

# **INFORMATION ITEMS**

---

**Week Ending February 17, 2017**

## **REPORTS**

1. 2016 Delegation of Authority Report (IDE)
2. 2016 Delegation of Authority Report (LRRS)
3. Guelph Public Library Audit Report
4. New All-way Stop Control Installation – Watson Parkway North at Speedvale Avenue East

## **INTERGOVERNMENTAL CONSULTATIONS**

1. Proposed Transitional Operating Agreement between the Minister of the Environment and Climate Change and the Resource Productivity and Recovery Authority under the Resource Recovery and Circular Economy Act (RRCEA), 2016
2. Proposed New Water Bottling Charge

## **CORRESPONDENCE**

1. Municipality of Port Hope re: Fire Protection and Prevention Act, 1997
2. Municipality of Thames Centre re: Fire Protection and Prevention Act, 1997
3. Township of Muskoka Lakes re: Fire Protection and Prevention Act, 1997
4. City of Hamilton re: Request for Legislation to Establish Updated Guidelines for Ward Boundary Reviews and to Create an Independent Body to Conduct those Reviews

## **BOARDS & COMMITTEES**

1. None

## **ITEMS AVAILABLE IN THE CLERK'S OFFICE**

1. Application for Liquor license:  
- The Works Gourmet Bistro, 97 Wyndham Street North

# Information Report



---

Service Area	Infrastructure, Development and Enterprise Services
Date	Friday, February 17, 2017
Subject	<b>2016 Delegation of Authority Report (IDE)</b>
Report Number	IDE 17-22

---

## Executive Summary

### Purpose of Report

To advise of staff action with respect to Council’s delegated authority in 2016 relating to those services under the jurisdiction of this standing committee.

### Key Findings

This report is an annual report back to Committee and Council on how authority, which has been delegated to staff, has been exercised.

### Financial Implications

As this is an annual reporting mechanism, there are no financial implications.

## Report

The *Municipal Act* provides Council with the authority to delegate its powers to a person or body subject to some noted restrictions. Over the years, Council has delegated their authority on various matters either by way of a resolution of Council or through a specific by-law. By-law (2013)-19529 regarding “Delegated authority with respect to a variety of routine administrative functions which are considered to be minor in nature” is the principal reference related to Council’s existing delegations of authority under the purview of the Infrastructure, Development and Enterprise Committee.

The delegation of authority from Council contributes to the efficient management of the City while still adhering to the principles of accountability and transparency. The following is a summary of the actions taken in 2016 with respect to authority delegated by Council.

**By-law (2013)-19529**

<b>Schedule "A" Grant Agreements</b>	<b>Item</b>	<b>Purpose</b>
<p><u>Delegate:</u> Deputy CAO, Infrastructure, Development and Enterprise</p>	<p>Minister of the Environment - Grant Funding Agreement - Project ID GLGCF4-11</p> <p>2016 Great Lakes Guardian Community Fund</p>	<p>Funding for Riparian Enhancement Project along Speed River, Howitt Creek and Hadati Creek. \$20,840.00</p>
	<p>Ministry of Transportation - Grant Agreement – Connecting Links Program Contribution</p>	<p>To provide funding to help municipalities construct and repair roads and bridges.</p>
<p><b>Schedule "B" Software Licensing Agreements</b></p> <p><b>Delegate: Blair Labelle</b></p>	<p>Innovodel/Innovotrac Software Licencing</p>	<p>Software to support Radio Frequency Identification (RFID) and back office systems for waste collection vehicles</p>
<p><b>Schedule "C" Data Acquisition Agreements</b></p> <p><u>Delegate:</u> Deputy CAO, Infrastructure, Development and Enterprise</p>	<p>Radon Data Sharing Agreement</p>	<p>To share results of Radon testing between Wellington-Dufferin- Guelph Public Health and the City of Guelph</p>
<p><b>Schedule "E" Agreements Pursuant to an Approval Under the Planning Act</b></p> <p><u>Delegate:</u> General Manager, Planning, Urban Design and Building Services</p>	<p><b>Application Number</b></p>	<p><b>Property</b></p>
<p><b>Subdivisions</b></p>	<p>23T14502</p>	<p>Hart Village</p>
<p><b>Site Plans</b></p>	<p>SP15C040</p>	<p>164 Arkell Road</p>
	<p>SP15C028</p>	<p>1750 Gordon St</p>
	<p>SP15A025</p>	<p>11 Kay Crescent</p>
	<p>SP15A026</p>	<p>60 Arkell Rd</p>
	<p>SP15C039</p>	<p>151 Victoria Road N</p>
	<p>SP15D043</p>	<p>55 Devere Drive</p>
	<p>SP15C056</p>	<p>107 Arrow Road</p>
	<p>SP16A010</p>	<p>66 Eastview Road</p>
	<p>SP15C036</p>	<p>535 Hanlon Creek Boulevard</p>

	SP14C030	259 Grange Rd	
	SP15B060	400 Elizabeth Street	
	SP15C061	175 Stone Road W	
	SP15A009	11 Starwood Drive	
	SP15A008	11 Starwood Drive	
	SP15A010	11 Starwood Drive	
	SP15C042	943 Woodlawn Road W	
	SP15C058	175 Chancellors Way	
	SP16C009	160 Chancellors Way	
	SP13A041	1280 Gordon Street	
	SP16C026	1750 Gordon Street	
	SP16C003	410 Clair Road E	
	SP15C052	26 Powerhouse Lane Bldg 178	
	SP16A008	193 Poppy Drive E	
	SP15A004	255-283 Watson Parkway North	
	SP16C024	125 Chancellors Way	
	SP15C065	325 Gordon Street	
	SP15C003	595 Watson Pky N	
	SP14B049	33 Cooper Dr	
	SP16C035	190 Clair Road E	
	SP16B028	195 Hanlon Creek Boulevard	
	SP15E062	74 Suburban Avenue	
	SP16A013	225 Poppy Drive E	
	SP15A032	221 Stone Road E	
	SP16A042	128 Summit Ridge Drive	
	SP15C021	1515 Gordon Street	
	SP16A049	5 Frasson Drive	
	SP15A034	10 McCann Street	
	SP16C032	55 Dawson Road	
<b>Schedule "Q" Downtown Guelph Community Improvement Grants</b>  <u>Delegate:</u> Corporate Manager, Downtown Renewal	<b>Address</b>	<b>Amount</b>	<b>Type of Grant</b>
	42 Carden Street	\$110,000	Minor Activation Grant
	186 Norfolk Street	\$20,000	Minor Activation Grant
<b>Schedule "V" to negotiate the Price for sale of City owned land in Hanlon Creek Business park</b> <u>Delegate:</u> General Manager, Business Development and Enterprise	<b>Amount of Land (contracted but not closed)</b>	<b>Sale Price</b>	
	4.448 acres	\$1,232,096	
	<b>Amount of Land (contracted and closed)</b>	<b>Sale Price</b>	
	2.743 acres	\$773,918	

<b>Schedule "Z" To Enter Into Contracts and Agreements</b>  Delegate: Deputy CAO, Infrastructure, Development and Enterprise	<b>Purpose</b>
	<b>Business Development &amp; Enterprise</b>
	Funding Application - Ontario Ministry of Energy's Municipal Energy Plan (for CEI Update)
	<b>Environmental Services:</b>
	Alternate Locate Agreement between the City and Badger Daylighting Limited to reduce the number of locates requests received by the City.
	Construction Contract 16-093 with Xterra Construction Inc. for Arkell Pump Upgrades for Water Services.
	Construction Contract 16-079 with Drexler Construction Limited to construct DMA flow chambers for Water Services.
	Contract with Emerge Guelph Sustainability to perform environmental home audits on behalf Water Services.
	Contract with Emerge Guelph Sustainability to perform additional environmental home audits on behalf of Water Services.
	Exhibitor registration agreement with GHESI for Water Services to perform industrial water efficiency outreach.
	Construction Contract 16-155 with Xterra Construction Inc. to replace pump discharge headers for Water Services.
	Property access agreement with Homewood Health Centre for installation of sentry monitoring well for Water Services.
	Property access agreement with Parkview Church for installation of sentry monitoring well for Water Services.
	Property access agreement with GRCA for installation of sentry monitoring well for Water Services.
	Lease agreement for Bell Mobility to install communications equipment on the Clair Water Tower.
	Consulting agreement 16-099 with BMA Management Consulting Inc. to perform Water/Wastewater cost of service review.
	Agreement with Roberts Filter International for supply of treatment equipment for Water Services Burke well treatment upgrade.
	Overstrength Sewage Surcharge Agreement with Cargill Limited for Wastewater Services.
	Service agreement with 360 Advanced Security Corporation for installation of security cameras at the Wastewater Treatment Plant.
	Consulting agreement with Deloitte to assist with Solid Waste operating budget variance review.
	Solid Waste Emission Reduction purchase agreement with Bank of Montreal for the Landfill Gas Project.
	Solid Waste Emission Reduction purchase agreement with Bank of Montreal for the Landfill Gas Project.
	Product Care Association Municipal Industry Stewardship Plan Service Agreement (paint recycling and diversion)
Ontario Tire Stewardship Program (tire recycling and diversion)	

<b>Engineering &amp; Capital Infrastructure Services:</b>
Agreement with Dambro Enviro re; CCTV work.
Agreement with AECOM and Downey Road for reconstruction work.
Agreement with AECOM and IMICO to monitor groundwater at the IMICO site.
Agreement with Baiocco Const. for the reconstruction of Wilson Street.
Agreement with Reyner Electrical for goods and services.
Amending Agreement for Water & Wastewater Billing & Collection.
Agreement with Aquafor Beech re; Emma to Earl Pedestrian bridge EA.
Capital Project Purchase of Services Agreement re; Gravity Sewer Assessment with AECOM.
Capital Project Purchase of Services Agreement re; Bridge and Structure Inspection with Engineered Management Systems Inc.
Capital Project Purchase of Services Agreement re; Pavement Condition Assessment with 841 8748 Canada Inc.
Clair Maltby Data Agreement with MacAulay Shiomi Howson Ltd.
Consulting Service Agreement re; Snow Disposal Facility with GHD Ltd.
Consulting Services Vertical Delineation re; Extent of Groundwater Impacts at the Former IMICO Site.
Data Sharing Agreement with Guelph Eramosa Township.
Data Sharing Agreement with Ryerson University.
Data Use Licence Agreement with GM BluePlan Engineering Ltd.
Development Agreement with St. Mary's Cement re; Downey Road.
Environmental Reports re; York Environmental Design Study.
Agreement with Fer-Pal Construction re; relining of the watermain on Surrey Street.
Data Share Agreement with Union Gas.
Howitt Street Reconstruction.
Service Agreement re; Sanitary Flow Monitoring.
Agreement with Cox Construction re; reconstruction of Downey Road.
Simcoe Street Tender Documents.
Engineering Contract for the reconstruction of Wilson Street.
<b>Facilities Management:</b>
Refund from Guelph Hydro related to an energy efficiency feasibility study carried out at the Wastewater Treatment Plant
CCDC2-2008 Contract between the City of Guelph and Jasper Construction for the expansion and renovations at GPS HQ
Assignment of Mettko Inc Contract from GPS to City of Guelph

CCDC2-2008 Contract between the City of Guelph and Melloul Blamey Construction for the expansion and renovation of the Victoria Road Recreation Centre at 151 Victoria Road North
CCDC2-2008 contract between the City of Guelph and Collaborative Structures Limited for the renovations to the former Via Rail Station at 79 Carden Street
Service agreement with Guelph Hydro for upgrade to 151 Victoria Road North
Monitoring well installation record at 10 Wilson Street to be registered on the MOE Cluster Well Record as per O.Reg.903
Amending agreement between the City of Guelph and Greyhound Canada Transportation ULC related to their occupancy at 79 Carden Street
Supply and install contract for electrical safety and security equipment between the City of Guelph and Johnson Controls Canada LP related to the GPS HQ expansion and renovation project
CCDC2-2008 contract between the City of Guelph and BML Roofing Systems of Brantford for replacement of roofing systems on various city owned facilities
Supply and install contract between the City of Guelph and @Work Office Interiors for the supply and install of furniture at GPS HQ
Consultant services agreement between the City of Guelph and Randy Wilson Architect Incorporated for an audit of various City facilities against our FADM
<b>Planning, Urban Design &amp; Building Services:</b>
Consulting Services Agreement with Beacon Environmental Ltd. for Environmental Planning Development Review.
Consulting Services Agreement with Macaulay Shiomi Howson Ltd. to undertake the Clair-Maltby Environmental Servicing Plan (MESP) and Secondary Plan Study.
Consulting Services Agreement with Stantec Consulting Ltd. for the creation of Development Application Manuals.
Consulting Services Agreement with Giannone Petricone Associates Inc. for 45 Yarmouth and 63 Arthur Street Urban Design Review.
Consulting Services Agreement with Beyond the Post for Landscape Architectural Peer Review Services.
Consulting Services Agreement with Performance Concepts Consulting for Planning Fees Review.
Consulting Services Agreement with Dianne Glofcheskie for AMANDA New Folder Creation.
Consulting Services Agreement with Pelican Woodcliff Inc. for the Affordable Housing Strategy and the Affordable Housing Financial Incentives Program.
Consulting Services Agreement with RSM Building Consultants to perform building inspections for construction projects.
Built Form Standards Consulting Services Agreement with Brook McIlroy Inc. for Sites within the Gordon Street Intensification Corridor between Stone Road and Clairfields Drive; and, City wide Townhouse and Midrise Built Form Standards.

<b>Schedule "DD" Certain Types of Alterations to Properties Designated Under the Ontario Heritage Act</b>  Delegate: General Manager, Planning, Urban Design and Building Services	<b>Permit Number</b>	<b>Property Address</b>
<b>Individual Heritage Designation</b>	16-0009	6 Dublin Street South
	16-0011	15 Wyndham Street North
	16-0012	8 Glenhill Place
	16-0013	340 Woolwich Street
	16-0016	98 Water Street
	16-0017	83 Essex Street
	16-0019	11 Wyndham Street North
<b>Heritage Conservation District Designation</b>	16-0002	325 Gordon Street
	16-0003	338 Gordon Street
	16-0006	68 Mary Street
	16-0008	27 Mary Street
	16-0014	314 Gordon Street
	16-0016	98 Water Street

## Financial Implications

As this is an annual reporting mechanism, there are no financial implications.

## Consultations

Service Area staff taking action with respect to delegated authority in 2016 were canvassed in the preparation of the report.

## Corporate Administrative Plan

### Overarching Goals

Service Excellence

### Service Area Operational Work Plans

Our Services - Municipal services that make lives better

## Attachments

N/A



## **Departmental Approval**

Peter Cartwright, General Manager, Business Development and Enterprise;  
Kealy Dedman, General Manager/City Engineer;  
Peter Busatto, General Manager, Environmental Services;  
Todd Salter, General Manager, Planning, Urban Design and Building Services;  
Mario Petricevic, General Manager, Facilities Management

## **Report Authors**

As above.

A handwritten signature in blue ink, appearing to read 'Scott Stewart', is written over a horizontal line.

## **Recommended By**

Scott Stewart, C.E.T.  
Deputy CAO  
Infrastructure, Development and Enterprise  
519-822-1260, ext. 3445  
scott.stewart@guelph.ca

# Information Report



Service Area      Office of the Chief Administrative Officer

Date                Friday, February 17, 2017

Subject             **2016 Delegation of Authority Report**

Report Number    CAO-LR-1704

## Executive Summary

### Purpose of Report

To advise of staff action with respect to Council’s delegated authority in 2016 relating to those services provided by Legal, Realty and Risk Management Services.

### Key Findings

This report is an annual report back to Committee and Council on how authority, which has been delegated to staff, has been exercised.

### Financial Implications

As this is an annual reporting mechanism, there are no financial implications.

## Report

The delegation of authority from Council contributes to the efficient management of the City while still adhering to the principles of accountability and transparency. The following is a summary of the actions taken in 2016 with respect to authority delegated by Council to Legal, Realty and Risk Management staff.

By-law (2013)-19529	
<b>Schedule "AA"</b> <b>Section 3 – General Delegation</b>	<b>Description</b>
Delegate: City Solicitor	Legal Services reports semi-annually in its Litigation Status Report, all actions taken with respect to commencing or defending any action/motion or other legal/administrative proceedings.
<b>Schedule "AA"</b> <b>Section 7 - Realty Services</b>	<b>Description</b>
	Transfer - Upper Grand District School Board
	Release of Development Agreement – 30 Caledonia
	Amending License Agreement – Harriston EMS

<u>Delegate:</u> City Solicitor, or staff appointed by the City Solicitor from time to time to act in their stead	Agreement of Purchase and Sale – Guelph Watson 5-3 Inc.
	License Agreement – parking at 65 Delhi Street
	Transfer – road widening Raglan Street
	Encroachment Agreement – 595 Eramosa Road
	Encroachment Agreement – 24 Raglan Road
	Release of Development Agreement – 1274 & 1280 Gordon Street
	Encroachment Agreement – 166 London Road
	Transfer – road widening Victoria Road
	Partial Release – 465 Clair Road West
	Sewer Agreement – 351 Eramosa Road
	Extension Agreement (option to repurchase) – 200 Hanlon Creek Blvd.
	License Agreement – 374 MacAlister Blvd.
	Quit Claim Deeds – Parts 1, 2 & 3, Reference Plan 61R-20547
	Encroachment Agreement – 535 Hanlon Creek Blvd.
	Encroachment Agreement – College Avenue
	Agreement of Purchase and Sale – 115 Fleming Holdings Inc.
	Agreement of Purchase and Sale – Part of Brant Ave. school property
	Encroachment Agreement – 648 York Road
	Encroachment Agreement – 38 Edinburgh Road South
	Application (General) Release – 1533 Gordon Street
	Transfer – Part 397 Woodlawn Road West
	Encroachment Agreement – 48-52 MacDonell
	Encroachment Agreement – 42 Wyndham Street North
	Release of Encroachment Agreement - 42 Wyndham Street North
	Agreement of Purchase and Sale – Part 389 Woodlawn Road West
	Encroachment Agreement – 9 Wyndham Street North
	Encroachment Agreement – 97 Wyndham Street North
	Transfer Easement and Agreement of Purchase and Sale – 201 Woodlawn
	Application (General) Release – 9 Wyndham Street North
	License Agreement – 23 Fairview Blvd.
	Application (General) Release – 5 Arthur Street
	Transfer – road widening Maltby Road
	Transfer of Easement – 72 Arthur Street North
	Encroachment Agreement – 187-191 Paisley Street
Encroachment Agreement – 11 Kent Street	
Partial Compliance Subdivision Agreement – 2 Colonial	

	Discharge of an Interest – 425 Hanlon Creek Blvd.
	Encroachment Agreement – 160 MacDonell Street
	Application (General) Release Encroachment – 160 MacDonell Street
	Application (General) Release Easement – 61M-212
	Application (General) Release Encroachment – 47-51 MacDonell Street
	Application (General) Release Encroachment – 17 MacDonell Street
	Encroachment Agreement – 17 MacDonell
	Transfer – Blocks 50-54, Plan 61M212
	Encroachment Agreement – 42 Carden Street
	Transfer WC487120 – Arkell Road
	Transfer Release & Abandonment WC487122 – Arkell Road
	Transfer Easement WC487123 – Arkell Road
	Application (General) Release Site Plan Agreements – 139 Morris Street
	Application (General) Partial Release Site Plan Agreement – 221 Stone Road
	Transfer WC488022 – Sale of part of Woodside Road
	Transfer WC488527 – Purchase of part of Emma Street
	Encroachment Agreement – 70 Durham
	Application (General) Release – 3 Forest & 87 Mary
	Encroachment Agreement – 15-19 Wyndham Street
<b>Schedule “AA” Section 8 – Risk Management</b>  Delegate: City Solicitor	<b>Claims Settlement under deductible in 2016</b> Settled 28 claims at a total cost of \$ consisting of: 4 Miscellaneous 15 Property 3 Pothole 4 Loss of Balance 2 Auto

## Corporate Administrative Plan

### Overarching Goals

Service Excellence

### Service Area Operational Work Plans

Our Services - Municipal services that make lives better

### Departmental Approval

N/A

**Report Author**

Sara Temple



---

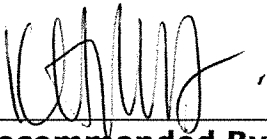
**Recommended By**

Bruce Banting

Co-Acting City Solicitor

X 2482

[bruce.banting@guelph.ca](mailto:bruce.banting@guelph.ca)



---

**Recommended By**

Katherine Hughes

Co-Acting City Solicitor

X 2751

[katherine.hughes@guelph.ca](mailto:katherine.hughes@guelph.ca)

# Information Report



---

Service Area      Office of the Chief Administrative Officer

Date                Friday, February 17, 2017

Subject            **Guelph Public Library Audit Report**

Report Number    CAO-A-1702

---

## **Executive Summary**

### **Purpose of Report**

To provide results of the Guelph Public Library audit performed in 2016.

### **Key Findings**

The findings, recommendations and Guelph Public Library management responses are included in this report (attachment 1).

### **Financial Implications**

N/A

## **Report**

As outlined in the report the overall objective of this review was to assess the efficiency and effectiveness of operations in place at the Guelph Public Library to deliver services, the adequacy of governance and the reasonableness of cost of service delivery.

According to the Guelph Library CEO the report was received and accepted by the Library Board Tuesday October 19, 2016.

## **Financial Implications**

N/A

## Consultations

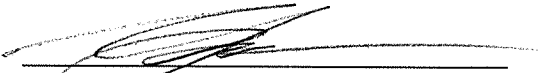
The previous City of Guelph Internal Auditor worked directly with Guelph library staff in conducting the audit.

