

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, February 15, 2017 Central Library, Board Room

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

AGENDA

Guests: Sarah Gauthier, Assad Hoosein

1. Discussion Period

- 1.1 OLA Conference
- 1.2 Budget Presentation

2. Acceptance of the Agenda

- 3. Minutes of the Hamilton Public Library Board Meeting of Wednesday, January 18, 2017** Attachment #3

4. Presentations

- 4.1 Northern Exposure to Leadership (NELI)– Sarah Gauthier
- 4.2 Library Board Website & Video Streaming – Sherry Fahim
- 4.3 Vision & Values Survey – Paul Takala

5. Consent Items

- 5.1 Report from the Audit Committee Meeting - JK Attachment #5.1
Suggested Action: Receive
- 5.2 Accessibility for Customers with Disabilities Attachment #5.2
(2nd Review) **Suggested Action: Recommendation**
- 5.3 Staff Development & Training (2nd Review) Attachment #5.3
Suggested Action: Recommendation
- 5.4 Employee Assistance Program (2nd Review) Attachment #5.4
Suggested Action: Recommendation

6. Business Arising

- 6.1 Upcoming and Outstanding Agenda Items - PT Attachment #6.1
Suggested Action: Receive
- 6.2 Capital Projects Update – KA/TD/AH Attachment #6.2
Suggested Action: Receive
- 6.3 Locke Project – KA/TD Attachment #6.3
Suggested Action: Recommendation
- 6.4 Library Service Hour Report – PT/KA Attachment #6.4
Suggested Action: Receive

7. Correspondence

8. Reports

- 8.1 Chief Librarian's Report – PT Attachment #8.1
Suggested Action: Receive

9. New Business

10. Policies

- 10.1 Diversity & Inclusion Policy (1st Review) - KA Attachment #10.1
Suggested Action: Receive
- 10.2 Fines & Fees Schedule (1st Review) – MS/TD Attachment #10.2
Suggested Action: Receive
- 10.3 Borrowing Policy (2nd Review) - MS Attachment #10.3
Suggested Action: Recommendation

11. Private and Confidential

- 11.1 Labour Relations – Contract Negotiations

12. Date of Next Meeting

Wednesday, March 15, 2017
Central Library, Board Room, 5th Floor
5:30 p.m. Dinner
6:00 p.m. Meeting

13. Adjournment

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HAMILTON PUBLIC LIBRARY BOARD

Inaugural and Regular Board Meeting
Wednesday, January 18, 2017
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, Lori-Anne Spence-Smith, Suzan Fawcett

STAFF: Lisa DuPelle, Karen Anderson, Melanie Southern, Tony Del Monaco,
Paul Takala, Sherry Fahim, Karen Hartog

REGRETS: Clare Wagner, Councillor Pearson, Councillor Partridge

Guests:
HPL Canada 150 – Naomi Brun, Caitlin Fralick, Suzan Hampson, Karen Milligan,
Laura Lukasik
Facilities – Assad Hoosein

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

1. Discussion Period

1.1 The latest images of the Binbrook construction project were shared
with Library Board members.

2. Acceptance of the Agenda

Add: 13.1 Contract Negotiations

MOVED by Ms Cecchetto, seconded by Mr. Kirkpatrick,

THAT THE AGENDA BE ACCEPTED AS AMENDED.

MOTION CARRIED

3. Minutes of the Hamilton Public Library Board Meeting of Wednesday, December 21, 2016

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

THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, DECEMBER 21, 2017 BE ACCEPTED AS PRESENTED.

MOTION CARRIED.

4. Report of the Nominating Committee Meeting of Tuesday, January 10, 2017 and Elections

Nominating Committee members included Ms Leach, Ms Fawcett, and Mr. Takala. Ms Leach presented the report of the Nominating Committee from its meeting held January 10, 2017.

Ms Gautrey presented the slate of officers as recommended by the Nominating Committee. Nominations for positions were opened to the floor.

MOVED by Ms Gautrey, seconded by Mr. Kirkpatrick,

THAT REPORT FROM THE NOMINATING COMMITTEE BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

MOVED by Ms Fawcett, seconded by Ms Cecchetto,

THAT NOMINATIONS FROM THE FLOOR BE CLOSED.

MOTION CARRIED.

MOVED by Ms Fawcett, seconded by Ms Cecchetto,

THAT THE SLATE OF OFFICERS FOR THE 2017 LIBRARY BOARD BE ADOPTED AS FOLLOWS:

CHAIRPERSON: George Geczy

VICE-CHAIRPERSON: Lori-Anne Spence-Smith

**AUDIT COMMITTEE: George Geczy
Jennifer Gautrey**

**John Kirkpatrick
Mary Ann Leach**

Alt: Lori-Anne Spence-Smith

SOLS REPRESENTATIVE: Vikki Cecchetto

TREASURER: Paul Takala

MOTION CARRIED.

5. 2017 Board Chairman Calls the Inaugural Meeting to Order at 6:10p.m.

6. Presentations

6.1 Canada 150

Ms Milligan, Ms Brun, Ms Lukasik, Ms Hampson and Ms Fralick presented the goals and plans for the Library's participation in the Canada 150 celebrations.

6.2 2017 Draft Budget Presentation

Mr. Takala presented the draft 2017 Library Operating budget to Library Board Members for feedback. The presentation will be presented to Council on January 26th.

7. Consent Items

MOVED by Ms Leach, seconded by Ms Cecchetto,

THAT CONSENT ITEM 7.1 AND 7.2 BE APPROVED AS PRESENTED.

MOTION CARRIED.

7.1 That the Upcoming and Outstanding Agenda Items report be received.

7.2 That the lease between the Hamilton Public Library and Vanderlaan C. S. Ltd. be renewed for a two year period from January 1, 2017 to December 31, 2018 at a total lease cost of \$37,375 for 2017 and \$38,490 for 2018 plus applicable HST.

8. Business Arising

8.1 Carlisle Report

A footnote will be included on the key indicator comparison page to reflect the increase in physical circulation being attributed to the new ILS system and that renewals are now included in the individual branch figures versus system figures.

Details regarding scope of the feasibility study will be presented to the Library Board at its February meeting.

MOVED by Mr. Brown, seconded by Ms Leach,

THAT THE HAMILTON PUBLIC LIBRARY BOARD RECEIVES THIS REPORT FOR INFORMATION AND FEEDBACK AND THAT A RECOMMENDATION ON APPROVED ACTIONS FOR THE CARLISLE BRANCH OCCURS AFTER RECEIPT OF THE ONGOING FEASIBILITY STUDY AND FURTHER DISCUSSIONS REGARDING RURAL LIBRARY SERVICE.

MOTION CARRIED.

8.2 Lessons Learned Waterdown & Other Projects

MOVED by Ms Leach, seconded by Mr. Brown,

THAT THIS REPORT ON LESSONS LEARNED BE RECEIVED FOR COMMENT AND THAT STAFF INCORPORATE RELEVANT INFORMATION AND BOARD FEEDBACK INTO THE FACILITIES MASTER PLAN.

MOTION CARRIED.

9. Correspondence

No correspondence.

10. Reports

10.1 Chief Librarian's Report

MOVED by Ms Fawcett, seconded by Ms Cecchetto,

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

MOTION CARRIED.

10.2 Metrics Report 2016

MOVED by Mr. Kirkpatrick, seconded by Ms Leach,

THAT THE LIBRARY BOARD RECEIVES THE METRICS REPORT 2016 FOR ITS INFORMATION.

MOTION CARRIED.

11. New Business

No new business items.

12. Policies

12.1 Borrowing Policy (1st Review)

MOVED by Ms Leach, seconded by Mr. Brown,

THAT THE ATTACHED BORROWING POLICY BE RECEIVED FOR INFORMATION AND COMMENT.

MOTION CARRIED.

12.2 Accessibility for Customers with Disabilities (1st Review)

MOVED by Mr. Brown, seconded by Ms Gautrey,

THAT THE ATTACHED ACCESSIBILITY FOR INDIVIDUALS WITH A DISABILITY POLICY BE RECEIVED FOR INFORMATION AND COMMENT.

MOTION CARRIED.

12.3 Staff Development & Training (1st Review)

MOVED by Mr. Kirkpatrick, seconded by Ms Leach,

THAT THE ATTACHED STAFF DEVELOPMENT AND TRAINING POLICY BE RECEIVED FOR INFORMATION AND COMMENT.

MOTION CARRIED.

12.4 Employee Assistance Program (1st Review)

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

THAT THE ATTACHED EMPLOYEE AND FAMILY ASSISTANCE (EFAP) POLICY BE RECEIVED FOR INFORMATION AND COMMENT.

MOTION CARRIED.

13. Private and Confidential

MOVED by Ms Cecchetto, seconded by Mr. Brown,

THAT THE HAMILTON PUBLIC LIBRARY BOARD MOVE IN-CAMERA TO DISCUSS CONTRACT NEGOTIATIONS.

MOTION CARRIED.

MOVED by Ms Fawcett, seconded by Mr. Brown,

THAT THE IN-CAMERA SESSION BE ADJOURNED.

MOTION CARRIED.

14. Date of Next Meeting

Wednesday, February 15, 2017
Central Library, Board Room, 5th Floor
5:30 p.m. Dinner
6:00 p.m. Meeting

15. Adjournment

MOVED by Ms Cecchetto, seconded by Mr. Kirkpatrick,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF
WEDNESDAY, JANUARY 18, 2017 BE ADJOURNED.**

MOTION CARRIED.

The meeting was adjourned at 8:25 p.m.

Minutes recorded by Karen Hartog

**HAMILTON PUBLIC LIBRARY BOARD
Audit Committee Meeting**

**Tuesday, February 7, 2017
Central Library, Administration Committee Room
4:00 p.m. Meeting**

MINUTES

PRESENT: George Geczy, Mary Ann Leach, Jennifer Gautrey, John Kirkpatrick,

OTHER: Scott Plugers, KPMG

STAFF: Tony Del Monaco, Paul Takala

1. Acceptance of the Agenda

There were no additions to the agenda.

MOVED by Ms Gautrey, seconded by Ms Leach,

THAT THE AGENDA BE ACCEPTED AS PRESENTED.

MOTION CARRIED.

2. Appointment of Chair

MOVED by Ms Gautrey, seconded by Ms Leach,

**THAT MR. KIRKPATRICK BE APPOINTED CHAIR OF THE AUDIT
COMMITTEE FOR 2017.**

MOTION CARRIED.

3. HPL Audit Planning Report

The Auditor reviewed the planning report with committee members. It was reported that there is nothing out of the ordinary to report.

MOVED by Ms Gautrey, seconded by Mr. Geczy,

THAT THE PLANNING REPORT BE ADOPTED AS PRESENTED.

MOTION CARRIED.

4. Auditor and Audit Committee Meet Without Staff

The Audit Committee met privately with the Auditor.

5. Date of Next Meeting

Tuesday, May 9, 2017 at 4:00 p.m., Administration Committee Room

6. Adjournment

MOVED by Ms Leach, seconded by Ms Gautrey,

**THAT THE AUDIT COMMITTEE MEETING OF WEDNESDAY,
FEBRUARY 7, 2017 BE ADJOURNED.**

MOTION CARRIED.

The meeting was adjourned at 4:30 p.m.

Minutes recorded by Karen Hartog.

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HAMILTON PUBLIC LIBRARY BOARD

Audit Committee Meeting

Tuesday, February 7th, 2017

Central Library, Admin Committee Room

4:00 p.m. Meeting

AGENDA

1. **Acceptance of the Agenda**
2. **Appointment of Chair**
3. **HPL Audit Planning Report** Attachment #1
4. **Auditor and Audit Committee meet without Staff**
5. **Adjournment**



Hamilton Public Library Board

Audit Planning Report
For the year ended December 31, 2016

KPMG LLP

February 7, 2017

kpmg.ca/audit



The contacts at KPMG in connection with this report are:

Lois Ouellette, CPA, CA

Lead Audit Engagement Partner

Tel: 905-687-3276
louellette@kpmg.ca

Scott Plugers, CPA, CA

Audit Manager

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Data & analytics in the audit	6
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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

Audit and business risk

Our audit is risk-focused. In planning our audit we have taken into account key areas of focus for financial reporting. These include:

- Government grants
- Prepaid expenses
- Tangible capital assets
- Employee future benefits
- Operating expenditures including salaries and benefits

See pages 4 – 5

KPMG team

The KPMG team will be led by Lois Ouellette. She will be supported by a local Hamilton based team. Subject matter experts and specialists will be involved where appropriate to ensure our approach is appropriate and robust.

See page 8 for further details

Effective communication

We are committed to transparent and thorough reporting of issues to the management team and the Audit Committee. We have planned our work to closely coordinate and communicate with the Audit Committee throughout the annual audit process.

Audit Materiality

Materiality has been determined based on fiscal 2015 audited revenues. We have estimated materiality to be \$800,000 for the year ending December 31, 2016 (2015 - \$610,000).

See page 7

Independence

We are independent and have extensive quality control and conflict checking processes in place. We provide complete transparency on all services and follow approved protocols set by the City of Hamilton.

Current developments

Please refer to Appendix 5.

Audit approach

Professional standards presume the risk of fraudulent revenue recognition and the risk of management override of controls exist in all companies.

The risk of fraudulent recognition can be rebutted, but the risk of management override of control cannot, since management is typically in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

Professional requirements	Why	Our audit approach
Fraud risk from revenue recognition	This is a presumed fraud risk. We have not identified any specific additional risk of fraud with respect to revenue recognition relating to this audit.	<ul style="list-style-type: none"> Our audit approach will consist of performing substantive procedures to address the relevant assertions associated with revenue.
Fraud risk from management override of controls	This is a presumed fraud risk. We have not identified any specific additional risk of management override relating to this audit. We will perform additional testing over the risk of management override of controls based on the turnover in key Finance role at the Library.	<ul style="list-style-type: none"> Our audit approach incorporates the required procedures in professional standards to address this risk. These procedures include testing of journal entries and other adjustments and making inquiries of the appropriate individuals: <ul style="list-style-type: none"> whether they have been asked to record, or are aware of, unusual or otherwise inappropriate journal entries or adjustments without adequate support or explanation for the entries or adjustments; Inquire whether there have been any instances of overrides of controls through recording of journal entries or other adjustments; Inquire whether there have been any journal entries or other adjustments that have been initiated by management outside the normal course of business, We will perform a retrospective review of estimates and evaluate the business rationale of significant unusual transactions.

Audit approach (continued)

We have not identified any risks that we deem to be significant financial reporting risks.

Other areas of focus include the following:

Other areas of focus	Why	Our audit approach
Government grants	Risk related to completeness and accuracy of timing of revenue recognition	<ul style="list-style-type: none"> We will perform substantive procedures to address relevant risk. This includes agreeing significant receivables to subsequent receipts and confirming significant grant balances.
Prepaid expenses	Completeness and accuracy of prepaid subscriptions. The Library continues to introduce more digital media resulting in more subscriptions	<ul style="list-style-type: none"> Performing a review of significant subscription agreements and assessing the prepaid portion as of the year end date, based on the period covered by the subscription agreements.
Tangible capital assets	Completeness and accuracy of tangible capital assets. Risk also related to the existence, presentation and disclosure of any commitments related to capital projects that may be on the City's financial statements.	<ul style="list-style-type: none"> Performing a review of significant capital additions including vouching to supporting documentation We will examine major capital projects and any commitments requiring disclosure in the audited financial statements.
Employee future benefits	Completeness and accuracy of the post retirement liability and related expenses. Reliance is placed on the actuarial valuation and extrapolations performed by the actuaries in determining the accrued postemployment benefit liability at the end of each fiscal year. Actuarial determination of both post-employment benefits and sick leave benefits is required under PSAB standards.	<ul style="list-style-type: none"> Performing substantive procedures, including review of assumptions and application of assumptions. Obtain access to management's expert (the actuaries) and their reports identifying the accrued benefit obligations for vested sick leave and retirement benefit liabilities. Obtain a copy of the actuarial extrapolation of the liability for the year ending December 31, 2016. We will review note disclosure to ensure it is appropriate.
Operating expenditures including salaries and benefits	Completeness, existence and accuracy of expenses and completeness of related accounts payable and accrued liabilities.	<ul style="list-style-type: none"> We will perform substantive procedures to address the relevant risk. This includes reviewing significant accruals and vouching to supporting documentation, as well as a search for unrecorded liabilities to assess completeness and accuracy of accruals at year-end. We will perform substantive analytical procedures over payroll and non-payroll expenditures.

Data & analytics in the audit

We will be integrating Data & Analytics (D&A) procedures into our planned audit approach.

Use of innovative D&A allows us to analyze greater quantities of data, dig deeper and deliver more value from our audit.

We believe that D&A will improve both the quality and effectiveness of our audit by allowing us to analyze large volumes of financial information quickly, enhancing our understanding of your business as well as enabling us to design procedures that better target risks.

Area(s) of focus	Planned D&A routines
Journal entry testing	<ul style="list-style-type: none"><li data-bbox="909 500 1934 565">– Utilizing KPMG application software (IDEA) to evaluate the completeness of the journal entry population through a roll-forward of all accounts<li data-bbox="909 594 1982 659">– Utilizing computer-assisted audit techniques (CAATs) to analyze journal entries and apply certain criteria to identify potential high-risk journal entries for further testing

Detailed results and summary insights gained from D&A will be shared with management and presented in our Audit Findings Report.

Materiality

Professional standards require us to re-assess materiality at the completion of our audit based on period-end results or new information in order to confirm whether the amount determined for planning purposes remains appropriate.



Our assessment of misstatements, if any, in amounts or disclosures at the completion of our audit will include the consideration of both quantitative and qualitative factors.

The first step is the determination of the amounts used for planning purposes as follows.

The determination of materiality requires professional judgment and is based on a combination of quantitative and qualitative assessments including the nature of account balances and financial statement disclosures.

