

# HAMILTON PUBLIC LIBRARY BOARD

Regular Board Meeting  
Wednesday, June 20<sup>th</sup>, 2001

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

## AGENDA

1. Discussion Period
2. Acceptance of the Agenda
3. Minutes of the Hamilton Public Library Board Meeting of Wednesday, June 6, 2001 Attachment #3
4. Business Arising
5. Correspondence
6. New Business
  - 6.1 Public Sector Accountability Act Attachment #6.1  
**Suggested Action: Receive**
  - 6.2 Citizens First 2000 Survey (Institute of Public Administration Canada) Attachment #6.2  
**Suggested Action: Receive**
  - 6.3 Demonstration of pichamilton.net/remote access
  - 6.4 Presentation on the 2001 Summer Reading Program
  - 6.5 Strategic Planning Process Attachment #6.5  
**Suggested Action: Receive**
  - 6.6 Reserve and Trust Funds Attachment #6.6  
**Suggested Action: Recommendation**
7. In-Camera Session
  - 7.1 In-Camera Minutes of the Hamilton Public Library Board Meeting of Wednesday, June 6, 2001 Attachment #7.1  
Personnel Issue Attachment #7.2  
**Suggested Action: Receive**

**8. Date of Next Meeting**

Wednesday, September 19, 2001

5:30 p.m. Snack

6:00 p.m. Meeting

**9. Adjournment**

Minutes of the Hamilton Public Library Board Meeting of  
Wednesday, June 6, 2001

Attachment #3

**HAMILTON PUBLIC LIBRARY BOARD  
Regular Meeting**

**Wednesday, June 20, 2001  
Board Room  
5:30 p.m. Dinner  
6:00 p.m. Meeting**

**MINUTES**

**PRESENT:** Anne Gravereaux, Mavis Adams, Glen Whitwell, Peter Rogers,  
Mac Carson, Chris McLaughlin, Anita Culley, George Geczy,  
Dawna Petsche-Wark, Councilor Caplan, Joyce Brown

**REGRETS:** Councilor Jackson, Doreen Horbach

**STAFF:** Ken Roberts, Don Kilpatrick, Kit Darling, Beth Hovius, Helen Benoit,  
William Guise, Pam Haley, Linda Dobson, Karen Hartog

**GUESTS:** Ilona Hitchcock, Jane Graves, Rebecca Raven, Paul Takala

**1. DISCUSSION PERIOD**

- 1.1 Congratulations was extended to Maureen McKeating. Ms McKeating was appointed at a recent Council meeting as the Hamilton Wentworth Separate District School Board Representative to the Library Board.

**2. ACCEPTANCE OF THE AGENDA**

Add	6.7	Budget Update
	6.8	Correspondence
	7.2	Harmonization Report Follow-up
	7.3	Job Evaluation
	7.4	Amalgamation

**3. MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, JUNE 6, 2001**

MOVED by Mr. Rogers, seconded by Ms Adams

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING MINUTES OF WEDNESDAY, JUNE 6, 2001 BE ADOPTED AS PRESENTED.**

**MOTION CARRIED.**

**4. BUSINESS ARISING**

There were no business arising items.

**5. CORRESPONDENCE**

There was no board correspondence.

**6. NEW BUSINESS**

6.1 Public Sector Accountability Act

Received for information.

6.2 Citizens First 2000 Survey

Received for Information.

6.3 Demonstration of pichamilton.net/remote access

Ms Darling and Mr. Takala provided Board Members with a demonstration of the pichamilton site.

6.4 Presentation on 2001 Summer Reading Program

Ms Benoit, Ms Hitchcock, Ms Raven and Ms Graves provided a presentation on the 2001 Summer Reading Program.

6.5 Strategic Planning Process

Mr. Roberts briefed the board on the strategic planning process and the documentation distributed to board members. The form is to be completed and submitted to Karen Hartog or Ken Roberts.

6.6 Reserve and Trust Funds

Mr. Roberts provided an update on the 2001 Operating Budget recently approved by Council.

**MOVED** by Mr. Geczy, seconded by Ms Adams,

- (A) THAT THE ATTACHED REPORT ON BALANCES IN RESERVE AND TRUST ACCOUNTS BE RECEIVED FOR INFORMATION.**
- (B) THAT THE TRUST ACCOUNTS "SPECIAL GIFTS FUND" (DEPTID CTRUS 125010) AND "CAPITAL ENDOWMENT FUND" (DEPTID CTRUS 125020) BE COMBINED UNDER ONE TRUST ACCOUNT CALLED THE "SPECIAL GIFTS FUND" (DEPTID CTRUS 125010).**
- (C) (i) THAT A NEW RESERVE ACCOUNT CALLED "SUMMER READING PROGRAM" BE SETUP TO HOLD UNEXPECTED FUNDS AT YEAR END THAT WERE RECEIVED BY WAY OF DONATION OR GRANT FOR THE PURPOSE OF FUNDING THE OPERATION OF A SUMMER READING PROGRAM; AND**
  - (ii) THAT FUNDS IN THE NEW RESERVE "SUMMER READING PROGRAM" BE USED TO ASSIST IN THE FUNDING OF FUTURE SUMMER READING PROGRAMS.**

**MOTION CARRIED.**

6.8 Correspondence Received from CUPE 932

**MOVED** by Councilor Caplan, seconded by Mr. Rogers,

**THAT THE CORRESPONDENCE RECEIVED FROM CUPE LOCAL 932 DATED JUNE 19, 2001 BE RECEIVED FOR INFORMATION.**

**MOTION CARRIED.**

Mr. Roberts was directed to send a response letter on the Library Board's behalf.

**7. IN-CAMERA SESSION**

The following motions were carried following the in-camera sessions.

**MOVED** by Ms Brown, seconded by Ms Adams,

**THAT THE IN-CAMERA SESSION BE CONVENED.**

**MOVED** by Mr. Geczy, seconded by Mr. Whitwell,

**THAT THE IN-CAMERA MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, JUNE 6, 2001 BE ADOPTED AS PRESENTED.**

**MOVED** by Mr. Rogers, seconded by Ms Brown,

**THAT THE RATINGS AND THE RELATED ANNUALIZED COST OF \$8,817.64 FOR REDESCRIBED UNION POSITIONS REVIEWED BY THE JOINT JOB EVALUATION COMMITTEE IN DECMEBER 2000 AND APRIL 2001 BE APPROVED.**

**MOVED** by Ms Adams, seconded by Mr. Rogers,

**THAT THE IN-CAMERA SESSION BE ADJOURNED.**

**8. DATE OF NEXT MEETING**

Wednesday, September 19, 2001  
5:30 p.m. Dinner  
6:00 p.m. Meeting

**9. ADJOURNMENT**

**MOVED** by Mr. Rogers, seconded by Mr. Whitwell,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, JUNE 20, 2001 BE ADJOURNED.**

**MOTION CARRIED.**

The meeting was adjourned at 9:30 p.m.

Minutes recorded by Karen Hartog.

Minutes of the Executive Committee Meeting of  
Wednesday, August 22, 2001

Attachment #3.2



**HAMILTON PUBLIC LIBRARY BOARD  
Regular Meeting**

**Wednesday, June 6, 2001  
Board Room  
5:30 p.m. Dinner  
6:00 p.m. Meeting**

**MINUTES**

**PRESENT:** Anne Gravereaux, Mavis Adams, Glen Whitwell, Peter Rogers,  
Mac Carson, Chris McLaughlin, Anita Culley, George Geczy,  
Dawna Petsche-Wark, Doreen Horbach

**REGRETS:** Councilor Caplan, Councilor Jackson, Joyce Brown

**STAFF:** Ken Roberts, Don Kilpatrick, Kit Darling, Beth Hovius, Helen Benoit,  
William Guise, Pam Haley, Karen Hartog,

**GUESTS:** Linda Dobson

**1. DISCUSSION PERIOD**

- 1.1 Congratulations was extended to Mr. Ken Roberts as the recipient for the 2001 CAPL Outstanding Public Library Service award. It was suggested that the media be contacted. It was also recommended that pictures be taken of board/staff members and sent to media locations so that they have updated pictures to be included in news releases.
- 1.2 The OLTA workshop will be held in Oakville on Wednesday, June 13, 2001.

**2. ACCEPTANCE OF THE AGENDA**

Add 5.8 SOLS Report  
5.9 OLTA/CLTA Membership

**3. MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, MAY 16, 2001**

Correction: 9. Date of Next Meeting – should read 5:30 p.m. Dinner, 6:00 p.m. **Meeting**

**MOVED** by Mr. Rogers, seconded by Ms Adams

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING MINUTES OF WEDNESDAY, MAY 16, 2001 BE ADOPTED AS AMENDED.**

**MOTION CARRIED.**

**4. CORRESPONDENCE**

Letter from Carolyn A. Ross, President, Truwan Holdings Limited dated May 10, 2001 to Mr. Dilanni, Councillor

Received for information.

**5. NEW BUSINESS**

**5.1 Reciprocal Borrowing Agreement**

Mr. Roberts was directed to contact neighbouring libraries not being offered reciprocal borrowing to explain why.

**MOVED** by Mr. Rogers, seconded by Ms Petsche-Wark,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD ENDORSE THE CURRENT RECIPROCAL BORROWING AGREEMENT WITH THE BURLINGTON PUBLIC LIBRARY SYSTEM, AND;**

**THAT THE ADMINISTRATION OF THE HAMILTON PUBLIC LIBRARY BE AUTHORIZED TO APPROACH BOTH THE GRIMSBY PUBLIC LIBRARY AND THE CAMBRIDGE PUBLIC LIBRARY IN ORDER TO DETERMINE IF THERE IS INTEREST IN ESTABLISHING, WITH THESE LIBRARY SYSTEMS, RECIPROCAL AGREEMENTS THAT ARE CONSISTENT WITH THE HPL AGREEMENT THAT EXISTS WITH THE BURLINGTON PUBLIC LIBRARY SYSTEM.**

1 opposed (Mr. Whitwell)

**MOTION CARRIED.**

5.2 Board Level Policies

**MOVED** by Ms Culley, seconded by Ms Horbach,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD ENDORSE THE POLICIES COVERED IN THE ATTACHED LIST AS OPERATIONAL POLICIES FOR THE NEW HAMILTON PUBLIC LIBRARY SYSTEM ON THE UNDERSTANDING THAT, BEFORE THE FALL 2002, EACH POLICY ON THIS LIST WILL BE BROUGHT BACK TO THE LIBRARY BOARD FOR REVIEW.**

**MOTION CARRIED.**

5.3 Christmas Eve and New Year's Eve Hours of Operation

**MOVED** by Mr. Whitwell, seconded by Mr. McLaughlin,

**THAT ALL HAMILTON PUBLIC LIBRARY LOCATIONS SCHEDULED TO BE OPEN ON MONDAY, DECEMBER 24 AND MONDAY, DECEMBER 31, 2001 CLOSE AT 1:00 P.M. ON THOSE DAYS.**

**MOTION CARRIED.**

5.4 Request for Proposal for Cataloguing and Processing Services

**MOVED** by Mr. Rogers, seconded by Mr. Geczy,

**THAT THE PROPOSAL SUBMITTED BY DUNCAN SYSTEMS FOR THE CATALOGUING AND PROCESSING OF LIBRARY MATERIAL FOR THE HAMILTON PUBLIC LIBRARY BE ACCEPTED.**

**MOTION CARRIED.**

5.5 Authority Database Cleanup

**MOVED** by Mr. Whitwell, seconded by Ms Horbach

**THAT ONE-TIME FUNDING TO A MAXIMUM OF \$100,000 FOR THE CLEAN-UP OF THE LIBRARY'S AUTHORITY DATABASE BE PROVIDED FROM THE RESERVE FOR LIBRARY MATERIAL AND THAT A REQUEST FOR PROPOSAL BE ISSUED AND A RECOMMENDATION TO AWARD A CONTRACT**

**FOR THE DATABASE CLEANUP BE BROUGHT BACK TO THE BOARD FOR APPROVAL.**

**MOTION CARRIED.**

5.6 Service Harmonization Report

The Staffing Committee provided the Board with a presentation regarding the report.

**MOVED** by Mr. Rogers, seconded by Ms Petsche-Wark,

**THAT THE IN-CAMERA SESSION BE CONVENEED.**

**MOTION CARRIED.**

**MOVED** by Mr. Rogers, seconded by Mr. Geczy,

**THAT THE IN-CAMERA SESSION BE ADJOURNEED.**

**MOTION CARRIED.**

**MOVED** by Mr. Rogers, seconded by Ms Horbach

**THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVE THE MODEL IN PRINCIPLE.**

**MOTION CARRIED.**

Board Members requested staff to bring forward the report outlining the staffing implications of the approved model.

It was suggested that a tour of the branches be conducted during the summer.

**MOVED** by Mr. Rogers, seconded by Mr. McLaughlin,

**THAT ADMINISTRATION BE DIRECTED TO DEVELOP FOR THE EXECUTIVE COMMITTEE A COMMUNICATIONS STRATEGY THAT INTRODUCES THE MODEL TO AREA STAKEHOLDERS.**

**MOTION CARRIED.**

5.7 2001 Board Meeting Dates

Received for information. It was suggested that the October and November 2001 meetings be held in Stoney Creek and Ancaster.

5.8 SOLS Report

Mr. Whitwell reported on the SOLS Trustee Council meeting recently held.

5.9 OLTA/CLTA Membership

**MOVED** by Mr. Carson, seconded by Mr. Whitwell,

**THAT BOARD LIBRARY MEMBERSHIPS TO OLTA AND CLTA CONTINUE TO BE FINANCED.**

**MOTION CARRIED.**

**6. IN-CAMERA SESSION**

The Board moved in-camera.

The Board moved out of in-camera.

**7. DATE OF NEXT MEETING**

Wednesday, June 20, 2001

5:30 p.m. Dinner

6:00 p.m. Meeting

**8. ADJOURNMENT**

**MOVED** by Ms Petsche-Wark, seconded by Mr. Carson,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, JUNE 6, 2001 BE ADJOURNED.**

**MOTION CARRIED.**

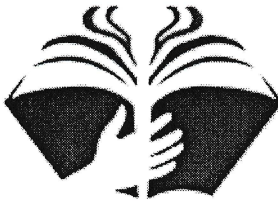
The meeting was adjourned at 8:30 p.m.

Minutes recorded by Karen Hartog.

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# Hamilton Public Library

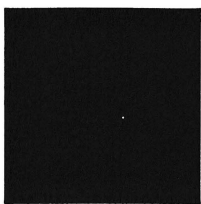


*Growing minds.  
Growing community.*

## - MEMO -

**DATE:** June 11, 2001  
**REPORT TO:** Anne Gravereaux, Board Chair  
**C.C.** Library Board Members  
**FROM:** Ken Roberts, Chief Librarian  
**SUBJECT:** **Bill 46**

The enclosed draft of the proposed Bill 46 "An Act respecting the accountability of public sector organizations" has received First Reading at the provincial legislature. The Bill was expected, although not so swiftly. It was mentioned in the throne speech and budget speech. It does not appear that the Hamilton Public Library Board would have difficulty complying with the Bill's requirements and we will ensure that the items listed in the Bill are built into our strategic planning process.



2ND SESSION, 37TH LEGISLATURE, ONTARIO  
50 ELIZABETH II, 2001

2<sup>e</sup> SESSION, 37<sup>e</sup> LÉGISLATURE, ONTARIO  
50 ELIZABETH II, 2001

## Bill 46

## Projet de loi 46

**An Act respecting  
the accountability of  
public sector organizations**

**Loi portant sur la  
responsabilisation des  
organismes publics**

**The Hon. J. Flaherty**  
Minister of Finance

**L'honorable J. Flaherty**  
Ministre des Finances

**Government Bill**

**Projet de loi du gouvernement**

1st Reading      May 9, 2001  
2nd Reading  
3rd Reading  
Royal Assent

1<sup>re</sup> lecture      9 mai 2001  
2<sup>e</sup> lecture  
3<sup>e</sup> lecture  
Sanction royale





## EXPLANATORY NOTE

The Bill enacts the *Public Sector Accountability Act, 2001*.

