Caledon Public Library Board Meeting
Monday, April 20, 2026
6:00 PM
Southfields Village Branch

AGENDA

1. Call to order
2. Indigenous Acknowledgement

As we gather, we recognize that the Caledon Public Library sits on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. We also acknowledge the traditional territory of the Huron-Wendat and Haudenosaunee peoples.

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

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

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

3. Apologies for non-attendance
4. Approval of the agenda
5. Disclosure of pecuniary interest
6. Delegations
    a. Comments from Mayor Annette Groves
7. Consent agenda
   (*All items under the Consent Agenda are considered to be routine and have been read by all Board members before the meeting. The items are recommended for approval by the Chair. They may be enacted in one motion. If any member wishes to discuss an item, it can be moved anywhere in the agenda.)*
    a. Minutes of the March 16, 2026 meeting (Attachment 7-A)
    b. Treasurer's Report and Financial Statements (Attachment 7-B)
    c. Quarterly Performance Measures and Statistics Q1 2026 (Attachment 7-C)
    d. Strategic Actions Update (Attachment 7-D)
    e. Correspondence
        i. Town Council re: Conclusion of Discussions with Agricultural Society regarding Caledon Village Branch co-location – March 27, 2026 (Attachment 7-E-1)

8. Business arising from the minutes
    a. Meeting Evaluation Results
9. Staff Reports
    a. CEO/Chief Librarian's Report (Attachment 9-A)
    b. 2025 Valuing Caledon Public Library Report (Attachment 9-B)
    c. Board-CEO Partnership Policy Report (Attachment 9-C)
    d. The Library and Political Elections Policy Report (Attachment 9-D)
    e. Fundraising and Gift Acceptance Policy Report (Attachment 9-E)
10. Board and Committee Reports
    a. CPL Board CEO Evaluation Committee Meeting Minutes – March 23, 2026 (Attachment 10-A)
        i. CEO Performance Appraisal Report (Attachment 10-A-1)
11. New Business
12. Board Work Plan Review
    a. 2026 Board Work Plan (Attachment 12-A)
13. Board Advocacy and Development
    a. Why Library Boards Matter: Legal Clarity and Good Governance – OLA Webinar – Tuesday, April 21, 2026, 12:30 – 2:00 PM. Registration required.
    b. Ontario Library Service (OLS) Spring 2026 Board Assembly Meeting – Wednesday, May 20th, 6 PM.
14. Public Question Period
15. Time and location of next regular meeting
    a. Monday, May 25 2026, 6 PM – Albion Bolton Branch
16. Adjournment

Attached documents:

7-A Minutes of the March 16, 2026 meeting
7-B Treasurer's Report and Financial Statements
7-C Quarterly and Year End Performance Measures and Statistics Q1 2026
7-D Strategic Actions Update
7-E-1 Town Council re: Conclusion of Discussions with Agricultural Society regarding Caledon Village Branch co-location – March 27, 2026
9-A CEO/Chief Librarian's Report
9-B 2025 Valuing Caledon Public Library Report

9-C Board-CEO Partnership Policy Report
9-D The Library and Political Elections Policy Report
9-E Fundraising and Gift Acceptance Policy Report
10-A CPL Board CEO Evaluation Committee Meeting Minutes – March 23, 2026
10-A-1 CEO Performance Appraisal Report
12-A 2026 Board Work Plan

Attachment 7-A

Caledon Public Library Board Meeting
Monday, March 16, 2026
6:00 p.m.

MINUTES

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

Staff: Colleen Lipp – CEO | Chief Librarian; Alexandra Hoffmann – Administrative Coordinator; Roop Sandhu – Director, Corporate Services and Projects; Jill Jambor – Manager, Communications & Cultural Development

Absent: Councilor Cosimo Napoli

Note: This meeting was conducted at the Albion Bolton Branch

1. **The Chair called the meeting to order at 6:03PM**

2. **Indigenous Acknowledgment**

As we gather, we recognize that the Caledon Public Library sits on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. We also acknowledge the traditional territory of the Huron-Wendat and Haudenosaunee peoples.

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

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

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

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

4. **Approval of the Agenda**
   Motion: That the Caledon Public Library Board approve the agenda.
   Moved: Laura Brady **Seconded:** Jacqueline Iafrate
   Carried.

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

6. **Consent Agenda**
   a. **Minutes of the January 19, 2026 meeting**
   b. **Treasurer's Report and Financial Statements**
   c. **Strategic Actions Update**

d. Correspondence

i. **Correspondence to Mayor Annette Groves re: invitation to attend Board meeting – February 2, 2026**

ii. **Correspondence from Kevin Klingenberg, Municipal Clerk re: Use of Municipal Resources during the 2026 Regular Election – February 4, 2026**

Motion: That the Caledon Public Library Board receive and approve all items within the consent agenda.
Moved: Mary Juric **Seconded**: Nicholas Alleyne
Carried.

7. Business arising from the minutes: None

8. Staff Reports

a. CEO/Chief Librarian's Report

Motion: That the Caledon Public Library Board receive the CEO/Chief Librarian's Report.
Moved: Laura Brady **Seconded:** Nicholas Alleyne
Carried.

b. Caledon Public Library 2025 Annual Report

Motion: That the Caledon Public Library Board receive and endorse the Caledon Public Library 2025 Annual Report; and,

That the Caledon Public Library Board direct the CEO/Chief Librarian to request a delegation to present an overview of the Library's 2025 achievements and planned 2026 initiatives to Council.
Moved: Nicholas Alleyne **Seconded:** Mary Juric
Carried.

c. Strategic Assessment and Evaluation Plan: 2025 Year End Status Update

Motion: That the Caledon Public Library Board receive the Strategic Assessment and Evaluation Plan: 2025 Year End Status Update.
Moved: Laura Brady **Seconded:** Scott Goodison
Carried.

d. Caledon Public Library Board By-Laws Report

Motion: That the Caledon Public Library Board repeal the previous By-Law, last revised March 18, 2024; and,

That the Caledon Public Library Board approve and adopt the newly revised Caledon Public Library Board By-law and Appendices.
Moved: Jacqueline Iafrate **Seconded:** Domenic Maggi
Carried.

e. Annual Board Assessment Policy Report

Motion: That the Caledon Public Library Board approve and adopt the Annual Board Assessment Policy.
Moved: Nicholas Alleyne **Seconded:** Domenic Maggi
Carried.

f. Rights and Safety of Children and Teens in the Library Report

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

Moved: Laura Brady **Seconded:** Domenic Maggi

Carried.

g. Caledon Village Branch Renovation Status Report

Motion: That the Caledon Public Library Board receive and approve the Caledon Village Branch Renovation Status Report; and,

That the Caledon Public Library Board direct the CEO/Chief Librarian to share a copy of this report with the Caledon Agricultural Society's Building Committee; and,

That the Caledon Public Library Board direct the CEO/Chief Librarian to draft correspondence to Council advising that the condition of the budget amendment has been met and that the Library Board and Caledon Agricultural Society have jointly agreed that it is not currently feasible to locate a library branch within the planned community centre.

Moved: Councilor Dave Sheen **Seconded:** Domenic Maggi

Carried.

h. Annual Staff Forum Report

Motion: That the Caledon Public Library Board approve the closure of all branches of the Caledon Public Library on Friday, September 25, 2026, to allow all employees to participate in a day-long staff learning forum.

Moved: Jacqueline Iafrate **Seconded:** Nicholas Alleyne

Carried.

9. Board and Committee Reports

a. CPL Board Advocacy and Fundraising Committee Meeting Minutes of March 9, 2026

Motion: That the Caledon Public Library Board receive the Advocacy and Fundraising Committee Meeting Minutes of December 8, 2025.

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

Carried.

i. CPL Case for Support Report

Motion: That the Caledon Public Library Board approve and adopt the Case for Support Report.

Moved: Nicholas Alleyne **Seconded:** Scott Goodison

Carried.

10. New Business: None

11. Board Work Plan

a. 2026 Work Plan Review

Motion: That the Caledon Public Library Board receive and approve the revised 2026 Work Plan.

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

Carried.

12. Board Advocacy and Development

- **a.** Ontario Library Association (OLA) Super Conference Key Takeaways
  Members of the Board who attended the conference shared their key takeaways and discussed the value of the sessions shared at the OLBA Boot Camp and throughout the conference.
- **b.** Council Acknowledgement of CPL's Ontario Public Library Service Award – Monday, March 30, 5:30 PM, Town Hall Atrium
- **c.** Why Library Boards Matter: Legal Clarity and Good Governance – OLA Webinar – Tuesday, April 21, 2026, 12:30 – 2:00 PM. Registration required.

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

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

15. Time of next regular meeting:

a. Monday, April 20, 2026, 6:00 PM – Southfields Village Branch

16. Adjournment

Motion: That the meeting adjourn.
Moved: Nicholas Alleyne **Seconded:** Jacqueline Iafrate
Carried.

The meeting adjourned at 7:47 PM

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

Attachment 7-B

Treasurer's Report

Prepared by Colleen Lipp
April 2026

2026 Budget

Details of the Library's 2026 budget as of March 31, 2026 are attached as Appendix A. Items of note include:

- Funds of $4752 received through the CCS Life for Youth initiative in support of a placement with the Library is reflected as Revenue under Library Grants, offsetting wages incurred in 2025 and 2026.
- Final proceeds of $9815 resulting from the liquidation of Library Services Centre (LSC) were received, contributing to the total funds available within the 2026 Library Materials and Collection capital budget.
- 2026 operating impacts of $12,200 proposed and approved as part of the Library's 2026 IT Equipment capital project have not been included in the Library's 2026 operating budget. Town Finance has advised that these funds will instead be automatically approved as part of the Board's 2027 operating budget.
- Balances for the Library's reserve funds have been updated to reflect interest earned and transfers prompted by the Board-approved closure of the Margaret Dunn Valleywood Bequest Fund.

Merit increases for all eligible permanent employees, with the exception of the CEO/Chief Librarian, have been finalized and will take effect April 1, 2026. All permanent employees have been advised in writing of the results of the annual evaluation process and the impact on their wages for the remainder of the year.

2025 Budget

Town Finance have advised that a final adjustment was required to the Library's 2025 budget to correct a missed accrual for the Library's audit totaling $5032. This previously unreported expense has resulted in a reduction to the Library's year-end operating surplus and a corresponding decrease in the value of transfers to the Town for Finance and HR services.

2027 Budget Planning

Town Finance has advised of initial timelines and deliverables related to the 2027 budget. This includes the completion of a draft 5-year capital plan (2027-2031) by the end of May. A related

training session is scheduled for mid-April. Further timelines will be shared with the Board as they are made available.

Grants

Ontario Library Service (OLS) Broadband Connectivity Project

As previously reported, the Broadband Connectivity Project is a provincial initiative, administered by the Ontario Library Service (OLS), to fund upgraded broadband internet at select libraries in unserved and underserved communities. In the summer of 2025 CPL was advised of the Margaret Dunn Valleywood Collaboration Studio's eligibility to join the program. This would have resulted in the reimbursement for costs associated with connectivity to the branch during the first twelve (12) months of the program and would have temporarily offset the costs resulting from the changes to the Library's long-standing reliance on the Public Sector Network (PSN).

Unfortunately, after much consultation, it was determined that as no capital investment was required to improve the branch's connectivity, this location was not in fact eligible for funding. CPL does remain eligible for funding to offset some of the Library's recurring connectivity costs.

Recommended Motion

That the Caledon Public Library Board receive the Treasurer's Report

Appendix A

TOWN OF CALEDON

Caledon Public Library
ST: Object Code - Budget vs Actual by Cost Centre
As of March 31, 2026

	March Budget	March Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
40010 Administration									
50050 Miscellaneous	-1,600.00	-1,230.95	*-369.05*	-4,800.00	-2,968.09	*-1,831.91*	-20,000.00	14.8%	**-17,031.91**
50075 Postage Reimbursement				-2,000.00	-142.50	*-1,857.50*	-2,000.00		**-1,857.50**
50125 Merchandise Sales	-250.00	-141.00	*-109.00*	-750.00	-195.00	*-555.00*	-3,000.00	6.5%	**-2,805.00**
50235 Fundraising		-20.00	*20.00*		-60.00				
50319 Grants/Subsidies			*0.00*				-68,000.00	0.0%	**-68,000.00**
50570 Donations			*0.00*		41.80	*-41.80*			**-41.80**
50705 Fines/Fees	-800.00	-512.69	*-287.31*	-2,400.00	-1,475.14	*-924.86*	-10,000.00	14.8%	**-8,524.86**
50725 Comm.Access Prgm Funding						*0.00*	-10,000.00	0.0%	**-10,000.00**
50750 Book Sales	-210.00	-169.50	*-40.50*	-610.00	-570.75	*-39.25*	-2,500.00	22.8%	**-1,929.25**
50770 FOL-Recoverable			*0.00*		-6,783.86	*6,783.86*			**6,783.86**
61510 Salaries-Permanent	22,867.00	22,286.22	*580.78*	65,171.00	63,453.10	*1,717.90*	298,408.00	21.3%	**234,954.90**
61513 Benefits-Permanent	6,860.00	6,924.90	*-64.90*	19,551.00	19,721.54	*-170.54*	89,523.00	22.0%	**69,801.46**
61520 Wages-Casual Temporary	2,996.00		*2,996*	7,790.00		*7,790.00*	39,100.00	0.0%	**39,100.00**
61523 Benefits-Casual Temporary	360.00		*360*	936.00		*936.00*	4,692.00	0.0%	**4,692.00**
62018 Operating Supplies	60.00	51.84	*8.16*	180.00	57.86	*122.14*	760.00	7.6%	**702.14**
62129 FOL-Initiatives		900.54	*-900.54*		900.54	*-380.18*			**-380.18**
62244 Bank Charges	250.00		*250.00*	750.00	380.18	*-1,001.86*	3,000.00	58.4%	**1,248.14**
62253 Lib. Brd Education & Exp.	225.00		*225.00*	2,225.00	1,751.86	*-16,115.80*	5,000.00	366.8%	**-13,340.80**
62311 Memberships/Dues	150.00		*150.00*	10,300.00	18,340.80	*15,332.00*	16,500.00	-30.5%	**21,532.00**
62317 Audit		-5,032.00	*5,032*	-4,968.00	-5,032.00	*-4,968.00*	4,870.00	0.0%	**4,870.00**
62335 Contracted Services	667.00		*667.00*	2,001.00		*2,001.00*	8,000.00	0.0%	**8,000.00**
62360 Fundraising						*0.00*			**0.00**
62416 Interdepartmental Charges							475,791.00		**475,791.00**
62437 Contribution to Reserves									**0.00**
Total 40010 Administration	31,575.00	23,057.36	*8,517.64*	93,376.00	87,420.34	*5,955.66*	830,144.00	10.5%	**742,723.66**
41010 Library Public Services									
61510 Salaries-Permanent	107,433.00	98,807.65	*8,625.35*	306,184.00	280,859.12	*25,324.88*	1,401,979.00	20.0%	**1,121,119.88**
61513 Benefits-Permanent	32,230.00	31,022.71	*1,207.29*	91,856.00	88,229.54	*3,626.46*	420,594.00	21.0%	**332,364.46**
61520 Wages-Casual Temporary	85,868.00	90,600.63	*-4,732.63*	223,257.00	231,744.71	*-8,487.71*	1,120,596.00	20.7%	**888,851.29**
61521 Overtime-Casual Temporary		1,654.00			1,701.47				
61523 Benefits-Casual Temporary	10,304.00	13,497.46	*-3,193.46*	26,792.00	34,590.29	*-7,798.29*	134,472.00	25.7%	**99,881.71**
62018 Operating Supplies	1,005.00	1,078.57	*-73.57*	3,015.00	3,230.27	*-215.27*	12,069.00	26.8%	**8,838.73**
62312 Insurance						*0.00*	5,843.00	0.0%	**5,843.00**
62321 Rental-Facility			*0.00*			*0.00*	358,545.00	0.0%	**358,545.00**
62335 Contracted Services	5,033.00		*5,033.00*	13,617.00	7,793.80	*5,823.20*	58,588.00	13.3%	**50,794.20**
62346 Courier	2,983.00		*2,983.00*	8,953.00	4,572.21	*4,380.79*	35,800.00	12.8%	**31,227.79**
Total 41010 Library Public Services	244,856.00	236,661.02	*8,194.98*	673,674.00	652,721.41	*20,952.59*	3,548,486.00	18.4%	**2,895,764.59**

TOWN OF CALEDON

Caledon Public Library
ST: Object Code - Budget vs Actual by Cost Centre
As of March 31, 2026

	March Budget	March Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
41015 Collections and Access Services									
61510 Salaries-Permanent	32,630.00	31,801.42	*828.58*	92,995.00	90,544.69	*2,450.31*	425,821.00	21.3%	**335,276.31**
61513 Benefits-Permanent	9,789.00	9,682.76	*106.24*	27,898.00	27,574.09	*323.91*	127,746.00	21.6%	**100,171.91**
62018 Operating Supplies	200.00	98.89	*101.11*	800.00	198.38	*601.62*	4,000.00	5.0%	**3,801.62**
62058 Online Databases		37,195.13	*-37,195.13*	98,001.00	90,732.71	*7,268.29*	99,446.00	91.2%	**8,713.29**
Total 41015 Collections and Access Services	42,619.00	78,778.20	*-36,159.20*	219,694.00	209,049.87	*10,644.13*	657,013.00	31.8%	**447,963.13**
41020 Library Grants									
50319 Grants/Subsidies (Revenue)		-4,752.00	*4,752.00*		-4,752.00	*4,752.00*			**-4,752.00**
61520 Wages-Casual Temporary			*0.00*		1,280.99	*-1,280.99*			**1,280.99**
61523 Benefits-Casual Temporary			*0.00*		120.14	*-120.14*			**120.14**
62319 Grants (Expenses)			*0.00*			*0.00*			**0.00**
Total 41020 Library Grants		-4,752.00	*4,752.00*		-3,350.87	*3,350.87*			**3,350.87**
41025 Library Info Technology									
61510 Salaries-Permanent	31,306.00	24,390.34	*6,915.66*	89,222.00	69,456.63	*19,765.37*	408,548.00	17.0%	**339,091.37**
61513 Benefits-Permanent	9,392.00	7,889.07	*1,502.93*	26,767.00	22,470.20	*4,296.80*	122,565.00	18.3%	**100,094.80**
61520 Wages-Casual Temporary			*0.00*		593.11	*-593.11*			
61523 Benefits-Casual Temporary			*0.00*		52.39	*-52.39*			
62018 Operating Supplies	1,090.00	51.86	*1,038.14*	3,270.00	476.41	*2,793.59*	13,100.00	3.6%	**12,623.59**
62303 New Staff Technology				3,500.00		*3,500.00*	3,500.00	0.0%	**3,500.00**
62304 Automation	6,000.00	6,589.57	*-589.57*	46,300.00	61,078.85	*-14,778.85*	67,000.00	91.2%	**5,921.15**
62305 Computer Services	9,248.00		*9,248.00*	27,744.00	10,516.06	*17,227.94*	110,980.00	9.5%	**100,463.94**
62312 Insurance	2,563.00		*2,563.00*	2,563.00		*2,563.00*	5,450.00	0.0%	**5,450.00**
62335 Contracted Services	3,166.00		*3,166.00*	9,498.00	3,526.86	*5,971.14*	38,000.00	9.3%	**34,473.14**
62396 Mobile Phones / Pagers	615.00		*615.00*	1,845.00	296.89	*1,548.11*	7,380.00	4.0%	**7,083.11**
62397 Telephone	3,080.00		*3,080.00*	9,240.00	2,981.92	*6,258.08*	36,970.00	8.1%	**33,988.08**
63037 Software Licence Subscription	4,000.00	-1,599.19	*5,599.19*	12,000.00	3,383.97	*8,616.03*	52,970.00	6.4%	**49,586.03**
Total 41025 Library Info Technology	70,460.00	37,321.65	*33,138.35*	231,949.00	174,833.29	*57,115.71*	866,463.00	20.2%	**691,629.71**
41030 Programming and Outreach Services									
61510 Salaries-Permanent	45,611.00	44,536.25	*1,074.75*	129,991.00	119,350.12	*10,640.88*	595,221.00	20.1%	**475,870.88**
61513 Benefits-Permanent	13,683.00	14,187.15	*-504.15*	38,997.00	38,251.54	*745.46*	178,566.00	21.4%	**140,314.46**
61520 Wages-Casual Temporary			*0.00*	-52.00	6,283.94	*-6,335.94*	-52.00	-12084.5%	**-6,335.94**
61523 Benefits-Casual Temporary			*0.00*	-6.00	1,169.84	*-1,175.84*	-6.00	-19497.3%	**-1,175.84**
62018 Operating Supplies	375.00	103.71	*271.29*	375.00	115.73	*259.27*	1,700.00	6.8%	**1,584.27**
62414 Special Programs	3,125.00	2,273.00	*852.00*	7,240.00	5,902.44	*1,337.56*	31,500.00	18.7%	**25,597.56**
Total 41030 Programming and Outreach Services	62,794.00	61,100.11	*1,693.89*	176,545.00	171,073.61	*5,471.39*	806,929.00	21.2%	**635,855.39**
41035 Communications and Cultural Development									
61510 Salaries-Permanent	31,060.00	29,606.03	*1,453.97*	88,521.00	84,299.19	*4,221.81*	405,338.00	20.8%	**321,038.81**
61513 Benefits-Permanent	9,318.00	9,639.28	*-321.28*	26,556.00	27,452.93	*-896.93*	121,601.00	22.6%	**94,148.07**
62018 Operating Supplies	500.00	738.99	*-238.99*	1,500.00	1,866.55	*-366.55*	7,877.00	23.7%	**6,010.45**
62304 Automation	200.00		*200.00*	2,200.00	236.53	*1,963.47*	6,350.00	3.7%	**6,113.47**

TOWN OF CALEDON

Caledon Public Library
ST: Object Code - Budget vs Actual by Cost Centre
As of March 31, 2026

	March Budget	March Actuals	*Monthly Variance*	YTD Budget	YTD Actuals	*YTD Variance*	Annual Budget	Percentage Expended	**Annual Variance**
62315 Printing & Advertising	350.00	1,141.75	*-791.75*	4,950.00	2,113.55	*2,836.45*	20,080.00	10.5%	**17,966.45**
62335 Contracted Services		122.11	*-122.11*		1,648.51	*-1,648.51*	2,500.00	65.9%	**851.49**
62414 Special Programs	500.00		*500.00*	500.00		*500.00*	6,000.00	0.0%	**6,000.00**
Total 41035 Communications/Community Dev	41,928.00	41,248.16	*679.84*	124,227.00	117,617.26	*6,609.74*	569,746.00	20.6%	**452,128.74**
41045 Corporate Services & Projects									
61510 Salaries-Permanent	10,692.00	10,420.05	*271.95*	30,472.00	29,667.87	*804.13*	139,525.00	21.3%	**109,857.13**
61513 Benefits-Permanent	3,208.00	3,317.24	*-109.24*	9,142.00	9,446.99	*-304.99*	41,857.00	22.6%	**32,410.01**
62310 Training/Development/Seminars	3,500.00	3,992.05	*-492.05*	26,000.00	20,436.66	*5,563.34*	64,610.00	31.6%	**44,173.34**
62314 Mileage	500.00	513.88	*-13.88*	2,000.00	936.42	*1,063.58*	9,500.00	9.9%	**8,563.58**
62322 Postage	210.00	185.33	*24.67*	630.00	380.39	*249.61*	2,500.00	15.2%	**2,119.61**
62335 Contracted Services	167.00		*167.00*	501.00		*501.00*	2,000.00	0.0%	**2,000.00**
Total 41045 Corporate Services & Projects	18,277.00	18,428.55	*-151.55*	68,745.00	60,868.33	*7,876.67*	259,992.00	23.4%	**199,123.67**
41050 Maker & Emerging Technologies									
61510 Salaries-Permanent	27,804.00	27,097.59	*706.41*	79,241.00	77,593.22	*1,647.78*	362,836.00	21.4%	**285,242.78**
61513 Benefits-Permanent	8,341.00	8,573.64	*-232.64*	23,772.00	24,461.36	*-689.36*	108,851.00	22.5%	**84,389.64**
62018 Operating Supplies		103.70	*-103.70*	350.00	115.73	*234.27*	700.00	16.5%	**584.27**
62414 Special Programs	150.00		*150.00*	1,850.00	1,815.47	*34.53*	7,800.00	23.3%	**5,984.53**
Total 41050 Maker & Emerging Technologies	36,295.00	35,774.93	*520.07*	105,213.00	103,985.78	*1,227.22*	480,187.00	21.7%	**376,201.22**
Total Caledon Public Library-Lending Services	**548,804.00**	**527,617.98**	**21,186.02**	**1,693,423.00**	**1,574,219.02**	**119,203.98**	**8,018,960.00**	**19.6%**	**6,444,740.98**

Capital Project Expense Report - as of March 31, 2026

	Budget	Expended Previous Year(s)	Expended 2026 YTD	Total Project Spend to Date	Deficit Forwarded to 2025	Remaining Funding	Percentage Expended	Status
Capital Projects - Previous Years								
23-035 Library Implementation of Microsoft 365	25,000.00	15,271.88	31.74	15,303.62		9,696.38	61.2%	
23-120 Library Furniture Replacement	60,000.00	41,845.73	1,738.32	43,584.05	4,458.00	11,957.95	80.1%	
25-031 Library Access P1 Inglwood	64,000.00	45,094.48	1,170.24	46,264.72		17,735.28	72.3%	
25-062 Library Materials & Collections 2025	500,000.00	456,933.39	-1,995.92	454,937.47	42,010.18	3,052.35	99.4%	
59275 Capital Donations	711.75							
Total Library Collections and Materials (25-062)	500,711.75	456,933.39	-1,995.92	454,937.47	42,010.18	3,764.10	99.2%	
25-063 Library IT Equipment	115,000.00	38,796.95	1,118.81	39,915.76		75,084.24	34.7%	
Capital Projects - Current Year								
26-099 Library Materials & Collections 2026	500,000.00	6,178.85	117,074.49	123,253.34		376,746.66	24.7%	
Additional revenue (LSC dissolution)	9,814.82							
Total Library Collections and Materials (26-099)	509,814.82	6,178.85	117,074.49	123,253.34		386,561.48	24.2%	
26-238 Library IT Equipment 2026	141,000.00			0.00		141,000.00	0.0%	
26-239 Library Cybersecurity Infrastructure	50,000.00			0.00		50,000.00	0.0%	
26-240 Caledon Village Branch Refurbishment	920,000.00			0.00		920,000.00	0.0%	

Library Reserve Balances - as of March 31, 2026

08-07-900-35043-000-25000 Library Donation and Bequest Reserve Fund	17,955.78
08-07-900-35051-000-25000 Library General Reserve Fund	26,899.41

Attachment 7-C

Quarterly and Annual Performance Measures and Statistics

Year to Date - March 31 2026 (Q1)

Active Library Members

21,975 ↑ 8.0%

Branch Visits

87,354 ↓ -0.1%

Total Items Borrowed and Used

121,656 ↑ 0.8%

Digital Titles Borrowed

31,290 ↑ 4.3%

Digital Resources Accessed

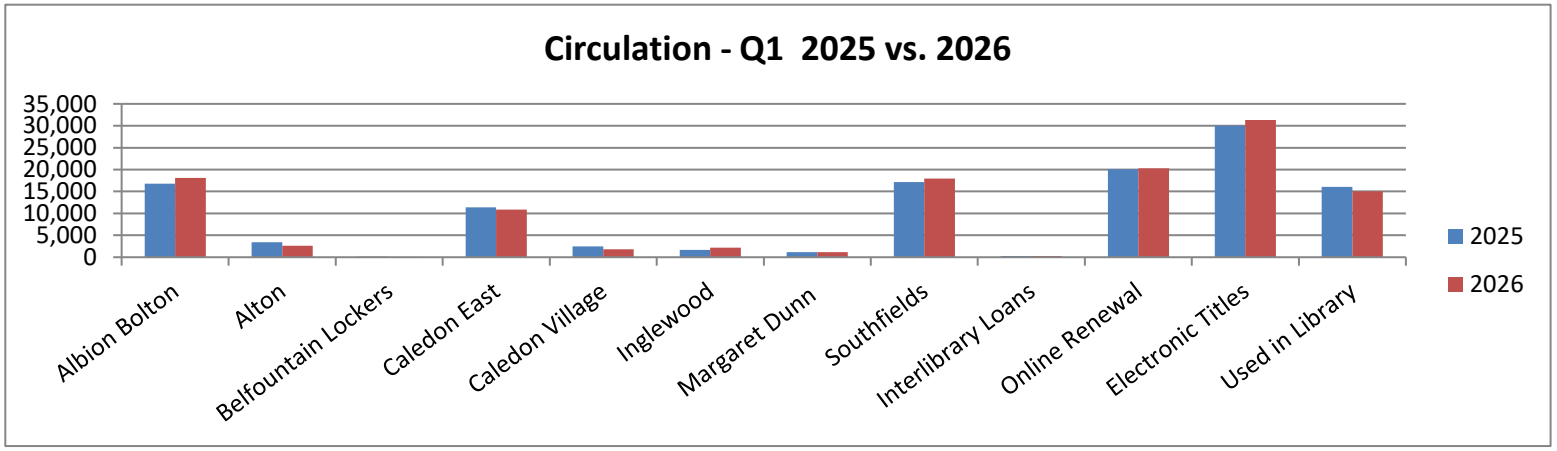
16,329 ↑ 5.5%

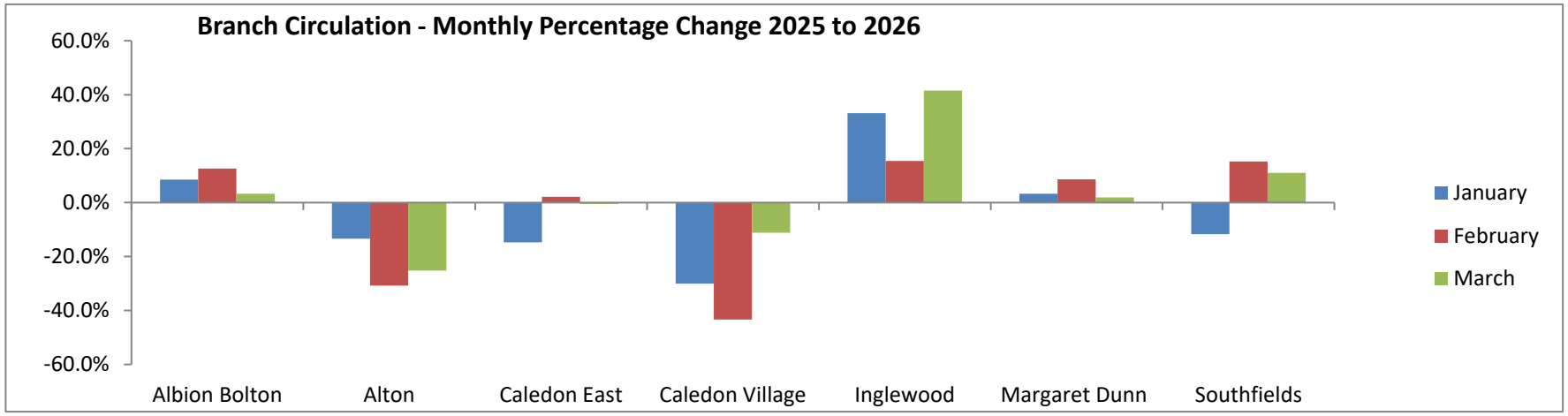
Program Participation

8,510 ↑ 47.1%

Circulation by Branch - Q1

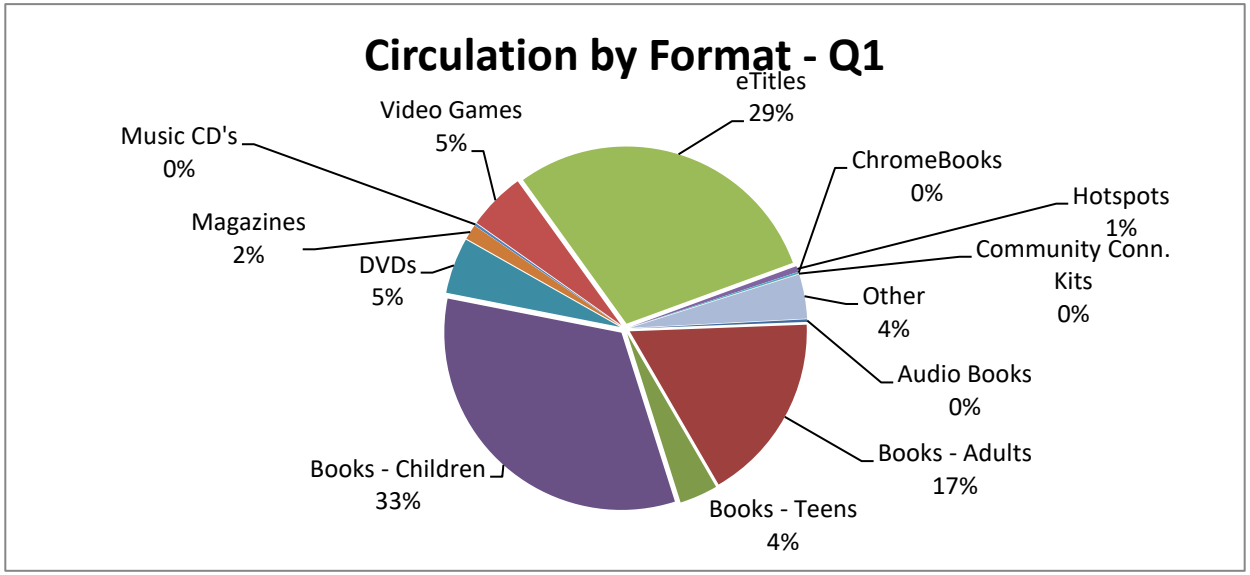
	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Albion Bolton	5,388	5,849	8.6%	4,936	5,558	12.6%	6,458	6,669	3.3%	16,782	18,076	7.7%
Alton	1,052	911	-13.4%	1,017	704	-30.8%	1,334	998	-25.2%	3,403	2,613	-23.2%
Belfountain Lockers	74	13	-82.4%	9	11	22.2%	25	13	-48.0%	108	37	-65.7%
Caledon East	4,042	3,448	-14.7%	3,166	3,232	2.1%	4,201	4,180	-0.5%	11,409	10,860	-4.8%
Caledon Village	885	619	-30.1%	795	450	-43.4%	824	732	-11.2%	2,504	1,801	-28.1%
Inglewood	555	739	33.2%	557	643	15.4%	570	807	41.6%	1,682	2,189	30.1%
Margaret Dunn	367	379	3.3%	361	392	8.6%	411	419	1.9%	1,139	1,190	4.5%
Southfields	5,561	4,911	-11.7%	4,775	5,500	15.2%	6,826	7,576	11.0%	17,162	17,987	4.8%
Interlibrary Loans	100	84	-16.0%	100	111	11.0%	89	80	-10.1%	289	275	-4.8%
Online Renewal	6,393	6,645	3.9%	6,411	6,275	-2.1%	7,272	7,383	1.5%	20,076	20,303	1.1%
Sub-Total	24,417	23,598	-3.35%	22,127	22,876	3.39%	28,010	28,857	3.02%	74,554	75,331	1.04%
Electronic Titles	10,493	11,075	5.5%	9,305	9,724	4.5%	10,216	10,498	2.8%	30,014	31,297	4.3%
	34,910	34,673	-0.68%	31,432	32,600	3.72%	38,226	39,355	2.95%	104,568	106,628	1.97%
Used in Library	4,648	4,205	-9.5%	4,387	4,534	3.4%	7,053	6,296	-10.7%	16,088	15,035	-6.5%
Total	39,558	38,878	-1.72%	35,819	37,134	3.67%	45,279	45,651	0.82%	120,656	121,663	0.83%





Circulation by Format - Q1

	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Audio Books	92	92	0.0%	82	67	-18.3%	85	92	8.2%	259	251	-3.1%
Books - Adults	6,561	6,416	-2.2%	5,841	5,666	-3.0%	6,379	6,285	-1.5%	18,781	18,367	-2.2%
Books - Teens	988	1,055	6.8%	850	1,206	41.9%	1,145	1,460	27.5%	2,983	3,721	24.7%
Books - Children	11,220	10,587	-5.6%	10,417	10,813	3.8%	13,059	13,762	5.4%	34,696	35,162	1.3%
DVDs	2,244	1,792	-20.1%	1,870	1,623	-13.2%	2,237	2,034	-9.1%	6,351	5,449	-14.2%
Magazines	535	558	4.3%	441	415	-5.9%	609	494	-18.9%	1,585	1,467	-7.4%
Music CD's	104	110	5.8%	83	88	6.0%	84	32	-61.9%	271	230	-15.1%
Video Games	1,922	1,846	-4.0%	1,651	1,682	1.9%	2,022	2,091	3.4%	5,595	5,619	0.4%
eTitles	10,493	11,075	5.5%	9,305	9,724	4.5%	10,216	10,498	2.8%	30,014	31,297	4.3%
Hotspots	199	202	1.5%	181	171	-5.5%	204	197	-3.4%	584	570	-2.4%
ChromeBooks	60	69	15.0%	38	33	-13.2%	38	73	92.1%	136	175	28.7%
Community Conn. Kits	7	1	-85.7%	8	4	-50.0%	8	5	-37.5%	23	10	-56.5%
Other	485	870	79.4%	665	1,108	66.6%	2,140	2,332	9.0%	3,290	4,310	31.0%
Total	34,910	34,673	-0.7%	31,432	32,600	3.7%	38,226	39,355	3.0%	104,568	106,628	2.0%



Library Activity - Q1

	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
New Members Added	478	466	-2.5%	334	389	16.5%	480	507	5.6%	1,292	1,362	5.4%
Total Members/Cardholders										28,585	33,194	16.1%
Total Active Members/Cardholders (used within last two years)										20,354	21,975	8.0%
Reference Queries	801	1,021	27.5%	691	976	41.2%	784	1,122	43.1%	2,276	3,119	37.0%
Holds Placed	6,718	6,571	-2.2%	5,127	5,537	8.0%	6,175	6,332	2.5%	18,020	18,440	2.3%
Total Visting Library Service (VLS) Clients										12	12	0.0%
Total (VLS) Number of Volunteers										4	7	75.0%
VLS Circulation	53	56	5.7%	109	56	-48.6%	83	93	12.0%	245	205	-16.3%
VLS Visits	8	6	-25.0%	9	6	-33.3%	11	7	-36.4%	28	19	-32.1%
New Materials Added	988	1,056	6.9%	2,328	1,562	-32.9%	819	1,268	54.8%	4,135	3,886	-6.0%

Visits by Branch - Q1

	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Albion Bolton	6,260	6,955	11.1%	5,374	5,859	9.0%	7,107	7,819	10.0%	18,741	20,633	10.1%
Alton	627	507	-19.1%	687	430	-37.4%	739	536	-27.5%	2,053	1,473	-28.3%
Caledon East	9,750	9,383	-3.8%	6,962	8,492	22.0%	9,509	11,012	15.8%	26,221	28,887	10.2%
Caledon Village	358	263	-26.5%	433	318	-26.6%	410	421	2.7%	1,201	1,002	-16.6%
Inglewood	265	340	28.3%	270	309	14.4%	336	396	17.9%	871	1,045	20.0%
Margaret Dunn	520	524	0.8%	624	559	-10.4%	609	685	12.5%	1,753	1,768	0.9%
Southfields	11,498	9,691	-15.7%	10,314	9,399	-8.9%	14,776	13,456	-8.9%	36,588	32,546	-11.0%
Total	29,278	27,663	-5.5%	24,664	25,366	2.8%	33,486	34,325	2.5%	87,428	87,354	-0.1%

