



Agenda
Newmarket Public Library Board

Wednesday, March 16, 2016 at 5:30 PM
Regular Board Meeting

Agenda compiled on 11/03/2016 at 12:42 PM

Adoptions of Agenda

1. Adoption of the Regular Agenda
2. Adoption of the Closed Session Agenda
3. Adoption of the Consent Agenda

Declarations

Consent Agenda Items

4. Adoption of the Regular Board Meeting Minutes for Wednesday, February 17, 2016 p. 1
5. Adoption of the Closed Session Meeting Minutes for Wednesday, January 20, 2016
6. Adoption of the Closed Session Meeting Minutes for Wednesday, February 18, 2016
7. Strategic Operations Report for February, 2016 p. 5
8. Library Statistical Data for February, 2016 p. 6
9. Monthly Bank Transfer p. 10

Closed Session

10. That the Library Board move into a Closed Session for the purpose of discussing Labour Relations matters

Policies

11. Fundraising Policy p. 11

Reports

12. Report on Council Workshop: Framework for Future Facilities and Land Use

13. Asset Replacement Fund Review

Business Arising

14. Library Board Action List p. 17

New Business

15. 2016 Draft Business Plan p. 19

Date(s) of Future Meetings

16. The next Newmarket Public Library Board Regular Board Meeting will be Wednesday, April 20, 2016, at 5:30 pm in the Library Board room

Adjournment



**Newmarket Public Library Board
Regular Board Meeting
Wednesday, February 18, 2016
Newmarket Public Library Board Room**

Present: Joan Stonehocker – Chair
Tom Vegh – Vice Chair
Tara Brown
Kelly Broome-Plumley (arrived at 5:40 pm)
Joe Sponga

Regrets: Darcy McNeill
Venkatesh Rajaraman

Staff Present: Todd Kyle, CEO
Linda Peppiatt, Deputy CEO
Lianne Bond, Administrative Coordinator

The Library Board Chair called the meeting to order at 5:35 pm

Adoption of Agenda Items

1. Adoption of Regular Agenda
2. Adoption of the Closed Session Agenda
3. Adoption of Consent Agenda items

The Chair asked if there were any additions to the agenda.

Motion 16.02.87

Moved by Joe Sponga

Seconded by Tara Brown

That Agendas 1) to 3) be adopted as presented.

Carried

Declarations

None were declared.

Consent Agenda Items:

4. Adoption of the Regular Board Meeting Minutes for Wednesday, January 20, 2016
5. Strategic Operations Report for January, 2016
6. Library Statistical Data for January, 2016
7. Monthly Bank Transfer
8. Correspondence from Metrolinx re: Newmarket Public Library Achievement of the Smart Commute Gold Workplace Designation for 2016

Motion 16.02.88**Moved by Tom Vegh****Seconded by Tara Brown**

That Consent Agenda Items 4) to 8) be received and approved as presented.

Carried

The CEO reported to the Library Board that a request for a copy of the CEO performance evaluation form from a member of the public was received. A blank copy of the CEO performance evaluation was provided to the member of the public under the Routine Disclosure section of the Newmarket Public Library Freedom of Information and Protection of Privacy Policy.

A Board member advised that students from Stuart Scott Public School attended the Library's 3D Printing workshop and it was very well received by the students.

9. Motion to Convene into a Closed Session

Motion 16.02.89**Moved by Joe Sponga****Seconded by Kelly Broome-Plumley**

That the Library Board moved in to a Closed Session at 6:20 pm for the purpose of discussing Labour Relations Matters.

Carried

Motion 16.02.90**Moved by Joe Sponga****Seconded by Kelly Broome-Plumley**

That the Library Board move out of Closed Session at 6:30 pm

Carried

Motions arising from the Closed Session:

Motion 16.0 2.91**Moved by Tom Vegh****Seconded by Joe Sponga**

That the Library Board receive the verbal report on Union Negotiation and confirm the instructions to the CEO.

Carried

Policy**10. Fundraising Strategy and Policy**

The CEO reviewed with the Library Board suggested fundraising activities and requirements for the development of a Fundraising Policy.

