Caledon Public Library Board Meeting
Monday, January 20, 2025
6:00 p.m.
Southfields Village Branch

AGENDA

1. Call to order
2. Indigenous Acknowledgement

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

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

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

   We are grateful to have the opportunity to work on this land, and by doing so, we give our respect to its first inhabitants.
3. Apologies for non-attendance
4. Approval of the agenda
5. Disclosure of pecuniary interest
6. Presentations
   a. Collections Strategy – Megan Renkema, Manager, Collection and Access Services (Attachment 6-A)
7. Consent agenda

   (*All items under the Consent Agenda are considered to be routine and have been read by all Board members before the meeting. The items are recommended for approval by the Chair. They may be enacted in one motion. If any member wishes to discuss an item, it can be moved anywhere in the agenda.)*
   a. Minutes of the December 16, 2024 meeting (Attachment 7-A)
   b. Treasurer's Report and Financial Statements (Attachment 7-B)
   c. Quarterly and Year End Performance Measures and Statistics 2024 (Attachment 7-C)
   d. Strategic Actions Update (Attachment 7-D)
   e. Correspondence

8. Business arising from the minutes
9. Staff Reports
    a. CEO/Chief Librarian's Report (Attachment 9-A)
    b. 2024 Strategic Action Year-End Status Report (Attachment 9-B)
    c. Collections Strategy Report (Attachment 9-C)
10. New business
11. Board Work Plan
    a. 2025 Work Plan Review (Attachment 11-A)
12. Board Advocacy and Development
    a. Upcoming Advocacy or Development Opportunities
        i. Ontario Library Association (OLA) Super Conference and OLBA Boot Camp, Wednesday, January 29 to Saturday, February 1, 2025, Metro Toronto Convention Centre
        ii. OLS Webinar: Strong Mayor Powers, Friday, February 28, 2025, 10:00am - 11:30am - Register on LearnHQ
13. Public question period
14. Time and location of next regular meeting
    a. Monday, March 17, 2025, 6 PM – Albion Bolton Branch
15. Adjournment

Attached documents:

6-A	Collections Strategy Presentation
7-A	Minutes of the December 16, 2024 meeting
7-B	Treasurer's Report and Financial Statements
7-C	Quarterly and Year End Performance Measures and Statistics 2024
7-D	Strategic Actions Update
9-A	CEO/Chief Librarian's Report
9-B	2024 Strategic Action Year-End Status Report
9-C	Collections Strategy Report
11-A	2025 Work Plan

Attachment 6-A

Collections Strategy 2025-2027

Collections & Access Services

Megan Renkema
Manager, Collections & Access Services
January 20, 2025

OVERVIEW

- Framework to inform future planning and decision making

- Guide to ensure that:

    1. Caledon library collections are current, relevant and accessible to the community, within a DEI framework and following the guiding principles of Intellectual Freedom

    2. Caledon Public Library seeks opportunities that accompany the shift from print to electronic materials, and to other new materials including our Library of Things, while maintaining responsible control of budgets and data and access points

    3. Caledon Public Library collection priorities, goals and methods of acquisition, deselection and retention are strategic and purposeful

GOALS

- Collections need to be relevant and accessible to our diverse community, with a focus on removing barriers

- CPL will seek out and optimize opportunities that arise from the shift to and demand for digital and other non-traditional library collections, as well as be positioned to respond to currently unanticipated formats

- Collection development will utilize available data to anticipate and be responsive to customer needs, and avoid being reactive to popular library trends

- Collection data shall be used in tandem with facility and population growth to inform budget business cases and the need to grow the collection budget year over year

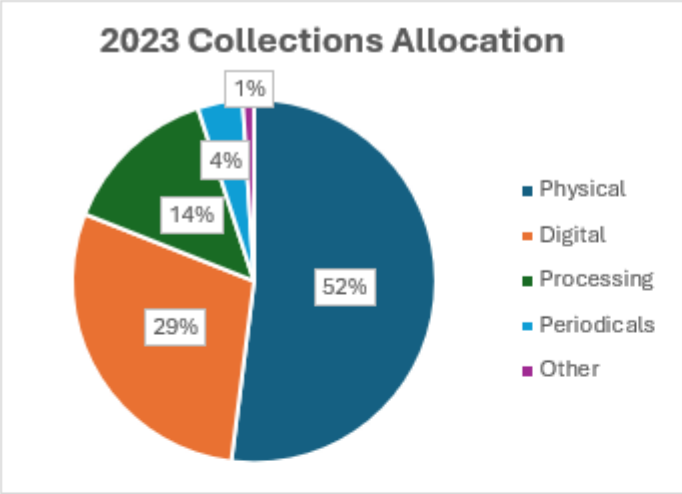
- The Collections department needs to be fiscally responsible for budget expenditure

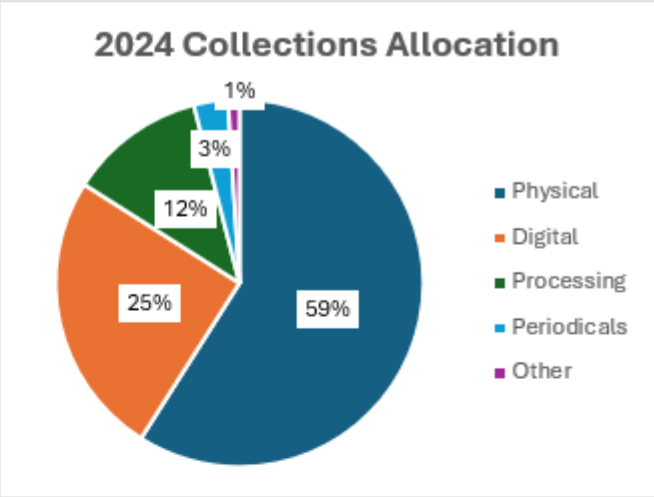
- The Collection strategy document shall be used to inform decisions regarding collections and budgets

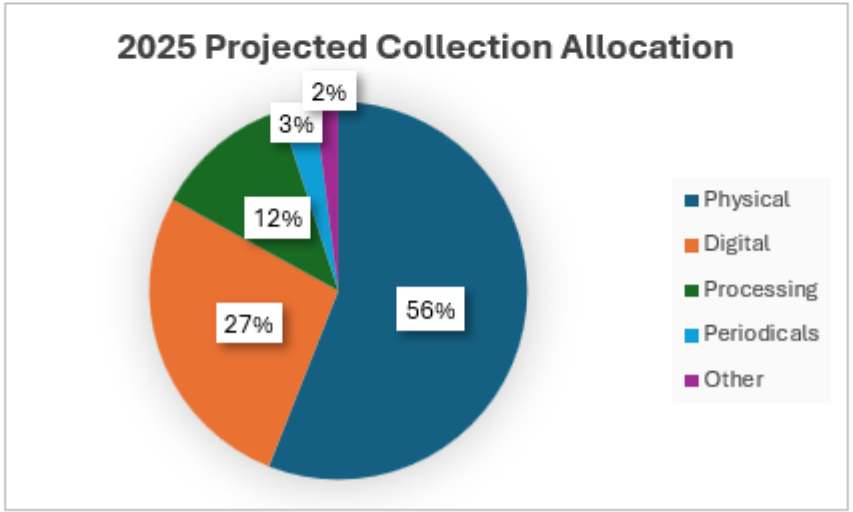
PURPOSE & USE

- Strategy and roadmap for how we approach collections
- Working document that will change and evolve to address current and future needs and demands, including addressing unanticipated changes
- Internal staff document not intended to duplicate other policies, procedures and documents, but to work with and complement them

ALLOCATION







Collections will be comprised of a mixture of print and physical materials, multimedia, digital materials, and Library of Things. Budget allocations will change as demand shifts and changes.

KEY CONSIDERATIONS

- Growth in Caledon
  - New branches
  - Volumes per capita
- Fluctuation in costs and excessively high costs for different formats
- Increasing demand for digital titles
- Increasing demand for Library of Things
- Decline of specific formats
- New and unanticipated formats and collections

QUESTIONS?

Attachment 7-A

Caledon Public Library Board Meeting
Monday December 16, 2024
6:00 p.m.

MINUTES

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

Staff: Colleen Lipp – CEO | Chief Librarian; Alexandra Hoffmann – Administrative Coordinator; Leah Rucchetto – Director, Public Service; Roop Sandhu – Director, Corporate Services and Projects

Absent: Councillor Cosimo Napoli

Note: This meeting was conducted at the Albion Bolton Branch

1. **The Chair called the meeting to order at 6:06 PM**

2. **Indigenous Acknowledgment**

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

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

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

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

3. **Apologies for non-attendance:** Councilor Cosimo Napoli

4. **Approval of the Agenda**
   Motion: That the Caledon Public Library Board approve the agenda.
   Moved: Domenic Maggi **Seconded:** Councillor Dave Sheen
   Carried.

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

6. **Consent Agenda**
   a. **Minutes of the November 18, 2024 meeting**
   b. **Minutes of the December 9, 2024 special meeting**
   c. **Treasurer's Report and Financial Statements**

d. Strategic Actions Update

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

7. Business arising from the minutes

a. Board Annual Assessment Results Report

Motion: That the Caledon Public Library Board receive the results of the 2024 Board Assessment Survey.
Moved: Nicholas Alleyne **Seconded**: Domenic Maggi
Carried.

b. OLA Super Conference Board Attendance Report

Motion: That the Caledon Public Library Board approve the attendance of Tony Maxwell, Jacquie Iafrate, Laura Brady and Nicholas Alleyne at the 2025 OLA Super Conference and OLBA Boot Camp, allowing for Library Administration to register for the conference on their behalf; and,

That the Caledon Public Library Board direct the CEO/Chief Librarian to extend an invitation to the Mayor or her Chief of Staff to attend one-day of the 2025 OLA Super Conference.
Moved: Councillor Dave Sheen **Seconded**: Laura Brady
Carried.

8. Staff Reports

a. CEO/Chief Librarian's Report

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

b. Art Exhibit, Display and Community Information Policy

Motion: That the Caledon Public Library Board approve and adopt the revised Art Exhibit, Display and Community Information Policy.
Moved: Laura Brady **Seconded**: Nicholas Alleyne
Carried.

c. Donation and Bequest Reserve Policy

Motion: That the Caledon Public Library Board approve and adopt the revised Donation and Bequest Reserve Fund Policy, in advance of a further revision and scope expansion as necessitated by the creation of a dedicated Library Reserve; and,

That the Caledon Public Library Board direct the CEO/Chief Librarian to investigate best practices as related to dedicated library reserves as a means of informing the Town's planned reserves review and further revisions to the policy, preparing a report with recommendations for the Board's consideration within the first quarter of 2025.
Moved: Nicholas Alleyne **Seconded**: Laura Brady
Carried.

d. Fundraising and Gift Acceptance Policy Report (Attachment 8-D)

Motion: That the Caledon Public Library Board approve and adopt the revised Fundraising and Gift Acceptance Policy

Moved: Laura Brady **Seconded**: Mary Juric

Carried.

e. Town of Caledon Health and Safety Policy Statement Report (Attachment 8-E)

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

Moved: Scott Goodison **Seconded:** Jacqueline Iafrate

Carried.

9. Board and Committee Reports

a. Mid-term appointments of Board Executive and Standing Committee Members

The Chair requested nominations or statements of interest for all executive roles and committee appointments. Members of the Board confirmed their desire to maintain the current appointments through to the end of the current term.

Motion: That the Caledon Public Library Board approve the following appointments for a term of two years to end on December 31, 2026, or until such time that Council appointments to the new term of the Board are confirmed.

i. Chair – Tony Maxwell
ii. Vice Chair – Jacqueline Iafrate
iii. Past Chair - Vacant
iv. Finance Committee – Nicholas Alleyne, Councillor Napoli
v. CEO Evaluation Committee – Jacqueline Iafrate, Scott Goodison, Councillor Sheen
vi. Advocacy and Fundraising Committee – Laura Brady, Domenic Maggi, Scott Goodison
vii. OLS Board Assembly Representative – Tony Maxwell

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

Carried.

10. New Business

a. 2025 Budget Debrief

The Board expressed its appreciation to library leadership and staff for its diligence in preparing and communicating the Library's budget. A brief discussion highlighted the need for better clarity regarding the annual budget process and opportunities for confirming best practice and preferred timelines in advance of the 2026 budget process.

11. Board Work Plan

a. 2024/25 Work Plan Review

Motion: That the Caledon Public Library Board receive and approve the revised 2024/25 Work Plan.

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

Carried.

12. Board Advocacy and Development

a. Upcoming Advocacy Development Opportunities

i. Council Budget Meeting - Town Hall/Hybrid – Tuesday, December 17, 2024, 7 PM

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

14. Time of next regular meeting:

a. Monday, January 20, 2025, 6:00 PM – Southfields Village Branch

15. Adjournment

Motion: That the meeting adjourn.
Moved: Scott Goodison **Seconded:** Nicholas Alleyne
Carried.

The meeting adjourned at 7:36 PM

_____ _____

Tony Maxwell
Chair

Colleen Lipp
CEO | Chief Librarian

Attachment 7-B

Treasurer's Report

Prepared by Colleen Lipp
January 2025

CALEDON PUBLIC LIBRARY
for all reasons

2024 Budget

Financial statements, confirming the current budget and expenditures as of December 31, 2024 are attached as Appendix A. Due to the timing of the January meeting and the nature of the Town's year-end processes, a significant number of invoices, receipts, transfers and accruals are not yet reflected. These will result in a significant change to the operating surplus of $710,372 currently referenced within the attached. A final budget document will be shared as part of the March 2025 Treasurer's Report. In the interim, items of note include:

- The final pay period of 2024 has not yet been posted and is therefore not yet reflected in the attached.
- A donation of $1000 received from the Friends of the Library (FOL) was erroneously allocated as Grant (Expenses). The account used to track funds received from the Friends of the Library (FOL-Recoverable) currently reflects an unfavourable variance of $788 and should be at least equal to or greater than the $2218 allocated to the purchase of YOTOs (FOL – Initiatives). Requests for clarification and related corrections have been communicated to Town Finance.
- Invoices submitted to Town Finance for 2025 were erroneously allocated to the 2024 budget, resulting in unfavourable variances in Online Database and Contracted Services (Information Technology) accounts.

As per the relevant portion of the Town of Caledon Purchasing By-Law, "the Chief Librarian shall prepare and present to the Library Board a report summarizing all purchases between $10,000 and $50,000 twice annually". With the exception of consolidated invoices for library print and A/V materials and the consultant costs associated with the new strategic plan, the following reflects relevant purchases during the last seven months of 2024.

- Replacement and addition of shelving in the Alton Branch totaling $11,066 (including HST);
- Purchase and installation of hardware for use in virtual meetings at the Bolton Branch totaling $10,125 (including HST);
- Multi-year software licensing of $15,266 (excluding HST); and,
- Staff participation in Ontario Library Services (OLS) Excel courses in support of the Generalist Service Model - $10,340 (including HST).

As referenced within the Donation and Bequest Reserve Fund Policy (CPL-20-27), "staff will provide the Board with a summary of all disbursements from the Donation and Bequest Reserve

twice annually". No expenditures were made from the Reserve during the latter half of 2024. Donated funds, not expended within the fiscal year, will be allocated to the Reserve as part of the Town's year-end processes.

2025 Budget

The Library's 2025 Budget was confirmed at Council's December 17, 2024 meeting. The revised accounts have not yet been made available in the Town's budget software. Full account details will be shared with the Board within the Treasurer's March report.

A meeting with the Town's Commissioner of Finance and Chief Financial Officer has been scheduled for the last week of January. The proposed agenda includes a debrief of the 2025 budget and plans for the 2026 budget process, as well as a discussion of the recently approved library reserves.

In anticipation of this discussion, new revenue and expense accounts have been created to track the costs and proceeds resulting from the sale of any library assets. This would be primary used in accounting for the sale of withdrawn IT hardware and would exclude the sale of books or other collection types. Any resulting net revenue would be transferred to a reserve at year end. In the past, this would have been transferred to the Town's Equipment Reserve. The creation of a dedicated Library Reserve allows for the Library to retain these funds, thus encouraging CPL's alignment with the Town's asset disposal processes.

Grants

Canada Summer Jobs

CPL has submitted a proposal for an Information Technology Intern to the Canada Summer Jobs program. Canada Summer Jobs is an initiative under the Youth Employment and Skills Strategy (YESS), aiming "to provide quality summer employment opportunities for youth to develop skills and gain paid work experience to successfully transition into the labour market." Offering wage subsidies to support employers from not-for-profit organizations and the public sector, the program supports the creation of quality summer work experiences for youth aged 15 to 30 years.

This application, if successful, will partially offset the costs associated with this temporary role. As per the recently approved Library Intern, Co-op, and Summer Students program, it is anticipated that three temporary student positions will be offered over the course of 2025, regardless of the Library's success in securing grant support.

Appendix A

TOWN OF CALEDON

Caledon Public Library
ST: Object Code - Budget vs Actual by Cost Centre
As of December 31, 2024

	December Budget	December Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
40010 Administration									
50050 Miscellaneous	-900.00	-2,105.00	*1,205.00*	-14,000.00	-20,016.53	*6,016.53*	-14,000.00	143.0%	**6,016.53**
50125 Merchandise Sales	-300.00	-146.75	*-153.25*	-3,000.00	-1,187.32	*-1,812.68*	-3,000.00	39.6%	**-1,812.68**
50235 Fundraising		-100.00	*100.00*		-1,390.00				
50319 Grants/Subsidies		-58,171.00	*58,171.00*	-58,200.00	-58,171.00	*-29*	-58,200.00	100.0%	**-29.00**
50570 Donations	-450.00	-476.92	*26.92*	-1,000.00	-1,794.97	*794.97*	-1,000.00	179.5%	**794.97**
50705 Fines/Fees	-650.00	-664.98	*14.98*	-10,000.00	-8,181.72	*-1,818.28*	-10,000.00	81.8%	**-1,818.28**
50715 Programs	-200.00		*-200.00*	-3,500.00		*-3,500.00*	-3,500.00	0.0%	**-3,500.00**
50725 Comm.Access Prgm Funding				-7,000.00	-6,111.16	*-888.84*	-7,000.00	87.3%	**-888.84**
50750 Book Sales	-200.00	-349.50	*149.50*	-2,500.00	-2,758.70	*258.70*	-2,500.00	110.3%	**258.70**
50770 FOL-Recoverable		-120.00	*120.00*		788.00	*-788.00*			**-788.00**
61510 Salaries-Permanent	20,127.00	9,988.34	*10,138.66*	318,846.00	311,687.08	*7,158.92*	318,846.00	97.8%	**7,158.92**
61513 Benefits-Permanent	4,377.00	2,306.05	*2,070.95*	84,136.00	82,274.35	*1,861.65*	84,136.00	97.8%	**1,861.65**
62018 Operating Supplies	60.00	60.66	*-0.66*	760.00	372.73	*387.27*	760.00	49.0%	**387.27**
62113 Maint & Repairs-A/V Equip					1,623.09	*-1,623.09*			**-1,623.09**
62129 FOL-Initiatives			*0.00*		2,218.01	*-2,218.01*			**-2,218.01**
62244 Bank Charges	250.00		*250.00*	3,000.00	2,524.30	*475.70*	3,000.00	84.1%	**475.70**
62253 Lib. Brd Education & Exp.	300.00	1,408.04	*-1,108.04*	5,000.00	6,042.09	*-1,042.09*	5,000.00	120.8%	**-1,042.09**
62310 Training/Development/Seminars		9.15	*-9.15*		23,912.90	*-23,912.90*			**-23,912.90**
62311 Memberships/Dues	100.00		*100.00*	14,500.00	15,893.60	*-1,393.60*	14,500.00	109.6%	**-1,393.60**
62314 Mileage		46.46	*-46.46*		6,095.99	*-6,095.99*			**-6,095.99**
62317 Audit	9,709.00		*9,709*	4,870.00	-4,935.46	*9,805.46*	4,870.00	-101.3%	**9,805.46**
62322 Postage	125.00		*125.00*		1,238.59	*-1,238.59*			**-1,238.59**
62335 Contracted Services			*0.00*	4,000.00	15,238.13	*-11,238.13*	4,000.00	381.0%	**-11,238.13**
62360 Fundraising		357.77			774.59	*-774.59*			
Total 40010 Administration	32,348.00	-47,957.68	*80,305.68*	335,912.00	366,136.59	*-30,224.59*	335,912.00	109.0%	**-30,224.59**
41010 Library Public Services									
61510 Salaries-Permanent	95,806.00	49,001.10	*46,804.90*	1,273,768.00	1,050,062.41	*223,705.59*	1,273,768.00	82.4%	**223,705.59**
61513 Benefits-Permanent	21,124.00	12,344.12	*8,779.88*	369,496.00	305,877.33	*63,618.67*	369,496.00	82.8%	**63,618.67**
61520 Wages-Casual Temporary	88,211.00	32,748.20	*55,462.80*	922,000.00	813,129.25	*108,870.75*	922,000.00	88.2%	**108,870.75**
61521 Overtime-Casual Temporary					167.08				
61523 Benefits-Casual Temporary	15,592.00	5,359.13	*10,232.87*	162,575.00	124,700.03	*37,874.97*	162,575.00	76.7%	**37,874.97**
62018 Operating Supplies	1,041.00	761.99	*279.01*	11,400.00	9,401.49	*1,998.51*	11,400.00	82.5%	**1,998.51**
62312 Insurance				5,074.00		*5,074.00*	5,074.00	0.0%	**5,074.00**
62321 Rental-Facility			*0.00*	344,531.00	344,526.99	*4.01*	344,531.00	100.0%	**4.01**
62335 Contracted Services	6,027.00	8,171.30	*-2,144.30*	56,890.00	49,050.05	*7,839.95*	56,890.00	86.2%	**7,839.95**
62346 Courier	2,985.00		*2,985.00*	35,000.00	23,845.21	*11,154.79*	35,000.00	68.1%	**11,154.79**
Total 41010 Library Public Services	230,786.00	108,385.84	*122,400.16*	3,180,734.00	2,720,759.84	*459,974.16*	3,180,734.00	85.5%	**459,974.16**

TOWN OF CALEDON

Caledon Public Library
ST: Object Code - Budget vs Actual by Cost Centre
As of December 31, 2024

	December Budget	December Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
41015 Collections and Access Services (formerly Information Services)									
61510 Salaries-Permanent	27,574.00	13,805.87	*13,768.13*	357,603.00	305,233.14	*52,369.86*	357,603.00	85.4%	**52,369.86**
61513 Benefits-Permanent	5,936.00	3,132.15	*2,803.85*	101,477.00	83,650.79	*17,826.21*	101,477.00	82.4%	**17,826.21**
61520 Wages-Casual Temporary			*0.00*		1,204.84	*-1,204.84*			**-1,204.84**
61523 Benefits-Casual Temporary			*0.00*		143.97	*-143.97*			**-143.97**
62018 Operating Supplies	207.00	89.22	*117.78*	4,000.00	2,839.96	*1,160.04*	4,000.00	71.0%	**1,160.04**
62058 Online Databases		14,834.01	*-14,834.01*	94,310.00	109,990.48	*-15,680.48*	94,310.00	116.6%	**-15,680.48**
Total 41015 Collections and Access Services	33,717.00	31,861.25	*1,855.75*	557,390.00	503,063.18	*54,326.82*	557,390.00	90.3%	**54,326.82**
41020 Library Grants									
50319 Grants/Subsidies (Revenue)			*0.00*			*0.00*			**0.00**
62319 Grants (Expenses)		-1,000.00	*1,000.00*		-1,000.00	*1,000.00*			**-1,000.00**
Total 41020 Library Grants		-1,000.00	*1,000.00*		-1,000.00	*1,000.00*			**1,000.00**
41025 Library Info Technology									
61510 Salaries-Permanent	21,453.00	10,643.72	*10,809.28*	276,282.00	246,624.29	*29,657.71*	276,282.00	89.3%	**29,657.71**
61513 Benefits-Permanent	4,515.00	2,538.35	*1,976.65*	77,872.00	67,768.18	*10,103.82*	77,872.00	87.0%	**10,103.82**
61520 Wages-Casual Temporary					4,394.25	*-4,394.25*			**-4,394.25**
61522 Recovery-Wages-Casual Temp			*0.00*		-6,951.00	*6,951.00*			**6,951.00**
61523 Benefits-Casual Temporary					522.26	*-522.26*			**-522.26**
62018 Operating Supplies	3,454.00	934.57	*2,519.43*	13,100.00	6,457.69	*6,642.31*	13,100.00	49.3%	**6,642.31**
62304 Automation	2,000.00	2,516.48	*-516.48*	44,100.00	35,668.90	*8,431.10*	44,100.00	80.9%	**8,431.10**
62305 Computer Services	9,980.00	6,733.64	*3,246.36*	105,980.00	69,393.62	*36,586.38*	105,980.00	65.5%	**36,586.38**
62312 Insurance			*0.00*	3,550.00	5,140.80	*-1,590.80*	3,550.00	144.8%	**-1,590.80**
62335 Contracted Services	3,060.00	14,043.35	*-10,983.35*	36,710.00	41,176.27	*-4,466.27*	36,710.00	112.2%	**-4,466.27**
62396 Mobile Phones / Pagers	1,050.00	707.80	*342.20*	10,280.00	6,994.00	*3,286.00*	10,280.00	68.0%	**3,286.00**
62397 Telephone	3,070.00	2,681.40	*388.60*	34,670.00	30,911.88	*3,758.12*	34,670.00	89.2%	**3,758.12**
63037 Software Licence Subscription	4,470.00	31.74	*4,438.26*	57,270.00	46,756.81	*10,513.19*	57,270.00	81.6%	**10,513.19**
Total 41025 Library Info Technology	53,052.00	40,831.05	*12,220.95*	659,814.00	554,857.95	*104,956.05*	659,814.00	84.1%	**104,956.05**
41030 Programming and Outreach Services (formerly Youth Services)									
61510 Salaries-Permanent	21,799.00	10,898.49	*10,900.51*	357,973.00	401,357.03	*-43,384.03*	357,973.00	112.1%	**-43,384.03**
61513 Benefits-Permanent	4,719.00	2,537.49	*2,181.51*	102,553.00	114,519.73	*-11,966.73*	102,553.00	111.7%	**-11,966.73**
61520 Wages-Casual Temporary	14,639.00	4,219.01	*10,419.99*	106,600.00	115,738.88	*-9,138.88*	106,600.00	108.6%	**-9,138.88**
61523 Benefits-Casual Temporary	2,843.00	886.61	*1,956.39*	20,703.00	23,642.67	*-2,939.67*	20,703.00	114.2%	**-2,939.67**
62018 Operating Supplies	100.00	154.58	*-54.58*	1,700.00	664.10	*1,035.90*	1,700.00	39.1%	**1,035.90**
62414 Special Programs	349.00	2,727.33	*-2,378.33*	20,000.00	38,498.44	*-18,498.44*	20,000.00	192.5%	**-18,498.44**
Total 41030 Programming and Outreach Services	44,449.00	21,423.51	*23,025.49*	609,529.00	694,420.85	*-84,891.85*	609,529.00	113.9%	**-84,891.85**
41035 Communications and Cultural Development									
61510 Salaries-Permanent	28,258.00	13,326.73	*14,931.27*	366,425.00	328,238.78	*38,186.22*	366,425.00	89.6%	**38,186.22**
61513 Benefits-Permanent	6,044.00	3,163.65	*2,880.35*	103,395.00	96,598.42	*6,796.58*	103,395.00	93.4%	**6,796.58**
61522 Recovery-Wages-Casual Temp					-4,020.26				
62018 Operating Supplies	500.00	374.98	*125.02*	6,200.00	5,437.50	*762.50*	6,200.00	87.7%	**762.50**
62304 Automation	500.00	281.63	*218.37*	7,500.00	6,284.79	*1,215.21*	7,500.00	83.8%	**1,215.21**

TOWN OF CALEDON

Caledon Public Library
ST: Object Code - Budget vs Actual by Cost Centre
As of December 31, 2024

	December Budget	December Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
62315 Printing & Advertising	1,500.00	2,360.34	*-860.34*	16,480.00	10,715.52	*5,764.48*	16,480.00	65.0%	**5,764.48**
62335 Contracted Services	250.00		*250.00*	2,400.00	1,271.82	*1,128.18*	2,400.00	53.0%	**1,128.18**
62414 Special Programs	500.00	423.48	*76.52*	8,000.00	4,759.82	*3,240.18*	8,000.00	59.5%	**3,240.18**
Total 41035 Communications/Community Dev	37,552.00	19,930.81	*17,621.19*	510,400.00	449,286.39	*61,113.61*	510,400.00	88.0%	**61,113.61**
41045 Corporate Services & Projects									
61510 Salaries-Permanent	9,319.00	4,659.18	*4,659.82*	60,569.00	46,591.80	*13,977.20*	60,569.00	76.9%	**13,977.20**
61513 Benefits-Permanent	1,905.00	1,001.79	*903.21*	13,540.00	10,575.58	*2,964.42*	13,540.00	78.1%	**2,964.42**
62310 Training/Development/Seminars	23,619.00	4,702.67	*18,916.33*	62,663.00	24,698.89	*37,964.11*	62,663.00	39.4%	**37,964.11**
62314 Mileage	460.00	475.98	*-15.98*	5,500.00	2,017.56	*3,482.44*	5,500.00	36.7%	**3,482.44**
62322 Postage		69.37	*-69.37*	1,500.00	554.93	*945.07*	1,500.00	37.0%	**945.07**
62335 Contracted Services	5,000.00		*5,000.00*	31,000.00	1,310.05	*29,689.95*	31,000.00	4.2%	**29,689.95**
Total 41045 Corporate Services & Projects	40,303.00	10,908.99	*29,394.01*	174,772.00	85,748.81	*89,023.19*	174,772.00	49.1%	**89,023.19**
41050 Maker & Emerging Technologies									
61510 Salaries-Permanent	22,714.00	11,482.59	*11,231.41*	147,651.00	112,131.15	*35,519.85*	147,651.00	75.9%	**35,519.85**
61513 Benefits-Permanent	5,298.00	2,945.75	*2,352.25*	42,827.00	31,096.50	*11,730.50*	42,827.00	72.6%	**11,730.50**
62018 Operating Supplies		34.24	*-34.24*		135.11	*-135.11*			**-135.11**
62414 Special Programs	866.00	1,180.75	*-314.75*	12,000.00	4,020.15	*7,979.85*	12,000.00	33.5%	**7,979.85**
Total 41050 Maker & Emerging Technologies	28,878.00	15,643.33	*13,234.67*	202,478.00	147,382.91	*55,095.09*	202,478.00	72.8%	**55,095.09**
Total Caledon Public Library-Lending Services	**501,085.00**	**199,669.33**	**301,415.67**	**6,231,029.00**	**5,520,656.52**	**710,372.48**	**6,231,029.00**	**88.6%**	**710,372.48**

Capital Project Expense Report - as of December 31, 2024

	Budget	Expended Previous Year(s)	Expended 2024 YTD	Total Project Spend to Date	Remaining Funding	Percentage Expended	Status
Capital Projects - Previous Years							
21-008 Library IT Equipment	73,000.00	56,884.95	15,879.37	72,764.32	235.68	99.7%	
21-134 Southfields Village Branch Reading Garden	91,910.00	87,622.85		87,622.85	4,287.15	95.3%	Fully grant funded
22-020 Library IT Equipment	51,000.00	0.00	50,963.85	50,963.85	36.15	99.9%	
22-021 Library Furniture Replacement	120,000.00	124,883.91		124,883.91	-4,883.91	104.1%	To be closed
22-025 Library In-Branch Signage/Wayfndng	24,000.00	20,089.73		20,089.73	3,910.27	83.7%	
22-026 Library and Town Joint Technology Review	35,000.00	27,274.23	3,482.74	30,756.97	4,243.03	87.9%	
23-035 Library Implementation of Microsoft 365	25,000.00		14,856.96	14,856.96	10,143.04	59.4%	
23-118 Library Materials and Collections	475,000.00	398,832.01	76,490.17	475,322.18	-322.18	100.1%	
59275 Capital Donations	567.50						To be closed
Total Library Collections and Materials (23-118)	475,567.50	398,832.01	76,490.17	475,322.18	245.32	99.9%	
23-119 Library IT Equipment	45,000.00		5,380.55	5,380.55	39,619.45	12.0%	
23-120 Library Furniture Replacement	60,000.00		16,294.78	16,294.78	43,705.22	27.2%	
Capital Projects - Current Year							
24-029 Library Materials and Coll	475,000.00		506,369.71	506,369.71	-31,369.71	106.6%	
59275 Capital Donations	854.76						
Total Library Collections and Materials (24-029)	475,854.76		506,369.71	506,369.71	-30,514.95	106.4%	
24-030 Library Strategic Plan	50,000.00		32,458.89	32,458.89	17,541.11	64.9%	
24-031 Library IT Equipment	15,000.00			0.00	15,000.00	0.0%	

