Caledon Public Library Board
Finance Committee
Wednesday, August 12, 2026
4 PM

AGENDA

This meeting will be hosted electronically.

Members of the public may attend by
calling 1.647.558.0588 and entering meeting ID 895 7367 4010
followed by #.

Please note: Recording of this meeting by anyone in attendance, and regardless of format, is at the discretion of the Board

1. Call to order
2. Approval of the agenda
3. Disclosure of Interest
4. Minutes of previous meetings
    a. September 30, 2025 (Attachment 4-A)
5. Staff Reports
    a. 2027 Draft Budget Report (Attachment 5-A)
6. New Business
7. Adjournment

Attachment 4-A

Caledon Public Library Board
Finance Committee
Tuesday, September 30, 2025
6 PM

MINUTES

Present: Nicholas Alleyne (Committee Chair); Mary Juric; Tony Maxwell; Councillor Cosimo Napoli

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

Note: This meeting was conducted electronically

1. **The Committee Chair called the meeting to order at 6:01 PM**
2. **Apologies for non-attendance:** None.
3. **Approval of the Agenda**
   Motion: That the Agenda be approved.
   Moved: Tony Maxwell **Seconded:** Mary Juric
   Carried
4. **Disclosure of pecuniary interest**
   None declared.
5. **Notes and minutes of previous meetings.**
   a. **August 6, 2025**
      Motion: That the Caledon Public Library Finance Committee receive the minutes of the meeting held on August 6, 2025
      Moved: Councillor Cosimo Napoli **Seconded:** Mary Juric
      Carried.
6. **Finance Committee Discussion and Deliverables**
   a. **CPL 2026 Budget**
      An overview of the recent meeting with the Mayor was shared and recommended next step in the budget process were discussed. A related meeting of the Board's Advocacy and Fundraising Committee is scheduled for October 15.
      Motion: That the Caledon Public Library Finance Committee direct the CEO/Chief Librarian to correspond with Ward 1 Councilors regarding the proposed Caledon Village Projects and submit a request to delegate to Council at the November 5, 2025 budget meeting.

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

Carried.

7. **New Business.**
   There was no new business raised.

8. **Adjournment**
   Motion: That the meeting adjourn.
   Moved: Mary Juric **Seconded:** Tony Maxwell

The meeting adjourned at 6:51 PM

Attachment 5-A

Date: August 12, 2026

To: Finance Committee, Caledon Public Library Board

From: Colleen Lipp, CEO | Chief Librarian

Subject: 2027 Draft Budget Report

Recommendation:

That the Finance Committee of the Caledon Public Library Board review the 2027 Draft Budget Report for recommendation to the full Board.

Summary

A draft budget has been prepared for review by the Finance Committee, as part of the broader process leading to consideration by the full Board, followed by the Mayor and Council. This budget includes funding for a base operating budget necessary to sustain current service levels. It also outlines several recommended enhancements to service levels and proposed capital projects. Additionally, revisions to the Library's 5-year Capital Forecast are highlighted for consideration. Minor amendments to the Library's fees are also proposed, maintaining alignment with the Library's *Operational Policy (CPL-16-04)* and reflecting increases in replacement costs of some collections.

Process Overview

Section 24 (1) of the *Public Libraries Act* states that a library board "shall submit to the appointing council, annually on or before the date and in the form specified by the council, estimates of all sums required during the year for the purposes of the board". To this end, Library Leadership has prepared a budget for review by the Finance Committee, and ultimately the full Board, in advance of Council's consideration.

As per the Town's budget timelines, a revised 5-year capital forecast was completed and shared with the Board as part of the May 25th meeting agenda and subsequently submitted to the Town in advance of the May 30th deadline. As per the Town's budget schedule, all remaining deliverables were entered in the Town's budget software by the end of June. As this timeline did not allow for the necessary Board approvals, Town Finance has been reminded of the Board's governance role and legislative responsibilities in relation to the Library's budget and that this may result in Board-directed amendments to the Library's proposed budget.

Town Finance has provided training and support to the Library in preparing the budget. Training documentation noted assumptions as related to Cost-of-Living Allowances (COLA) and inflation rates, as well as a 2027 budget target of 3% tax with a 1% infrastructure levy. Town Finance also advised of a focus on identifying efficiencies and collaboration across Town

departments and a freeze on new staff requests, with very few exceptions to be made for new full-time positions.

Operating Budget (Appendix A)

The following table summarizes the increases and efficiencies within the base operating budget and reflects the resulting cumulative increase. The impact of previously approved budgets are included within these calculations.

Base Operating Budget	$	Cumulative Percentage Change from 2026
2026	$8,018,960	
Inter-account transfers of $15,000	$0	
Pre-approved Initiatives		
IT/Maker Operating Impact	$14,400	0.18%
Annualized services	$315	0.18%
Removal of one-time initiatives	($3,500)	0.14%
Town-Initiated Inflationary Increases/Efficiencies		
Staff wages	$274,145	3.56%
Staff benefits	$72,144	4.46%
Rent (2%), Insurance (0%)	$12,009	4.61%
Library Service Delivery Initiatives/Efficiencies		
Inflationary Increases	$27,861	4.96%
New and Increased Revenues	($4,500)	4.90%
Service Level Efficiencies	($24,750)	4.59%
2027 Base Operating Budget Total	**$8,387,084**	**4.59%**

Table 1 – Operating Budget Summary

As indicated above, the proposed budget reflects an increase of 4.59% inclusive of the annualized impact of previously approved initiatives. This is a reduction from the 6.96% increase recommended to the Library's base operating budget in 2026. Additional details are as follows, with a complete budget breakdown attached as Appendix A:

- Inter-department transfers are budget neutral and include:
  - $10,000 from Operating Supplies in Information Technology to Maker and Emerging Technologies to support the cost of disposables, including filters for the filtration units in place in Caledon East and Margaret Dunn;
  - $2,000 within the Communications and Cultural Development department to more accurately reflect the cost of contracted web services; and,
  - $3,000 in Special Programs from Communications and Cultural Development to Programming and Outreach.

- Pre-approved initiatives include:
    - Operating impacts approved as part of the 2026 IT Equipment capital budget (26-238);
    - Annualized increases to training and mobile phone budgets in support of the new Systems and Data Librarian; and,
    - Removal of one-time initiatives including the initial investment in hardware for this new role.

- Further changes in existing staffing costs total $346,289 across all departments. This includes:
    - An increase of $274,145 to wages resulting from a proposed 3.0% cost of living increase and merit increases for eligible employees; and,
    - An increase of $72,144 in staff benefit expenses, including extended health care and pension.

  It should be noted that Town Finance has again required that 12% be applied in calculating the benefits of all part-time employees, including library employees who receive extended health benefits as per the previously approved changes in service level. In mandating this approach for the 2026 budget, Finance had advised that any deficit would be offset by a surplus in full-time benefits. Library Leadership's concerns regarding this continued approach have again been raised with Town Finance. As of July 31, 2026, the Library is seeing unfavourable year-to-date variances of $63,221 across all benefit accounts. *Change in Service Level 2027-009 Funding of Existing Service Level - Partial Benefits for Library Permanent Part-Time* (Appendix B) applies 20% of wages in calculating benefit costs to accurately reflect the previously approved investment in the Library's permanent part-time employees.

- An increase of 2% has been applied to the rental costs for the seven (7) branches currently located in Town facilities as well as the area housing the Belfountain holds lockers.

- A 0% increase has been forecast for the municipality's insurance costs in 2027. However, the unavailability of actual 2025 costs when preparing the 2026 budget resulted in notable variances for the current year. As a result, a total increase of $5109 in insurance across all facilities is needed to accurately reflect anticipated 2027 costs. This is partially offset by an efficiency of $271 in insurance within the IT Department.

- The addition of $2,000 in Contracted Services within Administration supports the Library's reliance on external legal counsel in finalizing lease agreements and memorandums of understanding with the Town.

- An increase of $4,000 in Contracted Services across all branch locations supports the increased costs associated with the security systems at some locations and the annual raising of the shade sails at the Southfields Reading Garden.
- An increased investment of $3,235 in staff training is proposed to maintain alignment with the Ontario Public Library Guidelines and Accreditation Council's recommendation that 1% of total staff wages and benefits be dedicated to training.
- To respond to demand for library events in the face of increased costs of supplies, external facilitators, subject experts and performers, programming budgets in the Programming and Outreach and Maker & Emerging Technologies departments have been increased by a total of $10,035.
- Additional inflationary increases include the following:
    - Library Board Education and Expenses $400;
    - Membership Dues $400;
    - Audit $500;
    - Online Databases $2,287;
    - Automation $2,700;
    - Telephone $500;
    - Mileage $500; and,
    - Operating Supplies $1,304.
- Increases in revenue include the addition of $2,500 from the continued offering of summer camps and an increase of $2,000 in grant funding for summer students.
- Identified service level efficiencies include:
    - $20,000 through the formalization of new connectivity and hotspot contracts and innovative redundancy solutions for all locations;
    - $1,500 resulting from competitive mobile phone pricing; and,
    - $3,000 in software subscriptions.

Notable items not reflected within the base operating budget include:

- Any revenues and expenses associated with Friends of the Library initiatives;
- Possible grant funding or donations; and,
- Any changes to Human Resources and Finance services charged to the Library.

As the cost of Town-provided services are calculated as a proportion of the relevant Town department's budget, final transfers can only be confirmed once the Town's budget is approved.

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

The departmental budget impact of these changes is summarized in the following table.

	2025 Actuals	*2025 Budget*	*2026 YTD Actuals*	*2026 Base Budget*	*Proposed 2027 Budget*	*% Change*	*Change to Tax Base*
Revenues	(111,430)	(112,500)	(38,214)	(115,500)	(120,000)	3.90%	(0.01%)
Administration	522,873	447,945	239,113	945,644	969,292	2.50%	0.03%
Library Public Services	3,244,037	3,305,467	2,025,491	3,548,486	3,732,153	5.18%	0.24%
Collections & Access Services	595,469	609,096	384,796	657,013	680,523	3.58%	0.03%
Library Info Technology	660,392	689,672	411,530	866,463	894,397	4.43%	0.05%
Programming and Outreach	683,646	651,771	428,798	806,929	855,273	5.60%	0.06%
Communications & Cultural Development	514,875	553,161	295,930	569,746	578,405	2.06%	0.02%
Corporate Services & Projects	253,137	236,925	132,514	259,992	274,738	5.67%	0.02%
Maker & Emerging Technologies	447,939	449,400	255,913	480,187	522,303	6.55%	0.04%
Total	6,810,938	6,810,937	4,133,212	8,018,960	8,387,084	4.59%	0.49%

Table 2 – Department Budget Overview

The following reflects budget pressures by expense category in order of dollar value, highlighting the significant proportion of the Library's budget which is dedicated to staffing. It should be noted that the recently levied fees payable to the Town for Finance and HR services account for more than the Library's facility or technology costs. As per the charts displayed in Figure 1, with the exception of the decline in Technologies resulting from identified efficiencies in connectivity, the proportion allocated across categories remains largely consistent from 2026 to 2027.

	2026	*2027*	*Variance*	*% Change*
Revenues	-115,500	-120,000	-4,500	3.90%
Employee Wages and Benefits	6,547,781	6,894,070	345,017	5.29%
Town Finance and HR Services	475,791	475,791	0	0.00%
Facility Costs	418,976	435,256	16,280	3.89%
Technologies	341,700	319,129	-22,571	-6.61%
Online Databases	99,446	101,733	2,287	2.30%
Training, Memberships and Mileage	95,610	100,360	4,750	4.97%
Contracted Services	82,750	87,000	4,250	5.14%
Programs	45,300	55,335	10,035	22.15%
Operating Supplies	27,106	38,410	11,304	41.70%
Total	8,018,960	8,387,084	368,124	4.59%

Table 3 – Revenue and Expense Category Overview

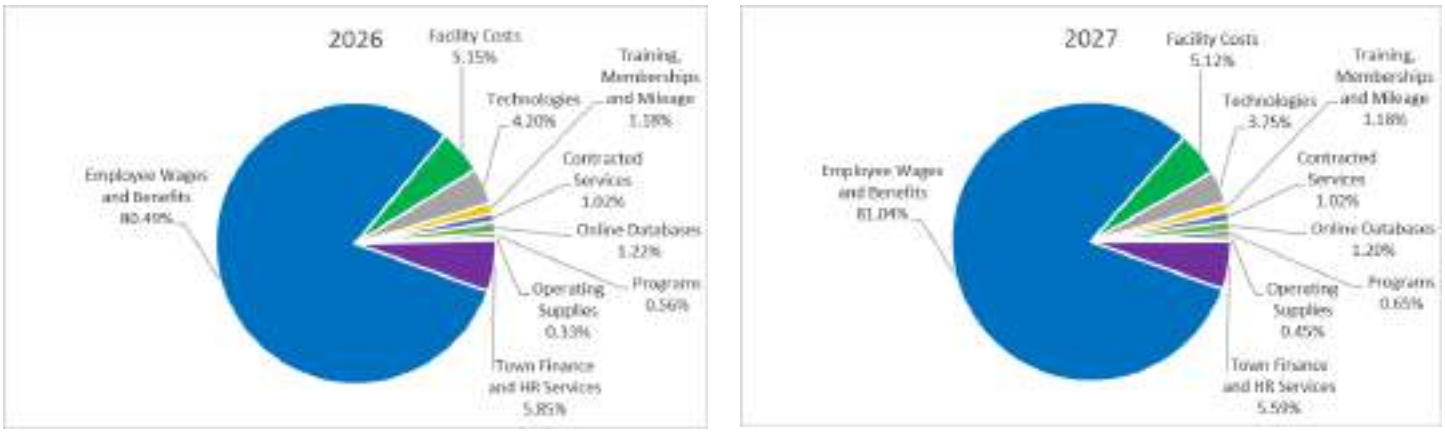

Figure 1 – Expense Category Percentages

Figure 2 outlines the key drivers of the year-over-year increase in the Library's base operating budget. As shown, Employee Wages and Benefits account for the majority of the increase—82%, or $345,017 of the total $368,124 when also accounting for the impact of efficiencies in IT and increased revenue.

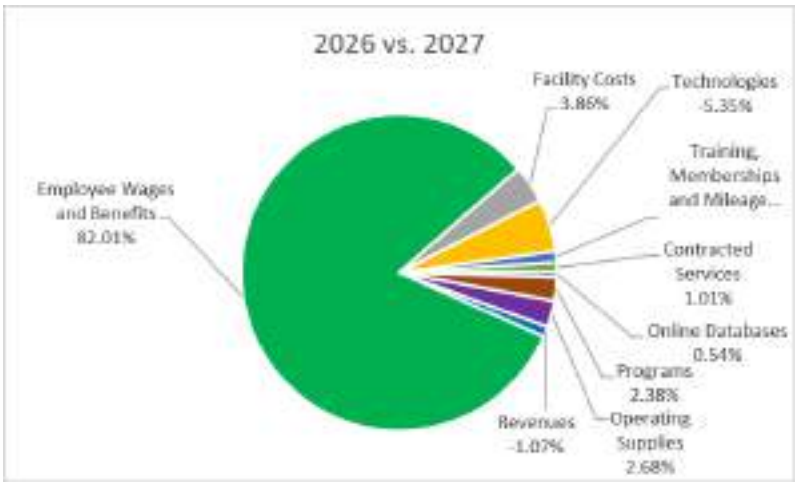

Figure 2 – Proportion of Budget Increase by Category

Changes in Service Levels (Appendix B)

The Town of Caledon's budget process requires the identification of any recommended changes to service levels above and beyond the base operating budget.

Five (5) such service improvements have been identified for implementation in 2027 and are recommended for the Board's consideration. The following are listed in order of priority with detailed business cases included as Appendix B.

				Percentage Increase		
#	Title	2027	Annualized	Individual	Total	Cumulative
2027-002	Mobile Library Staff and Maintenance	$62,531	$296,481	0.78%	5.37%	5.30%
2027-009	Funding of Existing Service Level - Partial Benefits for Library Permanent Part-Time	$75,424	$75,424	0.94%	5.53%	6.31%
2027-028	Library Branch Maintenance and Painting	$25,000	$25,000	0.31%	4.90%	6.62%
2027-008	Expanded Library Staff Hours in Support of Services to the Public	$30,368	$30,368	0.38%	4.97%	7.00%
2027-007	Extended Health Benefits for Permanent Part-Time Employees	$30,000	$30,000	0.37%	4.96%	7.38%
	Total	**$223,323**	**$457,273**			

Table 4 – Changes in Service Levels 2026

The request for *Mobile Library Staff and Maintenance (2027-002)* documents the operating impact of the related capital project (*27-188 Mobile Library Bookmobile*). Both requests must be funded to successfully implement this service.

Extended Health Benefits for Permanent Part-Time Employees (2027-007) was originally proposed as part of the 2025 and 2026 budgets and remains a priority for 2027. However, given the mandated use of a consistent percentage in calculating the costs of benefits for all part-time employees, regardless of status, it is recommended that *Funding of Existing Service Level - Partial Benefits for Library Permanent Part-Time (2027-009)* be prioritized so that existing benefit costs are adequately funded.

Library Branch Maintenance and Painting (2027-028) was originally proposed as a one-time capital project (*27-185 Library Interior Maintenance and Painting*). While both business cases have been provided for the Board's information, Library Leadership's preferred approach is to include these costs within the operating budget. This would establish a sustainable funding source and align with the municipality's practice of funding ongoing maintenance through operating budgets.

Town Finance initially expressed the view that these requests should be considered capital expenditures. Subsequently, it was advised that, as the Library is a tenant within municipal facilities, funding requests related to building maintenance should be directed to the Engineering, Public Works and Transportation Commission.

In the absence of a memorandum of understanding or lease agreements defining maintenance responsibilities and given the inconsistent and unpredictable level of maintenance services historically provided across library branches, there is currently no clear framework to guide the appropriate funding approach.

Capital Projects (Appendix C)

Maintaining the Library's print and digital collections, along with its supporting technologies, is essential to ensuring service continuity, customer satisfaction and equitable access at CPL. Three capital projects core to this work are outlined in Table 5.

#	Title	Tax	DC	Total
27-183	*Library Collections and Materials 2027*	$550,000	$0	$550,000
27-184	*Library IT Equipment Replacement 2027*	$166,000	$0	$166,000
27-168	*Library Website Accessibility Audit*	$18,500	$0	$18,500
	Total	**$734,500**	**$0**	**$734,500**

Table 5 – Core Capital Projects

A *Library Website Accessibility Audit (27-168)* was proposed in 2026 but was ultimately not funded by Council. As this project is key to ensuring equitable access to library services and collections and is specifically referenced as a deliverable within the Library's strategic action plan, it has been categorized as a core capital need for 2027.

These critical investments are further supported by additional projects aligned with the Library's strategic objectives, including funding for branch enhancements and special initiatives. In 2027, as recommended in the Comprehensive Growth Plan, this includes the expansion of Open Access services to the Caledon Village Branch. Additional recommendations resulting from the Growth Plan include the installation of service kiosks as well as the launch of a mobile library to extend library access. These investments support an interim solution ahead of the development of a permanent branch in Mayfield West II and the improved delivery of services to rural areas where a physical location is not feasible.

