



Agenda
Newmarket Public Library Board

Wednesday, June 21, 2017 at 5:30 PM
Regular Board Meeting

Agenda compiled on 15/06/2017 at 5:27 PM

Adoptions of Agenda

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

Declarations

Consent Agenda Items

4. Adoption of the Regular Board Meeting Minutes for May 17, 2017 p. 1
5. Adoption of the Closed Session Minutes for May 17, 2017
6. Strategic Operations Report for May, 2017 p. 5
7. Library Statistical Data for May, 2017 p. 6
8. Monthly Bank Transfer p. 10

Closed Session

9. No Closed Session items at the time of agenda distribution.

Reports

10. IdeaMarket – Revised Concept p. 11

Business Arising

11. Knowledge Gap Analysis Discussions
 - a) Board Organization and Planning
12. Library Board Action List p. 14

New Business

13. 2018 Capital and Operating Budget

p. 17

Date(s) of Future Meetings

14. The next Newmarket Public Library Board Regular Board Meeting will be Wednesday, September 20, 2017, at 5:30 pm in the Library Board room

Adjournment



**Newmarket Public Library Board
Regular Board Meeting
Wednesday, May 17, 2017
Newmarket Public Library Board Room**

Present: Joan Stonehocker, Chair
Tara Brown, Vice Chair
Kelly Broome
Jane Twinney

Regrets: Darcy McNeill
Venkatesh Rajaraman
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 17.05.200

Moved by Kelly Broome

Seconded by Jane Twinney

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, April 19, 2017
5. Adoption of the Closed Session Minutes for April 19, 2017
6. Strategic Operations Report for April, 2017
7. Library Statistical Data for April, 2017
8. Monthly Bank Transfer

Motion 17.05.201**Moved by Tara Brown****Seconded by Jane Twinney**

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

Carried

Closed Session

9. Motion to move into Closed Session

Motion 17.05.202**Moved by Jane Twinney****Seconded by Tara Brown**

That the Library Board move into a Closed Session for matters pertaining to Labour Relations and matters pertaining to an identifiable individual at 5:38 pm.

Carried

Motion 17.05.203**Moved by Tara Brown****Seconded by Jane Twinney**

That the Library move out of Closed Session at 6:00 pm

Carried

Motions arising from Closed Session:**Motion 17.05.204****Moved by Tara Brown****Seconded by Jane Twinney**

That the Library Board receive the reports pertaining to Labour Relations and matters pertaining to an identifiable individual.

Carried

Reports

10. 2016 Draft Audited Financial Statements

The Library Board reviewed the draft Audited Financial Statements for 2016 completed by BDO Canada LLP.

Motion 17.05.206**Moved by Tara Brown****Seconded by Jane Twinney**

That the Library Board approve the 2016 draft Audited Financial Statement as presented.

Carried

Business Arising

11. Leadership by Design e-Learning

a) Knowledge Gap Analysis

The Library Board will discuss the sections identified in the Board governance knowledge gap analysis over the next three Board meetings.

12. Facility Needs Update

The Town of Newmarket Council at the May 8, 2017 Committee of the Whole deferred considering proceeding with the Facility Needs Study until the joint Newmarket Public Library and Town of Newmarket Efficiency review has been completed.

13. Library Board Action List

The Library Board reviewed and updated the Action list.

Motion 17.05.207

Moved by Jane Twinney

Seconded by Kelly Broome

That the Library Board receive the Library Board Action List.

Carried

New Business

14. York Region Public Library Partnership

All nine York Region Public Libraries have entered into a reciprocal membership agreement and library memberships are now free at all York Region Libraries to those who live, work, attend school, or own property in any York Region municipality as of April, 2017.

Motion 17.05.208

Moved by Tara Brown

Seconded by Kelly Broome

That the Library Board receive the report on the York Region Public Library Partnership.

