

Mission Statement

Freedom to Discover

Strategic Priorities

*A Community Beacon Relevant and Responsive
A Creative and Changing Organization*

HAMILTON PUBLIC LIBRARY BOARD

**Regular Board Meeting
Wednesday, May 18, 2016
Central Library, Board Room**

5:30 p.m. Dinner
6:00 p.m. Meeting

AGENDA

Guests: Stephen Abram, Dijia Qin, Kathleen Shannon

1. Discussion Period

1.1 Welcome Sherry Fahim, Director Digital Technology & Creation

2. Acceptance of the Agenda

3. Minutes of the Hamilton Public Library Board Meeting of Wednesday, April 20, 2016 Attachment #3

4. Presentations

4.1 FOPL – Stephen Abram

4.2 Pop-up Library Presentation – DQ/KS

5. Consent Items

5.1 Staff Computer Renewal – SF/LB Attachment #5.1
Suggested Action: Recommendation

6. Business Arising

6.1 Upcoming and Outstanding Agenda Items- PT Attachment #6.1
Suggested Action: Receive

- 6.2 Start the Cycle - KA Attachment #6.2
Suggested Action: Receive
- 6.3 In-Camera Process – PT Attachment 6.3
Suggested Action: Receive
- 6.4 Construction Renovations Lessons Learned – KA Attachment #6.4
Suggested Action: Recommendation
- 6.5 Borrowing Parameters – MS/LB Attachment #6.5
Suggested Action: Recommendation

7. Correspondence

8. Reports

- 8.1 Chief Librarian's Report Attachment #8.1
Suggested Action: Receive
- 8.2 Report from the Policy Review Committee - VC Attachment #8.2
Suggested Action: Recommendation
- 8.3 Report from the Audit Committee - JK Attachment #8.3
Suggested Action: Recommendation

9. New Business

- 9.1 Report on Reserves – JB Attachment #9.1
Suggested Action: Receive
- 9.2 Makerspace Fees – LB/SF Attachment #9.2
Suggested Action: Recommendation

10. Private and Confidential

11. Date of Next Meeting

Wednesday, June 15, 2016
Central Library, Board Room, 5th Floor
5:00 p.m. Meeting
7:00 p.m. Annual Chairmen's Dinner

12. Adjournment

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HAMILTON PUBLIC LIBRARY BOARD

Regular Board Meeting
Wednesday, April 20, 2016
Central Library, Board Room
5:30 p.m. Dinner
6:00 p.m. Meeting

MINUTES

PRESENT: George Geczy, Jennifer Gautrey, Mary Ann Leach,
Councillor Pearson, Douglas Brown, Vikki Cecchetto,
John Kirkpatrick, Suzan Fawcett, Councillor Partridge,
Lori-Anne Spence-Smith

STAFF: Lisa DuPelle, Karen Anderson, Melanie Southern, Paul Takala,
Lita Barrie, Karen Hartog

REGRETS: Clare Wagner

GUESTS: Laura Lukasik, John Black

Ms Leach called the meeting to order at 6:00 p.m.

1. Discussion Period

There were no discussion items.

2. Acceptance of the Agenda

Items 8.3, 9.1, 9.2, 9.3 will be moved before business arising items.

MOVED by Ms Spence-Smith, seconded by Ms Gautrey,

THAT THE AGENDA BE ACCEPTED AS AMENDED.

MOTION CARRIED

3. Minutes of the Hamilton Public Library Board Meeting of Wednesday, March 16, 2016

MOVED by Mr. Kirkpatrick, seconded by Mr. Brown,

THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, MARCH 16, 2016 BE ACCEPTED AS PRESENTED.

MOTION CARRIED.

4. Presentations

4.1 Library Board Minutes & Related Processes

Mr. Takala provided background information related to the current process of minute taking and provided recommendations for potential improvements including an outstanding action items list to be included on the agenda, board website review, presentations for the board and the recording of meetings.

A separate item will be added to next month's agenda to discuss in-camera motions.

MOVED by Councillor Partridge, seconded by Mr. Geczy

THAT STAFF PREPARE A REPORT FOLLOWING CONSULTATION WITH THE CITY CLERK'S DEPARTMENT TO OBTAIN WORDING AND PROCESSES FOR DEALING WITH IN-CAMERA MOTIONS.

MOTION CARRIED.

4.2 HPL Membership in Library Associations

Mr. Takala outlined the history of Hamilton Public Library's involvement with library associations throughout North America. Specifically, Mr. Takala reported on FOPL (Federation of Ontario Public Libraries).

Library Board members requested a presentation from a FOPL representative.

4.3 7 Million Circulation Club

Ms Barrie reported on the recent staff challenge to exceed circulation statistics above the 7 million mark.

5. Consent Items

MOVED by Councillor Pearson, seconded by Ms Fawcett,

THAT CONSENT ITEM 5.1 and 5.2 BE APPROVED AS PRESENTED.

MOTION CARRIED.

5.1 Turner Park Parking Lot

That the Hamilton Public Library Board receives this report for information and staff report back on scheduling.

5.2 City School by Mohawk

That the Hamilton Public Library Board receives this report for information and feedback.

6. Business Arising

6.1 York Blvd Entrance

MOVED by Mr. Kirkpatrick, seconded by Councillor Pearson,

THAT THE LIBRARY BOARD APPROVES UP TO \$90,000 TO BE ALLOCATED FROM THE LIBRARY MAJOR CAPITAL PROJECTS RESERVE (106008) TO FUND RENOVATING THE YORK BOULEVARD ENTRANCE.

MOTION CARRIED.

7. Correspondence

No library board correspondence.

8. Reports

8.1 Chief Librarian's Report

MOVED by Ms Gautrey , seconded by Ms Fawcett,

THAT THE CHIEF LIBRARIAN'S REPORT BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

8.2 Report from the Policy Review Committee

MOVED by Ms Spence-Smith, seconded by Mr. Brown,

THAT THE REPORT FROM THE POLICY REVIEW COMMITTEE BE RECEIVED AS PRESENTED.

MOTION CARRIED.

8.3 2016 Budget Variance Report

MOVED by Ms Spence-Smith, seconded by Mr. Brown,

THAT THE FIRST QUARTER 2016 HAMILTON PUBLIC LIBRARY NET EXPENDITURES REPORT FOR THE THREE (3) MONTHS ENDING MARCH 31, 2016 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

9. New Business

9.1 Q1 Metrics Report

MOVED by Mr. Kirkpatrick, seconded by Ms Gautrey,

THAT THE LIBRARY BOARD RECEIVE THE QUARTER 1 METRICS REPORT FOR ITS INFORMATION.

MOTION CARRIED.

9.2 Donations & Sponsorship Policy

MOVED by Ms Gautrey, seconded by Ms Spence-Smith,

THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVES THE DONATIONS, SPONSORSHIP AND FUNDRAISING POLICY.

MOTION DEFEATED.

MOVED by Ms Spence-Smith, seconded by Ms Cecchetto,

THAT THE POLICY BE SENT BACK TO STAFF TO INCLUDE THE SUGGESTIONS MADE DURING THE DISCUSSION INCLUDING MONETARY THRESHOLDS AND RESPONSIBILITY FOR DESIGNATING USE OF DONATED FUNDS.

MOTION CARRIED.

9.3 Partnerships Policy

MOVED by Ms Spence-Smith, seconded by Mr. Brown,

THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVES THE PARTNERSHIP POLICY.

MOTION CARRIED.

9.4 Valley Park Feasibility Report

MOVED by Mr. Kirkpatrick, seconded by Ms Spence-Smith,

THAT THE HAMILTON PUBLIC LIBRARY BOARD RECEIVES THIS REPORT FOR INFORMATION AND FEEDBACK.

MOTION CARRIED.

9.5 Friends of the Library Policy

MOVED by Ms Cecchetto, seconded by Ms Fawcett,

THAT THE HAMILTON PUBLIC LIBRARY BOARD ACKNOWLEDGE THE DISSOLUTION OF THE FRIENDS OF THE HAMILTON PUBLIC LIBRARY ORGANIZATION AND APPROVE THE WITHDRAWAL OF THE FRIENDS OF THE HAMILTON PUBLIC LIBRARY POLICY ONCE THE GROUP IS INACTIVE.

MOTION CARRIED.

10. Private and Confidential

MOVED by Councillor Partridge, seconded by Ms Spence-Smith,

THAT THE HAMILTON PUBLIC LIBRARY BOARD MOVE IN-CAMERA TO DISCUSS (1) CONSTRUCTION PROJECT - LEGAL (2) COMPENSATION –HR, (3) UPDATE ON SENIOR LEADERSHIP.

MOTION CARRIED.

1 opposed (George Geczy – item #2)

MOVED by Ms Spence-Smith, seconded by Ms Gautrey,

THAT THE IN-CAMERA SESSION BE ADJOURNED.

MOTION CARRIED.

11. Date of Next Meeting

Wednesday, May 18, 2016
Central Library, Board Room, 5th Floor
5:30 p.m. Dinner
6:00 p.m. Meeting

12. Adjournment

MOVED by Ms Fawcett, seconded by Councillor Partridge,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF
WEDNESDAY, APRIL 20, 2016 BE ADJOURNED.**

MOTION CARRIED.

The meeting was adjourned at 9:15 p.m.

Minutes recorded by Karen Hartog

Date: May 13, 2016
To: Chair and Members of the Board
c.c. Paul Takala, Chief Librarian
From: Sherry Fahim, Director, Digital Technology & Creation
Lita Barrie, Director, Collections & Youth Services
Subject: **Staff Computer Renewal**

RECOMMENDATION:

That the Hamilton Public Library Board approves the allocation of up to \$300,000 from the Reserve Funds (Computers & Servers Acct # 106014) to support the staff phase of the computer renewal project.

That the Hamilton Public Library Board identifies Compugen and Audcomp as authorized vendors to provide computer hardware and related services to Hamilton Public Library.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

A reserve fund is maintained to cover the cost of replenishing computers and servers. This is a planned expenditure and there are sufficient funds in the Computer & Servers reserve to cover the cost of the replacement.

BACKGROUND:

In March 2015 the Library Board approved \$600,000 to cover the cost of replacing public computers and setting up a Virtual Desktop Infrastructure (VDI) to support both public and staff computing. At the time we said we would come back later to get funds to replace the end point hardware for staff.

In 2015 staff completed the VDI implementation and a full hardware renewal for the public computing environment. This solution has vastly improved the Library's ability to update systems and applications to address the needs of customers. The structure has improved security and efficiency of supporting customer needs. Post implementation, we experienced a 6% increase in public computer use.

The majority of the Library's staff computing end point hardware was last upgraded in 2009 and is beyond its end of life. These components must be upgraded and maintained up to date with technology standards as the current hardware is beginning to fail and is not adequately supporting the evolving needs of staff to support our customers and advancing the Library's strategic priorities.

In 2016, the Staff Computer Renewal phase, phase 2, will leverage similar benefits for Library staff with regard to their computer access and needs that we have seen on the public computers because of VDI. This phase is anticipated to improve the mobility of staff, facilitate offsite Library card registration, enhance remote security and performance and reduce document duplication. It will also improve HPL ability to efficiently maintain systems.

In May 2013 the Library Board approved Compugen as an authorized vendor to provide hardware and services. Compugen at the time was the Ontario Government's Vendor of Record (VOR). The advantage of working with a broad public sector VOR is the contract is designed to ensure that best prices provided to any customer in the contract are automatically provided to all customers. In 2015 the province awarded the VOR contract for desktop management services to CompuCom Canada Co. Although Compugen is not the current VOR for the province, they continue to honour the contract and pricing terms.

Staff in the Digital Technology department have been investigating options for moving forward. The current provincial VOR, CompuCom, is standardized on Lenovo computers. This creates some issues for support and administration as our equipment is currently standardized on HP. To complete the current computer renewal project on HP equipment, staff issued a RFQ (Request for Quote) for the bulk of the staff equipment needed.

The results of the RFQ showed that Compugen continues to provide the best overall pricing and that another company, Audcomp, also provided very competitive pricing. While overall slightly higher, for some classes of equipment Audcomp provided better pricing. In a time when computers equipment and costs are evolving rapidly it is important that HPL be set-up to ensure we get the best equipment for the best price. To that end, we are recommending that we identify both Compugen and Audcomp as authorized vendors. This will enable us to ensure we continue to get the best value and we work with both companies in areas of their strengths.

Date: May 13, 2016
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian
Subject: **Upcoming and Outstanding Agenda Items**

RECOMMENDATION:

That the Upcoming and Outstanding Agenda Items report be received.

BACKGROUND:

At the April 20, 2016 Library Board meeting it was decided that staff would develop a list of upcoming agenda items. The list will be amended each month. Outstanding action items and future agenda items will be listed. The intention of this mechanism is to ensure a clear record of outstanding action items are shared with all Board members. Also, it will provide an orderly mechanism for the Board to make decisions about the priority of future agenda items. The report will normally appear as item 4.1 on the agenda, the first item under business arising.

UPCOMING AND OUTSTANDING AGENDA ITEMS – MAY 2016:

Name of Issue - Comments	Month Action Initiated	Who Initiated	Month on Agenda
In camera Processes – Paul to check with clerks regard COH rules and processes around in camera	April 2016	Board	May 2016
FOPL – bring Stephen Abrams to speak to the Board about the value of FOPL	April 2016	J. Gautrey	May 2016
Start the Cycle – staff report back on lessons learned from Start the Cycle	April 2016	G. Geczy	May 2016
Clarification of Reserves – staff to bring back report clarifying reserve balances with the 2015 operating budget surplus and tangible capital assets as they appear on the financial statements	March 2016	Board	May 2016
Donations & Sponsorship Policy – Staff to bring back policy to address Board concerns	April 2016	Board	June 2016

2017–2020 Strategic Plan Process – we need to begin the process for renewing the Board strategic plan	May 2016	P. Takala	June 2016
Valley Park Project – With the Feasibility Report complete the Library Board will need to determine next steps.	April 2016	Board Report	June 2016
Facilities Master Plan – Information from the City's building assessments, age friendly audits and results of Lessons Learned are to be incorporated in the FMP.	May 2015	Board Report	September 2016
3D Printing Fees – staff to provide a program update report after 6 months of operation.	October 2015	Board Report	October 2016
Local History & Archives Images - Mr. Geczy requested that HPL investigate HPL also offering images as per the New York Public Library's initiative and provide the findings in the report to the Board.	January 2016	G. Geczy	October 2016
Youth Services Resources Renewal – staff report back to provide the Board with an update on the impact of the project upon its completion.	December 2015	L. Barrie	December 2016
Public Firewall Settings - staff to report back to provide the Board with an update and recommendations on next steps.	January 2016	P. Takala	TBD

Date: May 13, 2016
To: Chair and Members of the Board
c.c. Paul Takala, Chief Librarian
From: Karen Anderson Director of Public Service
Subject: **Start the Cycle Pilot Summary**

RECOMMENDATION:

The Hamilton Public Library Board receives this Start the Cycle Summary report for information.

