

Caledon Public Library Board Meeting

Monday, October 15, 2018

6:00 p.m.

Albion Bolton Branch



AGENDA

1. Call to order
2. Indigenous Acknowledgement

We acknowledge that the land on which we gather, which form the Town of Caledon, is part of the Treaty Lands and Territory of the Mississauga's of the New Credit.

The Town of Caledon and the Region of Peel – the traditional territory of the A-nish-in-abek (Ojibway), Huron-Wendat, Haud-en-osa-nee (Iroquois), and home to the Métis, was most recently, the territory of the Mississauga's of the New Credit First Nation.

We also acknowledge the cultural injustices of the past and express our collective hope for full truth and reconciliation in the future

On this day our meeting place is home to many Indigenous peoples (First Nations, Métis and Inuit) from across Turtle Island (North America).

We are grateful to have the opportunity to work on this land, and by doing so, we give our respect to its first inhabitants.

3. Apologies for non-attendance
4. Approval of the agenda
5. Disclosure of pecuniary interest
6. Consent agenda

(All items under the Consent Agenda are considered to be routine and have been read by all Board members before the meeting. The items are recommended for approval by the Chair. They may be enacted in one motion. If any member wishes to discuss an item, it can be moved anywhere in the agenda.)

- a. Minutes of the September 17, 2018 meeting (Attachment 6-A)
- b. CEO/Chief Librarian's Report (Attachment 6-B)
- c. Strategic Actions Update (Attachment 6-C)
- d. Correspondence
 - i. Canada Revenue Agency, Confirmation of Receipt of Application for Charitable Status – September 3, 2018 (Attachment 6-D-1)

7. Business arising from the minutes
8. Staff Reports
 - a. Treasurer's Report and Financial Statements (Attachment 8-A)
 - b. Quarterly Statistics and Performance Measures – Q3 2018 (Attachment 8-B)
 - c. Town of Caledon Purchasing By-Law Report (Attachment 8-C)
 - d. Public Complaint Handling Policy Report (Attachment 8-D)
 - e. Organizational Review Report (Attachment 8-E)
9. Board and Committee Reports
 - a. Board Trustee Position Description (Attachment 9-A)
10. New business
11. Board Work Plan Review (Attachment 11-A)
12. Board Advocacy and Development
 - a. Upcoming Events and Opportunities
 - i. One Book One Caledon – An Evening with Michael Redhill, Thursday, October 24, 7 PM, Caledon Seniors' Centre, Bolton
 - ii. CPL150 Homecoming Celebration, Friday, November 30, 6:30 PM, Glen Eagle Golf Club – Tickets available online - \$30
13. Question period
14. Evaluation of meeting
 - a. What was your key takeaway from the meeting?
 - b. How could we encourage participation in discussions?
15. Time and location of next regular meeting
 - a. Monday, November 19, 2018, 6 PM - Albion Bolton Branch
16. Adjournment

Documents Attached:

- 6-A Minutes of the September 17, 2018 meeting
- 6-B CEO/Chief Librarian's Report
- 6-C Strategic Actions Update
- 6-D-1 Canada Revenue Agency, Confirmation of Receipt of Application for Charitable Status – September 3, 2018
- 8-A Treasurer's Report and Financial Statements

- 8-B Quarterly Statistics and Performance Measures – Q3 2018
- 8-C Town of Caledon Purchasing By-Law Report
- 8-D Public Complaint Handling Policy Report
- 8-E Organizational Review Report
- 9-A Board Trustee Position Description
- 11-A Board Work Plan

Attachment 6-A

Caledon Public Library Board Meeting

Monday, September 17, 2018

6:00 p.m.

Albion Bolton Branch



MINUTES

- Present:** Janet Manning (Chair); Paula Civiero (Vice-Chair); Lynne van Ryzewyk; Suzanne French; Sandy Keith; Susanne McRoberts and Chris Gilmer
- Guest:** David Arbuckle – General Manager, Strategic Initiatives, Town of Caledon
- Staff:** Colleen Lipp – CEO | Chief Librarian; Lesley Slobodian, Administrative Assistant
- Absent:** Councillor Nick deBoer and Councillor Gord McClure

1. The Chair called the meeting to order at 6:00 PM

2. Indigenous Acknowledgment

We acknowledge that the land on which we gather, which form the Town of Caledon, is part of the Treaty Lands and Territory of the Mississauga's of the New Credit.

The Town of Caledon and the Region of Peel – the traditional territory of the A-nish-in-abek (Ojibway), Huron-Wendat, Haud-en-osa-nee (Iroquois), and home to the Métis, was most recently, the territory of the Mississauga's of the New Credit First Nation.

We also acknowledge the cultural injustices of the past and express our collective hope full truth and reconciliation in the future

On this day our meeting place is home to many Indigenous peoples (First nations, Métis and Inuit) from across Turtle Island (North America).

We are grateful to have the opportunity to work on this land, and by doing so, we give our respect to its first inhabitants.

3. Apologies for non-attendance: None

4. Approval of the Agenda

Motion: That the Caledon Public Library Board Agenda be approved.

Moved: Sandy Keith

Seconded: Suzanne French

Carried.

5. Disclosure of pecuniary interest: None

6. Consent Agenda

- a. Minutes of the August 20, 2018 meeting
- b. CEO/Chief Librarian's Report
- c. Strategic Actions Update
- d. Correspondence

Motion: That the Caledon Public receive and approve the Consent Agenda.

Moved: Susanne McRoberts

Seconded: Chris Gilmer

Carried.

7. Business arising from the minutes:

- a. Committee of the Whole Recommendations resulting from August 20, 2018 meeting:
 - i. Minutes of the June 11, 2018 meeting
 - ii. CEO/Chief Librarian's Report, August 2018
 - iii. Strategic Actions Update, August 2018
- b. Treasurer's Report and Financial Statements. August 2018
- c. Quarterly Statistics and Performance Measure – Q2 2018
- d. Volunteer Policy Report
- e. Recruitment and Succession Committee Meeting Notes – July 16, 2018
- f. Finance Committee Meeting Minutes of August 13, 2018
 - i. 2017 Audited Financial Statements

Motion: That the Caledon Public Library Board receive and approve all recommendations arising from the August 20, 2018 meeting of the Committee of the Whole, with the exception of the 2019 Draft Budget Report; and,

That the 2019 Draft Budget Report be considered as part of the September 2018 Treasurer's Report

Moved: Susanne McRoberts

Seconded: Chris Gilmer

Carried.

8. Staff Reports

a. Treasurer's Report and Financial Statements and 2019 Draft Budget Report

Motion: That the Caledon Public Library Board receive the Treasurer's Report and related financials and approve the 2019 Draft Budget Report as revised to reflect a 3% increase to the base operating budget and the inclusion of scheduled strategic and master plans to the capital forecast.

Moved: Lynn van Ryzewyk

Seconded: Sandy Keith

Carried.

b. Accessible customer Service Policy

Motion: That the Caledon Public Library Board approve and adopt the revised Accessible Customer Service Policy.

Moved: Susanne McRoberts

Seconded: Suzanne French

Carried.

9. Board and Committee Reports: None

10. New Business: None

11. Board Work Plan Review

The Caledon Public Library Board reviewed the work plan.

12. Board Advocacy

a. Upcoming Events and Opportunities

- i. CPL Staff Forum, Friday, September 21, 9AM, Caledon Village Place
- ii. CPL Amazing Road Trip, Saturday, September 29, 2018 – Registration required
- iii. One Book One Caledon – An evening with Michael Redhill, Thursday, October 24, 7 PM, Caledon Senior’s Centre, Bolton
- iv. CPL 150 Homecoming Celebration, Friday, November 30, 6:30 PM Glen Eagle Golf Club – Tickets Available online \$30

13. Question Period: There were no members of the public present.

14. Evaluation of Meeting

- a. What was your key takeaway from the meeting?
 - i. It was reiterated that it would be beneficial that to communicate in advance of the Library Board meetings apologies for non-attendance to aid in the purpose of determining quorum.
 - ii. It was noted that the meeting was efficient considering there was much to review.

15. Time & location of next regular meeting:

Monday, October 15, 2018, 6 PM – Albion Bolton Branch

16. Adjournment

Motion: That the meeting adjourn.

Moved: Paula Civiero

Seconded: Chris Gilmer

Carried.

The meeting adjourned at 6:47 PM

Janet Manning
Chair

Colleen Lipp
CEO | Chief Librarian

Attachment 6-B

CEO/Chief Librarian's Report

Prepared by Colleen Lipp
October 2018



Bridge Toolkit

The Toronto Public Library (TPL) recently completed a two-year study to assess the impact of technologies offered by public libraries in Ontario. TPL extended this work to include eight (8) public libraries as an initial pilot study. The final report on the Development and Pilot Implementation of the Bridge Technology Services Assessment Toolkit can be found online at <https://www.torontopubliclibrary.ca/content/bridge/pdfs/nordicity-full-report.pdf>. TPL has recently announced a call for participants in a beta test group of fifty (50) libraries of varying sizes and geography. Caledon Public Library has indicated our interest in participating. It is expected that those selected will be notified by the end of October.

By participating in the next phase of the study, Caledon Public Library would have an opportunity to better measure outputs, benchmark technology service levels against other Ontario public libraries, and determine how prepared staff are to support technology services and identify priorities for technology service based on evidence.

The Exchange

As previously shared, the Exchange's Leadership Team recently identified the need to complete a comprehensive strategic plan. Consultants Taylor Newberry have been retained to undertake this work. Their initial engagement efforts included discussions with representatives from partner organizations, funders and those who have stepped away from the collaborative. The intent of these interviews was to develop a better understanding of an organization's reason for becoming involved with the Exchange, factors that may limit involvement, as well as general perceptions about the collaborative. These discussions led the consultants to identify three commonly-held views of the Exchange's role. These included the Exchange as a physical space, the Exchange as a planning network, and the Exchange as a means of delivering collaborative services.

Next steps in the planning process include a full day session in early November for all Executive Directors or CEOs representing partner organizations.

Advocacy

Ontario Public Library Week

The official launch of Ontario Public Library Week (October 14 to 20) will be hosted at the Orangeville Public Library on Friday, October 12. Invitations to this event were extended to all members of the Library Board and many within the public library sector.

Staff News

Retirement Announcement

Lottie Martens announced that she will be retiring from her role as a Public Service Assistant in Technical Services as of November 2, 2018. Lottie has been with CPL since 1995 and her commitment to delivering exceptional Interlibrary Loan Services was greatly appreciated and will be missed. We wish Lottie all the best in her retirement.

Attachment 6-C

Strategic Actions Update

October 2018



Strengthen Facilities

The computer area in the Bolton Branch has been redesigned to allow for clear visibility and to make best use of the space. It is anticipated that the removal of four (4) workstations in this area will also encourage greater use of the available ChromeBooks.

Invest in People

CPL's annual staff forum was hosted on September 21 in Caledon Village. Organized by TLC, all staff received diversity training, explored new Maker technology, participated in library trivia/Family Feud competition and learned about local heritage.

CPL now offers access to Cypress Resume to all library members. Cypress Resume is a quick and easy resume builder that can be used to create professional looking resumes (and cover letters) without having to format them or enter tons of information. By entering a minimal amount of personal data, the resume builder will formulate specific sentences for different careers etc. This is a great resource for building a simple resume. It can be accessed from inside and library Branch without a card, and from home with a card.

Development of library staff is ongoing, with staff representatives and members of the management team participating in the following learning opportunities over the past month:

- Influencing others (webinar)
- TIFF (MILA)
- Lettering Workshop (MILA)
- Writing for Children and Young Adults (MILA)
- A Path to Improve Performance & Engagement: 3 Pillars to Build a Coaching Culture (webinar)
- Planning the Transition to a New Board (webinar)
- HR Downloads (web forum)
- Harper Collins Author Event (MILA)
- APLL course (Advancing Public Library Leadership) commenced by 2 staff
- Sustainable Staff Development: 5 Steps to Create a Culture of Learning (full-day workshop)

Build Relationships

The Library was invited to participate in an orientation session for new Town staff. This offered an opportunity to ensure that new staff have an understanding of the Library's role within the municipality and our unique governance. Information about library services and resources were also highlighted and library cards were provided to most in attendance.

A meeting with PeelHIV/AIDS network was initiated to discuss possible partnerships and programs.

CPL staff facilitated an information booth at a recent Job Fair hosted by Caledon Community Services (CCS).

CCS - Jobs Caledon and Senior Saviour Solutions are now both offering outreach services from the Community Corner at the Albion Bolton branch

CPL has formally joined and will have staff representation at the Regional Diversity Roundtable.

Encourage Discovery, Innovation and Creativity

Cooking with Christine encouraged participants to learn about and sample pupusas. As pupusas were referenced in Michael Redhill's Bellevue Square, this program was an extension of our One Book One Caledon efforts.

A Lunch and Learn session with lawyer Suzanne Deliscar provided an opportunity for entrepreneurs to learn about and discuss relevant legal issues.

Amazing Road Trip - CPL hosted our first road trip/car rally as part of our CPL 150 celebrations. 14 teams toured the scenic hills of Caledon, stopping at 8 secret locations and competing in zany challenges along the way. Random prizes were awarded throughout the day as well as the grand prizes at the final destination featuring a BBQ hosted by Bolton Sea Cadets.

Staff facilitated a series of teen cooking programs @ the Exchange as part of the Collaborative Teen Night initiative

CPL is pleased to host Humberview's Alpha Dogs this fall as they facilitate a popular First Lego League program for youth ages 9-14 years. Participants are learning how to build, test and program an autonomous robot using LEGO MINDSTORMS technology to solve a set of missions in the robot game.



Ottawa ON K1A 0L5

Attachment 6-D-1

000008

The Town of Caledon Public
Library Board
6500 OLD CHURCH RD
CALEDON EAST ON L7C 0H3

September 03, 2018

Subject: Application for Charitable Registration

Dear Sir/Madam:

This letter is to inform you that we have received your application to register The Town of Caledon Public Library Board as a charity. We have assigned the application the following file number 3062148. Based on our current inventory, we expect to assign the application to an officer within **five** months from the date we received it on 2018-07-20.

If your organization has an authorized representative, such as a lawyer or accountant, you should advise them that you have received this letter and send them a copy for their files.

For information about the application review and registration process, go to www.cra.gc.ca/charityapplication, and select "Application review process".

Charities Directorate
Canada Revenue Agency
Ottawa ON K1A 0L5

RECEIVED
SEP 13 2018

Treasurer's Report

Prepared by Colleen Lipp
October 2018



2018 Budget

Financial statements reflecting the operating and capital budgets as of September 30, 2018 are attached as [Appendix A](#).

The Library participated in Town Finance's forecast exercise to determine any anticipated operating variance. A favourable variance of \$107,452 is currently forecast for year end. This is due in part to ongoing staff salary gapping prompted by long-term leaves. This forecast also reflects the following:

- the unbudgeted impact of pro-rated shared operating costs for the Caledon East Branch of \$16,000. That said, these funds will not be paid until such time that an invoice and supporting documentation is received from the Dufferin Peel Catholic District School Board; and
- planned fees in support of a staff engagement survey to be undertaken before year end.

2019 Budget

A meeting with Town Finance Staff was held on October 9, 2018 and was attended by the Board Chair, the CEO/Chief Librarian, the General Manager of Strategic Initiatives and the Town CAO. This meeting provided an opportunity to clarify the Board's requests and gain greater insight into the likely success of the Library's proposed budget. Response to the Library's budget was largely favourable and our efforts to remain within the mandated maximum increase of 3% were noted and appreciated.

Changes in Service Levels

Requests for additional staffing and new services or programs were discussed. An upcoming retirement supports the reallocation of funds in support of a new staff member in Information Services and prompted the re-prioritization of submitted requests. Recommended funding statuses have been revised to reflect these changes and are listed below:

<i>Recommended for Funding</i>	
<i>Expanded Service and Staff Hours – Public Service Coordinator, Caledon East</i>	<i>\$29,788</i>
<i>Creation of one full-time position – Digital Literacy and Innovation Coordinator</i>	<i>\$95,954</i>
<i>Reflected in Base Operating Budget</i>	
<i>Management and IT Team Cell Phones</i>	<i>\$ 5,660</i>
<i>Unfunded</i>	
<i>Creation of one part-time position – Information Services Coordinator</i>	<i>\$52,517</i>
<i>Poet Laureate Program</i>	<i>\$ 5,500</i>

Capital Projects

Capital Project requests in support of library collections, technologies and furnishings were generally well received. Items of note include the following:

- Development Charges available in support of the Albion Bolton Branch Refurbishment have increased from \$277,447 to \$389,110, reducing the tax levy funding to \$171,890;
- A proposal that the existing and additional hotspots continue to be funded through the Town's Broadband Levy; and,
- That the initial design of the Caledon East Branch Relocation be considered for phase 4 of the Caledon East Community Complex – rather than phase 3. It was also noted that the feasibility of this project is largely contingent on its eligibility for partial funding through Development Charges, which will be determined as part of the new Development Charge Study which is currently underway.

