



# St. Catharines Public Library Board

## Regular Meeting

Thursday, November 17, 2022, 6:00 pm  
Mills Room, Central Library and Microsoft Teams

### AGENDA

**1. Adoption of Agenda**

- 1.1 Additions/Deletions to Agenda
- 1.2 Adoption of Agenda

Motion

**2. Chair's Remarks**

**3. Declarations of Interest**

**4. Adoption of Minutes**

- 4.1 Regular Meeting – October 20, 2022 (attachment)

Motion

**5. Monthly Updates (verbal)**

- 5.1 St. Catharines City Council
- 5.2 OLS Update – J. Coles
- 5.3 CEO Update – K. Su
- 5.4 Department Update – Innovation, Collections, & Technology – H. Wellock

**6. Consent Reports (attachments)**

Motion

- 6.1 Correspondence
- 6.2 CEO Report – K. Su
- 6.3 Department Reports – October 2022
  - 6.3(a) Customer Service – J. Spera
  - 6.3(b) Facilities and Health & Safety – K. Smith Curtis
  - 6.3(c) Innovation, Collections & Technology – D. Bott
  - 6.3(d) Programming & Promotions – R. Di Marcantonio
- 6.4 Service Hours Survey Feedback – G. Howes

- 7. **Discussion Reports (attachments)**
  - 7.1 2023 Annual Work Plan – K. Su Motion
  - 7.2 Port Dalhousie Branch Increased Hours Service Model – H. Jones Motion
  
- 8. **In-Camera Session**
  - 8.1 In-Camera Agenda (attachment)
    - 8.1(a) Additions/Deletions to In-Camera Agenda
    - 8.1(b) Adoption of In-Camera Agenda Motion
  - 8.2 Motion to Move In-Camera Motion
  - 8.3 Adoption of In-Camera Minutes
    - 8.3(a) In-Camera Session – October 20, 2022 (attachment) Motion
  - 8.4 In-Camera Consent Reports (attachment) Motion
    - 8.4(a) Staffing (November Update) – L. Dobson
  - 8.5 In-Camera Discussion Reports
  - 8.6 Return to Open Session Motion
  
- 9. **Motion(s) Arising From In-Camera Session** Motion
  
- 10. **Motion to Adjourn** Motion
  
- 11. **Next Meeting / Upcoming Events**
  - Annual Board Meeting – Thursday, January 19, 2023, at 6:00 pm, Mills Room, Central Library & Microsoft Teams
  - Regular Board Meeting – Thursday, January 19, 2023 at 6:30 pm, Mills Room, Central Library & Microsoft Teams



# St. Catharines Public Library Board

## Regular Meeting Minutes

Thursday, October 20, 2022, 6:00 pm  
Rotary/Bankers Room, Central Library & Microsoft Teams

**Present:** J. Coles (Chair) H. Findlay  
V. De Luca Councillor L. Littleton  
K. Dilorio L. McDonald  
S. Dimick (Vice-Chair) F. Sheikh  
Councillor B. Williamson

**Staff:** D. Bott M. Haanstra  
N. Bryans (Recording Secretary) H. Jones  
P. derNederlanden K. Smith Curtis  
L. Dobson J. Spera  
K. Su (Secretary)

**Presenter:** T. Ranieri-D'Ovidio

The Chair called the meeting to order at 6:00 pm.

### 1. Adoption of Agenda

1.1 Additions/Deletions to Agenda  
None

1.2 Adoption of Agenda

**MOTION: 2022 - 111** THAT the Agenda be adopted.  
**MOVED BY:** L. McDonalds  
**SECONDED BY:** K. Dilorio  
**MOTION CARRIED.**

## 2. Chair's Remarks and Declarations of Interest

The Chair welcomed the Board to the Library's October meeting. She will send to Board members the CEO evaluation form to be returned to her and the CEO Evaluation Committee.

There were no declarations of interest.

## 3. Presentation

### 3.1 Central Library Renovation – Design Concept – Tina Ranieri-D'Ovidio, ward99 architects

Tina Ranieri-D'Ovidio provided a verbal overview of the Phase One Conceptual Design Report that includes Building Assessment and Design Objectives, Proposed Conceptual Design, Preliminary Ontario Building Code Review, Cost Estimation Summary, and Construction Phasing as well as Appendices that include detailed reports from consultants, conceptual design drawings and renderings. She responded to the Board's questions and comments.

