

**OAKVILLE PUBLIC LIBRARY BOARD**

**MINUTES**

**THURSDAY, APRIL 27, 2017**

**TRAFALGAR ROOM  
OAKVILLE MUNICIPAL BUILDING  
1225 TRAFALGAR ROAD, OAKVILLE**

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A meeting of the Oakville Public Library Board was held on Thursday, April 27, 2017, 2017, in the Trafalgar Room of the Oakville Municipal Building, commencing at 7:00 p.m.

**Present:** Councillor Jeff Knoll, Chair  
Steven Bright, Vice-Chair (*Left at 9:18 p.m.*)  
Councillor Marc Grant  
Pankaj Sardana

**Also Present:** Joan Sweeney Marsh (Special Advisor)  
Lois Ouellette, Audit Partner, KPMG LLP (Auditor)

**Regrets:** Mark Bettiol

**Staff:** Lynn Horlor, Chief Executive Officer (OPL)  
Gord Lalonde, Commissioner of Corporate Services and Treasurer  
Florence De Dominicis, Director of Community Engagement (OPL)  
Simona Dinu, Director of Branch Services (OPL)  
Tara Wong, Director of Collections and Technologies (OPL)  
Marcus Logan, Manager of Community Information (OPL)  
Sabrina Silveira, Marketing and Communications Officer (OPL)  
Virginia Kuypers, Development Officer (OPL)  
Jonathan Van der Heiden, Interim Director of Financial Operations and  
Deputy Treasurer  
Jill Marcovecchio, Council and Committee Coordinator

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**The items in these minutes are not necessarily in the order discussed.**

**Call to Order**

Councillor Knoll, Chair, called the meeting to order at 7:00 p.m.

**Regrets**

As noted above.

**Declarations of Pecuniary Interest**

No declarations of pecuniary interest were declared.

**Confirmation of Minutes of the Previous Regular Meeting of the Board**

Minutes of the Regular Meeting of the Board, **MARCH 23, 2017**

Confidential Minutes of the Closed Session of the Board, **MARCH 23, 2017**

Moved by Steven Bright

Seconded by Pankaj Sardana

**That the minutes of the regular meeting of the Oakville Public Library Board, dated March 23, 2017 and the confidential minutes of the closed meeting of the Oakville Public Library Board, dated March 23, 2017, be approved.**

CARRIED

**CONSENT ITEM(S)**

1. **Status of Outstanding Board Reports**
  - Report from CEO of the Oakville Public Library, April 20, 2017
  
2. **Monthly Health and Safety Report for March 2017**
  - Report from Manager of Human Resources, April 18, 2017
  
3. **2017 Board Key Agenda Items**
  - Report from CEO of the Oakville Public Library, April 14, 2017

Moved by Pankaj Sardana

Seconded by Steven Bright

**That the consent items be received.**

CARRIED

**DISCUSSION ITEM(S)**

**4. 2016 Oakville Public Library Financial Statements**

**- Report from Interim Director of Financial Operations and Deputy Treasurer and KPMG External Auditors**

Jonathan Van der Heiden, Interim Director of Financial Operations and Deputy Treasurer, reported on the draft financial statements of the Oakville Public Library for the year end December 31, 2016. Mr. Van der Heiden advised that the issue of reporting on the accounting treatment of the library's endowment funds as part of the audit findings report, which was presented to the board in April 2016 has been resolved. Mr. Van der Heiden further advised that a note has been included to the financial statements for the correction of an immaterial prior period error regarding endowment investments, which had been excluded from the previous year's financial statements (Note #2).

The board asked that staff make minor edits to the financial statements to include the comments provided by the members.

