

AGENDA

This meeting will be hosted electronically.

Members of the public may attend by calling 1.647.558.0588 and entering meeting ID 842 5035 5008 followed by #.

Please note: Recording of this meeting by anyone in attendance, and regardless of format, is strictly prohibited.

1. Call to order

2. Indigenous Acknowledgement

As we gather, we are reminded that the Caledon Public Library sits on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. In particular we acknowledge the territory of the Huron-Wendat and Haudenosaunee peoples.

We 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. Presentation

- a. CPL Diversity, Equity and Inclusion Initiatives 2021 – Amandip Dhani, Coordinator, Information Services; Samantha Dillane, Branch Manager, Public Service
- b. New Catalogue Demonstration – Debra Mann, Digital Literacy and Access Coordinator, Information Services; Megan Renkema, Manager, Information Services.

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 December 13, 2021 meeting (Attachment 7-A)
- b. CEO/Chief Librarian's Report (Attachment 7-B)

- c. Monthly Strategic Actions Update (Attachment 7-C)
 - d. Correspondence
- 8. Business arising from the minutes
- 9. Staff Reports
 - a. Treasurer's Report and Financial Statements (Attachment 9-A)
 - b. Quarterly and Year End Performance Measures and Statistics 2021 (Attachment 9-B)
 - c. 2021 Strategic Action Year-End Status Report (Attachment 9-C)
 - d. Operational Policy Report (Attachment 9-D)
 - e. Privacy Policy Report (Attachment 9-E)
- 10. New business
- 11. Board Work Plan
 - a. 2022 Board Work Plan Review (Attachment 11-A)
- 12. Public question period
- 13. Upcoming Events and Development Opportunities
 - a. OLA Super Conference – February 1-5 2022
- 14. Time of next regular meeting
 - a. Monday, March 21, 2022, 6:00 PM
- 15. Adjournment

Attached documents:

- 7-A Minutes of the December 13, 2021 meeting
- 7-B CEO/Chief Librarian's Report
- 7-C Monthly Strategic Actions Update
- 9-A Treasurer's Report and Financial Statements
- 9-B Quarterly and Year End Performance Measures and Statistics 2021
- 9-C 2021 Strategic Action Year-End Status Report
- 9-D Operational Policy Report
- 9-E Privacy Policy Report
- 11-A 2022 Board Work Plan

Attachment 7-A

Caledon Public Library Board Meeting
Monday December 13th, 2021
6:00 p.m.



MINUTES

Present: Janet Manning (Chair); Paula Civiero (Vice-Chair); Brenda Clark; David Betty; Jacqueline lafrate; Sheralyn Roman; Councillor Christina Early; Catherine Jackson

Staff: Colleen Lipp – CEO | Chief Librarian; Anna Fitzcharles, Administrative Assistant; Mary Maw, Manager, Communications and Community Development; Laura Nolloth, Coordinator, Communications and Community Development; Melanie Alderfer-Mowat, Coordinator, Communications and Community Development

Absent: Councillor Tony Rosa

Note: This meeting was conducted electronically

1. The Chair called the meeting to order at 6:04 PM

2. Indigenous Acknowledgment

As we gather, we are reminded that the Caledon Public Library sits on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. In particular we acknowledge the territory of the Huron-Wendat, and Haudenosaunee peoples.

We 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: None

4. Approval of the Agenda

Motion: That the Caledon Public Library Board approve the agenda as amended.

Moved: Paula Civiero

Seconded: Brenda Clark

Carried.

5. Disclosure of pecuniary interest: none

6. Presentation

- a. **Artful Caledon** – Laura Nolloth, Melanie Alderfer-Mowat and Mary Maw, of the Communications and Community Development Department, shared the Artful Caledon

Presentation, sparking discussions and suggestions for showcasing future artists and local talent.

7. Consent Agenda

a. Minutes of the November 15th, 2021 meeting

b. CEO/Chief Librarian's Report

c. Strategic Actions Update

Motion: That the Caledon Public Library Board receive all reports within the consent agenda.

Moved: Catherine Jackson

Seconded: Jacqueline lafrate

Carried.

8. Business arising from the minutes: None

9. Staff Reports

a. Treasurer's Report and Financial Statements

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

Moved: David Betty

Seconded: Catherine Jackson

Carried.

b. Internet and Technology Acceptable Use Policy Report

Motion: That the Caledon Public Library Board approve and adopt the revised Internet and Technology Acceptable Use Policy, with revisions as discussed.

Moved: Sheralyn Roman

Seconded: Brenda Clark

Carried.

c. Inclement Weather Unscheduled Closure Policy Report

Motion: That the Caledon Public Library Board approve and adopt the revised Inclement Weather and Unscheduled Closure Policy.

Moved: Paula Civiero

Seconded: Catherine Jackson

Carried.

d. Collection Development Policy Report

Motion: That the Caledon Public Library Board approve and adopt the revised Collection Development Policy Report, with revisions as discussed.

Moved: Catherine Jackson

Seconded: Jacqueline lafrate

Carried.

10. Board and Committee Reports

a. Board Annual Evaluation Results

Motion: That the Caledon Public Library Board receive the Board Evaluation Results

Moved: David Betty

Seconded: Paula Civiero

Carried.

b. Advocacy and Fundraising Committee Minutes of December 9, 2021

Motion: That the Caledon Public Library Board receive the Advocacy and Fundraising Committee Minutes.

Moved: David Betty

Seconded: Brenda Clark

Carried.

Councillor Christina Early left the meeting at 7:59 PM

c. Ontario Library Service (OLS) Board Assembly Update

Motion: That the Caledon Public Library Board receive the Ontario Library Service Board Assembly Update.

Moved: Sheralyn Roman

Seconded: Jacqueline Iafrate

Carried.

11. Board Development

a. Ontario Library Association (OLA) Super Conference 2022 Report

Motion: That the Caledon Public Library Board receive the Ontario Library Association (OLA) Super Conference 2022 Report, and;

That the Caledon Public Library Board encourage conference attendance by all Board members who are available to participate.

Moved: Paula Civiero

Seconded: Sheralyn Roman

Carried.

12. New Business

a. Staff memorial

Motion: That the Caledon Public Library Board approve the renaming of the quiet study room in the Bolton Branch to the Lesley Slobodian Quiet Study Space, until such a time that it is necessary to repurpose the space for another use.

Moved: Paula Civiero

Seconded: Sheralyn Roman

Carried.

13. Board Work Plan

a. 2021-22 Board Work Plan Review

Motion: That the Caledon Public Library Board receive and approve the revised 2021-22 Work Plan, with the amendments as noted.

Moved: Sheralyn Roman

Seconded: David Betty

Carried.

14. Public Question Period: No members of the public were present.

15. Upcoming Events and Development Opportunities

a. Council Meeting, Budget – Tuesday, December 14, 2021 6:00 PM

16. Time of next regular meeting:

a. Monday, January 17, 2022 6:00 PM

17. Adjournment

Motion: That the meeting adjourn.

Moved: Brenda Clark

Seconded: Catherine Jackson

Carried.

The meeting adjourned at 8:19 PM

Janet Manning
Chair

Colleen Lipp
CEO | Chief Librarian

Attachment 7-B

CEO/Chief Librarian’s Report

Prepared by Colleen Lipp
January 2022



Facilities and Services

Pandemic Response

Given the current case counts and ease with which the Omicron variant is transmitted, plans to expand library operations as of Monday, January 10th were deferred. Rather, as reflected within the following table, hours of operation were reduced slightly. This change is largely a result of concerns regarding availability of staff needed to effectively deliver branch-based services. The Public Service leadership team is in the midst of developing contingency plans, which may include the possible further reduction of hours, closures of branches, and/or shifts in service models as a means of managing the anticipated outcome of growing infection rates. Staff from other departments may also be called upon to assist with front-line service delivery.

Branch	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday	
	Current	Expanded	Current	Expanded	Current	Expanded	Current	Expanded	Current	Expanded	Current	Expanded
Alton	Closed	Closed	10-8	10-6	1-8	1-8	10-4	10-4	Closed	Closed	10-4	10-4
Bolton	10-8	Closed	10-8	10-8	10-8	10-8	1-8	1-8	10-6	10-6	10-4	10-4
C. East	Closed	Closed	10-8	10-8	10-8	10-8	2-8	2-8	10-6	10-6	10-4	10-4
C.Village	Closed	Closed	2-8	2-8	10-4	10-4	2-8	2-8	10-6	10-6	10-4	10-4
Inglewood*	Closed	Closed	2-8	2-8	10-4	10-4	2-8	2-8	Closed	Closed	10-4	10-4
MDV	Closed	Closed	2-8	2-8	10-4	10-4	2-8	2-8	10-6	10-6	10-4	10-4
Southfields	10-8	Closed	10-8	10-8	10-8	10-8	1-8	1-8	10-6	10-6	10-4	10-4

* Return of services at the Inglewood Branch pending completion of structural repairs

Changes to capacity limits across the system in December have ensured that occupancy thresholds are in alignment with provincial regulations. Programming will continue to be delivered virtually until further notice and all staff who are able to do so, will continue to work remotely. That being said, the relocation of library materials and equipment in anticipation of the next phase of construction in Bolton does require a slightly increased presence of staff on site. This work is being managed in keeping with all screening, masking and physical distancing requirements.

The Library continues to align with pandemic-related health and safety protocols adopted by the Town. This includes revisions to screening and isolation protocols which mirror the requirements and recommendations of Peel Public Health. All staff have also been provided with ASTM Level II Surgical-Grade Disposable Masks which must be worn when in branch. A vendor vaccination protocol has also been adopted, requiring the use of surgical-grade masks by all current vendors who enter Town facilities. Any newly procured vendors will also be required to attest that all representatives attending Town facilities are fully vaccinated.

Inglewood Branch Closure

The Town's Community Services facilities team have completed an emergency procurement process to address the structural concerns at the Inglewood Branch. Though no timeline for completing the work has yet been confirmed, this project is a priority and work is being expedited so that the facility can reopen to Library staff and the public as soon as possible.

Staff typically scheduled to work in Inglewood continue to be redeployed to other locations while patrons holds are redirected to their alternate branch of choice.

Staffing

Amendments to the Employment Standards Act (ESA)

Bill 27, Working for Workers Act, 2021 received royal ascent on December 2, 2021. This amendment to the Employment Standards Act includes language prohibiting employers and employees from entering into non-compete agreements, and enacting licensing requirements for temporary help agencies and recruiters. Most relevant to the Library is the requirement related to an employee's right to disconnect from work and the mandating of employers with 25 or more employees to have a related policy in place.

No related regulations have been yet been published, stipulating any specific content that must be referenced within the required policy. However, a six-month grace period from the date of Royal Assent will likely require that a policy be adopted by June 2, 2022. At this point, it remains unclear as to whether the Library will need to implement a unique policy or if it will be feasible to adopt the Town's policy as an amendment to the Library's Personnel Policy. Further information will be shared with the Board, and reflected on the Board's annual workplan, as available.

Employee News

Megan Renkema, Manager, Information Services has been appointed to the Board of Directors of the Library Service Centre (LSC) for a three-year term. LSC is a not-for-profit corporation serving the public library sector, providing comprehensive acquisitions, cataloguing, processing, and consulting services. Megan's appointment further strengthens CPL's existing partnership with LSC and provides a means for her to inform and encourage service improvements that will benefit the Library and those we serve.

Unfortunately, the recently recruited Manager, Information Technology has rescinded his acceptance of the Library's offer of employment. Library leadership has resumed our recruitment efforts with support from the Town's People Services division.

Attachment 7-C

Strategic Actions Update

January 2022



Grow and Innovate

As per the identified action to "Invest in the development of all staff to build the necessary knowledge, skills, and confidence to guide and support library users", staff representatives and members of the management team participated in the following learning opportunities over the past month:

- Tackling Racism and Bias in the Library Catalogue (webinar)
- Understand Your Library's Community Better with Census Data (ALA)

Group registration to the 2022 OLA Super Conference was secured on behalf of all staff and trustees. Staff will be encouraged to attend virtual events live if scheduling permits and will have access to recorded content for six months following the event.

CPL's new online catalogue, provided through Bibliocommons and as part of the Ontario Library Consortium (OLC), was launched on December 20th. This followed staff training and a public preview. An online tutorial was created in order to assist customers with the transition to the new platform.

Furniture has been ordered for public and staff spaces within the refurbished Albion Bolton Branch. Delivery timelines are scheduled to align with the project completion and full occupancy.

The successful vendor has been identified to install the shade sails at the Southfields Village Branch Reading Garden. It is expected that this work will be completed once weather permits in mid-Spring. Some furniture has also been ordered in alignment with this timeline.

Respond to Community Needs

Exam proctoring services have resumed with limited capacity. At this time, services are only supported at the Southfields Village Branch.

Programs and online activities for children, families and tweens included:

- Christmas Advent Reading Challenge
- Winter Reading Challenge
- Forest of Reading Program launched

Programs and online activities for teens included:

- Forest of Reading Program launched
- Teen IG (Instagram) reading challenges and activities

Programs for adults included:

- Coping with grief during the holidays
- Craft Club

Celebrate Culture and Inclusion

The Library's collection of world languages was expanded to include Urdu, with the first selected titles arriving in December.

Dyslexia-friendly titles for children and teens were added to the collection as a means of supporting literacy for those with print disabilities.

Demonstrate our Value

Staff visited the Sorrento Retirement Residence in Bolton to share a Library 101 presentation, answer questions, and provide residents with library cards.

CPL staff attended a meeting of the Peel Region Library Marketing Group. This group meets quarterly to strengthen regional relationships, encourage networking opportunities and discuss strategies for addressing shared opportunities and challenges.

The collection of popular discovery backpacks for children, launched earlier in the year, was expanded with the introduction of Winter-themed nature packs.

The Elizabeth Scavetta Writing Workshop & Lecture Series was announced . This re-envisioned version of the long-standing contest named in Elizabeth Scavetta's memory has been reimagined with sponsorship support from the Scavetta family. This writing workshop and lecture series will be facilitated throughout the year with the support of CPL's Teen Cafe and TAG (Teen Advisory Group).

Attachment 9-A

Treasurer's Report

Prepared by Colleen Lipp
January 2022



2021 Budget

Financial statements reflecting the operating and capital budgets as of December 31, 2021 are attached as [Appendix A](#). A number of items remain outstanding as a number of invoices, receipts, transfers and accruals are not yet reflected. These will result in a change to the operating surplus of \$287,501 currently referenced within the appendix. A final budget document will be shared as part of the March 2022 Treasurer's Report. In the interim, items of note include:

- The following revenues were transferred to the Town in early December though as of the writing of this document had not yet been posted to the Library's relevant revenue accounts:
 - Public Library Operating Grant (PLOG) of \$58,171
 - Seniors Community Grant revenue of \$3974. A journal entry will be completed to ensure that these funds remain available and that the funded projects can be completed as planned in 2022.
- Donations to both capital and operating accounts totaling \$1287 were received in December via CanadaHelps. Transfers to the Town have been initiated but are not yet reflected in the attached budget update. As per the relevant CPL policy, "unexpended funds raised in any given year shall be transferred to the Donation and Bequest Reserve Fund at the end of that fiscal year".

As per the relevant portion of the Town of Caledon Purchasing By-Law, "the Chief Librarian shall prepare and present to the Library Board a report summarizing all purchases between \$10,000 and \$50,000 twice annually". With the exception of consolidated invoices for library print and A/V materials and related construction costs for the Albion Bolton Branch renovation, the following reflects relevant purchases during the last seven months of 2021:

- An assessment of the Library's IT Department operations was completed at a cost of \$14,693 (excluding HST);
- Purchase of a replacement server totaling \$12,313 (excluding HST);
- Procurement of smart screens and peripherals in support of hybrid meetings and program delivery. The total expenditure of \$22,623 (excluding HST) is funded through the Safe Restart initiative;
- Refresh of existing laptops at a cost of \$12,900 (excluding HST); and,
- A 50% deposit of \$48,300 (excluding HST) for the initial order of furniture as part of the Albion Bolton refurbishment.

2022 Budget

The Town's consolidated 2022 budget was approved by Council on December 14, 2021. The Library was successful in obtaining funds in support of library services and capital projects, most notably the creation of a new Director, Corporate Services and Projects (effective July 1, 2022) and the completion of a new Library Master Plan.

The 2022 operating budget details and capital projects are attached as [Appendix B](#).

Compensation Review

The comprehensive Town-led employee compensation review has been completed and the resulting recommendations have been approved by Council. This review will result in revisions to the Town's salary schedule, which is shared by the Library. Information confirming the revised 2022 salary bands and any resulting impact on the 2022 budget have not yet been communicated.

Though not included within the compensation review process, increases to the hourly rates paid to library Pages were informed by the scheduled January 1, 2022 amendments to the provincial minimum wage. The new minimum wage was applied in advance of calculating the approved 2022 Cost of Living Allowance (COLA) as a means of ensuring that the Library's casual wages remain in alignment with those of Town staff.

Recommended Motion:

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

Appendix A



Caledon Public Library
 RC: Object Code - Budget vs Actual by Cost Centre
 As of December 31, 2021

	December	December	Monthly		YTD	YTD	YTD		Annual	Percentage	Annual
	Budget	Actuals	Variance		Budget	Actuals	Variance		Budget	Expended	Variance
40010 Administration											
50050 Miscellaneous	-750.00	-301.75	-448.25		-9,000.00	-741.80	-8,258.20		-9,000.00	8.2%	-8,258.20
50125 Merchandise Sales	-250.00	-54.00	-196.00		-3,000.00	-250.00	-2,750.00		-3,000.00	8.3%	-2,750.00
50319 Grants/Subsidies					-58,200.00		-58,200.00		-58,200.00	0.0%	-58,200.00
50570 Donations	-87.00	-10.25	-76.75		-1,000.00	-865.51	-134.49		-1,000.00	86.6%	-134.49
50582 Sponsor			0.00			-135.00	135.00				135.00
50705 Fines/Fees	-3,337.00	-450.62	-2,886.38		-40,000.00	-2,025.18	-37,974.82		-40,000.00	5.1%	-37,974.82
50715 Programs	-288.00		-288.00		-3,500.00	-496.00	-3,004.00		-3,500.00	14.2%	-3,004.00
50725 Comm.Access Prgm Funding			0.00		-7,000.00	-6,237.52	-762.48		-7,000.00	89.1%	-762.48
50750 Book Sales	-135.00		-135.00		-2,500.00	-19.95	-2,480.05		-2,500.00	0.8%	-2,480.05
50770 FOL-Recoverable						-291.08	291.08				291.08
61510 Salaries-Permanent	26,234.00	25,391.10	4,756.60		225,538.00	194,255.92	31,282.08		225,538.00	86.1%	31,282.08
61513 Benefits-Permanent	5,521.00	5,324.99	972.04		55,148.00	50,806.50	4,341.50		55,148.00	92.1%	4,341.50
61520 Wages-Casual Temporary			-4,371.62			22,819.34	-22,819.34				-22,819.34
61523 Benefits-Casual Temporary			-530.12			2,766.74	-2,766.74				-2,766.74
62018 Operating Supplies	56.00	408.81	64.00		760.00	490.81	269.19		760.00	64.6%	269.19
62113 Maint & Repairs-A/V Equip	1,925.00		1,925		3,850.00	1,623.07	2,226.93		3,850.00	42.2%	2,226.93
62129 FOL-Initiatives							0.00				0.00
62244 Bank Charges	300.00		300.00		3,600.00	1,922.79	1,677.21		3,600.00	53.4%	1,677.21
62253 Lib. Brd Education & Exp.	500.00	602.21	-102.21		5,000.00	3,756.90	1,243.10		5,000.00	75.1%	1,243.10
62310 Training/Development/Seminars	1,777.00	2,280.22	-503.22		33,176.00	22,064.61	11,111.39		33,176.00	66.5%	11,111.39
62311 Memberships/Dues			0.00		12,500.00	11,531.99	968.01		12,500.00	92.3%	968.01
62314 Mileage	1,050.00	238.53	811.47		10,500.00	1,637.82	8,862.18		10,500.00	15.6%	8,862.18
62317 Audit	4,370.00		4,370		4,370.00	34.90	4,335.10		4,370.00	0.8%	4,335.10
62322 Postage	156.00	148.55	7.45		2,400.00	1,429.45	970.55		2,400.00	59.6%	970.55
62335 Contracted Services	239.00	31.95	207.05		3,000.00	3,588.90	-588.90		3,000.00	119.6%	-588.90
62342 Donations		205.96	-205.96			1,011.93	-1,011.93				-1,011.93
62360 Fundraising			0.00				0.00				0.00
62378 Furniture/Fixtures			0.00		2,500.00		2,500.00		2,500.00	0.0%	2,500.00
Total 40010 Administration	37,281.00	33,815.70	3,465.30		238,142.00	308,679.63	-70,537.63		238,142.00	129.6%	-70,537.63
40020 Emergency Management											
50986 Reserve Fund To Revenue	-537.00		-537.00		-8,910.00	-5,786.54	-3,123.46		-8,910.00		-3,123.46
62018 Operating Supplies		855.43	-855.43		2,550.00	58,032.25	-55,482.25		2,550.00		-55,482.25
62335 Contracted Services						319.49	-319.49				-319.49
Total 40020 Emergency Management	-537.00	855.43	-1,392.43		-6,360.00	52,565.20	-58,925.20		-6,360.00		-58,925.20
41010 Library Public Services											
61510 Salaries-Permanent	79,656.00	80,134.60	-478.60		686,666.00	661,241.25	25,424.75		686,666.00	96.3%	25,424.75
61513 Benefits-Permanent	17,607.00	17,928.46	-321.46		186,075.00	193,952.84	-7,877.84		186,075.00	104.2%	-7,877.84
61520 Wages-Casual Temporary	90,360.00	57,171.05	33,188.95		680,100.00	486,007.21	194,092.79		680,100.00	71.5%	194,092.79
61523 Benefits-Casual Temporary	14,304.00	9,180.42	5,123.58		107,715.00	80,224.29	27,490.71		107,715.00	74.5%	27,490.71
62017 Caretaking Supplies	238.00		238.00		2,700.00		2,700.00		2,700.00	0.0%	2,700.00
62018 Operating Supplies	470.00	284.24	185.76		5,042.00	3,679.94	1,362.06		5,042.00	73.0%	1,362.06



Caledon Public Library
 RC: Object Code - Budget vs Actual by Cost Centre
 As of December 31, 2021

	December	December	Monthly		YTD	YTD	YTD		Annual	Percentage	Annual
	Budget	Actuals	Variance		Budget	Actuals	Variance		Budget	Expended	Variance
62312 Insurance			0.00		4,299.00	2,721.76	1,577.24		4,299.00	63.3%	1,577.24
62321 Rental-Facility		47,243.91	-47,244		305,167.00	299,906.91	5,260.09		305,167.00	98.3%	5,260.09
62335 Contracted Services	8,801.00	6,741.44	2,059.56		107,840.00	65,398.10	42,441.90		107,840.00	60.6%	42,441.90
62346 Courier	3,303.00		3,303.00		35,700.00	29,374.28	6,325.72		35,700.00	82.3%	6,325.72
62427 Cash Under/Over							0.00				0.00
Total 41010 Library Public Services	214,739.00	218,684.12	-3,945.12		2,121,304.00	1,822,506.58	298,797.42		2,121,304.00	85.9%	298,797.42
41015 Information Services											
61510 Salaries-Permanent	44,614.00	43,324.20	1,289.80		385,040.00	370,690.07	14,349.93		385,040.00	96.3%	14,349.93
61513 Benefits-Permanent	9,751.00	9,847.56	-96.56		104,572.00	108,419.38	-3,847.38		104,572.00	103.7%	-3,847.38
61520 Wages-Casual Temporary	13,361.00	11,631.87	1,729.13		102,200.00	95,842.94	6,357.06		102,200.00	93.8%	6,357.06
61523 Benefits-Casual Temporary	2,870.00	2,044.68	825.32		21,934.00	16,030.53	5,903.47		21,934.00	73.1%	5,903.47
62018 Operating Supplies	287.00	240.92	46.08		3,300.00	3,274.12	25.88		3,300.00	99.2%	25.88
62058 Online Databases	-1.00		-1.00		82,500.00	82,902.70	-402.70		82,500.00	100.5%	-402.70
62414 Special Programs	500.00	211.24	288.76		8,000.00	3,007.18	4,992.82		8,000.00	37.6%	4,992.82
Total 41015 Information Services	71,382.00	67,300.47	4,081.53		707,546.00	680,166.92	27,379.08		707,546.00	96.1%	27,379.08
41020 Library Grants											
50319 Grants/Subsidies (Revenue)			0.00			-525.93	525.93				-525.93
62319 Grants (Expenses)		203.52	-203.52			493.29	-493.29				493.29
Total 41020 Library Grants		203.52	-203.52			-32.64	32.64				32.64
41025 Library Info Technology											
61510 Salaries-Permanent	27,653.00	26,853.30	799.70		216,705.00	183,361.35	33,343.65		216,705.00	84.6%	33,343.65
61513 Benefits-Permanent	6,548.00	6,288.92	259.08		58,287.00	53,717.37	4,569.63		58,287.00	92.2%	4,569.63
62018 Operating Supplies	512.00	144.22	367.78		6,100.00	5,569.60	530.40		6,100.00	91.3%	530.40
62303 New Staff Technology			0.00		3,400.00	2,056.35	1,343.65		3,400.00	60.5%	1,343.65
62304 Automation			0.00		20,400.00	14,727.62	5,672.38		20,400.00	72.2%	5,672.38
62305 Computer Services	8,400.00	1,380.63	7,019.37		90,460.00	71,821.67	18,638.33		90,460.00	79.4%	18,638.33
62312 Insurance			0.00		2,699.00	2,970.00	-271.00		2,699.00	110.0%	-271.00
62335 Contracted Services	2,120.00	54.01	2,065.99		14,610.00	12,299.50	2,310.50		14,610.00	84.2%	2,310.50
62396 Mobile Phones / Pagers	793.00	670.20	122.80		8,380.00	8,973.25	-593.25		8,380.00	107.1%	-593.25
62397 Telephone	3,650.00	2,842.14	807.86		30,110.00	31,364.73	-1,254.73		30,110.00	104.2%	-1,254.73
63037 Software Licence Subscription	503.00	3,471.16	-2,968.16		30,935.00	24,273.67	6,661.33		30,935.00	78.5%	6,661.33
Total 41025 Library Info Technology	50,179.00	41,704.58	8,474.42		482,086.00	411,135.11	70,950.89		482,086.00	85.3%	70,950.89
41030 Youth Services											
61510 Salaries-Permanent	36,686.00	36,686.10	-0.10		316,401.00	315,442.92	958.08		316,401.00	99.7%	958.08
61513 Benefits-Permanent	7,780.00	7,710.98	69.02		84,059.00	92,581.76	-8,522.76		84,059.00	110.1%	-8,522.76
62018 Operating Supplies	60.00	2.36	57.64		1,200.00	309.79	890.21		1,200.00	25.8%	890.21
62414 Special Programs	900.00	944.21	-44.21		20,000.00	12,733.78	7,266.22		20,000.00	63.7%	7,266.22
Total 41030 Youth Services	45,426.00	45,343.65	82.35		421,660.00	421,068.25	591.75		421,660.00	99.9%	591.75
41035 Communications/Community Dev											
61510 Salaries-Permanent	28,807.00	20,749.20	8,057.80		249,036.00	184,251.50	64,784.50		249,036.00	74.0%	64,784.50