Efforts to secure funding for library furniture and fixtures were unsuccessful in 2025 and 2026 and the replacement of warn and damaged furniture, along with improved wayfinding and exterior signage at the Caledon East Branch, remains a priority for 2027.

#	Title	Tax	DC	Total
27-164	*Library Branch Open Access – Caledon Village*	$0	$46,000	$46,000
27-188	*Mobile Library / Bookmobile*	$0	$235,000	$235,000
27-162	*Library Service Kiosks – Phase 1*	$0	$143,000	$143,000
27-165	*Library Replacement Furniture*	80,000	$0	$80,000
27-187	*Library Branch – Signage and Wayfinding*	$17,000	$0	$17,000
	Total	**$97,000**	**$424,000**	**$521,000**

Table 6 – Capital Projects in Support of Growth and Existing Service Levels

Detailed descriptions and cost estimates for all proposed projects are included in the drafted Capital Project submissions, provided in Appendix C. Where applicable, the associated business cases also outline the expected operating impacts and/or reference the accompanying Change in Service Level. A related Change in Service Level Request has been drafted to document the staff and maintenance costs (CISL 2027-002) required to operate the proposed Mobile Library.

As previously mentioned, funding to maintain library branches is recommended as *CISL 2027-028 Library Branch Maintenance and Painting.* Given the related communications received from Town Finance, the original 2027 capital request is also included for the Board's information

#	Title	Tax	DC	Total
27-185	*Library Interior Maintenance and Painting*	$40,000	$0	$40,000

Table 7 – Deactivated Capital Projects

Capital Prioritization Worksheets (Appendix D)

The Town has created worksheets for use in prioritizing non-growth capital projects and the Library was advised that this rating tool is to be used in assessing all non-DC funded projects. A number of challenges were identified when attempting to apply this new process and scoring scheme to the Library's capital projects. Most notably, this includes the ranking of projects on the basis of alignment with the Town's Strategic Plan and a focus on replacement of existing assets. For the purposes of rating Library capital projects, Library Leadership has considered alignment with the Library's Strategic Plans and related action items.

As noted below, the resulting scores do not fully align with the priority order recommended for the Board's consideration.

Priority	*#*	***Title***	***Score***
1	*27-183*	*Library Collections and Materials 2027*	21.5
2	*27-184*	*Library IT Equipment Replacement 2027*	19.5
3	*27-168*	*Library Website Accessibility Audit*	25.5
4	*27-165*	*Library Replacement Furniture*	16
5	*27-187*	*Library Branch – Signage and Wayfinding*	9
n/a	*27-185*	*Library Interior Maintenance and Painting*	15

Table 8 – Non-DC Capital Prioritization Worksheet Scores

Completed worksheets have been included as Appendix D for the Board's information. It remains unclear how these scores will be used in prioritizing Town projects and how this will be applied to the Board's recommended investments. It has been suggested by Town Finance that these worksheets will be used only to assess the availability and reliability of the submitted data in 2027, with full roll out to be considered in 2028.

Five-Year Capital Forecast (Appendix E)

The proposed forecast, attached as Appendix E, underscores the Library's ongoing commitment to core collections and IT services, while maintaining a strategic focus on growth and innovation. It is informed by the Library's Comprehensive Growth and Strategic Plans and the Town's Development Charge Study.

It is important to note that the inclusion of a project in the capital forecast does not guarantee funding. Each project's scope must be clearly defined and accompanied by a comprehensive business case, to be reviewed and approved by the Board and Council through the annual budget process.

It should also be noted that a new branch in Mayfield West II has been further deferred to 2028. Town staff have advised that this is the proposed timeline for funding the new community centre in which the branch is to be located. That being said, given that this project is a critical step in realizing the recommendations of the Comprehensive Growth Plan and meeting community needs, it is recommended that the Board pre-emptively approve advancing this project from 2028 to 2027, on the chance that a new term of Council chooses to prioritize the development of social infrastructure within the Mayfield West II community within the 2027 budget. This change in timeline would be acted upon only if Council were to advance timing of the community centre project.

Library Fees (Appendix F)

The Library's service fees and replacement fines are reflected in the Town of Caledon's Fee By-law. An annual review of this By-Law is undertaken as part of the budget process. As highlighted within Appendix F, a number of changes are required to the Library's portion of the Fee By-law at this time.

This includes the addition of new fees resulting from camps and exam invigilation as well as increased fees to non-resident members, as per the Board's most recent review of the *Caledon Public Library Operational Policy (CPL-16-04)*. An increase in the replacement costs for lost or damaged hotspots is also reflected, though was not previously raised to the Board's attention. It is recommended that the policy be amended to align with this change in advance of its next scheduled review in January 2028.

Additionally, fees resulting from NSF cheques have been removed. Instead, a consistent fee will be applied broadly by all Town departments and service areas.

Next Steps

This draft marks the first step in a multi-stage budget approval process. Pending Committee approval, the budget will next be considered by the full Board at the August 24th meeting.

In order to meet the Town's budget deadlines, all deliverables have been shared with Town Finance in advance of Committee and Board review. The Town will be informed of any Board-directed amendments to the Library's proposed budget immediately following the August meeting.

Communication received from Town Finance in late July suggests that budget information will be consolidated for review by the CAO and CFO. This will be followed by scheduled meetings with Commissioners to review budgets in greater detail before providing a draft budget in early September. An email was sent seeking clarification on how this process will be applied while ensuring alignment with the Board's governance and legislative responsibilities. As of the publication of this report, no response had been received.

With the municipal election scheduled for October 26th, and the inaugural meeting of the new term of Council planned for November 16th, it is unlikely that a budget meeting schedule will be approved by Council before mid-November. That said, Town Finance has provided the following timeline, suggesting that the budget will be approved by Council before the end of the year.

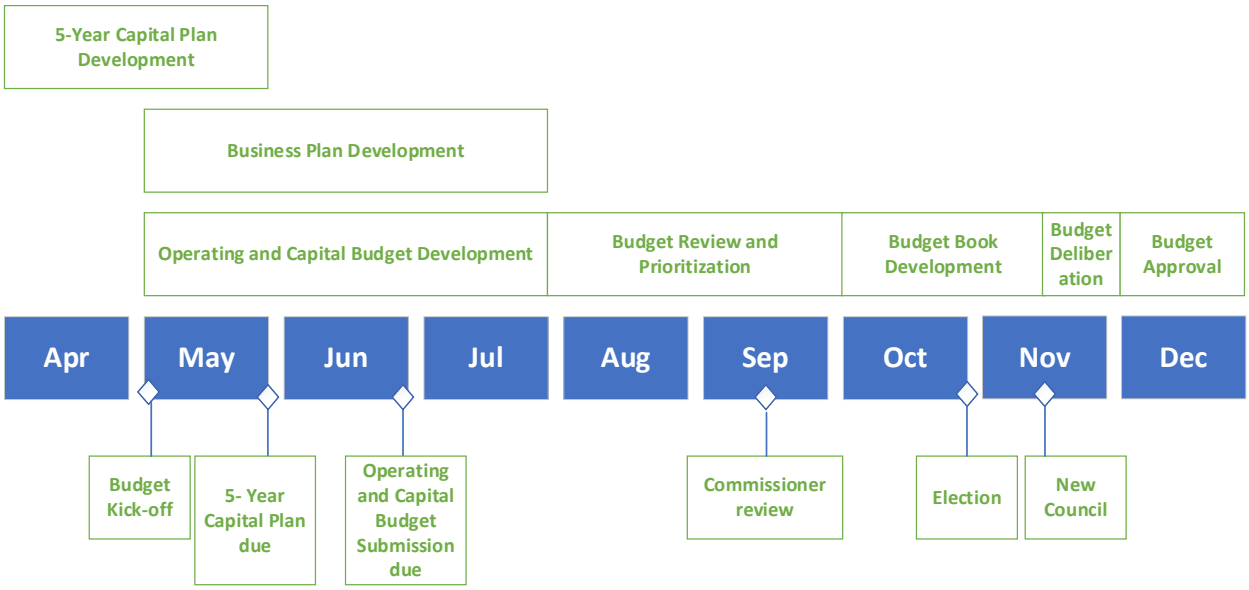

Figure 3– 2027 Budget Timeline

Though it is difficult to predict what impact election results may have on the Town's budget process and timeline, it is again advised that the Library present its budget independently. Recent experience would also suggest that the Board and Library Leadership initiate meetings with the newly elected Mayor and Council to raise awareness of the library's value and the need for sustained investment in our services, staff, and facilities.

Recommended Motion

That the Finance Committee of the Caledon Public Library Board receive and approve the 2027 Draft Budget Report for recommendation to the full Board;

That the Finance Committee endorse the recommended revision to the Caledon Public Library Operational Policy (CPL-16-04) to ensure alignment with the noted increase in Hotspot replacement value; and,

That, in the case where Council approves 2027 funding for a community centre to be located in the Mayfield West II neighbourhood, the Finance Committee endorse advancing the capital project in support of a library branch in Mayfield West II from 2028 to 2027.

Appendix A

Account Description	2026 YTD Actuals	2026 Budget	Budget Changes Transfers	2027 Base Budget	Employee Compensation	Annualization - Services	Inflationary	Pre-Approved Initiatives	Pre-Approved Initiatives - One-Time	2027 Adjusted Base Budget	Service Delivery Efficiences	Revenues	New Fees & Revenues	Total 2027 Base Budget	Total 2027 Budget	% Increase (Decrease) 2027 to 2026	% Increase (Decrease) to 2026 Tax Base
40010 Administration																	
Revenues																	
01-07-365-40010-365-50050 Miscellaneous Revenue	-11,759	-20,000.00	0.00	-20,000	0	0	0	0	0	-20,000	0	0	0	0	-20,000	0.00%	0.00%
01-07-365-40010-365-50075 Postage Reimbursement	-1,854	-2,000.00	0.00	-2,000	0	0	0	0	0	-2,000	0	0	0	0	-2,000	0.00%	0.00%
01-07-365-40010-365-50125 Merchandise Sales	-352	-3,000.00	0.00	-3,000	0	0	0	0	0	-3,000	0	0	0	0	-3,000	0.00%	0.00%
01-07-365-40010-365-50250 Camps - NEW	0	0.00	0.00	0	0	0	0	0	0	0	0	0	-2,500	-2,500	-2,500	100.00%	(0.00%)
01-07-365-40010-365-50319 Grants/Subsidies	-1,638	-68,000.00	0.00	-68,000	0	0	0	0	0	-68,000	0	-2,000	0	-2,000	-70,000	2.94%	(0.00%)
01-07-365-40010-365-50705 Fines/Fees	-3,887	-10,000.00	0.00	-10,000	0	0	0	0	0	-10,000	0	0	0	0	-10,000	0.00%	0.00%
01-07-365-40010-365-50725 Grant Internet - SOLS	-442	-10,000.00	0.00	-10,000	0	0	0	0	0	-10,000	0	0	0	0	-10,000	0.00%	0.00%
01-07-365-40010-365-50750 Book Sales	-11,279	-2,500.00	0.00	-2,500	0	0	0	0	0	-2,500	0	0	0	0	-2,500	0.00%	0.00%
Total Revenues	**-38,214**	**-115,500.00**	**0.00**	**-115,500**	**0**	**0**	**0**	**0**	**0**	**-115,500**	**0**	**-2,000**	**-2,500**	**-4,500**	**-120,000**	**3.90%**	**(0.01%)**
Expenses																	
01-07-365-40010-365-61510 Salaries-Permanent	159,643	298,408.00	0.00	298,408	14,619	0	0	0	0	313,027	0	0	0	0	313,027	4.90%	0.02%
01-07-365-40010-365-61513 Benefits-Permanent	46,754	89,523.00	0.00	89,523	4,385	0	0	0	0	93,908	0	0	0	0	93,908	4.90%	0.01%
01-07-365-40010-365-61520 Wages-Casual Temporary	8,319	39,100.00	0.00	39,100	1,200	0	0	0	0	40,300	0	0	0	0	40,300	3.07%	0.00%
01-07-365-40010-365-61523 Benefits-Casual Temporary	982	4,692.00	0.00	4,692	144	0	0	0	0	4,836	0	0	0	0	4,836	3.07%	0.00%
01-07-365-40010-365-62018 Operating Supplies	98	760.00	0.00	760	0	0	0	0	0	760	0	0	0	0	760	0.00%	0.00%
01-07-365-40010-365-62244 Bank Charges	1,208	3,000.00	0.00	3,000	0	0	0	0	0	3,000	0	0	0	0	3,000	0.00%	0.00%
01-07-365-40010-365-62253 Lib. Brd Education & Exp.	2,857	5,000.00	0.00	5,000	0	0	400	0	0	5,400	0	0	0	0	5,400	8.00%	0.00%
01-07-365-40010-365-62311 Memberships/Dues	19,094	16,500.00	0.00	16,500	0	0	400	0	0	16,900	0	0	0	0	16,900	2.42%	0.00%
01-07-365-40010-365-62317 Audit	-5,032	4,870.00	0.00	4,870	0	0	500	0	0	5,370	0	0	0	0	5,370	10.27%	0.00%
01-07-365-40010-365-62335 Contracted Services	0	8,000.00	0.00	8,000	0	0	2,000	0	0	10,000	0	0	0	0	10,000	25.00%	0.00%
01-07-365-40010-365-62416 Interdepartmental Charges	0	475,791.00	0.00	475,791	0	0	0	0	0	475,791	0	0	0	0	475,791	0.00%	0.00%
Total Expenses	**239,113**	**945,644.00**	**0.00**	**945,644**	**20,348**	**0**	**3,300**	**0**	**0**	**969,292**	**0**	**0**	**0**	**0**	**969,292**	**2.50%**	**0.03%**
Administration Subtotal	**200,899**	**830,144.00**	**0.00**	**830,144**	**20,348**	**0**	**3,300**	**0**	**0**	**853,792**	**0**	**-2,000**	**-2,500**	**-4,500**	**849,292**	**2.31%**	**0.03%**
41010 Library Public Services																	
Expenses																	
01-07-365-41010-365-61510 Salaries-Permanent	70,991	135,910.00	0.00	135,910	9,676	0	0	0	0	145,586	0	0	0	0	145,586	7.12%	0.01%
01-07-365-41010-365-61513 Benefits-Permanent	23,423	40,773.00	0.00	40,773	2,903	0	0	0	0	43,676	0	0	0	0	43,676	7.12%	0.00%
01-07-365-41010-365-62018 Operating Supplies	6,133	12,069.00	0.00	12,069	0	0	1,259	0	0	13,328	0	0	0	0	13,328	10.43%	0.00%
01-07-365-41010-365-62335 Contracted Services	0	4,000.00	0.00	4,000	0	0	0	0	0	4,000	0	0	0	0	4,000	0.00%	0.00%
01-07-365-41010-365-62346 Courier	12,140	35,800.00	0.00	35,800	0	0	0	0	0	35,800	0	0	0	0	35,800	0.00%	0.00%
Albion Bolton Branch																	
01-07-365-41010-405-61510 Salaries-Permanent	194,439	373,945.00	0.00	373,945	22,053	0	0	0	0	395,998	0	0	0	0	395,998	5.90%	0.03%
01-07-365-41010-405-61513 Benefits-Permanent	61,830	112,183.00	0.00	112,183	6,616	0	0	0	0	118,799	0	0	0	0	118,799	5.90%	0.01%
01-07-365-41010-405-61520 Wages-Casual Temporary	140,411	275,596.00	0.00	275,596	5,204	0	0	0	0	280,800	0	0	0	0	280,800	1.89%	0.01%
01-07-365-41010-405-61521 Overtime-Casual Tempora	182	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0		0.00%
01-07-365-41010-405-61523 Benefits-Casual Temporary	21,814	33,072.00	0.00	33,072	624	0	0	0	0	33,696	0	0	0	0	33,696	1.89%	0.00%
01-07-365-41010-405-62312 Insurance	4,172	1,704.00	0.00	1,704	0	0	2,443	0	0	4,147	0	0	0	0	4,147	143.37%	0.00%
01-07-365-41010-405-62321 Rental-Facility	165,109	165,109.00	0.00	165,109	0	0	3,302	0	0	168,411	0	0	0	0	168,411	2.00%	0.00%
01-07-365-41010-405-62335 Contracted Services	13,692	30,094.00	0.00	30,094	0	0	0	0	0	30,094	0	0	0	0	30,094	0.00%	0.00%
Alton Branch																	
01-07-365-41010-410-61510 Salaries-Permanent	41,221	79,030.00	0.00	79,030	5,423	0	0	0	0	84,453	0	0	0	0	84,453	6.86%	0.01%
01-07-365-41010-410-61513 Benefits-Permanent	12,100	23,709.00	0.00	23,709	1,627	0	0	0	0	25,336	0	0	0	0	25,336	6.86%	0.00%
01-07-365-41010-410-61520 Wages-Casual Temporary	14,701	16,500.00	0.00	16,500	700	0	0	0	0	17,200	0	0	0	0	17,200	4.24%	0.00%
01-07-365-41010-410-61523 Benefits-Casual Temporary	2,588	1,980.00	0.00	1,980	84	0	0	0	0	2,064	0	0	0	0	2,064	4.24%	0.00%
01-07-365-41010-410-62312 Insurance	2,130	222.00	0.00	222	0	0	125	0	0	347	0	0	0	0	347	56.31%	0.00%
01-07-365-41010-410-62321 Rental-Facility	8,478	8,478.00	0.00	8,478	0	0	170	0	0	8,648	0	0	0	0	8,648	2.00%	0.00%
01-07-365-41010-410-62335 Contracted Services	107	716.00	0.00	716	0	0	300	0	0	1,016	0	0	0	0	1,016	41.90%	0.00%
Belfountain Lockers																	
01-07-365-41010-415-62312 Insurance	170	57.00	0.00	57	0	0	-30	0	0	27	0	0	0	0	27	(52.63%)	(0.00%)
01-07-365-41010-415-62321 Rental-Facility	857	3,528.00	0.00	3,528	0	0	71	0	0	3,599	0	0	0	0	3,599	2.00%	0.00%
Caledon East Branch																	
01-07-365-41010-430-61510 Salaries-Permanent	147,294	294,755.00	0.00	294,755	5,328	0	0	0	0	300,083	0	0	0	0	300,083	1.81%	0.01%
01-07-365-41010-430-61513 Benefits - Permanent	45,675	88,427.00	0.00	88,427	1,598	0	0	0	0	90,025	0	0	0	0	90,025	1.81%	0.00%