BACKGROUND:

Launched as a summer 2015 pilot, the Start the Cycle children's bike loan program was offered at Barton and Red Hill Branches. The pilot program aligned well with HPL's strategic priorities and reflected the goals to be a community beacon, provide relevant and responsive service and be a creative and changing organization. Through a partnership with a local group Start the Cycle, the program was designed to reduce barriers for kids and offer the loan of a bike just like borrowing a book. The program, while offering a new and unique service for customers would take advantage of both our neighbourhood locations and library loan infrastructure. The Start the Cycle organization supplied all the equipment, thanks to participation of the Canadian Tire Jump Start program, was responsible for equipment maintenance and actively promoted the program. The library's role was the front line management of the bike collection, creation of the web content, all interactions with borrowers and the logistics of the loan process.

The pilot was intended to be a proof of concept and represented a new and unique type of service for the library. A mid pilot review revealed a number of issues and steps were taken to help streamline the loan process, clarify issues regarding equipment condition and generally reduce staff time and concerns.

The pilot was conducted from the end of June to end of September and the circulation numbers are relatively modest. However the unique nature of the bike loan program served as a very positive conversation starter with customers, staff, media and other organizations. The program was a big attraction for a few kids and was a positive influence on their use and appreciation of the library. Staff reported higher engagement with these kids but also reported concerns over the time needed to complete a loan. The pilot served to introduce the concept and was a modest success.

By the Numbers

- 56 checkouts
- 6 checkouts to ages 7-10
- 50 checkouts to ages 11-15
- 21 unique borrowers

Positive Outcomes

- Conversation starter with both local residents and with a range of organizations including city departments, Mohawk, McMaster, Community Hubs and other library systems
- Opportunity for engagement with local kids
- Bike loans results in reactivation of cards or the issuing of an access card
- Examples of individual impact – kids coming to programs and borrowing
- Significant media interest in this innovative concept
- OLA 2016 Poster session (McMaster, Mohawk and HPL)
- Interest in the program by Public Health and City of Hamilton Recreation
- New racks
- Approximately half of checkouts prompted a reactivated card/access card

Challenges

- Length of time staff needed to complete a loan and overall time commitment was an issue
- Staff concerns regarding responsibility for condition and safety of bikes
- Overall logistics -Moving, storage and security of bikes, care of equipment
- Waiver process – concerns re potential language barrier, parental participation and liability

Lessons Learned

- Parental presence and engagement at first loan critical
- Consider longer loan period to suit customer and ease staff time
- Improve logistics for moving and storage to ease staff workload
- Better bike locks are worth the investment
- Earlier launch during school session would raise awareness and uptake
- Increase training to raise staff knowledge and comfort levels
- Improve coordination with STC colleagues to increase promotion and uptake
- Reduce staff time commitment wherever possible
- Take a chance on a pilot

Next Steps

In late 2015 the Start the Cycle program, as part of a wider City package, was successful in receiving provincial funding under the Healthy Kids Community Challenge (HKCC). Resulting discussions with Public Health and Recreation revealed strong interest in the program. The exciting potential for integration into a full slate of Recreation family programs was an opportunity to take the bike loan program to the next step. HPL agreed to transition the program to City of Hamilton Recreation and the Start the Cycle group, assisted by Canadian Tire, continues to partner with the City. As a result of this shift children's bike loans will be available at two mountain recreation centres as part of the HKCC funding for mountain

wards. Starting in early June 2016 the program will be offered at Westmount and Huntington Park Recreation Centres.

Hamilton Public Library will continue to support the Start the Cycle initiative and promote the bike loan program at our mountain branches. As part of the HKCC funding, Terryberry will receive an additional bike rack.

This partnership, while no longer in its original form, has expanded opportunities for the Library to work with Recreation and Public Health and Terryberry will be promoting Summer Reading Club at an upcoming Recreation event where more than 500 kids and families are expected



Date: May 13, 2016
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian
Subject: **In-Camera Process**

RECOMMENDATION

That the Library Board receives this report for information.

INTRODUCTION

At the April 2016 Library Board meeting I was instructed to follow-up with the City of Hamilton's Clerks Office regarding rules for going in camera.

The Hamilton Public Library Board is governed under provincial legislation, namely the Public Libraries Act. The legislation outlines specific reasons the Library Board may go in-camera. The Board has followed the practice of using the right to go in-camera as sparingly as possible. As a Public Library, with Intellectual Freedom and Accountability as core organizational values, ensuring only legitimately allowed in-camera discussions is important, however; we also need to recognize that there are legitimate reasons the Board may go in-camera to protect our interests and legal responsibilities.

SUMMARY

The Public Library Act specifies specific reasons why the Library Board may go in-camera. The Public Library Act also allows the Board or a committee of the Board to "hold a closed meeting under another Act". Reasons to go in-camera in the Public Library Act are:

- the security of the property of the board;
 - personal matters about an identifiable individual;
 - a proposed or pending acquisition or disposition of land by the board;
 - labour relations or employee negotiations;
 - litigation or potential litigation, including matters before administrative tribunals, affecting the board;
 - advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - if the subject matter relates to the consideration of a request under the Municipal Freedom of Information and Protection of Privacy Act
- Before holding a meeting or part of a meeting that is to be closed to the public, a board or committee of the board shall state by resolution, the fact of the holding

a closed meeting; and the general nature of the matter to be considered at the closed meeting.

- A meeting shall not be closed to the public during the taking of a vote, except if one of the conditions stated applies and the vote is for a procedural matter or for giving directions or instructions to officers, employees or agents of the board or committee of the board or persons retained by or under contract with the board

Rose Caterini, the City Clerk pointed out that the City of Hamilton's Procedural By-Law has been developed consistent with the Municipal Act and other relevant legislation (see Appendix III). Council tries to limit the times it goes in camera as much as possible; however, there are legal reasons mainly covered in the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)ⁱ that at times compel in camera discussions.

The legislation requires the "general nature" of the reason for going in camera to be stated. Generally the City of Hamilton provides more specific reasons for going in camera than HPL. Here are some recent examples:

- HPL examples: Legal Matter; HR Matters
- COH examples: City Manager's Performance Report; City Manager Remuneration; CUPE Bargaining Ratification; Labour Relations - Asphalt Damages; Litigation matter - Occupational Health and Safety Act Matter Update

Essentially the objective of the City is to provide enough detail about the item without compromising the confidentiality of the item.

The following appendices highlight relevant sections of the current HPL By-Laws, the Public Library Act, the City of Hamilton's Procedural By-law and the Municipal Act.

Appendix I: HPL Board By-Law Section on In Camera

Appendix II - Public Libraries Act Section 16

Appendix III: City of Hamilton Procedural Bylaw (Sections on Confidentiality)

Appendix IV – Municipal Act Section 239

APPENDIX I: HPL BOARD BY-LAW SECTION ON IN CAMERA

An in camera session of the Board shall be held when it is expedient to consider all or part of an agenda in camera because "intimate financial or personal matters" may be disclosed in debate and the desirability of protecting against the consequences of such disclosure outweighs the desirability of holding the meeting in public.

The decision must be confirmed by the Board or Board Committee in the form of a motion "THAT item(s) #___ be considered during an in camera session". Such a motion shall be non-debatable and, if it is carried, the Chair shall designate a time for the session to be held. An in camera session shall be ended by a motion that the regular session be resumed.

Any actions determined during an in camera session must be authorized by Board motion passed during regular open session and recorded in public minutes. However, the Board's

Secretary may designate the minutes of in camera sessions as confidential if Section 28(2) of the Public Libraries Act applies

APPENDIX II - PUBLIC LIBRARIES ACT SECTION 16ⁱⁱ

16. (1) A board shall hold regular meetings once a month for at least 10 months each year and at such other times as it considers necessary. 2009, c. 33, Sched. 11, s. 7 (2).

Special meetings

(2) The chair or any two members of a board may summon a special meeting of the board by giving each member reasonable notice in writing, specifying the purpose for which the meeting is called. R.S.O. 1990, c. P.44, s. 16 (2).

(3), (4) REPEALED: 2002, c. 17, Sched. C, s. 24 (4).

Quorum

(5) The presence of a majority of the board is necessary for the transaction of business at a meeting. R.S.O. 1990, c. P.44, s. 16 (5).

Voting

(6) The chair or acting chair of a board may vote with the other members of the board upon all questions, and any question on which there is an equality of votes shall be deemed to be negative. R.S.O. 1990, c. P.44, s. 16 (6).

Open and closed meetings

16.1 (1) In this section,

"committee" means any advisory or other committee, subcommittee or similar entity of which at least 50 per cent of the members are also members of the board; ("comité")

"meeting" means any regular, special, committee or other meeting of the board. ("réunion") 2002, c. 17, Sched. C, s. 24 (5).

Open meetings

(2) Except as provided in this section, all meetings shall be open to the public. 2002, c. 17, Sched. C, s. 24 (5).

Improper conduct

(3) The board chair may expel any person for improper conduct at a meeting. 2002, c. 17, Sched. C, s. 24 (5).

Closed meetings

(4) A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

(a) the security of the property of the board;

(b) personal matters about an identifiable individual;

(c) a proposed or pending acquisition or disposition of land by the board;

(d) labour relations or employee negotiations;

(e) litigation or potential litigation, including matters before administrative tribunals, affecting the board;

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;

(g) a matter in respect of which a board or committee of a board may hold a closed meeting under another Act. 2002, c. 17, Sched. C, s. 24 (5).

Other criteria

(5) A meeting shall be closed to the public if the subject matter relates to the consideration of a request under the *Municipal Freedom of Information and Protection of Privacy Act* if the board or committee of the board is the head of an institution for the purposes of that Act. 2002, c. 17, Sched. C, s. 24 (5).

Resolution

(6) Before holding a meeting or part of a meeting that is to be closed to the public, a board or committee of the board shall state by resolution,

(a) the fact of the holding of the closed meeting; and

(b) the general nature of the matter to be considered at the closed meeting. 2002, c. 17, Sched. C, s. 24 (5).

Open meeting

(7) Subject to subsection (8), a meeting shall not be closed to the public during the taking of a vote. 2002, c. 17, Sched. C, s. 24 (5).

Exception

(8) A meeting may be closed to the public during a vote if,

(a) subsection (4) or (5) permits or requires the meeting to be closed to the public; and

(b) the vote is for a procedural matter or for giving directions or instructions to officers, employees or agents of the board or committee of the board or persons retained by or under contract with the board. 2002, c. 17, Sched. C, s. 24 (5).

APPENDIX III: CITY OF HAMILTON PROCEDURAL BYLAW (SECTIONS ON CONFIDENTIALITY)ⁱⁱⁱ

CITY OF HAMILTON - BY-LAW NO. 10-053

A BY-LAW TO GOVERN THE PROCEEDINGS OF COUNCIL AND COMMITTEES OF COUNCIL

WHEREAS section 238 of the Municipal Act, 2001 requires that Council of the City of Hamilton adopt, by By-law, procedures governing the calling, place, and proceedings of meetings;

NOW THEREFORE, the Council of the City of Hamilton enacts as follows:

SECTION 1 - DEFINITIONS

1.1 In this By-law,

“**Act**” means the Municipal Act, 2001;

“**Closed Meeting**” means a meeting, or part of a meeting, of Council or a Committee, which is closed to the public as permitted by the Act, also referred to as an “in-camera meeting”;

Appendix H: CODE OF CONDUCT FOR MEMBERS OF COUNCIL PREAMBLE

Purpose:

A written Code of Conduct helps to ensure that the members of Council share a common basis for acceptable conduct. The Code of Conduct is not intended to replace personal ethics. The Code of Conduct:

Statutory Provisions Regulating Conduct:

In addition, the Code of Conduct operates along with and as a supplement to the existing five statutes that govern the conduct of members of Council:

- the *Municipal Act, 2001*
- the *Municipal Conflict of Interest Act*
- the *Municipal Elections Act, 1996*
- the *Municipal Freedom of Information and Protection of*

- *Privacy Act*
- the *Criminal Code* (Canada)

SECTION 1 - DEFINITIONS

1.1 In this Code of Conduct:

- (a) "confidential information" includes but is not limited to information:
- (i) in the possession of the City that the City is either prohibited from disclosing, is required to refuse to disclose or exercises its discretion to refuse to disclose under the *Municipal Freedom of Information and Protection of Privacy Act*¹ or other legislation; and
 - (ii) concerning matters that are considered in an in-camera meeting under section 239 of the *Municipal Act, 2001*²;

² Generally, the *Municipal Freedom of Information and Protection of Privacy Act* restricts or prohibits disclosure of information received in confidence from third parties of a corporate, commercial, scientific or technical nature and information that is personal, and permits the restriction or prohibition of disclosure of information that is subject to solicitor-client privilege.

Section 239 of the *Municipal Act, 2001* permits information concerning the following matters to be considered in an in-camera meeting: the security of the property of the City; personal matters about an identifiable individual, including City employees; a proposed or pending acquisition or disposition of land by the City; labour relations or employee negotiations; litigation or potential litigation, including matters before administrative tribunals, affecting the City; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; a matter in respect of which Council may hold a closed meeting under another Act; a matter relating to the consideration of a request under the *Municipal Freedom of Information and Protection of Privacy Act*; or the education or training of the members of Council.

(i)

5.2 No member of Council shall use confidential information for financial or other gain, or for the financial or other gain of a family member or any person or corporation. For example, no member of Council should directly or indirectly benefit, or aid others to benefit, from knowledge respecting bidding on the sale of City property or assets.

- (a) items under litigation, negotiation, or personnel matters;
- (b) information that infringes on the rights of others (e.g., sources of complaints where the identity of a complainant is given in confidence);
- (c) price schedules in contract tender or Request For Proposal submissions if so specified;
- (d) information deemed to be personal information under the *Municipal Freedom of Information and Protection of Privacy Act*;
- (e) statistical data required by law not to be released (e.g. certain census or assessment data).

5.5 Members of Council shall not access or attempt to gain access to confidential information in the possession of the City unless it is necessary for the performance of their duties and not prohibited by Council policy.

APPENDIX IV – MUNICIPAL ACT SECTION 239^{iv}

Meetings open to public

239. (1) Except as provided in this section, all meetings shall be open to the public. 2001, c. 25, s. 239 (1).

Exceptions

- (2) _____ considered is,
- (a) the security of the property of the municipality or local board;
 - (b) personal matters about an identifiable individual, including municipal or local board employees;
 - (c) a proposed or pending acquisition or disposition of land by the municipality or local board;
 - (d) labour relations or employee negotiations;
 - (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
 - (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act. 2001, c. 25, s. 239 (2).

Other criteria

(3) A meeting shall be closed to the public if the subject matter relates to the consideration of a request under the *Municipal Freedom of Information and Protection of Privacy Act* if the council, board, commission or other body is the head of an institution for the purposes of that Act. 2001, c. 25, s. 239 (3).

