

## AGENDA

This meeting will be hosted electronically.

Members of the public may attend by  
calling 1.647.558.0588 and entering meeting ID 811 6668 0301 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. Presentations
  - a. 2021 Annual Report Video – Mary Maw, Manager, Communications and Community Development
  - b. Southfields Village Branch Update – Samantha Dillane, Branch Manager, Southfields Village Branch, Public Service
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 March 21, 2022 meeting (Attachment 7-A)
- b. Monthly Strategic Actions Update (Attachment 7-B)
- c. Correspondence

- i. Caledon Public Library correspondence to Council re: OLA/FOPL Provincial Budget Priorities – April 4, 2022 (Attachment 7-C-1)
8. Business arising from the minutes
9. Staff Reports
  - a. Treasurer’s Report and Financial Statements (Attachment 9-A)
  - b. Quarterly Performance Measures and Statistics – Q1 2022 (Attachment 9-B)
  - c. Strategic Evaluation and Assessment Report (Attachment 9-C)
  - d. Fundraising and Gift Acceptance Policy Plan Report (Attachment 9-D)
  - e. The Library and Political Elections Policy Report (Attachment 9-E)
  - f. Southfields Village Branch Report (Attachment 9-F)
10. Board and Committee Reports
  - a. Advocacy and Fundraising Committee Minutes of March 28, 2022 (Attachment 10-A)
    - i. The Role of the Board in Advocacy and Lobbying – OLS (Attachment 10-A-1)
11. New business
12. Board Development
13. Board Work Plan
  - a. 2022 Board Work Plan Review (Attachment 13-A)
14. Public question period
15. Upcoming Events and Development Opportunities
  - a. Board Transition: Succession Planning for Public Libraries – OLS Webinar - Friday, April 29, 12 -1 PM
16. Time of next regular meeting
  - a. Monday, May 16, 2022, 6:00 PM - Southfields Village Branch
17. Adjournment

Attached documents:

- 7-A Minutes of the March 21, 2022 meeting
- 7-B Monthly Strategic Actions Update
- 7-C-1 CPL correspondence to Council re: OLA/FOPL Provincial Budget Priorities – April 4, 2022
- 9-A Treasurer’s Report and Financial Statements
- 9-B Quarterly Performance Measures and Statistics – Q1 2022
- 9-C Strategic Evaluation and Assessment Plan Report
- 9-D Fundraising and Gift Acceptance Policy Report
- 9-E The Library and Political Elections Policy Report
- 9-F Southfields Village Branch Report
- 10-A Advocacy and Fundraising Committee Minutes of March 28, 2022
- 10-A-1 The Role of the Board in Advocacy and Lobbying – OLS
- 13-A 2022 Board Work Plan

## Attachment 7-A

Caledon Public Library Board Meeting  
Monday March 21<sup>st</sup>, 2022  
6:00 p.m.



# MINUTES

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

**Staff:** Colleen Lipp – CEO | Chief Librarian; Anna Fitzcharles, Administrative Assistant

**Absent:** Councillor Tony Rosa, Councillor Christina Early

*Note: This meeting was conducted electronically*

### 1. The Chair called the meeting to order at 6:02 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:** Councillor Tony Rosa, Councillor Christina Early

#### 4. Approval of the Agenda

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

**Moved:** Paula Civiero

**Seconded:** Jacqueline lafrate

**Carried.**

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

#### 6. Consent Agenda

- a. Minutes of the January 17<sup>th</sup>, 2022 meeting
- b. CEO/Chief Librarian's Report
- c. Monthly Strategic Actions Update
- d. Correspondence

i. **Town of Caledon - Notice of Public Open Houses and Statutory Public Meeting and Request for Comments – Caledon’s draft Official Plan – March 21, 2022**

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

**Moved:** David Betty

**Seconded:** Brenda Clark

**Carried.**

7. **Business arising from the minutes:** none

8. **Staff Reports**

a. **Treasurer’s Report and Financial Statements**

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

**Moved:** Sheralyn Roman

**Seconded:** David Betty

**Carried.**

b. **Planning Policy Report**

**Motion:** That the Caledon Public Library Board approve and adopt the revised Planning Policy; and,

That the Caledon Public Library Board delegate authority for selecting a consultant to undertake a comprehensive Master Plan to the CEO/Chief Librarian.

**Moved:** Paula Civiero

**Seconded:** David Betty

**Carried.**

c. **Board By-Law Report**

**Motion:** That the Caledon Public Library Board repeal the previous By-Law, last revised October 18, 2021.

**Moved:** David Betty

**Seconded:** Sheralyn Roman

**Carried.**

**Motion:** That the Caledon Public Library Board approve and adopt the newly revised Caledon Public Library Board By-law and Appendices with further revisions as discussed.

**Moved:** Sheralyn Roman

**Seconded:** Brenda Clark

**Carried.**

d. **Annual Board Assessment Policy Report**

**Motion:** That the Caledon Public Library Board approve and adopt the Annual Board Assessment Policy.

**Moved:** Sheralyn Roman

**Seconded:** Catherine Jackson

**Carried.**

*Paula Civiero left the meeting at 6:59 PM*

e. **Rights and Safety of Children and Teens in the Library Report**

**Motion:** That the Caledon Public Library Board approve and adopt the revised Rights and Safety of Children and Teens in the Library.

**Moved:** David Betty

**Seconded:** Catherine Jackson

**Carried.**

## **9. CLOSED SESSION**

**Motion:** That the Caledon Public Library Board move into closed session for the purpose of discussing the following:

1. Confidential Report re: Personal matters about an identifiable individual – CEO/Chief Librarian Compensation
2. Confidential Report re: Personal matters about an identifiable individual – Naming of Library Maker Spaces.
3. Confidential Report re: Security of the property of the Board – Bolton Branch Artwork.

**Moved:** Sheralyn Roman

**Seconded:** Catherine Jackson

**Carried at 7:07 PM**

*All those in attendance other than the Board and the CEO/Chief Librarian were moved to the virtual waiting room so that the Board may enter into closed session.*

**Motion:** That the Caledon Public Library Board resume open session.

**Moved:** Catherine Jackson

**Seconded:** David Betty

**Carried at 8:00 PM**

*Open session resumed and those in the waiting room were invited to return to the meeting.*

### **a. Confidential Report re: Personal matters about an identifiable individual – CEO/Chief Librarian Compensation.**

**Motion:** That the Caledon Public Library Board approve the drafted confidential correspondence regarding the CEO/Chief Librarian compensation; and,

That the Caledon Public Library Board receive the confidential memo regarding the Town of Caledon Non-union Total Rewards Review.

**Moved:** David Betty

**Seconded:** Brenda Clark

**Carried.**

### **b. Confidential Report re: Personal matters about an identifiable individual – Naming of Library Maker Spaces.**

**Motion:** That the Caledon Public Library Board received the CONFIDENTIAL REPORT re: Personal matters about an identifiable individual - Naming of Library Maker Spaces; and,

That the Caledon Public Library Board approve the proposed maker space naming strategy and the renaming of the Margaret Dunn Valleywood Branch to the Margaret Dunn Valleywood Collaboration Studio.

**Moved:** Jacquelyn Iafrate

**Seconded:** Brenda Clark

**Carried.**

### **c. Confidential Report re: Security of the property of the Board – Bolton Branch Artwork.**

**Motion:** That the Caledon Public Library Board receive the CONFIDENTIAL REPORT re: Security of the property of the Board – Bolton Branch Artwork; and,

That the Caledon Public Library Board direct the CEO/Chief Librarian to investigate the processes and financial implications associated with the retention of the art work and providing a follow up report for the Board's further consideration.

**Moved:** Sheralyn Roman

**Seconded:** Catherine Jackson

**Carried.**

**10. New Business:** none

**11. Board Development**

- a. Members of the Board shared their learnings and key takeaways from the OLA Super Conference.

*Sheralyn Roman left the meeting at 8:11 PM*

**12. Board Work Plan**

- a. **2022 Board Work Plan Review**

**Motion:** That the Caledon Public Library Board receive and approve the 2022 Work Plan.

**Moved:** Catherine Jackson

**Seconded:** Brenda Clark

**Carried.**

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

**14. Meeting Evaluation.** A weblink was shared so that members of the Board could complete the meeting evaluation survey.

**15. Upcoming Events and Development Opportunities**

**16. Time of next regular meeting:**

- a. **Monday, April 11<sup>th</sup>, 2022, 6:00 PM – Virtual via Zoom**

**17. Adjournment**

**Motion:** That the meeting adjourn.

**Moved:** Brenda Clark

**Seconded:** David Betty

**Carried.**

The meeting adjourned at 8:25 PM

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Janet Manning  
Chair

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Colleen Lipp  
CEO | Chief Librarian

## Attachment 7-B

### Strategic Actions Update

April 2022



### Grow and Innovate

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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:

- What It Means To Be An Active Learner
- YA and Middle Grade Reads (webinar)

An online Cybersecurity Awareness Training program was rolled out to all staff. This mandatory training is to be completed by all staff no later than August 1, 2022. This training highlights the importance of everyone's role in safeguarding the organization's sensitive data, giving them the practical skills needed to protect the organization from the dangers of data-breaches, network attacks and ransomware threats.

Three new collections were added to CPL's Library of Things: GoPro cameras, Arduino kits, and Raspberry Pi kits.

### Respond to Community Needs

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Programs for children and tweens included:

- Virtual story times
- Spring Critters Character Hunt
- March Break programs: *Full S.T.E.A.M. Ahead*
  - March "Break-In" Bags
  - Lil Tykes Sensory Time
  - Kids Sensory Time
  - Tween Pokémon Glass Art
  - Tween DIY Pet Toys
  - Kids Paper Walkers
  - Dungeons & Dragons for Tweens
  - Osmo Tech Time
  - Little Rays Live Online Zoo Show (Bilingual)
  - French Story Time

Programs for teens included:

- Teen Book Box - Leading Ladies (in recognition of International Women's Day on March 8th)
- March Break programs: *Full S.T.E.A.M. Ahead*
  - Needle Felting
  - Squid Games
  - Dungeons & Dragons for Teens

Programs for adults included:

- CRA tax presentations
- Cricut crafts

Grief 101 (with Bethell Hospice)  
Beautiful native plants (with TRCA)  
Choose the device that's right for you  
International Women's Day with the Zonta Group  
Academy Award contest

## **Celebrate Culture and Inclusion**

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Blogs, book lists and social media posts celebrating Earth Hour, International Woman's Day, Women's History Month, National Indigenous Languages Day, International Day of Transgender Visibility

## **Demonstrate our Value**

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Beanstack activity (from March 14-29) : over 20,500 minutes logged; 46 new accounts created, 7 reading activity challenges completed

Members of the Library's staff and Board attended the Mayor's Business Lunch for a Taste of Caledon. This event provided an opportunity to highlight CPL's current services to businesses as well as demonstrate maker technologies that will be made available in renovated and relocated facilities.





April 4, 2022

Mayor Allan Thompson and Members of Council  
Town of Caledon  
6311 Old Church Road  
Caledon, Ontario L7C 1J6

Dear Mayor Thompson and Members of Council,

Libraries are Ontario's farthest-reaching, most cost-effective resource for empowering positive change in education, local economic development and poverty reduction. Libraries are an essential part of Ontario's COVID-19 response and recovery – but many who depend on them are still falling through the gaps.

With this in mind, the Ontario Library Association (OLA) and the Federation of Ontario Public Libraries (FOPL) have developed the following three key budget priorities for the province's information and consideration.

**Enhance current levels of provincial operating funding for public libraries.** Caledon's annual provincial Public Library Operating Grant accounts for just 1.2% of the Library's total 2022 operating budget. Despite the impacts of population growth and inflation, the value received annually by libraries across the province has remained unchanged since the 90s.

**Implement a sustainable provincial funding model for First Nation public libraries.** Of the 133 First Nations communities in Ontario, only 40 have public libraries. This number has steadily dropped in recent years and the pandemic has only made this situation worse, with four public libraries on reserve closing their doors due to inadequate funding over the past 20 months.

**Create an Ontario-wide Digital Public Library.** Recent reliance on remote work and learning has highlighted the importance of equal access to high quality online information and recreation. Those living in smaller or rural communities have access to far fewer digital titles than those living in Toronto, though access them far more often. Prompted by the pandemic, Caledon's use of e-titles has risen substantially in recent years and accounted for 31% of total items borrowed in 2021 - a significant rise from 18% in 2019.

The Caledon Public Library is grateful for OLA and FOPL's shared commitment to ensuring that libraries are able to continue to play a critical role in the social, education, cultural and economic success of our communities. Their full proposal is attached for Council's information. We welcome any opportunity for further discussion.

Sincerely,

A handwritten signature in blue ink that reads "Janet Manning".

Janet Manning  
Chair, Caledon Public Library Board

A handwritten signature in blue ink that reads "Colleen Lipp".

Colleen Lipp  
CEO | Chief Librarian, Caledon Public Library

cc: Laura Hall, Director, Corporate Services and Town Clerk

# Protecting Local Public Libraries Across Ontario

**Public libraries are an essential part of Ontario's COVID-19 response and recovery – but many who depend on them are still falling through the gaps.**

- Public libraries are Ontario's farthest-reaching, most cost-effective public resource and community hubs.
- The COVID-19 pandemic continues to demonstrate how millions of Ontarians rely on local libraries in their daily lives: to work, to learn, to connect to community and government services, and to find or train for a job.
- The critical role of local public libraries in communities across Ontario is being demonstrated once again. As we confront the latest wave of the pandemic, public libraries are providing access to important digital and in-person resources, mental health and well-being supports, as well as supporting local public health authorities and other social services in their emergency pandemic response.
- Yet despite these essential supports, many individuals and families across the province are struggling and unable to access the local public library resources they need.
- Many of these gaps existed prior to the pandemic, but the ongoing health emergency has brought them to a critical point.
- There are public libraries on approximately 30% of Ontario First Nation Reserves and their situation is even more challenging as these libraries do not receive funding from municipal taxes. This has resulted in an unsustainable provincial funding model that has left many public libraries on reserve closed or with severely reduced access.

**Investing in public libraries will directly support communities and local economies recovering from the COVID-19 pandemic.**

Through carefully targeted investments, the Ontario Government can make sure that all Ontarians – no matter where they live or learn – will continue to have access to much-needed modern, cost-effective resources and services through their local public libraries, during and beyond the pandemic emergency.

1. Keep local public libraries across Ontario sustainable by **enhancing provincial operating funding for public libraries** and ensure that this increased support reaches those libraries where it is most needed.
2. Working alongside First Nations Public Library leaders, **rapidly implement a sustainable funding model for public libraries on reserve** to ensure that these important local hubs are fully-funded and viable. This includes increasing direct provincial funding support to sustainably fund library operations and ensure a living income for frontline library staff in these communities.
3. Provide critical e-learning support and fair access to modern, digital resources for all Ontario public

libraries by **creating an Ontario Digital Public Library**, leveraging the province's significant purchasing power to give all Ontarians access to a common core of high-quality e-learning & online resources and more e-books.

## Priorities

- 1. Keep local public libraries across Ontario sustainable by enhancing provincial operating funding and ensure that this increased support reaches those libraries where it is most needed.**
  - With no increase to annual provincial funding for public libraries in over 20 years, the value of the province's investment in public libraries has fallen by over 60%.
  - This is despite inflation, substantial changes in technology, and the increasing importance of libraries as a vital community hub and public resource in many municipalities.
  - In a growing number of communities, especially rural and Northern communities, these budget pressures are reaching a tipping point.
  - Over 90% of public library funding is provided by the local municipal government. Enhancing this provincial funding is now more critical than ever to helping local public libraries recover from the impact of the COVID-19 pandemic.
  - This investment would be shared across hundreds of Ontario libraries with an emphasis on smaller towns and rural communities, and provide predictable, flexible funding that gives local public libraries the ability to make long-term investments that best respond to the needs of the people and the local communities they serve.
  - **Projected cost:** \$21/million annually
- 2. Working alongside First Nations Public Library leaders, rapidly implement a sustainable funding model for public libraries on reserve to ensure that these important local hubs are fully-funded and viable. This includes increasing direct provincial funding support for public libraries on reserve to sustainably fund library operations and ensure a living income for frontline library staff in these communities.**
  - Public libraries on reserve serve as an accessible gathering place and information sharing resource for First Nations communities. They are deeply important to maintain a sense of community and to minimize social isolation in these communities, many of which are remote or face systemic social and economic challenges.
  - Furthermore, public libraries on reserve perform a unique role in the preservation of their communities' memory, archiving community photos and historical information, and in revitalizing First Nations languages through cultural resources, language learning programming, storytelling events, and craft groups.
  - Public libraries on reserve are chronically under-funded. The municipal tax revenue used to support most public libraries does not exist for public libraries in First Nation communities. Provincial funding through the Public Library Operating Grant (PLOG) and the First Nation Salary Supplement Grant (FNSS) provides on average \$15,000/year to each of the existing public libraries on reserve. Band Councils must therefore allocate essential funding support such as rent, hydro, internet, fax and telephone services.
  - There is little to no funding available for collections, programming and technology resources. Librarians

rely on one-time grants or donations to develop their collections and many contribute personally to purchase programming supplies and food.

