

CITY OF VAUGHAN/VAUGHAN PUBLIC LIBRARIES – JOINT SERVICES REVIEW

Recommendation

The Deputy City Manager/Commissioner of Finance & Corporate Services, the Commissioner of Community Services and the Joint Services Review Committee recommends:

1. That Council adopt Option 3 of the Joint Services Review Committee, “Amend the original agreement to capture all the services that have evolved and are currently provided and further add/expand services and make it **mandatory** to utilize the services contracted for in the joint services agreement”; and
2. That the Joint Services Review Committee bring back a draft agreement with rationale and supporting information for Option 3.

Economic Impact

None at this time.

Communications Plan

Council direction be communicated to the Vaughan Public Libraries Board and to the Joint Services Review Committee.

Purpose

The purpose of this report is to provide Council and the Audit and Operational Review Committee with the Joint Services Review Committee’s Interim Report and the Vaughan Public Libraries Board’s decision regarding joint services.

Background - Analysis and Options

In 1994 the City of Vaughan and the Vaughan Public Library Board entered into a Joint Services Agreement, see Attachment 2. The agreement recognized that there is only one property tax payer and that there was an opportunity to achieve efficiencies without negatively impacting the provision of library services. The objective of joint services is to take advantage of the expertise and synergies through the sharing of support services.

Since that time various joint service models between public libraries and their local municipality have evolved. Currently there are several models across the GTA. There is a continuum, from the provision of very limited services to the complete integration of all back-office support services.

In the fall of 2007, Council and the Vaughan Public Libraries Board approved a Joint Services Review Committee. The Committee had representatives from both organizations.

The objective of the Joint Services Review Committee was to identify opportunities to achieve efficiencies and create a closer working relationship between the City of Vaughan and the Vaughan Public Libraries. The current agreement provides for the following:

Services Provided to the Library by the City

Administration – Mailroom, Courier, Print shop
Human Resources
Legal
Purchasing
Payroll

Financial Services
Information and Technology Management
Property

Services Provided to the City by the Library

Library Meeting Rooms
Support Service for City Workshops
Special Reference and bibliographic services
Acquisition of resource materials

The Committee first reviewed the existing joint services agreement to understand the services provided, determine if they should be continued and possibly enhanced. The Committee also reviewed other municipal library models within the GTA, including the structure in the City of Mississauga which will be referred to as the "Mississauga model". This Mississauga model takes joint services to the furthest extent possible under the current legislation, the Public Libraries Act.

Notwithstanding the list of services included in the original agreement, additional potential opportunities to enhance joint services and build a closer working relationship were identified.

These include the following:

- Planning and Managing Growth;
- Corporate Communications;
- Emergency Management;
- Call Centre; and
- Internal Audit.

These additional opportunities will be explored as part of updating and redrafting the agreement.

Based on the analysis the Committee developed four possible options as follows:

- 1) Operate under the original agreement;
- 2) Amend the original agreement to capture all the services that have evolved and currently provided;
- 3) In addition to capturing all services currently provided (Option 2), further add/expand services and make it **mandatory** to utilize the services contracted for in the joint services agreement;
- 4) Enter into a Memorandum of Understanding (MOU) to move to full integration of support services to the extent permitted under the legislation, i.e. "Mississauga Model". There would be a dotted line reporting relationship to the Commissioner of Community Services. The MOU would recognize that further detailed analysis and an implementation plan is required.

Under Option 4 it was recognized that further analysis would be required particularly in the following areas, if a MOU was entered into.

- 1) Impact of different union representation;
- 2) Impact of different rates of pay;
- 3) An assessment of the City's ability to absorb additional workloads;
- 4) Issues associated with integrating Library staff into the various City support departments;
- 5) Requirement for an integration plan, communication plan and timelines.

In January of 2008 the Committee presented its options to the Vaughan Public Library Board. After a lengthy discussion the Board recommended Option 3. A copy of the Library Board's resolution is provided as Attachment 1. Option 3 has two (2) important aspects. First it recognizes that the existing agreement is out of date and does not reflect all the services provided and the nature of the services. Secondly it makes it mandatory for the services contracted through the Joint Services Agreement to be mandatory. This aspect was not specifically identified in the existing agreement and joint services appear to have been considered as an option rather than a requirement. Examples include Labour Relations, Procurement, Information Technology and Legal services.

In addition to recommending Option 3, the Board requested the Committee bring back a draft agreement with rationale and supporting information.

Relationship to Vaughan Vision 2020

In consideration of the strategic priorities related to Vaughan Vision 2020, the report will provide:

- STRATEGIC GOAL: Service Excellence - Pursue excellence in service delivery.
Management Excellence - Enhance productivity, cost effectiveness and innovation.
- STRATEGIC OBJECTIVES: Consider opportunities for integrating library operations with the City.

Regional Implications

Not applicable.

Conclusion

The purpose of this interim report was to provide the Library Board and Council with information to assist them in their deliberations. The consensus of the Committee is that joint services should not only continue, but be expanded.

The adoption of Option 3 by Council will allow the Committee to proceed with drafting the agreement. Option 3 creates a closer working relationship between the two organizations. It also does not preclude further integration (Option 4) in the future.

Attachments

Attachment 1 - Vaughan Public Libraries Board Motion, January 31, 2008

Attachment 2 - Joint Services Review Interim Report

Report Prepared By

Clayton D. Harris, CA
Deputy City Manager/Commissioner of Finance & Corporate Services
Ext. 8475

Marlon Kallideen
Commissioner of Community Services
Ext. 8501

Respectfully submitted,
On Behalf of the Joint Services Review Committee

Clayton D. Harris, CA
Deputy City Manager/
Commissioner of Finance & Corporate Services
Chair – Joint Services Review Committee

Marlon Kallideen
Commissioner of Community Services
Co-Chair – Joint Services Review Committee

Special In-Camera Board Meeting
Thursday, January 31, 2008

JOINT SERVICES REVIEW AGREEMENT

MOTION: THAT the Board receive with thanks the Joint Services Review Interim Report from the Joint Services Review Committee,

AND THAT Option #3 be pursued,

AND THAT the Joint Services Review Committee bring back a draft agreement with rationale and supporting information for Option #3,

MOVED BY: T. Genco

SECONDED BY: R. Capone

MOTION CARRIED.

MOTION: THAT staff bring forth a report with as much information as possible to do a full analysis as outlined in Attachment #5 of the Joint Services Review Interim Report, and any other information that would be beneficial to the Board in assessing future directions; and the Board also directed staff to provide an in-depth analysis between Vaughan Public Libraries, Markham Public Libraries and Mississauga Public Library, together with other additional information and analysis to help the Board with addressing the future direction of the Committee.

