2019 Annual General Meeting Minutes – August 13, 2019

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Land Acknowledgement:

We acknowledge that the work undertaken by CELA and our member libraries takes place on traditional Indigenous territories across Canada and we are grateful for the opportunity to live and work on this land and provide inclusive services to all Canadians.



Attendance

Present

Peter Bailey, Library Director, St. Albert Public Library Catherine Biss, Board Chair, CEO Markham Public Libraries

Grace Dawson, Interim Director/Chief Executive Officer, Bruce County Public Library

Jefferson Gilbert, Executive Director, CULC/CBUC

Rina Hadziev, Collections and Technical Services Coordinator, Greater Victoria Public Library

Teresa Johnson, Director of Research & Planning, New Brunswick Public Library Service

Asa Kachan, Chief Librarian & Chief Executive Officer, Halifax Public Libraries Gwen Schmidt, Manager, J.S. Wood Branch, Saskatoon Public Library Tara Wong, Chief Executive Officer, Oakville Public Library

Also Present

Michael Ciccone, Executive Director, CELA Lindsay Tyler, Senior Manager, Operations, CELA

Call to Order

Catherine Biss, occupied the Chair and Jefferson Gilbert, acted as Secretary of the meeting.

Establishment of Quorum

A quorum of directors being present, the Chairperson declared the meeting to have been regularly called and properly constituted for the transaction of business.

Approval of 2019 Annual General Meeting Agenda

MOTION

Moved by Teresa Johnson Seconded by Tara Wong

THAT the Agenda for the 2019 Annual General Meeting be approved. CARRIFD



Approval of 2018 Annual General Meeting Minutes

MOTION

Moved by Rina Hadziev Seconded by Peter Bailey

THAT the minutes from the 2018 Annual General Meeting on September 11, 2018 be approved.

CARRIED

Chairperson's Report (appendix 1)

- Continue to be impressed by the work of the staff ad the incredible work they do every day (Lindsay, Rachel, Christine, etc.)
- Board is a joy to work with and the energy of the committee members bring to the organization
- The Executive Director has been a pleasure to work with and the contributions made to moving the organization forward.

MOTION

Moved by Catherine Biss Seconded by Grace Dawson THAT the Chairperson's report be received. CARRIED

Treasurer's Report

MOTION

Moved by Jefferson Gilbert Seconded by Teresa Johnson THAT the Treasurer's report be received. CARRIED

Executive Director's Report (appendix 2)

- Huge appreciation of the CELA staff
- Appreciate the support of the Board and member libraries
- Hope to continue to support CELA in new role as CEO London Public Library

MOTION

Moved by Gwen Schmidt
Seconded by Rina Hadziev
THAT the Executive Director's report be received.
CARRIED

Financial Statements

MOTION



Moved by Jefferson Gilbert Seconded by Teresa Johnson

THAT the financial statements and the report of the public accountant for the Corporation for the fiscal period ending March 31, 2019 be received.

CARRIED

MOTION

THAT the Executive Director receive a quote from Guyatt + Moffatt to execute the recommendations made.

Moved by Jefferson Gilbert Seconded by Rina Hadziev CARRIED

Defer the approval of auditor until the new Executive Director begins the current was chosen as they were local to Michael and the Bookkeeper in Ontario.

Director Appointments.

MOTION

Moved by Grace Dawson Seconded by Peter Bailey

THAT the following individuals be elected to become directors in accordance with the General Operating By-Law No. 1.

Name	Term	Term Expiry
Tara Wong	3 years	September 26, 2022
Åsa Kachan	3 years	September 26, 2022
Teresa Ann Johnson	3 years	September 26, 2022

CARRIED

Board of Directors Term Expirations

MOTION

Moved by Tara Wong

Seconded by Gwen Schmidt

THAT the Board of Directors of the Corporation be confirmed together with expiry dates for each directors' term of office as follows:

Name	Term	Term Expiry
Jefferson Gilbert	3 years	September 26, 2020
Catherine Biss	3 years	September 26, 2020
Gwen Schmidt	3 years	September 26, 2020
Peter Bailey	3 years	September 26, 2021
Grace Dawson	3 years	September 26, 2021
Rina Hadziev	3 years	September 26, 2021

CARRIED



Confirmation of Acts

Motion

Moved: Rina Hadziev Seconded: Teresa Johnon

THAT all acts and proceedings of the directors, officers, and members since the date of incorporation of the corporation be approved and confirmed.