## Attachments

ATT-1 Attachment 1 - Guelph Public Library Audit Report  
ATT-2 Attachment 2 - Management Response

## Approval

Guelph Library Board received and accepted the report on October 19, 2016.



---

**Submitted By**

Catherine Spence

Internal Auditor

(519) 822-1260 x3373

catherine.spence@guelph.ca



# **INTERNAL AUDIT REPORT**

# **GUELPH PUBLIC LIBRARY**

**August 19, 2016**



## Table of Contents

SUMMARY .....	4
INTRODUCTION .....	10
BACKGROUND .....	10
OVERVIEW/HISTORY .....	11
AUDIT OBJECTIVES, SCOPE AND METHODOLOGY .....	12
RESEARCH UNDERTAKEN .....	14
GPL performance against Current trends in the world of libraries .....	14
The BMA Municipal Study (the “Study”) 2015.....	15
Ministry Published Statistics .....	17
Operating Expenditure.....	18
Staffing .....	18
Facilities Cost .....	19
Internet, Phone/Fax Charges .....	21
Computer Equipment/Services .....	21
Other municipal libraries surveyed.....	21
DETAILED AUDIT OBSERVATIONS .....	22
Board Governance .....	22
City Treasurer vs. recruiting a Board Member with financial acumen .....	22
Annual Financial Statement Audits.....	22
Financial Reporting to the Board .....	23
Communication between GPL and City Council .....	24
Communication and Working Relationship between GPL and City Staff .....	24
Electronic Mail Communication.....	24
Library Working Group.....	25
Joint Job Evaluation Committee .....	25
Procurement and Purchasing Services offered to GPL by the City .....	26
Opportunities for Efficiencies - Human Resources functions .....	26
Opportunities for sharing information - Information Technology.....	28
Technology Advancement at GPL .....	28
Initiatives to advance Technology Use .....	28
Information Technology Department at GPL.....	29
Centralized control over electronic equipment.....	29

A formalized process for software additions .....	30
The Budget .....	30
Optimizing the Use of the Virtual Desktop Infrastructure (VDI) Solution .....	31
Financial Training Enhancement.....	32
Standard Operating Procedures .....	32
Processing Purchases and Payables at GPL.....	33
Discrepancies in System Authorization.....	33
Safety of Assets.....	34
Revenue – Fines and Other Revenue.....	35
Accounts Used for Financial Reporting.....	37
Seeking Public Opinion on Services Offered .....	37
APPENDICES .....	38

## SUMMARY

The overall objective of this review was to assess the efficiency and effectiveness of operations in place at the Guelph Public Library (GPL) to deliver services, the adequacy of board governance and the reasonableness of the cost of service delivery.

The operations appear to be well managed at all library branches with effective processes in place to meet the needs of library patrons and to ensure that GPL is accountable for the tax payer monies extended to them by the City of Guelph.

There are 35 recommendations in total in this report. Recommendations are made to strengthen the relationship between the City and GPL, and to increase opportunities to make known notable achievements of GPL to City Council. Further recommendations are made to improve governance processes as well as to ensure GPL operational controls are strengthened.

Of particular interest to the reader maybe how closely the trends in key expenditure categories at GPL as well as other GPL activities track against the experience of other Ontario Libraries over the recent years as depicted in Appendix A to this report. The Ontario Library data was obtained from research conducted by the Federation of Ontario Public Libraries.

GPL has 6 library locations (including the Main Library) located in each Ward within the City of Guelph. Comparator libraries we surveyed have 3 or 4 locations to serve the public. However, the Cambridge Public Library serving a similar population base is in the process of constructing a new library and Waterloo plans to add a new library in 2020.

Internal Audit used the comparator library statistics as published by the Ministry of Culture, Tourism and Sport to compare GPL performance to that of Cambridge, Waterloo and St. Catharines. The statistics are self-reported by municipalities and the Ministry does not conduct an audit of these statistics. Internal Audit noted several anomalies in reported statistics and conclude that there is a high likelihood of inconsistencies in reporting. As such, the reader is cautioned in making conclusions based on the comparative statistics depicted in the Exhibits in this report.

GPL's operating expenditures (Exhibit 4 on page 18) as well as staffing costs (Exhibits 5a and 5b on pages 18) when analyzed on a per branch basis appears to be reasonable and in line with comparator libraries. The benefits GPL employees receive are higher when compared to at least 2 of the 3 other libraries surveyed (Exhibit 5c on page 19).

The one area where GPL's costs are not in line with other comparator libraries is in the cost attributed to facilities (Exhibit 6a and 6b on page 19 and 20). The Main Library is owned by the GPL Board and there is a common charge based on square footage occupied levied by the Parks and Recreation Department for a library location within the West End Recreation Centre (WERC). GPL contributed towards the building of the WERC and in substance "owns" the area

within WERC where the library is located. All other library branches are located within privately owned property which add to the facilities cost. Most of the library branches for the comparator municipalities are located within City buildings and nominal rent is paid.

The Study done by BMA consultants comparing per capita expenditures of libraries with a population threshold over 100,000, has been appended (Appendix B) to this report. Based on preliminary work undertaken on the validity of reported data, Internal Audit does not recommend making direct comparisons in performance between various municipal libraries.

Appendix C to this report includes commentary on the three comparator libraries we selected to benchmark GPL operations against as part of this audit.

## **RECOMMENDATIONS**

- 1. In order to obtain savings to facilities cost, it is recommended that, the CEO and the Board of GPL be proactive in their attempt to get library branches in Guelph re-located at City owned property whenever the opportunity arises.**
- 2. To ensure adequate financial expertise on the Board, it is recommended that the GPL Board actively solicit an individual with financial expertise to join the Board; once an individual with financial expertise is on the Board, the City Treasurer attendance at meetings be discontinued; in the meantime, the City Treasurer should continue to attend the GPL Board meetings on a regular basis at meetings where financial matters are on the agenda.**
- 3. In order to provide independent assurance to the Board that GPL finances are being managed adequately, it is recommended that the Board consider retaining the services of a Certified Professional Accountant to conduct an annual audit of GPL. In this regard, there may be cost savings in having the City's external auditor issue a separate audit report on Schedule 5 to the Board.**
- 4. To ensure financial reports are understandable and conducive to decision making, it is recommended that GPL staff work with the Board to decide on a format for their financial reports to the Board; it is also recommended that they discuss whether quarterly instead of monthly financial reports in the new format will provide adequate assurance to the Board of the financial performance of GPL. The format should include brief written explanations for variances.**
- 5. To ensure Council is kept apprised of GPL activities, it is recommended that the CEO present the Annual Report of the Library to Council at large and also keep Council abreast of any notable events, awards and achievements of GPL as necessary throughout the year through short presentations to Council.**

6. In order to improve and encourage better communication between GPL and the City, it is recommended that the General Manager IT should add all GPL employees who have a GPL e-mail address to the City's Outlook database; in addition, it is recommended that the database be cleaned up so that there is only one address per employee.
7. In order to formalize the Library Working Group activities and ensure that issues of concern to both parties are brought forward and resolved with accountability assigned for timely resolution and action, it is recommended that the Deputy CAO Public Services ensure that regular meetings occur with GPL, with formal agenda setting and minutes.
8. To enable the HR Coordinator GPL to retain up to date information on all positions at GPL, it is recommended that the facilitator of the Joint Job Evaluation Committee copy the HR Coordinator on the letter and rating sheet for both CUPE and management positions at GPL when they are finalized.
9. In order to ensure that all staff using the City Procurement System continues to be up to date on changes in policies and procedures, it is recommended that the Manager of Procurement ensure that any training offered to City staff and any communication, deemed necessary, is extended to the Library staff on a timely basis.
10. In order to create efficiencies and address timing delays in processing HR documents for managing staffing issues, it is recommended that the City HR staff, GPL HR Coordinator and the Director of Operations at GPL form a short term working group to discuss various areas where responsibilities could be shifted to GPL and the process to be followed to do so. Any tools and checklists to conduct the tasks more effectively and efficiently should be shared.
11. In order to benefit from a good understand of the HR Specialist function at the City, and to get familiar with the way the City conducts their business, it is recommended that the CEO, at the Library, in consultation with the General Manager Human Resources, arrange a meeting between the HR Coordinator and one or more HR Specialists to facilitate an understanding of how responsibilities are carried out by City HR staff.
12. In order to maximize economy for the City and establish a good working relationship between the two entities, it is recommended that the City's General Manager IT or designate work with Manager IT at GPL to develop a formal procedure for the co-ordination of information technology activities between the City and GPL; Such procedures should include clearly defined steps to be taken to make GPL aware of all significant opportunities that are available to the City as outlined in this report.

- 13. In order to ensure that the Information Technology equipment currently available and any planned additions are of continuing value to the public, it is recommended that a study be conducted to inform GPL of public needs.**
- 14. To ensure that the equipment available to the public is kept current and is adequately maintained, it is recommended that the cost of maintenance and capital costs to upgrade computerized equipment as required be forecasted and built into the budget for the GPL IT department on an annual basis.**
- 15. In order to ensure central control of equipment, it is recommended that the GPL IT department retain a centralized listing of all electronic equipment purchased by GPL or granted by other organizations and maintained at branches.**
- 16. In order to ensure adequate security and confirm existence of equipment, an annual physical inventory of all IT assets should be conducted by the GPL IT department staff; following the inventory count, recommendations relating to adequacy of asset security, obsolescence or need for replacement should be made to the branches housing the equipment.**
- 17. In order to ensure proper processes and trail of authorized requests, it is recommended that adding software to computers be governed by a formalized request process made to the IT department by Library staff. Library staff need to be made aware of the risk of introducing virus to computers when adding freeware and this should be communicated to them by the IT staff whenever a new addition is requested.**
- 18. In order to ensure each area within GPL is responsible for their respective expenditures, there needs to be a budget line created for computer related expenses and for photcopy/printer related expenses. IT should only be responsible for costs that are within their immediate control and those supported by their mandate.**
- 19. To meet customer needs and maximize the benefits of the existing VDI solution, it is recommended that the CD-Rom capability of the 4 physical computers be discontinued and the VDI solution installed in the computers.**
- 20. To ascertain customer need for use of CD-Rom/DVD capabilities on computers and meet this level of need, it is recommended that GPL track related customer requests for a period of time and address identified need through the purchase of one or two laptops with CD-Rom features.**
- 21. To add benefit to GPL and keep abreast of current trends in municipal accounting, it is recommended that the Director of Operations undertake one or more formal training**

courses in accounting practices offered to Controllers of non-profit or government organizations.

22. To ensure standard operating procedures are available for functions performed, it is recommended that GPL commence the documentation of standard operating procedures formulating a timetable and deadlines for their completion. Those procedures surrounding functions of higher risk should be completed first.
23. In order to ensure duplication is avoided, responsibility for the completion of purchase orders be assigned to one primary Clerical staff with backup individual taking on these responsibilities only during the absence of the person having primary responsibility.
24. To ensure that signing authorities at GPL are in line with that in the WAM system at the City, it is recommended that GPL consider if there is merit to extending signing authority to their IT Manager who reports to the CEO. If this is warranted, then the City IT and Purchasing staff be notified accordingly. If not, the City should be notified so that the ability to authorize on the WAM system is removed.
25. To ensure accurate records are maintained, it is recommended that the CEO communicate authorization limits, for staff responsible for authorizing purchases, to the City IT and Purchasing staff ensuring that all records and limits are up to date. These records should be maintained regularly and the City notified of changes.
26. In order to ensure adequate signing authority levels, it is recommended that a senior management staff be designated to sign on behalf of CEO in his/her absence; in such circumstances, the Board Chair should be notified and his/her approval obtained prior to sign off; in addition, the approval limits should be re-visited at a Board meeting, decisions recorded in minutes and communicated to the City by the CEO for their action.
27. In order to ensure safety of assets kept within the safe, it is recommended that the safe combination be changed when staff having access to the safe are no longer in the employ of GPL or are transferred to another branch.
28. To ensure the safety of the Pre-paid Cards, it is recommended that the Tim Horton's Cards be reconciled each time they are replenished or more frequently if the replenishment only occurs after a long period.
29. To ensure compliance with the VISA Card policy and best practice, it is recommended that GPL request a VISA Card for the individual purchasing books online. If a higher limit is needed on any given VISA card, this should be requested providing proper authorization from City Purchasing.

- 30. To minimize errors relating to cash handling, it is recommended that the Revenue Clerk schedule annual training at each branch location to train Managers as well as staff on proper processes to be followed and during this visit recommendations could be made to branch Managers to improve processes and enhance security surrounding cash where deemed necessary.**
- 31. To minimize the risk of misappropriation of monies related to proctoring exams, it is recommended that the booking and cancellation of appointments and control of the calendar be assigned to a separate individual, thereby segregating incompatible functions. The calendar should be available on a Read Only basis to the librarian in charge of proctoring and collecting monies; monies collected by the proctor should be reconciled by a Clerk to the number of appointments made on a monthly basis.**
- 32. To ensure that a fair fee is charged for proctoring, it is recommended that GPL consider conducting a survey among other libraries in Ontario and Canada and determine if these fees can be increased at GPL.**
- 33. To ensure payment for mailing exams is collected, with minimal effort for all concerned, it is recommended that GPL set standard amounts that students have to pay upfront for the mailing of their exams. This amount should be reviewed annually to ensure GPL keeps abreast of increasing mail/courier charges.**
- 34. To more accurately reflect electronic purchases for reporting to the Ministry and to be able to segregate print material to enable accurate amortization as required by the Tangible Capital Assets policy, it is recommended that GPL request the creation of a separate object code for tracking electronic purchases.**
- 35. To ensure awareness of library patron needs, it is recommended that GPL consider conducting a survey of library patrons to determine their specific needs and to enable adjusting services offered to better meet the needs of the public served. Such surveys should be conducted on a regular basis prior to formulating strategic direction for the Board.**



## INTRODUCTION

According to a recent study and survey conducted by the Federation of Ontario Public Libraries, in 2014, 99% of Ontarians live in communities served by a public library and 74% used their library in the past year through 1,157 library service points<sup>1</sup>. The same survey indicates that Ontario libraries circulated 131 million items during 2014, received almost 72 million in-person visits and provided nearly 204,000 programs with over 3.3 million in attendance.

In comparison<sup>2</sup>, the Guelph Public Library (GPL) serves a population of over 126,000 and 72% used their library in 2015 through 30<sup>3</sup> service points. GPL circulated 2,104,370 items during 2015, received 1,054,473 visits and provided 1,678 programs with 47,712 in attendance.

Appendix A to this report indicates that for the most part, key activities at GPL including expenditure categories follow the trends experienced in comparator Ontario Libraries over the recent years.

## BACKGROUND

The City of Guelph's Internal Audit Division conducted an independent risk assessment of several City programs and services as part of deciding on projects to audit for the 2016-2018 period. The Guelph Public Library (GPL) was flagged as a priority by the Internal Auditor during this assessment and an audit of GPL was included in the finalized Work Plan which received City Council approval on February 22, 2016. The Library Board was formally notified by the Internal Auditor of her intent to audit on April 1, 2016 and voted to proceed with the audit at their Board meeting of April 19, 2016.

The formal Intent to Audit correspondence agreed that the draft report would first be delivered to the GPL Board for comment prior to being finalized and presented to the Library Board and then to the Audit Committee (current Committee of the Whole).

The expected outcomes of the audit as stated in the formal correspondence between the Internal Auditor and GPL Board dated April 1, 2016 is as follows:

“The final report will include a collection of non-binding recommendations to the Board of the Guelph Public Library. It will be up to the discretion of the Library whether to leverage any recommendations made. A management response for each recommendation stating “Agree” or “Do Not Agree” with brief management comments is expected and will be appended to the report. The recommendations may inform future budgeting and annual planning internal to the library or in partnership with the City of Guelph.”

---

<sup>1</sup> main libraries, library branches, deposit stations and bookmobile stops

<sup>2</sup> GPL statistics are a subset of the Federation of Ontario Library statistics

<sup>3</sup> Includes stops made by the Bookmobile

## OVERVIEW/HISTORY

The history of GPL dates back to 1882, when the Free Libraries Act was passed allowing municipalities to establish libraries supported by local taxes; library services were made available to all residents of Guelph in February 1883.

After several relocations, and to accommodate the growing resident population in Guelph, the 100 Norfolk Street main library opened its doors to the public in November 1965 and by 1974, the library had expanded to 29,500 sq. feet on 3 levels. In 2015, a daily average of over 3,000 people entered GPL and over 2.1 million resources were checked out from GPL.

In addition to the Main branch, GPL operates 5 branches and a Bookmobile started in the early 1980s. The West End branch operates out of the West End Recreation Centre. Exhibit 1 below shows the year each branch was built and the square footage of each branch location (includes the Main branch).

**Exhibit 1:** GPL Library branches and Square Footage

	Year Built	Square Footage
Main	1965	29,500
Bullfrog	1983	3,500
Scottsdale	1986	4,787
West End	2001	4,600
Westminster	2006	9,787
East Side	2010	7,192

GPL is governed by an eleven member board as established by the Ontario Public Libraries Act and appointed by Council of the City of Guelph.

In 2015, City Council approved a budget of \$8,373,835 for GPL. A further \$167,700 was received from the Province of Ontario and \$381,800 of self-generated revenue and donations were added to the monies available towards GPL expenditure. Exhibit 2 below outlines the operating budget of GPL over the past number of years.

**Exhibit 2:** GPL Council Approved Budget 2012 - 2016

Year	Operating Budget	% Increase Yr. over Yr.
2012	7,792,000	N/A
2013	8,027,925	3
2014	8,209,620	2.2
2015	8,373,835	2
2016	8,541,340	2

In 2015, the Guelph Public Library had 80.5 full time equivalent (FTE) staff consisting of 51 full time and 99 part-time staff. The number of FTEs has not increased since 2012 and prior to that time additions to staffing took place with the opening of the Westminster in 2006 and again with Eastside in 2010.

Exhibit 3 below outlines staffing by location.

**Exhibit 3: Staffing by Location**

Location	FTE
Main	48.7
Bullfrog	5
Bookmobile	1.2
Scottsdale	6.4
West End	5.9
Westminster	6.7
Eastside	6.6
<b>Total</b>	<b>80.5</b>

## AUDIT OBJECTIVES, SCOPE AND METHODOLOGY

In accordance with the Internal Audit 2016-2018 Work plan, the City's Internal Auditor initiated a review of operations at the Guelph Public Library.

The overall objective of this review was to assess the efficiency and effectiveness of operations in place at the GPL to deliver services, the adequacy of governance and the reasonableness of cost of service delivery.

The scope of the review included:

- Adequacy of management, financial and expenditure controls; procurement practices and adherence to policies;
- An evaluation of branch effectiveness;
- An assessment of the adequacy of Board oversight over Library operations including the information shared with the Board and frequency of reporting;
- An understanding of the current state of libraries in Ontario.
- An understanding of the demand for library services in Guelph and related costs compared to other comparator municipalities/regions.

The audit methodology included the following:

- Discussions with the current Board Chair relating to Board governance; attendance at a Board meeting and review of minutes and reports submitted to the Board by GPL management;

- Walkthroughs to several branch libraries and discussions with branch managers;
- Review documented policies and procedures where available;
- Discussions with all levels of staff about work processes in purchasing/payables cycle and the revenue cycle; walkthrough of pertinent activities; review of documentation;
- Discussions with staff in various departmental staff including representatives from Information Technology, Human Resources, Cataloguing, Communications, Marketing and Innovation and Technical Services;
- Communicated with the representative from the Ministry of Tourism, Culture and Sports (the “Ministry”) who collects and presents the data that is made available relating to the Libraries;
- Discussions with the President, BMA Consulting Inc. relating to the compilation of their annual studies;
- Review of information technology and expenditure controls specifically relating to the purchase of library materials;
- Review of financial information submitted to the Board;
- Reviewed and ensured reconciliation between financial data submitted by GPL to the Ministry and the Schedule 5 for GPL submitted with the City’s Consolidated financial statements;
- Verification of support and authorization for selected expenditures incurred throughout 2015 and 2016 to date including purchase card expenditure;
- Review of audit reports conducted on public libraries in other jurisdictions;
- Surveys and interviews with CEOs of 3 other libraries (Cambridge, Waterloo, St. Catharines) serving a similar size population as Guelph;
- Review of research conducted by the Federation of Ontario Public Libraries and attendance at a presentation by its Executive Director on the current status of libraries across Ontario; and
- Analysis of various trends over the past number of years pertaining to GPL.

The review was conducted in accordance with generally accepted government auditing standards. Those standards require that I plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for my findings and conclusions based on the overall audit objective. I believe that the evidence obtained provides a reasonable basis for my findings and conclusions based on the overall audit objective.

City staff employed in the conduct of this review was properly supervised in accordance with the aforementioned standards.

## RESEARCH UNDERTAKEN

### GPL performance against Current trends in the world of libraries

According to a recent Municipal World article<sup>4</sup>, “libraries play a key role in helping residents embrace cultural diversity and welcome newcomers with acceptance and understanding. Library programs, events, displays and community conversations serve to build bridges across differences and cultivate an inclusive community”. And again in another article<sup>5</sup> “public libraries are recognized as important cultural resources and library staff are valued for the knowledge of the community they bring to the table, coupled with their commitment to nurturing local culture”

In this regard, GPL has kept pace with the changing public need, offering library programs over and above the traditional library services such as ESL conversation groups, employment workshops, social media and computer literacy, adult learning, early literacy and programs for seniors.

Examples of such efforts are noted below.

Information pages are available via the GPL website in 8 different languages (French, German, Simplified Chinese, Traditional Chinese, Polish, Spanish, Vietnamese and Hindi) since 2012 and provide information on library locations, hours, how to obtain a library card and what services are available to the public. GPL also subscribes to 2 ESL/Language databases (Mango and Muzzy, the latter specifically geared for use by children) offering users the opportunity to learn over 72 different languages as well as an ESL language learning component. In 2015, the Mango database had over 1,325 users.