Motion 16.02.92

Moved by Tom Vegh

Seconded by Kelly Broome-Plumley

That the Library Board receive the report on Fundraising Strategy and Policy and that the Library Board direct the CEO to draft a Fundraising Policy and bring back to the Board within 60 days.

Carried

Reports**11. Impact Survey**

The CEO discussed with the Library Board the result of the Impact Survey on public use of library computers and wireless services which was conducted in January, 2016.

Motion 16.01.93

Moved by Tara Brown

Seconded by Joe Sponga

That the Library Board receive the report on the Impact Survey as presented.

Carried

Business Arising**12. Health and Safety Reporting**

The CEO reported that there was no Health and Safety matters to report.

13. Library Board Action List

The Library Board reviewed and updated the Action List.

Motion 16.02.95

Moved by Joe Sponga

Seconded by Tom Vegh

That the Library Board receive the Action List as amended.

Carried

New Business

14. Newmarket Chamber of Commerce Home Show, April 1 to 3, 2016

The Library will be participating in the Newmarket Chamber of Commerce Home Show being held at the Ray Twinney Centre April 1 to 3, 2016. Board members were invited to assist with this year's Library booth. An email will be sent out to Board members regarding this.

Date(s) of Future Meetings

15. The next regular Library Board meeting will be Wednesday, March 16, 2016 at 5:30 pm in the Library Board room.

Adjournment

Motion 16.02.96

Moved by Kelly Broom-Plumley

Seconded by Joe Sponga

That there being no further business meeting adjourned at 6:31 pm.

Carried

Joan Stonehocker
Chair

Todd Kyle, CEO
Secretary/Treasurer

STRATEGIC OPERATIONS REPORT – FEBRUARY, 2016

	Igniting Community Dialogue, Discovery and Debate	Leading a Learning Community	Readying our Capabilities
Collaborative Relationships	<ul style="list-style-type: none"> IdeaMarket Advisory Panel formed with 6 community volunteers; first meeting held to brainstorm future topics and program development March IdeaMarket program is on Climate Change 	<ul style="list-style-type: none"> Discussions held with NewMakelt makerspace on partnering with library's Maker Hub Program on speaking professionally for ESL learners held as pilot; attendance only 4 people Seed Library planning program on March 30 called Seed Sprouting 	<ul style="list-style-type: none"> Hosted three programs during Winterfest: 94 in attendance. TAG group participated Staff met with Town staff to plan joint programs when Old Town Hall opens Low-income tax clinics being held in cooperation with CPAs of Canada
Spaces	<ul style="list-style-type: none"> Startup York produced business resource list including libraries; list added to NPL website 	<ul style="list-style-type: none"> Maker Hub room improvements complete; planning underway to include vinyl cutter in 3D printer certification course 	<ul style="list-style-type: none"> Public study chairs, originally dusty rose colour from 1996, reupholstered in terracotta Lounge and study areas slightly rearranged to provide more study space with natural light
Positioning	<ul style="list-style-type: none"> IdeaMarket ad campaign in Era newspaper continued for 2016 	<ul style="list-style-type: none"> Indieflix streaming video service changed its name to Instantflix—library website updated as a result NPL planning outreach to GO commuters along with N6 libraries on May 12 	<ul style="list-style-type: none"> Online “flipbook” version of library Activity Guide program listings continues to be used extensively Latest e-newsletter generated 1560 opens and 301 clicks back to NPL's website
Resources		<ul style="list-style-type: none"> Bi-weekly 3D printer certification class continues to be popular as patrons print multiple times after completing class. 	
Organization & Operations	<ul style="list-style-type: none"> New Volunteer Services Coordinator resigned; recruitment underway 		

Newmarket Public Library Statistical Data - 2016

Library Card Holders

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NPL Card Holders	24,136	24,184										
Residents	22,002	22,069										
Non-Residents	2,134	2,115										

New and Renewed Library Cards

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	252	402											654
New non-resident	39	30											69
Renewed membership	723	421											1,144

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	12,689	12,709											25,398
# of PAC Account Logins	6,097	5,792											11,889
Room Rentals	54	65											119
Room Rental Hours	154	192											346

Programs

5 Year Trend - year to date February 29

# of Programs Held	2012	2013	2014	2015	2016
Adult	19	19	31	44	44
Children's	210	206	225	215	241
Total Programs	229	225	256	259	285

