

Mission Statement

The Hamilton Public Library unites people and ideas in a warm and welcoming environment. The library's staff, collections, and access to global electronic resources help to enrich the lives of individuals. The library actively champions literacy, access to information, and the joy of reading.

Strategic Priorities

Empower Communities Celebrate Diversity Strengthen Our Organization

HAMILTON PUBLIC LIBRARY BOARD

**Regular Board Meeting
Wednesday, May 19, 2004
Central Library, Board Room**

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

AGENDA

1. **Discussion Period**
 - 1.1 Launch of MyHamilton.ca - KR
2. **Acceptance of the Agenda**
3. **Minutes of the Hamilton Public Library Board Meeting of Wednesday, April 21, 2004** **Attachment #3**
4. **Presentations**
 - 4.1 Community Portal (Paul Takala)
 - 4.2 Many Happy Returns (Daphne Wood)

Attachment #4.2
Suggested Action: Receive
5. **Business Arising**
6. **Correspondence**
7. **Reports**
 - 7.1 Reserves – KR

Attachment #7.1
Suggested Action: Recommendation

8. New Business

- | | | |
|-----|--|---|
| 8.1 | Overdue Accounts Collection – KD | Attachment #8.1 |
| | | Suggested Action: Recommendation |
| 8.2 | Federation of Public Libraries – KR | Attachment #8.2 |
| | | Suggested Action: Receive |
| 8.3 | Audited Financial Statements – BG
(Representatives from Grant Thornton will be present) | Attachment #8.3 |
| | | Suggested Action: Recommendation |
| 8.4 | 2004 Operating Budget – BG | Attachment #8.4 |
| | | Suggested Action: Receive |
| 8.5 | Senior Administration Titles – KR | Attachment #8.5 |
| | | Suggested Action: Receive |
| 8.6 | Fresh Start Project – HB | Attachment #8.6 |
| | | Suggested Action: Recommendation |
| 8.7 | Adult Services Report – KR | Attachment #8.7 |
| | | Suggested Action: Receive |
| 8.8 | Board Governance – MMcK | |
| | | Suggested Action: No information available |
| 8.9 | Library Signage – MMcK | |
| | | Suggested Action: No information available |

9. Private and Confidential

- 9.1 Labour Issues - LF

10. Date of Next Meeting

Wednesday, June 9, 2004
Central Library, Board Room
5:30 p.m. Dinner
6:00 p.m. Meeting

11. Adjournment

UPCOMING/OUTSTANDING ISSUES
Proposed Revisions

Issue	Date Action Initiated	Board Member/Staff Who Initiated	Month item will appear on Agenda
Budget Definitions	From Jan. 16/02 agenda		New term
Adult Services		Beth Hovius/ Maureen Sawa	June 2004
Electronic Services		Kit Darling	September 2004
Communications		Maureen Sawa	September 2004
Human Resources		Linda Foley	October 2004
Training		Maureen Sawa/ Linda Foley	October 2004
Youth Services		Helen Benoit	November 2004
2005 Strategic Plan		Ken Roberts	November 2004/ December 2004

**HAMILTON PUBLIC LIBRARY BOARD
Regular Meeting**

**Wednesday, April 21, 2004
Regular and Inaugural Board Meeting
Board Room
5:30 p.m. Dinner
6:00 p.m. Orientation
7:15 p.m. Meeting**

MINUTES

PRESENT: Doreen Horbach, George Geczy, Maureen McKeating, Joyce Brown, Councilor Jackson, Mavis Adams, Councilor Pearson, Mac Carson, Jennifer Gautrey, Santina Moccio, Tamara Fernandes

STAFF: Ken Roberts, William Guise, Linda Foley, Helen Benoit, Maureen Sawa, Beth Hovius, Kit Darling, Karen Hartog

Mr. Roberts and the Senior Administration Staff conducted an orientation session for the Library Board Members.

1. DISCUSSION PERIOD

- 1.1 Ms Sawa provided details regarding the One Book One City program and the fact that the author, Mary Lawson, will be in Hamilton on May 11th and 12th, 2004. The following Board Members will represent the Library Board at the scheduled events:

May 11th session with Rabbi Baskin at Central – **George Geczy**
May 12th session at the Hamilton Spectator – **Joyce Brown**
May 12th book signing at Westdale – **Maureen McKeating**

All board members are welcome to attend the events and were requested to contact Karen Hartog on availability.

- 1.2 It was reported that the Spring Book Sale is doing extremely well.

2. CALL TO ORDER OF INAUGURAL MEETING WITH THE CHIEF LIBRARIAN IN THE CHAIR

Mr. Roberts called the inaugural meeting to order.

Report from the Nominating Committee Meeting of Wednesday, April 21, 2004

Ms Horbach presented the proposed slate of officers for 2004:

Chairperson: Doreen Horbach
Vice-Chairperson: George Geczy

Executive Committee: Doreen Horbach
Glen Whitwell
George Geczy
Mavis Adams

SOLS Representative: Maureen McKeating

Nominations for the position of Chairperson

There were no nominations from the floor.

Ms Horbach was elected Chairperson of the Hamilton Public Library Board for the year 2004.

Nominations for the position of Vice-Chairperson

There were no nominations from the floor.

Mr. Geczy was elected Vice-Chairperson of the Hamilton Public Library Board for the year 2004.

Nominations for the position of SOLS Representative

There were no nominations from the floor.

Ms McKeating was elected SOLS Representative of the Hamilton Public Library Board for the year 2004.

Nominations for the Executive Committee

There were no nominations from the floor.

Ms Horbach, Mr. Geczy, Ms Adams and Ms Brown will sit on the Executive Committee for the year 2004.

3. ACCEPTANCE OF THE AGENDA

MOVED by Councilor Pearson, seconded by Ms Adams,

THAT THE AGENDA BE APPROVED AS PRESENTED.

MOTION CARRIED.

4. MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, MARCH 24, 2004

MOVED by Ms Brown, seconded by Mr. Geczy,

THAT THE HAMILTON PUBLIC LIBRARY BOARD MINUTES OF WEDNESDAY, MARCH 24, 2004 BE ADOPTED AS PRESENTED.

MOTION CARRIED.

5. BUSINESS ARISING

No business arising.

6. CORRESPONDENCE

No correspondence.

7. REPORTS

No reports.

8. NEW BUSINESS

8.1 Horizon Migration

Ms Darling provided an oral report detailing the Horizon migration and the process being undertaken.

8.2 Central Library Move

Ms Sawa provided the background information leading to the moving of the collections from the 5th floor to the 2nd, 3rd and 4th

floors of the Central Library. The moving of the collections will coincide with the Horizon Migration.

MOVED by Ms Adams, seconded by Councilor Pearson,

THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVE CLOSING THE CENTRAL LIBRARY ON JUNE 7 AND 8, 2004 FOR THE PURPOSES OF SHIFTING THE COLLECTION.

MOTION CARRIED.

8.3 CLA Conference

The Canadian Library Association Conference is scheduled from June 17 – 20, 2004. It was agreed that the Library will not send a trustee to the 2004 conference.

MOVED by Ms Brown, seconded by Mr. Carson,

THAT THE HAMILTON PUBLIC LIBRARY PURSUE AND INITIATE APPLICATION TO HOST A CANADIAN LIBRARY ASSOCIATION CONFERENCE IN HAMILTON.

MOTION CARRIED.

9. **PRIVATE AND CONFIDENTIAL**

Nothing to report.

10. **DATE OF NEXT MEETING**

Wednesday, May 19, 2004
Central Library, Board Room
5:30 p.m. Dinner
6:00 p.m. Meeting

11. **ADJOURNMENT**

The meeting was adjourned at 8:50 p.m.

Minutes recorded by Karen Hartog.

Executive Summary

A good Web site is not simply about good technology, good information or good design. An effective Web site is about all of these things working together in harmony with good management, service orientation and consultation. Ian Hildebrand, Service please! Rethinking public library Web sites, Library Review, 2003

The purpose of this project was to determine areas of strength and weakness of Hamilton Public Library's website, based on the criteria: is the information available at www.hpl.ca relevant, reliable and easy to access? Through original and applied research, this report identifies opportunities to enhance the website in the short term, supports plans for long-term investment, and provides a foundation for future usability testing. An unanticipated outcome of this project highlights the need to augment the profile of public librarians in Hamilton.

An environmental scan of the Hamilton Public Library's virtual branch was conducted.

Five key issues facing public libraries were identified:

1. Stigma of tradition in the electronic age
2. Competition from other information providers
3. Public misinformation about the Internet
4. Low public awareness of the 'hidden web'
5. Widespread misunderstanding of the librarian profession

Based on literature reviews, four external factors were identified as having a significant impact on the operations of the Hamilton Public Library:

1. Consumers' preference to obtain information quickly (e.g. Yahoo) rather than conducting searches based on the quality of information
2. Consumers' perception that everything is available on the Internet
3. Ensuring sustainable library funding by providing services that are relevant and in demand
4. Challenging stereotypes of librarians

Four factors driving the internal environment were also identified:

1. Ensuring information on www.hpl.ca is well-organized, easy to find and easy to use
2. Promotion of the virtual library as the gateway to the hidden web
3. Meeting diverse customers needs
4. Promotion of librarians as expert guides to information searching

Based on the environmental scan, including internal and external analyses, the area of critical importance for the Hamilton Public Library is to ensure information on www.hpl.ca is well-organized, easy to find and easy to use. Strengthening this aspect of the virtual branch will have positive, far-reaching effects on promotion, meeting customer needs and changing perceptions of librarians (issues identified as priorities both internally and externally). A virtual branch that is reliable, relevant and user-friendly presents a powerful argument to upgrade from Google to www.hpl.ca

Original research was conducted using a variety of tools (surveys, focus groups and interviews). An analysis of this research suggests the greatest strength of the virtual branch is the tremendous breadth and depth of content. The information available at www.hpl.ca is perceived to be relevant and reliable by staff, end-users and peers from other public libraries. The most significant area of opportunity is to improve ease of use (how information is presented and accessed).

Three tiers of recommendations were developed to address change in the short, medium and long-term. Tier 1 outlines quick, simple solutions to enhance usability of www.hpl.ca using existing staff resources in 0-3 months:

- Housekeeping and maintenance of the website in general – Pathfinders in particular
- Weed content on home page – a critical point of customer contact
- Feature customers using the library ('a place for people – not just books')
- Anticipate where customers are likely to make 'predictable' wrong turns
- Revise main menu text and incorporate action verbs
- Mini 'make-over' of the design

- Incorporate taglines for the HPL logo: the only Google you need; upgrade from Google; info that's fast, free and @ your fingertips
- Bundle existing material to better serve the multicultural community
- Organize system departments according to function, not physical location
- Reduce library jargon and use plain language
- Bring information closer together

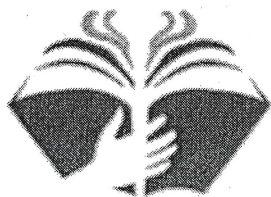
Tier 2 (Medium Term) recommendations require system-wide support and commitment from all service areas to implement in 6-12 months:

- Revise website content – write for the web rather than for print
- Enhance existing on-line services – Readers' Advisory; on-line Book Clubs
- Revise as much .pdf content as possible to improve usability
- Create a web glossary of terms for staff
- When internal glossary is complete, post a plain language version for customers
- Incorporate free local news service to convey immediacy, currency of information and sense of community
- Incorporate multilingual terminology into the website
- Develop a content style sheet
- Replace static photo tours with digital video tours
- Conduct staff survey to assess comfort and knowledge level of on-line resources; provide training and support as required.
- Offer free or cost-recovery programs in the community. Conduct community outreach visits (similar to YS librarians)
- Consult Youth Advisory Board for practical suggestions to reach teens
- Place librarians 'front and centre' with the public. Support them in creating a more prominent profile in the community

Tier 3 recommendations require significant investments in staff expertise, financial resources and/or collaboration with external vendors. A minimum of one year would be required to implement the following:

- Federated searching
- Real-time e-reference
- On-line registration (library cards) and fee payment
- On-line program registration
- Conduct usability testing with key customer groups after short-term recommendations are completed; test users and non-users and identify priority areas for change

In conclusion, the enhancements identified in this report would further improve the functionality of the virtual branch, and build on the existing client base of the organization. While many cosmetic changes were identified, the areas of greatest impact include site navigation and content management. Moving forward, usability testing should be addressed to pinpoint areas of difficulty and benchmark accessibility. Extensive redesign of www.hpl.ca is predicated on customer testing, and should take place in tandem with a long-term vision of on-line service delivery.



Hamilton Public Library

*Growing minds.
Growing community.*

DATE: May 6, 2004
REPORT TO: Doreen Horbach, Chair of the Library Board
C.C.: Members of the Library Board
FROM: Ken Roberts, Chief Librarian

SUBJECT: Reserve Funds

Recommendation:

That the Hamilton Public Library's reserve funds be used, subject to Board approvals, on projects that advance board priorities.

That the following list of potential projects be accepted by the board as illustrative of the types of items that may be funded from the library's reserve funds:

Project	Approximate Cost	Approximate Timing
Ancaster Renovations	\$500,000	2004/5
Auditorium Sound and media/web capabilities	TBD	2004
Central Library Revitalization	\$3,000,000	2004/5/6
Central Library staff work stations	TBD/\$100,000	2004/5
Circulation desks, branch locations	\$50,000	2004/5
Circulation desks, Sherwood and Kenilworth	TBD	2004
Materials Security Controls	\$3,000,000	2005/6/7
Security of Branches	\$30,000	2004
External Signage	\$50,000	2004
Service/Capital Master Plan	\$100,000	2005
Staff Training (including Customer Service)	\$140,000	2004/5
Terryberry Delivery Area	TBD/ \$30,000	2004

Background:

As reported to the Board, the Library system has healthy reserves. Some of the reserves (e.g. Mobile Equipment, Collections, Summer Reading) have been set up for specific purposes and are funded on a established basis. The Library General Development and Library Major Capital Projects Reserves are primarily funded from Board operating surpluses. The Reserves have also benefited from the OMERS (retirement fund) holiday that recently ended.

The funding levels that are listed in the recommendation are greater than the current value of the reserve funds. One of the more expensive items, a new materials security system, is not likely to be implemented within the next 2-3 years on a system-side basis. We are not looking for approval to spend these funds. We are looking for board agreement that these are priority areas that need to be developed into proposals which would come back to the Board for review and approval as required.

Here are thumbnail descriptions of each project.

Ancaster Renovations

There is Council approval for the library system to use a larger portion of the former Town Hall. There is also an approved City Capital project. The budget for the City's Capital project will not cover the anticipated cost of the renovation.

Auditorium Sound and media/web-casting capabilities

We are encouraging greater use of the Central Library Auditorium. The sound system is old and the room has only limited capabilities to broadcast web and media material. It needs to be upgraded.

Central Library Renovations

This will be a multi-year project and will require community fundraising in addition to reserve funding. An RFP for the design portions will be developed over the summer months. It may take another 6 – 9 months until we have a good idea of the total costs of the planned renovations.

Central Library Workstations

We are beginning to change the ways in which Central Library staff work. It is increasingly clear that the staff workstations require too much room and were not designed for work with computers. Most of the Central Library work areas are considerably more than twenty years old. We are also developing plans to upgrade staff workstations at other locations, paid through the operating budget.

Circulation Desks, branch locations

A number of the branch circulation desks need to be re-built in order to accommodate issues such as higher circulations, customer holds, etc.

Circulation Desks, Sherwood and Kenilworth

The Circulation desks in these two branch locations are seen as particularly difficult and may need more extensive renovation than those in other locations.

Materials Security Controls

The current materials security system is antiquated. It cannot, for example, accommodate any form of self-check technology. We lose too many items and cannot even put some formats (e.g. DVD) in the Central Library because of the inadequacies of our security controls. We need a materials control system that can allow more efficient check-out systems to be installed and that can better protect our collections.

