



438 Park Avenue  
Newmarket, Ontario L3Y 1W1

Email: [npl@newmarketpl.ca](mailto:npl@newmarketpl.ca)

Website: [newmarketpl.ca](http://newmarketpl.ca)

Phone: 905-953-5110

## **Newmarket Public Library Board**

### **Regular Board Meeting Agenda**

Wednesday, September 12, 2018  
Newmarket Public Library Board Room

Meeting to be called to order at 5:30 pm

#### **Adoption of Agenda Items**

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, June 20, 2018
5. Strategic Operations Report for June, July and August, 2018
6. Second Quarter Library Statistical Data
7. Monthly Bank Transfer

#### **Policies**

8. Health and Safety Policies
  - i. Health and Safety Policy
  - ii. Workplace Violence Policy
  - iii. Workplace Harassment Policy

#### **Reports**

9. 2018 Second Quarter Financial Statements
10. 2014 – 2018 Library Board Legacy Document

#### **Business Arising**

11. 2019 Capital and Operating Budgets
12. Library Board Action List

## **New Business**

## **Closed Session**

If required.

## **Dates of Future Meetings**

The next Library Board Regular meeting is Wednesday, October 10, 2018 at 5:30 pm in the Library Board room

## **Adjournment**



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## **Newmarket Public Library Board**

### **Regular Board Meeting Minutes**

Wednesday, June 20, 2018  
Newmarket Public Library Board Room

**Present:** Joan Stonehocker, Chair  
Tara Brown, Vice Chair  
Kelly Broome  
Darcy McNeill  
Venkatesh Rajaraman  
Jane Twinney  
Tom Vegh

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

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

#### **Adoption of Agenda Items**

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

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

#### **Motion 18.06.293**

**Moved by Kelly Broome**

**Seconded by Tara Brown**

**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 Tuesday, May 15, 2018
5. Adoption of the Closed Session Meeting Minutes for Tuesday, May 15, 2018
6. Strategic Operations Report for May, 2018
7. Monthly Bank Transfer

**Motion 18.06.294**

**Moved by Tara Brown**

**Seconded by Tom Vegh**

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

**Carried**

The CEO shared photos from Newmarket High School of the vinyl cuts they created for the school from the Library's Makerhub.

**Reports**

8. 2017 Audited Financial Statement

The Library Board reviewed the draft Audited Financial Statements for 2017 completed by Deloitte LLP.

**Motion 18.06.295**

**Moved by Jane Twinney**

**Seconded by Darcy McNeill**

**That** the Library Board approve the 2017 Audited Statements as presented.

**Carried**

**Business Arising**

9. 2019 Capital and Operating Budget

The CEO provided a verbal update on preparations of the 2019 Capital and Operating Budget submissions. The 2019 Capital Budget is largely replacements funded by the Asset Replacement Fund. The Library Board was asked whether to submit a Capital Budget request for a new library facility.

**Motion 18.06.296**

**Moved by Tom Vegh**

**Seconded by Jane Twinney**

**That** the Library Board approve a Capital Budget request for a new library facility based on 2017 figures.

**Carried**

10. Library Board Action List

The Library Board reviewed the Action list.

**Motion 18.06.297**

**Moved by Kelly Broome**

**Seconded by Venkatesh Rajaraman**

**That** the Library Board receive the Action List as presented.

**Carried**

**New Business**

11. Library Board Transition

The Library Board reviewed the actions they may want to consider outlined in the Library Transition report. The Board agreed to move the September and October regular Board meetings to earlier in the month. The CEO will draft a legacy document and include next steps for the new Library Board to consider.

**Motion 18.06.298**

**Moved by Darcy McNeill**

**Seconded by Kelly Broome**

**That** the Library Board receive the report on Library Board Transition.

**Carried**

**Closed Session**

There were no Closed Session items.

**Dates of Future Meetings**

The next Regular Library Board meeting will be Wednesday, September 12, 2018 at 5:30 pm in the Library Board room.

The October Regular Library Board meeting will be held on Wednesday, October 10, 2018 in the Library Board room.

**Adjournment**

**Motion 18.06.299**

**Moved by Kelly Broome**

**Seconded by Tara Brown**

**That** there being no further business the meeting adjourn at 6:10 pm.

**Carried**

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Joan Stonehocker, Chair

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Todd Kyle, Secretary/Treasurer



## Strategic Operations Report: June-August, 2018

	<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>Ideamarket session on innovation being planned with Town for fall</li> <li>Staff member credited for research assistance in a Newmarket Historical Society publication titled "The Mystery of the Suitcase in the Attic"</li> <li>July IdeaMarket on end of life care hosted with Margaret Bahen Hospice</li> </ul>	<ul style="list-style-type: none"> <li>Library participating in launch of The Lendery regional tool-lending program</li> <li>Fall programs for adults include a Seed Library one on sprouting</li> <li>Library participated in visit by the Code Mobile outreach program</li> <li>Fall maker programs being planned include another visit from the Code Mobile as well as advanced 3D design courses with NewMakelt</li> </ul>	<ul style="list-style-type: none"> <li>6-month pilot begun of library deposit collection at Southlake hospital cancer centre library</li> <li>Library to participate in municipal elections as a voting ambassador organization, helping people get on voter's list and to vote online</li> <li>Children's staff learning about updated Early Referral Identification Kit to improve language development strategies in storytime</li> </ul>
<b>Spaces</b>	<ul style="list-style-type: none"> <li>Pop-up libraries held at Pride Fest, Farmer's Market, Outside in Plein Air, TD Music Festival</li> <li>Weekly storytime at StoryPod largely unattended with the exception of one session</li> </ul>	<ul style="list-style-type: none"> <li>Library presented storyteller Nathalie Vachon at TD Newmarket Music Festival; rain pushed her performance into smaller room so only 18 in attendance</li> <li>Maker Hub very busy in the summer</li> </ul>	<ul style="list-style-type: none"> <li>Carpeting/painting of multi-purpose room and flooring replacement on stairs completed</li> <li>Carpeting of main floor to begin September 14.</li> <li>Park Ave reconstruction begun; access to library maintained; temporary water supply to library caused complications</li> </ul>
<b>Positioning</b>	<ul style="list-style-type: none"> <li>New graphic created to promote the online Era Archive</li> <li>Social media marketing contributed to success of concerts by children's musician Russ</li> </ul>	<ul style="list-style-type: none"> <li>Chamber of Commerce made video showcasing Maker Hub services to business</li> <li>Promotional buttons for reading club and seed library created</li> </ul>	<ul style="list-style-type: none"> <li>Lorne Chase, marketing coordinator, writing regular library news column for The Era in print and online</li> <li>Library launched its Instagram account; already at 376 followers</li> </ul>

