Caledon Public Library Board Meeting
Monday, August 21, 2023
6:00 p.m.
Albion Bolton Branch

AGENDA

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. 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 June 19, 2023 meeting (Attachment 6-A)
   b. CEO/Chief Librarian's Report (Attachment 6-B)
   c. Treasurer's Report and Financial Statements (Attachment 6-C)
   d. Quarterly Statistics and Performance Measures – Q2 2023 (Attachment 6-D)
   e. Strategic Actions Update (Attachment 6-E)
   f. Correspondence
      i. Response to Orangeville Public Library re: Joint Statement in Support of Drag Storytimes – June 21, 2023 (Attachment 6-F-1)

7. Business arising from the minutes
    a. Meeting Evaluation Feedback
8. Staff Reports
    a. Caledon Public Library Board 2022 Audited Financial Statements (pending)
9. Board and Committee Reports
    a. Finance Committee Meeting Minutes of August 14, 2023 (Attachment 9-A)
        i. 2024 Draft Budget Report (Attachment 9-A-1)
10. New business
11. Board Work Plan
    a. 2023 Work Plan Review (Attachment 11-A)
12. Board Advocacy and Development
    a. Upcoming Advocacy or Development Opportunities
        i. Caledon East Community Complex Grand Opening – Saturday, September 16, 2023, Time and details to be confirmed
        ii. CPL Annual Staff Forum – Friday, September 22, 2023 – 8:30 AM to 4:30 PM, Caledon East Branch
        iii. Caledon Creative Arts Festival – Saturday, September, 23, 2023 – 11 AM, Stage at Caledon East Park, 6101 Old Church Rd, Caledon East
        iv. OLS Virtual Conference: Equilibrium - Thursday, September 28, 2023, 6 – 8:30 PM
13. Public question period
14. Time and location of next regular meeting
    a. Monday, September 18, 2023, 6 PM – Southfields Village Branch
15. Adjournment

Attached Documents:

6-A	Minutes of the June 19, 2023 meeting
6-B	CEO/Chief Librarian's Report
6-C	Treasurer's Report and Financial Statements
6-D	Quarterly Statistics and Performance Measures – Q2 2023
6-E	Strategic Actions Update
6-F-1	Response to Orangeville Public Library re: Joint Statement in Support of Drag Storytimes – June 21, 2023
9-A	Finance Committee Meeting Minutes of August 14, 2023
9-A-1	2024 Draft Budget Report
11-A	Board Work Plan 2023

Attachment 6-A

Caledon Public Library Board Meeting
Monday June 19, 2023
6:00 p.m.

MINUTES

Present: Tony Maxwell (Chair); Jacqueline Iafrate (Vice-Chair); Nicholas Alleyne; Laura Brady; Scott Goodison; Mary Juric; Tina Liscio; Councillor Cosimo Napoli; Councillor Dave Sheen

Staff: Colleen Lipp – CEO | Chief Librarian; Anna Fitzcharles, Administrative Assistant; Roop Sandhu, Director, Corporate Services and Projects

Guests: Craig Goodman, CS&P Architects; Greg Young, TCI Management Consultants

This hybrid meeting was hosted at the Southfields Village Branch and online.

1. **The Chair called the meeting to order at 6:01 PM**

2. **Indigenous Acknowledgment**

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

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

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

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

3. **Apologies for non-attendance:** none

4. **Approval of the Agenda**
   Motion: That the Caledon Public Library Board approve the agenda as amended.
   Moved: Jacqueline Iafrate **Seconded:** Nicholas Alleyne
   Carried.

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

6. **Presentations**
   a. **Library Board Orientation: Session 4– C. Lipp**
      The CEO/Chief Librarian shared the fourth and final orientation session with the Board.

b. CPL Comprehensive Growth Plan Summary Report Presentation

The CEO/Chief Librarian shared the Comprehensive Growth Plan Summary Report with the Board. Members of the consultant team responded to resulting questions from the Board.

Motion: That the Caledon Public Library Board receive and endorse the Library Comprehensive Growth Plan Summary Report.

Moved: Nicholas Alleyne **Seconded:** Laura Brady

Carried.

7. Consent Agenda

a. Minutes of the May 15, 2023 meeting

b. CEO/Chief Librarian's Report

c. Treasurer's Report and Financial Statements

d. Strategic Actions Update

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

Moved: Mary Juric **Seconded**: Councillor Dave Sheen

Carried.

Greg Young and Craig Goodman left the meeting at 7:55pm.

8. Business arising from the minutes: none

9. Staff Reports

a. Social Media Policy Report

Motion: That the Caledon Public Library Board approve and adopt the revised Social Media Policy.

Moved: Laura Brady **Seconded:** Jacqueline Iafrate

Carried.

b. Request for Support of Drag Storytimes

Motion: Whereas, the Caledon Public Library's strategic plan confirms the Board's commitment to intellectual freedom, equity and diversity as values that are fundamental to inclusive public library services;

Whereas, the strategic plan also highlights the Library's eagerness to "identify and explore opportunities for collective impact with other community organizations";

Therefore, be it resolved that the Caledon Public Library Board endorse the drafted Joint Statement from the Public Libraries of Dufferin-Caledon and that this document be signed by the Chair and CEO/Chief Librarian on behalf of the Caledon Public Library;

Be it further resolved that correspondence confirming this endorsement be shared with the Orangeville Public Library and that the signed statement be shared as correspondence with Town of Caledon Council.

Additionally, be it resolved that the CEO/Chief Librarian be directed to investigate opportunities to further connect and collaborate with the Board and Staff of the Orangeville Public Library.

Moved: Councillor Dave Sheen **Seconded:** Laura Brady
Carried.

10. Board and Committee Reports

a. CLOSED SESSION

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

i. Confidential Report re: Personal matters about an identifiable individual – CEO/Chief Librarian Annual Performance Appraisal

Moved: Jacqueline Iafrate **Seconded:** Nicholas Alleyne
Carried at: 8:32 pm

All those in attendance other than the Board and the CEO/Chief Librarian left the meeting so that the Board may enter into closed session.

Motion: That the Caledon Public Library Board resume open session.
Moved: Nicholas Alleyne **Seconded:** Tina Liscio
Carried at: 8:45pm

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 Annual Performance Appraisal.

Motion: That the Caledon Public Library Board receive the CEO/Chief Librarian's annual performance appraisal.
Moved: Councillor Cosimo Napoli **Seconded:** Mary Juric
Carried.

b. CEO/Chief Librarian Goals 2023-24

Motion: That the Caledon Public Library Board approve the CEO/Chief Librarians Goals for 2023/24
Moved: Laura Brady **Seconded:** Mary Juric
Carried.

c. Advocacy and Fundraising Committee Meeting Minutes of June 5, 2023

Motion: That the Caledon Public Library Board receive the Advocacy and Fundraising Committee meeting minutes.
Moved: Jacqueline Iafrate **Seconded:** Councillor Dave Sheen

11. New Business: none

12. Board Work Plan

a. 2023 Board Work Plan Review

Motion: That the Caledon Public Library Board receive and approve the revised 2023 Work Plan.
Moved: Nicholas Alleyne **Seconded:** Tina Liscio
Carried.

13. Upcoming Advocacy and Development Opportunities

- **a.** Caledon Day – Saturday, June 17th, 2 – 11 PM, Caledon East Community Complex
- **b.** Presentation of CPL Comprehensive Growth Plan to Town Council – Tuesday, July 11th, 2:30 PM

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

15. Meeting Evaluation: A link to the online evaluation survey was shared with all members of the Board following the meeting.

16. Time and location of next regular meeting:

a. Monday, August 21, 2023, 6:00 PM – Albion Bolton Branch

17. Adjournment

Motion: That the meeting adjourn.
Moved: Tina Liscio **Seconded:** Jacqueline Iafrate
Carried.

The meeting adjourned at 9:03 PM

_____ _____

Tony Maxwell
Chair

Colleen Lipp
CEO | Chief Librarian

Attachment 6-B

CEO/Chief Librarian's Report

Prepared by Colleen Lipp
August 2023

Programming and Promotion

Statement of Support for Drag Storytimes

As per the Board resolution passed at the June meeting, the joint Statement of Support for Drag Storytimes was signed by the Board Chairs and CEOs of the Orangeville, Grand Valley and Caledon public libraries. A related media release was issued and the signed statement was then shared as correspondence with all members of Council. Public support has been largely positive, though two anonymous callers to the CEO/Chief Librarian left voicemail messages raising their vehement opposition to the statement.

The Partnership: The Provincial and Territorial Library Associations of Canada has recently released a similar statement. Attached as Appendix A, In Defense of Drag Storytime: A Statement of Support from Canada's Library Associations references many of the themes and values raised within the local statement, confirming nationwide support for inclusive and representative library programming.

What's Your Reason? Campaign

The Library's Communications and Community Development Department has launched a new campaign as a means of raising brand awareness and educating the community about the depth and breadth of library services. Inspired by CPL's current tagline "For All Reasons", campaign promotions will be featured on digital screens across the Town as well as on tent cards that will be displayed in branches and by local businesses and organizations.

Additionally, dry erase boards reading "My Reason Is.." are being made available at branches and outreach events so that customers can share their reason and photos can be posted on social media. A dedicated landing page with links to the Library's programs and collections has also been developed and can be accessed at https://caledon.library.on.ca/whats-your-reason/.

Library Services and Facilities

Caledon East Relocation

The Caledon East Branch at the R.F.Hall Catholic Secondary School officially closed it's doors to the public on June 24th. Over 15,000 library materials were then relocated to the new branch in the Caledon East Community Centre. Interim services were launched at the new location as of

Tuesday, July 26– with holds pickup services offered on Tuesdays, Thursdays and Saturdays. Originally planned for earlier in the month, the launch of these limited services was deferred due to delays in securing an occupancy permit that would allow library staff to work on site.

Onboarding of newly recruited staff is underway, allowing for a comprehensive training program in anticipation of the opening of the complex on Tuesday, September 5. The grand opening is planned for Saturday, September 16. Program and scheduling details will be confirmed in consultation with Town Staff and will include the dedication of the Library's Cory Trépanier Creativity Studio.

Performance Measures and Statistics Overview

Comprehensive performance measures and statistics for the second quarter of 2023 are included as Attachment 6-D of the Consent Agenda. Items of particular interest include the following:

- Performance measures are showing significant increases in nearly all key categories. That being said, the Bolton Branch was closed due to construction with only limited services and customer access for the first half of 2022. This service interruption makes it difficult to accurately assess year over year performance data.
- Growth in the number of monthly visits to the Southfields Village Branch remains consistent, while changes to the number of items borrowed varies from month to month. This demonstrates the importance of this public space to area residents, confirming that the Library's value is more than just books.
- The decline in the number of holds placed is likely the result of improved branch access. The growth in the number of items borrowed and branch visits suggest a reduced reliance on placing requests as a means of accessing or retrieving physical materials.

Appendix A

The PARTNERSHIP

In Defence of Drag Storytime: A Statement of Support from Canada's Library Associations

Over the past decade, drag storytime events have been hosted in libraries, bookstores, and other community spaces across Canada and beyond. These events celebrate the joy of reading and bring much needed excitement and enthusiasm to young readers with a focus on age-appropriate storybooks that are rich not only in text, language, colour, and illustration, but in the themes of equity, diversity, and inclusivity.

Libraries and library workers, as well as library supporters, have long been united in their efforts to advocate for and promote reading, language, and literacy development. Our resource investments in these areas, such as materials purchasing and educational programming, garner strong and steady support from our communities, as high literacy rates directly contribute to positive social, economic, and health outcomes for the people libraries serve. For society at large, high literacy rates contribute to the development of empathy, understanding, critical thinking, knowledge, capacities, and abilities[1] that are arguably needed now more than ever.

While our individual visions, missions, and mandates may vary, our core professional values as libraries and library and information workers unite us. We believe in the provision of access to information and its role in contributing to an active, healthy democracy. We believe in protecting the confidentiality and privacy of library users. We believe in the role of libraries as agents for social responsibility in service of the public good. We believe in intellectual freedom, in education, and in lifelong learning.

Guided by our shared values and our resolve to articulate support of library programming that contributes to and bolsters reading, language, and literacy development in the communities we serve, Canada's community of library associations proudly defend and celebrate educational initiatives, including drag storytime, as the valuable catalyst for public good that they are.

Drag storytime is a lever for language and literacy development in our libraries and community spaces. Drag storytime is a lever for equity and inclusivity, and one that is accessible to all, regardless of socioeconomic status or social positionality.

The library is open, and proudly so!

This statement by The Partnership, Canada's national network of provincial and territorial library associations, is supported by its members:

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[1] Literacy Facts, Canadian Children's Literacy Foundation

Ontario Library Association
L'Association des bibliothécaires du Québec / Quebec Library Association
Manitoba Library Association
Nova Scotia Library Association
Atlantic Provinces Library Association
British Columbia Library Association
Library Association of Alberta
Nunavut Library Association
Saskatchewan Library Association

June 27, 2023

Attachment 6-C

Treasurer's Report

Prepared by Colleen Lipp
August 2023

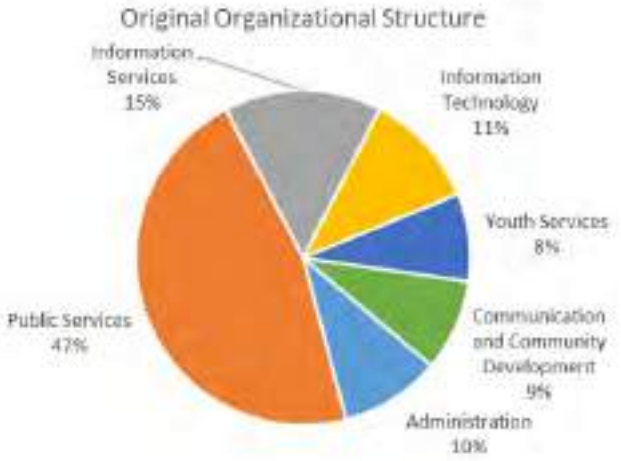
2023 Budget

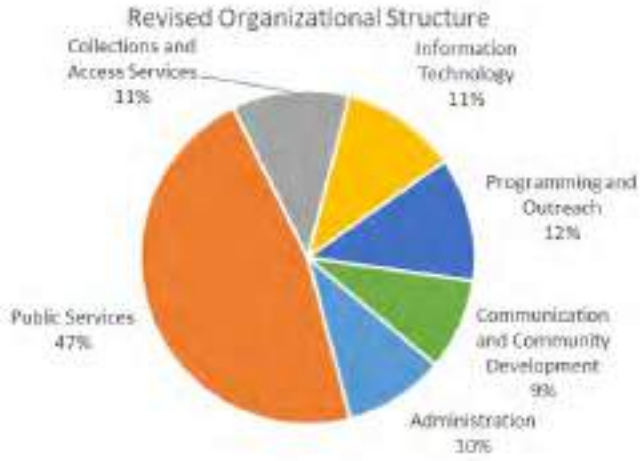
Financial statements reflecting the Library's operating and capital budgets as of July 31, 2023 are attached as Appendix A. Items of note include the following:

- Revenues of $190 recently received from the local Domino's franchise as part of their sponsorship and box topper promotions are reflected as sponsor revenue. These funds were in addition to the in-kind support, featuring CPL's services on 5,000 pizza boxes.
- Facility insurance costs have been paid but proportional allocations across the Town's various facilities (including library branches) have not yet been calculated or posted to the Library's budget. As has been the case in past years, it is likely that actual costs will exceed the available budget for these accounts.
- Rent payable to Community Services, with the exception of lease costs for the relocated Caledon East Branch, has been allocated to the Library's budget. The Dufferin Peel Catholic District School Board has not yet invoiced the Library for the pro-rated joint operating costs of the shared location in the high school.
- Unbudgeted wages and benefits for casual staff in the Communications and Community Development Department are partially offset by grant funding received through the Province's Summer Experience Program. Remaining costs will be supported through staff gapping resulting from delayed recruitments.
- Budget transfers related to staff wages have been completed to reflect recent changes to the organizational structure. All such changes were completed within the limitations of the Library's 2023 operating funds. Resulting changes to the departmental budgets are reflected in the following table and chart. Additional inter-departmental transfers to non-wage expense accounts will be completed as part of the 2024 budget process as will the creation of a Corporate Services budget.

Original Organizational Structure	
Administration	$450,586
Public Services	$2,604,804
Information Services	$853,222
Information Technology	$627,903
Youth Services	$475,282
Communication and Community Development	$494,255
Total	$5,506,052

Revised Organizational Structure	
Administration	$450,586
Public Services	$2,621,647
Collections and Access Services	$638,805
Information Technology	$627,903
Programming and Outreach	$672,856
Communication and Community Development	$494,255
Total	$5,506,052


Original Organizational Structure
Information Services 15%
Information Technology 11%
Youth Services 8%
Communication and Community Development 9%
Administration 10%
Public Services 47%


Revised Organizational Structure
Collections and Access Services 11%
Information Technology 11%
Programming and Outreach 12%
Communication and Community Development 9%
Administration 10%
Public Services 47%

Appendix A

TOWN OF CALEDON

Caledon Public Library
RC: Object Code - Budget vs Actual by Cost Centre
As of July 31, 2023

	July Budget	July Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
40010 Administration									
50050 Miscellaneous	-1,170.00	-419.50	*-750.50*	-4,462.00	-4,589.08	*127.08*	-11,000.00	41.7%	**-6,410.92**
50125 Merchandise Sales	-159.00	-39.00	*-120.00*	-1,174.00	-312.00	*-862.00*	-3,000.00	10.4%	**-2,688.00**
50319 Grants/Subsidies							-58,200.00	0.0%	**-58,200.00**
50570 Donations	-400.00		*-400.00*	-500.00	-5,643.45	*5,143.45*	-1,000.00	564.3%	**4,643.45**
50582 Sponsor		-190.00	*190.00*		-190.00	*190.00*			**190.00**
50705 Fines/Fees	-850.00	-575.16	*-274.84*	-5,850.00	-3,711.97	*-2,138.03*	-10,000.00	37.1%	**-6,288.03**
50715 Programs	-300.00		*-300.00*	-2,000.00	-96.00	*-1,904.00*	-3,500.00	2.7%	**-3,404.00**
50725 Comm.Access Prgm Funding			*0.00*	-7,000.00	-4,967.64	*-2,032.36*	-7,000.00	71.0%	**-2,032.36**
50750 Book Sales	-250.00	-162.78	*-87.22*	-1,450.00	-1,305.43	*-144.57*	-2,500.00	52.2%	**-1,194.57**
50770 FOL-Recoverable					-4,332.15	*4,332.15*			**4,332.15**
61510 Salaries-Permanent	27,303.00	27,624.01	*-321.01*	201,623.00	204,460.29	*-2,837.29*	351,789.00	58.1%	**147,328.71**
61513 Benefits-Permanent	7,095.00	7,546.81	*-451.81*	58,710.00	60,331.80	*-1,621.80*	93,053.00	64.8%	**32,721.20**
62018 Operating Supplies	60.00	11.67	*48.33*	460.00	214.38	*245.62*	760.00	28.2%	**545.62**
62113 Maint & Repairs-A/V Equip	2,000.00	1,623.05	*376.95*	2,000.00	1,623.05	*376.95*	4,000.00	40.6%	**2,376.95**
62129 FOL-Initiatives					890.40				
62244 Bank Charges	250.00		*250.00*	1,750.00	1,127.53	*622.47*	3,000.00	37.6%	**1,872.47**
62253 Lib. Brd Education & Exp.	300.00		*300.00*	3,500.00	2,674.65	*825.35*	5,000.00	53.5%	**2,325.35**
62310 Training/Development/Seminars	2,000.00	508.10	*1,491.90*	27,500.00	14,947.71	*12,552.29*	44,489.00	33.6%	**29,541.29**
62311 Memberships/Dues			*0.00*	13,000.00	13,868.14	*-868.14*	13,000.00	106.7%	**-868.14**
62314 Mileage	600.00	182.62	*417.38*	4,100.00	2,343.81	*1,756.19*	7,000.00	33.5%	**4,656.19**
62317 Audit				-4,048.00	-4,740.85	*692.85*	4,370.00	-108.5%	**9,110.85**
62322 Postage	175.00	339.19	*-164.19*	1,125.00	-578.82	*1,703.82*	2,000.00	-28.9%	**2,578.82**
62335 Contracted Services	1,320.00		*1,320.00*	9,240.00	216.04	*9,023.96*	15,825.00	1.4%	**15,608.96**
62360 Fundraising		169.16	*-169.16*		169.16	*-169.16*			**-169.16**
62378 Furniture/Fixtures			*0.00*	2,500.00	-40.46	*2,540.46*	2,500.00	-1.6%	**2,540.46**
Total 40010 Administration	37,974.00	36,618.17	*1,355.83*	299,024.00	272,359.11	*26,664.89*	450,586.00	60.4%	**178,226.89**
40020 Emergency Management									
50986 Reserve Fund To Revenue			*0.00*			*0.00*	-9,560.00	0.0%	**-9,560.00**
62018 Operating Supplies	300.00		*300.00*	1,500.00	427.39	*1,072.61*	3,200.00	13.4%	**2,772.61**
Total 40020 Emergency Management	300.00	0.00	*300.00*	1,500.00	427.39	*1,072.61*	-6,360.00	-6.7%	**-6,787.39**
41010 Library Public Services									
61510 Salaries-Permanent	80,891.00	78,390.74	*2,500.26*	477,094.00	445,532.21	*31,561.79*	988,735.00	45.1%	**543,202.79**
61513 Benefits-Permanent	24,568.00	24,732.19	*-164.19*	149,814.00	141,806.16	*8,007.84*	293,092.00	48.4%	**151,285.84**
61520 Wages-Casual Temporary	60,733.00	43,708.48	*17,024.52*	382,495.00	359,291.68	*23,203.32*	772,674.00	46.5%	**413,382.32**
61523 Benefits-Casual Temporary	11,847.00	6,784.78	*5,062.22*	73,606.00	54,121.64	*19,484.36*	143,014.00	37.8%	**88,892.36**
62017 Caretaking Supplies	285.00	1.86	*283.14*	1,340.00	545.26	*794.74*	2,700.00	20.2%	**2,154.74**