Materiality determination	Comments	Amount
Metrics	Relevant metrics include total revenues, total expenses and net assets	Total Revenues
Benchmark	Based on prior year total revenues. This benchmark is consistent with the prior year.	\$ 31,005,761
% of Benchmark	The Corresponding percentage for the prior year's audit was 2%	2.5%
Materiality	Determined to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the financial statements. The corresponding amount for the prior year's audit was \$610,000.	\$ 800,000
Performance Materiality	Used 75% of materiality, and used primarily to determine the nature, timing and extent of audit procedures. The corresponding amount for the prior year's audit was \$457,500.	\$ 600,000
Audit Misstatement Posting Threshold (AMPT)	Threshold used to accumulate misstatements identified during the audit. The corresponding amount for the previous year's audit was \$30,500	\$ 40,000

Highly talented team

	Team member	Background / experience	Discussion of role
	<p>Lois Ouellette, CPA, CA Lead Audit Engagement Partner louellette@kpmg.ca 905-687-3286</p>	<ul style="list-style-type: none"> Lois has over 30 years in the public sector and not-for-profit sector including acting as the Lead Audit Engagement Partner for the City of Hamilton. Lois is a PSAB resource within the firm which has her well positioned to lead this audit. 	<ul style="list-style-type: none"> Lois will lead our audit and be responsible for the quality and timeliness of everything we do. She will be your main point of contact and will always be available and accessible to management and the Board.
	<p>Scott Plugers, CPA, CA Audit Manager splugers@kpmg.ca 905-687-3286</p>	<ul style="list-style-type: none"> Scott is a 2nd year manager with over 5 years' experience in public sector accounting as well as not-for-profit accounting. He works with a number of not-for-profit organizations in the municipal space. 	<ul style="list-style-type: none"> Scott will work very closely with Lois on all aspects of our audit for the Library. He will be on site and directly oversee and manage our audit field work and work closely with your management team.

Value for fees

The value of our audit services

We recognize that the primary objective of our engagement is the completion of an audit of the consolidated financial statements in accordance with professional standards. We also believe that our role as external auditor of the Library and the access to information and people in conjunction with our audit procedures, place us in a position to provide other forms of value. We know that you expect this of us.

We want to ensure we understand your expectations. To facilitate a discussion (either in the upcoming meeting or in separate discussions), we have outlined some of the attributes of our team and our processes that we believe enhance the value of our audit service. We recognize that certain of these items are necessary components of a rigorous audit. We welcome your feedback.

- Extensive industry experience on our audit team – as outlined in our team summary, the senior members of our team have extensive experience in audits of companies in your industry. This experience ensures that we are well positioned to identify and discuss observations and insights that are important to you;
- Involvement of KPMG specialists – Our audit team is supported by specialists in income and other taxes, information risk management, and others as required. We expect each of the specialists to provide insights and observations resulting from their audit support processes;

Value for fees (continued)

In determining the fees for our services, we have considered the nature, extent and timing of our planned audit procedures as described above. Our fees are consistent with those outlined in our audit proposal to you.

Our fees are estimated as follows:

	Current period (budget)	Prior period (actual)
Audit of the annual financial statements	\$6,600	\$6,600
Audit of the trust funds	\$1,000	\$1,000

Matters that could impact our fee

The proposed fees outlined above are based on the assumptions described in our audit proposal.

The critical assumptions, and factors that cause a change in our fees, include:

- Significant changes in the nature or size of the operations of the Library beyond those contemplated in our planning processes;
- Changes in professional standards or requirements arising as a result of changes in professional standards or the interpretation thereof;
- Changes in the time of our work; and
- Management will provide agreed upon working papers and financial statements for audit based upon the agreed upon timeline.

Audit cycle and timetable

Our key activities during the year are designed to achieve our one principal objective:

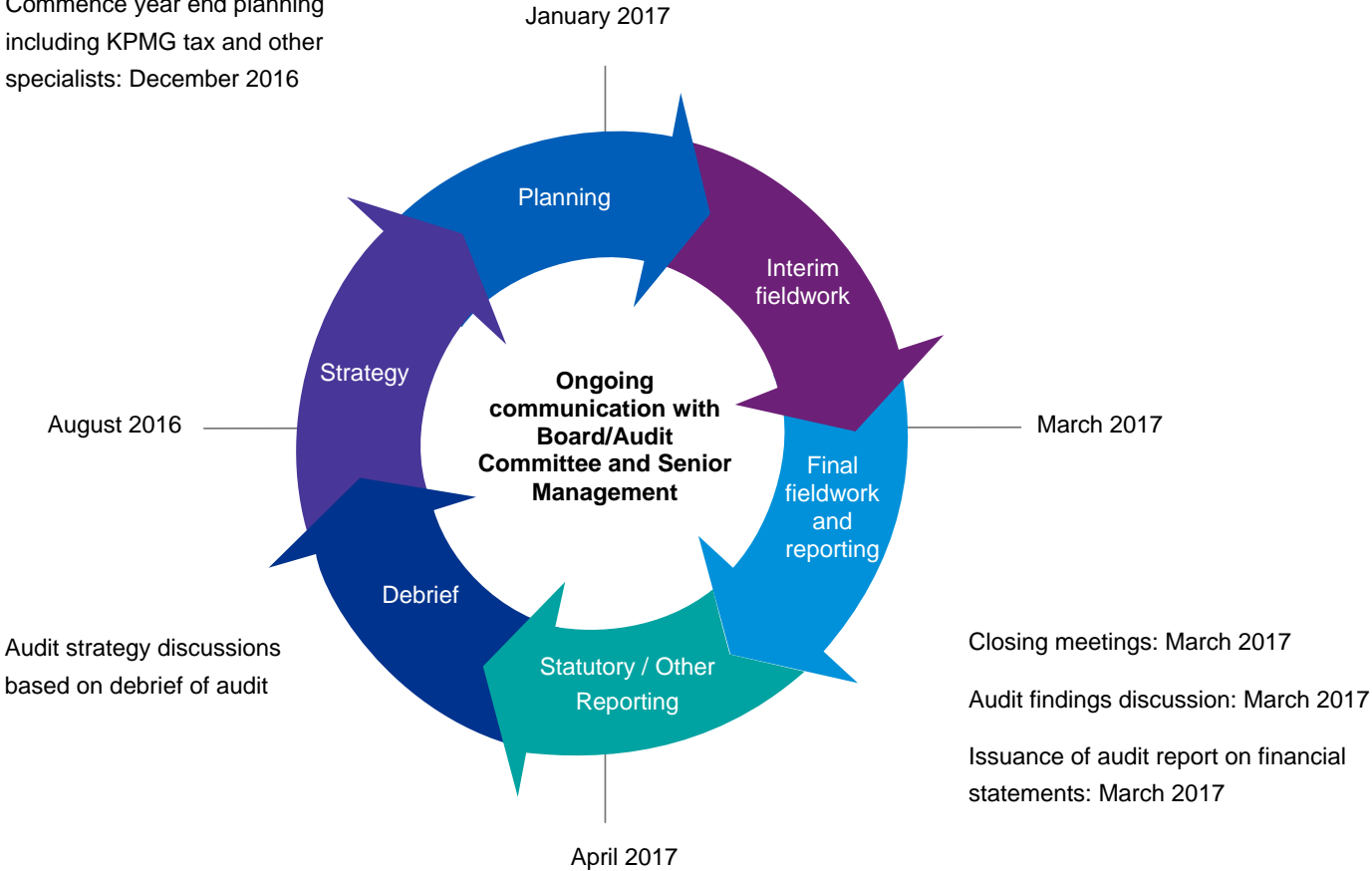
To provide a robust audit, efficiently delivered by a high quality team focused on key issues.

Our timeline is in line with prior year.

Planning meeting with management: November 2016

Commence year end planning including KPMG tax and other specialists: December 2016

Audit plan discussion: February 2017



Appendices

Appendix 1: Audit quality and risk management

Appendix 2: KPMG's audit approach and methodology

Appendix 3: Required communications

Appendix 4: Data & analytics in audit

Appendix 5: Current developments

Appendix 1: 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 our [Audit Quality Resources](#) page for more information including access to our audit quality report, [Audit quality: Our hands-on process](#).

— Other controls include:

- Before the firm issues its audit report, 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 2: KPMG's audit approach and methodology

Technology-enabled audit workflow (eAudit)

Engagement Setup

- Tailor the eAudit workflow to your circumstances
- Access global knowledge specific to your industry
- Team selection and timetable

Completion

- Tailor the eAudit workflow to your circumstances
- Update risk assessment
- Perform completion procedures and overall evaluation of results and financial statements
- Form and issue audit opinion on financial statements
- Obtain written representation from management
- Required Audit Committee communications
- Debrief audit process



Risk Assessment

- Tailor the eAudit workflow to your circumstances
- Understand your business and financial processes
- Identify significant risks
- Plan the use of KPMG specialists and others including auditor's external experts, management experts, internal auditors, service organizations auditors and component auditors
- Determine audit approach
- Evaluate design and implementation of internal controls (as required or considered necessary)

Testing

- Tailor the eAudit workflow to your circumstances
- Perform tests of operating effectiveness of internal controls (as required or considered necessary)
- Perform substantive tests

Appendix 3: Required communications

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

- **Engagement letter** – the objectives of the audit, our responsibilities in carrying out our audit, as well as management’s responsibilities, are set out in the engagement letter and any subsequent amendment letters
- **Audit planning report** – as attached
- **Required inquiries** – professional standards require that during the planning of our audit we obtain your views on risk of fraud and other matters. We make similar inquiries to management as part of our planning process; responses to these will assist us in planning our overall audit strategy and audit approach accordingly
- **Management representation letter** – we will obtain from management certain representations at the completion of the annual audit. In accordance with professional standards, copies of the representation letter will be provided to the Audit Committee
- **Audit findings report** – at the completion of our audit, we will provide a report to the Audit Committee

Appendix 4: Data & analytics in audit

Turning data into value

KPMG continues to make significant investments in our Data & Analytics (D&A) capabilities to help enhance audit quality and provide actionable insight to our clients by unlocking the rich information that entities hold.

When D&A is applied to the audit, it enables us to test complete data populations and understand the business reasons behind outliers and anomalies.

Advancements in D&A tools allow us to analyze data at more granular levels, focusing on higher risk areas of the audit and developing insights you can then leverage to improve compliance, potentially uncover fraud, manage risk and more.

KPMG is enhancing the audit

The combination of our proven industry experience, technical know-how and external data allows us to focus our audit on the key business risks, while providing relevant insights of value to you.

For the audit

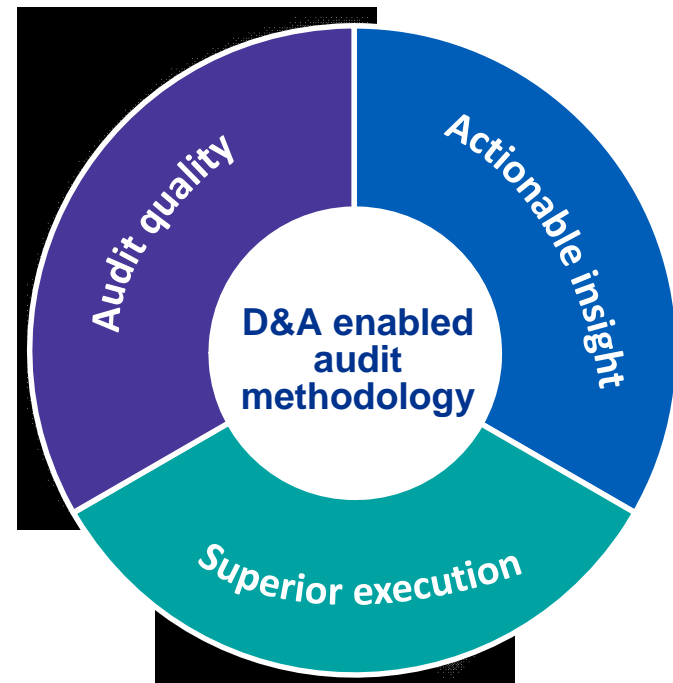
Audit quality

- Automated testing of 100% of a population
- Focuses manual audit effort on key exceptions and identified risk areas

For your utility

Actionable insight

- Helping you see your utility from a different perspective
- How effectively is your organization using your systems?



Appendix 5: Current developments

Current Developments, created by the KPMG Public Sector and Not-for-Profit Practice, summarizes regulatory and governance matters impacting charities and not-for-profit organizations today, or expected to impact over the next few years. We provide this information to help not-for-profit organizations understand upcoming changes and challenges they may face in their industry. We attach this summary to every audit plan and audit findings report that we provide to our public sector and not-for-profit clients. Some of these developments may not impact your organization directly but we believe it is important for audit committee members of charities and not-for-profit organizations to understand what is happening in the sector.

Annual Accounting, Tax and Risk Update for Not-for-Profit Organizations

KPMG will be holding its Annual Accounting, Tax & Risk Update for Not-for-Profit Organizations in early April 2017 at the KPMG office in downtown Ottawa. The seminar will cover current accounting, tax, technology and risk issues, including those discussed below, in greater detail to provide not-for-profit organizations and charities with guidance on new standards, regulations and best practices.

In prior years, this event has consistently attracted over 100 executives, financial officers and Board members from the Ottawa and area not-for-profit and charity community. Invitations and additional details will be provided to management in the near future. We are looking forward to a great event.

Audit Committee members are also invited to attend this session. If you wish to have your name included on the invite list, please e-mail Chelsey Croteau at ccroteau@kpmg.ca

Fraud Risk in Charities and Not-for-Profit Organizations

You only have to read the local and national news to understand the significant, adverse impact that a fraudulent or illegal act can have on an entity's financial position, on-going operations and public reputation. For charities and not-for-profit organizations, a fraudulent or illegal act can be absolutely devastating not only because of their reliance on public financial support but also their need to maintain public confidence and trust in their activities. With social media, and the 24-hour continuous news cycle, the financial, operational and reputational risk of a fraud on a charity or not-for-profit organization has never been higher.

Therefore, fraud risk management is now a very important element of an organization's overall governance and risk management. To protect against the risk of fraud, Boards and management need to have a heightened awareness of fraud including an understanding of the profile of a fraudster and what may drive otherwise good people to do bad things. As a result, Boards and management of charities and not-for-profit organizations are beginning to incorporate fraud awareness in their training programs to increase their personal

individual fraud awareness, and to develop a greater understanding of the key organizational elements of a robust anti-fraud program, designed to address the core objectives of prevention, detection and response.

Cyber Security - It's more than just Technology

Organizations are subject to increasing amounts of legislative and public pressures to show they are managing and protecting their information appropriately. Simultaneously, the threats from cyber criminals and hacktivists are growing in scale and sophistication. Organizations are also increasingly vulnerable as a result of technological advances and changing working practices including remote access, cloud computing, mobile technology and services on demand. The financial and reputational costs of not being prepared against a cyber-attack could be significant.

Cyber Security is not solely about Information Technology; it is fundamentally an operational and governance issue. Not-for-profit organizations should develop an operations-wide understanding of their threats, safeguards, and responses. Preparing this summary diagnostic will require the involvement of individuals in all areas of the organization, including those involved in hiring, procurement, customer relations and management. Key elements to consider include:

- Assessing the likelihood and intensity of a cyber-attack, based on the value of your information and your public profile
- Assessing your vulnerabilities to a cyber-attack
- Preparing your people, processes, infrastructure and technology to resist a cyber-attack, and to minimize its impact
- Detecting a cyber-attack and initiating your response
- Containing and investigating the cyber-attack
- Recovering from a cyber-attack and resuming business operations
- Reporting on and improving security

Not-for-profit organizations are at particular risk due to the information they maintain, including research data, member or student data, and health information. The reputational risk of this information not being adequately protected can often outweigh the financial consequences of a breach.

Not-for-profit organizations need to review their operations and consider cyber risks, then assess the organization's cyber maturity in addressing those risks. Structured models for completing this exercise exist for organizations of all sizes, as no one is immune to the risk of a cyber-attack.

KPMG in Canada, in collaboration with Imagine Canada, presented a webinar called "Cyber Security: The new threat for Not-for-Profit Organizations". We encourage you to view this webinar on Imagine Canada's website at: <http://sectorsource.ca/resource/video/cyber-security-not-profit-organizations-presented-kpmg>

Commodity Tax Considerations

The GST/HST is constantly evolving. The kinds and pace of the changes affecting your organization will depend on your status and activities, and may result from new legislative and regulatory rules, court cases, and changes in the CRA's administrative policies. In addition, major organization changes, such as reorganizations, cessation of activities, major capital projects, new relationships (e.g., shared service arrangements), and new revenue generating activities may have significant GST/HST implications.

The Canada Revenue Agency (CRA) continues to increase its focus on public service bodies (e.g., municipalities, universities, colleges, hospitals, schools, associations, charities, non-profits etc.) for purposes of conducting GST/HST audits. These audits may be undertaken by GST/HST audit teams dedicated to the public sector or by auditors attached to the CRA's GST/HST Refund Integrity Unit. Many organizations have undergone audits over the past couple of years. Based on our work with audited organization, we offer the following general observations on the impact of the CRA's ongoing focus on the public sector:

- The CRA has been focusing on documentation, cost sharing and buying group arrangements, grants and sponsorships, as well as the allocation of inputs between taxable and exempt activities for input tax credit purposes (e.g. the filing of a Section 211 election and claiming of input tax credits on the use of real property).
- The CRA has not consistently been applying audit offsets (e.g., allowing unclaimed input tax credits or rebates) that would help minimize the impact of any assessments.
- Proposed assessments based on sampling and alternative valuation or allocation methodologies conducted by CRA auditors should be reviewed as fair and reasonable alternatives may be available that could significantly reduce an GST/HST assessment.
- The CRA is required to communicate the amount and basis for a proposed to the registrant, and should allow the registrant a reasonable amount of time to review and respond to the assessment (i.e., generally 30-days). It is entirely appropriate to carefully review and question a proposed assessment. Our experience is that proposed assessments can often be significantly reduced at the audit stage. If a Notice of Assessment is issued, you will have 90 days to file a Notice of Objection with the CRA.
- It is important that you have a plan in place for a GST/HST audit, including having a fixed point of contact for the auditor. Planning and managing the audit is as important as having the appropriate policies and procedures.
- Organizations that have undergone significant changes in operations are more likely to be selected for an audit. Many of these organizations are completing compliance reviews by indirect tax professionals in advance of a potential GST/HST audit to verify that the GST/HST is being appropriately handled.