	<b>Igniting Community Dialogue, Discovery and Debate</b>	<b>Leading a Learning Community</b>	<b>Readying our Capabilities</b>
<b>Resources</b>	<ul style="list-style-type: none"> <li>Local history &amp; genealogy services helped reunite local resident with a cousin in the U.K.</li> <li>Staff led Ancestry one-on-one appointments and created a fact sheet for handouts.</li> </ul>	<ul style="list-style-type: none"> <li>Book Club Kits supporting two clubs in local retirement homes</li> <li>Quarterly drop-in nonfiction adult book club starting in October</li> <li>Around the World online book club to launch in September</li> <li>370 registered for TD Summer Reading Club for kids</li> </ul>	<ul style="list-style-type: none"> <li>1085 patrons borrowed 6912 items since the launch of Hoopla in Jan 2017</li> <li>8,938 patrons borrowed 50,380 items from Overdrive in 2017</li> </ul>
<b>Organization &amp; Operations</b>	<ul style="list-style-type: none"> <li>Volunteer Services Coordinator hired in York Info</li> </ul>	<ul style="list-style-type: none"> <li>Canada Summer Jobs student hired as Digital Media Training Specialist worked on instructional videos for Maker Hub and led programs on YouTube and Minecraft</li> </ul>	<ul style="list-style-type: none"> <li>HR resource assigned to library; process for position changes underway; facility attendant recruitment underway</li> <li>Strategic Projects Officer contract position extended to second year</li> <li>Switch failure resulted in most systems down on July 31; all restored</li> </ul>



## Newmarket Public Library Statistical Data - 2018

### Library Card Holders

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NPL Card Holders	23,992	23,607	23,809	23,747	23,694	23,941						
Residents	21,466	21,071	21,226	21,135	21,081	21,306						
Non-Residents	2,526	2,536	2,583	2,612	2,613	2,635						

### New and Renewed Library Cards

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	254	220	396	204	215	460							1,749
New non-resident	56	48	61	37	37	41							280
Renewed membership	706	653	682	698	682	685							4,106

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	15,959	13,788	16,400	14,560	14,054	14,191							88,952
# of PAC Account Logins	7,021	6,359	7,201	7,427	7,052	6,701							41,761
Room Rentals	74	73	89	74	80	66							455
Room Rental Hours	267	267	204	259	248	252							1,496

### Programs

#### 5 Year Trend - year to date June 30

# of Programs Held	2014	2015	2016	2017	2018
Adult	108	124	134	150	166
Children's	682	650	747	723	516
Total Programs	790	774	881	873	682

Program Attendance	2014	2015	2016	2017	2018
Adult	1,305	1,174	976	1,305	1,778
Children's	6,918	6,934	6,908	7,200	7,376
Total Attendance	8,223	8,108	7,884	8,505	9,154

## Newmarket Public Library Statistical Data - 2018

### Borrowing

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
eAudio books	1,255	1,114	1,293	1,344	1,225	1,441							7,672
eBooks	3,737	3,664	3,777	3,877	3,670	3,758							22,483
eMagazines	321	266	300	277	247	212							1,623
eMusic	2,747	2,815	3,590	2,896	2,357	2,717							17,122
eVideo	182	190	228	193	187	210							1,190
Backpack Kit	4	8	7	9	16	16							60
Book	25,015	23,217	26,214	25,055	26,060	26,084							151,645
CD-ROM/DVD-ROM	4	2	4	-	2	7							19
DVD/Blu-ray	4,007	3,464	4,365	3,705	3,646	3,704							22,891
eBook Reader	-	-	-	-	1	-							1
GPS	-	-	-	-	-	8							8
ILL	143	191	193	164	186	178							1,055
Language Kit	43	27	44	39	26	47							226
Laptop	29	44	41	47	64	61							286
Multimedia Kit	47	41	74	45	47	39							293
Music CD	248	227	379	360	333	285							1,832
Pedometer	1	2	3	-	5	3							14
Periodical	833	690	739	798	823	933							4,816
Portable Audio Book	5	9	9	8	5	6							42
Talking Book	686	623	696	655	760	658							4,078
Video Game	272	241	312	253	272	270							1,620
Total Borrowing	39,579	36,835	42,268	39,725	39,932	40,637	-	-	-	-	-		238,976

### Database Usage

Adult Subscriptions	2,104	3,530	3,051	5,038	3,236	2,451	-	-	-	-	-		19,410
Children's Subscriptions	210	255	309	243	489	418	-	-	-	-	-		1,924
York Info (Community)	139,809	130,230	149,855	179,945	153,681	153,896	-	-	-	-	-		907,416
York Info (Volunteer)	34,053	22,557	16,226	22,057	20,590	16,215	-	-	-	-	-		131,698
Total Database Usage	176,176	156,572	169,441	207,283	177,996	172,980	-	-	-	-	-		1,060,448

## 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	24,074	24,295	23,942	24,335	24,046	24,018	23,742
Residents	22,617	22,819	22,943	21,735	21,926	21,805	21,955	21,613	21,930	21,620	21,556	21,286
Non-Residents	2,205	2,197	2,221	2,209	2,262	2,269	2,340	2,329	2,405	2,426	2,462	2,456

