



Agenda
Newmarket Public Library Board

Wednesday, April 19, 2017 at 5:30 PM
Regular Board Meeting

Agenda compiled on 13/04/2017 at 2:54 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, February 15, 2017 p. 1
5. Strategic Operations Report for February and March, 2017 p. 4
6. Library Statistical Data for March, 2017 p. 7
7. Monthly Bank Transfer p. 11

Closed Session

8. That the Library move into a Closed Session for matters pertaining to Labour Relations.

Reports

9. First Quarter Financial Statements p. 12

Business Arising

10. Leadership by Design e-Learning
 - a) Knowledge Gap Analysis p. 14
11. Inter-Departmental Charges
12. Efficiencies Review

13. Library Board Action List p. 16

New Business

14. Strategic Initiative Consultant p. 19
15. Facility Needs Study and Peer Comparison Report p. 21

Date(s) of Future Meetings

16. The next Newmarket Public Library Board Regular Board Meeting will be Wednesday, May 17, 2017, at 5:30 pm in the Library Board room

Adjournment



**Newmarket Public Library Board
Regular Board Meeting
Wednesday, February 15, 2017
Newmarket Public Library Board Room**

Present: Joan Stonehocker, Chair
Tara Brown, Vice Chair
Kelly Broome
Darcy McNeill (arrived at 5:36 pm)
Venkatesh Rajaraman (arrived at 5:38 pm)
Jane Twinney
Tom Vegh

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 17.02.182

Moved by Jane Twinney

Seconded by Kelly Broome

That Agenda items 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, January 18, 2017
5. Strategic Operations Report for January, 2017
6. Library Statistical Data for January, 2017
7. Monthly Bank Transfer

Motion 17.02.183
Moved by Tara Brown
Seconded by Tom Vegh

That Consent Agenda items 4) to 7) be received and approved as presented.

Carried

Closed Session

8. There were no Closed Session items.

Reports

9. Impact Survey

Results from the Impact Survey conducted on Library public access technology was presented to the Library Board.

Motion 17.02.184
Moved by Tom Vegh
Seconded by Darcy McNeill

That the Library Board receive the report on the Impact Survey.

Carried

Business Arising

10. Leadership by Design e-Learning

a) Knowledge Gap Analysis

Deferred to the next Regular Library Board meeting.

11. Library Board Action List

The Library Board reviewed and updated the Action list.

Motion 17.02.185
Moved by Kelly Broome
Seconded by Venkatesh Rajaraman

That the Library Board received the Library Board Action List.

Carried

New Business

12. Interdepartmental and Hydro Budgets

The CEO reviewed the report regarding over expenditures in Hydro, interdepartmental labour and equipment budgets, due to unexpected emergencies.

Motion 17.02.186

Moved by Jane Twinney

Seconded by Venkatesh Rajaraman

That the Library Board receive the report on interdepartmental and hydro budgets;

And That the Library Board authorize the over expenditures as reported;

And That the C.E.O. follow-up with Town of Newmarket Staff regarding future interdepartmental cost allocations.

Carried

13. Newmarket Chamber of Commerce Home Show, March 31 to April 2, 2017

The Library will be participating in the Newmarket Chamber of Commerce Home Show being held at the Ray Twinney Centre March 31 to April 2, 2017. Board members were invited to assist with this year's Library booth.

Date(s) of Future Meetings

14. The next regular Library Board meeting is scheduled to March 15, 2017 at 5:30 in the Library Board room.

Adjournment

Motion 17.02.187

Moved by Tara Brown

Seconded by Darcy McNeill

That there being no further business meeting adjourned at 6:05 pm.