Note: On January 1, 2016, the day named by proclamation of the Lieutenant Governor, subsection (3) is repealed and the following substituted: (See: 2014, c. 13, Sched. 9, ss. 22, 24 (1))

Other criteria

(3) A meeting or part of a meeting shall be closed to the public if the subject matter being considered is,

(a) a request under the Municipal Freedom of Information and Protection of Privacy Act, if the council, board, commission or other body is the head of an institution for the purposes of that Act; or

(b) an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act, an Ombudsman referred to in subsection 223.13 (1) of this Act, or the investigator referred to in subsection 239.2 (1). 2014, c. 13, Sched. 9, s. 22.

Educational or training sessions

(3.1) A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members.
2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee. 2006, c. 32, Sched. A, s. 103 (1).

Resolution

(4) Before holding a meeting or part of a meeting that is to be closed to the public, a municipality or local board or committee of either of them shall state by resolution,

- (a) the fact of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting; or
- (b) in the case of a meeting under subsection (3.1), the fact of the holding of the closed meeting, the general nature of its subject-matter and that it is to be closed under that subsection. 2001, c. 25, s. 239 (4); 2006, c. 32, Sched. A, s. 103 (2).

Open meeting

(5) Subject to subsection (6), a meeting shall not be closed to the public during the taking of a vote. 2001, c. 25, s. 239 (5).

Exception

- (6) Despite section 244, a meeting may be closed to the public during a vote if,
 - (a) subsection (2) or (3) permits or requires the meeting to be closed to the public; and
 - (b) the vote is for a procedural matter or for giving directions or instructions to officers, employees or agents of the municipality, local board or committee of either of them or persons retained by or under a contract with the municipality or local board. 2001, c. 25, s. 239 (6).

Record of meeting

(7) A municipality or local board or a committee of either of them shall record without note or comment all resolutions, decisions and other proceedings at a meeting of the body, whether it is closed to the public or not. 2006, c. 32, Sched. A, s. 103 (3).

Same

- (8) The record required by subsection (7) shall be made by,
 - (a) the clerk, in the case of a meeting of council; or
 - (b) the appropriate officer, in the case of a meeting of a local board or committee. 2006, c. 32, Sched. A, s. 103 (3).

Record may be disclosed

(9) Clause 6 (1) (b) of the *Municipal Freedom of Information and Protection of Privacy Act* does not apply to a record of a meeting closed under subsection (3.1). 2006, c. 32, Sched. A, s. 103 (3)

ⁱ <https://www.ontario.ca/laws/statute/90m56>

ⁱⁱ <https://www.ontario.ca/laws/statute/90p44>

ⁱⁱⁱ <http://www2.hamilton.ca/NR/rdonlyres/C8E8F719-F973-4E84-ABA2-1CF4CBBF6030/0/ProceduralBylaw10053OfficeConsolidDecember2013.pdf>

^{iv} <https://www.ontario.ca/laws/statute/01m25>

Date: May 13, 2016
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian
Subject: **Construction Renovations Lessons Learned**

RECOMMENDATION:

That this report on lessons learned be received for comment and that staff incorporate relevant information and Board feedback into the Facilities Master Plan for Board review later this year.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Library staff work closely with the City of Hamilton project managers and architects to ensure projects are of quality design and build, are on budget and come in on time. With the acceleration of Library construction and renovation projects in recent years we have gained new experiences and insights into challenges and risks facing projects. This report highlights some lessons learned for the Board to consider as we move forward with other projects.

BACKGROUND:

The long delay in completion of the new Waterdown library has caused us to take a step back and analyse factors that may have contributed to the delay and potential steps we could take to reduce the risk of a future occurrence. In looking at the delays in the Waterdown project, we have also looked at other recent construction experiences. The observations in this report; except where specifically mentioned to relate to the Waterdown project, are more general in nature and relate to our learning from a wide range of projects.

Our current strategic plan challenges us to ensure we create library spaces that are inviting and “Community Beacons”. The Facilities Master Plan (FMP) provides clear direction for staff to work with project managers and architects to design and build spaces that will be embraced by the community. We build library spaces so they are used and embraced by the communities we serve. By that measure when we look at the new buildings that the Library Board has built like Lynden, Turner Park and Waterdown we have been very successful. As well, when we look at major renovations like Central, Terryberry, Kenilworth and Barton we have been very successful. So in addressing problems related to delays and the buildings themselves our goal should be to adjust what has not worked well but to preserve what has worked.

KEY ISSUES FOR CONSIDERATION AND DRAFT RECOMMENDATIONS

The following issues have been factors to consider for future projects. Staff have developed draft recommendations on each issue.

- **Project Constraints:** Typically there are 3 primary constraints that impact the completion of a project: money, time and scope (quality/quantity of the work). In cases where we have existing services in place, such as Lynden and Waterdown, our approach has been to watch the budget very carefully and ensure the work is of the quality we expect. When problems or challenges emerge this typically results in time delays if we are not willing to compromise on scope or add additional funds to the projects.

Recommendation – Unless specific circumstances require a different approach, we should continue to ensure budget and scope are preserved as priorities over time. We should be cautious on deferring items to achieve substantial completion or occupancy and ensure specific timelines are established.

- **Contract Incentives to Avoid Delays:** To help reduce the risk of delays in projects, one strategy is to use incentives (penalties and/or bonuses) to ensure the contractor finishes the work on time. While this approach can be very effective we need to be aware that contractors bidding on projects will factor in additional costs to compensate for the risk associated with delays. Where we have existing service in place, we have avoided making penalties too high to ensure we can get maximum value for the dollars we receive.

Recommendation – We should continue to be cautious about expensive incentives that reduce the risk of time delays unless specific project circumstances require a modified approach. Examples could be grant funding contingent on project completion by a certain date or other critical dependencies. Instead, increased communication and site presence will achieve better results in terms of adhering to schedules and quality of workmanship.

- **Procurement Processes:** We work closely with the City of Hamilton through the procurement process. The current process followed on construction projects awards the bid to the lowest bidder. The City of Hamilton's Procurement Policy provides alternatives that have been used successfully in the past by HPL, such as price per point. The policy also allows for the ability to pre-qualify vendors.

Recommendation – That the Library work with the COH to ensure the procurement methods followed are the most appropriate for the circumstances of a given project. For large and complex projects, HPL will work with the COH to ensure the general contractors are prequalified. That staff engage the Library Board in determining the procurement options to be followed until this is adequately addressed in the FMP.

- **Design Considerations:** Designing buildings that are attractive and function well are critical to attracting customers to our spaces. We should celebrate the

fact that some of our projects have received important architectural awards; however, as we do, we need to also remember that winning awards is not our goal. Our goal is to create excellent welcoming public spaces that function efficiently and effectively support current and future library needs. Moving forward, there are a few areas that we need to look at to ensure that we reduce risk in future projects. An issue that has come up in discussions is the fact that design elements that are untested (never been tried before) pose different types of risks depending on the situation. We want buildings that uniquely fit into and enhance the environments they are located, but we need to ensure that untried or untested features are necessary and provide more benefit than risk.

Recommendation: that staff work with the COH to develop clear standards for features including doors, windows and lights. The standards need to ensure architects have some flexibility in design, but the options chosen need to have existing demonstrated successful use and be readily sourced. In addition, that staff work with the COH to ensure the standards for the infrastructure to support the libraries technology (electrical and data needs) are clearly laid out in standards and are identified as an important priority in library projects. That designs are assessed in early stages to ensure that staff familiar with customer needs can look for adjacencies and layout to ensure the building will be able to meet actual customer needs and support effective staff workflows. That customer feedback be sought in order to mitigate design failures from the end user point of view.

- **Communication:** Library construction projects, by their very nature, draw public interest and questions. This means the need for ongoing, timely and accurate communication is critical. The issue of communication has been identified and both HPL and the COH are committed to working together to ensure we communicate as effectively as we can. It should be noted that while construction projects are in process, communication is only really successful when all parties are working together to honestly reflect the progress and challenges being faced.

Recommendation: that the Library work with COH staff to ensure that contract requirements and expectations are clear around communication and the project schedule. That the general contractor provides regular updated schedules and provides a complete critical construction path that includes integrated and dependent tasks, so COH and HPL staff can independently access the project schedule. That the current practice of having full participation of HPL team in all stages of projects continue to ensure the library's interests are considered and timely discussions and decision making.

Date: May 13, 2016
To: Chair and Members of the Board
c.c. Paul Takala, Chief Librarian
From: Melanie Southern, Director Public Service, Partnership & Communications; Lita Barrie, Director Collections & Youth Service
Subject: **Borrowing Parameters (7 Million Club)**

RECOMMENDATION:

That the Hamilton Public Library Board approves the modifications to the borrowing parameters. That staff update appropriate policies and schedules to reflect these changes.

BACKGROUND:

Last month, the Board received the presentation regarding the 7 Million Club initiative to exceed 7 million in circulation of physical and digital materials. The initiative has three key areas of focus:

- Promoting collections
- Celebrating readers' advisory
- Reviewing borrowing parameters

The following parameter modifications are designed to strengthen the customer service experience, and offer ways to increase usage collections by customers without adding additional cost. This strategy allows the public to use materials with no requests pending for longer periods of time if desired, and allow people to have more items and holds:

- Increase the number of renewals for items with no requests pending from two (2) to five (5) times. This could potentially alleviate some restocking pressures as customers retain materials in their homes
- Increase the number of holds from fifty (50) to seventy-five (75). A number of our most avid customers regularly hit the 50 hold limit.
- Increase the maximum number of checkouts from fifty (50) to seventy-five (75)

These borrowing parameter changes will be reflected in the corresponding policy. The Board will be kept informed as the 7 Million Club initiative progresses.

Chief Librarian's Report – May 2016

LEADERSHIP RECRUITMENT

I am pleased to report that we have added strong new members to our leadership team. On behalf of all staff I am pleased to extend a warm welcome to Sherry Fahim, Tony Del Monaco and Mylène Vincent.

Sherry Fahim commenced her role as Director Digital Technology and Creation on May 9. Sherry has extensive information technology leadership experience, including 9 years as the Director, Portfolio Management, Information and Technology for the City of Toronto. Sherry holds a Masters of Public Administration from the University of Western Ontario. Sherry's undergraduate degree is in Engineering from Cairo University and has several additional certifications including Project Management and ITIL.

On June 6, Tony Del Monaco will be joining HPL as the Director of Finance and Facilities. Tony has 15 years of finance experience with the City of Hamilton, most recently as the Manager of Accounting Services. Previously he played a leadership role in implementing accounting rule changes on Tangible Capital Assets (TCA) and has work extensively with capital budgets. Tony has an Honours Bachelor of Commerce from McMaster University and is a Certified Management Account (CMA).

Mylène Vincent has joined the library as Acting Manager of Finance and Facilities. Mylène graduated with a Bachelor of Commerce from Concordia with a focus on accounting and is fluent in French. Mylène has extensive experience working in finance and administration roles in higher education. Previously she worked for McMaster University as the Director of Administration for the Department of Pathology and Molecular Medicine and prior to that she worked as a Manager of Finance and Operations for the University of Toronto.

KENILWORTH AND BARTON PARTICIPATING IN TRY HAMILTON EVENT

Born out of last year's Barton Kenilworth Study, Try Hamilton is partnering with Social Planning and Research Council and the Barton Village BIA to host an event to showcase the potential of the Barton and Kenilworth areas. Five information nodes have been identified and free HSR buses will transport visitors. On June 25th the Kenilworth branch will host the Kenilworth Community Node and visitors will hear from the Hamilton Public Library, City of Hamilton's Economic Development Department, the Kenilworth Community Revitalization Team's Kenilworth Business Improvement Group and Beautification Group, and the Crown Point and Homeside Community Planning Teams. The Barton branch will play a smaller role but will have programming that day including a puppet show.

WESTERN UNIVERSITY SSHRC INITIATIVE

HPL is one of several partners in a research project on curriculum development with Western University. HPL will be represented at the Canadian Society for the Study of Education (CSSE) conference on June 1 in Calgary. Western University is participating in a poster session called, *Collaborative inquiry: A partnership between public libraries and teachers to promote 21st century learning*. The Canadian Society for the Study of Education is the largest organization of professors, students, researchers and practitioners in education in Canada. CSSE is the major national voice for those who create educational knowledge, prepare teachers and educational leaders, and apply research in the schools, classrooms and institutions of Canada. The CSSE Annual Conference is held in conjunction with the Congress of the Humanities and Social Sciences, and provides an opportunity for discussion of educational issues among practitioners and educational scholars from across the nation.

DUNDAS LIBRARY RENOVATIONS AND RELOCATION

Planning continues for the renovation of the Dundas branch. The timing for closure and relocation to the alternate site on Cootes Drive is currently being determined. Preparations are underway at the Cootes Drive site and staff is working on a final review with the Architect to ensure the overall project is on budget.

LIBRARY CLEANING CONTRACT

Effective May 2016 a new city wide contract for cleaning of facilities, including libraries, went into effect. Unfortunately the transition was somewhat disruptive with many locations reporting only partial or no cleaning. The situation was alleviated within a few days, but not before definite gaps in service was noticed by our customers. The new contractor has been made aware of these deficiencies and is being monitored. During this transition period library staff will assist by documenting issues and providing feedback. Despite a difficult start, maintaining good communications with the new contractor and oversight of their work will ensure success. As a valued community destination, it is critical to maintain welcoming and clean libraries.

HAMILTON READS LAUNCH

Promotion has started for the June 3 event, *An Evening for Booklovers*. The evening will highlight local authors Gary Barwin, Kim Echlin and Brent Van Staaldhuizen who will be reading from their respective novels. The event will feature staff who will be giving "book talks" to promote a wide range of local or Canadian authors. The 2016 Hamilton Reads title will be revealed during this event by CHCH's Annette Hamm. Audience members can enter a draw to win a basket of books.

KIDS CRAWL & LOUDER THAN A BOMB

Over 800 students will be visiting the Central Library on Friday, May 13 to participate Kids Crawl and Hamilton Youth Poets' Louder than a Bomb Junior Poetics event. Junior Poetics is a non-competitive environment for youth age 8-14 to showcase their artistic and poetic abilities. The event is focused on self-expression and community through poetry, oral storytelling, and hip-hop spoken word. Kids Crawl, coordinated by the Hamilton Conservatory of the Arts, provides elementary and secondary students an opportunity to explore Galleries and cultural spaces and preview work by local and international artists throughout downtown.

FOREST OF READING

Over 1,800 students from the Hamilton Wentworth District and Hamilton Wentworth Catholic District School Boards attended this year's Forest of Reading celebrations. We were fortunate to have 4 of the nominated authors participate in events held across the City at Library branches during the week of April 18th (<http://www.hwdsb.on.ca/blog/forest-of-reading-2016-celebrations/>). The Forest of Reading is a literacy program founded by the Ontario Library Association.

