

**HAMILTON PUBLIC LIBRARY BOARD
Executive Committee Meeting**

Wednesday, August 22, 2001

Board Room

5:30 p.m. Dinner

6:00 p.m. Meeting

MINUTES

**EXECUTIVE
MEMBERS**

PRESENT: Peter Rogers (Chair), George Geczy, Doreen Horbach,
Dawna Petsche-Wark

**OTHER
MEMBERS**

PRESENTS: Glen Whitwell, Joyce Brown

STAFF: Ken Roberts, Karen Hartog

1. OMERS Surplus

Mr. Roberts provided background information and answered questions from Board Members.

MOVED by Mr. Geczy, seconded by Ms Horbach,

THAT THE FUNDS BUDGETED IN THE HAMILTON PUBLIC LIBRARY BOARD'S 2001 OPERATING BUDGET FOR CONTRIBUTIONS TO OMERS BE TRANSFERRED TO A RESERVE HELD BY THE HAMILTON PUBLIC LIBRARY BOARD TO FUND THE REDEPLOYMENT AND TRAINING OF STAFF, RESTRUCTURING AND OTHER STAFF RELATED COSTS RESULTING FROM THE AMALGAMATION OF THE THREE FORMER LIBRARY SYSTEMS;

THAT A RESERVE NAMED "RESERVE FOR REDEPLOYMENT, TRAINING AND RESTRUCTURING" BE ESTABLISHED.

MOTION CARRIED.

2. Operating Budget Surpluses

MOVED by Ms Petsche-Wark, seconded by Mr. Geczy,

THAT ANY FUTURE SURPLUSES ARISING FROM THE HAMILTON PUBLIC LIBRARY BOARD'S OPERATING BUDGET BE TRANSFERRED TO AN OPERATING RESERVE HELD BY THE LIBRARY AND TO BE USED AT THE DIRECTION OF THE LIBRARY BOARD; AND

THAT ANY FUTURE DEFICITS ARISING FROM THE HAMILTON PUBLIC LIBRARY'S OPERATING BUDGET BE FUNDED FIRSTLY FROM THAT RESERVE.

MOTION CARRIED.

3. Adjournment

MOVED by Ms Petsche-Wark,

THAT THE HAMILTON PUBLIC LIBRARY EXECUTIVE COMMITTEE MEETING OF WEDNESDAY, AUGUST 22, 2001 BE ADJOURNED.

MOTION CARRIED.

The meeting was adjourned at 6:30 p.m.

Minutes recorded by Karen Hartog.

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- Memo from Ken Roberts dated September 13, 2001 re Executive Committee Motions Update 1
- Memo from Ken Roberts dated August 23, 2001 re Library Board Executive Committee Motions 2



Hamilton Public Library

*Growing minds.
Growing community.*

CITY OF HAMILTON

- RECOMMENDATION -

DATE: September 14, 2001

REPORT TO: Chair and Members, Hamilton Public Library Board

FROM: Ken Roberts, Chief Librarian
Hamilton Public Library

SUBJECT: Operating Budget Surpluses

RECOMMENDATION:

That the recommendations approved by the Executive Committee on August 22nd, 2001, which states

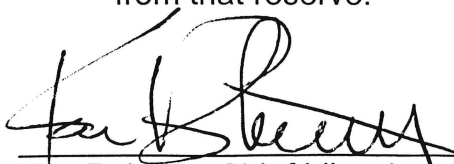
That any future surpluses arising from the Hamilton Public Library Board's operating budget be transferred to an operating reserve held by the Library and to be used at the direction of the Library Board; and

That any future deficits arising from the Hamilton Public Library Board's operating budget be funded firstly from that reserve

be reconsidered and replaced with the following recommendations

That any future surpluses arising from the Hamilton Public Library Board's operating budget be transferred to a capital reserve held by the City of Hamilton and used, upon recommendation by the Library Board, for library capital needs; and

That any future deficits from the library's operating budget be funded firstly from that reserve.



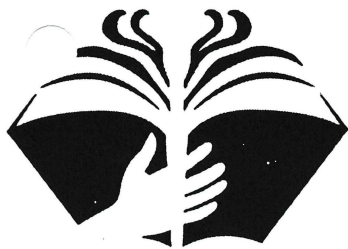
Ken Roberts, Chief Librarian
Hamilton Public Library

BACKGROUND:

A meeting was held with Rob Rossini, Director of Budgets for the City of Hamilton on September 13th to discuss the recommendations dealing with OMERS and Operating Budget surpluses that were passed by the Executive Committee at their meeting of August 22nd, 2001. Mr. Rossini is prepared to recommend to Joe Rinaldo, General Manager, Finance and Corporate Services (currently Acting CAO) that the motions be recommended to City Council with one suggested change.

The motion dealing with operating surplus states any operating surplus is to be placed in an operating reserve. Rob has suggest that this be changed to a capital reserve held by the City on behalf of Hamilton Public Library Board. The wording would be changed to "That any future surpluses arising from the Hamilton Public Library Board's operating budget be transferred to a capital reserve held by the City of Hamilton and used, upon recommendation by the Library Board, for library capital needs, and that any future deficits from the library's operating budget be funded firstly from that reserve.

Hamilton Public Library



*Growing minds.
Growing community.*

Memo

To: Joe Rinaldo, General Manager, Finance & Corporate Services
From: Ken Roberts, Chief Librarian
CC: Barry Coopersmith, General Manager, Community Services
 Stephen Cairns, Manager, Finance and Administration (Community Services)
 Hamilton Public Library Board Members
Date: August 23, 2001
Re: Library Board Executive Committee Motions

As Secretary to the Library Board, I am writing to let you know that the Executive Committee of the Board met on Wednesday, August 22, 2001 and passed the following two motions:

MOVED by Mr. Geczy, seconded by Ms Horbach,

THAT THE FUNDS BUDGETED IN THE HAMILTON PUBLIC LIBRARY BOARD'S 2001 OPERATING BUDGET FOR CONTRIBUTIONS TO OMERS BE TRANSFERRED TO A RESERVE HELD BY THE HAMILTON PUBLIC LIBRARY BOARD TO FUND THE REDEPLOYMENT AND TRAINING OF STAFF, RESTRUCTURING AND OTHER STAFF RELATED COSTS RESULTING FROM THE AMALGAMATION OF THE THREE FORMER LIBRARY SYSTEMS;

THAT A RESERVE NAMED "RESERVE FOR REDEPLOYMENT, TRAINING AND RESTRUCTURING" BE ESTABLISHED.

MOTION CARRIED.

And

MOVED by Ms Petsche-Wark, seconded by Mr. Geczy,

THAT ANY FUTURE SURPLUSES ARISING FROM THE HAMILTON PUBLIC LIBRARY BOARD'S OPERATING BUDGET BE TRANSFERRED TO AN OPERATING RESERVE HELD BY THE LIBRARY AND TO BE USED AT THE DIRECTION OF THE LIBRARY BOARD; AND

THAT ANY FUTURE DEFICITS ARISING FROM THE HAMILTON PUBLIC LIBRARY'S OPERATING BUDGET BE FUNDED FIRSTLY FROM THAT RESERVE.

MOTION CARRIED.

The Executive Committee of the board passed these motions so that its financial options in dealing with amalgamation related issues are clear to the full board when it meets on September 19, 2001. the Executive Committee recognizes that the City of Hamilton may have a position that varies from the motions they have passed. I am not authorized to approve any variation but I am, as Secretary, authorized to meet and discuss any other options and possibilities.

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- Memo from Ken Roberts dated September 12, 2001 re Reciprocal Borrowing 1



Hamilton Public Library

*Growing minds.
Growing community.*

- MEMO -

DATE: September 12, 2001

REPORT TO: Anne Gravereaux, Board Chair

C.C. Library Board Members

FROM: Ken Roberts, Chief Librarian

SUBJECT: **Reciprocal Borrowing**

The Library Board authorized me to contact neighbouring library systems regarding the possibility of arranging for reciprocal borrowing privileges. I wrote letters offering to negotiate such privileges with the Grimsby Public Library Board and with the Cambridge Public Library Board, as directed by board motion. I also wrote a letter offering to open such a discussion with the Milton Public Library. Milton touches our border and has a well-funded library system. Milton has open access rights with the Burlington Public Library, one of our reciprocal borrowing partners.

I wrote letters to the Waterloo, Haldimand, and Wellington library systems expressing a desire to be a good neighbour and to discuss issues of potential cooperation. We are setting up meetings with representatives from each library system. Most of the meetings are scheduled for early October. We delayed the meetings in order to concentrate on re-deployment issues.

I indicated in each letter that there may be issues other than reciprocal borrowing that we could discuss (e.g. the creation of a multi-type regional library cluster group, the provision of remote access products and electronic services in a more cooperative fashion).

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*Growing minds.
Growing community.*

- RECOMMENDATION -

DATE: September 11, 2001

REPORT TO: Anne Gravereaux, Board Chair

C.C. Library Board Members

FROM: Ken Roberts, Chief Librarian

SUBJECT: **Board Strategic Planning Process**

RECOMMENDATION:

That the Hamilton Public Library Board endorse the proposed Strategic Planning process and timetable.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

None.

BACKGROUND:

I promised the Library Board that we would propose a strategic planning process at the September Board meeting. I have enclosed several documents for you to review.

- 1. City of Hamilton, Community Services Department, Library Services Division Draft CIMS Document.** The City of Hamilton's administrative team has been involved in a "Comprehensive Integrated Management System" (CIMS) process that includes strategic planning. The city administrative team has developed its list of key outputs and success measures. All departments and divisions are required to produce "aligned" CIMS documents. The purpose of the exercise is to ensure that all city services work toward common goals, that they do not duplicate the work done by others, and that there is clear responsibility for certain strategic issues. We have participated in city CIMS meetings, making sure to mention that the library board is responsibility for the strategic direction of the library system. The document that you have is the Community Services CIMS plan. As part of the city process, library staff are developing a library plan. It is supposed to align with the Community Services plan.
- 2. The Ottawa Public Library's 18 month Operating Plan.** The Ottawa Public Library has had a library board in place since last February. The Ottawa Board has adopted a new Mission Statement, a new Vision Statement, and Values for the new organization. They have also adopted several service priorities for the first 18 months. While the Hamilton Public Library Board was not appointed until late April, we have made significant progress in many of the "priority" areas listed for the Ottawa Public Library system. For example, Ottawa predicts that they will have a unified automated library system by June, 2002, unified Summer Reading Program by June, 2002, web-based reference services by July, 2002, and unified children's services by December, 2002. We have completed these Ottawa priorities, and many others.

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5. **Mission, Vision, Values for the Vancouver Public Library, Edmonton Public Library, Halifax Regional Library, Mississauga Public Library, London Public Library, and Toronto Public Library.**
 6. **Definitions for "Mission Statement" and for "Vision" statements.**

Proposed Process

The Library Board's starting point for Strategic Planning is to set a Mission and Vision for the Library system. The Board is also responsible for setting organizational values and for determining the service priorities and service levels it wishes the system to achieve. We are a new system with a new board. It is important that the new system articulate a Mission and Vision fairly soon. At the same time, the board may wish to revisit its first Mission and Vision after we have experienced several years of amalgamated services.

I would like to suggest that the Board adopt the following process:

1. Set a date and time for a Mission/Vision/Values session to be held before the end of October. I think we can facilitate the session with internal staff. **(target completion date, October 31/01)**
2. Compare the collected ALA Service Response information completed by each board member and determine if there are common themes in these responses to help set service priorities. **(target completion date, October 17/01)**
3. Review the draft CIMS Library Services document in order to determine the extent to which library staff are authorized to participate in the city CIMS process. **(target completion date, October 17/01)**
4. Once the Board Mission, Vision, Value and strategic priorities are determined, hold a senior staff/board informal meeting in order to ensure that staff perceptions of objectives required to meet the service objectives are in line with board thoughts and the current staff resources. The meeting will also ensure that the processes related to amalgamation are understood and are built into the workload for senior staff. **(target January/02)**
5. Produce a draft of the 2002 Strategic Plan. **(target completion date, February/02)**

INTRODUCTION TO

**KEY OUTPUTS, SUCCESS MEASURES
& AUTHORITY STATEMENTS**

1.0 KEY OUTPUTS

You will soon be attending a Team meeting where one of the major tasks will be to define the accountabilities of the Team as a whole, the Members' roles and the Team Leader's role. You will agree on these roles and all other decisions using the consensus process so as to achieve full understanding and commitment.

1.1 Results vs. Activities

Everyone in the organization is **ACCOUNTABLE** to someone for what he/she achieves. Each is **ACCOUNTABLE** to that person for a number of results or outputs/outcomes. Results differ from activities. Activities describe **HOW** you achieve results. Outputs are the results of doing the activities. **RESULTS** are the answer to the question **WHY?.....why** you do all of the things you do every day of the working year.

1.2 The "Eye of the Customer"

Outputs from the perspective of the customer (client, resident, tax payer, co-worker) represent the products or services they receive. Outputs define not only the tangible results that customers receive, but also the intangible feelings/attitudes that are often labeled as "customer service". The feeling/attitude/experience in some cases, is the primary output from the customer's perspective; in other cases it is the element that makes the quantum difference in the "eye of the customer".

Example: If the activity is answering telephone inquiries in a polite and timely manner, then the associated **RESULT** could be Customer Satisfaction.