MOVED BY: R. Capone

SECONDED BY: D. Sandhu

MOTION CARRIED.

CITY OF VAUGHAN / VAUGHAN PUBLIC LIBRARIES

**JOINT SERVICES REVIEW
INTERIM REPORT**

Submitted on behalf of the Joint Services Review Committee

**Chair, Clayton Harris, Deputy City Manager/Commissioner of Finance
& Corporate Services**

Co-Chair, Marlon Kallideen, Commissioner of Community Services

**CITY OF VAUGHAN / VAUGHAN PUBLIC LIBRARIES
JOINT SERVICES REVIEW
INTERIM REPORT**

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- Attachment 4 – Services Performed by City Staff
- Attachment 5 – Library Operations – Comparing Library Statistics

CITY OF VAUGHAN / VAUGHAN PUBLIC LIBRARY

JOINT SERVICES REVIEW INTERIM REPORT

Background

In 1994 the City of Vaughan and the Vaughan Public Library Board entered into a Joint Services Agreement, see Attachment 1. The agreement recognized that there is only one property tax payer and that there was an opportunity to achieve efficiencies without negatively impacting the provision of library services. The objective of joint services is to take advantage of the expertise and synergies through the sharing of support services.

Since that time various joint service models between public libraries and their local municipality have evolved. Currently there are several models across the GTA. There is a continuum, from the provision of very limited services to the complete integration of all back-office support services.

In 2007 the CEO of the Vaughan Public Libraries resigned. The relationship with the municipality and the degree of integration between the organizations are important considerations that can impact recruitment.

Objective

The objective of the Joint Services review Committee was to identify opportunities to achieve efficiencies and create a closer working relationship between the City of Vaughan and the Vaughan Public Libraries. A copy of the Library Board's resolution is provided as Attachment 2.

Approach

The review was endorsed by City Council and the Library Board in the fall of 2007. Following approval a joint committee was established in the fall of 2007. At the time the review was initiated, negotiations with the libraries full-time union staff were nearing completion. The Committee was concerned with disrupting the labour negotiations which were in their final stages. Therefore the Committee did not meet until the labour agreement was ratified November 1st 2007. A copy of the minutes of the meetings is provided as Attachment 3.

The successes of the existing joint service agreement were based on the fact that both organizations approached the agreement as beneficial to both parties and ultimately the tax payer. To build on this success the Joint Services Review Committee has taken a very open and consultative approach. Senior staff from both organizations are represented on the Committee.

The Committee first reviewed the existing joint services agreement to understand the services provided, determine if they should be continued and possibly enhanced. The Committee also reviewed other municipal library models within the GTA, including the structure in the City of Mississauga which will be referred to as the "Mississauga model".

This Mississauga model takes joint services to the furthest extent possible under the current legislation, the Public Libraries Act.

Analysis

Various pieces of information and analysis was gathered, reviewed and discussed to develop recommendations for the Board and Council to consider. This included:

1. Review of existing agreement;
2. Discussions with departments providing joint services;
3. Performance measures for VPL from the 2008 budget submission; and
4. Report – Alternative Library Models prepared by VPL staff.

As noted above a copy of the existing agreement is attached and a copy of the report prepared by the VPL staff is being provided under separate cover. Two excerpts from that report are attached for your information. Attachment 4, Services provided by City staff compares services provided by seven (7) municipalities to their respective libraries. This chart illustrates that many municipalities and libraries share services and that there is a wide variation in what services and how those services are delivered. This is what was previously referred to as the continuum. The second excerpt, Attachment 5 compares library statistics for the same seven (7) libraries. This analysis illustrates that VPL is among the highest cost per capita and cost per circulation of the seven comparators. VPL also has the lowest circulation per full-time-equivalent (FTE) staff among the seven (7) comparators. Although these results are concerning, conclusions cannot be drawn about the reasons without further analysis.

The other aspect of the analysis was a discussion regarding the benefits of the closer working relationship with the City. It was recognized that not all the benefits are monetary. Strategically the Committee believes that it is important that the City and the Library are going in a similar direction as the municipality grows. For example, that similar philosophies with respect to service levels, service delivery and the role of technology and adopted.

Options

Based on the analysis the Committee developed four possible options as follows:

- 1) Operate under the original agreement;
- 2) Amend the original agreement to capture all the services that have evolved and currently provided;
- 3) In addition to capturing all services currently provided (Option 2), further add/expand services and make it **mandatory** to utilize the services contracted for in the joint services agreement;
- 4) Enter into a Memorandum of Understanding (MOU) to move to full integration of support services to the extent permitted under the legislation, i.e. "Mississauga Model". There would be a dotted line reporting relationship to the Commissioner of Community Services. The MOU would recognize that further detailed analysis and an implementation plan is required.

Under Option 4 it was recognized that further analysis would be required particularly in the following areas, if a MOU was entered into.

- 1) Impact of different union representation;
- 2) Impact of different rates of pay;
- 3) An assessment of the City's ability to absorb additional workloads;
- 4) Issues associated with integrating Library staff into the various City support departments;
- 5) Requirement for an integration plan, communication plan and timelines.

Observations

The purpose of this interim report is to provide the Library Board with information to assist them in their recruitment of a new CEO for the Vaughan Public Libraries. Based on the Board's motion to create the Review Committee and the analysis to-date, the consensus of the Committee is that joint services should not only continue, but be expanded. Both options 4 and 5 move the joint services in that direction along the continuum. If the Board, through their deliberations leans towards a closer working relationship with the City it will be important that the successful candidate share that same vision.

Although the final decision of the Board and the degree of integration with the City may impact the "working" job title of the CEO, the Public Libraries Act states that the Board "shall appoint a chief executive officer". For example, in Mississauga the head of the Library Board is officially referred to as the CEO, however since they are heavily integrated with the City of Mississauga the CEO uses the title of Director on a day-to-day basis to conform to the City's organizational structure.

BETWEEN:

THE CORPORATION OF THE CITY OF VAUGHAN
hereinafter called the "City"

- and -

THE VAUGHAN PUBLIC LIBRARY BOARD
hereinafter called the "Library"

WHEREAS the City and Library believe that coordination of certain services could be of advantage to the residents of Vaughan;

AND WHEREAS the Council of the City in conjunction with The Vaughan Public Library Board wish to implement and coordinate joint services between the City and the Library;

NOW THEREFORE the parties hereto do covenant and agree as follows:

1. Services

1.1 The City and the Library shall provide, as joint services, those set out in Parts A and B of the Schedule of Services attached hereto and which form part of this Agreement.