CARRIED

Transaction of Business

Motion

Moved: Rina Hadziev

Seconded: Teresa Johnson

TO transact such other business as may properly be brought before the meeting

or any adjournments thereof;

CARRIED

Adjournment

There being no further business, on motion the meeting then terminated.

Moved: Peter Bailey

Approved unanimously

CBin	
Chairperson	Secretary



Appendix 1 – Chairperson's Report

It is hard to believe that this is my sixth AGM report to the Board. This year has seen many successes as well as challenges. From rolling out new services such as our Braille emboss-on-demand, to new specialty webinars, to a new Outreach Service Toolkit, to a partnership between eBound Canada and CNIB for accessible publishing, to the Phone it Forward partnership with CNIB and FIXT Wireless Repair offering smart phones loaded with helpful apps to visually impaired customers, it has been a busy and rewarding year. We continue to receive a solid base of funding and our service is respected across the country. On the challenging side, our transition to a new platform has had its ups and downs and work will have to continue long past the date we hoped to be fully functional. However, the work of our dedicated staff team has met all these challenges with professionalism. Their positive interactions with our customers has really helped us work through all the difficulties the system has faced. A huge thank you to Lindsay, Rachel, Faline, Christina, Teresa and Karen.

To our current Board members (Asa, Grace, Gwen, Jefferson, Teresa, Peter, Tara and Rina) and those who resigned during the year (Kitty and Pilar) thank you for your commitment to CELA and most importantly to those who receive our services in their local public library.

Lastly, farewell to our Executive Director of the last 5 years, Michael Ciccone. All of these achievements and many more have occurred under his leadership. On behalf of the Board I would like to thank Michael and wish him well in his new role. We know that as CEO at London Public he will be a tremendous advocate for the print disabled in his community. Best wishes always!

Sincerely

Catherine Biss, Board Chair, CELA

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Appendix 2 – Executive Director's Report

Date: August 13, 2019

To: Chair and Members of the Board **From:** Michael Ciccone, Executive Director

Subject: Executive Director's Report

Introduction

This is CELA's sixth AGM and follows what was our most transitional year since launch. Our funding is relatively steady, our reputation is solid and library staff from across the country are aware of the great services we offer. Here are some of the highlights from the year that began April 1, 2018 and ended March 31, 2019:

Faster and more efficient braille service

In April of 2018, we launched our emboss-on-demand service and we received great feedback from patrons and member libraries. In the past, due to space considerations, a print run for braille books was small and readers of braille waited for popular titles. Now, we emboss copies as needed, and readers' requests are filled immediately. Each copy a patron receives will be freshly embossed (over time, embossing fades and becomes more difficult to read) and they are no longer required to mail the books back. Instead they can keep it or recycle it. In addition, our service is more efficient by avoiding costs associated with shelving, circulating and maintaining a permanent physical collection.

We moved forward with single-use braille knowing that the optics of the environmental impact may not be positive. However, we are using slightly thinner paper than that which was used previously, and we no longer use plastic covers or binding. The paper is also Forest Stewardship Council-certified and can be recycled. We also assumed and still hope that the cost of braille eReaders will become more affordable to the extent that individuals are able to purchase them or an organization like CNIB would be willing to purchase and distribute them much as they do DAISY players. As such, we see the delivery of the physical items as a temporary solution and not a long-term environmental issue.

New training webinars for library staff

In addition to our monthly orientation and front-line staff webinars provided in both English and French, CELA offered three specialty webinars in 2018. The first, Promoting Accessible Services, discussed how to make your newsletters, web content and other communications accessible to better reach your whole community. The second discussed what's in the CELA collection, how materials are selected, and how you and your patrons can suggest titles. The third was offered through the Education Institute and focused on the technology used to



read materials offered by CELA. We also began offering webinars on our new web site in March of 2019.

Support for accessible TD Summer Reading Clubs

CELA continues to be a member of the TD Summer Reading Club (TDSRC) National Committee. In addition to our accessibility advisory role, CELA helps participating public libraries offer an accessible program by distributing an accessible version of the notebook in both English and French, as well as program titles in accessible formats. For the Summer of 2018, we also provided one copy of a print and braille book entitled It Can't Be True! by DK Publishing to better serve blind and low vision children locally. Canadian public libraries received 7,240 accessible notebooks 1,705 copies of the braille book and 47,100 postcards from CELA. For the 2nd year, we are working with Library and Archives Canada (LAC) to recognize libraries (one English, one French) who make an exceptional effort to make their TDSRC inclusive to children with print disabilities.