GPL also subscribes to Press Display Library, a database that provides access to newspapers from all over the world, available in several different languages. In addition GPL has an adult literacy collection as well as a multilingual collection in print format to assist customers wanting to learn English.

GPL in partnership with the Upper Grand District School Board loans out Chrome computers, belonging to the School Board, to students. Students checking out a computer need to be registered to attend a school within the School Board district and have a valid student ID card. This program is becoming increasingly popular among students who do not have a computer at home to complete their homework as increasingly homework assignments are made available online by teachers and completion calls for use of a computer.

---

<sup>4</sup> Madziak, Ann Marie; Municipal World May 2016; “Public Libraries, Key to Newcomer Success”

<sup>5</sup> Madziak, Ann Marie; Municipal World September 2015; “Public Library Staff, Champions and facilitators of local culture”

## The BMA Municipal Study (the “Study”) 2015

Since 2000, BMA Management Consulting Inc. has annually completed a municipal comparative study on behalf of participating Ontario municipalities. According to the Executive Summary of the study it “identifies both key quantifiable indicators and selective environmental factors that should be considered as part of a comprehensive evaluation of a local municipality’s financial condition. Use of the Study over a number of years provides trends to allow decision makers to monitor selected indicators over time.”

The reported statistics in the study for the City of Guelph is reproduced in Appendix B of this report.

The study is issued to the City of Guelph each year and presents the analysis of how GPL compares to other municipal libraries. The study by BMA Management Consulting Inc. for the municipal libraries, is sourced from the 2014 financial information returns (FIR)<sup>6, 7</sup> submitted by municipalities to the Ministry of Municipal Affairs. The population data used in the Study is estimated based on projections for 2015 done by another firm, Manifold Data Mining using the last available census data (2011).

It should be noted however that the Ministry who publishes the FIR cautions the users of the data with aggregating data and/or making comparisons between Municipalities and/or between different reporting years. Also, the Ministry states that the data is posted on the site regularly and at a specific point in time, data may be missing or incomplete.

The introduction in the study to the section on the Library states that, “Each municipality’s results are influenced to varying degrees by a number of factors including:

**Access:** number and size of branches and hours of operation mean municipalities with lower population densities may require more library branches and more service hours to provide services to residents within a reasonable distance

**Collections:** size and mix, as well as number of languages supported

**Library use:** mix, variety and depth of library uses and the varying amount of staff resources

**Demographics:** socio-economic and cultural make-up of the population served”

According to the study, with a reported population of 130,368 for 2015, the City of Guelph falls within the category for population greater than 100,000. Appendix B indicates that Net Costs per Capita excluding and including amortization, is the highest in Guelph as compared to that of

---

<sup>6</sup> The FIR is the main data collection tool used by the Ministry of Municipal Affairs to collect financial and statistical information on Municipalities. The FIR is a standard document comprised of a number of Schedules which are updated each year to comply with current legislation and reporting requirements.

<sup>7</sup> Notes to the FIR states: “Users of the Data should be cautious with aggregating Data and/or making comparisons between Municipalities and/or between different Reporting years”.

other municipalities whose population is greater than 100,000. According to the author of the study, these net costs per capita are calculated using the information on the FIR (Schedule 40 – operating expenses **less** Schedule 12 – Revenue to arrive at a net expenditure total which is **divided by** population projected for that municipality for any given year).

Per Internal Audit inquiry, Schedule 12 does not include all revenues and as such obtaining revenue data solely using Schedule 12 understates the total revenue for Guelph and thereby overstates the net expenditures used in the per capita calculation.

The intent behind the FIR is that all municipalities complete the returns using the same methodology, but in reality, municipalities could have different interpretations and practices. An example is rental income. Rental income could be separated out on Schedule 10 as a separate line item and therefore would not be included in BMA's analysis, or it could be separated out on Schedule 12 because it could be considered a "User fee/service" charge for renting space.

We also noted that the Guelph's Schedule 40 operating expenses includes total expenses for books purchased in 2014. Each municipality should have a Tangible Capital Asset policy that states their thresholds for capitalizing assets and the rates that the organization amortizes assets. Depending on the organization's policy and the expected lifecycle of their collection, these costs could vary significantly. In addition to this, the City capitalizes items at a corporate level and therefore the library's capital additions were not shown on a line by line level. [NOTE: Internal Audit has made a recommendation in this report to address capitalization of printed material in the section titled "Accounts Used for Financial Reporting"]. If other comparator libraries had capitalized and amortized their book purchases in a different manner, then their expenses could be reduced in comparison to Guelph. Internal Audit analysis indicates that expenditures in the specific FIR line item on schedule 40 could be overstated as much as \$1M.

Internal Audit observes that each municipality has a unique way of coding various costs based on the structure of their chart of accounts and as such straightforward comparison should not be undertaken by users without further inquiry.

Internal Audit did not audit the FIR information and the above are only examples of possible differences in the presentation of data by the City of Guelph in two of the schedules included in the FIR. It stands to reason that other municipalities that are noted as comparators may choose various practices or make errors in presentation that would be included in their FIR statements and as such, using this information for comparative purposes between municipalities is not prudent. In addition, a municipality may decide to change a practice of reporting in any given year (i.e. capitalize books at a detailed level going forward in accordance with Internal Audit recommendation in the example above) with no indication that they have done so in the

Schedules and using data from Schedules taken at face value would then impact trends year over year and between municipalities.

In addition, the population growth of one municipality could differ greatly from another which may not be properly factored into the population statistics used in the study to calculate per capita expenditure.

In conclusion, without an audit to review the integrity of the practices and consistency of reporting on the FIR by various municipalities and given the caution against comparison issued by the Ministry, drawing conclusions based on Library performance between various municipal libraries as done in the study is not prudent.

### **Ministry Published Statistics**

Public libraries in Ontario are the responsibility of the Minister of Tourism, Culture and Sports and each year the Ministry requires the completion of the Annual Survey of Public Libraries which is an accountability requirement for all Ontario public libraries and First Nation public libraries in accordance with the Public Libraries Act's Regulation 976. This is a requirement for annual funding from the ministry including public library operating, pay equity, and strategic services from the Ontario Library Service agencies. Less than .02 percent of the funding the Guelph Public Library receives is from the provincial government.

The data is collected from 380 public libraries in Ontario to inform government as well as ministry policy and program work and to provide the Minister with information about Ontario public libraries, normally at the provincial level.

Once the self-reported statistics are compiled<sup>8</sup>, they are shared with all libraries by the Ministry. According to the Ministry, when the statistics are available, the information can be compared against libraries of like size to inform boards, management, staff and the public.

Internal Audit has outlined the areas of significant differences in 2014 between Guelph and the 3 comparator libraries selected for survey/interviews and provide comments below. However, it should be noted that Internal Audit noted several anomalies in the reported statistics and conclude that there is a high likelihood of inconsistencies in reporting.

---

<sup>8</sup> Note that these numbers are not subject to an audit by the Ministry. According to the Ministry they contact over 200 libraries in any given year seeking clarifications and corrections focusing on data that is clearly erroneous, numbers that do not match provincial figures and statistical outliers.



## Operating Expenditure

### Exhibit 4: Operating Expenditures 2014<sup>9</sup>

Municipality	\$	# of Branches	Cost per Branch <sup>10</sup>
Guelph	8,703,272	6	\$1,450,545
Cambridge	5,661,692	4	\$1,415,423
Waterloo	5,382,254	3	\$1,794,085
St. Catherine's	5,491,857	4	\$1,372,964

GPL has been in existence since 1883 and was the first library opened in Ontario. Historically GPL appears to have enjoyed strong Council support to build a branch to service each ward and add a bookmobile to service patrons who cannot easily access a branch library due to varied reasons. None of the other comparator libraries have a bookmobile. The cost of operating the Bookmobile has been absorbed in the cost per branch calculation above.

## Staffing

### Exhibit 5a: Staffing information by Municipality 2014<sup>9</sup>

Municipality	Staffing \$	Full time Staff	Part-time Staff		Professional Librarians <sup>11</sup>
Guelph	5,587,076	51	99		13
Cambridge	4,015,542	43	44		14
Waterloo	3,954,063	25	70		8
St. Catherine's	3,611,665	39	65		13

### Exhibit 5b: Staffing Costs per branch by Municipality 2014<sup>9</sup>

Municipality	Staffing \$	# of Branches	Cost per branch \$ <sup>10</sup>		Staffing as % of Operating Costs <sup>10</sup>
Guelph	5,587,076	6	931,179		64%
Cambridge	4,015,542	4	1,003,885		71%
Waterloo	3,954,063	3	1,318,021		73%
St. Catharines	3,611,665	4	902,916		66%

<sup>9</sup> Statistics published by the Ministry of Tourism, Culture and Sports

<sup>10</sup> Calculated by Internal Audit

<sup>11</sup> Professional Librarians have a Masters in Library Science degree and could work on a full or part-time basis

**Exhibit 5c: Benefits %s by Municipality<sup>12</sup>**

Municipality	Full time	Part-time with OMERS	Part-time NO OMERS
Guelph	29%	27.2%	17%
Cambridge	35%	25%	N/A
Waterloo	20%	24%	N/A
St. Catharines	17.3%	3.3%	N/A

One factor to consider when comparing staffing costs is whether or not library staff are unionized. GPL environment is unionized and staff wages and benefits (including that of GPL management) are tied to the City of Guelph’s job evaluation process. Of the three municipalities surveyed, one (St. Catharines) has a unionized environment while the staff in Cambridge and Waterloo are not unionized.

**Facilities Cost**

One of the key differentials in cost between the comparator libraries and GPL is the facilities costs depicted in below Exhibits.

**Exhibit 6a: Facilities/Utilities Information by Municipality<sup>13</sup>**

Municipality	Cost to Library 2014	# of Locations	Cost per branch 2014 <sup>10</sup>	Comments
Guelph	\$1,195,411	6	\$199,235	1 No rent; 5 rent paid; 1 bookmobile (rent for parking - \$3.6K)
Cambridge <sup>14</sup>	\$ 417,070	4	104,267	3 No rent; 1 cost shared with School Board <sup>15</sup>
Waterloo <sup>16</sup>	\$ 369,259	3	123,086	3 No rent
St. Catharines	\$ 507,989 <sup>17</sup>	4	126,997	3 Minimal rent <sup>18</sup> ; 1 rent paid <sup>19</sup>

<sup>12</sup> This information is based on discussions with the CEOs of each library.

<sup>13</sup> The facilities cost as reported by Ministry include repairs and maintenance, insurance, janitorial services, snow removal and landscaping as well as rent and utilities.

<sup>14</sup> Currently in construction - a new facility scheduled to open at the end of 2017.

<sup>15</sup> Partnership with the Separate School Board - the property is owned in part by the City and in part by the School Board. The operational costs are shared with the school as it is both a public library and the school library.

<sup>16</sup> A new facility scheduled to open in 2020.

<sup>17</sup> 2015 facilities/utility cost used for St. Catharine’s (submitted October 31, 2016) as the 2014 data to Ministry did not appear reasonable (upon Internal Audit review).

<sup>18</sup> Central Library lease \$1.00/year; Port Library heritage building owned by City - \$600/year; Dr. Huq Branch lease \$2.00 a year (co-located with a pool in City owned building).

<sup>19</sup> The library is in a plaza; lease cost \$40,400.

As can be seen in Exhibit 6a, facilities costs are high for GPL as compared to other libraries surveyed as premises where the GPL branch libraries are located are owned privately<sup>20</sup>, while in the other Cities surveyed, most library locations are in City owned buildings. In addition GPL has more branches than the other comparator libraries and this is reflected in the higher facilities cost.

The below Exhibit itemizes facilities cost for 2015 by branch location for GPL.

**Exhibit 6b:** 2015 Total Facilities Costs for GPL by branch *(including rent, utilities, maintenance)*

Branch Location/Size	2015 Actual <sup>21</sup> \$
Main Library	401,906
Bookmobile	5,589
Bullfrog (3500 sq.ft)	94,257
Scottsdale (4800 sq ft)	117,065
South End (9800 sq.ft)	324,613
East Side (7200 sq.ft)	269,441
West End (4,400 sq.ft) <sup>22</sup>	56,585
<b>Total Facilities Cost</b>	<b>1,269,456</b>

Included in the Main Library costs above (\$401,906) is \$131,600 for the rental of computer equipment; \$76,100 for repairs and maintenance and \$73,000 towards Water and Electricity. The rental costs would, in the opinion of the Internal Auditor more appropriately belong under the category of Computer Equipment/Services (see below) and not under Facilities/Utilities. It was outside the scope of Internal Audit work and therefore we did not inquire as to what other comparator libraries include or exclude from the various reporting categories.

**RECOMMENDATION:**

- 1. In order to obtain savings to facilities cost, it is recommended that, the CEO and the Board of GPL be proactive in their attempt to get library branches in Guelph re-located at City owned property whenever the opportunity arises.**

<sup>20</sup> The cost categories included in the Ministry numbers in Exhibit 6a are also included in arriving at the 2015 GPL facilities cost per branch as noted in 6b.

<sup>21</sup> 2015 costs per City RAC system are shown in table 6b vs. 2014 costs (the most recent available from Ministry)in Exhibit 6a

<sup>22</sup> City owned Recreation Centre; cost shared with Fire Department and GPL

## Internet, Phone/Fax Charges

### Exhibit 7: Internet, Phone/Fax Charges

Municipality	Cost to Library 2014	# of Locations	Cost per branch <sup>10</sup>
Guelph	\$121,342	6	\$20,224
Cambridge	63,710	4	15,928
Waterloo	63,891	3	21,297
St. Catharines	36,331 <sup>23</sup>	4	9,083

## Computer Equipment/Services

### Exhibit 8: Computer Equipment/Services

Municipality	Cost to Library 2014	# of Locations	Cost per branch <sup>10</sup>
Guelph	\$235,899	6	\$39,317
Cambridge	105,190	4	26,297
Waterloo	131,147	3	43,716
St. Catharines	127,468 <sup>24</sup>	4	31,867

In Exhibit 8 above, GPL includes licensing and other computer related services. St. Catharines did not report a cost in this category for 2014 to the Ministry.

### Other municipal libraries surveyed

Appendix C summarizes the information obtained from public libraries in Cambridge, Waterloo and St. Catharines.

<sup>23</sup> The internet and telephone costs for St. Catharines are those for 2015 (submitted October 31, 2016) as the 2014 data for this category to the Ministry did not appear reasonable.

<sup>24</sup> The Computer Equipment costs for St. Catharines are those for 2015 (submitted October 31, 2016) as there was a NIL figure reported to the Ministry in 2014.

## DETAILED AUDIT OBSERVATIONS

### Board Governance

#### **City Treasurer vs. recruiting a Board Member with financial acumen**

The City Treasurer has traditionally been assigned to sit on the Library Board. Internal Audit is unaware of the origin of this practice. However, the City Treasurer (or a designate in her absence) has not in the recent past attended the GPL Board meetings on a regular basis.

In the comparator libraries there is no City staff representation at Library Board meetings. However, in these entities, the Board includes an individual with financial expertise and qualifications. In the opinion of Internal Audit, it is prudent to have an individual with financial acumen sit at Board meetings when the financial performance of GPL is discussed to ask questions and assess the financial health of GPL. If GPL recruits a member to their Board who has financial expertise, discussions with the City may be initiated to discontinue this practice of City Treasurer representation.

#### **RECOMMENDATIONS:**

- 2. To ensure adequate financial expertise on the Board, it is recommended that the GPL Board actively solicit an individual with financial expertise to join the Board; once an individual with financial expertise is on the Board, the City Treasurer attendance at meetings be discontinued; in the meantime, the City Treasurer should continue to attend the GPL Board meetings on a regular basis at meetings where financial matters are on the agenda.**

#### **Annual Financial Statement Audits**

The City's external auditors are responsible for auditing the financial statements of the City and included and attached to the City's financial statements is Schedule 5 for Library operations. Given the materiality threshold for the City, the auditors do not conduct any additional audit work specific to GPL accounts and as such they are not scrutinized by the external auditor using a separate materiality threshold. Two of the three comparator libraries we surveyed have an independent annual financial statement audit conducted of their operations. This may not be feasible for GPL given that separating GPL accounts from the City in terms of balance sheet presentation is not possible. However, GPL can consider obtaining a separate audit opinion (with representative materiality threshold) on the Schedule 5 or having a special purpose audit conducted on the Statement of Operations and Accumulated Surplus. In the opinion of the Internal Auditor there are several benefits to the GPL Board to obtain assurance about their accounts from an external auditor.

**RECOMMENDATION:**

- 3. In order to provide independent assurance to the Board that GPL finances are being managed adequately, it is recommended that the Board consider retaining the services of a Certified Professional Accountant to conduct an annual audit of GPL. In this regard, there may be cost savings in having the City's external auditor issue a separate audit report on Schedule 5 to the Board.**

**Financial Reporting to the Board**

Monthly Financial reports are submitted to the Board by the Director of Operations. The expenses presented to the Board are reports obtained directly from the City's financial systems RAC and JDE and the Revenue Report is a spreadsheet that provides historical and current information year over year.

There is opportunity to enhance the format of the financial reports submitted to the Board to highlight variances and provide explanations for significant variances. Internal Audit discussions with the Board Chair indicated that they would prefer to see information presented in a format more conducive to decision making undertaken by the Board rather than the format currently used.

The City of Toronto Public Library for example submit quarterly budget monitoring reports to their Board both for capital and operating budgets. The City of Cambridge has also commenced submitting quarterly monitoring reports to their Board but monthly reports are shared with a Board member with financial expertise.

Examples of budget to actual reports used by other municipalities have been made available to GPL by Internal Audit for their review and consideration.

**RECOMMENDATION:**

- 4. To ensure financial reports are understandable and conducive to decision making, it is recommended that GPL staff work with the Board to decide on a format for their financial reports to the Board; it is also recommended that they discuss whether quarterly instead of monthly financial reports in the new format will provide adequate assurance to the Board of the financial performance of GPL. The format should include brief written explanations for variances.**

## Communication between GPL and City Council

There is one member of Council who sits on the Board of GPL. The CEO of the Library attends Council when the operating and capital budget discussions take place at Council. Aside from that one meeting, there does not appear to be much interaction between Council and GPL.

In conducting the audit of GPL and while doing the survey and interviews at the comparator libraries, the Internal Auditor noted that the other libraries have a very positive relationship with their Council and are successful in making presentations to their Council throughout the year about notable achievements and highlights of their operations. This type of interaction, results in City Councilors being aware and informed of the impact library operations have in their specific wards and how GPL is serving their constituent's needs.

### RECOMMENDATION:

- 5. To ensure Council is kept apprised of GPL activities, it is recommended that the CEO present the Annual Report of the Library to Council at large and also keep Council abreast of any notable events, awards and achievements of GPL as necessary throughout the year through short presentations to Council.**

## Communication and Working Relationship between GPL and City Staff

Historically the relationship between GPL and the City staff has not been amicable; however according to both GPL and City management, the relationship has improved in the last few years. This improvement is in part attributable to concerted efforts by senior management at GPL as well as the City to resolve problem issues through coordination of effort.

This audit has identified opportunities for a closer working relationship and sharing services between the two entities that would increase efficiencies and provide mutual benefits.

### Electronic Mail Communication

Except for a few senior management staff, GPL staff e-mail contact information is not available on the City's e-mail data base. This results in City staff not being able to easily communicate with GPL staff via City e-mail. This was an issue that negatively impacted communication with GPL staff during the audit. My discussion with several City and GPL staff indicates that this could result in GPL staff being inadvertently overlooked in important correspondence that would have provided updates to GPL staff. Several examples of the negative impact of the City not advising GPL staff on time came to light during this audit. These occurrences understandably bring about frustration and lead to negative feelings between staff of the two entities.

In addition we noted that for certain GPL staff on the City directory, there are two addresses noted, one with a "guelphpl.ca" address and the other with "Guelph.ca" address. This creates confusion for those wishing to communicate with the GPL staff and also inconvenience for GPL

staff who have to monitor two e-mail accounts. This may also be the case for those who work at other Boards affiliated with the City.

**RECOMMENDATION:**

- 6. In order to improve and encourage better communication between GPL and the City, it is recommended that the General Manager IT should add all GPL employees who have a GPL e-mail address to the City's Outlook database; in addition, it is recommended that the database be cleaned up so that there is only one address per employee.**

**Library Working Group**

In 2015 City management recognized a lack of co-ordination between City departments and GPL as there was no central point of contact between the two organizations to resolve various issues. The Deputy Chief Administrative Officer Public Services (DCAO) initiated a Library Working Group in early 2016 with the support of a few Councillors and this group consisting of City and GPL representatives have been meeting informally every other month. Aside from the DCAO, City representatives include the General Managers of Business Development and Enterprise, Culture, Tourism and Community Investment, Facilities Management and Parks & Recreation. The issues that have been discussed to date relate to potential for library space at the South End Recreation Centre, renovations at the Main Library and the new downtown Library.

**RECOMMENDATION:**

- 7. In order to formalize the Library Working Group activities and ensure that issues of concern to both parties are brought forward and resolved with accountability assigned for timely resolution and action, it is recommended that the Deputy CAO Public Services ensure that regular meetings occur with GPL, with formal agenda setting and minutes.**

**Joint Job Evaluation Committee**

GPL and the City work together on a regular basis as part of a joint job evaluation committee carrying out the assigned responsibilities of the pay equity legislation as outlined in the "Gender-Neutral Job Evaluation Plan" for CUPE locals 973 and 1946. According to the facilitator of the group who is a City employee, the work of this Committee with several City and GPL representatives has progressed well with staff in both entities working effectively together, appreciating the contributions and knowledge each brings to the table.

