
OSHAWA
PUBLIC
LIBRARIES



2024 Business Plan



1. Vision and Mission Statement

Oshawa Public Libraries will provide innovative and responsive library service to the people of Oshawa. The Library will be recognized as a major partner in contributing to the development of improved literacy, informed citizens and a strong and vital community.

Mission Statement:

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

2. Service Description & Client Identification

Oshawa Public Libraries (OPL) provides free library service to the citizens of Oshawa through four (4) branch libraries (McLaughlin, John Aker Northview, Delpark Homes Centre, and Jess Hann) as well as a visiting library service for the homebound, and virtual library service 24/7 through our website <http://oshawalibrary.ca>.

Currently there are just over 51,000 active library members.

OPL is an external agency of the City of Oshawa and reports to the Oshawa Public Library Board in compliance with the Ontario Public Libraries Act. The Library Board is comprised of ten citizen appointees plus one City Councillor.

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.

3. 2023 Accomplishments

The first two quarters of 2023 indicated strong library usage post-pandemic compared to 2022. Thus far in 2023 we have seen:

- 7% increase in book, magazine, DVD, and videogame checkouts
- 5% increase in eBook and other digital checkouts
- 59% increase in program attendance
- 63% increase in programs and events we participate in out in the community
- 8% increase in new members
- 48% increase in computer use in the library

Oshawa Public Libraries directly supports the City of Oshawa’s strategic goals of social equity, cultural vitality, economic prosperity and financial stewardship, environmental responsibility, and accountable leadership through a variety of initiatives. This has been demonstrated by the achievement of the following:

Agency Objective 1 – Service Excellence

Strategies	Results
Reduce barriers to library service	Overdue fines for children and teens were eliminated.
	Hired a social worker consultant in partnership in collaboration with four other Durham lakeshore libraries to review and improve our policies and practices for serving the homeless and vulnerable population.
	Added additional open hours to the Delpark branch to meet customer demand.
Provide programs to serve our diverse clientele	Offered over 30 storytimes for children in languages other than English. French and Arabic storytimes were added to our programs as a reflection of our changing demographics.
	Adjusted our multilingual collection to better serve our changing demographic by adding books in Gujarati, and shifting our books in Farsi, Arabic, and Urdu from the McLaughlin to the Delpark branch where there is a higher concentration of people who speak these languages.
	Developed 8 “Sensory Kits” available to borrow to support children and adults on the autism spectrum.
	Provided meaningful work placements for 12 students partnering with Durham College, Trent University, Algonquin College, the Abilities Centre, Durham District School Board and Durham Catholic District School Board.
	<p>Our Visiting Library Service to the homebound grew to over 120 customers. 42 people receive this service at their own home, while the others reside at assisted living facilities.</p> <p>We also provide book deposits to 9 assisted living homes for their residents including:</p> <p>Harmony Hill Retirement Home, Hillside Terraces, Kingsway Pioneer, Wynfield Long-Term Care,</p>

Provide programs to serve our diverse clientele Cont'd	Wynfield Retirement, Extendicare, Traditions of Durham, Cedarcroft Place, and Faith Place.
	Our Volunteer Tax Program in cooperation with Revenue Canada continues to help low income earners with filing their taxes. 532 tax returns were filed through our program this year exceeding our target of 500.
	Continued providing digital literacy and technology workshops for adults to help bridge the digital divide with over 20 free workshops offered. Topics included intro to computers, Excel spreadsheets, how to download eBooks, intro to 3D printing, how to create with a Cricut, intro to Virtual Reality, as well as one-on-one tech help.
	Provided space for Infant Hearing Screening Clinics in partnership with Oak Valley Health. Almost 500 infants were screened during the first 6 months of 2023.

Agency Objective 2 – Utilize Technology to Create Efficiencies and Improve Customer Service

Strategies	Results
Enhance our communication systems	Implemented SMS notifications (text notifications) as a new option for customers to alert them when holds are ready for pick-up and other notifications. Previously the only options were email or phone message for notifications.
	Engaged a SharePoint consultant to help improve our internal communications (intranet) and file storage.
	Implemented new software to streamline our online library card registration process in Q2. Digital cards have proved to be quite popular for those who only want to use electronic resources such as eBooks.
Support customers with special needs	Updated the adaptive technology on our public computers in Q4 to meet our diverse customer needs.