Security of Branches

The new Collective Agreement recognizes that it is not practical to place two staff members at a time in some of the smaller, more rural library locations but that staff security is a priority. We will have to look at each location and suggest solutions that are appropriate for each location. This is a contractual obligation.

External Signage

Funds in the amount of \$61,000 have been provided by the City to replace the existing exterior signage which was in existence prior to amalgamation. The funds provided are not sufficient to complete this task and an additional \$50,000 is being ear-marked in order to undertake the replacement of signage in 2004.

Service/Capital Master Plan

The 2004 Strategic Plan directs the Chief Librarian to bring forward a process for developing a Service/Capital master plan. A similar plan for the City of Hamilton's Culture and Recreation Division cost approximately \$150,000. We think that we can reduce this cost by using existing demographic information and re-using data collected for other City needs. Still, such a plan will require funding.

Staff Training

We have funding placed aside for Staff training. We are reviewing our training needs and priorities and will present for consideration and approval our training plan to the Board in the fall.

Terryberry Delivery Area

The Terryberry Branch is a busy location and many of the Terryberry customers request material from other locations. Since the Terryberry collection is large, it also houses single copies of items that are desired by customers at other locations. The current receiving and delivery area was not designed for the current level of activity and needs to be improved.



Memo

To: Doreen Horbach, Chair of the Library Board
From: Kit Darling, Electronic Services Co-ordinator
Bill Guise, Business Administrator
CC: Ken Roberts, Chief Librarian
Library Board Members
Date: 5/13/2004
Re: Overdue Accounts Collection and Materials Recovery

RECOMMENDATIONS:

1. That the threshold for sending accounts for collection be lowered to \$50 in accumulated fines and fees;
2. That a \$15 collection fee be added to the accounts sent for collection;
3. That a \$25 fee be charged for NSF cheques, in accordance with City of Hamilton policy.

BACKGROUND:

We plan to implement the Debt Collect module when we migrate to Horizon and submit long overdue accounts to the collection agency of Unique Management Systems. This will enable us to automatically generate files from the Horizon system and submit them to the collection agency electronically. Unique Management Systems worked with the Dynix company in the specification, development and testing of this product and are able to work with library staff and Dynix staff to set the process up and running smoothly. Unique Management only works with libraries, and their philosophy and procedures reflect library values. They use a Canadian call centre for their Canadian clients, who include the Toronto, Winnipeg and Vancouver public libraries. (In the United States, their clients include the New York, Columbus and Los Angeles public libraries.)

Unique offers a 90 day trial period, which would allow us to ensure that the service will meet our needs.

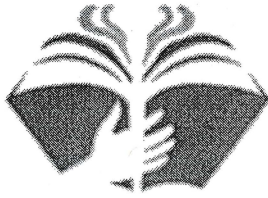
Kit Darling, Electronic Services Coordinator
Hamilton Public Library
55 York Boulevard, Hamilton, ON L8N 4E4

Our current manual process is very staff intensive and prone to error. Many accounts can be and are missed.

We currently do not send accounts under \$100 to collections, which adds up to a large amount of unrecoverable revenue and material. During the annual clean up of the patron database this year, we also deleted all patrons whose records had not been edited or modified in the past three (3) years, who had not used their library cards in that time and who owed us under \$100 dollars. Accounts between \$50 and \$100 could go back as far as 1995, when we migrated from DOBIS to Dynix. These uncollected and uncollectible debts totaled over \$480,000.

The \$15.00 collection fee will offset part of the cost of collections.

Currently, the City of Hamilton charges us an administrative fee of \$25.00 for each cheque returned by the bank. We charge that cost back to the patron, however we do not have formal authorization to do so. Approval by the Board will legitimize current practice.



Hamilton Public Library

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Growing community.*

DATE: May 6, 2004
REPORT TO: Doreen Horbach, Chair of the Library Board
C.C.: Members of the Library Board
FROM: Ken Roberts, Chief Librarian
SUBJECT: Federation of Ontario Public Libraries

I have attached information about the proposed Federation of Ontario Public Libraries. This coming Fall, the Board will be asked to join the Federation and to pay an annual membership fee of \$10,000. This is a significant cost and I want to alert the Board.

Two documents are attached that try to explain the proposed federation. The "Business Plan" was presented at the Ontario Library Association Conference last January. While the business plan was fairly well received, the plan itself concentrates more on structure and less on the reasons why such a Federation might be in the best interests of Ontario's public libraries.

The Strategic Directions Council for Ontario's Public Libraries (of which I am a new member) produced the second document. It is an attempt to address concerns and questions that were raised at the OLA conference. Such a federation has been proposed by a variety of reports and studies over the past fifteen years. This is the first attempt to actually create such a federation. It is modeled on the Association of Municipalities of Ontario (AMO).

One of the driving forces for the federation is the proposed "Ontario Digital Library," a consortia licensing initiative that may include all school, college, university, and public libraries in the province and may also include provincial funding. The ODL Business Committee is chaired by Peter Rogers. I am the public library representative.

There are good signs that the ODL initiative may be successful. Even if it is not, the preliminary result of a recent study clearly shows that public libraries in Ontario can purchase better electronic resources for less money if they work cooperatively. They can also market these resources more effectively if they work together.

I would like the May Board meeting to be the beginning of a discussion of the federation so that a Fall decision can be made based on clear information and clear answers to any concerns.

THE FEDERATION OF ONTARIO PUBLIC LIBRARIES

A SPRING, 2004 REPORT TO THE PUBLIC LIBRARY COMMUNITY

Prepared by the Strategic Directions Council.

INTRODUCTION

Library boards and the public they serve want excellent public library services to thrive in all areas of our province. There is a growing realization that libraries must speak with a united voice if greater equity is to be achieved and if service levels are to improve. Next fall, library boards will be asked to decide if they wish to become members of the newly created Federation of Ontario Public Libraries. This report, as well as the *Business Plan*¹, is intended to provide Boards with the information they will need when they make their decisions.

PURPOSE OF PAPER

This paper is intended to provide library boards and organizations which serve Ontario's public library community with:

- A historical context for the collaborative processes that has led to the proposal of a Federation of Ontario Public Libraries;
- Responses to questions that have arisen since the publication of the Business Plan for a Federation of Ontario Public Libraries (January, 2004);
- A timeline for decision-making processes and the initial implementation stages.
- Information required for library boards and organizations to make their decisions.

BACKGROUND

The Federation of Ontario Public Libraries is the final step toward creating a collective voice for Ontario's public libraries has required a consultative process lasting more than fifteen years.

One Place to Look (1990) was the library community's first global strategic plan. The process for *One Place to Look* developing included enormous consultation. It recommended the creation of a provincial coordinating office as well as an advisory council that could create collective capacity to advance library services within the province. The Strategic Directions Council was created as a part of the implementation strategy but the primary catalyst, a funded coordinating office, was never established.

¹ Available at www.accessola.com

*Building Value Together*², the second strategic initiative for Ontario's public library community also recognized the need for a coordinating body. The plan pointed out that no single organization had the capacity to create such a body.

The *Strategic Directions Council* reviewed all of the strategic documentation and agreed that our library community needs a coordinating body. The Strategic Directions Council created a task force and solicited funds to assist with a "Business Plan". The SDC worked with consultants to create a Business Plan for a proposed *Federation of Ontario Public Libraries*. The Business Plan was presented at the 2004 Ontario Library Association Superconference.

ASSUMPTIONS

The following Assumptions have evolved from years of research and numerous discussions with the public library community and with consumers. The assumptions represent the driving force behind the proposal for a Federation of Ontario Public Libraries. It is assumed that:

- There is consensus that Ontario's public library community needs a coordinating agency that strengthens our collective response to challenges faced by Ontario's public libraries;
- An organization managed by a combination of trustees and library administrators will allow such an organization to address the full range of challenges that we face;
- Ontario's public libraries will be stronger when we work cooperatively to encourage equality of access for all Ontario residents;
- There is presently no strong collective voice for Ontario's public libraries;
- Ontario's public library community is fragmented. There are too many associations and agencies that have no mechanism for enabling coordinated services and programs;
- The existence of a Federation of Ontario Public Libraries will likely reduce the number of organizations that serve our community;
- The Ontario Library Services will continue to exist;
- The relationship of the federation to the Ontario Library Services and to other library service organizations will be determined by these organizations and the federation, working together.
- The Business Plan, as adopted by the Strategic Directions Council, is a work in progress and will be amended by the library systems that join the new federation;

² Available at www.strategicplan2000.com

- As soon as the Federation of Ontario Public Libraries is operational, the Strategic Directions Council will give way to its successor;
- 2005 will be a year of transition, as well as implementation, for the new federation;
- The Federation of Ontario Public Libraries is a necessary response to the challenges we face.

GUIDING PRINCIPLES

The following Guiding Principles will direct the development and implementation of the new federation.

- The Federation will be membership owned and membership driven;
- Membership will be voluntary;
- Membership will be open to all Ontario public library boards;
- Each member board will have two voices, the Board Chair and the CEO (or their delegates);
- The board of directors of the federation itself will be composed of trustees and administrators elected from member libraries through a caucus structure;
- Affiliated organizations will have a role to play in the federation but the determination of that role will be a responsibility for the federation's first board of directors;
- Language and distance must not be a barrier to participation in federation initiatives or to participation in the management of the federation;
- The federation must reflect the diversity of libraries in the Province of Ontario;
- Member library boards may join the caucus of their choice;
- The federation will be committed to improve standards of service for public libraries;
- The federation will build capacity to ensure universal and equitable access to library service.

INITIAL STRATEGIC PRIORITIES

Consistent with *Building Value Together*, the Strategic Directions Council recommends that the first Board of the new federation adopt the following strategic priorities.

Advocacy

The Federation of Ontario Public Libraries will provide a clear voice for the public library community. It will advocate for higher levels of

federal, provincial and local funding and support and for a strong voice in government initiatives of importance to public library clientele. The federation will raise awareness of the role that libraries play in community development.

The Federation of Ontario Public Libraries will negotiate with potential partners, such as Industry Canada and the provincial government, to ensure that initiatives that affect libraries assist us to accomplish our goals. The federation will actively seek alternative funding through corporate sponsorships, partnerships and alliances that benefit the entire library community.

Research

The Federation of Ontario Public Libraries will highlight existing research of relevance to Ontario's public libraries and will commission additional research in areas of universal importance.

Marketing

The Federation of Ontario Public Libraries will market the vitality of Ontario's public libraries.

Consortia purchasing

The Federation of Ontario Public Libraries will act as the public library community voice in the emerging trend that sees libraries from all sectors acting together in an attempt to ensure that electronic products and services are available within all communities.

KEY ELEMENTS OF THE BUSINESS PLAN

Model

The Business Plan addresses the reality that some library boards serve hundreds of people while others serve millions. Many models were investigated. The Business Plan selected the model for the Association of Ontario Municipalities. The structure of the Federation of Ontario Public Libraries generally mirrors that of AMO.

Structure

The structure of the Federation will change over time. There will always have to be a careful balance between the need to keep large libraries as partners who are willing to let their dollars help leverage better licenses and better agreements for smaller library systems with a need to ensure that all libraries have a voice in the federation's priorities. The business plan will work so long as the central premise, that there is power by working together and a need for greater equality, is held sacred by federation board members.

Funding

The schedule of fees (Appendix A) needs to be multi-tiered in order to consider the ability of library boards to join and participate. Population served is a familiar and objective measure for determining this ability.

TIMELINES

The Strategic Directions Council intends to launch the new Federation of Ontario Public Libraries at the 2005 Ontario Library Association Superconference. In order to meet this deadline, the following timeline must be met.

Goal	Timeframe	Responsibility
Attend meetings with affected associations and organizations in order to present the Business Plan, to answer questions, and to identify questions of clarification.	Spring, 2004	All members of the Strategic Directions Council
Send membership package to library boards	Summer, 2004	Strategic Directions Council
Library Boards approve the federation	November 1, 2004	Library Boards
Library boards join (may pay in 2004 or 2005)	November 1, 2004	Library Boards
Library Boards pay for 2005 membership	January 15, 2005	Library Boards
Finalize the process for member libraries to elect the federation's first Board of Directors	December, 2004	Strategic Directions Council
Finalize interim office space.	January, 2005	Strategic Directions Council
Appoint/Second an Interim CEO. (contract not to exceed one year)	November, 2004	Strategic Directions Council
Hold inaugural meeting and election for the first Board of Directors	January, 2005	Strategic Directions Council

SUMMARY

The time is now. There is almost universal belief that a Federation of Ontario Public Libraries is a necessity. It is the firm opinion of the SDC, based on years of research, that the needed federation will not exist unless the library community creates it and largely funds it themselves.

**FEDERATION
OF ONTARIO PUBLIC LIBRARIES
BUSINESS PLAN**

Prepared for the
Strategic Directions Council
By Janus Global Consulting Inc.
in collaboration with
ASM Consultants

JANUARY 2004

TABLE OF CONTENTS

1. Executive Summary..... 2

2. Responding to the Action Calls..... 3

3. The Case for A Federation..... 3

4. Designing The Federation..... 4

5. Crafting the Federation's Mandate..... 5

6. Funding Requirements..... 9

7. Tailoring the Work Plan to Available Resources..... 11

8. Relationship Building - Avoiding the Layering Effect.....12

9. Membership..... 13

10. Assuring Good Governance..... 14

11. Implementation Plan..... 16

12. A Concluding Note..... 17

Appendix 1: Library Consortium Models and Best Practices..... 18

Appendix 2: Financial Projections and Assumptions.....26

1. EXECUTIVE SUMMARY

The need for a central coordinating body to operate on behalf of Ontario's public libraries has been apparent for over a decade. More recently, a consensus has been reached about creating a federation with a four-part mandate and supported by member libraries. This business plan builds upon this consensus by describing how the Federation of Ontario's Public Libraries might be engineered and managed. Upon due consideration by the Strategic Directions Council and the wider library community, the federation could be formed by the fall of this year.

The case for the federation is rooted in the necessity of dealing more effectively with several significant issues facing public libraries in the Province. While public libraries continue to be generally supported by a majority of Ontarians, an increasing number of people are looking to the Internet and related enabling technologies to have their information needs met. In some quarters, the perception of the public library as an essential institution appears to be waning. Then too, there is a growing concern about funding and sustainability as many municipalities wrestle with the consequences of downloading and the provincial government continues its program of restraint. A greater amount of focused, collaborative action is warranted in order to keep the franchise of the public library vital. A federation is essential to provide one persuasive voice to funding agencies and the public at large as well as to plan for the future and realize certain economies of scale.

The federation is designed to be inclusive and member-driven. Value for membership will need to be apparent – members should perceive its services as valuable in a strategic sense, effectively provided and difficult to obtain elsewhere. It also needs to be financed in a sustainable fashion and be capable of scaling up as its mandate develops.

Four roles have been identified for the federation to assume. Research programs should provide insight about the environment and issues that public libraries need to deal with as priorities as well as support strategic and operational planning. Conveying through advocacy a strong, knowledgeable and united voice to advance public library interests with governments and other parties is a particularly critical function. The federation should also be capable of developing a coherent marketing campaign aimed at developing a greater awareness of the important roles that libraries play in their communities. Realizing economies of scale through extending arrangements for consortia purchasing is the fourth element of the mandate.

The business plan lays out a framework of activities in each area for the federation to consider undertaking during its first three years of operation. Relationships among these activities and a strategy for contracting out many of the services required are stressed. A three-year budget is outlined and the key elements of the required funding highlighted. Initial priorities are also suggested in order for the federation to have maximum impact as its financial capabilities are being developed.

