



Agenda  
Newmarket Public Library Board

Wednesday, May 18, 2016 at 5:30 PM  
Regular Board Meeting

Agenda compiled on 18/05/2016 at 1:39 PM

## **Adoptions of Agenda**

1. Adoption of the Regular Agenda
2. Adoption of the Closed Session Agenda
3. Adoption of the Consent Agenda Items

## **Declarations**

## **Consent Agenda Items**

- |    |   |       |
|----|---|-------|
| 4. | Adoption of the Regular Board Meeting Minutes for Wednesday, April 20, 2016 | p. 1  |
| 5. | Strategic Operations Report for April, 2016                                 | p. 4  |
| 6. | Library Statistical Data for April, 2016                                    | p. 6  |
| 7. | Monthly Bank Transfer   | p. 10 |
| 8. | Third Annual Report to the Community 2015-2016                              | p. 11 |

## **Closed Session**

9. That the Library Board move into a Closed Session meeting to discuss Labour Relation matters.

## **Policies**

- |     |                           |       |
|-----|---------------------------|-------|
| 10. | Customer Complaint Policy | p. 17 |
| 11. | Membership Policy         | p. 22 |
| 12. | Public Relations Policy   | p. 27 |

## **Reports**

- |     |   |       |
|-----|---|-------|
| 13. | Draft Audited Financial Statements for the year ended December 31, 2015 | p. 30 |
|-----|---|-------|

## **Business Arising**

14. Election of Vice-Chair
15. 2017 Budget
16. Library Board Action List

p. 48

## **New Business**

### **Date(s) of Future Meetings**

17. The next Newmarket Public Library Board Regular Board Meeting will be Wednesday, June 15, 2016, at 5:30 pm in the Library Board room

## **Adjournment**



**Newmarket Public Library Board  
Regular Board Meeting  
Wednesday, April 20, 2016  
Newmarket Public Library Board Room**

**Present:** Joan Stonehocker – Chair  
Tom Vegh – Vice Chair  
Tara Brown  
Kelly Broome-Plumley  
Darcy McNeill  
Venkatesh Rajaraman  
Joe Sponga (left at 6:30 pm)

**Staff Present:** Todd Kyle, CEO  
Linda Peppiatt, Deputy CEO  
Lianne Bond, Administrative Coordinator

**The Library Board Chair called the meeting to order at 5:35 pm**

**Adoption of Agenda Items**

1. Adoption of Regular Agenda
2. Adoption of the Closed Session Agenda
3. Adoption of Consent Agenda items

The Chair asked if there were any additions to the agenda.

**Motion 16.04.108**

**Moved by Kelly Broome-Plumley**

**Seconded by Joe Sponga**

**That Agendas 1) to 3) be adopted as presented**

**Carried**

**Declarations**

None were declared.

**Consent Agenda Items:**

4. Adoption of the Regular Board Meeting Minutes for Wednesday, March 16, 2016
5. Adoption of the Closed Session Meeting Minutes for Wednesday, March 16, 2016
6. Strategic Operations Report for March, 2016
7. Library Statistical Data for March, 2016
8. Monthly Bank Transfer

**Motion 16.04.109**

**Moved by Tara Brown**

**Seconded by Kelly Broome-Plumley**

That Consent Agenda Items 4) to 8) be received and approved as presented.

**Carried**

**9. Motion to Convene into a Closed Session**

There were no closed session items.

**Policy**

**10. Fundraising Policy**

The CEO reviewed with the Library Board the draft Fundraising Policy. The Board asked for additional wording regarding issuing of income tax receipts.

**Motion 16.04.110**

**Moved by Tom Vegh**

**Seconded by Tara Brown**

That the Library Board approved the Fundraising Policy as amended.

**Carried**

**Reports**

**11. First Quarter Financial Statements**

First Quarter Financial Statements indicated the Library is on target in 2016 for both expenditures and revenue.

**Motion 16.04.111**

**Moved by Joe Sponga**

**Seconded by Darcy McNeill**

That the Library Board receive the First Quarter Financial Statements as presented.

**Carried**

**12. Strategic Implementation Fund**

A report on the Strategic Implementation Fund to revise the budget and plan for the fund was reviewed by the Library Board.

**Motion 16.04.111**

**Moved by Tara Brown**

**Seconded by Kelly Broome-Plumley**

That the Library Board approved the revised budget and plan for the Strategic Plan Implementation Fund as presented.

**Carried**

#### **Business Arising**

##### **13. Library Board Action List**

The Library Board reviewed the Action List. The Board confirmed that election of a Vice-Chair as per Item number 9-15 of the Library Board Actions List will be held at the May 18, 2016 Regular Board meeting.

##### **Motion 16.04.112**

**Moved by Darcy McNeill**

**Seconded by Venkatesh Rajaraman**

That the Library Board receive the Action List as presented.

**Carried**

##### **14. Joint Newmarket Public Library/Town of Newmarket Council Workshop**

It was requested that the Joint Newmarket Public Library/Town of Newmarket Council Workshop be scheduled prior to an upcoming Town of Newmarket Council meeting scheduled in the second quarter.

#### **New Business**

##### **15. Code of Conduct – Media Interest**

The CEO provided a verbal report on the media interest involving the Library. The CEO will contact local social services agencies for further assistance regarding this matter.

#### **Date(s) of Future Meetings**

**16.** The next regular Library Board meeting will be Wednesday, May 18, 2016 at 5:30 pm in the Library Board room.

#### **Adjournment**

##### **Motion 16.04.113**

**Moved by Venkatesh Rajaraman**

**Seconded by Tara Brown**

That there being no further business meeting adjourned at 7:00 pm.

**Carried**

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Joan Stonehocker  
Chair

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Todd Kyle, CEO  
Secretary/Treasurer

## STRATEGIC OPERATIONS REPORT – APRIL, 2016

	<b>Igniting Community Dialogue, Discovery and Debate</b>	<b>Leading a Learning Community</b>	<b>Readying our Capabilities</b>
<b>Collaborative Relationships</b>	<ul style="list-style-type: none"> <li>• April IdeaMarket on love in the child welfare system attracted 30 participants</li> <li>• Second meeting of IdeaMarket advisory group held</li> <li>• Staff met with Shadowpath Theatre on possible grant-funded Halloween program</li> </ul>	<ul style="list-style-type: none"> <li>• Library hosted program as part of CommunityBUILD speaker series in partnership with VentureLab</li> <li>• CommunityBUILD held with VentureLab seminar series attracted 6 attendees</li> <li>• Several visits to Welcome to Kindergarten nights, child care centres, and Welcome Centre held</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Spaces</b>	<ul style="list-style-type: none"> <li>• Story Pod opening May 7; Wed. 7pm Storytime planned for June-Aug</li> </ul>	<ul style="list-style-type: none"> <li>• Temporary coordinator for MakerHub hired; soft opening begun; orientation of all staff underway; vinyl cutter programs planned</li> <li>• 26 people already certified on vinyl cutter in certification class with 3D printer</li> </ul>	<ul style="list-style-type: none"> <li>• Staff met with Forrest Group to discuss construction impacts on library if Clock Tower development approved</li> <li>• Pop up library planned for community events and at GO bus station on May 12</li> </ul>
<b>Positioning</b>	<ul style="list-style-type: none"> <li>• Library booth at the Home Show resulted in interaction with 477 residents; 120 giveaway ballots filled out, with 63 asking to be added to e-newsletter distribution</li> <li>• Library booth at the Francophone fair resulted in 85 interactions</li> </ul>	<ul style="list-style-type: none"> <li>• CEO attended High School Career Fair to represent library profession</li> </ul>	<ul style="list-style-type: none"> <li>• Online advertising campaign to promote e-resources beginning in May</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Library databases webpage revised for better organization and for Databases Uncovered workshop; 454 new page views within 2 weeks</li> <li>• 3D printer and design classes had 17 participants this month</li> <li>• 106 Reading Buddies sessions held in April, including some French-language</li> <li>• 89 attendees at Blox Builders Club in April</li> </ul>	<ul style="list-style-type: none"> <li>• Rollout of new public/staff self-service library card-based printing and PC reservation system scheduled for May 10</li> <li>• Renewal/reserving restrictions on DVD/blu-ray discs lifted</li> </ul>

## 5

	<b>Igniting Community Dialogue, Discovery and Debate</b>	<b>Leading a Learning Community</b>	<b>Readying our Capabilities</b>
<b>Organization &amp; Operations</b>	<ul style="list-style-type: none"> <li>• New Volunteer Services Coordinator hired</li> </ul>	<ul style="list-style-type: none"> <li>• Staff absences have caused some computer workshops to be cancelled or changed</li> </ul>	<ul style="list-style-type: none"> <li>• CEO attended meeting of International Federation of Library Associations in Toronto</li> <li>• Staff member attended Public Library Assoc. conference in Denver, CO</li> <li>• Ransomware invasion on computer network resolved with backup restoration</li> </ul>

## Newmarket Public Library Statistical Data - 2016

### Library Card Holders

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NPL Card Holders	24,136	24,184	24,328	-								
Residents	22,002	22,069	22,222	-								
Non-Residents	2,134	2,115	2,106	-								

### New and Renewed Library Cards

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	252	402	337	-									991
New non-resident	39	30	32	-									101
Renewed membership	723	421	646	-									1,790