Carried

Joan Stonehocker
Chair

Todd Kyle, CEO
Secretary/Treasurer



Strategic Operations Report: February, 2017

	Igniting Community Dialogue, Discovery and Debate	Leading a Learning Community	Readying our Capabilities
Collaborative Relationships	<ul style="list-style-type: none"> Repeat of Heads Up for Brain Health program hosted in partnership with Alzheimer's Society attracted 10 attendees Library planning Canadian Film Day at Old Town Hall in partnership with Reel Canada March 28 IdeaMarket will be on the topic <i>Will I ever be able to afford a home?</i> 	<ul style="list-style-type: none"> Staff gave presentations on library employment resources at Seneca Employment and at Job Skills 	<ul style="list-style-type: none"> RFP released for library efficiencies study CEO met with Ready Willing & Able Community Living Employment Agency to discuss access to library jobs York Region Library CEOs met to discuss universal reciprocal borrowing among each other
Spaces	<ul style="list-style-type: none"> Yorkinfo.ca database migrated by our partner CIOC to new servers; design to be changed 	<ul style="list-style-type: none"> 3D printer enclosure/filter assembled and in use 	<ul style="list-style-type: none"> New website content mostly written; homepage design finalized New display shelf purchased for children's area
Positioning	<ul style="list-style-type: none"> Pop-Up library appeared at Winterfest; 212 interactions recorded Ads for March IdeaMarket event placed online instead of in print as a pilot project 	<ul style="list-style-type: none"> E-mail promoting March Break programs generated 1459 opens and 225 click-throughs 	<ul style="list-style-type: none"> CEO attended Story Pod visit by delegates from Gumi City, South Korea New sale/giveaway book bags purchased with A Visit Will Get You Thinking tagline on them
Resources	<ul style="list-style-type: none"> Agreement finalized for \$15K grant for York Info/211 expansion project; staff began researching gaps and new partnerships In absence of full digitization of The Era from 1980-present, staff have resumed article indexing online 	<ul style="list-style-type: none"> Laptop loaning initiative very successful; 30+loans of the 10 laptops per month; often have waiting lists 	<ul style="list-style-type: none"> Hoopla streaming video etc. service launched on Feb 14; 222 registrations to date; 25,000 titles already added to library catalogue In response to user comments, library will now accept card barcode on smartphone for borrowing
Organization & Operations			<ul style="list-style-type: none"> Town holding Diversity & Inclusivity focus group with library staff on March 28 Several staff attended OLA Superconference, with CEO as this year's host President



Strategic Operations Report: March, 2017

	Igniting Community Dialogue, Discovery and Debate	Leading a Learning Community	Readying our Capabilities
Collaborative Relationships	<ul style="list-style-type: none"> March 28 IdeaMarket on the topic <i>Will I ever be able to afford a home?</i> had 16 attendees April IdeaMarket will be on <i>Women as Business Leaders and Entrepreneurs</i> Staff created 2 bookmarks for Home Children exhibit at Old Town Hall Seedy Saturday event at community garden in partnership with YRFN a success; 50 people at library booth 	<ul style="list-style-type: none"> Staff partnered with YDSB Teacher at Southlake Day Hospital Program to plan Maker Hub programs for the class. Vinyl signage made in Maker Hub by Georgina Public Library staff installed as thought cloud wall display at Sutton Branch. Wills & Estates program with Ontario Bar Assoc had 48 attendees Baby storytime program presented to families from Mommy Connections 	<ul style="list-style-type: none"> RFP for library efficiencies study closed; consultant to be chosen shortly Free tax clinics with CPAs of Canada resulted in 74 tax returns completed
Spaces	<ul style="list-style-type: none"> Library had booth at the Home Show March 31-April 2; 662 interactions with residents recorded 	<ul style="list-style-type: none"> 64 vinyl and 3D prints were created in Maker Hub totaling \$203.25. 13 year old videographer using Maker Hub for projects. Computer Workshop classes enrollment expanded to 12 due to purchase of additional laptops Staff testing new Maker Hub program in glass etching using the vinyl cutter. 	<ul style="list-style-type: none"> New website content in review stage; staff training to take place in April, followed by coding into CMS; launch scheduled for May 12 CEO attended Public Information Centre on proposed east-west bike route, which will pass by the library Firmware upgrades completed for Wi-Fi system
Positioning	<ul style="list-style-type: none"> CEO assisted Town in researching Indigenous land acknowledgement for events 	<ul style="list-style-type: none"> New web and print promotions resulted in several new volunteers for Reading Buddies program 	<ul style="list-style-type: none"> CEO organized regional library presence at Foire de la francophonie, April 8 at Oak Ridges Community Centre
Resources	<ul style="list-style-type: none"> Indexed records are being added to <i>The Era</i> archive for papers 2017-2016 by staff 	<ul style="list-style-type: none"> Library received 4 donations of e-readers/tablets from users Reference questions in children's area saw 38% increase over March 2016 Over 300 attended children's and youth programs during March Break WiiU game console purchased with credit from old systems; used for March Break program 	<ul style="list-style-type: none"> 281 registrations for Hoopla since launch; 542 downloads; 44 users reached download limit in March; 51% of usage was e-books and e-audio. CEO attended workshop with Town staff on federal funding opportunities

