Caledon Public Library Board Meeting
Monday, November 17, 2025
6:00 p.m.
Southfields Village Branch

AGENDA

1. Call to order
2. Indigenous Acknowledgement

As we gather, we recognize that the Caledon Public Library sits on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. We also acknowledge the traditional 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 October 20, 2025 meeting (Attachment 6-A)
   b. Treasurer's Report and Financial Statements (Attachment 6-B)
   c. Strategic Actions Update (Attachment 6-C)
   d. Correspondence
      i. Letter to Council re: Library Reserves – October 24 2025 (Attachment 6-D-1)
      ii. Millards Chartered Professional Accountants re: Audit Planning – November 3, 2025 (Attachment 6-D-2)
      iii. Millards Chartered Professional Accountants re: Independence – November 3, 2025 (Attachment 6-D-3)

7. Business arising from the minutes
    a. Meeting Evaluation – October 20 2025
8. Staff Reports
    a. CEO/Chief Librarian's Report (Attachment 8-A)
    b. Board Annual Assessment Report (Attachment 8-B)
    c. OLA Super Conference Board Attendance Report (Attachment 8-C)
    d. Town of Caledon Health and Safety Policy Statement Report (Attachment 8-D)
9. Board and Committee Reports
    a. Ontario Library Service Board Assembly Meeting Update
10. New Business
11. Board Work Plan Review
    a. 2025/26 Board Work Plan (Attachment 11-A)
12. Board Advocacy and Development
    a. General Committee Budget Meeting - Town Hall/Hybrid – Tuesday, November 18, 2:30 PM
    b. Ontario Library Service Virtual Conference – Collaborate – Board Evening – Thursday, November 20, 6 – 8 PM. Registration required
    c. Evening of Chamber Music at the Caledon Public Library – Friday, November 21, 2025 – Albion Bolton Branch, 7 PM – Tickets $75 per person
    d. Council Budget Meeting - Town Hall/Hybrid – Tuesday, November 25, 7 PM
13. Public Question Period
14. Time and location of next regular meeting
    a. Monday, December 15, 2025, 6 PM – Albion Bolton Branch
15. Adjournment

Attached documents:

6-A	Minutes of the October 20, 2025 meeting
6-B	Treasurer's Report and Financial Statements
6-C	Strategic Actions Update
6-D-1	Letter to Council re: Library Reserves – October 24 2025
6-D-2	Millards Chartered Professional Accountants re: Audit Planning – November 3, 2025
6-D-3	Millards Chartered Professional Accountants re: Independence – November 3, 2025
8-A	CEO/Chief Librarian's Report
8-B	Board Annual Assessment Report
8-C	OLA Super Conference Board Attendance Report
8-D	Town of Caledon Health and Safety Policy Statement Report
11-A	2025/26 Board Work Plan

Attachment 6-A

Caledon Public Library Board Meeting
Monday, October 20, 2025
6:00 p.m.

MINUTES

Present: Tony Maxwell (Chair); Jacqueline Iafrate (Vice-Chair); Nicholas Alleyne; Scott Goodison; Mary Juric; Domenic Maggi; Councillor Cosimo Napoli; Councillor Dave Sheen

Staff: Colleen Lipp – CEO | Chief Librarian; Alexandra Hoffmann – Administrative Coordinator; Leah Rucchetto – Director, Public Service

Absent: Laura Brady

Note: This meeting was conducted at the Albion Bolton Branch

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

2. **Indigenous Acknowledgment**

As we gather, we recognize 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 traditional 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:** Laura Brady

4. **Approval of the Agenda**

   Motion: That the Caledon Public Library Board approve the agenda as revised to include a discussion of Library Reserves under New Business.
   Moved: Nicholas Alleyne **Seconded:** Jacqueline Iafrate
   Carried.

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

6. **Consent Agenda**
   a. Minutes of the September 15, 2025 meeting
   b. Treasurer's Report and Financial Statements
   c. Quarterly Statistics and Performance Measures – Q3 2025
   d. Strategic Actions Update

   Motion: That the Caledon Public Library Board receive all items within the consent agenda.
   Moved: Scott Goodison **Seconded**: Jacqueline Iafrate
   Carried.

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

8. **Staff Reports**
   a. **CEO/Chief Librarian's Report**

   Motion: That the Caledon Public Library Board receive the CEO/Chief Librarian's Report.
   Moved: Domenic Maggi **Seconded:** Mary Juric
   Carried.

   b. **Partnership Policy Report**

   Motion: That the Caledon Public Library Board approve and adopt the revised Partnership Policy.
   Moved: Nicholas Alleyne **Seconded:** Mary Juric
   Carried.

   c. **2026 Library Board Meeting Schedule**

   Motion: That the Caledon Public Library Board receive and adopt the proposed schedule of Board meetings for 2026.
   Moved: Jaqueline Iafrate **Seconded:** Mary Juric
   Carried.

   d. **2025-2028 Strategic Assessment and Evaluation Plan**

   Motion: That the Caledon Public Library Board approve and adopt the 2025-2028 Strategic Assessment and Evaluation Plan.
   Moved: Domenic Maggi **Seconded:** Nicholas Alleyne
   Carried.

   e. **Library Information and Reference Services Report**

   Motion: That the Caledon Public Library Board receive the drafted Library Information and Reference Services Report.
   Moved: Domenic Maggi **Seconded:** Nicholas Alleyne
   Carried.

9. Board and Committee Reports

a. Finance Committee Meeting Minutes of September 30, 2025 (Attachment 9-A)

Motion: That the Caledon Public Library Board receive the Finance Committee Meeting Minutes of September 30, 2025.

Moved: Mary Juric **Seconded:** Scott Goodison

Carried.

b. Advocacy and Fundraising Committee Minutes of October 15, 2025 (Attachment 9-B)

Motion: That the Caledon Public Library Board receive and approve the Advocacy and Fundraising Committee Minutes of October 15, 2025, endorsing the Committee's direction to the CEO/Chief Librarian.

Moved: Mary Juric **Seconded:** Scott Goodison

Carried.

10. New Business

a. Library Reserves

Motion: That the Caledon Public Library Board direct the CEO/Chief Librarian to draft correspondence to Town Council, on behalf of the Board, advising of the Board's Reserves Policy, suggesting amendments to reflect its guidelines within the Town's Reserve By-law and requesting that internal chargebacks for HR and Finance services be included in the 2026 budget to maintain the integrity of the reserve fund as per the original Council amendment.

Moved: Scott Goodison **Seconded:** Mary Juric

Carried.

11. Board Work Plan

a. 2025-26 Work Plan Review (Attachment 11-A)

Motion: That the Caledon Public Library Board receive and approve the revised 2025/26 Work Plan.

Moved: Nicholas Alleyne **Seconded:** Domenic Maggi

Carried.

12. Board Advocacy and Development

a. Upcoming Advocacy Development Opportunities

i. Chamber of Commerce Fall Business Summit, Wednesday, October 29, 9 AM – 4 PM, Mount Alverno Luxury Resort, 20706 Heart Lake Road, Caledon
ii. Council Budget Presentation – Tuesday, November 5, 2:30 PM, Hybrid / Council Chamber, Town Hall
iii. Ontario Library Service Board Assembly Meeting – Wednesday, November 12, 6 – 8 PM – Virtual – Register online.
iv. Ontario Library Service Virtual Conference – Collaborate – Board Evening – Thursday, November 20, 6 – 8 PM. Registration required
v. Evening of Chamber Music at the Caledon Public Library – Friday, November 21, 2025 – Albion Bolton Branch, 7 PM – Tickets $75 per person
vi. General Committee Budget Meeting - Town Hall/Hybrid – Tuesday, November 18, 2:30 PM

vii. Council Budget Meeting - Town Hall/Hybrid – Tuesday, November 25, 7 PM

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

14. Meeting Evaluation: A link to the online evaluation survey will be shared with all members of the Board following the meeting.

15. Time of next regular meeting:

a. Monday, November 17, 2025, 6:00 PM – Southfields Village Branch

16. Adjournment

Motion: That the meeting adjourn.
Moved: Scott Goodison **Seconded:** Jacqueline Iafrate
Carried.

The meeting adjourned at 8:13 PM

Tony Maxwell	**Colleen Lipp**
Chair	**CEO | Chief Librarian**

Attachment 6-B

Treasurer's Report

Prepared by Colleen Lipp
November 2025

2025 Budget

Details of the Library's 2025 budget as of October 31, 2025 are attached as Appendix A. Items of note include:

- The final pay period of the month is not yet reflected, resulting in inflated monthly and year-to-date variances.
- Insurance for the library's facilities has not yet been allocated to the appropriate accounts. Confirmation of the expected timing of this allocation has been requested of Town Finance.
- Library Grants (41020) revenues of $2408 have been reallocated to Administration (40010) to effectively track the revenue budgeted as part of the Summer Student program approved through a 2025 Change in Service Level.
- Special Programs costs incurred by the Programming and Outreach Services Department continue to trend well over budget. These deficits are offset by efficiencies in other areas, most notably Special Programs budgets held by the Communications and Maker & Emerging Technologies Departments.
- The 2026 Collections and Materials Capital Budget is being closely monitored as we near year-end. If necessary, receipt of shipments will be deferred, or orders will be limited to best selling titles as a means of remaining within budget. The further distribution of $9,953.70 from the liquidation of the Library Service Centre (LSC) will reduce the probability of these precautions. However, no communication has been received regarding the timing of this payment.

2026 Budget

The Library's 2026 Budget was shared in a delegation to Council on November 5th. The intent of the presentation was to inform Council and the public of the Board's recommended investments and raise awareness of the cuts to current service levels that will result if no amendments are put forth to fund core capital projects. The sharing of CPL's key performance indicators, highlighting the growing demand for library services, demonstrated the need for additional staff resources. The presentation also provided an opportunity to clarify information related to the availability and use of Development Charges, most notably for projects for which there is no resulting operating impact.

Motions have been drafted for consideration by the Board's Council representatives, amending the budget in support of the following:

1. Funding of the Library's core capital projects to secure t he the funding needed to maintain current service levels and mitigate cyber risks.
2. Funding of 3 of the 4 Changes in Service Level, including the new Systems and Data Librarian, the conversion of 2 part-time Program Coordinators, and the additional hours for our 4 PT Public Service Coordinators at the Bolton Branch.
3. Funding of the refurbishment of the Caledon Village Branch.
4. Inclusion of library expenses and town revenue as related to the Finance and HR services provided to the Library by the Town.

All amending motions put forth by members of Council will be considered at the November 18th General Committee meeting, to be later ratified at a Council meeting on November 25th.

Budget Advocacy

As per the Board's approved Advocacy Response Strategies, individual emails were shared with each member of Council in advance of the delegation. This prompted responses from two members of Council and one subsequent meeting.

A further request for meetings was shared by the CEO/Chief Librarian following the delegation. Meetings with small groups of Councillors were scheduled on November 10th and 11th, resulting in productive and positive discussions.