Program Attendance	2012	2013	2014	2015	2016
Adult	567	129	205	302	370
Children's	2,204	2,142	2,334	1,964	2,042
Total Attendance	2,771	2,271	2,539	2,266	2,412

Newmarket Public Library Statistical Data - 2016

Borrowing

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
eAudio books	941	911											1,852
eBooks	3,433	3,128											6,561
eMagazines	459	353											812
eMusic	2,129	2,614											4,743
eVideo	2	7											9
Backpack Kit	6	1											7
Book	26,637	23,980											50,617
CD-ROM/DVD-ROM	13	12											25
DVD/Blu-ray	4,645	4,563											9,208
eBook Reader	1	1											2
GPS	2	4											6
ILL	210	178											388
Language Kit	61	40											101
Laptop	10	11											21
Multimedia Kit	81	69											150
Music CD	483	540											1,023
Pedometer	16	8											24
Periodical	987	999											1,986
Portable Audio Book	8	9											17
Talking Book	773	782											1,555
Video	8	3											11
Video Game	293	309											602
Total Borrowing	41,198	38,522	-	-	-	-	-	-	-	-	-	-	79,720

Database Usage

Adult Subscriptions	2,130	2,053	-	-	-	-	-	-	-	-	-	-	4,183
Children's Subscriptions	569	1,035	-	-	-	-	-	-	-	-	-	-	1,604
York Info (Community)	147,897	100,795	-	-	-	-	-	-	-	-	-	-	248,692
York Info (Volunteer)	26,148	18,071	-	-	-	-	-	-	-	-	-	-	44,219
Total Database Usage	176,744	121,954	-	-	-	-	-	-	-	-	-	-	298,698

Newmarket Public Library Statistical Data - 2015

Library Card Holders

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NPL Card Holders	23,554	23,726	23,837	23,764	23,825	23,947	24,506	24,385	28,150	24,208	24,194	23,862
Residents	21,683	21,773	21,867	21,790	21,836	21,957	22,468	22,334	25,713	22,112	22,067	21,758
Non-Residents	1,871	1,953	1,970	1,974	1,989	1,990	2,038	2,051	2,437	2,096	2,127	2,104

New and Renewed Library Cards

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	258	498	362	237	210	320	659	268	289	251	210	190	3,752
New non-resident	39	37	34	30	35	29	52	40	50	43	36	41	466
Renewed membership	735	319	811	627	646	718	661	786	734	666	648	556	7,907

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	13,036	12,715	14,146	12,834	13,365	12,828	12,783	12,762	13,148	12,146	12,257	10,693	152,713
# of PAC Account Logins	5,581	4,957	6,051	5,809	5,662	5,442	6,152	6,464	5,908	5,721	5,659	5,921	69,300
Room Rentals	64	71	56	199	64	47	46	47	54	62	66	33	809
Room Rental Hours	171	187	168	82	160	127	112	155	134	147	149	104	1,694

Programs 5 Year Trend - year to date December 31

# of Programs Held	2011	2012	2013	2014	2015
Adult	33	93	157	247	250
Children's	845	1,167	1,293	1,345	1,318
Total Programs	878	1,260	1,450	1,592	1,568

Program Attendance	2011	2012	2013	2014	2015
Adult	1,408	2,323	2,149	2,229	2,643
Children's	12,956	12,905	13,796	13,794	13,567
Total Attendance	14,364	15,228	15,945	16,023	16,210