1.2 Certain financial and other relationships between the City and the Library are not joint services and are therefore not included in this Agreement.

1.3 Notwithstanding the foregoing, it is recognized that from time to time the party required to provide services pursuant to this Agreement may not be able to provide those services as quickly or effectively as the other party may in that particular instance require. Accordingly, in those limited circumstances the parties shall be free to obtain such services from a third party and such action shall not be deemed to be a termination of this Agreement.

2. Charges

2.1 Charges for the services performed pursuant to this Agreement shall be as provided on the Schedules or as mutually agreed to from time to time.

2.2 Benefit costs for those services that are charged using an hourly rate are to be calculated at a rate of 24%. This rate is intended to cover such costs as payroll benefits (UIC, CPP, OHIP, OMERS, etc.), clothing and down-time and training costs.

2.3 The services to be provided and the charges for the following year shall be reviewed and determined annually on or before November 1st. The charges shall be based on the departmental budget estimates for the following year. If the parties cannot agree on the adjustments within the thirty (30) days following the commencement of the negotiations, any dispute shall be settled by arbitration in accordance with Article 5 herein.

2.4 Unless otherwise specified, charges for services performed pursuant to this Agreement shall be invoiced on a quarterly basis. The final invoice shall adjust the annual charge to reflect actual rather than budgeted costs.

2.5 Payment of charges shall be made within 30 days of the receipt of the account for the charges by the party receiving the services, unless that party, within the said 30 days, disputes the account by notice in writing and failing any such notice the account shall be deemed approved and payable within the said 30 days.

3. Termination/Amendment

This Agreement may be terminated and/or amended by the mutual agreement of the parties; or upon twelve (12) months written notice of the desire of a party to terminate and/or amend.

4. Confidential Data

The parties shall not divulge any information of which they have knowledge to be confidential whether communicated to or acquired by them in the course of carrying out the services provided pursuant to this Agreement. No such information shall be used by either party in any way without the express written approval of the other party.

5. Arbitration

Disputes between the parties arising out of this Agreement shall be submitted to arbitration by a single arbitrator chosen by the parties and who will be a member in good standing of the Law Society of Upper Canada. The award of the Arbitrator shall be final and binding upon the parties. The provisions of the Arbitrations Act R.S.O. 1990, Chapter A.24 shall apply. Arbitration proceedings shall not take place until after the completion of services except in cases where either party can show that the matter in dispute is of such a nature as to require immediate consideration while evidence is available. The distribution of arbitration costs shall be determined by the Arbitrator.

6. Right of Audit

The parties shall keep proper and detailed accounts and records, in accordance with generally accepted accounting practice where applicable, of all factors entering into the computation of the amounts payable pursuant to this Agreement. The parties may during regular business hours, at the office of the City or the Library as the case may be, upon giving reasonable notice, audit and inspect accounts, records, receipts, vouchers and other documents relating to the services performed pursuant to this Agreement and shall have the right to make copies and take extracts at its own expense. The parties shall afford all reasonable facilities, physical and otherwise, for such audits and inspections.

7. Official Notification

Any notice herein required or permitted to be given under this Agreement shall be deemed delivered seven (7) days after it is sent by registered mail to the City at:

The Corporation of the City of Vaughan
Civic Centre
2141 Major Mackenzie Drive
Vaughan, Ontario
L6A 1T1

Attention: City Clerk

and to the Library at:

The Vaughan Public Library Board
8 Merino Road
Maple, Ontario
L6A 1S9

Attention: Chief Executive Officer

8. Agreement

A review of the terms of this Agreement and the performance of the parties in relation thereto shall take place at least once every three (3) years, and the parties agree to fully cooperate with one another in the conduct of this review.

9. Successors and Assigns

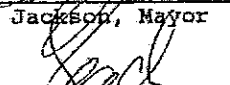
This Agreement shall enure to the benefit of and be binding upon the parties hereto and their respective successors and assigns.

IN WITNESS WHEREOF the City and the Library have hereunto affixed their respective corporate seals attested to by the hands of their proper signing officers in that behalf.

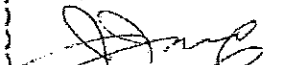
SIGNED, SEALED AND DELIVERED
in the presence of

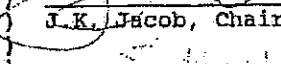
THE CORPORATION OF THE
CITY OF VAUGHAN

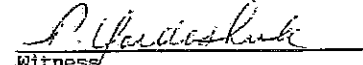

L.D. Jackson, Mayor

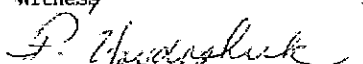

J.D. Leach, City Clerk

THE VAUGHAN PUBLIC LIBRARY BOARD


J.K. Jacob, Chair



S.J. Hall, Chief Executive Officer


Witness


Witness

CITY OF VAUGHAN	
APPROVED BY COUNCIL	
DATE	July 4/94
BY LAW #	202-94
ITEM	#65, com #2, 6-11 Moralis Expt. #11
INITIAL	LJ

APPROVED BY THE
VAUGHAN PUBLIC LIBRARY BOARD

DATE: June 29, 1994
ITEM: #5, Regular Board Meeti
INITIAL: 

SCHEDULE OF SERVICES

PART A.

Services Provided to the Library by the City:

- Schedule A - Administration
- Schedule B - Human Resources
- Schedule C - Legal
- Schedule D - Purchasing
- Schedule E - Payroll ✓
- Schedule F - Financial Services ✓
- Schedule G - Management Information Services
- Schedule H - Property

PART B

Services Provided to the City by the Library:

Schedule A

PART A

SERVICES PROVIDED TO LIBRARY
BY THE CITY

PART A
SCHEDULE "A"

ADMINISTRATION SERVICES

Services to be provided by the City to Library:

1. Mail Services
2. Courier Services
3. Print Shop Services

and other services as may from time to time be required and mutually agreed to by the parties.

Mail room postage charges shall be charged back at cost. Print shop charges shall be charged at 4¢/copy. The courier service shall be charged at the rate of 20% of the courier costs incurred by the City.

PART A
SCHEDULE "B"

HUMAN RESOURCES SERVICES

The following services shall be provided to the Library by the Human Resources Department:

1. Consultations and advice
2. Labour Relations assistance
3. Employment Equity Data and Assistance
4. Benefits Administration
5. Health and Safety
6. Education and Training

and other services as may from time to time be required and mutually agreed to by the parties.