An overview of capital budget assumptions, as discussed on October 9, is provided below:

Recommended for Funding		
19-032	<i>Library Collections and Materials</i>	\$450,000
19-033	<i>Library IT Equipment</i>	\$76,000
19-034	<i>Library Furnishing Replacement</i>	\$30,000
19-036	<i>Albion Bolton Branch Renovation and Improvements</i>	\$561,000
19-037	<i>Wireless Public Print Management System</i>	\$12,800
19-038	<i>Library IT Audit and Network Assessment</i>	\$15,000
19-039	<i>Library Community Outreach Kits</i>	\$6000
Recommended for Funding through Broadband Levy		
19-035	<i>Wireless Internet Hotspot Lending Program</i>	\$73,650
Unfunded		
19-040	<i>Caledon East Branch Relocation – Design Phase</i>	\$126,500

Next Steps

The Library's recent achievements and priorities, as well as significant trends and challenges in public library service will be reflected within Strategic Initiatives' Business Plan. This document will be revised to accurately reflect the Board's governance and includes opportunities to highlight CPL's strategic goals.

Subsequent discussions regarding the Town's consolidated budget will be held by the Town's Senior Management Team. These discussions, and the need to consider the Library's submission within the scope of the full municipal budget and related impact on ratepayers, may result in changes to above funding statuses or requests to the Library Board to revise or reduce the budget accordingly.

The 2019 Budget Schedule is highlighted below. While the review and approval process is delayed by the municipal election, it will still include opportunities for public engagement in advance of final approval early in the New Year.

Tuesday, December 18	Operating and Capital Budget Presentation
Tuesday, January 9	Public Open House – Proposed Budget
Tuesday, January 22	Committee of the Whole – General Budget
Tuesday, February 5	Council Meeting – Budget Approval

Grants

Public Library Operating Grant (PLOG)

The Library has successfully completed all requirements of the Ontario Ministry of Tourism, Culture and Sport’s Annual Public Library Operating Grant (PLOG) for 2018. This includes the submission of the following:

- Grants Ontario Application Form
- Library Pay Equity Report
- Caledon Public Library 2017 Audited Financials
- Annual Survey

The completion of this submission in advance of the October 31, 2018 deadline will assure that we receive our annual Public Library Operating Grant of \$58,171 within the current budget year. This funding includes a library pay equity supplement of \$3932.

Recommended Motion:

That the Caledon Public Library Board receive the Treasurer’s Report and related financials

Appendix A

Caledon Public Library-Lending Services
 ST: Object Code - Budget vs Actual by Cost Centre
 As of September 30, 2018



	September	September	Monthly		YTD	YTD	YTD		Annual	Percentage	Annual
	Budget	Actuals	Variance		Budget	Actuals	Variance		Budget	Expended	Variance
40010 Administration											
50050 Miscellaneous	(250.00)	(858.20)	608.20		(2,250.00)	(5,001.15)	2,751.15		(3,000.00)	166.7%	2,001.15
50125 Merchandise Sales	(250.00)	(15.00)			(2,250.00)	(243.00)			(3,000.00)		
50319 Grants/Subsidies									(58,200.00)	0.0%	(58,200.00)
50570 Donations	(83.00)		(83.00)		(747.00)	(257.50)	(489.50)		(1,000.00)	25.8%	(742.50)
50705 Fines/Fees	(3,333.00)	(2,561.88)	(771.12)		(29,997.00)	(23,347.81)	(6,649.19)		(40,000.00)	58.4%	(16,652.19)
50715 Programs	(467.00)	(564.05)	97.05		(4,203.00)	(3,254.75)	(948.25)		(5,600.00)	58.1%	(2,345.25)
50725 Comm.Access Prgm Funding			0.00		0.00	0.00	0.00				0.00
50750 Book Sales	(43.00)	(229.35)	186.35		(387.00)	(1,183.35)	796.35		(500.00)	236.7%	683.35
50770 FOL-Recoverable			0.00			(1,150.00)	1,150.00				1,150.00
61510 Salaries-Permanent	10,854.00	10,746.60	107.40		105,478.00	103,953.21	1,524.79		140,727.00	73.9%	36,773.79
61513 Benefits-Permanent	2,577.00	2,257.82	319.18		25,042.00	24,960.74	81.26		33,411.00	74.7%	8,450.26
61520 Wages-Casual Temporary	2,538.00	2,466.65	71.35		24,116.00	28,963.63	(4,847.63)		33,000.00	87.8%	4,036.37
61522 Recovery-Wages-Casual Temp			0.00			(3,920.70)	3,920.70				
61523 Benefits-Casual Temporary	311.00	223.33	87.67		2,949.00	2,779.57	169.43		4,037.00	68.9%	1,257.43
62018 Operating Supplies	64.00	10.88	53.12		576.00	204.19	371.81		760.00	26.9%	555.81
62113 Maint & Repairs-A/V Equip	307.00		307.00		2,763.00	1,623.07	1,139.93		3,660.00	44.3%	2,036.93
62114 Small Equip Repair/Purchase	42.00		42.00		378.00		378.00		500.00	0.0%	500.00
62129 FOL-Initiatives						1,085.43	(1,085.43)				(1,085.43)
62253 Lib. Brd Education & Exp.	265.00	219.88	45.12		4,855.00	3,627.50	1,227.50		5,650.00	64.2%	2,022.50
62310 Training/Development/Seminars	2,500.00	515.57	1,984.43		23,667.00	15,276.08	8,390.92		27,967.00	54.6%	12,690.92
62311 Memberships/Dues			0.00		13,000.00	11,941.95	1,058.05		14,000.00	85.3%	2,058.05
62314 Mileage	1,167.00	1,151.11	15.89		10,503.00	6,410.72	4,092.28		14,000.00	45.8%	7,589.28
62317 Audit							0.00		4,370.00	0.0%	4,370.00
62322 Postage	63.00	264.58	(201.58)		567.00	457.31	109.69		750.00	61.0%	292.69
62335 Contracted Services	235.00	1,559.31	(1,324.31)		2,115.00	2,454.75	(339.75)		2,800.00	87.7%	345.25
62437 Contribution to Reserves			0.00			1,367.00	(1,367.00)				(1,367.00)
Total 40010 Administration	16,497.00	15,187.25	1,309.75		176,175.00	166,746.89	9,428.11		174,332.00	95.6%	7,585.11
41010 Library Public Services											
61510 Salaries-Permanent	29,007.00	20,951.16	8,055.84		328,935.00	241,201.77	87,733.23		423,191.00	57.0%	181,989.23
61513 Benefits-Permanent	8,483.00	5,968.18	2,514.82		96,517.00	62,823.73	33,693.27		124,084.00	50.6%	61,260.27
61520 Wages-Casual Temporary	31,283.00	34,844.58	(3,561.58)		365,294.00	318,179.21	47,114.79		474,784.00	67.0%	156,604.79
61523 Benefits-Casual Temporary	5,124.00	4,801.73	322.27		56,867.40	41,628.45	15,238.95		74,802.40	55.7%	33,173.95
62017 Caretaking Supplies	133.00		133.00		1,197.00	657.16	539.84		1,600.00	41.1%	942.84
62018 Operating Supplies	213.00	159.11	53.89		3,417.00	1,539.56	1,877.44		4,050.00	38.0%	2,510.44
62312 Insurance			0.00		2,266.00	2,018.12	247.88		2,266.00	89.1%	247.88
62321 Rental-Facility			0.00		196,554.00	196,451.00	103.00		196,554.00	99.9%	103.00
62335 Contracted Services	1,907.00	1,664.85	242.15		17,163.00	15,819.37	1,343.63		22,880.00	69.1%	7,060.63
62346 Courier	2,833.00	2,424.82	408.18		25,497.00	21,153.91	4,343.09		34,000.00	62.2%	12,846.09
62427 Cash Under/Over			0.00			6.71	(6.71)				(6.71)
62437 Contribution to Reserves			0.00			137,966.00	(137,966.00)				(137,966.00)
Total 41010 Library Public Services	78,983.00	70,814.43	8,168.57		1,093,707.40	1,039,444.99	54,262.41		1,358,211.40	76.5%	318,766.41



Caledon Public Library-Lending Services
 ST: Object Code - Budget vs Actual by Cost Centre
 As of September 30, 2018

	September	September	Monthly		YTD	YTD	YTD		Annual	Percentage	Annual
	Budget	Actuals	Variance		Budget	Actuals	Variance		Budget	Expended	Variance
41015 Reference/Collection Dev											
61510 Salaries-Permanent	11,622.00	6,945.80	4,676.20		112,943.00	70,713.59	42,229.41		150,686.00	46.9%	79,972.41
61513 Benefits-Permanent	3,212.00	1,615.10	1,596.90		31,208.00	17,846.66	13,361.34		41,639.00	42.9%	23,792.34
61520 Wages-Casual Temporary	3,531.00	7,421.97	(3,890.97)		33,542.00	71,332.17	(37,790.17)		45,900.00	155.4%	(25,432.17)
61523 Benefits-Casual Temporary	432.00	685.39	(253.39)		4,102.00	6,589.20	(2,487.20)		5,614.00	117.4%	(975.20)
62018 Operating Supplies	93.00	21.68	71.32		837.00	441.51	395.49		1,120.00	39.4%	678.49
62058 Online Databases		245.30	(245.30)		61,000.00	50,738.60	10,261.40		61,000.00	83.2%	10,261.40
Total 41015 Reference/Collection Dev	18,890.00	16,935.24	1,954.76		243,632.00	217,661.73	25,970.27		305,959.00	71.1%	88,297.27
41020 Library Grants											
50319 Grants/Subsidies (Revenue)			0.00			(2,150.22)	2,150.22				(2,150.22)
62319 Grants (Expenses)			0.00			1,631.36	(1,631.36)				1,631.36
Total 41020 Library Grants		0.00	0.00			(518.86)	518.86				518.86
41025 Library Info Technology											
61510 Salaries-Permanent	12,562.00	12,782.40	(220.40)		122,474.00	124,538.57	(2,064.57)		163,300.00	76.3%	38,761.43
61512 Recovery-Salaries-Permanent			0.00			(439.65)	439.65		0.00		439.65
61513 Benefits-Permanent	3,392.00	3,189.29	202.71		33,075.00	34,997.41	(1,922.41)		44,099.00	79.4%	9,101.59
62018 Operating Supplies	608.00	65.83	542.17		5,472.00	4,457.52	1,014.48		7,300.00	61.1%	2,842.48
62304 Automation	150.00		150.00		19,750.00	18,940.97	809.03		20,100.00	94.2%	1,159.03
62305 Computer Services	2,064.00	(42.11)	2,106.11		17,990.00	4,474.19	13,515.81		26,533.00	16.9%	22,058.81
62335 Contracted Services	1,099.00		1,099		2,232.00	447.74	1,784.26		2,800.00	16.0%	2,352.26
62396 Mobile Phones / Pagers	224.00	(9.99)	233.99		3,189.00	2,359.25	829.75		3,861.00	61.1%	1,501.75
62397 Telephone	1,133.00	1,165.79	(32.79)		10,197.00	9,384.58	812.42		13,600.00	69.0%	4,215.42
62437 Contribution to Reserves			0.00			7,333.00	(7,333.00)				(7,333.00)
63037 Software Licence Subscription	600.00	223.86	376.14		12,200.00	13,298.02	(1,098.02)		14,000.00	95.0%	701.98
Total 41025 Library Info Technology	21,832.00	17,375.07	4,456.93		226,579.00	219,791.60	6,787.40		295,593.00	74.4%	75,801.40
41030 Youth Services											
61510 Salaries-Permanent	21,725.00	21,756.19	(31.19)		211,120.00	210,979.44	140.56		281,673.00	74.9%	70,693.56
61513 Benefits-Permanent	6,127.00	6,231.30	(104.30)		59,541.00	54,164.98	5,376.02		79,439.00	68.2%	25,274.02
62018 Operating Supplies	83.00	54.09	28.91		747.00	899.83	(152.83)		1,000.00	90.0%	100.17
62414 Special Programs	1,500.00	1,211.73	288.27		13,567.00	12,191.08	1,375.92		16,667.00	73.1%	4,475.92
62437 Contribution to Reserves			0.00			1,167.00	(1,167.00)				(1,167.00)
Total 41030 Youth Services	29,435.00	29,253.31	181.69		284,975.00	279,402.33	5,572.67		378,779.00	73.8%	99,376.67
41035 Communications/Community Dev											
61510 Salaries-Permanent	17,027.00	17,273.00	(246.00)		165,400.00	155,734.12	9,665.88		220,691.00	70.6%	64,956.88
61513 Benefits-Permanent	4,739.00	4,775.37	(36.37)		46,025.00	44,017.57	2,007.43		61,413.00	71.7%	17,395.43
61520 Wages-Casual Temporary	4,998.00	6,036.40	(1,038.40)		47,485.00	44,606.99	2,878.01		64,978.00	68.6%	20,371.01
61523 Benefits-Casual Temporary	986.00	1,069.06	(83.06)		9,363.00	7,215.93	2,147.07		12,813.00	56.3%	5,597.07
62018 Operating Supplies	394.00	319.64	74.36		3,546.00	3,677.91	(131.91)		4,730.00	77.8%	1,052.09
62304 Automation	410.00	476.81	(66.81)		4,780.00	3,598.97	1,181.03		6,000.00	60.0%	2,401.03



Caledon Public Library-Lending Services
 ST: Object Code - Budget vs Actual by Cost Centre
 As of September 30, 2018

	September	September	Monthly		YTD	YTD	YTD		Annual	Percentage	Annual
	Budget	Actuals	Variance		Budget	Actuals	Variance		Budget	Expended	Variance
62315 Printing & Advertising	1,433.00	1,019.70	413.30		12,897.00	6,833.84	6,063.16		17,200.00	39.7%	10,366.16
62335 Contracted Services	584.00	383.25	200.75		5,256.00	4,309.52	946.48		7,000.00	61.6%	2,690.48
62414 Special Programs	1,730.00	913.32	816.68		16,737.00	6,649.61	10,087.39		21,917.00	30.3%	15,267.39
62437 Contribution to Reserves			0.00			1,167.00	(1,167.00)				(1,167.00)
Total 41035 Communications/Community Dev	32,301.00	32,266.55	34.45		311,489.00	277,811.46	33,677.54		416,742.00	66.7%	138,930.54
41040 Library Tech Services											
61510 Salaries-Permanent	21,379.00	21,592.48	(213.48)		208,206.00	210,011.52	(1,805.52)		277,669.00	75.6%	67,657.48
61513 Benefits-Permanent	6,054.00	4,954.61	1,099.39		58,963.00	42,366.46	16,596.54		78,634.00	53.9%	36,267.54
62018 Operating Supplies	513.00	324.73	188.27		4,617.00	1,818.57	2,798.43		6,160.00	29.5%	4,341.43
62335 Contracted Services	50.00	122.76	(72.76)		450.00	691.08	(241.08)		600.00	115.2%	(91.08)
Total 41040 Library Tech Services	27,996.00	26,994.58	1,001.42		272,236.00	254,887.63	17,348.37		363,063.00	70.2%	108,175.37
Total Caledon Public Library	225,934.00	208,826.43	17,107.57		2,608,793.40	2,455,227.77	153,565.63		3,292,679.40	74.6%	837,451.63
Total Caledon Public Library-Lending Services	225,934.00	208,826.43	17,107.57		2,608,793.40	2,455,227.77	153,565.63		3,292,679.40	74.6%	837,451.63

Capital Project Expense Report - as of September 30, 2018

	Budget	Expended Previous Year(s)	Expended 2018 YTD	Total Project Spend to Date	Remaining Funding	Percentage Expended
Previous Year Capital Projects						
16-002 Library IT Equipment Replacement	55,000	19,845.44		19,845.44	35,154.56	36.1%
17-141 Lib Collections & Materials	425,000.00	391,551.12	30,226.92	421,778.04	3,221.96	99.2%
02-07-365-171-001-59275 Capital Donations	650.00					
Total Library Collections and Materials (17-141)	425,650.00	391,551.12	30,226.92	421,778.04	3,871.96	99.1%
Multi-Year Capital Projects						
16-004 Mayfield West Library	4,950,000	257,724.25	887,040.29	1,144,764.54	4,045,694.46	18.3%
Current Year Capital Projects						
18-037 Lib Collections and Materials	425,000.00		243,702.38	243,702.38	181,297.62	57.3%
18-038 Library IT Equipment	75,000.00		54,041.10	54,041.10	20,958.90	72.1%
18-039 Library Furnishing Replacement	30,000.00		3,281.09	3,281.09	26,718.91	10.9%
18-040 Southfields Opening Day Collections	400,000.00		66,271.39	66,271.39	333,728.61	16.6%
18-043 Lib Website Redesign & Improvements	10,000.00			0	10,000.00	0.0%

