, staff training, and customer assistance. They support not only Glen Abbey and Iroquois Ridge but all branches. Post-COVID OPL has been actively tweaking the Creation Zone to deal with ongoing frustrations from customers about the lack of staff support. The Sixteen Mile Branch staffing options #2 and #3 were created to address these ongoing challenges.

COMMENT/OPTIONS:

The 2025 operating Budget for OPL is being drafted to address rapid population growth and its impact on service levels as well as ongoing collection budget pressures. Below are the key drivers impacting the development of the 2025 budget:

Personnel and Inflation Costs:

Personnel costs resulting from contract renewals, step/merit increases, and benefits as well as inflation on current contracts are estimated at \$400, 960 (3.29%) for 2025.

Sixteen Mile:

The new Sixteen Mile branch is scheduled to open in Q3 of 2025. This approx. 18,000 sf. facility will require a full staffing complement to deliver on the vast array of services being offered. OPL staff have created three different service level options for board consideration. Based on a Q3 2005 opening, 2025 costing reflects the minimum hiring and onboarding time needed for positions. Full year costs will be realized in 2026.

The Core Service level (option #1) is the minimum needed to provide current service levels. Option #2 and/or #3 and the identified growth positions can be bundled with Option #1 to increase service levels and provide increased activation of the branch amenities.:

Option #1 – Core Service Level

Budget Impacts: \$590,290.41 in 2025 (4.85% increase) and \$645,781 in 2026

All new branches are designed to be unique destinations that meet the current and future needs of the local community. While the appearance, layout, and specific amenities may change, OPL is committed to maintaining consistent and high-quality core services.

OPL requires a core staffing complement to support current library services and a single makerspace, including circulation and information services, library and community-based programming, and instructional and inspiring support with current and emerging digital technologies.

This budget impact includes personnel, operating expenses, and facility maintenance costs beyond the current budget for temporary Sixteen Mile.

Option #2 – Activation of all Creation Spaces

Budget Impacts (in addition to option #1): \$208,606.04 in 2025 (1.71% increase) and \$98,509 in 2026

The permanent Sixteen Mile branch was designed with a focus on inspiring and engaging the community with current and emerging technologies. With three makerspaces (Creation Zone, Tinker Lab, and Audio/Video Cove), OPL can play a significant role in advancing digital literacy as well as digital inclusion to ensure that all residents have equitable access to technology.

OPL requires specialized staffing to support technology services across all three of these makerspaces. Staff will provide access to low- and high-tech tools and equipment for free, teach people how to use tools, and introduce them to new techniques and skills through workshops, training, and educational programming.

Option # 3 – Meet Community Engagement/Outreach Demand

Budget Impact (in addition to options #1 and #2): \$86,538.85 in 2025 (0.71% increase) and \$70,668 in 2026

Oakville's growing population creates new opportunities and pressures on OPL to diversify its approach to programming (e.g. multi-lingual, increase teen and older adult) and to play a more active role in their community networks.

OPL requires additional staffing to support outreach initiatives within the community and meet the growing demand of schools for library visits and library outreach to schools.

Requested Growth Positions

OPL is also requesting 4 growth positions, outside of the branch staff in the options above, to ensure OPL can continue to maintain service levels as demand on library services expands Oakville's population grows.

- **Project Management** (approx. \$107,006 annually) – as the complexity and volume of large operating and capital projects increases, OPL requires a growth position (1 FTE) to provide internal project management services to better support the senior leadership team with ongoing and future projects including construction of new library branches, library master plan initiatives, task management, internal communications, vendor management, consultant services, purchasing, document management, and metrics and reporting.

- **Service Delivery** (approx. \$107, 006 annually) – the Service Delivery department is responsible for supporting branch services, courier services, express locations, and performance measures. With only 1 FTE equivalency within this department, OPL requires a growth position (1 FTE) to support the development and implementation of system-wide service delivery as well as expanding alternative services, maintaining comprehensive community profiles, and implementing a customer retention plan as outlined in the strategic plan.
- **Performance and Metrics** (approx. \$92,129 annually) – the public library continues to be transformative force within our community, as we shape, impact, and enrich the lives of Oakville residents every day. As OPL expands to meet the town’s growing needs, the organization requires a growth position (1 FTE) to ensure there is dedicated staffing support to collect, analyze, and report on performance and key metrics to ensure that OPL leadership is making informed, data-driven decisions.
- **Community Engagement** (approx. \$107, 007 annually)– the Community Development and Engagement department’s current staffing model is structured to support Halton Information Providers (HIP), Information Oakville, and Fundraising, however the department requires a growth position (1 FTE) to better meet the growing demand on OPL to develop community engagement plans and strategies to establish partnerships with new groups, organizations and agencies that enhance the library’s mission, strategic goals, and ability to support community-led programs and services.