Charges for Human Resources services shall be calculated as a percentage of the departmental operating budget (excluding crossing guard costs) based on the ratio of the respective approved full-time complement to the combined total complement. The ratio is to be determined using complement figures as of July 1st of the preceding year. Invoices for external professional fees incurred for the benefit of the Library shall be submitted directly to the Library for payment. (1993 Budget - \$5,000.00)

PART A
SCHEDULE "C"

LEGAL SERVICES

Services to be provided by the City to the Library:

A full range of legal services to the Library and its staff including:

1. Drafting Documents
2. Interpretations
3. Advice & Opinions
4. Conveyancing
5. Litigation Services

and other services as may from time to time be required and mutually agreed to by the parties.

Charges for legal services shall be charged at the rate of \$225.00/hour, including disbursements. "Outside" professional fees incurred for Library will be billed directly to Library at cost.

PART A
SCHEDULE "D"

PURCHASING SERVICES

Services provided by the City to the Library:

1. Procurement

Assist in the purchasing of goods and services (excluding resource material such as books and periodicals), encompassing, but not limited to, the following processes:

- * selection of supplier, through research, quotation, tender, or other means;
- * preparation and placing of the order;
- * assistance in drafting contracts or negotiating terms of contracts;
- * expediting the orders;
- * access to discounts, pricing structures and supplier arrangements available to the City; and
- * in situations requiring follow-up through Purchasing, inspect receipt of goods or services as requested to ensure conformity with the specifications in the order and that items are received in good working condition.

2. Consultation

Provide consultation with respect to providing information on product specifications, new products, hazardous material data, costs of goods or services, purchasing policies and procedures to be followed, etc.

and other services as may from time to time be required and mutually agreed to by the parties.

Charges for purchasing services will be \$3,000.00. The charge is in consideration of the number of Library purchase orders issued and also other purchasing services provided to the Library such as quotations, tendering, request for proposals.

PART A
SCHEDULE "E"

PAYROLL SERVICES

Services provided by the City to the Library:

1. Payroll Administration

Including the following:

- * maintenance of accurate payroll records;
- * ensuring compliance with the appropriate legislation;
- * generation of payroll cheques;
- * remittance of amounts withheld; and
- * statutory and management reports as required.

and other services as may from time to time be required and mutually agreed to by the parties.

Charges for payroll services shall be based on 9% of the payroll processing costs incurred by the City. This is in consideration of the proportionate numbers of staff and the relative workloads required to administer the different payrolls.

PART A
SCHEDULE "F"

FINANCIAL SERVICES

Services provided by the City to the Library:

1. Accounting

The input and record keeping of all financial data in the general ledger including journal entries and cheque requisitions. The supply and generation of cheques.

2. Accounts Payable

Review of cheque requisitions for completeness and proper authorizations, processing of the requisitions, cheque generation, signing and control and forwarding to Library for distribution and filing. Provision and access to City banking arrangements.

3. Budgeting

The provision of budget forms, instructions and the input of budget data.

4. Management Reporting

The provision of regular management reports including bi-weekly accounts payable reports, monthly budget to actual reporting. Access to general ledger accounts for inquiry purposes.

5. Capital

Administration with respect to all capital acquisitions. With the exception of the acquisition of resource material such as books and periodicals, administration includes a review of the documentation for completeness and authorization, preparation of cheque requisitions, accounting and regular reporting of capital expenses by project and relative to budget. With respect to resource material purchases, staff in the capital area only include the purchases in the regular reporting to the Library referred to above.

and other services as may from time to time be required and mutually agreed to by the parties.

With the exception of capital, charges for these financial services shall be \$6,000.00 based on an estimate of the amount of direct staff time and related costs to perform the functions noted above. Charges for capital are based on 3% of capital costs for all capital acquisitions except resource material such as books and periodicals for which there is no charge.

PART A
SCHEDULE "G"

MANAGEMENT INFORMATION SERVICES (MIS)

Services to be provided by the City to the Library:

1. Services

MIS shall provide the services as set out in Schedule "G1".

2. Ownership of Equipment

2.1 The computer and telecommunications equipment, (hereinafter called "The Dynix Equipment"), listed in Schedule "G2" attached hereto as amended in writing from time to time, is and shall remain the exclusive property of the Library.

2.2 All other central computer related equipment which is managed by MIS and services Library and City departments is owned by the City. Distributed equipment such as personal computers, terminals, printers, etc. in use by Library staff is 100% owned by the Library.

3. Use of Equipment

The Dynix Equipment is for the exclusive use of the Library, for its activities and applications, except for the specified MIS Services listed in Schedule "G1" or as may be authorized from time to time by the Library through its Chief Executive Officer.

4. Access

Access to the MIS computer room by Library personnel shall be limited to those positions listed on Schedule "G3", and as amended in writing from time to time.

5. Training

Training of personnel to operate and maintain the Equipment must be authorized by the manager of Technical Services, Library.

6. Chief Liaison

The chief liaison with Dynix Library Systems Incorporated, suppliers, all Library and MIS staff is and shall be the manager of Technical Services, Library.

7. Payment for Charges

Payment for the Charges shall be upon receipt of itemized invoice from MIS and shall be executed by means of journal transfer(s) by the City of Vaughan, Treasury Department, as authorized by the Library.

8. Termination

This Agreement may be terminated by either party giving twelve (12) months written notice to the other party that it wishes to terminate the Agreement.

9. Confidential Data

The parties shall not divulge any information of which they have knowledge to be confidential whether communicated to or acquired by them in the course of carrying out the services provided pursuant to this Agreement. No such information shall be used by either party in any way without the express written consent of the other party.

10. Arbitration

Disputes between the parties arising out of this Agreement shall be submitted to arbitration by a single arbitrator chosen by the parties. The award of the arbitrator shall be final and binding upon the parties. The provisions of the Arbitrations Act R.S.O. 1990, Chapter A.24 as amended shall apply. The MIS services shall continue as normal during arbitration proceedings.

11. Right to Audit

The parties shall keep proper and detailed accounts and records in accordance with generally accepted accounting practice where applicable of all factors entering into the computation of the amounts payable pursuant to this Agreement. The parties may during regular business hours at the offices of the MIS or the Library as the case may be and upon giving reasonable notice, audit and inspect accounts, records, receipts, vouchers and other documents relating to services performed pursuant to this Agreement and shall have the right to make copies and take extracts at its own expense. The parties shall afford all reasonable facilities, physical and otherwise, for such audits and inspections.