Library Reserve Balances - as of December 31, 2024

01-00-000-00000-000-20841 Library Bequest Fund - MDV	316.54
08-07-900-35043-000-25000 Library Donation and Bequest Reserve Fund	12,286.09

Attachment 7-C

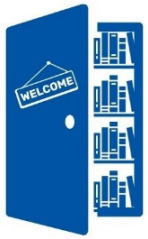
Quarterly and Annual Performance Measures and Statistics

CALEDON PUBLIC LIBRARY
for all reasons

Annual Dashboard - Year End 2024

Active Library Members

19,784 ↑ 10.5%



Branch Visits

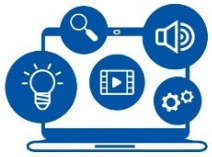
333,393 ↑ 34.1%

Total Items Borrowed and Used

473,812 ↑ 6.5%

Digital Titles Borrowed

116,049 ↑ 12.5%



Digital Resources Accessed

51,209 ↑ 1.2%

Program Participation

22,996 ↑ 58.1%

Quarterly Performance Measures and Statistics

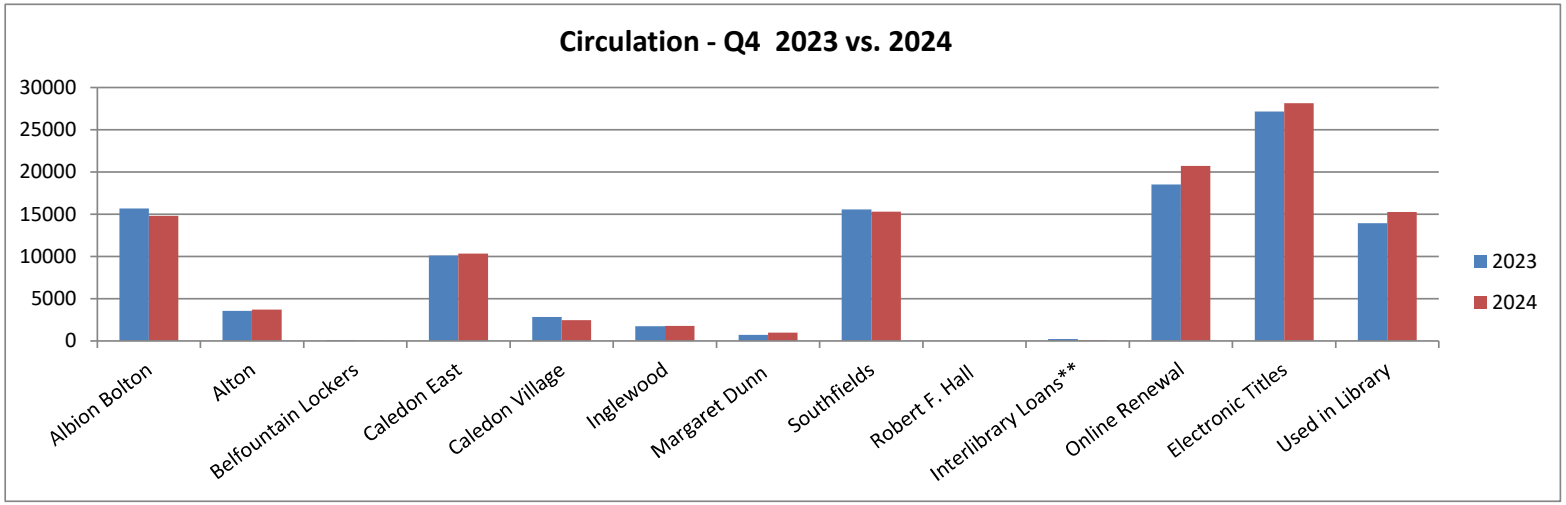
Fourth Quarter - October, November, December 2024

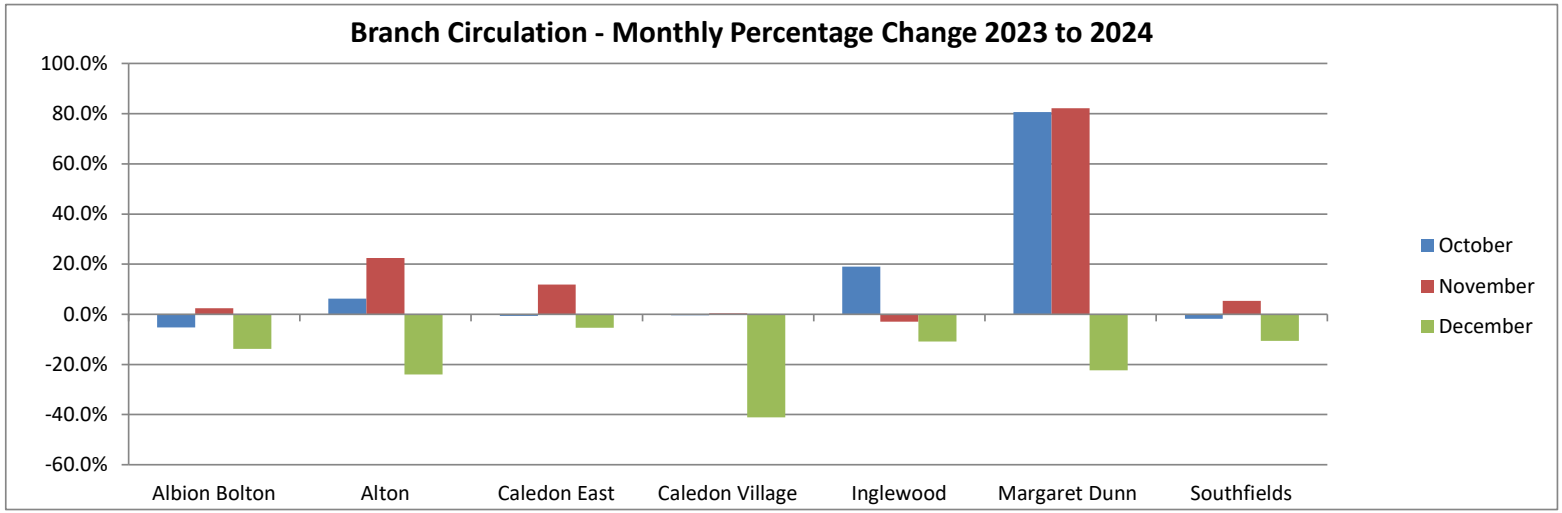
CALEDON PUBLIC LIBRARY for all reasons

Circulation by Branch - Q4

	October			November			December			Q4 Total			YTD		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	5455	5173	-5.2%	5099	5226	2.5%	5117	4411	-13.8%	15671	14810	-5.5%	72935	68426	-6.2%
Alton	1245	1323	6.3%	1328	1626	22.4%	1002	761	-24.1%	3575	3710	3.8%	17671	14206	-19.6%
Belfountain Lockers	15	22	46.7%	44	21	-52.3%	18	21	16.7%	77	64	-16.9%	451	350	-22.4%
Caledon East	3832	3808	-0.6%	3397	3801	11.9%	2894	2739	-5.4%	10123	10348	2.2%	25219	41381	64.1%
Caledon Village	982	978	-0.4%	918	922	0.4%	946	557	-41.1%	2846	2457	-13.7%	12776	10692	-16.3%
Inglewood	580	690	19.0%	619	601	-2.9%	546	487	-10.8%	1745	1778	1.9%	8687	7925	-8.8%
Margaret Dunn	228	412	80.7%	191	348	82.2%	309	240	-22.3%	728	1000	37.4%	2331	3722	59.7%
Southfields	5573	5471	-1.8%	5480	5774	5.4%	4525	4047	-10.6%	15578	15292	-1.8%	70632	68889	-2.5%
Robert F. Hall	0	0	-	0	0	-	0	0	-	0	0	-	1146	0	-100.0%
Interlibrary Loans**	80	24	-70.0%	100	44	-56.0%	57	0	-100.0%	237	68	-71.3%	1232	824	-33.1%
Online Renewal	6862	6887	0.4%	6968	6923	-0.6%	4699	6907	47.0%	18529	20717	11.8%	79062	76078	-3.8%
Sub-Total	24852	24788	-0.3%	24144	25286	4.7%	20113	20170	0.3%	69109	70244	1.6%	292142	292493	0.1%
Electronic Titles	9018	9504	5.4%	8957	9391	4.8%	9200	9245	0.5%	27175	28140	3.6%	103129	116049	12.5%
	33870	34292	1.2%	33101	34677	4.8%	29313	29415	0.3%	96284	98384	2.2%	395271	408542	3.4%
Used in Library	3726	5826	56.4%	5739	5772	0.6%	4496	3680	-18.1%	13961	15278	9.4%	49698	65270	31.3%
Total	37596	40118	6.7%	38840	40449	4.1%	33809	33095	-2.1%	110245	113662	3.1%	444969	473812	6.5%

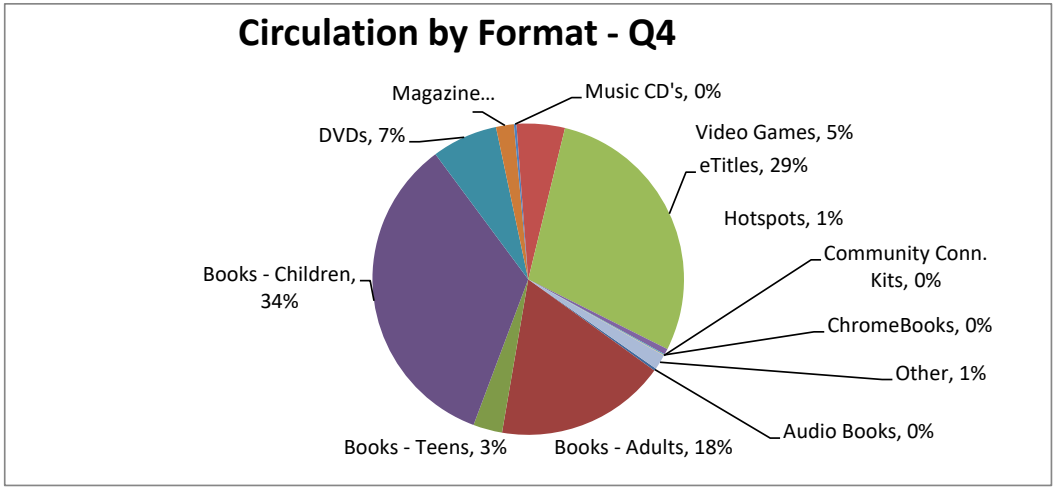
** Interlibrary Loans were suspended from late November to December 2024 due to the postal strike





Circulation by Format - Q4

	October			November			December			Q4 Total			YTD		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Audio Books	96	76	-20.8%	86	85	-1.2%	71	83	16.9%	253	244	-3.6%	1217	1130	-7.1%
Books - Adults	6109	6006	-1.7%	5810	6064	4.4%	5206	5355	2.9%	17125	17425	1.8%	69065	71932	4.2%
Books - Teens	1000	1129	12.9%	842	961	14.1%	685	883	28.9%	2527	2973	17.6%	15803	13472	-14.8%
Books - Children	12467	12151	-2.5%	12613	12550	-0.5%	8910	8898	-0.1%	33990	33599	-1.2%	137387	137379	0.0%
DVDs	2063	2028	-1.7%	1988	2487	25.1%	2478	2180	-12.0%	6529	6695	2.5%	29952	27095	-9.5%
Magazines	665	698	5.0%	607	644	6.1%	792	507	-36.0%	2064	1849	-10.4%	7578	7248	-4.4%
Music CD's	55	89	61.8%	67	100	49.3%	65	73	12.3%	187	262	40.1%	1067	1068	0.1%
Video Games	1502	1714	14.1%	1379	1647	19.4%	1227	1550	26.3%	4108	4911	19.5%	19349	19977	3.2%
eTitles	9018	9504	5.4%	8957	9391	4.8%	9200	9245	0.5%	27175	28140	3.6%	103129	116049	12.5%
Hotspots	180	214	18.9%	182	188	3.3%	188	183	-2.7%	550	585	6.4%	2164	2541	17.4%
ChromeBooks	82	50	-39.0%	86	38	-55.8%	54	37	-31.5%	222	125	-43.7%	595	618	3.9%
Community Conn. Kits	13	7	-46.2%	9	9	0.0%	7	6	-14.3%	29	22	-24.1%	107	88	-17.8%
Other	620	626	1.0%	475	513	8.0%	430	415	-3.5%	1525	1554	1.9%	7858	9945	26.6%
Total	33870	34292	1.2%	33101	34677	4.8%	29313	29415	0.3%	96284	98384	2.2%	395271	408542	3.4%



Library Activity - Q4

	October			November			December			Q4 Total			YTD		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
New Members Added	494	485	-1.8%	400	415	3.8%	307	247	-19.5%	1201	1147	-4.5%	4505	5089	13.0%
Total Members/Cardholders										25778	27800	7.8%			
Total Active Members/Cardholders (used withing last two years)										17906	19784	10.5%			
Reference Queries	216	713	230.1%	215	611	184.2%	228	562	146.5%	659	1886	186.2%	2132	4736	122.1%
Holds Placed	4882	5699	16.7%	4874	5677	16.5%	4500	4843	7.6%	14256	16219	13.8%	62156	63840	2.7%
Total Visting Library Service (VLS) Clients										18	11	-38.9%			
Total (VLS) Number of Volunteers										19	4	-78.9%			
VLS Circulation	55	92	67.3%	74	78	5.4%	37	75	102.7%	166	245	47.6%	803	1044	30.0%
VLS Visits	7	7	0.0%	12	7	-41.7%	1	7	600.0%	20	21	5.0%	94	111	18.1%
New Materials Added	1132	1615	42.7%	2994	2437	-18.6%	1446	906	-37.3%	5572	4958	-11.0%	19550	20116	2.9%

Visits by Branch - Q4

	October			November			December			Q4 Total			YTD		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	5734	6263	9.2%	4744	6435	35.6%	4973	4621	-7.1%	15451	17319	12.1%	65704	69128	5.2%
Alton	652	900	38.0%	550	991	80.2%	531	541	1.9%	1733	2432	40.3%	6441	8235	27.9%
Caledon East	6359	9003	41.6%	5769	9089	57.5%	5825	6196	6.4%	17953	24288	35.3%	31559	86203	173.1%
Caledon Village	342	546	59.6%	328	471	43.6%	300	243	-19.0%	970	1260	29.9%	4500	5418	20.4%
Inglewood	244	352	44.3%	281	324	15.3%	256	200	-21.9%	781	876	12.2%	3170	3820	20.5%
Margaret Dunn	464	594	28.0%	352	477	35.5%	381	380	-0.3%	1197	1451	21.2%	4233	6144	45.1%
Southfields	12337	12900	4.6%	10230	13315	30.2%	9233	9333	1.1%	31800	35548	11.8%	133049	154445	16.1%
Total	26132	30558	16.9%	22254	31102	39.8%	21499	21514	0.1%	69885	83174	19.0%	248656	333393	34.1%

Room Usage # of hours booked by Branch - Q3

	October			November			December			Q4 Total			YTD		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	0	35	-	0	28	-	0	21	-	0	84	-	0	179.5	-
Caledon East	0	321	-	0	270	-	0	233	-	0	824	-	0	824	-
Margaret Dunn	0	94	-	0	59.5	-	0	54	-	0	207.5	-	0	520	-
Southfields	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
Total	0	450	-	0	357.5	-	0	308	-	0	1115.5	-	0	1523.5	-

Note: Room usage tracking began in March 2024 and did not included usage by community partners prior to September 2024.

Room Usage # of Rooms booked by Branch - Q3

	October			November			December			Q4 Total			YTD		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	0	5	-	0	4	-	0	3	-	0	12	-	0	63	-
Caledon East	0	174	-	0	164	-	0	132	-	0	470	-	0	470	-
Margaret Dunn	0	50	-	0	33	-	0	31	-	0	114	-	0	317	-
Southfields	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
Total	0	229	-	0	201	-	0	166	-	0	596	-	0	850	-

Virtual Branch Use - Q4

	October			November			December			Q4 Total			YTD		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Website Usage															
Page views	26,908	25,269	-6.1%	25,582	38,223	49.4%	24,945	55,082	120.8%	77,435	118,574	53.1%	299,855	355,552	18.6%
Sessions	17,001	18,121	6.6%	16,858	17,580	4.3%	16,620	14,387	-13.4%	50,479	50,088	-0.8%	176,467	211,838	20.0%
Catalogue Usage															
Page views	92,837	101,994	9.9%	91,253	97,620	7.0%	99,811	83,694	-16.1%	283,901	181,314	-36.1%	866,025	1,176,025	35.8%
Sessions	14,217	17,772	25.0%	15,345	16,613	8.3%	16,904	14,755	-12.7%	46,466	49,140	5.8%	136,662	241,529	76.7%

Technology Use by Branch - Q4

Workstations

	October			November			December			Q4 Total			YTD Total		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	426	583	36.9%	535	574	7.3%	443	791	78.6%	1404	1948	38.7%	5256	6221	18.4%
Alton	121	113	-6.6%	97	110	13.4%	64	59	-7.8%	282	282	0.0%	913	838	-8.2%
Caledon East	910	962	5.7%	901	886	-1.7%	838	599	-28.5%	2649	2447	-7.6%	4186	8616	105.8%
Caledon Village	62	54	-12.9%	43	46	7.0%	36	27	-25.0%	141	127	-9.9%	506	613	21.1%
Inglewood	58	17	-70.7%	29	70	141.4%	21	10	-52.4%	108	97	-10.2%	344	315	-8.4%
Margaret Dunn	182	258	41.8%	228	220	-3.5%	219	262	19.6%	629	740	17.6%	2426	2594	6.9%
Southfields	643	604	-6.1%	654	629	-3.8%	500	451	-9.8%	1797	1684	-6.3%	6835	6814	-0.3%
Total	2402	2591	7.9%	2487	2535	1.9%	2121	1748	-17.6%	7010	7325	4.5%	20466	26011	27.1%

Wireless Network

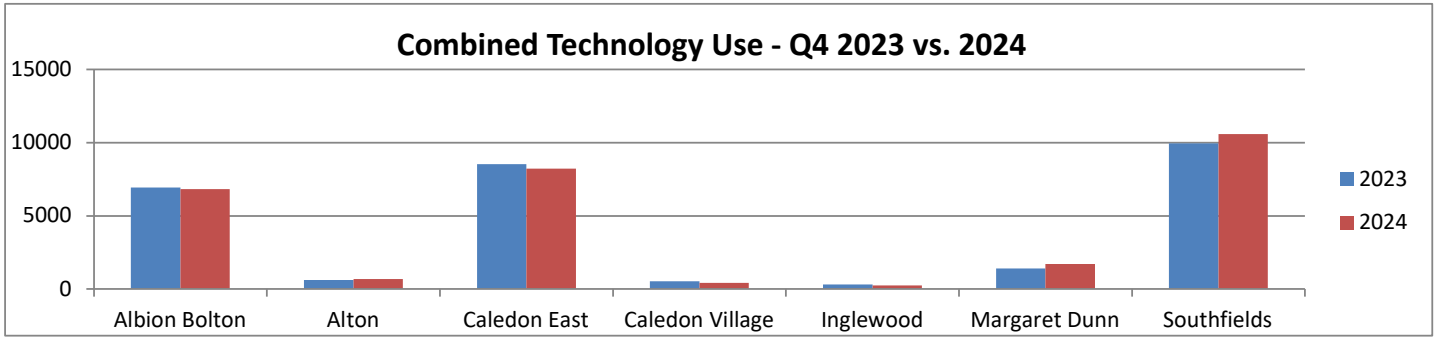
	October			November			December			Q4 Total			YTD Total		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	2013	1871	-7.1%	2014	1735	-13.9%	1473	1227	-16.7%	5500	4833	-12.1%	16399	18912	15.3%
Alton	138	178	29.0%	115	143	24.3%	93	100	7.5%	346	421	21.7%	1326	1559	17.6%
Caledon East	2350	1991	-15.3%	2075	1910	-8.0%	1440	1524	5.8%	5865	5425	-7.5%	19092	20675	8.3%
Caledon Village	135	124	-8.1%	137	109	-20.4%	125	85	-32.0%	397	318	-19.9%	2056	1534	-25.4%
Inglewood	84	77	-8.3%	87	65	-25.3%	45	30	-33.3%	216	172	-20.4%	688	711	3.3%
Margaret Dunn	225	323	43.6%	195	273	40.0%	171	214	25.1%	591	810	37.1%	1636	3224	97.1%
Southfields	2975	3334	12.1%	2903	3078	6.0%	2151	2453	14.0%	8029	8865	10.4%	27320	34624	26.7%
Total	7920	7898	-0.3%	7526	7313	-2.8%	5498	5633	2.5%	20944	20844	-0.5%	68517	81239	18.6%

ChromeBooks

	October			November			December			Q4 Total			YTD Total		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	16	10	-37.5%	18	8	-55.6%	8	8	0.0%	42	26	-38.1%	144	97	-32.6%
Caledon East	11	10	-9.1%	8	10	25.0%	10	11	10.0%	29	31	6.9%	29	121	317.2%
Margaret Dunn	2	5	150.0%	2	1	-50.0%	1	1	0.0%	5	7	40.0%	5	20	300.0%
Southfields	53	25	-52.8%	58	19	-67.2%	35	17	-51.4%	146	61	-58.2%	411	380	-7.5%
Total	82	50	-39.0%	86	38	-55.8%	54	37	-31.5%	222	125	184.8%	589	618	4.9%

Maker Bookings

	October			November			December			Q3 Total			YTD Total		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	0	3	-	0	11	-	0	21	-	0	35	-	0	88	-
Caledon East	71	81	14.1%	106	109	2.8%	140	141	0.7%	317	331	4.4%	354	1044	194.9%
Margaret Dunn	45	44	-2.2%	59	57	-3.4%	93	68	-26.9%	197	169	-14.2%	499	609	22.0%
Total	116	128	10.3%	165	177	7.3%	233	230	-1.3%	514	535	4.1%	853	1741	104.1%


Combined Technology Use - Q4 2023 vs. 2024
15000
10000
5000
0
Albion Bolton
Alton
Caledon East
Caledon Village
Inglewood
Margaret Dunn
Southfields
2023
2024

Digital Resource and eBook Usage - Q4

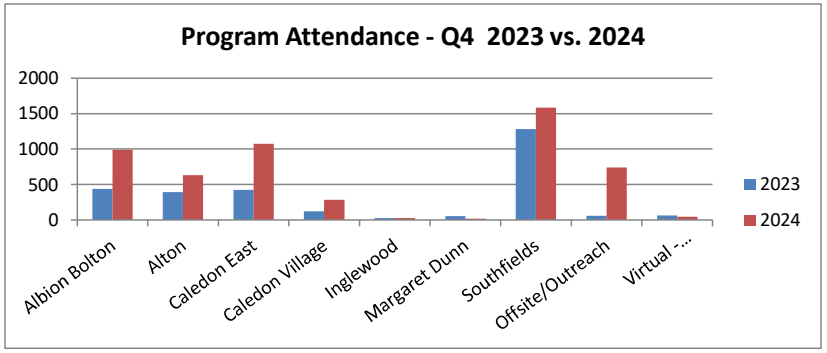
	October			November			December			Q4 Total			YTD Total		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Digital Items Borrowed															
Overdrive-eBooks	2933	3174	8.2%	2791	2833	1.5%	2949	2718	-7.8%	8673	8725	0.6%	37785	36317	-3.9%
Overdrive - eAudio	1598	1754	9.8%	1595	1738	9.0%	1619	1762	8.8%	4812	5254	9.2%	20445	22353	9.3%
Overdrive - Magazines	1813	1507	-16.9%	1688	1736	2.8%	1770	1641	-7.3%	5271	4884	-7.3%	11839	18100	52.9%
Hoopla - eBooks	844	905	7.2%	928	941	1.4%	938	1013	8.0%	2710	2859	5.5%	10540	12534	18.9%
Hoopla - eAudio	1212	1450	19.6%	1214	1440	18.6%	1219	1474	20.9%	3645	4364	19.7%	13541	17829	31.7%
Hoopla - Video	336	282	-16.1%	411	288	-29.9%	385	308	-20.0%	1132	878	-22.4%	4184	4014	-4.1%
Hoopla - Music	72	91	26.4%	89	90	1.1%	110	79	-28.2%	271	260	-4.1%	1160	1208	4.1%
Hoopla Binge Pass	19	16	-15.8%	10	11	10.0%	17	13	-23.5%	46	40	-13.0%	121	204	68.6%
Kanopy	191	313	63.9%	231	288	24.7%	193	226	17.1%	615	827	34.5%	3510	3220	-8.3%
EBSCO	0	12	-	0	26	-	0	11	-	0	49	-	0	270	-
Flipster Magazines ***	0	0	-	0	0	-	0	0	-	0	0	-	4	0	-100.0%
Total Borrowed	9018	9504	5.4%	8957	9391	4.8%	9200	9245	0.5%	27175	28140	3.6%	103129	116049	12.5%
Digital Resources Accessed															
PressReader	1655	2492	50.6%	1504	2163	43.8%	1781	2281	28.1%	4940	6936	40.4%	17921	23814	32.9%
Ancestry	22	0	-100.0%	17	3	-82.4%	20	3	-85.0%	59	6	-89.8%	519	120	-76.9%
Tumble Books Premier	19	25	31.6%	33	48	45.5%	8	57	612.5%	60	130	116.7%	202	261	29.2%
Consumer Reports	282	206	-27.0%	562	439	-21.9%	541	361	-33.3%	1385	1006	-27.4%	5105	4671	-8.5%
World Book	39	0	-100.0%	6	0	-100.0%	0	0	-	45	0	-100.0%	123	0	-100.0%
Gale Databases	19	18	-5.3%	5	14	180.0%	7	12	71.4%	31	44	41.9%	191	129	-32.5%
Novelist	94	277	194.7%	87	85	-2.3%	41	291	609.8%	222	653	194.1%	2208	2005	-9.2%
EBSCO (databases)	67	70	4.5%	104	115	10.6%	46	93	102.2%	217	278	28.1%	1933	1331	-31.1%
Gale Courses	13	22	69.2%	9	12	33.3%	36	16	-55.6%	58	50	-13.8%	265	229	-13.6%
Mango Languages	78	32	-59.0%	37	36	-2.7%	52	56	7.7%	167	124	-25.7%	579	661	14.2%
Creative Bug	6	7	16.7%	11	7	-36.4%	2	9	350.0%	19	23	21.1%	150	140	-6.7%
Niche Academy	1171	233	-80.1%	1936	466	-75.9%	1530	295	-80.7%	4637	994	-78.6%	10951	5501	-49.8%
Road to the IELTS	903	158	-82.5%	556	110	-80.2%	455	150	-67.0%	1914	418	-78.2%	8488	4361	-48.6%
Brainfuse	153	199	30.1%	117	75	-35.9%	16	86	437.5%	286	360	25.9%	765	2909	280.3%
LinkedIn	20	30	50.0%	24	21	-12.5%	23	16	-30.4%	67	67	0.0%	239	298	24.7%
LOTE **	8	13	62.5%	32	4	-87.5%	0	5	-	40	22	-45.0%	83	200	141.0%
Globe and Mail Historical Newspaper	34	15	-55.9%	108	1	-99.1%	1	5	400.0%	143	21	-85.3%	238	477	100.4%
Toronto Historical Newspaper **	17	553	3152.9%	27	296	996.3%	11	35	218.2%	55	884	1507.3%	636	4102	545.0%
Total Accessed	4600	4350	-5.4%	5175	3895	-24.7%	4570	3771	-17.5%	14345	12016	-16.2%	50596	51209	1.2%
Total Usage	13618	13854	1.7%	14132	13286	-6.0%	13770	13016	-5.5%	41520	40156	-3.3%	153725	167258	8.8%

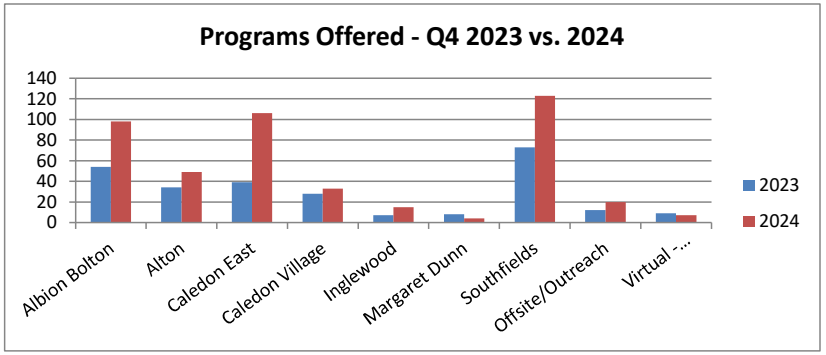
** New in 2023

*** discontinued subscription

Programming by Branch - Q4

	October			November			December			Q4 Total			YTD		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Program Attendance															
Albion Bolton	168	315	87.5%	140	546	290.0%	128	129	0.8%	436	990	127.1%	1825	2788	52.8%
Alton	94	204	117.0%	172	265	54.1%	125	161	28.8%	391	630	61.1%	1051	1905	81.3%
Caledon East	98	394	302.0%	262	313	19.5%	63	368	484.1%	423	1075	154.1%	1483	3098	108.9%
Caledon Village	31	184	493.5%	71	74	4.2%	18	28	55.6%	120	286	138.3%	574	1358	136.6%
Inglewood	13	16	23.1%	13	8	-38.5%	0	5	-	26	29	11.5%	195	436	123.6%
Margaret Dunn	10	7	-30.0%	40	11	-72.5%	4	0	-100.0%	54	18	-66.7%	467	181	-61.2%
Southfields	308	508	64.9%	714	801	12.2%	261	277	6.1%	1283	1586	23.6%	3329	5744	72.5%
Offsite/Outreach	20	65	225.0%	16	480	2900.0%	24	196	716.7%	60	741	1135.0%	2562	3933	53.5%
Virtual - Live/Recorded	38	0	-100.0%	19	23	21.1%	5	20	300.0%	62	43	-30.6%	539	213	-60.5%
Total	780	1693	117.1%	1428	2521	76.5%	623	1184	90.0%	2855	5398	89.1%	12025	19656	63.5%
Contests & Activities	19	787	4042.1%	20	603	2915.0%	125	382	205.6%	164	1772	980.5%	2517	3340	32.7%
Grand Total	799	2480	210.4%	1448	3124	115.7%	748	1566	109.4%	3019	7170	137.5%	14542	22996	58.1%
Number of Programs															
Albion Bolton	21	39	85.7%	21	35	66.7%	12	24	100.0%	54	98	81.5%	212	320	50.9%
Alton	11	20	81.8%	13	19	46.2%	10	10	0.0%	34	49	44.1%	106	166	56.6%
Caledon East	14	49	250.0%	18	38	111.1%	7	19	171.4%	39	106	171.8%	84	352	319.0%
Caledon Village	9	16	77.8%	10	12	20.0%	9	5	-44.4%	28	33	17.9%	97	116	19.6%
Inglewood	3	8	166.7%	4	5	25.0%	0	2	-	7	15	114.3%	25	47	88.0%
Margaret Dunn	2	2	0.0%	5	2	-60.0%	1	0	-100.0%	8	4	-50.0%	34	32	-5.9%
Southfields	20	40	100.0%	36	57	58.3%	17	26	52.9%	73	123	68.5%	238	391	64.3%
Offsite/Outreach	4	5	25.0%	5	10	100.0%	3	5	66.7%	12	20	66.7%	51	61	19.6%
Virtual - Live/Recorded	4	0	-100.0%	4	5	25.0%	1	2	100.0%	9	7	-22.2%	51	24	-52.9%
Total	88	179	103.4%	116	183	57.8%	60	93	55.0%	264	455	72.3%	898	1509	68.0%
Contests & Activities	2	3	50.0%	2	4	100.0%	1	4	300.0%	5	11	120.0%	60	37	-38.3%
Grand Total	90	182	102.2%	118	187	58.5%	61	97	59.0%	269	466	73.2%	958	1546	61.4%
Volunteer Hours	12	60	400.0%	60	10	-83.3%	61	0	-100.0%	133	70	-47.4%	270.5	338.5	25.1%