Membership in the federation will be open to all public libraries in the Province that pay a membership fee. A fee schedule is proposed that is perceived to be affordable and equitable as well as capable of generating the required funds for the federation's startup and early operations. Following a well-established model adopted by the Association of Municipalities of Ontario (AMO), caucuses are suggested to engage and accommodate various parts of the library community. One function of these caucuses would be to elect the governing board of the federation. Much of the federation's work would be completed by Task Forces and Working Groups comprised of staff, members and experienced third parties. Additional forms of non-voting membership are also suggested to enlist the support of other relevant organizations and individuals.

A President, who is not only a capable association manager but also experienced and well known to governments and the private sector, would assume staff leadership of the federation. Assisting him or her would be a small core staff who would coordinate and support the various activities of the federation.

Finally, specific milestones and a schedule are summarized that would see the federation chartered as well as initial financing and staffing commitments gained in time for a founding meeting this coming September or October.

2. RESPONDING TO THE ACTION CALLS

The need for a central authority to work on behalf of all Ontario public libraries was originally called for in the "One Place to Look" strategic plan, published in 1990. During the intervening thirteen years, the need for and role of such a body have been examined in more depth and debated extensively within the public library community. During 1996, the Strategic Directions Council (SDC) released "A Call to Action: Specific initiatives to advance public library development in Ontario" which re-emphasized the desirability of such a mechanism. More recently in 2002, after eighteen months of consultation, the SDC published a discussion paper titled "Building Value Together: A vision for change for Ontario public libraries" which restated the case for creating "an effective coordination agency" for public libraries. Since then, a consensus has been achieved about the broad principles that should guide the development of a "federation" of public libraries within the Province.

This business plan, commissioned by a Task Force struck by the SDC, builds upon this consensus (referred to throughout the plan as the "Community Consensus") by describing how such an agency could be set up and developed over its first three years. It does so by specifying the purposes of the federation as envisaged by the SDC, the services it would provide on behalf of its members, how it might be financed and governed as well as by recommending a start-up process.

While the plan deals mainly with how the federation might be engineered and managed, its authors have become convinced in the course of their work of the importance of establishing it now. The Ontario public library system is unique in that it is one of the few substantial service delivery networks in the province without a coordinating mechanism and common voice. Given the uncertainties in its operating environment and the desirability of participating responsibly in the public policy process, rectifying this shortcoming is overdue.

3. THE CASE FOR A FEDERATION

The need for establishing such an agency as part of a comprehensive strategy was prompted by recognition within the library community of significant issues facing public libraries. There are, for example, enormous differences in scale among public libraries mandated to provide similar services. Some public libraries, particularly those in large urban areas, have staff and financial resources, facilities and technological infrastructure far in excess of what is available to many others, particularly in rural and remote areas. There are also substantial differences between library boards when measured by populations served, number of service points and qualifications of staff. These conditions create significant concerns related to fairness and equity in funding, services and governance.

Several challenges were well documented in "Building Value Together" and the background research and public opinion survey that was commissioned as part of the process. They included the need to:

- Improve the public libraries' ability to be a positive instrument for public policy development – Historically, public libraries have garnered wide support as organizations capable of promoting individual advancement and social and economic change. The perception of the public library as an essential institution, however, appears to be shifting. Now it may be that less than half of Ontario residents view the public library as an important public institution deserving of support on that basis. Public libraries must find ways of increasing their relevance to individuals, their communities and the Province.
- Increase the libraries relevance to certain groups of potential users, particularly young "net savvy" people – While pervasive Internet usage continues to influence patterns of library use across most age groups, public libraries are at greatest risk among younger Ontarians - those who should be library customers of the future. Younger people and heavy Internet users generally believe that libraries will be less important in the future. Strategies are required, therefore, to provide new information tools and other value added services that earn their allegiance. Libraries throughout the province must be committed to consumer-focused change.

- Somehow solve a worrisome funding and sustainability problem – Despite growing customer demand for digital materials and other resources, funding is not keeping pace. Provincial funding has been severely constrained over the last decade, a situation that is unlikely to improve in the near future. Municipalities are no better off, particularly those experiencing level or declining population and/or assessment. Public libraries need to make a more persuasive case to provincial and municipal governments for at least holding their own in the competition for funds, much less increasing the share that is allocated to them.
- Develop the necessary capabilities to take advantage of new technologies and reduce the “digital divide” – Great advances in technology are revolutionizing most aspects of information handling and are having profound impacts on individuals, organizations and governments. In theory, information is becoming “borderless”. The costs of creating equitable access, however, weigh more heavily on the poorer libraries prolonging the “digital divide” between people in disparate areas of Ontario. Moreover, the majority of Internet customers appear to think that their library could not assist in accessing, organizing and evaluating electronic information for them. If public libraries are going to retain their relevancy as these advances continue, they are going to have to work together to ensure that the information technology and information handling know-how available to them is robust enough to handle public service demands. Pooling money, expertise and effort is a means to this end.
- Position the public library in the emerging marketplace and increase its appeal to traditional and new funders – Downsizing and decentralization has required that more attention be paid to the means of governance, accountability, performance measurement and alternate revenue sources. While partners have been sought in specific areas like literacy, culture and education, the public library system has not customarily been considered in province-wide partnerships. A strong advocate is warranted to appeal to funders and demonstrate the value that public libraries add to their communities.

A notable conclusion underpinning the Community Consensus was that it would not be possible to address these challenges without more effective, collaborative action. New and better services would be possible if public libraries developed them together, relying to an appropriate extent on a central coordinating agency. Opportunities like the provincial “Early Years” program would be communicated and actively pursued. A federation would be essential for making the most effective use of limited resources, realizing economies of scale, providing a means to plan for the future and lending one voice for Ontario’s public libraries.

4. DESIGNING THE FEDERATION

The Community Consensus cited several guiding principles that should be kept in mind in designing the federation. They included:

- Value for Membership – Services should be perceived as valuable in a strategic sense and difficult to obtain elsewhere.
- Inclusive – The scope of the federation’s work should be representative of the diversity of public libraries in the Province.
- Collaborative – The federation should work whenever possible with the existing library organizations in the Province.
- Voluntary - Public libraries should have the choice of whether or not to join the federation.
- Membership-Driven – The federation should have methods for determining member needs and be responsive to them.
- Affordable and Equitable – The fee structure of the federation should recognize the differing capabilities of members to pay and distribute costs accordingly.
- Sustainable – The finances of the federation should be managed prudently so that it can support its programs and services over the long term.

- **Scaleable** – The federation should be designed in such a way so to be capable of growing over time and providing a broader range of services as experience is gained.
- **Effective and Efficient** – The federation should have benchmarks established for performance and be evaluated on a periodic basis.

A strong argument can also be made that the federation represents an opportunity to rationalize the way in which public libraries in the Province are related and supported. If one were designing the system from scratch, it is unlikely that it would be as complex as it now appears to be. Scarce resources would probably be concentrated on fewer associations and coordinating bodies in the interests of making the system as a whole more efficient for participants and attractive to funding agencies.

Designing the federation to serve as a hub for establishing priorities, focusing and coordinating the efforts of the community and representing it effectively is highly desirable.

5. CRAFTING THE FEDERATION'S MANDATE

Four roles have been identified for the federation to assume.

Research

Federation programs should provide an effective means for understanding the present circumstance of public libraries and possible scenarios of the future as well as serve as a focal point for strategic and operational planning. This implies the development of a research function that can:

- analyze emerging trends;
- assess plausible scenarios and identify critical issues;
- address product questions;
- support marketing needs and programs;
- identify best practices, including approaches adopted in other sectors and jurisdictions;
- support advocacy efforts and public policy development; and
- address legal, human resources, financial and administrative issues;

The principal role of the federation should be to establish research priorities and projects, then commission other organizations to complete them. Potential research partners include the universities (example - the Faculty of Information Studies at the University of Toronto), the Ministry, the OLS units, the Ontario Library Association, the Canadian Library Association, the National Library and LibraryNet (Industry Canada). From time to time, research agencies in the private sector would likely become involved.

Advocacy

Above all, the federation should provide a strong, knowledgeable and united voice to advance public library interests with each level of government as well as with foundations and the private sector. Advocacy would include programs designed to make the public more aware of the operations of and contributions made by public libraries as well as their strategic direction and financial needs. As most of the financing for public libraries comes directly from municipal governments and indirectly from the Province, special advocacy initiatives must be developed for them. Strong linkages must be built and sustained with relevant provincial ministries and the Association of Municipalities of Ontario (AMO). The federation should also be capable of mounting a proactive approach to the negotiation of grants and partnerships with foundations and the private sector.

This is a particularly important aspect of the federation's mandate. A recent study¹ concluded that there was no relationship between public opinion about libraries and the levels of funding received. Likewise, there was no association of funding level changes with demand for library services. High levels of demand may lead to increased demands for increased cost-effectiveness rather than increased funding. These conclusions are in some sense obvious and explain why a very high level of public support can exist for a public library at the same time that funding support for the library is declining.

Political decision-making and, consequently, advocacy about funding for public libraries, is complex. Experienced management, ideally supplemented by the advice of government and media relations professionals, is advised. Advocacy training for trustees and library CEO's is also warranted. The Canadian Library Association has gained experience here and may serve as a model for the federation.

Marketing

The federation should be capable of developing a coherent marketing campaign aimed at developing a greater awareness of the important roles public libraries play in their communities as a means of engendering public support. Initiatives would logically include the creation of strategic branding initiatives, which are research-based and more professional and aggressive than has been the case to date and make more extensive use of many media. The products could include the basic elements of a provincial marketing campaign (e.g. billboards, TV, Internet), a marketing toolkit that could be used by individual libraries as well as something as detailed as a customizable set of sound bites.

As in the cases of research and advocacy, retention of professional advisors is recommended for developing and placing media and, in particular, for creating and executing a branding strategy.

Consortia Purchasing

Realizing economies of scale for public libraries through group buying is the fourth aspect of the federation's mandate. The consortium involved would provide a representative voice to vendors and should be capable of negotiating the best possible price and contract terms. Its influence could extend to shaping product development as well as to developing partnerships and alliances with other existing or new library consortiums.

Consortia purchasing is most important in the area of digital products. The federation should consider developing a unified digital licensing program for public libraries in Ontario. This digital program would become the public library arm of whatever form the Ontario Digital Library (ODL) initiative will take. Consortia programs already administered by the Ontario Library Service units and the project proposed by the Chief Executives of Large Public Libraries (CEPLO) provide an appropriate base on which to build.

The program would likely operate at various levels. At the top level, the ODL would negotiate licenses for common digital products across all types of libraries. At a second level, the Federation would negotiate licenses for products that are of interest only to the public library community. On the other hand, groups of libraries may come together multilaterally at a third level and negotiate licenses for products the group is interested in. Finally at a fourth level, individual public libraries may choose to negotiate licenses for those products they alone are interested in. At all levels, the infrastructure provided by the ODL would be used to deliver the digital products.

Other products and services should also be considered for consortia purchasing. The costs to member libraries of equipment, supplies and employee benefit plans, for example, could conceivably be reduced in a material way.

¹ Bryce Allen, "Public Opinion and the Funding of Public Libraries," *Library Trends* Vol., 51, No., 3 (Winter 2003): 414-423.

Framework of Activities

Surveys of library community leaders to date have emphasized advocacy and marketing as the most important priorities for the federation. Research follows and, finally, consortia buying. This ranking is understandable given the perception – widely held since the publication of “One Place to Look” – that creating “One Voice” for the public library community and increasing its profile are critical objectives. Research, advocacy and marketing functions are inter-related, of course, so that any action plan needs to identify the outcomes desired and how activities in these areas would fit together to create them.

The most effective way of considering the federation’s roles is to focus on its deliverables – those specific products and other outcomes it should aim to produce. The following chart summarizes the activities recommended for the first three years.

A Framework of Activities and Deliverables

Mandate	Year 1	Year 2	Year 3
Research	<ul style="list-style-type: none"> Revisit and amplify Market Probe survey Analyze for relevancy the Ontario Municipal Benchmarking Initiative (OMBI) Produce 1st “State of Our Public Libraries” Report Establish “Digital Revolution” Task Force 	<ul style="list-style-type: none"> Update Funding and Consumer/Customer Profiles Develop action plan for benchmarking and best practices Update Report Produce Report on “Preparing for the Digital Revolution” 	<ul style="list-style-type: none"> Produce 2nd “State of Our Public Libraries” Report Produce Progress Report on implementing digital related change
Advocacy	<ul style="list-style-type: none"> Establish Government Watch Desk to monitor relevant federal, provincial and municipal developments. Map political landscape, frame issues and complete initial networking Complete 1st Annual Review with provincial officials Complete 1st Annual Review with municipal officers Set agenda for federal Government 	<ul style="list-style-type: none"> Produce Political Action Plan for Trustees Complete 2nd Annual Review with provincial officials Complete 2nd Annual Review with municipal officials Seek federal support for new service delivery 	<ul style="list-style-type: none"> Complete 3rd Annual Review with provincial officials Complete 3rd Annual Review with municipal officials Continue federal lobbying efforts
Marketing	<ul style="list-style-type: none"> Collaborate with Marketing Committee and assess additional marketing needs Initiate provincial media relations campaign Refine branding strategy 	<ul style="list-style-type: none"> Continue media relations campaign Implement refined branding strategy 	<ul style="list-style-type: none"> Continue media relations campaign Extend branding strategy
Consortia Purchasing	<ul style="list-style-type: none"> Support and strengthen current purchasing initiatives Establish capability to relate to and support ODL 	<ul style="list-style-type: none"> Extend consortia and develop infrastructure as needed Serve as public libraries link to ODL 	<ul style="list-style-type: none"> Continue

Research efforts are fundamental building blocks for Advocacy and Marketing. General consumer and targeted customer research (“Consumer and Customer Profiles”) of the type begun during and after the “Building Value Together” process provide critical information to craft into advocacy activities with officials of all three levels of government and should be updated every 24 months. To this could be added a bi-annual “Funding Profile” – i.e. a summary of existing funding sources (provincial and municipal, drawn primarily from provincial statistics plus the modest amounts presently received from other sources) as well as prospective sources (federal government, foundations, corporations and individuals reflecting the state of negotiations undertaken by the federation and individual libraries). These two sources plus the content of the Annual Reviews, in turn, would inform and support marketing initiatives.

Given the federation’s modus operandi of utilizing existing resources most effectively, various organizations and members of the public library community and beyond could be involved in preparing or communicating the major deliverables. The following table indicates how this collaboration might occur:

Collaboration Involved in Federation Activities

<i>Deliverable</i>	<i>Federation Roles</i>	<i>Input Provided By</i>	<i>Results Communicated By:</i>
Consumer and Customer Profiles	<ul style="list-style-type: none"> • Design and commission surveys; utilize and communicate results 	<ul style="list-style-type: none"> • Contractor(s) complete surveys bi-annually 	<ul style="list-style-type: none"> • Federation staff and members of Working Group
Annual “State of Our Public Libraries” Report	<ul style="list-style-type: none"> • Design format; oversee development by research partner ; publish report 	<ul style="list-style-type: none"> • Consumer and Customer Profiles; surveys of public libraries 	<ul style="list-style-type: none"> • Federation staff and members of Working Group
Report on “Preparing for the Digital Revolution”	<ul style="list-style-type: none"> • Design and commission study; form and support task force 	<ul style="list-style-type: none"> • Task force working with consultant and advisors 	<ul style="list-style-type: none"> • Federation staff and task force members
Political Action Plan for Trustees	<ul style="list-style-type: none"> • Design format; oversee development by research partner; publish report 	<ul style="list-style-type: none"> • Tactics formulated by Federation staff working with political consultant and governing board 	<ul style="list-style-type: none"> • Federation staff and members of Working Group
Annual Review with provincial officials	<ul style="list-style-type: none"> • Schedule meetings; brief participants; prepare follow-up materials 	<ul style="list-style-type: none"> • Federation staff working with political consultant and governing board 	<ul style="list-style-type: none"> • Federation staff and members of governing board
Annual Review with municipal officials	<ul style="list-style-type: none"> • Schedule meetings; brief participants; prepare follow-up materials 	<ul style="list-style-type: none"> • Federation staff working with political consultant 	<ul style="list-style-type: none"> • Federation staff and members of governing board
Media Relations Campaign	<ul style="list-style-type: none"> • Design and oversee implementation of campaign 	<ul style="list-style-type: none"> • Federation staff working with public relations consultant 	<ul style="list-style-type: none"> • Federation staff and members of governing board
Branding Strategy	<ul style="list-style-type: none"> • Design and oversee implementation of strategy 	<ul style="list-style-type: none"> • Federation staff working with marketing consultant 	<ul style="list-style-type: none"> • Federation staff and members of governing board

6. FUNDING REQUIREMENTS

A critical need as the federation is launched is to ensure that it is adequately funded. The federation is to be a member-driven organization where the basic membership is comprised of those public libraries that choose to join. While other sources of revenue may be available in time – from governments, foundations and sponsorships from or partnerships with the private sector, particularly for special projects - reasonable scenarios suggest that its operating costs, at least during its formative period, will have to be covered by contributions from public libraries in the form of membership fees and in-kind contributions.

