

The Corporation of the Town of Orangeville

Report to Library Board



To: Chair and Members of the Board
From: Darla Fraser, Chief Executive Officer
Date: September 25, 2024
Report #: 24-12
Subject: Budget 2025

Recommendation:

That Report 24-12 Budget 2025 be received.

Purpose:

To provide the board with an opportunity to review the budget estimates prepared in line with the direction provided by the board at the August meeting.

Understanding the board's commitment to being a collaborative partner in the budget process, and recognizing the financial constraints faced by all fifteen divisions, the updated Service Level Change (SLC) request for the full-time position includes auxiliary costs such as a 11% increase in benefits, technical startup costs, and ongoing operational expenses. These adjustments provide a more accurate estimate of the annualized budgetary impact for 2025 and beyond, with the first year being 50% of the total cost of future years.

While the necessity of this position to enhance our service levels is evident to staff, it is the board who defines the timelines within the 5-year operating and 10-year capital budgeting processes.

Background:

The Orangeville Public Library's strategic plan for 2023-2027 sets the direction and priorities for the library's services and operations. The strategic plan has six goals:

- Goal 1: Strengthen the library's role as a community hub
- Goal 2: Enhance the library's digital presence and services
- Goal 3: Foster a culture of learning and discovery
- Goal 4: Promote the library's collections and resources
- Goal 5: Support the library's staff and organizational development
- Goal 6: Increase the library's advocacy and funding

More exact estimates and further justifications.

Discussion:

<u>SLC# 1</u>	Net change: (\$ 75.00)	
	Revenue: Increase Non-Resident Fees	(\$ 10,075)
	Expenses: Increase Adult Programs	\$ 10,000
<u>SLC# 2</u>	Net change: \$ 33,909	
	Revenue: Increase various accounts	(\$ 8,825)
	Expenses: Increase (Part time Hours)	\$ 42,734
<u>SLC# 3</u>	Increase head count – 1 FTE beginning in Q3 2025 - actual (annualized in 2026)	

Service Level Change #1

This request proposes adjustments to both revenue and expenses resulting in a net positive impact of \$75.

Revenue Increase: \$10,075

- **Non-Resident Fees:** The current annual cost per household is \$195.00. With an anticipated 2.5% Cost of Living Adjustment (COLA), the new cost per household will be \$199.50. This adjustment, along with a forecasted increase in membership, is expected to generate additional revenue of approximately \$10,075.

Expense Increase: \$10,000

- **Program Budget Enhancement:** An increase in the program budget to accommodate new Makerspace supply requirements and additional honorariums to incentivize volunteer contributions. This enhancement will support programs for all ages and abilities.

Service Level Change #2

This request proposes adjustments to both revenue and expenses resulting in a net negative impact of \$ 33,909.

The Strategic Plan’s success relies heavily on the Program and Research Area, with 41% of actions requiring increased services from this area. Currently, it is staffed with two full-time employees and supported by PSAs.

In 2023, staff successfully maintained service levels despite the main branch closure and reduced member activity, creating a foundation for future growth.

Key Developments:

1. **Program Framework:** The 2023-2027 Program Framework, based on community research, enhances existing programs and develops new ones aligned with strategic goals, encouraging creativity and collaboration.
2. **Working with Us Policy:** Adopted in June 2023, this policy fosters sustainable partnerships to support community connections and avoid duplication.
3. **Social Return on Investment** The library's programs currently achieve an SROI of 389%, demonstrating substantial value for the community. That is, for every dollar invested, the community receives \$3.89 in benefits.

The Program and Research area is staffed with two full-time employees and draws support from the pool of PSAs.

Increase in PSA Hours (+1000)

- **Purpose:** To maintain and expand current programs and partnerships and explore new opportunities.
- **Support:** PSAs provide administrative, logistical, and technical support, assist with program evaluation and reporting, and offer flexible program schedules.

Benefits for the Library and Community

1. Increased Member Activity and Satisfaction
 - More programming and partnerships.
 - Convenient and accessible program options.
 - Expected increase in member participation, retention, and satisfaction.
 - Attraction of new and diverse members.
2. Enhanced Library Reputation and Outreach
 - Improved reputation and visibility.
 - Expanded outreach and influence.
3. Supported Library Vision and Mission
 - Furthering the vision of being a vibrant and inclusive space.
 - Creating new opportunities for the community to connect, discover, and soar.
 - Supporting strategic goals and core values.
4. High Social Return on Investment (SROI)
 - Current programs achieve an SROI of 389%.
 - For every dollar invested, the community receives \$3.89 in benefits (based on 2023 actuals).

These additional costs will be offset with Revenue Increases - Small incremental increases for six different accounts.

Total increase to revenue is estimated at a total of \$ 8,825,
Break down by accounts below.