Room Usage # of hours booked by Branch - Q1

	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Albion Bolton	38	23	-39.5%	21	28	33.3%	30	28	-6.7%	89	79	-11.2%
Caledon East	404	369	-8.7%	291	276	-5.1%	291	286.25	-1.6%	985.5	931.05	-5.5%
Margaret Dunn	130	92.5	-29.0%	101	99.75	-1.5%	130.08	87.5	-32.7%	361.58	279.75	-22.6%
Southfields	35	0	-100.0%	28	0	-100.0%	28	0	-100.0%	91	0	-100.0%
Total	607.25	484.5	-20.2%	440.75	403.55	-8.4%	479.08	401.75	-16.1%	1527.08	1289.8	-15.5%

Room Usage # of Rooms booked by Branch - Q1

	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Albion Bolton	6	4	-33.3%	3		-100.0%	6	4	-33.3%	15	8	-46.7%
Caledon East	226	215	-4.9%	228	169	-25.9%	227	193	-15.0%	681	577	-15.3%
Margaret Dunn	47	48	2.1%	51	51	0.0%	60	47	-21.7%	158	146	-7.6%
Southfields	4	0	-100.0%	4	0	-100.0%	4	0	-100.0%	12	0	-100.0%
Total	283	267	-5.7%	286	220	-23.1%	297	244	-17.8%	866	731	-15.6%

Virtual Branch Use - Q1

	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Website Usage												
Page views	29,570	25,030	-15.4%	22,245	24,244	9.0%	25,953	27,849	7.3%	77768	77123	-0.8%
Sessions	17,501	17,147	-2.0%	15,340	16,162	5.4%	17,599	19,238	9.3%	50440	52547	4.2%
Catalogue Usage												
Page views	102,987	102,451	-0.5%	93,072	93,404	0.4%	105345	116594	10.7%	301404	312449	3.7%
Sessions	17,566	17,630	0.4%	14,794	17,226	16.4%	17678	25561	44.6%	50038	60417	20.7%

Technology Use by Branch - Q1

Workstations

	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Albion Bolton	573	360	-37.2%	463	422	-8.9%	589	569	-3.4%	1,625	1,351	-16.9%
Alton	113	51	-54.9%	84	53	-36.9%	94	75	-20.2%	291	179	-38.5%
Caledon East	716	583	-18.6%	562	682	21.4%	768	834	8.6%	2,046	2,099	2.6%
Caledon Village	28	20	-28.6%	87	30	-65.5%	60	41	-31.7%	175	91	-48.0%
Inglewood	16	29	81.3%	18	58	222.2%	38	60	57.9%	72	147	104.2%
Margaret Dunn	221	152	-31.2%	190	228	20.0%	282	195	-30.9%	693	575	-17.0%
Southfields	625	481	-23.0%	557	540	-3.1%	413	693	67.8%	1,595	1,714	7.5%
Total	2,292	1,676	-26.9%	1,961	2,013	2.7%	2,244	2,467	9.9%	6,497	6,156	-5.2%

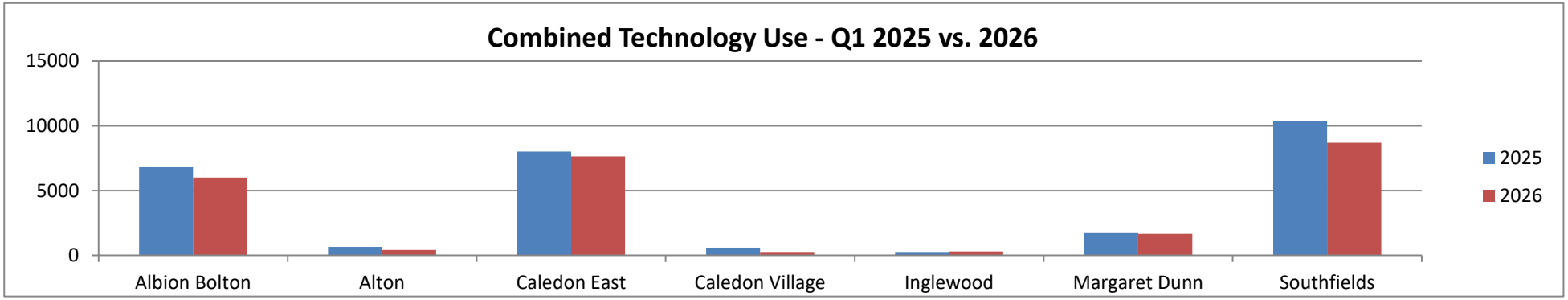
Wireless Network

	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Albion Bolton	1,980	1,592	-19.6%	1,430	1,301	-9.0%	1,719	1,666	-3.1%	5,129	4,559	-11.1%
Alton	101	90	-10.9%	135	80	-40.7%	118	73	-38.1%	354	243	-31.4%
Caledon East	2,418	1,717	-29.0%	1,564	1,650	5.5%	1,747	1,874	7.3%	5,729	5,241	-8.5%
Caledon Village	158	64	-59.5%	126	50	-60.3%	124	59	-52.4%	408	173	-57.6%
Inglewood	51	38	-25.5%	53	43	-18.9%	78	73	-6.4%	182	154	-15.4%
Margaret Dunn	357	284	-20.4%	251	299	19.1%	307	344	12.1%	915	927	1.3%
Southfields	3,014	2,200	-27.0%	2,558	2,070	-19.1%	3,134	2,624	-16.3%	8,706	6,894	-20.8%
Total	8,079	5,985	-25.9%	6,117	5,493	-10.2%	7,227	6,713	-7.1%	21,423	18,191	-15.1%

ChromeBooks

	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Albion Bolton	15	5	-66.7%	1	5	400.0%	4	6	50.0%	20	16	-20.0%
Caledon East	24	14	-41.7%	20	6	-70.0%	4	25	525.0%	48	45	-6.3%
Margaret Dunn	0	11	-	0	7	-	1	5	400.0%	1	23	2200.0%
Southfields	21	39	85.7%	17	15	-11.8%	29	37	27.6%	67	91	35.8%
Total	60	69	15.0%	38	33	-13.2%	38	73	92.1%	136	175	28.7%

Maker Bookings	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Albion Bolton	15	19	26.7%	13	30	130.8%	9	29	222.2%	37	78	110.8%
Caledon East	56	75	33.9%	44	75	70.5%	88	114	29.5%	188	264	40.4%
Margaret Dunn	46	33	-28.3%	29	44	51.7%	36	58	61.1%	111	135	21.6%
Total	117	127	8.5%	86	149	73.3%	133	201	51.1%	336	477	42.0%



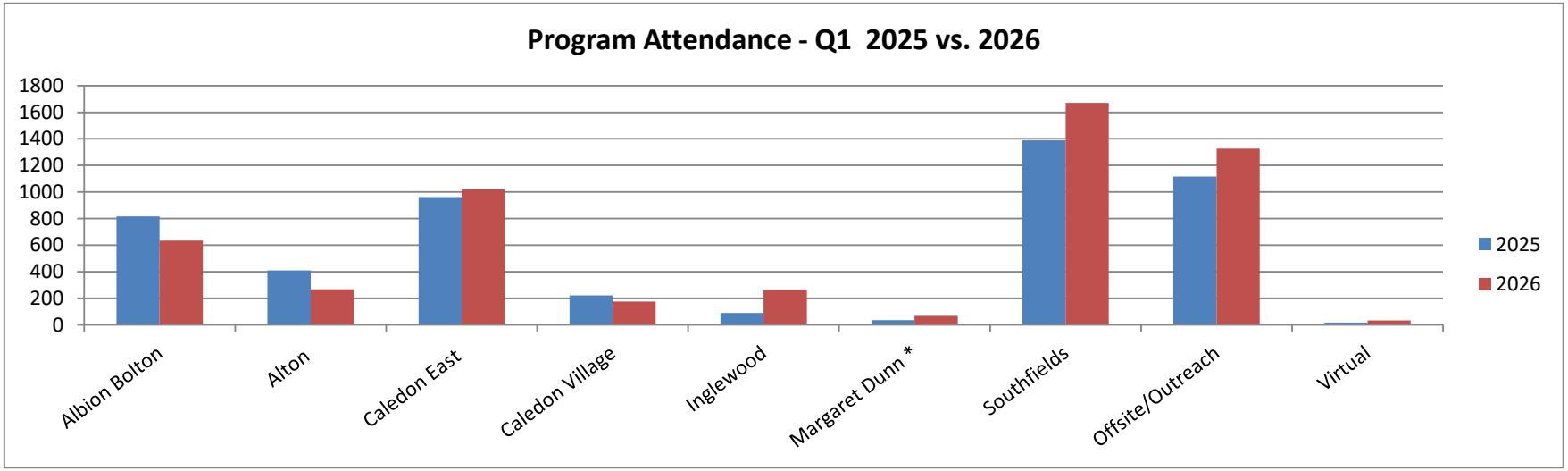
Digital Resource and eBook Usage - Q1

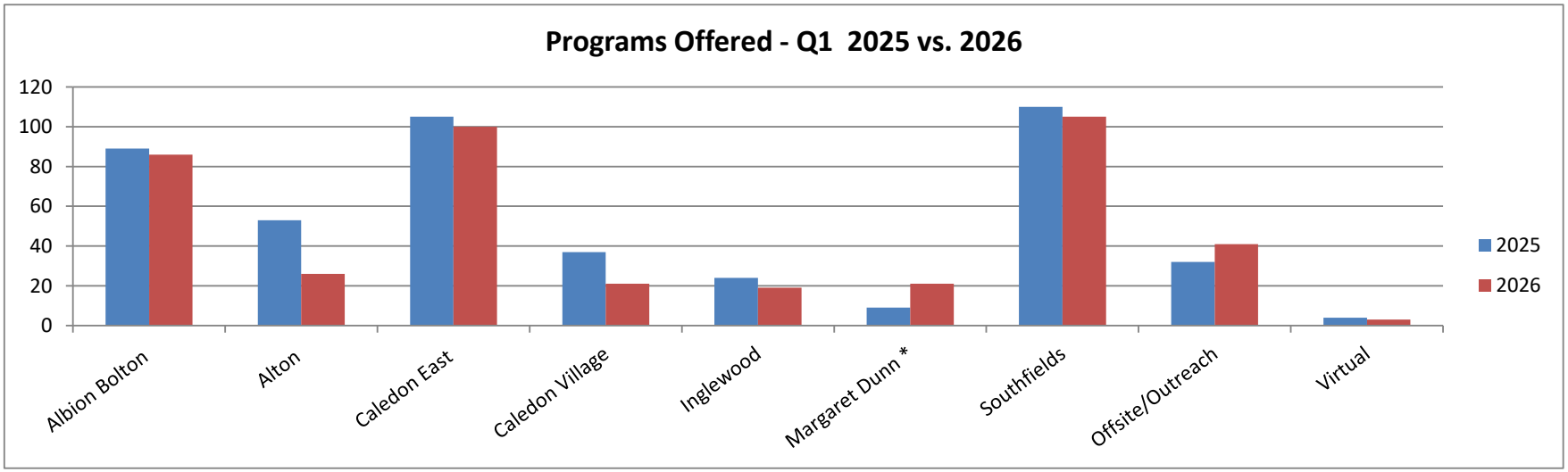
	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Digital Items Borrowed												
Overdrive-eBooks	3,175	3,147	-0.9%	2,882	2,612	-9.4%	3,140	2,837	-9.6%	9,197	8,596	-6.5%
Overdrive - eAudio	1,904	2,143	12.6%	1,794	1,978	10.3%	1,963	2,266	15.4%	5,661	6,387	12.8%
Overdrive - Magazines	1,816	2,012	10.8%	1,669	1,842	10.4%	1,874	2,018	7.7%	5,359	5,872	9.6%
Hoopla - eBooks	1,160	956	-17.6%	994	934	-6.0%	1,150	992	-13.7%	3,304	2,882	-12.8%
Hoopla - eAudio	1,751	1,937	10.6%	1,288	1,658	28.7%	1,380	1,764	27.8%	4,419	5,359	21.3%
Hoopla - Video	304	261	-14.1%	315	283	-10.2%	323	269	-16.7%	942	813	-13.7%
Hoopla - Music	73	71	-2.7%	83	70	-15.7%	65	50	-23.1%	221	191	-13.6%
Hoopla - Binge Pass	13	32	146.2%	17	31	82.4%	21	24	14.3%	51	87	70.6%
Kanopy	284	499	75.7%	258	310	20.2%	290	278	-4.1%	832	1,087	30.6%
EBSCO *	13	0	-100.0%	5	0	-100.0%	10	0	-100.0%	28	0	-100.0%
Proquest Public Library Complete***	0	14	-	0	2	-	0	0	-	0	16	-
Total Borrowed	10,493	11,072	5.5%	9,305	9,720	4.5%	10,216	10,498	2.8%	30,014	31,290	4.3%
Digital Resources Accessed												
Press Display	2,827	3,045	7.7%	2,418	2,834	17.2%	2,816	3,285	16.7%	8,061	9,164	13.7%
Ancestry	1	15	1400.0%	10	0	-100.0%	28	0	-100.0%	39	15	-61.5%
Tumble Books Premier	116	2	-98.3%	3	8	166.7%	14	21	50.0%	133	31	-76.7%
Consumer Reports	413	279	-32.4%	220	174	-20.9%	220	459	108.6%	853	912	6.9%
Gale Databases	51	6	-88.2%	6	0	-100.0%	4	0	-100.0%	61	6	-90.2%
Novelist (EBSCO)	172	305	77.3%	275	210	-23.6%	188	194	3.2%	635	709	11.7%
EBSCO (databases)	200	386	93.0%	176	288	63.6%	258	100	-61.2%	634	774	22.1%
Gale Courses	35	36	2.9%	28	37	32.1%	9	44	388.9%	72	117	62.5%
Mango Languages	59	202	242.4%	22	160	627.3%	45	208	362.2%	126	570	352.4%
Niche Academy	788	576	-26.9%	410	432	5.4%	159	364	128.9%	1,357	1,372	1.1%
Road to the IELTS	124	39	-68.5%	65	41	-36.9%	115	52	-54.8%	304	132	-56.6%
Brainfuse	553	353	-36.2%	465	357	-23.2%	807	189	-76.6%	1,825	899	-50.7%
LinkedIn *	22	0	-100.0%	16	0	-100.0%	17	0	-100.0%	55	0	-100.0%
LOTE	4	100	2400.0%	8	108	1250.0%	70	181	158.6%	82	389	374.4%
Globe and Mail Historical Newspaper	7	37	428.6%	215	89	-58.6%	106	73	-31.1%	328	199	-39.3%
Toronto Historical Newspaper	126	223	77.0%	354	169	-52.3%	195	118	-39.5%	675	510	-24.4%
Udemy **	27	104	285.2%	30	125	316.7%	52	128	146.2%	109	357	227.5%
Britannica Library **	50	57	14.0%	17	51	200.0%	31	55	77.4%	98	163	66.3%
World Almanac Intermediate **	10	3	-70.0%	4	4	0.0%	11	3	-72.7%	25	10	-60.0%
Total Accessed	5,585	5,768	3.3%	4,742	5,087	7.3%	5,145	5,474	6.4%	15,472	16,329	5.5%
Total Usage	16,078	16,840	4.7%	14,047	14,807	5.4%	15,361	15,972	4.0%	45,486	47,619	4.7%

* Discontnued Subscription ** New in 2025 *** New in 2026

Programming by Branch - Q1

	January			February			March			Q1 Total		
	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change	2025	2026	% Change
Program Attendance												
Albion Bolton	203	117	-42.4%	324	188	-42.0%	290	329	13.4%	817	634	-22.4%
Alton	120	107	-10.8%	117	55	-53.0%	173	105	-39.3%	410	267	-34.9%
Caledon East	285	211	-26.0%	194	470	142.3%	483	340	-29.6%	962	1021	6.1%
Caledon Village	69	19	-72.5%	65	62	-4.6%	88	94	6.8%	222	175	-21.2%
Inglewood	24	52	116.7%	33	51	54.5%	33	163	393.9%	90	266	195.6%
Margaret Dunn *	14	17	21.4%	8	24	200.0%	14	26	85.7%	36	67	86.1%
Southfields	319	472	48.0%	491	483	-1.6%	578	716	23.9%	1,388	1,671	20.4%
Offsite/Outreach	507	532	4.9%	191	225	17.8%	418	570	36.4%	1,116	1,327	18.9%
Virtual	0	0	-	4	1	-75.0%	13	33	153.8%	17	34	100.0%
Total	1,541	1,527	-0.9%	1,427	1,559	9.3%	2,090	2,376	13.7%	5,058	5,462	8.0%
Contests & Activities	456	1,054	131.1%	230	1,236	437.4%	43	758	1662.8%	729	3,048	318.1%
Grand Total	1,997	2,581	29.2%	1,657	2,795	68.7%	2,133	3,134	46.9%	5,787	8,510	47.1%
Number of Programs												
Albion Bolton	31	26	-16.1%	34	26	-23.5%	24	34	41.7%	89	86	-3.4%
Alton	18	9	-50.0%	19	8	-57.9%	16	9	-43.8%	53	26	-50.9%
Caledon East	39	34	-12.8%	38	26	-31.6%	28	40	42.9%	105	100	-4.8%
Caledon Village	16	6	-62.5%	13	7	-46.2%	8	8	0.0%	37	21	-43.2%
Inglewood	8	5	-37.5%	10	6	-40.0%	6	8	33.3%	24	19	-20.8%
Margaret Dunn *	3	6	100.0%	2	8	300.0%	4	7	75.0%	9	21	133.3%
Southfields	33	30	-9.1%	41	34	-17.1%	36	41	13.9%	110	105	-4.5%
Offsite/Outreach	11	13	18.2%	13	18	38.5%	8	10	25.0%	32	41	28.1%
Virtual	0	0	-	1	1	0.0%	3	2	-33.3%	4	3	-25.0%
Total	159	129	-18.9%	171	134	-21.6%	133	159	19.5%	463	422	-8.9%
Contests & Activities	2	10	400.0%	2	15	650.0%	1	5	400.0%	5	30	500.0%
Grand Total	161	139	-13.7%	173	149	-13.9%	134	164	22.4%	468	452	-3.4%
Volunteer Hours	32	3	-90.6%	32	0	-100.0%	34	16	-52.9%	98	19	-80.6%


Program Attendance - Q1 2025 vs. 2026
1800
1600
1400
1200
1000
800
600
400
200
0
Albion Bolton
Alton
Caledon East
Caledon Village
Inglewood
Margaret Dunn *
Southfields
Offsite/Outreach
Virtual
2025
2026


Programs Offered - Q1 2025 vs. 2026
120
100
80
60
40
20
0
Albion Bolton
Alton
Caledon East
Caledon Village
Inglewood
Margaret Dunn *
Southfields
Offsite/Outreach
Virtual
2025
2026

Attachment 7-D

Strategic Actions Update

April 2026

Community Connections

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

Programs for children, tweens & families:

Afterschool Club: Minecraft Mania
Clay Sculpting Workshop for Kids with local artist Ricky Schaede
Gotta Trade 'Em All: Pokémon Card Night
Surprise Story time: Teddy Bear Picnic

Programs for teens and adults:

Celebrate Poetry Month (April): 3rd Annual Open Mic Night
Coffee & Crafting for Teens & Adults: Balloon Painting
Graphite Drawing Workshop for Teens & Adults with Ricky Schaede
Meditative Mandalas for Teens & Adults with Michele Johnston
Seniors Social Circle: Clay Pinch Pots
South Asian Cooking with Amanda Luthra
Teen Book Box: Mystery Edition
Travel Diaries: Highlights of Scotland with Sheila Howlett-Soltysiak

Maker Programming:

CPL Makers: "Learn to" weekly equipment intro sessions
CPL Makers: 3D Design for Tweens
CPL Makers: Social co-learning programs: Sew-cial Clubs & Cricut Craft Socials
Earth Hour and Seedy Saturday Makerspace "Creation Stations"
Graphite Drawing Workshop for Teens & Adults with Ricky Schaede

Makerspace engagement remained strong in March, with high participation in Seedy Saturday and Earth Hour activities. The Maker Team also supported the Chamber of Commerce in developing their first podcast in the Recording Studio in Valleywood. Studio Support Hours in Caledon East are seeing excellent uptake, enabling more flexible, scalable customer support. Q1 results show a clear shift toward Studio Support Hours and away from 1:1 appointments.

March Break:

A full calendar off events was scheduled to meet the increased demand regularly experienced during March Break and included the following programs for school-aged children, teens and their families:

Amazing Electricity Show (all ages)
Clay Dragon Eyes (teens)
Family Art Attacks
Family Bingo Nights (virtual)
Faux Stained Glass Workshop for Tweens
K-Pop Demon Hunters Party
Mario Kart Madness
Ooey Gooey Shamrock Slime
Rollercoaster Mazes
Stuffed Animal Makeover
Super Mario Escape Rooms (all ages)
Sweetgrass Medicine Infusion with Roots & Raven (all ages)

Teen Diamond Art Painting
Teen Takeover
Wild Animal Kingdom Show with Wings over the Rainforest

Community Outreach, Group Visits and Partnerships
Southfields Village Branch staff hosted five class visits, welcoming 106 Grade 2 students from the neighbouring elementary school and introducing them to our collections and services.

CPL staff continue to host Library 101 sessions for existing and potential partners, stakeholders and community organizations. Sessions include comprehensive overview of programs, services and collections. Presentations were met with enthusiasm, audiences noting they discovered entirely new aspects of our offerings. The presentation to Punjabi Health Services met with great enthusiasm insofar as future potential collaborations with CPL were discussed. Library staff are currently planning a summer visit to the MDV makerspace by this group.

Senior's Safety Line visited the Community Corner at CPL's full service branches to inform library visitors about their services.

COSTI Immigrant Services visited the Community Corner at the Southfields Village Branch to raise awareness of their programs for newcomers.

Community Volunteer Income Tax Program: Between early February and mid-March, CPL staff and volunteers assisted 25 Caledon residents with their tax preparation.

Seedy Saturday: Planned and executed by CPL staff, this popular event received an overwhelmingly positive response from community members. The event featured 16 vendors and, thanks to the generous donation of Friends of Caledon Public Library, featured Frankie Flowers, renowned horticulturist, as a special guest speaker.

Earth Hour: Co-planned and executed in partnership with the Town of Caledon's Energy & Environment department and ecoCaledon, CPL staff participated in the 2nd annual Earth Hour event on Sat. March 28th. The Caledon East branch opened for extended hours to offer event goers the opportunity to browse collections and resources, speak to select vendors and, take part in library activities which included a Story time by Flashlight, Earth Hour Bingo and self-directed craft. The Cory Trepanier Creativity Studio also was open for extended hours. Staff hosted a variety of maker, self-directed activities with some equipment demos.

Open Mic Poetry Night: in recognition of Poetry Month which is celebrated throughout April, CPL staff hosted its' 3rd Annual Open Mic Night on April 1st. The night featured 18 readers, with one poet also singing. Quickly becoming a popular event with a strong showing of community support, the evening was a great success.

Learning & Growth

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

AI in Libraries: Get the Scoop, Beat the Fear, Make it Work for You (and Your Patrons)
Charm & Comfort: A Cozy Fiction Masterclass
Community Engagement for Public Library Strategic Planning
Designing Health Literacy Programs: Insights from Boston Public Library!
Family Transition Place International Women's Day Celebration
Federation of Ontario Public Libraries (FOPL) Small-Medium Caucus Meeting
International Women's Day: Celebrating Women in Business
Make your Municipal Move: Campaign Overview and Municipal Partner Information Session
Municipal Relations and Your Library: Part 1 with Tara Roy-DiClemente, Councillor, Town of East Gwillimbury - Municipalities of the Future Symposium
Ontario Library Association (OLA) Board Governance Webinar
Ontario Library Association (OLA) Board Meeting

Panel Discussion Invite: Pitfalls of Hiring for the Municipal Sector
Pitfalls of Hiring for the Municipal Sector
Small But Mighty: Supporting Small Businesses at Your Library
THREAD Change Management Course

The Public Service and Programming & Outreach departments hosted two Library & Information Technology (LIT) diploma students for their placements, providing practical experience to support their in class learning.

Informed Service Development

Recruitment for the new Systems and Data Librarian is underway with interviews scheduled for later in April. It is anticipated that the successful candidate will be onboarded by the end of May, a notable delay as the position was funded as of March 1, 2026.

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

"It is disappointing when the big action movies you get are only on DVD and not with the dual DVD/blue ray option. Those movies, more than the animated ones, deserve to be watched with the best quality system possible." - Comment received by branch staff

"Thanks to Laura for introducing me to makerspace. I learnt 3-D printing and made my first project on the first day. Lovely branch, lovely space, lovely people. Love the bright space." - In-branch comment form.

"I wanted to suggest you to add "Sri Lankan -Sinhala Languages" novels into the word language section. Brampton libraries already have them since 2018. Thank you." - In-branch comment form.

"Loved the Monday storytime. They used to be a teacher and they brought their grandkids. Their grandkids keep talking about coming back. They love that it was fun but still educational. They want to keep coming back every week." - Comment received by branch staff

Intellectual Freedom & Civic Dialogue

In collaboration with the Town Clerks' Office the Library will be hosting Candidate Information Sessions in Library branches. These sessions are opportunities for potential candidates running for Councillor or Mayor to ask questions about the roles, and the process of running for Council or Mayor. An information session will take place at each Library branch. Questions from these sessions will be rolled up into a comprehensive virtual information session open to all potential candidates. The Library's communication channels are being used to amplify the Town's related messaging.

The Clerk's Office is aiming to staff advanced polls and polling locations with Town of Caledon and Caledon Public Library staff. Library staff have been invited to volunteer for paid staffing opportunities at the advanced poll and poll locations for the Municipal Elections.

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

"Gardening is a Journey": Frankie Flowers Takes on CPL's Seedy Saturday
Albion Bolton Historical Society: The History of the Albion & Bolton Libraries - Just Sayin' Caledon
CAFFI Community Support Network donates books that promote inclusion to Caledon Library - Just Sayin' Caledon
CAFFI Community Support Network promotes inclusion through Library donation
Caledon Public Library staff's favourite databases - Just Sayin' Caledon
Caledon to celebrate Earth Hour with community activities
Celebrate Earth Hour this Saturday | Caledon Citizen
Friends of Caledon Public Library excited to be moving into new home - Just Sayin' Caledon
From Idea to Object: What kids learn at Makerspace Camp - Just Sayin' Caledon
Town partners with ecoCaledon and Caledon Public Library for 2026 Earth Hour Event | Caledon Citizen

Attachment 7-E-1

March 27, 2026

Mayor Groves and Members of Council
c/o Kevin Klingenberg, Municipal Clerk
Town of Caledon
6311 Old Church Road
Caledon, ON L7C 1J6

Re: Conclusion of discussions between Caledon Public Library and Caledon Agricultural Society

Dear Mayor Groves and Members of Council:

The Library's Comprehensive Growth Plan includes several recommendations intended to improve Caledon's village branches and enhance library services to rural residents. These informed the inclusion of *Capital Project 26-047: Caledon Village Branch Refurbishment* within the Library Board's proposed 2026 budget. Council's resolution to fund this project within the Town's 2026 budget included the following language:

> *That capital project 26-047 be contingent upon staff and the Caledon Agricultural Society concluding discussions regarding the feasibility of cohabiting in the same facility.*

A discussion between Caledon Public Library (CPL) staff and representatives of the Caledon Agricultural Society's Executive and Building Committee regarding the feasibility of cohabiting in the same facility was held in early February. This discussion highlighted several shared priorities and opportunities for partnership in the short and long term. It also raised significant obstacles to locating a branch within the Agricultural Society's planned community centre.

Most notably these included the Society's unique responsibility as trustee for the lands on which the fairgrounds are located – which includes financial and legal obligations to the original shareholders or their descendants if the Agricultural Society were to dissolve. Another significant obstacle includes the Library's legislated requirement that the branch remain accessible to residents at no cost, even during events for which the Agricultural Society would charge a fee to enter the grounds. Other challenges include the amount and nature of space needed for a branch, construction costs and project timing. A report highlighting these considerations and confirming that the relocation of the Caledon Village Branch to the adjacent fair grounds is neither operationally feasible nor cost effective was received and endorsed by the Library Board at their March 16th meeting.

This correspondence confirms that discussions have concluded. CPL is excited to begin planning and procurement to move this project forward. The Library and the Caledon Agricultural Society look forward to leveraging opportunities to strengthen our relationship as neighbours who are equally committed to serving the Caledon Village community and surrounding areas.

Sincerely,

Tony Maxwell
Chair, Caledon Public Library Board

Ed Taccone
President, Caledon Agricultural Society

cc: Caledon Public Library Board

Attachment 9-A

CEO/Chief Librarian's Report

Prepared by Colleen Lipp
April 2026

Advocacy and Governance

Canadian Urban Library Council (CULC) Impact of Canadian Libraries

The Canadian Urban Library Council (CULC) is an organization representing more than 50 of Canada's largest public library systems, collectively delivering library services to more than 8 million active users across over 720 locations. As shared on the CULC website, their mission is "to facilitate advocacy, collaboration, and research that strengthens and promotes the value of Canada's urban libraries. We envision a country where urban libraries are recognized as integral to a vibrant democracy, a strong economy, and thriving communities." As involvement is limited to libraries serving populations of 100,000 or greater, Caledon Public Library is not yet eligible for membership. That said, CULC recognizes that its work is applicable to libraries of all sizes and makes many of its resources and reports broadly available.

Most recently, this work has included the development and publication of a report documenting the impact of Canadian public libraries. The summary report, attached as Appendix A, was informed by over 18,000 responses to a quantitate survey along with qualitative date obtained through 60 follow-up interviews. Key findings of the report include the following:

- 92% of users and 83% of non-users agree that it is good for children to have a relationship with the public library while growing up.
- 90% of users and 70% of non-users agree that a public library is one of the most valuable resources a municipality can offer its community.
- 88% of users and 66% of non-users agree that ensuring public access to libraries is more important now than ever before.
- 82% of users and 63% of non-users agree that public libraries play a crucial role in supporting members of their local community who feel vulnerable.

These findings complement the results of the Caledon Public Library's calculation of our Social Return on Investment (SROI) using the Valuing Ontario Libraries Toolkit (VOLT). As such, key outcomes documented by CULC will be integrated in the proposed presentation of Caledon's results to Council.

OLA and FOPL Ontario Pre-Budget Submission

As reported at the Board's March 2026 meeting, the Ontario Library Association (OLA) and Federation of Ontario Public Libraries (FOPL) had prepared a budget proposal for the Province's

consideration in advance of the 2026/27 budget. While the recently tabled budget included no reference to the recommended investments, the advocacy work undertaken to date has laid the foundation for a further campaign intended to raise greater awareness of the growing societal pressures on libraries and to reiterate the role of public libraries as a partner, rather than a replacement, to social services.

Key messaging has been provided though a campaign brief attached as Appendix B and further information and supporting communications will be shared in the coming weeks. Correspondence to advise Caledon Dufferin MPP and Deputy Premier Sylvia Jones of CPL's support for the proposed business case was not shared in advance of the provincial budget. In anticipation of FOPL's subsequent campaign, drafting of this correspondence has been deferred until such time that further information and supports are made available.

2025 Annual Report

The Library's 2025 Annual Report was presented to Council at its April 7th General Committee Meeting, prompting several questions along with acknowledgement for the Library's recent accomplishments. Printed copies of the document, along with the Library's latest issue of the Check It Out Newsletter, were also made available.

Library Services

Performance Measures and Statistics Overview

Comprehensive performance measures and statistics for the first quarter of 2026 are included as Attachment 7-C of the Consent Agenda. Items of particular interest include the following:

- Branch visits (-0.1%) and Total Items Borrowed and Used (+0.8%) remained largely on par with the first three months of 2025. This total measure reflects an increase in digital (+4.3%) and physical materials (+1.0%) borrowed as well as a decline of 6.5% in items used in branch.
- Active Library Members increased by 8.0%, however the Total Cardholder Count of 33,194 (+16.1%) does not yet reflect the purging of inactive accounts as per the terms of the *Caledon Public Library Privacy Policy (CPL-15-01).* This will be completed prior to the close of the second quarter.
- Demand for AudioBooks (-3.1%), DVDs (-14.2%) and Music CDS (-15.1%) continues to decline as customers use of digital titles and streaming increases.
- Program Participation (+47.1%) saw significant growth. Though it should be noted that this was largely due to an increase in contest participation (+318.1%). Interestingly, program attendance increased by 8.0% while the number of programs offered declined by 8.9%, reflecting an 18.5% increase in average participation per program.

Branch Closures

The Library has been advised that access to select branches will be limited as follows:

- Prompted by the Albion Bolton Agricultural Society Annual Tractor Pull on the evening of Friday, June 26, the Albion Bolton Branch will be closing at noon on that day.
- Annual Caledon Day celebrations will be hosted on the grounds of the Caledon East Community Complex on Saturday, June 20. Library staff will again have a tent on site to connect with community members and raise awareness of CPL's services and will investigate the feasibility of making holds available for pickup.

Recommended Motion

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

Photo: Halifax Public Libraries

Appendix A

The Impact of Canadian Public Libraries*

* Summary report based on the national study investigating the Impact of Canadian Urban Libraries, led by the Canadian Urban Libraries Council/Conseil des Bibliothèques Urbaines du Canada (CULC/CBUC).

Canadian Urban Libraries Council
Conseil des Bibliothèques Urbaines du Canada

January 2026, v. 1.0.1-EN · Mathias Bruun · Sune Holm Thøgersen · Frederikke Andreasen

Initiated and funded by CULC libraries

The Canadian Urban Libraries Council/Conseil des Bibliothèques Urbaines du Canada (CULC/CBUC) is pleased to share the results of a national study of CULC/CBUC libraries to measure social impact across the nation.

This study was inspired by the pioneering work of Toronto Public Library's Social Impact Study completed in 2023. While public libraries tend to understand the social impact of library programs and services through conventional measures (foot traffic, circulation statistics, program participation) and anecdotally through emails, letters and conversations, this ground-breaking work is the first to measure social impact using data and metrics for an empirical assessment.

Working with Danish companies IS IT A BIRD and It depends, data was captured from a total of 53 CULC/CBUC libraries as a part of the national study. Twenty-six of these libraries actively participated in either an in-depth review with online surveys and individual interviews with library users and non-users, or provided data via online surveys, to provide a national baseline for measuring social impact.

By placing the individual experience at the heart of the inquiry, the rich results of this study map several key outcomes around four compass points: emotional impact, social impact, intellectual impact and creative impact.

Through these insights CULC/CBUC and its member libraries are poised to participate in local, provincial, national and global discussions around community wellbeing and global determiners of health.

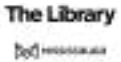
On behalf of the CULC/CBUC Executive, we thank those who participated in the study. We deeply appreciate the dedication and insights contributed by library staff, patrons, and stakeholders, whose engagement has made this national initiative possible.

We look forward to sharing our findings and collaborating with partners and governments across Canada and beyond, to continue supporting the health and wellbeing in our communities. As we move forward, we remain committed to fostering inclusive, vibrant public spaces that enhance the lives of all Canadians and set new standards for measuring social impact in the library sector.

Sarah Meilleur
Chair CULC/CBUC
CEO of Calgary Public Library

Canadian Urban Libraries Council
Conseil des Bibliothèques Urbaines du Canada

Led by CULC and 26 individual library systems



”Everyone is equal in a library – regardless of your social status, regardless of your annual income, regardless of your social class, regardless of the class to which you think you belong or don’t belong, regardless of your ethnic origins, and regardless of your legal status in Canada.”

User, Ottawa Public Library

“[In the library], I meet people who help me build bonds and encourage me to try new things I wouldn’t dare try otherwise.”

User, Bibliothèques Montréal

Photo: Vaughan Public Libraries

Cross-national study turns anecdotal truths into solid evidence on the impact of urban Canadian libraries

“The library is such an important institution” is a familiar phrase, often used to underscore its value to society. Yet measuring the true impact of libraries on individuals, communities and society can be challenging.

We know that libraries across Canada support people with diverse challenges, lifestyles, beliefs, barriers, and needs. But what has been harder to demonstrate is exactly how libraries create impact and support people by enhancing well-being, helping people navigate major life changes, providing access to collections that expand the horizon, supporting mental health and curiosity, and offering welcoming spaces to spend time with others, find comfort, or feel less alone.

Until now, there has been no empirical study measuring the impact of engaging with libraries at a national scale. This study fills that gap, initiated and funded by CULC in partnership with ten libraries, Edmonton Public Library, Halifax Public Libraries, Calgary Public Library, Bibliothèques Montréal, Ottawa Public Library, Vaughan Public Libraries, Hamilton Public Library, Regina Public Library, Saskatoon Public Library, and Vancouver Public Library.

The results are clear and speak for themselves. Libraries deliver substantial social, emotional, intellectual, and creative impact.

They are recognized as vital institutions for children growing up, for ensuring unbiased access to information, and as some of the most valuable resources a city can offer its local community.

Even though libraries are, in many respects, more similar than they are different, each has its own identity, faces unique challenges and opportunities, and works with different partners.

This report gives libraries an opportunity to discuss their current impact profile, as well as the kinds of impact they would like to prioritize going forward.

This work aims to inspire and support all Canadian libraries, underscoring their role as important pillars of society.

Leveraging report results

Understanding core services usage

Chapter 2 outlines how service usage breaks down across the four service pillars and identifies the key drivers and most-used services.

The chapter provides a clear understanding of the weight and roles of the different library services, based on a thorough national dataset.

Understanding impact drivers across services

Chapter 3 outlines the impact profiles for each service, enabling a deeper and more nuanced understanding of where library users experience the most impact for each service.

A clear understanding of these drivers, can be used when discussing what needs to be true for a given library to deliver on different impact parameters, and what might challenge it, such as lack of resources, breadth and depth of the collection, accessibility barriers, wayfinding, and gaps in expertise.

Deep diving on different library user segments

Chapter 6 outlines the impact for five different segments of users: youth, parents, seniors, individuals identifying as First Nations, Inuit, or Métis, and newcomers to Canada. This breakdown provides deeper understanding of how each segment uses library services, how they experience impact, and how they stand apart.

This can inform strategic conversations and planning for how to meet each segment's needs to create impact across the full spectrum of library users.

Expanding impact and unlock untapped potential

This report is designed to spark conversations about how libraries can create greater impact and by what means. Should it be through programs, collections, spaces, staff, or a combination? Which organizations or stakeholders could be engaged, influenced, or collaborated with to achieve impact?

We hope the results can be used to identify new ways to unlock untapped potential.

Main takeaways from the report

1

Libraries matter to individuals, communities, and society

For individuals, the library supports personal growth by offering a safe space outside the home, access to unbiased information, and opportunities to explore and invest time in personal interests.

For the community, the library enables the opportunity to build new connections in an open, shared space.

At the societal level, libraries contribute to making society more equal, inclusive, and less biased.

2

Libraries deliver impact across four dimensions

Libraries exhibit demonstrated emotional, intellectual, creative, and social impact. The highest impact scores are seen in the Intellectual and Emotional dimensions, especially for Collections and Programs. The Social dimension generally scores lower, though Collections stand out as inspiring '*Empathy*', and Programs stand out with high scores across all three parameters of the Social dimension, showing that Programs create community, relations, and empathy.

