



Agenda  
Newmarket Public Library Board

Wednesday, March 15, 2017 at 5:30 PM  
Regular Board Meeting

Agenda compiled on 10/03/2017 at 4:09 PM

### **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, February 15, 2017 p. 1
5. Strategic Operations Report for February p. 4
6. Library Statistical Data for February, 2017 p. 5
7. Monthly Bank Transfer p. 9

### **Closed Session**

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

### **Business Arising**

9. Leadership by Design e-Learning
  - a) Knowledge Gap Analysis p. 10
10. Library Board Action List p. 11

### **New Business**

11. Strategic Initiative Consultant p. 14

### **Date(s) of Future Meetings**

12. The next Newmarket Public Library Board Regular Board Meeting will be

Newmarket Public Library Agenda – Wednesday, March 15, 2017  
438 Park Ave, Newmarket, ON

Wednesday, April 19, 2017, at 5:30 pm in the Library Board room

## **Adjournment**



**Newmarket Public Library Board  
Regular Board Meeting  
Wednesday, February 15, 2017  
Newmarket Public Library Board Room**

**Present:** Joan Stonehocker, Chair  
Tara Brown, Vice Chair  
Kelly Broome  
Darcy McNeill (arrived at 5:36 pm)  
Venkatesh Rajaraman (arrived at 5:38 pm)  
Jane Twinney  
Tom Vegh

**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 17.02.182**

**Moved by Jane Twinney**

**Seconded by Kelly Broome**

**That** Agenda items 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 18, 2017
5. Strategic Operations Report for January, 2017
6. Library Statistical Data for January, 2017
7. Monthly Bank Transfer

**Motion 17.02.183**  
**Moved by Tara Brown**  
**Seconded by Tom Vegh**

**That** Consent Agenda items 4) to 7) be received and approved as presented.

**Carried**

**Closed Session**

8. There were no Closed Session items.

**Reports**

9. Impact Survey

Results from the Impact Survey conducted on Library public access technology was presented to the Library Board.

**Motion 17.02.184**  
**Moved by Tom Vegh**  
**Seconded by Darcy McNeill**

**That** the Library Board receive the report on the Impact Survey.

**Carried**

**Business Arising**

10. Leadership by Design e-Learning

a) Knowledge Gap Analysis

Deferred to the next Regular Library Board meeting.

11. Library Board Action List

The Library Board reviewed and updated the Action list.

**Motion 17.02.185**  
**Moved by Kelly Broome**  
**Seconded by Venkatesh Rajaraman**

**That** the Library Board received the Library Board Action List.

**Carried**

**New Business**

12. Interdepartmental and Hydro Budgets

The CEO reviewed the report regarding over expenditures in Hydro, interdepartmental labour and equipment budgets, due to unexpected emergencies.

**Motion 17.02.186**

**Moved by Jane Twinney**

**Seconded by Venkatesh Rajaraman**

**That** the Library Board receive the report on interdepartmental and hydro budgets;

**And That** the Library Board authorize the over expenditures as reported;

**And That** the C.E.O. follow-up with Town of Newmarket Staff regarding future interdepartmental cost allocations.

**Carried**

**13. Newmarket Chamber of Commerce Home Show, March 31 to April 2, 2017**

The Library will be participating in the Newmarket Chamber of Commerce Home Show being held at the Ray Twinney Centre March 31 to April 2, 2017. Board members were invited to assist with this year's Library booth.