Moved by Councillor Grant

Seconded by Steven Bright

**1. That the draft financial statements of the Oakville Public Library for the year end December 31, 2016, be approved as amended to include the following revisions:**

**a) to delete the word "ratepayers" and replace with the word "taxpayers" in the third line of the Independent Auditors' Report; and**

**b) to correct the wording in the Notes to Financial Statements, as follows:**

**i. to delete the word "have" and replace with the word "had" in the first line to Note #3;**

**ii. to hyphenate the words "Library funded" in the third line to Note #5;**

**iii. to delete the word "is" and replace with the word "was" in the last sentence to Note #10; and**

**iv. to delete the word "is" and replace with the word "was" in the first sentence to Note #11.**

2. **That KPMG LLP, be authorized to prepare the final 2016 audited financial statements.**

CARRIED

5. **2016 Audit Findings Report**

- **Report from KPMG External Auditors, April 27, 2017**

Jonathan Van der Heiden, Interim Director of Financial Operations and Deputy Treasurer, introduced Lois Ouellette, Audit Partner, KPMG LLP.

Lois Ouellette presented the Oakville Public Library Board Audit Findings Report for the year ended December 31, 2016. Ms. Ouellette reported that the audit of the library's financial statements has been completed, with the exception of certain remaining procedures, which need to be finalized, such as the management representation letter, discussions with management regarding subsequent events, discussions with the Board of Directors, and board approval of the financial statements. Ms. Ouellette advised that there were not any control deficiencies identified that are determined to be significant deficiencies in internal controls over financial reporting. Ms. Ouellette further advised that there have been no significant changes to accounting policies and practices. The auditor confirmed the independence of the audit firm with respect to the Library (and its related entities). Ms. Ouellette advised that the changes to the new accounting standards that are coming will not have an impact in terms of financial reporting for the library.

The auditor responded to questions regarding reviewing the work of the actuary, advising that management and the actuary give an opinion, which is validated by the auditor. The auditor advised that the 3.5% discount rate is appropriate, and that in the public sector municipalities should be using their borrowing or debt rate, which is different from the private sector rate.

Moved by Pankaj Sardana

Seconded by Councillor Grant

**That the Audit Findings Report for the year ended December 31, 2016, from KPMG, dated April 27, 2017, be received.**

CARRIED

6. **Financial Reports – March 31, 2017**

- **Report from CEO of the Oakville Public Library, March 31, 2017**

Lynn Horlor, CEO, reported on the financial progress report (variance reports) for the library as provided in the PowerPoint presentation and agenda materials. The CEO highlighted the key areas for monitoring in 2017. The CEO advised that the financial summaries for the development fund and Halton Information

Providers (HIP), which are included in the financial report will be discussed later in tonight's agenda. The CEO indicated that the new quarterly financial report is more comprehensive. Staff are continuing to monitor capital projects on an ongoing basis and some projects have been closed out.

Brief discussion ensued regarding fine revenue, revenue sources, and risk mitigation. It was indicated that there may be an opportunity for revenue with respect to the increased rental of library spaces.

Tara Wong, Director of Collections and Technologies, responded to questions regarding monitoring fine revenue, which is the second highest revenue line item in the financial report, advising that staff are reviewing options, such as using a date stamp, communication to the public and customer service impact. Ms. Wong advised that the daily fine rates for the Oakville Public Library are high in comparison to other libraries.

The CEO responded to questions regarding the decrease in fine revenue, advising that staff are monitoring all revenues, and will report back as part of the 2018 budget.

Moved by Steven Bright

Seconded by Pankaj Sardana

**That the March 31, 2017 financial reports, be received.**

CARRIED

**7. Oakville Library Strategic Plan (2016-2019)**

- **Report from CEO of the Oakville Public Library and Marketing and Communications Officer**  
*(Item deferred from March 23, 2017 meeting.)*

Lynn Horlor, CEO, reported on the strategic plan for 2016-2019 as provided in the PowerPoint presentation. The CEO advised that staff have reworked the public document and simplified the objectives based on the comments received from the board at the March 23, 2017 meeting. The CEO asked for board approval of the strategic plan objectives, communications plan, and public document. The CEO advised that action plans are needed to accomplish the objectives with clear timelines and responsibilities to be established, and that the action plans must be measureable to ensure success in achieving objectives. The CEO further advised that the action plans for each objective are almost complete, and will go forward for final review and staff input. The action plans will link to employee goals and performance, and will serve as tracking device for future monthly updates on progress to the board. Staff will report back to the board with respect to the action plans along with the funding requirements from the Iroquois Ridge (IR) library branch closure at the May 25, 2017 meeting. The CEO highlighted the communications plan for the library's strategic plan.