Agency Objective 3 – Increase Awareness and Accessibility of Oshawa’s Rich History

Strategies	Results
Digitize our unique collection of historical Oshawa records	Digitized volumes 2 and 3 of the Ontario Regiment War Diaries (volume 1 completed last year).
	Continued converting Oshawa historical newspapers to digital format. Digitized the years 1946-1960.
Increase accessibility of historical Oshawa documents	Continued cataloguing books for the Canadian Automotive Museum.
	Set up local history displays at branches. One on food costs one hundred years ago compared to today as well as photos of various local grocery stores from yesteryear, and another with an Indigenous theme.

Agency Objective 4 – Enhance and Maintain our Facilities

Strategies	Results
Support the public using the library for remote work and/or studying	Installed additional power outlets in the floor at the John Aker Northview branch, added more tables, and re-arranged furniture to make more study space to meet the needs of our customers.
	Began planning for the installation of more study spaces at the Jess Hann branch.
Maintain existing infrastructure	Replaced the McLaughlin rooftop unitary A/C in Q2.
	Replaced rooftop sections L, C and K as well as skylights at the McLaughlin branch in Q3.
	John Aker Northview lighting was reviewed by a lighting consultant who designed a plan to improve and update the nearly 40-year-old lighting fixtures.
	Secured a \$100,000 Enabling Accessibility grant to offset costs for the refurbishment of the McLaughlin elevator. Project expected to start in early 2024.

Expand current infrastructure	Continued planning for the new library branch at the new community centre in the Northwood Business Park.
	Began planning the implementation of a book lending machine at the Oshawa Civic Recreation Centre.

Agency Objective 5 – Support Literacy and Life-long Learning

Strategies	Results
Develop preschool literacy	Our 1,000 Books Before Kindergarten program continues to grow with over 200 new participants.
Support student success	Held over 20 free arts and crafts programs for kids.
	Provided over 100 STEAM (Science, Technology, Engineering, Arts and Math) programs for kids including coding club, c_wonder, and creation station.
	Our annual Summer Reading Club had 1,624 children and teens participate to keep up their reading skills while not in school. This surpassed last year’s total of 1,554. In addition, 293 adults took the Summer Reading Challenge.
Encourage life-long learning for adults	Partnered with Durham College to offer Essential Skills workshops at the library. Workshops offered included Warehousing, and Retail Industry skills.
	Held 2 small business start-up sessions in partnership with BACD.
	Began planning for an Ontario Tech Experience Opportunity non-credit course scheduled to begin Q1 2024.
	Offered 6 Financial Literacy workshops on a variety of topics including vacations on a budget, planning for post-secondary school, and how credit works.

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

Strengths

- Resilient and flexible 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
- 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

- 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
- Pricing structure from publishers for eBooks and eAudiobooks for libraries. Libraries pay much more for digital formats than individual consumers pay
- 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

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

- Supply chain delays
- 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
- Cybersecurity attacks
- Artificial intelligence
- Low Canadian dollar affecting our purchasing power especially with books and e-resources which are predominantly American

5. Objectives

Agency Objective 1	Support and Promote Literacy			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan: <ul style="list-style-type: none"> • Social equity • Cultural vitality 			
Strategies	<ol style="list-style-type: none"> 1. Support Preschool Literacy 2. Support Student Success through continued development of programming for multiple literacies and enhance the new Ontario learning initiatives 3. Support Life-long Learning 			
Responsibility	Director, Customer Experience, Manager, Programming & Community Engagement, Branch Managers, Manager, Human Resources & Labour Relations			
Supporting Partners	Lakeridge Health, Durham Libraries, Friends of the Second Marsh, OntarioTech, Durham District School Board, Durham Catholic School Board			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
<ol style="list-style-type: none"> 1. Support preschool literacy: <ul style="list-style-type: none"> • Implement a promotion package to new parents about the importance of reading to your baby 	Q1-Q4	Planning	Number of packages distributed to new parents	200 packages distributed to new parents
<ul style="list-style-type: none"> • Continue to grow our 1,000 Books Before Kindergarten program 	Q1-Q4	Ongoing	Number of books read	10,000 books read