Quarterly Performance Measures and Statistics

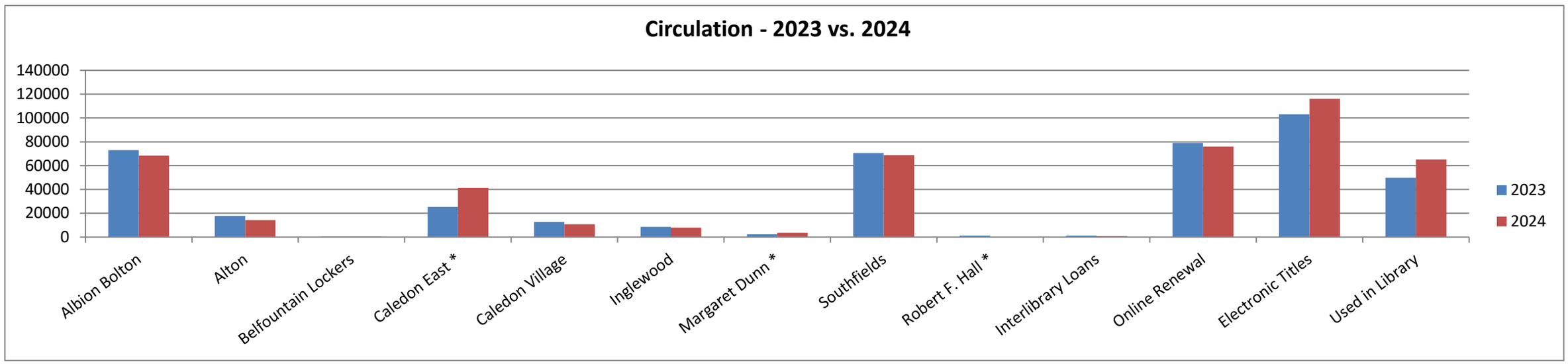
Year End 2024

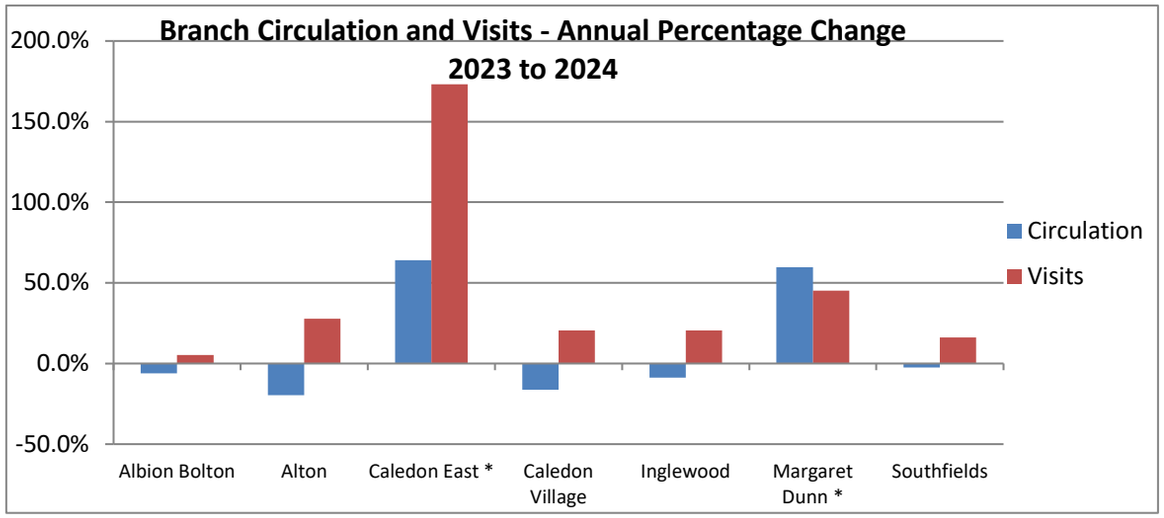
CALEDON PUBLIC LIBRARY
for all reasons

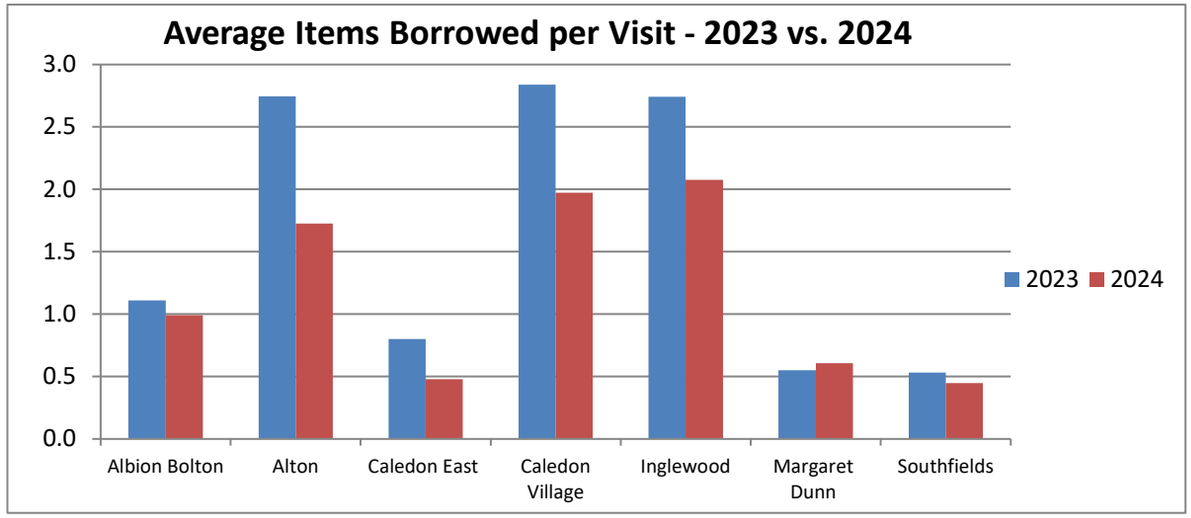
Circulation by Branch

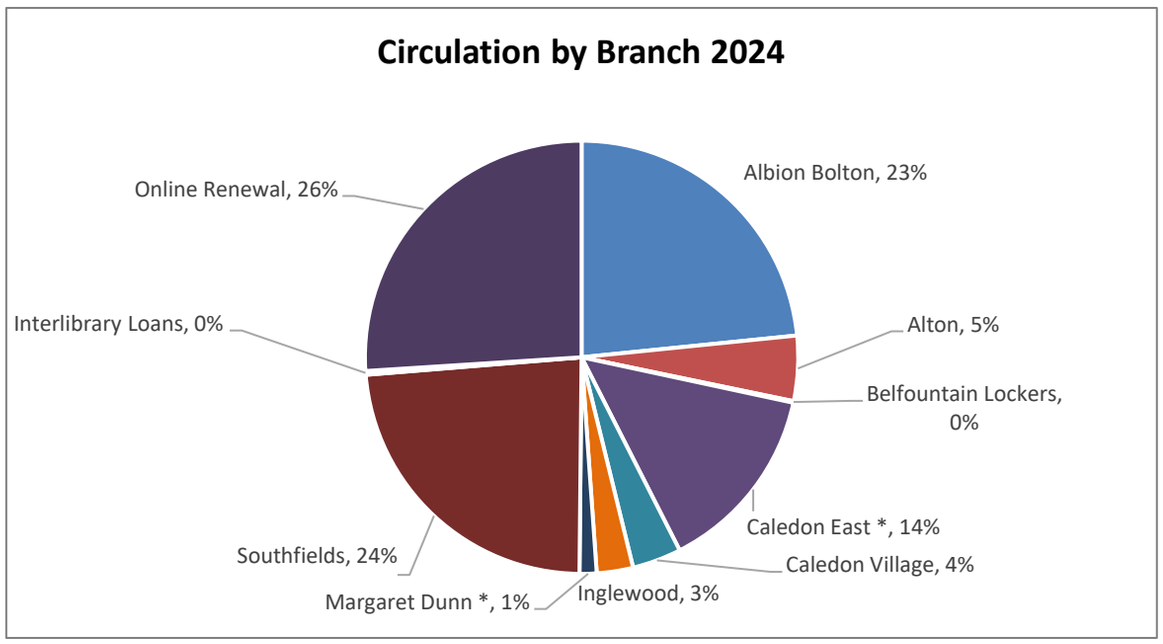
	Q1			Q2			Q3			Q4			Annual		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	20575	18154	-11.8%	17081	16744	-2.0%	19608	18718	-4.5%	15671	14810	-5.5%	72935	68426	-6.2%
Alton	4838	3422	-29.3%	4702	3519	-25.2%	4556	3555	-22.0%	3575	3710	3.8%	17671	14206	-19.6%
Belfountain Lockers	204	129	-36.8%	78	71	-9.0%	92	86	-6.5%	77	64	-16.9%	451	350	-22.4%
Caledon East *	5665	10527	85.8%	5449	9927	82.2%	3982	10579	165.7%	10123	10348	2.2%	25219	41381	64.1%
Caledon Village	3391	2727	-19.6%	3036	2682	-11.7%	3503	2826	-19.3%	2846	2457	-13.7%	12776	10692	-16.3%
Inglewood	2399	1980	-17.5%	2158	1976	-8.4%	2385	2191	-8.1%	1745	1778	1.9%	8687	7925	-8.8%
Margaret Dunn *	2	942	47000.0%	682	825	21.0%	919	955	3.9%	728	1000	37.4%	2331	3722	59.7%
Southfields	17466	17386	-0.5%	18049	17840	-1.2%	19539	18371	-13.7%	15578	15292	-1.8%	70632	68889	-2.5%
Robert F. Hall *	703	0	-100.0%	443	0	-100.0%	0	0	-	0	0	-	1146	0	-100.0%
Interlibrary Loans	368	227	-38.3%	329	310	-5.8%	298	219	-26.5%	237	68	-71.3%	1232	824	-33.1%
Online Renewal	20396	16748	-17.9%	19953	17496	-12.3%	20184	21117	4.6%	18529	20717	11.8%	79062	76078	-3.8%
Sub-Total	76007	72242	-5.0%	71960	71390	-0.8%	75066	78617	4.7%	69109	70244	1.6%	292142	292493	0.1%
Electronic Titles	24865	30094	21.0%	24238	28748	18.6%	26851	29067	8.3%	27175	28140	3.6%	103129	116049	12.5%
	100872	102336	1.5%	96198	100138	4.1%	101917	107684	5.7%	96284	98384	2.2%	395271	408542	3.4%
Used in Library	10414	15939	53.1%	11288	13809	22.3%	14035	20244	44.2%	13961	15278	9.4%	49698	65270	31.3%
Total	111286	118275	6.3%	107486	113947	6.0%	115952	127928	10.3%	110245	113662	3.1%	444969	473812	6.5%

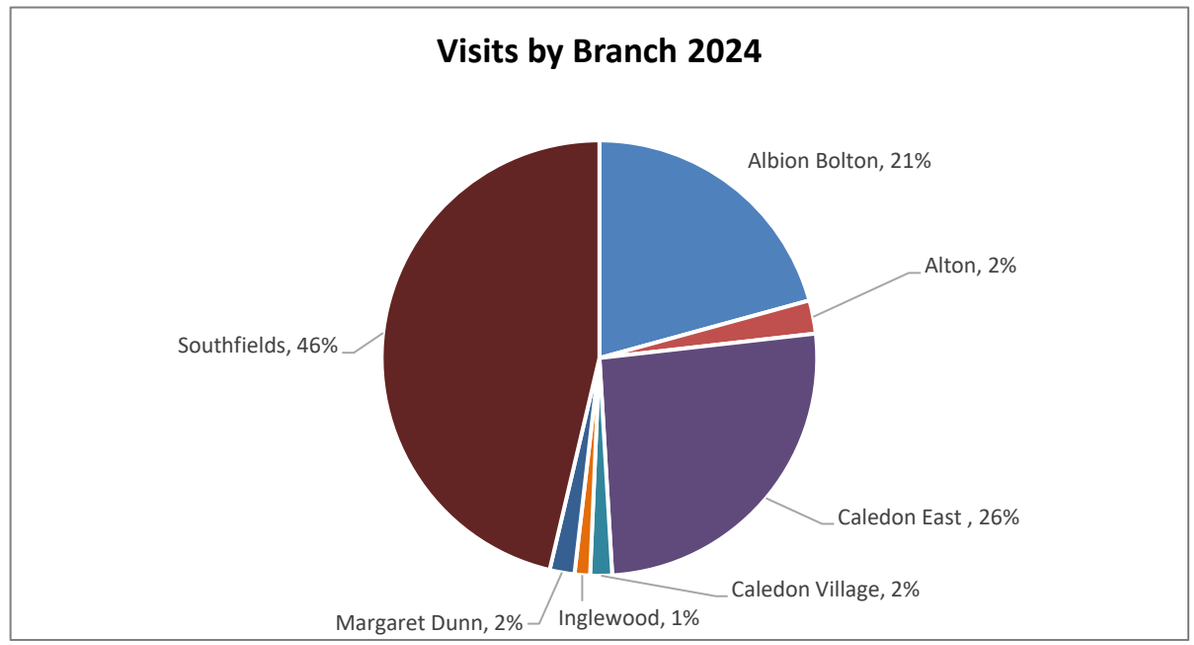
* The Margaret Dunn Valleywood Branch closed as of November 28, 2022 to April 2023 for construction and RFHall closed in June 2023.

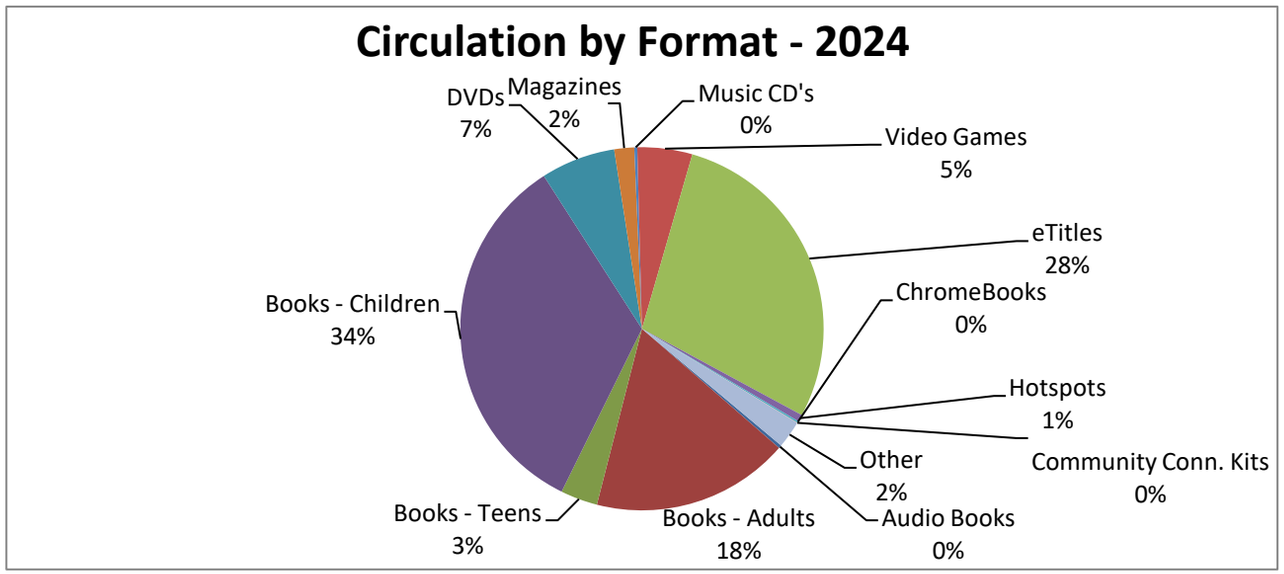



Branch Circulation and Visits - Annual Percentage Change
2023 to 2024
200.0%
150.0%
100.0%
50.0%
0.0%
-50.0%
Albion Bolton
Alton
Caledon East *
Caledon Village
Inglewood
Margaret Dunn *
Southfields
Circulation
Visits


Average Items Borrowed per Visit - 2023 vs. 2024
3.0
2.5
2.0
1.5
1.0
0.5
0.0
Albion Bolton
Alton
Caledon East
Caledon Village
Inglewood
Margaret Dunn
Southfields
2023
2024


Circulation by Branch 2024
Albion Bolton, 23%
Alton, 5%
Belfountain Lockers, 0%
Caledon East *, 14%
Caledon Village, 4%
Inglewood, 3%
Margaret Dunn *, 1%
Southfields, 24%
Interlibrary Loans, 0%
Online Renewal, 26%


Visits by Branch 2024
Albion Bolton, 21%
Alton, 2%
Caledon East , 26%
Caledon Village, 2%
Inglewood, 1%
Margaret Dunn, 2%
Southfields, 46%

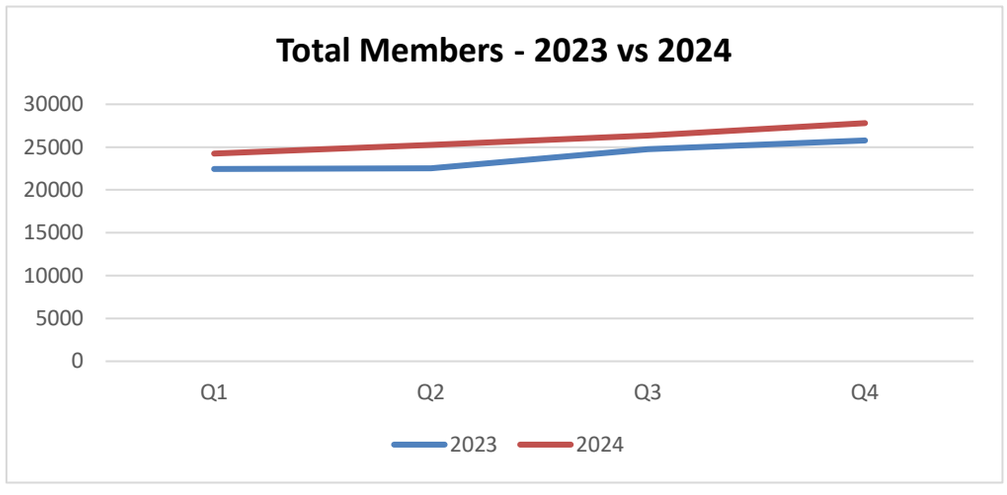

Circulation by Format - 2024
DVDs 7%
Magazines 2%
Music CD's 0%
Video Games 5%
eTitles 28%
ChromeBooks 0%
Hotspots 1%
Community Conn. Kits 0%
Other 2%
Audio Books 0%
Books - Adults 18%
Books - Teens 3%
Books - Children 34%

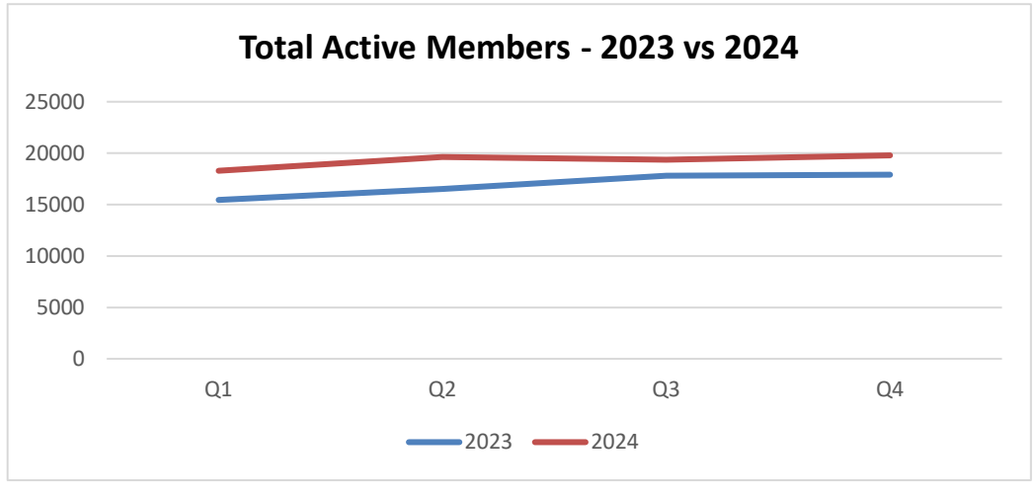
Circulation by Format

	Q1			Q2			Q3			Q4			Annual		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Audio Books	380	285	-25.0%	292	358	22.6%	292	243	-16.8%	253	244	-3.6%	1217	1130	-7.1%
Books - Adults	17835	17677	-0.9%	16697	17500	4.8%	17408	19330	11.0%	17125	17425	1.8%	69065	71932	4.2%
Books - Teens	5035	2713	-46.1%	4367	3734	-14.5%	3874	4052	4.6%	2527	2973	17.6%	15803	13472	-14.8%
Books - Children	34587	34217	-1.1%	32887	32550	-1.0%	35923	37013	3.0%	33990	33599	-1.2%	137387	137379	0.0%
DVDs	8387	6718	-19.9%	7674	6230	-18.8%	7362	7452	1.2%	6529	6695	2.5%	29952	27095	-9.5%
Magazines	1802	1641	-8.9%	1811	1710	-5.6%	1901	2048	7.7%	2064	1849	-10.4%	7578	7248	-4.4%
Music CD's	263	309	17.5%	295	266	-9.8%	322	231	-28.3%	187	262	40.1%	1067	1068	0.1%
Video Games	5269	5277	0.2%	4715	4566	-3.2%	5257	5223	-0.6%	4108	4911	19.5%	19349	19977	3.2%
eTitles	24865	30094	21.0%	24238	28748	18.6%	26851	29067	8.3%	27175	28140	3.6%	103129	116049	12.5%
Hotspots	551	646	17.2%	550	659	19.8%	513	651	26.9%	550	585	6.4%	2164	2541	17.4%
Chromebooks	84	203	141.7%	136	178	30.9%	153	112	-26.8%	222	125	-43.7%	595	618	3.9%
Community Conn. Kits	19	25	31.6%	27	21	-22.2%	32	20	-37.5%	29	22	-24.1%	107	88	-17.8%
Other	1795	2531	41.0%	2509	3618	44.2%	2029	2242	10.5%	1525	1554	1.9%	7858	9945	26.6%
Total	100872	102336	1.5%	96198	100138	4.1%	101917	107684	5.7%	96284	98384	2.2%	395271	408542	3.4%

Library Activity

	Q1			Q2			Q3			Q4			Annual		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
New Members Added	1027	1329	29.4%	987	1236	25.2%	1290	1377	6.7%	1201	1147	-4.5%	4505	5089	13.0%
Total Members	22447	24247	8.0%	22512	25263	12.2%	24741	26360	6.5%	25778	27800	7.8%	25778	27800	7.8%
Total Active Members	15452	18288	18.4%	16533	19616	18.6%	17793	19365	8.8%	17906	19784	10.5%	17906	19784	10.5%
Reference Queries	572	937	63.8%	469	668	42.4%	432	1245	188.2%	659	1886	186.2%	2132	4736	122.1%
Holds Placed	17264	16351	-5.3%	14561	16234	11.5%	16075	15036	-6.5%	14256	16219	13.8%	62156	63840	2.7%
New Materials Added	10	5717	57070.0%	15	3569	23693.3%	16	5872	36600.0%	18	4958	27444.4%	59	20116	33994.9%





Visits by Branch

	Q1			Q2			Q3			Q4			Total		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	17274	18404	6.5%	16295	16949	4.0%	16684	16456	-1.4%	15451	17319	12.1%	65704	69128	5.2%
Alton	1304	1799	38.0%	1511	1898	25.6%	1893	2106	11.3%	1733	2432	40.3%	6441	8235	27.9%
Caledon East	2866	22984	702.0%	3030	19872	555.8%	7710	19059	147.2%	17953	24288	35.3%	31559	86203	173.1%
Caledon Village	1176	1225	4.2%	1090	1432	31.4%	1264	1501	18.8%	970	1260	29.9%	4500	5418	20.4%
Inglewood	801	939	17.2%	730	919	25.9%	858	1086	26.6%	781	876	12.2%	3170	3820	20.5%
Margaret Dunn	0	1437	-	1243	1449	16.6%	1793	1807	0.8%	1197	1451	21.2%	4233	6144	45.1%
Southfields	28063	35696	27.2%	34770	40625	16.8%	38416	42576	10.8%	31800	35548	11.8%	133049	154445	16.1%
Total	51484	82484	60.2%	58669	83144	41.7%	68618	84591	23.3%	69885	83174	19.0%	248656	333393	34.1%

Room Usage # of hours booked by Branch

	Q1			Q2			Q3			Q4			Total		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	0	0	-	0	0	-	0	0	-	0	84	-	0	84	-
Caledon East	0	217	-	0	1076.25	-	0	756	-	0	824	-	0	2873.25	-
Margaret Dunn	0	95.5	-	0	327.75	-	0	223	-	0	207.5	-	0	853.75	-
Southfields	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
Total	0	312.5	-	0	1404	-	0	979	-	0	1115.5	-	0	3811	-

Note: Room usage tracking began in March 2024 and did not include usage by community partners prior to September 2024.

Room Usage # of Rooms booked by Branch

	Q1			Q2			Q3			Q4			Total		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	0	0	-	0	0	-	0	0	-	0	12	-	0	12	-
Caledon East	0	152	-	0	607	-	0	390	-	0	470	-	0	1619	-
Margaret Dunn	0	51	-	0	174	-	0	122	-	0	114	-	0	461	-
Southfields	0	0	-	0	0	-	0	0	-	0	0	-	0	0	-
Total	0	203	-	0	781	-	0	512	-	0	596	-	0	2092	-

Virtual Branch Use

	Q1			Q2			Q3			Q4			Total		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Website Usage															
Page views	86,749	83,701	-3.5%	65,217	78,525	20.4%	70,454	74,752	6.1%	77,435	118,574	53.1%	299,855	355,552	18.6%
Sessions	44,385	57,612	29.8%	38,036	53,211	39.9%	43,567	50,927	16.9%	50,479	50,088	-0.8%	176,467	211,838	20.0%
Catalogue Usage															
Page views	202,108	354,581	75.4%	182,561	305,769	67.5%	197,455	334,361	69.3%	283,901	181,314	-36.1%	866,025	1,176,025	35.8%
Sessions	30,687	65,197	112.5%	28,956	62,022	114.2%	30,553	65,170	113.3%	46,466	49,140	5.8%	136,662	241,529	76.7%

Technology Use by Branch - Annual

Workstations

	Q1			Q2			Q3			Q4			Annual		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	1276	1487	16.5%	1299	1256	-3.3%	1277	1530	19.8%	1404	1948	38.7%	5256	6221	18.4%
Alton	167	177	6.0%	190	168	-11.6%	274	211	-23.0%	282	282	0.0%	913	838	-8.2%
Caledon East	295	2232	656.6%	248	1668	572.6%	994	2269	128.3%	2649	2447	-7.6%	4186	8616	105.8%
Caledon Village	88	157	78.4%	110	133	20.9%	167	196	17.4%	141	127	-9.9%	506	613	21.1%
Inglewood	85	91	7.1%	66	60	-9.1%	85	67	-21.2%	108	97	-10.2%	344	315	-8.4%
Margaret Dunn	0	615	-	833	455	-45.4%	964	784	-18.7%	629	740	17.6%	2426	2594	6.9%
Southfields	1402	1718	22.5%	1598	1431	-10.5%	2038	1981	-2.8%	1797	1684	-6.3%	6835	6814	-0.3%
Total	3313	6477	95.5%	4344	5171	19.0%	5799	7038	21.4%	7010	7325	275.0%	20466	26011	27.1%

Wireless Network

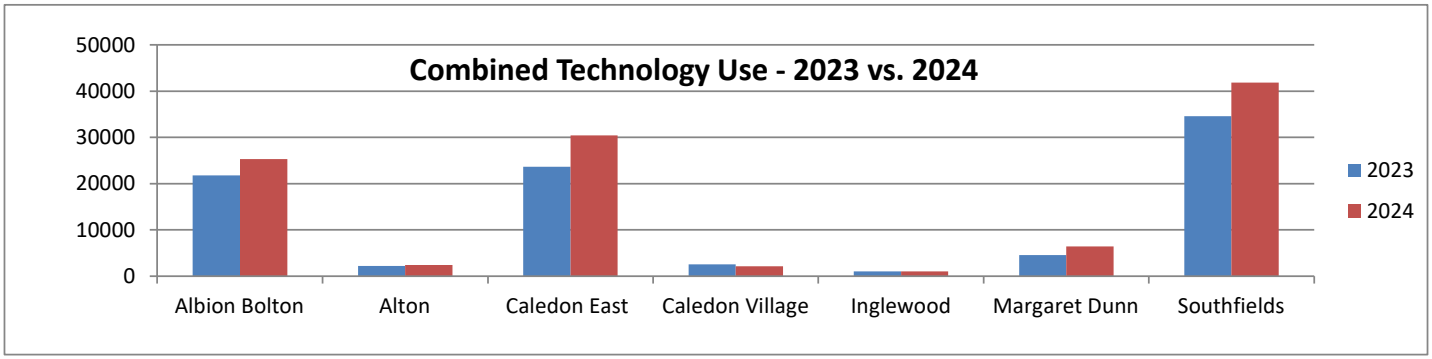
	Q1			Q2			Q3			Q4			Annual		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	2677	5554	107.5%	3960	4614	16.5%	4262	3911	-8.2%	5500	4833	-12.1%	16399	18912	15.3%
Alton	179	295	64.8%	313	369	17.9%	488	474	-2.9%	346	421	21.7%	1326	1559	17.6%
Caledon East	2779	5358	92.8%	7979	5560	-30.3%	2469	4332	75.5%	5865	5425	-7.5%	19092	20675	8.3%
Caledon Village	1014	374	-63.1%	252	405	60.7%	393	437	11.2%	397	318	-19.9%	2056	1534	-25.4%
Inglewood	122	164	34.4%	141	186	31.9%	209	189	-9.6%	216	172	-20.4%	688	711	3.3%
Margaret Dunn	0	671	-	446	820	83.9%	599	923	54.1%	591	810	37.1%	1636	3224	97.1%
Southfields	4470	7861	75.9%	7036	8928	26.9%	7785	8970	15.2%	8029	8865	10.4%	27320	34624	26.7%
Total	11241	20277	80.4%	20127	20882	3.8%	16205	19236	18.7%	20944	20844	-0.5%	68517	81239	18.6%

ChromeBooks

	Q1			Q2			Q3			Q4			Annual		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	33	41	24.2%	38	17	-55.3%	31	13	-58.1%	42	26	-38.1%	144	97	-32.6%
Caledon East	0	42	-	0	18	-	0	30	-	29	31	6.9%	29	121	317.2%
Margaret Dunn	0	4	-	0	9	-	0	0	-	5	7	40.0%	5	20	300.0%
Southfields	51	116	127.5%	96	134	39.6%	118	69	-41.5%	146	61	-58.2%	411	380	-7.5%
Total	84	203	141.7%	134	178	32.8%	149	112	-24.8%	367	493	34.3%	589	618	4.9%

Maker Bookings

	Q1			Q2			Q3			Q4			Annual		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Albion Bolton	0	0	-	0	26	-	0	27	-	0	35	-	0	88	-
Caledon East	0	216	-	0	283	-	37	214	478.4%	317	331	4.4%	354	1044	194.9%
Margaret Dunn	0	133	-	104	170	63.5%	198	137	-30.8%	197	169	-14.2%	499	609	22.0%
Total	0	349	-	104	479	360.6%	235	378	60.9%	339	1206	255.8%	853	1741	104.1%


Combined Technology Use - 2023 vs. 2024
50000
40000
30000
20000
10000
0
Albion Bolton
Alton
Caledon East
Caledon Village
Inglewood
Margaret Dunn
Southfields
2023
2024

