

# Caledon Public Library Board Meeting

Monday, September 16, 2019

6:00 PM

Albion Bolton Branch



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## 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. Presentations/Delegations

- a. Joe Grogan – Printing for Students

7. 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 August 19, 2019 meeting (Attachment 7-A)

- b. CEO/Chief Librarian's Report (Attachment 7-B)

- c. Strategic Actions Update (Attachment 7-C)

- d. Correspondence

- i. Joe Grogan – Printing for Students – August 14 2019 (Attachment 7-D-1)

8. Business arising from the minutes
9. Staff Reports
  - a. Treasurer's Report and Financial Statements (Attachment 9-A)
  - b. Staff IT Acceptable Use Policy (Attachment 9-B)
  - c. Edge Assessment Results (Attachment 9-C)
10. Board and Committee Reports
11. New business
12. Board Work Plan
  - a. 2019 Work Plan Review (Attachment 12-A)
13. Board Advocacy and Development
  - a. Takeaways from Library Visits to Hillsburgh and Georgetown
  - b. Upcoming Events and Opportunities
    - i. Annual Staff Forum – Friday, September 20 – Caledon Village Place – 8:30 AM – 4:30 PM
    - ii. Culture Days Celebration and Musical Instrument Library Launch – Albion Bolton Branch - Saturday, September 28, 2019, 10 AM – 3 PM
    - iii. Caledon East Block Party – Caledon East Branch– Saturday, October 26, 10:00 AM - 2:00 PM
14. Public question period
15. Evaluation of meeting
  - a. What was your key takeaway from the meeting?
16. Time and location of next regular meeting
  - a. Monday, October 21, 2019, 6 PM - Albion Bolton Branch
17. Adjournment

Attached documents:

- 7-A Minutes of the August 19, 2019 meeting
- 7-B CEO/Chief Librarian's Report
- 7-C Strategic Actions Update
- 7-D-1 Joe Grogan – Printing for Students – August 14 2019
- 9-A Treasurer's Report and Financial Statements
- 9-B Staff IT Acceptable Use Policy
- 9-C Edge Assessment Results
- 12-A 2019 Work Plan

## Attachment 7-A

### Caledon Public Library Board Meeting

Monday, August 19<sup>th</sup>, 2019

6:00 p.m.

Albion Bolton Branch



## MINUTES

**Present:** Janet Manning (Chair); Brenda Clark; David Betty; Catherine Jackson; Jacqueline lafrate; Sheralyn Roman

**Staff:** Colleen Lipp – CEO | Chief Librarian; Lesley Slobodian, Administrative Assistant

**Absent:** Paula Civiero (Vice-Chair); Councillor Christina Early; Councillor Tony Rosa

### 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:** Paula Civiero (Vice-Chair), Councillor Christina Early and Councillor Tony Rosa

#### 4. Approval of the Agenda

**Motion:** That the Caledon Public Library Board approve the agenda.

**Moved:** Brenda Clark

**Seconded:** Sheralyn Roman

**Carried.**

**5. Disclosure of pecuniary interest:** None

*David Betty arrived at 6:05 PM*

*Catherine Jackson arrived at 6:14 PM*

## 6. Consent Agenda

- a. Minutes of the June 17, 2019 meeting
- b. CEO/Chief Librarian's Report
- c. Strategic Actions Update
- d. Correspondence
  - i. Lisa MacLeod, Minister of Tourism, Culture and Sport – June 24 2019
  - ii. Caledon Public Library Board, re: congratulations to Minister Lisa MacLeod – July 17, 2019
  - iii. Colleen Lipp, re: follow up to meeting with Sylvia Jones – July 17, 2019

**Motion:** That the Caledon Public Library receive all reports and correspondence within the consent agenda.

**Moved:** Brenda Clark  
**Carried.**

**Seconded:** Jacqueline lafrate

## 7. Business arising from the minutes: None

## 8. Staff Reports

### a. Treasurer's Report and Financial Statements

**Motion:** That the Caledon Public Library Board receive the Treasurer's Report and related financials.

**Moved:** Sheralyn Roman  
**Carried.**

**Seconded:** David Betty

### b. Quarterly Performance Measures and Statistics

**Motion:** That the Caledon Public Library Board receive and approve the Quarterly Performance Measures and Statistics.

**Moved:** Jacqueline lafrate  
**Carried.**

**Seconded:** David Betty

## 9. Board and Committee Reports:

- a. Finance Committee Meeting Minutes of August 12, 2019
  - i. 2020 Draft Budget Report

**Motion:** That the Caledon Public Library Board receive the Finance Committee Meeting Minutes of August 12, 2019.

**Moved:** Brenda Clark  
**Carried.**

**Seconded:** Catherine Jackson

**Motion:** That the Caledon Public Library Board receive and approve the 2020 Draft Budget Report.

**Moved:** Jacqueline lafrate  
**Carried.**

**Seconded:** Brenda Clark

## 10. New Business: None

**11. Board Work Plan**

**a. 2019 Work Plan Review**

**Motion:** That the Caledon Public Library Board receive the amended 2019 Work Plan.

**Moved:** Catherine Jackson

**Seconded:** Sheralyn Roman

**Carried.**

**12. Board Advocacy**

**a. One-to-one Council Advocacy Updates**

Members shared their individual advocacy efforts and any feedback received during discussions with members of Council.

**b. Upcoming Events and Opportunities**

- i. Tours of Public Libraries – Hillsburgh and Georgetown – Wednesday, August 28 – Leaving at 9 AM from Caledon Village Branch, 18313 Hurontario Street
- ii. Annual Staff Forum – Friday, September 20 – Caledon Village Place – 8:30 AM – 4:30 PM
- iii. Culture Days Celebration and Musical Instrument Library Launch – Saturday, September 28, 2019, 10 AM – 3-PM – Albion Bolton Branch

**13. Public Question Period:** None

**14. Evaluation of Meeting**

**a. What was your key takeaway from the meeting?**

- i. The 2020 Draft Budget Report was explained thoroughly.
- ii. The provided business cases were beneficial.

**15. Time & location of next regular meeting:**

Monday, September 16, 2019, 6 PM – Albion Bolton Branch

**16. Adjournment**

**Motion:** That the meeting adjourn.

**Moved:** Brenda Clark

**Seconded:** David Betty

**Carried.**

The meeting adjourned at 8:19 PM.

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Janet Manning  
Chair

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Colleen Lipp  
CEO | Chief Librarian

## Attachment 7-B

# CEO/Chief Librarian's Report

Prepared by Colleen Lipp  
September 2019



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## Governance and Advocacy

### *Access to Digital Collections*

Despite the growing demand for and use of digital collections – most notably eBooks and eAudiobooks – libraries' access to these collections on behalf of our patrons continues to be hindered by publishers. Canadian Urban Library Council (CULC) continues to lead the charge in advocating for fair and cost effective access. CULC's recent Statement of Changes to Digital Loans for Public Libraries is attached as [Appendix A](#). Booknet Canada and the Panorama Project are also gathering data proving that libraries help, rather than hinder, book sales.

There is little consistency in the terms applied across the publishing sector. Most recently, Macmillan announced new and particularly harsh limitations, allowing libraries to purchase only a single one-user/one-eBook perpetual license upon publication. Libraries will then have to wait eight weeks to purchase additional metered licenses. While these limitations will negatively impact all libraries' abilities to meet their readers' needs, Macmillan's announcement was particularly problematic for those, like Caledon, who participate in shared or consortium collections. These new limits apply to the entire consortium, allowing only one digital copy to be shared amongst well over 150 libraries across the province.

### *Community Benefits Charges*

Though draft regulations have been made available, there are still more questions than answers related to the impact of Bill 108. As per a recent related session provided to the members of Administrators of Medium-Sized Public Libraries of Ontario (AMPLO), municipalities must refrain from collecting Development Charges for soft services by December 31, 2020 and must adopt a Community Benefits Charges By-law no later than January 1, 2021. The consultant's primary recommendation is that libraries remain engaged in the municipal process and advocate for information and involvement when necessary.

Federation of Ontario Public Libraries (FOPL) has drafted correspondence to staff of the Ministry of Municipal Affairs and Housing (attached as [Appendix B](#)), sharing concerns on behalf of public libraries and recommendations for minimizing any negative impact of the transition moving forward.

### *Southern Ontario Library Services (SOLS) – Development and Networking*

Despite recent budget cuts, SOLS continues to provide development and networking opportunities for Library Board members.

Though it was initially reported that the reduced budget would result in a shift to virtual meetings for Trustee Councils, SOLS recently announced that in person meetings are scheduled for the fall. That being said, lunches will no longer be subsidized by SOLS – though may be provided by the host library. These meetings are a combination of networking, information sharing and updating on issues of concern to public library trustees, including updates from representatives of OLBA and FOPL. The upcoming meeting is scheduled for Saturday, November 9, 2019 at the Central Branch of the Burlington Public Library. SOLS leadership has been advised that Caledon would be happy to host a meeting at the newly opened Southfields Village Branch in 2020.

SOLS is also offering a free webinar entitled Financial Stewardship: The Public Library Board's Role and Responsibilities on Tuesday, November 5, 2019 at 10:00 AM. The following description is featured on [LearnHQ](#) and all board members are invited to register via the portal.

Join a staff member and board member from London Public Library for a discussion about the public library board's role in the financial management and stewardship of the library. Emphasizing the public library board's role in ensuring good governance, this webinar highlights the kind of information boards need to make informed decisions and the questions that boards should ask of staff related to the library's finances and budget.

## **Services and Facilities**

### *Albion Bolton Refurbishment*

The Request for Proposal (RFP) for the Design Phase of the Albion Bolton Branch Refurbishment was released on September 9. This document seeks proposals from competent, qualified and experienced architecture firms to provide comprehensive consulting service for the design of the branch improvements. The documents clarifies that the project shall allow for the creative repurposing of existing square footage, modernization of the branch and the flexibility of space planning and usage so that dedicated staff space can easily be transitioned to public meeting or program space upon eventual relocation of staff to new branches once built. Requirements also include the requirement that at least one floor of the branch remains open and accessible to the public for the duration of the work and that library staff, Board and residents be engaged in the design phase.

The RFP has been shared on a dedicated procurement site and architects will experience in designing public libraries have been advised of its availability. A mandatory site meeting for all proponents is scheduled later in September and the call for responses closes on October 4. It is anticipated that the successful proponent will be selected and the contract awarded by the middle of October.

### *Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream*

The Government of Canada recently announced the availability of funding in support of “community infrastructure priorities across the province, improving access to and / or quality of community, cultural, and recreation priority infrastructure projects.” As public libraries are clearly identified as eligible for funding under this program, this provides CPL with an opportunity to secure support for improving library facilities as recommended in the Master Plan. The program includes the following two streams:

- Multi-Purpose Category in support of integrated service delivery such as construction, large scale renovation or expansion of community centres – to a maximum total project cost of \$50 million; and,
- Rehabilitation and Renovation Category focusing on improvements to existing facilities with a maximum total project cost of \$5 million.

The Library’s tentative interest in partnering in an application has been shared with Town of Caledon Community Services. Given the availability of Development Charges to fund Phase 4 of the expansion to the Caledon East Community Centre, Community Services staff have indicated that they will not be submitting an application for that project. Further investigation is required to determine if the relocation of the Caledon East Branch to an expanded Caledon East Community Complex is a feasible project. Other possible projects include the planned improvements and introduction of a learning and media lab at the Margaret Dunn Valleywood Branch.

A related proposal will be prepared for the Board’s consideration at the October 21 meeting. Pending Board approval, this will allow sufficient time to submit an application in advance of the November 12 deadline.





## STATEMENT ON CHANGES TO DIGITAL LOANS FOR PUBLIC LIBRARIES

The Canadian Urban Libraries Council / Conseil des Bibliothèques Urbaines du Canada (CULC/CBUC) is dismayed with changes announced by Hachette Book Group (HBG) and Blackstone Publishing to their ebook and digital audiobook lending models for libraries.

Effective July 1, 2019, HBG, one of the “Big Five” publishers (HBG, HarperCollins, Macmillan Publishers, Penguin Random House, and Simon & Schuster), will replace its perpetual ownership model for libraries with a two-year access model for ebooks. This means that at the end of a two-year period, libraries will have to re-purchase ebooks that they have already paid for when renewing their access agreements.

While HBG announced that it will decrease ebook prices for libraries for the “vast majority” of ebooks by as much as twenty-five percent, the initial “discount” will be eliminated when the library renews its annual access to those titles, and costs will be further increased by the staff time required to review and repurchase expired titles.

Also, Blackstone Publishing announced last week that it will be placing a 90-day embargo on digital audiobook titles effective July 1, 2019. This embargo means that libraries will not be able to purchase new in-demand content for 90 days after release, putting library users at a distinct disadvantage accessing new titles.

These actions are in direct contrast to the calls to publishers made during the #eContentForLibraries campaign, where 303 libraries participated and engaged Canadians to advocate for fair pricing and access to digital content. Access to digital content is imperative for those who have low literacy or other restrictions that limit their ability to read materials in traditional formats. Restrictive access and pricing models also negatively impact vulnerable populations who rely most heavily on the library: those who cannot afford to purchase individual or subscription content.

CULC/CBUC agrees with ALA President Loida Garcia-Febo that “the elimination of perpetual ownership will reduce long-term access to ebooks and digital audiobooks and increase challenges to the long-term preservation of our nation’s cultural heritage”.

