

Library and Museum Services

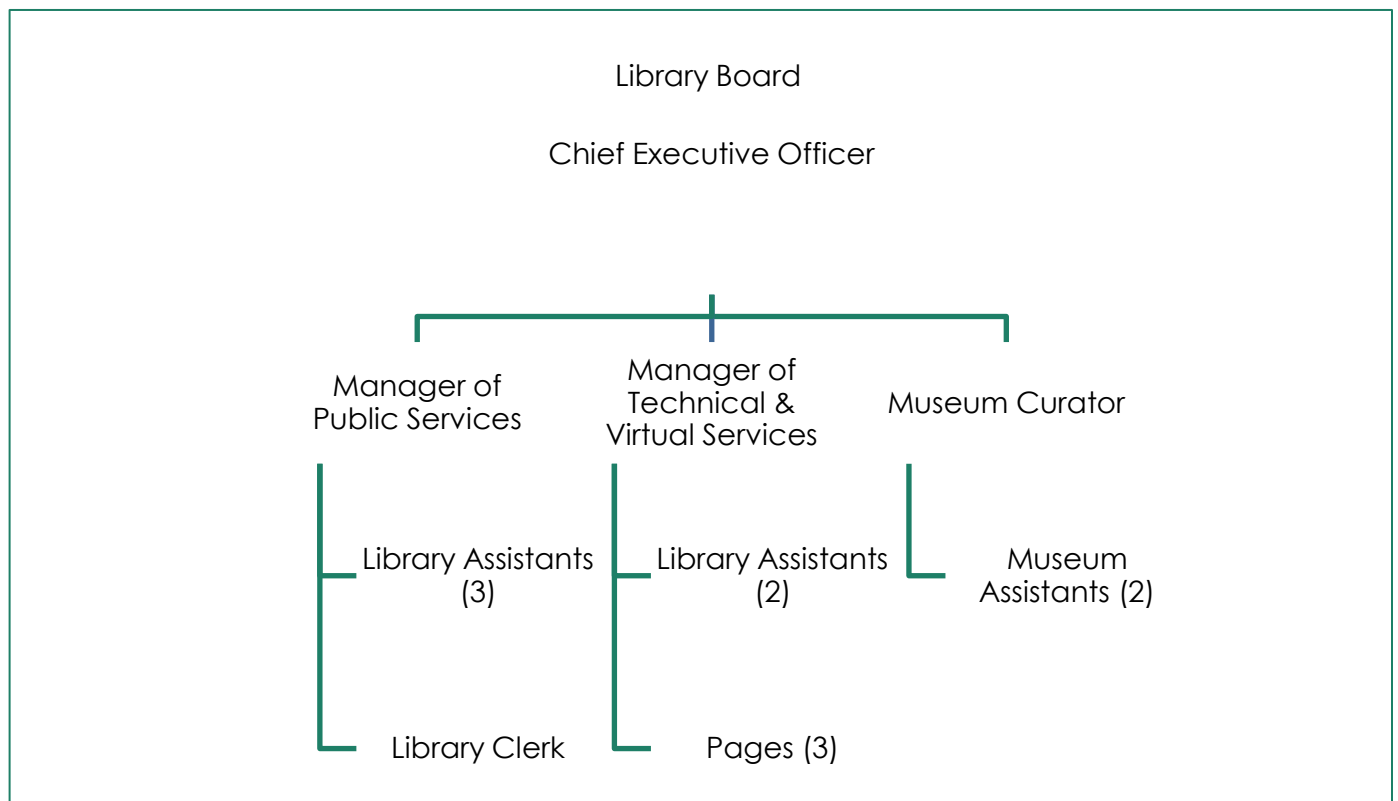
The Blue Mountains Public Library, located on Bruce Street in Thornbury and as a book deposit station at the Craigleith Heritage Depot is a dynamic centre of community life where everyone is free to create, explore, learn, and share in a welcoming atmosphere.

The Blue Mountains Public Library provides circulation and reference services both in house and virtually, provides current and relevant material to users in multiple formats and provides relevant programs and services to children, youth, adults and seniors. Services include a myriad of technical services including training, workshops, and loanable technology at the L. E. Shore Memorial Library branch. Our alternative collections, such as snow shoe circulation are available at both branches, as are tech help, printing and fax service.

As a Gallery, Library, Archive, and Museum we are a community hub for arts, culture, and heritage. The Blue Mountains Public Library board welcomed a new branch at the Craigleith Heritage Depot in 2016. This building houses a museum, library, archives, and tourism information centre. The Depot offers exhibits, programs, gift shop, library, and research services and is fast becoming a community hub for the east end of the Town. It is a place where local residents and visitors intersect and share in opportunities for learning and discovery.

The 2018 Board and CEO worked closely with the Town to develop several key documents which will provide a strong governance model. These include a four-year Strategic Plan (2018-2022), a Memorandum of Understanding between the Library Board and Council, comprehensive By-Laws and operational policies. A Feasibility Study and Space Plan Study of both branches was conducted in late 2018 which formed the Strategic Plan and will inform growth and capital requests for the Gallery, Library, Archive, and Museum during this and future budget years.

Organizational Chart



Library and Museum Services

Blue Mountains Public Library Strategic Plan 2018-2022

Goal 1: Vibrant Spaces

Vision: Create versatile spaces that meet the ever-changing interests and needs of our diverse and growing population.

Objectives:

1. Provide spaces to gather, learn, explore, work and connect.
2. Provide technologically-connected spaces.
3. Implement the recommendations of the Feasibility Study & Space Plan(s).

Goal 2: Organizational Capacity

Vision: Build Board and staff capacity to lead a 21st century library, museum and gallery system.

Objectives:

1. Build Board competencies to excel in governance and advocacy.
2. Work with the Town to secure annual funding which realizes the Blue Mountain Public Library vision.
3. Implement a successful capital campaign.
4. Become an employer of choice to retain and recruit staff.
5. Develop a sustainable human asset management plan which addresses branch expansion and future system needs.
6. Build upon staff competencies to excel in their job responsibilities.

Goal 3: Service Excellence

Vision: Enrich opportunities to learn, explore, create, connect with others, develop careers, grow businesses, engage with new technologies, pursue healthy lifestyles, and have fun.

Objectives:

1. Leverage partnerships to achieve shared goals.
2. Create a service model that reaches all communities of The Town of The Blue Mountains.
3. Provide diverse collections and programs in the library, museum and gallery.
4. Offer resources, opportunities and coaching to engage in 21st century literacies.
5. Develop a virtual branch.
6. Achieve Gallery, Library, Archive and Museum standards.

Goal 4: Communications

Vision: Establish communications and market the Blue Mountain Public Library as a valued community resource.

Objectives:

1. Provide accessible and inclusive communications to raise awareness of our many offerings.
2. Develop a Communication and Marketing Plan.
3. Establish consistent branding across all communications and signage.
4. Ensure transparency and accountability to all stakeholders.

Library and Museum Services

Town of The Blue Mountains 2015-2020 Strategic Plan

The Library and Museum staff are directly engaged in assisting the Town to meet its 2015-2020 Strategic Plan goals and actions. Below are some of the primary areas which we directly touch the Plan to serve our community.

Goal #2: Engage our Communities and Partners Strategic Actions



Strengthen Partnerships

The Library Board and CEO recognize that the Library is separate and distinct from Council, yet we serve the same community. To better achieve our joint mandate the Memorandum of Understanding was created. This will ensure we are working together to achieve combined goals, while maximizing dollars and human assets.

Goal #3: Support Healthy Lifestyles Strategic Actions



Promote the Town as a Healthy Community

The Library staff, not only promote healthy lifestyles and information, but provide activities to assure our community has access to healthy activities. Via seniors' exercise classes, loanable snow shoes, and child/tween/teen socio-educational activities we build active bodies. Our virtual and physical collection, as well as our workshops provide critical perspectives on issues facing our community and global society.

Goal #4: Promote a Culture of Organizational and Operational Excellence Strategic Actions



To be an Employer of Choice

In 2018 the Library Board accepted a goal to be an employer of choice. Coupling this goal between the Library and Town improves the reception by the community and strengthens the human asset management of our combined staff. To evaluate the progress a Job Satisfaction Survey was completed internally with staff.



Improve Internal Communications Across Our Organization

Utilizing the results of the Job Satisfaction Survey of Library/Museum staff, an organization plan to continue to build job satisfaction and become an employer of choice was established. This is encapsulated in one of the four goals (Building Capacity) of the 2018-2022 Strategic Plan.



To consistently Deliver Excellent Customer Service

The services provided to our community have been identified via community feedback and consultation to be of a level of excellence. In order to continue to grow and remain a site of excellence, ongoing training, services, collections and programs are required. This is encapsulated in one of the four goals (Service Excellence) of the 2018-2022 Strategic Plan.



To be a Financially Responsible Organization

A function of the Memorandum of Understanding between the Library and Town is to assure we are jointly utilizing the services in the most productive manner and not allowing duplication of services and silos to take over. The CEO stretches budgets with grants and provides many services inhouse as a cost savings, as well as partners with third party community organizations and associations to provide services which may be best provided to the community in partnership.

Library and Museum Services



Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

As an organization we are regularly reviewing our practices to determine how we can be most efficient while providing the excellence of service and excellence in workplace environment.