Ideally the federation would have sufficient resources available to tackle each area of its mandate from the outset in a relatively aggressive fashion. Preliminary budgeting to accommodate this objective indicates the pattern of revenues and expenditures (referred to as the "Extended Plan") summarized, along with key assumptions, in Appendix 2.

Concern has been expressed, however, about the feasibility of achieving the membership revenues required to finance this plan at least for the first year or two. A revised "Basic Plan", representing one third less expenditure, has been prepared as a result and is outlined on the following page.

Estimates suggest that somewhere between 100 and 150 libraries will agree to become members from the outset. The Basic Plan projections assume that the mid point of this range is achieved and that a majority of the medium and large libraries will affiliate. Assuming the early work of the federation is deemed to be a success and attracts additional members, up to a 25% increase in this number might be anticipated in Year 2 and an additional 10% in Year 3.

For planning purposes, the start-up strategy proposed assumes that a minimum of \$150,000 will be available from membership fees in Year 1 and another \$150,000 from in-kind contributions. Additional resources from government and other grants become available during Years 2 and 3.

Basic Financial Plan - First Three Years

Source and Use of Funds	Year 1	Year 2	Year 3	3-Year Plan
Use of Funds				
General and Administrative Expenditures				
Salaries and Benefits	140,000	210,000	308,000	658,000
Occupancy	16,000	16,000	30,000	62,000
Communications	3,600	3,600	6,000	13,200
Travel	12,000	14,400	24,000	50,400
Board and Meeting Expenses	2,400	3,600	6,000	12,000
Professional Development	2,000	5,000	10,000	17,000
Federation Marketing and Public Relations	2,400	4,800	9,600	16,800
Materials & Supplies	2,400	3,600	6,000	12,000
Equipment	2,400	3,600	6,000	12,000
Professional Fees	6,000	12,000	12,000	30,000
Contingencies	9,460	13,830	20,880	44,170
Total General and Administrative Expenditures	198,660	290,430	438,480	927,570
Program and Project Expenditures				
Research	30,000	50,000	70,000	150,000
Advocacy	20,000	25,000	60,000	105,000
Marketing	20,000	30,000	150,000	200,000
Consortia Purchasing	3,000	5,000	5,000	13,000
Committee Expenses	4,000	10,000	15,000	29,000
Total Program and Project Expenditures	77,000	120,000	300,000	497,000
Total Expenditures	275,660	410,430	738,480	1,424,570
Source of Funds				
Membership	150,000	200,000	250,000	600,000
Government Grants		100,000	250,000	350,000
Other Grants and Sponsorships		100,000	200,000	300,000
In Kind Contributions*	150,000	60,000	50,000	260,000
Total Funding	300,000	460,000	750,000	1,510,000
Surplus (Deficit)	24,340	49,570	11,520	85,430

*** In-Kind Contributions for the first year include:**

General and Administrative Expenditures	
Salaries and Benefits	70,000
Occupancy	16,000
Communications	2,600
Board and Meeting Expenses	1,400
Materials & Supplies	1,400
Equipment	1,600
Sub-Total -	93,000
Program and Project Expenditures	
Research	30,000
Marketing	20,000
Consortia Purchasing	3,000
Committee Expenses	4,000
Sub-Total -	57,000
Total In-Kind Contributions -	150,000

7. TAILORING THE FEDERATION'S WORK PLAN TO AVAILABLE RESOURCES

Possible limitations to funding may constrain the scope of the federation's activities and require that clear choices be made about priorities. Several criteria are central to making these choices.

- The activities should be affordable and possible to complete successfully during the start-up period.
- They should be clearly strategic in intent – involving issues recognized by the community as central to the future of public libraries.
- They should result in deliverables that would be seen by the community as having practical value and not otherwise be available.
- They should require collaboration among other organizations within the public library community demonstrating the value of the federation in fostering and modeling such collaboration.
- They should involve deliverables entailing a significant amount of communication within the community and with its most important publics, particularly key funding sources.

The projects suggested for the federation's first 12-18 months of operation appear to meet these criteria as well as provide a base on which to build as future resources are confirmed.

The "State of Our Public Libraries Report", for example, is intended to be the foundation document used for advocacy by the federation with its key funding sources as well as by individual libraries with theirs. It would also be valuable for keeping the public library community as a whole abreast of developments and the current agenda of issues as well as for informing the general public. The federation would be responsible for positioning the document, overseeing content development and publication. The content itself could be assembled under contract with a research partner. The surveying and benchmarking initiatives also indicated would provide critical information for the report.

The report should be published annually (every second year representing an Update) and incorporate the following subjects:

- An historical perspective;
- Mission of Ontario's public libraries;
- Scope of the public library system;
- Breadth of services and activities;
- Funding mechanisms including 10 year review;
- Strategic issues to resolve; and
- Recommendations for action and further study.

"Preparing for the Digital Revolution", on the other hand, would have a shorter term focus, namely to educate and prepare Ontario's public libraries to adjust to the significant changes the sector will experience as the next wave of digital technology takes hold. In addition to assuring sustainable funding, most would consider this to represent the most important need for the community to deal with during the next few years.

The study might be developed by a secretariat operating under the direction of a federation sponsored task force. The task force would be comprised of a cross section of library representatives plus domain experts from other private and voluntary organizations. A deliberate link with the ODL initiative would be important to maintain.

The ultimate report would probably take a year to complete. It would likely cover the following areas:

- Context – The promise of the digital revolution, notable initiatives to date, ODL proposals and prospects;
- Strategic and other benefits for Ontario's public libraries;
- Key issues to resolve;
- Preparing to embrace change;
- Financial implications and strategy; and
- Recommendations for action.

8. RELATIONSHIP BUILDING: AVOIDING THE LAYERING EFFECT

An important question the federation will have to address early in its existence is the relationship it should assume with the Ontario Library Service units – the Southern Ontario Library Service (SOLS) and the Ontario Library Service-North (OLS-N). There is considerable overlap in their mandates even though the federation would serve a broader, province-wide constituency whereas the OLS units deliver a wider range of "on the ground" services to individual libraries. A natural division of services is apparent, however, whereby the federation would advocate and undertake strategic initiatives and the OLSs would continue to provide an array of operating assistance to those who need it.

A strong relationship would represent an example of the sort of collaboration among library organizations recommended by the Community Consensus as well as avoid the perception that "just another layer" is being added to the network. Well conceived, it would also likely take some of the financial pressure off the federation thus improving its chances of realizing some early wins. This relationship could take the form of a partnership whereby SOLS would house the federation, cover some basic overheads and provide other in-kind assistance, or a joint venture whereby both parties would share the costs of specific programs or projects. Alternatively, a merger might be contemplated where SOLS and, possibly, OLS-N would be reorganized into strategic, federation-related and local services components.

9. MEMBERSHIP

The Community Consensus indicated that membership in the federation should be comprised of those public libraries in the Province that support it financially through payment of annual membership dues. Those boards that opt not to contribute through this mechanism would be excluded from membership.

While the "pay to participate" model is sound, a two-tier membership structure as follows is recommended to include other relevant and interested parties.

Voting Members, therefore, would comprise dues-paying library boards.

Affiliate Members would encompass other organizations that support the objectives of the public library community and are important to its future well-being. Examples include related library associations like the OLA, municipal bodies like AMO, employee organizations like the Canadian Union of Public Employees (CUPE) as well as others who contribute financially or in-kind like specific foundations, corporations and trade associations. Affiliate members would not be represented on the federation's governing board nor have a vote per se but would be eligible to attend the Annual General Meeting and participate on task forces and in other activities.

Establishing an equitable and, from the federation's perspective, adequate fee schedule is one of the most important tasks for the federation's founders. Recruiting a wide cross section of members is equally so in order to ensure that the federation is financed sufficiently and can rightly claim to be the legitimate representative of Ontario's public libraries.

Ultimately, the schedule of fees adopted needs to be multi-tiered in order to take account of the ability to pay of individual library boards. Population served is a familiar and objective measure for determining this ability. Eight levels are recommended as indicated below:

Potential Fee Structure

<i>Membership Category by Population Served</i>	<i>Number of Boards</i>	<i>Target Number of Members</i>	<i>Annual Fee</i>	<i>First Year Revenues</i>
Under 5,000	155	50	\$50	\$2,500
5,001 - 15,000	73	30	\$100	\$3,000
15,001 - 30,000	30	15	\$750	\$11,250
30,001 - 50,000	15	9	\$2,500	\$22,500
50,001 - 100,000	15	9	\$4,000	\$36,000
100,001 - 250,000	14	11	\$6,000	\$66,000
250,001+	5	4	\$10,000	\$40,000
TPL	1	1	\$15,000	\$15,000
Totals -	308	129		\$196,250

The table indicates that about 130 libraries, including five of the largest six and 68% of the 29 next largest measured by population served, would be required to join as members in order to ensure that the basic

revenue budget sought from membership dues was met. This initial target appears to be reasonable, balancing the desire for inclusivity with budget making realities.

10. ASSURING GOOD GOVERNANCE

In order to assure the federation’s legitimacy, its management and governance structures must reflect the diversity of its membership, be responsive to the challenges presented by the environment and be readily understood by Ontario municipalities and the provincial government. Four criteria might be used in creating and evaluating such structures.

- Inclusive - The governance system must engage and incorporate various tiers of members in the federation's decision-making processes. It should also facilitate gaining reactions and advice from affiliate members and advisors.
- Transparent and accountable - Processes for representation, decision-making and approval should be visible to members. Ultimately, members should be able to hold the governing body of the federation to account.
- Responsive - Decision-making should be responsive to key issues and changing circumstances so that timely follow-up action can be taken by the federation.
- Recognizes local independence - Flexibility should be built into the governance model, allowing individual member libraries to opt in or out of specific services or projects.

Various governance models were considered in developing the Community Consensus and re-evaluated as part of the business planning process. A key consideration throughout was how these alternatives might accommodate a diverse membership - large and small entities, different languages and cultural heritages as well as, to some extent, different priorities. In these respects, Ontario's public library community emulates fairly closely the Province's municipalities - a perspective that lead naturally to a close examination of how the association established to represent these municipalities is constituted and operated. When evaluated against the target criteria, the Association of Municipalities of Ontario (AMO) proved to be the most effective body to model the federation upon.

The following diagram illustrates the basic governance structures recommended for the federation.

Suggested Governance Organization

Membership	Member Representatives are elected by Caucuses	Member libraries join one of six Member Caucuses and participate in Task Forces and Working Groups
Board of Directors	Member Representatives elect Governing Board, which ultimately reports to members	Governing Board nominates Advisory Council
Staff and Working Groups	President and Staff take direction from Governing Board and work closely with Task Forces and Working Groups, reporting ultimately to Governing Board	Issues related Task Forces and Working Groups are formed with members, Advisory Council members and relevant others

Members would group themselves into six caucuses reflecting the types of communities they serve. Together they would provide the mechanism through which the governing board is elected, either in person or remotely, at the time of the federation's Annual General Meeting. To the extent that caucuses were used for purposes other than voting, Toronto would join the Large Urban Caucus.

Governing Board

Determining an appropriate number of directors involves balancing three concerns – a desire for effective decision-making, a necessity to adequately represent the membership as well as a need to ensure that both trustees and senior staff are engaged. Twenty-three is on the upper end of the range for effectiveness but would guarantee the latter two criteria. Under such a scheme, an equal number board chairs and CEOs of member libraries (or their designees) would be elected annually through caucus voting as follows:

- Small/Medium Urban Caucus – 4 members
- Large Urban Caucus – 6 members
- Rural Caucus – 2 member
- Northern Caucus – 2 member
- Toronto (no caucus required) – 4 members
- Francophone Public Libraries Caucus – 2 member
- First Nations Public Libraries Caucus - 2 member

Under this scheme, the federation's President would serve, *ex officio*, as the twenty-third member of the governing board.

Allocating board representation in this manner would provide a voice for each major grouping within the Ontario public library community while recognizing the greater resources provided by larger libraries. An amending formula should be incorporated into the federation's bylaws to allow the groupings and number of board seats assigned to each to be adjusted to reflect adequately the actual membership profile achieved. Once elected, directors would be expected to act in the interests of members as a whole.

A three year term is recommended for directors with one third of the original board serving for one, two and three years respectively in order to create a flow through of personnel. Following the Annual General meeting, directors would elect a Chairperson from their number.

Task Forces and Working Groups

The work of the federation undoubtedly will need to be issue driven. While caucuses based on library size and character provide one avenue for focusing members on priority issues, they will likely be too silo-like to be entirely effective for this purpose. Creating issue related Task Forces and Working Groups, drawn from the membership as their specific interests dictate, would represent a better way of monitoring issues and developing positions to recommend to the governing board for adoption.

The board might strike Task Forces to focus on particular issues that require a substantive position to be developed whereas Working Groups might be reserved for monitoring more functionally oriented activities of the federation – the research program, for example, and the marketing effort. An appropriate mandate would be required in each case as well as expectations about timing and deliverables.

Advisory Council

In order to gain valuable and timely advice in a relatively inexpensive fashion, the federation would be well advised to reach out to seasoned professionals who share an interest in keeping libraries as vital components of our communities. Appointing such representatives to an Advisory Council would be a suitable way of recognizing their contributions. Members of the Council would typically serve on specialized Task Forces or Working Groups or simply provide advice when called upon. They would also be invited to participate in the AGM and certain other events.

President and Staff

Under the budget scenario envisaged, the federation would be managed by a full time President reporting to the governing board, assisted by a small staff.

As the federation's primary representative, the President must be an effective marketer and advocate with a practical knowledge of the personalities and processes of government and public affairs. Ideally, he or she would be a public figure, possibly having served as a provincial politician or mayor of a visible municipality. While appreciation of the roles that public libraries play is essential, prior direct library experience need not be.

Other competencies that the President should exhibit in sufficient degree include:

- Sound business planning and project management experience;
- Familiarity with the role that technology plays in the delivery of information;
- Capability of managing a budget as well as teams of staff, volunteers and consultants;
- Ability to motivate and work well with others.

In addition to the President, the federation's budget needs to be sufficient to retain a small, competent staff. Hiring an Executive Assistant is recommended immediately upon the President's arrival and a Program Coordinator the following year as the Task Force and Working Group processes take hold. These key staff members would be dedicated to the federation's purposes, have general experience as well as specialized expertise and knowledge of the broader context.

A more detailed staffing profile is outlined in Appendix 2. At no point in the three-year forecast period in even the Extended Plan does the full time equivalency represented by the federation's staff rise above 5.0. This underlines the operating premise of contracting out many of the services required.

10. IMPLEMENTATION PLAN

The essential elements of this business plan will be communicated to the public library community during the OLA SuperConference scheduled at the end of January 2004. This presentation will be followed up by an opportunity to provide further reaction and feedback. Several action steps will then be necessary in order to launch the federation successfully.