Brief discussion ensued regarding the strategic plan and communications plan.

The board provided the following revisions to the strategic plan:

- review the wording and style to ensure consistency in the document, such as the references made to the Oakville Public Library, and Board Chair;
- check the use of grammar, including changing the words “compliment” to “complement” and “complimentary” to “complementary” in Goal 2 on page 11; and
- review the “Acknowledgements” section to ensure that the listings are complete.

The CEO responded to a question regarding the recognition of others and contributors listed in the strategic plan, advising that people who were interviewed and attended the strategic plan workshop have been listed in the Acknowledgements section.

Sabrina Silveira, Marketing and Communications Officer, responded to a question regarding the press release for the strategic plan, and advised that there will be one press release as part of the communications plan.

Florence De Dominicis, Director of Community Engagement, responded to a question regarding the print copy of the strategic plan, advising that 200 hard copies was estimated to be printed for the library branches and external distribution.

The Chair asked that staff consider making a YouTube video to release the strategic plan, and that the strategic plan be provided in electronic format, as well as hard copy, and the CEO advised that staff will follow up on the possibility of this.

Tara Wong, Director of Collections and Technologies, responded to a question regarding combining the strategic plan with the annual report to the community, advising that the documents are separate, and do not usually come out at the same time of the year.

The Chair asked that the members provide their changes to staff within 48 hours, and that staff make final changes to the strategic based on the direction provided at this board meeting.

Moved by Pankaj Sardana

Seconded by Steven Bright

**That the Oakville Public Library Strategic Plan objectives, communications plan, and public document, be approved, subject to final changes being made by staff based on the direction provided at this board meeting.**

CARRIED

8. **Development Update**

- **Report from CEO of the Oakville Public Library, April 20, 2017**
- **Report from Director of Community Engagement and Development Officer**

Florence De Dominicis, Director of Community Engagement, provided introductory remarks, advising that staff are taking a different approach to the fundraising and development campaign for the library than in the past. Ms. De Dominicis advised that the focus is on developing relationships and reaching out to new donors, focusing on stewardship and nurturing relationships with past donors. She also advised that the approach is about engaging a community which is to be involved, valuing and supporting their library.

Virginia Kuypers, Development Officer, reported on her progress made with the fundraising and development campaign for the library as provided in the PowerPoint presentation. Ms. Kuypers advised that goal 5 of the strategic plan focuses on maximizing resources and mutually beneficial partnerships, reviewing the objectives of the strategic goal. Ms. Kuypers advised of where OPL funds come from, need for fundraising, amount to be raised, and fundraising goals. She indicated that successful fundraising involves raising awareness, funds, and spirits for the library.

Virginia Kuypers responded to a question advising that the New York Public Library and Toronto Public Library in the area have done a really good job with fundraising.

Lynn Horlor, CEO, reported on the review of marketing and development related policies, which were approved by the board in November 2013, to ensure that the library has the authority to conduct various development efforts. The CEO advised that for the most part no changes are needed to the policies with the exception of including naming rights for potential Iroquois Ridge (IR) creation zone donations as the town owns all library facilities. Staff have recommended that the town's Naming Rights Procedure be incorporated within the library's Donations, Sponsorship, Naming Rights and Third Party Fundraising Policies.

Discussion ensued regarding incorporating the town's Naming Rights Procedure noting that the town owns the library buildings and the board operates the facilities, and that naming rights may be something very lucrative in the future for the library. The board identified the need to maintain flexibility and autonomy in the naming of library buildings on a case by case basis now and in the future.

Staff responded to questions regarding a menu of options for donors to support, basket of goods, and what the numbers are based on for fundraising. Virginia

Kuypers advised that staff are working on a basket of goods, which will be brought to the board at the May 25, 2017 meeting. The CEO advised that there are sponsorship opportunities for the library.