Goal #5: Ensure that our Infrastructure is Sustainable

Strategic Actions



Implement Best Practices in Sustainable Infrastructure

The 2018 Feasibility Study and Space Plan completed by LGA Architectural Partners Inc addresses best uses of the current facilities, including renovations required, in order to maximize functionality and minimize the expansions required and retain the infrastructure of the L.E. Shore branch and Craigleith Heritage Depot for generations to come. While both require expansions to best serve the population of the Town, these future capital projects will consider sustainability in all levels of design and construction.



Ensure that Infrastructure is Available to Support Development

The L.E. Shore branch and Craigleith Heritage Depot are both aging infrastructure which do not meet the current needs for library and museum services. However, with implementation of the various recommendations of the LGA Architectural Partners Inc 2018 Feasibility Study and Space Plan, we are confident we will continue to provide infrastructure which supports the development of the residents of the Town and ensures continued growth in opportunity and services.

The Blue Mountains Public Library

Mission, Values and Vision

Mission

The Blue Mountains Public Library is the dynamic centre of community engagement where everyone is free to create, explore, learn, research and connect in an inclusive environment.

Values



Vision

To be a multi-branch library system, with a thriving museum and gallery, which meets the ever-changing interests and needs of the diverse population of the Town of The Blue Mountains.

Services Provided

Library

- Provide circulation and reference services in house and virtually.
- Provide current and relevant material to our users in multiple formats.
- Provide relevant programs and services to children, youth, adults and seniors.
- Provide community space for our partners and other local groups.
- Support for local businesses.
- Offer outreach services and support for community events.
- Provide two locations for convenience of our residents.

Gallery

- Maintain gallery space for the artistic community.
- Provide workshops and series of relevance to expanding arts and culture in the Town of The Blue Mountains.

Museum

- Curate local history for access by the community and visitors.
- Preserve local knowledge and artifacts for The Town of The Blue Mountains.
- Provide educational programs which meet with local education authority needs.
- Support local researchers and researchers on local history.
- Support genealogist of local family lineage.
- Provide community space for our partners and other local groups.

The Blue Mountains Public Library

Level of Service

Service Provided	Level of Service
In house services – L. E. Shore (Library & Gallery)	Open 7 days a week for 52 hours
In house services – Craigleith Heritage Depot (Museum & Library)	Open 6 days a week for 30 hours
Virtual library services via website (Library, Museum & Archives)	24/7
Open Hours	4,420 hours
L.E. Shore Visits	63,648
Craigleith Heritage Depot Visits	4,729
Card Holders	4,479 (64% of population)
Items in Collection	30,221 print and 27,810 e-books
Items Borrowed	96,327
Digital Check Outs (Downloads)	13,416
Programs Offered	749
Program Attendees	13,634
Inter Library Loans	4,024
Wi-Fi Usage	128,128
Public Computer Usage	16,640
Website & Virtual Library Visits	541,944

2019 Strategic Action Items and Work Plan

The Library Board has developed the 2018-2022 Strategic Plan. The Goals and Objectives are identified with noted areas within 2019 where the staff will be working to directly achieve these goals within our work plan.

Goals

- Board Objective
 - Work Plan item for 2019

Vibrant Spaces

- Provide spaces to gather, learn, explore, work and connect.
- Provide technologically-connected spaces.
- Implement the recommendations of the Feasibility Study & Space Plan(s).
 - Move forward with Board and Council approval.
 - Complete RFP for architectural plans.

Organizational Capacity

- Build Board competencies to excel in governance and advocacy.
 - Provide training and orientation to the new Board in 2019.
- Work with the Town to secure annual funding which realizes the Blue Mountains Public Library vision.
- Implement a successful capital campaign.
- Become an employer of choice to retain and recruit staff.
 - Complete a Blue Mountains Public Library Job Evaluation.
- Develop a sustainable human asset management plan which addresses branch expansion and future system needs.
- Build upon staff competencies to excel in their job responsibilities.
 - Expand training opportunities in an equitable manner in which each staff have access to professional development.

The Blue Mountains Public Library

Service Excellence

- Leverage partnerships to achieve shared goals.
- Create a service model that reaches all communities of The Town of The Blue Mountains.
 - Updated service model based on Feasibility Study recommendations.
- Provide diverse collections and programs in the library, museum and gallery.
 - Enhanced programming plan.
- Offer resources, opportunities and coaching to engage in 21st century literacies.
- Develop a virtual branch.
 - Upgrade of Blue Mountains Public Library Website to Wc3 or better with virtual access to library and museum materials.
- Achieve Gallery, Library, Archive, and Museum standards.
 - Achieve Ontario Public Library Accreditation (MTCS).
 - Achieve “qualified status” under the Standards for Community Museums in Ontario (MTCS).
 - Improve storage at Craigeith Heritage Depot with high capacity mobile shelves.
 - Hire a project team member to inventory and catalogue Museum collection.

Communications

- Provide accessible and inclusive communications to raise awareness of our many offerings.
 - Add a Communication Clerk to the Blue Mountains Public Library team.
- Develop a Communication and Marketing Plan.
- Establish consistent branding across all communications and signage.
- Ensure transparency and accountability to all stakeholders.
 - Improved website and new Communication Clerk.

Description	2017 Actual	2018 Actual	2019 Budget
Approved Full Time Equivalent (FTE) Positions ¹	4	4	4

Non-Financial Statistics

2019 Budget Commentary

The Blue Mountains Public Library as a Gallery, Library, Archives, and Museum continues to build new programs and services as the community continues to grow and require a wider variety of core services. The Strategic Plan has outlined key ways the Library, Gallery and Museum should grow over the next four years and this includes major evaluation of services, staffing (including job evaluation), increased and improved community and training; and a capital campaign for expanded library services in the Town.

With a minimal museum budget provided to the Board at the time of taking on museum services, this budget looks to correct needed areas in order to meet standards according to the Ministry. To achieve the vision and Strategic Plan, a part-time permanent and a ¼ time project staff have been added as Proposed Additions to the Base Budget.

¹ The Approved Full Time Equivalent (FTE) Positions for The Blue Mountains Public Library do not include any part-time, contract, or student positions, which are the equivalent to another 3.75 FTE positions.

L.E. Shore Memorial Library

2019 Operating Budget

	2018 Budget	2018 Actual (as of Aug 31)	Proposed 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	406,395	332,205	492,145	501,654	511,356
Administrative Expenses	17,400	16,571	23,350	23,600	23,850
Training and Development	8,100	3,409	10,950	10,600	10,700
Operating Expenses	23,500	21,732	34,000	34,750	35,500
Communications	7,950	3,587	7,775	7,860	7,945
Utilities	-	-	-	-	-
Equipment Maintenance	9,000	3,386	9,000	9,000	9,000
Vehicle Related	-	-	-	-	-
Purchased Services	24,050	5,611	4,055	4,105	4,155
Financial Expenses	1,180	2,448	2,365	2,400	2,435
Premise and Site	2,400	44	2,400	2,400	2,400
Total Expenses	499,975	388,993	586,040	596,369	607,341
Transfers					
Transfers to Capital	70,800	32,068	81,500	70,780	223,800
Transfers to Reserves	-	-	-	-	-
Interfunctional Transfers	-	476	-	-	-
Total Transfers	70,800	32,544	81,500	70,780	223,800
Total Transfers and Expenses	570,775	421,537	667,540	667,149	831,141
Revenue					
Grants and Donations	29,000	1,993	66,300	66,300	66,300
External Revenue	34,350	23,828	31,850	31,850	31,850
Internal Revenue	10,000	7,065	10,000	-	-
Total Revenue	73,350	32,886	108,150	98,150	98,150
Net Cost of Service (Taxation)	497,425	388,651	559,390	568,999	732,991

Craigleith Heritage Depot

2019 Operating Budget

	2018 Budget	2018 Actual (as of Aug 31)	Proposed 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	216,630	88,838	224,951	229,172	233,477
Administrative Expenses	2,650	12,684	23,850	23,850	23,850
Training and Development	1,415	1,279	4,280	4,240	5,250
Operating Expenses	5,700	1,412	5,700	5,700	5,700
Communications	3,085	1,385	3,465	3,545	3,630
Utilities	-	-	-	-	-
Equipment Maintenance	-	146	300	300	300
Vehicle Related	-	-	-	-	-
Purchased Services	1,020	-	-	-	-
Financial Expenses	30	264	230	240	250
Premise and Site	-	-	-	-	-
Total Expenses	230,530	106,008	262,776	267,047	272,457
Transfers					
Transfers to Capital	-	-	30,000	-	-
Transfers to Reserves	-	-	-	-	-
Interfunctional Transfers	-	-	-	-	-
Total Transfers	-	-	30,000	-	-
Total Transfers and Expenses	230,530	106,008	292,776	267,047	272,457
Revenue					
Grants and Donations	500	5,531	-	-	-
External Revenue	4,500	901	7,000	7,000	7,000
Internal Revenue	-	-	15,000	15,000	15,000
Total Revenue	5,000	6,432	22,000	22,000	22,000
Net Cost of Service (Taxation)	225,530	99,576	270,776	245,047	250,457

