



Agenda
Newmarket Public Library Board

Wednesday, December 14, 2016 at 5:30 PM
Regular Board Meeting

Agenda compiled on 09/12/2016 at 9:21 AM

Adoptions of Agenda

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

Declarations

Consent Agenda Items

4. Adoption of the Regular Board Meeting Minutes for Wednesday, November 16, 2016 p. 1
5. Adoption of the Closed Session Meeting Minutes for Wednesday, November 16, 2016
6. Strategic Operations Report for November, 2016 p. 5
7. Library Statistical Data for November, 2016 p. 7
8. Monthly Bank Transfer p. 11

Closed Session

9. There are no closed session items at the time of the agenda distribution.

Policies

10. Expense Reimbursement Policy p. 12

Reports

11. Strategic Plan Renewal Options p. 15
12. Building Maintenance Account p. 17

Business Arising

- 13. Leadership by Design e-Learning
Module 3: Board Development p. 19
- 14. Fundraising Reserve p. 21
- 15. Strategic Technology Terms of Reference p. 22
- 16. Library Board Action List p. 24

New Business

- 17. Economic Impact Study p. 27

Date(s) of Future Meetings

- 18. The next Newmarket Public Library Board Regular Board Meeting will be
Wednesday, January 18, 2017, at 5:30 pm in the Library Board room

Adjournment



**Newmarket Public Library Board
Regular Board Meeting
Wednesday, November 17, 2016
Newmarket Public Library Board Room**

Present: Joan Stonehocker, Chair
Tara Brown, Vice Chair
Kelly Broome (joined by phone at 5:45 pm)
Darcy McNeill
Venkatesh Rajaraman
Tom Vegh

Regrets: Jane Twinney

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

The Library Board Chair called the meeting to order at 5:30 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. One item was added under Business Arising.

Motion 16.11.159

Moved by Darcy McNeill

Seconded by Tara Brown

That Agenda items 1) to 3) be adopted as amended.

Carried

Declarations

None were declared.

Consent Agenda Items:

4. Adoption of the Regular Board Meeting Minutes for Wednesday, October 19, 2016
5. Strategic Operations Report for October, 2016
6. Library Statistical Data for October
7. Monthly Bank Transfer
8. Correspondence from Eleanor McMahon, Minister of Tourism Culture and Sport

Motion 16.11.160

Moved by Venkatesh Rajaraman

Seconded by Darcy McNeill

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

Carried

Closed Session

Motion 16.11.161

Moved by Tara Brown

Seconded by Tom Vegh

That the Library Board move into a Closed Session meeting at 5:40 pm to discuss matters pertaining to Labour Relations.

Carried

Motion 16.11.162

Moved by Darcy McNeill

Seconded by Venkatesh Rajaraman

That the Library Board move out of a Closed Session meeting at 6:00 pm.

Carried

Motion arising from the Closed Session meeting.

Motion 16.11.163

Moved by Venkatesh Rajaraman

Seconded by Tara Brown

That the Library Board receive the report on 2017 economic adjustments for non-union employees and authorize the economic adjustment as described in the report.

Carried

Reports

9. Sunday Usage

A report showing an increase in Sunday usage year over year for all periods was reviewed by the Library Board.

Motion 16.11.164**Moved by Tom Vegh****Seconded by Tara Brown**

That the Library Board received the report on Sunday usage.

Carried

Business Arising**10. Library Board Action List**

The Library Board reviewed the Action List.

Motion 16.11.165**Moved by Darcy McNeill****Seconded by Tara Brown**

That the Library Board received the Library Board Action List as presented.

Carried.

11. Strategic Technology Committee

A draft Terms of Reference for a Strategic Technology Subcommittee of the Newmarket Public Library Board was reviewed by the Library Board. Revisions to the draft was suggested and will be brought back to the next regularly scheduled Library Board meeting.

New Business**12. Leadership by Design**

Ontario Library Board Association has a series of Leadership by Design e-learning modules available to Library Board members. Board members were interested in the e-learning series and asked for further information on the topics be forwarded to them.

13. 2017 Ontario Library Association (OLA) Super Conference

The 2017 OLA Super Conference is being held from February 1 – 4, 2017. Library Board members were invited to attend the Conference. Further information regarding the conference will be forwarded to Board members.

Date(s) of Future Meetings

14. The next regular Library Board meeting is rescheduled to December 14, 2016 at 5:30 in the Library Board room.

Adjournment

Motion 16.11.166

Moved by Venkatesh Rajaraman

Seconded by Darcy McNeill

That there being no further business meeting adjourned at 6:50 pm.