The Chair asked that staff look into creating a foundation as the previous Fundraising and Advocacy Task Force no longer exists under the Board's Procedural By-law. It was suggested that perhaps the Friends of the Library could become the foundation. It was also noted that some libraries are getting away from foundations. The Chair advised that is a new era with fundraising opportunities while maintaining tradition for the library. The Chair indicated that the board is building a skills based board, and that there is a commitment required by the members to the board (new members are to be recruited), which is separate from fundraising.

The Chair asked that the members provide their changes to staff regarding the proposed Naming Rights Policy within 48 hours, and that staff proceed with a policy based on the town's model (procedure), and make further changes to incorporate the policy into the Donations, Sponsorship, Naming Rights and Third Party Fundraising Policies based on the direction provided at this board meeting and approval of the policy at a future board meeting. There were no further changes to the other policies.

Moved by Steven Bright

Seconded by Councillor Grant

1. **That the development update, and 2017 goals for development and approach, be received;**
2. **That the Marketing and Development related Board policies, including Contests and Lotteries; Planned Giving Program; and Endowment Fund, be approved as amended; and**
3. **That the Marketing and Development related Board policies for Donations, Sponsorship, Naming Rights and Third Party Fundraising, be approved as amended in principle, subject to further changes being made by staff to incorporate the Naming Rights Policy based on the direction provided at this board meeting, and board approval of the policy at a future meeting.**

CARRIED

9. **Halton Information Providers (HIP) Update**  
- **Report from Manager of Community Information**

Marcus Logan, Manager of Community Information, provided an update regarding Halton Information Providers (HIP), the coalition of Community Information Centres (CICs) in Halton Region, connecting people with services by providing a community services database. Mr. Logan reported on the new

letter of agreement (memorandum of understanding) with the community partnership (participant library systems) based on the recommendations of the HIP consultant and review by the town solicitor. Staff will develop a yearly review and evaluation process, including value to the citizens with respect to the letter of agreement. Mr. Logan further reported on the financial model that equitably compensates each participant library system in terms of the number of records that are owned and updated by the local participant in the year. Mr. Logan advised of the next steps in the service model review, indicating that collectively the marketing of the database will be taken on with the use of internal resources to develop a marketing strategy. He further advised that staff are looking at the database as a tool, meeting with a software developer, making the database more relevant and timely, updating the front page, and researching an information technology (IT) platform strategy to mitigate risk.

Brief discussion ensued regarding the community services database. It was indicated that information is readily available within the community, and the need to eliminate any duplication in community services.

Marcus Logan responded to questions regarding operating the coalition with Information Oakville as the lead HIP partner, maintaining the community services database, the types of records by providers (e.g., Community Care Access Centre (CCAC) and Local Health Integration Network (LHIN) data contracts), and retaining health records. Mr. Logan advised that "in-kind" work for dollar contributions of the partners is calculated based on a formula that was determined by the HIP consultant. He responded to a further question regarding a mobile application for HIP.

The CEO responded to a question advising that HIP revenue will be incorporated in the 2018 budget.

Moved by Councillor Grant

Seconded by Steven Bright

**That the Halton Information Providers (HIP) Update, from the Manager of Community Information, be received.**

CARRIED

**10. CEO Update**  
**- Report from CEO of the Oakville Public Library**

Lynn Horlor, CEO, provided an update on library matters and what's happening at the library with respect to the vacancy management update, status of various projects, programs and events, and downtown as provided in the PowerPoint presentation. The CEO advised that staff training in the area of non-violent crisis will be provided with programs to meet staff needs, which will be customized by the consultant and includes developing a survey to gather staff input on various difficult interactions, and observing within the library setting. The CEO further advised that library staff may coordinate with the Recreation

and Culture department as they are experiencing similar issues in dealing with difficult public behaviours in the community centres.

The CEO responded to a question, advising of incidents with the public in the library.

The CEO provided an update on the Parks, Recreation, and Library Facilities Master Plan, advising that a report regarding the five year review of the master plan is to go forward to Council at the May 2, 2017 meeting, which includes the motion from the March 23, 2017 board meeting regarding library facilities and services for the master plan. The CEO advised that library staff are meeting with the Parks and Recreation department regarding service needs in North Oakville for the youth, with a joint team to find a service solution. The CEO will follow up with the Chair on this matter.