Caledon Public Library
RC: Object Code - Budget vs Actual by Cost Centre
As of December 31, 2021

	December	December	Monthly		YTD	YTD	YTD		Annual	Percentage	Annual
	Budget	Actuals	Variance		Budget	Actuals	Variance		Budget	Expended	Variance
61513 Benefits-Permanent	6,077.00	4,182.69	1,894.31		65,343.00	52,784.23	12,558.77		65,343.00	80.8%	12,558.77
61520 Wages-Casual Temporary	8,649.00	16,182.91	-7,533.91		57,500.00	121,031.19	-63,531.19		57,500.00	210.5%	-63,531.19
61523 Benefits-Casual Temporary	1,855.00	2,244.56	-389.56		12,341.00	21,021.86	-8,680.86		12,341.00	170.3%	-8,680.86
62018 Operating Supplies	396.00	1,050.09	-654.09		4,730.00	4,175.28	554.72		4,730.00	88.3%	554.72
62304 Automation	100.00	358.75	-258.75		6,000.00	5,338.48	661.52		6,000.00	89.0%	661.52
62315 Printing & Advertising	1,455.00	859.88	595.12		14,700.00	9,974.98	4,725.02		14,700.00	67.9%	4,725.02
62335 Contracted Services	550.00	738.91	-188.91		6,000.00	3,529.78	2,470.22		6,000.00	58.8%	2,470.22
62414 Special Programs	400.00		400.00		8,000.00	2,330.18	5,669.82		8,000.00	29.1%	5,669.82
Total 41035 Communications/Community Dev	48,289.00	46,366.99	1,922.01		423,650.00	404,437.48	19,212.52		423,650.00	95.5%	19,212.52
Total Caledon Public Library-Lending Services	466,759.00	454,274.46	12,484.54		4,388,028.00	4,100,526.53	287,501.47		4,388,028.00	93.4%	287,501.47

Capital Project Expense Report - as of December 31, 2021

	Budget	Expended Previous Year(s)	Expended 2021 YTD	Total Project Spend to Date	Remaining Funding	Percentage Expended	Status
Previous Year Capital Projects							
18-040 Southfields Opening Day Collections	400,000.00	405,529.18		405,529.18	-5,529.18	101.4%	Closed
18-043 Lib Website Redesign & Improvements	10,000.00	6,911.12	2,212.98	9,124.10	875.90	91.2%	Closed
19-033 Library IT Equipment	76,000.00	76,131.57		76,131.57	-131.57	100.2%	Closed
19-034 Library Furnishing Replacement	30,000.00	24,458.60	5,537.80	29,996.40	3.60	100.0%	Closed
19-036 Albion Bolton Branch Refurbishment	641,000.00	23,221.63	245,478.40	268,700.03	372,299.97	41.9%	
19-037 Wireless Public Print Management System	12,800.00	10,935.13		10,935.13	1,864.87	85.4%	Closed
19-038 Library IT Audit/Network Assessment	15,000.00	0.00	14,951.09	14,951.09	48.91	99.7%	Closed
19-039 Library Community Outreach Kits	6,000.00	5,889.81		5,889.81	110.19	98.2%	Closed
Multi-Year Capital Projects							
16-004 Mayfield West Library	5,054,000	5,038,575.26	34,596.89	5,073,172.15	-19,172.15	100.4%	Closed
20-013 Library Collections and Materials	450,000.00	352,592.02	97,309.93	449,901.95	98.05	100.0%	
59275 Capital Donations	250.00						Closed
Total Library Collections and Materials (20-013)	450,250.00	352,592.02		449,901.95	348.05	99.9%	
20-014 Library IT Equipment	125,485	3,341.81	55,039.46	58,381.27	67,103.73	46.5%	
20-015 Library Furnishings	60,000	0.00	49,150.17	49,150.17	10,849.83	81.9%	
20-016 Library Strategic Plan	25,000	9,158.40	14,953.16	24,111.56	888.44	96.4%	Closed
Current Year Capital Projects							
21-007 Library Collections and Materials	450,000.00		336,055.20	336,055.20	113,944.80	74.7%	
21-008 Library IT Equipment	73,000.00		1,730.35	1,730.35	71,269.65	2.4%	
21-009 Library Hotspot Replacement	10,200.00		5,724.00	5,724.00	4,476.00	56.1%	
21-011 Library Furniture Replacement	40,000.00			0.00	40,000.00	0.0%	
21-013 MDV Renovation to Maker, Media and Innovation	304,680.00			0.00	304,680.00	0.0%	Partially grant funded
21-131 Library Automatic Doors	36,691.00		8,486.78	8,486.78	28,204.22	23.1%	Fully grant funded
21-134 Southfields Village Branch Reading Garden	91,910.00			0.00	91,910.00	0.0%	Fully grant funded

Library Reserve Balances - as of December 31, 2021

01-00-000-00000-000-20841 Library Bequest Fund - MDV	316.54
08-00-900-35043-000-25000 Library Donation and Bequest Reserve Fund	7465.94

Appendix B

2022 Budget

	Annual Budget
40010 Administration	
50050 Miscellaneous	-9,000.00
50125 Merchandise Sales	-3,000.00
50319 Grants/Subsidies	-58,200.00
50570 Donations	-1,000.00
50705 Fines/Fees	-10,000.00
50715 Programs	-3,500.00
50725 Comm.Access Prgm Funding	-7,000.00
50750 Book Sales	-2,500.00
61510 Salaries-Permanent	288,733.00
61513 Benefits-Permanent	79,969.00
62018 Operating Supplies	760.00
62113 Maint & Repairs-A/V Equip	4,000.00
62244 Bank Charges	3,600.00
62253 Lib. Brd Education & Exp.	5,000.00
62310 Training/Development/Seminars	39,661.00
62311 Memberships/Dues	12,500.00
62314 Mileage	9,000.00
62317 Audit	4,370.00
62322 Postage	2,000.00
62335 Contracted Services	3,500.00
62378 Furniture/Fixtures	2,500.00
Total 40010 Administration	361,393.00
40020 Emergency Management	
50986 Reserve Fund To Revenue	-9,560.00
62018 Operating Supplies	3,200.00
Total 40020 Emergency Management	-6,360.00
41010 Library Public Services	
61510 Salaries-Permanent	715,232.00
61513 Benefits-Permanent	223,408.00
61520 Wages-Casual Temporary	697,700.00
61523 Benefits-Casual Temporary	110,113.00
62017 Caretaking Supplies	2,700.00
62018 Operating Supplies	5,242.00
62312 Insurance	5,095.00
62321 Rental-Facility	310,303.00
62335 Contracted Services	49,600.00
62346 Courier	49,100.00
Total 41010 Library Public Services	2,168,493.00

	Annual
	Budget
41015 Information Services	
61510 Salaries-Permanent	391,288.00
61513 Benefits-Permanent	123,683.00
61520 Wages-Casual Temporary	104,600.00
61523 Benefits-Casual Temporary	22,449.00
62018 Operating Supplies	3,300.00
62058 Online Databases	87,000.00
62414 Special Programs	8,000.00
Total 41015 Information Services	740,320.00
41025 Library Info Technology	
61510 Salaries-Permanent	240,507.00
61513 Benefits-Permanent	73,970.00
62018 Operating Supplies	4,600.00
62303 New Staff Technology	4,400.00
62304 Automation	29,600.00
62305 Computer Services	112,980.00
62312 Insurance	3,234.00
62335 Contracted Services	18,310.00
62396 Mobile Phones / Pagers	9,640.00
62397 Telephone	31,070.00
63037 Software Licence Subscription	30,070.00
Total 41025 Library Info Technology	558,381.00
41030 Youth Services	
61510 Salaries-Permanent	327,834.00
61513 Benefits-Permanent	102,500.00
62018 Operating Supplies	1,200.00
62414 Special Programs	20,000.00
Total 41030 Youth Services	451,534.00
41035 Communications/Community Dev	
61510 Salaries-Permanent	327,054.00
61513 Benefits-Permanent	100,791.00
61520 Wages-Casual Temporary	-6.00
61523 Benefits-Casual Temporary	
62018 Operating Supplies	5,000.00
62304 Automation	7,000.00
62315 Printing & Advertising	16,000.00
62335 Contracted Services	6,000.00
62414 Special Programs	8,000.00
Total 41035 Communications/Community Dev	469,839.00
Total Caledon Public Library-Lending Services	4,743,600.00

Current Year Capital Projects	
22-019 Library Coll and Materials	450,000.00
22-020 Library IT Equipment	51,000.00
22-021 Library Furniture Replacement	120,000.00
22-022 Library Master Plan	100,000.00
22-025 Library In-Branch Signage and Wayfndng	73,000.00
22-026 Library and Town Joint Technology Review	35,000.00
22-027 Library Print Mgmt/Wrlss Prnt	12,000.00

Quarterly and Annual Performance Measures and Statistics

Annual Dashboard - Year End 2021



Active Library Members

12,211 ↓ -9.1%



Branch Visits

35,783 ↓ -48.2%



Total Items Borrowed and Used

304,153 ↑ 21.4%



Digital Titles Borrowed

91,571 ↓ -3.6%



Digital Resources Accessed

43,166 ↑ 2.3%



Program Participation

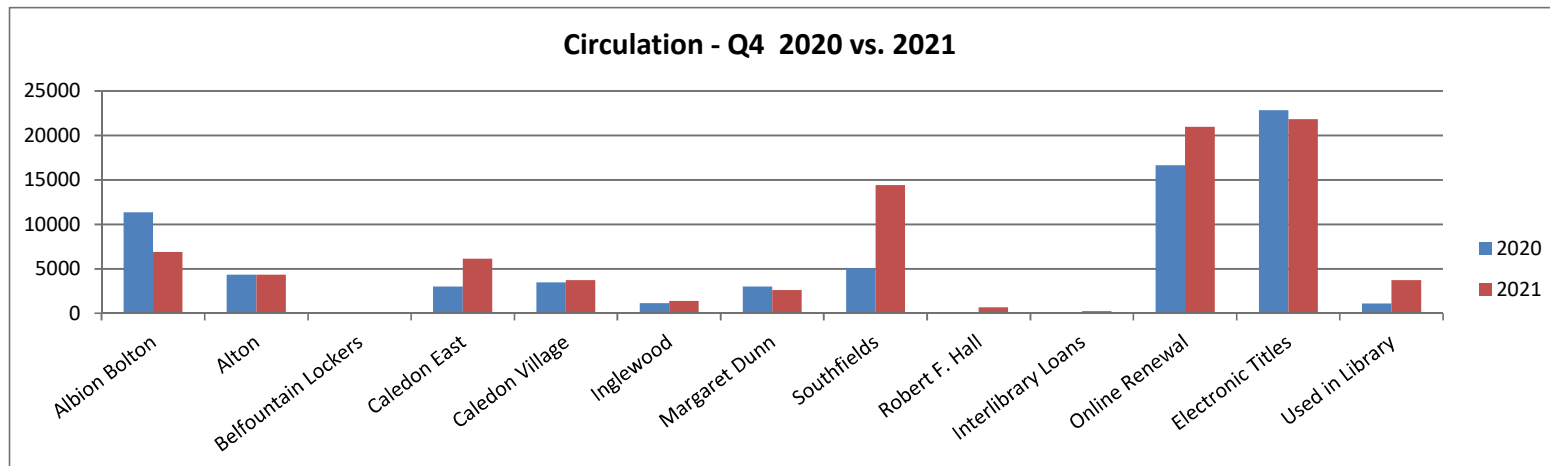
9,941 ↓ -3.2%

Quarterly Performance Measures and Statistics

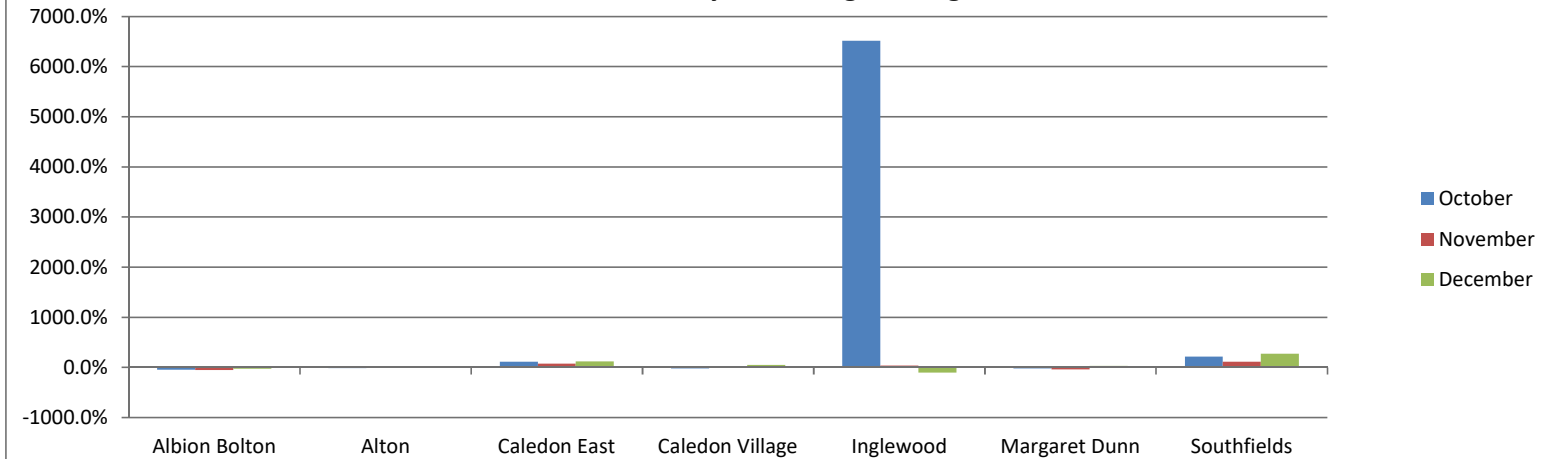
Fourth Quarter - October, November, December 2021

Circulation by Branch - Q4

	October			November			December			Q4 Total			YTD		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Albion Bolton	4019	2234	-44.4%	4300	2289	-46.8%	3026	2392	-21.0%	11345	6915	-39.0%	48475	34213	-29.4%
Alton	1493	1306	-12.5%	1451	1440	-0.8%	1409	1614	14.5%	4353	4360	0.2%	11937	15670	31.3%
Belfountain Lockers	16	33	106.3%	24	31	29.2%	14	41	192.9%	54	105	94.4%	236	218	-7.6%
Caledon East	922	2031	120.3%	1158	2054	77.4%	934	2063	120.9%	3014	6148	104.0%	11689	19886	70.1%
Caledon Village	1369	1108	-19.1%	1201	1243	3.5%	904	1373	51.9%	3474	3724	7.2%	11722	13369	14.1%
Inglewood	11	728	6518.2%	461	662	43.6%	678	0	-100.0%	1150	1390	20.9%	4105	6982	70.1%
Margaret Dunn	1110	930	-16.2%	1282	840	-34.5%	637	845	32.7%	3029	2615	-13.7%	10572	8967	-15.2%
Southfields	1575	5035	219.7%	2314	5002	116.2%	1162	4398	278.5%	5051	14435	185.8%	5100	32603	539.3%
Robert F. Hall	3	239	7866.7%	0	280	-	3	171	5600.0%	6	690	11400.0%	1472	829	-43.7%
Interlibrary Loans	0	70	-	0	98	-	0	79	-	0	247	-	277	247	-10.8%
Online Renewal	4814	7037	46.2%	5822	6884	18.2%	6009	7035	17.1%	16645	20956	25.9%	44327	72975	64.6%
Sub-Total	15332	20751	35.3%	18013	20823	15.6%	14776	20011	35.4%	48121	61585	28.0%	149912	205959	37.4%
Electronic Titles	7795	7443	-4.5%	7429	7164	-3.6%	7614	7241	-4.9%	22838	21848	-4.3%	94998	91571	-3.6%
	23127	28194	21.9%	25442	27987	10.0%	22390	27252	21.7%	70959	83433	17.6%	244910	297530	21.5%
Used in Library	458	1174	156.3%	646	1657	156.5%	5	919	18280.0%	1109	3750	238.1%	5704	6623	16.1%
Total	23585	29368	24.5%	26088	29644	13.6%	22395	28171	25.8%	72068	87183	21.0%	250614	304153	21.4%



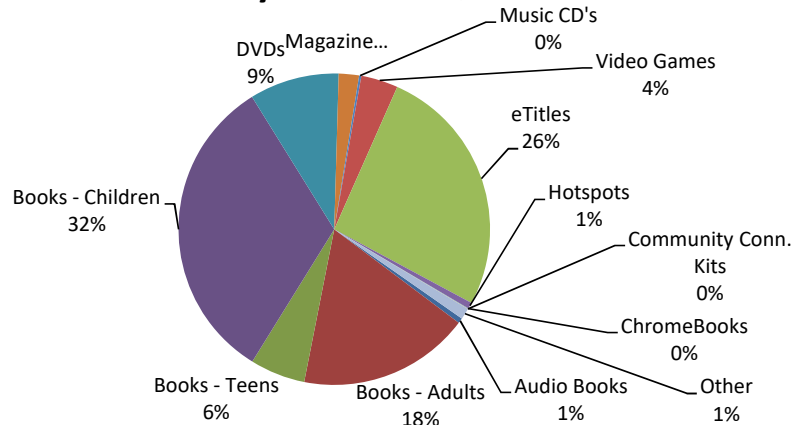
Branch Circulation - Monthly Percentage Change 2020 to 2021



Circulation by Format - Q4

	October			November			December			Q4 Total			YTD		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Audio Books	141	153	8.5%	137	182	32.8%	104	128	23.1%	382	463	21.2%	1600	1442	-9.9%
Books - Adults	4138	4985	20.5%	4621	4937	6.8%	4502	4936	9.6%	13261	14858	12.0%	40341	55410	37.4%
Books - Teens	33	1796	5342.4%	871	1589	82.4%	807	1402	73.7%	1711	4787	179.8%	6804	13964	105.2%
Books - Children	5814	9222	58.6%	7052	9390	33.2%	5170	8358	61.7%	18036	26970	49.5%	50655	84960	67.7%
DVDs	3434	2497	-27.3%	3471	2457	-29.2%	2917	2810	-3.7%	9822	7764	-21.0%	33859	29118	-14.0%
Magazines	684	551	-19.4%	719	588	-18.2%	380	621	63.4%	1783	1760	-1.3%	4534	5730	26.4%
Music CD's	79	38	-51.9%	55	53	-3.6%	73	93	27.4%	207	184	-11.1%	808	761	-5.8%
Video Games	740	996	34.6%	776	1062	36.9%	551	1164	111.3%	2067	3222	55.9%	6651	8416	26.5%
eTitles	7795	7443	-4.5%	7429	7164	-3.6%	7614	7241	-4.9%	22838	21848	-4.3%	94998	91571	-3.6%
Hotspots	124	198	59.7%	109	187	71.6%	153	171	11.8%	386	556	44.0%	1427	2116	48.3%
ChromeBooks	1	24	2300.0%	4	9	125.0%	0	5	-	5	38	660.0%	63	60	-4.8%
Community Conn. Kits	0	1	-	0	4	-	0	1	-	0	6	-	0	24	-
Other	144	290	101.4%	198	365	84.3%	119	322	170.6%	461	977	111.9%	3170	3958	24.9%
Total	23127	28194	21.9%	25442	27987	10.0%	22390	27252	21.7%	70959	83433	17.6%	244910	297530	21.5%

Circulation by Format - Q4



Library Activity - Q4

	October			November			December			Q4 Total			YTD		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
New Members Added	296	352	18.9%	189	345	82.5%	137	197	43.8%	622	894	43.7%	1916	2766	44.4%
Total Members/Cardholders										24497	26286	7.3%			
Total Active Members/Cardholders (used withing last two years)										13427	12211	-9.1%			
Reference Queries	142	242	70.4%	119	288	142.0%	89	175	96.6%	350	705	101.4%	2287	1648	-27.9%
Holds Placed	5750	5370	-6.6%	5424	5670	4.5%	6976	5892	-15.5%	18150	16932	-6.7%	55210	81615	47.8%
New Materials Added	1770	2282	28.9%	2998	2326	-22.4%	2651	1466	-44.7%	7419	6074	-18.1%	56598	21028	-62.8%

Visits by Branch - Q4

	October			November			December			Q4 Total			YTD		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Albion Bolton	1505	1060	-29.6%	1184	1278	7.9%	716	860	20.1%	3405	3198	-6.1%	28610	11294	-60.5%
Alton	236	361	53.0%	244	614	151.6%	211	232	10.0%	691	1207	74.7%	691	1207	74.7%
Caledon East	429	1322	208.2%	311	1477	374.9%	233	825	254.1%	973	3624	272.5%	30669	6797	-77.8%
Caledon Village	278	301	8.3%	277	610	120.2%	224	263	17.4%	779	1174	50.7%	779	1174	50.7%
Inglewood	0	193	-	79	304	284.8%	96	0	-100.0%	175	497	184.0%	175	497	184.0%
Margaret Dunn	120	297	147.5%	217	431	98.6%	150	229	52.7%	487	957	96.5%	6644	2774	-58.2%
Southfields	679	4052	496.8%	618	5218	744.3%	165	2770	1578.8%	1462	12040	723.5%	1462	12040	723.5%
Total	3247	7586	133.6%	2930	9932	239.0%	1795	5179	188.5%	7972	22697	184.7%	69030	35783	-48.2%

Virtual Branch Use - Q4

	October			November			December			Q4 Total			YTD		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Website Usage															
Page views	22,724	23,874	-100.0%	21,543	26,873	24.7%	19,435	64,942	234.1%	63,702	115,689	81.6%	270,324	367,087	35.8%
Users	4,801	6,301	31.2%	5,068	6,367	25.6%	4,235	8,021	89.4%	14,104	20,689	46.7%	60,396	77,965	29.1%
Catalogue Usage															
Page views	51,451		-100.0%	49,696		-100.0%	56,365		-100.0%	157,512	0	-100.0%	544,984	516,799	-5.2%
Sessions	8,298		-100.0%	8,080		-100.0%	8,414		-100.0%	24,792	0	-100.0%	93,593	78,896	-15.7%

Note: Catalogue Usage for Q4 2021 are unavailable. Analytics for the newly launched catalogue will be available as of Q1 2022

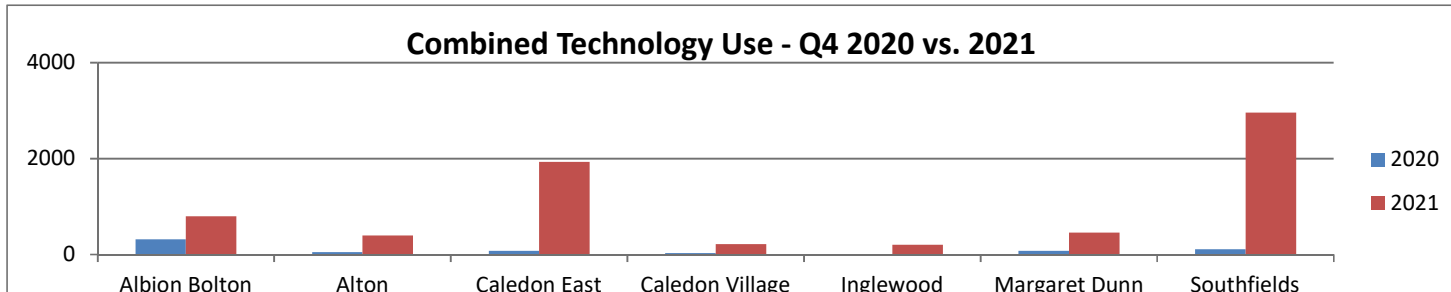
Technology Use by Branch - Q4

Workstations		October			November			December			Q4 Total			YTD Total		
		2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
		Albion Bolton	126	52	-58.7%	122	0	-100.0%	67	0	-100.0%	315	52	-83.5%	3841	226
Alton	28	61	117.9%	13	91	600.0%	11	59	436.4%	52	211	305.8%	362	393	8.6%	
Caledon East	27	85	214.8%	31	47	51.6%	21	40	90.5%	79	172	117.7%	542	282	-48.0%	
Caledon Village	7	29	314.3%	11	25	127.3%	12	8	-33.3%	30	62	106.7%	351	140	-60.1%	
Inglewood	0	25	-	0	13	-	6	0	-100.0%	6	38	533.3%	173	142	-17.9%	
Margaret Dunn	15	42	180.0%	32	55	71.9%	34	49	44.1%	81	146	80.2%	820	268	-67.3%	
Southfields	55	215	290.9%	49	273	457.1%	11	228	1972.7%	115	716	522.6%	115	1059	820.9%	
Total	203	294	44.8%	209	231	10.5%	151	156	3.3%	678	1397	106.0%	6089	1451	-76.2%	

Wireless Network		October			November			December			Q4 Total			YTD Total		
		2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
		Albion Bolton		208	-		209	-		201	-	0	618	-	12636	1629
Alton		82	-		58	-		47	-	0	187	-	2063	943	-54.3%	
Caledon East		600	-		654	-		507	-	0	1761	-	7166	3180	-55.6%	
Caledon Village		51	-		65	-		39	-	0	155	-	1748	604	-65.4%	
Inglewood		80	-		57	-		29	-	0	166	-	2597	935	-64.0%	
Margaret Dunn		102	-		114	-		97	-	0	313	-	3265	1111	-66.0%	
Southfields		731	-		834	-		680	-	0	2245	-	444	4672	952.3%	
Total	0	1123	-	0	1157	-	0	920	-	0	5445	-	29919	13074	-56.3%	

Note: 2020 Wireless data for Q4 could not be retrieved.