Our experience with GST/HST auditors has varied from audit to audit. However, in each case, the taxpayer has the burden of proof. The best approach is to be prepared in advance of receiving that audit notification from CRA.

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Date: February 10, 2017
To: Chair and Members of the Board
c.c.: Paul Takala, Chief Librarian/CEO
From: Karen Anderson
Subject: **Accessibility for Individuals with a Disability Policy - 2nd Review**

RECOMMENDATION:

That the attached Accessibility for Individuals with a Disability Policy be approved.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The Hamilton Public Library complies with the Accessibility for Ontarians with Disabilities Act, (AODA) 2005 and the Integrated Accessibility Standards (Ontario Regulation, 191/11).

BACKGROUND:

This policy was brought to the Library Board in January. There have been no proposed amendments to the draft presented in January.

The Hamilton Public Library is committed to providing library services to all members of the community in a welcoming and inclusive environment. Each member of the community including persons with disabilities has an equal opportunity to use and/be employed by the Hamilton Public Library. The attached policy provides a framework for delivery of library services that complies with the requirements of the Accessibility for Ontarians with Disabilities Act, (AODA) 2005 and the Integrated Accessibility Standards (Ontario Regulation, 191/11).

Recent changes in the Regulation have required a number of updates to our policy. The Regulation sets the outline for the policy and requires that details be provided on how each organization achieves or will achieve accessibility through meeting its requirements.

The following highlights the main changes in the updated policy:

- Re-titled to be inclusive of both staff and customers
- Reformatted to current HPL policy standard
- The Accessibility Standards for Customer Service (O. Reg. 429/07) have been revoked and all accessibility standards are now part of one regulation: the Integrated Accessibility Standards Regulation (O. Reg. 191/11)
- Definitions: updated
- Support persons: minor language changes

- Employment: updated language in areas concerning career development and advancement as well as adequate notice to staff of supports available (notice to new employees and all staff as changes occur)
- Training: AODA training will be provided to all staff not just those who work with customers or create policies and procedures
- The policy mirrors the requirements in the Integrated Accessibility Standards Regulation
- Annual Accessibility Report and Plan: The library is part of the City of Hamilton Multi-year Accessibility Plan and Annual Compliance Report and submits metrics and feedback to the City

ACCESSIBILITY FOR INDIVIDUALS WITH A DISABILITY POLICY

Location of Policy: Administration > General

Policy Level: Library Board

Author: Director of Public Service

Review Period: Annual

Approved: February 2017

Summary

The Hamilton Public Library is committed to providing Library services that are accessible to all persons who wish to obtain and use Library services. Library services will be relevant, inclusive and responsive to community needs. Each member of the community, including persons with disabilities, has an equal opportunity to use and/or to be employed by the Hamilton Public Library. All library services will be provided in a manner that respects the dignity and independence of persons with disabilities. The Library will strive to provide library services in a way that meets the specific needs of persons with disabilities and in a way that is convenient and accessible to persons with disabilities.

The Hamilton Public Library will provide communication supports and accessible formats and it will incorporate accessibility design, criteria and features when procuring or acquiring goods, services or facilities, except where it is not practicable to do so.

The Hamilton Public Library is committed to providing employment accommodation processes for library employees and job applicants. The Library will notify its employees and the public about the availability of accommodation for job applicants and for employees with disabilities.

The Library will meet the accessibility needs of persons with disabilities in a timely manner. When communicating with a person with a disability, the Library will do so in a manner that takes into account the person's disability.

Purpose

The purpose of this policy is to ensure that the Hamilton Public Library provides library services, resources and facilities in ways that are accessible to persons with disabilities. It provides a framework for compliance with the requirements of the Ontarians with Disabilities Act (ODA) and the Accessibility for Ontarians with Disabilities Act (AODA) and addresses specific areas required by the Integrated Accessibility Standards regulation associated with the AODA. This Policy applies to all persons who provide library services including employees, volunteers and all other persons that provide goods, services or facilities on behalf of the Library.

Definitions

- “Accessible formats” may include, but are not limited to, large print, recorded audio and electronic formats, Braille and other formats usable by persons with disabilities.
- “Assistive devices” are any products, instruments, equipment or technological aids used by persons with disabilities to help prevent, compensate, relieve or neutralize a disability. They may include Braille recorders, recording devices, Blissymbolics boards or devices, and more.
- A “barrier” is anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including a physical barrier, an architectural barrier, an information or communications barrier, an attitudinal barrier, a technological barrier, a policy or a practice.
- “Communication supports” may include, but are not limited to, captioning, alternative and augmentative communication supports, plain language, sign language and other supports that facilitate effective communications.
- "Disability" means
 - any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device,
 - a condition of mental impairment or a developmental disability,
 - a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,
 - a mental disorder, or
 - an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997.
- “Service animal” refers to an animal used by a person for reasons relating to his or her disability. An animal is a service animal for a person with a disability if,
 - the animal can be readily identified as one that is being used by the person for reasons relating to the person’s disability, as a result of visual indicators such as the vest or harness worn by the animal; or
 - the person provides documentation from one of the following regulated

health professionals confirming that the person requires the animal for reasons relating to the disability:

- A member of the College of Audiologists and Speech-Language Pathologists of Ontario;
 - A member of the College of Chiropractors of Ontario;
 - A member of the College of Nurses of Ontario;
 - A member of the College of Occupational Therapists of Ontario;
 - A member of the College of Optometrists of Ontario;
 - A member of the College of Physicians and Surgeons of Ontario;
 - A member of the College of Physiotherapists of Ontario;
 - A member of the College of Psychologists of Ontario; or
 - A member of the College of Registered Psychotherapists and Registered Mental Health Therapists of Ontario. O. Reg. 165/16, s. 16
- A “support person” in relation to a person with a disability, is another person who accompanies him or her in order to help with communication, mobility, personal care or medical needs or with access to goods, services or facilities.

POLICY DETAILS

Accessibility Plan and Report

The Hamilton Public Library works with the City of Hamilton to complete and submit a Multi-Year Accessibility Plan Report. The report details strategies, initiatives and activities to reaching the organization’s goals of creating an accessible organization and delivering exceptional and accessible services. The document also reports on progress made during the year including measures the Library has taken to identify, remove and prevent physical and attitudinal obstacles and promote free movement of persons with disabilities in a manner that is consistent with regulations, standards or codes of practice. The report sets out measures and deliverables proposed for the year ahead. As the library reviews policies, practices and services, accessibility for persons with disabilities will be considered.

Consultation and Feedback

The Hamilton Public Library will consult with members of the public and community stakeholders when considering or reviewing customer service practices, service delivery channels, types of services and new buildings or renovations to current buildings. Public meetings for the purpose of consultation will be advertised in advance, will be held in accessible locations and accessibility services will be provided when a request is received in advance of the meeting. Additionally, the Hamilton Public Library will have in place a procedure for receiving and responding to feedback about how it provides library services to persons with disabilities. Such feedback from a member of the public may be given by telephone, in person, in writing, in electronic format or through other

accessible methods.

Inquiries

Any inquiries related to this *Policy* or requests for documents related to this *Policy* may be directed to library employees at any public service point. Employees will respond as they are able and may refer the inquiry within the organization, including to the Chief Librarian.

Availability of Documents

This *Policy* and related procedures and forms and the **Multi-Year Accessibility Plan Report** will be available on the Library's website. Additionally, a copy of this *Policy* and related procedures and forms will be provided in an accessible format upon request. No fees will be charged for the provision of documents required by this *Policy*.

Assistive Devices

Persons with a disability may provide their own assistive device for the purpose of obtaining or using library services and may have free access to assistive devices available in the Library designed to help a person with a disability to carry out activities or to gain access to library services.

Exceptions may occur in situations where the Library has determined that the assistive device may pose a risk to the health and safety of the person with a disability or to the health and safety of others on Library premises. In these situations, the Library may offer a person with a disability other reasonable measures to assist him or her in obtaining and using library services, where the Library has such other measures available. It is the responsibility of the person with a disability to ensure that his or her assistive device is operated in a safe and controlled manner at all times.

Service Animals

Persons entering Library facilities may be accompanied by a service animal. If it is not readily apparent that the animal is a service animal, Library employees may ask if an animal is a service animal and whether documentation of the animal's status is available. If documentation is not immediately available, the person and the animal, normally, will be allowed access to the Library for the current visit and asked to bring documentation for future visits.

Service animals are generally dogs but do include other animals. It is the responsibility of the person with a disability to ensure that his or her service animal is kept under control at all times.

Support Persons

Persons with a disability may enter Library premises with a support person to assist with communication, mobility or medical needs or with access to Library Services and may

have access to the support person while on the premises.

A support person, when assisting a person with a disability to obtain or use Library services, will be permitted to attend at no charge where an admission fee is applicable. Persons with disabilities may provide their library card or its duplicate fob to a support person for use by the support person on their behalf.

The Library may require a person with a disability to be accompanied by a support person when on the premises. Before making a decision to require a support person, the Library will consult with the person with a disability to understand their needs, consider health or safety reasons based on available evidence and determine if there is any other reasonable way to protect the health or safety of the person or others on the premises.

Information and Communication

The Library will provide access to, or arrange for access to, accessible materials where they exist and will provide library publicity and reports in alternate formats upon request. The Library complies with the *Clear, Accessible and Large Print Guidelines* developed by the City of Hamilton in conjunction with the City of Hamilton Advisory Committee for Persons with Disabilities. The Library will work to ensure the website and web content is accessible according to the appropriate Web Content Accessibility Guidelines (WCAG) 2.0.

Design of Public Spaces

The Library works closely with the City of Hamilton to ensure our buildings provide a welcoming and supportive environment to serve all residents including persons with disabilities. All Library construction projects, retrofits and redevelopments will comply with Ontario Building Code requirements, with the Hamilton Barrier-Free Design Guidelines and with the AODA 2005 Design of Public Spaces Standards. In the event of new construction or significant building renovations, the Library will reduce barriers by ensuring accessible entrances, walkways and parking and maintain accessible library spaces including service desks.

Temporary Service Disruptions

The Library will make reasonable effort to provide notice of planned or unplanned disruption of library services to the public, including information about the reason for the disruption, its anticipated duration, and a description of any alternative facilities or services that may be available. In the case of unplanned disruption, advance notice will not be possible.

Notice will be given to the public by posting the information at a conspicuous place on affected premises and by posting notice on the Library website, and by such other method as is reasonable in the circumstances. The Library will have a procedure

document that sets out the steps to be taken in connection with a temporary disruption and, upon request, will give a copy of the document in an accessible format to any member of the public.

Procurement of Goods, Services, Facilities and Equipment

The Library will incorporate accessibility criteria and features when procuring or acquiring goods, services or facilities, including self-service kiosks. Working with the City of Hamilton, accessibility considerations are outlined in the purchasing documents. If it is not possible or practical to incorporate accessibility criteria and features, an explanation will be provided upon request.

Employment

The Hamilton Public Library will notify its employees, the public and applicants selected to participate in an assessment or selection process of the availability of accommodation for disability. The Library will provide information about the availability of accommodation for applicants with disabilities in its recruitment processes. Additionally, if a selected applicant requests an accommodation, the Library will consult with the applicant and provide or arrange for the provision of a suitable accommodation in a manner that takes into account the applicant's accessibility needs due to disability.

When making offers of employment, the Hamilton Public Library will notify the successful applicant of its policies for accommodating employees with disabilities. The Library will ensure that its employees are aware of its supports for employees with disabilities including the provision of job accommodations. The Library will consult with its employees and will provide accessible formats and communication supports for information that is needed in order to perform the employee's job and information that is generally available to employees in the workplace.

The Library will take into account the accessibility needs of its employees with disabilities, as well as any individual accommodation plans, when providing career development and advancement to its employees with disabilities.

The Hamilton Public Library has a return to work process for its employees who have been absent from work due to a disability and require disability-related accommodations in order to return to work. The Library works with employees with disabilities to develop individual accommodation plans. The Library documents its process for the development of such plans. The Library's Performance Management process takes into account the accessibility needs of employees with disabilities, as well as individual accommodation plans, when using its performance management process with respect to employees with disabilities.

When redeploying employees, the Library will take into account the accessibility needs of its employees with disabilities, as well as individual accommodation plans.

The Hamilton Public Library will provide individualized workplace emergency response information to employees who have a disability, if the disability is such that the individualized information is necessary and the employer is aware of the need for accommodation due to the employee's disability. If an employee who receives individualized workplace emergency response information requires assistance in case of evacuation or other emergency, with the employee's consent, the Library will designate an employee to provide assistance and will provide the workplace emergency response information to the designated person. Workplace emergency response plans will be reviewed annually.

The Library will inform employees of its policies used to support employees with disabilities, including policies on the provision of job accommodation, both when they begin their employment and whenever there is a change to the policies. Reminders of this information are included in the Library's regular program of AODA training.

Note: The Employment section of the Policy applies to the Library's recruitment activities and to Library employees and does not apply to volunteers and other non-paid individuals.

Training

The Library will ensure that training is provided on the requirements of the *Accessibility for Ontarians with Disabilities Act (AODA)* and its applicable regulations, and on the *Human Rights Code (HRC)* as it pertains to persons with disabilities. Training will be provided to all employees and volunteers, to all persons who participate in developing the organization's policies and to all other persons who provide goods, services or facilities on behalf of the organization. Training will be provided as part of orientation for new employees, volunteers and persons providing goods, services or facilities on behalf of the organization, and will be refreshed on a continuing basis, as required.

All employees will receive accessibility training. The training on the requirements of the *Integrated Accessibility Standards* and on the *Human Rights Code* will be appropriate to the duties of the employees, volunteers and other persons including employee role relating to policy development. A record of training will be maintained by the Human Resources Department.

The training will include a review of the purpose of the *AODA* and the requirements of the *Integrated Accessibility Standards*. Training will include information about how to interact and communicate with persons with various types of disabilities and what to do if a person with a disability is having difficulty gaining access to Library services or employment. The training will help trainees develop understanding of how to interact with persons with disabilities including those who use assistive devices or who require the assistance of a support person or service animal. The training will provide

orientation to this *Policy*, related procedures and guidelines and to the use of equipment and devices available on Library premises or through the website that may help with the provision of Library Services to persons with disabilities. The training will also provide orientation to the Library's employment accommodation policies and procedures and to the *Human Rights Code (HRC)* as it pertains to persons with disabilities. Members of the Library's Management Committee and any other persons that participate in the development of the Library's public and internal policies and procedures, or in procurement processes, will additionally receive training regarding their *AODA* and *HRC* related responsibilities.

PROCEDURES

Disruption of Service Procedure

Note: This procedure is both an internal and a public document.

The Library's *Accessibility for Individuals with a Disability Policy* states that the Library will make a reasonable effort to provide notice of planned or unplanned disruption of library services to the public, including information about the reason for the disruption, its anticipated duration and a description of alternative facilities or services. Notice will be given to the public by posting the information at a conspicuous place on affected premises, by posting notice on the Library website, and by such other method as is reasonable in the circumstances. The *Policy* also states that the Library will have a procedure document that sets out the steps to be taken in connection with a temporary disruption and, upon request, will give a copy of the document in an accessible format to any member of the public. This is the Library's *Disruption of Service Procedure*.

Definitions

Disruption of service may include closure of a service or program whether temporary or permanent and any disruption in service that would normally be considered unanticipated or unexpected. Examples of disruption of service can be due to one or more of the following:

- Inaccessibility of entrances or lack of safety when accessing an entrance, such as in winter storm conditions when snow or ice has accumulated
- Automatic door openers not working
- Elevating devices not working
- Out of order assistive equipment that is routinely provided in the location, such as voice output on public computers, video scanners etc.
- Building maintenance impacting accessibility, such as when washrooms for persons with disabilities are out of service or lighting is insufficient for persons with low vision, due to a service disruption or burned out bulbs
- Lack of availability of Sign Language Interpreter or FM sound system if one has been requested and booked

Responsibility

It is the responsibility of all library employees to provide a copy of this *Procedure*, along with a copy of the *Accessibility for Individuals with a Disability Policy* upon request.

Requests for alternate format copies to satisfy a customer's accessibility need will be received by library employees and immediately forwarded to the Manager, Communications and Community Development by e-mail.

It is the responsibility of all management, employees, volunteers, agents and/or contractors and consultants, working on behalf of the Hamilton Public Library, to follow and carry out the procedures outlined below.

It is the responsibility of the Human Resources Department to ensure that all management, employees and volunteers will be made aware of, and trained, to better understand the purpose and intent of this policy and to implement the procedures effectively.

It is the responsibility of all employees that work with contract agents, contractors and/or consultants to work on behalf of the Hamilton Public Library to ensure that contracts agents, contractors and/or consultants are made aware of the purpose and intent of the *Accessibility for Individuals with a Disability Policy* and its procedures including this one.

Actions Library Employees will undertake relating to Disruption of Service:

1. Where there is any temporary disruption in services, in whole or in part, and as soon as Hamilton Public Library employees have confirmed the disruption in service or have advance notice of a planned disruption, disruption notices will be
 - a) posted on site, at the entrance to the library
 - b) posted at other locations, such as the entrances to the next closest library branch
 - c) provided in recorded telephone messages for the location
 - d) provided through telephone calls/messages to persons with disabilities that are known to be registered in programs or working as volunteers
 - e) posted on the Library website
 - f) posted on the Library intranet
 - g) provided to local and regional media where applicable [consult with Manager, Communications 905-979-9780]
2. Employees will create notices in Large Print using Arial 18 or Verdana 18 font as a minimum. In case of power failure, notices may be handwritten but in most cases the notice will be typed. The form is best printed as bold black print on yellow paper if it is available. Do not use another colour paper if yellow is not available: use white instead.
3. Employees will use the *Temporary Accessible Service Disruption Form* and include

the following information

- a) information about the reason for the disruption in the service or program
- b) the anticipated duration of the disruption
- c) a description of any available alternate services/locations with service availability
- d) employee's contact name, which will usually be the Manager, and may be the Manager, Communications and Community Development or alternate.