Account Description	2026 YTD Actuals	2026 Budget	Budget Changes Transfers	2027 Base Budget	Employee Compensation	Annualization - Services	Inflationary	Pre-Approved Initiatives	Pre-Approved Initiatives - One-Time	2027 Adjusted Base Budget	Service Delivery Efficiences	Revenues	New Fees & Revenues	Total 2027 Base Budget	Total 2027 Budget	% Increase (Decrease) 2027 to 2026	% Increase (Decrease) to 2026 Tax Base
01-07-365-41010-430-61520 Wages-Casual Temporary	154,840	354,300.00	0.00	354,300	20,800	0	0	0	0	375,100	0	0	0	0	375,100	5.87%	0.03%
01-07-365-41010-430-61521 Overtime- Casual Tempora	1,367	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0		0.00%
01-07-365-41010-430-61523 Benefits-Casual Temporary	28,943	42,516.00	0.00	42,516	2,496	0	0	0	0	45,012	0	0	0	0	45,012	5.87%	0.00%
01-07-365-41010-430-62312 Insurance	791	2,445.00	0.00	2,445	0	0	107	0	0	2,552	0	0	0	0	2,552	4.38%	0.00%
01-07-365-41010-430-62321 Rental-Facility	71,779	71,779.00	0.00	71,779	0	0	1,436	0	0	73,215	0	0	0	0	73,215	2.00%	0.00%
01-07-365-41010-430-62335 Contracted Services	0	500.00	0.00	500	0	0	0	0	0	500	0	0	0	0	500	0.00%	0.00%
Caledon Village Branch																	
01-07-365-41010-440-61510 Salaries-Permanent	45,450	88,765.00	0.00	88,765	2,882	0	0	0	0	91,647	0	0	0	0	91,647	3.25%	0.00%
01-07-365-41010-440-61513 Benefits-Permanent	15,409	26,629.00	0.00	26,629	865	0	0	0	0	27,494	0	0	0	0	27,494	3.25%	0.00%
01-07-365-41010-440-61520 Wages-Casual Temporary	31,177	31,700.00	0.00	31,700	1,700	0	0	0	0	33,400	0	0	0	0	33,400	5.36%	0.00%
01-07-365-41010-440-61523 Benefits-Casual Temporary	5,932	3,804.00	0.00	3,804	204	0	0	0	0	4,008	0	0	0	0	4,008	5.36%	0.00%
01-07-365-41010-440-62312 Insurance	545	186.00	0.00	186	0	0	454	0	0	640	0	0	0	0	640	244.09%	0.00%
01-07-365-41010-440-62321 Rental-Facility	15,583	15,583.00	0.00	15,583	0	0	312	0	0	15,895	0	0	0	0	15,895	2.00%	0.00%
01-07-365-41010-440-62335 Contracted Services	519	716.00	0.00	716	0	0	300	0	0	1,016	0	0	0	0	1,016	41.90%	0.00%
Inglewood Branch																	
01-07-365-41010-445-61520 Wages-Casual Temporary	43,615	77,500.00	0.00	77,500	2,700	0	0	0	0	80,200	0	0	0	0	80,200	3.48%	0.00%
01-07-365-41010-445-61523 Benefits-Casual Temporary	8,862	9,300.00	0.00	9,300	324	0	0	0	0	9,624	0	0	0	0	9,624	3.48%	0.00%
01-07-365-41010-445-62312 Insurance	272	89.00	0.00	89	0	0	231	0	0	320	0	0	0	0	320	259.55%	0.00%
01-07-365-41010-445-62321 Rental-Facility	7,174	7,174.00	0.00	7,174	0	0	143	0	0	7,317	0	0	0	0	7,317	2.00%	0.00%
01-07-365-41010-445-62335 Contracted Services	519	716.00	0.00	716	0	0	300	0	0	1,016	0	0	0	0	1,016	41.90%	0.00%
Margaret Dunn Valleywood Collaboration Studio																	
01-07-365-41010-455-61510 Salaries-Permanent	37,931	72,606.00	0.00	72,606	5,169	0	0	0	0	77,775	0	0	0	0	77,775	7.12%	0.01%
01-07-365-41010-455-61513 Benefits-Permanent	13,078	21,782.00	0.00	21,782	1,551	0	0	0	0	23,333	0	0	0	0	23,333	7.12%	0.00%
01-07-365-41010-455-61520 Wages-Casual Temporary	10,224	23,300.00	0.00	23,300	600	0	0	0	0	23,900	0	0	0	0	23,900	2.58%	0.00%
01-07-365-41010-455-61523 Benefits-Casual Temporary	1,627	2,796.00	0.00	2,796	72	0	0	0	0	2,868	0	0	0	0	2,868	2.58%	0.00%
01-07-365-41010-455-62312 Insurance	852	355.00	0.00	355	0	0	492	0	0	847	0	0	0	0	847	138.59%	0.00%
01-07-365-41010-455-62321 Rental-Facility	26,803	26,803.00	0.00	26,803	0	0	536	0	0	27,339	0	0	0	0	27,339	2.00%	0.00%
01-07-365-41010-455-62335 Contracted Services	519	716.00	0.00	716	0	0	300	0	0	1,016	0	0	0	0	1,016	41.90%	0.00%
Southfields Village Branch																	
01-07-365-41010-466-61510 Salaries - Permanent	147,484	356,968.00	0.00	356,968	29,958	0	0	0	0	386,926	0	0	0	0	386,926	8.39%	0.04%
01-07-365-41010-466-61513 Benefits - Permanent	51,662	107,091.00	0.00	107,091	8,987	0	0	0	0	116,078	0	0	0	0	116,078	8.39%	0.01%
01-07-365-41010-466-61520 Wages-Casual Temporary	201,549	341,700.00	0.00	341,700	23,200	0	0	0	0	364,900	0	0	0	0	364,900	6.79%	0.03%
01-07-365-41010-466-61521 Overtime-Casual Tempora	848	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0	0		0.00%
01-07-365-41010-466-61523 Benefits-Casual Temporary	38,203	41,004.00	0.00	41,004	2,784	0	0	0	0	43,788	0	0	0	0	43,788	6.79%	0.00%
01-07-365-41010-466-62312 Insurance	2,084	785.00	0.00	785	0	0	1,287	0	0	2,072	0	0	0	0	2,072	163.95%	0.00%
01-07-365-41010-466-62321 Rental Facility	60,091	60,091.00	0.00	60,091	0	0	1,202	0	0	61,293	0	0	0	0	61,293	2.00%	0.00%
01-07-365-41010-466-62335 Contracted Services	10,102	21,130.00	0.00	21,130	0	0	2,800	0	0	23,930	0	0	0	0	23,930	13.25%	0.00%
Total Expenses	**2,025,491**	**3,548,486.00**	**0.00**	**3,548,486**	**166,128**	**0**	**17,539**	**0**	**0**	**3,732,153**	**0**	**0**	**0**	**0**	**3,732,153**	**5.18%**	**0.24%**
41015 Collections & Access Services																	
Expenses																	
01-07-365-41015-365-61510 Salaries-Permanent	222,133	425,821.00	0.00	425,821	16,325	0	0	0	0	442,146	0	0	0	0	442,146	3.83%	0.02%
01-07-365-41015-365-61513 Benefits-Permanent	69,781	127,746.00	0.00	127,746	4,898	0	0	0	0	132,644	0	0	0	0	132,644	3.83%	0.01%
01-07-365-41015-365-62018 Operating Supplies	961	4,000.00	0.00	4,000	0	0	0	0	0	4,000	0	0	0	0	4,000	0.00%	0.00%
01-07-365-41015-365-62058 Online Databases	91,921	99,446.00	0.00	99,446	0	0	2,287	0	0	101,733	0	0	0	0	101,733	2.30%	0.00%
Total Expenses	**384,796**	**657,013.00**	**0.00**	**657,013**	**21,223**	**0**	**2,287**	**0**	**0**	**680,523**	**0**	**0**	**0**	**0**	**680,523**	**3.58%**	**0.03%**
41025 Library Info Technology																	
Expenses																	
01-07-365-41025-365-61510 Salaries-Permanent	178,637	408,548.00	0.00	408,548	37,312	0	0	0	0	445,860	0	0	0	0	445,860	9.13%	0.05%
01-07-365-41025-365-61513 Benefits-Permanent	60,031	122,565.00	0.00	122,565	11,193	0	0	0	0	133,758	0	0	0	0	133,758	9.13%	0.01%
01-07-365-41025-365-62018 Operating Supplies	1,998	13,100.00	-10,000.00	3,100	0	0	0	14,400	0	17,500	0	0	0	0	17,500	464.52%	0.02%
01-07-365-41025-365-62303 New Staff Tecnology - Libr	2,293	3,500.00	0.00	3,500	0	0	0	0	-3,500	0	0	0	0	0	0	(100.00%)	(0.00%)
01-07-365-41025-365-62304 Automation	63,730	67,000.00	0.00	67,000	0	0	2,700	0	0	69,700	0	0	0	0	69,700	4.03%	0.00%
01-07-365-41025-365-62305 Computer Services	45,480	110,980.00	0.00	110,980	0	0	0	0	0	110,980	-20,000	0	0	-20,000	90,980	(18.02%)	(0.03%)
01-07-365-41025-365-62312 Insurance	5,179	5,450.00	0.00	5,450	0	0	-271	0	0	5,179		0	0	0	5,179	(4.97%)	(0.00%)

Account Description	2026 YTD Actuals	2026 Budget	Budget Changes Transfers	2027 Base Budget	Employee Compensation	Annualization - Services	Inflationary	Pre-Approved Initiatives	Pre-Approved Initiatives - One-Time	2027 Adjusted Base Budget	Service Delivery Efficiences	Revenues	New Fees & Revenues	Total 2027 Base Budget	Total 2027 Budget	% Increase (Decrease) 2027 to 2026	% Increase (Decrease) to 2026 Tax Base
01-07-365-41025-365-62335 Contracted Services	12,250	38,000.00	0.00	38,000	0	0	0	0	0	38,000	0	0	0	0	38,000	0.00%	0.00%
01-07-365-41025-365-62396 Mobile Phones/Pagers	1,608	7,380.00	0.00	7,380	0	100	0	0	0	7,480	-1,500	0	0	-1,500	5,980	(18.97%)	(0.00%)
01-07-365-41025-365-62397 Telephone	14,856	36,970.00	0.00	36,970	0	0	500	0	0	37,470	0	0	0	0	37,470	1.35%	0.00%
01-07-365-41025-365-63037 Software Licence Subscript	25,468	52,970.00	0.00	52,970	0	0	0	0	0	52,970	-3,000	0	0	-3,000	49,970	(5.66%)	(0.00%)
Total Expenses	**411,530**	**866,463.00**	**-10,000.00**	**856,463**	**48,505**	**100**	**2,929**	**14,400**	**-3,500**	**918,897**	**-24,500**	**0**	**0**	**-24,500**	**894,397**	**4.43%**	**0.05%**
41030 Programming and Outreach																	
Expenses																	
01-07-365-41030-365-61510 Salaries-Permanent	300,668	595,221.00	-52.00	595,169	30,999	0	0	0	0	626,168	0	0	0	0	626,168	5.21%	0.04%
01-07-365-41030-365-61513 Benefits-Permanent	99,169	178,566.00	-6.00	178,560	9,300	0	0	0	0	187,860	0	0	0	0	187,860	5.21%	0.01%
01-07-365-41030-365-61520 Wages-Casual Temporary	6,284	-52.00	52.00	0	0	0	0	0	0	0	0	0	0	0	0		0.00%
01-07-365-41030-365-61523 Benefits-Casual Temporary	1,385	-6.00	6.00	0	0	0	0	0	0	0	0	0	0	0	0		0.00%
01-07-365-41030-365-62018 Operating Supplies	732	1,700.00	0.00	1,700	0	0	45	0	0	1,745	0	0	0	0	1,745	2.65%	0.00%
01-07-365-41030-365-62414 Special Programs	20,350	31,500.00	3,000.00	34,500	0	0	5,000	0	0	39,500	0	0	0	0	39,500	14.49%	0.01%
Total Expenses	**428,798**	**806,929.00**	**3,000.00**	**809,929**	**40,299**	**0**	**5,045**	**0**	**0**	**855,273**	**0**	**0**	**0**	**0**	**855,273**	**5.60%**	**0.06%**
41035 Communications & Cultural Devlopment																	
Expenses																	
01-07-365-41035-365-61510 Salaries-Permanent	210,948	405,338.00	0.00	405,338	8,968	0	0	0	0	414,306	0	0	0	0	414,306	2.21%	0.01%
01-07-365-41035-365-61513 Benefits-Permanent	69,573	121,601.00	0.00	121,601	2,691	0	0	0	0	124,292	0	0	0	0	124,292	2.21%	0.00%
01-07-365-41035-365-62018 Operating Supplies	2,124	7,877.00	0.00	7,877	0	0	0	0	0	7,877	0	0	0	0	7,877	0.00%	0.00%
01-07-365-41035-365-62304 Automation	1,088	6,350.00	-2,000.00	4,350	0	0	0	0	0	4,350	0	0	0	0	4,350	0.00%	0.00%
01-07-365-41035-365-62315 Printing & Advertising	9,887	20,080.00	0.00	20,080	0	0	0	0	0	20,080	0	0	0	0	20,080	0.00%	0.00%
01-07-365-41035-365-62335 Contracted Services	2,310	2,500.00	2,000.00	4,500	0	0	0	0	0	4,500	0	0	0	0	4,500	0.00%	0.00%
01-07-365-41035-365-62414 Special Programs	0	6,000.00	-3,000.00	3,000	0	0	0	0	0	3,000	0	0	0	0	3,000	0.00%	0.00%
Total Expenses	**295,930**	**569,746.00**	**-3,000.00**	**566,746**	**11,659**	**0**	**0**	**0**	**0**	**578,405**	**0**	**0**	**0**	**0**	**578,405**	**2.06%**	**0.02%**
41045 Corporate Services & Projects																	
Expenses																	
01-07-365-41045-365-61510 Salaries-Permanent	72,489	139,525.00	0.00	139,525	8,497	0	0	0	0	148,022	0	0	0	0	148,022	6.09%	0.01%
01-07-365-41045-365-61513 Benefits-Permanent	23,773	41,857.00	0.00	41,857	2,549	0	0	0	0	44,406	0	0	0	0	44,406	6.09%	0.00%
01-07-365-41045-365-62310 Training/Development/Ser	30,691	64,610.00	0.00	64,610	0	215	3,235	0	0	68,060	0	0	0	0	68,060	5.34%	0.00%
01-07-365-41045-365-62314 Mileage	4,172	9,500.00	0.00	9,500	0	0	500	0	0	10,000	0	0	0	0	10,000	5.26%	0.00%
01-07-365-41045-365-62322 Postage	966	2,500.00	0.00	2,500	0	0	0	0	0	2,500	-250	0	0	-250	2,250	(10.00%)	(0.00%)
01-07-365-41045-365-62335 Contracted Services	423	2,000.00	0.00	2,000	0	0	0	0	0	2,000	0	0	0	0	2,000	0.00%	0.00%
Total Expenses	**132,514**	**259,992.00**	**0.00**	**259,992**	**11,046**	**215**	**3,735**	**0**	**0**	**274,988**	**-250**	**0**	**0**	**-250**	**274,738**	**5.67%**	**0.02%**
41050 Maker & Emerging Technologies																	
Expenses																	
01-07-365-41050-365-61510 Salaries-Permanent	188,634	362,836.00	0.00	362,836	20,832	0	0	0	0	383,668	0	0	0	0	383,668	5.74%	0.03%
01-07-365-41050-365-61513 Benefits-Permanent	61,741	108,851.00	0.00	108,851	6,249	0	0	0	0	115,100	0	0	0	0	115,100	5.74%	0.01%
01-07-365-41050-365-62018 Operating Supplies	195	700.00	10,000.00	10,700	0	0	0	0	0	10,700	0	0	0	0	10,700	0.00%	0.00%
01-07-365-41050-365-62414 Special Programs	5,343	7,800.00	0.00	7,800	0	0	5,035	0	0	12,835	0	0	0	0	12,835	64.55%	0.01%
Total Expenses	**255,913**	**480,187.00**	**10,000.00**	**490,187**	**27,081**	**0**	**5,035**	**0**	**0**	**522,303**	**0**	**0**	**0**	**0**	**522,303**	**6.55%**	**0.04%**
Total 007 Caledon Public Library	**4,133,212**	**8,018,960.00**	**0.00**	**8,018,960**	**346,289**	**315**	**39,870**	**14,400**	**-3,500**	**8,416,334**	**-24,750**	**-2,000**	**-2,500**	**-29,250**	**8,387,084**	**4.59%**	**0.49%**

UNDER REVIEW

Appendix B
TOWN OF CALEDON
Change in Service Level

Request	2027-002 Mobile Library Staff and Maintenance		
Department	Caledon Public Library	**Division**	Lending Services
Version	Department Submission	**Year**	2027

Description

I. Executive Summary - Overview of Proposal (How/ Why)

As prompted by a recommendation of the Library's Comprehensive Growth Plan, the Library Board has proposed a DC-funded capital investment to procure and launch a mobile library vehicle (Project 27-188 Mobile Library/Bookmobile). Related operational funding is required to maintain and insure the vehicle and to create three new staff positions (1 full-time and 2 part-time) to operate the vehicle and deliver mobile services at scheduled stops. Staff will also be tasked with in-branch work, preparing for in-vehicle services and ensuring smooth operations while out in the community. Mobile Library staff will also be tasked with loading the Belfountain holds lockers and kiosks proposed as Capital Project 27-162 Library Service Kiosks - Phase 1.

II. Background - Current Service Level (Describe the existing level of service provided)

The Library does not currently offer any mobile or vehicle-based services. With the exception of the holds lockers in Belfountain, no library services are currently offered in neighbourhoods or villages that don't have a library branch. The availability of a vehicle and dedicated staff will strengthen the Library's current capacity to participate in community events and increase awareness of CPL's services as part of its regular route.

III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)

A Mobile Library van provides a flexible and cost-effective solution with which to respond to Caledon's quickly changing demographics, nimbly addressing the diverse needs of fast-growing urban areas while mitigating barriers to access of those smaller rural communities, young families and aging residents. The nature of this service will allow the routes and scheduled stops to shift as community needs evolve. The Library's current staff levels are insufficient to support this new service. Dedicated staffing is necessary to fully leverage the benefits of a Mobile Library.

IV. Recommendation - Proposed Service Level Impact

The Library's Strategic Plan highlights the need to "implement outreach initiatives, such as mobile library services, to reach underserved areas and new demographics". The creation of three new positions (1 FT and 2 PT) focused on this work allows for the efficient and effective delivery of library services to quickly growing communities in advance of bricks-and-mortar branches being built, and, as a means of servicing smaller an/or rural communities for which branches are not a feasible service option.