Recent research on the Canadian Book Buyer from BookNet demonstrates that library users are more likely than non-library users to purchase books. Research from The Panorama Project demonstrates that library promotion has a significant positive impact on retail sales. Throughout the entire month of June, over 300 public libraries are participating in the *One eRead Canada* program. Programs like *One eRead Canada* demonstrate the positive impact public libraries have on the publishing industry.

Pilar Martinez, chair of CULC/CBUC, affirms: “Restrictive licensing models and prohibitive pricing make it difficult for libraries to provide important digital content that contributes to having thriving and engaged communities, and disproportionately affects some of the most vulnerable groups of library users. Rather than imposing barriers to access, we call on publishers to come to the table to discuss models that will serve all of our needs and ensure all Canadians have equitable access to digital resources through their public libraries.”



**ALA STATEMENT:**

<http://www.ala.org/news/press-releases/2019/06/ala-concerned-over-hachette-book-group-ebook-and-audio-book-lending-model>

**OVERDRIVE STATEMENT:**

<https://company.overdrive.com/2019/06/18/a-message-from-steve-potash-on-recent-publisher-lending-model-changes>

**PW STATEMENT:**

<https://www.publishersweekly.com/pw/by-topic/industry-news/libraries/article/80486-hachette-book-group-changes-library-e-book-terms.html>

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## Appendix B



### ONE VOICE FOR ONTARIO PUBLIC LIBRARIES

August 21, 2019

John Ballantine, Manager  
Municipal Finance Policy Branch  
Municipal Affairs and Housing  
13<sup>th</sup> Floor, 777 Bay St.  
Toronto, ON, M5G 2E5

Dear Mr. Ballantine:

Re: ERO 019-0183 – Proposed new regulation pertaining to the community benefits authority under the Planning Act

On June 6, 2019, the *More Homes, More Choices Act* (the Act) received Royal Assent. It is our understanding that, upon proclamation, the Act will introduce significant changes to Ontario's Development Charges framework. In particular, Public libraries will no longer be eligible beneficiaries for Development Charges, and will instead, be eligible to receive funds from a new Community Benefits Charge, as established by the municipality through by-law. The new Community Benefits Charge will encompass a wide range of capital infrastructure for community services, as set out in a corresponding municipal community benefits strategy, and is to be structured, as required, per the proposed regulation.

The **Federation of Ontario Public Libraries** (FOPL) and the **Ontario Library Association** (OLA) support the Ontario government's objective of providing municipalities with a transparent, predictable model to fund growth-related capital infrastructure for community services. We are concerned, however, that the transition from Development Charges to Community Benefits Charges may create serious unintended consequences that could threaten the financial sustainability of local Public libraries.

We are greatly encouraged by the province's commitment that the introduction of the Community Benefits Charge is to be revenue neutral. Public libraries depend on development charge revenue to fund new and renovated buildings, digital infrastructure, and collection growth in order to keep up with the growing demand for library space and resources in communities across Ontario. It is crucial that the proposed regulation provides municipalities with the flexibility to continue providing consistent revenue to support their local public libraries, as well as other community services, at levels that are consistent with what is currently received through development charges.

Public libraries are Ontario's farthest-reaching, most cost-effective public resource, reaching 98% of Ontarians in hundreds of communities of all sizes. Ontario's 306 public libraries (including First Nation Public libraries) are primarily funded through local municipal budgets. Public libraries deliver a big return on investment – more than \$5 in direct, local economic benefits for every \$1 invested. They're experts at maximizing the value of every dollar and focused on providing frontline support and people-focused resources.

But many public library budgets are stretched to the limit, even as more people depend on local public libraries than ever before. Many communities face growing fiscal pressures from local economic changes, growing and aging populations, and rising costs for maintaining infrastructure. Amidst this, public libraries have made smart, locally-responsive investments to grow their many service portfolios by up to 83%, maintain all offerings and collections, while embracing modern, cost-effective services and technologies.

As part of the consultation process, FOPL and OLA offered their expertise to the proposed technical working group to help ensure that the proposed regulation would achieve the province's stated objective. Although we were not selected to formally participate in that body, we are providing the following detailed recommendations that will collectively ensure that the proposed regulation will not have unintended impacts that threaten the sustainability of local public libraries across Ontario.

## Recommendations

FOPL and OLA, informed by the detailed input from public libraries across Ontario, recommend that the Ontario government ensures that the following issues be addressed in the preparation of the proposed Community Benefits Charge Regulation under the Act:

1. The proposed regulation should reflect the Ministry's stated objective of **being revenue neutral**, with the formula designed to **ensure that municipalities retain the flexibility to provide revenue for public libraries consistent with what they currently receive through Development Charges**. It is essential that this includes permitting tiered funding based on property values, since building costs are similar regardless of location while land values differ greatly across the province;
2. Funds collected or allocated for public libraries under existing municipal Development Charges bylaws should be transitioned to the new Community Benefits Charge model, **such that all funds collected for public libraries currently held in municipal DC reserves remain allocated for this purpose going forward**;
3. There are a large number of public library facilities that have been built with the understanding that the municipality is to contribute funding through development charges over a number of years, as well as a large number of facilities that are in various planning stages. **It should be required that any outstanding development charges revenue (including pre-committed negative balances) already committed/allocated/spent for library capital investments is to be clearly identified, with a plan to be recouped, in the Community Benefits Charge strategies going forward**;
4. The definition of eligible capital costs for discounted services eligible for Development Charges (as it existed in the *Development Charges Act* prior to its amendment by the *More Homes, More Choices Act*) should be reflected in the Regulations for Community Benefits Charges under the

Act. **This will ensure that important public library uses of development charge revenue, including the collections, opening day and regular growth, as well as virtual services, continue to be eligible.** If these definitions are not maintained, the result could be new libraries with no opening day collections, reflecting a de facto 30% cut to public library collections budgets across the province, and restricting investment in online and digital resources.

5. That the province provides guidance to municipal councils for the development of Development Charges and Community Benefit Charges municipal bylaws that encourage long-term planning for the role of community infrastructure like public libraries, and opportunities to align and partner with other community institutions to deliver even greater benefit.

## Conclusion

We welcome the opportunity to participate in this consultation, and strongly believe that our recommendations can effectively mitigate and avoid the unintended negative consequences of the transition from Development Charges to Community Benefits Charges. We are available at your convenience to participate in the ongoing development of the Regulation and to provide further technical detail and insight as required.

Thank you for taking this feedback into consideration.

Regards,



Stephen Abram, MLS, FSLA  
Executive Director / CEO  
Federation of Ontario Public libraries  
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Toronto, ON M4W 2G8

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Blog: <http://www.fopl.ca>

Twitter: @foplnews

## Development Charges and Public libraries Fact Sheet

### Public libraries are essential to people and families across Ontario

The Federation of Ontario Public libraries undertook a survey of its members in 2019 about the role Development Charges play in the communities and in the institution of Public libraries.

As Ontario's farthest-reaching, most cost-effective public resource and community hubs, Public libraries are helping millions of Ontarians independently train, learn and reach their potential. Reaching 98% of Ontarians in hundreds of Ontario communities of all sizes, Public libraries are local, close to home, and adapt to the priorities of the people and communities they serve. Trained, frontline library staff are people-focused, responding to these unique needs by developing, providing and offering:

- Job training – and re-training – programs and resources
- Small business support and community economic development
- Equitable, reliable access to broadband internet in underserved areas
- Frontline access and support for digital government services through ServiceOntario
- Affordable, high-quality children's programs for young families

It's no surprise that Public libraries are consistently voted by people as one of Ontario's most trusted institutions.

Ontario's Public libraries serve 98% of Ontario's population through its 444 municipalities and First Nation communities. 74% of Ontarians report owning a public library card. Public libraries usage has grown every year for over 100 years. Indeed, we receive over 6 visits per second every second 24/7/365. Probably no other public institution can parallel our usage success and the trust and affection Ontario's residents place in their libraries.

### Conservatively, Ontarians Visit their Public Library a LOT!

#### Public Library Visits



200 Million Visits per year



548,000 Visits per day



22,831 Visits per hour



381 Visits per minute!

There's simply no other public institution which gets **6.34 visits every second**, all year long.

## Public library Systems and Development Charges: What we Learned:

### How do Public libraries use DC dollars?

- Over 56% use DC's to build new branches based on population growth standards, community needs, and to adapt to digital opportunities.
- Over 52% use DC's to renovate current branches based on population growth standards, restoring more spaces to the public based on community needs, and to adapt to digital opportunities.
- Almost 46% of Public libraries use DC's to build joint facilities with community centres, parks & recreation, and other community hub initiatives.
- Over 30% of Public libraries use DC's to invest in digital branches that now comprise well over 50% of library usage. Indeed, Public libraries are a top exemplar of digital adaptation to the internet juggernaut in the municipal sector.
- 34% of Public libraries used DC's for opening day collections, 66% use them for collection growth, 44% use DC's for all collection development, 47% use DC's for purchasing digital collections and technology upgrades.
- 88% of Public libraries capitalize their collections in order to smooth the impact of community growth for the acquisition of these key municipal assets.
- 39% of Public library systems in Ontario have current commitments to new buildings and renovations based on DC funding.
- 75% of Ontario's Public library Systems have a dedicated portion of DC funds.
- This survey was based on a good sample of all Public library Systems in Ontario of all sizes. DC's are less used in the Northern portion of our province and quite heavily used in the South.

### Ontario Library Association / Federation of Ontario Public libraries

The **Federation of Ontario Public Libraries (FOPL)** represents 306 Public library systems in Ontario, including 47 First Nations Public libraries, in communities throughout the Province.

The **Ontario Library Association (OLA)** is the oldest continually-operating non-profit library association in Canada, with over 5,000 members comprised of library staff and supporters from public, school, academic, and special libraries.

Together, OLA & FOPL are committed to ensuring that libraries can continue to play a critical role in the social, education, cultural and economic success of our communities.

## Attachment 7-C

### Strategic Actions Update

September 2019



#### Strengthen Facilities

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The Management Team joined Project Manager Sherry Brake for our first site visit to the new Southfields Community Centre and Library Branch. Current forecasts suggest that the Library will have access to the site by year end with an opening date at the end of January 2020.

A new external drop box for returned materials was installed at the Margaret Dunn Valleywood Branch. This unit replaced a damaged and rusted drop box that had been in place for many years.

The Mayor joined members of the Library Board and the Management Team on tours of library branches in Hillsburgh and Georgetown. Both facilities provided examples of library spaces on offer in neighbouring communities that are good comparators for Caledon.

#### Invest in People

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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:

- Digipalooza
- First Aid re-certification
- JHSC re-certification
- Food in Jars Mastery Challenge (MILA)
- Chalk writing/stenciling (MILA)
- Intro to video shooting
- How to drive more traffic to your website
- Diversity & Library Staff Recruitment Practices (webinar)
- Interviewing Skills (HR Downloads)
- Public Libraries and the Municipal Environment
- Advanced MS Excel

#### Build Relationships

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A welcome email has been drafted and will be shared with new library members within one week of their registration for a library card. This email highlights the many services and collections offered by the library, includes links to relevant information on the library's website and encourages new members to sign up for receipt of online newsletters and curated collection lists.

Library staff provided outreach programming to CCS Seniors groups including our "Library 101" presentation and a Cricut craft time.

Our partnership with the Town's Economic Development Division continues with CPL providing space and registration support for two (2) CBIZ programs.

The Community Corner is a dedicated space within the Albion Bolton Branch for our community partners to provide outreach services and share information about their organizations, engaging residents and opening new windows onto our community. The following organizations are using the space this fall:



INAS (a Social Assistance Institution sponsored by one of the principal Italian Labour Union CISL) provides assistance with pensions, family benefits, unemployment, welfare and health care; recommendations for their home and budget;  
CCS Jobs Caledon offers employment, resume building and job skills support;  
Volunteer MBC provides on-site support for referral/matching service for volunteer placement within community service organizations;  
West Bolton Sustainable Neighbourhood Action Plan (SNAP); and,  
Toronto and Regional Conservation Authority (TRCA), will be offering consultations for residents to save money on home energy and water by providing a personalized retrofit program and incentive.

Summer-long support was provided to Town of Caledon day camps, encouraging use of library space and Chromebooks for science-themed camps.

Staff attended annual the Peel School Board Teacher-Librarian Networking event. Alongside colleagues from Brampton and Mississauga libraries, CPL staff promoted resources, products and services to new and returning teachers and support staff.

### **Encourage Discovery, Innovation and Creativity**

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A new arts and crafting database, Creativebug, has been acquired and will launch shortly. This online resource provides a curated collection of instructional videos. This collection also includes public performance rights so videos can also be used to enhance library-hosted programs.

Staff from all departments are assisting in the testing and troubleshooting of a newly formatted catalogue, a new mobile app and online membership registration in advance of the planned rollout of these enhancements to the public later in the fall.

A new approach to the standard book club, Books and Beers, was hosted at Strangers Pub.

## Attachment 7-D-1

**From:** [joe.grogan](#)  
**To:** [Colleen Lipp](#)  
**Cc:** [TONY ROSA](#); [annettegroves@live.com](mailto:annettegroves@live.com); [ian sinclair](#)  
**Subject:** PRINTING SERVICES FOR STUDENTS-CALEDON LIBRARY  
**Date:** Wednesday, August 14, 2019 2:30:31 PM

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Students will soon return to classes and educational programs. I wish to make the following observations and proposal:

1/Printing costs for students via the library are unacceptable. To charge students .25 cents per page is an outrage. Many students still do NOT have at home a computer and printer.

