



Agenda
Newmarket Public Library Board

Wednesday, May 17, 2017 at 5:30 PM
Regular Board Meeting

Agenda compiled on 11/05/2017 at 11:15 AM

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 April 19, 2017 p. 1
5. Adoption of the Closed Session Minutes for April 19, 2017
6. Strategic Operations Report for April, 2017 p. 6
7. Library Statistical Data for April, 2017 p. 8
8. Monthly Bank Transfer p. 12

Closed Session

9. That the Library Board move into Closed Session to discuss Labour Relation matters and matters pertaining to an identifiable individual.

Reports

10. 2016 Draft Audited Financial Statements p. 13

Business Arising

11. Leadership by Design e-Learning
 - a) Knowledge Gap Analysis p. 31
12. Facility Needs Study Update
13. 1Library Board Action List p. 33

New Business

- 14. York Region Public Library Partnership p. 36
- 15. Preview of Newmarket Public Library's new Website

Date(s) of Future Meetings

- 16. The next Newmarket Public Library Board Regular Board Meeting will be Wednesday, June 21, 2017, at 5:30 pm in the Library Board room

Adjournment



**Newmarket Public Library Board
Regular Board Meeting
Wednesday, April 19, 2017
Newmarket Public Library Board Room**

Present: Joan Stonehocker, Chair
Tara Brown, Vice Chair
Kelly Broome
Darcy McNeill (arrived at 5:33 pm)
Venkatesh Rajaraman (arrived at 5:45 pm)
Jane Twinney
Tom Vegh (left at 7:05 pm)

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

The Library Board Chair called the meeting to order at 5:30 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 advised that a request for a deputation to the Library Board was received and asked to amend the agenda to add this to be the first item on to the agenda.

Motion 17.04.188

Moved by Tara Brown

Seconded by Kelly Broome

That Agenda items 1) to 3) be adopted as amended.

Carried

4. Deputation

Mr. Benson addressed the Library Board regarding the correspondence he received from the Library CEO requesting that Mr. Benson discuss issues relating to the management of the library directly with the Library CEO.

Motion 17.04.189

Moved by Jane Twinney

Seconded by Kelly Broome

That the deputation by Mr. Benson regarding the correspondence he received from the Library CEO be received.

Carried.

Declarations

None were declared.

Consent Agenda Items:

5. Adoption of the Regular Board Meeting Minutes for Wednesday, February 15, 2017
6. Strategic Operations Report for February and March, 2017
7. Library Statistical Data for March, 2017
8. Monthly Bank Transfer

Motion 17.04.190

Moved by Tara Brown

Seconded by Tom Vegh

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

Carried

Closed Session

9. Motion to move into Closed Session

Motion 17.04.191

Moved by Tom Vegh

Seconded by Tara Brown

That the Library move into a Closed Session for matters pertaining to Labour Relations and matters pertaining to an identifiable individual at 5:55 pm.

Carried

Motion 17.04.192

Moved by Tara Brown

Seconded by Tom Vegh

That the Library move out of Closed Session at 7:10 pm

Carried

Motions arising from Closed Session:

Motion 17.04.193

Moved by Jane Twinney

Seconded by Venkatesh Rajaramn

That the Library Board confirm the direction to the CEO regarding the Labour Relations matter.

Carried

Motion 17.04.194

Moved by Darcy McNeill

Seconded by Tara Brown

That the Library Board confirm the direction to the CEO on the personal matters pertaining to an identifiable individual.

Carried

Reports

10. First Quarter Financial Statements

The Library is on target for the first quarter of 2017 in both expenditures and revenue.

Motion 17.04.195

Moved by Tara Brown

Seconded by Jane Twinney

That the Library Board receive the First Quarter Financial Statements.

Carried

Business Arising

11. Leadership by Design e-Learning

a) Knowledge Gap Analysis

Deferred to the next Regular Library Board meeting.

12. Inter-Departmental Charges

The CEO has followed up with Town of Newmarket Public Works regarding charges for the use of trucks when library work is requested. The Town of Newmarket Public Works confirmed that these charges are to be applied when library work is required.

13. Efficiencies Review

A vendor to conduct the Efficiencies review is expected to be chosen shortly.

14. Library Board Action List

The Library Board reviewed and updated the Action list.

Motion 17.04.196

Moved by Darcy McNeill

Seconded by Tara Brown

That the Library Board receive the Library Board Action List.