Carried

Joan Stonehocker
Chair

Todd Kyle, CEO
Secretary/Treasurer



STRATEGIC OPERATIONS REPORT – NOVEMBER, 2016

	Igniting Community Dialogue, Discovery and Debate	Leading a Learning Community	Readying our Capabilities
Collaborative Relationships	<ul style="list-style-type: none"> IdeaMarket on the topic of teens and stress attracted 12 participants <i>Dentistry for Children</i> made presentation at Stories for Threes session Program with Ontario Bar Assoc on landlord & tenant law attracted 56 participants 	<ul style="list-style-type: none"> Lawrence Hill author visit confirmed for January 13 1pm prior to his appearance at Newmarket Theatre 4 First Lego League Junior robotics teams registered; \$1600 in FLL grant funding received Shakespeare Allowed program wrapped up for the year; average 10 participants each month 	<ul style="list-style-type: none"> Library to offer 2 new e-resources in 2017 as part of N6 consortium: Law Depot (legal forms) and Comics Plus Staff attended YCDSB secondary school teacher-librarian meet & greet
Spaces	<ul style="list-style-type: none"> Interactive nature display mounted in children's area as part of Environmental Design project by Seneca College Bachelor of Child Education students 	<ul style="list-style-type: none"> Maker Hub saw 103 visitors, 11 loans of robotics kits, \$154 revenue for 3D printed Christmas ornaments Staff putting together a small book collection on video, software, and 3D printing for Maker Hub Staff investigating 3D printer enclosure with air filter for health and safety reasons Maker Hub space expanded with removal of remaining storage shelves; looking at new furniture to complete the space 	<ul style="list-style-type: none"> E-Solutions Group is chosen vendor for website remake; work begun in earnest; site mapping focus group on Dec 15 Staff met with vendor to discuss automated remote library kiosks
Positioning	<ul style="list-style-type: none"> Pop-up library appeared at Newmarket Theatre (20 interactions), Magna Centre (52), Christmas Market (130), Business Thrives conference (33) 	<ul style="list-style-type: none"> 23 registered in online Nordic Crime book club 	<ul style="list-style-type: none"> Library checkout receipts changed in order to feature upcoming library events Rubik's Cube outside library to be modified with decals promoting library and Old Town Hall
Resources	<ul style="list-style-type: none"> Volunteer Job Fair attracted 133 attendees 	<ul style="list-style-type: none"> Laptops now available for one-week loan outside of library; 10 machines available TinkerCad workshop attracted 	<ul style="list-style-type: none"> Arrangements being made to offer Hoopla downloadable video service in 2017

	Igniting Community Dialogue, Discovery and Debate	Leading a Learning Community	Readying our Capabilities
		<p>12 attendees to learn 3D design software</p> <ul style="list-style-type: none"> • Patron attending MS Excel class requested a letter of completion for employer • MS Office classes capacity increased from 8 to 10 due to demand • Gale Courses has seen 1165 enrollments, 386 completed courses since Aug 2014 launch • Newly launched 3rd adult book club is almost full 	
Organization & Operations	<ul style="list-style-type: none"> • Library participated in Take Our Kids to Work Day • CEO participated in annual Town emergency management exercise 	<ul style="list-style-type: none"> • N6 library plus Bradford agreed on yearly joint subscription to Impact Survey • Position of Technology Services Coordinator made permanent in order to continue Maker Hub service 	<ul style="list-style-type: none"> • Library held development workshop for staff focusing on creating a Team Charter for staff relations • Snow removal by Town's contractor confirmed for coming season • 70% of items checked out on self-service machines

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	24,328	23,876	24,409	24,462	25,821	25,275	24,729	25,053	24,821	
Residents	22,002	22,069	22,222	21,813	22,299	22,340	23,242	22,911	22,579	22,881	22,663	
Non-Residents	2,134	2,115	2,106	2,063	2,110	2,122	2,579	2,365	2,150	2,172	2,158	

New and Renewed Library Cards

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	252	402	337	483	241	206	508	413	317	509	244		3,912
New non-resident	39	30	32	50	42	43	49	41	33	42	35		436
Renewed membership	723	421	646	425	622	701	920	821	721	415	643		7,058