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	12,689	12,709	13,707	-									39,105
# of PAC Account Logins	6,097	5,792	6,370	6,193									24,452
Room Rentals	54	65	56	58									233
Room Rental Hours	154	192	152	165									663

### Programs

#### 5 Year Trend - year to date April 30

# of Programs Held	2012	2013	2014	2015	2016
Adult	36	43	65	79	81
Children's	420	443	450	493	600
Total Programs	456	486	515	572	681

Program Attendance	2012	2013	2014	2015	2016
Adult	1,263	412	969	766	1,304
Children's	4,450	4,517	4,395	4,345	4,471
Total Attendance	5,713	4,929	5,364	5,111	5,775



## Newmarket Public Library Statistical Data - 2016

### Borrowing

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
eAudio books	941	911	1,067	1,048									3,967
eBooks	3,433	3,128	3,640	3,205									13,406
eMagazines	459	353	391	485									1,688
eMusic	2,129	2,614	2,199	1,845									8,787
eVideo	2	7	4	5									18
Backpack Kit	6	1	1	2									10
Book	26,637	23,980	28,219	28,462									107,298
CD-ROM/DVD-ROM	13	12	7	11									43
DVD/Blu-ray	4,645	4,563	5,204	4,632									19,044
eBook Reader	1	1	5	1									8
GPS	2	4	3	11									20
ILL	210	178	157	225									770
Language Kit	61	40	31	59									191
Laptop	10	11	13	7									41
Multimedia Kit	81	69	80	84									314
Music CD	483	540	394	503									1,920
Pedometer	16	8	10	14									48
Periodical	987	999	1,177	1,212									4,375
Portable Audio Book	8	9	12	21									50
Talking Book	773	782	796	798									3,149
Video	8	3	3	9									23
Video Game	293	309	332	270									1,204
Total Borrowing	41,198	38,522	43,745	42,909									166,374

### Database Usage

Adult Subscriptions	2,130	2,053	2,480	3,066									9,729
Children's Subscriptions	569	1,035	1,053	1,511									4,168
York Info (Community)	147,897	100,795	138,893	-									387,585
York Info (Volunteer)	26,148	18,071	18,826	-									63,045
Total Database Usage	176,744	121,954	161,252	4,577									464,527

## Newmarket Public Library Statistical Data - 2015

### Library Card Holders

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NPL Card Holders	23,554	23,726	23,837	23,764	23,825	23,947	24,506	24,385	28,150	24,208	24,194	23,862
Residents	21,683	21,773	21,867	21,790	21,836	21,957	22,468	22,334	25,713	22,112	22,067	21,758
Non-Residents	1,871	1,953	1,970	1,974	1,989	1,990	2,038	2,051	2,437	2,096	2,127	2,104

### New and Renewed Library Cards

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	258	498	362	237	210	320	659	268	289	251	210	190	3,752
New non-resident	39	37	34	30	35	29	52	40	50	43	36	41	466
Renewed membership	735	319	811	627	646	718	661	786	734	666	648	556	7,907

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	13,036	12,715	14,146	12,834	13,365	12,828	12,783	12,762	13,148	12,146	12,257	10,693	152,713
# of PAC Account Logins	5,581	4,957	6,051	5,809	5,662	5,442	6,152	6,464	5,908	5,721	5,659	5,921	69,300
Room Rentals	64	71	56	199	64	47	46	47	54	62	66	33	809
Room Rental Hours	171	187	168	82	160	127	112	155	134	147	149	104	1,694

### Programs 5 Year Trend - year to date December 31

# of Programs Held	2011	2012	2013	2014	2015
Adult	33	93	157	247	250
Children's	845	1,167	1,293	1,345	1,318
Total Programs	878	1,260	1,450	1,592	1,568

Program Attendance	2011	2012	2013	2014	2015
Adult	1,408	2,323	2,149	2,229	2,643
Children's	12,956	12,905	13,796	13,794	13,567
Total Attendance	14,364	15,228	15,945	16,023	16,210

## Newmarket Public Library Statistical Data - 2015

### Borrowing

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
eAudio books	726	706	903	873	801	694	952	940	801	868	882	848	9,994
eBooks	3,076	2,930	3,235	2,896	2,913	3,016	3,195	3,131	2,852	2,945	2,879	2,994	36,062
eMagazines	323	421	575	382	356	371	477	450	444	336	274	409	4,818
eMusic	2,613	2,621	3,737	4,044	2,975	2,454	2,493	2,470	2,564	2,540	2,818	2,788	34,117
eVideo	54	98	160	144	55	16	118	16	37	19	17	21	755
Backpack Kit	4	3	5	3	2	4	5	4	5	-	2	5	42
Book	25,489	22,981	28,858	26,932	26,378	27,264	32,798	31,183	29,214	27,931	26,661	24,658	330,347
CD-ROM/DVD-ROM	17	34	29	19	26	17	13	22	22	16	30	26	271
DVD/Blu-ray	3,703	4,135	5,223	4,433	4,380	4,405	4,978	4,886	4,386	4,727	4,420	4,417	54,093
eBook Reader	4	5	3	8	3	2	3	1	2	1	-	-	32
GPS	-	2	1	2	4	3	1	3	8	5	1	2	32
ILL	198	162	203	184	190	163	189	194	215	142	230	131	2,201
Language Kit	54	41	46	35	39	31	40	50	43	40	57	45	521
Laptop	12	12	17	46	25	27	11	88	21	19	8	8	294
Multimedia Kit	66	84	76	45	64	68	69	83	86	92	92	70	895
Music CD	384	363	568	591	469	514	415	415	434	411	455	667	5,606
Pedometer	7	9	20	9	41	12	29	20	14	11	15	16	203
Periodical	1,121	865	1,113	1,145	959	982	1,328	1,205	1,153	1,047	999	915	12,832
Portable Audio Book	58	26	48	32	49	41	32	41	25	24	26	17	419
Talking Book	850	836	960	778	960	874	967	1,009	924	872	769	725	10,524
Video	9	10	4	2	5	5	4	7	3	4	1	4	58
Video Game	267	262	372	301	274	281	434	434	354	243	311	279	3,812
Total Borrowing	39,035	36,606	46,156	42,904	40,968	41,244	48,551	46,652	43,607	42,293	40,947	39,045	508,008

### Database Usage

Adult Subscriptions	2,409	4,643	2,317	2,166	2,718	4,324	2,256	1,782	1,550	1,865	2,629	1,580	30,239
Children's Subscriptions	843	na	752	321	645	907	692	302	595	914	954	720	7,645
York Info (Community)	95,740	105,204	111,837	118,114	82,379	110,564	106,577	107,375	104,200	99,334	102,360	105,550	1,249,234
York Info (Volunteer)	11,015	16,268	18,059	16,927	9,917	9,808	13,408	10,989	16,580	16,658	16,441	24,054	180,124
Total Database Usage	110,007	126,115	132,965	137,528	95,659	125,603	122,933	120,448	122,925	118,771	3,583	2,300	1,467,242

**MEMORANDUM**

**To:** Newmarket Public Library Board

**From:** Todd Kyle, CEO

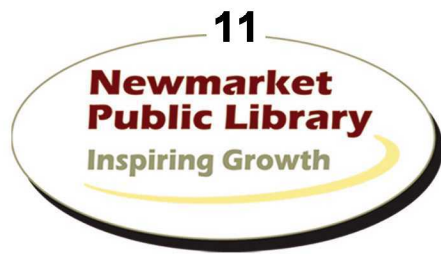
**Date:** May 18, 2016

**Re:** Newmarket Public Library Bank Account – Fund Transfer

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**Recommendation:** The CEO recommends that the Library Board authorize the transfer of funds from the Newmarket Library bank account to the Town of Newmarket bank account through the following motion:

**THAT** the Library Board directs the CEO to authorize the Town of Newmarket Treasurer to transfer the net closing balance at April 29, 2016 of \$ 10,880.24 from the Newmarket Public Library Board bank account to the Town of Newmarket bank account.



# Newmarket Public Library STRATEGIC PLAN 2013-2016



## 3rd Annual Report to the Community 2015-2016

literacy debate learning discovery insight

INSPIRING



## The Library's Role...

*Inspiring the growth of an engaged and informed Newmarket as the centre of community dialogue, debate and discovery in dynamic and welcoming physical and virtual environments.*

## To fulfill this role, we will...

- *Ignite Community Dialogue, Discovery and Debate*
- *Lead a learning community*
- *Ready our Capabilities*

*We will achieve this while focusing on five Key Elements:*

- *Collaborative Relationships*
- *Spaces*
- *Positioning*
- *Resources*
- *Organization & Operations*

# MESSAGE FROM THE CEO



Photo by Stephen Plumley

**“Welcome** to the third in a series of annual reports on the implementation of our Strategic Plan 2013-2016. As the report shows, the Library continues to have an impact on our community. People are engaging in inspiring conversations and learning the skills they need to thrive in the knowledge economy.

*Earlier this year, we again conducted a study called the Impact Survey on our digital learning and technology services. The results confirm what we already know about Internet access in the library: that it is essential to many in our community for their educational, social and employment needs.*

*Our community's future depends on citizens who are engaged and who continue to learn all their lives. Our community's future depends on a strong Library.*

”

Todd .