Review Approval/History: Approved by the Library Board November 2009; Revised September 2013, February 2017.

NOTICE OF TEMPORARY ACCESSIBLE SERVICE DISRUPTION

Type of Disruption:

Location Name/Address:

Reason for Disruption:

Anticipated Duration of Disruption:

Alternative Service Location(s):

- 1.
- 2.

Employee Contact Person:

Name:

Telephone:

E-mail:

We apologize for any inconvenience.

Hamilton Public Library

For more information visit us at: www.hpl.ca

Date: February 10, 2017
To: Chair and Members of the Board
c.c.: Paul Takala, Chief Librarian/CEO
From: Lisa DuPelle, Director, Human Resources
Subject: **Staff Development and Training Policy – (2nd Review)**

RECOMMENDATION:

That the attached Staff Development and Training Policy be approved.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

To be successful as an individual, team or corporate level, employees need the right knowledge, skills, attitudes and competencies to support Hamilton Public Library's (HPL's) Mission, Values, and Strategic priorities. This policy provides a framework for staff development and training activities and includes the Library's commitments to providing necessary resources and to ensuring that allocated funds are used in ways that best align with and support the Library's operational needs and goals.

BACKGROUND:

This policy was brought to the Library Board in January. There have been no proposed amendments to the draft presented in January.

This Policy was created following amalgamation and had updates in 2010 and 2016. The impetus for the current review was the Staff Development Strategy and the rebranding of staff development and training activities of the Learning Institute at HPL.

The following describes the main changes in the updated policy. The changes described below are highlighted in yellow in the attached policy.

- *Purpose:* added
- *Definitions:* updated
- *Responsibility:* role of HR updated
- *Statement of principles:* principles added to align with the current Staff Development Strategy

STAFF DEVELOPMENT AND TRAINING POLICY

Policy Level: Library Board

Author: Director Human Resources

Review Period: 4 Years

Date Approved: Last revised August 5, 2010; Draft Revision June 2016

Purpose

To be successful at an individual, team or corporate level, employees need the right knowledge, skills, attitudes and competencies to support Hamilton Public Library's (HPL's) Mission, Values, and Strategic priorities. This policy provides a framework for staff development and training activities. Learning, personal and career development activities, and knowledge sharing are responsibilities of all employees and have a broader focus than training alone. Training is just one component of a complete learning and development strategy. The employee's learning and personal and career development activities are tied to the Goal Setting and Performance Review process that is described in HPL's Performance Management Policy.

Policy

The Hamilton Public Library recognizes the benefits of investing in staff development and training in order to

- build a competent, diverse, and professional workforce;
- increase employee engagement and job satisfaction;
- maintain public confidence in the quality of HPL's service delivery;
- position HPL as an attractive employer in the job market;
- create a skilled and versatile workforce that can adapt to changing needs;
- reduce risk and exposure to liability due to non-compliance with legislated requirements;
- foster employee career growth, high performance, and innovation, and
- act as an important input to workforce planning including succession planning.

Employees interested in a career with the Hamilton Public Library should be prepared to develop a *Learning and Development Plan* for their own learning and professional development and to seek feedback about that plan from their manager or supervisor and the Human Resources Department. While it is acknowledged that not all employees may have a desire to move into a higher level role or managerial or supervisory role, continuous learning and development is important to stay current with changing trends and technology in an employee's existing role.

Learning and Development Plans will reflect the employee's individual needs and the operational needs of the Library. Employee *Learning and Development Plans* will outline what competencies require improvement or further development, what actions need to be taken by the employee and the employer, and the target completion date. A *Learning and Development Plan* may also include what future

roles the employee would like to move toward at the Library, and those career goals will guide parts of the *Plan*.

Learning and Development Plans are a key component of HPL's Performance Management program. Goal setting and performance review meetings are held to ensure that employees understand what is expected of them and what supports are available to them. Learning and development planning is a process that involves both employee and manager input. The Library provides resources for the training and developmental support of employees.

Statement of Principles

Hamilton Public Library is committed to

- fostering a learning culture where learning and development opportunities are provided to help employees develop and apply new competencies and work flexibly to meet the constant changes of day-to-day operations;
- ensuring learning activities align with strategic priorities and current operations and projects, as adult learning is most effective when learning directly relates to job responsibilities and is immediately relevant;
- encouraging and assisting staff to develop their skills and knowledge to improve individual performance and to promote job satisfaction;
- ensuring fair and equitable access to development opportunities for employees at all job levels and in all job functions, so that they may develop in their existing role, and/or grow into their next position;
- ensuring that sound educational and instructional design principles are applied in all approved education and staff development programs;
- making use of existing staff expertise, where appropriate, to staff development goals, and promoting knowledge sharing as common practice among employees;
- recognizing that learning and development is a joint responsibility shared by the Library and the employee;
- providing necessary resources including time for learning, funding, qualified leadership, physical spaces suitable for learning functions, and appropriate technology, and
- assessing training options to ensure value for money spent, negotiating with vendors to encourage learning content alignment with the Library's operational needs and goals, and evaluating transfer of training by the employee on the job.

Responsibility

Responsibility for staff development and training at Hamilton Public Library is multilayered and is shared among the following parties:

- The effectiveness of any staff development activity depends on the active and purposeful participation of the individuals involved. Employees have a clear responsibility to develop their skills to enhance performance in their current position and to be ready to assume further responsibilities.

- Senior Administration and Management have overall responsibility for the development of Library staff.
- The Coordinator, Staff Development and Training, and the Director, Human Resources, support the programs that are part of the [Learning Institute @ HPL](#) and have overall accountability for the extent, quality, effectiveness and equitable nature of staff development, for planning and overseeing the development, scheduling and funding of internal staff development and training initiatives, for review of external opportunities relevant to Hamilton Public Library goals and for assessing options and negotiating with vendors such as trainers or coaches or consultants.

Definitions

Staff development refers to the provision of resources and the scheduling of activities to advance employees' knowledge, understanding and skills through the Learning Institute @ HPL and to meet succession planning needs.

The **Learning Institute @ HPL** offers opportunities designed to support a comprehensive and continuous process of professional growth, including opportunities for exposure to varied ideas and diversity of experience. Learning Institute programs foster staff development through means such as onboarding, training, mentoring, coaching, and optional and required internal and external learning programs including lunch and learn sessions, conferences, workshops, coursework, leadership development programs, e-learning programs, webinars, participation on system committees and special projects, professional summits and knowledge sharing opportunities.

Education in this policy refers to formal education qualifications referred to in job descriptions and obtained through study at academic institutions. Educational qualifications are highlighted in HPL's [Educational Qualifications Policy](#).

Date: February 10, 2017
To: Chair and Members of the Board
c.c.: Paul Takala, Chief Librarian/CEO
From: Lisa DuPelle
Subject: **Employee and Family Assistance Program Policy (2nd Review)**

RECOMMENDATION:

That the attached Employee and Family Assistance (EFAP) Policy be approved.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The City of Hamilton presently pays for the entire cost for this program so there is no budget impact.

BACKGROUND:

This policy was brought to the Library Board in January. There have been no proposed amendments to the draft presented in January.

The attached policy provides a framework for the delivery of their EFAP services and staff groups that are covered. The changes in the policy highlight the types of services that are provided by Homewood Health Inc. A draft of this updated policy was included in the updated Board Policy Manual but had not yet brought to the Library Board for approval.

HPL works with the City of Hamilton on providing EFAP services. Effective January 1, 2016, the City moved the EFAP services to Homewood Health Inc. The change in EFAP provider occurred as a result of a Request for Proposal (RFP) process implemented due to the end of the contract with Mournéau-Shepell which expired on December 31, 2015. The Hamilton Public Library participated in the RFP process with City staff. The contract with Homewood Health Inc. runs until the end of 2017 with an option to renew annually from 2018 to 2020.

EMPLOYEE & FAMILY ASSISTANCE PROGRAM

Policy Level: Library Board

Author: Director Human Resources

Review Period: 4 Years

Reveiw/Approval History: Revised 2010-08-05; Revised June 2016

POLICY PURPOSE

The Employee & Family Assistance Program (EFAP) has been developed to provide assistance to permanent Full-time and Part-time employees and their dependents in areas of marital, family, medical, alcohol, substance, vocational, psychological or any other personal problems.

KEY POINTS SUMMARY

- HPL recognizes that problems, personal or work-related, can be a natural part of employees' lives
- The EFAP programs covers all permanent employees (full-time and part-time). Casual staff, students and contract employees are not covered
- Employees' confidentiality is protected by the program
- The policy provides a summary of the services provided
- Accessing the program will not affect an employee's job security nor adversely affect advancement opportunities

POLICY STATEMENT

The Hamilton Public Library recognizes that problems, personal or work-related, can be a natural part of employees' lives and that providing employees with an opportunity to resolve problems will result in a healthier and more positive approach to everyday living.

Eligibility

All permanent employees of the Hamilton Public Library and their dependents as defined by the employee's specific benefit plan. Casual Library Pages, Students, Contract employees are not eligible under the current plan.

Pensioned employees and their spouses

Terminated or resigned employees will have access maintained for one (1) month following date of termination or resignation and the Employee & Family Assistance Program will provide limited short-term service to the individual.

SCOPE OF PROGRAM

The core Employee & Family Assistance Program consists of:

Counseling Services:

Counseling is short-term and focused on problem-solving and finding solutions that are practical and improve your physical and mental well-being. It's available face to face, over the telephone, or online. Counseling can help with any challenge such as: family or marital relationships, addictions, anxiety, depression, life transition or change, grief or bereavement, stress, and other personal issues.

Plan Smart - Lifestyle and Specialty Counseling

These work life services help you tackle small issues before they become big concerns. Each service helps you to take a proactive approach to managing everyday challenges and life transitions.

With Plan Smart, you can receive information and coaching related to:

- **Health** - nutrition, lifestyle changes, weight management, smoking cessation, "12 weeks to wellness" programs for people with specific health and/or weight management goals.
- **Life Balance** - childcare and parenting, elder and family care, relationships, financial issues, legal issues.
- **Career planning**, workplace issues, pre-retirement, shift work.

Online Resources (homewoodhealth.ca)

You can access the Homewood Health website <https://homeweb.ca/> anytime for e-learning, interactive tools, health and wellness assessments, and a library of health, life balance and workplace articles. Visit Homewood Health's website at www.homeweb.ca and register for Member Services to access online services, including:

- **E-Learning courses** - self-directed, confidential and interactive courses on 20 topics designed to help you take charge of your health and well-being.
- **Health Risk Assessment** - an online health risk assessment tool that assesses your physical and emotional health as well as your overall readiness to change.
- **Busy Family** - an online tool to help you find child and elder care services.

Referrals required outside the core Employee & Family Assistance Program, whose costs are not covered by the employee's benefits, are not paid by the City.

Accessibility

Employees and/or their dependents may access the Employee & Family Assistance Program voluntarily. The program may be suggested by an individual's co-worker, peer, or supervisor but it is up to the employee to initiate access to the program.

Confidentiality

The Employee & Family Assistance Program shall respect the confidentiality of information obtained about the client and shall release the information only with the approval and consent of the client as governed by standard professional and legal guidelines.

The Employer and/or anyone acting for it or on its behalf shall not request or receive any information concerning the client without the written consent of the individual.

Anonymity

The Employee & Family Assistance Program service will be located in an off-site location and will provide an anonymous service. No one will know that an individual has used the service unless the individual himself/herself chooses to inform others about his/her use of the program. Employee & Family Assistance Program office procedures are designed such that anonymity is protected.

Coordination and Administration

Upon request utilization reports, regularly completed by the Employee & Family Assistance provider, will be made available and discussed with representatives of Local 932 Canadian Union of Public Employees at the regularly scheduled Joint Union-Management Committee. Utilization reports provided to this Committee by the Employee & Family Assistance Program service will be of a statistical nature only. Please note that statistical information will only be released to this Committee when use of the program has resulted in reporting figures large enough to protect anonymity of individuals.

Advancement/Opportunity

Use of the Employee & Family Assistance Program will not affect an employee's job security nor adversely affect advancement opportunities. Neither will use of the program affect normal disciplinary and grievance procedures

Date: February 10, 2017
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Upcoming and Outstanding Agenda Items**

RECOMMENDATION:

That the Upcoming and Outstanding Agenda Items report be received.

UPCOMING AND OUTSTANDING AGENDA ITEMS – FEBRUARY 2017:

Name of Issue - Comments	Month Action Initiated	Who Initiated	Month on Agenda
Locke Vestibule and Improvements – See note in January Chief Librarians Report	Sept. Oct. 2016	K. Anderson	February 2017
Library Hours – Report recapping status of Library Hour review.	January 2017	P. Takala	February 2017
Strategic Plan – This should be a major focus of the Board in 2017. Board survey on Mission, vision and values in February.	October 2016	P. Takala	February 2017
Library Board Website - What enhancements can be made that would both better support Board communication and the discovery of past Board materials.	April 2016	Library Board	February 2017
Recording Library Board Meetings – Staff are to report back on the implementation of video recording and broadcasting Board meetings.	April 2016	Library Board	February 2017
FOPL 2015 Statistics – At the end of 2016 we reported the FOPL Ontario Ministry statistics up to 2014. The 2015 report was recently released.	February 2016	P. Takala	March 2017
Carlisle Feasibility Study – Report on Recreation led study of potential renovation to the Carlisle arena combining a library. The feasibility study is scheduled to be completed by March.	May 2016	Library Board	April 2017
Rural Service Pilot – Report on rural pilot at Freelton expanding Library hours.	November 2016	Library Board	March 2017
Public Firewall Settings - Staff to report back to provide the Board with an update and recommendations on next steps.	January 2016	P. Takala	TBD

Local History & Archives Roadmap – Staff report to seek direction and input from the Board as to the department's digitization strategy and planning to increase access to LH&A collections.	October 2016	L.Barrie	March 2017
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UPCOMING POLICY REVIEW

To ensure sufficient opportunity for Board input and consideration each policy will be brought first as a draft for feedback before the Board is asked to approve the following month.

Policy Name	Comments	1 st Review	2 nd Review
Fines & Fees Schedule	A consolidated fines & fee schedule is being developed. This is an important companion to the Borrowing Policy.	February 2017	March 2017
Core Position Statements	CFLA endorsed the statements on February 1 at the 1 st AGM. Given the large number policies on the agenda for February this is being deferred until March. The updated position statements will be added to the updated Board Policy Manual.	<i>March 2017</i>	<i>April 2017</i>
Board Policy Manual	The updated manual will include the revised Bylaws, report on <i>in-camera</i> and other policy changes. The new manual will also list the schedule for updating policies. This will include the proposed update schedule for all policies including the PRC's Priority 3 policies. The priority 3 polices included: Cash Handling, Copyright, Employee Assistance, Meeting Room, Service Hours, Staff Development & Training, Technology & Internet Use, and Administrative Level policies.	March 2017	April 2017

2017 PRELIMINARY BOARD SCHEDULE

January	<ul style="list-style-type: none"> ✓ Election 2017 Board Officers ✓ Draft Operating Budget Presentation to Council
February	✓ Previous Year Metrics Report (Done in January 2017)
March	<ul style="list-style-type: none"> Initial Report on Last Year Financials (Pre-Audit) Reserve Report Update Annual Report on Partnerships
April	<ul style="list-style-type: none"> Q1 Metrics Report Annual Report on Revenue Generation

May	Current Year Operating Budget Update
June	Report from the Audit Committee Mid-Year Progress Report on 2017 Goals
July/August	No regularly schedule meetings Q2 Metrics Report Circulated
September	Q2 Metrics Report Holiday Closures for Following Year Capital Budget Submission
October	Q3 Metrics Report Operating Budget Next Year (Preliminary)
November	Meeting Dates for Following Year Operating Budget Next Year (Final) Nominating Committee OMBI Report 2018 Goals Draft
December	Final Report 2017 Goals 2018 Goals

Date: February 10, 2017
To: Chair and Members of the Board
c.c.: Paul Takala, Chief Librarian/CEO
From: Karen Anderson, Director of Public Service
Tony Del Monaco, Director of Finance and Facilities
Subject: Capital Projects Update

RECOMMENDATION:

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

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Binbrook, Central Windows, Central York Blvd Entrance, Dundas and Valley Park projects have established budgets approved through the capital budget process. The Carlisle feasibility study is being funded by the City of Hamilton Recreation Department.

REPORT DETAILS:**BINBROOK**

Construction of the new Binbrook branch is proceeding well. Recent weather has been favourable with roof framing scheduled to be completed and the structure enclosed by month end.