- Many public libraries on reserve operate with only one staff person who is expected to perform many functions – librarian, archivist, community liaison, fundraiser, administrator, tech support, and more<sup>1</sup>. Public libraries on reserve need additional funding to provide staff with a living wage and to increase staffing levels so that they can meet their communities' needs for library programs and services.
- Of the 133 First Nations communities in Ontario, only 40 have public libraries. The number has steadily dropped in recent years and the pandemic has only made this situation worse, with four Public libraries on reserve closing their doors due to inadequate funding over the past 20 months.

#### **Recommended Priority:**

- Working with First Nations Public Library leaders, commit to implementing a sustainable provincial funding model for public libraries on reserve within the first 18 months.
- This funding model must ensure that operations of public libraries on reserve are sustainably funded and that frontline staff receive a living income for the important work they perform.
- As an immediate first step, the First Nations Salary Supplement must be increased to ensure that all existing staff of public libraries on reserve are fairly compensated for the work they perform.
- **Projected cost:** \$2 million / annually (First Nation Salary Supplement increase for existing public libraries on reserve).

### **3. Provide fair access to modern, digital resources for all Ontario public libraries through the creation of an Ontario Digital Public Library, thereby leveraging the province's significant purchasing power to give all Ontarians access to a common core of high-quality e-learning & online resources and more e-books.**

- Ontario's Public Libraries are essential to equitable, reliable access to broadband internet and computers. They are especially vital for many First Nation, rural and Northern communities where at-home connectivity is limited, and for hundreds of thousands of Ontarians that cannot afford in-home internet services.
- In particular, people rely on local public libraries for access to digital and online resources, which contribute to student success and life-long learning, as well as towards entrepreneurship and job readiness.
- However, these are expensive, especially when purchased on a patchwork, library-by-library basis. Many public libraries in Ontario, particularly in smaller and First Nation communities, struggle to pay for or are unable to afford these high-quality resources.
- People living in communities of less than 5,000 people have access to less than half the e-books and less than a third of the online databases as those living in Toronto – despite accessing them twice as often per capita as people in large urban communities.
- Creating an Ontario Digital Public Library through a targeted provincial investment would leverage the province's significant purchasing power to give all Ontarians – no matter where they live – access to a common set of high-quality digital resources and more e-books through their public library.
- **Projected cost:** \$9.4 million / annually

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<sup>1</sup> Ontario First Nation Public Libraries Needs Assessment Report, 2017.

Available online at: <https://accessola.com/wp-content/uploads/2020/08/2017-10-FNPL-Needs-Assessment.pdf>

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## Ontario Library Association / Federation of Ontario Public Libraries

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

The **Federation of Ontario Public Libraries (FOPL)** represents 246 public library systems in Ontario, including 40 First Nation public libraries, in communities throughout the Province.

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

## Attachment 9-A

# Treasurer's Report

Prepared by Colleen Lipp  
April 2022



### 2022 Budget

Financial statements reflecting the operating and capital budgets as of March 31, 2022 are attached as [Appendix A](#). Please note that due to the change in meeting date, the attached budget reports were prepared earlier than usual and may not reflect all expenses for the month of March. With that in mind, items of note include:

- Calendarization of operating accounts, confirming anticipated expenditures by month, has now been completed. However, with the exception of anticipated timing of grant funding, no changes have been made to the monthly distribution of budgeted revenues.
- Unbudgeted legal expenses and recruitment consultant fees have resulted in an unfavourable variance under Contracted Services within the Administration Department.
- A journal entry was completed earlier in the year to re-allocate \$40,000 in expenses associated with the conversion of lighting in the Bolton Branch to LED, from the Albion Bolton Refurbishment Capital Project to a Town capital budget to fund the conversion facility-wide.
- The second and final installment of the Healthy Communities Initiative funding in support of the Southfields Reading Garden has been received.

Auditors, retained by the Town, are in the midst of reviewing the Library's 2021 financials while undertaking the annual audit. Once completed, the Library's audited financial statements will be shared with the Board's Finance Committee for their review and approval. A timeline for the completion of this work has not yet been communicated.

On April 5, 2022, the Ontario government announced that the general minimum wage in Ontario will increase from \$15.00 to \$15.50 per hour for those 18 and over and from \$14.10 to \$14.60 an hour for students under the age of 18. This change will take effect on October 1, 2022. Current hourly wages for Pages are \$15.26 for those over 18 and \$14.35 for students. This increase is not reflected within the Library's 2022 operating budget but it is expected to have only minimal impact.

### Grants

#### *Brampton Caledon Community Foundation*

An application to the Brampton Caledon Community Foundation (BCCF) has been submitted in support of a CPL Indigenous Series of events and programs. The proposed series has been developed to highlight many of the unique and positive aspects of Indigenous history and culture. The series will engage with Peel organizations, as well as Ontario groups to seek out speakers, lecturers, artisans, elders, knowledge holders and authors to showcase the depth and importance of indigenous culture.

### 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 March 31, 2022

	March	March	Monthly		YTD	YTD	YTD		Annual	Percentage	Annual
	Budget	Actuals	Variance		Budget	Actuals	Variance		Budget	Expended	Variance
<b>40010 Administration</b>											
50050 Miscellaneous	-750.00		-750.00		-2,250.00	-354.20	-1,895.80		-9,000.00	3.9%	-8,645.80
50125 Merchandise Sales	-250.00		-250.00		-750.00	-24.00	-726.00		-3,000.00	0.8%	-2,976.00
50319 Grants/Subsidies									-58,200.00	0.0%	-58,200.00
50570 Donations	-83.00		-83.00		-249.00	-2.00	-247.00		-1,000.00	0.2%	-998.00
50582 Sponsor			0.00				0.00				0.00
50705 Fines/Fees	-833.00		-833.00		-2,499.00	-127.81	-2,371.19		-10,000.00	1.3%	-9,872.19
50715 Programs	-292.00		-292.00		-876.00		-876.00		-3,500.00	0.0%	-3,500.00
50725 Comm.Access Prgm Funding			0.00		-7,000.00	-5,639.52	-1,360.48		-7,000.00	80.6%	-1,360.48
50750 Book Sales	-215.00		-215.00		-645.00	-0.50	-644.50		-2,500.00	0.0%	-2,499.50
50770 FOL-Recoverable							0.00				0.00
61510 Salaries-Permanent	17,671.00	17,110.86	4,756.60		53,013.00	52,218.41	794.59		288,733.00	18.1%	236,514.59
61513 Benefits-Permanent	5,631.00	5,455.01	972.04		16,893.00	16,162.80	730.20		79,969.00	20.2%	63,806.20
62018 Operating Supplies	64.00	13.60	64.00		192.00	14.58	177.42		760.00	1.9%	745.42
62113 Maint & Repairs-A/V Equip							0.00		4,000.00	0.0%	4,000.00
62129 FOL-Initiatives							0.00				0.00
62244 Bank Charges	300.00		300.00		900.00	198.85	701.15		3,600.00	5.5%	3,401.15
62253 Lib. Brd Education & Exp.	400.00		400.00		1,400.00	1,107.54	292.46		5,000.00	22.2%	3,892.46
62310 Training/Development/Seminars	2,000.00	45.79	1,954.21		9,161.00	7,287.07	1,873.93		39,661.00	18.4%	32,373.93
62311 Memberships/Dues	500.00		500.00		12,000.00	11,303.47	696.53		12,500.00	90.4%	1,196.53
62314 Mileage	417.00	42.82	374.18		921.00	176.53	744.47		9,000.00	2.0%	8,823.47
62317 Audit						-4,515.09	4,515.09		4,370.00	-103.3%	8,885.09
62322 Postage	170.00		170.00		510.00	-268.34	778.34		2,000.00	-13.4%	2,268.34
62335 Contracted Services	293.00	9,590.88	-9,297.88		879.00	10,611.70	-9,732.70		3,500.00	303.2%	-7,111.70
62360 Fundraising			0.00				0.00				0.00
62378 Furniture/Fixtures			0.00				0.00		2,500.00	0.0%	2,500.00
<b>Total 40010 Administration</b>	<b>25,023.00</b>	<b>32,258.96</b>	<b>-7,235.96</b>		<b>81,600.00</b>	<b>88,149.49</b>	<b>-6,549.49</b>		<b>361,393.00</b>	<b>24.4%</b>	<b>273,243.51</b>
<b>40020 Emergency Management</b>											
50986 Reserve Fund To Revenue			0.00		-4,958.00		-4,958.00		-9,560.00		-9,560.00
62018 Operating Supplies			0.00		3,200.00	1,824.61	1,375.39		3,200.00		1,375.39
62335 Contracted Services						291.05	-291.05				-291.05
<b>Total 40020 Emergency Management</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>-1,758.00</b>	<b>2,115.66</b>	<b>-3,873.66</b>		<b>-6,360.00</b>		<b>-8,475.66</b>
<b>41010 Library Public Services</b>											
61510 Salaries-Permanent	53,943.00	54,753.61	-810.61		161,829.00	161,292.32	536.68		715,232.00	22.6%	553,939.68
61513 Benefits-Permanent	17,965.00	17,851.91	113.09		53,895.00	51,475.09	2,419.91		223,408.00	23.0%	171,932.91
61520 Wages-Casual Temporary	47,255.00	42,234.23	5,020.77		143,360.00	103,137.34	40,222.66		697,700.00	14.8%	594,562.66
61523 Benefits-Casual Temporary	7,412.00	6,225.19	1,186.81		24,275.00	15,817.14	8,457.86		110,113.00	14.4%	94,295.86
62017 Caretaking Supplies	242.00		242.00		526.00		526.00		2,700.00	0.0%	2,700.00



Caledon Public Library  
 RC: Object Code - Budget vs Actual by Cost Centre  
 As of March 31, 2022

	March	March	Monthly		YTD	YTD	YTD		Annual	Percentage	Annual
	Budget	Actuals	Variance		Budget	Actuals	Variance		Budget	Expended	Variance
62018 Operating Supplies	197.00	288.74	-91.74		591.00	2,443.99	-1,852.99		5,242.00	46.6%	2,798.01
62312 Insurance			0.00				0.00		5,095.00	0.0%	5,095.00
62321 Rental-Facility					3,168.00		3,168.00		310,303.00	0.0%	310,303.00
62335 Contracted Services	3,917.00	2,607.52	1,309.48		12,403.00	5,642.44	6,760.56		49,600.00	11.4%	43,957.56
62346 Courier	3,440.00	2,819.41	620.59		8,248.00	6,260.72	1,987.28		49,100.00	12.8%	42,839.28
<b>Total 41010 Library Public Services</b>	<b>134,371.00</b>	<b>126,780.61</b>	<b>7,590.39</b>		<b>408,295.00</b>	<b>346,069.04</b>	<b>62,225.96</b>		<b>2,168,493.00</b>	<b>16.0%</b>	<b>1,822,423.96</b>
<b>41015 Information Services</b>											
61510 Salaries-Permanent	29,590.00	30,409.40	-819.40		88,770.00	88,480.30	289.70		391,288.00	22.6%	302,807.70
61513 Benefits-Permanent	9,918.00	9,872.73	45.27		29,754.00	28,199.10	1,554.90		123,683.00	22.8%	95,483.90
61520 Wages-Casual Temporary	7,446.00	8,627.43	-1,181.43		23,167.00	22,894.29	272.71		104,600.00	21.9%	81,705.71
61523 Benefits-Casual Temporary	1,602.00	1,446.32	155.68		4,989.00	3,953.97	1,035.03		22,449.00	17.6%	18,495.03
62018 Operating Supplies	91.00	1,099.44	-1,008.44		137.00	1,145.47	-1,008.47		3,300.00	34.7%	2,154.53
62058 Online Databases	902.00	901.58	0.42		69,297.00	69,296.85	0.15		87,000.00	79.7%	17,703.15
62414 Special Programs	500.00	500.00	0.00		965.00	932.29	32.71		8,000.00	11.7%	7,067.71
<b>Total 41015 Information Services</b>	<b>50,049.00</b>	<b>52,856.90</b>	<b>-2,807.90</b>		<b>217,079.00</b>	<b>214,902.27</b>	<b>2,176.73</b>		<b>740,320.00</b>	<b>29.0%</b>	<b>525,417.73</b>
<b>41020 Library Grants</b>											
50319 Grants/Subsidies (Revenue)			0.00			-3,770.48	3,770.48				-3,770.48
62319 Grants (Expenses)			0.00			1,439.90	-1,439.90				1,439.90
<b>Total 41020 Library Grants</b>		<b>0.00</b>	<b>0.00</b>			<b>-2,330.58</b>	<b>2,330.58</b>				<b>2,330.58</b>
<b>41025 Library Info Technology</b>											
61510 Salaries-Permanent	18,193.00	18,873.31	-680.31		54,579.00	40,046.71	14,532.29		240,507.00	16.7%	200,460.29
61513 Benefits-Permanent	5,960.00	6,106.86	-146.86		17,880.00	13,962.23	3,917.77		73,970.00	18.9%	60,007.77
62018 Operating Supplies	383.00	762.51	-379.51		1,149.00	839.40	309.60		4,600.00	18.2%	3,760.60
62303 New Staff Technology			0.00				0.00		4,400.00	0.0%	4,400.00
62304 Automation	25.00		25.00		26,225.00	26,184.73	40.27		29,600.00	88.5%	3,415.27
62305 Computer Services	3,242.00	818.10	2,423.90		9,726.00	2,229.00	7,497.00		112,980.00	2.0%	110,751.00
62312 Insurance			0.00		3,234.00	4,250.88	-1,016.88		3,234.00	131.4%	-1,016.88
62335 Contracted Services	1,000.00	298.10	701.90		8,500.00	7,485.30	1,014.70		18,310.00	40.9%	10,824.70
62396 Mobile Phones / Pagers	1,455.00		1,455.00		2,361.00	580.65	1,780.35		9,640.00	6.0%	9,059.35
62397 Telephone	1,804.00	26.07	1,777.93		4,820.00	2,422.78	2,397.22		31,070.00	7.8%	28,647.22
63037 Software Licence Subscription	3,000.00	278.84	2,721.16		20,500.00	17,621.10	2,878.90		30,070.00	58.6%	12,448.90
<b>Total 41025 Library Info Technology</b>	<b>35,062.00</b>	<b>27,163.79</b>	<b>7,898.21</b>		<b>148,974.00</b>	<b>115,622.78</b>	<b>33,351.22</b>		<b>558,381.00</b>	<b>20.7%</b>	<b>442,758.22</b>
<b>41030 Youth Services</b>											
61510 Salaries-Permanent	24,885.00	25,527.15	-642.15		74,655.00	74,655.85	-0.85		327,834.00	22.8%	253,178.15
61513 Benefits-Permanent	8,326.00	8,253.27	72.73		24,978.00	23,690.08	1,287.92		102,500.00	23.1%	78,809.92
62018 Operating Supplies	54.00	54.34	-0.34		58.00	58.24	-0.24		1,200.00	4.9%	1,141.76
62414 Special Programs	2,750.00		2,750.00		4,190.00	1,440.49	2,749.51		20,000.00	7.2%	18,559.51
<b>Total 41030 Youth Services</b>	<b>36,015.00</b>	<b>33,834.76</b>	<b>2,180.24</b>		<b>103,881.00</b>	<b>99,844.66</b>	<b>4,036.34</b>		<b>451,534.00</b>	<b>22.1%</b>	<b>351,689.34</b>
<b>41035 Communications/Community Dev</b>											
61510 Salaries-Permanent	25,094.00	25,748.51	-654.51		75,282.00	70,404.89	4,877.11		327,054.00	21.5%	256,649.11





Caledon Public Library  
RC: Object Code - Budget vs Actual by Cost Centre  
As of March 31, 2022

	March	March	Monthly		YTD	YTD	YTD		Annual	Percentage	Annual
	Budget	Actuals	Variance		Budget	Actuals	Variance		Budget	Expended	Variance
61513 Benefits-Permanent	8,280.00	8,321.16	-41.16		24,840.00	22,580.71	2,259.29		100,791.00	22.4%	78,210.29
61520 Wages-Casual Temporary			0.00			5,960.23	-5,960.23		-6.00	-99337.2%	-5,966.23
61523 Benefits-Casual Temporary			0.00			918.87	-918.87				-918.87
62018 Operating Supplies	200.00	224.25	-24.25		960.00	1,566.51	-606.51		5,000.00	31.3%	3,433.49
62304 Automation	300.00		300.00		2,500.00	2,606.36	-106.36		7,000.00	37.2%	4,393.64
62315 Printing & Advertising	300.00	1,275.60	-975.60		700.00	1,418.90	-718.90		16,000.00	8.9%	14,581.10
62335 Contracted Services	300.00	146.99	153.01		700.00	268.76	431.24		6,000.00	4.5%	5,731.24
62414 Special Programs	200.00		200.00		400.00	15.79	384.21		8,000.00	0.2%	7,984.21
<b>Total 41035 Communications/Community Dev</b>	<b>34,674.00</b>	<b>35,716.51</b>	<b>-1,042.51</b>		<b>105,382.00</b>	<b>105,741.02</b>	<b>-359.02</b>		<b>469,839.00</b>	<b>22.5%</b>	<b>364,097.98</b>
<b>Total Caledon Public Library-Lending Services</b>	<b>315,194.00</b>	<b>308,611.53</b>	<b>6,582.47</b>		<b>1,063,453.00</b>	<b>970,114.34</b>	<b>93,338.66</b>		<b>4,743,600.00</b>	<b>20.5%</b>	<b>3,773,485.66</b>