The purposes of the Act are set out in section 1. The public sector organizations to which the Act applies are described in section 2, and additions and exemptions may be made by regulation.

Each public sector organization is required to prepare a business plan each year, and the contents of the business plan are specified in section 4. Organizations are also required to plan for a balanced budget each year.

Within six months after the end of a year for which an organization prepares a business plan under the Act, the organization must prepare an annual report. The contents of the annual report are specified in section 6. Annual reports are to be made available to the public.

Section 9 allows the Minister of Finance to require an organization to review its financial management, business practices and operating practices if, in the Minister's opinion, the organization repeatedly fails to meet its objectives or if it fails to meet a significant objective in a particular year. The Minister may also undertake such a review directly. The purposes of such reviews are set out in section 9.

Section 10 sets out planning and reporting requirements for an organization that has a deficit in a particular year. Such an organization is required to plan for a surplus in the two years after the deficit occurs to offset the amount of the deficit.

If an organization fails to comply with the Act, payments from the Crown to the organization may be withheld. Section 11 of the Act sets out the circumstances and restrictions that apply.

Section 14 governs the collection, use and disclosure of personal information by the Minister of Finance. Certain restrictions are set out.

## NOTE EXPLICATIVE

Le projet de loi édicte la *Loi de 2001 sur la responsabilisation du secteur public*.

Les objets de la Loi sont énoncés à l'article 1. Les organismes publics auxquels s'applique la Loi sont énumérés à l'article 2; les règlements peuvent prévoir des ajouts et des exclusions.

Les organismes publics sont tenus d'élaborer pour chaque exercice un plan d'activités dont le contenu est précisé à l'article 4. Ils sont également tenus de prévoir un budget équilibré pour chaque exercice.

Dans les six mois de la fin de l'exercice visé par leur plan d'activités, les organismes doivent rédiger un rapport annuel dont le contenu est précisé à l'article 6. Ce rapport doit être mis à la disposition du public.

L'article 9 permet au ministre des Finances d'exiger qu'un organisme examine sa gestion financière, ses pratiques d'affaires et ses procédés de fonctionnement si, à son avis, cet organisme n'arrive pas, fréquemment, à atteindre ses objectifs ou n'atteint pas un objectif important au cours d'un exercice donné. Le ministre peut également lui-même procéder à un tel examen. Les objets de ces examens sont énoncés à l'article 9.

L'article 10 énonce les exigences en matière de planification et d'information que doivent respecter les organismes qui affichent un déficit pour un exercice donné. Ces organismes sont tenus de prévoir un excédent pour les deux exercices qui suivent pour compenser le déficit.

Les organismes qui n'observent pas la Loi s'exposent à la retenue des sommes que leur verse la Couronne. L'article 11 de la Loi énonce les circonstances et les restrictions qui s'appliquent alors.

L'article 14 régit la collecte, l'utilisation et la divulgation de renseignements personnels par le ministre des Finances et énonce certaines restrictions.

Bill 46

2001

Projet de loi 46

2001

**An Act respecting  
the accountability of  
public sector organizations**

**Loi portant sur la  
responsabilisation des  
organismes publics**

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Her Majesty, by and with the advice and consent of the Legislative Assembly of the Province of Ontario, enacts as follows:

Sa Majesté, sur l'avis et avec le consentement de l'Assemblée législative de la province de l'Ontario, édicte :

## INTERPRETATION

## Purposes

1. The following are the purposes of this Act:
  1. To initiate best practices in public sector organizations by measuring their performance against their established goals and by reporting publicly on the progress made.
  2. To improve program effectiveness and accountability to the public by promoting a stronger focus on the results and the quality of service of public sector organizations.
  3. To improve the delivery of service by requiring that each public sector organization prepares a plan to meet identified objectives and to provide information about the results and quality of service that are achieved.
  4. To improve decision-making in public sector organizations by ensuring that relevant information is made available to the public about the organization's objectives and about the effectiveness and efficiency of its activities.
  5. To improve the fiscal responsibility of public sector organizations by requiring them to prepare a balanced budget each year.

## PUBLIC SECTOR ORGANIZATIONS

## Public sector organizations

2. The following persons and entities are the public sector organizations to which this Act applies:
  1. Every agency of the Crown in right of Ontario and every authority, board, commission, corporation, office or organization of persons a majority of whose directors, members or officers are appointed or chosen by or under the authority of the Lieutenant Governor in Council or a member of the Executive Council.
  2. The corporation of every municipality in Ontario.
  3. Every local board as defined in the *Municipal Affairs Act* and every authority, board, commission, corporation, office or organization of persons some or all of whose members, directors or officers are appointed or chosen by or under the authority of the council of the corporation of a municipality in Ontario.
  4. Every board as defined in the *Education Act*.
  5. Every university in Ontario and every college of applied arts and technology and post-secondary institution in Ontario whether or not affiliated with a university, the enrolments of which are counted for the purposes of calculating annual operating grants entitlements.

## INTERPRÉTATION

## Objets

1. Les objets de la présente loi sont les suivants :
  1. Inciter les organismes publics à adopter des pratiques exemplaires en comparant leur rendement aux buts qu'ils se sont fixés et en rendant publiquement compte des progrès qu'ils ont accomplis.
  2. Améliorer l'efficacité des programmes et accroître la responsabilisation des organismes publics à l'égard du public en donnant une plus grande importance aux résultats de ces organismes et à la qualité des services qu'ils offrent.
  3. Améliorer la prestation des services en exigeant que les organismes publics rédigent tous un plan qui leur permettra d'atteindre les objectifs qu'ils ont précisés et d'informer le public sur les résultats et la qualité de service qu'ils ont atteints.
  4. Améliorer la prise de décisions au sein des organismes publics en faisant en sorte qu'ils mettent à la disposition du public des renseignements pertinents sur leurs objectifs et sur l'efficacité et l'efficience de leurs activités.
  5. Améliorer la responsabilité financière des organismes publics en exigeant qu'ils élaborent un budget annuel équilibré.

## ORGANISMES PUBLICS

## Organismes publics

2. Les personnes et entités qui suivent constituent les organismes publics auxquels s'applique la présente loi :
  1. Les organismes qui relèvent de la Couronne du chef de l'Ontario ainsi que les offices, conseils, commissions, personnes morales, bureaux et organisations de personnes dont la majorité des administrateurs, des membres ou des dirigeants sont nommés ou choisis par le lieutenant-gouverneur en conseil ou un membre du Conseil exécutif, ou sous son autorité.
  2. Les municipalités de l'Ontario.
  3. Les conseils locaux au sens de la *Loi sur les affaires municipales* ainsi que les offices, conseils, commissions, personnes morales, bureaux et organisations de personnes dont la totalité ou une partie des membres, des administrateurs ou des dirigeants sont nommés ou choisis par le conseil d'une municipalité de l'Ontario ou sous son autorité.
  4. Les conseils au sens de la *Loi sur l'éducation*.
  5. Les universités de l'Ontario ainsi que les collèges d'arts appliqués et de technologie et les établissements postsecondaires de la province — qu'ils soient affiliés ou non à une université — dont l'effectif entre dans le calcul des subventions de fonctionnement annuelles auxquelles ils ont droit.

6. Every hospital referred to in the list of hospitals and their grades and classifications that is maintained under the *Public Hospitals Act*, every private hospital operated under the authority of a licence issued under the *Private Hospitals Act* and every hospital established or approved by the Lieutenant Governor in Council as a community psychiatric hospital under the *Community Psychiatric Hospitals Act*.
7. Every corporation with share capital, at least 90 per cent of the issued shares of which are beneficially held by, or for, one or more public sector organizations described in paragraphs 1 to 6, and every wholly-owned subsidiary of such a corporation.
8. Every corporation without share capital, the majority of whose members, directors or officers are members of, or are appointed or chosen by or under the authority of, one or more public sector organizations described in paragraphs 1 to 6, and every wholly-owned subsidiary of such a corporation.
9. Every board of health under the *Health Protection and Promotion Act* and every board of health under an Act of the Assembly that establishes or continues a regional municipality.
10. Such other persons and entities as may be prescribed.

**Exclusions**

3. (1) This Act does not apply to the Office of the Lieutenant Governor, the Assembly and the offices of persons appointed on the address of the Assembly.

**Same**

(2) This Act does not apply to such persons and entities as may be prescribed by regulation, despite section 2.

**THE PLANNING PROCESS****Duty to prepare business plan**

4. (1) Every public sector organization shall prepare a business plan every year.

**Contents**

(2) A business plan must contain the following information with respect to the fiscal year for which it is prepared:

1. A description of the governance structure and management structure of the organization.
2. A comprehensive statement of purpose, addressing the major functions and operations of the organization.
3. A description of the major activities of the organization for the year.
4. A statement of the goals and objectives to be

6. Les hôpitaux mentionnés sur la liste des hôpitaux et de leurs classes et catégories qui est tenue en application de la *Loi sur les hôpitaux publics*, les hôpitaux privés exploités en vertu d'un permis délivré en application de la *Loi sur les hôpitaux privés* ainsi que les hôpitaux ouverts ou agréés par le lieutenant-gouverneur en conseil comme hôpitaux psychiatriques communautaires en vertu de la *Loi sur les hôpitaux psychiatriques communautaires*.

7. Les personnes morales avec capital-actions dont au moins 90 pour cent des actions émises sont détenues à titre bénéficiaire par un ou plusieurs organismes publics visés aux dispositions 1 à 6 ou pour leur compte, ainsi que les filiales en propriété exclusive de ces personnes morales.

8. Les personnes morales sans capital-actions dont la majorité des membres, des administrateurs ou des dirigeants sont nommés ou choisis par un ou plusieurs des organismes publics visés aux dispositions 1 à 6 ou sous leur autorité, ou en sont membres, ainsi que les filiales en propriété exclusive de ces personnes morales.

9. Les conseils de santé au sens de la *Loi sur la protection et la promotion de la santé* ainsi que les conseils de santé visés par une loi de la Législature qui crée ou maintient une municipalité régionale.

10. Les personnes et entités prescrites.

**Exclusions**

3. (1) La présente loi ne s'applique pas au Bureau du lieutenant-gouverneur, à l'Assemblée ni aux bureaux des personnes nommées sur adresse de l'Assemblée.

**Idem**

(2) Malgré l'article 2, la présente loi ne s'applique pas aux personnes et entités prescrites par règlement.

**LE PROCESSUS DE PLANIFICATION****Obligation d'élaborer un plan d'activités**

4. (1) Chaque exercice, tout organisme public élabore un plan d'activités.

**Contenu**

(2) Le plan d'activités contient les renseignements suivants à l'égard de l'exercice qu'il vise :

1. La description des structures de gouvernance et de gestion de l'organisme.
2. L'énoncé de mission exhaustif de l'organisme, qui en décrit les principales fonctions et les principaux secteurs de fonctionnement.
3. La description des grandes activités que l'organisme mènera au cours de l'exercice.
4. L'énoncé des buts et objectifs que l'organisme

achieved with respect to each major activity of the organization during the year.

5. A description of the actions the organization will take during the year to achieve those goals and objectives.
6. A description of the human, financial, technological and other resources that the organization will need during the year to achieve those goals and objectives.
7. A description of how the organization will monitor its performance during the year and how it will monitor the resources that it uses to achieve its goals and objectives. If it is not possible to monitor them using objective, quantitative measurements, the plan must explain the reasons and describe how the organization intends to assess its performance.
8. A description of any significant factors outside the control of the organization that are likely to affect the achievement of its goals and objectives.
9. A description of the actions that the organization will take to establish the reasonableness of the business plan and to review the organization's success in achieving its goals and objectives.
10. A description of the methods that the organization will use to set future goals and objectives and the organization's timetable for doing so.
11. A description of the measures that the organization will take to improve its services and its efficiency and the measures it will take to identify alternate methods of delivering its services, including the delivery of those services by the private sector.
12. Its budget for the year.

#### Consultation

(3) When preparing a business plan, the organization shall consider the views of persons and entities outside the organization who may have an interest in its activities.

#### Approval

(4) The business plan must be approved by the governing body of the organization.

#### Impact of change in status

(5) If a person or entity is a public sector organization to which this Act applies for only part of its fiscal year, the organization is not required to prepare a business plan under this section for that year.

#### Transition

(6) Despite subsection (5), every public sector organization to which this Act applies on the day section 2 comes into force is required to prepare a business plan for its first fiscal year that begins after March 31, 2001.

doit atteindre à l'égard de chacune de ses grandes activités au cours de l'exercice.

5. Les mesures que l'organisme prendra au cours de l'exercice pour atteindre ces buts et objectifs.
6. Les ressources humaines, financières, technologiques et autres dont l'organisme aura besoin au cours de l'exercice pour atteindre ces buts et objectifs.
7. La manière dont l'organisme effectuera le suivi de son rendement au cours de l'exercice et dont il assurera le suivi des ressources dont il se sert pour atteindre ses buts et objectifs. S'il est impossible d'assurer ce suivi à l'aide de mesures objectives et quantitatives, le plan doit en donner les motifs et décrire la façon dont l'organisme entend évaluer son rendement.
8. Les facteurs importants dont l'organisme n'est pas maître et qui auront vraisemblablement une incidence sur la réalisation de ses buts et objectifs.
9. Les mesures que l'organisme prendra pour établir le caractère raisonnable du plan d'activités et pour évaluer son degré de réussite dans la réalisation de ses buts et objectifs.
10. Les méthodes dont l'organisme se servira pour fixer ses buts et objectifs futurs et les délais qu'il se donne pour ce faire.
11. Les mesures que l'organisme prendra pour améliorer ses services et son efficacité, ainsi que pour trouver d'autres modes de prestation de ses services, y compris leur prestation par le secteur privé.
12. Ses prévisions budgétaires pour l'exercice.

#### Consultation

(3) Au cours de l'élaboration de son plan d'activités, l'organisme tient compte des points de vue des personnes et entités externes qu'intéressent ses activités.

#### Approbation

(4) Le plan d'activités doit être approuvé par l'organe de direction de l'organisme.

#### Incidence d'un changement de statut

(5) Si une personne ou une entité n'est un organisme public auquel s'applique la présente loi que pendant une partie de son exercice, l'organisme n'est pas tenu d'élaborer de plan d'activités en application du présent article pour cet exercice.

#### Disposition transitoire

(6) Malgré le paragraphe (5), tout organisme public auquel la présente loi s'applique le jour de l'entrée en vigueur de l'article 2 est tenu d'élaborer un plan d'activités pour le premier de ses exercices qui commence après le 31 mars 2001.

**Duty to plan for balanced budget**

5. (1) Every public sector organization shall plan for a balanced budget every year.

**Exception**

(2) An organization is not required by this Act to plan for a balanced budget for a particular fiscal year if it is not required by this Act to prepare a business plan for that year.

**Definition**

(3) In this section, "balanced budget" means, with respect to a public sector organization, a budget in which the organization's anticipated expenditures for a fiscal year do not exceed its anticipated revenues for the year.

**REPORTING ON RESULTS****Duty to prepare annual report**

6. (1) Every public sector organization shall prepare an annual report, and shall do so within six months after the end of the applicable fiscal year.

**Exception**

(2) An organization is not required by this Act to prepare an annual report for a particular fiscal year if it was not required by this Act to prepare a business plan for that year.

