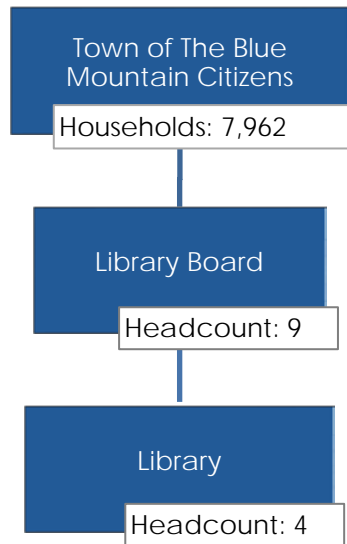




2019 Proposed Budget
The Blue Mountains Public Library

The Blue Mountains Public Library Organizational Chart



The Blue Mountains Public Library Head Count

Governance Positions	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Library Board	9	9	9	9	9	9	9	9	9	9	9	9
Total Governance Positions	9	9	9	9	9	9	9	9	9	9	9	9

Full-Time Town Positions	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Library	4	4	4	5	5	5	5	5	4	4	4	4
Total Full-Time Positions	4	4	4	5	5	5	5	5	4	4	4	4

The above noted full time positions do not include any part-time, contract, or student positions, which are the equivalent to another 3.75 Full Time Equivalent (FTE) positions.

Change in Taxation by Assessment – The Blue Mountains Public Library

Based on the 2019 Proposed Budget by Assessment Value.

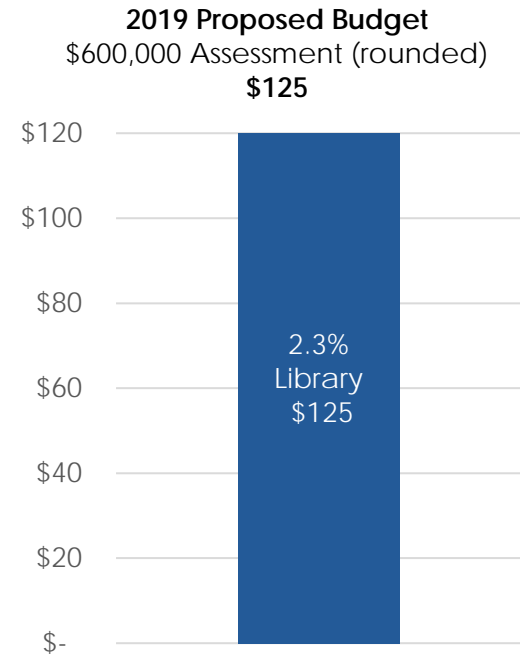
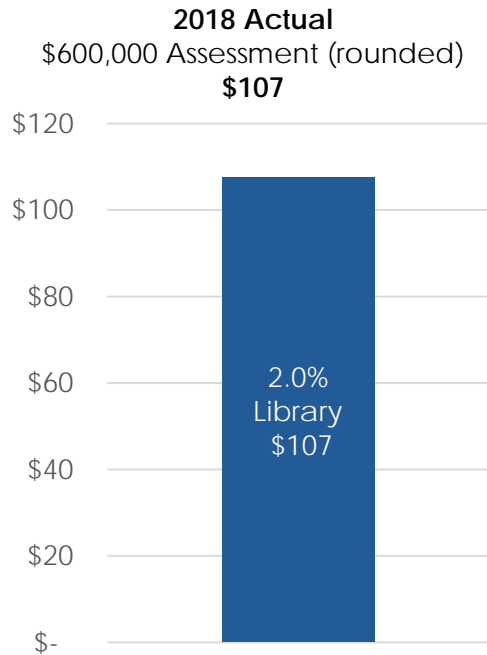
2018	Tax Rate	\$200,000	\$300,000	\$400,000	\$500,000	\$600,000	\$700,000	\$800,000	\$900,000	\$1,000,000
Library	0.00017913	\$ 36	\$ 54	\$ 72	\$ 90	\$ 107	\$ 125	\$ 143	\$ 161	\$ 179
Total		\$ 36	\$ 54	\$ 72	\$ 90	\$ 107	\$ 125	\$ 143	\$ 161	\$ 179

2019	% Increase	\$200,000	\$300,000	\$400,000	\$500,000	\$600,000	\$700,000	\$800,000	\$900,000	\$1,000,000
Library	16.60%	\$ 42	\$ 63	\$ 84	\$ 105	\$ 125	\$ 146	\$ 167	\$ 188	\$ 209
Total		\$ 42	\$ 63	\$ 84	\$ 105	\$ 125	\$ 146	\$ 167	\$ 188	\$ 209