Digital Resource and eBook Usage - Annual

	Q1			Q2			Q3			Q4			Annual		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Digital Items Borrowed															
Overdrive-eBooks	9850	9306	-5.5%	9082	9045	-0.4%	10180	9241	-9.2%	8673	8725	0.6%	37785	36317	-3.9%
Overdrive - eAudio	4833	5680	17.5%	5277	5631	6.7%	5523	5788	4.8%	4812	5254	9.2%	20445	22353	9.3%
Overdrive - Magazines	2064	5182	151.1%	2024	4036	99.4%	2480	3998	61.2%	5271	4884	-7.3%	11839	18100	52.9%
Hoopla - eBooks	2764	3167	14.6%	2376	3156	32.8%	2690	3352	24.6%	2710	2859	5.5%	10540	12534	18.9%
Hoopla - eAudio	3199	4392	37.3%	3236	4487	38.7%	3461	4586	32.5%	3645	4364	19.7%	13541	17829	31.7%
Hoopla - Video	1006	1102	9.5%	988	1067	8.0%	1058	967	-8.6%	1132	878	-22.4%	4184	4014	-4.1%
Hoopla - Music	279	273	-2.2%	278	318	14.4%	332	357	7.5%	271	260	-4.1%	1160	1208	4.1%
Hoopla Binge Pass	25	40	60.0%	16	50	212.5%	34	74	117.6%	46	40	-13.0%	121	204	68.6%
Kanopy	841	851	1.2%	961	898	-6.6%	1093	644	-41.1%	615	827	34.5%	3510	3220	-8.3%
EBSCO	0	101	-	0	60	-	0	60	-	0	49	-	0	270	-
Flipster Magazines	4	0	-100.0%	0	0	-	0	0	-	0	0	-	4	0	-100.0%
Total Borrowed	24865	30094	21.0%	24238	28748	18.6%	26851	29067	8.3%	27175	28140	3.6%	103129	116049	12.5%
Digital Resources Accessed															
Press Display	4119	4538	10.2%	3866	4957	28.2%	4996	7383	47.8%	4940	6936	40.4%	17921	23814	32.9%
Ancestry	363	29	-92.0%	61	24	-60.7%	36	61	69.4%	59	6	-89.8%	519	120	-76.9%
Tumble Books Premier	45	17	-62.2%	78	26	-66.7%	19	88	363.2%	60	130	116.7%	202	261	29.2%
Consumer Reports	1183	1123	-5.1%	1135	1142	0.6%	1402	1400	-0.1%	1385	1006	-27.4%	5105	4671	-8.5%
World Book ***	6	0	-100.0%	59	0	-100.0%	13	0	-100.0%	45	0	-100.0%	123	0	-100.0%
Gale Databases	75	49	-34.7%	29	8	-72.4%	56	28	-50.0%	31	44	41.9%	191	129	-32.5%
Novelist	1124	320	-71.5%	509	578	13.6%	353	454	28.6%	222	653	194.1%	2208	2005	-9.2%
EBSCO (databases)	645	362	-43.9%	221	369	67.0%	850	322	-62.1%	217	278	28.1%	1933	1331	-31.1%
Gale Courses	85	68	-20.0%	66	50	-24.2%	56	61	8.9%	58	50	-13.8%	265	229	-13.6%
Mango Languages	175	200	14.3%	109	198	81.7%	128	139	8.6%	167	124	-25.7%	579	661	14.2%
Creative Bug *	41	36	-12.2%	63	46	-27.0%	27	35	29.6%	19	23	21.1%	150	140	-6.7%
Niche Academy	1336	2507	87.6%	1893	819	-56.7%	3085	1181	-61.7%	4637	994	-78.6%	10951	5501	-49.8%
Road to the IELTS	2221	1452	-34.6%	2693	1522	-43.5%	1660	969	-41.6%	1914	418	-78.2%	8488	4361	-48.6%
Brainfuse	269	1258	367.7%	74	325	339.2%	136	966	610.3%	286	360	25.9%	765	2909	280.3%
LinkedIn	65	81	24.6%	55	69	25.5%	52	81	55.8%	67	67	0.0%	239	298	24.7%
LOTE **	6	55	816.7%	10	63	530.0%	27	60	122.2%	40	22	-45.0%	83	200	141.0%
Globe and Mail Historical Newspaper	0	130	-	13	192	1376.9%	82	134	63.4%	143	21	-85.3%	238	477	100.4%
Toronto Historical Newspaper **	291	194	-33.3%	102	431	322.5%	188	2593	1279.3%	55	884	1507.3%	636	4102	545.0%
Total Accessed	12049	12419	3.1%	11036	10819	-2.0%	13166	15955	21.2%	14345	12016	-16.2%	50596	51209	1.2%
Total Usage	36914	42513	15.2%	35274	39567	12.2%	40017	45022	12.5%	41520	40156	-3.3%	153725	167258	8.8%

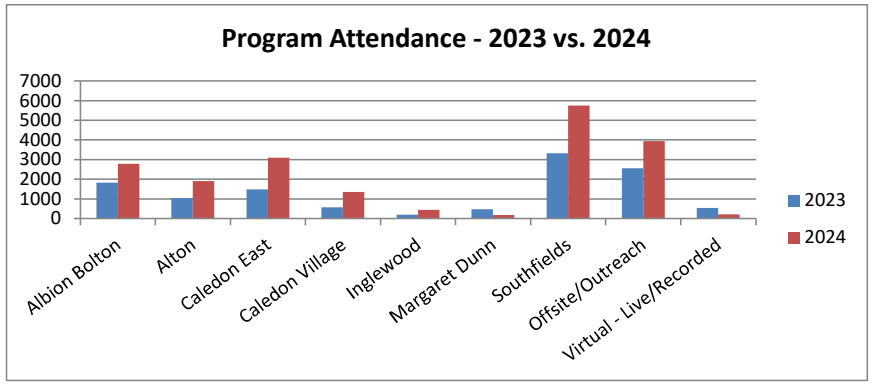
* to be disconntinued in 2025

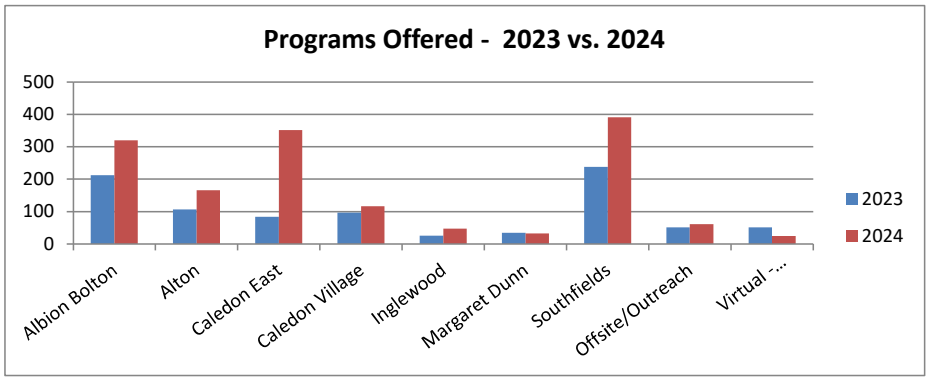
** New in 2023

*** discontinued subscription

Programming by Branch - Annual

	Q1			Q2			Q3			Q4			Total		
	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change	2023	2024	% Change
Program Attendance															
Albion Bolton	730	799	9.5%	315	434	37.8%	344	565	64.2%	436	990	127.1%	1825	2788	52.8%
Alton	172	407	136.6%	239	490	105.0%	249	378	51.8%	391	630	61.1%	1051	1905	81.3%
Caledon East	44	636	1345.5%	11	705	6309.1%	1005	682	-32.1%	423	1075	154.1%	1483	3098	108.9%
Caledon Village	196	265	35.2%	166	393	136.7%	92	414	350.0%	120	286	138.3%	574	1358	136.6%
Inglewood	60	64	6.7%	13	48	269.2%	96	295	207.3%	26	29	11.5%	195	436	123.6%
Margaret Dunn	0	64	-	349	54	-84.5%	64	45	-29.7%	54	18	-66.7%	467	181	-61.2%
Southfields	771	1359	76.3%	865	1201	38.8%	410	1598	289.8%	1283	1586	23.6%	3329	5744	72.5%
Offsite/Outreach	760	1123	47.8%	1181	939	-20.5%	561	1130	101.4%	60	741	1135.0%	2562	3933	53.5%
Virtual - Live/Recorde	308	93	-69.8%	112	50	-55.4%	57	27	-52.6%	62	43	-30.6%	539	213	-60.5%
Total	3041	4810	58.2%	3251	4314	32.7%	2878	5134	78.4%	2855	5398	89.1%	12025	19656	63.5%
Contests & Activities	907	328	-63.8%	197	275	39.6%	1249	965	-22.7%	164	1772	980.5%	2517	3340	32.7%
Grand Total	3948	5138	30.1%	3448	4589	33.1%	4127	6099	47.8%	3019	7170	137.5%	14542	22996	58.1%
Number of Programs															
Albion Bolton	71	83	16.9%	46	85	84.8%	41	54	31.7%	54	98	81.5%	212	320	50.9%
Alton	26	39	50.0%	23	43	87.0%	23	35	52.2%	34	49	44.1%	106	166	56.6%
Caledon East	30	88	193.3%	8	83	937.5%	7	75	971.4%	39	106	171.8%	84	352	319.0%
Caledon Village	27	25	-7.4%	24	31	29.2%	18	27	50.0%	28	33	17.9%	97	116	19.6%
Inglewood	11	10	-9.1%	3	11	266.7%	4	11	175.0%	7	15	114.3%	25	47	88.0%
Margaret Dunn	0	10	-	5	12	140.0%	21	6	-71.4%	8	4	-50.0%	34	32	-5.9%
Southfields	74	92	24.3%	55	96	74.5%	36	80	122.2%	73	123	68.5%	238	391	64.3%
Offsite/Outreach	9	16	77.8%	20	14	-30.0%	10	11	10.0%	12	20	66.7%	51	61	19.6%
Virtual - Live/Recorde	18	10	-44.4%	16	4	-75.0%	8	3	-62.5%	9	7	-22.2%	51	24	-52.9%
Total	266	373	40.2%	200	379	89.5%	168	302	79.8%	264	455	72.3%	898	1509	68.0%
Contests & Activities (	40	9	-77.5%	8	5	-	7	12	71.4%	5	11	120.0%	60	37	-38.3%
Grand Total	306	382	24.8%	208	384	84.6%	175	314	79.4%	269	466	73.2%	958	1546	61.4%





Attachment 7-D

Strategic Actions Update

January 2025

Grow and Innovate

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

- Author Talk Series: Tanya Talaga
- If You Bought It, Flaunt It: Promote Your Collections to Increase Usage
- Partnerships and Building Relationships
- Quiet Leadership 2.0: Identify Leadership Capabilities, Build Confidence, and Discover Pathways to Find Support
- Worldshare InterLibrary Loan (ILL) Training
- Year-End Performance Assessment and Calibration Training for Leaders - Town of Caledon

Respond to Community Needs

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:

- Children's Chime/Bell Choir Concert
- Family Fun Holiday Bingo
- Family Puzzle Challenge
- Tween Club Books & Beyond

Programs for teens and adults included:

- Coffee and Crafting Club for Teens & Adults - Recipes in a Jar
- Coping with Grief During the Holidays
- Let Go My LEGO Club for Teens & Adults
- Library Living
- Make Your Own Holiday Themed Tote Bags for Teens
- Recipe Swappers Club for Adults - Holiday Treats
- Tech Help for Seniors

Celebrate Culture and Inclusion

Six (6) boxes of weeded books were donated to two high school students from Robert F Hall who were collecting materials in support of literacy and learning at Breman Essumendwira District Assembly Primary and Junior High School (serving kids aged 4-15), located in the Asikuma-Odoben-Brakwa District Assembly in Ghana's Central Region.

New Tamil print collections for adult and children were added to the Southfields Village branch

Demonstrate our Value

Four (4) instructional class visits were hosted at the Albion Bolton and Southfields Village branches, reaching a total of 123 teachers and students.

The Library hosted 11 classes for Book Exchanges at the Alton, Caledon East, and Southfields Village branches, assisting 213 students and teachers to locate and checkout library materials.

CPL hosted both the Town of Caledon's Building Services team and Development team for a tour and introduction to the Library's makerspaces and services at the Caledon East Branch with a total of 42 Town Staff attending. Participants were able to learn more about the makerspace tools, create bookmarks, ornaments, and wooden gingerbread houses, and celebrate the end of the year in the Library!

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

Margaret Dunn Valleywood Branch 5 star review: "Nice ambience. You can actually work here. The library is quiet, be sure to keep it that way. You can book meeting rooms if you have a meeting. Max 2 hours and 2 rooms available. I especially love the fact that you can book a room and have a meeting with 3 or 4 people. Haven't tried the studio and maker part of the library yet though."

"After making an error in managing my account on line (entirely my fault) your wonderful librarians at both the Inglewood branch and the Caledon east branch treated me with respect and efficiency and helped to correct my mistake. Just great public relations."

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

- 180 people attend author talk by explorer Adam Shoalts | Caledon Citizen
- Caledon Public Library Year-End Letter - Caledon Library
- Caledon's Budget is Missing Something - Caledon Citizen
- Achieve Your New Years Resolutions with Caledon Public Library
- Celebrating Black History Month with Captain Kevin Junor

Attachment 9-A

CEO/Chief Librarian's Report

Prepared by Colleen Lipp
January 2025

CALEDON PUBLIC LIBRARY
for all reasons

Governance and Planning

Strategic Plan Update

With the initial engagement efforts now largely complete, the focus of the strategic planning project has progressed to the analysis of the data collected and development of draft documents. Over 600 responses were received to the public survey. These are supplemented by the insights collected through the passive engagement boards and forms. Additionally, a meeting with the Mayor is being scheduled as a means of soliciting her input to the plan.

The consultant's initial research report has been shared with the Strategic Plan Working Group for review. Feedback is to be shared with the consultants no later than January 20th and will be the focus of the working group's January 21st meeting.

The first steps in developing CPL's new brand are also underway. A meeting of the Leadership Team, along with CPL's Communications and Cultural Development Department, solicited insights regarding the Library's current brand and how CPL's values, voice and communication style should be reflected within an updated brand. Examples of preferred brands, taglines and colour palettes were shared with SAFFY as a means of further informing the Branding Creative Brief.

Work on the Library's new branding and the strategic plan will be undertaken concurrently as per the following timeline. Timing of the consultant's key deliverables are contingent on the Library's ability to respond and provide feedback in alignment with the proposed schedule. Though a meeting of the Board was tentatively scheduled for February, the meeting is not required to support the timeline and there are no deliverables that will require Board approval in February.

Task	Deliverable	Timeline
Library Branding	Draft Branding Creative Brief	January 17
	Final Branding Creative Brief	January 31
	Draft 1 of Brand Design	February 7
	Draft 2 of Brand Design	February 27
	Draft Brand to Board	March 17
	Final Draft of Brand Design	March 26
	CPL to develop Draft Brand Guidelines	April 4
	SAFFY to review and advise on Brand Guidelines	April 11
Strategic Plan	Draft Research Report	Received
	Draft 1 of the Strategic Plan	January 24
	Draft 2 of the Strategic Plan	February 21
	Final Strategic Plan (content)	March 26

Final Plan to Board	April 14
CPL to design final document	Late April
Presentation to Council	May-June

Council Communications

Upon approval, minutes of all Library Board meetings have long been shared with the Municipal Clerk for communication to Council. Until recently, these minutes were shared as part of regular Council meeting agendas. Though these minutes continue to be provided to the Office of the Clerk, it was recently noted that they are no longer being reflected on Council agendas. The minutes of the April 2024 meeting were the last to be included as part of Council's May 21st agenda. Upon further research, it was determined that past minutes are being posted to the Council and Committee Meeting Calendar on the Town's website. Requests for an explanation of this change in process have prompted no response. In the absence of any related communication from the municipality, approved Board meeting minutes will continue to be shared with the Office of the Clerk.

Staff News

Advancing Public Library Leadership (APLL) Certification

Jill Jambor, Manager, Communications and Cultural Development, Roop Sandhu, Director, Corporate Services and Project, and Darrel Sultana, Manager, Information Technology have been accepted to the next cohort of the Advancing Public Library Leadership (APLL) program. Facilitated by the Ontario Library Service (OLS), this certificate program is designed to expand and advance the leadership capacity of public library leaders and support succession planning. The curriculum includes a broad scope of online course work over two (2) years as well as four (4) intensives, providing an opportunity for participants to connect with colleagues from libraries from across the province. Topics of focus include governance, finance, change management, strategic planning and municipal relationships.

Attachment 9-B

Date: January 20, 2025

To: Caledon Public Library Board

From: Colleen Lipp, CEO and Chief Librarian

Subject: Strategic Action 2024 Year-End Status Report

Recommendation:

That the Caledon Public Library Board review the attached Strategic Action 2024 Year-End Status Report

Background

A comprehensive list of planned actions was adopted in support of the Library's 2021-2024 strategic plan, Building the Bridge to Possibilities. Actions, timelines and performance indicators were identified within each goal and objective. Attached as Appendix A, this plan documents the work undertaken to address these actions over the four-year term and has been updated to include work completed over the last year.

The vast majority of the identified actions have been accomplished– particularly as related to facility improvement projects and related changes in the organizational structure and staff positions. That being said, not all planned actions have been completed. This is in large part due to the ambitiousness of the plan coupled with staff vacancies and shortages over the four-year term. Outstanding items will be considered for inclusion in the Library's new strategic plan, guiding our priorities and actions from 2025 to 2028.

This action plan is complemented by an Assessment and Evaluation Plan that confirms specific indicators and targets by which to measure the Library's success in realizing the objectives of our strategic plan. Pending the availability of all relevant data, the 2024 assessment and evaluation measures will be shared with the Board at the March 2025 meeting.

Financial Implication

None.

Recommended Motion

That the Caledon Public Library Board receive the Strategic Action 2024 Year-End Status Report

Priority: Grow and Innovate

Objective	Planned Action	Necessary Supports/ Prerequisites	Success Indicators	Responsibility	Timeline		2021 Year End Status	2022 Year End Status	2023 Year End Status	2024 Year End Status
	What is going to be done?	*What needs to be in place for this action to happen? [staff, budget, space, technology, related actions?]*	*Who does this benefit and/or how will we measure it?*	*Who is going to do it?*	*Planned Start*	*Expected Completion*				
Exploring new opportunities and creative solutions for expanding services and spaces	Begin planning for new branches and services in support of a quickly growing Caledon	• Population forecasts • Development charge funds • Town Official Plan	• Increase use of library service • Provision of service delivery in newly developed areas in Caledon	Leadership Team	Q4 2022	Ongoing		Primary focus of the Comprehensive Growth Plan	Comprehensive Growth Plan was approved by the Board in January 2023 with a Summary Report adopted by the Board in June 2023. This was followed by a presentation to Council.	Recommendations of Comprehensive Growth Plan have informed the library projects included in the Development Charge Study and in the 10-year capital forecast. Mayfield West II capital project paused by the Town and deferred to 2026.
	Modernize the Albion-Bolton Branch	• Sufficient funding, Council Support	• More efficient and effective use of available space	Management and Staff	Q2 - 2021	Q1 – 2022	The renovation is well underway, supply chain has presented some problems, aiming	This project was completed and the branch re-opened to		

		• Increased # of branch visits				for completion April 2022	the public on June 20, 2022		
Design and equip the Reading Garden at the Southfields Village Branch as a destination and program space	• Funding/sponsorship for required equipment and furniture; collaborative grants and partnerships	• Increased visibility and awareness of branch • Increased # of branch visits • # of programs hosted in reading garden	Management and Staff	Q4 - 2021	Q3 - 2022	Project is currently on track. Shade sail vendor has been confirmed and most furniture has been ordered.	This project is complete, marked by its official opening on June 21, 2022.	Using funds left in the grant, and as part of our Artful Caledon initiative an outdoor mural is planned for 2024 Only a couple of programs were hosted in the Reading Garden between May and October 2023. Customer feedback for attending programs in this space is that it's just too hot so most of SFV's summer programming took place in the branch itself.	Space used only sporadically for programming & events between May – October, 2024 for reasons provided in this same report for the year ending 2023. Challenges of using space include noise levels (traffic), weather (wind and heat). Outdoor mural is in progress to be installed in May 2025. Grant funds have been expended. A local Artful Caledon artist will create the piece in consultation with Library staff.
Undertake a master plan to reflect the impact of updated population forecasts on future spaces and services.	• **Approval of capital project to fund master plan** • **Partial funding from Development Charges**	• **Receipt of a completed plan that will inform future development and growth** • **A process that fully engages**	**Board and CEO/ Chief Librarian**	**Q1 2022**	**Q4 2022**	**Capital project approved as part of 2022 Budget**	**Rebranded as a Comprehensive Growth Plan, work was largely completed in 2022 –**	**Comprehensive Growth Plan was approved by the Board in January 2023 with a Summary Report**	

		the Board, staff and key stakeholders					**pending Board approval in January 2023**	**adopted by the Board in June 2023. This was followed by a presentation to Council.**	
Use the recommendations of the master plan to support further investment in library facilities	• **Completion of Master Plan**	• **Board and Council approval of proposed budget increases for new capital projects /investments**	**Board; CEO/Chief Librarian; and Finance Committee**	**Q3 2022**	**Ongoing**			**Growth Plan was used to inform new 10 year DC Study and Capital Forecast and is being used to inform the development of a new Town Asset Management Strategy which is ongoing.**	
Utilize the master plan recommendations to inform services and staffing	• Funding for change to programming and services • Completed master plan	• Sufficient staff complement to meet strategic objectives and growth	Leadership Team	Q4 2022	Ongoing			Have moved into 'family model' of branches. A Service Level Change in support of a generalist model for Public Service as part of the 2024 budget.	Transition to generalist model allowing flexibility and better coverage of customer service points including some program delivery. Additional Makerspace FT staff added (deferred from 2023 budget).
Explore opportunities for public-private partnerships in support of new facility development	• **Consideration of these opportunities within the scope of work of the master plan.**	• **Relationships with stakeholders who are positioned to move branch**	**Board and CEO/Chief Librarian**	**2022**	**Ongoing**	**The Advocacy and Fundraising Committee of the Board has approved a recommendation to seek**	**Staff continue to investigate options sponsorship of the MDV**		**Library Board and Leadership team discussed strategies to encourage developers to invest in the Library as part**

		development forward.				sponsorship support for the recording studio in Valleywood	recording studio.		of the 2025-8 strategic plan. Staff continue to work on growing fundraising program which will include a sponsorship strategy. Statement of Requirements (SOR) has been added to the CEO/Chief Librarian's work plan - to be shared with Town staff and ultimately developers as a means of clarifying CPL's needs in alignment with Comprehensive Growth Plan.
Active participation within the Caledon Station engagement process	• Seat at the table • Board participation	• Improved community understanding of potential for library spaces • Strengthen relationships with the development community.	Board and CEO/Chief Librarian	Q2 2021	Ongoing	Project planners hosted a dedicated meeting to engage the Library within the early planning process.		Library staff met with representatives of Town Planning and Community Services to discuss the feasibility of using an existing heritage home as library or recreation space. It was determined	

								that the facility and surrounding land were not suitable.	
Undertake an initial assessment of the Library's IT operations and network infrastructure		• Improved department effectiveness	Leadership Team	Q2 2021	Q3 2021	Assessment was completed and used to inform relevant 2022 budget proposals.			
Undertake a joint review of IT operations to identify service gaps and opportunities for shared service and recommendations for better aligning IT investments and network infrastructure.	• Approved capital project within 2022 budget • Engagement of Town Information Technology team	• Development of a Service Level Agreement- with clearly identified deliverables • Improved connectivity and network functionality	CEO/Chief Librarian and Manager, IT	Q1 2022	Q4 2022	Capital project approved as part of 2022 Budget.	Funded in 2022, though procurement was delayed due to staff vacancies in key roles.	Joint IT Review launched in April 2023 and consultants provided draft recommendations in October 2023. Project is currently paused due to Town reorganization and staffing gaps.	Review completed in Q3 2024 included delivery of a draft Service Level Agreement to be formalized with Town IT in 2025.
Develop a workplan to implement the recommendations of the IT operational assessment, including improved backup and file management protocols, a disaster	• Completed assessment • Staff capacity • Availability of managed services	• Detailed workplan and timeline • Improved network performance	Management and staff	Q4 2021	Ongoing	The start of this work has been delayed by the vacancy in the role of Manager, Information Technology	Plan is currently being devised. Already working on internal documentation of processes.	Instituted a cloud backup for all staff email mailboxes and personal / SharePoint files. Setup new cloud-based inventory, HelpDesk	Implemented Microsoft 365 (including Exchange Online, SharePoint Online, Microsoft Flow, and OneDrive). Enforced MFA on Microsoft 365 and VPN connections. Created an IT steering committee

recovery plan, etc.								ticketing, RMM (Remote monitoring and management), and PSA (Professional Services Automation) tools MFA has been setup on Microsoft 365 and VPN connections in progress. Documentation knowledgebase in progress Reconfigured usernames to avoid hacking/brute force attacks	to influence IT decisions and directions
Develop an IT Steering Committee to ensure effective and informed IT policies and governance	• Staff availability • Terms of reference	• Improved integration of IT within all department operations	Management and staff	Q4 2021	Ongoing	The start of this work has been delayed by the vacancy in the role of Manager, Information Technology	Still in development. Delayed due to staff vacancies in key roles.	To be prioritized in 2024	Steering Committee launched in Q3 2024
Explore opportunities for staff-less afterhours access to library	• Availability of funding and relevant technologies	• Provision of access to library service beyond regular	Leadership Team	2023	2024		Reflected through the recommendations of the Comprehensi	Open access implementation at Inglewood, Alton and Caledon Village Branches has	Worked with vendor and Town staff to identify the cost for open access service at Inglewood. The budget for open

branches or spaces	• Ability to integrate within existing spaces	operating hours.					ve Growth Plan	been reflected in the 10-year capital forecast and DC planning documents.	access in Inglewood has been approved in the Library Board's budget for 2025.
Consider the implementations of technology for self-check and RFID on design of future buildings and renovations	• Ensure library staff participate when designing new facilities to make sure designers are made aware of required technologies and services.	• Ensuring the necessary technology services are included within designed facilities.	Leadership Team	2021	2024	Installation of electrical and data required to support self-check has been included in plans for Albion Bolton and Caledon East. Infrastructure already in place in Southfields Village.	Referenced with in the recommendations of the Comprehensive Growth Plan	Relevant investment has been reflected in the 10-year capital forecast and DC planning documents.	RFID and self-check for all locations is noted in 10-year capital forecast for 2026.
Investigate the feasibility of non-RFID self-serve checkout options within some branches	Funding requirement for technology, facility setup and space	• Successful implementation of self-serve station • Staff focus on value added services rather than solely materials handling.	Management and staff	Q1 2024	ongoing				Options for non-RFID self-serve options have been identified, and costs for installing self-service were included in the Inglewood Branch hours expansion budget for 2025.
Continue to develop and promote the CPL Mobile app		• Increased public use of mobile app • Increased use of app as a key communication and readers advisory tool	Management and staff	2021	2024	The Mobile App was used for COVID pre-screening for customers.	The Mobile App was updated in November 2022 and shared with staff – including the ability to customize to	Completed a marketing campaign in Q2 of 2023. Vendor dispute has resulted in the discontinuation of the current	The mobile app was made available again in Q2 of 2024 and promoted to CPL users. Staff and management are reviewing available apps due to the planned sunsetting of the current

							various languages. A marketing campaign is scheduled for Q1 2023.	app. A new app is expected for release in Q1 2024. Promotions will resume at that time.	BlueCloud Mobile app in 2025. Committee is reviewing BC Mobile, Communico Mobile and BlueCloud Mobile2.
Explore opportunities for expanding library services and spaces beyond the walls of the library. Possibilities include holds lockers, vending machines, book mobile and pop-up services.	• Inclusion within master plan scope of work.	• Increased awareness of library services • Increase in # of active memberships	Leadership Team	2023	2024		Questions have been posed to public to see their appetite for these services through the Comprehensive Growth Plan, pop-ups continue to happen at events.	Pop up services continue at events and with partners – i.e. Early On Centres and with Parks & Recreation – Town community centres for special events like Family Literacy Day.	New Community Librarian position approved in 2025 Budget. Service kiosks (holds lockers and vending machines) are included in the 10-year capital forecast and DC study with phase one anticipated in 2026. Pop ups for Strategic Plans featured good engagement with community members in AB, CE and SFV.
Investigate the inclusion of technology investments within the new Development Charge study.	• Eligibility within Development Charge Act • Sufficient DC funds, supported by historical service standards	• More informed MT with better understanding of DC and allocation of municipal funding for future consideration.	Leadership Team	Q1 2023	Q4 2023			Investments in a number of technologies have been included in the list of planned projects shared with DC consultants. These include open access at	Service kiosks and open access technologies have been confirmed in the revised DC study.

									smaller branches, RFID, and a stand alone ILS.	
Develop maker, innovation and creativity spaces in partnership with the Town of Caledon, businesses, and community partners	Revitalize the Caledon East Branch, including the creation of a new makerspace, as part of an expanded Caledon East Community Complex	• Expanded hours of operation, transition to full service branch. • Sufficient operating budget	• Increased # of branch visits • Increased hours of operation • Increased # of active library members • Use of maker technologies and services	Management and staff	2022	2024	Initial design phase of this branch and maker space has been completed and early construction has begun.	Construction is scheduled for completion in 2023. A related budget request has been proposed as a means of ensuring adequate staffing and offering full service hours.	Construction is completed and the branch along with the maker space opened to the public September 5.2023	
	Reimagine the Margaret Dunn Valleywood Branch as a learning, maker, and innovation lab.	• Completed procurement of General Contractor	• Increased # of branch visits • Increased # of active library members • Increased use of library services by local businesses • Use of maker technologies and services	Management and staff	Q4 - 2021	Q4 - 2022	A scope of work has been drafted as a means of informing the imminent release of an RFP to identify the preferred design-build contractor.	Construction is set to begin January 3.2023 with full completion slated for early spring.	New Margaret Dunn Valleywood Collaboration Studio opened in Spring 2023.	
	Become an active partner to the Town in repurposing the Downtown Bolton Fire Hall as	• Library staff expertise in maker tools and services	• Increased awareness of library services • # of programs	Management and staff	2021	Ongoing	CPL staff have been participating in monthly meetings with Town staff to	A new position as proposed in the 2023 budget can be leveraged	We learned that the Town abandoned plans for a makerspace or maker	Library staff participated in the Humber River Centre Grand Opening on February 10, 2024.

a community hub						discuss options and opportunities	to deliver services at the Humber River Center innovation lab.	technologies in the new Humber River Centre. It's anticipated that Library and Town staff will coordinate programming and outreach efforts for 2024.	Library staff sit on the Humber River Centre Working Group along with Town staff and community partners. Support and participation of IDEA Caledon's Pride Family Picnic and CultureFest hosted @ the Humber River Centre.
Develop new and leverage existing partnerships with community organizations to facilitate or host technology-based programs	• Partnership technology	• # of new programs/ partnerships • # of program participants • Participant and partner feedback/ testimonials	Management and staff	Q1 – 2022	2024		Caledon Community Services, *Cyber-Seniors* program resumed in the fall of 2022.	Cyber Seniors (hosted by CCS) continued throughout 2023.	Computer4Seniors (formerly CyberSeniors) continued throughout 2024. Continue to communicate with CCS CPL's desire to expand this program into CE and SFV.
Introduce new maker technologies for self-directed and demonstratio n purposes at Bolton Branch	• Procurement of maker technologies • Staff training	• Use of maker technologies and services • Increased awareness of maker services	Management and staff	2022	2024			Memory station has been ordered, anticipate these in place by Q1 2024. Friends of CPL have provided funding for a 3D printer to be installed in Q1-Q2 2024.	3D Printer and Cricut installed and launched to the public in February 2024. Memory Station made available to the public in September 2024.