Operating Impact

	FTE FT	FTE PT	Mths	Salary $	Benefit $	Re-ocurring $	One Time $	Annualized $
Net Tax Impact						51,531	11,000	296,481
Total Tax Impact						62,531		

UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2027-002 Mobile Library Staff and Maintenance		
Department	Caledon Public Library	**Division**	Lending Services
Version	Department Submission	**Year**	2027

Operating Impact

	FTE FT	FTE PT	Mths	Salary $	Benefit $	Re-ocurring $	One Time $	Annualized $
Expenditures								
Full time wages	1			15,196	4,559	19,754		118,526
Wages-Casual Temporary								147,911
Part-time wages and benefits		2		25,150	3,018	28,168		
New Staff Technology (3500 X 3)							10,500	
Training/Development/Seminars						479		2,664
Memberships/Dues								300
Insurance						800		5,000
Maintenance & Repairs-Vehicle								10,000
Mileage						2,000		10,400
Computer Services						150	500	600
Mobile Phones / Pagers						180		1,080
Expenditures Total	**1**	**2**				**51,531**	**11,000**	**296,481**

Attributes

Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Requested By:	Colleen Lipp	
Strategic Alignment	Community Vitality and Livability	
General Location	Town Wide	
Is there related capital	Yes	27-188 Mobile Library / Bookmobile
Partnerships exist? Please explain	No	
Budget Year Submitted	2027	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	No	
Alternatives Considered	Reduced staffing levels were considered, though would result in a limited schedule of stops and a diminished services to residents.	
Implementation Plan	As the procurement and customization of a vehicle is likely to take several months, new staff have been budgeted to begin in November 2027.	

UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2027-009 Funding of Existing Service Level - Partial Benefits for Library Permanent Part-Time		
Department	Caledon Public Library	**Division**	Lending Services
Version	Department Submission	**Year**	2027

Description

I. Executive Summary - Overview of Proposal (How/ Why)

Changes in Service Levels approved in 2023 and 2024 had allowed for the provision of 60% individual coverage to the Library's Permanent Part-Time (PPT) employees. While these benefits are currently available to the Library's PPT employees, the associated costs have not been accurately reflected within the Library's 2026 or 2027 operating budgets. This proposal is in support of these existing service levels and is a means of ensuring that the percentage applied in calculating the Library's budgeted costs accurately reflects the benefits being provided to the Library's Permanent Part-Time employees.

II. Background - Current Service Level (Describe the existing level of service provided)

The Library employs two classes of part-time employees – Permanent Part-Time (PPT) employees who hold positions and responsibilities identical to their full-time colleagues and Pages, who are considered Casual employees. PPT employees receive partial extended benefits while Casual positions receive only statutory coverage. The Library's 2025 operating budget applied upwards of 20% of wages in budgeting for PPT benefits. In preparing the 2026 and 2027 budgets, Town Finance advised that only 12% was to be applied for both employee classes, regardless of actual benefit costs.

III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)

The Library relies heavily on the flexibility of part-time employees to support a variety of services across all seven locations. The Board has long been committed to retaining and attracting skilled staff to these roles. The related CISL 26-007 Extended Health Benefits for Library Permanent Part-Time Employees has been proposed to phase in funding to provide full benefits for these positions by 2029.

Continued application of a reduced percentage in budgeting for the costs of PPT benefits will result in deficits within the Library's relevant accounts in the short-term and hinder the Board's efforts to fully recognize the valuable contributions of these employees in the long-term.

IV. Recommendation - Proposed Service Level Impact

CPL's strategic plan confirms the Board's commitment to "implement strategies for attracting and recruiting talented staff". Council has also endorsed this priority through the previously approved Changes in Service Levels. It is the Board's recommendation that these previously approved investments in library staff and services be acknowledged and that 20% be applied to accurately reflect the costs of benefits already being provided to the Library's Permanent Part-time staff within the Library's 2027 budget.

Operating Impact

	FTE FT	FTE PT	Mths	Salary $	Benefit $	Re-ocurring $	One Time $	Annualized $
Net Tax Impact						75,424	-	75,424
Total Tax Impact						75,424		

UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2027-009 Funding of Existing Service Level - Partial Benefits for Library Permanent Part-Time		
Department	Caledon Public Library	**Division**	Lending Services
Version	Department Submission	**Year**	2027

Operating Impact

	FTE FT	FTE PT	Mths	Salary $	Benefit $	Re-ocurring $	One Time $	Annualized $
Expenditures								
Wages-Casual Temporary						16,752		16,752
Wages-Casual Temporary						480		480
Wages-Casual Temporary						26,440		26,440
Wages-Casual Temporary						1,616		1,616
Wages-Casual Temporary						5,560		5,560
Wages-Casual Temporary						1,912		1,912
Wages-Casual Temporary						22,664		22,664
Expenditures Total						**75,424**		**75,424**

Attributes

Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Requested By:	Colleen Lipp	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2027	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	No	
Alternatives Considered	As determined by Town Finance, the Library's 2027 operating budget applied 12% in calculating benefits for all classes of part-time employees.	
Implementation Plan	Benefits are already in place so no further implemenation is required.	

UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2027-028 Library Branch Maintenance and Painting		
Department	Caledon Public Library	**Division**	Lending Services
Version	Department Submission	**Year**	2027

Description

I. Executive Summary - Overview of Proposal (How/ Why)

Library branches experience high daily public use, resulting in normal wear to walls, finishes, and interior surfaces. As such, even branches that were renovated or constructed in recent years have reached the point where repainting and minor repairs are required to maintain acceptable facility standards and support continued service delivery.

This proposed investment supports interior repainting, carpet replacement, and minor interior maintenance of the Library's seven branches, preserving a state of good repair in branch, maintaining welcoming and accessible public spaces, and reducing long-term lifecycle costs.

II. Background - Current Service Level (Describe the existing level of service provided)

As a tenant within Town-owned facilities, the Library benefits from the Town's ongoing maintenance of the building's structural and exterior components. In the absence of formalized lease agreements or a Memorandum of Understanding with the Town, this support has not historically included painting and maintenance of library branches. There is currently no regular schedule of painting or maintenance in place and there are no dedicated funds for this work within the Town or Library's operating or capital budgets.

III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)

Welcoming and well maintained branches are core to the Library's strategic plan and service model. Current budgets do not provide sufficient funding for periodic interior renewal at the scale required. Without investment, interior finishes will continue to deteriorate, and customer perception of service quality and municipal investment will decline.

IV. Recommendation - Proposed Service Level Impact

As per the Library's Strategic Plan, the Board is committed to "increasing usage of library spaces" and "ensuring library facilities and services meet community needs". The recommended investment of annual operating funds will allow for the identification and prioritization of key areas requiring paint or repair from year to year, ensuring that:

- Branches remain safe, clean, and welcoming.
- Asset life and state of good repair is extended.
- Maintenance can be completed proactively and efficiently.
- Branches continue to reflect community expectations and civic pride.

Operating Impact

	FTE FT	FTE PT	Mths	Salary $	Benefit $	Re-ocurring $	One Time $	Annualized $
Net Tax Impact						**25,000**	**-**	**25,000**
Total Tax Impact						**25,000**		

UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2027-028 Library Branch Maintenance and Painting		
Department	Caledon Public Library	**Division**	Lending Services
Version	Department Submission	**Year**	2027

Operating Impact

	FTE FT	FTE PT	Mths	Salary $	Benefit $	Re-ocurring $	One Time $	Annualized $
Expenditures								
Maintenance & Repairs-Building						25,000		25,000
Expenditures Total						**25,000**		**25,000**

Attributes

Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Requested By:	Colleen Lipp	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2027	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	No	
Alternatives Considered	A capital investment in support of this work was considered, though would require that further funds be sought to manage the State of Good Repair in future years.	
Implementation Plan	An inventory and assessment of branches and spaces will be completed to prioritize work within the limitations of the year 1 budget.	

UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2027-008 Expanded Library Staff Hours in Support of Library Services to the Public		
Department	Caledon Public Library	**Division**	Lending Services
Version	Department Submission	**Year**	2027

Description

I. Executive Summary - Overview of Proposal (How/ Why)

This recommended investment in library staffing will enhance the consistency and flexibility of customer services delivered at the Caledon East Branch and ensure consistent scheduling of customer facing staff across all branches. The proposed addition of a total of 12 staff hours per week would increase the regular schedule of four (4) permanent part-time Public Service Coordinators from 21 hours to 24 hours per week, aligning with the weekly hours of all other permanent part-time staff. Thisinvestment would provide the capacity needed to ensure responsive services in branch while also allowing additional capacity for staff to assist residents in using the maker technologies, when specialized staff are not available.

II. Background - Current Service Level (Describe the existing level of service provided)

Since it's relocation to the expanded community centre in 2023, the Caledon East Branch has seen a significant increase in visitors and items borrowed. Visits to the branch accounted for 27.6% of all library visits in 2025 - an increase of 12.6% over 2024. A further increase of 10.2% has been reported to date in 2026. Caledon East is home to the only Permanent Part-time (PPT) staff budgeted for fewer than 24 hours per week. Four (4) of the six (6) PPT positions' hours remain unchanged since the branch's relocation and resulting increase in service levels. As the Caledon East Branch is the only full-service location that is collocated with a maker space, Public Services staff are also responsible for supporting customers in using the maker technologies when dedicated Maker and Emerging Technology Coordinators are not available.

III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)

The Library has experienced a higher-than-average turnover in part-time staff and is actively working to mitigate challenges in retaining staff in these positions. The impact of this turnover has been felt more significantly in roles with fewer budgeted hours, resulting in greater recruitment and onboarding costs and reduced consistency in service delivery.

IV. Recommendation - Proposed Service Level Impact

The recommended investment in staffing supports the Library's strategic priority to "ensure sustainable growth and ongoing improvements in service delivery by enhancing staffing levels, building staff capacity and supporting staff development". The addition of 12 staff hours per week, across four (4) existing part-time positions, is an effective and efficient means of responding to current service needs and ensuring a consistent service delivery model across CPL's three (3) full-service branches and the adjacent maker spaces.

Operating Impact

	FTE FT	FTE PT	Mths	Salary $	Benefit $	Re-ocurring $	One Time $	Annualized $
Net Tax Impact						**30,368**	**-**	**30,368**
Total Tax Impact						**30,368**		

UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2027-008 Expanded Library Staff Hours in Support of Library Services to the Public		
Department	Caledon Public Library	**Division**	Lending Services
Version	Department Submission	**Year**	2027

Operating Impact

	FTE FT	FTE PT	Mths	Salary $	Benefit $	Re-ocurring $	One Time $	Annualized $
Expenditures								
Public Service Coordinator Part-time		1		26,820	3,218	30,038		30,038
Wages-Casual Temporary								
Training/Development/Seminars						330		330
Expenditures Total		**1**				**30,368**		**30,368**

Attributes

Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Requested By:	Colleen Lipp	
Strategic Alignment	Service Excellence and Accountability	
General Location	Ward 3	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2027	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	No	
Alternatives Considered	Phasing in the expanded staff hours slowly, with the initial addition of 6 staff hours per week for just two (2) of the four (4) staff was considered and dismissed.	
Implementation Plan	Enhanced hours would be implemented immediately in early 2027 as part of the Library's regular staff scheduling procedures.	

UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2027-007 Extended Health Benefits for Library Permanent Part-Time Employees		
Department	Caledon Public Library	**Division**	Lending Services
Version	Department Submission	**Year**	2027

Description

I. Executive Summary - Overview of Proposal (How/ Why)

The Library relies heavily on the flexibility of permanent part-time (PPT) and casual employees to support a variety of services across all seven locations. Part-time staff play a particularly important role in delivering services to the public during evenings and weekends, some of the Library's busiest hours. Caledon Public Library (CPL) is recommending a phased approach to continue improving the level of health benefits currently provided to PPT staff as a means of retaining current employees and better supporting the recruitment of new staff. This proposed investment reflects a portion of the approximately $95,000 ultimately required to fully fund this priority.

II. Background - Current Service Level (Describe the existing level of service provided)

Changes in Service Levels approved in 2023 and 2024 had previously supported the provision of 60% individual coverage to the Library's Permanent Part-Time (PPT) employees. This is not yet on par with the coverage afforded to their full-time colleagues with whom they share identical positions and levels of responsibilities and the Library's 2027 base operating budget no longer accurately reflects the cost of the benefits being provided.

Pending the application of the relevant percentage when calculating part-time benefits in 2027, as per CISL 2027-009, and the creation of a dedicated reserve and subsequent annual investments, it is anticipated that full funding would be achieved within 3 years.

III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)

The Library has experienced a higher-than-average turnover in part-time staff. The requirement for regular recruitment and onboarding negatively impacts the workloads of managers and employees as well as staff morale and customer service levels. The availability of health benefits that mirror those provided to full-time employees will mitigate these challenges and strengthen the Library's efforts to retain and recruit skilled and educated employees in part-time roles.

IV. Recommendation - Proposed Service Level Impact

CPL's strategic plan confirms the Board's commitment to "create a climate of employee engagement, success, curiosity and support" and to "implement strategies for attracting and recruiting talented staff". To this end, it is the Board's recommendation that the current partial health benefits available to these valuable members of the CPL team be enhanced through phased and incremental investments to the benefits program. The creation of a dedicated reserve for this purpose would allow for accountable budget growth until such time that 100% family coverage for PPT employees if fully funded.

Operating Impact

	FTE FT	FTE PT	Mths	Salary $	Benefit $	Re-ocurring $	One Time $	Annualized $
Net Tax Impact						**30,000**	**-**	**30,000**
Total Tax Impact						**30,000**		

UNDER REVIEW

TOWN OF CALEDON

Change in Service Level

Request	2027-007 Extended Health Benefits for Library Permanent Part-Time Employees		
Department	Caledon Public Library	**Division**	Lending Services
Version	Department Submission	**Year**	2027

Operating Impact

	FTE FT	FTE PT	Mths	Salary $	Benefit $	Re-ocurring $	One Time $	Annualized $
Expenditures								
Contracted Services						30,000		30,000
Expenditures Total						**30,000**		**30,000**

Attributes

Attribute	Value	Comment
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Requested By:	Colleen Lipp	
Strategic Alignment	Service Excellence and Accountability	
General Location	Town Wide	
Is there related capital	No	
Partnerships exist? Please explain	No	
Budget Year Submitted	2027	
Is there legislative or regulatory requirements?	No	
Is there a safety requirement?	No	
Status	Under Review	
Posted	No	
Alternatives Considered	Alternatives considered included deferring any further investment to subsequent budget years or fully funding the program in 2027, rather than the recommended phased approach.	
Implementation Plan	The assistance of People Services is required to analyze program usage and impact. The support of Town Finance is crucial to the creation and tracking of the recommended reserve.	

Appendix C
TOWN OF CALEDON

Capital Projects

Project	27-183 Library Collections and Materials 2027
Department	017 Caledon Public Library
Version	Department Submission
Year	2027

Description

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

Project funding supports the purchase of library books (both print and electronic), magazine subscriptions and audiovisual materials for lending to and streaming by the public. The Caledon Public Library's (CPL) collection of borrowable material also features a growing "Library of Things".

These funds allow for the procurement of physical materials, including books and DVDs, along with access to a shared collection of downloadable and streaming books, audiobooks and movies. Procurement of these collections is ongoing with selection completed jointly by library staff and specialized vendors. Despite increased investment in library collections in recent years, inflation, increased shipping costs, and the relatively high costs of digital titles have negatively impacted the Library's purchasing power, with the number of new materials added declining by 29% from 2022 to 2025.

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

Public feedback received through the strategic planning process informed the Board's commitment to "grow collections, both physical and digital, in response to community need, interest and preferred languages". Given the growing demand for digital collections, alongside continued interest in traditional collections, libraries are challenged by the need to provide titles in multiple formats (including print, large print, audiobook, eBooks, digital audiobook, etc.).

Collections are the cornerstone of library services, failure to invest in and renew these materials would negatively impact library services and hinder CPL's ability to respond to community needs, resulting in reduced resident satisfaction.

Budget

	Total	2027	2028	2029	2030	2031
Expenditures						
Non-TCA	100	100				
Machinery, Equipment, & Information	549,900	549,900				
Expenditures Total	**550,000**	**550,000**				
Funding						
Tax	550,000	550,000				
Funding Total	**550,000**	**550,000**				

Attributes

Attribute	Value	Comment
DC Related Information		

TOWN OF CALEDON

Capital Projects

Project 27-183 Library Collections and Materials 2027

Department 017 Caledon Public Library

Version Department Submission **Year** 2027

Attributes

Attribute	Value	Comment
DC Study Project Description		
Year in DC Study		
% of DC Funding Allowed in DC Study		
Attributes		
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	Recurring	
Tangible Capital Assets and State of Good Repair (SOGR) Type	Replacement or Rehabilitation of Town owned Assets - SOGR	
Strategic Alignment	21 Community Vitality and Livability	
General Location	Town Wide	
Related Project		
Year Requested	2027	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	As per the Caledon Public Library's strategic priority of Learning and Growth, the Board has identified a need to "grow collections, both physical and digital, in reponse to community need, interest, and preferred languages".	
Department Impacted		
Climate Change Impact - Please Explain	No	
Milestones (QQ-YYYY)		
Target Contract Start Date	Q1-2027	
Kickoff - Scope Deliverables	Q1-2027	
25% Completion	Q2-2027	
50% Completion	Q3-2027	
75% Completion	Q3-2027	
100% Completion	Q4-2027	
Status		
Status	Funded	

TOWN OF CALEDON

Capital Projects

Project	27-184 Library IT Equipment Replacement 2027
Department	017 Caledon Public Library
Version	Department Submission
Year	2027

Description

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

This project supports core library technologies - those made available to residents and local businesses as well as those used by staff in delivering services. This investment allows for the ongoing replacement of existing hardware, software and peripheral devices as per the Library's regular asset management life-cycle and improvements or advancements in response to trends in emerging technologies, best practice and community needs. This includes but is not limited to network infrastructure improvements and the replacement of obsolete or aging public and staff workstations, mobile devices and peripherals. Replacement and continued maintenance of the Library's maker technologies are also supported by this project.

The useful life and replacement timelines for of the Library's core technologies have been extended so as to reduce the recommended 2027 capital investment and allow for greater stability in future funding needs, year over year.

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

The proposed investment is in support of the Board's strategic focus on Learning & Growth by increasing technology services and programs, while remaining agile for emerging technologies and shifting community interests. Customer use of library technologies and connectivity continues to increase year over year - with a 7% increase from 2024 to 2025. Success in realizing this objective will support continued growth along with equitable access to digital tools and opportunities for skill development.

Lack of investment in the Library's technology infrastructure and products will diminish the quality of available services, hindering the Library's ability to make best use of staff expertise, increasing the risk of cyber incidents and minimizing the benefits of and access to technologies afforded to residents and businesses.

Budget

	Total	2027	2028	2029	2030	2031
Expenditures						
Machinery, Equipment, & Information	166,000	166,000				
Expenditures Total	**166,000**	**166,000**				
Funding						
Tax	166,000	166,000				
Funding Total	**166,000**	**166,000**				

Attributes

Attribute	Value	Comment
DC Related Information		
DC Study Project Description		

TOWN OF CALEDON

Capital Projects

Project 27-184 Library IT Equipment Replacement 2027

Department 017 Caledon Public Library

Version Department Submission **Year** 2027

Attributes

Attribute	Value	Comment
Year in DC Study		
% of DC Funding Allowed in DC Study		
Attributes		
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	Recurring	
Tangible Capital Assets and State of Good Repair (SOGR) Type	Replacement or Rehabilitation of Town owned Assets - SOGR	
Strategic Alignment	21 Community Vitality and Livability	
General Location	Town Wide	
Related Project		
Year Requested	2027	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	Key deliverables within the Library's 2025-2028 Strategic Plan include technology skill development, equitable access to devices and the Internet, and provision of makerspaces that foster creativity and innovation.	
Department Impacted		
Climate Change Impact - Please Explain	No	
Milestones (QQ-YYYY)		
Target Contract Start Date	Q1-2027	
Kickoff - Scope Deliverables	Q1-2027	
25% Completion	Q2-2027	
50% Completion	Q3-2027	
75% Completion	Q4-2027	
100% Completion	Q1-2028	
Status		
Status	Funded	

TOWN OF CALEDON

Capital Projects

Project	27-168 Library Website Accessibility Audit
Department	017 Caledon Public Library
Version	Department Submission
Year	2027

Description

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

The Caledon Public Library maintains a public-facing website that acts as a crucial portal to the Library's catalogue, programs, services, and digital resources. In support of the Library Board's strategic value of ensuring inclusive and equitable access to library services, this proposal seeks funding to conduct a comprehensive accessibility audit of the Library's website.