<p>2. Support Student Success:</p> <ul style="list-style-type: none"> Continue offering our Reading Buddies program 	Q1-Q4	Ongoing	Number of Reading Buddy pairs	50 pairs of Reading Buddies
<ul style="list-style-type: none"> Pilot a Math Buddies program (to complement our Reading Buddies program) 	Q3	Planning	Math Buddies program implemented	Math Buddies program implemented in Q3
<ul style="list-style-type: none"> Continue offering STEAM Science, Technology, Engineering, Arts and Math) programs 	Q1-Q4	Ongoing	Number of programs offered	100 STEAM programs offered
<ul style="list-style-type: none"> Continue offering the annual Summer Reading Club 	Q3	Ongoing	Number of participants	1,500 participants
<ul style="list-style-type: none"> Expand our Teen Advisory Group (TAG) to a second group based at the Delpark branch 	Q1	Planning	TAG program implemented at Delpark	TAG program implemented in Q1
<ul style="list-style-type: none"> Conduct outreach programs to Youth Hubs at GL Roberts & Eastview CVI 	Q1-Q4	Underway	Number of outreach programs	10 outreach programs at Youth Hubs

3.Support Life-long Learning: <ul style="list-style-type: none"> • Host a series of creative writing workshops 	Q1-Q4	Planning	Number of participants	15 participants
<ul style="list-style-type: none"> • Offer a series of nature programs 	Q1-Q4	Planning	Number of programs offered	6 programs offered
<ul style="list-style-type: none"> • Offer a series of AI (Artificial Intelligence) programs 	Q1-Q4	Planning	Number of programs offered	4 programs offered
<ul style="list-style-type: none"> • Host a series of Repair Cafes 	Q1-Q4	Underway	Number of Repair Cafes held	3 Repair Cafes
New Resource Requirements (if any)				
Instructor for creative writing courses \$1,500				
Outcomes/Benefits Per Objective				
<ul style="list-style-type: none"> • Addressing the ongoing literacy gaps observed by parents and teachers in children due to COVID-19 shutdowns • Helping children to develop multiple literacy skills throughout their lives • Enhancing capacity and volunteer opportunities for teens • Provide life-long learning opportunities • Promote environmental awareness • Provide opportunities to learn more about Artificial Intelligence (AI) • Teaching the importance of repairing items and reducing waste 				

Agency Objective 2	Celebrate Oshawa's Culture and Local History			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan: <ul style="list-style-type: none"> Cultural vitality 			
Strategies	<ol style="list-style-type: none"> Celebrate Oshawa's centennial Preserve Oshawa History & Support Genealogical Research 			
Responsibility	Manager, McLaughlin Branch, Manager, Programs & Community Engagement, Director, Collections, Communications & Access			
Supporting Partners	City of Oshawa, Oshawa Museum, Canadian Automotive Museum, Ontario Regiment Museum, Parkwood			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
1.Celebrate Oshawa's Centennial: <ul style="list-style-type: none"> Host a series of centennial events 	Q1-Q4	Planning	Number of centennial events offered	10 events
<ul style="list-style-type: none"> Add a centennial page to our website highlighting facts about Oshawa and how it has changed in the past 100 years 	Q1-Q4	Planning	Dedicated webpage created	Centennial webpage created in Q1 and updated quarterly
<ul style="list-style-type: none"> Develop podcasts based on 'Memories of Oshawa' shared by citizens who have lived here over 50 years 	Q3-Q4	Planning	Number of podcast episodes created	4 podcast episodes created
<ul style="list-style-type: none"> Transcribe and upload interviews from the oral history Memories of Oshawa project 	Q1-Q3	Planning	Number of interviews transcribed	20 interviews transcribed

2. Preserve Oshawa History & Support Genealogical Research: <ul style="list-style-type: none"> Continue digitizing the microfilm collection of historical Oshawa newspapers 	Q1-Q4	Ongoing	Number of years of newspapers digitized	10 years digitized (1961-1970)
<ul style="list-style-type: none"> Continue digitizing the Oshawa War Diaries 	Q1-Q4	Ongoing	Number of war diaries digitized	2 war diaries digitized (volumes 4 & 5)
New Resource Requirements (if any)				
<ul style="list-style-type: none"> \$1,500 for special centennial events. \$20,000 to digitize 10 years of Oshawa historical newspapers from microfilm. 				
Outcomes/Benefits Per Objective				
<ul style="list-style-type: none"> Increase awareness of Oshawa history Preserve and increase access to rare historical documents Support local museum's mandates 				
Agency Objective 3	Enhance Organizational Capacity & Service Delivery			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan: <ul style="list-style-type: none"> Accountable Leadership Economic Prosperity & Financial Stewardship 			
Strategies	1. Staff training 2. Increase our service capacity			
Responsibility	CEO, Director, Collections, Communications & Access, Director, Customer Experience, Manager, Human Resources & Labour Relations, Branch Managers			
Supporting Partners	City of Oshawa, Durham School Board, Durham Catholic School Board			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
1. Staff Training: <ul style="list-style-type: none"> Add Niche Academy to our suite of online resources 	Q1-Q4	Planning	Increased usage of online resources; standard staff training and onboarding modules complete	All staff accessing and using training by end of Q4