	Integration of mobile maker technologies, both digital and analog, into program and service offerings at non-maker space branches or outreach events	• Procurement of maker technologies • Staff training	• Use of maker technologies and services • Increased awareness of maker services	Management and staff	2022	2024		Cricut and 3D printer programs have been offered at all branches. The Cricut and 3D printer have also been taken to community events.	Maker Team staff facilitated Cricut, sewing machines and 3D printer (mobile maker equipment/technologies) programs across smaller branches throughout 2023. Same mobile maker equipment was featured at various outreach events, like Winterfest, Spring Valleywood Market, and Caledon Day. 2024 outreach event requests continue to come in with a total of 6 dates at the time of this report.	Makerspace programs continue at all branches and are included in outreach opportunities.
Ensure the library has the staff capacity to meet the needs of a growing Caledon	**Include a review of staff structure and capacity within the proposed Master Plan**	• **Approval of capital project to fund master plan** • **Partial funding from Development Charges.**	• **Receipt of a completed plan that will inform future development and growth** • **A process that fully engages the Board,**	**Board and CEO/Chief Librarian**	**Q1 2022**	**Q4 2022**		**The drafted Comprehensive Growth Plan includes such a review and references related**		**Generalist Service Model was funded and implemented.** **Two new FTE were included requested in 2025 Budget. A new Community Librarian role was**

		staff and key stakeholders.					**recommendations.**		**funded and a Systems Librarian position was deferred to 2026.**
Use the recommendations of the master plan to support further investment in library staffing	• **Completion of Master Plan**	• **Board and Council approval of proposed budget increases – capital projects and new head count.** • # of new positions created • # staff/capita	**Board; CEO/Chief Librarian; and Finance Committee**	**Q3 2022**	**ongoing**			**Proposal has gone forward to Council for 2024 budget consideration to merge PSA/PSC positions into one generalist position.**	**CPL moved to a generalist model combining the Public Service Assistant and Public Service Coordinator roles to allow for enhanced branch coverage and upskilling of staff creating more capacity for services to be provided to the public.**
Create a succession plan to support staff progression through the organization's structure and ensure business continuity	• Staff engagement • Revised core competencies	• % of staff who are promoted internally • % of staff who indicate an interest in pursuing a management position	Leadership Team	2022	2024		Some internal work has happened regarding this, with a new vision for Public Services and the Corporate Services Director has started at CPL.	Work continues to support staff progression with the creation of a new position, Supervisor, Community & Creation in April, 2023.	Four (4) members of the Public Service team have transitioned to roles in Programming and Outreach. Three (3) additional team members have made the move from part-time to full-time. The creation of a formal succession plan is included within the CEO's 2024-25 goals.

									Career and Development Questionnaires have been introduced as part of the 2024 Performance Appraisal process
Expand and formalize the recruitment and onboarding training program	• Staff capacity	• Successful enrollment of new staff into the library system • Development of platform such as Niche Academy.	Leadership Team	2021	2024	The current onboarding and recruitment protocols have been reviewed and supporting documentation has been drafted.		Phase 1 of a new recruitment and onboarding program launched and implemented in November 2023	Phase 2 of onboarding program that included enhancements such as a core library activity and process improvements (PeopleNet) implemented Training request process improvements led to streamlined process for requesting and submitting evaluations in real time.
Continue to leverage and develop committees and working groups to pilot projects	• Staff capacity	• Increased staff input and participation • Incorporating diverse opinions and exploration of new ideas	Management and staff	Q1 2021	Ongoing	Collection review committee formed; Cataloguing working group formed	Programming Working Group formed, Makerspace working group formed	Programming Working Group's work paused until staff vacancies filled. Work will resume in early 2024.	Mobile app working group, Core competencies, technology influence committee. Programming Strategy Working group reinstated.
Invest in tools for improving staff collaboration and communication such as Slack, Teams, Hybrid	• Required funding and budget; • Leveraging technology to support	Implementation of new virtual communication tools • Better communicatio	Management and staff	2023	Ongoing		Managers started using Teams, Planner. New meeting hardware has		Use of SharePoint forms and lists for collaboration and administrative tasks increased including new School Visits

	programming.	institutional needs	n between staff as well as external organizations					been ordered (meeting Owl) or is being planned.		requests and supply ordering
Build a staff culture of personal development and accountability	Invest in the development of all staff to build the necessary knowledge, skills, and confidence to guide and support library users	• Results of TLC staff training survey	• Increased staff competency • Improved employee engagement	Management and staff	2021	Ongoing	Niche Academy is being leveraged to deliver and support staff training; The Learning Committee (TLC) released a survey to identify gaps in staff competencies and released relevant modules including: • Internet and Web Browsers • Common Devices • Library Databases and Applications Staff completion rate of learning modules is upwards of 75%.	Training for staff is ongoing. As per the Growth Plan Staff Survey, 97% of responding staff indicated that they had the necessary technology and training to work effectively.	Specific training has been done for front-line staff at both makerspaces as well as training for all staff in customer de-escalation. Staff Forum and Half Day staff training offerings completed. The Learning Committee introduced the Learning Bulletin in January, 2023. The bi-monthly bulletin highlights up and coming training opportunities for staff. Half day leadership team building training facilitated by Juice Inc.	All staff Intellectual Freedom training Employees new to the Public Service Coordinator role, have had the opportunity to be enrolled in the Ontario Library Service 'EXCEL' Courses, building on the depth and breadth of library staff skills. Public Service staff completed Verbal De-escalation training helping to build skills to effectively de-escalate challenging situations. All Public Service staff completed introductory level training to deliver storytimes to the public. Branch Managers created a shadowing and training plan to ensure staff are

								completed in October 2023 40 staff members completed 221 training activities (e.g. courses, workshops etc.) in 2023	confident and effective in storytime program delivery. Staff Forum and Half Staff Tech training days completed.
Advocate for increased funding for staff training to achieve the standard as outlined by the Ontario Library Accreditation in order to expand staff access to development and training opportunities within the broader library sector	• Funding – training budget	• Increased training budget at 1% standard	Board and CEO/ Chief Librarian	2021	Ongoing	This target has been met within the approved 2022 operating budget.	This target has been requested as part of the 2023 operating budget – approval pending.	This target has been requested as part of the 2024 operating budget – approval pending.	This target was reflected within the original budget as approved by the Board but was not revised to align with the increased staff costs prompted by revisions to the Town salary grid.
Undertake a comprehensive compensation review of all staff positions in tandem with municipality	• Update job templates • Consultation Services	• Employee compensation and benefits in alignment with industry and municipal comparators. • Pay equity with male comparators ensured	Leadership Team	Q2 2021	Q4 2021	A comprehensive Town-led review was completed and ultimately approved by Council in 2021. Findings will be communicated and implementation to begin in 2022.			A comprehensive Town-led review was completed and ultimately approved by Council in 2024, effective January 2025.

	Review and revise the My Independent Learning Activity (MILA) program – including an examination of dedicated funding	• Communication of MILA program to staff • Review of existing guidelines	• % of staff who participate • # of new programs and services that are prompted by MILA learnings	Leadership Team	Q2 2022	Q4 2022		The MILA initiative was re-launched in March and updated guidelines were rolled out to staff	MILA incorporated into new refreshed employee training process implemented in March 2023	Maximum MILA amount available increased to $100 in Q3 2024.
	Review and revise core competencies required for staff positions	• Staff capacity • OLS supporting documents	• Informed training programs and performance appraisals • Communication of staff deliverables/ expectations	Leadership Team	Q4 2022	Q3 2023				Core competencies committee reviewed and updated existing competencies document. To be finalized and adopted in Q1 2025.
	Expand, document and formalize Person in Charge (PIC) training.	• Staff capacity	• Updated PIC documentation • Comprehensive and consistent PIC training for all Coordinators.	Leadership Team	Q1 2022	Q4 2022		The document has been reviewed and modified throughout the year.	A checklist and reference document has been reviewed and updated for both Managers on Call and Person in Charge (PIC)	Person In Charge and Manager On Call documents were updated in Q2 2024.
	Conduct bi-annual staff engagement survey (2022 and 2024)	• Consultant support and survey availability	• % of staff who participate • % of staff who indicate that they are satisfied/ engaged	Leadership Team	Q3 2022	Q3 2024		Launched December 6, 2022	Staff focus groups were hosted in Q4 2023 to discuss the findings of the survey and solicit input into addressing areas for improvement.	Scheduled 2024 survey has been deferred to Q1 2025 due to a delay in completing staff focus groups in 2023
Invest in digital resources and expand virtual	Explore and leverage all capabilities of the	• Staff training and improved	• Improved system automation	Management and staff	Q3 2022	2023			Setup for patron notifications via	Serials module implemented

branch experiences	Symphony Integrated Library Software (ILS)	understanding of the system	and staff efficiency						text is underway. Training in Acquisitions and Serials modules is scheduled for Q1 2024.	
	Grow virtual and hybrid services and programs	• Availability of necessary technologies	• Offering hybrid programming • Increased # digital checkouts • Increased # online library cards created	Management and staff	2022	2024		Virtual programming still being offered with hybrid option available for some programs such as our Bethell Hospice collaborations	More programs were offered using the hybrid program delivery model – i.e. author visits, book talks and teen trivia nights.	Continued to offer some programs virtually, as well as, via the hybrid option. Use of CPL's digital collections and resources increased by 8.8%
	Better leverage the Library's website as a means of engaging and informing community members	• Staff capacity • Integration with new catalogue	• # of webpage visits • Length of visits	Management and staff	2022	2024		The new catalogue was integrated into the website. Ongoing review and updates to the website throughout the year	Links to external sites and documents including some Town reports have been added. Work will continue in 2024	Changes have been made to the library website to make it more user-friendly and provide a customer-centered approach to information sharing. Work will continue in 2025 to ensure the website is customer-centered and continued progress is made towards enhanced accessibility.

Enhance efforts to bridge the digital divide by investing in technologies for exploration, learning, connection, and creativity	Expand technology-based special collections and electronic resources	• Funding; Survey of community interests and needs; staff capacity	• Increased availability technology based special collections • Increased usage of collection	Management and staff	Q4 2021	Ongoing	The Library of Things was expanded to include GoPro cameras, Arduinos, and Raspberry Pi kits; Community Connection Kits continue to be well used; and, Grant funding was received to procure Seniors' Connection Kits and provide related programming.	New Osmos Lendable collection launched.	Radon detectors, CO2 monitors, scanning pens added to Library of Things	YOTOs added
	Expand the Tech Savvy Teens program and offer more intergenerational technology-based programs	• Student volunteers with necessary skills and knowledge; promotion of program; space to offer programs; equipment that can handle the needs of the program	• Increased confidence among Tech Savvy Teen volunteers • Increased # tech-based teen volunteer led initiatives	Management and staff	Q4 2022	2023		Tech Savvy Teens re-launched in November 2022 in Bolton and Southfields branches	Program continues in Bolton and Southfields. Tech Savvy Teens expanded to include Caledon East in fall 2023.	Tech Savvy Teens supported new Tech 101 Basics for Seniors program.
	Investigate partnerships with community organizations focused on developing tech skills in seniors	• Understand the tech needs of seniors; space	• Increased # tech-based partnerships benefitting seniors.	Management and staff	Q4 2022	Ongoing		Caledon Community Services, *Cyber-Seniors* program has resumed in the fall of 2022	CyberSeniors (in partnership with CCS) continued @ the Albion Bolton branch in 2023. Some one off Cyber Seniors support	CCS' Computing 4 Seniors continues to run successfully in AB. Programming staff ran a Tech 101 Basics for Seniors programs in CE and SFV.

								was offered in CE in late 2023. Staff and CCS are in early talks to consider running CyberSeniors more formally in CE for 2024. Makerspace staff hosted Caledon Meals on Wheels in November to introduce them to the new space.	

Priority: Respond to Community Needs

Objective	Planned Action	Necessary Supports/Prerequisites	Success Indicators	Responsibility	Timeline		2021 Year End Status	2022 Year End Status	2023 Year End Status	2024 Year End Status
Support Caledon's recovery as we emerge from the COVID-19 pandemic	Remain flexible with pandemic restrictions and operational changes	• Government and Health guidelines • Staff capacity	• Varying services offered throughout all phases of the pandemic • Gradually increasing public usage of library services	Management and staff	2021	ongoing	Health and Safety protocols continue to be monitored and adjusted based on public health guidelines and in alignment with Town and sector best practices.	Health and Safety protocols continue to be monitored and adjusted based on public health guidelines and in alignment with Town and sector best practices	Almost fully staffed again, the first time in many years, training staff to work in numerous locations in order to maintain as much flexibility as possible.	

Return all branches and services to pre-Covid hours of operation and adjust staff hours and schedules to ensure proper coverage	• Government and Health guidelines • Staff capacity and recall of all staff	• All locations running at full capacity • Increased # of people in branches	Leadership Team	Q4 2021	ongoing	Return to near-pre-COVID hours of operation, planned for early January 2022 was delayed due to increased case counts and transmission rates.	Return to pre-COVID hours happened then had to be pulled back due to staff shortages.	All branches have returned to full hours, including expansion to full-service hours at the relocated Caledon East Branch.	
Slowly expand our in-person programs, with a continued awareness of appropriate Health and Safety protocols	• Health guidelines and capacity limits • Consultation with Town Health and Safety Advisor	• Increased attendance at programs	Management and staff	Q1 2022	Q4 2022	In person programs scheduled for early 2022 were reverted to a virtual format in response to increased case counts and transmission rates.	In person programming resumed in June 2022	In person programming continued in 2023, but not with increased attendance at programs. Work to increase program attendance numbers is paramount for 2024.	In person programming back to pre-Covid numbers. Attendance at programs grew 37% between 2023 and 2024.
Develop and provide mental health programs and resources for the public through regularly planned and scheduled programs	• Staff capacity • Community partnerships • Partnerships with social agencies	• # of programs offered • # of participants • Positive feedback and outcomes from attendees	Management and staff	Q4 2021	ongoing	Programs in partnership with Bethell Hospice, Alzheimer's Society, Punjabi Community Health, community Mental Health workers were hosted	Over a dozen programs about mental health in partnership with Bethell Hospice have been offered.	Various mental health programs offered throughout 2023 – including those offered by Bethell Hospice and Punjabi Health.	Hosted various mental health programs including a Women's Health Series exploring evidence-based strategies for navigating menopause.

						throughout the year.			
Link residents to groups, agencies and resources by reviving and growing our Community Corner, including development of a formal agreement	• Community partnerships • Space within facilities	• Community Corner expanded beyond Bolton • Community Corner is regularly booked by organizations • Statistics show that services are regularly used • # of hours at Community Corner	Management and staff	Q2 2022	ongoing		A community partnership agreement has been created and the Community Corners in Bolton and Southfields have been launched.	This initiative has been expanded and in addition the community corners, community partners can request that their information is shared on the library digital screens in Bolton, Caledon East and Southfields Village branches	Community Corner was revitalized in 2024. Six external agencies attended the community corner in all full-service branches and Alton a total of 20 times (40 hours) between June and December. Agencies included: BrightStart, CCS, Caledon Fire, CMOW, Catholic Crosscultural Services & Service Canada. Approx. # of visitors seeking information at corners by branch: AB – 96 SFV - 159 CE - 50 Alton – 17
Advocate for and support the Library's inclusion within joint recovery efforts	**• Continuation of positive and strong relationship with municipality**	**• Demonstrated value of library's contributions to community recovery • Community recognition of Library as a means of public support and assistance**	**Board and CEO/Chief Librarian, Leadership Team**	**Q2 2021**	**Q4 2022**	**Library participation in the Town's EOC continued throughout 2021; Library acted as distribution site for pick up of seniors' gift bags and other**			

		during periods of transition				**municipal initiatives.**			
Extend support to library staff that includes reminders of available resources such as Employee Assistance Programs	• Regularly scheduled Performance Appraisals and one-one manager/staff meetings • Regular staff pulse surveys and check-ins	• Increased staff productivity • Increase in staff engagement	All Staff	Q3 2021	ongoing	A pulse survey of staff was completed in the fall of 2021; An all-staff meeting was hosted in November 2021. These will continue four times annually; The performance appraisal process and regular meetings with individual staff are ongoing.	CAMH Mental Health training was completed by staff, commitment to 4 quarterly all staff meetings, EAP resources shared throughout the year,	This has been noted to be shared with staff upon onboarding New PT benefits introduced in July 2023 include EAP coverage	Phase 2 of PT benefits with enhancements and expanded coverage introduced in Q3 2024. EAP program availability expanded to include PT and casual staff in Q3 2024
Explore and provide opportunities for reconnection between new and established staff members	• Opportunities to get together (Bolton opening) •Technology to support remote connectivity	• Staff are aware of and familiar with personnel roles and all new and existing staff members	All Staff	Q1 2022	Q4 2022		New staff to meet with all departments, new staff announced at quarterly meetings, opportunity at training such as staff forum for staff to connect.	Format of Staff Forum and Staff Training Days is intended to encourage staff to meet and interact with those outside their department. Rotation of Public Service staff across locations	

									continues to provide opportunities for connection.	
Eliminate barriers to library access	**Review of policies through a lens of barrier reduction**	**•Continued support for and engagement within the bi-annual policy review process**	**• Policies that allow for equity of access to library services**	**Board and CEO/Chief Librarian**	**Q3 2021**	**Ongoing**	**The following policies were drafted or reviewed in an effort to eliminate barriers:** **• Collection Development Policy** **• Indigenous Respect and Acknowledgement Policy**		**Policies continue to be revised and updated on an ongoing basis.** **The Board also adopted a joint statement in support of Drag Storytime.**	**Policies continue to be revised and updated as per the policy revision schedule.**
	Support the elimination of overdue fines beyond 2021	**•Reduction of fine-related revenue within the base operating budget**	**•Increase in usage of library collections and services** **•# of active library members** **•# of items borrowed**	**Leadership Team and Board**	**Q4 2021**	**Q1 2022**	**The permanent elimination of overdue fines was supported by the Board and Council through the 2022 budget process**			
	Increase hours of operation and branch access	• Staff capacity • Increase of operating funding	• Increased hours • Increased access to branches	Board, Management and Staff	2023	Ongoing			Upon relocating to the new community complex, the Caledon East	Expanded access to Inglewood Branch beyond staff-hours has been funded in 2025 budget.

		•Increased usage of physical library services						branch began offering full-service hours in alignment with those on offer in Bolton and Southfields	Implementation planned for 2025.
Grow our Visiting Library Service (VLS) by creating a working group and seeking out new partnerships	• Partnership development • VLS participants • VLS partners • Awareness of VLS program	• Completed VLS process and documentation • # of people using the service •# of community partners providing VLS	Management and staff	Q2 2021	Ongoing	Outreach to the following senior's residences has taken place: • Abbeyfield • King Nursing Home • Sorrento • Peel Community Housing 7 new volunteers were recruited and trained; 10 new residents signed up for the service, 8 are now actively receiving monthly deliveries of library material.	As of August 2022, there are 22 active clients and 18 active volunteers Presentation provided to Sorrento VLS postcard included in June Senior's month swag bags	Promotions of the VLS service in 2023 included social media campaigns, videos, testimonials from volunteers and clients and distribution of posters and postcards An information segment was also featured on Rogers TV	In June 2024, 80 maker kits were sent with CMOW to those who receive meals. VLS information was included in the package.
Develop new hybrid program delivery models	• Technology to support hybrid programs	• # of hybrid programs offered	Management and staff	Q2 2022	Q4 2022	Technologies in support of hybrid	Select programs such as our Bethell	Hybrid program offerings	

for in-person/virtual programs	• Staff expertise for program development	• Attendance at hybrid programs, both physical and virtual • Positive outcomes from programs				programming, including smart screens and speakers, were purchased through Safe Restart funds. Screens are to be installed in the Albion Bolton Branch as part of the renovation.	partnership programs were provided in hybrid format.	continued throughout 2023– those offered in partnership with Bethell Hospice, author visits, book talks and trivia nights. Customer reviews of hybrid offerings are mixed.	
Explore partnerships with local social agencies to determine ways in which to improve library access to underserved and marginalized groups	• Understanding of current and future needs of library users • Discussions with agencies regarding clientele needs	• # of library cards created as a result of these partnerships • # of people utilizing resources and spaces in library • Increase in people visiting Community Corner	Leadership Team	Q2 2022	Q4 2024		The community corners were reinstated in AB and SFV in Q4	Early discussions have taken place with leaders of partner agencies, in support of better collaboration in this area.	Members of the Library Leadership team sit on the IDEA Caledon Committee, which has led to new insights and collaborations including the 2024 Family Pride Picnic and CultureFest. Partnership with CCS was launched in Q4 2024. CCS staff now deliver employment services and community resources at AB, CE and SFV one full day per week.
Expand the strength and awareness of our Wi-Fi access points in all branches	• Technology to support expanded Wi-Fi • IT department capacity	• Increase in Wi-Fi usage statistics	Management and staff	Q4 2021	2023	New signage, promoting the availability of wireless networks, was installed in		We have increased our total number of wifi hotspots, and in Bolton we	

							branch parking lots. This partnership between the CPL Communications and Community Development Department and Town Community Services was prompted by a staff Beyond the Den suggestion.		have relocated our hotspots to ensure better coverage throughout the branch.	
Engage community members to gain insight into their needs with an emphasis on spaces, services and programs for teens and older adults	Engage with residents and members of the community informally, using social media and in-person discussions to discover areas where the library can offer support	• Staff capacity • Opportunities for discussion and engagement	• Increased social media engagement using analytics • Suggestions and feedback received from the community	Management and staff	Q1 2022	ongoing		"Have Your Say" public suggestion boxes were reintroduced in October	The Customer Service Committee has taken on the responsibility of keeping track of the feedback and helping to identify trends or ongoing issues. The monthly board report also includes comments from the community that have been shared in branch, via email or	Have Your Say cards and other feedback and comments received via social media and other channels are reviewed at each LT meeting. The Customer Experience Committee discusses feedback at monthly meetings. Social media reach on Facebook and Instagram have increased by 72% and 49% respectively in 2024 compared to 2023. However, engagements (likes, comments and

								through the Library's social media channels.	shares) have slightly declined in 2024.
Leverage the engagement opportunities of the Master Plan to undertake targeted surveys to determine community needs for programs and services	• Staff capacity • Make use of focus groups that will be used to inform the Master Plan • Master Plan process in place	• Metrics and analytics gathered from surveys that inform programs and services • # of programs and services that address specific community needs • # of attendees at programs • Increased use of library services	Leadership Team	Q3 2022	Q4 2022		Public Survey completed in fall with over 1,000 responses	An adult program survey was conducted in 2023. Survey results helped inform adult program planning.	Summer program survey conducted from June to August. 2025-28 Strategic Plan survey, open house, and passive engagement activities conducted in Q4 with over 600 responses.
Leverage the work of the Community Outreach Committee to engage the community and prompt discussion around community needs	• Community Outreach Committee revived • Pandemic restrictions eased	• # of events attended	Management and staff	Q3 2022	ongoing		Community Outreach Committee is on hiatus and a new community outreach model has been implemented. Discussions about community needs have been occurring at various outreach events	Prompted by the recent amalgamation of all programming and outreach staff, the library's community outreach delivery model is under review.	

	Develop job description and recruit for new Community and Creation Coordinator position	• Redeployment of existing staff and skill sets within the IS department	• Hiring process complete and new person in the role	Leadership Team	Q2 2021	Q3 2021	The position description was completed and the role was filled in the summer of 2021.		Position promoted to Supervisor in April, 2023.	
	Develop community profiles	• Staff capacity • Use of and access to Town Environics database •2021 Statistics Canada Census Data	• Community profiles created • Improved understanding of neighborhoods to inform programming, collections, and services	Management and staff	Q2 2022	Q4 2022		Some work has taken place on this through the Comprehensive Growth Plan. Community and Creation coordinator has almost completed Community Profiles for library and Board use	The development of community profiles paused during Q2 2023 as the position tasked with completing community profiles is also responsible for the 2 new Makerspaces. Priority will be given to completing these profiles in 2024 with an anticipated completion date of Q3 2024.	Not completed. Will continue into 2025 with the new Community Librarian position.
Cultivate a culture of collaboration by contributing to shared priorities to improve community vitality and reduce isolation	Seek out new community groups for partnerships that will support social engagement and a sense of	• Partnership development • Staff capacity	• Increased use of services, collections, programs • Increase in # of active cardholders	Management and staff	Q1 2022	ongoing		Created a process for CPL to share community information with a dedicated page on website	CPL joined as a founding member of IDEA Caledon to expand community connections through a DEI focus	CPL strengthened partnership with Caledon Chamber of Commerce and local businesses to encourage networking and use of Library resources,

neighborhood belonging									in particular, the makerspaces.
Continue to build our internal community partner directory to ensure we have an updated inventory of organizations and partners	• Staff capacity	• Staff are able to quickly identify community partners for collaborative purposes • Increase in # of community partners	Management and staff	Q1 2021	ongoing	Developed in preparation for strategic planning engagement and in support of CPL's Business Continuity Plan	Updated for Master Plan		Updated for Strategic Plan engagement
Explore capabilities of our library catalogue to develop a community support directory integrated into the library catalogue	• Catalogue capability • Migration to BiblioCommons • Staff capacity	• Seamless and easy customer access to local community organizations • # of visits to directory	Management and staff	Q2 2022	Q4 2022			Review completed. No community support/integration module is currently available.	
Continue to work with The Exchange to develop ongoing shared program and service opportunities that support the Caledon community	• Continuation of positive and strong relationships with The Exchange •Library representation at various levels	• Library is viewed as a valuable partner • # of shared programs and services offered and attended	Leadership Team	Q1 2022	2024			Meetings of the Caledon Community Connections Leadership Network (CCCLN) – formerly the Exchange Leadership Committee – have been paused throughout 2023.	Not completed in 2024 due to staffing. Library staff often work with Exchange clients to provide access to Community Connection Kits.

Ensure that library programs and services address social relationships and social values as described in the Canadian Index of Wellbeing	• Staff capacity • Canadian Index of Wellbeing descriptors and data •Include CIW questions in Staff Engagement surveys	• Positive feedback from library customers • Increased and ongoing attendance at programs •Positive indications of wellbeing from surveys	Leadership Team	Q2 2022	ongoing			This was previously a focus of the CCCLN but has been paused as a result of changes in key members.	
Conduct a Social Inclusion Audit (SIA) based on the Canadian Urban Libraries Council (CULC) guidelines and begin work to further develop and refine inclusionary practices	• Funding for SIA toolkit • Staff capacity	• Greater understanding of the community and its needs (Openness) •Barriers to inclusion are being reviewed and removed (Intentionality) • Increased staff and Board diversity • Increase in demand for library programs and services • Increase in collaborative community partnerships	Leadership Team	2024	2024				Not completed. To be considered for inclusion in 2025-2028 action plan.
Develop Seniors Connection Kits and related programming to address isolation and	• Grant funding • Staff capacity	• # of circulations • Outcomes and impacts from users	Management and staff	Q3 2021	Q1 2022	Grant funding was received; Hardware for kits has been purchased;	Completed in 2022; programs were offered using the kits	Program completed. Seniors Connections Kits no longer being used.	

support digital learning						Rollout of kits and related programming is delayed to February 2022 as a result of inability to deliver in-person programming given COVID case counts and increased transmission.		Hotspots have been redirected to use by general public.	
Continue to build relationships and networking opportunities with similar sized libraries to share ideas/wins/challenges	• Staff capacity • Positive relationships with existing library groups	• Inclusion in regional library initiatives • Inclusion in sector wide opportunities and initiatives	Management and staff	Q1 2021	ongoing	CPL is actively participating in the following new opportunities for networking: • Peel Regional Libraries Marketing Group • Youth Services Regional Group; • Peel Library CEO monthly meetings.	CPL continues to participate in the noted orgs of 2021, as well as OLC, which has provided some drop in/networking opportunities	In 2023 CPL was an active participant on the Peel Regional Libraries Marketing Group CPL remains active with the Greater Regional Youth Services Group and The Peel CAN Networking Group.	CPL continues as an active participant in the Peel Regional Libraries Marketing Group. Leadership team regularly solicits and shares learnings in the Ontario Library Service network. One member of the Library's leadership team completed OLS's APLL program at the end of 2024, and three members registered for the next two-year session beginning in January 2025. The program promotes networking and learning for leaders

									in the public library sector. A member of the leadership team is the incoming OPLA President, and sits on the Community Led-Libraries Committee. She is also a member of the Senior Public Library Leaders group. The Ontario based public-service focused group meets quarterly to review successes and collaborate on initiatives. A Board Networking and Development Session was hosted in partnership with neighbouring libraries in Orangeville, Grand Valley, King Township and Halton Hills.
Organize and host events that will provide information to help inform residents during the next federal, provincial, and	• Room availability • Candidates willing and available for all candidates meetings • Staff capacity	• Public attendance at all candidates' meetings	Management and staff	2022	2024		Created and distributed CPL information packages to all municipal candidates		

	municipal elections	• Municipal guidelines								
Act as a portal for self-directed learning	Provide access to collections, resources and technologies that support and meet community demand	• Funding to support new collections, resources • An understanding of the community needs • Implementation of BiblioCommons for improved access to collections • Physical spaces	• Increase in circulation and usage of collections and resources	Management and staff	Q4 2021	ongoing	New online learning resources launched in 2021 included LinkedIn Learning and Brain Fuse; New online catalogue launched.	New online resources include: Historical Toronto Star, LOTE, Beanstack; 7 new multilingual magazines added; Scanning pen, Osmos, Ozobots, Walking Poles added	Historical Globe and Mail newspaper database added. Radon detectors, Co2 monitors, dog life-jackets, scanning pens, dholaks, bird watching backpacks, hiking backpacks added	Levelled reader kits, Grab n Go picture book kits, Sensory kits, YOTOs, multilingual VOX books, additional instruments all added. New databases: Masterfile Premier, Primary Search, DIY Auto, NYT and Economist included with Pressreader
	Develop a parenting collection	• Sustained funding to support new collection	• A current, well used collection as determined by usage statistics	Management and staff	Q3 2022	Q4 2022			Deferred to 2024	Not completed. To be considered for inclusion in 2025-2028 action plan.
	Develop a set of learning kits that will support difficult and challenging conversations	• Funding to support new collection • Formation of a Collection Review Committee • Review and update of the Collection Development Policy	• # of circulations • # of kits that address identified social concerns • Qualitative feedback from customers	Management and staff	Q2 2022	ongoing		With the support of the Collection Review Committee, preliminary work by staff includes the creation of 2 “Conversation Kits”, to be rolled out in 2023	The following kits were completed and launched: Anger & Mindfulness, Worry& Anxiety, Grief & Death, Friendship & Bullying; Identity & belonging, Truth & Reconciliation.	More kits will be developed by the collection review committee

									DEI Kit is being developed	
	Continue to monitor demand to grow our online courses and learning supports	• Process for tracking demand and customer requests • Usage statistics	• Increased and more relevant resources for users • Increased usage of online courses •Increase in usage statistics	Management and staff	Q3 2021	ongoing	Online database usage has been reviewed and relevant databases renewed for 2022; New databases added for 2022 include LOTE (Languages Other Than English) for Kids and Beanstack (replacing READsquared)	Online database usage has been reviewed and relevant databases renewed for 2022;	Online database usage has been reviewed and relevant updates have been made	Online database usage has been reviewed and relevant updates made for 2025, including the replacement of LinkedIn Learning with Udemy
Expand services and supports to local businesses and entrepreneurs	Leverage the re-imagined Margaret Dunn Valleywood to introduce new and enhanced services to local businesses	•Staff capacity and expertise • Suitable technology in place • Partnerships with local businesses	• # of visits • # of new library card holders •Usage/statistics of available Maker technology • Positive feedback from Community, businesses, Council and local media	Management and staff	Q3 2022	ongoing			Technologies and spaces available at the Collaboration Studio have been developed to meet the needs of small businesses. Related programs have been developed to encourage awareness of	Caledon Chamber networking meetings were hosted at the Margaret Dunn Valleywood Collaboration Studio and the Cory Trepanier Creativity Studio in Q2 and Q4 2024.