Carried

New Business

15. Strategic Initiative Consultant

The CEO reviewed the report regarding utilizing the 2016 surplus for capacity building projects and the creation of Strategic Initiatives position to increase the Library's capacity to leverage community impact and to plan for the future.

Motion 17.04.197

Moved by Tara Brown

Seconded by Venkatesh Rajaraman

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 position.

Carried

16. Facility Needs Study and Peer Comparison Report

The CEO advised that the Commissioner of Community Services and Chief Administrative Officer of the Town of Newmarket are proposing to bring a report to the May 8, 2017 Committee of the Whole meeting requesting approval and direction on a facility needs study. A Peer Comparison report, contracted with the Federation of Ontario Public Libraries (FOPL), which will be shared with the Board, will provide additional background and valuable input into a facility needs assessment.

Motion 17.04.198

Moved by Darcy McNeill

Seconded by Kelly Broome

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

Carried

Date(s) of Future Meetings

17. The next regular Library Board meeting is scheduled to May 17, 2017 at 5:30 in the Library Board room.

Adjournment

Motion 17.04.198

Moved by Tara Brown

Seconded by Darcy McNeill

That there being no further business meeting adjourned at 7:45 pm.

Carried

Joan Stonehocker
Chair

Todd Kyle, CEO
Secretary/Treasurer



Strategic Operations Report: April, 2017

	Igniting Community Dialogue, Discovery and Debate	Leading a Learning Community	Readying our Capabilities
Collaborative Relationships	<ul style="list-style-type: none"> April IdeaMarket on <i>Women as Business Leaders and Entrepreneurs</i> had disappointing turnout; program to be re-thought May IdeaMarket will be on food labelling Seed Library program on pollinator gardens attracted 20 participants Library and Food Network collaborating on a Little Free Library to be located at Main St Community Garden National Canadian Film Day held at Old Town Hall a success with 58 attendees; one attendee noted it was like attending a film festival! 	<ul style="list-style-type: none"> Shakespeare Allowed program will be ending this spring because Humber River Shakespeare is discontinuing operations As part of Canada 150 celebrations, library working with students from Sanford Fleming College to create maps of author birthplaces and book locations in Canada Staff attended two Welcome to Kindergarten events at local schools First Lego League program launched with four registered teams 	<ul style="list-style-type: none"> RFP for library efficiencies study awarded to Pesce and Associates Town GIS staff created 360° virtual tour of library, to be featured on new website Nature Backpack loan program launching May 1 in partnership with regional health, with contest for one family from each of Newmarket and Aurora to win their own backpack
Spaces	<ul style="list-style-type: none"> Seed Library now housed in repurposed old card catalogue Local digital marketing business owner borrowed the Maker Hub's camcorder. 	<ul style="list-style-type: none"> Plans being developed to use Maker Hub to make speaker videos of local citizens Maker Hub produced \$138.75 in vinyl signage and \$139.05 in 3D prints. Home school group of 8 was taught a Vinyl Design Basics session. 	<ul style="list-style-type: none"> New website being finalized; launch postponed to May 19 due to e-commerce complications Town considering enclosed bike parking at library as part of east-west bikeway Free magazines moved from lobby to inside library to create space for bench
Positioning	<ul style="list-style-type: none"> Library taking out ad in new <i>Exploring Newmarket</i> magazine, to be distributed through the Chamber of Commerce, new home sites, etc. 	<ul style="list-style-type: none"> Staff delivered introduction to library employment resources at Job Skills E-mail blast for <i>Victory Lap Retirement</i> program (May 10) generated 20 registrations for the program within 24 hours 	

	Igniting Community Dialogue, Discovery and Debate	Leading a Learning Community	Readying our Capabilities
Resources	<ul style="list-style-type: none"> Staff assisted resident in compiling content for scrapbook full of personal minor hockey articles and photos from The Era archive 	<ul style="list-style-type: none"> New Social Media 101 class on Pinterest had 4 students. 12 Digital Services programs offered with a total of 45 attendees. Let's Tinker 3D printer class and Intro to MS Word were most attended with 8 each. 	<ul style="list-style-type: none">
Organization & Operations	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Staff attended the makerspace conference at Vaughan Public Library. 	<ul style="list-style-type: none"> As part of Team Charter process, managers to begin customized training sessions in May New performance appraisal system being developed by joint management-union group

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	23,944								
Residents	22,617	22,819	22,943	21,735								
Non-Residents	2,205	2,197	2,221	2,209								