Library Reserves

As directed by the Board at its October 20th meeting, correspondence was drafted and shared as part of Council's October 28th meeting agenda. Unfortunately, this correspondence prompted no questions or discussion from Council. Additionally, the Town's Reserves By-law was adopted with no changes to clarify the intended purpose of the Library's Reserve. The documented purpose of the reserve remains "to augment any future budgetary shortfalls to reduce the impact on the taxpayer for any future library requests" and no amendments were put forth to align with the guidelines of the Board Reserves Policy.

Confirmation was received from the Chief Financial Officer on November 3, advising that the related expenses and revenues would not be reflected within the Town's 2026 budget. Instead, "inter-functional charges will be addressed through the Town's year-end process on a best efforts basis". It was suggested that as the inclusion of these charges would require an increase the Library's operating budget, their addition would not be in the Library's best interest.

Converse to Town Finance's assertions, the inclusion of related revenues within the Town's budget to offset these expenses would be budget neutral with no impact on taxpayers. A similar approach is already in use when accounting for the rent paid by the Library to the Town.

Communication Strategy

The Library's Communication and Cultural Development (CCD) Department has developed a communication strategy to raise awareness of the looming cuts to library services. Key messages will include:

- A media release;
- Social media posts highlighting key performance metrics and the increasing demand for library services;
- An email call to action to all card holders, encouraging library supporters to contact their local Councillor to share the importance of library services; and
- An FAQ to assist customer-facing staff in addressing any questions received from library users.

The assistance of the Friends of Caledon Public Library has also been sought. The Friends played a key role in raising awareness of funding shortfalls during the 2025 budget process and were instrumental in helping use to secure necessary funding. The Friends' communications to their membership will be in alignment with CPL's messaging.

Grants

Connectivity Funding

The Ontario Library Service (OLS) has announced that it has once received up to $660,000 in Connectivity Funding from the Ministry of Tourism, Culture and Gaming for the current provincial fiscal year, and increase from $582,000 in 2025. This funding is intended to fully offset the connectivity costs of libraries serving populations under 20,000; however, funds will be allocated to currently participating libraries serving larger populations at a percentage to be determined as funding allows.

Caledon Public Library has historically benefitted from this funding and has submitted a request for reimbursement. As per the following table, the amount received over the last six (6) years has varied considerably and funds expected in 2026 cannot be predicted with any accuracy. However, with the move away from the Public Sector Network as the Library's primary connectivity at the Bolton, Valleywood and Caledon East locations has resulted in an increase in the Library's eligible expenses in 2025. As such, the 2026 budget reflects $10,000 in anticipated revenue from this funding stream, an increase from $7000 in 2025.

Year	Funding
2025	$5039.64
2024	$6111.16
2023	$4967.44
2022	$5639.52
2021	$6237.52
2020	$7016.76

Appendix A

TOWN OF CALEDON

Caledon Public Library
ST. Object Code - Budget vs Actual by Cost Centre
As of October 31, 2025

	October Budget	October Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
40010 Administration									
50050 Miscellaneous	-1,670.00	-359.65	*-1,310.35*	-16,660.00	-15,363.46	*-1,296.54*	-20,000.00	76.8%	**-4,636.54**
50075 Postage Reimbursement					-1,900.50	*1,900.50*			**1,900.50**
50125 Merchandise Sales	-250.00	-26.00	*-224.00*	-2,500.00	-703.50	*-1,796.50*	-3,000.00	23.5%	**-2,296.50**
50235 Fundraising		-325.00	*325.00*		-811.00				
50319 Grants/Subsidies		-7,322.00	*7,322.00*	-9,800.00	-7,322.00	*-2,478*	-68,000.00	10.8%	**-60,678.00**
50570 Donations		-21.14	*21.14*		-643.82	*643.82*			**643.82**
50705 Fines/Fees	-840.00	-155.74	*-684.26*	-8,320.00	-4,707.29	*-3,612.71*	-10,000.00	47.1%	**-5,292.71**
50715 Programs			*0.00*	-2,000.00		*-2,000.00*	-2,000.00	0.0%	**-2,000.00**
50725 Comm.Access Prgm Funding				-7,000.00	-5,039.64	*-1,960.36*	-7,000.00	72.0%	**-1,960.36**
50750 Book Sales	-225.00	-147.50	*-77.50*	-2,050.00	-2,012.15	*-37.85*	-2,500.00	80.5%	**-487.85**
50770 FOL-Recoverable			*0.00*		-3,409.12	*3,409.12*			**3,409.12**
61510 Salaries-Permanent	32,971.00	21,689.78	*11,281.22*	238,485.00	225,573.64	*12,911.36*	285,745.00	78.9%	**60,171.36**
61513 Benefits-Permanent	9,444.00	5,149.42	*4,294.58*	68,312.00	60,993.02	*7,318.98*	81,851.00	74.5%	**20,857.98**
61520 Wages-Casual Temporary	3,350.00	4,368.00	*-1,018*	31,250.00	28,408.58	*2,841.42*	37,450.00	75.9%	**9,041.42**
61523 Benefits-Casual Temporary	414.00	429.36	*-15*	4,059.00	3,240.62	*818.38*	4,869.00	66.6%	**1,628.38**
62018 Operating Supplies	60.00	2.77	*57.23*	630.00	642.37	*-12.37*	760.00	84.5%	**117.63**
62129 FOL-Initiatives			*0.00*		2,625.26	*-2,625.26*			**-2,625.26**
62244 Bank Charges	250.00		*250.00*	2,500.00	2,065.16	*434.84*	3,000.00	68.8%	**934.84**
62253 Lib. Brd Education & Exp.	300.00	1,848.62	*-1,548.62*	4,200.00	4,990.85	*-790.85*	5,000.00	99.8%	**9.15**
62311 Memberships/Dues			*0.00*	16,000.00	15,363.32	*636.68*	16,000.00	96.0%	**636.68**
62317 Audit				-4,870.00	-4,935.00	*65.00*	4,870.00	-101.3%	**9,805.00**
62335 Contracted Services	900.00		*900.00*	6,200.00	7,179.17	*-979.17*	8,000.00	89.7%	**820.83**
62360 Fundraising					305.94	*-305.94*			
Total 40010 Administration	44,704.00	25,130.92	*19,573.08*	318,436.00	304,540.45	*13,895.55*	335,045.00	90.9%	**30,504.55**
41010 Library Public Services									
61510 Salaries-Permanent	149,538.00	95,749.75	*53,788.25*	1,081,657.00	986,042.33	*95,614.67*	1,295,989.00	76.1%	**309,946.67**
61513 Benefits-Permanent	42,984.00	26,571.83	*16,412.17*	310,918.00	290,963.46	*19,954.54*	372,527.00	78.1%	**81,563.54**
61520 Wages-Casual Temporary	96,373.00	78,409.04	*17,963.96*	808,214.10	776,641.29	*31,572.81*	994,498.00	78.1%	**217,856.71**
61521 Overtime-Casual Temporary					607.99				
61523 Benefits-Casual Temporary	18,999.69	12,919.60	*6,080.09*	146,042.16	132,069.19	*13,972.97*	181,372.06	72.8%	**49,302.87**
62018 Operating Supplies	990.00	697.82	*292.18*	9,820.00	6,656.88	*3,163.12*	11,799.00	56.4%	**5,142.12**
62312 Insurance				5,387.00		*5,387.00*	5,387.00	0.0%	**5,387.00**
62321 Rental-Facility			*0.00*	350,580.00	350,577.44	*2.56*	351,422.00	99.8%	**844.56**
62335 Contracted Services	4,984.00	4,041.91	*942.09*	46,947.00	45,160.13	*1,786.87*	57,872.00	78.0%	**12,711.87**
62346 Courier	2,916.00	2,762.96	*153.04*	29,160.00	22,220.52	*6,939.48*	35,000.00	63.5%	**12,779.48**
Total 41010 Library Public Services	316,784.69	221,152.91	*95,631.78*	2,788,725.26	2,610,939.23	*177,786.03*	3,305,866.06	79.0%	**694,926.83**

TOWN OF CALEDON

Caledon Public Library
ST. Object Code - Budget vs Actual by Cost Centre
As of October 31, 2025

	October Budget	October Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
41015 Collections and Access Services									
61510 Salaries-Permanent	45,548.00	30,950.31	*14,597.69*	329,462.00	321,883.35	*7,578.65*	394,749.00	81.5%	**72,865.65**
61513 Benefits-Permanent	13,054.00	8,021.76	*5,032.24*	94,427.00	93,516.53	*910.47*	113,137.00	82.7%	**19,620.47**
62018 Operating Supplies	300.00	172.86	*127.14*	3,400.00	3,237.00	*163.00*	4,000.00	80.9%	**763.00**
62058 Online Databases			*0.00*	97,210.00	74,723.99	*22,486.01*	97,210.00	76.9%	**22,486.01**
Total 41015 Collections and Access Services	58,902.00	39,144.93	*19,757.07*	524,499.00	493,360.87	*31,138.13*	609,096.00	81.0%	**115,735.13**
41020 Library Grants									
50319 Grants/Subsidies (Revenue)		2,408.00	*-2,408.00*			*0.00*			**0.00**
62319 Grants (Expenses)						*0.00*			**0.00**
Total 41020 Library Grants		2,408.00	*-2,408.00*		0.00	*0.00*			**0.00**
41025 Library Info Technology									
61510 Salaries-Permanent	34,925.00	23,737.51	*11,187.49*	252,622.00	246,870.05	*5,751.95*	302,681.00	81.6%	**55,810.95**
61513 Benefits-Permanent	10,064.00	6,069.87	*3,994.13*	72,794.00	70,982.20	*1,811.80*	87,223.00	81.4%	**16,240.80**
62018 Operating Supplies	1,100.00	2.77	*1,097.23*	11,000.00	3,898.85	*7,101.15*	13,100.00	29.8%	**9,201.15**
62303 New Staff Technology				7,500.00	2,131.63	*5,368.37*	7,500.00	28.4%	**5,368.37**
62304 Automation			*0.00*	37,000.00	55,704.80	*-18,704.80*	45,100.00	123.5%	**-10,604.80**
62305 Computer Services	7,998.00		*7,998.00*	79,980.00	49,835.76	*30,144.24*	95,980.00	51.9%	**46,144.24**
62312 Insurance			*0.00*	3,858.00	5,140.80	*-1,282.80*	3,858.00	133.3%	**-1,282.80**
62335 Contracted Services	3,125.00	3,142.53	*-17.53*	31,250.00	17,946.93	*13,303.07*	37,510.00	47.8%	**19,563.07**
62396 Mobile Phones / Pagers	898.00		*898.00*	8,980.00	3,415.37	*5,564.63*	10,780.00	31.7%	**7,364.63**
62397 Telephone	3,001.00		*3,001.00*	28,666.00	20,351.53	*8,314.47*	34,670.00	58.7%	**14,318.47**
63037 Software Licence Subscription	18,556.00		*18,556.00*	37,676.00	14,248.15	*23,427.85*	51,270.00	27.8%	**37,021.85**
Total 41025 Library Info Technology	79,667.00	32,952.68	*46,714.32*	571,326.00	490,526.07	*80,799.93*	689,672.00	71.1%	**199,145.93**
41030 Programming and Outreach Services									
61510 Salaries-Permanent	43,479.00	30,259.78	*13,219.22*	314,498.00	295,505.54	*18,992.46*	376,816.00	78.4%	**81,310.46**
61513 Benefits-Permanent	12,591.00	8,256.47	*4,334.53*	91,075.00	89,599.98	*1,475.02*	109,125.00	82.1%	**19,525.02**
61520 Wages-Casual Temporary	9,035.00	9,865.09	*-830.09*	97,357.00	95,232.32	*2,124.68*	117,896.00	80.8%	**22,663.68**
61523 Benefits-Casual Temporary	1,950.00	2,067.29	*-117.29*	20,313.00	20,338.21	*-25.21*	24,734.00	82.2%	**4,395.79**
62018 Operating Supplies	100.00	5.53	*94.47*	1,550.00	455.24	*1,094.76*	1,700.00	26.8%	**1,244.76**
62414 Special Programs	1,450.00	4,740.37	*-3,290.37*	20,075.00	37,908.59	*-17,833.59*	21,500.00	176.3%	**-16,408.59**
Total 41030 Programming and Outreach Services	68,605.00	55,194.53	*13,410.47*	544,868.00	539,039.88	*5,828.12*	651,771.00	82.7%	**112,731.12**
41035 Communications and Cultural Development									
61510 Salaries-Permanent	44,033.00	28,813.62	*15,219.38*	318,503.00	291,639.91	*26,863.09*	381,621.00	76.4%	**89,981.09**
61513 Benefits-Permanent	12,601.00	8,259.98	*4,341.02*	91,150.00	91,731.21	*-581.21*	109,210.00	84.0%	**17,478.79**
61522 Recovery-Wages-Casual Temp					-1,340.09	*1,340.09*			**1,340.09**
62018 Operating Supplies	311.00	333.40	*-22.40*	6,578.00	3,576.32	*3,001.68*	7,700.00	46.4%	**4,123.68**
62304 Automation	1,000.00	970.63	*29.37*	6,350.00	4,963.48	*1,386.52*	7,650.00	64.9%	**2,686.52**