**Contents**

(3) The annual report must include the following information and documents:

1. The business plan for the year.
2. A description of the extent to which the organization achieved its goals and objectives for the year, as set out in the business plan.
3. If any of those goals or objectives were not achieved, a description of the reasons that they were not achieved and of the steps that the organization plans to take to achieve them.
4. If the organization considers that any of those goals or objectives cannot be achieved, a description of the reasons that they cannot be achieved and of the steps that the organization plans to take as a result.
5. A statement indicating whether the books and records of the organization for the year are complete and accurate.
6. A statement indicating whether the systems and practices of the organization during the year can reasonably be relied upon to have ensured that the organization protected its assets, spent money only as authorized and managed its resources efficiently.
7. The financial statements of the organization for the year.
8. The business plan for the following year.

**Obligation de prévoir un budget équilibré**

5. (1) Tout organisme public prévoit un budget équilibré pour chacun de ses exercices.

**Exception**

(2) L'organisme qui n'est pas tenu par la présente loi d'élaborer de plan d'activités pour un exercice donné n'est pas tenu non plus par la présente loi de prévoir un budget équilibré pour cet exercice.

**Définition**

(3) La définition qui suit s'applique au présent article. «budget équilibré» Pour ce qui est d'un organisme public, budget selon lequel ses dépenses prévues d'un exercice ne sont pas supérieures à ses recettes prévues de l'exercice.

**LA PRÉSENTATION DES RÉSULTATS****Obligation de rédiger un rapport annuel**

6. (1) Tout organisme public rédige un rapport annuel dans les six mois qui suivent la fin de son exercice.

**Exception**

(2) L'organisme qui n'est pas tenu par la présente loi d'élaborer de plan d'activités pour un exercice donné n'est pas tenu non plus par la présente loi de rédiger un rapport annuel pour cet exercice.

**Contenu**

(3) Le rapport annuel contient les renseignements et documents suivants :

1. Le plan d'activités de l'exercice.
2. La mesure dans laquelle l'organisme a atteint ses buts et objectifs de l'exercice qui sont exposés dans le plan d'activités.
3. Les motifs pour lesquels certains de ces buts et objectifs n'ont pas été atteints, le cas échéant, et les mesures que l'organisme entend prendre pour les atteindre.
4. Les motifs pour lesquels certains de ces buts et objectifs ne peuvent être atteints de l'avis de l'organisme, et les mesures qu'il entend prendre en conséquence.
5. Une déclaration indiquant si les livres et registres de l'organisme qui portent sur l'exercice sont complets et fidèles.
6. Une déclaration indiquant si l'organisme peut raisonnablement se fier aux systèmes et aux méthodes qu'il a mis en oeuvre au cours de l'exercice pour protéger ses actifs, n'engager que des dépenses autorisées et gérer ses ressources avec efficacité.
7. Les états financiers de l'exercice de l'organisme.
8. Le plan d'activités de l'exercice suivant.

**Audit requirement**

(4) The financial statements must be audited by one or more persons licensed as auditors under the *Public Accountancy Act*.

**Approval**

(5) The annual report must be approved by the governing body of the organization.

**Public inspection**

7. (1) Every public sector organization shall make available to the public each annual report it prepares under this Act, and shall do so within six months after the end of the fiscal year to which it relates.

**Sale to the public**

(2) The organization shall give a copy of its annual report to every person who asks for one and may charge the fee, if any, prescribed by regulation.

**Delivery to ministries**

(3) The organization shall give a copy of its annual report for a fiscal year to the Ministry of Finance and to every other ministry of the Crown from which the organization receives funding, directly or indirectly, during the year, and shall do so within six months after the end of the fiscal year.

**Publication or disclosure of annual reports**

8. Any person may publish the information contained in an annual report prepared under this Act and any ministry of the Crown may disclose such information.

**MONITORING PERFORMANCE****Effect of failure to achieve objectives**

9. (1) This section applies if, in the opinion of the Minister of Finance, a public sector organization repeatedly fails to achieve the objectives set out in its business plans or fails to achieve one or more significant objectives in a business plan for a particular year.

**Review by the organization**

(2) The Minister of Finance may require the organization to review its financial management, business practices and operating practices if, in his or her opinion, such a review is in the public interest having regard to the purposes of this Act, and to report the results of the review to the Minister.

**Review by the Minister**

(3) The Minister of Finance may review the organization's financial management, business practices and operating practices if, in his or her opinion, such a review is in the public interest having regard to the purposes of this Act.

**Purposes of review**

(4) A review is undertaken in order to enable the Minister of Finance to make recommendations to the organization, to determine whether to exercise any of his or her powers under this Act or to determine whether to make recommendations, and what recommendations to

**Vérification obligatoire**

(4) Les états financiers sont vérifiés par une ou plusieurs personnes titulaires d'un permis de vérificateur délivré en vertu de la *Loi sur la comptabilité publique*.

**Approbation**

(5) Le rapport annuel doit être approuvé par l'organe de direction de l'organisme.

**Consultation**

7. (1) Tout organisme public met à la disposition du public, dans les six mois de la fin de l'exercice visé, chaque rapport annuel qu'il rédige en application de la présente loi.

**Vente au public**

(2) L'organisme doit remettre un exemplaire de son rapport annuel à quiconque le lui demande et peut exiger les frais éventuels prescrits par règlement.

**Remise aux ministères**

(3) L'organisme remet un exemplaire de son rapport annuel, dans les six mois de la fin de l'exercice, au ministère des Finances et à chaque ministère de la Couronne duquel il a reçu des crédits, directement ou indirectement, au cours de cet exercice.

**Publication ou divulgation des rapports annuels**

8. Quiconque peut publier les renseignements qui figurent dans un rapport annuel rédigé en application de la présente loi et tout ministère de la Couronne peut les divulguer.

**LE SUIVI DU RENDEMENT****Effet de la non-réalisation des objectifs**

9. (1) Le présent article s'applique si, de l'avis du ministre des Finances, un organisme public n'arrive pas, fréquemment, à atteindre les objectifs de son plan d'activités ou n'atteint pas un ou plusieurs objectifs importants du plan d'activités d'un exercice donné.

**Examen par l'organisme**

(2) S'il est d'avis que cela est dans l'intérêt public compte tenu des objets de la présente loi, le ministre des Finances peut exiger que l'organisme examine sa gestion financière, ses pratiques d'affaires et ses procédés de fonctionnement et lui fasse rapport des résultats de cet examen.

**Examen par le ministre**

(3) S'il est d'avis que cela est dans l'intérêt public compte tenu des objets de la présente loi, le ministre des Finances peut examiner la gestion financière, les pratiques d'affaires et les procédés de fonctionnement de l'organisme.

**Objet de l'examen**

(4) L'examen vise à permettre au ministre des Finances de faire des recommandations à l'organisme, de décider s'il doit exercer les pouvoirs que lui confère la présente loi ou de décider s'il doit faire des recommandations à un autre ministre de la Couronne quant à

make, to another minister of the Crown about the exercise of a power that the other minister may have under any other Act.

**Requirements re review by organization**

(5) If the Minister of Finance requires the organization to undertake a review, the Minister may impose such requirements and restrictions with respect to the review as he or she considers appropriate.

**Notice**

(6) The Minister of Finance shall give notice of a review to any other ministry of the Crown that provides funding to the organization.

**Duty to co-operate**

(7) If the Minister of Finance undertakes a review, the organization and its directors, members, employees and agents shall co-operate with each individual conducting the review on behalf of the Minister and shall give him or her full access to all information, documents, records and things in their possession or control that the individual considers to be relevant to the review.

**Confidentiality of personal information**

(8) Before giving an individual conducting a review on behalf of the Minister access to information, documents, records and things in its possession or control, the organization shall ensure that all references to the name of any individual and all other information that may identify an individual are removed.

**Cost of review**

(9) The Minister of Finance may require the organization to pay all or part of the cost of a review, and the organization shall do so.

**Effect of a deficit**

10. (1) This section applies if a public sector organization has a deficit for a fiscal year for which the organization was required by this Act to plan for a balanced budget.

**Change in requirements for business plans**

(2) The organization is required to prepare a business plan for each of the two following years, and to do so before the beginning of the following year.

**Same**

(3) Subsection (2) applies whether or not the organization would otherwise be required to prepare a business plan under section 4 for the each of the following two years.

**Change in requirement to plan for balanced budget**

(4) Instead of planning for a balanced budget in each of the following two years, the organization is required to plan to have a surplus in the following year and it may have a surplus in the second year.

**Same**

(5) Subsection (4) applies whether or not the organization would otherwise be required to plan for a bal-

l'exercice des pouvoirs qu'une autre loi confère à ce dernier et, le cas échéant, la nature de ces recommandations.

**Exigences : examen par l'organisme**

(5) S'il exige que l'organisme procède à un examen, le ministre des Finances peut imposer toute exigence et toute restriction qu'il estime pertinente à l'égard de cet examen.

**Avis**

(6) Le ministre des Finances avise de la tenue d'un examen tout autre ministère de la Couronne qui fournit des crédits à l'organisme.

**Obligation de collaborer**

(7) Si le ministre des Finances entreprend un examen, l'organisme et ses administrateurs, membres, employés et mandataires collaborent avec toute personne qui procède à celui-ci pour le compte du ministre et lui donnent plein accès aux renseignements, documents, registres ou choses qui sont en leur possession ou dont ils ont le contrôle et qu'elle juge pertinents.

**Confidentialité des renseignements personnels**

(8) L'organisme fait en sorte de faire supprimer les mentions de tout particulier et les renseignements qui peuvent permettre d'en identifier un dans tous les renseignements, documents ou registres et dans toutes les choses qui sont en sa possession ou dont il a le contrôle avant d'y donner accès à la personne qui procède à l'examen pour le compte du ministre.

**Coût de l'examen**

(9) Le ministre des Finances peut exiger que l'organisme paie tout ou partie des frais de l'examen, auquel cas l'organisme doit le faire.

**Effet d'un déficit**

10. (1) Le présent article s'applique si un organisme public accuse un déficit pour un exercice pour lequel il était tenu par la présente loi de prévoir un budget équilibré.

**Nouvelle exigence concernant les plans d'activités**

(2) L'organisme est tenu d'élaborer un plan d'activités pour chacun des deux exercices suivants avant le début de l'exercice suivant.

**Idem**

(3) Le paragraphe (2) s'applique que l'organisme soit ou non tenu par ailleurs d'élaborer un plan d'activités en application de l'article 4 pour chacun des deux exercices suivants.

**Nouvelle exigence concernant l'obligation de prévoir un budget équilibré**

(4) Plutôt que de prévoir un budget équilibré pour chacun des deux exercices suivants, l'organisme est tenu de prévoir un excédent pour l'exercice suivant et peut en avoir un pour l'exercice qui suit celui-ci.

**Idem**

(5) Le paragraphe (4) s'applique que l'organisme soit ou non tenu par ailleurs de prévoir un budget équilibré



anced budget in each of the following two years.

**Additional requirement for surplus**

(6) The organization is required to plan its budget for the following two years so that, during those two years together, it has a surplus equal to the initial deficit.

**Definitions**

(7) In this section,

“deficit” means, with respect to a public sector organization, an excess of expenditures of the organization for a fiscal year over its revenues for the year; (“déficit”)

“surplus” means, with respect to a public sector organization, an excess of revenues of the organization for a fiscal year over its expenditures for the year. (“excédent”)

**GENERAL**

**Enforcement**

11. (1) This section applies if a public sector organization fails to comply with section 4, 5 or 6 or subsection 9 (7) or section 10 or with a requirement of the Minister of Finance imposed under section 9.

**Amounts withheld**

(2) The Minister of Finance may require a minister of the Crown to withhold all or part of any amount that the ministry is required by law to pay to the public sector organization.

**Payment of amounts withheld**

(3) The minister of the Crown shall pay the amount withheld under subsection (2) to the organization when, in the opinion of the Minister of Finance, the organization complies with section 4, 5 or 6, subsection 9 (7) or section 10 or with the requirement of the Minister of Finance imposed under section 9, as the case may be.

**Exception**

(4) Subsection (3) does not apply if, in the opinion of the Minister of Finance, the non-compliance continues after March 31 following the date on which the Minister requires the amount to be withheld from the organization under subsection (2).

**Same**

(5) An amount withheld under subsection (2) that is not subsequently paid to the organization by virtue of subsection (4) is part of the Consolidated Revenue Fund.

**Prohibition, obstruction**

12. (1) No person shall knowingly obstruct an individual conducting a review on behalf of the Minister of Finance under section 9 or withhold or conceal from such an individual any information, document, record or thing that the individual considers to be relevant to the review.

**Offence**

(2) A person who contravenes subsection (1) is guilty of an offence and, on conviction, is liable to a fine of not

pour chacun des deux exercices suivants.

**Exigence supplémentaire concernant l'excédent**

(6) L'organisme est tenu d'élaborer, pour les deux exercices suivants, des prévisions budgétaires qui se soldent, au cours de la période correspondant à ces deux exercices, par un excédent égal au déficit initial.

**Définitions**

(7) Les définitions qui suivent s'appliquent au présent article.

«déficit» Dans le cas d'un organisme public, s'entend de l'excédent de ses dépenses d'un exercice sur ses recettes du même exercice. («deficit»)

«excédent» Dans le cas d'un organisme public, s'entend de l'excédent de ses recettes d'un exercice sur ses dépenses du même exercice. («surplus»)

**DISPOSITIONS GÉNÉRALES**

**Exécution**

11. (1) Le présent article s'applique si un organisme public n'observe pas l'article 4, 5 ou 6, le paragraphe 9 (7) ou l'article 10, ou une exigence que le ministre des Finances lui a imposée en vertu de l'article 9.

**Retenue**

(2) Le ministre des Finances peut exiger qu'un ministre de la Couronne retienne tout ou partie d'une somme que le ministère est tenu en droit de verser à l'organisme.

**Versement des sommes retenues**

(3) Le ministre de la Couronne verse la somme retenue en vertu du paragraphe (2) à l'organisme lorsque, de l'avis du ministre des Finances, il observe l'article 4, 5, ou 6, le paragraphe 9 (7) ou l'article 10, ou une exigence que le ministre des Finances lui a imposée en vertu de l'article 9, selon le cas.

**Exception**

(4) Le paragraphe (3) ne s'applique pas si, de l'avis du ministre des Finances, l'inobservation se poursuit après le 31 mars qui suit la date à laquelle il exige que la somme soit retenue en vertu du paragraphe (2).

**Idem**

(5) Toute somme retenue en vertu du paragraphe (2) qui n'est pas par la suite payée à l'organisme par l'effet du paragraphe (4) est versée au Trésor.

**Interdiction : entrave**

12. (1) Nul ne doit sciemment faire entrave à la personne qui procède à un examen pour le compte du ministre des Finances en vertu de l'article 9, ni retenir des renseignements, des documents, des registres ou des choses qu'elle juge pertinents, ni les lui dissimuler.

**Infraction**

(2) Quiconque contrevient au paragraphe (1) est coupable d'une infraction et passible, sur déclaration de

more than \$2,000.

**Accounting principles and standards**

13. (1) A public sector organization is required to use the same accounting principles and standards when preparing its budget as it uses to prepare its financial statements for the purposes of this Act.

**Same**

(2) The financial statements of a public sector organization must be prepared in accordance with generally accepted accounting principles or in accordance with such other standards as may be prescribed by regulation.

**Personal information**

14. (1) The Minister of Finance may directly or indirectly collect and use personal information in accordance with this section for the purposes of administering and enforcing this Act, and the Minister shall disclose such information if, and only if, the disclosure is necessary for those purposes.