6

	Igniting Community Dialogue, Discovery and Debate	Leading a Learning Community	Readying our Capabilities
Organization & Operations	<ul style="list-style-type: none"> Diversity and Inclusivity focus group held with staff as part of Town of Newmarket program 	<ul style="list-style-type: none"> Staff attended training on Apple iMovie software Staff attended Computers in Libraries Conference 	<ul style="list-style-type: none"> CEO began series of “skip level” meetings with staff to gather feedback on middle managers’ leadership and adherence to Team Charter

Newmarket Public Library Statistical Data - 2017

Library Card Holders

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NPL Card Holders	24,822	25,016	25,164									
Residents	22,617	22,819	22,943									
Non-Residents	2,205	2,197	2,221									

New and Renewed Library Cards

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	315	519	364										1,198
New non-resident	44	49	50										143
Renewed membership	719	364	809										1,892

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	13,059	12,363	15,112										40,534
# of PAC Account Logins	7,102	6,346	7,305										20,753
Room Rentals	42	63	69										174
Room Rental Hours	104	137	186										426

Programs

5 Year Trend - year to date March 31

# of Programs Held	2013	2014	2015	2016	2017
Adult	30	47	61	70	73
Children's	314	321	349	412	297
Total Programs	344	368	410	482	370

Program Attendance	2013	2014	2015	2016	2017
Adult	251	619	636	495	666
Children's	3,084	3,230	2,852	3,169	3,238
Total Attendance	3,335	3,849	3,488	3,664	3,904

Newmarket Public Library Statistical Data - 2017

Borrowing

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
eAudio books	1,072	972	1,072										3,116
eBooks	3,393	2,983	3,393										9,769
eMagazines	405	411	356										1,172
eMusic	3,537	3,004	3,663										10,204
eVideo	14	51	14										79
Backpack Kit	2	4	2										8
Book	25,789	24,425	27,246										77,460
CD-ROM/DVD-ROM	2	7	8										17
DVD/Blu-ray	4,555	4,000	5,001										13,556
eBook Reader	1	1	-										2
GPS	-	-	-										-
ILL	181	166	195										542
Language Kit	32	41	39										112
Laptop	38	27	38										103
Multimedia Kit	54	70	82										206
Music CD	364	304	424										1,092
Pedometer	6	11	12										29
Periodical	971	933	853										2,757
Portable Audio Book	13	6	15										34
Talking Book	731	765	805										2,301
Video Game	411	343	409										1,163
Total Borrowing	41,571	38,524	43,627	-	-	-	-	-	-	-	-	-	123,722

Database Usage

Adult Subscriptions	4,113	1,745	3,201										9,059
Children's Subscriptions	949	745	1,283										2,977
York Info (Community)	151,472	122,651	117,797										391,920
York Info (Volunteer)	36,209	24,352	19,362										79,923
Total Database Usage	192,743	149,493	141,643										483,879

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	23,876	24,409	24,462	25,821	25,275	24,729	25,053	24,821	24,696
Residents	22,002	22,069	22,222	21,813	22,299	22,340	23,242	22,911	22,579	22,881	22,663	22,544
Non-Residents	2,134	2,115	2,106	2,063	2,110	2,122	2,579	2,365	2,150	2,172	2,158	2,152

New and Renewed Library Cards

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	252	402	337	483	241	206	508	413	317	509	244	205	4,117
New non-resident	39	30	32	50	42	43	49	41	33	42	35	28	464
Renewed membership	723	421	646	425	622	701	920	821	721	415	643	451	7,509

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	12,689	12,709	13,707	12,713	11,855	11,723	12,147	12,472	12,430	11,931	12,222	8,164	144,762
# of PAC Acc't Logins	6,097	5,792	6,370	6,193	6,217	5,969	6,703	7,050	6,341	6,381	6,571	6,452	76,136
Room Rentals	54	65	56	58	70	73	52	48	57	70	76	43	6
Room Rental Hours	154	192	152	165	188	293	138	136	164	180	203	127	2,092

Programs 5 Year Trend - year to date December 31

# of Programs Held	2012	2013	2014	2015	2016
Adult	93	157	247	256	254
Children's	1,167	1,293	1,345	1,320	1,308
Total Programs	1,260	1,450	1,592	1,576	1,562

Program Attendance	2012	2013	2014	2015	2016
Adult	2,323	2,149	2,229	2,660	1,961
Children's	12,905	13,796	13,794	13,566	12,276
Total Attendance	15,228	15,945	16,023	16,226	14,237