Newmarket Public Library Statistical Data - 2015

Borrowing

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
eAudio books	726	706	903	873	801	694	952	940	801	868	882	848	9,994
eBooks	3,076	2,930	3,235	2,896	2,913	3,016	3,195	3,131	2,852	2,945	2,879	2,994	36,062
eMagazines	323	421	575	382	356	371	477	450	444	336	274	409	4,818
eMusic	2,613	2,621	3,737	4,044	2,975	2,454	2,493	2,470	2,564	2,540	2,818	2,788	34,117
eVideo	54	98	160	144	55	16	118	16	37	19	17	21	755
Backpack Kit	4	3	5	3	2	4	5	4	5	-	2	5	42
Book	25,489	22,981	28,858	26,932	26,378	27,264	32,798	31,183	29,214	27,931	26,661	24,658	330,347
CD-ROM/DVD-ROM	17	34	29	19	26	17	13	22	22	16	30	26	271
DVD/Blu-ray	3,703	4,135	5,223	4,433	4,380	4,405	4,978	4,886	4,386	4,727	4,420	4,417	54,093
eBook Reader	4	5	3	8	3	2	3	1	2	1	-	-	32
GPS	-	2	1	2	4	3	1	3	8	5	1	2	32
ILL	198	162	203	184	190	163	189	194	215	142	230	131	2,201
Language Kit	54	41	46	35	39	31	40	50	43	40	57	45	521
Laptop	12	12	17	46	25	27	11	88	21	19	8	8	294
Multimedia Kit	66	84	76	45	64	68	69	83	86	92	92	70	895
Music CD	384	363	568	591	469	514	415	415	434	411	455	667	5,606
Pedometer	7	9	20	9	41	12	29	20	14	11	15	16	203
Periodical	1,121	865	1,113	1,145	959	982	1,328	1,205	1,153	1,047	999	915	12,832
Portable Audio Book	58	26	48	32	49	41	32	41	25	24	26	17	419
Talking Book	850	836	960	778	960	874	967	1,009	924	872	769	725	10,524
Video	9	10	4	2	5	5	4	7	3	4	1	4	58
Video Game	267	262	372	301	274	281	434	434	354	243	311	279	3,812
Total Borrowing	39,035	36,606	46,156	42,904	40,968	41,244	48,551	46,652	43,607	42,293	40,947	39,045	508,008

Database Usage

Adult Subscriptions	2,409	4,643	2,317	2,166	2,718	4,324	2,256	1,782	1,550	1,865	2,629	1,580	30,239
Children's Subscriptions	843	na	752	321	645	907	692	302	595	914	954	720	7,645
York Info (Community)	95,740	105,204	111,837	118,114	82,379	110,564	106,577	107,375	104,200	99,334	102,360	105,550	1,249,234
York Info (Volunteer)	11,015	16,268	18,059	16,927	9,917	9,808	13,408	10,989	16,580	16,658	16,441	24,054	180,124
Total Database Usage	110,007	126,115	132,965	137,528	95,659	125,603	122,933	120,448	122,925	118,771	3,583	2,300	1,467,242

**MEMORANDUM**

To: Newmarket Public Library Board

From: Todd Kyle, CEO

Date: March 16, 2016

Re: **Newmarket Public Library Bank Account – Fund Transfer**

Recommendation: The CEO recommends that the Library Board authorize the transfer of funds from the Newmarket Library bank account to the Town of Newmarket bank account through the following motion:

THAT the Library Board directs the CEO to authorize the Town of Newmarket Treasurer to transfer the net closing balance at February 29, 2016 of \$ 12,353.78 from the Newmarket Public Library Board bank account to the Town of Newmarket bank account.

**MEMORANDUM**

To: Newmarket Public Library Board

From: Todd Kyle

Date: March 16, 2016

Re: Draft Fundraising Policy

At the last meeting the Board asked for a policy to be drafted to address two areas in the library's fundraising strategy with policy implications: financial controls and obligations to donors.

The attached draft Policy attempts to address these in order to provide clarity as well as clear lines between fundraising and regular revenue generation.

In addition, a previously approved Donations Policy is attached for information.

The draft Fundraising Policy makes reference to the authority levels according to By-Law 2004-1 for changing a budget line in order to spend funds raised. Those authority levels differ between those that can be authorized by (1) by the C.E.O. and Director of Finance, Town of Newmarket jointly and (2) the Library Board, as follows:

- Up to \$1000 (CEO) / \$2000 (Board) for items budgeted under \$10,000;
- Up to \$1500 (CEO) / \$3000 (Board) for items budgeted \$10,000 to \$20,000;
- Up to \$2000 (CEO) / \$4000 (Board) for items budgeted \$20,000 to \$30,000;
- Greater of 5% or \$2500 (CEO) / 10% or \$5000 for items budgeted \$30,000 and over

The By-Law indicates that such increases would be offset by corresponding decreases in other line items, which is equivalent to corresponding increases in revenues.