**Capital Project Expense Report - as of March 31, 2022**

	Budget	Expended Previous Year(s)	Expended 2022 YTD	Total Project Spend to Date	Remaining Funding	Percentage Expended	Status
<b>Capital Projects - Previous Years</b>							
19-036 Albion Bolton Branch Refurbishment	641,000.00	367,894.24	73,971.78	441,866.02	199,133.98	68.9%	
20-014 Library IT Equipment	125,485	58,760.06	133.25	58,893.31	66,591.69	46.9%	
20-015 Library Furnishings	60,000	49,150.17		49,150.17	10,849.83	81.9%	
21-007 Library Collections and Materials	450,000.00	382,209.84	33,610.65	415,820.49	34,179.51	92.4%	
59275 Capital Donations	878.62						
<b>Total Library Collections and Materials (21-007)</b>	<b>450,878.62</b>	<b>382,209.84</b>	<b>33,610.65</b>	<b>415,820.49</b>	<b>35,058.13</b>	<b>92.2%</b>	
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	14,218.41		14,218.41	22,472.59	38.8%	Fully grant funded
21-134 Southfields Village Branch Reading Garden	91,910.00		28,951.18	28,951.18	62,958.82	0.0%	Fully grant funded
<b>Capital Projects - Current Year</b>							
22-019 Library Collections and Materials	450,000.00		50,355.22	50,355.22	399,644.78	11.2%	
22-020 Library IT Equipment	51,000.00			0.00	51,000.00	0.0%	
22-021 Library Furniture Replacement	120,000.00			0.00	120,000.00	0.0%	
22-022 Library Master Plan	100,000.00			0.00	100,000.00	0.0%	
22-025 Library In-Branch Signage/Wayfinding	24,000.00			0.00	24,000.00	0.0%	
22-026 Library and Town Joint Technology Review	35,000.00			0.00	35,000.00	0.0%	
22-027 Library Print Mgmt/Wireless Printing	12,000.00			0.00	12,000.00	0.0%	

**Library Reserve Balances - as of March 31, 2022**

01-00-000-00000-000-20841 Library Bequest Fund - MDV	316.54
08-07-900-35043-000-25000 Library Reserve Fund	7886.05

Attachment 9-B



Quarterly Performance Measures and Statistics

Year to Date - March 31 2022



Active Library Members

13,171  6.4%



Branch Visits

19,371  209.9%



Total Items Borrowed and Used

86,540  33.7%



Digital Titles Borrowed

22,294  -6.7%



Digital Resources Accessed

12,412  2.3%



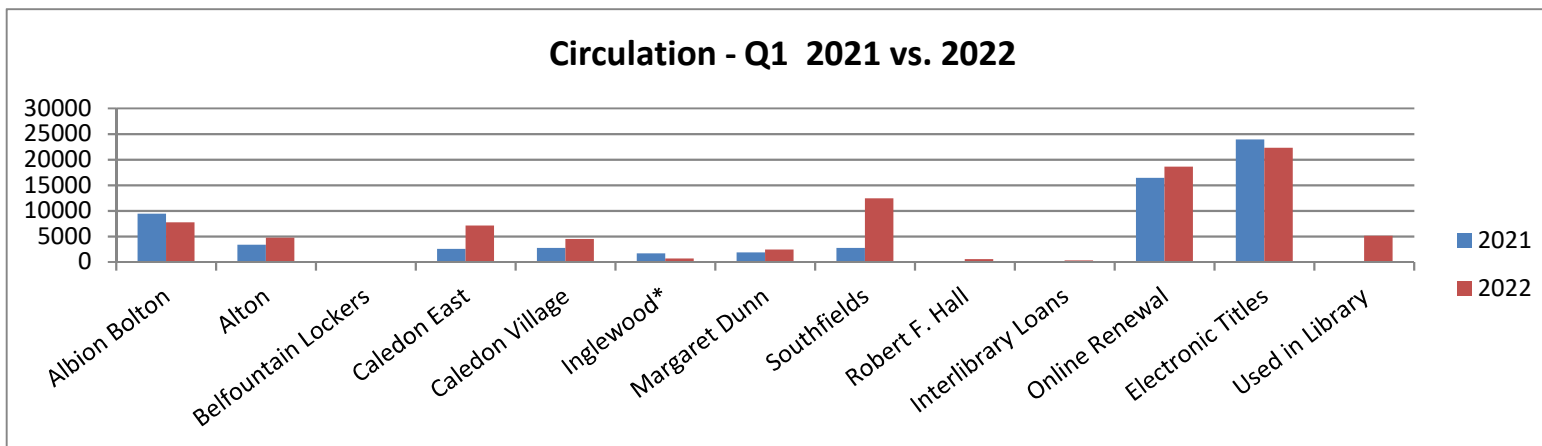
Program Participation

1,586  -36.0%

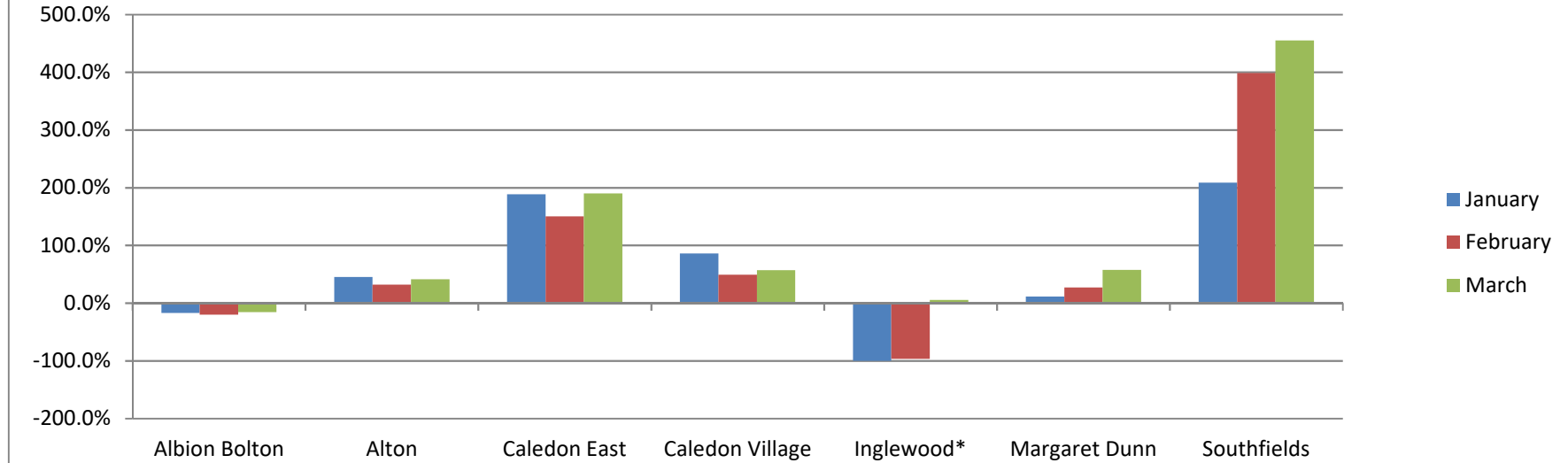
### Circulation by Branch - Q1

	January			February			March			Q1 Total		
	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change
Albion Bolton	3065	2538	-17.2%	2978	2375	-20.2%	3375	2840	-15.9%	9418	7753	-17.7%
Alton	1149	1665	44.9%	1075	1420	32.1%	1147	1620	41.2%	3371	4705	39.6%
Belfountain Lockers	0	55	-	0	46	-	9	39	333.3%	9	140	1455.6%
Caledon East	770	2223	188.7%	809	2024	150.2%	981	2844	189.9%	2560	7091	177.0%
Caledon Village	926	1720	85.7%	836	1246	49.0%	965	1514	56.9%	2727	4480	64.3%
Inglewood*	520	0	-100.0%	511	16	-96.9%	645	681	5.6%	1676	697	-58.4%
Margaret Dunn	754	838	11.1%	566	719	27.0%	549	864	57.4%	1869	2421	29.5%
Southfields	962	2970	208.7%	833	4152	398.4%	957	5310	454.9%	2752	12432	351.7%
Robert F. Hall	0	118	-	4	150	3650.0%	1	282	28100.0%	5	550	10900.0%
Interlibrary Loans	0	51	-	0	97	-	0	136	-	0	284	-
Online Renewal	6202	6548	5.6%	5171	5510	6.6%	5036	6550	30.1%	16409	18608	13.4%
<b>Sub-Total</b>	<b>14348</b>	<b>18726</b>	<b>30.5%</b>	<b>12783</b>	<b>17755</b>	<b>38.9%</b>	<b>13665</b>	<b>22680</b>	<b>66.0%</b>	<b>40796</b>	<b>59161</b>	<b>45.0%</b>
Electronic Titles	8035	7962	-0.9%	8039	6791	-15.5%	7830	7541	-3.7%	23904	22294	-6.7%
	22383	26688	19.2%	20822	24546	17.9%	21495	30221	40.6%	64700	81455	25.9%
Used in Library	4	489	12125.0%	0	2407	-	0	2189	-	4	5085	127025.0%
<b>Total</b>	<b>22387</b>	<b>27177</b>	<b>21.4%</b>	<b>20822</b>	<b>26953</b>	<b>29.4%</b>	<b>21495</b>	<b>32410</b>	<b>50.8%</b>	<b>64704</b>	<b>86540</b>	<b>33.7%</b>

\* Inglewood Branch closed from November 26, 2001 to March 1, 2022 due to emergency structural repairs



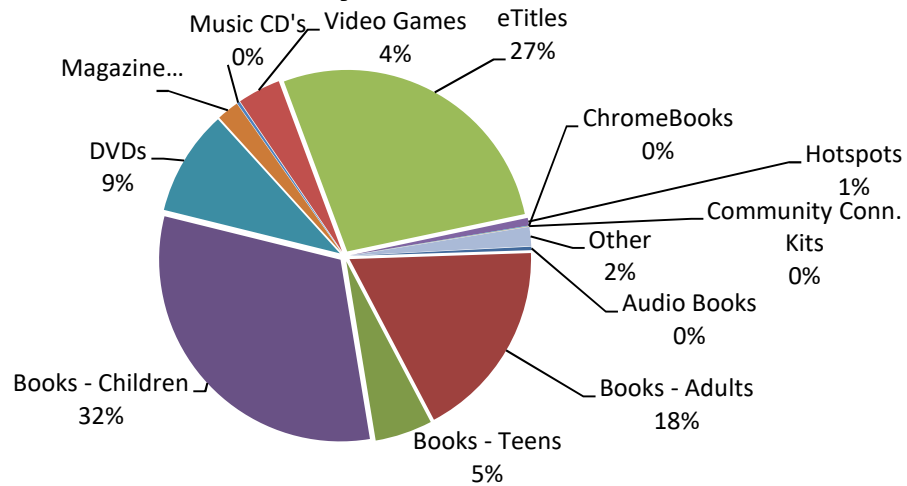
### Branch Circulation - Monthly Percentage Change 2021 to 2022



### Circulation by Format - Q1

	January			February			March			Q1 Total		
	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change
Audio Books	97	94	-3.1%	113	79	-30.1%	108	91	-15.7%	318	264	-17.0%
Books - Adults	4394	4884	11.2%	3899	4275	9.6%	4165	5342	28.3%	12458	14501	16.4%
Books - Teens	788	1359	72.5%	750	1246	66.1%	724	1567	116.4%	2262	4172	84.4%
Books - Children	5237	7646	46.0%	4978	7804	56.8%	5143	10166	97.7%	15358	25616	66.8%
DVDs	2524	2564	1.6%	2134	2305	8.0%	2095	2784	32.9%	6753	7653	13.3%
Magazines	246	558	126.8%	187	437	133.7%	329	612	86.0%	762	1607	110.9%
Music CD's	68	82	20.6%	41	41	0.0%	41	73	78.0%	150	196	30.7%
Video Games	603	1028	70.5%	402	930	131.3%	419	1174	180.2%	1424	3132	119.9%
eTitles	8035	7962	-0.9%	8039	6791	-15.5%	7830	7541	-3.7%	23904	22294	-6.7%
Hotspots	182	179	-1.6%	153	180	17.6%	177	204	15.3%	512	563	10.0%
ChromeBooks	1	7	600.0%	9	14	55.6%	0	14	-	10	35	250.0%
Community Conn. Kits	1	6	500.0%	2	7	250.0%	2	14	-	5	27	440.0%
Other	207	319	54.1%	115	437	280.0%	462	639	38.3%	784	1395	77.9%
<b>Total</b>	<b>22383</b>	<b>26688</b>	<b>19.2%</b>	<b>20822</b>	<b>24546</b>	<b>17.9%</b>	<b>21495</b>	<b>30221</b>	<b>40.6%</b>	<b>64700</b>	<b>81455</b>	<b>25.9%</b>

### Circulation by Format - Q1



### Library Activity - Q1

	January			February			March			Q1 Total		
	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change
New Members Added	166	173	4.2%	125	235	88.0%	150	387	158.0%	441	795	80.3%
Total Members/Cardholders										24240	27037	11.5%
Total Active Members/Cardholders (used within last two years)										12379	13171	6.4%
Reference Queries	80	133	66.3%	113	106	-6.2%	110	166	50.9%	303	405	33.7%
Holds Placed	8660	6969	-19.5%	7301	5143	-29.6%	8124	6696	-17.6%	24085	18808	-21.9%
New Materials Added	808	2560	216.8%	1667	1169	-29.9%	2138	2247	5.1%	4613	5976	29.5%

### Visits by Branch - Q1

	January			February			March			Q1 Total		
	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change
Albion Bolton	888	978	10.1%	856	974	13.8%	924	1230	33.1%	2668	3182	19.3%
Alton	215	311	44.7%	215	300	39.5%	220	427	94.1%	650	1038	59.7%
Caledon East *	226	698	208.8%	251	973	287.6%	294	1151	291.5%	771	2822	266.0%
Caledon Village	289	390	34.9%	246	330	34.1%	282	401	42.2%	817	1121	37.2%
Inglewood	115	0	-100.0%	113	0	-100.0%	130	147	13.1%	358	147	-58.9%
Margaret Dunn	185	276	49.2%	158	218	38.0%	159	344	116.4%	502	838	66.9%
Southfields	171	1440	742.1%	136	3292	2320.6%	177	5491	3002.3%	484	10223	2012.2%
<b>Total</b>	<b>2089</b>	<b>4093</b>	<b>95.9%</b>	<b>1975</b>	<b>6087</b>	<b>208.2%</b>	<b>2186</b>	<b>9191</b>	<b>320.4%</b>	<b>6250</b>	<b>19371</b>	<b>209.9%</b>

### Virtual Branch Use - Q1

	January			February			March			Q1 Total		
	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change
<b>Website Usage</b>												
Page views	23463	26,333	12.2%	25401	22426	-11.7%	27609	27,286	-1.2%	76473	76045	-0.6%
Users	4971	5,784	16.4%	6043	5765	-4.6%	6232	6,704	7.6%	17246	18253	5.8%
<b>Catalogue Usage</b>												
Page views	67,464	29,069	-56.9%	56,675	34,860	-38.5%	60249	48112	-20.1%	184388	112041	-39.2%
Sessions	9,950	8,759	-12.0%	8,744	6,622	-24.3%	9143	5875	-35.7%	27837	21256	-23.6%

### Technology Use by Branch - Q1

Workstations		January			February			March			Q1 Total		
		2021	2022	% Change	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change
		Albion Bolton	11	0	-100.0%	2	0	-100.0%	82	0	-100.0%	95	0
Alton	1	54	5300.0%	1	52	5100.0%	14	74	428.6%	16	180	1025.0%	
Caledon East	1	30	2900.0%	5	60	1100.0%	13	64	392.3%	19	154	710.5%	
Caledon Village	0	6	-	0	10	-	12	25	108.3%	12	41	241.7%	
Inglewood	0	0	-	0	8	-	18	23	27.8%	18	31	72.2%	
Margaret Dunn	0	20	-	0	16	-	20	39	95.0%	20	75	275.0%	
Southfields	1	125	12400.0%	0	243	-	16	302	1787.5%	17	670	3841.2%	
<b>Total</b>	<b>14</b>	<b>235</b>	<b>1578.6%</b>	<b>8</b>	<b>389</b>	<b>4762.5%</b>	<b>175</b>	<b>527</b>	<b>201.1%</b>	<b>197</b>	<b>1151</b>	<b>484.3%</b>	