								relevant services.	
Offer lendable web conferencing kits	• Budget • Staff capacity	• # of circulations	Management and staff	Q2 2022	Q3 2022			The need for these kits is being reassessed to determine if this action is still relevant.	
Lobby to ensure that the Library is invited to all Town business events	• Staff Capacity • Continuation of a positive and strong relationship with Town and Council • Lifting of Covid restrictions	• # of events attended annually • Greater visibility at events	Management and staff	Q1 2022	ongoing		CPL is a member of the Caledon Chamber of Commerce CPL participated in Mayor's Business Lunch sharing information and demonstrating of new technologies	CPL renewed their membership with Caledon Chamber of Commerce and partnered with them for monthly Lunch and Learns CPL attended the Mayor's Business Breakfast sharing information and demonstrating new technologies that will support local businesses	CPL participated in Chamber events including Business Summits in Q1 and Q4, attended the Mayor's Business Breakfast in Q2, and Chamber networking meetings throughout 2024. CPL worked with Mayor's office to include Library news in the Mayor's Update newsletter in November.
Ensure that the Library's business services are consistently reflected in Town's business	• Continuation of a positive and strong relationship with the Town's media relations department	• Improved awareness of library services	Management and staff	Q1 2022	ongoing		CPL was regularly featured in Town's Business eNews	CPL continues to be regularly featured in the Town's Business eNews.	Work is required to connect with key Town staff and revisit this shared priority in 2025 and beyond.

	resource lists and communications									
	Expand the print and digital business collection	• Re-allocation within the collections budget to support expansion of collection • Completion of Margaret Dunn Valleywood business hub	• Increased circulation statistics of collection • Collection of current materials that reflect current business needs	Management and staff	Q4 2021	Q4 2022	Purchasing has begun for MDV branch to support business and maker needs.	Purchasing has continued for MDV branch to support business and maker needs.	Collection Development for the MDV location is ongoing.	Collection development is ongoing
	Explore the feasibility of providing extended hours access to library branches and services for businesses and entrepreneurs	• Staff capacity • Technology support • Future branch design to include after-hours access points	• Increased hours of access and services	Leadership Team	2023	2024			Open access recommendations of Comprehensive Growth Plan focus on village branches but does not include MDV at this time.	
	Develop a policy that informs how we offer bookable meeting rooms and spaces equipped with presentation and conferencing technology	• Room and space availability • Agreement with Town • Staff capacity	• Clearly defined policy • # of times rooms are booked or equipment is used	Leadership Team	Q3 2022	2024		Communico purchased; will be officially rolled out January, 2023	Room usage policy created and endorsed by the Board in November. Procedures for implementation are being finalized in advance of February 2024 launch.	Room booking launched with tracking of numbers of booking and hours booked tracked. Residents are able to book rooms in MDV and CE. Community partners are able to book space in Bolton and SFV.
Deliver a positive customer experience, both in-branch and online	Introduce an improved online catalogue experience	•BiblioCommons migration	• User-friendly catalogue	Management and staff	Q1 2022	Q2 2022	BiblioCommons was launched in December			

		• Users able to easily access materials • Improved search results relevancy				2021. This new online catalogue offers smarter more intuitive searching, improved browsing and the opportunity for our customer to engage socially.			
Re-launch the Customer Experience Committee	• staff capacity • opportunities for committee meetings	• Staff awareness and application of Customer Service promise on a daily basis •Increased customer satisfaction as determined through customer surveys	Management and staff	Q1 2022	Q2 2022		This was relaunched in November 2022 though missing some staff as we continue to be short-staffed. The committee has identified goals for 2023	The committee met throughout 2023, sent out monthly emails to staff regarding Customer Interactions as well as created and facilitated the Amazing Road Trip for Staff. Recently put out a call for new members for 2024.	The CEC met throughout 2024; members created a new debrief process for difficult interactions, reviewed CPL's website from the customer's perspective, and provided recommendations to improve CPL's phone tree. CEC also regularly discussed challenges and successes in interactions with customers.
Develop more robust Customer Experience training for staff, and empower staff	• Niche Academy learning modules • Funding for training • Scheduling for staff training	• Consistently trained staff with excellent customer service skills	Invest in digital resources and expand virtual branch experiences	Q1 2022	Q4 2022		As part of the above-mentioned committee's goals for 2023, is the idea of either creating	This work continues, trying to use real situations to inform staff of best practices.	Staff who became PSCs as part of the generalist model completing Customer Service training as part of

to adopt a “see it, touch it, resolve it” attitude		• Positive feedback from customers • Lower number of requests for Management intervention • Clearly defined service model					or finding some specific training for Library staff around customer service and dealing with difficult customers.		the OLS EXCEL course. Customer pain points reviewed during CEC meetings to create solutions or identify how staff can best navigate challenge. Dealing with Difficult Behaviour training delivered to all Public Service Staff, explores how using positive approaches in challenging situations can resolve issues and build stronger connections with customers.
Develop staff “Tech Tubs” and guidelines to support staff learning	• Funding for contents of tubs • Opportunity and time for staff to use the tubs	• Increased staff ability to support customer technology requests • Decrease in # of IT support tickets	Management and staff	Q2 2022	Q3 2022		Preliminary work begun by TLC but shortages and other priorities paused Tech Tubs in 2022. While new staff is provided access to in conjunction with a short digital orientation	Live orientations of Niche Academy deemed unnecessary by staff as tutorials provide sufficient training and information. TLC will be reviewing the need/demand for staff tech tubs when	

							(via a Welcome to Niche Academy tutorial), a live orientation will be offered starting in January 2023.	staff is surveyed about the ½ staff training days in early May 2023.	
Integrate our Customer Service Promise into our policies and decision making	• Excellent knowledge by all staff of the Promise	• Clear demonstration by staff of the Promise through actions •Increased customer satisfaction as identified through customer surveys and feedback	Leadership Team	Q2 2022	ongoing		PS integrated it into their staff forum presentation		
Develop and implement a service model where the customer is the service point	• Staff education and training	• Staff utilize roaming service and seek out customers within the library • Clearly defined service model •Increased customer satisfaction as identified through customer surveys and feedback	Management and staff	Q1 2022	ongoing		This work is ongoing	This continues to be a work in progress.	Work is ongoing to create processes and procedures to support the delivery of exceptional customer experiences.

	Implement a "book a staff expert" program	• Staff capacity • Booking policy and guidelines	• Service is being used regularly • Positive customer feedback	Management and staff	Q3 2022	Q4 2022		Planned for Q1 2023	Introduced 1:1 Maker Specialist bookings in July 2023. These bookings can be booked by the public for up to 60 minutes with someone from the maker team.	
Facilitate programs that are relevant, responsive, informative, and engaging	Ensure the needs of local businesses, teens and older adults are reflected in our programs and services	• Completed needs assessment survey	• Increased attendance at programs	Leadership Team	Q2 2022	ongoing		This work is ongoing.	A variety of teen and older adult programs offered throughout 2023 and across select branches. Attendance remains somewhat constant for both age groups, with teens still preferring attending programs virtually.	Successfully launched a weekly Teen Maker Drop-in in SFV, and continuing to see Teens attend maker programming open to those 13+.
	Ensure we have staffing capacity and technology capabilities to provide a variety of	•Staff capacity •Technology	• # of programs developed • # of attendees	Management and staff	Q2 2022	ongoing		This work is ongoing. Appropriate technology is available in	Staffing resources in programming departments not fully realized	Public Service Coordinators began regularly delivering story times in Fall 2024 increasing capacity to deliver

virtual, in-person, hybrid and self-directed programs and services							Bolton and SFV	throughout most of 2023. With programming staff now at capacity, development in this area is expected to grow in 2024.	story times. This change also builds programming staff capacity for programs outside of story times.
Develop a formal programming strategy that responds to community needs and interests and supports the priorities of the library's Strategic Plan.	• Community needs assessment as part of the Master Plan	• Programming strategy developed and implemented and programming process is streamlined for staff • Positive anecdotal feedback and testimonials • Increased program attendance	Management and staff	Q4 2022	2023		A Programming Working Group established which will help inform CPL's programming strategy.	The Programming Working Group paused its work in 2023 as a result of the restructure. The group will reconvene in 2024 with new members.	Program Strategy will be shared with the Board at the March 2025 meeting.
Create staff programming kits to ensure consistent quality and delivery of virtual or hybrid programs	• Funding for kit contents	• Kits created and used by staff • More consistent programming • Higher quality of programs	Management and staff	Q2 2022	Q3 2022		Program delivery by staff not already doing programs on hold because of staff shortages; this work will pick up when staffing complement increases	Programming kits replaced with story time bins as a result of a fully realized re-defined program service delivery model. Select Public Service staff fully integrated into	

								supporting story time delivery. Two half day workshops offered in September and December, 2023 – both provided training by Programming Staff for Public Service staff.	
Use Community Profiles, demographics and needs assessments to inform program planning	• Community Audit completed • Completed community profiles • Completed community needs surveys	• # of programs offered • # of attendees at programs	Management and staff	Q4 2022	2024			Work on community profiles paused during 2023 and will resume in 2024.	Staff began work on community profiles. Project will continue into 2025 with the addition of the Community Librarian.
Secure well-known and representative speakers with subject expertise	• List of where to find these people • Funding for honorariums • Staff capacity	• # of program attendees • Positive feedback from LibraryAware surveys	Management and staff	Q2 2021	ongoing	Multiple programs offered with subject experts (Natasha Henry, Darin Wybenga, Bethell, Ontario Parks, TRCA and many more)	A variety of local experts and partners – i.e. TRCA, Music Therapist, Indigenous speakers, Master gardeners, Bethell, – secured through out 2022.	Experts across various fields continued to collaborate with the library to offer programs throughout 2023 including: Njacko Backo – Black History Month presentation for students, TRCA, Bethell Hospice,	With the advent of the new Speakers Series in Q2, the number of well-known and representative speakers with subject expertise grew. Notable speakers included, Dr. Shilpi Gupta, Canadian explorer and author Adam Shoalts, Canadian historian Ted Barris, Indigenous Leader Chad Solomon, Local

								Indigenous speakers, Scientists in School, authors/writers.	Musician and Teacher Shirley Jemmett, artist Ricky Schaede, Dyslexia Expert/Advocate Jodi Delgado, Creative Non-fiction author Phil Dwyer, Integrative Nutrition Health Coach Elizabeth Lo Serro, French Immersion educator Shana Baptiste, Ghost Phenomena expert, Dr. Peter Roe and many more.
Develop a Teen Café	• Teens to be aware of program • Gathering space	• Teen Café developed and running • # of teens attending • # of teens interested in running program	Management and staff	Q2 2021	Q4 2022	Teen Café was launched thanks to the assistance and insights of a group of 8 teen volunteers; The initial series of six (6) Teen Café events garnered better than expected attendance, with the average number of teens in attendance between 12 – 15/program.	The Teen Café continues to create and/or host a minimum of 3 teen-focused programs/events. Sponsorship agreement with the Scavetta family will be completed Q4 of 2022.	Teen Café programming continued in 2023 – select Teen Advisory Group members lent their expertise in growing the Teen Café program offerings – i.e. Lessons in Art, gaming and more.	

Partner to enhance and expand community services with shared program offerings, while avoiding duplication	Empower partner agencies to offer services within library branches	• Continuation of strong community partnerships • Space availability in branch • Relaunch of the Community Corner	• Increase in services offered within branches • Recognition of the library as a valued community partner • Increase in # of unique programs being offered through Caledon	Management and staff	Q2 2022	ongoing		Created a process for CPL to share community information with a dedicated page on the website and re-established the community corners in AB and SFV	CPL continued to offer a process for sharing community information both in-person and virtually. One of the small meeting rooms in the new CE branch is also available for community partners to use to share info and connect with the community.	CPL supported local agencies by hosting representatives at the community corner in AB, CE, SFV and ALT. Caledon Community Services (CCS) representatives are offering employment and community services within CPL's full-service branches on a weekly basis.
	Explore opportunities to work with local media outlets to provide library programs and services	• Staff capacity • Agreements with local media outlets • Staff training	• # of programs offered • # of attendees • Media reach	Management and staff	Q4 2021	Q3 2022	Deferred to Q1 2022 due to COVID restrictions.	Partnership with "Just Sayin" Caledon" to provide weekly content for their website, social media and eNews	Expanded on our partnership with Just Sayin and the blogs by library staff are now regularly shared.	Continued weekly posts through Just Sayin' Caledon blog. Created a nine-part staff feature series in collaboration with Patti Foley from Just Sayin' Caledon. Paid advertisements in Just Sayin', Our Routes, Ag. Society billboard outside of ABCC, and on Facebook and Instagram. Shared media releases and alerts

									with local media outlets including Just Sayin', Caledon Citizen, Caledon Enterprise, and Rogers TV Dufferin-Caledon.
Provide outreach programs in unexpected places, seeking out community locations and partnerships	• Outreach committee relaunched • Community and Creation Coordinator • Opportunities for events • Suitable locations	• # of programs and events • # of attendees	Management and staff	Q1 2022	ongoing			Not possible with staffing shortages but will be explored in 2024.	Not completed. Due to limited staff capacity and competing priorities.
Partner with Town of Caledon to explore pop-up location opportunities	• Positive municipal relationships • Availability of space and locations throughout Caledon • Staff capacity	• # of pop-up locations offered • # of attendees • # of programs offered	Leadership Team	Q2 2021	ongoing	Regular monthly meetings with Town staff to develop a shared vision for maker spaces, includes discussions of downtown Bolton pop-up opportunities as related to the Downtown revitalization and the repurposed Fire Hall.		The Town's plans to include a makerspace in the Humber River Centre were abandoned; however, a business steering committee is being considered and library staff will participate.	Staff are expected to visit the Humber River Centre in 2025 to promote business resources. Put on hold in 2024 as recommended by Town staff due to low usage of space.
Work with Town of Caledon to develop a	• Positive municipal relationships	• Clearly unified direction for	Leadership Team	Q2 2021	ongoing	Regular monthly		See above.	

shared vision for Makerspaces	• Staff capacity	Library and Town				meetings with Town staff; Library staff provided input for community survey and shared a list of potential Maker technology. Coordinated visit to Innisfil Library and Idea Lab			
Host free tax clinics	• Partnership development with community • Tax experts • Available space • Staff capacity • Approved site	• # of attendees at clinics	Management and staff	Q1 2022	Each subsequent year		Virtual tax clinics were offered during 2021 tax season (March-April 2022)	Virtual tax clinics were offered during the 2023 tax season.	The virtual tax clinic was offered again during the 2024 tax season.

Priority: Celebrate Culture & Inclusion

Objective	Planned Action	Necessary Supports/Prerequisites	Success Indicators	Responsibility	Timeline		2021 Year End Status	2022 Year End Status	2023 Year End Status	2024 Year End Status
Ensure that our spaces and services are welcoming & accessible to all, and our collection represent all voices	Develop and grow programs, collections and services that reflect Caledon's diversity	• Access to data obtained from: Environics and/or Census, and community surveys (pursuant to Master Plan)	• # of new programs • # of new collections • # attending programs • # of completed surveys	Management and staff	Q1 2021	Ongoing	Programs offered in partnership with Punjabi Health Services; ongoing discussions with LINC for	A variety of diverse programs continue to be offered – i.e. CPL's Pride Book Club – in addition to new offerings, namely a	New newspapers and magazines in other languages added to the collection. Canadian Parents for French	Language translation added to Bibliocore catalogue. Introduced French-English story time in Q4; work for 2025 will include adding other language-English story times

		• Circulation stats				program partnerships; planned Indigenous program series; Urdu titles added to World Language collection; New online database, LOTE (Languages Other Than English), added to digital collection.	children's diverse book club, diverse reading challenges offered using Beanstack. and CPL's Indigenous Series. 7 Multilingual magazine subscriptions added.	conducted scavenger hunts in select branches in 2023. Diverse programming included African Voyage presentation to students, Rabbit & Bear Paws – an Indigenous program and Holiday Celebrations Around the World. CPL also hosted the Fabulous Show with Fay and Fluffy.	to meet the need of the growing diverse communities. Continued to offer space and support of CCS' English Conversation Circle. Started as a pilot partnership in early 2023, ECC offers customers an opportunity to practice English in a relaxed and informal setting.
Conduct regular diversity audits of our collections	• Staff capacity • Depending on the collection, access to physical collections • Diverse collection (industry) standards	• Ensures diverse community stakeholders can see themselves represented in physical and digital collections: • # of completed diversity audits • # of new diverse collections	Management and staff	Q1 2021	Ongoing	Initial diversity audit of collection has been completed and subsequent audits of various collections continue.	A diversity audit of AB's and SFV's juvenile fiction and adult non-fiction collections completed. Current audits on the picture book collections at AB and SFV are in the works.	Diversity of the collection is consistently reviewed using collection HQ data	DEI percentage of collection 20.7%.

		added/modified • Circulation stats							
Work collaboratively with library sector partners to evaluate catalogue subject headings to be more inclusive	• Continue positive partnerships with Library Services Centre and Ontario Library Consortium • Cataloguing (industry) standards	• # of catalogue records updated • Ease of access for users, improving search function • Circulation stats	Management and staff	Q1 2021	2024	Implemented use of respectful subject headings for all new indigenous titles, as provided by Library Services Centre (LSC); Initiated exploration of options for retrospectively changing existing subject headings with assistance from LSC. Plans to move forward on hold until early 2022 due to staffing changes at LSC.	Retroactive colonial subject headings have all been updated to respectful subject headings		
Investigate suitability of new Diversity, Equity and Inclusion feature in Collection HQ to	• Staff capacity to analyze Collection HQ reports to determine percentage of collection that	• Collection diversity meets or exceeds the standards, thus addressing	Management and staff	Q2 2022	2024		Work is ongoing.	Diversity of the collection is consistently reviewed using collection HQ data	

evaluate representation of diverse populations in print and digital collections	should reflect diverse needs of community • Diverse collection (industry) standards	and supporting non-English speaking community members							
Maintain active membership on the Regional Diversity Roundtable	• Staff representation on committee • membership fee and signed commitment	• # of new Diversity, Equity and Inclusion strategies • # of new collaborations with Regional Diversity Roundtable partners	Management and staff	Q1 2021	Ongoing	Two staff members continue to represent the Library at meetings of the Regional Diversity Roundtable; Key meeting takeaways are shared with all staff via email.	Two staff members continue to represent the Library at meetings of the Regional Diversity Roundtable; Key meeting takeaways are shared with all staff via email.	Two staff members continue to represent the Library at meetings of the Regional Diversity Roundtable; Key meeting takeaways are shared with all staff via email.	Two staff members continue to represent the Library at meetings of the Regional Diversity Roundtable; Key meeting takeaways are shared with all staff via email.
Partner with the Town of Caledon's Accessibility Advisory Committee in support of removing barriers to accessibility.	• Positive municipal relationships	• Physical barriers are removed in library spaces contributing to easier access by all community members • Website is accessible for hearing and visually impaired • Community awareness is raised and the library is identified as	Leadership Team	Q3 2022	Ongoing			Further attention is required to realize this action.	The CEO/Chief Librarian presented to the Town's Accessibility Advisory Committee as a means of soliciting the committee's input to the new strategic plan. Further attention is required to ensure that the Library engaged in subsequent updates to Town's Accessibility Plan.

		being accessible							
Ensure public workstations and physical spaces meet all new and updated AODA requirements	• Budget	• Increased accessed • Increase use of workstations	Leadership Team	Q1 2021	2024	New accessible workstations, including accessible features and software, have been installed at all branches; Automatic openers have been installed on the bathroom and branch entry in Caledon Village. This installation is grant funded.		Additional furniture is being sourced to ensure that maker workstations can accommodate those with mobility restrictions.	This work will continue into 2025 and is contingent on budget.
Ensure all renovated branches have improved accessibility (i.e. automatic doors)	• Funding • Positive municipal relationships	• Renovated branches are accessible which supports equitable access to branches and increased use of space ○ # of customers supported	Leadership Team	Q1 2021	2024	Grant-funded automatic door openers will be installed on bathrooms and branch entrances during the renovation; New Bolton shelving has been located to ensure alignment with AODA guidelines;			

						New Bolton service desk features prominent accessible component; Height adjustable desk has been procured for public accessible workstation.			
Actively participate in the design process of new branches in Caledon East and Mayfield West to ensure accessibility of new spaces	• Positive municipal relationships	• New branches are accessible which supports increased use of space ○ # of customers supported	Leadership Team	Q1 2021	2024	Accessibility consideration are fully integrated within the design process.			The new community centre is reflected in the Town and Library's capital forecast for 2026.
Investigate implementing closed captioning feature on video sharing platforms (i.e. YouTube, Zoom) including establishing criteria for what is being closed captioned	• Staff capacity	• Live and recorded library program content accessible by closed captioning • availability of transcripts	Management and staff	Q1 2021	Q4 2021	Close captioning features have been used in most virtual programs though criteria have not yet been established.			

Explore functionality of MagnusCards to support customers with cognitive disabilities	• Magnus Card app	• # of customers supported	Management and staff	Q2 2022	2023			Magnus cards were included within a proposed 2026 service level change as a means of better supporting customers with cognitive disabilities or sensory sensitivities	
Commit to continued education of the Board in regards to the importance for equity and inclusion and the elimination of systemic racism and oppression	• **Revisions to relevant policies including board acknowledgments** • **Board training budget**	• **# of development opportunities** • **# of trustees in attendance** • **Responses to session evaluation surveys** • **Continuity of development opportunities and board learning across terms**	**Board and CEO/Chief Librarian**	**2021**	**Ongoing**	**The Board participated in Diversity, Equity and Inclusion training provided by Harmony@Work (June 2021); Monthly development discussions included a focus on core values including equity and inclusion.**			**To be considered as a possible focus of a 2025 joint networking and development event with neighbouring Boards.**
Policy review and proactive action and decision making through a lens of inclusion, equity,	• **Board development (as above)** • **Continued support for and engagement within the bi-**	• **# of policies reviewed** • **# of new policies created** • **# of decisions implemented**	**Board and CEO/Chief Librarian**	**Q3 2021**	**Ongoing**	**The following policies were drafted or reviewed with a particular emphasis on**		**This has been integrated within the Board's regular policy review process.**	

	reconciliation and anti-oppression	**annual policy review process**	**that will have a positive impact in terms of diversity, equity and inclusion**				**equity and inclusion:** • **Collection Development Policy** • **Indigenous Respect and Acknowledgement Policy**			
Strive for our Board and staff to reflect the diverse community we serve	Pursue opportunities for communicating in multiple languages	• Access to data: Environics and Census and community surveys • Translation tools • Industry standards • Staff capacity	• Criteria and parameters have been identified based on industry standards and in response to community needs • # of forms available in multiple languages (aligned with staff capacity)	Management and staff	Q3 2022	2024		CPL Mobile App has been updated with the ability translate into 24 languages	The 2024 budget included a Change in Service Level in support of translation and interpretation services. It currently has a status of "unfunded".	A related 2025 budget request was withdrawn as it is anticipated that funds can be found within the Library's existing operating budget.
	Develop inventory of staff who can speak, write and/or translate in languages (other than English)	• Staff survey	• Improved services to those for whom English is not their first language	Management and staff	Q1 2022	Q2 2022			Deferred to 2024	Completed.

Work with Town of Caledon as they rollout translation services via Language Line to determine whether or not this service can be extended to CPL customers	• Positive municipal relationships	• Library implements the Language Line service to improve customer service ○ # of customers supported	Leadership Team	2022	2023			See above. Currently unfunded by Council. Pending approval of 2024 budget. May need to be deferred to new Strategic Plan.	2025 budget request was withdrawn. To be implemented in 2025 as permitted by available operating funds.
Promote the functionality of BrowseAloud on Library's website	• Staff capacity	• # of clicks/usage	Management and staff	Q4 2021	2024	Staff are currently reviewing the product's functionality and requirements for continued use	All Browsers now have the ability to translate so instructions on "how to translate a web page" have been added to the website and staff were informed	Browse Aloud no longer being used but alternative translation methods have been added as per previous comment	
Implement strategies for attracting and recruiting talented staff and Board members	• Use McQuaig tool to identify position suitability (staff only) • Support of Town People Services • Completed Compensation Review	• Matrix developed and implemented for attracting and recruiting talented staff and Board • # of qualified applicants • Retention of qualified staff and Board	Leadership Team	Q3 2021	2024	All job descriptions were updated as part of the comprehensive Town-led compensation review; The McQuaig tool has been used as part of recent recruitment efforts.	2 "Get on Board" panel programs were offered to provide information for prospective new Board members	Health Care Spending Accounts and Life Insurance now provide to Permanent Part-time Staff – as per 2023 budget. Phased enhancements of benefits to part-time staff is proposed in	

						Recent management posting prompted a large pool of qualified candidates.		the 2024 budget, though is currently categorized as “unfunded”.	
Inform the Board recruitment and selection process through the creation of revised position descriptions, public communications and correspondence to Council.	• **Consultation with key town staff and Council** • **Presentation to new Council regarding the Library’s governance and Public Library Act.**	• **# of applicants** • **A strong pool of candidates from which Council appointments can be selected.** • **A Board complement that features a diverse range of demographics and lived experiences.**	**Board; CEO/Chief Librarian; and Advocacy and Fundraising Committee**	**Q3 2022**	**Q4 2022**		**Revised position descriptions were adopted and shared within the posting. Correspondence to Council highlighted this document as well as a skills matrix and the desire for a culturally-representative Board.**	**Collaboration with the Office of the Town Clerk has continued through subsequent calls for applicants, as necessitated by resignations.**	
Continue to deliver on our commitment to inclusivity through expanded staff development	• Training budget • Commitment to staff time	• Strong staff competency around Diversity, Equity and Inclusion supported by completion of training opportunities	Leadership Team	Q1 2021	2024	All library staff participated in Diversity, Equity and Inclusion training provided by Harmony@ Work and completed Dismantling Systemic Racism in	2 library staff participated in an 18 hour ARAO-DEI training course hosted by Caledon Community Services and the Regional Diversity Roundtable		

							Libraries modules; The keynote speaker at the Staff Forum highlighted the rich history of the Mississaugas of the Credit First Nation.			
Honour Caledon's heritage, environment, and local history	Develop partnerships and connections with local history organizations through in branch displays and coordination of programs; expand local history collections across all branches	• Positive relationships with local history organizations	• # of new local history partnerships • # of local history collections • # of local history displays • # of programs collaborated on • # of attendees of programs	Management and staff	Q2 2022	2024		CPL participated in and supported several bicentennial celebrations in Caledon communities	Small local history collections have been added to all branches and the catalogue has been updated to better highlight our local history collections. CPL is now a FamilySearch Affiliate Library which provides free access to genealogical records. Useful website links have been updated on the library's website	Local history collections are available in all locations and findable in the catalogue. Rotating local author displays circulate among all branches
	Consult Peel Art Gallery,	• Availability of digitization	• Ease of access.	Management and staff	2023	2024		Access to digitized	Digitization of the Women's	

Museum and Archives (PAMA) to investigate digitization solutions/options to digitize local history collection	software/platform • Access to PAMA resources	• Increased use					copies of Women's Institute documents were provided to the Library by PAMA	Institute documents completed, and access links added to the website and catalogue	
Create Land Acknowledg-ment Policy and identify when Land Acknowledg-ment should be referenced	• Collaboration with Indigenous leaders/experts	• Land Acknowledgement Policy passed by the Board in support of truth and reconciliation efforts • Land Acknowledgment referenced going forward	Management and staff	Q1 2022	Ongoing		CPL's Indigenous Respect and Acknowledgment Policy created late Q3 2021.	Policy reviewed and approved by Board.	
Implement relevant recommenda-tions from the Canadian Federation of Library Associations report resulting from the Truth & Reconciliation Commission's calls to action to see where the Library can incorporate	• Staff capacity (consider creating small committee) to review TRC report and make recommendations	• Based on Committee findings, recommendations are incorporated into library's resources and services in support of truth and reconciliation efforts	Management and staff	Q1 2022	2024		Links to resources added to the Library's website; Year-long Indigenous program series was offered	Truth and Reconciliation kit created as part of Conversation Kits	

recommendations									
Explore opportunities to expand participation in and commitment to green initiatives with the Town of Caledon and other key community stakeholders (i.e. recycling program)	• Positive municipal and community stakeholder relationships	• Increased community awareness of library's role in commitment to green initiatives	Management and staff	Q1 2021	2024	Programs have been offered in partnership with EcoCaledon	Supported ecoCaledon's mask collection program with containers in CPL branches Library staff sit on the town "Climate Action Committee" CPL continues a battery recycling program. Participated in 2 Repair Cafes hosted by EcoCaledon and offered programs in partnership with EcoCaledon	Library staff sit on the town "Climate Action Committee." CPL continues a battery recycling program at all branches. Participated in a repair café hosted by ecoCaledon	
Work with the Town of Caledon's Energy and Environment Department to develop a policy/process on single use plastics	• Positive municipal relationships	• Reduction in use of single-use plastics across all CPL departments • Increased awareness of library as being 'green' conscious	Leadership Team	Q1 2021	Q2 2022	Staff met with the Town's Energy and Environment Division to provide information as they create a strategy for the town-wide reduction of			

							single use plastic			
Welcome further opportunities to serve Caledon through each of our unique village branches	Collaborate with Town of Caledon's Tourism to highlight smaller branches	• Positive municipal relationships	• Smaller branches promoted and become recognized as a tourist destination	Management and staff	Q3 2021	Ongoing	CPL has been featured on the Town of Caledon's revamped Tourism website "Visit Caledon".	CPL was a partner in the Town's "Art Crawl" event	CPL staff continues to work with the Town's Tourism and Culture staff to promote the smaller branches	CPL staff worked with Town staff to highlight local artists in six Library branches including all small branches as part of the Culture Days Studio Tour. CPL representative on the Age-Friendly Advisory Committee helped plan a series of grant-funded "Voluntour" events, several of which were hosted adjacent to small Library branches including ING, ALT and CV.
	Invest in improvements to village branches as per the recommenda-tions of the Master Plans	• Availability of funds	• # of branch visits • Length of branch visits	Management and staff	2021	2024	Related capital projects are reflected on the 10-year capital budget forecast.		Some furniture pieces were purchased for these branches. Relevant projects added to the 10-year capital forecast and draft DC study.	Open access in Inglewood was funded through the 2025 budget process.
	Expand efforts to leverage village branches as a key service	• Municipal and/or Regional requirements	• Use of branch by municipal partners	Leadership Team	2021	Ongoing	At the request of town and regional staff, village	The village branches helped to hand out	Rolled out regional water testing kits at all branches	

	point for municipal or regional services, messaging and/or engagement opportunities						branches acted as a host for virtual engagement sessions in support of the Official Plan review.	equipment to deal with the moth invasions, sell The Trailway book, Animal Shelter calendars and continues to support most things requested by the Town		
Embrace our responsibility as a key cultural institution and lead the growth of arts and culture in Caledon	Increase opportunities for cultural and creation activities with courses, events, displays and spaces	• Staff capacity • Funding • Physical space in branches • Dedicated space on website • Sponsorship	• Permanent display space in all branches • # of displays • # of cultural and creation activities • # of people using creative makers spaces	Management and staff	Q3 2022	Ongoing		CPL has reactivated the Artful Caledon program with art exhibits in all branches The Artful Caledon program was expanded to include musicians and studios and will be added in New Year	CPL in partnership with the Town of Caledon's Tourism and Culture division, Visit Caledon, hosted the Caledon Creative Arts Festival, a celebration of the arts in Caledon and beyond. Over 400 guests enjoyed an artisan market, live music, authors, workshops and visual art showcased in a beautiful Thanks to the	CPL participated in the Pride Family Picnic, Caledon Creative Arts Festival, Culture Days Studio Tour and CultureFest. Local artists' works are on display at all Library branches. The exhibits have been refreshed throughout the year. Read Local displays were launched at all branches. Arts & Culture section featured in new iteration of CPL's program guide, a magazine called "Check It Out."

								generous support of the Friends of Caledon Public Library, CPL provided a large tent providing space for local authors and artists who are part of our Artful Caledon initiative.	
Grow our partnerships with local and regional cultural organizations	• Positive collaborations with local and regional cultural organizations	• # of new partnerships • (See Board's success indicators)	Management and staff	Q3 2022	Ongoing			CPL collaborated with PAMA to promote arts and culture activities of both organizations.	
Investigate more formal membership on local high school Art, Theatre and Music Councils, and local cultural groups	• Positive relationships with education partners • Knowledge of new and existing cultural groups	• # of formalized partnerships and collaborations	Management and staff	Q3 2022	Ongoing			With staff resources almost fully realized in late 2023, plans to enhance education partnerships are planned for 2024.	Not completed.
Initiate collaborative efforts with the municipality and key cultural partners to inform a		• **Enhanced appreciation for the Library's role in nurturing Caledon's cultural landscape as**	**Board and CEO/Chief Librarian**	**Q3 2021**	**Ongoing**	**CPL staff are participating in ongoing meetings with the Town of Caledon's Tourism and**	**Staff are working with the Town's Economic Development Department and Headwaters**	**CPL worked with the Town to successfully host the Caledon Creative Arts Festival.**	**CPL staff meet with Town Tourism and Culture staff regularly and helped with planning several Town-led events in 2024.**

community wide culture strategy		measured through: ○# of cultural partnerships ○# of joint events/programs • # of partners seeking out joint initiatives with CPL				Culture Officer; The Artful Caledon website has been featured on the Town's newly revamped "Visit Caledon" website as a culture destination	Art on a public art project	The Library's desire to assist in this initiative has been communicated to relevant Town staff.	The Library is not referenced within the Town's Recreation and Culture Strategy. Communications and Community Development Department was renamed the Communications and Cultural Development Department as a means of more accurately reflecting the Library's valuable contributions to Caledon's cultural landscape.
Determine, in tandem with Town Community Services, the feasibility of collocating a lecture hall or performance theatre within a newly constructed branch by including within the scope of the	• Scope of work which aligns with that of the Town Community Services anticipated master plan	• A master plan that includes related recommendations • A shared vision with Town of Caledon Community Services	Board and CEO/Chief Librarian	Q1 2022	Q4 2022			There has been no activity on this action in recent years.	This opportunity was referenced during the Council/Board strategi planning workshop

	Library's master plan									
Support Caledon's creative talent and cultural economy by showcasing local authors, artists, performers, and makers	Expand and revamp our Artful Caledon initiative	• Positive partnerships with existing and future Read Local Caledon authors • Access to local musicians, actors, playwrights and other creators	• Artful Caledon platform expanded to include all creative talent • # of new creators featured on expanded platform	Management and staff	Q4 2021	Ongoing	The Artful Caledon Initiative was reimagined and relaunched, providing a creative platform for artists, authors and musicians (coming 2022) to promote their works both virtually and in person	Artful Caledon has 25 authors, 24 artists, and 9 musicians. Studios are being added and will be publicly launched in early 2023	Artful Caledon continued to expand and now has 28 authors, 41 artists, 9 musicians and 8 studios.	Artful Caledon has 44 authors, 42 artists, 8 musicians, 8 studios and 7 exhibits.
	Provide physical and digital space to exhibit, showcase art within all branches	• Physical space in branches • Dedicated space on website • Tools or hardware to display art (i.e. easels, art-tracking)	• Library is recognized as a space to display art measured by: ○Art displayed in all branches – number of exhibits and/or pieces ○Art is featured prominently on the website	Management and staff	Q1 2021	Ongoing	As part of CPL's Love Your Library celebrations in October, all branches (with the exception of Bolton) hosted art exhibits and a schedule for 2022 is already being populated.	Ongoing art exhibits at all branches. Local musicians have been included in some library events. Public Art competition will be launched on early 2023	CPL hosted a Public Art contest seeking applications from local artists for the creation of a public art installation at the Albion Bolton branch. The installation has created a clearly defined warm and welcoming entrance to	Art exhibits are on display at all Library branches, and all Artful Caledon authors, artists, musicians and studios are featured on CPL's Artful Caledon website.

								our Children's area. Designated spaces have been created in Bolton and CE to display children's art work and was installed in SFV in December Art tracking was installed at the new CE branch.	
Engage with local "makers" to inform decisions around what's going into Library makerspaces	• Network or directory of makers to connect with • Staff capacity	• # of collaborations with local makers	Management and staff	Q4 2021	Ongoing	Early discussions with relevant local businesses have been initiated; Visits and discussions with other Library systems have been completed to inform the creation of an inventory of recommended technology and equipment		Continue to network with local makers and vendors to learn more about the maker equipment.	