The Blue Mountains Public Library

2019 Operating Budget

	2018 Budget	2018 Actual (as of Aug 31)	Proposed 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	623,025	421,043	717,096	730,826	744,833
Administrative Expenses	20,050	29,255	47,200	47,450	47,700
Training and Development	9,515	4,688	15,230	14,840	15,950
Operating Expenses	29,200	23,144	39,700	40,450	41,200
Communications	11,035	4,972	11,240	11,405	11,575
Utilities	-	-	-	-	-
Equipment Maintenance	9,000	3,532	9,300	9,300	9,300
Vehicle Related	-	-	-	-	-
Purchased Services	25,070	5,611	4,055	4,105	4,155
Financial Expenses	1,210	2,712	2,595	2,640	2,685
Premise and Site	2,400	44	2,400	2,400	2,400
Total Expenses	730,505	495,001	848,816	863,416	879,798
Transfers					
Transfers to Capital	70,800	32,068	111,500	70,780	223,800
Transfers to Reserves	-	-	-	-	-
Interfunctional Transfers	-	476	-	-	-
Total Transfers	70,800	32,544	111,500	70,780	223,800
Total Transfers and Expenses	801,305	527,545	960,316	934,196	1,103,598
Revenue					
Grants and Donations	29,500	7,524	66,300	66,300	66,300
External Revenue	38,850	24,728	38,850	38,850	38,850
Internal Revenue	10,000	7,065	25,000	15,000	15,000
Total Revenue	78,350	39,317	130,150	120,150	120,150
Net Cost of Service (Taxation)	722,955	488,228	830,166	814,046	983,448

2019 Operating and Capital Projects

Project	Books and Collection Replacement
Description	This budget allows the Library to keep the books, e-books, and other collection materials up to date and in good condition. This budget covers both the L.E. Shore Memorial Library and the Craigleith Heritage Depot.
Budget	\$51,500
Funding	\$49,500 in Taxation \$2,000 in Grants

Project	Furniture Replacement
Description	This budget is utilized to keep the furniture and fixtures at both the L.E. Shore Memorial Library and the Craigleith Heritage Depot in good working condition.
Budget	\$14,000
Funding	\$14,000 in Taxation

The Blue Mountains Public Library

Project	Artifact Shelving
Description	This track shelving will assist with preservation and provide more space for the collection, storage and security of artifacts.
Budget	\$30,000
Funding	\$30,000 in Taxation

Project	Technology Equipment and Replacement
Description	Both of the branches provide technology as a loan and on site, which are not covered by the IT Department budgets. This is the annual investment in technology services for the community, and add on software needs for staff functionality.
Budget	\$8,000
Funding	\$8,000 in Taxation

Total Number of Projects:	4
Total Budget:	\$103,500
Total Funding by Source:	\$101,500 in Taxation \$2,000 In Grants

Future Projects - Five Year Capital Plan

Project	Library Expansion
Description	To enable the library to meet the needs of the community by expanding service areas for programs, staffing, collection and storage. A consultant was hired in 2018 to look at options and requirements for library services. In 2019 the propose budget is \$400,000.
Budget	\$6,587,000
Funding	\$64,000 from the Library Non-Growth Reserve \$151,600 in Taxation \$2,971,000 from the Library Development Charge Reserve Fund \$3,400,000 in Debt

Project	Strategic Planning
Description	To enable the Library Board to work on the strategic planning process and action items from the goals. This may include some consulting or facilitation on the project and action items. Expenses will be concentrated in the fourth year of the board cycle with lesser funds in the first year of the cycle for implementation needs. This project includes \$10,000 in 2019 to fund the 2018 Strategic Plan, which was funded over two years, as per the 2018 Approved Budget.
Budget	\$30,000
Funding	\$30,000 in Taxation

Books and Collections Materials

Project Number: 6-650-6953
Department: Library

Purpose

To purchase new materials to meet the community's educational, recreational and cultural needs.

Description

Our collection is a core service of the library. E-books have been rolled into this sheet to allow us to purchase material in the most suitable format. E-materials extend the accessibility of the collection to patrons 24/7 through our virtual branch and assist us to meet our AODA obligations.

Accessibility

Yes.

Strategic Plan

2018-2022 Strategic Plan. Goal: Service Excellence (3) provide a diverse collections and programs in the library, museum and gallery; 5) Develop a virtual branch; and (6) Achieve Gallery, Library, Archive, and Museum standards.

Environmental Impact

N/A

Disposal

Collections are weeded according to protocols of use, accuracy, and timeliness. Prior to recycling we attempt to sell materials in book sales. Most portions of books are recyclable.

Operating Impact

As we continue to grow the Craigleith branch, currently housed at the Craigleith Heritage Depot, additional funds will be needed to support the growing collection management needs. Collection growth must be matched with a processing budget increase (barcodes, book jackets, etc).

2019 Budget

Expenditure	Cost	Account
Materials	\$51,500	62000
Total	\$51,500	

Cash-Flow and Funding

Description	Total	2019	2020	2021	2022	2023
Revenue Funds – Taxes	\$257,500	\$49,500	\$50,500	\$51,500	\$52,500	\$53,500
Provincial Grants	\$10,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Reserve Fund						
Developer Contributions						
Debt						
Total	\$267,500	\$51,500	\$52,500	\$53,500	\$54,500	\$55,500

Artifact Shelving

Project Number: 6-650-6961
Department: Library – Depot Programming

Purpose

This tract shelving will assist with preservation and provide more space for the collection, storage and security of artifacts.

Description

In floor track to slide metal shelving to create compact shelving for artifacts. It will double the current capacity and allow for oversize storage which is currently not available. This will secure the collection in a space that is accessible.

Accessibility

Yes. Due to size and weight of many items, it is more accessible to conduct conservation and preservation efforts in the storage space, as opposed to carrying to the main floor.

Strategic Plan

2018-2022 Strategic Plan. Goal: Vibrant Spaces (3) Implement the recommendations of the Feasibility Study & Space Plan(s).

Environmental Impact

The compact shelving will limit access of light to items thereby assisting in the preservation of items and assisting us to meet provincial Standards for grants. It will also free up a staff prep workspace.

Disposal

N/A.

Operating Impact

N/A.

2019 Budget

Expenditure	Cost	Account
Engineering	\$0	63115
Consulting	\$0	63120
Additional Furniture/Fixtures	\$30,000	64015
Total	\$30,000	

Cash-Flow and Funding

Description	Total	2019	2020	2021	2022	2023
Revenue Funds – Taxes	\$30,000	\$30,000				
Reserve	\$0					
Reserve Fund	\$0					
Developer Contributions	\$0					
Debt	\$0					
Total	\$30,000	\$30,000	\$0	\$0	\$0	\$0

Furniture Replacement

Project Number: 6-650-6955
Department: Library

Purpose

To ensure that furniture is kept in good repair and replaced as necessary. To meet legislative requirements as per Ontario's Accessibility Legislation for both the museum and the library.

Description

Various areas within the L.E. Shore and Craigleith Heritage Depot are either original furniture (1995) or were pieced together to be able to keep services available. The aging items are in need of replacement.

Accessibility

Yes.

Strategic Plan

The Blue Mountains Public Library Strategic Plan includes Goal 1: Vibrant Spaces. In order to begin to meet this goal and the demands of the community, spaces must be reorganized and modernized.

Environmental Impact

N/A.

Disposal

While some of the items can be shared within central stores of the Blue Mountains, most are old and needing to be disposed of.

Operating Impact

Modern seating, AODA seating, and programming seating is limited and impacting operations and community services.

2019 Budget

Expenditure	Cost	Account
Replacement Furniture/Fixtures	\$14,000	64016
Consulting	\$0	63120
Contract Services	\$0	63125
Total	\$14,000	

Cash-Flow and Funding

Description	Total	2019	2020	2021	2022	2023
Revenue Funds – Taxes	\$73,030	\$14,000	\$14,280	\$14,500	\$15,000	\$15,250
Reserve						
Reserve Fund						
Developer Contributions						
Debt						
Total	\$73,030	\$14,000	\$14,280	\$14,500	\$15,000	\$15,250

Technology Capital

Project Number: 6-650-6961
Department: Library – Depot

Purpose

Public Libraries, as a core service, are technology hubs. We serve the vulnerable sector, accessibility needs, and rural residents with limited connectivity, this is a key function of the Blue Mountains Public Library.

Description

Both of the branches provide technology as a loan and on site and these are not covered by the IT Department budgets. This capital is the annual investment in technology services for the community, and add on software needs for staff functionality.

Accessibility

Yes. Accessibility software and devices are part of this tech program. Website changes must occur every year with major updates every 3-4 years to meet AODA.

Strategic Plan

2018-2022 Strategic Plan. Goal: Vibrant Spaces (2) provide technologically-connected spaces. Goal: Service Excellence (4) Offer resources, opportunities and coaching to engage 21st century literacies; (5) Develop a Virtual Branch.

Environmental Impact

N/A.

Disposal

All technology is smart tech and is recycled appropriately when at the end of life.

Operating Impact

The ongoing investment in technology must occur annually in order to maintain levels for the community and not have a heavy year of catch-up purchases.

2019 Budget

Expenditure	Cost	Account
Software	\$1,000	64004
Replacement Equipment	\$4,000	64011
Contract Services	\$3,000	63125
Total	\$8,000	

Cash-Flow and Funding

Description	Total	2019	2020	2021	2022	2023
Revenue Funds – Taxes	\$36,700	\$8,000	\$6,000	\$6,200	\$10,000	\$6,500
Reserve	\$0					
Debt	\$0					
Total	\$36,700	\$8,000	\$6,000	\$6,200	\$10,000	\$6,500

Library Expansion – Service Delivery

Project Number: 6-650-6956
Department: Library

Purpose

To enable the library to meet the needs of the community by expanding service areas for programs, staffing, collection and storage. Deficiencies have been noted since 2000 studies,

Description

To build upon the many studies, including the 2018 Space Study & Feasibility Plan which determined branch expansion of L.E. Shore and a proper branch be built in Craigleith which will, together, meet the growing needs of The Blue Mountains.