Wireless Network		January			February			March			Q1 Total		
		2021	2022	% Change	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change
		Albion Bolton	80	159	98.8%	85	233	174.1%	103	280	171.8%	268	672
Alton	84	77	-8.3%	79	57	-27.8%	85	73	-14.1%	248	207	-16.5%	
Caledon East	83	375	351.8%	140	486	247.1%	196	613	212.8%	419	1474	251.8%	
Caledon Village	35	40	14.3%	34	33	-2.9%	50	49	-2.0%	119	122	2.5%	
Inglewood	95	32	-66.3%	105	35	-66.7%	106	53	-50.0%	306	120	-60.8%	
Margaret Dunn	87	98	12.6%	93	107	15.1%	130	115	-11.5%	310	320	3.2%	
Southfields	205	388	89.3%	186	709	281.2%	283	938	231.4%	674	2035	201.9%	
<b>Total</b>	<b>669</b>	<b>1169</b>	<b>74.7%</b>	<b>722</b>	<b>1660</b>	<b>129.9%</b>	<b>953</b>	<b>2121</b>	<b>122.6%</b>	<b>2344</b>	<b>4950</b>	<b>111.2%</b>	

ChromeBooks		January			February			March			Q1 Total		
		2021	2022	% Change	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change
		Albion Bolton	1	63	6200.0%	9	52	477.8%	0	65	-	10	180
Southfields	0	7	-	0	14	-	0	14	-	0	35	-	
<b>Total</b>	<b>1</b>	<b>70</b>	<b>6900.0%</b>	<b>9</b>	<b>66</b>	<b>633.3%</b>	<b>0</b>	<b>79</b>	<b>-</b>	<b>10</b>	<b>215</b>	<b>2050.0%</b>	

### Digital Resource and eBook Usage - Q1

	January			February			March			Q1 Total		
	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change
<b>Digital Items Borrowed</b>												
Overdrive-eBooks	3784	3545	-6.3%	3403	2932	-13.8%	3569	3237	-9.3%	10756	9714	-9.7%
Overdrive - eAudio	1346	1348	0.1%	1281	1120	-12.6%	1381	1379	-0.1%	4008	3847	-4.0%
Overdrive - Magazines	60	816	1260.0%	639	550	-13.9%	429	641	49.4%	1128	2007	77.9%
Overdrive - Other	3	0	-100.0%	2	0	-100.0%	2	2	0.0%	7	2	-71.4%
Hoopla - eBooks	919	777	-15.5%	959	752	-21.6%	897	736	-17.9%	2775	2265	-18.4%
Hoopla - eAudio	824	772	-6.3%	755	812	7.5%	773	875	13.2%	2352	2459	4.5%
Hoopla - Video	534	369	-30.9%	542	374	-31.0%	449	387	-13.8%	1525	1130	-25.9%
Hoopla - Music	83	70	-15.7%	126	57	-54.8%	114	108	-5.3%	323	235	-27.2%
Hoopla - Binge Pass	0	18	-	0	23	-	0	9	-	0	50	-
Kanopy	351	229	-34.8%	304	161	-47.0%	193	156	-19.2%	848	546	-35.6%
RBDigital (Zinio) Magazines*	116	0	-100.0%	0	0	-	0	0	-	116	0	-100.0%
Flipster Magazines	15	18	20.0%	28	10	-64.3%	23	11	-52.2%	66	39	-40.9%
<b>Total Borrowed</b>	<b>8035</b>	<b>7962</b>	<b>-0.9%</b>	<b>8039</b>	<b>6791</b>	<b>-15.5%</b>	<b>7830</b>	<b>7541</b>	<b>-3.7%</b>	<b>23904</b>	<b>22294</b>	<b>-6.7%</b>
* Zinio/RBDigital merged with Overdrive in February 2021 - The number of magazines borrowed are now reflected under Overdrive - Magazines.												
<b>Digital Resources Accessed</b>												
Press Display	1628	1763	8.3%	1355	1439	6.2%	1447	1446	-0.1%	4430	4648	4.9%
Ancestry	1875	437	-76.7%	1011	518	-48.8%	918	521	-43.2%	3804	1476	-61.2%
Tumble Books Premier	370	159	-57.0%	231	269	16.5%	150	161	7.3%	751	589	-21.6%
Consumer Reports	215	212	-1.4%	103	335	225.2%	96	290	202.1%	414	837	102.2%
World Book	44	58	31.8%	2	2	0.0%	35	5	-85.7%	81	65	-19.8%
Gale Databases	106	59	-44.3%	71	10	-85.9%	9	23	155.6%	186	92	-50.5%
Novelist	306	231	-24.5%	461	182	-60.5%	309	475	53.7%	1076	888	-17.5%
EBSCO	179	184	2.8%	59	54	-8.5%	28	83	196.4%	266	321	20.7%
Gale Courses	49	15	-69.4%	44	19	-56.8%	30	9	-70.0%	123	43	-65.0%
Mango Languages	75	58	-22.7%	75	77	2.7%	49	163	232.7%	199	298	49.7%
New York Times ***	18	0	-100.0%	14	0	-100.0%	7	0	-100.0%	39	0	-100.0%
Cypress Resume ***	2	3	50.0%	11	0	-100.0%	2	6	200.0%	15	9	-40.0%
Reference Canada/InfoCanada***	0	0	-	0	0	-	2	0	-100.0%	2	0	-100.0%
Creative Bug	30	16	-46.7%	30	10	-66.7%	3	8	166.7%	63	34	-46.0%
Niche Academy	361	1168	223.5%	146	430	194.5%	175	289	65.1%	682	1887	176.7%
Road to the IELTS	4	214	5250.0%	3	275	9066.7%	0	360	-	7	849	12028.6%
Brainfuse *	0	49	-	0	63	-	0	41	-	0	153	-
LinkedIn *	0	20	-	0	15	-	0	10	-	0	45	-
LOTE **	0	34	-	0	41	-	0	0	-	0	75	-
Toronto Historical Newspaper	0	62	-	0	24	-	0	17	-	0	103	-
<b>Total Accessed</b>	<b>5262</b>	<b>4742</b>	<b>-9.9%</b>	<b>3616</b>	<b>3763</b>	<b>4.1%</b>	<b>3260</b>	<b>3907</b>	<b>19.8%</b>	<b>12138</b>	<b>12412</b>	<b>2.3%</b>
<b>Total Usage</b>	<b>13297</b>	<b>12704</b>	<b>-4.5%</b>	<b>11655</b>	<b>10554</b>	<b>-9.4%</b>	<b>11090</b>	<b>11448</b>	<b>3.2%</b>	<b>36042</b>	<b>34706</b>	<b>-3.7%</b>

\* New in 2021

\*\* New in 2022

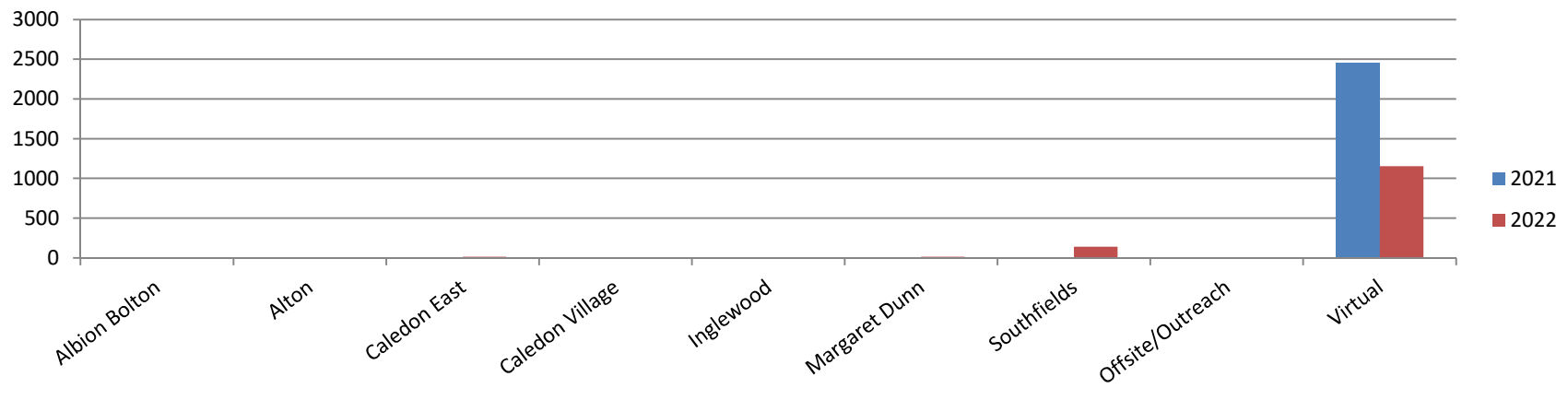
\*\*\* discontinued subscription



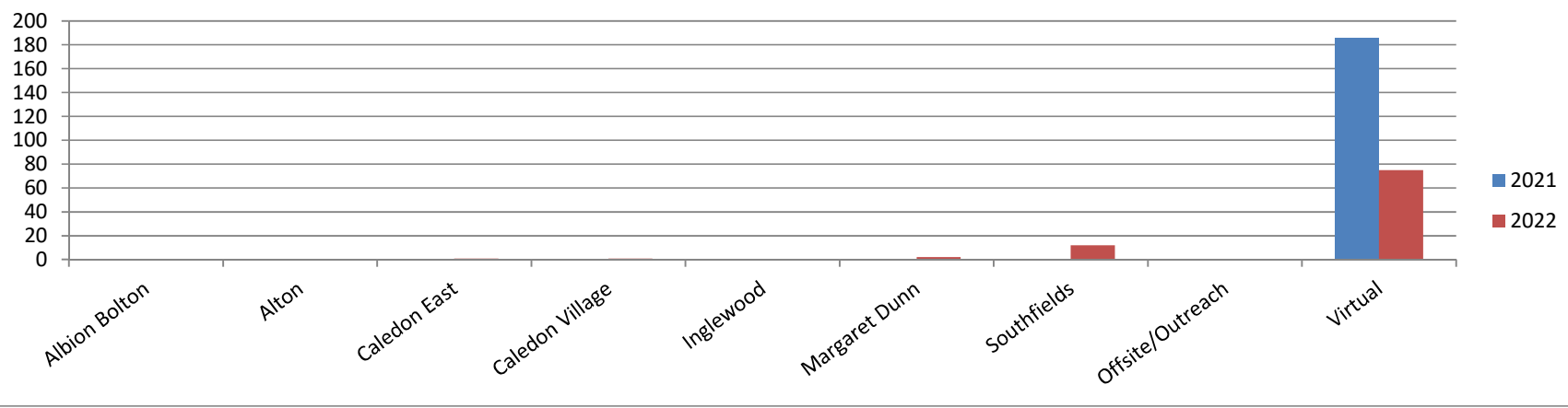
### Programming by Branch - Q1

	January			February			March			Q1 Total		
	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change
<b>Program Attendance</b>												
Albion Bolton	0	0	-	0	0	-	0	0	-	0	0	-
Alton	0	0	-	0	0	-	0	0	-	0	0	-
Caledon East	0	0	-	0	0	-	0	13	-	0	13	-
Caledon Village	0	0	-	0	0	-	0	6	-	0	6	-
Inglewood	0	0	-	0	0	-	0	0	-	0	0	-
Margaret Dunn	0	0	-	0	0	-	0	14	-	0	14	-
Southfields	0	0	-	0	0	-	0	141	-	0	141	-
Offsite/Outreach	0	0	-	0	0	-	0	0	-	0	0	-
Virtual	767	357	-53.5%	992	430	-56.7%	690	368	-46.7%	2449	1155	-52.8%
<b>Total</b>	<b>767</b>	<b>357</b>	<b>-53.5%</b>	<b>992</b>	<b>430</b>	<b>-56.7%</b>	<b>690</b>	<b>542</b>	<b>-21.4%</b>	<b>2449</b>	<b>1329</b>	<b>-45.7%</b>
Contests & Activities	0	113	-	0	120	-	28	24	-14.3%	28	257	817.9%
<b>Grand Total</b>	<b>767</b>	<b>470</b>	<b>-38.7%</b>	<b>992</b>	<b>550</b>	<b>-44.6%</b>	<b>718</b>	<b>566</b>	<b>-21.2%</b>	<b>2477</b>	<b>1586</b>	<b>-36.0%</b>
<b>Number of Programs</b>												
Albion Bolton	0	0	-	0	0	-	0	0	-	0	0	-
Alton	0	0	-	0	0	-	0	0	-	0	0	-
Caledon East	0	0	-	0	0	-	0	1	-	0	1	-
Caledon Village	0	0	-	0	0	-	0	1	-	0	1	-
Inglewood	0	0	-	0	0	-	0	0	-	0	0	-
Margaret Dunn	0	0	-	0	0	-	0	2	-	0	2	-
Southfields	0	0	-	0	0	-	0	12	-	0	12	-
Offsite/Outreach	0	0	-	0	0	-	0	0	-	0	0	-
Virtual	68	23	-66.2%	66	26	-60.6%	52	26	-50.0%	186	75	-59.7%
<b>Total</b>	<b>68</b>	<b>23</b>	<b>-66.2%</b>	<b>66</b>	<b>26</b>	<b>-60.6%</b>	<b>52</b>	<b>42</b>	<b>-19.2%</b>	<b>186</b>	<b>91</b>	<b>-51.1%</b>
Contests & Activities (	0	5	-	0	3	-	1	1	0.0%	1	9	800.0%
<b>Grand Total</b>	<b>68</b>	<b>28</b>	<b>-58.8%</b>	<b>66</b>	<b>29</b>	<b>-56.1%</b>	<b>53</b>	<b>43</b>	<b>-18.9%</b>	<b>187</b>	<b>100</b>	<b>-46.5%</b>
<b>Volunteer Hours</b>	<b>25</b>	<b>6</b>	<b>-76.0%</b>	<b>65</b>	<b>27</b>	<b>-58.5%</b>	<b>32</b>	<b>19</b>	<b>-40.6%</b>	<b>122</b>	<b>52</b>	<b>-57.4%</b>

### Program Attendance - Q1 2021 vs. 2022



### Programs Offered - Q1 2021 vs. 2022



## Attachment 9-C

Date: April 11, 2022

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian



**Subject:** Strategic Assessment and Evaluation Plan Report

**Recommendation:**

*That the Caledon Public Library Board review the Strategic Assessment and Evaluation Plan Report for approval and adoption.*

**Background**

The Board's approval and adoption of the Library's new strategic plan – Building the Bridge to Possibilities – prompted the creation of related action and assessment plans that were first shared with the Board in October of last year. The approved Strategic Action Plan includes a fulsome list of deliverables to be initiated over the course of the four-year plan. The related Strategic Assessment and Evaluation Plan provides a means of measuring the Library's overall success in delivering on our mission. The selection of key metrics was informed by the high-level success indicators identified within the strategic plan.

Though both plans were previously approved and adopted by the Board, the identification of baseline data was delayed until such time that 2021 year-end performance measures were available. This delay also allowed for the use of 2021 census figures in calculating any per capita measures.

Given the atypical nature of CPL's services during the pandemic, available 2021 measures may not offer a true base from which to forecast future operations. In some cases, 2019 figures were also used to better inform proposed targets. Additional work will be done over the course of 2022 to develop mechanisms for tracking any measures that have not historically been reported.

Some revisions were made to the previously approved draft plan to ensure consistency in comparing data from year to year. For example, reference to the average number of times each item in the collection is borrowed was replaced with Average Collection Turnover. This measure is easily and reliably retrieved from Collection HQ, a software that the Library uses in analyzing collection use and informing the selection and deselection of materials. Collection HQ will also be used in assessing the proportion of CPL's print collection that reflects diverse ethnicities and cultures.

The Assessment and Evaluation Plan will form the basis for a year-end report card that will be shared with the Board annually over the term of the Strategic Plan. This annual review will also provide an opportunity to re-examine and revise any targets if necessary.

**Financial Implication**

None.