3

Collections is still a core library service

Despite many opportunities for Canadians to consume literature and content outside libraries, the Collections remain a core service offered by libraries. It is the most used service pillar, used by a total of 91% of library users.

Programs is the least used service, used by 35%, but has the highest impact score of all service pillars, illustrating that those who do use Programs experience them as very impactful across all four dimensions.

4

Broad support among non-users

Although not all Canadians engage with their local public library, a large majority of non-users find that the library plays an important role.

70% of non-users agree that a public library is one of the most valuable resources a city can offer its community.

And 83% of non-users agree that it is good for children to have a relationship with their public library while growing up.

It depends · IS IT A BIRD

The experience of impact differs across different user segments

1

Libraries deliver impact for five distinct user segments

Impact does not necessarily look the same across different groups of users. Factors such as cultural background, personal situation, and life stage influence which library services are most relevant and most impactful.

Across youth, parents, seniors, people who identify as First Nations, Inuit, or Métis, and newcomers to Canada, libraries deliver impact in different ways.

2

The library space is a common third, safe, and welcoming space

Young people, parents, people who identify as First Nations, Inuit, or Métis, and newcomers to Canada generally experience stronger impact from Spaces than the average library user.

Spaces stand out as a third, safe space providing opportunities for quality time with the kids, for working or studying away from home, and for having a calm place to step back from the busyness of the outside world.

3

Programs are highly popular for some segments

Programs are used much more by people who identify as First Nations, Inuit, and Métis, by newcomers to Canada, and by parents. About 50% in each of those three segments have used Programs within the last year, compared to 35% among all users.

Programs allow parents to bond with their children while the kids develop new skills. For newcomers, Programs help them overcome language barriers as well as navigate and adapt to their new surroundings.

4

Libraries deliver especially high impact for newcomers

Newcomers experience a particularly high impact of libraries, with an average score of 3.6, compared to 3.3 for the average library user. Particularly, the parameters '*Expression*', '*Skills*', and '*Perspective*' score highly, reflecting how libraries act as a stepping stone for newcomers to connect with Canadian society and culture.

While newcomers use Collections a bit less than the average user, they use both Programs and Spaces much more than the average user.

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It depends · IS IT A BIRD

1 Measuring impact

We measure impact by asking the right questions

Placing the individual experience at the heart of the inquiry

Information such as the number of people using the library, how many books are borrowed, and the popularity of certain books only tells us so much. But what imprint does the library leave on local communities? How do users engage with library services, and to what purpose?

Going beyond conventional metrics, this study aims to understand how library services impact and influence the lives of the people engaging with them.

Inspired by The Cultural Value Project and building upon Toronto Public Library's social impact study

The CULC Impact Study builds on foundations laid by the comprehensive British research project *The Cultural Value Project*[1] as well as by the pioneering social impact study initiated by Toronto Public Library.[2]

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1. Grossick G. & Kaszynska P. (2016): *Understanding the value of arts & culture.* Arts and Humanities Research Council.
2. Toronto Public Library (2023): *Enabling Torontonians to grow and thrive.*

Emotional Impact

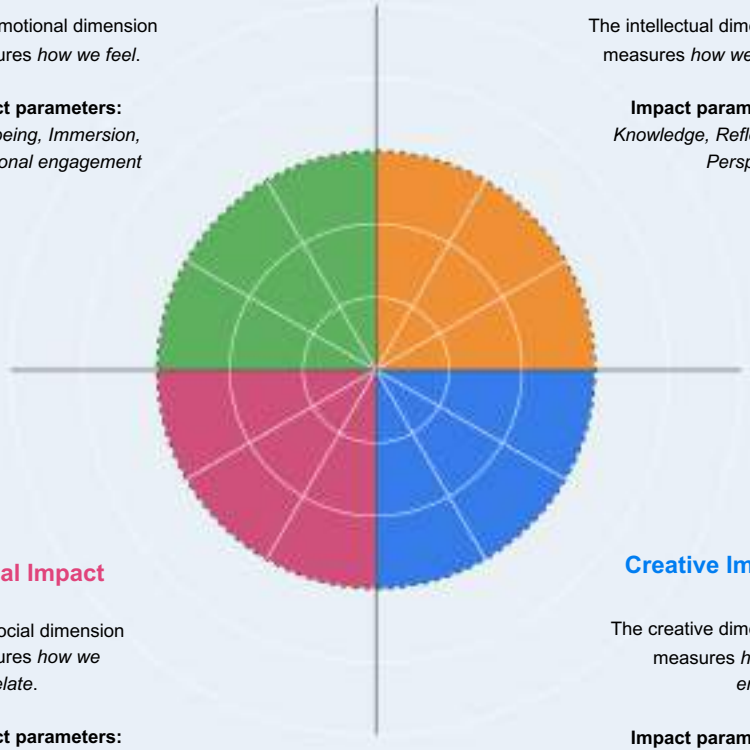
The emotional dimension measures *how we feel*.

Impact parameters:
Well-being, Immersion, Emotional engagement

Intellectual Impact

The intellectual dimension measures *how we think*.

Impact parameters:
Knowledge, Reflection, Perspective



Social Impact

The social dimension measures *how we interrelate*.

Impact parameters:
Relations, Empathy, Community

Creative Impact

The creative dimension measures *how we engage*.

Impact parameters:
Inspiration, Skills, Expression

MEASURING IMPACT

How to read the Impact Profiles

Impact is measured along **4 dimensions with 3 parameters each**, designed to capture different aspects of the library experience.

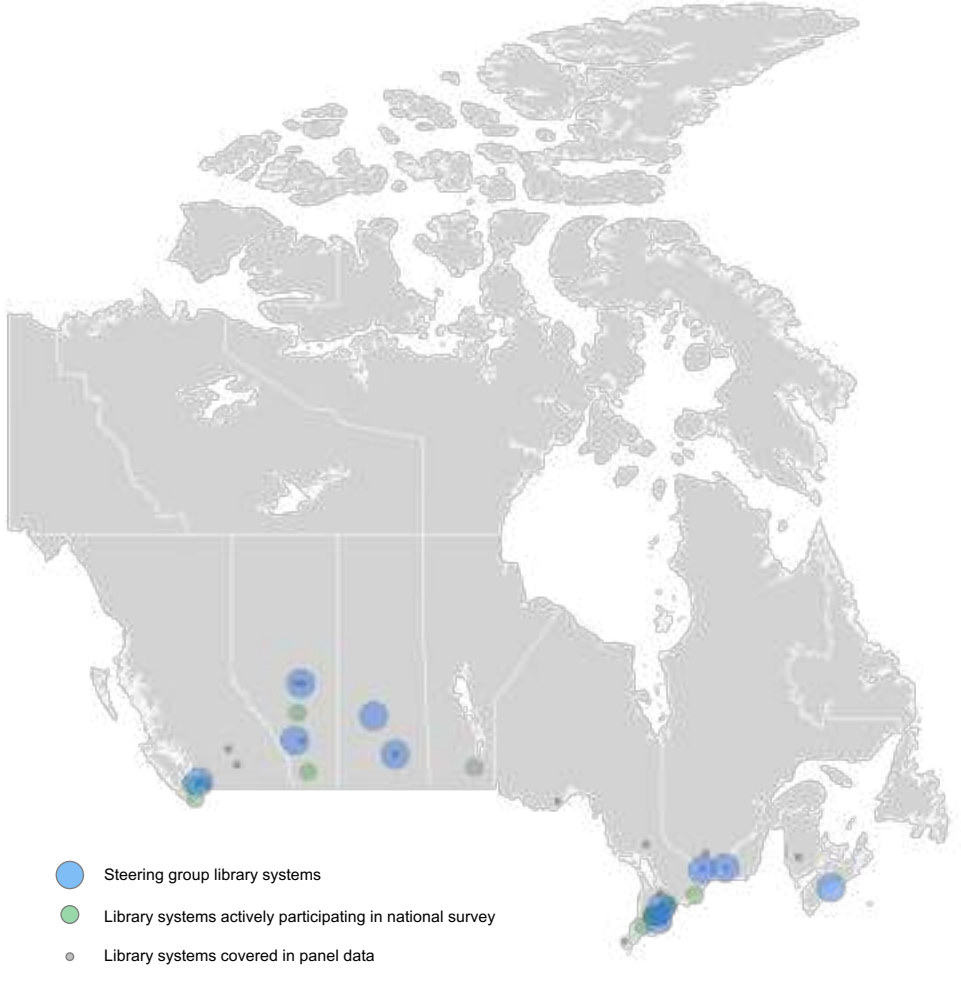
- Library users **score each parameter on a scale** from "*Not at all*" (1) to "*To a very large extent*" (5).
- The values reported in the **Impact Profile** of a given library service express the **average ratings** across all users of that particular service.
- Parameters measure **the presence or absence of positive impact**. A low score on a given parameter is not reflective of negative impact. Rather, it indicates that library users have generally not experienced a specific type of impact.
- Likewise, Impact Profiles are expected to **differ across library services**. The nature of some services may influence many parameters at once, while others exhibit distinct 'peaks' in a few key impact parameters only.
- A score of 1 indicates that all users respond "*Not at all*", whereas a score of 5 indicates that all users report the maximum rating. In practice, these extremes are unlikely to occur. **Ratings usually vary between scores of 2-4**.

Key facts about the CULC National Impact Study

A nationwide quantitative survey makes up the foundation of the impact study. Fielded in the period May – July 2025, this survey was conducted among the general population as well as among library users.

The study is the largest of its kind, with data captured from a total of 53 CULC library systems across the country. The massive data collection gathered input from a total of 18,315 respondents from all over Canada, with 17,488 of these being either users of a CULC library (13,491) or non-users across the country (3,997).

10 library systems participated in the study steering group, directing the research, helping distribute the survey, and acting as sites for interviewee recruitment. 16 other library systems distributed the survey among their users. User responses from 27 additional CULC member libraries were collected in the national survey through the panel data collection.



For more details on data collection and the CULC Impact Study dataset, please refer to '*Appendix: About the study*'.

Defining library users and non-users

Throughout this report, icons in the subheadings indicate whether the slide presents insights about 'users', 'non-users', or both.

Library users

Library users are known by many names across different parts of Canada. Common descriptors include: patrons, visitors, guests, borrowers, clients, and customers.

Likewise, there are several ways to define a 'user'. Criteria may include holding a library card, using library services frequently, or having interacted with a library recently.

In alignment with the definition from the Toronto Public Library social impact study, users in this study are those who have used one or more services offered by a CULC library within the past 12 months.

Throughout this report, survey respondents who report that they have used library services within the past year are referred to as 'users'.

Non-users

Based on the definition of users, non-users are then survey respondents who may or may not have used a CULC library's services at some point in the past – but not within the past year.

Throughout this report, these survey respondents are referred to as 'non-users'.

For more details on data collection and the CULC Impact Study dataset, please refer to '*Appendix: About the study*'.

It depends × IS IT A BIRD

We interviewed 60 Canadians about their experiences with and attitudes towards Canadian urban libraries

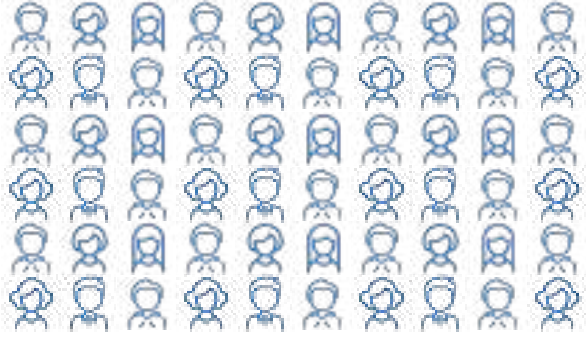
Based on the quantitative survey, we recruited and interviewed 60 users and non-users from 10 CULC library communities* across Canada to better understand their lived experiences with their library and its services as well as their attitudes towards libraries at large.

Survey respondents were chosen to ensure broad representation across different groups of Canadians. We have interviewed parents, seniors, non-users, respondents identifying as First Nations, Inuit, or Métis, youth, newcomers to Canada, respondents identifying as vulnerable or living with a disability, as well as both French- and English-speaking Canadians.

It is worth noting that many survey respondents fit into more than one of the groups mentioned above. For example, one can be both newcomer and parent, or a French-speaking youth.

60

respondents from 10 different libraries



Calgary Public Library, Edmonton Public Library, Halifax Public Libraries, Hamilton Public Library, Bibliothèques Montréal, Ottawa Public Library, Regina Public Library, Saskatoon Public Library, Vancouver Public Library, and Vaughan Public Libraries.

Photo: Regina Public Library

2 Use of library services

User engagement with library services in the past year

1

Collections

91%

of users have borrowed books or accessed online library resources within the past year.

2

Spaces

67%

of users have visited library spaces in the past year, e.g. to read, study, work, socialize, entertain children, relax, or seek shelter.

3

Programs

35%

of users have attended library programs in the past year, e.g. classes, events, or workshops.

4

Staff

66%

of users have received guidance from library staff in the past year, e.g. help with accessing materials or technical support.

n: 13,491

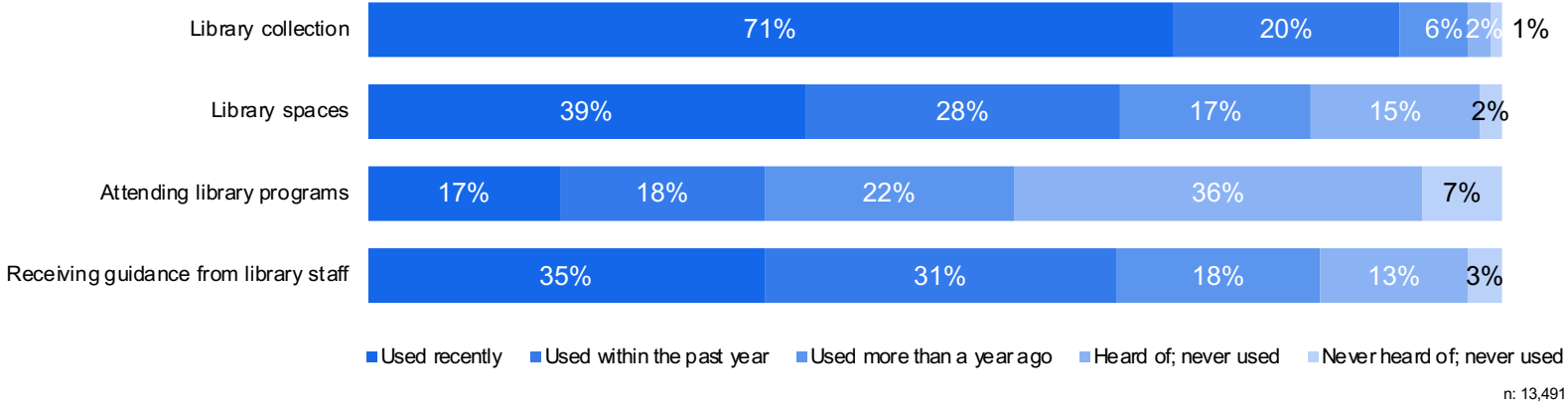
User engagement patterns

Users who have engaged with at least one of the four services within the past year have a good idea of the range of services on offer. However, this does not mean that all services are used equally often. The library collection is the most popular service, with more than 9 out of 10 users having borrowed books or accessed online services in the past year. This is followed by making use of library spaces and seeking staff guidance; both of which have been used by around 2 out of 3 library users in the past year. Library programs and events are used less frequently; they have been attended by a third of users in the past year.

Usage of library services

How have you used your library's services either online or in-person?

For each library service, please select the category that best describes your use of that service.



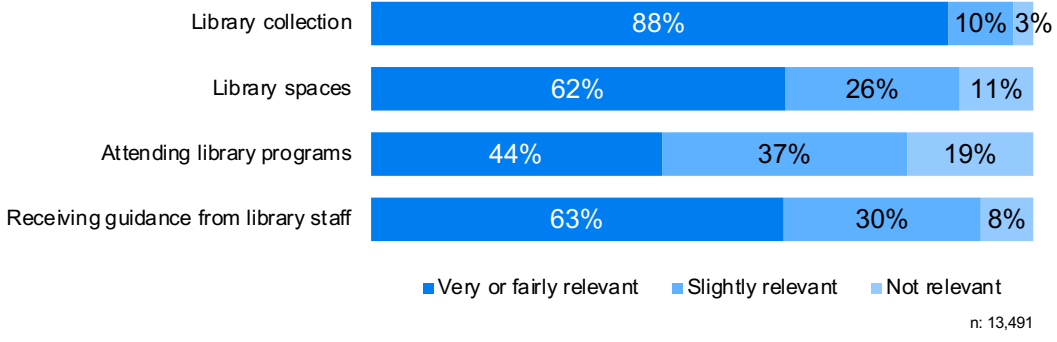
n: 13,491

Users would like even more opportunities to engage with their library

- Among library users, the perceived relevance of library services quite closely reflects their actual use of each service.
- Programs are used less frequently than other services, with 35% of users having attended them within the past year. However, 44% of users find library programs very or fairly relevant.
- Improvement suggestions from users generally involve request for more ways to engage with their local library such as expanding the collection, extending opening hours, or offering a wider variety of programs or events.

User perceptions of library services

How do you feel about the following services offered by your library?



n: 13,491

42%
of users
would like to see their local library expand their collection physically or digitally.

31%
of users
would like their local library to extend their opening hours.

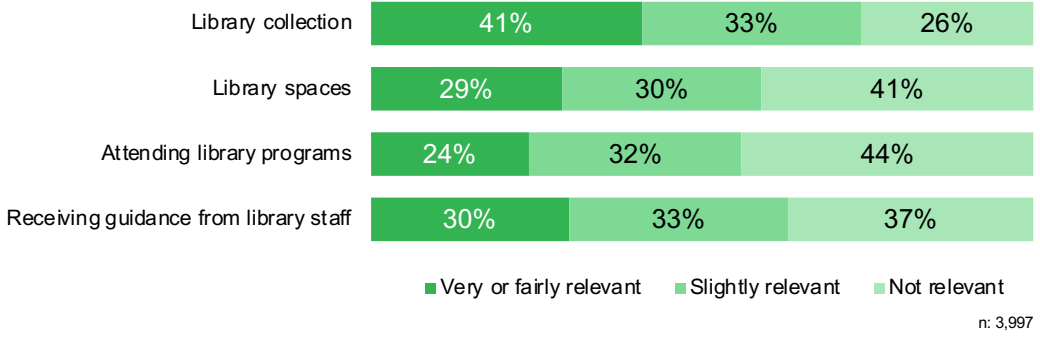
26%
of users
would like their local library to offer a wider variety of programs or events.

Non-use of library services does not stem from a dislike of libraries

- Although non-users are not currently engaging with a library, they do show interest in doing so in the future. 4 out of 10 non-users find that their library's collection could be very or fairly relevant to them in the future.
- Non-users do not generally feel in doubt about how their library could potentially support them. Only 7% report finding it unclear what their library has to offer. Most are simply too busy with other things or have no urgent need for library services in their daily life. 42% of non-users list this lack of need as a reason for not engaging with their library.
- Similarly, half of non-users are unable to recommend changes that their library could implement to improve. Once again, this highlights how library non-use is driven by one's current personal situation more than dissatisfaction with services offered.

Non-user perceptions of library services

Could you imagine the following services offered by your library being relevant to you in the future?



n: 3,997

42%
of non-users
do not feel that they need library services, listing this as a reason for non-use.

50%
of non-users
are unable to suggest any ways that their local library could improve.

7%
of non-users
find it unclear what services their library has to offer.

3 National Impact Profiles

Overall impact

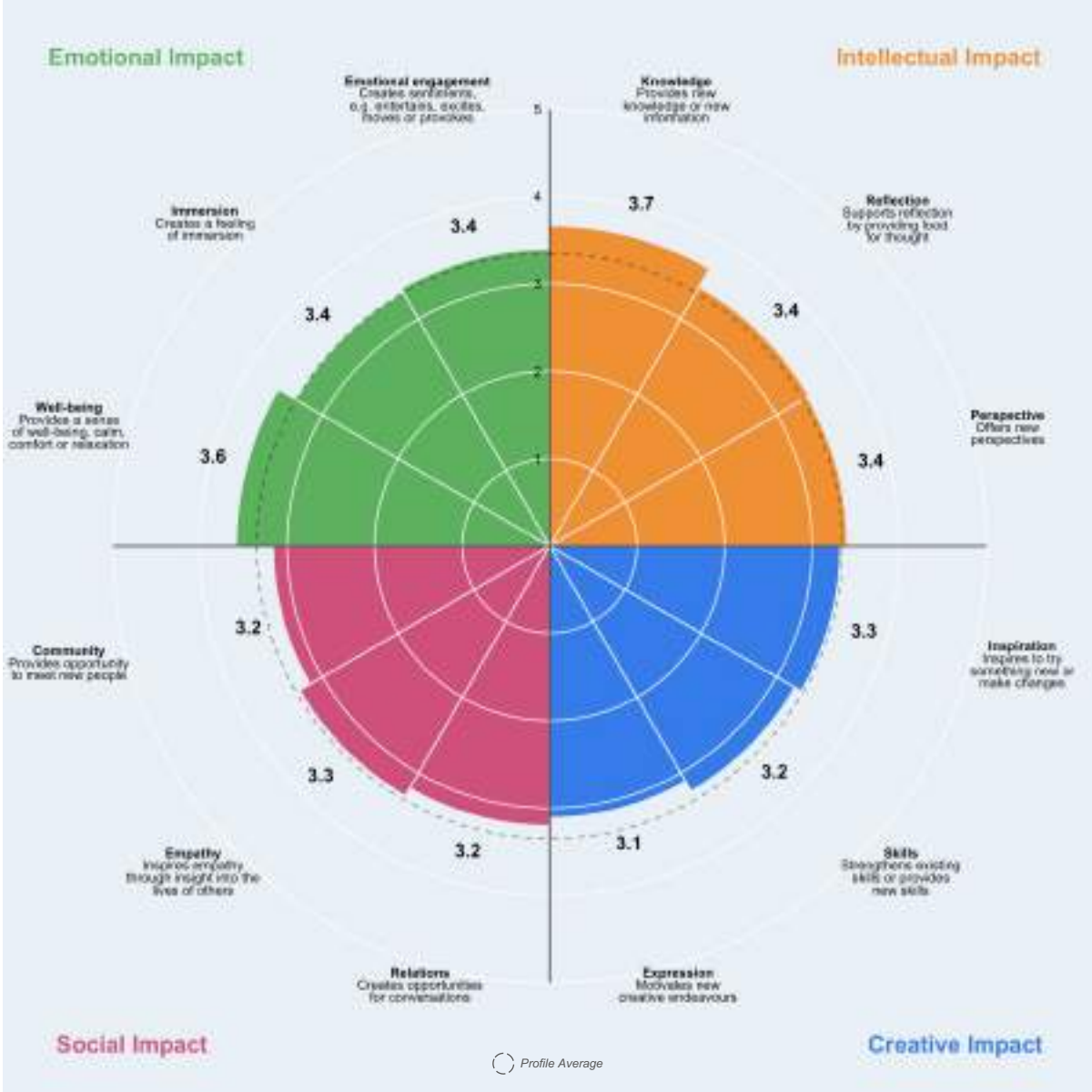
Profile Average: 3.3

CULC libraries are delivering both emotional, intellectual, creative, and social impact.

Across all four library services and all four impact dimensions, CULC libraries have an average impact score of 3.3, summarising a well-rounded impact profile.

The overall impact profile is based on 13,491 CULC library users across Canada who have used either Collections, Spaces, Programs, or Staff within the past year.

Averaged across library services, all impact parameters have a score of at least 3.1. The profile however peaks on the '*Knowledge*' (3.7) and *'Well-being'* (3.6) parameters which both have higher scores than the profile average.



" The public library has empowered me to a very large extent. I recently had a 7-month period of unemployment and decided that I would return to literature ….the tremendous catalogue was so empowering to both my Buddhist studies and my skill acquisition"

User, Vancouver Public Library

Collections

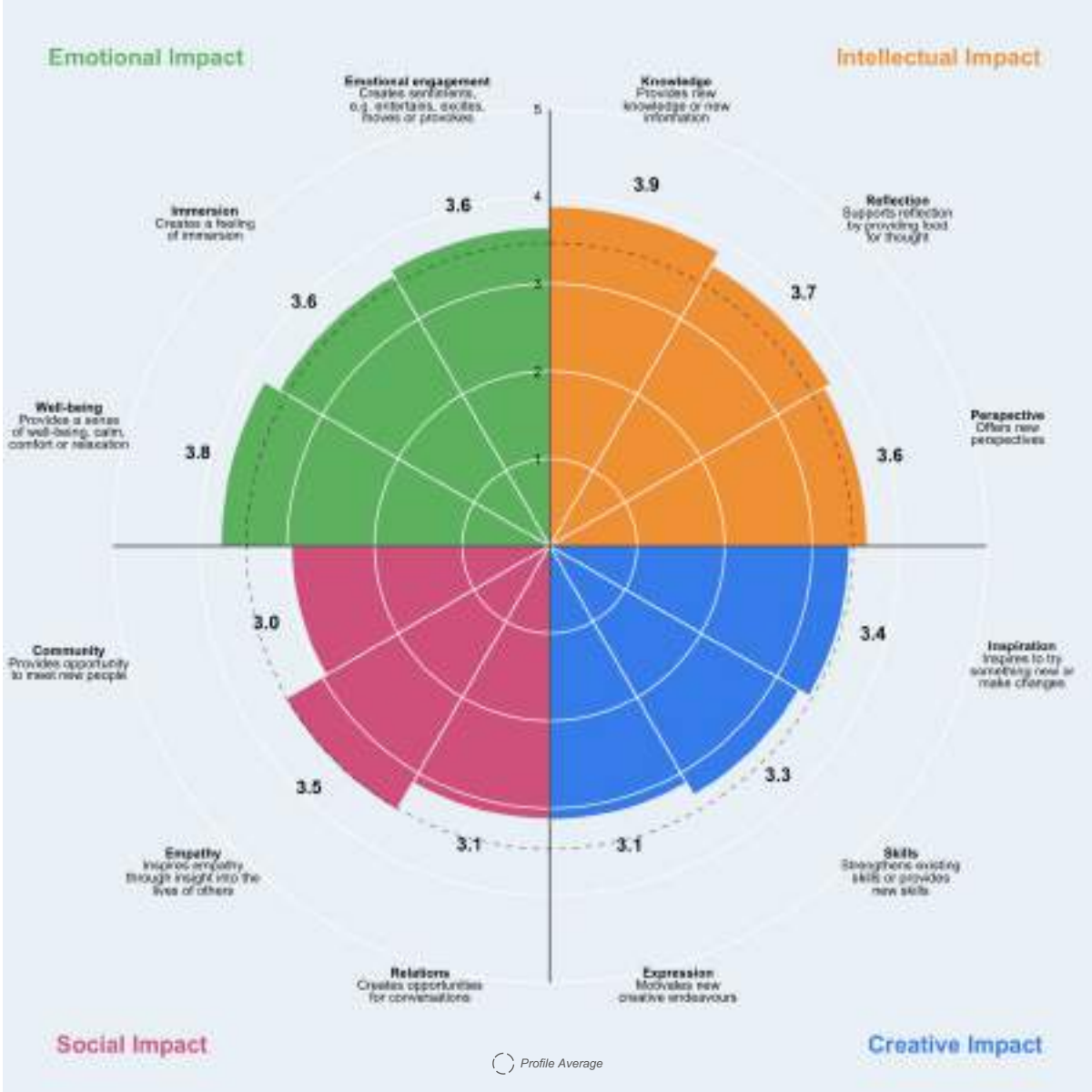
Profile Average: 3.5

The Impact Profile of **Collections** is based on 12,725 users who have borrowed books or accessed online resources from a CULC library within the past year.

With a profile average of 3.5, this service scores at the higher end of the expected range.

Users generally experience the greatest impact along the Emotional and Intellectual dimensions, with the '*Knowledge*' parameter scoring highest at 3.9. This is closely followed by the '*Well-being*' parameter with a score of 3.8.

Within the Social dimension, there is a distinct peak in the '*Empathy*' parameter. This aligns with findings from the interviews that library collections foster empathy towards others by providing perspective on different ways of life.



“Reading is like a way of learning about the world. Reading from different perspectives might change the way you think or how you view something.”

User, Halifax Public Libraries

“The library is a way to get more technical literature to help me with what I'm working on.”

User, Bibliothèques Montréal

Spaces

Profile Average: 3.3

The Impact Profile of **Spaces** is based on 8,847 users who have used library spaces in the past year.

With a profile average of 3.3, this service scores at the higher end of the expected range.

Users generally experience slightly more impact along the Emotional and Intellectual dimensions, with the '*Well-being*' and '*Knowledge*' parameters scoring highest at 3.6 and 3.5.

The profile of Spaces closely resembles that of Collections across most impact dimensions, albeit with slightly lower scores. However, unlike the profile of Collections, Spaces score higher on the parameter of '*Community*'.

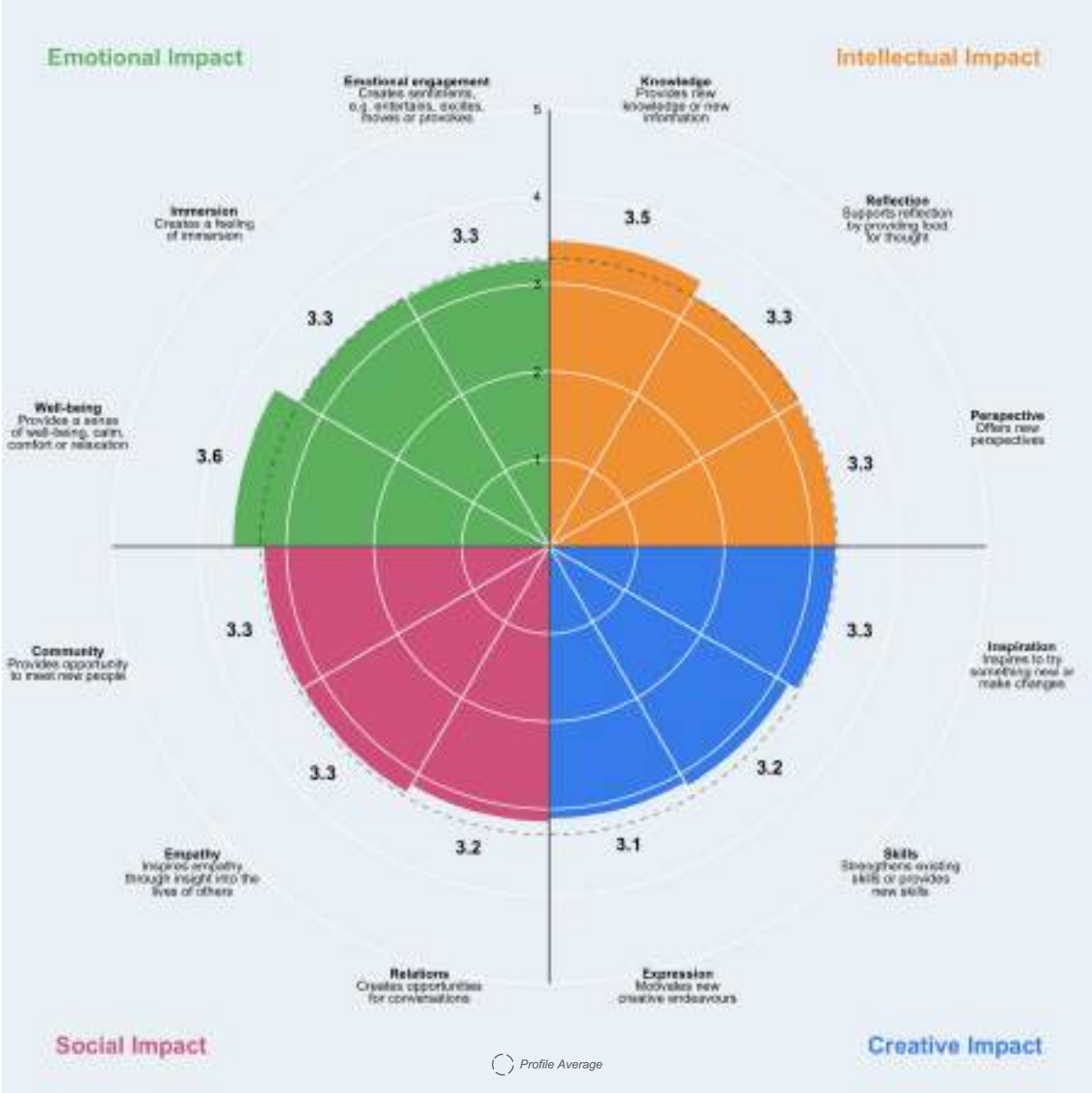


Photo: Andrew Conrad, Halifax Public Libraries

"It's a place where I feel comfortable, that I trust, and that offers so many different resources – including human resources."

User, Edmonton Public Library

"Sometimes, I go to the library if I need to get my focus work done. As a freelancer, I spend a lot of time at home, so it's really nice to come to the library where there's a nice set-up with a desk facing the window. I can drink my coffee and do focus work."

User, Regina Public Library

"We are living in a society where capital runs everything. So, there's almost nowhere you can go where you don't have to spend money to be there. The library is a space where you can just go and be. I think that speaks to it being more important than ever; the public library really is one of the last free public spaces."

User, Hamilton Public Library

Programs

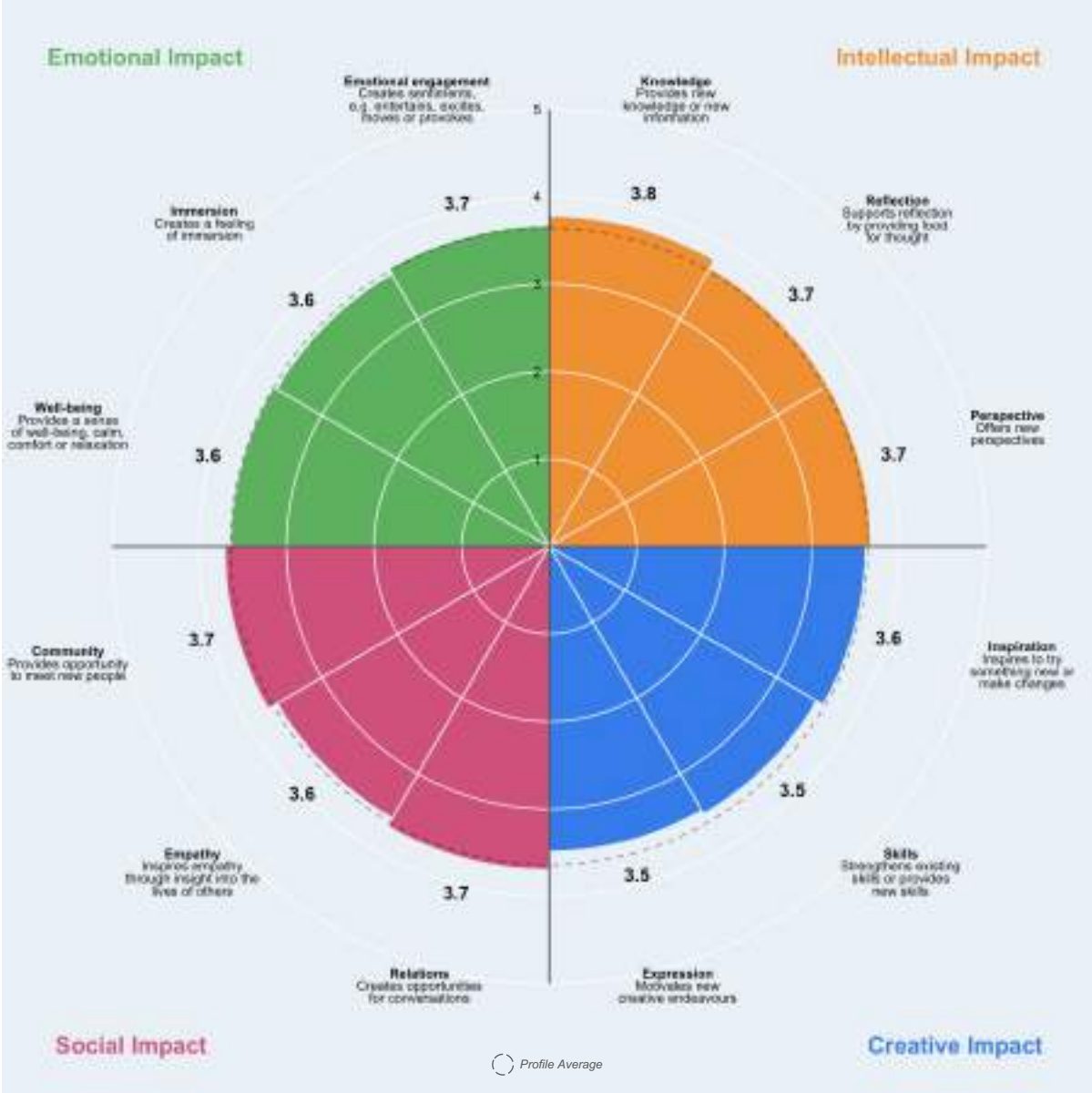
Profile Average: 3.6

The Impact Profile of **Programs** is based on 4,575 users who have attended library programs within the past year.

With a profile average of 3.6, this service scores higher than the other three service pillars, and at the higher end of the expected range.

Programs are attended by fewer people than the other library services. However, those who do participate generally experience strong all-round impact, with all parameters scoring at least 3.5.

The Social dimension of Programs stands out compared to other services, suggesting that meeting new people and engaging in conversations are some of the unique impact drivers of Programs.



"For me, programs are the most important service because we have a lot of fun. If there is a good program, my son and I go to the library an hour or two every week. He has so much fun and learns a lot. It is very helpful. I do things with him at the programs, so it also helps us bond, and I see how excited he is to complete something."

Parent and User, Edmonton Public Library

"The library has a program called 1000 Books Before Kindergarten. Every time you reach the milestone of 100 new books, you get a sticker, and at 500, you get a bucket."