TOWN OF CALEDON

Caledon Public Library
RC: Object Code - Budget vs Actual by Cost Centre
As of July 31, 2023

	July Budget	July Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
62018 Operating Supplies	452.00	219.07	*232.93*	3,227.00	3,687.04	*-460.04*	6,325.00	58.3%	**2,637.96**
62312 Insurance				4,570.00		*4,570.00*	5,641.00	0.0%	**5,641.00**
62321 Rental-Facility			*0.00*	288,318.00	264,065.00	*24,253.00*	319,459.00	82.7%	**55,394.00**
62335 Contracted Services	4,303.00	3,739.68	*563.32*	30,119.00	24,989.10	*5,129.90*	52,307.00	47.8%	**27,317.90**
62346 Courier	4,000.00		*4,000.00*	20,679.00	14,374.62	*6,304.38*	37,700.00	38.1%	**23,325.38**
Total 41010 Library Public Services	187,079.00	157,576.80	*29,502.20*	1,431,262.00	1,308,412.71	*122,849.29*	2,621,647.00	49.9%	**1,313,234.29**
41015 Collections and Access Services (formerly Information Services)									
61510 Salaries-Permanent	20,744.00	34,960.89	*-14,216.89*	248,729.00	248,420.44	*308.56*	362,820.00	68.5%	**114,399.56**
61513 Benefits-Permanent	6,261.00	11,202.55	*-4,941.55*	78,652.00	78,465.05	*186.95*	109,282.00	71.8%	**30,816.95**
61520 Wages-Casual Temporary		3,299.82	*-3,299.82*	53,070.00	76,279.69	*-23,209.69*	53,070.00	143.7%	**-23,209.69**
61523 Benefits-Casual Temporary	-1.00	407.19	*-408.19*	11,655.00	13,663.55	*-2,008.55*	11,656.00	117.2%	**-2,007.55**
62018 Operating Supplies	300.00	65.78	*234.22*	1,852.00	1,549.40	*302.60*	3,700.00	41.9%	**2,150.60**
62058 Online Databases	300.00		*300.00*	87,900.00	88,640.10	*-740.10*	89,610.00	98.9%	**969.90**
62414 Special Programs	1,000.00	156.38	*843.62*	3,507.00	2,177.92	*1,329.08*	8,667.00	25.1%	**6,489.08**
Total 41015 Information Services	28,604.00	50,092.61	*-21,488.61*	485,365.00	509,196.15	*-23,831.15*	638,805.00	79.7%	**129,608.85**
41020 Library Grants									
50319 Grants/Subsidies (Revenue)			*0.00*		-6,078.47	*6,078.47*			**-6,078.47**
62319 Grants (Expenses)			*0.00*		700.00	*-700.00*			**700.00**
Total 41020 Library Grants		0.00	*0.00*		-5,378.47	*5,378.47*			**5,378.47**
41025 Library Info Technology									
61510 Salaries-Permanent	19,955.00	25,884.88	*-5,929.88*	147,790.00	164,682.57	*-16,892.57*	257,541.00	63.9%	**92,858.43**
61513 Benefits-Permanent	6,236.00	8,131.68	*-1,895.68*	46,189.00	52,158.42	*-5,969.42*	74,459.00	70.0%	**22,300.58**
62018 Operating Supplies	89.00	685.01	*-596.01*	4,253.00	2,702.60	*1,550.40*	6,683.00	40.4%	**3,980.40**
62303 New Staff Technology			*0.00*	4,400.00	2,995.85	*1,404.15*	8,800.00	34.0%	**5,804.15**
62304 Automation	25.00	378.80	*-353.80*	43,975.00	40,780.36	*3,194.64*	44,100.00	92.5%	**3,319.64**
62305 Computer Services	11,000.00	4,986.80	*6,013.20*	57,980.00	40,256.10	*17,723.90*	112,980.00	35.6%	**72,723.90**
62312 Insurance			*0.00*	4,910.00	5,140.80	*-230.80*	4,910.00	104.7%	**-230.80**
62335 Contracted Services	102.00	688.56	*-586.56*	8,467.00	9,190.95	*-723.95*	25,110.00	36.6%	**15,919.05**
62396 Mobile Phones / Pagers	823.00	1,044.91	*-221.91*	5,761.00	5,306.09	*454.91*	9,880.00	53.7%	**4,573.91**
62397 Telephone	2,700.00	2,769.48	*-69.48*	18,370.00	18,611.74	*-241.74*	32,870.00	56.6%	**14,258.26**
63037 Software Licence Subscription	4,000.00		*4,000.00*	25,570.00	14,262.15	*11,307.85*	50,570.00	28.2%	**36,307.85**
Total 41025 Library Info Technology	44,930.00	44,570.12	*359.88*	367,665.00	356,087.63	*11,577.37*	627,903.00	56.7%	**271,815.37**
41030 Youth Services									
61510 Salaries-Permanent	39,365.00	26,688.32	*12,676.68*	213,479.00	125,480.58	*87,998.42*	448,132.00	28.0%	**322,651.42**
61513 Benefits-Permanent	12,017.00	8,428.78	*3,588.22*	67,620.00	39,234.55	*28,385.45*	130,986.00	30.0%	**91,751.45**
61520 Wages-Casual Temporary	6,176.00	3,014.00	*3,162.00*	6,176.00	38,297.97	*-32,121.97*	58,930.00	65.0%	**20,632.03**
61523 Benefits-Casual Temporary	1,357.00	371.21	*985.79*	1,357.00	4,720.98	*-3,363.98*	12,941.00	36.5%	**8,220.02**
62018 Operating Supplies	25.00	46.65	*-21.65*	1,039.00	826.77	*212.23*	1,200.00	68.9%	**373.23**
62414 Special Programs	2,500.00	254.40	*2,245.60*	12,202.00	5,232.12	*6,969.88*	20,667.00	25.3%	**15,434.88**
Total 41030 Youth Services	61,440.00	38,803.36	*22,636.64*	301,873.00	213,792.97	*88,080.03*	672,856.00	31.8%	**459,063.03**

TOWN OF CALEDON

Caledon Public Library
RC: Object Code - Budget vs Actual by Cost Centre
As of July 31, 2023

	July Budget	July Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
41035 Communications/Community Dev									
61510 Salaries-Permanent	27,262.00	27,261.80	*0.20*	202,287.00	202,103.96	*183.04*	352,223.00	57.4%	**150,119.04**
61513 Benefits-Permanent	8,302.00	8,649.47	*-347.47*	64,277.00	63,652.22	*624.78*	103,632.00	61.4%	**39,979.78**
61520 Wages-Casual Temporary		2,676.42	*-2,676.42*		4,567.05	*-4,567.05*			**-4,567.05**
61523 Benefits-Casual Temporary		320.72	*-320.72*		542.57	*-542.57*			**-542.57**
62018 Operating Supplies	200.00	2,043.27	*-1,843.27*	3,400.00	4,086.41	*-686.41*	5,000.00	81.7%	**913.59**
62304 Automation	200.00		*200.00*	5,900.00	3,838.74	*2,061.26*	7,000.00	54.8%	**3,161.26**
62315 Printing & Advertising	750.00	1,025.25	*-275.25*	8,790.00	4,253.66	*4,536.34*	16,000.00	26.6%	**11,746.34**
62335 Contracted Services	50.00		*50.00*	1,845.00	1,186.48	*658.52*	2,400.00	49.4%	**1,213.52**
62414 Special Programs	400.00		*400.00*	3,600.00	2,459.57	*1,140.43*	8,000.00	30.7%	**5,540.43**
Total 41035 Communications/Community Dev	37,164.00	41,976.93	*-4,812.93*	290,099.00	286,690.66	*3,408.34*	494,255.00	58.0%	**207,564.34**
Total Caledon Public Library-Lending Services	**397,491.00**	**369,637.99**	**27,853.01**	**3,176,788.00**	**2,941,588.15**	**235,199.85**	**5,499,692.00**	**53.5%**	**2,558,103.85**

Capital Project Expense Report - as of July 31, 2023

	Budget	Expended Previous Year(s)	Expended 2023 YTD	Total Project Spend to Date	Remaining Funding	Percentage Expended	Status
Capital Projects - Previous Years							
20-014 Library IT Equipment	125,485	114,632.61	843.73	115,476.34	10,008.66	92.0%	
21-008 Library IT Equipment	73,000.00	1,730.35	25,580.80	27,311.15	45,688.85	37.4%	
21-009 Library Hotspot Replacement	10,200.00	6,067.44	5,446.51	11,513.95	-1,313.95	112.9%	
21-013 MDV Renovation to Maker, Media and Innovation	304,680.00	81,848.44	232,226.64	314,075.08	-9,395.08	103.1%	Project complete - Partially grant funded
21-131 Library Automatic Doors	36,691.00	26,146.21		26,146.21	10,544.79	71.3%	Project complete - Fully grant funded
21-134 Southfields Village Branch Reading Garden	91,910.00	87,622.85		87,622.85	4,287.15	95.3%	Project complete - Fully grant funded
22-019 Library Collections and Materials	450,000.00	430,678.69	19,194.13	449,872.82	127.18	100.0%	To be closed
22-020 Library IT Equipment	51,000.00	0.00		0.00	51,000.00	0.0%	
22-021 Library Furniture Replacement	120,000.00	64,790.33	47,620.59	112,410.92	7,589.08	93.7%	
22-022 Library Master Plan	100,000.00	68,523.03	28,958.86	97,481.89	2,518.11	97.5%	
22-025 Library In-Branch Signage/Wayfndng	24,000.00	11,183.43	6,569.79	17,753.22	6,246.78	74.0%	
22-026 Library and Town Joint Technology Review	35,000.00	0.00		0.00	35,000.00	0.0%	
22-027 Library Print Mgmt/Wireless Printing	12,000.00	0.00	8,740.17	8,740.17	3,259.83	0.0%	
Capital Projects - Current Year							
23-035 Library Implementation of Microsoft 365	25,000.00			0.00	25,000.00	0.0%	
23-118 Library Materials and Collections	475,000.00		217,047.24	217,047.24	257,952.76	45.7%	
23-119 Library IT Equipment	45,000.00			0.00	45,000.00	0.0%	
23-120 Library Furniture Replacement	60,000.00			0.00	60,000.00	0.0%	

Library Reserve Balances - as of July 31, 2023

01-00-000-00000-000-20841 Library Bequest Fund - MDV	316.54
08-07-900-35043-000-25000 Library Reserve Fund	9,237.01

Attachment 6-D

Quarterly and Annual Performance Measures and Statistics

Dashboard - Year to Date Q2 2023

CALEDON PUBLIC LIBRARY
for all reasons

Active Library Members

16,533 ↑ 32.9%

Branch Visits

110,153 ↑ 93.8%

Total Items Borrowed and Used

218,772 ↑ 21.6%

Digital Titles Borrowed

49,103 ↑ 11.1%

Digital Resources Accessed

23,376 ↑ 4.3%

Program Participation

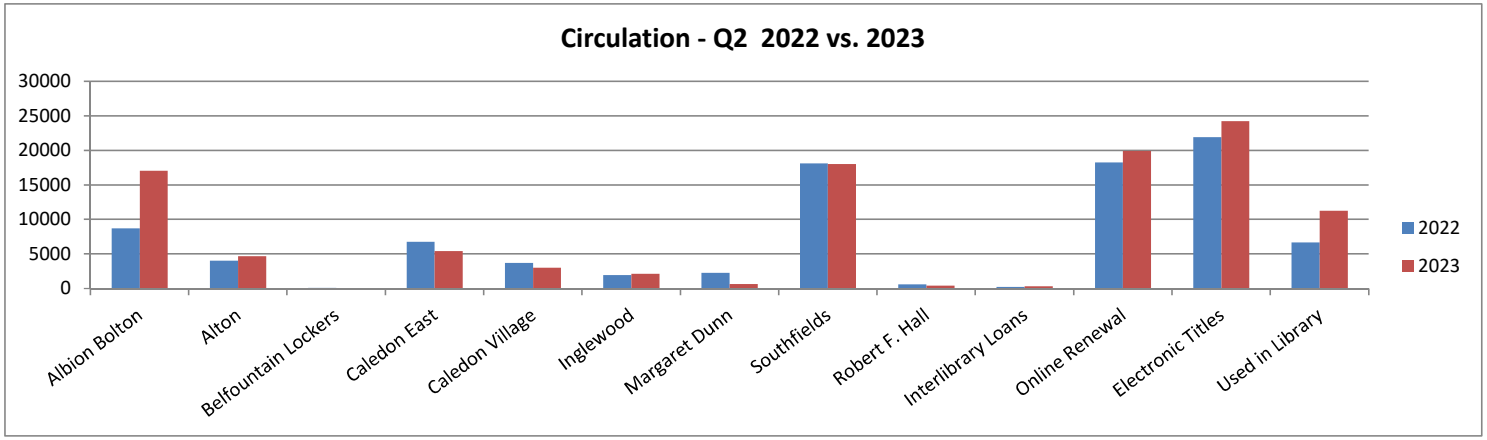
7,396 ↑ 59.6%

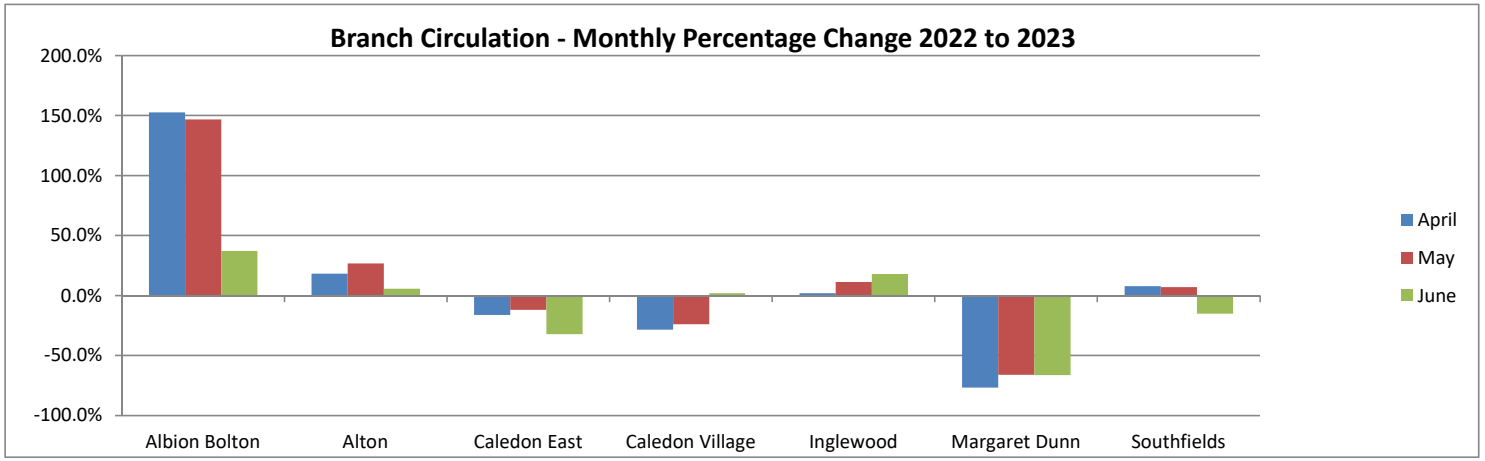
Quarterly Performance Measures and Statistics

Second Quarter - April, May, June 2023

Circulation by Branch - Q2

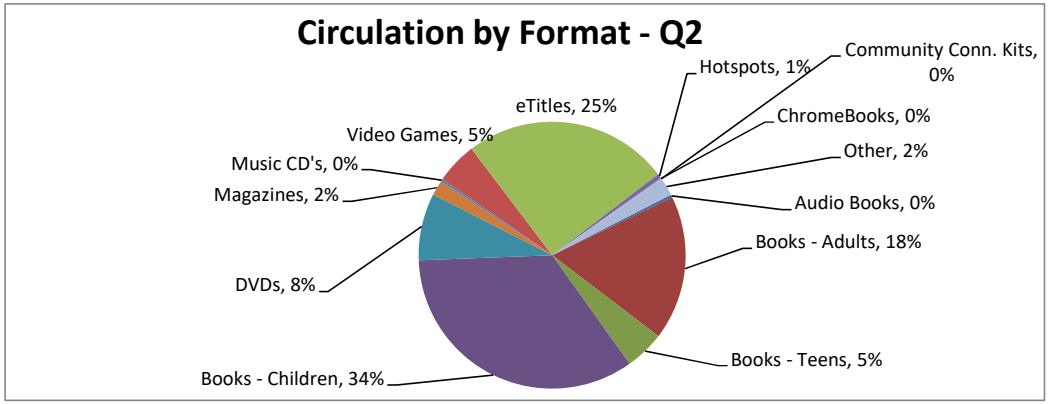
	April			May			June			Q2 Total			YTD		
	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change
Albion Bolton	2334	5900	152.8%	2204	5444	147.0%	4180	5737	37.2%	8718	17081	95.9%	16471	37656	128.6%
Alton	1510	1788	18.4%	1145	1453	26.9%	1383	1461	5.6%	4038	4702	16.4%	8743	9540	9.1%
Belfountain Lockers	32	23	-28.1%	38	34	-10.5%	36	21	-41.7%	106	78	-26.4%	246	282	14.6%
Caledon East	2353	1976	-16.0%	2303	2027	-12.0%	2127	1446	-32.0%	6783	5449	-19.7%	13874	11114	-19.9%
Caledon Village	1392	996	-28.4%	1281	974	-24.0%	1044	1066	2.1%	3717	3036	-18.3%	8197	6427	-21.6%
Inglewood	754	770	2.1%	641	713	11.2%	572	675	18.0%	1967	2158	9.7%	2664	4557	71.1%
Margaret Dunn	800	186	-76.8%	640	218	-65.9%	823	278	-66.2%	2263	682	-69.9%	4684	684	-85.4%
Southfields	5663	6111	7.9%	6136	6564	7.0%	6326	5374	-15.0%	18125	18049	-0.4%	30557	35515	16.2%
Robert F. Hall	256	155	-39.5%	189	147	-22.2%	174	141	-19.0%	619	443	-28.4%	1169	1146	-2.0%
Interlibrary Loans	120	47	-60.8%	99	148	49.5%	20	134	570.0%	239	329	37.7%	523	697	33.3%
Online Renewal	6403	6953	8.6%	5977	7148	19.6%	5898	5852	-0.8%	18278	19953	9.2%	36886	40349	9.4%
Sub-Total	21617	24905	15.2%	20653	24870	20.4%	22583	22185	-1.8%	64853	71960	11.0%	124014	147967	19.3%
Electronic Titles	7213	8198	13.7%	7592	8096	6.6%	7110	7944	11.7%	21915	24238	10.6%	44209	49103	11.1%
	28830	33103	14.8%	28245	32966	16.7%	29693	30129	1.5%	86768	96198	10.9%	168223	197070	17.1%
Used in Library	2346	3818	62.7%	2315	3851	66.3%	2013	3619	79.8%	6674	11288	69.1%	11759	21702	84.6%
Total	31176	36921	18.4%	30560	36817	20.5%	31706	33748	6.4%	93442	107486	15.0%	179982	218772	21.6%