**Date(s) of Future Meetings**

**14.** The next regular Library Board meeting is scheduled to March 15, 2017 at 5:30 in the Library Board room.

**Adjournment**

**Motion 17.02.187**

**Moved by Tara Brown**

**Seconded by Darcy McNeill**

**That** there being no further business meeting adjourned at 6:05 pm.

**Carried**

---

Joan Stonehocker  
Chair

---

Todd Kyle, CEO  
Secretary/Treasurer



## STRATEGIC OPERATIONS REPORT – FEBRUARY, 2017

	<b>Igniting Community Dialogue, Discovery and Debate</b>	<b>Leading a Learning Community</b>	<b>Readying our Capabilities</b>
<b>Collaborative Relationships</b>	<ul style="list-style-type: none"> <li>Repeat of Heads Up for Brain Health program hosted in partnership with Alzheimer's Society attracted 10 attendees</li> <li>Library planning Canadian Film Day at Old Town Hall in partnership with Reel Canada</li> <li>March 28 IdeaMarket will be on the topic <i>Will I ever be able to afford a home?</i></li> </ul>	<ul style="list-style-type: none"> <li>Staff gave presentations on library employment resources at Seneca Employment and at Job Skills</li> </ul>	<ul style="list-style-type: none"> <li>RFP released for library efficiencies study</li> <li>CEO met with Ready Willing &amp; Able Community Living Employment Agency to discuss access to library jobs</li> <li>York Region Library CEOs met to discuss universal reciprocal borrowing among each other</li> </ul>
<b>Spaces</b>	<ul style="list-style-type: none"> <li>Yorkinfo.ca database migrated by our partner CIOC to new servers; design to be changed</li> </ul>	<ul style="list-style-type: none"> <li>3D printer enclosure/filter assembled and in use</li> </ul>	<ul style="list-style-type: none"> <li>New website content mostly written; homepage design finalized</li> <li>New display shelf purchased for children's area</li> </ul>
<b>Positioning</b>	<ul style="list-style-type: none"> <li>Pop-Up library appeared at Winterfest; 212 interactions recorded</li> <li>Ads for March IdeaMarket event placed online instead of in print as a pilot project</li> </ul>	<ul style="list-style-type: none"> <li>E-mail promoting March Break programs generated 1459 opens and 225 click-throughs</li> </ul>	<ul style="list-style-type: none"> <li>CEO attended Story Pod visit by delegates from Gumi City, South Korea</li> <li>New sale/giveaway book bags purchased with A Visit Will Get You Thinking tagline on them</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>Agreement finalized for \$15K grant for York Info/211 expansion project; staff began researching gaps and new partnerships</li> <li>In absence of full digitization of The Era from 1980-present, staff have resumed article indexing online</li> </ul>	<ul style="list-style-type: none"> <li>Laptop loaning initiative very successful; 30+loans of the 10 laptops per month; often have waiting lists</li> </ul>	<ul style="list-style-type: none"> <li>Hoopla streaming video etc. service launched on Feb 14; 222 registrations to date; 25,000 titles already added to library catalogue</li> <li>In response to user comments, library will now accept card barcode on smartphone for borrowing</li> </ul>
<b>Organization &amp; Operations</b>			<ul style="list-style-type: none"> <li>Town holding Diversity &amp; Inclusivity focus group with library staff on March 28</li> <li>Several staff attended OLA Superconference, with CEO as this year's host President</li> </ul>

## Newmarket Public Library Statistical Data - 2017

### Library Card Holders

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NPL Card Holders	24,822	25,016										
Residents	22,617	22,819										
Non-Residents	2,205	2,197										

### New and Renewed Library Cards

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	315	519											834
New non-resident	44	49											93
Renewed membership	719	364											1,083

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	13,059	12,363											25,422
# of PAC Account Logins	7,102	6,346											13,448
Room Rentals	42	63											105
Room Rental Hours	104	137											240

### Programs 5 Year Trend - year to date February 28

# of Programs Held	2013	2014	2015	2016	2017
Adult	19	31	44	41	49
Children's	206	225	216	253	213
Total Programs	225	256	260	294	262

Program Attendance	2013	2014	2015	2016	2017
Adult	129	205	302	273	312
Children's	2,142	2,334	1,964	2,217	2,036
Total Attendance	2,271	2,539	2,266	2,490	2,348

## Newmarket Public Library Statistical Data - 2017

### Borrowing

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
eAudio books	1,072	972											2,044
eBooks	3,393	2,983											6,376
eMagazines	405	411											816
eMusic	3,537	3,004											6,541
eVideo	14	51											65
Backpack Kit	2	4											6
Book	25,789	24,425											50,214
CD-ROM/DVD-ROM	2	7											9
DVD/Blu-ray	4,888	4,357											9,245
eBook Reader	1	1											2
GPS	-	-											-
ILL	181	166											347
Language Kit	32	41											73
Laptop	38	27											65
Multimedia Kit	54	70											124
Music CD	364	304											668
Pedometer	6	11											17
Periodical	971	933											1,904
Portable Audio Book	13	6											19
Talking Book	731	765											1,496
Video Game	411	343											754
<b>Total Borrowing</b>	<b>41,904</b>	<b>38,881</b>	-	-	-	-	-	-	-	-	-	-	<b>80,785</b>