TOWN OF CALEDON

Caledon Public Library
ST. Object Code - Budget vs Actual by Cost Centre
As of October 31, 2025

	October Budget	October Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
62315 Printing & Advertising	250.00	3,800.74	*-3,550.74*	13,530.00	13,995.56	*-465.56*	16,480.00	84.9%	**2,484.44**
62335 Contracted Services	250.00	203.52	*46.48*	2,000.00	1,302.53	*697.47*	2,500.00	52.1%	**1,197.47**
62414 Special Programs	1,000.00		*1,000.00*	3,000.00	1,142.86	*1,857.14*	8,000.00	14.3%	**6,857.14**
Total 41035 Communications/Community Dev	59,445.00	42,381.89	*17,063.11*	441,111.00	407,011.78	*34,099.22*	533,161.00	76.3%	**126,149.22**
41045 Corporate Services & Projects									
61510 Salaries-Permanent	14,903.00	10,141.18	*4,761.82*	107,796.00	105,468.28	*2,327.72*	129,161.00	81.7%	**23,692.72**
61513 Benefits-Permanent	4,405.00	2,437.40	*1,967.60*	31,865.00	30,602.65	*1,262.35*	38,181.00	80.2%	**7,578.35**
62310 Training/Development/Seminars	3,801.00	11,866.12	*-8,065.12*	47,932.00	44,039.36	*3,892.64*	56,583.00	77.8%	**12,543.64**
62314 Mileage	907.00	676.79	*230.21*	7,729.00	7,328.60	*400.40*	9,500.00	77.1%	**2,171.40**
62322 Postage	125.00		*125.00*	1,250.00	1,235.13	*14.87*	1,500.00	82.3%	**264.87**
62335 Contracted Services	200.00		*200.00*	1,600.00	1,812.71	*-212.71*	2,000.00	90.6%	**187.29**
Total 41045 Corporate Services & Projects	24,341.00	25,121.49	*-780.49*	198,172.00	190,486.73	*7,685.27*	236,925.00	80.4%	**46,438.27**
41050 Maker & Emerging Technologies									
61510 Salaries-Permanent	39,370.00	25,609.97	*13,760.03*	284,779.00	267,557.24	*17,221.76*	341,210.00	78.4%	**73,652.76**
61513 Benefits-Permanent	10,926.00	8,188.78	*2,737.22*	79,031.00	82,564.45	*-3,533.45*	94,690.00	87.2%	**12,125.55**
62018 Operating Supplies	60.00	5.53	*54.47*	580.00	415.76	*164.24*	700.00	59.4%	**284.24**
62414 Special Programs	1,000.00	1,983.12	*-983.12*	10,223.00	7,222.15	*3,000.85*	12,800.00	56.4%	**5,577.85**
Total 41050 Maker & Emerging Technologies	51,356.00	35,787.40	*15,568.60*	374,613.00	357,759.60	*16,853.40*	449,400.00	79.6%	**91,640.40**
Total Caledon Public Library-Lending Services	**703,804.69**	**479,274.75**	**224,529.94**	**5,761,750.26**	**5,393,664.61**	**368,085.65**	**6,810,936.06**	**79.2%**	**1,417,271.45**

Capital Project Expense Report - as of October 31, 2025

	Budget	Expended Previous Year(s)	Expended 2025 YTD	Total Project Spend to Date	Deficit Forwarded to 2025	Remaining Funding	Percentage Expended	Status
Capital Projects - Previous Years								
22-025 Library In-Branch Signage/Wayfndng	24,000.00	20,089.73	2,630.50	22,720.23		1,279.77	94.7%	
22-026 Library and Town Joint Technology Review	35,000.00	30,756.97	4,242.89	34,999.86		0.14	100.0%	To be closed
23-035 Library Implementation of Microsoft 365	25,000.00	14,856.96		14,856.96		10,143.04	59.4%	
23-119 Library IT Equipment	45,000.00	14,398.29	25,569.38	39,967.67	1,020.00	4,012.33	91.1%	
23-120 Library Furniture Replacement	60,000.00	16,294.78	368.06	16,662.84	4,458.00	38,879.16	35.2%	
24-030 Library Strategic Plan	50,000.00	32,458.89	17,523.08	49,981.97		18.03	100.0%	To be closed
24-031 Library IT Equipment	15,000.00		15,000.00	15,000.00		0.00	100.0%	To be closed
Capital Projects - Current Year								
25-031 Library Access P1 Inglwood	64,000.00		44,874.56	44,874.56		19,125.44	70.1%	
25-062 Library Materials Coll 2025	500,000.00	2,772.24	356,597.34	359,369.58	42,010.18	98,620.24	80.3%	
59275 Capital Donations	711.75							
Total Library Collections and Materials (25-062)	500,711.75	2,772.24	356,597.34	359,369.58	42,010.18	99,331.99	80.2%	
25-063 Library IT Equipment	115,000.00		15,885.95	15,885.95		99,114.05	13.8%	

Library Reserve Balances - as of October 31, 2025

01-00-000-00000-000-20841 Library Bequest Fund - MDV	0.00
08-07-900-35043-000-25000 Library Donation and Bequest Reserve Fund	15,443.82
08-07-900-35051-000-25000 Library General Reserve Fund	26,218.00

Attachment 6-C

Strategic Actions Update

November 2025

Community Connections

In addition to all of the core maker, partner and active living and learning programs continually offered, some items of interest included:

Programs for children, tweens & families:

Afterschool Minecraft Club
Celebrating Anne Dagg: The Woman who Loved Giraffes
Culture Days (& Speaker Series): Astronomy, Discover What's Out There!
Culture Days: Tween Club Books and Beyond - Haunted Halloween STEAM activity
Culture Days: Henna Workshop for Tweens
TRCA presents: Bird Watching 101

Programs for teens and adults included:

Culture Days: Henna Workshop
Dungeons & Dragons for Teens
Library Living: Fun in the Makerspace
Meditative Mandalas with Michele Johnston
Queer Village Book Club
Speaker Series: What is AI with Kevin Matsui
Teen Acoustic Music Circle (with Jay Peterson)
TRCA presents: Seed Saving Workshop

Maker Programming

CPL Makers: Cricut Trick-or-Treat Bucket Drop-in
CPL Makers: Digital Photography Workshop
CPL Makers: Learn to Sew
CPL Makers: Teen Cricut Faux Pumpkins

To deepen teen engagement and amplify teen voices within the library, staff developed Teen Takeover Nights, a program that invites teens to take an active role in shaping their library experience. Each event provides a welcoming space for teens to explore their interests, build connections with peers, and participate in diverse educational and recreational opportunities.

Library Living serves adult customers with intellectual disabilities, offering inclusive opportunities for social engagement and creative expression. What began as a branch-based program @ CPL's AB location - featuring activities, games, music and movement - has evolved to include regular sessions in CPL's Makerspace, allowing participants to explore new technologies and develop practical skills in an interactive environment.

The Write Around the World contest concluded successfully at the end of the summer. More than 30 entries were received across the short story, poetry and comic categories with participants ranging in age from six years and up. Voting took place throughout the month of October and was overseen by a panel of judges that included local authors, members of CPL's Writer's Ink chapters and teachers. The submissions reflected a high standard of creativity and originality, showcasing the diverse talents within our community.

The Southfields branch has partnered with Bright Scholars Montessori to provide monthly story times to their

The Albion Bolton, Caledon Village and Southfields Village branches hosted a total of twelve class visits in October, introducing 279 students and their teachers to our collections and services.

CPL hosted a teambuilding session for the Town of Caledon's Community Services' leadership team in the Cory Trépanier Creativity Studio. The ToC team did a values identification exercise and used maker equipment to create meaningful items reflecting these values to share in their offices. Both CPL and ToC teams had positive feedback about the visit, and two other ToC departments have since reached out to book teambuilding sessions in the makerspaces.

Library staff hosted or attend the following community events to raise awareness of CPL's services:

- AfterFive Event
- Chamber of Commerce Business Summit
- Hands & Hearts Volunteer Fair
- James Grieve PS Open House
- Malton Women Council's Entrepreneurial Skills Development Session
- Palgrave PS Open House
- Repair Cafe Event with EcoCaledon and ToC
- Valleywood Fall Fest

Malton Women Council's Entrepreneurial Skills Development Session: CPL had the opportunity to describe and showcase how the library can serve local businesses, particularly for the Southeast Asian women entrepreneur community. While the turnout was not as large as other events this month, the engagement during this event was unmatched. We met with upwards of 10 Southeast Asian entrepreneurs and they were very receptive to the presentation where they all learnt many new things about the offerings of CPL, and, following the presentation, had an abundance of questions. Accordingly, due to the great engagement with this group, it has been listed as the highlight for this month's outreach endeavours.