**Restriction on use**

(2) The Minister of Finance shall not combine personal information provided by a public sector organization under this Act with other information so as to identify an individual.

**Restriction on disclosure**

(3) The Minister of Finance shall not disclose personal information provided by a public sector organization under this Act in such a way that the information can be used to identify an individual or to infer the identity of an individual.

**Same**

(4) The Minister of Finance shall not disclose personal information provided by a public sector organization under this Act for a purpose that is not directly related to the Minister's duties under this Act.

**Non-application**

(5) Subsections (2), (3) and (4) do not apply to personal information in respect of employment matters.

**Effect of authorized disclosure of information**

15. The disclosure of information made in accordance with this Act, or in the reasonable belief that the disclosure is required by this Act, shall not be deemed by any court or person to be in breach of or contrary to any agreement that purports to restrict or prohibit that disclosure regardless of whether the agreement is made before or after this Act comes into force.

**Delegation by Minister**

16. (1) The Minister of Finance may delegate, in writing, to a person or entity his or her powers and duties with respect to the conduct of a review under subsection 9 (3).

culpabilité, d'une amende maximale de 2 000 \$.

**Principes comptables et normes**

13. (1) Tout organisme public est tenu, lorsqu'il prépare ses prévisions budgétaires, de respecter les mêmes principes comptables et les mêmes normes que lorsqu'il dresse ses états financiers pour l'application de la présente loi.

**Idem**

(2) Les états financiers d'un organisme public sont dressés conformément aux principes comptables généralement reconnus ou aux normes prescrites par règlement.

**Renseignements personnels**

14. (1) Le ministre des Finances peut, directement ou indirectement, recueillir et utiliser des renseignements personnels conformément au présent article pour l'application de la présente loi. Toutefois, il ne doit les divulguer que si cela est nécessaire à cette fin.

**Restriction : utilisation**

(2) Le ministre des Finances ne doit pas combiner les renseignements personnels que lui fournit un organisme public en application de la présente loi avec d'autres renseignements de manière à identifier un particulier.

**Restriction : divulgation**

(3) Le ministre des Finances ne doit pas divulguer les renseignements personnels que lui fournit un organisme public en application de la présente loi de façon que les renseignements permettent d'identifier un particulier ou de déduire son identité.

**Idem**

(4) Le ministre des Finances ne doit pas divulguer les renseignements personnels que lui fournit un organisme public en application de la présente loi à une fin qui n'est pas directement liée aux fonctions que lui attribue celle-ci.

**Non-application**

(5) Les paragraphes (2), (3) et (4) ne s'appliquent pas aux renseignements personnels en matière d'emploi.

**Effet de la divulgation autorisée de renseignements**

15. Aucun tribunal ni aucune personne ne doit considérer la divulgation de renseignements effectuée conformément à la présente loi ou pour des motifs qui permettent raisonnablement de croire qu'elle est exigée par celle-ci comme contrevenant ou étant contraire à une entente visant à limiter ou à interdire cette divulgation, que l'entente soit conclue avant ou après l'entrée en vigueur de la présente loi.

**Délégation par le ministre**

16. (1) Le ministre des Finances peut déléguer par écrit à une personne ou à une entité les pouvoirs et les fonctions que le paragraphe 9 (3) lui attribue à l'égard d'un examen.

**Application of Freedom of Information and Protection of Privacy Act**

(2) The *Freedom of Information and Protection of Privacy Act* applies with respect to all information, documents, records and things obtained from a public sector organization by a delegate of the Minister of Finance, and they shall be deemed to be under the control of the Ministry of Finance for the purposes of that Act.

**Protection from liability**

17. (1) No action or other proceeding shall be commenced against an individual conducting all or part of a review under subsection 9 (3) on behalf of the Minister of Finance for any act that is in good faith done or omitted in the performance or intended performance of his or her duties.

**Liability of the Crown**

(2) Despite subsections 5 (2) and (4) of the *Proceedings Against the Crown Act*, subsection (1) does not relieve the Crown of a liability to which the Crown would otherwise be subject in respect of a tort.

**Conflicts**

18. Subsections 9 (5) and 11 (2) and (5) prevail over any other Act or regulation unless another Act specifically refers to them and provides otherwise, and they prevail over any provision in an agreement that provides otherwise.

**Regulations**

19. (1) The Minister may make regulations,
- (a) prescribing those things that are required or permitted by this Act to be prescribed or to be done by regulation;
  - (b) exempting public sector organizations from any requirement of this Act or a regulation, subject to such conditions or restrictions as may be specified.

**Same, public sector organizations**

- (2) A regulation referred to in paragraph 10 of section 2 (public sector organizations) may provide,
- (a) that a person or entity is a public sector organization even though it does not directly or indirectly receive funding from the Crown in right of Ontario;
  - (b) that, despite subsection 4 (5) (impact of change in status), a person or entity shall be deemed to have been a public sector organization for all of a specified fiscal year in the circumstances specified in the regulation.

**Scope of regulations**

(3) A regulation may be general or particular in its application.

**Classes**

(4) A regulation may create different classes and may impose different requirements, conditions or restrictions on or relating to each class.

**Application de la Loi sur l'accès à l'information et la protection de la vie privée**

(2) La *Loi sur l'accès à l'information et la protection de la vie privée* s'applique à tous les renseignements, documents, registres et choses qu'un délégué du ministre des Finances obtient d'un organisme public et le ministère des Finances est réputé en avoir le contrôle pour l'application de cette loi.

**Immunité**

17. (1) Sont irrecevables les actions ou autres instances introduites contre une personne qui procède à tout ou partie d'un examen en application du paragraphe 9 (3) pour le compte du ministre des Finances pour un acte qu'elle a accompli ou omis d'accomplir, de bonne foi, dans l'exercice effectif ou censé tel de ses fonctions.

**Responsabilité de la Couronne**

(2) Malgré les paragraphes 5 (2) et (4) de la *Loi sur les instances introduites contre la Couronne*, le paragraphe (1) ne dégage pas la Couronne de la responsabilité qu'elle serait autrement tenue d'assumer à l'égard d'un délit civil.

**Incompatibilité**

18. Les paragraphes 9 (5) et 11 (2) et (5) l'emportent sur toute autre loi et tout règlement, à moins que l'autre loi n'y renvoie expressément et ne renferme une disposition à l'effet contraire, ainsi que sur les clauses de toute entente à l'effet contraire.

**Règlements**

19. (1) Le ministre peut, par règlement :
- a) prescrire les choses que la présente loi permet ou exige de prescrire ou de traiter par règlement;
  - b) dispenser les organismes publics des exigences de la présente loi ou des règlements, sous réserve des conditions ou restrictions qui y sont précisées.

**Idem : organismes publics**

- (2) Les règlements visés à la disposition 10 de l'article 2 (organismes publics) peuvent prévoir :
- a) qu'une personne ou une entité est un organisme public même si elle ne reçoit pas de crédits, directement ou indirectement, de la Couronne du chef de l'Ontario;
  - b) que, malgré le paragraphe 4 (5) (incidence d'un changement de statut), une personne ou une entité est réputée avoir été un organisme public pour toute la durée d'un exercice donné dans les circonstances qu'ils précisent.

**Portée des règlements**

(3) Les règlements peuvent avoir une portée générale ou particulière.

**Catégories**

(4) Les règlements peuvent créer des catégories différentes et imposer à chacune d'elles des exigences, conditions ou restrictions différentes.

**Commencement**

**20. This Act comes into force on the day it receives Royal Assent.**

**Short title**

**21. The short title of this Act is the *Public Sector Accountability Act, 2001*.**

**Entrée en vigueur**

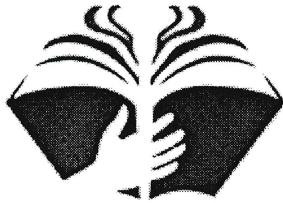
**20. La présente loi entre en vigueur le jour où elle reçoit la sanction royale.**

**Titre abrégé**

**21. Le titre abrégé de la présente loi est *Loi de 2001 sur la responsabilisation du secteur public*.**

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*Growing minds.  
Growing community.*

**- MEMO -**

**DATE:** June 11, 2001  
**REPORT TO:** Anne Gravereaux, Board Chair  
**C.C.** Library Board Members  
**FROM:** Ken Roberts, Chief Librarian  
**SUBJECT:** **Institute of Public Administration Canada**

The Citizens First 2000 survey is one of the most comprehensive Canadian surveys of public attitudes toward various public and private sector services that has ever been conducted. As you will note, the good news is that Fire Services and Public Library Services continue (as they have in almost all previous surveys) to be held in high esteem by the general public.

The survey also measures the concerns that people have about their ability to use public services. The top concern is their ability to know "where to start" their search for a government contact. We feel that the Hamilton Public Library pichamilton web site, along with the City's move to a single point contact center will provide Hamilton with good tools to helps address many of these concerns.

It is our intention to use the survey instrument in order to test the results and to compare them with people's ability to receive good e-mail, mail, telephone and in-person services from the Hamilton Public Library.

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# Citizens First 2000

## Summary Report

*George Spears*  
*Kasia Seydegart*

Erin Research Inc.  
for the  
Public Sector Service Delivery Council  
and  
The Institute of Public Administration of Canada

Readers are referred to a more detailed version of this report, by the same title, available from IPAC in English and French.

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The Institute of Public Administration of Canada (IPAC) is a leading Canadian organization concerned with the theory and practice of public management. Its scope covers governance from the local to the global level. It is an association with active regional groups across the country. The Institute recognizes and fosters both official languages of Canada.

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**This IPAC project was made possible by the following:**

City of Montreal  
City of Toronto  
City of Vancouver

Yukon Territory

Province of Alberta  
Province of British Columbia  
Province of Manitoba  
Province of New Brunswick  
Province of Newfoundland  
Province of Nova Scotia  
Province of Ontario  
Province of Prince Edward Island  
Province of Quebec  
Province of Saskatchewan

Government of Canada

*and*

The members of IPAC, who are dedicated to the improvement of  
public administration

**Thank you**

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## Foreword

*Citizens First 2000* is a world-leading survey on government service delivery and a key tool for service improvement in the public sector. It is also the culmination of creative partnerships and alliances over a number of years. In 1998, the Citizen-Centred Service Network (CCSN), sponsored by the Canadian Centre for Management Development (CCMD), worked together with many federal agencies and four provinces to initiate a study on what citizens thought about the services they received from government and published a first report, *Citizens First*. The report proved to be a landmark event and a watershed for the delivery of government services in Canada. The *Citizens First* initiative was recognized nationally and internationally when the Citizen-Centred Service Network won the coveted Gold Award for Innovative Management from the Institute of Public Administration of Canada (IPAC), in 1999, and won the silver medal in the International Innovations Awards of the Commonwealth Association for Public Administration and Management (CAPAM) in the fall of 2000.

*Citizens First* helped governments across Canada to shape more effective service improvement strategies and to establish common benchmarks. As a result, the Public Sector Service Delivery Council (PSSDC) and IPAC recognized the need to carry it forward as a regular biennial survey that will help to chart progress and to deepen understanding of service delivery in the public sector. With IPAC acting as a catalyst and project *impresario*, a number of Government of Canada departments and agencies, all provincial governments, the Yukon Territory and the cities of Vancouver, Toronto and Montreal chose to participate in the 2000 survey. We are proud of this broad partnership, and of the resulting report, which will again be a major instrument for strengthening and refining public-sector service strategies across the country.

SUMMARY REPORT

Our debts are many: to the officers in each of the jurisdictions who are passionate about improving the quality of government services to the citizens; to George Spears and Kasia Seydegart of Erin Research Inc. for their expert professional direction of the research project and analysis; to Art Daniels and Brian Marson, co-chairs of the Research Sub-committee of the Public Sector Service Delivery Council, for guiding the project to a successful conclusion; and to the staff of the Institute of Public Administration of Canada for managing this great undertaking with finesse.

*Citizen's First 2000* continues where the work of the first edition ended. Bolstered by an unprecedented number of responses from Canadians in every corner of the country, the survey offers essential data, invaluable benchmarks, and important new insights that will continue to provide the foundation for policies and initiatives to improve government services.

*Citizens First 2000* is not the last word on government service delivery. But it is another giant step forward by the governments of Canada: it is a powerful tool and a source of encouragement for all public servants, as they pursue their important work of improving government service delivery to Canada's deserving citizens.

Errol S. Price  
President  
Institute of Public Administration of Canada

Ralph Heintzman  
Co-Chair  
Public Sector Service  
Delivery Council

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## INTRODUCTION

### Background

The *Citizens First 2000* project is a major research initiative of the Public Sector Service Delivery Council (PSSDC) that brings together service-quality leaders from the federal, provincial and territorial, and municipal governments under the auspices of the Treasury Board of Canada and of The Institute of Public Administration of Canada (IPAC).

The PSSDC is advancing the work of the Citizen-Centred Service Network (CCSN), a consortium of government officials that launched the *Citizens First* project in 1998. The CCSN's pioneering work in service quality was recognized in 1999 with the Gold Award for Innovative Management from the Institute of Public Administration of Canada and, in 2000, with the silver medal in the International Innovations Awards of the Commonwealth Association for Public Administration and Management (CAPAM).

### *Citizens First 2000*

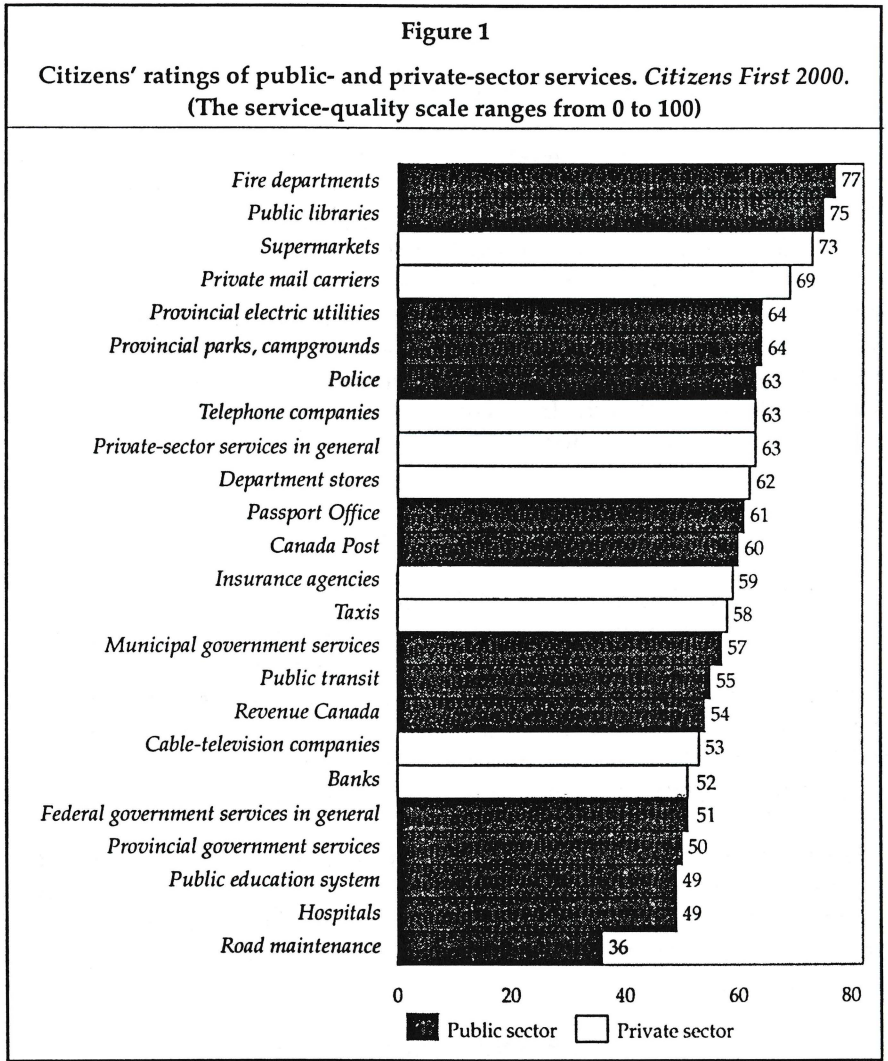
The 2000 study builds on the 1998 investigation and is substantially broader in scope. (See *Citizens First*, Canadian Centre for Management Development, 1998. [www.ccmd-ccg.gc.ca](http://www.ccmd-ccg.gc.ca).) Partners in the research include the Government of Canada, all ten provinces, one territory (Yukon) and Canada's three largest municipalities – Montreal, Toronto and Vancouver. With over 6,000 respondents, the survey is twice the size of the 1998 research, allowing greater detail and precision of measurement.