The SDC is the obvious unit to serve as a steering committee during this transition process. Early on, it could take responsibility for the following:

- Chartering the federation as a corporation without share capital, drawing up bylaws and commencing an application for charitable status;
- Finalizing a membership fee schedule and arranging to solicit members in time for individual libraries to review and decide about membership at their meetings scheduled for late May to mid June;
- Initiating a search for the federation's founding President; and
- Arranging for suitable office space and other support purposes.

These measures would lead naturally to a decision by the end of June to stage the federation's founding meeting by, say, the end of September. On that occasion, the federation's charter and bylaws would be formally approved by the initial membership and the first governing board elected and installed. The board would then hire the President in due course and work closely with him or her in assembling the additional resources required and getting the federation's work plan underway.

11. A CONCLUDING NOTE

The importance of launching and sustaining the federation in the near future has been stressed throughout this plan and in the extensive process leading up to formulating the Community Consensus. Well conceived and managed, it will undoubtedly be of benefit to member libraries whether they are large or small, urban or rural. By strengthening public libraries, the federation will also be maintaining and improving the resources available to individual users as well as the quality of life of their communities.

A sample of the benefits that could reasonably be expected to flow from membership include:

- New connections with AMO and better relations with its constituent municipalities, thus improving the probability of maintaining an appropriate share of municipal resources;
- A knowledgeable, credible and consistent voice to advance the interests of public libraries throughout the Government of Ontario;
- A radar-like capability to evaluate trends and monitor important developments in and beyond Ontario and develop strategic responses where warranted;
- An ability to advocate federal government participation in new public library programs and innovative funding mechanisms;
- Realization of cost savings in purchasing digital materials and other resources;
- Recruitment of talented individuals and groups from outside the traditional library community to work on behalf of public libraries;
- Initiation of more effective marketing programs that promote widely the importance of public libraries to individual users, the general public and their communities; and
- Recruitment of new funding for public libraries from non-traditional sources like foundations and corporations.

APPENDIX 1: LIBRARY CONSORTIUM MODELS AND BEST PRACTICES

The Alberta Library

<http://www.thealbertalibrary.ab.ca/>

The Alberta Library (TAL) is a province-wide library consortium that works collaboratively with its members to promote universal, barrier-free access to the materials and resources in Alberta's diverse libraries. TAL works to promote and facilitate resource sharing, continuing education and learning, and library advocacy.

The Alberta Library (TAL) was incorporated in 1997 and is governed by a Board of Directors. It is a not-for-profit library consortium that grew out of the collective vision of all types of libraries across Alberta.

TAL's membership is comprised of over 259 public, post-secondary, special, government and regional libraries in Alberta. TAL also contracts and partners with government and private organizations to provide support to projects that promote the strategies set out in its business plan.

The Alberta Library provides the following services:

- Administers TAL Online, which is a web-based search engine that can simultaneously search the collections of most of Alberta's public, post-secondary and special libraries from any Internet connection;
- Administers the TAL Card, which is a reciprocal borrowing program that allows Albertans to withdraw books from over 230 libraries across the province on a walk-in basis;
- Negotiates group pricing for electronic databases for member libraries. This helps small and big libraries take advantage of resources they may not otherwise have been able to afford for their communities;
- Partners with provincial and federal government agencies to develop the Alberta Public Library Electronic Network and province-wide collaborations among college and university libraries; and
- Helps to provide services to libraries so they can better service patrons with special needs or disabilities. For example, the Visunet CANADA PARTNERS Program connected Alberta's libraries to resources from the CNIB Library.

TAL is governed by a Board of Directors that includes a representative from each member library and an eight-member Executive Committee. Several Standing Committees have been established to deal with specific issues.

TAL has two types of membership – full and associate. A full member is a library or library organization. An Affiliate member is a person or organization that supports the goals and objectives of The Alberta Library.

TAL membership fees are based on a complicated formula that identifies 6 categories of membership applied to a combination of a factor fee and base fee.

Initial funding for TAL came through two major projects, the Alberta Public Library Electronic Network (APLEN) and Knowledge Network. This funding provided the means to achieve the TAL vision. Grant applications for further funding are being prepared.

The 2003-2006 Service Plan outlines key aspects and goals of The Alberta Library's main objectives for this period, including ongoing and upcoming strategies for collaborative services and electronic collections, staff development and training, advocacy and membership

BC Electronic Library Network (ELN)

<http://www.eln.bc.ca/>

The British Columbia Electronic Library Network (ELN) is a partnership between the Province of British Columbia and its post-secondary libraries. ELN's purpose is to develop, promote and maintain system-

wide mechanisms that allow post-secondary libraries to meet the expanding information needs of the province's learners and educators, at the lowest possible cost.

Responsibility for the administration of ELN is assigned by the Province of British Columbia to the Open Learning Agency (OLA), on a project basis. ELN is defined as a provincial, system-wide service rather than as an operating unit of OLA. In this way, ELN functions as a service to and partnership with the publicly funded post-secondary libraries in British Columbia.

Through OLA Board-approved policies and Executive Limitations, OLA provides the administrative, financial, and organizational infrastructure for ELN. The ELN Steering Committee is responsible for developing and monitoring ELN service policies, programs and outcomes.

The ELN Steering Committee takes primary responsibility for approving and monitoring ELN's strategic plan, priorities, service policies, and outcomes. The committee advises the chair and the manager on the annual budget of ELN, endorses the annual expenditure plan and monitors the effectiveness of ELN products and services.

ELN secures its core project funding on a year-to-year basis, rather than receiving base funding or an ongoing operating grant. This requires that ELN pay close attention to Provincial priorities, and communicates effectively the value of its services to Ministry officials, post-secondary administrators, partner libraries, and related organizations. Additional project funding, staff time and equipment usage are contributed by partner libraries.

ELN Products and Services include:

- System-wide access to research databases, including full text and full image sources:
ELN negotiates affordable site licensing and consortium discounts on electronic information resources for partner libraries.
Databases licensed by ELN include research from thousands of journals, magazines, newspapers and government reports.
- A single point of entry to the collections of libraries throughout British Columbia:
ELN coordinates the production of 3 union databases representing the combined collections of over 64 public and post-secondary libraries in British Columbia.
- Online document requesting and rapid delivery services:
ELN implements and manages one-stop database searching and electronic ordering to speed delivery of information and lower costs.

Products and Services include:

- System-wide access to research databases through consortium licensing;
- Providing a single point of entry to the collections of libraries throughout BC through three union databases; and
- Online document requesting and rapid delivery systems.

Canadian National Site Licensing Project (CNSLP)

<http://www.cnslp.ca/>

The Canadian National Site Licensing Project (CNSLP) is a digital library initiative established by the Canadian research library community to expand the amount of digital information available to Canada's academic researchers through the co-ordinated services and expertise of academic libraries.

The governance of the CNSLP is accomplished through a CNSLP Steering Committee, accountable to participating institutions and funding agencies; the Steering Committee receives advice on policies and operations from several boards, committees, task groups and teams.

CNLSP is in the process of drafting bylaws. The draft bylaws propose two categories of membership in the Association as follows:

(1) Institutional Members

Institutional Members shall be those universities and colleges that are AUCC Institutional Members.

(2) Associate Members

Associate members shall be degree-granting post-secondary institutions that are from time to time recommended for associate membership by the Board and are approved by vote of the Association.

Members will be required to pay fees as determined by resolution of the Board, upon the annual recommendation of the Fee Committee.

The affairs of the Association shall be managed by the Board, which shall consist of up to 13 Directors. An Executive Committee shall be responsible for ensuring effective implementation of the Association's policies and programs as established by the Board and overseeing the operational and administrative elements of the Association.

Consortia Canada

<http://concan.sols.org/>

A number of library consortia in Canada feel that it is time for libraries within consortia to work together across the nation.

The goals of Consortia Canada are:

- To contribute to the systematic development of the means to collect, organize, and archive information and knowledge in digital form for the benefit of Canadian citizens;
- To provide affordable, universally accessible digital information through network infrastructures;
- To promote the economical and efficient provision of information to all participating Canadian libraries and their clientele;
- To increase the return on public investment in libraries, by increasing the availability and use of digital content through inter-institutional cooperative licensing; and
- To encourage the development of new forms of information delivery, dissemination, and communication through library consortia expertise, as well as experimentation in the development of digital library services.

The governance and management structure ensures accountable decision-making at the individual consortium level, and builds on the communications infrastructure that exists in current library consortia. In addition, inter-consortia communication is facilitated through existing consortia staff and the use of a "Consortia Canada" listserv.

Consortia Canada is funded on a project funding model that:

- Helps libraries to aggregate their buying power and influence, providing a "level playing field" for all types of libraries and all regions in Canada;
- Achieves greater stability of access in a very volatile area of electronic publishing; and
- Mitigates financial risks associated with the large-scale transformation to the digital library model of communication.

There will be an equitable sharing of costs between participating libraries, including cost-recovery for work performed by any library consortium on behalf of the national site license pilot.

The consortia participating in Consortia Canada include:

- The Alberta Library
- BC Library Services Branch
- CAUL Council of University Libraries/ Conseil des Bibliothèques des Universités de L'Atlantique.
- COOL Consortium Of Ontario Libraries
- Council of Federal Libraries Council of Federal Libraries/ Conseil des bibliothèques du gouvernement fédéral

- COPPUL Council of Prairie and Pacific University Libraries
- CREPUQ La Conference des recteurs et des principaux des universites du Quebec
- ELN BC Electronic Library Network
- MLC Manitoba Library Consortium
- Nova Scotia Provincial Library Nova Scotia Provincial Library
- NEOS Library Consortium
- Novanet
- OCUL Ontario Council of University Libraries
- PLEIS Province-wide Library Electronic Information System/Saskatchewan

GALILEO: Georgia's Virtual Library

GALILEO stands for Georgia Library Learning Online, an initiative of the Board of Regents of the University System of Georgia. A World Wide Web-based virtual library, GALILEO provides access to multiple information resources, including secured access to licensed products. Participating institutions may access over 100 databases indexing thousands of periodicals and scholarly journals. Over 2000 journal titles are provided in full-text. Other resources include encyclopedias, business directories, and government publications.

The community of more than 2000 GALILEO institutions includes the University System of Georgia, K-12 schools, public libraries, the adult technical institutes and colleges, and a group of private academic colleges and universities. At this time, only educational institutions are eligible to participate in GALILEO.

The permanent governance structure for the GALILEO project consists of a GALILEO Steering Committee that manages the project, recommends strategic direction, prepares budgets, and implements continuing evaluation procedures. The Office of Information and Instructional Technology of the Board of Regents will advise the Steering Committee concerning strategic direction and budget guidelines. The GALILEO Steering Committee consists of 23 members.

ICOLC (International Coalition of Library Consortia)

<http://www.library.yale.edu/consortia/>

Indiana Cooperative Library Services Authority (INCOLSA)

<http://www.incolsa.net>

INCOLSA, Indiana's statewide library network, serves 768 member institutions, including 313 School Corporations, 233 Public Library Systems, 136 Special Libraries (corporations, hospitals, law firms, museums, correctional facilities, and more) and 86 Colleges and Universities.

INCOLSA provides reference, interlibrary loan, training and continuing education, technology support, and other services, such as OCLC member support, from their central office in Indianapolis and from seven field offices located throughout Indiana.

The Board of Directors consists of one appointed representative from each governing authority which is an official member of INCOLSA. An Executive Committee is responsible for the running of the organization and consists of the elected officers of the Board of Directors including three members-at-large, President, Vice-President (President-Elect), Secretary and Treasurer.

Manitoba Library Consortium

<http://www.umanitoba.ca/libraries/mlci/>

The Manitoba Library Consortium Inc. is an incorporated non-profit organization designed to plan and manage cooperatively projects and activities that will provide the citizens of Manitoba with faster and more equitable access to the library/information resources of the province.

The mission of the Manitoba Library Consortium Inc. is to facilitate effective resource sharing among the libraries in Manitoba in order to strengthen the library services provided to the residents of the province.

The Consortium initiates and coordinates projects and activities related to resource sharing and library networking and maintains cooperative relationships with groups or agencies with similar goals. Specifically, the Consortium:

- operates LIBRARY EXPRESS, a priority interlibrary loan and daily courier service among participating libraries;
- promotes the exchange of information and expertise related to preservation and coordinates library preservation activities through the work of the Preservation Committee;
- sponsors "Linking Libraries", a project funded by the province using leading edge technologies to provide affordable and equitable access to information resources;
- created a Manitoba Union List of Serials; and
- investigates partnerships and facilitates opportunities for resource sharing activities.

Any library system or library in Manitoba which actively supports the purposes of the Consortium may become a member of the Consortium by completing a membership application form and paying the membership fee. The joining fee is \$100.00 for each library/library system. The annual membership renewal fee is \$50. There is only one class of membership.

The administrative structure of the Consortium consists of a General Assembly of Members, a Board of Directors, and an Executive Committee of officers. The officers include a Chair, Vice-chair, Secretary, Treasurer and such other officers as the Board may determine.

Michigan Library Consortium

<http://www.mlc.lib.mi.us/>

The Michigan Library Consortium (MLC) is a statewide, multitype library organization. Members are of every type of library, from the large research libraries to very small school media centers and public libraries.

MLC has evolved over the years to become a full-service library service agency. According to its Articles of Incorporation, MLC was formed to facilitate sharing of resources among the libraries of Michigan; to enhance the availability of information resources to the citizens of Michigan; to encourage the libraries of Michigan to institute cost-effective procedures that are made possible through state-wide interlibrary cooperation; and to enable Michigan libraries to link up and interact with regional and national electronic bibliographical communication systems.

MLC was set-up to be self-supporting. The revenue to support MLC's services is entirely contributed by its members. MLC receives no direct federal or state support.

More than 650 libraries of every size and type are MLC members.

The MLC Board of Directors consists of seven board members by type of library:

- Academic (1)
- Library of Michigan (1)
- Public (1)
- Research (2)
- (Two seats to be filled on a three (3) year rotational basis by designated Representatives from Detroit Public Library, Michigan State University, University of Michigan, and Wayne State University.)
- School (1)
- Special (1)
- Six Board Members elected at-large
- Senior OCLC Members Council Delegate
- Executive Director (Ex-officio and non-voting)

MLC membership is open to any Michigan library for \$125.

MOBIUS: Missouri Bibliographic Information User System

<http://mco.mobius.missouri.edu/>

MOBIUS is a consortium of academic libraries with member colleges and universities in the state of Missouri. Currently the membership stands at 57 institutions. The Memorandum of Understanding and the MOBIUS Bylaws govern the internal affairs of the consortium and formalize the purpose, membership guidelines and structure.

The largest single project for which MOBIUS is responsible is the Common Library Platform. The CLP creates a virtual collection of the more than 17 million items contained in the libraries of MOBIUS member institutions and creates a single user interface that allows faculty and students to request library materials using any personal computer in any location with access to the Internet.

MOBIUS is an informal voluntary self-governing membership organization. Member institutions are not-for-profit institutions of higher education that are based in Missouri. Governance of MOBIUS is the responsibility of two committees: the MOBIUS Council, which is composed of the designated representatives of the MOBIUS member institutions; and the MOBIUS Executive Committee, which is composed of officers and at-large members elected by and from the MOBIUS Council.

The MOBIUS Executive Committee has the authority to create standing committees (known as advisory committees) and task forces. Use the links elsewhere on this page to view detailed information about MOBIUS advisory committees and task forces.

The MOBIUS Consortium contracts with the University of Missouri System (UM) to provide Host Institution Services to the consortium and its members. The responsibility for carrying out UM's duties as MOBIUS Host Institution falls to the MOBIUS Consortium Office, a unit within the UM Information Technology Division.