12. Notice

Any notice herein required or permitted to be given under this Agreement shall be deemed delivered after it is acknowledged by receipt at the offices of the respective parties. Current addresses are as follows:

The Corporation of the City of Vaughan
Civic Centre
MIS Department
2141 Major Mackenzie Drive
Vaughan, Ontario
L6A 1T1

Attention: Director MIS Department

and to the Library at:

The Vaughan Public Library Board
8 Merino Road
Maple, Ontario
L6A 1S9

Attention: Chief Executive Officer

Parties will notify each other in writing of any change in address.

13. Agreement Review

The parties acknowledge that a review of the MIS Services will be performed at least every year during the term of this Agreement concurrent with the review of the Charges, and other services as may from time to time be required and mutually agreed to by the parties.

14. Charges

The charges for MIS services shall be for operating and capital costs. Operating costs shall continue to be based on 5% of the total MIS operating budget to a maximum of \$60,000.00. This percentage approximates the relative number of users and user related activities. Any capital purchases of supplies and services by MIS on behalf of Library will be invoiced to Library at cost. Cost sharing for joint capital projects will be established and agreed to on a project by project basis as part of the project approval process.

PART A
SCHEDULE "G1"

MIS SERVICES PROVIDED TO THE LIBRARY

Services for the Dynix Systems:

1. To house the equipment listed in Schedule "B".
2. To provide utilities to operate above equipment.
3. To perform the following regularly scheduled activities:
 - a. Tracking and Maintaining Equipment
 - . CPU status
 - . Central site telephone lines
 - . Central site telecommunication status
 - . CD Link Network
 - . Monitor equipment maintenance plan
 - . Log maintenance visits
 - . Maintain equipment problem log
 - b. Maintenance Schedule
 - . Assist with daily, weekly, monthly and yearly back-up
 - . Hardware maintenance schedule
 - . Software Maintenance Schedule
 - . Maintain on and off site storage of back-up tapes
 - . Track condition of cartridge tapes
 - . Recommend purchase of supplies
 - . Check for unauthorized access attempts
 - c. Troubleshooting
 - . Computer room hardware and as required, remote equipment
 - . Operating system software
 - . Document problems and maintain logs
4. Schedule of procedures to be provided for activities in #3 above, and periodically reviewed by Manager of Technical Services.

General Support Services:

5. Procurement of computer related equipment and software as required, for example:
 - .. Assistance in:
 - * investigation of requirements
 - * product evaluations
 - * cost assessments
 - * liaison with Purchasing Department
 - * receipt and installation
6. Servicing of computer related equipment and software as required, for example:
 - * establishing and maintaining hardware and software service contracts
 - * co-ordinating service calls
 - * follow-up on problem resolution
 - * provision of direct hardware or software problem identification and resolution
7. Provide computer related product training as required.

8. Provide assistance in application, project or service analysis as required.
9. Provide consultation related to Technology issues for short and long term planning as required.
10. Provide assistance in Telecommunications and Networking requirements analysis, planning, procurement and support as required.
11. Provide assistance in Technology related contracts and contract management.
12. Provide detailed activity reports to the Manager of Technical Services as required.

Responsibilities of the Library:

1. Maintain adequate expertise in computer applications in use within the department to liaise with Suppliers for assistance or clarification on functions and train new staff.
2. Provide data back-up and security as required for decentralized equipment.
3. Provide business level knowledge and prioritization on automation requirements.
4. Provide first level local support on distributed equipment and application problems.

PART A

SCHEDULE "G2"

CENTRAL EQUIPMENT LIST

IBM Series RS/6000 Model 550 System, including:

Model 550 Processor
POWER Architecture
56 MIPS/25.2 MFlops
41 MHz Clock Speed
64K Byte Data Cache
8K Byte Instruction Cache
8-Byte Memory Load Path
52-bit Virtual Address Range
128 MB Main Memory
2.6Gb SCSI Disc Storage
w/Controller & Cabling
(1) 8mm 2.3 Gb Cartridge Backup Unit
w/Controller & Cabling
(128) ASCII Terminal Ports
IBM AIX V3.1 Operating System License
(32 + users) provides UNIX environment
Vmark License (128 user) provides Pick environment
Wyse 160 Console Terminal

TELECOMMUNICATIONS EQUIPMENT

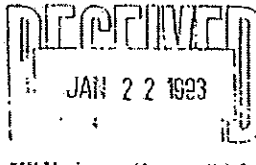
1 Starmaster Mainframe
includes 256 subscribers in large cabinet
2 Node Operating Software
3 Starmaster Redundancy
4 ASM 2081-16 Channel Module
5 Fan-out Cabling - 15' ext. cables
6 Netserver Statistical Multiplexer
- netserver software
- 48 channel quad link
- 64 channel quad link
2 3309A Rackmounted Modem
2 3409A Rackmounted Modem
3 3192 Rackmounted Split-channel Modem
1 3000 KA Modem Racks
1 Access Chassis
1 TCP/IP Gateway - 32 Channel
1 TCP/IP Software
1 Remote Ethernet Connection
2 AUI 2001
1 LDM Modem 192
Cabling

NETWORK EQUIPMENT

CD-Link Hardware
Zenith Z-Station 486 DX2/66 CPU
4 Eisu Slots
32 MB Ram
500 MB SCSI Disk
8 Sony 561 CD Rom Drives in SCSI Tower
Ethernet Lan Adapter
SUGA Colour Monitor
CD Link Software
DYNIX Host Software
DYNIX Host Hardware

PART A
SCHEDULE "G3"

1. Manager, Technical Services
2. Automated Services Technician
3. Cataloguing Technician



MEMORANDUM

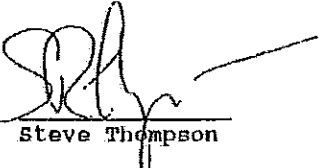
Date: January 20, 1993
To: Valerie Bruhn
Technical Services - Vaughan Public Libraries
Copy To: Ted Jackman
Deputy Administrator
From: Steve Thompson
Director, Management Information Services
Subject: City use of Library Communications Capacity

This memo is to formally acknowledge the City's usage of 2 Gandalf Starmaster ports to support the usage of security dial up for the IBM AS400.

The City has purchased the add-on software (\$1,000) to support this service as well as the required cables and modems. Gandalf and Dynix have both assured us that this usage will have no performance impact on other Library system activities. Should either the Library staff or MIS suspect that a problem has arisen with City usage which does impact the Library system performance, MIS will investigate the situation immediately and if necessary, remove the City service.