### 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	287	337	418	265	367	253	150	3,833
New non-resident	44	49	50	27	54	65	65	57	57	55	51	27	601
Renewed membership	719	364	809	637	514	761	1,037	810	707	686	608	452	8,104

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	13,515	14,500	15,217	14,159	14,373	13,567	11,412	163,782
PAC Account Logins	7,102	6,346	7,305	6,950	7,101	6,858	7,483	8,164	7,630	7,384	6,891	6,571	85,785
Room Rentals	50	63	69	93	74	61	55	69	71	78	86	34	803
Room Rental Hours	138	137	186	197	177	147	144	217	239	198	476	420	2,673

### Programs

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

# of Programs Held	2013	2014	2015	2016	2017
Adult	157	247	256	254	310
Children's	1,293	1,345	1,320	1,308	1,282
Total Programs	1,450	1,592	1,576	1,562	1,592

Program Attendance	2013	2014	2015	2016	2017
Adult	2,149	2,229	2,660	1,961	2,627
Children's	13,796	13,794	13,566	12,276	12,516
Total Attendance	15,945	16,023	16,226	14,237	15,143

## 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	1,129	1,178	1,167	1,088	1,199	1,092	1,079	13,202
eBooks	3,393	2,983	3,393	3,157	3,438	3,417	3,861	3,793	3,509	3,745	3,528	3,509	41,726
eMagazines	405	411	356	322	257	340	303	313	344	282	320	254	3,907
eMusic	3,552	2,997	3,836	3,427	3,144	2,833	2,569	2,801	2,635	3,792	2,728	3,643	37,957
eVideo	28	90	148	114	106	150	150	128	117	114	96	131	1,372
Backpack Kit	2	4	2	2	15	13	14	7	10	12	8	7	96
Book	25,789	24,425	27,246	26,017	24,970	25,812	30,597	34,364	26,769	26,606	26,610	22,414	321,619
CD-ROM/DVD-ROM	2	7	8	5	3	6	3	12	10	4	5	4	69
DVD/Blu-ray	4,888	4,357	5,385	4,396	4,625	4,166	5,112	5,866	4,392	3,998	3,437	3,315	53,937
eBook Reader	1	1	-	-	1	1	-	-	-	-	-	-	4
GPS	-	-	-	-	1	-	-	6	-	-	-	-	7
ILL	181	166	195	210	174	185	218	167	161	186	211	165	2,219
Language Kit	32	41	39	32	33	40	46	38	38	35	34	40	448
Laptop	38	27	38	28	32	24	19	22	20	18	18	19	303
Multimedia Kit	54	70	82	60	96	95	97	100	82	107	54	48	945
Music CD	364	304	424	407	332	252	288	421	282	326	333	379	4,112
Pedometer	6	11	12	7	10	8	5	3	10	8	3	789	872
Periodical	971	933	853	904	899	936	902	1,042	873	837	858	7	10,015
Portable Audio Book	13	6	15	10	10	14	14	10	5	8	14	2	121
Talking Book	731	765	805	725	700	703	738	867	712	806	905	630	9,087
Video Game	411	343	409	330	332	317	429	528	349	335	278	247	4,308
Total Borrowing	41,933	38,913	44,318	41,209	40,276	40,441	46,543	51,655	41,406	42,418	40,532	36,682	506,326

### Database Usage

Adult Subscriptions	5,618	3,053	4,841	5,162	3,748	3,754	4,773	4,067	2,608	2,753	1,431	2,694	44,502
Children's Subscriptions	949	745	1,283	1,135	460	296	258	269	325	287	305	192	6,504
York Info (Community)	151,472	#####	117,797	129,311	114,511	123,691	145,481	125,860	118,886	137,324	113,680	131,075	1,531,739
York Info (Volunteer)	36,209	24,352	19,362	19,837	22,799	19,044	20,333	25,841	24,042	27,617	23,964	29,347	292,747
Total Database Usage	194,248	#####	143,283	155,445	141,518	146,785	170,845	156,037	145,861	167,981	139,380	163,308	1,875,492



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## Library Board Report

To: Newmarket Public Library Board  
From: Todd Kyle, C.E.O.  
Date: September 12, 2018  
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 August 31, 2018 of \$46,235.91 from the Newmarket Public Library bank account to the Town of Newmarket bank account.



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## Library Board Report

To: Newmarket Public Library Board

From: Todd Kyle, C.E.O.

Date: September 12, 2018

RE: Health and Safety Policies

### Background

Legislation requires that the Library reviews annually its Health and Safety policy and policies on Workplace Violence and Workplace Harassment.

### Conclusion

No changes are recommended to these policies, which accompany this report.

The following motions are recommended:

**THAT the Board approve the Health and Safety Policy, Workplace Violence Policy and Workplace Harassment Policy without change.**



## **Newmarket Public Library**

### **Health and Safety Policy**

A safe and healthy workplace environment is contingent upon the co-operation of the Public, Staff and Newmarket Public Library Board. The Board is committed to providing a safe and healthy environment for the staff through the Joint Health and Safety Committee and through training and educational programs and procedures, while ensuring that each party complies with all occupational safety and health standards, rules, regulations and orders. Through these initiatives, both the employer and the worker can establish safe and healthy procedures.

The Newmarket Public Library Board is responsible for the health and safety of workers under their supervision. Supervisors are responsible to ensure that equipment is safe and that workers work in compliance with established safe work practices and procedures. Workers must receive adequate training in their specific work tasks to protect their health and safety.

Every worker must protect his/her own health and safety by working in compliance with the law and with safe work practices and procedures established by the Newmarket Public Library, and immediately bring to the attention of his/her supervisor any hazard or unsafe condition.