Todd Kyle, CEO  
tkyle@newmarketpl.ca  
May 2016



## Igniting Community Dialogue, Discovery & Debate

- A Community Advisory Panel was formed in order to broaden input into IdeaMarket, a regular community-led dialogue on important and controversial topics. Sessions are now video recorded and posted to the Web. IdeaMarket topics this year have included climate change, youth homelessness, and child welfare.
- New activities were established at the Library in partnership with community agencies:
  - Entrepreneurs in Residence (with Startup York)
  - Shakespeare Allowed (with Humber River Shakespeare Company)
  - LEARN seminar series (with Newmarket Chamber of Commerce)
  - Financial Literacy workshops (with CPAs of Canada)
- In consultation with users and community partners, the Library began offering low-barrier library cards for temporary shelter residents and e-access cards for those without identification or who wish to register from home.



LEARN seminars with Chamber of Commerce



IdeaMarket community discussions

### By the numbers

**1.47 million**

*number of times the Library's online resources were accessed in 2015*

**5,500**

*people who were matched with volunteer opportunities by the Library's York Info service in 2015*

**713**

*number of times the Library's meeting rooms were rented in 2015*

**2,980**

*number of participants at Library outreach events in 2015*

**157,000**

*number of visits to the Library's website recorded in 2015*



# Leading a Learning Community



*MakerHub with 3D printer and more*



*Children's computer/tech program*

## 31,500

*number of questions answered by Library staff during 2015*

## 214,000

*number of visits to the Library recorded in 2015*

## 16,000

*number of people who attended Library programs in 2015*

## 1,860

*number of people who attended computer and maker-related programs in 2015*

## 164

*number of prints done so far by Library users on the 3D printer*

## 34,000

*number of times residents logged into the Library's computer workstations in 2015*

## 2

*number of people out of 40 who got a new job as a result of using a Library computer, according to the Impact Survey*

**By the numbers**

- The Library continued to provide a wide array of technology discovery and computer learning programs to the community, including Let's Tinker With the 3D Printer, The Digital Shift, and Blox and Bots.
- The Impact Survey was established as a regular outcome measure. The survey continued to show that library Internet access is valued and needed by Newmarket residents to improve their lives.
- A 3D printing service was established and the Library began the launch of MakerHub, a space that features 3D printing, a digital vinyl cutter, and a digital media workstation with a camera, microphone, editing suite, and headphones.
- Three new online services were added this past year:
  - OneClickDigital eAudio & eBooks
  - InstantFlix streaming video
  - MaBiblioNumérique French e-books



## Readying Our Capabilities

- The Library replaced its Wi-Fi network with a new system allowing for increased speed, capacity, and flexibility.
- A second public intake station was added to the automated materials check-in and sorting system in order to increase customer service.
- The Library embarked on a project to provide remote library service at community events, and partnered with the Town of Newmarket on the HollisWealth Story Pod, an open-exchange reading installation.
- The Library continued its campaign to further reposition itself in the community, and in particular to promote its online services, through advertising in print and online media.



*The Library's Pop-Up Library at an event*



*Story Pod at Riverwalk Commons*

### 508,000

*number of items borrowed from the Library in 2015*

### 17%

*percentage of borrowing that is digital media*

### 23,500

*number of residents with library cards*

### 3,600

*number of subscribers to the Library's e-newsletter, NPL News*

### 3,400

*followers of the Library's social media accounts*

### 60%

*percentage of items checked out using the Library's two self-serve stations*

By the numbers



# Newmarket Public Library

438 Park Ave.

Newmarket, ON L3Y 1W1

[www.newmarketpl.ca](http://www.newmarketpl.ca)

## I can't believe the library has DIGITAL MAGAZINES



### *Believe it.*

From digital magazines to online language lessons, eBooks to streaming movies.

Newmarket Public Library provides access to it all at [www.newmarketpl.ca/free](http://www.newmarketpl.ca/free)



**Ad campaign to  
promote the Library's  
e-resources running  
during 2016**

## I can't believe the library has STREAMING MOVIES



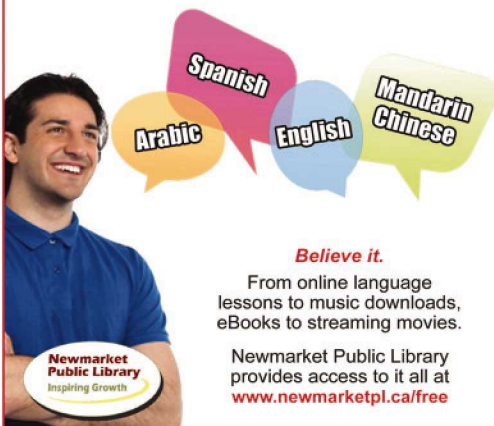
### *Believe it.*

From streaming movies to music downloads, eBooks to online certificate courses.

Newmarket Public Library provides access to it all at [www.newmarketpl.ca/free](http://www.newmarketpl.ca/free)



## I can't believe the library has ONLINE LANGUAGE LESSONS



### *Believe it.*

From online language lessons to music downloads, eBooks to streaming movies.

Newmarket Public Library provides access to it all at [www.newmarketpl.ca/free](http://www.newmarketpl.ca/free)

## I can't believe the library has ONLINE COURSES



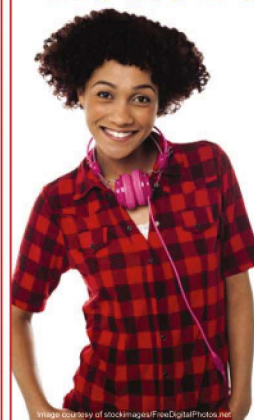
### *Believe it.*

From online certificate courses to eBooks, language lessons to digital magazines.

Newmarket Public Library provides access to it all at [www.newmarketpl.ca/free](http://www.newmarketpl.ca/free)



## I can't believe the library has MUSIC DOWNLOADS



### *Believe it.*

From music downloads and streaming, to online courses and digital magazines.

Newmarket Public Library provides access to it all at [www.newmarketpl.ca/free](http://www.newmarketpl.ca/free)



innovation creativity connections exploration

INSPIRING



## MEMORANDUM

**To:** Newmarket Public Library Board

**From:** Todd Kyle, CEO

**Date:** May 18, 2016

**Re:** Customer complaints policy

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As per instructions at the meeting of April 20, 2016, a Customer Complaints Policy has been drafted. It is based on a similar policy of the Town of Newmarket, adjusted for staff roles and governance legislation.

As with the Town's policy, complaints should be submitted via communications channels that are direct, stable, private, and support lengthy discussion. For this reason, Library staff will direct complaints mentioned in social media or via the Library's AskNPL (chat/text) service to these channels.

Two areas have been highlighted in the draft as uncertainties. The first (clauses 8 and 14) refer to the role of the Ombudsman of Ontario. As per recent revisions to legislation, complaints against municipalities not resolved locally are subject to referral to the Ombudsman. However, it is unclear whether the Ombudsman's office would investigate complaints against a Library. The policy has been worded to leave open that uncertainty.

The second (clause 12) reflects a similar clause in the Town policy that allows frivolous or vexatious complaints to be deemed closed by a Complaints Review Committee without necessarily satisfying all steps. This has been adjusted to refer to the C.E.O. deeming it closed or recommending to the Library Board to do so. The Board may want to consider whether this provides enough tools to ensure efficient use of resources in resolving complaints.

The following motion is recommended:

**THAT the Board approve the Customer Complaints Policy as drafted.**

**Purpose:**

The purpose of this policy is to outline the principles and processes for the disposition of complaints related to services delivered by the Library, ensuring and supporting transparency and accountability. This policy attempts to ensure that any response and review of complaints is fair, impartial and respectful of all parties involved.

**Principles:**

This policy and its procedures is based on the following complaint management principles:

- Ease of comprehension & access
  - The process should be easy to understand and accessible to customers;
- Accountability
  - The process should be well understood by staff and include routine monitoring of complaints by senior management to ensure matters resulting from repeated complaints are addressed;
- Confidence
  - Customers should have confidence in the reliability of the process;
- Confidentiality
  - Customer complaints will remain confidential in accordance with applicable policies;
- Fairness & independence
  - The process should be fair and include an independent review process;
- Impartiality
  - The process should be impartial and filing complaints will not adversely affect the quality of future Library services delivered to complainants;
- Effectiveness
  - Staff should address issues within their authority and capacity. Customers should be advised of options to resolve the complaint;
- Flexibility
  - Staff should have the discretion to adjust and adapt their response based on the nature of the complaint; and,
- Timeliness
  - Timelines should be established by staff in responding to complaints filed.

**Definitions:**

**Complainant** means a customer making a complaint under this policy.

**Complaint** means a written or oral expression of dissatisfaction about services, actions, or lack of actions by an employee, contractor or volunteer of the Library by a customer. Examples include but are not limited to perceptions of:

- A failure to do something agreed to do;
- A failure to observe policy or procedures;
- An error made by an employee, contractor, or volunteer of the Town;
- Unfair or discourteous actions/statements made by an employee, contractor, or volunteer of the Town;
- Access to services;
- Timeliness of service; and,
- Quality of service.

This policy does not apply to complaints made by employees, contractors, or volunteers working on behalf of the Library.