UPDATE ON THE CANADIAN FEDERATION OF LIBRARY ASSOCIATIONS (CFLA)

The Canadian Federation of Library Associations / Fédération canadienne des associations de bibliothèques (CFLA/FCAB) has selected its executive committee. I will be serving as Chair from now until the July when Donna Bourne-Tyson from Canadian Association of Research Libraries (CARL) will take over as Chair until our 1st AGM at OLA in early 2017. I am pleased of the progress the CFLA team has made so far.

Paul Takala
Chief Librarian



Mission Statement

Freedom to Discover

Strategic Priorities

A Community Beacon Relevant and Responsive
A Creative and Changing Organization

HAMILTON PUBLIC LIBRARY BOARD

Ad Hoc Policy Review Committee Meeting Minutes

Monday, May 9, 2016

Central Library, Admin Committee Room

4:30 p.m. Meeting

MEMBERS: Vikki Cecchetto (Chair), George Geczy, Mary Ann Leach, Douglas Brown, John Kirkpatrick

STAFF: Paul Takala, Lisa DuPelle, Karen Hartog

1. Call to Order

Ms Cecchetto called the meeting to order at 5:10 p.m.

2. Confirm Agenda

Move item #5 to #6 and #6 to #5.

Committee members approved the agenda as amended.

3. Discussion of comments received on the Draft CEO Performance Appraisal presented to the Board

Committee members reviewed the suggested changes provided by board members.

Under Principles

New bullet #3 - The Board will seek written self assessment from the Chief Librarian on their previous year's performance. This self assessment will then be discussed in-camera at a meeting of the Library Board and will remain confidential. The Director of Human Resources assists with the process. The Library Board aspires to make decisions based on consensus. Where consensus is not achievable, a vote may be taken on specific goals or sections of the PA under question. In such cases a simple majority

(number that is greater than half of a total) of Board members present will be required to approve.

Bullet #4 – the discussion of the performance appraisal with the Chief Librarian/CEO which reflect the opinion of the Library Board will be conducted by the Chair and Vice-Chair in a private setting. *This bullet will be moved to the “Schedule and Process” section of the policy.*

Under Schedule and Process

Establishing Goals: **November** in discussion with Library Board in December.

Add: Final versions of the Goals and Reports will be signed by the Board Chair, CEO and Director of Human Resources and added to the CEO's personnel file.

The organizational goals are the CEO's goals for the coming year – place as first bullet under “Establishing Goals”

Committee members agreed that the in-camera discussion will be discussed and approved at board level.

MOVED by Ms Leach, seconded by Mr. Brown,

THAT THE CHANGES AND ADDITIONS BE APPROVED BY THE POLICY COMMITTEE.

MOTION CARRIED.

4. Discussion of Comments received on the Draft Board By-Laws presented to the Board

2.0 Corporation

Add Central Library to the address of the Head Office of the Board.

3.1 Point #7 under roles of the Chair – should read “the Secretary will be notified if the Chair is unable to fulfill his/her duties.

3.2 Vice-Chair

In the absence of Chair and Vice-Chair, the secretary will assume the duties of the Chair.

3.5 Add wording about the monitoring of CEO job performance to link the by-laws to the CEO/Chief Librarian Performance Appraisal Policy such as “Systematic and rigorous monitoring of CEO job performance will be conducted in accordance with the CEO/Chief Librarian Performance Appraisal Policy.

- 4.0 Add: In the event that a Board Member accepts employment with either the City of Hamilton or the Hamilton Public Library during his/her term, he/she shall resign immediately upon acceptance of said employment.

Add: Any Board Member who declares his/her candidacy for public office whether at the municipal, provincial or federal level, shall resign from the Board upon public declaration of his/her candidacy. This provision does not apply, however, to the incumbent Councillors of the City of Hamilton who are appointed to serve on the Hamilton Public Library Board for the duration of their term of public office."

- 4.1 Add: Both the City Clerk and Secretary will be notified of any vacancies.
- 6.1 Should read: Scheduling a meeting may not be practical or expeditious for the issue at hand.
- 6.5 Add: The Secretary works with both the Chair and Vice-Chair to determine the agenda for any meeting of the Board.

MOVED by Ms Leach, seconded by Mr. Kirkpatrick

THAT THE AMENDMENTS TO THE BYLAWS BE APPROVED AS ITEMIZED.

MOTION CARRIED.

5. Discussion of comments received to Draft Policy Manual Structure presented to the Board

This item was deferred until the June meeting.

6. In-Camera Background Information

This item was deferred until the June meeting.

7. Discussion and schedule for next steps in the work of the Committee

This item deferred until June meeting.

8. In-camera Policy

9. Other Business

10. Adjournment

Meeting adjourned at 7:20 p.m.

11. Date of Next Meeting

June 22, 2016, Central Library, 5th Floor.

Minutes recorded by Karen Hartog.

N.B. CHANGES TO THE DOCUMENT RESULTING FROM THE COMMENTS SENT BY BOARD MEMBERS AND THE DISCUSSION BY THE COMMITTEE AROUND THEM ARE IN THIS COLOUR.

CEO/Chief Librarian Performance Appraisal

Policy Level: Library Board

Keywords: Performance Appraisal; Chief Librarian

Author: HR Director

Date Approved: 2015-03-13, Revised 2016-03-16 (draft)

Introduction

One of the responsibilities of the Library Board is to employ a competent CEO/Chief Librarian (**henceforth** CEO). This Policy has been developed to ensure that the process is fair, is transparent to Board members, protects confidentiality and is focused on improving the CEO's performance and adherence to **Hamilton Public Library's** strategic priorities, **the basis for the CEO's goals**.

Principles

- The Library Board is responsible for the CEO's Performance Appraisal (PA) process.
- The CEO Performance Appraisal will be conducted consistent with Library Board mission, values and strategic priorities.
- **The Board will seek written self-assessment from the CEO on their previous year's performance. This self-assessment will then be discussed in-camera at a meeting of the Library Board and will remain confidential. The Director of Human Resources assists with the process.**
- **The Library Board aspires to make decisions based on consensus. Where consensus is not achievable, a vote may be taken on specific goals or sections of the PA under question. In such cases a simple majority (number that is greater than half of a total) of Board members present will be required to approve.**

Criteria for Evaluation

- The purpose of evaluation is to ensure alignment between the Library Board and the CEO and to ensure feedback systems are in place to support ongoing improvement.

- The Library Board will monitor the degree to which Board policies and strategic priorities are met. Monitoring of the CEO's job performance will be solely against expected job outputs. Data that do not do this will not be considered to be monitoring data.
- The Board may acquire monitoring data by one or more of three methods:
 - Internal reports, in which the CEO discloses performance and compliance information to the Board
 - External reports, in which a disinterested, external third party selected by the Board, assesses compliance with Board policies.
 - Direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria
- The standard for performance/compliance shall be a reasonable interpretation of the Board policy or priority being monitored

Frequency of Appraisals

The standard period for evaluation will be annually, unless a consensus is reached with the Library Board and the CEO that a longer period is more appropriate. In such a case the schedule will be adjusted accordingly.

Schedule and Process

The schedule provides a checklist for the steps of the process

- **Establishing Goals: November in discussion with Board in camera in December**
 - The organizational goals are the CEO's goals and the CEO is to draft goals for the coming year based on these discussions.
 - Draft sent to Board for comment, comments sent to the Chair/CEO in writing. All comments will be viewed by the entire Board and if approved by the majority of the members it will be incorporated into the performance document for the given year.
 - Once finalized, goals will be approved by the Library Board in camera.
- **Mid-Year Progress Report: June**
 - CEO presents to the Board on a mid-year progress report that includes any needed adjustments to the goals for 2nd half of the year.
 - Draft sent to Board for comment, comments sent to the Chair in writing. All comments will be viewed by the entire Board and if approved by the majority of the members it will be incorporated into the performance document for the given year.
 - Once finalized, goals will be approved by the Library Board in camera.
- **Final Report for the year: December**
 - CEO works with the Board to complete report for the year
 - Draft sent to Board for comment, comments sent to the Chair/CEO in writing. All comments will be viewed by the entire Board and if approved

Comment [VC1]: The issue of whether these discussions will be "in camera" or not will hinge on the results and decisions taken when the full Board discusses the policy for going "in camera" in a subsequent meeting.

Comment [VC2]: I added this after re-reading what we had proposed to make it clear that the draft goals presented by the CEO are those agreed upon with the Board.

by the majority of the members it will be incorporated into the performance document for the given year.

- Once finalized, goals will be approved by Library Board *in camera*.
- **Final versions of the Goals and Reports will be signed by the Board Chair, CEO and Director of Human Resources and added to the CEO's personnel file.**

Board discussions:

- During the process there may be questions or the need for a Board discussion at any point during the year. Board members wishing such discussion should request that through the Board Chair.
- The item will appear under Private and Confidential as "HR Matter"
- The CEO may remain for the 1st part of the *in camera* discussion to make a statement or answer questions; however, the main Board discussion will happen with the CEO not present. The Director of Human Resources will remain in attendance to take notes and advise on process.
- **The discussion of the performance appraisal with the CEO, which reflects the opinion of the Library Board, will be conducted by the Chair and Vice-Chair in a private setting.**

Comment [VC3]: In re-reading the document, I think which "discussion" is being referenced needed to be more clearly expressed.

Hamilton Public Library Board By-Laws

HAMILTON PUBLIC LIBRARY BOARD BY-LAW FOR THE REGULATION OF THE BUSINESS OF THE BOARD (November 2007; Revised XXXXXXXX)

N.B. CHANGES TO THE DOCUMENT RESULTING FROM THE COMMENTS SENT BY BOARD MEMBERS AND THE DISCUSSION BY THE COMMITTEE AROUND THEM ARE IN THIS COLOUR.

The Hamilton Public Library Board is duly constituted as a corporation and governed by the provisions of the Public Libraries Act, Statutes of Ontario, 1990, Chapter P. 44 and is established by the provisions of City of Hamilton By-Law 04-019.

The Hamilton Public Library Board, hereinafter called "the Board", enacts the following by-laws for regulation of the business of the Board.

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- Section 1 - ***Governance Vision of the Hamilton Public Library Board***
- Section 2 - ***Corporation***
- Section 3 - ***Officers***
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- Section 5 - ***Elections***
- Section 6 - ***Meetings and Notice of Meetings; Special meetings; Attendance; Quorum; Voting; Agenda Procedure; Meeting Procedural Rules; Order of Business; Delegations; In Camera Sessions; Committees; Standing Committees –Nominating Committee, Audit Committee***
- Section 7 - ***Payment of Board Expenses***
- Section 8 - ***Amendment of the By-Laws***
- Section 9 - ***Board Self-Assessment***
- Section 10 - ***Effective Date***
- Appendix 1 - ***Audit Committee Terms of Reference***

1.0 Governance Vision of the Hamilton Public Library Board

The Hamilton Public Library Board oversees the purpose, plans and policies of the Hamilton Public Library. It is the responsibility of the Library Board to ensure that the funding it receives provides the best possible library service to Hamilton residents. In addition, it is committed to providing effective governance for the Hamilton Public Library to ensure services and programs offered by HPL remain relevant to the changing needs of the communities we serve. The Library Board has four main functions:

- 1) To establish the mission and strategic directions.
- 2) To hire and evaluate the Chief Executive Officer/Chief Librarian.
- 3) To ensure resources are in place to achieve the mission.
- 4) To monitor and audit results of programs and resources.

2.0 Corporation

In accordance with the Corporations Act, the Board shall have a corporate seal, which shall be under the control and responsibility of the Chief Executive Officer. This seal shall be affixed under the direction of the Board to all deeds, contracts, or documents requiring the seal, which seal shall be attested to by the signatures of the Chair and the Secretary, or by such other member and/or other officer as the Board shall direct.

The Head Office of the Board shall be at **the Central Library**, 55 York Boulevard, Hamilton, Ontario L8N 4E4.

3.0 Officers

The Board shall have the following officers:

- Chair
- Vice Chair
- Secretary
- Treasurer
- Chief Executive Officer

3.1 Chair

In the first year of a new Board's term the Chair shall be elected at the inaugural meeting of the Board and serve until January, when there will be the election of the Chair for that year. In each subsequent year of a Board's term, the election of the Chair shall take place in January. The Chair shall hold office for one year and may be re-elected for a maximum of one additional consecutive year (See **Elections Section 5.0**).

The primary role of the Chair of the Board is to ensure the proper functioning of the Board and the proper conduct of Board business, in accordance with all relevant legislation and with the rules of procedure adopted by the Board.

The Chair's responsibilities include:

- 1) Presiding at regular and special meetings of the Board in the manner and extent prescribed by the Board.
- 2) Committing the Board to no course of action unless specifically authorized by the Board to do so.
- 3) Serving as an ex officio member of all Board committees.
- 4) Only the Chair may represent and speak for the Board in an official capacity to outside parties in announcing Board-stated positions and in stating Chair decisions.
- 5) Acting as one of the authorized signing officers of all documents pertaining to Board business.
- 6) Representing the Board, alone or with other members of the Board, at any public or private meetings for the purpose of conducting, promoting or completing the business of the Board.
- 7) Notifying the Vice-Chair **and the Secretary**, if for any reason, the Chair is unable to perform these functions.

3.2 Vice-Chair

The Vice-Chair shall be elected at the first meeting of the Board in each year, shall hold office for one year and may be re-elected for a maximum of one additional consecutive year.

The Vice-Chair, in the absence or illness of the Chair, shall act in the place and stead of the Chair and while so acting has all the powers of the Chair.

If both the Chair and Vice Chair are unavailable, the Secretary will assume the duties of the Chair.

3.3 Secretary

The Secretary of the Board shall be the Chief Executive Officer.

3.4 Treasurer

The Treasurer of the Board shall be the Chief Executive Officer.

3.5 Chief Executive Officer

The Board shall appoint the Chief Executive Officer, who shall be its Chief Librarian, and who shall hold office until the Board rescinds the appointment or a new appointment is made. The Chief Executive Officer shall be responsible, under the supervision of the Board, for the general conduct and management of the Hamilton Public Library.

Only decisions of the Board are binding on the CEO.

- 1) Decisions or instructions of individual Board Members, officers or committees are not binding on the CEO except in rare circumstances when the Board has specifically authorized or delegated such exercise of authority.
- 2) In the case of Board Members or committees requesting information or assistance without Board authorization, the CEO can refuse such requests.

Operational achievement and conduct of library staff are the responsibility of the CEO, to whom the Board has delegated authority over and accountability for staff performance.

- 1) The Board will never give instructions to persons who report directly or indirectly to the CEO.
- 2) The Board will refrain from evaluating, either formally or informally, any staff other than the CEO.