The research confirms major findings of the 1988 project, tracks trends, and extends the discussion to new areas. It further explores citizens' access to government services, and it examines the drivers of citizen satisfaction as they relate to specific delivery channels such as the telephone and Internet services.

## MYTHS AND STEREOTYPES

For years, Canadians have been told that the quality of government services compares poorly with those offered by the private sector. The idea is even supported by surveys showing that "government service" rates well below that of department stores, courier companies, grocery stores and other private-sector companies. Is this perception an accurate reflection of reality? In a word, no.

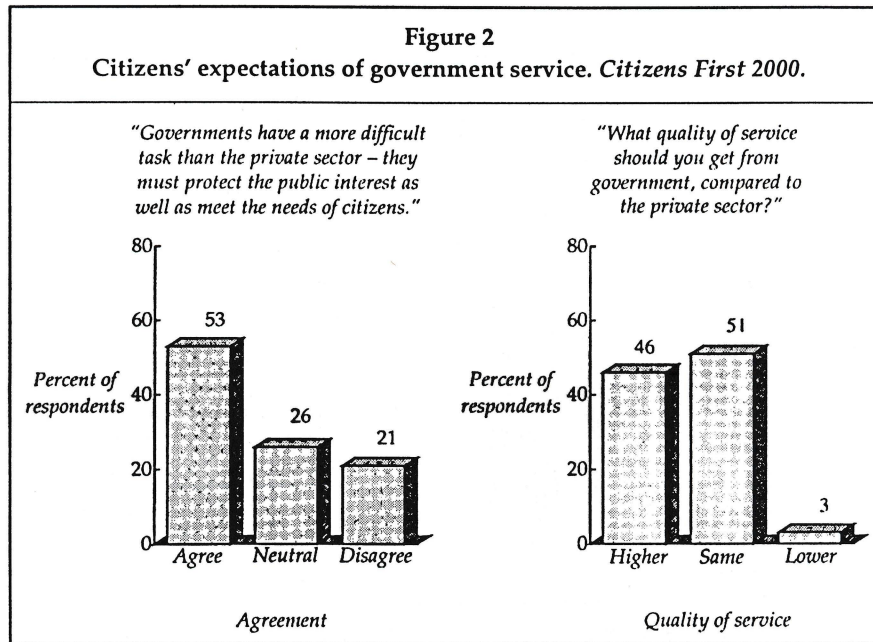
SUMMARY REPORT



The *Citizens First* project tests citizens' views of government and private-sector service in some detail. Survey respondents rated the quality of service they receive from twenty-four public and private organizations. The selection includes widely used services that most people are familiar with and can judge from personal experience (Figure 1).

Ratings for private and public services are mixed throughout the range of services. A cluster of public services tops the ratings (fire departments,

## CITIZENS FIRST 2000



public libraries), followed by alternating private and public services, singly or in small groups.

The misconception about government service quality appears to result from confusing two ways of rating services – rating *specific* services and rating *service in general*.

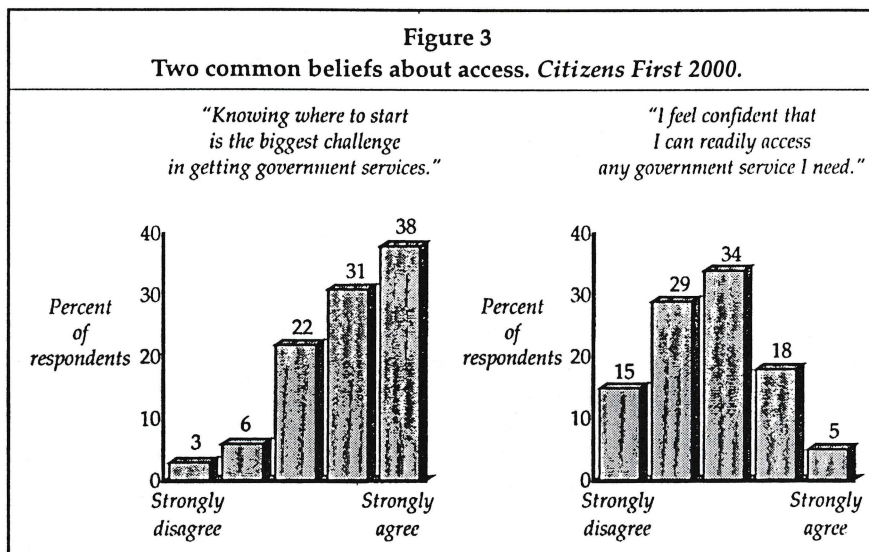
The concept of government services *in general* seems to evoke a common attitude or stereotype about government. It may be based on experiences from years or decades past, or it may derive from the accumulated information (and misinformation) that people pick up from media accounts and casual conversations with friends. In any case, the general impression of government service that most people carry around is that it is poor.

The myth of poor government service results in part from surveys that asked people to rate government services *in general*. *Citizens First* shows that it is easy to reproduce these low ratings but also that they are misleading. Citizens regard the *specific* services that governments provide more positively than they regard government *in general*.

#### *Citizens' Expectations Remain High*

Citizens *expect* government services to be as good as, if not better than,

## SUMMARY REPORT



what they can get from the private sector! Two additional survey results illuminate this finding. First, 53 percent of respondents appreciate that "governments have a more difficult task than the private sector – they must protect the public interest as well as meet the needs of citizens." Second, citizens believe that added responsibility does not diminish governments' task in terms of provision of services. Forty-six percent contend that governments should provide a *higher standard of service* than that provided by the private sector; only 3 percent think that government service can be lower in quality.

A resounding 97 percent of Canadians want government services to match or exceed the quality of private-sector services (Figure 2).

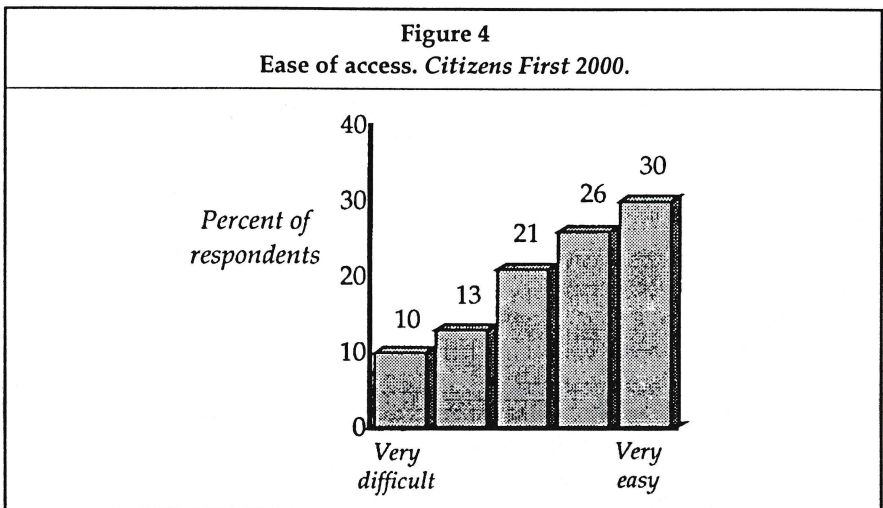
### ACCESS

Many citizens perceive an overwhelming challenge when they contemplate locating a government service. Survey results are a clear illustration of just how pervasive this attitude is: 69 percent of citizens agree or strongly agree with the statement "Knowing where to start is the biggest challenge in getting government services." Only 9 percent have little or no problem finding services, and 22 percent fall somewhere in between.

Furthermore, only 23 percent agreed with the statement "I feel confident that I can readily access any government service I need." That leaves the vast majority – 77 percent – anywhere from a bit flustered to totally bewildered (Figure 3).



CITIZENS FIRST 2000



The challenge of knowing where to start is universal. Urban and rural Canadians share this view, as do those at both ends of the income scale. Citizens who work in the public sector perceive access to be as difficult as those who do not work in this sector.

Because many citizens approach government with doubt and trepidation, the initial contact with front-line staff is critically important. This contact – whether it’s a smile, a friendly hello, or a concerned response and offer to help – has enormous power to quickly dispel initial apprehension.

***What Makes Access Easy or Difficult?***

The survey asked citizens to describe in detail a recent experience with government service. Citizens chose the experience they wished to describe, and the 6,000 respondents described positive and negative experiences at all levels of government and spanning the full range of government programs.

Across the 6,000 reported service experiences, citizens rated the ease of access in obtaining the service at a mean of 63 out of 100. Some citizens found access very easy and others found access very difficult. The difference between finding access easy or difficult is primarily due to three factors. Each one contributes an increment to citizens’ ratings of ease of access. Together, they account for 36 percent of the variance in ratings of ease of access (Figure 4). They are described in order of importance below.

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Figure 5  
Access problems. Citizens First 2000.

Access problem	Percent who experience the problem
1. Busy phone lines	27
2. Bounced from person to person	27
3. Trouble with telephone in the Blue Pages	16
4. Could not find the service in the Blue Pages	12
5. Did not know where to look	11
6. Parking difficult	12
7. Trouble finding the service on the Internet	5
8. Had to travel too great a distance	6
9. Other (e.g., long waits)	11
Percent who report one or more access problems	61

**Factor 1. Obstacles that the citizen faces getting to the service**

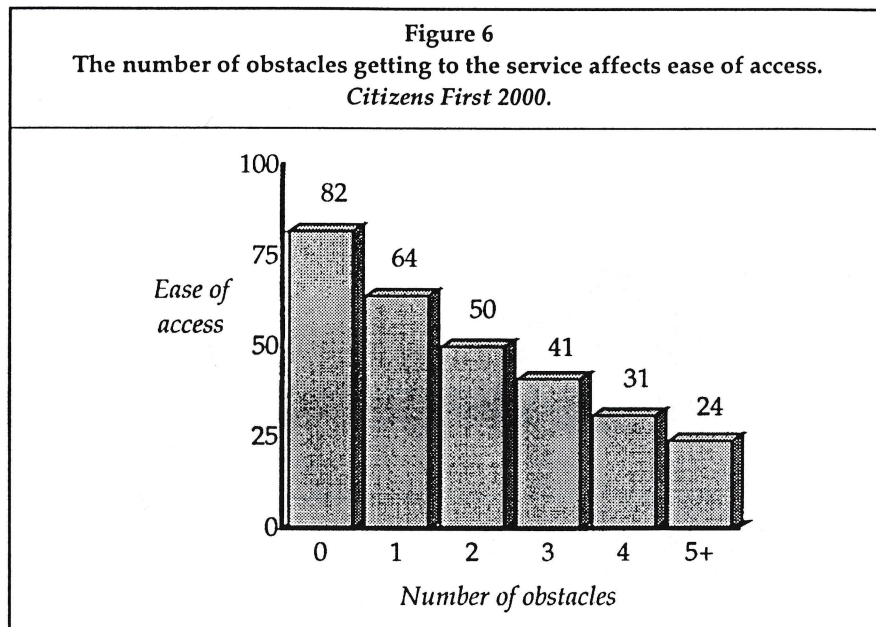
The more obstacles the person encounters getting to the service, the harder that service is to access. These obstacles are familiar, practical difficulties such as telephone issues, distance, getting bounced from person to person, etc. Sixty-one percent of respondents faced one or more obstacles, with telephone problems prominent among them (Figure 5).

These obstacles dramatically affect ease of access. Just one obstacle drops ease of access from a blue-sky rating of 82 out of 100 all the way down to a mediocre 64 out of 100 (Figure 6). Clearly, *accessible service means no obstacles!*

**Factor 2. Previous experience with the service**

Those who know how to get the service when they start out have an easier time. A majority of respondents stated that they knew how to get the service they were seeking, and they rated ease of access at 73 out of 100. The minority who did not know how to access the service rated it at 48 out of 100. A third group said they thought they knew how to get the service, but found that they did not: frustration caused this group to give the lowest ratings of all, 36 out of 100.

## CITIZENS FIRST 2000

**Factor 3. The total length of time it takes to get the service**

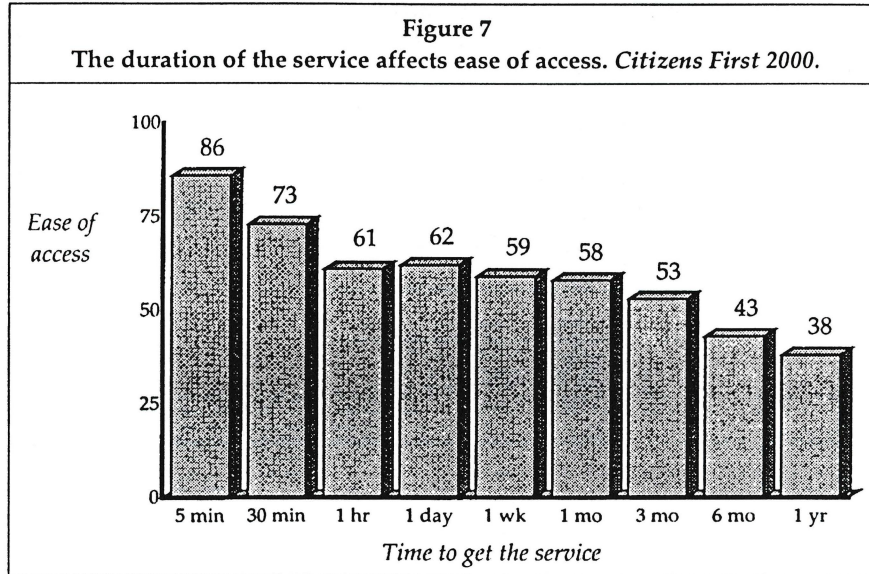
Citizens see a close link between ease of access and the amount of time it takes to get the service. About 10 percent of citizens got the service they needed in just five minutes, and this group rated ease of access at 86 out of 100. Services that take thirty minutes score well, too.

The interesting result is that services requiring anywhere from one hour to one month to complete are rated virtually the same, within a point or two of 60 out of 100. Sixty out of 100 is not a particularly good score, so the point is again clear that, across the broad spectrum of government services, *accessible service means thirty minutes or less.*

It should be noted that the bars in Figure 7 represent somewhat different services. Services that take five to thirty minutes are likely to be routine transactions, while those requiring more time may, as a group, be more complex.

This perspective on access is not likely to surprise anyone. We all know from experience that familiarity with the service and obstacles encountered in getting to the service are components of access. The value of this analysis is to quantify their effects across the full spectrum of government

SUMMARY REPORT



services. Analysis confirms our intuition and it provides a rational basis for moving forward. Accessible services are fast, and they are problem-free. Now, what can we do about it?