ChromeBooks		October			November			December			Q4 Total			YTD Total		
		2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
		Albion Bolton	1		-100.0%	4	54	1250.0%	0	74	-	5	128	2460.0%	63	138
Southfields	0	24	-	0	9	-	0	5	-	0	38	-	0	50	-	
Total	1	24	-	4	63	-	0	79	-	5	166	-	63	188	-	



Digital Resource and eBook Usage - Q4

	October			November			December			Q4 Total			YTD Total		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Digital Items Borrowed															
Overdrive-eBooks	3550	3154	-11.2%	3518	3045	-13.4%	3560	3142	-11.7%	10628	9341	-12.1%	45524	41276	-9.3%
Overdrive - eAudio	1393	1473	5.7%	1260	1370	8.7%	1296	1286	-0.8%	3949	4129	4.6%	15943	16242	1.9%
Overdrive - Magazines	0	638	-	0	536	-	0	571	-	0	1745	-	0	5823	-
Overdrive - Other	2	6	200.0%	0	4	-	0	5	-	2	15	650.0%	52	26	-50.0%
Hoopla - eBooks	712	699	-1.8%	478	779	63.0%	805	754	-6.3%	1995	2232	11.9%	8704	9618	10.5%
Hoopla - eAudio	685	795	16.1%	664	771	16.1%	692	787	13.7%	2041	2353	15.3%	7554	9314	23.3%
Hoopla - Video	446	373	-16.4%	478	361	-24.5%	445	372	-16.4%	1369	1106	-19.2%	5766	5085	-11.8%
Hoopla - Music	75	89	18.7%	120	94	-21.7%	104	103	-1.0%	299	286	-4.3%	1384	1193	-13.8%
Kanopy	185	213	15.1%	232	190	-18.1%	159	202	27.0%	576	605	-	2639	2663	0.9%
RBDigital Magazines (Zinio) *	710	0	-100.0%	624	0	-100.0%	514	0	-100.0%	1848	0	-100.0%	7099	116	-98.4%
Flipster Magazines	37	3	-91.9%	55	14	-74.5%	39	19	-51.3%	131	36	-72.5%	333	215	-35.4%
Total Borrowed	7795	7443	-4.5%	7429	7164	-3.6%	7614	7241	-4.9%	22838	21848	-4.3%	94998	91571	-3.6%

*RBDigital (Zinio) merged with Overdrive in February 2021 - The number of magazines borrowed are now reflected under Overdrive - Magazines.

Digital Resources Accessed															
Press Display	1314	1574	19.8%	1512	1652	9.3%	1599	1613	0.9%	4425	4839	9.4%	18098	16392	-9.4%
Ancestry	316	366	15.8%	332	422	27.1%	39	737	1789.7%	687	1525	122.0%	9294	10245	10.2%
Tumble Books Premier	82	138	68.3%	74	608	721.6%	95	137	44.2%	251	883	251.8%	1000	2467	146.7%
Consumer Reports	435	384	-11.7%	553	327	-40.9%	344	292	-15.1%	1332	1003	-24.7%	2772	2553	-7.9%
World Book	5	70	1300.0%	112	14	-87.5%	6	7	16.7%	123	91	-26.0%	365	216	-40.8%
Gale Databases	29	9	-69.0%	33	21	-36.4%	38	9	-76.3%	100	39	-61.0%	851	301	-64.6%
Novelist	129	195	51.2%	292	750	156.8%	289	191	-33.9%	710	1136	60.0%	3242	4347	34.1%
EBSCO	174	101	-42.0%	140	219	56.4%	113	82	-27.4%	427	402	-5.9%	1735	1068	-38.4%
Gale Courses	16	7	-56.3%	36	37	2.8%	28	12	-57.1%	80	56	-30.0%	645	307	-52.4%
Mango Languages incl Little Pim	93	35	-62.4%	73	23	-68.5%	54	65	20.4%	220	123	-44.1%	814	610	-25.1%
New York Times ***	13	0	-100.0%	16	0	-100.0%	13	0	-100.0%	42	0	-100.0%	363	72	-80.2%
Cypress Resume *	5	0	-100.0%	3	1	-66.7%	1	3	200.0%	9	4	-55.6%	23	26	13.0%
Reference Canada/InfoCanada***	5	0	-100.0%	1	0	-100.0%	0	0	-	6	0	-100.0%	14	4	-71.4%
Creative Bug *	12	11	-8.3%	11	16	45.5%	14	15	7.1%	37	42	13.5%	162	188	16.0%
Niche Academy *	397	271	-31.7%	451	255	-43.5%	419	427	1.9%	1267	953	-24.8%	2696	3727	38.2%
Road to the IELTS *	9	83	822.2%	14	299	2035.7%	81	254	213.6%	104	636	511.5%	132	643	387.1%
Brainfuse **	0	136	-	0	69	-	0	48	-	0	253	-	0	772	-
LinkedIn **	0	8	-	0	16	-	0	8	-	0	32	-	0	67	-
Total Accessed	3034	3388	11.7%	3653	4729	29.5%	3133	3900	24.5%	9820	11732	19.5%	42206	43166	2.3%
Total Usage	10829	10831	0.0%	11082	11893	7.3%	10747	11141	3.7%	32658	33580	2.8%	137204	134737	-1.8%

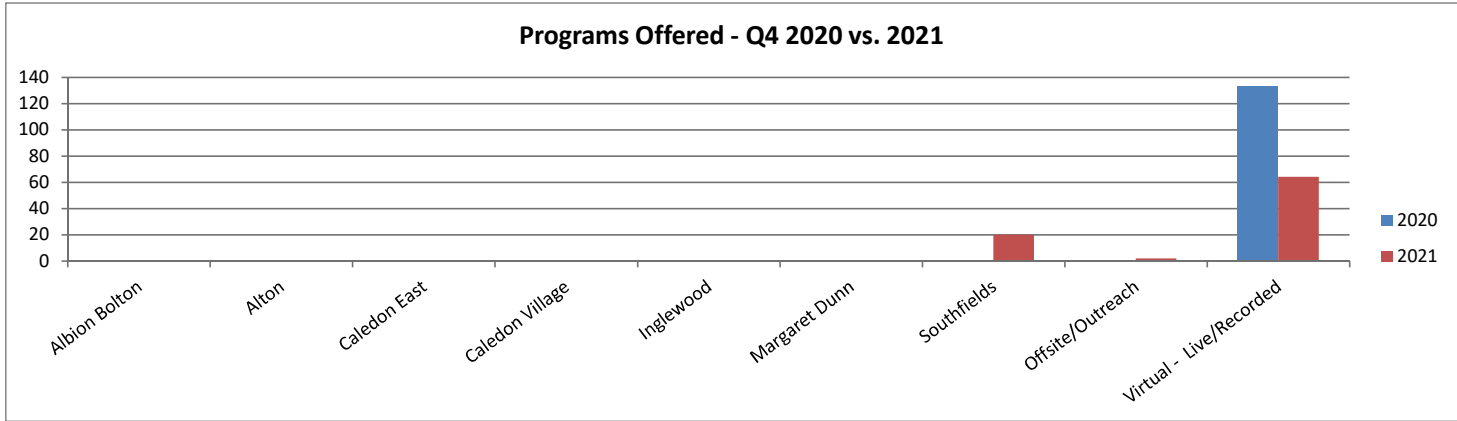
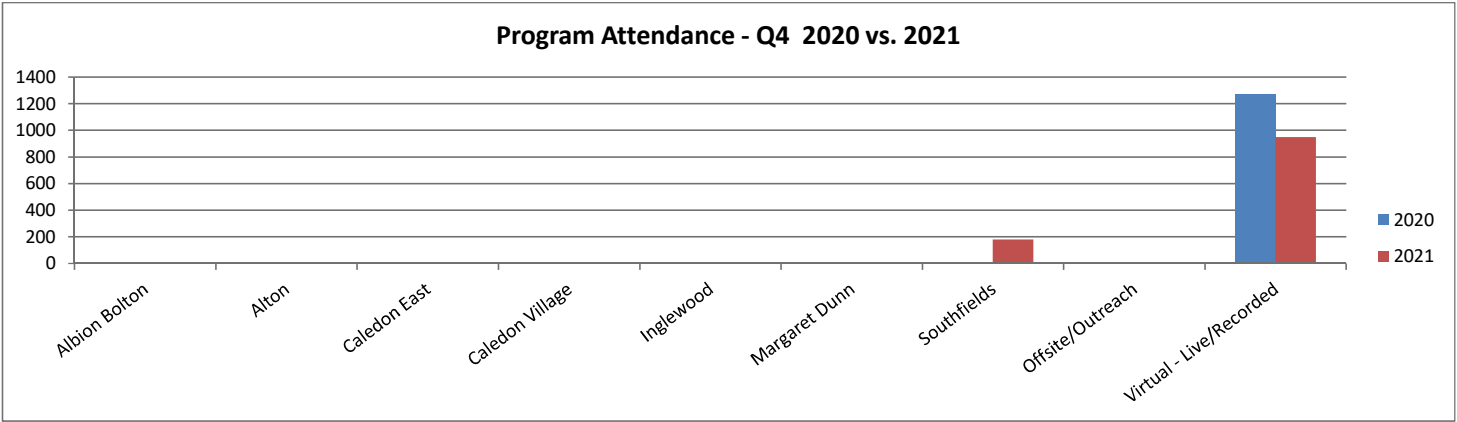
* New in 2020

** New in 2021

*** discontinued subscription

Programming by Branch - Q4

	October			November			December			Q4 Total			YTD		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Program Attendance															
Albion Bolton	0	0	-	0	0	-	0	0	-	0	0	-	1173	0	-100.0%
Alton	0	0	-	0	0	-	0	0	-	0	0	-	555	0	-100.0%
Caledon East	0	0	-	0	0	-	0	0	-	0	0	-	235	0	-100.0%
Caledon Village	0	0	-	0	0	-	0	0	-	0	0	-	458	0	-100.0%
Inglewood	0	0	-	0	0	-	0	0	-	0	0	-	58	0	-100.0%
Margaret Dunn	0	0	-	0	0	-	0	0	-	0	0	-	303	0	-100.0%
Southfields	0	79	-	0	30	-	0	69	-	0	178	-	92	234	154.3%
Offsite/Outreach	0	0	-	0	0	-	0	7	-	0	7	-	1381	62	-95.5%
Virtual - Live/Recorded	424	254	-40.1%	620	372	-40.0%	226	321	42.0%	1270	947	-25.4%	4253	6286	47.8%
Total	424	333	-21.5%	0	402	-	0	397	-	1270	1132	-	8508	6582	-22.6%
Contests & Activities	0	147	-	0	0	-	106	32	-69.8%	106	179	68.9%	1765	3359	90.3%
Grand Total	424	480	13.2%	0	402	-	106	429	304.7%	1376	1311	-4.7%	10273	9941	-3.2%
Number of Programs															
Albion Bolton	0	0	-	0	0	-	0	0	-	0	0	-	136	0	-100.0%
Alton	0	0	-	0	0	-	0	0	-	0	0	-	43	0	-100.0%
Caledon East	0	0	-	0	0	-	0	0	-	0	0	-	30	0	-100.0%
Caledon Village	0	0	-	0	0	-	0	0	-	0	0	-	35	0	-100.0%
Inglewood	0	0	-	0	0	-	0	0	-	0	0	-	8	0	-100.0%
Margaret Dunn	0	0	-	0	0	-	0	0	-	0	0	-	31	0	-100.0%
Southfields	0	8	-	0	8	-	0	4	-	0	20	-	10	24	140.0%
Offsite/Outreach	0	1	-	0	0	-	0	1	-	0	2	-	32	3	-90.6%
Virtual - Live/Recorded	47	25	-46.8%	59	30	-49.2%	27	9	-66.7%	133	64	-51.9%	414	475	14.7%
Total	47	34	-27.7%	59	38	-35.6%	27	14	-48.1%	133	86	-35.3%	739	502	-32.1%
Contests & Activities (Partic	0	6	-	0	0	-	0	1	-	0	7	-	13	21	61.5%
Grand Total	47	40	-14.9%	59	38	-35.6%	27	15	-44.4%	133	93	-30.1%	752	523	-30.5%
Volunteer Hours	16.5	52	215.2%	20	16	-20.0%	3	49	1533.3%	39.5	117	196.2%	109	390	257.8%



Quarterly Performance Measures and Statistics

Year End 2021

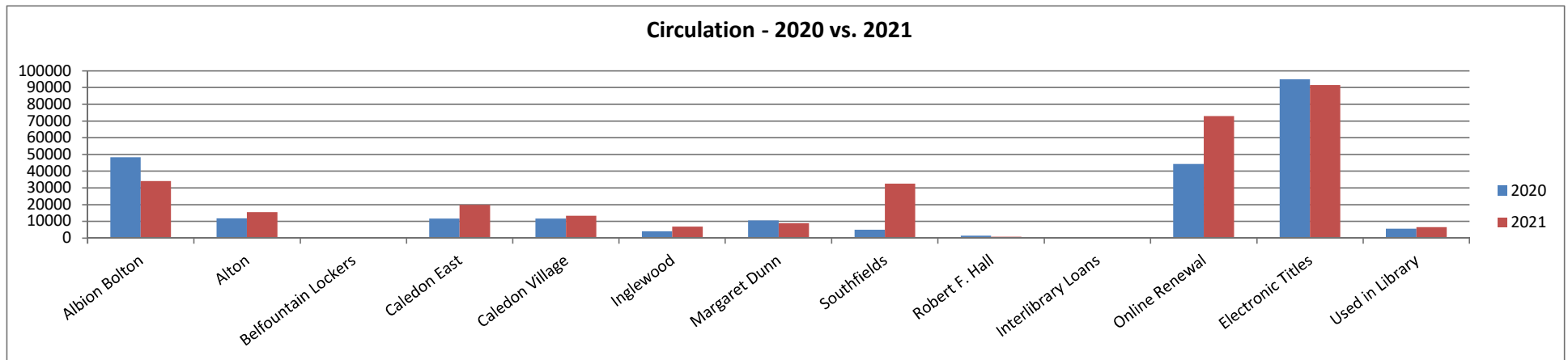


Circulation by Branch

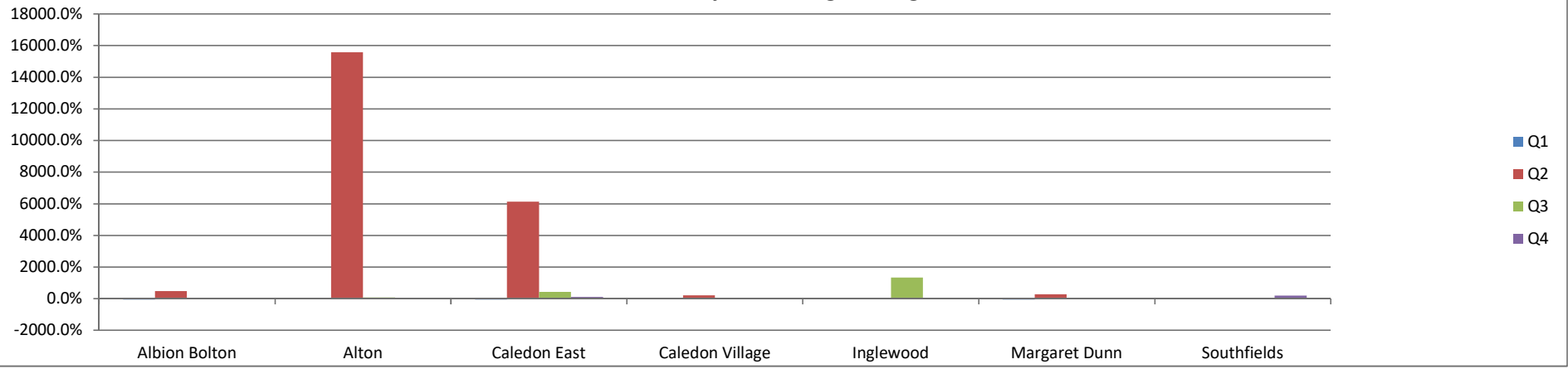
	Q1			Q2			Q3			Q4			Annual		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Albion Bolton	27075	9418	-65.2%	1799	10340	474.8%	8256	7540	-8.7%	11345	6915	-39.0%	48475	34213	-29.4%
Alton	4756	3371	-29.1%	21	3290	15566.7%	2807	4649	65.6%	4353	4360	0.2%	11937	15670	31.3%
Belfountain Lockers	182	9	-95.1%	0	20	-	0	84	-	54	105	94.4%	236	218	-7.6%
Caledon East	7287	2560	-64.9%	67	4167	6119.4%	1321	7011	430.7%	3014	6148	104.0%	11689	19886	70.1%
Caledon Village	4035	2727	-32.4%	1073	3210	199.2%	3140	3708	18.1%	3474	3724	7.2%	11722	13369	14.1%
Inglewood	2796	1676	-40.1%	0	1628	-	159	2288	1339.0%	1150	1390	20.9%	4105	6982	70.1%
Margaret Dunn	4488	1869	-58.4%	472	1760	272.9%	2583	2723	5.4%	3029	2615	-13.7%	10572	8967	-15.2%
Southfields	0	2752	-	0	2894	-	49	12522	-13.7%	5051	14435	185.8%	5100	32603	539.3%
Robert F. Hall	1466	5	-99.7%	0	0	-	0	134	-	6	690	11400.0%	1472	829	-43.7%
Interlibrary Loans	277	0	-100.0%	0	0	-	0	0	-	0	247	-	277	247	-10.8%
Online Renewal	17019	16409	-3.6%	1912	15478	709.5%	8751	20132	130.1%	16645	20956	25.9%	44327	72975	64.6%
Sub-Total	69381	40796	-41.2%	5344	42787	700.7%	27066	60791	124.6%	48121	61585	28.0%	149912	205959	37.4%
Electronic Titles	21027	23904	13.7%	26339	23771	-9.7%	24794	22048	-11.1%	22838	21848	-4.3%	94998	91571	-3.6%
	90408	64700	-28.4%	31683	66558	110.1%	51860	82839	59.7%	70959	83433	17.6%	244910	297530	21.5%
Used in Library	4595	4	-99.9%	0	1	-	0	2868	-	1109	3750	238.1%	5704	6623	16.1%
Total	95003	64704	-31.9%	31683	66559	110.1%	51860	85707	65.3%	72068	87183	21.0%	250614	304153	21.4%

Note: The Caledon East Branch was closed for two weeks in the summer of 2019 due to repair work on the schools HVAC system.

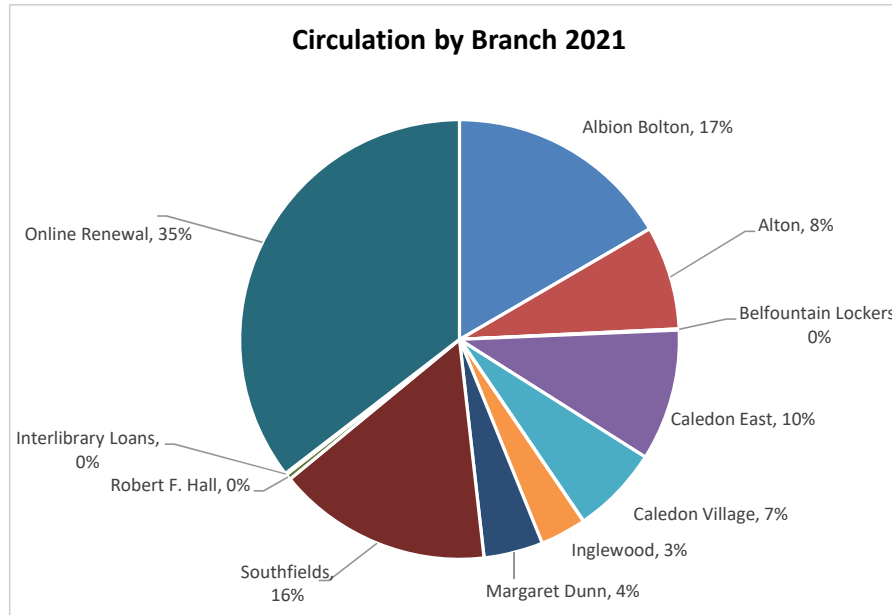
Circulation - 2020 vs. 2021



Branch Circulation - Quarterly Percentage Change 2020 to 2021

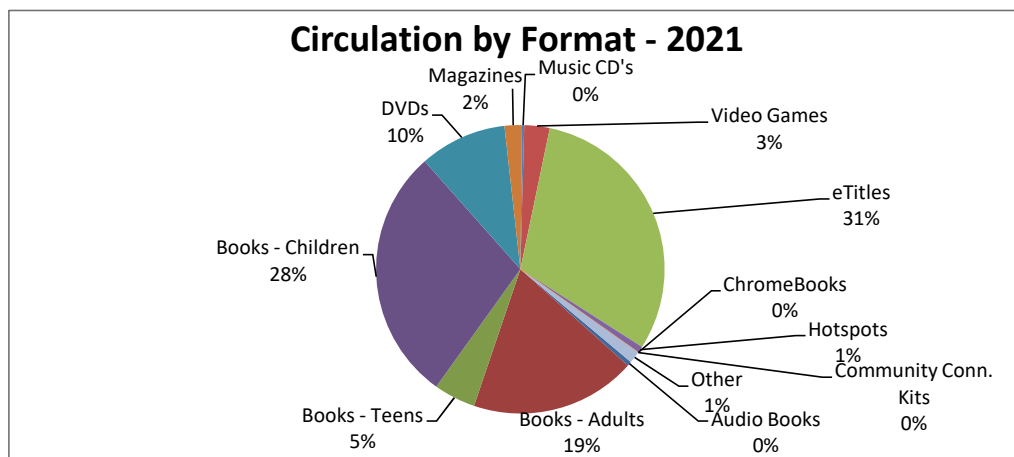


Circulation by Branch 2021



Circulation by Format

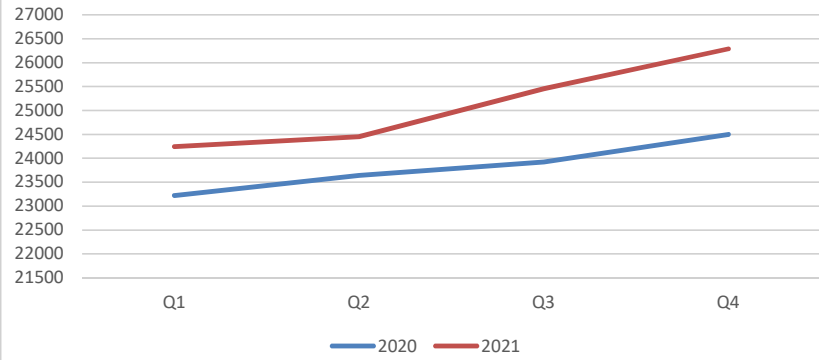
	Q1			Q2			Q3			Q4			Annual		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Audio Books	919	318	-65.4%	71	275	287.3%	228	386	69.3%	382	463	21.2%	1600	1442	-9.9%
Books - Adults	17461	12458	-28.7%	1668	12499	649.3%	7951	15595	96.1%	13261	14858	12.0%	40341	55410	37.4%
Books - Teens	3120	2262	-27.5%	309	2579	734.6%	1664	4336	160.6%	1711	4787	179.8%	6804	13964	105.2%
Books - Children	22729	15358	-32.4%	1724	16507	857.5%	8166	26125	219.9%	18036	26970	49.5%	50655	84960	67.7%
DVDs	16365	6753	-58.7%	1115	6613	493.1%	6557	7988	21.8%	9822	7764	-21.0%	33859	29118	-14.0%
Magazines	2043	762	-62.7%	112	1245	1011.6%	596	1963	229.4%	1783	1760	-1.3%	4534	5730	26.4%
Music CD's	445	150	-66.3%	35	201	474.3%	121	226	86.8%	207	184	-11.1%	808	761	-5.8%
Video Games	3255	1424	-56.3%	194	1351	596.4%	1135	2419	113.1%	2067	3222	55.9%	6651	8416	26.5%
eTitles	21027	23904	13.7%	26339	23771	-9.7%	24794	22048	-11.1%	22838	21848	-4.3%	94998	91571	-3.6%
Hotspots	556	512	-7.9%	89	519	483.1%	396	529	33.6%	386	556	44.0%	1427	2116	48.3%
Chromebooks	58	10	-82.8%	0	0	-	0	12	-	5	38	660.0%	63	60	-4.8%
Community Conn. Kits	0	5	-	0	8	-	0	5	-	0	6	-	0	24	-
Other	2430	784	-67.7%	27	990	3566.7%	252	1207	379.0%	461	977	111.9%	3170	3958	24.9%
Total	90408	64700	-28.4%	31683	66558	110.1%	51860	82839	59.7%	70959	83433	17.6%	244910	297530	21.5%