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	12,689	12,709	13,707	12,713	11,855	11,723	12,147	12,472	12,430	11,931	12,222		136,598
# of PAC Acc't Logins	6,097	5,792	6,370	6,193	6,217	5,969	6,703	7,050	6,341	6,381	6,571		69,684
Room Rentals	54	65	56	58	70	73	52	48	57	70	76		673
Room Rental Hours	154	192	152	165	188	293	138	136	164	180	203		1,965

Programs

5 Year Trend - year to date November 30

# of Programs Held	2012	2013	2014	2015	2016
Adult	74	147	228	242	178
Children's	1,081	1,253	1,276	1,227	1,277
Total Programs	1,155	1,400	1,504	1,469	1,455

Program Attendance	2012	2013	2014	2015	2016
Adult	2,171	2,100	2,160	2,601	1,898
Children's	12,236	13,233	13,300	12,798	11,744
Total Attendance	14,407	15,333	15,460	15,399	13,642

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	1,067	1,048	985	1,075	1,116	1,184	1,071	1,185	1,110		11,693
eBooks	3,433	3,128	3,640	3,205	3,164	3,169	3,713	3,767	3,238	3,334	3,234		37,025
eMagazines	459	353	391	485	337	311	362	407	380	379	271		4,135
eMusic	2,129	2,614	2,199	1,845	2,852	1,666	2,412	1,965	2,624	3,629	2,818		26,753
eVideo	2	7	4	5	8	8	6	33	2	31	2		108
Backpack Kit	6	1	1	2	1	1	-	4	-	-	1		17
Book	26,637	23,980	28,219	28,462	26,517	26,156	32,633	31,731	26,964	26,983	25,423		303,705
CD-ROM/DVD-ROM	13	12	7	11	11	15	15	8	11	9	-		112
DVD/Blu-ray	4,645	4,563	5,204	4,632	4,503	4,281	5,118	5,510	4,910	4,857	4,596		52,819
eBook Reader	1	1	5	1	-	3	2	2	2	-	1		18
GPS	2	4	3	11	4	-	1	2	5	5	5		42
ILL	210	178	157	225	145	198	173	187	202	201	208		2,084
Language Kit	61	40	31	59	35	38	53	44	49	45	26		481
Laptop	10	11	13	7	19	17	8	16	19	23	22		165
Multimedia Kit	81	69	80	84	62	57	94	127	74	57	83		868
Music CD	483	540	394	503	434	342	394	397	383	317	329		4,500
Pedometer	16	8	10	14	13	10	12	10	10	9	11		123
Periodical	987	999	1,177	1,212	1,035	1,048	1,172	1,022	911	1,091	957		11,611
Portable Audio Book	8	9	12	21	22	16	16	24	15	22	11		176
Talking Book	773	782	796	798	684	780	899	958	854	824	819		8,967
Video	8	3	3	9	1	1	-	1	-	1	-		27
Video Game	293	309	332	270	256	255	404	465	327	304	348		3,563
Total Borrowing	41,198	38,522	43,745	42,909	41,088	39,447	48,603	47,864	42,051	43,306	40,275		469,008

Database Usage

Adult Subscriptions	2,161	2,053	2,480	3,066	3,781	3,191	2,286	2,734	2,125	2,236	2,739		28,852
Children's Subscriptions	569	1,035	1,053	1,511	759	691	247	540	321	503	690		7,919
York Info (Community)	147,897	100,795	138,893	109,119	129,782	138,239	106,156	111,041	132,808	152,630	156,335		1,423,695
York Info (Volunteer)	26,148	18,071	18,826	15,466	19,776	19,265	18,913	19,975	21,809	21,081	27,175		226,505
Total Database Usage	176,775	121,954	161,252	129,162	154,098	161,386	127,602	134,290	157,063	176,450	186,939		1,686,971

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	69,306
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	5,610
Pedometer	7	9	20	9	41	12	29	20	14	11	15	16	205
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, C.E.O.

Date: December 14, 2016

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

Recommendation: The C.E.O. 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 C.E.O. to authorize the Town of Newmarket Treasurer to transfer the net closing balance at November 30, 2016 of \$ 92,385.97 from the Newmarket Public Library bank account to the Town of Newmarket bank account.



MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle, C.E.O.

Date: December 14, 2016

Re: Expense reimbursement policy

The Expenses Reimbursement Policy was last reviewed in 2011 and has been reviewed by staff, who have identified one area that the Board may wish to revise.