I anticipate the requirement to expand this service in the future along with other Starmaster capabilities to enhance communications between Library, Hydro and City computer systems as well as remote workstations. Any changes being considered will be discussed with Library Technical Services first and require agreement by all parties involved before being implemented.

If you have any questions or concerns, please contact me at your earliest convenience.


Steve Thompson

ST/mr

PART A
SCHEDULE "H"

PROPERTY SERVICES

The following services shall be provided to the Library by the Property Department:

1. Repairs
At all Library locations
2. Preventative Maintenance
At all Library locations
3. Alterations and Renovations
At all Library locations
4. Cleaning, Custodial Services and Utilities
At the locations as indicated below:
 - 4.1 Custodial services for the following locations:
 - . Ansley Grove Library
 - . Gallanough Library
 - . Kleinburg Library
 - . Woodbridge Library
 - . Administration Building, Merino Road
 - 4.2 Cleaning, custodial services, gas and water utilities for the Dufferin Clark Library.
(1993 Budget - \$51,010.00)
 - 4.3 Cleaning, custodial services and all utilities for the Maple Library.
(1993 Budget - \$72,010.00)
5. Any work done for the Library by the custodians or trade shop staff shall be recorded on a work order to be costed and charged to the Library. Labour and machine time shall be charged.

PART B

SERVICES PROVIDED TO THE CITY
BY THE LIBRARY

PART B
SCHEDULE "A"

Library services to be provided to the City:

1. The use of Library meeting rooms;
2. Library support services to City workshops. For example, but not limited to: Displays of resource materials relevant to the workshop;
3. Special reference and bibliographic services;
4. Acquisition of resource materials;

and other services as may from time to time be mutually agreed to by the parties.

Charges

The Library will only charge for those special services that are not provided without charge to the general public. Therefore, there will be no charge for general requests for information.

1. Meeting Rooms

The present reciprocal arrangement of no charge will continue.

2. Book Display and/or Book List

\$26.00 per use

3. Bibliographies

\$13.00 per use

4. Acquisitions

Acquisitions at \$6.00 to \$9.00 per item, depending on the complexity of the request.

4. BUSINESS ARISING**4.4 Public Libraries Act, Municipal Act – Legal Advice**

The Director of Legal Services distributed a report about the legal framework regarding library governance per the Public Libraries Act and the Municipal Act. The Municipal Act, 2001, amended by the Municipal Statute Law Amendment Act, 2006, provides new mandatory requirements for municipalities and their local boards, who are required to have administrative policies regarding disposition of land, hiring of employees, and procurement of goods and services. While Library staff have updated administrative policies, it is appropriate to review new legislative requirements and ensure the Library Board is in compliance. The Director of Legal Services reported that the Library Board is fairly up-to-date with its policies.

A report on the Joint Services Agreement between the City of Vaughan and Vaughan Public Libraries was distributed and discussed.

MOTION: WHEREAS the Vaughan Public Library Board (VPLB) wishes to operate an efficient and effective library system;

WHEREAS several years ago the VPLB entered into a Joint Services Agreement with the City of Vaughan with the objective of achieving efficiencies (which Agreement remains in effect);

WHEREAS the VPLB receives its funding from the City of Vaughan;

WHEREAS the City and the VPLB both serve the residents and businesses of the City;

NOW THEREFORE be it resolved:

THAT the City be requested to review the Joint Services Agreement with the VPLB with the objective of identifying all opportunities to achieve efficiencies and creating a closer working relationship between the City and the VPLB;

AND THAT a review team be established with all four Directors from the VPLB, and City of Vaughan representatives as determined by the City;

AND THAT the review team will identify opportunities to achieve efficiencies;

AND THAT the City be requested to provide support to the review process through the City's Operational & Compliance Auditor;

AND THAT the team target year end (2007) for the completion of the review and reporting their findings and options.

MOVED BY: T. Genco
SECONDED BY: F. Gravina
MOTION CARRIED.

**City of Vaughan / Vaughan Public Libraries
Joint Services Agreement Committee Meeting**

November 14, 2007 – 4:00 pm

MINUTES

A meeting of the City of Vaughan/Vaughan Public Libraries Joint Services Committee was held on Wednesday, November 14, 2007, in the Finance Boardroom with the following staff present:

Present (City staff):

Clayton Harris, Deputy City Manager/Commissioner of Finance & Corporate Services (Chair)
Marlon Kallideen, Commissioner of Community Services (Co-Chair)
Janet Ashfield, Director of Human Resources
Jeff Peyton, Director of Buildings & Facilities
Barry Jackson, Director of Financial Services
Michael Tupchong, Operational & Compliance Auditor

Present (Vaughan Public Libraries staff):

Margie Singleton, Director of Planning & Communication / Acting CEO
Yvonne Kharag, Director of Finance
Marilyn Guy, Director of Operations
Alex Gutelius, Director of Service Delivery

1. Introduction

Clayton Harris, acting as Chair, opened the meeting at 4:20 pm. The agenda was provided to Committee members. Also provided was a copy of the 1994 City/Vaughan Public Library Joint Services Agreement. On October 9, 2007 Council approved the request from the Vaughan Public Libraries Board to establish a Committee in order to review the Joint Services Agreement with the objective to improve upon its effectiveness and to develop a closer working relationship.

ACTION: Dimitri Yampolsky, Chief Information Officer and/or his alternate Jack Dhaliwal, Director – Information Technology & Telecommunications be invited to attend the next and future City/Library Joint Services Committee meetings

2. Review established Terms of Reference

The Vaughan Public Library Board is responsible for the provision of library services by the establishment, maintenance and support of libraries and determination of library policies.

ACTION: Yvonne Kharag agreed to provide Committee members with a copy of Terms of Reference as approved by the Vaughan Library Board.

3. Overview of Legislative Framework

The Public Libraries Act, R.S.O.1990, provides for the creation of public libraries which by statute, are under the management of a public library board appointed by Council. Library budgets are submitted to Council annually for approval as the library system is funded from the municipal tax base.

The Municipal Act, 2001, amended by 2001, as amended by the Municipal Statute Law Amendment Act, 2006 provides new mandatory requirements for municipalities and their local boards. For example, municipalities and local boards are required to have administrative policies regarding disposition of land, hiring of employees and procurement of goods and services. While Library staff have been updating administrative policies, it is appropriate to review new legislative requirements and ensure the Library Board is in compliance.