I would also like to point out the part of the draft policy that indicates that it does not apply to "any other revenue directed in the annual budget to the general operating fund." This is to account for the fact that existing revenue streams that might be considered fundraising are already incorporated into the annual operating budget as general revenues. This includes sales of discarded and donated library materials as well as the Adopt-a-Magazine program, which are included in the General Revenues line. It also includes general unsolicited donations, which are in an existing Donations line. The Board may wish to consider re-allocating these in future budgets.

The following motion is recommended:

THAT the Library Board approve the Fundraising Policy as drafted.



Fundraising Policy-DRAFT ONLY

Operating costs of the Newmarket Public Library are provided for by grants from various levels of government and by revenues generated by the Library's activities. The Library may raise funds over and above these revenues to support projects that enhance the Library's services, as long as these funds are not intended to replace or reduce operating grants.

Definition

Fundraising is defined as activities carried out by the Library to encourage or solicit voluntary monetary donations, or to sell goods or services, in order to support specified projects undertaken by the Library. This policy does not apply to the following:

- revenues the Library generates as a result of its operating activity (e.g. fines, fees)
- conditional monetary donations
- in-kind donations of goods or services
- sponsorship or advertising arrangements
- any other revenue directed in the annual budget to the general operating fund.

Identification of Projects

The C.E.O. has the authority to designate a project or expenditure area as a beneficiary of fundraising. However, Library Board approval is required where the project is of a major capital nature or where required budgetary impacts exceed the C.E.O.'s authority level as set out in the Operating and Capital Financial Policy. It is the responsibility of the C.E.O. to ensure that funds raised are used for the identified purpose.

Budget impact

A fundraising revenue target may be established by the Library Board as part of the annual budget process, with a concomitant increase in one or more expenditure lines where the funds are intended to be spent.

Funds raised in excess of, or in the absence of, a related revenue target may be spent by increasing the approved amount in the budget line identified as a beneficiary. Authority to increase the approved amount shall be determined in accordance with the Operating and Capital Financial Policy.

Unspent funds raised in any given year shall be transferred to the Fundraising Reserve at the end of that year.

Solicitation

The beneficiary project or expenditure area shall be identified publicly to all potential donors as part of solicitation activities.

A fundraising activity may not involve a fee for goods or services the Library normally provides and/or is obligated to provide for free, nor may it involve a fee for a game of chance. It may involve a fee for goods or services provided specifically for fundraising purposes, or may involve suggesting a donation at the point of providing library services.

The Library may enter into an agreement for a third-party organization to raise funds on its behalf. Funds so raised may be transferred to the Library, or may be used in another manner that conforms to this Policy, as specified in such an agreement.

The Library shall be obligated to provide a receipt for income tax purposes upon request for individual donations of over \$20.00, minus the fair market value for any goods or services provided.

The Library may use information collected about donors only for those purposes authorized by the donor, including but not limited to income tax receipts, future solicitation, and providing information about Library activities.

Related policies

Sponsorship and Advertising Policy

Donation Policy

Policy on Disposal and Donations of Library Materials

Newmarket Public Library By-Law 2004-1, *A by-law to regulate the budget process, to establish financial and accounting principles, to establish capital and operating budget control, and to establish reserves and reserve funds control.*



Newmarket Public Library Donation Policy

Purpose

The Newmarket Public Library is a public institution funded primarily by municipal taxes. The Library welcomes and encourages donations from individuals, groups, the business community, service and other organizations. The purpose of donations is to increase the Library's ability to deliver service to the public and provide enhanced levels of service beyond the core levels funded by taxes, or other public monies.

This policy does not apply to fundraising campaigns or to any sponsorship agreement.

Definition

For income tax purposes, a donation (or gift) is defined as a voluntary transfer of property to the Library, made without any expectation of any benefit (excluding tax receipt where applicable) accruing to the donor or anyone designated by the donor. The scope of this policy includes donations of:

- Money
- gifts and services-in-kind
- property of significant value such as real estate or securities
- planned gifts such as willed donations bequests or endowments
- tangibles such as equipment, supplies or furniture
- art, and photographic work

For the purpose of this policy, gifts of books or other library materials are discussed specifically in the Policy on Disposal and Donations of Library Materials.