2/I am suggesting 05. cents per page; 0 would be better. On presentation of a student card,/Go card or TTC card, students would be able to access the lower cost.

3/Why this suggestion? Students need our help to attain educational goals. Costs, such as high tuition, parking at the institution, food, resident needs, transportation charges and other costs put tremendous stress on students making learning very difficult. We have a moral responsibility to help reduce the stress and to enhance learning. Lets be on side of the students and reduce user fees.

Please share this requested proposal for ALL members of the Caledon Library Board.

We are either part of the solution or part of the problem. If you want me to come to the Board meeting, I am prepared to do so.

Please confirm by e-mail that you received this note and give me instructions to proceed to the next step.

Thanks. Joe Grogan/Library Patron, 1975 to present

## Attachment 9-A

# Treasurer's Report

Prepared by Colleen Lipp  
September 2019



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### 2019 Budget

Financial statements, confirming budgets and expenditures as of August 31, 2019, are attached as [Appendix A](#). Items of note include:

- Increased postage costs resulting from the elimination of the interlibrary loan courier are beginning to become evident. It is anticipated that an unfavourable variance at year end will be partially offset by the recovery of 2018 costs received earlier in the year. Any recovery of costs accrued in 2019 will not be received until the first quarter of 2020.
- Challenges in scheduling planned author visits have resulted in lower than anticipated Special Programs expenditures within Information Services. Work is currently underway on planning to confirm the schedule of events for Winter 2020.
- Year-to-date overages in Youth Services Special Programs result from the discrepancy between the calendarized budget and actual expenditures. Programs on offer increase during school breaks in March and during the summer months, with the majority of expenditures occurring in preparation for these peak periods. Ongoing and unanticipated costs resulting from the rental of a Town-managed temporary store-front to service the Southfields community has also contributed to this deficit – though is well worth the building anticipation for the new branch. Future rental costs will be shared with Information Services, ensuring that both accounts are fully expended, though not overextended, at year end.
- Year-to-date Collections and Materials capital expenditures along with outstanding pre-publication orders that are expected before year end should ensure full expenditure of funds by the end of the fiscal year.

The Library will be participating in Town Finance's fall forecasting exercise to determine any significant variances anticipated at year end. Findings will be shared with the Board as part of the October Treasurer's Report.

### 2020 Budget

Town Finance provided both direction and guidance to ensure that the Library's 2020 operating budget met the mandated 2.5% increase in advance of the scheduled discussion with Town Leadership at the end of the month. The following highlights any changes from the proposed budget that was previously approved by the Board.

### *Revised base operating*

A revised 2020 operating budget is attached as [Appendix B](#), reflecting further reductions to the 2020 operating budget resulted from the following:

- The increase in annual insurance costs for each branch were reduced to 5% from 12% over 2019 figures.
- Corrections in staffing costs related to timing of transitions and staff returning from long term leaves.
- Further efficiencies of \$1000 in Operating Supplies from Technical Services were identified – reducing the related transfer to Information Services
- A reduction in staff relief hours totaling \$7065 including:
  - Information Services – \$3700 wages/ \$789 benefits
  - Public Service – Albion Bolton Branch – \$2300 wages / \$276 benefitsRelief budgets at branches with only one staff member remain unchanged, ensuring no disruption in service levels due to staff vacations, illness, or other absences.
- At the recommendation of Town Finance, the revised budget reflects an increased reliance on the reserves accumulated through the phased funding of the Southfields Village Branch. The following unavoidable costs, associated with the delivery of services at the new branch, are not reflected within the proposed budget but necessary funds will be transferred from reserves as expenses accrue:
  - \$400 in Administration, Maintenance and Repairs for bi-annual bed bug inspections;
  - \$500 in Memberships/Due in support of OLA memberships for new staff at the branch;
  - \$2000 in Courier costs to extend the current inter-branch delivery to Southfields;
  - \$2000 in Information Technology, Contracted Services to fund maintenance and support of hardware at the new branch; and,
  - \$2490 for Telephone costs that exceed the amount original anticipated to cover monthly operating expenses associated with the extension of the new phone system to Southfields.

Concerns regarding the implication of a 2020 reliance on reserves for confirmed costs and the danger of delaying any related operating budget increase to 2021 have been raised with the Town Treasurer.

This results in a decrease of \$14,065 from the proposal approved by the Board at the August 19th meeting – reducing the increase to the mandated maximum of 2.5%. Town Finance also initiated a transfer from Corporate Services of \$2376 in support of cyber risk insurance, which had previously been reflected within a related change in service level. This resulted in an overall operating increase of 2.51%.

### *Revised Change in Service Level*

A revised Change in Service Level request is attached as [Appendix C](#). Changes to the Cyber Risk expenses include the removal of \$5000 in estimated insurance costs and the inclusion of additional software costs prompted by further recommendations received from the risk consultant. This has resulted in a reduction from the original request of \$9300 to \$7385.

### *Revised capital forecast*

As referenced within the original 2020 Draft Budget Report dated August 19, the Library's strategic objective to "build new branches in support of a growing Caledon, while also encouraging and embracing opportunities for participation in shared Town facilities" may prompt a shift in the the timing of these projects to align with Town plans. As of the writing of the original report, no response had been received confirming any changes in Community Services' timing of related facilities in Caledon East and Mayfield West. Further requests for information have since confirmed that the timing of these two capital projects have been revised. An updated 10-year capital forecast is attached as [Appendix D](#) and reflects the prioritization of Phase 4 expansion of Caledon East Community Complex to 2023 and the deferral of a new recreation facility in Mayfield West 2 to 2027.

### **Recommended Motion:**

*That the Caledon Public Library Board receive the Treasurer's Report and related financials; and*

*That the Caledon Public library Board approved the drafted revisions to the Library's 2020 Budget submission*

# Appendix A



Library  
 ST: Object Code - Budget vs Actual by Cost Centre  
 As of August 31, 2019

	August	August	Monthly		YTD	YTD	YTD		Annual	Percentage	Annual
	Budget	Actuals	Variance		Budget	Actuals	Variance		Budget	Expended	Variance
<b>40010 Administration</b>											
50050 Miscellaneous	(500.00)	(749.70)	249.70		(4,000.00)	(5,037.63)	1,037.63		(6,000.00)	84.0%	(962.37)
50125 Merchandise Sales	(250.00)	(12.00)	(238.00)		(2,000.00)	(139.00)	(1,861.00)		(3,000.00)	4.6%	(2,861.00)
50319 Grants/Subsidies			0.00			(4,708.84)	4,708.84		(58,200.00)	8.1%	(53,491.16)
50570 Donations	(83.00)		(83.00)		(664.00)	(211.50)	(452.50)		(1,000.00)	21.2%	(788.50)
50705 Fines/Fees	(3,333.00)	(3,184.23)	(148.77)		(26,664.00)	(23,707.00)	(2,957.00)		(40,000.00)	59.3%	(16,293.00)
50715 Programs	(292.00)		(292.00)		(2,336.00)	(615.50)	(1,720.50)		(3,500.00)	17.6%	(2,884.50)
50725 Comm.Access Prgm Funding			0.00			(5,779.08)	5,779.08				5,779.08
50750 Book Sales	(129.00)	(155.45)	26.45		(1,032.00)	(1,594.85)	562.85		(1,500.00)	106.3%	94.85
50770 FOL-Recoverable			0.00			(2,000.00)	2,000.00				2,000.00
61510 Salaries-Permanent	17,058.00	17,058.00			97,537.00	98,413.19	(876.19)		146,307.00	67.3%	47,893.81
61513 Benefits-Permanent	4,042.00	3,275.68	766.32		23,114.00	24,146.45	(1,032.45)		34,671.00	69.6%	10,524.55
61520 Wages-Casual Temporary	5,688.00	3,343.77	2,344.23		24,430.00	21,750.17	2,679.83		34,000.00	64.0%	12,249.83
61522 Recovery-Wages-Casual Temp							0.00				0.00
61523 Benefits-Casual Temporary	707.00	601.62	105.38		3,036.00	4,013.64	(977.64)		4,225.00	95.0%	211.36
62018 Operating Supplies	64.00	284.17	(220.17)		512.00	566.85	(54.85)		760.00	74.6%	193.15
62113 Maint & Repairs-A/V Equip					1,750.00	1,623.07	126.93		3,500.00	46.4%	1,876.93
62129 FOL-Initiatives						810.59	(810.59)				(810.59)
62244 Bank Charges	125.00	65	59.66		1,000.00	512.59	487.41		1,500.00	34.2%	987.41
62253 Lib. Brd Education & Exp.	405.00		405.00		3,392.00	2,848.18	543.82		5,000.00	57.0%	2,151.82
62310 Training/Development/Seminars	5,521.00	3,237.31	2,283.69		23,373.00	25,110.41	(1,737.41)		30,879.00	81.3%	5,768.59
62311 Memberships/Dues			0.00		12,000.00	12,629.58	(629.58)		12,500.00	101.0%	(129.58)
62314 Mileage	1,396.00	922.39	473.61		8,413.00	6,257.69	2,155.31		14,000.00	44.7%	7,742.31
62317 Audit							0.00		4,370.00	0.0%	4,370.00
62322 Postage	34.00	175.01	(141.01)		272.00	239.45	32.55		400.00	59.9%	160.55
62335 Contracted Services	176.00		176.00		1,408.00	518.73	889.27		2,100.00	24.7%	1,581.27
<b>Total 40010 Administration</b>	<b>30,629.00</b>	<b>24,861.91</b>	<b>5,767.09</b>		<b>163,541.00</b>	<b>155,647.19</b>	<b>7,893.81</b>		<b>181,012.00</b>	<b>86.0%</b>	<b>25,364.81</b>
<b>41010 Library Public Services</b>											
61510 Salaries-Permanent	59,908.00	41,147.32	18,760.68		290,450.00	228,742.61	61,707.39		492,636.00	46.4%	263,893.39
61513 Benefits-Permanent	18,083.00	9,922.93	8,160.07		85,165.00	65,797.41	19,367.59		147,824.00	44.5%	82,026.59
61520 Wages-Casual Temporary	43,513.00	53,794.56	(10,281.56)		272,992.00	300,844.16	(27,852.16)		589,229.00	51.1%	288,384.84
61523 Benefits-Casual Temporary	6,866.00	6,989.76	(123.76)		43,326.00	39,439.62	3,886.38		88,253.00	44.7%	48,813.38
62017 Caretaking Supplies	75.00	247	(172.26)		600.00	796.83	(196.83)		900.00	88.5%	103.17
62018 Operating Supplies	780.00	269.45	510.55		2,040.00	2,017.66	22.34		5,150.00	39.2%	3,132.34
62312 Insurance			0.00		1,904.00	1,902.30	1.70		1,904.00	99.9%	1.70
62321 Rental-Facility			0.00		191,176.00	191,056.00	120.00		239,176.00	79.9%	48,120.00
62335 Contracted Services	2,332.00	2,045.38	286.62		15,956.00	14,816.46	1,139.54		23,660.00	62.6%	8,843.54
62346 Courier	3,235.00	2,252.70	982.30		22,055.00	18,635.23	3,419.77		35,000.00	53.2%	16,364.77
62427 Cash Under/Over			0.00			(0.43)	0.43				0.43
<b>Total 41010 Library Public Services</b>	<b>134,792.00</b>	<b>116,669.36</b>	<b>18,122.64</b>		<b>925,664.00</b>	<b>864,047.85</b>	<b>61,616.15</b>		<b>1,623,732.00</b>	<b>53.2%</b>	<b>759,684.15</b>



Library  
 ST: Object Code - Budget vs Actual by Cost Centre  
 As of August 31, 2019