<ul style="list-style-type: none"> Develop Public Service Core Library Skills training program 	Q1-Q2	Planning	Training courses developed	6 training courses developed
<p>2. Increase our Service Capacity:</p> <ul style="list-style-type: none"> Install remote book lending machine at the Oshawa Civic Recreation Centre 	Q1	Planning	Remote book locker installed	Remote book locker installed by end of Q1
<ul style="list-style-type: none"> Develop a new strategic plan for 2024-2027 	Q2	Planning	New strategic plan developed	New strategic plan approved by Board in Q3
<ul style="list-style-type: none"> Launch a "Memory Lab" to digitize old media 	Q2	Planning	Memory Lab equipment purchased and staff trained	Memory Lab launched in Q2
<ul style="list-style-type: none"> Expand our museum pass lending program 	Q3	Planning	Additional museums added to our current program	2 more museums added to our museum pass program
<ul style="list-style-type: none"> Provide student work placements 	Q1-Q4	Underway	Number of student placements	6 student placements
<ul style="list-style-type: none"> Continue planning for a 5th branch 	Q1-Q4	Underway	Attendance at planning sessions	100% attendance at planning sessions
New Resource Requirements (if any)				
<ul style="list-style-type: none"> \$8,600 annually for Niche Academy \$45,000 for each remote book lending machine 				
Outcomes/Benefits Per Objective				
<ul style="list-style-type: none"> Maintain and provide ongoing training for current staff Ensures all staff receive consistent training that can be updated regularly Increase our service reach throughout the community to attract new users Develop new partnerships and strengthen existing partnerships Provide meaningful work placements for students Meet the needs of our growing population Have a presence in areas that do not have a neighbourhood library 				

Agency Objective 4	Community Supports & Engagement			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan Social Equity Oshawa Accessibility Plan			
Strategies	<ol style="list-style-type: none"> 1. Meet the needs of our diverse clientele and support DEI initiatives 2. Minimize the digital divide 			
Responsibility	Manager, Programming & Community Engagement, Branch Managers			
Supporting Partners	CDCD, Region of Durham, Revenue Canada, Oak Valley Health			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
1. Meet the needs of our diverse clientele and support DEI initiatives: <ul style="list-style-type: none"> • Continue offering programs to support newcomers to Canada 	Q1-Q4	Ongoing	Number of participants	200 participants
<ul style="list-style-type: none"> • Continue providing Visiting Library Service (VLS) to the homebound 	Q1-Q4	Ongoing	Number of VLS clients	125 clients
<ul style="list-style-type: none"> • Continue hosting Social Service Community Hubs 	Q1-Q4	Ongoing	Number of people helped by Community Hub outreach workers	400 people helped
<ul style="list-style-type: none"> • Continue providing Volunteer Tax Clinics 	Q1-Q2	Planning	Number of tax returns prepared	550
<ul style="list-style-type: none"> • Facilitate Car Seat Safety Clinics for parents 	Q2-Q3	Planning	Number of clinics offered	2 clinics offered
<ul style="list-style-type: none"> • Continue offering Infant Hearing Clinics 	Q1-Q4	Ongoing	Number of families participating	600 families participate

2. Minimize the digital divide: <ul style="list-style-type: none"> Continue loaning WiFi hotpots 	Q1-Q4	Ongoing	Number of WiFi hotpots available to loan to the public	25 WiFi hotspots available to borrow
<ul style="list-style-type: none"> 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	25 digital literacy and technology workshops offered
New Resource Requirements (if any)				
Outcomes/Benefits Per Objective				
<ul style="list-style-type: none"> Support for newcomers to Canada Support and enrichment for the homebound Support low-income individuals and families Support for parents 				