Circulation by Format - Q2

	April			May			June			Q2 Total			YTD		
	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change
Audio Books	73	102	39.7%	71	91	28.2%	121	99	-18.2%	265	292	10.2%	529	672	27.0%
Books - Adults	4803	5587	16.3%	4678	5707	22.0%	5442	5403	-0.7%	14923	16697	11.9%	29424	34532	17.4%
Books - Teens	1537	1418	-7.7%	1614	1538	-4.7%	1747	1411	-19.2%	4898	4367	-10.8%	9070	9402	3.7%
Books - Children	9748	11576	18.8%	9538	11646	22.1%	9896	9665	-2.3%	29182	32887	12.7%	54798	67474	23.1%
DVDs	2740	2615	-4.6%	2309	2574	11.5%	2376	2485	4.6%	7425	7674	3.4%	15078	16061	6.5%
Magazines	600	650	8.3%	506	583	15.2%	634	578	-8.8%	1740	1811	4.1%	3347	3613	7.9%
Music CD's	77	120	55.8%	72	88	22.2%	100	87	-13.0%	249	295	18.5%	445	558	25.4%
Video Games	1082	1824	68.6%	1079	1506	39.6%	1371	1385	1.0%	3532	4715	33.5%	6664	9984	49.8%
eTitles	7213	8198	13.7%	7592	8096	6.6%	7110	7944	11.7%	21915	24238	10.6%	44209	49103	11.1%
Hotspots	201	184	-8.5%	190	184	-3.2%	206	182	-11.7%	597	550	-7.9%	1160	1101	-5.1%
ChromeBooks	18	44	144.4%	10	36	260.0%	24	56	133.3%	52	136	161.5%	87	220	152.9%
Community Conn. Kits	16	5	-68.8%	13	9	-30.8%	11	13	18.2%	40	27	-32.5%	67	46	-31.3%
Other	722	780	8.0%	573	908	58.5%	655	821	25.3%	1950	2509	28.7%	3345	4304	28.7%
Total	28830	33103	14.8%	28245	32966	16.7%	29693	30129	1.5%	86768	96198	10.9%	168223	197070	17.1%



Library Activity - Q2

	April			May			June			Q2 Total			YTD		
	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change
New Members Added	299	366	22.4%	337	344	2.1%	439	277	-36.9%	1075	987	-8.2%	1870	2014	7.7%
Total Members/Cardholders										20470	22512	10.0%			
Total Active Members/Cardholders (used within last two years)										12437	16533	32.9%			
Reference Queries	224	164	-26.8%	251	146	-41.8%	187	159	-15.0%	662	469	-29.2%	1067	1041	-2.4%
Holds Placed	5338	4731	-11.4%	5540	4484	-19.1%	5478	5346	-2.4%	16356	14561	-11.0%	35164	31825	-9.5%
Total Visting Library Service (VLS) Clients										18	15	-16.7%			
Total (VLS) Number of Volunteers										19	13	-31.6%			
VLS Circulation	90	57	-36.7%	110	91	-17.3%	57	63	10.5%	257	211	-17.9%	411	433	5.4%
VLS Visits	0	8	-	0	9	-	0	5	-	0	22	-	21	51	142.9%
New Materials Added	984	610	-38.0%	2437	2791	14.5%	780	2909	272.9%	4201	6310	50.2%	10177	9890	-2.8%

Visits by Branch - Q2

	April			May			June			Q2 Total			YTD		
	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change
Albion Bolton *	1124	5376	378.3%	1036	5144	396.5%	2310	5775	150.0%	4470	16295	264.5%	7652	33569	338.7%
Alton	488	514	5.3%	382	506	32.5%	478	491	2.7%	1348	1511	12.1%	2386	2815	18.0%
Caledon East	944	1078	14.2%	1020	1099	7.7%	1014	853	-15.9%	2978	3030	1.7%	5800	5896	1.7%
Caledon Village	383	369	-3.7%	368	360	-2.2%	583	361	-38.1%	1334	1090	-18.3%	2455	2266	-7.7%
Inglewood	199	255	28.1%	190	258	35.8%	214	217	1.4%	603	730	21.1%	750	1531	104.1%
Margaret Dunn	1149	350	-69.5%	874	369	-57.8%	464	524	12.9%	2487	1243	-50.0%	3325	1243	-62.6%
Southfields	6998	11988	71.3%	8322	12463	49.8%	8924	10319	15.6%	24244	34770	43.4%	34467	62833	82.3%
Total	11285	19930	76.6%	12192	20199	65.7%	13987	18540	32.6%	37464	58669	56.6%	56835	110153	93.8%

* Albion Bolton Branch was closed for construction with only limited customer access until June 2022

Virtual Branch Use - Q2

	April			May			June			Q2 Total			YTD Total		
	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change
Website Usage															
Page views	22894	23491	2.6%	25512	20624	-19.2%	29828	21102	-29.3%	78234	65217	-16.6%	183348	151966	-17.1%
Sessions	12406	13005	4.8%	13133	12469	-5.1%	14411	12562	-12.8%	39950	38036	-4.8%	83945	82421	-1.8%
Catalogue Usage															
Page views	64798	60636	-6.4%	66416	60272	-9.3%	67750	61653	-9.0%	198964	182561	-8.2%	311005	384669	23.7%
Sessions	7933	9612	21.2%	8084	9788	21.1%	8673	9556	10.2%	24690	28956	17.3%	45946	59643	29.8%

Technology Use by Branch - Q2

Workstations

	April			May			June			Q2 Total			YTD Total		
	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change
Albion Bolton	0	391	-	0	424	-	204	484	137.3%	204	1299	536.8%	204	2575	1162.3%
Alton	63	57	-9.5%	55	70	27.3%	54	63	16.7%	172	190	10.5%	352	357	1.4%
Caledon East	54	85	57.4%	47	74	57.4%	69	89	29.0%	170	248	45.9%	324	543	67.6%
Caledon Village	21	24	14.3%	25	42	68.0%	26	44	69.2%	72	110	52.8%	113	198	75.2%
Inglewood	16	23	43.8%	17	27	58.8%	17	16	-5.9%	50	66	32.0%	81	151	86.4%
Margaret Dunn	47	364	674.5%	37	170	359.5%	60	299	398.3%	144	833	478.5%	219	833	280.4%
Southfields	330	474	43.6%	403	589	46.2%	499	535	7.2%	1232	1598	29.7%	1902	3000	57.7%
Total	531	1418	167.0%	584	1396	139.0%	929	1530	64.7%	2044	4344	112.5%	3195	7657	139.7%

Wireless Network

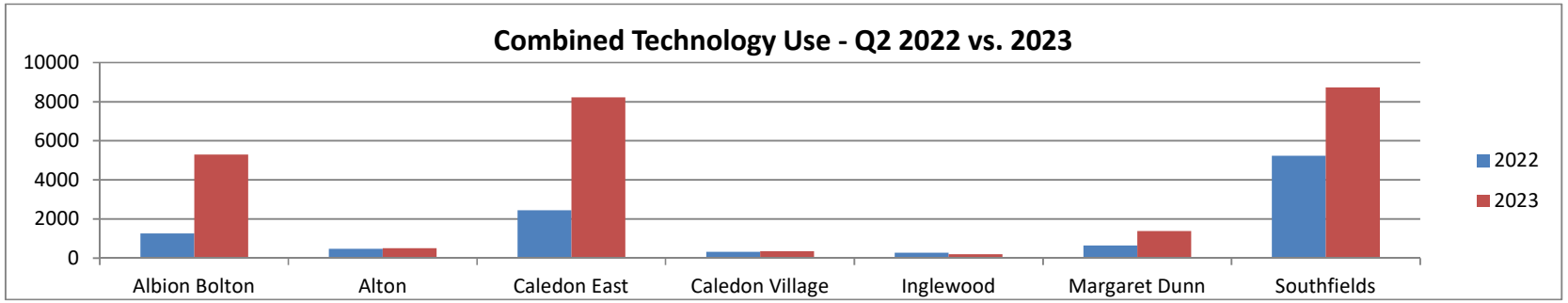
	April			May			June			Q2 Total			YTD Total		
	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change
Albion Bolton	218	905	315.1%	269	1723	540.5%	385	1332	246.0%	872	3960	354.1%	1544	6637	329.9%
Alton	77	62	-19.5%	105	149	41.9%	128	102	-20.3%	310	313	1.0%	517	492	-4.8%
Caledon East	657	1030	56.8%	797	5286	563.2%	818	1663	103.3%	2272	7979	251.2%	3746	10758	187.2%
Caledon Village	41	83	102.4%	102	95	-6.9%	113	74	-34.5%	256	252	-1.6%	378	1266	234.9%
Inglewood	49	43	-12.2%	98	67	-31.6%	79	31	-60.8%	226	141	-37.6%	346	263	-24.0%
Margaret Dunn	146	114	-21.9%	172	147	-14.5%	192	185	-3.6%	510	446	-12.5%	830	446	-46.3%
Southfields	1079	1641	52.1%	1378	3702	168.7%	1511	1693	12.0%	3968	7036	77.3%	6003	11506	91.7%
Total	2267	3878	71.1%	2921	11169	282.4%	3226	5080	57.5%	8414	20127	139.2%	13364	31368	134.7%

ChromeBooks

	April			May			June			Q2 Total			YTD Total		
	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change
Albion Bolton	99	10	-89.9%	79	16	-79.7%	13	12	-7.7%	191	38	-80.1%	371	71	-80.9%
Caledon East	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
Margaret Dunn	0	0	-	0	0	-	0	2	-	0	2	-	0	2	-
Southfields	17	34	100.0%	10	20	100.0%	11	42	281.8%	38	96	152.6%	73	147	101.4%
Total	116	44	-62.1%	89	36	-59.6%	24	56	133.3%	229	136	-40.6%	444	220	-50.5%

Maker Bookings

	April			May			June			Q2 Total			YTD Total		
	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change
Caledon East	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
Margaret Dunn	0	32	-	0	30	-	0	42	-	0	104	-	0	104	-
Total	0	32	-	0	30	-	0	42	-	0	104	-	0	104	-


Combined Technology Use - Q2 2022 vs. 2023
10000
8000
6000
4000
2000
0
Albion Bolton
Alton
Caledon East
Caledon Village
Inglewood
Margaret Dunn
Southfields
2022
2023

Digital Resource and eBook Usage - Q2

	April			May			June			Q2 Total			YTD Total		
	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change
Digital Items Borrowed															
Overdrive-eBooks	2942	3141	6.8%	3192	2966	-7.1%	3232	2975	-8.0%	9366	9082	-3.0%	19080	18932	-0.8%
Overdrive - eAudio	1409	1706	21.1%	1396	1792	28.4%	1313	1779	35.5%	4118	5277	28.1%	7965	10110	26.9%
Overdrive - Magazines	573	735	28.3%	550	648	17.8%	505	641	26.9%	1628	2024	24.3%	3635	4088	12.5%
Overdrive - Other	1	0	-100.0%	0	0	-	1	0	-	2	0	-100.0%	4	0	-100.0%
Hoopla - eBooks	783	779	-0.5%	799	860	7.6%	714	737	3.2%	2296	2376	3.5%	4561	5140	12.7%
Hoopla - eAudio	847	1125	32.8%	896	1079	20.4%	777	1032	32.8%	2520	3236	28.4%	4979	6435	29.2%
Hoopla - Video	405	318	-21.5%	579	356	-38.5%	346	314	-9.2%	1330	988	-25.7%	2460	1994	-18.9%
Hoopla - Music	86	92	7.0%	60	97	61.7%	78	89	14.1%	224	278	24.1%	459	557	21.4%
Hoopla Binge Pass	0	10	-	0	4	-	0	2	-	0	16	-	50	41	-18.0%
Kanopy	149	292	96.0%	114	294	157.9%	122	375	207.4%	385	961	149.6%	931	1802	93.6%
Flipster Magazines ****	18	0	-100.0%	6	0	-100.0%	22	0	-100.0%	46	0	-	85	4	-95.3%
Total Borrowed	7213	8198	13.7%	7592	8096	6.6%	7110	7944	11.7%	21915	24238	10.6%	44209	49103	11.1%
* Hoopla Binge Pass 2022 and Q1/Q2 2023 reflect number of passes, number of items borrowed/streamed within each pass to be recorded as of July 2023															
Digital Resources Accessed															
Press Display	1462	1235	-15.5%	1390	1263	-9.1%	1439	1368	-4.9%	4291	3866	-9.9%	8939	7985	-10.7%
Ancestry	434	10	-97.7%	510	6	-98.8%	134	45	-66.4%	1078	61	-94.3%	2554	424	-83.4%
Tumble Books Premier	81	73	-9.9%	22	2	-90.9%	95	3	-96.8%	198	78	-60.6%	787	123	-84.4%
Consumer Reports	226	588	160.2%	158	170	7.6%	56	377	573.2%	440	1135	158.0%	1277	2318	81.5%
World Book	1	40	3900.0%	2	13	550.0%	3	6	100.0%	6	59	883.3%	71	65	-8.5%
Gale Databases	8	15	87.5%	11	6	-45.5%	26	8	-69.2%	45	29	-35.6%	137	104	-24.1%
Novelist	274	187	-31.8%	212	103	-51.4%	192	219	14.1%	678	509	-24.9%	1566	1633	4.3%
EBSCO	43	52	20.9%	48	67	39.6%	205	102	-50.2%	296	221	-25.3%	617	866	40.4%
Gale Courses	16	14	-12.5%	9	20	122.2%	9	32	255.6%	34	66	94.1%	77	151	96.1%
Mango Languages	126	39	-69.0%	108	44	-59.3%	135	26	-80.7%	369	109	-70.5%	667	284	-57.4%
Cypress Resume ***	0	0	-	0	0	-	0	0	-	0	0	-	9	0	-100.0%
Creative Bug	2	40	1900.0%	4	13	225.0%	23	10	-56.5%	29	63	117.2%	63	104	65.1%
Niche Academy	243	619	154.7%	225	647	187.6%	578	627	8.5%	1046	1893	81.0%	2933	3229	10.1%
Road to the IELTS	306	790	158.2%	300	1098	266.0%	335	805	140.3%	941	2693	186.2%	1790	4914	174.5%
Brainfuse	245	53	-78.4%	33	2	-93.9%	79	19	-75.9%	357	74	-79.3%	510	343	-32.7%
LinkedIn	11	16	45.5%	8	20	150.0%	9	19	111.1%	28	55	96.4%	73	120	64.4%
LOTE	6	5	-16.7%	2	1	-50.0%	6	4	-33.3%	14	10	-28.6%	89	16	-82.0%
Globe and Mail Historical Newspaper**	0	0	-	0	13	-	0	0	-	0	13	-	103	304	-
Toronto Historical Newspaper	1	52	5100.0%	35	48	37.1%	22	2	-90.9%	58	102	75.9%	161	393	144.1%
Total Accessed	3485	3828	9.8%	3077	3536	14.9%	3346	3672	9.7%	9908	11036	11.4%	22423	23376	4.3%
Total Usage	10698	12026	12.4%	10669	11632	9.0%	10456	11616	11.1%	31823	35274	10.8%	66632	72479	8.8%