With approximately 1 in 5 Ontarians living with a disability, the audit will identify barriers to digital access for users with disabilities, ensuring alignment with the Accessibility for Ontarians with Disabilities Act (AODA), Web Contact Accessibility Guidelines (WCAG) 2.2, and best practices in inclusive web design. A certified third-party web accessibility consultant with expertise in WCAG 2.2 and assistive technology testing will conduct user journey testing, code reviews, and deliver a prioritized remediation/implementation plan to enhance user experience, reduce legal risks, and minimize future costs.

The initial audit will be complemented by a subscription to a review tool, ensuring that the website remains AODA compliant in the years ahead, resulting in a related operating impact of $1750 to the Library's 2028 operating budget.

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

This proactive investment will improve digital access and demonstrate the Library's ongoing commitment to accessibility and ensuring barrier-free access to information, services and programs. While internal efforts to ensure basic compliance with accessibility standards are ongoing, the Library has not conducted a formal third-party audit to assess current performance against evolving standards and legal obligations. Internal testing lacks the depth to fully capture the lived experience of people using assistive technologies, such as screen readers or keyboard navigation, necessitating expert evaluation.

Delays in addressing accessibility barriers risk non-compliance with AODA legislation, which could result in fines and reputational damage. Most importantly, delays in implementing this audit will hinder the Library's efforts to provide equitable access to library services for those with disabilities.

Budget

	Total	2027	2028	2029	2030	2031
Expenditures						
Non-TCA	18,500	18,500				
Expenditures Total	**18,500**	**18,500**				
Funding						
Tax	18,500	18,500				
Funding Total	**18,500**	**18,500**				

Operating Impact

	2027	Annualized	FT Staff	PT Staff
Incremental Non-Salary Costs		1,750		
Total		**1,750**		

TOWN OF CALEDON

Capital Projects

Project 27-168 Library Website Accessibility Audit

Department 017 Caledon Public Library

Version Department Submission **Year** 2027

Attributes

Attribute	Value	Comment
DC Related Information		
DC Study Project Description		
Year in DC Study		
% of DC Funding Allowed in DC Study		
Attributes		
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	One-time	
Tangible Capital Assets and State of Good Repair (SOGR) Type	Study, Master Plan, Review or Program	
Strategic Alignment	21 Community Vitality and Livability	
General Location	Town Wide	
Related Project		
Year Requested	2027	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	The Library's 2025-2028 Strategic Plan confirms the need to increase access to library services as a means of better serving diverse and equity-deserving groups.	
Department Impacted		
Climate Change Impact - Please Explain	No	
Milestones (QQ-YYYY)		
Target Contract Start Date	Q1-2027	
Kickoff - Scope Deliverables	Q2-2027	
25% Completion	Q2-2027	
50% Completion	Q3-2027	
75% Completion	Q3-2027	
100% Completion	Q4-2027	
Status		
Status	Funded	

TOWN OF CALEDON

Capital Projects

Project	27-164 Library Branch Open Access - Caledon Village
Department	017 Caledon Public Library
Version	Department Submission
Year	2027

Description

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

The recommended investment supports expanded hours of access to the Caledon Village Branch through the installation of self-serve and open access technologies. Leveraging the technologies already in place at the Inglewood Branch, this secure card access will allow registered library customers to access collections, hold pickups, Wi-Fi, quiet study spots and computer workstations. Total hours will mirror those available at the Library's full-service locations in Southfields, Caledon East and Bolton, supplementing the current 39 staffed hours with an additional 21 hours of access each week. Launch of this access will coincide with the opening of the renovated Caledon Village Branch in early 2027. Project costs include the installation of hardware controls for door access, cameras and self-serve check-out. These capital investments are accompanied by ongoing maintenance or warranty expenses, resulting in an operating impact of $18,500 to the Library's 2028 operating budget.

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

As per the Library's Comprehensive Growth Plan, this project is recommended as part of an alternative service delivery plan to meet the service needs of Caledon's smaller villages and rural communities - recognizing that it is more difficult for residents to access library services in these areas. This project offers a cost effective means of addressing customer needs. As also recommended by the Growth Plan, this expanded access was first launched in Inglewood in 2025, with plans to also extend to the Alton Branch in 2028.

Budget

	Total	2027	2028	2029	2030	2031
Expenditures						
Machinery, Equipment, & Information	46,000	46,000				
Expenditures Total	**46,000**	**46,000**				
Funding						
DC project 3.12	46,000	46,000				
Funding Total	**46,000**	**46,000**				

Operating Impact

	2027	Annualized	FT Staff	PT Staff
Incremental Non-Salary Costs		18,500		
Total		**18,500**		

TOWN OF CALEDON

Capital Projects

Project 27-164 Library Branch Open Access - Caledon Village

Department 017 Caledon Public Library

Version Department Submission **Year** 2027

Attributes		
Attribute	Value	Comment
DC Related Information		
DC Study Project Description	3.12 Branch Open Access - Inglewood, Alton, Caledon Village	
Year in DC Study	2026	Phase 3 in Alton is planned for 2028
% of DC Funding Allowed in DC Study	100 %	
Attributes		
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	One-time	
Tangible Capital Assets and State of Good Repair (SOGR) Type	New Asset Addition / Construction driven by growth or increased capacity of Town owned Assets	
Strategic Alignment	21 Community Vitality and Livability	
General Location	Ward 1	
Related Project	26240	
Year Requested	2027	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	Recommendation #2 of the Library's Comprehensive Growth Plan: Implement self-service and open access to deliver service to branches after open hours.	
Department Impacted		
Climate Change Impact - Please Explain	No	
Milestones (QQ-YYYY)		
Target Contract Start Date	Q1-2027	Timeline is based on the renovation of the branch as funded through the 2026 budget. Launch of open access will align with the reopening of the refurbished branch.
Kickoff - Scope Deliverables	Q1-2027	
25% Completion	Q2-2027	
50% Completion	Q2-2027	
75% Completion	Q2-2027	
100% Completion	Q2-2027	
Status		
Status	Funded	

TOWN OF CALEDON

Capital Projects

Project	27-188 Mobile Library / Bookmobile
Department	017 Caledon Public Library
Version	Actuals
Year	2026

Description

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

Mobile Library Services extend access to residents who may face barriers to visiting a library branch and provide flexible service to under-served areas, rural communities, schools, seniors' residences, and community events. This expanded reach is supported through a purpose-built vehicle that brings collections, programs, technology, and outreach services directly to communities.

Residents will be able to access the Mobile Library at a schedule of regular stops. Services include materials pickup and return and access to a rotating browsing collection, along with Internet access.

Project costs include the purchase and customization of a van, hardware for use in delivering services, and development of a dedicated collection of books and media. Associated employee wages, related staff costs and operating impacts required to ensure the continued operation and safety of the vehicle in 2027 and beyond are proposed as Change in Service Level 2027-002 Mobile Library Staff and Maintenance.

Procurement lead times for these types of vehicles are lengthy, so it is anticipated that the service will not launch until Q4 of 2027. Year 1 operating impacts have been calculated accordingly.

Photos of similar vehicles are included for Council's information.

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

The Library's Comprehensive Growth Plan recommends a Mobile Library as an efficient and effective strategy for:

- Providing services to quickly growing communities in advance of bricks-and-mortar branches being built, and,
- Servicing smaller an/or rural communities for which branches are not a feasible service option.

A Mobile Library van and dedicated staffing will provide a flexible solution with which to respond to Caledon's quickly changing demographics, nimbly addressing the diverse needs of fast-growing urban areas while mitigating barriers to access for young families, aging residents and those living in smaller rural communities. The nature of this service will allow the routes and scheduled stops to shift as community needs evolve.

Budget

Total	2026	2027	2028	2029	2030

Attributes

Attribute	Value	Comment
DC Related Information		
DC Study Project Description	3.06 Mobile Library	
Year in DC Study	2026	
% of DC Funding Allowed in DC Study	100 %	
Attributes		
Department	017 Caledon Public Library	

TOWN OF CALEDON

Capital Projects

Project 27-188 Mobile Library / Bookmobile

Department 017 Caledon Public Library

Version Actuals **Year** 2026

Attributes

Attribute	Value	Comment
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	One-time	
Tangible Capital Assets and State of Good Repair (SOGR) Type	New Asset Addition / Construction driven by growth or increased capacity of Town owned Assets	
Strategic Alignment	21 Community Vitality and Livability	
General Location	Town Wide	
Related Project		
Year Requested	2027	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	The Library's Comprehensive Growth Plan recommends the addition of a mobile library or bookmobile to provide interim services until new branches are constructed in growing urban areas & as an alternative to branches in underserviced rural areas.	
Department Impacted	Purchasing	
Climate Change Impact - Please Explain	No	
Milestones (QQ-YYYY)		
Target Contract Start Date	Q1-2027	Procurrement of a standard vehicle wil be followed by customization. Based on similar projects undertaken by other public libraries, it is anticipated that this aspect of the project may take the better part of the year, with recruitment of staff and launch of the service expected in Q4 2027.
Kickoff - Scope Deliverables	Q1-2027	
25% Completion	Q2-2027	
50% Completion	Q3-2027	
75% Completion	Q4-2027	
100% Completion	Q4-2027	
Status		
Status	Funded	

TOWN OF CALEDON

Capital Projects

Project	27-188 Mobile Library / Bookmobile		
Department	017 Caledon Public Library		
Version	Actuals	**Year**	2026

Gallery

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TOWN OF CALEDON

Capital Projects

Project	27-188 Mobile Library / Bookmobile		
Department	017 Caledon Public Library		
Version	Actuals	**Year**	2026

Gallery

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TOWN OF CALEDON

Capital Projects

Project	27-188 Mobile Library / Bookmobile		
Department	017 Caledon Public Library		
Version	Actuals	**Year**	2026

Gallery

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TOWN OF CALEDON

Capital Projects

Project	27-162 Library Service Kiosks - Phase 1
Department	017 Caledon Public Library
Version	Department Submission
Year	2027

Description

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

The proposed project supports the installation of two library kiosks (sample images attached) in the Mayfield West 2 community. Modelled on a traditional vending machine, these units can be housed in any indoor location with connectivity and power. Any resident with a library card will be able access the kiosk to borrow or return items from the unit's shelves or retrieve requested titles sent from elsewhere in the CPL system. The Library will seek a local store front in which to locate the units. Partnering with a local business will benefit both parties; raising awareness of library services and drawing traffic to the business. Ongoing project costs include rent and annual maintenance costs. As a result, this capital request includes a total related operating impact of $34,350 to the Library's 2028 operating budget. Upon the opening of the new branch, each of the two kiosks would be relocated to other areas of Caledon not already served by an existing branch facility.

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

Library kiosks offer a cost effective and timely means of delivering municipal services to Caledon residents. As residents of one of the fastest growing residential areas in Caledon, those in Mayfield West II are eager for amenities within an easy walk or drive of their homes. As recommended within the Library's Comprehensive Growth Plan, the proposed kiosks would support the interim delivery of library services until a new branch within the planned community centre is constructed.

Budget

	Total	2027	2028	2029	2030	2031
Expenditures						
Machinery, Equipment, & Information	143,000	143,000				
Expenditures Total	**143,000**	**143,000**				
Funding						
DC Project 3.09	143,000	143,000				
Funding Total	**143,000**	**143,000**				

Operating Impact

	2027	Annualized	FT Staff	PT Staff
Incremental Non-Salary Costs		34,350		
Total		**34,350**		

TOWN OF CALEDON

Capital Projects

Project 27-162 Library Service Kiosks - Phase 1

Department 017 Caledon Public Library

Version Department Submission **Year** 2027

Attributes		
Attribute	Value	Comment
DC Related Information		
DC Study Project Description	3.09 Express Library Kiosks	
Year in DC Study	2026	An additional two units are reflected in the DC study for 2030
% of DC Funding Allowed in DC Study	100%	
Attributes		
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	One-time	
Tangible Capital Assets and State of Good Repair (SOGR) Type	New Asset Addition / Construction driven by growth or increased capacity of Town owned Assets	
Strategic Alignment	21 Community Vitality and Livability	
General Location	Ward 2	
Related Project		
Year Requested	2027	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	As per Recommendation 3 of the Library's Comprehensive Growth Plan: Adopt and implement interim service delivery modes until new branches developed:	
Department Impacted	Purchasing	
Climate Change Impact - Please Explain	No	
Milestones (QQ-YYYY)		
Target Contract Start Date	Q2-2027	
Kickoff - Scope Deliverables	Q2-2027	
25% Completion	Q3-2027	
50% Completion	Q3-2027	
75% Completion	Q3-2027	
100% Completion	Q4-2027	
Status		
Status	Funded	

TOWN OF CALEDON

Capital Projects

Project	27-162 Library Service Kiosks - Phase 1		
Department	017 Caledon Public Library		
Version	Department Submission	**Year**	2027

Gallery

NovelBranch Kiosk - St Catharines PL.jpg

TOWN OF CALEDON

Capital Projects

Project	27-162 Library Service Kiosks - Phase 1		
Department	017 Caledon Public Library		
Version	Department Submission	**Year**	2027

Gallery

Novel Branch - Halifax PL at airport.jpg

TOWN OF CALEDON

Capital Projects

Project	27-162 Library Service Kiosks - Phase 1		
Department	017 Caledon Public Library		
Version	Department Submission	**Year**	2027

Gallery

NovelBranch Kiosk - Barrie PL - open.jpg

TOWN OF CALEDON

Capital Projects

Project	27-165 Library Replacement Furniture
Department	017 Caledon Public Library
Version	Department Submission
Year	2027

Description

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

This project supports the ongoing investment in furniture across all branches of the Caledon Public Library (CPL),including:

- The replacement of warn or damaged furnishings used by visitors to the branch.
- The replacement of existing equipment with interactive play stations within the branches' dedicated children's areas, providing an engaging and screen-free option for the Library's youngest visitors.
- Re-configuration of shelving in public and staff work areas.
- Improved access to public workstations and seating.

This investment will ensure that residents are comfortable when spending time working, learning, or connecting within library spaces and that staff areas are appropriately equipped.

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

This investment supports the Library Board's strategic priority to "ensure library facilities and services meet community needs". With an increase of 9.5 % in active library members and over 350,000 visits to library branches in 2025, CPL is often unable to meet the growing demand for comfortable spaces where residents can spend meaningful time working, studying or connecting with others. These increased levels of traffic, particularly to CPL's full service branches, have resulted in greater wear and tear on existing furniture and growing demand for seating options to accommodate the specific needs of the diverse user groups - including children, students and seniors - who regularly visit the branches.

Budget

	Total	2027	2028	2029	2030	2031
Expenditures						
Furniture & Fixtures	80,000	80,000				
Expenditures Total	**80,000**	**80,000**				
Funding						
Tax	80,000	80,000				
Funding Total	**80,000**	**80,000**				

Attributes

Attribute	Value	Comment
DC Related Information		
DC Study Project Description		

TOWN OF CALEDON

Capital Projects

Project 27-165 Library Replacement Furniture

Department 017 Caledon Public Library

Version Department Submission **Year** 2027

Attributes		
Attribute	Value	Comment
Year in DC Study		
% of DC Funding Allowed in DC Study		
Attributes		
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	Recurring	
Tangible Capital Assets and State of Good Repair (SOGR) Type	New Asset Addition / Construction driven by growth or increased capacity of Town owned Assets	
Strategic Alignment	21 Community Vitality and Livability	
General Location	Town Wide	
Related Project		
Year Requested	2027	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	As per the 2025-28 Strategic Plan, the Library is committed to enhancing dedicated spaces in support of connection, engagement and intercultural learning.	
Department Impacted		
Climate Change Impact - Please Explain	No	
Milestones (QQ-YYYY)		
Target Contract Start Date		
Kickoff - Scope Deliverables	Q1-2027	
25% Completion	Q1-2027	
50% Completion	Q2-2027	
75% Completion	Q4-2027	
100% Completion	Q1-2028	
Status		
Status	Funded	

TOWN OF CALEDON

Capital Projects

Project	27-187 Library Branch - Signage and Wayfinding
Department	017 Caledon Public Library
Version	Department Submission
Year	2027

Description

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

This project supports improved signage to increase awareness of the Library's facilities as well as in-branch wayfinding to assist visitors in navigating library spaces and accessing collections.

As the library is not currently featured on the pilon sign or on the exterior of the Caledon East Community Complex , this investment also supports the installation of exterior signage to draw visitors to the recently relocated branch and drive further traffic to both the library and its partner amenities.

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

The proposed signage and wayfinding supports the Library's strategic objective to "increase public awareness of CPL's services to ensure all residents understand and benefit from the opportunities available." This is particularly timely for those who have recently relocated to Caledon. A delay in implementing this project would negatively impact this effort and undermine the investments that have already made to improve library spaces and services.

Budget

	Total	2027	2028	2029	2030	2031
Expenditures						
Furniture & Fixtures	17,000	17,000				
Expenditures Total	**17,000**	**17,000**				
Funding						
Tax	17,000	17,000				
Funding Total	**17,000**	**17,000**				

Attributes

Attribute	Value	Comment
DC Related Information		
DC Study Project Description		

TOWN OF CALEDON

Capital Projects

Project 27-187 Caledon East Library Branch - Signage and Wayfinding

Department 017 Caledon Public Library

Version Department Submission **Year** 2027

Attributes

Attribute	Value	Comment
Year in DC Study		
% of DC Funding Allowed in DC Study		
Attributes		
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	One-time	
Tangible Capital Assets and State of Good Repair (SOGR) Type	Maintenance/Ongoing Lifecycle care of Town owned Assets	
Strategic Alignment	21 Community Vitality and Livability	
General Location	Town-wide	
Related Project		
Year Requested	2027	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	The CPL 2025-2028 Strategic Plan includes a deliverable to increase awareness of and access to library services, notably increasing visibility of library spaces on external signage.	
Department Impacted	Other (please indicate in comments)	Town Facilities will be engaged and consulted in the design and installation of any exterior signage.
Climate Change Impact - Please Explain	No	
Milestones (QQ-YYYY)		
Target Contract Start Date		
Kickoff - Scope Deliverables	Q1-2027	
25% Completion	Q2-2027	
50% Completion	Q3-2027	
75% Completion	Q3-2027	
100% Completion	Q1-2028	
Status		
Status	Funded	

TOWN OF CALEDON

Capital Projects

Project	27-185 Library Interior Maintenance and Painting
Department	017 Caledon Public Library
Version	Department Submission
Year	2027

Description

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

This recommended capital investment supports interior repainting and minor interior maintenance of the Caledon Public Library's seven branches, preserving municipal assets, maintaining welcoming and accessible public spaces, and reducing long-term lifecycle costs.