### Database Usage

Adult Subscriptions	4,113	1,745											5,858
Children's Subscriptions	949	na											949
York Info (Community)	151,472	122,651											274,123
York Info (Volunteer)	36,209	24,352											60,561
<b>Total Database Usage</b>	<b>192,743</b>	<b>148,748</b>											<b>341,491</b>



## 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	24,696
Residents	22,002	22,069	22,222	21,813	22,299	22,340	23,242	22,911	22,579	22,881	22,663	22,544
Non-Residents	2,134	2,115	2,106	2,063	2,110	2,122	2,579	2,365	2,150	2,172	2,158	2,152

### 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	205	4,117
New non-resident	39	30	32	50	42	43	49	41	33	42	35	28	464
Renewed membership	723	421	646	425	622	701	920	821	721	415	643	451	7,509

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	8,164	144,762
# 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	6,452	76,136
Room Rentals	54	65	56	58	70	73	52	48	57	70	76	43	744
Room Rental Hours	154	192	152	165	188	293	138	136	164	180	203	127	2,092

### Programs 5 Year Trend - year to date December 31

# of Programs Held	2012	2013	2014	2015	2016
Adult	93	157	247	256	254
Children's	1,167	1,293	1,345	1,320	1,308
Total Programs	1,260	1,450	1,592	1,576	1,562

Program Attendance	2012	2013	2014	2015	2016
Adult	2,323	2,149	2,229	2,660	1,961
Children's	12,905	13,796	13,794	13,566	12,276
Total Attendance	15,228	15,945	16,023	16,226	14,237

## 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	996	12,689
eBooks	3,433	3,128	3,640	3,205	3,164	3,169	3,713	3,767	3,238	3,334	3,234	3,334	40,359
eMagazines	459	353	391	485	337	311	362	407	380	379	271	323	4,458
eMusic	2,129	2,614	2,199	1,845	2,852	1,666	2,412	1,965	2,624	3,629	2,818	2,880	29,633
eVideo	2	7	4	5	8	8	6	33	2	31	2	-	108
Backpack Kit	6	1	1	2	1	1	-	4	-	-	1	2	19
Book	26,637	23,980	28,219	28,462	26,517	26,156	32,633	31,731	26,964	26,983	25,423	22,603	326,308
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	4,081	56,900
eBook Reader	1	1	5	1	-	3	2	2	2	-	1	1	19
GPS	2	4	3	11	4	-	1	2	5	5	5	-	42
ILL	210	178	157	225	145	198	173	187	202	201	208	174	2,258
Language Kit	61	40	31	59	35	38	53	44	49	45	26	37	518
Laptop	10	11	13	7	19	17	8	16	19	23	22	22	187
Multimedia Kit	81	69	80	84	62	57	94	127	74	57	83	40	908
Music CD	483	540	394	503	434	342	394	397	383	317	329	308	4,800
Pedometer	16	8	10	14	13	10	12	10	10	9	11	5	128
Periodical	987	999	1,177	1,212	1,035	1,048	1,172	1,022	911	1,091	957	793	12,404
Portable Audio Book	8	9	12	21	22	16	16	24	15	22	11	2	178
Talking Book	773	782	796	798	684	780	899	958	854	824	819	656	9,623
Video	8	3	3	9	1	1	-	1	-	1	-	1	28
Video Game	293	309	332	270	256	255	404	465	327	304	348	295	3,858
<b>Total Borrowing</b>	<b>41,198</b>	<b>38,522</b>	<b>43,745</b>	<b>42,909</b>	<b>41,088</b>	<b>39,447</b>	<b>48,603</b>	<b>47,864</b>	<b>42,051</b>	<b>43,306</b>	<b>40,275</b>	<b>36,553</b>	<b>505,561</b>

### 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	1,583	30,435
Children's Subscriptions	569	1,035	1,053	1,511	759	691	247	540	321	503	690	510	8,429
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	147,846	1,571,541
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	55,365	281,870
<b>Total Database Usage</b>	<b>176,775</b>	<b>121,954</b>	<b>161,252</b>	<b>129,162</b>	<b>154,098</b>	<b>161,386</b>	<b>127,602</b>	<b>134,290</b>	<b>157,063</b>	<b>176,450</b>	<b>186,939</b>	<b>205,304</b>	<b>1,892,275</b>



## MEMORANDUM

**To:** Newmarket Public Library Board

**From:** Todd Kyle, C.E.O.

**Date:** March 15, 2017

**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 February 28, 2017 of \$ 16,562.83 from the Newmarket Public Library bank account to the Town of Newmarket bank account.