**Cyberbullying** means the use of communication technologies to engage in deliberate, repeated or hostile behaviour intended to harm embarrass, Harass or slander someone deliberately, including, but not limited to: social media outlets (e.g. Facebook, Instagram, Twitter, YouTube), personal blogs, web pages, discussion groups or online media/newspaper articles;

**Frivolous** means a Complaint that is reasonably perceived by Town staff to be (a) without reasonable or probable cause, (b) without merit or substance, or (c) trivial;

**Harassment** or **Harass** involves engaging in a course of behaviour, comment or conduct, whether it occurs inside or outside the work environment, that is or ought reasonably to be known to be unwelcome. It includes but is not limited to any behaviour, conduct or comment that is directed at or is offensive to another person:

- (a) on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, age, handicap, sexual orientation, marital status, or family status, as well as any other grounds under the provisions of the Human Rights Code; or
- (b) which is reasonably perceived by the recipient as an intention to bully, embarrass, intimidate or ridicule the recipient.

**Intimidation** means unwarranted conduct, including, but not limited to: Cyberbullying, discrimination, Harassment, violence or threats of violence, profanity, personal insults or communication that is deemed threatening;

**Ombudsman** means the Ombudsman of Ontario in accordance with Section 223.13 (1) of the Municipal Act, 1996, as amended where applicable;

**Library** means the Newmarket Public Library;

**Vexatious** means a Complaint that is Frivolous and which is pursued in a manner that is reasonably perceived by Library staff to be (a) malicious, (b) intended to embarrass or Harass the recipient, or (c) intended to be a nuisance.

**Procedures:**

1. Anyone personally affected or their representative can submit a complaint and it will be reviewed in accordance with this procedure. The Library reserves the right not to respond to anonymous complaints.
2. Complaints should be made in person, by phone, by e-mail, by letter, or via a written or electronic feedback form provided by the Library.

**Step 1: Senior Staff Review**

3. Complaints will be reviewed and responded to in the following escalating authority order until the Complainant believes his/her Complaint has been adequately addressed. Any of these steps may be omitted as appropriate. This list does not preclude other staff with sufficient capacity to respond from satisfying the Complaint on an immediate basis.
  - a. A Manager on duty during Library opening hours;
  - b. The Manager responsible for the area subject to the Complaint;
  - c. Chief Executive Officer or designate.
4. The responding staff member will advise the Complainant of the following, as applicable:
  - a. His or her name and contact information;
  - b. His or her opinion of the merits of the Complaint;
  - c. If the Complaint has merit:
    - i. An outline of actions the Library will take with the intent of resolving the Complaint;
    - ii. Any required actions to be taken on the part of the Complainant;
    - iii. Estimated timeframes associated with the actions to resolve the Complaint.

**Step 2: Library Board Review**

5. If after a response from the C.E.O. or designate the Complainant does not believe the Complaint has been adequately resolved, the Complainant may refer the Complaint to the Library Board at a future regular meeting, subject to the Procedure for Making a Deputation or Presentation to the Newmarket Public Library Board, including the provision of a minimum of 14 days' notice prior to the meeting.
6. The Board as a body will hear the Complaint and review the response of the C.E.O. or designate for the following purposes:
  - a. Opportunities to make recommendations to the C.E.O. or designate on the matter;
  - b. Opportunities for amendments to Board policy;
  - c. Opportunities for further refinement of customer Complaints management.
7. The Board's review will be presented verbally to the Complainant at the meeting and recorded in minutes. Should further review or investigation be deemed necessary, the Board will advise the Complainant and ensure that he/she is informed of any future Board meetings or actions on the matter.



8. The Board's review is considered the final appeal of the Complaint. Should the Complainant believe that the Board's review was inadequate, he/she may refer the Complaint to the Ombudsman if the matter is deemed to be subject to review in accordance with applicable legislation.

### **Threats, Intimidation**

9. Staff should report to a Manager or the C.E.O. immediately:
- a. Any implied or explicit threats made against the safety of the staff member or the safety of others in the course of handling the Complaint;
  - b. Any Intimidation behaviour in the course of handling the Complaint, which may be established by a variety of circumstances that may include:
    - i. the content, tone and language of a person's correspondence, especially if the language used is insulting, offensive or abusive; or,
    - ii. unsubstantiated, derogatory or inflammatory allegations against Library staff.
10. Harassment, discrimination, threats or matters of a similar nature will be dealt with through the Code of Conduct Policy, Workplace Harassment Policy, and/or Workplace Violence Policy.

### **Potentially Frivolous or Vexatious Complaints**

11. Where the Complaint may be considered Frivolous or Vexatious or there appears to be a pattern of Frivolous or Vexatious Complaints, the C.E.O. or designate may seek advice from the Library Board and/or give direction to staff to ensure valid Complaints are heard and addressed in a professional and mutually respectful manner, while ensuring efficient use of Library resources.
12. Despite any Step in this Policy, in the case of a Frivolous or Vexatious Complaint, the C.E.O. or designate may deem or recommend the Library Board deem a Complaint file closed.

### **Responsibilities of Employees**

13. Staff will treat all Complaints as confidential and protect the Complainant's privacy according to the Freedom of Information and Protection of Privacy Policy.
14. The Library will fully cooperate with the Ombudsman in executing his or her statutory duties.
15. Library management will routinely review Complaint trends for the purpose of continuous service and process improvements.

### **Related Policies**

Freedom of Information and Protection of Privacy Policy  
 Code of Conduct Policy  
 Workplace Violence Policy  
 Workplace Harassment Policy  
 Newmarket Public Library Board Governance Policy



## MEMORANDUM

**To: Newmarket Public Library Board**

**From: Todd Kyle, CEO**

**Date: May 18, 2016**

**Re: Membership Policy**

---

A review of the Library's Membership Policy has recommended changes to the Policy in order to make permanent certain pilot projects regarding qualifications and privileges of cardholders.

Specifically, the new Policy outlines that:

- all people who live, work, or attend school in York Region are entitled to a free NPL card;
- those without adequate identification can register or renew for online/workstation access only;
- temporary anonymous access to online services only is available;
- a restricted-borrowing card is available to temporary shelter residents; and
- third-party access to membership information is consistent with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA); this means that parents or guardians would have the right to access information of children under the age of 16, rather than 18.

The following motion is recommended:

**THAT the Board approve revisions to the Membership Policy as drafted.**





## Draft for Review

### MEMBERSHIP POLICY

#### PURPOSE

The purpose of this policy is to outline criteria and administrative guidelines for access to Library resources and services.

#### ELIGIBILITY

1. **All persons who live, work, attend school, or own property in York Region are entitled to become a member of the Library without charge.** Membership is also free to persons who live, work or attend school in any other municipality with whom Newmarket Public Library has entered into a reciprocal borrowing agreement.
2. All persons who do not meet the above requirements, irrespective of age, must pay an annual non-resident fee, established by the Library Board, for a library membership. The Library reserves the right to withhold membership privileges until this fee is paid.

#### IDENTIFICATION REQUIREMENTS

3. Adequate proof of name and address must be given. Adequate document types shall be established by the C.E.O. and posted in a conspicuous manner.
4. In addition, adequate proof of educational attendance, employment, or property ownership at an address in York Region will be required in the case of a member who does not reside in York Region.
5. Exceptions to the foregoing are:
  - a. A child aged birth to 13 years must present only proof of name, and be accompanied by a parent or legal guardian who must present his/her own identification to prove address.
  - b. A resident of a group home or other such shelter may use as identification a letter from the home indicating that they are a resident of that home. If the letter does not indicate a residency period of at least 3 months, the member will be treated as per 12(a).

- c. A resident unable to produce adequate identification may opt to register for access only to online resources and Library workstations. This membership may be converted to full access at any time upon presentation of adequate identification.
- d. For promotional purposes eligible residents may from time to time be given temporary anonymous access to online resources only

### **MEMBERSHIP EXPIRATION AND RENEWAL**

- 6. Membership shall expire annually, except in the case of a resident of a short-term shelter as per 12(a), in which case the expiry period be set at 3 months.
- 7. The Library reserves the right to withdraw privileges until membership is renewed.
- 8. Renewal requires presentation of identification for verification as above. A resident unable to produce adequate identification may opt to renew for access only to online resources and Library workstations. This membership may be converted to full access at any time upon presentation of adequate identification.
- 9. Renewal also requires that all outstanding fines and fees be paid in full.

### **MEMBERSHIP PRIVILEGES**

- 10. Members are entitled to:
  - a. Borrow any Library material unless otherwise marked
  - b. Access online Library subscription resources
  - c. Request and borrow interlibrary loan material
  - d. Use Library workstations and other equipment requiring membership
- 11. Exceptions to the foregoing are:
  - a. A resident of a short-term shelter with a stay of less than 3 months, who shall have borrowing restricted to certain amounts and material types, as established by the Library Board.
  - b. Members unable to produce identification who have opted for access to online resources and Library workstations only.
  - c. Temporary anonymous access to online resources only.

12. An individual may only have a single membership, with the exception of a child aged birth to 13 years of divorced or separated parents, who may each be issued a membership in the name of the child.