Systematic and rigorous monitoring of the CEO's job performance will be conducted in accordance with the Chief Librarian/ CEO Performance Appraisal document. (<http://www.hpl.ca/articles/chief-librarianceo-performance-appraisal-policy>)

4.0 Board Members' Code of Conduct

Board Members must avoid any conflict of interest with respect to their fiduciary responsibility by adhering to the regulations of the Municipal Conflict of Interest Act (R.S.O. 1990, Chapter M.50 (<https://www.ontario.ca/laws/statute/90m50>))

There will be no self-dealing or any conduct of private business or personal services between any Board Member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to inside information.

Board Members will not use their positions to obtain employment in the organization for themselves, family members or close associates. **In the event that a Board Member accepts employment with either the City of Hamilton or the Hamilton Public**

Library during their term, they shall resign immediately upon acceptance of said employment.

Any Board Member who declares their candidacy for public office, whether at the municipal, provincial or federal level, shall resign from the Board upon public declaration of their candidacy. This provision does not apply, however, to the Councillors of the City of Hamilton who are appointed to serve on the Hamilton Public Library Board.

Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.

Members will respect the confidentiality appropriate to issues of a sensitive nature and understand that it is the Chair's role to represent and speak on behalf of the Board.

4.1 Vacancies

In the event of a vacancy occurring on the Board, the Secretary, upon instructions from the Board in session, shall advise **the Clerk of the City of Hamilton** and request that a new member be appointed to fill the vacancy under the conditions contained in the Public Libraries Act.

In the event of a vacancy occurring during the year in the office of Chair or Vice-Chair, the Board at its first regular meeting thereafter shall elect a new Chair or Vice-Chair to serve for the remainder of the elected time in that office.

4.2 Resignation

Members of the Board who must resign before the end of their term of appointment on the Board shall inform both the Clerk of the City of Hamilton and the Secretary of the Board in writing, specifying the effective date of their resignation.

5.0 Inaugural Meeting and Elections

5.1 Inaugural Meeting

In the first year of its term, the Board shall hold its inaugural meeting at a place and time to be determined by the Chief Executive Officer, provided that such meeting shall be held within 30 days of the appointment of a majority of its members.

5.2 Elections

In the subsequent years of its term, the Board shall hold its nomination meeting at the place and time of its regular January meeting and the regular meeting shall take place immediately following.

The Secretary of the Board shall take the chair and shall call for the Nominating Committee Report with the full slate of nominations for the Chair, Vice-Chair and members of the standing committees. The Chief Executive Officer shall introduce the nominee for each position individually and then ask if there are any nominations from the floor for the same position.

Any member of the Board has the right to make nominations from the floor. This can either be a self-nomination for any position - Chair, Vice-Chair or member of a standing committee – or the nomination of someone else.

- 1) Nominations shall be made with no seconder required.
- 2) Nominations shall be closed by a motion made and seconded.
- 3) Voting shall be by secret ballot.
- 4) The nominee receiving a clear majority of the votes cast shall be declared elected by the Chief Executive Officer.
- 5) Should no member receive a clear majority, balloting shall proceed with the nominee's name receiving the smallest number of votes being dropped.

6.0 Meetings and Notice of Meetings

A regular meeting of the Board shall be held on the third Wednesday of the month (except July and August) at 6:00 p.m. in the Board Room at the Central Library, 55 York Boulevard, Hamilton or at such other day or time or such other place as may be agreed upon by the Board.

Written notice of all regular meetings together with the proposed agenda and the minutes of the immediately preceding regular meeting and of any special meetings shall be communicated to each member of the Board at least three days in advance of such meetings.

Board meetings are open to the public except for in-camera sessions and individual committee meetings.

6.1 Special Meetings

The Chair may, or upon the written request of any two members of the Board, call a Special Meeting by giving, through the Secretary or designate, at least two days written notice to each member, specifying the purpose for which the meeting is called.

The purpose of a Special Meeting shall be specific. No business shall be transacted or considered at such a meeting other than that specified in the notice.

Electronic Voting: In cases where a prompt decision is required and scheduling a meeting may not be practical, **or expeditious for the issue at hand**, the Chair may opt to seek a vote electronically, such as by email or by other electronic communication means. In such cases, motions will be carried by a simple majority of the entire Board. Items decided by electronic voting will be reported as part of the next scheduled Board meeting.

6.2 Attendance

Board Members are expected to attend all scheduled monthly meetings of the Board. Any member who must be absent from a meeting must advise the Secretary in advance. In any event, absence from three consecutive scheduled meetings (according to the Public Libraries Act, section 13 (c)) will result in the member's disqualification from the Board unless the member is 'excused for cause' by a motion of the Board.

The Secretary shall record the names of members in attendance in each meeting of the Board and of its committees.

Comment [VC1]: The "excused for cause" for the Councillors is in place as a policy and does not need to be included in the By-Laws.

6.3 Quorum

A quorum, which shall be a majority of the Board, must be present for the transaction of business at a meeting. If a quorum is not present within fifteen minutes after the hour for which any Board meeting has been called, the Secretary shall record the names of such members present and the Board shall stand adjourned. Any member declaring a conflict of interest in a matter to be discussed during the meeting will not be counted in establishing the quorum for that matter.

Nothing in the foregoing shall prohibit the members in attendance for a regular meeting, when no quorum is present, from constituting themselves as a committee dealing with such agenda items as they see fit.

However, no decisions taken at such meeting may be executed until ratified by motion at a regular meeting of the Board or, when time is of the essence, written approval of such decisions may be obtained from a majority of the members of the Board.

6.4 Voting

All members of the Board (including the Chair) - unless they have declared a conflict of interest on a matter and are therefore ineligible to vote on that matter - shall vote on all questions. Any motion on which there is an equality of votes shall be deemed to be lost. Abstentions are counted as a negative or no vote.

Motions shall be carried by a simple majority (more than one half the total members present eligible to vote), except as otherwise provided for in this By-Law.

Notice of motion given at the previous meeting and two-thirds majority vote is required for:

1. A motion to reconsider a lost motion.
2. A motion to amend the by-laws.

6.5 Agenda Procedure

The Secretary will work with the Chair **and Vice Chair** to determine the Agenda **for any meeting of the Board**. The standard process for getting items added to the agenda is for Board Members to communicate with the Chair and Secretary, **preferably with a ten (10) day notice** prior to a meeting.

The Secretary and Chair will then develop draft motions, presentations and reports as needed. Other than routine business or those arising out of reports from committees, the Chair may rule items out of order.

Board Members, in extraordinary circumstances where they deem the standard process unsatisfactory, may submit a formal notice of motion to the Chair and Secretary who will ensure their motion is attached to the Board package unedited. Notice of such a motion will be sent to the Chair and Secretary at least ten (10) days' notice before the meeting.

6.6 Meeting Procedural Rules

The rules and practice set out in *Robert's Rules of Order* shall govern wherever applicable in all cases not specifically provided for in these by-laws.

6.7 Order of Business

The order of business at regular meetings of the Board shall be as follows, subject to the discretion of the Chair:

1. Discussion
2. Acceptance of the Agenda
3. Minutes
4. Declarations of Conflict of Interest
5. Presentations
6. Consent Items
7. Business Arising from the Minutes
8. Correspondence
9. Reports
10. New Business
11. Private and Confidential
12. Date of Next Meeting
13. Adjournment

6.8 Delegations

Members of the public may make verbal presentations to the Board as a delegation with the permission of the Chair or upon written notification to the Secretary, received seven (7) days in advance of the meeting.

6.9 Minutes

The Secretary or designate shall keep Minutes of every meeting of the Board.

The Minutes shall be confirmed by motion at the next following Board meeting.

6.10 In Camera Sessions

An in camera session of the Board shall be held when it is expedient to consider all or part of an agenda in camera because "intimate financial or personal matters" may be disclosed in debate and the desirability of protecting against the consequences of such disclosure outweighs the desirability of holding the meeting in public.

The decision must be confirmed by the Board or Board Committee in the form of a motion "THAT item(s) #___ be considered during an in camera session". Such a motion shall be non-debatable and, if it is carried, the Chair shall designate a time for the session to be held. An in camera session shall be ended by a motion that the regular session be resumed.

Any actions determined during an in camera session must be authorized by Board motion passed during regular open session and recorded in public minutes. However, the Board's Secretary may designate the minutes of in camera sessions as confidential if Section 28(2) of the Public Libraries Act applies.

6.11 Committees

The Board has two standing Committees: the Nominating Committee and the Audit Committee, but may also appoint Ad Hoc Committees

- 1) Ad Hoc Committees may be appointed by the Board to deal with special issues assigned by the Board. Such committees report to the Board and shall be dissolved immediately upon making their final report to the Board.
- 2) A committee may have any number of members. The Board shall name a chair for each Ad Hoc committee.

A quorum for all committees shall be the majority of members. Committees meet when required at the call of the committee chair.

The Chair of the Board shall be a member of all Committees of the Board ex officio.

The Secretary of the Board (or designate) shall attend all committee meetings and shall be the Secretary of all committees.

6.12 Standing Committees

6.12.1 Nominating Committee

The **Nominating Committee** will be composed of four (4) members, - the Secretary of the Board plus three (3) elected Board Members. It shall be established annually by the Board at its November meeting to present the slate of officers for the ensuing year at the January Meeting.

In a municipal election year, the outgoing Chair of the Board shall appoint the Nominating Committee from among the members of the new Board immediately following the appointment of the new Board by City Council.

In each year, the Nominating Committee shall meet before and report to the January Meeting following its appointment.

Duties of the Nominating Committee:

- 1) To select from the nominations received for each position or standing committees, the most appropriate candidate. In their selection across the whole slate, the Committee will endeavour to balance candidates with expertise and new Board Members with a view to succession planning over the term of the Board.
- 2) To recruit candidates for those positions where no nominations have been received.
- 3) If any member of the Nominating Committee intends to stand for election as Chair or Vice Chair, they shall inform the Nominating Committee and withdraw from it.
- 4) To ensure that their report indicating the full slate of candidates is ready to be included with the January Board meeting package.
- 5) To ensure the right of any member to either self-nominate or nominate someone else for any of the positions from the floor during elections in January is clearly outlined in their report.

6.12.2 Audit Committee

The **Audit Committee** oversees the financial reporting process, monitors the choice of accounting policies and procedures and monitors internal control procedures to ensure the effective development and maintenance of adequate financial controls and reporting.

The Committee is independent of the auditing function and ensures appropriate actions are taken with audit findings. The Committee has no direct responsibility for the operations and functions of audit areas. It does however make recommendations to the Board regarding both factors.

The Audit Committee will be composed of four members of the Hamilton Public Library Board, one of whom shall be the Chair of the Hamilton Public Library Board. Preference will be given to Library Board Members who are financially literate with relevant background in financial matters (i.e. prior experience as a business person, recognized accounting designation, work in the accounting profession, or in the financial accounting department of a current or past organization). Committee members will have no current business relationship or financial interests with the Library or its management.

Members will be appointed at the first meeting in each year of the Board's term and will serve until the end of the year. The members of the Audit Committee will appoint one of the members as Chair who will chair the meeting of the Audit Committee and

perform such other duties as required to ensure the proper functioning of the Committee. (See Audit Committee Terms of Reference, Appendix 1, for further information about the duties and responsibilities of this committee).

7.0 Payment of Board Expenses

Citizen appointees shall be paid no salary, fees or honorarium for their services. However, any member of the Board may be reimbursed for their actual, out of pocket expenses and travel costs, incurred as a result of their acting either within or outside the municipality in their capacity as members of the Board. Such payments must be allowed for in the budget that is approved by the Board and Council and the expenses must have been incurred with the prior approval of the Board.

8.0 Amendment of the By-Laws

Amendments to these by-laws may only be made at a regular meeting provided that Notice of Motion in writing shall have been given at the previous meeting. Such amendments shall require a two-thirds majority vote of the Board.

9.0 Board Self-Assessment

A Board self-assessment demonstrates that it believe in the values of accountability, learning and development and establishes its credibility not only with the funding agencies, but also with the public being served. In order to monitor how well it is fulfilling its responsibilities, there will be periodic self-assessments carried out by the Board according to the procedures/ processes and timing agreed upon by the Board.

10.0 Effective Date

These By-Laws shall come into effect on XXXXXXXXXXXX and all former By- Laws and Rules of Procedure of predecessor Boards are hereby repealed.

APPENDIX 1

AUDIT COMMITTEE

Terms of Reference

PURPOSE

The Committee is to oversee the financial reporting process, to monitor the choice of accounting policies and procedures and to monitor internal control procedures to ensure the effective development and maintenance of adequate financial controls and reporting. The Committee is to be independent of the auditing function and ensure appropriate actions are taken with audit findings. The Committee has no direct responsibility for the operations and functions of audit areas. It does however make recommendations to the Board regarding both factors.

Appointment of External Auditors

Under the authority of the Municipal Act, the City of Hamilton shall appoint the external auditor for the Hamilton Public Library.

Membership

The Audit Committee will be composed of four members of the Hamilton Public Library Board one of whom shall be the Chair of the Hamilton Public Library Board. A quorum shall be two members.

Preference will be given to Library Board Members who are financially literate with relevant background in financial matters (i.e. prior experience as a business person, recognized accounting designation, work in the accounting profession, or in the financial accounting department of a current or past organization). Committee members will have no current business relationship or financial interests with the Library or its management.

Members will be appointed at the first meeting in each year of the Board's term and will serve until the end of the year. The members of the Audit Committee will appoint one of the members as Chair who will chair the meeting of the Audit Committee and perform such other duties as required to ensure the proper functioning of the Committee.

Meetings

The Committee will meet at least twice in each year – to meet the external auditors to review the scope of the audit and, after the audit has been done, to review the results.

Additional meetings may be held at the Call of the Chair of the Audit Committee, request by a Committee member or by the external auditors. Notice of each meeting confirming the venue, time and date of the meeting together with an agenda of items to be discussed shall be forwarded to each member of the Committee prior to the date of the meeting in a timely manner.

The external auditors, Chief Librarian and the Director, Finance and Facilities will be invited to attend meetings and at least once a year, the Committee will meet with the external auditors without Library staff present. The Audit Committee may invite such other persons to its meetings as it deems necessary.

Duties

The duties of the Committee will be:

1. To meet with the external auditors before the audit commences and to discuss and approve the nature and scope of the audit
2. To discuss with external auditors issues such as compliance with accounting standards and proposals by external auditors
3. To monitor the integrity of the financial statements of the Library and to review, and challenge where necessary, the actions and judgements of management in relation to financial statements before submission to the Board, focusing particularly on:
 - I. Significant accounting policies and practices and any changes in them;
 - II. Major judgemental areas
 - III. The extent to which the financial statements are affected by any unusual transactions in the year and how they are disclosed;
 - IV. The clarity of disclosures
 - V. Significant adjustments resulting from the audit
4. To meet with the external auditors post-audit at the reporting stage to discuss the audit, including problems and reservations arising from the audit, and any matters the auditor may wish to discuss;
5. To review the management representation letter, the external auditors' management letter and management's response.
6. To monitor and review the internal audit programme (if any) and its effectiveness;
7. To monitor and review the Library's systems for internal financial control, financial reporting and risk management;

8. To consider any major audit recommendations and to consider the major findings of internal investigations and management's response.