The facilitator of this Committee submits the final job evaluation results (letter and rating sheet) to the supervisor responsible for the position for communication with the incumbent. However, this information is not submitted to the HR Coordinator at GPL.



**RECOMMENDATION:**

- 8. To enable the HR Coordinator GPL to retain up to date information on all positions at GPL, it is recommended that the facilitator of the Joint Job Evaluation Committee copy the HR Coordinator on the letter and rating sheet for both CUPE and management positions at GPL when they are finalized.**

**Procurement and Purchasing Services offered to GPL by the City**

GPL regularly uses the services offered by the City in areas such as:

- Processing and payment of vendor invoices;
- Processing cheque requisitions; and
- Payments relating to the use of VISA cards.

In the process of conducting this audit we noted that staff who processed purchase orders at GPL had not received formal training in how to navigate the WAM system in order to complete their work. We made arrangements with the City Procurement staff to extend staff training to GPL staff in the area of purchase order creation and payments as well as to understand the importance of controls and processes in place. This training has been completed.

**RECOMMENDATION:**

- 9. In order to ensure that all staff using the City Procurement System continues to be up to date on changes in policies and procedures, it is recommended that the Manager of Procurement ensure that any training offered to City staff and any communication, deemed necessary, is extended to the Library staff on a timely basis.**

**Opportunities for Efficiencies - Human Resources functions**

GPL has a Human Resource (HR) Coordinator who conducts HR functions supported by City HR staff. This person has been with GPL for approximately 4 years and has the capacity to learn and perform more HR related functions. The HR Coordinator receives support from and works in close contact with several areas of the City's Human Resources Department including:

- Payroll processing;
- Benefits processing;
- WSIB; Short and Long term disability claims;
- Attendance Management support
- Joint health and safety committee
- AODA compliance; health and safety issues

The City has over the years exerted control over many of the functions and while it made sense at inception, due to lack of staff at GPL capable of undertaking such functions at this time it is evident that in several HR related areas, certain administrative work could be done more efficiently and in a timely manner by the HR Coordinator has remained the responsibility of City

staff. This has resulted in delays and frustration in completing somewhat simple and straightforward tasks that could be completed by the HR Coordinator within an hour, requiring exchanges of several e-mails and phone calls over a number of weeks between the City and GPL.

Areas identified in the audit where efficiencies could be obtained and responsibilities shifted are namely certain administrative responsibilities within payroll and benefits processing, WSIB and short and long term disability claims. My discussions with City HR staff in these areas indicate that they are more than willing to pass on specific responsibilities for GPL functions to the HR Coordinator as long as they are certain of the integrity of the information being processed. In certain cases the passing off of responsibilities to GPL may involve training the HR Coordinator on proper processes and a gradual transition of responsibility. In others this may require some monitoring for a period until a certain comfort level is reached by both City staff and GPL. Further, there may be several benefits to sharing the various tools and checklists used by the City staff in conducting their job responsibilities with the HR Coordinator.

Also, as the HR Coordinator is a generalist, the auditor believes there are benefits for the HR Coordinator to get a good understanding of how the HR Specialists at the City conduct their work in servicing their areas of responsibility. This could be accomplished by the job shadowing or spending some time one on one with one or more HR Specialists for a couple of hours. This would also strengthen relationship between the staff engaged in similar responsibilities at the City and GPL.

#### **RECOMMENDATIONS:**

- 10. In order to create efficiencies and address timing delays in processing HR documents for managing staffing issues, it is recommended that the City HR staff, GPL HR Coordinator and the Director of Operations at GPL form a short term working group to discuss various areas where responsibilities could be shifted to GPL and the process to be followed to do so. Any tools and checklists to conduct the tasks more effectively and efficiently should be shared.**
  
- 11. In order to benefit from a good understand of the HR Specialist function at the City, and to get familiar with the way the City conducts their business, it is recommended that the CEO, at the Library, in consultation with the General Manager Human Resources, arrange a meeting between the HR Coordinator and one or more HR Specialists to facilitate an understanding of how responsibilities are carried out by City HR staff.**

### **Opportunities for sharing information - Information Technology**

Opportunities for potential collaboration in the Information technology area are noted below.

Examples of the type of endeavours that the City can undertake:

- (1) A standard clause used in City contracts requiring other City entities to purchase at City prices;
- (2) Blanket contracts for standard software assets could be made available to the GPL;
- (3) When negotiating major contracts relating to IT, City staff meet with GPL to explore their interests in the acquisition process;
- (4) Hold regular meetings with GPL (and Guelph Police) to share information on developments relating to information technology activities and direction.

Maximizing co-ordination of hardware and software acquisitions will help reduce overall costs and improve compatibility between the entities.

#### **RECOMMENDATION:**

- 12. In order to maximize economy for the City and establish a good working relationship between the two entities, it is recommended that the City's General Manager IT or designate work with Manager IT at GPL to develop a formal procedure for the co-ordination of information technology activities between the City and GPL; Such procedures should include clearly defined steps to be taken to make GPL aware of all significant opportunities that are available to the City as outlined in this report.**

### **Technology Advancement at GPL**

The e-Librarian on staff, in close communication with the Library IT department, is responsible for the build and upkeep of the Library website. This individual is involved in the strategic planning and upkeep of the overall website (including graphics) and oversees all written content on the website. The e-Librarian also researches and evaluates eResources and links the databases to the Library website and troubleshoots related link issues directly with vendors. Monthly statistics for each eResource is maintained and analyzed to inform future purchases and to understand the research needs of the community. This information is presented to the Library board for their information by the CEO.

#### **Initiatives to advance Technology Use**

Several initiatives are undertaken by GPL to assist the public in learning about eResources and the use of their personal devices. Members of the public can for example book a meeting with a staff eExpert to obtain assistance on how to use GPL's eResources, eBooks and eAudiobooks. The public inquiries about how to navigate the internet, use GPL's catalogue and other related questions are also answered. eExpert Evenings occur twice monthly at the Main Library (since May 2016). Booked eExpert appointments are held at all GPL branches and have been coordinated via the eLibrarian since 2013. Several outreach events are organized by the e-

librarian including an e-Expo (formerly “Tech Day”) held each year where technology available is highlighted and for which several guest speakers attend. It is estimated that approximately 400 people were in attendance throughout the day for this event.

There is an area within the Main library (i.e. the “Tech B@r”) dedicated to Technology where staff are available to assist library patrons with their computer needs. 3 e-readers and an i-pad are maintained on display with several Chromebooks and Ipads maintained in a locked charging station. There are adequate controls to ensure that these items are secure and returned after use. The “Tech Bar” also houses a 3-D scanner and I Mac Computer and a 3-D printer for use by library patrons. Plans are underway to purchase an Oculus Rift (virtual reality headset) which was released in late March 2016. This, along with the compatible computer will cost the Library approximately \$10,000.

**RECOMMENDATION:**

**13. In order to ensure that the Information Technology equipment currently available and any planned additions are of continuing value to the public, it is recommended that a study be conducted to inform GPL of public needs.**

**14. To ensure that the equipment available to the public is kept current and is adequately maintained, it is recommended that the cost of maintenance and capital costs to upgrade computerized equipment as required be forecasted and built into the budget for the GPL IT department on an annual basis.**

**Information Technology Department at GPL**

There is a staff of 3 individuals including a Manager, Information Technology to address the information technology needs of the GPL. Internal Audit reviewed IT activity and responsibilities noting improvements that can be made to strengthen the Information Technology operations at GPL.

**Centralized control over electronic equipment**

Responsibility for electronic equipment is not centralized within the Information Technology (IT) department. The IT department is only responsible for the equipment they purchase with their own budget. There is various computer equipment purchased by other departments and kept at branches or at the Main library. In certain cases, IT has little to no knowledge of these assets though there is a listing of these items on the shared drive. Consequently, an annual inventory of equipment on hand at GPL is not taken and decisions relating actions to be taken relating to potentially obsolete equipment is not made by the IT department.

To ensure ongoing security of assets, it is important that the IT department undertake an inventory of all IT related assets annually and this will be facilitated by one detailed inventory listing itemizing all electronic equipment maintained at GPL. Recommendations can then be

made by IT to the department owning the various equipment as to adequacy of security of assets, obsolescence or need for replacement.

Chrome computers that belong to Upper Grand District School Board are loaned out by the Guelph Public Library to students in the School Board district with a valid student card. These computers should be inventoried, verified annually and itemized separately on this listing.

**RECOMMENDATIONS:**

- 15. In order to ensure central control of equipment, it is recommended that the GPL IT department retain a centralized listing of all electronic equipment purchased by GPL or granted by other organizations and maintained at branches.**
- 16. In order to ensure adequate security and confirm existence of equipment, an annual physical inventory of all IT assets should be conducted by the GPL IT department staff; following the inventory count, recommendations relating to adequacy of asset security, obsolescence or need for replacement should be made to the branches housing the equipment.**

**A formalized process for software additions**

Internal Audit noted that there is no formalized request process for software additions to computers at GPL. A formalized process would require the business need for any additions to be documented and authorized prior to being communicated to IT by the requesting department. Once IT has received the request, IT is responsible for offering a solution that would meet the need of the requestor and consider the overall compatibility of the computer platforms available at the Library. IT should also clearly communicate and train Library staff on the risk of virus introduction by adding freeware to computers.

**RECOMMENDATION:**

- 17. In order to ensure proper processes and trail of authorized requests, it is recommended that adding software to computers be governed by a formalized request process made to the IT department by Library staff. Library staff need to be made aware of the risk of introducing virus to computers when adding freeware and this should be communicated to them by the IT staff whenever a new addition is requested.**

**The Budget**

The Information Technology department is responsible for its own budget. However, there are various expenses that are charged to this budget over which the department has minimal to no control. Currently all additional software requested by the various departments to benefit their work processes as well as toner expense for various photocopiers and printers located throughout the Main and branches is charged to the IT budget.

In the opinion of the auditor, each department benefiting from the purchase or expenditure should be held responsible for their own expenses. To enable this, a budget line for software purchases for key departments who need additional software (to include renewal of related licences) beyond the standard software available at the GPL needs to be created. In addition, there needs to be segregation within each departmental budget of toner and maintenance expenses applicable to each. This includes the maintenance of the LPT1 photocopier/printer where currently the IT budget is charged both maintenance and toner expenses for colour and black and white prints/copies. [Note: The public printer/photocopier cost for maintenance and lease is approx. \$600 every quarter and the colour toner pricing is \$314 per cartridge]

**RECOMMENDATION:**

**18. In order to ensure each area within GPL is responsible for their respective expenditures, there needs to be a budget line created for computer related expenses and for photcopy/printer related expenses. IT should only be responsible for costs that are within their immediate control and those supported by their mandate.**

**Optimizing the Use of the Virtual Deskstop Infrastruction (VDI) Solution**

The VDI Solution, at a 3-year lease cost of approx. \$78,000, was activated by GPL in July 2014 to address various security issues. The key benefits of this solution include but are not limited to, providing IT staff the ability to easily manage end-users from a centralized administrative interface, reducing the time and cost of operational system migrations and enabling built-in business continuity and disaster recovery to protect desktop data and ensure continuous availability for end-users.

At the Main library there remains 4 physical computers that do not have the VDI solution. This is as a result of these computers having a CD-Rom drive to accommodate potential use of CD-Rom use by public users. The performance of CD/DVD playback is degraded in a VDI environment and as such the VDI solution cannot be used on these computers.

If the VDI solution was introduced and these computers were replaced with zero client<sup>25</sup> computers, then the entire public computer environment would be virtualized obtaining the full benefit of the monies spent by GPL on this solution. This would allow IT staff to open up access and provide the patrons the ability to access any type of program they need during their session, while creating a virtual firewall to protect Library information that should not be accessible by public.

Internal Audit reviewed a listing of complaints reported to IT and noted several requests by patrons complaining about the inability to access various features in the Windows environment and Google Chrome.

---

<sup>25</sup> A Zero Client product is a small box that serves to connect a keyboard, mouse, monitor and network connection to a remote server.

Internal Audit could not determine how many patrons in any given period request access to use CD-Roms while visiting the library.

**RECOMMENDATIONS:**

- 19. To meet customer needs and maximize the benefits of the existing VDI solution, it is recommended that the CD-Rom capability of the 4 physical computers be discontinued and the VDI solution installed in the computers.**
  
- 20. To ascertain customer need for use of CD-Rom/DVD capabilities on computers and meet this level of need, it is recommended that GPL track related customer requests for a period of time and address identified need through the purchase of one or two laptops with CD-Rom features.**

### **Financial Training Enhancement**

Current practice does not require the Director of Operations to obtain training outside what is offered by the organizations affiliated with municipal libraries. In the opinion of the Internal Auditor, the Director would benefit from obtaining knowledge of current trends and practices in municipal accounting offered to Controllers of non-profit organizations.

**RECOMMENDATION:**

- 21. To add benefit to GPL and keep abreast of current trends in municipal accounting, it is recommended that the Director of Operations undertake one or more formal training courses in accounting practices offered to Controllers of non-profit or government organizations.**

### **Standard Operating Procedures**

Internal Audit noted that there are minimal written procedures to govern job related functions at GPL. The Revenue Clerk is working on documenting procedures she undertakes but overall there are few written procedures. The risk is that there are no standards that can be referred to by staff who are new to a position that may result in the passing on of errors and inefficiencies when staff train others without a standard procedure that acts as a reference.

**RECOMMENDATION:**

- 22. To ensure standard operating procedures are available for functions performed, it is recommended that GPL commence the documentation of standard operating procedures formulating a timetable and deadlines for their completion. Those procedures surrounding functions of higher risk should be completed first.**

## Processing Purchases and Payables at GPL

At GPL, there are 2 employees with the access and knowledge to create purchase orders. This level of access to the system is useful if one employee is on vacation or otherwise not able to make such input. The workload in this regard on any given day is not onerous to require two individuals to create purchase orders. However, at GPL both these individuals create purchase orders at any given time and this has resulted in the inadvertent creation of two purchase orders by two individuals to pay one invoice. Even though this type of error has been noted at the City level resulting in the ultimate processing of only one related payment, it is prudent to assign the primary responsibility of creating purchase orders to one person with the other having the knowledge and taking on these responsibilities in a back-up capacity during periods of extended absence of the primary person responsible.

### RECOMMENDATION:

- 23. In order to ensure duplication is avoided, responsibility for the completion of purchase orders be assigned to one primary Clerical staff with backup individual taking on these responsibilities only during the absence of the person having primary responsibility.**

## Discrepancies in System Authorization

There were several instances noted where a staff person placing the order for the purchase was also authorizing the purchase and payment to the supplier<sup>26</sup>. This person was not on the signing authority listing at GPL. As the final authorization of these payments is via an electronic signature of the CEO (i.e. no review by CEO) no other individual scrutinized the purchases made for validity or reasonableness.

In addition, the authorization limits and staff for GPL as per City records did not agree with the individual staff authorized to sign off on purchase orders. For example, the City system has the IT Manager at a high approval limit to process purchase orders using the City's purchasing system and he has been doing so over the past years. However, he has no authorization to approve purchase orders as per GPL.

Other discrepancies noted during the conduct of this audit include the previous Board Chair continuing to retain authorization access on one part of the payables system while the authorization access has not been officially granted to the current Board Chair. The WAM records indicate continuing unlimited authorization access to a past CEO.

The Board Chair has been responsible for signing on documents in the absence of the CEO and is also responsible for approving the CEO's expenses. Going forward, it is best that designation to sign on behalf of the CEO for purchases be assigned to another senior management staff at

---

<sup>26</sup> Internal Audit reviewed the purchases made by the staff person and assessed that they were valid and reasonable and that the assets were received by GPL for its operations.



GPL with prior knowledge and approval of the Board Chair. The Board Chair may continue to approve the CEO's expenses.

These discrepancies in part indicate lack of adequate communication between the City and the Library in terms of providing updates on staff retirements and movements.

**RECOMMENDATIONS:**

**24. To ensure that signing authorities at GPL are in line with that in the WAM system at the City, it is recommended that GPL consider if there is merit to extending signing authority to their IT Manager who reports to the CEO. If this is warranted, then the City IT and Purchasing staff be notified accordingly. If not, the City should be notified so that the ability to authorize on the WAM system is removed.**

**25. To ensure accurate records are maintained, it is recommended that the CEO communicate authorization limits, for staff responsible for authorizing purchases, to the City IT and Purchasing staff ensuring that all records and limits are up to date. These records should be maintained regularly and the City notified of changes.**

**26. In order to ensure adequate signing authority levels, it is recommended that a senior management staff be designated to sign on behalf of CEO in his/her absence; in such circumstances, the Board Chair should be notified and his/her approval obtained prior to sign off; in addition, the approval limits should be re-visited at a Board meeting, decisions recorded in minutes and communicated to the City by the CEO for their action.**

### **Safety of Assets**

Several persons have access to the safe maintained in the Administrative Assistant's office. Items of value such as cash from cash register drawers at end of day, are maintained within this safe. The combination of this safe has not been changed since it was installed. In the interest of safeguarding assets, it is prudent to change the safe combination anytime an individual who has access to the safe leaves GPL or is transferred to another branch.

**RECOMMENDATION:**

**27. In order to ensure safety of assets kept within the safe, it is recommended that the safe combination be changed when staff having access to the safe are no longer in the employ of GPL or are transferred to another branch.**

Tim Horton's Cards in \$5 denominations, used as incentives for various staff accomplishments are kept within the safe. These cards are not reconciled after use. As several persons have access to the safe, it is prudent to reconcile the cards and maintain a record of such reconciliation to ensure their safety.

**RECOMMENDATION:**

- 28. To ensure the safety of the Pre-paid Cards, it is recommended that the Tim Horton's Cards be reconciled each time they are replenished or more frequently if the replenishment only occurs after a long period.**

Internal Audit noted instances when VISA cards assigned to one individual is provided for use to another at GPL. This occurred mostly when one card is reaching its maximum limit. In the Cataloguing area, the VISA card belonging to one individual is consistently used by staff to order books from certain online vendors. This adds a level of risk that is unnecessary and does not constitute good internal control practices as recommended in the City's Purchase Card policy.

**RECOMMENDATION:**

- 29. To ensure compliance with the VISA Card policy and best practice, it is recommended that GPL request a VISA Card for the individual purchasing books online. If a higher limit is needed on any given VISA card, this should be requested providing proper authorization from City Purchasing.**

### **Revenue – Fines and Other Revenue**

Internal Audit reviewed internal controls of the revenue streams and noted that the controls that are in place were adequate to ensure revenue was complete and that there was minimal risk of material understatement except as noted below.

There are reconciliation issues between the records on the Polaris system and monies in Cash Register. Reports on discrepancies are provided by the Revenue Clerk to the Managers of branches on a monthly basis for follow up. The Revenue Clerk does not visit the branches to ensure processes such as opening and closing of cash is conducted properly.

**RECOMMENDATION:**

- 30. To minimize errors relating to cash handling, it is recommended that the Revenue Clerk schedule annual training at each branch location to train Managers as well as staff on proper processes to be followed and during this visit recommendations could be made to branch Managers to improve processes and enhance security surrounding cash where deemed necessary.**

GPL 2015 Annual Report states that approximately \$6,500 is received in revenue from conducting proctoring<sup>27</sup>. Exam writing policy is on GPL website and four schools, namely Durham, Loyalist, Algonquin, and Virtual High School use the services of GPL for proctoring their students.

---

<sup>27</sup> A librarian is appointed to supervise the writing of exams for students.

One individual, a librarian is in charge of booking appointments for proctoring, collecting monies and conducting the proctoring. There is no segregation of duties or management oversight in this area.

Several students choose to pay cash when they come in to write an exam and a receipt is not provided. As an example, there is no oversight or controls in place to prevent the librarian from booking an appointment, collecting cash from those coming into write an exam, offering proctoring services and retaining the cash for themselves. The calendar identifying those making exam appointments is available to the supervisor but is not reviewed. Regardless, the appointment can be cancelled and disappear from the calendar leaving no record as a report of cancellations cannot be obtained.

The Internal Auditor had no way of determining whether or not monies had being misappropriated due to lack of documentation, but noted that the risk of misappropriation is high due to the opportunity created through lack of segregation of incompatible functions.

**RECOMMENDATIONS:**

- 31. To minimize the risk of misappropriation of monies related to proctoring exams, it is recommended that the booking and cancellation of appointments and control of the calendar be assigned to a separate individual, thereby segregating incompatible functions. The calendar should be available on a Read Only basis to the librarian in charge of proctoring and collecting monies; monies collected by the proctor should be reconciled by a Clerk to the number of appointments made on a monthly basis.**

The proctoring fee charged by GPL is \$40, a fee that has been in place for many years. This fee may not be in line with monies charged by other libraries who conduct proctoring in Ontario or Canada. Regardless, GPL may be able to justify raising the fees given inflationary increases over the years.

**RECOMMENDATION:**

- 32. To ensure that a fair fee is charged for proctoring, it is recommended that GPL consider conducting a survey among other libraries in Ontario and Canada and determine if these fees can be increased at GPL.**

Students are responsible for paying their own postage for exam results to be mailed to the school. Once exams are mailed, some using Canada Post and others by Courier, the students are expected to come back to GPL and make payment. This is an onerous practice both for the Library and the students.

**RECOMMENDATION:**

- 33. To ensure payment for mailing exams is collected, with minimal effort for all concerned, it is recommended that GPL set standard amounts that students have to pay upfront for the mailing of their exams. This amount should be reviewed annually to ensure GPL keeps abreast of increasing mail/courier charges.**

### Accounts Used for Financial Reporting

GPL does not differentiate between print material and electronic material in reporting expenses to the City. The Ministry of Culture, Tourism and Sports requires monies spent on electronic materials be segregated and reported separately from print material in the annual reporting done by Libraries to the Ministry. "Electronics" is defined by the Ministry as electronic subscriptions and other databases, downloadable media, gaming software, Playaway, DVDs and e-resources.