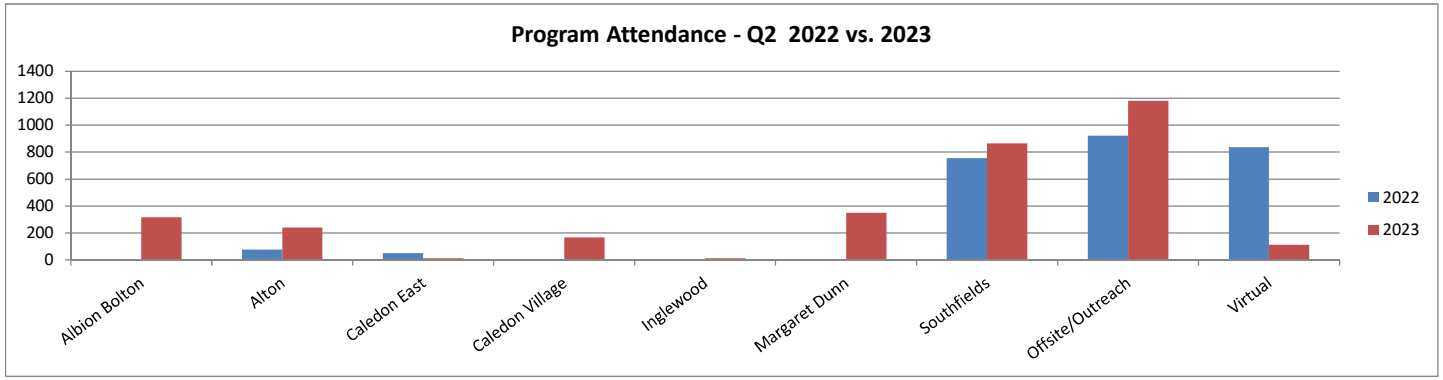
** New in 2023

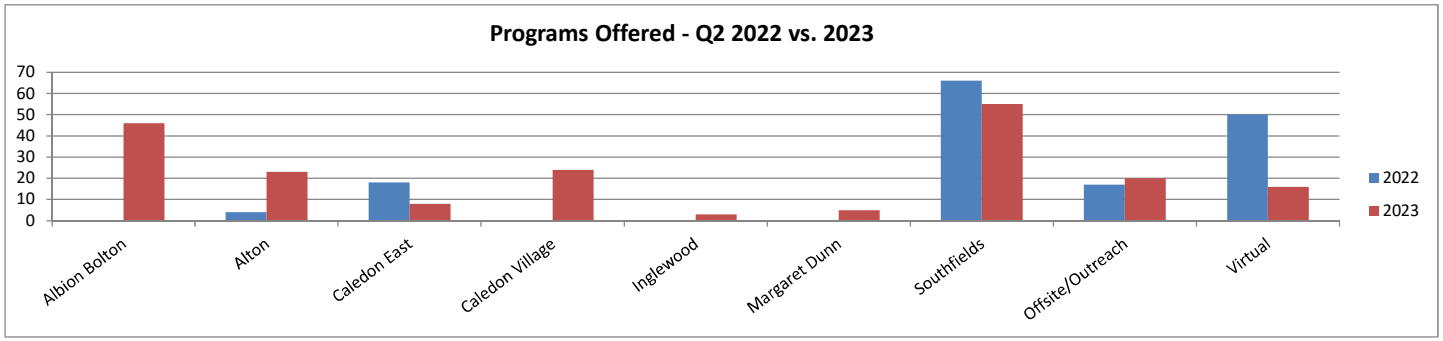
*** discontinued subscription

Programming by Branch - Q2

	April			May			June			Q2 Total			YTD		
	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change	2022	2023	% Change
Program Attendance															
Albion Bolton	0	118	-	0	156	-	0	41	-	0	315	-	0	1045	-
Alton	0	104	-	37	82	121.6%	40	53	32.5%	77	239	210.4%	77	411	433.8%
Caledon East	0	0	-	12	7	-41.7%	37	4	-89.2%	49	11	-77.6%	62	55	-11.3%
Caledon Village	0	48	-	0	81	-	0	37	-	0	166	-	6	362	5933.3%
Inglewood	0	4	-	0	5	-	0	4	-	0	13	-	0	73	-
Margaret Dunn	0	320	-	0	0	-	0	29	-	0	349	-	14	349	2392.9%
Southfields	213	421	97.7%	243	306	25.9%	300	138	-54.0%	756	865	14.4%	897	1636	82.4%
Offsite/Outreach	45	75	66.7%	79	42	-46.8%	798	1064	33.3%	922	1181	28.1%	922	1941	110.5%
Virtual	151	65	-57.0%	457	27	-94.1%	228	20	-91.2%	836	112	-86.6%	1991	420	-78.9%
Total	409	1155	182.4%	828	706	-14.7%	1403	1390	-0.9%	2640	3251	23.1%	3969	6292	58.5%
Contests & Activities	193	196	1.6%	0	1	0.0%	214	0	-	407	197	-51.6%	664	1104	66.3%
Grand Total	602	1351	124.4%	828	707	-14.6%	1617	1390	-14.0%	3047	3448	13.2%	4633	7396	59.6%
Number of Programs															
Albion Bolton	0	16	-	0	19	-	0	11	-	0	46	-	0	117	-
Alton	0	9	-	2	9	350.0%	2	5	150.0%	4	23	475.0%	4	49	1125.0%
Caledon East	0	2	-	7	2	-71.4%	11	4	-63.6%	18	8	-55.6%	19	38	100.0%
Caledon Village	0	8	-	0	11	-	0	5	-	0	24	-	1	51	5000.0%
Inglewood	0	1	-	0	2	-	0	0	-	0	3	-	0	14	-
Margaret Dunn	0	1	-	0	0	-	0	4	-	0	5	-	2	5	150.0%
Southfields	23	20	-13.0%	28	25	-10.7%	15	10	-33.3%	66	55	-16.7%	78	129	65.4%
Offsite/Outreach	4	7	75.0%	6	3	-50.0%	7	10	42.9%	17	20	17.6%	17	29	70.6%
Virtual	17	9	-47.1%	21	5	-76.2%	12	2	-83.3%	50	16	-68.0%	125	34	-72.8%
Total	44	73	65.9%	64	76	18.8%	47	51	8.5%	155	200	29.0%	246	466	89.4%
Contests & Activities (Participants)	6	6	-	0	2	-	7	0	-	13	8	-	22	48	118.2%
Grand Total	50	79	58.0%	64	78	21.9%	54	51	-5.6%	168	208	23.8%	268	514	91.8%
Volunteer Hours	36	24	-33.3%	14	61	335.7%	25	22	-12.0%	75	107	42.7%	127	224.5	76.8%

Note: April 2022 programs and attendance include those offered between March 18th to April 30th, 2022




Programs Offered - Q2 2022 vs. 2023
70
60
50
40
30
20
10
0
Albion Bolton
Alton
Caledon East
Caledon Village
Inglewood
Margaret Dunn
Southfields
Offsite/Outreach
Virtual
2022
2023

Attachment 6-E

Strategic Actions Update

August 2023

Grow and Innovate

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

A Cataloguing Code of Ethics
Adult Picks: The Dewey Divas and Dudes' Summer 2023 Best Bets
BiblioCon '23
Great Graphic Novels: Graphic Novel Book Buzz Part 1
Library as Place Conference
Library Management Training
Municipal Accounting and Finance Program (AMCTO)
Power of Conversation - Workshop
Project Management Fundamentals for Librarians
Truth and Reconciliation presentation (ToC)
Virtual tour of the former Mohawk Residential School (ToC)
Working with Community Partners to Offer Library Programming to Expectant Parents and Parents of Newborns

Branch Manager Natalie Spaan has begun the two-year certificate in Advancing Public Library Leadership (APLL). Sessions provided at the first intensive focused on Self- Management Strategies, Strategic Planning, Coaching Techniques, and CAMH's Managing Mental Health in the Workplace for Leaders. Six (6) members of the Library's Management Team have previously completed this certification.

As supported by the 2023 Change in Service Level, extended health benefits were rolled out to permanent part-time staff. Benefits included Health Care Spending Accounts (HCSA) and limited life insurance coverage.

Improved recruitment and onboarding processes for new Library employees have been developed. Recruitment workflows were developed in consultation with People Services and will streamline related efforts of Library Management and Town HR. Formalized onboarding processes will ensure a more consistent approach to engaging and training newly hired employees.

Respond to Community Needs

Staff attended the Overdrive Annual General Meeting (AGM). Overdrive is CPL's primary eBook platform. Caledon is one of 195 member libraries in the OLS Overdrive Consortium, providing residents with access to thousands of digital titles via the Libby app.

Program for children, tweens & families included:
Summer reading & program previews @ local elementary schools
Kids Summer Reading Beanstack Challenge
Kids CPL Creature Cards were released July 1st
Story Walk featuring *Treasure* by Mireille Messier - TD Summer Reading initiative

A variety of art, craft and DIY programs. Children were able to make their own chocolate bars, puppets, paper flowers and teddy bear t-shirts. Program offerings also included origami, stencilling, and crayon jewellery.
Additional programs included:
A Day at the Beach Story Time
Hands on Exotics: Safari Adventure
Indigenous Games: Animal Muk (Inuit)
Kids Book Box - Summer Edition
Kids Can Craft, Cook, Cricut and Code programs
Kids Summer Bingo
Kinder Chef Books & Bites
Micro Bubble Foam Party
PAMA's Art on Wheels: Texture
The Travelling Stage: Encanto inspired dance & drama
Scientists in School programs:
Noticing Nature
Obey Newton, it's the Law!
Science Meets Art
TRCA presents: Mulling over Mysterious Eels

Programs for teens included:
Battle of the Books contest launched July 1st
Cricut programs: Summer Glass Cans & Custom Tote Bags
Exam Cram - snacks and study space promoted to high school students
Kitten & Bunny Study respite @ Exam Cram - in partnership with the Caledon Animal Shelter
Summer reading & program previews @ local high schools
Super Mario Bros Super Smash video game tournament
Teen Book Box - Summer Edition
Teen Café programs: Mason Jar Herb gardens, Perler Bead Fun, Make Your Own Lip Balm
Teen Summer Reading Beanstack Challenge

Programs for adults included:
Ancestral Voices author program
Cookbook showdown
Cricut programs
Laser engraved bookmarks and coasters
SeniorTech
Various regularly scheduled programs including Book Clubs, Pride Book Club, Knit and Knatter, Art Club, Writer's Ink, Afternoon Film Club, Library Living with Brampton Caledon Community Living (BCCL), English Conversation Circle, Tech Social Club, Art Club

Celebrate Culture and Inclusion

Three weekly newspaper subscriptions in Hindi and Punjabi were added to Southfields Village Branch collection: Punjabi Times, Navbharat Times, and Hindustan.

CPL hosted a Newcomer Information Session in partnership with Caledon Community Services.

Management Team member attended a virtual Human Library event facilitated through CPL's collaboration with IDEA Caledon.

A member of Library's management team attended DEI Training workshop offered by the Town of Caledon.

Library staff assisted in the planning of, and participated in, the first Town of Caledon Pride Walk.

CPL's Artful Caledon initiative continues to grow with 7 studios, 2 authors and 6 artists recently added to the platform.

Demonstrate our Value

Staff represented CPL at Caledon Day, raising awareness of the Library's programs, resources and services.

Caledon Public Library once again received sponsorship from Dominos Pizza in Bolton. During the month of June, 5000 pizza box toppers featured information about CPL's Library of Things and Summer Reading programs. In addition $1 from every cheesy bread sold was donated to CPL.

The following resident or partner comments were recently shared in branch, via email, online or through the Library's social media channels:

"Hi Library Team. Thank you so much for displaying CCS material at your booth on Caledon Day - hope it was an extremely fun and busy day for you all. It is really heartwarming to have community partners we can count on. And we really appreciate CPL for the amazing organization it is.... close to my heart"
Donna - Director of Communications and Marketing | Caledon Community Services

"I just read the item near the end -- the joint statement in support of Drag Storytime. Good on you and CPL!"

"They recently did a renovation & now the kids area is completely boring with no fun toys except in boxes and two IPADS. This has to be just about the worst possible thing a library can have in the kids section. My kids run straight to the iPad and have no interest reading actual books and trying to pry them off of the iPads is torture. Why would they put iPads in a library . I'm taking my kids to READ. Put the iPads in a separate area."

"Love this library! The staff are friendly and helpful, have a great collection of kids and early readers books to choose from. And kid friendly movies to rent. It's always bright and clean in the library, and because of this, my kids enjoy our outings to the library!"

The following links provide a highlight of CPL's recent media coverage:

Caledon Public Library to move to new branch in Caledon East
Learn About Embroidery at Caledon Public Library
Local libraries issue joint statement in support of drag storytimes
Joint Statement: Three Libraries Stand United in Support of Drag Storytime
'A valuable program': Joint statement from Orangeville, Caledon, Grand Valley libraries touts importance of drag
Caledon Public Library Releases Comprehensive Growth Plan
CPL recommends creating 130,000 square feet of new library space by 2041
Budding Bolton Artist Brings Bookworm to Life at CPL
Celebrating Local Creatives with Artful Caledon
Installation from Caledon artist unveiled at local library

Attachment 6-F-1

CALEDON PUBLIC LIBRARY
for all reasons

June 21, 2023

Orangeville Public Library Board
c/o Darla Fraser, CEO
1 Mill Street
Orangeville, ON
L9W 2M2

Dear Chair Marks,

On behalf of the Caledon Public Library (CPL) Board, thank you for your recent correspondence and the proposed joint statement in support of drag storytimes. Prompted by this correspondence, the following resolution was unanimously confirmed at the Board's June 19th meeting.

> *Whereas, the Caledon Public Library's strategic plan confirms the Board's commitment to intellectual freedom, equity and diversity as values that are fundamental to inclusive public library services;*
>
> *Whereas, the strategic plan also highlights the Library's eagerness to "identify and explore opportunities for collective impact with other community organizations";*
>
> *Therefore, be it resolved that the Caledon Public Library Board endorse the drafted Joint Statement from the Public Libraries of Dufferin-Caledon and that this document be signed by the Chair and CEO/Chief Librarian on behalf of the Caledon Public Library;*
>
> *Be it further resolved that correspondence confirming this endorsement be shared with the Orangeville Public Library and that the signed statement be shared as correspondence with Town of Caledon Council;*
>
> *Additionally, be it resolved that the CEO/Chief Librarian be directed to investigate opportunities to further connect and collaborate with the Board and Staff of the Orangeville Public Library.*

CPL shares Orangeville Public Library's commitment to equity of access, inclusion and freedom of cultural expression. Board Chair Tony Maxwell and I are eager to sign the formalized statement and I look forward to working with Darla Fraser to identify opportunities for our libraries to work together to better meet the needs of the communities we serve.

Again, thank you to the Board and staff for initiating this important and timely means of documenting and communicating our shared values and spotlighting the voices of marginalized groups.

Kind regards,

Colleen Lipp
CEO/Chief Librarian
Caledon Public Library

cc: Caledon Public Library Board

Attachment 9-A

Caledon Public Library Board
Finance Committee
Monday, August 14, 2023
6:00 PM

MINUTES

Present: Nicholas Alleyne; Mary Juric; Tony Maxwell; Councillor Cosimo Napoli

Staff: Colleen Lipp – CEO | Chief Librarian; Roop Sandhu – Director, Corporate Services and Projects

Note: This meeting was conducted electronically

1. **The CEO/Chief Librarian called the meeting to order at 6:02 PM**
2. **Apologies for non-attendance:** None
3. **Approval of the Agenda**
   Motion: That the Agenda be approved.
   Moved: Nicholas Alleyne **Seconded:** Tony Maxwell
   Carried
4. **Disclosure of pecuniary interest**
   None declared.
5. **Notes and minutes of previous meetings.**
   a. **October 5, 2022**
      Motion: That the Caledon Public Library Finance Committee receive the minutes of the meeting held on October 5, 2022.
      Moved: Mary Juric **Seconded:** Tony Maxwell
      Carried.
6. **Committee Documents**
   Motion: That the Caledon Public Library Finance Committee receive the Board By-Law Excerpt: Finance Committee Terms of Reference
   Moved: Nicholas Alleyne **Seconded:** Tony Maxwell
   Carried.

7. **Staff Reports**
   a. **2022 Audited Financial Statements**

      Motion: That the Finance Committee of the Caledon Public Library Board defer the receipt and approval of the 2022 Audited Financial Documents to the full Board's review and consideration at the next regular meeting following their receipt by the CEO/Chief Librarian.

      Moved: Tony Maxwell **Seconded:** Nicholas Alleyne

      Carried

   b. **2024 Draft Budget Report**

      Motion: That the Finance Committee of the Caledon Public Library Board receive and approve the 2024 Draft Budget Report, as amended to include a $30,000 service level change in support of extended health benefits for permanent part-time employees for 2024 and further investments in subsequent years, for recommendation to the full Board.

      Moved: Nicholas Alleyne **Seconded:** Mary Juric

      Carried

8. **New Business.**
   a. **Appointment of Committee Chair**

      The CEO/Chief Librarian called for interest in or nominations for the position of Committee Chair for a term to end on December 31, 2024 or until such a time that a new Chair is in place.

      Nicholas Alleyne indicated his willingness to serve in the role of Committee Chair and no other names were put forth.

      Motion: That the Caledon Public Library Finance Committee approve the appointment of Nicholas Alleyne as Committee Chair for a term to end on December 31, 2024 or until such a time that a new Chair is in place.

      Moved: Councillor Cosimo Napoli **Seconded:** Tony Maxwell

      Carried.

9. **Adjournment**

   Motion: That the meeting adjourn.

   Moved: Mary Juric **Seconded:** Tony Maxwell

The meeting adjourned at 7:46 PM

Attachment 9-A-1

Date: August 21, 2023

To: Caledon Public Library Board

From: Caledon Public Library Board Finance Committee

Subject: 2024 Draft Budget Report

Recommendation:

That the Caledon Public Library Board review the 2024 Draft Budget Report as recommended by the Board's Finance Committee

Summary

This draft budget was received and approved by the CPL Finance Committee at their meeting on August 14, in preparation for review by the full Board and ultimately Town Council's consideration as part of the comprehensive municipal budget process. This recommendation includes funding of a base operating budget required to maintain current service levels. The drafted budget also identifies a number of recommended improvements to current service levels and suggested capital projects. Preliminary suggested revisions to the Library's 10-year Capital Forecast are also highlighted. Minimal changes to the Library's fees are also recommended to reflect the cost-recovery charges for maker supplies.

It should be noted that the Town is facing significant budget pressures in 2024. This is due in large part to the full impact of operating costs resulting from the newly expanded Caledon East Community Centre, including the relocated library branch.

Process Overview

The Town has adopted a new approach to budgeting for 2024 and has developed budget envelopes for each department. While no overall budget target has yet been provided by Council, the Library has been asked to draft a budget that falls within the following envelopes:

Operating – Service Level Change (1%)	*$148,953*
Tax Funded Capital	*$515,191*

Table 1 – Budget Envelopes

It should be noted that the capital budget envelope provided to the Library falls below the total tax funded capital budgets approved annually in recent years. Maintaining the Materials and Collections Capital Budget at 2023 values ($475,000), allows for only $45,000 in remaining funds to support the Library's strategic objectives related to technology, facility improvements and further planning and service reviews.

While the Library's tax-supported capital projects proposed for 2024 fall within the limitations of this envelope, it is unlikely that this would be feasible in future years without necessitating cuts to capital projects and therefore service levels. This following historical data, along with the CEO/Chief Librarian's concerns regarding the impact of this envelope on future services, have been shared with Town Finance. The red line reflects the Library's tax funded capital envelope of $515,191.

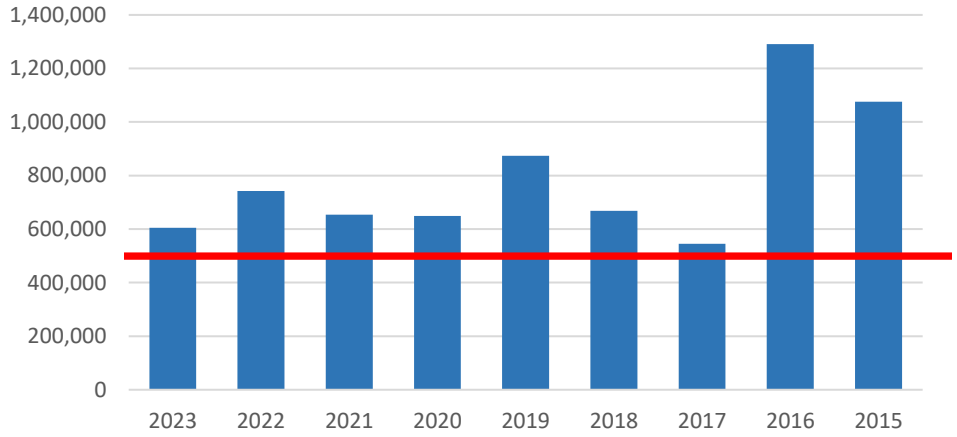


Figure 1 – Historical Annual Tax-Supported Capital Budget

It should be noted that the above figures exclude funding provided through development changes and/or external grants. The above also excludes the Library's portion of the Caledon East Community Complex expansion as it was included within a comprehensive capital budget for the full facility expansion.

Operating Budget (Appendix A)

The following table summarizes the increases and efficiencies within the base operating budget and reflects the resulting cumulative increase. Increases resulting from previously approved budgets or Council initiatives are included within these calculations.

Base Operating Budget	$	Cumulative Percentage Change from 2023
2024	$5,499,692	
Pre-approved Initiatives		
Annualization of new staff	$454,809	8.27%
Annualized services	$40,670	9.01%
Removal of one-time initiatives	($11,300)	8.80%
Pre-approved operating impacts	$16,100	9.10%
Mandatory Increases		
Increase to minimum wage	$10,955	9.30%
Town-Initiated Inflationary Increases/Efficiencies		
Staff wages	$152,939	12.08%

Staff benefits	$(1,621)	12.05%
Rent (3%), Insurance (18%)	$13,137	12.29%
Library Service Delivery Initiatives		
Inflationary Increases	$15,198	12.56%
Increased revenues	($3,000)	12.51%
Service Level Efficiencies	($17,400)	12.19%
2024 Base Operating Budget Total	**$6,170,179**	**12.19%**

Table 2 – Operating Budget Summary

As indicated above, the proposed budget reflects an increase of 12.19%, inclusive of the annualized impact of previously approved initiatives. Additional details are as follows with a complete budget breakdown provided as Appendix A:

- Pre-approved initiatives include:
  - Annualization of new staff and services resulting from the partial 2023 funding of operating costs for the relocated Caledon East Branch.
  - Annualization of new staff at the Southfields Village Branch
  - Removal of one-time initiatives including funds for the purchase of furniture and hardware for new positions.
  - Operating impacts resulting from the 2023 IT Equipment Replacement Capital budget.
- Changes in existing staffing costs total $167,136 across all departments. This includes:
  - A mandatory increase of $10,955 prompted by a legislated increase to the provincial minimum wage as of October 2023;
  - An increase of $152,939 to wages resulting from a proposed cost of living increase and incremental movements through the wage scale for employees who are not yet at job rate; and,
  - A reduction of $1,621 in staff benefit expenses, including extended health care and pension. As of January 1, 2023, changes to eligibility requirements allowed for non-full-time employees to opt in to the plan at any point. 2024 costs are largely informed by a lower than expected opt-in to the OMERS retirement plan by newly eligible employees.
- An increase of 3% has been applied to the rental costs for the seven (7) branches currently located in Town facilities and the area housing the Belfountain holds lockers. Prompted by the move of the Caledon East Branch from the R.F. Hall Secondary School to the new location, total rental costs will increase by $25,076 or 7.85% over 2023.
- An increase of 18% over 2023 actual insurance costs is currently advised by Town Finance. As 2023 actual costs have not yet been allocated, a 40% increase over 2022 actual costs has been calculated resulting in an increase of $3,752 for 2024. This includes insurance for all branches as well as cyber risk insurance.