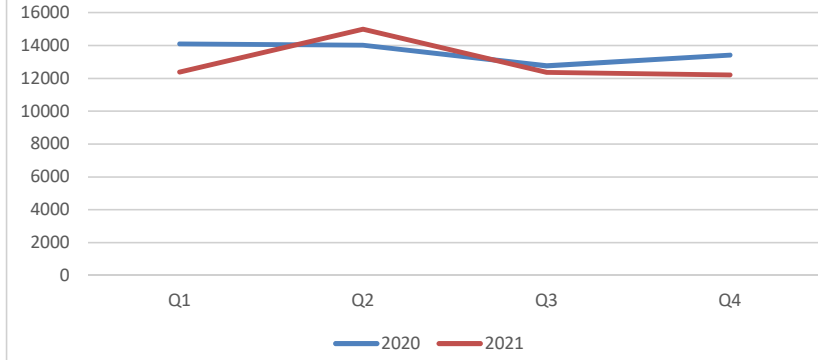
Library Activity

	Q1			Q2			Q3			Q4			Annual		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
New Members Added	575	441	-23.3%	421	314	-25.4%	298	1117	274.8%	622	894	43.7%	1916	2766	44.4%
Total Members	23218	24240	4.4%	23642	24453	3.4%	23921	25452	6.4%	24497	26286	7.3%	24497	26286	7.3%
Total Active Members	14095	12379	-12.2%	14015	14990	7.0%	12760	12374	-3.0%	13427	12211	-9.1%	13427	12211	-9.1%
Reference Queries	1558	303	-80.6%	172	273	58.7%	207	367	77.3%	350	705	101.4%	2287	1648	-27.9%
Holds Placed	12985	24085	85.5%	4674	22685	385.3%	19401	17913	-7.7%	18150	16932	-6.7%	55210	81615	47.8%
New Materials Added	7668	4613	-39.8%	8303	4286	-48.4%	33208	6055	-81.8%	7419	6074	-18.1%	56598	21028	-62.8%

Total Members - 2020 vs 2021



Total Active Members - 2020 vs 2021



Visits by Branch

	Q1			Q2			Q3			Q4			Total		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Albion Bolton	22795	2668	-88.3%	0	2875	-	2410	2553	5.9%	3405	3198	-6.1%	28610	11294	-60.5%
Alton	0	650	-	0	672	-	0	951	-	691	1207	-	691	3480	403.6%
Caledon East	28633	771	-97.3%	0	927	-	1063	1475	38.8%	973	3624	272.5%	30669	6797	-77.8%
Caledon Village	0	817	-	0	664	-	0	922	-	779	1174	-	779	3577	359.2%
Inglewood	0	358	-	0	367	-	0	562	-	175	497	-	175	1784	919.4%
Margaret Dunn	6157	502	-91.8%	0	464	-	0	851	-	487	957	96.5%	6644	2774	-58.2%
Southfields	0	484	-	0	609	-	0	5544	-	1462	12040	-	1462	18677	1177.5%
Total	57585	6250	-89.1%	0	6578	-	3473	12858	270.2%	7972	22697	184.7%	69030	48383	-29.9%

Virtual Branch Use

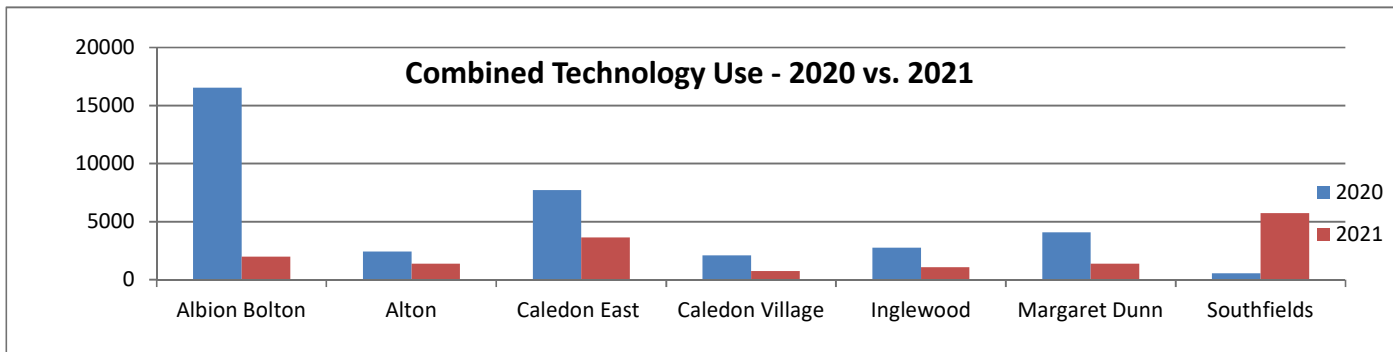
	Q1			Q2			Q3			Q4			Total		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Website Usage															
Page views	84,281	76,473	-9.3%	57,521	76,473	32.9%	64,820	98,452	51.9%	63,702	115,689	81.6%	270,324	367,087	35.8%
Users	20,586	17,246	-16.2%	11,725	17,207	46.8%	13,981	22,823	63.2%	14,104	20,689	46.7%	60,396	77,965	29.1%
Catalogue Usage															
Page views	150,686	184,388	22.4%	70,616	173,708	146.0%	166,170	158,703	-4.5%	157,512	0	-100.0%	544,984	516,799	-5.2%
Sessions	28,765	27,837	-3.2%	13,243	25,987	96.2%	26,793	25,072	-6.4%	24,792	0	-100.0%	93,593	78,896	-15.7%

Technology Use by Branch - Annual

	Q1			Q2			Q3			Q4			Annual		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Workstations															
Albion Bolton	3189	95	-97.0%	0	27	-	337	52	-84.6%	315	52	-83.5%	3841	226	-94.1%
Alton	248	16	-93.5%	0	7	-	62	159	156.5%	52	211	305.8%	362	393	8.6%
Caledon East	416	19	-95.4%	0	3	-	47	88	87.2%	79	172	117.7%	542	282	-48.0%
Caledon Village	321	12	-96.3%	0	17	-	0	49	-	30	62	106.7%	351	140	-60.1%
Inglewood	167	18	-89.2%	0	9	-	0	77	-	6	38	533.3%	173	142	-17.9%
Margaret Dunn	739	20	-97.3%	0	14	-	0	88	-	81	146	80.2%	820	268	-67.3%
Southfields	0	17	-	0	7	-	0	319	-	115	716	522.6%	115	1059	820.9%
Total	5080	180	1700.0%	0	77	2100.0%	446	513	-	563	681	21.0%	6089	1451	-76.2%

	Q1			Q2			Q3			Q4			Annual		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Wireless Network															
Albion Bolton	10045	268	-97.3%	602	145	-75.9%	1989	598	-69.9%	0	618	-	12636	1629	-87.1%
Alton	634	248	-60.9%	398	171	-57.0%	1031	337	-67.3%	0	187	-	2063	943	-54.3%
Caledon East	5271	419	-92.1%	702	215	-69.4%	1193	785	-34.2%	0	1761	-	7166	3180	-55.6%
Caledon Village	564	119	-78.9%	431	82	-81.0%	753	248	-67.1%	0	155	-	1748	604	-65.4%
Inglewood	521	306	-41.3%	1136	190	-83.3%	940	273	-71.0%	0	166	-	2597	935	-64.0%
Margaret Dunn	1259	310	-75.4%	803	151	-81.2%	1203	337	-72.0%	0	313	-	3265	1111	-66.0%
Southfields	0	674	-	0	420	-	444	1333	200.2%	0	2245	-	444	4672	952.3%
Total	18294	2344	100.0%	4072	1374	100.0%	7553	3911	-48.2%	0	5445	-	29919	13074	-56.3%

	Q1			Q2			Q3			Q4			Annual		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
ChromeBooks															
Albion Bolton	58	10	-82.8%	0	0	-	0	0	-	5	128	2460.0%	63	138	119.0%
Southfields	0	0	-	0	0	-	0	12	-	0	38	-	50	50	-
Total	58	10	-82.8%	0	0	-	0	12	-	58	22	-62.1%	63	188	198.4%



Digital Resource and eBook Usage - Annual

	Q1			Q2			Q3			Q4			Annual		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Digital Items Borrowed															
Overdrive - eBooks	10178	10756	5.7%	12676	11061	-12.7%	12042	10118	-16.0%	10628	9341	-12.1%	45524	41276	-9.3%
Overdrive - eAudio	4072	4008	-1.6%	3693	4021	8.9%	4229	4084	-3.4%	3949	4129	4.6%	15943	16242	1.9%
Overdrive - Magazines	0	1128	-	0	1483	-	0	1467	-	0	1745	-	0	5823	-
Overdrive - Other	22	7	-68.2%	10	1	-90.0%	18	3	-83.3%	2	15	650.0%	52	26	-50.0%
Hoopla - eBooks	1696	2775	63.6%	2629	2521	-4.1%	2384	2090	-12.3%	1995	2232	11.9%	8704	9618	10.5%
Hoopla - eAudio	1660	2352	41.7%	1970	2365	20.1%	1883	2244	19.2%	2041	2353	15.3%	7554	9314	23.3%
Hoopla - Video	1033	1525	47.6%	1908	1338	-29.9%	1456	1116	-23.4%	1369	1106	-19.2%	5766	5085	-11.8%
Hoopla - Music	297	323	8.8%	406	321	-20.9%	382	263	-31.2%	299	286	-4.3%	1384	1193	-13.8%
Kanopy	385	848	120.3%	1113	589	-47.1%	565	621	9.9%	576	605	5.0%	2639	2663	0.9%
RBDigital (Zinio) Magazines*	1641	116	-92.9%	1856	0	-100.0%	1754	0	-100.0%	1848	0	-100.0%	7099	116	-98.4%
Flipster Magazines	43	66	53.5%	78	71	-9.0%	81	42	-48.1%	131	36	-72.5%	333	215	-35.4%
Total Borrowed	21027	23904	13.7%	26339	23771	-9.7%	24794	22048	-11.1%	22838	21848	-4.3%	94998	91571	-3.6%

*RBDigital (Zinio) merged with Overdrive in February 2021 - The number of magazines borrowed are now reflected under Overdrive - Magazines.

Digital Resources Accessed															
Press Display	4614	4430	-4.0%	5269	3139	-40.4%	3790	3984	5.1%	4425	4839	9.4%	18098	16392	-9.4%
Ancestry	1780	4815	170.5%	4371	2649	-39.4%	2456	1256	-48.9%	687	1525	122.0%	9294	10245	10.2%
Tumble Books Premier	398	751	88.7%	271	576	112.5%	80	257	221.3%	251	883	251.8%	1000	2467	146.7%
Consumer Reports	314	414	31.8%	496	463	-6.7%	630	673	6.8%	1332	1003	-24.7%	2772	2553	-7.9%
World Book	209	81	-61.2%	18	39	116.7%	15	5	-66.7%	123	91	-26.0%	365	216	-40.8%
Gale Databases	622	186	-70.1%	78	38	-51.3%	51	38	-25.5%	100	39	-61.0%	851	301	-64.6%
Novelist	343	1076	213.7%	1501	1431	-4.7%	688	704	2.3%	710	1136	60.0%	3242	4347	34.1%
EBSCO	343	266	-22.4%	415	213	-48.7%	550	187	-66.0%	427	402	-5.9%	1735	1068	-38.4%
Gale Courses	181	123	-32.0%	271	67	-75.3%	113	61	-46.0%	80	56	-30.0%	645	307	-52.4%
Mango Languages	236	199	-15.7%	194	174	-10.3%	164	114	-30.5%	220	123	-44.1%	814	610	-25.1%
New York Times *	131	39	-70.2%	160	22	-86.3%	30	11	-63.3%	42	0	-100.0%	363	72	-80.2%
Cypress Resume *	8	15	87.5%	5	2	-60.0%	1	5	400.0%	9	4	-55.6%	23	26	13.0%
Reference Canada/InfoCanada	4	2	-50.0%	3	2	-33.3%	1	0	-100.0%	6	0	-100.0%	14	4	-71.4%
Creative Bug *	60	63	5.0%	51	54	5.9%	14	29	107.1%	37	42	13.5%	162	188	16.0%
Niche Academy *	0	682	-	859	1294	50.6%	570	798	40.0%	1267	953	-24.8%	2696	3727	38.2%
Road to the IELTS *	28	7	-75.0%	0	0	-	0	0	-	104	636	511.5%	132	643	387.1%
Brainfuse **	9271	13149	41.8%	0	479	-	0	40	-	0	253	-	9271	13921	50.2%
LinkedIn **	0	0	-	0	0	-	0	35	-	0	32	-	0	67	-
Total Accessed	18542	26298	41.8%	13962	10642	-23.8%	9153	8197	-10.4%	9820	12017	22.4%	42206	43166	2.3%
Total Usage	39569	50202	26.9%	40301	34413	-14.6%	33947	30245	-10.9%	32658	33865	3.7%	137204	134737	-1.8%

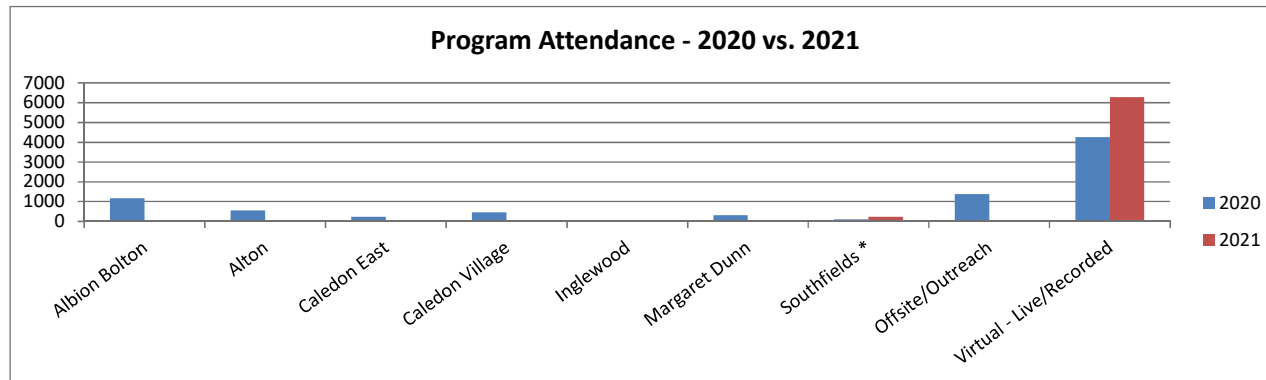
* New in 2020

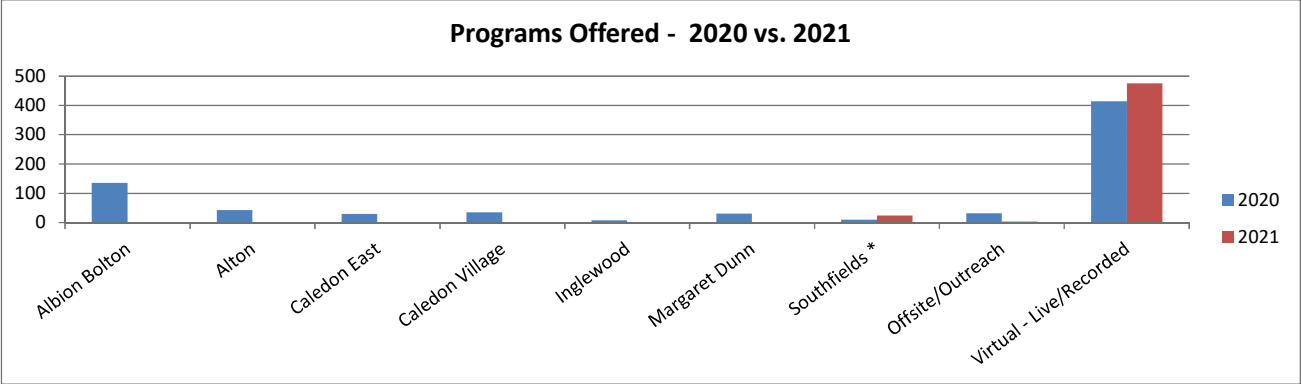
** New in 2021

*** discontinued subscription

Programming by Branch - Annual

	Q1			Q2			Q3			Q4			Total		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
Program Attendance															
Albion Bolton	1173	0	-100.0%	0	0	-	0	0	-	0	0	-	1173	0	-100.0%
Alton	555	0	-100.0%	0	0	-	0	0	-	0	0	-	555	0	-100.0%
Caledon East	235	0	-100.0%	0	0	-	0	0	-	0	0	-	235	0	-100.0%
Caledon Village	458	0	-100.0%	0	0	-	0	0	-	0	0	-	458	0	-100.0%
Inglewood	58	0	-100.0%	0	0	-	0	0	-	0	0	-	58	0	-100.0%
Margaret Dunn	303	0	-100.0%	0	0	-	0	0	-	0	0	-	303	0	-100.0%
Southfields *	92	0	-100.0%	0	0	-	0	56	-	0	178	-	92	234	154.3%
Offsite/Outreach	1381	0	-100.0%	0	0	-	0	55	-	0	7	-	1381	62	-95.5%
Virtual - Live/Recorded	0	2449	-	1837	1910	4.0%	1146	980	-14.5%	1270	947	-25.4%	4253	6286	47.8%
Total	4255	2449	-42.4%	1837	1910	4.0%	1146	1091	-4.8%	1270	1132	-10.9%	8508	6582	-22.6%
Contests & Activities	609	28	-95.4%	914	2749	200.8%	136	403	196.3%	106	179	68.9%	1765	3359	90.3%
Grand Total	4864	2477	-49.1%	2751	4659	69.4%	1282	1494	16.5%	1376	1311	-4.7%	10273	9941	-3.2%
Number of Programs															
Albion Bolton	136	0	-100.0%	0	0	-	0	0	-	0	0	-	136	0	-100.0%
Alton	43	0	-100.0%	0	0	-	0	0	-	0	0	-	43	0	-100.0%
Caledon East	30	0	-100.0%	0	0	-	0	0	-	0	0	-	30	0	-100.0%
Caledon Village	35	0	-100.0%	0	0	-	0	0	-	0	0	-	35	0	-100.0%
Inglewood	8	0	-100.0%	0	0	-	0	0	-	0	0	-	8	0	-100.0%
Margaret Dunn	31	0	-100.0%	0	0	-	0	0	-	0	0	-	31	0	-100.0%
Southfields *	10	0	-100.0%	0	0	-	0	4	-	0	20	-	10	24	140.0%
Offsite/Outreach	32	0	-100.0%	0	0	-	0	1	-	0	2	-	32	3	-90.6%
Virtual - Live/Recorded	0	186	#DIV/0!	141	142	0.7%	140	83	-40.7%	133	64	-51.9%	414	475	14.7%
Total	325	186	-42.8%	141	142	0.7%	140	88	-37.1%	133	86	-35.3%	739	502	-32.1%
Contests & Activities (0	0	-	0	0	-	13	14	7.7%	0	7	#DIV/0!	13	21	61.5%
Grand Total	325	186	-42.8%	141	142	0.7%	153	102	-33.3%	133	93	-30.1%	752	523	-30.5%





Attachment 9-C

Date: January 17, 2022

To: Caledon Public Library Board

From: Colleen Lipp, CEO and Chief Librarian



Subject: Strategic Action 2021 Year-End Status Report

Recommendation:

That the Caledon Public Library Board review the attached Strategic Action 2021 Year-End Status Report

Background

A comprehensive list of planned actions was adopted in support of the Library's new 2021-2024 strategic plan, Building the Bridge to Possibilities. Actions, timelines and performance indicators were identified within each goal and objective. The attached appendix documents the work undertaken to address these actions over the past year.

As 2021 marked the first year of this four-year plan, and the strategic actions were not officially adopted until the later half of the year, there remains much work to be done. That being said, the development of the plan in the midst of the pandemic informed the strategic scheduling of a number of planned actions. In hindsight and when considering the current case counts and the ease with which the Omicron variant is transmitted, some of the assumptions made in relation to a return to pre-COVID operations may have been overly optimistic. Despite the challenges of the pandemic, and thanks to the efforts of the Library Staff and Board, there was a great deal accomplished; much of which will form the needed foundation for future actions.

As per the 2022 Board Work Plan, the accompanying assessment baselines and targets will be drafted for the Board's consideration at the March meeting.

Financial Implication

None.

Recommended Motion

That the Caledon Public Library Board receive the Strategic Action 2021 Year-End Status Report

Priority: Grow and Innovate

Objective	Planned Action	Necessary Supports/ Prerequisites	Success Indicators	Responsibility	Timeline		2021 Year End Status
					Planned Start	Expected Completion	
<i>Exploring new opportunities and creative solutions for expanding services and spaces</i>	<i>What is going to be done?</i>	<i>What needs to be in place for this action to happen? [staff, budget, space, technology, related actions?]</i>	<i>Who does this benefit and/or how will we measure it?</i>	<i>Who is going to do it?</i>			
	Begin planning for new branches and services in support of a quickly growing Caledon	<ul style="list-style-type: none"> Population forecasts Development charge funds Town Official Plan 	<ul style="list-style-type: none"> Increase use of library service Provision of service delivery in newly developed areas in Caledon 	Management Team	Q4 2022	Ongoing	
	Modernize the Albion-Bolton Branch	<ul style="list-style-type: none"> Sufficient funding, Council Support 	<ul style="list-style-type: none"> More efficient and effective use of available space Increased # of branch visits 	Management and Staff	Q2 - 2021	Q1 – 2022	The renovation is well underway, supply chain has presented some problems, aiming for completion April 2022
	Design and equip the Reading Garden at the Southfields Village Branch as a destination and program space	<ul style="list-style-type: none"> Funding/sponsorship for required equipment and furniture; collaborative grants and partnerships 	<ul style="list-style-type: none"> Increased visibility and awareness of branch Increased # of branch visits # of programs hosted in reading garden 	Management and Staff	Q4 - 2021	Q3 - 2022	Project is currently on track. Shade sail vendor has been confirmed and most furniture has been ordered.
	Undertake a master plan to reflect the impact of updated population forecasts on future spaces and services.	<ul style="list-style-type: none"> Approval of capital project to fund master plan Partial funding from Development Charges 	<ul style="list-style-type: none"> Receipt of a completed plan that will inform future 	Board and CEO/Chief Librarian	Q1 2022	Q4 2022	Capital project approved as part of 2022 Budget

		<p>development and growth</p> <ul style="list-style-type: none"> • A process that fully engages the Board, staff and key stakeholders 				
Use the recommendations of the master plan to support further investment in library facilities	<ul style="list-style-type: none"> • Completion of Master Plan 	<ul style="list-style-type: none"> • Board and Council approval of proposed budget increases for new capital projects /investments 	Board; CEO/Chief Librarian; and Finance Committee	Q3 2022	Ongoing	
Utilize the master plan recommendations to inform services and staffing	<ul style="list-style-type: none"> • Funding for change to programming and services • Completed master plan 	<ul style="list-style-type: none"> • Sufficient staff complement to meet strategic objectives and growth 	Management Team	Q4 2022	Ongoing	
Explore opportunities for public-private partnerships in support of new facility development	<ul style="list-style-type: none"> • Consideration of these opportunities within the scope of work of the master plan. 	<ul style="list-style-type: none"> • Relationships with stakeholders who are positioned to move branch development forward. 	Board and CEO/Chief Librarian	2022	Ongoing	The Advocacy and Fundraising Committee of the Board has approved a recommendation to seek sponsorship support for the recording studio in Valleywood
Active participation within the Caledon Station engagement process	<ul style="list-style-type: none"> • Seat at the table • Board participation 	<ul style="list-style-type: none"> • Improved community understanding of potential for library spaces • Strengthen relationships with the development community. 	Board and CEO/Chief Librarian	Q2 2021	Ongoing	Project planners hosted a dedicated meeting to engage the Library within the early planning process.
Undertake an initial assessment of the Library's IT operations and network infrastructure		<ul style="list-style-type: none"> • Improved department effectiveness 	Management Team	Q2 2021	Q3 2021	Assessment was completed and used to inform relevant 2022 budget proposals.