The maximum level of per-diem meal expenses allowed for Library staff while travelling for training or conference purposes has remained the same for many years. The rate is considerably lower than our comparator libraries as well as the rate for Town of Newmarket staff. It is therefore recommended that the Library raise its maximum rates to match that of the Town.

A draft policy with this recommended change, as well as a few other changes made for clarification purposes, is attached.

The following motion is recommended:

THAT the Library Board approve a revision to the Expenses Reimbursement Policy effective January 1, 2017 to adjust the maximum meal expense allowances to consistently match that of Town of Newmarket staff.



**DRAFT FOR REVIEW
EXPENSE REIMBURSEMENT POLICY**

Expenses incurred by an employee in the course of conducting Library business as assigned or approved by the Library may be claimed. The claim may take the form of a reimbursement for monies paid from the employee's own funds, or a record of payment from the employee's corporate credit card. All claims require the approval of the CEO or designate and must be accompanied by itemized receipts. Claims may be made in advance of receipt of services only when advance payment is required. When travelling, an effort must be made to find the most cost-effective combination of arrangements.

Allowable expenses:

- ~~Registration/tuition~~ fees and course materials for training or conferences
- Tuition and other fees for formal educational courses
 - In the case of formal educational courses, The Library reserves the right to withhold reimbursement will be made upon prior to submission of proof of successful completion, and to offer partial reimbursement as budgets allow.
- Travel between Library, home, destinations, and terminals
 - If by personal automobile, will be reimbursed at the current approved Town of Newmarket rate for the number of kilometers traveled in excess of normal round-trip travel from home to work
 - If by public transit, the fare may be claimed if a receipt is available
 - If by air, rail or coach, must be economy class or equivalent
 - Taxi or rental car may only be claimed where it was the most viable alternative
 - Rental car must be compact unless shared by multiple travelers
- Parking fees
 - When necessary in order to travel to a destination by automobile
- Accommodation
 - May only be claimed where daily travel from home is not reasonable
 - Must be at reasonable standard room rate
 - ~~May be claimed in advance if advance payment is made~~
- Meals
 - A meal may be claimed where buying a meal is the most viable alternative because of the distance travelled, the length of stay, and the facilities provided
 - Meals may be claimed up to the following current approved Town of Newmarket maximums:
 - ~~\$10 for breakfast~~
 - ~~\$15 for lunch~~
 - ~~\$25 for dinner~~
 - ~~\$50 for all three combined~~

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- Any meal included in registration or accommodation may not be claimed
- Alcoholic beverages may not be claimed
- Meals for the express purpose of conducting business may be excepted from the foregoing restrictions in exceptional cases

MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle, C.E.O.

Date: December 14, 2016

Re: Strategic Plan renewal options

As requested by the Board, this report will outline high-level options for renewal of the library's Strategic Plan which is dated 2013-2016.

Background:

The current Strategic Plan was developed in 2012 after a two-year period where the Library was guided by a set of informal interim strategic directions taken from the 2005-2010 Strategic Plan, 2010 Council and Board strategic priorities, the 2011 Town of Newmarket Business Plan, and the Strategic Technology Committee's *Key Drivers for Technology* proposal.

While progress during this period was uneven, the development of the library accelerated greatly under the direction of the 2013-2016 Plan. The Library's dedication to community dialogue and discovery was deepened through expansion of the York Info service, the launching of IdeaMarket, and a number of program partnerships with community organizations. The Library's commitment to being a centre of learning for the community led to the launch of a number of programs and services to cement our role in providing digital literacy, including computer workshops, online courses, technology assistance on demand, and the Maker Hub. Finally, the Plan led us to improve the Library's capabilities and capacities by investing in self-service automation technology, a vast array of online digital media, and publicly accessible technology such as laptops and workspaces.

If one were to look at a quick environmental scan, the overall directions of the 2013-2016 Plan would seem to be still relevant and still aligned with the community's overall strategic direction as articulated by some of the collaborations the Library is involved with. The Library is part of the Community Collaborative Ecosystem, a partnership working to promote Newmarket as a knowledge-based, technology-enabled community, in alignment with the Town's Innovate Newmarket strategy and with its economic development strategy.

In addition, while some of the specific actions proposed under the 2013-2016 Plan have been completed, and many are underway and ongoing, a number of them, especially those related to increasing the Library's reach and expanding Library space in the community, have seen only modest progress.