	August	August	Monthly		YTD	YTD	YTD		Annual	Percentage	Annual
	Budget	Actuals	Variance		Budget	Actuals	Variance		Budget	Expended	Variance
<b>41015 Reference/Collection Dev</b>											
61510 Salaries-Permanent	26,889.00	26,052.06	836.94		154,802.00	98,408.03	56,393.97		231,777.00	42.5%	133,368.97
61513 Benefits-Permanent	7,598.00	6,275.01	1,322.99		43,733.00	27,313.11	16,419.89		65,481.00	41.7%	38,167.89
61520 Wages-Casual Temporary	11,184.00	7,842.94	3,341.06		63,232.00	74,477.36	(11,245.36)		95,784.00	77.8%	21,306.64
61523 Benefits-Casual Temporary	1,374.00	1,519.33	(145.33)		7,771.00	13,465.38	(5,694.38)		11,773.00	114.4%	(1,692.38)
62018 Operating Supplies	66.00	36.69	29.31		528.00	475.85	52.15		800.00	59.5%	324.15
62058 Online Databases	8,718.00	1,024	7,694.26		58,243.00	56,763.18	1,479.82		60,000.00	94.6%	3,236.82
62414 Special Programs	753.00	742.39	10.61		4,790.00	3,174.00	1,616.00		8,000.00	39.7%	4,826.00
<b>Total 41015 Reference/Collection Dev</b>	<b>56,582.00</b>	<b>43,492.16</b>	<b>13,089.84</b>		<b>333,099.00</b>	<b>274,076.91</b>	<b>59,022.09</b>		<b>473,615.00</b>	<b>57.9%</b>	<b>199,538.09</b>
<b>41020 Library Grants</b>											
50319 Grants/Subsidies (Revenue)			0.00				0.00				0.00
62319 Grants (Expenses)			0.00				0.00				0.00
<b>Total 41020 Library Grants</b>		<b>0.00</b>	<b>0.00</b>			<b>0.00</b>	<b>0.00</b>				<b>0.00</b>
<b>41025 Library Info Technology</b>											
61510 Salaries-Permanent	19,860.00	19,860.00			114,439.00	115,481.58	(1,042.58)		171,303.00	67.4%	55,821.42
61513 Benefits-Permanent	5,337.00	4,627.47	709.53		30,747.00	32,569.99	(1,822.99)		46,027.00	70.8%	13,457.01
62018 Operating Supplies	625.00	417.24	207.76		5,000.00	3,008.29	1,991.71		7,500.00	40.1%	4,491.71
62304 Automation			0.00		16,100.00	18,610.49	(2,510.49)		19,100.00	97.4%	489.51
62305 Computer Services	2,550.00	396.84	2,153.16		8,286.00	3,694.51	4,591.49		18,500.00	20.0%	14,805.49
62335 Contracted Services	133.00		133.00		1,861.00	948.07	912.93		4,600.00	20.6%	3,651.93
62396 Mobile Phones / Pagers	765.00	455.32	309.68		6,076.00	5,348.50	727.50		9,721.00	55.0%	4,372.50
62397 Telephone	1,900.00	4,559.43	(2,659.43)		13,110.00	18,767.81	(5,657.81)		23,266.00	80.7%	4,498.19
63037 Software Licence Subscription	888.00	223.26	664.74		14,554.00	10,853.58	3,700.42		17,500.00	62.0%	6,646.42
<b>Total 41025 Library Info Technology</b>	<b>32,058.00</b>	<b>30,539.56</b>	<b>1,518.44</b>		<b>210,173.00</b>	<b>209,282.82</b>	<b>890.18</b>		<b>317,517.00</b>	<b>65.9%</b>	<b>108,234.18</b>
<b>41030 Youth Services</b>											
61510 Salaries-Permanent	34,642.00	34,533.60	108.40		197,860.00	199,234.73	(1,374.73)		296,880.00	67.1%	97,645.27
61513 Benefits-Permanent	9,700.00	8,602.76	1,097.24		55,398.00	57,449.73	(2,051.73)		83,125.00	69.1%	25,675.27
62018 Operating Supplies	100.00	36.69	63.31		800.00	856.39	(56.39)		1,200.00	71.4%	343.61
62414 Special Programs	2,500.00	2,532.00	(32.00)		14,334.00	17,377.83	(3,043.83)		18,834.00	92.3%	1,456.17
<b>Total 41030 Youth Services</b>	<b>46,942.00</b>	<b>45,705.05</b>	<b>1,236.95</b>		<b>268,392.00</b>	<b>274,918.68</b>	<b>(6,526.68)</b>		<b>400,039.00</b>	<b>68.7%</b>	<b>125,120.32</b>
<b>41035 Communications/Community Dev</b>											
61510 Salaries-Permanent	27,417.00	27,123.00	294.00		156,770.00	151,475.96	5,294.04		235,154.00	64.4%	83,678.04
61513 Benefits-Permanent	7,550.00	6,641.86	908.14		43,174.00	43,755.18	(581.18)		64,759.00	67.6%	21,003.82
61520 Wages-Casual Temporary	4,299.00	7,428.37	(3,129.37)		44,069.00	35,824.10	8,244.90		63,900.00	56.1%	28,075.90
61523 Benefits-Casual Temporary	885.00	678.69	206.31		9,076.00	3,750.45	5,325.55		13,159.00	28.5%	9,408.55
62018 Operating Supplies	394.00	199.56	194.44		3,152.00	2,913.51	238.49		4,730.00	61.6%	1,816.49
62304 Automation	500.00	1,343.21	(843.21)		4,000.00	3,669.30	330.70		6,000.00	61.2%	2,330.70



Library  
ST: Object Code - Budget vs Actual by Cost Centre  
As of August 31, 2019


	August Budget	August Actuals	Monthly Variance	YTD Budget	YTD Actuals	YTD Variance	Annual Budget	Percentage Expended	Annual Variance
62315 Printing & Advertising	1,310.00		1,310.00	7,962.00	5,109.62	2,852.38	13,200.00	38.7%	8,090.38
62335 Contracted Services	624.00	258.73	365.27	3,517.00	2,201.60	1,315.40	6,000.00	36.7%	3,798.40
62414 Special Programs	539.00	589.29	(50.29)	4,676.00	2,964.87	1,711.13	6,834.00	43.4%	3,869.13
<b>Total 41035 Communications/Community Dev</b>	<b>43,518.00</b>	<b>44,262.71</b>	<b>(744.71)</b>	<b>276,396.00</b>	<b>251,664.59</b>	<b>24,731.41</b>	<b>413,736.00</b>	<b>60.8%</b>	<b>162,071.41</b>
<b>41040 Library Tech Services</b>									
61510 Salaries-Permanent	26,787.00	26,824.50	(37.50)	154,072.00	155,352.15	(1,280.15)	230,741.00	67.3%	75,388.85
61513 Benefits-Permanent	7,416.00	6,358.35	1,057.65	42,670.00	44,178.37	(1,508.37)	63,896.00	69.1%	19,717.63
62018 Operating Supplies	333.00	361.94	(28.94)	2,664.00	1,744.51	919.49	4,000.00	43.6%	2,255.49
62335 Contracted Services	75.00	48.85	26.15	600.00	618.76	(18.76)	900.00	68.8%	281.24
<b>Total 41040 Library Tech Services</b>	<b>34,611.00</b>	<b>33,593.64</b>	<b>1,017.36</b>	<b>200,006.00</b>	<b>201,893.79</b>	<b>(1,887.79)</b>	<b>299,537.00</b>	<b>67.4%</b>	<b>97,643.21</b>
<b>Total Caledon Public Library</b>	<b>379,132.00</b>	<b>339,124.39</b>	<b>40,007.61</b>	<b>2,377,271.00</b>	<b>2,231,531.83</b>	<b>145,739.17</b>	<b>3,709,188.00</b>	<b>60.2%</b>	<b>1,477,656.17</b>
<b>Total Caledon Public Library-Lending Services</b>	<b>379,132.00</b>	<b>339,124.39</b>	<b>40,007.61</b>	<b>2,377,271.00</b>	<b>2,231,531.83</b>	<b>145,739.17</b>	<b>3,709,188.00</b>	<b>60.2%</b>	<b>1,477,656.17</b>

**Capital Project Expense Report - as of August 31, 2019**

	Budget	Expended Previous Year(s)	Expended 2019 YTD	Total Project Spend to Date	Remaining Funding	Percentage Expended
<b>Previous Year Capital Projects</b>						
16-002 Library IT Equipment Replacement	55,000	29,228.91	14,606.79	43,835.70	11,164.30	79.7%
18-038 Library IT Equipment	75,000.00	57,963.70	16,748.98	74,712.68	287.32	99.6%
18-039 Library Furnishing Replacement	30,000.00	19,991.22	2,635.52	22,626.74	7,373.26	75.4%
18-040 Southfields Opening Day Collections	400,000.00	70,672.54	199,032.58	269,705.12	130,294.88	67.4%
18-043 Lib Website Redesign & Improvements	10,000.00				10,000.00	0.0%
<b>Multi-Year Capital Projects</b>						
16-004 Mayfield West Library	4,950,000	1,754,626.90	868,001.50	2,622,628.40	2,327,371.60	53.0%
<b>Current Year Capital Projects</b>						
19-032 Library Collections and Materials	450,000.00		254,657.13	254,657.13	195,342.87	56.6%
59275 Capital Donations	2,400.00					
<b>Total Library Collections and Materials (19-032)</b>	<b>452,400.00</b>		<b>254,657.13</b>	<b>254,657.13</b>	<b>197,742.87</b>	<b>56.3%</b>
19-033 Library IT Equipment	76,000.00		11,500.71	11,500.71	64,499.29	15.1%
19-034 Library Furnishing Replacement	30,000.00		959.00	959.00	29,041.00	3.2%
19-036 Albion Bolton Branch Refurbishment	561,000.00			0.00	561,000.00	0.0%
19-037 Wireless Public Print MgmtSys	12,800.00			0.00	12,800.00	0.0%
19-038 Library IT Audit/Network Assessment	15,000.00			0.00	15,000.00	0.0%
19-039 Library Community Outreach Kits	6,000.00			0.00	6,000.00	0.0%



# Appendix B

 <b>TOWN OF CALEDON</b>	Department Submission																
Page No. 1																	
Account Description	2018 Budget	2018 Actuals	2019 YTD Actuals	2019 Budget	Budget Changes Transfers	2020 Base Budget	Employee Compensation	Inflationary	Pre-Approved Initiatives	Pre-Approved Initiatives - One-Time	2020 Adjusted Base Budget	Service Delivery Efficiencies	New Fees & Revenues	Total 2020 Budget	Total 2020 Budget	% Increase (Decrease) 2020 to 2019	% Increase (Decrease) to 2019 Tax Base
<b>Revenues</b>																	
<b>Revenues</b>																	
01-07-365-40010-365-50050 Miscellaneous Revenue	(3,000)	(7,199)	(4,099)	(6,000.00)	0.00	(6,000)	0	0	0	0	(6,000)	0	(3,000)	(3,000)	(9,000)	50.00%	(0.00%)
01-07-365-40010-365-50125 Merchandise Sales	(3,000)	(324)	(127)	(3,000.00)	0.00	(3,000)	0	0	0	0	(3,000)	0	0	0	(3,000)	0.00%	0.00%
01-07-365-40010-365-50319 Grants/Subsidies	(58,200)	(58,171)	(2,000)	(58,200.00)	0.00	(58,200)	0	0	0	0	(58,200)	0	0	0	(58,200)	0.00%	0.00%
01-07-365-40010-365-50570 Donations	(1,000)	(278)	(212)	(1,000.00)	0.00	(1,000)	0	0	0	0	(1,000)	0	0	0	(1,000)	0.00%	0.00%
01-07-365-40010-365-50705 Fines/Fees	(40,000)	(31,848)	(19,343)	(40,000.00)	0.00	(40,000)	0	0	0	0	(40,000)	0	0	0	(40,000)	0.00%	0.00%
01-07-365-40010-365-50715 Programs	(5,600)	(8,199)	(611)	(3,500.00)	0.00	(3,500)	0	0	0	0	(3,500)	0	0	0	(3,500)	0.00%	0.00%
01-07-365-40010-365-50725 Grant Internet - SOLS	0	0	(5,779)	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-40010-365-50750 Book Sales	(500)	(1,860)	(1,393)	(1,500.00)	0.00	(1,500)	0	0	0	0	(1,500)	0	(1,000)	(1,000)	(2,500)	66.67%	(0.00%)
01-07-365-40010-365-50770 FOL-Recoverable	0	(1,150)	(2,000)	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-41020-365-50319 Grants/Subsidies	0	(1,650)	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
<b>Total 07-365 Caledon Public Library</b>	<b>(111,300)</b>	<b>(110,679)</b>	<b>(35,564)</b>	<b>(113,200.00)</b>	<b>0.00</b>	<b>(113,200)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(113,200)</b>	<b>0</b>	<b>(4,000)</b>	<b>(4,000)</b>	<b>(117,200)</b>	<b>3.53%</b>	<b>(0.01%)</b>
<b>Total 002 Strategic Initiatives</b>	<b>(111,300)</b>	<b>(110,679)</b>	<b>(35,564)</b>	<b>(113,200.00)</b>	<b>0.00</b>	<b>(113,200)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(113,200)</b>	<b>0</b>	<b>(4,000)</b>	<b>(4,000)</b>	<b>(117,200)</b>	<b>3.53%</b>	<b>(0.01%)</b>
<b>Total Revenue</b>	<b>(111,300)</b>	<b>(110,679)</b>	<b>(35,564)</b>	<b>(113,200.00)</b>	<b>0.00</b>	<b>(113,200)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(113,200)</b>	<b>0</b>	<b>(4,000)</b>	<b>(4,000)</b>	<b>(117,200)</b>	<b>3.53%</b>	<b>(0.01%)</b>
<b>Expenses</b>																	
<b>Administration</b>																	
01-07-365-40010-365-61510 Salaries-Permanent	140,727	139,603	87,041	146,307.00	0.00	146,307	8,514	0	0	0	154,821	0	0	0	154,821	5.82%	0.01%
01-07-365-40010-365-61513 Benefits-Permanent	33,411	33,090	22,104	34,671.00	0.00	34,671	1,495	0	0	0	36,166	0	0	0	36,166	4.31%	0.00%
01-07-365-40010-365-61520 Wages-Casual Temporary	33,000	36,599	18,406	34,000.00	0.00	34,000	1,100	0	0	0	35,100	0	0	0	35,100	3.24%	0.00%
01-07-365-40010-365-61523 Benefits-Casual Temporary	4,037	3,465	3,412	4,225.00	0.00	4,225	3,258	0	0	0	7,483	0	0	0	7,483	77.11%	0.01%
01-07-365-40010-365-62018 Operating Supplies	760	969	283	760.00	0.00	760	0	0	0	0	760	0	0	0	760	0.00%	0.00%
01-07-365-40010-365-62113 Maint & Repairs-A/V Equip	3,660	3,246	1,623	3,500.00	0.00	3,500	0	0	0	0	3,500	0	0	0	3,500	0.00%	0.00%
01-07-365-40010-365-62114 Small Equip Repair/Purchase	500	275	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-40010-365-62129 FOL-Initiatives	0	416	811	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-40010-365-62244 Bank Charges	0	0	383	1,500.00	0.00	1,500	0	0	0	0	1,500	0	0	0	1,500	0.00%	0.00%
01-07-365-40010-365-62253 Lib. Brd Education & Exp.	5,650	4,950	2,848	5,000.00	0.00	5,000	0	0	0	0	5,000	0	0	0	5,000	0.00%	0.00%
01-07-365-40010-365-62310 Training/Development/Seminars	27,567	22,080	21,396	30,879.00	0.00	30,879	0	0	1,367	0	32,246	0	0	0	32,246	4.43%	0.00%
01-07-365-40010-365-62311 Memberships/Dues	14,000	12,121	12,630	12,500.00	0.00	12,500	0	0	0	0	12,500	0	0	0	12,500	0.00%	0.00%
01-07-365-40010-365-62314 Mileage	14,000	9,130	5,115	14,000.00	0.00	14,000	0	0	0	0	14,000	(2,000)	0	(2,000)	12,000	(14.29%)	(0.00%)
01-07-365-40010-365-62317 Audit	4,370	4,213	0	4,370.00	0.00	4,370	0	0	0	0	4,370	0	0	0	4,370	0.00%	0.00%
01-07-365-40010-365-62322 Postage	750	470	64	400.00	0.00	400	0	2,000	0	0	2,400	0	0	0	2,400	500.00%	0.00%
01-07-365-40010-365-62335 Contracted Services	2,800	6,098	519	2,100.00	900.00	3,000	0	0	0	0	3,000	0	0	0	3,000	0.00%	0.00%
01-07-365-40010-365-62437 Contribution to Reserves	0	1,367	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
<b>Public Service</b>																	
01-07-365-41010-365-61510 Salaries-Permanent	94,725	95,066	59,252	99,631.00	0.00	99,631	8,640	0	0	0	108,271	0	0	0	108,271	8.67%	0.01%
01-07-365-41010-365-61513 Benefits-Permanent	24,587	24,376	16,720	25,718.00	0.00	25,718	1,518	0	0	0	27,236	0	0	0	27,236	5.90%	0.00%
01-07-365-41010-365-62346 Courier	34,000	29,631	13,935	35,000.00	0.00	35,000	0	0	0	0	35,000	0	0	0	35,000	0.00%	0.00%
<b>Albion Bolton Branch</b>																	
01-07-365-41010-405-61510 Salaries-Permanent	106,034	107,043	85,761	115,485.00	99,624.00	215,109	3,621	0	0	0	218,730	0	0	0	218,730	1.68%	0.01%
01-07-365-41010-405-61513 Benefits-Permanent	32,948	26,759	26,727	35,124.00	25,716.00	60,840	321	0	0	0	61,161	0	0	0	61,161	0.53%	0.00%
01-07-365-41010-405-61520 Wages-Casual Temporary	169,550	154,675	104,804	182,140.00	0.00	182,140	(2,540)	0	0	0	179,600	0	0	0	179,600	(1.39%)	(0.00%)
01-07-365-41010-405-61523 Benefits-Casual Temporary	29,204	15,670	10,554	28,225.00	0.00	28,225	(2,180)	0	0	0	26,045	0	0	0	26,045	(7.72%)	(0.00%)
01-07-365-41010-405-62017 Caretaking Supplies	1,600	1,124	550	900.00	0.00	900	0										