New and Renewed Library Cards

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	315	519	364	202									1,400
New non-resident	44	49	50	27									170
Renewed membership	719	364	809	637									2,529

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	13,059	12,363	15,112	12,571									53,105
# of PAC Account Logins	7,102	6,346	7,305	6,950									27,703
Room Rentals	42	63	69	93									267
Room Rental Hours	104	137	186	197									623

Programs

5 Year Trend - year to date April 30

# of Programs Held	2013	2014	2015	2016	2017
Adult	43	65	80	92	93
Children's	443	450	494	604	466
Total Programs	486	515	574	696	559

Program Attendance	2013	2014	2015	2016	2017
Adult	412	969	771	640	890
Children's	4,517	4,395	4,345	4,475	4,532
Total Attendance	4,929	5,364	5,116	5,115	5,422

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	1,056									4,172
eBooks	3,393	2,983	3,393	3,157									12,926
eMagazines	405	411	356	322									1,494
eMusic	3,537	3,004	3,663	3,471									13,675
eVideo	14	51	14	58									137
Backpack Kit	2	4	2	2									10
Book	25,789	24,425	27,246	26,017									103,477
CD-ROM/DVD-ROM	2	7	8	3									20
DVD/Blu-ray	4,888	4,357	5,385	4,088									18,718
eBook Reader	1	1	-	313									315
GPS	-	-	-	-									-
ILL	181	166	195	210									752
Language Kit	32	41	39	32									144
Laptop	38	27	38	28									131
Multimedia Kit	54	70	82	60									266
Music CD	364	304	424	407									1,499
Pedometer	6	11	12	7									36
Periodical	971	933	853	904									3,661
Portable Audio Book	13	6	15	10									44
Talking Book	731	765	805	725									3,026
Video Game	411	343	409	330									1,493
Total Borrowing	41,904	38,881	44,011	41,200	-	-	-	-	-	-	-	-	165,996

Database Usage

Adult Subscriptions	4,113	1,745	3,201	3,498									12,557
Children's Subscriptions	949	745	1,283	1,135									4,112
York Info (Community)	151,472	122,651	117,797	129,311									521,231
York Info (Volunteer)	36,209	24,352	19,362	19,837									99,760
Total Database Usage	192,743	149,493	141,643	153,781									637,660

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	76,126
Room Rentals	54	65	56	58	70	73	52	48	57	70	76	43	610
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	4,812
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: May 17, 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 April 30, 2017 of \$ 15,067.24 from the Newmarket Public Library bank account to the Town of Newmarket bank account.



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Private & Confidential

May 17, 2017

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, 2016

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"> Revenue 	<ul style="list-style-type: none"> Reviewed revenue recognition policy for consistency with the professional standards.

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.

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 \$3,114. 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, 2016

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 years capital asset errors	3,707	-	-	3,707	-	(4,284)	577
understated expense due to exchange rate	2,349	-	-	(2,349)	-	-	2,349
Likely Aggregate Misstatements Before Effect of Previous Year's Errors and Estimates	6,056	-	-	1,358	-	(4,284)	2,926
Effect of Previous Year's Errors, Net of Tax Effects				-	-	6,040	(6,040)
Tax Effect				-	-	-	-
Likely Aggregate Misstatements				1,358	-	1,756	(3,114)

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, 2016**

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Independent Auditor's Report

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, 2016, 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, 2016 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 17, 2017
Newmarket, Ontario

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

December 31, 2016

DRAFT

	2016	2015
ASSETS		
Cash and cash equivalents	\$30,983	\$93,115
Accounts receivable	5,175	7,346
Inventory-YRT tickets/passes	10,172	5,961
Due from Town of Newmarket (Note 3)	500,206	541,359
	<u>546,536</u>	<u>647,781</u>
LIABILITIES		
York North Community Info & Volunteer Assoc. (YNCIVA)	20,178	18,006
Accounts payable and accrued liabilities	74,716	73,080
Deferred revenue (Note 4)	2,657	10,895
Employee future benefits payable (Note 5)	50,370	49,350
	<u>147,921</u>	<u>151,331</u>
Net Financial Assets	<u>398,615</u>	<u>496,450</u>
NON-FINANCIAL ASSETS		
Prepaid expenses	76,636	27,010
Tangible capital assets, net (Note 2(b))	1,123,847	1,198,940
	<u>1,200,483</u>	<u>1,225,950</u>
Accumulated Surplus	<u>\$1,599,098</u>	<u>\$1,722,400</u>