The context, then, is one where the current Plan has in no way outlived its usefulness nor its relevance, and in fact continues to provide a solid fundamental base to further development. In addition, the context is of a Library that struggles to play its agreed-upon role in a facility that is inadequately sized, logistically challenged, and of limited appeal to the broader community. Indeed, the Board has approved funding for a study of facility needs, pending Council support. For this reason, the Board may wish to concentrate its efforts in the area of infrastructure renewal rather than strategic role planning.

Options:

There are two suggested options for the Board to pursue a renewal of the current Strategic Plan:

- A. A thorough rebuild of the Library's strategy from the ground up, including new community consultation, situational analysis, and visioning sessions, resulting in new strategic directions, and objectives and action items for each. The lowest cost for this direction would start at \$3000 for Southern Ontario Library Service (SOLS) to facilitate the planning sessions; community consultation and high-level staff support is not included in this fee. A private-sector consultant providing all services including high-level direction and community consultation would cost starting at \$30,000 (the approximate cost of the current Plan). These could be funded through the Library's operating surplus.
- B. A renewal of the existing Plan through identification of new action items for each strategic role, focusing on facility renewal. This may be achieved either for no marginal cost (using existing staff resources) or by a modest cost through SOLS (estimated \$1000), and consist of staff and Board planning sessions. An option is to consult with Library users, which would add another consultant cost.

The following motion is recommended:

THAT the Library Board receive the report on Strategic Plan renewal options.



MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle, C.E.O.

Date: December 14, 2016

Re: Building maintenance expenditures

In May 2014, the Board approved the following motions:

THAT the Library Board approve additional expenditure of \$10,000.00 in the Electronic Materials & Subscriptions budget line offset by reduced expenditure in the Building Repairs and Maintenance budget line for fiscal year 2014.

THAT the Library Board grant the CEO authority to approve unplanned emergency building expenditures from the Operating Reserve to a value of up to \$10,000.00, subject to immediate communication with the Chair and subsequent reporting to the Board.

This year, a number of unplanned building repair and maintenance expenses have meant that the Library has spent most of this \$10,000 emergency contingency already, above and beyond the \$16,400 budget in this area. Moreover, the Library will need to spend an additional amount above that contingency before the end of the year.

The purpose of this report, therefore, is to report the emergency expenditures up to \$10,000 as required by the above motion, and to request the Board's permission to spend up to \$3,000 additional. This is authorized by the Board's operational bylaw 2004-1, which regulates financial controls and allows the Board to authorize over-expenditure of up to \$3000 on any budget line in the \$10-20,000 range, as long as the cost is offset elsewhere. The entire \$13,000 amount is projected to be offset by lower than budget expenditures in other areas.

The emergency expenditures in question, the majority of which have already been completed, total approximately \$13,000. They are as follows:

1. HVAC related repairs, including:
 - a. Gas smells (2 instances) – service and repairs
 - b. No cool, no heat services calls – replacement control boards, venter motors
 - c. Replacement humidifier bottles due to hard water build up
 - d. Installing air grille in the lobby to prevent doors not closing due to air pressure
2. Plumbing related work:
 - a. Hot water heater leaking and needed to be replaced
 - b. 2 toilets replaced
 - c. Installing auto flush on 2 urinals to prevent unsanitary conditions

- d. Miscellaneous service calls: blocked toilet, cleanout and weather stripping for sewage pit
- 3. Fire panel and monitoring replacement and reprogramming .
- 4. Repairs to door hinges and locks.

The following motions are recommended:

THAT the Library Board receive the report on emergency expenditures in the Building Repairs and Maintenance budget line in the 2016 budget year;

AND THAT the Library Board authorize the further expenditure in the 2016 budget year of up to \$3000 in the Building Repairs and Maintenance budget line, such expenditures to be offset by cost reductions elsewhere in the same year.