Undertake a joint review of IT operations to identify service gaps and opportunities for shared service and recommendations for better aligning IT investments and network infrastructure.	<ul style="list-style-type: none"> • Approved capital project within 2022 budget • Engagement of Town Information Technology team 	<ul style="list-style-type: none"> • Development of a Service Level Agreement- with clearly identified deliverables • Improved connectivity and network functionality 	CEO/Chief Librarian and Manager, IT	Q1 2022	Q4 2022	Capital project approved as part of 2022 Budget
Develop a workplan to implement the recommendations of the IT operational assessment, including improved backup and file management protocols, a disaster recovery plan, etc.	<ul style="list-style-type: none"> • Completed assessment • Staff capacity • Availability of managed services 	<ul style="list-style-type: none"> • Detailed workplan and timeline • Improved network performance 	Management and staff	Q4 2021	Ongoing	The start of this work has been delayed by the vacancy in the role of Manager, Information Technology
Develop an IT Steering Committee to ensure effective and informed IT policies and governance	<ul style="list-style-type: none"> • Staff availability • Terms of reference 	<ul style="list-style-type: none"> • Improved integration of IT within all department operations 	Management and staff	Q4 2021	Ongoing	The start of this work has been delayed by the vacancy in the role of Manager, Information Technology
Explore opportunities for staff-less afterhours access to library branches or spaces	<ul style="list-style-type: none"> • Availability of funding and relevant technologies • Ability to integrate within existing spaces 	<ul style="list-style-type: none"> • Provision of access to library service beyond regular operating hours. 	Management Team	2023	2024	
Consider the implementations of technology for self-check and RFID on design of future buildings and renovations	<ul style="list-style-type: none"> • Ensure library staff participate when designing new facilities to make sure designers are made aware of required technologies and services. 	<ul style="list-style-type: none"> • Ensuring the necessary technology services are included within designed facilities. 	Management Team	2021	2024	Installation of electrical and data required to support self-check has been included in plans for Albion Bolton and Caledon East. Infrastructure already in place in Southfields Village.
Investigate the feasibility of non-RFID self-serve checkout options within some branches	Funding requirement for technology, facility setup and space	<ul style="list-style-type: none"> • Successful implementation of self-serve station 	Management and staff	Q1 2024	ongoing	

Develop maker, innovation and creativity spaces in partnership with the Town of Caledon, businesses, and community partners

		<ul style="list-style-type: none"> • Staff focus on value added services rather than solely materials handling. 				
Continue to develop and promote the CPL Mobile app		<ul style="list-style-type: none"> • Increased public use of mobile app • Increased use of app as a key communication and readers advisory tool 	Management and staff	2021	2024	The Mobile App was used for COVID pre-screening for customers.
Explore opportunities for expanding library services and spaces beyond the walls of the library. Possibilities include holds lockers, vending machines, book mobile and pop-up services.	<ul style="list-style-type: none"> • Inclusion within master plan scope of work. 	<ul style="list-style-type: none"> • Increased awareness of library services • Increase in # of active memberships 	Management Team	2023	2024	
Investigate the inclusion of technology investments within the new Development Charge study.	<ul style="list-style-type: none"> • Eligibility within Development Charge Act • Sufficient DC funds, supported by historical service standards 	<ul style="list-style-type: none"> • More informed MT with better understanding of DC and allocation of municipal funding for future consideration. 	Management Team	Q1 2023	Q4 2023	
Revitalize the Caledon East Branch, including the creation of a new makerspace, as part of an expanded Caledon East Community Complex	<ul style="list-style-type: none"> • Expanded hours of operation, transition to full service branch. • Sufficient operating budget 	<ul style="list-style-type: none"> • Increased # of branch visits • Increased hours of operation • Increased # of active library members • Use of maker technologies and services 	Management and staff	2022	2024	Initial design phase of this branch and maker space has been completed and early construction has begun.

Reimagine the Margaret Dunn Valleywood Branch as a learning, maker, and innovation lab.	<ul style="list-style-type: none"> Completed procurement of General Contractor 	<ul style="list-style-type: none"> Increased # of branch visits Increased # of active library members Increased use of library services by local businesses Use of maker technologies and services 	Management and staff	Q4 - 2021	Q4 - 2022	A scope of work has been drafted as a means of informing the imminent release of an RFP to identify the preferred design-build contractor.
Become an active partner to the Town in repurposing the Downtown Bolton Fire Hall as a community hub	<ul style="list-style-type: none"> Library staff expertise in maker tools and services 	<ul style="list-style-type: none"> Increased awareness of library services # of programs 	Management and staff	2021	Ongoing	CPL staff have been participating in monthly meetings with Town staff to discuss options and opportunities
Develop new and leverage existing partnerships with community organizations to facilitate or host technology-based programs	<ul style="list-style-type: none"> Partnership technology 	<ul style="list-style-type: none"> # of new programs/partnerships # of program participants Participant and partner feedback/testimonials 	Management and staff	Q1 – 2022	2024	
Introduce new maker technologies for self-directed and demonstration purposes at Bolton Branch	<ul style="list-style-type: none"> Procurement of maker technologies Staff training 	<ul style="list-style-type: none"> Use of maker technologies and services Increased awareness of maker services 	Management and staff	2022	2024	
Integration of mobile maker technologies, both digital and analog, into program and service offerings at non-maker space branches or outreach events	<ul style="list-style-type: none"> Procurement of maker technologies Staff training 	<ul style="list-style-type: none"> Use of maker technologies and services Increased awareness of maker services 	Management and staff	2022	2024	

Ensure the library has the staff capacity to meet the needs of a growing Caledon

<p>Include a review of staff structure and capacity within the proposed Master Plan</p>	<ul style="list-style-type: none"> • Approval of capital project to fund master plan • Partial funding from Development Charges. 	<ul style="list-style-type: none"> • Receipt of a completed plan that will inform future development and growth • A process that fully engages the Board, staff and key stakeholders. 	<p>Board and CEO/Chief Librarian</p>	<p>Q1 2022</p>	<p>Q4 2022</p>	
<p>Use the recommendations of the master plan to support further investment in library staffing</p>	<ul style="list-style-type: none"> • Completion of Master Plan 	<ul style="list-style-type: none"> • Board and Council approval of proposed budget increases – capital projects and new head count. • # of new positions created • # staff/capita 	<p>Board; CEO/Chief Librarian; and Finance Committee</p>	<p>Q3 2022</p>	<p>ongoing</p>	
<p>Create a succession plan to support staff progression through the organization’s structure and ensure business continuity</p>	<ul style="list-style-type: none"> • Staff engagement • Revised core competencies 	<ul style="list-style-type: none"> • % of staff who are promoted internally • % of staff who indicate an interest in pursuing a management position 	<p>Management Team</p>	<p>2022</p>	<p>2024</p>	
<p>Expand and formalize the recruitment and onboarding training program</p>	<ul style="list-style-type: none"> • Staff capacity 	<ul style="list-style-type: none"> • Successful enrollment of new staff into the library system • Development of platform such as Niche Academy. 	<p>Management Team</p>	<p>2021</p>	<p>2024</p>	<p>The current onboarding and recruitment protocols and have been reviewed and supporting documentation has been drafted.</p>
<p>Continue to leverage and develop committees and working groups to pilot</p>	<ul style="list-style-type: none"> • Staff capacity 	<ul style="list-style-type: none"> • Increased staff input and participation 	<p>Management and staff</p>	<p>Q1 2021</p>	<p>Ongoing</p>	<p>Collection review committee formed; Cataloguing working group formed</p>

Build a staff culture of personal development and accountability

projects		<ul style="list-style-type: none"> • Incorporating diverse opinions and exploration of new ideas 				
Invest in tools for improving staff collaboration and communication such as Slack, Teams, Hybrid programming.	<ul style="list-style-type: none"> • Required funding and budget; • Leveraging technology to support institutional needs 	<ul style="list-style-type: none"> • Implementation of new virtual communication tools • Better communication between staff as well as external organizations 	Management and staff	2023	Ongoing	
Invest in the development of all staff to build the necessary knowledge, skills, and confidence to guide and support library users	<ul style="list-style-type: none"> • Results of TLC staff training survey 	<ul style="list-style-type: none"> • Increased staff competency • Improved employee engagement 	Management and staff	2021	Ongoing	<p>Niche Academy is being leveraged to deliver and support staff training;</p> <p>The Learning Committee (TLC) released a survey to identify gaps in staff competencies and released relevant modules including:</p> <ul style="list-style-type: none"> • Internet and Web Browsers • Common Devices • Library Databases and Applications <p>Staff completion rate of learning modules is upwards of 75%.</p>
Advocate for increased funding for staff training to achieve the standard as outlined by the Ontario Library Accreditation in order to expand staff access to development and training opportunities within the broader library sector	<ul style="list-style-type: none"> • Funding – training budget 	<ul style="list-style-type: none"> • Increased training budget at 1% standard 	Board and CEO/ Chief Librarian	2021	Ongoing	This target has been met within the approved 2022 operating budget.
Undertake a comprehensive compensation review of all staff positions in tandem with municipality	<ul style="list-style-type: none"> • Update job templates • Consultation Services 	<ul style="list-style-type: none"> • Employee compensation and benefits in alignment with 	Management Team	Q2 2021	Q4 2021	A comprehensive Town-led review was completed and ultimately approved by Council in 2021.

		industry and municipal comparators. <ul style="list-style-type: none"> • Pay equity with male comparators ensured 				Findings will be communicated and implementation to begin in 2022.	
	Review and revise the My Independent Learning Activity (MILA) program – including an examination of dedicated funding	<ul style="list-style-type: none"> • Communication of MILA program to staff • Review of existing guidelines 	<ul style="list-style-type: none"> • % of staff who participate • # of new programs and services that are prompted by MILA learnings 	Management Team	Q2 2022	Q4 2022	
	Review and revise core competencies required for staff positions	<ul style="list-style-type: none"> • Staff capacity • OLS supporting documents 	<ul style="list-style-type: none"> • Informed training programs and performance appraisals • Communication of staff deliverables/ expectations 	Management Team	Q4 2022	Q3 2023	
	Expand, document and formalize Person in Charge (PIC) training.	<ul style="list-style-type: none"> • Staff capacity 	<ul style="list-style-type: none"> • Updated PIC documentation • Comprehensive and consistent PIC training for all Coordinators. 	Management Team	Q1 2022	Q4 2022	
	Conduct bi-annual staff engagement survey (2022 and 2024)	<ul style="list-style-type: none"> • Consultant support and survey availability 	<ul style="list-style-type: none"> • % of staff who participate • % of staff who indicate that they are satisfied/ engaged 	Management Team	Q3 2022	Q3 2024	
<i>Invest in digital resources and expand virtual branch experiences</i>	Explore and leverage all capabilities of the Symphony Integrated Library Software (ILS)	<ul style="list-style-type: none"> • Staff training and improved understanding of the system 	<ul style="list-style-type: none"> • Improved system automation and staff efficiency 	Management and staff	Q3 2022	2023	
	Grow virtual and hybrid services and programs	<ul style="list-style-type: none"> • Availability of necessary technologies 	<ul style="list-style-type: none"> • Offering hybrid programming 	Management and staff	2022	2024	

Enhance efforts to bridge the digital divide by investing in technologies for exploration, learning, connection, and creativity

		<ul style="list-style-type: none"> • Increased # digital checkouts • Increased # online library cards created 				
Better leverage the Library's website as a means of engaging and information community members	<ul style="list-style-type: none"> • Staff capacity • Integration with new catalogue 	<ul style="list-style-type: none"> • # of webpage visits • Length of visits 	Management and staff	2022	2024	
Expand technology-based special collections and electronic resources	<ul style="list-style-type: none"> • Funding; Survey of community interests and needs; staff capacity 	<ul style="list-style-type: none"> • Increased availability technology based special collections • Increased usage of collection 	Management and staff	Q4 2021	Ongoing	The Library of Things was expanded to include GoPro cameras, Arduinos, and Raspberry Pi kits; Community Connection Kits continue to be well used; and, Grant funding was received to procure Seniors' Connection Kits and provide related programming.
Expand the Tech Savvy Teens program and offer more intergenerational technology-based programs	<ul style="list-style-type: none"> • Student volunteers with necessary skills and knowledge; promotion of program; space to offer programs; equipment that can handle the needs of the program 	<ul style="list-style-type: none"> • Increased confidence among Tech Savvy Teen volunteers • Increased # tech-based teen volunteer led initiatives 	Management and staff	Q4 2022	2023	
Investigate partnerships with community organizations focused on developing tech skills in seniors	<ul style="list-style-type: none"> • Understand the tech needs of seniors; space 	<ul style="list-style-type: none"> • Increased # tech-based partnerships benefitting seniors. 	Management and staff	Q4 2022	Ongoing	

Priority: Respond to Community Needs

Objective	Planned Action	Necessary Supports/Prerequisites	Success Indicators	Responsibility	Timeline		2021 Year End Status
<p><i>Support Caledon's recover as we emerge from the COVID-19 pandemic</i></p>	<p>Remain flexible with pandemic restrictions and operational changes</p>	<ul style="list-style-type: none"> • Government and Health guidelines • Staff capacity 	<ul style="list-style-type: none"> • Varying services offered throughout all phases of the pandemic • Gradually increasing public usage of library services 	<p>Management and staff</p>	<p>2021</p>	<p>ongoing</p>	<p>Health and Safety protocols continue to be monitored and adjusted based on public health guidelines and in alignment with Town and sector best practices.</p>
	<p>Return all branches and services to pre-Covid hours of operation and adjust staff hours and schedules to ensure proper coverage</p>	<ul style="list-style-type: none"> • Government and Health guidelines • Staff capacity and recall of all staff 	<ul style="list-style-type: none"> • All locations running at full capacity • Increased # of people in branches 	<p>Management Team</p>	<p>Q4 2021</p>	<p>ongoing</p>	<p>Return to near-pre-COVID hours of operation, planned for early January 2022 was delayed due to increased case counts and transmission rates.</p>
	<p>Slowly expand our in-person programs, with a continued awareness of appropriate Health and Safety protocols</p>	<ul style="list-style-type: none"> • Health guidelines and capacity limits • Consultation with Town Health and Safety Advisor 	<ul style="list-style-type: none"> • Increased attendance at programs 	<p>Management and staff</p>	<p>Q1 2022</p>	<p>Q4 2022</p>	<p>In person programs scheduled for early 2022 were reverted to a virtual format in response to increased case counts and transmission rates.</p>
	<p>Develop and provide mental health programs and resources for the public through regularly planned and scheduled programs</p>	<ul style="list-style-type: none"> • Staff capacity • Community partnerships • Partnerships with social agencies 	<ul style="list-style-type: none"> • # of programs offered • # of participants • Positive feedback and outcomes from attendees 	<p>Management and staff</p>	<p>Q4 2021</p>	<p>ongoing</p>	<p>Programs in partnership with Bethell Hospice, Alzheimer's Society, Punjabi Community Health, community Mental Health workers were hosted throughout the year.</p>
	<p>Link residents to groups, agencies and resources by reviving and growing our Community Corner, including development of a formal agreement</p>	<ul style="list-style-type: none"> • Community partnerships • Space within facilities 	<ul style="list-style-type: none"> • Community Corner expanded beyond Bolton • Community Corner is regularly booked by organizations • Statistics show that services are regularly used • # of hours at Community Corner 	<p>Management and staff</p>	<p>Q2 2022</p>	<p>ongoing</p>	

Eliminate barriers to library access

<p>Advocate for and support the Library's inclusion within joint recovery efforts</p>	<ul style="list-style-type: none"> • Continuation of positive and strong relationship with municipality 	<ul style="list-style-type: none"> • Demonstrated value of library's contributions to community recovery • Community recognition of Library as a means of public support and assistance during periods of transition 	<p>Board and CEO/Chief Librarian, Management Team</p>	<p>Q2 2021</p>	<p>Q4 2022</p>	<p>Library participation in the Town's EOC continued throughout 2021; Library acted as distribution site for pick up of seniors' gift bags and other municipal initiatives.</p>
<p>Extend support to library staff that includes reminders of available resources such as Employee Assistance Programs</p>	<ul style="list-style-type: none"> • Regularly scheduled Performance Appraisals and one-one manager/staff meetings • Regular staff pulse surveys and check-ins 	<ul style="list-style-type: none"> • Increased staff productivity • Increase in staff engagement 	<p>All Staff</p>	<p>Q3 2021</p>	<p>ongoing</p>	<p>A pulse survey of staff was completed in the fall of 2021; An all-staff meeting was hosted in November 2021. These will continue four times annually; The performance appraisal process and regular meetings with individual staff are ongoing.</p>
<p>Explore and provide opportunities for reconnection between new and established staff members</p>	<ul style="list-style-type: none"> • Opportunities to get together (Bolton opening) • Technology to support remote connectivity 	<ul style="list-style-type: none"> • Staff are aware of and familiar with personnel roles and all new and existing staff members 	<p>All Staff</p>	<p>Q1 2022</p>	<p>Q4 2022</p>	
<p>Review of policies through a lens of barrier reduction</p>	<ul style="list-style-type: none"> • Continued support for and engagement within the bi-annual policy review process 	<ul style="list-style-type: none"> • Policies that allow for equity of access to library services 	<p>Board and CEO/Chief Librarian</p>	<p>Q3 2021</p>	<p>Ongoing</p>	<p>The following policies were drafted or reviewed in an effort to eliminate barriers:</p> <ul style="list-style-type: none"> • Collection Development Policy • Indigenous Respect and Acknowledgement Policy
<p>Support the elimination of overdue fines beyond 2021</p>	<ul style="list-style-type: none"> • Reduction of fine-related revenue within the base operating budget 	<ul style="list-style-type: none"> • Increase in usage of library collections and services • # of active library members • # of items borrowed 	<p>Management Team and Board</p>	<p>Q4 2021</p>	<p>Q1 2022</p>	<p>The permanent elimination of overdue fines was supported by the Board and Council through the 2022 budget process</p>

Increase hours of operation and branch access	<ul style="list-style-type: none"> • Staff capacity • Increase of operating funding 	<ul style="list-style-type: none"> • Increased hours • Increased access to branches • Increased usage of physical library services 	Board, Management and Staff	2023	Ongoing	
Grow our Visiting Library Service (VLS) by creating a working group and seeking out new partnerships	<ul style="list-style-type: none"> • Partnership development • VLS participants • VLS partners • Awareness of VLS program 	<ul style="list-style-type: none"> • Completed VLS process and documentation • # of people using the service • # of community partners providing VLS 	Management and staff	Q2 2021	Ongoing	<p>Outreach to the following senior's residences has taken place:</p> <ul style="list-style-type: none"> • Abbeyfield • King Nursing Home • Sorrento • Peel Community Housing <p>7 new volunteers were recruited and trained; 10 new residents signed up for the service, 8 are now actively receiving monthly deliveries of library material.</p>
Develop new hybrid program delivery models for in-person/virtual programs	<ul style="list-style-type: none"> • Technology to support hybrid programs • Staff expertise for program development 	<ul style="list-style-type: none"> • # of hybrid programs offered • Attendance at hybrid programs, both physical and virtual • Positive outcomes from programs 	Management and staff	Q2 2022	Q4 2022	Technologies in support of hybrid programming, including smart screens and speakers, were purchased through Safe Restart funds. Screens are to be installed in the Albion Bolton Branch as part of the renovation.
Explore partnerships with local social agencies to determine ways in which to improve library access to underserved and marginalized groups	<ul style="list-style-type: none"> • Understanding of current and future needs of library users • Discussions with agencies regarding clientele needs 	<ul style="list-style-type: none"> • # of library cards created as a result of these partnerships • # of people utilizing resources and spaces in library • Increase in people visiting Community Corner 	Management Team	Q2 2022	Q4 2024	
Expand the strength and awareness of our Wi-Fi access points in all branches	<ul style="list-style-type: none"> • Technology to support expanded Wi-Fi • IT department capacity 	<ul style="list-style-type: none"> • Increase in Wi-Fi usage statistics 	Management and staff	Q4 2021	2023	New signage, promoting the availability of wireless networks, was installed in branch parking lots.

						This partnership between the CPL Communications and Community Development Department and Town Community Services was prompted by a staff Beyond the Den suggestion.	
<i>Engage community members to gain insight into their needs with an emphasis on spaces, services and programs for teens and older adults</i>	Engage with residents and members of the community informally, using social media and in-person discussions to discover areas where the library can offer support	<ul style="list-style-type: none"> • Staff capacity • Opportunities for discussion and engagement 	<ul style="list-style-type: none"> • Increased social media engagement using analytics • Suggestions and feedback received from the community 	Management and staff	Q1 2022	ongoing	
	Leverage the engagement opportunities of the Master Plan to undertake targeted surveys to determine community needs for programs and services	<ul style="list-style-type: none"> • Staff capacity • Make use of focus groups that will be used to inform the Master Plan • Master Plan process in place 	<ul style="list-style-type: none"> • Metrics and analytics gathered from surveys that inform programs and services • # of programs and services that address specific community needs • # of attendees at programs • Increased use of library services 	Management Team	Q3 2022	Q4 2022	
	Leverage the work of the Community Outreach Committee to engage the community and prompt discussion around community needs	<ul style="list-style-type: none"> • Community Outreach Committee revived • Pandemic restrictions eased 	<ul style="list-style-type: none"> • # of events attended 	Management and staff	Q3 2022	ongoing	
	Develop job description and recruit for new Community and Creation Coordinator position	<ul style="list-style-type: none"> • Redeployment of existing staff and skill sets within the IS department 	<ul style="list-style-type: none"> • Hiring process complete and new person in the role 	Management Team	Q2 2021	Q3 2021	The position description was completed and the role was filled in the summer of 2021.
	Develop community profiles	<ul style="list-style-type: none"> • Staff capacity • Use of and access to Town Environics database 	<ul style="list-style-type: none"> • Community profiles created 	Management and staff	Q2 2022	Q4 2022	

Cultivate a culture of collaboration by contributing to shared priorities to improve community vitality and reduce isolation

	<ul style="list-style-type: none"> • 2021 Statistics Canada Census Data 	<ul style="list-style-type: none"> • Improved understanding of neighborhoods to inform programming, collections, and services 				
Seek out new community groups for partnerships that will support social engagement and a sense of neighborhood belonging	<ul style="list-style-type: none"> • Partnership development • Staff capacity 	<ul style="list-style-type: none"> • Increased use of services, collections, programs • Increase in # of active cardholders 	Management and staff	Q1 2022	ongoing	
Continue to build our internal community partner directory to ensure we have an updated inventory of organizations and partners	<ul style="list-style-type: none"> • Staff capacity 	<ul style="list-style-type: none"> • Staff are able to quickly identify community partners for collaborative purposes • Increase in # of community partners 	Management and staff	Q1 2021	ongoing	Developed in preparation for strategic planning engagement and in support of CPL's Business Continuity Plan
Explore capabilities of our library catalogue to develop a community support directory integrated into the library catalogue	<ul style="list-style-type: none"> • Catalogue capability • Migration to Bibliocommons • Staff capacity 	<ul style="list-style-type: none"> • Seamless and easy customer access to local community organizations • # of visits to directory 	Management and staff	Q2 2022	Q4 2022	
Continue to work with The Exchange to develop ongoing shared program and service opportunities that support the Caledon community	<ul style="list-style-type: none"> • Continuation of positive and strong relationships with The Exchange • Library representation at various levels 	<ul style="list-style-type: none"> • Library is viewed as a valuable partner • # of shared programs and services offered and attended 	Management Team	Q1 2022	2024	
Ensure that library programs and services address social relationships and social values as described in the Canadian Index of Wellbeing	<ul style="list-style-type: none"> • Staff capacity • Canadian Index of Wellbeing descriptors and data • Include CIW questions in Staff Engagement surveys 	<ul style="list-style-type: none"> • Positive feedback from library customers • Increased and ongoing attendance at programs 	Management Team	Q2 2022	ongoing	

		<ul style="list-style-type: none"> • Positive indications of wellbeing from surveys 				
<p>Conduct a Social Inclusion Audit (SIA) based on the Canadian Urban Libraries Council (CULC) guidelines and begin work to further develop and refine inclusionary practices</p>	<ul style="list-style-type: none"> • Funding for SIA toolkit • Staff capacity 	<ul style="list-style-type: none"> • Greater understanding of the community and its needs (Openness) • Barriers to inclusion are being reviewed and removed (Intentionality) • Increased staff and Board diversity • Increase in demand for library programs and services • Increase in collaborative community partnerships 	Management Team	2024	2024	
<p>Develop Seniors Connection Kits and related programming to address isolation and support digital learning</p>	<ul style="list-style-type: none"> • Grant funding • Staff capacity 	<ul style="list-style-type: none"> • # of circulations • Outcomes and impacts from users 	Management and staff	Q3 2021	Q1 2022	<p>Grant funding was received; Hardware for kits has been purchased; Rollout of kits and related programming is delayed to February 2022 as a result of inability to deliver in-person programming given COVID case counts and increased transmission.</p>
<p>Continue to build relationships and networking opportunities with similar sized libraries to share ideas/wins/challenges</p>	<ul style="list-style-type: none"> • Staff capacity • Positive relationships with existing library groups 	<ul style="list-style-type: none"> • Inclusion in regional library initiatives • Inclusion in sector wide opportunities and initiatives 	Management and staff	Q1 2021	ongoing	<p>CPL is actively participating in the following new opportunities for networking:</p> <ul style="list-style-type: none"> • Peel Regional Libraries Marketing Group • Youth Services Regional Group; • Peel Library CEO monthly meetings.