Accessibility

Yes.

Strategic Plan

The 2018-2022 Blue Mountain Public Library Strategic Plan holistically is based on expansion of the library system. Specifically, Goal 1: Vibrant Spaces refers to the expansion of L.E. Shore and new Craigleith branch.

Environmental Impact

N/A.

Disposal

Expansion will expand the life of the facilities, mitigating the need for disposal of a landmark library.

Operating Impact

Overall O&M costs will increase with additional buildings and/or square footage.

2019 to 2023 Budget

Expenditure	Cost	Account
Engineering	\$707,000	63115
Additional Equipment	\$250,000	64010
Contract Services	\$5,000,000	63125
Consulting	\$130,000	63120
Materials	\$500,000	62000
Total	\$6,587,000	

Cash-Flow and Funding

Description	Total	2019	2020	2021	2022	2023
Revenue Funds – Taxes	\$151,600			\$151,600		
Library Non-Growth Reserve	\$64,000		\$8,100	\$55,900		
Library DCs	\$2,971,400	\$400,000	\$72,900	\$1,898,500		\$600,000
Debt	\$3,400,000					\$3,400,000
Total	\$6,587,000	\$400,000	\$81,000	\$2,106,000	\$0	\$4,000,000

Strategic Plan

Project Number: 6-650-6505
Department: Library

Purpose

To enable the Library Board to work on the strategic planning process and action items from the goals.

Description

This may include some consulting or facilitation on the project and action items. Expenses will be concentrated in the fourth year of the board cycle with lesser funds in the first year of the cycle for implementation needs.

Accessibility

None.

Strategic Plan

2018-2022 Strategic Plan is a revised plan for the Board cycle with implementation.

Environmental Impact

N/A.

Disposal

N/A.

Operating Impact

A small portion of staffing will be designated as well as advertising and promotion.

2019 Budget

Expenditure	Cost	Account
Engineering	\$0	63115
Consulting	\$10,000	63120
Contract Services	\$0	63125
Contingencies	\$0	63126
Materials	\$0	62000
Total	\$10,000	

Cash-Flow and Funding

Description	Total	2019	2020	2021	2022	2023
Revenue Funds – Taxes	\$30,000	\$10,000			\$15,000	\$5,000
Reserve	\$0					
Reserve Fund	\$0					
Developer Contributions	\$0					
Debt	\$0					
Total	\$30,000	\$10,000	\$0	\$0	\$15,000	\$5,000

New Staff Request – Library Communications Clerk

Department: Blue Mountains Public Library [Library, Museum, Gallery]
 Submitted by: Dr. Sabrina Saunders, CEO, Blue Mountains Public Library
 Full/Part Time/Contract: Part-Time
 Pay Grade/Hourly Rate: Grade 3 - \$23.66 - \$27.68 per hour
 Hours Worked per Week: 20

Description of Position

This request is for a part time clerk for the Blue Mountains Public Library Gallery, Library, Archives, and Museum. This position is for marketing, communications, promotion, and ongoing strategic efforts of the Gallery, Library, Archives and Museum and will report directly to the CEO.

How are these duties currently being accomplished?

Many tasks are not being accomplished in a reasonable time. Staff are currently assisting to fill some of the gaps of this function, but are not professional or successful due to lack of expertise. Additional services are being produced by consultants at premium rates.

Impact if this position is not filled

Users will continue to miss opportunities for programs due to poor communication. An impact is programming expenses do not achieve maximum impact on the community due to lower registration and attendance.

Alternative to filling this position

Communication, marketing and promotional needs can be produced by consultants at a premium rate.

General Comments

Communication is one of the primary goals of the Strategic Plan. This position will not only be a marketer onsite, but involved with the Strategic Plan and assistant to the CEO on board and advisory council matters, which will breed a stronger understanding of the services provided by Blue Mountain Public Library and financially supported by the Town of The Blue Mountains.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Full Time Salaries						
Part Time Salaries	\$158,886	\$30,537	\$31,144	\$31,762	\$32,397	\$33,045
Casual/Contract Salaries						
Benefits	\$28,667	\$5,505	\$5,618	\$5,733	\$5,847	\$5,964
IT Software/Hardware	\$2,000	\$2,000				
Office Furniture						
Resources						
Expenditures Total	\$189,553	\$38,042	\$36,762	\$37,495	\$38,245	\$39,009
Funding						
Federal Grants						
Provincial Grants						
Revenue Fund - Taxes	\$189,553	\$38,042	\$36,762	\$37,495	\$38,245	\$39,009
Revenue Fund - User Fees						
Funding Total	\$189,553	\$38,042	\$36,762	\$37,495	\$38,245	\$39,009

Proposed Addition – Craigleith Heritage Depot Museum Program

Department:	Library – Depot Programming
Year of Initiation:	2019
Completion Date:	Ongoing
Submitted by:	CEO, Blue Mountains Public Library
Capital:	No

Justification

In 2015 the Craigleith Heritage Depot lost qualification by the Ministry of Tourism Culture & Sport under the Standards for Community Museums in Ontario. The result was a loss of the Community Museum Operating Grant and any other ministerial dollars which flow through this branch. In 2018 the CEO, Museum Advisory Council, and Curator have worked to re-establish each of the aspects of qualification.

The final areas of need are each applied for in the 2019 Budget, including individual budget lines for collections management (e.g. exhibition, conservation, research, and museum educational programs).

The annual service and license program for the Content Management System PastPerfect is also required as is the Biblioboard program for community access to historic materials online within the virtual library. Each of these are industry standard and U.S. products, as there is no Canadian option available in the library/museum market at this time.

Potential Increases or Cost Savings to the Operating Budget

The increase in budget will move us to a final consideration for Qualified Status. This is needed for the consideration of the Community Museum Operating Grant and is a similar consideration for federal Heritage dollars as well.

While there is no guarantee that qualification will bring additional grant opportunities, as these are Ministerial decision bound, we can guarantee we will not receive them without such budgetary increases to the museum.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Special Projects & Artifacts	\$75,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Exhibitions	\$10,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Conservation & Repairs	\$10,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Museum Programs	\$10,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Service Agreements	\$15,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Expenditures Total	\$120,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Funding						
Artifact Reserve Fund	\$40,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Fundraising	\$37,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Revenue Fund - Taxes	\$42,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500
Non-Growth Reserves						
Debt						
Funding Total	\$120,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000

New Staff Request – Craigleith Heritage Depot Inventory and Cataloguing Assistant

Department: Blue Mountains Public Library – Craigleith Heritage Depot
 Submitted by: Dr. Sabrina Saunders, CEO, Blue Mountains Public Library
 Full/Part Time/Contract: Contract
 Pay Grade/Hourly Rate: Grade 2 - \$19.64 - \$22.98 per hour
 Hours Worked per Week: 30

Description of Position

This request is for a contract position for 1,200 hours in 2019 to conduct a significant inventory and cataloguing project. This ties directly into the larger work plan and Strategic Goals to becoming "Qualified" with the Ministry of Tourism, Culture & Sport.

How are these duties currently being accomplished?

Tasks are not being accomplished in a reasonable time. This is not to say the current staff could not complete the backlog, but would take years or moving both part-time staff to full-time. The backlog is the result of artifacts not having been catalogued prior to 2016.

Impact if this position is not filled

Craigleith Heritage Depot will remain an unqualified community museum under the Standards for Community Museums in Ontario. Craigleith Heritage Depot lost qualification in 2015 and we hope to re-establish ourselves. This qualification is directly tied to Ministerial funding opportunities.

Alternative to filling this position

The two part-time Museum Assistants could be offered full-time positions. The other alternative is we remain status quo and forgo opportunities for government grants.

General Comments

Our community museum has been growing and working for all of 2018 to achieve the Qualification Standards. Inventory and appropriate backlog cataloguing is key to successfully meeting these Standards.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Full Time Salaries						
Part Time Salaries	\$29,253	\$29,253				
Casual/Contract Salaries						
Benefits	\$5,266	\$5,266				
IT Software/Hardware						
Office Furniture						
Resources						
Expenditures Total	\$34,519	\$34,519				
Funding						
Federal Grants						
Provincial Grants						
Revenue Fund - Taxes	\$34,519	\$34,519				
Revenue Fund - User Fees						
Funding Total	\$34,519	\$34,519				

TOWN OF THE BLUE MOUNTAINS
Library and Depot Summary
For the Nine Months Ending September 30, 2017