Account Description	2018	2018	2019	2019 Budget	Budget Changes	2020 Base	Employee	Inflationary	Pre-Approved	Pre-Approved	2020 Adjusted Base	Service	New Fees	Total 2020	Total 2020	% Increase	% Increase
	Budget	Actuals	YTD Actuals		Transfers	Budget	Compensation		Initiatives	Initiatives - One-Time	Budget	Delivery Efficiencies	& Revenues	Budget Reductions	Budget	(Decrease) 2020 to 2019	(Decrease) 2019 Tax Base
<b>Caledon Village Branch</b>																	
01-07-365-41010-440-61510 Salaries-Permanent	58,697	1,968	0	60,562.00	0.00	60,562	319	0	0	0	60,881	0	0	0	60,881	0.53%	0.00%
01-07-365-41010-440-61513 Benefits-Permanent	17,569	(706)	0	18,114.00	0.00	18,114	(60)	0	0	0	18,054	0	0	0	18,054	(0.33%)	(0.00%)
01-07-365-41010-440-61520 Wages-Casual Temporary	35,576	75,633	39,799	28,800.00	0.00	28,800	400	0	0	0	29,200	0	0	0	29,200	1.39%	0.00%
01-07-365-41010-440-61523 Benefits-Casual Temporary	4,352	12,065	6,618	3,731.00	0.00	3,731	1,702	0	0	0	5,433	0	0	0	5,433	45.62%	0.00%
01-07-365-41010-440-62018 Operating Supplies	200	543	69	200.00	0.00	200	0	0	0	0	200	0	0	0	200	0.00%	0.00%
01-07-365-41010-440-62312 Insurance	111	121	119	118.00	0.00	118	0	7	0	0	125	0	0	0	125	5.93%	0.00%
01-07-365-41010-440-62321 Rental-Facility	36,681	36,674	13,433	13,433.00	0.00	13,433	0	269	0	0	13,702	0	0	0	13,702	2.00%	0.00%
01-07-365-41010-440-62335 Contracted Services	420	305	204	540.00	0.00	540	0	0	0	0	540	0	0	0	540	0.00%	0.00%
<b>Inglewood Branch</b>																	
01-07-365-41010-445-61520 Wages-Casual Temporary	57,650	62,733	32,578	57,900.00	0.00	57,900	3,200	0	0	0	61,100	0	0	0	61,100	5.53%	0.01%
01-07-365-41010-445-61523 Benefits-Casual Temporary	11,210	10,521	5,486	11,640.00	0.00	11,640	737	0	0	0	12,377	0	0	0	12,377	6.33%	0.00%
01-07-365-41010-445-62018 Operating Supplies	200	498	75	200.00	0.00	200	0	0	0	0	200	0	0	0	200	0.00%	0.00%
01-07-365-41010-445-62114 Small Equip Repair/Purchase	0	0	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0.00%	0.00%
01-07-365-41010-445-62312 Insurance	55	60	59	59.00	0.00	59	0	3	0	0	62	0	0	0	62	5.08%	0.00%
01-07-365-41010-445-62321 Rental-Facility	29,185	29,185	6,184	6,184.00	0.00	6,184	0	124	0	0	6,308	0	0	0	6,308	2.01%	0.00%
01-07-365-41010-445-62335 Contracted Services	420	305	204	540.00	0.00	540	0	0	0	0	540	0	0	0	540	0.00%	0.00%
<b>Margaret Dunn Valleywood Branch</b>																	
01-07-365-41010-455-61510 Salaries-Permanent	58,697	61,000	38,032	63,929.00	0.00	63,929	3,363	0	0	0	67,292	0	0	0	67,292	5.26%	0.01%
01-07-365-41010-455-61513 Benefits-Permanent	17,569	17,685	11,485	18,772.00	0.00	18,772	531	0	0	0	19,303	0	0	0	19,303	2.83%	0.00%
01-07-365-41010-455-61520 Wages-Casual Temporary	25,324	29,527	11,577	23,800.00	0.00	23,800	800	0	0	0	24,600	0	0	0	24,600	3.36%	0.00%
01-07-365-41010-455-61523 Benefits-Casual Temporary	3,098	3,238	1,167	2,956.00	0.00	2,956	749	0	0	0	3,705	0	0	0	3,705	25.34%	0.00%
01-07-365-41010-455-62018 Operating Supplies	200	450	69	200.00	0.00	200	0	0	0	0	200	0	0	0	200	0.00%	0.00%
01-07-365-41010-455-62312 Insurance	196	214	126	208.00	0.00	208	0	(76)	0	0	132	0	0	0	132	(36.54%)	(0.00%)
01-07-365-41010-455-62321 Rental-Facility	25,349	25,349	23,107	23,107.00	0.00	23,107	0	462	0	0	23,569	0	0	0	23,569	2.00%	0.00%
01-07-365-41010-455-62335 Contracted Services	420	305	204	540.00	0.00	540	0	0	0	0	540	0	0	0	540	0.00%	0.00%
<b>Southfields Village Branch</b>																	
01-07-365-41010-466-61510 Salaries - Permanent	46,341	0	0	89,100.00	0.00	89,100	0	0	49,922	0	139,022	0	0	0	139,022	56.03%	0.08%
01-07-365-41010-466-61513 Benefits - Permanent	13,842	0	0	31,324.00	0.00	31,324	0	0	10,383	0	41,707	0	0	0	41,707	33.15%	0.02%
01-07-365-41010-466-61520 Wages-Casual Temporary	68,110	0	0	152,356.00	0.00	152,356	0	0	68,644	0	221,000	0	0	0	221,000	45.06%	0.11%
01-07-365-41010-466-61523 Benefits-Casual Temporary	8,173	0	0	18,861.00	0.00	18,861	0	0	7,744	0	26,605	0	0	0	26,605	41.06%	0.01%
01-07-365-41010-466-62018 Operating Supplies	1,500	0	0	3,000.00	(1,500.00)	1,500	0	0	1,392	0	2,892	0	0	0	2,892	92.80%	0.00%
01-07-365-41010-466-62437 Contribution to Reserves	0	137,966	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
<b>Information Services</b>																	
01-07-365-41015-365-61510 Salaries-Permanent	150,686	93,755	81,040	231,777.00	131,117.00	362,894	8,161	0	0	0	371,055	0	0	0	371,055	2.25%	0.01%
01-07-365-41015-365-61513 Benefits-Permanent	41,639	22,964	23,499	65,481.00	38,180.00	103,661	1,216	0	0	0	104,877	0	0	0	104,877	1.17%	0.00%
01-07-365-41015-365-61520 Wages-Casual Temporary	45,900	97,079	66,634	95,784.00	0.00	95,784	1,016	0	0	0	96,800	0	0	0	96,800	1.06%	0.00%
01-07-365-41015-365-61523 Benefits-Casual Temporary	5,614	8,414	11,946	11,773.00	0.00	11,773	8,863	0	0	0	20,636	0	0	0	20,636	75.28%	0.01%
01-07-365-41015-365-62018 Operating Supplies	1,120	939	439	800.00	2,500.00	3,300	0	0	0	0	3,300	0	0	0	3,300	0.00%	0.00%
01-07-365-41015-365-62058 Online Databases	61,000	52,834	55,739	60,000.00	0.00	60,000	0	5,739	0	0	60,000	0	0	0	60,000	0.00%	0.00%
01-07-365-41015-365-62414 Special Programs	0	0	2,432	8,000.00	0.00	8,000	0	0	0	0	8,000	0	0	0	8,000	0.00%	0.00%
<b>Information Technology</b>																	
01-07-365-41025-365-61510 Salaries-Permanent	163,300	166,820	102,242	171,303.00	0.00	171,303	5,824	0	0	0	177,127	0	0	0	177,127	3.40%	0.01%
01-07-365-41025-365-61512 Recovery-Salaries-Permanent	0	(440)	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-41025-365-61513 Benefits-Permanent	44,099	44,547	29,776	46,027.00	0.00	46,027	856	0	0	0	46,883	0	0	0	46,883	1.86%	0.00%
01-07-365-41025-365-62018 Operating Supplies	7,300	9,461	2,591	7,500.00	0.00	7,500	0	0	0	0	7,500	(1,400)	0	(1,400)	6,100	(18.67%)	(0.00%)
01-07-365-41025-365-62304 Automation	20,100	18,941	14,214	19,100.00	0.00	19,100	0	0	0	0	19,100	0	0	0	19,100	0.00%	0.00%
01-07-365-41025-365-62305 Computer Services	26,533	6,041	2,952	18,500.00	(6,844.00)	11,656	0	0	7,334	0	18,990	0	0	0	18,990	62.92%	0.01%
01-07-365-41025-365-62312	0	0	0	0.00	2,376.00	2,376	0	0	0	0	2,376	0	0	0	2,376	0.00%	0.00%
01-07-365-41025-365-62335 Contracted Services	2,800	448	867	4,600.00	0.00	4,600	0	3,880	4,320	0	12,800	0	0	0	12,800	178.26%	0.01%
01-07-365-41025-365-62396 Mobile Phones/Pagers	3,861	2,849	4,893	9,721.00	0.00	9,721	0	(1,960)	0	0	7,761	(361)	0	(361)	7,400	(23.88%)	(0.00%)
01-07-365-41025-365-62397 Telephone	0	0	14,158	23,266.00	6,844.00	30,110	0	0	0	0	30,110	0	0	0	30,110	0.00%	0.00%
01-07-365-41025-365-62437 Contribution to Reserves	0	7,333	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-41025-365-63037 Software Licence Subscription	14,000	13,298	10,587	17,500.00	0.00	17,500	0	1,700	0	0	19,200	0	0	0	19,200	9.71%	0.00%
01-07-365-41025-405-62397 Telephone	4,400	3,993	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-41025-410-62397 Telephone	1,000	1,618	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-41025-415-62397 Telephone	0	0	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-41025-435-62397 Telephone	2,800	2,537	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-41025-440-62397 Telephone	2,400	2,290	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-41025-445-62397 Telephone	1,300	1,247	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
01-07-365-41025-455-62397 Telephone	1,700	1,277	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%
<b>Youth Services</b>																	
01-07-365-41030-365-61510 Salaries-Permanent	281,673	283,060	176,212	296,880.00	0.00	296,880	15,108	0	0	0	311,988	0	0	0	311,988	5.09%	0.02%
01-07-365-41030-365-61513 Benefits-Permanent	79,439	71,154	52,221	83,125.00	0.00	83,125	2,407	0	0	0	85,532	0	0	0	85,532	2.90%	0.00%
01-07-365-41030-365-62018 Operating Supplies	1,000	1,079	789	1,200.00	0.00	1,200	0	0	0	0	1,200	0	0	0	1,200	0.00%	0.00%
01-07-365-41030-365-62414 Special Programs	16,667	16,610	14,755	18,834.00	0.00	18,834	0	0	1,166	0	20,000	0	0	0	20,000	6.19%	0.00%
01-07-365-41030-365-62437 Contribution to Reserves																	