DUNDAS

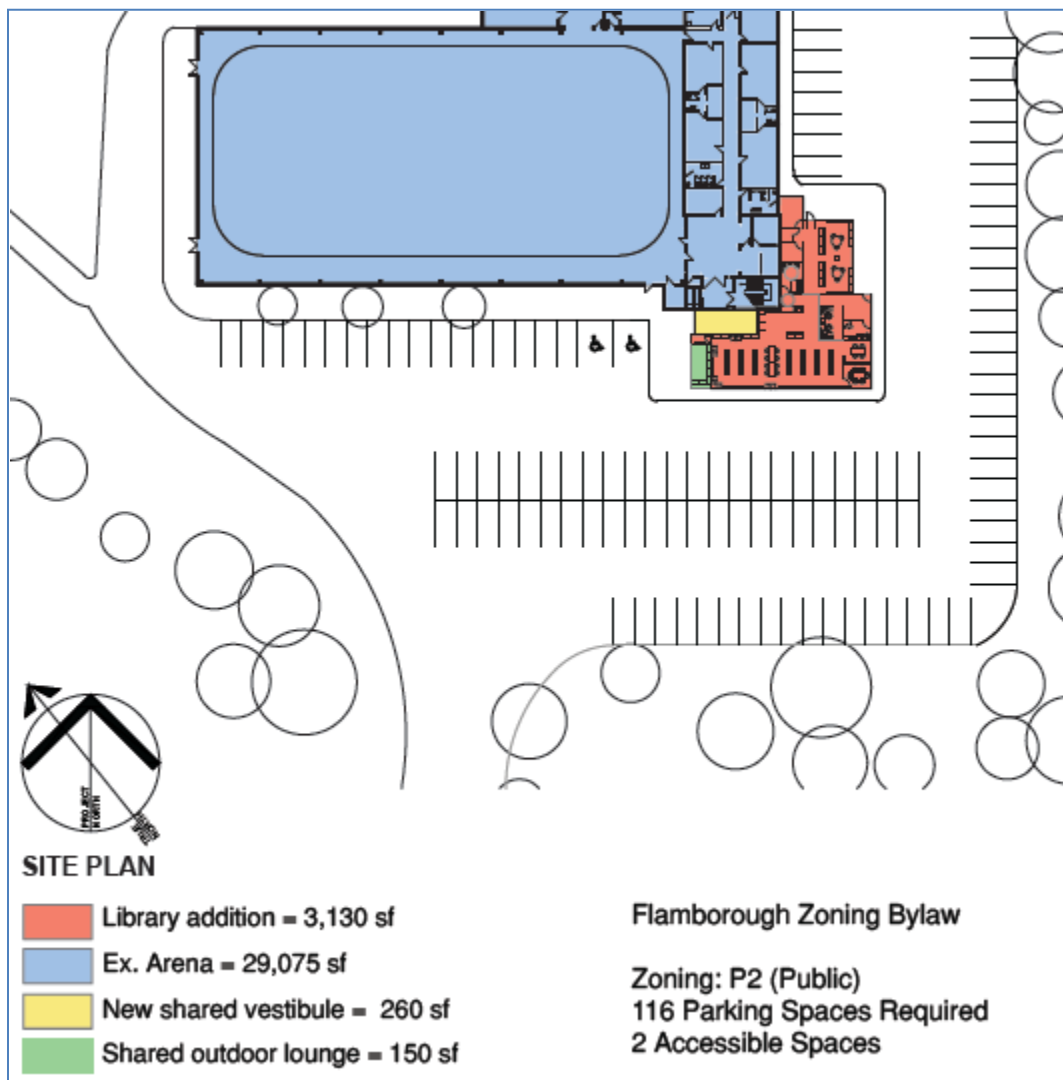
The project is currently behind schedule. Extensive abatement of asbestos is still underway and is taking longer than anticipated. Construction is expected to begin March 2017. We will report back to the Board on an updated timeline as it becomes clear.

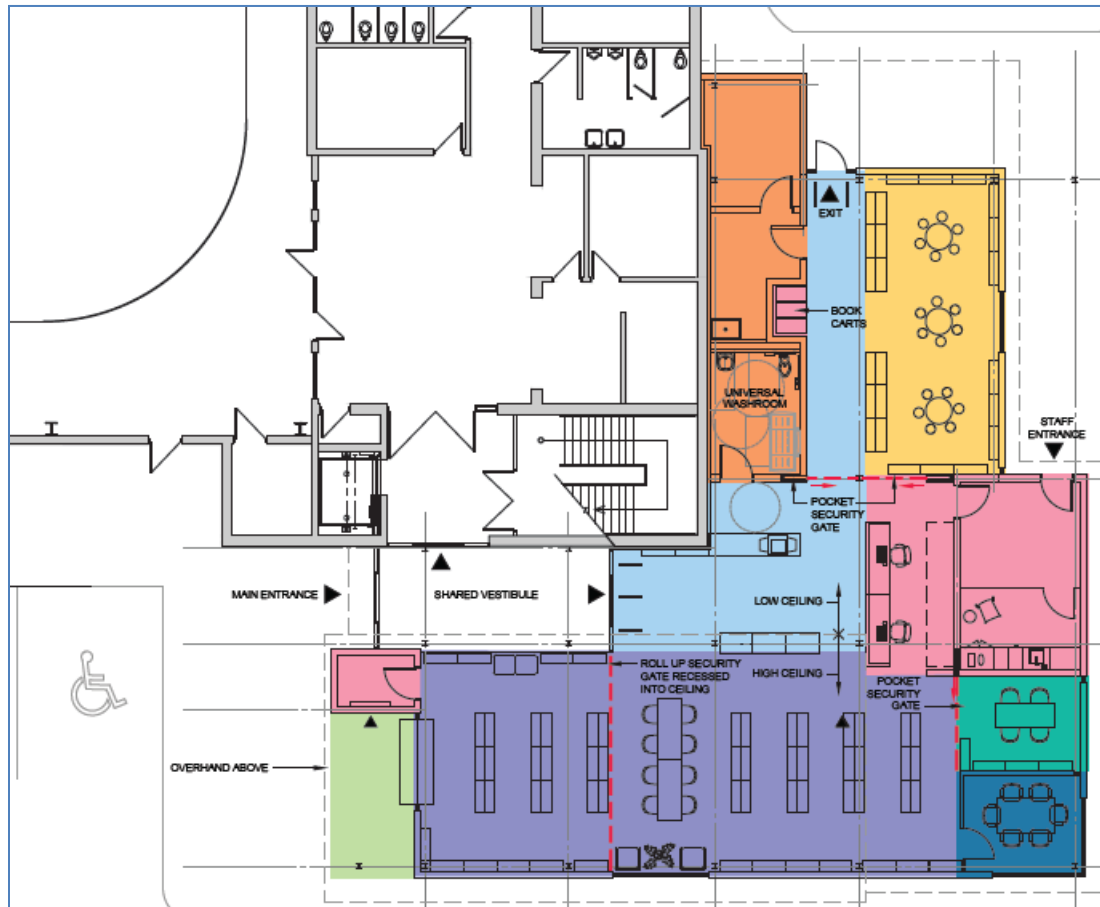
VALLEY PARK

Working with City staff, a tender for architectural services is being prepared for the Valley Park project. The tender will be released in Q1 2017 and evaluations will be scheduled for Q2 2017.

CARLISLE FEASIBILITY STUDY

The results of the feasibility study for a potential Carlisle branch are expected by April and will be provided to the Board. The study is being undertaken together with the City of Hamilton Recreation Dept and is being funded by the City. The scope of the study includes an investigation of the future costs, and operational and design issues associated with adding a 3000 square foot library branch and shared vestibule to the existing arena if the Library Board determines this is needed. The study also considers how best to position the added library structure to improve the overall appearance and functionality of the complex and site while highlighting the new library space. In 2017 a new elevator will be constructed in the Carlisle arena improving access to second floor meeting rooms and washrooms. To illustrate the proposed project scope, the following schematic designs show preliminary options for site plan and general layout but the full report will provide more information and costing.





CENTRAL WINDOWS

Working with City staff, funding has been approved and a designer has been engaged to prepare tender and construction specs and drawings. Recently a kick off meeting was held to establish the project team and the next steps are to review the existing conditions. We anticipate completing the design during the spring and early summer 2017, with tendering in late Q2 2017 and an anticipated completion date of March 2018 which is a condition of the project funding.

CENTRAL YORK BOULEVARD DOORS

Tendering has been completed by City staff and award has been made to a contractor to perform this work. It is anticipated that the construction will start in April 2017. At this time, a hoarding will be built around the entrance way and public and staff will be directed to use the alternate entrance doors on York Street at the centre of the building facade. We have expressed the sensitivity of this project to the City as we are closing the main entrance to our flagship facility. They have ensured us that the project will be completed expediently. We will provide more details about the timelines as they become finalized.

Date: February 10, 2017
To: Chair and Members of the Board
c.c.: Paul Takala, Chief Librarian/CEO
From: Tony Del Monaco, Director of Finance and Facilities
Karen Anderson, Director of Public Service
Subject: **Locke Branch Improvements**

RECOMMENDATION:

That the Board approve the transfer of \$287,071 from the Library Major Capital Projects Reserve 106008 to Capital Project #4241609105 Improvements to Locke St Library and that the Library proceed with final design and construction of the proposed improvements to the Locke St branch.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The CIBC building near the Locke St branch was donated to the Library for future expansion of the branch. However, expanding the branch on this site was not feasible and the CIBC building was sold for \$287,071 with the proceeds to be held in reserve and earmarked for future renovations at the Locke St branch location.

The Locke branch improvements project was the top ranking project in the Ward 1 Participatory Budgeting Process. To help fund the project, the Councillor has provided \$150,000 from his area rating allocation which was approved as part of the 2016 Capital Budget.

With the funds being requested as part of this report and with the \$150,000 contribution from the Ward Councillor, the total approved budget for this project is \$437,071.

BACKGROUND:

In 2014 a feasibility study of the Locke branch was undertaken. McCallum Sather Architects were requested to investigate increasing the size of the vestibule, assess the existing exterior access ramp, and review the use of the south patio area exploring the potential to create covered space for programming, wifi use and seating.

McCallum Sather provided a preliminary design for a larger vestibule and a covered south facing outdoor space. The proposed design creates a single accessible and welcoming entrance with an interior ramp, improved street presence and establishes the branch as an attractive "bookend" to Locke Street.

Improving accessibility is the primary project goal as well as improving customer's experience of the small but well loved space.

In October 2016 the Board reviewed a report outlining the progress of the initiative. The original project scope was extended thanks to a contribution of Ward 1 funding and the scope now includes the creation of a barrier free washroom and associated minor interior adjustments.

The required site survey is nearing completion and cost estimates have been received. It is anticipated that the project planning stage will take several months for final design and site plan approvals. An application for minor variance will be required in order to gain permissions to build the vestibule and side yard feature. The Board will be updated with regard to the schedule once it is determined if the project requires site plan approval and once Committee of Adjustment hearing dates are set.

Date: February 10, 2017
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Karen Anderson, Director, Public Service
Subject: **Library Service Hours Review**

RECOMMENDATION

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

That staff are instructed to make it a priority to advance the actions outlined in "Proposed Next Steps".

FINANCIAL/STAFFING/LEGAL IMPLICATIONS

Staffing libraries is a key driver of our operating budget. Library service hours are approved by the Library Board and can change when circumstances require.

BACKGROUND

While some adjustments have been made to library hours over the last decade, it is clear that service gaps still exist. In the last 10 years there have been several Board discussions around Library Service hours. Here is a summary of the Board discussions and changes to service hours that have been implemented since 2009:

- 2009 - Turner Park Branch opened with service hours similar to Terryberry. To accomplish this without increasing our overall staffing, shifts in staffing were made.
- 2010 – The Library Board discussed Central's hours, perhaps opening at 8:30 am and closing at 8 pm instead of 9 pm since circulation drops after 7 pm. Observation showed customers using the Central Library for studying, group work, computers and WiFi until closing. The shift in hours was not made.
- 2012 – The Library Board expressed interest in looking at changes in usage and having hours based on current trends. A December report on branch hours did not recommend changes except expanding hours at the new Lynden branch from 27 to 35 hrs a week.
- 2014 – In December the Library Board approved expanding hours at the new Waterdown branch and opening Turner Park on their closed day (Fridays) beginning March 2015.
- **Current Status:** except for Central and Turner Park, all 22 locations have one closed day, either Monday or Friday. Some locations have a few staff in on closed days to keep up with material handling. We have 4 locations open on Sundays (open after Labour Day to the end of April – Central, Dundas, Red Hill and Turner Park). Current service hours are listed in Appendix I.

While not an expansion of core service hours, a few initiatives have been piloted to extend our service beyond normal operating hours:

- Study Halls: Beginning in December 2012 Terryberry has stayed open late during exam times.
- Family Day: Beginning in 2013 Turner Park was opened on Family Day. This pilot was very successful and has been expanded in recent years.
- After hours programming: one example is the Friday evening summer family film programs at Central and Turner Park introduced in 2016 and scheduled again for 2017.

PLANNING CONTEXT OF CHANGING LIBRARY HOURS

KEY CONSTRAINTS

While the Library Board approves service hours and can adjust them as needed there are four (4) important constraints on changing service hours:

1. **Operating Budget** – The Library operating budget is approved by City Council. While Council continues to provide strong and consistent support to HPL we have been under direction to limit increases. We need to acknowledge that the City of Hamilton faces many budget pressures and we should not anticipate an increase in overall funding to address library service hour gaps.
2. **Customer Expectations** – Providing consistency in hours is important and reduces confusion. Expanding hours that cannot be maintained in a sustainable way would likely create increased customer frustration.
3. **Geographic Service Balance** – Our 22 libraries are located in communities in different parts of Hamilton. In enhancing service hours at individual locations we need to ensure that we maintain an overall fairness and equity system-wide.
4. **Scheduling Guidelines** – Our Collective Agreement with CUPE 932 provides some constraints on how many evenings and weekends staff can be scheduled to work. There is still considerable flexibility to change service hours, however, we need to keep in mind that staff schedules are impacted when we change hours. Working with staff in an open and transparent way and giving advanced notice to changes in schedules are important to enable a smooth transition to changes.

SUSTAINABLE AND SUCCESSFUL LIBRARY SERVICE

The Library Board's **Statement on Sustainability** provides guidance to maintaining successful library service. Where libraries have not maintained balanced investments in key areas overall the quality and relevance of library service has declined. The policy calls for ensuring funding is balanced between the following areas:

1. Collections that are relevant and that are available when people need them.
2. Facilities that are busy, attractive, accessible and open sufficient hours to justify their costs.
3. Technological infrastructure that is robust and capable of adapting to changing customer demands and expectations.
4. Staff that is knowledgeable, trained and who perform work that provides relevant value to those they serve.
5. Services and programs that remain relevant to those they serve and that are modified, added or eliminated to reflect changing customer needs.

In addressing Library Service hour gaps we need to ensure we maintain a balanced approach to investing in all key areas of the library service.

STRATEGIC PLANNING CONSULTATIONS

We have identified that the consultations planned around the new strategic plan provide a good opportunity to test assumptions we have about library service including our hours. It will be important that our communications and consultations are focused and gain useful insight while also avoid creating unrealistic expectations.

METRICS ON USAGE AND INDEPENDENT ASSESSMENT

A major focus of the last couple years has been improving our metrics so we can better understand how people use our services. As the importance of using library space, utilizing technology and attending learning programs has increased our metrics are now less focused on the circulation of materials. In March 2017 staff will be bringing back information about usage patterns by times of day and days of the week. This will assist in identifying potential changes to hours that will have the most community impact. A sample report is attached in Appendix II. We are looking for feedback on the format and information provided so we can generate reports for all locations.

The planned independent assessment of library services based on current and future demographic trends will also provide information to consider as we develop longer term plans for service.

A STRATEGY FOR MOVING FORWARD

Working within the constraints of existing operating budget, there are several strategies we can develop to address gaps. The better data we have along with changes in technology provide us with opportunities to make meaningful enhancements at a faster rate than we have in the past. Overall the approach should be to make targeted enhancements then assess the impact. We are recommending over the next two years we provide bi-annual reports that propose incremental changes while reporting on the impact of previous service changes.

OPPORTUNITIES TO ENHANCE SERVICE HOURS

In looking at how we can better support learning and community development, there are several strategies that can be followed:

1. **Enhancing Core Service Hours** – By using technology changes and more closely mapping staffing levels to activities we can expand hours by changing how and when we schedule staff without increasing our overall staffing. This has been a strategy that HPL has used for over a decade. Most notably in 2009 Turner Park was opened by redeploying staff from other locations. There are other examples including in 2016 staffing Central's 4th Floor with a new service point in the Maker Space. To accelerate our pursuit of this strategy we need to acknowledge that there is a trade-off between more open hours and staffing all service points at all times. For example, in some locations on slow evenings we could reduce the number of service points that are staffed. This would create

some capacity to address service gaps. In some cases this has already happened and we need to ensure there is adequate staff on hand to effectively supervise our spaces.

2. **Rural Service Model** – Staff will be recommending a pilot rural service model at Freelton in 2017. This model provides promise for expanding hours in our rural branches. While this model holds potential in those locations, it is not a model that could be replicated in a suburban or urban setting.
3. **Study Halls** – Staying open late to provide a space for students to quietly study has been well received. We have piloted this during exam times using security staff to supervise. A few Ontario public libraries have started to offer this on a regular basis. While not a replacement for library service, extending our hours in some strategic locations to provide study space until 11 pm or midnight could have a positive impact on learning outcomes for a modest investment.