**Recommended Motion**

*That the Caledon Public Library Board approve and adopt the revised Strategic Assessment and Evaluation Plan.*

## Appendix A

# Caledon Public Library Strategic Assessment and Evaluation Plan 2021-2024



<i>Indicator</i>	Outcomes	Quantitative and Qualitative Measures	Baseline	Target	Timelines
<b>Usage of Library Services and Collections</b>					
<i>Active Membership</i>	Increase in those that have used their library membership within the last 24 months	<ul style="list-style-type: none"> <li>• Increase in proportion of population that is an active library member.</li> </ul>	<ul style="list-style-type: none"> <li>• 15.9% (2021)</li> </ul>	<ul style="list-style-type: none"> <li>• 19%</li> </ul>	By 2024 YE
<i>Physical collections</i>	Maintaining current measures for physical collections and ensuring that the collection is meeting the needs of residents	<ul style="list-style-type: none"> <li>• Average number of physical items borrowed per capita annually</li> <li>• Average Collection Turnover</li> </ul>	<ul style="list-style-type: none"> <li>• 2.7 items per capita (2021)</li> <li>• 1.85 (2021)</li> </ul>	<ul style="list-style-type: none"> <li>• 5 items per capita</li> <li>• Greater than 3</li> </ul>	By 2024 YE
<i>Digital and electronic resources</i>	Increase in use of downloaded or streamed collections and online databases	<ul style="list-style-type: none"> <li>• Number of items borrowed and streamed</li> <li>• Online Database Usage</li> </ul>	<ul style="list-style-type: none"> <li>• 91, 571 (YE 2021)</li> <li>• 43, 166 (YE 2021)</li> </ul>	<ul style="list-style-type: none"> <li>• 10 % increase</li> <li>• 10 % increase</li> </ul>	By 2024 YE
<i>Program and event participation</i>	Improved program attendance across all demographics	<ul style="list-style-type: none"> <li>• Program attendance numbers</li> </ul>	<ul style="list-style-type: none"> <li>• 9941 (YE 2021)</li> </ul>	<ul style="list-style-type: none"> <li>• 100 % increase</li> </ul>	By 2024 YE
<i>Branch visits</i>	Increase in branch traffic and use	<ul style="list-style-type: none"> <li>• Number of branch visits recorded</li> <li>• Number of visits and length of session time spent on website/virtual branch</li> </ul>	<ul style="list-style-type: none"> <li>• 22,697 (YE 2021)</li> <li>• 77,965 and 2min 1 sec (YE 2021)</li> </ul>	<ul style="list-style-type: none"> <li>• Greater than 400,000 annually</li> <li>• 20% increase in use and average session length of 5 minutes</li> </ul>	By 2024 YE
<i>Use of in-branch technologies and connectivity</i>	Growth in use of library provided technologies	<ul style="list-style-type: none"> <li>• Use of Internet workstations and wireless networks</li> <li>• Use of maker technologies and tools</li> </ul>	<ul style="list-style-type: none"> <li>• 14,525 (YE 2021)</li> <li>• 0 (2021 in advance of opening of dedicated maker spaces)</li> </ul>	<ul style="list-style-type: none"> <li>• Greater than 140,000 annually</li> <li>• Target growth to be informed by 2023 use</li> </ul>	By 2024 YE

<b>Investment in Library Services</b>					
<i>Funds Raised</i>	Enhanced efforts to identify alternative means of funding library projects and services	<ul style="list-style-type: none"> <li>• Proportion of grant applications that are successful</li> <li>• Value of projects funded through approved grants</li> <li>• Value of funds and in-kind contributions raised through sponsorship and donation</li> </ul>	<ul style="list-style-type: none"> <li>• 80% (2021)</li> <li>• \$438,229 (2021)</li> <li>• \$2335.25</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain 2021 rate</li> <li>• Dependent on projects requiring funding</li> <li>• Average increase of 10% annually</li> </ul>	By 2024 YE
<i>Investment in Library Facilities</i>	Continued municipal investment to refurbish existing branches and build new facilities	<ul style="list-style-type: none"> <li>• Value of approved capital project budgets that support the improvement of existing spaces and/or construction of new space</li> </ul>	<ul style="list-style-type: none"> <li>• \$424,680 (2021 budget)</li> </ul>	<ul style="list-style-type: none"> <li>• Dependent on projects requiring funding</li> </ul>	
<i>Investment in Staff</i>	Creation of new positions and expansion of existing roles	<ul style="list-style-type: none"> <li>• # of new FTEs created/funded</li> </ul>	<ul style="list-style-type: none"> <li>• 1 FTE (2021 budget)</li> </ul>	<ul style="list-style-type: none"> <li>• Average of 1.5 FTE annually</li> </ul>	By 2024 YE
<b>Community and Engagement</b>					
<i>Patron Satisfaction</i>	Increase in reported customer satisfaction in all aspects of library service	<ul style="list-style-type: none"> <li>• % of survey respondents who indicate that they are very satisfied with library services</li> <li>• Anecdotal public feedback, including comments and testimonials</li> </ul>	<ul style="list-style-type: none"> <li>• 65.7% (Q1 2020)</li> </ul>	<ul style="list-style-type: none"> <li>• 70%</li> </ul>	Q4 2022 Q4 2024
<i>Partnership and Collaboration</i>	Increased partnerships/collaborations that benefit all parties, as well as those we serve	<ul style="list-style-type: none"> <li>• Number of services, programs or initiatives that are developed or delivered in tandem with local partner organizations</li> <li>• Anecdotal partner feedback, including comments and testimonials</li> </ul>	<ul style="list-style-type: none"> <li>• Tracking mechanism to be developed in 2022</li> </ul>		2024
<i>Community Outreach</i>	Increase in library services delivered beyond the walls of a library branch	<ul style="list-style-type: none"> <li>• Number of residents registered with Visiting Library Service</li> <li>• Number of individuals with whom staff interact/connect at community locations</li> </ul>	<ul style="list-style-type: none"> <li>• 11 (2021 YE)</li> <li>• Tracking mechanism to</li> </ul>	<ul style="list-style-type: none"> <li>• 20 (2022 YE), subsequent annual increases to be confirmed</li> </ul>	2024

			be developed in 2022		
<i>Diversity and Inclusion</i>	Increase in resources with diverse perspectives available for patrons	<ul style="list-style-type: none"> <li>Percentage of print collection that reflects diverse ethnicities and cultures</li> </ul>	<ul style="list-style-type: none"> <li>16.8 % (2021)</li> </ul>	<ul style="list-style-type: none"> <li>25 %</li> </ul>	By 2024 YE
<i>Local Culture</i>	Increased collaborations with local creators, performers and local history partners and organizations	<ul style="list-style-type: none"> <li>Number of local creators and performers who participate in Artful Caledon</li> </ul>	<ul style="list-style-type: none"> <li>25 (upon relaunch in Q1 2022)</li> </ul>	<ul style="list-style-type: none"> <li>75</li> </ul>	By 2024 YE
<i>Staff Engagement</i>	Employees who understand and agree with the CPL's strategic goals, are clear about how their work fits into making those goals a reality, are motivated to go beyond narrow job definitions to meet those goals and are confident that their efforts will be recognized and rewarded.	<ul style="list-style-type: none"> <li>Employee engagement index - % of employees who express that they are extremely or very satisfied with their current job</li> </ul>	<ul style="list-style-type: none"> <li>77% (2019)</li> </ul>	<ul style="list-style-type: none"> <li>80%</li> </ul>	2022 2024

## Attachment 9-D

Date: April 11, 2022

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian



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**Subject:** Fundraising and Gift Acceptance Policy Report

**Recommendation:**

*That Caledon Public Library Board review the attached revisions to the Fundraising and Gift Acceptance Policy Report for recommendation and approval*

**Background**

The Fundraising and Gift Acceptance Policy was first adopted in April 2018 in anticipation of the Library's official charitable status. Subsequent revisions included language to clarify the distinction between directed and conditional gifts and guidelines related to receipt and approvals. As the 2020 review was completed in advance of the creation of a dedicated donation reserve, it is recommended that the document be further amended to reference this fund and the resulting Caledon Public Library Donation and Bequest Reserve Fund Policy (CPL-20-27).

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 Fundraising and Gift Acceptance Policy*



**Title** Fundraising and Gift Acceptance Policy  
**Policy Number** CPL-18-23  
**Policy Type** Operating  
**Approval Date** [approval date] 2022  
**Review Date** [review date] 2024  
**Notes** Originally approved April 16, 2018; Revised June 2020

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## Purpose

The Caledon Public Library welcomes and encourages contributions from individuals, groups, foundations and businesses for the purpose of enhancing and enriching the programs and services that the Library provides for the residents of Caledon. This policy provides guidelines with respect to the acceptance of donations and the administration of fundraising efforts, confirming the requirements for general gift acceptance in alignment with the Library’s official charitable status.

## Guidelines

The Caledon Public Library welcomes donations under the following terms and conditions intended to protect the interests of the donor and those of the Library.

Most gifts will fall into one of the following four categories:

<b>Unrestricted Monetary Gifts</b>	Gifts of money, including cash, cheques, money orders, and bank drafts that are donated to the Library without restriction as to the use of the gift.
<b>Unrestricted Gifts-In-Kind</b>	Non-monetary gifts that do not have conditions as to their use and/or disposition.
<b>Directed Gifts</b>	Any gift, monetary or in-kind, that has been donated in support of a specified library service, including specific collections, programs and/or facilities.
<b>Conditional Gifts</b>	Any gift, monetary or in-kind, that has conditions attached to its use and/or disposition. Such conditions may include a requirement that the Library match donated funds or a directive that mandates the funds be used to launch a new service.

## Acceptable Gifts

**Monetary donations** - While unrestricted gifts are preferable, directed or conditional monetary gifts may be accepted if the use stipulated by the donor is consistent with the policies, mission, vision and values of the Caledon Public Library Board.

**Books and other circulating or reference materials** are accepted as per the *Caledon Public Library Collection Development Policy (CPL-16-12)*.

**Personal property, landscaping objects, furniture, art objects, plaques, artefacts, antiques, museum objects and other similar items** are not generally accepted as gifts. Only under certain circumstances, when such a gift meets the mission and needs of the Library, will the gift be accepted. The acceptance of such a gift does not imply that the Library will retain or display the gift. All terms and conditions of this policy, and all other relevant policy documents, are applicable.

**Gifts of real estate, securities, life insurance, trust funds, annuities, interests in business entities, bequests and other similar gifts** may also be accepted.

### **Acceptance of Gifts**

Gift offers made to the Library are accepted or rejected on the basis of suitability to the Library's mission, policies, décor, and availability of space for housing or display. The Library reserves the right to refuse any gift. Determination of the Library's ability to accept a gift will include the following criteria:

- The cost of ownership would be prohibitive;
- The donor wishes to exert unacceptable conditions over the donation of the gift or over the disbursement of revenue realized from the disposal of a gift;
- There are unacceptable risks associated with the receipt of the gift; or,
- If the gift is illegal or has questionable provenance.

Any gift accepted by the Library is accepted subject to the following terms and conditions:

- Upon request, the Library must receive evidence that the donor has the authority to make a gift of the donated item(s);
- The Library retains unconditional ownership of the gift;
- The Library makes all decisions regarding the use or disposal of the gift and has no responsibility to inform the donor of such decisions;
- As per *the Caledon Public Library Collection Development Policy (CPL-16-12)*, a completed Material Donation Waiver Form must accompany each group of library materials being donated;
- All unrestricted gifts-in-kind, with the exception of library collections, must be accompanied by a signed *Caledon Public Library Gift-in-Kind Waiver* ([Appendix A](#)); and,
- Any proposed directed or conditional in-kind donations should be directed to the attention of the CEO/Chief Librarian.

From time to time the Library may offer the opportunity for significant philanthropic investment in order to ensure the sustainability of excellent library service in the community. Such efforts will be detailed in a plan approved by the Caledon Public Library Board prior to the solicitation of donations.

As per the *Caledon Public Library Board Donation and Bequest Reserve Fund (CPL-20-27)*, a fund has been established by the Town of Caledon, on behalf of the Caledon Public Library, to accept and hold donations and bequests beyond the fiscal year in which they were initially received.

### **Authority to Accept Gifts**

The CEO and Chief Librarian or designate has the authority to accept unrestricted and directed monetary or gifts-in-kind, valued at less than \$50,000. The authority to receive any conditional gifts and unrestricted or directed gifts of \$50,000 or greater, whether monetary or in-kind, rests with the Caledon Public Library Board.

### **Tax Receipts**

In accordance with Canada Revenue Agency regulations, the Library will issue official tax receipts for any monetary gift of \$20.00 or more. A *Monetary Donation Form* ([Appendix B](#)) will also be issued immediately upon receipt of any monetary donation made in branch.

Upon request, the Library will issue a receipt for the appraised value of an in-kind donation in accordance with the regulations of the Canada Revenue Agency for registered charitable institutions. The Caledon Public Library will not assign a monetary value to gifts-in-kind. If a donor requires an appraisal for the purposes of the issuance of a tax receipt, it must be undertaken at the expense of the donor and by a reputable appraiser with relevant credentials. Tax receipts will be issued based on the date of donation listed on the *Gifts-in-Kind Waiver Form* ([Appendix A](#)) where the donation date is acknowledged by a member of staff.

Donors who receive an advantage or consideration for a donation will not be eligible for a charitable receipt. Examples of advantages may include:

- Use of property; or
- A dinner and/or performance at a fundraising event.

No tax receipts will be issued in response to donation of books or other library materials or a gift of service. Gifts of services (donated time, skills, or efforts) provided to the Library are not property. As a gift is a voluntary transfer of property, gifts of service do not qualify as gifts for the purposes of issuing official donation receipts.

### **Donor Records**

The Library will maintain records of all donations as per the guidelines of the *Caledon Public Library Records and Retention Policy (CPL-17-20)*. The contents of which will be protected by current privacy legislation (Municipal Freedom of Information and Protection of Privacy Act), and in accordance with the *Caledon Public Library Privacy Policy (CPL-15-01)*.

Donors' names and contact information will not be sold or shared in any way with parties outside the Library or Town of Caledon.

## **Donor Recognition**

The Library will recognize all donations and extend thanks to donors for their generosity. The Library will issue thank you letters within one month of receipt of any donations that qualify for an official receipt for tax purposes. This receipt will accompany each letter.

Wherever possible:

- a) gifts of under \$5000 will be personally acknowledged by the CEO; and,
- b) gifts of over \$5000 will be personally acknowledged by the Board Chair.

Donations may be listed in library publications, including the website and annual report, or displayed in branch, as appropriate. However, the Library respects a donor's right to make an anonymous gift.

## **Naming Rights**

The Caledon Public Library welcomes the opportunity to name spaces, collections, programs and services, in order to recognize and appreciate the charitable support of individuals, service clubs, foundations and corporate donors. Naming opportunities will be considered when a benefactor provides all or a substantial part of the cost of the space or service. The ultimate authority to accept or decline any naming proposal rests with the Caledon Public Library Board.

Naming opportunities will be finalized through the development of an agreement that includes the space or service to be named and the terms, conditions and duration of the recognition. The terms as outlined within the agreement will also indicate the conditions under which a name may be removed.

The guidelines of the *Caledon Public Library Partnership Policy (CPL-17-21)* will inform the Library's consideration of any naming rights that may constitute a corporate or organizational sponsorship.

## **Temporary Loans/Gifts**

Requests to have items temporarily housed in the Library will be considered on a case by case basis. Generally, such requests will not be accommodated unless their benefit to the community, as determined by the CEO/Chief Librarian, outweighs the commitment of resources required to facilitate such temporary storage. The CEO/Chief Librarian will have the authority to establish all of the terms and conditions of the acceptance of a temporary loan or gift.

Caledon Public Library facilitates art exhibits as part of its programming and partnership efforts. Exhibited works of art are not considered as temporary loans or gifts as identified within this policy but are subject to the *Caledon Public Library Art Exhibit and Display Policy (CPL-16-16)*.

## Disposal of Gifts

Gifts-in-kind may be disposed of in one of the following fashions:

- Books and other materials may be weeded as per the *Caledon Public Library Collection Development Policy (CPL-16-12)*;
- Offered to another library or community organization; or,
- Sold at a public auction or sale, discarded, or destroyed as a last resort.

## Related Documents:

- [Municipal Freedom of Information and Protection of Privacy Act](#), R.S.O. 1990, c. M.56
- CPL-15-01 Caledon Public Library Privacy Policy
- CPL-16-12 Caledon Public Library Collection Development Policy
- CPL-16-16 Caledon Public Library Art Exhibit and Display Policy
- CPL-17-20 Caledon Public Library Records and Retention Policy
- CPL-17-21 Caledon Public Library Partnership Policy
- [CPL-20-27 Caledon Public Library Donation and Bequest Reserve Fund Policy](#)
- Caledon Public Library Gift-In-Kind Waiver Form
- Caledon Public Library Monetary Donation Form

# Gift-in-Kind Waiver Form



The following waiver is necessary for the Library's records. It may be considered a receipt for donated items.

I hereby agree that the following items, donated to the Caledon Public Library, have become the property of the Caledon Public Library and will be governed solely by the wishes of the Caledon Public Library Board.

These items may be used as needed; kept indefinitely; sold to raise funds for the Library; given to another Library or organization; or disposed of in any other manner without prior notification.

## Donor Information

Name of Donor:					
Address:					
City:		Province:		Postal Code:	
Phone:		Email:			

## Description of Donated Item(s)

I confirm that I, \_\_\_\_\_ (insert donor name), have full authority to make a gift of the donated item. Further, I hereby relinquish all claims, now or in the future, to the items given.

\_\_\_\_\_  
Signature of Donor

\_\_\_\_\_  
Date

As per the CPL Fundraising and Gift Acceptance Policy (CPL-18-23), acceptance of directed or conditional donations, both monetary and in-kind, may require approval of the CEO/Chief Librarian or Library Board. Those considering such donations should direct their inquiry to the attention of the CEO/Chief Librarian.

Upon request, the Library will issue a receipt for the appraised value of an in-kind donation in accordance with the regulations of the Canada Revenue Agency for registered charitable institutions. The Caledon Public Library will not assign a monetary value to gifts-in-kind. If a donor requires an appraisal for the purposes of the issuance of a tax receipt, it must be undertaken at the expense of the donor, by a reputable appraiser with relevant experience.