Carried

15. Preview of Newmarket Public Library's new Website

The Library Board previewed the Newmarket Public Library's new website which is planned to go live May 19, 2017.

Date(s) of Future Meetings

16. The next regular Library Board meeting is scheduled to June 21, 2017 at 5:30 in the Library Board room.

Adjournment

Motion 17.05.209

Moved by Kelly Broome

Seconded by Jane Twinney

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

Carried

Joan Stonehocker
Chair

Todd Kyle, CEO
Secretary/Treasurer



Strategic Operations Report: May, 2017

	Igniting Community Dialogue, Discovery and Debate	Leading a Learning Community	Readying our Capabilities
Collaborative Relationships	<ul style="list-style-type: none"> May IdeaMarket on <i>What's really in our food?</i> attracted 10 participants Canada 150 displays began in the library WWI installation arranged for the fall in partnership with Heritage Newmarket and Historical Society 	<ul style="list-style-type: none"> Victory Lap Retirement program with author Mike Drak had a record 65 people in attendance. Staff attended 5 Welcome to Kindergarten nights at local schools 	<ul style="list-style-type: none"> Consultant began research for efficiencies study Nature Backpack loan program launched; kits in continuous circulation since; positive Twitter comments from local teacher
Spaces	<ul style="list-style-type: none"> Maker Hub used as video recording set for local history documentary. Bedtime storytime at Story Pod begins June 21 	<ul style="list-style-type: none"> New work surface/storage unit installed in Maker Hub; more new furniture to come Community project to use Maker Hub to create oral local history videos has begun 	<ul style="list-style-type: none"> New website launched May 19; e-commerce for program registration unavailable initially but later rectified
Positioning	<ul style="list-style-type: none"> Pop-up Library held at Farmer's Market, GO bus station, Theatre, Touch-a-Truck, and Town wellness fair; summer pop-ups include Newmarket Music Festival, Culture Bridge Festival, Pridefest. 	<ul style="list-style-type: none"> Session on library employment resources held at Job Skills 	<ul style="list-style-type: none"> E-newsletter incorporated into news feature of new website; sends registrants a bi-weekly digest All Twitter accounts combined into one @newmarketpl feed for launch of new website
Resources	<ul style="list-style-type: none"> Toronto resident with local roots used the library's Era and other archives to research family history, saying he was able to fill in gaps unavailable elsewhere 	<ul style="list-style-type: none"> 3D printer program run for students in Southlake Hospital Day School Staff helped local author launch Instagram account 	<ul style="list-style-type: none"> 65 people registered for Hoopla online streaming in May; 335 total borrowing for the month
Organization & Operations	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Canada Summer Jobs grant application successful; Digital Media Training Specialist to begin in June in Maker Hub 	<ul style="list-style-type: none"> Managers participated in leadership training by Synfini Works as part of Team Charter process Replacement SAN file storage system being set up for staff systems

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	25,164	23,944	24,188							
Residents	22,617	22,819	22,943	21,735	21,926							
Non-Residents	2,205	2,197	2,221	2,209	2,262							

New and Renewed Library Cards

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	315	519	364	202	356								1,756
New non-resident	44	49	50	27	54								224
Renewed membership	719	364	809	637	514								3,043

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	13,059	12,363	15,112	12,571	13,934								67,039
# of PAC Account Logins	7,102	6,346	7,305	6,950	7,101								34,804
Room Rentals	42	63	69	93	74								341
Room Rental Hours	104	137	186	197	177								799

Programs

5 Year Trend - year to date May 31

# of Programs Held	2013	2014	2015	2016	2017
Adult	60	86	102	117	102
Children's	574	588	585	693	637
Total Programs	634	674	687	810	739

Program Attendance	2013	2014	2015	2016	2017
Adult	835	1,088	944	853	992
Children's	6,077	5,874	5,418	5,569	5,792
Total Attendance	6,912	6,962	6,362	6,422	6,784