Parent and User, Vaughan Public Libraries

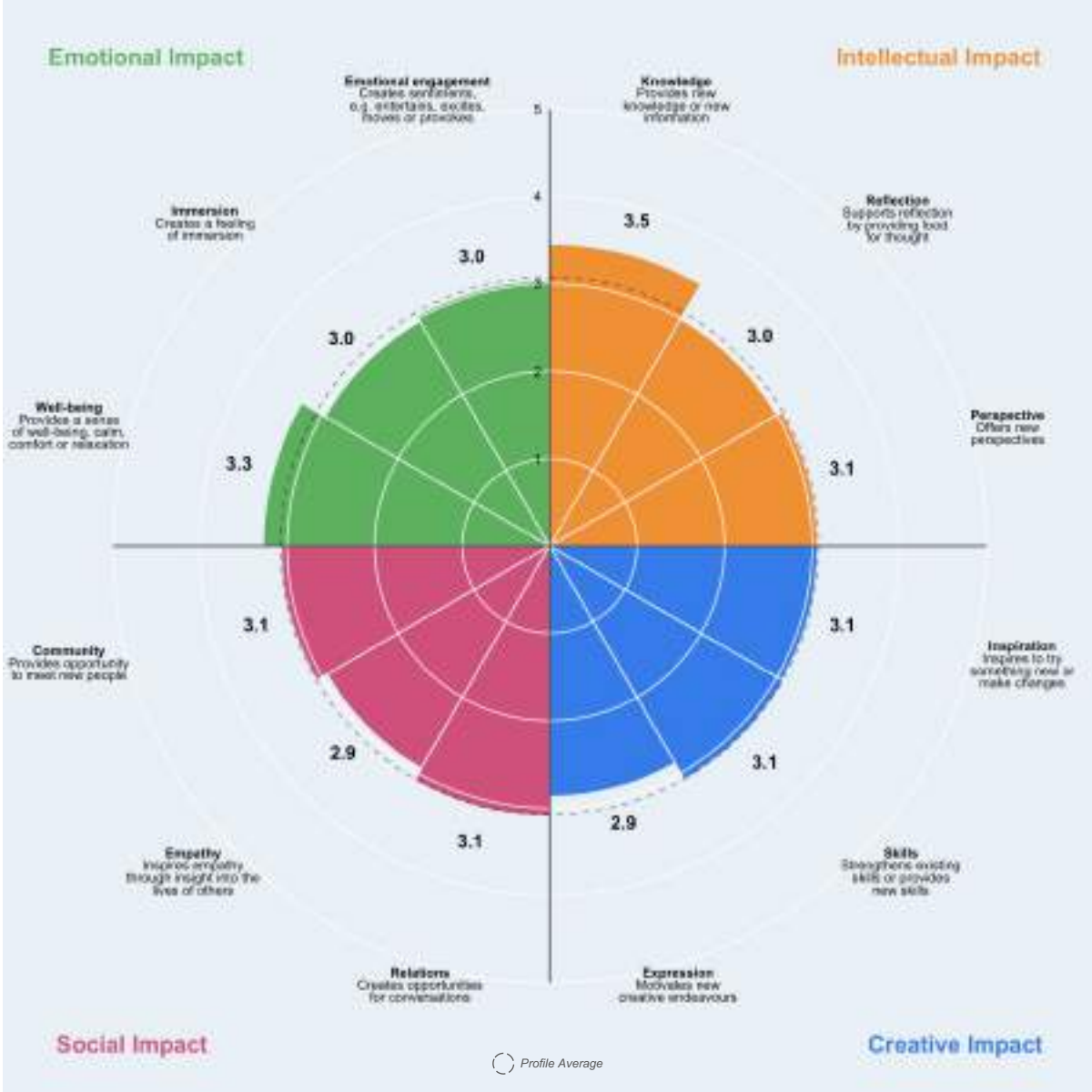
Staff

Profile Average: 3.1

The Impact Profile of **Staff** is based on 9,207 library users across CULC libraries who have received guidance from library staff within the past year. With a profile average of 3.1, this service scores around the middle of the expected range.

Also in this dimension, users generally experience slightly more impact.

The profile average score of Staff (3.1) is lower than that of the other library services. However, the peaks within the Emotional and Intellectual dimensions, with '*Knowledge*' and '*Well-being*' scoring highest at 3.5 and 3.3, indicate that the core support offered to users is as sources of knowledge, information, well-being, and comfort, with staff playing a more functional and comforting role, opening the world of the library to users in a safe and welcoming way.



"There is an immense added value of having competent, qualified, friendly staff who can help us with technology. Especially as we now rely so heavily on technology. At one point, I had problems with my online account, and it was the staff who was able to help me."

User, Ottawa Public Library

"Once, I lost my phone at the library, and the staff helped me go and look for it around the library. When we didn't find it, the staff was so kind to lend me a phone to use in case they found my phone and needed to call me. That goes to show how helpful and attentive they are. They have really helped me a lot."

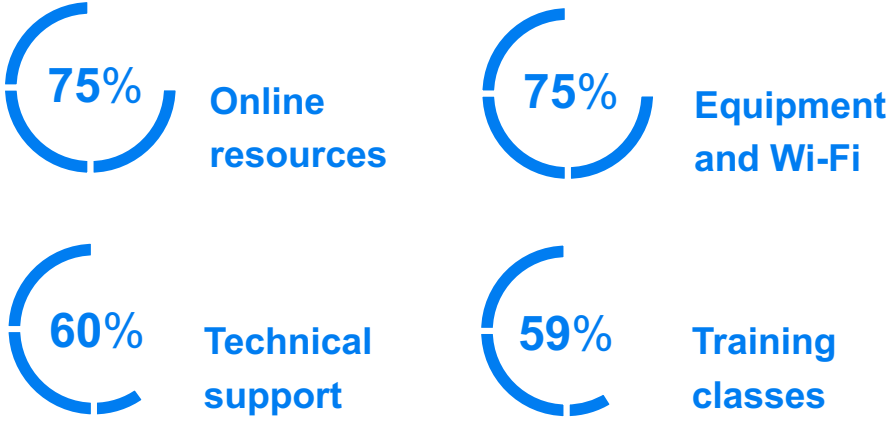
User, Halifax Public Libraries

It depends × IS IT A BIRD

4 Impact of digital and technological services

Perceived impact of digital and technological services for local communities

Public libraries offer various digital and technological services. To what extent do you believe that these services have a positive impact for people in your community?



Share of users reporting 'To a large extent' or 'To a very large extent'.

n: 13,491

"I believe libraries play a crucial role in supporting members of our local community who feel vulnerable, and I relate from personal experience. It's easy for people to go there, decompress, and find what they need; whether that's reading the newspaper, using the Wi-Fi, borrowing a book, or simply taking time for themselves."

User, Saskatoon Public Library

"During our first six months in Canada, it would have been very hard to complete many tasks without the library. We needed it for our paperwork, signing up for services, and printing. I didn't know where else to print or how much it would cost. The library was a safe place to get things done. And not having to pay much was important in the beginning."

Newcomer and User, Edmonton Public Library

5 Individual, community, and societal impact

Photo: Ottawa Public Library

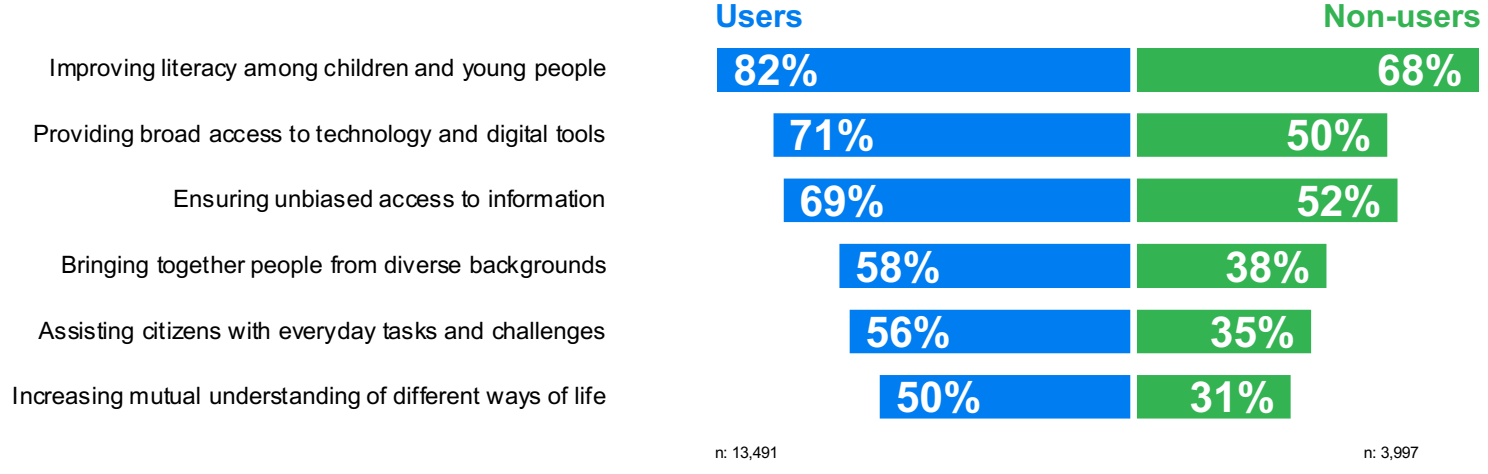
Canadians believe that libraries have significant impact

When presented with examples of how public libraries deliver impact, 98% of users believe that libraries have significant impact in at least one of the areas listed. Even among non-users, more than 4 out of 5 believe that this is the case.

For both groups, early literacy is the area where the perception of impact is most clear.

In which of the following areas do you believe that public libraries have significant positive impact?

Please select all that apply:

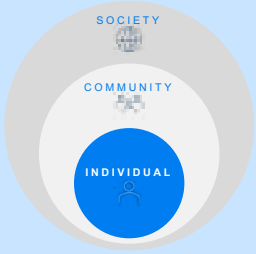


Library impact for individuals

Libraries allow individuals open access to knowledge, and many find that they are particularly meaningful for children during their early years.

Interview insights indicate four key dimensions of impact for individuals:

- **Individuals experience personal growth** by building new skills, expanding horizons, and obtaining new knowledge.
- **Individuals find a safe place outside of home** to spend time, catch a break, or even introduce children to personal values.
- **Individuals have access to free, trusted, and unbiased resources and help** which they might not have at home.
- **Individuals stay connected to personal interests.**



92%
users

83%
non-users

Agree that it is good for children to have a relationship with their public library while growing up.

"It gave me a new perspective. This library has provided wings for my children to be able to fly, dream big, and just go and immerse themselves in different things and learn new things."

Parent and User, Regina Public Library

86%
users

60%
non-users

Agree that a public library allows them to discover a much broader range of knowledge than they would be able to on their own.

"I play piano, so I borrow sheet music from the library. Having an accessible source of information for both entertainment and building personal skills is really valuable, and because it is free, it helps remove barriers."

Youth and User, Hamilton Public Library

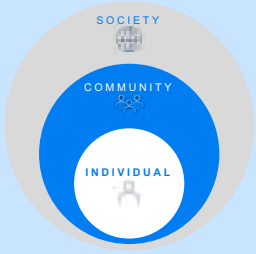
user n: 13,491
non-user n: 3,997

Library impact for local communities

Many agree that libraries are one of the most valuable resources a city can provide for its community. One way this is felt is by libraries' support of locals who feel vulnerable.

Interview insights indicate two core areas of impact for local communities:

- **New social communities form while existing ones are strengthened** by individuals meeting peers and strangers alike, bridging groups and individuals, and fostering broad social connections.
- **Libraries are open for everyone** and offer a common place to go.



90%
users

70%
non-users

Agree that a public library is one of the most valuable resources a city can offer its community.

My fiancé and I talked about what would happen if the library closed last week. The city would feel like a cartoon or something. Something would just be kind of off. It would feel a massive loss for the community. It would be like taking all the parks of out of the city.

User, Saskatoon Public Library

82%
users

63%
non-users

Agree that public libraries play a crucial role in supporting members of their local community who feel vulnerable.

"[Staff] help people who are vulnerable and make them feel safe and able. Libraries become a place where vulnerable people can feel safer because their particularities are taken into account."

User, Bibliothèques Montréal

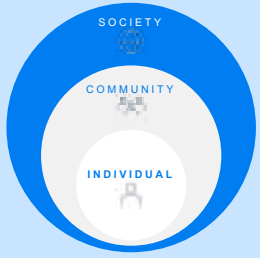
user n: 13,491
non-user n: 3,997

Library impact for the Canadian society at large

At the societal level, libraries contribute to equalizing opportunities among people from different backgrounds. In the grand scheme of things, many citizens even consider libraries to be more important than ever before.

Interview insights indicate three main types of impact for the Canadian society at large:

- **Society is more equal** as everyone is ensured access to resources, knowledge, and digital aspects of modern life.
- **Society seems and becomes less biased**, fostering social connections between different people with different backgrounds.
- **Society becomes more inclusive**; especially for newcomers as libraries offer a place to learn about the local community, seek assistance, and feel an equal part of something – integrating them into Canadian society.



88%
users

66%
non-users

Agree that ensuring public access to libraries is more important now than ever before.

"If the library didn't offer these programs, who would write those reference letters when they're applying for work? Where would those people go? Who would help them? The impact of what the libraries are doing is so important to the entire community."

User, Halifax Public Libraries

85%
users

67%
non-users

Agree that public libraries help level the playing field for people of different backgrounds.

"The library serves everybody – every race, creed, and job title. It's an equal access space."

Non-User, Vancouver Public Library

user n: 13,491
non-user n: 3,997

6 Impact for library user segments

Photo: Calgary Public Library

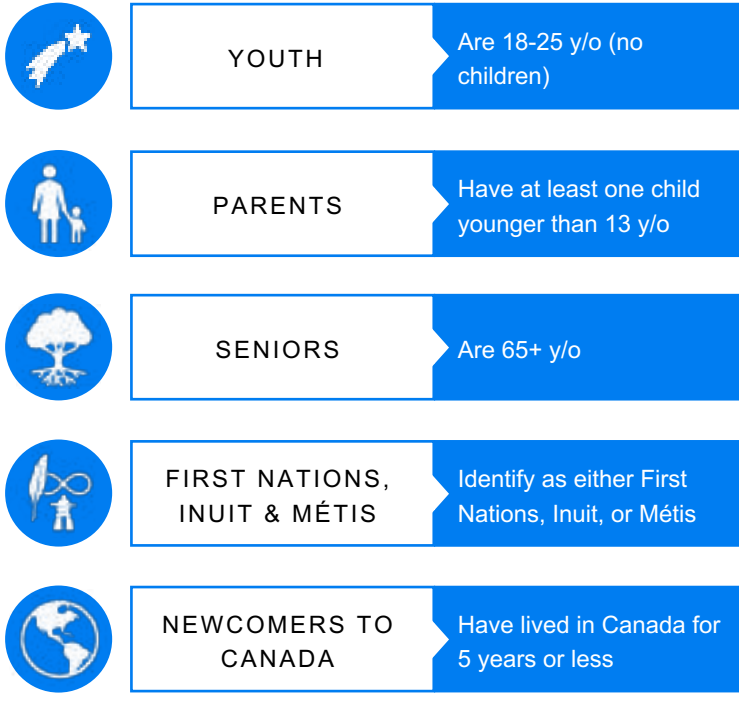
Impact for different segments of Canadian library users

To get a deeper understanding of what impact looks like and is made of for different users, this chapter presents results within five segments of library users: 1) youth, 2) parents of younger children, 3) seniors, 4) individuals identifying as First Nations, Inuit, or Métis, and 5) newcomers to Canada.

The insights for each group are presented across three pages:

1. The segment's usage of library services.
2. The Overall Impact Profile for the segment.
3. Qualitative insights expanding on how the library influences relevant impact parameters for the segment – such as '*Well-being*', '*Immersion*', '*Skills*', and '*Community*'.

Each segment description also includes quotes that support the impact parameters, grounding them in real human stories and experiences.



The experience of impact differs across user segments

Impact does not necessarily look the same across different groups of users. Factors such as cultural background, personal situation, and life stage influence which library services are most relevant and most impactful. Below, we outline how five segments engage with libraries, followed by a presentation of how each segment experiences the impact of libraries through key impact parameters.

YOUTH

- Users who are 18-25 y/o and have no children.
- Tend to use Spaces more than the average user.
- Overall profile average: 3.4.
- Highest scores in Knowledge (3.7) and Well-being (3.6).

KEY PARAMETERS

- Immersion
- Knowledge
- Expression
- Skills
- Well-being
- Inspiration

PARENTS

- Users who are parents with children under 13 y/o.
- Tend to use all library services more than the average user – and Spaces and Programs much more.
- Overall profile average: 3.4.
- Highest scores are Well-being (3.7) and Emotional engagement (3.6).

KEY PARAMETERS

- Relations
- Well-being
- Knowledge
- Skills
- Community

SENIORS

- Users who are 65+.
- Tend to use Spaces and Programs less than the average user – indicating a more Collection focused use of libraries.
- Overall profile average: 3.1.
- Highest scores are Knowledge (3.6) and Well-being (3.4).

KEY PARAMETERS

- Emotional engagement
- Knowledge
- Skills
- Reflection
- Empathy

FIRST NATIONS, INUIT & MÉTIS

- Users who identify as either First Nations, Inuit, or Métis.
- Tend to use Spaces, Programs, and Staff more than the average user.
- Overall profile average: 3.5.
- Highest score seen in Well-being, Knowledge (3.7), Reflection and Perspective (3.6).

KEY PARAMETERS

- Well-being
- Knowledge
- Perspective

NEWCOMERS TO CANADA

- Users who have lived in Canada for 5 years or less.
- Tend to use Spaces, Programs, and Staff more than the average user.
- Overall profile average: 3.6.
- Highest score seen in Well-being (3.8), Knowledge (3.8), and Perspective (3.6).

KEY PARAMETERS

- Knowledge
- Well-being
- Skills
- Community

Photo: Vancouver Public Library

Youth's engagement with library services in the past year

1

Collections

86%

of young users have borrowed books or accessed online library resources within the past year.

2

Spaces

76%

of young users have visited library spaces in the past year, e.g., to read, study, work, socialize, entertain children, relax, or seek shelter.

3

Programs

33%

of young users have attended library programs in the past year, e.g., classes, events, or workshops.

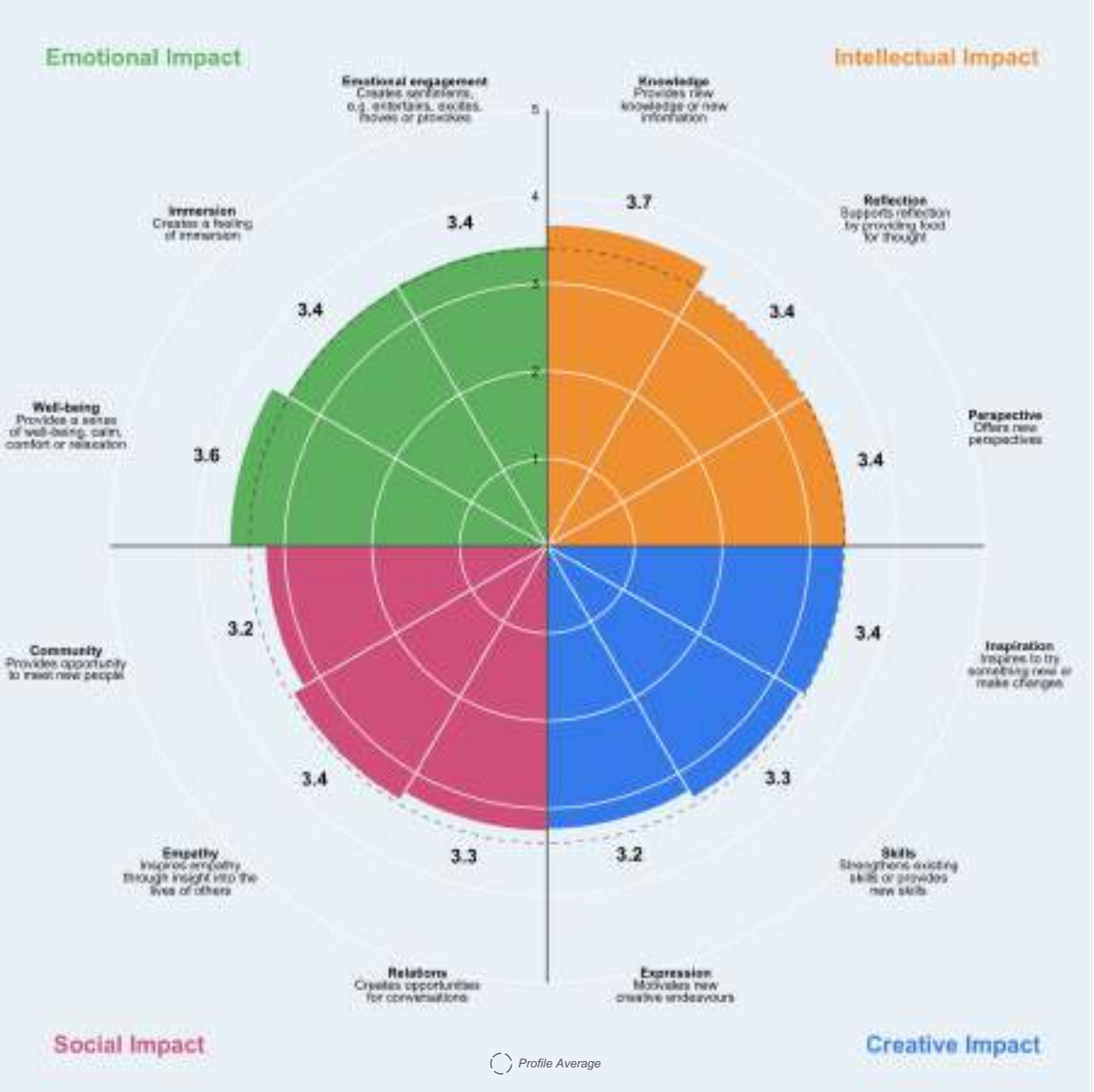
4

Staff

63%

of young users have received guidance from library staff in the past year, e.g., help with accessing materials or technical support.

n: 1,551



IMPACT FOR THE YOUTH SEGMENT

Overall impact

Profile Average: 3.4

Among the **youth** segment of users, CULC libraries reach an average impact score of 3.4 across all library services and all impact dimensions.

This is based on 1,551 of these users who have used either Collections, Spaces, Programs, or Staff within the past year.

All impact parameters measured have a score of at least 3.2, averaged across library services.

Out of the five segments, the usage patterns and overall impact which is experienced among youth are the most similar to the national level.

Youth score close to the national averages across most parameters, with only a 0.1 difference in '*Inspiration*', '*Skills*', '*Expression*', and '*Relations*'. They use Collections somewhat less and Spaces somewhat more, reflecting how some young people use the library as a designated place to study.

IMPACT FOR THE YOUTH SEGMENT

Youth

Below, we have expanded on how youth experience impact on six of the compass parameters, identified through the human stories uncovered in the interviews.

Immersion
The library offers opportunities to immerse oneself in books, studies, and work in a quiet and peaceful space without having to buy anything to sit there.

Knowledge
The library removes barriers to knowledge and thereby builds curiosity and confidence, which is especially important when you are young with a low income.

Expression
The library empowers youth to act during new chapters of their life, shaping their personal narratives and inspiring new ways of expressing themselves.

Skills
Access to the library creates opportunities to build skills outside school through programs such as book clubs and writing classes.

Well-being
Simply using the library creates well-being in itself. It is a safe space that welcomes everyone, including those who feel less comfortable socializing. For many, it is a place where youth can feel like their true selves.

Inspiration
Free resources spark curiosity and make exploration possible. With no cost to enter, borrow, or try new tools, youth can sample books, media, and programs they might not otherwise access. This opens paths to new interests, learning, and creativity.

“As an international student living in a house bustling with many people, finding a quiet, peaceful space was often a challenge.”

Youth, Halifax Public Libraries

” The public library has empowered me to a very large extent. I recently had a 7-month period of unemployment and decided that I would return to literature ….the tremendous catalogue was so empowering to both my Buddhist studies and my skill acquisition”

Youth, Vancouver Public Library

“It makes it easy to pick up new skills and develop the ones you already have. A lot of people are held back by financial constraints or not having the space for it, and the library provides both.”

Youth, Calgary Public Library

“It almost feels like I’m getting a post-secondary education in personal development [from the library].”

Youth, Vancouver Public Library

Parents' engagement with library services in the past year

1

Collections

94%

of users who are parents have borrowed books or accessed online library resources within the past year.

2

Spaces

83%

of users who are parents have visited library spaces in the past year, e.g., to read, study, work, socialize, entertain children, relax, or seek shelter.

3

Programs

52%

of users who are parents have attended library programs in the past year, e.g., classes, events, or workshops.

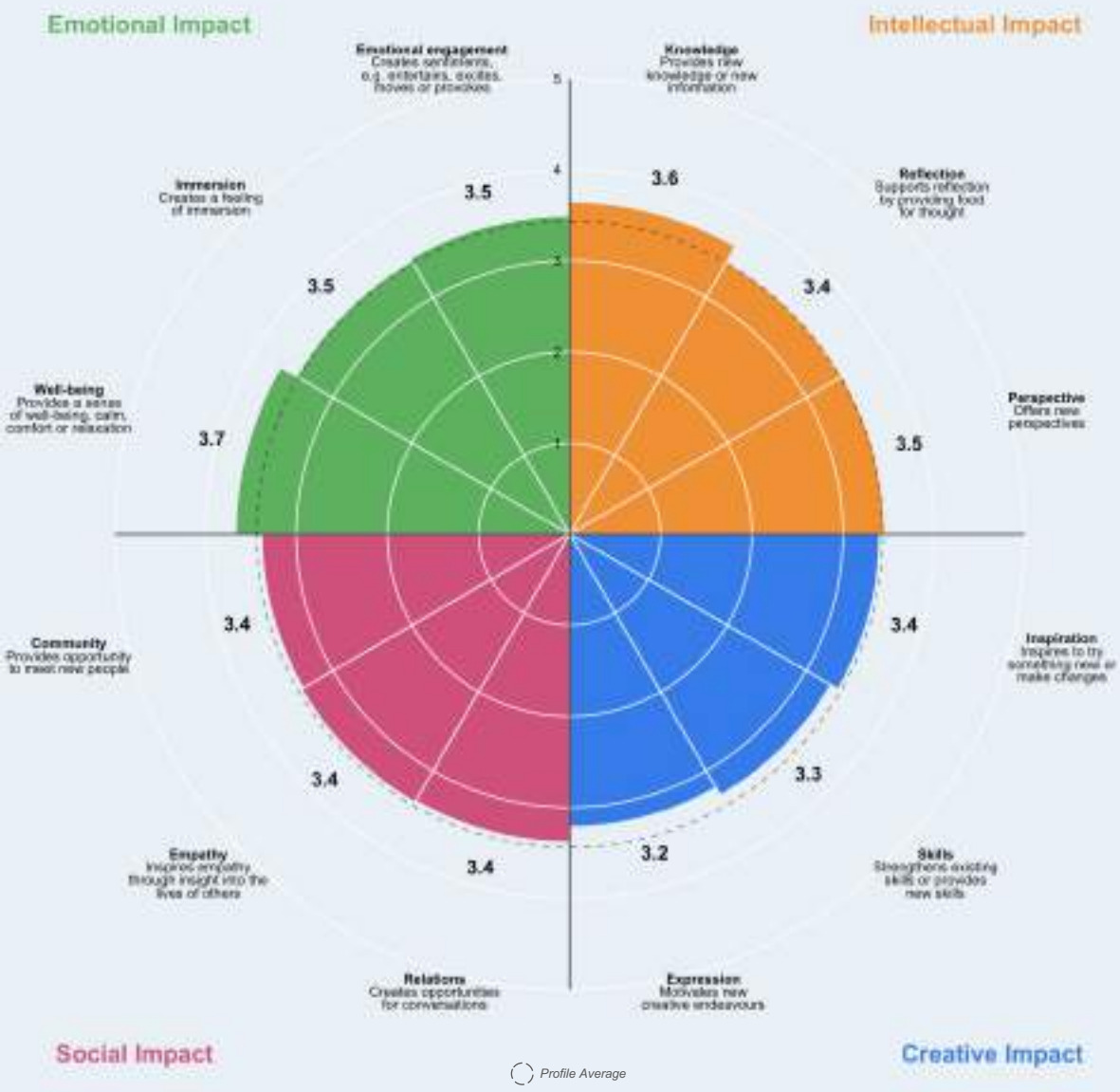
4

Staff

74%

of users who are parents have received guidance from library staff in the past year, e.g., help with accessing materials or technical support.

n: 2,572



Overall impact

Profile Average: 3.4

Among the segment of users who are **parents**, CULC libraries reach an average impact score of 3.4 across all library services and all impact dimensions.

This is based on 2,572 parents who have used either Collections, Spaces, Programs, or Staff within the past year.

All impact parameters measured have a score of at least 3.2, averaged across library services.

Compared to the overall national level, the parents segment scores higher on most impact parameters – particularly on '*Community*' and '*Relations*'.

The context for this is that parents engage the most across different library services compared to other segments. They especially engage more with Programs than the other segments do.

IMPACT FOR THE PARENTS SEGMENT

Parents

Below, we have expanded on how parents experience impact on five of the compass parameters, identified through the human stories uncovered in the interviews.

Relations
For parents, going to the library helps strengthen family bonds, both between parents and between parents and their children. The library offers a welcoming space to pause, wander without a plan, find books to read at home, and reinforce values of sharing and reusing materials for others to enjoy.

Well-being
Time spent at the library contributes to parents' well-being because it is seen as quality time. Well-being also comes from watching their children enjoy the library's facilities and from taking a restorative break from a busy daily routine.

Knowledge
Access to a diverse collection enables parents to help their children expand their knowledge and discover new interests.

Skills
Supporting children as they develop new skills is a key impact of library use. Through programs and books, children can learn rhyme and rhythm, encounter new languages, and build the abilities needed to reach new levels in their reading.

Community
Parenting can be isolating, and socializing may be on pause for a period. The library creates opportunities to connect with other families by sharing a common third space.

"Mothers with postpartum depression wouldn't have a place to go and connect with other parents during the day [if libraries ceased to exits]. It would have kind of catastrophic health and life impacts for society."

Parent, Hamilton Public Library

"My kid started with reading unicorn diaries, but now she is moving on to travel and comic book fiction too. It really improves her vocabulary and communication skills."

Parent, Calgary Public Library

"It's nice for my partner and I to have a space to go with our son where we can practice the concept of sharing. It's like circular economy, where 'we have this book, and we have enjoyed it, but now we have to return this book for other kids to enjoy'."

Parent, Hamilton Public Library

"It's one of the reasons why we have not moved houses despite our rent going up. It's because our house is so close to the library."

Parent, Calgary Public Library

Photo: Bibliothèques Montréal by Melanie Dusseault

Seniors' engagement with library services in the past year

1

Collections

94%

of users who are seniors have borrowed books or accessed online library resources within the past year.

2

Spaces

48%

of users who are seniors have visited library spaces in the past year, e.g., to read, study, work, socialize, entertain children, relax, or seek shelter.

3

Programs

23%

of users who are seniors have attended library programs in the past year, e.g., classes, events, or workshops.

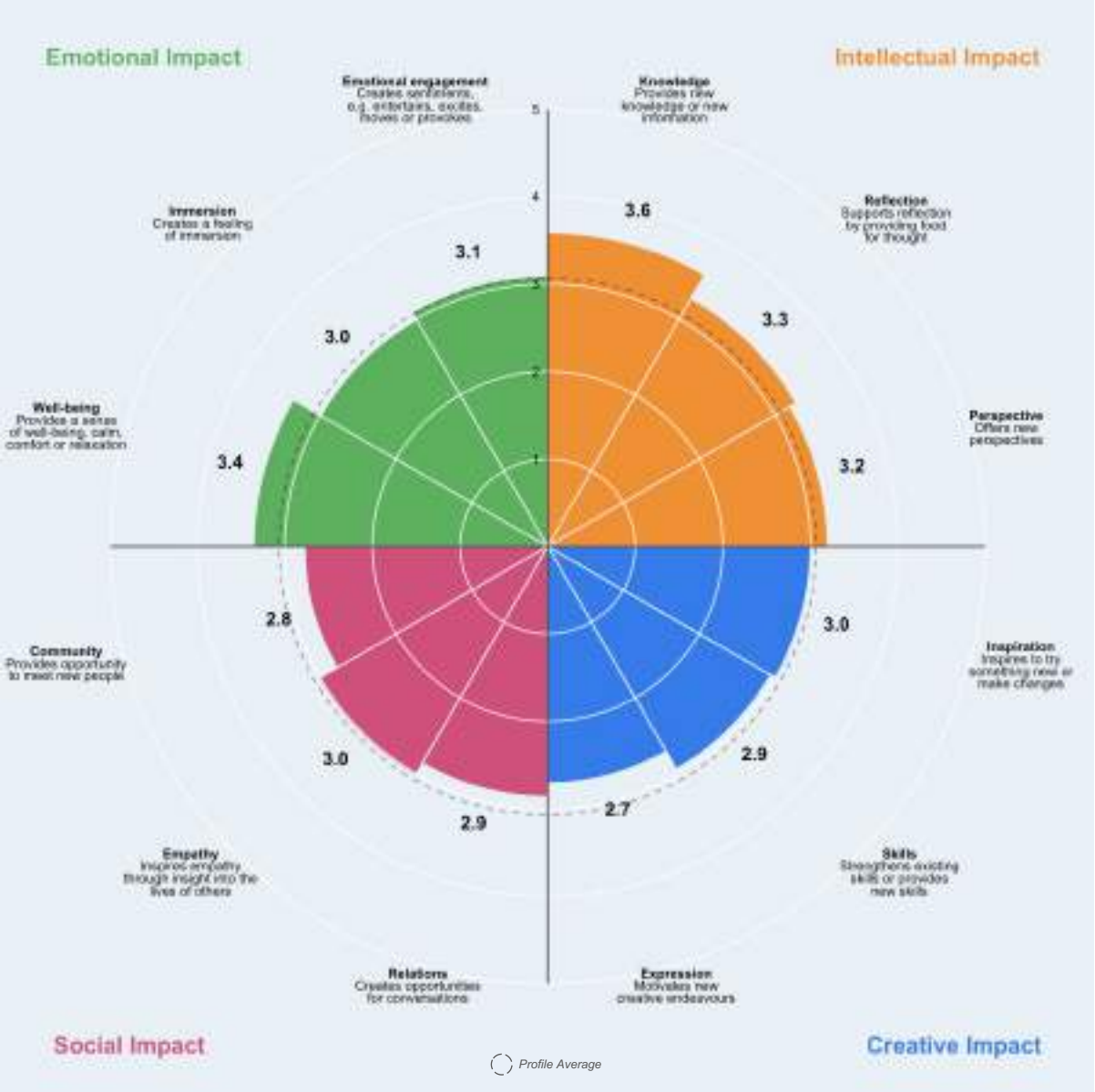
4

Staff

63%

of users who are seniors have received guidance from library staff in the past year, e.g., help with accessing materials or technical support.

n: 3,196



IMPACT FOR THE SENIORS SEGMENT

Overall impact

Profile Average: 3.1

Among the segment of users who are **seniors**, CULC libraries reach an average impact score of 3.1 across all library services and all impact dimensions.

This is based on 3,196 seniors who have used either Collections, Spaces, Programs, or Staff within the past year. A few impact parameter scores are below 3.0.

Compared to the overall national level, impact scores in the segment are generally lower.

Compared to other segments, seniors also score lower than other groups, especially along the Emotional, Social, and Creative dimensions – probably reflecting a more collection focused use of libraries, and a significantly lower engagement with Spaces and Programs than both the other segments and the overall national level.

IMPACT FOR THE SENIORS SEGMENT

Seniors

Below, we have expanded on how seniors experience impact on five of the compass parameters, identified through the human stories uncovered in the interviews.

Emotional engagement
For seniors, a key impact of using the library is the excitement and sense of pride that come from having a beautiful public space to explore and enjoy. Locals and visitors alike can spend time there, and some even showcase their library to guests.

Knowledge
Staying mentally active by using the collection is a major benefit for seniors. Those nearing retirement or already retired can feed their curiosity and pursue their passions through books, programs, and other resources.

Skills
The library supports skill-building through hobbies such as quilting, research, or learning to use new technologies. This makes life more enjoyable, rich, and full of learning.

Reflection
For many seniors, libraries are tied to personal history. Visiting the library prompts reflection on childhood, life experiences, and personal growth.

Empathy
Sharing the library with the broader community creates opportunities to meet people from all walks of life. This not only makes many seniors feel proud and included but also offers an opportunity to gain insights into the lives of others, and thereby also into themselves.

”Probably the most important thing the library does for me is mentally keeping me active.”

Senior, Halifax Public Libraries

”I love to read, and when I was a child, we went to the library once a week, and, to me, going into a library is like going into a candy store.”

Senior, Ottawa Public Library

”We have a beautiful library downtown in my city. In fact, I’m very proud of it because the library won an architectural award.”

Senior, Halifax Public Libraries

“The library is accommodating. Because, like I said, anyone can go there. You know, you don't have to worry about whether you're poor or rich.”

Senior, Vaughan Public Libraries

Engagement with library services in the past year by users who identify as First Nations, Inuit & Métis

1

Collections

89%

of users who identify as First Nations, Inuit, or Métis have borrowed books or accessed online library resources within the past year.

2

Spaces

80%

of users who identify as First Nations, Inuit, or Métis have visited library spaces in the past year, e.g., to read, study, work, socialize, entertain children, relax, or seek shelter.

3

Programs

49%

of users who identify as First Nations, Inuit, or Métis have attended library programs in the past year, e.g., classes, events, or workshops.

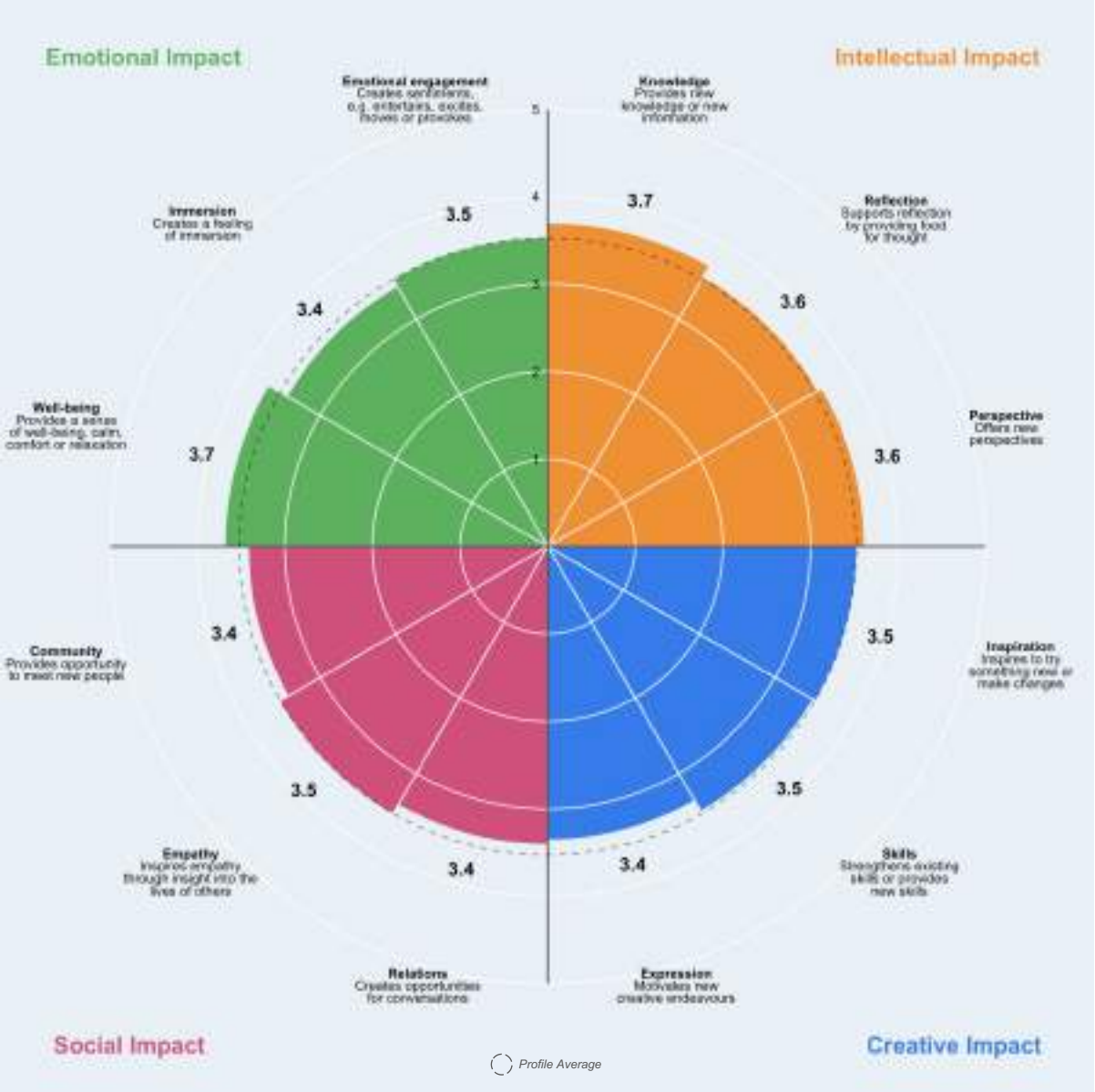
4

Staff

76%

of users who identify as First Nations, Inuit, or Métis have received guidance from library staff in the past year, e.g., help with accessing materials or technical support.

n: 252



IMPACT FOR THE FIRST NATIONS, INUIT & MÉTIS SEGMENT

Overall impact

Profile Average: 3.5

Among the segment of users who identify as **First Nations, Inuit, or Métis**, CULC libraries reach an average impact score of 3.5 across all library services and all impact dimensions.