## Donation Details

Date Received: mm-dd-yyyy		Branch:	
Staff Member:			

**Note to Staff:** This original document should be retained by the Library with a copy provided to the donor.

# Monetary Donation Form

## Donor Information

Name of Donor:					
Address:					
City:		Province:		Postal Code:	
Phone:		Email:			

## Mailing Address for Tax Receipt (if different from above)

Send care of:					
Address:					
City:		Province:		Postal Code:	

## Donation Details

Date Received: mm-dd-yyyy	<input type="checkbox"/> In person <input type="checkbox"/> By mail		Amount:		
Payment method:	<input type="checkbox"/> Cash <input type="checkbox"/> Cheque <input type="checkbox"/> Debit <input type="checkbox"/> Other: _____				
Staff Member:		Branch:			

Has the donor provided any conditions or directions as to how donated funds should be used?  Yes     No

If yes, please provide details below and include donor signature below:

As per the CPL Fundraising and Gift Acceptance Policy (CPL-18-23), acceptance of directed or conditional donations may require approval of the CEO/Chief Librarian or Library Board. Donations with directions or conditions that are deemed unfeasible or unacceptable by the Library will be returned to the donor.

**Note: A signature is required only of those who have provided conditions or directions as to how donated funds should be used.**

*I confirm the conditions or directions referenced above and acknowledge my understanding that such directed or conditional donations may require the approval of the CEO/Chief Librarian or Library Board.*

\_\_\_\_\_  
Signature of Donor

\_\_\_\_\_  
Date

An official tax receipt will be issued for donations of \$20.00 or more, within 30 days of donation receipt/approval.

**Note to Staff:** Please provide a copy of this form to the donor. Include a copy along with any unconditional donations in the deposit bag. Please refer any conditional monetary gifts to management for review.

*The Caledon Public Library will maintain records of all donations, the contents of which will be protected by current privacy legislation (Municipal Freedom of Information and Protection of Privacy Act), and in accordance with the Caledon Public Library Privacy Policy. Donor's names and contact information will not be sold or shared in any way with parties outside the Library or the Town of Caledon.*

## Attachment 9-E

Date: April 11, 2022

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian



**Subject:** The Library and Political Elections Policy Report

**Recommendation:**

*That the Caledon Public Library Board review the revised and renamed policy regarding the Library and Political Elections for recommendation and approval.*

**Background**

A policy dictating the acceptable use of Library Board resources for election purposes was first drafted and approved by the Board in May 2018. This was prompted by clause 88.18 of the Municipal Elections Act (MEA), requiring that “before May 1 in the year of a regular election, municipalities and local boards shall establish rules and procedures with respect to the use of municipal or board resources, as the case may be, during the election campaign period”. At that time, Southern Ontario Library Service - SOLS (now Ontario Library Service – OLS) confirmed that as a local board, the Library Board is subject to this requirement.

It was advised that a board may opt to formally adopt the municipal policy, assuming that it includes references to the Library, board members and library staff, or may choose to draft and adopt a distinct policy. As the Town’s relevant policy did not explicitly reference the Library Board or staff, a new policy was adopted by the Board. This document confirmed our alignment with the Town’s policy as well as clarifying guidelines which are specific to the Library’s mandate and operations. Its broad application to include elections at the municipal, provincial and federal level was also reflected.

The Town’s relevant corporate policy was amended and approved at the March 29, 2022 meeting of Council. The revised document is included as an appendix to the Library’s policy.

A number of further revisions were informed by a sample policy created by Ontario Library Service. These include:

- Language to confirm that the Library’s digital communication tools may not be used to distribute campaign materials;
- Guidelines for and expectations of staff and volunteers who are assisting with election campaigns;



- Reference to Section 30 of the Municipal Elections Act, confirming the implications for any library employee who may choose to run for local council;
- Confirmation that library tours may be provided upon request; and,
- Reference to the Library's advocacy policy and efforts.

Given that these recommendations call for the inclusion of guidelines beyond those related solely to the use of library resources, it is recommended that the title of the Policy be changed from Use of Library Board Resources for Election Purposes to the Library and Political Elections. This change in title is in keeping with the sample policy drafted by OLS.

The updated policy, once approved, will be communicated to all staff and shared publicly via the Library's website.

**Financial Implication,**

None.

**Recommended Motion**

*That the Caledon Public Library Board approve and adopt the revised and renamed policy regarding the Library and Political Elections*

**Title** The Library and Political Elections  
~~Use of Library Board Resources for  
Election Purposes~~



**Policy Number** CPL-18-24

**Policy Type** Operating

**Approval Date** [approval date] 2022

**Review Date** [review date] 2024

**Notes** Originally approved May 14, 2018; reviewed May 2020.

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## Purpose

The Caledon Public Library must act and appear to act in a non-partisan way at all times, while supporting the democratic process, freedom of expression and informed discussion on political issues. This is of particular importance during elections. As per the requirements of the Municipal Elections Act, rules and procedures have been established regarding the use of board resources during a municipal election campaign. ~~This policy shall be applied more broadly to elections at any level of government.~~

This policy applies to Board members, employees and volunteers of the Library in their dealings with candidates and political parties and the use of library resources during election campaigns and shall be applied more broadly to elections at any level of government.

## Guidelines

The Board shall align with ~~adopts~~ the Town's Corporate Policy as it relates to *the Use of Corporate Resources for Election Campaign Purposes* ([Appendix A](#)). The ~~purpose of the~~ Town's policy "provides a fair and consistent approach on how municipal corporate resources can and cannot be used during a municipal election". ~~is to "establish guidelines on the appropriate use of corporate resources during an election period to protect the interests of both the Members of Council and the Corporation". As such,~~

The following additional guidelines reflect the unique governance and role of the Caledon Public Library and its Board.

## Use of Library Resources and Property

- ~~1. That the scope of the Town policy be expanded to include all board members and employees of the Caledon Public Library Board.~~
1. The Board may not make a contribution to the campaign of any candidate or political party in the form of money, goods or services.
2. All candidates and political parties have equal access to publicly available resources and services provided by the Library.

3. Candidates or political parties cannot use equipment, supplies, staff or other operational resources of the Library not readily available to the public, nor may they use the Library's logo in any campaign material.
4. In accordance with the Canada Elections Act section 81.1(1) federal election candidates or their representatives are allowed to campaign in facilities that are available for free to the public. This provision shall also be extended to provincial election candidates.
5. No campaign materials, including ~~election~~ signs, ~~or~~ posters or brochures, specific to a candidate or political party can be posted or made available in Library spaces.
6. The Library's website, social media channels and promotional screens shall not be used to display any campaign-related materials specific to a candidate or political party.
7. The Library will consult with the Clerk regarding the planning of any "all-candidates" meetings hosted by the Library in Town facilities. "All-candidates" meetings hosted by the Library at branches or other spaces that are not in Town facilities, shall be held at the discretion of the Board. Regardless of location, such meetings may be offered as a library program or in conjunction with a community partner, provided that all candidates are invited to participate.

### Library Board Members as Candidates

1. Board members may continue their Library Board responsibilities while running for office.

### Employee and Volunteer Participation in Election Campaigns

1. A library employee or volunteer involved in a political campaign must be politically neutral in carrying out his or her library duties throughout the campaign and must not participate in campaign activities during his or her working hours.
2. With respect to a municipal election, any library employee running as a candidate in the municipal election will comply with the entirety of Section 30 of the Municipal Elections Act which reads, in part:

*"30 (1) An employee of a municipality or local board is eligible to be a candidate for and to be elected as a member of the council or local board that is the employer if he or she takes an unpaid leave of absence beginning as of the day the employee is nominated and ending on voting day. 1996, c. 32, Sched., s. 30 (1); 2002, c. 17, Sched. D, s. 9 (1)."*

### Information Sharing During Elections

1. The CEO/Chief Librarian will coordinate requests for information about the Library received from candidates and political parties.
2. Any candidate or political party may request a meeting or tour of the Library with the CEO/Chief Librarian.
3. As per the terms of the Caledon Public Library Advocacy Policy (CPL-17-17), the Library Board may coordinate outreach to candidates or raise questions at all-candidate

meetings, raising bringing awareness to of the Library's role and value. Where appropriate, the Library will participate in advocacy efforts with provincial and national library organizations. The timing and nature of advocacy efforts will be careful to avoid the appearance that the Board or Library is endorsing a specific candidate or political party.

4. Any information that is made available by the Library to one candidate or political party during an election will be made available to all other candidates and political parties.

### **Related Documents:**

- [Canada Elections Act](#), S.C. 2000, c. 9
- [Municipal Elections Act](#), 1996, S.O. 1996, c. 32
- [CPL-17-17 Caledon Public Library Advocacy Policy](#)

# Corporate Policy

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## Subject: Use of Corporate Resources for Election Campaign Purposes

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### Policy Statement:

The *Municipal Elections Act, 1996*, as amended, prohibits municipalities from making campaign contributions to municipal candidates or registered third parties. As a campaign contribution may take the form of money, goods or services, this policy provides a fair and consistent approach on how municipal corporate resources can and cannot be used during a municipal election. This policy complies with the *Municipal Elections Act, 1996*, as amended, the Code of Conduct for Members of Council and Designated Boards, and the Employee Code of Conduct.

### Scope:

This policy applies to all Members of Council, Town staff, candidates, registered third parties, and members of the public. Further, this policy applies to campaigns for municipal and School Board, provincial and federal office and includes all campaign related activity.

This policy does not preclude a Member of Council from performing their duties as Mayor or Councillor, nor does it inhibit them from representing the interests of their constituents.

### Purpose:

As a campaign contribution may take the form of money, goods or services, any use by a Member of Council or candidate of the Town's resources for their election campaign would be viewed as a contribution by the Town, which is a violation of the Act. Should an individual launch a legal challenge, the offence provisions of the Act provide for a penalty of up to \$25,000 for an individual and of not more than \$50,000 for a Corporation.

### Application:

In accordance with the *Municipal Elections Act, 1996*, as amended, the Town Clerk and authorized designate(s) are responsible for the administration of this policy and nothing herein shall preclude the Clerk or designates from performing statutory and/or election related duties. Complaints received regarding the use of corporate resources during an election are managed by the Town Clerk; including the interpretation and decisions on whether or not a breach of the policy has occurred.

### Definitions:

Campaign contribution means anything of value given or otherwise provided that may influence an election and may take the form of money, goods, or services.

Campaign materials mean any materials, including political advertising, used to solicit votes for a candidate(s) or question in an election or any materials that promote or oppose the candidacy of a person for elected office. Including but not limited to literature, banners, posters, pictures, buttons, clothing, or other paraphernalia. Campaign materials also include, but are not limited to, materials in all media, for example, print, displays, electronic radio or television, online including websites or social media. Campaign materials do not include election signs, which are governed by the Town's Sign By-law.



# Corporate Policy

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Campaign period means the period of time established in accordance with the *Municipal Elections Act, 1996*, as amended, and begins for candidates on the day which nomination papers are filed and for registered third parties begins on the day an individual, corporation or trade union registers. The campaign period ends on December 31 in the case of a regular election and 45 days after voting day in the case of a by-election.

Campaign related activities mean any activity by or on behalf of a candidate or registered third party meant to elicit support or opposition during the election period.

Corporate resources include Town facilities, infrastructure, assets, equipment, supplies, services, staff or any resource that belongs to or is funded by the Town.

Political advertising means advertising that takes a position on an issue that can reasonably be regarded as closely associated with a registered third party or candidate.

Town Property and/or Facility means any fully or partially owned or leased Town of Caledon facility, including all Town owned land such as parks, sports fields and civic event spaces, and associated premises of that facility such as parking areas.

## **Members of Council Budget**

In a municipal election year, a portion of the annual budget for each Council Member's office is to be reserved for the new term of Council. Therefore, an incumbent shall only spend up to 11/12 of the budget for that year and 1/12 is to be reserved for the next term. This shall be monitored to ensure that the budget threshold is not exceeded.

## **Social Media**

To comply with the *Municipal Elections Act, 1996*, as amended, and the Code of Conduct for Members of Council and Designated Boards, candidates must take affirmative steps to clearly distinguish between use of social media for personal or election purposes. To take such steps, candidates who are members of Council must, upon filing their nomination to initiate candidacy, follow one of the below approaches:

1. **Maintain Separate Election Accounts During a Campaign Period.**

Establish separate and distinct social media accounts for election purposes that are clearly labelled as election accounts, do not use publicly-funded resources that are not identified as a Member of Council's account.

2. **Maintain a Single Account Subject to Restricted Use During a Campaign Period.**

Members of Council who choose not to maintain separate and distinct election accounts and who intend to use social media accounts that have been identified as their personal social media account must (as applicable):

- a) during the campaign period cease producing and distributing any publication related to the role as a Member of Council which contains social media account information (i.e. usernames, handle names);
- b) ensure any reference to the Town of Caledon, Town logos, or images proprietary to the Town of Caledon, and reference to the Member's title from the account handle name, the username, the profile description are not used;



# **Corporate Policy**

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- c) ensure that the account's information does not use any caledon.ca email addresses or Town of Caledon contact information; and
- d) not make references to the account from a Member's website; expressly notify followers or friends on the social media platform that the account will be used for purposes related to re-election, provide an alternative source of information for followers interested in constituency services, and label the account appropriately.

For greater clarification, the above approaches apply to social media accounts from the point at which a nomination is filed and not prior.

## **Technology**

Corporate resources, shall not be used for any election related purposes, including computers, cell/smart phones, tablets, printers, scanners, or other services such as email, internet and file storage or other technology assets.

With the exception of the candidate's list, web sites or domain names that are provided, funded or maintained by the Town shall not include any election related campaign material or links to sites that feature election-related campaign material.

Any links to external personal sites from an individual Member of Council's landing page on the caledon.ca website will be removed the date nomination papers are filed during a municipal election year.

Candidates, registered third parties, and Members of Council may not use the Town website, domain names, and other corporate systems, for campaigning or display of any election-related materials. Links to the Town's website are permitted from a campaign election website for the purpose of obtaining information about the election or sharing program/service information.

## **Town Property and Facilities**

Election campaign materials shall not be displayed at any Town property and/or facility.

Candidates and registered third parties may attend Town organized or funded events during a campaign period, but shall not display or distribute any campaign materials, or engage in any election related activities.

All-candidate debates may be held at any Town facility, including Town Hall, provided that all candidates for an office are invited to attend and no campaign materials are used or distributed during the debate.

Facility rentals for general election-related events, such as teaching members of the public how to become a candidate and run for office, can be held as long as no one particular candidate or registered third party is promoted or endorsed during the event and no campaign materials are used or distributed during the event.

## **Town Services**

Members of Council are responsible for ensuring that the content of any communication material, printed; hosted or distributed by the Town of Caledon, is not election campaign related.



6311 Old Church Road  
Caledon, ON L7C 1J6  
www.caledon.ca  
T. 905.584.2272 | 1.888.225.3366 | F. 905.584.4325

# **Corporate Policy**

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Candidates shall not create, print or distribute campaign materials using municipal funds and shall not use municipal funds for any campaign related activities.

Information provided by the Town to a candidate or registered third party may be made available to all other candidates and registered third parties including where such information was initially requested from the Town.

The Town of Caledon's logo, crest, coat of arms, slogan, etc. shall not be printed, distributed or used on any campaign materials or included on any campaign related website, except in the case of a link to the Town's website to obtain information about the municipal election.

Photographs, videos or images produced for, created by or owned by the Town of Caledon shall not be used by candidates or registered third parties for any election campaign purposes. Notwithstanding this section, candidates and registered third parties may capture their own photos of Municipal property for use in campaign materials, provided the photo is taken from a publicly accessible area, and does not contain a Municipal sign, logo, crest, coat of arms or slogan in the background.

Distribution lists or contact lists developed utilizing corporate resources or through contact in a Member of Council's role shall not be utilized for campaign purposes.

No Member of Council shall use any information such as reports or pictures for campaign related activities that has not been made public or which was received by virtue of their position as a Member of Council.

Corporate resources and Members of Council's budgets shall not be used to create any advertisements, flyers or newsletters for campaign related activities from the day after Nomination Day up to and including the final Voting Day. This prohibition also applies to the use of any Town of Caledon equipment, facilities or websites if the access is Town-sponsored.

## **Town Staff**

Town staff, including any contractor providing services to the Town shall not canvass or actively work for any candidate or registered third party during hours in which the staff/contractor is receiving compensation, unless in the case of Town staff they are on a leave of absence without pay, lieu time, flex day or vacation leave.

Town staff shall not use corporate resources of any kind, or Town property or facilities to support a candidate or political party.

Town staff shall not canvass or actively work in support of a candidate, registered third party or political party using their title, wearing a uniform, badge, logo or any other item identifying them as an employee of the Town, or while using a vehicle, technology device or other asset owned or leased by the Town.

Town staff need to ensure that they act in compliance with the Employee Code of Conduct.





## Attachment 9-F

Date: April 11, 2022

To: Caledon Public Library Board

From: Samantha Dillane, Branch Manager -  
Southfields Village Branch, Public Service



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**Subject:** The Southfields Village Branch: The First 18 Months

**Recommendation:**

*That the Caledon Public Library Board review the prepared report on the first eighteen (18) months of operations of the Southfields Village Branch*

**Background**

The Southfields Village Branch opened to the public October 6, 2020 in the midst of the pandemic. For the first 9 months of our opening, the time when we normally expect to be crowded with new families, branch tours and excitement from the community, the Region of Peel was in a lockdown and CPL was only able to offer limited or curbside service. It was difficult to cultivate new relationships with customers, Town staff or community centre partners when no one was able to enter the building. In July 2021 we opened up with expanded accesses that allowed library patrons to browse the shelves, study or gather and enjoy the library in the way it was meant to be shared.