## MEMORANDUM

**To:** Newmarket Public Library Board

**From:** Todd Kyle

**Date:** March 15, 2017

**RE:** Leadership By Design—Knowledge Gaps Analysis

---

As part of the OLBA Leadership By Design process, Board members were asked to complete a Knowledge Gaps Analysis to identify areas of Board governance on which they may need more education.

According to results received thus far, the following are the areas identified:

1. **Board performance**
  - 1.1. Our boards process for full board and individual board member evaluation
2. **Planning**
  - 2.1. Who and what are involved in assessing our community's needs for library service
3. **Library management**
  - 3.1. What is involved in selecting a new CEO
  - 3.2. Our board's CEO succession plan
4. **Stewardship**
  - 4.1. Our board's liability under municipal, provincial, and federal legislation governing libraries
  - 4.2. How to monitor policy compliance
  - 4.3. Insurance coverage for the library and its operations
5. **Accountability**
  - 5.1. What information is required to make sound decisions about changes to library service

If the Board wishes, staff will lead brief discussions on these items. Some resources in the Leadership by Design toolkit may help in education as well.

The following motions are recommended:

**That the Library Board receive the report on Knowledge Gaps Analysis.**



## 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"> <li>• CEO to bring drafts to Board according to agreed schedule</li> <li>• Board to form committee to review Governance Policy and Constitution</li> <li>•</li> </ul>	
<del>12-11</del>	May 20 2015	Draft fundraising and development strategy	<ul style="list-style-type: none"> <li>• <del>CEO to draft report for initial consideration</del></li> <li>• <del>Board to consider needed resources</del></li> <li>• <del>CEO to report back on implementation of fundraising initiatives</del></li> <li>• <del>CEO to follow up with Town of Newmarket regarding naming rights sponsorship program</del></li> </ul>	<b>Completed September 16, 2015</b>
<del>1-12</del>		Consider forming Friends of the Library group	<ul style="list-style-type: none"> <li>• <del>Board to consider as related to item 12-11</del></li> </ul>	<b>Completed September 16, 2015</b> Deferred to next Library Board term ( <del>motion 13.03-214</del> )
2-13	May 20, 2015	CEO Annual Performance Review	<ul style="list-style-type: none"> <li>• Library Board Chair and Vice Chair to prepare and report to Board</li> </ul>	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"> <li>• CEO to prepare and present to board before release</li> </ul>	<b>Completed May 20, 2016</b> Next report due in April, 2017
2-15	March, 2016	Library facility and service delivery options	<ul style="list-style-type: none"> <li>• CEO to report on related Town community facility plans</li> <li>• Board to consider referral to Library-Town Joint Task Force</li> <li>• Board to consider capital reserve expenditure on consultant study</li> <li>• 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"</li> </ul>	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"> <li>Board to review Library Statistical Data report provided monthly in agenda package</li> <li>CEO to revise report as requested</li> <li>CEO to update Board on status of related provincial initiatives as well as Impact Study</li> </ul>	
4-15		Built Accessibility report	<ul style="list-style-type: none"> <li>CEO to draft report</li> </ul>	
<del>5-15</del>	<del>June 17, 2015</del>	Budget projections	<ul style="list-style-type: none"> <li><del>CEO to draft 5-year projections for operating budget needs</del></li> </ul>	<b>Completed June 17, 2015</b> Reported to Library Board June 17, 2015
<del>6-15</del>		2016 budget	<ul style="list-style-type: none"> <li><del>Board to provide CEO with guidelines and suggestions</del></li> <li><del>CEO to draft budget</del></li> <li><del>Board to approve for submission to Council</del></li> </ul>	<b>Completed September 16, 2015</b> Board approved 2016 Draft Operating and Capital Budget requests
<del>7-15</del>		Collective Agreements	<ul style="list-style-type: none"> <li><del>Board to provide CEO with negotiation mandate guidelines</del></li> <li><del>CEO to engage Town of Newmarket Director of HR as lead negotiator</del></li> <li><del>Board to approve agreements</del></li> </ul>	<b>Completed, Agreements Ratified March 21, 2016</b> Collective agreements expired March 31, 2015. Negotiations to begin February 11, 2016
8-15		Strategic planning	<ul style="list-style-type: none"> <li>Board to decide on strategic planning process when current plan ends in 2016</li> </ul>	Reported to Library Board on options for renewing Strategic Plan December 16, 2016 Board meeting. Reviewed Strategic Plan at January 18, 2017 Board meeting. Build on current plan and create action list. Board to meet with Senior Town of Newmarket staff re: Town's strategic goals.
<del>9-15</del>	<del>May, 2016</del>	Vice Chair Position	<del>Library Board members to hold election for Vice Chair position after one year. Vice Chair elect to be a Community member</del>	<b>Completed September 7, 2016</b> 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