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	985	1,075	1,116	1,184	1,071	1,185	1,110	996	12,689
eBooks	3,433	3,128	3,640	3,205	3,164	3,169	3,713	3,767	3,238	3,334	3,234	3,334	40,359
eMagazines	459	353	391	485	337	311	362	407	380	379	271	323	4,458
eMusic	2,129	2,614	2,199	1,845	2,852	1,666	2,412	1,965	2,624	3,629	2,818	2,880	29,633
eVideo	2	7	4	5	8	8	6	33	2	31	2	-	108
Backpack Kit	6	1	1	2	1	1	-	4	-	-	1	2	19
Book	26,637	23,980	28,219	28,462	26,517	26,156	32,633	31,731	26,964	26,983	25,423	22,603	326,308
CD-ROM/DVD-ROM	13	12	7	11	11	15	15	8	11	9	-	-	112
DVD/Blu-ray	4,645	4,563	5,204	4,632	4,503	4,281	5,118	5,510	4,910	4,857	4,596	4,081	56,900
eBook Reader	1	1	5	1	-	3	2	2	2	-	1	1	19
GPS	2	4	3	11	4	-	1	2	5	5	5	-	42
ILL	210	178	157	225	145	198	173	187	202	201	208	174	2,258
Language Kit	61	40	31	59	35	38	53	44	49	45	26	37	518
Laptop	10	11	13	7	19	17	8	16	19	23	22	22	187
Multimedia Kit	81	69	80	84	62	57	94	127	74	57	83	40	908
Music CD	483	540	394	503	434	342	394	397	383	317	329	308	4,810
Pedometer	16	8	10	14	13	10	12	10	10	9	11	5	128
Periodical	987	999	1,177	1,212	1,035	1,048	1,172	1,022	911	1,091	957	793	12,404
Portable Audio Book	8	9	12	21	22	16	16	24	15	22	11	2	178
Talking Book	773	782	796	798	684	780	899	958	854	824	819	656	9,623
Video	8	3	3	9	1	1	-	1	-	1	-	1	28
Video Game	293	309	332	270	256	255	404	465	327	304	348	295	3,858
Total Borrowing	41,198	38,522	43,745	42,909	41,088	39,447	48,603	47,864	42,051	43,306	40,275	36,553	505,561

Database Usage

Adult Subscriptions	2,161	2,053	2,480	3,066	3,781	3,191	2,286	2,734	2,125	2,236	2,739	1,583	30,435
Children's Subscriptions	569	1,035	1,053	1,511	759	691	247	540	321	503	690	510	8,429
York Info (Community)	147,897	100,795	138,893	109,119	129,782	138,239	106,156	111,041	132,808	152,630	156,335	147,846	1,571,541
York Info (Volunteer)	26,148	18,071	18,826	15,466	19,776	19,265	18,913	19,975	21,809	21,081	27,175	55,365	281,870
Total Database Usage	176,775	121,954	161,252	129,162	154,098	161,386	127,602	134,290	157,063	176,450	186,939	205,304	1,892,275



MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle, C.E.O.

Date: April 19, 2017

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

Recommendation: The C.E.O. 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 C.E.O. to authorize the Town of Newmarket Treasurer to transfer the net closing balance at March 31, 2017 of \$ 34,722.95 from the Newmarket Public Library bank account to the Town of Newmarket bank account.

NEWMARKET PUBLIC LIBRARY

1st QTR Income Statement Comparison of 2017 Actual to 2017 Budget and 2017 Actual