This is based on 252 of these users who have used either Collections, Spaces, Programs, or Staff within the past year.

All impact parameters measured have a score of at least 3.4, averaged across library services.

Compared to the overall national level, this segment scores higher on all parameters, particularly on '*Skills*' and '*Expression'*.

Programs is generally a driver of Social and Creative impact. Although First Nations, Inuit, and Métis users engage somewhat less with Programs than the parents segment, they reach high scores across these two dimensions, nonetheless.

IMPACT FOR THE FIRST NATIONS, INUIT & MÉTIS SEGMENT

First Nations, Inuit, and Métis

Below, we have expanded on how users who identify as First Nations, Inuit, or Métis experience impact on three of the compass parameters, identified through the human stories uncovered in the interviews.

Well-being
For First Nations, Inuit, and Métis users, a central impact of the library is an increased sense of well-being. This stems from feeling welcome and part of a larger community that offers comfort, both by sharing a common space and by providing a calm place to step back from the busyness of the outside world.

Knowledge
Access to collections and reliable information is another key impact of the library. Using in-library computers lowers barriers and makes it easier to explore topics of interest. This supports personal growth and confidence.

Perspective
For First Nations, Inuit, and Métis users who are not able to travel, the library offers a chance to enter new worlds, both physically and through stories. These experiences provide new perspectives that make life feel richer and full of opportunities for those who are curious to explore new worlds through books.

“Books open up a world. We travel. But if you can’t travel, you can read a book.”

First Nations, Inuit, or Métis, Calgary Public Library

“They helped me reach my goals and studies. I graduated from a course, and they help me with my work, not just for printing. If it wasn’t for [the staff], I wouldn’t have even gotten finished. To think of all the information that they provided me with for my schoolwork.”

First Nations, Inuit, or Métis, Edmonton Public Library

“*Everything is streamed today, but if you do not have the money for that, you lose access to so much content. Having access to information is essential, especially with what is happening […] in the United States, where books are being banned. The library is a strong force in keeping resources available for everyone.”*

First Nations, Inuit, or Métis, Regina Public Library

”We don’t have third spaces anymore, everything is so commercialized. I think the library is like the only place you can go where you are not expected to spend money.”

First Nations, Inuit, or Métis, Vaughan Public Libraries

Newcomers to Canada's engagement with library services in the past year

1

Collections

85%

of users who are newcomers to Canada have borrowed books or accessed online library resources within the past year.

2

Spaces

87%

of users who are newcomers to Canada have visited library spaces in the past year, e.g., to read, study, work, socialize, entertain children, relax, or seek shelter.

3

Programs

51%

of users who are newcomers to Canada have attended library programs in the past year, e.g., classes, events, or workshops.

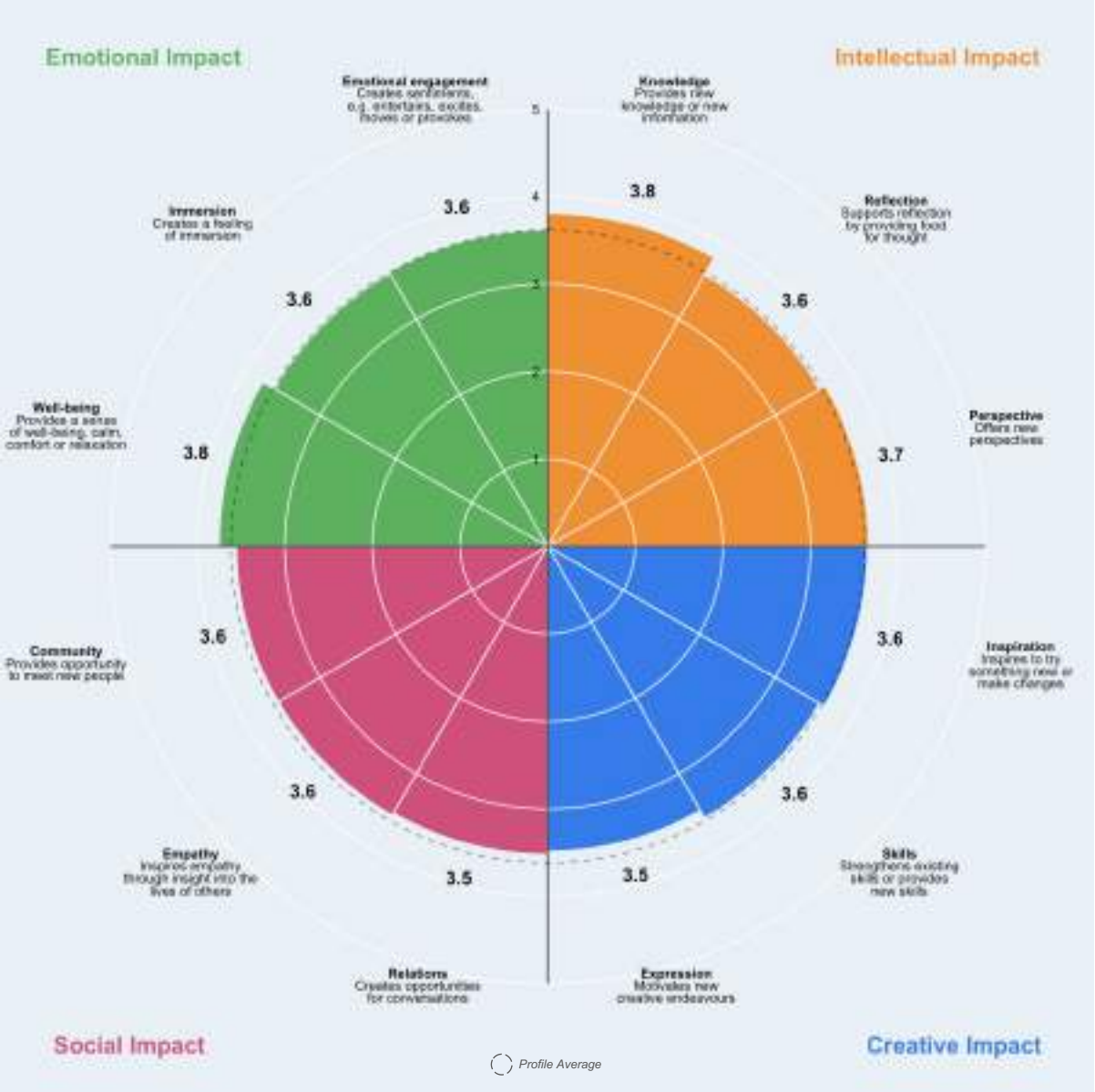
4

Staff

76%

of users who are newcomers to Canada have received guidance from library staff in the past year, e.g., help with accessing materials or technical support.

n: 870



IMPACT FOR THE NEWCOMERS SEGMENT

Overall impact

Profile Average: 3.6

Among the segment of users who are **newcomers**, CULC libraries reach an average impact score of 3.6 across all library services and all impact dimensions.

This is based on 870 of these users who have used either Collections, Spaces, Programs, or Staff within the past year.

All impact parameters measured have a score of at least 3.5, averaged across library services.

Newcomers have the highest profile average among the five segments, scoring also considerably higher than the national average.

Particularly, the parameters '*Expression*', '*Skills*', and '*Perspective*' score higher among newcomers than at the overall national level, reflecting how libraries act as a stepping stone for newcomers to connect with Canadian society and culture.

IMPACT FOR THE NEWCOMERS SEGMENT

Newcomers

Below, we have expanded on how newcomers experience impact on four of the compass parameters, identified through the human stories uncovered in the interviews.

Knowledge
For newcomers settling into life in Canada, the library plays a special role in providing knowledge. It offers guidance on how to obtain essential documents, delivers programs about life in Canada, and helps newcomers navigate and adapt to their new surroundings.

Well-being
While the library opens a new world, it also nurtures newcomers' connections to their origins. A diverse collection allows them to read familiar authors in their preferred languages, and multilingual programs provide refuge, comfort, and a sense of well-being.

Skills
Using library services builds confidence for what lies ahead. Through language learning and professional skill building, the library helps newcomers pursue and achieve their career and personal goals.

Community
The library is a safe, supportive place for newcomers. Staff are observant and willing to help, and there is a strong sense of community where the staff want the best for everyone. Through direct assistance, friendly conversations, and everyday kindness, the library becomes one of the safest and most welcoming places to visit upon arriving in Canada.

"I had just come to the country and wasn't really used to the concept of libraries as a resource. The librarian not only guided me on how to make a library card but also showed me so many online resources. Reading books helped me feel familiar in a new environment and helped me open to making new friends."

Newcomer, Saskatoon Public Library

"Somebody just walked up to me and said: 'There is a Monopoly kind of game. Would you be interested in playing?' I said, 'Why not?' That left a lasting impression on me. The person probably thought I was lonely or bored and then just approached me."

Newcomer, Regina Public Library

"The library helped me integrate into Canada and become a full-fledged citizen."

Newcomer, Vancouver Public Library

A Appendix: About the study

The team

IS IT A BIRD was established in 2011 and counts +30 employees. We are specialists in turning deep human understanding into new business opportunities.

We are on a mission to humanize business by offering our clients opportunities to shift perspectives and drive transformational change that resonates beyond the bottom line.

As part of Implement Consulting Group, we work as a transformation collective, born out of a genuine wish to turn plans into impact and dreams into progress.

For this collaboration, we put together a team across IS IT A BIRD, Implement, and It depends to enable the best possible impact study.

IS IT A BIRD

projects@isitabird.dk

Trekronergade 149
Copenhagen, Denmark

Website: isitabird.dk
LinkedIn: company/is-it-a-bird

It depends is an unconventional research consultancy, specialized in untangling the messy human experience. Our advanced quantitative methods make sense of human attitudes, needs, and behavior.

We were founded in 2023 by data scientists who left the traditional consulting industry to deliver more truthful, more efficient, and more actionable human insights. Since then, we have delivered tailored market research across more than 40 countries.

Our high-touch project team is led directly by our founding partners and comprises experts in social research and data science. Based in a former butcher's shop in Copenhagen, Denmark, we provide full-service research consulting.

It depends

projects@itdepends.dk

Guldbergsgade 57
Copenhagen, Denmark

Website: itdepends.dk
LinkedIn: company/itdepends-dk

APPENDIX

A national study for the CULC membership

Objectives of the National Impact Study

The CULC National Impact Study was commissioned to demonstrate the social impact of Canadian urban libraries on a national scale, beyond conventional measures (e.g. foot traffic, check-out stats, event participation figures, etc.).

That is, making tangible the social, emotional, creative, and intellectual impact of libraries.

Scope of the study

As a broad national study, this piece of research is designed to be relevant for the CULC membership at large. The point of departure is a similar study conducted for Toronto Public Library in 2023 – which has been scaled, standardised, and adapted to be feasible across a number of libraries at once. The research design and data collection methods do not facilitate between-library comparisons.

This National Summary Report provides all CULC members with insights into public libraries' impact on Canadian library users at large, as well as perceived community-level and societal impact by both users and non-users. Steering group libraries are provided with standardised reports of results from their specific library context, based on slices of the national dataset.

Quantitative survey

The core content of the questionnaire is based on the Toronto Public Library Social Impact Study, carried out by Seismonaut in 2023, and the work expands on the 'Experience Impact Compass', a framework open-sourced by the Experience Impact Agency.

For this study, additional impact measures and survey questions directed specifically at non-users have been developed in collaboration with CULC.

The quantitative Impact Study survey was fielded in the spring of 2025, yielding a total of 18,315 responses across Canada, excluding Toronto.

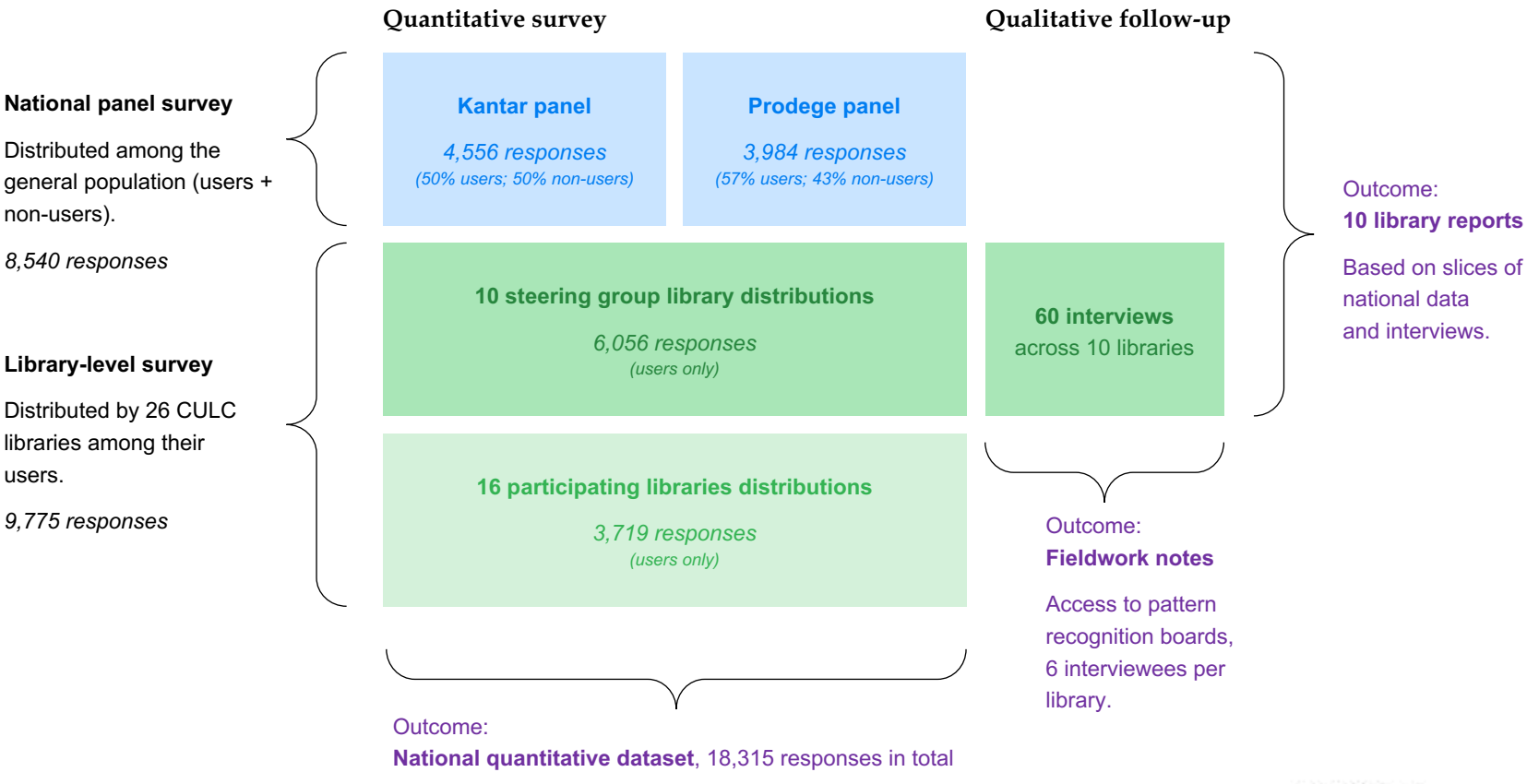
Follow-up qualitative interviews

Informants for the follow-up interviews were recruited through an opt-in in the quantitative survey. These interviews were conducted as online sessions during July – September 2025.

To safeguard their privacy, respondents are mentioned by pseudonyms throughout the report.

See further details about research design on the following pages.

Large-scale mixed-methods research design



Questionnaire design and impact metrics

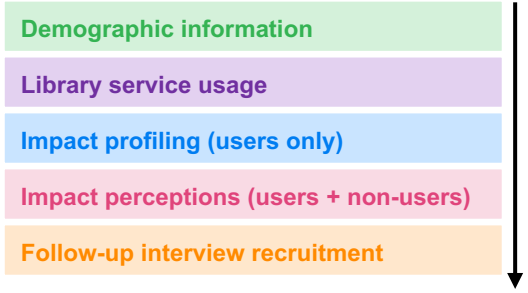
Multilingual questionnaire

The questionnaire for the national survey is based on the questionnaire used in the Toronto Public Library Impact Study. The core content measures the Impact Profiles, based on responses from users of library services.

In collaboration with CULC, questions have been added regarding the perceptions of library impact more generally. These latter questions have been posed to both users and non-users.

The survey was fielded in both English and Canadian French versions, with responses collected during the period May to July 2025.

Survey flow

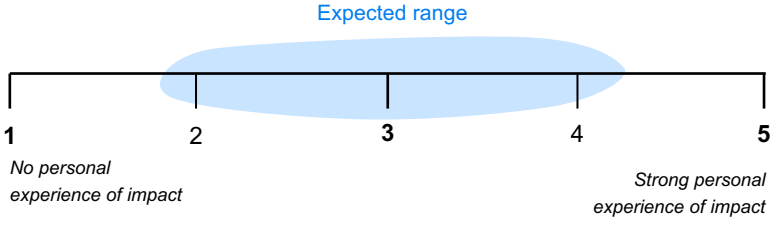


Impact Profile metrics

As in the Toronto Public Library Study, Impact Profiles summarise the extent to which library users report experiencing different types of impact when interacting with library services. Each impact parameter is measured on a scale from 1 (“Not at all”) to 5 (“To a very large extent”).

For each library service, the Profile Average displays the average score across all 12 impact parameters. The Overall Impact Profile represents the average of impact parameter scores across all 4 library services measured (Collections, Spaces, Programs, and Staff).

Although the experience of individual Impact Profile metrics is measured on a scale from 1 (“Not at all”) to 5 (“To a very large extent”), the extremes of the scale are unlikely to occur when aggregating user responses. Average ratings will usually vary between scores of 2-4 in practice, referred to as the “expected range”. As such, an impact score close to 4 on a given parameter indicates a highly positive experience.



It depends × IS IT A BIRD

Quantitative survey details

Survey sampling details

Quantitative survey responses were collected during May to July 2025 using CAWI methodology across two distinct sampling approaches, resembling the Toronto Public Library Study:

1. **Panel sampling.** National-level responses were collected across Canada, outside of Toronto, through Kantar and Prodege market research panels, subject to interlocked representativity quotas for geographical region, gender, and age group.
2. **Library user base collection.** 26 CULC libraries distributed the survey to their own user bases by various means.

The combined CULC Impact Study dataset is composed of the panel dataset and each of the library user base collection datasets.

Rounding

Due to rounding, percentages may not sum to 100%. Likewise, impact scores of e.g. 3.234 and 3.197 are both labelled as 3.2, but their positions on a graph will not be exactly the same.

Weighting scheme

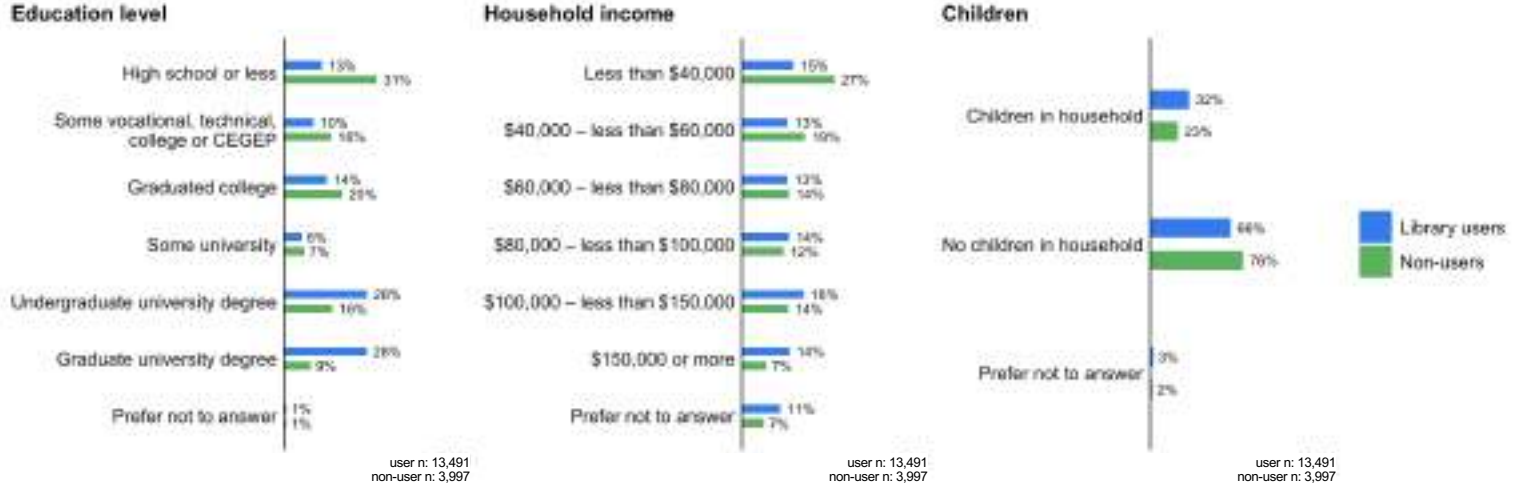
Similarly to the Toronto Public Library Study, data from the various sources involved have been weighted to mitigate skewed sampling. The nationally representative panel dataset serves as the guideline. Figures are generally quite stable whether weighted or unweighted.

National panel dataset
The quota-sampled panel data are cell-weighted on demographic characteristics to produce a nationally representative sample of library users and non-users.

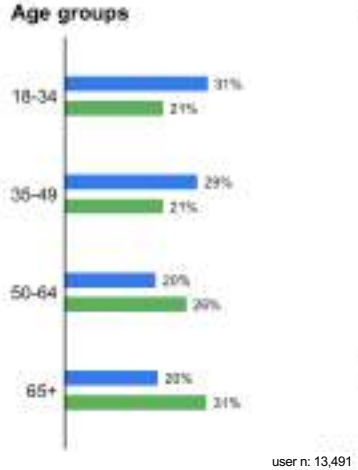
Library user base collection datasets
These samples have been weighted using an iterative weighting scheme to more closely resemble the regional gender and age distributions of users in the panel sample, while ensuring no extreme weights (range: *0.5 – 2)*.

Combined dataset
Library users in the combined dataset have been weighted to match the distribution of libraries in the panel sample to ensure that the national results are not skewed by the addition of the library user base collection data. Similarly, within each of the 5 user segments, the distribution of a segment across libraries is weighted to match the distribution of that segment in the panel sample, to mitigate oversampling of certain demographics by certain libraries in their library user base collection.

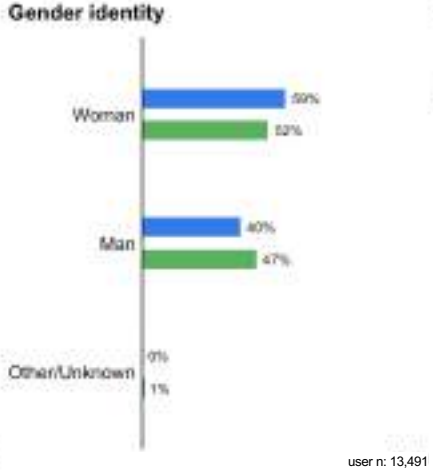
Key respondent characteristics (1/2)



Key respondent characteristics (2/2)



user n: 13,491
non-user n: 3,997



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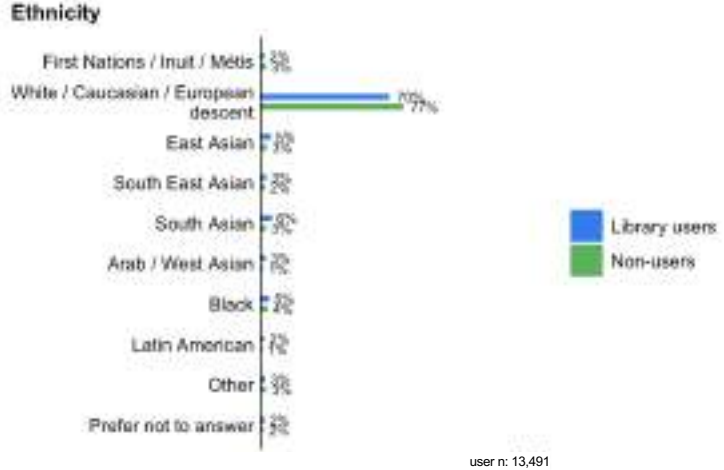

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Old ways won’t open new doors

Appendix B

FOPL 2026 Advocacy Campaign

The Federation of Ontario Public Libraries (FOPL) is launching a province-wide advocacy campaign in April 2026 to:

- Raise awareness among government and the public about growing pressures on libraries
- Reinforce libraries as essential social infrastructure
- Position libraries as partners—not replacements—for social services
- Advocate for stronger provincial investment in upstream supports

The campaign includes media outreach, social media, op-eds, and direct engagement with provincial decision-makers.

Why This Matters to You

Public libraries are among the most trusted and heavily used municipal services. As elected officials and board members, you play a critical role in ensuring libraries remain safe, welcoming, and sustainable community spaces.

Across Ontario, libraries are experiencing increasing pressure as they respond to complex social challenges linked to mental health, addictions, and housing. These pressures are directly impacting staff capacity, service delivery, and the overall library environment in your communities.

The Core Issue

Libraries are open to everyone—and increasingly, they are serving individuals in crisis. When systems fall short, libraries often become:

- De facto warming/cooling spaces
- Points of first contact for individuals experiencing homelessness
- Safe spaces for those facing mental health or addiction challenges

While library staff respond with compassion, they are not trained or resourced to provide crisis intervention or social services.

Key Campaign Messages

- Libraries are essential social infrastructure worth protecting
- Libraries are welcoming, trusted spaces for everyone
- Libraries are doing more than ever—but are not social service providers
- System gaps in mental health, housing, and addictions are showing up in libraries
- The solution requires coordinated, system-wide investment

The Provincial Ask

FOPL is calling on the province to work with all levels of government to strengthen housing, health, and community supports so people can get help before they end up at the library's front desk.

All Ontario communities are experiencing the impacts of Canada's mental health, addiction and housing crisis first-hand. Every day, libraries open their doors to everyone—families, newcomers, students, job seekers, and increasingly, people with nowhere else to go.

While public libraries have worked hard to build partnerships and connect community members in crisis to supports, public libraries are at the limit of what they can do on their own.

Public libraries are not frontline crisis centers, yet they are being forced to take on parts of that role due to gaps in the available supports. If housing, mental health, and addiction systems fall short, library workers see the impact. Librarians aren't social workers, but they're showing care and compassion where the system has left a gap.

Public libraries have had to redirect limited budgets away from their core mandates to provide frontline crisis training for staff, increase security measures, stretching public library budgets to the limit.

A province-wide strategy is needed to address the intersection of public safety, mental health, and its impact on community infrastructure, with coordinated investments across all levels of government and funding for municipalities to build real crisis response capacity in the community.

What Advocacy Will Be Happening

- Meetings with local MPPs and provincial ministers
- Coordinated media outreach including interviews and opinion editorials
- Province-wide social media campaign amplifying library voices
- Engagement with sector partners to reinforce shared messaging
- Local outreach opportunities for libraries to connect with elected officials

How You Can Support the Campaign

As a municipal councilor or board member, you can help.

- Champion the role of libraries in council discussions and decisions
- Support advocacy efforts with your local MPP
- Amplify campaign messaging through your networks
- Ensure local awareness of pressures facing your library system
- Advocate for integrated community solutions at the municipal level

Libraries are doing more than ever—but they cannot do it alone.
Sustaining safe, welcoming libraries requires coordinated action across all levels of government. Your leadership is essential to ensuring libraries can continue to serve their communities effectively.

Attachment 9-B

Date: April 20, 2026

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian

Subject: 2025 Valuing Caledon Public Library Report

Recommendation:

That the Caledon Public Library Board review the 2025 Valuing Caledon Public Library Report for receipt and endorsement

Background

Caledon Public Library's Social Return on Investment (SROI) was first calculated using the Valuing Ontario Libraries Toolkit (VOLT) in 2024 based on data from the previous year. In alignment with the Library's strategic focus on raising awareness of the Board's role as a trusted community steward, the current strategic plan calls for this work to be undertaken biannually, in both 2026 and 2028. The related Strategic Assessment and Evaluation Plan has identified a target return of investment (ROI) of greater than $4.00 or 400% to be achieved by 2028.

Efforts to ascertain the economic impact of public libraries were first undertaken by the Toronto Public Library (TPL) in partnership with the Martin Prosperity Institute in 2013. A simplified and self-directed approach to these calculations was later created by Halton Hills Public Library, in consultation with the Martin Prosperity Institute, and was made available for use by all public libraries.

While these approaches offered useful insight and assisted public libraries in their efforts to communicate the value of library services and need for further investment, they did not provide a means of measuring the social impact of library services. While "softer" services including reducing social isolation, building engaged communities and sustaining health and wellness may not be as easily calculated or articulated, they remain an integral aspect of a public library's role and greater value.

With this in mind, the Ontario Library Service (OLS) retained the assistance of the NORDIK Institute in developing a new toolkit to support public libraries across Ontario in communicating their value and measuring their organizational SROI. The resulting Valuing Ontario Libraries Toolkit (VOLT) was first released for use by all Ontario public libraries in late 2023, with a subsequent update completed in 2025.

Methodology

At its most basic form, Social Return on Investment (SROI) calculations take something that is offered for free and applies a dollar value to it. The most direct way to do this is by applying a comparative market value. In other words, the dollar value reflects what would be charged for the same service in the private sector. Often the exact same goods, programs, or services are not available, so a surrogate value is used instead.

The NORDIK Institute has already undertaken the process of identifying comparative and surrogate values for many services, and these are built into the toolkit. The NORDIK Institute, with the review and support of Ontario Library Service and an advisory committee consisting of representatives from public libraries across Ontario, identified comparative and surrogate values for each of the services, programs, or circulation items that are offered by public libraries and measured in the SROI framework.

Recognizing that access to resources and services varies across communities, deadweight values were also identified for each community. As defined by the NORDIK Institute:

> These deadweight, displacement, or attribution values vary by indicator and assume that a maximum of 20% of the benefit measured by an indicator would occur whether the public library existed or not. This is dependent on the availability of other similar goods, programs, or services, as well as income to purchase this value in the market.

The deadweights use in Caledon's calculations were informed by the following:

- The measure of rurality used by the Ontario Government to establish the distribution of funds dedicated to rural public libraries, as determined by the distance from the nearest community with a regular population of 100,000 or more people. This value was informed by Caledon's proximity to Brampton and likely undermines the rural and relatively isolated nature of the communities located in Caledon's north end.
- The proportion of the population served by the public library that is living at or below the Low Income Measure-After Tax (LIM-AT) as identified by the 2021 Census of Canada.

Findings

The total economic benefit across all seven (7) domains is $27,922,954.01. This represents a return of $3.75 or 374.83% for every municipal dollar invested in CPL. A comprehensive table, featuring all summary figures and calculated benefits, is attached as Appendix A and a comparison of the measures calculated in 2023 and 2025 is reflected below.

	2023	2025	% Change
Municipal contributions to Operating Budget	$5,898,755	$7,499,591	27.1%
Population	76,581	89,228	16.5%
Municipal contribution per resident	$77.02	$84.05	9.1%
Economic benefit across all indicators	$19,496,295	$27,922,954	43.2%
Economic benefit per resident	$254.58	$312.94	22.9%
Economic benefit per household	$822.63	$966.53	17.5%
Total Social Return on Investment	$3.31	$3.75	13.3%
Total Social Return on Investment as Percentage	330.52%	374.83%	13.4%
Impact of an Open Hour	$541.42	$665.12	22.8%

Figure 1 – Social Return on Investment (2023 vs. 2025)

The following provide some context to the increases referenced above:

- Population figures referenced for 2023 reflect the 2021 census figures while 2025 estimated population measures were provided by Town Planning as a means of more accurately reflecting per capita metrics.

- Improvements to the Margaret Dunn Valleywood Collaboration Studio and relocation of the Caledon East Branch were completed midway through 2023. Resulting changes in service were only partially realized within the previous calculations.
- Increased hours of operation resulted from the opening of the full-service branch in Caledon East in the third quarter of 2023 and the launch of extended access in Inglewood in the final quarter of 2025.
- The Library's Room Usage Policy was initially adopted in November 2023, so the benefits of these spaces to customers and community partners were not considered in the 2023 measures.

CPL's economic benefit has been calculated by evaluating the following key areas of library services within the identified domains:

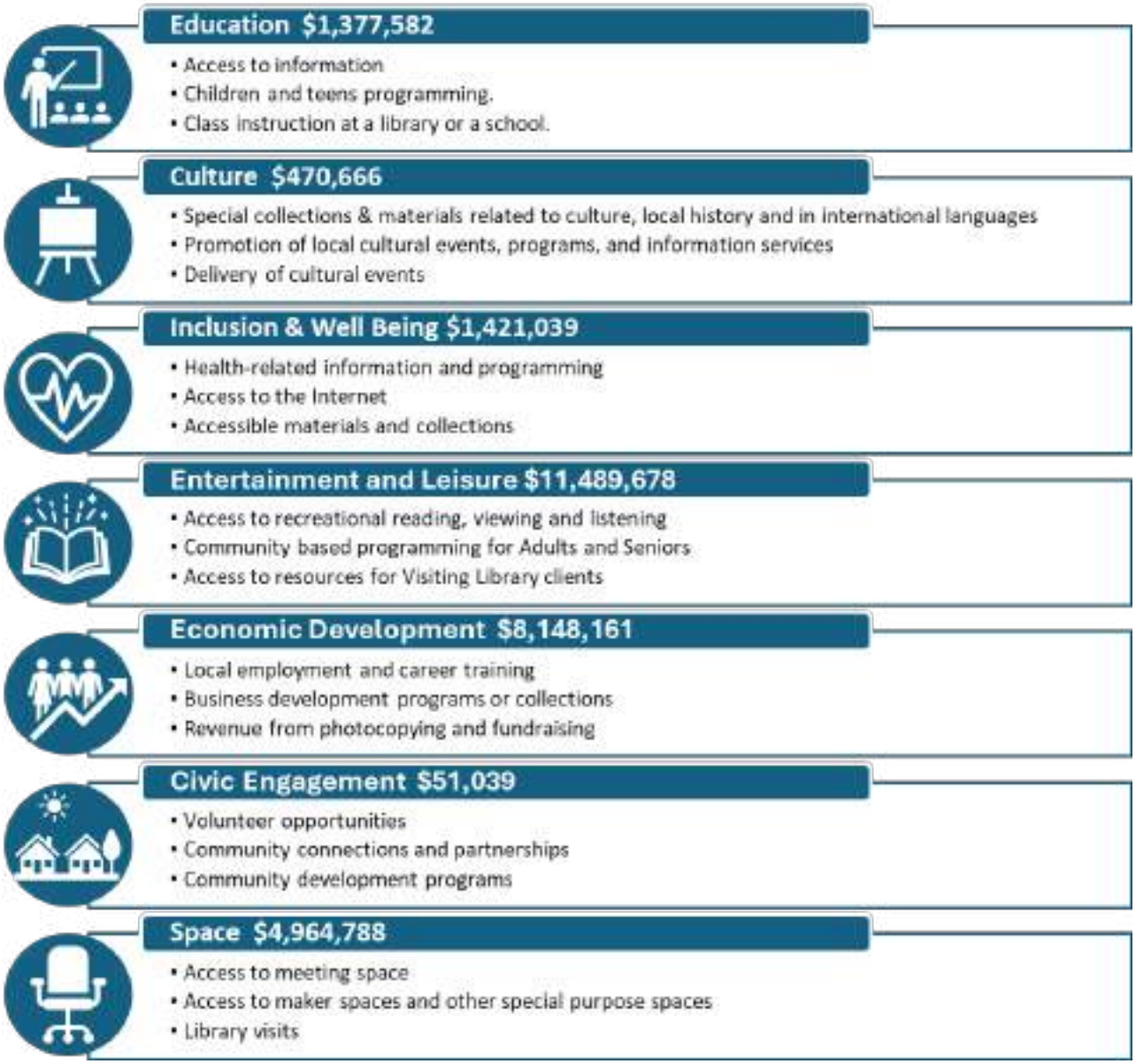

Figure 2: Benefit produced per domain

Next Steps

Pending Board approval, the Library's Communication and Cultural Development team will be tasked with the creation of print and/or video promotions, highlighting CPL's value. Results will also be featured in library publications, on the website and via social media.

This report also provides a timely opportunity to raise awareness of CPL's services with Town Council as well as those running in the upcoming municipal election. To this end, it is recommended that the results be included within any information packages shared with candidates and that the CEO/Chief Librarian spotlight the results of the VOLT through a presentation to Council.

Financial Implication

There are no immediate financial implications associated with the calculation or endorsement of these findings.

Recommended Motions:

That the Caledon Public Library Board receive and endorse the 2025 Valuing Caledon Public Library Report; and,

That the Caledon Public Library Board direct the CEO/Chief Librarian to request a delegation to Council as a means of raising awareness of Library's return on investment and the value of public library services and spaces to the community.

Summary of Results:

Impact of an open hour (this calculation only includes benefits that require an open library)

	Economic Benefit
Economic benefit of the circulation of all materials for all ages	
1. A.i). Non-fiction circulation	$851,812.84
2. A. Special collections and other materials related to the culture and the history of	$204,933.84
3. A. Accessible collections	$161,909.44
4. A. Fiction circulation	$4,289,290.06
Economic benefit of all programs and services	
1.A. ii). Inter-library loans	$2,905.22
1. A. iii). In-library information requests	$408,189.60
1. B. Children and teen programing	$70,958.71
1. C. Class instruction at a library or a school	$43,715.98
2. C. Cultural events	$245,842.17
3. C. Social and health-related programming	$43,611.77
4. B. Adult and seniors programming and services	$63,721.53
5. B. Business and economic development workshops	$23,578.48
6. B. Community development workshops	$14,609.85
7. B. i). Library visits	$3,298,573.90
Economic benefit of internet access	
3. B. Economic benefit of internet access	$1,215,518.02
Total	**$10,939,171.41**
Number of annual hours the library is open at all branches, less statutory holidays	16,447
Impact of an open hour (total economic benefit divided by the number of annual	**$665.12**

Social Return on Investment Calculations

			Economic Benefit:
Summary Totals:	Economic benefit produced by all indicators across 7		$27,922,954.01
		Subtotal for Education	$1,377,582.35
		Subtotal for Culture	$470,666.09
		Subtotal for Inclusion and Wellbeing	$1,421,039.23
		Subtotal for Entertainment and Leisure	$11,489,677.92
		Subtotal for Economic Development	$8,148,161.13
		Subtotal for Civic Engagement	$51,039.30
		Subtotal for Space	$4,964,787.99
Benefit per Permanent Resident	Total economic benefit divided by number of permanent residents in catchment area		$312.94
Benefit per Permanent Resident & Seasonal Population	Total economic benefit divided by number of residents (including seasonal) in catchment area		$312.94
Benefit per Household	Total economic benefit divided by number of households in catchment area		$966.53
Total Social Return on Investment	Total Economic Benefit divided by the Municipality or First Nation's operating grant		$3.75
Total Social Return on Investment as Percentage	Total Economic Benefit divided by the Municipality or First Nation's operating grant, multiplied by 100	%	374.83

Attachment 9-C

Date: April 20, 2026

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian

Subject: Board-CEO Partnership Policy Report

Recommendation:

That Caledon Public Library Board review the amended Board-CEO Partnership Policy for approval and adoption.