Website Updates and Enhancement Budget Request - \$30,000

For the past 3 years, OPL has requested \$30,000 as part of the capital budget to assist in ongoing development, improvement, and maintenance of OPL.ca as both OPL and the Town of Oakville lack the in-house technical expertise required for ongoing website maintenance and security enhancements. However, for 2025, the Town asked OPL to move this capital request into operating to better reflect the nature of the ongoing work it represents.

Collections Budget Request - \$100,000

In the June 15, 2023, Collection Development Update report, OPL asked for an additional \$100,000 to be added to the collections budget annually for the next 5 years. The requested \$100,000 was added to the 2024 budget. Another \$100,000 would continue to address issues such as increased costs related to digital

collections, replacing aged collections (e.g. Children’s books) and supporting the growth of the Library of Things and multilingual collections. As mentioned above, OPL received comments provided via the Parks, Recreation and Library Master Plan survey that closed on June 28, 2024. Below are comments that stood out in respect to OPL collections:

- “Oakville’s libraries are very short on book supply.”
- “The most important need is an increased supply of e-books!”
- “The selection and availability of e-books and downloadable audiobooks need to be improved”
- “More books in circulation at the library”
- “Books my kids want to read (9-12 years and teen fiction) rarely available.”

Appendix A is an excel spreadsheet loaded with the different options and allows the board to make various bundles and see the total cost and impact to the 2025 budget. Appendix A will be used during the board meeting as part of the discussion.

APPENDICES:

Appendix A - Draft Mayoral Direction to Staff regarding the preparation of a balanced 2025 Annual Budget

Appendix B – 2025 Operating Budget Options and Impacts

Appendix C - Draft Mayoral Direction to Staff Regarding the Preparation of the 2025 Annual Budget

Prepared and submitted by:
Tara Wong, CEO

Authority: Section 284.3(b) of the *Municipal Act, 2001*

TOWN OF OAKVILLE
MAYORAL DIRECTION MDI 2024 - 001

The Mayor directs the Chief Administrative Officer and Commissioner, Corporate Services and Treasurer to:

1. Prepare a balanced 2025 annual budget based on the following:
 - a. Preparing an operating budget with spending levels predicated on an overall tax levy increase of up to 4.00% to accommodate priorities from the Council Strategic Plan and the use of Performance Based Program Based budgeting methodology to identify efficiencies;
 - b. Advising the Oakville Public Library to prepare its budget submission to the town based on an overall increase not to exceed 5.5% inclusive of growth-related impacts;
 - c. Preparing the capital budget and 9-year forecast predicated on ensuring long-term financial sustainability and the continuance of the capital levy;
 - i. Incorporating estimates for the Downtown Cultural Hub based on refinement of details including timing and estimated costs;
 - d. Maintaining frontline town services and increasing user fees in line with the User Fee Policy; and
 - e. Input from consultation with the Budget Committee and Public.
2. Prepare the 2026 and 2027 operating budget forecasts and identify the impact of a target overall tax levy increase in line with the Consumer Price Index.
3. Prepare a schedule for the 2025 budget process that incorporates additional consultation opportunities, in a timetable that aligns with legislation and allows the budget to be adopted before the start of the fiscal year, generally in accordance with the attached Schedule A.