The Board discussed funding options. S. Dimick will send the CEO some information about a Rural and Local Economic Development grant that may be available for SCPL's application. The Board Chair thanked the architect for the presentation.

## 4. Adoption of Minutes

### 4.1 Regular Meeting – September 15, 2022

**MOTION: 2022-112** THAT the Regular Minutes of September 15, 2022 be adopted.

**MOVED BY:** S. Dimick

**SECONDED BY:** L. McDonald

**MOTION CARRIED.**

## 5. Monthly Updates

### 5.1 St. Catharines City Council

None

### 5.2 OLS Update – J. Coles

J. Coles did not attend the last OLS Board Assembly meeting but did receive the notes, which outlined that many libraries are working on building and renovation projects. Other topics from OLS include:

- Governance Hub of information on OLS website has been updated,
- Orientation resources available to Boards,
- More 'Trillium Library' template policies now available,
- Elections for Libraries and Board appointments are upcoming,
- OLA Super Conference is February 1-4, 2023 with the Boot Camp on the Saturday; the Chair recommended members keep the dates in mind.

### 5.3 CEO Update – K. Su

The CEO shared with Board members a link to a Twitter comment suggesting the creation of one library system in the Niagara region. To keep Board members apprised of this issue he shared his opinion that it is a reasonable suggestion to provide equal services across the region. If there is a desire for this idea from the Board for regional libraries, then he outlined 2 options for the Board to consider:

- A regional library system under one umbrella organization similar to the regional transit system with municipal support from each participating municipality, or
- A multi-system approach similar to the Kitchener-Waterloo area public libraries, which has 3 large municipalities each with their own libraries together with 4 smaller municipalities libraries grouped together as the regional system.

He shared that he has some reservations about SCPL joining the existing Libraries of Niagara Cooperative (LINC) model services, as the financial commitment may be a risk for SCPL.

On a similar topic, the CEO shared that Management is considering proposing Reciprocal Borrowing services in Niagara, which would allow residents in other municipalities to register a library card with SCPL to borrow physical but not electronic materials. He outlined that there have been some success stories with this model. He will keep the Board informed.

### 5.4 Department Update – Customer Service – H. Jones, M. Haanstra, & P. derNederlanden

Customer Service staff provided a verbal update of some recent SCPL initiatives for children's play and craft corner areas at each Branch location and shared some customer feedback comments. The Board thanked staff for their presentation.

## 6. Consent Reports

6.1 Correspondence (none)

6.2 CEO Report – K. Su

6.3 Department Reports – September 2022

6.3(a) Customer Service – H. Jones

6.3(b) Facilities and Health & Safety – K. Smith Curtis

6.3(c) Innovation, Collections, & Technology – D. Bott

6.3(d) Programming & Promotions – R. Di Marcantonio

6.4 Finance Reports – K. Smith Curtis

6.4(a) Operating Budget Statement – as at September 30, 2022

6.4(b) Endowment and Trust Fund Statement – as at September 30, 2022

6.4(c) Short Term Investments Statement – as at September 30, 2022

**MOTION: 2022-113**      THAT the Consent Reports be received as circulated.  
**MOVED BY:**              Councillor L. Littleton  
**SECONDED BY:**         V. De Luca

**MOTION CARRIED.**

**7. Discussion Reports**

**7.1 Central Library Renovation – Design Concept – K. Su**

The Board received the St. Catharines Public Library Central Library Branch Renovation, Conceptual Design Report as presented by ward 99 architects inc.

**MOTION: 2022-114** THAT the Board approve St. Catharines Public Library Central Library Branch Renovation, Conceptual Design Report, as presented by ward99 architects inc.

**MOVED BY:** L. McDonald

**SECONDED BY:** K. Dilorio

**MOTION CARRIED.**

**7.2 Draft 2023 Operating Budget – K. Smith Curtis**

The Board received the draft 2023 Operating Budget, discussed some details, and received further explanations from K. Smith Curtis.