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 BOARD

Statement of Financial Activities

Year ended December 31, 2016

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	2016		2015
	Budget	Actual	Actual
REVENUES			
Municipal operating grant	\$3,025,452	\$3,025,452	\$2,915,814
Municipal contributions towards capital assets	-	98,394	171,596
Provincial grants	64,401	80,121	78,477
Other grants	5,200	1,600	-
Fines	41,710	33,140	33,165
Program fees	34,306	24,902	26,011
Financed from development charges	125,000	125,000	125,000
Other fees and miscellaneous revenues	58,042	63,570	59,162
	3,354,111	3,452,179	3,409,225
EXPENSES			
Library materials			
Books	180,914	-	-
Magazines, newspapers & periodicals	13,200	11,505	11,222
Electronic materials & subscriptions	110,812	101,099	83,456
Audio-visual materials	27,800	-	-
Book binding and processing	27,925	26,857	21,360
Amortization expense	-	335,228	318,115
	360,651	474,689	434,153
Operations			
Programs and projects	28,198	25,465	29,003
Other supplies	17,800	17,061	17,183
Building and property maintenance	63,473	89,937	81,092
Utilities	84,597	104,941	100,088
Equipment repairs and maintenance	80,684	88,711	57,664
Minor capital from operations	4,156	12,640	31,634
	278,908	338,755	316,664
Administration			
Employee salaries	1,935,887	1,840,591	1,799,214
Employee benefits	411,364	365,425	374,219
Education, conferences, consulting & travel	43,900	34,416	25,482
Other sundry expenses	49,585	45,272	69,389
Telephone and internet	9,150	9,104	9,513
	2,449,886	2,294,808	2,277,817
	3,089,445	3,108,252	3,028,634
Transfers and other			
Fund for future capital replacements (Note 6)	(223,550)	(223,550)	(223,550)
Fund for future minor capital replacements (Note 8)	-	(30,000)	-
Transfer to Long-term Disability Reserve (Note 8)	(41,116)	(40,869)	(36,904)
Transfer to Town Reserve (Note 9)	-	(172,810)	-
	(264,666)	(467,229)	(260,454)
Annual surplus (deficit)	-	(123,302)	120,137
Opening Accumulated Surplus	1,722,400	1,722,400	1,602,263
Ending Accumulated Surplus	\$1,722,400	\$1,599,098	\$1,722,400

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, 2016

DRAFT

	2016	2015
Increase (decrease) in cash and cash equivalents		
Operating Activities		
Annual surplus (deficit)	(\$123,302)	\$120,137
Amortization of tangible capital assets	335,228	318,115
Changes in non-cash operating capital		
Accounts receivable	2,171	(597)
Inventory-YRT tickets/passes	(4,211)	(595)
Due from Town of Newmarket	41,153	84,466
York North Community Info & Volunteer Assoc. (YNCIVA)	2,172	1,859
Accounts payable and accrued liabilities	1,636	(98,490)
Deferred revenue	(8,238)	5,993
Employee future benefits payable	1,020	1,250
Prepaid expenses	(49,626)	2,177
	198,002	434,315
Capital Activities		
Acquisitions of tangible capital assets	(260,135)	(355,447)
Increase (decrease) in cash and cash equivalents	(62,132)	78,868
Cash and cash equivalents, beginning of year	93,115	14,247
Cash and cash equivalents, end of year	\$30,983	\$93,115

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, 2016

DRAFT

	2016		2015
	Budget	Actual	Actual
Annual surplus (deficit)	\$ -	(\$123,302)	\$120,137
Acquisition of tangible capital assets	(462,370)	(260,135)	(355,447)
Amortization of tangible capital assets	361,850	335,228	318,115
	(100,520)	(48,209)	\$82,804
Change in prepaid expenses	-	(49,626)	2,177
Change in net financial assets	(100,520)	(97,835)	84,981
Net financial assets, beginning of year	496,450	496,450	411,468
Net financial assets, end of the year	\$395,930	\$398,615	\$496,450

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, 2016

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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, 2016

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 principal 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:

	2016	2015
Program fees, room rental fees, provincial grant and endowment	\$ 2,657	\$ 10,895

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, 2016 and forms the basis for estimated employee future benefit liability reported in these financial statements.