- Additional inflationary increases include the following:
    - An increased investment of $1610 in staff training is proposed to maintain alignment with the Ontario Public Library Guidelines and Accreditation Council's recommendation that 1% of total staff wages and benefits be dedicated to training;
    - Increase of $1500 to membership costs in support of a scheduled increase to Caledon's participation in the Ontario Library Consortium (OLC) and new staff association memberships;
    - Operating Supplies $5,908;
    - Online Databases $4700;
    - Printing and Advertising $480;
    - Audit $500; and
    - Automation $500.
- Additional revenue of $2000 is anticipated from the sale of maker supplies as a means of cost recovery.
- These additional increases are fully offset by the following operational efficiencies:
    - An extension of the current contract in tandem with a review of scheduled routes has prompted a reduction of $2,700 in inter-branch courier costs;
    - A reduction of $500 in Postage expenses is supported by annual reimbursements for postage costs resulting from our Interlibrary Loan service;
    - A reduction of $10,000 in an under-expended connectivity budget;
    - Continued reliance on hybrid meetings and the decentralization of program delivery has prompted a further reduction of $1500 in mileage costs; and,
    - The elimination of Caretaking Supplies budgets have partially offset corresponding inflationary increases in branch Operating Supplies.

Notable items not reflected within the base operating budget include the following:

- Any revenues and expenses associated with Friends of the Library initiatives;
- Possible grant funding or donations; and,
- Changes to anticipated revenues, including those received through a transfer from reserves in support of emergency management expenses.

Any requests for new positions or improvements to existing service levels are reflected as Service Level Changes.

The departmental budget impact of these changes is summarized in the following table. Please note that this does not yet reflect the reorganization of the budget structure to fully reflect the Library's organizational structure. Pending adoption of the Library's 2024 budget, the creation of a Corporate Services budget accounts will be managed through inter-departmental transfers within the limitations of the approved budget.

	2022 Budget	2022 Actuals	2023 YTD Actuals	2023 Budget	Proposed 2024 Budget	% Change	Change to Tax Base
Revenue	*(94,200)*	*(84,031)*	*(25,147)*	*(96,200)*	*(99,200)*	*3.12%*	*0.00%*
Administration	*455,593*	*416,023*	*297,507*	*546,786*	*573,686*	*4.92%*	*0.04%*
Public Service	*2,167,307*	*1,973,860*	*1,312,202*	*2,621,647*	*3,251,934*	*19.82%*	*0.72%*
Collection Access Services *(formerly Info Services)*	*740,320*	*731,632*	*509,196*	*638,804*	*557,389*	*3.44%*	*0.02%*
Info Technology	*559,567*	*486,788*	*356,522*	*627,903*	*662,099*	*5.45%*	*0.05%*
Programming and Outreach *(formerly Youth Services)*	*451,534*	*428,147*	*213,794*	*672,856*	*720,230*	*5.84%*	*0.05%*
Communications	*469,839*	*471,801*	*286,691*	*494,255*	*510,400*	*3.27%*	*0.02%*
Emergency Management	*(6,360)*	*(4,045)*	*427*	*(6,360)*	*(6,360)*	*0.0%*	*0.00%*
Total	*4,743,600*	*4,420,153*	*2,945,814*	*5,499,692*	*6,170,179*	*12.19%*	*0.89%*

Table 3 – Department Budget Overview

The following reflects budget pressures by expense category, highlighting the proportion of funds dedicated to staffing and facility costs:

	2022	2023	% Change
Revenue	*(105,760)*	(108,760)	2.84%
Employee Wages and Benefits	*4,628,854*	5,245,936	13.33%
Facility Costs	*380,107*	406,275	6.88%
Technologies	*302,903*	315,445	4.14%
Training, Memberships and Mileage	*69,489*	77,463	11.48%
Contracted Services	*74,470*	72,250	(2.98%)
Online Databases	*89,610*	94,310	5.24%
Programming	*37,334*	40,000	7.14%
Operating Supplies	*22,685*	27,260	20.17%
Total	*5,499,692*	6,170,179	12.19%

Table 4 – Revenue and Expense Category Overview

Figure 2 – Expense Category Percentages

Changes in Service Levels (Appendix B)

The Town of Caledon's budget process requires the identification of any recommended changes to service levels above and beyond the base operating budget. The process for submission and review of these proposals has been revised for 2024. Changes include the development of a three (3) year forecast of planned changes. Unlike previous years, Town staff have been directed to delay the creation of supporting business cases until such time that requests are prioritized by the Town's Senior Leadership Team (SLT). Instead, a worksheet has been developed to track and rank proposed Changes in Service Levels for 2024 through 2026. However, as the responsibility for setting the Library's budget estimates falls to the Board, business cases have been developed as a means of fully informing the Board's budget deliberations.

Five such changes in service level have been identified for implementation in 2024 and are recommended for the Board's consideration. The draft worksheet along with detailed business cases are included as Appendix B.

Generalist Service Model	$30,555
Automated Customer Engagement and Communication Solution	*$32,500*
Interpreter and Translation Services	*$10,500*
Intern, Co-op and Summer Student Program	*$36,900*
Expanded health benefits for Permanent Part-Time Staff – Phase 1	*$30,000*
Total	*$140,455*

Table 5 – Changes in Service Levels 2024

The total cost of these proposed service improvements falls within the Library's 1% Operating envelope of $148,953**.**

Additional Service Level Change requests have been identified as part of the Town's new multi-year budget process. These include the following:

2025	*Coordinator, Access Services – Part-time*	$57,700
2025	*Coordinator, Programming and Outreach – Part-time*	*$64,600*
2025	*Expanded health benefits for Permanent Part-Time Staff – Phase 2*	*$20,000*
2026	*Systems Librarian – Full-time*	*$105,900*
2026	*Enhanced Services to Autistic and Neuro-diverse Customers*	*$34,600*
2026	*Expanded health benefits for Permanent Part-Time Staff – Phase 3*	*$5,000*

Table 6– Changes in Service Levels 2025-2026

Funding of new positions or services proposed for 2025 and/or 2026 may be supported in 2024 if a greater than 1% increase is directed and/or supported by Council. As per Town Finance's direction, costs of new headcounts proposed for funding in 2024 are to assume a nine-month

impact. Costing of headcounts for subsequent years are to be based on the full fiscal year. Therefore, any movement of future staffing requests to 2024 would prompt the recalculation of the costs listed above. For example, recruitment of the new Coordinator, Access Services as of April 1, 2024 would require an initial investment of $44,000 in 2024, with the full annualization of $54,700 in 2025.

Capital Projects (Appendix C)

The need to maintain and develop the Library's print and digital collections and technologies are integral to CPL's core services and remain the primary focus of our capital budget requests. These essential investments are typically complemented by additional projects in support of the Library's strategic objectives and related actions and often include funding in support of furnishings, branch improvements, and special projects. In recent years, the Library's portion of joint capital construction projects have been amalgamated within a comprehensive capital budget under the umbrella of the Town's Community Services Department.

Detailed descriptions and costing of the projects listed below are included within the drafted Capital Project submissions as Appendix C.

		Tax Supported	***Dev't Charges***	***Total***
24-029	*Library Collections and Materials*	*$475,000*		*$475,000*
24-030	*Library Strategic Plan*	*$25,000*	*$25,000*	*$50,000*
24-031	*Library IT Equipment*	*$15,000*		*$15,000*
	Total	*$515,000*	*$25,000*	*$540,000*

Table 7 – Capital Projects

The three proposed capital projects make full use of the available capital envelope. It is only due to the availability of unexpended capital budgets from previous years that we are able to meet the Library's immediate capital needs within the stipulated limitations. Further communication and advocacy efforts will be required to ensure that the Library is provided with an adequate envelope to support capital needs in 2025 and beyond.

Additionally, the creation of a new strategic plan is partially supported by available Development Charges (DC). It should be noted that, due to changes in legislation, such plans are no longer eligible for DC funding. Though the 2025-2028 Strategic Plan is grandfathered within the Town's current Development Charge By-law, funds may need to be fully expended in advance of its expiration in May 2024. This has informed the recommended approach to crafting the new strategic plan, as referenced in the attached business case.

Ten-Year Capital Forecast (Appendix D)

The Capital forecast highlights the Library's commitment to core collections and IT services and again reiterates our strategic focus on growth and innovation. The proposed capital forecast is attached as Appendix D and has been updated to reflect the impact of population growth and construction of new facilities on core materials and technology needs. Future strategic and growth plans are also noted, though as mentioned above, are no longer eligible for DC funding. Recommendations of the recently adopted Comprehensive Growth Plan have also been tentatively referenced in the attached appendix.

It should be noted that the timing and costs of these projects are not yet reflected within the municipality's Development Charge Study. Work has begun to calculate the Library's service standards and identify DC-eligible capital projects for inclusion in the Town's revised study. The capital forecast will be further amended, likely as part of the 2025 budget process, to ensure alignment with the finalized DC Study.

Please also note that the inclusion of a project on the forecast does not ensure funding. The scope of each project, along with a comprehensive business case and any operating impact, must be clarified and provided to the Board and Council for approval as part of the relevant annual budget cycle.

Library Fees (Appendix E)

The Library's service fees and replacement fines are reflected in the Town of Caledon's Fee By-law. An annual review of this By-Law is undertaken as part of the budget process. As highlighted within Appendix E, only minor changes are required to the Library's portion of the Fee By-law at this time. A number of new fees have been prompted by the provision of maker and media technologies and related efforts to recover associated costs of supplies. Town Finance will be consulted in confirming the tax status of these newly added fees.

In order to ensure alignment between the Town's Fee By-law and the Library's Operating Policy, related amendments to the policy will be provided to the Board as per the scheduled review in January 2024.

Next Steps

This draft marks the first step in a multi-step budget approval process. Pending Committee approval, the budget will next be considered by the full Board at the August meeting. As per the process undertaken in previous years, it is expected that a meeting of the CEO/Chief Librarian, CAO, CFO and Town Treasurer will be scheduled in September. This meeting may also result in Town-requested revisions to the Library's proposed budget. Any amendments resulting from this meeting will be shared for the Board's approval at the regular September or October meetings.

The following tentative budget schedule has been shared by Town Finance:

Friday, September 1, 2023	Budget Proposal Submission Deadline – Software Lock
September 1 – 11, 2023	Budget Discussion with Town Leadership
Tuesday, November 7, 2023	Budget Presentations to Council
Tuesday, December 5, 2023	General Committee of Council – Budget Discussions
Tuesday, December 12, 2023	Council Meeting – Budget

Table 8– Tentative Budget Schedule

Recommended Motion

That the Caledon Public Library Board receive and approve the 2024 Draft Budget Report

Appendix A - Operating Budget

Account Description	2022 Budget	2022 Actuals	2023 YTD Actuals	2023 Budget	Budget Changes Transfers	2024 Base Budget	Mandatory	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Pre-Approved Initiatives	Pre-Approved Initiatives - One-Time	2024 Adjusted Base Budget	Service Delivery Efficiences	New Fees & Revenues	Total 2024 Base Budget Reductions	Total 2024 Budget	% Increase (Decrease) 2024 to 2023	% Increase (Decrease) to 2023 Tax Base
40010 Administration																				
Revenues																				
01-07-365-40010-365-50050 Miscellaneous Revenue	-9,000	-5,390	-4,589	-11,000.00	0.00	-11,000	0	0	0	0	0	0	0	-11,000	0	-3,000	-3,000	-14,000	27.27%	(0.00%)
01-07-365-40010-365-50125 Merchandise Sales	-3,000	-452	-312	-3,000.00	0.00	-3,000	0	0	0	0	0	0	0	-3,000	0	0	0	-3,000	0.00%	0.00%
01-07-365-40010-365-50319 Grants/Subsidies	-58,200	-58,171	0	-58,200.00	0.00	-58,200	0	0	0	0	0	0	0	-58,200	0	0	0	-58,200	0.00%	0.00%
01-07-365-40010-365-50570 Donations	-1,000	-6,469	-5,643	-1,000.00	0.00	-1,000	0	0	0	0	0	0	0	-1,000	0	0	0	-1,000	0.00%	0.00%
01-07-365-40010-365-50582 Sponsorship	0	-266	-190	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-40010-365-50705 Fines/Fees	-10,000	-3,811	-3,712	-10,000.00	0.00	-10,000	0	0	0	0	0	0	0	-10,000	0	0	0	-10,000	0.00%	0.00%
01-07-365-40010-365-50715 Programs	-3,500	-240	-96	-3,500.00	0.00	-3,500	0	0	0	0	0	0	0	-3,500	0	0	0	-3,500	0.00%	0.00%
01-07-365-40010-365-50725 Grant Internet - SOLS	-7,000	-5,640	-4,968	-7,000.00	0.00	-7,000	0	0	0	0	0	0	0	-7,000	0	0	0	-7,000	0.00%	0.00%
01-07-365-40010-365-50750 Book Sales	-2,500	-440	-1,305	-2,500.00	0.00	-2,500	0	0	0	0	0	0	0	-2,500	0	0	0	-2,500	0.00%	0.00%
01-07-365-40010-365-50770 FOL-Recoverable	0	-168	-4,332	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-40010-365-50986 Reserve Fund to Revenue	0	-2,984	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
Total Revenues	***-94,200***	***-84,031***	***-25,147***	***-96,200.00***	***0.00***	***-96,200***	***0***	***0***	***0***	***0***	***0***	***0***	***0***	***-96,200***	***0***	***-3,000***	***-3,000***	***-99,200***	***3.12%***	***(0.00%)***
Expenses																				
01-07-365-40010-365-61510 Salaries-Permanent	288,733	239,457	204,460	351,789.00	0.00	351,789	0	27,626	0	0	0	0	0	379,415	0	0	0	379,415	7.85%	0.04%
01-07-365-40010-365-61513 Benefits-Permanent	79,969	63,596	60,332	93,053.00	0.00	93,053	0	4,625	0	0	0	0	0	97,678	0	0	0	97,678	4.97%	0.01%
01-07-365-40010-365-62018 Operating Supplies	760	384	214	760.00	0.00	760	0	0	0	0	0	0	0	760	0	0	0	760	0.00%	0.00%
01-07-365-40010-365-62113 Maint & Repairs-A/V Equip	4,000	3,246	1,623	4,000.00	0.00	4,000	0	0	0	0	0	0	0	4,000	0	0	0	4,000	0.00%	0.00%
01-07-365-40010-365-62129 FOL-Initiatives	0	168	890	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-40010-365-62244 Bank Charges	3,600	2,593	1,128	3,000.00	0.00	3,000	0	0	0	0	0	0	0	3,000	0	0	0	3,000	0.00%	0.00%
01-07-365-40010-365-62253 Lib. Brd Education & Exp.	5,000	3,354	2,675	5,000.00	0.00	5,000	0	0	0	0	0	0	0	5,000	0	0	0	5,000	0.00%	0.00%
01-07-365-40010-365-62310 Training/Development/Semir	39,661	29,218	14,948	44,489.00	0.00	44,489	0	0	0	6,364	1,610	0	0	52,463	0	0	0	52,463	17.92%	0.01%
01-07-365-40010-365-62311 Memberships/Dues	12,500	11,796	13,868	13,000.00	0.00	13,000	0	0	0	0	1,500	0	0	14,500	0	0	0	14,500	11.54%	0.00%
01-07-365-40010-365-62314 Mileage	9,000	3,588	2,344	7,000.00	0.00	7,000	0	0	0	0	0	0	0	7,000	-1,500	0	-1,500	5,500	(21.43%)	(0.00%)
01-07-365-40010-365-62317 Audit	4,370	4,874	-4,741	4,370.00	0.00	4,370	0	0	0	0	500	0	0	4,870	0	0	0	4,870	11.44%	0.00%
01-07-365-40010-365-62322 Postage	2,000	1,442	-579	2,000.00	0.00	2,000	0	0	0	0	0	0	0	2,000	-500	0	-500	1,500	(25.00%)	(0.00%)
01-07-365-40010-365-62335 Contracted Services	3,500	40,311	216	15,825.00	0.00	15,825	0	-10,825	0	0	0	0	0	5,000	0	0	0	5,000	(68.40%)	(0.01%)
01-07-365-40010-365-62342 Donations	0	5,137	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-40010-365-62360 Fundraising	0	0	169	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-40010-365-62378 New Staff Furniture/fixtures -	2,500	2,544	-40	2,500.00	0.00	2,500	0	0	0	0	0	0	-2,500	0	0	0	0	0	(100.00%)	(0.00%)
Total Expenses	***455,593***	***416,023***	***297,507***	***546,786.00***	***0.00***	***546,786***	***0***	***21,426***	***0***	***6,364***	***3,610***	***0***	***-2,500***	***575,686***	***-2,000***	***0***	***-2,000***	***573,686***	***4.92%***	***0.04%***
Department Total	**361,393**	**331,992**	**272,360**	**450,586.00**	**0.00**	**450,586**	**0**	**21,426**	**0**	**6,364**	**3,610**	**0**	**-2,500**	**479,486**	**-2,000**	**-3,000**	**-5,000**	**474,486**	**5.30%**	**0.03%**
41010 Library Public Services																				
Expenses																				
01-07-365-41010-365-61510 Salaries-Permanent	120,920	120,847	73,282	127,943.00	0.00	127,943	0	4,275	0	0	0	0	0	132,218	0	0	0	132,218	3.34%	0.01%
01-07-365-41010-365-61513 Benefits-Permanent	33,884	32,333	21,930	33,946.00	0.00	33,946	0	60	0	0	0	0	0	34,006	0	0	0	34,006	0.18%	0.00%
01-07-365-41010-365-62346 Courier	49,100	32,208	14,375	37,700.00	0.00	37,700	0	0	0	0	0	0	0	37,700	-2,700	0	-2,700	35,000	(7.16%)	(0.00%)
Albion Bolton Branch																				
01-07-365-41010-405-61510 Salaries-Permanent	235,436	233,683	138,842	275,900.00	36,399.00	312,299	0	16,062	0	0	0	0	0	328,361	0	0	0	328,361	5.14%	0.02%
01-07-365-41010-405-61513 Benefits-Permanent	74,412	70,989	44,381	83,107.00	12,016.00	95,123	0	436	0	0	0	0	0	95,559	0	0	0	95,559	0.46%	0.00%
01-07-365-41010-405-61520 Wages-Casual Temporary	187,800	141,670	95,555	197,400.00	-21,800.00	175,600	2,726	6,874	0	0	0	0	0	185,200	0	0	0	185,200	5.47%	0.01%
01-07-365-41010-405-61523 Benefits-Casual Temporary	26,887	19,127	11,596	34,335.00	-2,826.00	31,509	325	-1,242	566	0	0	0	0	31,158	0	0	0	31,158	(1.11%)	(0.00%)
01-07-365-41010-405-62017 Caretaking Supplies	1,700	285	545	1,700.00	0.00	1,700	0	0	0	0	0	0	0	1,700	-1,700	0	-1,700	0	(100.00%)	(0.00%)
01-07-365-41010-405-62018 Operating Supplies	1,400	9,342	1,387	1,900.00	0.00	1,900	0	0	0	0	2,200	0	0	4,100	0	0	0	4,100	115.79%	0.00%
01-07-365-41010-405-62312 Insurance	1,820	1,556	0	2,100.00	0.00	2,100	0	0	0	0	622	0	0	2,722	0	0	0	2,722	29.64%	0.00%
01-07-365-41010-405-62321 Rental-Facility	151,060	151,060	153,899	154,081.00	0.00	154,081	0	0	0	0	4,617	0	0	158,698	0	0	0	158,698	3.00%	0.01%
01-07-365-41010-405-62335 Contracted Services	28,000	32,334	17,723	28,840.00	0.00	28,840	0	0	0	0	0	0	0	28,840	0	0	0	28,840	0.00%	0.00%
Alton Branch																				
01-07-365-41010-410-61510 Salaries-Permanent	70,261	71,841	42,580	73,806.00	0.00	73,806	0	1,845	0	0	0	0	0	75,651	0	0	0	75,651	2.50%	0.00%
01-07-365-41010-410-61513 Benefits-Permanent	23,025	22,179	13,607	22,836.00	0.00	22,836	0	-305	0	0	0	0	0	22,531	0	0	0	22,531	(1.34%)	(0.00%)
01-07-365-41010-410-61520 Wages-Casual Temporary	26,900	22,119	14,768	19,800.00	0.00	19,800	592	508	0	0	0	0	0	20,900	0	0	0	20,900	5.56%	0.00%
01-07-365-41010-410-61523 Benefits-Casual Temporary	4,558	3,428	2,561	3,242.00	0.00	3,242	71	194	35	0	0	0	0	3,542	0	0	0	3,542	9.25%	0.00%
01-07-365-41010-410-62018 Operating Supplies	150	420	79	250.00	0.00	250	0	0	0	0	150	0	0	400	0	0	0	400	60.00%	0.00%
01-07-365-41010-410-62312 Insurance	221	282	0	272.00	0.00	272	0	0	0	0	113	0	0	385	0	0	0	385	41.47%	0.00%
01-07-365-41010-410-62321 Rental-Facility	7,757	7,757	7,912	7,912.00	0.00	7,912	0	0	0	0	237	0	0	8,149	0	0	0	8,149	3.00%	0.00%
01-07-365-41010-410-62335 Contracted Services	650	495	214	700.00	0.00	700	0	0	0	0	0	0	0	700	0	0	0	700	0.00%	0.00%
Belfountain Holds Lockers																				
01-07-365-41010-415-62312 Insurance	56	85	0	71.00	0.00	71	0	0	0	0	34	0	0	105	0	0	0	105	47.89%	0.00%
01-07-365-41010-415-62321 Rental-Facility	3,168	3,168	0	3,231.00	0.00	3,231	0	0	0	0	72	0	0	3,303	0	0	0	3,303	2.23%	0.00%
Caledon East Branch (New Location)																				
01-07-365-41010-430-61510 Salaries-Permanent	0	0	0	104,750.00	28,480.00	133,230	0	20,969	197,715	0	0	0	0	351,914	0	0	0	351,914	164.14%	0.29%
01-07-365-41010-430-61513 Benefits - Permanent	0	0	0	31,425.00	8,544.00	39,969	0	4,076	59,189	0	0	0	0	103,234	0	0	0	103,234	158.29%	0.08%
01-07-365-41010-430-61520 Wages-Casual Temporary	0	0	0	82,611.00	140,400.00	223,011	2,710	1,423	115,656	0	0	0	0	342,800	0	0	0	342,800	53.71%	0.16%