The CEO reported on the *2016 Report to the Community*, which is a summary of library activities, statistics, and donor recognition. The CEO highlighted the communications plan for the library's strategic plan. The CEO asked that the board endorse the draft report, which was provided for discussion to make it public.

The Chair asked that the members provide their comments regarding the draft *2016 Report to the Community*, to staff within 48 hours, and that staff make minor changes to finalize the report.

The CEO reported on the service level agreements with the library, advising that the agreements with town departments (Information Systems, Facilities and Construction Management, and Financial Services) are expected to come forward at the June 22, 2017 board meeting. The CEO advised that library policies and procedures will be prioritized for management review, and will go forward every quarter for board approval. Staff will provide information regarding data usage and statistics at the May 25, 2017 board meeting.

The CEO provided an update on the Radio Frequency Identification (RFID) technology staffing model, advising that schedules will change based on evidence of foot traffic and customer need.

The CEO provided an update on the repairs to the entrance at White Oaks library branch, advising that the new doors will be installed the first week of May 2017, and that the common area is working well.

The CEO provided an update on the Iroquois Ridge (IR) creation zone, advising that a fundraising basket is available for the spring campaign, and that staff are planning an opening event.

The CEO advised that a book event is being planned as part of Hometown Hockey hosting an Oakville based even in late 2017, and that a report will go forward to Council at the May 29, 2017 meeting for consideration.

The CEO responded to a question, advising that she will have Rebecca Cotter, Event Program Supervisor, Recreation and Culture, contact Steven Bright, as he has offered his assistance with the proposed Hometown Hockey event.

The CEO reported on Lakeshore Road bridge reconstruction, advising that a mitigation strategy has been developed for store fronts.

The CEO advised of a funding request for a feasibility study for Central library branch to determine what facility costs would be required to update the library to meet service and structural needs, to take place in late 2017 to early 2018.

Florence De Dominicis, Director of Community Engagement, advised of a new initiative with Best Buy bringing in technology to the library. The library will be hosting sessions on different topics, such as robotics and drones.

Moved by Pankaj Sardana

Seconded by Steven Bright

1. **That the CEO Update, from the CEO of the Oakville Public Library, be received; and**
2. **That the *draft 2016 Report to the Community*, be approved subject to staff making minor changes to the report.**

CARRIED

11. **Monthly Technology Update**

- **Report from Director of Collections and Technologies**

Tara Wong, Director of Collections and Technologies, reported on the monthly technology update for the library as provided in the PowerPoint presentation. Ms. Wong advised that the report covers technology to March 2017, and will be updated for the next board meeting. Ms. Wong provided examples of where the library is looking to expand metrics that are more evidence-based, which can be used for operational decision making. Staff will continue to build on expanding metrics, and report back to the board as build on dashboards.

Tara Wong advised that the majority of the Radio Frequency Identification (RFID) technology is in place, and that the sorters (automated materials handling) and check in stations are to be installed. The first sorter and check in station will be installed at Iroquois Ridge library branch, which is a priority, and following tentatively are Woodside, Glen Abbey, and Central branches, and a check in station for White Oaks library branch.

Tara Wong advised that staff are working with the Information Systems department to determine the technology and identify core needs, level of laptops, and type of software for the Iroquois Ridge (IR) digital creation zone. Staff are talking to software companies as to whether the library would qualify

for educational licensing as this makes a significant difference in the cost, and to ensure that the laptops can support the software that is being looked at.

The Chair asked that staff check out the resources and pricing for TechSoup Canada, a bulk licensing site providing donated and discounted software and technology for qualified nonprofits, charities, and libraries.

Tara Wong advised that staff are looking at statistics for the library in a new way using statistical dashboards. She advised that technology and statistics are being used to assist managers and supervisors with schedules which are evidence-based. Staff will bring forward a different type of quarterly report than has been provided in the past with more visual for feedback at the May 25, 2017 board meeting, expanding what the software is capable of, and getting a sense of what the data can be used for in terms of decision making strategically and operationally.