13/04/2017

EXPENSES	2017 1st QTR	2017 ANNUAL BUD	2016 1st QTR	Q1 2017 Vs Q1 2016	% of Budget	Comments
<u>MATERIALS</u>						
Books	\$25,905	\$161,364	\$24,972	(\$932)	16%	
Reference Materials	2,235	12,500	1,304	(931)	18%	
Magazines & Newspapers	4,946	13,200	8,954	4,008	37%	
Electronic Materials and Subscriptions	63,904	121,065	62,472	(1,432)	53%	
Talking Books	1,089	9,900	1,507	418	11%	
Compact Sound Discs	37	500	0	(37)	7%	
DVD/Console Games	2,695	18,500	3,708	1,013	15%	
Book Binding and Materials Processing	11,502	27,325	14,065	2,563	42%	
Sub-Total	\$112,313	\$364,354	\$116,983	\$4,670	31%	Timing of purchases
<u>FACILITIES AND EQUIPMENT</u>						
Caretakers' Contract	\$9,845	\$39,680	\$5,131	(\$4,714)	25%	Timing of invoices and higher snow removal costs in 2017
Caretakers' Supplies	887	4,393	242	(645)	20%	
Equipment-Repairs/Maintenance Contracts	34,470	89,499	36,155	1,685	39%	Timing of S/W maintenance contracts
Building-Repairs/Maintenance Contracts	5,338	24,400	13,490	8,152	22%	Timing of repairs and maintenance
Sub-Total	\$50,540	\$157,972	\$55,018	\$4,478	32%	
<u>CAPITAL</u>						
Minor Capital	\$1,811	\$4,156	\$10,625	\$8,814	44%	Capacity Bldg grant purchase in 2016, offset below in revenue
Asset Replacement Fund	55,888	223,550	55,888	-	25%	
Sub-Total	\$57,699	\$227,706	\$66,513	\$8,814	25%	
<u>UTILITIES</u>						
Hydro	\$21,772	\$79,964	\$6,547	(\$15,225)	27%	Timing of hydro accrual
Heat	4,408	10,000	3,678	(730)	44%	
Water	939	3,633	315	(625)	26%	
Sub-Total	\$27,120	\$93,597	\$10,540	(\$16,580)	29%	
<u>ADMINISTRATION - Salaries, Wages & Benefits</u>						
Salaries and Wages	\$424,402	\$1,985,868	\$392,679	(\$31,722)	21%	Gapping in 2016, EA & step increases
Employee Benefits *	82,757	416,446	81,912	(846)	20%	ASO - timing of usage
Sub-Total	\$507,159	\$2,402,314	\$474,591	(\$32,568)	21%	
<u>ADMINISTRATION - General</u>						
Stationery and Office Supplies	\$808	\$2,800	\$231	(\$577)	29%	
Photocopier/Microfilm Lease & Supplies	(463)	3,000	65	529	-15%	
Health and Safety	345	2,400	0	(345)	14%	
Program and Project Costs	5,525	34,906	5,414	(111)	16%	
Coffee Supplies	226	900	221	(5)	25%	
Circulation and Processing Supplies	5,774	14,800	5,551	(222)	39%	
Miscellaneous Expense	366	4,655	369	3	8%	
Telephone and Internet	2,061	9,150	1,894	(167)	23%	
Audit Legal and Finance	0	4,000	0	-	0%	

NEWMARKET PUBLIC LIBRARY

1st QTR Income Statement Comparison of 2017 Actual to 2017 Budget and 2017 Actual

13/04/2017

EXPENSES	2017 1st QTR	2017 ANNUAL BUD	2016 1st QTR	Q1 2017 Vs Q1 2016	% of Budget	Comments
ADMINISTRATION - General Continued						
Consulting Fees	(600)	\$14,400	\$2,733	\$3,333	-4%	Timing of shared survey license expense reversal from prepaids in 2017, Y1 consultant in 2016
Postage and Freight	955	6,525	1,073	118	15%	
Advertising	5,645	17,700	1,992	(3,653)	32%	Timing of activity guide invoices
Education and Training	529	11,400	68	(461)	5%	
Copyright fees	509	500	509	-	102%	
Other Fees	204	500	172	(32)	41%	
Travel Expense	1,121	6,100	1,537	417	18%	
Memberships and Subscriptions	3,566	10,845	3,318	(247)	33%	
Conference/Seminar Fees & Expenses	5,939	12,000	4,610	(1,328)	49%	Additional conferences 2017
Transfer to LTD. Reserve	7,000	42,114	6,865	(135)	17%	
Sub-Total	\$39,508	\$198,695	\$36,624	(\$2,884)	20%	
TOTAL EXPENSES	\$794,339	\$3,444,638	\$760,269	(\$34,071)	23%	

1st QTR Income Statement Comparison of 2017 Actual to 2017 Budget and 2017 Actual