In order to comply with the Ministry requirements GPL staff manually reviews the listing and separates the electronic material from the print purchases at year end. This exercise by its nature is onerous, time consuming and subject to error. In addition the Tangible Capital Assets policy requires the amortization of print material and application of the policy should differentiate between amortization of print material and that of software.

**RECOMMENDATION:**

- 34. To more accurately reflect electronic purchases for reporting to the Ministry and to be able to segregate print material to enable accurate amortization as required by the Tangible Capital Assets policy, it is recommended that GPL request the creation of a separate object code for tracking electronic purchases.**

### Seeking Public Opinion on Services Offered

GPL last conducted a survey of the public in May 2015 to get community input in articulating a new brand for GPL that would capture and promote the essence and purpose of GPL. This feedback was used in creating the new logo and tagline for GPL. The survey also captured data on frequency of library use, services used and the public thoughts on the library's role within the community and what the public wanted from their library.

The survey was completed by 386 respondents and overall there was strong support for the work of the library and the value it added to the community. However, as the survey was intended to obtain feedback about the logo and tagline for GPL, no analysis was done on the results as they pertained to services.

**RECOMMENDATION:**

**35. To ensure awareness of library patron needs, it is recommended that GPL consider conducting a survey of library patrons to determine their specific needs and to enable adjusting services offered to better meet the needs of the public served. Such surveys should be conducted on a regular basis prior to formulating strategic direction for the Board.**

**APPENDICES**

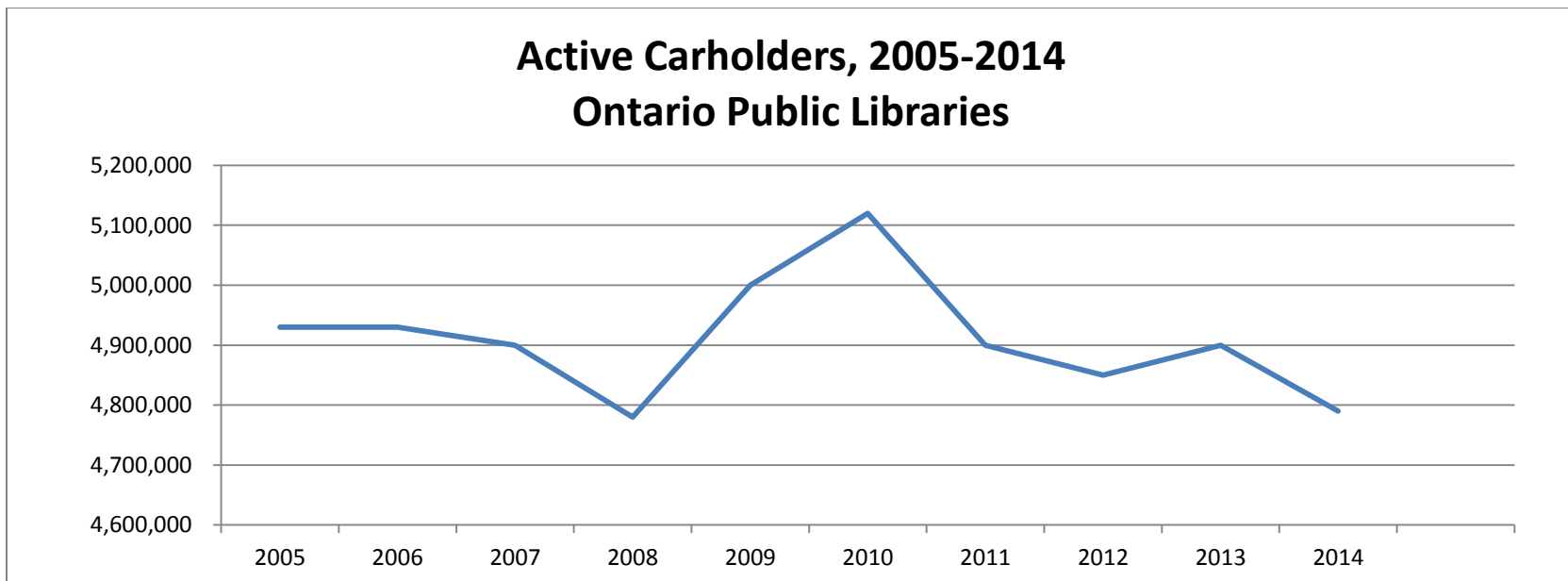
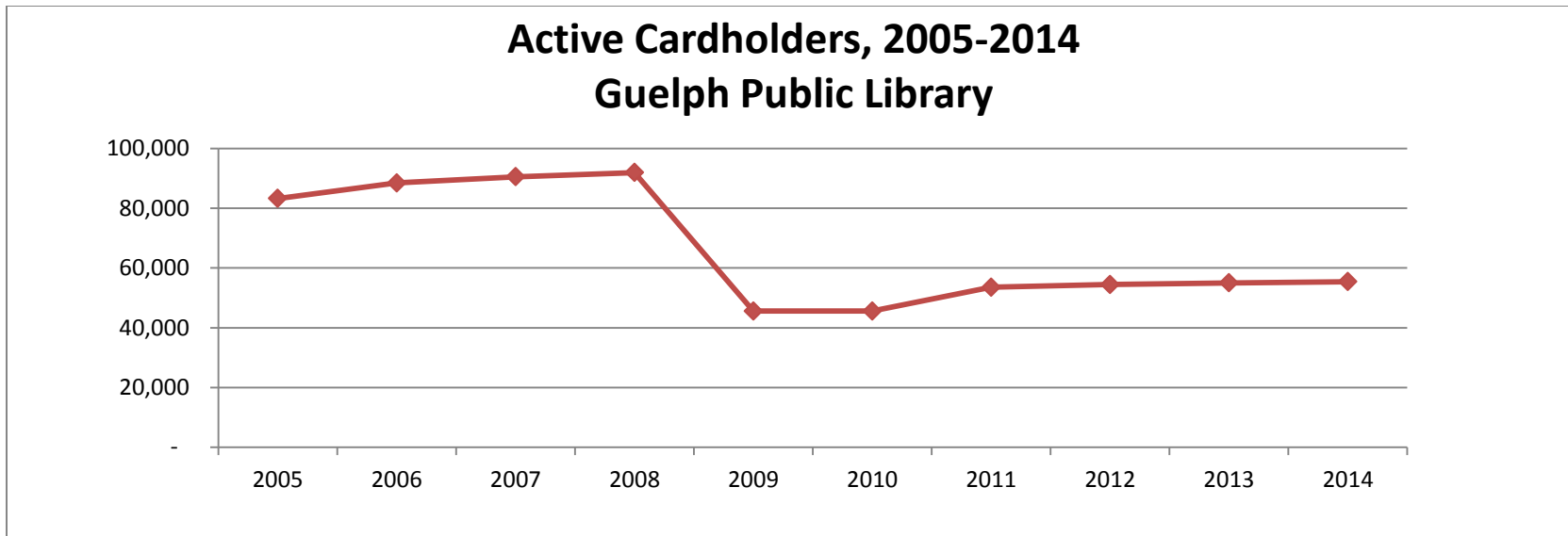
Appendix A: Trends - GPL vs. Other Ontario Libraries

Appendix B: Excerpt from BMA Study

Appendix C: Other Comparator Libraries

**APPENDIX A**

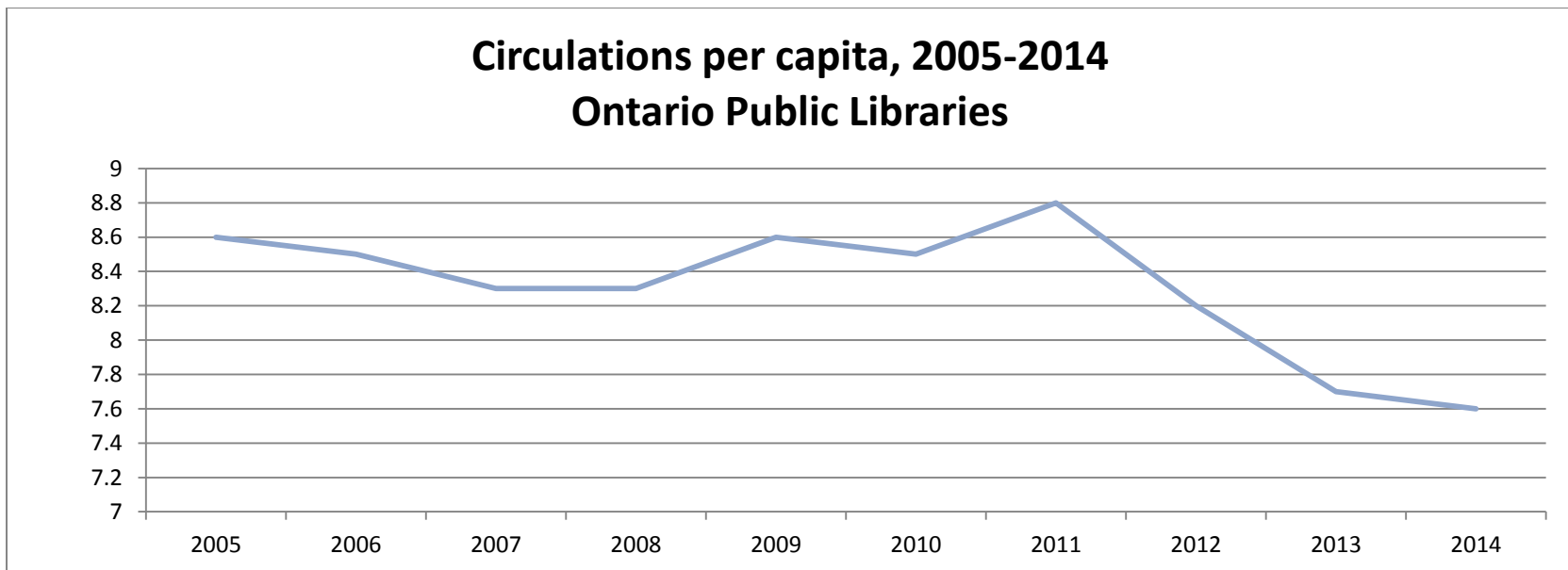
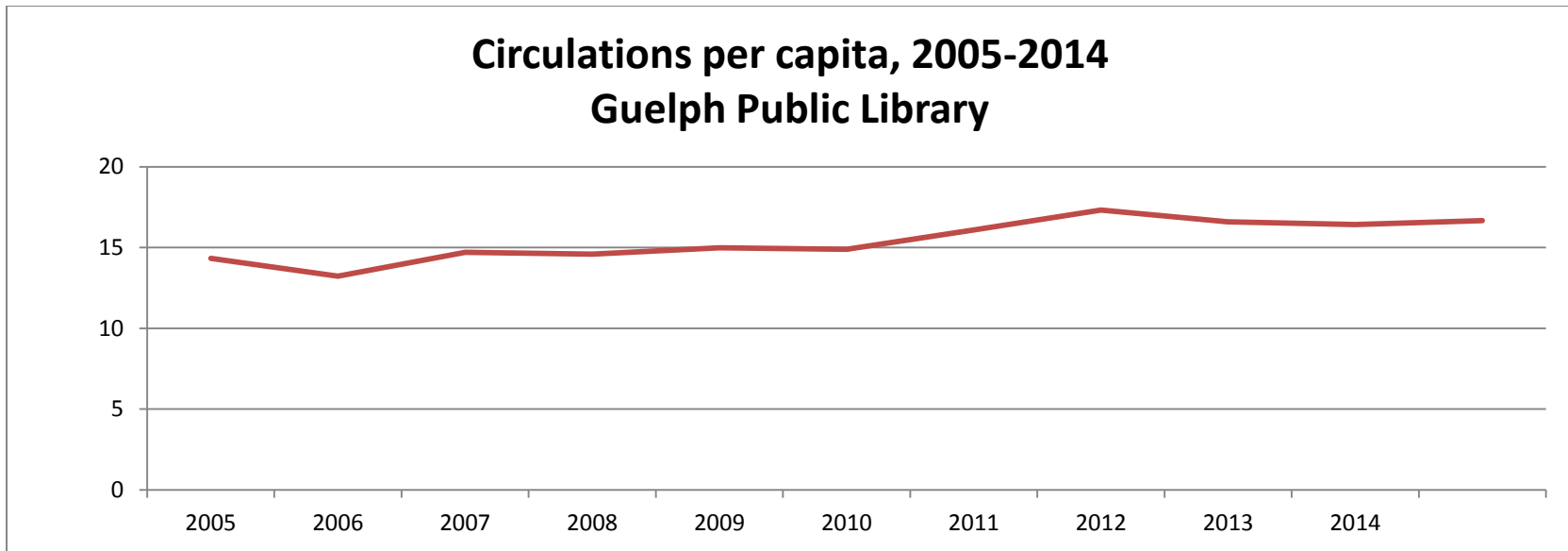
Guelph Public Library trends compared to that of Ontario Public Libraries



Ontario Public Libraries data obtained from recent research conducted by the Federation of Ontario Public Libraries; the graphs placed here compare the trend in activity at GPL against the trend in activity for all Ontario Public Libraries by year from 2005 to 2014.

## APPENDIX A

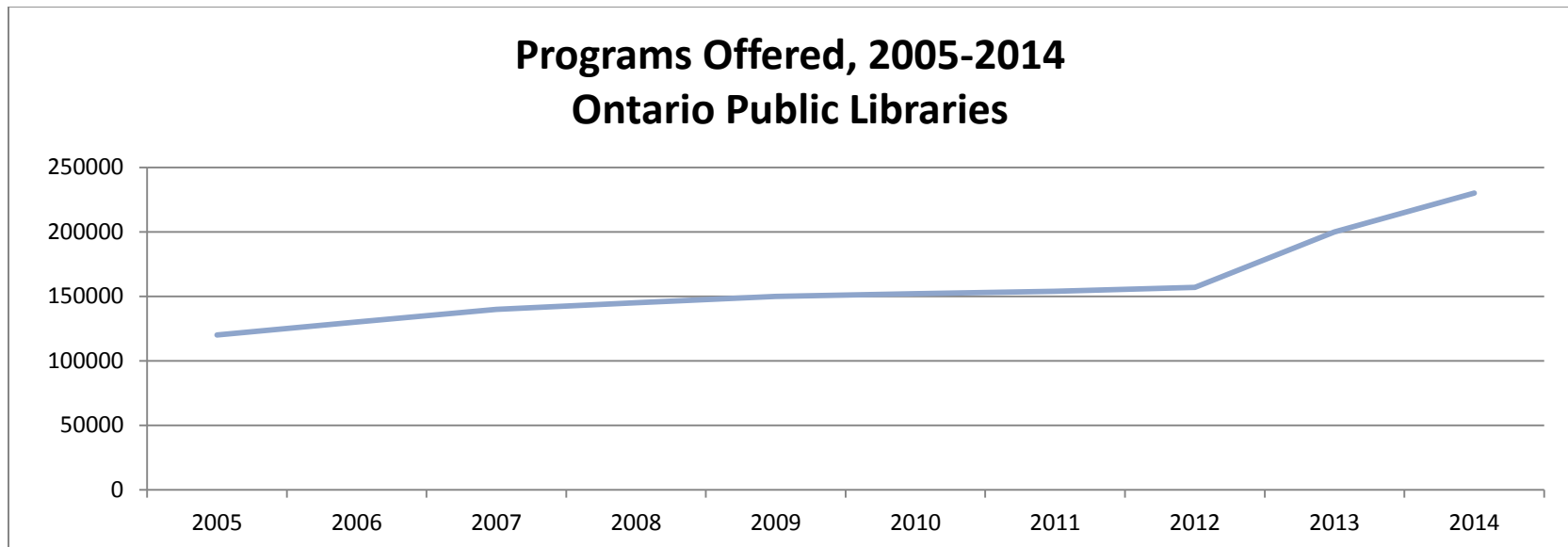
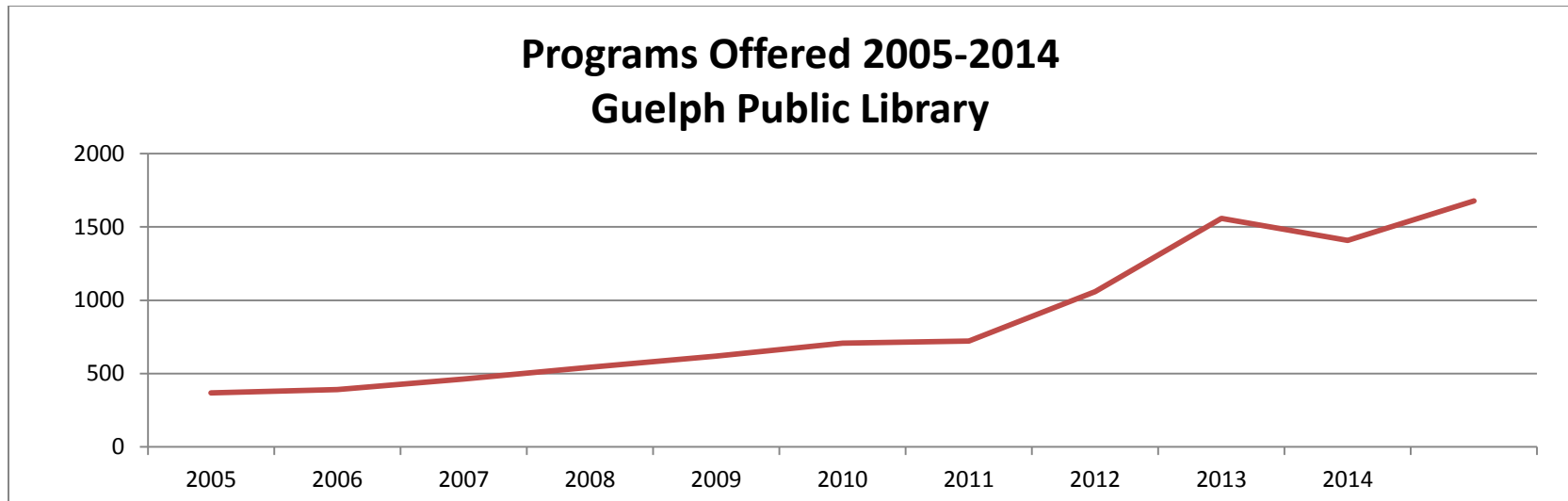
Guelph Public Library trends compared to that of Ontario Public Libraries



Ontario Public Libraries data obtained from recent research conducted by the Federation of Ontario Public Libraries; the graphs placed here compare the trend in activity at GPL against the trend in activity for all Ontario Public Libraries by year from 2005 to 2014.

## APPENDIX A

Guelph Public Library trends compared to that of Ontario Public Libraries

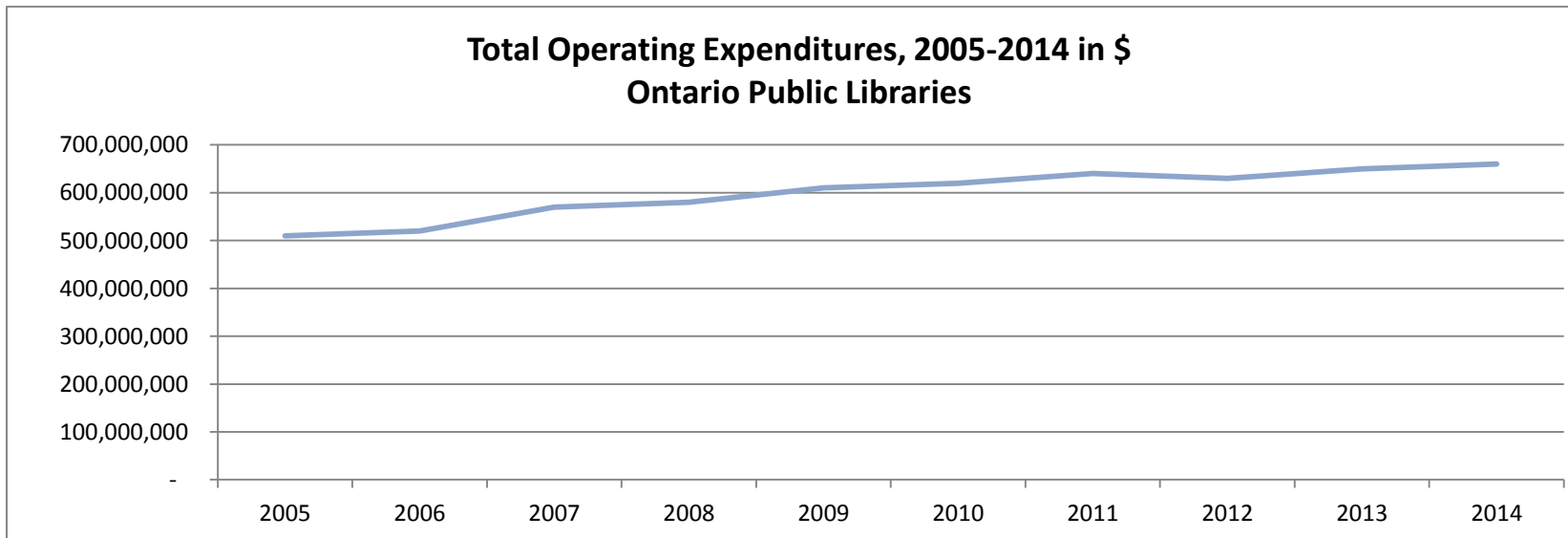
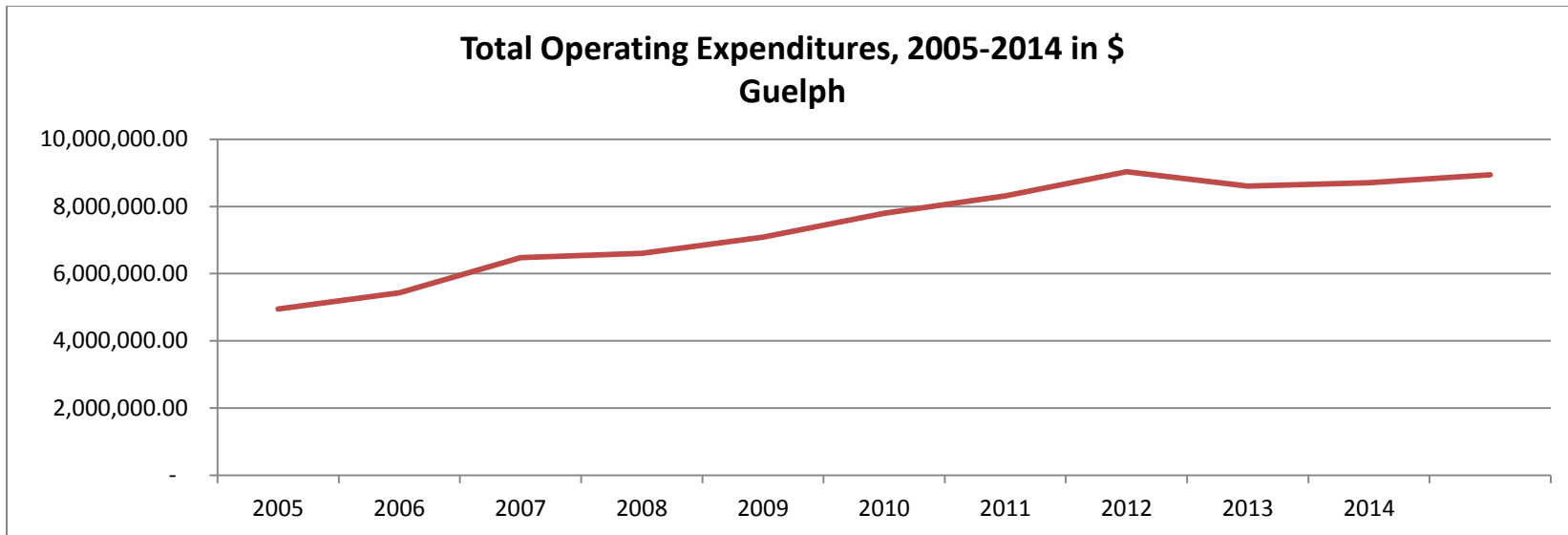


Ontario Public Libraries data obtained from recent research conducted by the Federation of Ontario Public Libraries; the graphs placed here compare the trend in activity at GPL against the trend in activity for all Ontario Public Libraries by year from 2005 to 2014.