The Library's policy includes the following commitments:

1. Training and education to ensure that workers are competent to perform their respective tasks
2. Training and education to ensure that workers are knowledgeable of current first aid and AED/CPR standards and emergency procedures.
3. The establishment of a Joint Health and Safety Committee in compliance with the Ontario Occupational Health and Safety Act.
4. An annual review of the Health and Safety Policy as required by the Ontario Occupational Health and Safety Act.

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Joan Stonehocker, Chair  
Newmarket Public Library Board

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Todd Kyle, CEO  
Newmarket Public Library



## Workplace Harassment Policy

The management of the Newmarket Public Library is committed to providing a work environment in which all individuals are treated with respect and dignity.

Workplace harassment will not be tolerated from any person in the workplace. Sources of workplace harassment could be:

Type I: External perpetrator

Type II: Client/Customer

Type III: Employee to employee (including where the alleged harasser is the supervisor or employer)

Type IV: Domestic (personal relationship)

Everyone in the workplace must be dedicated to preventing workplace harassment.

Employees, volunteers and any person providing a service on behalf of the Library are expected to uphold this policy, and will be held accountable by the employer.

Workplace harassment is defined in the *Act to amend the Occupational Health and Safety Act with respect to violence and harassment in the workplace and other matters* as:

**Engaging in a course of vexatious comment or conduct, against a worker in a workplace, which is known or ought reasonably to be known to be unwelcome**

Workplace harassment may include bullying, intimidating or offensive jokes or innuendos, displaying or circulating offensive pictures or materials, or offensive or intimidating phone calls. Harassment may also, but does not have to, relate to a form of discrimination as set out in the Ontario Human Rights Code which states that every person has a right to equal treatment without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status or disability. Workplace harassment also includes sexual harassment.

This policy is not intended to limit or constrain the reasonable exercise of management functions in the workplace such as performance monitoring and discipline.

Workers are encouraged to report any incidents of workplace harassment. Information on this process is available in the *Workplace Violence and Harassment Policy and Procedures* binder in each service area. Management will investigate and deal with all concerns, complaints, or incidents of workplace harassment in a timely and fair manner while respecting workers'



privacy, to the extent possible. The complainant and the respondent will be informed in writing of the results of the investigation and any corrective action taken.

Nothing in this policy prevents or discourages a worker from filing an application with the Ontario Human Rights Tribunal on a matter related to the Ontario Human Rights Code within one year of the last alleged incident. A worker also retains the right to exercise any other legal options available.

This Policy shall be reviewed annually by the Library Board.

The Workplace Violence Policy should be consulted regarding concerns about violence in the workplace.



## Workplace Violence Policy

The management of the Newmarket Public Library is committed to the prevention of workplace violence and is ultimately responsible for worker health and safety. We will take whatever steps are reasonable to protect our workers from workplace violence from all sources.

Workplace Violence is defined in the *Act to amend the Occupational Health and Safety Act with respect to violence and harassment in the workplace and other matters* as:

- a) **The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker,**
- b) **An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker,**
- c) **A statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker**

### Types of workplace violence are:

- Type I: External perpetrator (thefts, vandalism, assaults by a person with no relationship to the workplace)
- Type II: Client/Customer (physical or verbal assault of an employee by a client/or customer)
- Type III: Employee to employee (physical or verbal assault from an employee or former employee)
- Type IV: Domestic violence (personal relationship)

Violent behaviour in the workplace is unacceptable from anyone. This policy applies to employees, volunteers and any person providing a service on behalf of the Library.

The Occupational Health and Safety Act defines a workplace as any land, premises, location or thing at, upon, in or near which a worker works.

There is a workplace violence program that implements this policy. It includes measures and procedures to protect workers from workplace violence, a means of summoning immediate assistance and a process for workers to report incidents, or raise concerns. This information is available in a binder labelled *Workplace Violence and Harassment Policy and Procedures* in each service area.

Newmarket Public Library, as the employer, will ensure that this policy and the supporting program are implemented and maintained and that all workers and supervisors have the appropriate information and instruction to protect them from violence in the workplace.

Supervisors must adhere to this policy and the supporting program. Supervisors are responsible for ensuring that measures and procedures are followed by workers and that workers have the information that they need to protect themselves. Supervisors must acquaint their staff with the *Workplace Violence and Harassment Policy and Procedures* binder.

Every worker must work in compliance with this policy and the supporting program. All workers are encouraged to raise any concerns about workplace violence and to report any violent incidents or threats.

Management pledges to investigate and deal with all incidents and complaints of workplace violence in a timely and fair manner, respecting the privacy of all concerned to the extent possible.

The Workplace Harassment Policy should be consulted regarding concerns about harassment in the workplace.



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## Library Board Report

To: Newmarket Public Library Board  
From: Todd Kyle, C.E.O.  
Date: September 12, 2018  
RE: Second Quarter Financial Statement

### Background:

The Library continues to be on target for the second quarter of 2018 in both expenditures and revenue, and there are no significant issues to report at this time that might affect our ability to meet budget for 2018.