Net Increase	\$200,000	\$300,000	\$400,000	\$500,000	\$600,000	\$700,000	\$800,000	\$900,000	\$1,000,000
Library	\$ 6	\$ 9	\$ 12	\$ 15	\$ 18	\$ 21	\$ 24	\$ 27	\$ 30
Total	\$ 6	\$ 9	\$ 12	\$ 15	\$ 18	\$ 21	\$ 24	\$ 27	\$ 30

Average Residential Property Tax Bill for The Blue Mountains Public Library

Based on Tax Breakdown of \$600,000 Assessment



2019 Proposed Expanded Tax Budget Summary – The Blue Mountains Public Library

	2018 Budget	2018 Actuals (Forecasted)	2018 Forecasted Actuals to 2018 Budget	2018 Forecasted Actuals to 2018 % of Budget	2019 Budget	2019 Budget Change \$	2019 Budget Change %	2018 Forecasted Actuals to 2019 Budget Change \$	2018 Forecasted Actuals to 2019 Budget Change %	2020 Budget	2020 Budget Change \$	2020 Budget Change %	2021 Budget	2021 Budget Change \$	2021 Budget Change %
	A	B			C	C-A = E	E/A	C-B = F	F/B						
Tax Supported Expenses															
Salaries, Wages and Benefits	\$ 623,025	\$ 651,660	\$ (28,635)	104.6%	\$ 709,790	\$ 86,765	13.9%	\$ 58,130	8.9%	\$ 727,887	\$ 18,097	2.5%	\$ 741,889	\$ 14,002	1.9%
Administrative Expenses	\$ 9,000	\$ 14,511	\$ (5,511)	161.2%	\$ 11,400	\$ 2,400	26.7%	\$ (3,111)	-21.4%	\$ 11,400	\$ 0	0.0%	\$ 11,400	\$ 0	0.0%
Operating Expenses	\$ 40,250	\$ 50,724	\$ (10,474)	126.0%	\$ 75,500	\$ 35,250	87.6%	\$ 24,776	48.8%	\$ 73,900	\$ (1,600)	-2.1%	\$ 62,500	\$ (11,400)	-15.4%
Communications	\$ 11,035	\$ 7,903	\$ 3,132	71.6%	\$ 11,240	\$ 205	1.9%	\$ 3,337	42.2%	\$ 11,405	\$ 165	1.5%	\$ 11,575	\$ 170	1.5%
Training Related	\$ 9,515	\$ 7,201	\$ 2,314	75.7%	\$ 15,230	\$ 5,715	60.1%	\$ 8,029	111.5%	\$ 14,840	\$ (390)	-2.6%	\$ 15,950	\$ 1,110	7.5%
Utilities	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Equipment Related Costs	\$ 9,000	\$ 13,271	\$ (4,271)	147.5%	\$ 9,300	\$ 300	3.3%	\$ (3,971)	-29.9%	\$ 9,300	\$ 0	0.0%	\$ 9,300	\$ 0	0.0%
Vehicle Related Costs	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Legal Expenses	\$ 0	\$ 6,906	\$ (6,906)	0.0%	\$ 0	\$ 0	0.0%	\$ (6,906)	-100.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Consulting	\$ 21,000	\$ 0	\$ 21,000	0.0%	\$ 1,000	\$ (20,000)	-95.2%	\$ 1,000	0.0%	\$ 1,000	\$ 0	0.0%	\$ 1,000	\$ 0	0.0%
Purchased Services	\$ 4,070	\$ 1,020	\$ 3,050	25.1%	\$ 3,055	\$ (1,015)	-24.9%	\$ 2,035	199.5%	\$ 3,105	\$ 50	1.2%	\$ 3,155	\$ 50	1.2%
Debt Payments	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Financial Expenses	\$ 1,210	\$ 3,635	\$ (2,425)	300.4%	\$ 2,595	\$ 1,385	114.5%	\$ (1,040)	-28.6%	\$ 2,640	\$ 45	1.7%	\$ 2,685	\$ 45	1.7%
Premises and Site	\$ 2,400	\$ 55	\$ 2,345	2.3%	\$ 2,400	\$ 0	0.0%	\$ 2,345	4263.6%	\$ 2,400	\$ 0	0.0%	\$ 2,400	\$ 0	0.0%
Total Tax Supported Expenses	\$ 730,505	\$ 756,886	\$ (26,381)	103.6%	\$ 841,510	\$ 111,005	15.2%	\$ 84,624	11.2%	\$ 857,877	\$ 16,367	1.9%	\$ 861,854	\$ 3,977	0.5%