## APPENDIX A

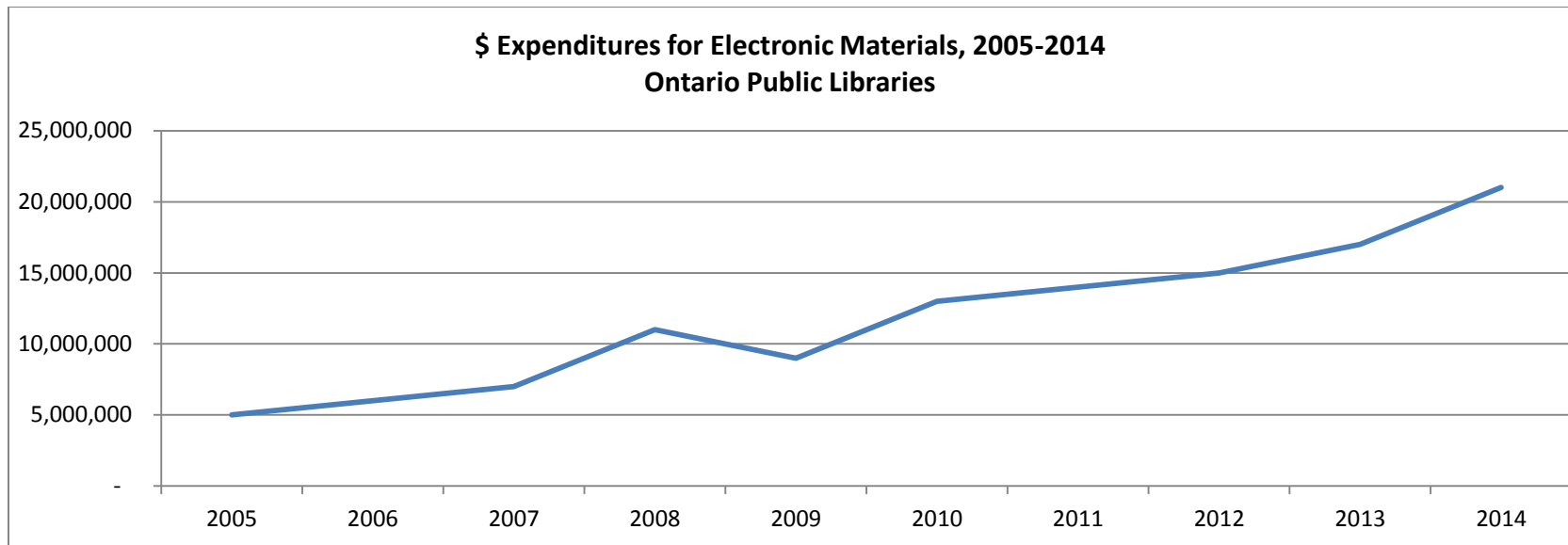
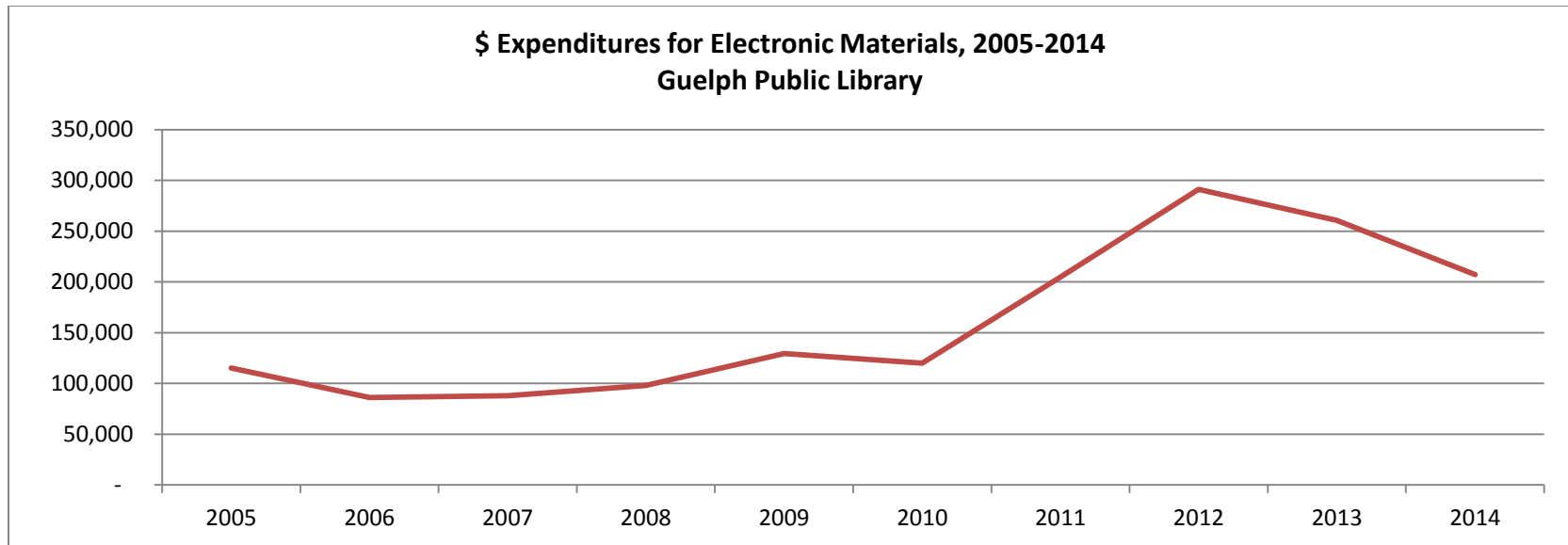
### Guelph Public Library trends compared to that of Ontario Public Libraries



Ontario Public Libraries data obtained from recent research conducted by the Federation of Ontario Public Libraries; the graphs placed here compare the trend in activity at GPL against the trend in activity for all Ontario Public Libraries by year from 2005 to 2014.

## APPENDIX A

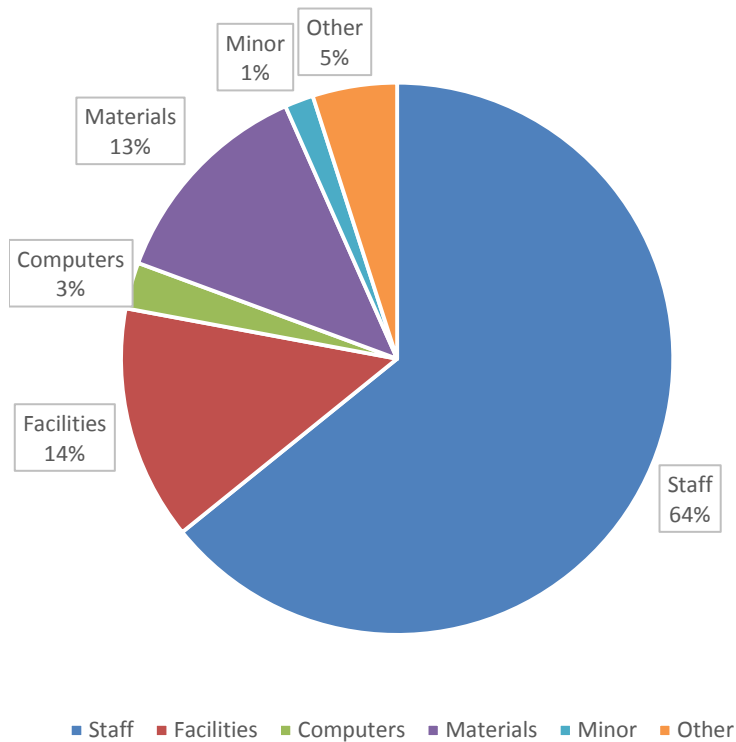
### Guelph Public Library trends compared to that of Ontario Public Libraries



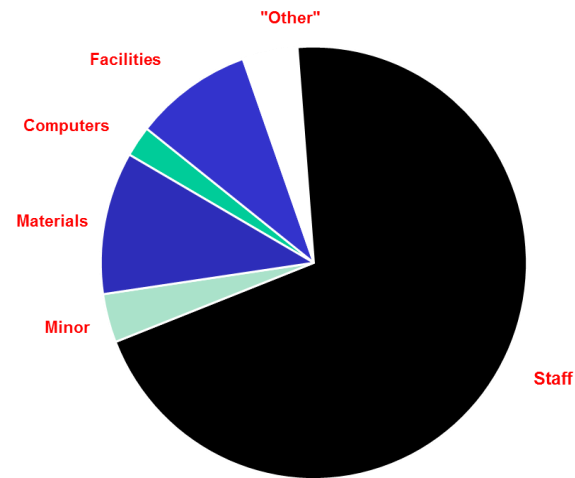
## APPENDIX A

### Guelph Public Library trends compared to that of Ontario Public Libraries

Guelph Public Library, 2014  
% of Operating Expenditures spent



Select Ontario Public Libraries, 2014  
% of Operating Expenditures spent



NOTE: The pie chart distributions above indicate that the level of expenditure for categories identified in Guelph, is similar to that of all Ontario Public Libraries taken as a whole.

**Library (cont'd)**—(Sorted by Net Costs per \$100,000 CVA, Including Amortization)

Municipality	Net Costs per Capita Excl Amort	Net Costs per Capita Incl Amort	Net Costs per \$100,000 CVA Excl Amort	Net Costs per \$100,000 CVA Incl Amort
Oakville	\$ 42	\$ 46	\$ 19	\$ 21
Vaughan	\$ 41	\$ 48	\$ 19	\$ 22
Markham	\$ 35	\$ 43	\$ 18	\$ 23
Brampton	\$ 21	\$ 28	\$ 18	\$ 24
Milton	\$ 37	\$ 48	\$ 22	\$ 28
Mississauga	\$ 44	\$ 51	\$ 27	\$ 31
Whitby	\$ 36	\$ 41	\$ 29	\$ 33
Burlington	\$ 50	\$ 60	\$ 28	\$ 34
Ottawa	\$ 52	\$ 53	\$ 36	\$ 37
Chatham-Kent	\$ 34	\$ 39	\$ 33	\$ 38
Toronto	\$ 60	\$ 71	\$ 32	\$ 38
St. Catharines	\$ 31	\$ 38	\$ 33	\$ 39
Waterloo	\$ 46	\$ 61	\$ 31	\$ 41
Cambridge	\$ 44	\$ 46	\$ 40	\$ 42
Wellington County	\$ 14	\$ 18	\$ 33	\$ 43
Kingston	\$ 42	\$ 52	\$ 37	\$ 46
Barrie	\$ 45	\$ 55	\$ 39	\$ 48
Kitchener	\$ 45	\$ 51	\$ 42	\$ 48
Hamilton	\$ 46	\$ 55	\$ 42	\$ 51
Greater Sudbury	\$ 42	\$ 51	\$ 43	\$ 52
London	\$ 48	\$ 57	\$ 48	\$ 57
Guelph	\$ 68	\$ 74	\$ 54	\$ 59
Oshawa	\$ 53	\$ 60	\$ 53	\$ 61
Windsor	\$ 37	\$ 45	\$ 52	\$ 63
Thunder Bay	\$ 50	\$ 56	\$ 64	\$ 72
<b>Population &gt; 100,000</b>				
Average	\$ 42	\$ 50	\$ 36	\$ 42
Median	\$ 44	\$ 51	\$ 33	\$ 41

APPENDIX C  
COMPARATOR LIBRARIES – SURVEY AND INTERVIEW RESULTS

**COMPARATOR SURVEY AND INTERVIEW**

To provide context and to better understand the operations and corresponding statistics of the Guelph Public Library (GPL), three comparator libraries were reviewed. The comparators were chosen based on a similar population base and proximity to Guelph: Cambridge (known as Idea Exchange), Waterloo and St. Catharines. Information was gathered through an online survey which was followed up with an in-person or telephone interview. The survey and interview captured information on:

1. Facilities
2. Staffing
3. Operations
4. Technology
5. Growth plans
6. Relationship with the City and City Council

The staff interviewed for each location was:

- Cambridge                      Helen Kelly, CEO
- Waterloo                        Laurie Clarke, CEO
- St. Catharines                Lilita Stripnieks, CEO

Both the survey and interview questions were vetted by GPL leadership.

**1. Facilities**

**Cambridge** has four locations, three of which are located in City-owned buildings with no rental costs. The fourth location is situated in a school of the Separate School Board and serves as both the school and public library. The costs for this location are shared with the School Board. The total operating cost for the Cambridge libraries is \$5.6M. The library last added a new branch 19 years ago.

The total cost to operate **Waterloo's** three branches is \$5.3M. Two branches are located in city-owned buildings with no rent costs. The only facility costs are for property maintenance such as landscaping and snow removal. One branch is co-located with the YMCA. At this location, the library shares utility costs with the YMCA. The most recent branch to open in Waterloo was the Harper branch in 2011.

APPENDIX C  
COMPARATOR LIBRARIES – SURVEY AND INTERVIEW RESULTS

**St. Catharines** operates four locations for a cost of \$5.4M annually. Only one branch pays \$40,400 rent for space within a plaza. The remaining branches are situated in city-owned buildings with a token rent amount (\$1, \$2 and \$600 per year). However, for each of these locations, the library paid (or is paying) the debenture for the building from the annual operating budget. St. Catharines last opened a branch in 2012 with the Dr. Huq Family Library.

## **2. Staffing**

**Cambridge** library employs a total of 87 non-unionized staff, of which 43 are full-time and 44 are part-time; Salary costs are \$4M. For full-time staff, benefits such as EIB, CPP, EHB and long-term disability (LTD) represents 35% of the salary costs. For part-time staff, benefits are 25% of salary costs. Four hundred volunteers also provide 195 hours per week of support. The library maintains parity with the City for annual pay increments and benefits for full-time staff. To seek employment with Idea Exchange, educational requirements vary, depending upon the position. Although some staff have a Masters in Library Science (MLS), other staff have Early Childhood Education (ECE) or Parks and Recreation backgrounds. The CEO's hiring philosophy is to hire for personality and to train for skill. In recent years, the library has made significant investments to cross-train staff in preparation for changes to traditional roles and the implementation of new technology. Additional training for staff is available through the GALE courses provided for public access. GALE courses provide academic, professional or personal development courses. Staffs have access to these programs for self-directed skill development. Upon return from any training courses and to conferences, staffs make a short video about their experience to share with colleagues. The library participates in the Best Small Medium Employee Survey, administered by Aon Hewitt, to gauge employee satisfaction. This year's survey is the 4<sup>th</sup> year since 2009 for completion.

**Waterloo** employs a total of 95 non-unionized staff. The staffing cost for the 25 full-time and 70 part-time staff is \$4M. Extended health benefits (EHB) and OMERS account for 20% of salary costs for full-time staff. For part-time staffs that are OMERS eligible, benefits are 14% of salary costs. Prior to 2009, the library maintained wage and benefit parity with the City but after a 2009 job evaluation process, wage parity was broken. Similarly, the library was required to break parity for health benefits due to budget limitations. Some staff have an MLS education but educational requirements are dependent upon the position; management positions typically have a Masters level education. For training and professional development, Waterloo holds annual staff development days. A training priority is to "increase staff narrative of technology", although staff already have a certain level of technical knowledge. As many staff as the budget allows are sent to the Ontario Library Association (OLA) conference and other Southern Ontario Library Services (SOLS) training opportunities. The library employs 150

APPENDIX C  
COMPARATOR LIBRARIES – SURVEY AND INTERVIEW RESULTS

volunteers providing 10 hours per week of time. Volunteers largely perform backroom functions as well as visiting library services.

**St. Catharines** library was the only unionized operations of the comparators and employs 39 full-time and 65 part-time staff. Volunteers are not used because of the unionized environment. Staffing costs for the 104 staff is \$3.56M, of which 17% is for benefits, excluding OMERS. Only full-time staff is provided with health benefits but part-time staff have the option to buy their own health benefits. The majority of management staff has an MLS education. The library maintains a budget of \$10,000 for staff training which is used to send staff to conferences and provide in-house training courses.

### **3. Operations**

**Cambridge** libraries open to the public at noon but the branches are used in the mornings for programming. The library is considering expanding its hours of operation which would require not only Council support but also a minor budget increase. The budget increase is expected to be minimal because staffs are already onsite for morning programming.

Cambridge provides a variety of programs such as book clubs, visiting library services, STEM (science, technology, engineering and math) programming, art and music workshops and community outreach. Supporting newcomers is also a key service. A Library Settlement Worker is available to facilitate transitions into the community and the library hosts English conversation circles. Cambridge was also the only comparator to offer GALE learning courses. GALE courses are 6-week, online learning courses for academic, professional or personal development. The courses are free to valid cardholders.

**Waterloo** library hours vary by branch. For example, the main branch is open six days per week, 10am to 9pm on Mondays to Thursday and until 5:30pm on Fridays and Saturdays. The main branch has Sunday hours from 1pm to 4pm from October to May only. The two smaller branches have weekday closures (i.e. Monday or Friday) and both are closed on Sundays. These hours are largely budget driven and based on the number of hours that staffing costs are available. One particular challenge was when the Harper branch opened, no additional City funding was received. As a result, staffing (and hours) across all branches had to be adjusted. The library is currently reviewing its hours and has identified that the community would like the library to be open 7 days per week. The review will include a re-distribution of hours across the branches.

Waterloo Library offers a variety of free, year-round programming targeting specific audiences and interests. Similar to Cambridge, Waterloo supports newcomers to Canada. The library has

APPENDIX C  
COMPARATOR LIBRARIES – SURVEY AND INTERVIEW RESULTS

partnerships with the settlement organizations, such as KW Multicultural Centre, which provide onsite Settlement Workers and the library also offers English conversation circles.

Most of **St. Catharines** libraries are open Tuesday to Friday from 10am to 8pm (9pm for the central branch and 5pm on Fridays). Saturday hours are 9am to 5pm. The Port Dalhousie branch is only open on Tuesdays, Thursdays and Saturdays. Sunday hours are provided at two branches from October to May.

The St. Catharines library offers a variety of programs targeting children, teens, adults and seniors. Some programs are weekly, others monthly or seasonally. The library partners with various organizations, such as Brock University, to provide these programs. The library uses a number of committees (e.g. management committee, children’s committee, adult committee) to make decisions about new and existing programs.

#### **4. Technology**

The use of technology by **Cambridge** Library is incorporated into the annual goals. Last year, Cambridge set the goal to increase technology use by 15%, which was exceeded. Technology use includes public computers available in one hour time blocks and iPads for children’s programming. Two branches provide an iPad kiosk to dispense iPads for in-library use by children. All technology is currently for in-library use and not lent out. However, the library is looking into loaning out “Go Pro” cameras. The library provides various technical instruction programs (e.g. on social media, apps, etc.). The Tech Training 1-on-1 service is the library’s response to the demand for individual technical instruction on people’s own devices. For its operations, the library’s use of technology has resulted in a shift in staff duties. For example, the RFID system has automated check-outs, which has allowed staff to be re-deployed into other areas and functions. Increasingly, the library’s budget is moving more towards technology needs.

**Waterloo** also provides various technology related programs and seminars. The library conducted a technology study which identified that people are using the library for technology. As a result, the library will expand the number of laptops for programs to 40. These laptops are also used in the children’s department. The study also identified that the demand for public use computers has remained status quo. Therefore, the library is considering not replacing the computers when its due for replacement. The greater demand is for free wi-fi, especially amongst the students. The Tech Connect program is similar to Cambridge’s Tech Training program and provides one-on-one technology help and training. Plans are also in the works to create a technology laboratory for people to try various devices. Proceeds from a recent library fundraiser will be used to purchase a 3D printer.