4. Discuss areas of opportunity and prioritize

The Committee reviewed and discussed the need to update the Schedule of Services in the Joint Services Agreement which includes the following City services to the Library: Human Resources, Legal, Purchasing, Payroll, Financial Services, ITM, Property (Buildings & Facilities). The Library provides use of library facilities for City purposes.

ACTION: Committee members to review the areas of the Joint Services Agreement that pertain to their area and be in a position to make recommendations at the next meeting

5. Next Steps

ACTION: Marilyn Guy will provide Committee members with an analysis report from the Mississauga, Barrie, Peterborough & Oakville Library Boards.

ACTION: Sub-committee meetings will be held between City staff & Library staff within the next week
Janet Ashfield, Margie Singleton and Yvonne Kharag to discuss what joint services Human Resources currently has at its disposal
Jeff Peyton, Alex Gutelius and Yvonne Kharag to discuss the Library's property & facilities services
Barry Jackson, David Maxwell & Yvonne Kharag to discuss the Library's current accounting & financial processes and improve upon those services
Marilyn Guy to meet with ITM
Clayton Harris to follow-up with George Wilson in Purchasing

CITY/VAUGHAN PUBLIC LIBRARIES JOINT SERVICES COMMITTEE
MINUTES – NOVEMBER 14, 2007

6. Future Meeting date: Friday, December 7, 2007 @ 3:00 pm

Library staff will invite Mr. Don Mills, Director of Library Services, Mississauga Public Library Board, to attend the next City/Library Joint Services Committee meeting.

The meeting adjourned at 6:00 pm.

**City of Vaughan / Vaughan Public Libraries
Joint Services Agreement Committee Meeting**

December 7, 2007 – 3:00 pm

MINUTES

A meeting of the City of Vaughan/Vaughan Public Libraries Joint Services Committee was held on Friday, December 7, 2007, in the Finance Boardroom with the following staff present:

(City staff):

Clayton Harris, Deputy City Manager/Commissioner of Finance & Corporate Services (Chair)
Marlon Kallideen, Commissioner of Community Services (Co-Chair)
Janet Ashfield, Director of Human Resources
Jeff Peyton, Director of Buildings & Facilities
Barry Jackson, Director of Financial Services
Dimitri Yampolsky, Chief Information Officer, ITM

Michael Tupchong, Operational & Compliance Auditor (Regrets)

(Vaughan Public Libraries staff):

Margie Singleton, Director of Planning & Communication
Yvonne Kharag, Director of Finance
Marilyn Guy, Director of Operations
Alex Gutelius, Director of Service Delivery / Acting CEO

Guest:

Mr. Donald Mills, CEO, Mississauga Library Board

1. Introduction

Clayton Harris, acting as Chair, opened the meeting at 3:00 pm. The agenda was provided to Committee members.

2. Terms of Reference

Yvonne Kharag provided the Committee members with the Terms of Reference approved by the Library Board.

3. Reporting Structures in Other Public Libraries

Marilyn Guy provided the Committee with a summary of reporting relationships with the local municipality for Mississauga, Peterborough, Oakville and Barrie. In these instances the CEO of the Library has a dotted line reporting relationship to a Commissioner in the municipality.

**CITY/VAUGHAN PUBLIC LIBRARIES JOINT SERVICES COMMITTEE
MINUTES – DECEMBER 7, 2007**

4. Mississauga Public Libraries

Don Mills attended the Committee meeting and provided a lot of background information and insight into reporting relationships, roles and responsibilities between the City, the Library Board and the CEO of the Library.

5. Future Meeting date: TBD

The meeting adjourned at 4:40 pm

**AMENDED
City of Vaughan / Vaughan Public Libraries
Joint Services Agreement Committee Meeting**

January 11, 2008 – 2:30 pm

MINUTES

A meeting of the City of Vaughan/Vaughan Public Libraries Joint Services Committee was held on Friday, January 11, 2008 in the Finance Boardroom with the following staff present:

(City staff):

Clayton Harris, Deputy City Manager/Commissioner of Finance & Corporate Services (Chair)
Marlon Kallideen, Commissioner of Community Services (Co-Chair)
Janet Ashfield, Director of Human Resources
Jeff Peyton, Director of Buildings & Facilities
Barry Jackson, Director of Financial Services
Dimitri Yampolsky, Chief Information Officer, ITM

Michael Tupchong, Operational & Compliance Auditor (**Regrets**)

(Vaughan Public Libraries staff):

Yvonne Kharag, Director of Finance / Acting CEO
Margie Singleton, Director of Planning & Communication
Alex Gutelius, Director of Service Delivery
Marilyn Guy, Director of Operations

1. Introduction

Clayton Harris, acting as Chair, opened the meeting at 2:30 pm. The agenda was provided to Committee members. The amended November 14, 2007 minutes were issued to Committee members. The December 7, 2007 minutes were approved.

2. Business arising from the Minutes

None

3. Status of Joint Services

The status of services provided under the current Joint Services Agreement is provided in Attachment 1.

In addition to the review of services currently covered in the Joint Services agreement the following potential opportunities were identified.

In summary, the 1994 agreement does not accurately reflect the joint services that are currently being delivered between the City and the Library and the changes do not reflect current costs. However, the actual services have changed to accommodate changes in circumstances and the needs of the organization. A number of examples were cited where services were expended.

1. Planning and Managing Growth

Currently there is some collaboration between the City and the Library, i.e. Development Charges Background Study, the Recreation Master Plan, Long Range Financial Plan. There are other opportunities such as facility planning.

2. Emergency Management

The Library staff have been participating in the development of the City's overall Emergency Management planning and the City's Emergency management staff have been involved in the development of the Libraries emergency management plan; however this is not covered in the agreement.

3. Call Centre

The City has established a call centre and there may be an opportunity to include the Library in their services.

4. Communications

It was noted that the City's Corporate Communications department has provided limited assistance, however other opportunities may be possible.

5. City Internal Audit Function

This resource could possibly be available to the Library.

4. Discussion of Observations and Recommendations

There was a general discussion of the information and observations to-date. There is a general consensus that there is a good working relationship between the organizations, that some joint effort had taken place above and beyond what was provided for in the agreement and all members support a closer working relationship between the organizations. There is some feeling that the provision of services should not be optional, but rather the services, once agreed to, be mandatory.

With respect to the "Mississauga Model" it was noted that Vaughan's City/Library Joint Services agreement had already captured some synergies that Mississauga would have captured through the governance model they introduced.