Quarterly Performance Measures and Statistics

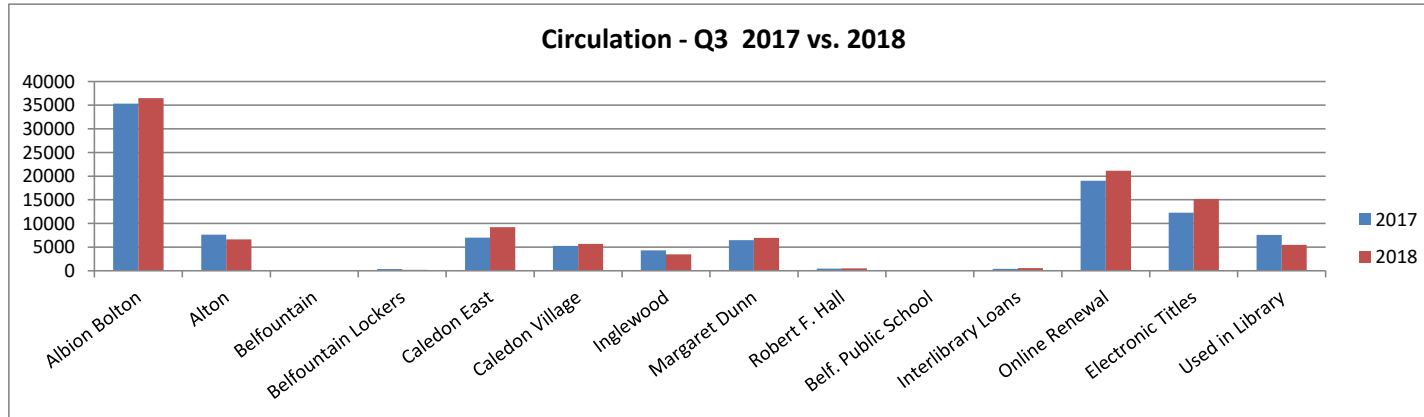
Third Quarter - July, August, September 2018

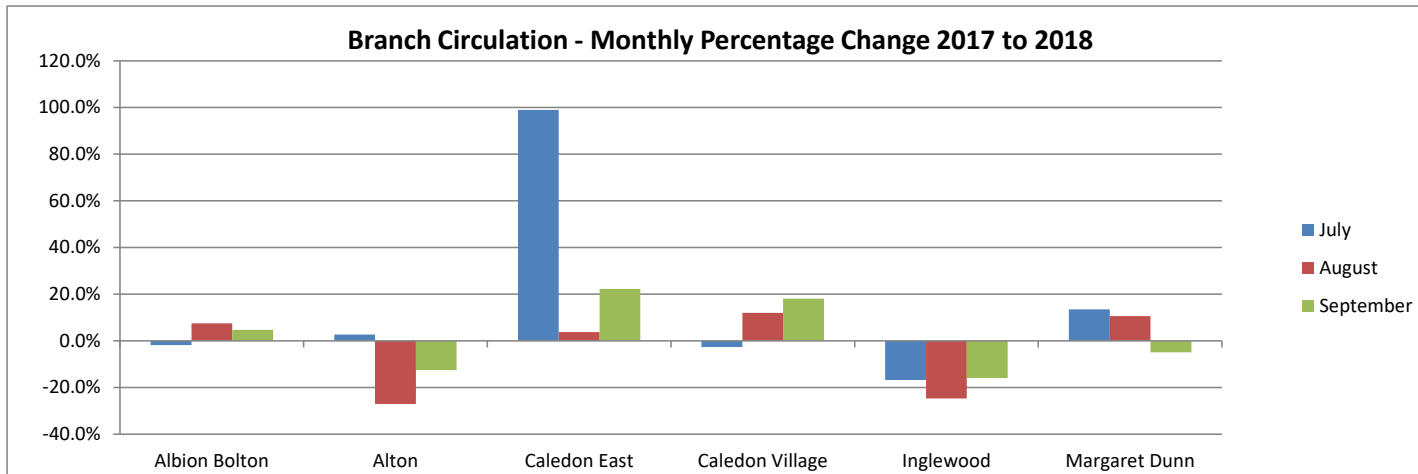


Circulation by Branch - Q3

	July			August			September			Q3 Total			YTD		
	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change
Albion Bolton	13409	13169	-1.8%	12424	13352	7.5%	9504	9956	4.8%	35337	36477	3.2%	101704	102273	0.6%
Alton	2407	2471	2.7%	2905	2120	-27.0%	2335	2042	-12.5%	7647	6633	-13.3%	20326	18961	-6.7%
Belfountain	0	0	-	0	0	-	0	0	-	0	0	-	1913	0	-100.0%
Belfountain Lockers	136	74	-45.6%	147	54	-63.3%	69	51	-26.1%	352	179	-49.1%	515	591	14.8%
Caledon East	1583	3150	99.0%	3124	3241	3.7%	2320	2836	22.2%	7027	9227	31.3%	25653	25192	-1.8%
Caledon Village	1870	1821	-2.6%	1912	2141	12.0%	1462	1727	18.1%	5244	5689	8.5%	15796	16581	5.0%
Inglewood	1475	1228	-16.7%	1447	1089	-24.7%	1384	1164	-15.9%	4306	3481	-19.2%	11907	10721	-10.0%
Margaret Dunn	2275	2583	13.5%	2305	2550	10.6%	1910	1817	-4.9%	6490	6950	7.1%	18689	17808	-4.7%
Robert F. Hall	5	4	-20.0%	12	0	-100.0%	446	485	8.7%	463	489	5.6%	3734	4621	23.8%
Belf. Public School	0	0	-	0	0	-	0	0	-	0	0	-	630	0	-100.0%
Interlibrary Loans	0	223	-	67	141	110.4%	340	202	-40.6%	407	566	39.1%	407	2412	492.6%
Online Renewal	5889	6494	10.3%	6893	7395	7.3%	6268	7249	15.7%	19050	21138	11.0%	54344	57818	6.4%
Sub-Total	29049	31217	7.5%	31236	32083	2.7%	26038	27529	5.7%	86323	90829	5.2%	255618	256978	0.5%
Electronic Titles	4247	5343	25.8%	4180	5357	28.2%	3849	4457	15.8%	12276	15157	23.5%	33924	42553	25.4%
	33296	36560	9.8%	35416	37440	5.7%	29887	31986	7.0%	98599	105986	7.5%	289542	299531	3.4%
Used in Library	2970	2023	-31.9%	2867	1971	-31.3%	1729	1482	-14.3%	7566	5476	-27.6%	18272	15888	-13.0%
Total	36266	38583	6.4%	38283	39411	2.9%	31616	33468	5.9%	106165	111462	5.0%	307814	315419	2.5%

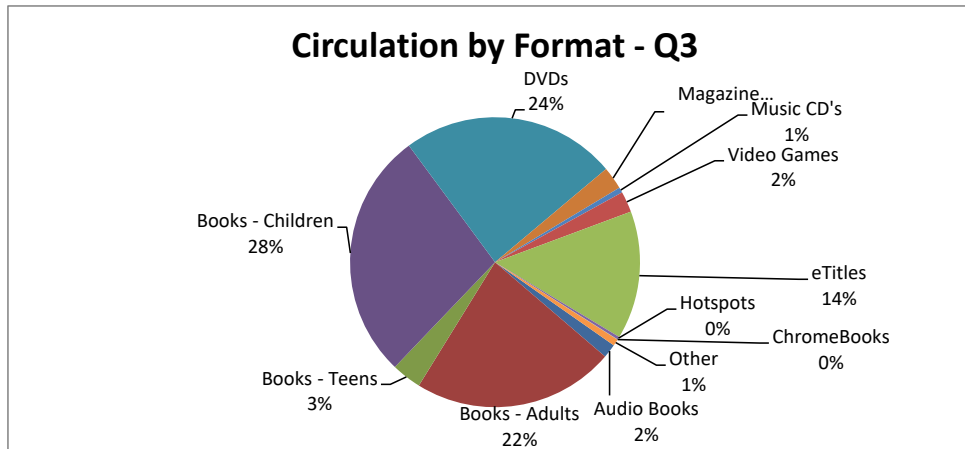
Note: The Caledon East Branch was closed for two weeks in July 2017 due to repairs to the school's HVAC system





Circulation by Format - Q3

	July			August			September			Q3 Total			YTD		
	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change
Audio Books	662	542	-18.1%	645	590	-8.5%	580	518	-10.7%	1887	1650	-12.6%	5831	4772	-18.2%
Books - Adults	8368	7981	-4.6%	9177	8521	-7.1%	8125	7371	-9.3%	25670	23873	-7.0%	76394	66705	-12.7%
Books - Teens	94	1193	1169.1%	134	1236	822.4%	166	1109	568.1%	394	3538	798.0%	1798	9435	424.7%
Books - Children	10242	10372	1.3%	10253	10182	-0.7%	8615	8837	2.6%	29110	29391	1.0%	81050	80506	-0.7%
DVDs	7593	8744	15.2%	8704	9225	6.0%	6466	7481	15.7%	22763	25450	11.8%	69772	72147	3.4%
Magazines	888	928	4.5%	1022	909	-11.1%	853	840	-1.5%	2763	2677	-3.1%	8226	7800	-5.2%
Music CD's	297	195	-34.3%	301	199	-33.9%	202	235	16.3%	800	629	-21.4%	2639	1968	-25.4%
Video Games	809	988	22.1%	907	964	6.3%	581	510	-12.2%	2297	2462	7.2%	6589	7572	14.9%
eTitles	4247	5343	25.8%	4180	5357	28.2%	3849	4457	15.8%	12276	15157	23.5%	33924	42553	25.4%
Hotspots	0	116	-	0	116	-	0	102	-	0	334	-	0	992	-
ChromeBooks	0	8	-	0	6	-	0	21	-	0	35	-	0	147	-
Other	96	150	56.3%	93	135	45.2%	450	505	12.2%	639	790	23.6%	3319	4934	48.7%
Total	33296	36560	9.8%	35416	37440	5.7%	29887	31986	7.0%	98599	105986	7.5%	289542	299531	3.4%



Library Activity - Q3

	July			August			September			Q3 Total			YTD		
	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change
New Members Added	207	218	5.3%	146	159	8.9%	201	283	40.8%	554	660	19.1%	1530	1655	8.2%
Total Members/Cardholders										26496	28637	8.1%			
Total Active Members/Cardholders (used withing last two years)										12930	13723	6.1%			
Reference Queries	443	157	-64.6%	363	147	-59.5%	343	168	-51.0%	1149	472	-58.9%	3863	2459	-36.3%
Holds Placed	5319	5588	5.1%	5613	5416	-3.5%	5272	5513	4.6%	16204	16517	1.9%	51626	47740	-7.5%
New Materials Added	1834	2740	49.4%	2568	2083	-18.9%	2015	3205	59.1%	6417	8028	25.1%	13280	17619	32.7%

Visits by Branch - Q3

	July			August			September			Q3 Total			YTD		
	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change
Albion Bolton	0	9237	-	0	8597	-	0	7212	-	0	25046	-	0	76177	-
Caledon East *	0	1752	-	0	2100	-	0	14565	-	0	18417	-	0	88773	-
Margaret Dunn	0	2531	-	0	2714	-	0	2070	-	0	7315	-	0	22053	-
Total	0	13520	-	0	13411	-	0	23847	-	0	50778	-	0	187003	-

* The counter at CE was installed on January 16, 2018

Technology Use by Branch - Q3

Workstations*	July			August			September			Q3 Total			YTD Total		
	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change
Albion Bolton	0	1474	-	0	1455	-	0	1200	-	0	4129	-	13905	12588	-9.5%
Alton	0	255	-	0	252	-	0	170	-	0	677	-	1567	1749	11.6%
Belfountain	0	0	-	0	0	-	0	0	-	0	0	-	49	0	-100.0%
Caledon East	0	165	-	0	186	-	0	181	-	0	532	-	672	1467	118.3%
Caledon Village	0	130	-	0	151	-	0	80	-	0	361	-	826	947	14.6%
Inglewood	0	62	-	0	57	-	0	59	-	0	178	-	733	552	-24.7%
Margaret Dunn	0	375	-	0	447	-	0	364	-	0	1186	-	2988	3042	1.8%
Total	0	2461	-	0	2548	-	0	2054	-	0	7063	-	20740	20345	-1.9%

* Tracking of Application Usage was updated in February 2017 to track the number of users rather than number of applications used

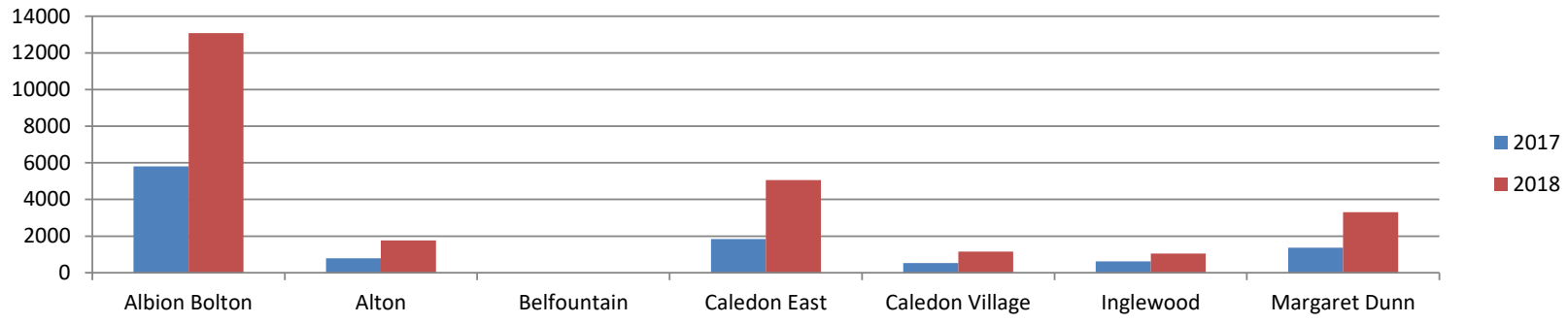
Note: Internet Workstation measures for Q3 of 2017 are unavailable due to corrupted data resulting from a software update.

Wireless Network	July			August			September			Q3 Total			YTD Total		
	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change
Albion Bolton	1972	1773	-10.1%	1783	3430	92.4%	2048	3710	81.2%	5803	8913	53.6%	16663	24768	48.6%
Alton	257	270	5.1%	215	408	89.8%	310	411	32.6%	782	1089	39.3%	2040	2466	20.9%
Belfountain	0	0	-	0	0	-	0	0	-	0	0	-	52	0	-100.0%
Caledon East	139	266	91.4%	269	634	135.7%	1433	3629	153.2%	1841	4529	146.0%	11630	12994	11.7%
Caledon Village	195	254	30.3%	193	285	47.7%	148	260	75.7%	536	799	49.1%	1211	1868	54.3%
Inglewood	206	170	-17.5%	227	341	50.2%	183	352	92.3%	616	863	40.1%	1552	1779	14.6%
Margaret Dunn	536	754	40.7%	420	694	65.2%	406	665	63.8%	1362	2113	55.1%	3526	6956	97.3%
Total	3305	3487	5.5%	3107	5792	86.4%	4528	9027	99.4%	10940	18306	67.3%	36674	50831	38.6%

**Please note Wi-Fi: Bolton July 21st - 29th inclusive, data not logged. West Side branches July 23rd - 27th inclusive, data not logged

ChromeBooks	July			August			September			Q3 Total			YTD Total		
	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change
Albion Bolton	0	8	-	0	6	-	0	21	-	0	35	-	0	147	-
Total	0	8	-	0	6	-	0	21	-	0	35	-	0	147	-