PROPOSED NEXT STEPS

- **Branch Metrics Reports by Hour** – In March a report of hourly usage by location and other key metrics will be brought to the Board.
- **Principles and Priorities for Addressing Service Gaps** – In March staff will present a preliminary report that provides a list of potential principles and priorities. Clear principles will be established that provide overall direction for an implementation strategy. Principles could include things like: giving priority to communities with fewer resources, not reducing service at any location and maintaining regional balances. The report will also provide a list of known service gaps. Examples of known gaps include: closed days, no service on Friday evenings, limited branch hours and Sunday service ending at the end of April. The goal will be for the Board to approve in April or May the principles and list of priorities. That document will provide the basis for consultations with the community, staff and key stakeholders including Councillors.
- **Six Month Implementation and Progress Reports:** Staff continue to examine opportunities for shifting resources to meet gaps. Some changes are less resource intensive than others. Also, we need to keep in mind that shifting staff within a branch is less disruptive than shifting staff to other locations. Where we need to add staff to specific locations, we will strive to do this as much as possible through attrition. As consultations on the strategic plan progress adjustments to implementation may need to be made. The goal of having bi-annual implementation plans and progress reports is to make and test incremental changes, as well as, revise strategies based on local need. The proposed timelines for the reports are as follows:
 - May/June 2017
 - November/December 2017
 - May/June 2018
 - November/December 2018

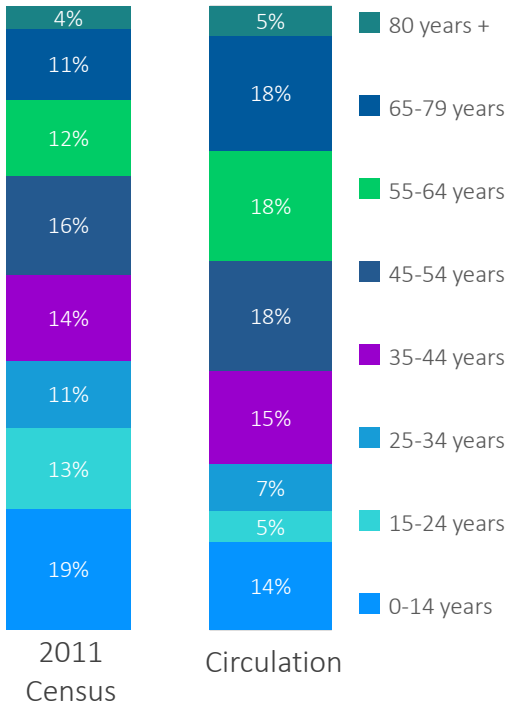
APPENDIX I: CURRENT LIBRARY SERVICE HOURS

Location	Mon	Tues	Wed	Thurs	Friday	Sat	Sun
Ancaster - 300 Wilson St. E, Ancaster	10 - 9	10 - 9	10 - 9	10 - 9	---	10 - 5	---
Barton - 571 Barton St. E.	1 - 8	10 - 5	1 - 8	10 - 5	---	10 - 5	---
Binbrook - 2641 Hwy 56, Binbrook	1 - 8	10 - 5	1 - 8	10 - 5	---	10 - 5	---
Carlisle - 1496 Centre Rd., Carlisle	2 - 8	2 - 8	2 - 8	10 - 5	---	10 - 5	---
Central - 55 York Blvd	9 - 9	9 - 9	9 - 9	9 - 9	9 - 6	9 - 5	1 - 5*
Concession - 565 Concession St.	---	10 - 8	10 - 6	10 - 8	10 - 6	10 - 5	---
Dundas 18 Ogilvie Street , Dundas	---	10 - 9	10 - 9	10 - 9	10 - 6	10 - 5	1 - 5*
Freelton - 1803 Brock Rd., Freelton	4 - 8	2 - 5	4 - 8	2 - 5	---	2 - 5	---
Greensville - 59 Kirby Ave., Greensville	4 - 8	2 - 5	4 - 8	2 - 5	---	2 - 5	---
Kenilworth - 103 Kenilworth Ave. N.	10 - 6	10 - 8	10 - 6	10 - 8	---	10 - 5	---
Locke - 285 Locke St. S.	10 - 5	1 - 8	10 - 5	1 - 8	---	10 - 5	---
Lynden - 110 Lynden Rd., Lynden	1 - 8	1 - 8	1 - 8	10 - 5	---	10 - 5	---
Mount Hope - 3027 Homestead Dr.	2 - 5	2 - 8	2 - 5	2 - 8	---	---	---
Red Hill - 695 Queenston Rd.	---	10 - 9	10 - 9	10 - 9	10 - 6	10 - 5	1 - 5*
Saltfleet - 131 Gray Rd., Stoney Creek	10 - 9	10 - 9	10 - 9	10 - 6	---	10 - 5	---
Sherwood - 467 Upper Ottawa St.	10 - 9	10 - 6	10 - 9	10 - 9	---	10 - 5	---
Stoney Creek - 777 Highway 8, Stoney Creek	1 - 8	10 - 5	1 - 8	10 - 5	---	10 - 5	---
Terryberry - 100 Mohawk Rd. W.	10 - 9	10 - 9	10 - 9	10 - 9	---	10 - 5	---
Turner Park - 352 Rymal Rd. E.	10 - 9	10 - 9	10 - 9	10 - 9	10 - 6	10 - 5	1 - 5*
Valley Park - 970 Paramount Dr., Stoney Creek	10 - 8	10 - 8	10 - 8	10 - 8	---	10 - 5	---
Waterdown – 163 Dundas St E., Waterdown	10 - 9	10 - 9	10 - 9	10 - 9	---	10 - 5	---
Westdale - 955 King St. W.	10 - 6	10 - 9	10 - 9	10 - 9	---	10 - 5	---

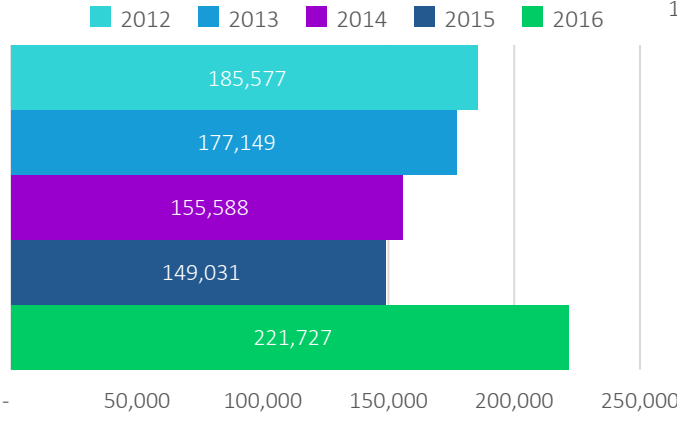
*Sunday hours run from September (weekend after Labour Day) until the end of April

Waterdown

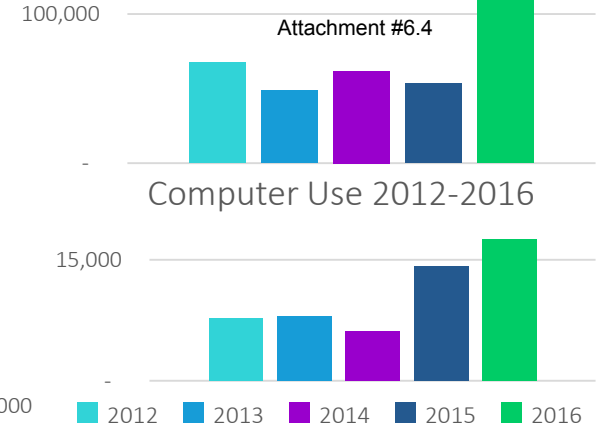
Appendix II - Sample Branch Activity Reports



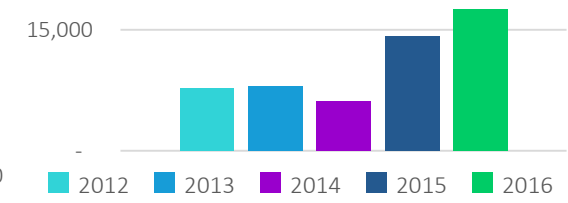
Physical Circulation 2012-2016



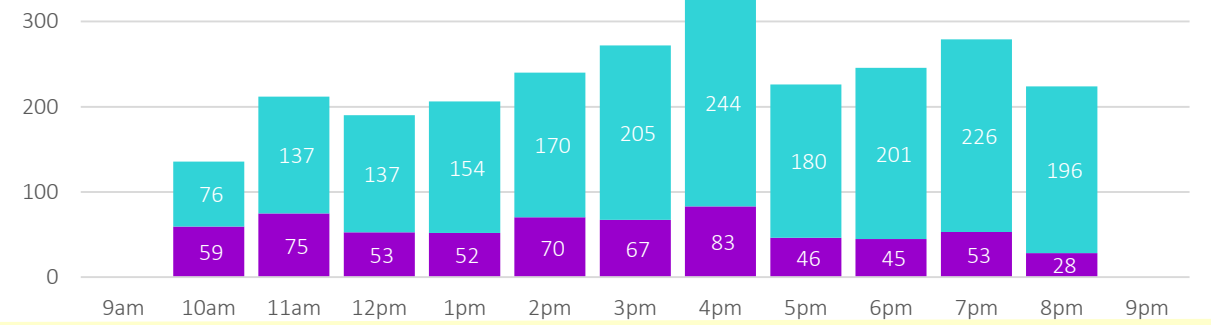
Visitor Count 2012-2016



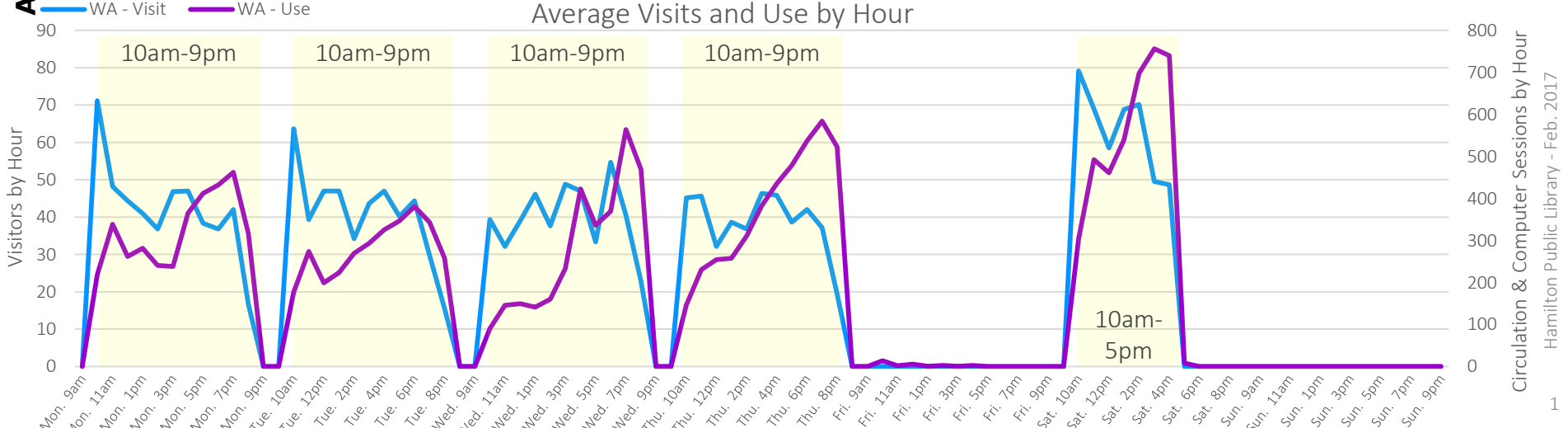
Computer Use 2012-2016



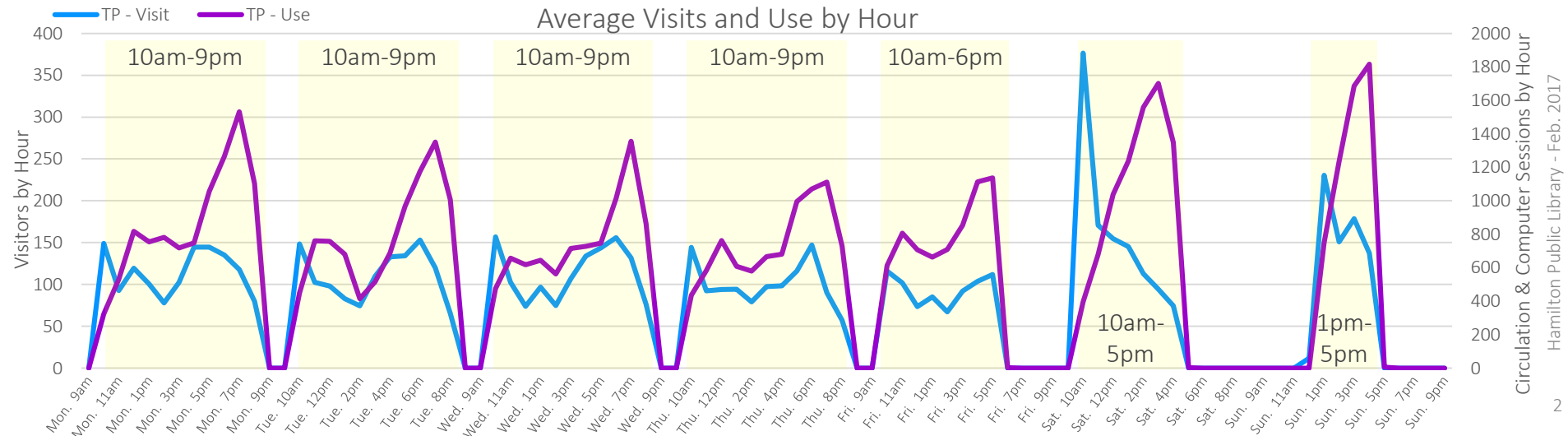
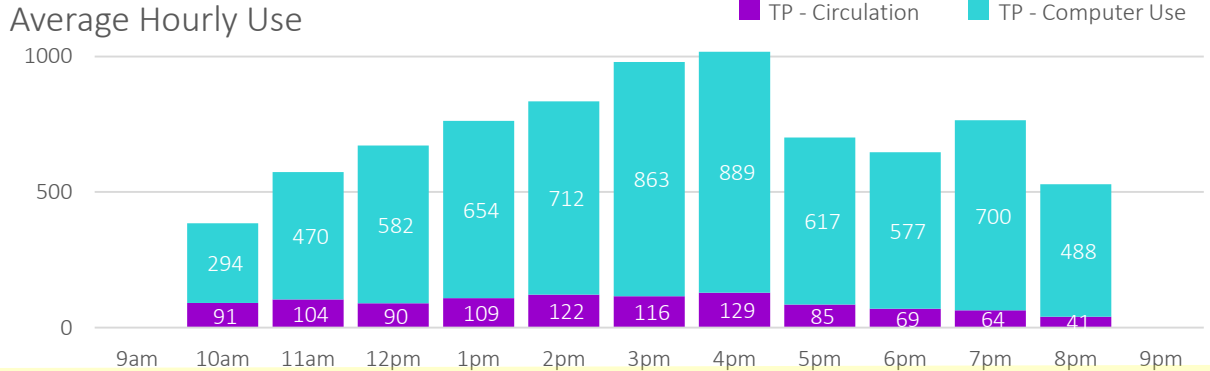
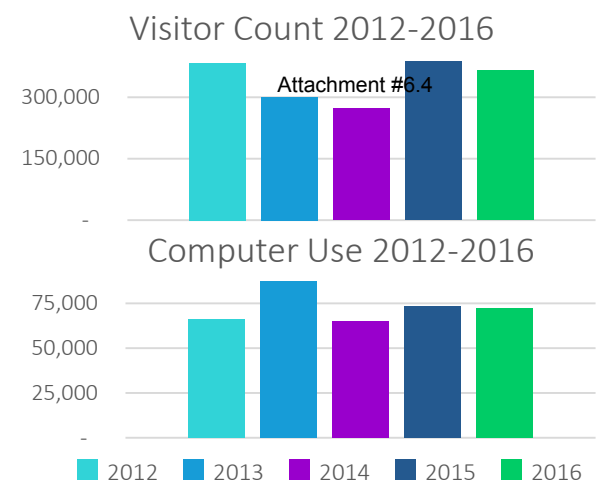
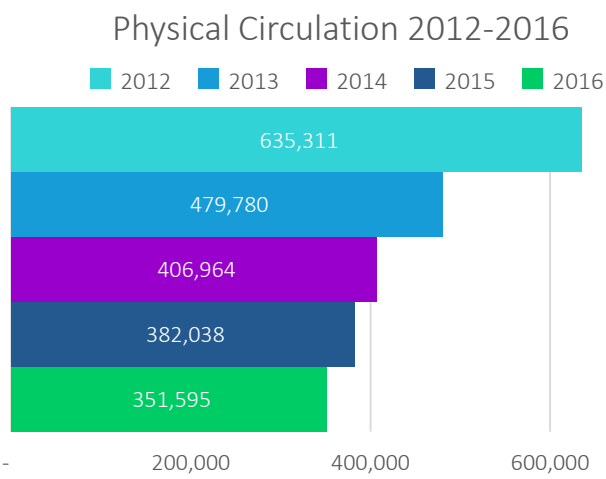
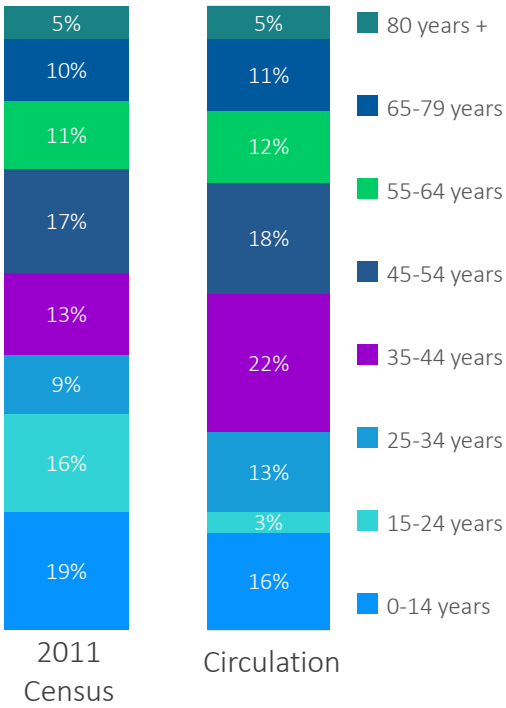
Average Hourly Use



Average Visits and Use by Hour



Turner Park



Chief Librarian's Report – February 2017

CANADIAN FEDERATION OF LIBRARY ASSOCIATIONS (CFLA)

On February 1st CFLA held its first annual general meeting at OLA in Toronto. The organization was formally incorporated in May of 2016 and is building its membership base. In 2016 I was the Canadian Urban Library Council (CULC)'s representative on the founding Board. I served as Co-Chair with Donna Bourne-Tyson from the Canadian Association of Research Libraries (CARL). This coming year I will serve as Vice-Chair of CFLA. A lot was accomplished in 2016 by this new organization and the [2016 Annual Report](#) provides a good overview.

CENTRE FOR EQUITABLE LIBRARY ACCESS (CELA) COLLECTION UPDATE

A partnership between the Centre for Equitable Library Access (CELA) and Recorded Books will provide members of the print-disabled community with popular magazines previously unavailable in accessible formats. These magazines include Canadian and international magazines such as Canadian Living, The Economist and The Hockey News. "We are thrilled to be the first organization in Canada, and we believe the world, to offer this level of access to popular magazines to those with print disabilities," said Michael Ciccone, executive director of CELA. "We've been developing this project for the past year as part of our mandate to support public libraries in bringing a full range of accessible reading materials to this community."