	2016	2015
Vacation pay	\$ 50,370	\$ 49,350

TOWN OF NEWMARKET PUBLIC LIBRARY BOARD

Notes to the Financial Statements

Year ended December 31, 2016

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>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 1,138,136	\$ 1,072,433
Interest earned	12,903	12,252
Transfer from Operating Fund	223,550	223,550
Capital expenses - Library purposes	(98,394)	(170,099)
Transfer to Town of Newmarket Reserve Fund	(200,000)	-
Balance, end of year	<u>\$ 1,076,195</u>	<u>\$ 1,138,136</u>

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>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 1,087,389	\$ 1,052,785
New capital allocations for the year	175,700	206,200
Rounding Adj.	(4)	-
Total Capital Budget	<u>\$ 1,263,085</u>	<u>\$ 1,258,985</u>
Financing expenses	(98,394)	(171,596)
Balance, end of year	<u>\$ 1,164,691</u>	<u>\$ 1,087,389</u>

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>2016</u>	<u>2015</u>
Balance, beginning of year	\$ -	\$ 325,399
Interest earned	-	2,577
Transfer from Operating Fund	-	19,921
Transfer to Reserve Fund	-	(347,897)
Balance, end of year	<u>\$ -</u>	<u>\$ -</u>

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 as per motion 15.05.015.

<u>Development Charges</u>	<u>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 2,416,417	\$ 1,906,972
Interest earned	24,972	22,569
Developers contributions	90,244	613,373
Transfer to Capital	-	(1,497)
Transfer to Operating Fund to finance expenses	(125,000)	(125,000)
Balance, end of year	<u>\$ 2,406,633</u>	<u>\$ 2,416,417</u>

TOWN OF NEWMARKET PUBLIC LIBRARY BOARD

Notes to the Financial Statements

Year ended December 31, 2016

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8. OTHER RESERVE FUNDS (continued)

<u>Library Minor Capital Fund</u>	<u>2016</u>	<u>2015</u>
Balance, beginning of year	\$ -	\$ -
Interest earned	171	-
Transfer from Operating Fund	30,000	-
Transfer to Operating Fund to finance expenses	-	-
Balance, end of year	\$ 30,171	\$ -
<u>Library Fundraising</u>	<u>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 1,760	\$ 1,665
From Operating	1,262	-
Other contributions	190	95
Transfer to Operating Fund	-	-
Balance, end of year	\$ 3,212	\$ 1,760
<u>Strategic Planning</u>	<u>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 1,257	\$ 1,257
Transfer to Operating Fund	-	-
Balance, end of year	\$ 1,257	\$ 1,257
<u>Insurance Reserve</u>	<u>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 10,000	\$ 10,000
Transfer to Operating Fund	-	-
Balance, end of year	\$ 10,000	\$ 10,000
<u>Strategic Plan Implementation Reserve</u>	<u>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 42,021	\$ 42,021
Transfer to Operating Fund	-	-
Balance, end of year	\$ 42,021	\$ 42,021

9. GENERAL RESERVE

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 as per motion 15.11.69. In 2016 \$172,810 was transferred from the Library Board General Reserve to the Town of Newmarket.

10. PENSION AGREEMENTS

OMERS provides pension services to more than 470,000 active and retired members and approximately 1000 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, 2016. The results of this valuation disclosed total actuarial liabilities of \$87,554 million in respect of benefits accrued for service with actuarial assets at that date of \$81,834 million indicating an actuarial deficit of \$5,720 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 2016 were \$155,466 (2015 - \$162,738).

TOWN OF NEWMARKET PUBLIC LIBRARY BOARD**Schedule of Accumulated Surplus**

Year ended December 31, 2016

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	<u>2016</u>	<u>2015</u>
Consists of:		
Surpluses		
Invested in tangible capital assets	\$1,123,847	\$1,198,940
General fund revenue	525,621	572,810
Unfunded:		
Employee benefits / Post-employment liabilities	(50,370)	(49,350)
	<u>\$1,599,098</u>	<u>\$1,722,400</u>

TOWN OF NEWMARKET PUBLIC LIBRARY BOARD

Schedule of Tangible Capital Assets

Year ended December 31, 2016

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2016						
	Library Collection	Furniture	Equipment	Shelves	Computer Hardware	Total
Cost						
Balance, beginning of year	\$1,754,996	\$102,729	\$394,182	\$144,481	\$217,258	\$2,613,646
Add: Additions during the year	201,171	11,294	17,751	-	29,919	260,135
Less: Disposals during the year	(218,264)	-	(13,986)	-	(18,350)	(250,600)
Balance, end of year	1,737,903	114,023	397,947	144,481	228,827	2,623,181
Accumulated amortization						
Balance, beginning of year	1,006,990	35,249	176,642	101,015	94,810	1,414,706
Add: Amortization during the year	216,855	7,003	47,883	6,341	57,146	335,228
Less: Amortization on Disposals	(218,264)	-	(13,986)	-	(18,350)	(250,600)
Balance, end of year	1,005,581	42,252	210,539	107,356	133,606	1,499,334
Net book value of Tangible Capital Assets	\$732,322	\$71,771	\$187,408	\$37,125	\$95,221	\$1,123,847