	Organize and host events that will provide information to help inform residents during the next federal, provincial, and municipal elections	<ul style="list-style-type: none"> • Room availability • Candidates willing and available for all candidates meetings • Staff capacity • Municipal guidelines 	<ul style="list-style-type: none"> • Public attendance at all candidates' meetings 	Management and staff	2022	2024	
<i>Act as a portal for self-directed learning</i>	Provide access to collections, resources and technologies that support and meet community demand	<ul style="list-style-type: none"> • Funding to support new collections, resources • An understanding of the community needs • Implementation of Bibliocommons for improved access to collections • Physical spaces 	<ul style="list-style-type: none"> • Increase in circulation and usage of collections and resources 	Management and staff	Q4 2021	ongoing	New online learning resources launched in 2021 included LinkedIn Learning and Brain Fuse; New online catalogue launched.
	Develop a parenting collection	<ul style="list-style-type: none"> • Sustained funding to support new collection 	<ul style="list-style-type: none"> • A current, well used collection as determined by usage statistics 	Management and staff	Q3 2022	Q4 2022	
	Develop a set of learning kits that will support difficult and challenging conversations	<ul style="list-style-type: none"> • Funding to support new collection • Formation of a Collection Review Committee • Review and update of the Collection Development Policy 	<ul style="list-style-type: none"> • # of circulations • # of kits that address identified social concerns • Qualitative feedback from customers 	Management and staff	Q2 2022	ongoing	
	Continue to monitor demand to grow our online courses and learning supports	<ul style="list-style-type: none"> • Process for tracking demand and customer requests • Usage statistics 	<ul style="list-style-type: none"> • Increased and more relevant resources for users • Increased usage of online courses • Increase in usage statistics 	Management and staff	Q3 2021	ongoing	Online database usage has been reviewed and relevant databases renewed for 2022; New databases added for 2022 include LOTE (Languages Other Than English) for Kids and Beanstack (replacing READsquared)
<i>Expand services and supports to local businesses and entrepreneurs</i>	Leverage the re-imagined Margaret Dunn Valleywood to introduce new and enhanced services to local businesses	<ul style="list-style-type: none"> • Staff capacity and expertise • Suitable technology in place • Partnerships with local businesses 	<ul style="list-style-type: none"> • # of visits • # of new library card holders • Usage/statistics of available Maker technology 	Management and staff	Q3 2022	ongoing	

		<ul style="list-style-type: none"> • Positive feedback from Community, businesses, Council and local media 				
Offer lendable web conferencing kits	<ul style="list-style-type: none"> • Budget • Staff capacity 	<ul style="list-style-type: none"> • # of circulations 	Management and staff	Q2 2022	Q3 2022	
Lobby to ensure that the Library is invited to all Town business events	<ul style="list-style-type: none"> • Staff Capacity • Continuation of a positive and strong relationship with Town and Council • Lifting of Covid restrictions 	<ul style="list-style-type: none"> • # of events attended annually • Greater visibility at events 	Management and staff	Q1 2022	ongoing	
Ensure that the Library's business services are consistently reflected in Town's business resource lists and communications	<ul style="list-style-type: none"> • Continuation of a positive and strong relationship with the Town's media relations department 	<ul style="list-style-type: none"> • Improved awareness of library services 	Management and staff	Q1 2022	ongoing	
Expand the print and digital business collection	<ul style="list-style-type: none"> • Re-allocation within the collections budget to support expansion of collection • Completion of Margaret Dunn Valleywood business hub 	<ul style="list-style-type: none"> • Increased circulation statistics of collection • Collection of current materials that reflect current business needs 	Management and staff	Q4 2021	Q4 2022	Purchasing has begun for MDV branch to support business and maker needs.
Explore the feasibility of providing extended hours access to library branches and services for businesses and entrepreneurs	<ul style="list-style-type: none"> • Staff capacity • Technology support • Future branch design to include after-hours access points 	<ul style="list-style-type: none"> • Increased hours of access and services 	Management Team	2023	2024	
Develop a policy that informs how we offer bookable meeting rooms and spaces equipped with presentation and conferencing technology	<ul style="list-style-type: none"> • Room and space availability • Agreement with Town • Staff capacity 	<ul style="list-style-type: none"> • Clearly defined policy • # of times rooms are booked or equipment is used 	Management Team	Q3 2022	2024	
Introduce an improved online catalogue experience	<ul style="list-style-type: none"> •Bibliocommons migration 	<ul style="list-style-type: none"> • User-friendly catalogue • Users able to easily access materials 	Management and staff	Q1 2022	Q2 2022	Bibliocommons was launched in December 2021. This new online catalogue offers smarter more intuitive searching, improved

Deliver a positive customer experience, both in-branch and online

		<ul style="list-style-type: none"> • Improved search results relevancy 				browsing and the opportunity for our customer to engage socially.
Re-launch the Customer Experience Committee	<ul style="list-style-type: none"> • staff capacity • opportunities for committee meetings 	<ul style="list-style-type: none"> • Staff awareness and application of Customer Service promise on a daily basis • Increased customer satisfaction as determined through customer surveys 	Management and staff	Q1 2022	Q2 2022	
Develop more robust Customer Experience training for staff, and empower staff to adopt a “see it, touch it, resolve it” attitude	<ul style="list-style-type: none"> • Niche Academy learning modules • Funding for training • Scheduling for staff training 	<ul style="list-style-type: none"> • Consistently trained staff with excellent customer service skills • Positive feedback from customers • Lower number of requests for Management intervention • Clearly defined service model 	Invest in digital resources and expand virtual branch experiences	Q1 2022	Q4 2022	
Develop staff “Tech Tubs” and guidelines to support staff learning	<ul style="list-style-type: none"> • Funding for contents of tubs • Opportunity and time for staff to use the tubs 	<ul style="list-style-type: none"> • Increased staff ability to support customer technology requests • Decrease in # of IT support tickets 	Management and staff	Q2 2022	Q3 2022	
Integrate our Customer Service Promise into our policies and decision making	<ul style="list-style-type: none"> • Excellent knowledge by all staff of the Promise 	<ul style="list-style-type: none"> • Clear demonstration by staff of the Promise through actions • Increased customer satisfaction as identified through customer surveys and feedback 	Management Team	Q2 2022	ongoing	

Facilitate programs that are relevant, responsive, informative, and engaging

Develop and implement a service model where the customer is the service point	<ul style="list-style-type: none"> • Staff education and training 	<ul style="list-style-type: none"> • Staff utilize roaming service and seek out customers within the library • Clearly defined service model • Increased customer satisfaction as identified through customer surveys and feedback 	Management and staff	Q1 2022	ongoing	
Implement a “book a staff expert” program	<ul style="list-style-type: none"> • Staff capacity • Booking policy and guidelines 	<ul style="list-style-type: none"> • Service is being used regularly • Positive customer feedback 	Management and staff	Q3 2022	Q4 2022	
Ensure the needs of local businesses, teens and older adults are reflected in our programs and services	<ul style="list-style-type: none"> • Completed needs assessment survey 	<ul style="list-style-type: none"> • Increased attendance at programs 	Management Team	Q2 2022	ongoing	
Ensure we have staffing capacity and technology capabilities to provide a variety of virtual, in-person, hybrid and self-directed programs and services	<ul style="list-style-type: none"> • Staff capacity • Technology 	<ul style="list-style-type: none"> • # of programs developed • # of attendees 	Management and staff	Q2 2022	ongoing	
Develop a formal programming strategy that responds to community needs and interests and supports the priorities of the library’s Strategic Plan.	<ul style="list-style-type: none"> • Community needs assessment as part of the Master Plan 	<ul style="list-style-type: none"> • Programming strategy developed and implemented and programming process is streamlined for staff • Positive anecdotal feedback and testimonials • Increased program attendance 	Management and staff	Q4 2022	2023	

	Create staff programming kits to ensure consistent quality and delivery of virtual or hybrid programs	<ul style="list-style-type: none"> • Funding for kit contents 	<ul style="list-style-type: none"> • Kits created and used by staff • More consistent programming • Higher quality of programs 	Management and staff	Q2 2022	Q3 2022	
	Use Community Profiles, demographics and needs assessments to inform program planning	<ul style="list-style-type: none"> • Community Audit completed • Completed community profiles • Completed community needs surveys 	<ul style="list-style-type: none"> • # of programs offered • # of attendees at programs 	Management and staff	Q4 2022	2024	
	Secure well-known and representative speakers with subject expertise	<ul style="list-style-type: none"> • List of where to find these people • Funding for honorariums • Staff capacity 	<ul style="list-style-type: none"> • # of program attendees • Positive feedback from LibraryAware surveys 	Management and staff	Q2 2021	ongoing	Multiple programs offered with subject experts (Natasha Henry, Darin Wybenga, Bethell, Ontario Parks, TRCA and many more)
	Develop a Teen Café	<ul style="list-style-type: none"> • Teens to be aware of program • Gathering space 	<ul style="list-style-type: none"> • Teen Café developed and running • # of teens attending • # of teens interested in running program 	Management and staff	Q2 2021	Q4 2022	Teen Café was launched thanks to the assistance and insights of a group of 8 teen volunteers; The initial series of six (6) Teen Café events garnered better than expected attendance, with the average number of teens in attendance between 12 – 15/program.
<i>Partner to enhance and expand community services with shared program offerings, while avoiding duplication</i>	Empower partner agencies to offer services within library branches	<ul style="list-style-type: none"> • Continuation of strong community partnerships • Space availability in branch • Relaunch of the Community Corner 	<ul style="list-style-type: none"> • Increase in services offered within branches • Recognition of the library as a valued community partner • Increase in # of unique programs being offered through Caledon 	Management and staff	Q2 2022	ongoing	
	Explore opportunities to work with local media outlets to	<ul style="list-style-type: none"> • Staff capacity • Agreements with local media outlets 	<ul style="list-style-type: none"> • # of programs offered • # of attendees 	Management and staff	Q4 2021	Q3 2022	Deferred to Q1 2022 due to COVID restrictions.

provide library programs and services	<ul style="list-style-type: none"> • Staff training 	<ul style="list-style-type: none"> • Media reach 				
Provide outreach programs in unexpected places, seeking out community locations and partnerships	<ul style="list-style-type: none"> • Outreach committee relaunched • Community and Creation Coordinator • Opportunities for events • Suitable locations 	<ul style="list-style-type: none"> • # of programs and events • # of attendees 	Management and staff	Q1 2022	ongoing	
Partner with Town of Caledon to explore pop-up location opportunities	<ul style="list-style-type: none"> • Positive municipal relationships • Availability of space and locations throughout Caledon • Staff capacity 	<ul style="list-style-type: none"> • # of pop-up locations offered • # of attendees • # of programs offered 	Management Team	Q2 2021	ongoing	Regular monthly meetings with Town staff to develop a shared vision for maker spaces, includes discussions of downtown Bolton pop-up opportunities as related to the Downtown revitalization and the repurposed Fire Hall.
Work with Town of Caledon to develop a shared vision for Makerspaces	<ul style="list-style-type: none"> • Positive municipal relationships • Staff capacity 	<ul style="list-style-type: none"> • Clearly unified direction for Library and Town 	Management Team	Q2 2021	ongoing	Regular monthly meetings with Town staff; Library staff provided input for community survey and shared a list of potential Maker technology. Coordinated visit to Innisfil Library and Idea Lab
Host free tax clinics	<ul style="list-style-type: none"> • Partnership development with community • Tax experts • Available space • Staff capacity • Approved site 	<ul style="list-style-type: none"> • # of attendees at clinics 	Management and staff	Q1 2022	Each subsequent year	

Priority: Celebrate Culture & Inclusion

Objective	Planned Action	Necessary Supports/Prerequisites	Success Indicators	Responsibility	Timeline		2021 Year End Status
<i>Ensure that our spaces and services are welcoming & accessible to all,</i>	Develop and grow programs, collections and services that reflect Caledon's diversity	<ul style="list-style-type: none"> • Access to data obtained from: Environics and/or Census, and community 	<ul style="list-style-type: none"> • # of new programs • # of new collections 	Management and staff	Q1 2021	Ongoing	Programs offered in partnership with Punjabi Health Services; ongoing discussions with LINC for program partnerships;

*and our collection
represent all voices*

	surveys (pursuant to Master Plan)	<ul style="list-style-type: none"> • # attending programs • # of completed surveys • Circulation stats 				planned Indigenous program series; Urdu titles added to World Language collection; New online database, LOTE (Languages Other Than English), added to digital collection.
Conduct regular diversity audits of our collections	<ul style="list-style-type: none"> • Staff capacity • Depending on the collection, access to physical collections • Diverse collection (industry) standards 	<ul style="list-style-type: none"> • Ensures diverse community stakeholders can see themselves represented in physical and digital collections: • # of completed diversity audits • # of new diverse collections added/modified • Circulation stats 	Management and staff	Q1 2021	Ongoing	Initial diversity audit of collection has been completed and subsequent audits of various collections continue.
Work collaboratively with library sector partners to evaluate catalogue subject headings to be more inclusive	<ul style="list-style-type: none"> • Continue positive partnerships with Library Services Centre and Ontario Library Consortium • Cataloguing (industry) standards 	<ul style="list-style-type: none"> • # of catalogue records updated • Ease of access for users, improving search function • Circulation stats 	Management and staff	Q1 2021	2024	Implemented use of respectful subject headings for all new indigenous titles, as provided by Library Services Centre (LSC); Initiated exploration of options for retrospectively changing existing subject headings with assistance from LSC. Plans to move forward on hold until early 2022 due to staffing changes at LSC.
Investigate suitability of new Diversity, Equity and Inclusion feature in Collection HQ to evaluate representation of diverse populations in print and digital collections	<ul style="list-style-type: none"> • Staff capacity to analyze Collection HQ reports to determine percentage of collection that should reflect diverse needs of community • Diverse collection (industry) standards 	<ul style="list-style-type: none"> • Collection diversity meets or exceeds the standards, thus addressing and supporting non-English speaking community members 	Management and staff	Q2 2022	2024	

Maintain active membership on the Regional Diversity Roundtable	<ul style="list-style-type: none"> • Staff representation on committee • membership fee and signed commitment 	<ul style="list-style-type: none"> • # of new Diversity, Equity and Inclusion strategies • # of new collaborations with Regional Diversity Roundtable partners 	Management and staff	Q1 2021	Ongoing	Two staff members continue to represent the Library at meetings of the Regional Diversity Roundtable; Key meeting takeaways are shared with all staff via email.
Partner with the Town of Caledon's Accessibility Advisory Committee in support of removing barriers to accessibility.	<ul style="list-style-type: none"> • Positive municipal relationships 	<ul style="list-style-type: none"> • Physical barriers are removed in library spaces contributing to easier access by all community members • Website is accessible for hearing and visually impaired • Community awareness is raised and the library is identified as being accessible 	Management Team	Q3 2022	Ongoing	
Ensure public workstations and physical spaces meet all new and updated AODA requirements		<ul style="list-style-type: none"> • Increased accessed • Increase use of workstations 	Management Team	Q1 2021	2024	New accessible workstations, including accessible features and software, have been installed at all branches; Automatic openers have been installed on the bathroom and branch entry in Caledon Village. This installation is grant funded.

Ensure all renovated branches have improved accessibility (i.e. automatic doors)	<ul style="list-style-type: none"> • Funding • Positive municipal relationships 	<ul style="list-style-type: none"> • Renovated branches are accessible which supports equitable access to branches and increased use of space ○# of customers supported 	Management Team	Q1 2021	2024	Grant-funded automatic door openers will be installed on bathrooms and branch entrances during the renovation; New Bolton shelving has been located to ensure alignment with AODA guidelines; New Bolton service desk features prominent accessible component; Height adjustable desk has been procured for public accessible workstation.
Actively participate in the design process of new branches in Caledon East and Mayfield West to ensure accessibility of new spaces	<ul style="list-style-type: none"> • Positive municipal relationships 	<ul style="list-style-type: none"> • New branches are accessible which supports increased use of space ○# of customers supported 	Management Team	Q1 2021	2024	Accessibility consideration are fully integrated within the design process.
Investigate implementing closed captioning feature on video sharing platforms (i.e. YouTube, Zoom) including establishing criteria for what is being closed captioned	<ul style="list-style-type: none"> • Staff capacity 	<ul style="list-style-type: none"> • Live and recorded library program content accessible by closed captioning • availability of transcripts 	Management and staff	Q1 2021	Q4 2021	Close captioning features have been used in most virtual programs though criteria have not yet been established.
Explore functionality of MagnusCards to support customers with cognitive disabilities	<ul style="list-style-type: none"> • Magnus Card app 	<ul style="list-style-type: none"> • # of customers supported 	Management and staff	Q2 2022	2023	
Commit to continued education of the Board in regards to the importance for equity and inclusion and the elimination of systemic racism and oppression	<ul style="list-style-type: none"> • Revisions to relevant policies including board acknowledgments • Board training budget 	<ul style="list-style-type: none"> • # of development opportunities • # of trustees in attendance • Responses to session 	Board and CEO/Chief Librarian	2021	Ongoing	The Board participated in Diversity, Equity and Inclusion training provided by Harmony@Work (June 2021); Monthly development discussions included a focus on core values including equity and inclusion.

Strive for our Board and staff to reflect the diverse community we serve

		<p>evaluation surveys</p> <ul style="list-style-type: none"> • Continuity of development opportunities and board learning across terms 				
<p>Policy review and proactive action and decision making through a lens of inclusion, equity, reconciliation and anti-oppression</p>	<ul style="list-style-type: none"> • Board development (as above) • Continued support for and engagement within the bi-annual policy review process 	<ul style="list-style-type: none"> • # of policies reviewed • # of new policies created • # of decisions implemented that will have a positive impact in terms of diversity, equity and inclusion 	<p>Board and CEO/Chief Librarian</p>	<p>Q3 2021</p>	<p>Ongoing</p>	<p>The following policies were drafted or reviewed with a particular emphasis on equity and inclusion:</p> <ul style="list-style-type: none"> • Collection Development Policy • Indigenous Respect and Acknowledgement Policy
<p>Pursue opportunities for communicating in multiple languages</p>	<ul style="list-style-type: none"> • Access to data: Environics and Census and community surveys • Translation tools • Industry standards • Staff capacity 	<ul style="list-style-type: none"> • Criteria and parameters have been identified based on industry standards and in response to community needs • # of forms available in multiple languages (aligned with staff capacity) 	<p>Management and staff</p>	<p>Q3 2022</p>	<p>2024</p>	
<p>Develop inventory of staff who can speak, write and/or translate in languages (other than English)</p>	<ul style="list-style-type: none"> • Staff survey 	<ul style="list-style-type: none"> • Improved services to those for whom English is not their first language 	<p>Management and staff</p>	<p>Q1 2022</p>	<p>Q2 2022</p>	

Work with Town of Caledon as they rollout translation services via Language Line to determine whether or not this service can be extended to CPL customers	<ul style="list-style-type: none"> • Positive municipal relationships 	<ul style="list-style-type: none"> • Library implements the Language Line service to improve customer service <ul style="list-style-type: none"> ○ # of customers supported 	Management Team	2022	2023	
Promote the functionality of BrowseAloud on Library's website	<ul style="list-style-type: none"> • Staff capacity 	<ul style="list-style-type: none"> • # of clicks/usage 	Management and staff	Q4 2021	2024	Staff are currently reviewing the product's functionality and requirements for continued use
Implement strategies for attracting and recruiting talented staff and Board members	<ul style="list-style-type: none"> • Use McQuaig tool to identify position suitability (staff only) • Support of Town People Services • Completed Compensation Review 	<ul style="list-style-type: none"> • Matrix developed and implemented for attracting and recruiting talented staff and Board • # of qualified applicants • Retention of qualified staff and Board 	Management Team	Q3 2021	2024	All job descriptions were updated as part of the comprehensive Town-led compensation review; The McQuaig tool has been used as part of recent recruitment efforts. Recent management posting prompted a large pool of qualified candidates.
Inform the Board recruitment and selection process through the creation of revised position descriptions, public communications and correspondence to Council.	<ul style="list-style-type: none"> • Consultation with key town staff and Council • Presentation to new Council regarding the Library's governance and Public Library Act. 	<ul style="list-style-type: none"> • # of applicants • A strong pool of candidates from which Council appointments can be selected. • A Board complement that features a diverse range of demographics and lived experiences. 	Board; CEO/Chief Librarian; and Advocacy and Fundraising Committee	Q3 2022	Q4 2022	
Continue to deliver on our commitment to inclusivity	<ul style="list-style-type: none"> • Training budget • Commitment to staff time 	<ul style="list-style-type: none"> • Strong staff competency 	Management Team	Q1 2021	2024	All library staff participated in Diversity, Equity and Inclusion

Honour Caledon's heritage, environment, and local history

through expanded staff development		around Diversity, Equity and Inclusion supported by completion of training opportunities				training provided by Harmony@Work and completed Dismantling Systemic Racism in Libraries modules; The keynote speaker at the Staff Forum highlighted the rich history of the Mississaugas of the Credit First Nation.
Develop partnerships and connections with local history organizations through in branch displays and coordination of programs; expand local history collections across all branches	<ul style="list-style-type: none"> • Positive relationships with local history organizations 	<ul style="list-style-type: none"> • # of new local history partnerships • # of local history collections • # of local history displays • # of programs collaborated on • # of attendees of programs 	Management and staff	Q2 2022	2024	
Consult Peel Art Gallery, Museum and Archives (PAMA) to investigate digitization solutions/options to digitize local history collection	<ul style="list-style-type: none"> • Availability of digitization software/platform • Access to PAMA resources 	<ul style="list-style-type: none"> • Ease of access. • Increased use 	Management and staff	2023	2024	
Create Land Acknowledgment Policy and identify when Land Acknowledgment should be referenced	<ul style="list-style-type: none"> • Collaboration with Indigenous leaders/experts 	<ul style="list-style-type: none"> • Land Acknowledgement Policy passed by the Board in support of truth and reconciliation efforts • Land Acknowledgment referenced going forward 	Management and staff	Q1 2022	Ongoing	
Implement relevant recommendations from the Canadian Federation of Library	<ul style="list-style-type: none"> • Staff capacity (consider creating small committee) to 	<ul style="list-style-type: none"> • Based on Committee findings, 	Management and staff	Q1 2022	2024	

	Associations report resulting from the Truth & Reconciliation Commission's calls to action to see where the Library can incorporate recommendations	review TRC report and make recommendations	recommendations are incorporated into library's resources and services in support of truth and reconciliation efforts				
	Explore opportunities to expand participation in and commitment to green initiatives with the Town of Caledon and other key community stakeholders (i.e. recycling program)	<ul style="list-style-type: none"> Positive municipal and community stakeholder relationships 	<ul style="list-style-type: none"> Increased community awareness of library's role in commitment to green initiatives 	Management and staff	Q1 2021	2024	Programs have been offered in partnership with EcoCaledon
	Work with the Town of Caledon's Energy and Environment Department to develop a policy/process on single use plastics	<ul style="list-style-type: none"> Positive municipal relationships 	<ul style="list-style-type: none"> Reduction in use of single-use plastics across all CPL departments Increased awareness of library as being 'green' conscious 	Management Team	Q1 2021	Q2 2022	Staff met with the Town's Energy and Environment Division to provide information as they create a strategy for the town-wide reduction of single use plastic
<i>Welcome further opportunities to serve Caledon through each of our unique village branches</i>	Collaborate with Town of Caledon's Tourism in an effort to highlight smaller branches	<ul style="list-style-type: none"> Positive municipal relationships 	<ul style="list-style-type: none"> Smaller branches promoted and become recognized as a tourist destination 	Management and staff	Q3 2021	Ongoing	CPL has been featured on the Town of Caledon's revamped Tourism website "Visit Caledon".
	Invest in improvements to village branches as per the recommendations of the Master Plans	<ul style="list-style-type: none"> Availability of funds 	<ul style="list-style-type: none"> # of branch visits Length of branch visits 	Management and staff	2021	2024	Related capital projects are reflected on the 10-year capital budget forecast.
	Expand efforts to leverage village branches as a key service point for municipal or	<ul style="list-style-type: none"> Municipal and/or Regional requirements 	<ul style="list-style-type: none"> Use of branch by municipal partners 	Management Team	2021	Ongoing	At the request of town and regional staff, village branches acted as a host for virtual

Embrace our responsibility as a key cultural institution and lead the growth of arts and culture in Caledon

regional services, messaging and/or engagement opportunities						engagement sessions in support of the Official Plan review.
Increase opportunities for cultural and creation activities with courses, events, displays and spaces	<ul style="list-style-type: none"> • Staff capacity • Funding • Physical space in branches • Dedicated space on website • Sponsorship 	<ul style="list-style-type: none"> • Permanent display space in all branches • # of displays • # of cultural and creation activities • # of people using creative makers spaces 	Management and staff	Q3 2022	Ongoing	
Grow our partnerships with local and regional cultural organizations	<ul style="list-style-type: none"> • Positive collaborations with local and regional cultural organizations 	<ul style="list-style-type: none"> • # or new partnerships • (See Board’s success indicators) 	Management and staff	Q3 2022	Ongoing	
Investigate more formal membership on local high school Art, Theatre and Music Councils, and local cultural groups	<ul style="list-style-type: none"> • Positive relationships with education partners • Knowledge of new and existing cultural groups 	<ul style="list-style-type: none"> • # of formalized partnerships and collaborations 	Management and staff	Q3 2022	Ongoing	
Initiate collaborative efforts with the municipality and key cultural partners to inform a community wide culture strategy		<ul style="list-style-type: none"> • Enhanced appreciation for the Library’s role in nurturing Caledon’s cultural landscape as measured through: <ul style="list-style-type: none"> ○ # of cultural partnerships ○ # of joint events/programs 	Board and CEO/Chief Librarian	Q3 2021	Ongoing	CPL staff are participating in ongoing meetings with the Town of Caledon’s Tourism and Culture Officer; The Artful Caledon website has been featured on the Town’s newly revamped “Visit Caledon” website as a culture destination

Support Caledon's creative talent and cultural economy by showcasing local authors, artists, performers, and makers