Combined Technology Use - Q3 2017 vs. 2018



Digital Resource and eBook Usage - Q3

	July			August			September			Q3 Total			YTD Total		
	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change
Digital Items Borrowed															
Overdrive-eBooks	2462	2898	17.7%	2532	3101	22.5%	2241	2575	14.9%	7235	8574	18.5%	19558	24496	25.2%
Overdrive - eAudio	765	852	11.4%	770	875	13.6%	791	734	-7.2%	2326	2461	5.8%	6624	7111	7.4%
Overdrive - Other	4	2	-50.0%	6	7	16.7%	0	5	-	10	14	40.0%	26	22	-15.4%
Hoopla - eBooks	229	427	86.5%	191	289	51.3%	165	293	77.6%	585	1009	72.5%	1445	2608	80.5%
Hoopla - eAudio	184	394	114.1%	148	300	102.7%	152	277	82.2%	484	971	100.6%	1295	2480	91.5%
Hoopla - Video	127	297	133.9%	134	272	103.0%	96	199	107.3%	357	768	115.1%	1053	1764	67.5%
Hoopla - Music	69	136	97.1%	49	94	91.8%	45	97	115.6%	163	327	100.6%	578	879	52.1%
Kanopy *	0	130	-	0	61	-	0	48	-	0	239	-	0	249	-
Zinio Magazines	407	181	-55.5%	350	320	-8.6%	359	213	-40.7%	1116	714	-36.0%	3345	2670	-20.2%
Flipster Magazines *	0	26	-	0	38	-	0	16	-	0	80	-	0	130	-
Total Borrowed	4247	5343	25.8%	4180	5357	28.2%	3849	4457	15.8%	12276	15157	23.5%	33924	42409	25.0%
Digital Resources Accessed															
Press Display	440	783	78.0%	432	617	42.8%	290	648	123.4%	1162	2048	76.2%	3080	5594	81.6%
Ancestry	1511	466	-69.2%	1295	278	-78.5%	1649	162	-90.2%	4455	906	-79.7%	12468	6206	-50.2%
Tumble Books Premier	89	34	-61.8%	27	20	-25.9%	59	24	-59.3%	175	78	-55.4%	461	325	-29.5%
Consumer Reports	284	136	-52.1%	118		-100.0%	56	284	407.1%	458	420	-8.3%	1675	1259	-24.8%
World Book	4	0	-100.0%	0	0	-	2	0	-100.0%	6	0	-100.0%	93	8	-91.4%
Gale Databases **	9	13	44.4%	0	0	-	23	0	-100.0%	32	13	-59.4%	648	77	-88.1%
Novelist ***	460	237	-48.5%	144	54	-62.5%	143	53	-62.9%	747	344	-53.9%	154309	1039	-99.3%
EBSCO	92	87	-5.4%	51	40	-21.6%	67	35	-47.8%	210	162	-22.9%	613	784	27.9%
One Click Digital	1	0	-100.0%	1	3	200.0%	1	1	0.0%	3	4	33.3%	3	13	333.3%
Gale Courses	43	26	-39.5%	30	17	-43.3%	43	54	25.6%	116	97	-16.4%	425	227	-46.6%
STEMVillage	4	23	475.0%	1	0	-100.0%	1	0	-100.0%	6	23	283.3%	57	45	-21.1%
Canadian Reference Centre	0	10	-	0	4	-	0	4	-	0	18	-	0	44	-
Canadian Points of View	3	1	-66.7%	0	1	-	0	3	-	3	5	66.7%	43	13	-69.8%
Mango Languages	32	56	75.0%	21	76	261.9%	37	64	73.0%	90	196	117.8%	267	586	119.5%
New York Times *	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
Cypress Resume *	0	0	-	0	0	-	0	17	-	0	17	-	0	17	-
A to Z World Travel *	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
A to Z World Food *	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
Total Accessed	2972	1872	-37.0%	2120	1110	-47.6%	2371	1349	-43.1%	7463	4331	-42.0%	174142	16237	-90.7%
Total Usage	7219	7215	-0.1%	6300	6467	2.7%	6220	5806	-6.7%	19739	19488	-1.3%	208066	58646	-71.8%

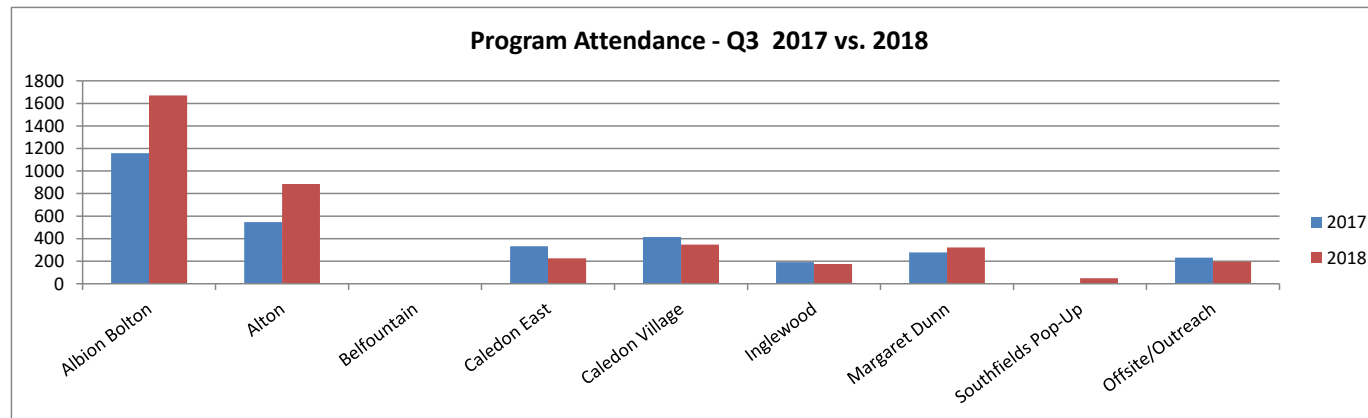
* new in 2018 or late 2017

**adjusted retrospectively to include Nat Geo Kids

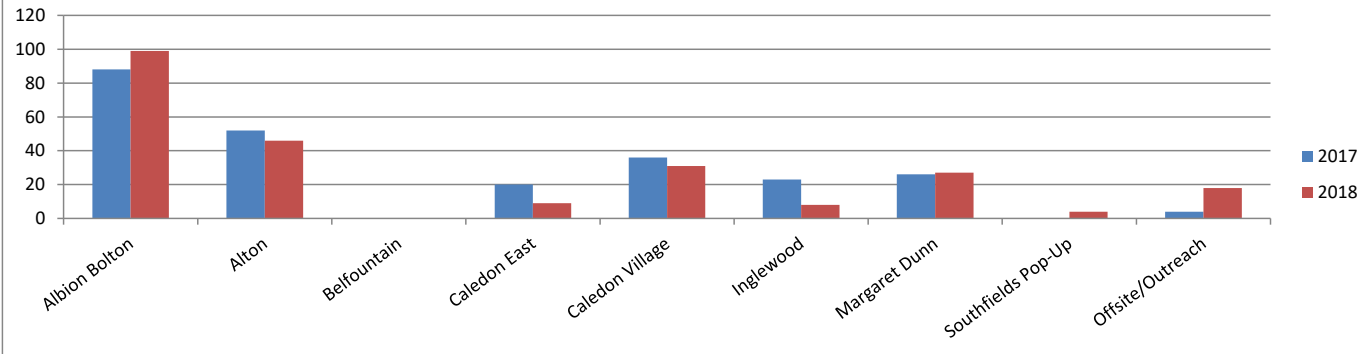
*** EBSCO changed how they track usage stats for Novelist as of July 2017. Previous stats were unnaturally inflated by Novelist Select usage

Programming by Branch - Q3

	July			August			September			Q3 Total			YTD		
	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change
Program Attendance															
Albion Bolton	501	420	-16.2%	425	129	-69.6%	233	1121	381.1%	1159	1670	44.1%	6616	4271	-35.4%
Alton	184	316	71.7%	149	193	29.5%	213	376	76.5%	546	885	62.1%	2104	2135	1.5%
Belfountain	0	0	-	0	0	-	0	0	-	0	0	-	74	0	-100.0%
Caledon East	31	33	6.5%	252	62	-75.4%	50	130	160.0%	333	225	-32.4%	826	479	-42.0%
Caledon Village	138	54	-60.9%	182	142	-22.0%	94	151	60.6%	414	347	-16.2%	754	918	21.8%
Inglewood	118	85	-28.0%	48	15	-68.8%	26	74	184.6%	192	174	-9.4%	879	385	-56.2%
Margaret Dunn	163	116	-28.8%	111	108	-2.7%	5	98	1860.0%	279	322	15.4%	1572	776	-50.6%
Southfields Pop-Up	0	5	-	0	0	-	0	43	-	0	48	-	0	107	-
Offsite/Outreach	12	97	708.3%	7	24	242.9%	212	74	-65.1%	231	195	-15.6%	812	5643	595.0%
Total	1147	1126	-1.8%	1174	673	-42.7%	833	2067	148.1%	3154	3866	22.6%	13637	14714	7.9%
Comm. Engagement	298	0	-100.0%	250	0	-100.0%	0	1013	-	548	1013	84.9%	1329	1812	36.3%
Grand Total	1445	1126	-22.1%	1424	673	-52.7%	833	3080	269.7%	3702	4879	31.8%	14966	16526	10.4%
Number of Programs															
Albion Bolton	35	39	11.4%	26	24	-7.7%	27	36	33.3%	88	99	12.5%	417	284	-31.9%
Alton	18	16	-11.1%	18	14	-22.2%	16	16	0.0%	52	46	-11.5%	182	144	-20.9%
Belfountain	0	0	-	0	0	-	0	0	-	0	0	-	8	0	-100.0%
Caledon East	9	3	-66.7%	9	3	-66.7%	2	3	50.0%	20	9	-55.0%	59	37	-37.3%
Caledon Village	15	8	-46.7%	14	15	7.1%	7	8	14.3%	36	31	-13.9%	74	94	27.0%
Inglewood	12	3	-75.0%	9	2	-77.8%	2	3	50.0%	23	8	-65.2%	53	38	-28.3%
Margaret Dunn	18	13	-27.8%	7	10	42.9%	1	4	300.0%	26	27	3.8%	90	77	-14.4%
Southfields Pop-Up	0	1	-	0	0	-	0	3	-	0	4	-	0	5	-
Offsite/Outreach	1	9	800.0%	1	3	200.0%	2	6	200.0%	4	18	350.0%	21	82	290.5%
Total	108	92	-14.8%	84	71	-15.5%	57	79	38.6%	249	242	-2.8%	904	761	-15.8%
Volunteer Hours	344	95	-72.4%	586.5	105	-82.1%	27.5	146.5	432.7%	958	155.5	-83.8%	1365.25	704	-48.4%



Programs Offered - Q3 2017 vs. 2018



Communications - Q3

	July			August			September			Q3 Total			YTD		
	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change	2017	2018	% Change
Website Usage															
Page views	30270	27322	-9.7%	26263	27382	4.3%	27981	27549	-1.5%	84514	82253	-2.7%	269280	250792	-6.9%
Users	5990	6577	9.8%	5452	6760	24.0%	5697	6356	11.6%	17139	19693	14.9%	52440	57093	8.9%
Catalogue Usage															
Page views	55,646	52,133	-6.3%	57,695	51,447	-10.8%	55,362	49,538	-10.5%	168703	153118	-9.2%	551608	466338	-15.5%
Sessions	7,835	9,546	21.8%	8,384	9,786	16.7%	8,396	9,546	13.7%	24615	28878	17.3%	75416	83163	10.3%
Facebook															
Likes	1180	1322	12.0%	1183	1339	13.2%	1195	1352	13.1%	3558	4013	12.8%	10495	11562	10.2%
Daily Total Reach	17335	13664	-21.2%	11965	12030	0.5%	31900	13314	-58.3%	61200	39008	-36.3%	165873	142692	-14.0%
Twitter															
Followers	2129	2215	4.0%	2134	2213	3.7%	2139	2227	4.1%	2139	2227	4.1%	2139	2227	4.1%
Impressions	15104	7799	-48.4%	7169	6349	-11.4%	8199	5513	-32.8%	30472	19661	-35.5%	97545	106845	9.5%
Instagram															
Followers	na	934		na	937		na	970		na	970		na	970	
eNews															
New Subscribers	0	30	-	10	20	100.0%	50	8	-84.0%	60	58	-3.3%	90	187	107.8%
Total Mailing List	2050	2390	16.6%	2150	2410	12.1%	2200	2418	9.9%	2200	2418	9.9%	6290	7088	12.7%
Next Read Newsletters															
New Subscribers	4	7	75.0%	0	7	-	0	0	-	4	14	250.0%	17	16	-5.88%
Total Mailing List	142	83	-41.5%	142	90	-36.6%	142	90	-36.6%	426	263	-38.3%	564	380	-32.62%
Blogs															
Page views	887	584	-34.2%	611	702	14.9%	322	340	5.6%	1820	1626	-10.7%	4181	2694	-35.57%
Users	303	274	-9.6%	219	374	70.8%	127	154	21.3%	649	802	23.6%	1101	1207	9.63%

Glossary:

Website and Catalogue Usage

Pageviews: The total number of pages viewed on the CPL website. Repeated views of a single page are counted.

Users: Total number of users that have had at least one session to the CPL website. Includes both new and returning users

Facebook

Likes: The total number of people who have liked the CPL Facebook page. (Unique Users)

Daily Total Reach: The number of people who have seen any content associated with the CPL Facebook page. (Unique Users)

Twitter

Followers: Total number of people following the CPL Twitter account and who will see our tweets (updates) in their personal timeline.

Impressions: The total number of times users saw a CPL tweet on Twitter.

Constant Contact - eNewsletter

New Subscribers: The total number of eNews contacts.

Attachment 8-C

Date: October 15, 2018

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian



Subject: Town of Caledon Purchasing By-Law Report

Recommendation:

That the Caledon Public Library Board review the drafted Town of Caledon Purchasing By-Law

Background

The town of Caledon Purchasing By-Law was last comprehensively revised in 2013. At that time, Town Purchasing staff worked with Library staff and the Board so that the by-law may be officially adopted by the Library Board. This has formalized CPL's procurement efforts, strengthened related support from area experts at the Town and ensured that we remain fully transparent and accountable to residents and rate payers.

A review of this by-law has been completed and suggested revisions will be considered by the soon-to-be-elected Council. The draft by-law includes several revisions suggested by the CEO/Chief Librarian and is attached as [Appendix A](#). Changes relevant to the Caledon Public Library include:

- additional language to better reflect the Library's unique governance and purchasing needs;
- continued exclusion of library collections, though language has been revised to more clearly represent the many types of materials purchased by the Library.

Items that should prompt Board discussion in considering this by-law include the authorities referenced in Schedule B, specifically:

- the requirement for approvals from Council for non-standard purchases in excess of \$50,000;
- approval of the CAO in conjunction with the CEO/Chief Librarian for emergency purchases in excess of \$50,000.

These requirements contradict language within Section 2.3 confirming that "the Chief Librarian will report directly to the Library Board regarding all procurement matters" and "that the Library Board is an independent body and is responsible for directing the disbursement of library funds".

Financial Implication

While there are no immediate financial implications associated with this report, it is anticipated that compliance with the best practices identified within this document will result in greater efficiencies and increased accountability.

Recommended Motion

That the Caledon Public Library Board approve and adopt the Town of Caledon Purchasing By-Law as revised, as of the date of its adoption by the Town of Caledon Council; and,

That the Caledon Public Library Board request that the Town of Caledon's Manager of Purchasing and Risk Management inform the CEO/Chief Librarian of any changes to the by-law resulting from Council's discussion and ultimate enactment of the By-law; and,

That the Caledon Public Library Board direct the CEO/Chief Librarian to provide the Board with a report, advising of any such changes that may impact Library operations or governance.

Appendix A

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Procurement By-law

Section 1: Purpose and Principles

1.1 Purpose

The purpose of this By-law is to detail the principles, procedures, roles and responsibilities for the Town's procurement operations.

1.2 Goals

The goals of this By-law are to ensure that the Town conducts its procurement operations in a manner that:

- (a) encourages open, fair and transparent competitive procurement processes that afford equal access to all qualified suppliers;
- (b) provides objective and equitable treatment of all suppliers;
- (c) provides for reciprocal non-discrimination and geographic neutrality with respect to its trading partners in accordance with trade agreement obligations
- (d) achieves best value through consideration of the full range of procurement formats and the adoption of commercially reasonable business practices;
- (e) effectively balances accountability and efficiency
- (f) encourages the acquisition of deliverables that conserve energy and help to preserve and protect the environment; and
- (g) is consistent and compliant with applicable legislation, including the *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005, c. 11 and the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56; and
- (h) adheres to the highest standards of ethical conduct and protects the integrity of the Town and the public.

Section 2: Interpretation and Application

2.1 Definitions

In this By-law,

"bid" means a submission in response to a solicitation document, and includes proposals, quotations, or responses.

"bidder" means a supplier that submits a bid, and includes proponents and respondents.

"CAO" means the Chief Administrative Officer or designate, appointed by Council, to oversee the administrative management of The Corporation of the Town of Caledon.

“CFO” means the Chief Financial Officer or designate, appointed by Council.

“Chief Librarian” means the official appointed as the Chief Executive Officer by the Town of Caledon Public Library Board or his or her appointed designate.

“competitive process” means the solicitation of bids from multiple suppliers.

“contract” means a commitment by the Town for the procurement of deliverables from a supplier, which may be evidenced by an agreement executed by the supplier and the Town, or a purchase order issued by the Town to the supplier.

“Contract Manager” means an employee assigned to the management of a contract.

“Council” means the elected Council The Corporation of the Town of Caledon.

“deliverables” means any goods, services or construction, or combination thereof.

“Department” means the department of the Town that is requisitioning the purchase of the deliverables, The Caledon Public Library shall be considered a department for the purposes of this document.

“Director” means the Director or General Manager who is responsible for a specific Department and includes, where appropriate in the context, the Chief Librarian.

“Invitational Procurement” means any procurement of deliverables with a value below the Open Competition Threshold, except where the procurement is made through an existing Standing Offer or Qualified Supplier Roster.

“Legal Services” means the Town’s legal advisors.

“Library Board” means the Caledon Public Library Board, as established by Council as per the Ontario Public Libraries Act

“Manager of Purchasing” means the employee who is responsible for the Purchasing and Risk Management Division.

“Master Framework Agreement” means a master agreement entered into between the Town and the prequalified suppliers that have been included on a Qualified Supplier Roster.

“Non-Competitive Procurement” means the acquisition of deliverables above the Open Competition Threshold without conducting an Open Competition.

“Non-Standard Procurement” means the acquisition of deliverables through a process or method other than the process or method normally required for the type and value of the deliverables. Non-Standard Procurement processes include Non-Competitive Procurements.