APPENDIX C  
COMPARATOR LIBRARIES – SURVEY AND INTERVIEW RESULTS

In **St. Catharines**, the need for public-use computers is met through the library's 74 public computers that have internet access. Broadband and VOIP services are also available and virtual services (i.e. RFID) will be installed soon. The library's IT Manager stays current with technology changes and most applications are cloud based. A survey has indicated the need for a 3D printer and the associated programs.

## 5. Growth Plans

Physical expansion of the main branch is limited but **Cambridge** is in the process of building a new branch. This new branch will be located in the old Post Office, which is a federally and provincially designated heritage site, and it is in close proximity to the main branch. This branch will be a digital library<sup>1</sup> with a makerspace<sup>2</sup>, with a 3D printer. This new branch is being developed in partnership with the City. The City purchased the building in 2012 with the intention to revitalize it.

Since 1997, **Waterloo** Library has conducted various needs studies. At that time, it was identified that 4 branches were needed based, in part, on projected population growth. Previous taskforces have also recommended that the main branch be renovated prior to constructing a new branch. Within the main branch, it is felt that a renovation of the existing space is needed, rather than an expansion of the physical space, to create more space for studying and programming. Although there are no current plans to renovate the main branch, a new branch is planned for the east side of the city. This plan has been approved by City Council and the funding is included in the library's budget. Construction is scheduled to begin in 2020 and an RFP will be issued for an architect to conduct a feasibility study.

**St. Catharines** has no current plans to expand their branches. In the past, the library had an interest in building a new branch in the west end of the city, located in a City-owned recreational facility. These plans were not approved by City Council and since that time, residents have stated that a west end location is not needed. The most recent expansion

---

<sup>1</sup> A digital library is a special library with a focused collection of digital objects that can include text, visual material, audio material, video material, stored as electronic media formats (as opposed to print, microform, or other media), along with means for organizing, storing, and retrieving the files and media contained in the library collection.

<sup>2</sup> Makerspaces (sometimes called hackerspaces, hackspaces, and fablabs) are creative, DIY spaces where people can gather to create, invent, and learn. In libraries they often have 3D printers, software, electronics, craft and hardware supplies and tools, and more. In makerspaces, people share supplies, skills, and ideas, and often work together on projects.

APPENDIX C  
COMPARATOR LIBRARIES – SURVEY AND INTERVIEW RESULTS

occurred in 2010 in the north end of the city. A small branch located in a rental property was relocated to a pool complex owned by the City.

**6. Relationship with the City and City Council**

All three of the comparators reported a strong working relationship with its City and City Council. Each library spoke about partnerships between the library and City to provide programming, host events and support other City (or Council) initiatives. One or two City Councillors sit on the board of each library and all comparators report directly into City Council as a delegation, not through a standing committee of Council.

The **Cambridge** CEO has made “telling the story” of the library to City Council a priority. After producing the first Community Report, the report was presented to City Council. As regular practice, the library provides reports and shares information with Council throughout the year. In addition to the sitting Councillor, Waterloo’s library has a former City Councillor as the board’s chair. The library receives City funding through a three year funding agreement. In addition to the three to four reports per year to Council, library staff participate on various City committees, such as the Culture, Heritage and Safe Neighbourhoods committees. The City runs the library’s payroll and the library’s employee health benefits costs are more affordable by falling under the umbrella of the City’s plan, even though the library’s health plan differs from the City’s plan. Similarly, the library’s building insurance is under the Region of Waterloo, which again, keeps costs affordable.

**St. Catharines** has an open and accessible relationship with the City and City Council. Although the library processes its own payroll and financial transactions, the same system as the City is used. And the City has full access to the library’s financial and payroll information. Large capital projects are conducted in close contact with and support from the City. The City will help the library with the purchasing process from creating RFPs , obtaining quotes and selecting best applicants. The City will also pay installments for certain capital projects.

## ATTCHMENT 2 - MANAGEMENT RESPONSE

<b>ATTCHMENT 2 - MANAGEMENT RESPONSE</b>			
<i>Guelph Public Library - Audit - October 2016</i>			
<b>Audit Recommendation</b>	<b>Accept?</b>	<b>Management Response</b>	<b>Target Completion Date</b>
R1. In order to obtain savings to facilities cost, it is recommended that, the CEO and the Board of GPL be proactive in their attempt to get library branches in Guelph re-located at City owned property whenever the opportunity arises.	<b>Accept</b>	Noted and will be proactive going forward.	Completed
R2 To ensure adequate financial expertise on the Board, it is recommended that the GPL Board actively solicit an individual with financial expertise to join the Board; once an individual with financial expertise is on the Board, the City Treasurer attendance at meetings be discontinued; in the meantime, the City Treasurer should continue to attend the GPL Board meetings on a regular basis at meetings where financial matters are on the agenda.	<b>Accept</b>	The Board will consciously recruit individuals with financial expertise; The City Treasurer will be notified to attend GPL Board meetings where financial matters are to be discussed. <b>Board Comment:</b> The Board will continue to consciously recruit individuals with financial expertise.	Q2 2017
R3. In order to provide independent assurance to the Board that GPL finances are being managed adequately, it is recommended that the Board consider retaining the services of a Certified Professional Accountant to conduct an annual audit of GPL. In this regard, there may be cost savings in having the City's external auditor issue a separate audit report on Schedule 5 to the Board.	<b>Accept</b>	The library's financial officer will consult with the City's Senior Corporate Analyst, Financial Reporting and Accounting to determine the best course of action.	Q2 2017
R4. To ensure financial reports are understandable and conducive to decision making, it is recommended that GPL staff work with the Board to decide on a format for their financial reports to the Board; it is also recommended that they discuss whether quarterly instead of monthly financial reports in the new format will provide adequate assurance to the Board of the financial performance of GPL. The format should include brief written explanations for variances.	<b>Accept</b>	Library staff will work with the City's Financial Analyst and the Board to create a mutually satisfactory report.	Q2 2017
R5. To ensure Council is kept apprised of GPL activities, it is recommended that the CEO present the Annual Report of the Library to Council at large and also keep Council abreast of any notable events, awards and achievements of GPL as necessary throughout the year through short presentations to Council.	<b>Accept</b>	CEO has already made contact with the City Clerk to arrange dates and continue to bring matters of interest to Council on an ongoing basis.	Completed

## ATTCHMENT 2 - MANAGEMENT RESPONSE

<b>Guelph Public Library - Audit - October 2016</b>			
<b>Audit Recommendation</b>	<b>Accept?</b>	<b>Management Response</b>	<b>Target Completion Date</b>
R6. In order to improve and encourage better communication between GPL and the City, it is recommended that the General Manager IT should add all GPL employees who have a GPL e-mail address to the City's Outlook database; in addition, it is recommended that the database be cleaned up so that there is only one address per employee.	<b>Accept</b>	Library management will consult with General Manager IT to facilitate this action.	Q3 2017
R7. In order to formalize the Library Working Group activities and ensure that issues of concern to both parties are brought forward and resolved with accountability assigned for timely resolution and action, it is recommended that the Deputy CAO Public Services ensure that regular meetings occur with GPL, with formal agenda setting and minutes.	<b>Accept</b>	GPL Agrees.	Completed
R8. To enable the HR Coordinator GPL to retain up to date information on all positions at GPL, the facilitator of the Joint Job Evaluation Committee be advised by the CEO to copy the HR Coordinator on the letter and rating sheet for both CUPE and management positions at GPL when they are finalized.	<b>Accept</b>	The facilitator of the JJEC has communicated her agreement with this request	Completed
R9. In order to ensure that all staff using the City Procurement System continues to be up to date on changes in policies and procedures, it is recommended that the Manager of Procurement ensure that any training offered to City staff and any communication, deemed necessary, is extended to the Library staff on a timely basis.	<b>Accept</b>	Training was provided in mid-2016. This recommendation has been agreed to by City Procurement Manager.	Completed
R10. In order to create efficiencies and address timing delays in processing HR documents for managing staffing issues, it is recommended that the City HR staff, GPL HR Coordinator and the Director of Operations at GPL form a short term working group to discuss various areas where responsibilities could be shifted to GPL and the process to be followed to do so. Any tools and checklists to conduct the tasks more effectively and efficiently should be shared.	<b>Accept</b>	The CEO will contact with GM of HR to facilitate this.	Q4 2016

## ATTCHMENT 2 - MANAGEMENT RESPONSE

<b>ATTCHMENT 2 - MANAGEMENT RESPONSE</b>			
<i>Guelph Public Library - Audit - October 2016</i>			
<b>Audit Recommendation</b>	<b>Accept?</b>	<b>Management Response</b>	<b>Target Completion Date</b>
R11. In order to benefit from a good understand of the HR Specialist function at the City, and to get familiar with the way the City conducts their business, it is recommended that the CEO, at the Library, in consultation with the General Manager Human Resources, arrange a meeting between the HR Coordinator and one or more HR Specialists to facilitate an understanding of how responsibilities are carried out by City HR staff.	<b>Accept</b>	The CEO will contact with GM of HR to facilitate this.	Q4 2016
R12. In order to maximize economy for the City and establish a good working relationship between the two entities, it is recommended that the City's General Manager IT or designate work with Manager IT at GPL to develop a formal procedure for the co-ordination of information technology activities between the City and GPL; Such procedures should include clearly defined steps to be taken to make GPL aware of all significant opportunities that are available to the City as outlined in this report.	<b>Accept</b>	IT Manager to reach out to his counterpart at the City to arrange for meetings on an as-needed basis.	Q4 2016
R13. In order to ensure that the Information Technology equipment currently available and any planned additions are of continuing value to the public, it is recommended that a study be conducted to inform GPL of public needs.	<b>Accept</b>	The Director of Customer Service will consult with the Communications Coordinator to determine the best method to survey the public on this topic	Q1 2017
R14. To ensure that the equipment available to the public is kept current and is adequately maintained, it is recommended that the cost of maintenance and capital costs to upgrade computerized equipment as required be forecasted and built into the budget for the GPL IT department on an annual basis.	<b>Accept</b>	Manager IT and Director of Operations will review and forecast as appropriate	Q2 2017
R15. In order to ensure central control of equipment, it is recommended that the GPL IT department retain a centralized listing of all electronic equipment purchased by GPL or granted by other organizations and maintained at branches.	<b>Accept</b>	Manager IT will review and undertake a thorough inventory as required	Q3 2017

## ATTCHMENT 2 - MANAGEMENT RESPONSE

### *Guelph Public Library - Audit - October 2016*

Audit Recommendation	Accept?	Management Response	Target Completion Date
----------------------	---------	---------------------	------------------------

R16. In order to ensure adequate security and confirm existence of equipment, an annual physical inventory of all IT assets should be conducted by the GPL IT department staff; following the inventory count, recommendations relating to adequacy of asset security, obsolescence or need for replacement should be made to the branches housing the equipment. .

**Accept**    see above    Q3 2017

R17. In order to ensure proper processes and trail of authorized requests, it is recommended that adding software to computers be governed by a formalized request process made to the IT department by Library staff. Library staff need to be made aware of the risk of introducing virus to computers when adding freeware and this should be communicated to them by the IT staff whenever a new addition is requested.

**Accept**    A form requiring authorization for addition of software to computers will be made. GPL will incorporate appropriate education into regularly schedule staff training modules    Q2 2017

R18. In order to ensure each area within GPL is responsible for their respective expenditures, there needs to be a budget line created for computer related expenses and for photopy/printer related expenses. IT should only be responsible for costs that are within their immediate control and those supported by their mandate.

**Accept**    Adjustments to budget will be made.    Q1 2017

R19. To meet customer needs and maximize the benefits of the existing VDI solution, it is recommended that the CD-Rom capability of the 4 physical computers be discontinued and the VDI solution installed in the computers.

**Accept**    To be discussed with Information and IT prior to action being taken    TBD

R20. To ascertain customer need for use of CD-Rom/DVD capabilities on computers and meet this level of need, it is recommended that GPL track related customer requests for a period of time and address identified need through the purchase of one or two laptops with CD-Rom features.

**Accept**    The Director of Customer Service will direct staff to monitor and track these requests and report to the Manager of IT with results after six months.    Q2 2017

## ATTCHMENT 2 - MANAGEMENT RESPONSE

### *Guelph Public Library - Audit - October 2016*

Audit Recommendation	Accept?	Management Response	Target Completion Date
R21. To add benefit to GPL and keep abreast of current trends in municipal accounting, it is recommended that the Director of Operations undertake one or more formal training courses in accounting practices offered to Controllers of non-profit or government organizations.	<b>Accept</b>	The CEO will consult with the Director of Operations and select a training course(s) that would benefit the organization	Q4 2016
R22. To ensure standard operating procedures are available for functions performed, it is recommended that GPL commence the documentation of standard operating procedures formulating a timetable and deadlines for their completion. Those procedures surrounding functions of higher risk should be completed first.	<b>Accept</b>	To be organized, prioritized and implemented over a multi-year period	TBD
R23. In order to ensure duplication is avoided, responsibility for the completion of purchase orders be assigned to one primary Clerical staff with backup individual taking on these responsibilities only during the absence of the person having primary responsibility.	<b>Accept</b>		Q1 2017
R24. To ensure that signing authorities at GPL are in line with that in the WAM system at the City, it is recommended that GPL consider if there is merit to extending signing authority to their IT Manager who reports to the CEO. If this is warranted, then the City IT and Purchasing staff be notified accordingly. If not, the City should be notified so that the ability to authorize on the WAM system is removed.	<b>Accept</b>	Management will consider the merits of extending signing authority and notify City staff accordingly.	Q1 2017
R25. To ensure accurate records are maintained, it is recommended that the CEO communicate authorization limits, for staff responsible for authorizing purchases, to the City IT and Purchasing staff ensuring that all records and limits are up to date. These records should be maintained regularly and the City notified of changes.	<b>Accept</b>	The CEO will communicate authorization limits to City IT Staff.	Completed

## ATTCHMENT 2 - MANAGEMENT RESPONSE

### *Guelph Public Library - Audit - October 2016*

Audit Recommendation	Accept?	Management Response	Target Completion Date
----------------------	---------	---------------------	------------------------

<p>R26. In order to ensure adequate signing authority levels, it is recommended that a senior management staff be designated to sign on behalf of CEO in his/her absence; in such circumstances, the Board Chair should be notified and his/her approval obtained prior to sign off; in addition, the approval limits should be re-visited at a Board meeting, decisions recorded in minutes and communicated to the City by the CEO for their action.</p>	<p>Accept</p>	<p>This will be implemented immediately and communicated to senior staff and the Library Board at the next meeting.</p>	<p>Q3 2016</p>
<p>R27. In order to ensure safety of assets kept within the safe, it is recommended that the safe combination be changed when staff having access to the safe are no longer in the employ of GPL or are transferred to another branch.</p>	<p>Accept</p>	<p>This will be done asap and continued going forward</p>	<p>Q4 2016 and going forward on an ongoing basis. Completed</p>
<p>R28. To ensure the safety of the Pre-paid Cards, it is recommended that the Tim Horton's Cards be reconciled each time they are replenished or more frequently if the replenishment only occurs after a long period. In order to ensure the safety of the Cards, it is recommended that the Tim Horton's Cards be reconciled each time</p>	<p>Accept</p>		<p>Q4 2016</p>
<p>R29. To ensure compliance with the VISA Card policy and best practice, it is recommended that GPL request a VISA Card for the individual purchasing books online. If a higher limit is needed on any given VISA card, this should be requested providing proper authorization from City Purchasing.</p>	<p>Accept</p>	<p>The CEO will make this request of City Purchasing.</p>	<p>Q4 2016</p>
<p>R30. To minimize errors relating to cash handling, it is recommended that the Revenue Clerk schedule annual training at each branch location to train Managers as well as staff on proper processes to be followed and during this visit recommendations could be made to branch Managers to improve processes and enhance security surrounding cash where deemed necessary.</p>	<p>Accept</p>	<p>The Revenue Clerk will review and set annual targets for training or more frequently as needed.</p>	<p>Q4 2016</p>



## ATTCHMENT 2 - MANAGEMENT RESPONSE

### *Guelph Public Library - Audit - October 2016*

Audit Recommendation	Accept?	Management Response	Target Completion Date
----------------------	---------	---------------------	------------------------

R31. To minimize the risk of misappropriation of monies related to proctoring exams, it is recommended that the booking and cancellation of appointments and control of the calendar be assigned to a separate individual, thereby segregating incompatible functions. The calendar should be available on a Read Only basis to the librarian in charge of proctoring and collecting monies; monies collected by the proctor should be reconciled by a Clerk to the number of appointments made on a monthly basis.

**Accept**

Incompatible functions will be segregated to strengthen controls.

Q1 2017

R32. To ensure that a fair fee is charged for proctoring, it is recommended that GPL consider conducting a survey among other libraries in Ontario and Canada and determine if these fees can be increased at GPL.

**Accept**

Q2 2017

R33. To ensure payment for mailing exams is collected, with minimal effort for all concerned, it is recommended that GPL set standard amounts that students have to pay upfront for the mailing of their exams. This amount should be reviewed annually to ensure GPL keeps abreast of increasing mail/courier charges.

**Accept**

Q2 2017

R34. To more accurately reflect electronic purchases for reporting to the Ministry and to be able to segregate print material to enable accurate amortization as required by the Tangible Capital Assets policy, it is recommended that GPL request the creation of a separate object code for tracking electronic purchases.

**Accept**

The library will request a code for the next budget cycle.

Q1 2017

R35. To ensure awareness of library patron needs, it is recommended that GPL consider conducting a survey of library patrons to determine their specific needs and to enable adjusting services offered to better meet the needs of the public served. Such surveys should be conducted on a regular basis prior to formulating strategic direction for the Board.

**Accept**

Background research has begun. Survey to be completed and results to be analyzed by first quarter of 2017

Q1 2017

# Information Report



---

Service Area	Infrastructure, Development and Enterprise Services
Date	Friday, February 17, 2017
Subject	<b>New All-way Stop Control Installation: Watson Parkway North at Speedvale Avenue East</b>
Report Number	IDE 17-27

---

## Executive Summary

### Purpose of Report

To provide information regarding the installation of a new all-way stop control at the intersection of Watson Parkway North and Speedvale Avenue East.

### Key Findings

Traffic volumes satisfy the Provincial warrants for the installation of an all-way stop at the intersection of Watson Parkway North and Speedvale Avenue East.

### Financial Implications

Sign and pavement marking installation will be funded from the approved 2017 Operating Budget.

## Report

Transportation Services regularly monitors traffic volumes at intersections in the City of Guelph to determine when traffic control changes are warranted. Provincial warrants for the installation of traffic control signals and all-way stop control have been established by the Ministry of Transportation of Ontario and are used by staff when evaluating traffic volumes and collision history data.

The intersection of Watson Parkway North at Speedvale Avenue East was studied in November 2016 and based on the Provincial warrants, the installation of an all-way stop is warranted. A traffic control signal warrant analysis was also completed and the installation of a traffic control signal is not currently warranted. The warrant analysis is attached as Attachment 1 "All-way Stop Warrant Analysis" and Attachment 2 "Traffic Signal Warrant Analysis".

There is an increasing trend of right-angle vehicle collisions at this intersection. The installation of all-way stop control has been proven to be beneficial in the reduction of right-angle vehicle collisions, with the expected right-angle collision rate to

decrease by 84%<sup>1</sup>. There is an expected increase in the number of rear-end collisions which tend to have less damage and severity than right-angle collisions.

<sup>1</sup> – “Toolbox of Countermeasures and Their Potential Effectiveness to Make Intersections Safer”, *Institute of Transportation Engineers*, April 2004, <http://library.ite.org/pub/e26c7e9c-2354-d714-5181-4cc79fba5459>

## **Financial Implications**

Sign and pavement marking installation will be funded from the approved 2017 Operating Budget.

## **Consultations**

The intersection of Watson Parkway North at Speedvale Avenue East is located in the northeast corner of the City. Both Watson Parkway North and Speedvale Avenue East to the north and east of the intersection are roadways maintained by the Township of Guelph-Eramosa. The Township is in agreement with the proposed all way stop control and have agreed for the City to place signs within their right-of-way.

Following approval of the by-law amendment, staff will communicate the all-way stop control installation to the public by posting information signs on all four intersection approaches and posting messages on social media and City News.

Field installation will occur when weather conditions are favourable for the installation of sign posts and pavement markings, and is tentatively scheduled for April, 2017.