		<ul style="list-style-type: none"> • # of partners seeking out joint initiatives with CPL 					
	<p>Determine, in tandem with Town Community Services, the feasibility of collocating a lecture hall or performance theatre within a newly constructed branch by including within the scope of the Library's master plan</p>	<ul style="list-style-type: none"> • Scope of work which aligns with that of the Town Community Services anticipated master plan 	<ul style="list-style-type: none"> • A master plan that includes related recommendations • A shared vision with Town of Caledon Community Services 	Board and CEO/Chief Librarian	Q1 2022	Q4 2022	
	Expand and revamp our Artful Caledon initiative	<ul style="list-style-type: none"> • Positive partnerships with existing and future Read Local Caledon authors • Access to local musicians, actors, playwrights and other creators 	<ul style="list-style-type: none"> • Artful Caledon platform expanded to include all creative talent • # of new creators featured on expanded platform 	Management and staff	Q4 2021	Ongoing	The Artful Caledon Initiative was reimagined and relaunched, providing a creative platform for artists, authors and musicians (coming 2022) to promote their works both virtually and in person
	Provide physical and digital space to exhibit, showcase art within all branches	<ul style="list-style-type: none"> • Physical space in branches • Dedicated space on website • Tools or hardware to display art (i.e. easels, art-tracking) 	<ul style="list-style-type: none"> • Library is recognized as a space to display art measured by: <ul style="list-style-type: none"> ○ Art displayed in all branches – number of exhibits and/or pieces ○ Art is featured prominently on the website 	Management and staff	Q1 2021	Ongoing	As part of CPL's Love Your Library celebrations in October, all branches (with the exception of Bolton) hosted art exhibits and a schedule for 2022 is already being populated.
	Engage with local "makers" to inform decisions around what's going into Library makerspaces	<ul style="list-style-type: none"> • Network or directory of makers to connect with • Staff capacity 	<ul style="list-style-type: none"> • # of collaborations with local makers 	Management and staff	Q4 2021	Ongoing	Early discussions with relevant local businesses have been initiated; Visits and discussions with other Library systems have been completed to inform the creation

						of an inventory of recommended technology and equipment
Offer Maker Fairs/Expos in library spaces or in collaboration with local maker groups	<ul style="list-style-type: none"> • Access to “maker” group network • Library space • Funding/budget 	<ul style="list-style-type: none"> • # of maker fairs or expos in library spaces • # of collaborative maker events with local maker groups • # of attendees 	Management and staff	Q3 2022	Ongoing	

Priority: Demonstrate Our Value

Objective	Planned Action	Necessary Supports/Prerequisites	Success Indicators	Responsibility	Timeline		2021 Year End Status
<i>Raise awareness of our inherent value to the community and our relevance to residents’ lives</i>	Reimagine our brand and logo	<ul style="list-style-type: none"> • Consultant services • Inventory of where all changes will be required (signage; website; documents etc.) • Internal and external locations and both digital/physical 	<ul style="list-style-type: none"> • New brand and logo • Consistent brand/message and brand recognition throughout the community 	Management and staff	2023	2024	
	Consistently reflect CPL brand at all facilities	<ul style="list-style-type: none"> • Consistent communications and staff training on what our brand means 	<ul style="list-style-type: none"> • Greater recognition across the system and all of Caledon • Collaborative efforts of all staff in understanding and communicating our brand • New community members using the facilities 	Management and staff	2023	2024	

		programs and services.				
New wayfinding signs within Caledon le street and facility signs	<ul style="list-style-type: none"> • Funding • Inventory of internal and external locations • Partnership with Town for signage within Town facilities and roadways 	<ul style="list-style-type: none"> • # of library visits; • Community is aware of branch locations • Library branches and buildings have improved visibility in the community 	Management and staff	2023	2024	
Support, share and respond to CPL's calculated socio-economic impact	<ul style="list-style-type: none"> • Staff capacity and expertise to undertake the work • Access to necessary data 	<ul style="list-style-type: none"> • Demonstrated return on investment • Improved appreciation for the social benefits of library services • # of opportunities for use in advocacy 	Board, CEO/Chief Librarian, Management and staff	2023	2024	
Engage Town Council through regular communications and presentations		<ul style="list-style-type: none"> • # of events/networking opportunities CPL participates in • # of presentations to Council • Increase in Library-Town partnerships and joint initiatives • # of communications 	Board; CEO/Chief Librarian; and Advocacy and Fundraising Committee	Q2 2022	Ongoing	

		received from Council <ul style="list-style-type: none"> # of partnership or shared work initiated by Council or Town staff 				
Collective Marketing Strategies including Peel Region Library Card Campaign	<ul style="list-style-type: none"> Partner with Town, other library systems and other organizations for collective marketing campaigns 	<ul style="list-style-type: none"> Increased reach of library communications and improved understanding of what the library offers Opportunity to network with neighbouring systems Reduced cost with joint promotional opportunities # of new cardholders as a result of joint initiatives 	Management and staff	Q3 2021	2024	CPL in partnership with Brampton and Mississauga PL launched a collective marketing campaign “Library is Key” in fall 2021. During the campaign the number of library card sign ups doubled over the annual monthly average.
Develop an Annual Marketing Strategy, identifying the balance of digital and traditional marketing ensuring quality over quantity	<ul style="list-style-type: none"> Define priorities, create standards and set deadlines Confirmation of allocation funds between digital and traditional marketing efforts 	<ul style="list-style-type: none"> More effective marketing campaigns that include prioritization of promotions finding a balanced mix of programming; collection/resources/services Consistent messaging across the system 	Management and staff	Q4 2022	2024	

Grow the understanding and engagement of those who are unfamiliar with our services

		<ul style="list-style-type: none"> • Staff able to clearly know what they should be promoting, when 				
Adopt and implement an advocacy workplan on an annual basis		<ul style="list-style-type: none"> • Status of work plan objectives • # of presentations, events, communications, etc 	Board; CEO/Chief Librarian; and Advocacy and Fundraising Committee	Q2 2021	ongoing	The Advocacy and Fundraising Committee of the Board have adopted a workplan to direct their efforts through to December 2022.
Participation in Council onboarding with focus on role of Board and requirements of the Public Library Act	Support of Town CAO	<ul style="list-style-type: none"> • Improved awareness of Library's unique governance and the implications of the PLA 	Board and CEO/Chief Librarian	Q4 2022	Q4 2022	
Seek out opportunities to speak to community groups and partners to raise awareness of library services	<ul style="list-style-type: none"> • Staff Capacity • CPL information presentations 	<ul style="list-style-type: none"> • # of Cardholders • Current users develop a greater understanding what else we offer • Other organizations understand and appreciate the value of partnering with CPL • # of opportunities, speaking engagements and outreach opportunities 	Management and staff	Q1 2022	Ongoing	

<p>Board member participation in speaking opportunities to community groups and partners</p>	<ul style="list-style-type: none"> • Availability of Board Members who are willing to speak publicly on behalf of the Board 	<ul style="list-style-type: none"> • # of speaking engagement and outreach events • # of speaking opportunities suggested/coordinated through Board member networks • Increased profile of the Board and the Library's governance model 	<p>Board; CEO/Chief Librarian; and Advocacy and Fundraising Committee</p>	<p>Q1 2022</p>	<p>Ongoing</p>	<p>The timeline for this action has been revised to 2022 to better align with related staff efforts (above) and in response to reductions in outreach opportunities resulting from the pandemic.</p>
<p>Host regular public information sessions and open houses on Library plans both in-person and virtual</p>	<ul style="list-style-type: none"> • Staff Capacity 	<ul style="list-style-type: none"> • Community awareness of what is happening at CPL – AB reno; CE makerspace; MDV makerspace; Master plan • Members of the public helping to advocate for Library because they understand what we are doing • # of sessions hosted 	<p>Management Team</p>	<p>Q4 2021</p>	<p>Ongoing</p>	<p>Social media channels and a dedicated web page have been used to keep residents apprised of the status of the Albion Bolton improvements.</p>
<p>Continue to be part of the Town's onboarding process</p>	<ul style="list-style-type: none"> • Staff Capacity • CPL Onboarding presentation 	<ul style="list-style-type: none"> • # cardholders and employees register and utilize the library and share what 	<p>Management Team</p>	<p>Q1 2021</p>	<p>Ongoing</p>	<p>The Town's onboarding sessions have resumed with a member of the Library's management team on hand to highlight CPL's value to new hires. Presentation slides have been updated to reflect organizational and service changes.</p>

		we offer with others					
<i>Identify and explore opportunities for collective impact with other community organizations</i>	Investigate opportunities to visit local employers to participate in their onboarding process (Canadian Tire; Amazon)	<ul style="list-style-type: none"> • Staff Capacity • Established relationships with local employers 	<ul style="list-style-type: none"> • # of cardholders • circulation statistics • # participants in programs • Stronger relationships with businesses 	Management and staff	Q2 2022	Ongoing	
	Participate in and contribute to municipal and community committees	<ul style="list-style-type: none"> • Staff capacity 	<ul style="list-style-type: none"> • # of community partnerships • # of users • Increased usage of resources and services • Collective opportunities for resources, programs, services, marketing • # participates in programs 	Management and staff	Q1 2022	Ongoing	
	To form and lead a committee involving a committee of partners within the Southfields Community Centre	<ul style="list-style-type: none"> • Staff capacity 	<ul style="list-style-type: none"> • Collaborative programs and events with SFV community partners • Increased awareness of objectives and service provision within the SFV facility 	Management and staff	2022	Ongoing	
<i>Encourage opportunities to invest in the Library</i>	Develop annual budget proposals and business cases that align with Council priorities and in preparation	<ul style="list-style-type: none"> • Knowledge and understanding of Council priorities and projected community growth 	<ul style="list-style-type: none"> • Increase municipal investment – 	Board; CEO/Chief Librarian; and Finance Committee	Q3 2021	Ongoing	A successful 2022 budget proposal resulted in an 8.1% increase to the Library's operating budget including the conversion of an

for community growth		both operating and capital <ul style="list-style-type: none"> • Growth of staff complement 				existing part-time staffer to full time and the creation of a new Director, Corporate Services and Projects. Funded capital projects included a Master Plan and Joint IT Review in tandem with the Town.
Explore funding opportunities in support of the SFV Reading Garden	<ul style="list-style-type: none"> • Staff capacity • Knowledge of available grants and other sources of funding 	<ul style="list-style-type: none"> • Grant/Funding secured to complete the SFV Reading Garden • The Reading Garden is a furnished space, well utilized by public 	Management and staff	Q2 2021	2022	A second application to the Healthy Communities Initiative was successful, resulting in full funding for this project.
Identify sponsorship opportunities within the reimagined Margaret Dunn Valleywood Branch	<ul style="list-style-type: none"> • Inventory of Makerspace equipment needed 	<ul style="list-style-type: none"> • Funding secured to purchase the Maker space equipment for the MDV branch 	Management and staff	Q4 2021	2023	A sponsorship report for the Margaret Dunn Valleywood Recording Studio was approved by the Caledon Public Library Board's Advocacy and Fundraising Committee in December
Identify creative ways to collaborate with community partners in efforts to obtain funding in support of joint initiatives	<ul style="list-style-type: none"> • Good collaborative partnerships with other community organizations 	<ul style="list-style-type: none"> • # of collaborations that achieve requested funding • Collective impact for funding with other organizations 	Management and staff	Q3 2022	Ongoing	
Creative sponsorship opportunities for in-kind donations (marketing)	<ul style="list-style-type: none"> • Research and develop collaborative relationships with local businesses and community partners 	<ul style="list-style-type: none"> • Enhanced marketing opportunities not tied to budget • Items or services received when there was no funding available 	Management and staff	Q4 2021	Ongoing	Library Champion program continued in 2021 with CPL developing collaborative relationships with local businesses

Expand our services beyond the walls of our branches

Leverage the role of the Coordinator, Community and Creation to provide services within the community and encourage non-users to access the library	<ul style="list-style-type: none"> • Funding • Staff capacity 	<ul style="list-style-type: none"> • New position is filled • Build on community connections • Successfully support the new Makerspaces and enhancing the user capacity for new technologies 	Management and staff	Q4 2021	Ongoing	Coordinator has begun meeting with Senior's residences to highlight Library Services and offer new card signup
Ensure that the Master Plan considers the impact of outreach services on staff capacity	<ul style="list-style-type: none"> • Master plan funding 	<ul style="list-style-type: none"> • Sufficient staff and volunteer capacity to support and enhance outreach 	Management Team	2022	ongoing	
Collaborate with other organizations to identify clients requiring services or referrals – beyond Visiting Library Service	<ul style="list-style-type: none"> • Referral services • Relationship with community organizations 	<ul style="list-style-type: none"> • CPL develops a greater understanding of residents beyond established customer base • Strengthen the 2-way relationships between library and other organizations 	Management and staff	2023	Ongoing	
Investigate creation and implementation of permanent virtual library cards	<ul style="list-style-type: none"> • Determine if there is a mechanism for confirmation of address without customer in person visit 	<ul style="list-style-type: none"> • # digital card holders • usage of digital resources 	Management Public Service	Q3 2022	ongoing	
Reinitiate the Outreach Committee	<ul style="list-style-type: none"> • Staff capacity • An inventory of all the community events and prioritize 	<ul style="list-style-type: none"> • # of cardholders • Increased usage of resources and services 	Management Team Outreach Committee	Q2 2022	Ongoing	

Investigate creative ways to supplement the municipal budget process

		<ul style="list-style-type: none"> • # participants in programs • # of programs 				
Adopt and implement a fundraising strategy and workplan on an annual basis	Support of Fundraising and Advocacy Committee;	<ul style="list-style-type: none"> • Value of funds raised • Status of work plan objectives 	Board, CEO/Chief Librarian, Management and Staff	Q2 2021	Ongoing	A fundraising strategy and workplan has been approved and adopted by the Board's Advocacy and Fundraising Committee
Explore opportunities for grants and sponsorships	<ul style="list-style-type: none"> • Inventory of potential projects that would benefit from funding • Recommendations from Master Plan and Strategic Plan • Access to Data • Knowledge of available grants 	<ul style="list-style-type: none"> • # and value of grant applications submitted • Rate of success in receiving grant funding • # sponsorship agreements implemented • Value of grants received and sponsor support 	Board; CEO/Chief Librarian; Advocacy and Fundraising Committee; and Communications & Community Development Department	Q2 2021	Ongoing	<p>Grants received include:</p> <ul style="list-style-type: none"> • Healthy Communities Initiative funding in support of the SFV Reading Garden • Investing in Canada Infrastructure Program (ICIP) for the renovation to MDV as a makerspace and small business centre • Seniors Community Grant for funding for Connection Kits for Seniors • Enabling Accessibility funding to allow for the installation of automatic doors in Caledon Village and Bolton <p>Sponsorship was received from Domino's Pizza for summer and fall programming; Sponsorship received from the Scavetta family in support of the teen writing workshop and lecture series named in honour of their daughter Elizabeth.</p>
Launch a Planned Giving Program	<ul style="list-style-type: none"> • Approval of Fundraising and Advocacy Committee; • Review of legal counsel 	<ul style="list-style-type: none"> • Increased funding from the Planned Giving program 	Management and staff	Q4 2021	ongoing	Deferred to Q1 2022 pending legal review
Strengthen relationships with local businesses by expanding the Library Champions initiative	<ul style="list-style-type: none"> • Staff capacity • Staff networking and involvement with local business organizations (Chamber; BIA) 	<ul style="list-style-type: none"> • Relationships for future investment possibilities • Increase in funds 	Management and staff	Q2 2021	2024	Throughout 2021, CPL connected with local businesses with the Library champion program. CPL purchased prizes, offered support and created promotions to

		<p>secured through donations and sponsorship</p> <ul style="list-style-type: none"> • # of businesses that become Library Champions 				<p>establish relationships for future fundraising and sponsorship opportunities</p>
<p>Continue to empower the FOL and encourage and their fundraising efforts in support of the library</p>	<ul style="list-style-type: none"> • Commitment of Library staff as Friends Liaison • Staff capacity to support/advise/collaborate with Friends 	<ul style="list-style-type: none"> • Friends continue to financially support library activities/resources/programs beyond the municipal budget 	<p>Communications & Community Development</p>	<p>Q1 2021</p>	<p>2024</p>	<p>In 2021 Friends of the Library hosted 6 online mystery book box sales raising funds for CPL. They provided financial support with funding for prizes for adult and teen writing contests, and all ages photography contest, a teen fan contest. They have also committed funds to purchase a 3D printer when the AB renovation is completed.</p>
<p>Develop a Donor Management System for CPL (i.e. Canada Helps)</p>	<ul style="list-style-type: none"> • Funding - Service level change to budget (\$2000 first year and \$1500 subsequent years) 	<ul style="list-style-type: none"> • Improved fundraising management • Build the infrastructure to strengthen our supporter relations 	<p>Management Communications & Community Development</p>	<p>2023</p>	<p>Ongoing</p>	

Attachment 9-D

Date: January 17, 2022

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian



Subject: Operational Policy Report

Recommendation:

That the Caledon Public Library Board review the attached revisions to the Operational Policy for approval and adoption

Background

Prompted by the Board's bi-annual evaluation of existing policies, the Operational Policy was reviewed and re-examined.

As referenced in [Appendix A](#), the vast majority of recommended revisions are the result of the permanent elimination of overdue fines. Additional minor changes are suggested to ensure the consistent use of naming conventions and language across policies and general library communications.

The revised policy, once approved, will be shared with staff, posted on the Library's website and made available in print upon request.

Financial Implication

None.

Recommended Motion

That the Caledon Public Library Board approve and adopt the revised Operational Policy

Appendix A

Title	Operational Policy
Policy Number	CPL-16-04
Type	Operating
Approval Date	[approval date] 2022
Review Date	[review date] 2024
Notes	Initially adopted September 13, 2006 to be effective January 1, 2007 Previously amended May 2011, January 2016, January 2018 and January 2020



Purpose

The Caledon Public Library Board provides a wide variety of library services to the community. The Board functions in compliance with the Ontario Public Libraries Act to ensure fair conditions for library membership and borrowing privileges while responsibly protecting resources on behalf of stakeholders.

This policy is intended to support fair and equitable public access and direct library staff in the provision of services to all customers in an accurate, accountable and consistent manner. The policy outlines:

- The eligibility criteria for a library membership;
- The responsibilities of the card holder;
- Borrowing periods and fees and fines as set by the Caledon Public Library Board

This policy may be read in conjunction with the following documents:

- Accessible Customer Service Policy (CPL-16-14)
- [Art Exhibit, Display and Community Information Policy \(CPL-16-16\)](#)
- Collection Development Policy (CPL-16-12)
- [Diversity and Inclusion Policy \(CPL-20-26\)](#)
- Inclement Weather and Unscheduled Closure Policy (CPL-15-03)
- Internet and Technology Acceptable Use Policy (CPL-15-02)
- Partnership Policy (CPL-17-21)
- Privacy Policy (CPL-15-01)
- Programming Policy (CPL-18-25)
- Public Code of Conduct (CPL-16-11)
- Public Complaint Handling Policy (CPL-16-15)
- Rights and Safety of Children in the Library (CPL-16-08)

Guidelines

Memberships

Membership with the Caledon Public Library is free to all who live, work, attend school, or own property within the boundaries of the Town of Caledon.

Membership is also available without charge to those who live or own property in one of the following municipalities bordering the Town of Caledon:

- City of Brampton
- City of Vaughan
- Town of East Garafraxa
- Town of Erin
- Town of Halton Hills
- Town of Mono
- Town of New Tecumseth
- Town of Orangeville
- Township of Adjala-Tosorontio
- Township of King

All others will be required to pay a non-resident fee of \$25.00 annually.

In order to register as a member of the Caledon Public Library one piece of valid personal identification displaying the applicant's current address must be verified. Acceptable identification includes but is not limited to:

Adult (18+ years of age)

- Driver's License (including G1 or G2)
- Mortgage, rental or lease agreement
- Pay stub/Direct deposit stub
- Utility Bill
- Bank statement/Personal cheque

Teen (13-17 years of age)

- Driver's License (including G1 or G2)
- ~~Report card with address~~
- Student card/ Pay stub/Direct deposit stub

Child (birth - 12 years of age)

- Parent's identification and proof of address

A library card will be mailed within two business days of application if identification provided does not reflect the current address. In such cases, borrowing privileges will be limited to two (2) items until a valid piece of personal identification confirming the correct address is produced.

Signing the library card implies the card holder's acceptance of and adherence to all rules and regulations of the Caledon Public Library. The signatory is responsible (or the parent/guardian if the cardholder is under 18 years of age) for all fines and damage or loss of materials. The registration card for a child under the age of 13 must be signed by the parent or legal guardian, confirming that the parent or guardian assumes responsibility for material borrowed on a child's library card. Teens (ages 13 and up) who do not have valid identification must also have their library card application form signed by a parent or legal guardian.

Library cards are valid for one (1) year from date of issue, at which time they may be renewed. Any changes in patron information must be verified with valid identification and any outstanding charges must be paid at time of renewal. Identification or payment must be processed during first post-renewal visit if membership is renewed by phone or email. Any person giving a false name or address will have library privileges withdrawn or refused.

Library memberships may also be obtained online. The submission of an online form through the Library's website will prompt the sharing of a temporary membership number that will allow immediate access to the Library's digital collection of electronic titles and databases and the placing of holds on physical materials. Proof of identification and address must be provided in person within thirty (30) days in order to receive a permanent card with full borrowing privileges. [This period may be extended in response to unanticipated changes in library service levels.](#)

Changes in personal information such as name, address or telephone number, as well as loss or theft of library card should be reported immediately to the Library. The manner in which patron information is collected, retained and protected is outlined in the *Caledon Public Library Privacy Policy (CPL-15-01)*.

Replacement cards are available for a fee of \$3.00.

Borrowing Information

A valid Caledon Public Library card must be presented each time materials are borrowed. Patrons may also choose to display their card using the CPL Mobile app on their mobile device. Patrons are responsible for all materials checked out on their card.

Loan periods

<i>Type of Material</i>	<i>Loan Period</i>
<i>Adult/TeenYoung Adult/Children's Materials (including audiobooks)</i>	21 days
<i>Magazines</i>	7 days
<i>Fast Lane – Print</i>	7 days
<i>DVDs</i>	7 days
<i>Fast Lane - DVDs</i>	3 days
<i>Video Games</i>	7 days
<i>E-books and E-audiobooks</i>	14 or 21 days

Loan periods for ~~special collections including Hotspots, Blood Pressure Monitors, Conservation and Peel Art Gallery, Museum and Archives (PAMA) passes and in-house use of Chromebook devices~~ items included within CPL's Library of Things may vary and library management may alter loan periods in response to patron demand and available supply.

Library staff has discretionary power to adjust the loan period and/or number of materials borrowed for individual item types.

Renewals

Generally, library print and audiovisual materials may be renewed five (5) times as long as they have not been requested by another patron. Patrons can renew material in person, by telephone or using the Library's digital catalogue. The renewal of inter-library loan material is subject to the guidelines of the lending library.

Holds

Any patron with a valid Caledon Public Library membership may request, without charge, a hold for any eligible item listed in the catalogue. Holds can be placed in person, by telephone or using the Library's digital catalogue. Upon notification that a requested item is available, patrons have seven (7) days to pick up the items. Patrons must present the card on which the hold was placed when checking out the item.

Interlibrary Loans

Items not held within the Caledon Public Library's collection may be acquired from other public libraries through Inter-Library Loan (ILLO) services. To provide this service, the Library will participate in regional, provincial, and national networks, primarily the ~~Southern~~ Ontario Library Service (SOLS). As part of these networks, the Library will share its resources with other libraries while giving priority in the use of resources to its own users. The availability and lending of Inter-Library Loan materials are limited by the age of the material in question and the lending library's policies and practices. This may include limits in the number of Inter-Library Loans or pending ILL requests per patron and other means of managing resulting postage costs.

In providing this service, the Library shall follow the guidelines set by ~~Southern~~ Ontario Library Services (SOLS), other networks, and their member libraries. Some ILLO requests may be delivered by photocopying of materials, which shall be done in compliance with the Copyright Act.

Library patrons receiving items through ILLO must respect borrowing regulations that the lending library may impose on the item such as a short loan period or in-library use only, as well as the regulations inherent in their library membership, including the relevant fines referenced within this document.

In accordance with Regulation 976 of the Ontario Public Libraries Act, the Caledon Public Library will not charge its users for materials borrowed on ILLO. However, charges for any photocopies may be passed on to the borrower.

Requests may be limited by format ~~made for books, microfilm, photocopies and select audiovisual materials~~, depending on the loan policies of the lending library. Requests may not be made for the following materials:

- Information available on the Internet or through electronic databases owned by the Library;
- Titles currently owned by the Library which are on hold or in repair; and,
- Any material types specified as not being available for loan.

Interlibrary Renewals

A renewal will be granted only with the permission of the lending library, at that library's sole discretion. A borrower must request a renewal in advance of the due date.

Other libraries that the Library lends materials to through ILL must adhere to the same guidelines of the network in question as well as the Library's instructions. The borrowing library is responsible for materials from the time they leave the Library until they have been returned. The borrowing library must request permission to renew an item before the due date of the item. Items may be recalled at any time at the request of the Caledon Public Library.

The Library reserves the right to decline to lend any item requested through ILL.

Returns

All items borrowed from the Caledon Public Library must be returned to any branch of the Caledon Public Library or designated drop-off location. ~~Late fines accrue for items returned after their due date.~~ Items must be returned (or renewed if possible) before closing time on the due date. Some special collections, which may be easily damaged if returned in a drop box, must be returned in person to a branch location. If Caledon Public Library items are returned to a neighbouring library system, the patron is responsible for all ~~fines and~~ replacement charges that may accrued.

Restrictions on Use

The Library supports the right and responsibility of parents or caregivers to determine and monitor their child's use of library collections and services. However, use of the following materials is restricted:

- Borrowing of video materials may be restricted to users aged 18 or older in the case where the material has been thus rated in accordance with a recognized industry or government system

- Borrowing of video games rated “Mature” may be restricted to users aged 17 or older.
- Borrowing of **some items within CPL’s Library of Things, including** hotspots, is limited to those aged 18 or older, or those accompanied by a parent or legal guardian.

Audio-visual materials may not be viewed publicly unless public performance rights have been confirmed.