Reporting

The Chair of the Committee shall report to the Board on all meetings of the Committee.

The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its responsibility where action or improvement is needed.

The Committee members shall conduct an annual review of their work and these *Terms of Reference* and make recommendations to the Board.

Mission Statement

Freedom to Discover

Strategic Priorities

*A Community Beacon Relevant and Responsive
A Creative and Changing Organization*

HAMILTON PUBLIC LIBRARY BOARD

Audit Committee Meeting

Wednesday, May 18, 2016

Central Library, Admin Committee Room

5:00 p.m. Meeting

AGENDA

1. Acceptance of the Agenda
2. Minutes from previous meeting approved at February 2016 meeting
3. Draft Audit Findings Report Attachment #3
4. Draft Financial Statements Hamilton Public
Library Board December 31, 2015 Attachment #4
5. Independent Auditor's Report Attachment #5
6. Hamilton Public Library Board Trust Funds Attachment #6
7. Auditor and Audit Committee meet without Staff
8. Adjournment



cutting through complexity

AUDIT

The Hamilton Public Library Board

Audit Findings Report
For the year ended December 31, 2015

KPMG LLP



The contacts at KPMG in connection with this report are:

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At KPMG, we are **passionate** about earning your **trust**. We take deep **personal accountability**, individually and as a team, to deliver **exceptional service and value** in all our dealings with you.

At the end of the day, we measure our success from the **only perspective that matters – yours.**

Executive summary

Purpose of this report*

The purpose of this Audit Findings Report is to assist you, as a member of the Audit Committee, in your review of the results of our audit of the financial statements of the Hamilton Public Library Board as at and for the year ended December 31, 2015.

This Audit Findings Report builds on the Audit Plan we presented to the Audit Committee on February 10, 2016.

Changes from the Audit Plan

There have been no significant changes regarding our audit from the Audit Planning Report previously presented to you.

Audit risks and results

We discussed with you at the start of the audit **other areas of audit focus**. We have no significant matters to report to the audit committee in respect of them.

See page 5

Adjustments and differences

We did not identify any adjustments that were communicated to management and subsequently corrected in the financial statements.

See page 9

* This Audit Findings Report should not be used for any other purpose or by anyone other than the audit committee. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Findings Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Executive summary (continued)

Finalizing the audit

As of the date of this report, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

- receipt of signed management representation letter
- completing our discussions with the Audit Committee;
- obtaining evidence of the Board's approval of the financial statements.

We will update the Audit Committee on significant matters, *if any*, arising from the completion of the audit, including the completion of the above procedures. Our auditors' report will be dated upon the completion of any remaining procedures.

Control and other observations

We did not identify any control deficiencies that we determined to be significant deficiencies in ICFR.

Independence

We are independent with respect to the Library (and its related entities), within the meaning of the relevant rules and interpretations prescribed by the relevant professional bodies in Canada.

Audit risks and results

We identified other areas of focus for our audit in our discussion with you in the Audit Plan.

Significant findings from the audit regarding other areas of focus are as follows:

Other areas of focus

Liability for Future Benefits

Our significant findings from the audit

The Library is required to report obligations for retirement benefits earned over the employment period of its employees.

The Library recognizes post-employment benefit costs as they are earned during the year. The Library's obligation under the post-employment provisions of employment agreements will be funded out of current operations.

Management relies on the actuarial services of Dixon Actuarial Services to provide the liability for future benefits.

We obtained external confirmation from management's expert and evaluated the expert for competence and independence.

We reviewed the actuarial valuations performed on post-employment and retirement benefits to assess the estimates set up for the accrued benefit obligation.

No significant differences were found as a result of our audit work.

Significant accounting policies and practices

Significant accounting policies and practices are disclosed in Note 1 to the financial statements.

Initial selections

The following new significant accounting policies and practices were selected and applied during the period:

PS 3260 – Liability for Contaminated Sites

This standard is applicable for all entities reporting under Public Sector Accounting Standards (“PSAS”) for year ends beginning on or after April 1, 2014.

On January 1, 2015, the Library adopted PSAS 3260, Liability for Contaminated Sites. This standard was adopted on a prospective basis from the date of adoption. Under PSAS 3260, a liability for contaminated sites is recognized when all of the following is met:

1. An environmental standard exists
2. Contaminated exceeds the environmental standard
3. The Library is directly responsible or accepts responsibility for expected remediation
4. It is expected that future economic benefits will be given up, and
5. A reasonable estimate of the amount can be made.

There were no adjustments to the Library’s statements as a result of adoption of this standard.

Financial statement presentation and disclosure

The presentation and disclosure of the financial statements are, in all material respects, in accordance with the Library's relevant financial reporting framework. Misstatements, including omissions, if any, related to disclosure or presentation items are in the management representation letter included in the Appendices.

We also highlight the following:

Form, arrangement, and content of the financial statements	The financial statements are, in all material respects, in accordance with the applicable financial accounting framework. The disclosures in the notes to the financial statements are adequate.
Application of accounting pronouncements issued but not yet effective	There are no concerns at this time regarding future implementation

Adjustments and differences

Adjustments and differences identified during the audit have been categorized as Corrected “adjustments” or Uncorrected “differences.” These include disclosure adjustments and differences.

Professional standards require that we request of management and the audit committee that all identified adjustments or differences be corrected. We have already made this request of management.

Corrected adjustments

We did not identify any adjustments that were communicated to management and subsequently corrected in the financial statements.

Uncorrected differences

We did not identify differences that remain uncorrected.

Appendices

Appendix 1: Required communications

Appendix 2: Audit Quality and Risk Management

Appendix 3: Background and professional standards

Appendix 4: Current developments

Appendix 1: Required communications

In accordance with professional standards, there are a number of communications that are required during the course of and upon completion of our audit. These include:

- **Auditors' report** – the conclusion of our audit is set out in our draft auditors' report
- **Independence** – In accordance with professional standards, we have confirmed our independence.
- **Management representation letter** – In accordance with professional standards, copies of the management representation letter are provided to the Audit Committee. The management representation letter is attached.

Appendix 2: Audit Quality and Risk Management

KPMG maintains a system of quality control designed to reflect our drive and determination to deliver independent, unbiased advice and opinions, and also meet the requirements of Canadian professional standards.

Quality control is fundamental to our business and is the responsibility of every partner and employee. The following diagram summarises the six key elements of our quality control systems.

Visit <http://www.kpmg.com/Ca/en/services/Audit/Pages/Audit-Quality-Resources.aspx> for more information.

- Other controls include:
 - Before the firm issues its audit report, the Engagement Quality Control Reviewer reviews the appropriateness of key elements of publicly listed client audits.
 - Technical department and specialist resources provide real-time support to audit teams in the field.
- We conduct regular reviews of engagements and partners. Review teams are independent and the work of every audit partner is reviewed at least once every three years.
- We have policies and guidance to ensure that work performed by engagement personnel meets applicable professional standards, regulatory requirements and the firm's standards of quality.
- All KPMG partners and staff are required to act with integrity and objectivity and comply with applicable laws, regulations and professional standards at all times.



- We do not offer services that would impair our independence.
- The processes we employ to help retain and develop people include:
 - Assignment based on skills and experience;
 - Rotation of partners;
 - Performance evaluation;
 - Development and training; and
 - Appropriate supervision and coaching.
- We have policies and procedures for deciding whether to accept or continue a client relationship or to perform a specific engagement for that client.
- Existing audit relationships are reviewed annually and evaluated to identify instances where we should discontinue our professional association with the client.

Appendix 3: Background and professional standards

Internal control over financial reporting

As your auditors, we are required to obtain an understanding of internal control over financial reporting (ICFR) relevant to the preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on internal control. Accordingly, we do not express an opinion on the effectiveness of internal control.

Our understanding of ICFR was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies and therefore, there can be no assurance that all significant deficiencies and other control deficiencies have been identified. Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors.

The control deficiencies communicated to you are limited to those control deficiencies that we identified during the audit.

Documents containing or referring to the audited financial statements

We are required by our professional standards to read only documents containing or referring to audited financial statements and our related auditors' report that are available through to the date of our auditors' report. The objective of reading these documents through to the date of our auditors' report is to identify material inconsistencies, if any, between the audited financial statements and the other information. We also have certain responsibilities, if on reading the other information for the purpose of identifying material inconsistencies, we become aware of an apparent material misstatement of fact.

We are also required by our professional standards when the financial statements are translated into another language to consider whether each version, available through to the date of our auditors' report, contains the same information and carries the same meaning.

Appendix 4: Current developments

Please visit the [Current Developments Update for Audit Committee section](#) of the Audit Committee Institute page for recent developments in IFRS, Canadian securities matters, Canadian auditing and other professional standards and US accounting, auditing and regulatory matters.

The following is a summary of the current developments that are relevant to the Library:

Canadian Accounting Standards for Not for Profit Organizations

In April 2013, the Accounting Standards Board (“AcSB”) and the Public Sector Accounting Board (“PSAB”) jointly issued a Statement of Principles (“SOP”) which proposes to revise Part III of the CPA Canada Handbook and the CPA Public Sector Accounting Handbook to improve the existing standards for financial reporting by not-for-profit organizations and Government not-for-profit organizations.

The SOP proposed to remove many of the special rules that not-for-profit organizations use today in preparing their financial statements and require that they adopt rules that are more aligned with commercial enterprises and the public sector standards.

The SOP garnered much interest from the Not-for-Profit community and, based on the feedback the Boards received, the proposals did not proceed further through the accounting standards development process. In March 2015, citing different financial reporting challenges, user needs and differing priorities faced by PSAB and the AcSB, the Boards announced that they would independently pursue improvements to not-for-profit accounting standards, but collaborate on common issues.

The AcSB included not-for-profit organizations in its recently issued-for-comment draft strategic plan for 2016–2021. The proposed core strategy includes maintaining a separate set of accounting standards for areas unique to not-for-profit organizations, while continuing to direct them to Part II of the *CPA Canada Handbook – Accounting* for non-unique areas (such as employee future benefits and financial instruments). The AcSB has formed a not-for-profit advisory committee to provide input into this process.

Appendix 5: Current developments (continued)

The AcSB has approved three projects to address the proposals in the Statement of Principles. These three projects are outlined below.

i. Accounting Standards Improvement – Phase 1

- Tangible capital assets
- Intangible assets
- Works of art, historical treasures, collections and similar items
- Related party transactions
- Allocated expenses

ii. Accounting Standards Improvement – Phase 2

- Controlled and related entities
- Expense reporting by function and object
- Economic interests

iii. Contributions – Revenue Recognition and Related Matters

- Contributions
- Size exemption (\$500,000) for tangible capital assets and intangibles
- Financial statement presentation

The AcSB has indicated that it anticipates the release of an exposure draft related to *Accounting Standards Improvement – Phase 1* in 2016. We expect there will be ongoing outreach activities by the AcSB as the projects proceed, including webinars and roundtables to encourage feedback.

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Financial Statements of

**THE HAMILTON PUBLIC LIBRARY
BOARD**

Year ended December 31, 2015

THE HAMILTON PUBLIC LIBRARY BOARD

Financial Statements

December 31, 2015, with comparative figures for 2014

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INDEPENDENT AUDITORS' REPORT

To the Board Members, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Hamilton

We have audited the accompanying financial statements of The Hamilton Public Library Board, which comprise the statement of financial position as at December 31, 2015, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Hamilton Public Library Board as at December 31, 2015, and its results of operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada
May 18, 2016

THE HAMILTON PUBLIC LIBRARY BOARD

Statement of Financial Position

December 31, 2015, with comparative information for 2014

	2015	2014
Financial assets		
Cash	\$ 28,525	\$ 30,280
Accounts receivable	1,117,450	63,427
Due from City of Hamilton (note 2)	6,428,691	9,154,043
	\$ 7,574,666	\$ 9,247,750
Liabilities		
Accounts payable and accrued liabilities	\$ 283,670	\$ 638,626
Due to trust funds	369,749	367,691
Liability for future benefits (note 3)	2,324,700	2,240,100
Deferred revenue	386	-
	2,978,505	3,246,417
Net financial assets	4,596,161	6,001,333
Non-financial assets		
Prepaid expenses	415,736	407,611
Tangible capital assets (Schedule)	12,025,047	12,535,866
	12,440,783	12,943,477
Commitments (note 6)		
Accumulated surplus (note 8)	\$17,036,944	\$18,944,810

See accompanying notes to financial statements.

On behalf of the Board:

Director

Director

THE HAMILTON PUBLIC LIBRARY BOARD

Statement of Operations and Accumulated Surplus

Year ended December 31, 2015, with comparative information for 2014

	Budget 2015 (note 9)	Actual 2015	Actual 2014
Revenue:			
Municipal contribution	\$ 28,576,020	\$ 28,576,020	\$ 28,145,940
Province of Ontario grants	949,450	949,451	949,451
Fines	476,070	398,692	436,371
Photocopier revenue	89,370	109,889	96,358
Donations	-	1,833	20,255
Other grant revenue	232,880	419,961	254,619
Other – rentals, sales and recoveries	101,000	81,485	134,896
Interest	-	186,937	188,046
Contributions from Municipal reserves	281,490	281,493	282,006
	30,706,280	31,005,761	30,507,942
Expenditures:			
Employee related expenses	20,657,320	19,957,830	19,795,230
Contractual	1,980,260	1,716,353	1,701,872
Building and grounds	1,576,100	1,510,552	1,493,242
Materials and supplies	3,697,430	864,781	738,924
Financial	408,120	372,117	472,718
Capital financing (note 4)	343,760	342,825	344,056
Vehicle expenses	67,950	50,598	44,367
Consulting	-	14,783	6,635
Amortization	-	3,548,204	3,598,672
Change in employee benefits	-	84,600	71,595
Reserves/recoveries	1,975,340	1,766,086	1,716,443
Contribution to Municipal reserves	-	6,398	6,398
	30,706,280	30,235,127	29,990,152
Annual surplus before reserve transfers	-	770,634	517,790
Contributions to reserves of Municipality (note 10)	-	2,678,500	-
Annual (deficit) surplus	-	(1,907,866)	517,790
Accumulated surplus, beginning of year	18,944,810	18,944,810	18,427,020
Accumulated surplus, end of year	\$ 18,944,810	\$ 17,036,944	\$ 18,944,810

See accompanying notes to financial statements.