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	1,072	1,056	1,098								5,270
eBooks	3,393	2,983	3,393	3,157	3,438								16,364
eMagazines	405	411	356	322	257								1,751
eMusic	3,552	2,997	3,836	3,427	3,144								16,956
eVideo	14	58	120	104	105								401
Backpack Kit	2	4	2	2	15								25
Book	25,789	24,425	27,246	26,017	24,970								128,447
CD-ROM/DVD-ROM	2	7	8	5	3								25
DVD/Blu-ray	4,888	4,357	5,385	4,396	4,625								23,651
eBook Reader	1	1	-	-	1								3
GPS	-	-	-	-	1								1
ILL	181	166	195	210	174								926
Language Kit	32	41	39	32	33								177
Laptop	38	27	38	28	32								163
Multimedia Kit	54	70	82	60	96								362
Music CD	364	304	424	407	332								1,831
Pedometer	6	11	12	7	10								56
Periodical	971	933	853	904	899								4,560
Portable Audio Book	13	6	15	10	10								54
Talking Book	731	765	805	725	700								3,726
Video Game	411	343	409	330	332								1,825
Total Borrowing	41,919	38,881	44,290	41,199	40,275	-	-	-	-	-	-		206,564

Database Usage

Adult Subscriptions	4,113	1,745	3,201	3,498	2,166								14,723
Children's Subscriptions	949	745	1,283	1,135	460								4,572
York Info (Community)	151,472	122,651	117,797	129,311	114,511								635,742
York Info (Volunteer)	36,209	24,352	19,362	19,837	22,799								122,559
Total Database Usage	192,743	149,493	141,643	153,781	139,936								777,596

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	722
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
Total Borrowing	41,198	38,522	43,745	42,909	41,088	39,447	48,603	47,864	42,051	43,306	40,275	36,553	505,561

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
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	205,304	1,892,275

**MEMORANDUM**

To: Newmarket Public Library Board

From: Todd Kyle, C.E.O.

Date: June 21, 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 May 31, 2017 of \$ 14,513.26 from the Newmarket Public Library bank account to the Town of Newmarket bank account.



MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle, CEO

Date: June 21, 2017

RE: IdeaMarket—revised concept

In a December 2015 report to the Board, it was recommended that a broader view of cooperative planning and delivery of programming be taken in order to facilitate more programming partnerships, otherwise limited by the availability of staff resources. In exchange for Library resources (such as free space) a community group or individual would provide public programming supporting the Library's role as a centre of dialogue and discovery. Existing policy would continue to safeguard the Library's ability to accept or decline any proposal in order to assure alignment to strategy and reputation, as well as preserve open access to Library programs for all residents. This "exchange" model has already resulted in successes such as the LEARN business seminars, offered through the Newmarket Chamber of Commerce, and Shakespeare Aloud open drama readings, offered until recently through Humber River Shakespeare (unfortunately now defunct).

In recent discussions, it has been noted that the current model of IdeaMarket would benefit from a revitalization involving this concept. Currently, our Community Services Librarian uses his knowledge of community trends to choose a topic and assemble a panel of experts and interested parties. Even with the involvement of the IdeaMarket Advisory Group, however, this process often utilizes large amounts of staff resources, and the investment does not always justify the community engagement that results. In informal discussions with staff and Board members, there has been support for a new direction for IdeaMarket, inspired by an American Library Association concept called Libraries Transforming Communities, developed in conjunction with the National Coalition for Dialogue and Deliberation in the U.S.

The concept is to make IdeaMarket more community-driven by presenting a viable value proposition to community stakeholders to lead their own community conversations, while respecting the Library's values and goals. The Library would start at the beginning, with an open call to community groups: what do you care about and what can the Library offer to help you engage the public in it? The focus would be on important questions and how they might be addressed by community problem-solving. In this way, the program would serve the stakeholder as much as the Library.