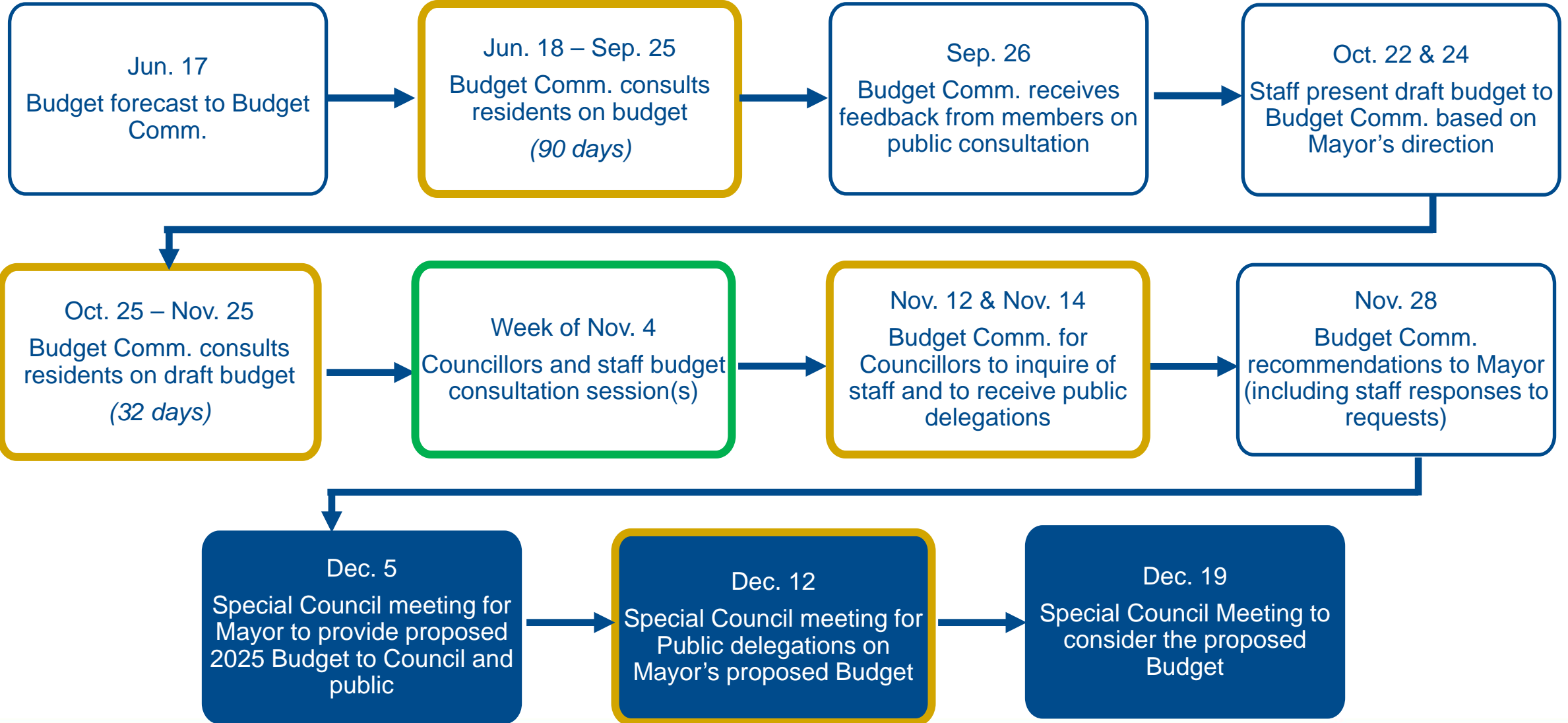
Date:

Rob Burton

Mayor

Budget Approval Process

Legend:
All Blue – Council
Blue border – Budget Committee
Gold border – public consultation
Green border – staff consultation



Appendix B

OPL 2024 Approved Budget				\$12,179,800			
Base Budget Adjustments (to date)				\$400,960			
OPL 2025 Base Budget Before Growth				\$12,580,760		3.29%	
Item	Options	\$ Impact on 2025 Budget	% Impact on 2025 Budget	Recommendation	Impact on Budget	Overall % Increase	\$ Impact to 2026 Budget
	Adjustments to Operating Budget:						
1	SM Option 1 - Core Service Level	\$ 590,290	4.85%		0.00%	3.29%	\$645,781
2	SM Option 2 - Partial Activation	\$ 208,606	1.71%		0.00%	3.29%	\$98,509
3	SM Option 3 - Full Activation	\$ 86,539	0.71%		0.00%	3.29%	\$70,668
4	Growth Position 1 - Project Management	\$ 89,172	0.73%		0.00%	3.29%	\$17,834
5	Growth Position 2 - Service Delivery	\$ 89,172	0.73%		0.00%	3.29%	\$17,834
6	Growth Position 3 - Performance and Metrics	\$ 76,774	0.63%		0.00%	3.29%	\$15,355
7	Growth Position 4 - Community Engagement	\$ 35,669	0.29%		0.00%	3.29%	\$71,338
8	Website Enhancement Budget	\$ 30,000	0.25%		0.00%	3.29%	
9	Collections Budget Increase	\$ 100,000	0.82%		0.00%	3.29%	
10					0.00%	3.29%	
11					0.00%	3.29%	
12					0.00%	3.29%	
13					0.00%	3.29%	
14					0.00%	3.29%	
15					0.00%	3.29%	
16					0.00%	3.29%	
17					0.00%	3.29%	
18					0.00%	3.29%	
19					0.00%	3.29%	
20					0.00%	3.29%	
TOTAL OPERATING ADJUSTMENTS		\$1,306,222		\$0	0.00%	3.29%	\$937,319
OPL 2025 Budget Submission				\$12,580,760		3.29%	