Learning & Growth

As per the identified objective to "ensure sustainable growth and ongoing improvements in service delivery by enhancing staffing levels, building staff capacity, and supporting staff development" staff representatives and members of the leadership team participated in the following learning opportunities over the past month:

- Amnesty Book Club Presents Omar El Akkad: One Day, Everyone Will Have Always Been Against This
- Advancing Public Library Leadership (APLL) Intensive
- BiblioCon '25
- Building Team Culture with Intention
- Designing Libraries within Your Means
- DiSC Training (Programming & Outreach and Communications & Cultural Development Departments)
- EI Revitalizing Onboarding Processes 2025
- HR Law Strategies from the Frontlines: How to Tackle the Toughest Workplace Challenges of 2025
- In Conversation with Laurie Gilmore & Tessa Bailey
- Read On: Tools to Help You Prepare for and Respond to Book Challenges
- Responsible AI Use for Nonprofit Workers
- You Won't Break Their Phone: Building Tech Confidence On-Desk

The following items were added to CPL's Library of Things:

- A portable keyboard
- Twenty-one borrowable passes to the McMichael Art Gallery

A new Internet connection has been installed at the Albion Bolton Branch, leveraging existing cabling. This approach required only that the existing cables be terminated, eliminating the need for an easement from the Albion Bolton Agricultural Society.

Informed Service Development

CPL has registered for Library Impact Ontario. Developed by Toronto Public Library, this free suite of services assists public libraries in measuring digital inclusion and making data-informed decisions about our IT services. CPL has previously participated in aspects of this recently reimagined services, including Bridge and Edge. Related surveys of customers and staff will begin in 2026.

There will be a month-long intake of materials by local authors who write in languages other than English. These books will be added to our Read Local collection and authors will be added to the Artful Caledon platform if they wish.

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

What a lovely place to go with my daughter and read to my granddaughter. Great variety of books for babies. The staff are so friendly and welcoming too. - Google Review - Albion Bolton Branch

So much to offer at this location Cricket, 3D printing embroidery machine Study pods - Google review of Margaret Dunn Valleywood Collaboration Studio

As a mature individual who is an avid reader, paperbacks are of no use to me. I prefer hardback with large print to enjoy my reading experience.

Have an ereader available for rent with pre-loaded book selection as many library books in catalogue do not have hard copy. MANY older patrons of the library do not have an ereader nor do they want one nor know how to use one. Make it simple or purchase more hard copies

A customer email was also received, requesting that we use data to analyze "chronic late returns and policy changes related to short term and/or items with extremely high late return rates."

Intellectual Freedom & Civic Dialogue

The following conversation kits for children ages 9-12 were added to the collection. Conversation kits are designed to promote and assist with discussions between parents and children for difficult topics: Anxiety, Social Justice and Racism, Social Media, Diverse Abilities.

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

- Town of Caledon raises flag to mark Love Your Library Month | Caledon Citizen
- Curiosity, community, and creativity come together for you this fall at Caledon Public Library! - Just Sayin' Cale
- Enjoy a captivating concert to help fund a Story Trail for Caledon families - Just Sayin' Caledon
- That’s a wrap: Reflections on a successful Culture Days program in Caledon

Attachment 6-D-1

October 24, 2025

Mayor Groves and Members of Council
Town of Caledon
6311 Old Church Road
Caledon, ON L7C 1J6

Dear Mayor Groves and Members of Council:

Last year during deliberations for the Town's 2025 budget, the Caledon Public Library (CPL) Board was pleased to see the establishment of a dedicated library reserve. This targeted investment in library services supports the allocation of year-end operating surpluses toward future capital projects that support community growth and service enhancements.

Reserve Policy and By-law

Following the creation of this reserve, the Board reviewed and updated its *Donation and Bequest Reserve Policy*—now the *CPL Reserves Policy (CPL-20-27)*—to encompass all library reserves. The revised policy (attached) sets clear guidelines for reserve management and aligns with best practices across Ontario's public library sector.

Adopted by the Board in May 2025 and shared with the Chief Financial Officer for comment, the policy establishes:

- A target reserve balance of 5% of the Library's annual operating budget;
- Authority for reserves to fund unanticipated capital or emergency needs at the Board's discretion; and
- Guidance allowing reserves to offset occasional operational shortfalls, while discouraging their use for ongoing operating costs.

Impact of Internal Charges

In March 2025, the Library was advised that internal charges totaling $351,214—for services provided by the Town's Finance and People Services Commissions—would be retrospectively applied to the Library's 2024 budget. This adjustment reduced the Library's year-end surplus to $26,218, the amount transferred to the newly established reserve.

As of this correspondence, the Library has not yet received confirmation of internal charge amounts for 2025. These costs are not reflected in the current operating budget and are anticipated to exceed the forecasted surplus, effectively preventing any contribution to the reserve this year.

The Library greatly values its partnership with the Town's Finance and Human Resources teams and recognizes the efficiencies and collaboration that shared services provide. However, the Board is concerned that applying internal charges in a manner that eliminates the Library's surplus is inconsistent with Council's intent in creating a dedicated reserve.

To ensure transparency and proper budget alignment, the Board requests that internal charges for 2026 be calculated and communicated in advance so they can be reflected as both revenue and expense lines in the Town's budget. As these transfers are budget neutral, they will not impact taxpayers. Timely inclusion of these charges within the Town's consolidated budget will uphold accountability and ensure that the Library Reserve fulfills its intended purpose as a sustainable funding mechanism for future library needs.

Thank you for your consideration of the Board's Reserves Policy and related requests. I am available to answer any questions or provide any additional information at Council's request.

Sincerely,

Colleen Lipp
CEO / Chief Librarian and Secretary-Treasurer to the Board

cc: Kevin Klingenberg, Municipal Clerk
Caledon Public Library Board

Title	Reserves Policy
Policy Number	CPL-20-27
Policy Type	Governance
Approval Date	May 12, 2025
Review Date	November 2026
Notes	Originally adopted November 16, 2020 and reviewed November 21, 2022 and December 16 2024.

Purpose

Caledon Public Library Board Reserve Funds have been established as a means of funding library services and capital projects while ensuring financial stability and mitigating risk. Reserve funds are intended to provide an internal source of funds that will build long-term capacity and are not intended to replace a permanent loss of operational funds or eliminate an ongoing funding gap.

The purpose of this policy is to provide Caledon Public Library with guidelines for the management of reserves, including the relevant roles, responsibilities and authorities granted to the Board and Leadership.

Scope

The terms of this policy inform the Library's oversight and application of the following:

1. Library and Donation Bequest Reserve
2. Library General Reserve Fund
3. Library Equipment Replacement Reserve.

Development Charge Reserves collected by the municipality in support of library services and the Library's use of Town reserves for the purposes of salary continuation are excluded from the scope of this document.

Guidelines

The following provides an overall framework and the terms of conditions for the management and use of the Library's Reserves:

Statement of Authority

- Library Boards are granted authority to establish and maintain reserves as per Section 417 (1) of the Municipal Act:

> *If a local board, conservation authority or any other body exercising a power with respect to municipal affairs under any Act in unorganized territory does not have power under another Act or another section of this*

Act to establish and maintain a reserve fund, it may, under this subsection, provide in its budget for the establishment or maintenance of a reserve fund for any purpose for which it has authority to spend money. 2006, c. 32, Sched. A, s. 181; 2009, c. 34, Sched. I, s. 22.

- Council approval is required to establish library reserves; however, the allocation and expenditure of reserve funds is at the discretion of the Library Board.

Administration of Reserves

- The Library's Reserve Funds will be interest earning reserves to be administered by the Town's Finance division.
- Library Leadership will provide the Board with a summary of all disbursements from reserves twice annually.

Contributions to Reserves

- Unexpended funds raised through fundraising activities in any given year shall be transferred to the Donation and Bequest Reserve Fund at the end of that fiscal year.
- Any favourable operating variance remaining at year-end will be transferred to the Library's General Reserve Fund.
- Proceeds from the sale of library assets, including technology and furniture, will be transferred to the Library Equipment Reserve Fund.
- The Board may also choose to include a planned contribution to a reserve as part of the Library's annual operating budget. Such contributions require Council endorsement through the approval of the Library's annual operating budget.
- At the completion and close of a capital project, any unexpended funds which originated from a library reserve will be returned to the reserve.

Allocation of Reserve Funds

- Unless noted otherwise within this policy, authority to disburse reserve funds will align with the municipality's Purchasing By-law.
- The Library may apply reserve funds to support proposed capital projects and offset municipal contributions, as part of the Board's annual budget proposal for Council's consideration.

1. *Donation and Bequest Reserve*
    - In keeping with the terms and guidelines documented in the *Caledon Public Library Fundraising and Gift Acceptance Policy (CPL-18-23)*, the Library welcomes donations and bequests for the purpose of enhancing and enriching the programs and services that the Library provides for the residents of Caledon. As such, unrestricted donations and bequests should not be used to pay for utilities,

building maintenance, administrative expenses, or other expenses typically supported by the Library's annual operating budget or recurring core capital budgets.

- Funds will be allocated in accordance with any documented direction or conditions stipulated by the donor. Library Leadership is authorized to expend designated reserves for the purpose they were accumulated without Board approval.
- All expenditures of undesignated donation and bequest reserve funds of $10,000 or greater require Library Board approval. Such approvals may be provided:
    - for individual disbursements
    - through the annual budget process, or
    - through the adoption of a reserves' allocation plan, identifying and formalizing planned expenditures in support of a specific project or initiative.

  Such plans shall detail any authority to expend reserve funds that is delegated to the CEO/Chief Librarian or designate.

2. *Library General Reserve*

- The Library General Reserve will typically be applied to offset tax funding of capital projects as proposed within the Library's annual budget, but may also be used in funding:
    - Unforeseen or unanticipated capital items or projects not otherwise covered within the Library's approved capital budget;
    - Emergency uses that may include situations where items are damaged and need to be replaced but are not due for regular replacement or maintenance under the approved capital budget; or
    - Unforeseen or unanticipated consultant or legal fees.
- The CEO/Chief Librarian will have authority to disburse reserve funds as per approved capital projects.
- Board approval will be required for all emergency or unforeseen expenditures of reserve funds.
- The use of Library General Reserve funds may be applied to offset operational shortfalls where expenses are greater than revenues. However, reserves are not to be used to cover regular operating expenses in a sustained manner.
- The Library will seek to maintain a target reserve balance of 5% of the Library's annual operating budget. This target will be re-evaluated as per the Board's bi-annual policy review schedule.
- A ceiling limit may be established at the Board's discretion.

3. *Library Equipment Replacement Reserve*
    - The Library Equipment Replacement Reserve is to be used in funding the replacement of library technologies, furniture or other equipment which has reached end of life, or may require replacement in advance of its expected end of life.
    - The Library Equipment Replacement Reserve may be applied to offset tax funding of capital projects as proposed within the Library's annual budget, but may also be used in funding:
        - items which are damaged and need to be replaced but are not due for regular replacement or maintenance under the approved capital budget.
    - The CEO/Chief Librarian will have authority to disburse reserve funds as per approved capital projects.
    - Board approval will be required for all emergency or unforeseen expenditures of reserve funds in excess of $20,000.