Account Description	2022 Budget	2022 Actuals	2023 YTD Actuals	2023 Budget	Budget Changes Transfers	2024 Base Budget	Mandatory	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Pre-Approved Initiatives	Pre-Approved Initiatives - One-Time	2024 Adjusted Base Budget	Service Delivery Efficiences	New Fees & Revenues	Total 2024 Base Budget Reductions	Total 2024 Budget	% Increase (Decrease) 2024 to 2023	% Increase (Decrease) to 2023 Tax Base
01-07-365-41010-430-61523 Benefits-Casual Temporary	0	0	0	9,913.00	21,745.00	31,658	323	12,672	15,163	0	0	0	0	59,816	0	0	0	59,816	88.94%	0.04%
01-07-365-41010-430-62018 Operating Supplies	0	0	0	833.00	300.00	1,133	0	0	0	1,167	0	0	0	2,300	0	0	0	2,300	103.00%	0.00%
01-07-365-41010-430-62312 Insurance	0	0	0	1,000.00	453.00	1,453	0	0	0	1,000	800	0	0	3,253	0	0	0	3,253	123.88%	0.00%
01-07-365-41010-430-62321 Rental-Facility	0	0	0	27,910.00	0.00	27,910	0	0	0	39,073	2,009	0	0	68,992	0	0	0	68,992	147.20%	0.05%
01-07-365-41010-430-62335 Contracted Services	0	0	0	417.00	0.00	417	0	0	0	583	0	0	0	1,000	0	0	0	1,000	139.81%	0.00%
01-07-365-41010-430-62437 Contribution to Reserves	0	0	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
Caledon East Branch (Previous Location)																				
01-07-365-41010-435-61510 Salaries-Permanent	0	0	6,798	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-41010-435-61513 Benefits-Permanent	0	0	2,191	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-41010-435-61520 Wages-Casual Temporary	125,200	122,221	65,091	130,700.00	-130,700.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-41010-435-61523 Benefits-Casual Temporary	22,973	17,178	9,790	24,402.00	-15,962.00	8,440	0	-8,440	0	0	0	0	0	0	0	0	0	0	(100.00%)	(0.01%)
01-07-365-41010-435-62018 Operating Supplies	200	389	106	300.00	-300.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-41010-435-62312 Insurance	355	543	0	453.00	-453.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-41010-435-62321 Rental-Facility	48,000	47,244	0	24,000.00	0.00	24,000	0	0	0	-24,000	0	0	0	0	0	0	0	0	(100.00%)	(0.03%)
Caledon Village Branch																				
01-07-365-41010-440-61510 Salaries-Permanent	66,677	71,531	40,173	70,169.00	0.00	70,169	0	4,631	0	0	0	0	0	74,800	0	0	0	74,800	6.60%	0.01%
01-07-365-41010-440-61513 Benefits-Permanent	22,205	22,538	12,886	21,044.00	0.00	21,044	0	1,167	0	0	0	0	0	22,211	0	0	0	22,211	5.55%	0.00%
01-07-365-41010-440-61520 Wages-Casual Temporary	27,100	32,668	14,870	19,700.00	6,800.00	26,500	711	3,289	0	0	0	0	0	30,500	0	0	0	30,500	15.09%	0.01%
01-07-365-41010-440-61523 Benefits-Casual Temporary	4,727	4,939	2,453	3,444.00	907.00	4,351	84	654	66	0	0	0	0	5,155	0	0	0	5,155	18.48%	0.00%
01-07-365-41010-440-62018 Operating Supplies	200	649	55	300.00	0.00	300	0	0	0	0	100	0	0	400	0	0	0	400	33.33%	0.00%
01-07-365-41010-440-62312 Insurance	183	255	0	229.00	0.00	229	0	0	0	0	102	0	0	331	0	0	0	331	44.54%	0.00%
01-07-365-41010-440-62321 Rental-Facility	14,256	14,256	14,541	14,541.00	0.00	14,541	0	0	0	0	436	0	0	14,977	0	0	0	14,977	3.00%	0.00%
01-07-365-41010-440-62335 Contracted Services	650	495	214	700.00	0.00	700	0	0	0	0	0	0	0	700	0	0	0	700	0.00%	0.00%
Inglewood Branch																				
01-07-365-41010-445-61520 Wages-Casual Temporary	62,400	48,942	32,165	65,500.00	5,700.00	71,200	355	-4,855	0	0	0	0	0	66,700	0	0	0	66,700	(6.32%)	(0.01%)
01-07-365-41010-445-61523 Benefits-Casual Temporary	12,762	8,327	6,490	13,719.00	739.00	14,458	43	-274	267	0	0	0	0	14,494	0	0	0	14,494	0.25%	0.00%
01-07-365-41010-445-62018 Operating Supplies	200	409	65	300.00	0.00	300	0	0	0	0	100	0	0	400	0	0	0	400	33.33%	0.00%
01-07-365-41010-445-62312 Insurance	90	113	0	110.00	0.00	110	0	0	0	0	45	0	0	155	0	0	0	155	41.09%	0.00%
01-07-365-41010-445-62321 Rental-Facility	6,563	6,563	6,694	6,694.00	0.00	6,694	0	0	0	0	201	0	0	6,895	0	0	0	6,895	3.00%	0.00%
01-07-365-41010-445-62335 Contracted Services	650	495	214	700.00	0.00	700	0	0	0	0	0	0	0	700	0	0	0	700	0.00%	0.00%
Margaret Dunn Valleywood Collaboration Studio																				
01-07-365-41010-455-61510 Salaries-Permanent	70,261	60,727	55,893	73,243.00	0.00	73,243	0	2,408	0	0	0	0	0	75,651	0	0	0	75,651	3.29%	0.00%
01-07-365-41010-455-61513 Benefits-Permanent	23,025	19,361	18,576	22,713.00	0.00	22,713	0	-182	0	0	0	0	0	22,531	0	0	0	22,531	(0.80%)	(0.00%)
01-07-365-41010-455-61520 Wages-Casual Temporary	23,600	32,602	4,197	39,800.00	-20,000.00	19,800	0	3,100	0	0	0	0	0	22,900	0	0	0	22,900	15.66%	0.00%
01-07-365-41010-455-61523 Benefits-Casual Temporary	3,589	5,312	797	7,184.00	-2,835.00	4,349	0	-375	104	0	0	0	0	4,078	0	0	0	4,078	(6.23%)	(0.00%)
01-07-365-41010-455-62018 Operating Supplies	200	389	1,566	300.00	0.00	300	0	0	0	0	100	0	0	400	0	0	0	400	33.33%	0.00%
01-07-365-41010-455-62312 Insurance	364	410	0	438.00	0.00	438	0	0	0	0	164	0	0	602	0	0	0	602	37.44%	0.00%
01-07-365-41010-455-62321 Rental-Facility	24,521	24,521	25,012	25,012.00	0.00	25,012	0	0	0	0	750	0	0	25,762	0	0	0	25,762	3.00%	0.00%
01-07-365-41010-455-62335 Contracted Services	650	1,054	214	700.00	0.00	700	0	0	0	0	0	0	0	700	0	0	0	700	0.00%	0.00%
Southfields Village Branch																				
01-07-365-41010-466-61510 Salaries - Permanent	151,677	133,571	87,964	262,924.25	0.00	262,924	0	1,124	41,899	0	0	0	0	305,947	0	0	0	305,947	16.36%	0.06%
01-07-365-41010-466-61513 Benefits - Permanent	46,857	42,629	28,234	78,020.78	0.00	78,021	0	-165	12,569	0	0	0	0	90,425	0	0	0	90,425	15.90%	0.02%
01-07-365-41010-466-61520 Wages-Casual Temporary	244,700	178,326	132,645	217,163.20	25,000.00	242,163	2,694	1,365	-10,922	0	0	0	0	235,300	0	0	0	235,300	(2.83%)	(0.01%)
01-07-365-41010-466-61523 Benefits-Casual Temporary	34,617	23,373	20,435	46,775.22	-306.00	46,469	321	-4,917	-196	0	0	0	0	41,677	0	0	0	41,677	(10.31%)	(0.01%)
01-07-365-41010-466-62017 Caretaking Supplies	1,000	0	0	1,000.00	0.00	1,000	0	0	0	0	0	0	0	1,000	-1,000	0	-1,000	0	(100.00%)	(0.00%)
01-07-365-41010-466-62018 Operating Supplies	2,892	1,377	454	2,142.00	0.00	2,142	0	0	0	0	1,258	0	0	3,400	0	0	0	3,400	58.73%	0.00%
01-07-365-41010-466-62312 Insurance	820	820	0	968.00	0.00	968	0	0	0	0	328	0	0	1,296	0	0	0	1,296	33.88%	0.00%
01-07-365-41010-466-62321 Rental Facility	54,978	54,978	56,007	56,078.00	0.00	56,078	0	0	0	0	1,680	0	0	57,758	0	0	0	57,758	3.00%	0.00%
01-07-365-41010-466-62335 Contracted Services	19,000	17,447	10,176	20,250.00	0.00	20,250	0	0	0	0	0	0	0	20,250	0	0	0	20,250	0.00%	0.00%
Department Total	**2,167,307**	**1,973,860**	**1,312,202**	**2,621,647.45**	**92,301.00**	**2,713,948**	**10,955**	**66,377**	**432,111**	**17,823**	**16,120**	**0**	**0**	**3,257,334**	**-5,400**	**0**	**-5,400**	**3,251,934**	**19.82%**	**0.72%**
41015 Collections and Access Services - Formerly Information Services																				
Expenses																				
01-07-365-41015-365-61510 Salaries-Permanent	391,288	392,712	248,420	362,819.50	-22,121.00	340,699	0	16,904	0	0	0	0	0	357,603	0	0	0	357,603	4.96%	0.02%
01-07-365-41015-365-61513 Benefits-Permanent	123,683	117,969	78,465	109,281.75	-8,796.00	100,486	0	991	0	0	0	0	0	101,477	0	0	0	101,477	0.99%	0.00%
01-07-365-41015-365-61520 Wages-Casual Temporary	104,600	110,275	76,280	53,070.00	-53,070.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-41015-365-61523 Benefits-Casual Temporary	22,449	18,256	13,664	11,656.00	-7,285.00	4,371	0	-4,371	0	0	0	0	0	0	0	0	0	0	(100.00%)	(0.01%)
01-07-365-41015-365-62018 Operating Supplies	3,300	5,281	1,549	3,700.00	0.00	3,700	0	0	0	0	300	0	0	4,000	0	0	0	4,000	8.11%	0.00%
01-07-365-41015-365-62058 Online Databases	87,000	82,310	88,640	89,610.00	0.00	89,610	0	0	0	0	4,700	0	0	94,310	0	0	0	94,310	5.24%	0.01%
01-07-365-41015-365-62414 Special Programs	8,000	4,687	2,178	8,667.00	-8,667.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
Department Total	**740,320**	**731,632**	**509,196**	**638,804.25**	**-99,939.00**	**538,865**	**0**	**13,524**	**0**	**0**	**5,000**	**0**	**0**	**557,389**	**0**	**0**	**0**	**557,389**	**3.44%**	**0.02%**
41025 Library Info Technology																				
Expenses																				
01-07-365-41025-365-61510 Salaries-Permanent	240,507	198,763	164,683	257,541.00	0.00	257,541	0	18,741	0	0	0	0	0	276,282	0	0	0	276,282	7.28%	0.02%
01-07-365-41025-365-61511 Overtime-Permanent	0	989	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-41025-365-61513 Benefits-Permanent	73,970	66,469	52,158	74,459.00	0.00	74,459	0	3,413	0	0	0	0	0	77,872	0	0	0	77,872	4.58%	0.00%

TOWN OF CALEDON

Department Submission
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Account Description	2022 Budget	2022 Actuals	2023 YTD Actuals	2023 Budget	Budget Changes Transfers	2024 Base Budget	Mandatory	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Pre-Approved Initiatives	Pre-Approved Initiatives - One-Time	2024 Adjusted Base Budget	Service Delivery Efficiences	New Fees & Revenues	Total 2024 Base Budget Reductions	Total 2024 Budget	% Increase (Decrease) 2024 to 2023	% Increase (Decrease) to 2023 Tax Base
01-07-365-41025-365-62018 Operating Supplies	4,600	8,742	2,703	6,683.00	0.00	6,683	0	0	0	2,917	0	0	0	9,600	0	0	0	9,600	43.65%	0.00%
01-07-365-41025-365-62303 New Staff Tecnology - Library	4,400	3,188	3,009	8,800.00	0.00	8,800	0	0	0	0	0	0	-8,800	0	0	0	0	0	(100.00%)	(0.01%)
01-07-365-41025-365-62304 Automation	29,600	38,209	40,780	44,100.00	0.00	44,100	0	0	0	0	0	0	0	44,100	0	0	0	44,100	0.00%	0.00%
01-07-365-41025-365-62305 Computer Services	112,980	81,570	40,677	112,980.00	0.00	112,980	0	0	0	3,000	0	0	0	115,980	-10,000	0	-10,000	105,980	(6.20%)	(0.01%)
01-07-365-41025-365-62312 Insurance	4,420	4,251	5,141	4,910.00	0.00	4,910	0	0	0	0	925	0	0	5,835	0	0	0	5,835	18.85%	0.00%
01-07-365-41025-365-62335 Contracted Services	18,310	25,739	9,191	25,110.00	0.00	25,110	0	0	0	3,200	0	8,400	0	36,710	0	0	0	36,710	46.20%	0.02%
01-07-365-41025-365-62396 Mobile Phones/Pagers	9,640	7,402	5,306	9,880.00	0.00	9,880	0	0	0	400	0	0	0	10,280	0	0	0	10,280	4.05%	0.00%
01-07-365-41025-365-62397 Telephone	31,070	30,889	18,612	32,870.00	0.00	32,870	0	0	0	1,800	0	0	0	34,670	0	0	0	34,670	5.48%	0.00%
01-07-365-41025-365-63037 Software Licence Subscription	30,070	20,574	14,262	50,570.00	0.00	50,570	0	0	0	2,500	0	4,200	0	57,270	0	0	0	57,270	13.25%	0.01%
01-07-365-41025-430-62018 Operating Supplies	0	3	0	0.00	0.00	0	0	0	0	0	0	3,500	0	3,500	0	0	0	3,500	100.00%	0.00%
01-07-365-41025-430-62335 Contracted Services	0	0	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
Department Total	**559,567**	**486,788**	**356,522**	**627,903.00**	**0.00**	**627,903**	**0**	**22,154**	**0**	**13,817**	**925**	**16,100**	**-8,800**	**672,099**	**-10,000**	**0**	**-10,000**	**662,099**	**5.45%**	**0.05%**
41030 Programming and Outreach formerly Youth Services																				
Expenses																				
01-07-365-41030-365-61510 Salaries-Permanent	327,834	291,682	125,481	448,132.00	-42,758.00	405,374	0	12,388	17,088	0	0	0	0	434,850	0	0	0	434,850	7.27%	0.04%
01-07-365-41030-365-61513 Benefits-Permanent	102,500	87,573	39,235	130,986.00	-11,764.00	119,222	0	29	5,126	0	0	0	0	124,377	0	0	0	124,377	4.32%	0.01%
01-07-365-41030-365-61520 Wages-Casual Temporary	0	29,272	38,298	58,930.00	47,670.00	106,600	0	0	0	0	0	0	0	106,600	0	0	0	106,600	0.00%	0.00%
01-07-365-41030-365-61523 Benefits-Casual Temporary	0	3,548	4,721	12,941.00	5,823.00	18,764	0	1,455	484	0	0	0	0	20,703	0	0	0	20,703	10.33%	0.00%
01-07-365-41030-365-62018 Operating Supplies	1,200	546	827	1,200.00	0.00	1,200	0	0	0	0	500	0	0	1,700	0	0	0	1,700	41.67%	0.00%
01-07-365-41030-365-62414 Special Programs	20,000	15,526	5,232	20,667.00	8,667.00	29,334	0	0	0	2,666	0	0	0	32,000	0	0	0	32,000	9.09%	0.00%
Department Total	**451,534**	**428,147**	**213,794**	**672,856.00**	**7,638.00**	**680,494**	**0**	**13,872**	**22,698**	**2,666**	**500**	**0**	**0**	**720,230**	**0**	**0**	**0**	**720,230**	**5.84%**	**0.05%**
41035 Communications/Community Dev																				
Expenses																				
01-07-365-41035-365-61510 Salaries-Permanent	327,054	330,120	202,104	352,223.00	0.00	352,223	0	14,202	0	0	0	0	0	366,425	0	0	0	366,425	4.03%	0.02%
01-07-365-41035-365-61513 Benefits-Permanent	100,791	97,819	63,652	103,632.00	0.00	103,632	0	-237	0	0	0	0	0	103,395	0	0	0	103,395	(0.23%)	(0.00%)
01-07-365-41035-365-61520 Wages-Casual Temporary	-6	5,960	4,567	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-41035-365-61523 Benefits-Casual Temporary	0	919	543	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
01-07-365-41035-365-62018 Operating Supplies	5,000	5,275	4,086	5,000.00	0.00	5,000	0	0	0	0	1,200	0	0	6,200	0	0	0	6,200	24.00%	0.00%
01-07-365-41035-365-62304 Automation	7,000	4,439	3,839	7,000.00	0.00	7,000	0	0	0	0	500	0	0	7,500	0	0	0	7,500	7.14%	0.00%
01-07-365-41035-365-62315 Printing & Advertising	16,000	13,860	4,254	16,000.00	0.00	16,000	0	0	0	0	480	0	0	16,480	0	0	0	16,480	3.00%	0.00%
01-07-365-41035-365-62335 Contracted Services	6,000	6,825	1,186	2,400.00	0.00	2,400	0	0	0	0	0	0	0	2,400	0	0	0	2,400	0.00%	0.00%
01-07-365-41035-365-62414 Special Programs	8,000	6,584	2,460	8,000.00	0.00	8,000	0	0	0	0	0	0	0	8,000	0	0	0	8,000	0.00%	0.00%
Department Total	**469,839**	**471,801**	**286,691**	**494,255.00**	**0.00**	**494,255**	**0**	**13,965**	**0**	**0**	**2,180**	**0**	**0**	**510,400**	**0**	**0**	**0**	**510,400**	**3.27%**	**0.02%**
40020 Emergency Management																				
Revenues																				
01-07-115-40020-365-50986 Reserve Fund to Revenue	-9,560	-9,003	0	-9,560.00	0.00	-9,560	0	0	0	0	0	0	0	-9,560	0	0	0	-9,560	0.00%	0.00%
Total Revenues	***-9,560***	***-9,003***	***0***	***-9,560.00***	***0.00***	***-9,560***	***0***	***0***	***0***	***0***	***0***	***0***	***0***	***-9,560***	***0***	***0***	***0***	***-9,560***	***0.00%***	***0.00%***
Expenses																				
01-07-115-40020-365-62018 Operating Supplies	3,200	4,667	427	3,200.00	0.00	3,200	0	0	0	0	0	0	0	3,200	0	0	0	3,200	0.00%	0.00%
01-07-115-40020-365-62335 Contracted Services	0	291	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.00%
Total Expenses	***3,200***	***4,958***	***427***	***3,200.00***	***0.00***	***3,200***	***0***	***0***	***0***	***0***	***0***	***0***	***0***	***3,200***	***0***	***0***	***0***	***3,200***	***0.00%***	***0.00%***
Department Total	**-6,360**	**-4,045**	**427**	**-6,360.00**	**0.00**	**-6,360**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**-6,360**	**0**	**0**	**0**	**-6,360**	**0.00%**	**0.00%**
Caledon Public Library Total	**4,743,600**	**4,420,153**	**2,945,814**	**5,499,691.70**	**0.00**	**5,499,692**	**10,955**	**151,318**	**454,809**	**40,670**	**28,335**	**16,100**	**-11,300**	**6,190,579**	**-17,400**	**-3,000**	**-20,400**	**6,170,179**	**12.19%**	**0.89%**