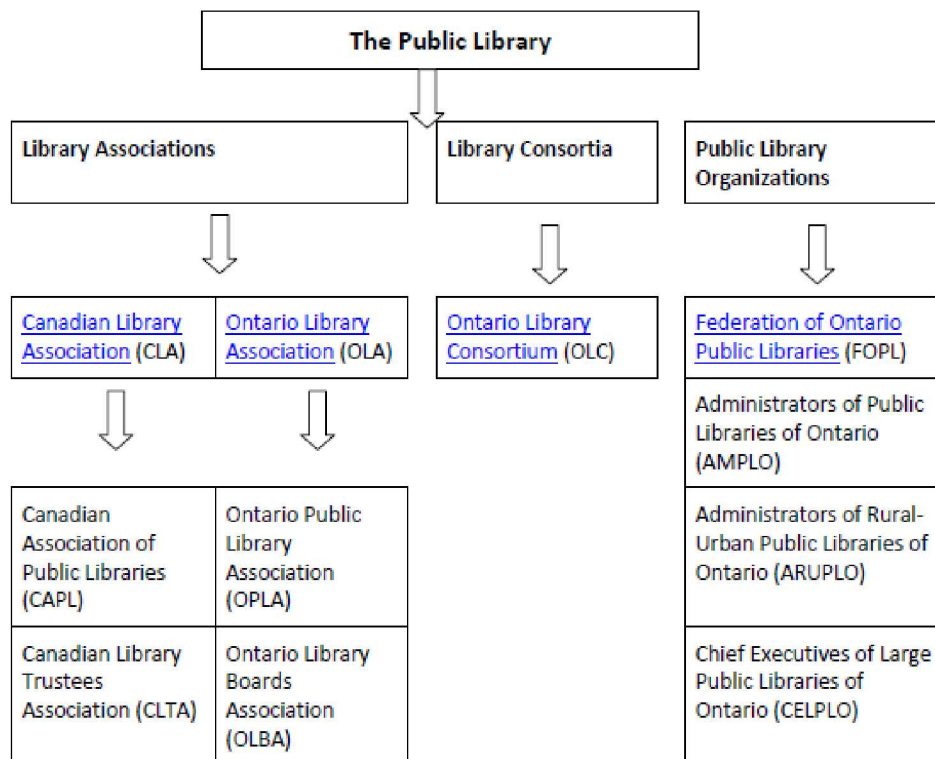
From LEADERSHIP BY DESIGN, module 3.3, the Ontario Library Community

The Ontario Library Community

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In addition to SOLS and OLS-North, there are many other organizations which can support you in your journey as a board member.

The Ontario library community:



NOTES:

CLA (CAPL, CLTA) no longer exists, however OLA is a member of the Canadian Federation of Library Associations-Fédération canadienne des associations de bibliothèques (CFLA-FCAB).

NPL is an institutional member of OLA (and therefore OPLA), and the NPL Board is a member of OLBA.

NPL is not a member of OLC (this is a group of libraries that run one shared catalogue and circulation database). However, we do some consortium purchasing through our own York-Simcoe consortium (the N6 plus Bradford).

NPL is a member of FOPL, and the CEO attends meetings of both AMPLO and CELUPL (Chief Executives of Large Urban Public Libraries, the successor to CELPLO).

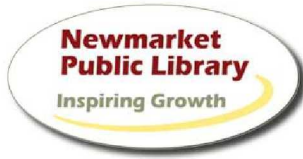
Quick overview of the roles of all of these organizations:

SOLS/OLS-North: government agencies to facilitate resource sharing. Examples: Overdrive consortium, inter-library loan.

OLA: provides professional development, advocacy, support for innovation to all types of libraries. Examples: Superconference, Library Day at Queen's Park.

FOPL: coordinates lobbying, research, and marketing for public libraries. Examples: capacity grants, storytime and school readiness research; A Visit Will Get You Thinking tagline.

CFLA-FCAB: advocates on behalf of all libraries at the national level. Example: copyright reform.

**MEMORANDUM**

To: Newmarket Public Library Board

From: Todd Kyle

Date: December 14, 2016

Re: Fundraising Reserve

The Library has a fundraising reserve, into which we transfer at the end of every year any unspent funds raised. Typically, this consists only of revenue collected through our Canada Helps account, or any donations specifically targeted to that account, which is targeted at expenses for digital literacy and special event programming.

However, the Library also has a general revenue line for donations. The revenue that goes into this line consists of unsolicited/undirected donations (often just a “keep the change” request from a patron) as well as revenue for the Adopt-a-Magazine program, whereby a patron pays for a yearly subscription to an identified magazine already provided for by the collections budget. This revenue is not put into a reserve, nor is it spent on anything over and above the base budget; instead, it simply helps balance the bottom line. As a revenue line budgeted at \$3000, however, the Library’s year-end operating surplus generally means it is not needed to balance the operating fund at the end of the year.