### Conclusion

**The following motion is recommended:**

**That** the Library Board receive the Second Quarter Financial Statement as presented

# NEWMARKET PUBLIC LIBRARY

## 2nd QTR Income Statement Comparison of 2018 Actual to 2018 Budget and 2017 Actual

06/09/2018

<b>EXPENSES</b>	<b>2018 2nd QTR</b>	<b>2018 ANNUAL BUD</b>	<b>2017 2nd QTR</b>	<b>Q2 2018 Vs Q2 2017</b>	<b>% of Budget</b>	<b>Comments</b>
<b><u>MATERIALS</u></b>						
Books	\$68,548	\$155,864	\$63,837	(\$4,711)	44%	
Reference Materials	8,082	10,500	7,578	(505)	77%	
Magazines & Newspapers	9,117	13,200	11,474	2,357	69%	
Electronic Materials and Subscriptions	102,571	126,065	102,338	(232)	81%	
Talking Books	3,920	9,900	3,349	(571)	40%	
Compact Sound Discs	21	200	37	16	10%	
DVD/Console Games	6,920	18,500	6,245	(675)	37%	
Book Binding and Materials Processing	26,023	30,471	23,209	(2,814)	85%	
<b>Sub-Total</b>	<b>\$225,202</b>	<b>\$364,700</b>	<b>\$218,067</b>	<b>(\$7,135)</b>	<b>62%</b>	Timing of purchases
<b><u>FACILITIES AND EQUIPMENT</u></b>						
Janitorial Contract	\$19,501	\$44,680	\$19,312	(\$189)	44%	
Janitorial Supplies	1,143	4,393	2,346	1,203	26%	Additional service purchased in 2017
Equipment-Repairs/Maintenance Contracts	43,441	89,499	43,573	132	49%	
Building-Repairs/Maintenance Contracts	15,423	24,400	11,270	(4,153)	63%	Timing of building repairs and maintenance
<b>Sub-Total</b>	<b>\$79,508</b>	<b>\$162,972</b>	<b>\$76,501</b>	<b>(\$3,007)</b>	<b>49%</b>	
<b><u>CAPITAL</u></b>						
Minor Capital	\$536	\$4,156	\$284	(\$252)	13%	
Asset Replacement Fund	111,775	223,550	111,775	-	50%	
<b>Sub-Total</b>	<b>\$112,311</b>	<b>\$227,706</b>	<b>\$112,059</b>	<b>(\$252)</b>	<b>49%</b>	
<b><u>UTILITIES</u></b>						
Hydro	\$38,132	\$89,964	\$42,383	\$4,252	42%	Lower usage and rate in 2018
Heat	6,884	10,000	6,558	(326)	69%	
Water	1,915	3,633	2,059	143	53%	
<b>Sub-Total</b>	<b>\$46,931</b>	<b>\$103,597</b>	<b>\$51,000</b>	<b>\$4,069</b>	<b>45%</b>	
<b><u>ADMINISTRATION - Salaries, Wages &amp; Benefits</u></b>						
Salaries and Wages	\$999,823	\$2,026,056	\$947,559	(\$52,264)	49%	EA & step increases in 2018
Employee Benefits *	190,763	433,932	176,825	(13,939)	44%	ASO - timing of usage
<b>Sub-Total</b>	<b>\$1,190,586</b>	<b>\$2,459,988</b>	<b>\$1,124,384</b>	<b>(\$66,203)</b>	<b>48%</b>	
<b><u>ADMINISTRATION - General</u></b>						
Stationery and Office Supplies	\$466	\$2,800	\$314	(\$152)	17%	
Photocopier/Microfilm Lease & Supplies	1,522	3,000	1,342	(180)	51%	
Health and Safety	143	2,400	414	271	6%	
Program and Project Costs	11,931	36,898	14,453	2,534	32%	Fewer attendees in 2018, offset below in revenue
Coffee Supplies	304	1,000	464	160	30%	
Circulation and Processing Supplies	6,388	14,800	8,841	2,453	43%	Timing of purchases
Miscellaneous Expense	603	4,655	754	151	13%	
Telephone and Internet	3,010	7,550	4,310	1,300	40%	One DSL line replaced with town internet & merchant fees charged to Bank fees in 2018 - see partial offset below
Audit Legal and Finance	0	4,000	0	-	0%	

# NEWMARKET PUBLIC LIBRARY

## 2nd QTR Income Statement Comparison of 2018 Actual to 2018 Budget and 2017 Actual

06/09/2018

<b>EXPENSES</b>	<b>2018 2nd QTR</b>	<b>2018 ANNUAL BUD</b>	<b>2017 2nd QTR</b>	<b>Q2 2018 Vs Q2 2017</b>	<b>% of Budget</b>	<b>Comments</b>
<b><u>ADMINISTRATION - General Continued</u></b>						
Consulting Fees	1,018	\$14,400	\$103	(\$914)	7%	
Postage and Freight	2,481	6,325	2,134	(348)	39%	
Advertising	11,690	17,700	11,447	(243)	66%	
Education and Training	6,837	11,400	10,870	4,033	60%	Timing of invoices
Copyright fees	509	500	509	-	102%	
Other Fees	305	600	244	(61)	51%	
Travel Expense	2,471	6,650	1,777	(694)	37%	
Memberships and Subscriptions	3,875	10,845	4,192	317	36%	
Conference/Seminar Fees & Expenses	8,127	12,000	7,125	(1,002)	68%	Timing
Bank Charges	849	2,600	0	(849)	33%	
Transfer to LTD. Reserve	17,748	42,556	17,480	(268)	42%	
<b>Sub-Total</b>	<b>\$80,277</b>	<b>\$202,679</b>	<b>\$86,773</b>	<b>\$6,509</b>	<b>40%</b>	
<b>TOTAL EXPENSES</b>	<b>\$1,734,817</b>	<b>\$3,521,642</b>	<b>\$1,668,784</b>	<b>(\$66,019)</b>	<b>49%</b>	