**MOTION: 2022-115** THAT the Board approve Draft 2023 Operating Budget in principle and recommend to the next Board approval of this budget.

**MOVED BY:** S. Dimick

**SECONDED BY:** L. McDonald

**MOTION CARRIED.**

The Library plans to submit the Draft 2023 Operating Budget to the City on October 21, 2022, and present it at the 2023 Budget and Council Orientation session on November 16, 2022.

**7.3 Policy (GOV-01) Succession Planning – J. Coles**

The Board received Policy (GOV-01) with some recommended amendments. J. Coles thanked V. De Luca, Board member, K. Su, CEO, and Kristen Sullivan, Acting City Clerk, for their help and suggestions.

**MOTION: 2022-116** THAT the Board approve amended Policy (GOV-01) Succession Planning.

**MOVED BY:** V. De Luca

**SECONDED BY:** Councillor L. Littleton

**MOTION CARRIED.**

**7.4 Board Legacy Document Update – J. Coles**

The Chair encouraged Board members to submit their feedback comments to her so that she can prepare a Board Legacy Document. She also contacted 2 previous Board members for their feedback. This document will provide the next Board with accomplishments, goals, and challenges for orientation to their new roles. The Chair plans to send some examples of Board legacy documents from

other libraries to Board members and she asked staff to add this topic to the next Board Agenda.

7.5 Policy (G-07) Code of Conduct – R. Di Marcantonio

The Board received Policy (G-07) with some recommended amendments. The CEO outlined SCPL's process of review to amend the policy. The library plans to post the updated Code of Conduct at all branches.

**MOTION: 2022-117** THAT the Board approve amended Policy (G-07) Code of Conduct.

**MOVED BY:** K. Dilorio

**SECONDED BY:** H. Findlay

**MOTION CARRIED.**

7.6 Policy (P-09) Employee and Trustee Recognition – L. Dobson

The Board received Policy (P-09) with some recommended amendments, which L. Dobson outlined to the Board. The Chair recommended a minor edit.

**MOTION: 2022-118** THAT the Board approve amended Policy (P-09) Employee and Trustee Recognition.

**MOVED BY:** F. Sheikh

**SECONDED BY:** S. Dimick

**MOTION CARRIED.**

**8. In-Camera Session**

8.1 In-Camera Agenda

8.1(a) Additions/Deletions to In-Camera Agenda

None

8.1(b) Adoption of In-Camera Agenda

**MOTION: 2022-119** THAT the In-Camera Agenda be adopted.

**MOVED BY:** V. De Luca

**SECONDED BY:** K. Dilorio

**MOTION CARRIED.**

8.2 Motion to Move In-Camera

**MOTION: 2022-120** THAT the Regular Meeting move to In-Camera Session.

**MOVED BY:** H. Findlay

**SECONDED BY:** L. McDonald

**MOTION CARRIED.**

The meeting moved In-Camera at 8:11 pm.

8.3 Adoption of In-Camera Minutes

8.3(a) In-Camera Session – September 15, 2022

**MOTION: 2022-121** THAT the In-Camera Minutes of September 15, 2022 be adopted.  
**MOVED BY:** K. Dilorio  
**SECONDED BY:** F. Sheikh  
**MOTION CARRIED.**

8.4 In-Camera Consent Reports

8.4(a) Staffing (October Update) – L. Dobson

**MOTION: 2022-122** THAT the In-Camera Consent Report be received as circulated.  
**MOVED BY:** F. Sheikh  
**SECONDED BY:** Councillor L. Littleton  
**MOTION CARRIED.**

8.5 In-Camera Discussion Reports

None

8.6 Return to Open Session

**MOTION: 2022-123** THAT the In-Camera Session return to Open Session.  
**MOVED BY:** Councillor L. Littleton  
**SECONDED BY:** F. Sheikh  
**MOTION CARRIED.**

The Meeting returned to Open Session at 8:13 pm.

**9. Motion(s) Arising From In-Camera Session**

**MOTION: 2022-124** THAT the Board adopt any Motions arising from the In-Camera Session.  
**MOVED BY:** K. Dilorio  
**SECONDED BY:** F. Sheikh  
**MOTION CARRIED.**

**10. Motion to Adjourn**

**MOTION: 2022-125** THAT the Regular Meeting be adjourned.  
**MOVED BY:** V. De Luca  
**SECONDED BY:** N/A  
**MOTION CARRIED.**

The Regular Meeting adjourned at 8:14 pm.