“Open Competition” means the solicitation of bids through a publicly posted solicitation document.

“Open Competition Threshold” means \$50,000.

“Open Framework Competition” means the competitive process used to establish a Qualified Supplier Roster and provide for an ongoing application process during the term of the Qualified Supplier Roster.

“procurement” means the acquisition of deliverables by purchase, rental or lease.

“Procurement Plan” means the plan developed by a Department at the outset of an Open Competition.

“Procurement Review Committee” (“PRC”) means the committee established by the Town under the Procurement By-law for the purposes of considering and making determinations on procurement-related matters, including determinations under the Procurement Protest Protocol and the Supplier Suspension Protocol.

“procurement value” means the total value of the deliverables being procured, and must include all costs to the Town, including, as applicable, acquisition, maintenance, replacement, disposal; and training, delivery, installation and extension options, less applicable rebates or discounts and exclusive of sales taxes.

“Purchasing” means the means the Purchasing Division that is responsible for purchasing deliverables for the Town.

“purchasing card” means a credit card provided by the Town to authorized officers and employees for use as a payment method to purchase directly from suppliers where permitted under applicable procedures and protocols and in accordance with any cardholder agreement.

“Qualified Supplier Roster” means a list of suppliers that have participated in and successfully met the requirements of a Request for Supplier Qualifications (RFSQ), and have therefore been pre-qualified to perform discrete work assignments involving the delivery of a particular type of deliverable. The suppliers that qualify for inclusion on the Qualified Supplier Roster will enter into a Master Framework Agreement and will be eligible to participate in Roster Competitions, as and when the goods or services are required.

“Roster Competition” means an expedited, second-stage competition between suppliers that have been included on a Qualified Supplier Roster for the selection of a supplier to perform a discrete work assignment during the term of the roster.

“solicitation document” means the document issued by the Town to solicit bids from bidders.

“Standing Offer” means a written offer from a pre-approved supplier to supply deliverables to the Town, upon request, through the use of an ordering process during a particular period of time, at a predetermined price or discount, generally within a pre-defined dollar limit. The Standing Offer does not create a contractual commitment from either party for a defined volume of business. The commitment to purchase against a Standing Offer is formed at the time a specific order is placed through the issuance of a purchase order to the supplier.

“supplier” means a person carrying on the business of providing deliverables.

“Town” means The Corporation of the Town of Caledon.

2.2 Application

This By-law applies to the procurement of all deliverables by the Town and the Caledon Public Library Board. Procurement includes the acquisition of deliverables by purchase, rental or lease.

This By-law does not apply to:

- (a) payment of the Town’s general expenses or the acquisition of goods and services set out in Schedule A;
- (b) contracts or agreements relating to hiring of employees or employee compensation; or
- (c) contracts or agreements for the sale, purchase, lease or license of land or existing buildings.

2.3 Adoption of By-law by Caledon Public Library Board

The Library Board has approved this By-law in its entirety and will adopt this By-law as its own. All library employees and Library Board Trustees shall comply with the provisions of this By-law. This will allow the Caledon Public Library to maximize its effectiveness and to collaborate in achieving common goals. The Chief Librarian will report directly to the Library Board regarding all procurement matters. While it is acknowledged that the Library Board is an independent body and is responsible for directing the disbursement of library funds, it is advantageous for the Library Board to adopt this By-law and streamline business processes with the Town.

2.4 Procurement Protocols and Procedures

Purchasing is responsible for developing and maintaining detailed protocols and procedures to support this By-law. These protocols and procedures are designed to ensure compliance with the Town’s trade agreement obligations and the laws of public procurement. All procurements covered by this By-law must be conducted in accordance with all applicable protocols and procedures.

2.5 Contract Splitting

Subdividing, splitting or otherwise structuring procurement requirements or contracts in order to reduce the value of the procurement or in any way circumvent the requirements or intent of this By-law is not permitted.

2.6 Emergency Purchases

Notwithstanding any other provisions of this By-law, where an emergency exists and prior approval of the Manager of Purchasing or CAO cannot be obtained, a Director, or their designate, may authorize any officer or employee to acquire required deliverables in an expedited manner.

For the purposes of this By-law, an emergency exists when an unforeseeable situation or event occurs that is a threat to any of the following:

- (a) public health and/or safety;
- (b) the maintenance of essential services;

- (c) the welfare of persons or public property; or
- (d) the security of the Town's interests.

Situations of urgency resulting from the failure to properly plan for a procurement do not constitute an emergency.

For emergency purchases with a procurement value of \$50,000 or less, a written memorandum detailing the circumstances of the emergency purchase must be provided to the Manager of Purchasing within three (3) months of the purchase.

For emergency purchases with a procurement value of greater than \$50,000, the CAO must provide a memorandum detailing the circumstances of the emergency purchase to Council within three (3) months of the purchase.

2.7 Cooperative Purchasing

The Town may participate in cooperative or joint purchasing initiatives with other government agencies where such initiatives are determined to be in the best interests of the Town. Cooperative purchasing must be facilitated by the Purchasing Division. If the Town participates in such cooperative or joint purchasing initiatives, the Town may adhere to the policies of the entity conducting the purchasing process, provided that such policies comply in spirit with this By-law. If the Town is leading a cooperative or joint purchasing initiative, this By-law will be followed.

Section 3: Ethical Conduct and Conflicts of Interest

3.1 Conduct and Conflicts of Interest

The Town's procurement activities must be conducted with integrity and all individuals involved in the Town's procurement activities must act in a manner that is consistent with the goals of this By-law and in accordance with the codes of purchasing ethics established by the Ontario Public Buyers Association (OPBA), the Town's Employee Code of Conduct, Town policies and procedures and the *Municipal Conflict of Interest Act*, RSO 1990, cM.50, as amended.

All participants in a procurement process, including any outside consultants or other service providers participating on behalf of the Town, must declare any perceived, possible or actual conflicts of interest as soon as it's known.

"Conflict of Interest," when applied to the activities of the Town and its employees, members of Council, consultants or service providers, means a real or seeming incompatibility between one's private interests and one's public or fiduciary duties.

No person shall accept, directly or indirectly, from any potential supplier, anything of any value including rebates, gifts, meals, money or special privileges.

No preference will be given to providers or suppliers who provide charitable donations, in kind services, sponsorship, advertising, unsolicited products or samples to the Town or who demonstrate the operation of such products or samples.

Personal purchases are prohibited.

3.2 Supplier Conduct and Conflicts of Interest

The Town requires its suppliers to act with integrity and conduct business in an ethical manner. All suppliers participating in a procurement process or providing deliverables to the Town must declare any perceived, possible or actual conflicts of interest and must conduct themselves in accordance with the Town's Vendor Code of Conduct.

The term "Conflict of Interest," when applied to suppliers, includes any situation or circumstance where:

- (a) in the context of a procurement process, the supplier has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of the Town that is not available to other suppliers; (ii) communicating with any person with a view to influencing preferred treatment in the procurement process (including but not limited to the lobbying of decision makers involved in the procurement process); or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of an open and competitive procurement process or render that process non-competitive or unfair; or
- (b) in the context of performance under a potential contract, the supplier's other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement; or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

Where a supplier is retained to advise, assist or participate in connection with the development of a solicitation document or the preparation of the requirements or specifications for inclusion in a solicitation document, that supplier will not be allowed to respond or assist any other entity in responding to that solicitation document.

The Town may refuse to do business with any supplier that has engaged in illegal or unethical bidding practices, has an actual or potential conflict of interest or an unfair advantage or fails to adhere to ethical business practices.

Section 4: Roles and Responsibilities

4.1 Role and Responsibilities of Council

It is the role of Council to establish policy and approve expenditures through the Town's budget approval process. Through this By-law, Council delegates to the Town's officers and employees the authority to incur expenditures in accordance with approved budgets through the procurement of deliverables in accordance with the rules and processes set out in this By-law and applicable protocols and procedures. Council may provide strategic direction and guidance on major projects prior to the commencement of the procurement process; however, Council will not generally be involved in the day-to-day procurement operations or individual procurement processes, except to the extent that the approval of Council is required under this By-law or in the event that an exception to this By-law is required.

4.2 Roles and Responsibilities of Officers and Employees

Specific responsibilities pertaining to all stages of a procurement process, from the initial identification of requirements through to the management of contracts with suppliers, are detailed in this By-law and applicable protocols and procedures. In addition to those specific responsibilities, the general roles and responsibilities delegated to the Town's officers and employees are set out below.

4.2.1 CFO and CAO

Notwithstanding any other provisions of this By-law, the CFO and CAO have the authority to require that certain procurements receive Council approval, and may provide additional restrictions concerning procurements where they consider such action to be necessary and in the best interests of the Town.

4.2.2 The Manager of Purchasing

It is the role of Purchasing to lead the Town's procurement operations. In fulfilling this role, the Manager of Purchasing, or designate, is responsible for:

- (a) ensuring the consistent application of this By-law and the provision of procurement services in an efficient and diligent manner;
- (b) developing procurement strategies and continually analyzing business requirements and spending patterns to identify opportunities for more strategic sourcing;
- (c) researching, developing, maintaining, updating and communicating procurement protocols, procedures and templates;
- (d) addressing any issues or concerns that arise in respect of a procurement process and seeking guidance, support and advice of Legal Services, as required; and
- (e) providing appropriate orientation, training and tools to employees involved in procurement activities.

4.2.3 Directors and Chief Librarian

It is the role of the Departments to ensure that their requirements for deliverables are met in accordance with the principles and objectives of this By-law. In fulfilling this role, Directors are responsible for:

- (a) providing the delegation of authority to designated employees under this by-law and for providing such authority in writing;
- (b) budgeting and planning for procurements;
- (c) ensuring that their Department complies with this By-law and all applicable protocols and procedures, encouraging sound procurement practices; and

- (d) ensuring the provision of appropriate education and training to employees involved in procurement activities.

Directors will be held accountable for any decision to proceed with a procurement process or transaction that is not conducted in accordance with this By-law or does not have the approval of Purchasing.

4.2.4 Contract Managers

Contract Managers are responsible for:

- (a) preparing specifications, quantity requirements and scope of work for procurements;
- (b) encouraging full, open and fair competition;
- (c) ensuring that deliverables conform with contract terms, conditions and specifications throughout the term of a contract; and
- (d) managing the contract up to completion of the performance of all contractual obligations of the Vendor and the Town, including payment and obtaining necessary approvals for such actions as early termination or contract amendments.

4.2.5 Department Employees

Employees of all Departments are responsible for complying with this By-law. Department employees involved in procurement activities must clearly understand their obligations and responsibilities under this By-law and all applicable protocols and procedures, and should consult with Purchasing in respect of any questions regarding the application or interpretation of this By-law or any relevant procedures.

4.2.6 Purchasing Employees

Employees of Purchasing are responsible for complying with this By-law and ensuring this By-law and all protocols and procedures are applied consistently. Purchasing employees must clearly understand their obligations and responsibilities under this By-law and all applicable protocols and procedures, and should consult with the Manager of Purchasing in respect of any questions regarding their application or interpretation.

4.3 Procurement Review Committee

The Town will establish a Procurement Review Committee for the purpose of making determinations under the Procurement Protest Protocol and the Supplier Suspension Protocol, and for considering and providing input on other procurement matters that may be referred to it by the Manager of Purchasing. The Procurement Review Committee should generally consist of the Manager of Purchasing and at least two other senior-level officers or employees of the Town.

Section 5: Procurement Approval and Contracting Authorities

5.1 Procurement Methods and Authority Schedule

The Schedule of Procurement Methods and Authority, attached as Schedule B to this By-law, sets out the delegated authorities for:

- (a) administering a procurement process;
- (b) approving the award of a contract;
- (c) entering into a contract through the execution of a legal agreement and/or the issuance of a purchase order; and
- (d) approving amendments to existing contracts.

5.2 Conditions of Delegated Authority

Delegated approval and contracting authorities are subject to all of the following conditions:

- (a) No procurement may be initiated unless approved funding in an amount sufficient to cover the procurement value is available, or the procurement is made conditional upon funding approval by Council.
- (b) No contract award may be approved unless approved funding in an amount sufficient to cover the procurement value is available, or the contract award is made conditional upon funding approval by Council.
- (c) No contract award may be approved unless the procurement process was conducted in accordance with this By-law and all applicable protocols and procedures and, where a competitive process was conducted, the award is made to the top-ranked bidder established in accordance with the evaluation and selection process set out in the solicitation document.
- (d) No contract may be entered into, either through the issuance of a purchase order or the execution of an agreement, unless the contract award has been approved in accordance with this By-law.
- (e) No contract may be entered into, either through the issuance of a purchase order or the execution of an agreement, unless approved funding for the acquisition:
 - (i) has been authorized by Council in the acquiring Department's or Caledon Library Board's operating or capital budget; or
 - (ii) special funding for the acquisition has been approved by Council
- (f) No agreement may be executed unless the agreement and any ancillary documents have been prepared in a form satisfactory to Legal Services.

5.3 Council Authority

If any of the applicable conditions of delegated authority are not met, Council approval must be obtained before proceeding with any procurement or contracting activity.

Council approval is required where indicated in the Schedule of Procurement Methods and Authority, attached as Schedule B.

Despite any other provision of this by-law, Council approval will be required prior to the award of a contract where:

- (a) this By-law, or any applicable procedure or protocols, is being waived; or
- (b) there is an irregularity or unresolved challenge in connection with the procurement process and, in the opinion of the CAO or CFO, the award of the contract is likely to expose the Town to legal, financial or reputational risk.

5.4 Caledon Public Library Board Authority

The Chief Librarian is authorized to order library collection materials for the Library Board. Material may consist of music, games, books, periodical, newspaper, videos and research or learning supports in borrowable, searchable, downloadable, online and/or streaming formats deemed suitable as part of the library collection. The Chief Librarian shall:

- (a) make purchases within approved budgets and
- (b) seek approval from the Library Board for purchases over \$50,000.00 (Fifty Thousand Dollars) prior to initiating any procurement as confirmed in the Schedule of Procurement Methods and Authority, attached as Schedule B
- (c) prepare and present to the Caledon Library Board a report summarizing all purchases between \$10,000 and \$50,000 twice annually
- (d) The Library Board may participate in cooperative or joint purchasing initiatives with other libraries or government agencies where such initiatives are determined to be in the best interests of the Library. Cooperative purchasing must be facilitated by the Purchasing Division. If the Library Board participates in such cooperative or joint purchasing initiatives, the Library Board may adhere to the policies of the entity conducting the purchasing process, provided that such policies comply in spirit with this By-law. If the Library Board is leading a cooperative or joint purchasing initiative, this By-law will be followed.

Section 6: Procurement of Deliverables

6.1 Procurement Planning

Prior to initiating any procurement process, the Department must

- (a) ensure that the deliverables are legitimately required for Town purposes;

- (b) consider short and long-term requirements with respect to quantities and time lines, or total project cost considering the life span of the program;
- (c) consider the cost of ongoing maintenance, support, and licensing requirements;
- (d) consider “green” alternatives including sustainable purchasing options or features, in accordance with the Green Purchasing Protocol, and consult with the Energy and Environment Manager;
- (e) consult with staff responsible for accessibility to ensure purchases meet accessibility legislation;
- (f) where deliverables of the same kind or type are required in connection with one project, ensure that all of those deliverables are included in determining the estimated value of the procurement, for all contemplated phases of the project;
- (g) confirm availability of funding; and
- (h) allow sufficient time to complete the procurement process, including time for:
 - (i) developing proper specifications and business requirements;
 - (ii) obtaining internal reviews;
 - (iii) conducting a competitive process, as required; and
 - (iv) obtaining necessary approvals.

6.2 Market Research

Where the Department is uncertain about the deliverables required or where there is insufficient internal knowledge about the market, the Department must consult with Purchasing about conducting a Request for Information (RFI) process. An RFI process must be openly posted in order to gather market research from prospective bidders. It must not be used as a prequalification tool.

6.3 Supply Arrangements for Recurring Requirements

Before initiating a procurement, Departments must consider the availability of existing supply arrangements. If the deliverables will be required on a frequent or regularly recurring basis, and there is no existing supply arrangement, the Department must consult with Purchasing about the possibility of establishing a Standing Offer or Qualified Supplier Roster.

Standing Offers may be established by Purchasing for standardized deliverables to be purchased by all Departments, where the requirements for deliverables are recurring and predictable over an extended period of time, the requirements are standard and clearly defined at the time of establishment of the Standing Offer, and it is possible to fix pricing for the deliverables for the duration of the Standing Offer.

Qualified Supplier Rosters may be established by Purchasing to pre-qualify suppliers that will be invited to compete for discrete work assignments, as and when required, involving the delivery of a particular type of deliverables.

6.4 Standardization

Standardization identifies a specific requirement, manufacturer or brand that best fits the Town's needs. No standard shall be established without a competitive process and Council approval. All employees will adhere to standardization decisions.

6.5 Procurement Value

It is important to accurately estimate the value of the procurement to ensure compliance with the appropriate requirements of this By-law. Departments must refer to applicable protocols and procedures for additional guidance on determining the Procurement Value.