1 Year Budget by Object Code

Oakville Public Library

	2024	2024	2024	2024	2025 Inflation	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025	\$ Change	% Change
	Restatement	Restated	Annualization	One Time	and	Capital	Budget	Dept.	Adjustments	Base	One Time	Growth	Service	Budget	Requested	from	from
	of Budget	Budget	of Changes	Items	Increases	Impacts	Reorg	Reallocate		Budget	Items	Items	Level Change	Efficiencies	Budget	2024	2024
EXPENSES																	
Personnel Services & Benefits		9,677,500	-46,000		300,700	809,600			145,300	10,887,100					10,887,100	1,209,600	12.5%
Materials & Supplies		1,650,900			10	221,900		100		1,872,910					1,872,910	222,010	13.4%
Capital out of Operations		20,200								20,200					20,200		
Purchased Services		1,258,100			1,950	46,700		-100	-43,900	1,262,750					1,262,750	4,650	0.4%
Payments & Grants		12,500								12,500					12,500		
Internal Expenses & Transfers		339,700				12,500				352,200					352,200	12,500	3.7%
Total EXPENSES		12,958,900	-46,000		302,660	1,090,700			101,400	14,407,660					14,407,660	1,448,760	11.2%
REVENUES																	
External Revenues		-400,300			-3,100	-1,700				-405,100					-405,100	-4,800	1.2%
Internal Recovery & Fund Transfers		-378,800	46,000							-332,800					-332,800	46,000	(12.1%)
Total REVENUES		-779,100	46,000		-3,100	-1,700				-737,900					-737,900	41,200	(5.3%)
Total Oakville Public Library		12,179,800			299,560	1,089,000			101,400	13,669,760					13,669,760	1,489,960	12.2%

2024 Approved Budget	\$ 12,179,800	
Inflation:		
Personnel services and benefits	\$ 300,700	2.47%
Revenues	\$ (3,100)	-0.03%
Inflation added by staff	\$ 1,960	
Adjustments:		
Personnel services and benefits	\$ 145,300	1.19%
Remove budget for courier services	\$ (43,900)	-0.36%
	\$ 400,960	3.29%
2025 Base Budget before Operating Impacts	\$ 12,580,760	



REPORT

2025 Budget Committee

Meeting Date: June 17, 2024

FROM: Office of the Mayor

DATE: June 4, 2024

SUBJECT: Draft Mayoral Direction to Staff Regarding the Preparation of the 2025 Annual Budget

LOCATION: Town-wide

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RECOMMENDATION:

That the Budget Committee endorse the draft Mayoral Direction to Staff for the preparation of the 2025 annual budget and provide any additional advice.

KEY FACTS:

The following are key points for consideration with respect to this report:

- In accordance with the strong mayor powers and duties assigned to the Mayor of the Town as of July 1, 2023, the Mayor may now exercise the powers of the municipality to direct employees to carry out duties related to the exercise of the power or performance of the duty, including implementing any decisions made by the Mayor under Part VI.1 of the *Municipal Act*.
- The Mayor has also been assigned the powers and duties of the municipality with respect to proposing and adopting a budget.
- Appendix A attached to this report includes a draft Mayoral Direction to staff regarding the preparation of the 2025 Annual Budget.

BACKGROUND:

Pursuant to the strong mayors legislation, and specifically s. 284.3(b) of the *Municipal Act*, the Mayor may now exercise the powers of the municipality to direct employees to carry out duties related to the exercise of the power or performance of the duty, including implementing any decisions made by the Mayor. The Mayor has also been assigned the powers and duties of the municipality with respect to proposing and adopting a budget, pursuant to s. 284.16 of the Act.

COMMENT/OPTIONS:

Appendix A attached to this report includes a draft Mayoral Direction to staff regarding the preparation of a balanced 2025 Annual Budget.

At this meeting, the Mayor will also call for nominations to be recommended by the Budget Committee to the Mayor for the positions of Chair and Vice-Chair of the Budget Committee.

CONSIDERATIONS:

(A) PUBLIC

The Budget Committee meeting is open to the public and will be streamed online.

(B) FINANCIAL

The budget establishes the financing of the corporation for the 2025 fiscal year.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

All departments participate in the budget process.

(D) CORPORATE STRATEGIC GOALS

This report addresses the corporate strategic goal(s) to:

- support a transparent and accountable government.

(E) CLIMATE CHANGE/ACTION

N/A

APPENDICES:

Appendix A – Draft Mayoral Direction to Staff regarding the preparation of a balanced 2025 Annual Budget.

Submitted by:

Mayor Burton