Offer Maker Fairs/Expos in library spaces or in collaboration with local maker groups	• Access to "maker" group network • Library space • Funding/budget	• # of maker fairs or expos in library spaces • # of collaborative maker events with local maker groups • # of attendees	Management and staff	Q3 2022	Ongoing		Caledon participated in a Peel Region virtual Maker Fair with Mississauga and Brampton Public Libraries	Due to staffing, Caledon did not participate in the Peel Maker Fair in 2023. Staff gave a sneak peek of the reimagined Margaret Dunn Valleywood makerspace during the Spring Maker Market on April 1, 2023.	Not completed due to staffing levels but will be reassessed in 2025.

Priority: Demonstrate Our Value

Objective	Planned Action	Necessary Supports/Prerequisites	Success Indicators	Responsibility	Timeline		2021 Year End Status	2022 Year End Status	2023 Year End Status	2024 Year End Status
Raise awareness of our inherent value to the community and our relevance to residents' lives	Reimagine our brand and logo	• Consultant services • Inventory of where all changes will be required (signage; website; documents etc.) • Internal and external locations and both digital/physical	• New brand and logo • Consistent brand/message and brand recognition throughout the community	Management and staff	2023	2024		Due to budget restrictions this project is deferred to 2024	Rebranding has been included as a deliverable within the proposed Strategic Plan capital project – pending 2024 budget approval.	Currently part of Strategic Plan development with Saffy. To be completed in early 2025.

Consistently reflect CPL brand at all facilities	• Consistent communications and staff training on what our brand means	• Greater recognition across the system and all of Caledon • Collaborative efforts of all staff in understanding and communicating our brand • New community members using the facilities programs and services.	Management and staff	2023	2024		Over 27,000 postcards were mailed to residents and local businesses as a post COVID marketing strategy to introduce and re-introduce CPL to the community. The postcard highlighted our many services and resources and contributed to a 42% increase in new members over the previous October.	The Capital signage project was ongoing in 2023 with installation of both indoor and outdoor signage that reflects the CPL brand.	Ongoing monitoring of branch displays and signage will inform updates and improvements to be made. CCD and PSLT are collaborating to enhance consistency in posters and other display materials.
New wayfinding signs within Caledon Ie street and facility signs	• Funding • Inventory of internal and external locations • Partnership with Town for signage within Town facilities and roadways	• # of library visits; • Community is aware of branch locations • Library branches and buildings have improved visibility in the community	Management and staff	2023	2024		Promotional posters are now being featured in Town facilities and information will be regularly updated	CPL now has direct access to the Town's outdoor digital signage at their facilities and can post Library information on a regular basis.	Wayfinding Signage for Caledon East Branch not supported in 2025 budget. CPL staff continue to utilize Scala to display Library information on Town screens.
Support, share and respond to CPL's calculated socio-economic	• **Staff capacity and expertise to**	• **Demonstrated return on investment**	**Board, CEO/Chief Librarian, Management and staff**	**2023**	**2024**			**Valuing Ontario Libraries Toolkit (VOLT)**	**Valuing Ontario Libraries Toolkit (VOLT) Report for 2023 was completed**

impact	**undertake the work** • **Access to necessary data**	• **Improved appreciation for the social benefits of library services** • **# of opportunities for use in advocacy**						**was launched by OLS in November 2023. Library Management has participated in training in preparation for work to begin in 2024.**	**in 2024. A media release and graphic announced key findings. Figures were also included in the CEO's budget presentation to Council, in Check It Out, and in CPL's year-end letter published in the Caledon Citizen.**
Engage Town Council through regular communica-tions and presentations		• **# of events/networking opportunities CPL participates in** • **# of presentations to Council** • **Increase in Library-Town partnerships and joint initiatives** • **# of communications received from Council** • **# of partnership or shared work initiated by Council or Town staff**	**Board; CEO/Chief Librarian; and Advocacy and Fundraising Committee**	**Q2 2022**	**Ongoing**		**In addition to the budget, the 2021 Annual Report Video was presented to Council**	**In addition to presenting the budget, the 2022 Annual Report Video and Comprehensive Growth Plan were presented to Council.** **Correspondence was shared with Council, advising them of the Board's statement in support of Drag Storytime.**	**Presentations/delegations to Council included:** • **2023 Annual Report** • **Valuing Ontario Libraries Toolkit (VOLT) results** • **Strategic Planning Workshop** • **2025 Budget**
Collective Marketing Strategies	• Partner with Town, other library systems	• Increased reach of library	Management and staff	Q3 2021	2024	CPL in partnership with	CPL once again partnered	For the third year, CPL partnered	CPL continued as part of the Peel Libraries marketing

including Peel Region Library Card Campaign	and other organizations for collective marketing campaigns	communications and improved understanding of what the library offers • Opportunity to network with neighbouring systems • Reduced cost with joint promotional opportunities • # of new cardholders as a result of joint initiatives				Brampton and Mississauga PL launched a collective marketing campaign "Library is Key" in fall 2021. During the campaign the number of library card sign ups doubled over the annual monthly average.	with Brampton and Mississauga PL on "The Library is Key" and "Makerfest event" on collective marketing campaigns.	with Brampton and Mississauga PL on "The Library is Key" " and created a collective marketing campaign.	group and discussed ideas for joint campaigns in 2025 and beyond.
Develop an Annual Marketing Strategy, identifying the balance of digital and traditional marketing ensuring quality over quantity	• Define priorities, create standards and set deadlines • Confirmation of allocation funds between digital and traditional marketing efforts	• More effective marketing campaigns that include prioritization of promotions finding a balanced mix of programming; collection/resources/services • Consistent messaging across the system • Staff able to clearly know	Management and staff	Q4 2022	2024		CPL now uses a marketing plan to define priorities, create standards and set deadlines	CPL continues to create a comprehensive marketing plan to define priorities, create standards and set deadlines	CPL will continue to create an annual strategic communications plan that complements CPL's Strategic Plan and Comprehensive Action Plan. Discussions between the Communications & Cultural Development (CCD) team and other departments have addressed communications strategies that will achieve objectives

			what they should be promoting, when							including: quality over quantity, the right marketing mix for CPL, consistent, effective messaging, and clarity for staff. The CCD request form will be improved and updated to a Microsoft Form in 2025.
	Adopt and implement an advocacy workplan on an annual basis		• **Status of work plan objectives** • **# of presentations, events, communications, etc**	**Board; CEO/Chief Librarian; and Advocacy and Fundraising Committee**	**Q2 2021**	**ongoing**	**The Advocacy and Fundraising Committee of the Board have adopted a workplan to direct their efforts through to December 2022.**	**The Advocacy and Fundraising Committee of the Board have adopted a workplan to direct their efforts through to December 2023**	**The Advocacy and Fundraising Committee of the Board have adopted a workplan to direct their efforts through to December 2024**	**An Advocacy Workplan has been updated to reflect the Board's efforts through to December 2025, though has not yet been adopted by the Advocacy and Fundraising Committee. The Committee's regularly scheduled December meeting was cancelled to allow for a special budget meeting of the full Board.**
Grow the understanding and engagement of those who are unfamiliar with our services	**Participation in Council onboarding with focus on role of Board and requirements of the Public Library Act**	**Support of Town CAO**	• **Improved awareness of Library's unique governance and the implications of the PLA**	**Board and CEO/Chief Librarian**	**Q4 2022**	**Q4 2022**			**The CEO/Chief Librarian presented as part of the new Council's orientation schedule.**	

Seek out opportunities to speak to community groups and partners to raise awareness of library services	• Staff Capacity • CPL information presentations	• # of Cardholders • Current users develop a greater understanding what else we offer • Other organizations understand and appreciate the value of partnering with CPL • # of opportunities, speaking engagements and outreach opportunities	Management and staff	Q1 2022	Ongoing		Library staff continue to deliver CPL's "Library 101" programs to community groups	Presentations to Probus and 100 Women Who Care were delivered in 2023 Tours of the makerspaces given to several community groups including: Meals on Wheels, 4-H, and a Cubs group.	Presentations delivered in 2024 include: Palgrave Rotary Club, Bolton Rotary Club, ToC Age Friendly Committee, ToC Accessibility Committee and delegations from Board representatives and the Friends of CPL at the December 10 Council Meeting during which the Library's budget was voted on. Presentations were also delivered during Library events and programs, including Chamber Networking events at MDV and CE makerspaces, and the Taylor Swift Open Mic in November.
Board member participa-tion in speaking opportuni-ties to community groups and partners	• **Availability of Board Members who are willing to speak publicly on behalf of the Board**	• **# of speaking engagement and outreach events** • **# of speaking opportunities suggested/co ordinated through**	**Board; CEO/Chief Librarian; and Advocacy and Fundraising Committee**	**Q1 2022**	**Ongoing**	**The timeline for this action has been revised to 2022 to better align with related staff efforts (above) and in response to**		**Given that this was the first year of the new term, with significant turnover on the Board, this action was not**	**Members of the Board delegated to Council regarding the 2025 Budget.** **The Board Chair was also featured within the 2023 Annual Report Video and the Board was**

		Board member networks • **Increased profile of the Board and the Library's governance model**				**reductions in outreach opportunities resulting from the pandemic.**		**prioritized in 2023.**	**highlighted as part of the Get to know your CPL series.**
Host regular public information sessions and open houses on Library plans both in-person and virtual	• Staff Capacity	• Community awareness of what is happening at CPL – AB reno; CE makerspace; MDV makerspace; Master plan • Members of the public helping to advocate for Library because they understand what we are doing • # of sessions hosted	Leadership Team	Q4 2021	Ongoing	Social media channels and a dedicated web page have been used to keep residents apprised of the status of the Albion Bolton improvements.	The Comprehensive Growth Plan relied on virtual conversation and online surveys rather than in person information sessions. Public sessions were hosted to encourage and inform applications to the new term of the Board.	There were no opportunities or need for these sessions in 2023.	Strategic Plan Open House, Passive Engagement Kits and other smaller engagement initiatives completed (November 2024)
Continue to be part of the Town's onboarding process	• Staff Capacity • CPL Onboarding presentation	• # cardholders and employees register and utilize the library and share what we offer with others	Leadership Team	Q1 2021	Ongoing	The Town's onboarding sessions have resumed with a member of the Library's Leadership Team on hand to highlight		CPL's new onboarding process incorporates touch-points with Town processes	Significant changes and turnover at the Town resulted in changes in their onboarding session.

							CPL's value to new hires. Presentation slides have been updated to reflect organizational and service changes.			
	Investigate opportunities to visit local employers to participate in their onboarding process (Canadian Tire; Amazon)	• Staff Capacity • Established relationships with local employers	• # of cardholders • circulation statistics • # participants in programs • Stronger relationships with businesses	Management and staff	Q2 2022	Ongoing			Deferred to 2024.	Deferred to 2025 with new Community Librarian.
Identify and explore opportunities for collective impact with other community organizations	Participate in and contribute to municipal and community committees	• Staff capacity	• # of community partnerships • # of users • Increased usage of resources and services • Collective opportunities for resources, programs, services, marketing • # participates in programs	Management and staff	Q1 2022	Ongoing		CPL sits on the Climate Action Committee; Ageing Well in Caledon Dufferin,; RDR, Town of Caledon Indigenous Working Group	CPL sits on the Climate Action Committee; Ageing Well in Caledon Dufferin,; RDR, Town of Caledon Indigenous Working Group and IDEA Caledon	CPL sits on the Age-Friendly Advisory Committee, Regional Diversity Roundtable, and IDEA Caledon
	To form and lead a committee involving a	• Staff capacity	• Collaborative programs and events with SFV	Management and staff	2022	Ongoing			Staff changeover did not allow for this	Not completed due to staff turnover. Expanded scope to be considered for

	committee of partners within the Southfields Community Centre		community partners • Increased awareness of objectives and service provision within the SFV facility						opportunity to materialize.	2025-2028 work plan as a means of improving collaboration between facility partners for all full-service branches.
Encourage opportunities to invest in the Library	**Develop annual budget proposals and business cases that align with Council priorities and in preparation for community growth**	• **Knowledge and understanding of Council priorities and projected community growth**	• **Increase municipal investment – both operating and capital** • **Growth of staff complement**	**Board; CEO/Chief Librarian; and Finance Committee**	**Q3 2021**	**Ongoing**	**A successful 2022 budget proposal resulted in an 8.1% increase to the Library's operating budget including the conversion of an existing part-time staffer to full time and the creation of a new Director, Corporate Services and Projects. Funded capital projects included a Master Plan and Joint IT Review in tandem with the Town.**		**Finalized in February, the 2023 Budget Process supported the operating impact of a relocated Caledon East Branch and the offering of maker services in Valleywood as well as limited benefits to permanent part-time staff.** **Consideration of the 2024 budget is delayed to February 2024. As of the writing of this document, all Library Changes in**	**Strong Mayor Budget resulted in significant changes to the budget process. Library budget was presented separately from that of the Town.**

								Service Level have been categorized as "unfunded".	
Explore funding opportunities in support of the SFV Reading Garden	• Staff capacity • Knowledge of available grants and other sources of funding	• Grant/Funding secured to complete the SFV Reading Garden • The Reading Garden is a furnished space, well utilized by public	Management and staff	Q2 2021	2022	A second application to the Healthy Communities Initiative was successful, resulting in full funding for this project.			Remaining funds are being dedicated to the creation of a mural to be added to the Reading Garden.
Identify sponsorship opportunities within the reimagined Margaret Dunn Valleywood Branch	• Inventory of Makerspace equipment needed	• Funding secured to purchase the Maker space equipment for the MDV branch	Management and staff	Q4 2021	2023	A sponsorship report for the Margaret Dunn Valleywood Recording Studio was approved by the Caledon Public Library Board's Advocacy and Fundraising Committee in December			
Identify creative ways to collaborate with community partners in efforts to obtain funding in support of joint initiatives	• Good collaborative partnerships with other community organizations	• # of collaborations that achieve requested funding • Collective impact for funding with	Management and staff	Q3 2022	Ongoing			Library joined IDEA Caledon collaborative table as a founding member organization which focuses on	

			other organizations						collaboration and funding for DEI related initiatives in Caledon CCCLN received funding to encourage volunteerism in the Southfields Community. Volunteer MBC has undertaken the work.	
	Creative sponsorship opportunities for in-kind donations (marketing)	• Research and develop collaborative relationships with local businesses and community partners	• Enhanced marketing opportunities not tied to budget • Items or services received when there was no funding available	Management and staff	Q4 2021	Ongoing	Library Champion program continued in 2021 with CPL developing collaborative relationships with local businesses	Library Champion program continued in 2022 with CPL developing collaborative relationships with local businesses	Library Champion program continued in 2023 with CPL developing collaborative relationships with local businesses	CPL will continue to leverage support from local businesses and organizations when needs and/or opportunities arise.
Expand our services beyond the walls of our branches	Leverage the role of the Coordinator, Community and Creation to provide services within the community and encourage non-users to access	• Funding • Staff capacity	• New position is filled • Build on community connections • Successfully support the new Makerspaces and enhancing the user	Management and staff	Q4 2021	Ongoing	Coordinator has begun meeting with Senior's residences to highlight Library Services and offer new card signup	Coordinator has met with various community groups and provided Library information sessions	Staff continued to attend outreach events, as well as invite groups to tour and learn more about the library.	Will continue with the addition of a Community Librarian position in 2025.

the library		capacity for new technologies						Coordinator role has been revised to Supervisor, with Maker staff as direct reports.	
Ensure that the Master Plan considers the impact of outreach services on staff capacity	• Master plan funding	• Sufficient staff and volunteer capacity to support and enhance outreach	Leadership Team	2022	ongoing			The Comprehen-sive Growth Plan effectively highlights the needs for additional investments in staff in order to continue to grow library services and outreach efforts.	
Collaborate with other organizations to identify clients requiring services or referrals – beyond Visiting Library Service	• Referral services • Relationship with community organizations	• CPL develops a greater understanding of residents beyond established customer base • Strengthen the 2-way relationships between library and other organizations	Management and staff	2023	Ongoing			Community connection kits are working well, partnership with CCS in ongoing.	CPL developed a customized resource handout for CCS clients to encourage use of Library resources. Community Connection kits continue to be popular with most referrals coming from CCS.
Investigate creation and implementation	• Determine if there is a mechanism for confirmation of	• # digital card holders	Management Public Service	Q3 2022	ongoing			Deferred to 2024	Not completed. To be considered for inclusion in 2025-28 strategic action plan.

	of permanent virtual library cards	address without customer in person visit	• usage of digital resources							
	Reinitiate the Outreach Committee	• Staff capacity • An inventory of all the community events and prioritize	• # of cardholders • Increased usage of resources and services • # participants in programs • # of programs	Leadership Team Outreach Committee	Q2 2022	Ongoing		Outreach Committee has been paused		
Investigate creative ways to supplement the municipal budget process	**Adopt and implement a fundraising strategy and workplan on an annual basis**	**Support of Fundraising and Advocacy Committee;**	• **Value of funds raised** • **Status of work plan objectives**	**Board, CEO/Chief Librarian, Management and Staff**	**Q2 2021**	**Ongoing**	A fundraising strategy and workplan has been approved and adopted by the Board's Advocacy and Fundraising Committee	A fundraising strategy and workplan was approved and adopted by the Board's Advocacy and Fundraising Committee for 2022	CPL continued to use a fundraising strategy and workplan that was previously approved and adopted by the Board's Advocacy and Fundraising Committee for 2023	An updated fundraising strategy and workplan was approved and adopted by the Board's Advocacy and Fundraising Committee for 2024
	Explore opportunities for grants and sponsorships	• **Inventory of potential projects that would benefit from funding** • **Recommendations from Master Plan and Strategic Plan** • **Access to Data** • **Knowledge of available grants**	• **# and value of grant applications submitted** • **Rate of success in receiving grant funding** • **# sponsorship agreements implemented** • **Value of grants**	**Board; CEO/Chief Librarian; Advocacy and Fundraising Committee; and Communications & Community Development Department**	**Q2 2021**	**Ongoing**	Grants received include: • Healthy Communities Initiative funding in support of the SFV Reading Garden • Investing in Canada	Sponsorship was received from Domino's Pizza for summer and fall programming; Confirmation of IDA Ontario's Mini-Grant program to purchase	Sponsorship was received from Domino's Pizza for summer programming; Young Canada Works funding supported the hiring of a student to support the	

		received and sponsor support				Infrastructure Program (ICIP) for the renovation to MDV as a makerspace and small business centre • Seniors Community Grant for funding for Connection Kits for Seniors • Enabling Accessibility funding to allow for the installation of automatic doors in Caledon Village and Bolton Sponsorship was received from Domino's Pizza for summer and fall programming; Sponsorship received from	dyslexia-friendly resources In-Kind donation for use of space at Caledon Inn for the Fundraising event – screening of "The Long Ride" documentary Grant from Brampton and Caledon Community Foundation for funding for Indigenous Speaker Series	cultural events developed by the Communications and Community Development Department.	

						the Scavetta family in support of the teen writing workshop and lecture series named in honour of their daughter Elizabeth.			
Launch a Planned Giving Program	• Approval of Fundraising and Advocacy Committee; • Review of legal counsel	• Increased funding from the Planned Giving program	Management and staff	Q4 2021	ongoing	Deferred to Q1 2022 pending legal review	Deferred to Q1 2023 pending legal review	Deferred to Q1 2024 pending legal review A law firm has been retained for this purpose.	External legal counsel informed revisions to the Fundraising and Gift Acceptance Policy in anticipation of launching a planned giving program.
Strengthen relationships with local businesses by expanding the Library Champions initiative	• Staff capacity • Staff networking and involvement with local business organizations (Chamber; BIA)	• Relationships for future investment possibilities • Increase in funds secured through donations and sponsorship • # of businesses that become Library Champions	Management and staff	Q2 2021	2024	Throughout 2021, CPL connected with local businesses with the Library champion program. CPL purchased prizes, offered support and created promotions to establish relationships for future fundraising and sponsorship opportunities	Continued to establish and foster relationships with local businesses purchasing prizes and offering support	CPL continued to establish and foster relationships with local businesses purchasing prizes and offering support	CPL participated in Chamber networking events and Spring and Fall Business Summits to work on relationships within the business community. More work will be done in 2025 to enhance fundraising materials, including the creation of a sponsorship package.

Continue to empower the FOL and encourage their fundraising efforts in support of the library	• Commitment of Library staff as Friends Liaison • Staff capacity to support/advise/ collaborate with Friends	• Friends continue to financially support library activities/resources/programs beyond the municipal budget	Communications & Community Development	Q1 2021	2024	In 2021 Friends of the Library hosted 6 online mystery book box sales raising funds for CPL. They provided financial support with funding for prizes for adult and teen writing contests, and all ages photography contest, a teen fan contest. They have also committed funds to purchase a 3D printer when the AB renovation is completed.	In 2022 the Friends supported a number of writing and photography contests, CPL's fundraising initiatives and supplied funding for; local music performers at selected library programs	In 2023 the Friends have secured designated space at The Bolton United Church to collect donations, store and sort materials and host regular book sales In 2023 the Friends supported Artful Caledon by providing funding for CPL's participation in the Caledon Creative Arts Festival; funding for local music performers and funds to purchase a 3D printer	Friends of CPL hosted a number of book sales in support of the Library. They funded the purchase of new Yoto Minis for the children's collection, as well as installations for the children's area(s) which will be purchased in 2025. The CPL liaison to the Friends will continue working with them to explore opportunities to gain new members and consider alternative revenue streams in 2025 and beyond. The FOL executive delegated Council and leveraged their memberships' voices in support of the 2025 Budget
Develop a Donor Management System for CPL (i.e. Canada Helps)	• Funding - Service level change to budget ($2000 first year and $1500 subsequent years)	• Improved fundraising management • Build the infrastructure to strengthen our supporter relations	Management Communications & Community Development	2023	Ongoing			Deferred to 2024	CPL staff created a donor database in Excel in Q3 2024.

Attachment 9-C

Date: January 20, 2025

To: Caledon Public Library Board

From: Megan Renkema, Manager Collections & Access Services

Subject: Collection Strategy

Recommendation:

That the Caledon Public Library Board receives the Collection Strategy.

Background

The Collection Strategy is intended to be a living document and roadmap to inform current and future goals of Caledon Public Library's physical and digital collections as well as Library of Things.

Purpose

The Strategy will function in collaboration with the Collection Development Policy and the Strategic Plan, as well as with various department processes. This document will help to ensure business continuity and will support and inform the Collections and Access Services department's decision-making for the inclusion, retention and review of all types of library collections, as well as provide a framework for community access to collections, all within the lens of diversity, equity, inclusion and intellectual freedom.

The strategy is intended to be a working document and will not be posted on the Caledon Public Library website. It will be communicated to staff and posted in the Collections & Access Services department folder on the Library's Sharepoint site for staff reference.

Financial Implication

None.

Recommended Motion

That the Caledon Public Library Board receive the Collection Strategy

CALEDON PUBLIC LIBRARY COLLECTION STRATEGY 2025-2027

CREATED: DECEMBER 2024
REVIEW: JANUARY 2027

Table of Contents

OVERVIEW 2

PURPOSE 3

COLLECTIONS 4

Types of Collections 8

NEW FORMATS OR COLLECTIONS 12

ASSESSMENT TOOLS & DATA 14

VENDORS 14

OPENING DAY COLLECTIONS 15

TRAINING and PROMOTION 16

SUMMARY 17

Appendix 1 18

Appendix 2 21

CALEDON PUBLIC LIBRARY for all reasons

CALEDON PUBLIC LIBRARY COLLECTION STRATEGY 2025-2027

CREATED: DECEMBER 2024
REVIEW: JANUARY 2027

OVERVIEW

Caledon Public Library's collections strategy is a framework to inform future planning and decision making and is intended as a guide to ensure that:

1. Caledon library collections are current, relevant and accessible to the community, within a framework of Diversity, Equity and Inclusion (DEI), through the usage of respectful access points, and following the guiding principles of Intellectual Freedom.
2. Caledon Public Library seeks opportunities that accompany the shift from print to electronic materials, and to other new materials including our Library of Things, while maintaining responsible control of budgets.
3. Caledon Public Library collection priorities, goals and methods of acquisition, deselection and retention are strategic and purposeful.

The following are key points for consideration with respect to this strategy:

- The Collections and Access Services department is responsible for strategically identifying, purchasing, and maintaining library collections, both physical and digital.
- The scope of Caledon Public Library's collections will continue to evolve beyond the traditional digital/physical breakdown to include categories such as the Library of Things (LoT).
- Physical library collections are only able to grow as allowed by available space. A balance between books and people spaces must always be considered
- Caledon Public Library collections are guided by the Collection Development Policy, and the strategy aligns with the Comprehensive Growth Plan and the Library's Strategic Plan.

  As per Recommendation #12 in the Comprehensive Growth Plan, "*the collections at the CPL must continue to grow and evolve in order to meet community demand. Additions to the physical collection will of course be necessary as the number of branches grows over time. Materials in other languages, particularly Italian, Punjabi and Hindi should continue to be added. In addition to physical collections, an increased emphasis upon additions to the digital collection and virtual offerings will be required in the future*"

CALEDON PUBLIC LIBRARY COLLECTION STRATEGY 2025-2027

CREATED: DECEMBER 2024
REVIEW: JANUARY 2027

PURPOSE

How library collections are selected, acquired, catalogued and processed is an evolving process which should reflect customer expectations, library strategic goals, community diversity and adherence to the principals of intellectual freedom. CPL takes a customer-centric approach to collections and will be guided by the following considerations:

1. Collections need to be relevant and accessible to our diverse community, with a focus on removing barriers.
2. CPL needs to seek out and optimize opportunities that arise from the shift to and demand for digital and other non-traditional library collections, as well as be positioned to respond to currently unanticipated formats.
3. Collection development will utilize available data to anticipate and be responsive to customer needs and avoid being reactive to popular library trends.
4. Collections data shall be used in tandem with facility and population growth to inform budget business cases and the need to grow the collection budget year over year.
5. The Collections and Access Services department needs to be fiscally responsible for budget expenditure.
6. The Collection Strategy document shall be used to inform decisions regarding collections and budgets

This collection strategy is an internal staff document and is not intended to duplicate information found in the Collection Development Policy or other departmental processes and procedures but is meant to work in partnership with those documents.

CALEDON PUBLIC LIBRARY COLLECTION STRATEGY 2025-2027

CREATED: DECEMBER 2024
REVIEW: JANUARY 2027

COLLECTIONS.

Definitions:
When used in this document, the following terms shall have the following meanings and implications:

Physical materials will include but are not limited to:

- Print
- Large print
- Multimedia
- Multilingual
- New and emerging formats
- Local history
- Local authors

Physical materials will be divided by age groups where appropriate, to address the literacy needs of various demographics. Generally, the following collections will be considered: children (Birth-12), teens (13-17), adults.

Digital materials will include but are not limited to:

- Databases
- Shared online resources
- New and emerging technologies
- Downloadable eBooks and eAudiobooks
- Streaming content

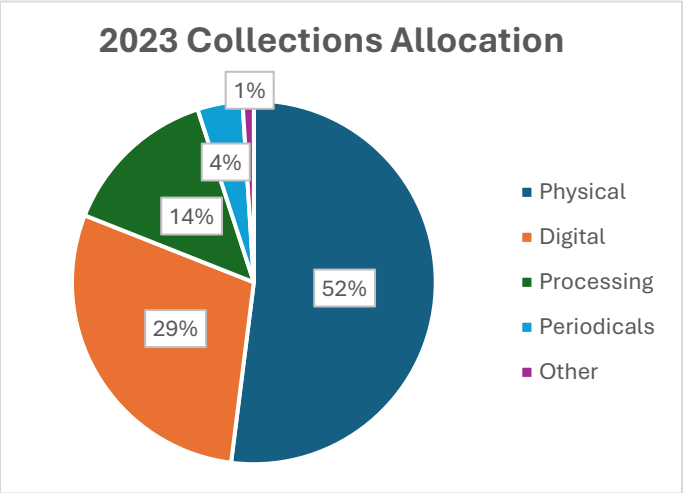
Library of Things
The Library of Things (LoT) is a growing collection of non-traditional materials including but not limited to gadgets, tools, games, kits, electronics, household items, passes, seeds, and instruments.