We call these customer results **KEY OUTPUTS (KO's)**

1.3 Role Clarity

When everyone knows their **ROLES**, they know:

- The outputs expected of the Team(s) of which they are a member.
- The outputs expected from them as member of the Team
- How success is determined
- The authority required to achieve the outputs

1.4 Efficiency vs. Effectiveness

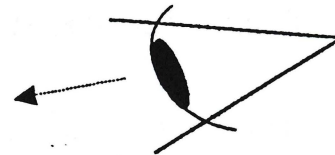
Focusing on **KEY OUTPUTS** will help you to “Do The Right Things” (**EFFECTIVENESS**) rather than simply “Doing Things Right” (**EFFICIENCY**). Most jobs can be described using from 4 to 8 **OUTPUTS**.

EFFECTIVENESS: The extent to which a person achieves the outputs required of the position.

1.5 Key Output examples

- Revenue
- Customer Satisfaction
- Employee Satisfaction
- Financial Performance
- Environmental Integrity
- Growth
- Sales
- Profitability
- Product Quality
- Innovation

2.0 KEY OUTPUTS CHECKLIST



'Eye of the Customer'

1. Each KEY OUTPUT must:

- Represent a customer **RESULT**, not activity;
- Lead to associated objectives which are **MEASURABLE**;
- Be an **IMPORTANT** part of the position;
- Be within the actual limits of **AUTHORITY**;
- Answer the question **WHY?**

2. KEY OUTPUTS, when taken together, should:

- Represent 100% of the results of the position
- Not be so many as to avoid dealing with the essence of the job, or so few as to make planning difficult
- Usually 4 to 8

3. KEY OUTPUTS, with respect to other positions, should:

- Avoid overlaps (2 positions responsible for the same thing)
- Avoid under laps (a missing accountability)
- Align vertically (fit with those of your team leader and to those that report to you)
- Align horizontally (fit well with your co-workers)

2.0 KEY OUTPUTS CHECKLIST (continued)

4. Wording of KEY OUTPUTS:

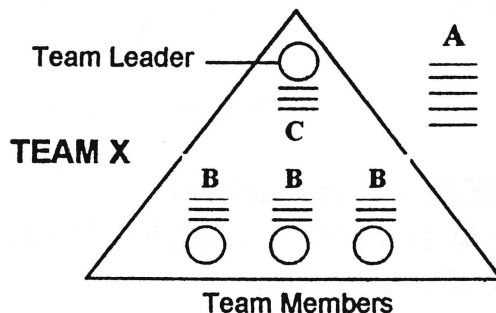
- Use from 1 to 4 words. The key word must be a noun;
- Avoid directional indicators such as "increase", "decrease"
- Avoid quantities and timing;
- Avoid using words ending in "ing". They suggest a never-ending activity with no actual result.
- Avoid words like: control, co-ordinate, monitor, manage. They do not pass the first test: It is a customer result?

3.0 HORIZONTALLY ALIGNED KEY OUTPUTS

A = TEAM KEY OUTPUTS

B = Team Member KEY OUTPUTS

C = Team Leader KEY OUTPUTS



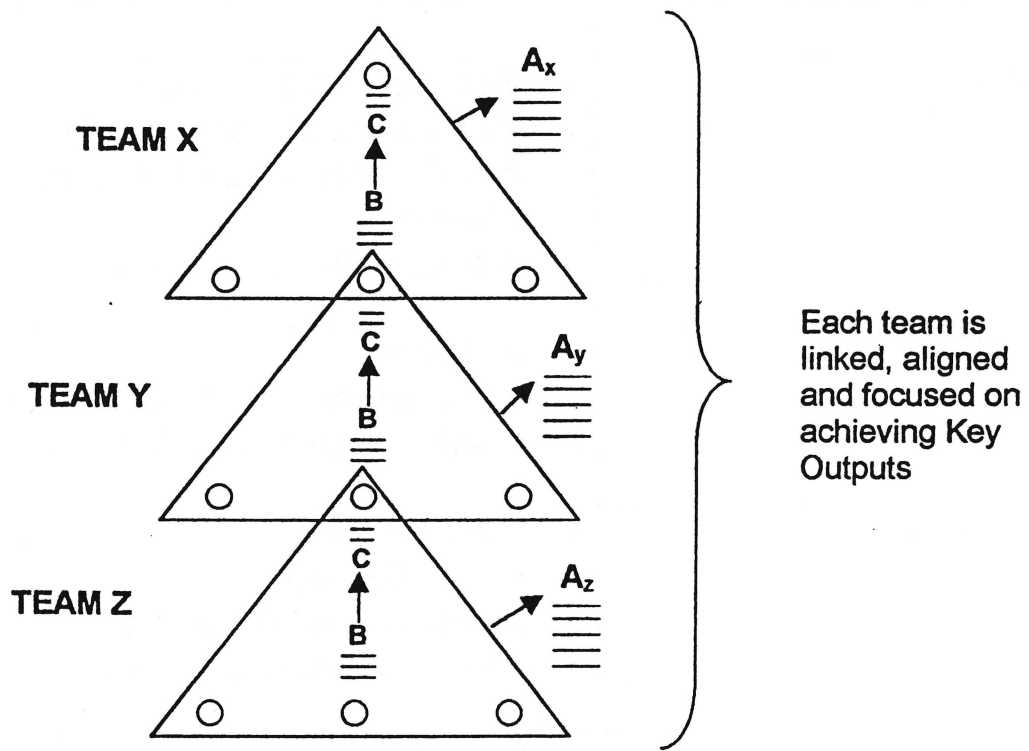
- A =** The collective results required of the whole Team. They focus the Team towards common goals. KEY OUTPUTS are the results for which the Team Leader is accountable to his/her manager / supervisor / team leader.
- B =** The results required of each Team Member. They support the KEY OUTPUTS of the Team and in fact their sum equals most of the Team OUTPUTS.
- C =** The unique results/support deliverables of the Team Leader. They contain important results not delegated down, as well as results/support expected of the Leader by the Team Members. When added to the Team Member KEY OUTPUTS, the sum equals the Team results.

Horizontal Alignment of Key Outputs is achieved when $\Sigma B + C = A$.

4.0 VERTICALLY LINKED KEY OUTPUTS

By cascading the team triangles, each team leader becomes the linking pin/linkage between successive layers of teams (X, Y + Z). Each team is linked, aligned and focused on Key Outputs.

Vertical alignment is achieved when B = A for the next lower level team.



5.0 SUCCESS MEASURES

KEY OUTPUTS must be measurable. "SUCCESS MEASURES" tell you how well you are doing at attaining your outputs from the customer's point of view. Each KEY OUTPUT may have more than one Success Measure associated with it; however, one to three is usually sufficient. The Success Measure(s) you choose should be simple to track and accurate – the measurement of results should not be more difficult than the achievement of results. Avoid Success Measures which are strongly influenced by others' actions.

5.0 SUCCESS MEASURES (continued)

MEASUREMENT AREAS

Most Success Measures will come from these six areas:

Measurement Area	Success Measure Examples
QUANTITY	<ul style="list-style-type: none"> • # of customers served per hour • # of tourists who visited City • # of Client enquiries responded to within x hours • # of files administered/day
QUALITY	<ul style="list-style-type: none"> • # of errors • # of customer complaints/month • % adherence to specifications
FINANACIAL	<ul style="list-style-type: none"> • Actual to budget • \$ Cost Savings • Return on Investment (ROI) • Return on Net Assets (RONA)
TIME	<ul style="list-style-type: none"> • Cycle time • By the 3rd Monday of each month • % customer schedule achieved • Product to Market Cycle time
FEEDBACK	<ul style="list-style-type: none"> • Customer Survey Results • # of Customer complaints/month • User Survey Results
EXISTENCE	<ul style="list-style-type: none"> • Policy in place by <u>(date)</u> • Acceptance by Board/Council

6.0 AUTHORITY STATEMENTS

Authority Statements identify the significant actions or decisions a person must be able to take in order to achieve results. The actions may demand considerable ingenuity, resourcefulness or creativity and may be made under varying degrees of guidance and control from the supervisor.

The freedom a person has to make decisions or take action is a measure of authority. If a person is to be held completely accountable for achieving results in specific areas, great care must be taken to ensure that authority is sufficient.

For a person to be accountable for a KEY OUTPUT, the right level of authority must be provided. If not, the Key Output should be passed upward or modified to reflect the authority granted.

GUIDE FOR DEVELOPING AUTHORITY STATEMENTS

To write Authority Statements related to KEY OUTPUTS, the statement; "to achieve the Key Outputs as measured by the Success Measures, I need the authority to...." is completed as often as is necessary. For example, the statement might be:

- "...redesign regulatory controls."
- "...spend money within budget."
- "...enlarge or decrease staff."
- "...use overtime."
- "...develop new programs."

NOTE: It is important that the Authority Statements define sufficient power to get the Key Output accomplished as measured by the Success Measures. You can't be held accountable for results over which you don't have enough control.

RESPONSIBILITY WITHOUT AUTHORITY = FRUSTRATION

7.0 AUTHORITY LEVELS

Some organizations find it helpful to clarify Authority Levels by using the following labels:

AUTHORITY LEVEL I

You have the authority to act **WITHOUT** any contact with your Team Leader prior to the decision/action. Communication with your Team Leader, after the decision/action is taken, is for information only.

AUTHORITY LEVEL II

You have the authority to act but **MUST** notify your Team Leader immediately **AFTER** the action is taken.

AUTHORITY LEVEL III

You have the authority to act but **MUST** notify your Team Leader **BEFORE** action is taken.

AUTHORITY LEVEL IV

You have the authority to analyze and make recommendations to your Team Leader for approval.

The Authority Statement examples might then look like this:

- | | |
|--------------------------------------|-----|
| • "...redesign regulatory controls." | IV |
| • "...spend money within budget." | I |
| • "...enlarge or decrease staff.: | III |
| • "...use overtime." | II |
| • "...develop new programs." | III |

**SAMPLE ACCOUNTABILITES FOR
A SENIOR MANAGEMENT TEAM OF A CITY**

KEY OUTPUTS	SUCCESS MEASURES
<p>1.0 Quality Service Delivery</p>	<p>1.1 Service level standards performance vs. benchmark</p> <p>1.2 Service level standards performance vs. internal audit</p> <p>1.3 Cost performance vs. others</p> <p>1.4 % of citizens say they are getting value for their \$</p> <p>1.5 # of innovations that improve service</p>
<p>2.0 Sustainable Financial Performance</p>	<p>2.1 Bond rating</p> <p>2.2 Assessment growth %</p> <p>2.3 Budgets – performance to plan</p> <p>2.4 Net cost reduction</p> <p>2.5 # of innovations that reduce costs</p> <p>2.6 Existence of long term conservation strategy for capital assets</p>
<p>3.0 Positive Corporate Image</p>	<p>3.1 Amount of recognition of “the way we do business” in “Hamilton”</p> <p>3.2 Existence of a single corporate identity</p> <p>3.3 % of customers/clients who report that the organization projects a positive image</p> <p>3.4 % of employees who express pride in working for “Hamilton”</p> <p>3.5 % of customers who identify corporate programmes/assets as Hamilton owned or operated</p>

KEY OUTPUTS	SUCCESS MEASURES
4.0 Comprehensive Integrated Management System	4.1 Existence of Corporate strategic plan 4.2 Existence of aligned organization 4.3 Existence of performance management system
5.0 High Performance Workforce	5.1 % of employees who meet or exceed their performance targets 5.2 Existence of career development/training programs 5.3 Existence of reward program for innovation and creativity 5.4 Existence of workforce/performance indicators (note this is HR's) 5.5 # of innovative ideas proposed
6.0 Effective Council Interface	6.1 Acceptance of vision, roles and responsibilities 6.2 Existence of Corporate handbook on functions, services and contacts 6.3 Response time to politician enquiries
7.0 Effective Divisional Interface	7.1 Existence of interdivisional service agreements 7.2 Existence of consensus on Divisional roles and responsibilities 7.3 Consensus on shared responsibilities 7.4 # of interdivisional collaborations



**2001-2002
18-month Operating Plan**

“Building a New Library for a New City”

**Approved by the
Ottawa Public Library Board
August 7, 2001**

OTTAWA PUBLIC LIBRARY

2001-2002 OPERATING PLAN

Mission Statement for the Ottawa Public Library

The Ottawa Public Library/Bibliothèque publique d'Ottawa links the people of Ottawa to resources and information for life-long learning and the creative use of leisure time, in the context of both official languages. In the pursuit of stored human knowledge, the Library is a gateway to global communications and information networks.

Objectives for the Ottawa Public Library

- I. *To deliver public library service for Ottawa residents of all ages in accordance with community needs for lifelong learning, education, culture and leisure*
- II. *To provide timely access to accurate and useful information in a variety of formats and technologies*
- III. *To support intellectual freedom as the prerequisite for an informed, democratic society*
- IV. *To add to the sense of community within the new City of Ottawa*
- V. *To provide an electronic gateway to the world of the Internet and beyond*
- VI. *To provide efficient, effective and equitable public library service*

Core Values for the Ottawa Public Library

The Ottawa Public Library/Bibliothèque publique d'Ottawa:

1. *Offers basic services through public funding without additional charge*
2. *Supports intellectual freedom*
3. *Supports intellectual curiosity and inquiry*
4. *Encourages all ages to love reading*
5. *Reaches out to people for whom education, language, disability or age are barriers to use*
6. *Provides outstanding customer service in a cost-effective and responsible manner*
7. *Provides facilities that are welcoming, convenient and accessible, and which act as a community gathering place*
8. *Consults with the community to provide targeted services responding to identified community needs*
9. *Seeks mutually beneficial partnerships and links with the community and encourages opportunities for volunteer service*
10. *Promotes a stimulating work environment that recognizes and rewards staff creativity in serving the people of Ottawa*

Key Directions for the Transition years of 2001 and 2002

- Focus on our public
- Grow our people
- Enhance our services
- Strengthen our organisation
- Foster our partnerships and community alliances

This 18-month operating plan is designed to focus the organization on the immediate actions required to launch the Ottawa Public Library in the first two critical years of transition. It will be a very exciting time for both service and capital development.