*Fixing the Biggest Problem*

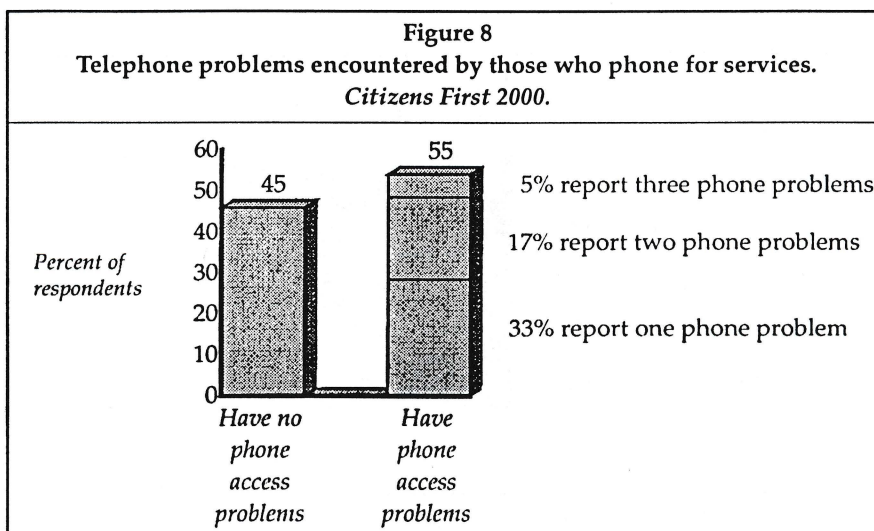
Both in the 1998 and 2000 surveys, telephone problems top the list of obstacles that citizens encountered, regardless of level of government.

A majority of citizens who contacted government by telephone experienced one or more problems getting through! The telephone is “the people’s channel” – the most frequent means of contacting government – and must be a convenient and reliable avenue to service (Figure 8).

Citizens suggested several additional solutions to problems with accessing services via telephone:

- Ninety-five percent agree that automatic phone systems should have an option to “zero out” – to exit the system and talk to a live person.
- Eighty-six percent agree that automatic phone systems should provide information that callers commonly need, such as the department’s location and hours of business.
- Eighty-two percent agree that phone systems should inform the caller how many minutes they are likely to wait in the queue before an agent answers

CITIZENS FIRST 2000



- Fifty-eight percent agree that phone systems should provide a web address, when an Internet site might be an alternate source of information.

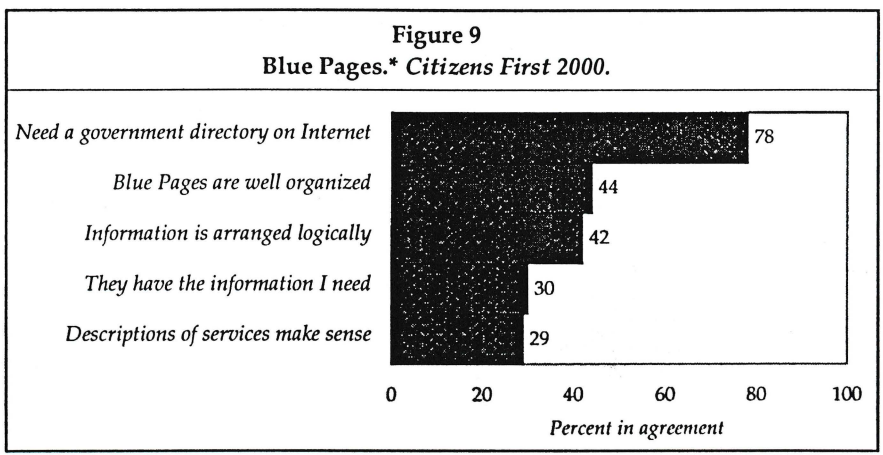
*Rating the Blue Pages*

Respondents were asked to rate the Blue Pages (in some areas, they are known as the Grey Pages), based on an experience they had had in the past year: 44 percent thought the Blue Pages were well organized and almost the same percentage of respondents (42 percent) thought the information was arranged logically. However, only 30 percent found the information they needed, and only 29 percent thought the descriptions of services made sense. A majority of respondents (78 percent) agreed that there needs to be a government directory on the Internet (Figure 9).

Many governments are working to improve the Blue Pages, but clearly citizens have yet to register the result.

There are several reasons for this. Revised Blue Pages have been introduced in some communities and not others; the new version will be a novelty for some time to come. There will also be a lag in citizens' perceptions, as some people do not use the Blue Pages frequently. There may also be a transition period where, for example, a person has one type of Blue Pages at home and another at work. Improvements in ratings may not be apparent until the changeover nears completion.

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\*In some areas they are known as the Grey Pages.

**DRIVERS OF SATISFACTION**

The empirical question is this: some citizens get government services and come away highly satisfied; others get the same services and are greatly dissatisfied. What makes the difference?

If you ask ten people for their insights on this issue you might well get ten different explanations. Ask thirty or forty people (a typical scenario for focus-group research) and patterns begin to emerge. Ask several thousand citizens, and it is possible to reach a precise quantitative answer.

The 1998 *Citizens First* research asked people a detailed set of questions about a single recent experience they had with government. Canadians described their experiences getting different kinds of services from all three levels of government, and from this emerged five "drivers of satisfaction" – the elements that make the difference between high and low ratings of client satisfaction: timeliness, knowledge/competence, "the extra mile/the extra smile," fairness, and outcome.

The 2000 research repeated this analysis to determine whether the original five drivers stand the test of time, and they do. They account for 69 percent of the variance in satisfaction ratings, meaning that they tell 69 percent of the whole story about what differentiates satisfied from dissatisfied customers.<sup>1</sup>

*The Extra Mile, The Extra Smile*

The 2000 research has helped clarify the third driver, originally defined as

## CITIZENS FIRST 2000

**Drivers of Citizen Satisfaction.***Citizens First 2000.*

1. Timeliness	<i>"I was satisfied with the amount of time it took to get the service."</i>
2. Knowledge, Competence	<i>"Staff were knowledgeable and competent."</i>
3. The Extra Mile, The Extra Smile	<i>"Staff went the extra mile to make sure I got what I needed / I was treated in a friendly, courteous manner."</i>
4. Fairness	<i>"I was treated fairly."</i>
5. Outcome	<i>"I got what I needed."</i>

"courtesy." In developing the 2000 survey, a number of focus groups were held, and participants indicated that satisfaction is greatly increased when staff "go the extra mile" to ensure that citizens get what they need. This adds a critical proactive dimension to the basic friendly and courteous presentation that citizens expect. It means reaching out to ensure that the client attains the best possible outcome and has the best possible service experience.

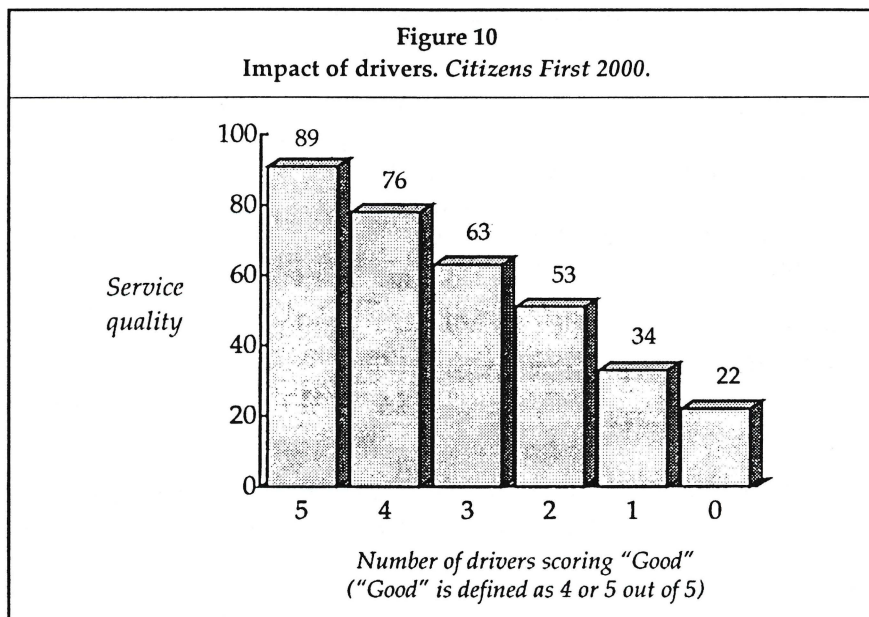
"Going the extra mile" applies to senior management and to governments as a whole, as well as to individual service providers. The provision of services involves design, resources, policy development, personnel, support services and overall management. It demands commitment at every level of the organization and a shared vision of building services around the needs of citizens. When the organizational culture from top to bottom goes the extra mile, citizens will truly take notice.

*Impact of the Drivers*

What kind of a difference do the five drivers of satisfaction make? When governments perform well on all five – when competent staff provide timely service and reach out to citizens, treat them fairly and deliver the needed outcome – satisfaction scores are an incredible 89 out of 100. Nearly one-fifth of encounters with government service met the standards on all five drivers and got this high satisfaction rating.

If government delivers on four of the five drivers and misses out on any one, satisfaction slips to 76 out of 100. If service providers deliver

## SUMMARY REPORT



good service on three of the drivers and miss two, overall ratings slip another notch to 63 out of 100 (Figure 10).

Providing – or not providing – good service in these five ways defines the spectrum of service-quality ratings, from 22 out of 100 to 89 out of 100.

What can governments do to deliver good service? First, it is necessary to recognize that governments *do* deliver excellent service on many occasions. The real issue is to deliver good service consistently, and the five drivers define how this can be achieved.

Having made this bold, general claim for the drivers of satisfaction, it is important to set some boundary conditions:

#### **Government Responsibilities**

Governments are not always able to deliver service that meets citizens expectations. A positive outcome, for example, is not guaranteed. Your property assessment may go up, or the judge may find that you really were going 40 km over the speed limit. Citizens may not get what they consider a timely decision, in matters such as zoning applications, where rights of different parties must be considered. Some programs and departments encounter these issues more often than others – tax departments more frequently than public libraries. Some services have built-in constraints that will limit client satisfaction. Eighty-nine out of 100 may



CITIZENS FIRST 2000

not be a realistic goal at all. Service providers should therefore assess their performance against other providers of similar services, rather than against any overall aggregate.

**Differences among Services**

Because government services are so varied, it is reasonable to suppose that drivers of satisfaction will differ across services. Good service may not mean the same for public transit, hospitals and taxation agencies.

Two examples illustrate the potential benefit of studying specific services. Several hundred respondents to the *Citizens First* survey recounted experiences with hospitals and with police. For police service, there are just two primary drivers of satisfaction: the first is fair treatment and the second is timeliness. For hospitals, there were four drivers: timeliness, followed by going the extra mile, providing clear accurate information, and competence. "Hospital services" is a broad category, and it is likely that different types of hospital experience – inpatient, outpatient, long-term care and so on – might produce somewhat different results. The more specifically defined the client population, the more precise will be the guidance gained.<sup>2</sup>

**Characteristics of Service-Delivery Channels**

Service-delivery channels have unique characteristics as well. Drivers for telephone and walk-in services differ in that courtesy and fairness number among the drivers for walk-in services, but not for telephone services. The interpersonal element is apparently more important in face-to-face situations. This makes sense; it is easier to pick up cues about courtesy and fair treatment in the walk-in setting. Facial expression and body language play a part, and the client observes how she or he is treated in relation to other clients. The entire physical dimension of walk-in service is absent on the telephone, and the analysis of drivers shows how important

Drivers for Telephone and Walk-in Service-Delivery Channels	
<i>Telephone</i>	<i>Walk-in</i>
Timeliness	Timeliness
Knowledge, competence	Courtesy
Extra mile	Extra mile
Outcome	Knowledge, competence
	Fairness
	Outcome

## SUMMARY REPORT

it is for walk-in services. (Internet services, where quite a different set of factors underlie satisfaction, will be discussed below.)

## THE MEASUREMENT OF PROGRESS

Comparing results for 1998 and 2000, service-quality ratings for a selection of public and private services did not change to a significant degree. Ratings for 2000 are within a point or two of 1998, either upward or downward (Figure 11).

The change that has occurred over the two years is that ratings of services "in general" go up by 3 to 4 points. Why should this happen when scores for specific services remain unchanged? One possibility is that both governments and the private sector are experiencing a "rosy glow" effect of good economic times.

Of more immediate concern is why specific services have remained largely unchanged. During this time, many governments have been actively working to improve service delivery. Have their efforts been in vain? It is much too early to make this gloomy conclusion. Many large organizations, both public and private, have found that change in client perceptions of service quality comes slowly.

One reason stems from the sheer number of governments and services involved. One province, for example, may make a dramatic improvement in its tax information services. The national picture, however, will not change appreciably until the majority of provinces undertake similar initiatives.

A second reason is that citizens access some services infrequently – once a year for tax issues, less often to renew passports. There is, therefore, a built-in time lag: service improvements go unnoticed until the next time a citizen requires that service.

A third reason is that major innovations may require changes to policy or legislation. Municipalities depend on provinces for enabling legislation. All levels of government are struggling with policy and legislation that will facilitate implementation of the new generation of electronic services. Issues such as how citizens will identify themselves online in a secure way (authentication) and the coordination of related services across jurisdictions present difficult policy decisions within governments and among them.

Finally, a single good experience may not be sufficient to change a person's opinion of that service. It may require repeated good experiences before the change registers as a new way of doing business and not just as a lucky exception to the norm.

## CITIZENS FIRST 2000

**Figure 11**  
**Service-quality ratings for public and private providers.**  
*Citizens First 2000.*

<i>Service</i>	<i>Service quality (0–100)</i>	
	1998	2000
<i>Fire departments</i>	78	77
<i>Public libraries</i>	75	75
<i>Supermarkets</i>	74	73
<i>Private mail carriers</i>	68	69
<i>Provincial electric utilities</i>	63	64
<i>Provincial parks, campgrounds</i>	64	64
<i>Police</i>	63	63
<i>Telephone companies</i>	63	63
<i>Private-sector services in general*</i>	60	63
<i>Department stores</i>	–	62
<i>Passport Office</i>	60	61
<i>Canada Post*</i>	55	60
<i>Insurance agencies</i>	55	59
<i>Taxis</i>	57	58
<i>Municipal government services*</i>	53	57
<i>Public transit</i>	55	55
<i>CCRA*</i>	50	54
<i>Cable-television companies</i>	–	54
<i>Banks</i>	51	52
<i>Federal government services in general*</i>	47	51
<i>Provincial government services*</i>	47	50
<i>Public education system*</i>	47	49
<i>Hospitals</i>	46	49
<i>Road maintenance</i>	35	36

\*Statistically significant difference between 1998 and 2000

Note: Government services appear in italics. Department stores and cable-television companies were not included in the 1998 survey.

### SERVICE STANDARDS

Service standards are used in two main ways:

- to provide staff with performance targets (e.g., “Phone must be answered within three rings.”)
- to inform clients what to expect (e.g., “Waiting time is less than 10 minutes”).

## SUMMARY REPORT

The dimensions that *Citizens First* has investigated, in both 1998 and 2000, involve the time that is required to complete routine transactions. Timeliness is the strongest driver of satisfaction, and time is easily quantified (much more so than other drivers such as fairness, competence and so on).

The measures that follow represent citizens' expectations for timely service in routine situations. On every measure, citizens demonstrate quite a range of opinion, and setting a standard is an exercise in cutting the curve: choosing a point near the left-hand end of the continuum will satisfy the expectations of more citizens, but it also creates a tougher performance target.

The actual standards that an organization sets will depend on its resources, its clientele, and other factors. (Emergency services would not base their targets on the present results, which are only for routine situations.)