PROPOSED MULTI-YEAR BUSINESS PLANNING & BUDGET PROCESS

The City is planning on moving to a multi-year business planning and budgeting process. Interest in multi-year budgeting has been prompted in part by the difficulty of linking long-term strategic plans with financial planning processes in annual budget cycles.

The scope of multi-year business planning and budgeting is proposed to extend to all City departments as well as the Library. A rolling budget cycle with a one year operating budget along with a three year plan is proposed. A budget adjustment review process would be included to allow for major changes. It is expected that the new Rolling Budget cycle would begin with the 2018 Budget

Tony Del Monaco, Director of Finance and Facilities will be participating in the City's Multi-Year Business Planning Working Group.

2016 BOARD MEMBER EXPENSES

Under the *Municipal Act, 2001*, the City Treasurer must submit to City Council before the 31st of March each year, an itemized statement of the remuneration and expenses paid to each Member of Council and citizen appointees to various local

boards in the preceding year, including the HPL Board. This year's report will be going to the Audit, Finance, and Administration Committee on March 6, 2017. The combined Board expenses covering the OLA conference, mileage and parking totalled \$1,564.67.

POLICY 19 – NON COMPLIANCE WITH PROCUREMENT POLICY

The City of Hamilton has a process that reports to City Council on a quarterly basis any non compliance with the procurement policy. In the fourth quarter of 2016 work was done on HPL's behalf that was not in compliance with the City's procurement policies. While there are some exceptions, any work done in excess of \$10,000 requires us to obtain at least 3 compliant bids or a Policy 11 Single Source vendor needs to be approved. In this case, 3 bids were not obtained and a Policy 11 was not approved. While work performed was valued at \$9,500 USD, this was in excess of \$10,000 CDN once currency conversion is taken into account. The City's Procurement Section was made aware of this. The fourth quarter 2016 report will be provided to the Audit, Finance, & Administration Committee at its meeting on March 6, 2017. The Director of Finance and Facilities will ensure the Library Board is informed anytime HPL appears in the Policy 19 Report.

BOOKMOBILE UPDATE

Last month, one of the Bookmobiles was out of service due to repairs and delays in getting a replacement part. Staff are happy to report that both bookmobiles are back on the road and full service has resumed effective Monday, January 30. The bookmobile attended the Winterfest event on February 4 and welcomed 76 customers on board.

CANADA 150 LAUNCH & GRANT

Hamilton Public Library officially launched the Library's Canada 150 project as part of Winterfest on Saturday, February 4. The Bookmobile was onsite at Pier 8 Park and HPL offered a variety of family activities. Hamilton Public Library was successful in its application for \$5,000 to the Community Fund for Canada's 150th from the Hamilton Community Foundation and Community Foundations of Canada. The grant will be used to further the digital storytelling project with a collection of stories with a Canada 150 theme. Funds will cover the cost of video editing, transcription services for AODA, event materials and supplies as well as a wrap-up project celebration.

FAMILY DAY

The Central Library and Turner Park branch will be open on Family Day Monday, February 20. Both locations have full schedules of family activities planned including author visits with Kevin Sylvester, performances by Lynne Kittredge-Fox, Mystic Drumz, movies, Lego and more. HPL will also be piloting the popular Escape Room concept with Escape Room programming for kids and teens.

SAPPHIRE JUBILEE OF QUEEN ELIZABETH II

HPL celebrated the Sapphire Jubilee of Queen Elizabeth II at Central Library with an exclusive exhibit of Royal Memorabilia on February 5 and 6. Through the support of community partners, HPL displayed a rare collection of Royal Family portraits, photographs and other commemorative items, including a Royal Standard that flew over Buckingham. Images were posted at <http://specphotos.ca/2017/02/05/royal-memorabilia-on-display/>

JACKIE WASHINGTON DAY

In conjunction with Black History Month, HPL hosted a tribute to Jackie Washington. The February 10 afternoon event celebrated this local musician's life through music, videos, and historical and archival materials presented by Rick Stapleton, Archives and Research Collections Librarian from Mills Memorial Library, McMaster University. After the presentation and concert, there was a film screening of *Hank Williams: The Show He Never Gave* which features Jackie Washington. The event garnered so much interest that free tickets were issued and the Hamilton Room was at capacity.

INTERDISCIPLINARY RESEARCH FUND – SOCIAL LAB

Members of the McMaster Community Social Lab partnership are participating in a webinar series providing background and instruction on social labs. 43 programs from across Canada applied to participate with only 16 being accepted. The McMaster Community partnership is still waiting to hear whether a recently submitted funding proposal has been approved. The vision of the social lab is to have multiple half day workshops involving both McMaster and the greater Hamilton Community. The goal is to identify complex social issues in our community and developing ideas to respond to them. The project will provide catalyst funding to interdisciplinary teams to prototype ideas.

LIGHT THERAPY LAMPS PILOT PROJECT

A pilot project that places light therapy lamps in seating areas at 3 locations is now underway. Based on very positive experiences at both the Edmonton and Winnipeg libraries, HPL has provided lamps at Central, Westdale and Terryberry in order to provide residents with an opportunity to use lights they may not have access to. The lamps are available on a first-come, first-served basis and customers are encouraged to check with their healthcare professional if they have concerns. The lamps mimic the intense light levels similar to sunshine and are believed to lessen the symptoms of Seasonal Affective Disorder (SAD). The experience in Edmonton was that libraries are well suited as a welcoming space for people to relax and experience the lamps, as well as a good setting for informal conversations about mental health.

CITY SCHOOL BY MOHAWK

City School by Mohawk launched its Web Design course on February 1st. Two more courses will be offered in the spring. City School staff members are engaging regularly with our customers at Central, Barton, and Red Hill to better determine needs and course offerings. HPL staff has participated at outreach events at their sister site at the Eva Rothwell Centre. This partnership enables HPL to offer college-level learning opportunities within the library walls, and we look forward to expanding this collaboration and building on its continued success.

Paul Takala
Chief Librarian/CEO

Date: February 12, 2017
To: Chair and Members of the Board
c.c.: Paul Takala, Chief Librarian/CEO
From: Karen Anderson, Director Public Service
Subject: **Diversity and Inclusion Policy Revised (1st Review)**

RECOMMENDATION:

That the attached revised Diversity & Inclusion Policy be received for information and comment.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The policy is consistent with the Ontario *Human Rights Code* and supports library environments free from discrimination and harassment.

BACKGROUND:

The Hamilton Public Library is committed to providing library services to all members of the community in a welcoming and inclusive environment. In 2015 the Board approved a new Diversity & Inclusion Policy which provided a clear vision of how we incorporate diversity and inclusion in all that we do as a public library. To ensure the rationale is clear, and to provide an example, a description of how religious seasonal displays will be approved is embedded in the policy.

The 2015 policy included the Statement on Diversity and Inclusion as set out by the Canadian Library Association (CLA). On February 1, 2017 the newly formed Canadian Federation of Library Associations (CFLA) adopted these same principles and issued a position statement on Diversity and Inclusion. The revised policy reflects that change.

There is a need for clarification regarding how the library strives to ensure our facilities are welcoming and inclusive spaces in the community. A recent case in Hamilton highlighted the need to ensure that policies and practices are consistent with the Ontario *Human Rights Code*. The City is developing transgender and gender non-conforming protocols that we are using to inform our response. The core elements of our proposed approach are:

- Where it is practical we are turning individual and family washrooms into universal washrooms that are not designated for a specific gender.
- Our staff training, procedures and signage will clearly establish that individuals have the right to self-identify their gender and have access to washrooms of their choice.

DIVERSITY AND INCLUSION POLICY

Policy Level: Library Board
Author: Director Public Service, Chief Librarian/CEO
Approved: May 2015, Draft February 2017

Policy Purpose

The Hamilton Public Library is committed to fostering an environment of understanding and respect.

Key Points Summary

- HPL affirms the dignity of all individuals and we foster social inclusion
- HPL endorses CFLA's Statement on Diversity and Inclusion
- HPL strives to be inclusive in all aspects of our work including services, collections & facilities

Policy Details

The Hamilton Public Library is committed to fostering an environment of understanding and respect. The Hamilton Public Library Board endorses the Canadian Federation of Library Associations (CFLA) Statement on Diversity and Inclusion.

Libraries strive to deliver inclusive service. The Hamilton Public Library recognizes and affirms the dignity of those it serves, regardless of heritage, education, beliefs, race, income, religion, gender, age, sexual orientation, gender identity, physical or mental abilities.

The Library is committed to fostering an environment of respect, understanding and accepting differences.

- The Hamilton Public Library makes diversity and inclusion a priority in planning and decision making for staffing, collections, service development and facilities. In all libraries individuals have the right to self identify the washroom most appropriate for them.
- The Hamilton Public Library acts to ensure that people can enjoy services free from attempts by others to impose values, customs or beliefs.
- In the spirit of diversity and inclusion for all members, the Hamilton Public Library will permit the exhibit of displays and provision of programs that fit into the location's communities at the appropriate times (e.g. seasonal Christmas displays, menorahs displayed during Hanukkah, program celebrating other cultures or religious backgrounds).

❖ Canadian Federation of Library Associations Position Statement on Diversity and Inclusion

The Canadian Federation of Library Associations (CFLA-FCAB) believes that a diverse and pluralistic society is central to our country's identity. Libraries have a responsibility to contribute to a culture that recognizes diversity and fosters social inclusion.

Libraries strive to deliver inclusive service. Canada's libraries recognize and energetically affirm the dignity of those they serve, regardless of heritage, education, beliefs, race, religion, gender, age, sexual orientation, gender identity, physical or mental capabilities, or income.

Libraries understand that an acceptance of differences can place individual and collective values in conflict. Libraries are committed to tolerance and understanding. Libraries act to ensure that people can enjoy services free from any attempt by others to impose values, customs or beliefs.

Source: <http://cfla-fcab.ca/en/programs/guidelines-and-position-papers/position-statement-on-diversity-and-inclusion/> Approved February 1, 2017.

Approval History: May 2015 *Replaced Religious Seasonal Displays Policy (March 1997, April 2001)*

Date: February 10, 2017
To: Chair and Members of the Board
c.c.: Paul Takala, Chief Librarian/CEO
From: Melanie Southern, Director Public Service, Partnerships & Communications
 Tony Del Monaco, Director of Finance & Facilities
Subject: **Fines and Fees Policy – 1st Review**

RECOMMENDATION:

That the attached Fines and Fees Policy be received for the Board's information and comment.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The vast majority of the Library's funding is from the City's municipal contribution (about 94%). The second largest funding source is from provincial and federal grants (about 4%). The remainder, or about 2%, relates to general fees predominantly made up of Fines and Fee revenues.

It is important to balance Library Fines and Fees so that they remain low enough so that they do not become an obstacle to library use and accessibility but also high enough so that appropriate costs are recovered and deterrents are in place to prevent misuse of library resources such as fines for overdue and lost materials.

BACKGROUND:

Fines and fees remain an importance source of revenue for HPL. The following chart illustrates the top revenue lines from 2016 (not including grants from other levels of government or third party contributions):

Source	Amount
Fines and Fees	\$342,991
Printing/Photocopying	\$122,662
Book Sales	\$17,815
Merchandise & DML Fees	\$10,933
Room Rentals	\$6,357

The proposed Fines and Fees policy combines the following three Board level policies, and one Administration level policy as a means of creating a cohesive and comprehensive guiding document:

- Fines Policy (initially approved in 2002 and last revised in 2010)
- Fines and Fees Schedule Policy (initially approved in 2002 and last revised in May 2016)
- Damaged Materials Policy (initially approved in 2001 and last revised in 2013)
- Lost Material Policy, Administration level. (initially approved in 2001 and last revised in 2016)

The key elements of plain language are applied to this policy. As an electronic document, “anchors” and links to URLs will be embedded in the document to assist readers in finding key information.

REPORT

The combined policies do not have any major policy changes. The Room Rental rates in this policy need to be updated to reflect the changes to the Hamilton and Wentworth Room at Central Library. The room rental rates have not been changed since 2007 and were reviewed against City comparators. The following changes are recommended:

Central Library

- The renovated Hamilton Room has the capacity of the previous Hamilton-Wentworth combined rooms. The current Not-for-Profit rate is a slightly more than the City comparator but in light of the renovations, it is felt that this rate can remain the same at \$90 and \$180 for four and eight hour rentals respectively.
- The Hamilton Room’s regular rate (for profit) is low based on the City comparator. It is recommended that it be raised to \$200 for a four hour rental and \$400 for 8 hours rental. Currently, it is \$135 and \$270 for a four and eight hour rental.
- The Wentworth Room has the same capacity as the branch locations but due to its downtown location, it is suggested that its rate of \$75 and \$150 for four and eight hour rentals remain the same. No change of rate is suggested based on room setup.

Branches

- Branch Not-for-Profit rates are similar to City rates and it is recommended that they remain the same.
- Branch Regular (for profit) rates are slightly below City comparators. It is recommended that they be increased from \$60 to \$70

It is noted that the Dundas Branch is not able to rent its room at its current temporary location. The rate is to be applied once it re-opens. It is anticipated that the new rates for the room rental will go into effect at the beginning of the month following 2nd reading or board final approval (e.g. April 1, 2017). In April, the Board will receive an Annual Report on Revenue Generation.

The materials and material supply replacement charts have been consolidated into general categories to make it easier for customers to interpret. The base Interlibrary loan replacement rate from lowered from \$50.00 to \$25.00 which is more reflective of the average actual. The Interlibrary loan replacement rates paid by customer are adjusted by item to reflect the actual replacement charge from the lending library.

Fines and Fees Policy

Policy Level: Library Board

Author: Director, Public Service Partnerships & Communications; Director Finance & Facilities

Review Period: 4 years

Approved: Draft February 2017

Policy Purpose:

To ensure that staff and the public are aware and can easily access the parameters regarding fines, and fees for a variety of services, as well as the associated costs of replacing damaged materials.

Key Point Summary:

- The Library charges fines to late materials and has different fine levels based on the type of Library material a customer borrows
- Borrowing privileges are suspended once a fine limit has been reached
- Customers will be billed and the Library uses a collection agency for overdue accounts
- Customers have different option on how to pay fines
- A summary of fines and fees is provided for the following categories:
 - Fines for materials
 - Local History & Archives image reproduction fees
 - Non-resident fees
 - Printing and photocopying fees including Makerspace
 - Replacement costs of lost or damaged materials
 - Room rental fees
- Fines and fees are set by the Library Board as stipulated by the Library Act.

Definitions:

- Library fines are small daily charges that are applied to borrowers' card after a book or other borrowed item is kept past its due date.
- Fees are charges related to replacement fees, service fees, items or room rentals.

Policy Details:

Hamilton Public Library charges fines on overdue materials to encourage customers to return items on time. Any fine revenue raised is added to the library's operating budget.

Fines are charged on overdue materials up to a maximum amount per item based on Library card type. Customers will be billed if materials are not returned within a set period of time. The library does pursue overdue accounts with a collection agency.

Please note that fines are charged on late materials on a calendar day basis at all locations. Fines are not charged on materials borrowed with an Access cards with the exception of Express Items or video games. It should be noted that Access card holders have reduced borrowing privileges with this card. See [Borrowing Policy](#)

Staff members are encouraged to use their discretion to waive or reduce fines in such cases as illness, hospital stays, accessibility issues, etc. Staff members will refer to their Manager for extenuating and complex situations.

Fine and Fees Structure

Fine Rate for Library Materials	Per item, per day	Maximum per item
Resident Cards (adult), Teen	25¢	\$5
Juvenile	10¢	\$2.50
Access Card	50¢ for Express items or Video games	\$5
Educational or Corporate Cards	Fines not applied. Responsible for any lost or damaged materials	
Materials type exceptions	10¢	\$5
DVD Express, Bestseller Express	\$1.00	\$10.
Video Games (adult & teens)	\$1.00	\$10
Video Games: Juvenile	50¢	\$5
Interlibrary Loan items (ILLO)	Some libraries charge for these items and customers are asked to cover the late fines	

Fees	
Library Card replacement	\$2.
Non-resident Card	\$40.00 annually for full borrowing privileges
Collection Agency	\$15. service fee

How to pay fines:

Borrowers can pay fines or fees at a service desk at any location or online. Customers can pay fines or fees on accounts other than their own without the card being present, and staff can issue a receipt.

Suspension of Borrowing Privileges

Borrowing privileges are suspended when customers have fines and/or overdue materials in excess of the following limits. See [Borrowing Policy](#)

Library Card	Suspension limit:
Resident Cards	\$20.00
• Juvenile & Teen	\$10.00
Access Cards	\$10.00 or if two items are overdue
Corporate Cards	\$20.00
Educational Cards	\$300.00
Reciprocal Cards	\$10.00
Non-Resident Cards	\$20.00

Lost / Damaged Materials

Customers are responsible for lost / damaged materials and are required to pay the replacement cost. Associated fines are not applied.

The replacement cost for items is an average replacement cost for each material type as outlined below. Customers are charged for damaged or missing elements of borrowed materials – see Materials Replacement Fees, below. The Hamilton Public Library does not add any processing fees to the replacement costs of lost or damaged material.

Items cannot be returned after three (3) months of the original due date. If found after three (3) months, borrowers are asked to pay the replacement cost and keep the item.

Substitutes

Hamilton Public Library does not accept substitutes for lost or damaged material in lieu of replacement costs.

Supply Fees

When cases and processing supplies of a returned item are damaged, the customer will be charged based on the replacement costs listed in the table below.

Interlibrary Loans

* The Interlibrary Loan rate listed is the rate assigned at the time the item is determined lost or missing. Customers are responsible for the full rate charged by the lending Institutions and rates are adjust as the customer is invoiced.

Equipment Loans

When Makerspace equipment and supplies are damaged or lost, the customer who booked the equipment will be charged based on the replacement costs listed in the table below.