Account Description	2018	2018	2019	2019 Budget	Budget Changes	2020 Base	Employee	Inflationary	Pre-Approved	Pre-Approved	2020 Adjusted Base	Service	New Fees	Total 2020	Total 2020	% Increase	% Increase	
	Budget	Actuals	YTD Actuals		Transfers	Budget	Compensation		Initiatives	Initiatives - One-Time	Budget	Delivery Efficiencies	& Revenues	Budget	Budget	(Decrease) 2020 to 2019	(Decrease) to 2019 Tax Base	
01-07-365-41035-365-62315 Printing & Advertising	17,200	14,534	5,110	13,200.00	1,500.00	14,700	0	0	0	0	14,700	0	0	0	14,700	0.00%	0.00%	
01-07-365-41035-365-62335 Contracted Services	7,000	5,758	1,207	6,000.00	0.00	6,000	0	0	0	0	6,000	0	0	0	6,000	0.00%	0.00%	
01-07-365-41035-365-62414 Special Programs	21,917	18,870	2,376	6,834.00	0.00	6,834	0	0	1,166	0	8,000	0	0	0	8,000	17.06%	0.00%	
01-07-365-41035-365-62437 Contribution to Reserves	0	1,167	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	-	0.00%	
<b>Technical Services</b>																		
01-07-365-41040-365-61510 Salaries-Permanent	277,669	273,470	137,469	230,741.00	(230,741.00)	0	0	0	0	0	0	0	0	0	0	-	0.00%	
01-07-365-41040-365-61513 Benefits-Permanent	78,634	55,473	40,261	63,896.00	(63,896.00)	0	0	0	0	0	0	0	0	0	0	-	0.00%	
01-07-365-41040-365-62018 Operating Supplies	6,160	2,650	1,348	4,000.00	(2,500.00)	1,500	0	0	0	0	1,500	(1,500)	0	(1,500)	0	(100.00%)	(0.00%)	
01-07-365-41040-365-62335 Contracted Services	600	1,018	570	900.00	(900.00)	0	0	0	0	0	0	0	0	0	0	-	0.00%	
<b>Total 07-365 Caledon Public Library</b>	<b>3,403,979</b>	<b>3,231,977</b>	<b>2,002,097</b>	<b>3,822,388.00</b>	<b>2,376.00</b>	<b>3,824,764</b>	<b>93,038</b>	<b>9,413</b>	<b>157,938</b>	<b>0</b>	<b>4,085,153</b>	<b>(5,261)</b>	<b>0</b>	<b>(5,261)</b>	<b>4,079,892</b>	<b>6.67%</b>	<b>0.40%</b>	
<b>Total Expenses</b>	<b>3,403,979</b>	<b>3,231,977</b>	<b>2,002,097</b>	<b>3,822,388.00</b>	<b>2,376.00</b>	<b>3,824,764</b>	<b>93,038</b>	<b>9,413</b>	<b>157,938</b>	<b>0</b>	<b>4,085,153</b>	<b>(5,261)</b>	<b>0</b>	<b>(5,261)</b>	<b>4,079,892</b>	<b>6.67%</b>	<b>0.40%</b>	
<b>Total</b>	<b>3,292,679</b>	<b>3,121,298</b>	<b>1,966,533</b>	<b>3,709,188.00</b>	<b>2,376.00</b>	<b>3,711,564</b>	<b>93,038</b>	<b>9,413</b>	<b>157,938</b>	<b>0</b>	<b>3,971,953</b>	<b>(5,261)</b>	<b>(4,000)</b>	<b>(9,261)</b>	<b>3,962,692</b>	<b>6.77%</b>	<b>0.40%</b>	
<b>Total Excluding Pre-Approved Council Initiatives</b>																<b>2.51%</b>	<b>0.15%</b>	

# Appendix C

## Change in Service Level Business Case

Request Number:  Priority Number:

Request/Project Name:

Department:

Division:

### I. Executive Summary

#### Overview of Proposal (How/Why)

The following request was prompted by a recent assessment of best practices and likely threats to the security of the Library's information technology network. This reflects the first of a phased effort to address these concerns and includes the procurement of additional security software applications. Subsequent phases will be informed through the completion of a previously approved and funded audit and assessment of the Library's network. This work may inform budget requests for 2021 and beyond.

### II. Background

#### Current Service Level (Describe the existing level of service provided)

The Caledon Public Library operates a distinct network including over 100 staff and public workstations, wireless connectivity at all six (soon to be seven) branches and various software applications in support of all aspects of library services. The security of this network is the responsibility of a department of just two full-time employees who are called upon to manage all elements of the Library's technologies.

#### Risks (What are the risks of not implementing this change? Is there urgency? What are the consequences?)

The risks associated with a failure to begin this phased solution are imminent and significant. A delay in addressing these concerns could result in significant service disruptions, considerable costs associated with the response to and recovery from any possible security breaches and a resulting reduction in resident satisfaction with and faith in their local library.

### III. Recommendation

Net Tax Impact	2020	Annualized
Re-occurring	\$ 7,385	\$ 7,385
One-Time	\$ -	\$ -
<b>Total Net Tax Impact</b>	<b>\$ 7,385</b>	<b>\$ 7,385</b>
Total Full-time Equivalent(s) (FTEs)		

#### Proposed Service Level Impact (Recommendation)

This request proposes a multi-faceted approach to protecting the security of the Library's network and the information housed within. This includes the recommended addition and upgrading of threat protection, password management, recovery applications and general security applications. Subsequent phases of the Library's efforts to reduce cyber risk are supported by a 2019 capital project to retain consultants to complete an audit and assessment of the Library's network. It is expected that the findings will include recommendations to improve and optimize existing IT investments, automate daily IT tasks, improve security and redundancy and ensure that the Library is getting the best return on its IT investments. These recommendations will be used to inform budget submissions in years to come.



## Appendix D

2020-2029 Total Capital Projects Details and Funding Sources - INITIAL

Baseline	Division	Description	Term of Council			Term of Council				Term of Council			Total Project Cost
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
Baseline	Library	IT & Buildings	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000
		Materials & Equipment	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 4,000,000
<b>Baseline Total</b>			<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 5,500,000</b>
<b>Above Baseline</b>	Library	Alton Branch Refurbishment	\$ 290,000										\$ 290,000
		Caledon East Branch Relocation - DC								\$ 607,500	\$ 607,500		\$ 1,215,000
		Caledon East Branch Relocation - Tax Cashflow								\$ 1,071,250	\$ 1,071,250	\$ 1,071,250	\$ 3,213,750
		Caledon Village Branch Refurbishment		\$ 300,000									\$ 300,000
		Inglewood Branch Refurbishment				\$ 300,000							\$ 300,000
		Margaret Dunn Valleywood Refurbishment	\$ 300,000										\$ 300,000
		Materials & Equipment (Top Up)	\$ 100,000	\$ 100,000	\$ 125,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 2,275,000
		Mayfield West Branch - Materials				\$ 800,000							\$ 800,000
		Mayfield West Library Branch				\$ 1,737,500	\$ 1,737,500	\$ 1,737,500	\$ 1,737,500				\$ 6,950,000
		Service/Facility Review and Master Plan							\$ 75,000				\$ 75,000
		Strategic Plan	\$ 25,000				\$ 25,000				\$ 25,000		\$ 75,000
<b>Above Baseline Total</b>			<b>\$ 715,000</b>	<b>\$ 400,000</b>	<b>\$ 125,000</b>	<b>\$ 3,087,500</b>	<b>\$ 2,012,500</b>	<b>\$ 1,987,500</b>	<b>\$ 2,112,500</b>	<b>\$ 1,978,750</b>	<b>\$ 2,003,750</b>	<b>\$ 1,371,250</b>	<b>\$ 15,793,750</b>
<b>Grand Total</b>			<b>\$ 1,265,000</b>	<b>\$ 950,000</b>	<b>\$ 675,000</b>	<b>\$ 3,637,500</b>	<b>\$ 2,562,500</b>	<b>\$ 2,537,500</b>	<b>\$ 2,662,500</b>	<b>\$ 2,528,750</b>	<b>\$ 2,553,750</b>	<b>\$ 1,921,250</b>	<b>\$ 21,293,750</b>

2020-2029 Total Capital Projects Details and Funding Sources - REVISED

Baseline	Division	Description	Term of Council			Term of Council				Term of Council			Total Project Cost
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
Baseline	Sub-Depart	Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
Baseline	Library	IT & Buildings	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000
		Materials & Equipment	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 4,000,000
<b>Baseline Total</b>			<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 5,500,000</b>
<b>Above Baseline</b>	Library	Alton Branch Refurbishment	<del>\$ 290,000</del>		\$ 290,000								\$ 290,000
		Caledon East Branch Relocation - DC				\$ 607,500	\$ 607,500			<del>\$ 607,500</del>	<del>\$ 607,500</del>		\$ 1,215,000
		Caledon East Branch Relocation - Tax Cashflow				\$ 1,071,250	\$ 1,071,250	\$ 1,071,250	\$ 1,071,250	<del>\$ 1,071,250</del>	<del>\$ 1,071,250</del>	<del>\$ 1,071,250</del>	\$ 4,285,000
		Caledon Village Branch Refurbishment		\$ 300,000									\$ 300,000
		Inglewood Branch Refurbishment				\$ 300,000							\$ 300,000
		Margaret Dunn Valleywood Refurbishment	<del>\$ 300,000</del>	\$ 300,000									\$ 300,000
		Materials & Equipment (Top Up)	\$ 100,000	\$ 100,000	\$ 125,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 2,275,000
		Mayfield West Branch - Materials				<del>\$ 800,000</del>				\$ 800,000			\$ 800,000
		Mayfield West Library Branch				<del>\$ 1,737,500</del>	<del>\$ 1,737,500</del>	<del>\$ 1,737,500</del>	<del>\$ 1,737,500</del>	\$ 1,737,500	\$ 1,737,500	\$ 1,737,500	\$ 5,212,500
		Service/Facility Review and Master Plan							\$ 75,000				\$ 75,000
		Strategic Plan	\$ 25,000				\$ 25,000				\$ 25,000		\$ 75,000
<b>Above Baseline Total</b>			<b>\$ 125,000</b>	<b>\$ 700,000</b>	<b>\$ 415,000</b>	<b>\$ 4,766,250</b>	<b>\$ 3,691,250</b>	<b>\$ 3,058,750</b>	<b>\$ 3,183,750</b>	<b>\$ 4,516,250</b>	<b>\$ 3,741,250</b>	<b>\$ 3,108,750</b>	<b>\$ 27,306,250</b>
<b>Grand Total</b>			<b>\$ 675,000</b>	<b>\$ 1,250,000</b>	<b>\$ 965,000</b>	<b>\$ 5,316,250</b>	<b>\$ 4,241,250</b>	<b>\$ 3,608,750</b>	<b>\$ 3,733,750</b>	<b>\$ 5,066,250</b>	<b>\$ 4,291,250</b>	<b>\$ 3,658,750</b>	<b>\$ 32,806,250</b>

## Attachment 9-B

Date: September 16, 2019

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian



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**Subject:** Staff Acceptable Use of Technology Policy

**Recommendation:**

*That the Caledon Public Library Board review the revised Staff Acceptable Use of Technology Policy for approval and adoption.*

**Background**

Prompted by the Library's continued process of policy review and creation, the Staff Acceptable Use of Technology Policy was first adopted by the Board in September 2017. Only minimal revisions are recommended and an updated document is attached as [Appendix A](#).

This policy applies to all full-time, part-time, casual and contract staff and addresses their use of Library housed or issued computer equipment, mobile devices, software, operating systems, applications, use of the Internet, email, and use of the Library's network. This policy ensures that staff use of technology resources is consistent with the Library's organizational values, provides guidelines regarding the efficient, effective and secure use of the technologies and protects the Library and its information technology infrastructure against potential hazards.

The document, once approved, will be communicated to all staff, who will be required to again acknowledge that they have read and will act in accordance with the Policy and Guidelines

**Financial Implication**

None.