Library branches experience high daily public use, resulting in normal wear to walls, finishes, and interior surfaces. As such, even branches that were renovated or constructed in recent years have reached the point where repainting and minor repairs are required to maintain acceptable facility standards and support continued service delivery.

As a tenant within Town-owned facilities, the Library benefits from the Town's ongoing maintenance of the building's systems, structure and exterior components. Unfortunately, limited funds and staff capacity have not permitted this support to extend to the branches' interiors.

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

As per the Library's Strategic Plan, the Board is committed to "increasing usage of library spaces" and "ensuring library facilities and services meet community needs". Current budgets do not provide sufficient funding for periodic interior renewal at the scale required.

Without investment, interior finishes will continue to deteriorate, and customer perception of service quality and municipal investment will decline. With investment:

- Branches remain safe, clean, and welcoming.
- Asset life is extended.
- Maintenance can be completed proactively and efficiently.
- Branches continue to reflect community expectations and civic pride.

Budget

	Total	2027	2028	2029	2030	2031
Expenditures						
Buildings	40,000	40,000				
Expenditures Total	**40,000**	**40,000**				
Funding						
Tax	40,000	40,000				
Funding Total	**40,000**	**40,000**				

Attributes

Attribute	Value	Comment
DC Related Information		
DC Study Project Description		

TOWN OF CALEDON

Capital Projects

Project 27-185 Library Interior Maintenance and Painting

Department 017 Caledon Public Library

Version Department Submission **Year** 2027

Attributes		
Attribute	Value	Comment
Year in DC Study		
% of DC Funding Allowed in DC Study		
Attributes		
Department	017 Caledon Public Library	
Division	365 Lending Services	
Commissioner	Colleen Lipp	
Project Contact	Colleen Lipp	
Project Type	One-time	
Tangible Capital Assets and State of Good Repair (SOGR) Type	Maintenance/Ongoing Lifecycle care of Town owned Assets	
Strategic Alignment	22 Service Excellence and Accountability	
General Location	Town Wide	
Related Project		
Year Requested	2027	
Partnerships exist? Please explain	No	
Council Approved Initiative or Reference to Masterplan	As per the CPL 2025-2028 Strategic Plan, the Board has committed to enhancing and maintaining library spaces so that they can be safely enjoyed by residents when accessing services.	
Department Impacted		
Climate Change Impact - Please Explain	No	
Milestones (QQ-YYYY)		
Target Contract Start Date	Q1-2027	
Kickoff - Scope Deliverables	Q2-2027	
25% Completion	Q2-2027	
50% Completion	Q4-2027	
75% Completion	Q2-2028	
100% Completion	Q3-2028	
Status		
Status	Funded	

Appendix D

Project #: 27-183 Library Materials and

Brief Project Description: Strategic Plan Action 2.5: Grow collections, both physical and digital, in response to community need, interest and preferred languages.

Factors for Ranking		1. Health & Safety, Legislative Requirement	2. Asset Condition - Stand-alone Equipment -Fire, Parks, Facilities, Fleet, Recreation Services, IT (hardware, & software, tools etc.) "Fit for Function"	3. Financial & Risk ROI/ Impacted Revenue Loss (triggering increase in Taxpayer Subsidy / 3rd Party Funding	4. Strategic Plan Alignment (other Council Approved Plans)
		Apply a Ranking 0 to 5	Apply a Ranking 0 to 5	Apply a Ranking 1 to 5	Apply a Ranking 1 to 5
Project (Asset) Ranking Scores		1	4		
New Levels of Service	0	New asset / new Service Levels (other than meeting H&S or regulatory requirements) - Not DC funded	New asset / new service Level (not DC funded)	3	5
Ranking Scores - Existing Levels of Service (Assets)	1	**Elective**: No specific legislative driver. Purely for comfort, aesthetics, or morale-based improvements.	**Excellent Functional Condition**: Asset performs its intended function fully with no decline. Indicators: Zero functional defects, meets or exceeds service requirements, No downtime or operational limitations, Only routine preventive maintenance, ongoing inspections or health checks occurring, Examples: **IT Hardware & Software:** Ideal Condition - supports and meeting existing business functions. **Fitness Equipment:** Treadmills, ellipticals, weight machines operate smoothly with full resistance ranges and accurate displays; **Fire Rescue/Equipment**: Full rated capacity, no delays; **Playground Structures**: Fully stable, no wear affecting use; **Ball Diamonds**: Level, safe, no playability issues; **Park Fencing**: Structurally sound, no deformation.	**High Liability:** Creates a significant "trailing" of ongoing costs for future years with no clear funding plan.	**Out of Scope:** Project does not align with the current strategic direction or political cycle.
	2	**Best Practice:** Not legally mandated, but recommended by industry standards or certifications (ISO, recommendations etc.) to reduce future liability.	**Good Functional Condition** Definition: Minor wear is present but does not impair function. Indicators: Slight deterioration, Minor planned repairs anticipated, Still meets all service standards. Examples: **IT Hardware & Software**: Low Risk - supports and meeting existing business functions minor issues with assets. Assets could remain in service to realize original ROI, investment justification; **Fitness Equipment**: Slight cosmetic wear, minor belt alignment adjustments needed, but fully functional; **Fire Rescue/Equipment**: Minor cosmetic wear, no performance impact; **Playground Structures**: Slight surface wear, all components functional; **Ball Diamonds**: Minor infield irregularities; **Park Fencing**: Small rust spots, still structurally sound.	**Increased Cost:** Will lead to slightly higher annual maintenance or licensing fees.	**Indirect Link:** Only loosely connected to the strategic plan; more of a "business as usual" maintenance task.
	3	**Duty of Care:** General legal obligations. Project addresses a documented "Improvement Notice" or internal audit/inspection gap.	**Moderate Functional Decline** : Asset functions but with noticeable performance reduction or reliability concerns. Indicators: Reduced efficiency, Increasing maintenance needs, Occasional downtime, Function delivered inconsistently, Examples: **IT Hardware & Software**: Medium Risk performance has minor issues or new approved projects for require better IT tools, within 2- 3 years - security patches will be insufficient, hardware will be is beyond ToC documented Expected Useful Life (EUL), Vendor obsolescence (being replaced with newer better, or more efficient version for existing functions replacing the existing that will be outdated); **Fitness Equipment**: Resistance levels inconsistent, intermittent display issues, occasional downtime; **Fire Rescue/Equipment**: Slower response or intermittent performance; **Playground Structures**: Worn components affecting user experience (e.g., stiff slides, worn swing chains); **Ball Diamonds**: Drainage issues causing periodic closures; **Park Fencing**: Bent sections reducing containment effectiveness.	**Stable:** No significant increase or decrease in long-term operational costs. **Revenue Impact,** retention remains within +/- 2% of the 3 year average. Facility standards meet or exceed local private sector competitors. **3rd Party Funding** approved for >10% < 50% of the planned project cost.	**General Support:** Aligns with the broad mission statement but isn't a "top-three" priority this fiscal year or in the Strategic Plan.
	4	**Regulatory Requirement:** Explicitly required or in violation of specific regulations (see Overview Tab - Column AF,AG Legislation/Regulations). Likely to fail an upcoming mandatory inspection. **Incudes Bills or legislation that are upcoming within the next year.**	**Poor Functional Condition**: Function is significantly compromised; service delivery unreliable. Indicators: Frequent breakdowns, Cannot meet required performance levels, Temporary fixes required, Function delivered at reduced capacity, Examples: **IT Hardware & Software**: High Risk performance is degraded, within the year security patches (cyber security and other) will be insufficient, hardware is beyond ToC documented Expected Useful Life (EUL), compatibility issues documented, Vendor obsolescence (requires replacement with newer, better, or more efficient version for existing functions (not for a new project) for replacement of existing) out of date; **Fitness equipment**: Machines frequently out of service, resistance or motor failures, unsafe operation; **Fire Rescue/Equipment**: Fails performance tests, unreliable operation; **Playground Structures**: Components unusable or partially closed; **Ball diamonds**: Unsafe surface conditions after minor weather; **Park fencing**: Leaning or failing to contain areas, beyond ongoing maintenance repair.	**Sustainable:** Lowers maintenance requirements and extends the life of a major public asset. Reduces operational costs (e.g., energy efficiency that pays for itself in <15 years) **Select if proposed new replacement lifecycle cost = business as usual costs with avoided emissions, such as carbon reductions, tons of CO2 saved or kWh saved > 40% over the full lifecycle of new, replacement asset.** **Revenue drop > 2-10% below projections,** users cite "equipment downtime or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >50% < 80% of the planned project cost.	**Priority Alignment:** Supports a key corporate objective (e.g., SOGR, Net Zero initiatives).
	5	**Legal Non-Compliance:** Currently in breach of statutory law. High risk of immediate prosecution, "Stop Work" order, or heavy fines.	**Critical Functional Failure:** Asset cannot perform its intended function or poses immediate operational risk. Indicators: Complete or near-complete loss of function, Asset removed from service, Emergency replacement required, Examples: **IT Hardware & Software:** Mission Critical (funding is a must if any occur in the next 6 months) no security patches, frequent failures occurring. Fitness equipment: Equipment locked out of service due to safety hazard, electrical failure, or structural break; **Fire rescue equipment:** Fails tests, inspections or cannot operate, is documented; **Playground structures**: Closed due to structural failure; **Ball diamonds**: Unplayable for the season; **Park fencing**: Collapsed or unsafe and all is documented, beyond maintenance repair.	**High Value ROI:** Drastically reduces ongoing/future operational costs (e.g., energy efficiency that pays for itself in <10 years) **. Revenue drop >10% below projections**, users cite "equipment downtime" or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >80% of the planned project cost.	**Direct Mandate:** Specifically named in the current Strategic Plan or the ToC Strategic Plan Action Dashboard related to a specified action.
	Factors Weighting	x3	x2	x1 (x2 for Lower Carbon alternatives)	x1.5 (x2 for Lower Carbon alternatives)
21.5	Total Score	3	8	3	7.5
				☐	Check if project aligns with a Low Carbon Alternative

Project #: 27-184 Library IT Replacement

Brief Project Description: Strategic Action 2.1.a: Support an informed digital citizenry by expanding CPL's program (and services) offerings focused on digital literacy, coding, data privacy, cybersecurity and other emerging digital and technological skills. (just one of many strategic actions that are reliant on current and funtioning hardware and systems)

Factors for Ranking		1. Health & Safety, Legislative Requirement	2. Asset Condition - Stand-alone Equipment -Fire, Parks, Facilities, Fleet, Recreation Services, IT (hardware, & software, tools etc.) "Fit for Function"	3. Financial & Risk ROI/ Impacted Revenue Loss (triggering increase in Taxpayer Subsidy / 3rd Party Funding	4. Strategic Plan Alignment (other Council Approved Plans)
		Apply a Ranking 0 to 5	Apply a Ranking 0 to 5	Apply a Ranking 1 to 5	Apply a Ranking 1 to 5
Project (Asset) Ranking Scores		1	3		
New Levels of Service	0	New asset / new Service Levels (other than meeting H&S or regulatory requirements) - Not DC funded	New asset / new service Level (not DC funded)	3	5
Ranking Scores - Existing Levels of Service (Assets)	1	**Elective**: No specific legislative driver. Purely for comfort, aesthetics, or morale-based improvements.	**Excellent Functional Condition**: Asset performs its intended function fully with no decline. Indicators: Zero functional defects, meets or exceeds service requirements, No downtime or operational limitations, Only routine preventive maintenance, ongoing inspections or health checks occurring, Examples: **IT Hardware & Software:** Ideal Condition - supports and meeting existing business functions. **Fitness Equipment:** Treadmills, ellipticals, weight machines operate smoothly with full resistance ranges and accurate displays; **Fire Rescue/Equipment**: Full rated capacity, no delays; **Playground Structures**: Fully stable, no wear affecting use; **Ball Diamonds**: Level, safe, no playability issues; **Park Fencing**: Structurally sound, no deformation.	**High Liability:** Creates a significant "trailing" of ongoing costs for future years with no clear funding plan.	**Out of Scope:** Project does not align with the current strategic direction or political cycle.
	2	**Best Practice:** Not legally mandated, but recommended by industry standards or certifications (ISO, recommendations etc.) to reduce future liability.	**Good Functional Condition** Definition: Minor wear is present but does not impair function. Indicators: Slight deterioration, Minor planned repairs anticipated, Still meets all service standards. Examples: **IT Hardware & Software**: Low Risk - supports and meeting existing business functions minor issues with assets. Assets could remain in service to realize original ROI, investment justification; **Fitness Equipment**: Slight cosmetic wear, minor belt alignment adjustments needed, but fully functional; **Fire Rescue/Equipment**: Minor cosmetic wear, no performance impact; **Playground Structures**: Slight surface wear, all components functional; **Ball Diamonds**: Minor infield irregularities; **Park Fencing**: Small rust spots, still structurally sound.	**Increased Cost:** Will lead to slightly higher annual maintenance or licensing fees.	**Indirect Link:** Only loosely connected to the strategic plan; more of a "business as usual" maintenance task.
	3	**Duty of Care:** General legal obligations. Project addresses a documented "Improvement Notice" or internal audit/inspection gap.	**Moderate Functional Decline** : Asset functions but with noticeable performance reduction or reliability concerns. Indicators: Reduced efficiency, Increasing maintenance needs, Occasional downtime, Function delivered inconsistently, Examples: **IT Hardware & Software**: Medium Risk performance has minor issues or new approved projects for require better IT tools, within 2- 3 years - security patches will be insufficient, hardware will be is beyond ToC documented Expected Useful Life (EUL), Vendor obsolescence (being replaced with newer better, or more efficient version for existing functions replacing the existing that will be outdated); **Fitness Equipment**: Resistance levels inconsistent, intermittent display issues, occasional downtime; **Fire Rescue/Equipment**: Slower response or intermittent performance; **Playground Structures**: Worn components affecting user experience (e.g., stiff slides, worn swing chains); **Ball Diamonds**: Drainage issues causing periodic closures; **Park Fencing**: Bent sections reducing containment effectiveness.	**Stable:** No significant increase or decrease in long-term operational costs. **Revenue Impact,** retention remains within +/- 2% of the 3 year average. Facility standards meet or exceed local private sector competitors. **3rd Party Funding** approved for >10% < 50% of the planned project cost.	**General Support:** Aligns with the broad mission statement but isn't a "top-three" priority this fiscal year or in the Strategic Plan.
	4	**Regulatory Requirement:** Explicitly required or in violation of specific regulations (see Overview Tab - Column AF,AG Legislation/Regulations). Likely to fail an upcoming mandatory inspection. **Incudes Bills or legislation that are upcoming within the next year.**	**Poor Functional Condition**: Function is significantly compromised; service delivery unreliable. Indicators: Frequent breakdowns, Cannot meet required performance levels, Temporary fixes required, Function delivered at reduced capacity, Examples: **IT Hardware & Software**: High Risk performance is degraded, within the year security patches (cyber security and other) will be insufficient, hardware is beyond ToC documented Expected Useful Life (EUL), compatibility issues documented, Vendor obsolescence (requires replacement with newer, better, or more efficient version for existing functions (not for a new project) for replacement of existing) out of date; **Fitness equipment**: Machines frequently out of service, resistance or motor failures, unsafe operation; **Fire Rescue/Equipment**: Fails performance tests, unreliable operation; **Playground Structures**: Components unusable or partially closed; **Ball diamonds**: Unsafe surface conditions after minor weather; **Park fencing**: Leaning or failing to contain areas, beyond ongoing maintenance repair.	**Sustainable:** Lowers maintenance requirements and extends the life of a major public asset. Reduces operational costs (e.g., energy efficiency that pays for itself in <15 years) **Select if proposed new replacement lifecycle cost = business as usual costs with avoided emissions, such as carbon reductions, tons of CO2 saved or kWh saved > 40% over the full lifecycle of new, replacement asset.** **Revenue drop > 2-10% below projections,** users cite "equipment downtime or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >50% < 80% of the planned project cost.	**Priority Alignment:** Supports a key corporate objective (e.g., SOGR, Net Zero initiatives).
	5	**Legal Non-Compliance:** Currently in breach of statutory law. High risk of immediate prosecution, "Stop Work" order, or heavy fines.	**Critical Functional Failure:** Asset cannot perform its intended function or poses immediate operational risk. Indicators: Complete or near-complete loss of function, Asset removed from service, Emergency replacement required, Examples: **IT Hardware & Software:** Mission Critical (funding is a must if any occur in the next 6 months) no security patches, frequent failures occurring. Fitness equipment: Equipment locked out of service due to safety hazard, electrical failure, or structural break; **Fire rescue equipment:** Fails tests, inspections or cannot operate, is documented; **Playground structures**: Closed due to structural failure; **Ball diamonds**: Unplayable for the season; **Park fencing**: Collapsed or unsafe and all is documented, beyond maintenance repair.	**High Value ROI:** Drastically reduces ongoing/future operational costs (e.g., energy efficiency that pays for itself in <10 years) **. Revenue drop >10% below projections**, users cite "equipment downtime" or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >80% of the planned project cost.	**Direct Mandate:** Specifically named in the current Strategic Plan or the ToC Strategic Plan Action Dashboard related to a specified action.
	Factors Weighting	x3	x2	x1 (x2 for Lower Carbon alternatives)	x1.5 (x2 for Lower Carbon alternatives)
19.5	Total Score	3	6	3	7.5
				☐	Check if project aligns with a Low Carbon Alternative

Project #: 27-168 Library Website

Brief Project Description: Strategic Action 2.2.a: Conduct and implement the recommendations of a third-party website accessibility audit and integrate intuitive navigation and plain language to improve the user experience. - 2026