6.6 Procurement Method

Different types of procurement processes may be used depending on the nature, value and circumstances of the procurement. Applicable protocols and procedures must be followed to identify the appropriate procurement method.

6.7 Initiating Procurement

Unless specifically permitted under this By-law or the procurement protocols or procedures, Departments are not permitted to procure deliverables or engage with potential suppliers regarding the procurement of deliverables without the involvement of Purchasing.

A procurement must be initiated in accordance with applicable protocols and procedures and the process must be administered in accordance with the Schedule of Procurement Methods and Authority in Schedule B.

6.8 Applicable Protocols and Procedures

The procurement process must be conducted in accordance with this By-law and the applicable protocols and procedures maintained by Purchasing. The specific roles and responsibilities of those involved in the various stages of a procurement process are described in the protocols and procedures.

6.9 Standard Procurement Methods

Depending on the nature, value and circumstances of the procurement, the Town may procure deliverables through the following standard procurement methods.

(a) Ordering from Standing Offer

When a Standing Offer is available, its use is mandatory for all Departments. Purchases be made in accordance with the terms of the Standing Offer and any applicable procedures, and will reflect the pre-negotiated prices and terms and conditions of the Standing Offer.

(b) Roster Competition

If the deliverables are available under an existing Qualified Supplier Roster, the goods and services must be acquired through a Roster Competition in accordance with the terms of the Master Framework Agreement and applicable protocols and procedures.

(c) Invitational Procurement

Where the procurement value is below the Open Competition Threshold and the deliverables are not covered under an existing Standing Offer or Qualified Supplier Roster, the authority to conduct an Invitational Procurement is delegated to a Director. The Director may authorize specific individuals within the Department to conduct Invitational Procurements and may assign specific spending authority limits. The Director is responsible and accountable for ensuring that Invitational Procurements are conducted in accordance with applicable protocols and procedures.

If a Department anticipates making multiple purchases of the same deliverables and the total value of those procurements may exceed the Open Competition Threshold, the Department must contact Purchasing to discuss the possibility of setting up a Standing Offer or Qualified Supplier Roster.

(e) Open Competition

An Open Competition, in which bids are solicited from all interested suppliers through a publicly posted solicitation document, is the standard method of procurement when the procurement value equals or exceeds the Open Competition Threshold. Open Competitions may also be used to establish Standing Offers.

Open Competitions may include two-stage procurement processes in which a prequalification process is conducted by soliciting and evaluating submissions from all interested suppliers in order to establish a short-list of prequalified suppliers that will be eligible to submit a bid in response to a second-stage solicitation document. A two-stage procurement process may be used whenever determined appropriate by the Manager of Purchasing, in consultation with the Department.

Open Competitions must be conducted by Purchasing in accordance with applicable protocols and procedures.

(f) Open Framework Competition

In the case of goods or services that are required on a regular or repetitive basis by one or more Department(s), an Open Framework Competition should be used to establish a Qualified Supplier Roster in accordance with the applicable protocols and procedures.

6.10 Non-Competitive Procurement

Non-Competitive Procurement means the acquisition of deliverables with a value exceeding the Open Competition Threshold without conducting an Open Competition.

Non-Competitive Procurement is only permitted under the specific circumstances set out in the Non-Competitive Procurement Protocol and must be approved in accordance with the Non-Competitive Procurement Protocol.

Under no circumstances will a Non-Competitive Procurement be used for the purpose of avoiding competition among suppliers or in a manner that discriminates against or advantages suppliers based on geographic location.

6.11 In-house Bids

In-house Bids may be permitted in accordance with Article 25.04 of the Collective Agreement between the Town and the Canadian Union of Public Employees and its Local 966.

If any procurement process will involve the consideration of in-house bids, all potential bidders shall be made aware of this fact in the solicitation document.

6.12 Unsolicited Offers

Unsolicited offers shall not be considered.

If it is determined that there is a legitimate need for the deliverables offered by way of an unsolicited offer, then a procurement process shall be conducted in accordance with this By-law.

6.13 Contract Finalization

Contracts must be finalized, approved and entered into in accordance with this By-law and the applicable protocol(s) governing the procurement process. A contract must not be entered into unless all applicable protocols have been followed and all required procurement approvals have been obtained. The contract must be in place prior to the delivery or provision of the deliverables.

6.14 Purchasing Card (P-Card)

The purchasing card (P-Card) program is meant to complement existing processes and streamline low value purchases. P-cards must be used in accordance with the Purchasing Card (P-Card) Protocol and must not be used for personal use or to avoid or bypass this By-law or payment procedures including the Town's expense reimbursement procedure.

The Manager of Purchasing will have final approval over the issuance of all Purchasing Cards.

Directors will be accountable and responsible for all cardholders and their transactions within their department.

Cardholders will be held liable for any misuse or wilful disregard of policies or operating procedures which result in a loss of money, fraud or collusion.

Section 7: Supplier Relations and Contract Management

7.1 Procurement Protests

Suppliers may formally protest the outcome of a procurement process. Procurement protests must be managed and responded to in accordance with the Procurement Protest Protocol.

7.2 Contract Management

All contracts for deliverables must be managed by the Department in accordance with applicable protocols and procedures. Master Framework Agreements will be managed by Purchasing.

7.3 Unexpected Contingencies and Contract Amendments

Contract amendments must not be used to expand a contract beyond what was contemplated under the terms of the contract and the original procurement process, or to circumvent the need to procure additional deliverables through a competitive process in accordance with this By-law

If, as a result of unexpected contingencies, a contract amendment results in a net increase to the contract value previously approved, the amendment must be approved in accordance with the Schedule of Procurement Methods and Authority in Schedule B.

7.4 Contract Renewal

Where a contract contains an option for renewal, the Manager of Purchasing, in consultation with the Director will determine whether such option should be exercised provided that:

- (a) the supplier's performance has been satisfactory in accordance with the Supplier Performance Evaluation Protocol;
- (b) the Director agrees that the exercise of the option is in the best interests of the Town; and
- (c) funds are approved and available in an appropriate account.

7.5 Contract Termination

A contract may only be terminated prior to its expiry date with the approval of the Department Director in consultation with the Manager of Purchasing and Legal Services.

7.6 Supplier Performance

The performance of a supplier under contract must be monitored and tracked in accordance with the Supplier Performance Evaluation Protocol.

7.7 Supplier Suspension

Suppliers can be suspended from participating in future procurement processes in accordance with the Supplier Suspension Protocol.

Section 8: Procurement Recordkeeping

8.1 Supplier Information

The Town must ensure that supplier information submitted in confidence in connection with a procurement process or contract is adequately protected. Purchasing and the Departments must ensure that all bids and contracts are kept in a secure location and only accessible by those individuals directly involved with the procurement or management of the contract.

The disclosure of supplier information shall be made only by the appropriate officers in accordance with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act* and the *Personal Health Information Protection Act*, as amended.

8.2 Procurement Records

The maintenance, release and management of all procurement records must be in accordance with the Town's policies and procedures on document management, records retention and access to information.

Department is responsible for ensuring that all documentation relating to a procurement up to \$49,999.99 in value is properly filed and maintained in a procurement project file.

Purchasing is responsible for ensuring that all documentation relating to a procurement valued at \$50,000 and greater is properly filed and maintained in a procurement project file.

Documentation and reports regarding procurement processes and contract awards (including Non-Standard Procurements) and data necessary to trace the process conducted must be maintained for a minimum period of at least three (3) years from the contract award date or such longer period as may be required under the Town's records retention policies and procedures.

Section 9: Disposal of Surplus Goods and Equipment

9.1 Disposal of Surplus Goods and Equipment

Except where otherwise required by Council for specific goods or equipment, surplus goods and equipment shall be disposed of by the Manager of Purchasing in accordance with the following:

- (a) Any Director may declare material, equipment, furnishings and vehicles owned by the Town to be surplus and shall then advise the Manager of Purchasing of any such items.
- (b) Items declared surplus and having a cash value may be disposed of by the Manager of Purchasing by the most advantageous means, which may include:
 - (i) redistribution throughout the Town;
 - (ii) redistribution to other public bodies or government organizations;
 - (iii) redistribution to a recognized charitable organization in Caledon registered as such with Canada Revenue Agency (Charities Directorate);
 - (iv) public auction;
 - (v) the issuance of a request for offers to purchase; or
 - (vi) trade in at fair market value as part of the procurement of other similar items or items required by the Town.
- (c) Refuse items shall be disposed of.

Funds received from the disposal of surplus items shall be credited to the appropriate accounts, as determined by the Finance Division of the Finance and Infrastructure Services Department.

No elected official, Library Board member or employee of the Town or Library Board, or any relative of that elected official, Library Board member or employee, shall be permitted to purchase any surplus goods of except by submitting a successful bid at public auction or by sealed offer.

Section 10: Compliance Monitoring and Reporting

10.1 Compliance Monitoring

Non-compliance with this By-law may expose the Town to the risk of:

- (a) supplier complaints;
- (b) reputational damage;
- (c) damage to political relations;
- (d) bid disputes; and
- (e) legal challenges.

Directors are required to observe and address non-compliance with this By-law within their Departments. Where instances of non-compliance are identified, the Director is expected to notify the Manager of Purchasing and obtain advice with respect to mitigating potential risks to the Town arising from the non-compliance.

The Manager of Purchasing is responsible for monitoring compliance across the organization. Based on the results of compliance monitoring, reports outlining instances of non-compliance may be issued by the Manager of Purchasing to the relevant Director. The Director must address the identified compliance concerns and submit a written confirmation of actions taken to the Manager of Purchasing. Ongoing concerns with respect to compliance will be subject to internal audit.

10.2 Audit

All procurement activities will be subject to audit by the Treasurer.

10.3 Reporting

The Manager of Purchasing will prepare and submit to Council a semi-annual memorandum summarizing the Town's procurement activities, including contracts awarded in amounts over \$50,000.00.

10.4 Periodic Review

A detailed evaluation of this By-law shall be held every four years, or on a more frequent basis as the Manager of Purchasing sees fit or as per Council's direction.

Schedule A – Exemptions from By-law

This By-law does not apply to the payment of the Town's general expenses or the acquisition of the following goods and services:

1. Training and Education

- (a) conferences
- (b) courses
- (c) seminars
- (d) conventions
- (e) memberships
- (f) periodicals
- (g) magazines
- (h) subscriptions
- (i) staff training
- (j) staff development
- (k) staff workshops
- (l) books

2. Refundable Employee Expenses

- (a) advances
- (b) meal allowances
- (c) payroll, benefit premiums, remittances and payroll deductions
- (d) reimbursable expenses incurred by employees or elected officials in accordance with Town policies and procedures

3. Utilities

- (a) postage and courier services
- (b) water and sewage charges
- (c) telephone service
- (d) cable television service
- (e) hydro
- (f) gas

4. Professional and Special Services

- (a) committee fees
- (b) counseling services
- (c) legal services, including all fees and disbursements
- (d) other professional services related to pending/on-going litigation or legal matters
- (e) witness services
- (f) arbitrators and mediators
- (g) commissions
- (h) Insurance Services
- (i) claims, including all fees and disbursements

- (j) transcript fees
- (k) forensic auditors
- (l) annual audit fees
- (m) honouraria
- (n) providers of entertainment, artistic and recreational services
- (o) facilitators, instructors and speakers

5. Library

- (a) Items required for library collections including but not limited to music, games, books, periodicals, newspapers, videos and research or learning supports in borrowable, searchable, downloadable, online and/or streaming formats.
- (b) Purchases, fundraising and disposal made through The Friends of the Caledon Public Library organization

6. Other General Expenses

- (a) Debenture payments
- (b) banking and bank charges
- (c) tax remittances
- (d) permits, development charges
- (e) refunds, donations, gifts or grants
- (f) licenses (hardware, software, software maintenance, vehicles, elevators, radios)
- (g) charges to or from other public entities
- (h) police services
- (i) real estate or realty appraisers
- (j) office space, hall rentals and leases
- (k) freight charges and brokerage fees
- (l) original works of art

Schedule B – Procurement Methods and Authority

Procurement Value/Type (Amounts stated exclude HST)	Who has authority to administer the process?	Who has authority to approve the contract award and sign the contract?	Who is responsible for maintaining the agreement and supporting documentation?
Standard Procurements \$0.01 - \$10,000	Authorized Staff*	Department Manager or Director**	Department
Standard Procurements \$10,000.01 - \$49,999.99	Authorized Staff*	Department Manager or Director**	Department
Standard Procurements \$50,000 and greater	Purchasing Department	Department Director and Manager of Purchasing	Purchasing
Non-Standard Procurements up to \$50,000	Purchasing Department	Department Director and Manager of Purchasing	Department
Non-Standard Procurements \$50,000 and greater	Purchasing Department	Council Approval Required Mayor and Town Clerk to sign	Purchasing
Non-Standard Procurements \$50,000 and greater – by Caledon Public Library	Purchasing Department	Library Board and Council Approval Required Chief Librarian and Board Chair to sign	Purchasing
Vendor of Record (any value)	Purchasing Department	Department Director and Manager of Purchasing	Purchasing
Co-operative Procurement (any value)	Purchasing Department	Department Director and Manager of Purchasing	Purchasing
Emergency Purchase Up to \$50,000	Department Manager in consultation with the Department Director	Department Director and Manager of Purchasing	Purchasing
Emergency Purchase \$50,000 and greater	Department Director in consultation with the CAO	CAO and Manager of Purchasing	Purchasing

Emergency Purchase \$50,000 and greater – by Caledon Public Library	Chief Librarian in consultation with the Board Chair	Chief Librarian, CAO and Manager of Purchasing	Purchasing
Open Competition to establish Standing Offer	Purchasing Department	Manager of Purchasing and Treasurer	Purchasing
Open Framework Competition to establish Qualified Supplier Roster	Purchasing Department	Manager of Purchasing and Treasurer	Purchasing

CONTRACT AMENDMENT	
Amendment of existing contract for deliverables resulting in increase to the value of the contract	
Total Cumulative Increase to Original Contract Value^{***}	Approve Contract Amendment
The lesser of 15% of the original contract value or \$100,000 within Council approved budget	Department Director, Manager of Purchasing and Treasurer
In excess of 15% of the original contract value or \$100,000 or any amount over the Council approved budget	Council

*Employee must have Manager or Director approval prior to initiating the procurement process and has also read and understood the Town’s procurement protocols and Purchasing Bylaw

**Employee signing the contract must be different than the employee that administered the process.

***Amount of increase is the cumulative total of value of all increases to the original contract value; if previous amendments were approved, the value of those amendments must be included in the total amount of increase.

If a recommended award amount is higher than the Council approved budget, Council approval required prior to award for all awards.

Attachment 8-D

Date: October 15, 2018

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian



Subject: Public Complaint Handling Policy Report

Recommendation:

That the Caledon Public Library Board review the revised Public Complaint Handling Policy for approval and adoption.

Background

Caledon Public Library's Public Complaint Handling Policy was first adopted by the Board in October 2016. Its creation was prompted by the full rollout of the *Public Sector and MPP Accountability and Transparency Act, 2014* on January 1, 2016. This legislation expanded the Ombudsman's mandate to include municipalities, universities, school boards, hospitals and long-term care homes, children's aid societies and police and resulted in the adoption of an official Public Complaint Handling Policy by the Town of Caledon. The Town's document explicitly states that the policy does not apply to "complaints or inquiries regarding outside Boards and Agencies".

While it remains unclear whether public library boards are exempt from the Ombudsman's expanded mandate, the creation and observance of a fulsome complaint management process remains best practice.

The policy, once approved, will be communicated to staff and made available on the Library's website and in print upon request. Related procedures will be re-confirmed and communicated to ensure the Library's continued compliance with the policy.

Financial Implication

None.

Recommended Motion

That the Caledon Public Library Board approve and adopt the revised Public Complaint Handling Policy.

Title	Public Complaint Handling Policy
Policy Number	CPL-16-15
Policy Type	Operating
Approval Date	[approval date] 2018
Review Date	[review date] 2020
Notes	Initially adopted October 17, 2016



Purpose

The Caledon Public Library is committed to the provision of exceptional library services and to this end, recognizes the importance of public input as a valuable means for continual improvement. This policy outlines the principles and processes that direct the receipt of and response to complaints related to programs, services, facilities and employees of the Library, ensuring and supporting transparency and accountability.

This policy **does not** apply to:

- Feedback
- Suggestions
- Inquiries
- Compliments
- Requests for service
- Requests for considerations of library materials
- Have Your Say submissions
- Anonymous complaints

This policy does not apply to complaints made by employees, contractors, or volunteers working on behalf of the Library.

Definitions

For the purposes of this policy:

~~“Accessible” means capable of being entered or reached, approachable; easy to get at; capable of being influenced; obtainable; easy to understand or appreciate.~~

“Complainant” refers to a customer making a complaint under this policy.

“Complaint” means a written or oral expression of dissatisfaction about services, actions, or lack of actions by an employee, contractor or volunteer of the Library by a customer. Examples include but are not limited to perceptions of:

- A failure to do something agreed to do;
- A failure to observe policy or procedures;
- An error made by an employee, contractor, or volunteer of the Library;
- Unfair or discourteous actions/statements made by an employee, contractor, or volunteer of the Library;

- Issues related to access to services; timeliness of service; or quality of service.