Background

The Board-CEO Partnership Policy was first adopted by the Board in April 2024 as a means of formally documenting the distinct roles and responsibilities of both the Board and the CEO/Chief Librarian. The document also highlights the means through which the Board directs the work of the CEO/Chief Librarian, the CEO's responsibilities to the Board, and Board support for the CEO.

Only minimal revisions to the policy are recommended at this time. These include minor adjustments to policy language and updates to the Delegation of Authority Framework to align with changes in the Town's Purchasing By-Law. Though the CEO/Chief Librarian's job description in included as an appendix to this policy, amendments to the position description were not considered as part of this review. Rather, it is recommended that a comprehensive examination of the CEO position description be undertaken following the review of all library positions scheduled for completion in 2026.

Pending Board approval, the revised policy will be shared with all staff and made available on the Library's website.

Financial Implication

None.

Recommended Motion

That the Caledon Public Library Board approve and adopt the revised Board-CEO Partnership Policy

Title	Board-CEO Partnership Policy
Policy Number	CPL-24-32
Policy Type	Governance
Approval Date	[approval date] 2026
Review Date	[review date] 2028
Notes	Originally adopted April 15-2024

Purpose

In accordance with the Public Libraries Act, RSO 1990, c.P.44 (PLA), other relevant laws, and good governance practices, the Library Board retains accountability for the full range of decisions affecting the organization. The Board has a model of governance that focuses its attention on setting strategic direction, plans and policy.

In accordance with the PLA, section 15(2), the Library Board appoints a Chief Executive Officer (CEO) and Chief Librarian who shall have general supervision over, and direction of, the operations of the Caledon Public Library and its employees. This policy outlines the nature of the Library Board's relationship with the CEO/Chief Librarian.

Guidelines

Delegation of Authority

The Board delegates the management of library operations to the CEO/Chief Librarian.

The Delegation of Authority Framework, included as Appendix A, provides a summary of the range of decisions and authority that are clearly reserved by the Board and those that may be made by the CEO/Chief Librarian or delegate.

The Board directs the CEO/Chief Librarian through:

1. decisions made at Board meetings, by majority vote;
2. approved written policies;
3. approved budgets and plans; and,
4. the CEO/Chief Librarian job description (Appendix B).

Only official decisions ~~of the~~ approved through a resolution endorsed by a majority of the ~~full~~ Board are binding on the CEO/Chief Librarian. Decisions or instructions of individual Board members are not binding on the CEO/Chief Librarian.

The CEO/Chief Librarian is the Board's link to the operation of the Library. As such, the CEO/Chief Librarian will:

1. take, or approve lawful actions in the name of the Library;
2. take actions consistent with the Board's mission, vision, values and policies;

3. be responsible for the employment, management and performance evaluation of all staff employed by, or on contract with, the Library; and,
4. design, implement and manage all operational practices and activities.

As an officer of the Board, the CEO:

1. acts as the Secretary-Treasurer to the Board;
2. does not vote on Board business;
3. sits ex-officio on all the committees of the Board and acts as a resource person;
4. presents the Library's budgets to Council;
5. reports directly to the Board on the affairs of the Library and makes recommendations ~~he or she~~ as considered necessary;
6. ensures that the Library Board remains informed on library matters and will provide assurance that the library activities are compliant with legal or fiscal obligations; and,
7. communicates the Board's decisions to staff.

The above is complemented by the duties and responsibilities of the CEO/Chief Librarian identified within the *Caledon Public Library Board By-laws (CPL-16-06).*

The CEO/Chief Librarian, in consultation with the Chair or Vice Chair, is authorized to take whatever action is necessary to carry out the work of the Library during periods when no regular meeting of the Board is scheduled (February and July) or in advance of the first meeting of a new term. Business conducted during these periods will be ratified by the Board at its next regular meeting. Such authority does not supersede the calling of a special meeting of the Board if necessary or the CEO/Chief Librarian's responsibility to ensure that the Library Board is informed of all relevant actions and their implications.

In cases of emergency or special circumstances where it is necessary to act outside the terms of a delegated authority outlined here, the CEO/Chief Librarian is given authority to take such action as necessary to rectify the situation. The CEO/Chief Librarian is also given the authority to modify any written Emergency or Business Continuity Plans created in advance of this circumstance. All such actions shall be reported immediately to the Chair and then the Board.

At all times, the Board retains its authority as employer and the CEO/Chief Librarian retains authority over library operations and staff, unless such authority is suspended under federal or provincial legislation.

Board Support for the CEO

A Board-CEO partnership, rooted in mutual trust and respect, is crucial to the proper governance and overall well-being of the Library. In the same way the Library Board relies on the CEO/Chief Librarian for the information, professional expertise, and administrative support it needs to be successful, the success of the CEO/Chief Librarian depends on support from the Board. This support includes:

1. ~~an understanding of, and appreciation for~~ acknowledgment of the breadth, depth, and complexity of the CEO/Chief Librarian's responsibilities;
2. moral support during ~~challenging times~~ periods of adversity or uncertainty;
3. a willingness to be the public face of decisions that may be unpopular with some stakeholders;
4. a collaborative process for establishing mutually agreed-upon annual objectives based on the vision and strategic directions of the Board;
5. a performance appraisal process that provides constructive feedback and direction for improving performance; and,
6. a commitment to invest in ongoing training and development for the CEO/Chief Librarian.

As per the terms of the *Caledon Public Library Board By-laws (CPL-16-06)*, the above-mentioned performance appraisal will be initiated, at least once annually, by the Board's CEO/Chief Librarian Performance Evaluation Committee.

Related Documents:

- Public Libraries Act, R.S.O. 1990, c. P.44
- CPL-16-06 - Caledon Public Library Board By-Laws
- CPL-16-07 Caledon Public Library Annual Board Assessment Policy

Appendix A

Delegation of Authority Framework

Approval/Decision	Board	CEO (or designate)
Purchasing/Finance		
Draft and recommend annual budget estimates for Board consideration		X
Review and recommend annual budget estimates to City Council	X	
Adoption of the Town's Purchasing By-law	X	
Approve general expenditures as per the Town of Caledon Purchasing By-law		X
Approve non-standard procurements of ~~$50,000~~ $100,000 and greater	X	
Approve emergency purchases of ~~$50,000~~ $100,000 and greater		X
Execute procurement process (ex: RFP), select proponent, and sign contracts for budget supported projects		X
Accept unrestricted and directed monetary or gift-in-kind valued at less than $50,000		X
Accept any conditional gifts and unrestricted and directed monetary or gift-in-kind valued at $50,000 or greater	X	
Approve naming or dedication of spaces, collections, programs and/or services	X	
Apply for grants and other funding		X
Approve and execute agreements with the federal and provincial governments.		X
Approve trustee attendance at conferences and conventions	X	~~X~~
Policies and Plans		
Draft policies and plans for Board consideration		X
Approve Caledon Public Library Board policies	X	
Approve Caledon Public Library Board Strategic and/or Growth Plans	X	
Report on strategic and growth plans to Council and community	X	X
Report on operational matters for key services		X
Develop and implement emergency response plans		X
Permanently close branches	X	
Temporarily close branches or services		X
Human Resources		
Recruit and dismiss the CEO/Chief Librarian; monitor and evaluate the performance of the CEO/Chief Librarian	X	
Set general compensation policies for the organization including assurance that the Pay Equity Plan is maintained	X	
Set the organizational structure for the organization and the number of staff		X
Hire, promote, suspend, dismiss, and manage individual staff		X
Assess the performance of individual staff		X

Appendix B

JOB DESCRIPTION

Job Title:	CEO and Chief Librarian	**Job Code:**	130
Department:	Caledon Public Library	**Date Updated:**	July 2021
Division:	Administration	**Date Evaluated:**	December 2017
Reports to:	Caledon Public Library Board		

POSITION OVERVIEW

Reporting to the Library Board, the CEO and Chief Librarian is responsible for the operational and financial management of the Caledon Public Library and for advancing the Library's strategic direction in a manner that reflects the organization's mission, vision and values. The CEO/Chief Librarian serves as Secretary-Treasurer and advisor to the Library Board and as its primary representative to the community, community organizations, media, municipal administration and other levels of government and professional organizations.

The CEO/Chief Librarian monitors, analyzes and reviews operational processes and systems to ensure they are executed with excellence, seeking out innovative and effective ways to continuously improve quality of services to customers and maximize consistency and efficiency. The CEO/Chief Librarian is a change agent and supports an organizational culture that is focused on providing an exemplary customer experience, encourages personal accountability and nurtures continuous improvement.

KEY DUTIES & RESPONSIBILITIES

The following duties and responsibilities indicate the general nature and scope of work associated with the position. This document is designed to highlight a comprehensive list of the activities, duties and responsibilities required in the role of CEO and Chief Librarian. That said, the role of CEO is varied and additional duties are often required.

<u>Administration and Board Support</u>

- Ensure that the Library is operated in accordance with relevant legislation and best practices
- Develop policies and procedures to guide efficient and effective library operations
- Cultivate a healthy, mutually empowering relationship with the Library Board
- Structure and support the Board's work
- Facilitate Board effectiveness and development through orientation, education and succession planning
- Prepare and report measures of performance and progress to the Board and the Ministry of Tourism Culture and Sport as required

<u>Leadership</u>

- Provide vision and guidance to library staff, board members and the community
- Contribute to effective decision making regarding library services and resources
- Lead and empower employees to deliver effective, high-quality service
- Apply change management strategies to assure effective implementation of change and acceptance by all stakeholders
- Facilitate and support accurate and timely two-way communication amongst all library departments and key external stakeholders.
- Build collaborative and productive working relationships across the Library, Town and within the public library sector
- Cultivate a good working relationship with municipal staff, understanding the municipal environment and municipal priorities

<u>Fiscal Responsibility</u>

- Establish strategic financial management processes, using sound business and financial judgment

- Develop the library budget in conjunction with the Library Board, aligning the budget with the library's strategic and master plans
- Promote and justify the library's needs to funding authorities
- Predict expenses for the coming year based on a good understanding of the library's financial situation, changes in services or operations and new demands for service
- Manage the procurement of goods and services through RFP's and other application processes in keeping with the Town of Caledon Purchasing By-Law
- Prepare monthly budget reports for the board's review
- Identify and pursue alternate funding sources including fundraising, grants and sponsorship development
- Ensure that the Library's charitable status is maintained in good standing and that all reporting and receipting requirements are met

Planning and Project Management

- Design and implement an ongoing planning process for the library
- Develop and implement an operational strategy and work plan based on the library's strategic and master plans
- Evaluate the library's ongoing efforts to meet the goals and objectives identified in the library's strategic and master plans
- Employ sound project management principles and procedures in the planning and implementation of programs and services
- Actively manage branch design, renovation and construction projects as a means of enhancing existing spaces and developing new locations.

Public Services

- Ensure exemplary customer service to all patrons of the Caledon Public Library in person, over the phone or via email/text.
- Support and nurture the Library's image and ensure that facilities are profiled in a positive manner.
- Ensure that processes are in place to listen and understand local community members.
- Ensure that incidents are addressed in a timely and professional manner. Investigate and resolve escalated customer complaints and concerns.
- Ensure policies and procedures are understood and followed by public and employees.
- Conduct regular onsite visits to departments and branch locations. Tour the branches and work areas regularly, talking with staff and customers.
- Maintain an awareness of emerging trends in public library services, advocating for and incorporating these trends as appropriate
- Foster and enable recommendations for improvements and innovations in customer service from Management team, staff and the public.

Personnel Management

- Recruit, support, evaluate and coach staff
- Support an organizational structure that enables a culture of teamwork and exemplary service
- Work with Town People Services in support of policies that nurture a healthy work environment and comply with employment laws and regulations
- Maintain a fair compensation program
- Plan for and support staff development, ensuring that the library has the staff capacity to meet current and future demands
- Build support for the Caledon Public Library vision and goals/objectives by communicating the connection between overall strategy and day-to-day activities
- Lead by example and demonstrate organizational values, proactively addressing morale, cooperation and productivity issues.
- Work and ensure that all staff work in compliance with the Occupational Health and Safety Act and Regulations, the Town of Caledon Policies and Procedures, Caledon Public Library Policies and

Procedures, as well as established industry guidelines

SKILLS & QUALIFICATIONS

- Training and knowledge in the above, normally acquired through the completion of a post-graduate degree in Library and Information Studies/Science
- Minimum 10 years related experience in a public library, minimum of 5 years at the senior leadership level
- Demonstrated supervisory, performance management, leadership and team-building skills
- Demonstrated understanding of emerging trends, new technologies and advancements in public libraries and customer centered service
- Proven organizational, analytical, financial, and project management skills
- Willingness to display an unwavering appreciation of and commitment to excellence in public library service and leadership by demonstrating relevant key competencies as per the Caledon Public Library's Core Competencies including:
    - Excellent verbal and written communication skills
    - Thorough knowledge of all aspects of the organization that impact users (mission and vision, policies and procedures, collections and services, and system-wide strategies)
    - Understands the framework and governance for public library service in Ontario and the roles and responsibilities of municipalities, library boards, and the Ministry of Heritage, Sport, Tourism, and Culture Industries
    - Demonstrated analytical and problem solving skills involving regular development of new and innovative services
    - Effective leadership of staff; applying knowledge to motivate staff and help achieve organizational goals and objectives
- Computer proficiency in MS Office (Word, Excel, Outlook), SharePoint, FMW and Symphony Integrated Library Software (ILS)
- Satisfactory passing of a vulnerable sector check
- Valid driver's license with no more than 3 demerit points and daily access to a vehicle

WORKING CONDITIONS

- General Library Environment
    - Works in a sometimes noisy, customer-driven environment, with frequent interruptions.
    - Works with diverse demographics including infants, children, teens, adults and older residents – some of whom have special needs.
    - May be exposed to some conflict and emotionally charged situations.
- Regularly required to work alone
- Moderate physical activity; lifting up to 10 lbs.
- Regular travel to various Library branches and offsite outreach or meeting locations
- Required work after hours or when deemed necessary to meet deadlines and deal with urgent situations

Attachment 9-D

Date: April 20, 2026

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian

Subject: The Library and Political Elections Policy Report

Recommendation:

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

Background

A policy dictating the acceptable use of Library Board resources for election purposes was first drafted and approved by the Board in May 2018. This was prompted by clause 88.18 of the Municipal Elections Act (MEA), requiring that "before May 1 in the year of a regular election, municipalities and local boards shall establish rules and procedures with respect to the use of municipal or board resources, as the case may be, during the election campaign period".

The policy has been updated to include the Town's recently enacted by-law. As per correspondence from the Municipal Clerk, shared with the Board at the March 16-2026 meeting, this by-law replaces the Town of Caledon Use of Corporate Resources for Election Purposes Policy.

Further recommended revisions include guidelines related to library room usage for campaign purposes and the attendance and participation of candidates and elected officials at library events. The Library does not currently have sufficient staff capacity to implement the newly referenced election information portal. However, the eventual development of such a resource is in alignment with CPL's core value of Intellectual Freedom and Democracy and encourages increased civic dialogue and literacy.

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

Financial Implication

None.

Recommended Motion

That the Caledon Public Library Board approve and adopt the revised Library and Political Elections Policy

Title	The Library and Political Elections
Policy Number	CPL-18-24
Policy Type	Operating
Approval Date	[approval date] 2026
Review Date	[review date] 2028
Notes	Originally adopted May 14-2018; reviewed May 11-2020, April 11-2022 and April 15-2024

Purpose

The Caledon Public Library must act and appear to act in a non-partisan way at all times, while supporting the democratic process, freedom of expression, and informed discussion on political issues. This is of particular importance during elections. As per the requirements of the Municipal Elections Act (Section 88.18), rules and procedures have been established regarding the use of Board resources during a municipal election campaign.

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

Guidelines

The Board shall align with ~~the~~ Town of Caledon By-Law No. 2026-006, a By-law to establish the rules and procedures with respect to the use of municipal resources during the election campaign period (Appendix A). ~~'s Corporate Policy as it relates to *the Use of Corporate Resources for Election Campaign Purposes.* The Town's policy "provides a fair and consistent approach on how municipal corporate resources can and cannot be used during a municipal election".~~

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

Access to ~~Use of~~ Library Resources, Services and Spaces ~~Property~~

1. The Board may not make or direct a contribution to the campaign of any candidate or political party in the form of money, goods or services.
2. All candidates and political parties have equal access to publicly available resources and services provided by the Library.
3. Candidates or political parties cannot use equipment, supplies, staff or other operational resources of the Library not readily available to the public, nor may they use the Library's logo in any campaign material.

4. As per the *Caledon Public Library Room Usage Policy (CPL-23-31)*, study or small meeting rooms are available for booking by the public and as such, are available for use by candidates. Program and Large Meeting Rooms are only available for booking by members of Council in their capacity as sitting members of Council and cannot be used for campaign purposes.
5. Candidates or representatives of political parties are welcome to attend library events, or events hosted in library spaces, in either their capacity as elected representatives or as private citizens but may not campaign while in attendance. Elected officials may act as ceremonial participants in their capacity as elected officials, including speaking at the event and partaking in ceremonial activities. In the case of provincial or federal elections, once the writ is issued, MPPs and MPs, with the exception of Ministers of the Crown, are no longer elected officials and therefore should not be invited to attend library events.
6. In accordance with the Canada Elections Act section 81.1(1) federal election candidates or their representatives are allowed to campaign in facilities that are available for free to the public. This provision shall also be extended to provincial election candidates.
7. No campaign materials, including signs, posters or brochures, specific to a candidate or political party can be posted or made available in Library spaces.
8. The Library's website, social media channels and promotional screens shall not be used to display any campaign-related materials specific to a candidate or political party.
9. The Library will consult with the Clerk regarding the planning of any "all-candidates" meetings hosted by the Library in Town facilities. "All-candidates" meetings hosted by the Library at branches or other spaces that are not in Town facilities, shall be held at the discretion of the Board. Regardless of location, such meetings may be offered as a library program or in conjunction with a community partner, provided that all candidates are invited to participate.

Library Board Members as Candidates

1. Board members may continue their Library Board responsibilities while running for office. Caledon Public Library Board conflict of interest procedures shall be in effect, and it is the responsibility of a Board member running for office to declare any conflicts.

Employee and Volunteer Participation in Election Campaigns

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

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

Information Sharing During Elections

1. The CEO/Chief Librarian or designate will coordinate requests for information about the Library received from candidates and political parties.
2. Any candidate or political party may request a meeting or tour of the Library with the CEO/Chief Librarian or designate.
3. In support of an informed electorate, the Library may create an online portal sharing information about the election process, candidates and key issues. All candidates will be invited to contribute.
4. As per the terms of the *Caledon Public Library Advocacy Policy (CPL-17-17)*, the Library Board may coordinate outreach to candidates or raise questions at all-candidate meetings, bringing awareness to the Library's role and value. Where appropriate, the Library will participate in advocacy efforts with provincial and national library organizations. The timing and nature of advocacy efforts will be careful to avoid the appearance that the Board or Library is endorsing a specific candidate or political party.
5. Any information that is made available by the Library to one candidate or political party during an election will be made available to all other candidates and political parties.

Related Documents:

- Canada Elections Act, S.C. 2000, c. 9
- Municipal Elections Act, 1996, S.O. 1996, c. 32
- CPL-17-17 Caledon Public Library Advocacy Policy
- CPL-23-31 Caledon Public Library Room Usage Policy

Appendix A

THE CORPORATION OF THE TOWN OF CALEDON

BY-LAW NO. 2026-006

A By-law to establish the rules and procedures with respect to the use of municipal resources during the election campaign period and provide the rules and procedures therein.

WHEREAS *Municipal Act, 2001,* section 5(1)(3) prescribes the powers of a municipality shall be exercised by its council, and a municipal power, including a municipality's capacity, rights, powers and privileges shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS *Municipal Elections Act, 1996, S.O. 1996, c. 32, sched., as amended.* section 88.8(4) paragraph 5 provides a municipality shall not make a contribution to a campaign;

AND WHEREAS *Municipal Elections Act, 1996, S.O. 1996, c. 32, sched., as amended*. section 88.8(9)(10) provides that if a municipality makes information available to the public on a website or in another electronic format, including the phone number and email address provided by the candidate in the nomination filed or a hyperlink to the candidate's website, the provision of the information does not constitute a contribution to a candidate;

AND WHEREAS *Municipal Elections Act, 1996, S.O. 1996, c. 32, sched., as amended.,* section 88.22(1)(o)(p) provides that a candidate shall ensure that a contribution of money made or received in contravention of a by-law passed under this Act is returned to the contributor as soon as possible after the candidate becomes aware of the contravention, and a contribution not returned to the contributor is paid to the clerk with whom the candidate's nomination was filed;

AND WHEREAS *Municipal Elections Act, 1996, S.O. 1996, c. 32, sched., as amended* section 94 provides a person who contravenes any provision of a by-law passed by a municipality under this Act is guilty of an offence;

AND WHEREAS *Municipal Elections Act, 1996, S.O. 1996, c. 32, sched., as amended* section 88.18 provides before May 1 in the year of a regular election, municipalities shall establish rules and procedures with respect to the use of municipal resources, during the election campaign period;

AND WHEREAS this By-law is a Corporation of the Town of Caledon by-law under the *Municipal Elections Act, 1996, S.O. 1996, c. 32, sched., as amended;*

AND WHEREAS the Council of The Corporation of the Town of Caledon deems it expedient, accountable and transparent to establish rules and procedures, as required, with respect to the use of municipal resources, during the election campaign period which is consistent with established *Municipal Elections Act, 1996, S.O. 1996, c. 32, sched., as amended* principles as provided in Staff Report 2026-0002 at its earliest possible convenience in the year of a regular election;

NOW THEREFORE the Council of The Corporation of the Town of Caledon ENACTS AS FOLLOWS:

That the rules and procedures with respect to the use of municipal resources during the 2026 regular election campaign period are hereby established as provided within this By-law, which shall be named the Use of Municipal Resources during the 2026 Regular Election Campaign Period By-law, containing the following parts:

PART 1 - DEFINITIONS

1.1 In this By-law:

"Campaign period" means the first day a person is eligible to be nominated on May 1, 2026, until the campaign period ends on December 31, 2026, inclusive of extended campaign period only for affected candidates, if applicable.

"Campaign related activity" or **"campaign materials"** means any activity or produced material by or on behalf of a candidate or registered third party meant to elicit support or opposition during the campaign period.

"**Candidate**" means a person who has been nominated, as defined in section 33 of the Municipal Elections Act for an office of the municipal council.

"Communication" means information or content publicly communicated in any form.

"Clerk" means the statutorily appointed Clerk for The Corporation of the Town of Caledon.

"Council" means the Council of the Corporation of the Town of Caledon.

"Formal access to information request" means an access to information request made under the *Municipal Freedom of Information and Protection of Privacy Act, R,S.O. 1990, Chapter M.56.*

"Member" means a member of the Council of the Corporation of the Town of Caledon.

"**Municipal council**" means the municipal council for the Corporation of the Town of Caledon; and

(a) **"Office of the municipal council"** means the offices of local councillor, regional council, or mayor.

"Municipal Elections Act" means the *Municipal Elections Act, 1996, S.O. 1996, c. 32, sched., as amended.*

"**Municipal resources**" means facilities, infrastructure, assets, equipment, supplies, services, staff or any resource that belongs to or is funded by the Town of Caledon.

"Online accounts" means any form of an account requiring a registered user-based login to access and operate through a network connection, including but not limited to social media accounts or any externally hosted website platforms.

"Registered third party" means, an individual, corporation or trade union that has filed a notice of registration with the Clerk in accordance with section 88.6 of the Municipal Elections Act.

PART 2 – PRINCIPLES

2.1 The rules and procedures in this By-law are consistent with the principles of the Municipal Elections Act.

2.2 Municipal resources used to promote or oppose the candidacy of a person for office of the municipal council, or that promote or oppose any campaign are prohibited.

2.3 Publicly available municipal resources remain equally accessible to candidates, third party advertisers and the public during the campaign period.

2.4 Where reasonably possible as provided in this By-law, campaign materials are prohibited from including content developed using municipal resources.

2.5 Campaign materials developed using resources other than by municipal resources are governed in accordance with the Municipal Elections Act and not subject to the rules and procedures in this By-law.

2.6 Municipal resources acquired or developed by virtue of office of the municipal council are prohibited from being repurposed as campaign material.

PART 3 – APPLICATION

3.1 Unless otherwise specified in this By-law or the Municipal Elections Act, the rules and procedures outlined in this By-law shall apply during the campaign period.

3.2 The rules and procedures outlined in this By-law apply to the regular election in the year this By-law is prescribed to be enacted and prevails over any other Council enacted rule or procedure with respect to use municipal resources during a campaign period.

3.3 A member is not precluded from performing their duties or inhibited from representing the interest of the electorate through the application of this By-law.

PART 4 – FACILITY AND EVENTS

4.1 Campaign materials are prohibited from display or distribution at any Town of Caledon event, facility, or facility property.

4.2 Town organized or funded events during a campaign period shall occur without any campaigning associated activities, including but not limited to promoting for or against candidates or registered third parties.

4.3 Facility rentals can only be held for general election-related events during the campaign period, held without eliciting support or opposition of a candidate or registered third party.

4.4 Municipal property may be used in campaign materials, provided the photo is taken without use of municipal resources from a publicly accessible area and without a municipal sign, logo, crest, coat of arms, slogan, or staff in the photo.

PART 5 – MUNICIPAL COMMUNICATIONS

5.1 Any communication materials or activities produced or funded using municipal resources comply with applicable provisions of this By-law and are unrelated to any campaign related activity.

5.2 Websites or domain names that are provided, funded or maintained by the Town shall exclude any campaign material.

5.3 The phone number and email address provided by a candidate in their filed nomination or a hyperlink to a candidate's website shall only appear on a single Town of Caledon webpage containing a list of all candidates who have filed their nomination for an office of the municipal council.

5.4 Any hyperlinks to external websites about a member on a Town of Caledon operated website are removed prior to and prohibited during the campaign period.

5.5 Municipal resources are prohibited to be used to create any advertisements, flyers, newsletters, business cards or personalized stationery which represents a member from the start of the campaign period until the beginning of the new term of Council.

PART 6 – MEMBER COMMUNICATIONS

6.1 Members are prohibited from using municipally resourced communications for any campaign related activity.

6.2 Members use of communications for campaign related activity may provide notice of communication related to their role as a member for those interested in communicating with them in their capacity as a currently elected representative.

6.3 Members use of online accounts for campaign materials shall be notably or visibly differentiated from their municipally resourced online accounts, without any publication related to their role as a member of municipal council which contains:

a. their member associated online account names, monikers or addresses,

b. any reference to the Town of Caledon, its logos, or identifiers, and reference to the member's title from the account handle name, the username, or profile description,

c. any Town of Caledon email address, phone number or other contact information.

PART 7 – TECHNOLOGY

7.1 Municipal computers, cell phones, tablets, printers, scanners, or other services such as email, internet and file storage or other technology assets provided for use to members shall not be used for any campaign related activity.

PART 8 – INFORMATION

8.1 Information not publicly available and received by virtue of a member's office is prohibited for use within any campaign material.

8.2 Distribution lists or contact lists developed using municipal resources or through contact in a member's role shall not be utilized for any campaign related activity.

8.3 Information printed, hosted or distributed by a member during the campaign period is prohibited from using the Town of Caledon logo, crest, or coat of arms.

8.4 The Town of Caledon's logo, crest, coat of arms, slogan or other form of Town of Caledon identifier shall not be printed, distributed or used on any campaign related activity, except in the case of a hyperlink to the Town of Caledon operated website to obtain information about the current regular election the candidate is seeking election into an office of the municipal council.

8.5 Photographs, videos or images produced for, created by or owned by the Town of Caledon shall not be used by candidates or registered third parties for any campaign related activity.

8.6 Where reasonably possible, information disclosed by the Town of Caledon to a candidate or registered third party, except for a formal access to information request, are made available to all other candidates and registered third parties including where such information was initially requested from within the Town of Caledon.

PART 9 – ENFORCEMENT

9.1 The Clerk shall apprise candidates, registered third parties, or members of apparent contraventions to this By-law identified through completion of their duties under the Municipal Elections Act, or as provided to them by a complainant.

9.2 Where reasonably possible, a candidate shall ensure that a contribution of goods or services made or received by provision of municipal resources in contravention of this By-law is returned to the Clerk as soon as possible after the candidate becomes aware of the contravention, or alternatively the apparent contravening use of municipal resources for campaign purposes is immediately discontinued.

9.3 This By-law expires upon enactment of establishing the rules and procedures with respect to the use of municipal resources for the next regular election campaign period after the 2026 regular election.

9.4 This By-law shall come into full force and effect on the day of its passing.

Enacted by the Town of Caledon Council this 27th day of January, 2026.

Annette Groves, Mayor

Kevin Klingenberg, Municipal Clerk

Attachment 9-E

Date: April 20, 2026

To: Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian

Subject: Fundraising and Gift Acceptance Policy Report

Recommendation:

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

Background

The Fundraising and Gift Acceptance Policy was first adopted in April 2018 in anticipation of the Library's official charitable status and was subsequently reviewed as per the Board's adopted bi-annual schedule.

In 2024, the law firm Carters Professional Corporation was retained to provide advice and recommendations and to draft a new policy to replace the Library's existing document. The purpose of the legal review was to ensure compliance and alignment with all relevant legislation and to facilitate fundraising and planned giving activities in the most optimal and beneficial manner for the Library and donors.

The resulting document was adopted by the Board in December 2024 in advance of its regularly scheduled bi-annual review in April 2026. Given the significant revisions made to the policy in late 2024, only minimal amendments are required at this time. This includes minor corrections and the addition of a Related Policies section – better aligning with the template used for all CPL policies. All links referenced in the footnotes have also been checked and updated as necessary.

It is recommended that the Board again retain legal counsel in undertaking the next regularly scheduled review of this policy in April 2028.

Financial Implication

This policy supports the Library's emerging fundraising efforts and the recent adopted Case for Support, however, there are no immediate financial implications resulting from the Board's adoption of the revised policy.

Recommended Motion

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

Title	Fundraising and Gift Acceptance Policy
Policy Number	CPL-18-23
Policy Type	Operating
Approval Date	[approval date] 2026
Review Date	[review date] 2028
Notes	Originally adopted April 16-2018; reviewed June 15-2020, April 11-2022, April 15-2024, and December 16-2024

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1. Purpose

In keeping with the Library's charitable purposes and mission statement, and in accordance with the requirements of the ITA and CRA, the purpose of this Policy is to provide the Board and staff of the Library with general guidelines and procedures when accepting and receipting various types of gifts made to the Library in accordance with the law in Canada (including case law and the requirements of the ITA) by:

- summarizing the general policies applicable to all charitable gifts to the Library; and
- identifying various means of charitable giving and the specific policies related to acceptance of each type of gift.

Since the law in relation to the acceptance and receipting of gifts changes from time to time, and the application of this Policy to gifts made to the Library may vary as a result of the particular circumstances surrounding each gift, this Policy is not intended to be comprehensive nor exhaustive. In situations where the application of this Policy to a particular gift is not clear, the staff of the Library should review the application of this Policy with legal and accounting advisors where necessary.

This Policy reflects the status of the law at the time when this Policy was adopted by the Library Board. Therefore, this Policy will need to be reviewed and updated in accordance with the Board's established policy review cycle to ensure that this Policy accurately reflects the current law and the practices of the Library Board.

2. Definitions

a. Definitions

When used in this Policy, the following terms shall have the following meanings:

- "Board" means the Library's Board of Directors.
- "Library" means the Town of Caledon Public Library Board.
- "Charitable Purposes" means the powers and duties of the Library under the *Public Libraries Act* (Ontario) and the by-law establishing the Library.
- "CRA" means the Canada Revenue Agency.
- "ITA" means the *Income Tax Act* (Canada).
- "Policy" means this Gift and Sponsorship Acceptance Policy.
- "Split-receipting" means the method used for calculating the eligible amount of a gift for receipting purposes when the donor has received an advantage (i.e., a consideration or a benefit) in return for the donation as explained in Section ~~3b.~~ 4c. of this Policy.

3. Introduction

a. Duties of the Library Board and Its Directors

The Library accepts gifts in support of its charitable purposes. This Gift Acceptance Policy applies to all fundraising at the Library, including the annual campaign, planned gifts, special fundraising initiatives, and campaigns but does not include fundraising carried out by the Friends of the Caledon Public Library.

The Board has the following duties:

- to apply all funds raised to further its Charitable Purposes;
- to comply with legal requirements involving receipting of gifts and fundraising;
- to comply with the limitations, conditions, terms of reference, directions or other restrictions imposed by the donors (failing which the directors could be held personally liable for any loss or damages that might be incurred as a result of their breach of fiduciary duty).

b. Role of CEO/Chief Librarian

All fundraising initiatives and gift acceptance (except otherwise provided in this Policy) of the Library Board are to be conducted through the CEO/Chief Librarian of the Library.

c. Charitable Status and Charitable Purposes of the Library Board

The Library is a registered charity with the Canada Revenue Agency ("CRA") and designated as a charitable organization. the charity business number of the Library is 129093472 RR0001.

4. Definition of Gift

a. General Terms

A valid gift is a voluntary transfer of property without consideration. Accepted gifts to the Library are eligible for an official donation receipt that may be claimed as a non-refundable tax credit for an individual donor, or tax deductions for a corporate donor, on the donor's income tax return. Donors who receive recognition for their gifts, including honour rolls, signage, plaques, or naming opportunities, etc., are subject to section seven below.

b. Fair Market Value

The duty to accurately determine the fair market value of donated property lies with the charity. The fair market value of an in-kind gift as of the date of the donation must be determined before an amount can be recorded on an official donation receipt. If the fair market value of an item cannot be reasonably determined, an official donation receipt cannot be issued.

Fair market value generally means the highest price, expressed in dollars, that a property would bring in an open and unrestricted market, between a willing buyer and a willing seller, both of whom are knowledgeable, informed, and prudent, and who are acting independently of each other.

CRA accepts that if the fair market value of an item can be reasonably determined, an appraisal is not required. However, where this is not the case, one or more independent appraisals will be required to determine the fair market value of donated property in accordance with the Library Board's policy for independent appraisals set out in section seven below.

c. Split-Receipting Rules

The Library will ensure that the applicable requirements under the ITA and the administrative requirements of CRA in relation to Split-receipting are complied with in issuing donation receipts to donors.[1]

The Split-receipting rules require a charity to issue a donation receipt only for the receiptable portion of a gift, called the "eligible amount" of a gift. To determine the eligible amount for receipting purposes, the value of the advantage must be subtracted from the value of the gift. The following requirements must be met. The onus is on the Library to ensure that all of these requirements are met. If the fair market value of the gift or the amount of the advantage cannot be ascertained, no receipt can be issued.

i. Voluntariness - the gift must be donated voluntarily by the donor.
ii. Eligible amount - Only the "eligible amount" of a gift can be receipted. The eligible amount of a gift is the difference between the fair market value of the gift and the amount of the advantage. In order to ascertain the eligible amount of the gift, the charity is required to accurately determine the fair market value of the property and the amount of any advantage.
iii. Advantage - the "amount of advantage" is very broadly defined, and includes the value of any property, service, compensation, use or other benefit that the donor or a person who does not deal at arm's length with the donor has received, obtained or enjoyed, or is entitled (either immediately or in the future, either absolutely or contingently) to receive, obtain, or enjoy that is (i) in consideration of, (ii) in gratitude of, or (iii) in any other way related to the gift.
iv. Intention to donate - the donor must have a clear intention to donate the property to the charity. If the amount of the advantage does not exceed 80% of the fair market value of the donated property, then the fact that the donor obtained an advantage from the donee charity will not necessarily disqualify the transfer from being qualified as a gift. If, however, the amount of an advantage exceeds 80% of the fair market value of the transferred property, then the donor will have the onus to prove to CRA that he/she has the intention to donate the property.
v. De minimis threshold - Where the amount of complementary advantage received by the donor is of insignificant value, CRA is prepared to accept an administrative de minimis threshold for the value of the benefit that is equal to the lesser of 10% of the value of the donated property and $75.
vi. Deeming of fair market value - Under some situations, the fair market value of the property donated would be "deemed" to be the lesser of (i) the "fair market value of the property, or (ii) the cost (or the adjusted cost base in the case of capital property) of the property to the donor immediately

[1] CRA webpage "Split receipting" (https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/operating-a-registered-charity/issuing-receipts/split-receipting.html)
CRA, "Income Tax Folio S7-F1-C1, Split-receipting and Deemed Fair Market Value" (https://www.canada.ca/en/revenue-agency/services/tax/technical-information/income-tax/income-tax-folios-index/series-7-charities-non-profit-organizations/series/income-tax-folio-s7-f1-c1-split-receipting-deemed-fair-market-value.html)

before the gift is made. The deeming provision does not apply to gifts made as a consequence of a taxpayer's death; gifts of inventory; gifts of real property situated in Canada; gifts of certified cultural property (special valuation procedures apply); and gifts of certain publicly-traded securities.

d. Non Gifts

The following transactions do not constitute "gifts" and are not eligible for official donation receipts: [2]

i. a donation that does not meet all of the requirements for a gift as summarized above
ii. a court ordered donation or otherwise compelled
iii. the payment of a basic fee for admission to an event or program
iv. the payment of membership fees that convey the right to attend events, receive literature, receive services, or be eligible for entitlements of any material value that exceed 80% of the value of the payment
v. the purchase of goods or services from the Library Board
vi. a donation for which the fair market value of the advantage or consideration provided to the donor exceeds 80% of the value of the donation
vii. a gift in kind for which the fair market value cannot be determined
viii. sponsorship
ix. donations provided in exchange for advertising
x. gifts of services (for example, donated time, labour)
xi. gifts of promises (for example, gift certificates donated by the issuer, hotel accommodation)
xii. pledges that have not been received by the Library Board
xiii. loans to the Library Board (including loan of funds and property)
xiv. use of a timeshare
xv. lease of premises or free use of property
xvi. Books, audiovisual materials, or other items intended to be added to the Library's circulating collection. Related guidelines are referenced within the Library's *Collection Development Policy (CPL-16-12).*

5. Gift Acceptance Principles

a. General Terms

i. Welcomes Gifts – The Library encourages and solicits contributions of various types of gifts, including cash, near cash, gifts-in-kind (such as publicly-listed securities, real estate and other personal property).
ii. No Compensation Based on Contributions – The Library does not, directly or indirectly, pay finder's fees, commissions or percentage compensation based on contributions.