Agency Objective 5	Preserve and Maintain our Facilities			
Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)	Oshawa Strategic Plan: <ul style="list-style-type: none"> Accountability 			
Strategies	1. Ensure safety standards are met and plan for upcoming needs			
Responsibility	CEO, Manager, Building Operations & Health & Safety			
Supporting Partners	City of Oshawa			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
Ensure current safety standards are met and plan for upcoming needs:				
<ul style="list-style-type: none"> Begin replacing/updating emergency lighting system and exit signs at 	Q1-Q4	Planning	Emergency lighting and exit signs replaced with new	100% of emergency lights and signs are replaced with new

McLaughlin branch (phased in over multiple years)			standards as required	standards as they burn out
<ul style="list-style-type: none"> Begin replacing exhaust systems in washrooms at McLaughlin branch (phased in over multiple years) 	Q1-Q4	Planning	Number of washroom exhaust systems replaced	5 washroom exhaust systems replaced
<ul style="list-style-type: none"> Replace equipment and furniture as needed 	Q1-Q4	Planning	Equipment and furniture replaced as needed	100% of broken/damaged equipment and furniture replaced as required
<ul style="list-style-type: none"> Replace worn carpet at Delpark branch 	Q4	Planning	Carpet replaced at Delpark branch	Carpet replaced by end of Q4
New Resource Requirements (if any)				
<ul style="list-style-type: none"> \$15,000 per year for McLaughlin emergency lighting and exit sign replacement (phased in over multiple years as required) \$35,000 per year for McLaughlin washrooms exhaust system replacement (phased in over 3 years) \$21,000 for equipment and furniture replacement in all locations as needed \$150,000 to replace worn and stained Delpark carpet originally installed in 2006 				
Outcomes/Benefits Per Objective				
<ul style="list-style-type: none"> Updated emergency fixtures that meet current fire code Replace original washroom exhaust systems that were installed between 1954-1977 to ensure adequate ventilation and reduce smells that seep into public areas Attractive and well-maintained libraries for the public to enjoy 				

6. Resource Requirements

The proposed 2024 Municipal grant takes into consideration the following unavoidable business costs:

Staffing	2.5% anticipated COLA	Contractual obligations & COLA adjustments.
Utilities	Natural Gas	10% increase as per City recommendation
	Electricity	4% increase as per City recommendation
	Water and Sewer	3% increase as per City recommendation
Fuel	Gasoline	5% increase as per City recommendation
Supplies and Services	Stationary	CPI increase as per City recommendation
	Janitorial Services	CPI increase as per City recommendation
	Security	2% increase as per City recommendation
Major Repairs & Furniture, Fixtures & Equipment (FF&E)	Furniture and equipment replacement as needed	\$21,000
	Major Repairs	\$75,000
	Delpark Carpet replacement	\$150,000

7. Conclusion

Investing in Oshawa Public Libraries directly supports the City of Oshawa’s strategic goals of Social Equity, Cultural Vitality, Accountable Leadership, and Economic Prosperity and Financial Stewardship. OPL also helps advance the Teaching City, Culture Strategy, and Age-Friendly initiatives, as well as the Diversity and Inclusion Plan, by ensuring that library services, programs, and facilities offered to the citizens of Oshawa continue to be vibrant, relevant, and engaging.

The Corporation of the City of Oshawa
2024 Operating Budget
Oshawa Public Libraries

Description	2023 Projected Actuals	2023 Approved Budget	2024 Proposed Budget	2024-2023 Variance \$'s	2024-2023 Variance %
Personnel Costs	7,227,393	7,431,256	7,690,165	258,909	3.5
Program and Office Supplies	1,110,253	1,108,200	1,094,000	(14,200)	(1.3)
Professional Services	348,820	347,066	364,985	17,919	5.2
Maintenance and Repairs	996,500	680,500	773,911	93,411	13.7
Utilities	228,400	266,763	231,300	(35,463)	(13.3)
Contributions and Financial Charges	8,500	219,395	7,000	(212,395)	(96.8)
Agency Generated Revenue	(672,779)	(588,600)	(611,600)	(23,000)	3.9
City of Oshawa Grants	(9,252,185)	(9,464,580)	(9,549,761)	(85,181)	0.9
Total Oshawa Public Libraries	(5,098)	-	-	-	

Variance Explanations:

Personnel Costs: Increase to the base and COLA for 2024

Professional Services: Increased Security needs

Maintenance & Repairs: Previously paid from capital, now from operating as per City direction

Utilities: Energy savings due to new windows at McLaughlin

Contributions & Financial Charges: Reflect bank fees only and no contribution to reserve