Material Replacement Fees

Material Type	Average Replacement Cost
Audio Book (Adult)	\$35.00
Audio Book (Children & Teens)	\$20.00
Book /Bestseller Express	\$20.00
Book (Children & Teens)	\$10.00
Book Club Kit Book	\$8.00
Comic	\$1.00
CD	\$10.00
DVD / Express DVD/ BluRay	\$15.00
Graphic Novel	\$12.00
Interlibrary Loan*	\$25.00
Kit	\$30.00
Magazine	\$2.00
Paperback, Beginning Reader / Board Book	\$3.00
Sheet Music	\$2.00
Video Game	\$45.00
Supplies Replacement	
Audio Book Case	\$8.00
Barcode	\$1.00
CD / DVD Case (single)	\$1.00
CD / DVD Case (multiple discs)	\$2.00
Cover Art Insert	\$1.00

Kit Bag	\$1.00
Kit Container	\$10.00
RFID Label	\$2.00
Printing & Makerspace	
Cables, Drum Sticks, Microphone stands / SD cards	\$25.00
Tripod, Toshiba Camileo Video Camera / Elgato	\$90.00
Speakers, BluRay Burner, USB Microphone	\$130.00
Wacom tablet/ Scanner	\$225.00
Canon Rebel Camera, GoPro, Yamaha Drum Kit, Keyboard	\$500.00
iMac	\$2,000.00

Other Fees

Printing & Makerspace	
Printing & Photocopying: black & white	10¢ per page (first two copies are 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 foot – standard vinyl
Vinyl Printer & Cutter	Cost of ink per ml x cost of material per foot 50¢ per per ml – Ink \$1.50 per foot – Printable vinyl \$3.00 per foot – Premium printing vinyl
Embroidery	\$2. per 10,000 stitches (\$2. minimum) – thread 50¢ per foot for the backing material
Large Format Printing	Cost of ink per ml x cost of material per foot 50¢ per per ml – Ink \$1. per foot – Standard paper \$1.50 per foot – Premium and Photo paper

Local History & Archives - Image Reproduction Fees		
Resolution	300 DPI JPEG	600 DPI TIFF
Non-Commercial Use	\$20/ per image	\$30/ per image
Commercial Use	\$40 / per image	\$50 per image
Additional Fees		
New Digital Images	\$20 per scanned image	
Rush Orders (2 business days)	1-5 Images: \$20/ per order 6-20 Images: \$50/ per order 21+ Images: \$100/ per order	
Shipping	Within Canada \$5/ per order International \$15/ per order	

Room Rental Fees

HPL has a number of rooms that can be rented at the rates, below. Please see the [Room Rental Policy](#) for details

ROOM RENTAL FEES			
Room Type	Capacity	Regular Rate	Not-for-Profit Rate
Central Library* - Hamilton Room	200	4hrs: \$200 8hrs: \$400	4hrs: \$90 8hrs: \$180
Central Library - Wentworth Room	50	4hrs: \$75 8hrs: \$150	4hrs: \$50 8hrs: \$100
Sherwood Branch A-B	100	\$75	\$50
Central Library - Board Room	30	Half day: \$250 Full day: \$450	
Dundas Branch	50	\$70	\$40
Red Hill Branch	50	\$70	\$40
Turner Park Branch	50	\$70	\$40
Westdale Branch	50	\$70	\$40
*Security	NA	\$18.20/hour during closed hours (3 hour minimum may apply)	

Related Policies: Borrowing Policy, Room Rental Policy

Review / Approved History: Fine Policy: Board approval: 2002; Last revised: 2010. Fines and Fees: Board Approval: 2002; Last Revised: May 2016. Damaged Materials: Board Approval: 2001; Last revised 2013. Lost Matierals Policy (Administration Level): Approval 2001; Last revised: 2016.

Date: February 10, 2017
To: Chair and Members of the Board
c.c.: Paul Takala, Chief Librarian/CEO
From: Melanie Southern, Director Public Service, Partnerships & Communications
Subject: **Borrowing Policy - 2nd Review**

RECOMMENDATION:

That the attached Borrowing Policy be approved.

BACKGROUND:

This policy was brought to the Library Board in January. There have been no proposed amendments to the draft presented in January.

The borrowing of materials is a core service of Hamilton Public Library. It has many associated elements and parameters. In the past, these were separated into a number of Administration level policies. The following policies were combined to create a more holistic Board level policy, entitled Borrowing Policy:

- Borrower Type Policy
- Registration Policy
- Loan Periods/Limitations Policy
- Expired Cards Policy
- Reciprocal Borrowers Policy
- Non-Resident Borrowers Policy
- Institutional and Daycare Library Cards Policy
- School and Corporate Library Cards Policy

The key elements of plain language are applied to this policy. As an electronic document, “anchors” and links to URLs will be embedded in the document to assist readers in finding key information.

REPORT:

The combined policies do not have any major policy changes with the exception of the following two items:

1. Educational and Corporate cards

Staff reviewed and clarified the language regarding Institutional and Daycare Library Cards Policy, and School and Corporate Library Cards Policy. The respective cards were reviewed, clarified and renamed Educational and Corporate cards, respectively.

2. Customer Confidentiality

Added detail has been included to this section of the policy to make it more explicit. For example, the attached policy notes that although we do not retain borrowing history unless activated, it explains that materials have the last borrower's account linked to it. This practice has always been in place as a means to connect with customers if the item is damaged or elements are missing e.g. return the DVD case without the disc.

The revised policy refers to Visiting Library Services and highlights that their borrowing history, with customer permission, is tracked from the onset to ensure selectors do not provide items customers have previously borrowed.

Balancing Customer Service with Privacy

In reviewing the policy and procedures some staff expressed concern that not having the transaction data (a record of what a customer has borrowed in the past) has at times negatively impacted on providing effective customer service. Having transactional data would provide staff with the ability to better investigate, problem solve and resolve questions about customer accounts. It would assist with providing more effective reader's advisory. Also, some customers have the expectation that past history is kept in a computer based transaction environment.

Since the implementation of BiblioCommons in 2010, customers have been able to opt into tracking their own borrowing history. For customers that opt into this feature the information is kept in their BiblioCommons account and is only available to them. To better serve customers while following the Privacy by Design (PbD) principles, the updated policy proposes allowing customers to also opt into borrowing history being kept in our integrated library system (ILS) for 2 years. The default would be not to keep this information, however, it is an option that could benefit some customers, especially those that are not active BiblioCommons users.

Title: Borrowing Policy

Policy Level: Library Board

Author: Director, Public Service, Partnerships and Communications

Review Period: 4 years

Review/ Approval History: January 2017 draft combining: Borrower Type Policy, Registration Policy, Loan Periods/Limitations Policy, Expired Cards Policy, Reciprocal Borrowers Policy, Non-Resident Borrowers Policy, Institutional and Daycare Library Cards Policy, and the School and Corporate Library Cards Policy.

Policy Purpose

To ensure that Hamilton Public Library facilitates broad utilization of library collections and serves its customers in a fair and consistent manner. The borrowing policy outlines:

- The criteria for library membership in order to get a library card
- Customer confidentiality and the terms of the library card agreement
- Borrowing responsibilities of the library card holder and
- Borrowing privileges and loan periods

Key Points Summary

Summary: This policy defines who is eligible for a Library card and under what terms. A library card is not required to enter the library or use most resources within the library.

Types of Cards and Registration Requirements: Parameters for each type of library card. The Library issues the following types of cards:

1. Resident cards (Adult & Juvenile)
2. Access card
3. Reciprocal Borrowing card
4. Non-Resident card
5. Corporate card
6. Educational card

Customer Confidentiality: The Library protects personal information about a borrower consistent with the Library's Privacy Policy.

Borrowing Responsibilities: Library card holders are responsible for materials they have borrowed. Overdue fines and charges related to lost or damaged materials are used to promote accountability and responsible use of library materials.

Borrowing Privileges: Loan periods vary based on the kind of materials borrowed and the type of library card. Borrowing privileges can be suspended under certain circumstances.

Borrowing Overview

	Card Valid	# of Items Out	# of Holds	Borrowing Period & Limitations	Privileges suspended at	Digital Resources where possible
Resident Cards						
Juvenile	Birth -13	75	75	- 21-day loan period - Applies to most print material	\$10.00	Yes
Teen	14-17	75	75	- 14-day loan period - Bestseller Express, Magazines	\$20.00	Yes
Adult	18-64	75	75	- 7-day loan period - DVDs, Blu Rays, Games	\$20.00	Yes
Seniors	65 & older	75	75	- 3-day loan period - DVD Express Express limits: 2	\$20.00	Yes
Access Cards						
Juvenile	Birth-13	5	5	See Resident cards	\$10.00	Yes
Teen	14-17	5	5		\$10.00	Yes
Adult	18 & older	5	5		\$10.00	Yes
Corporate Cards						
	1 year	75	75	See Resident cards	\$20.00	Yes
Educational Cards						
	1 year	200	99	90 day loan period for 21 day items (no express items)	\$300.00	Yes
Reciprocal Cards						
	1 year	8	2	See Resident cards	\$10.00	No
Non-Resident Cards						
	1 year	75	75	See Resident cards	\$20.00	Yes

* Address and phone verification is required **every 3 years** for Resident and Access cards.

Definitions

- **Resident cards** have full borrowing privileges and are issued to individuals who live, work, attend school or own property in Hamilton and have appropriate identification.
- **Children** is the term used for library users up to the age of fourteen (14). Staff may refer to this library card as a Juvenile card.
- **Non-residents** are those who live outside Hamilton and do not qualify for a resident card.
- **Access cards** are designed for individuals who have limited identification. These cards have limited borrowing privileges and other parameters.
- **Corporate cards** are available to businesses, corporations, government agencies, associations, charitable and non-profit organizations operating in Hamilton.
- **Educational cards** are specific to schools, licensed daycares, hospitals, long term care centres, nursing homes, residential care facilities, nursery schools and social services agencies.
- **Reciprocal borrowing** is a service coordinated, by formal agreement, with surrounding library systems.
- **Requesting an item:** Customers may reserve or request library materials by placing them "on hold." If the requested item is checked out or is already on hold for someone else, the customer's name is added to the holds queue.

Policy Details

The public may visit any library location, use its in-house resources and access express computers and catalogue stations. A library card is required to borrow materials, access digital collections and resources, and to log on to bookable computers. The Hamilton Public Library Board establishes who may obtain a Hamilton Public library card.

Free of Charge: Library cards are issued without charge to eligible individuals. A replacement charge for lost cards may be charged as replacement cards as indicated in the [Fines & Fees Policy](#).

Types of Library Cards

Resident Cards (Adult & Teen)

Resident cards are issued to individuals with identification that shows the individual's name and address. This card is also extended to applicants who show related identification that indicates they: work, pay taxes in the City of Hamilton or are a student who attends a Hamilton educational institution. Teens 14 to 17 years of age may register for their own library card.

Resident Card (Juvenile)

Juvenile or children cards are issued to individuals up to the age of thirteen (13) who live or go to school in Hamilton. The library card application form must be signed by a parent or guardian. Juvenile library cards have reduced fines and suspension limits.

In keeping with the Library's [The Rights of Children and Teens in the Public Library Policy](#), there is no restriction on the material that may be borrowed by children. Parents

and/or those responsible for the child are responsible for the selection, usage and safe return of materials borrowed by their children with the exception of films rated "R" or "18A" by Ontario Film Review Board and games rated "M" by the Entertainment Software Rating Board which are limited to customers 18 years of age or older.

Access Cards

Access Cards are available to individuals that have limited identification or may have limited ability to pay overdue fines. These cards have limited borrowing privileges for physical materials but full access to digital resources.

Non-Resident Cards

Non-residents can purchase an annual library membership:

- There is an annual non-refundable fee effective from the date of registration. Cardholders will be asked to verify their address and phone number at that time. (see [Fines and Fees Policy](#))
- Non-resident cards have the same privileges as a standard resident card
- It is noted that non-residents who are eligible for a reciprocal card may wish to pay the annual fee to have full borrowing privileges.

Reciprocal Borrowing Cards

Hamilton Public Library has a number of formal reciprocal borrowing agreements with neighbouring municipalities. Reciprocal borrowing agreements require library board approval.

- **Participating Systems:** Burlington Public Library, Cambridge Public Library, County of Brant Library System, Grimsby Public Library, Haldimand Public Library, Milton Public Library, Region of Waterloo Library, Waterloo Public Library and Wellington County Public Library
- **Note:** Individuals from outside of Hamilton require a valid library card from a participating library system, along with identification showing their name and address. Customers may borrow, but a Hamilton Public Library card is not issued.

Corporate Cards and Educational Cards

Staff employed by a Hamilton daycare centre, institution, school, corporation, business, government agency, association, charitable and non-profit organization or group home may apply for a specialty library card, such as a Corporate or an Educational card.

A special application form must be completed for these two categories of library membership. A Corporate card application requires the signature of an executive or administrator who is authorized to accept financial responsibility for the organization. In the case of schools, the application needs to be signed by the principal. These specialty cards carry additional conditions:

- Library card must be in-hand to borrow materials
- The corporation/institution is responsible for all lost or damaged materials
- Corporate/educational staff may not use this card for personal use

- The Manager of the lending location reserves the right to impose limitations on the amount and type of material available, or shorten the loan period if necessary.
- Corporate and Educational cards are verified annually in order to confirm executive/administrator information. Verification may be done by phone.

Customer Confidentiality

Personal Information and Terms of the Library Card Agreement

Library registration is carried out in accordance with the Library's Privacy Policy, which provides full information about the collection and use of personal information.

- The Library does not share information about the borrower's record including borrowed items, overdue items, or fines except as specified in the Privacy Policy.
- Information about what a person has borrowed is not kept when the item is returned except where fines and fees may have occurred, or when the customer has the tracking feature activated which tracks a history of an individual's use. All materials retain the history of the last borrower until the item is borrowed by another customer.
- Visiting Library Service (VLS) customers' information is retained for the period they are enrolled in the service.
- As outlined in the Privacy Policy, obtaining a library card implies the individual's consent to authorize the Library to collect personal information for the purpose of conducting the Library's business, which may include fines, holds, overdue notices and programs.
- **Children:** As required by legislation, the parent or guardian who is listed as the responsible person on the child's account may obtain information about that account if they have the child's card, until the child turns 16 years of age.

Notifications

Library cardholders receive notifications regarding their borrowing from the Library. Customers are notified by email or automated telephone calls/voicemail messages advising of items that are coming due, are overdue, or are on hold and ready to be picked up. If customers prefer not to receive library notifications and opt to manage their borrowed materials, this can be requested at the time of card registration or any time thereafter.

Inactive Cards

Inactive cards are deleted on a four (4) year cycle if there are no fines and fees associated with the account.

Borrowing Responsibilities

Signing the library card implies the card holder's acceptance of and adherence to rules and regulations of Hamilton Public Library. All card holders are responsible for:

- Materials checked out on their card

- Promptly reporting changes in registration information such as name, address or contact information and
- Promptly reporting the loss or theft of a library card

Card holders also authorize the Library to collect personal information for the purpose of providing service.

Verification: Resident and Access card holders are required to verify their contact information every three (3) years. Non-Resident, Reciprocal, Corporate and Education Cards require annual verification.

Borrowing Privileges

A valid Hamilton Public Library card is required to borrow materials. Loan periods vary based on the materials borrowed and the type of Library card used to borrow materials.

Loan Periods

- 21-day loan period - applies to most print material
- 14-day loan period - Bestseller Express, magazines
- 7-day loan period - DVDs, Blu Rays, games
- 3-day loan period - DVD Express

Staff can offer extended loans to 21-day loan material, excluding new or requested items (items "on hold" for another customer). The maximum due date can be extended up to nine (9) weeks from the date of original check out. The Manager may impose restrictions on the number of items that can be extended.

Borrowing Limits

Resident cards have limits on the number of items customers can borrow:

- A maximum of 75 items can be checked out at any time.
- A limit of two (2) DVD Express and two (2) Bestseller Express items can be checked out at any one time.
- A maximum of 75 holds can be placed.

Corporate cards and **Non-Resident** cards share the same borrowing limits as a standard resident card.

Access card users can borrow materials and are subject to the same responsibilities as a standard resident library card but with reduced borrowing limits:

- A maximum of five (5) items can be checked out at any time
- A maximum of one (1) Express item
- A maximum of five (5) holds can be placed at any time
- Access to digital collections and resources wherever possible

Fines are not applied except for select materials.

Educational cards have extended borrowing and loan periods.

- A maximum of 200 items can be checked out at any one time
- Ninety (90) day loan period for 21 day items

- Express items are excluded from borrowing with this card
- A maximum of ninety-nine (99) holds can be placed

Reciprocal card holders can borrow up to eight (8) items and can place two (2) holds. These customers have the same loan periods as a resident card. They do not have access to digital resources, such as eBooks. All other parameters of a Resident card apply.

Renewals

Most items may be renewed up to five (5) times following initial checkout as long as they have not been requested by another customer. There are no renewals permitted on the following items:

- Magazines
- DVD Express
- Bestseller Express
- Items requested by another customer

Renewal of **Interlibrary loan** materials is subject to the guidelines of the lending library.

Reserves/ Holds

Customers with a valid Hamilton Public Library card may reserve an item that someone else is currently borrowing. This is referred to as placing an item on "hold." The following circulating items cannot be reserved:

- Magazines
- DVD Express
- Bestseller Express

Upon notification that a reserve is available, customers have 10 days to pick up the item. eBook users have three (3) days (72 hours) to download their hold. An automatic borrowing option that checks out the copy as soon as it becomes available is available for eBook users.

Returns

Borrowed items from the Hamilton Public Library need to be returned to one of its locations. Drop boxes are available for the return of items when the location is closed. If a Hamilton Public Library item is returned to another library system in error, the card holder is responsible for all fines and associated charges. Certain items may need to be returned during open hours.

Suspension of Borrowing Privileges

Borrowing privileges are suspended when customers have fines and/or overdue materials over the limit threshold. See [Fines and Fees Policy](#).

Related Policies

[Fines and Fees Policy](#), [Privacy Policy](#)