“Frivolous” means a Complaint that is reasonably perceived by Library staff to be (a) without reasonable or probable cause, (b) without merit or substance, or (c) trivial;

“Harassment or Harass” involves engaging in a course of behaviour, comment or conduct, whether it occurs inside or outside the work environment, that is or ought reasonably to be known to be unwelcome. It includes but is not limited to any behaviour, conduct or comment that is directed at or is offensive to another person:

(a) on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, age, handicap, sexual orientation, marital status, or family status, as well as any other grounds under the provisions of the Human Rights Code; or

(b) which is reasonably perceived by the recipient as an intention to bully, embarrass, intimidate or ridicule the recipient.

“Intimidation” means unwarranted conduct, including, but not limited to: cyberbullying, discrimination, harassment, violence or threats of violence, profanity, personal insults or communication that is deemed threatening;

“Library” refers to the Caledon Public Library;

“Vexatious” means a Complaint that is Frivolous and which is pursued in a manner that is reasonably perceived by Library staff to be (a) malicious, (b) intended to embarrass or harass the recipient, or (c) intended to be a nuisance.

Guidelines

Anyone personally affected or their representative can submit a complaint and it will be reviewed in accordance with this procedure. The Library reserves the right not to respond to anonymous complaints.

Complaints should be made in person, by phone, by e-mail, by letter, or via an [electronic feedback form](#) on the Library’s website.

Requests for reconsideration of library materials shall be submitted and addressed as per the Caledon Public Library Collection Development Policy.

Step 1: Senior Staff Review

- Complaints, which cannot be resolved immediately, will be reviewed and responded to in the following escalating authority order until the complainant believes his/her complaint has been adequately addressed. Any of these steps may be omitted as appropriate. This list does not preclude other staff with sufficient capacity to respond to or resolve the complaint on an immediate basis.
 - A Manager On **Duty Call** or Person In Charge during Library opening hours;
 - The Manager responsible for the area subject to the complaint;
 - The CEO/Chief Librarian or designate.
- The responding staff member will advise the complainant of the following, as applicable:

- His or her name and contact information;
 - An outline of actions the Library will take with the intent of resolving the complaint;
 - Any required actions to be taken on the part of the complainant;
 - Estimated timeframes associated with the actions to resolve the complaint.
- Complaints for which there is no further communication from the complainant within sixty (60) days of staff response will be considered closed.

Step 2: Library Board Review

- If after a response from the CEO/Chief Librarian or designate, the complainant does not believe the Complaint has been adequately resolved, the complainant may refer the complaint to the Library Board as correspondence or at a future regular meeting, subject to the provisions for making a delegation to the Board as identified within the Caledon Public Library Board By-law. “A delegation wishing to appear before a Committee or the full Board shall submit a written request to the Secretary Treasurer (CEO) 10 days prior to the scheduled meeting of the Committee or Board. The request must stipulate the subject matter upon which the delegation wishes to speak.” Correspondence to the Board should be directed to the CEO/Chief Librarian in the capacity of Secretary-Treasurer to the Board and may be shared publicly as part of the agenda for a regular meeting of the Board.
- The Board as a body will hear the complaint and review the response of the CEO/Chief Librarian or designate for the following purposes:
 - Opportunities to make recommendations to the CEO/Chief Librarian or designate on the matter;
 - Opportunities for amendments to Board policy;
 - Opportunities for further refinement of customer complaints management.

The Board may not overturn staff decisions unless a finding is made that existing policy was not followed correctly.
- The Board’s review will be presented verbally to the complainant at the meeting and recorded in minutes. Should further review or investigation be deemed necessary, the Board will advise the complainant and ensure that he/she is informed of any future Board meetings or actions on the matter.
- The Board’s review is considered the final appeal of the complaint.
- Where a complainant makes direct contact with a Board member when initiating a complaint, the Board member should refer the patron to the CEO/Chief Librarian. A Board member may not interfere in the handling of a specific case by approaching individual staff members. Concerns about the management of a case should be conveyed to the CEO/Chief Librarian. The CEO/Chief Librarian may inform the concerned Board member about the action taken in the case or authorize a Manager to communicate the information directly to the Board member.

Threats, Intimidation

- Staff should immediately report to a Manager or the CEO/Chief Librarian:
 - Any implied or explicit threats made against the safety of the staff member or the safety of others in the course of handling the complaint;
 - Any intimidation behaviour in the course of handling the complaint, which may be established by a variety of circumstances that may include:
 - the content, tone and language of a person's correspondence, especially if the language used is insulting, offensive or abusive; or,
 - unsubstantiated, derogatory or inflammatory allegations against Library staff.
- Harassment, discrimination, threats or matters of a similar nature will be dealt with through the Caledon Public Library's Codes of Conduct and the Caledon Public Library Personnel Policy.

Potentially Frivolous or Vexatious Complaints

- Where the complaint may be considered frivolous or vexatious or there appears to be a pattern of frivolous or vexatious complaints, the CEO/Chief Librarian or designate may seek advice from the Library Board and/or give direction to staff to ensure valid complaints are heard and addressed in a professional and mutually respectful manner, while ensuring efficient use of Library resources.
- Despite any step in this policy, in the case of a frivolous or vexatious complaint, the CEO/Chief Librarian or designate may deem or recommend the Library Board deem a complaint file closed.

Responsibilities of Employees

- Staff will treat all complaints as confidential and protect the complainant's privacy according to the Caledon Public Library Privacy Policy and Municipal Freedom of Information and Protection of Privacy Act. **Complaints that are referred to the Library Board as correspondence or by a delegation shall be considered in camera only if the subject matter meets the criteria for closed session identified within the Public Libraries Act.**
- The CEO/Chief Librarian shall oversee the creation and maintenance of a mechanism for recording and tracking complaints. Library management will routinely review complaint trends for the purpose of continuous service and process improvements.

Feedback

Questions regarding this policy, complaints to the CEO/Chief Librarian or requests to delegate to the Library Board should be directed to the following:

Colleen Lipp, CEO and Chief Librarian
Caledon Public Library
6500 Old Church Road
Caledon, ON L7C 0H3

519.927.5662

clipp@caledon.library.on.ca

Related Documents:

- [Municipal Freedom of Information and Protection of Privacy Act](#), R.S.O. 1990, c. M.56
- [Public Libraries Act](#), R.S.O. 1990, c. P.44
- **Caledon Public Library Board By-Laws**, CPL-16-06
- **Caledon Public Library Collection Development Policy**, CPL-16-12
- **Caledon Public Library Personnel Policy**, CPL-16-09
- **Caledon Public Library Privacy Policy**, CPL-15-01
- **Caledon Public Library Public Code of Conduct**, CPL-16-11

Attachment 8-E

Date: October 15, 2018

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian



Subject: Organizational Review Report

Recommendation:

That the Caledon Public Library Board review the Organizational Review Report

Background

Prompted by the opening of the new branch in Southfields Village in 2019, the Caledon Public Library will be growing in a fashion and at a pace previously unexperienced by the organization and its staff. The staffing levels necessary to meet the needs of patrons at a full-service branch are very different than those currently in place at the smaller branches. This impending change compelled the examination of our current organizational structure and consideration for the expected changes to roles, responsibilities and staff reporting moving forward. While the timing of this review was triggered by the construction of a new branch, the anticipated population growth in Caledon and the ongoing evolution in library services required that we expand the scope of the exercise, creating a vision for a structure that will enable us to effectively and efficiently provide library services to Caledon as it grows and changes.

Process

Initial work began with surveys of organizational structures in place at other libraries. This research was not limited to libraries of comparable size but also included neighbouring libraries that influence local expectations for library service and those that serve populations of similar size to that forecast for Caledon. Admittedly, there are few libraries with the same number of branches relative to the population served by Caledon and no library provided an ideal structure that could be simply adopted by CPL.

The management team also completed a series of workshops intended to examine the status quo and question the reasoning behind our current structure (Appendix A – Image 1). This included the creation of a comprehensive list of all library tasks and thoughtful grouping of related roles and responsibilities. This relatively simple exercise ultimately resulted in a long-term vision for a new organizational structure (Appendix A– Image 2).

Results

While this work prompted some immediate changes to some minor areas of responsibility for individual managers, the Library does not currently have the depth or breadth of staff to immediately implement the envisioned structure. This is a structure to which we can aspire in the coming years. As a long term solution, this will inform our planning and budgeting for many years to come.

The findings of our review included:

- the need for another level of management – allowing for a distinction between those tasked with front-line supervisory responsibilities and those responsible for long term planning, policy development and strategic thinking;
- the need for in-house expertise in Finance and HR;
- the creation of a Branch Manager position for the Bolton Branch; and,
- the creation of (3) high-level divisions, through which specific departments would report. These have tentatively been entitled:
 - Customer Experience and Branch Services
 - Collections and Programming
 - Corporate Services

While many of these changes will take many years to fund and implement, all opportunities to progress towards this vision will be considered. Pending approval of our 2019 budget requests to increase staff coverage at the Caledon East Branch and renovate the Bolton Branch, the following organizational changes will be implemented in the coming year:

- Relocation of the CEO/Chief Librarian, Administrative Assistant and current Technical Services staff to the Bolton Branch.
- The Manager of Technical Services will assume the role of Branch Manager in Bolton, reporting to the Manager of Public Service
- Technical Services staff will join the Information Services department, maintaining their current duties while also assuming an enhanced customer service role.

Other structural changes and service improvements are already in progress. The relocation of Interlibrary Loan services from Technical Services to Public Service in Bolton will be finalized before year-end and the imminent opening of the new branch in Southfields is already reflected within the operating budget. This supports the recruitment of a Branch Manager and a number of new Public Service staff. Reporting to the Manager of Public Service, the Branch Manager, Southfields will be responsible for the scheduling, recruitment and supervision of all staff at the branch. The implications of our anticipated first steps are reflected in Appendix A – Image 3.

This represents just the first of many steps necessary in achieving our vision. It should also be noted that the envisioned structure is based on our current understanding of library services and the community we serve. This vision remains flexible and will shift and change in response to the ongoing evolution in services, innovations and technologies and any unanticipated external influences.

Financial Implication

With the exception of those proposed within the Library's 2019 budget submission, there are no immediate financial implications of this report. However, significant growth in the Library's annual operating budget will be necessary to ultimately realize the envisioned structure. To this end, requests for changes in service levels submitted as part of annual budget processes in the years ahead, will be informed by the planned structural improvements.