Overdue Materials Fines

Caledon Public Library has eliminated overdue fines as a means of reducing barriers to library services. However, customers remain responsible for returning or renewing borrowed materials in advance of their due date. ~~Late fines accrue for items returned after their due date. Items must be returned (or renewed if possible) before closing time on the due date.~~

The cost of replacing the materials and a processing charge is charged to the patron if the materials are not returned within 45 days of their due date, and borrowing privileges may be suspended when materials remain long overdue. ~~Borrowing privileges will also be suspended when a patron has accumulated \$20.00 or more in fines. The Board reserves the right to refer any outstanding account in excess of \$200.00 to a collection agency.~~

Type of Material	Fines
Adult/Young Adult Materials (including magazines and audiobooks)	\$0.25/day to maximum of \$10.00 per item
DVDs and Video Games	\$1.00/day to maximum of \$10.00 per item
Fast Lane – Print	\$1.00/day to a maximum of \$10.00 per item
Fast Lane – DVDs	\$2.00/day to a maximum of \$10.00 per item
Children’s Materials (borrowed on a child’s card)	\$0.05/day to a maximum of \$5.00 per item
Children’s Materials (borrowed on an adult card)	\$0.25/day to maximum of \$10.00 per item
Hotspots	\$2.00/day to a maximum of \$10.00 per item
E-books and E-audiobooks	No Fines

~~Late fines for special collections may vary.~~

One week after the due date the patron will receive a reminder via automated phone call or email; a second automated call or email will be made to those who have not returned their materials within 30 days of the due date. A bill will be mailed for any long overdue materials for which replacement charges have been applied. Where possible the charge will be at actual cost. If such cost is not available, **the following** average replacement costs will be applied. A non-refundable \$3.00 processing fee will also be added to the replacement value of all overdue items.

Type of Material	Average Replacement Cost
<i>Adult Book</i>	\$30.00

<i>Children's Book</i>	\$25.00
<i>Magazine</i>	\$5.00
<i>Comic Book</i>	\$3.00
<i>Compact Disc (including audio books)</i>	\$20.00
<i>DVD</i>	\$25.00
<i>Hotspot</i>	\$200.00
<i>ChromeBook or Tablet</i>	\$450.00
<i>Launch Pad</i>	\$225.00
<i>Library of Things (varied)</i>	\$100.00

Lost and Damaged Material

Patrons are responsible for all materials while they are on loan to them and shall report any loss or damage. A patron who loses or damages library material is required to pay the cost of replacement as well as a non-refundable \$3.00 processing fee per item. A replacement charge will be levied for damage to library materials while in the cardholder's possession if the item is deemed no longer suitable for use. Borrowing privileges may be suspended until all such charges are paid in full. **The Board reserves the right to refer any outstanding account in excess of \$200.00 to a collection agency.**

Replacement copies or donations in lieu of payment are not accepted. It may not be desirable or possible to replace a specific item **within the collection**; replacement is left to the discretion of the CEO/Chief Librarian in accordance with the *Caledon Public Library Collection Development Policy (CPL-16-12)*.

Services

Reference, Information and Technology Services

It is the mandate of the Caledon Public Library to provide patrons with guidance and assistance in accessing and determining the value and relevancy of information and locating print and digital resources. Patrons may seek assistance by visiting any library branch or may contact library staff by telephone, email, **chat**, or text.

The Library offers access to workstations and wireless networks at all branches. Printing, fax and scanning services are also offered at all locations, with related fees applied.

Library staff are available to assist users in getting started and to offer suggestions for effective searching or for accessing on-line instruction; however, individuals who require extra help are encouraged to take advantage of available computer training sessions or scheduled support hours. Staff assistance may be limited by time and type of question.

Appropriate use of library technologies and available staff assistance are confirmed in the *Caledon Public Library Internet and Technology Acceptable Use Policy (CPL-15-02)*.

Print Collections, Digital Resources, Databases and eBooks

In addition to a collection of print and audio-visual materials, the Library subscribes to a wealth of online resources, databases and eBooks on behalf of Caledon Public Library members. These are accessible via the Library's website or dedicated mobile application. Most are available outside of library hours of operation and can be accessed remotely. A valid library card number and Personal Identification Number (PIN) may be required in order to access these tools.

The selection and ongoing maintenance of the Library's print and electronic collections is managed within the guidelines of the *Caledon Public Library's Collection Development Policy*. Criteria and best practices directing the use of donated materials are also stipulated within the *Caledon Public Library Collection Development Policy (CPL-16-12)*.

Programs

The Caledon Public Library is committed to providing and/or facilitating community-based programming which supports the Library's mission and strategic goals. While the majority of programs are offered at no cost to participants, charges may be levied in an effort to recover some or all of the associated costs of a given offering **or as part of the Library's efforts to raise funds to supplement the Library's tax-supported budget.**

The *Caledon Public Library Programming Policy (CPL-18-25)* outlines the principles and criteria for programs at Caledon Public Library and provides guidelines for staff developing and/or delivering programs.

Invigilation

The Library may be used for writing examinations at no charge provided the conditions set by the examining institution can be met without disruption to the Library's normal functions. ~~in which case, there may be an associated cost.~~ The Library will not **assume** ~~accept~~ any out-of-pocket costs related to outside examinations. The Library reserves the right to schedule the examination time according to availability of staff members and rooms.

Facilities

Hours of Operation

The hours that Caledon Public Library Branches will be open to the public shall be determined by the Board and posted in each library building and on the Library's website.

The roles and responsibilities in situations where the Caledon Public Library temporarily suspends or curtails operations due to an emergency **or unanticipated** situation, including

severe weather, are outlined in the *Caledon Public Library Inclement Weather and Unscheduled Closure Policy (CPL-15-03)*.

Solicitation

Solicitation of donations or the sale of tickets or other promotional materials for fundraising or commercial purposes is not permitted in the Library, with the exception of Library Board or Town of Caledon sponsored events. The Library may allow the sale of merchandise by community partners and sponsors at library programs and/or events. With the exception of books, such sales shall be considered only in cases when the intended audience is teens or adults.

The exhibition and sale of artwork is addressed within the *Caledon Public Library Art Exhibit, Display and Community Information Policy (CPL-16-16)*.

The Library will continue with the distribution and collection of donations for Remembrance Day Poppies at the Library notwithstanding this policy.

Contravention of Policy

The Caledon Public Library Board reserves the right to remove the privileges of any library user found in contravention of the Caledon Public Library Board's policies. Discretionary power to refuse membership or renewal of membership to any person who neglects or refuses to comply with the rules and regulations of the Caledon Public Library Board rests with the CEO and Chief Librarian.

Appeal Process

An appeal or application for re-instatement of membership privileges may be submitted, in writing, to the CEO and Chief Librarian. Library privileges are not automatically re-instated. Only one appeal will be considered during the term of the suspension.

Office of the CEO and Chief Librarian
Caledon Public Library
~~6500 Old Church Road~~ 150 Queen Street South
~~Caledon East~~ Bolton, Ontario ~~L7C 0H3~~ L7E 1E3
ceo@caledon.library.on.ca

Related Documents:

- [Public Libraries Act](#), R.S.O. 1990, c. P.44
- Accessible Customer Service Policy (CPL-16-14)
- [Art Exhibit, Display and Community Information Policy \(CPL-16-16\)](#)

- Collection Development Policy (CPL-16-12)
- Diversity and Inclusion Policy (CPL-20-26)
- Inclement Weather and Unscheduled Closure Policy (CPL-15-03)
- Internet and Technology Acceptable Use Policy (CPL-15-02)
- Partnership Policy (CPL-17-21)
- Privacy Policy (CPL-15-01)
- Programming Policy (CPL-18-25)
- Public Code of Conduct (CPL-16-11)
- Public Complaint Handling Policy (CPL-16-15)
- Rights and Safety of Children in the Library (CPL-16-08)

Attachment 9-E

Date: January 17, 2022

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian



Subject: Privacy Policy Report

Recommendation:

That the Caledon Public Library Board review the attached revisions to the Privacy Policy for approval and adoption.

Background

As reflected in [Appendix A](#), significant revisions are recommended to the Privacy Policy. These were largely informed by a sample policy drafted by Ontario Library Services (OLS). Suggested improvements include the addition of language confirming the Board's responsibility for privacy and the resulting delegation of accountability to the CEO/Chief Librarian. The section related to Online Privacy has also been expanded to better reflect our continued reliance on online communications, the newly launched catalogue and the Library's ongoing compliance with Canadian Anti-Spam Legislation (CASL).

The policy, once reviewed and approved, will remain posted on the Library's website and available in print upon request.

Financial Implication

None.

Recommended Motion

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

Appendix A

Title	Privacy Policy
Policy Number	CPL-15-01
Type	Operating
Approval Date	[approval date] 2022
Review Date	[review date] 2024
Notes	Previously approved November 2015, November 2017 and January 2020



Purpose

All users of the Caledon Public Library have the right to privacy and confidentiality regarding their use of the Library's services, programs and collections. This policy outlines the information collected, conditions and exceptions and retention of information. **Personal information may be provided in any of three formats – in person, in writing, or electronically. This policy covers all three circumstances.**

Guidelines

All information collected from individuals under the authority of the Public Libraries Act, is subject to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). ~~Under these acts, all users of the Caledon Public Library have the right to privacy and confidentiality regarding their use of the Library's services, programs and collections.~~ Customer borrowing and electronic use records are held in confidence by the Library and are accessed only for the purposes identified at the point of collection.

Collection of Personal Information

The Caledon Public Library collects personal information for the purposes of identifying customers, in order that they may borrow materials and access programs and electronic services.

Personal information is defined as recorded information about an identifiable individual. For the Library's purposes, that information includes:

- Name, address, telephone number, date of birth and e-mail address (if applicable)
- The name of the parent or legal guardian of all children up to age 12 and of teens aged 13 – 17 without appropriate identification of their own.
- **Information about what an individual library user has borrowed or items placed on hold**
~~Borrowed materials~~
- **Information about** overdue fines and other charges
~~Holds/requests for materials~~
- Information related to registration for Library programs **or participation in contests**
- ~~Information related to volunteer application forms~~

- Information related to recruitment of staff and volunteers; and,
- Information about individuals' requests for material through interlibrary loan. As part of a provincial interlibrary loan network, some of this information resides on servers managed by other organizations and the Library cannot definitively guarantee the use of this information.

Date of Birth identifies patrons with similar/same names and allows the Library to update borrower records to reflect changes in account type and related privileges.

The Library collects comment forms, letters, ~~contest submissions~~ and Requests for Reconsideration from individual users. ~~Comment forms addressed to staff are used internally to improve services. Comment forms that affect overall services are reviewed by senior level staff and, at times, by the Library Board. Comments and correspondence forms may form part of the Board package.~~ The names of anyone submitting forms or correspondence that are included in a Board package may appear on the Board's public documents. Any correspondence related to personnel or property issues shall be treated as confidential, to be addressed at an in-camera session of the Library Board.

~~The Library may also participate in Town initiatives to engage residents. As with general comment forms, submissions are used internally to improve services and may be shared publicly as part of the Library Board meeting package. Once reviewed by the Library's Management Team, any such forms are forwarded to the Town of Caledon and are then retained or disposed as per Town procedure.~~

~~Correspondence received by the Library Board or Staff may form part of the Board's public documents.~~

Use of Information

The collection of personal information is limited to that which is necessary for the administration of the Library and the provision of library services and programs

The purposes for which personal information is collected from an individual is identified by the Library at, or before, the time the information is collected and that consent is given by the individual at that time. This includes the following:

- Contest submissions may be shared with the public for the purposes of advertising, promotion and display. Contest participants may be required to complete a Contest Permission Form and/or Privacy Waiver.
- The Library also collects photos and videos of library users at library events and programs, hosted both in person and virtually, and advises program participants that they may be included in group photos and/or recordings ~~shots~~. Photos and videos will be used solely for library purposes and may be included, in illustration, advertising and publicity material on behalf of Caledon Public Library, including but not limited to the

promotion of library programs and services. ~~Consent is sought to authorize the Caledon Public Library to re-use and re-publish photographic/video portraits, pictures and contest materials.~~

As using personal information for other purposes than originally intended is not permitted by MFIPPA, if the Library wishes to use a patron's personal information for a purpose that is not consistent with the one for which it was originally obtained or compiled, it must first acquire the patron's written consent to use the personal information for that new purpose.

Retention of User Information

Personal information about the identity of library customers is collected voluntarily and is stored electronically in a database. The Library also records current transactions which identify use of the Library by a specific individual. This transaction information is temporary and is deleted once a given transaction or use is deemed complete.

An exception is made for authorized uses, such as tracking use data for patrons served by our Visiting Library Service. Information about the items borrowed is not kept once the material is returned to the library unless it is incomplete or damaged. Individual patrons can also opt to retain their borrowing history. This functionality must be enabled by the patron within their account preferences in the Library's ~~digital~~ online catalogue.

Disposal

~~Once completed membership forms have been input and checked they are shredded.~~ Borrower accounts are deleted from the database after four (4) years of expiry as long as there are no outstanding items and/or fees in excess of \$10.00. Personal information that is submitted online to register for a library program or enter a library contest is retained for one year following the program, contest or event and is then purged from the database.

Access to Personal Information

Access to customer information is limited to:

- Library employees and authorized service providers, working within the scope of their duties
- Volunteers tasked with delivery of library materials as part of the Visiting Library Services program, for accounts for which a valid Patron Account Waiver has been provided.
- The individual to whom the information relates, or, if the individual is less than 16 years of age, the person who has lawful custody of that individual. Access by an individual requires proof of identity.

Personal information held by the Library, including customer borrowing and electronic use records, will not be divulged to a third party (including spouses), except in very specific permissible circumstances, including:

- The custodial parent or guardian of an individual who is less than 16 years of age.
- Someone holding Power of Attorney for a specified individual, where proof of the Power of Attorney is provided.
- A law enforcement agency requesting specific personal information, where the request is supported by a formal warrant or otherwise required by the law.
- If a library card belonging to another person is presented, it implies consent to borrow items, pick up material on hold for that person, or confirm outstanding items. With the exception of the linked account functionality through a supported library ~~the CPL Mobile~~ application, a digital version of a card stored on a mobile device does not imply similar consent.

Individuals wishing to pay fines on another patron's account may do so without the need for a card, but shall not receive an invoice detailing the specifics of such charges. In such a case, or if a person presents an overdue notice or collection letter addressed to another person, it does not allow access to other information in that person's record.

The Library and library users have the right to request a correction of personal information if erroneous data is identified. The Library has a right to request supporting documentation from a customer when making any corrections.

Online Privacy

Personal account information, collected through the Library's website may ~~can~~ include name, address, telephone, e-mail as well as items checked out, on hold and resulting fees. Verification of the library card number, user name, and/or PIN is facilitated through the Library's automated patron database.

In addition to the personal information collected by the Library through its website, additional information is collected and managed by third-party service providers on the Library's behalf as a means of delivering value added services. In such cases, the Library may not have authority over the collection or retention of personal information. Users are urged to consult the privacy policies of the specific websites and services before providing any personal information.

The use of the Library's ~~digital~~ online catalogue does not require the provision of any personal information unless account access is required. Customers can access their personal library account with their library card number and a Personal Identification Number (PIN) through the online catalogue or mobile app. Customers may also create a user name that will appear in the catalogue when reviewing, commenting on or recommending material to other members of the

public, or when creating shelves. All users can create an anonymous user name, as well as change their personal privacy settings from within their online library account.

The online catalogue, when accessed using an in-branch library workstation, is programmed to close after a short period of inactivity to prevent access to personal information by other customers. However, it is advisable to logout when finished with the online catalogue.

Customers using commercial databases through the Caledon Public Library website may be required to enter their library card number, user name, and/or PIN to access the databases. These entries numbers are verified against the automated Library's patron database.

Links to websites of digital resource providers and other organizations are included on the Caledon Public Library's website. These links are provided for ease of access and information only and are not subject to the privacy policy of the Caledon Public Library. ~~Users are urged to consult the privacy policies of the specific websites and services before providing any personal information.~~

Computer Workstations

Visitors making use of the Caledon Public Library's computer workstations are cautioned that any personal files stored on the hard drive may not be immediately deleted upon completion of their session. All computer workstations are located in a public environment and the Library cannot guarantee privacy when using them. Any documents or images displayed on the workstations may be viewed by other members of the public.

Wireless Internet

The wireless network provided by the Caledon Public Library is an open, unsecured network and the Library cannot guarantee the security of the customer's computer while using it.

Electronic Communication

Customers may use e-mail, chat or text messaging to contact library staff. This communication may include the e-mail address, phone number, name, postal address, library card number and specific reference request. This communication can only be accessed by authorized members of the library staff and will be stored in their ~~mail~~ account until deleted.

Polls or surveys may be featured on the Caledon Public Library webpage to gauge public opinion. The provision of personal or identifiable data is optional and any information collected will be used to improve library collections, programs and services.

Electronic Messages under Canada's Anti-Spam Legislation

In keeping with Canadian Anti-Spam Legislation (CASL), email addresses collected by the Library are used solely for the intended purpose, for which the patron has provided explicit consent, and will not be shared with any other individual or organization.

The Library ensures that all electronic messages clearly identify the subject of the communication, the sender, including the Library' address and contact information, as well as a means for an individual to unsubscribe from receiving further messages.

At the time of registration for a library card, specific pieces of information are collected (see Section 1 above). Obtaining a library card implies the individual's consent to authorize the library to send electronic notifications regarding personal borrowing and transaction activities if an e-mail address was provided at the time of registration. Individuals may request not to receive electronic notifications although such an action may affect their ability to use the affected library services.

Caledon Public Library may, at times, use electronic means to promote services, share information, or announce special events. The Library will provide an opportunity for individuals to sign up to receive such specific notifications, and will seek the individual's consent before sending promotional electronic messages and notifications. The Library will provide options to individuals to easily unsubscribe from these services or to change their preferences at any time.

Responsibility for Privacy

The Board is responsible for personal information under its control and designates the CEO/Chief Librarian as the individual accountable for the Library's compliance with legislation. The CEO/Chief Librarian ensures that the policy with respect to collection, use and disclosure of information is followed.

All library employees will be made aware of the importance of maintaining the confidentiality of personal information

Any library user who feels their privacy has not been protected may challenge library practices with the CEO/Chief Librarian. A library user who remains unsatisfied with the result of the CEO/Chief Librarian's review and response may appeal to the Library Board, maintaining either the current policy has been violated or that the current policy needs to be changed in order to address a perceived issue.

A breach is any unauthorized or illegal collection, use, or disclosure of personal information. In the event of a breach the CEO/Chief Librarian or her/his designate will:

- a. Contain the breach and repatriate the information
- b. Assess the severity of the breach
- c. Notify affected parties and the Information and Privacy Commissioner as required
- d. Investigate the cause of the breach
- e. Implement corrective actions

Access Requests

All Caledon Public Library customers have the right to access their personal information as well as information regarding library operations. The request may be submitted on an informal or formal basis, depending on the nature of the request. Any requests are subject to the exemptions outlined in the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

Informal Requests

Customers must provide appropriate identification before personal information will be provided. For example, upon presentation of ~~their his/her~~ library card or other approved identification, a customer may query ~~their his/her~~ records and/or the records of ~~their his/her~~ minor age children or wards. Library staff may assist customers if required.

Formal Requests

Information from the Library's database files shall only be released to the police or government agencies upon the presentation of a proper and valid warrant. In the absence of a warrant the information requested must be in accordance with Section 32(g) and 32(i) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) In such cases, the senior staff member on duty has the authority to release personal information to the police or government agencies in Canada to aid an investigation leading or likely to lead to a law enforcement proceeding or in compassionate circumstances to facilitate contact with next of kin of an individual who is injured or deceased. All such requests must be documented on the Caledon Public Library's Disclosure of Personal Information form created for this purpose.

All other formal requests for personal or operational information must be done in writing. Requests by written letter must include the following information:

- Full name and mailing address
- Daytime telephone number
- Detailed information regarding the requested records; including specific files, dates and other pertinent information

All formal requests must be addressed to the Caledon Public Library's CEO/Chief Librarian, who serves as the Freedom of Information Coordinator. Each request will be reviewed to determine if the Library will release the requested information. Written notice by the CEO will be provided to the individual or group submitting any request.

The CEO/Freedom of Information Coordinator can be contacted at:

Office of the CEO and Chief Librarian
Caledon Public Library
~~6500 Old Church Road~~ 150 Queen Street South
~~Caledon East~~ Bolton, Ontario ~~L7C 0H3~~ L7E 1E3

Contravention of Policy

As per the *Caledon Public Library Operational Policy (CPL-16-04)*, the Caledon Public Library Board reserves the right to remove the privileges of any library user found in contravention of the Caledon Public Library Board's policies.

Related Documents:

- [Municipal Freedom of Information and Protection of Privacy Act](#), R.S.O. 1990, c. M.56
- [Public Libraries Act](#), R.S.O. 1990, c. P.44
- [Canada's Anti-Spam Legislation](#)
- Operational Policy (CPL-16-04)
- Records Management and Retention Policy (CPL-17-22)
- Caledon Public Library Disclosure of Personal Information Form
- Caledon Public Library Privacy Waiver

Attachment 11-A

CALEDON PUBLIC LIBRARY BOARD: ANNUAL AGENDA/WORK PLAN 2022

Updated January 17, 2022

Month	Governance/Strategic Issues <small>(activities in order to fulfill accountability obligations policy development, review and revision, financial oversight, connections with council and community, monitoring and evaluation, committee work e.g. CEO appraisal, facility planning recruitment)</small>	Information Needed <small>(reports and monitoring documents and additional information required to support discussion of and action on strategic issues)</small>	Board Action <small>(proposed action as a result of governance and/or strategic issues and discussions)</small>
January 2022	<ul style="list-style-type: none"> Review of 2021 Strategic Actions Completed Review of 2021 Q4 and Annual Statistics Privacy Policy Review Operational Policy Review OLA Board Attendance Confirmation 	<ul style="list-style-type: none"> 2021 Q4 and Year End Statistics Report 2021 Strategic Scoresheet 2021 Procurement Update Drafted policy 	<ul style="list-style-type: none"> OLA Conference Registration
February 2022	<ul style="list-style-type: none"> No regular meeting scheduled 		<ul style="list-style-type: none"> OLA Super Conference/ OLBA Boot Camp virtual attendance
March 2022	<ul style="list-style-type: none"> Review of 2021 Annual Report Strategic Assessment Baselines and Targets Planning Policy Review Board By-Law Review Annual Board Assessment Policy Review Rights and Safety of Children and Teens in the Library Review 	<ul style="list-style-type: none"> OLA Conference Feedback Draft Annual Report Drafted assessment plan Drafted policies 	<ul style="list-style-type: none"> Year End Variance Review – 2021 Meeting evaluation Meeting of Advocacy/Fundraising Committee
April 2022	<ul style="list-style-type: none"> Review of Quarterly Statistics – Q1 Fundraising and Gift Acceptance Policy Review Use of Library Board Resources for Election Purposes Review Southfields Village Branch Report 	<ul style="list-style-type: none"> 2022 Q1 Statistics Report Drafted policies Branch report 	
May 2022	<ul style="list-style-type: none"> Personnel Policy Review Board Code of Conduct Review Patron Code of Conduct Review 	<ul style="list-style-type: none"> Drafted policies 	<ul style="list-style-type: none"> Meeting of CEO Assessment Committee
June 2022	<ul style="list-style-type: none"> Review of Social Media Policy CEO Annual Performance Evaluation Collection Development Policy Review Volunteer Policy Review Programming Policy Review 	<ul style="list-style-type: none"> Drafted policies Mid-year procurement update Mid-year reserves update CEO to provide goals for coming term – July 2021 to June 2022 	<ul style="list-style-type: none"> Meeting of Advocacy/Fundraising Committee Meeting evaluation

July 2022	<ul style="list-style-type: none"> No regular meeting scheduled 		
August 2022	<ul style="list-style-type: none"> Initial budget consideration Review of quarterly statistics – Q2 	<ul style="list-style-type: none"> Draft budget 2022 Q2 Statistics Report 	<ul style="list-style-type: none"> Meeting of the Finance Committee Variance Review – Q2 2022
September 2022	<ul style="list-style-type: none"> Accessibility Policy Review Diversity and Inclusion Policy Review 	<ul style="list-style-type: none"> Drafted policies Drafted work plan 	<ul style="list-style-type: none"> Meeting of Advocacy/Fundraising Committee
October 2022	<ul style="list-style-type: none"> Review of quarterly statistics – Q3 Public Complaint Handling Policy Review Board Recruitment and Succession work 	<ul style="list-style-type: none"> 2022 Q3 Statistics Report Drafted policy Drafted position description Drafted Board matrix 	<ul style="list-style-type: none"> Variance Review – Q3 2022 Sharing of intentions to reapply for Board Meeting evaluation
November 2022	<ul style="list-style-type: none"> Annual Board Assessment Call for interest in OLA Board Attendance Schedule of Board Meetings – 2023 Art Exhibit, Display and Community Information Policy Review Donation and Bequest Reserve Fund Policy Review 	<ul style="list-style-type: none"> Assessment criteria and questions Drafted policies Revised budget 	<ul style="list-style-type: none"> Completion of Annual Assessment Questionnaire
December 2022	<ul style="list-style-type: none"> OLA Board Attendance Confirmation Board Legacy Document CEO/Chief Librarian Mid-Year Performance Evaluation 	<ul style="list-style-type: none"> Board Assessment Results Drafted Policies Drafted succession/legacy document 	<ul style="list-style-type: none"> Meeting of Advocacy/Fundraising Committee OLA Conference Registration Meeting of CEO Evaluation Committee