### **MEMBERSHIP OBLIGATIONS**

13. Accessing Library resources or services through a membership indicates that the member agrees to:
- a. Report the loss of the card or other authorized proof of membership to the Library. Unless so reported, use of the card or proof by an individual other than the member is assumed to be authorized by the member.
  - b. Report any changes in address or other contact information.
  - c. Present the card or other authorized proof of membership in order to borrow Library materials.
  - d. Provide membership ID and password information, as applicable, in order to access Library resources online or to access his/her file.
  - e. Return or renew all materials in the same condition as borrowed within the due dates given. If not, the member agrees to pay late fines; replacement costs for lost, damaged or stolen material; and a non-refundable processing fee for all items billed for replacement. Such fees are as established from time to time by the Library Board.
  - f. Refrain from altering his/her card in any way.
  - g. Pay a replacement charge, as established by the Library Board, in the case of a lost card. Damaged or worn out cards shall be replaced free of charge.
  - h. Abide by the Library's Code of Conduct and all other policies defined by the Library Board and understand that breaking these regulations may lead to the individual's removal from the library premises and/or temporary or permanent loss of membership.

### **BORROWING REGULATIONS**

14. The usual loan period is three weeks, but some high-demand materials are loaned for a shorter period. The Library reserves the right to limit the number of items borrowed by subject, author, or type, such limits being posted in a conspicuous place.

15. Materials may be renewed twice unless a hold has been placed by another person, except for certain high-demand items for which no renewals are allowed.
16. A member may renew materials in person, by telephone, or on-line.
17. Library privileges shall be suspended for the following:
  - a. Unpaid fines/fees, above a maximum established by the Library Board.
  - b. Items billed for replacement after a period of time established by the Library Board.
18. The Library reserves the right to send delinquent accounts to a contracted collection agency.
19. In the case of a child aged birth to 13 years, the foregoing obligations are incumbent upon the parent or legal guardian.

#### **PRIVACY OF PERSONAL INFORMATION**

20. Personal information collected by the Library as part of membership administration is subject to the rules and limitations as outlined in the Freedom of Information and Protection of Privacy (FIPP) Policy and to any applicable legislation.
21. The Library reserves the right to request that adequate identification or other documentation is presented before giving access to personal membership information under the provisions of the FIPP Policy.

#### **RELATED POLICIES**

Public Computer Access and Use Policy

Freedom of Information and Protection of Privacy Policy

Interlibrary Loan Policy

Confidentiality Policy

Employee Borrowing Policy

Records Retention Policy



## MEMORANDUM

**To:** Newmarket Public Library Board

**From:** Todd Kyle, CEO

**Date:** May 18, 2016

**Re:** Public relations policy

---

A review of the Library's Public Relations Policy has recommended changes to the Policy in order for it to be more consistent with the Library's recently revised Social Media Policy.

In both cases, wording that cautioned staff and volunteers to refrain from identifying their connection to the Library when making public comment has been revised to caution them against making comment that may be damaging to the Library's reputation, whether or not they identify themselves as staff or volunteers.

The following motion is recommended:

**THAT the Board approve revisions to the Public Relations Policy as drafted.**

## **Purpose of the Policy**

The purpose of the policy is to ensure that a consistent, positive, and professional image of the Library is conveyed by staff, volunteers, and the Library Board at all times. In order to do so, the policy outlines the roles, rights and responsibilities of each of these as it related to managing the public image of the library.

## **Public Relations Roles**

### **Chair of Library Board:**

- § Provides primary media contact for the Library, especially in the areas of policy, Council relations, budgets, capital projects, labour relations, Board affairs
- § Represents the Library at community events and in relations with community partners
- § After being informed by the CEO, informs the Town of Newmarket and the rest of the Board of any incident on Library property that requires the presence of emergency services and has the potential to be of interest to the media

### **Members of the Library Board:**

- § Provides input to the Chair to help create messaging and strategy
- § May represent the Library at community events and in relations with community partners with the approval of the Chair
- § Vice-Chair is primary media contact in the absence of the Chair

### **Chief Executive Officer (CEO):**

- § Provides secondary media contact for the library, especially in the areas of operations, customer service, programming, resources, projects
- § Directs staff in creating press releases, publications, advertising, Website content and other publicity products, ensuring consistency in messaging
- § Represents the Library at community events and in relations with community partners
- § May comment publicly on issues of concern to libraries and the wider community, but these comments must be consistent with Board direction and be politically impartial
- § Informs the Chair of any incident on Library property that requires the presence of emergency services and has the potential to be of interest to the media
- § Informs staff of the Library's position on any controversial Library issue in order to help them respond to the public's concerns
- § Must report any media contact on controversial issues to the Chair

### **Library Staff:**

- § As assigned and directed by the CEO, are responsible for creating press releases, publications, advertising, Website content and other publicity products
- § As assigned and directed by the CEO, are responsible for participating in community events and outreach

- § As assigned by the CEO, may provide media contact for non-controversial matters
- § May provide media comment on non-controversial matters when asked, ensuring that the CEO is kept informed
- § May respond to queries or comments from members of the public on controversial Library or community matters only by stating the Library's official position (if and as communicated by the CEO) and/or by referring to the CEO or designate
- § Must inform the CEO of any incident on Library property that requires the presence of emergency services and has the potential to be of interest to the media  
Are expected to refrain from making public comment on any Library or community matter that may be damaging to the Library's reputation or to its ability to carry out its duties, regardless of whether their relationship to the Library is explicit

**Library Volunteers:**

- § May not provide media contact for any Library matters
- § May provide media comment on non-controversial matters when asked, ensuring that staff is kept informed
- § Are expected to respond to queries or comments from members of the public on controversial Library or Town matters only by referring to staff
- § Are expected to refrain from making public comment on any Library or community matter that may be damaging to the Library's reputation or to its ability to carry out its duties, regardless of whether their relationship to the Library is explicit

**Friends of the Library:**

- § This group may create their own policy or practice regarding members' comments to the public or to the media.

**Library Logo and Letterhead**

Press releases, official public communications and publicity should feature the Library logo and/or appear on Library letterhead as much as practicable. The CEO authorizes all use of the logo and letterhead.

**Related Policies:**

Social Media Policy





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 Newmarket ON L3Y 7R9 Canada

## Private & Confidential

May 18, 2016

Members of the Board of Directors  
 Town of Newmarket Public Library Board  
 438 Park Ave  
 Newmarket ON L3Y 1W1

Dear Sir/Madam:

Re: Audit of the Financial Statements of Town of Newmarket Public Library Board  
 For the year ended December 31, 2015

Our report is designed to highlight and explain key issues which we believe to be relevant to the audit including audit risks, the nature, extent, timing and results of our audit work and the terms of our engagement, including fees. This report forms a significant part of our overall communication strategy with the Board of Directors and is designed to promote effective two-way communication throughout the audit process. It is important that we maintain effective two-way communication with the Board of Directors throughout the entire audit process so that we may both share timely information.

Our audit and therefore this report will not necessarily identify all matters that may be of interest to the Board of Directors in fulfilling its responsibilities.

This report has been prepared solely for the use of the Board of Directors and should not be distributed without our prior consent. Consequently, we accept no responsibility to a third party that uses this communication.

### Terms of Reference

Our overall responsibility is to form and express an opinion on the financial statements. These financial statements are prepared by management, with oversight by those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities. The scope of our work, as confirmed in our engagement letter, and a summary of our proposed fees are set out below.

### Engagement Objectives

- Forming and expressing an audit opinion on the financial statements.
- Present significant findings to the Board of Directors including key audit and accounting issues, any significant deficiencies in internal control and any other significant matters arising from our work.
- Provide timely and constructive management letters. This will include deficiencies in internal control identified during our audit.
- Consult regarding accounting, and reporting matters as requested throughout the year.
- Work with management towards the timely issuance of financial statements and tax returns.



### **Audit Strategy**

Our overall audit strategy involved extensive partner and manager involvement in all aspects of the planning and execution of the audit and was based on our overall understanding of the Library.

We performed a risk based audit which allows us to focus our audit effort on higher risk areas and other areas of concern for management and the Board of Directors.

To assess risk accurately, we gained a detailed understanding of the Library's business and the environment it operates in. This allowed us to identify, assess and respond to the risks of material misstatement.

To identify, assess and respond to risk, we obtained an understanding of the system of internal control in place in order to consider the adequacy of these controls as a basis for the preparation of the financial statements, to determine whether adequate accounting records have been maintained and to assess the adequacy of these controls and records as a basis upon which to design and undertake our audit testing.

Based on our risk assessment, we designed an appropriate audit strategy to obtain sufficient assurance to enable us to report on the financial statements.

We chose audit procedures that we believed were the most effective and efficient to reduce audit risk to an acceptable low level. The procedures are a combination of testing the operating effectiveness of internal controls (when appropriate), substantive analytical procedures and other tests of detailed transactions.

Having planned our audit, we performed audit procedures, maintaining an appropriate degree of professional skepticism, in order to collect evidence to support our audit opinion.

### **Risks and Planned Audit Responses**

Based on our knowledge of the Library's business, our past experience, and knowledge gained from management and you, we identified the following financial statements areas with significant risks; those risks of material misstatement that, in our judgment, required special consideration.

These risks arose mainly because of the complexity of the accounting rules, the extent of estimation and judgment involved in the valuation of these financial statement areas, and the existence of new accounting pronouncements that affect them.