The plan presents strategies in five key areas (above) and links those strategies to one or more of the Library Board's approved objectives and core values. It also includes the main elements of the "business case" as presented in submissions to the Transition Board in 2000.

During this 18-month period, the Board and staff will conduct a community needs assessment and user satisfaction survey. The results will be the foundation of a new longer-range strategic agenda.

**2001- 2002
18-month Operating Plan
“Building a New Library for a New City”**

Strategies Overview:

- 1. Focus on our public**
 - Consult with the community on service and capital needs
 - Implement marketing and communication strategy

- 2. Grow our people**
 - Ensure healthy and equitable workplace
 - Negotiate first contract with CUPE 503 Library Group
 - Implement training plan
 - Complete workforce alignment
 - Strengthen Friends and volunteers corps

- 3. Enhance our services**
 - Implement new service delivery model
 - Implement accessible, convenient services that are measurable and provide value for money

- 4. Strengthen our organization**
 - Develop long-range capital plan with priority on new Main Library and South core district library
 - Develop strong governing board
 - Complete transition to one library
 - Work with Centres of Expertise
 - Develop and implement capital and operating budgets
 - Participate in building the City's Official Plan, in cooperation with People Services
 - Work with People Services to develop joint programming and marketing opportunities

- 5. Foster partnerships and community alliances**
 - Establish OPL Foundation
 - Maintain leadership in SmartLibrary and SmartCapital

The Ottawa Public Library serves the citizens of Ottawa and is primarily funded by the City of Ottawa. It is governed by a Board of Trustees, appointed by Ottawa City Council, as required by the Public Libraries Act of Ontario. It works closely with People Services Department. The Ottawa Public Library strives to support the vision and guiding principles of People Services as listed below:

The Vision of the People Services Department

To foster a healthy community that promotes and supports quality of life so citizens can fully participate in, and contribute to the life of their community.

People Services Guiding Principles

- Responsive
- Accessible
- Respectful of Diversity
- Outcome Oriented
- Innovative – Service integration

City of Ottawa Administration Mission

Enhancing quality of life by focusing on service, leadership and value for money.

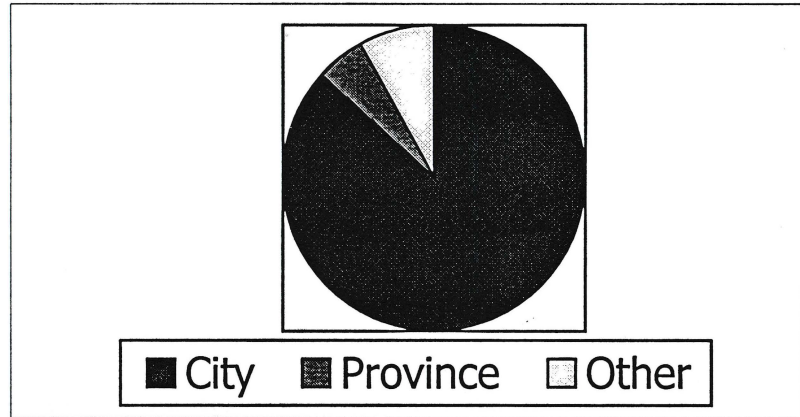
City of Ottawa Administration Principles

- Lead through effective teams
- Retain, attract, develop our people
- Focus on innovation and quality
- Manage and deliver on expectations
- Have a shared understanding of the vision

2001 Operating Budget

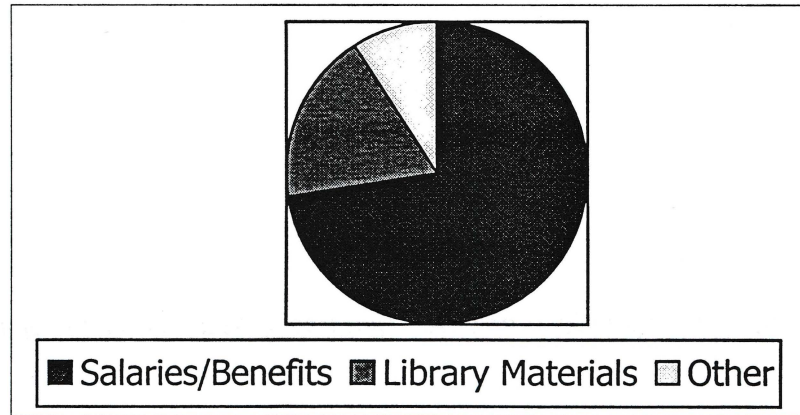
Revenues

City	18,957,586
Province	1,165,158
Other (fines, lease)	<u>1,748,529</u>
Total	21,871,273



Expenditures

Salaries/Benefits	15,881,452
Library Materials	3,974,636
Other (Supplies, facilities)	<u>2,015,185</u>
Total	21,871,273



1. Focus on our public: The Ottawa Public Library strives to understand and respond to the unique needs of the people of Ottawa.

Number	Strategy	Objectives	Core Values	End
1.1	Undertake needs assessment			
1.1 a)	Complete community consultation on harmonized fees and fines proposal	I, VI	1, 5, 6	Oct 2001
1.1 b)	Complete community consultation on reorganized bookmobile service	I, II, III, IV, VI	1-9	Aug 2001
1.1 c)	Complete community-wide needs assessment study and user satisfaction survey as basis for long-term strategic planning	I-VI	1-9	Jun 2002
1.2	Implement communications & marketing plan			
	In partnership with Communications and Marketing CoE			
1.2 a)	Complete interim plan	I, II, III, IV, V, VI	1-10	Aug 2001
1.2 b)	Develop & implement long range plan			Feb 2002
1.2 c)	Complete exterior/interior signage studies	I, II, III, IV, V, VI	1-10	Dec 2002
1.3	Segment public to receive target services		8	
1.3 a)	To be determined following Needs Assessment 1.1 ©	I	1-9	Dec 2002

- 2. Grow our people: Our employees strive to develop skills, knowledge and understanding to meet the library and information needs of the people of Ottawa. Ottawa Public Library Board members strive to develop their ability and skills to govern wisely, communicate with citizens and respond to citizens' needs. Our Friends and volunteers corps continue to support the extension and improvements in the services and resources of the Library.**

Number	Strategy	Objectives	Core Values	End
2.1	Ensure healthy & equitable workplace			
2.1 a)	Work with corporate HR to establish new system-wide Joint Occupational Health and Safety Committee for the Library	VI	7, 9, 10	Fall 2001
2.1 b)	Respond quickly to committee recommendations	VI		On-going
2.1 c)	Encourage all staff to develop and/or maintain appropriate and enjoyable levels of physical activity and health	I-VI	10	Dec 2002
2.2	Create retention & recruitment program			
2.2 a)	Develop retention strategy for current employee complement	IV, VI	10	Jun 2002
2.2 b)	Develop recruitment strategy to address future retirement scenarios	IV, VI	10	Sep 2002
2.3	Labour Relations			
2.3 a)	Negotiate first collective agreement with CUPE 503 – Library Group	IV, VI	7, 10	ASAP
2.3 b)	Ensure consistency in interpreting various collective agreements until new one is signed	IV, VI	10	On-going
2.3 c)	Implement L.R. training program for managers	IV, VI	10	Jun 2002
2.3 d)	Establish strong working relationship with corporate L.R. team	IV, VI	10	On-going
2.3 e)	Contribute to the negotiation of the CUPE 503 first contract for City of Ottawa	IV, VI	7, 10	Dec 2001
2.4	Strengthen capacity for decision making at all levels of library corporation	I-VI	1-10	On-going
2.5	Training and Development			
2.5 a)	Hold first annual Employment Development Day (EDD), December 7, 2001	IV	6, 9, 10	Dec 2001
2.5 b)	Complete French language proficiency testing for employees in bilingual positions and ensure follow-up training where required	IV	5, 7, 10	Dec 2002
2.5 c)	Implement training programs to support introduction of ILS	II, III, V, VI	7, 10	Dec 2002
2.5 d)	Develop E-training strategy for employees to work confidently and effectively with new system-wide databases	II, III, V, VI	7, 10	Dec 2002
2.5 e)	With IT CoE, implement formal, comprehensive IT skills building program for all employees for office automation and the effective use of the Internet	I, II, V	7, 10	Dec 2002
2.5 f)	Research long-range multi-year training strategy to support the employees working in			

	Library as a learning organization	II, V	10	Sep 2002
2.6	Human Resource Development In partnership with Human Resources Centre of Expertise			
2.6 a)	Complete employee job matching process	IV, VI	6, 10	Nov 2002
2.6 b)	Complete job descriptions for all positions	IV, VI	6, 10	TBD
2.6 c)	Ensure staff are trained to access HRIS system	IV, VI	6, 10	TBD
2.6 d)	Complete job evaluation for all new positions	IV, VI	6, 10	TBD
2.6 e)	Implement workplace adjustment strategy where necessary	IV, VI	6, 10	TBD
2.6 f)	Meet FTE reduction targets as outlined in Report to OTB, Sept. 15, 2000	VI	6, 10	Dec 2002
2.6 g)	Develop recognition program for employees	IV	6, 10	Dec 2002
2.6 h)	Develop and implement standardized hiring processes	I, II, VI	10	On-going
2.7	Strengthen Friend and volunteer corps			
2.7 a)	Work with Friends groups from legacy systems to develop options for harmonized structure(s)	I	9	Dec 2002
2.7 b)	Ensure harmonized training and development program for volunteers	I, II, IV	9	Jun 2002
2.7 c)	Develop recognition and reward program for friends groups and volunteers	IV	9	Nov 2001

3. Enhance our services: The Ottawa Public Library strives to provide cost-effective, convenient access to accurate, in-depth library and information resources and services including local and global communication networks.

Number	Strategy	Objectives	Core Values	End
3.1	Provide service that combines high tech with high touch			
3.1 a)	Liaise and work in conjunction with City Departments, community groups and related boards and agencies to enhance library services	I-VI	1-10	On-going
3.1 b)	Define customer service; develop training program and measure results	II, V	6, 7, 10	Dec 2001
3.1 c)	Emphasize high tech combined with high touch approach in all service areas	II, V	2, 4, 5	Dec 2002
3.2	Implement Service Delivery Model			
3.2 a)	Refine service delivery model and service resource levels	I, IV, VI	6, 8	Sep 2001
3.2 b)	Develop service and resource parameters for each service tier	I, IV, VI	6, 8	Nov 2001
3.2 c)	Harmonize service staffing levels and hours of service within each tier as far as possible	I, II, IV	7	TBD
3.2 d)	Ensure service model provides "value for money"	I-VI	1, 5-10	On-going
3.3	Provide accessible & convenient service – general			
3.3 a)	Develop service performance measures for: input, output, efficiency, effectiveness and public satisfaction	I, IV, VI	7, 8	Jul 2002
3.3 b)	Establish range of acceptable performance levels for each approved measure	IV, VI	8	Jul 2002
3.3 c)	Develop easy to read statistical package for regular presentation to the Board	I, IV, VI	7, 8	Fall 2001
3.3 d)	Research and establish new strategies (where required) for home delivery and rural service once collective agreement is in place	I, IV, VI	1-9	TBD
3.3 e)	Collaborate with City in designating select libraries as secondary points-of-service	I, II, IV, VI	5, 6, 7, 9	Dec 2001
3.4	Virtual Library Service			
3.4 a)	Complete development and implementation of new ILS Sunrise-Horizon service model	I, VI	2, 3, 8	Jun 2002
3.4 b)	First go-live libraries	II, V	2, 3, 6, 8	Jan 2002
	Last go-live libraries	II, V	2, 3, 6, 8	Jan 2002
3.4 c)	Provide leadership in the development of Smart/Library & OCRI/SmartCapital demonstration projects	II, V	3, 8	Dec 2003
3.4 d)	Provide enhanced access to licensed databases through new web catalogue	II, V	1, 6, 7	Jun 2002