In order to contribute to fundraising goals, which for 2017 include helping to pay for the Lawrence Hill author event, it is proposed that the year-end Donations revenue be transferred into the Fundraising Reserve, unless otherwise needed in order to balance the operating accounts. This would also allow for easier in-person solicitation of donations from Library users. As it stands, there is no easy way to direct small solicited donations to the fundraising goals unless they are paid through Canada Helps online. This change would make it easy for the Library to solicit in-person donations, for example, in its Maker Hub, where patrons would be told that the funds will help pay for related equipment and programs. Whether raised funds are directed to the general operating fund, which already pays for base services in this area, or whether they are directed to the fundraising reserve to pay for special projects, the donors’ wishes would always be respected.

The following motion is recommended:

THAT the Library Board approve the transfer of unspent Donations revenue at the end of each fiscal year to the Fundraising reserve.

MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle, C.E.O.

Date: December 14, 2016

Re: Strategic Plan renewal options

As requested by the Board, this report will outline high-level options for renewal of the library's Strategic Plan which is dated 2013-2016.

Background:

The current Strategic Plan was developed in 2012 after a two-year period where the Library was guided by a set of informal interim strategic directions taken from the 2005-2010 Strategic Plan, 2010 Council and Board strategic priorities, the 2011 Town of Newmarket Business Plan, and the Strategic Technology Committee's *Key Drivers for Technology* proposal.

While progress during this period was uneven, the development of the library accelerated greatly under the direction of the 2013-2016 Plan. The Library's dedication to community dialogue and discovery was deepened through expansion of the York Info service, the launching of IdeaMarket, and a number of program partnerships with community organizations. The Library's commitment to being a centre of learning for the community led to the launch of a number of programs and services to cement our role in providing digital literacy, including computer workshops, online courses, technology assistance on demand, and the Maker Hub. Finally, the Plan led us to improve the Library's capabilities and capacities by investing in self-service automation technology, a vast array of online digital media, and publicly accessible technology such as laptops and workspaces.

If one were to look at a quick environmental scan, the overall directions of the 2013-2016 Plan would seem to be still relevant and still aligned with the community's overall strategic direction as articulated by some of the collaborations the Library is involved with. The Library is part of the Community Collaborative Ecosystem, a partnership working to promote Newmarket as a knowledge-based, technology-enabled community, in alignment with the Town's Innovate Newmarket strategy and with its economic development strategy.

In addition, while some of the specific actions proposed under the 2013-2016 Plan have been completed, and many are underway and ongoing, a number of them, especially those related to increasing the Library's reach and expanding Library space in the community, have seen only modest progress.

The context, then, is one where the current Plan has in no way outlived its usefulness nor its relevance, and in fact continues to provide a solid fundamental base to further development. In addition, the context is of a Library that struggles to play its agreed-upon role in a facility that is inadequately sized, logistically challenged, and of limited appeal to the broader community. Indeed, the Board has approved funding for a study of facility needs, pending Council support. For this reason, the Board may wish to concentrate its efforts in the area of infrastructure renewal rather than strategic role planning.

Options:

There are two suggested options for the Board to pursue a renewal of the current Strategic Plan:

- A. A thorough rebuild of the Library's strategy from the ground up, including new community consultation, situational analysis, and visioning sessions, resulting in new strategic directions, and objectives and action items for each. The lowest cost for this direction would start at \$3000 for Southern Ontario Library Service (SOLS) to facilitate the planning sessions; community consultation and high-level staff support is not included in this fee. A private-sector consultant providing all services including high-level direction and community consultation would cost starting at \$30,000 (the approximate cost of the current Plan). These could be funded through the Library's operating surplus.
- B. A renewal of the existing Plan through identification of new action items for each strategic role, focusing on facility renewal. This may be achieved either for no marginal cost (using existing staff resources) or by a modest cost through SOLS (estimated \$1000), and consist of staff and Board planning sessions. An option is to consult with Library users, which would add another consultant cost.

The following motion is recommended:

THAT the Library Board receive the report on Strategic Plan renewal options.

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, 2016 Next report due in April, 2017
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 Motion 16.09.144 "And that the Library Board apportion up to \$50,000 of the Alternative Service Delivery capital project to a facility needs study, if and when Council indicates its willingness to support it" 	Report drafted for September 16, 2015 meeting (Deferred to March, 2016) Joint Workshop held June 15, 2016 Report to Board September 7, 2016