Transfers															
Transfers to Capital	\$ 70,800	\$ 80,371	\$ (9,571)	113.5%	\$ 136,500	\$ 65,700	93.0%	\$ 56,129	82.3%	\$ 70,780	\$ (75,720)	-51.7%	\$ 72,200	\$ 1,420	2.0%
Transfers to Capital Levy	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Transfers To Reserves & Reserve Funds	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Transfers from Obligatory Reserve Funds	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Transfers from Other Reserve/Reserve Funds	\$ (10,000)	\$ (9,571)	\$ (429)	95.7%	\$ (15,000)	\$ (5,000)	50.0%	\$ (5,429)	56.7%	\$ (12,400)	\$ 12,600	-50.4%	\$ 0	\$ 12,400	-100.0%
Inter-functional Transfers	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Total Transfers	\$ 60,800	\$ 70,800	\$ (10,000)	116.4%	\$ 121,500	\$ 60,700	99.8%	\$ 50,700	71.6%	\$ 58,380	\$ (63,120)	-52.0%	\$ 72,200	\$ 13,820	23.7%
Total Tax Supported Expenses & Transfers	\$ 791,305	\$ 827,686	\$ (36,381)	104.6%	\$ 963,010	\$ 171,705	21.7%	\$ 135,324	16.3%	\$ 916,257	\$ (46,753)	-4.9%	\$ 934,054	\$ 17,797	1.9%
Revenues															
Grants - Provincial and Federal	\$ 29,500	\$ 13,545	\$ 15,955	45.9%	\$ 66,300	\$ 36,800	124.7%	\$ 52,755	389.5%	\$ 66,300	\$ 0	0.0%	\$ 66,300	\$ 0	0.0%
External Revenue	\$ 38,850	\$ 34,545	\$ 4,305	88.9%	\$ 38,850	\$ 0	0.0%	\$ 4,305	12.5%	\$ 38,850	\$ 0	0.0%	\$ 38,850	\$ 0	0.0%
Subsidies	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Total Revenues	\$ 68,350	\$ 48,090	\$ 20,260	70.4%	\$ 105,150	\$ 36,800	53.8%	\$ 57,060	118.7%	\$ 105,150	\$ 0	0.0%	\$ 105,150	\$ 0	0.0%
Costs to be Collected - Taxes	\$ 722,955	\$ 779,596	\$ (56,641)	107.8%	\$ 857,860	\$ 134,905	18.7%	\$ 78,264	10.0%	\$ 811,107	\$ (46,753)	-5.4%	\$ 828,904	\$ 17,797	2.2%
2018 Projected Surplus	\$ 0	\$ 0	\$ (56,641)	n/a	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Taxes to be Collected – Before Growth	\$ 722,955	\$ 779,596	\$ 0	n/a	\$ 857,860	\$ 134,905	18.7%	\$ 78,264	10.0%	\$ 811,107	\$ (46,753)	-5.4%	\$ 828,904	\$ 17,797	2.2%
Property Tax Impact Calculations															
Costs to be collected through taxes	\$ 722,955	\$ 779,596			\$ 857,860	\$ 134,905	18.7%	\$ 78,264	10.0%	\$ 811,107	\$ (46,753)	-5.4%	\$ 828,904	\$ 17,797	2.2%
Previous Year's Taxation Revenue	\$ 697,010	\$ 697,010			\$ 722,955	\$ 25,945	3.7%	\$ 25,945	3.7%	\$ 842,967	\$ 120,012	16.6%	\$ 798,462	\$ (44,505)	-5.3%
Total Additional Taxes through Growth	\$ 0	\$ 0			\$ 14,893	\$ 14,893	2.1%	\$ 14,893		\$ 12,645	\$ (2,248)	1.5%	\$ 11,977	\$ (668)	1.5%
Increase to Taxation	\$ 25,945	\$ 82,586		318.3%	\$ 120,012	\$ 94,067	362.6%	\$ 37,426	45.3%	\$ (44,505)	\$ (164,517)	-137.1%	\$ 18,465	\$ 62,969	-141.5%
Estimated Taxation Revenue	\$ 722,955	\$ 779,596	\$ (56,641)	107.8%	\$ 842,967	\$ 120,012	16.60%	\$ 63,371	8.1%	\$ 798,462	\$ (44,505)	-5.3%	\$ 816,927	\$ 18,465	2.3%