Appendix B
Changes in Service Level

Priority	Outcome	Core Action	Scope of Work and Justification	Year	Cost	Annualized	Ask Level
Respond to Community Needs	Deliver a positive customer experience, both in-branch and online	As recommended within the Comprehensive Growth Plan, implement a "generalist" service model – providing staff with the training necessary to ensure that everyone can effectively address the varied needs of our customers - reducing the need for referrals or service delays.	Conversion of Public Service Assistants to Coordinators : A team of "generalists" will be created through the promotion of eleven (11) Public Service Assistants (PSA) to the role of Public Service Coordinator (PSC). Leveraging the organizational knowledge and customer service experience of these existing part-time employees, their roles will be expanded to include program delivery and expanded front-line service responsibilities. A one-time increase to the Library's training budget will fund directed skills development for impacted staff.	2024	$ 30,600.00	$ 10,000.00	1
Demonstrate our Value	Raise awareness of the Library's inherent value to the community and relevance to residents' lives	Market strategically, identifying the balance of digital and traditional marketing ensuring quality over quantity and reimagining the Library's brand and logo	Automated Customer Engagement and Communication Solution: Improved engagement with residents and businesses through the implementation of an automated customer communication platform. This solution will fully integrate with the Library's existing Integrated Library Software (ILS) system and replace a number of less effective and labour intensive products that are currently used in managing customer communications. This investment will also support the customization of library messaging based on residents' needs, interests, and locations and update marketing materials to feature the Library's new branding – allowing CPL to effectively target messages and raise awareness of relevant library services.	2024	$ 32,500.00	$ 15,000.00	1
Celebrate Culture and Inclusion	Ensure that Library spaces and services are welcoming and accessible	Pursue opportunities for communicating in multiple languages	Interpretation and translation Services: Leverage the virtual interpreter services currently used by the Town, facilitating effective and respectful communications between staff and library customers. This proposal also supports the need to accurately translate key library communication and promotional documents into languages commonly spoken in Caledon. This initiative complements the Library's growing collection of books in languages other than English.	2024	$ 10,500.00	$ 7,500.00	1
Grow and Innovate	Ensure the Library has the staff capacity to meet the needs of a growing Caledon	Exploring new opportunities and creative solutions for expanding services	Intern, Co-op and Summer Student Program - Year 1: Implementation of an ongoing student placement and employment program within the Library, leveraging the availability of enthusiastic and skilled students on a temporary contract basis to enhance library services, engage the community, and provide valuable learning opportunities for the students. This initiative will not only benefit library customers and contribute to the personal and professional development of the participating students but also efficiently supplement existing staffing levels across various library departments. Additionally, the recruitment of temporary students will strengthen the Library's efforts to complete projects prioritized within the strategic plan.	2024	$ 36,900.00	$ 32,400.00	1

Priority	Outcome	Core Action	Scope of Work and Justification	Year	Cost	Annualized	Ask Level
Grow and Innovate	Ensure the Library has the staff capacity to meet the needs of a growing Caledon	Implement strategies for attracting and recruiting talented staff	Expanded health benefits for Permanent Part-Time Staff – Phase 1: It is the Board's recommendation that the current limited health benefits available to these valuable members of the Library team be enhanced through phased and incremental improvements to the benefits program. This will result in an increase to the current Health Care Spending Account (HCSA) and/or the introduction of dental and/or vision coverage. Further investments in future years will be required to fully fund a benefits program comparable to that currently provided to full-time staff. Subsequent phases in 2025 and 2025 are noted below.	2024	$ 30,000.00	$ 30,000.00	1
Grow and Innovate	Ensure the Library has the staff capacity to meet the needs of a growing Caledon	Provide access to collections, resources and technologies that support and meet community demand	Part-time Coordinator, Access Services: Creation of a new part-time position to support collection growth, management and customer access.	2025	$ 57,700.00		2
Grow and Innovate	Ensure the Library has the staff capacity to meet the needs of a growing Caledon	Facilitate programs that are relevant, responsive, informative, and engaging	Part-time Coordinator, Programming and Outreach Services: Addition of a part-time position tasked with the coordination and delivery of programs for all ages across the system, leveraging the Library's creativity and maker spaces.	2025	$ 64,600.00		2
Grow and Innovate	Ensure the Library has the staff capacity to meet the needs of a growing Caledon	Implement strategies for attracting and recruiting talented staff	Expanded health benefits for Permanent Part-Time Staff – Phase 2	2025	$ 20,000.00		2
Grow and Innovate	Invest in digital resources and expand virtual branch experiences	Explore and leverage all capabilities of CPL's Integrated Library Software (ILS)	Systems Librarian, Full-time: Address the current service gap by creating a new position responsible for oversight of the Library's ILS, online catalogue, and related data analysis.	2026	$ 105,900.00		3
Celebrate Culture and Inclusion	Ensure that Library spaces and services are welcoming and accessible to all	Introduce Enhanced Services to Autistic and Neuro-diverse Customers	Introduce MagnusCards and scheduling of "sensory-friendly hours" to support customers with cognitive disabilities or sensory sensitivities	2026	$ 34,600.00		3
Grow and Innovate	Ensure the Library has the staff capacity to meet the needs of a growing Caledon	Implement strategies for attracting and recruiting talented staff	Expanded health benefits for Permanent Part-Time Staff – Phase 3	2026	$ 5,000.00		3

Change in Service Level

Request: Generalist Service Model

Executive Summary – Overview of Proposal

The proposed change in service level will support an improved structure for the Library's Public Service department, providing an enhanced customer experience and improved consistency in service delivery across all branches. A team of "generalists" will be created through the promotion of eleven (11) Public Service Assistants (PSA) to the role of Public Service Coordinator (PSC). Leveraging the organizational knowledge and customer service experience of these existing part-time employees, their roles will be expanded to include program delivery and expanded front-line service responsibilities. A one-time increase to the Library's training budget will fund directed skills development for impacted staff.

This investment in library service is informed by a recommendation of the Library's Comprehensive Growth Plan. In addition to an improved customer experience, this generalist service model will provide much needed flexibility in scheduling across all seven branches.

Background – Current Service Level

Public Service teams at the Bolton, Caledon East and Southfields Village branches are currently comprised of Public Service Assistants (PSA) and Public Service Coordinators (PSC). The distinctions between these two roles have become increasingly blurred in recent years and PSAs are often called upon to do the work of Coordinators, without equal compensation.

The downloading of some program delivery responsibilities to Public Service staff, growing traffic at full-service branches, and the introduction of maker technologies at two locations have resulted in increased workloads and demands for a greater staff presence during peak periods. As a result, scheduling has become increasingly challenging and Public Service Assistants are being called up to work alone and as the Person in Charge (PIC) when coverage is required.

Risks – What are the risks or consequences of not implementing the change? Is there an urgency?

The department's current workload is already incredibly demanding and staff have been working beyond their capacity for some time. A delayed investment will result in the inability to maintain current service standards and reduced consistency across all branches. Continued reliance on Assistants to do the work of Coordinators, without similar compensation, will negatively impact staff morale and engagement, and ultimately the customer experience.

The challenge of scheduling staff with the necessary skills and confidence to address any and all situations that may arise will continue. This may result in the occasional closure of village/rural branches.

Recommendation – Proposed Service Level Impact

The promotion and related training of eleven (11) Public Service Assistants to the role of Public Service Coordinator reflects a move to a more effective and efficient customer service model. This investment in staff compensation and corresponding training will result in a more balanced approach to staffing, providing much needed flexibility in scheduling and ensuring consistent skill levels across the department. This investment will increase the Library's capacity and ability to effectively manage growth and the unavoidable shift in library services. As per the Library's Comprehensive Growth Plan, a

generalized customer service model will result in “a core level of public service that all users and members of the general public can expect” at their local branch. It is anticipated that this will also result in improved staff retention and opportunities for succession planning.

Financial Impact

Expenditure	2024		Annualized
	Reoccurring	One Time	
Wages	$17,700		$8,600
Benefits	$2,655		$1,290
Training	$200	$10,000	$100
Total	$20,555	$10,000	$9,990

Alternatives Considered:

The creation of new Public Service Coordinator positions rather than the promotion of existing staff. The proposed solution is the most comprehensive, effective and efficient option.

Implementation Plan:

The proposed changes to staff positions and wages would take effect as of April 1, 2024. Training to support staff in this transition would begin in Q1 2024 and continue throughout the year.

Change in Service Level

Request: Automated Customer Engagement and Communication Solution

Executive Summary – Overview of Proposal

Caledon Public Library (CPL) is seeking to improve engagement with residents and businesses through the implementation of an automated customer communication platform. This solution will fully integrate with the Library's existing Integrated Library Software (ILS) system and replace a number of less effective and labour intensive products that are currently used in managing customer communications. This investment will also support the customization of library messaging based on residents' needs, interests, and locations and update marketing materials to feature the Library's new branding – allowing CPL to effectively target messages and raise awareness of relevant library services.

Background – Current Service Level

The Library currently relies on a variety of communication channels to engage its customers. These include a variety of subscription e-newsletters and email blasts, requiring the administration of various distribution lists across a number of platforms. These solutions are not fully integrated within the software used to manage the majority of library services and provide no ability to customize and automate messaging to customers. The current approach also does not support the easy monitoring and analysis of communication channels or customer engagement. The adoption of this new solution will allow for the cancellation of some existing services.

Risks – What are the risks or consequences of not implementing the change? Is there an urgency?

The Library's current communication efforts are heavily reliant on manual data entry and in-house design skills. This negative impact on staff workload and efficiency would be compounded by a delay in implementing the proposed improvement. A delay or lack of investment would also limit customer engagement and satisfaction with library services and hinder the Library's efforts to continue building awareness of the Library's brand and available resources.

Recommendation – Proposed Service Level Impact

As per CPL's Strategic Plan, the Library is committed to "raising awareness of our inherent value to the community and our relevance to resident's lives" and by "growing the understanding and engagement of those who are unfamiliar with our services". The investment in the proposed automated customer engagement software will strengthen these strategic efforts, resulting in more effective and efficient communication to residents, increased use of library services, and the improved ability to assess and evaluate the Library's engagement efforts.

Financial Impact

	2024		
Expenditure	**Reoccurring**	**One Time**	**Annualized**
Automation	$17,500	$7,500	$17,500
Printing & Advertising		$10,000	
Cancelled Services	$(2,500)		$(2,500)
Total	$15,000	$17,500	$15,000

Alternatives Considered:

A number of possible solutions have been considered and reviewed as a means of improving and customizing customer communication. The proposed solution is the most comprehensive, effective and efficient option.

Implementation Plan:

Implementation to begin in February 2024.

Change in Service Level

Request: Interpreter and Translation Services

Executive Summary – Overview of Proposal

In pursuit of the the Library's strategic priority to Celebrate Culture and Inclusion, the Board's related action plan highlights the importance of investing in opportunities for communicating in multiple languages. This proposed change in service level further leverages the virtual interpreter services currently used by the Town, facilitating effective and respectful communications between staff and library customers. This proposal also supports the need to accurately translate key library communication and promotional documents into languages commonly spoken in Caledon. This initiative complements the Library's growing collection of books in languages other than English.

Background – Current Service Level

With a growing mix of languages spoken in Caledon, staff are often called upon to assist residents for whom English is not their first language. Through efforts to recruit to reflect Caledon's diverse community, a number of Library employees do speak languages other than English. That being said, the nature of the Library's services and staff availability are not conducive to consistently meeting residents needs for effective communication in their preferred language. Though the Library's collection includes a growing number of items in various languages, promotions to raise awareness of these and other services are currently available only in English.

Risks – What are the risks or consequences of not implementing the change? Is there an urgency?

Lack of access to interpreter and translations services functions as a barrier to library services. Inability of staff to effectively communicate with residents in languages other than English will result in frustration of both staff and residents and reduced customer satisfaction with, and use of, library services. Continued failure to provide library communications in additional languages will result in reduced awareness of targeted services and hinder resident engagement in library initiatives and programs.

Recommendation – Proposed Service Level Impact

The proposed investment supports the availability of on-demand interpreter services, by phone or online, for those with limited English proficiency. This will be complemented by the phased translation of select library communications to languages featured prominently within Caledon's recent census results. The availability of interpreter and translation services will result in improved services to Caledon's increasingly diverse residents – most notably at our Southfields Village and Caledon East branches.

Financial Impact

	2024		
Expenditure	**Reoccurring**	**One Time**	**Annualized**
Contracted Services	$7,500	$3,000	$7,500
Total	$7,500	$3,000	$7,500

Alternatives Considered: No alternative solutions were deemed to be both useful and cost-effective.

Implementation Plan: Interpreter services to be launched in February 2024. Translation of library communication and marketing materials to be prioritized in alignment with the adoption of relevant Board policies by Q2 2024.

Change in Service Level

Request: Intern, Co-op and Summer Student Program

Executive Summary – Overview of Proposal

This proposal supports the implementation of an ongoing student placement and employment program within the Library. The program aims to leverage the availability of enthusiastic and skilled students on a temporary contract basis to enhance library services, engage the community, and provide valuable learning opportunities for the students. This initiative will not only benefit library customers and contribute to the personal and professional development of the participating students but also efficiently supplement existing staffing levels across various library departments. Additionally, the recruitment of temporary students will strengthen the Library's efforts to complete projects prioritized within the strategic plan.

Background – Current Service Level

The Library does not currently have a formal student employment program in place. Rather, the Library relies on the availability of provincial or federal employment funds to partially offset the costs of temporary student employees. The Library has had mixed success in obtaining these grant funds and delays in application processing often result in the inability to recruit and onboard students in alignment with program guidelines and deadlines. In recent years, the Library has averaged less than one student placement annually.

Risks – What are the risks or consequences of not implementing the change? Is there an urgency?

The continued absence of such a program could result in reduced operational efficiency, growing workload for permanent staff, and missed opportunities for skill development of local youth. The proposed approach to student employment increases the Library's ability to meet demand for services during peek summer months and allows for the recruitment of co-op students with the specific skills necessary to complete strategic projects. Any delay in realizing this program will limit the Library's operational capacity.

Recommendation – Proposed Service Level Impact

The proposed program will fund the recruitment of three (3) students annually and will target college and university students pursuing programs related to library services, communications, community development and information technology. Placements will range from 12 to 17 weeks. The library will continue to apply for provincial and federal grants in support of student employment to partially offset program costs. Success in obtaining additional grant funding may result in the recruitment of additional students within a given year.

Financial Impact

	2024		
Expenditure	**Reoccurring**	**One Time**	**Annualized**
Wages	$33,100		$33,100
Benefits	$4,300		$4,300
Technology		$4,500	
Revenue – Grants	$(5,000)		$(5,000)
Total	$32,400	$4,500	$32,400

Alternatives Considered:

Continued reliance on grant funding and funds made available through staff gapping to support the occasional recruitment of temporary student employees. This approach does not allow for a consistent or timely means of addressing operational needs.

Implementation Plan:

Three (3) students will be recruited for temporary placement within 2024.

Change in Service Level

Request: Expanded health benefits for Permanent Part-Time Staff – Phase 1

Executive Summary – Overview of Proposal

The Library relies heavily on the flexibility of permanent part-time and casual employees to support a variety of services across all seven locations. Part-time staff play a particularly important role in delivering services to the public during evening and weekend hours. Caledon Public Library (CPL) is recommending a phased approach to improve the level of health benefits currently provided to permanent part-time staff as a means of retaining current employees and better supporting the recruitment of new staff in an increasingly competitive job market.

Background – Current Service Level

The approved 2023 budget included a Change in Service Level to extend benefits to the Library's Permanent Part-Time Staff. The proposal was intended to provide a level of benefits that would largely mirror those already available to full-time staff and would include vision, dental and life insurance, though would exclude Long Term Disability (LTD) coverage. Unfortunately, the information provided to the Town and Library regarding the costs of the proposed program was erroneous and grossly underestimated the budget impact. As the approved budget was inadequate to roll out the intended level of benefits, permanent Part-time staff were instead provided with reduced benefits that are not in alignment with those available to their full-time colleagues.

Risks – What are the risks or consequences of not implementing the change? Is there an urgency?

The Library has experienced a significant turnover in part-time staff in recent years and has faced growing challenges in attracting and securing new hires. Extended vacancies have previously resulted in reduced service levels and occasional branch closures. The requirement for regular recruitment and retraining has negatively impacted the workloads of managers and front-line employees as well as staff morale. The availability of health benefits will mitigate these challenges and strengthen the Library's efforts to retain and recruit skilled and educated employees in part-time roles.

Recommendation – Proposed Service Level Impact

CPL's Strategic Plan confirms the Board's commitment to "create a climate of employee engagement, success, curiosity and support" and to "implement strategies for attracting and recruiting talented staff". To this end, it is the Board's recommendation that the current limited health benefits available to these valuable members of the Library team be enhanced through phased and incremental improvements to the benefits program. This will result in an increase to the current Health Care Spending Account (HCSA) and/or the introduction of dental and/or vision coverage. Further investments in future years will be required to fully fund a benefits program comparable to that currently provided to full-time staff.