Financial Statement Areas With Significant Risks	Audit Procedures Performed
<ul style="list-style-type: none"> <li>Revenue</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed revenue recognition policy for consistency with the professional standards.</li> </ul>

### **Materiality**

Misstatements, including omitted financial statement disclosures, are considered to be material if they, individually or in aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances and include an assessment of both quantitative and qualitative factors and can be affected by the size or nature of a misstatement, or a combination of both.

For purposes of our audit, preliminary materiality was set at \$39,000 for the Library. This was based on approximately 1.25% of revenue.

We communicated all corrected and uncorrected misstatements identified during our audit to the Board of Directors, other than those which we determine to be "clearly trivial". Misstatements are considered to be clearly trivial for purposes of the audit when they are inconsequential both individually and in aggregate.

We encouraged management to correct any misstatements identified throughout the audit process.

### **Independence**

At the core of the provision of external audit services is the concept of independence. We are communicating all relationships between BDO Canada LLP and its related entities and Town of Newmarket Public Library Board and its related entities that, in our professional judgment, may reasonably be thought to have influenced our independence during the audit engagement.

In determining which relationships to report, we have considered the applicable legislation and relevant rules of professional conduct and related interpretations prescribed by the appropriate provincial institute/ordre covering such matters as the following:

- holding of a financial interest, either directly or indirectly in a client;
- holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;
- personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;
- economic dependence on a client; and
- provision of services in addition to the external audit engagement.

We are not aware of any relationships between the Library and us that, in our professional judgment, may reasonably be thought to bear on our independence to date.

### **Auditor's considerations of possible fraud and illegal activities**

We are responsible for planning and performing the audit to obtain reasonable assurance that the financial statements are free of material misstatements, whether caused by error or fraud, by:

- Identifying and assessing the risks of material misstatement due to fraud;
- Obtaining sufficient and appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and
- Responding appropriately to fraud or suspected fraud identified during the audit.

The likelihood of not detecting a material misstatement resulting from fraud is higher than the likelihood of not detecting a material misstatement resulting from error because fraud may involve collusion as well as sophisticated and carefully organized schemes designed to conceal it.

During the audit, we performed risk assessment procedures and related activities to obtain an understanding of the entity and its environment, including the Library's internal control, to obtain information for use in identifying the risks of material misstatement due to fraud and made inquiries of management regarding:

- Management's assessment of the risk that the financial statements may be materially misstated due to fraud, including the nature, extent and frequency of such assessments;
- Management's process for identifying and responding to the risks of fraud in the Library, including any specific risks of fraud that management has identified or that have been brought to its attention, or classes of transactions, account balances, or disclosures for which a risk of fraud is likely to exist;
- Management's communication, if any, to those charged with governance regarding its processes for identifying and responding to the risks of fraud in the Library; and
- Management's communication, if any, to employees regarding its view on business practices and ethical behaviour.

In response to our risk assessment and our inquiries of management, we performed procedures to address the assessed risks, which may have included:

- Inquired of management, the Board of Directors, and others related to any knowledge of fraud, suspected fraud or alleged fraud;
- Performed disaggregated analytical procedures and consider unusual or unexpected relationships identified in the planning of our audit;
- Incorporated an element of unpredictability in the selection of the nature, timing and extent of our audit procedures; and
- Performed additional required procedures to address the risk of management's override of controls including:
  - ♦ Testing internal controls designed to prevent and detect fraud;
  - ♦ Testing the appropriateness of a sample of adjusting journal entries and other adjustments for evidence of the possibility of material misstatement due to fraud;
  - ♦ Reviewing accounting estimates for biases that could result in material misstatements due to fraud, including a retrospective review of significant prior years' estimates; and

- ♦ Evaluated the business rationale for significant unusual transactions.

#### Likely Aggregate Misstatements

We have disclosed all significant adjusted and unadjusted differences and disclosure omissions identified through the course of our audit engagement. Each of these items has been discussed with Management.

Management has determined that the unadjusted differences are immaterial both individually and in aggregate to the financial statements taken as a whole. Should the Board of Directors agree with this assessment, we do not propose further adjustments.

Uncorrected misstatements aggregated during the audit that were determined by management to be immaterial amounted to \$5,046. A summary of the statement of likely aggregate misstatements is attached to this letter.

#### Management Representations

During the course of the audit, management made certain representations to us. These representations were verbal or written and therefore explicit, or they were implied through the financial statements. Management provided representations in response to specific queries from us, as well as unsolicited representations. Such representations were part of the evidence gathered by us to be able to draw reasonable conclusions on which to base the audit opinion. These representations were documented by including in the audit working papers memoranda of discussions with management and written representations received from management.

We will provide you a copy of the management representation letter which summarizes the representations we have requested from management.

We wish to express our appreciation for the co-operation we received during the audit from the Library's management and staff who have assisted us in carrying out our work. We would be pleased to discuss with you the contents of this report and any other matters that you consider appropriate.

Yours truly,



Michael Jones, CPA, CA

Partner

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

**Town of Newmarket Public Library Board**  
**Summary of Unadjusted Misstatements**  
December 31, 2015

Description of the Misstatement	Identified Misstatement	Projected Misstatement	Estimates	Pre-Tax Proposed Adjustments			
				Assets Dr(Cr)	Liabilities Dr(Cr)	Opening R/E Dr(Cr)	Income Dr(Cr)
Prior year capital asset errors	4,284	-	-	4,284	-	(4,861)	577
AP cut off	(6,040)	-	-	-	(6,040)	-	6,040
Prepaid difference	2,136	-	-	2,136	-	(2,136)	-
Likely Aggregate Misstatements Before Effect of Previous Year's Errors and Estimates	380	-	-	6,420	(6,040)	(6,997)	6,617
Effect of Previous Year's Errors, Net of Tax Effects				-	-	11,663	(11,663)
Tax Effect				-	-	-	-
Likely Aggregate Misstatements				6,420	(6,040)	4,666	(5,046)

Details of why no adjustment has been made to the financial statements for the above items:

Client does not adjust if small in nature

**The Corporation of the Town of  
Newmarket  
Public Library Board  
Financial Statements  
For the year ended December 31, 2015**

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## Independent Auditor's Report

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### To the Chair and Members of the Town of Newmarket Public Library Board, and Members of Council of the Town of Newmarket

We have audited the accompanying financial statements of **The Corporation of the Town of Newmarket Public Library Board**, which comprise the statement of financial position as at December 31, 2015, and the statements of financial activities, cash flows and changes in net financial assets for the year then ended, and a summary of significant accounting policies and other explanatory information

#### Management's Responsibility for the Financial Statements

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

#### Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

#### Opinion

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

Chartered Professional Accountants, Licensed Public Accountants

May 18, 2016  
Newmarket, Ontario

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**TOWN OF NEWMARKET PUBLIC LIBRARY BOARD**  
**Statement of Financial Position**

December 31, 2015

**DRAFT**

	2015	2014
<b>ASSETS</b>		
Cash and cash equivalents	\$93,115	\$14,247
Accounts receivable	7,346	6,749
Inventory-YRT tickets/passes	5,961	5,366
Due from Town of Newmarket (Note 3)	541,359	625,825
	<b>647,781</b>	<b>652,187</b>
<b>LIABILITIES</b>		
York North Community Info & Volunteer Assoc. (YNCIVA)	18,006	16,147
Accounts payable and accrued liabilities	73,080	171,570
Deferred revenue (Note 4)	10,895	4,902
Employee future benefits payable (Note 5)	49,350	48,100
	<b>151,331</b>	<b>240,719</b>
<b>Net Financial Assets</b>	<b>496,450</b>	<b>411,468</b>
<b>NON-FINANCIAL ASSETS</b>		
Prepaid expenses	27,010	29,187
Tangible capital assets, net (Note 2(b))	1,198,940	1,161,608
	<b>1,225,950</b>	<b>1,190,795</b>
<b>Accumulated Surplus</b>	<b>\$1,722,400</b>	<b>\$1,602,263</b>