THE HAMILTON PUBLIC LIBRARY BOARD

Statement of Changes in Net Financial Assets

Year ended December 31, 2015, with comparative information for 2014

	2015	2014
Annual surplus	\$ 770,634	\$ 517,790
Purchase of tangible capital assets	(3,037,385)	(3,393,299)
Amortization of tangible capital assets	3,548,204	3,598,672
Contributions to reserves of Municipality	(2,678,500)	
	(2,167,681)	205,373
Net (increase) decrease in prepaid expenses	(8,125)	(308,645)
Change in net financial assets	(1,405,172)	414,518
Net financial assets, beginning of year	6,001,333	5,586,815
Net financial assets, end of year	\$ 4,596,161	\$ 6,001,333

See accompanying notes to financial statements.

THE HAMILTON PUBLIC LIBRARY BOARD

Statement of Cash Flows

Year ended December 31, 2015, with comparative information for 2014

	2015	2014
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 770,634	\$ 517,790
Contributions to reserves of Municipality	(2,678,500)	-
Items not involving cash:		
Amortization	3,548,204	3,598,672
Increase in future benefits	84,600	71,595
Change in non-cash assets and other liabilities:		
Accounts receivable	(1,054,023)	10,928
Due from City of Hamilton	2,725,352	(500,581)
Prepaid expenses	(8,125)	(308,645)
Accounts payable and accrued liabilities	(354,956)	2,959
Deferred revenue	386	-
Due to trust funds	2,058	230
	3,035,630	3,392,948
Capital activities:		
Purchase of tangible capital assets	(3,037,385)	(3,393,299)
Net change in cash	(1,755)	(351)
Cash, beginning of year	30,280	30,631
Cash, end of year	\$ 28,525	\$ 30,280

See accompanying notes to financial statements.

THE HAMILTON PUBLIC LIBRARY BOARD

Notes to Financial Statements

Year ended December 31, 2015

The financial statements of the Hamilton Public Library Board (the Board) are prepared by management in accordance with Canadian public sector accounting standards.

The budget established for capital investment in tangible capital assets are on a project-oriented basis, the costs of which may be incurred over a number of years and therefore may not be comparable with the current year's actual expenditures. The Board does not budget actively within reserves or reserve funds, with the exception being those transactions which affect either operations or capital investments. Budget figures do not include amounts for tangible capital assets amortization.

1. Significant account policies:

Significant accounting policies adopted by the Board are as follows:

(a) Basis of accounting:

Revenues are recorded on the accrual basis of accounting which recognizes revenues as they become available and measurable, with the exception of fines and other desk receipts which are reported on the cash basis of accounting. Expenditures are recognized as they are incurred and measurable as a result of a receipt of goods or services and the creation of a legal obligation to pay.

(b) Trust funds:

Trust funds and their related operations administered by the Board are not included in these financial statements, but are reported separately.

(c) Government transfers:

Government transfers received are from federal and provincial governments and the City of Hamilton. Government transfers paid relate to surplus repayment and future reserves. Transfers are recognized in the period in which the events giving rise to the transfers occur, providing the transfers are authorized, eligibility criteria are met, and reasonable estimates of the amounts can be made.

(d) Tangible capital assets:

(i) Determination of costs

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Contributed or donated tangible capital assets are recorded at their fair value at the date of receipt.

THE HAMILTON PUBLIC LIBRARY BOARD

Notes to Financial Statements

Year ended December 31, 2015

1. Significant account policies (continued):

(d) Tangible capital assets (continued):

(ii) Amortization

Amortization is recorded to reflect the cost, net of anticipated salvage value, associated with the use of the asset in providing library services over the estimated useful life of the asset. Amortization expense is calculated on a straight-line basis over the assets' estimated useful lives as follows:

Asset	Number of years
Collections (asset pool)	7 years
Furniture, equipment and shelving	10 years
Computer hardware	3 years
Software	5 years

One half of the annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

Library land and buildings are owned and controlled by the City of Hamilton and are therefore not reflected in these financial statements.

(e) Employee future benefits:

The Library provides certain employee benefits which will require funding in future periods. The cost of self-insured retirement and other employee future benefits that vest or accumulate over the periods of service provided by employees, such as retirement health and dental benefits for retirees, is actuarially determined using the project benefit method prorated on service. Under this method, the benefit costs are recognized over the expected average service life of the employee group. Any actuarial gains and losses related to the past service of employees are amortized over the expected average remaining service life of the employee group.

The costs of multi-employer defined contribution pension plan benefits, such as the Ontario Municipal Employees Retirement System (OMERS) pensions, are the employer's contributions due to the plan in the period. These contributions are recognized in the period in which the contributions are earned.

(f) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

THE HAMILTON PUBLIC LIBRARY BOARD

Notes to Financial Statements

Year ended December 31, 2015

1. Significant account policies (continued):

(g) Deferred revenue:

Deferred revenue represents funds collected for which related services have yet to be performed. These amounts will be recognized as revenue in the fiscal year in which the related services are performed.

(h) Use of estimates:

The preparation of financial statements in accordance with public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from those estimates.

2. Due from City of Hamilton:

The balance due from the City of Hamilton is non-interest bearing and has no set terms of repayment.

3. Liability for future benefits:

In accordance with Canadian public sector accounting standards, the Board is required to report obligations for retirement benefits earned over the employment period of its employees.

Employees who have retired either under the OMERS early retirement provisions or otherwise are eligible to receive drug, extended health services and dental benefits for the lifetime of the retiree. Effective January 1, 2002 new retirees only receive benefits until age sixty-five.

The Board recognizes the post-employment benefits costs as they are earned during the year. The Board's obligation under the post-employment provisions of employment agreements will be funded out of current revenue.

THE HAMILTON PUBLIC LIBRARY BOARD

Notes to Financial Statements

Year ended December 31, 2015

3. Liability for future benefits (continued):

Accrued benefit obligation:

	2015	2014
Vested sick leave liability	\$ 37,800	\$ 43,500
Retirement benefits	2,912,300	2,910,600
	2,950,100	2,954,100
Net unamortized actuarial loss	(625,400)	(714,000)
Accrued liability	\$ 2,324,700	\$ 2,240,100

The continuity of employee future benefits and other obligations is summarized as follows:

	2015	2014
Liability for employee future benefits and other obligations balance at beginning of the year	\$ 2,240,100	\$ 2,168,505
Benefit expenditure	120,700	89,900
Interest expenditure	118,000	127,300
Amortization of actuarial loss	88,600	80,995
Benefit payments	(242,700)	(226,600)
Liability for employee future benefits and other obligations balance at end of the year	\$ 2,324,700	\$ 2,240,100

Actuarial valuations are performed on post-employment and retirement benefits to provide estimates of the accrued benefit obligations. These estimates are based on a number of assumptions about future events including interest rates, inflation rates, salary and wage increases, medical and dental cost increases and mortality. The assumptions are determined at the time of the actuarial valuations and are reviewed annually. Consequently, different assumptions may be used as follows:

	Discount rate	Return on assets	Inflation rate	Salary increases	Dental increases	Life expectancy (years)
Vested sick leave	4.0%	NA	2%	3.5%	NA	11.8
Retirement benefits – health and dental	4.0%	NA	2%	3.5%	3.87% (1)	14.3

Note (1) – Medical costs are assumed to increase at a rate of 5.80% in 2015 (2014 - 5.92%) and reduce annually until 2030.

THE HAMILTON PUBLIC LIBRARY BOARD

Notes to Financial Statements

Year ended December 31, 2015

3. Liability for future benefits (continued):

(a) Liability for vested sick leave:

Effective May 1, 1982, the Income Protection Plan was adopted and sick leave credits earned under the Sick Leave Benefit Plan were frozen. Under the Sick Leave Benefit Plan unused sick leave would accumulate and employees were entitled to cash payment upon termination of services after ten continuous years. Entitlement to cash payment continues to apply to those employees who accumulated days, to the extent that they have vested and could be taken in cash by an employee on termination. The estimated accrued benefit obligation at December 31, 2015 is \$37,800 (2014 - \$43,500).

(b) Liability for retirement benefits:

The Board provides certain health, dental and life insurance benefits between the time an employee retires under OMERS or the normal retirement age and up to the age of 65 years. The estimated accrued benefit obligation at December 31, 2015 is \$2,912,300 (2014 - \$2,910,600).

4. Long term debt:

The City charges the Board principal and interest for long term debt, as well as sinking fund charges, related to Library facilities and other capital. These charges are funded by the City through its annual contributions. The debt is not disclosed on the statement of financial position as the City of Hamilton is legally responsible for the repayment of the debt.

(a) The net long term debt to which these charges are related is as follows:

Debenture number	Purpose	Interest rates	Maturity date	2015	2014
12-094	Westdale Branch	2.13%	2017	\$ 34,157	\$ 51,236
12-094	Barton Branch	2.13%	2017	78,048	117,071
01-162	Central Library	4.65% to 6.75%	2016	2,984	5,785
06-120	South Mtn Complex	4.728%	2023	1,760,196	1,951,652
				<u>\$ 1,875,385</u>	<u>\$ 2,125,744</u>

(b) Principal charges in each of the next five years are as follows:

2016	\$ 259,700
2017	266,314
2018	220,268
2019	230,805
2020 and thereafter	898,298
<u>\$ 1,875,385</u>	

THE HAMILTON PUBLIC LIBRARY BOARD

Notes to Financial Statements

Year ended December 31, 2015

4. Long term debt (continued):

(c) The Board was charged \$342,825 (2014 - \$344,056) for long term debt charges during the year as follows:

	2015	2014
Principal	\$ 250,359	\$ 241,447
Interest	92,466	102,609
	<u>\$ 342,825</u>	<u>\$ 344,056</u>

5. Pension agreements:

The Hamilton Public Library makes contributions to OMERS, which is a multi-employer plan, on behalf of 282 members of its staff. The plan is a defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

The latest actuarial valuation as at December 31, 2015 reported a funding deficit of \$7.0 billion (2014 - \$7.1 billion). OMERS expects the contributions and policy changes made in response to the deficit to return the plan to a fully funded position by 2025. Contributions were made in the 2015 calendar year at rates ranging from 9.0% to 15.9% depending on the level of earnings. As a result, \$1,110,530 was contributed to OMERS (2014 - \$1,256,888) for current service.

6. Commitments:

Minimum future lease payments for various premises and equipment are as follows:

2016	\$ 530,900
2017	504,800
2018	504,800
2019	478,467
2020 and thereafter	346,800
	<u>\$2,365,767</u>

7. Trust funds:

Trust funds administered by the Board amounting to \$3,704,341 (2014 - \$3,490,806) have not been included in the statement of financial position nor have these operations been included in the statement of operations.

THE HAMILTON PUBLIC LIBRARY BOARD

Notes to Financial Statements

Year ended December 31, 2015

8. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserve and reserve funds as follows:

	2015	2014
Reserves and reserve funds	\$ 7,336,597	\$ 8,649,044
Unfunded employee future benefit liability	(2,324,700)	(2,240,100)
Tangible capital assets	12,025,047	12,535,866
Balance, end of year	\$ 17,036,944	\$ 18,944,810

Reserves and reserve funds:

	2015	2014
Library general development	\$ 2,341,522	\$ 2,002,807
Library major capital projects	1,255,873	2,718,926
Accessibility health and safety	867,304	654,101
Library collections	825,206	764,723
Redevelopment, training and restructuring	517,637	506,072
Summer reading	486,813	440,406
Computer reserve	473,665	1,049,678
Mobile equipment	446,677	393,155
Youth programming	121,900	119,176
	\$ 7,336,597	\$ 8,649,044

9. Budget figures:

The budgets originally approved by the Board for 2015 are reflected on the statement of operations and do not include amounts related to public sector accounting standards reporting requirements.

- The budget reflects anticipated expenditures for collection purchases, whereas actual results have been adjusted to move capital-related collection items to tangible capital assets. An amount for amortization expense has not been included in the budget, but is reflected in actual results.
- Amounts included in the original council approved capital budget which are not recognized as tangible capital assets are included in statement of operations under the appropriate functional expense category.

THE HAMILTON PUBLIC LIBRARY BOARD

Notes to Financial Statements

Year ended December 31, 2015

10. Contribution from Reserves to the Municipality:

The contribution from reserves to the Municipality does not include any transfers to the operating budget.

Net transfer to Municipality	\$ 2,678,500
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Historically, there has been no budgeted amount for transfers to the Municipality. This is due to the fact that impending projects are not necessarily known or approved at the time of the budget preparation.

DRAFT

THE HAMILTON PUBLIC LIBRARY BOARD

Schedule of Tangible Capital Assets

Year ended December 31, 2015

December 31, 2015

Cost	Computer hardware	Computer software	Collections	Furniture and equipment	Total
Beginning of year	\$ 226,530	\$ 261,719	\$ 22,437,429	\$ 2,462,400	\$ 25,388,078
Add: Additions during the year	95,958	104,719	2,749,809	86,899	3,037,385
Less: disposals during the year	(78,277)	-	(3,328,166)	(153,785)	(3,560,228)
End of year	\$ 244,211	\$ 366,438	\$ 21,859,072	\$ 2,395,514	\$ 24,865,235
Accumulated Amortization	Computer hardware	Computer software	Collections	Furniture and equipment	Total
Beginning of year	\$ 134,958	\$ 126,372	\$ 11,593,935	\$ 996,947	\$ 12,852,212
Add: amortization during the year	78,457	62,815	3,164,036	242,896	3,548,204
Less: amortization on disposals	(78,277)	-	(3,328,166)	(153,785)	(3,560,228)
End of year	\$ 135,138	\$ 189,187	\$ 11,429,805	\$ 1,086,058	\$ 12,840,188
Net book value	\$ 109,073	\$ 177,251	\$ 10,429,267	\$ 1,309,456	\$ 12,025,047

December 31, 2014

Cost	Computer hardware	Computer software	Collections	Furniture and equipment	Total
Beginning of year	\$ 441,307	\$ 257,151	\$ 22,362,448	\$ 2,247,349	\$ 25,308,255
Add: Additions during the year	13,197	4,568	3,016,937	358,597	3,393,299
Less: disposals during the year	(227,974)	-	(2,941,956)	(143,546)	(3,313,476)
End of year	\$ 226,530	\$ 261,719	\$ 22,437,429	\$ 2,462,400	\$ 25,388,078
Accumulated Amortization	Computer hardware	Computer software	Collections	Furniture and equipment	Total
Beginning of year	\$ 251,626	\$ 74,485	\$ 11,335,900	\$ 905,005	\$ 12,567,016
Add: amortization during the year	111,306	51,887	3,199,991	235,488	3,598,672
Less: amortization on disposals	(227,974)	-	(2,941,956)	(143,546)	(3,313,476)
End of year	\$ 134,958	\$ 126,372	\$ 11,593,935	\$ 996,947	\$ 12,852,212
Net book value	\$ 91,572	\$ 135,347	\$ 10,843,494	\$ 1,465,453	\$ 12,535,866



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INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of the City of Hamilton

We have audited the accompanying financial statements of the trust funds of The Hamilton Public Library Board, which comprise the statement of financial position as at December 31, 2015, the statements of operations and changes in net financial assets for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the statement of financial position of the trust funds of The Hamilton Public Library Board as at December 31, 2015, and its results of operations and the changes in its net financial assets for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants, Licensed Public Accountants
June XX, 2016
Hamilton, Canada

DRAFT

THE HAMILTON PUBLIC LIBRARY BOARD TRUST FUNDS

Trust Funds Statement of Financial Position

Year ended December 31, 2015, with comparative information for 2014

	2015	2014
Financial assets:		
Cash and cash equivalents	\$ 316,609	\$ 313,094
Investment in Hamilton Community Foundation	3,017,983	2,808,980
Due from Hamilton Public Library Board (note 2)	369,749	368,732
Total assets	3,704,341	3,490,806
Accumulated surplus and net financial assets	\$ 3,704,341	\$ 3,490,806

On behalf of the Board:

Director

Director

THE HAMILTON PUBLIC LIBRARY BOARD TRUST FUNDS

Trust Funds Statement of Operations and Changes in Net Financial Assets

Year ended December 31, 2015, with comparative information for 2014

	2015	2014
Revenue:		
Investment income	\$ 258,027	\$ 249,544
Total revenue	258,027	249,544
Expenses:		
Other	44,492	42,491
Total expenses	44,492	42,491
Annual surplus	213,535	207,053
Accumulated surplus, beginning of year	3,490,806	3,283,753
Accumulated surplus, end of year	\$ 3,704,341	\$ 3,490,806

See accompanying notes to financial statements.