**Recommended Motion**

*That the Caledon Public Library Board approve and adopt the revised Staff Acceptable Use of Technology Policy.*

## Appendix A

<b>Title</b>	Staff Acceptable Use of Technology
<b>Policy Number</b>	CPL-17-20
<b>Policy Type</b>	Operating
<b>Approval Date</b>	[approval date] 2019
<b>Review Date</b>	[review date] 2021
<b>Notes</b>	Initially adopted September 11 2017

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### Purpose

Caledon Public Library recognizes the importance of technology resources as a work tool and as sources of information for staff. The Library supports the use of computers, handheld devices, the Internet and email by employees in their work while recognizing the need to protect its network, systems and resources.

The purpose of this policy is:

- To ensure staff use of technology resources is consistent with the Library's values of
  - service excellence;
  - lifelong learning and literacy;
  - innovation, intellectual freedom and creativity;
  - community and partnership;
  - diversity and equity; and
  - integrity and accountability.
- To instruct staff in the efficient, effective and secure use of the technologies and offer guidelines on acceptable use.
- To ensure staff understands inappropriate uses that are not acceptable may result in loss of privileges, and/or disciplinary action up to and including dismissal, depending on the severity of the infraction.
- To protect the Library and its information technology infrastructure against hazards such as unauthorized access, malicious manipulation and/or destruction of information/data, virus invasion, inappropriate use, litigation due to misappropriation of software and/or data, and/or inappropriate disclosure of personal information.

### Scope

This policy addresses staff use of Library housed or issued computer equipment, mobile devices, software, operating systems, applications, use of the Internet, email, and use of the Library's network.

This policy applies to all full-time, part-time and casual staff, as well as any contractors and consultants including their affiliated third parties who may have access to library systems or networks.



The unique considerations associated with online and social media channels are reflected within Caledon Public Library's Social Media Policy (CPL-17-19) and Guidelines for Social Media Use by Employees.

## **Guidelines**

### **Acceptable Use of Technology and Employee Accountability**

The Library provides staff with technology resources to support their work and learning on behalf of the Library. Acceptable use of technology resources by staff includes the following:

#### *Primarily for Work and Learning*

The technology resources provided by the Library are intended primarily to support Library operations, work and ongoing staff development.

#### *Personal Responsibilities*

By using the Library provided technology resources, staff assume personal responsibility for appropriate use and agree to comply with this policy, and other applicable policies, licenses, acceptable use terms, contracts and agreements as well as provincial and federal laws and regulations.

It is the responsibility of staff to read and understand the applicable terms of use of the systems **used you-use**. All staff is required to acknowledge that they have read and will act in accordance with the Policy and Guidelines.

All employees have an obligation to protect passwords and access codes and must not disclose to unauthorized co-workers or the public.

All employees are responsible for reporting inappropriate use, behavior or communications to their immediate supervisor and/or the CEO/Chief Librarian.

#### *Limited Personal Use*

Occasional and incidental personal use of Library technology resources is permitted provided that such use does not adversely impact the daily work of the Library. With the exception of the use of Library-provided **portable devices tablets** outside of work hours, prolonged use of technology for personal use is not permitted. Business use or use for profit not related to Library work is not permitted. Employees are responsible for exercising good judgment regarding reasonableness of personal use. If there is any uncertainty, staff should consult a supervisor.

#### *Ownership*

All computer equipment, mobile devices, licensed versions of software programs and electronically created files and emails are considered the property of the Library, until

such time that they are removed from the Library's inventory. Content and work done on the Library's systems and technology resources is owned by the Library. Making copies of software that is under the Library's license is prohibited.

### *Inappropriate Use and Inappropriate Material*

Inappropriate use means using the Library technology resources for:

- creating, accessing, sending, uploading, downloading, posting, loading or saving inappropriate material,
- creating, sending, uploading, posting or loading information that constitutes threats, harassment, libel, slander, defamation or other similar acts,
- creating, sending, uploading, posting or loading information that constitutes a nuisance, including spamming and virus distribution.

Inappropriate material means, but not limited to:

- any pornographic or violent material including text and pictures,
- hate propaganda,
- other material prohibited under legislation and Library policies.

### *Personal Hardware and Software Installation*

Staff owned hardware and software may not be installed on the Library's computer equipment.

### **Privacy and Confidentiality**

The Library may access and use all information and data stored on and communicated through its technology resources for its legitimate purposes including:

- to facilitate work in an employee's absence,
- to conduct routine technical administration
- to investigate suspicions of improper system use, and
- to comply with legal obligations.

Staff who engage in personal use of the Library's technology resources are deemed to accept that the Library has this right of access and may raise no expectation of privacy that prevents the Library from accessing and using information and data for its legitimate purposes.

### **Monitoring**

As a means of protecting the security of the Library computing environment and facilitating systems management, the Library may monitor a staff member's computer use/equipment and data stored or communicated through technology resources to ensure appropriate use. Any such monitoring requiring access to the employee's documents, browsing history or email accounts, will only be undertaken with the authorization of the CEO and Chief Librarian.

## **Caledon Public Library Email Accounts**

### *Appropriate Use of CPL Email Accounts*

The primary purpose of the Library's email system is for Library business communication. The following are examples of authorized uses of CPL email:

- communication with staff, other official bodies and vendors as required by the position
- responding to public enquiries
- participating in professional, job related research
- distributing work related correspondence
- accessing approved job related distance learning opportunities
- participating in job related list serves, mailing lists, blogs, etc.

### *Message Standards*

All correspondence sent from the Library should be treated as a professional document. As such, all messages directed to recipients outside of the Library should include a signature line containing the following elements and reflecting the Library's logo and social media channels:

- Name
- Position
- Department
- Name of library
- Phone number

### *Viruses and Email*

Emails from known and unknown sources may contain viruses which can affect the Library's network. It is the responsibility of staff to exercise caution when receiving any email attachments. **When in doubt, staff are encouraged to confirm the validity of unexpected emails or contained attachments or links with Information Technology staff prior to opening.**

### *Privacy and Confidentiality*

Staff should be aware that email messages may not be private or confidential. The Library may be required to access the information contained in a staff email.

## **Internet Use**

### *Appropriate Use of the Internet*

The Internet enables staff to gather information relevant to the Library and its businesses from external sources, and to provide Library information to Library customers. The Internet also enables staff to research relevant topics and to obtain and prepare useful business information. It is the responsibility of the staff member's Manager to determine the need for staff access to the Internet.

The following activities are examples of appropriate staff use of the Internet:

- research related to customer information enquiries
- research related to developing resources for the Library's publications, website
- other sites accessed as required to perform job duties.

## **Social Media Policy**

Caledon Public Library's *Social Media Policy* (CPL-17-19) and *Guidelines for Social Media Use by Employees* is meant to provide clarity and guidance to the unique considerations associated with online and social media channels and works in collaboration with relevant legislation and all relevant Caledon Public Library policies and procedures. This social media policy applies to all Library staff and members of the public who interact through CPL's online and social media channels.

## **Contravention of Policy**

If the Library suspects a policy violation, the Library may restrict access to technology resources pending the completion of an investigation. If the Library finds a policy violation, the Library will exercise its rights to take appropriate disciplinary action depending on the severity of the infraction including, but not limited to:

- verbal or written warning,
- rescinding of email or Internet accounts,
- restricted access to technology resources,
- disciplinary action up to and including dismissal

Authorization must be obtained from the CEO and Chief Librarian prior to commencing an investigation into inappropriate use of technology resources.

## **Related Documents:**

- CPL-16-09 Personnel Policy
- CPL-17-19 Social Media Policy

## Staff Acknowledgement

I hereby acknowledge that I have read the Caledon Public Library's Staff Acceptable Use of Technology Policy (CPL-17-20) and Guidelines. I understand my responsibilities as an employee and representative of the Library, and will act in accordance with the Policy and Guidelines.

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Name

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Signature

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Date

## Attachment 9-C

Date: September 16, 2019

To: Caledon Public Library Board

From: Megan Renkema,  
Manager, Information Services



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**Subject:** Edge Assessment Results

**Recommendation:**

*That the Caledon Public Library Board review the Edge Assessment Results Report for receipt and approval.*

**Background**

Edge is a management tool that helps libraries align their technology resources to community priorities and benchmark their technology infrastructure. Edge provides libraries with data and tools to set measurable, strategic goals for digital inclusion and to engage government and community leaders in meaningful discussion about technology needs and plans. Originally led by the Urban Libraries Council in the United States and developed by a national coalition of leading library and local government organizations with support from the Bill & Melinda Gates Foundation, Edge is now being used by libraries across North America to establish a base line for continuous improvement and greater community impact. Additional information is available online at <https://www.urbanlibraries.org/initiatives/edge>.

In conjunction with Edge, Caledon Public Library has also been participating in the beta implementation of Bridge, a patron and staff technology toolkit and survey developed by Toronto Public Library, also designed to determine technology needs. Bridge is an individual library's assessment of performance and outcomes while Edge establishes industry targets and benchmarks. Used together, CPL can better respond to community needs.

Starting in Spring 2019, as a first-ever province-wide initiative, all Ontario libraries received a free subscription to Edge 2.0. Each library is responsible for completing the full assessment which covers the following 3 key strategic areas, each of which incorporates critical benchmarks:

**Community value**

- Digital skills
- Economic opportunities
- Civic engagement
- Education
- Health

### ***Engaging the community and decision makers***

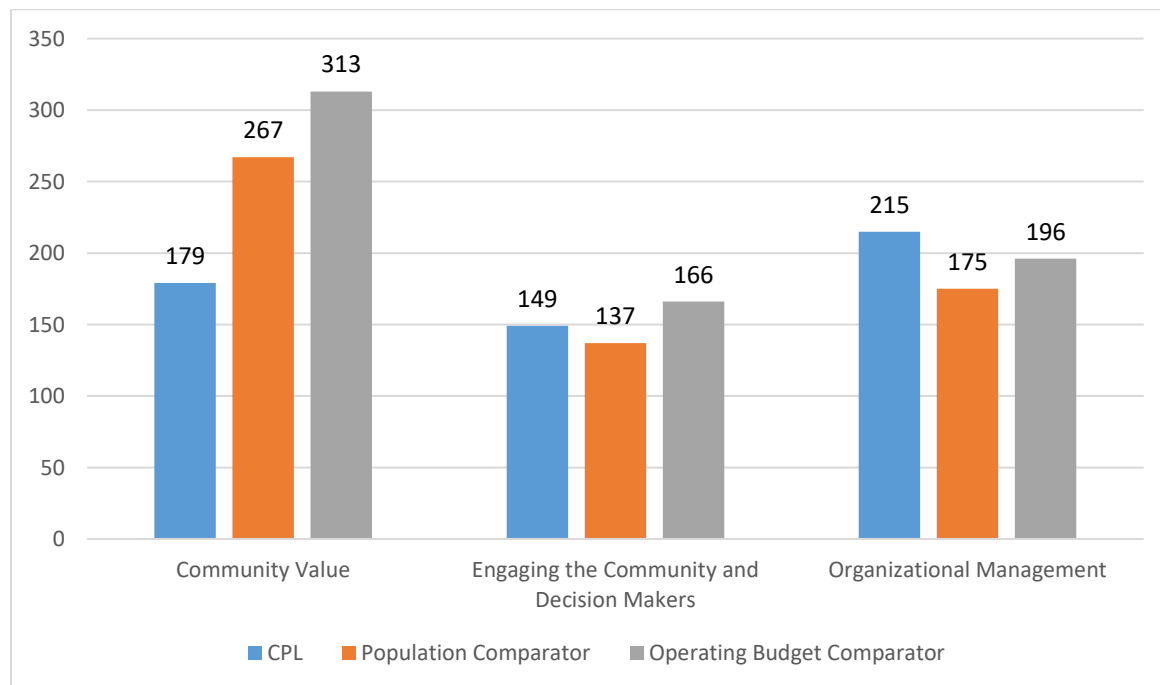
- Understanding community needs and outcomes
- Leadership
- Relationships with community leaders

### ***Organizational management***

- Technology planning, policies and availability
- Staff digital experience

### **Results**

In order to get comparative results, at least five (5) relevant libraries must have completed their own assessment. The Edge document was prefilled with some data provided by the Ministry of Tourism, Culture and Sport. With Caledon's population currently at 71 600, high school graduation rate at 81%, 11.5% people living below poverty level and a 5.5% unemployment rate, we then compared peer libraries with a population between 65 001 to 175 000, as well as peer libraries with an operating budget of \$2.5M-\$5.0M. Caledon's 2019 operating budget is \$3.7M. Caledon shows the following results in each of the three key strategic areas:



Detailed findings of comparisons based on population are attached as [Appendix A](#) while those based on operating budget are included as [Appendix B](#).

Each strategic area is scored based on a maximum number of possible points for a grand total of 1000:

- Community value 454 points
- Engaging the community 267 points

- Organizational management 279 point

Overall, for all three areas, Caledon Public Library scored 54% or 543 out of a possible 1000 points. This is compared to 58% or 578 points for responding libraries with a similar population and 67% or 673 points for libraries with a comparable operating budget.

