



MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle

Date: April 20, 2016

Re: Strategic Plan Implementation Fund

In 2012, the Board authorized the creation of a dedicated Strategic Plan Implementation Fund reserve, with a value of \$83,445 consisting of the Library's 2012 operating budget surplus.

In 2013, the Board approved a detailed spending plan for this Fund, to be spent over the life of the current Strategic Plan (2013-2016) for projects to build capacity in library operations and staff, with the intention that this capacity would be sustained by shifting existing resources after the initial bridge period.

The following is a summary of the progress so far in this spending plan:

1. Staff time to develop and implement new digital learning programs: **\$20,000**
 - ⇒ RESULT: **\$22,833** was spent to help pay for 2 temporary positions. In the Digital Services, this resulted in the creation of a suite of adult computer workshops, outreach initiatives to community partners, and tech help on demand, by appointment, and via drop-in. In the Children's Services Department, this resulted in a suite of children's and family technology discovery programs and outreach initiatives such as *Blox and Bots* and the initial stages of introducing 3D printing. Both positions are now permanent due to shifting resources from other operations, and programming continues.
2. Staff training time and consultant trainers to prepare for digital learning services: **\$30,000**
 - ⇒ RESULT: **\$3,428** was spent on wages while part-time staff attended training on technology and for staff to attend a technology-related conference.
3. IdeaMarket seed fund to pay for marketing, facilitation and speaker expenses: **\$20,000**
 - ⇒ (NOTE: this was changed by the board from the original "Consultation services on community engagement, debate moderation, and event planning")
 - ⇒ RESULT: **\$4,701** was spent on an external facilitator, speaker fees, and on paid advertising for IdeaMarket.

4. Staff time to examine and implement technology-based efficiencies for future resource shifting: **\$13,000**

⇒ RESULT: **\$10,463** was spent on part-time staff wages to implement the first phase of the Automated Materials Handling system. This allowed for resource shifting such as described in #1 above.

It should be noted that the actual expenses for these efforts were considerably higher but were absorbed in the operating budget by cost savings elsewhere. The amounts above represent funds transferred into the operating account from the Fund at the end of 2014—no such transfers were necessary in 2013 and 2015.

At this point there is \$42,020 remaining in the Fund and as this is the last intended year for the Fund, I am asking the Board to approve a revised spending plan in line with this year's Business Plan objectives.

There is no need for further staff training expenses, as ongoing training in these areas can be covered by existing training and development budgets. There is also no need for further staff time to implement technology-based efficiencies. Therefore it is proposed that the remaining funds be budgeted as follows:

1. Staff time to develop and implement new digital learning programs: **\$30,000**
⇒ The Library is currently hiring a temporary Technology Services Coordinator in order to coordinate the implementation of the MakerHub service. This position will overlap with an existing position for a period of time, potentially costing a maximum of \$30,000 over and above existing salary budgets.
2. IdeaMarket seed fund: **\$12,020**
⇒ IdeaMarket continues to see costs for honoraria and advertising. This year a strategy to secure speakers has been to offer a small honorarium.

If at the end of 2016, these funds are not entirely needed to balance the operating budget, it is proposed that the Fund be maintained as it is for future similar needs, with spending plans presented to the Board as they evolve.

The following motion is recommended:

THAT the Board approve the revised budget and plan for the Strategic Plan Implementation Fund as presented.