## 2nd QTR Income Statement Comparison of 2018 Actual to 2018 Budget and 2017 Actual

<b>REVENUES</b>	<b>2018 2nd QTR</b>	<b>2018 ANNUAL BUD</b>	<b>2017 2nd QTR</b>	<b>Q2 2018 Vs Q2 2017</b>	<b>% of Budget</b>	<b>Comments</b>
Municipal Grant	\$1,591,226	\$3,182,452	\$1,553,726	\$37,500	50%	Higher grant in 2018
Provincial Grant	96	64,401	0	96	0%	
Program Fees	12,018	44,700	17,596	(5,578)	27%	Fewer attendees for fee based programs in 2018
Photocopier/Microfilm Receipts	5,232	6,500	4,696	536	80%	
Room Rentals	17,991	36,242	15,284	2,707	50%	More use in 2018
Coffee Supplies Recovered	530	1,000	545	(15)	53%	
Fines	12,103	39,247	14,706	(2,604)	31%	Extended loan period for DVDs and video games late in 2017
Financing from D.C.	62,500	125,000	62,500	-	50%	
Sundry Receipts	13,151	18,800	6,503	6,648	70%	211 project payment/reimbursement in 2018
Non-Resident Fees	180	300	420	(240)	60%	
Donations Received	498	3,000	3,843	(3,345)	17%	GIC redeemed in 2017
Gain/Loss on Disposal	71	0	3,710	(3,639)		More assets sold off in 2017
YRT Tickets/Passes	-	0	(5,144)	5,144		No longer a YRT ticket agent in 2018
YRT Commission	0	0	155	(155)		
<b>TOTAL REVENUES</b>	<b>\$1,715,595</b>	<b>\$3,521,642</b>	<b>\$1,678,539</b>	<b>\$37,055</b>	<b>49%</b>	
<b>SURPLUS/(DEFICIT) CURRENT</b>	<b>(\$19,222)</b>	<b>\$0</b>	<b>\$9,755</b>	<b>(\$28,964)</b>		



438 Park Avenue  
Newmarket, Ontario L3Y 1W1

Email: [npl@newmarketpl.ca](mailto:npl@newmarketpl.ca)  
Website: [newmarketpl.ca](http://newmarketpl.ca)  
Phone: 905-953-5110

## Library Board Report

To: Newmarket Public Library Board  
From: Todd Kyle, C.E.O.  
Date: September 12, 2018  
RE: **2014-2018 Library Board Legacy Document**

### Background:

As suggested in a previous report, the C.E.O. has drafted this report as a legacy document from the current Board in order to assist in the orientation of the new Board. The template provided in the *Leadership by Design* course prepared by the Ontario Library Boards Association was used as a guide.

### Our library and its community partners

#### How does the community see our library?

The community values library service, from its traditional role of loaning reading material, to its role in providing enrichment programming, to its emerging role in technology discovery. However, the consensus is that the current library facility is inadequate to the community's needs and is not a source of pride for residents.

#### How does municipal council view our library?

Municipal council views the library as an important community service, and is pleased with the library's progress and its outcomes. Moreover, Town of Newmarket Council views the library as an important piece of the innovation ecosystem. Council has struggled, however, with how to match the library's facility needs with the available resources, and some members of council are not fully convinced that a larger library is necessary to complete the community vision.

#### How do key community partners view the library?

Community partners view the library as an important community hub via which they are able to reach and serve a wide audience. In addition, the library is seen as an important partner in the Smart City initiative. There is some concern that the library does not have adequate space for initiatives that partners would like to work on with the library or within its space.

## **Major issues faced during our four-year term**

### **What major governance issues did the Library Board face?**

Governance issues faced by the Board were few and often involved frustration with operational areas where the library does not have adequate resources, expertise, or control. For example, since the Library does not have dedicated human resources staff, there was some frustration when it came to the Board's attention that an employee who needed Human Resources support was unable to access the level of support the Board felt was due. The library also does not have access to security or public relations resources, which created barriers in effectively implementing policies to control library patron behavior and to manage the public relations issues that resulted. Some frustration was also felt around the library's inability to manage the appearance of the facility and its exterior. Measures to resolve all of these issues were contained in the Operational Efficiencies Review, which is discussed below.

Similarly, the Board felt its authority was somewhat frustrated when it came to the issue of interdepartmental labour charges. These are amounts charged back to the library when Public Works Services (PWS) at the Town of Newmarket do work on the library facility as requested by the library. The Board was frustrated when the charges were higher than budgeted due to changes to the fee structure that library staff were unaware of until the chargebacks occurred, often at the end of the year. This included an unforeseen charge for the Town vehicle used to get to the library. At the Board's request, the C.E.O. discussed the matter with the Director of Public Works to get a better understanding of the needed accountability at their end, and as a result adjustments to the related library budget line have been made.

A large decision faced by the Board was the approval of the Operational Efficiencies Review, jointly commissioned by the library and the Commissioner of Community Services at the Town. While the Review's recommendations do provide for better Human Resources, public relations, and facilities support, there is some concern that the integration of these support functions with the Town, along with some IT and marketing functions, might result in a loss of strategic agility on the part of the library and the Board. In order to mitigate this concern, the Board directed the C.E.O. to ensure that Service Level Agreements are in place with the relevant Town departments.

Towards the end of its term, the Board adopted the Town's *Use of Corporate Resources and Election Campaign Activities Policy*, rather than creating its own as allowed by the Municipal Act. Although this was a largely prudent move, it inadvertently created constraints on the C.E.O.'s ability to advocate for greater resources for the library. In particular, the Policy was interpreted by the Legislative Services department as preventing the C.E.O. from using his position and e-mail address to provide background information on library issues and needs to both the media and to all candidates in both the provincial and municipal elections. This will need to be addressed by creating a revised policy before May 1 in the year of the next election (likely 2019 as there may be a federal election).



## **What was the Board able to accomplish?**

The Board was able to complete the cycle of its 2013-2016 Strategic Plan, transforming the library as envisioned into a centre of learning and of dialogue. Each year, it compiled a Business Plan of strategic actions to complete, and reported the highlights of accomplishments as a Report to the Community.

Two joint sessions were held between the Board and Council, one focusing on the need for expanded library facilities, the other on the Operational Efficiencies Review. On the former, Council passed a motion to bring the question of library facility needs to Council early in its next term, as part of the consideration of Strategic Priorities. On the latter, both Council and the Board endorsed the implementation of the Review, setting the stage for greater integration of support services between the library and Town.

On the financial front, the library was able each year to keep its base municipal grant, and therefore overall budget, with at least an adjustment for inflation. In two years, there were growth funds allocated to the library, in one case for a part-time community outreach position, in the other case for expanding Sunday hours to include the whole year. At the same time, the Board was able to lead the library to expanding its services in the area of digital literacy, including creating the Maker Hub, without adding new staff resources. Instead, an automated materials handling (self-service check-in) system was installed, which, in addition to the already existing self-service check-out, allowed the library to continue the process of shifting staff resources from checking material in and out to providing value-added services and programs.