Creation of new Reserves

- The Board may request Council approval for the creation of a new reserve for the purposes of collecting funds in support of a short-term project or longer-term initiative or for the purposes of tracking directed donations or capital fundraising campaigns.
- Such a request should be supported by the creation of a financial plan or business case identifying the funding needs, targets, contribution sources, and projected allocations.
- The creation of any new reserve will prompt an amendment to this policy.

Related documents

- **Municipal Act, 2001, S.O. 2001, c. 25**
- Town of Caledon Purchasing By-law
- Caledon Public Library Fundraising and Gift Acceptance Policy (CPL-18-23)

Millards
Chartered Professional Accountants

P.O. Box 367, 96 Nelson Street
Brantford, Ontario N3T 5N3
Telephone: (519) 759-3511
Facsimile: (519) 759-7961

November 3, 2025

The Corporation of the Town of Caledon Public Library Board – Board of Directors
6311 Old Church Road
Caledon, ON L7C 1J6

Dear Board of Directors

Re: Audit Planning

We are writing this letter in connection with our audit of the financial statements for the year ending December 31, 2025.

Our purpose in writing is to ensure effective two-way communication between us in our role as auditors and yourselves with the role of overseeing the financial reporting process. In this letter we will:

a. Address our responsibilities as independent auditors and provide information about the planned scope and timing of our audit.
b. Request a response to some audit questions and any additional information you may have that could be relevant to our audit.

Auditor Responsibilities

The respective responsibilities of ourselves and of management in relation to the audit of financial statements are set out in the engagement letter.

Planned Scope and Timing of Our Audit

Our objective as auditors is to express an opinion on whether the financial statements are prepared, in all material respects, in accordance with Canadian Public Sector Accounting Standards.

In developing our audit plan, we worked with management to understand the nature of The Corporation of the Town of Caledon Public Library Board, (the 'entity') and to identify and assess the risks of material misstatement in the financial statements, whether due to fraud or error. Our audit plan has been designed to focus on the identified areas of risk.

Materiality

For the current period, we have determined a preliminary overall materiality amount of $210,000. We have also considered misstatements that could be material in qualitative financial statement disclosures.
Materiality will be used to:

a. Plan and perform the audit; and
b. Evaluate the effects of identified and uncorrected misstatements on the audit procedures performed as well as on the financial statements.

The materiality amount will be reassessed prior to the end of the engagement to ensure it remains appropriate.

Significant Changes During the Period
We are not aware of any significant changes in operations, accounting and control systems or accounting and auditing standards in planning the audit for the year ending December 31, 2025.

Internal Control
To help identify and assess the risks of material misstatement in the financial statements, we obtain an understanding of internal control relevant to the audit. This understanding is used in the design of appropriate audit procedures. It is not used for the purpose of expressing an opinion on the effectiveness of internal control. Should we identify any significant deficiencies in the internal control and accounting systems, we will communicate them to you in our audit findings letter.

Significant Risks
In planning our audit, we identify significant financial reporting risks that, by their nature, require special audit consideration. The significant risks we have identified and our proposed audit response is outlined below:

Significant Risks	Proposed Audit Response
Revenue recognition and completeness	*Analytical procedures* *Substantive testing of revenues, including the consistent application of accounting policies* *Review of cut-off procedures*
Management override	*Inquiries of management* *Review of journal entries* *Review of related-party transactions and management estimates*
Accounts payable - completeness	*Analytical procedures* *Substantive testing or tests of control*

If there are specific areas that warrant our particular attention during the audit or where you would like us to undertake some additional procedures, please let us know.

Uncorrected Misstatements
Where we identify uncorrected misstatements during our audit, we will communicate them to management and request that they be corrected. If not corrected by management, we will then request that you correct them. If not corrected by you, we will also communicate the effect that they may have individually, or in aggregate, on our audit opinion.

Audit Findings
At the conclusion of our audit, we will prepare an audit findings letter to assist you with your review of the financial statements. This letter will include our views and comments on matters such as:
a. Significant matters, if any, arising from the audit that were discussed with management;
b. Significant difficulties, if any, encountered during the audit;
c. Qualitative aspects of the entity's accounting practices, including accounting policies, accounting estimates and financial statement disclosures;
d. Uncorrected misstatements; and
e. Any other audit matters of governance interest.

Audit Questions and Requests

Fraud

To help us in identifying and responding to the risks of fraud within the entity, we would appreciate your responses to the following questions:

1. What oversight, if any, do you provide over management's processes for identifying and responding to fraud risks? Management's processes could include policies, procedures, programs or controls that serve to prevent, detect and deter fraud.
2. Do you have any knowledge of any actual, suspected or alleged fraud, including misappropriation of assets or manipulation of the financial statements, affecting the entity? If so, please provide details and how the fraud or allegations of fraud were addressed.

Other Matters

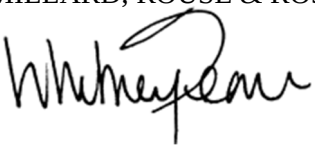
Would you please bring to our attention any significant matters or financial reporting risks, of which you are aware, that may not have been specifically addressed in our proposed audit plan. This could include such matters as future plans, contingencies, events, decisions, non-compliance with laws and regulations, potential litigation, specific transactions (such as with related parties or outside of the normal course of business) and any additional sources of audit evidence that might be available.

We recognize your significant role in the oversight of the audit and would welcome any observations on our audit plan.

This letter was prepared for the sole use of those charged with governance of The Corporation of the Town of Caledon Public Library Board to carry out and discharge their responsibilities. The content should not be disclosed to any third party without our prior written consent, and we assume no responsibility to any other person.

Yours truly,

MILLARD, ROUSE & ROSEBURGH LLP



Whitney A. Deane, CPA, CA, LPA
Engagement Partner

Attachment 6-D-3

Millards
Chartered Professional Accountants

P.O. Box 367, 96 Nelson Street
Brantford, Ontario N3T 5N3
Telephone: (519) 759-3511
Facsimile: (519) 759-7961

November 3, 2025

The Board of Directors
The Corporation of the Town of Caledon Public Library Board
6311 Old Church Road
Caledon, Ontario L7C 1J6

Dear Board of Directors:

We have been engaged to audit the financial statements of The Corporation of the Town of Caledon Public Library Board ("the Library") for the year ending December 31, 2025.

The purpose of this letter is to communicate with you regarding all relationships between the Library and us that, in our professional judgment, may reasonably be thought to bear on our independence.

The following comments have been prepared to facilitate our discussion with you regarding independence matters arising since the date of our last letter.

We hereby confirm that we:

- have complied with the requirements regarding independence in the Rules of Professional Conduct of Chartered Professional Accountants of Ontario (CPA Ontario); and
- have disclosed all relationships and other matters between the Firm, network firm and the Library that in our opinion may reasonably be thought to bear on independence.

In determining which relationships to report, these standards require us to consider relevant rules and related interpretations prescribed by CPA Ontario and applicable legislation, covering such matters as:

- holding a financial interest, either directly or indirectly, in a client;
- holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;
- personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;
- economic dependence on a client; and
- provision of services in addition to the audit engagement.

We are not aware of any relationships between the Library and us that, in our professional judgment, may reasonably be thought to bear on our independence, that have occurred to the date of this letter.

This report is intended solely for the use of the Board of Directors, management, and others within the Library and should not be used for any other purposes.

Yours truly,

MILLARD, ROUSE & ROSEBRUGH LLP

Whitney A. Deane, CPA, CA, LPA

Attachment 8-A

CEO/Chief Librarian's Report

Prepared by Colleen Lipp
November 2025

Advocacy and Governance

Poverty Reduction Strategy

The Federation of Ontario Public Libraries (FOPL) and the Ontario Library Association (OLA) have developed a submission in response to the provincial government's consultations to develop the new Poverty Reduction Strategy. This document, developed on behalf of the library sector is attached as Appendix A. As suggested by FOPL and OLA, CPL will submit a consultation through the available online survey in advance of November 30, referencing the attached document along with information specific to our community.

Fundraising Concert

Due to a lack of ticket sales, the difficult decision was made to cancel the Chamber Concert planned for November 21st. Refund cheques will be issued and mailed to ticket holders. The time staff dedicated to planning this event is not for nought but will instead be used to inform future fundraising initiatives. This has also prompted a review of the documentation and processes used in securing performers for library events, ensuring that all parties fully acknowledge all terms and conditions of the agreement prior to the event being finalized or publicized.

Board Development

Responses to the inaugural *Dufferin-Caledon Libraries Joint Board Development Session* in October 2024 was overwhelmingly favourable and survey results suggested a strong interest in participating in a similar event again. Unfortunately, tentative plans to offer a second joint learning event in the fall of 2025 have been delayed by the recent retirements of the CEOs in Orangeville and Shelburne. Pending the onboarding of their successors and following some time for them to gain their footing, it is anticipated that planning discussions will resume. As per the following chart, Advocacy (73%) was the most popular option when considering a focus for a future event, following closely by Succession Planning (67%) and Inclusion, Diversity, Equity, and Accessibility (60%). Improving municipal relationships was noted as an additional area of interest by more than one participant.

Library Services

Ministry Public Library Service Awards

CPL recently applied to the Innovation stream of the 2026 Ontario Public Library Service Awards. Focusing on CPL's efforts to grow community partnerships and leverage our branch network, the submission highlighted our shared initiative with Caledon Community Services (CCS) to deliver employment services in branch. The Library has since been notified of our selection as a shortlisted applicant. The full list has also been made available online. The final selection will be announced at the OLA Super Conference Awards Gala in January 2026.

Caledon Public Library was previously a winner of the Ministry's Angus Mowat Award of Excellence in 2009 and 2016 and was shortlisted for the Innovation Award in 2023.

Intellectual Freedom Working Group

In alignment with CPL's strategic priority of Intellectual Freedom (IF) & Civic Dialogue, a new IF Working Group has been created, with members contributing from nearly all Library departments. Chaired by the Manager, Collections and Access Services, this group will champion intellectual freedom, provide support and share information with library staff, raise awareness of current issues and challenges, and promote relevant campaigns throughout the year. This group will assume the responsibilities of the Collection Review Committee, which has been dissolved.

Staff News

OLA Super Conference Session

Jill Jambor, Manager, Communications and Cultural Development and Colleen Lipp, CEO/Chief Librarian will be presenting a session at the 2026 Super Conference. Entitled *The Good, the Bad & the Rebrand: Leveraging a Library Team in the Strategic Planning Process*, the session will draw from CPL's experiences in developing our current strategic plan and new brand.

Recommended Motion

That the Caledon Public Library Board receive the CEO/Chief Librarian's Report

Appendix A

Consultation: Poverty Reduction Strategy

Joint Submission of the Federation of Ontario Public Libraries & the Ontario Library Association

Public Libraries as Partners in Poverty Reduction

As the associations representing Ontario's public libraries, the Federation of Ontario Public Libraries (FOPL) and the Ontario Library Association (OLA) are pleased to provide this submission and accompanying recommendations, informed by our sector's deep experience, as the Ontario Government prepares its next iteration of the Poverty Reduction Strategy.