Notwithstanding the above, no Committee member raised any objections or concerns if Vaughan was to move to the "Mississauga Model". It was noted that proceeding in the direction of the "Mississauga Model" could best be accomplished through a Memorandum of Understanding (MOU) between the City and the Library. It would reflect that further detailed analysis is required as well as a detailed implementation plan would be required if that option was chosen.

**CITY/VAUGHAN PUBLIC LIBRARIES JOINT SERVICES COMMITTEE
MINUTES – JANUARY 11, 2008**

5. Next Steps

A minimum of one additional meeting is required.

6. Future Meeting date: TBD

The meeting adjourned at 4:05 pm

**City of Vaughan / Vaughan Public Libraries
Joint Services Agreement Committee Meeting**

January 28, 2008 – 10:00 am

MINUTES

A meeting of the City of Vaughan/Vaughan Public Libraries Joint Services Committee was held on Monday, January 28, 2008 in the Finance Boardroom with the following staff present:

(City staff):

Clayton Harris, Deputy City Manager/Commissioner of Finance & Corporate Services (Chair)
Marlon Kallideen, Commissioner of Community Services (Co-Chair)
Jeff Peyton, Director of Buildings & Facilities
Barry Jackson, Director of Financial Services
Dimitri Yampolsky, Chief Information Officer, ITM
Michael Tupchong, Operational & Compliance Auditor

(Vaughan Public Libraries staff):

Yvonne Kharag, Director of Finance / Acting CEO
Alex Gutelius, Director of Service Delivery
Marilyn Guy, Director of Operations

Regrets

Janet Ashfield, Director of Human Resources
Margie Singleton, Director of Planning & Communication

1. Introduction

Clayton Harris, acting as Chair, opened the meeting at 10:00 am. The agenda was provided to Committee members. The January 11, 2008 minutes were amended and approved.

2. Business arising from the Minutes

None

3. Discussion

The Committee had a lengthy discussion. The discussion centered around the updated draft report that the Library staff had prepared. It provided a lot of background information with respect to other library systems, governance models and statistics. During the discussion a number of comments and suggestions were made to clarify the information in the report. It was also recommended that Markham libraries be added to the short list of libraries to be used as a benchmark for Vaughan.

In addition to the draft report, the Committee reviewed the performance measures provided by the Library as part of their 2008 budget submission. Although the performance measures indicated a general positive trend in increasing circulation, the analysis in the draft report prepared by Library staff indicated that Vaughan's cost per capita and cost per circulation were amongst the highest of the Libraries identified as comparables in the report. Library circulation per FTE showed that Vaughan had the lowest circulation per FTE among the comparators. Further analysis is required to understand the reasons for these results. There may be an opportunity for joint services to assist in improving performance.

**CITY/VAUGHAN PUBLIC LIBRARIES JOINT SERVICES COMMITTEE
MINUTES – JANUARY 28, 2008**

4. Review Draft Report

The Committee was advised that a motion was passed by the Library Board at their last meeting requesting an interim report for a Special Board meeting January 31, 2008.

As in previous discussions, the Committee endorses enhanced joint services and supports a closer working relationship between the City and the Library.

The Committee believes that four options should be provided to the Board and Council as follows:

- 1) Operate under the original agreement;
- 2) Amend the original agreement to capture all the services that have evolved and currently provided;
- 3) In addition to capturing all services currently provided (Option 2), further add/expand services and make it **mandatory** to utilize the services contracted for in the joint services agreement;
- 4) Enter into a Memorandum of Understanding (MOU) to move to full integration of support services to the extent permitted under the legislation, i.e. "Mississauga Model". There would be a dotted line reporting relationship to the Commissioner of Community Services. The MOU would recognize that further detailed analysis and an implementation plan is required.

Under Option 4 it was recognized that further analysis would be required particularly in the following areas, if a MOU was entered into.

- 1) Impact of different union representation;
- 2) Impact of different rates of pay;
- 3) An assessment of the City's ability to absorb additional workloads;
- 4) Issues associated with integrating Library staff into the various City support departments;
- 5) Requirement for an integration plan, communication plan and timelines.

5. Next Steps

1. Submit an interim report to the Library Board by January 31, 2008 to assist the Board in their recruitment decision.
2. Prepare final report.

6. Future Meeting date: TBD

The meeting adjourned at 12:15 pm

Services Performed by City Staff

Library System	HR	Finance	Marketing	Buildings	IT
Ajax	N	Shared	N	Y	Y
Aurora	Shared	Y	N	Shared	N
Barrie	Shared	N	N	Y	Y
Brampton	N	N	Shared	Shared	N
Burlington	N	N	N	N	N
Kitchener	Shared	N	N	Shared	N
Markham	Shared	Shared	Shared	Shared	Y
Mississauga	Y	Y	Shared	Y	Shared
Newmarket	N	N	N	Y	N
Oakville	Y	Y	Shared	Shared	Y
Oshawa	N	N	N	Shared	Y
Peterborough	Y	Y	Y	Shared	Y
Pickering	Shared	Y	N	Y	N
Richmond Hill	Shared	Y	?	Y	Y
Vaughan	Shared	Shared	N	Shared	Shared
Whitby	N	N	N	Shared	N
Windsor	N	N	N	N	N

Y: City Staff perform services

N: Library Staff perform services

Shared: Both City and Library staff perform services

LIBRARY OPERATIONS

Comparing Library Statistics

Library System	Population *	Number Of Locations	Annual Circulation	Total Budget	Salary & benefits as percentage of total Budget	Total FTE's	Budget cost per capita	Budget cost per circulation	Circulation per FTE
Barrie	125,000	1	1,471,582	\$4,346,699.00	55%	45.31	\$34.77	\$2.95	32,478
Markham	277,797	6	4,267,052	\$9,495,046.00	63%	113.7	\$34.18	\$2.23	37,529
Mississauga	699,700	17	7,269,976	\$20,620,010.00	86%	341.1	\$29.47	\$2.84	21,313
Oakville	161,500	5	2,108,653	\$7,704,680.00	74%	112.43	\$47.71	\$3.65	18,755
Richmond Hill	177,600	4	1,966,449	\$10,326,875.00	44%	80.37	\$58.15	\$5.25	24,467
Vaughan	241,383	7	2,142,867	\$9,595,583.00	69%	141.51	\$39.75	\$4.48	15,142
Whitby	110,000	3	1,081,120	\$4,092,652.00	67%	53.29	\$37.21	\$3.79	20,287

* All statistics from 2006 CULC data (Canadian Urban Libraries Council) and the Vaughan Public Library Report