Account	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	3 Year <u>Average</u>	2017		Proposed	\$ Chg	% Chg	Projected				
					<u>Actual</u>	<u>Budget</u>	2018 <u>Budget</u>			2019 <u>Budget</u>	% Chg	2020 <u>Budget</u>	% Chg	
EXPENSES														
SALARIES														
Full Time Salaries	60005	334,063	332,456	283,281	316,600	236,968	298,390	311,890	13,500	5%	318,130	2%	324,490	2%
Student Wages	60008	10,485	10,647	15,071	12,068	13,236	17,980	22,680	4,700	26%	23,340	3%	23,535	1%
Part Time Salaries	60010	48,335	65,378	116,586	76,766	125,366	174,655	175,450	795	0%	186,025	6%	189,770	2%
TOTAL SALARIES		392,883	408,481	414,938	405,434	375,570	491,025	510,020	18,995	4%	527,495	3%	537,795	2%
BENEFITS														
Full Time Benefits	61005	92,350	92,970	78,630	87,983	59,463	82,260	88,125	5,865	7%	89,900	2%	91,685	2%
Student Benefits	61008	675	526	964	722	958	1,795	2,265	470	26%	2,335	3%	2,355	1%
Part Time Benefits	61010	4,901	5,788	10,240	6,976	10,791	17,465	17,550	85	0%	18,600	6%	18,975	2%
TOTAL BENEFITS		97,926	99,284	89,834	95,681	71,212	101,520	107,940	6,420	6%	110,835	3%	113,015	2%
SALARIES & BENEFITS		490,809	507,765	504,773	501,115	446,783	592,545	617,960	25,415	4%	638,330	3%	650,810	2%
ADMINISTRATIVE EXPENSES														
Office Supplies	62005	2,502	2,486	2,629	2,539	2,122	3,500	3,500	0	0%	3,500	0%	3,500	0%
Computer Supplies	62006	833	517	847	733	504	800	800	0	0%	1,000	25%	1,000	0%
Paper & Photocopier	62010	2,037	1,624	2,247	1,969	2,899	2,300	2,350	50	2%	2,500	6%	2,500	0%
Promotional Expenses	62017	0	0	0	0	204	500	500	0	0%	500	0%	500	0%
Meeting Expenses	62020	225	222	171	206	216	350	350	0	0%	350	0%	350	0%
Special Events	62024	3,563	9,467	131	4,387	3,734	4,000	4,000	0	0%	4,000	0%	4,000	0%
Library Programing	62027	2,068	1,768	5,338	3,058	6,947	4,000	4,750	750	19%	5,000	5%	5,250	5%
Programs	62028	81	0	0	27	0	0	0	0	0%	0	0%	0	0%
Programs	62029	574	2,402	0	992	0	0	0	0	0%	0	0%	0	0%
Arts Council	62031	23	307	155	161	667	250	500	250	100%	500	0%	500	0%
Printing	63005	550	171	0	240	356	1,000	1,000	0	0%	1,000	0%	1,000	0%
TOTAL ADMINISTRATIVE EXPENSES		12,455	18,963	11,517	14,312	17,649	16,700	17,750	1,050	6%	18,350	3%	18,600	1%
OPERATING EXPENSES														
Materials	62000	0	0	0	0	6,371	1,500	1,500	0	0%	1,500	0%	1,500	0%
Processing Materials	62001	2,741	2,996	2,655	2,798	3,223	3,000	8,000	5,000	167%	3,000	-63%	3,000	0%
Special Program Materials	62003	0	0	0	0	1,095	3,200	3,200	0	0%	3,200	0%	3,200	0%
Merchandise Inventory	62080	0	0	0	0	228	1,000	1,000	0	0%	1,000	0%	1,000	0%
TOTAL OPERATING EXPENSES		2,741	2,996	2,655	2,798	10,917	8,700	13,700	5,000	57%	8,700	-36%	8,700	0%
BOOKS AND MATERIALS														
On Line Digital Subscriptions	62049	0	0	8,139	2,713	10,726	11,000	12,000	1,000	9%	13,000	8%	13,500	4%
Periodicals	62050	4,366	4,766	1,803	3,645	3,840	3,300	3,500	200	6%	4,300	23%	3,500	-19%
TOTAL BOOKS AND MATERIALS		4,366	4,766	9,941	6,358	14,566	14,300	15,500	1,200	8%	17,300	12%	17,000	-2%
COMMUNICATIONS														
Telephone	62105	2,946	2,241	2,387	2,525	3,766	3,660	3,585	-75	-2%	3,880	8%	3,915	1%
Internet	62110	1,485	1,070	1,185	1,246	1,739	2,500	2,600	100	4%	2,600	0%	2,600	0%
Cable	62415	0	36	334	123	515	250	250	0	0%	250	0%	250	0%
Courier	62115	33	91	61	61	146	250	200	-50	-20%	200	0%	200	0%
Postage	62120	10	443	165	206	342	355	400	45	13%	400	0%	400	0%
Advertisements	62125	4,039	5,107	3,307	4,151	2,547	4,000	4,000	0	0%	4,000	0%	4,000	0%

TOWN OF THE BLUE MOUNTAINS
Library and Depot Summary
For the Nine Months Ending September 30, 2017

Account	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	3 Year <u>Average</u>	2017		<i>Proposed</i>	<u>\$ Chg</u>	<u>% Chg</u>	<i>Projected</i>			
					<u>Actual</u>	<u>Budget</u>	<u>2018 Budget</u>			<u>2019 Budget</u>	<u>% Chg</u>	<u>2020 Budget</u>	<u>% Chg</u>
TOTAL COMMUNICATIONS	8,512	8,987	7,439	8,313	9,055	11,015	11,035	20	0%	11,330	3%	11,365	0%
TRAINING AND TRAVEL													
Membership	62205 740	643	580	654	776	1,350	1,365	15	1%	1,380	1%	1,390	1%
Meals	62210 857	847	167	623	271	950	950	0	0%	950	0%	950	0%
Accommodation	62215 468	1,134	686	763	1,279	800	1,300	500	63%	1,300	0%	1,300	0%
Training and Education Courses Conference, Workshops, Convention	62220 937	1,440	1,141	1,173	623	1,700	1,700	0	0%	2,100	24%	2,200	5%
62225 1,074	1,470	397	980	1,143	1,500	1,500	0	0%	1,500	0%	1,500	0%	
Travel/Mileage	62230 863	1,298	280	814	267	1,050	1,050	0	0%	1,050	0%	1,050	0%
TOTAL TRAINING AND TRAVEL	4,939	6,832	3,250	5,007	4,359	7,350	7,865	515	7%	8,280	5%	8,390	1%
Personnel													
Health and Safety	62305 83	281	332	232	61	250	350	100	40%	350	0%	350	0%
Staff Recognition	62320 278	239	699	405	383	600	600	0	0%	650	8%	700	8%
Volunteer Honourarium	62321 30	0	132	54	168	700	700	0	0%	700	0%	700	0%
TOTAL PERSONNEL	391	520	1,162	691	612	1,550	1,650	100	6%	1,700	3%	1,750	3%
UTILITIES													
Hydro	62405 15,246	14,411	13,722	14,460	0	0	0	0	0%	0	0%	0	0%
Natural Gas	62410 6,239	4,788	4,052	5,026	0	0	0	0	0%	0	0%	0	0%
Water	62425 3,874	3,681	3,087	3,547	0	0	0	0	0%	0	0%	0	0%
TOTAL UTILITIES	25,358	22,879	20,860	23,033	0	0	0	0	0%	0	0%	0	0%
EQUIPMENT EXPENSES													
Equipment Repairs & Maintenance	62510 0	438	0	146	0	0	0	0	0%	0	0%	0	0%
Service Agreements	62520 13,168	16,412	11,401	13,660	2,869	11,000	9,000	-2,000	-18%	9,000	0%	9,000	0%
TOTAL EQUIPMENT EXPENSES	13,168	16,849	11,401	13,806	2,869	11,000	9,000	-2,000	-18%	9,000	0%	9,000	0%
PURCHASED SERVICES													
Legal	63105 0	0	22,219	7,406	5,215	0	0	0	0%	0	0%	0	0%
Audit	63110 2,595	2,646	2,748	2,663	3,612	4,095	4,070	-25	-1%	4,175	3%	4,275	2%
Consulting	63120 150	2,417	9,118	3,895	427	1,000	1,000	0	0%	1,000	0%	1,000	0%
Contract Services	63125 0	0	132	44	1,371	0	0	0	0%	0	0%	0	0%
TOTAL PURCHASED SERVICES	2,745	5,063	34,217	14,008	10,626	5,095	5,070	-25	0%	5,175	2%	5,275	2%
FINANCIAL RELATED EXPENSES													
Bank Service Charges	63205 216	1,027	1,052	765	813	1,025	1,050	25	2%	1,075	2%	1,100	2%
Commission	63207 0	0	0	0	27	0	0	0	0%	0	0%	0	0%
Insurance Premiums	63020 2,743	2,743	2,867	2,785	3,590	4,730	5,000	270	6%	5,100	2%	5,195	2%
Special Events	63222 0	0	0	0	4,159	0	2,300	2,300	0%	2,300	0%	2,300	0%
Sponsorship	63225 153	153	303	203	0	300	300	0	0%	300	0%	300	0%
TOTAL FINANCIAL RELATED EXPENSES	3,112	3,923	4,223	3,753	8,589	6,055	8,650	2,595	43%	8,775	1%	8,895	1%

TOWN OF THE BLUE MOUNTAINS
Library and Depot Summary
For the Nine Months Ending September 30, 2017