3.4 e)	Provide access to most library services through Internet	I, II, V	1, 3, 6	Dec 2002
3.4 f)	Provide access to classified, annotated Web resources as part of Web-catalogue	II, V	1, 3, 6	Jun 2002
3.4 g)	Provide access to government information and service (local, provincial, federal, international) via Library portal	II, III, V	1, 3	Jan 2003
3.4 h)	Develop and implement public internet access policy including an acceptable use policy	I, II, III, V, VI	1, 2, 3, 5	Nov 2001
3.5	Circulation Services			
3.5 a)	Complete harmonization of system-wide circulation service model	II, IV, VI	1, 6, 7, 8	TBD
3.5 b)	Introduce automated voice notification of overdues and services	II, VI	1, 6, 8	Jun 2002
3.5 c)	Introduce receipt printers at all locations	I, II, IV, VI	1, 6, 8	Jun 2002
3.5 d)	Implement automated self-checkout at selected libraries (customer use optional)	I, II, IV, VI	1, 6, 8	Dec 2002
3.5 e)	Implement E-business applications permitting paying fees & fines	I, II, IV, V, VI	1, 6, 8	Dec 2002
3.5 f)	Harmonize fees & fines schedule	VI	1, 6, 8	Jan 2002
3.5 g)	Implement on-line registration form for services and programs	I, II, III, IV, V, VI	1, 6, 8	Jun 2002
3.6	Information and Reference services			
3.6 a)	Complete harmonization of system-wide information & Reference service model	I, II, V	2, 5, 7	TBD
3.6 b)	Ensure public internet access at all 33 locations	I, II, V	2, 5, 7	Jun 2001
3.6 c)	Expand Web-based reference services to all users	I, II, V	2, 5, 7	Jul 2002
3.6 d)	Digitize critical community resources	II, V	3, 4, 7	Dec 2003
3.7	Collection Development services			
3.7 a)	Implement co-ordinated, system-wide collections structure to guarantee efficient, effective selection of resources and maximization of collection	I, II, VI	4, 6, 7	Oct 2001
3.7 b)	Complete harmonization of collections of legacy libraries	IV, V, VI	4, 5, 6, 7	Dec 2004
3.7 c)	Evaluate and adjust delivery service to all 33 locations	I, II, IV, VI	4, 6	Jan 2002
3.7 d)	Ensure system-wide availability of E-books	I, II, IV, V, VI	4, 5, 6, 7	Dec 2002
3.8	Programs and Special Needs services			
3.8 a)	Complete streamlining and harmonization of programs for adults	II, IV, V, VI	1, 4, 5, 6, 8	Dec 2002
3.8 b)	Implement adaptive technology to enable persons with disabilities to use the new ILS	II, V, VI	1, 4, 5, 6, 8	Jan 2002
3.8 c)	Strengthen and integrate the services for the home-bound	II, V, VI	1, 4, 5, 6	Dec 2002
3.8 d)	Implement programs to stimulate reading development and improve adult literacy levels in Ottawa	I, II, IV	1, 4, 5, 6, 8	Dec 2002

3.8 e)	Implement Web-based inter-library loan	II, V	1, 3, 4, 7	12/01 or 7/02
3.9	Technical Services			
3.9 a)	Complete harmonization of Technical Services Department using business process reengineering to ensure efficient and effective acquisition, cataloguing and processing of materials and maximize use of available interim space	I, II, V, VI	5, 6, 7	Jun 2002
3.9 b)	Implement use of Web Z39.50 communications protocol for searching and acquiring free cataloguing data	I, II, V, VI	5, 6, 7	Sep 2002
3.9 c)	Use integrated technology for library materials purchasing including sending, monitoring and invoicing electronically	I, II, V, VI	5, 6, 7	Sep 2002
3.10	Youth Agenda			
3.10 a)	Complete project plan and key milestones for OPL Children & Youth Agenda	I, IV, VI	4, 5, 6, 9	Fall 2001
3.10 b)	Collaborate with People Services on development of department-wide Youth Strategy	I, IV, VI	4, 5, 6, 9	Fall 2001
3.10 c)	Ensure participation in province-wide TD 2002 Summer Reading Club	I, IV, VI	4, 5, 9	Jun 2002
3.10 d)	Ensure Board-Staff strategy to establish relationships with four major area school boards	I, IV	4, 5, 8, 9	Mar 2002
3.10 e)	Complete streamlining and harmonization of programs for children and youth	II, IV, V, VI	1, 4, 5, 6, 8	Dec 2002

4. Strengthen our organization: The Ottawa Public Library strives to be an accountable, responsive organization recognized for innovative leadership in service delivery.

Number	Strategy	Objectives	Core Values	End
4.1	Complete transition to one library			
4.1 a)	Implement Change Management Strategy	I, IV, VI	1, 6, 7, 8, 9	On-going
4.1 b)	Participate in People Services/City Change sessions and organize one PS manager development event	IV	6, 7, 8	Dec 2002
4.1 c)	Establish Level 5/6 Manager orientation and development program	IV, VI	6, 10	Mar 2002
4.1 d)	Ensure all employees are familiar with Mission/Vision/Core Values/Objectives and Strategic Agenda for the Library, People Services Dept and City and understand the relationship to their individual responsibilities	IV, VI	6, 7, 10	Dec 2001
4.1 e)	Complete space plan and integration of Library staff workplaces	IV	6, 10	Jun 2002
4.1 f)	Demonstrate progress in achieving annually targeted savings	IV, VI	6	Dec 2002
4.2	Develop long range capital strategy			
4.2 a)	Develop functional plan and development strategy for new Main Library	I, II, IV, VI	1, 4, 6, 7, 8, 10	Nov 2001
4.2 b)	Complete site study and functional plan for South core district branch	II, IV, VI	1, 6, 7	Nov 2001
4.2 c)	Participate fully in People Services facility study	II, IV, VI	1, 6, 7	Oct 2001
4.2 d)	Have Board approve revised service delivery/facility model	II, IV, VI	1, 4, 6, 7, 8, 9, 10	Sep 2001
4.2 e)	Complete 25-year facilities plan	II, IV	4, 6, 7, 8, 9	TBD
4.3	Implement internal communications program			
4.3 a)	Ensure schedule of information sessions for all employees	IV, VI	7, 10	Fall 2001
4.3 b)	Continue bi-weekly update and evaluate effectiveness	IV	7	On-going
4.3 c)	Ensure effective communication linkages among and between library divisions	IV, VI	7, 10	On-going
4.3 d)	Rotate location for senior management team meetings	II, IV	7, 9, 10	Fall 2001
4.4	Centres of Expertise (CoEs)			
4.4 a)	Complete interim and final Service Level Agreements (SLAs)	II, IV, VI	1, 6, 9	Aug 2001
4.4 b)	Work with CoEs to finalize staffing and work plans	IV, VI	6, 10	Fall 2001
4.4 c)	Improve definitions of roles and responsibilities of individual CoE vis-à-vis OPL	VI, VI	6, 7, 9, 10	Fall 2001
4.4 d)	Orient assigned CoE representatives to OPL culture and operations and maintain effective communications	VI, VI	6, 7, 9	As assigned
4.4 e)	Monitor implementation and negotiate revisions to SLAs as required	VI	6, 7	Fall 2002

4.5	Finance and Budget			
4.5 a)	Ensure Y2000 audits are complete for legacy libraries	II, IV, VI	6, 8, 9, 10	Sep 2001
4.5 b)	Develop effective monitoring and reporting processes for Y2001 capital and operating budgets	II, IV, VI	6, 8, 9, 10	On-going
4.5 c)	Complete planning for Y2002 and Y2003 for Board and Council review and approval	II, IV, VI	6, 8, 9, 10	Fall 01/02
4.5 d)	Complete estimation for 25-year capital plan (including facilities plan & life-cycle program) in consultation with RPAM and People Services	II, IV, VI	6, 8, 9, 10	TBD
4.6	Board Governance			
4.6 a)	Implement orientation and development program for new Board members	I, II, IV, VI	1, 7, 8, 9, 10	On-going
4.6 b)	Assist in development of new Board governance model	I, II, IV, VI	1, 7, 8, 9, 10	Fall 2001
4.6 c)	Complete development and approval schedule for new Board policies	I, II, IV, VI	1, 7, 8, 9, 10	On-going
4.6 d)	Assist Board to develop a long-term strategy for operating and capital facilities development	II, IV, VI	1, 7, 8, 9, 10	Jan 2002
4.6 e)	Assist in organizing Y2001 Fall planning session for Board	I, II, IV, VI	1, 7, 8, 9, 10	Nov 2001
4.6 f)	Complete process for legal and practical determination of "Board as Employer"	II, III, IV, VI	1, 7, 8, 9, 10	Fall 2001
4.6 g)	Develop bilingual service policy in harmony with City policy on bilingualism	I-VI	1-9	Fall 2001
4.6 h)	Participate in development of the City's official plan with particular reference to social infrastructure	I-VI	1-9	Dec 2002
4.6 i)	Work with People Services to develop joint programming & marketing opportunities	I-VI	1-10	On-going

5. Foster our Partnerships and Community Alliances: The Ottawa Public Library strives to expand and extend service through innovative and mutually beneficial relations with public and private sector partners and community alliances.

Number	Strategy	Objectives	Core Values	End
5.1	Build strong community partnerships			
5.1 a)	Establish Ottawa Public Library Foundation	I, IV	6, 9	Nov 2002
5.1 b)	Establish steering committees for annual fundraising Gala (Fall 2001 & 2002)	I, IV	9	Jun 01/02
5.1 c)	Establish clearly defined criteria for partnership initiatives	I, IV	6, 9	Dec 2001
5.1 d)	Maintain leadership position on Smart/Library project	IV	9	On-going
5.1 e)	Investigate new partnerships with members of the high tech community in Ottawa	I, II	9	Dec 2002
5.1 f)	Create plan for identifying and meeting with key community groups	I, IV, VI	1-9	Dec 2001
5.2	Continue to Generate Additional Revenue			
5.2 a)	Develop official interim OPL fundraising plan with emphasis on: <ul style="list-style-type: none"> - Special Urban CAP - Smart/Library Project - 1, 2, 3 Read With Me / 1, 2, 3 Lis avec moi - Endowed funds with Community Foundation of Ottawa 	I, II, IV	9	Oct 2001
5.2 b)	Ensure smooth transition of fundraising function to OPL Foundation	I, IV	9	Dec 2002
5.2 c)	Develop criteria for selecting grant programs	I, V	6, 9	Dec 2001



Mission, Vision, & Values

• Our Mission

We strive to enrich the life of every person in our community by providing access to the world's ideas and information. We maintain the finest possible collections, services, and technology. We provide caring and expert service supportive of human differences. We promote lifelong learning, the love of reading and exploration of ideas, culture, and knowledge in a welcoming, lively atmosphere.

We belong to the community and are accountable, active participants within it. We encourage involvement from the broadest spectrum of users. We shape our collections and services in order to be sensitive and responsive to community needs and aspirations.



• Our Vision

The Vancouver Public Library inspires and enriches the human spirit. It is a library for each one of us. It reflects the diversity of our communities, preserves the record of our experience, and provides access to the world's most innovative ideas and enduring wisdom. It celebrates our desire to learn, to share knowledge, and to contribute to the human story.



• We Value:

- all people and their diversity
- intellectual freedom
- access for all
- the right of individuals to learn and grow
- quality service
- an environment that fosters teamwork and staff development
- wise use of resources
- innovation and responsiveness to community needs
- shared contributions of employees, Board members, Friends and supporters





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Mission of the Edmonton Public Library

The Edmonton Public Library connects the people of Edmonton to the knowledge and cultures of the world.

Values of the Edmonton Public Library

The Edmonton Public Library supports the Canadian Library Association's statements on intellectual freedom, both for traditional collections and for electronic media.

The primary value of the Edmonton Public Library is to provide quality public service to the people of Edmonton.

High value is placed on open communication, teamwork and cooperation, respect and recognition, education and learning, and innovation, within a quality working environment which results in excellent customer service.

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Halifax Regional Library

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Welcome to Halifax Regional Library

The Halifax Regional Library was created April 1, 1996 from a merging of the Halifax City, Halifax County and Dartmouth Regional Libraries. At this time a new automated catalogue was launched allowing residents from the entire Halifax Regional Municipality to access the collections of the three former library systems.

The Halifax Regional Library system is comprised of 13 branch libraries, two mobile libraries, Books-by-Mail and Homebound services and e-branch. The Library serves a population of 342,966 spread over 5,889 square kilometres. Today the collection consists of more than 1,164,578 items – including books, magazines, videos, compact discs and cassettes.

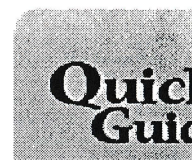
This year Halifax Regional Library will be adding two new branches to the Library system reaching growing communities with more quality public library service.

As part of the Nova Scotia Regional Library system, Halifax Regional Library is a strong support to other public libraries, lending 4,758 items to other libraries including university and government libraries.

Mission Statement

The Halifax Regional Library is the life-long learning centre of the Community and the place people turn to for the discovery of ideas, the joy of reading and the power of information.

about library



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Hamilton Public Library

*Growing minds.
Growing community.*

- RECOMMENDATION -

DATE: September 14, 2001

REPORT TO: Chair and Members, Hamilton Public Library Board

FROM: Kit Darling, Electronic Services Coordinator

SUBJECT: Connect Ontario Grant Application

RECOMMENDATION: That the following report be received for information.

BACKGROUND:

The Government of Ontario has announced a new SuperBuild Growth Fund initiative to develop a network of 50 smart communities across Ontario by 2005. The project is called CONNECT ONTARIO and is aimed at "innovative partnerships among community institutions and organizations, governments, local business and other private sector interests, this initiative will enhance the competitiveness of our communities in the new digital economy and spur growth in jobs, new investment, and economic development opportunities." The programme includes a map-based information (GIS) component.

The funding available is in 2 phases, up to \$50, 000 in matching funding to develop a business plan, engage in community consultation and prepare a detailed development plan.

If the Business Plan is approved, CONNECT ONTARIO will provide up to \$1.5 million for the project.

A community partnership has submitted a Notice of Intent to submit a proposal from Hamilton. In addition to the Hamilton Public Library, the partners include McMaster University, various departments of the City of Hamilton, The Hamilton District Chamber of Commerce and Hamilton Fibrewired. Hamilton Connects is the umbrella organization leading the project.

The following excerpt from the **Notice of Intent, *Connect Hamilton, Create Community***, has identified three potential applications to be developed.