12

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
<del>11-15</del>	March 16, 2016	ARF Analysis Review	Town of Newmarket Director of Finance	<b>Completed June 22, 2016</b> Report to Library Board June 22, 2016
<del>12-16</del>	June, 2016	2017 Budget Considerations	Sunday Openings at Christmas	<b>Completed June 22, 2016</b> 2017 Operating Budget submission deadline
<del>13-16</del>	June, 2016	2018 Budget Consideration	Donation Revenue Allocations	<b>Completed December 14, 2016</b> 2018 Operating Budget submission deadline
<del>14-16</del>	November, 2016	Strategic Technology Ad Hoc Committee	Develop Terms of Reference of Committee	<b>Completed: Terms of Reference approved January 15, 2017</b> Draft Terms of Reference presented at November 16 <sup>th</sup> Board meeting.
15-16	April, 2017	Ontario Public Library Week	Plan an event to promote Ontario Public Library Week	
16-16	March, 2017	Peer Comparator Study	Analyze report on Newmarket Public Library's peer comparisons	Report contracted to Consultant



## MEMORANDUM

**To:** Newmarket Public Library Board

**From:** Todd Kyle

**Date:** March 15, 2017

**RE:** Strategic Initiatives Consultant

---

The Library has recorded an estimated \$124,000 operating surplus for 2016, subject to an audit of our financial statements. This is due to a number of one-time factors such as staff gapping. Ordinarily, this would be transferred to the Town as it is beyond the \$400,000 operating reserve level agreed to in 2015. The Finance Director has agreed that in order to mitigate future tax-supported Library budget increases, it would be appropriate and sustainable to transfer this amount instead into a dedicated reserve to use for a capacity-building project in the short term.

The need and opportunity to build capacity for the Library to prepare for the future is illustrated by a number of studies and initiatives:

- The Economic Impact Study identified that the Library provides a high level of value in relation to expenditure, inferring that we are at the limit of the amount of value we can squeeze from current resources;
- A report on peer comparison data will be presented to the Board in April, providing a snapshot of the Library's positioning province-wide in terms of community impact and investment;
- The Library needs the strategic capacity to follow up to the Council-Board joint workshop on Library Facilities with an exploration of options for a future vision of Library service points, prior to the commissioning of a needs study;
- An efficiencies review of Library operations will shortly be undertaken, which may require administrative support during a resulting change management phase.

Given the opportunity supplied by the 2016 surplus, the solution is to create a temporary Strategic Initiatives Consultant position for up to 2 years to increase the Library's capacity to leverage community impact and to plan for the future. This position would provide strategic support for:

- studying future library facility needs;
- maximizing the impact and appeal of the current facility;
- improving customer service and engagement;
- implementing community impact strategies;
- measuring the impacts of and gaps in library service.



The Library still maintains a Strategic Plan Implementation Reserve, with a balance of roughly \$42,000, of which \$30,000 was allocated in April 2016 for the Technology Services Coordinator position (operating the Maker Hub) which overlapped with an existing position prior to a retirement. Due to the surplus, these funds were not needed in 2016, so the balance still exists. If this \$30,000 were added to the \$124,000 above the total of \$154,000 would be enough to fund the Strategic Initiatives position for up to 2 years. (The remaining \$12,000 is for IdeaMarket expenses and it is recommended that this be maintained).

The following motions are recommended:

**That the Library Board receive the report on Strategic Initiatives Consultant;**

**And That the Library Board approve the transfer of the 2016 Library operating reserve to the Strategic Plan Implementation Fund, such transfer contingent on Council review of all reserve transfers;**

**And That the Library Board approve the allocation of the balance of the Strategic Plan Implementation Fund, with the exception of that allocated to IdeaMarket expenses, to the creation of a Strategic Initiatives Consultant position.**