Long Term Debt Analysis – Summary - Library

Debt	2018	2019	2020	2021	2022	2023
New Scheduled Loans	\$ 0	\$ 0	\$ 10,269,270	\$ 10,005,616	\$ 9,732,735	\$ 9,450,303
Total Debt	\$ 0	\$ 0	\$ 10,269,270	\$ 10,005,616	\$ 9,732,735	\$ 9,450,303

Repayments by Type Annual Total Repayment (Interest and Capital)

Repayments	2018	2019	2020	2021	2022	2023
New Scheduled Loans	\$ 0	\$ 0	\$ 0	\$ 623,078	\$ 623,078	\$ 623,078
Total Debt Repayment	\$ 0	\$ 0	\$ 0	\$ 623,078	\$ 623,078	\$ 623,078

Long Term Debt by Revenue Source

Debt	2018	2019	2020	2021	2022	2023
Development Charges	\$ 0	\$ 0	\$ 10,269,270	\$ 10,005,616	\$ 9,732,735	\$ 9,450,303
Total Debt	\$ 0	\$ 0	\$ 10,269,270	\$ 10,005,616	\$ 9,732,735	\$ 9,450,303

Long Term Debt by Revenue Source

Repayments	2018	2019	2020	2021	2022	2023
Development Charges	\$ 0	\$ 0	\$ 0	\$ 623,078	\$ 623,078	\$ 623,078
Total Debt Repayment	\$ 0	\$ 0	\$ 0	\$ 623,078	\$ 623,078	\$ 623,078

Long Term Debt Analysis – Loan, Internal Financing and Unfinanced -Library

New Scheduled Loans

Estimated Annual Balance

	Project	2018 Ending Balance	2019	2020	2021	2022	2023
1.	Library Expansion	\$ 0	\$ 0	\$ 10,269,270	\$ 10,005,616	\$ 9,732,735	\$ 9,450,303

Long Term Debt Analysis – Annual Repayments - Library

Annual total repayment (Interest and Capital)

	Project	2018	2019	2020	2021	2022	2023
1.	Library Expansion	\$ 0	\$ 0	\$ 0	\$ 623,078	\$ 623,078	\$ 623,078
	Total Annual Debt Payments	\$ 0	\$ 0	\$ 0	\$ 623,078	\$ 623,078	\$ 623,078

Discretionary Reserve Funds – Library

Account	2018 Ending	2019 To	2019 From	2019 Ending	2020 To	2020 From	2020 Ending	2021 To	2021 From	2021 Ending
Library Bank Account	\$ 123,992	\$ 0	\$ 120,000	\$ 3,992	\$ 0	\$ 0	\$ 3,992	\$ 0	\$ 0	\$ 3,992
Library Legacy Capital	\$ 17,267	\$ 0	\$ 0	\$ 17,267	\$ 0	\$ 0	\$ 17,267	\$ 0	\$ 0	\$ 17,267
Total	\$ 141,259	\$ 0	\$ 120,000	\$ 21,259	\$ 0	\$ 0	\$ 21,259	\$ 0	\$ 0	\$ 21,259

Library and Museum Services

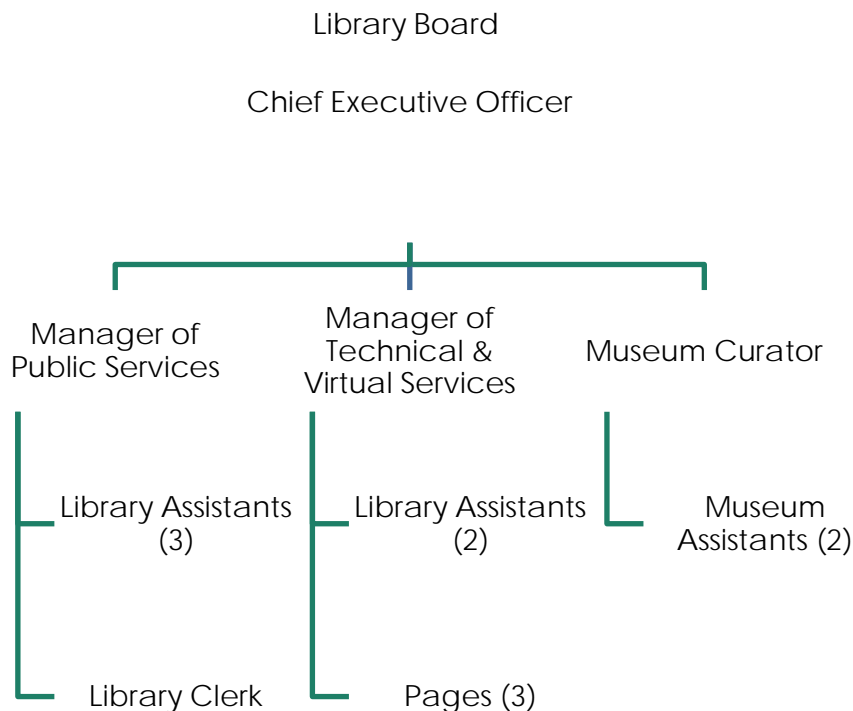
The Blue Mountains Public Library, located on Bruce Street in Thornbury and as a book deposit station at the Craigleith Heritage Depot is a dynamic centre of community life where everyone is free to create, explore, learn, and share in a welcoming atmosphere.