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
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 	
4-15		Built Accessibility report	<ul style="list-style-type: none"> CEO to draft report 	
5-15	June 17, 2015	Budget projections	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 	Completed, Agreements Ratified March 21, 2016 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 	CEO to bring report to Library Board on options for renewing Strategic Plan to December 16, 2016 Board meeting
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	Completed September 7, 2016 Election to be held June 22, 2016. Deferred to September 7, 2016.
10-15	April, 2016	SOLS Trustee Representative	Attend SOLS Trustee Council Meetings	Next Trustee meeting: April 22, 2017, Georgina Public Library
11-15	March 16, 2016	ARF Analysis Review	Town of Newmarket Director of Finance	Completed June 22, 2016 Report to Library Board June 22, 2016
12-16	June, 2016	2017 Budget Considerations	Sunday Openings at Christmas	Completed June 22, 2016 2017 Operating Budget submission deadline

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
13-16	June, 2016	2018 Budget Consideration	Donation Revenue Allocations	2018 Operating Budget submission deadline
14-16	November, 2016	Strategic Technology Ad Hoc Committee	Develop Terms of Reference of Committee	Draft Terms of Reference presented at November 16 th Board meeting
15-16	October, 2017	Ontario Public Library Week	Plan an event to promote Ontario Public Library Week	

MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle, CEO

Date: December 14, 2016

Re: Economic impact study

In late 2013, the Toronto Public Library, in partnership with the University of Toronto's Martin Prosperity Institute at the Rotman School of Management, released a report entitled *So Much More: The Economic Impact of the Toronto Public Library on the City of Toronto*. The report indicated that for every \$1 invested in library services in Toronto, the community received \$5.63 in benefits from the market value of services offered as well as from the economic stimulus from direct and indirect spending.

Since then, the study's designer, former MPI data librarian Kimberly Silk, has provided the research methodology and template to Canadian libraries and several have completed the study on their own and shared their results. Through the efforts of staff, notably our Financial Analyst, Newmarket Public Library has just completed their own study, based on data in our 2015 annual library survey, recently submitted to the province.

A snapshot of the results is as follows:

- For every \$1 invested in Newmarket Public Library, residents receive **\$7.85** in benefits.
- The value of a Newmarket Public Library membership is **\$870/year**.
- NPL creates over \$20 million in total economic impact, equating to **\$231** per resident or **\$717** per household.
- Investing in NPL results in a return on investment of **685%**.
- NPL generates over **\$5,000** in direct benefits for every hour that it is open.

The following is a chart of the results at other libraries who have done the study:

Canadian Library ROI Studies					
These studies can be accessed at the Library Research Network - http://libraryresearchnetwork.org/					
System	Year Released	Population Served (2011 census)	# of Branches (study year)	ROI	Economic Impact For Every Dollar Spent
Toronto Public Library	2013	2,615,060	98	463%	\$ 5.63
Halton Hills Public Library	2014	59,008	2	304%	\$ 4.04
Milton Public Library	2014	84,362	2	467%	\$ 4.67
Pickering Public Library	2014	88,721	3	485%	\$ 5.85
Stratford Public Library	2015	30,886	1	648%	\$ 7.48
Sault Ste Marie Public Libra	2015	75,000	3	236%	\$ 3.48

So what does NPL's high impact number mean? Note that the only other library in NPL's range is Stratford, which also is the only other library with a single location. The high impact relative to the investment likely reflects a higher efficiency of having a single location, offering a wide range of valuable services, relative to lower-than-average per-capita expenditure. According to Silk, "...you're really squeezing a lot of value out of your single branch. You could likely serve more people with a second branch, or a larger branch, but it's difficult to know where the tipping point is."

What are the next steps? Communicating this value, within the context of the high return on investment of public libraries in general, is recommended. Tactics might include a media release, information report to Council, and graphic highlights inserted into the Library's 2016-2017 Annual Report to the Community. As well, the results might be shared with the Library Research Network.

Further, it is important that the Board analyze these results in the context of overall measurements of NPL's output and community impact relative to operating and capital investment. This would give the Board the data to contextualize the community and investment impacts of expanded library service and facilities. To that end, we have contracted the Federation of Ontario Public Libraries to do a custom report comparing NPL's annual survey data to other library comparators to identify trends and benchmark performance. This service is made possible by the province's new Open Data project, which has released data from the Annual Survey of Public Libraries from 2002 to 2014 (2015 is as yet unavailable). This report should be available to the Board for its January 2017 meeting.

The following motion is recommended:

THAT the Library Board receive the report on the economic impact study;

AND THAT the Library Board authorize the sharing of the study results with the wider Newmarket and public library communities;

AND THAT the Library Board Action List to be revised to reflect the ongoing comparative measurement work as described in the report.