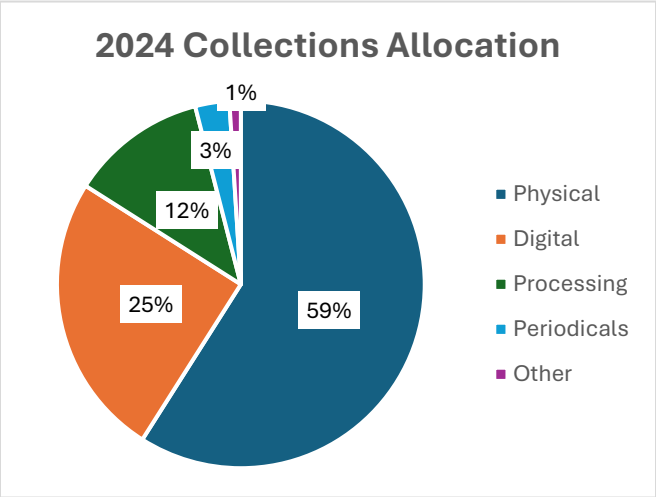
Periodicals and newspapers are a diminishing collection and continued inclusion is dependent on physical availability and public demand. Digital periodicals and newspapers are increasingly being offered instead of physical and will be included as alternatives to physical when possible and pragmatic.

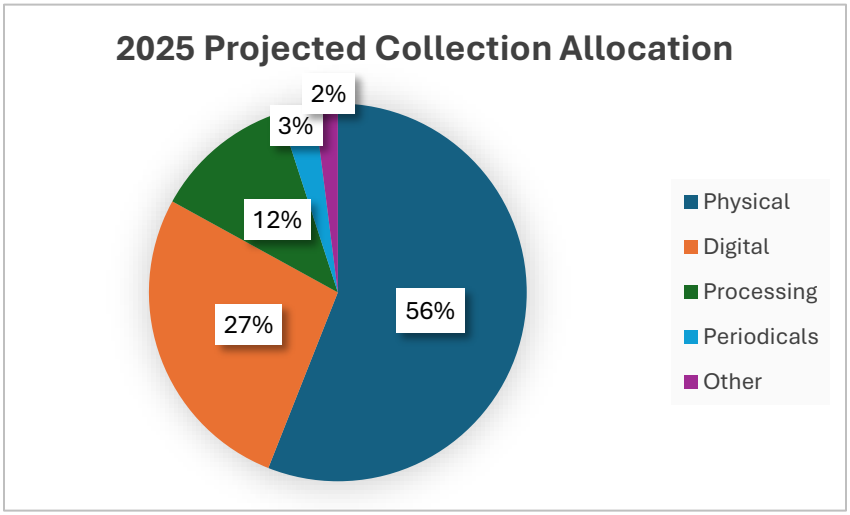
CALEDON PUBLIC LIBRARY COLLECTION STRATEGY 2025-2027

CREATED: DECEMBER 2024
REVIEW: JANUARY 2027

Collections will be comprised of a mixture of print and physical materials, multimedia, digital materials, and Library of Things. It is expected that the breakdown below will change and evolve to reflect shifting demand. As per the Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) best practices, a minimum of 25% of the acquisitions collection should be allocated to non-print formats including e-collections, online databases, and multi-media. (NB: The breakdown below does not include the online database budget)







Collections Size

It is recommended that Caledon follows the Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) guidelines for populations 50 000-100 000 to ensure an adequate collection size. As Caledon grows, Caledon Public Library will eventually outgrow these guidelines and will subsequently become more aligned with the best practices and key performance indicators of the Canadian Urban Library Council (CULC).

CALEDON PUBLIC LIBRARY for all reasons

CALEDON PUBLIC LIBRARY COLLECTION STRATEGY 2025-2027

CREATED: DECEMBER 2024
REVIEW: JANUARY 2027

As per Caledon Public Library's Comprehensive Growth Plan, the catchment areas based on Wards are as follows:

Ward	2016	2021	2026	2031	2036	2041	2046	2051
Ward 1	12,275	12,884	12,579	12,330	12,591	13,038	13,645	14,275
Ward 2	10,893	17,632	29,449	38,098	58,415	74,829	87,477	101,135
Ward 3	7,756	8,992	10,305	11,101	14,176	30,991	49,876	66,938
Ward 4	7,926	8,407	8,432	8,492	9,160	10,014	10,887	11,769
Ward 5	21,396	23,114	24,579	27,942	41,724	49,866	58,906	64,595
Ward 6	8,719	8,969	10,723	14,029	15,898	22,258	28,067	41,288
Total	**68,965**	**79,998**	**96,067**	**111,992**	**151,964**	**200,996**	**248,858**	**300,000**

Note: There were slight variations in the Town's planning data compared with Census data for 2016 and 2021.

For the purposes of the Collection Strategy, and using this data, the branches are designated as per ARUPLO guidelines. The volumes/branch refers to the number print and audiovisual materials and does not include the Library of Things.

Branch	Designation	ARUPLO definition	Recommended Volumes/Branch	Actual Volumes/Branch
Bolton	Urban	35 000+	50 000+	39 422
Southfields Village	Large	10 000 – 35 000	24 000 – 50 000	29 273
Caledon East	Medium	5 000 – 10 000	12 000 – 24 000	18 570
Caledon Village	Small	Under 5 000	6 000 – 12 000	10 019
Inglewood	Small	Under 5 000	6 000 – 12 000	6 897
Alton	Small	Under 5 000	6 000 – 12 000	8 189
**Margaret Dunn Valleywood	Small	Under 5 000	6 000 – 12 000	720

***Due to the unique nature and intention of Margaret Dunn Valleywood to function as a Makerspace and Business Hub, the collection at this branch primarily supports those functions and is therefore intentionally low*

As per standard guidelines and key performance indicators:

Total volumes per capita should be between 1.3-3.1 (ideal)
Annual circulation per capita should be between 4.5-9.5 (ideal)
Annual turnover rate should be between 2.7-7.8 (ideal)
(SOURCE: Ontario Public library guidelines 4th edition 2023)

CALEDON PUBLIC LIBRARY
for all reasons

CALEDON PUBLIC LIBRARY COLLECTION STRATEGY 2025-2027

CREATED: DECEMBER 2024
REVIEW: JANUARY 2027

Library	Population	Number locations	Titles per capita	Volumes per capita	Turnover rate (print)	Turnover rate (print + electronic)	Circ per capita	Material as % of operating expenditure
Caledon	74 649	7	2.63	1.37	2.77	1.06	3.78	10.12
Aurora	62 900	1	4.41	1.95	2.91	1.51	5.66	11.61
Halton Hills	61 161	2	3.35	1.72	3.54	1.47	6.09	9.96
Newmarket	89 802	1	3.52	2.31	1.77	1.05	4.09	9.92
Orangeville	29 986	2	5.77	2.62	1.64	.60	4.31	7.52
Innisfil	40 784	3	2.43	1.49	2.49	1.52	3.71	5.14
Milton	120 500	3	3.14	1.20	4.92	4.45	5.91	16.75

SOURCE: MTCS 2022 Annual Library Survey

Based on comparator libraries, CPL's volumes per capita are low and should be increased. This increase is dependent on continued annual investment in the collection and will also be addressed through anticipated new branches as referenced by the growth trajectory in the Comprehensive Growth Plan. To continue to grow the collection prior to new branches opening, a balance of weeding and influx of new materials is critical. CollectionHQ data and professional expertise will be used to determine quantities to be weeded, but it is important to ensure that the quantity of deselected material in a year does not exceed the quantity of incoming new material. Weeding data will be gathered starting in 2025 to ensure this balance so that the CPL volumes per capita increase slightly every year.

Collections Budget

Individual collection budgets will address increases and decreases in collection sizes on an annual basis. As demand for specific collection areas grows a higher proportion of the budget will be allocated. Conversely, as demand decreases, budgets can be reallocated elsewhere. The percentage of a collection compared to the percent of circulation data should be used to inform such decisions. A decrease in demand for some formats is already apparent, such as DVDs, books on CD, and periodicals.

The 2025 capital collections budget is $500 000 and the operating database budget is $97 200.

The operating database budget should increase yearly to reflect inflation, as well as to meet increased demand for new databases and electronic resources. The Ontario Library Association (OLA) and the Federation of Ontario Public Libraries (FOPL) have jointly submitted a proposal advocating for Provincial funding to support an Ontario Digital Library which would "give all Ontarians access to a common set of e-learning and online resources through their public library." If this funding proposal were to be successful, it would allow CPL to redirect budgets currently being used for databases towards other collection needs.

As per the capital ten-year forecast, the collections budget is anticipated to increase by 40% by 2035 to reflect inflation, growth and new branches. This does not include the financial impact of any opening

day collections at new branches, which would be funded through other means such as development charges, taxes, fund-raising, grants, and other sources.

2025	2026	2027	2028	2029	2030	2031	2031	2033	2034	2035
500 000	500 000	550 000	600 000	600 000	625 000	650 000	650 000	675 000	700 000	700 000

Suggested Purchase Requests

Purchase requests by the public will generally be filled if books are readily available to purchase from an approved library vendor. If not available from a vendor, first consideration will be given to local, independent bookstores. Amazon purchases will be considered only if no other source is available and the book merits addition to the collection, based on the collection development policy. Books will not generally be purchased from any other source. If a book is a much older title or is no longer available to purchase, Interlibrary Loan (ILL) will be offered.

Types.of.Collections.

Adult print collections

The adult collections are widely varied to appeal to a broad range of reading tastes and to support literacy and educational needs. Core collections shall contain prize-winners, nominees, well-reviewed titles, popular subjects, timely subjects, bestsellers and graphic novels. The Library collects titles in all genres. Hardcover, trade paperback and mass market paperback are to be interfiled whenever possible. Annual publications will be purchased either every year or every second year as need dictates. Titles deemed to be classics, will be marked in the catalogue as such and will continue to be reviewed and maintained.

Children's print collections

The Library maintains several categories of juvenile materials, intended to meet the interest of children as they mature and to develop their skills as readers. The children's collections currently include board books, picture books, easy/early readers, fiction, non-fiction, graphic novels, Yotos, immersive reality books, VOX books and decodable books Collections will include: support of language development, formats to support children with dyslexia and other reading disabilities, curriculum support, prize-winners, popular titles, general interest and classics. Every attempt will be made to support reading programs such as Forest of Reading.

CALEDON PUBLIC LIBRARY COLLECTION STRATEGY 2025-2027

CREATED: DECEMBER 2024
REVIEW: JANUARY 2027

Downloadable Digital Books and Audiobooks

The collection offers access to thousands of eBooks and eAudiobooks through Overdrive, hoopla and EBSCO. All available eBook and eAudio platforms should be considered on a regular basis to determine the best resources for library users based on demand, usability, cost. Caledon Public Library is a paying member of the Ontario Library Service (OLS) Overdrive Consortium; providing residents with greater access to digital materials through Libby. The library also purchases Advantage titles to enhance the collection and alleviate long hold queues. Advantage titles are titles owned by CPL and are in addition to the titles and quantities available through the consortium. As a means of sharing Advantage titles within the greater library community, CPL also subscribes to Advantage Plus which means library users from other consortium libraries can borrow CPL owned titles, if a CPL customer is not waiting for them.

The library also offers instant, pay-per-use titles through hoopla Instant borrows, as well as one copy/one user and metred access titles through hoopla Flex. Efforts will be made to streamline OC/OU and metred access selections between Overdrive/Libby and hoopla to avoid duplication of titles.

Due to the significant costs associated with library purchasing of digital titles, the eBook collection and budget are closely monitored to ensure that costs do not exceed allocated budgets.

Library of Things

Library of Things (LoT) is a growing, high-demand collection comprised of items other than books that support community interests and needs and address identified gaps. Addition of new items should follow the guidelines below for New Formats or Collections. Due to the often bulky nature of LoT, items will generally be allocated to the three large branches: Albion Bolton, Caledon East and Southfields Village, with additions to the smaller locations depending on shelving space, quantity and anticipated demand. QR codes will be used whenever possible to link our LoT to Niche Academy tutorials and videos, and a binder will be kept at each branch with a visual list of all items in the collection to showcase for customers when the physical item is not available.

Licensed & Purchased Electronic Resources Collections

Electronic resources consist of content that is stored and displayed digitally and accessed via computers and other electronic devices. These resources are often referred to as databases, or as online or digital content, resources or media. The Library collects a variety of electronic resources that may include some or all of the following: full-text magazines, newspapers, journals and other periodicals, reference sources, electronic books and electronic media. With the electronic collection, the Library aims to extend access to library information beyond the physical walls. The electronic format enables increased

usability of library resources, allowing expanded searching and interactivity. This format also increases depth and extent of the collection system-wide, alleviating the need to purchase multiple copies of some print resources. A robust collection of digital resources addresses the digital divide by providing access to customers when it might not otherwise be available.

The Library may regularly participate in shared digital collections and consortia to mitigate the high cost of digital materials. Databases are generally sourced through the Ontario Library Services (OLS) provincial and supplemental e-resource licensing program. The Library is a paid member of the OLS Overdrive consortium, but also purchases Advantage titles and is a part of the Advantage Plus program (see Downloadable Digital Books above)

Because electronic resources are an ever-changing medium, they must be evaluated on an ongoing basis. Usage statistics are collected quarterly and are used to inform purchasing and retention decisions.

Local Authors

The Library supports local authors, as guided by the collection development policy. Local authors will be added to the collection whenever possible and will be identified in the catalogue with the subject heading of “Read Local Caledon”. Local authors may choose to also be included on the Artful Caledon platform of the website.

Local History

The Library has a particular interest in local history , including Indigenous history, and works by local authors. Materials that relate to the history and culture of Caledon will be maintained. This collection is intended for use in the Library only, however, in the case of multiple copies of an item, one may circulate. Local history titles will be identified in the catalogue using special subject heading “Local History Collection” and with LH included on the spine label and call number. Digitization of local history materials will be an ongoing process as capacity and funding allow.

Magazines and Newspapers

Magazines are selected in French and English for all ages based on popularity and demand of each branch, as well as in Punjabi and Gujarati. New languages will be added based on demand and availability. All magazines are reviewed annually and maintain a clear retention schedule that guides our decisions about how long to keep back issues of magazines.

The Serials Control module available within Symphony will be used to receive, distribute and manage physical magazines, though claiming will be done through the EBSCONet website.

All local newspapers are purchased or collected for branches where applicable, available and when demand warrants inclusion. Multilingual newspapers will be included based on the languages that the library collects, as well as on demand and availability. PressReader is a digital newspaper service subscription of newspapers around the world available the same day they are published. The Economist and the New York Times access is included in PressReader as add-ons.

Historical newspapers are currently available through purchased online databases such as Globe and Mail historical database and the Toronto Star historical database.

Multilingual Collections

Languages to be included should meet the threshold of 0.5% or greater of the overall population, according to the most recent 2021 Statistics Canada Census data. This can be either mother tongue, or language spoken most often at home. Greater consideration will be given for intersectionality. Consideration must also be given to availability, cost, and quality of materials. Due to updated statistical data only being available every 5 years, multiple customer requests for languages will also be given consideration.

As one of the two official languages of Canada, French will always be included.

Mother Tongue	Percentage	Language spoken most often at home	Percentage
Punjabi	11.1	Punjabi	8.4
Italian	5.4	Italian	1.3
Portuguese	1.4	Tamil	.5
Spanish	1.3	Gujarati	.5
Polish	1		
Hindi	.8		
Tamil	.7		
Gujarati	.7		
Urdu	.7		

SOURCE: 2021 Statistics Canada Census Profile

**NB: Polish and Portuguese are not currently included in the CPL collection

Multimedia

The multimedia collection consists of audiobooks, DVDs, video games. We currently purchase audiobooks for adults and teens on CD, though avoid MP3 if possible. Children's audiobooks on CD are no longer being collected and have been replaced with Yoto players and cards. DVDs for all ages, including television series will be purchased for the collection based on demand, though the demand for

this collection is declining, and the annual budgets reflect this change. The videogame collections included all ages, teen and mature games and titles across all current platforms will be purchased.

Teen print collections

Materials are chosen to appeal to young people from grades 9-12 and are intended to bridge the Children's and Adult collections. The teen collection shall include popular and classic titles and will support the school curriculum. Teen fiction and graphic novels will be shelved separately from the adult or children's collections. Due to space limitations and cross-over usage with adults, teen audiobooks and teen non-fiction will be interfiled with the adult collections.

Visually Impaired and Print Disabled Collection

Through a partnership with the Centre for Equitable Library Access (CELA), the Library can provide free access to Canada's largest collection of alternative format books and online resources for people who have difficulty reading print due to a visual, physical or learning disability. CELA membership registration qualifies patrons for unlimited access to the CELA collection at the Library or through the CELA digital online collections. Popular titles of some magazines are also available in audio format. The library also has a small children's braille collection, a Daisy Reader machine and scanning pens which can be borrowed by those with visual impairments. As technology is updated, alternate resources will be considered.

NEW.FORMATS.OR.COLLECTIONS

When considering the addition of new formats or collections, including Library of Things, the following should be considered:

- Replacement of outdated format(s)
- Current or anticipated popularity
- New technology or format with anticipated endurance
- Expressed demand from the community by more than a small number of people
- Anticipated demand based on professional assessment
- Accessibility needs
- Anticipated replacement of outdated material or technology

When assessing the addition of new collections, the following must be also be considered:

- Cost of start-up collection (with the potential for grant funding)
- Explore potential partnerships
- Repairs (including cost and expertise)
- Maintenance (including cost)
- Storage
- Shelf space

- Current and future availability
- Community need
- Life expectancy
- Replacement plan
- Safety
- Cleaning
- Liability
- Packaging

For all collections, the following steps should be taken when launching a new collection:

1. Plan & Develop • Determine new collection based upon the above considerations • Research and connect with other libraries, local businesses, grant opportunities • Complete Product Resource Checklist and process • Create circulation processes • Share with relevant departments and leadership team	**2. Implement** • Communicate with staff • Launch collection • Staff training • Request appropriate marketing and promotion through Communications and Cultural Development department • Consider connections with programs and outreach and discuss with Programming and Outreach department
3. Maintain • Review circulation of collection in 3 months, 6 months then annually • Increase or decrease quantity as needed • Ongoing staff training	**4. Evaluate** • Review collection regularly for continued usage, wear and tear, replacements and firmware updates • Gather appropriate statistics: circulation, usage, feedback • Determine next steps for the collection a) Continue to build b) Discontinue c) Re-purchase or replace with newer material d) Put on hiatus

To determine when to remove or replace a collection or material type, consider:

- declining usage and popularity
- obsolete technology

- low circulation
- availability of newer formats or technologies
- new or updated school curriculum

ASSESSMENT.TOOLS.™.DATA.

Deselection will occur on a regularly scheduled basis, using circulation data, shelf space and demand to create appropriate weeding lists. As per the Collection Development Policy and donation guidelines, weeded materials may be recycled, sold in-branch, given to the Friends of Caledon Public Library for book sales or discarded through third-party businesses such as Better World Books or Zoom Books.

Collections should be assessed on an ongoing basis, ideally quarterly, to inform the following year's Automatic Release Plan (ARP) profiles and budgets. Tools used for assessment can include:

- CollectionHQ
- Integrate Library System (ILS) reports (Symphony/Workflows)
- BlueCloud Analytics
- GA4/LookerStudio Analytics
- Ministry Annual report
- Statistics Canada census data
- Professional journals and resources
- Vendor data and lists
- Quarterly usage statistics (internal)
- Valuing Ontario Libraries Toolkit (VOLT) data
- Bridge Technology Services Assessment Toolkit (Bridge) data
- Community profiles including Environics data

Using appropriate data, the collection should be assessed for age, grubbiness, currency, demand, diversity, equity and inclusion (DEI), and usage.

Databases should be assessed by individual usage statistics as well as a group, to ensure that a variety of resources are available for various ages and uses. Using vendor data and CPL quarterly statistics, usage should be analyzed each year to determine increases or decreases and unexpected fluctuations as well as average cost per individual use.

VENDORS.

Library vendors of physical materials should be used for selection, making use of Automatic Release Plans (ARPs) whenever possible, to allow collections staff more capacity for collection analysis and other tasks.

ARPs are developed by collections staff, with input from the Branch Librarians and Public Service Leadership. The profiles contain specific budget breakdowns, branch allocations, inclusions and exclusions and other anecdotal details. These profiles assist the vendors and selectors in curating an appropriate collection for individual branches as well as for the Library as a whole. Collections staff will review selections regularly and the ARP profiles on a quarterly basis to ensure that the Library's collection continues to meet the needs of the community. Ideally, adjustments to the profiles should only be made on a quarterly basis if necessary but always yearly.

A Request for Proposal (RFP) is not required to select a vendor, as this requirement is excluded from the Town of Caledon's Purchasing By-law (Schedule A), but vendors should be reviewed every 4 years for pricing, processing and MARC records, shipping, availability of materials and delivery time, value-added services, customer service. Requests for Information (RFIs) can be used for comparison purposes (Appendix 1; Sample RFI) While there are very few library vendors, diversification of vendors is strongly encouraged.

Current vendors for physical materials include:

- Library Bound (all adult materials, all multilingual regardless of age, all multimedia regardless of age)
- Whitehots (all children's and teen material, with exceptions as noted)
- The Beguiling (all children's and teen graphic novels and manga)
- Playaway (launchpads)

Periodicals and Newspapers

- Far Eastern (multilingual)
- EBSCO
- Toronto Star
- Globe and Mail
- National Post
- Direct purchase magazines such as Canadian Living & Style at Home

CPL also purchases other items from a variety of retail sources, but these do not carry a vendor relationship and are considered on a case-by-case basis, depending on the collection need.

OPENING.DAY.COLLECTIONS

When developing opening day collections for new library branches, guidelines as provided by ARUPLO and the Ontario Public Library Guidelines should be used as a framework to determine collection size, percentage allocation and budget. Comparative figures from the Ontario Public Library Annual Ministry Report should also be reviewed for total volumes per capita. Other considerations for helping to determine collection size and shelving needs:

- Only fill to 80% of each shelf
- Physical size of collection items (ie. Book size in inches)
- Average selling price of each individual collection item

Profiles for opening day collections should be developed and provided to library vendor(s) and should include selection criteria, publication dates, series information, annuals, periodical and newspaper subscriptions, core and classic collection expectations. Provision should also be made for Library of Things and local history collections.

When selecting a library vendor to provide this service, consider the following:

- Opening day selection experience
- Physical processing
- Pricing
- Storage
- Delivery
- Shelf-ready boxing
- Value-added services such as unpacking and shelving

It is recommended to use a similar RFI process for opening day collections as for selecting a vendor, though using existing vendors will help to provide continuity and consistency (see Appendix 2, Sample Opening Day Collection Breakdown)

TRAINING.and.PROMOTION

It is imperative to have well-trained and knowledgeable staff to promote collections and databases. When launching new collections or databases, discuss marketing and promotional strategies with the Communications and Cultural Development (CCD) department. Ensure that all library staff are made aware of the new collection and any resulting processes and procedures. Promotional strategies may include:

- Internal posters and signage
- Shelf-talkers
- Media releases (Caledon Citizen, Caledon Enterprise, Just Sayin' Caledon, In the Hills)
- Social media releases (Library socials, local blogs)
- Website promotion
- Staff lists and bookmarks
- Displays
- Public Service staff promotion

Both staff and public may require training, depending on the collection. Consider the following training opportunities:

Staff

- The Learning Committee (TLC) newsletter
- Staff tech training days as provided by TLC
- Staff Niche Academy tutorials
- Demonstrations
- Vendor training and demonstrations
- Staff development days
- Lunch and Learns
- Self-directed learning and exploration

Public

- Staff-led programs
- Programs provided by subject experts
- Public Niche Academy tutorials
- Bookable 1-1 with staff and public

Whenever possible, seek out connections between library collections and library programs to cross-promote both new and existing collections and databases.

SUMMARY

The Collection Strategy is a working document that is intended to grow and develop as Caledon's collection needs shift, community demand changes, demographics become more varied and new circumstances arise. It will guide decision-making and help to inform business needs. While it will be reviewed in its entirety every two years, updates shall be made as needed in order to maintain accurate and useful documentation for daily reference as well as for succession planning and organizational continuity.

CALEDON PUBLIC LIBRARY COLLECTION STRATEGY 2025-2027

CREATED: DECEMBER 2024
REVIEW: JANUARY 2027

Appendix.7

Sample Vendor RFI

Overview

Caledon Public Library (CPL) is requesting information from interested parties for Library materials procurement, processing, and delivery services. At this time, CPL is considering diversifying our vendor relationships by moving some of our collections to a new vendor(s). The Library reserves the right to award a greater percentage of the collection in the future, if applicable. Respondents are invited to submit their company profile, public library vendor experience, pricing charts and examples. For reference, Caledon Public Library uses Sirsi-Dynix Symphony ILS, and Bibliocommons as the public interface and discovery overlay.

Desired Competencies

1. Respondents should demonstrate experience with acquisition of all physical library materials, including but not limited to*:
    - adult
    - teen and juvenile print fiction and non-fiction
    - large print
    - DVD/Blu-ray
    - music CDs
    - multilingual materials in a variety of languages (specifically French, Italian, Spanish, Punjabi, Gujarati, Hindi, Urdu, Tamil)
    - audiobooks
    - adult, teen and juvenile graphic novels
    - video games

** NOTE: Please indicate whether you would only be interested in providing specific collections or have the capability to provide all collections.*

2. Respondents should demonstrate experience with the processing of all physical library materials, including the provision of on order MARC records and full MARC records.

Submission Requirements

Please provide the following details including examples where appropriate.

1. Pricing structure in the following areas:
    a. Physical material costs (print and AV)
    b. Processing costs (based on material type and language)

   c. MARC records costs
   d. MARC customization costs
   e. Subsequent changes to MARC records, specifically in the 949 tag
   f. Subsequent changes to processing specifications
   g. Shipping costs
   h. Any other applicable pricing structures or costs

2. Any discount and pricing structure variances based on volume

3. Return policies and customer dispute process.

4. Description of Automatic Release Plan (ARP) services and any budget management services or tools you may provide (if relevant).

5. Shipping schedule and frequency outline. Please include the following:
   a. What is the frequency of deliveries?
   b. How frequently do you ship multilingual material?
   c. How quickly do you ship processed material following publication date?
   d. Do you ever experience delays in receiving publications by the publication date and how are delays addressed?

6. Invoicing process. Please include the following, along with a sample invoice:
   a. Can you provide consolidated monthly invoices?
   b. Can you provide special invoices for special projects? Please explain.

7. Description of online ordering tools including any special considerations that may be applicable.

8. Business continuity plan in the case of a system disruption (e.g. COVID-19 etc.)

9. Describe any other value-added services that may not have already been highlighted

Disclaimer

Please note that there will be no evaluation, ranking, or selection of vendors as a result of this Expression of Interest; it will not be used to pre-qualify or screen vendors for a subsequent competitive bidding process.

All information supplied to the Town of Caledon and Caledon Public Library becomes the property of the Town and is subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act. Please note the name and contact information of interested parties may be made public. Disclosure of any other information will be made in accordance with the Act. Respondents must identify any

information that is submitted in confidence. Respondents are solely responsible for all expenses associated with responding to this EOI.

CALEDON PUBLIC LIBRARY COLLECTION STRATEGY 2025-2027

CREATED: DECEMBER 2024
REVIEW: JANUARY 2027

Appendix.8

Sample Opening Day Collection breakdown

Caledon Public Library

*8 vols/ft, 3ft/shelf

Collection	Comments	Recommended % of Total	Units	Totals	Shelf Bays* 5' H	Shelf Bays* 4' H
Adult Fiction						
Hardcovers		12	3,360			
Mass Market Paperbacks	Interfiled with Hardcover	5	1,400			
Adult Graphic Novels	Adjacent - filled separately	0.5	140			
Large Print	Adjacent - filled separately	3	840			
Adult Fiction Sub-Total				**5,740**	48	
Non-Fiction						
Non-fiction	Including interfiled Reference	18	5,040			
Teen Non-fiction	Interfiled with Adult Non-Fiction	1	280			
Non-Fiction Sub-Total				**5,320**	44	
Teen/Young Adult						
Fiction	Including Mass Market Paperbacks	2	560			
Graphic Novels		1	280			
Teen/YA Sub-Total				**840**	7	
Childrens						
Hardcover Fiction		4	1,120			
Juvenile Mass Market PBS	Interfiled with Hardcover Fiction	7	1,960			
Juvenile Graphic Novels	Adjacent - filled separately	1	280			
Juvenile Non-fiction		16	4,500			
Picture Books		6	1,680			
Easy Readers		2	560			
Board Books		2	560			
Childrens Sub-Total				**10,660**		111
World Languages/ESL						
Adult			220			
Youth/Childrens			240			
World Languages Sub-Total				**460**	4	
Media						
Adult DVDs		10	2,800			
Juvenile DVDs	Adjacent to Adult DVD's - filled separately	3	840			
Music CD's	No opening day collection - floating from other branches	1	80			
Adult Audiobooks & kits		2	560			
Juv Audiobooks & Readalongs		0.5	140			
Video Games	Mature, teens and children - adjacent	2	560			
Media Sub-Total				**4,980**		52
Total		99	28,000	***28,000***	103	163

Periodicals		
Adult Magazines	including Teens	26 subscriptions
Children's Magazines		6 subscriptions
Newspapers		6 subscriptions
		38

CALEDON PUBLIC LIBRARY for all reasons

Attachment 11-A

CALEDON PUBLIC LIBRARY BOARD: ANNUAL AGENDA/WORK PLAN 2025

Updated January 20, 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)
December 2024	✓ Review of Art Exhibit, Display and Community Information Policy ✓ Town of Caledon Health and Safety Policy Statement Report ✓ Review of Donation and Bequest Reserve Policy ✓ Revised Fundraising and Gift Acceptance Policy ✓ Mid-term Executive and Committee Appointments ✓ OLA Board Attendance Confirmation	✓ Board Assessment Results ✓ Revised policy	✓ OLA Conference Registration ✓ Presentation of Budget to Council • Meeting of Advocacy/Fundraising Committee – cancelled for Special Meeting of full Board
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 • 2023 Year End Strategic Assessment and Evaluation Report • OLA Super Conference Key Takeaways • OLS Strong Mayor Webinar Key Takeaways • Budget Process Report • Reserves Strategy Report • Brand Design	• Drafted strategy • 2024 Strategic Scoresheet • Confirmed budget process and agreement • Draft brand design	• Meeting evaluation • Sharing of OLA/webinar Takeaways • Meeting of Advocacy/Fundraising Committee

April 2025	• 2025-2028 Strategic Plan • Requests for Information and Assistance Presentation • Review of Advocacy Policy • Review of quarterly statistics – Q2 • 2024 Year End Strategic Assessment and Evaluation Report	• Draft strategic plan • Drafted policies • 2025 Q1 Statistics Report	
May 2025	• Review of Bed Bug Policy • Staff Engagement Results • 2024 Annual Report	• Drafted policies • Staff survey analysis • Drafted annual report • Combined annual report and strategic plan launch video	• Meeting of CEO Assessment Committee • Presentation of 2025-2028 Strategic Plan to Council
June 2025	• Annual CEO/Chief Librarian Performance Appraisal • Review of Records Management and Retention Policy • Review of Social Media Policy	• Mid-year procurement update • Mid-year donation reserves update • CEO to provide goals for coming term – July 2025 to June 2026	• Meeting evaluation • Meeting of Advocacy/Fundraising Committee
July 2025	• No meeting		
August 2025	• 2026 Budget Proposal • Review of quarterly statistics – Q2	• 2025 Q2 Statistics Report • Draft 2026 budget	• Finance committee meeting to review draft budget
September 2025	• Staff IT Acceptable Use Policy • Indigenous Respect and Acknowledgement Policy Review • Audited Financial Report	• Drafted policies • Financial documents	• Meeting of Advocacy/Fundraising Committee • Staff Forum
October 2025	• Review of quarterly statistics – Q3 • Partnership Policy Review • Adjusted budget review • Schedule of Board Meetings – 2026	• Drafted policy • 2025 Q3 Statistics Report • Revised 2026 budget	• Meeting evaluation

November 2025	• Annual Board Assessment • Records Management and Retention Policy Review • Room Usage Policy Review • Call for interest in OLA Board Attendance • Town of Caledon Health and Safety Policy Statement Report	• Assessment criteria and questions • Drafted policies • Staff reports	• Completion of Assessment Questionnaire
December 2025	• OLA Board Attendance Confirmation • Internet and Technology Acceptable Use Policy • Inclement Weather and Unscheduled Closure Policy	• Board Assessment Results • Staff policies	• OLA Conference Registration • Meeting of Advocacy/Fundraising Committee