Ontario's public libraries are trusted, local hubs in communities of all sizes across the province — urban, rural, and northern. Libraries play a critical role in supporting poverty reduction by helping individuals build skills, connect to employment opportunities and training, accessing essential supports, and participate fully in civic and digital life. Collectively, public libraries are at the front lines of poverty reduction: meeting people in need where they are, while opening doors to supports, services and independent skill-building to help them move forward from social assistance towards economic independence for themselves and their families.

The recent experience of the pandemic and recovery period strongly demonstrated the essential role of public libraries and their capability to adapt to serve their communities — offering internet access to those without home connectivity, supporting job seekers and small businesses, providing digital literacy training, and connecting vulnerable residents to vital government and community services, as well as supporting compliance with pandemic restrictions, such as assisting community members in obtaining their proof of vaccination documentation.

During periods of economic hardship, public libraries are critical community lifelines. In Ontario, use of library computer workstations surged by 1,526% between 2019 and 2022—from 267,000 to 4.3 million users—as residents turned to libraries for digital access and job support during the pandemic recovery. Similar trends were observed during other periods of economic uncertainty and elevated financial stress for Ontarians

and their families.[1] After the 2008 financial crisis, the Toronto Public Library (TPL) saw a similar trend, with an 8% increase in visits and a 13% rise in technology use in 2009.[2] Similar patterns are emerging again amid ongoing economic uncertainty in Canada, where high interest rates, inflation, and new trade tariffs have increased the cost of living and placed added pressure on households and job seekers. As families and small businesses face tighter budgets and greater financial stress, public libraries continue to serve as essential points of access for technology, learning, and community support.

Connecting People to Employment

Public libraries are key partners in workforce development. In 2024, Ontario's public libraries offered more than 1,200 career and job skills programs, reaching nearly 14,000 participants, along with over 500 business development programs attended by 9,200 Ontarians.[3] Moreover, many libraries collaborate with local employment agencies, small business centres, and Ontario Works offices to host workshops and job fairs.

Public libraries provide no-cost access to computers, internet, and technology — essential tools for job searching, résumé development, and online training. Through equitable, reliable access to broadband internet and computers, public libraries provide access for many First Nation, rural and Northern communities where at home connectivity is limited, and for hundreds of thousands of Ontarians that cannot afford in-home internet services.

During the COVID-19 pandemic, libraries pivoted to online learning supports, virtual business incubators, and digital literacy programs, ensuring residents could continue to build skills and access employment supports even during lockdowns. In 2021, electronic visits to Ontario's public libraries increased by 163% compared to 2020.[4] According to TPL's 2023-2024 Impact of Technology Services in Ontario Public Libraries Report – which surveyed 22 libraries and nearly 6,500 respondents across the province – 77% of respondents reported success in advancing their employable skills or career goals as a result of library access.

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[1] Annual Survey of Public Libraries, *Ontario Public Library Statistics*, published by the Government of Ontario, 2022, https://www.ontario.ca/page/ontario-public-library-statistics

[2] Toronto Public Library. *Economic Uncertainty and Tariffs – Toronto Public Library's considerations and supports for Torontonians*. Staff Report, March 24, 2025. Available at: https://blogs.tpl.ca/wp-content/uploads/board-meetings/2025-03-24/24-economic-uncertainty-and-tariffs.pdf

[3] Government of Ontario. *Ontario Public Library Statistics (2024 Annual Survey of Public Libraries) — Dataset*. Available at: https://data.ontario.ca/dataset/ontario-public-library-statistics/resource/c264e3ff-b076-48bb-affd-c3597a416ee3

[4] Annual Survey of Public Libraries, *Ontario Public Library Statistics*, published by the Government of Ontario, 2021, https://www.ontario.ca/page/ontario-public-library-statistics

The Ontario Government has already recognized the crucial importance of public libraries to broadband connectivity and equity of access through a $4.8 million investment through the *Building a Digital Ontario* plan to install or upgrade broadband connectivity at more than 100 public libraries across the province. This was followed by enhancements to the Internet Connectivity Grant, which helps cover the operational costs of broadband internet for public libraries in smaller communities. This included increasing the per library value of the grant in the 2024 Budget to close a growing funding gap, as well as extending eligibility for the grant to 30 more public libraries, including all remaining First Nations public libraries on reserve, that were not previously eligible to receive it.

Building on this critical foundation, it is the right time to take the next step to empower Ontarians with the online resources they need to succeed, in whichever community they live. These resources are expensive, especially when purchased on a patchwork, library-by-library basis – and a diverse set of the highest impact resources is well beyond the means of an individual or family to afford. Many public libraries in Ontario, particularly in smaller and First Nation communities, struggle to pay for or are unable to afford these high-quality resources. According to the 2022 Annual Survey of Public Libraries, only 147 of our 363 library systems can afford subscriptions to five (5) or more databases. Meanwhile, 67 public libraries reported having zero (0) database subscriptions; majority of which are public libraries on reserve.

Key Opportunity:

- **Ontario Digital Public Library (ODPL):**
    - Provide critical e-learning support and equitable access to modern, digital resources for all Ontario public libraries through the creation of an Ontario Digital Public Library – a province-wide digital library platform will provide equitable access to online learning, job skills development tools, and digital literacy resources across all 444 Ontario municipalities.
    - This approach leverages the province's significant purchasing power to give all Ontarians access to a universal set of high-quality e-learning & online resources through their local public library - at an overall cost savings of up to 40% when compared to library-by-library subscription.
    - These would include job skills development, training and language learning resources, including an ever-expanding catalogue of virtual courses and learning modules for career, creative, digital skills development and certifications.
    - Projected cost: $10 million - $20 million / annually.

Connecting People with the Right Supports and Services

Libraries are one of the most trusted public institutions and are often the first point of contact for individuals seeking help. Library staff connect people to social services, government programs, housing supports, mental health resources, and community safety initiatives. In 2024, there were 45 partnerships between public libraries and ServiceOntario, for example.[5]

During the pandemic, libraries became safe, welcoming spaces for accessing online government services and virtual health supports. They continue to play a vital role in connecting residents to these important services.

Public libraries have always adapted to fill the needs of their communities. However, the combined mental health, addictions, and homelessness crises taking place in communities across Ontario are placing enormous strain on public libraries and front-line library staff and inhibiting them from delivering their core mandate on behalf of local residents.

Although public libraries are committed to create accessible and welcoming spaces for everyone, the current challenges have forced libraries to function in a way they were never intended to: as frontline crisis centres. Librarians and staff are not trained to serve as social workers, but they have been forced to perform as proxies due to the gaps in available dedicated supports. As a result, librarians and library staff have reported physical and verbal abuse, increased burnout, and unsafe working environments. Libraries have also had to redirect budget from core strategic mandates like collections and services to increase security measures and provide frontline training for staff.

This escalating challenge is also creating an unpredictable and potentially unsafe environment for members of the community, including young children and seniors who rely on libraries for learning and well-being.

Key Opportunity:

- **Collaboration Between Different Orders of Government:**
    - The ongoing mental health, addictions and homelessness crises fall well beyond the scope of public libraries, and even beyond the scope of individual orders of government.

[5] Government of Ontario. *Ontario Public Library Statistics (2024 Annual Survey of Public Libraries) — Dataset*. Available at: https://data.ontario.ca/dataset/ontario-public-library-statistics/resource/c264e3ff-b076-48bb-affd-c3597a416ee3

- These are complicated, deep-rooted issues that require collaboration between municipal, provincial, and the federal levels of government to address.
- Ontario's public libraries urge the new Poverty Reduction Strategy to recognize the circumstances that have placed public libraries in the unsuited role as frontline crisis supports and commit to greater inter-governmental collaboration to fund the necessary interventions to keep public libraries safe and secure for those who work there and all members of the community.

Making Life More Affordable and Building Financial Resiliency

Public libraries directly reduce household costs by providing free access to books, technology, internet, and educational programs. Libraries help individuals learn financial literacy, prepare tax returns, and access community benefits.

For newcomers, seniors, and families, libraries are safe, inclusive spaces that provide critical supports at no cost. In 2024, Ontario's public libraries hosted over 260,000 programs, including those for newcomers and seniors, as well as early literacy and homework help programs.[6]

Across Ontario – in communities of all sizes – these budget pressures are reaching a tipping point. Although over 90% of public library funding is provided by the local municipal government, provincial operating funding provides critical stability to public library budgets through the Provincial Libraries Operating Grant, or PLOG. The funding received through the PLOG by nearly all public libraries from the Ontario Government has not changed in nearly 30 years.

Ensuring stable, reliable operating funding is especially critical for libraries in rural, northern, and First Nations communities are especially vital, often serving as the only local hub for internet access, education, and community programming.

Key Opportunity:

- **Sustainable Provincial Funding for Public Libraries:**
  - To help ensure that Ontario's public libraries can continue to support those at greatest need in their community, a targeted investment in additional

[6] Government of Ontario. *Ontario Public Library Statistics (2024 Annual Survey of Public Libraries) — Dataset*. Available at: https://data.ontario.ca/dataset/ontario-public-library-statistics/resource/c264e3ff-b076-48bb-affd-c3597a416ee3

operating funding for public libraries is proposed to specifically address critical areas of shared community and provincial priority, including:

- Supporting economic recovery through job training and skills development;
- Addressing the impacts of mental health and addictions;
- Providing services and resources to assist with high-needs members of the community such as seniors, newcomers, working families and all vulnerable members; and
- Supporting early literacy and K-12 success.

- This investment, which would be in addition to and separate from existing provincial operating funding under the PLOG, would be shared across hundreds of Ontario libraries to provide predictable, flexible funding for local public libraries to respond to these critical areas of focus based on the needs of the people and the local communities they serve.
- Projected cost*:* $25 million / annually.

Accelerating Action and Driving Progress

Public libraries are outcome-driven partners with a deep commitment to accountability and measurable community impact.

Libraries track usage, learning outcomes, digital access, and partnership effectiveness — providing valuable local data that can inform provincial poverty reduction efforts. The Ministry of Tourism, Culture and Gaming's Annual Survey of Public Libraries (ASPL) provides one of the most detailed provincial datasets on library services in Canada.

Libraries are natural partners for accelerating cross-sector collaboration, piloting innovative community programs, and sharing data that highlights progress in reducing social and economic disparities.

Key Opportunity:

- **Integrate Public Library Data into Provincial Poverty Reduction Metrics and Annual Reporting**
  - With public libraries performing a critical frontline role in poverty reduction efforts across many communities, it is highly advisable that the Poverty Reduction Strategy consider public library data in its annual reporting and evaluation metrics.

- We recommend that Ministry representatives engage with their counterparts at the Ministry of Tourism, Culture and Gaming, as well as the Ontario Library Service, to identify what data currently gathered through the Annual Survey of Public Libraries (ASPL) can be used to inform ongoing Poverty Reduction Strategy assessment.
- Furthermore, through focused engagement of these parties as well as OLA and FOPL, additional performance indicators or other indicators could be built into the ASPL going forward to assess the impact of Ontario's Poverty Reduction Strategy.
- Adding this additional layer of available, informative data will further reflect the role of libraries as essential community infrastructure, allowing the Ministry to leverage this data to strengthen evidence-based policy.