Recommended Motion

That the Caledon Public Library Board receive the Organizational Review Report

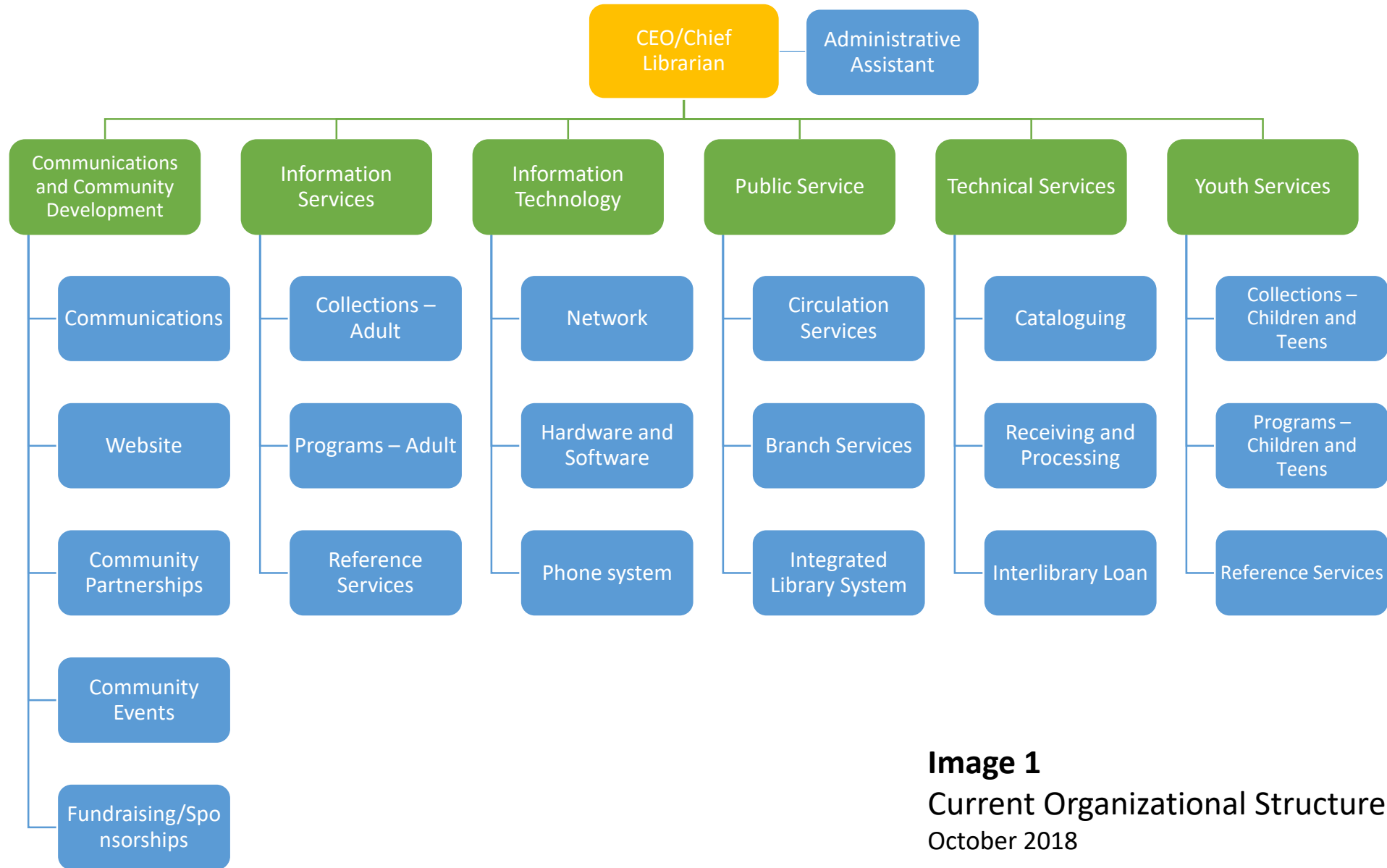


Image 1
 Current Organizational Structure
 October 2018

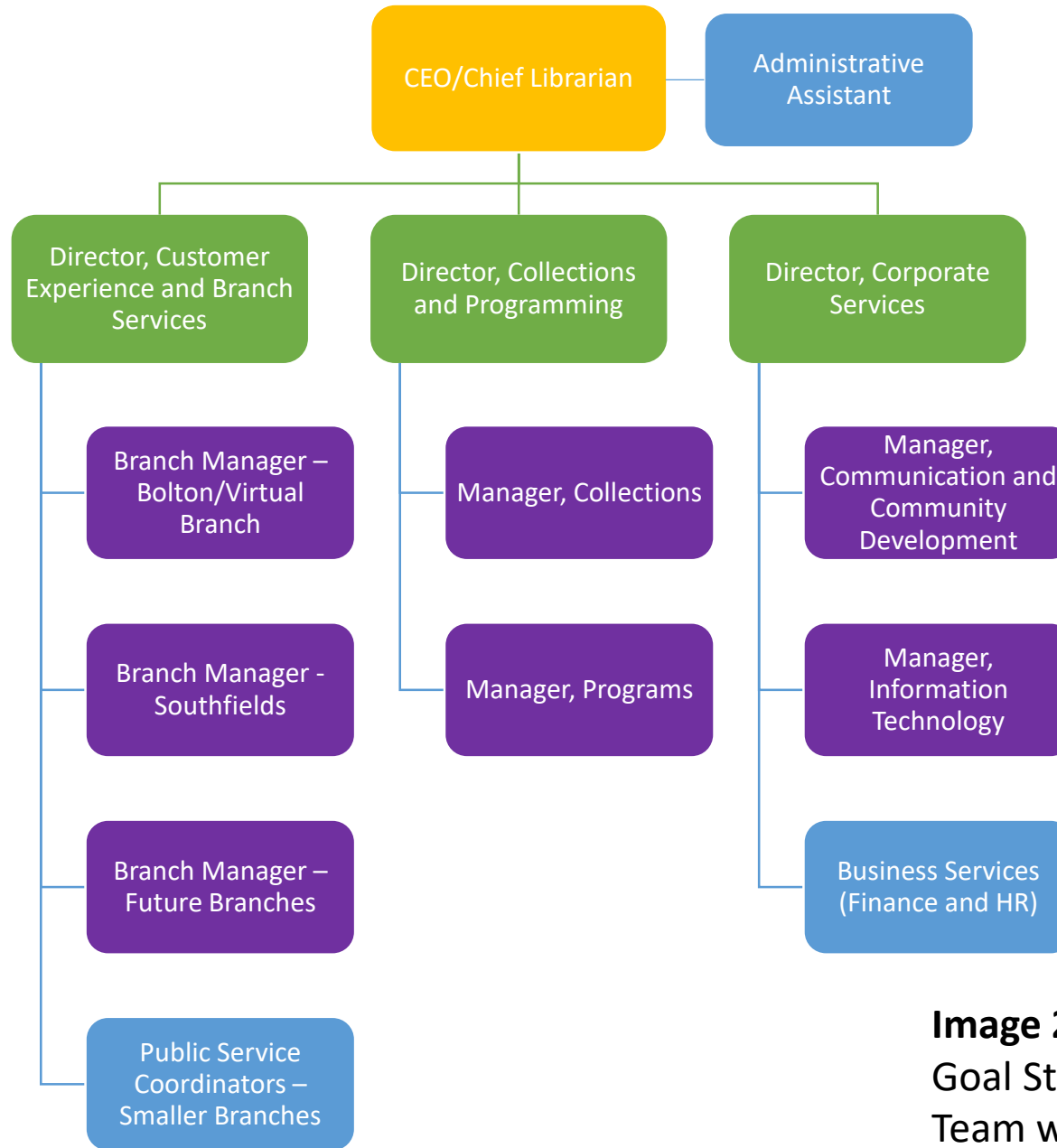


Image 2
 Goal Structure – as per Management Team workshops, Autumn 2018

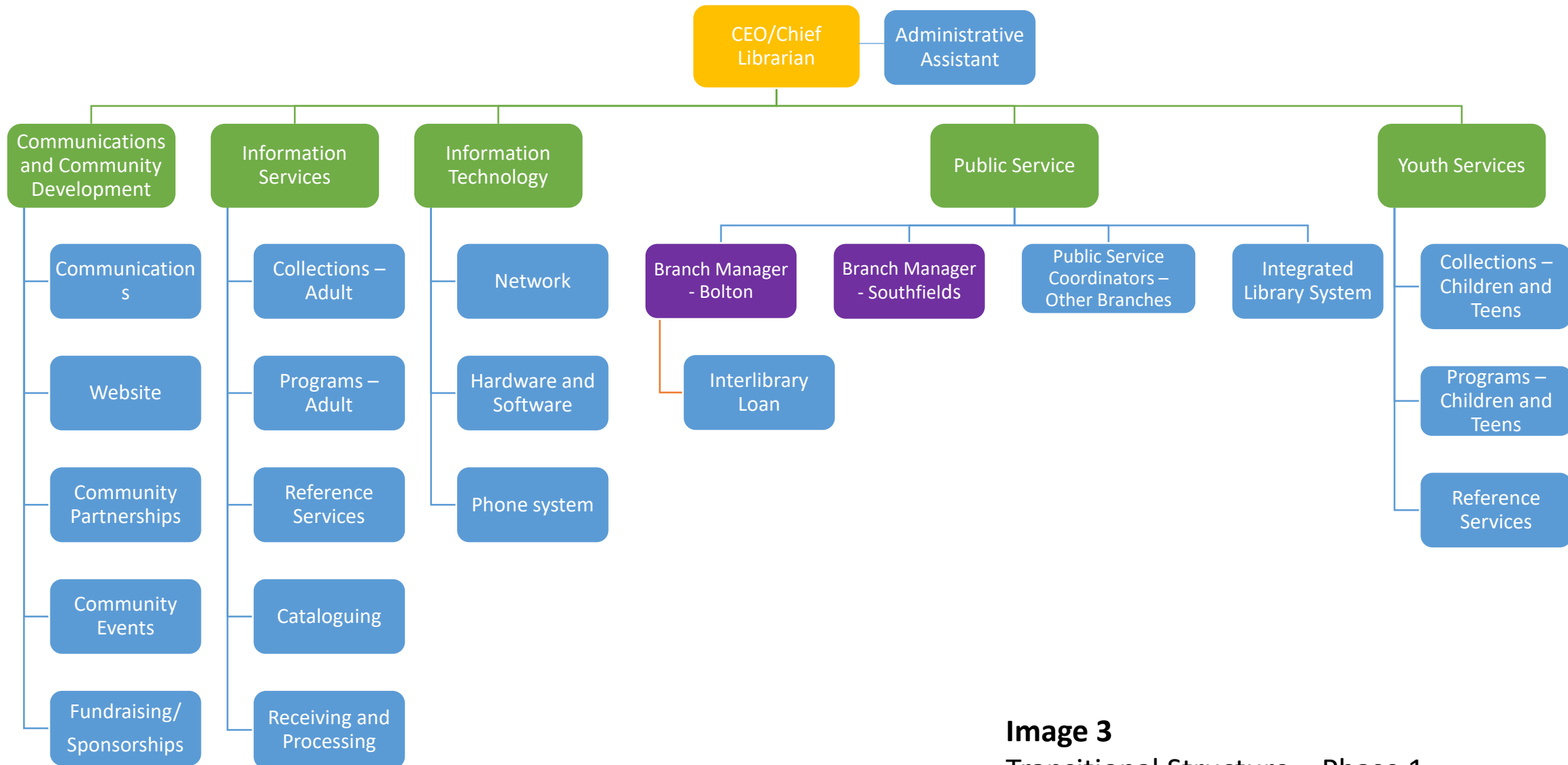


Image 3
 Transitional Structure – Phase 1
 2019

Attachment 9-A

Date: October 15, 2018

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian



Subject: Board Trustee Position Description

Recommendation:

That the Caledon Public Library Board review the drafted Board Trustee Position Description for approval and adoption.

Background

A Board Trustee Position Description has been drafted in support of the work of the Board's Recruitment and Succession Committee and in preparation for the call for applications for the 2019-2022 term. It is anticipated that this document will be a useful resource for those who may be considering involvement with the Library Board. It is also expected that this position description will help to inform the newly elected Council in considering and selecting applicants to the Board.

Once approved, this document will be shared publicly via the Library's website. It is also recommended that this description be shared with the newly elected Mayor and Council and the Clerk's office.

Financial Implication

None.

Recommended Motion

That the Caledon Public Library Board approve and adopt the Board Trustee Position Description; and,

That the Caledon Public Library Board share this description with Town of Caledon Mayor and Council and the office of the Town Clerk as a means of informing the selection of members for the Board's next term.

Board Trustee Position Description

October 2018



CPL Vision

Caledon Public Library is a vital service and vibrant community space.

CPL Mission

Caledon Public Library is a hub for discovery, innovation and inspiration. We nurture connections, collaboration and creativity.

CPL Values

- Service Excellence
- Lifelong Learning and Literacy
- Innovation, Intellectual Freedom and Creativity
- Community and Partnership
- Diversity and Equity
- Integrity and Accountability

CPL Board

Public Library Boards are governing boards, legal corporations with the authority to make policy and to govern the library's affairs under the Public Libraries Act, RSO 1990, c. P.44.

A board's duty is to provide comprehensive, effective and efficient public library service that reflects the community's needs and builds community capacity.

The stakeholders of today's libraries expect strong leadership. Consequently modern governance must reach beyond ongoing budget oversight and a regular strategic planning exercise to embrace new ideas, and forge strong relationships that will support the library in meeting its mission and epitomizing its values

The primary roles of the Caledon Public Library Board are to:

- Set the vision, mission and strategic direction for the library and, using strategic planning techniques, determine a strategy map to get there;
- Establish operating and administrative policy within the framework of government legislation and regulations;
- Oversee the library's finances in accordance with public accounting principles and requirements and within municipal budget policy and procedures;
- Monitor overall effectiveness of the library in meeting community needs in an efficient and effective manner and evaluate progress on the strategic plan;
- Set fees where allowed by the Public Libraries Act;
- Hire and evaluate a qualified Chief Executive Officer to implement the strategic plan and to manage the day-to-day delivery of public service and daily operations of the library.

Membership

The Caledon Public Library Board is comprised of nine (9) members; seven (7) community representatives and two (2) members of Council. Members are appointed by Town of Caledon Council for a four (4) year term, to coincide with the term of elected Council.

The Library Board has the authority to act on behalf of the library; individual board members have no authority to act on their own.

CPL Trustees

As a member of a library Board, a trustee must act honestly and in good faith and in the best interests of the library. This means that the interests of the library take precedence over personal interests or those of any group with which the trustee is associated.

Trustees are required to conduct themselves in accordance with the Caledon Public Library policies, including the [Caledon Public Library Board By-laws](#) and [CPL Board Code of Conduct](#). The Library is committed to providing a working environment which promotes mutual respect, provides equal opportunities and is free from harassment.

Trustee Roles

Along with the governance, legal and fiscal roles, Library Board Trustees are expected to support and participate in community engagement by:

- Establishing the library as an essential community service;
- Building community pride in the library;
- Advocating the library's role in the community;
- Maintaining an open dialogue with the community;
- Building strong relationships with municipal council;
- Being aware of the municipal planning context; and
- Supporting the library in developing strategic partnerships with community groups and leaders.

In order to fulfill the above, Caledon Public Library requires a well-rounded Library Board with competent, experienced trustees. The trustee's job is not an easy one: it requires the ability to work towards a vision and to think in broad, future oriented terms while maintaining a commitment to move vision to reality. This requires understanding and discussing the philosophical aspects of library service while implementing the necessary governance measures to achieve desired services. A good trustee keeps the overall vision, mission and value promise in mind while acting strategically.

The person appointed to the Library Board must be:

- A Canadian citizen;
- At least 18 years old;
- A resident of Caledon; and
- Not employed by the Library Board or the Town of Caledon

Essential Competencies and Qualifications

The essential core competencies and qualifications for a Caledon Public Library Trustee are:

- Conviction that the public library is essential and uniquely important to the life of all residents and communities of Caledon;

- Commitment to the whole of Caledon through active service to the community;
- Leadership experience;
- Experience with governance and successful strategic planning;
- Business acumen;
- Ability to seek and listen to input from all stakeholders;
- Ability to approach people and problems with an open mind;
- Ability to actively participate in discussion and deliberation and to attain positive outcomes; and
- Time and energy to devote to the work of the Board.

The following are highly desirable qualifications, based on the Caledon Public Library's current strategic emphasis on "building the future". The library requires well-connected, credible community leaders who bring:

- A large network of varied community contacts including the business/corporate, education, public and not-for-profit sectors; and,
- Success in advocating for funding and political support.

Time Commitment

The Library Board holds 10 regular meetings a year. These are scheduled on the evening of the third Monday of each month with the exception of February and July. The time commitment includes: preparation time to read and consider reports and other information in the meeting package, and the meeting time of approximately 3 hours.

Board members are expected to participate on board committees including those dedicated to Finance, Advocacy and/or CEO Evaluation. Board members may also be expected to participate on "ad hoc" committees of the board which are established to deal with specific matters such as strategic planning or board succession. Trustees may also elect to represent the Library on committees within the broader public library sector such as the Ontario Library Boards' Association (OLBA) or Southern Ontario Library Service (SOLS). Time commitments vary according to the committee.

On occasion, Board members are also asked to participate in public meetings designed to engage residents on key library matters. Library Board members also represent the Library in the community and may also attend community events on behalf of the Library Board.

Board members are also encouraged to attend relevant conferences and learning opportunities including the annual Ontario Library Association Super Conference. Registration costs for such events are reflected within the Library's budget.

Compensation

CPL Board Members are not compensated for time required to participate in the above activities.

Additional Information

About Caledon Public Library and about the Library Board:

- Caledon Public Library Board Information
<http://www.caledon.library.on.ca/about/board/default.aspx>
- Building the Future: Caledon Public Library Strategic Plan 2017-2020

http://www.caledon.library.on.ca/uploads/userfiles/files/strat%20plan%202017%20web_compressed.pdf

- Caledon Public Library Annual Report 2017
<http://www.caledonlibrary.com/wp-content/uploads/2018/04/Annual-Report-2017-Web.pdf>

About the roles and accountabilities of Public Library Boards and Trustees:

- Ministry of Tourism Culture and Sport. Understanding Ontario's Public Libraries Act -
[http://www.mtc.gov.on.ca/en/libraries/PLA%20Brochure%20\(English%20version\)%20final.pdf](http://www.mtc.gov.on.ca/en/libraries/PLA%20Brochure%20(English%20version)%20final.pdf)
- Ontario Library Boards' Association (OLBA), Leadership by Design
<http://learnhq.ca/elm/One.aspx?objectId=4535685&contextId=3122765&catalogId=3125109&categoryId=4535677>
- OLBA 2007 publication Cut to the Chase, Ontario public library governance at-a-glance
http://accessola.com/olba/pdf/cut_to_the_chase.pdf

Attachment 11-A

CALEDON PUBLIC LIBRARY BOARD: ANNUAL AGENDA/WORK PLAN 2018

Updated October 15, 2018

Month	Governance/Strategic Issues <small>(activities in order to fulfill accountability obligations policy development, review and revision, financial oversight, connections with council and community, monitoring and evaluation, committee work e.g. CEO appraisal, facility planning recruitment)</small>	Information Needed <small>(reports and monitoring documents and additional information required to support discussion of and action on strategic issues)</small>	Board Action <small>(proposed action as a result of governance and/or strategic issues and discussions)</small>
January	<ul style="list-style-type: none"> ✓ Review of 2017 Strategic Actions Completed – Q4 ✓ Review of 2017 Annual Statistics ✓ Operations Policy Review 	<ul style="list-style-type: none"> ✓ 2017 Q4 and Year End Statistics Report ✓ 2017 Strategic Scoresheet ✓ 2018 Agenda/Work Plan ✓ 2017 Procurement Update ✓ Drafted policy 	<ul style="list-style-type: none"> • Advocacy discussion and priorities
February	<ul style="list-style-type: none"> • No meeting 		
March	<ul style="list-style-type: none"> ✓ Annual Board Assessment Policy Review ✓ Rights and Safety of Children and Youth in the Library ✓ Planning Policy Review ✓ Board By-law Review 	<ul style="list-style-type: none"> ✓ OLA Conference Feedback ✓ Drafted policies ✓ Drafted by-laws ✓ Annual Report 2018 	
April	<ul style="list-style-type: none"> ✓ Fundraising and Gift Acceptance Policy ✓ Review of Quarterly Statistics – Q1 ✓ Board Code of Conduct Review ✓ Patron Code of Conduct Review 	<ul style="list-style-type: none"> ✓ 2018 Q1 Statistics Report ✓ Drafted policies 	<ul style="list-style-type: none"> ✓ Creation of Board Succession/Recruitment AdHoc Committee • SOLS Trustee Council Meeting – April 14 (cancelled)
May	<ul style="list-style-type: none"> ✓ Personnel Policy Review ✓ Use of Corporate Resources for Election Purposes 	<ul style="list-style-type: none"> ✓ Drafted policies 	<ul style="list-style-type: none"> ✓ Meeting of CEO Assessment Committee ✓ Release of survey to staff in support of CEO Evaluation ✓ Meeting of Advocacy Committee

			✓ Selection of Board Succession/Recruitment Committee members
June	<ul style="list-style-type: none"> ✓ Collection Development Policy Review ✓ Programming Policy - NEW • Volunteer Policy Review – deferred to August ✓ CEO Annual Evaluation 	<ul style="list-style-type: none"> ✓ Drafted policies ✓ CEO to provide goals for coming term – July 2017 to June 2018 	✓ Report to Council re: Hotspot Lending program
July	<ul style="list-style-type: none"> • No meeting 		✓ Meeting of Succession/Recruitment AdHoc Committee
August	<ul style="list-style-type: none"> ✓ Initial budget consideration ✓ Review of quarterly statistics – Q2 ✓ Volunteer Policy Review – deferred from June 	<ul style="list-style-type: none"> ✓ 2018 Q2 Statistics Report ✓ Drafted policy ✓ Draft budget 	✓ Finance committee meeting to review draft budget
September	<ul style="list-style-type: none"> ✓ Budget consideration – deferred from August due to lack of quorum ✓ Additional items for August Agenda ✓ Accessible Customer Service Policy Review 	<ul style="list-style-type: none"> ✓ Draft Budget ✓ Drafted policy ✓ Committee of the Whole Recommendations ✓ Candidate advocacy packages 	<ul style="list-style-type: none"> ✓ Creation of Election Year Advocacy Package ✓ Outreach to municipal candidates
October	<ul style="list-style-type: none"> ✓ Adjusted budget review ✓ Review of quarterly statistics – Q3 ✓ Public Complaint Handling Policy Review ✓ Organizational Review Report ✓ Board Recruitment and Succession work ✓ Town of Caledon Purchasing By-law 	<ul style="list-style-type: none"> ✓ Revised budget ✓ Drafted policy ✓ 2018 Q3 Statistics Report ✓ Drafted position description • Drafted matrix ✓ By-law 	<ul style="list-style-type: none"> • Sharing of intentions to reapply for Board
November	<ul style="list-style-type: none"> • Annual Board Assessment • Art Exhibit and Display Policy Review 	<ul style="list-style-type: none"> • Assessment criteria and questions • Drafted policies 	<ul style="list-style-type: none"> • Completion of Assessment Questionnaire
December	<ul style="list-style-type: none"> • OLA Board Attendance • Board Succession 	<ul style="list-style-type: none"> • Board Assessment Results • Drafted succession/legacy document 	<ul style="list-style-type: none"> • OLA Conference Registration