Financial Impact

	2024		
Expenditure	**Reoccurring**	**One Time**	**Annualized**
Benefits	$30,000		$30,000
Total	$30,000		$30,000

Alternatives Considered: Alternatives considered included deferring any further investment to subsequent budget years or fully funding the program in 2024, rather than the recommended phased approach.

Implementation Plan: The assistance of People Services is required to implement the proposed investment in the Library's permanent part-time employees. The proposed 2024 budget is based on improvements to the benefits program as of January 1, 2024.

TOWN OF CALEDON

Capital Projects

Project	24-029 Library Materials and Collections
Department	017 Caledon Public Library
Version	Department Submission
Year	2024

Description

PROJECT DESCRIPTION (BACKGROUND INFORMATION, SCOPE, IMPLEMENTATION PLAN, RISKS/BARRIERS)

Project funding supports the purchase of library books (both print and electronic), magazine subscriptions and audiovisual materials for lending to and streaming by the public. The Caledon Public Library's (CPL) collection of borrowable material also features a growing "Library of Things" including, but not limited to musical instruments, pre-loaded literacy tablets, GoPro cameras, technology kits, games, light therapy lamps and seeds.

These funds allow for the procurement of approximately 21,000 physical items each year along with access to a shared collection of downloadable and streaming books, audiobooks and movies. Procurement of these collections is ongoing with selection completed jointly by library staff and specialized vendors.

REASON FOR PROJECT (BENEFITS/SERVICE DELIVERY IMPROVEMENTS, RISK IF NOT IMPLEMENTED)

Ongoing investment in CPL's collections supports the Board's strategic objective to respond to community demand for new titles and formats and ensure the accuracy and reliability of information provided. Given the growing demand for digital collections, libraries are challenged by the need to provide titles in multiple formats (including print, large print, audiobook, eBooks, digital audiobook, etc.). Prompted by the relocation and expansion of the Caledon East Branch, and the delivery of specialized maker and business services in both Caledon East and Valleywood, the expansion of collections in these service areas will be of particular priority in 2024.

As collections are the cornerstone of library services and public libraries have typically seen an increased reliance on services during periods of economic downturn, failure to invest in and renew these materials would negatively impact library services and result in reduced resident satisfaction.

Budget

	Total	2024	2025	2026	2027	2028
Expenditures						
Machinery, Equipment, & Information	475,000	475,000				
Expenditures Total	**475,000**	**475,000**				
Funding						
Tax	475,000	475,000				
Funding Total	**475,000**	**475,000**				

Attributes

Attribute	Value	Comment
DC Related Information		
DC Study Project Description		

TOWN OF CALEDON

Capital Projects

Project 24-029 Library Materials and Collections

Department 017 Caledon Public Library

Version Department Submission **Year** 2024

Attributes		
Attribute	Value	Comment
Year in DC Study		
% of DC Funding Allowed in DC Study		
Attributes		
Department	017 Caledon Public Library	
Division	365 Lending Services	
Director	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	Recurring	
Tangible Capital Assets and State of Good Repair (SOGR) Type	Replacement or Rehabilitation of Town owned Assets - SOGR	
Strategic Alignment	21 Community Vitality and Livability	
General Location	Town Wide	
Related Project		
Year Requested	2024	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	As per the Library's Comprehensive Growth Plan, "the collections at the CPL must continue to grow and evolve in order to meet community demand".	
Department Impacted		
Climate Change Impact - Please Explain	No	
Milestones (QQ-YYYY)		
Target Contract Start Date		
Kickoff - Scope Deliverables	Q1-2024	
25% Completion	Q1-2024	
50% Completion	Q2-2024	
75% Completion	Q3-2024	
100% Completion	Q4-2024	
Status		
Status	Funded	

TOWN OF CALEDON

Capital Projects

Project	24-030 Library Strategic Plan
Department	017 Caledon Public Library
Version	Department Submission
Year	2024

Description

PROJECT DESCRIPTION (BACKGROUND INFORMATION, SCOPE, IMPLEMENTATION PLAN, RISKS/BARRIERS)

The project includes the retention of consultants to undertake community engagement, data collection and analysis work to inform the development of Caledon Public Library's new 2025-2028 Strategic Plan. The first half of 2024 will be dedicated to the research and development phases of this project including the following:

- engagement of residents, local businesses, community partners, stakeholders, and Council;
- analysis of relevant trends, demographics and best practices; and,
- facilitated discussions and strategic visioning sessions with the Library Board and staff.

The research facilitated by the consultant will also inform the development of a re-imagined brand and logo for the Library to effectively market and raise awareness of the Library's rapidly evolving services and relevance to residents and local businesses.

The consultant-led portion of the project is targeted for completion by Q2 2024. The remaining phases of the projects, will be completed by Q4 2024 and will be led by the Library Board and staff. Efforts to realize the plan's objectives and implement action items will commence in January 2025.

REASON FOR PROJECT (BENEFITS/SERVICE DELIVERY IMPROVEMENTS, RISK IF NOT IMPLEMENTED)

The Caledon Public Library's Planning Policy seeks to ensure that the Library maintain an effective planning process in order to fulfill its mandate under the Public Libraries Act. This policy establishes a formal planning timeline calling for the development of a strategic plan within the second year of the Board's four-year term. This process shall confirm the organization's mission, vision, strategic objectives and related actions - providing direction for the length of the plan while also aligning with longer term planning documents including the Library's recently-adopted Comprehensive Growth Plan and the Town of Caledon Strategic Plan.

The revitalization of the Library's brand and logo was identified as an action within the Library's current strategic plan in an effort to more effectively demonstrate the Library's value and "grow the understanding and engagement of those who are unfamiliar with library services".

Budget

	Total	2024	2025	2026	2027	2028
Expenditures						
Non-TCA	50,000	50,000				
Expenditures Total	**50,000**	**50,000**				
Funding						
Tax	25,000	25,000				
DC Library	25,000	25,000				
Funding Total	**50,000**	**50,000**				

Attributes

Attribute	Value	Comment
DC Related Information		

TOWN OF CALEDON

Capital Projects

Project 24-030 Library Strategic Plan

Department 017 Caledon Public Library

Version Department Submission **Year** 2024

Attributes

Attribute	Value	Comment
DC Study Project Description	Strategic Plan	
Year in DC Study	2024	
% of DC Funding Allowed in DC Study	50	
Attributes		
Department	017 Caledon Public Library	
Division	365 Lending Services	
Director	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	One-time	
Tangible Capital Assets and State of Good Repair (SOGR) Type	Study, Master Plan, Review or Program	
Strategic Alignment	22 Service Excellence and Accountability	
General Location	Town Wide	
Related Project		
Year Requested	2024	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	The Library Board's Planning Policy calls for the creation of a new strategic plan within the second year of the Board's term.	
Department Impacted	Purchasing	Support in identifying and securing the consultant.
Climate Change Impact - Please Explain	No	
Milestones (QQ-YYYY)		
Target Contract Start Date	Other	January 2024
Kickoff - Scope Deliverables	Q1-2024	
25% Completion	Q1-2024	
50% Completion	Q2-2024	
75% Completion	Q2-2024	
100% Completion	Q4-2024	
Status		
Status	Funded	

TOWN OF CALEDON

Capital Projects

Project	24-031 Library IT Equipment
Department	017 Caledon Public Library
Version	Department Submission
Year	2024

Description

PROJECT DESCRIPTION (BACKGROUND INFORMATION, SCOPE, IMPLEMENTATION PLAN, RISKS/BARRIERS)

This project supports the ongoing replacement of existing hardware, software and peripheral devices as per the Library's regular asset management lifecycle process and improvements or advancements in response to trends in emerging technologies, best practice and community needs. This includes but is not limited to network infrastructure improvements and the replacement of obsolete or aging public and staff workstations, mobile devices and peripherals.

It should be noted that t he dollar value of this request is significantly lower than capital IT budgets requested and approved in previous years. Recent renovations and relocations of library branches have required that Library IT staff focus on equipping these renewed facilities. This challenge was further compounded by an extended managerial vacancy within the Library's IT Department, hindering staff's capacity to procure, configure and install equipment as per best practice asset management processes. Though fully encumbered, previous capital budgets from 2022 and 2023 have not yet been expended. Completing outstanding tasks and enhancements funded through previous budget cycles will prioritized in 2024. As a result, only minimal funds are required to supplement unexpended budgets. Requests for further required and strategic investments in Library technologies to meet resident needs have been deferred to 2025.

REASON FOR PROJECT (BENEFITS/SERVICE DELIVERY IMPROVEMENTS, RISK IF NOT IMPLEMENTED)

The proposed investment is in support of the Board's strategic priority to Grow and Innovate by:

- ensuring that residents and staff have access to reliable, relevant and secure technologies;
- providing consistent service levels to customers across the system; and,
- allowing for the adoption of new technologies as informed by community need and residents' expectations.

The Library's strategic objective to "enhance efforts to bridge the digital divide by investing in technologies for exploration, learning, connection and creativity" is reliant on the availability of these technologies to residents. Lack of investment in the Library's technology infrastructure and products will diminish the quality of available services, hindering the Library's ability to make best use of staff expertise and minimizing the benefits of and access to technologies afforded to residents and businesses.

Budget

	Total	2024	2025	2026	2027	2028
Expenditures						
Machinery, Equipment, & Information	15,000	15,000				
Expenditures Total	**15,000**	**15,000**				
Funding						
Tax	15,000	15,000				
Funding Total	**15,000**	**15,000**				

Attributes

Attribute	Value	Comment
DC Related Information		
DC Study Project Description		

TOWN OF CALEDON

Capital Projects

Project 24-031 Library IT Equipment

Department 017 Caledon Public Library

Version Department Submission **Year** 2024

Attributes

Attribute	Value	Comment
Year in DC Study		
% of DC Funding Allowed in DC Study		
Attributes		
Department	017 Caledon Public Library	
Division	365 Lending Services	
Director	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	Recurring	
Tangible Capital Assets and State of Good Repair (SOGR) Type	Replacement or Rehabilitation of Town owned Assets - SOGR	
Strategic Alignment	21 Community Vitality and Livability	
General Location	Town Wide	
Related Project	23119	
Year Requested	2024	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	The Library's Strategic Plan confirms CPL's committment to "enhancing efforts to bridge the digital divide by investing in technologies for exploration, learning, connection, and creativity".	
Department Impacted		
Climate Change Impact - Please Explain	Yes	
Milestones (QQ-YYYY)		
Target Contract Start Date		
Kickoff - Scope Deliverables	Q3-2024	
25% Completion	Q3-2024	
50% Completion	Q3-2024	
75% Completion	Q4-2024	
100% Completion	Q4-2024	
Status		
Status	Funded	

Appendix D
Capital Forecast 2025-2034

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	Total Funding
017 Caledon Public Library																		
00-011 Technology and Furniture	200,000	200,000	200,000	250,000	250,000	250,000	300,000	300,000	300,000	350,000	2,600,000	2,600,000						2,600,000
00-028 Library Materials and Collections	500,000	500,000	500,000	600,000	600,000	600,000	650,000	650,000	650,000	700,000	5,950,000	5,950,000						5,950,000
22-098 MW2 Rec. Centre (Library Portion of Project)	4,217,374	4,217,374	4,217,374	4,217,374							16,869,496	839,676		16,029,820				16,869,496
23-001 Alton Branch Refurbishment			1,300,000								1,300,000	1,300,000						1,300,000
23-002 Caledon Village Branch Refurbishment		1,210,000									1,210,000	1,210,000						1,210,000
23-006 Mayfield West Branch - Materials		800,000									800,000	40,000		760,000				800,000
26-001 Service/Facility Review and Master Plan								100,000			100,000	100,000						100,000
28-001 Strategic Plan				50,000							50,000	50,000						50,000
Self-check RFID		300,000									300,000							
Branch Open Access - Inglewood	70,000										70,000							
Branch Open Access - Caledon Village		70,000									70,000							
Branch Open Access - Alton			70,000								70,000							
Mobile Library/Bookmobile				100,000							100,000							
Library Kiosks		80,000				80,000					160,000							
Macville/Caledon Station Branch						7,592,500	7,592,500	7,592,500	7,592,500		30,370,000							
Macville/Caledon Station Branch - Opening Day Collection								2,075,000			2,075,000							
Total Caledon Public Library	**4,847,374**	**6,477,374**	**6,147,374**	**5,217,374**	**850,000**	**8,362,500**	**8,542,500**	**10,717,500**	**8,542,500**	**1,050,000**	**59,494,496**	**9,489,676**		**16,789,820**	**0**	**0**	**0**	**26,279,496**

Development Charges (DC) eligibility of capital investments recommended within the Comprehensive Growth Plan will be considered during the creation of the muncipality's revised DC Study. Costing and timelines will be updated to ensure that the capital forecast and DC study remain in alignment. Timing of joint capital construction investments (ie: community centres) may also be adjusted to ensure consistency across departments.

Appendix E
Library Fees

FEES BY-LAW NAME	QUICK CODE	ACCOUNT NUMBER	ACCOUNT NAME	TAX STATUS	FEES BY-LAW DESCRIPTION	FEES BY-LAW MEASURE	2023 Fee (Excl. Taxes)	HST	Total Fee
LIBRARY									
CIRCULATION - FINES									
	E0008	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Replacement library cards		$3.00	-	$3.00
Default replacement cost of lost materials - used only if actual value not available	E0009	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per adult catalogued book		$30.00	-	$30.00
	E0010	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per juvenile catalogued book		$25.00	-	$25.00
	E0012	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per magazine		$5.00	-	$5.00
	E0013	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per comic book		$3.00	-	$3.00
	E0016	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per compact disc (includes talking books)		$20.00	-	$20.00
	E0018	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per digital video disc		$25.00	-	$25.00
	E0027	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per Hotspot		$200.00	-	$200.00
	E0028	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per ChromeBook or Tablet		$450.00	-	$450.00
	E0029	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per Launch pad		$225.00	-	$225.00
	E0037	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per Special Collection - various collections		$100.00	-	$100.00
CIRCULATION - SERVICES									
	E0020	01-07-365-40010-365-50050	Miscellaneous Revenue	TAX EXEMPT	Non-resident membership fee	Per year	$25.00	-	$25.00
	E0021	01-07-365-40010-365-50050	Miscellaneous Revenue	S-H13-E	Printing and photocopies - black & white	Per page	$0.22	$0.03	$0.25
	E0038	01-07-365-40010-365-50050	Miscellaneous Revenue	S-H13-E	Printing and photocopies - colour	Per page	$0.44	$0.06	$0.50
	NEW	01-07-365-40010-365-50050	Miscellaneous Revenue	S-H13-E	Printing - large format	Per linear foot	$1.77	$0.23	$2.00
	NEW	01-07-365-40010-365-50050	Miscellaneous Revenue	TBD	Maker supplies - buttons	Per button			$0.50
	NEW	01-07-365-40010-365-50050	Miscellaneous Revenue	TBD	Maker supplies - vinyl (Cricut)	Per sheet			$1.00
	NEW	01-07-365-40010-365-50050	Miscellaneous Revenue	TBD	Maker supplies - wood (Glowforge)	Per half sheet			$3.00
	NEW	01-07-365-40010-365-50050	Miscellaneous Revenue	TBD	Maker supplies - hardboard (Glowforge)	Per half sheet			$1.00
	NEW	01-07-365-40010-365-50050	Miscellaneous Revenue	TBD	Maker supplies - acrylic (Glowforge)	Per sheet			$7.00
PROGRAMS									
Workshops	E0055	01-07-365-40010-365-50715	Programs	TAX EXEMPT	Other programs		Fee based on cost recovery	-	Fee
ADMINISTRATIVE									
	E0057	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Service charge for invoice / lost item processing fee		$3.00	-	$3.00
	E0058	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	NSF Cheque	Per cheque	$48.33	-	$48.33

Attachment 11-A

CALEDON PUBLIC LIBRARY BOARD: ANNUAL AGENDA/WORK PLAN 2023

Updated August 21 2023

Month	Governance/Strategic Issues (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)	Information Needed (reports and monitoring documents and additional information required to support discussion of and action on strategic issues)	Board Action (proposed action as a result of governance and/or strategic issues and discussions)
January	✓ Review of 2022 Strategic Actions Completed ✓ Review of 2022 Q4 and Annual Statistics ✓ Comprehensive Growth Plan Review	✓ Q4 and Year End Statistics Report ✓ 2022 Strategic Action Update ✓ 2022 Procurement Update ✓ 2022 Donation Reserves Update ✓ Drafted Growth Plan	✓ OLA Boot Camp Registration
February	✓ No meeting – CEO to contact all new Board members for one-on-one meetings and library tour	✓ Board info binders to be provided	
March	✓ Anticipated first meeting of new term ✓ Board orientation – Session 1 of 4 ✓ Schedule of Board Meetings – 2023	✓ Drafted meeting schedule	✓ Nomination and selection of Chair and Vice Chair ✓ Year End Variance Review – 2022
April	✓ Board orientation – Session 2 of 4 ✓ Review of Quarterly Statistics – Q1 ✓ Review of Annual Report 2022 ✓ Advocacy Policy Review ✓ Internet and Technology Acceptable Use Policy Revisions ✓ Staff Engagement Results	✓ 2023 Q1 Statistics Report ✓ Drafted policies and reports ✓ Annual Report ✓ Staff Survey Analysis	✓ Nomination and selection committee members ✓ Meeting evaluation – deferred from March ✓ Board Assembly Meeting
May	✓ Board orientation – Session 3 of 4 ✓ Bed Bug Policy Review ✓ 2022 Year End Strategic Assessment and Evaluation Report – deferred from April	✓ Drafted policy ✓ Assessment and Evaluation Report	✓ Meeting of CEO Assessment Committee

June	✓ Board orientation – Session 4 of 4 ✓ Comprehensive Growth Plan Summary Report (deferred from May) ✓ Social Media Policy Review ✓ CEO Annual Performance Evaluation	✓ Drafted policy ✓ Mid-year procurement update ✓ Mid-year donation reserves update ✓ Growth Plan Summary Document ✓ CEO to provide goals for coming term – July 2023 to June 2024	✓ Meeting of Advocacy/Fundraising Committee ✓ Meeting evaluation
July	✓ No meeting	✓	✓ Presentation of Comprehensive Growth Plan to Council
August	• 2024 Budget Proposal • Review of quarterly statistics – Q2	• 2023 Q2 Statistics Report • Draft 2024 budget	• Finance committee meeting to review draft budget • Variance Review – Q2 2023
September	• Staff IT Acceptable Use Policy • Indigenous Respect and Acknowledgement Policy Review • Adjusted budget review	• Drafted policies • Revised 2024 budget	• Meeting of Advocacy/Fundraising Committee • Staff Forum
October	• Review of quarterly statistics – Q3 • Partnership Policy Review	• Drafted policy • 2023 Q3 Statistics Report	• Variance Review – Q3 2023 • Meeting evaluation
November	• Annual Board Assessment • Records Management and Retention Policy Review • Room Rental Policy - NEW • Call for interest in OLA Board Attendance • Schedule of Board Meetings - 2024	• Assessment criteria and questions • Drafted policies • Staff reports	• Completion of Assessment Questionnaire • Presentation of Budget to Council
December	• OLA Board Attendance Confirmation • Internet and Technology Acceptable Use Policy	• Board Assessment Results • Staff reports	• OLA Conference Registration

	• Inclement Weather and Unscheduled Closure Policy		• Meeting of Advocacy/Fundraising Committee
January 2024	• Review of 2023 Strategic Actions Completed • Review of 2023 Q4 and Annual Statistics • Review of Operational Policy • Review of Privacy Policy	• 2023 Q4 and Year End Statistics Report • 2023 Strategic Scoresheet • 2023 Procurement Update • Drafted Policies	• OLA Super Conference/ OLBA Boot Camp attendance