1. The creation and development of a ***Smart Community Portal*** utility, which becomes Hamilton's main Internet information site, a tool for visitors, citizens and investors to and in the *new* City of Hamilton, is a project which offers a holistic solution to community information dissemination, allowing for multi-level processes of learning, interacting and transacting. Understanding and envisaging how individuals commonly describe data and search for information rather than how service agencies, organizations or departments

classify and organize their information (i.e. by hierarchy and org structure) must be fundamental in all of our efforts for success.

2. The development of a **GeoSmart Application** for Hamilton would facilitate the focus on streamlining access to community services and information. Location-based information could be developed and delivered with respect to health and well being services, transit, libraries, recreation facilities, economic development opportunities, business development, and tourism. Already identified, there is widespread community interest in running a GIS web server so that various non-profit agencies could put geo-referenced data up for public view. Although it is recognized, that any number of community agencies could and have developed internal expertise, few of them are able to afford the time or resources to make data available over the Internet, or ensure such data can be inter-related with other data sets and indicator structures.
3. At the City of Hamilton, the vision for **e-Government/e-Service** integrates front and back office systems (people, process and technologies) reaching beyond traditional boundaries to include customers, partners, employees, and suppliers. The municipality's e-Service Strategy includes government to citizens (G2C), government-to-business (G2B), and government to employee (G2E) interactions. In turn, this e-Government component must be an integral part of the overall community-wide initiative "*Connect Hamilton – Create Community*".

Ken Roberts and Kit Darling are both on the steering group for the project. We will keep the Board apprised of developments in this project. At this point our only commitment is staff time and expertise. Any proposals requiring a greater participation or commitment of funds will be brought to the Board for comment and approval.

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Hamilton Public Library

*Growing minds.
Growing community.*

-MEMO-

DATE: September 13, 2001
REPORT TO: Anne Gravereaux, Chairman, Hamilton Public Library Board
C.C.: Hamilton Public Library Board Members
FROM: Karen Hartog
SUBJECT: Best Practices 2001

BACKGROUND:

Please be advised that the Hamilton Public Library has been listed on the Library Net's "Best Practices" 2001 list for content creation.

"Best Practices" 2001: Innovative Internet Use in Canadian Public Libraries

Content Creation

- The Bibliothèque municipale de Rouyn-Noranda publishes an e-zine written by kids who attend the library's Inter-Presse, a summer Internet camp for kids. Children 10 to 15 get the opportunity to be Internet "investigative journalists" and see their articles online.
- Staff from the Pictou-Antigonish Regional Library created the Pictou & Antigonish War Cenotaphs web page, a collection of photographs of and transcriptions from local memorials of the First and Second World Wars and the Korean War. Where possible, each soldier's name is linked to biographical information provided by Veterans' Affairs.
- Created by the New Westminster Public Library in collaboration with other community organizations, the New Westminster Heritage Homepage is a central resource for local history, heritage, and genealogy research. Take a virtual tour through the history of New Westminster, view historical photographs, learn how to research and restore a heritage home, and discover a wealth of other local history resources.
- Hamilton Public Library has produced a comprehensive web site on the industrial development of Hamilton. "Industrial Hamilton: A Trail to the Future" includes a narrative history, a timeline, and two interactive maps of the industrial district of the city.
- The "Home Sweet Heritage Home" web site from Calgary Public Library profiles a hundred well known pioneer Calgarians and their residences. From mansions to the "Bow Bend Shack" built for Calgary's first environmentalist, the stories of the individuals who lived in these houses are a fascinating sidebar to Canadian history.
- Created by the Bibliothèque nationale du Québec, the online exhibit "L'héritage sépharade d'Afrique du Nord" gathers images of the finest of more than one hundred illuminated manuscripts, books, and ketubah (Jewish marriage contracts) lent by Montreal Sephardic families for the original exhibit at the library.
- The Estevan Public Library's online history of the South Saskatchewan Regiment (SSR) is being expanded daily through the enthusiastic contributions of SSR veterans and families from across Canada and overseas. Plans to digitize the book *The march of the prairie men* grew into a complete history once veterans became excited about the possibilities for the online preservation of their experiences. Now the site includes a full Nominal Roll of all SSR veterans, as well as photographs, documents, and full-text books. Translation of the site into German, Dutch, French and Spanish should be complete by the end of this summer.
- The Saskatoon Public Library prepared a comprehensive Online Directory of Seniors' Housing in Saskatoon for use by seniors and their families, or organizations that serve seniors. The directory includes contact information, general descriptions, and information about services offered for a wide selection of residences, ranging from special care homes to self-contained independent living units.



Hamilton Public Library

*Growing minds.
Growing community.*

CITY OF HAMILTON

- RECOMMENDATION -

DATE: September 13, 2001

REPORT TO: Chair and Members, Hamilton Public Library Board

FROM: Ken Roberts, Chief Librarian
Hamilton Public Library

SUBJECT: Central Library 6th Floor and Relocation of C.A.M.

RECOMMENDATION:

That the Chief Librarian be authorized to negotiate a change to the lease with the City of Hamilton with regard to the Central Library to accommodate relocation of City staff to an area on the 6th Floor of the building; and

That the relocation of the Collection Access Management department of the Hamilton Public Library to the former Stoney Creek City Hall provided that the cost of the move and any renovations be covered from the City budget.

Ken Roberts, Chief Librarian
Hamilton Public Library

BACKGROUND:

As previously reported to the Board, a proposal to assist the City in minimizing overall City budget increases and rental costs for redeployment of City staff, it was proposed that C.A.M. which currently located on the 6th Floor of Central Library would be moved to another location and the area vacated be used by a City department.

An area in the former Stoney Creek City Hall, which is suitable for use by C.A.M., has been found and the Library has worked out renovation and moving plans with the City. Cost of the move is proposed to be funded from City budgets.

The Library currently has a lease from the City for the Central Library that expires on October 31, 2169. As part of any move of a City department into the Central Library, an agreement or amendment to the lease would be required. The agreement would have to included details such as access, security and cost sharing.

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NOTES TO THE FINANCIAL STATEMENTS

December 31, 2000

(All dollar amounts are in thousands of dollars)

8. RESERVES AND RESERVE FUNDS

	2000	1999
	\$	\$
Reserves and reserve funds consist of:		
Replacement of equipment	341	300
Repairs to grounds	93	81
Repairs to buildings	85	126
Replacement of photocopier	22	37
Purchase of books	746	721
Miscellaneous collections	50	68
Automated acquisition system	3	3
Non-book library materials	<u>172</u>	<u>111</u>
	<u>1,512</u>	<u>1,447</u>

9. TRUST FUNDS

	2000	1999
	\$	\$
Trust funds consist of:		
Special Gifts	800	873
F. Walden Bequest	48	46
M. Waldon Thomson Bequest	27	25
Ketha McLaren Memorial Fund	25	22
Capital Endowment Fund	587	522
Permanent Endowment Fund	<u>540</u>	<u>473</u>
	<u>2,027</u>	<u>1,961</u>

10. PRIOR YEAR FIGURES

Certain of the prior year figures have been restated to conform with the current year's presentation.

11. MUNICIPAL RESTRUCTURING

The Ontario Government enacted the Fewer Municipal Politicians Act, to dissolve the Region of Hamilton-Wentworth and six local municipalities (Cities of Hamilton and Stoney Creek, Towns of Ancaster, Dundas and Flamborough and Township of Glanbrook) and create the new City of Hamilton effective January 1, 2001. Under the terms of this legislation, all assets and liabilities of the old municipalities and their local boards and commissions on December 31, 2000 including all rights, interests, approvals, status, registrations entitlements and contractual benefits and obligations become assets and liabilities of the new City on the effective date without compensation.

NOTES TO THE FINANCIAL STATEMENTS
December 31, 2000

(All dollar amounts are in thousands of dollars)

4. LIABILITY FOR VESTED SICK LEAVE BENEFITS

Effective May 1, 1982 the Income Protection Plan was adopted and sick leave credits earned under the Sick Leave Benefit Plan were frozen. Under the Sick Leave Benefit Plan unused sick leave would accumulate and employees were entitled to cash payment upon termination of services after ten continuous years. Entitlement to cash payment continues to apply to those employees who earned credits under this plan. The liability for these accumulated days, to the extent that they have vested and could be taken in cash by an employee on termination, amounted to \$362 (1999 - \$390) at the end of the year. Cash payments made in lieu of sick leave are included in the expenditures of the year in which services are terminated. The current year's expenditure of \$19 (1999 - nil) for sick leave liability is not reflected in the Library's Statement of Revenue and Expenditure, but is included in the City's Consolidated Statement of Operations.

5. UTILITY CHARGES

The total operating expenditures for utilities supplied by the Central Utilities Plant to the Library amount to \$432 for 2000 (1999 - \$443). The cost of utilities is not reflected in the Library's Statement of Revenue and Expenditure, but are included in the City's Consolidated Statement of Operations.

6. COMMITMENTS

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

	\$
2001	726
2002	594
2003	505
2004	471
2005	351
Thereafter	<u>1,864</u>
	<u>4,511</u>

7. PENSION AGREEMENTS

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

The amounts contributed to OMERS are included in the Statement of Revenue and Expenditure. The current year's expenditure is nil (1999 - nil).

**NOTES TO THE FINANCIAL STATEMENTS
December 31, 2000**

(All dollar amounts are in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

Revenues and expenditures are reported on the accrual basis of accounting which recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of a receipt of goods or services and the creation of a legal obligation to pay.

(b) Capital Assets

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

2. ADOPTION OF PUBLIC SECTOR ACCOUNTING RECOMMENDATIONS

Effective January 1, 2000, the Library Board adopted the local government accounting standards issued by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The comparative figures included in these financial statements have been restated to conform with the accounting standards adopted for the current year. The adoption of these standards has resulted in the following change:

- (a) Accruals for employee related costs for sick leave benefit entitlements and vacation pay are included in the accounts, which were previously accounted for when settled. These obligations amount to \$969 (1999 \$987)

3. NET LONG TERM LIABILITIES AND DEBT CHARGES

These statements reflect only the current operations of the Library and do not show the capital outlay to be recovered, long term debt or debt charges.

- (a) Debt charges were incurred during the year as follows:

	2000	1999
	\$	\$
Principal	-	432
Sinking Fund Deposit	213	213
Interest	<u>395</u>	<u>314</u>
	<u>608</u>	<u>959</u>

- (b) Principal payments are due as follows:

	\$
2001	213
2002	202
2003	201
2004	201
2005	34
thereafter	<u>34</u>
	<u>885</u>

The Hamilton Public Library Board

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SCHEDULE OF EXPENDITURES
CENTRAL LIBRARY ADMINISTRATION and TECHNICAL SERVICES
for the year ended December 31, 2000
(in thousands of dollars)

	2000	1999
	\$	\$
Administration	1,212	987
Library material	1,836	1,691
Operations	731	746
Audio/Visual	84	121
Boys and Girls	255	237
QUIC information	418	444
Special acquisitions	357	322
Business, science and technology	715	691
Social sciences and history	387	427
Fiction, language and literature	567	570
Fine arts	388	335
VLS/CED	283	277
Literacy	25	60
Bookmobiles	395	389
Circulation	636	630
Interlibrary loans	1	1
Public relations and publicity	357	366
Planning process	240	242
Technical Support Services	937	949
Automated library system	905	891
Common area, meeting rooms and staff room	-	65
Photocopier services	39	32
Grants	<u>813</u>	<u>589</u>
	<u>11,581</u>	<u>11,062</u>

STATEMENT OF CASH FLOWS
for the year ended December 31, 2000
(in thousands of dollars)

	2000	1999
	\$	\$
Cash provided by (used in):		
Operations:		
Net revenue	512	736
Items not involving cash:		
Change in amounts to be recovered	18	27
Changes in non-cash operating working capital:		
Accounts receivable	1	(9)
Due from City of Hamilton	119	(704)
Prepaid expenses	107	8
Deposits with Hamilton Foundation	(19)	(14)
Due from current fund	181	23
Accrued interest receivable	(216)	(320)
Accounts payable and accrued liabilities	(247)	629
Accrued sick and vacation liability	(18)	(27)
Deferred revenue	150	62
Due to trust funds	(181)	(23)
	407	388
Financing:		
Transfers to City of Hamilton reserves	(381)	(385)
Increase in cash	26	3
Cash, beginning of year	257	254
Cash, end of year	283	257

**SCHEDULE OF COMBINED FUND OPERATIONS
for the year ended December 31, 2000**

(in thousands of dollars)