	Factors for Ranking	1. Health & Safety, Legislative Requirement	2. Asset Condition - Stand-alone Equipment -Fire, Parks, Facilities, Fleet, Recreation Services, IT (hardware, & software, tools etc.) "Fit for Function"	3. Financial & Risk ROI/ Impacted Revenue Loss (triggering increase in Taxpayer Subsidy / 3rd Party Funding	4. Strategic Plan Alignment (other Council Approved Plans)
		Apply a Ranking 0 to 5	Apply a Ranking 0 to 5	Apply a Ranking 1 to 5	Apply a Ranking 1 to 5
	Project (Asset) Ranking Scores	3	3	3	5
New Levels of Service	0	New asset / new Service Levels (other than meeting H&S or regulatory requirements) - Not DC funded	New asset / new service Level (not DC funded)		
Ranking Scores - Existing Levels of Service (Assets)	1	**Elective**: No specific legislative driver. Purely for comfort, aesthetics, or morale-based improvements.	**Excellent Functional Condition**: Asset performs its intended function fully with no decline. Indicators: Zero functional defects, meets or exceeds service requirements, No downtime or operational limitations, Only routine preventive maintenance, ongoing inspections or health checks occurring, Examples: **IT Hardware & Software:** Ideal Condition - supports and meeting existing business functions. **Fitness Equipment:** Treadmills, ellipticals, weight machines operate smoothly with full resistance ranges and accurate displays; **Fire Rescue/Equipment**: Full rated capacity, no delays; **Playground Structures**: Fully stable, no wear affecting use; **Ball Diamonds**: Level, safe, no playability issues; **Park Fencing**: Structurally sound, no deformation.	**High Liability:** Creates a significant "trailing" of ongoing costs for future years with no clear funding plan.	**Out of Scope:** Project does not align with the current strategic direction or political cycle.
	2	**Best Practice:** Not legally mandated, but recommended by industry standards or certifications (ISO, recommendations etc.) to reduce future liability.	**Good Functional Condition** Definition: Minor wear is present but does not impair function. Indicators: Slight deterioration, Minor planned repairs anticipated, Still meets all service standards. Examples: **IT Hardware & Software**: Low Risk - supports and meeting existing business functions minor issues with assets. Assets could remain in service to realize original ROI, investment justification; **Fitness Equipment**: Slight cosmetic wear, minor belt alignment adjustments needed, but fully functional; **Fire Rescue/Equipment**: Minor cosmetic wear, no performance impact; **Playground Structures**: Slight surface wear, all components functional; **Ball Diamonds**: Minor infield irregularities; **Park Fencing**: Small rust spots, still structurally sound.	**Increased Cost:** Will lead to slightly higher annual maintenance or licensing fees.	**Indirect Link:** Only loosely connected to the strategic plan; more of a "business as usual" maintenance task.
	3	**Duty of Care:** General legal obligations. Project addresses a documented "Improvement Notice" or internal audit/inspection gap.	**Moderate Functional Decline** : Asset functions but with noticeable performance reduction or reliability concerns. Indicators: Reduced efficiency, Increasing maintenance needs, Occasional downtime, Function delivered inconsistently, Examples: **IT Hardware & Software**: Medium Risk performance has minor issues or new approved projects for require better IT tools, within 2- 3 years - security patches will be insufficient, hardware will be is beyond ToC documented Expected Useful Life (EUL), Vendor obsolescence (being replaced with newer better, or more efficient version for existing functions replacing the existing that will be outdated); **Fitness Equipment**: Resistance levels inconsistent, intermittent display issues, occasional downtime; **Fire Rescue/Equipment**: Slower response or intermittent performance; **Playground Structures**: Worn components affecting user experience (e.g., stiff slides, worn swing chains); **Ball Diamonds**: Drainage issues causing periodic closures; **Park Fencing**: Bent sections reducing containment effectiveness.	**Stable:** No significant increase or decrease in long-term operational costs. **Revenue Impact,** retention remains within +/- 2% of the 3 year average. Facility standards meet or exceed local private sector competitors. **3rd Party Funding** approved for >10% < 50% of the planned project cost.	**General Support:** Aligns with the broad mission statement but isn't a "top-three" priority this fiscal year or in the Strategic Plan.
	4	**Regulatory Requirement:** Explicitly required or in violation of specific regulations (see Overview Tab - Column AF,AG Legislation/Regulations). Likely to fail an upcoming mandatory inspection. **Incudes Bills or legislation that are upcoming within the next year.**	**Poor Functional Condition**: Function is significantly compromised; service delivery unreliable. Indicators: Frequent breakdowns, Cannot meet required performance levels, Temporary fixes required, Function delivered at reduced capacity, Examples: **IT Hardware & Software**: High Risk performance is degraded, within the year security patches (cyber security and other) will be insufficient, hardware is beyond ToC documented Expected Useful Life (EUL), compatibility issues documented, Vendor obsolescence (requires replacement with newer, better, or more efficient version for existing functions (not for a new project) for replacement of existing) out of date; **Fitness equipment**: Machines frequently out of service, resistance or motor failures, unsafe operation; **Fire Rescue/Equipment**: Fails performance tests, unreliable operation; **Playground Structures**: Components unusable or partially closed; **Ball diamonds**: Unsafe surface conditions after minor weather; **Park fencing**: Leaning or failing to contain areas, beyond ongoing maintenance repair.	**Sustainable:** Lowers maintenance requirements and extends the life of a major public asset. Reduces operational costs (e.g., energy efficiency that pays for itself in <15 years) **Select if proposed new replacement lifecycle cost = business as usual costs with avoided emissions, such as carbon reductions, tons of CO2 saved or kWh saved > 40% over the full lifecycle of new, replacement asset.** **Revenue drop > 2-10% below projections,** users cite "equipment downtime or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >50% < 80% of the planned project cost.	**Priority Alignment:** Supports a key corporate objective (e.g., SOGR, Net Zero initiatives).
	5	**Legal Non-Compliance:** Currently in breach of statutory law. High risk of immediate prosecution, "Stop Work" order, or heavy fines.	**Critical Functional Failure:** Asset cannot perform its intended function or poses immediate operational risk. Indicators: Complete or near-complete loss of function, Asset removed from service, Emergency replacement required, Examples: **IT Hardware & Software:** Mission Critical (funding is a must if any occur in the next 6 months) no security patches, frequent failures occurring. Fitness equipment: Equipment locked out of service due to safety hazard, electrical failure, or structural break; **Fire rescue equipment:** Fails tests, inspections or cannot operate, is documented; **Playground structures**: Closed due to structural failure; **Ball diamonds**: Unplayable for the season; **Park fencing**: Collapsed or unsafe and all is documented, beyond maintenance repair.	**High Value ROI:** Drastically reduces ongoing/future operational costs (e.g., energy efficiency that pays for itself in <10 years) **. Revenue drop >10% below projections**, users cite "equipment downtime" or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >80% of the planned project cost.	**Direct Mandate:** Specifically named in the current Strategic Plan or the ToC Strategic Plan Action Dashboard related to a specified action.
	Factors Weighting	x3	x2	x1 (x2 for Lower Carbon alternatives)	x1.5 (x2 for Lower Carbon alternatives)
25.5	Total Score	9	6	3	7.5
				☐	Check if project aligns with a Low Carbon Alternative

Project #: 27-165 Replacement Furniture

Brief Project Description: CPL Strategic Action 2.2.b: Expand the availability of accessible workstations, ergonomic furniture and adaptive devices.

Factors for Ranking		1. Health & Safety, Legislative Requirement	2. Asset Condition - Stand-alone Equipment -Fire, Parks, Facilities, Fleet, Recreation Services, IT (hardware, & software, tools etc.) "Fit for Function"	3. Financial & Risk ROI/ Impacted Revenue Loss (triggering increase in Taxpayer Subsidy / 3rd Party Funding	4. Strategic Plan Alignment (other Council Approved Plans)
		Apply a Ranking 0 to 5	Apply a Ranking 0 to 5	Apply a Ranking 1 to 5	Apply a Ranking 1 to 5
Project (Asset) Ranking Scores		1	2	3	4
New Levels of Service	0	New asset / new Service Levels (other than meeting H&S or regulatory requirements) - Not DC funded	New asset / new service Level (not DC funded)		
Ranking Scores - Existing Levels of Service (Assets)	1	**Elective**: No specific legislative driver. Purely for comfort, aesthetics, or morale-based improvements.	**Excellent Functional Condition**: Asset performs its intended function fully with no decline. Indicators: Zero functional defects, meets or exceeds service requirements, No downtime or operational limitations, Only routine preventive maintenance, ongoing inspections or health checks occurring, Examples: **IT Hardware & Software:** Ideal Condition - supports and meeting existing business functions. **Fitness Equipment:** Treadmills, ellipticals, weight machines operate smoothly with full resistance ranges and accurate displays; **Fire Rescue/Equipment**: Full rated capacity, no delays; **Playground Structures**: Fully stable, no wear affecting use; **Ball Diamonds**: Level, safe, no playability issues; **Park Fencing**: Structurally sound, no deformation.	**High Liability:** Creates a significant "trailing" of ongoing costs for future years with no clear funding plan.	**Out of Scope:** Project does not align with the current strategic direction or political cycle.
	2	**Best Practice:** Not legally mandated, but recommended by industry standards or certifications (ISO, recommendations etc.) to reduce future liability.	**Good Functional Condition** Definition: Minor wear is present but does not impair function. Indicators: Slight deterioration, Minor planned repairs anticipated, Still meets all service standards. Examples: **IT Hardware & Software**: Low Risk - supports and meeting existing business functions minor issues with assets. Assets could remain in service to realize original ROI, investment justification; **Fitness Equipment**: Slight cosmetic wear, minor belt alignment adjustments needed, but fully functional; **Fire Rescue/Equipment**: Minor cosmetic wear, no performance impact; **Playground Structures**: Slight surface wear, all components functional; **Ball Diamonds**: Minor infield irregularities; **Park Fencing**: Small rust spots, still structurally sound.	**Increased Cost:** Will lead to slightly higher annual maintenance or licensing fees.	**Indirect Link:** Only loosely connected to the strategic plan; more of a "business as usual" maintenance task.
	3	**Duty of Care:** General legal obligations. Project addresses a documented "Improvement Notice" or internal audit/inspection gap.	**Moderate Functional Decline** : Asset functions but with noticeable performance reduction or reliability concerns. Indicators: Reduced efficiency, Increasing maintenance needs, Occasional downtime, Function delivered inconsistently, Examples: **IT Hardware & Software**: Medium Risk performance has minor issues or new approved projects for require better IT tools, within 2- 3 years - security patches will be insufficient, hardware will be is beyond ToC documented Expected Useful Life (EUL), Vendor obsolescence (being replaced with newer better, or more efficient version for existing functions replacing the existing that will be outdated); **Fitness Equipment**: Resistance levels inconsistent, intermittent display issues, occasional downtime; **Fire Rescue/Equipment**: Slower response or intermittent performance; **Playground Structures**: Worn components affecting user experience (e.g., stiff slides, worn swing chains); **Ball Diamonds**: Drainage issues causing periodic closures; **Park Fencing**: Bent sections reducing containment effectiveness.	**Stable:** No significant increase or decrease in long-term operational costs. **Revenue Impact,** retention remains within +/- 2% of the 3 year average. Facility standards meet or exceed local private sector competitors. **3rd Party Funding** approved for >10% < 50% of the planned project cost.	**General Support:** Aligns with the broad mission statement but isn't a "top-three" priority this fiscal year or in the Strategic Plan.
	4	**Regulatory Requirement:** Explicitly required or in violation of specific regulations (see Overview Tab - Column AF,AG Legislation/Regulations). Likely to fail an upcoming mandatory inspection. **Incudes Bills or legislation that are upcoming within the next year.**	**Poor Functional Condition**: Function is significantly compromised; service delivery unreliable. Indicators: Frequent breakdowns, Cannot meet required performance levels, Temporary fixes required, Function delivered at reduced capacity, Examples: **IT Hardware & Software**: High Risk performance is degraded, within the year security patches (cyber security and other) will be insufficient, hardware is beyond ToC documented Expected Useful Life (EUL), compatibility issues documented, Vendor obsolescence (requires replacement with newer, better, or more efficient version for existing functions (not for a new project) for replacement of existing) out of date; **Fitness equipment**: Machines frequently out of service, resistance or motor failures, unsafe operation; **Fire Rescue/Equipment**: Fails performance tests, unreliable operation; **Playground Structures**: Components unusable or partially closed; **Ball diamonds**: Unsafe surface conditions after minor weather; **Park fencing**: Leaning or failing to contain areas, beyond ongoing maintenance repair.	**Sustainable:** Lowers maintenance requirements and extends the life of a major public asset. Reduces operational costs (e.g., energy efficiency that pays for itself in <15 years) **Select if proposed new replacement lifecycle cost = business as usual costs with avoided emissions, such as carbon reductions, tons of CO2 saved or kWh saved > 40% over the full lifecycle of new, replacement asset.** **Revenue drop > 2-10% below projections,** users cite "equipment downtime or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >50% < 80% of the planned project cost.	**Priority Alignment:** Supports a key corporate objective (e.g., SOGR, Net Zero initiatives).
	5	**Legal Non-Compliance:** Currently in breach of statutory law. High risk of immediate prosecution, "Stop Work" order, or heavy fines.	**Critical Functional Failure:** Asset cannot perform its intended function or poses immediate operational risk. Indicators: Complete or near-complete loss of function, Asset removed from service, Emergency replacement required, Examples: **IT Hardware & Software:** Mission Critical (funding is a must if any occur in the next 6 months) no security patches, frequent failures occurring. Fitness equipment: Equipment locked out of service due to safety hazard, electrical failure, or structural break; **Fire rescue equipment:** Fails tests, inspections or cannot operate, is documented; **Playground structures**: Closed due to structural failure; **Ball diamonds**: Unplayable for the season; **Park fencing**: Collapsed or unsafe and all is documented, beyond maintenance repair.	**High Value ROI:** Drastically reduces ongoing/future operational costs (e.g., energy efficiency that pays for itself in <10 years) **. Revenue drop >10% below projections**, users cite "equipment downtime" or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >80% of the planned project cost.	**Direct Mandate:** Specifically named in the current Strategic Plan or the ToC Strategic Plan Action Dashboard related to a specified action.
	Factors Weighting	x3	x2	x1 (x2 for Lower Carbon alternatives)	x1.5 (x2 for Lower Carbon alternatives)
16	Total Score	3	4	3	6
				☐	Check if project aligns with a Low Carbon Alternative

Project #: 27-187 Branch Signage and Wayfinding

Brief Project Description: Strategic Action 3.5.a: Explore and implement strategies to improve access to library branches in areas with limited public transportation—through partnerships, wayfinding improvements, and creative solutions that address branch walkability and transportation gaps.

Factors for Ranking		1. Health & Safety, Legislative Requirement	2. Asset Condition - Stand-alone Equipment -Fire, Parks, Facilities, Fleet, Recreation Services, IT (hardware, & software, tools etc.) "Fit for Function"	3. Financial & Risk ROI/ Impacted Revenue Loss (triggering increase in Taxpayer Subsidy / 3rd Party Funding	4. Strategic Plan Alignment (other Council Approved Plans)
		Apply a Ranking 0 to 5	Apply a Ranking 0 to 5	Apply a Ranking 1 to 5	Apply a Ranking 1 to 5
Project (Asset) Ranking Scores		0	0	3	4
New Levels of Service	0	New asset / new Service Levels (other than meeting H&S or regulatory requirements) - Not DC funded	New asset / new service Level (not DC funded)		
Ranking Scores - Existing Levels of Service (Assets)	1	**Elective**: No specific legislative driver. Purely for comfort, aesthetics, or morale-based improvements.	**Excellent Functional Condition**: Asset performs its intended function fully with no decline. Indicators: Zero functional defects, meets or exceeds service requirements, No downtime or operational limitations, Only routine preventive maintenance, ongoing inspections or health checks occurring, Examples: **IT Hardware & Software:** Ideal Condition - supports and meeting existing business functions. **Fitness Equipment:** Treadmills, ellipticals, weight machines operate smoothly with full resistance ranges and accurate displays; **Fire Rescue/Equipment**: Full rated capacity, no delays; **Playground Structures**: Fully stable, no wear affecting use; **Ball Diamonds**: Level, safe, no playability issues; **Park Fencing**: Structurally sound, no deformation.	**High Liability:** Creates a significant "trailing" of ongoing costs for future years with no clear funding plan.	**Out of Scope:** Project does not align with the current strategic direction or political cycle.
	2	**Best Practice:** Not legally mandated, but recommended by industry standards or certifications (ISO, recommendations etc.) to reduce future liability.	**Good Functional Condition** Definition: Minor wear is present but does not impair function. Indicators: Slight deterioration, Minor planned repairs anticipated, Still meets all service standards. Examples: **IT Hardware & Software**: Low Risk - supports and meeting existing business functions minor issues with assets. Assets could remain in service to realize original ROI, investment justification; **Fitness Equipment**: Slight cosmetic wear, minor belt alignment adjustments needed, but fully functional; **Fire Rescue/Equipment**: Minor cosmetic wear, no performance impact; **Playground Structures**: Slight surface wear, all components functional; **Ball Diamonds**: Minor infield irregularities; **Park Fencing**: Small rust spots, still structurally sound.	**Increased Cost:** Will lead to slightly higher annual maintenance or licensing fees.	**Indirect Link:** Only loosely connected to the strategic plan; more of a "business as usual" maintenance task.
	3	**Duty of Care:** General legal obligations. Project addresses a documented "Improvement Notice" or internal audit/inspection gap.	**Moderate Functional Decline** : Asset functions but with noticeable performance reduction or reliability concerns. Indicators: Reduced efficiency, Increasing maintenance needs, Occasional downtime, Function delivered inconsistently, Examples: **IT Hardware & Software**: Medium Risk performance has minor issues or new approved projects for require better IT tools, within 2- 3 years - security patches will be insufficient, hardware will be is beyond ToC documented Expected Useful Life (EUL), Vendor obsolescence (being replaced with newer better, or more efficient version for existing functions replacing the existing that will be outdated); **Fitness Equipment**: Resistance levels inconsistent, intermittent display issues, occasional downtime; **Fire Rescue/Equipment**: Slower response or intermittent performance; **Playground Structures**: Worn components affecting user experience (e.g., stiff slides, worn swing chains); **Ball Diamonds**: Drainage issues causing periodic closures; **Park Fencing**: Bent sections reducing containment effectiveness.	**Stable:** No significant increase or decrease in long-term operational costs. **Revenue Impact,** retention remains within +/- 2% of the 3 year average. Facility standards meet or exceed local private sector competitors. **3rd Party Funding** approved for >10% < 50% of the planned project cost.	**General Support:** Aligns with the broad mission statement but isn't a "top-three" priority this fiscal year or in the Strategic Plan.
	4	**Regulatory Requirement:** Explicitly required or in violation of specific regulations (see Overview Tab - Column AF,AG Legislation/Regulations). Likely to fail an upcoming mandatory inspection. **Incudes Bills or legislation that are upcoming within the next year.**	**Poor Functional Condition**: Function is significantly compromised; service delivery unreliable. Indicators: Frequent breakdowns, Cannot meet required performance levels, Temporary fixes required, Function delivered at reduced capacity, Examples: **IT Hardware & Software**: High Risk performance is degraded, within the year security patches (cyber security and other) will be insufficient, hardware is beyond ToC documented Expected Useful Life (EUL), compatibility issues documented, Vendor obsolescence (requires replacement with newer, better, or more efficient version for existing functions (not for a new project) for replacement of existing) out of date; **Fitness equipment**: Machines frequently out of service, resistance or motor failures, unsafe operation; **Fire Rescue/Equipment**: Fails performance tests, unreliable operation; **Playground Structures**: Components unusable or partially closed; **Ball diamonds**: Unsafe surface conditions after minor weather; **Park fencing**: Leaning or failing to contain areas, beyond ongoing maintenance repair.	**Sustainable:** Lowers maintenance requirements and extends the life of a major public asset. Reduces operational costs (e.g., energy efficiency that pays for itself in <15 years) **Select if proposed new replacement lifecycle cost = business as usual costs with avoided emissions, such as carbon reductions, tons of CO2 saved or kWh saved > 40% over the full lifecycle of new, replacement asset.** **Revenue drop > 2-10% below projections,** users cite "equipment downtime or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >50% < 80% of the planned project cost.	**Priority Alignment:** Supports a key corporate objective (e.g., SOGR, Net Zero initiatives).
	5	**Legal Non-Compliance:** Currently in breach of statutory law. High risk of immediate prosecution, "Stop Work" order, or heavy fines.	**Critical Functional Failure:** Asset cannot perform its intended function or poses immediate operational risk. Indicators: Complete or near-complete loss of function, Asset removed from service, Emergency replacement required, Examples: **IT Hardware & Software:** Mission Critical (funding is a must if any occur in the next 6 months) no security patches, frequent failures occurring. Fitness equipment: Equipment locked out of service due to safety hazard, electrical failure, or structural break; **Fire rescue equipment:** Fails tests, inspections or cannot operate, is documented; **Playground structures**: Closed due to structural failure; **Ball diamonds**: Unplayable for the season; **Park fencing**: Collapsed or unsafe and all is documented, beyond maintenance repair.	**High Value ROI:** Drastically reduces ongoing/future operational costs (e.g., energy efficiency that pays for itself in <10 years) **. Revenue drop >10% below projections**, users cite "equipment downtime" or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >80% of the planned project cost.	**Direct Mandate:** Specifically named in the current Strategic Plan or the ToC Strategic Plan Action Dashboard related to a specified action.
	Factors Weighting	x3	x2	x1 (x2 for Lower Carbon alternatives)	x1.5 (x2 for Lower Carbon alternatives)
9	Total Score	0	0	3	6
				☐	Check if project aligns with a Low Carbon Alternative

Project #: 27-185

Brief Project Description: Welcoming and well maintained branches are core to the Library's strategic plan and service model.