Discussion ensued regarding using checkout kiosks. It was indicated that it would be useful to have a table in the checkout area for borrowers to place their books on that have been checked out, and a garbage bin for receipts. Discussion further ensued regarding the use of statistical dashboards, and scheduling staff at the library branches.

Tara Wong responded to a question regarding the design and user assessment of checkout kiosks in terms of how borrowers are using kiosks for more efficiency. Staff are having open communications with the library branches in terms of what people are struggling with and barriers with the checkout kiosks (i.e., scanning multiple books at the same time, speed, and keeping the flow moving to avoid a lineup). Staff are monitoring network speed and its impact on the checkout kiosks. Once the sorters have been installed things will settle down and the bugs will be worked out, and there will be a push to get the numbers up for the end of the year in keeping with the new staffing model which has been implemented. The new security gates track foot traffic by library branch, and the data will be useful to the management team in determining what shifts are needed. The data for the White Oaks library branch will be available once the new front door has been installed. The data will enable comparisons of library branches, and will assist managers and supervisors in understanding what the foot traffic is. Staff will look at the patterns and foot traffic after compiling data for one year, to enable decision making, such as the hours that library branches are opened and closed on weekends.

Tara Wong responded to a further question regarding scheduling, advising that the staff are also taking into account circulation, programming, wireless usage, data on the number and length of phone calls for busy times (and the types of questions, such as reference and circulation), as well as foot traffic. Ms. Wong advised that she is taking data to managers, and then supervisors and staff to make them aware of how the data is being used, and for comment and feedback. Staff are reviewing service activity, and continuing to develop statistical dashboard tools to enable managers to make evidenced-based

decisions. The notion of how to create a culture of one library and one collection was raised.

Tara Wong advised that all postal codes were cleaned up for existing library cardholders when the library moved to the new integrated library system. Staff will follow up with GIS regarding postal codes in the heatmap showing density of current OPL cardholders, size of postal code areas in terms of any differences in cardholders, apartment buildings, and postal codes where there are no cardholders doing a targeted approach, if needed. Staff are tweaking postal codes and GIS as this was the first map done, and moving forward GIS will provide great information regarding cardholders. Staff will report back to the board with respect to the numbers of new cardholders in the last six months and trends with a comparison, including the cardholders in the area around Queen Elizabeth Park Community and Cultural Centre (QEPCCC) since the holds lockers were installed at the community centre.

The Chair asked that staff check the postal codes in the heatmap showing density of current OPL cardholders in terms of the number and percentage of cardholders in South Oakville.

Discussion ensued regarding products and third party library services, such as Hoopla, OverDrive, and Lynda.com an e-learning platform. Further discussion ensued regarding the use of mobile and one-time password (OTP) devices for libraries.

Tara Wong responded to questions regarding usage, growth, promoting, programming, and budgeting for third party library services (Hoopla, OverDrive, and Lynda.com). Staff are looking at how to expand third party services within budget as each item has a price point, to ensure that a new borrower has access to the service and will come back. Staff are also looking at opportunities in new technology for lending items and subscriptions. Staff are building programming around Lynda.com, and as the Iroquois Ridge (IR) digital creation zone expands it will be a major focus for the library.

Tara Wong responded to further questions, advising that staff will follow up with Hoopla regarding the use of their mobile devices, and the possibility of developing OTP devices, which are being used by other providers, such as Apple.

Moved by Councillor Grant

Seconded by Pankaj Sardana

**That the Monthly Technology Update, from the Director of Collections and Technologies, be received.**

CARRIED

**NEW BUSINESS**

There was no new business.

**DATE AND TIME OF NEXT MEETING**

Thursday, May 25, 2017  
Oakville Municipal Building  
Trafalgar Room - 7:00 p.m.

**ADJOURNMENT**

Moved by Pankaj Sardana

Seconded by Councillor Grant

**That this meeting be adjourned.**

CARRIED

The meeting adjourned at 9:42 p.m.