	Current Fund \$	Reserve & Reserve Funds \$	Trust Funds \$	2000 Combined Total \$	1999 Combined Total \$
REVENUE					
Municipal contribution	14,826	-	-	14,826	14,517
Province of Ontario grant	637	-	-	637	727
Grant revenue	762	-	-	762	576
Other - rentals, sales and recoveries	482	-	-	482	448
Transfer from Capital - City of Hamilton	8	-	-	8	-
	<u>16,715</u>	<u>-</u>	<u>-</u>	<u>16,715</u>	<u>16,268</u>
Interest	-	52	259	311	387
Donations and other	-	73	6	79	35
	<u>-</u>	<u>125</u>	<u>265</u>	<u>390</u>	<u>422</u>
Total revenues	16,715	125	265	17,105	16,690
EXPENDITURE					
Central Library administration and technical services (schedule)	11,581	-	-	11,581	11,062
Library Branches					
Barton	268	-	-	268	255
Kenilworth	397	-	-	397	395
Locke	161	-	-	161	157
Concession	338	-	-	338	322
Westdale	409	-	-	409	408
Sherwood	1,064	-	-	1,064	1,024
Red Hill	802	-	-	802	584
Terryberry	1,100	-	-	1,100	1,105
Picton	202	-	-	202	210
Children's librarian service	240	-	-	240	251
	<u>4,981</u>	<u>-</u>	<u>-</u>	<u>4,981</u>	<u>4,711</u>
Replacement and repairs	-	-	-	-	148
Other expenditures	-	-	31	31	33
	<u>-</u>	<u>-</u>	<u>31</u>	<u>31</u>	<u>181</u>
Total expenditures	16,562	-	31	16,593	15,954
Net contributions from reserve fund	60	-	-	60	-
Net contributions to current fund	-	(60)	(168)	(228)	-
Net contributions from trust funds	168	-	-	168	-
	<u>228</u>	<u>(60)</u>	<u>(168)</u>	<u>-</u>	<u>-</u>
Net revenue	381	65	66	512	736
Transfers to City of Hamilton reserves	(381)	-	-	(381)	(385)
Change in Fund Balances	-	65	66	131	351
Decrease in amounts to be recovered	18	-	-	18	27
Fund Balances at the beginning of the year	(987)	1,447	1,961	2,421	2,043
Fund Balances at the end of the year	(969)	1,512	2,027	2,570	2,421

BALANCE SHEET
as at December 31, 2000
(in thousands of dollars)

	2000	1999
	\$	\$
ASSETS		
Financial assets:		
Cash	29	15
Accounts receivable	68	69
Due from City of Hamilton	<u>2,292</u>	<u>2,411</u>
	2,389	2,495
Non-financial assets:		
Prepaid expenses	<u>120</u>	<u>227</u>
	<u>2,509</u>	<u>2,722</u>
Restricted - Trust Funds		
Cash	254	242
Deposits with the Hamilton Foundation	1,089	1,070
Due from current fund	77	258
Accrued interest receivable	<u>607</u>	<u>391</u>
	<u>2,027</u>	<u>1,961</u>
	<u>4,566</u>	<u>4,683</u>
LIABILITIES, RESERVES AND FUND BALANCES		
Accounts payable and accrued liabilities	618	865
Accrued sick and vacation liability	969	987
Deferred revenue	302	152
Due to trust funds	<u>77</u>	<u>258</u>
	1,966	2,262
Amounts to be recovered from future operations	(969)	(987)
Reserves and reserve funds (note 8)	1,512	1,447
Trust Funds - fund balance (note 9)	<u>2,027</u>	<u>1,961</u>
	<u>4,536</u>	<u>4,683</u>



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AUDITORS' REPORT

To the Members of the Hamilton Public Library Board,
Members of Council, Inhabitants and Ratepayers of The
Corporation of The City of Hamilton:

We have audited the balance sheet of the Hamilton Public Library Board as at December 31, 2000 and the statement of revenue and expenditure for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Hamilton Public Library Board as at December 31, 2000 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The current year's supplementary information included in the Schedule is presented for purposes of additional analysis and is not required as part of the basic financial statements. Such supplementary information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

KPMG LLP

Chartered Accountants

Hamilton, Canada

April 24, 2001



THE HAMILTON PUBLIC LIBRARY BOARD

***FINANCIAL
STATEMENTS***

December 31, 2000

Schedule of Continuity of Reserves

YEAR ENDED DECEMBER 31

	2000	1999
	\$	\$
REVENUE		
Investment income	54,812	33,125
	54,812	33,125
INTERFUND TRANSFERS		
Reserves and Current fund	(312,089)	193,262
Reserves and Capital fund	-	-
	(312,089)	193,262
CHANGE IN RESERVES	(257,277)	226,387
RESERVES AT THE BEGINNING OF THE YEAR	897,516	671,129
RESERVES AT THE END OF THE YEAR	640,239	897,516

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

Schedule of Current Fund Operations

YEAR ENDED DECEMBER 31

	2000 Budget (unaudited) \$	2000 Actual \$	1999 Actual \$
REVENUE			
Taxation and user charges			
Taxation	2,421,510	2,421,505	2,317,680
Photocopy fees	9,500	9,514	8,708
Program fees	5,000	3,121	4,350
Other user charges	11,050	12,919	11,162
Grants			
Province of Ontario	285,330	273,071	482,374
Other			
Book fines	85,000	94,962	89,604
Investment income	450	665	686
Book sales	50	37	238
Development levies earned	-	-	230,000
	2,817,890	2,815,794	3,144,802
EXPENDITURE			
Salaries and benefits	1,808,010	1,624,402	1,397,823
Books and related expenses	481,000	598,274	573,310
Collections organization	221,240	222,624	427,039
Public access and user assistance	204,510	399,240	324,599
Administrative expenses	222,140	283,343	228,769
	2,936,900	3,127,883	2,951,540
NET REVENUE	(119,010)	(312,089)	193,262
INTERFUND TRANSFERS			
Current Fund and Reserves	119,010	312,089	(193,262)
Current Fund and Capital fund	-	-	-
	119,010	312,089	(193,262)
CHANGE IN FUND BALANCES	-	-	-
INCREASE IN AMOUNTS TO BE RECOVERED	-	(15,442)	(6)
FUND BALANCES AT THE BEGINNING OF THE YEAR	-	(51,147)	(51,141)
FUND BALANCES AT THE END OF THE YEAR	-	(66,589)	(51,147)

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

Notes to the Financial Statements

DECEMBER 31, 2000

6. RESERVES

The total balance of reserves of \$640,239 (\$897,516 - 1999) is made up of the following:

	2000	1999
	\$	\$
Reserves set aside for specific purposes		
Books, films and video materials	237,173	341,985
Sick leave	5,992	5,618
Library facilities	27,627	25,908
Working funds	54,544	51,150
Vehicle and equipment repair and replacement	9,602	9,005
General development	305,301	463,850
	640,239	897,516

7. COMMITMENTS

The Wentworth Library Board terminated the lease agreement for administrative office space, requiring the payment of an early termination penalty and continued quarterly rental payments to June 30, 2001. The cost of these payments have been determined and accrued in the balance sheet in the amount of \$40,200.

8. MUNICIPAL RESTRUCTURING

The Ontario Government enacted the Fewer Municipal Politicians Act, to dissolve the Region of Hamilton-Wentworth and the six local municipalities (Cities of Hamilton and Stoney Creek, Towns of Ancaster, Dundas and Flamborough and Township of Glanbrook) and create the new City of Hamilton effective January 1, 2001. Under the terms of this legislation, all assets and liabilities of the old municipalities and their local boards and commissions on December 31, 2000 including all rights, interests, approvals, status, registrations, entitlements and contractual benefits and obligations become assets and liabilities of the new City on the effective date without compensation.

9. BUDGET FIGURES

Budgets established for the Capital Fund and related financing from Reserves and Reserve Funds are determined on a project oriented basis. As these transactions may be carried out over one or more years, they are not directly comparable with current year actual amounts, therefore budgets have not been reflected on the Statement of Combined Fund Operations.

Notes to the Financial Statements

DECEMBER 31, 2000

2. ADOPTION OF PUBLIC SECTOR ACCOUNTING RECOMMENDATIONS (Continued):

- (a) Amounts previously reported as reserves arising from residential and non-residential development charges amounting to \$265,355 (1999 - \$144,787) have been restated as deferred development charges.
- (b) Accruals for employee related costs for sick leave benefit entitlements and vacation pay are included in the accounts, which were previously accounted for when settled. These obligations amounted to \$66,589 (1999 - \$51,147).

3. PENSION PLAN

The Wentworth Library Board makes contributions to the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer plan, on behalf of 39 members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of credited service and average earnings.

Based on the most recent report from an independent actuary at December 31, 1998, the current member and employer contribution rates are sufficient to fund future benefits. No liability exists relating to past service.

The Wentworth Library Board's share of contributions to OMERS for 2000 was nil (1999 - nil) for current service and is included as an expenditure on the Statement of Combined Fund Operations.

4. LIABILITY FOR VESTED SICK LEAVE BENEFITS

Under the sick leave benefit plan, unused sick leave can accumulate and certain employees may become entitled to a cash payment when they leave the Board's employment.

The liability for these accumulated days, to the extent that they have vested and could be taken in cash by an employee on terminating, amounted to \$3,483 (1999 - \$3,466) at the end of the year. An amount of \$5,992 (1999 - \$5,618) has been provided for this past service liability and is reported on the Balance Sheet as a reserve.

5. DEFERRED DEVELOPMENT CHARGES

A requirement of the public sector accounting principals of the Canadian Institute of Chartered Accountants is that reserves subject to an externally imposed restrictions be reported as deferred revenue. Reserves subject to external restrictions are summarized below:

	2000	1999
	\$	\$
Residential development charge	\$ 251,777	\$ 131,807
Non-residential development charge	13,578	12,980
	265,355	144,787

Notes to the Financial Statements

DECEMBER 31, 2000

The Wentworth Library Board is a local board of The Corporation of the Regional Municipality of Hamilton-Wentworth (the "Region"). The Region provides the Board with accounting, banking and investment management services.

1. ACCOUNTING POLICIES

The Financial Statements of the Wentworth Library Board are the representation of management prepared in accordance with the accounting policies prescribed for Ontario municipalities by the Ministry of Municipal Affairs and Housing and standards established by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

(a) BASIS OF PRESENTATION

The Financial Statements reflect the assets, liabilities, revenue and expenditure of the Current Fund, Capital Fund, and Reserves. All interfund assets and liabilities, and interfund revenue and expenditure have been eliminated in the financial statements.

(b) BASIS OF ACCOUNTING

(i) Revenue and Expenditure Recognition

The accrual basis of accounting recognizes revenue as it is earned and measurable; expenditure is recognized when incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

The accrual basis of accounting is used to record all revenue and expenditure with the exception of certain employee related costs (Note 1 (b) (ii)).

Under finance policies approved by the Wentworth Library Board, any surplus or deficit in the current fund operations is transferred to or from Reserves.

(ii) Employee Related Costs

Employee related costs for vested sick leave benefits, Workplace Safety and Insurance Board obligations, pension plan and other retiree benefits are charged to operations in the periods in which they are paid.

(iii) Fixed Assets

The historical cost and accumulated depreciation for fixed assets are not recorded for municipal purposes. Fixed assets are reported in the year of acquisition as an expenditure on the Statement of Combined Fund Operations.

2. ADOPTION OF PUBLIC SECTOR ACCOUNTING RECOMMENDATIONS:

Effective January 1, 2000, the Library Board adopted the local government accounting standards issued by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The comparative figure included in these financial statements have been restated to conform with the accounting standards adopted for the current year. The adoption of these standards has resulted in the following changes.

Statement of Cash Flows

AS AT DECEMBER 31

	2000	1999
	\$	\$
Cash provided by (used in):		
Operations:		
Net revenues	(217,033)	226,381
Items not involving cash:		
Development levies earned	-	(230,000)
Change in non-cash operating working capital:		
Accounts receivable	(26,872)	(3,352)
Due from Regional Municipality of Hamilton-Wentworth	171,517	(292,347)
Prepaid subscriptions	25,155	35,987
Accounts payable and accrued liabilities	(90,691)	152,737
Accrued sick and vacation liability	15,442	6
	(122,482)	(110,588)
Financing:		
Collection of development charges	109,481	94,527
Interest earned on development charges	13,001	16,061
	122,482	110,588
Increase (decrease) in cash	-	-
Cash, beginning of year	720	720
Cash, end of the year	720	720

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

Statement of Combined Fund Operations

YEAR ENDED DECEMBER 31

	Current Fund	Capital Fund	Reserves	2000 Combined Total \$	1999 Combined Total \$
REVENUE					
Taxation and user charges					
Taxation	2,421,505	-	-	2,421,505	2,317,680
Photocopy fees	9,514	-	-	9,514	8,708
Program fees	3,121	-	-	3,121	4,350
Other user charges	12,919	-	-	12,919	11,162
Grants					
Province of Ontario	273,071	-	-	273,071	482,374
Other					
Book fines	94,962	-	-	94,962	89,604
Investment income	-	-	54,812	54,812	33,125
Book sales	665	-	-	665	686
Miscellaneous income	37	-	-	37	238
Development levies earned	-	-	-	-	230,000
	2,815,794	-	54,812	2,870,606	3,177,927
EXPENDITURE					
Salaries and benefits	1,624,402	-	-	1,624,402	1,397,823
Books and related expenses	598,274	-	-	598,274	573,310
Collections organization	222,624	-	-	222,624	427,039
Public access and user assistance	399,240	-	-	399,240	324,599
Administrative expenses	283,343	-	-	283,343	228,769
	3,127,883	-	-	3,127,883	2,951,540
NET REVENUE (EXPENDITURE)	(312,089)	-	54,812	(257,277)	226,387
INTERFUND TRANSFERS					
Reserves and Current fund	312,089	-	(312,089)	-	-
Current fund and Capital fund	-	-	-	-	-
Capital fund and Reserves	-	-	-	-	-
	312,089	-	(312,089)	-	-
CHANGE IN FUND BALANCES	-	-	(257,277)	(257,277)	226,387
INCREASE IN AMOUNTS TO BE RECOVERED	(15,442)	-	-	(15,442)	(6)
FUND BALANCES AT THE BEGINNING OF THE YEAR	(51,147)	-	897,516	846,369	619,988
FUND BALANCES AT THE END OF THE YEAR	(66,589)	-	640,239	573,650	846,369