Donation Acceptance

The CEO has the authority to accept or reject unrestricted donations of tangible items on the basis of suitability to the Library's mission, goals, policies, décor, and availability of space for housing or display.

The CEO reserves the right to refuse a donation under certain conditions which include but are not limited to:

- § when the cost of ownership would be prohibitive
- § if the donor wishes to exert unacceptable conditions over the donation of the gift or over the disbursement of revenue realized from the disposal of the gift
- § when there are unacceptable risks associated with the receipt of the gift
- § if the donation is illegal or has questionable provenance

Any donation accepted by the Library is accepted subject to the following terms and conditions:

- § Upon request, the Library must receive evidence that the donor has the authority to make a gift of the donated item (s)
- § The Library retains unconditional ownership of the gift and
- § The Library makes all decisions regarding the use or disposal of the gift and has no obligation to inform the donor of such decision

Conditional Contributions

The CEO may accept conditions on the disposition of donations where he/she deems the proposed conditions to be reasonable and suitable to the mission, goals, policies and best interest of the Library. The Library reserves the right to refuse a conditional contribution that it deems to be in conflict with its by-laws, policies or core values.

The Board may establish special donation categories and donors may designate funds to a particular category. These donations shall be used for the purpose identified and this designation shall be recorded in the donation's records.

Donor Records

The Library shall maintain donor records, the contents of which shall remain confidential and will not be disclosed unless the donor agrees otherwise.

The Library shall seek the approval of donors to use the donor lists for the solicitation of future gifts.

Official Receipts

For monetary donations that exceed \$20.00, official receipts shall be issued on request to donors for income tax purposes.

For in-kind donations, official receipts will be issued on request provided that the value of the donation exceeds \$20.00 and the donor provides a written and verifiable appraisal of the donation's worth. The CEO nonetheless reserves the right to return the item to the donor if the donor is unsatisfied with the receipted amount.

A receipt for income tax purposes may not be issued for gifts of services according to the legal stipulations of the Canada Revenue Agency. Should the Library pay for services received, the vendor or contractor may choose to donate these funds to the Library and a receipt for income tax purposes may then be issued to the donor for this amount.

Donor Recognition

The Library will make efforts to acknowledge donor contributions. The form, contents and duration of such recognition shall be at the CEO's discretion. Every effort will be made to ensure that recognition is timely, meaningful to the donor, appropriate and equitable.

Donors will be notified of any recognition and given the option of anonymity.

Related Policies:

Sponsorship and Advertising Policy

Policy on Disposal and Donations of Library Materials

NEWMARKET PUBLIC LIBRARY BOARD - ACTION TRACKING LIST

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
9-11a	Ongoing	Policy reviews	<ul style="list-style-type: none"> CEO to bring drafts to Board according to agreed schedule Board to form committee to review Governance Policy and Constitution 	
12-11	May 20 2015	Draft fundraising and development strategy	<ul style="list-style-type: none"> CEO to draft report for initial consideration Board to consider needed resources CEO to report back on implementation of fundraising initiatives CEO to follow up with Town of Newmarket regarding naming rights sponsorship program 	Completed September 16, 2015
1-12		Consider forming Friends of the Library group	<ul style="list-style-type: none"> Board to consider as related to item 12-11 	Completed September 16, 2015 Deferred to next Library Board term (motion 13.03-214)
2-13	May 20, 2015	CEO Annual Performance Review	<ul style="list-style-type: none"> Library Board Chair and Vice Chair to prepare and report to Board 	CEO annual Review completed February 18, 2016 Next review date: 2017
1-15	April 2016	Annual Report to the Community	<ul style="list-style-type: none"> CEO to prepare and present to board before release 	Completed May 20, 2015 Next report due in April, 2016
2-15	March, 2016	Library facility and service delivery options	<ul style="list-style-type: none"> CEO to report on related Town community facility plans Board to consider referral to Library-Town Joint Task Force Board to consider capital reserve expenditure on consultant study 	Report drafted for September 16, 2015 meeting Deferred to March, 2016
3-15		Business measurements (including Impacts and Storytelling)	<ul style="list-style-type: none"> Board to review Library Statistical Data report provided monthly in agenda package CEO to revise report as requested CEO to update Board on status of related provincial initiatives as well as Impact Study 	