Furthermore, the Board provided authorization to leverage the library's reserves—including its annual operating surplus, and unspent capital replacement funds—in order to fund not only the automation projects, but also funding for new program development, a new website, pending carpet replacement, and a Strategic Projects Officer (SPO) position to lead a number of facility and community impact projects. A review of the library's operating reserve (generated by annual surplus) resulted in limiting the ongoing balance to a maximum of \$400,000; however, Council has approved the use of surplus funds above that level for other purposes, specifically the SPO and carpet. A review of the Asset Replacement Fund (ARF) resulted in clarity of roles between the Town's responsibility for the building and the library's responsibility for its contents, with the result that the library is on a much more solid footing with regards to its capital obligations. As well, the library established a Canada Helps fundraising account for specific program purposes, and has had clean audits of its financial statements each year.

The Board also led a two-year project to periodically conduct the Impact Survey, a study of library patrons' use of technology services. The results demonstrated the high value and impact of library technology services, particularly in the area of employment. As well, the Board successfully negotiated a Collective Agreement with its unionized staff for the period 2015-2019, and led the rest of the libraries in York Region to sign a York Region Public Library Partnership agreement, extending borrowing privileges in all libraries to all region residents. The Board completed a condensed version of the *Leadership by Design* program on board governance to address its identified knowledge gaps. Finally, the Board created an FAQ handout

on the need for a new library facility, and used it at a Town community open house to considerable effect.

### **What was the Board NOT able to accomplish?**

The Strategic Plan was envisioned as a document that would be completed by 2016, and was mostly accomplished by that time. However, although the Board did plan to extend and revise the Plan with new actions, other events surrounding the Operational Efficiencies Review and facility question overtook this priority and little progress was made. However, the Plan still continues to guide the library's evolution. The Board was also unable to extend library hours to include Mondays, and its advocacy actions were limited.

The largest area of frustration was with the need for a new library facility. Although a joint session on the topic was held with Council, the Board was unable to convince Council to endorse its plan for a facility needs study, even though funds were available in the Board's own reserves. In hindsight, the Library might have pressed harder to include a new library in Council's Strategic Priorities for this term, but instead will have to hope that the case they have built will convince Council to include it next term.

### **What opportunities do we foresee to address outstanding issues?**

The greatest outstanding issue of a new library facility will see considerable opportunity for a new Board in the next term of Council. The new Board, along with the C.E.O., will need to work closely with Council, through the Legislative Services department, to ensure that consideration of the need for a new library is high on the list of Strategic Priorities for Council to consider for the coming term. In addition, the continuing integration of library support services with the Town will afford new opportunities for the C.E.O. to work with the Town administration to move the issue forward jointly.

This continuing integration, as previously mentioned, will provide much opportunity to address the resource limitations of the library by providing dedicated HR, communications, and facility resources. The development of Service Level Agreements in these and other areas will provide an opportunity to address the concerns of the Board around loss of strategic agility. As previously mentioned, a 2019 federal election will provide the opportunity for the Board to revise the *Use of Corporate Resources and Election Campaign Activities Policy* to allow more latitude for library advocacy. Finally, the opportunity for a new or revised Strategic Plan might present itself as operational efficiencies and Council's interest in library facility needs are clarified.

### **Conclusion:**

**The following motion is recommended:**

**THAT the Library Board receive the report on 2014-2018 Library Board Legacy Document;**

**AND THAT this Report be shared with the new Board once it is appointed.**

### Highlights of Changes to Base Operating Budget 2019 over 2018

<b><u>EXPENDITURES</u></b>	<b>2019 Request</b>	<b>2018 Budget</b>	<b>\$ change</b>	<b>% change</b>	<b>Comments</b>
<b>Materials</b>	\$ 375,337	\$ 364,700	\$10,637	2.92%	Cost changes for electronic resources
<b>Facilities &amp; Equipment</b>	168,292	162,972	5,320	3.26%	Increase for janitorial contract and building repairs
<b>Capital includes ARF</b>	229,206	227,706	1,500	0.66%	Increase for minor capital
<b>Utilities</b>	105,000	103,597	1,403	1.35%	10% increase for heat & water
<b>Salaries &amp; Wages</b>	2,085,826	2,026,056	59,770	2.95%	EA and step increases
<b>Benefits</b>	471,899	476,488	-4,589	-0.96%	Reflection of ASO usage
<b>General</b>	153,339	160,123	-6,784	-4.24%	Decreases in program costs, offset in anticipated revenue
<b>Total Expenditures</b>	<b>\$ 3,588,899</b>	<b>\$ 3,521,642</b>	<b>\$ 67,257</b>	<b>1.91%</b>	

### **REVENUES**

<b>Provincial Grant</b>	64,401	64,401	0	0.00%	
<b>Municipal Grant</b>	3,257,422	3,182,452	74,970	2.36%	
<b>Operating Reserve</b>	0	0	0	0.00%	
<b>Financing from Development Charges</b>	125,000	125,000	0	0.00%	
<b>Other (Fines, Room Rentals, etc)</b>	142,076	149,789	-7,713	-5.15%	Decrease in program fees offset in expenditures above
<b>Total Revenues</b>	<b>\$ 3,588,899</b>	<b>\$ 3,521,642</b>	<b>\$ 67,257</b>	<b>1.91%</b>	

## 2019 CAPITAL BUDGET

LIBRARY SERVICES									
Project Description	G/L Account No.	EXPENDITURES							
		Total Cost	ARF Fund	Develop. Charges	Reserves & Reserve Funds	Gas Tax	Operating Fund	Other	Remarks
Computer Hardware & Software		142,300	142,300						
Equipment		18,400	18,400						
<b>TOTAL - LIBRARY</b>		<b>\$ 160,700</b>	<b>\$160,700</b>						