REVENUES	2017 1st QTR	2017 ANNUAL BUD	2016 1st QTR	Q1 2017 Vs Q1 2016	% of Budget	Comments
Municipal Grant	\$776,863	\$3,107,452	\$756,363	\$20,500	25%	Higher grant in 2017
Provincial Grant	0	69,601	7,083	(7,083)	0%	Capacity Grant in 2016
Other Grants	0	0	0	-		
Program Fees	12,396	40,884	7,453	4,943	30%	Timing of programs payments
Photocopier/Microfilm Receipts	2,210	6,500	1,417	793	34%	
Room Rentals	8,011	31,442	8,858	(846)	25%	
Coffee Supplies Recovered	249	900	286	(37)	28%	
Fines	8,077	40,459	7,028	1,049	20%	Higher amount of fines collected
Financing from Reserve (Operating)	0	0	0	-		
Financing from D.C.	31,250	125,000	31,250	(0)	25%	
Sundry Receipts	3,912	18,900	2,545	1,367	21%	Higher revenue for lost or damaged books and exam proctoring in 2017
Non-Resident Fees	270	300	90	180	90%	
Donations Received	3,248	3,000	144	3,104	108%	Redeemed GIC in 2017
Gain/Loss on Disposal	86	0	193	(107)		
YRT Tickets/Passes	(4,737)	0	1,936	(6,673)		Timing of invoices and sales
YRT Commission	-7	200	53	(60)	-4%	
TOTAL REVENUES	\$841,828	\$3,444,638	\$824,699	\$17,129	24%	
SURPLUS/(DEFICIT) CURRENT	\$47,489	\$0	\$64,430	(\$16,941)		



MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle

Date: April 19, 2017

RE: Leadership By Design—knowledge gaps analysis
(revised version of March 15 report)

As part of the OLBA Leadership By Design process, Board members were asked to complete a Knowledge Gaps Analysis to identify areas of Board governance on which they may need more education.

According to results received thus far, the following are the areas identified (using as a criteria an average score of less than 4 out of 5):

1. Board organization

- 1.1. The legislated requirements for the size and composition of our public library board
- 1.2. The difference between board by-laws and board policies
- 1.3. The role and value of a governance committee
- 1.4. The need for board succession management

2. Board performance

- 2.1. The difference between my authority as an individual board member and that of the entire board
- 2.2. Our boards process for full board and individual board member evaluation
- 2.3. How to proceed if there is no quorum
- 2.4. The difference between rules of order for meetings and the board's code of conduct
- 2.5. The requirement to support board decisions even if I disagree
- 2.6. The criteria for "in camera" or closed sessions
- 2.7. Alternative methods of decision making to voting
- 2.8. A board member's right to have his opinion heard

3. Planning

- 3.1. The fundamental principles inherent in public library service
- 3.2. Who and what are involved in assessing our community's needs for library service
- 3.3. How our library's strategic plan relates to our municipality's current corporate plan
- 3.4. Expectations for my involvement as an individual board member in fund development
- 3.5. Our board's role in monitoring and evaluating the overall performance of the library

4. **Library management**

- 4.1. What is involved in selecting a new CEO
- 4.2. Our board's process for the performance appraisal of our CEO
- 4.3. Our CEO's process for staff performance appraisals
- 4.4. Our board's policy for recruiting and hiring library staff
- 4.5. Our board's CEO succession plan
- 4.6. Our CEO's staff succession plan

5. **Stewardship**

- 5.1. Our board's liability under municipal, provincial, and federal legislation governing libraries
- 5.2. How to defend the principles of intellectual freedom and freedom of information
- 5.3. How to develop policy
- 5.4. Why a framework of policy is fundamental to an effective and efficient library
- 5.5. The respective roles of board and CEO in policy development
- 5.6. How to monitor policy compliance
- 5.7. The degree to which our board members' personal liability is limited
- 5.8. How to exercise due diligence
- 5.9. Insurance coverage for the library and its operations
- 5.10. How our library protects its electronic data and intellectual property
- 5.11. How our library ensures user privacy

6. **Community development**

- 6.1. The current political climate of our community
- 6.2. Opportunities for involving municipal council members in library activities
- 6.3. Who the leaders of other community service organizations are and what connections our board has to them
- 6.4. How to engage our community in addressing issues of common concern
- 6.5. How our library compares with other similar-sized libraries in the province
- 6.6. The roles of provincial and national library organizations and our board's connections with them

7. **Accountability**

- 7.1. How to ensure transparency in library operations such as purchasing and hiring
- 7.2. What information is required to make sound decisions about changes to library service
- 7.3. The value of the library board
- 7.4. How to set benchmarks and performance measures
- 7.5. The content and distribution of our library's annual report
- 7.6. How our board ensures transparency in its library governance role

If the Board wishes, staff will lead brief discussions on these items. Some resources in the Leadership by Design toolkit may help in education as well.

The following motions are recommended:

That the Library Board receive the report on Knowledge Gaps Analysis.