At the time of our expansion of services, Communications and Community Development partnered with Dominos to promote library services through a fantastic fundraising opportunity and sent postcards to each house in the community sharing that we were open. We saw an immediate increase in the number of new cards and daily branch visits. The number of new cards created in 2020 (Oct-Dec), 2021 and 2022 (Jan-Mar) are shown below in Figure 1.

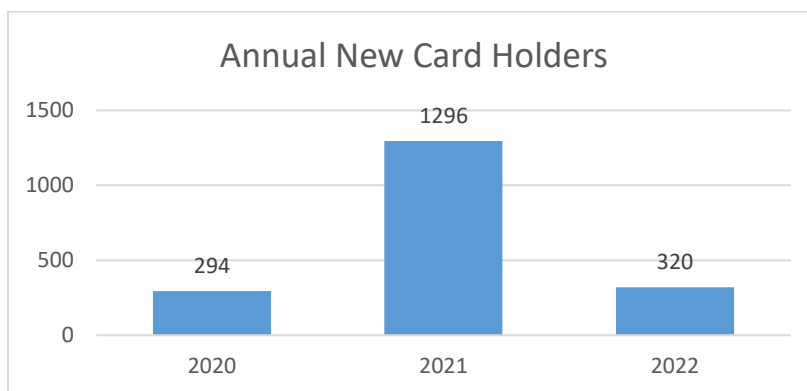


Figure 1. Annual new card holders, Southfields Village Branch

In 2021 we saw approximately 18600 people visit the Southfields Village branch and we are on track to exceed that in 2022 (Figure 2.). Community members regularly visit the branch to study, gather with

friends or browse the shelves. Being situated in the community centre has encouraged community members using other areas of the centre to stop in, make a card and tour the branch. The Southfields Village team are also able to offer library services in French, Punjabi and Hindi which has allowed the staff to connect with community using languages that the community members speak or read.

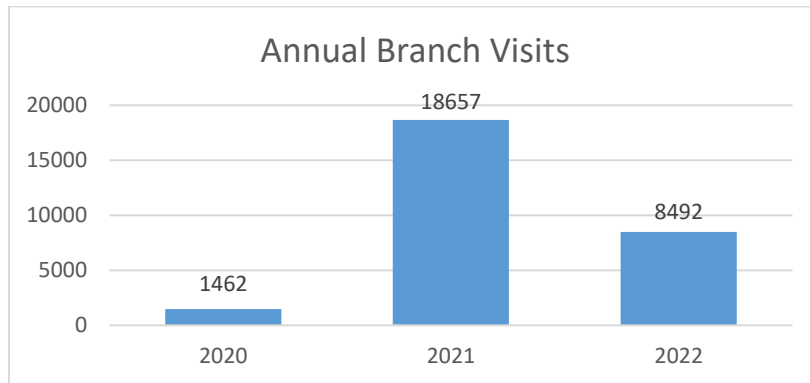


Figure 2. Annual Branch Visits, Southfields Village Branch

The children’s collections including picture books, chapter books and non-fiction titles are the most popular for our users to date. However, as families spend more time in the community centre and library we are seeing an increase in interest for our adult non-fiction, fiction and world language collections.

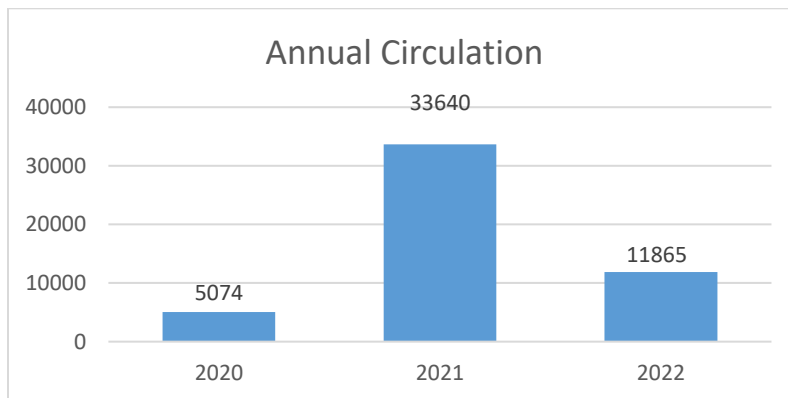


Figure 3. Annual Circulation, Southfields Village Branch

The Library has also started to build partnerships with Community Centre partners through a weekly book exchange with the Bright Scholars Montessori and the lendable personal flotation device program with the Town of Caledon Aquatics team. As community partners return to offering in-person services we will work to strengthening our existing partnerships with the Caledon Parent-Child Centre, Caledon Community Services and Punjabi Community Health Services.

Looking forward to the coming months, the Southfields Village Branch will be hosting several small, in-person programs facilitated by the Youth Services and Information Services teams. The Reading Garden will be furnished with shade sails and outdoor furniture. As exciting as the past 18 months have been, we have yet to see this branch operate at full capacity and as such, we have the opportunity now to grow to fit the community.

### Financial Implication

None.

**Recommended Motion**

*That the Caledon Public Library Board receive the prepared report on the first eighteen (18) months of operations of the Southfields Village Branch*

## Attachment 10-A

Caledon Public Library Board  
Advocacy and Fundraising Committee  
Meeting  
Monday, March 28, 2022  
6:00 p.m.



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# MINUTES

**Present:** Sheralyn Roman (Chair); Janet Manning; Brenda Clark; Catherine Jackson

**Staff:** Colleen Lipp – CEO | Chief Librarian; Mary Maw – Manager, Communications and Community Development

**Absent:**

*This meeting was conducted electronically*

**1. The Chair called the meeting to order at 5:01 PM**

**2. Apologies for non-attendance:** None

**3. Approval of the Agenda**

**Motion:** That the Caledon Public Library Advocacy and Fundraising Committee approve the agenda

**Moved:** Brenda Clark

**Seconded:** Catherine Jackson

**Carried.**

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

**5. Notes and minutes of previous meetings.**

**a. December 9, 2021**

**Motion:** That the Caledon Public Library Advocacy and Fundraising Committee receive the minutes of the meeting held on December 9, 2021.

**Moved:** Brenda Clark

**Seconded:** Catherine Jackson

**Carried.**

**6. Items arising from the Minutes**

There were no items arising from the minutes, though a number of status updates were requested and shared.

**7. Advocacy and Fundraising Documents**

**a. Advocacy Work Plan**

The revised work plan was shared and discussed. Notable changes included delays in planned grand opening events resulting from construction delays. Topics of discussion

included methods for sharing the 2021 annual report video, provincial and municipal election advocacy and opportunities to inform Council's Board recruitment for the new term.

**b. Fundraising Work Plan**

Mary Maw provided an update of CPL's fundraising efforts. This included:

- Efforts to secure funds in support of a named recording studio at the Margaret Dunn Valleywood Collaboration Studio and the status of the related survey (206 responses had been received to date).
- A grant application has been submitted to the Brampton Caledon Community Foundation in support of an Indigenous Speaker Series.
- The ticketed viewing of The Long Rider, a documentary highlighting Felipe Masetti's ride from Canada to Brazil, is scheduled for July.
- A sponsor supported block party at the Southfields Village Branch

**c. Provincial Budget Submission – OLA and FOPL**

The budget priorities will inform communications and advocacy efforts by libraries and supported across the province. The proposal was shared with the full Board as a part of the March 21, 2022 meeting package.

**d. The Role of the Board in Advocacy and Lobbying – OLS**

This document was prepared by the Ontario Library Service and featured at a relevant session at the OLA Super Conference. It is to be shared with the full Board as part of the April 11, 2022 meeting package.

**8. Advocacy and Fundraising Opportunities for Discussion**

**a. Provincial Election and Budget Advocacy**

Correspondence to all four public libraries within Dufferin-Caledon will be share with all provincial candidates. It was also suggested that the provincial budget priorities identified by OLA and FOPL be shared with Council. The possibility of having Board members pose key questions at an all-candidates debate was also suggested.

**Motion:** That the Caledon Public Library Advocacy and Fundraising Committee direct the CEO/Chief Librarian to draft a letter to Council on behalf of the Board, advising them of OLA and FOPL actions in support of increased provincial investment in libraries

**Moved:** Sheralyn Roman

**Seconded:** Brenda Clark

**Carried.**

**b. Municipal Election Planning**

As was done in 2018, information packages will be prepared for all municipal council and school board trustee candidates. This will include an FAQ or cheat sheet featuring key library measures.

**c. Discussion of next steps and committee deliverables**

A list of all proposed materials to be included within the municipal candidate packages will be provided to the committee for discussion at the June meeting. Documents created in 2018 as a means of ensuring Board succession and informing Council trustee selection will also be shared.

*Catherine Jackson left the meeting at 6:36 PM*

**9. New Business.**

No new business was raised, though a question was raised regarding the need for any advocacy in support of the maker space at the renovated fire hall in downtown Bolton. This work is moving forward, under the lead of Town staff, and there is no need for related advocacy from the Board.

**10. Next meeting – Thursday, June 9, 2022 – 6 PM**

**11. Adjournment**

**Motion:** That the meeting adjourn.

**Moved:** Brenda Clark

**Seconded:** Janet Manning

**Carried.**

**The meeting adjourned at 6:40 PM**

# The Role of the Board in Advocacy and Lobbying



The library is an important resource in the community, but relatively few people realize its true nature or complexity. The library board needs to ensure that the community is aware of the importance of the library as a community service. It is true that “quality of life” facilities, such as libraries, in a community are assuming increased importance but it is also true that the competition for funds is becoming tougher each year.

Funding is a critical concern for libraries across Ontario, and ultimate responsibility for the library’s success resides with the board. If the board is committed to the mission and health of the library, it should also be committed to adequate funding for the library. Securing funding is an ongoing responsibility of the library board. As the governing body of the library, the board must develop and commit to a revenue plan to sustain the organization’s work and to secure the necessary funding for the library. Individual board members also have a role in implementing the strategies that make up the plan.

Libraries with poor support envy those with high levels of support; those with shaky relationships with municipal council marvel at libraries with terrific relationships. Yet, there is no real secret. **Advocacy and lobbying** are important tools used by governing boards to confirm the identity of the library within the community and are important responsibilities of the library board to ensure sufficient funding to meet the needs of tomorrow’s libraries. Advocacy is a powerful means of drawing attention to the image of the library within the community.

The board may need to sharpen its advocacy skills just to stay in the running for dollars, especially for municipal dollars. A planned approach, that is based on an understanding of advocacy and a realization that the board has an important leadership role in funding, is the key to success.

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## What are advocacy and lobbying?

**Advocacy** - Whenever we recommend a certain brand of detergent or a headache remedy to a friend, we are acting as advocates for that product. Similarly, whenever the library board encourages support of the library’s mission, values, and beliefs, it is advocating the library. Advocacy differs from simple public relations in that it focuses on promoting the organization itself rather than merely seeking support for its programs. However, many public relations and fund-raising activities also fall into the advocacy category.

**Lobbying** – The specific type of advocacy which attempts to influence government bodies in their decision-making is best known as lobbying. Two varieties of lobbying are: grass roots lobbying and direct lobbying.

- **Grass Roots Lobbying** seeks to influence legislation by affecting the opinions of the general population or a portion of it. For example, an arts organization might launch a campaign urging the community to demand a review of a proposed by-law which would cut financial support to cultural organizations.
- **Direct Lobbying** tries to influence legislation by direct contact with someone involved in preparing it. A visit to the Mayor and council to discuss the proposed council resolution in person would be classed as direct lobbying.

## The role of the board in advocacy and lobbying

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**Library Advocacy Now!** defines advocacy as a planned, deliberate, sustained effort to raise awareness of an issue or issues. Advocacy is essential to getting adequate funding. Advocacy is an ongoing process whereby support and understanding are built incrementally. Advocacy uses the many tools of marketing and publicity, but it is not solely one or the other. It has a great deal to do with collaboration and implies to decision-makers that their agenda will be greatly assisted by what you have to offer. It will often include lobbying (interaction with decision-makers to secure specific objectives at an appropriate point in the legislative policy-making or budgeting process). How can library boards use this skill to secure adequate funds and improve the relationship between the library and its funders?

\*[Library Advocacy Now!](#) was first developed in 1997, updated in 2011 by members of the Canadian Association of Public Libraries, and the material remains available online.

### How can library boards participate in advocacy and lobbying?

***In the library world, advocacy and lobbying can be used to:***

- promote the library mission within the community
- represent library interests to governments and funding agencies
- monitor government legislation
- advise government officials on the impact of current and proposed policies and legislation
- participate in issues clarification and resolution

While boards should make advocacy a regular part of their activities, they should also approach the process carefully and methodically to ensure that the attention it attracts is directed towards furthering the board's desired goal. In the rest of this document, we will look at how advocacy can be used to represent interests around library funding.

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### ***Qualities for advocacy and lobbying***

The purpose of advocacy is to get the message across accurately and effectively to the appropriate target. You must take the time to research the issue in question and to ensure that your efforts are consistent with your library's mission. Beyond this, here are seven qualities you need to consider:

1. believe that libraries are of crucial importance in society
2. be willing to be involved
3. be able to listen
4. understand your role as a library board member
5. have the courage to defend the rights of Intellectual Freedom and the principles for which libraries stand
6. be thoroughly familiar with everything that the library does in the community
7. take every opportunity, formal or informal, to promote the library and its services



## The role of the board in advocacy and lobbying

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### Focus on advocating to current funders, particularly the municipality

The library's prime source of funds is the municipality. Funders see the library board as the group that is most committed and dedicated to the library. At the same time, fierce competition for tax dollars has resulted from years of "do-more-with-less" restrictions on spending. It is no longer possible for the library to expect that funding will appear automatically. Libraries will have to become adept at justifying the municipality's investment.

#### Start with your strategic plan

The library's funding requirements should flow directly from an overall plan. Consider the example below. This board includes goals related to funding, partnerships, and the board's role in achieving the library's mission.

#### ***Public Library Strategic Plan***

##### ***Goal 3: Funding***

The Public Library will obtain sufficient funding from funding partners to achieve the Mission of the library and implement the strategic plan. Finding new sources of funding to adequately support the Goals and Objectives will be emphasized.

##### *Objectives:*

1. The Public Library will be managed in a cost-effective way within available resources.
2. The Public Library will develop the community and political support that it needs to obtain an investment in library services that is stable and sufficient to achieve the Mission of the library.
3. The library will be "grant aware" and will manage grants effectively. All possible foundation, philanthropic, and other possible special funding opportunities will be explored. Grant opportunities must meet the library's goals and objectives.

##### ***Goal 5: Considering Partnerships***

The Public Library strives to develop and evaluate cost effective partnerships and sponsorships with other organizations and individuals, to share resources, diversify funding, avoid duplication of services and collections, and for collaborations which will benefit the community.

##### ***Goal 7: The Board's role in achieving the Mission of the library***

- The Public Library Board will provide the strategic leadership and vision, and policy development necessary/essential to achieve the Mission of the library and the implementation of the strategic plan.
- They will achieve this through advocating for community and political support. As well, the Board will actively support in a visible manner the development of partnerships and fundraising initiatives.

From the strategic plan, the subsidiary plans to secure funding for the initiatives in the strategic plan can be developed. These subsidiary plans might include an advocacy plan and a communications strategy. The advocacy plan should increase public awareness and develop a positive public perception of the role and value of libraries. Even if the funding plan relies only on funding from the municipality, the provincial 'per household' grant, and income earned from fines, it is important to plan how these revenue sources will be approached.

# The role of the board in advocacy and lobbying

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## Develop an advocacy plan for the library

An active advocacy plan can be a valuable asset. Here are some examples of activities you might consider:

- Find ways to obtain public recommendations or testimonials that tell a library story
- Create partnerships, coalitions, and relationships
- Confirm and promote the identity or image of the library
- Enhance awareness, appreciation, and support
- Work at different levels, aimed at stakeholders, decision-makers, media, general public
- Research council members' interests
- Research media contacts
- Share library success stories
- Write a letter to the editor of a local newspaper
- Write an article for the community newspaper or library newsletter
- Work a petition
- Organize a telephone campaign
- Make a speech, give a testimonial or presentation to council
- Make use of awareness days, like Ontario Public Library Week, as a focus of advocacy activity
- Include library activities in the municipal newsletter

Further to this list of activities, common techniques used in advocacy and lobbying include the following four areas:

1. **Letters, telephone calls and personal visits** - Letters, telephone calls and personal visits are among the highest rated techniques for communicating effectively with legislators. Find what works best for your library under which circumstances. A personal presentation of the annual budget to council is more effective than a written submission. A spontaneous letter from a library patron to the Mayor or Reeve protesting a cut in the library's budget will say far more than another visit from the entire board. Always ensure that your communication is concise, accurate, clear, and timely. Avoid displaying anger as it will detract from your cause.
2. **Media campaigns** - The media can boost your library's profile in the community. Cultivate a relationship with the media in your community as you might with other community organizations. A regular newspaper column on library services, acquisitions and activities or book reviews on local radio or TV talk shows are popular media formats. Media attention can also be generated by press releases, public service announcements and press conferences. Start now to plan an awareness campaign around Public Library Week.
3. **Outreach activities** - Build your library's profile within the community both inside and outside of the library. Offer to speak about library programs and services at meetings of other organizations, focusing particularly on how the library could benefit these organizations. Invite these same groups into the library to view facilities or highlight important programs or activities. Brainstorm ways to tie into community functions to develop a "presence" for your library.
4. **Organizing support groups** - Consider forming a library support group such as "Friends of the Library" for your library. Many libraries in the province report enormous success with Friends' groups. Often, these groups assume responsibility for fund-raising and/or library advocacy. Although these groups do require some staff and board time, they can benefit the library immensely.