Account	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	3 Year <u>Average</u>	2017		Proposed	\$ Chg	% Chg	Projected				
					Actual	Budget	2018 Budget			2019 Budget	% Chg	2020 Budget	% Chg	
PREMISES														
Site Maintenance	63305	6,023	1,646	2,068	3,246	0	0	0	0	0%	0	0%	0	0%
Maintenance & Janitorial Supplies	62030	1,213	1,677	1,680	1,523	0	0	0	0	0%	0	0%	0	0%
Cleaning	63310	16,380	16,380	13,740	15,500	0	0	0	0	0%	0	0%	0	0%
Facility Maintenance	63320	4,870	4,633	8,118	5,874	0	0	0	0	0%	0	0%	0	0%
Rent	63325	0	0	0	0	478	0	0	0	0%	0	0%	0	0%
TOTAL PREMISES		28,486	24,336	25,606	26,143	478	0	0	0	0%	0	0%	0	0%
MINOR CAPITAL														
Replacement Equipment	64011	1,093	0	0	364	0	0	2,400	2,400	0%	2,400	0%	2,400	0%
TOTAL CAPITAL		1,093	0	0	364	0	0	2,400	2,400	0%	2,400	0%	2,400	0%
		<u>598,178</u>	<u>623,880</u>	<u>637,043</u>	<u>619,700</u>	<u>526,503</u>	<u>674,310</u>	<u>710,580</u>	<u>36,270</u>	<u>5%</u>	<u>729,340</u>	<u>3%</u>	<u>742,185</u>	<u>2%</u>
TRANSFERS														
Transfer To Capital	74022	76,137	69,589	64,980	70,236	46,945	82,000	80,800	-1,200	-1%	100,500	24%	100,080	0%
Transfer To Reserves	74030	3,000	0	0	1,000	0	0	0	0	0%	0	0%	0	0%
Transfer To Reserve Fund	74042	19,259	24,794	11,246	18,433	0	0	0	0	0%	0	0%	0	0%
Transfer To Reserve Fund	74044	0	0	0	0	306	0	0	0	0%	0	0%	0	0%
Interfunctional Transfer - Clerks	81210	0	0	6,750	2,250	0	0	0	0	0%	0	0%	0	0%
Interfunctional Transfer - Financial Services	81230	2,500	2,600	2,650	2,583	0	2,700	0	-2,700	-100%	0	0%	0	0%
Interfunctional Transfer - Parks	86110	7,453	12,066	14,009	11,176	0	0	0	0	0%	0	0%	0	0%
Interfunctional Transfer - BVCC	86410	0	0	200	67	121	0	0	0	0%	0	0%	0	0%
Interfunctional Transfer - Facility-Craigleith Community Centre	86650	0	0	0	0	420	0	0	0	0%	0	0%	0	0%
TOTAL TRANSFERS		108,349	109,049	99,836	105,745	47,792	84,700	80,800	-3,900	-5%	100,500	24%	100,080	0%
TOTAL TRANSFERS & EXPENSES		706,528	732,929	736,879	725,445	574,295	759,010	791,380	32,370	4%	829,840	5%	842,265	1%
REVENUE														
Federal Grants	53005	5,654	15,128	4,386	8,389	5,000	3,000	4,000	1,000	33%	3,000	-25%	3,000	0%
Provincial Grants	53010	22,868	24,712	24,137	23,906	18,169	24,000	24,000	0	0%	24,000	0%	24,000	0%
Donations	53020	3,533	1,211	839	1,861	1,125	0	1,500	1,500	0%	1,500	0%	1,500	0%
Transfer From Reserve	54032	0	0	21,264	7,088	0	0	0	0	0%	0	0%	0	0%
Transfer From Reserve	54034	0	3,000	0	1,000	0	0	0	0	0%	0	0%	0	0%
Transfer From Capital Reserve Fund	54042	102	25	0	42	0	0	0	0	0%	0	0%	0	0%
Interest on Own Funds	55012	5	1	0	2	0	0	0	0	0%	0	0%	0	0%
Investment / Local Improvements Interest	55015	1,546	1,382	1,275	1,401	0	1,000	1,400	400	40%	1,400	0%	1,400	0%
Sales of Services	55710	2,774	3,544	2,597	2,972	2,237	3,000	3,000	0	0%	3,000	0%	3,000	0%
Commissions	55720	1,956	2,781	2,624	2,454	2,939	3,500	2,500	-1,000	-29%	2,500	0%	2,500	0%
Book Sales	55725	1,551	2,033	1,174	1,586	911	2,000	1,500	-500	-25%	1,500	0%	1,500	0%
Merchandise Sales	55730	294	153	158	202	19	200	200	0	0%	200	0%	200	0%
Sale of Materials	55735	0	0	0	0	680	0	500	500	0%	500	0%	500	0%
Sale of Assets	55741	0	0	0	0	68	0	0	0	0%	0	0%	0	0%
Fundraising Revenue	55800	0	0	0	0	0	5,000	2,500	-2,500	-50%	2,500	0%	2,500	0%
Special Events Revenue	55810	4,314	8,744	0	4,353	11,448	2,500	11,000	8,500	340%	6,000	-45%	6,000	0%
Fees, Charges, Admissions	57010	0	0	0	0	267	1,300	1,000	-300	-23%	1,000	0%	1,000	0%

BUDGET

1-650

TOWN OF THE BLUE MOUNTAINS
Library and Depot Summary
For the Nine Months Ending September 30, 2017

Account	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	3 Year <u>Average</u>	2017		<i>Proposed</i>	<u>\$ Chg</u>	<u>% Chg</u>	<i>Projected</i>				
					<u>Actual</u>	<u>Budget</u>	<u>2018 Budget</u>			<u>2019 Budget</u>	<u>% Chg</u>	<u>2020 Budget</u>	<u>% Chg</u>	
Fees/Service Chgs - Other														
Municipalities	57020	388	273	124	262	156	500	250	-250	-50%	250	0%	250	0%
Fines	57035	6,672	5,998	5,009	5,893	3,822	7,500	5,000	-2,500	-33%	5,000	0%	5,000	0%
Facilities Rental	57500	3,145	3,947	2,630	3,241	2,995	4,000	4,000	0	0%	4,000	0%	4,000	0%
Showcase Rental	57503	330	345	490	388	180	500	500	0	0%	500	0%	500	0%
Program Fees	57570	797	3,935	4,993	3,242	6,658	4,000	5,500	1,500	38%	5,500	0%	5,500	0%
Misc Revenue	59950	0	150	0	50	0	0	0	0	0%	0	0%	0	0%
		<u>55,930</u>	<u>77,362</u>	<u>71,700</u>	<u>68,331</u>	<u>56,672</u>	<u>62,000</u>	<u>68,350</u>	<u>6,350</u>	<u>10%</u>	<u>62,350</u>	<u>-9%</u>	<u>62,350</u>	<u>0%</u>
Net Tax Levy		<u>-650,598</u>	<u>-655,566</u>	<u>-665,178</u>	<u>-657,114</u>	<u>-517,623</u>	<u>-697,010</u>	<u>-723,030</u>	<u>-26,020</u>	<u>4%</u>	<u>-767,490</u>	<u>6%</u>	<u>-779,915</u>	<u>2%</u>

BUDGET
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TOWN OF THE BLUE MOUNTAINS
Library Operating
For the Nine Months Ending September 30, 2017

Account	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	3 Year <u>Average</u>	2017		Proposed	\$ Chg	% Chg	Projected				
					Actual	Budget	2018 Budget			2019 Budget	% Chg	2020 Budget	% Chg	
EXPENSES														
SALARIES														
Full Time Salaries	60005	334,063	332,456	283,281	316,600	166,938	208,650	220,350	11,700	6%	224,760	2%	229,250	2%
Student Wages	60008	10,485	10,647	15,071	12,068	13,236	17,980	22,680	4,700	26%	23,340	3%	23,535	1%
Part Time Salaries	60010	48,335	65,378	116,586	76,766	118,754	133,585	131,875	-1,710	-1%	141,585	7%	144,435	2%
TOTAL SALARIES		392,883	408,481	414,938	405,434	298,929	360,215	374,905	14,690	4%	389,685	4%	397,220	2%
BENEFITS														
Full Time Benefits	61005	92,350	92,970	78,630	87,983	42,172	57,300	62,020	4,720	8%	63,270	2%	64,525	2%
Student Benefits	61008	675	526	964	722	958	1,795	2,265	470	26%	2,335	3%	2,355	1%
Part Time Benefits	61010	4,901	5,788	10,240	6,976	10,190	13,360	13,190	-170	-1%	14,160	7%	14,445	2%
TOTAL BENEFITS		97,926	99,284	89,834	95,681	53,320	72,455	77,475	5,020	7%	79,765	3%	81,325	2%
SALARIES & BENEFITS		490,809	507,765	504,773	501,115	352,249	432,670	452,380	19,710	5%	469,450	4%	478,545	2%
ADMINISTRATIVE EXPENSES														
Office Supplies	62005	2,502	2,486	2,629	2,539	1,047	3,000	3,000	0	0%	3,000	0%	3,000	0%
Computer Supplies	62006	833	517	847	733	504	800	800	0	0%	1,000	25%	1,000	0%
Paper & Photocopier	62010	2,037	1,624	2,247	1,969	1,790	1,800	1,800	0	0%	2,000	11%	2,000	0%
Meeting Expenses	62020	225	222	171	206	195	250	250	0	0%	250	0%	250	0%
Special Events	62024	3,563	9,467	131	4,387	3,734	4,000	4,000	0	0%	4,000	0%	4,000	0%
Library Programming	62027	2,068	1,768	5,338	3,058	6,909	4,000	4,250	250	6%	4,500	6%	4,750	6%
Programs	62028	81	0	0	27	0	0	0	0	0%	0	0%	0	0%
Programs	62029	574	2,402	0	992	0	0	0	0	0%	0	0%	0	0%
Arts Council	62031	23	307	155	161	667	250	500	250	100%	500	0%	500	0%
Printing	63005	550	171	0	240	356	500	500	0	0%	500	0%	500	0%
TOTAL ADMINISTRATIVE EXPENSES		12,455	18,963	11,517	14,312	15,201	14,600	15,100	500	3%	15,750	4%	16,000	2%
OPERATING EXPENSES														
Processing Materials	62001	2,741	2,996	2,655	2,798	3,223	3,000	8,000	5,000	167%	3,000	-63%	3,000	0%
TOTAL OPERATING EXPENSES		2,741	2,996	2,655	2,798	3,223	3,000	8,000	5,000	167%	3,000	-63%	3,000	0%
BOOKS AND MATERIALS														
On Line Digital Subscriptions	62049	0	0	8,139	2,713	10,726	11,000	12,000	1,000	9%	13,000	8%	13,500	4%
Periodicals	62050	4,366	4,766	1,803	3,645	3,840	3,300	3,500	200	6%	4,300	23%	3,500	-19%
TOTAL BOOKS AND MATERIALS		4,366	4,766	9,941	6,358	14,566	14,300	15,500	1,200	8%	17,300	12%	17,000	-2%
COMMUNICATIONS														
Telephone	62105	2,946	2,241	2,387	2,525	2,817	2,525	2,450	-75	-3%	2,475	1%	2,495	1%
Internet	62110	1,485	1,070	1,185	1,246	1,035	1,650	1,750	100	6%	1,750	0%	1,750	0%
Cable	62415	0	36	334	123	515	250	250	0	0%	250	0%	250	0%
Courier	62115	33	91	61	61	146	250	200	-50	-20%	200	0%	200	0%
Postage	62120	10	443	165	206	214	305	300	-5	-2%	300	0%	300	0%
Advertisements	62125	4,039	5,107	3,307	4,151	2,279	3,000	3,000	0	0%	3,000	0%	3,000	0%
TOTAL COMMUNICATIONS		8,512	8,987	7,439	8,313	7,006	7,980	7,950	-30	0%	7,975	0%	7,995	0%
TRAINING AND TRAVEL														
Membership	62205	740	643	580	654	165	750	750	0	0%	750	0%	750	0%