North Suburban Library System, Wheeling, Illinois

<http://www.nslsilus.org>

Sarah Ann Long, Systems Director

NSLS is a consortium of over 650 academic, public, school, and special libraries in north suburban Cook, Kane, Lake and McHenry counties. It is one of 12 Illinois library systems funded by yearly grants from the Illinois General Assembly and the office of the Secretary of State and State Librarian.

Membership is open to any organization which is within the area of the North Suburban Library System and which operates an academic, public, school or special library.

The Board of each member public library designates one of its trustees to be that library's official Representative for System matters. The governance of the North Suburban Library System is vested in a Board of Directors. The Board of Directors consists of fifteen (15) members.

NSLS has identified four strategic directions. They are:

- Life Long Learning;
- Telling Our Story/Public Relations and Marketing;
- New Models of Service: Develop new models of service to enhance the System's entrepreneurial/leadership role and to ensure the future survival of all types of libraries; and
- Advocacy.

The NSLS is developing a new business model outlining the delineation of core and premium services for members as well as a plan to sell NSLS services to libraries outside of the NSLS service area.

NSLS core services include:

- Van Delivery Service;
- e-Newsletter and Web Site as Communication Tools;
- Marketing Support;
- Interlibrary Loan (ILL) Support;
- Networking Groups;

- In-house Consulting;
- Reciprocal Borrowing Program (RBP) Support;
- Advocacy Training; and
- Reference Support.

NSLS premium services, that is those services that are charged for include:

- Group Medical, Life, Dental Insurance Program;
- Continuing Education;
- NorthStarNet;
- Digital Past;
- Job Ads;
- Room Rental; and
- Enhanced Delivery Service.

Novanet, Nova Scotia

<http://www.novanet.ns.ca/>

Novanet is a consortium of academic libraries that cooperate to enhance access to information and knowledge for the benefit of their user communities.

It is an incorporated company governed by a Board of Directors consisting of the Presidents of the member institution and the Novanet Policy Board consisting of member chief librarians.

The Novanet consortium office consists of the Executive Director and technical staff.

Nova Scotia Provincial Library

<http://www.library.ns.ca/>

NcompasS an online catalogue provides one place to look for Nova Scotia Library Resources.

Ontario Association of Children's Aid Societies

<http://www.oacas.org/>

Their major activities are the OACAS Journal, an annual conference, accreditation, IT support and development, and training. Their funding comes from membership fees, government grants and revenue producing activities. Membership fees are based on the budgets of individual societies. The members are the 51 children's aid societies in Ontario. The 28 member Board of Directors is elected at the annual meeting of the membership. The 51 societies are divided into 26 regions with one director elected for each region, plus a president and past pres. Candidates for the OACAS board must have served at least one year on the board or the staff of a member society. They must continue to serve (in some capacity) in their local society during their term of office on the OACAS Board. No more than seven and no less than five of the board members are persons who are senior staff of the member societies. Each Society gets 4 votes at the annual meeting.

Their annual budget is about \$5 million. About half of their revenue comes from contracts with the Province to provide training. About half of their staff of 38 are devoted to providing training. Their core staff of about 18 is funded through the membership fees, which total about \$1.9 million annually. They have three staff registered as lobbyists.

The membership fee is based on a sliding scale and on each agency's budget, exclusive of certain items. For the first \$5 million of an agency's budget the fee is .004 percent, for the next \$15 million its .0035 percent. The Oxford CAS, with a total budget of just under \$7 million, pays an annual membership fee of about \$14,000.

Peninsula Library System, California

<http://www.plsinfo.org/>

The Peninsula Library System (PLS) is a consortium of 34 public and community college libraries.

The system is funded primarily by member libraries. PLS also receives support from the state California Library Services Act funds, federal Library Services and Technology Act and local contracts for special services.

**Saskatchewan Libraries: Sharing Knowledge in a Multi-type System
Province-wide Library Electronic Information System/Saskatchewan (PLEIS)**

<http://www.lib.sk.ca/pleis/>

<http://www.lib.sk.ca/>

Wisconsin Public Library Consortium

<http://www.winnefox.org/wplc/>

The Wisconsin Public Library Consortium (WPLC) is a cooperative group whose members include public library systems and public libraries throughout Wisconsin. WPLC was created to pool the resources of libraries throughout the state and use them to cooperatively undertake projects that may otherwise be unavailable to single libraries and library systems or could be enhanced through cooperation, thus sharing both the costs and the knowledge and resources acquired.

Specifically, WPLC exists to:

- Provide Wisconsin citizens with access to a collection of electronically published books (ebooks) in a wide range of subjects, from expensive reference titles to recreational reading materials, which they may read from home, work or school or from any member library in the Consortium;
- Undertake such other projects, primarily concerned with research and development and/or new technologies, as the Consortium shall from time to time determine;
- Increase public awareness about the availability and advantages of electronic books and such other projects and services as the Consortium may from time to time undertake;
- Increase public library staff understanding of new technologies and other Consortium undertakings, and to develop training programs so that staff may help the public understand and use these products and services; and
- Maintain a decision-making and fiscal model for public library cooperation that will allow libraries to collaborate to explore and implement new information technologies and issues, sharing the costs as well as the knowledge and resources.

The WPLC is created and organized as a contractual agreement between and among Wisconsin public libraries and Wisconsin public library systems that are Partners in the WPLC NetLibrary collection.

All official business of the WPLC shall be conducted by the WPLC Board. The Board consists of one voting representative from each of the Partners. Each Partner shall designate its own voting representative, and may change that voting representative at any time.

There is a partner startup fee that represents the initial sum required from new members who are either Wisconsin public libraries or Wisconsin public library systems to "buy in" to WPLC at the full Partnership level. This sum pays for use of the existing shared electronic collection, expansion of this collection to enable usage by new members without service denigration, and a seat on the WPLC Board. This sum covers the entire first 12 months of membership. Membership is set at four levels based on service area population. The startup fees indicated below may be changed at any time by majority vote of the partners present at any duly noticed WPLC Board meeting at which a quorum is present.

Level 1: (Service Area Population up to 300,000)	\$8,000
Level 2: (300,001 to 600,000)	\$12,000
Level 3: (600,001 to 900,000)	\$15,000
Level 4: (Over 900,001)	\$20,000

APPENDIX 2: FINANCIAL PLANS

1. Extended Plan

Extended Financial Plan – First Three Years

Source and Use of Funds	Year 1	Year 2	Year 3	3-Year Plan
Use of Funds				
General and Administrative Expenditures				
Salaries and Benefits	220,000	262,500	350,500	833,000
Occupancy	30,000	30,000	50,000	110,000
Communications	3,600	6,000	7,200	16,800
Travel	14,400	24,000	36,000	74,400
Board and Meeting Expenses	3,600	6,000	8,400	18,000
Professional Development	2,000	5,000	10,000	17,000
Federation Marketing and Public Relations	4,800	9,600	18,000	32,400
Materials & Supplies	3,600	6,000	8,400	18,000
Equipment	3,600	6,000	8,400	18,000
Professional Fees	12,000	8,400	12,000	32,400
Contingencies	<u>14,880</u>	<u>18,175</u>	<u>25,445</u>	<u>58,500</u>
Total General and Administrative Expenditures	313,480	381,675	534,345	1,228,500
Program and Project Expenditures				
Research	50,000	120,000	100,000	270,000
Advocacy	25,000	100,000	110,000	235,000
Marketing	30,000	120,000	210,000	360,000
Consortia Purchasing	5,000	10,000	10,000	25,000
Committee Expenses	<u>10,000</u>	<u>30,000</u>	<u>30,000</u>	<u>70,000</u>
Total Program and Project Expenditures	120,000	380,000	460,000	960,000
Total Expenditures	432,480	761,675	994,345	2,188,500
Source of Funds				
Membership	350,000	450,000	500,000	1,300,000
Government Grants		100,000	250,000	350,000
Other Grants		150,000	200,000	350,000
In Kind Contributions	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>300,000</u>
Total Funding	450,000	800,000	1,050,000	2,300,000
Surplus (Deficit)	17,520	38,325	55,655	111,500

Assumptions- Extended Plan**Year 1 Year 2 Year 3****Staffing**

President	150,000	150,000	150,000	150,000
Executive Assistant	60,000	60,000	60,000	60,000
Program Coordinator	65,000		32,500	65,000
Program Coordinator	65,000			32,500
Administrative Assistant	38,000			38,000
Part time Supplement	20,000	10,000	20,000	5,000
Total Staffing -		220,000	262,500	350,500
Full Time Equivalents		2.3	3.2	4.6
Occupancy	1,500 ft @ \$20/ft rising to 2500 sq ft	30,000	30,000	50,000
Communications	per month	300	500	600
Travel	per month	1,200	2,000	3,000
Board and Meeting Expenses	per month	300	500	700
Professional Development		2,000	4,000	8,000
Federation Marketing and Public Relations	per month	400	800	1,500
Materials and Supplies	per month	300	500	700
Equipment	per month	500	700	900
Professional Fees	per month	1,000	700	1,000
Contingencies	5%			

2. Basic Plan

Basic Financial Plan - First Three Years

<i>Source and Use of Funds</i>	Year 1	Year 2	Year 3	3-Year Plan
Use of Funds				
General and Administrative Expenditures				
Salaries and Benefits	140,000	210,000	308,000	658,000
Occupancy	16,000	16,000	30,000	62,000
Communications	3,600	3,600	6,000	13,200
Travel	12,000	14,400	24,000	50,400
Board and Meeting Expenses	2,400	3,600	6,000	12,000
Professional Development	2,000	5,000	10,000	17,000
Federation Marketing and Public Relations	2,400	4,800	9,600	16,800
Materials & Supplies	2,400	3,600	6,000	12,000
Equipment	2,400	3,600	6,000	12,000
Professional Fees	6,000	12,000	12,000	30,000
Contingencies	9,460	13,830	20,880	44,170
Total General and Administrative Expenditures	198,660	290,430	438,480	927,570
Program and Project Expenditures				
Research	30,000	50,000	70,000	150,000
Advocacy	20,000	25,000	60,000	105,000
Marketing	20,000	30,000	150,000	200,000
Consortia Purchasing	3,000	5,000	5,000	13,000
Committee Expenses	4,000	10,000	15,000	29,000
Total Program and Project Expenditures	77,000	120,000	300,000	497,000
Total Expenditures	275,660	410,430	738,480	1,424,570
Source of Funds				
Membership	150,000	200,000	250,000	600,000
Government Grants		100,000	250,000	350,000
Other Grants and Sponsorships		100,000	200,000	300,000
In Kind Contributions*	150,000	60,000	50,000	260,000
Total Funding	300,000	460,000	750,000	1,510,000
Surplus (Deficit)	24,340	49,570	11,520	85,430

*** In Kind Contributions include:**

General and Administrative Expenditures

Salaries and Benefits	70,000
Occupancy	16,000
Communications	2,600
Board and Meeting Expenses	1,400
Materials & Supplies	1,400
Equipment	1,600
Sub-Total -	93,000

Program and Project Expenditures

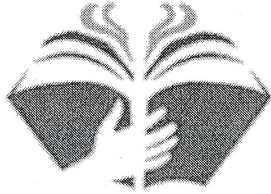
Research	30,000
Marketing	20,000
Consortia Purchasing	3,000
Committee Expenses	4,000
Sub-Total -	57,000

Total In Kind Contributions - 150,000

Assumptions- Basic Plan

Staffing

		Year 1	Year 2	Year 3
President	150,000	90,000	140,000	140,000
Executive Assistant	60,000	40,000	60,000	60,000
Program Coordinator	65,000			65,000
Program Coordinator	65,000			
Administrative Assistant	38,000			38,000
Part time Supplement	20,000	10,000	10,000	5,000
Total Staffing -		140,000	210,000	308,000
Full Time Equivalents		1.6	2.3	3.6
Occupancy	800 ft @ \$20/ft rising to 1500 sq ft	16,000	16,000	30,000
Communications	per month	300	300	500
Travel	per month	1,000	1,200	2,000
Board and Meeting Expenses	per month	200	300	500
Professional Development		1,000	2,000	4,000
Federation Marketing and Public Relations	per month	200	400	800
Materials and Supplies	per month	200	300	500
Equipment	per month	300	500	600
Professional Fees	per month	500	1,000	1,000
Contingencies	5%			



Hamilton Public Library

*Growing minds.
Growing community.*

DATE: May 13, 2004

REPORT TO: Chair and Members of the Board

C.C.: Ken Roberts, Chief Librarian

FROM: William Guise, Business Administrator

SUBJECT: Audited Financial Statements – December 31, 2003

RECOMMENDATION:

That the Draft 2003 Audited Financial Statements (attached) for the Hamilton Public Library Board be approved.

BACKGROUND:

The draft audited financial statements attached to this report encompass the operations of the Hamilton Public Library Board for the year ended December 31st, 2003. The audit was conducted by the firm of Grant Thornton who has also provided an Audit Concluding Memorandum and their independence letter. The Audit Concluding Memorandum summarizes significant matters that the auditors believe should be brought to the attention of the Board.

Evan McDade, CA, the partner in the firm of Grant Thornton responsible the audit of the Library's financial statements, will be in attendance to answer any questions the Board members may have.

The financial statements were prepared in accordance with the accounting recommendations and disclosure requirements of the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

Hamilton Public Library Board
Audit Concluding Memorandum
For Fiscal 2003
May 2004



Grant Thornton 

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May 10, 2004

To the Members of the Board of Directors of the
Hamilton Public Library Board

Our audit of the financial statements of the Hamilton Public Library Board for the year ended December 31, 2003 is now substantially complete. Our auditor's report has been issued with the standard qualification for completeness of revenues from donations or cash sales. A draft copy of our audit report has been provided separately.

The Audit Concluding Memorandum has been prepared in accordance with the assurance recommendations issued by the Canadian Institute of Chartered Accountants (CICA) entitled "Communications with Those Having Oversight Responsibility". That standard recommends we communicate with the Board of Directors certain matters regarding our responsibility as auditors, significant accounting policies and other matters, which may be of interest to the Board.

We would like to express our appreciation for the cooperation and assistance received from the management of the Library during the course of our audit.

We will respond to any questions relating to this memorandum or on any other matters of interest to the Board of Directors during our meeting.

Yours very truly,

GRANT THORNTON LLP

Evan McDade, CA, CBV
Encls.

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Hamilton Public Library Board
Audit Concluding Memorandum

Contents

Introduction	1
Responsibility of Management	1
Audit Scope and Responsibility	2
Significant Matters to be Reported	3
Current Accounting and Reporting Developments	5
Appendix A - Independence Letter	

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Introduction

We are pleased to provide our Audit Concluding Memorandum for the December 31, 2003 audit of the financial statements of the Hamilton Public Library Board ("Library"), together with our independence letter.

The Audit Concluding Memorandum summarizes significant matters that we believe should be brought to the attention of the Board. We emphasize that the audit and this document would not necessarily identify all matters that may be of interest to the Board of Directors.

This memorandum has been prepared solely for the purpose of assisting the Board of Directors in the discharge of its responsibility and should not be used for any other purpose. We disclaim any obligation to any other party that may rely upon this report.

Responsibility of Management

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Preparation of financial statements

The preparation of the financial statements, including the accompanying notes, is the responsibility of management. This includes the preparation of the financial statements in accordance with Canadian generally accepted accounting principles.

Management is responsible for selecting the significant accounting policies used in the preparation of the financial statements, and for applying judgement in preparing accounting estimates contained in the financial statements, as well as for preparing or obtaining documentation supporting amounts and disclosures in the financial statements. In addition, management is responsible for assessing the impact of any misstatements detected during the preparation and audit of the financial statements, individually and in aggregate, on the fair presentation of amounts and disclosures contained in the financial statements and determining if such adjustments should be recorded.

Management's representations

The transactions and estimates reflected in the accounts and in the financial statements are within the direct control of management. Accordingly, the fairness of the representations made through the financial statements is an implicit and integral part of management's responsibility.