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).
4. Implement a successful capital campaign.

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. Become an employer of choice to retain and recruit staff.
4. Develop a sustainable human asset management plan which addresses branch expansion and future system needs.
5. 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.

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.

The Blue Mountains Public Library

- 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.

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 Craigleith 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.

Non-Financial Statistics

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

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 ¾ 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

	2017 Actual	2018 Actual (forecast)	Proposed 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	516,924	509,029	485,696	499,959	509,657
Administrative Expenses	14,346	13,143	9,050	9,050	9,050
Operating Expenses	28,617	35,233	48,300	49,300	50,300
Communications	8,397	5,695	7,775	7,860	7,945
Personnel and Training	4,947	5,912	10,950	10,600	10,700
Utilities	0	0	0	0	0
Equipment Related	9,249	13,125	9,000	9,000	9,000
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	10,227	6,906	0	0	0
Consulting	594	0	1,000	1,000	1,000
Purchased Services	4,322	0	3,055	3,105	3,155
Debt Payments	0	0	0	0	0
Financial Expenses	7,325	3,239	2,365	2,400	2,435
Premise and Site	986	55	2,400	2,400	2,400
Total Expenses	605,935	592,337	579,591	594,674	605,642
Transfers					
Transfers to Capital	84,718	80,371	106,500	70,780	72,200
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	1,371	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-9,571	0	0	0
Interfunctional Transfers	121	0	0	0	0
Total Transfers	86,210	70,800	106,500	70,780	72,200
Total Transfers and Expenses	692,145	663,137	686,091	665,454	677,842
Revenue					
Grants and Donations	35,693	6,713	66,300	66,300	66,300
External Revenue	38,135	33,121	31,850	31,850	31,850
Subsidies	0	0	0	0	0
Total Revenue	73,829	39,834	98,150	98,150	98,150
Net Cost of Service (Taxation)	618,316	623,303	587,941	567,304	579,692

Craigleith Heritage Depot

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Proposed 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	132,295	142,631	224,093	227,929	232,232
Administrative Expenses	5,925	1,368	2,350	2,350	2,350
Operating Expenses	8,347	15,491	27,200	24,600	12,200
Communications	2,321	2,208	3,465	3,545	3,630
Personnel and Training	1,448	1,289	4,280	4,240	5,250
Utilities	0	0	0	0	0
Equipment Related	0	146	300	300	300
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	1,018	1,020	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	1,582	396	230	240	250
Premise and Site	0	0	0	0	0
Total Expenses	152,936	164,549	261,918	263,204	256,212
Transfers					
Transfers to Capital	0	0	30,000	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-15,000	-12,400	0
Interfunctional Transfers	420	0	0	0	0
Total Transfers	420	0	15,000	-12,400	0
Total Transfers and Expenses	153,356	164,549	276,918	250,804	256,212
Revenue					
Grants and Donations	1,047	6,832	0	0	0
External Revenue	1,090	1,424	7,000	7,000	7,000
Subsidies	0	0	0	0	0
Total Revenue	2,138	8,256	7,000	7,000	7,000
Net Cost of Service (Taxation)	151,218	156,293	269,918	243,804	249,212