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"> • CEO to bring drafts to Board according to agreed schedule • Board to form committee to review Governance Policy and Constitution • 	
12-11	May 20 2015	Draft fundraising and development strategy	<ul style="list-style-type: none"> • CEO to draft report for initial consideration • Board to consider needed resources • CEO to report back on implementation of fundraising initiatives • CEO to follow up with Town of Newmarket regarding naming rights sponsorship program 	Completed September 16, 2015
1-12		Consider forming Friends of the Library group	<ul style="list-style-type: none"> • Board to consider as related to item 12-11 	Completed September 16, 2015 Deferred to next Library Board term (motion 13.03-214)
2-13	May 20, 2015	CEO Annual Performance Review	<ul style="list-style-type: none"> • Library Board Chair and Vice Chair to prepare and report to Board 	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"> • CEO to prepare and present to board before release 	Completed May 20, 2016 Next report due in April, 2017
2-15	March, 2016	Library facility and service delivery options	<ul style="list-style-type: none"> • CEO to report on related Town community facility plans • Board to consider referral to Library-Town Joint Task Force • Board to consider capital reserve expenditure on consultant study • Motion 16.09.144 "And that the Library Board apportion up to \$50,000 of the Alternative Service Delivery capital project to a facility needs study, if and when Council indicates its willingness to support it" 	Report drafted for September 16, 2015 meeting (Deferred to March, 2016) Joint Workshop held June 15, 2016 Report to Board September 7, 2016

16

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
3-15		Business measurements (including Impacts and Storytelling)	<ul style="list-style-type: none"> Board to review Library Statistical Data report provided monthly in agenda package CEO to revise report as requested CEO to update Board on status of related provincial initiatives as well as Impact Study 	
4-15		Built Accessibility report	<ul style="list-style-type: none"> CEO to draft report 	
5-15	June 17, 2015	Budget projections	<ul style="list-style-type: none"> CEO to draft 5-year projections for operating budget needs 	Completed June 17, 2015 Reported to Library Board June 17, 2015
6-15		2016 budget	<ul style="list-style-type: none"> Board to provide CEO with guidelines and suggestions CEO to draft budget Board to approve for submission to Council 	Completed September 16, 2015 Board approved 2016 Draft Operating and Capital Budget requests
7-15		Collective Agreements	<ul style="list-style-type: none"> Board to provide CEO with negotiation mandate guidelines CEO to engage Town of Newmarket Director of HR as lead negotiator Board to approve agreements 	Completed, Agreements Ratified March 21, 2016 Collective agreements expired March 31, 2015. Negotiations to begin February 11, 2016
8-15		Strategic planning	<ul style="list-style-type: none"> Board to decide on strategic planning process when current plan ends in 2016 	Reported to Library Board on options for renewing Strategic Plan December 16, 2016 Board meeting. Reviewed Strategic Plan at January 18, 2017 Board meeting. Build on current plan and create action list. Board to meet with Senior Town of Newmarket staff re: Town's strategic goals.
9-15	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	Completed September 7, 2016 Election to be held June 22, 2016. Deferred to September 7, 2016.
10-15	April, 2016	SOLS Trustee Representative	Attend SOLS Trustee Council Meetings	Next Trustee meeting: April 22, 2017, Georgina Public Library

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
11-15	March 16, 2016	ARF Analysis Review	Town of Newmarket Director of Finance	Completed June 22, 2016 Report to Library Board June 22, 2016
12-16	June, 2016	2017 Budget Considerations	Sunday Openings at Christmas	Completed June 22, 2016 2017 Operating Budget submission deadline
13-16	June, 2016	2018 Budget Consideration	Donation Revenue Allocations	Completed December 14, 2016 2018 Operating Budget submission deadline
14-16	November, 2016	Strategic Technology Ad Hoc Committee	Develop Terms of Reference of Committee	Completed: Terms of Reference approved January 15, 2017 Draft Terms of Reference presented at November 16 th Board meeting.
15-16	April, 2017	Ontario Public Library Week	Plan an event to promote Ontario Public Library Week	
16-16	March, 2017	Peer Comparator Study	Analyze report on Newmarket Public Library's peer comparisons	Report contracted to Consultant

**MEMORANDUM**

To: Newmarket Public Library Board

From: Todd Kyle

Date: April 19, 2017

RE: **Strategic Initiatives Consultant**

The Library has recorded an estimated \$124,000 operating surplus for 2016, subject to an audit of our financial statements. This is due to a number of one-time factors such as staff gapping. Ordinarily, this would be transferred to the Town as it is beyond the \$400,000 operating reserve level agreed to in 2015. The Finance Director has agreed that in order to mitigate future tax-supported Library budget increases, it would be appropriate and sustainable to transfer this amount instead into a dedicated reserve to use for a capacity-building project in the short term.