APPROVED BY THE BOARD

.....  
 Board Chair: Joan Stonehocker

.....  
 Board Secretary / Treasurer: Todd Kyle

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



**TOWN OF NEWMARKET PUBLIC LIBRARY B39D**  
**Statement of Financial Activities**

Year ended December 31, 2015

**DRAFT**

	2015		2014
	Budget	Actual	Actual
<b>REVENUES</b>			
Municipal operating grant	\$2,915,814	\$2,915,814	\$2,848,814
Municipal Contributions towards capital assets	-	171,596	234,407
Provincial grants	64,401	78,477	69,841
Other grants	5,200	-	-
Federal grants	-	-	2,508
Fines	43,000	33,165	32,441
Program fees	29,306	26,011	26,582
Financed from development charges	125,000	125,000	125,000
Financed from reserves (not funds)	18,720	-	47,527
Other fees and miscellaneous revenues	57,100	59,162	61,380
	<b>3,258,541</b>	<b>3,409,225</b>	<b>3,448,500</b>
<b>EXPENSES</b>			
Library materials			
Books	180,950	-	-
Magazines, newspapers & periodicals	13,000	11,222	11,529
Electronic materials & subscriptions	86,812	83,456	72,839
Audio-visual materials	28,000	-	-
Book binding and processing	27,925	21,360	21,763
Amortization expense	-	318,115	305,123
	<b>336,687</b>	<b>434,153</b>	<b>411,254</b>
Operations			
Programs and projects	22,698	29,003	28,912
Other supplies	19,300	17,183	16,452
Building and property maintenance	64,300	81,092	152,822
Utilities	82,175	100,088	83,745
Equipment repairs and maintenance	71,968	57,664	67,651
Minor capital from operations	4,156	31,634	13,749
	<b>264,597</b>	<b>316,664</b>	<b>363,331</b>
Administration			
Employee salaries	1,886,924	1,799,214	1,889,668
Employee benefits	405,473	374,219	398,533
Education, conferences, consulting & travel	43,900	25,482	30,509
Other sundry expenses	49,585	69,389	47,044
Telephone and internet	8,615	9,513	8,721
	<b>2,394,497</b>	<b>2,277,817</b>	<b>2,374,475</b>
	<b>2,995,781</b>	<b>3,028,634</b>	<b>3,149,060</b>
Transfers and other			
Contribution from Library reserve fund	-	-	-
Fund for future capital replacements (Note 6)	(223,550)	(223,550)	(223,550)
Transfer to Long-term Disability Reserve (Note 8)	(39,210)	(36,904)	(39,450)
	<b>(262,760)</b>	<b>(260,454)</b>	<b>(263,000)</b>
Annual surplus	-	120,137	36,440
Opening Accumulated Surplus	1,602,263	1,602,263	1,565,823
Ending Accumulated Surplus	<b>\$1,602,263</b>	<b>1,722,400</b>	<b>\$1,602,263</b>

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

**TOWN OF NEWMARKET PUBLIC LIBRARY BOARD**  
**Statement of Cash Flow**

Year ended December 31, 2015

**DRAFT**

	2015	2014
Increase (decrease) in cash and cash equivalents		
<b>Operating Activities</b>		
Annual surplus	\$120,137	\$36,440
Amortization of tangible capital assets	318,115	305,123
Changes in non-cash operating capital		
Accounts receivable	(597)	(1,527)
Inventory-YRT tickets/passes	(595)	(5,366)
Due from Town of Newmarket	84,466	8,427
York North Community Info & Volunteer Assoc. (YNCIVA)	1,859	853
Accounts payable and accrued liabilities	(98,490)	15,244
Deferred revenue	5,993	(713)
Employee future benefits payable	1,250	2,700
Prepaid expenses	2,177	(13,781)
	<b>434,315</b>	<b>347,400</b>
<b>Capital Activities</b>		
Acquisitions of tangible capital assets	(355,447)	(344,033)
Increase in cash and cash equivalents	78,868	3,367
Cash and cash equivalents, beginning of year	14,247	10,880
Cash and cash equivalents, end of year	\$93,115	\$14,247

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

## TOWN OF NEWMARKET PUBLIC LIBRARY BOARD

## Statement of Changes in Net Financial Assets

Year ended December 31, 2015

*DRAFT*

	2015		2014
	Budget	Actual	Actual
Annual surplus	\$0	\$120,137	\$36,440
Acquisition of tangible capital assets	(564,606)	(355,447)	(344,033)
Amortization of tangible capital assets	367,504	318,115	305,123
	(197,102)	82,804	(2,470)
Change in prepaid expenses	-	2,177	(13,781)
Change in net financial assets	(197,102)	84,981	(16,251)
Net financial assets, beginning of year	411,468	411,468	427,719
Net financial assets, end of the year	\$214,366	\$496,450	\$411,468

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

# TOWN OF NEWMARKET PUBLIC LIBRARY BOARD

## Notes to the Financial Statements

Year ended December 31, 2015

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### 1. NATURE OF OPERATIONS

The Town of Newmarket Public Library Board (the "Library") is a local board of the Town of Newmarket (the "Town") deemed to be a public library established under the Public Libraries Act. The Library Board is not subject to income taxes under Section 149(1) of the Income Tax Act (Canada).

### 2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Library are the representation of management prepared in accordance with local government accounting standards as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada.

Significant aspects of the accounting policies adopted by the Library are as follows:

#### (a) *Basis of accounting*

Sources of financing and expenses are reported on the accrual basis of accounting.

The accrual basis of accounting recognizes revenues as they become available and measurable.

Expenses are recognized, as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

#### (b) *Tangible capital assets*

Assets are amortized in the month following the purchase or in-service date. One half of the annual amortization is charged in the year of acquisition for pooled assets. The capital asset threshold amount is pooled at \$10,000.

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of an asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Library collection	7 years
Equipment	8-10 years
Furniture	15 years
Shelving	15-25 years
Computer hardware	3-4 years

#### (c) *Non-financial assets*

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

#### (d) *Revenue Recognition*

Government transfers are recognized in the financial statements as revenue when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of financial activities as the stipulation liabilities are settled.

Sales of service and other revenue is recognized on an accrual basis.

## TOWN OF NEWMARKET PUBLIC LIBRARY BOARD

## Notes to the Financial Statements

Year ended December 31, 2015

**DRAFT****(e) Deferred revenue**

Deferred revenues represent amounts which have been collected but, for which the related services have yet to be performed. These amounts will be recognized as revenues in the fiscal year the services are performed.

**(f) Use of estimates**

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. The principle estimates used in the preparation of these financial statements include the useful life and valuation of tangible capital assets. Actual results could differ from these estimates.

**(g) Cash and cash equivalents**

Cash and cash equivalents include cash on hand, balances with the bank, net of overdrafts and short term deposits with maturities of three months or less. Bank borrowings are considered to be financing activities.

**(h) Pension Plan**

The Municipality is an employer member of the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer, defined benefit pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of assets and administration of the benefits. The Municipality has adopted defined contribution plan accounting principles for this Plan because insufficient information is available to apply defined benefit plan accounting principles. The Municipality records as pension expense the current service cost, amortization of past service costs and interest costs related to the future employer contributions to the Plan for past employee service.

**3. DUE FROM TOWN OF NEWMARKET**

The amount receivable from the Town of Newmarket is non-interest bearing and has no set terms of repayment.

**4. DEFERRED REVENUE**

Deferred revenue consists of the following:

	2015	2014
Program fees, room rental fees, provincial grant and endowment	\$ 10,895	\$ 4,902

**5. EMPLOYEE FUTURE BENEFITS**

The Library provides vacation pay benefits that will require funding in future periods. Employees may become entitled to a cash payment when they leave the Library's employment. An estimate of employee future benefits was completed at December 31, 2015 and forms the basis for estimated employee future benefit liability reported in these financial statements.

	2015	2014
Vacation pay	\$ 49,350	\$ 48,100



## TOWN OF NEWMARKET PUBLIC LIBRARY BOARD

## Notes to the Financial Statements

Year ended December 31, 2015

DRAFT

## 6. RESERVE FUND FOR FUTURE CAPITAL REPLACEMENTS

The reserve fund, held by the Town of Newmarket on behalf of the Town of Newmarket Public Library Board, is designated for future Library capital expenses.

Changes during the year were as follows:

	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 1,072,433	\$ 1,061,642
Interest earned	12,252	18,347
Transfer from Operating Fund	223,550	223,550
Capital expenses - Library purposes	(170,099)	(231,106)
Balance, end of year	\$ 1,138,136	\$ 1,072,433

## 7. UNEXPENDED CAPITAL FUNDS

The following funds, held by the Town of Newmarket on behalf of the Town of Newmarket Public Library Board, have been designated by the Town Council for future Library capital expenses:

	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 1,052,785	\$ 1,179,131
New capital allocations for the year	206,200	108,061
Total Capital Budget	\$ 1,258,985	\$ 1,287,192
Financing expenses	(171,596)	(234,407)
Balance, end of year	\$ 1,087,389	\$ 1,052,785

## 8. OTHER RESERVE FUNDS

The following reserve funds, held by the Town of Newmarket on behalf of the Town of Newmarket Public Library Board, have been designated by the Town Council for future Library expenses:

<u>Long Term Disability (LTD)</u>	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 325,399	\$ 280,882
Interest earned	2,577	5,067
Transfer from Operating Fund	19,921	39,450
Transfer to Reserve Fund	(347,897)	-
Balance, end of year	\$ 0	\$ 325,399

Note: Town of Newmarket converted its LTD benefit from provider funded to fully self-funded program. The Library Board approved the closure and transfer of the Library LTD Reserve to the Town's equivalent reserve to participate in the self-funded LTD program through a corporate wide LTD Reserve. Per motion 15.05.015

<u>Development Charges</u>	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 1,906,972	\$ 1,880,192
Interest earned	22,569	31,797
Developers contributions	613,373	123,285
Transfer to Capital	(1,497)	(3,302)
Transfer to Operating Fund to finance expenses	(125,000)	(125,000)
Balance, end of year	\$ 2,416,417	\$ 1,906,972

## TOWN OF NEWMARKET PUBLIC LIBRARY BOARD

## Notes to the Financial Statements

Year ended December 31, 2015

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## 8. OTHER RESERVE FUNDS (continued)

<u>Library Fundraising</u>	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 1,665	\$ 3,770
Other contributions	95	-
Transfer to Operating Fund	-	(2,105)
Balance, end of year	\$ 1,760	\$ 1,665
<u>Strategic Planning</u>	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 1,257	\$ 5,255
Transfer from Operating Fund	-	-
Transfer to Operating Fund	-	(3,998)
Balance, end of year	\$ 1,257	\$ 1,257
<u>Insurance Reserve</u>	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 10,000	\$ 10,000
Transfer from Operating Fund	-	-
Transfer to Operating Fund	-	-
Balance, end of year	\$ 10,000	\$ 10,000
<u>Strategic Plan Implementation Reserve</u>	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 42,021	\$ 83,445
Transfer from Operating Fund	-	-
Transfer to Operating Fund	-	(41,424)
Balance, end of year	\$ 42,021	\$ 42,021

## 9. PENSION AGREEMENTS

OMERS provides pension services to more than 461,000 active and retired members and approximately 1,000 employers. Each year an independent actuary determines the funding status of OMERS Primary Pension Plan (the Plan) by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. The most recent actuarial valuation of the Plan was conducted at December 31, 2015. The results of this valuation disclosed total actuarial liabilities of \$81,924 million in respect of benefits accrued for service with actuarial assets at that date of \$74,947 million indicating an actuarial deficit of \$6,977 million. Because OMERS is a multi-employer plan, any pension plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees. As a result, Library does not recognize any share of the OMERS pension surplus or deficit. Contributions made by the Library to OMERS for 2015 were \$162,738 (2014 - \$169,581).