# The role of the board in advocacy and lobbying

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## Develop relationships to support the plans

It is important to clarify expectations of board members with respect to the level of participation expected in implementing the library's funding plan. Everyone brings different skills, capabilities, and interests to the board. These can all be used to carry out the various activities of the plan. Those who do not have the skills to be effective advocates might be better assigned to develop the key messages, organize events, or recruit volunteers.

When planning advocacy efforts, it is wise to spend some time researching the board's links to funders. An important aspect that will influence the success of the plan is developing a relationship with the funding decision-makers. Likely there are people currently associated with the library who, through past endeavours, already have a good working relationship with councilors and municipal bureaucrats.

Advocates can come from the library family. Consider asking library workers, boards, library supporters and allies such as educators. Advocates can also come from outside the family, such as community leaders, library users, elected officials, students.

Improve effectiveness by recruiting the 'right' person to speak on your behalf – community leaders, people with 'social capital', such as executive members of service clubs. Keep a list of former board members, library alumni, supporters – and keep in touch with them, so they are aware of the library issues, and can rally round or be mobilized quickly when needed. Advocates can be recruited and organized through groups, such as Friends groups or volunteer associations or perhaps a youth volunteer or reading club member.

It is important that advocating and asking for funding remain a volunteer role, so that there is no perception that library staff are acting in their own self-interest. Board members must show leadership in this regard as the library's lead volunteers.

### Who are we talking to?

The board usually aims its advocacy efforts at one or more of the following targets:

- **New Board Members** - The board needs to engender excitement for advocacy work to new board members. The board's belief in the library's mission and its passion in communicating it to the community are necessary first steps in the advocacy process.
- **Community** - Building and maintaining a good relationship with community organizations that use library services can ensure that they will act as advocates for the library when needed. Advocacy targets within the community should include clients and non-clients, business and industry, and a wide variety of community groups. Innovative partnerships with social service and youth groups, local school boards, the media, service clubs and even small community groups outside of the mainstream can expand your library's profile. Consider utilizing Ontario Public Library Week to promote the mission of the library in your community by enlisting the aid of these groups.
- **Municipal Council** - While the presentation of financial estimates is often considered the board's most important advocacy task, advocacy aimed at municipal council is a continuous process involving consistent efforts to represent the community's needs for library service. Take time to develop and maintain a good relationship with local council(s).

## The role of the board in advocacy and lobbying

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- **Provincial Government** - The province governs libraries through the *Public Libraries Act, R.S.O. 1990, c.P.44.* and funds public libraries directly and, from time to time, through various project grants. Legislators expect to hear from their constituents that their efforts are effective or not effective. The Minister responsible for public libraries (currently Ministry of Heritage, Sport, Tourism and Cultural Industries) anticipates response from the library community about library issues, but the local MPP might also receive feedback. If you are involved in lobbying efforts, take care to provide a balance: applaud positive initiatives as well as criticizing unpopular decisions. Send letters acknowledging the receipt of grants to your local MPP as well as to the Minister responsible for libraries.

Library boards in Ontario have an ally in their lobbying efforts in the Ontario Library Boards Association (OLBA), a division of the Ontario Library Association. OLBA is a voluntary organization which provides information and guidance on issues of a political nature to library board members across the province as well as educational materials and opportunities for board members. It is a major purpose of OLBA to act as a lobby group with the provincial government when necessary.

- **Federal Government** - Federal legislation or national initiatives relevant to libraries may prompt lobbying efforts by library boards in all provinces and territories. Examples might be around copyright issues or anti-spam protections.

### How much do we know about them?

A relationship is two-sided. We need to know to whom we are speaking. We need to know what their interests are. What motivates their funding of the library? Are they more interested in hearing information about children's programs than about technology? Do they want to be updated on the latest additions to the adult fiction collection or are their concerns about home delivery service? Once we have determined what their interests are, we can better focus our library stories to deepen their engagement.

## Develop a corresponding communication strategy

In 1998, the Southern Ontario Library Service, in partnership with dmA Planning and Management Services, developed *The Library's Contribution to Your Community - A Resource Manual for Libraries to Document their Social and Economic Contribution to the Local Community*. Although a few years old now, the principles within that document are still applicable to advocacy and communications. The document outlined eight (8) principles that provide the basis of a strategy for communicating the library's benefits to funders. Such a communication strategy should include annual objectives, techniques for communicating the messages, a schedule for releasing information and monitoring and evaluating the effectiveness of your approach. These principles will also be useful in guiding your annual funding requests to council or in approaching other funders.

1. Understand your audience and their concerns
2. Use relevant information
3. Be credible
4. Time the release of your information to maximize your advantage
5. Develop/improve your presentation skills
6. Involve your secondary audiences
7. Present information professionally
8. Evaluate the audience's response

## The role of the board in advocacy and lobbying

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The Board's relationship with municipal council is a critical one to nurture. You could gear this plan specifically to councilors to build a relationship based on two-way communication with council. In the area of communication, some activities you may wish to consider are:

- Holding focus groups
- Asking council's advice, involving council
- Conducting one-on-one meetings
- Involving and asking council to attend public meetings
- Creating a special newsletter for council
- Acknowledging council's contributions in public and to the media
- Developing a working relationship and an attitude of partnership

The library's communication strategy could also include a list of Frequently Asked Questions (FAQs) about the Library. It is difficult to summarize the complex programs and services of the library and we sometimes take certain knowledge for granted. People new to the library may not know what we know or have our experience with the facility and procedures.

Here are some questions that might be included in a Library FAQ:

- How many people have active library cards?
- How big is the collection?
- In what formats are materials available?
- What is the average weekly attendance?
- How many reference questions were asked last year?
- How do you use the catalogue?
- How can you join?
- What programs does the library run?

It might be helpful to work with staff, volunteers, and board members to create a list of basic questions and answers. While these may seem like very routine questions, it is important to answer questions in writing, in an appropriate tone. The answers should also be written in a manner that is free of jargon so that even non-library workers feel confident giving the answers. The answers to these simple questions emphasize interesting features of the library or the people who use it. By taking a very dry statistic and bringing it to life, you can deepen people's understanding of what the library does and how important it is to the community.

By relating some of these answers to real library stories, you may be able to create even more impact. This puts a human face on the work of the library, demonstrates how the library affects the life of the community and raises awareness of the library with funders and potential donors. It might be possible to begin each board meeting with a 'good news' time, where the library staff share with the board anecdotal events at the library over the recent past. In this situation, use library staff's experience of successes to balance the rational and emotional appeal, the heart and the head.

## The role of the board in advocacy and lobbying

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### Steps to building a strategy for current funders

It is always easier to re-engage a current funder than it is to find a new one. Here are some steps to follow:

- thank current funders for their support, in a way that's meaningful for them
- show them how their investment has been spent, what the return on investment is
- demonstrate the outcomes of their support
- ask for future support; ask them to share in your vision of the community's future and the role they can play in making that happen
- target influential people and decision-makers to be allies, the elected officials, bureaucrats, and their 'gate-keepers'; what are your links to them?

Keeping funders informed about library activities and how municipal money is being used are critical steps in securing funding for the library. Monitoring the stewardship of nonprofit assets is a key aspect of accountability and it requires regular reporting mechanisms. You want your funders to have the best information possible about the library. Do not expect them to know everything about the library – that's why they appointed a board to oversee it. Ask to be on the agenda. Foster trust and communication by reporting what you have done with the money; document successes, make council feel included.

### Steps to building a strategy for prospective funders

Funding can be found from several sources: individuals, corporate, small business. Here are some basic principles that apply to all:

- understand their interests and concerns
- use that information to match with the library's interest and concerns
- show how the library is overcoming those concerns and meeting those interests
- use the common ground – the same understanding of the issues
- indicate how the prospective funder can play a role

#### **One Library's Success story**

Several years ago, the Barrie Public Library used the performance measures from the *Library's Contribution to Your Community* to defend its budget presentation.

These measures provided a 'ways and means' of measuring, translating and communicating the library's value in the language best suited to the intended audience. This resulted in a sustained 23% increase (\$370,000).

Even if it doesn't come naturally, advocacy can be learned. Here are some key concepts to keep in mind when thinking about what to say.

- Match library initiatives to the funder's agenda.
- Developing a consistent message is essential and can be achieved through careful planning and training.
- Ensure your message is free of jargon and understandable to funders
- You know the library better than those outside the library family. Remember that others may have preconceived ideas, stereotypes, or outdated perceptions of what the library is.
- Develop communications strategies to orient councilors to the library; use basic facts about the library that support the mission.

## The role of the board in advocacy and lobbying

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### ***In Summary: Responsibilities of the Entire Board***

The public library board represents the needs of an entire community. It is your responsibility to communicate these needs clearly and strongly. Boards should maximize every opportunity to express these to the municipality, the province or whatever target group the board chooses to approach.

- Consider forming an advocacy committee and the necessary policies to empower it
- Determine which board member or members are authorized to speak on behalf of the board
- Prepare an advocacy plan outlining where you will focus your advocacy activities
- Develop policies which will allow you to present resolutions in a timely manner on issues as they arise
- Keep abreast of current issues and impending legislation
- Join **OLBA**. This organization exists to help local boards lobby and they need your support to make an impact.

### ***...And responsibilities of individual members of the board***

John F. Kennedy once said that “things don’t just happen, they are made to happen”. As individual board members, you are the people to make things happen for your library. You were appointed as board members because someone thought you would be right for the job. Consequently, you already have a good deal of influence. Whenever you speak about the library, you draw attention to it.

- Tell your friends that you are a member of the Public Library Board and what that involves
- Encourage them to use the library
- Use your enthusiasm about your job to promote the mission of the library

Many board members wonder why staff are not more involved in advocacy and lobbying efforts. Staff members have a vested interest and are not perceived to be objective. The library board member, on the other hand, serves as a volunteer. The trustee’s personal support of the library’s mission and his or her willingness to publicly stand up for the library can result in considerable political clout.

#### ***Charitable status and lobbying***

*All organizations registered as charities in Canada are governed by Canada Revenue Agency’s regulations. If your library has charitable status and is contemplating or is already involved in lobbying, see [Guidance CG-027, Public policy dialogue and development activities](#). Within this document, it is noted that charitable activities can include public policy dialogue and development activities (PPDDA) that further a charity’s stated charitable purposes. PPDDAs generally involve seeking to influence the laws, policies, or decision of a government, whether in Canada or a foreign country. If a charity’s PPDDAs are carried on in furtherance of its stated charitable purposes, the Income Tax Act places no limits on the amount of PPDDAs a charity can engage in.*

## The role of the board in advocacy and lobbying

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### Five Principles: The Board's leadership role in securing funding through advocacy

It is not the purpose of this *document* to suggest that all public library boards should become fundraisers. Many libraries are supported very well by their municipalities and do not need to seek external support. There are, however, five principles of fundraising theory that, if applied to advocating for funding, may serve the board well in achieving success.

1. **Asking is an art** - Libraries have a long-standing funding relationship with the municipality, and they expect it to continue. Consequently, libraries are not very good at asking. If you don't ask, however, you may not get what you need. It is natural to resist asking – especially for basic funding. If you don't let your needs be known though, how will people know you need help? Libraries may try to make do with whatever funding the municipality gives them, rather than ask for more. Asking is an art, but it can be learned – and there are ways to increase the effectiveness of an ask but ask you must!
2. **People give to people** - One of the fundamental principles of effective fundraising is to understand that “People give to people.” It matters more who asks for funding, than what the funding is for. It is therefore important in your planning to strategize about who will do the asking, and to whom. Another aspect of this adage is understanding the message on a human level – understanding that funders and potential funders will respond more readily to a moving story of one person, than they will to some dry statistics. Bring the library to a human level by talking about the people who use the library. Dispel the image of the library as a lifeless cold brick building and tell the human stories of what happens inside the library.
3. **The library meets the needs of the community** - It is the community's needs, not the library's needs, that we are concerned about. Always position your message about the library as meeting the needs of the community – whether it's education, information, job search, or literacy. It is your patrons who have needs – and expectations – of the library. To meet those needs, the library must be funded adequately.
4. **Appeal to the heart** - Appeal to the heart, then the head for a share of the wealth. Use an emotional approach before a more rational approach. People will respond to a personal story of how the library helped someone before they will respond to the financial need of the library. Develop the stories of how the library helped someone, then make your business case for support.
5. **Say thank you!** - Saying thank you is one of the easiest steps to implement in your advocacy plan for funding, but one of the most overlooked. Libraries must foster the relationship with their funders. There is tremendous pressure on municipal politicians and bureaucrats these days. Acknowledge and understand that funders have agendas and concerns that are complex and demanding. Do not just take the money and run. Receiving the funding cheque is just the beginning of the relationship, not the end. Give council appropriate thanks by acknowledging their support. Share the successes of the library by including council whenever you can.

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\*This publication from the Ontario Library Service was adapted from:

- *Trustee Tips #5* – “The Role of the Board in Advocacy and Lobbying”. A publication of the Library Trustee Development Program, 1992/93.
- *Trustee Tips #23* – “Understanding the Board's Role in Advocating for Funding” A publication of the Library Trustee Development Program, 2002.



## Attachment 13-A

# CALEDON PUBLIC LIBRARY BOARD: ANNUAL AGENDA/WORK PLAN 2022

Updated April 11, 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>
<b>January 2022</b>	<ul style="list-style-type: none"> <li>• Review of 2021 Strategic Actions Completed</li> <li>• Review of 2021 Q4 and Annual Statistics</li> <li>• Privacy Policy Review</li> <li>• Operational Policy Review</li> <li>• OLA Board Attendance Confirmation</li> </ul>	<ul style="list-style-type: none"> <li>• 2021 Q4 and Year End Statistics Report</li> <li>• 2021 Strategic Scoresheet</li> <li>• 2021 Procurement Update</li> <li>• Drafted policy</li> </ul>	<ul style="list-style-type: none"> <li>• OLA Conference Registration</li> </ul>
<b>February 2022</b>	<ul style="list-style-type: none"> <li>• No regular meeting scheduled</li> </ul>		<ul style="list-style-type: none"> <li>• OLA Super Conference/ OLBA Boot Camp virtual attendance</li> </ul>
<b>March 2022</b>	<ul style="list-style-type: none"> <li>• Planning Policy Review</li> <li>• Board By-Law Review</li> <li>• Annual Board Assessment Policy Review</li> <li>• Rights and Safety of Children and Teens in the Library Review</li> </ul>	<ul style="list-style-type: none"> <li>• OLA Conference Feedback</li> <li>• Drafted policies</li> </ul>	<ul style="list-style-type: none"> <li>• Year End Variance Review – 2021</li> <li>• Meeting evaluation</li> <li>• Meeting of Advocacy/Fundraising Committee</li> </ul>
<b>April 2022</b>	<ul style="list-style-type: none"> <li>• Review of 2021 Annual Report</li> <li>• Review of Quarterly Statistics – Q1</li> <li>• Strategic Assessment Baselines and Targets – deferred from March</li> <li>• Fundraising and Gift Acceptance Policy Review</li> <li>• The Library and Political Elections Policy</li> <li>• Southfields Village Branch Report</li> </ul>	<ul style="list-style-type: none"> <li>• 2022 Q1 Statistics Report</li> <li>• Drafted policies</li> <li>• Drafted assessment plan</li> <li>• Branch report</li> <li>• Annual Report Video</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting of OLS Board Assembly</li> </ul>
<b>May 2022</b>	<ul style="list-style-type: none"> <li>• Personnel Policy Review</li> <li>• Board Code of Conduct Review</li> <li>• Patron Code of Conduct Review</li> <li>• Right to Disconnect Policy - New</li> </ul>	<ul style="list-style-type: none"> <li>• Drafted policies</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting of CEO Assessment Committee</li> </ul>
<b>June 2022</b>	<ul style="list-style-type: none"> <li>• Review of Social Media Policy</li> <li>• CEO Annual Performance Evaluation</li> <li>• Collection Development Policy Review</li> <li>• Volunteer Policy Review</li> <li>• Programming Policy Review</li> <li>• Visiting Library Services Presentation</li> </ul>	<ul style="list-style-type: none"> <li>• Drafted policies</li> <li>• Mid-year procurement update</li> <li>• Mid-year reserves update</li> <li>• CEO to provide goals for coming term – July 2021 to June 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting of Advocacy/Fundraising Committee</li> <li>• Meeting evaluation</li> </ul>

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