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BUDGET

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TOWN OF THE BLUE MOUNTAINS
Library Operating
For the Nine Months Ending September 30, 2017

Account	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	3 Year <u>Average</u>	2017		<i>Proposed</i>			<i>Projected</i>				
					<u>Actual</u>	<u>Budget</u>	<u>2018 Budget</u>	<u>\$ Chg</u>	<u>% Chg</u>	<u>2019 Budget</u>	<u>% Chg</u>	<u>2020 Budget</u>	<u>% Chg</u>	
Meals	62210	857	847	167	623	223	850	850	0	0%	850	0%	850	0%
Accommodation	62215	468	1,134	686	763	1,279	800	1,300	500	63%	1,300	0%	1,300	0%
Training and Education Courses	62220	937	1,440	1,141	1,173	623	1,200	1,200	0	0%	1,300	8%	1,400	8%
Conference, Workshops, Convention	62225	1,074	1,470	397	980	1,068	1,500	1,500	0	0%	1,500	0%	1,500	0%
Travel/Mileage	62230	863	1,298	280	814	267	950	950	0	0%	950	0%	950	0%
TOTAL TRAINING AND TRAVEL		4,939	6,832	3,250	5,007	3,625	6,050	6,550	500	8%	6,650	2%	6,750	2%
Personnel														
Health and Safety	62305	83	281	332	232	41	250	250	0	0%	250	0%	250	0%
Staff Recognition	62320	278	239	699	405	383	600	600	0	0%	650	8%	700	8%
Volunteer Honourarium	62321	30	0	132	54	168	700	700	0	0%	700	0%	700	0%
TOTAL PERSONNEL		391	520	1,162	691	591	1,550	1,550	0	0%	1,600	3%	1,650	3%
UTILITIES														
Hydro	62405	15,007	14,174	13,447	14,209	0	0	0	0	0%	0	0%	0	0%
Natural Gas	62410	5,452	4,021	3,396	4,290	0	0	0	0	0%	0	0%	0	0%
Water	62425	3,279	3,085	2,492	2,952	0	0	0	0	0%	0	0%	0	0%
TOTAL UTILITIES		23,737	21,281	19,335	21,451	0	0	0	0	0%	0	0%	0	0%
EQUIPMENT EXPENSES														
Equipment Repairs & Maintenance	62510	0	438	0	146	0	0	0	0	0%	0	0%	0	0%
Service Agreements	62520	13,168	16,412	11,401	13,660	2,869	11,000	9,000	-2,000	-18%	9,000	0%	9,000	0%
TOTAL EQUIPMENT EXPENSES		13,168	16,849	11,401	13,806	2,869	11,000	9,000	-2,000	-18%	9,000	0%	9,000	0%
PURCHASED SERVICES														
Legal	63105	0	0	22,219	7,406	5,215	0	0	0	0%	0	0%	0	0%
Audit	63110	2,595	2,646	2,748	2,663	3,612	2,900	3,050	150	5%	3,105	2%	3,155	2%
Consulting	63120	150	2,417	9,118	3,895	427	1,000	1,000	0	0%	1,000	0%	1,000	0%
Contract Services	63125	0	0	132	44	1,371	0	0	0	0%	0	0%	0	0%
TOTAL PURCHASED SERVICES		2,745	5,063	34,217	14,008	10,626	3,900	4,050	150	4%	4,105	1%	4,155	1%
FINANCIAL RELATED EXPENSES														
Bank Service Charges	63205	216	1,027	1,052	765	813	1,025	1,050	25	2%	1,075	2%	1,100	2%
Commission	63207	0	0	0	0	27	0	0	0	0%	0	0%	0	0%
Insurance Premiums	63020	2,743	2,743	2,867	2,785	2,183	2,865	3,085	220	8%	3,150	2%	3,205	2%
Special Events	63222	0	0	0	0	4,159	0	2,300	2,300	0%	2,300	0%	2,300	0%
Sponsorship	63225	153	153	303	203	0	300	300	0	0%	300	0%	300	0%
TOTAL FINANCIAL RELATED EXPENSES		3,112	3,923	4,223	3,753	7,181	4,190	6,735	2,545	61%	6,825	1%	6,905	1%
PREMISES														
Site Maintenance	63305	6,023	1,646	2,068	3,246	0	0	0	0	0%	0	0%	0	0%
Maintenance & Janitorial Supplies	62030	1,213	1,677	1,680	1,523	0	0	0	0	0%	0	0%	0	0%

BUDGET
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TOWN OF THE BLUE MOUNTAINS
Library Operating
For the Nine Months Ending September 30, 2017

Account	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	3 Year <u>Average</u>	2017		Proposed			Projected				
					Actual	Budget	2018 Budget	\$ Chg	% Chg	2019 Budget	% Chg	2020 Budget	% Chg	
Cleaning	63310	16,380	16,380	13,740	15,500	0	0	0	0	0%	0	0%	0	0%
Facility Maintenance	63320	4,870	4,633	8,118	5,874	0	0	0	0	0%	0	0%	0	0%
Rent	63325	0	0	0	0	478	0	0	0	0%	0	0%	0	0%
TOTAL PREMISES		28,486	24,336	25,606	26,143	478	0	0	0	0%	0	0%	0	0%
MINOR CAPITAL														
Replacement Equipment	64011	1,093	0	0	364	0	0	2,400	2,400	0%	2,400	0%	2,400	0%
TOTAL CAPITAL		1,093	0	0	364	0	0	2,400	2,400	0%	2,400	0%	2,400	0%
		<u>596,557</u>	<u>622,282</u>	<u>635,517</u>	<u>618,119</u>	<u>417,616</u>	<u>499,240</u>	<u>529,215</u>	<u>29,975</u>	<u>6%</u>	<u>544,055</u>	<u>3%</u>	<u>553,400</u>	<u>2%</u>
TRANSFERS														
Transfer To Capital	74022	76,137	69,589	64,980	70,236	46,945	82,000	80,800	-1,200	-1%	90,500	12%	90,080	0%
Transfer To Reserves	74030	3,000	0	0	1,000	0	0	0	0	0%	0	0%	0	0%
Transfer To Reserve Fund	74042	19,259	24,794	11,246	18,433	0	0	0	0	0%	0	0%	0	0%
Transfer To Reserve Fund	74044	0	0	0	0	306	0	0	0	0%	0	0%	0	0%
Interfunctional Transfer - Clerks	81210	0	0	6,750	2,250	0	0	0	0	0%	0	0%	0	0%
Interfunctional Transfer - Financial Services	81230	2,500	2,600	2,650	2,583	0	2,700	0	-2,700	-100%	0	0%	0	0%
Interfunctional Transfer - Parks	86110	7,453	12,066	13,919	11,146	0	0	0	0	0%	0	0%	0	0%
Interfunctional Transfer - BVCC	86410	0	0	200	67	121	0	0	0	0%	0	0%	0	0%
TOTAL TRANSFERS		108,349	109,049	99,746	105,715	47,372	84,700	80,800	-3,900	-5%	90,500	12%	90,080	0%
TOTAL TRANSFERS & EXPENSES		704,907	731,331	735,263	723,833	464,988	583,940	610,015	26,075	4%	634,555	4%	643,480	1%
REVENUE														
Federal Grants	53005	5,654	15,128	4,386	8,389	5,000	3,000	4,000	1,000	33%	3,000	-25%	3,000	0%
Provincial Grants	53010	22,868	24,712	24,137	23,906	18,169	24,000	24,000	0	0%	24,000	0%	24,000	0%
Donations	53020	3,533	1,211	839	1,861	261	0	1,000	1,000	0%	1,000	0%	1,000	0%
Transfer From Reserve	54032	0	0	21,264	7,088	0	0	0	0	0%	0	0%	0	0%
Transfer From Reserve	54034	0	3,000	0	1,000	0	0	0	0	0%	0	0%	0	0%
Transfer From Capital Reserve Fund	54042	102	25	0	42	0	0	0	0	0%	0	0%	0	0%
Interest on Own Funds	55012	5	1	0	2	0	0	0	0	0%	0	0%	0	0%
Investment / Local Improvements Interest	55015	1,546	1,382	1,275	1,401	0	1,000	1,400	400	40%	1,400	0%	1,400	0%
Sales of Services	55710	2,774	3,544	2,597	2,972	2,234	3,000	3,000	0	0%	3,000	0%	3,000	0%
Commissions	55720	1,956	2,781	2,624	2,454	2,939	3,500	2,500	-1,000	-29%	2,500	0%	2,500	0%
Book Sales	55725	1,551	2,033	1,174	1,586	911	2,000	1,500	-500	-25%	1,500	0%	1,500	0%
Merchandise Sales	55730	294	153	158	202	19	200	200	0	0%	200	0%	200	0%
Sale of Assets	55741	0	0	0	0	68	0	0	0	0%	0	0%	0	0%
Special Events Revenue	55810	4,314	8,744	0	4,353	11,448	2,500	11,000	8,500	340%	6,000	-45%	6,000	0%
Fees, Charges, Admissions	57010	0	0	0	0	265	300	0	-300	-100%	0	0%	0	0%
Fees/Service Chgs - Other Municipalities	57020	388	273	124	262	156	500	250	-250	-50%	250	0%	250	0%
Fines	57035	6,672	5,998	5,009	5,893	3,822	7,500	5,000	-2,500	-33%	5,000	0%	5,000	0%
Facilities Rental	57500	3,145	3,947	2,630	3,241	2,995	4,000	4,000	0	0%	4,000	0%	4,000	0%
Showcase Rental	57503	330	345	490	388	180	500	500	0	0%	500	0%	500	0%
Program Fees	57570	797	3,935	4,993	3,242	6,478	4,000	5,000	1,000	25%	5,000	0%	5,000	0%
Misc Revenue	59950	0	150	0	50	0	0	0	0	0%	0	0%	0	0%
		<u>55,930</u>	<u>77,362</u>	<u>71,700</u>	<u>68,331</u>	<u>54,943</u>	<u>56,000</u>	<u>63,350</u>	<u>7,350</u>	<u>13%</u>	<u>57,350</u>	<u>-9%</u>	<u>57,350</u>	<u>0%</u>
Net Tax Levy		-648,977	-653,968	-663,563	-655,503	-410,045	-527,940	-546,665	-18,725	4%	-577,205	6%	-586,130	2%