Outreach Toolkit for libraries

We launched our new Outreach Service Toolkit in September of 2018, which provides a variety of tools and resources to support library's outreach and promotion of CELA services and accessible services generally. The toolkit was developed with input from public library staff and our Outreach Committee. It includes:

- Free promotional materials to order or view
- Slides to use in presentations to staff or community organizations
- Dates of annual accessibility-related events
- Sample web and social media content
- Organizations and venues to consider for outreach

eBound/CNIB Partnership

eBound Canada and CNIB have reached a service agreement that establishes an ongoing partnership between eBOUND and CNIB's Accessible Publishing department. Through this collaboration, CNIB will offer its transcription and production services to all Canadian publishers working with eBOUND, allowing them the opportunity to release their publications in formats other than print, including audiobooks or enhanced EPUBs, as well as in physical formats such as embossed braille.

CELA played a significant role in facilitating the agreement and any materials produced will be added to the CELA collection at no cost. This partnership will also provide an opportunity for Accessible Publishing to share knowledge and best practices with Canadian publishers, which we hope will lead many to



recognize the importance of making all their future productions 'accessible at source'.

Phone it Forward

CELA is helping coordinate efforts with CNIB to partner with libraries for their Phone it Forward initiative. Smart phones offer tremendous accessibility tools and there are a growing number of apps that are fully accessible or are specifically designed to assist those with vision loss. CNIB seeks donations of smart phones, which will be refurbished, loaded with relevant apps, distributed to CNIB clients with vision loss, who will be trained on use of the devices. They have partnered with Apple and other organizations for this effort.

In Phase 1 of the partnership, libraries are serving as a pick-up point for the envelopes needed to donate the phones. In Phase 2, Libraries will provide meeting space for training. CELA sees this as an opportunity to draw persons with print disabilities into the library space and to showcase accessible services, including CELA. The Easy Reader app used to access CELA's collection will be one of the apps added to the refurbished phones.

Federal Funding

For the first time, CELA, and not CNIB, applied for a received federal funding for the production and distribution of alternate format materials. In addition, the Department of Canadian Heritage received \$22.8 million over 5 years to assist publishers in creating content that is "born accessible". CELA will be taking part in conversations on how this funding will be administered.

Autonomy

As of April 1, 2019, all CNIB staff assigned to CELA resigned from CNIB and were hired by CELA. Significant effort was put forth over the last six months of FY18-19 in assuring a smooth transition – aided by pro-bono assistance we received from Carla Dal Mina, a Human Resources Consultant assigned to us by Management Advisory Service (MAS). MAS provides pro-bono services for non-profits via an application process.

Insurance benefits were arranged through Great West Life and retirement benefits through Sunlife Financial. Benefits are similar to what staff received from CNIB. We extended the hours of our current Bookkeeper and created an account with Quickbooks to manage financials and payroll. On advice from Carla, former CNIB staff were given a 7% salary raise from their final CNIB rate. The raise also brought their rates more in line with public librarians in the GTA.

Staff will be working primarily out of their homes. Appropriate equipment was procured for this purpose and we implemented a Microsoft Teams environment



to manage staff communication, documents and telephone support services. Teams integrates with Microsoft Office, Outlook and other MS products. It is supported by ProServIT, a tech support company in Toronto. Other steps were taken (e.g. insurance, transfer of vendor accounts from CNIB to CELA) and as of March 31, 2019, we were well-prepared for the changeover.

New Digital Platform

In March of 2019, CELA launched a completely new catalogue and user interface. Driven by our commitment to innovation and member library needs, we migrated our catalogue to a new platform developed in partnership with Benetech Inc, the organization behind Bookshare. Bookshare was responsible for developing the infrastructure. CNIB was responsible for building the interface – a service offered to CELA gratis with the understanding that CELA would extract itself (staffing, financial management, IT infrastructure) from CNIB as of April 1, 2019.

Some of the many promises of the new platform include an accessible interface for patrons, librarians, and CELA staff, which provides an optimized experience for mobile devices, screen-readers and magnifiers, integration of CELA and Bookshare into a single catalogue and registration process, and an uncluttered home page focused on search & discovery. It also extracts most of CELA's technology infrastructure from CNIB servers into the Amazon Web Services Cloud.