## Newmarket Public Library – 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>C.E.O. to bring drafts to Board according to agreed schedule</li> <li>Board to form committee to review Governance Policy and Constitution</li> </ul>	
<del>12-11</del>	May 20, 2015	<del>Draft fundraising and development strategy</del>	<ul style="list-style-type: none"> <li>C.E.O. to draft report for initial consideration</li> <li>Board to consider needed resources</li> <li>C.E.O. to report back on implementation of fundraising initiatives</li> <li>C.E.O. to follow up with Town of Newmarket regarding naming rights sponsorship program</li> </ul>	<b>Completed September 16, 2018</b>
<del>1-12</del>		<del>Consider forming Friends of the Library group</del>	<del>Board to consider as related to item 12-11</del>	<b>Completed September 16, 2015</b> <del>Deferred to next Library Board term (motion 13.03-214)</del>
2-13	May, 2018	C.E.O. Annual Performance Review	<ul style="list-style-type: none"> <li>Library Board Chair and Vice Chair to prepare and report to Board</li> </ul>	C.E.O. annual Review completed May 15, 2018 Next review date: April, 2019
1-15	April, 2017	Annual Report to the Community	<ul style="list-style-type: none"> <li>C.E.O. to prepare and present to board before release</li> </ul>	<b>Completed October, 2017</b> Next report due in April, 2018

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
2-15	March, 2016	Library facility and service delivery options	<ul style="list-style-type: none"> <li>• C.E.O. 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> <li>• Motion 18.02.265 “And that the Library Board request the Library facility needs study be considered by the Town of Newmarket Council in the first or second quarter two of 2019”</li> </ul>	<ul style="list-style-type: none"> <li>• Report drafted for September 16, 2015 meeting (Deferred to March, 2016)</li> <li>• Joint Workshop held June 15, 2016</li> <li>• Report to Board September 7, 2016</li> <li>• Report to Town of Newmarket Committee of the Whole May 8, 2017</li> <li>• Deferred by Town of Newmarket Council to fall of 2017 after completion of the Joint Efficiency Review.</li> <li>• Library operations efficiencies study report to Board November 15, 2017</li> <li>• Joint Library Board/Town of Newmarket Council Workshop held to discuss efficiencies study January 30, 2018</li> <li>• February 21, 2018 Board approve implementation of study recommendations (Council approved March 3, 2018)</li> <li>• Board to request Council consider Library facility needs study in first/second quarter, 2019</li> </ul>

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>C.E.O. to revise report as requested</li> <li>C.E.O. 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>C.E.O. to draft report</li> </ul>	
5-15	June 17, 2015	Budget projections	<ul style="list-style-type: none"> <li><del>C.E.O. to draft 5-year projections for operating budget needs</del></li> </ul>	<b>Completed June 17, 2015</b> <del>Reported to Library Board June 17, 2015</del>
6-15		2016 budget	<ul style="list-style-type: none"> <li><del>Board to provide C.E.O. with guidelines and suggestions</del></li> <li><del>C.E.O. to draft budget</del></li> <li><del>Board to approve for submission to Council</del></li> </ul>	<b>Completed September 16, 2015</b> <del>Board approved 2016 Draft Operating and Capital Budget requests</del>
7-15		Collective Agreements	<ul style="list-style-type: none"> <li><del>Board to provide C.E.O. with negotiation mandate guidelines</del></li> <li><del>C.E.O. 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> <del>Collective agreements expired March 31, 2015.</del> <del>Negotiations to begin February 11, 2016</del>
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.

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
				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>	<del>Vice Chair Position</del>	<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> <del>Election to be held June 22, 2016. Deferred to September 7, 2016.</del>
<b>10-15</b>	November 18, 2017	SOLS Trustee Representative	Attend SOLS Trustee Council Meetings	Next Trustee meeting: November 3, 2018, Whitby Public Library
<del>11-15</del>	<del>March 16, 2016</del>	<del>ARF Analysis Review</del>	<del>Town of Newmarket Director of Finance</del>	<b>Completed June 22, 2016</b> <del>Report to Library Board June 22, 2016</del>
<del>12-16</del>	<del>June, 2016</del>	<del>2017 Budget Considerations</del>	<del>Sunday Openings at Christmas</del>	<b>Completed June 22, 2016</b> <del>2017 Operating Budget submission deadline</del>
<del>13-16</del>	<del>June, 2016</del>	<del>2018 Budget Consideration</del>	<del>Donation Revenue Allocations</del>	<b>Completed December 14, 2016</b> <del>2018 Operating Budget submission deadline</del>
<del>14-16</del>	<del>November, 2016</del>	<del>Strategic Technology Ad Hoc Committee</del>	<del>Develop Terms of Reference of Committee</del>	<b>Completed: Terms of Reference approved January 15, 2017</b> <del>Draft Terms of Reference presented at November 16<sup>th</sup> Board meeting.</del>



Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
<del>15-16</del>	<del>April, 2017</del>	<del>Ontario Public Library Week</del>	<del>Plan an event to promote Ontario Public Library Week</del>	<b>Completed</b> <del>Coffee and Donuts with C.E.O.</del> <del>Wednesday, October 18, 2017</del>
<del>16-16</del>	<del>March, 2017</del>	<del>Peer Comparator Study</del>	<del>Analyze report on Newmarket Public Library's peer comparisons</del>	<b>Completed April 19, 2017</b>
<del>17-17</del>	<del>October, 2017</del>	<del>Leadership by Design</del>	<del>Knowledge Gap Analysis Discussions at upcoming Library Board meetings</del>	<b>Discussion Schedule:</b> 1. Board Organization and Planning – June 21, 2017 – <b>completed</b> 2. Board Performance and Community Development – October 18, 2017 - <b>completed</b> 3. Library Management, Stewardship and Accountability – March 21, 2018 - <b>completed</b>