THE HAMILTON PUBLIC LIBRARY BOARD TRUST FUNDS

Trust Funds Statement of Cash Flows

Year ended December 31, 2015, with comparative information for 2014

	2015	2014
Operating Activities:		
Annual surplus	\$ 213,535	\$ 207,053
Change in non-cash assets:		
Investment in Hamilton Community Foundation	(209,003)	(201,970)
Due from Hamilton Public Library Board	(1,017)	(1,041)
Net change in cash from operating activities	3,515	4,042
Cash, beginning of year	313,094	309,052
Cash, end of year	\$ 316,609	\$ 313,094

The accompanying notes are an integral part of these financial statements.

Date: May 18, 2016
To: Chair and Members of the Board
c.c. Paul Takala, Chief Librarian
From: John Black, (acting) Director- Finance and Facilities
Subject: **Library Reserves Update**

RECOMMENDATION:

That the Reserves Update be received for information.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The balance of Library reserves was \$7,336,596 on January 1, 2016. The reserves have a net change of \$1,312,447 from 2015. The Hamilton Public Library Board has approved \$4,765,168 in reserve expenditures leaving a balance of \$2,571,428.

BACKGROUND

The Library has earmarked \$1,079,761 for specific purposes. These funds include \$530,000 received from the sale of the second floor of the Saltfleet library back to the Hamilton Wentworth District Catholic School Board, which are to be repurposed back into the Stoney Creek area in the future. \$287,071 was received from the sale of the CIBC building and is to be used for improvements to the Locke Library. An additional \$186,000 was received as a tenant allowance for the Sherwood branch and is to be used for future enhancements to Sherwood. Annual printer revenue is transferred to reserves for future purchases of printers.

Future commitments are items identified by Library staff as potential future expenditures, but have not yet been approved by the Library Board. These include items such as future staff computers and servers, new windows at Central, a new Bookmobile and courier van. The computer reserve is replenished annually from the operating budget.

Historically, the Library has had surpluses to transfer to reserves; however, both operating surpluses and deficits are balanced by transferring to/from reserves. The library also receives interest on its reserve balances, which has not been factored into the projected balance as interest rates are variable and not guaranteed. The interest received in 2015 was \$186,937.

If all identified possible future commitments were utilized, the available balance of reserves would be \$1,764,906. It should be noted that individual reserves are permitted to be in a deficit position as long as the overall total is positive. Moving forward, staff will work with the Library Board on how best to build up Library reserves. Identifying funding from other sources and planning the timing of projects are two obvious strategies to ensure we maintain healthy reserves.

HAMILTON PUBLIC LIBRARY
RESERVE FUNDS
AT DECEMBER 31, 2015

		106005	106006	106007	106008	106009	106011	106012	106013	106014
		Mobile Equipment	Library Collections	Library General Development	Library Major Capital Projects	Youth Literacy	Redeployment Training Restructuring	Youth Programming	Accessibility Health & Safety	Computers & Servers
Opening Balances Jan 1, 2015		(8,649,043)	(393,155)	(764,723)	(2,002,807)	(440,406)	(506,072)	(119,176)	(654,101)	(1,049,677)
Adjustment to Reserve		-								
Opening Balances Jan 1, 2015		(8,649,043)	(393,155)	(764,723)	(2,002,807)	(440,406)	(506,072)	(119,176)	(654,101)	(1,049,677)
47535 Interest Own Funds		(186,937)	(8,985)	(17,477)	(45,771)	(51,413)	(10,065)	(11,565)	(2,724)	(14,948)
48500 Contribution from Current										
750015 Corporate Expenses (surplus)		(625,034)		(110,000)	(515,034)					
750020 Mobile Equipment		(30,000)	(30,000)							
750020 Grounds provision		(9,000)			(9,000)					
750020 Accessibility etc provision		(198,255)							(198,255)	
750160 Computers & Servers		(172,065)		(172,065)						-
		(1,034,354)	(30,000)	-	(282,065)	(524,034)	-	-	(198,255)	-
49400 Borrowing From Reserves										
750040 Hydro Savings Repayment		(144,763)	(14,537)	(43,006)	(50,878)	(36,342)				
		(144,763)	(14,537)	(43,006)	(50,878)	-	(36,342)	-	-	-
58300 Trf to Current										
Central Renovations Phase III	Dec-13	1,100,000			1,100,000					
Binbrook Reno	Sep-12	938,500			938,500					
Logo Brand Implemantation	Jun-14	40,000		40,000						
Public Computing	Mar-15	600,000								600,000
		2,678,500	-	-	40,000	2,038,500	-	-	-	600,000
Net Change		1,312,447	(53,522)	(60,483)	(338,715)	1,463,053	(46,406)	(11,565)	(2,724)	576,011
Balance at December 31, 2015		(7,336,596)	(446,677)	(825,206)	(2,341,522)	(1,255,873)	(486,813)	(517,637)	(121,900)	(473,665)

COMMITMENTS	Date Approved	Total	106005 Mobile Equipment	106006 Library Collections	106007 Library General Development	106008 Library Major Capital Projects	106009 Youth Literacy	106011 Redeployment Training Restructuring	106012 Youth Programming	106013 Accessibility Health & Safety	106014 Computers and Servers
Board Approved											
Library Facilities updates (furniture)	Dec-11	250,000			149,000	101,000					
Original RFID approval	Oct-07	620,000		620,000							
BI Materials	Jan-16	67,990		67,990							
BI Furniture	Jan-16	21,500			21,500						
Counting Opinions 3 yr subscription	May-13	48,297		48,297							
Digitization & Online Access (ID not set up)	Oct-13	113,000			100,000						13,000
Website Renewal & Logo Refresh	Nov-13	110,642			110,642						
Logo Brand Implemantation	Jun-14	80,000			80,000						
Sorter Increase - RFID	Dec-13	500,000			500,000						
Greenville-New Branch	May-15	200,000			200,000						
Youth Services Programming Resources	Dec-15	60,000							60,000		
Dundas Renovation	Apr-15	500,000				500,000					
Sub-total		2,571,429	-	736,287	1,161,142	601,000	-	-	60,000	-	13,000
Balance net of Board Approved Commitments		(4,765,168)	(446,677)	(88,919)	(1,180,380)	(654,873)	(486,813)	(517,637)	(61,900)	(867,304)	(460,665)
Funds Earmarked for Specific Purposes											
Saltfleet Library (funds from sale of 2nd floor)		530,000			530,000						
Locke (sale of CIBC building)		287,071				287,071					
Sherwood tenant allowance		186,000				186,000					
Printer Revenue		76,690			76,690	-					
Sub-total		1,079,761	-	-	606,690	473,071	-	-	-	-	-
Future Commitments (not approved)											
Staff Computers		300,000									300,000
Central Windows		360,000			360,000						
ILS Upgrage		60,000									60,000
Bookmobile		250,000	250,000								
Courier Van		35,000	35,000								
VP Construction		965,000			200,000	200,000				565,000	
VP Materials		104,500		104,500							
VP Furniture		10,000			10,000						
Sub-total		2,084,500	285,000	104,500	570,000	200,000	-	-	-	565,000	360,000
Total Future Commitments (not approved)		3,164,261	285,000	104,500	1,176,690	673,071	-	-	-	565,000	360,000
Annual Funding from Operating											
Bookmobile Provision		(30,000)	(30,000)								
Grounds Provision		(9,000)				(9,000)					
RFID Provision		(25,000)		(25,000)							
Accessibility Provision		(100,000)								(100,000)	
Sub-total		(164,000)	(30,000)	(25,000)	-	(9,000)	-	-	-	(100,000)	-
Available		(1,764,906)	(191,677)	(9,419)	(3,689)	9,198	(486,813)	(517,637)	(61,900)	(402,304)	(100,665)

**Hamilton Public Library
Funds in Trust
For the Year Ended December 31, 2015**

<u>Trust Name</u>	<u>Acct #</u>	<u>Hamilton Community Foundation</u>	<u>Held by City of Hamilton</u>	<u>Cash in Bank</u>	<u>2015</u>	<u>2014</u>
Capital Endowment Fund	125010	719,702.00		-	719,702.00	
Special Gifts Fund	125010	1,371,780.00	401,199.47	216,966.90	1,989,946.37	
		<u>2,091,482.00</u>	<u>401,199.47</u>	<u>216,966.90</u>	<u>2,709,648.37</u>	<u>2,564,826.44</u>
M. Waldon Thompson Estate	125005	-	(13,798.27)	35,195.90	21,397.63	21,006.87
Ketha McLearn Fund	125030	42,910.00	418.74	-	43,328.74	40,406.16
Library Legacy Fund	125025	883,592.00	(64,609.64)	-	818,982.36	775,754.10
F Waldon Estate	125035	-	1,001.93	64,445.99	65,447.92	64,732.39
Waterdown Library	125052	-	45,537.19	-	45,537.19	44,519.76
		<u>3,017,984.00</u>	<u>369,749.42</u>	<u>316,608.79</u>	<u>3,704,342.21</u>	<u>3,511,245.72</u>

Notes:

1. The 2014 balances have been restated to reflect the prior period adjustments made by the City of Hamilton.
2. The Library Legacy Fund is a permanent endowment fund.

**Hamilton Public Library
Reserve Transfer Reconciliation
December 31, 2015**

Amounts Transferred to Reserves:

Transfers to Reserves	625,033.64	a		
Transfers to Reserves from Current	416,018.27	a		
Provision to Reserves	100,000.00	b		
Replace of Auto Equipment	30,000.00	b		
Provision - R&M Grounds	9,000.00	b		
Recover Other	175.00	b	1,180,226.91	1
Adjustment	(1,111.00)	2	(1,111.00)	

Actual Amounts Transferred to Reserves in 2015: 1,179,115.91

Adjustments:

Interest on Reserves	186,936.63	3		
TCA Purchases	3,037,385.00	4	3,224,321.63	
Amortization Expense	(3,548,204.00)	5		
Employee Benefits - Actuarial Report	(84,600.00)	6	(3,632,804.00)	

Transferred to Reserves per, Financial Statements: **770,633.54**

Notes:

- 1** These are the amounts transferred to reserves in 2015 from the Library via journal vouchers.
- a.** Amounts transferred to reserves as a result of savings in 2015. These amounts may be allocated to any reserve account(s) the Board decides best suits the needs of the Library.
- b.** Planned/budgeted transfers to reserves for 2015.
- 2** Adjustment made in conjunction with the City of Hamilton to reconcile 2014 balances.
- 3** Interest on reserve funds held by the City of Hamilton, earning 2.285% per annum in 2015. This amount is calculated annually by the City of Hamilton.
- 4** Total tangible capital assets (TCA) purchased for the Library in 2015. These purchases include collections, furniture and fixtures, computer hardware and software.
- 5** Amortization of tangible capital assets per financial statements for 2015. The TCA's are amortized over their expected useful life.
- 6** Changes in employee benefits as per the Actuarial report from fiscal 2014 to 2015.



Date: May 13, 2016
To: Chair and Members of the Board
c.c. Paul Takala, Chief Librarian
From: Sherry Fahim, Director, Digital Technology & Creation
Lita Barrie, Director, Collections & Youth Services
Subject: **Fines and Fee Schedule Update – Makerspace Fees**

RECOMMENDATION

That the Hamilton Public Library Board approves the fee structures for vinyl printing/cutting, embroidery and large format printing services as per the updated *Fines and Fee Schedule*.

BACKGROUND:

With the support of the Ontario Ministry of Culture, Tourism and Sports Building Capacity grant, HPL is adding vinyl cutting & printing, large format printing and embroidery services to the Circuit 4.0 Makerspace. The Library's vinyl cutter and vinyl cutter/printer, embroidery machine and large format printer will be available to the public to expand the offerings within the Circuit 4.0 Makerspace. The Library's [Technology and Internet Use Policy](#) will guide use of all the equipment provided in the Digital Media Labs and Makerspace.

Library's fees are generally based on a cost of the items the Library pays; the objective in setting the price is to ensure we recover our costs. With the variety of materials that can be used with these machines we are recommending a fee structure formula. In the case of the vinyl cutters & printer and the large format printer the formula will be based on the cost per ml of ink multiplied by the cost of the paper or vinyl per foot. The vinyl and paper are provided at a per foot cost to the Library. These fees are in line with the cost recovery model and the Library's other printing services. It is anticipated that the cost for the majority of projects will be in the \$1-\$10 range depending on the customer's choice of material.

Staff will provide a program update report on the usage of the Makerspace and the new services, in October after 6 months of operation.

Appendix I: Fines and Fee Schedule - Printing and Photocopying

PRINTING AND PHOTOCOPYING	
Printing & Photocopying: Black & White	10¢ per page (first 2 copies free)
Printing & Photocopying: Colour	25¢ per page
3D printing	10¢ per gram for filament 30¢ per gram for resin
Vinyl Cutting & Printing:	Vinyl Cutter \$1 per ft – Standard vinyl Vinyl Printer & Cutter Cost of ink per ml X cost of material per ft. 50¢ cents per ml - Ink \$1.50 per ft – Printable vinyl \$3.00 per ft – Premium printing vinyl
Embroidery	\$2 per 10,000 stitches (\$2 minimum) - Thread 50¢ per ft for the backing material
Large Format Printing	Cost of ink per ml X cost of material per ft. 50¢ cents per ml - Ink \$1 per ft – Standard Paper \$1.50 per ft - Premium and Photo Paper