17

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
4-15		Built Accessibility report	<ul style="list-style-type: none"> CEO to draft report 	
5-15	June 17, 2015	Budget projections	<ul style="list-style-type: none"> CEO to draft 5 year projections for operating budget needs 	Completed June 17, 2015 Reported to Library Board June 17, 2015
6-15		2016 budget	<ul style="list-style-type: none"> Board to provide CEO with guidelines and suggestions CEO to draft budget Board to approve for submission to Council 	Completed September 16, 2015 Board approved 2016 Draft Operating and Capital Budget requests
7-15		Collective Agreements	<ul style="list-style-type: none"> Board to provide CEO with negotiation mandate guidelines CEO to engage Town of Newmarket Director of HR as lead negotiator Board to approve agreements 	Collective agreements expired March 31, 2015. Negotiations to begin February 11, 2016
8-15		Strategic planning	<ul style="list-style-type: none"> Board to decide on strategic planning process when current plan ends in 2016 	
9-15	May, 2016	Vice Chair Position	Library Board members to hold election for Vice Chair position after one year. Vice Chair elect to be a Community member	Election to be held May, 2016
10-15	April, 2016	SOLS Trustee Representative	Attend SOLS Trustee Council Meetings	Next Trustee meeting is April 20, 2016
11-15	March 16, 2016	ARF Analysis Review	Town of Newmarket Director of Finance	Report to go to Library Board with recommendations by March 16, 2016 (120 days)
12-16	June, 2017	2017 Budget Considerations	Sunday Openings at Christmas	2017 Operating Budget submission deadline

Newmarket Public Library

2016 Business Plan

DRAFT ONLY

Igniting Community Dialogue, Discovery & Debate

Key element	Action Item	Success measurement
Collaborative Relationships	Implement Community Advisory Panel for IdeaMarket programs	<ul style="list-style-type: none"> # of members # of meetings # of programs developed with their participation
Spaces	Explore cooperative programming with Old Town Hall	<ul style="list-style-type: none"> # of programs # of attendees
Positioning	Develop plan to complete Era archive to current period	<ul style="list-style-type: none"> # of years added
Resources	Continue redevelopment of website to facilitate public input/comments as well as meet accessibility standards	<ul style="list-style-type: none"> Website launched
Organization & Operations	Continue to expand community partnership activities	<ul style="list-style-type: none"> # new partnerships and activities

Leading a Learning Community

Key element	Action Item	Success measurement
Collaborative Relationships	Explore collaboration with NewMakelt makerspace	<ul style="list-style-type: none"> # of collaborative activities
Spaces	Introduce MakerHub space and programming (including digital media editing)	<ul style="list-style-type: none"> Service introduced # of programs and attendees # of customers and projects
Positioning	Make permanent previous pilot projects to lower barriers for library membership; expand these to include computer use	<ul style="list-style-type: none"> # of new memberships in these categories
Resources	Expand device loan programs	<ul style="list-style-type: none"> # new devices # of loans
Organization & Operations	Continue to implement outcome measures for learning role	<ul style="list-style-type: none"> Impact Survey implemented Reported results

Readying Our Capabilities

Key element	Action Item	Success measurement
Collaborative Relationships	Continue to collaborate with community on expanded broadband connectivity	<ul style="list-style-type: none"> Progress of project
	Develop strategy for future facility and service delivery options	<ul style="list-style-type: none"> Strategy developed
Spaces	Establish remote outreach library service	<ul style="list-style-type: none"> Service developed and implemented # of events # of residents served
	Continue marketing campaign to promote e-resource use	<ul style="list-style-type: none"> # of ads/online impressions Click-through rates E-resource use statistics
Positioning	Expand online services	<ul style="list-style-type: none"> # new services Use of services
Resources	Expand marketing campaign to promote fundraising program	<ul style="list-style-type: none"> Strategy developed # actions taken Community response
Organization & Operations	Continue to redirect staff resources to align with strategic plan	<ul style="list-style-type: none"> # weekly hours added/redeployed