2015						
	Library Collection	Furniture	Equipment	Shelves	Computer Hardware	Total
Cost						
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
Accumulated amortization						
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	44,047	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
Net book value of Tangible Capital Assets	\$748,006	\$67,480	\$217,540	\$43,466	\$122,448	\$1,198,940

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



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	March, 2018	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 March 15, 2017 Next review date: March, 2018
1-15	April, 2017	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 Report to Town of Newmarket Committee of the Whole May 8, 2017

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	November 18, 2017	SOLS Trustee Representative	Attend SOLS Trustee Council Meetings	Next Trustee meeting: November 18, 2017, Richmond Hill 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 16th 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	Completed April 19, 2017



MEMORANDUM

To: Newmarket Public Library Board

From: Todd Kyle, CEO

Date: May 17, 2017

RE: York Region Public Library Partnership

Earlier this year, the CEOs of all nine public libraries in York Region met to review existing reciprocal membership agreements with a view to harmonizing the rules across the Region. A few libraries did not offer free library cards to residents of all nine municipalities, so these libraries brought proposals to their respective Library Boards to change these for consistency. As of April, all such policies had been amended, with the result that library memberships are now free at all libraries to those who live, work, attend school, or own property in any York Region municipality.

The full text of the agreement, including the historical context, is below. The agreement is in the process of being signed by all libraries and a media release will be forthcoming.

YORK REGION PUBLIC LIBRARY PARTNERSHIP AGREEMENT

Preamble

The Public Library Boards in the municipalities making up the Regional Municipality of York have enacted several agreements among and between them to share resources and to provide for better library service to residents.

Chief among these was the York Public Libraries Network, created in 1985, consisting of the public libraries of Aurora, Markham, Newmarket, Richmond Hill and Vaughan. Initially created for the joint ownership of an Integrated Library System computer, the members later began to operate their own independent computer systems, with the agreement modified in 1991 to provide chiefly for reciprocal borrowing privileges among residents of member municipalities.

In February 2017 the members of this network, joined by the public libraries of the four remaining municipalities in the Region, drafted the present Agreement. This new arrangement shall be known as the York Region Public Library Partnership (YRPLP).

This Agreement supersedes and replaces the York Public Library Network agreement of May 1991, as well as any other reciprocal borrowing agreements among and between member municipalities.

Membership

The YRPLP membership consists of the Public Library Boards in the municipalities of Aurora, East Gwillimbury, Georgina, King Township, Markham, Newmarket, Richmond Hill, Vaughan and Whitchurch-Stouffville.

Purpose

The purpose of YRPLP is to offer an enhanced public library service through the provision of reciprocal borrowing privileges for patrons of the member libraries.

Reciprocal Borrowing

Anyone who lives, works, owns property, or attends an educational institution in a YRPLP municipality shall be eligible for full borrowing privileges at any YRPLP library, without a membership charge.

The definition of borrowing privileges is use of library materials as defined in the Public Libraries Act (Revised Statutes of Ontario, 1984). However, in order to promote efficiency, no member library shall be obligated to accept inter-library loan requests from borrowers that do not live, work, own property, or attend an educational institution in that municipality; instead, such borrowers shall be encouraged to make such requests in their “home” municipality.

No provision shall be made for patrons to return Library materials to a YRPLP library other than the member library from which they were borrowed.

Terms of Agreement

This Agreement shall come into effect upon its approval by the participating Library Boards. For those Boards whose policies are already in compliance with this Agreement, it shall come into effect once reported to the Board in question. As of April 20, 2017, all participating Boards are formally part of this Partnership.

The YRPLP membership shall review the terms of this Agreement at an interval of every five years.

Withdrawal

A participating Library Board may withdraw from this Agreement, with written notice of at least two months to the remaining participating Library Boards.

The following motion is recommended:

That the Library Board receive the report on the York Region Public Library Partnership.