Throughout the course of our audit, we obtain representations from management in the form of answers to our audit enquiries. We also obtained a formal representation letter from management at the conclusion of the audit.

Audit Scope and Responsibility

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Auditor's report

We have completed our audit of the financial statements for the year ended December 31, 2003. Subject to completion of discussions and approval of the financial statements by the Board of Directors, we anticipate being in a position to sign the Auditor's Report appended to the draft financial statements. The audit of the financial statements was substantially complete as of March 26, 2004 therefore our Auditor's report will be dated as of that date.

Our audit report will be issued with a qualification for the completeness of revenues, as revenues from donations and cash are not susceptible to satisfactory audit verification. The report will indicate that the financial statements present fairly in all material respects, except for the effects of adjustments, if any, which might have been necessary had we been able to satisfy ourselves as to the completeness of the revenue referred to above, the statements of financial position, results of operations and cash flows of the Library in accordance with Canadian generally accepted accounting principles.

Our audit of the financial statements was performed in accordance with Canadian generally accepted accounting standards, and was performed to obtain reasonable, rather than absolute, assurance whether the financial statements are free of material misstatement. Our audit included assessing the risk that the financial statements may contain material misstatements, examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and their application, and assessing the significant estimates made by management.

Independence

As external auditors of the Library, we are required to be independent in accordance with the Canadian professional requirements. These standards require that we disclose to the Board of Directors all relationships that, in our professional judgment, may reasonably be thought to bear on independence. We have addressed a letter to the Board, presented in Appendix A to this report, which confirms that we are object with respect to the Library within the meaning of the Rules of Professional Conduct of the Institute of Chartered Accountants of Ontario as of May 10, 2004.

We confirm that we are not presently aware of any relationship or non-audit services that would impair our independence for purposes of expressing an opinion on the financial statements.

Significant Matters to be Reported

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The Canadian Institute of Chartered Accountants has specified matters that should be brought to the attention of the Board. The following summarizes the matters to be communicated.

Significant accounting principles and policies

Significant accounting principles and policies are disclosed in the notes to the financial statements. Within the context of the audit, management has represented to us that there have not been any material changes in the accounting principles and policies during the year. We have not noted any changes and we have not noted any significant unusual transactions.

Management's judgments and accounting estimates

Management has the responsibility for applying judgment in preparing the accounting estimates and disclosures contained within the financial statements. We have not noted any particularly sensitive accounting estimates, which we believe should be brought to the attention of the Board.

Materiality

Grant Thornton planned the audit with the objective of having reasonable assurance of detecting misstatements that would be material to the financial statements taken as a whole. As required by audit standards, materiality was utilized during the conduct of the audit and the evaluation of any misstatements identified.

Misstatements and significant audit adjustments

Misstatements represent audit findings for which we do not agree with the amount, classification, presentation, or disclosure of items in the financial statements. A misstatement may arise from an error or from fraud and other irregularities. An error refers to an unintentional misstatement in financial statements, including an omission of amount or disclosure. Fraud and other irregularities refer to an intentional misstatement in financial statements, including an omission of amount or disclosure, or to a misstatement arising from theft of the entity's assets.

In conducting our procedures, we may identify misstatements that require adjustments to the recorded amounts. These audit adjustments are discussed with management, who in consultation with us, determine if an adjustment should be recorded.

We have not noted any material misstatements in the financial statements.

Internal controls

The responsibility for the design and operation of an effective system of internal controls which provides reasonable assurance that the accounting systems provide timely, accurate and reliable financial information, as well as safeguard the assets of the corporation, is the day to day responsibility of management.

For purposes of the audit, Grant Thornton obtains a sufficient understanding of the accounting systems and the system of internal control. Those controls identified as key are tested as part of our audit work; however, the audit is not designed to allow an opinion on the system of internal control.

As a result of the audit testing, we did not detect significant weaknesses in internal controls.

Illegal acts

Our inquiries of management and our testing of financial records did not reveal any illegal or possible illegal acts. However, please be aware that improper conduct is usually carefully and often elaborately concealed and therefore, the probability of detecting such is not high. Management is also asked in the formal letter of representations to disclose if they are aware of any illegal or possible illegal acts.

Related party transactions

Testing of financial records and discussions with management did not reveal any significant related party transactions not in the normal course of operations involving significant judgements by management concerning their measurement or disclosure in the financial statements.

Consultation with other accountants

To our knowledge, management discussed no accounting or auditing matters with other accountants.

Cooperation during the Audit

We report that we have received cooperation from management and employees of the Library. To our knowledge, we were provided access to all necessary accounting records and other documentation. There were no limitations placed on the scope of the auditors. We have had no disagreements with management.

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Other matters

We are not aware of any other matters that require the attention of the Board of Directors before approving the financial statements.

Current Accounting and Reporting Developments

We continually monitor the potential impact of new accounting pronouncements on the accounting practices of the Library.

At the present time, there are no significant accounting or reporting developments from regulating bodies that would impact Hamilton Public Library Board that should be brought to the attention of the Members of the Board of Directors.

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Appendix A – Independence Letter

May 10, 2004

The Board of Directors
Hamilton Public Library Board
55 York Blvd, PO Box 2700
Hamilton, Ontario, L8N 4E4

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Dear Board members:

We have been engaged to audit the financial statements of the Hamilton Public Library Board (“Library”) for the year ended December 31, 2003.

Canadian generally accepted auditing standards (CICA Handbook section 5751) require that Grant Thornton LLP communicate at least annually with the Board regarding all relationships between the Library and Grant Thornton that, in our professional judgement, may reasonably be thought to bear on our independence.

In determining which relationships to report, the Guideline requires us to consider relevant rules and related interpretations prescribed by the appropriate provincial institute and applicable legislations, covering such matters as:

- (a) Holding a financial interest, either directly or indirectly, in a client;
- (b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;
- (c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;
- (d) Economic dependence on a client; and
- (e) Provision of services in addition to the audit engagement.

We are not aware of any relationships between the Library and Grant Thornton that, in our professional judgement, may reasonably be thought to bear on our independence, which have occurred from June 13, 2003 to May 10, 2004.

With respect to item (e) we can report that there were no services provided to the Library in addition to the audit engagement.

The auditing standards require that we confirm our independence to the Board of Directors. However, since the Rules of Professional Conduct of the Institute of Chartered Accountants of Ontario deal with the concept of independence in terms of objectivity, our confirmation is to be made in that context. Accordingly, we hereby confirm that we are objective with respect to the Library within the meaning of the Rules of Professional Conduct of the Institute of Chartered Accountants of Ontario as of May 10, 2004.

We look forward to discussing with you the matters addressed in this letter, as well as other matters that may be of interest to you. We are prepared to answer any questions the Board members may have regarding our independence, as well as other matters.

This report is intended solely for use of the Board of Directors and others within Hamilton Public Library Board and should not be used for any other purposes.

Yours truly,

GRANT THORNTON LLP

Evan McDade, CA, CBV
Partner

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Hamilton Public Library Board

Financial Statements

December 31, 2003

Grant Thornton 

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Contents

	<u>Page</u>
Hamilton Public Library Board	
Auditors' Report	1
Consolidated Statement of Financial Position	2
Consolidated Statement of Financial Activities	3
Consolidated Statement of Changes in Financial Position	4
Notes to the Consolidated Financial Statements	5-9
Hamilton Public Library Board - Trust Funds	
Auditors' Report	10
Balance Sheet	11
Statement of Continuity	12
Notes to Financial Statements	13

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Auditors' Report

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

We have audited the consolidated statement of financial position of Hamilton Public Library Board as at December 31, 2003 and the consolidated statement of financial activities and changes in financial position for the year then ended. These financial statements are the responsibility of the board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Hamilton Public Library Board derives revenue from donations and cash sales, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Hamilton Public Library Board and we were not able to determine whether any adjustments might be necessary to donations and other revenue, net expenditures, assets and fund balances.

In our opinion, except for the effect of adjustments, if any, which we may have determined to be necessary had we been able to satisfy ourselves concerning the completeness of the revenue referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Hamilton Public Library Board as at December 31, 2003 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

Budget figures are provided for comparative purposes and have not been subject to audit procedures. Accordingly, we do not express any opinion regarding the budget figures.

Hamilton, Ontario
March 26, 2004

Grant Thornton LLP
Chartered Accountants

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Canadian Member of Grant Thornton International

The Hamilton Public Library Board
Consolidated Statement of Financial Position

December 31

2003

2002

Assets

Financial assets

Cash	\$ 39,773	\$ 28,819
Accounts receivable	1,028,411	61,759
Due from City of Hamilton (Note 2)	<u>5,810,560</u>	<u>5,601,438</u>

6,878,744 5,692,016

Non financial assets

Prepaid expenses	<u>4,975</u>	<u>6,166</u>
------------------	--------------	--------------

\$ 6,883,719 \$ 5,698,182

Liabilities

Accounts payable and accrued liabilities	\$ 1,022,224	\$ 501,873
Accrued sick and vacation liability (Note 3)	262,471	331,641
Deferred revenue	63,354	70,808
Due to trust funds	<u>111,227</u>	<u>96,077</u>
	1,459,276	1,000,399

Liability for future benefits (Note 4) 1,608,000 1,581,000

3,067,276 2,581,399

Library position

Reserves and reserve funds (Note 6)	5,686,914	5,029,424
Amounts to be recovered in future (Note 7)	<u>(1,870,471)</u>	<u>(1,912,641)</u>

3,816,443 3,116,783

\$ 6,883,719 \$ 5,698,182

Commitments (Note 9)

On behalf of the Board

 Director

 Director

See accompanying notes to the financial statements.

The Hamilton Public Library Board

Consolidated Statement of Financial Activities

Year Ended December 31

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	<u>Budgeted</u>	<u>Current Fund</u>	<u>Reserve Fund</u>	<u>2003 Total</u>	<u>2002 Total</u>
Revenue					
Municipal contribution	\$ 21,162,880	\$ 21,162,880	\$ -	\$ 21,162,880	\$ 20,448,590
Province of Ontario grants	949,450	949,450	-	949,450	949,451
Other grant revenue	150,880	379,279	-	379,279	457,073
Fines	483,630	437,353	-	437,353	455,686
Photocopier revenue	54,180	49,175	-	49,175	49,532
Other – rentals, sales and Recoveries	84,940	134,643	-	134,643	110,718
Interest	-	-	219,268	219,268	139,010
Donations and other	-	21,653	-	21,653	27,574
Total revenue	<u>22,885,960</u>	<u>23,134,433</u>	219,268	<u>23,353,701</u>	<u>22,637,634</u>
Expenditures					
Employee costs	15,570,210	15,045,913	-	15,045,913	13,939,449
Library materials	2,659,570	3,079,544	-	3,079,544	2,512,284
Facility costs	2,525,740	2,535,081	-	2,535,081	2,748,092
Supplies and services	<u>1,545,360</u>	<u>1,626,786</u>	-	<u>1,626,786</u>	<u>1,552,867</u>
Total expenditures	<u>22,300,880</u>	<u>22,287,324</u>	-	<u>22,287,324</u>	<u>20,752,692</u>
Net revenues	<u>585,080</u>	<u>847,109</u>	219,268	<u>1,066,377</u>	<u>1,884,942</u>
Financing transfers					
Long term debt charges (Note 5)	(580,620)	(581,082)	-	(581,082)	(577,005)
Net transfers from reserves – City of Hamilton	-	222,677	-	222,677	40,145
Transfer to capital – City of Hamilton		(51,637)	-	(51,637)	(75,000)
Net contributions to reserve funds	(4,460)	(438,222)	-	(438,222)	(1,271,893)
Net contributions from current fund	-	-	438,222	438,222	1,271,893
Net contributions from (to) trust funds	-	1,155	-	1,155	18,759
Increase in amounts to be recovered in future	-	-	-	-	<u>44,062</u>
Net financing and transfers	<u>(585,080)</u>	<u>(847,109)</u>	438,222	<u>(408,887)</u>	<u>(549,039)</u>
Change in funds	-	-	657,490	657,490	1,335,903
Fund balances, beginning of year	-	-	<u>5,029,424</u>	<u>5,029,424</u>	<u>3,693,521</u>
Fund balances, end of year	\$ -	\$ -	\$ 5,686,914	\$ 5,686,914	\$ 5,029,424

See accompanying notes to the financial statements

The Hamilton Public Library Board
Consolidated Statement of Changes in Financial Position

Year Ended December 31

2003

2002

Increase (decrease) in cash

Operation activities		
Change in funds	\$ 657,490	\$ 1,335,903
(Increase) decrease in accounts receivable	(966,652)	38,330
Increase in due from City of Hamilton	(209,122)	(1,252,095)
Decrease in prepaid expenses	1,191	4,177
Increase (decrease) in accounts payable and accrued liabilities	520,351	(137,265)
(Decrease) increase in accrued sick and vacation liability	(69,170)	10,062
(Decrease) increase in deferred revenue	(7,454)	33,709
Increase (decrease) in due to trust funds	<u>15,150</u>	<u>(11,495)</u>
	<u>(58,216)</u>	<u>21,326</u>
Financing activities		
Increase in liability for future benefits	27,000	34,000
Decrease (increase) in amounts to be recovered in future	<u>42,170</u>	<u>(44,062)</u>
	<u>69,170</u>	<u>(10,062)</u>
Net increase in cash	10,954	11,264
Cash and cash equivalents		
Cash, beginning of year	<u>28,819</u>	<u>17,555</u>
Cash, end of year	<u>\$ 39,773</u>	<u>\$ 28,819</u>

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See accompanying notes to the financial statements.

The Hamilton Public Library Board

Notes to the Consolidated Financial Statements

December 31, 2003

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1. Summary of significant accounting policies

The consolidated financial statements of the Public Library Board (the Board) are prepared by management in accordance with generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. Significant aspects of the accounting policies adopted by the Board are as follows:

Basis of Accounting

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

Capital Assets

The historical cost and accumulated amortization for capital assets are not recorded. Purchases of capital assets are charged either directly to operations in the year in which the expenditures occur, or to a reserve established for the purchase of capital assets.

Fund Accounting

Funds with the consolidated financial statements consist of the operating and reserve funds. Transfers between the funds are recorded as adjustments to the appropriate fund balance.

Reserves for Future Expenditures

Certain amounts, as approved by the Board, are set aside in reserves for future operating and capital expenditures. Transfers to and from reserves are reflected as an adjustment to the respective fund.

Use of Estimates

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

Budget figures

Budgets are only established for the Current Fund.

The Hamilton Public Library Board

Notes to the Consolidated Financial Statements

December 31, 2003

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2. Due from City of Hamilton

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

3. Liability for vested sick leave benefits

Effective May 1, 1982 the Income Protection Plan was adopted and sick leave credits earned under the Sick Leave Benefit Plan were frozen. Under the Sick Leave Benefit Plan unused sick leave would accumulate and employees were entitled to cash payment upon termination of services after ten continuous years. Entitlement to cash payment continues to apply to those employees who accumulated days, to the extent that they have vested and could be taken in cash by an employee on termination, amounted to \$262,471 (2002 - \$283,941) at the end of the year. Cash payments made in lieu of sick leave are included in the expenditures of the year in which services are terminated. The current year's expenditure of \$27,867 (2002 - \$40,145) for sick leave liability is reflected in the Consolidated Statement of Financial Activities.

The accrual for vacation pay will be taken by employees in the form of vacation days in 2004.

4. Liability for future benefits

Liability	2003	2002
Post employments	\$ 1,608,000	\$ 1,581,000

In accordance with PSAAB guidelines the Board is required to report obligations for retirement benefits earned over the employment period of its employees.