[2] CRA, webpage "What is a gift?" (https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/operating-a-registered-charity/receiving-gifts/what-a-gift.html)

iii. Decisions under this Policy are independent of appointment, management, research, program and business decisions. Without limiting the generality of the foregoing, gifts/sponsorships should not require the Library to give special consideration for employment, research, or business transactions with the donor/sponsor or any designate, or allow the donor/sponsor to influence the research, learning, scholarship or other similar programs.

iv. No gift or sponsorship shall, in any way, compromise the Library's mission and vision statement, contravene any policy of the Library or reflect negatively on the Library's public image.

b. Authority to Accept Gifts and Sponsorships

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

c. Statement of Principles for Acceptance of Gifts and Sponsorships

In considering whether to accept a gift or sponsorship, the Library will be guided by the following principles:

i. Gifts must be consistent with the Library's Charitable Purposes, vision, freedom, mission and core values.

ii. Gifts s must not present a risk to the Library or to its reputation.

iii. Gifts must not be difficult or costly for the Library to administer or manage.

iv. Gifts must not be restrictive in nature.

v. Gifts must not have come from illegal activities;

vi. Gifts cannot have terms that may require the Library to violate the Ontario Human Rights Code;

vii. Gifts cannot give the donor or the donor's representatives the right to designate the recipient of a donation including an award, lectureship, research chair, or other honorific.

viii. Certain forms of gifts or donated properties may be subject to review by the Board or designate and/or CEO/Chief Librarian prior to acceptance.

ix. In accepting gifts, the Library also accepts the responsibility to donors to steward gifts, administer them properly and in accordance with any restrictions, conditions or limitations imposed by donors, provide donors with appropriate financial information about their gifts, and report, as appropriate, to donors about their gifts' uses.

x. Gifts accepted by the Library must not inhibit it from seeking gifts or sponsorships from other donors or potential donors.

xi. Gifts must be designed and administered in a manner consistent with legal and accounting requirements.

xii. Gifts of nominal value, such as conference gift bags, will be distributed and shared among the Library staff or may be donated to other charities.

6. Gift Restrictions

a. Donor Restrictions

i. Types of Restrictions - It is possible for a donor to impose certain conditions and restrictions to be attached to a gift when the gift is made. Examples of restrictions may include restrictions on use (the purpose for which a gift is to be used), restrictions on time (when a gift may be used, when the capital may be used, when the income may be used), restrictions on management (how to manage the investment and application of income or growth of a gift),

ii. Restrictions Imposed When the Gift is Made - It is a legal requirement that restrictions must be imposed at the time when the gift is made. A donor cannot impose restrictions or remove the restrictions after the gift has been made. If the restrictions are only intended to be in force for a period of time and be removed after the expiry of the period, this would also need to be set out at the time when the gift is made.

iii. Obligations to Comply with Restrictions - the directors of the Library Board are committed to fulfill their fiduciary duty under common law to comply with the limitations, conditions, terms of reference, directions or other restrictions imposed by donors of the Library Board.

iv. Restrictions in Writing and Fund Documents - All conditions and restrictions that a donor desires to be imposed on a gift must be approved by the Library Board in writing in advance before the gift is accepted. Where necessary, the Library Board will seek legal advice when a donor intends to impose restrictions on a gift to ensure that the Library is able to comply with the conditions and restrictions to be imposed and to clarify the Library Board's duties in fulfilling those conditions and restrictions. A donor who wishes to impose conditions or restrictions on a gift to the Library Board will be required to enter into a gift agreement with the Library Board to set out such conditions or restrictions on the gift. Such an agreement will generally contain a clause to provide the Library Board with the power to vary the restricted purpose of the gift in the event that it becomes impossible or impractical for any reason.

v. Externally Restricted Funds - A gift that is subject to donor restrictions will be held by the Library Board as an externally restricted fund, and be managed by the Library Board in accordance with the requirements of common law and regulations under the *Charities Accounting Act* (Ontario) (i.e. a charity may commingle funds received for a restricted or special purpose with other funds similarly received into a single account or investment portfolio, while restricted funds may not be commingled with its general operating funds).

vi. Unrestricted Gifts - A gift that is not subject to donor restrictions will be held by the Library Board as an unrestricted fund to be applied towards the general Charitable Purposes of the Library in alignment with relevant Board policies.

b. Types of Donor Restricted Funds with Time Restrictions

There are two types of donor restricted funds, namely, (c) Perpetual Endowment Funds and (d) Long Term Funds as further described below.

c. Perpetual Endowment Funds

A donor may impose a restriction to establish a perpetual endowment fund by requiring the capital of the fund donated to the Library be held in perpetuity, with the income to be used at the discretion of the Library Board's board of directors or for a specific purpose designated by the donor, if any. The Library Board will not be permitted to disburse the corpus of the endowment fund in perpetuity. Should the Library Board be wound up, the perpetual endowment fund would need to be transferred to another Canadian registered charity, which would be required to continue holding the perpetual endowment fund in perpetuity, and applying the income from the perpetual endowment fund in accordance with the restrictions imposed by the donor when the fund was first established.

A donation of at least $50,000.00 is required to establish a perpetual endowment fund at the Library Board.

d. Long Term Funds

A donor may establish a fund with the capital to be held for a long period of time, rather than to be held in perpetuity. Such a fund will be referred to as a "long term fund".

The income will be used at the discretion of the Library's board of directors or for a specific purpose designated by the donor, if any. The Library Board will not be permitted to disburse the corpus of the long-term fund for the period of time designated by the donor. At the end of this period, the corpus may be disbursed in accordance with the restrictions imposed by the donor. Should the Library Board be wound up before the expiry of this period, the long term fund would need to be transferred to another Canadian registered charity, which would be required to continue holding the long term fund until the expiry of the said period, and applying the income from the long term fund in accordance with the restrictions imposed by the donor when the fund was first established.

A donation of at least $50,000.00 is required to establish a long term fund at the Library Board.

e. Library Donor Advised Funds

After having made a gift, it is not permissible for the donor to continue having an aspect of control over how the recipient charity deals with the gift, otherwise the continued control of the donor over the gifted property might defeat the gift. Thereby, the Library Board does not accept gifts whereby the donor requires to maintain any control over how the Library deals with the gift, including the right to give consent upon amendment of gift restrictions.

However, it is possible for the donor to provide non-binding advice to the recipient charity regarding the distribution, management or other matters concerning the gift, provided that the advice provided by the donor is not binding on the Library Board. Such a gift is commonly referred to as a "donor-advised fund." The primary concern with donor-advised funds is that, if too much control is retained by the donor, the donation will not be considered to be a gift at law.

A donor who wishes to provide advice to the Library Board with respect to a gift made to the Library will be required to establish the gift as a donor advised fund and to enter into a gift agreement with the Library Board to set out the terms of reference of the gift and how advice may be provided to the Library Board by the donor from time to time.

7. Receipting

The issuance of official donation receipts by the Library Board shall be in accordance with the requirements of the ITA and CRA.[3]

a. Due Diligence

In order to ensure the accuracy of the official donation receipts issued by the Library Board, the Library reserves the right to inquire of its donors and obtain assurance from them, either verbally or in writing as may be appropriate, concerning circumstances surrounding the gifts that may be relevant for the purpose of the Library Board's issuance of official donation receipts. The inquiry may include the ownership of the property, the cost of the property when acquired, when the property was acquired, the purpose for which it was acquired and by whom, the circumstances surrounding which the property was acquired, whether the acquisition of the gift involves any tax shelters, gifting arrangement, or limited recourse debt, whether there is any advantage in respect of the gift; as well as any other information that is essential to determining the correct eligible amount for the gift.

b. Preparation and Contents of Receipts

In order to issue an official donation receipt, the charity must determine whether or not the donation constitutes a gift, who the donor is, and the eligible amount of the gift for receipting purposes. Contents of receipts are prescribed by the ITA. Serious consequences can occur for the Library and Board where receipts are issued incorrectly. Staff shall refer to the accompanying Standard Operating Procedure of this Policy to ensure that receipts are issued correctly.

c. Control of Receipts

The Library Board and its employees shall guard against the unauthorized use of official donation receipts through secure physical or digital mediums.

d. Name on Receipts

A donation receipt will be issued to the donor who provided the gift in question to the Library Board. It is a question of fact whether property donated from one individual to a registered charity is the property of that individual and/or another.[4]

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[3] See
- Part XXXV of the Income Tax Regulations
- CRA webpage "Issuing receipts" (https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/operating-a-registered-charity/issuing-receipts.html)
- CRA webpage '"What information must be on an official donation receipt from a registered charity?" (*https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/operating-a-registered-charity/issuing-receipts/what-information-must-on-official-donation-receipt-a-registered-charity.html)*

[4] CRA, Policy Commentary CPC – 010, *"Whether receipts can be issued in a name other than the donor's"* February 21, 1994 (https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/policies-guidance/policy-commentary-010-issuing-a-receipt-a-name-other-than-donor-s.html).

In general, where a charitable donation is provided by way of a cheque on an account held jointly by spouses (i.e. both names of the spouses appear on the cheque), then the Library Board will issue the official donation receipt in either or both names, regardless of how the cheque is endorsed.

Where the provider of the gift asks the Library Board to issue an official donation receipt in another name and there is no obvious indication as to the true donor, the Library Board will request a written declaration or letter (e.g. notarized letter etc.) from the party providing the donation as to the identity of the true donor, in order to allow the Library Board to ensure that the name it records on the receipt is that of the true donor. Please note that no receipt can be issued if there is no individual name to which the receipt can be made (e.g. community organizations etc.)

8. Types of Gifts

a. Overview

The policy for accepting, processing, acknowledging, and receipting different types of gifts is set out in this Policy.

There are many types of gifts that may be donated or may evolve with new ways of planned giving from time to time. Examples of these gifts include life insurance, "split receipt" gifts, stock options, gifts of flow-through shares, time-share recreational property, airline premium points, bitcoins, etc. It is not possible to include every type of gift in this Policy. The Library Board may establish specific policies for some of these gifts. Gifts not mentioned in this Policy or other policies of the Library Board will require individual review.

b. Cash and Near Cash

Description of Gift

The Library accepts gifts of cash. Gifts of "near cash" are also accepted by the Library and may include cheque, money order and credit card.

Acceptance Guidelines

i. Following receipt of the cash gift, the Library will issue to the donor an official donation receipt in the eligible amount of the gift.
ii. A gift by credit card is considered to have been made on the date the donor authorized the charge to the credit card. The Library uses the Canada Helps online platform to process credit card donations.
iii. Gifts received after the end of the year may not be added to the previous year's donations unless the gift was postmarked in the previous year (e.g. a cash gift made by way of a cheque that was mailed and posted marked in December but not received by the Library until January).

c. Bequests

Description of Gift

A bequest is a provision in a Will, directing a gift of property from an estate to be paid to the Library. There are several types of bequests accepted by the Library:

i. A *specific bequest* - A gift of a specific sum of money or a specific property, such as real estate or securities.
ii. A *residual bequest* – A gift of all or a percentage of the residue of the estate after having paid gifts to other beneficiaries under the estate.
iii. A *contingency bequest* – A gift of all or a share of the estate in the event of the prior death of certain other beneficiaries or in the event of certain conditions having been met.
vii. A *residual bequest subject to life interest* – A gift of property following the death of certain other beneficiaries who have use of the property in the estate during their lifetime.

Acceptance Guidelines

i. Upon request, sample bequest language will be made available to donors and their lawyers to ensure that the bequest is appropriately documented in the Will. Sample bequest clauses are set out in a separate accompanying Standard Operating Procedure to this Policy. When sending sample bequest clauses to potential donors, the following disclaimer shall be provided:

> *Disclaimer: This information is provided solely for the interest of donors to the Caledon Public Library. However, the Caledon Public Library is not a source of legal, tax or financial advice and the information set out should not be relied upon as a substitute for professional advice. While every effort has been made to ensure accuracy, the information set out herein may not apply in all situations or provinces (especially Québec). You are encouraged to discuss your Will provisions and language fully with your own lawyer (or notary), who needs to draft your Will for you.*

ii. A bequest in the appropriate amounts can be used to create named endowment funds if appropriately provided in the Will. However, where a bequest intended by a testator to create a fund does not meet the minimum fund terms set out in this Policy, then the said bequest would fail and need to be returned back to the estate.
iii. Donors are invited and encouraged to provide information to the Library Board about their bequest and, if they so choose, to send to the Library Board a copy of the relevant section of their Will. The Library encourages donors to disclose their bequest intentions to the Library Board ahead of time in writing to ensure that the Library is able to carry out their wishes and that the gifts conform to the principles stated in this Policy. Any such correspondence should be directed to the CEO/Chief Librarian as Secretary-Treasurer to the Board.
iv. If there is a gift from the estate of a deceased donor that does not meet the principles of this Policy, that decision will be communicated to the legal representative of the estate. Attempts will be made to achieve a mutually acceptable gift agreement between both parties where possible.
v. Any legal, accounting, or other professional fees borne by the Library Board in receiving the bequest from the estate of the donor will be deducted from the gift received.

vi. The Library does not provide any legal, accounting, tax or financial advice to donors in the preparation of their Will, or become involved in the execution or witnessing of a Will in which the Library is named as beneficiary. Library staff or a member of Board may not be named as executor in a donor's estate. The Library recommends that donors consult legal and tax professional advisors before completing a Will.

vii. During the probate of estates containing a bequest to the Library and during the post-death administration of testamentary trusts containing dispositive provisions benefiting the Library, the CEO/Chief Librarian or designate, in consultation with the Library's legal counsel, will represent the Library in dealings with the lawyer and/or estate trustee. The Library Board will exercise due diligence that the terms of the Will are abided by, gifts made to the Library are received in a timely manner, and the interests of the Library are maximized.

viii. The Library Board may decline the bequest if, in the discretion of the Library Board, the legal, accounting, or other professional fees associated with administration of the estate exceeds the amount of bequest.

ix. In special situations, such as unusual circumstances of the administration of the estate, gifts of residual interest of an estate, insufficient assets to pay the full bequest, etc., the Library Board will consult its legal counsel.

x. The Library Board reserves the right to decline a bequest involving an estate that has not been properly administered, and its trustees not having received appropriate compensation. In cases where personal or real property is gifted to the Library under the Will, the Library's policy in relation to the acceptance of those gifts would apply.

xi. Following receipt of the bequest, the Library will issue to the estate an official donation receipt in the eligible amount of the gift.

d. Life Insurance

Description of Gift

Gifts of life insurance may be contributed to the Library in the following ways:

i. Irrevocably assign the ownership and beneficiary rights of a paid-up life insurance policy to the Library;

ii. Irrevocably assign the ownership and beneficiary rights of a life insurance policy to the Library, on which premiums remain to be paid;

iii. Naming the Library as a beneficiary of a life insurance policy.

Acceptance Guidelines

i. In situations I and ii above, the Library becomes the legal owner of the gifted life insurance policy. All consents required under provincial regulations to be signed to change a beneficiary must also be signed before it is a completed gift.

ii. If an assigned policy is not yet fully paid-up as in situation ii above, the acceptance of the assigned policy shall be conditional upon the Library not having any liability to the insurance company or to the donor with respect to the payment of future premiums, unless otherwise agreed to by the Library Board in advance.

iii. If an assigned policy is not yet fully paid-up as in situation ii above, the Library shall require assurance from the donor that he/she will continue to make donations towards paying future premiums (for which the donor would be entitled to official donation receipts as explained below), unless otherwise agreed to by the Library Board in advance. In the event that the donor is not willing to pay or continue to pay future premiums, the Library Board shall determine the appropriate course of action, i.e. whether to pay the premium to maintain the policy or to redeem/cash in the policy.

iv. The receipting of gifts of life insurance shall be as follows:

- Where the assigned policy is a fully paid-up life insurance policy as in situation I above, the Library may issue an official donation receipt for the eligible amount of the policy's value, including accumulated dividends and interest which are also assigned to the Library at the time. When determining the eligible amount of a policy's value, the following factors will need to be considered: (a) cash surrender value; (b) the policy's loan value; (c) face value; (d) the state of health of the insured and his/her life expectancy; (e) conversion privileges; (f) other policy terms, such as term riders, double indemnity provisions; and (g) replacement value. Generally, only a whole life or universal life policy will have a cash surrender value. A term life insurance policy cannot be fully paid-up and the cash surrender value would be nil. The cash surrender value for a new insurance policy would also be nil.
- Where the assigned policy is not yet fully paid-up as in situation ii above, the Library may issue an official donation receipt for the eligible amount of the policy, including accumulated dividends and interest which are also assigned to the Library at the time, but not including any loan outstanding on the policy. The various factors mentioned above will need to be considered when determining the eligible amount. Where the policy assigned is a term life insurance, the cash surrender value is nil.
- In addition, if the policy is not yet fully paid-up as in situation ii above, the Library may issue an official donation receipt for donations for the eligible amount of the premium paid, regardless of whether the payment is made directly to the insurance company or to the Library which would in turn pay the premium.
- Where the Library is named as a beneficiary of a life insurance policy as in situation iii above, the Library may issue an official donation receipt when the Library receives the insurance proceeds upon the death of the insured. No official donation receipt may be issued upon naming the Library as the beneficiary or for premiums paid for such a policy.

v. The administration of a gift of life insurance will involve the CEO/Chief Librarian or designate as a representative of the Library Board. This representative will:

- request a copy of the donor's life insurance policy, confirming the Library's designation as owner and beneficiary;
- in the case of policies that have not been fully paid-up, request annual, written notices of premium payments from the life insurance company.

e. Registered Retirement Plans

Description of Gift

Gifts of registered retirement plans may include the following:

i. Direct designation of a charity as a beneficiary to receive the proceeds of registered retirement income fund or registered retirement savings plan on the death of the donor;
ii. Gifting to a charity the proceeds of registered retirement income fund or registered retirement savings plan on the death of the donor by way of bequest.

Acceptance Guidelines

i. The Library receives gifts of registered retirement plans as described above.
ii. Registered retirement income funds or registered retirement savings plans cannot be transferred to a registered charity during the life-time of the donor and be eligible for official donation receipts. While a donor may withdraw funds from these savings and make a donation to the Library, the donor will need to be cautioned in doing so and be encouraged to seek independent tax advice whether the official donation receipt issued by the Library would be sufficient to off-set tax owed on the withdrawal of the savings. Should there be tax withheld by the financial institution holding the registered retirement savings fund, an official donation receipt may be issued for the net amount of donation made to the Library.

f. Publicly-Listed Securities

Description of Gift

Donations of publicly-listed securities do not give rise to a capital gain for the donor and therefore donors will likely have incentives to donate them. Common publicly-listed securities include the following:

- a share, debt obligation or right listed on a prescribed stock exchange (including Toronto, Montreal, Tiers 1 and 2 of the TSX Venture Exchange and a number of foreign stock exchanges set out in Income Tax Regulation 3200);
- a share of the capital stock of a mutual fund corporation;
- a unit of a mutual fund trust

Gifts of stock options may also be donated. Under certain circumstances, the donation may entitle the donor to a reduction of his/her employment benefits and/or relief from capital gains tax.

Acceptance Guidelines

i. The Library Board generally accepts gifts of publicly-listed securities that have an active secondary market, not subject to a volatile market, and can be readily converted into cash within a reasonable period of time after having received the gifts. Donors shall bear transfer costs when transferring securities to the Library. A gift of publicly-listed securities must be received by the Library no later than ten business days before the end of the calendar year in order to be eligible for a charitable income tax receipt within that calendar year.

Donations of public securities may be transferred in one of two ways, electronic transfer or presentation of the certificate. Where possible, an electronic transfer of securities is encouraged. The administration of a gift of securities will involve the CEO/Chief Librarian or designate, as Secretary-Treasurer to the Library Board, in consultation with a third-party investment advisor.

ii. Electronic transfer - Donations of public securities are normally transferred electronically. The shares are transferred electronically from the donor's account to the Library's account. The donor may be asked to open a no obligation, one time only account with the Library's brokerage firm and to direct, in writing, the internal transfer of the gifted securities to the Library's account. The CEO/Chief Librarian or designate will follow the following procedures to effect the transfer of the gift:

- assess in consultation with investment advisor if the gift is marketable and acceptable;
- consult directly with the donor's broker;
- identify immediately to the Library's broker the name of the donor; the name of the delivering broker; the name and number of delivered shares; and number of shares; and
- request written confirmation of the date of transfer from the donor's broker.

Electronic transfers can take up to several days to complete depending on the procedures used by the brokerages involved. The date of a gift of electronically transferred shares is the date the shares are received in the Library's account. The fair market value of the shares may have dropped between the date of transfer and the date the shares are received in the charity's account. Any such loss is borne by the donor

iii. Presentation of certificate – A donation of public securities may also be made by transfer of the share certificate. Share certificates should be hand-delivered to the CEO/Chief Librarian or designate or the Library Board's agent or sent by registered mail or courier. In some instances, the donor's signature requires bank notarization. Instructions are on the reverse of the certificate If an endorsed share certificate or an unendorsed share certificate accompanied by a signed stock power of attorney is hand-delivered to CEO/Chief Librarian, CRA considers the gift to have been made at the time the Library receives and accepts the gift. Where the share certificate is mailed to the CEO/Chief Librarian, the Library is deemed to have received the share certificate on the day it was mailed, provided that the Library Board accepts the gift.

iv. Valuation of gift for receipting purposes:

- In general, the value of the securities will be the closing bid price of the share on the date it is received or the mid-point between the high and the low trading prices for the day, whichever provides the best indicator, given the circumstances, of fair market value on normal and active market trading.
- However, the determination of the fair market value will take into account a number of factors, including the size of the block of shares in relation to the whole, the volume traded, the attributes of the shares, whether the donor had control or was a minority shareholder, whether there were any restrictions on the transferability of the shares, and whether the shares were thinly traded, requiring a look at trades over a longer period of time. Under those situations, an independent appraisal may be required to determine the fair market value in accordance with the Library's policy for independent appraisals set out in section 6 below. Where unusual circumstances are involved in the

gift, the gift agreement with the donor will need to set out the method of valuation to be used, a price adjustment clause should an issue arise with CRA with respect to the valuation, and whether the donor or the Library will be responsible for the cost of the appraisal.

- As well, a gift agreement with the donor will be required to set out the method of valuation used, a price adjustment clause should an issue arise with CRA with respect to the valuation, and that the donor will be responsible for the cost of the appraisal.

v. In general, the Library's policy is to liquidate gifts of securities as soon as possible after receipt.

vi. Certain employee stock options may also be donated to the Library. The employee will need to exercise the stock option, then the holder may donate to the Library the securities received from the exercise of the stock option or the holder may direct a broker or dealer to sell the securities and pay the proceeds of sale to the Library.

vii. Upon confirmation of the receipt of a gift of publicly-listed securities, the Library will issue a tax receipt for the eligible amount of the gift on the date the Library receives the gift.

g. Private Securities and other Business Interests

Description of Gift

Donors may contribute private company shares, which are shares of stock in entities which have been organized for profit-making purposes and are rarely traded on stock exchanges. The Library Board generally accepts gifts of private company shares in accordance with the following terms.

Acceptance Guidelines

i. The Library Board generally accepts gifts of private company shares provided that:

- The Library assumes no liability in accepting these gifts;
- The fair market value of the gifts can be easily determined by an independent appraisal in accordance with section seven below and will be paid by the donor, unless the Library Board agrees in advance to be responsible for the costs;
- The gifts are not subject to a volatile market;
- The gifts can readily be converted into cash within a reasonable period of time after having received them and there is no agreement or other obligation in place that may prevent the Library Board from doing so; and
- The donor deals at arm's length with the Library Board, and the donor deals at arm's length with each director of the Library Board.

ii. Donors shall bear the transfer costs when transferring closely-held securities to the Library unless the Library Board agrees in advance to be responsible for the costs.

iii. The Library Board does *not* accept gifts of "non qualifying securities", i.e. private company shares of a donor who controls the company and gifts of debts (such as a promissory note issued to the donor by the donor's company) in respect of a donor's corporation, where the donor does not deal at arm's length with the Library, or the donor does not deal at arm's length with each director of the Library Board.

iv. The Library Board does not accept gifts of other business interests, e.g. partnership interests.

v. The fair market value of the private company shares on the date of the donation will be determined by an independent appraisal and will be paid by the donor, unless the Library Board agrees in advance to be responsible for the costs. The Library's policy for independent appraisals is set out in section seven below.

vi. The administration of a gift of securities will involve the CEO/Chief Librarian or designate as representative of the Library Board with the Library's investment advisors. The representative will:
    - assess, in consultation with appropriate parties, if the gift is acceptable in accordance with this Policy; and
    - obtain a valuation of the gift in accordance with the Library's policy for independent appraisals set out in section seven below.

vii. Decisions regarding the sale of private company shares rest with the Library's board of directors, upon review with its investment committee and in consultation with investment advisors. In general, the Library's policy is to liquidate these gifts as soon as possible after receipt.

viii. Upon confirmation of the receipt of a gift of private company shares, the Library will issue a tax receipt for the eligible amount of the gift on the date the Library receives the gift.

h. Gifts-in-Kind

Description of Gift

Gift-in-kind refers to a gift of property other than cash, and includes capital property, depreciable property, personal-use property, a leasehold interest, a residual interest, a right of any kind, a license, a share, a chose in action, and inventory of a business. It does not include gift of services.

Acceptance of some gifts-in-kind are subject to special considerations and are specifically referred to in other sections of this Policy, including life insurance policies, publicly-listed securities, private securities and other business interests, real estate, etc. the acceptance of other in-kind gifts is governed by this section of the Policy, art work or art collections, equipment, software, or other property. Gifts of books, audiovisual materials and other items available for loan are exempt from this Policy and subject to the terms of the Caledon Public Library *Collection Development Policy (CPL-16-12),* including the completion of a Material Donation Waiver Form accompanying each group of library materials being donated as gifts-in-kind.

Acceptance Guidelines

i. The Library accepts gifts-in-kind that are in reasonable condition and meet other criteria set out in this Policy. The Library reserves the right to display or store the gifted property or sell it and apply the proceeds towards the charitable purpose of the Library.

ii. The ready marketability of the property and the carrying costs will be considered by the Library Board before accepting a gift. The Library Board reserves the right to secure its own appraisal and issue a gift receipt based on it. Before accepting a gift-in-kind, the Library will undertake such due diligence steps as it determines necessary. Costs such as legal fees and appraisals will be the responsibility of the donor.

iii. The Library will encourage the donor to provide a written letter of offer to the Library Board containing the desired terms for the proposed in-kind gift, to allow the Library Board to

determine whether it is interested in accepting the gift, before the donor proceeds with the establishment of the fair market value of the in-kind gift.

iv. Unrestricted gifts-in-kind, must be accompanied by a signed Caledon Public Library Gift-in-Kind Waiver.

v. Property of little or only nominal value to the donor does not qualify as a gift-in-kind. The ready marketability of the property and the carrying costs will be considered by the Library Board before accepting a gift. The Library Board reserves the right to secure its own appraisal and issue a gift receipt based on it. Before accepting a gift-in-kind, the Library will undertake such due diligence steps as it determines necessary. Costs such as legal fees and appraisals will be the responsibility of the donor.

vi. Gifts of capital property are subject to special rules when receipting these gifts. Capital property includes depreciable property, and any property that, if sold, would result in a capital gain or a capital loss. Capital property does not include the trading assets of a business, such as inventory. Examples of capital properties include cottages, securities, such as stocks, bonds, and units of a mutual fund trust, land, buildings, and equipment used in a business or a rental operation. Upon donation of a capital property, the donor is deemed to have disposed of that property for its fair market value and this deemed disposition may result in a capital gain. the donor may claim charitable donation credit/deduction from the official donation receipt from the charity. If the fair market value of the gifted capital property is greater than its adjusted cost base, the donor may designate a value between the adjusted cost base and the fair market value of the donated property to be treated both as the proceeds of disposition for the purpose of calculating the donor's capital gain and the amount of the gift for the purpose of calculating the tax credit/deduction allowed for charitable donations. However, such a designation does not affect the receipt to be issued by the Library. The issuance of the eligible amount on the receipt must comply with the Split-receipting rules in the ITA.[5]

vii. In some situations, the donation of gifts-in-kind by a donor may be treated as donation of inventory for the donor's purposes, e.g. an artist, author or composer creates a work of art, literary manuscript or musical composition with the intention of selling it, but later donates it to the Library; or an art or antique dealer who buys and sells art, antiques, , or other cultural property as a business donates one of these objects. the Library Board's policy on accepting gifts of inventory is set out in section 6 below. The issuance of the eligible amount on the receipt must comply with the Split-receipting rules in the ITA.

viii. Certified cultural property is property that has been determined by the Canadian Cultural Property Export Review Board to be of a gift of cultural property is property that is of "outstanding significance by reason of its close association with Canadian history or national life, its aesthetic qualities, or its value in the study of the arts or sciences." Gifts of cultural property made on or after March 19, 2019, are no longer required to be of "national importance" that its loss to Canada would significantly diminish the National Heritage (a change brought by the 2019 federal budget) Although a donor donating a work of certified cultural

[5] CRA, P113, *Gifts and Income Tax Act* (https://www.canada.ca/en/revenue-agency/services/forms-publications/publications/p113/p113-gifts-income-tax.html)

property to a designated institution or public authority designated by the Minister of Canadian Heritage would receive favorable tax treatment of such a disposition, donation of these types of property is not relevant to the Library because the Library is not a designated institution or public authority. Gifts of uncertified cultural property to the Library are treated in the same manner as other gifts-in-kind.

ix. An official donation receipt is issued for the eligible amount of the gift on the date of donation.

9. Special Issues

a. Gifts from Other Registered Charities

Official donation receipts will not be issued for gifts received from other registered charities. However, the gift may be acknowledged by way of a letter or ordinary receipt - one that does not state that it is an official receipt for income tax purposes. The Library will not accept gifts from other registered charities that are subject to restrictions. For greater certainty, this does not include gifts received from the Friends of the Caledon Public Library Board.

b. Gifts from Businesses and Sponsorship Fees

Sponsorship is when a business makes a donation toward the cost of a charity's activity or event and, in return, receives advertising or promotion of its brand, products or services. If a business receives special recognition for its donation, or if it receives more than minimal recognition (for example, banners, advertising of products), this usually constitutes sponsorship. Providing sponsorship to a charity or to a charitable event is not a gift, and generally an official donation receipt will not be issued. The business may be able to include the sponsorship costs in its advertising expenses, but only if this sponsorship is considered reasonable and was given with the intent of generating income.[6]

However, an official donation receipt can be issued for gifts received from businesses that are not sponsorship fees, i.e., where the business does not receive any advertising or promotion of its brand, products or services, and where the business receives the same level of recognition as all other donors, with no special treatment, and the recognition is nominal.

Sponsorship situations are unique and should be looked at individually. Here are some of the factors to consider:

- Source: Is the donation from an individual or a business? - Generally, individuals will not benefit financially from name recognition. If the recognition does constitute a benefit, it will have little value. there may be exceptions. For example, if the donor's name is closely associated with a business, using the donor's name may provide a valuable benefit to the business.
- Purpose: Is the purpose of the donation to get recognition?

[6] CRA's website "sponsorship" (https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/operating-a-registered-charity/receiving-gifts/sponsorship.html).

- Contracting: Is there a written or unwritten understanding that shows the donor expects and will receive a benefit in return for the donation?
- Naming: How is the donor being acknowledged (for example, newsletters, plaques, cards)?
- Valuation: Can the value of the recognition (for example, promotion, advertising, sponsorship) be calculated?

There are three possible scenarios involving corporate contributions to the Library:

- *Scenario 1 – 100% sponsorship fee* - A corporation makes a contribution to the Library and receives advertising or promotion of its brand, products or services in return having a value that is equal to the amount of the contribution made. An official donation receipt would not be issued by the Library.
- *Scenario 2 – 100% donation* - A corporate contribution made to the Library with absolutely no benefit received by the corporation in return for having made the gift. In those circumstances, the full amount of the contribution made would be reflected in an official donation receipt.
- *Scenario 3 - Split-donation* (i.e. part donation and part payment for the benefit received by the corporation) - A corporate contribution made to the Library and receives *some* benefits that are less than the amount of contribution made. Whether or not an official donation receipt can be issued will depend on the application of the Split-receipting rules. However, CRA is of the view that it is difficult, if not impossible to establish a fair market value for sponsorship, and when the fair market value cannot be determined, a receipt cannot be issued.

Where the Library is supported in a sponsorship arrangement, in general, the sponsor will be requested to enter into a sponsorship agreement with the Library Board to set out the terms of the sponsorship. In particular, the use of the Library's name, marks, logos and insignia by the sponsor is prohibited without the written approval and license by the Library.

Where an official donation receipt is not required to be provided to a business donor, a general receipt will be provided to the business to acknowledge the Library's receipt of the sponsorship.

c. Donation of Inventory by Businesses

Special rules apply to donation of inventory by businesses.[7] When a charity receives inventory from a business, its responsibilities are to determine that it has in fact received a gift and to determine the value of the gift. Whether a gift has been received depends on whether the business received any benefit in return.

If the business has "sold" the inventory to the Library, no official donation receipt will be issued. If the business transfers the inventory to the Library at no charge but obtains a *material* benefit from the transaction (such as promotion or advertising), then no gift has been made and no official donation receipt will be issued.

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[7] CRA, *Policy Commentary* CPC-018, "Gifts out of inventory ," March 29, 2000 (https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/policies-guidance/policy-commentary-018-gifts-inventory.html)

If the business has made a true gift of inventory to the Library, an official donation receipt may be issued in accordance with the Split-receipting rules. Generally, gifts of inventory are exceptions to the deeming provision when determining the fair market value of the inventory for purposes of gifting the inventory to the Library.

The Library has no obligation to, and does not, advise businesses of their tax obligations which generally are as follows:

- The business can deduct the cost of acquiring or producing the item given to the Library Board from its income.
- If the business does make a true gift out of inventory, it must add the fair market value of the item to its income and then claim a charitable tax deduction.
- If the business obtains a material benefit from the transaction, it can probably write off the cost as a business expense.

As provided for in section eight below, the Library does not provide any legal, accounting, tax or financial advice to corporate sponsors or donors. They are encouraged and recommended to seek their own independent legal, accounting, tax or financial advice from professionals.

d. Gift Certificates

A corporation may issue gift certificates, vouchers and coupons in support of the Library's fundraising events. When a gift certificate is donated to the Library, the Library will comply with CRA's administrative position in regard to the circumstances under which an official donation receipt may be issued by the Library for the value of the gift certificate received.[8]

In general, an official donation receipt can be issued when the donor is not the issuer of the gift certificate and the donor has purchased the gift certificate either from the issuer or another third party. An issuer is the person (individual, retailer or business) that creates the gift certificate. A gift certificate purchased from the issuer and then donated to a charity is considered property and may be receipted for its eligible amount.

An official donation receipt for a gift certificate may be issued only in the following situations:

- When the holder of a gift certificate that has been issued for consideration (the terms of which permit its assignment) donates the gift certificate to a registered charity, the charity may issue an official receipt to the donor for the eligible amount of the gift.
- When the issuer of a gift certificate donates it to a charity for no consideration, the registered charity can only issue an official receipt at the time the charity receives property when it redeems the gift certificate. The official receipt may be issued for the eligible amount of the gift of the property to the charity by the issuer.

[8] CRA, Guidance, CG-007, "Donation of gift certificates or gift cards" August 15, 2011 (https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/policies-guidance/donation-gift-certificates-gift-cards.html)

- When the issuer of a gift certificate gives it to a charity for partial consideration, the charity may issue an official receipt to the donor for the eligible amount of the gift.

The official donation receipt shall specify the nature of the property it received in exchange for the gift certificate, as well as the eligible amount of the gift.

Sometimes, the fair market value of a gift certificate may not be the equivalent of its face value. Factors that may affect the fair market value of the gift certificate include:

- the flexibility of the certificate - does the certificate expire after a certain time, is it usable only within a specific timeframe, does it restrict the purchaser to specific merchandise within the store
- its usefulness - does the retailer offer merchandise for the amount of the gift certificate, or will the certificate account for a portion of regular selling property (for example, a $50 gift certificate at a car dealership)

No official donation receipts will be issued for gift certificates they receive directly from the issuer for no consideration. Such a certificate is not property, but rather a promise. However, when these gift certificates are redeemed for property, official donation receipts can then be issued.

e. Donation of Services

A registered charity may issue official donation receipts for donations that qualify as gifts, which require a voluntary transfer of *property*.

Contributions of services (i.e. time, skills, effort) are not property. Therefore, official donation receipts will not be provided for services provided free of charge or for an invoice marked "paid."[9]

However, an official donation receipt may be issued if a person provides a service to the Library, the Library pays for the service, and the person then returns the payment to the Library voluntarily as a cash gift. In such circumstances, two transactions will need to take place:

- the provision of a service and the payment of the services provided;
- the making of a voluntary cash gift by the service provider.

These two transactions will need to be conducted by way of an exchange of cheques to ensure the presence of an audit trail, as the donor must account for the taxable income that would be realized either as remuneration (in which case the charity may also be required to issue a T4 slip) or as business income. A copy of the invoice issued by the service provider will be retained on file.

f. Pledges

Pledges are commitments by donors to donate a gift (usually cash or non-cash gifts) according to a fixed time schedule.

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[9] CRA, Policy Commentary CPC-017, *Gifts of Services*, March 29, 2000 (https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/policies-guidance/policy-commentary-017-gifts-services.html)

Pledges are not gifts until the pledged property is received by the Library. Pledges are, in general, not enforceable at law.

All pledges must have written documentation that contains the following: a clearly specified amount of the pledge in the case of cash or non-cash gifts; or a clearly specified identification of the property pledged; a clearly defined payment/donation schedule; there shall be no contingencies or conditions; and the donor must be considered to be financially capable of making the gift.

Upon confirmation of the receipt of a pledged gift, the Library will issue a tax receipt for the eligible amount of the gift based on the fair market value of the gift. For greater certainty, only fulfilled instalment payment of pledges may be receipted by the Library. Unfulfilled instalment pledge payments do not qualify for receipts.

g. Planned Gifts

The Library encourages donors to make planned gifts. Planned gifts are generally gifts or commitments made in the present with the benefit to the Library, "deferred" until a future date. However, planned gifts may include outright gifts of appreciated property (securities and real estate) or gifts of tangible personal property. As such, making planned gifts is not a "type of gift", but is a method of giving. The Library's acceptance policy in relation to planned gifts is set out in this Policy depending on the nature of the gifted property.

h. Fundraising Events

Issuing receipts for various fundraising events may be subject to special rules or legislative restrictions (e.g. lottery licenses etc.), including fundraising dinners, charity auctions, lotteries, raffles, draws, concerts, shows and sporting events, golf tournaments, and membership fees.[10]

i. Donation Tax Shelters

Given the risks associated with abusive donation tax shelter arrangements, the Library will not enter into any arrangements to be involved in a donation tax shelter.

j. Pass Through Gifts

The Library shall not act as a conduit for funds to third parties to which Canadian donors could not directly make a gift eligible for tax relief. As such, official donation receipts will not be issued for gifts that the donor requires to be forwarded to an organization that is not a "qualified donee". Otherwise, the Library may run the risk of being subject to sanctions and penalties and having its charitable registration revoked.