The biggest question that may arise in implementing this concept is that of political advocacy. It is highly likely that community members gathering to seek solutions to common problems will consider actions that they wish local governments to take in order to address these problems. Whether the community group is already involved in some form of advocacy, or whether a political aim arises from

discussion at the program itself, the Library's neutral position and positive role must be clear. **The Library will only support such a partnership if the actions arising from dialogue are of demonstrated positive community benefit beyond any partisan or candidate-specific aim.** This direction may require the creation of new policy, and is suggested that any dispute between Library staff and community members on this issue be referred to the Library Board.

The following are draft guidelines for the "exchange" model of IdeaMarket programs:

- Value proposition for partner:
 - Free use of Library space
 - Possible limited funds for expenses such as speaker honoraria
 - Library staff as an impartial moderator
 - Library marketing to gather an audience in a neutral space
 - Opportunity to share their concerns with the community and solicit community feedback and solutions
- Frequency:
 - Up to once per month, as community response allows
 - No more than twice per year for the same group, individual, or broad community concern
- Purpose/topic:
 - The Library retains the sole right to approve the program based on its perception that the partner is pursuing common ground and community benefit
 - The purpose may include exploring options and/or deciding on actions on a particular issue, but any actions arising from dialogue must be of demonstrated positive community benefit beyond any partisan or candidate-specific aim.
- Organization/individual:
 - The partner's aims must be non-profit or charitable
 - The Library retains the sole right to approve the partnership based on "the reputation, qualifications, and related experience of the applicant"
 - Individuals and organizations currently involved in political advocacy must demonstrate positive community benefit beyond any partisan or candidate-specific aim
- Accessibility:
 - Open to all, restricted only by overall numbers and age if applicable
 - Library will provide registration platform if applicable
 - Library will make all decisions to exclude any attendees, either in advance or on the spot, if there are behaviour or safety concerns
- Intellectual freedom/respectful dialogue:
 - The partner must agree to allow all viewpoints to be expressed by participants in order to provide "a balanced and wide spectrum of opinions and viewpoints"
 - Notwithstanding the above, the Library moderator will ensure that dialogue is respectful
- Fees/fundraising:
 - Neither the Library nor the partner shall charge fees to attend the program
 - The partner may engage in fundraising with attendees but the Library shall provide no payment support
- Further support:
 - If a positive community solution arises from consensus at the program, the Library may offer additional support for all interested individuals to continue to pursue the solution.

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The library would reserve the right to withdraw support in the event of overtly political lobbying.

- This may include some marketing opportunities within the library or its website
- This may include meeting space, where it does not conflict with paying renters.

The following motion is recommended:

THAT the Library Board receive the report on IdeaMarket—new concept.

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	March, 2018	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 March 15, 2017 Next review date: March, 2018
1-15	April, 2017	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" 	<ul style="list-style-type: none"> Report drafted for September 16, 2015 meeting (Deferred to March, 2016) Joint Workshop held June 15, 2016 Report to Board September 7, 2016 Report to Town of Newmarket Committee of the Whole May 8, 2017 Deferred by Town of Newmarket Council to fall of 2017 after completion of the Joint Efficiency Review.

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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	<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 	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 	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.
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	November 18, 2017	SOLS Trustee Representative	Attend SOLS Trustee Council Meetings	Next Trustee meeting: November 18, 2017, Richmond Hill Public Library

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
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
13-16	June, 2016	2018 Budget Consideration	Donation Revenue Allocations	Completed December 14, 2016 2018 Operating Budget submission deadline
14-16	November, 2016	Strategic Technology Ad Hoc Committee	Develop Terms of Reference of Committee	Completed: Terms of Reference approved January 15, 2017 Draft Terms of Reference presented at November 16th 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	Completed April 19, 2017
17-17	October, 2017	Leadership by Design	Knowledge Gap Analysis Discussions at upcoming Library Board meetings	Discussion Schedule: <ol style="list-style-type: none"> 1. Board Organization and Planning – June 21, 2017 2. Board Performance and Community Development – September 20, 2017 3. Library Management, Stewardship and Accountability – October 18, 2017



MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle, CEO

Date: June 21, 2017

Re: **2018 operating and capital budgets**

Town of Newmarket Council has approved recommendations for the 2018 Operating and Capital Budgets. This report will lay out how those guidelines might apply to the Library budget, as well as other factors to consider. As has been past practice, staff will prepare a preliminary draft budget based on this report and the Board's feedback for submission to the Finance Dept. during the summer. This will be presented to the Board for approval at its September meeting, which allows time for any changes to be made to the submission in time for consideration by Council.

Council-approved recommendations:

Staff have been directed to prepare a base budget for Council's consideration with a tax rate increase that does not exceed 2.35%. Staff are then to provide recommendations of enhancements, extraordinary items, and Asset Replacement Fund allocations all adding up to a total increase of not more than 3%. In order to achieve this net target, staff are to identify options to save 0.35-0.5%.

What this means for the Library operating budget:

In consultation with the Director of Financial Services, it has been determined that the net effect on the Library base operating budget would be about \$75,000, or about a 2.1% increase.

Base budget:

The following are considerations for drivers for the Library base budget:

- Economic adjustments:
 - Union staff as per 2015-2019 Collective Agreement: 1.5% effective April 1, 2018; additional 0.5% for some grades effective Sept 1, 2018
 - Non-union staff: This is unknown at this time, but would be based on September CPI as per previous Board motion.
- Hydro: due to increased rates and increased usage, an additional \$10,000 will be needed to approach the actual level for 2016, as per previous report to the Board
- Computer systems maintenance and Internet connectivity costs: it is possible a modest increase will be needed to meet contracted costs.

- Hoopla streaming and downloadable media service: it is unknown at this time whether the current allocation will be sufficient for the per-download fees for this service. However, it may be possible to offset any increased costs with lowered expenditure on reference resources.
- Interdepartmental labour/equipment costs: a previous report on excessive expenditures in 2016 in this category indicated it may need to be increased in 2018 once the implications are fully assessed. However, \$3,000 was added to the equipment portion in 2017, and it is likely that this will be sufficient and that no new funds will be needed.

Enhancement Requests:

The Library can submit enhancement requests for consideration by Council according to its priorities, including any extraordinary/mandatory cost increases. The following are possible enhancements:

- As in previous years, the Board may want to consider extending opening hours to include Monday service. There is some evidence that this is a desired service level for residents, however this evidence is largely anecdotal at this point. Moreover, there are considerable operational barriers to Monday openings in the current facility.
- Due to growth, the Library finds itself struggling to maintain expected levels of technology-based programming and of outreach to community events while simultaneously maintaining levels of service at its public service desks. For this reason, it is suggested that an enhancement be requested to allow for a modest increase to wages to facilitate this. A preliminary estimate for this is \$20,000.
- A mandatory requirement for the Town in general is the likely raising of the provincial minimum wage to \$14 per hour on Jan. 1, 2018. The Page position is currently at a rate of \$11.40-12.76 per hour (rising to \$11.60-12.95 effective April 1, 2018) but all of these rates will need to be raised to \$14.00. The estimated cost of this enhancement is \$13,000. It is highly recommended that this be put forward as a request.

Asset Replacement Fund:

The Library has added a modest number of new items to the ARF list, as well as shortened the lifespan of a few others. This means that the ARF would no longer be 100% funded at the current contribution level. It may be necessary to request an increase to the Library's ARF contributions of roughly \$30,000.

Capital budget

The capital budget request would consist largely of items identified as due for replacement in the Asset Replacement Fund schedule. For 2018, this totals approximately \$60,000, consisting mainly of computer equipment replacements, and is fully funded by the ARF.

The following motion is recommended:

THAT the Library Board receive the report on 2018 Operating and Capital Budgets.