- Room Rental \$ (255)

- Cost Recoveries - External \$ (1,500)
- Fines & Penalties \$ (2,070)
- Other Rev \$ (3,000)
- Donations \$ (1,000)
- Photocopy Rev \$ (1,000)

Service Level Change #3

The following is offered as additional rationalization and justification for the service level change which proposes a new position, increasing the head count for the library, again next year.

This updated version of the SLC includes the auxiliary costs of benefits (up 11%) and technical startup costs and ongoing operational costs. This more accurately estimates annualized budgetary impact for 2025 and beyond (first year 50%). By splitting it this way the board is committing to a 0.5 FTE in 2025 and an additional ask of 0.5 FTE in 2026.

Account Description	2025	2026	2027
Full time Salaries	40,695	83,424	85,510
Benefits	14,845	31,175	32,734
Technology Costs	3,098	2,500	2,500
Net:	<u>\$58,638</u>	<u>\$117,099</u>	<u>\$120,744</u>

Based on the strategic plan this position is critical for growth and will provide a strategic and integrated approach to partnership development, community engagement and remote library services committed to building a stronger, more knowledgeable and connected community, where people of all ages, backgrounds and cultures discover the human side of the community where all are welcomed and respected.

This position was identified by the Blackline Consulting Group in the report Organizational Review – Managing Future Growth as an additional opportunity #42; which reads... The Library has a limited programming offering to the community. This is due to staff capacity and unfilled functions within the division. Community surveys indicate significant support for the Library to expand service offerings. Consider the addition of a full-time resource to support community outreach and programming.

Through work with community groups, individuals and organizations, the position will be experimenting with and adapting new concepts and program ideas to meet the changing dynamics of modern community service delivery. To provide residents with a variety of programs, services, information, and opportunities to allow them to fully participate in the community.

Our record (figure 2) demonstrates successful internal and external EDI efforts, and we have a dedicated staff member with over a decade of experience in building relationships across the organization and with community members.

Notably, the library engages with almost every Human Services group and organization in the area, fostering partnerships that advance EDI principles.

In 2024, so far, the library has delivered 70 programs through some kind of partnership arrangement (as defined in our Working with us Policy).

Social Return on Investment:

- The library’s programs currently achieve an SROI of 389%, demonstrating substantial value for the community. This means that for every dollar invested, the community receives \$3.89 in benefits.

To address the evolving needs of our growing community. In this role, the individual will drive Equity, Diversity, and Inclusion (EDI) initiatives by collaborating with library staff and community stakeholders.

Operational Achievements: Our partnerships and programs reflect significant progress in EDI principles and practices:

Figure 1: Operational achievements in EDI principles and practices.



Frontline Library Staff well trained with completed courses in:

- Truth and Reconciliation
- Bridges out of Poverty
- Homelessness Training
- Sensory sensitive programming and spaces
- Mental Health First Aid
- Neurodiversity
- Anti-racist story time

Revise Job Description: The Community Engagement Specialist will:

- Create, implement, and oversee community engagement strategies.
- Engage citizens and stakeholders in public interest discussions.
- Collaborate with other divisions, such as Economic Development, to promote the Town of Orangeville’s offerings.
- Work with the EDI committee of council.
- Foster a positive work environment and encourage staff participation in community events and initiatives.

Quantitative Metrics:



Qualitative Metrics:

- Community Impact:
 - Stories and testimonials from community members about the positive impact of programs.
 - Case studies highlighting successful initiatives and their outcomes.
- EDI Progress:
 - Evidence of increased awareness and action on EDI principles within the community.
 - Success stories from EDI initiatives, such as improved inclusivity and diversity in programs.
- Collaborative Projects:
 - Examples of successful collaborations with other divisions (e.g., Economic Development) and their outcomes.
 - Innovations and improvements resulting from community feedback and engagement.
- Regular Reviews and Adjustments:
 - Monthly/Quarterly Reports:
 - Regularly compile and review reports on the above metrics.
 - Identify trends, successes, and areas for improvement.
- Annual Review:
 - Conduct a comprehensive annual review to assess overall performance.
 - Adjust strategies and goals based on the findings.

New Reserve Policy

Work in the Finance division continues towards the development of a new Reserves and Reserve Fund Framework and Policy for the municipality. Further discussion with finance and the board will be arranged.

Financial Impact

The Board is requesting \$ 2,367,221 for operations in 2025, which represents a 7.8% increase over the 2024 operating budget. Capital requests for 2025 total \$ 318,800.

Strategic Alignment

Strategic Direction: Soar

Objective: Strong effective governance will guide our actions with an emphasis on fiscal accountability and environmental sustainability.

Goal: Remain fiscally responsible with public resources.

Prepared and respectfully submitted by,

Darla Fraser, Chief Executive Officer