The Blue Mountains Public Library

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Proposed 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	649,218	651,660	709,790	727,887	741,889
Administrative Expenses	20,272	14,511	11,400	11,400	11,400
Operating Expenses	36,964	50,724	75,500	73,900	62,500
Communications	10,719	7,903	11,240	11,405	11,575
Personnel and Training	6,395	7,201	15,230	14,840	15,950
Utilities	0	0	0	0	0
Equipment Related	9,249	13,271	9,300	9,300	9,300
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	10,227	6,906	0	0	0
Consulting	594	0	1,000	1,000	1,000
Purchased Services	5,340	1,020	3,055	3,105	3,155
Debt Payments	0	0	0	0	0
Financial Expenses	8,907	3,635	2,595	2,640	2,685
Premise and Site	986	55	2,400	2,400	2,400
Total Expenses	758,870	756,886	841,510	857,877	861,854
Transfers					
Transfers to Capital	84,718	80,371	136,500	70,780	72,200
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	1,371	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-9,571	-15,000	-12,400	0
Interfunctional Transfers	541	0	0	0	0
Total Transfers	86,630	70,800	121,500	58,380	72,200
Total Transfers and Expenses	845,500	827,686	963,010	916,257	934,054
Revenue					
Grants and Donations	36,741	13,545	66,300	66,300	66,300
External Revenue	39,226	34,545	38,850	38,850	38,850
Subsidies	0	0	0	0	0
Total Revenue	75,967	48,090	105,150	105,150	105,150
Net Cost of Service (Taxation)	769,534	779,596	857,860	811,107	828,904

*Included in the Transfer to Capital is \$10,000 to fund the Strategic Plan done in 2018, this \$10,000 isn't included in the capital charts below.

The Blue Mountains Public Library

2019 Operating and Capital Projects

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.
Strategic Action	N/A
Budget	\$ 8,000 Replacement Equipment
Funding	\$ 8,000 Taxation

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.
Strategic Action	N/A
Budget	\$ 14,000 Replacement Furniture/Fixtures
Funding	\$ 14,000 Taxation

Project	Artifact Shelving
Description	This track shelving will assist with preservation and provide more space for the collection, storage and security of artifacts.
Strategic Action	N/A
Budget	\$ 30,000 Additional Furniture/Fixtures
Funding	\$ 30,000 Taxation

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.
Strategic Action	N/A
Budget	\$ 51,500 Material
Funding	\$ 49,500 Taxation
	\$ 2,000 Grants
	\$ 51,500 Total Funding

The Blue Mountains Public Library

Project	Canadian Art Grant Equipment
Description	In 2019 we have the opportunity for a \$250,000 grant with a required 25,000 capital investment. These specialty items will be retained by BMPL for community use following the grant and have a 5 year life cycle. The grant will bring arts training to the community, as it pertains to art creation using new technologies.
Strategic Action	Technological arts creation fit into both the TBM and BMPL Strategic Plans. Additionally, the investment meets initiatives to be sustainable as it will yield over \$225,000 in grant contribution.
Budget	\$ 250,000 Contract Services
Funding	\$ 25,000 Taxation \$ 225,000 Canadian Art Grant \$ 250,000 Total Funding

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.
Strategic Action	This project is proposed in the Development Charges Background Study.
Budget	\$11,410,300 Construction
Funding	\$ 120,000 Library Reserve Fund (controlled by the Library Board) \$ 1,021,030 Fundraising \$10,269,270 Library Development Charges (this would require long-term debt which would have annual payments of \$625,000 over 25 years) \$11,410,300 Total Funding

Total Number of Projects:	6
Total Budget:	\$11,763,800
Total Funding by Source:	\$ 126,500 Taxation \$ 227,000 Grants \$ 120,000 Library Reserve Fund \$ 1,021,030 Fundraising \$10,269,270 Library Development Charge

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						
Part Time Salaries	\$29,255	\$29,255				
Benefits	\$5,265	\$5,265				
Expenditures Total	\$34,520	\$34,520				
Funding						
Revenue Fund - Taxes	\$34,520	\$34,520				
Funding Total	\$34,520	\$34,520				

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						
Part Time Salaries	\$158,890	\$30,540	\$31,145	\$31,765	\$32,395	\$33,045
Benefits	\$28,675	\$5,505	\$5,620	\$5,735	\$5,850	\$5,965
IT Software/Hardware	\$15,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Expenditures Total	\$202,656	\$39,045	\$39,765	\$40,500	\$41,245	\$42,010
Funding						
Revenue Fund - Taxes	\$202,656	\$39,045	\$39,765	\$40,500	\$41,245	\$42,010
Funding Total	\$202,656	\$39,045	\$39,765	\$40,500	\$41,245	\$42,010