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

Balance Sheet

AS AT DECEMBER 31

	2000	1999
	\$	\$
ASSETS		
Financial assets:		
Cash	720	720
Due from the Regional Municipality of Hamilton-Wentworth	1,038,302	1,223,860
Accounts receivable	30,539	6,982
	1,069,561	1,231,562
Non-financial assets:		
Prepaid subscriptions	25,096	50,251
TOTAL ASSETS	1,094,657	1,281,813
LIABILITIES AND FUND BALANCES		
Accounts payable and accrued liabilities	189,063	239,510
Accrued sick and vacation liability	66,589	51,147
Deferred development charges (note 5)	265,355	144,787
	521,007	435,444
Amounts to be recovered:		
From reserves	(5,992)	(5,618)
From future revenues	(60,597)	(45,529)
	(66,589)	(51,147)
Reserves (note 6)	640,239	897,516
	573,650	846,369
TOTAL LIABILITIES AND FUND BALANCES	1,094,657	1,281,813

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



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Page 4

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AUDITORS' REPORT

To the Members of the Wentworth Library Board,
Members of Council, Inhabitants and Ratepayers of The
Corporation of the Regional Municipality of Hamilton-Wentworth:

We have audited the balance sheet of the Wentworth Library Board as at December 31, 2000 and the statement of combined fund operations for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Wentworth Library Board as at December 31, 2000 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

Our audit was conducted for the purpose of forming an opinion on the basic financial statements of the Wentworth Library Board taken as a whole. The supplementary information included in the schedules is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such supplementary information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

KPMG LLP

Chartered Accountants

Hamilton, Canada

April 24, 2001



**The Corporation of the Regional Municipality
of Hamilton-Wentworth**

**Wentworth Library Board
Financial Statements**

December 31, 2000



*Growing minds.
Growing community.*

CITY OF HAMILTON

- RECOMMENDATION -

DATE: September 13, 2001

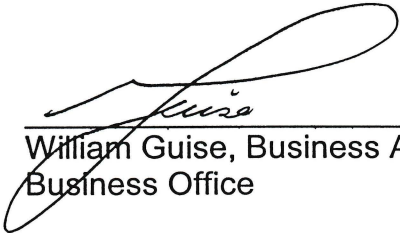
REPORT TO: Chair and Members, Hamilton Public Library Board

FROM: William Guise, Business Administrator
Business Office

SUBJECT: 2000 Audited Financial Statements

RECOMMENDATION:

That the 2000 Audited Financial Statement (attached) of the predecessor library boards of the new Hamilton Public Library Board be received.



William Guise, Business Administrator
Business Office

Background

The audited financial statements attached to this report encompass the operation of the predecessor library boards except Dundas for the year ended December 31st, 2000.

For the 2000 reporting year the financial statements were prepared in accordance with the accounting recommendations and disclosure requirements of the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants recommendations

The major changes for 2000 include:

- reporting of employment benefit and other liabilities on the Balance Sheet (sick leave, WSIB, accrued vacation liabilities and unfounded pension liabilities)
- restatement of obligatory reserve funds as deferred revenues
- addition of a new Statement of Changes in Cash Flow

The attached financial statements were included with the consolidated statements for 2000 for the City of Hamilton and the Regional Municipality of Hamilton Wentworth which was submitted to City Council on July 10, 2001.

The audited financial statements for the Dundas Public Library Board are not yet available.

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- Wentworth Library Board Financial Statements – December 31, 2000 3-12
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Hamilton Public Library
Request for Proposal Rental and Maintenance of Photocopiers
Qualified Responses

Bidder		4 Office Automation	IKON	RICOH
Price per copy	3 year	\$0.0597	\$0.1024	\$0.0690
	4 year	\$0.0526	\$0.0870	\$0.0570
	5 year	\$0.0459	\$0.0773	\$0.0500
	References provided	Yes	Yes	Yes
	Signed by bidder	Yes	Yes	Yes
Photocopier	Manufacturer	Panasonic	RICOH	RICOH
	Model	FP-7824	Aficio 1015	Aficio 1018
	Model Year	2000	2001	2001
	New Equipment including parts	Yes	Yes	Yes
	Descriptive Literature Included	Yes	Yes	Yes
	Paper trays and copier secured or locked	Yes	?	Yes
	Copies per minute	24	15	18
	First Copy produced - number of seconds	4.0	6.9	6.9
	Maximum number of copies per month	30,000	15,000	15,000
	Letter tray - number of sheets	550	500	500
	Legal tray - number of sheets	550	500	500
Coin Op	Manufacturer	ITC	ITC	ITC
	Model	5010-CGX	5010-CGX	5010 Escrow-Vend
	Accepts Cdn \$1.00, \$2.00 and new \$0.10 coin	Yes	Yes	Yes



Hamilton Public Library

*Growing minds.
Growing community.*

CITY OF HAMILTON

- RECOMMENDATION -

DATE: September 11, 2001

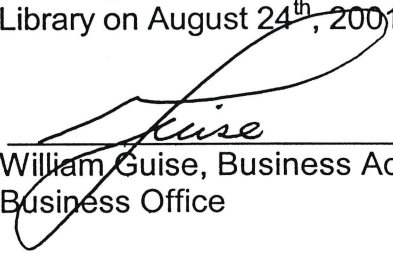
REPORT TO: Chair and Members, Hamilton Public Library Board

FROM: William Guise, Business Administrator
Business Office

SUBJECT: Coin Operated Photocopiers

RECOMMENDATION:

That approval be given to issue a Purchase Order to 4 Office Automation Ltd for the rental and maintenance of coin operated photocopiers for a period of five years at a cost of \$0.0459 per copy plus applicable taxes based on 473,000 copies per annum, this being the lowest qualified bid received in accordance with the terms and specifications of the Request for Proposal for Rental and Maintenance of Photocopiers issued by the Library on August 24th, 2001 and closed on September 7th, 2001.



William Guise, Business Administrator
Business Office

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Funds have been budgeted to cover the cost of the rental and maintenance of the photocopiers.

BACKGROUND:

The Library currently has sixteen (16) coin operated Toshiba photocopiers for used by the public under rental from Toshiba Canada that are located at Central Library and the nine branches that are in the "old" City. The rental contract has expired and the equipment is in need of replacement.

A Request for proposal was issued on August 24, 2001 for the rental and maintenance of a photocopier. The RFP was advertised in the Spectator and bids were accepted up to Friday, September 7th at 11:00 a.m.

Seven vendors requested copies of the RFP. Of the seven vendors, two were unable to respond and two were disqualified (one for not meeting the specifications of the RFP and one for not meeting the closing date).

Vendor	Notes
OE Canon	Unable to Respond to RFP
Brock Office Automation	Unable to Respond to RFP
Toshiba Canada	Disqualified – Response received after closing date
Ricoh Canada Inc	
Xerox Canada Inc	Disqualified – Response did not meet specifications in RFP
IKON Office Solutions	
4 Office Automation Ltd	

The cost per copy quoted includes rental and maintenance of the equipment. Maintenance includes all parts, labour, toner, delivery, removal and installation costs.

The responses provided by the qualified vendors are attached.

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- Memo from William Guise dated September 11, 2001 re Coin Operated Photocopiers 1-3



Hamilton Public Library

*Growing minds.
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CITY OF HAMILTON

- RECOMMENDATION -

DATE: September 14, 2001

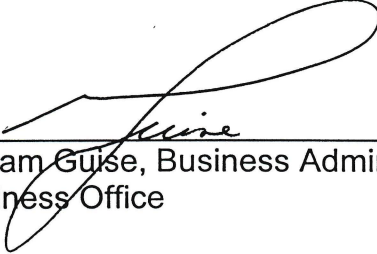
REPORT TO: Chair and Members, Hamilton Public Library Board

FROM: William Guise, Business Administrator
Business Office

SUBJECT: Lynden Branch Library Facility

RECOMMENDATION:

That the following report on the Lynden Branch Library Facility be received for information.



William Guise, Business Administrator
Business Office

Lynden Branch Library Facility

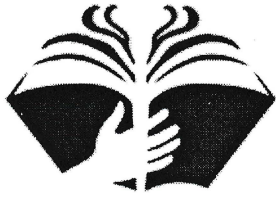
The Lynden Branch Library occupies a portion of a building in Lynden that was leased on behalf of the Wentworth Library Board by the Town of Flamborough. The lease for the facility expired on December 31, 2000 and we have been in an "overholding" situation since that time. We had reached an agreement with the landlord, who occupied the rest of the building, to continue rental payments until the Library had decided on its direction. The property was sold effective August 1, 2001. The new landlord requested that a decision be made and at the same time offered the space previously occupied by the previous landlord. The current space occupied by the Lynden branch is approx 700 square feet and the additional space is approximately 200 square feet.

The Real Estate section of the City of Hamilton handled negotiations with the new landlord. The negotiations has resulted in a lease between the new landlord and the City of Hamilton on behalf of the Library for the period October 1, 2001 to December 31, 2002 at a monthly rental of \$550.00 (the previous rental was \$450.00 per month). The landlord would be installing a new heating system with central air conditioning, rewiring the new area. The Library would be responsible for reopening the door that had previously existed between the two areas.

The extension of the lease to December 31, 2002 will allow a proper evaluation of the existing and future needs of the area and provide time for adequate planning of service in the area.

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- Memo from William Guise dated September 14, 2001 re Lynden Branch Library Facility 1-2



Hamilton Public Library

*Growing minds.
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-MEMO-

DATE: September 12, 2001

REPORT TO: Anne Gravereaux, Chairman, Hamilton Public Library Board

C.C.: Hamilton Public Library Board Members
Administration Staff

FROM: Karen Hartog, Administrative Assistant

SUBJECT: ANNUAL CHAIRMAN'S DINNER

RECOMMENDATION:

THAT THE ANNUAL CHAIRMAN'S DINNER BE HELD ON DECEMBER 19, 2001 AT THE HAMILTON DISTRICT CHAMBER OF COMMERCE WITH A BUDGET COST OF \$2,000.00.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Funds have been provided in the Board meeting account to cover the cost of the annual dinner.

BACKGROUND:

During the past several years, it has been board practice to host an Annual Chairman's/Christmas Dinner whereby current Board Members, past Board Chairman and Administrative Staff attend a dinner at the Chamber of Commerce.

Generally, the dinner is held following the last meeting in December. The meeting is conducted at 5:00 p.m., cocktails at 7:00 p.m. and dinner at 8:00 p.m.

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- Memo from Karen Hartog dated September 12, 2001 re Annual Chairman's Dinner 1



Hamilton Public Library

*Growing minds.
Growing community.*

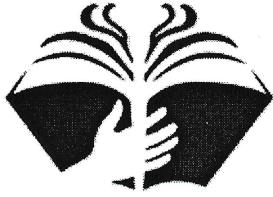
Memo

To: Hamilton Public Library Board Members
From: Karen Hartog, Administrative Assistant
CC:
Date: September 12, 2001
Re: BOARD MEETING DATES

It is being recommended that the Board meet on the first and third Wednesdays during the months of October and November to conduct discussions relating to budget and redeployment issues.

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- Memo from Karen Hartog dated September 12, 2001 re meeting dates 1



Hamilton Public Library

*Growing minds.
Growing community.*

-MEMO-

DATE: September 13, 2001

REPORT TO: Anne Gravereaux, Chairmain, Hamilton Public Library Board

C.C.: Hamilton Public Library Board Members

FROM: Karen Hartog, Administrative Assistant

SUBJECT: POWER OF THE PEN

BACKGROUND:

The annual Power of the Pen Awards evening will be held on October 22, 2001 at 7:00 p.m. in the Hamilton Wentworth Room located at the Central Library. All board members are welcome to attend.

This evening is dedicated to honour the first and second place winners of the Power of the Pen contest and has been a very well attended and received event.

A board representative to bring greetings from the Library Board would be most appreciated. If you are interested in fulfilling this role please let Helen Benoit (905-546-3420) know as soon as possible. It is requested that this representative be here for 6:30 p.m.

Thanks.

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- Memo from Karen Hartog dated September 13, 2001 re Power of the Pen 1



Hamilton Public Library

*Growing minds.
Growing community.*

CITY OF HAMILTON

- RECOMMENDATION -

DATE: September 14, 2001


REPORT TO: Chair and Members, Hamilton Public Library Board

FROM: William Guise, Business Administrator
Business Office

SUBJECT: Status Report on Various projects

RECOMMENDATION:

That the attached status report on various projects be received for information.



William Guise, Business Administrator
Business Office

Status Report

Stoney Creek and Winona Branch Libraries

The approved 2000 operating budget included the combining of the current Winona and Stoney Creek branches into one location located at the former Stoney Creek City Hall and \$100,000 was removed from the operating budget. Space has been identified in the former City Hall located on the first floor next to the former Council Chambers. The City Clerks office and the Mayor and CAO previously occupied the space. Library staff is working with the City's Facilities department to develop a cost estimate for renovations and moving which will be brought back to the Board with a proposed method of funding.

Ancaster Branch Library

The Ancaster branch is located on the part of the main floor and part of the lower level of the former Ancaster Town Hall. Currently the main part of the lower level, which is not occupied by the Library, is undergoing renovations for use as a Municipal Service Centre. The balance of the main level not occupied by the Library has, or will be, vacant. It has been proposed that the Library expand its presence in Ancaster by taking over the balance of the main floor. There is an existing capital budget item previously approved by Ancaster Town Council and carried forwarded to the new City that will provide funding of \$115,000. This would not be sufficient for renovations. Library staff will consult with the City Facility department to develop a cost estimate for renovations and agreement for use of the space that will be brought back to the Board with a proposed method of funding.