## **Corporate Administrative Plan**

### **Overarching Goals**

Service Excellence

### **Service Area Operational Work Plans**

Our Services - Municipal services that make lives better

Our People- Building a great community together

Our Resources - A solid foundation for a growing city

## **Attachments**

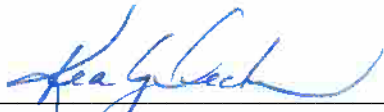
ATT-1 All-way Stop Warrant Analysis

ATT-2 Traffic Signal Warrant Analysis

## Departmental Approval

### Report Author

Steve Anderson  
Supervisor, Traffic Engineering



---

### Approved By

Kealy Dedman, P.Eng.  
General Manager/City Engineer  
Engineering and Capital  
Infrastructure Services  
519-822-1260, ext. 2248  
kealy.dedman@guelph.ca



---

### Recommended By

Scott Stewart, C.E.T.  
Deputy CAO  
Infrastructure, Development and Enterprise  
519-822-1260, ext. 3445  
scott.stewart@guelph.ca

# Attachment 1 - All Way Stop Warrant

For the Intersection of SPEEDVALE AV E @ WATSON PY N, Based on the Study Done Nov 17, 2016

Warrant	Justification	Required Value	Conditions satisfied?	
			Section	Warrant
<b>Arterial/Major Road</b>  Conditions must be satisfied for: All hours	1. Average hourly Vehicle Volume on all approaches	> 450	TRUE	TRUE
	2. Average combined hourly Vehicle and Pedestrian Volume crossing the major road	> 180	TRUE	
	3. Average hourly Percentage of Vehicle Volume split on the major road	< 70	TRUE	
<b>Local Road (4-leg intersection)</b>  Conditions must be satisfied for: All hours	1a. Vehicle Volume on all approaches, for each of the heaviest hours	> 350	TRUE	TRUE
	1b. Average Vehicle Volume on all approaches	> 250		
	2a. Percentage of Vehicle Volume split on the major road, for each of the same hours	< 65	TRUE	
	2b. Average percentage of Vehicle Volume split on the major road	< 65		
<b>Collision Experience</b>	1. Total reported collisions of types susceptible to correction by an all-way stop control per 12-month period averaged over 36 months	>= 4	--	FALSE

## Justification Details

### Warrant 1 - Arterial/Major Road

#### 1 - Vehicle Volume on all approaches

	08:00	09:00	12:00	13:00	14:00	16:00	17:00	18:00	Total	Average
Vehicle Volume all approaches	639	762	400	482	448	708	924	1068	5431	679
Avg. Vehicle Volume all approaches > 450										yes

Conditions are satisfied

#### 2 - Combined Vehicle and Pedestrian Volume crossing the major road

	08:00	09:00	12:00	13:00	14:00	16:00	17:00	18:00	Total	Average
Vehicle Volume	216	262	200	228	224	358	421	546	2455	307
Pedestrian Volume	0	2	0	0	3	0	0	0	5	1
Veh./Ped. crossing major road	216	264	200	228	227	358	421	546	2460	308
Avg. Veh./Ped. crossing major road > 180										yes

Conditions are satisfied

#### 3 - Percentage of Vehicle Volume split on the major road

	08:00	09:00	12:00	13:00	14:00	16:00	17:00	18:00	Total	Average
Vehicle Volume major approach	423	500	200	254	224	350	503	522	2976	372
% of Volume split on major app.	66	66	50	53	50	49	54	49		55
Avg. % of Volume split on major app. < 70										yes

Conditions are satisfied

An ALL-WAY STOP condition WOULD BE recommended under the Arterial/Major Road warrant

## Attachment 2 - Traffic Signal Warrant

For the Intersection of SPEEDVALE AV E @ WATSON PY N, Based on the Study Done Nov 17, 2016

Intersection Type            Cross  
 Approach Lanes on Major    One  
 Approach Lanes on Minor    One  
 Flow Condition                Restricted

Justification	Description	Minimum Requirement	Compliance	
			Sectional %	Entire %
1. Minimum Vehicular Volume	A. Vehicle Volume, All Approaches for each of the heaviest 8 hours	720	81	81
	B. Vehicle Volume, along the minor road for each of the same 8 hours	170	100	
2. Delay to Cross Traffic	A. Vehicle Volume, along the major road for each of the heaviest 8 hours	720	52	52
	B. Combined Vehicle and Pedestrian Volume crossing the major road, for each of the same 8 hours	75	72	
3. Volume/Delay Combination	Justifications 1 and 2 both fulfilled to the extent of 80% or more	---	---	0
4. Minimum Four-Hour Vehicle Volume	All plotted points representing hourly volume for minor approach vs. major approach for four highest hours fall above the applicable curve	---	---	0
5. Collision Experience	A. Total reported collisions of types susceptible to correction by a traffic signal per 12-month period averaged over 36 months	5	40	40
	B. Adequate trial of less restrictive remedies, where satisfactory observance and enforcement have failed to reduce the number of collisions	---	100	
6. Pedestrian Volume and Delay	A. Plotted point representing 8-hour pedestrian volume vs. 8-hour vehicular volume falls in justified zone	---	n/a	n/a
	B. Plotted point representing 8-hour volume of pedestrians experiencing delays of 10 s or more vs. 8-hour pedestrian volume falls in justified zone	---	n/a	
<b>Conclusion: Traffic Signal is not justified</b>				

Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
Proposed Transitional Operating Agreement between the Minister of the Environment and Climate Change and the Resource Productivity and Recovery Authority under the Resource Recovery and Circular Economy Act (RRCEA), 2016	Ontario Ministry of the Environment and Climate Change (MOECC)	February 23, 2017	<p>An EBR notice has been posted (012-9381) proposing an agreement between the Minister of the Environment and Climate Change and the Resource Productivity and Recovery Authority.</p> <p>The operating agreement is a key measure intended to promote a clear accountability framework between the Minister and the Authority, and clarifies the administrative, financial, working and reporting relationships between the two parties.</p> <p>It is the intention of the Minister and the Authority that they exercise their powers and duties in such a manner that maximizes resource recovery and waste reduction to support a circular economy as defined in the RRCEA. They both recognize the benefit of maintaining a strong collaborative relationship.</p>	Staff comments will be submitted on the online Environmental Registry (EBR) and provided to Council via the Information Package following the consultation deadline.	<p>Staff response on the proposed strategy document will be consistent with those provided last year to the MOECC re: EBR 012-5832 Waste-Free Ontario Act and EBR 012-5834 Strategy for a Waste-Free Ontario: Building the Circular Economy (Staff Information Report dated May 6, 2016).</p> <p>Guelph wants to ensure that the provisions and measures that the Authority undertakes, promotes openness and transparency to promote the public interest in carrying out its objects, including fee setting principles, oversight and operation of a data clearinghouse in the resource recovery and waste reduction sector and provisions for Board composition and members.</p> <p>If interested, both Council and the community can submit comments directly to the Environmental Registry.</p>	Environmental Services	<a href="#">Environmental Registry</a>

Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
Proposed New Water Bottling Charge	Ontario Ministry of the Environment and Climate Change (MOECC)	March 20, 2017	<p>An ER notice has been posted, proposing a new water bottling charge for facilities that use groundwater under a Permit To Take Water for producing bottled water packaged in portable containers.</p> <p>The charge will allow the province to recover costs related for the management of groundwater takings by water bottling facilities, and will help increase public confidence in how the Ministry regulates groundwater takings by these facilities.</p> <p>The current charge is \$3.71 per million litres. The new charge will commence on August 1, 2017 and be set at \$500 per million litres (and will be subject to periodic review).</p>	Staff comments will be submitted on the online Environmental Registry (EBR) and provided to Council via the Information Package following the consultation deadline.	<p>Staff technical comments on the proposed water bottling charge will be consistent with those provided recently to the MOECC RE: EBR Posting 012-8783 Moratorium on Water Bottling Permits (Staff Report CAO-I-1610, dated November 28, 2016).</p> <p>As proposed, staff does not anticipate the new charge will directly impact the municipal water utility or its customers.</p> <p>Guelph's future municipal groundwater takings may be in competition with the water taking of local water bottling operations located outside the municipality.</p> <p>If interested, Council and community members can submit comments directly to the Environmental Registry.</p>	Environmental Services	<a href="https://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTMxNTQw&amp;statusId=MTk5NDkw&amp;language=en">https://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTMxNTQw&amp;statusId=MTk5NDkw&amp;language=en</a>



MUNICIPALITY OF PORT HOPE  
RESOLUTION

Date: 07 Feb 2017

05/2017

MOVED BY:

 \_\_\_\_\_ P

SECONDED BY:

 \_\_\_\_\_ F

**WHEREAS** the Fire Protection and Prevention Act, 1997, legislates that fire protection, public education and fire protection services are a mandatory municipal responsibility;

**AND WHEREAS** there are total of 449 Fire Departments operating in the Province of Ontario comprised of 32 Full-time Departments, 191 Composite Departments and 226 Volunteer Departments with 11,376 Full-time Firefighters, 19,347 Volunteer Firefighters and 343 Part-time Firefighters staffing these departments;

**AND WHEREAS** the fire service represents a significant percentage of small, rural and northern municipalities' managed capital assets;

**AND WHEREAS** the Municipal Fire Department and associated assets represent critical municipal infrastructure;

**AND WHEREAS** there are currently no funding opportunities available from the Provincial or the Federal Government for the equipment, training, maintenance, operating or capital requirements of local fire departments;

**NOW THEREFORE BE IT RESOLVED THAT** the Council of the Municipality of Port Hope hereby petition the Provincial Government to recognize the municipal fire service as critical infrastructure by including funding for Fire Department infrastructure as part of the Provincial Government's Infrastructure Strategy to Move Ontario Forward;

**AND BE IT FURTHER RESOLVED THAT** a copy of this resolution be sent to the Premier of Ontario, the Minister of Economic Development, Employment and Infrastructure, Lou Rinaldi, MPP for Northumberland-Quinte West, the Association of Municipalities of Ontario (AMO), the Federation of Northern Ontario Municipalities (FONOM), the Rural Ontario Municipal Association (ROMA) and all Ontario municipalities.

  
\_\_\_\_\_  
Mayor R.J. Sanderson



Corporation of the Municipality of Thames Centre

4305 Hamilton Road, Dorchester, Ontario N0L 1G3 - Phone 519-268-7334 - Fax 519-268-3928 - [www.thamescentre.on.ca](http://www.thamescentre.on.ca) - [inquiries@thamescentre.on.ca](mailto:inquiries@thamescentre.on.ca)

February 7, 2017

Honourable Kathleen Wynne, Premier of Ontario  
Legislative Building – Room 281  
Queen's Park  
Toronto, ON M7A 1A1

Dear Premier Wynne:

At its last regular meeting held on February 6, 2017, the Council of The Corporation of the Municipality of Thames Centre reviewed a resolution enacted by the Council of the Town of New Tecumseth, at its regular meeting held on January 16, 2017, with regard to funding for Fire Department Infrastructure.

I wish to advise that the Thames Centre Council enacted the following resolution:

“WHEREAS the Council of the Municipality of Thames Centre, hereby supports the Council of the Town of New Tecumseth’s resolution, passed at its meeting held on January 16, 2017, to have the municipal fire service recognized as critical infrastructure;

AND WHEREAS the Fire Protection and Prevention Act, 1997, legislates that fire prevention, public education and fire protection services are a mandatory municipal responsibility;

AND WHEREAS there are a total of 449 Fire Departments operating in the province comprised of 32 Full Time Departments, 191 Composite Departments and 226 Volunteer Departments with 11,376 Full-Time Firefighters, 19,347 Volunteer Firefighters and 343 Part-Time Firefighters staffing these departments;

AND WHEREAS the fire service represents a significant percentage of small, rural and northern municipalities' managed capital assets;

AND WHEREAS the Municipal Fire Department and associated assets represent critical municipal infrastructure;

AND WHEREAS there are currently no funding opportunities available from the Provincial or the Federal Government for the equipment, training, maintenance, operating or capital requirements of local fire departments;

Letter – Premier Wynne  
February 7, 2017  
Page 2

BE IT RESOLVED THAT the Council of the Corporation of the Town of New Tecumseth hereby petition the Provincial Government to recognize the municipal fire service as critical infrastructure by including funding for Fire Department infrastructure as part of the Provincial Government's Infrastructure Strategy to Move Ontario Forward;

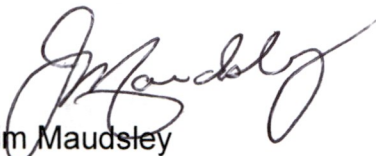
AND FURTHER THAT a copy of this resolution be sent to the Premier of Ontario, the Minister of Economic Development, Employment and Infrastructure, Jeff Yurek, MPP for Elgin-Middlesex-London, the Association of Municipalities of Ontario (AMO), the Federation of Northern Ontario Municipalities (FONOM), the Rural Ontario Municipal Association (ROMA) and all Ontario municipalities."

The Council respectfully requests that consideration be given to provide funding for Fire Department Infrastructure as part of the Provincial Government's Infrastructure Strategy.

Thank you.

Sincerely,

The Corporation of the Municipality of Thames Centre



Jim Maudsley  
Mayor

cc: Minister of Economic Development, Employment and Infrastructure  
Jeff Yurek, MPP, Elgin-Middlesex-London  
Association of Municipalities of Ontario (AMO)  
Federation of Northern Ontario Municipalities (FONOM)  
Rural Ontario Municipalities Association (ROMA)  
All Ontario Municipalities  
Town of New Tecumseth

January 26, 2017

Via Email

To: All Ontario Municipalities

Re: Municipal Fire Department Infrastructure

Please be advised that Council adopted the following motion at their meeting of January 16, 2017;

WHEREAS the Fire Protection and Prevention Act, 1997, legislates that fire prevention, public education and fire protection services are a mandatory municipal responsibility;

AND WHEREAS there are a total of 449 Fire Departments operating in the province comprised of 32 Full Time Departments, 191 Composite Departments and 226 Volunteer Departments with 11,376 Full Time Firefighters, 19,347 Volunteer Firefighters and 343 Part-Time Firefighters staffing these departments;

AND WHEREAS the fire service represents a significant percentage of small, rural and northern municipalities' managed capital assets;

AND WHEREAS the Municipal Fire Department and associated assets represent critical municipal infrastructure;

AND WHEREAS there are currently no funding opportunities available from the Provincial or the Federal Government for the equipment, training, maintenance, operating or capital requirements of local fire departments;

BE IT RESOLVED THAT the Council of the Corporation of the Town of New Tecumseth hereby petition the Provincial Government to recognize the municipal fire service as critical infrastructure by including funding for Fire Department infrastructure as part of the Provincial Government's Infrastructure Strategy to Move Ontario Forward;

AND FURTHER THAT a copy of this resolution be sent to the Premier of Ontario, the Minister of Economic Development, Employment and Infrastructure, Jim Wilson, MPP for Simcoe-Grey, the Association of Municipalities of Ontario (AMO), the Federation of Northern Ontario Municipalities (FONOM), the Rural Ontario Municipal Association (ROMA) and all Ontario municipalities.

Yours truly,

A handwritten signature in cursive script that reads "Cindy Anne Maher".

Cindy Anne Maher CMO  
Clerk/Director of Administration Services



P.O. Box 129, 1 Bailey Street, Port Carling, Ontario, P0B 1J0  
Website: [www.muskokalakes.ca](http://www.muskokalakes.ca)  
Phone: 705-765-3156  
Fax: 705-765-6755

OUR FILE: C-09, A01, A16

February 9, 2017

The Honourable Kathleen Wynne, Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto ON M7A 1A1

Reference: Resolution re: Fire Protection and Prevention Act, 1997.

Dear Premier Wynne;

At the regular meeting of the Committee of the Whole held on December 15, 2016 the attached resolution was passed and subsequently ratified by Council on January 13, 2017.

This resolution endorses and further strengthens the Township of McKellar resolution 16-384, a copy of which is attached, regarding the lack of funding opportunities for Fire Department infrastructure within the Provincial Government's Infrastructure Strategy to Move Ontario Forward.

Thank you for your attention to this matter.

Yours truly,

A handwritten signature in black ink, appearing to read "Cheryl Mortimer".

Cheryl Mortimer  
Clerk

c.c. Hon. Marie-France Lalonde, Minister of Community Safety and Correctional Services  
Hon. Brad Duguid, Minister of Economic Development and Growth  
Norm Miller M.P.P. Parry Sound – Muskoka  
Association of Municipalities of Ontario (AMO)  
The Federation of Northern Ontario Municipalities (FONOM),  
The Rural Ontario Municipal Association (ROMA)  
All Ontario municipalities

Encl  
/ch



Agenda Reference 8.c.1.

**COMMITTEE OF THE WHOLE**

**DATE:** December 15, 2016 **RESOLUTION NUMBER:** COW-17-15/12/16

**MOVED BY:** *[Signature]*

**SECONDED BY:** *[Signature]*

Whereas the Fire Protection and Prevention Act, 1997, legislates that fire prevention, public education are a mandatory municipal responsibility and fire protection services are provided based off needs and circumstances;

And Whereas there are a total of 449 Fire Departments operating in the province comprised of 32 Full-Time Departments, 191 Composite Departments and 226 Volunteer Departments with 11,376 Full time Firefighters, 19,347 Volunteer Firefighters and 343 Part-Time Firefighters staffing these departments;

And Whereas the fire service represents a significant percentage of small, rural and northern municipalities' managed capital assets;

And Whereas the Municipal Fire Department and associated assets represent critical municipal infrastructure;

And Whereas there are currently no funding opportunities available from the Provincial or the Federal Government for the equipment, training, maintenance, operating, or capital requirements of local fire departments;

And Whereas there is continued pressure for emergency responses and increasing natural & man-made disasters in which the municipality must take a lead role;

Now therefore be it resolved that the Committee of the Whole recommend that the Council of the Township of Muskoka Lakes hereby petition the Provincial Government to recognize the municipal fire service as critical infrastructure by including funding for Fire Department infrastructure as part of the Provincial Governments Infrastructure Strategy to Move Ontario Forward;

And further that the Clerk forward a copy of this resolution to the Premier of Ontario, the Ministry of Community Safety & Correctional Services, the Minister of Economic Development, Employment and Infrastructure, Norm Miller, MPP for Parry Sound-Muskoka, the Association of Municipalities of Ontario (AMO), the Federation of Northern Ontario Municipalities (FONOM), the Rural Ontario Municipal Association (ROMA) and all Ontario municipalities.

**RECORDED VOTE:**

**NAYS**      **YEAS**

<b>COUNCILLOR BARANIK (Deputy Mayor)</b>	_____	_____
<b>COUNCILLOR BARRICK-SPEARN</b>	_____	_____
<b>COUNCILLOR CURRIE</b>	_____	_____
<b>COUNCILLOR EDWARDS</b>	_____	_____
<b>COUNCILLOR HARDING</b>	_____	_____
<b>COUNCILLOR HAYES (Acting Deputy Mayor)</b>	_____	_____
<b>COUNCILLOR LEDGER</b>	_____	_____
<b>COUNCILLOR McTAGGART</b>	_____	_____
<b>COUNCILLOR NISHIKAWA</b>	_____	_____
<b>MAYOR FURNISS</b>	_____	_____
<b>TOTALS</b>	_____	_____

**MOTION DEFEATED**

**MOTION CARRIED**

*[Signature]*  
**CHAIR**

# Township of McKellar

---

P.O. Box 69, McKellar, Ontario P0G 1C0

Phone: (705) 389-2842

Fax: (705) 389-1244

VIA EMAIL

November 22, 2016

The Honourable Kathleen Wynne  
The Honourable Brad Duguid  
The Honourable Bob Chiarelli  
Norm Miller, MPP for Parry Sound-Muskoka  
Association of Municipalities of Ontario (AMO)  
Federation of Northern Ontario Municipalities (FONOM)  
Rural Ontario Municipal Association (ROMA)  
All Ontario Municipalities

---

Please be advised that at its regular meeting held, Monday November 21, 2016 the Council of the Township of McKellar passed the following resolution:

**RESOLUTION: 16-384**

**WHEREAS** the *Fire Protection and Prevention Act, 1997*, legislates that fire prevention, public education and fire protection services are a mandatory municipal responsibility;

**AND WHEREAS** there are a total of 449 Fire Departments operating in the province comprised of 32 Full-Time Departments, 191 Composite Departments and 226 Volunteer Departments with 11,376 Full-Time Firefighters, 19,347 Volunteer Firefighters and 343 Part-Time Firefighters staffing these departments;

**AND WHEREAS** the fire service represents a significant percentage of small, rural and northern municipalities' managed capital assets;

**AND WHEREAS** the Municipal Fire Department and associated assets represent critical municipal infrastructure;

**AND WHEREAS** there are currently no funding opportunities available from the Provincial or the Federal Government for the equipment, training, maintenance, operating or capital requirements of local fire departments;

**NOW THEREFORE BE IT RESOLVED** that the Council of the Township of McKellar hereby petition the Provincial Government to recognize the municipal fire service as critical infrastructure by including funding for Fire Department infrastructure as part of the Provincial Governments Infrastructure Strategy to Move Ontario Forward;



**AND FURTHER** that a copy of this resolution be sent to the Premier of Ontario, the Minister of Economic Development, Employment and Infrastructure, Norm Miller, MPP for Parry Sound-Muskoka, the Association of Municipalities of Ontario (AMO), the Federation of Northern Ontario Municipalities (FONOM), the Rural Ontario Municipal Association (ROMA) and all Ontario municipalities.

As per the above resolution, please accept this correspondence for your information and consideration.

If you have any questions please do not hesitate to contact undersigned.

Sincerely,

Shawn Boggs  
Clerk Administrator  
Township of McKellar



OFFICE OF THE MAYOR  
CITY OF HAMILTON

February 9, 2017

The Honourable Bill Mauro  
Minister of Municipal Affairs  
17<sup>th</sup> Floor  
777 Bay Street  
Toronto, Ontario M5G 2E5

**Subject: Request for Legislation to Establish Updated Guidelines for Ward Boundary Reviews and to Create an Independent Body to Conduct those Reviews**

Dear Minister Mauro:

At its meeting of February 8, 2017, Hamilton City Council approved Item 7.5, which reads as follows:

**7.5 Guidelines for Ward Boundary Reviews**

- (a) That the Mayor correspond with the Minister of Municipal Affairs to request that the Province develop legislation to establish updated guidelines for ward boundary reviews and to create an independent body to conduct the reviews, taking into consideration the principle of effective representation and having sensitivity to the relevant interests of Ontario's rural and urban communities; and,
- (b) That a copy of this motion be circulated to area municipalities and to the Association of Municipalities Ontario for consideration.

We respectfully request your consideration with respect to this matter, and look forward to your timely response.

Sincerely,

A handwritten signature in black ink, appearing to read "Fred Eisenberger", with a long horizontal flourish extending to the right.

Mayor Fred Eisenberger

Copied: Association of Municipalities of Ontario