Conclusion

Ontario's public libraries are proven, cost-effective partners in poverty reduction — advancing digital equity, workforce participation, and community wellbeing in every region of the province. With strengthened provincial support and investment through initiatives like the Ontario Digital Public Library, a modernized Public Libraries Operating Grant, and equitable First Nations library funding solutions, libraries can further accelerate progress toward Ontario's poverty reduction goals.

FOPL, OLA, and Ontario's public libraries stand ready to collaborate with the Government of Ontario to ensure every Ontarian has the opportunity to learn, work, and thrive.

Attachment 8-B

Date: November 17, 2025

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian

Subject: Board Annual Assessment Report

Recommendation:

That Caledon Public Library Board review the Board Assessment Report for approval and adoption.

Background

As per the Caledon Public Library's Annual Board Assessment Policy (CPL-16-07), "the Library Board will monitor its own effectiveness in fulfilling its major responsibilities and achieving strategic goals." To this end, the policy specifies that the Board will undertake a self-evaluation in November of each year.

Supported by the work of the Board's Strategic Action and Assessment Committee, a revised assessment document (Appendix A) was received and adopted by the Board in 2021. A link to this survey will be shared by the CEO/Chief Librarian pending Board receipt and approval of this report. Survey submissions will be accessible by the Board Chair for review and analysis in advance of the reporting of collated results at the Board's December meeting.

This regular assessment supports the Board's core strategic values related to accountability, informed planning, and responsible stewardship.

Financial Implication

None.

Recommended Motion

That the Caledon Public Library Board approve and adopt the Board Assessment Report, allowing for the completion of the online Board Self-Evaluation Questionnaire by all Board members in advance of December 5, 2025

Appendix A

CPL Board Annual Self-Evaluation Questionnaire

As the Library belongs to the community and as part of our ongoing commitment to them, to good governance and for the purposes of ensuring Board members are aligned with the strategic objectives of Caledon Public Library, each year we ask our Board members to participate in completing a Board and Self-Evaluation survey.

This survey is designed to collect both quantitative and qualitative information and is helpful, not only in determining that we are held accountable in meeting our objectives, but how well we are doing at this. It also helps us identify opportunities for growth and development and may be used to help guide future Board recruitment efforts as undertaken by the Town of Caledon, on our behalf. It is also a goal of the Board that we should reflect the diversity and values of our community, of the Caledon Public Library and of the Town of Caledon.

As you complete this survey Board members are respectfully reminded that our role is good governance while the activity of running the organization on a day-to-day basis is a responsibility delegated to the Chief Executive Officer and staff.

After you have answered each question, please comment on how effective you think the Board has been at following, implementing or adhering to the stated outcome, or where opportunities for improvement exist.

#	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Comments
1	Our organization has a strategic plan or a set of clear long-range goals and priorities.					
2	The Board's meeting agenda clearly reflects our strategic priorities.					
3	Board decisions are consistent with the organization's mission, values, and priorities.					
4	The Board understands its role is governance and that involvement is limited to oversight. As such, the Board is committed to assisting CEO and Library staff in achieving goals primarily through policy implementation, advocacy, strategic planning and adherence to budgets.					

5	The Board Chair and CEO work collaboratively to determine the Agenda, share necessary pre-reads in a timely manner and facilitate the ability of Board members to come to meetings prepared.					
6	Board members understand their fiduciary obligations and make decisions in the best interests of the library system.					
7	Board members work collaboratively, and treat each other with courtesy and respect.					
8	Board members come to meetings prepared and are ready to engage respectfully and with an open mind in conversation.					
9	Different points of view and collegial, generative conversations and debate are encouraged but the Board speaks with one voice once Board decisions are voted on & approved.					
10	Board members promote the work of the Board and the role of the Library in the community at every opportunity. Our Board is invited and expected to attend Library events when possible.					
11	The Board, as a whole, has the background, skills, diversity and knowledge to carry out its roles and responsibilities and leverages opportunities to utilize each individual Director's skillsets.					
12	The Board forges relationships with Council and advocates on behalf of the Library, ensuring that the organization's accomplishments and challenges are communicated to stakeholders.					

Please add any additional comments you feel may benefit the Board and its continued efforts to support the Caledon Public Library and the Caledon community.

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Attachment 8-C

Date: November 17, 2025

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian

Subject: OLA Super Conference Board Attendance Report

Recommendation:

That the Caledon Public Library Board review the attached OLA Super Conference Board Attendance Report for recommendation and approval.

Background

The Ontario Library Association (OLA) Super Conference provides an annual opportunity for library administrators, professionals, board members and staff to come together and share their knowledge and experiences. The theme for this year's conference is *We Persist*, highlighting libraries' resilience and determination in the face of external challenges.

The 2026 conference is scheduled from Wednesday, January 28 to Saturday, January 31 at the Metro Toronto Convention Centre with the full Saturday schedule dedicated to the Ontario Library Board Association (OLBA) Bootcamp. In recent years, conference organizers have made a concerted effort to consolidate the vast majority of content of interest to Boards on the Saturday. A comprehensive schedule of programming is available via the Super Conference website, however a curated list of sessions of particular relevance to trustees is attached as Appendix A. A detailed agenda for the OLBA Bootcamp had not been released as of the writing of this report. However, a session with James Turk of the Centre for Free Expression has been confirmed and discussions of reconciliation, capital projects, and advocacy are expected.

In an effort to enable Board participation within the limitation of existing budgets, it is requested that Board Members wishing to attend the conference communicate their interest and availability to the Board Chair and CEO/Chief Librarian by Friday, December 5. A final recommendation with full costing, including any supported travel or accommodation expenses, will be prepared for the Board's consideration at the December meeting, allowing for registration before the end of year. As has become common practice, it is also suggested that an opportunity for sharing any learnings acquired at the conference be added to the agenda of the March 2026 meeting of the Board.

In past years, the OLA has offered free registration to external library partners. This program encourages each Library to extend an invitation for a full day at the conference to one key stakeholder. This allowed for the attendance of Caledon Community Service's CEO in 2024 and

an invite to the Mayor and Mayor's Chief of Staff was extended in 2025. As means of strengthening our long-standing partnership, an invitation to the 2026 conference will be extended to the Town's recently hired Commissioner, Community Services.

Financial Implication

Final costing of this development opportunity cannot be confirmed until participants and schedules have been identified. The Library's requested 2026 Operating Budget includes $5000 dedicated to Library Board Education and Expenses. This budget line also supports regular meeting expenses, OLBA membership fees, and ongoing costs associated with staff long service awards and retirements.

Registration fees of $275 allow a Board Member to attend all, or a portion, of the conference, including the OLBA Bootcamp. These costs do not reflect any related travel or accommodation expenses. Average lodging expenses for the hotel adjacent to the Convention Centre are approximately $309 (before tax) per night and a number of rooms have been reserved for Board members who may wish to attend more than one day of the conference.

A virtual ticket is also available for $200, providing live real-time access to one session per timeslot from 9 AM to 5 PM on Thursday and Friday. This includes access to keynotes but excludes the OLBA Bootcamp sessions on Saturday. On demand access to recordings of livestreamed sessions will also be made available the days that follow the conference.

Tickets to the Super Conference Library Award Gala, scheduled for Thursday January 29 from 5:30 – 8:00 PM can also be secured for members of the Board who would like to attend. The evening will include the announcement of the winners of the Public Library Ministry Awards, for which CPL has been shortlisted.

Recommended Motion

> *That the Caledon Public Library Board receive and approve the OLA Super Conference Board Attendance Report, allowing for confirmation and registration of selected representatives prior to the close of online submissions.*

Appendix A

Thursday, January 29

January 29, 2026 10:45 am to 12:00 pm

The Good, the Bad & the Rebrand: Leveraging a Library Team in the Strategic Planning Process

Colleen Lipp
Caledon Public Library

Jill Jambor

Strategic Planning can be a game changer (and a headache), and success often depends on how libraries engage external consultants to connect with their communities. This session explores the highs, the lows, and the pivot points staff faced while crafting Caledon Public Library's 2025-2028 Strategic Plan. Drawing from our experiences, we'll examine when to push back, when to lean in, and how to maintain your library's authentic voice throughout the process. Whether you're facing a rebrand, or a strategic plan update or overhaul, learn how to avoid common pitfalls and become a more empowered partner in shaping your library's future.

January 29, 2026 02:15 pm to 03:30 pm

Generative AI and Library Labour: Risks, Rights, and Resilient Futures

Stephen Spong
Western University

Generative artificial intelligence is rapidly transforming knowledge work, and libraries are not immune. While new technologies can bring efficiencies, they also pose profound risks to the library workforce—potentially displacing tasks traditionally performed by librarians, technicians, and staff. This conversation invites participants to explore how AI intersects with library labour, focusing on which roles may be most vulnerable, the ethical stakes of automation, and how collective agreements and labour law may protect—or fail to protect—workers. Together, we will debate whether AI offers meaningful opportunities for innovation or whether the profession faces a future of devaluation and de-skilling. Participants will share their perspectives, surface common concerns, and collaboratively generate strategies to safeguard professional expertise, advocate for ethical practices, and envision more resilient futures. This is not a presentation but a dialogue: attendees' insights and experiences will shape the direction of the session.

Friday, January 30

January 30, 2026 08:15 am to 09:00 am

Why Library Boards Matter: Legal Clarity and Good Governance in Ontario Municipalities

Jonathan Scott

Jonathan
jono.dw.scott@gmail.com
Town of Bradford West Gwillimbury

What happens when municipal councils misunderstand the legal role of public library boards? This session tells the story of two recent governance challenges in Bradford West Gwillimbury — a 71-day library strike in 2023 and a 2025 dispute over council access to library reserve funds — to illustrate why public library boards must be understood as independent corporations, not town departments. Drawing on lived experience as a former board vice-chair and current municipal councillor, the speaker outlines how the Public Libraries Act sets clear lines of authority, and why respecting those lines protects intellectual freedom, staff wellbeing and public trust. Participants will gain a clearer understanding of how governance breakdowns occur and how to prevent them, with takeaways relevant to trustees, CEOs, staff and municipal leaders alike.

January 30, 2026 09:15 am to 10:30 am

Becoming an Anti-Racist Organization: Findings from the OLA Inclusive Librarianship Survey Report

Lily Kwok
Ontario Library Association (OLA)

This session presents key findings and recommendations from the OLA Inclusive Librarianship: State of the Sector Survey and offers attendees the opportunity to provide input on next steps. Conducted in March 2025, the survey explored equity, diversity, and inclusion (EDI) in Ontario's library and information sector, aiming to inform OLA's anti-racism strategy and address barriers for Indigenous, Black, and People of Colour (IBPOC) in both the association and the sector. With responses from over 1,100 library professionals across the province, the survey provides insights into IBPOC experiences, challenges to building an equitable and inclusive sector, and opportunities for OLA to leverage its role as a provincial association to drive meaningful change. Along with learning about the findings, attendees will have the opportunity to provide feedback on the recommendations and help shape practical, community-informed anti-racist initiatives. Join us in guiding the future of inclusive librarianship in Ontario.