The transition to the new platform, at best, was bumpy, with significant functionality failing at launch – mostly on the interface side. Many features were not available as of March 31, 2019 and we expect work to continue well into FY19-20.

Thank you

Finally, this is my final AGM report and I wanted to thank the membership for their support over the past 5 years. It has been a tremendous experience and a great learning opportunity. I would be remiss in not signaling out Jefferson Gilbert, Teresa Johnson and Catherine Biss – all three have been with the board since the organization's inception a deserve recognition for their work -all voluntary - in launching this service. I leave knowing that CELA has a dedicated board, tremendous support from member libraries and patrons across the country, and the most dedicated staff I've ever worked with. I will continue to support the organization in any way that I can.

FINANCIAL STATEMENTS

Year Ended March 31, 2019

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Guyatt + Moffatt

Chartered Professional Accountants

Michael B. Guyatt Professional Corporation C. Brad Moffatt Professional Corporation Douglas M. Guyatt Professional Corporation 211 - 911 Golf Links Road Ancaster, Ontario L9K 1H9 (905) 527 - 0000 Fax (905) 648 - 3101

INDEPENDENT AUDITOR'S REPORT

To the Members of Centre for Equitable Library Access (CELA) / Centre D'Accès Équitable Aux Bibliothèques

Opinion

We have audited the financial statements of Centre for Equitable Library Access (CELA) / Centre D'Accès Équitable Aux Bibliothèques (the Organization), which comprise the statement of financial position as at March 31, 2019, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Independent Auditor's Report to the Members of Centre for Equitable Library Access (CELA) / Centre D'Accès Équitable Aux Bibliothèques (continued)

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to
 fraud or error, design and perform audit procedures responsive to those risks, and obtain audit
 evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting
 a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may
 involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal
 control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Ancaster, Ontario August 7, 2019 GUYATT + MOFFATT
Chartered Professional Accountants
Licensed Public Accountants

Statement of Revenues and Expenditures Year Ended March 31, 2019

	2019	2018
REVENUE		
Government grants	\$ 1,130,613	\$ 1,026,195
Subscription fees	539,463	474,359
Interest and other	2	1,501
	1,670,078	1,502,055
DIRECT COSTS	. 4	
Remittance to CNIB	1,275,000	1,075,000
Bookshare library access	150,000	75,000
Materials	66,192	68,087
	1,491,192	1,218,087
	178,886	283,968
EXPENSES	0	
Advertising and promotion	1,029	98
Affiliation fees	1,132	1,684
Bank charges and interest	545	88
Computer and internet	10,037	-
Consulting fees	-	1,000
Contracted staffing	195,540	195,540
Insurance	1,826	1,963
Meals & entertainment	455	940
Non-recoverable HST	22,308	-
Office expense Professional fees	1,193 14,141	479 16,384
Telephone	14,141 824	1,009
Travel	4,123	2,441
TIQTO!	253,153	221,626
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES		\$ 62,342

Statement of Financial Position March 31, 2019

	2019		2018
ASSETS			
CURRENT			
Cash	\$ 268,189	\$	333,010
Accounts receivable (Note 3)	245,822		199,252
Harmonized sales tax recoverable	7,895		-
Prepaid expense	13,919		1,071
	\$ 535,825	\$	533,333
LIABILITIES AND NET A	SSETS	9	
Accounts payable and accrued liabilities	\$ 89,355	\$	3,569
Harmonized sales tax payable	-	Ψ	15,105
Deferred revenue (Note 4)	419,018		412,940
	508,373		431,614
NET ASSETS	Y		
General fund	27,452		101,719
	\$ 535,825	\$	533,333

ON BEHALF OF THE BOARD

_____ Director

Director

Statement of Changes in Net Assets Year Ended March 31, 2019

	2019		2018
NET ASSETS - BEGINNING OF YEAR DEFICIENCY OF REVENUE OVER EXPENSES	\$ 101,71 (74,26		39,377 62,342
NET ASSETS - END OF YEAR	\$ 27,45	2 \$	101,719
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Statement of Cash Flows Year Ended March 31, 2019

	2019		2018
OPERATING ACTIVITIES excess (deficiency) of revenue over expenses	\$ (74,267)	\$	62,342
Changes in non-cash working capital:		_Ψ_	
Accounts receivable Accounts payable and accrued liabilities Deferred revenue	(46,570) 85,786 6,078₄		93,394 3,093 (5,742)
Prepaid expense Harmonized sales tax payable	(12,848) (23,000)		883 17,378
	9,446		109,006
INCREASE (DECREASE) IN CASH FLOW	(64,821)		171,348
CASH - BEGINNING OF YEAR	333,010		161,662
CASH - END OF YEAR	\$ 268,189	\$	333,010

Notes to Financial Statements Year Ended March 31, 2019

DESCRIPTION OF OPERATIONS

Centre for Equitable Library Access (CELA) was incorporated on September 1, 2013 pursuant to the Canada Not-for-Profit Corporation Act. Its purpose is to support public libraries in the provision of accessible collections for Canadians with print disabilities and to champion the fundamental right of Canadians with print disabilities to access reading materials in the format of their choice.