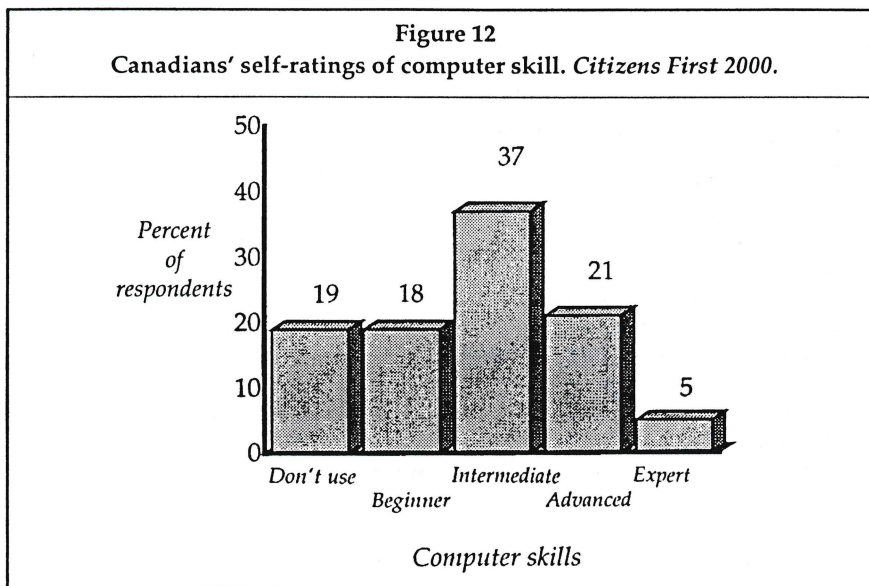
Many organizations have seen performance improve dramatically as a result of implementing a program of service standards. The simple fact of measuring performance that was not previously quantified is a powerful tool in itself. It lets both staff and management know how they are doing, and it provides positive proof of improvement. It can also serve as a basis for accountability and staff recognition programs.

## CITIZENS FIRST 2000

*Service expectations for routine situations*

<i>Telephone service</i> In an automated telephone system, what is the maximum number of options you should hear at any one time?	86% find three options acceptable.
When you telephone with a routine request, how many minutes is it acceptable to wait for a government representative?	97% find a thirty-second wait acceptable.
When you telephone with a routine request, what is the maximum number of people you should have to deal with?	85% find two people acceptable.
If you leave a telephone voice mail message at 10:00 am, what is an acceptable time to wait for a return call?	75% find four hours acceptable.
<i>Walk-in service</i> When you visit a government office, how many minutes is it acceptable to wait in any line?	68% find five minutes acceptable.
When you visit a government office, what is the maximum number of people you should have to deal with?	82% find two people acceptable.
When you visit a government office for a routine service, what is a reasonable amount of time to spend travelling (one way)?	68% find thirty minutes acceptable.
<i>Correspondence</i> When you write to a government office, what is an acceptable time to allow for a mailed reply?	87% find two weeks acceptable.
When you mail a letter between two Canadian cities, what is a reasonable number of days for the letter to arrive?	62% find three days acceptable.
<i>E-mail</i> When you email a government office at 10:00 am with a routine request, what is an acceptable time to get a reply?	90% find same day acceptable.

SUMMARY REPORT



**INSIGHTS INTO DELIVERY CHANNELS**

All three levels of government offer Internet-based services, and the available range of these services increases almost daily. While this revolution in service delivery moves ahead with great speed, many providers rightly question whether the population is keeping up. Do citizens possess the know-how to effectively use services delivered through the Internet (Figure 12)?

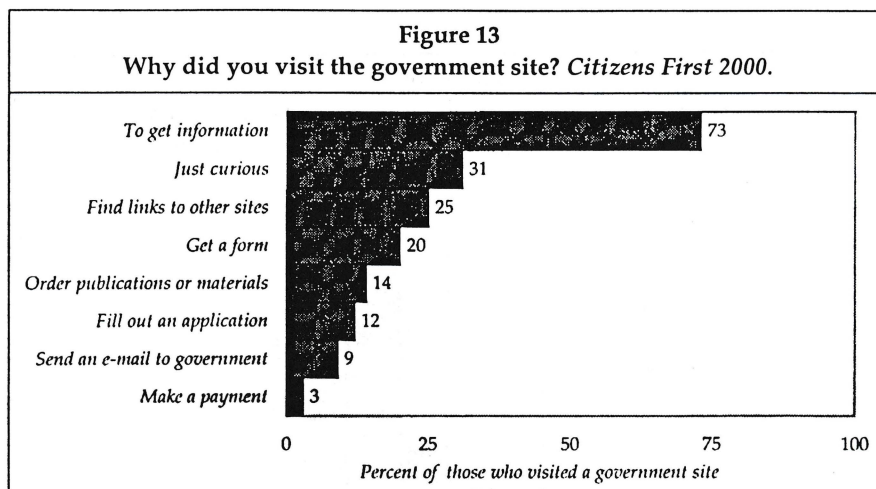
Eighty-one percent of Canadians profess to have at least beginner-level computer skills. This represents the upper limit on Internet use as of summer 2000, the time of the survey. Most Canadians already use the Internet:

- Twenty-six percent use it "almost every day."
- Fifty percent use it at least once a week.
- Sixty-two percent use it at least once a month.

Results presented in the remainder of this section describe the 62 percent of Canadians who use the Internet. Among these Internet users,

- seventy-one percent have accessed the online services of at least one level of government;

## CITIZENS FIRST 2000



Note: Respondents could indicate several reasons for the visit, so percentages add up to more than 100.

- fifty-four percent have used the online services of two levels of government; and
- thirty-one percent have used the online services of all three levels of government.

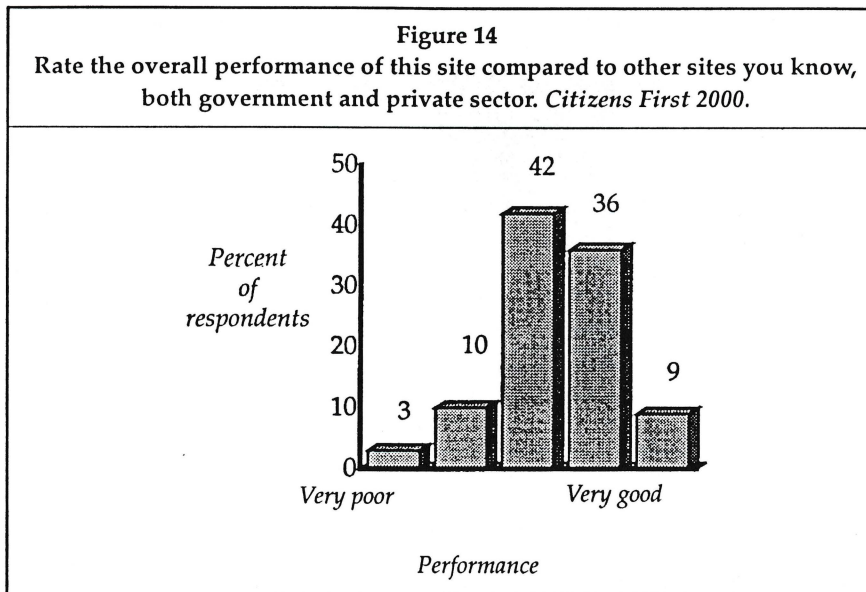
#### *Use of Government Internet Sites*

Not long ago, most government Internet sites offered information and little else. Citizens could view program descriptions, get telephone numbers, and perhaps print some standard forms, but they could not conduct much actual business. Today, most governments are putting transactional capabilities online at a rapid pace, and within the next two to three years most citizens will be able to conduct most of their routine business from home.

Mid-way through this transition, the citizen who wants to use online services is constantly checking with several levels of government to see what is available. Last month it was not possible to pay taxes/get a dog licence/book a camp site online: what is the status today?

There will be a lag after the implementation of any service while citizens discover that it is available. Security issues will also have to be balanced between convenient authentication and protection of privacy. Nonetheless, 45 percent of Canadians report performing at least one type of transaction online. Interest among citizens is plainly there (Figure 13).

SUMMARY REPORT



**Perceptions of the Site**

What contributes to the impression that the site is good or not? Respondents rated the performance of their chosen site on a scale from "Very good" to "Very poor" (Figure 14). Five factors determine 45 percent of the variance in these performance ratings, thereby giving quite a solid answer to this question.

**Drivers of Satisfaction for Internet Sites.**  
*Citizens First 2000.*

- |                       |  |
|-----------------------|--|
| 1. Ease of Navigation | "It's easy to find what I am looking for." |
| 2. Outcome            | "I got what I wanted."                     |
| 3. Visual Appeal      | "It is visually appealing."                |
| 4. Informative        | "It has the information I need."           |
| 5. Fast               | "Pages load quickly."                      |

These Internet drivers differ from those for services delivered through traditional channels such as the telephone. Outcome is the only element that is common to both Internet and traditional modalities, but its meaning may diverge in the two contexts. At this time, most Internet experi-



## CITIZENS FIRST 2000

ences are information-seeking rather than transactional (although this is changing).

The difference in drivers between traditional channels and the Internet is not surprising. Traditional delivery modes are mediated by human service providers, who talk to you directly on the telephone, at a service counter, or indirectly through correspondence. The concepts of staff knowledge, fair treatment, and timely delivery have meaning in this context, but with Internet services, they hardly apply. There are no staff to display either knowledge or the lack of it, or to treat the citizen fairly or unfairly. The meaning of timeliness changes completely in the Internet context: in traditional modes, it refers to the time the citizen must wait for the service provider to act, but in the Internet context, the user decides how to allocate his or her time. Ease of navigation and pages loading quickly bear only a distant resemblance to timeliness in the traditional context.

*Comparing Private and Government Sites*

The problems faced by citizens using the Internet to access services are problems common to all sites, private as well as government. It is encouraging, then, that citizens rate government sites on the whole as being as good as or better than private-sector sites.

*The Internet Promise*

Several reasons were presented earlier as to why rapid change in service-quality ratings is unlikely to occur. The advent of e-services introduces one reason to expect that improvement *may* occur a little faster.

For Internet services to bump up service-quality scores generally, they will have to get higher ratings than the services they replace. Is this realistic?

For routine services, the e-channel promises easy access; it can bypass the busy phone lines and long distances and queues at service counters. It avoids impediments to good service, such as lack of timeliness, lack of fairness, and staff who lack competence or courtesy, that can occur in the traditional channels.

The e-channel will have less direct effect on services such as garbage collection, public transit, road maintenance and policing, though even in these examples there may be peripheral benefits, from online information on recycling and garbage pick-up schedules, transit schedules, information on road and lane closures, and so on.

One aspect of this vision is misstated above: the e-channel will not replace traditional channels but will coexist with them. The channels will

## SUMMARY REPORT

likely become increasingly interdependent. Today's service-delivery strategies encourage citizens to use multiple channels to access services. The Internet often functions as a precursor to a phone call or a mailed request or an office visit. Call centres and information lines are handling more and more contacts, many of which lead the citizen on to a further channel. When this works effectively, citizens are able to access a wide range of services easily and quickly. (The "lost wallet" programs that some governments offer are a good example. Birth certificate, driver's licence, health card and SIN card can be replaced from one location using various channels.)

The challenge in this new model is coordination among channels. The citizen needs to make the transition easily from one channel to the next and, upon arriving at a new channel, needs to find consistent information. Just as in a bank, you expect your account balance to be the same at the ATM and at the service counter, so with government services the citizen will expect details of their file to transfer accurately and effortlessly from Internet to telephone to walk-in counter. Citizens deal with governments on a much wider and more complex range of issues than they do with financial institutions, so this challenge is considerable.

### CITIZENS' PRIORITIES FOR SERVICE IMPROVEMENTS

What services do citizens want to see improved? Citizens chose their top three priorities at each level of government from a list of fifty widely used services. There is a change at the municipal level, where public health drops from first place to a tie for third place. The proportions choosing road maintenance and police are virtually unchanged.

At the provincial/territorial level, hospitals are again the priority for more than 70 percent of citizens. "Health care outside hospitals" is a new item in the 2000 survey, added to allow respondents to differentiate health care into components. The change did not reduce the number choosing hospitals and instead promoted non-hospital health care into second spot, replacing colleges and universities.

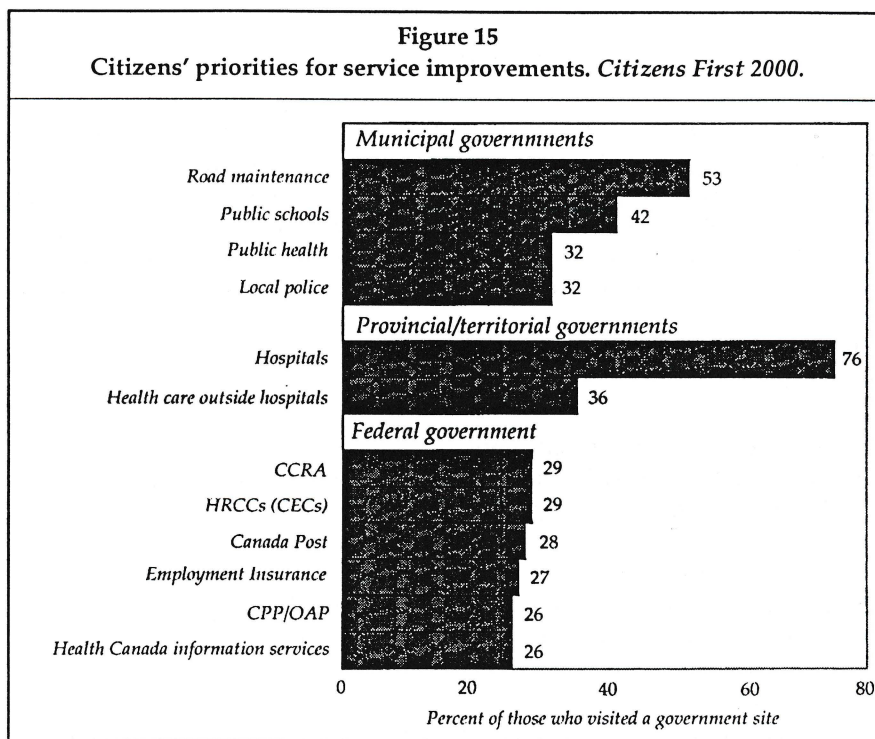
At the federal level, six agencies and programs are virtually tied as priorities. Five of these are the same as in 1998; Health Canada information services rose 5 points to join this cluster in 2000 (Figure 15).

### CITIZENS FIRST: FROM VISION TO RESULTS

#### *Building on the momentum*

The evidence is clear: citizen-centred government service is becoming a reality. The silos that once seemed to be inevitable structures of government

CITIZENS FIRST 2000



Note: Respondents chose up to three priorities, so percentages add to more than 100.

are rapidly disappearing. This change has developed from several sources:

- outstanding leadership and commitment to citizen-centred service delivery
- research from *Citizens First* and related work/tools provides an intellectual foundation for attaining results
- significant achievements in reorganizing service-delivery systems around citizens' needs
- partnering with private and not-for-profit sectors to deliver integrated, accessible services
- strategic use of technology – computers and the Internet – to link services that were once separated geographically and institutionally
- an accumulation of experience and “best practices” that now appears to have reached critical mass

The next few years will be exciting for government service providers and citizens alike.

## SUMMARY REPORT

*The Path Forward*

The results of *Citizens First 2000* are based on the perceptions and direct experiences of a representative cross-section of Canadians and speak to critical service-delivery challenges at all three levels of government. With these results in hand, governments can undertake a focused and concerted plan of action that will help build the momentum for positive change and create service-delivery systems that are truly responsive and citizen-centred.