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

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

The Hamilton Public Library Board

Notes to the Consolidated Financial Statements

December 31, 2003

DRAFT

5. Long term debt

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

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

<u>Debenture Number</u>	<u>Purpose</u>	<u>Interest Rates</u>	<u>Maturity Date</u>	<u>2003</u>	<u>2002</u>
91-050	Redhill Library	9.75% to 10%	2006	\$ 44,680	\$ 70,629
91-050	Terryberry Public Library	9.75% to 10%	2006	65,441	103,461
91-050	Sherwood Public Library	9.75% to 10%	2006	58,242	92,080
94-006	Library	6.195%	2004	133,361	382,712
94-006	Library	6.195%	2004	31,877	91,482
01-244	Westdale Branch	3.125% to 6%	2011	180,994	190,650
01-244	Barton Branch	3.125% to 6%	2011	413,572	435,636
01-162	Central Library	4.65% to 6.75%	2016	<u>27,322</u>	<u>28,638</u>
				\$ 955,489	\$ 1,395,288

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

2004	\$ 235,804
2005	69,636
2006	71,378
2007	39,475
2008	41,560

(c) The Board was charged \$581,082 (2002 \$577,005) for long term debt charges during the year as follows:

Principal	\$ 234,540	\$ 234,155
Interest	299,782	296,090
Sinking funds	<u>46,760</u>	<u>46,760</u>
	<u>\$ 581,082</u>	<u>\$ 577,005</u>

The Hamilton Public Library Board

Notes to the Consolidated Financial Statements

December 31, 2003

DRAFT

6. Reserves and reserve funds

	<u>2003</u>	<u>2002</u>
Mobile equipment	\$ 477,560	\$ 428,071
Library collections	1,471,773	1,753,241
Library general development	646,896	712,821
Library major capital projects	2,010,636	1,191,737
Summer reading	134,629	102,888
Redevelopment, training & restructuring	945,420	840,666
	<u>\$ 5,686,914</u>	<u>\$ 5,029,424</u>

7. Amounts to be recovered in future	<u>2003</u>	<u>2002</u>
Accrued sick and vacation liability	\$ 262,471	\$ 331,641
Employee benefit obligations	1,608,000	1,581,000
	<u>\$ 1,870,471</u>	<u>\$ 1,912,641</u>

8. Pension agreements

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

Effective August 1, 1998, OMERS provided a temporary contribution holiday, with no employer or employee pension contributions required until January 1, 2003. Commencing January 1, 2003, contributions were made at rates ranging from 2.1% to 2.93% depending on the proposed retirement ages and level of earnings. Effective January 1, 2004, full contribution rates are proposed to resume ranging from 6% to 9.8% depending on the proposed retirement age and level of earnings. During the year, \$220,734 was contributed to OMERS (2002 - \$Nil) for current service.

The Hamilton Public Library Board
Notes to the Consolidated Financial Statements

December 31, 2003

9. Commitments

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

2004	\$ 813,101
2005	517,973
2006	401,983
2007	374,451
2008	381,051
Thereafter	<u>767,778</u>
	<u>\$ 3,256,337</u>

DRAFT

10. Related party transactions

During the year, the City paid utilities of \$525,467 on behalf of the Library. The utilities paid on behalf of the Library by the City comprised of the supply of utilities by the City's Central Utilities Plant amounting to \$143,530 (2002 - \$112,038) and the supply of utilities by third parties amounting to \$381,937 (2002 - \$396,076). The Central Utilities Plant costs are not reflected in the Library's Consolidated Statement of Financial Activities, but are included in the City's Consolidated Statement of Financial Activities. The third party costs for 2003 were recognized as expenditures, but the 2003 costs were not reflected in the Library's Consolidated Statement of Financial Activities, but were included in the City's Consolidated Statement of Financial Activities.

11. Trust funds

Trust funds administered by the Board amounting to \$2,169,308 (2002 - \$2,023,183) have not been included in the Consolidated Statement of Financial Position nor have these operations been included in the Consolidated Statement of Financial Activities.

Auditors' Report

DRAFT

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

We have audited the consolidated statement of financial position of Hamilton Public Library Board as at December 31, 2003 and the consolidated statement of financial activities and changes in financial position for the year then ended. These financial statements are the responsibility of the board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Hamilton Public Library Board derives revenue from donations and cash sales, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Hamilton Public Library Board and we were not able to determine whether any adjustments might be necessary to donations and other revenue, net expenditures, assets and fund balances.

In our opinion, except for the effect of adjustments, if any, which we may have determined to be necessary had we been able to satisfy ourselves concerning the completeness of the revenue referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Hamilton Public Library Board as at December 31, 2003 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

Budget figures are provided for comparative purposes and have not been subject to audit procedures. Accordingly, we do not express any opinion regarding the budget figures.

Hamilton, Ontario
March 26, 2004

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**The Hamilton Public Library Board
Trust Funds
Balance Sheet**

December 31

2003

2002

Assets

Cash	\$ 277,049	\$ 269,307
Deposits with the Hamilton Community Foundation	1,147,701	1,142,651
Due from current fund	111,227	96,077
Accrued interest receivable	<u>633,331</u>	<u>515,148</u>
	<u>\$ 2,169,308</u>	<u>\$ 2,023,183</u>

Fund Balances

Trust Funds – fund balances	<u>\$ 2,169,308</u>	<u>\$ 2,023,183</u>
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DRAFT

On behalf of the Board

_____ Director _____ Director

See accompanying notes to the financial statements.

The Hamilton Public Library Board
Trust Funds
Statement of Continuity

December 31

2003

2002

Revenue		
Grants	\$ 5,050	\$ -
Interest	155,512	11,196
Donations and other	<u>12,175</u>	<u>3,000</u>
	<u>172,737</u>	<u>14,196</u>
Expenditures		
Interest	-	1,330
Investment administration fees	-	44,183
Loss on investments	-	15,529
Other	<u>25,457</u>	<u>-</u>
	<u>25,457</u>	<u>61,042</u>
Financing and transfers		
Net transfers to Library current fund	<u>(1,155)</u>	<u>(18,759)</u>
Change in fund balances	146,125	(65,605)
Fund balances, beginning of year	<u>2,023,183</u>	<u>2,088,788</u>
Fund balances, end of year	<u>\$ 2,169,308</u>	<u>\$ 2,023,183</u>

DRAFT

See accompanying notes to the financial statements.

**The Hamilton Public Library Board
Trust Funds
Notes to the Financial Statements**

December 31, 2003

1. Accounting policies

Basis of accounting

Income and capital receipts are reported on the cash basis.

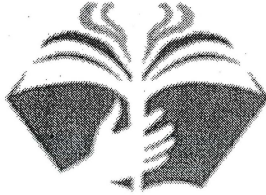
Expenditures are reported on the cash basis of accounting with the exception of administrative expenses, which are reported on the accrual basis of accounting, which recognizes expenditures, as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

2. Fund balances

Trust funds consist of:

	<u>2003</u>	<u>2002</u>
M. Walden Thompson	\$ 29,196	\$ 28,362
Special Gifts Fund	1,447,331	1,355,333
Permanent Endowment	528,471	490,381
K. McCaren Memorial	25,726	24,044
F. Walden	53,069	51,916
Dundas Library Fundraising	54,594	43,494
Waterdown Library	<u>30,921</u>	<u>29,653</u>
	<u>\$ 2,169,308</u>	<u>\$ 2,023,183</u>

The above funds can be used at the discretion of the Board with the exception of the Permanent Endowment fund from which only the interest earned can be used.



Hamilton Public Library

*Growing minds.
Growing community.*

DATE: May 13, 2004
REPORT TO: Chair and Members of the Board
C.C.: Ken Roberts, Chief Librarian
FROM: William Guise, Business Administrator
SUBJECT: Operating Budget - 2004

RECOMMENDATION:

That the operating budget for the Hamilton Public Library as submitted to Hamilton City Council which was approved as amended by Council on April 29th 2004 having a net levy of \$21,576,890 which is an increase of 4.9% increase over the 2003 Operating budget be adopted.

BACKGROUND:

The Hamilton Public Library Board authorized the Chief Librarian to present a budget with a 5.9% increase over 2002 to the City at its regular meeting on October 19th 2003. A budget with the 5.9% increase (\$1,222,530) was submitted to the City and included in the 2004 Budget Book which was presented to Council. At a regular meeting of the Board on January 12th 2004, the Board approved an amendment to its 2004 operating budget submission to the City of Hamilton reducing its original submission by \$206,030 from a 5.9% increase to a 4.9% increase (\$1,016,500).

At a meeting of the Council of the City of Hamilton, the 2004 operating budget for the Hamilton Public Library Board was approved as amended.

The Ontario Public Libraries Act states:

24. (1) A public library board, county library board or county library co-operative board shall submit to the appointing council, annually on or before the date and in the form specified by the council, estimates of all sums required during the year for the purposes of the board. R.S.O. 1990, c. P.44, s. 24 (1).

Approval of estimates

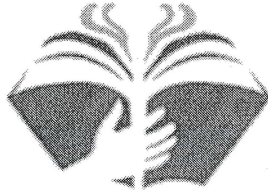
(2) The amount of the board's estimates that is approved or amended and approved by the council shall be adopted by the board and shall be paid to the board out of the money appropriated for it. R.S.O. 1990, c. P.44, s. 24 (2).

HAMILTON PUBLIC LIBRARY

2004 OPERATING BUDGET

By Cost Category

	2003 Approved Budget	2003 Restated Budget	2003 Projected Actual	2004 Base Budget	2004 Program Enhancement	2004 Program Reduction	2004 Requested Budget	2004 Request / 2003 Restated \$	%
Employee Related Costs	14,907,830	15,688,350	14,945,116	16,792,420	(570,830)	-	16,221,590	533,240	3.4%
Materials and Supplies	3,188,790	3,188,790	3,684,786	3,188,790	5,990	-	3,194,780	5,990	0.2%
Vehicle Expenses	1,200	1,200	793	1,200	-	-	1,200	-	0.0%
Buildings and Grounds	481,760	481,760	637,262	494,760	(3,400)	-	491,360	9,600	2.0%
Consulting	43,100	43,100	206,779	43,100	(43,100)	-	-	(43,100)	-100.0%
Contractual	748,140	719,720	581,201	741,810	73,150	-	814,960	95,240	13.2%
Reserves / Recoveries	254,790	27,430	1,080,709	27,430	3,820	-	31,250	3,820	13.9%
Cost Allocations	2,394,740	2,401,290	2,246,579	2,557,040	(9,290)	-	2,547,750	146,460	6.1%
Financial	565,270	12,110	12,222	12,110	1,380	-	13,490	1,380	11.4%
Capital Financing	-	-	51,637	-	-	-	-	-	0.0%
TOTAL EXPENDITURES	22,585,620	22,563,750	23,447,084	23,858,660	(542,280)	-	23,316,380	752,630	3.3%
Fees and General	(622,750)	(622,750)	(670,456)	(622,750)	54,970	-	(567,780)	54,970	-8.8%
Grants and Subsidies	(1,100,330)	(1,100,330)	(1,289,983)	(1,172,710)	1,000	-	(1,171,710)	(71,380)	6.5%
Reserves / Capital Recoveries	(280,280)	(280,280)	(904,846)	(280,280)	280,280	-	-	280,280	-100.0%
TOTAL REVENUES	(2,003,360)	(2,003,360)	(2,865,285)	(2,075,740)	336,250	-	(1,739,490)	263,870	-13.2%
NET LEVY	20,582,260	20,560,390	20,581,798	21,782,920	(206,030)	-	21,576,890	1,016,500	4.9%



Hamilton Public Library

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Growing community.*

DATE: May 6, 2004
REPORT TO: Doreen Horbach, Chair of the Library Board
C.C.: Members of the Library Board
FROM: Ken Roberts, Chief Librarian
SUBJECT: **Senior Administration Titles**

I have changed the titles for the Senior Administration members. The senior administration team members felt that the title of "service coordinator" did not reflect their actual responsibilities and made it difficult, at times, for staff at the City or at other library systems to understand the scope of their responsibilities. The new titles are:

Helen Benoit,
Director, Children and Young Adult Services

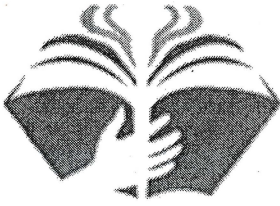
Kit Darling,
Director, Information Technology and Bibliographic Services

Linda Foley,
Director, Human Resources

Bill Guise,
Director, Finance and Facilities

Beth Hovius,
Director, Public Service and Collection Development

Maureen Sawa,
Director, Public Service and Community Development



Hamilton Public Library

*Growing minds.
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- RECOMMENDATION -

DATE: May 13, 2004

REPORT TO: Doreen Horbach, Hamilton Public Library Board Chair

C.C.: Library Board Members, Administration Team

FROM: Helen Benoit, Service Coordinator, Youth

SUBJECT: Hamilton Community Foundation Grant Application for the Fresh Start Project

RECOMMENDATION:

That accumulated library fines for young adults participating in the proposed **Fresh Start Program** be forgiven initially.

FINANCIAL IMPLICATIONS:

Library customers are placed in a no borrow situation when their fines reach or exceed \$10.00. There are approximately 4,000 street youth in Hamilton. If 10% participate in the **Fresh Start Program** and sign up for a new library card, the library could be forgiving in excess of \$4,000 dollars in accumulated fines. Lost materials are not covered in this forgiveness proposal. Given the financial circumstances of the targeted group, this money is unrecoverable and would in the normal course of library business be forgiven after a number of years. During the annual clean up of the patron databases this year, we deleted all patrons whose records had not been edited or modified in the past three (3 years), who had not used their library card in that time and who owed us under \$100 dollars.

BACKGROUND:

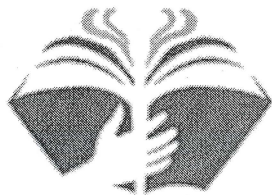
Fresh Start is a program that the Hamilton Public Library has proposed and we have applied for funds of up to \$50,000 dollars to the Hamilton Community Foundation. Fresh Start is a literacy initiative, in the widest sense, intended to enable youth to make informed life and health choices. This will be accomplished by linking youth to community organizations; creating learning opportunities for youth and youth workers; and promoting a positive commitment to youth throughout the City of Hamilton. Youth need information; they need to access the community agencies and resources that will

help them to make informed life choices. The Hamilton Public Library holds a position in the community as a place that opens doors. It is safe, universal and welcoming. We will be linking youth to information that will help them make a positive difference in their own lives.

The partners in this initiative include Public Health and Community Services, Youth Net, CCMA (Community Centre for Media Arts), NYA:WEH (Native Youth Advancement with Education Hamilton), Alternatives for Youth, CATCH (Community Access To Child Health), Department of Culture and Recreation, Frontier College, Good Shepherd, Hamilton and Burlington SPCA, Hamilton East Kiwanis Boys' & Girls' Club, Living Rock, Notre Dame House, RE-Create Outreach Art Studio, Settlement & Integration Services Organization, and St. Martin's Manor.

The Fresh Start Youth Initiative involves three main components:

- A Little Blue Book: This all-in-one guide will include contact information for Community Agencies working with and serving youth.
- A Fresh Start program will provide incentives for youth facing additional challenges (at risk, newcomer and street involved youth) to connect or re-establish their connection to library and community services.
- A Pilot slate of programs for youth and service providers. These will include: a story time for young parents, an eight week series of community programs embracing literacy, arts, technology, and health, and an educational component for adults working with youth.



Hamilton Public Library

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DATE: May 6, 2004
REPORT TO: Doreen Horbach, Chair of the Library Board
C.C.: Members of the Library Board
FROM: Ken Roberts, Chief Librarian

SUBJECT: Adult Services Report

According to the Strategic Plan, the Adult Services Report is to be presented to the Board at the May meeting. Maureen and Beth have asked if it could be delayed until the June meeting. I agreed. Maureen and Beth are both involved in the Central Library moves, in the Horizon migration, and in the One Book One City Initiative. They don't feel that the final report can be completed on time.