## TOWN OF NEWMARKET PUBLIC LIBRARY BOARD

## Schedule of Accumulated Surplus

Year ended December 31, 2015

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	2015	2014
<b>Consists of:</b>		
<b>Surpluses</b>		
Invested in tangible capital assets	\$1,198,940	\$1,161,608
General fund revenue	572,810	488,755
Unfunded:		
Employee benefits / Post-employment liabilities	(49,350)	(48,100)
	<b>\$1,722,400</b>	<b>\$1,602,263</b>

Note: The Town of Newmarket Public Library Board set a target level of \$400k for the General Reserves for Library and once achieved any surplus is to be returned to the Town after Library Board approval of audited financial statements. Per motion 15.11.69

# TOWN OF NEWMARKET PUBLIC LIBRARY BOARD

## Schedule of Tangible Capital Assets

Year ended December 31, 2015

**DRAFT**

<b>2015</b>						
	<b>Library Collection</b>	<b>Furniture</b>	<b>Equipment</b>	<b>Shelves</b>	<b>Computer Hardware</b>	<b>Total</b>
<b>Cost</b>						
Balance, beginning of year	\$1,766,906	\$102,729	\$346,641	\$144,481	\$167,876	\$2,528,633
Add: Additions during the year	207,507	-	71,939	-	76,001	355,447
Less: Disposals during the year	(219,417)	-	(24,398)	-	(26,619)	(270,434)
Balance, end of year	1,754,996	102,729	394,182	144,481	217,258	2,613,646
<b>Accumulated amortization</b>						
Balance, beginning of year	1,006,106	28,400	160,464	94,674	77,381	1,367,025
Add: Amortization during the year	220,301	6,849	40,576	6,341	44,048	318,115
Less: Amortization on Disposals	(219,417)	-	(24,398)	-	(26,619)	(270,434)
Balance, end of year	1,006,990	35,249	176,642	101,015	94,810	1,414,706
<b>Net book value of Tangible Capital Assets</b>	<b>\$748,006</b>	<b>\$67,480</b>	<b>\$217,540</b>	<b>\$43,466</b>	<b>\$122,448</b>	<b>\$1,198,940</b>

<b>2014</b>						
	<b>Library Collection</b>	<b>Furniture</b>	<b>Equipment</b>	<b>Shelves</b>	<b>Computer Hardware</b>	<b>Total</b>
<b>Cost</b>						
Balance, beginning of year	\$1,782,214	\$102,729	\$273,320	\$144,481	\$266,822	\$2,569,566
Add: Additions during the year	208,028	-	83,919	-	52,086	344,033
Less: Disposals during the year	(223,336)	-	(10,598)	-	(151,032)	(384,966)
Balance, end of year	1,766,906	102,729	346,641	144,481	167,876	2,528,633
<b>Accumulated amortization</b>						
Balance, beginning of year	1,007,557	21,551	137,095	88,333	192,332	1,446,868
Add: Amortization during the year	221,885	6,849	33,967	6,341	36,081	305,123
Less: Amortization on disposals	(223,336)	-	(10,598)	-	(151,032)	(384,966)
Balance, end of year	1,006,106	28,400	160,464	94,674	77,381	1,367,025
<b>Net book value of tangible capital assets</b>	<b>\$760,800</b>	<b>\$74,329</b>	<b>\$186,177</b>	<b>\$49,807</b>	<b>\$90,495</b>	<b>1,161,608</b>

## NEWMARKET PUBLIC LIBRARY BOARD - ACTION TRACKING LIST

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
9-11a	Ongoing	Policy reviews	<ul style="list-style-type: none"> <li>• CEO to bring drafts to Board according to agreed schedule</li> <li>• Board to form committee to review Governance Policy and Constitution</li> <li>•</li> </ul>	
<del>12-11</del>	<del>May 20 2015</del>	<del>Draft fundraising and development strategy</del>	<ul style="list-style-type: none"> <li>• <del>CEO to draft report for initial consideration</del></li> <li>• <del>Board to consider needed resources</del></li> <li>• <del>CEO to report back on implementation of fundraising initiatives</del></li> <li>• <del>CEO to follow up with Town of Newmarket regarding naming rights sponsorship program</del></li> </ul>	<b>Completed September 16, 2015</b>
<del>1-12</del>		<del>Consider forming Friends of the Library group</del>	<ul style="list-style-type: none"> <li>• <del>Board to consider as related to item 12-11</del></li> </ul>	<b>Completed September 16, 2015</b> <del>Deferred to next Library Board term (motion 13.03-214)</del>
2-13	May 20, 2015	CEO Annual Performance Review	<ul style="list-style-type: none"> <li>• Library Board Chair and Vice Chair to prepare and report to Board</li> </ul>	CEO annual Review completed February 18, 2016 Next review date: 2017
1-15	April 2016	Annual Report to the Community	<ul style="list-style-type: none"> <li>• CEO to prepare and present to board before release</li> </ul>	Completed May 20, 2015 Next report due in April, 2016
2-15	March, 2016	Library facility and service delivery options	<ul style="list-style-type: none"> <li>• CEO to report on related Town community facility plans</li> <li>• Board to consider referral to Library-Town Joint Task Force</li> <li>• Board to consider capital reserve expenditure on consultant study</li> </ul>	Report drafted for September 16, 2015 meeting (Deferred to March, 2016) Joint Workshop to be arranged with Town of Newmarket and Library Board re: Future Facilities and Land Use
3-15		Business measurements (including Impacts and Storytelling)	<ul style="list-style-type: none"> <li>• Board to review Library Statistical Data report provided monthly in agenda package</li> <li>• CEO to revise report as requested</li> <li>• CEO to update Board on status of related provincial initiatives as well as Impact Study</li> </ul>	



Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
<del>4-15</del>		Built Accessibility report	<ul style="list-style-type: none"> <li>CEO to draft report</li> </ul>	
<del>5-15</del>	<del>June 17, 2015</del>	Budget projections	<ul style="list-style-type: none"> <li><del>CEO to draft 5 year projections for operating budget needs</del></li> </ul>	<b>Completed June 17, 2015</b> Reported to Library Board June 17, 2015
<del>6-15</del>		2016 budget	<ul style="list-style-type: none"> <li><del>Board to provide CEO with guidelines and suggestions</del></li> <li><del>CEO to draft budget</del></li> <li><del>Board to approve for submission to Council</del></li> </ul>	<b>Completed September 16, 2015</b> Board approved 2016 Draft Operating and Capital Budget requests
<del>7-15</del>		Collective Agreements	<ul style="list-style-type: none"> <li><del>Board to provide CEO with negotiation mandate guidelines</del></li> <li><del>CEO to engage Town of Newmarket Director of HR as lead negotiator</del></li> <li><del>Board to approve agreements</del></li> </ul>	<b>Completed, Agreements Ratified March 21, 2016</b> <del>Collective agreements expired March 31, 2015.</del> <del>Negotiations to begin February 11, 2016</del>
<del>8-15</del>		Strategic planning	<ul style="list-style-type: none"> <li>Board to decide on strategic planning process when current plan ends in 2016</li> </ul>	
<del>9-15</del>	May, 2016	Vice Chair Position	Library Board members to hold election for Vice Chair position after one year. Vice Chair elect to be a Community member	Election to be held May, 2016
<del>10-15</del>	April, 2016	SOLS Trustee Representative	Attend SOLS Trustee Council Meetings	Next Trustee meeting: November 5, 2016, Ajax Public Library
<del>11-15</del>	March 16, 2016	ARF Analysis Review	Town of Newmarket Director of Finance	Report to go to Library Board with recommendations by March 16, 2016 (120 days)
<del>12-16</del>	June, 2017	2017 Budget Considerations	Sunday Openings at Christmas	2017 Operating Budget submission deadline
<del>13-16</del>	June, 2017	2017 Budget Consideration	Donation Revenue Allocations	2017 Operating Budget submission deadline