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TOWN OF THE BLUE MOUNTAINS
Depot Operating
For the Nine Months Ending September 30, 2017

Account	2014 Actual	2015 Actual	2016 Actual	3 Year Average	2017		Proposed	\$ Chg	% Chg	Projected				
					Actual	Budget	2018 Budget			2019 Budget	% Chg	2020 Budget	% Chg	
EXPENSES														
SALARIES														
Full Time Salaries	60005					70,029	89,740	91,540	1,800	2%	93,370	2%	95,240	2%
Part Time Salaries	60010					6,612	41,070	43,575	2,505	6%	44,440	2%	45,335	2%
TOTAL SALARIES		0	0	0	0	76,642	130,810	135,115	4,305	3%	137,810	2%	140,575	2%
BENEFITS														
Full Time Benefits	61005	0	0	0	0	17,291	24,960	26,105	1,145	5%	26,630	2%	27,160	2%
Part Time Benefits	61010	0	0	0	0	601	4,105	4,360	255	6%	4,440	2%	4,530	2%
TOTAL BENEFITS		0	0	0	0	17,892	29,065	30,465	1,400	5%	31,070	2%	31,690	2%
SALARIES & BENEFITS		0	0	0	0	94,534	159,875	165,580	5,705	4%	168,880	2%	172,265	2%
ADMINISTRATIVE EXPENSES														
Office Supplies	62005	0	0	0	0	1,075	500	500	0	0%	500	0%	500	0%
Paper & Photocopier	62010	0	0	0	0	1,109	500	550	50	10%	500	-9%	500	0%
Promotional Expenses	62017	0	0	0	0	204	500	500	0	0%	500	0%	500	0%
Meeting Expenses	62020	0	0	0	0	21	100	100	0	0%	100	0%	100	0%
Library Programing	62027	0	0	0	0	38	0	500	500	0%	500	0%	500	0%
Printing	63005	0	0	0	0	0	500	500	0	0%	500	0%	500	0%
TOTAL ADMINISTRATIVE EXPENSES		0	0	0	0	2,448	2,100	2,650	550	26%	2,600	-2%	2,600	0%
OPERATING EXPENSES														
Materials	62000	0	0	0	0	6,371	1,500	1,500	0	0%	1,500	0%	1,500	0%
Special Program Materials	62003	0	0	0	0	1,095	3,200	3,200	0	0%	3,200	0%	3,200	0%
Merchandise Inventory	62080	0	0	0	0	228	1,000	1,000	0	0%	1,000	0%	1,000	0%
TOTAL OPERATING EXPENSES		0	0	0	0	7,695	5,700	5,700	0	0%	5,700	0%	5,700	0%
COMMUNICATIONS														
Telephone	62105	0	0	0	0	949	1,135	1,135	0	0%	1,405	24%	1,420	1%
Internet	62110	0	0	0	0	704	850	850	0	0%	850	0%	850	0%
Postage	62120	0	0	0	0	128	50	100	50	100%	100	0%	100	0%
Advertisements	62125	0	0	0	0	268	1,000	1,000	0	0%	1,000	0%	1,000	0%
TOTAL COMMUNICATIONS		0	0	0	0	2,049	3,035	3,085	50	2%	3,355	9%	3,370	0%
TRAINING AND TRAVEL														
Membership	62205	0	0	0	0	611	600	615	15	3%	630	2%	640	2%
Meals	62210	0	0	0	0	49	100	100	0	0%	100	0%	100	0%
Training and Education Courses Conference, Workshops, Convention	62220	0	0	0	0	0	500	500	0	0%	800	60%	800	0%
Travel/Mileage	62230	0	0	0	0	75	0	0	0	0%	0	0%	0	0%
TOTAL TRAINING AND TRAVEL		0	0	0	0	734	1,300	1,315	15	1%	1,630	24%	1,640	1%
Personnel														
Health and Safety	62305	0	0	0	0	20	0	100	100	0%	100	0%	100	0%
TOTAL PERSONNEL		0	0	0	0	20	0	100	100	0%	100	0%	100	0%

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TOWN OF THE BLUE MOUNTAINS
Depot Operating
For the Nine Months Ending September 30, 2017

Account	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	3 Year <u>Average</u>	2017		<u>Proposed</u> 2018 <u>Budget</u>	<u>\$ Chg</u>	<u>% Chg</u>	<u>Projected</u>				
					<u>Actual</u>	<u>Budget</u>				<u>2019</u> <u>Budget</u>	<u>% Chg</u>	<u>2020</u> <u>Budget</u>	<u>% Chg</u>	
PURCHASED SERVICES														
Audit	63110	0	0	0	0	0	1,195	1,020	-175	-15%	1,070	5%	1,120	5%
TOTAL PURCHASED SERVICES		0	0	0	0	0	1,195	1,020	-175	-15%	1,070	5%	1,120	5%
FINANCIAL RELATED EXPENSES														
Insurance Premiums	63020	0	0	0	0	1,408	1,865	1,915	50	3%	1,950	2%	1,990	2%
TOTAL FINANCIAL RELATED EXPENSES		0	0	0	0	1,408	1,865	1,915	50	3%	1,950	2%	1,990	2%
		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>108,887</u>	<u>175,070</u>	<u>181,365</u>	<u>6,295</u>	<u>4%</u>	<u>185,285</u>	<u>2%</u>	<u>188,785</u>	<u>2%</u>
TRANSFERS														
Transfer To Capital	74022	0	0	0	0	0	0	0	0	0%	10,000	0%	10,000	0%
Interfunctional Transfer - Facility-Craigleith Community Centre	86650	0	0	0	0	420	0	0	0	0%	0	0%	0	0%
TOTAL TRANSFERS		0	0	0	0	420	0	0	0	0%	10,000	0%	10,000	0%
TOTAL TRANSFERS & EXPENSES		0	0	0	0	109,307	175,070	181,365	6,295	4%	195,285	8%	198,785	2%
REVENUE														
Donations	53020	0	0	0	0	863	0	500	500	0%	500	0%	500	0%
Sales of Services	55710	0	0	0	0	3	0	0	0	0%	0	0%	0	0%
Sale of Materials	55735	0	0	0	0	680	0	500	500	0%	500	0%	500	0%
Fundraising Revenue	55800	0	0	0	0	0	5,000	2,500	-2,500	-50%	2,500	0%	2,500	0%
Fees, Charges, Admissions	57010	0	0	0	0	2	1,000	1,000	0	0%	1,000	0%	1,000	0%
Program Fees	57570	0	0	0	0	180	0	500	500	0%	500	0%	500	0%
		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,728</u>	<u>6,000</u>	<u>5,000</u>	<u>-1,000</u>	<u>-17%</u>	<u>5,000</u>	<u>0%</u>	<u>5,000</u>	<u>0%</u>
Net Tax Levy		0	0	0	0	-107,579	-169,070	-176,365	-7,295	4%	-190,285	8%	-193,785	2%