The Library will not issue an official donation receipt if a donor has directed the Library to give the funds to a specified person or family member. A donor cannot choose a specific beneficiary for their gift or ask the

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[10] CRA, Income Tax Folio S7-F1-C1, Split-receipting and Deemed Fair Market Value" (https://www.canada.ca/en/revenue-agency/services/tax/technical-information/income-tax/income-tax-folios-index/series-7-charities-non-profit-organizations/series/income-tax-folio-s7-f1-c1-split-receipting-deemed-fair-market-value.html)

Library to give the gift to another non-qualified donee. However, a donor can ask that their gift be used in a particular program of the Library as long as there is no benefit to the donor or anyone not at arm's length to the donor. The Library must be able to use the gift within the particular program as it sees fit. If the donor retains control, the donation is no longer considered a gift at law and a receipt cannot be issued.[11]

k. Consents

Prior to accepting any gifts, all necessary consents and releases must have been received, including but not limited to spousal, insurer, issuer, etc.

l. Determination of Fair Market Value by Independent Appraisal

Where the fair market value of a donated property (e.g. gifts-in-kind, private securities and other business interests, real estate, etc.) needs to be determined by an independent appraisal, the following procedure will be followed: [12]

i. In general, an independent third-party appraiser shall be engaged who must meet all of the following qualifications:
   - a qualified professional appraiser, valuator or other individual who is accredited in the field of valuation;
   - knowledgeable about the principles, theories, and procedures of the applicable valuation discipline and follows the Uniform Standards of Professional Appraisal Practice or the standards of the profession;
   - has expertise in the property that is being appraised;
   - knowledgeable about and active in the marketplace for the specific property;
   - independent (i.e. not be associated with the donor, the Library, or another party associated with the purchase, sale, or donation of the property); and
   - knowledgeable about the elements of a properly prepared and credible valuation report.

ii. The appraiser will be required to provide an appraisal report to the Library. The appraisal or valuation report should be based on the principles, theories, and procedures of the applicable valuation discipline and follow the standards of the profession. The report has to be an estimate of the fair market value of the property as of the date of donation.

iii. The CEO/Chief Librarian or designate may be engaged to conduct the appraisal provided that all of the following conditions are met, and all documents supporting the determination of the fair market value will need to be retained.
   - It is difficult to find an independent appraiser or if doing so would involve unreasonable expense with documented proof.

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[11] CRA webpage "What is a gift?" (https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/operating-a-registered-charity/receiving-gifts/what-a-gift.html)
[12] CRA, P113, *Gifts and Income Tax Act* (https://www.canada.ca/en/revenue-agency/services/forms-publications/publications/p113/p113-gifts-income-tax.html)

- the gift is below $1,000 (Although CRA accepts that an employee can appraise the donation if the fair market value is just over $1,000 and the circumstances are very unusual, it is not the policy of the Library to do so).
- The staff member is knowledgeable in the field and is qualified to establish the value of the gift.

iv. For gifts greater than $5,000, the Library may seek a minimum of two independent appraisals. For gifts of less than $5,000, the Library Board may seek one appraisal. Where two appraisals are obtained, and if the discrepancy between the two appraisals is less than 10 per cent, the Library will take the average of the two. Where the discrepancy is greater than 10 per cent, the Library will take the lower of the two or the donor may choose to have a third appraisal conducted at the expense of the donor. In the latter instance, the Library will take the average of the three appraised values to be the fair market value.

v. If a property is appraised, the name and address of the appraiser will be included on the official donation receipt.

vi. All appraisals shall be at the cost of the donor, unless otherwise agreed to by the Library in writing.

m. Determination of Costs of the Library Board

i. Proposed gifts of property and gifts-in-kind will be evaluated to determine whether the costs to the Library associated with receiving or managing the gift can be accommodated prudently.

ii. Such evaluations might include the possible cost of transportation of the gift to the Library, storage costs while making adequate space available, cost of maintenance, repair and insurance and cost of disposal. For example, accepting real property might require payment of closing costs, payoff of debt secured by the property, and physical changes to the property necessary to ensure safety or to control environmental hazards. Similarly, the cost to retrofit space and provide necessary utilities associated with a proposed gift may be deemed excessive. Occasionally, associated costs might weigh against the acceptance of a gift.

iii. For gifts-in-kind, the following documentation may be required: the donor's letterhead or other standard documentation such as a catalogue or published price list giving the value and description of the equipment or products, usually including product identification numbers; any terms of the donation; and a packing slip or other paperwork to verify receipt of the gift. If adequate documentation is not available, a qualified appraisal must be submitted for any gift-in-kind.

10. Gift Agreement, Gift Acknowledgement, And Other Donor Related Issues

The Library has a donor-centered approach to its fundraising programs. Donor recognition guidelines and processes are based on donors' needs and wishes, and allow the flexibility required to respect the individuality of the donor, the donation, and the Library's needs and Charitable Purposes. The key purpose of donor recognition is to sincerely show respect for, and appropriate gratitude to, donors who support the Library.

a. Gift Agreement and Pledges

In general, with respect to gifts over $5,000.00 or gifts that are subject to conditions and restrictions imposed by the donor, the Library may request donors to enter into gift agreements with the Library to evidence the gift and set out the terms of any conditions or restrictions on the gift. The Library may also enter into non-binding pledge agreements with donors with respect to gifts to be made over a period of time.

The Library has established template gift agreements. All gift agreements (including pledge agreements) that do not follow the Library's templates will be reviewed by the Library Board's legal counsel where necessary. Where substantially the same agreement is used repeatedly, then only the prototype agreement needs to be reviewed by legal counsel.

b. Gift Acknowledgement

All gifts to the Library are to be acknowledged by the Library. Where appropriate, an official tax receipt may be issued by the Library's administrative staff. The official tax receipt may be provided to the donor, together with a pre-populated print or digital acknowledgement , depending on the amount of the gift.

c. Donor Recognition

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

Wherever possible:

a) gifts of under $1000 will be personally acknowledged by the CEO or designate; and,
b) gifts of over $1000 will be personally acknowledged by the Board Chair or designate.

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

d. Dedications

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

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

The guidelines of the *Caledon Public Library Partnership Policy (CPL-17-21)* will inform the Library's consideration of any naming rights that may constitute a corporate or organizational sponsorship. As per the guidelines of the *CPL Partnership Policy*, "*the Board will align with the guidelines of the Town's Corporate*

Facility and Park Assets Naming Policy when considering the dedication of a library space and may opt to seek Council's endorsement of the proposed dedication".

In alignment with the Library's Partnership Policy, the Library reserves the right to revoke any naming rights if, in the reasonable opinion of the Library Board, the naming right may cause prejudice or embarrassment to the Library, including but not limited to situations where the donor is involved in any criminal investigation, charges or conviction.

e. Anonymous Donors

The Library will respect and observe the wish of a donor to remain anonymous with respect to gifts made to the Library. However, the Library reserves the right to disclose the identity of the donor and the type and value of the gift where it is required to do so at law.

f. Stewardship

Stewardship is different from recognition in that it represents the legal obligation of the Library to manage and use the gifts as intended by the donors. Stewardship's goal is to maintain an ongoing relationship with donors to ensure they are satisfied with the handling of their past gifts and to encourage them to make future gifts. Stewardship of the donor includes thoughtful communication to the donor on the impact of their gift(s). In consideration of each individual donor's specific needs and wishes, stewardship may include:

- the chance to participate in the outcomes of their gift, ;
- a formal financial reporting on the status of the endowment and its growth/use; or
- a formal report on the impact.

g. Frequency and Nature of Solicitations

The Library does not permit any employee, volunteer or person representing the Library to use pressure on a donor in securing any gift. The Library honours donors' and prospective donors' requests to limit the frequency of solicitations, not be solicited by telephone or other technology, and receive printed material concerning the Library. The Library will discontinue solicitations where it becomes apparent that they are unwanted or a nuisance upon request and in accordance with relevant legislation (i.e. CASL).

h. Confidentiality

The Library will keep all information, data, or other communications with donors strictly confidential. However, the Library reserves the right to disclose such information where it is required to do so at law. The Library will maintain records of all donations in accordance with the Caledon Public Library *Records Management and Retention Policy (CPL-17-20)*. The contents of such will be protected and subject to disclosure in accordance with applicable privacy legislation including the *Municipal Freedom of Information and Protection of Privacy Act* and the Caledon Public Library *Privacy Policy (CPL-15-01*).

i. No Advice to Donors

The Library does not and shall not provide any legal, accounting, tax or financial advice to donors with respect to gifts to the Library. Donors are encouraged and recommended to seek their own independent

legal, accounting, tax or financial advice from professionals. Where necessary, donors will be requested to provide the Library with an acknowledgement that:

- they have obtained independent professional advice; or
- they have been advised by the Library to obtain independent professional advice and have waived obtaining such advice;

and that the Library is released from any liability that may arise in relation to the making of the gift by the donors. Donors are responsible for all costs incurred in relation to obtaining such independent advice.

j. Legal Advice to the Library Board

The Library reserves the right to seek legal advice in relation to the negotiation, acceptance, receipting and management of gifts.

11. Declining a Gift

The Library reserves the right to decline a gift. Each gift will need to be reviewed on a case-by-case basis. the following are examples of circumstances under which the Library Board may decline a gift:

i. the gift does not meet any requirements set out in this Policy;
ii. the donated property does not constitute a "gift" at law as referred to in section three.
iii. there are features to or restrictions of the gift that are contrary with the objectives, values, and goals of the Library.
iv. the gift could jeopardize the charitable status of the Library.
v. the gift or terms of a gift are illegal, discriminatory or violate any federal, provincial or municipal laws or regulations.
vi. the Library is unable to honour the terms or restrictions of the gift.
vii. the gift may compromise the Library's commitment to intellectual freedom ;
viii. the gift may require any action on the part of the Library which is unacceptable to the Library Board or violates the Library's policies and regulations.
ix. the gift requires or stipulates the future employment at the Library of any specified person or doing business with any specified company or person.
x. the gift contains unreasonable conditions.
xi. the gift does not provide the Library with any benefit whatsoever.
xii. the gift exposes the Library to liability or unacceptable risk.
xiii. the donor applies unacceptable restrictions, conditions or control over the gift.
xiv. the gift will be difficult to administer.
xv. the gift is for a partial interest in property, unless the Library agrees otherwise.
xvi. the gift is financially unsound or could expose the Library to liability or embarrassment.
xvii. the donor relies on an appraisal or evaluation provided to the donor by third parties, that is perceived by the Library to be inaccurate or unreliable.
xviii. an appropriate fair market value of the property donated or the advantage received by the donor cannot be determined, or will result in unwarranted or unmanageable expense to the Library in determining such value, or the donor does not agree with the value determined by the Library.
xix. the gift could improperly benefit any individual that is not permitted under the ITA or by CRA.

xx. the gift is made by an individual, corporation or organization whose philosophy and values are inconsistent with the overall philosophy and values of the Library Board.

xxi. where the donor requires a donation receipt issued by the Library shortly after the donation is made or within a certain time frame, but the gift could not be assessed, processed and donation receipt issued in accordance with the requirements of the ITA within the time frame requested by the donor.

12. Returning a Gift

In general, once a gift has been received by the Library and an official donation receipt issued, the property becomes a charitable asset and *cannot* be returned to the donor at law. Nevertheless, if a gift is returned to a donor for whatever reason, a revised receipt will be issued to the donor and a copy of the revised receipt will be sent to CRA when the amount of the returned property is more than $50. An information return will also be filed with CRA within 90 days after the day the property is returned if an official donation receipt was issued for the original property, and if the returned property has a fair market value of more than $50.[13] Where necessary, legal advice may be sought.

a. Temporary Loans/Gifts

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

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

b. Disposal of Gifts

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

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

[13] CRA, *Guidance*, CG-016, "*Qualified donees – Consequences of returning donated property"* October 19, 2012 (https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/policies-guidance/guidance-016-qualified-donees-consequences-returning-donated-property.html)

13. Related Policies

- CPL-15-01 Caledon Public Library Privacy Policy
- CPL-16-12 Caledon Public Library Collection Development Policy
- CPL-16-16 Caledon Public Library Art Exhibit and Display Policy
- CPL-17-21 Caledon Public Library Partnership Policy
- CPL-17-22 Caledon Public Library Records Management and Retention Policy

Attachment 10-A

CEO/Chief Librarian Performance Evaluation Committee
Monday, March 23, 2026
3:00 PM

MINUTES

Present: Jacquie Iafrate (Committee Chair); Scott Goodison; Councillor Dave Sheen; Tony Maxwell

Staff: Colleen Lipp – CEO | Chief Librarian

This meeting was conducted virtually

1. **The Committee Chair called the meeting to order at 3:07 PM**
2. **Apologies for non-attendance:** None.
3. **Approval of the Agenda**

   Motion: That the Caledon Public Library CEO/Chief Librarian Performance Evaluation Committee approve the agenda
   Moved: Tony Maxwell **Seconded:** Councillor Dave Sheen
   Carried.

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

Scott Goodison joined the meeting at 3:10 PM

5. **Staff Reports**
   a. **CEO/Chief Librarian Performance Appraisal Document Report**
      Motion: That the Caledon Public Library Board CEO-Chief Librarian Performance Evaluation Committee receive and recommend the proposed CEO-Chief Librarian Goals and Plans for Success (GPS) document and scoring matrix as amended for approval and adoption by the full Board.
      Moved: Tony Maxwell **Seconded:** Councillor Dave Sheen
      Carried.
6. **New Business:** None
7. **Next meeting** – To be determined
8. **Adjournment**

   Motion: That the meeting adjourn.
   Moved: Scott Goodison **Seconded:** Tony Maxwell
   Carried.

The meeting adjourned at 4:09 PM

Attachment 10-A-1

Date: April 20, 2026

To: Caledon Public Library Board

From: CPL CEO-Chief Librarian Performance Evaluation Committee

Subject: CEO/Chief Librarian Performance Appraisal Document Report

Recommendation:

That the Caledon Public Library Board review the proposed CEO Goals and Plans for Success (GPS) document and related scoring worksheet for adoption in completing the CEO/Chief Librarian's performance appraisal annually

Background

Prompted by recently implemented changes to the Town's performance appraisal process and the related goal identified within the CEO/Chief Librarian's 2025/26 work plan, a revised document and scoring matrix has been created for use evaluating and documenting the CEO/Chief Librarian's performance. These documents were received and endorsed at the March 24th meeting of the CEO/Chief Librarian Performance Evaluation Committee for recommendation to the full Board.

Attached as Appendix A, the newly created template is similar to the previously used evaluation form (Appendix C) in that the overall rating is informed by annual approved goals and established competencies. As the Board does not have access to PeopleNet, the Human Resources Information System (HRIS) used in managing and tracking employee performance, a MSWord document has been created for the Board and CEO's use. A Rating Calculations Worksheet (Appendix B) has also been created to mirror the HRIS-automated calculation of an employee's overall rating. Pending approval, this worksheet will be shared as an Excel worksheet for the Committee's use in calculating the CEO's final rating.

Additional amendments to the CEO/Chief Librarian Performance Appraisal include the following:

- Rebranding of the document and process as Goals and Plans for Success (GPS). Pending Board approval, this change would be implemented system-wide, positioning the Library's annual performance assessment process as one focused on personal and organizational improvement rather than evaluation.
- Revised competencies were informed by those referenced in the previous document along with leadership competencies recently adopted by Toronto Public Library.
- The addition of distinct fields allows for tracking of both employee and Board ratings.

- The inclusion of a Ratings Summary, confirming the weighting of Goals and Competencies in calculating the Overall Rating, as well as the Applied Merit Increase. As per the provided table, any Merit Increase proposed by the Committee and approved by the Board must fall within the applicable range for the applied rating.

Rating Definitions

Improved definitions for each category were also drafted to replace the following definitions adopted by the Town's People Services Department:

Outstanding. Surpass expectations by consistently demonstrating exceptional leadership, innovation and impact. They not only achieve outstanding results but also inspire and elevate the performance of those around them and setting new benchmarks.
Exceeds Expectations. Not only meets or exceeds expectations but also delivers quality work and demonstrates reliability within the team.
Meets Expectations. Meets the expectations of their role and contributes to the goals of the department.
Developing. Performs many aspects of the competencies but lacks in some. Requires some improvement and may require additional supervision.
Did Not Meet Expectations. Consistently performs below expectations. May have issues with dependability and requires excessive supervision

Prompted by feedback received from Library staff when completing their 2025 year-end self-assessments, new, more descriptive definitions were drafted and shared with the CPL team as a means of providing greater clarity and consistency in assessing their 2025 goals. Additional definitions, drafted for use in assessing competencies and overall performance, are also reflected within the proposed CEO GPS template. These will also cascade to all staff in advance of the 2026 mid-year appraisal.

Applied Merit Increase

The 2026 evaluation process marks the first time that the merit applied to the CEO/Chief Librarian's salary will be informed by the Board's selected rating. The applied percentage increase must fall within the range associated with the overall rating – as noted in the Overall Rating Scale at the top of the GPS document. As per the Town's Corporate Procedure related to Salary Administration, adopted through the Library's Personnel Policy, "approved increases will normally be effective from the start of the first full pay period in April." To ensure alignment with this practice, any increase applied by the Board in June 2026 will be payable retrospectively to the beginning of April 2026.

It should be noted that all employees who are below the maximum rate of their salary range and have received an annual performance rating of equal to or higher than Developing are

eligible for a merit increase. Only those who have received a rating of Exceeds Expectations or Outstanding are eligible for a one-time lump sum payment above their maximum job rate.

Additional Considerations

While the results of the 2025 Staff Engagement Survey provided useful information for the Committee's consideration in completing the 2025 evaluation, no such data is available for 2026. A survey of staff will be launched as a means of the CEO/Chief Librarian's next annual evaluation in June 2026

Given that the current term of the Board will end shortly after the upcoming municipal election and that continuity of membership across terms cannot be assured, it is also recommended that the Committee consider completing a mid-year evaluation in December 2026. This document would be shared with the 2027-2030 Board as a means of information sharing and ensuring smooth succession between terms.

Financial Implication

Performance appraisals have been completed for all permanent part-time and full-time employees, with the exception of the CEO/Chief Librarian. This process included calibration to ensure that ratings were applied consistently across positions and departments. A salary planning process was also completed to confirm that percentage increases were also consistently applied and that increases fell within the available budget. Staff were advised of their merit eligibility through formal correspondence, with increases to take effect April 1, 2026.

As directed by Town Finance, 3% was budgeted as an average merit increase for all permanent part-time and full-time employees. As this was applied to the wages budgeted for the full year, despite the April roll-out, and not all employees who are at job rate were eligible for merit, there remains sufficient funds within the budget to apply any level of merit increase that may be recommended by the Committee to the Board.

Recommended Motion

> *That the Caledon Public Library Board approve and adopt the proposed CEO-Chief Librarian Goals and Plans for Success (GPS) document and scoring matrix as recommended by the Board's CEO/Chief Librarian Performance Evaluation Committee*

Appendix A

CEO / Chief Librarian
Goals and Plans for Success (GPS)

Caledon Public Library

Employee Name: Click or tap here to enter text.

Evaluation Period: Click or tap here to enter text. *Mid-year review* ☐ *Year-end review* ☐

Overall Rating Scale

Rating	Merit range
Outstanding	4 – 5 %
Exceeds Expectations	3 – 4 %
Meets Expectations	2 – 3 %
Developing	0.5 – 2 %
Did Not Meet Expectations	Not Eligible

Ratings Summary

	Section Weight	*Employee Rating*	*Board Rating*
Goals:	60%	Choose an item.	Choose an item.
Competencies:	40%	Choose an item.	Choose an item.
Overall Rating:	As per formula	Choose an item.	Choose an item.
Applied Merit Increase (%) – Year-End Only :			Click or tap here to enter text.

Summary Comments

Employee Comments: Click or tap here to enter text.
Board Comments: Click or tap here to enter text.

Sign Offs and Approvals

	Name	*Signature*	*Date*
Employee:	Click or tap here to enter text.		Click or tap to enter a date.
Committee Chair:	Click or tap here to enter text.		Click or tap to enter a date.
Board Chair:	Click or tap here to enter text.		Click or tap to enter a date.

Section 1: Goals

Goal Rating Scale

Outstanding. Performance far exceeds all expectations for the goal. Results are consistently exceptional in quality, timeliness, and impact. The employee demonstrates exemplary initiative, innovation, and leadership, often contributing beyond the defined scope of the goal. Work at this level serves as a model for others.
Exceeds Expectations. Performance is above the established requirements for the goal. The employee delivers strong results, frequently surpassing targets in quality or efficiency. They show initiative and sound judgment, with minimal need for guidance. Contributions add notable value beyond the standard expectations.
Meets Expectations. Performance fully aligns with the established requirements of the goal. The employee produces reliable, consistent results and meets all key deliverables. Work is completed competently and on time, with an appropriate level of independence. This represents solid, dependable performance.
Developing. Performance partially meets expectations for the goal. The employee shows progress but results are inconsistent or require more oversight than expected. Additional guidance, experience, skill development or time is needed to fully meet goal requirements. Improvement or completion is expected with focused support and continued effort.
Did Not Meet Expectations. Performance does not meet the essential requirements of the goal. Deliverables may be incomplete, late, or below the expected standard. Significant improvement is required, and sustained support or corrective action may be necessary. This rating indicates that established expectations were not achieved. In cases where goals were not accomplished for reasons beyond the employee's control, the employee failed to advise their supervisor of these external factors.

Goal 1

Title/Description: Click or tap here to enter text.	
Goal Weight: Click or tap here to enter text. %	
Measurement of Results: Click or tap here to enter text.	
Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Goal 2

Title/Description: Click or tap here to enter text.	
Goal Weight: Click or tap here to enter text. %	
Measurement of Results: Click or tap here to enter text.	
Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Goal 3

Title/Description: Click or tap here to enter text.	
Goal Weight: Click or tap here to enter text. %	
Measurement of Results: Click or tap here to enter text.	
Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Goal 4

Title/Description: Click or tap here to enter text.	
Goal Weight: Click or tap here to enter text. %	
Measurement of Results: Click or tap here to enter text.	
Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Goal 5

Title/Description: Click or tap here to enter text.	
Goal Weight: Click or tap here to enter text. %	
Measurement of Results: Click or tap here to enter text.	
Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Section 2: Competencies

Competency Rating Scale

Outstanding. Performance almost always exceeds expectations of the role. Demonstrates an exceptional level of skill, initiative, and decision-making ability. Contributions have a transformative impact on organizational outcomes. Models exemplary performance and conduct and is regularly recognized as a leader within their team, achieving results, setting a positive example and contributing expertise that inspires and elevates others across the organization.
Exceeds Expectations. Performance often exceeds expectations of the role. Demonstrates a high level of skill, initiative, results orientation, and reliability. Contributions strengthen service delivery, team effectiveness, or organizational objectives beyond the normal requirements of the position.
Meets Expectations. Performance consistently meets the established expectations of the role. Demonstrates the required knowledge, skills, and behaviours to effectively fulfill responsibilities and contribute to team and organizational objectives. Work is reliable, competent, and aligned with organizational standards.
Developing. Performance is progressing toward meeting the established expectations of the role but improvement is required in one or more areas. Demonstrates developing knowledge, skills, or consistency in applying competencies. With continued experience, feedback, and development, the employee is expected to meet role expectations.
Did Not Meet Expectations. Performance does not meet the established expectations of the role. Required knowledge, skills, behaviours, or results are not demonstrated consistently, and improvement is necessary to meet the standards of the position.

Strategic Orientation

- Thinks long-term and beyond the immediate work environment and sets a compelling vision and innovative strategies for the organization.
- Communicates the vision and strategy with impact to a broad audience, including staff, Board and external stakeholders
- Demonstrates a deep knowledge of the library sector and the broader external environment, translating that knowledge into innovative strategies
- Champions a culture of innovation and informed risk-taking, encouraging divergent thinking and creating convergence around strategies and actions

Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Results Orientation and Accountability

- Creates and provides direction to others on organizational goals and desired business results
- Prioritizes resources and projects with a system-wide lens to achieve organizational goals
- Makes timely decisions, based on experience and data, and considers the organizational implications of potential decisions
- Develops policies and procedures to guide efficient and effective library operations.
- Creates organizational-level outcome measures and proactively identifies opportunities for organizational improvement

• Manages the library environment to enhance the user experience. • Maintains a high standard of customer service while enhancing productivity and efficiency. • Establishes strategic financial management processes, using sound business and financial judgement. • Creates an organizational culture where people hold themselves accountable for results • Prepares reports and shares information to effectively support the Board's governance and decision making

Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Relationship Building and Political Acuity

• Builds effective and collaborative relationships with diverse stakeholders and partners including the municipality, community organizations, and across the public library sector • Uses formal and informal decision-making channels, including political decision-making processes, to advocate, advance and achieve short- and longer-term library outcomes • Documents library use in terms of community impact and value, building community-wide support for the library using a variety of methods • Proactively builds awareness of current and emerging issues in public and political spheres • Engages the community in conversation.

Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Leading Others

• Fosters team success and builds team cohesiveness by modelling behaviours that maximize group participation including consulting, listening and communicating clearly. • Nurtures a culture of continuous organizational improvement, ensuring adequate resources are directed to support teams' stated goals and priorities. • Establishes and communicates performance expectations and provides opportunities for employees to learn and apply new knowledge/skills • Supports staff growth and success, through coaching, development and engagement. • Establishes a climate of openness and transparency by communicating with clarity, transparency, and impact.

Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Leading Change

• Inspires confidence in the Library's vision and generates excitement, enthusiasm and commitment in realizing the mandate of the organization.

• Proactively guides implementation of initiatives through knowledge and understanding of managing change practices. • Has a focus on continuous improvement and actively anticipates and champions change in order to improve the organization's policies, processes and practices. • Serves as a model on how to adapt and perform effectively in a continuously changing environment. • Sets a standard and expected level of competency amongst the leadership team to facilitate change within their areas of responsibility	
Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Self Leadership

• Consistently champions and demonstrates CPL's organizational values • Has a keen understanding of personal strengths and seeks complementary relationships and strengths to achieve organizational outcomes • Models resiliency, agility and self-reflection in facing serious challenges and obstacles • Shows insight and capacity in adapting one's behaviour based on the impact on others • Assumes personal responsibility for one's own work, results, and development	
Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Inclusiveness

• Understands inclusiveness-related challenges and emerging issues in the community and more broadly, incorporating them into library planning and responses • Advocates and champions services to advance equitable outcomes for diverse populations and communities • As an inclusive leader, demonstrates awareness of personal bias and values both demographic diversity and diversity of thinking and approach. • Creates a collaborative and innovative work culture that embraces and leverages different perspectives, backgrounds and lived experiences	
Employee rating: Choose an item.	**Employee comments:** Click or tap here to enter text.
Board rating: Choose an item.	**Board comments:** Click or tap here to enter text.

Appendix B

CEO / Chief Librarian GPS Rating Calculation Worksheet

Rating Scoring Scheme

Rating	Merit Range	Score for use in Calculation
Outstanding	5 – 6 points	5.5 points
Exceeds Expectations	4 – 5 points	4.5 points
Meets Expectations	3 – 4 points	3.5 points
Developing	2 – 3 points	2.5 points
Did Not Meet Expectations	1 – 2 points	1.5 points

Goal Rating Summary Calculation

Goals	*Board Rating*	*Score*	*Goal Weight*	*Weighted Score*
1	Choose an item.			
2	Choose an item.			
3	Choose an item.			
4	Choose an item.			
5	Choose an item.			
	Total / Average Goal Score			
	Resulting Goal Rating		Choose an item.	

Competency Rating Summary Calculation

Competency	*Board Rating*	*Score*
Strategic Orientation	Choose an item.	
Results Orientation and Accountability	Choose an item.	
Relationship Building and Political Acuity	Choose an item.	
Leading Others	Choose an item.	
Leading Change	Choose an item.	
Self-Leadership	Choose an item.	
Inclusiveness	Choose an item.	
Average Competency Score (Total Score/7)		
Resulting Competency Rating		Choose an item.

Ratings Summary

	Section Weight	*Score*	*Board Rating*
Goals:	60%		Choose an item.
Competencies:	40%		Choose an item.
Overall Rating:	As per formula		Choose an item.

Appendix C

CEO – Caledon Public Library Performance Assessment & Planning Form

Name:	Position Title:	Time in Position:
Department:	Reports to:	Year Mid-year review ☐ Year-end review ☐

Overall Performance Rating

Performance Rating	
☐ ☐ ☐ ☐ ☐	**Performance ratings are assigned based on the CEO's self-assessment, the Board's evaluation of performance against goals coupled with demonstrated behaviors that indicate competency levels. Prior to discussion with the CEO the completed form must be reviewed by the Board Committee.** **Exemplary Performer/Top Talent:** Significantly exceeds performance expectations**.** Results attained are far superior to goals set. Performs exceptionally on a consistent basis over the entire review period. Results attained are measurable and contribute significantly to the library's success. All key goals are exceeded. Demonstrated behaviors exceed expectations. **Strong Performer/Key Contributor:** Consistently demonstrates performance above the expected level. Frequently performs above the requirements for the position. Work is of high quality, produced without guidance. Most goals are exceeded. **Successful Performer/ Core Employee:** Consistently demonstrates performance at the expected level. Is fully competent in the position. Meets and occasionally exceeds key goals. Demonstrates behavior at the expected level on a consistent basis. **Developing Performer:** Requires further development to meet performance standards. May be new in position or displays inconsistent performance**.** Behaviors displayed are below expected level **Under Performer/ Needs improvement:** Performs below expectations for quality and quantity of work and/or requires more than normal guidance and supervision. Requires immediate improvement in performance.

CEO and/or Board Comments

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Sign Offs and Approvals

Mid-year Review Discussion	CPL Board Chair's Signature: Date:	CEO's Signature: Date:
Year End Review Discussion	CPL Board Chair's Signature: Date:	CEO's Signature Date:

TOWN OF CALEDON

6311 Old Church Road
Caledon, ON L7C 1J6
www.caledon.ca
T. 905.584.2272 | 1.888.225.3366 | F. 905.584.4542

CEO – Caledon Public Library Performance Assessment & Planning Form

	CPL Board Chair's Signature: (required for year end) Date:

Goal Setting
Goals focus on determining individual employee contributions in the form of measurable results that support the library's strategies and goals. Each goal should define a key result for the employee and describe a major focus of the job for the performance cycle. Identify 3-5 goals in the **SMART** format (**S**pecific, **M**easurable, **A**ction Oriented, **R**elevant, **and T**ime Bound). Also each goal should be weighted reflecting the importance of the goal. The weight for all goals should total 100%. The scale for the rating is: **MID-YEAR STATUS:** **RA** – Requires Attention **ON** – On Target **FINAL RATING:** **NA** – Not achieved **PA** – Partially Achieved **A**-Achieved **E** – Exceeded

	Goals	%	Measurement of results	Mid-year Comments	Year-end Comments	Mid – Year Status	Final Rating
1						Pick One	Pick One

TOWN OF CALEDON
6311 Old Church Road
Caledon, ON L7C 1J6
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	Goals	%	Measurement of results	Mid-year Comments	Year-end Comments	Mid – Year Status	Final Rating
2						Pick One	Pick One
3						Pick One	Pick One

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	Goals	%	Measurement of results	Mid-year Comments	Year-end Comments	Mid – Year Status	Final Rating
4					.	Pick One	Pick One
5						Pick One	Pick One
		100%					

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CEO – Caledon Public Library Performance Assessment & Planning Form

Competency Assessment
Competencies measure how you do your job and not what you do. Measure each competency based on the rating scale below: 1. **Always** displays the behavior 2. **Regularly** displays the behavior 3. **Occasionally** displays behavior

Competency	Comments	Assessment
Relationship Management: ▪ Understands that changes are more effective when made together, and that a mutual interests-based relationship that operates on trust forms the foundation for success in delivering results. ▪ Is adept at determining the real underlying needs or concerns of the team group and its individual members. ▪ Works co-operatively with all team members and partners to achieve mutual goals and thereby create opportunities for the organization. ▪ Communicates effectively with stakeholders. ▪ Selects and applies the most appropriate and effective communication skills to meet situational needs. ▪ Employs strategies to manage organizational politics.	.	Pick One
Political Acumen: ▪ Appreciates, understands and utilizes the power of relationships, and has the ability to identify the decision-makers and the individuals who can influence them. ▪ Understands (and addresses) the reasons for ongoing organizational behaviour, or the underlying problems, opportunities or political forces affecting the organization.		Pick One

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CEO – Caledon Public Library Performance Assessment & Planning Form

Competency	Comments	Assessment
▪ Takes actions with a big picture view; scans the environment and anticipates which forces need to be explicitly addressed in planning and implementation.		
Community Relations: ▪ Documents library use in terms of community impact and value. ▪ Builds community-wide support for the library using a variety of methods. ▪ Engages the community in conversation. ▪ Champions community resilience and well-being. ▪ Forms strategic partnerships with community organizations.		Pick One
Values-Based Leadership: ▪ Holds oneself accountable for acting in ways, both privately and publicly, that are consistent with stated organizational values as well as professional standards. ▪ Acts in alignment with organizational values to develop personal and/or professional credibility; "walks the talk" even when it is not easy to do so. ▪ Understands and acts in accordance with professional values and ethics of library service.		Pick One
Organizational Transformation: ▪ Has a focus on continuous improvement and champions change in order to improve the organization's processes and practices. ▪ Encourages creativity as well as "technical excellence"; continually assesses current practices and suggests new approaches; implements change that leads to transformation.		Pick One

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CEO – Caledon Public Library Performance Assessment & Planning Form

Competency	Comments	Assessment
Strategic Orientation: ▪ Has the ability to link long-range visions and concepts to daily work, ranging from a simple understanding to a sophisticated awareness of the impact of the world at large on strategies and on choices. ▪ Understands how trends and changes in the environment affect the long term sustainability of the organization. ▪ Proposes strategies and takes action to achieve long term goals and goals leading to organizational success. ▪ Develops vision and strategic direction with library staff, board members and community. ▪ Performs ongoing evaluation to gauge the success of the strategic plan.		Pick One
Corporate Leadership: ▪ Inspires confidence in the vision and generates excitement, enthusiasm and commitment to the attainment of the mandate of the organization. ▪ Has the ability and desire to lead others including teams of people. ▪ Maintains a positive attitude, takes calculated risks, and has resilience in meeting and addressing challenges. ▪ Champions new visions or initiatives, facilitates divergent thinking and then creates convergence around strategies and actions. ▪ Expects a high level of commitment and accountability from self and others. ▪ Assesses the strengths and addresses the development needs of the staff through modelling and professional development opportunities.		Pick One

CEO – Caledon Public Library Performance Assessment & Planning Form

Competency	Comments	Assessment
▪ Provides leadership by example to the library community in developing excellence in library service.		
Operational Leadership: ▪ Pursues multiple sources of funding and develops policies with the Board regarding grants, sponsorships, fundraising and revenue generations. ▪ Establishes strategic financial management processes, using sound business and financial judgement. ▪ Understands, applies and explains applicable laws. ▪ Develops policies and procedures to guide efficient and effective library operations. ▪ Creates policies and practices to ensure safety and security. ▪ Builds a productive workforce through effective recruitment, selection and management.	.	Pick One
Customer Focus: ▪ Inspires employees to deliver high quality services. ▪ Establishes customer service delivery standards using industry benchmarks measuring performance and identifying opportunities for improvement. ▪ Maintains a high standard of customer service while enhancing productivity and efficiency. ▪ Manages the library environment to enhance the user experience.	.	Pick One

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CEO – Caledon Public Library Performance Assessment & Planning Form

Learning & Development Plan
Skills development and career planning: Identify 1-2 skills and/or competencies you are committed to developing or strengthening during the current performance cycle. Examples of activities to develop skills and competencies: • **Mentorship** • **Job Enrichment** • **Training** • **Coaching**

Development Area	Activity	Action Taken	Result

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Caledon, ON L7C 1J6
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T. 905.584.2272 | 1.888.225.3366 | F. 905.584.4542

Attachment 12-A

CALEDON PUBLIC LIBRARY BOARD: ANNUAL AGENDA/WORK PLAN 2026

Updated April 20, 2026

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 2025	✓ OLA Board Attendance Confirmation ✓ Internet and Technology Acceptable Use Policy ✓ Inclement Weather and Unscheduled Closure Policy ✓ Records Management and Retention Policy Review – deferred from November ✓ Room Usage Policy Review – deferred from November	✓ Board Assessment Results ✓ Drafted policies	✓ OLA Conference Registration ✓ Meeting of Advocacy/Fundraising Committee
January 2026	✓ Privacy Policy Review ✓ Operational Policy Review ✓ Planning Policy Review ✓ AI Policy - New ✓ Review of 2025 Strategic Actions Completed ✓ Review of 2025 Q4 and Annual Statistics	✓ 2025 Q4 and Year End Statistics Report ✓ 2025 Procurement Update ✓ 2025 Donations Reserve Update ✓ Drafted policies	✓ OLA Super Conference/ OLBA Boot Camp attendance
February 2026	• No scheduled meeting		
March 2026	✓ Board By-Laws Review ✓ Annual Board Assessment Policy Review ✓ Rights and Safety of Children and Teens in the Library Review ✓ 2025 Year End Strategic Assessment and Evaluation Report ✓ 2025 Annual Report ✓ OLA Super Conference Key Takeaways	✓ 2025 Strategic Scoresheet ✓ Draft annual report ✓ Drafted policies	✓ Meeting evaluation ✓ Sharing of OLA/webinar Takeaways ✓ Meeting of Advocacy/Fundraising Committee ✓ Meeting of CEO Assessment Committee
April 2026	• Fundraising and Gift Acceptance Policy Review • The Library and Political Elections Policy Review • Board-CEO Partnership Policy Review • Valuing Ontario Libraries Toolkit (VOLT) • Review of quarterly statistics – Q1	• Drafted annual Report • 2026 Q1 Statistics Report • Drafted policies • VOLT results • Proposed CEO PA document	• Presentation of Annual Report to Council

	• Revisions to CEO/Chief Librarian Performance Appraisal Document		
May 2026	• Personnel Policy Review • Disconnecting from Work Policy Review • Remote Work Policy Review • Succession and Leadership Planning Policy • Board Code of Conduct Review • Public Code of Conduct Review • Employee Code of Conduct - NEW	• Drafted policies	• Presentation of VOLT findings to Council • Meeting of CEO Assessment Committee
June 2026	• Annual CEO/Chief Librarian Performance Appraisal • Collection Development Policy Review • Programming Policy Review • Volunteer Policy Review • Makerspace Interim Service Review Report	• Mid-year procurement update • Mid-year reserves update • Drafted policy • Drafted report • CEO to provide goals for coming term – July 2026 to June 2027	• Meeting evaluation • Meeting of Advocacy/Fundraising Committee
July 2026	• No scheduled meeting		
August 2026	• 2027 Budget Proposal • Audited Financial Report • Review of quarterly statistics – Q2	• 2026 Q2 Statistics Report • Draft 2027 budget • Financial documents	• Finance committee meeting to review draft budget
September 2026	• Accessibility Policy Review • Diversity and Inclusion Policy Review	• Drafted policies	• Meeting of Advocacy/Fundraising Committee • Staff Forum
October 2026	• Review of quarterly statistics – Q3 • Public Complaint Handling Policy Review • Board Term Legacy Document • Trustee Position Description Review • Schedule of Board Meetings – 2027	• Drafted policy • Drafted position description • 2026 Q3 Statistics Report	• Meeting evaluation
November 2026	• Annual Board Assessment • Town of Caledon Health and Safety Policy Statement Report • Art Exhibit, Display and Community Information Policy Review	• Assessment criteria and questions • Drafted policies	• OLS Board Assembly Meeting • Completion of Assessment Questionnaire

	• Reserves Policy Review • Fundraising and Gift Acceptance Policy		• Board Panel Discussions to inform applicants to new term
December 2026	• No scheduled meeting		• Meeting of CEO Assessment Committee • Meeting of Advocacy/Fundraising Committee
January 2027	• Mid-year CEO/Chief Librarian Performance Appraisal • 2027 budget Update • AI Policy Review	• Board Assessment Results • Completed appraisal • 2026 Q4 and Year End Statistics Report • 2026 Strategic Scoresheet • 2026 Procurement Update • 2026 Reserves Update	• OLA Boot Camp Registration for new term