Based on the comparison results, Caledon excels in the following three key benchmarks, with results consistently higher than the average and closer to the possible total:

1. Leadership
2. Staff digital expertise
3. Technology planning policies and availability

Based on the comparison results, the following three key priorities have been identified, where results were significantly lower than the average and possible total:

1. Civic engagement (eGov, legal assistance, citizenship)
2. Health
3. Classes or instruction on digital skills

### Next Steps

CPL will use the Edge Assessment results, in conjunction with our Bridge results, to prioritize and develop an action plan in order to address our deficiencies while continuing with our successes. The recent retention of a new Digital Literacy Librarian, our recent Tech Training Day, the development of a computer literacy program series for seniors this Fall, ongoing outreach and community education, the development of a new website and digital library portal and research into new maker technologies and lendable tech are some of the first steps towards addressing the results of the Edge Assessment and responding to the community's technology needs.

Moving forward, we will continue to monitor our related efforts and will again complete the Edge assessment survey in December 2019. This will allow us to reflect the initiatives implemented over the fall and compare our results to what we expect will be a larger sampling of comparable public libraries – as more organizations begin making use of this valuable resource.

### **Financial Implication**

There are no immediate financial implications of this report, however the results from Edge have influenced our 2020 budget submission and will inform our strategic planning efforts moving forward.

### **Recommended Motion:**

*That the Caledon Public Library Board receive and approve the Edge Assessment Results.*



## Appendix A



# Peer Comparison Report

Caledon

June 2019 Assessment

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The below data offers a snapshot of how your Edge Assessment results compare to other Edge libraries, filtered by custom groupings. *Please note: the custom-filtered report requires data from at least five libraries to generate results. Custom comparison results do not reflect statistically representative user data.*

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**COMPARED BY:** Peer Group 5: Pop. 65,001-175,000

	YOUR LIBRARY RESULTS	PEER GROUP 5: POP. 65,001-175,000 AVERAGE RESULTS	POSSIBLE TOTAL
Community Value	▼ 179	264	454
BENCHMARK 1: DIGITAL SKILLS	▼ 146	192	328
1.1 Classes or instruction on digital skills	▼ 18	41	67
1.2 Individual help for digital services	▼ 18	39	55
1.3 Access to digital tools	▲ 84	75	141
1.4 Awareness of digital tools	9	9	15
1.5 Content creation	▼ 15	27	49
BENCHMARK 2: ECONOMIC OPPORTUNITY	▼ 15	24	37
2.1 Job skills, workforce development, entrepreneurship	▼ 15	24	37
BENCHMARK 3: CIVIC ENGAGEMENT	▼ 0	13	25

	<b>YOUR LIBRARY RESULTS</b>	<b>PEER GROUP 5: POP. 65,001-175,000 AVERAGE RESULTS</b>	<b>POSSIBLE TOTAL</b>
3.1 eGov, legal assistance, citizenship	▼ 0	13	25
<b>BENCHMARK 4: EDUCATION</b>	<b>▼ 12</b>	<b>23</b>	<b>34</b>
4.1 Early literacy, homework, lifelong learning	▼ 12	23	34
<b>BENCHMARK 5: HEALTH</b>	<b>▼ 6</b>	<b>13</b>	<b>31</b>
5.1 Health and wellness	▼ 6	13	31
<b>Engaging the Community and Decision Makers</b>	<b>▲ 149</b>	<b>136</b>	<b>267</b>
<b>BENCHMARK 6: UNDERSTANDING COMMUNITY NEEDS AND OUTCOMES</b>	<b>▲ 72</b>	<b>53</b>	<b>159</b>
6.1 Community and user engagement	▲ 23	22	64
6.2 Assessment	▲ 49	31	95
<b>BENCHMARK 7: LEADERSHIP</b>	<b>▲ 25</b>	<b>22</b>	<b>28</b>
7.1 Library thought leadership	▲ 25	22	28
<b>BENCHMARK 8: RELATIONSHIPS WITH COMMUNITY LEADERS</b>	<b>▼ 52</b>	<b>62</b>	<b>80</b>
8.1 Outreach to community leaders and partners	▼ 52	62	80
<b>Organizational Management</b>	<b>▲ 215</b>	<b>177</b>	<b>279</b>
<b>BENCHMARK 9: TECHNOLOGY PLANNING, POLICIES AND AVAILABILITY</b>	<b>▲ 146</b>	<b>123</b>	<b>181</b>
9.1 Technology planning	▲ 40	33	55
9.2 Digital services and programs planning	▲ 18	10	18
9.3 Technology management*	▼ 41	44	58
9.4 Digital services and program tracking	▲ 46	37	49

	<b>YOUR LIBRARY RESULTS</b>	<b>PEER GROUP 5: POP. 65,001-175,000 AVERAGE RESULTS</b>	<b>POSSIBLE TOTAL</b>
<b>BENCHMARK 10: STAFF DIGITAL EXPERTISE</b>	<b>▲ 69</b>	<b>54</b>	<b>98</b>
10.1 Staff digital knowledge	▲ 37	29	61
10.2 Staff thought leadership and participation	▲ 32	25	37
<b>TOTAL</b>	<b>▼ 543</b>	<b>578</b>	<b>1,000</b>

\* The score for your library bandwidth (/library-profile) response is included in Benchmark 9.

## Appendix B



# Peer Comparison Report

Caledon

June 2019 Assessment

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The below data offers a snapshot of how your Edge Assessment results compare to other Edge libraries, filtered by custom groupings. *Please note: the custom-filtered report requires data from at least five libraries to generate results. Custom comparison results do not reflect statistically representative user data.*

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COMPARED BY: \$2.5M to \$5M

	YOUR LIBRARY RESULTS	\$2.5M TO \$5M AVERAGE RESULTS	POSSIBLE TOTAL
Community Value	▼ 179	312	454
BENCHMARK 1: DIGITAL SKILLS	▼ 146	229	328
1.1 Classes or instruction on digital skills	▼ 18	50	67
1.2 Individual help for digital services	▼ 18	44	55
1.3 Access to digital tools	▼ 84	91	141
1.4 Awareness of digital tools	▼ 9	10	15
1.5 Content creation	▼ 15	35	49
BENCHMARK 2: ECONOMIC OPPORTUNITY	▼ 15	30	37
2.1 Job skills, workforce development, entrepreneurship	▼ 15	30	37
BENCHMARK 3: CIVIC ENGAGEMENT	▼ 0	15	25

	<b>YOUR LIBRARY RESULTS</b>	<b>\$2.5M TO \$5M AVERAGE RESULTS</b>	<b>POSSIBLE TOTAL</b>
3.1 eGov, legal assistance, citizenship	▼ 0	15	25
<b>BENCHMARK 4: EDUCATION</b>	<b>▼ 12</b>	<b>23</b>	<b>34</b>
4.1 Early literacy, homework, lifelong learning	▼ 12	23	34
<b>BENCHMARK 5: HEALTH</b>	<b>▼ 6</b>	<b>14</b>	<b>31</b>
5.1 Health and wellness	▼ 6	14	31
<b>Engaging the Community and Decision Makers</b>	<b>▼ 149</b>	<b>165</b>	<b>267</b>
<b>BENCHMARK 6: UNDERSTANDING COMMUNITY NEEDS AND OUTCOMES</b>	<b>▼ 72</b>	<b>76</b>	<b>159</b>
6.1 Community and user engagement	▼ 23	30	64
6.2 Assessment	▲ 49	46	95
<b>BENCHMARK 7: LEADERSHIP</b>	<b>▲ 25</b>	<b>23</b>	<b>28</b>
7.1 Library thought leadership	▲ 25	23	28
<b>BENCHMARK 8: RELATIONSHIPS WITH COMMUNITY LEADERS</b>	<b>▼ 52</b>	<b>66</b>	<b>80</b>
8.1 Outreach to community leaders and partners	▼ 52	66	80
<b>Organizational Management</b>	<b>▲ 215</b>	<b>196</b>	<b>279</b>
<b>BENCHMARK 9: TECHNOLOGY PLANNING, POLICIES AND AVAILABILITY</b>	<b>▲ 146</b>	<b>136</b>	<b>181</b>
9.1 Technology planning	▲ 40	37	55
9.2 Digital services and programs planning	▲ 18	12	18
9.3 Technology management*	▼ 41	47	58
9.4 Digital services and program tracking	▲ 46	40	49

	<b>YOUR LIBRARY RESULTS</b>	<b>\$2.5M TO \$5M AVERAGE RESULTS</b>	<b>POSSIBLE TOTAL</b>
<b>BENCHMARK 10: STAFF DIGITAL EXPERTISE</b>	<b>▲ 69</b>	<b>60</b>	<b>98</b>
10.1 Staff digital knowledge	▲ 37	32	61
10.2 Staff thought leadership and participation	▲ 32	28	37
<b>TOTAL</b>	<b>▼ 543</b>	<b>673</b>	<b>1,000</b>

\* The score for your library bandwidth (/library-profile) response is included in Benchmark 9.

## Attachment 12-A

# CALEDON PUBLIC LIBRARY BOARD: ANNUAL AGENDA/WORK PLAN 2019

Updated September 16, 2019

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>
<b>January</b>	<ul style="list-style-type: none"> <li>✓ Review of 2018 Strategic Actions Completed</li> <li>✓ Review of 2018 Q4 and Annual Statistics</li> <li>✓ Revisions to Personnel Policy</li> </ul>	<ul style="list-style-type: none"> <li>✓ 2018 Q4 and Year End Statistics Report</li> <li>✓ 2018 Strategic Scoresheet</li> <li>✓ 2018 Procurement Update</li> <li>✓ Revised Policy</li> </ul>	
<b>February</b>	<ul style="list-style-type: none"> <li>• No meeting – CEO to contact all new Board members for one-on-one meetings and library tour</li> </ul>	<ul style="list-style-type: none"> <li>• Board info binders to be provided</li> </ul>	
<b>March</b>	<ul style="list-style-type: none"> <li>✓ Anticipated first meeting of new term</li> <li>✓ Board orientation – Session 1 of 4</li> <li>✓ Schedule of Board Meetings – 2019</li> </ul>	<ul style="list-style-type: none"> <li>✓ OLA Conference Feedback</li> <li>✓ Drafted meeting schedule</li> </ul>	<ul style="list-style-type: none"> <li>✓ Nomination and selection of Chair</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>✓ Board orientation – Session 2 of 4</li> <li>✓ Review of Quarterly Statistics – Q1</li> <li>✓ Advocacy Policy – deferred from March 2019</li> <li>✓ Approval of Audited Financials</li> <li>✓ Process for naming new branch in Southfields</li> </ul>	<ul style="list-style-type: none"> <li>✓ 2019 Q1 Statistics Report</li> <li>✓ Drafted policies and reports</li> <li>✓ Financials</li> <li>✓ Annual Report 2018 – deferred from March 2019</li> </ul>	<ul style="list-style-type: none"> <li>✓ Nomination and selection of executive and committee members</li> <li>✓ SOLS Governance Workshops</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>✓ Board orientation – Session 3 of 4</li> <li>✓ Bed Bug Policy Review</li> <li>✓ Economic Impact Review</li> <li>✓ Staff Engagement Results</li> </ul>	<ul style="list-style-type: none"> <li>✓ Drafted policy</li> <li>✓ Drafted Economic Impact results</li> <li>✓ Staff Survey Analysis</li> </ul>	<ul style="list-style-type: none"> <li>✓ Meeting of CEO Assessment Committee</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>✓ Board orientation – Session 4 of 4</li> <li>✓ Social Media Policy Review</li> <li>✓ CEO Annual Performance Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Drafted policy</li> <li>✓ Mid-year procurement update</li> <li>✓ CEO to provide goals for coming term – July 2019 to June 2020</li> </ul>	<ul style="list-style-type: none"> <li>✓ Meeting of Advocacy Committee</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>• No meeting</li> </ul>		<ul style="list-style-type: none"> <li>✓ Advocacy Email and Individual Follow-Up</li> </ul>

<b>August</b>	<ul style="list-style-type: none"> <li>✓ Initial budget consideration</li> <li>✓ Review of quarterly statistics – Q2</li> </ul>	<ul style="list-style-type: none"> <li>✓ 2019 Q2 Statistics Report</li> <li>✓ Draft budget</li> </ul>	<ul style="list-style-type: none"> <li>✓ Finance committee meeting to review draft budget</li> <li>✓ Board and Council Library Tours</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>✓ Staff IT Acceptable Use Policy</li> <li>✓ Edge Assessment Report</li> <li>✓ Adjusted budget review</li> </ul>	<ul style="list-style-type: none"> <li>✓ Drafted policy</li> <li>✓ Staff report</li> <li>✓ Revised budget</li> </ul>	
<b>October</b>	<ul style="list-style-type: none"> <li>• Review of quarterly statistics – Q3</li> <li>• Partnership Policy Review</li> <li>• Community, Culture and Recreation Infrastructure Program Proposal</li> </ul>	<ul style="list-style-type: none"> <li>• Drafted policy</li> <li>• 2019 Q3 Statistics Report</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Impact Presentation to Council</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>• Annual Board Assessment</li> <li>• Records Retention Policy Review</li> <li>• Read-away Fines Proposal</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment criteria and questions</li> <li>• Drafted policy</li> <li>• Staff report</li> </ul>	<ul style="list-style-type: none"> <li>• SOLS Trustee Council Meeting</li> <li>• Completion of Assessment Questionnaire</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>• OLA Board Attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Board Assessment Results</li> </ul>	<ul style="list-style-type: none"> <li>• OLA Conference Registration</li> </ul>