The corporation qualifies as a non-profit organization, which is exempt from income tax under the Income Tax Act.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

Fund accounting

Centre for Equitable Library Access (CELA) / Centre D'Accès Équitable Aux Bibliothèques follows the deferral method of accounting for contributions.

The General Fund accounts for the organization's current operations and programs as well as other administrative activities. This fund reports unrestricted resources and restricted operating grants.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Government grants

Government grants are recorded when there is a reasonable assurance that the organization had complied with and will continue to comply with, all the necessary conditions to obtain the grants.

Revenue Recognition

CELA follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

Government grants, subscription fees and program fees are recognized on an accrual basis and are deferred until earned.

(continues)

Notes to Financial Statements Year Ended March 31, 2019

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Contributed services

Board members volunteer their time to assist in the organization's activities. These services materially benefit the organization; however, a reasonable estimate of the time spent and its fair market value cannot be made and accordingly, these contributed services are not recognized in the financial statements.

3.	ACCOUNTS RECEIVABLE		
		2019	2018
	Accounts Receivable Government assistance receivable	\$ 153,371 \$ 92,451	199,252 -
		\$ 245,822 \$	199,252

4. DEFERRED REVENUE

Subscription fees are typically paid in advance for one year of service. Amounts paid for services to be provided in future have been recognized as deferred revenue. The changes in the deferred revenue balance are as follows:

	_	2019	2018
Balance, beginning of year Amounts received during the year Amounts recognized as revenue during the year	\$	412,940 512,940 (506,862)	\$ 418,682 469,161 (474,903)
	\$	419,018	\$ 412,940

REMITTANCE FOR SERVICE AND COMMITMENT

A memorandum of understanding (MOU) was made between CELA and Canadian National Institute for the Blind (CNIB) on April 1, 2014 and renewed January 22, 2016 CELA has contracted CNIB to produce, house and distribute alternate format materials.

CNIB is also a critical partner in a national solution for accessible format materials, supporting advocacy and funding efforts for CELA services. CELA's business model seeks support from provincial and territorial governments, and large urban public libraries. In the short term, financial support will also be provided by CNIB to facilitate the transition of accessible library service from CNIB to CELA, but this reliance will diminish over future years.

6. FINANCIAL INSTRUMENTS

Unless otherwise noted, it is the Board's opinion that the corporation is not exposed to material interest or credit risks arising from its financial instruments, and that the fair values of its financial instruments approximate their carrying value.

MTCS Project Revenue and Expenditures Year Ended March 31, 2019

(Schedule 1)

	2019	2018	8
REVENUE MTCS transfer payment	\$ 924,511	\$ 936	,185
WITCO transfer payment	φ 924,511	φ 9 30	, 105
DIRECT COSTS			
Collections	193,795	280	,656
Member services	207,270	187	,237
Patron support	130,000	140	,427
Web & digital services	172,832	187	,237
Bookshare library access	82,850		-
	786,747	795	,557
ADMINISTRATIVE COSTS			
Advertising & promotion	-		62
Affiliation fees	7 P	1.	,069
Bank charges and interest	57		57
Consulting fees	-		635
Contracted staffing	122,898	124	,075
Insurance	1,731	1,	,246
Meals and entertainment	262		596
Office expense	1,302		303
Professional fees	7,752	10	,396
Staff health benefits	822		-
Telephone	646		640
Travel	2,294	1,	,549
	137,764	140	,628
TOTAL EXPENDITURES	924,511	936	,185
SURPLUS/(DEFICIT)	\$ -	\$	-

Transfer payment revenue is included in Government Grants on the Statement of Revenue and Expenditures.

All direct costs are included in Direct Costs on the Statement of Revenue and Expenditures, but reclassifications have been made in accordance with the Ontario Transfer Payment Agreement dated April 1, 2018.