The need and opportunity to build capacity for the Library to prepare for the future is illustrated by a number of studies and initiatives:

- The Economic Impact Study identified that the Library provides a high level of value in relation to expenditure, inferring that we are at the limit of the amount of value we can squeeze from current resources;
- A report on peer comparison data will be presented to the Board in April, providing a snapshot of the Library's positioning province-wide in terms of community impact and investment;
- The Library needs the strategic capacity to follow up to the Council-Board joint workshop on Library Facilities with an exploration of options for a future vision of Library service points, prior to the commissioning of a needs study;
- An efficiencies review of Library operations will shortly be undertaken, which may require administrative support during a resulting change management phase.

Given the opportunity supplied by the 2016 surplus, the solution is to create a temporary Strategic Initiatives Consultant position for up to 2 years to increase the Library's capacity to leverage community impact and to plan for the future. This position would provide strategic support for:

- studying future library facility needs;
- maximizing the impact and appeal of the current facility;
- improving customer service and engagement;
- implementing community impact strategies;
- measuring the impacts of and gaps in library service.

The Library still maintains a Strategic Plan Implementation Reserve, with a balance of roughly \$42,000, of which \$30,000 was allocated in April 2016 for the Technology Services Coordinator position (operating the Maker Hub) which overlapped with an existing position prior to a retirement. Due to the surplus, these funds were not needed in 2016, so the balance still exists. If this \$30,000 were added to the \$124,000 above the total of \$154,000 would be enough to fund the Strategic Initiatives position for up to 2 years. (The remaining \$12,000 is for IdeaMarket expenses and it is recommended that this be maintained).

The following motions are recommended:

That the Library Board receive the report on Strategic Initiatives Consultant;

And That the Library Board approve the transfer of the 2016 Library operating reserve to the Strategic Plan Implementation Fund, such transfer contingent on Council review of all reserve transfers;

And That the Library Board approve the allocation of the balance of the Strategic Plan Implementation Fund, with the exception of that allocated to IdeaMarket expenses, to the creation of a Strategic Initiatives Consultant position.



MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle, CEO

Date: April 19, 2017

RE: Facility Needs Study and Peer Comparison Report

A joint workshop was held with the Library Board and Town of Newmarket Council on June 15, 2016, to present options, locations and opportunities for expanding total library space to the community. At this workshop, staff suggested next steps, including retaining a consultant to fully explore future Library facility needs and make recommendations as to future actions including potential locations. In September 2016, the Board approved the expenditure of up to \$50,000 on such a study, pending indication of Council's direction and willingness to support it.

Since then, I have been in discussions with Ian McDougall, Commissioner of Community Services and Bob Shelton, Chief Administrative Officer of the Town of Newmarket, and we are now proposing to bring a report to the May 8, 2017 Committee of the Whole meeting requesting approval and direction on a facility needs study. This report is intended to inform the Board of this step and to encourage community members to attend this meeting

This report is also intended to provide additional background that informs the case that would be made to Council. In December 2016, the Library contracted with the Federation of Ontario Public Libraries (FOPL) to produce a custom Peer Comparison Report using data from the Ministry of Tourism, Culture, and Sport. The Ministry collects the data through the Annual Survey of Public Libraries, and recently released the 2012-2014 data as part of an Open Data initiative. The Library chose a group of 16 of NPL's peers, representing similar population range and geographic region, with special emphasis on economic comparators and those with a single location.

The Peer Comparison Report, which will be shared with Board members shortly as information, presents the following specific noteworthy data:

- NPL rates 15th out of 17 comparators on expenditures per capita. By comparison, the top three libraries in terms of total output measures in the study invest approximately 35% - 70% more in library services than NPL. These output measures are presented as key ratios aggregated into "dimensions" such as Service, Usage, and Community Engagement.

- NPL rates 17th out of 17 comparators in terms of library service points per capita. In other words, Newmarket has the largest population per library branch across all the 17 comparators.

These and other findings of the Peer Comparison Report will provide invaluable input into a facility needs assessment.

The following motion is recommended:

THAT the Library Board receive the report on facility needs study and peer comparison report.