January 30, 2026 02:15 pm to 03:30 pm

Safe and Welcoming Spaces: Staffing Models and Approaches

Heather Robertson
Calgary Public Library

Richard Togman
Thunder Bay Public Library

Margo Till-Rogers
Toronto Public Library

Karin Borland
City of Winnipeg

Elizabeth Malak
Toronto Public Library

Libraries are increasingly balancing the creation of welcoming spaces with navigating complex safety and security challenges. Varied approaches are helping to address these needs - from library staff in new roles, to community partners, to external personnel, such as security guards.

Representatives from four libraries will share their approaches to staffing and partnership models to address evolving needs, including:

- Implementing new staff positions
- Engaging and leveraging community partnerships
- Integrating resources within a contracted security model

Panellists will share details of their approach, including outcomes and lessons learned, followed by Q & A.

January 30, 2026 03:30 pm to 05:00 pm

Friday Keynote: Finding Hope in the Darkness: A Journey to Protect Intellectual Freedom | In Conversation with Amanda Jones

Amanda Jones

Moe Hosseini-Ara
Toronto Public Library

In the United States, the nation's libraries are under attack. More and more libraries are seeing an unprecedented number of book challenges. This is not unique to the US as libraries across Canada are facing similar challenges. Marginalized authors, as well as librarians, have become the new punching bags for extremists. Learn about Amanda Jones' journey from being the target of a harassment campaign to finding the positives and deciding to fight back. Librarians and authors are a force to be reckoned with and by standing together there is hope in the darkness. Amanda will be interviewed by Toronto City Librarian Moe Hosseini-Ara.

Saturday, January 31 – OLBA Boot Camp

January 31, 2026 09:00 am to 04:00 pm

Library Board Trustee Boot Camp

Dr. James L. Turk
Centre for Free Expression,
Toronto Metropolitan University

Please note that this is a post-conference event and pre-registration is required.

The 2026 Library Trustee Boot Camp will open with a Spotlight Talk by Dr. James Turk from the Centre for Free Expression, and will include a full slate of topics of interest to your library board, and will touch on topics of reconciliation, capital projects, and advocacy. Lunch is included.

Attachment 8-D

Date: November 17, 2025

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian

Subject: Town of Caledon Health and Safety Policy Statement Report

Recommendation:

That the Caledon Public Library Board review the Town of Caledon Health and Safety Policy Statement for receipt and adoption

Background

As per Section 23.1 of the Caledon Public Library Personnel Policy (CPL-16-09), the Health and Safety Policy of the Town of Caledon as been adopted as the Health and Safety Policy of the Library. As per the requirements of the Occupational Health and Safety Act (OHSA), this document shall be forwarded for receipt and approval by the Library Board on an annual basis, following yearly revisions by Town Senior Leadership.

This Policy Statement is posted on the health and safety boards at all branches.

Financial Implication

None.

Recommended Motion

That the Caledon Public Library Board receive and adopt the Town of Caledon Health and Safety Policy Statement

Corporate Health and Safety Policy Statement

The Corporation of the Town of Caledon, in the delivery of services and as an Employer, will provide and support safe and healthy working conditions for employees in keeping with the legislative requirements of the Occupational Health and Safety Act (OHSA). Protecting the overall psychological well-being and physical health and safety of all workplace parties is a commitment of the highest priority, achieved through a solid foundation of leadership, engagement and communicated expectations, following the principles of the Internal Responsibility System.

The Town will not tolerate acts of violence, harassment or other incidents of unwanted behaviours perpetrated against or by any person in our workplaces. The Town accepts that all services provided are important, however, no job or request for services is so urgent that care cannot be taken to perform the work safely, with civility, professionalism and respect.

The Chief Administrative Officer and Senior Leadership Team will ensure Town workplaces are safe and will allocate resources, as required, to manage and support Health, Safety and Wellness Programs, and the Town's four (4) Joint Health and Safety Committee(s).

People Leaders will drive the safety culture and are committed to continuously improve the health, safety and wellness of our diverse workplaces through engaging in and promoting behaviors and safe work practices that ensure our workplaces are safe. People Leaders are trained to be diligent in their health and safety responsibilities and foster strong working relationships by ensuring that communication is open, respectful and supportive, whether virtual or in-person.

Competent Supervisors will ensure employees have a safe workplace, proper tools, equipment, and effective supervision. Training is provided to all on the Town Health and Safety Program as well as safe work procedures, equipment operation, ergonomics awareness, personal protective equipment and hazards associated with the work. Supervisors are also responsible to ensure their employees are aware of and follow applicable legislation, safe work practices and the Town's Employee Code of Conduct.

It is the ultimate responsibility of all workplace parties to report to the workplace fit for work, and to work safely, be respectful, and ensure that all near-misses, incidents, injuries, acts of violence, harassment, and hazardous conditions are reported to a supervisor immediately for action. Contractors, Vendors, Contract Workers, and Volunteers will follow all aspects of this Policy Statement.

Every employee must make a personal commitment to protect their own safety and the safety of others by following this statement and the principles of the Town's Internal Responsibility System.

Signed this 4th day of Nov, 2025.

Annette Groves
Mayor

TOWN OF CALEDON
2025 - 2026

Nathan Hyde
Chief Administrative Officer

Attachment 11-A

CALEDON PUBLIC LIBRARY BOARD: ANNUAL AGENDA/WORK PLAN 2025-26

Updated November 17, 2025

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 2025	✓ Collection Strategy Presentation ✓ Review of 2024 Strategic Actions Completed ✓ Review of 2024 Q4 and Annual Statistics	• 2024 Q4 and Year End Statistics Report • 2024 Procurement Update • 2024 Donations Reserve Update • Drafted strategy	• OLA Super Conference/ OLBA Boot Camp attendance
February 2025	• No regularly scheduled meeting		
March 2025	✓ Program Strategy Presentation ✓ 2024 Year End Strategic Assessment and Evaluation Report ✓ OLA Super Conference Key Takeaways ✓ OLS Strong Mayor Webinar Key Takeaways ✓ Budget Process Planning 2026	✓ Drafted strategy ✓ 2024 Strategic Scoresheet ✓ Recommended budget process	✓ Meeting evaluation ✓ Sharing of OLA/webinar Takeaways ✓ Meeting of Advocacy/Fundraising Committee
April 2025	✓ 2025-2028 Strategic Plan and Brand ✓ 2024 Annual Report ✓ Review of quarterly statistics – Q2	✓ Draft strategic plan and brand design ✓ Drafted annual Report ✓ 2025 Q1 Statistics Report	
May 2025	✓ Review of Bed Bug Policy ✓ Review of Advocacy Policy – deferred from April ✓ Reserves Policy Report – deferred from April ✓ Video Surveillance Policy - NEW ✓ Inglewood Open Access Project Update ✓ Employee Engagement Results	✓ Drafted policies ✓ Employee survey analysis	✓ Presentation of Annual Report to Council ✓ Meeting of CEO Assessment Committee

June 2025	✓ Annual CEO/Chief Librarian Performance Appraisal • Review of Records Management and Retention Policy – deferred to November ✓ Review of Social Media Policy ✓ Strategic Action Report	✓ Mid-year procurement update ✓ Mid-year donation reserves update ✓ Drafted policy ✓ Proposed actions ✓ CEO to provide goals for coming term – July 2025 to June 2026	✓ Presentation of 2025-2028 Strategic Plan to Council ✓ Meeting evaluation ✓ Meeting of Advocacy/Fundraising Committee
July 2025	✓ No meeting		
August 2025	✓ 2026 Budget Proposal ✓ Audited Financial Report ✓ Review of quarterly statistics – Q2 ✓ Board Advocacy Response Strategies	✓ 2025 Q2 Statistics Report ✓ Draft 2026 budget ✓ Financial documents ✓ Drafted advocacy strategies	✓ Finance committee meeting to review draft budget
September 2025	✓ Staff IT Acceptable Use Policy Review ✓ Indigenous Respect and Acknowledgement Policy Review	✓ Drafted policies	✓ Meeting of Advocacy/Fundraising Committee ✓ Staff Forum
October 2025	✓ Review of quarterly statistics – Q3 ✓ Partnership Policy Review ✓ Schedule of Board Meetings – 2026 ✓ Information and Reference Services Report – deferred from June ✓ Assessment and Evaluation Plan – deferred from September	✓ Drafted policy ✓ 2025 Q3 Statistics Report ✓ Proposed evaluation metrics and targets	✓ Meeting evaluation
November 2025	• Annual Board Assessment • Call for interest in OLA Board Attendance • Town of Caledon Health and Safety Policy Statement Report • 2026 Budget Update	• Assessment criteria and questions • Staff reports	• Budget to Council • OLS Board Assembly Meeting • Completion of Assessment Questionnaire
December 2025	• OLA Board Attendance Confirmation • Internet and Technology Acceptable Use Policy	• Board Assessment Results • Drafted policies	• OLA Conference Registration

	• Inclement Weather and Unscheduled Closure Policy • Records Management and Retention Policy Review – deferred from November • Room Usage Policy Review – deferred from November • Privacy Policy Review		• Meeting of Advocacy/Fundraising Committee
January 2026	• Operational Policy Review • Planning Policy Review • AI Policy - New • Review of 2025 Strategic Actions Completed • Review of 2025 Q4 and Annual Statistics	• 2025 Q4 and Year End Statistics Report • 2025 Procurement Update • 2025 Donations Reserve Update • Drafted policies	• OLA Super Conference/ OLBA Boot Camp attendance
February 2026	• No regularly scheduled meeting		
March 2026	• Board By-Laws Review • Annual Board Assessment Policy Review • Rights and Safety of Children and Teens in the Library Review • 2025 Year End Strategic Assessment and Evaluation Report • OLA Super Conference Key Takeaways	• 2025 Strategic Scoresheet • Drafted policies	• Meeting evaluation • Sharing of OLA/webinar Takeaways • Meeting of Advocacy/Fundraising Committee
April 2026	• Fundraising and Gift Acceptance Policy Review • The Library and Political Elections Policy Review • Board-CEO Partnership Policy Review • 2025 Annual Report • Review of quarterly statistics – Q1	• Drafted annual Report • 2026 Q1 Statistics Report • Drafted policies	
May 2026	• Personnel Policy Review • Disconnecting from Work Policy Review • Remote Work Policy Review • Succession and Leadership Planning Policy • Board Code of Conduct Review	• Drafted policies	• Presentation of Annual Report to Council • Meeting of CEO Assessment Committee
June 2026	• Annual CEO/Chief Librarian Performance Appraisal • Collection Development Policy Review • Programming Policy Review • Volunteer Policy Review	• Mid-year procurement update • Mid-year donation reserves update • Drafted policy • CEO to provide goals for coming term – July 2026 to June 2027	• Meeting evaluation • Meeting of Advocacy/Fundraising Committee