Locke Branch Library

Progress on developing a plan for the renovation of the former CIBC bank building that was donated to the City of Hamilton for use by the Library has been slow. The building was accepted with the intention of moving the existing Locke Branch to the new location and the Board approved funding in the amount of \$250,000 from the Special Gifts Fund. This funding was based on a preliminary budget provided to the Library by a former project manager from the City. Subsequent to the acceptance of the donation and approval of funding, the structure and staff of the Design and Construction Division of the City changed which has required a revisiting of the estimates and level of renovations planned. Since many of the City staff that would be involved in developing the estimates and plans have been occupied in the redeployment of City staff from the former Court House and the former municipalities of Stoney Creek, Dundas, Ancaster, Flamborough and Glanbrook to new locations, development of the revised estimates and renovation level has been delayed.

We have made a request to have the development of the estimates moved up.

Dundas Branch Library

The last phase of the removal of asbestos from the Dundas Branch Library has been tentatively scheduled for December 2001 in conjunction with the planned Christmas closures. The removal of asbestos from the Dundas Branch is estimated to cost approximately \$140,000 and could close the branch for as long as two weeks. This project is to be funded as part of the City's Capital plan to update the safety conditions of various buildings. It is part of the "Superbuild" application submitted to the province however, the City has decided that it will not wait for word on the Superbuild application but will proceed with the project this year. In the meantime, the City has undertaken air tests to ensure that the asbestos is not being released in the air.

South Mountain Complex

Meetings of the various partners in the proposed South Mountain Complex that is to contain a police station, library, recreation centre and pool have been held on a regular basis. The meetings have been held with the architects that have been appointed by the City for the project. Overall conceptual plans have been developed which show the location of the various sections/buildings with relation to each other, entrances to the building(s), entrances from Rymal Road and parking lots. The first phase of the project will be the construction of the police station, which is expected to commence in 2002 with completion in 2003. The second phase is planned to be the recreation centre in 2004 with the library and pool making up the third phase in 2005.

There is a public meeting to discuss the future development of the South Mountain Complex (Turner Park). The meeting will take place on Tuesday, September 25th, 2001, 7:00 p.m., at Michelangelo's Banquet Centre, 1555 Upper Ottawa Street, Hamilton.

Staff from the Hamilton Public Library, Community Services Department and Hamilton Police Services will be on hand to discuss the overall design concept; building design and site plan layout, as well as construction timing.

Carpet Replacement at Central

The replacement of carpet at Central Library, at an estimated cost of \$660,000, was included in the City's Capital Budget for 2001 to be funded from the "Superbuild" application submitted to the province. Although the province has not yet processed the application, it is expected that a decision will be made shortly. If the application is not approved, we will be resubmitting the project to the City in the Capital Budget to be funded from other sources.

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- Memo from William Guise dated September 14, 2001 re Status report
On various projects 1-3

**Ministry of Tourism,
Culture and Recreation**

Minister

9th Floor, Hearst Block
900 Bay Street
Toronto ON M7A 2E1
Tel.: (416) 326-9326
Fax: (416) 326-9338

**Ministère du Tourisme,
de la Culture et des Loisirs**

Ministre

9^e étage, Édifice Hearst
900, rue Bay
Toronto ON M7A 2E1
Tél. : (416) 326-9326
Télééc. : (416) 326-9338



Page 1

June 26, 2001

Mr. Ken Roberts
Chief Executive Officer
Hamilton Public Library Board
55 York Boulevard
P.O. Box 2700, LCDI
Hamilton, ON
L8N 4E4

Dear Mr. Roberts:

Re: File Number **20011DBC0990**
2001/2002 Library Operating Grants

I am pleased to announce the ministry's 2001 operating grant to your library. This is an exciting time as libraries develop new partnerships and services that expand the definition of the public library. In meeting these challenges and sustaining this important service, the Government of Ontario is proud to be a partner with the municipal sector and the many volunteers who support Ontario public libraries.

Your library's 2001 operating grant is \$812,043. Your total grant will be \$949,451 which includes your 2001-02 pay equity payment. If ministry staff have received your 2000 annual survey, a cheque for the full amount of your grant will be forwarded shortly. As always, the grant is conditional on adherence to the *Public Libraries Act*.

The Government of Ontario is committed to a strong and accessible public library system throughout the province. Best wishes for another successful year of providing excellent library services to your community.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Hudak".

Tim Hudak
Minister

c. David Christopherson
M.P.P., Hamilton West

July 13, 2001

Marilyn Pilling
43 Paisley Ave. N.
Hamilton, Ontario
L8S 4G7

Ms Anne Gravereaux
Chairperson
Hamilton Public Library Board
Hamilton Public Library
55 York Boulevard
P.O. Box 2700, LCD 1
Hamilton, ON L8N 4E4

Dear Ms Gravereaux

This letter is to thank you for the Retirement Tea held by the Library Board on Thursday June 28th in honour of my retirement from the library after a career of thirty-one years. I appreciated the hospitality, which included a cake and other delicacies, the opportunity to say goodbye to the many HPL staff who attended the tea, as well as the gifts of flowers and a cheque from the Library Board. Thank you for all these things. I also appreciate the work Karen Hartog put into arranging and organizing the tea.

I have enjoyed my thirty-one years at the Hamilton Public Library and now greatly look forward to a new life pursuing my avocations.

Thank you again, most kindly.

Yours truly

A handwritten signature in cursive script that reads "Marilyn Pilling". The signature is written in black ink and is positioned below the typed name "Marilyn Pilling".



AL

CANADIAN UNION OF PUBLIC EMPLOYEES
SYNDICAT CANADIEN DE LA FONCTION PUBLIQUE

Arthur Taylor
President • Président

Joan Fletcher
Recording Secretary • Secrétaire-Archiviste

Page 3

DATE: Friday, July 20, 2001

TO: Ken Roberts, Chief Librarian, Hamilton Public Library

Cc: Board of the Hamilton Public Library
Mark Gallina, CUPE Legal Department
John Cromwell, CUPE National Representative
CUPE Local 932 Grievance Committee
Eileen Thoms, Manager of Human Resources, Hamilton Public Library

FROM: Arthur Taylor, President, CUPE Local 932

RE: Educational and Experiential Qualifications

It is the Union's position that educational requirements will not always be relevant to any particular job in question. And where educational requirements are relevant, in most if not all cases experience can be substituted for educational job requirements.

In any future postings and/or bumping processes we will be arguing the above where necessary.

Please govern yourselves accordingly.

Arthur Taylor

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- Letter from Tim Hudak, Minister, dated June 26, 2001 1
- Letter from Ms Marilyn Pilling dated July 13, 2001 2
- Memo from CUPE 932 dated July 20, 2001 3

Defining Vision/Mission

Here are some basic definitions. There are many different definitions for each of these concepts. These definitions are close to those used by the City of Hamilton.

Vision

The Vision describes the organization as it would like to be perceived in the future. It is a “desired end state” resulting from ongoing change, development and renewal and it reflects the aspirations of the organization’s key stakeholders. The Vision is intended to be inspirational, combining both rational and emotional elements, and it is typically broad and far-reaching. It is visible but reaching it represents an immense challenge.

Mission

The Mission is a brief description of the organization in terms of the kinds of services which it provides – and to whom. The Mission essentially answers a basic question: “Why does this organization exist?” Avoid the temptation to *sloganize* the organization’s Mission. Catch phrases and platitudes do not make effective Mission statements.

Values

The heart and soul of an effective organization is a vision for the preferred future state framed in a set of core operating values. Values, which should accompany a Vision, typically declare boundaries of behaviour, what is right and wrong, what is acceptable and not acceptable. Values allow employees to make judgments, solve their problems, and manage the organization’s most valuable assets: themselves.

Strategic Goals

Strategic Goals represent the major “headlines” of a strategic plan. These are the key outcomes established as targets for the organization within the next 18 months to three years. These goals are established to provide shorter term milestones that, if accomplished, will move the organization closer to attaining its Vision.

Our Vision, Mission, Values

Toronto Public Library staff are guided by the following values in the provision of public service

Our Values

Accountability

Responsible for our actions

Creativity

Encouraging innovation in how we undertake our work

Equity

Accessibility, diversity and fairness in the treatment of all individuals

Integrity

Open and honest in all our dealings

Participatory

Inclusive and involving in decision-making

Respect

Valuing individual needs, experiences and differences

Vision

Looking beyond where we are today

Service Orientation

Providing quality customer-driven services

Intellectual Freedom

Encouraging the free exchange of information and ideas in a democratic society

Our Vision, Mission, Values

Our Vision

Toronto Public Library inspires the spirit of exploration, the joy of reading, and the pursuit of knowledge for people of all ages and backgrounds, beginning with the very young.

As cornerstones of their neighbourhoods, our libraries connect people to each other, to their community, and to their hopes and dreams.

Our rich resources provide the opportunity for everyone to treasure the past and to create a future that is full of possibility.

The Library promotes and enriches the democratic, cultural, educational and economic life of our diverse and evolving City.

Our Mission

Toronto Public Library provides free and equitable access to public library services which meet the changing needs of the people of Toronto.

Toronto Public Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment. New technologies extend access to global information beyond library walls.

The Toronto Public Library upholds the principle of Intellectual Freedom.

Effective partnerships enhance library service throughout the city. Toronto Public Library is accountable for the effective management of library resources and for the quality of library service offered to the people of Toronto.

*Our vision
portrays the
Toronto Public
Library of the
future*

*Our mission
describes our
role within the
community and
our service
philosophy*

Changing Demographics

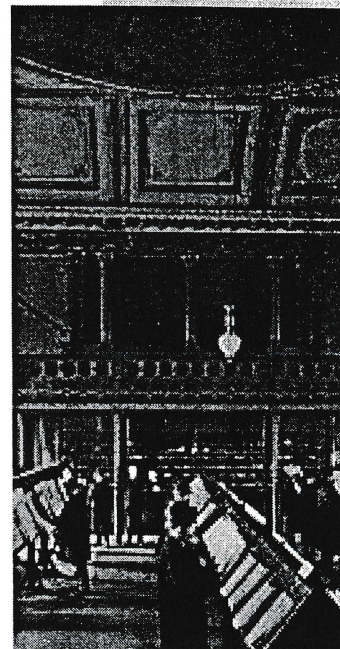
The demographic composition of the City of Toronto is changing. The population is projected to increase by 500,000 over the next 20 years. It is a population rich in diversity. Toronto is one of the most multicultural cities in the world, with residents born outside Canada making up more than half of the city's population. The proportion of seniors and children in the population is increasing, as the effects of the baby boom continue to be felt.

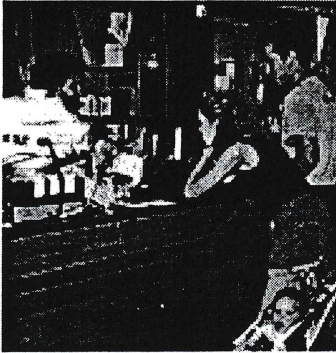
The Value of Reading and Literary Culture

Torontonians are rediscovering the joy and inspiration of reading. Reading series, book clubs and bookstores are enjoying a revival as prime sources of entertainment and enlightenment. The quest for the "good read" is still very much alive.

The Challenge for the Library

The message for the Library is clear. People require access to information and books just as they always have. There are many more options available for accessing information. These options are not shared equally by all members of society.



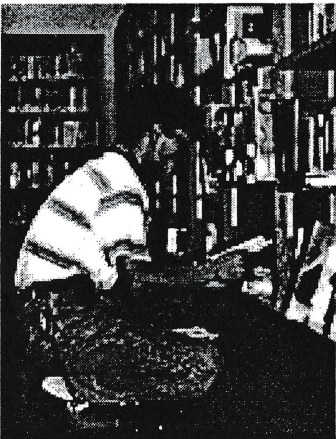


Our Changing City

As part of the planning process, library staff identified a number of trends that are changing Toronto Public Library's service environment. The Library must respond to these changes to offer service that is relevant to its customers.

Digital Revolution

The Digital Revolution has brought many changes in the way people access information. Vast amounts of information are available in electronic format on the Internet, accessible from homes and offices across the city and around the world. The actual physical location of information often no longer matters, leading to what the experts have described as the "Death of Distance."



Information Literacy

The Digital Revolution has also brought massive upheaval to the world's economy. The rise of knowledge-based industry has led to changes in the skills that are required for individuals to be successful in the workplace. The value of being able to read and navigate in the new information environment is increasingly important, both for the economic and social well-being of individuals.

Social Polarization

More and more, Toronto is being divided into "haves" and "have nots." The widening income gap is limiting the ability of some people to participate fully in the benefits of the new information age. Children and youth are particularly vulnerable. Without access to computer technology, they are trapped on the wrong side of the "Digital Divide."



Management and Polic

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- To Gate

Vision and Mission Statements

Vision Statement
 As "One Library With Many Doors" London Public Library will provide services essential to enriching life in our diverse community.

Mission Statement
 London Public Library provides equitable access to the world of information and creative expression.





Library Menu:

Date Posted:
January 16, 2001

Mission Statement

The Purpose of the Mississauga Library System is to provide library services to meet life-long informational, educational, cultural and recreational needs of all Mississauga citizens.

We believe in:

- the value of an informed, literate community
- empowering citizens through knowledge
- accessible services for all citizens of Mississauga
- forging strong ties within the community
- providing superior service at a reasonable cost
- a safe, team-oriented workplace focusing on customer service

Approved by the Mississauga Public Library Board