Factors for Ranking		1. Health & Safety, Legislative Requirement	2. Asset Condition - Stand-alone Equipment -Fire, Parks, Facilities, Fleet, Recreation Services, IT (hardware, & software, tools etc.) "Fit for Function"	3. Financial & Risk ROI/ Impacted Revenue Loss (triggering increase in Taxpayer Subsidy / 3rd Party Funding	4. Strategic Plan Alignment (other Council Approved Plans)
		Apply a Ranking 0 to 5	Apply a Ranking 0 to 5	Apply a Ranking 1 to 5	Apply a Ranking 1 to 5
Project (Asset) Ranking Scores		1	1		
New Levels of Service	0	New asset / new Service Levels (other than meeting H&S or regulatory requirements) - Not DC funded	New asset / new service Level (not DC funded)	4	4
Ranking Scores - Existing Levels of Service (Assets)	1	**Elective**: No specific legislative driver. Purely for comfort, aesthetics, or morale-based improvements.	**Excellent Functional Condition**: Asset performs its intended function fully with no decline. Indicators: Zero functional defects, meets or exceeds service requirements, No downtime or operational limitations, Only routine preventive maintenance, ongoing inspections or health checks occurring, Examples: **IT Hardware & Software:** Ideal Condition - supports and meeting existing business functions. **Fitness Equipment:** Treadmills, ellipticals, weight machines operate smoothly with full resistance ranges and accurate displays; **Fire Rescue/Equipment**: Full rated capacity, no delays; **Playground Structures**: Fully stable, no wear affecting use; **Ball Diamonds**: Level, safe, no playability issues; **Park Fencing**: Structurally sound, no deformation.	**High Liability:** Creates a significant "trailing" of ongoing costs for future years with no clear funding plan.	**Out of Scope:** Project does not align with the current strategic direction or political cycle.
	2	**Best Practice:** Not legally mandated, but recommended by industry standards or certifications (ISO, recommendations etc.) to reduce future liability.	**Good Functional Condition** Definition: Minor wear is present but does not impair function. Indicators: Slight deterioration, Minor planned repairs anticipated, Still meets all service standards. Examples: **IT Hardware & Software**: Low Risk - supports and meeting existing business functions minor issues with assets. Assets could remain in service to realize original ROI, investment justification; **Fitness Equipment**: Slight cosmetic wear, minor belt alignment adjustments needed, but fully functional; **Fire Rescue/Equipment**: Minor cosmetic wear, no performance impact; **Playground Structures**: Slight surface wear, all components functional; **Ball Diamonds**: Minor infield irregularities; **Park Fencing**: Small rust spots, still structurally sound.	**Increased Cost:** Will lead to slightly higher annual maintenance or licensing fees.	**Indirect Link:** Only loosely connected to the strategic plan; more of a "business as usual" maintenance task.
	3	**Duty of Care:** General legal obligations. Project addresses a documented "Improvement Notice" or internal audit/inspection gap.	**Moderate Functional Decline** : Asset functions but with noticeable performance reduction or reliability concerns. Indicators: Reduced efficiency, Increasing maintenance needs, Occasional downtime, Function delivered inconsistently, Examples: **IT Hardware & Software**: Medium Risk performance has minor issues or new approved projects for require better IT tools, within 2- 3 years - security patches will be insufficient, hardware will be is beyond ToC documented Expected Useful Life (EUL), Vendor obsolescence (being replaced with newer better, or more efficient version for existing functions replacing the existing that will be outdated); **Fitness Equipment**: Resistance levels inconsistent, intermittent display issues, occasional downtime; **Fire Rescue/Equipment**: Slower response or intermittent performance; **Playground Structures**: Worn components affecting user experience (e.g., stiff slides, worn swing chains); **Ball Diamonds**: Drainage issues causing periodic closures; **Park Fencing**: Bent sections reducing containment effectiveness.	**Stable:** No significant increase or decrease in long-term operational costs. **Revenue Impact,** retention remains within +/- 2% of the 3 year average. Facility standards meet or exceed local private sector competitors. **3rd Party Funding** approved for >10% < 50% of the planned project cost.	**General Support:** Aligns with the broad mission statement but isn't a "top-three" priority this fiscal year or in the Strategic Plan.
	4	**Regulatory Requirement:** Explicitly required or in violation of specific regulations (see Overview Tab - Column AF,AG Legislation/Regulations). Likely to fail an upcoming mandatory inspection. **Incudes Bills or legislation that are upcoming within the next year.**	**Poor Functional Condition**: Function is significantly compromised; service delivery unreliable. Indicators: Frequent breakdowns, Cannot meet required performance levels, Temporary fixes required, Function delivered at reduced capacity, Examples: **IT Hardware & Software**: High Risk performance is degraded, within the year security patches (cyber security and other) will be insufficient, hardware is beyond ToC documented Expected Useful Life (EUL), compatibility issues documented, Vendor obsolescence (requires replacement with newer, better, or more efficient version for existing functions (not for a new project) for replacement of existing) out of date; **Fitness equipment**: Machines frequently out of service, resistance or motor failures, unsafe operation; **Fire Rescue/Equipment**: Fails performance tests, unreliable operation; **Playground Structures**: Components unusable or partially closed; **Ball diamonds**: Unsafe surface conditions after minor weather; **Park fencing**: Leaning or failing to contain areas, beyond ongoing maintenance repair.	**Sustainable:** Lowers maintenance requirements and extends the life of a major public asset. Reduces operational costs (e.g., energy efficiency that pays for itself in <15 years) **Select if proposed new replacement lifecycle cost = business as usual costs with avoided emissions, such as carbon reductions, tons of CO2 saved or kWh saved > 40% over the full lifecycle of new, replacement asset.** **Revenue drop > 2-10% below projections,** users cite "equipment downtime or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >50% < 80% of the planned project cost.	**Priority Alignment:** Supports a key corporate objective (e.g., SOGR, Net Zero initiatives).
	5	**Legal Non-Compliance:** Currently in breach of statutory law. High risk of immediate prosecution, "Stop Work" order, or heavy fines.	**Critical Functional Failure:** Asset cannot perform its intended function or poses immediate operational risk. Indicators: Complete or near-complete loss of function, Asset removed from service, Emergency replacement required, Examples: **IT Hardware & Software:** Mission Critical (funding is a must if any occur in the next 6 months) no security patches, frequent failures occurring. Fitness equipment: Equipment locked out of service due to safety hazard, electrical failure, or structural break; **Fire rescue equipment:** Fails tests, inspections or cannot operate, is documented; **Playground structures**: Closed due to structural failure; **Ball diamonds**: Unplayable for the season; **Park fencing**: Collapsed or unsafe and all is documented, beyond maintenance repair.	**High Value ROI:** Drastically reduces ongoing/future operational costs (e.g., energy efficiency that pays for itself in <10 years) **. Revenue drop >10% below projections**, users cite "equipment downtime" or "facility condition" in >20% of cancellation survey/reasons. **3rd Party Funding** approved for >80% of the planned project cost.	**Direct Mandate:** Specifically named in the current Strategic Plan or the ToC Strategic Plan Action Dashboard related to a specified action.
	Factors Weighting	x3	x2	x1 (x2 for Lower Carbon alternatives)	x1.5 (x2 for Lower Carbon alternatives)
15	Total Score	3	2	4	6
				☐	Check if project aligns with a Low Carbon Alternative

Appendix E

	2027	2028	2029	2030	2031	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	Total Funding
017 Caledon Public Library													
00-011 Technology and Furniture													
59105 Tax		275,000	300,000	300,000	350,000	1,225,000	1,225,000						1,225,000
69001 040 Machinery, Equipment, & Information Techn		(275,000)	(300,000)	(300,000)	(350,000)	(1,225,000)							(1,225,000)
Total 00-011 Technology and Furniture							1,225,000						
00-028 Library Collection and Materials													
59105 Tax		600,000	600,000	625,000	650,000	2,475,000	2,475,000						2,475,000
69001 040 Machinery, Equipment, & Information Techn		(600,000)	(600,000)	(625,000)	(650,000)	(2,475,000)							(2,475,000)
Total 00-028 Library Collection and Materials							2,475,000						
27-162 Library Service Kiosks - Phase 1													
59315 DC Library	143,000					143,000			143,000				143,000
69001 040 Machinery, Equipment, & Information Techn	(143,000)					(143,000)							(143,000)
Total 27-162 Library Service Kiosks - Phase 1									143,000				
27-164 Library Branch Open Access - Caledon Village													
59315 DC Library	46,000					46,000			46,000				46,000
69001 040 Machinery, Equipment, & Information Techn	(46,000)					(46,000)							(46,000)
Total 27-164 Library Branch Open Access - Caledon Vil									46,000				
27-165 Library Replacement Furniture													
59105 Tax	80,000					80,000	80,000						80,000
69001 030 Furniture & Fixtures	(80,000)					(80,000)							(80,000)
Total 27-165 Library Replacement Furniture							80,000						
27-168 Library Website Accessibility Audit													
59105 Tax	18,500					18,500	18,500						18,500
69001 000 Non-TCA	(18,500)					(18,500)							(18,500)
Total 27-168 Library Website Accessibility Audit							18,500						
27-183 Library Collections and Materials 2027													
59105 Tax	550,000					550,000	550,000						550,000
69001 000 Non-TCA	(100)					(100)							(100)
69001 040 Machinery, Equipment, & Information Techn	(549,900)					(549,900)							(549,900)
Total 27-183 Library Collections and Materials 2027							550,000						
27-184 Library IT Equipment Replacement 2027													
59105 Tax	166,000					166,000	166,000						166,000
69001 040 Machinery, Equipment, & Information Techn	(166,000)					(166,000)							(166,000)
Total 27-184 Library IT Equipment Replacement 2027							166,000						
~~27-185 Library Interior Maintenance and Painting~~													
~~59105 Tax~~	~~40,000~~					~~40,000~~	~~40,000~~						~~40,000~~
~~69001 020 Buildings~~	~~(40,000)~~					~~(40,000)~~							~~(40,000)~~
~~**Total 27-185 Library Interior Maintenance and Paintin**~~							~~40,000~~						
27-187 Library Branch - Signage and Wayfinding													
59105 Tax	17,000					17,000	17,000						17,000
69001 030 Furniture & Fixtures	(17,000)					(17,000)							(17,000)
Total 27-187 Library Branch - Signage and Wayfinding							17,000						
27-188 Mobile Library / Bookmobile													
59315 DC Library	235,000					235,000			235,000				235,000
69001 040 Machinery, Equipment, & Information Techn	(35,000)					(35,000)							(35,000)
69001 050 Vehicles	(200,000)					(200,000)							(200,000)
Total 27-188 Mobile Library / Bookmobile									235,000				
28-001 Strategic Plan													
59105 Tax		75,000				75,000	75,000						75,000
69001 000 Non-TCA		(75,000)				(75,000)							(75,000)
Total 28-001 Strategic Plan							75,000						

	2027	2028	2029	2030	2031	Project Cost	Tax Levy	Reserves	DC	Gas Tax	Debenture	Other	Total Funding
28-020 New Independant Integrated Library System (ILS)													
59315 DC Library		170,000				170,000			170,000				170,000
69001 040 Machinery, Equipment, & Information Techn		(170,000)				(170,000)							(170,000)
Total 28-020 New Independant Integrated Library Syst									170,000				
28-143 Mayfield West Branch - Materials													
59315 DC Library		800,000				800,000			800,000				800,000
69001 040 Machinery, Equipment, & Information Techn		(800,000)				(800,000)							(800,000)
Total 28-143 Mayfield West Branch - Materials									800,000				
28-144 Library Branch Open Access - Alton													
59315 DC Library		70,000				70,000			70,000				70,000
69001 040 Machinery, Equipment, & Information Techn		(70,000)				(70,000)							(70,000)
Total 28-144 Library Branch Open Access - Alton									70,000				
28-145 Alton Branch Refurbishment													
59105 Tax		343,750				343,750	343,750						343,750
59315 DC Library		1,031,250				1,031,250			1,031,250				1,031,250
69001 020 Buildings		(1,200,000)				(1,200,000)							(1,200,000)
69001 030 Furniture & Fixtures		(175,000)				(175,000)							(175,000)
Total 28-145 Alton Branch Refurbishment							343,750		1,031,250				
28-146 Library Self-Check and RFID													
59315 DC Library		300,000				300,000			300,000				300,000
69001 040 Machinery, Equipment, & Information Techn		(300,000)				(300,000)							(300,000)
Total 28-146 Library Self-Check and RFID									300,000				
28-188 Mayfield West Library Branch													
59315 DC Library		700,000	8,386,670	8,386,660	8,386,660	25,859,990			25,859,990				25,859,990
69001 020 Buildings		(696,500)	(8,344,737)	(8,344,727)	(8,344,727)	(25,730,691)							(25,730,691)
69010 Project Management Fee		(3,500)	(41,933)	(41,933)	(41,933)	(129,299)							(129,299)
Total 28-188 Mayfield West Library Branch									25,859,990				
30-005 Library Service Kiosks - Phase 2													
59315 DC Library				170,000		170,000			170,000				170,000
69001 040 Machinery, Equipment, & Information Techn				(170,000)		(170,000)							(170,000)
Total 30-005 Library Service Kiosks - Phase 2									170,000				
30-006 Macville / Caledon Station Branch													
59315 DC Library				7,592,500	7,592,500	15,185,000			15,185,000				15,185,000
69001 020 Buildings				(7,592,500)	(7,592,500)	(15,185,000)							(15,185,000)
Total 30-006 Macville / Caledon Station Branch									15,185,000				
Total Caledon Public Library							4,950,250		44,010,240				

Appendix F

Excerpt from Town of Caledon 2026 User Fees By-law

FEES BY-LAW NAME	QUICK CODE	ACCOUNT NUMBER	ACCOUNT NAME	TAX STATUS	FEES BY-LAW DESCRIPTION	FEES BY-LAW MEASURE	2026 Fee (Excl. Taxes)	HST
CIRCULATION - FINES								
	E0008	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Replacement library cards		$3.00	E
Default replacement cost of lost materials - used only if actual value not available	E0009	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per adult catalogued book		$30.00	E
	E0010	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per juvenile catalogued book		$25.00	E
	E0012	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per magazine		$5.00	E
	~~E0013~~	~~01-07-365-40010-365-50705~~	~~Fines/Fees~~	~~TAX EXEMPT~~	~~Per comic book~~		~~$3.00~~	~~E~~
	E0016	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per compact disc (includes talking books)		$20.00	E
	E0018	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per digital video disc		$25.00	E
	E0027	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per Hotspot		~~$200.00~~ $430.00	E
	E0028	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per ChromeBook or Tablet		$450.00	E
	E0029	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per Launch pad		$225.00	E
	E0037	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Per Special Collection - various collections		$100.00	E
CIRCULATION - SERVICES								
	E0020	01-07-365-40010-365-50050	Miscellaneous Revenue	TAX EXEMPT	Non-resident membership fee	Per year	~~$25.00~~ $50.00	E
	E0021	01-07-365-40010-365-50050	Miscellaneous Revenue	S-H13-E	Printing and photocopies - black & white	Per page	$0.22	Y
	E0038	01-07-365-40010-365-50050	Miscellaneous Revenue	S-H13-E	Printing and photocopies - colour	Per page	$0.44	Y
	E0039	01-07-365-40010-365-50050	Miscellaneous Revenue	S-H13-E	Printing - large format	Per linear foot	$2.21	Y
	E0045	01-07-365-40010-365-50050	Miscellaneous Revenue	S-H13-E	Maker supplies - buttons	Per button	$0.44	Y
	E0046	01-07-365-40010-365-50050	Miscellaneous Revenue	S-H13-E	Maker supplies - vinyl (Cricut)	Per sheet	$1.77	Y
	E0047	01-07-365-40010-365-50050	Miscellaneous Revenue	S-H13-E	Maker supplies - wood (Glowforge)	Per half sheet	$4.43	Y
	E0049	01-07-365-40010-365-50050	Miscellaneous Revenue	S-H13-E	Maker supplies - acrylic (Glowforge)	Per sheet	$6.19	Y
	E0059	01-07-365-40010-365-50050	Miscellaneous Revenue	S-H13-E	Maker supplies - acrylic large (Glowforge)	Per sheet	$13.27	Y
PROGRAMS								
Workshops	E0055	01-07-365-40010-365-50715	Programs	TAX EXEMPT	Other programs		Fee based on cost recovery	E
	NEW	01-07-365-40010-365-50250	Camps	TAX EXEMPT	Library camps	Per session	$45.62-$469.56	E
ADMINISTRATIVE								
	E0057	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Service charge for invoice / lost item processing fee		$5.00	E
	~~E0058~~	~~01-07-365-40010-365-50705~~	~~Fines/Fees~~	~~TAX EXEMPT~~	~~NSF Cheque~~	~~Per cheque~~	~~$51.00~~	~~E~~
	NEW	01-07-365-40010-365-50705	Fines/Fees	TAX EXEMPT	Exam invigilation	Per exam	$40.00	E

Note: All Fees are before HST. E=HST Exempt, Y=HST Applicable, P=As Applicable. The Town Reserves the right to review HST Applicability for any regualatory or legistative changes.