A focus on six critical areas of citizen-centred service will accelerate the momentum:

1. Changing the face of government:

- Sustain top leadership and commitment to citizen-centred service throughout the public service.
- Use *Citizens First* results as the intellectual foundation for innovative policy and practice.
- Overcome destructive myths and stereotypes by communicating accurate information about government excellence to the public.
- Use *Citizens First* findings to improve staff confidence and build competencies.
- Provide training and tools to increase staff knowledge and competence and to empower service providers to "go the extra mile."
- Continue to foster advanced research as a basis for improving service delivery.

2. Access, access, access:

- Foster a proactive, go-the-extra-mile approach to the access of government services at the institutional and technological levels as well as in all direct, personal interaction with citizens.
- Focus improvement on the telephone, the "people's channel," currently the most frustrating point of access and yet the most commonly used channel.
- Streamline multiple channels into cost-effective, citizen-centred single gateways to service; ensure there is "no wrong door" for the citizen to access service.

3. Focus on the five drivers of citizen satisfaction in high-priority service areas:

- Incorporate the five drivers of citizen satisfaction into every line of government business.

## CITIZENS FIRST 2000

- Integrate regular measurement of service drivers and service standards and give staff feedback on their performance.
  - Determine drivers of satisfaction for specific programs (e.g., drivers for Revenue Canada may differ from those for a library or for a health information site on the Internet).
  - Organize, measure and refine services based on citizens' priorities.
4. Make seamless service the norm:
- Break down silos of service delivery between and inside governments to provide seamless service.
  - Forge partnerships and collaborate with other governments and the private, voluntary and academic sectors to develop optimal delivery systems.
  - Establish a Canadian Centre for Citizen Centred Service outside government to foster interjurisdictional, intersectoral and international citizen-centred research, innovation and service.
5. Deliver e-government intelligently:
- Harness new technology so that it is user-friendly and responsive to the citizen.
  - Ground development and improvement of channels (e.g., telephone, Internet) in the specific drivers and service standards identified by *Citizens First*.
  - Ensure citizens have a choice of channels and provide consistent information across all channels.
6. Lead by vision and manage by results:
- Establish clear, measurable objectives and criteria for service-quality improvement and citizen-centred service.
  - Ensure accountability for results in performance / service-delivery agreements.
  - Identify, share and showcase "best practices."
  - Establish awards for best innovators and on-the-ground practitioners in important categories:
    1. Access
    2. Drivers of satisfaction
    3. Single gateway service
    4. Seamless service delivery
    5. Citizen-centred technological solutions

## SUMMARY REPORT

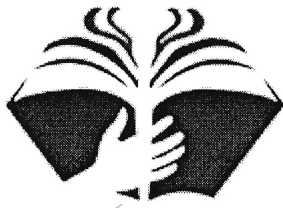
The next frontier in citizen-centred research will be to survey internal service providers and to integrate these findings into pan-government service-delivery strategies.

## NOTES

- 1 This is major achievement. Social science research never explains 100 percent of the variance. The remaining 31 percent in this instance is a combination of 1) differences among people – good service to one person is a bit different from good service to someone else, 2) differences among services – good service at a provincial campground may be different from good service resolving a difficult tax issue, 3) random differences – a person having a bad day may take a dyspeptic view of the whole service encounter, and 4) error of measurement – a five-point response scale may not allow respondents the degree of precision they need to describe nuances of the experience.
- 2 The Common Measurements Tool, available from CCMD, [www.cmd-ccg.gc.ca](http://www.cmd-ccg.gc.ca), provides research templates that government agencies can apply to investigations of service quality.

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# Hamilton Public Library

*Growing minds.  
Growing community.*

## - MEMO -

**DATE:** June 11, 2001  
**REPORT TO:** Anne Gravereaux, Board Chair  
**C.C.** Library Board Members  
**FROM:** Ken Roberts, Chief Librarian  
**SUBJECT:** **Strategic Planning Process**

The Toronto Public Library produced its first post-amalgamation strategic plan almost three years after amalgamation formally occurred. It is a good plan, well thought out and well received.

We hope that the Hamilton Public Library Board can produce its strategic plan somewhat more quickly, but, at the same time, administration emphasis is on producing practical results related to amalgamation. We need to plan staff redeployments, schedules, and figure out how to pay for "move in" expenses.

I plan to present the Hamilton Public Library Board with a strategic planning process at the September board meeting. The report will stress what strategic information/decisions we need from the board immediately and what decisions can wait. It will also suggest a process by which the board can make the strategic decisions needed to produce a good, solid strategic plan.

Still, the Library Board can, at its June 20<sup>th</sup> meeting, help us to understand board priorities. We have picked up, from the Board, that the majority of board members want to see an emphasis on Children's Services, on equity of access issues, on community information, and on cooperative projects with the school boards. We will, at the board meeting, ask board members to confirm their priorities.



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# Hamilton Public Library


*Growing minds.  
Growing community.*

## - Recommendation -

**DATE:** June 14, 2001  
**REPORT TO:** Chair and Members, Hamilton Public Library Board  
**FROM:** William Guise, Business Administrator  
Business Office  
**SUBJECT:** Trust and Reserve Accounts

### RECOMMENDATION:

- (a) That the attached report on balances in Reserve and Trust Accounts be received for information
- (b) That the trust accounts "Special Gifts Fund" (DeptID CTRUS 125010) and "Capital Endowment Fund" (DeptID CTRUS 125020) be combined under one trust account called the "Special Gifts Fund" (DeptID CTRUS 125010)
- (c)
  - (i) That a new reserve account called "Summer Reading Program" be setup to hold unexpended funds at year end that were received by way of donation or grant for the purpose of funding the operation of a summer reading program; and
  - (ii) That funds in the new reserve "Summer Reading Program" be used to assist in the funding of future summer reading programs

  
\_\_\_\_\_  
William Guise, Business Administrator  
Business Office

**BACKGROUND:**

- (a) The balances with approved commitments for the trust accounts are listed on Appendix A for the reserve accounts on Appendix B.

**TRUST ACCOUNTS**

The Hamilton Public Library Board currently has six (6) trust fund accounts that were previously held by the former Hamilton Public Library. The trust accounts and their terms of reference are listed below.

**M. WALDON THOMPSON BEQUEST (CTRUS 125005)**

This trust fund was established by the Hamilton Public Library Board to hold funds from the Estate of M. Waldon Thompson Bequest in memory of her sister Freda Farrell Waldon. The will stipulated that the funds are not to be used for normal operating expenses, but to be expended on the local history section of the Canadiana collection, for special furniture or equipment, rare books, or documents, microfilming of research material, or for any purpose which will promote the study of local history, sociology or ecology.

**SPECIAL GIFTS FUND (CTRUS 125010)**

This trust fund was establish through a major campaign effort conducted by the Hamilton Public Library Board during the construction of the Central Library in 1979 - 1981 to assist in supplying furniture and equipment. Funds were received by way of donations from the general public along with matching provincial funding. The Hamilton Public Library Board approved the following guidelines in June 1987 for spending income of the fund:

80% of the income earned is eligible for expenditure for the following:

1. **Special building improvements**
2. **Furniture and equipment**
  - to purchase furnishings and equipment throughout the Library system for the purpose of supporting new or enhanced services, the introduction of new technology in public service or in the support of the early endowment fund objectives.
3. **Collections**
  - to establish a new collection(s) made necessary by special demand or changed formats.

**4. Service Enhancement**

- to send staff or Board members to other libraries or organizations to study specific uses which may be applicable to the Hamilton Public Library system.
  
- to help support/develop outreach programmes/services which are a benefit to the Library system.

**CAPITAL ENDOWMENT (CTRUS 125020)**

This trust fund was established by the Hamilton Public Library Board to hold funds received from the Estate of Olive Mills. As a condition of the will, the Hamilton Public Library was to erect a plaque in memory of her father, Edward Mills, which plaque was to be placed in a conspicuous place on the main library building to be observed by the public. The Hamilton Public Library Board approved the following guidelines in June 1987 for spending income of the fund:

80% of the income earned is eligible for expenditure with the identical terms of reference as the Special Gifts Fund.

**PERMANENT ENDOWMENT (Legacy) FUND (CTRUS 125025)**

This trust fund was established in 1997 with monies received from Estate of Edward A. Dowler. In Mr. Dowler's will, the monies were left to "The Bookmobile Service of the Hamilton Public Library". The Board accepted the Dowler bequest and according to Board motion passed April 17, 1996 directed that the funds be placed in the appropriate trust fund to be managed by the Hamilton Community Foundation, and that the annual expenditures of the income earned be made honouring the intent of Mr. and Mrs. Dowler.

The net earnings of the fund will be paid to the Library each year.

**KETHA MCLAREN MEMORIAL FUND (CTRUS 125030)**

This trust fund was established by the Hamilton Public Library Board to hold funds donated in memory of Ketha McLaren and her contribution to librarianship and the Hamilton Public Library. The fund was created to provide grants out of the interest earned on the fund to staff members of the Hamilton Public Library. The grants are to be used by individuals to develop their library skills.

**F. WALDON BEQUEST (CTRUS 125035)**

This trust fund was established to hold funds from the Estate of Freda Farrell Waldon. The will stipulates that the funds are not to be used for normal operating expenses, but to be expended on the local history section of the Canadiana collection, for a mural or other work of art, special furniture or equipment, rare books or documents, microfilming of research material, assistance with the publication of books about Hamilton and district, or for any purpose which will promote the study of local history, sociology or ecology, or the dissemination of the result of such research.

**RESERVE ACCOUNTS**

The Hamilton Public Library Board currently has eight (8) reserve accounts that were previously held by the former Hamilton Public Library. The reserve accounts and their terms of reference are listed below.

**RESERVE FOR MOBILE EQUIPMENT (HAMTN 106005)**

Setup to fund replacement of bookmobiles, VLS and Maintenance Van. Funded annually with \$30,000 from operating.

**RESERVE - REPLACE PHOTOCOPIER (HAMTN 106010)**

Originally setup to fund replacement of photocopiers. Photocopiers are now leased or rented instead of purchased. The Hamilton Public Library Board approved funds to be used for purchase of card readers to be used with printers for public and to fund network printing for library users. Revenue from printers is used to fund the reserve.

**RESERVE FOR REPAIRS – GROUNDS (HAMTN 106015)**

Setup to fund major repairs to grounds. Funded annually with \$9,000 from operating.

**RESERVE FOR REPAIRS – BUILDINGS (HAMTN 106020)**

Setup to fund major repairs to buildings. No longer funded from operating. Major repairs are now included in the submissions to the City's Capital Budget.

**RESERVE FOR PURCHASE OF LIBRARY MATERIAL (HAMTN 106025)**

Setup to smooth out the uneven purchase and delivery of library material that can take several months from the time of committing funds and actually delivery. In many cases library material may be ordered from pre-publication lists and delays and cancellations of publications can occur. Funded by any balance in the annual library materials and processing budget at year-end or drawn down by any deficit in the annual library materials budget.

**RESERVE - SPECIAL COLLECTIONS (HAMTN 106040)**

This reserve is used to acquire and process collections related to the history of the Hamilton Wentworth region when they become available. The availability of these items cannot be planned and therefore would make budgeting for acquisition in the operating budget difficult. Originally funded from operating by unspent funds allocated to Special Collections. Funding ceased when all Material budgets were combined.

**RESERVE - AUTOMATED LIBRARY SYSTEM (HAMTN 106040)**

Setup originally to fund automated acquisition system. No longer funded.

**RESERVE - NON-BOOK LIBRARY MATERIAL (HAMTN 106045)**

Originally funded by change in accounting policy with the setup of prepaid periodical costs. Also includes \$73,567 to be used for literacy. These funds had been accounted for in a City Capital account and were transferred to this account in 2000.

c.c. Ken Roberts, Chief Librarian

**HAMILTON PUBLIC LIBRARY**  
**Trust Funds**  
**AT May 31, 2001**

	<b>Total</b>	<b>125005 M. Waldon Thompson Bequest</b>	<b>125010 Special Gifts Fund</b>	<b>125020 Capital Endowment Fund</b>	<b>120525 Permanent Endowment Fund</b>	<b>125030 Ketha McLaren Memorial Fund</b>	<b>125035 F. Walden Bequest</b>
Assets, Liabilities, and Fund Balances							
11020 – Cash in Bank	259,095.86	25,987.10	160,059.70				73,049.06
12201 – Term Deposits	0.00						
12204 – Investments Other	0.00						
13120 – Hamilton Foundation	1,124,356.96		448,421.66	230,617.90	430,916.74	14,400.66	
- Due from Operating Fund	77,172.06	1,196.70	-107,836.07	192,503.12	12,894.19	1,496.20	-23,082.08
12300 – Accrued Interest	535,057.00	0.00	286,019.00	155,648.00	84,790.00	8,600.00	0.00
<b>Total Assets</b>	<b>1,995,681.88</b>	<b>27,183.80</b>	<b>786,664.29</b>	<b>478,769.02</b>	<b>528,600.93</b>	<b>24,496.86</b>	<b>49,966.98</b>
Liabilities and Fund Equity							
27600 – Fund Equity	1,995,681.87	27,183.80	786,664.29	578,769.01	528,600.93	24,496.86	49,966.98
<b>Total Liabilities and Fund Equity</b>	<b>1,995,681.87</b>	<b>27,183.80</b>	<b>786,664.29</b>	<b>578,769.01</b>	<b>528,600.93</b>	<b>24,496.86</b>	<b>49,966.98</b>
<b>Funds Available for Distribution</b>	<b>871,324.92</b>	<b>27,183.80</b>	<b>338,242.63</b>	<b>348,151.12</b>	<b>97,684.19</b>	<b>10,096.20</b>	<b>49,966.98</b>
<b>Commitments</b>							
Repairs to Bookmobile	20,000.00				20,000.00		
Bookmobile Summer Reading Program	9,000.00				9,000.00		
Bookmobile Online costs	12,000.00				12,000.00		
Locke Branch Relocation	244,047.87		244,047.87				
Summer Reading Program	16,000.00		16,000.00				
Westdale Funding Raising Matching Funds	12,627.00		12,627.00				
Conference Costs	995.00						
<b>Total Commitments</b>	<b>314,669.87</b>	<b>0.00</b>	<b>272,674.87</b>	<b>0.00</b>	<b>41,000.00</b>	<b>995.00</b>	<b>0.00</b>
<b>Funds Available after Commitments</b>	<b>556,655.05</b>	<b>27,183.80</b>	<b>65,567.76</b>	<b>348,151.12</b>	<b>56,684.19</b>	<b>9,101.20</b>	<b>49,966.98</b>

**HAMILTON PUBLIC LIBRARY**  
**Reserve Funds**  
**AT May 31, 2001**

	<b>Total</b>	<b>106005 Mobile Equipment</b>	<b>106010 Photocopier</b>	<b>106015 Grounds</b>	<b>106020 Buildings</b>	<b>106025 Library Material</b>	<b>106030 Special Collections</b>	<b>106040 Auto Acquisition</b>	<b>106045 Non Book</b>
Liabilities and Fund Equity									
29100 – Fund Equity	1,511,563.33	341,337.72	21,704.35	92,659.10	84,843.19	745,686.17	49,697.24	3,037.48	172,598.08
Total Liabilities and Fund Equity	1,511,563.33	341,337.72	21,704.35	92,659.10	84,843.19	745,686.17	49,697.24	3,037.48	172,598.08
<b>Commitments</b>									
One time funding for basic children's paperback, board books, etc.	100,000.00					100,000.00			
Red Hill Renovations	14,668.99				14,668.99				
Database Cleanup	100,000.00					100,000.00			
<b>Total Commitments</b>	<b>214,668.99</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>14,668.99</b>	<b>200,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Uncommitted</b>	1,296,894.34	341,337.72	21,704.35	92,659.10	10,174.20	545,686.17	49,697.24	3,037.48	172,598.00