**11. Next Meeting / Upcoming Events**

2023 Budget and Council Orientation – Wednesday, November 16, 2022

Board Meeting – Thursday, November 17, 2022, at 6:00 pm, Mills Room, Central Library  
& Microsoft Teams

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Chair

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Secretary

## Consent Reports

### Recommendation

THAT the Consent Reports be received as circulated.

#### 6. **Consent Reports (attachments)**

Motion

- 6.1 Correspondence (none)
- 6.2 CEO Report – K. Su
- 6.3 Department Reports – October 2022
  - 6.3(a) Customer Service – H. Jones
  - 6.3(b) Facilities and Health & Safety - K. Smith Curtis
  - 6.3(c) Innovation, Collections, & Technology – D. Bott
  - 6.3(d) Programming & Promotions – R. Di Marcantonio
- 6.4 Service Hours Survey Feedback – G. Howes

## CEO Report

**submitted by Ken Su, CEO (October 2022)**

### For Information

#### **Collective Agreement Negotiation with CUPE**

The Employer continues to wait for updates from the City as well as the Union. No meeting date and location are determined at the moment.

#### **Central Library Renovation**

After the architect from Ward99 presented to the Board on October 20, 2022, the architect and the CEO met with the representatives from City Finance and Engineering Department on October 28, 2022 to discuss and clarify questions about the proposed renovation project as well as a grant application related to the project. The City is planning to complete and submit the grant proposal once the architect provides answers to several questions.

#### **Niagara Public Libraries OnBoard Training Workshop**

The planning committee has considered training topics, including Board Governance, Board Meeting Procedure, Diversity, Equity and Inclusion, Library Finance, and Library Data Analysis. The Committee is meeting on November 30, 2022 to draft a training plan and will present it to Niagara library CEOs on December 9, 2022. Detailed information will be provided to Board Members once they become available.

#### **CULC 2022 Fall Meeting**

The CULC 2022 Fall Meeting was held at the Halifax Public Library Central Branch from November 7 to 8, 2022. The Meeting overlapped with a Public Library Leader (PLL) training session so CULC CEOs met with PLL cohort members on November 8, 2022. The CEO and the Manager of Customer Service who is a PLL cohort member attended the meeting.

## Customer Service

**submitted by Joanna Spera, Customer Service Manager (October 2022)**

All data provided is for October 2022 comparing to the same month in 2021. The library continued at full operations this month.

|                     | October 2022 | % change from 2021 |
|---------------------|--------------|--------------------|
| <b>Gate Count</b>   | 25,134       | 17,442 (+69%)      |
| <b>Membership</b>   | 547          | 381 (+43%)         |
| <b>Holds Placed</b> | 10,381       | 11,958 (-14%)      |
| <b>Questions</b>    | 5536         | 4675 (+16%)        |

### Gate Count

Our gate count system-wide continues to trend upwards towards pre-pandemic levels, with an increase of 69% over October 2021. After a two year break due to the COVID-19 Pandemic, Sunday service has resumed at the Dr. Huq branch effective October 16th.

### Membership

Our new membership count continues to trend upwards. Membership count for October 2022 is up by 43% from October 2021. Class visits and outreach to schools is in full swing, and the library continues to promote online membership application.

### Holds Placed

The number of holds placed were slightly down from October 2021, however we have less customers relying on holds pick up with operations in full action.

### Training Highlights

The library welcomed several new employees this month, including three Customer Service Associates. Updates continue to be made to training materials and modules.

### Equity, Diversity, and Inclusion Student

The St. Catharines Public Library is welcoming Shannon Farina, a fourth year Human Rights and Equity Studies York University student, who will be joining SCPL starting November 7<sup>th</sup> until March 2023. Shannon will work with library staff to conduct an EDI audit of our policies and practices. The audit will identify ways SCPL can become more equitable and inclusive.

### **Customer Feedback Highlights**

The library collects passive customer feedback to help SCPL understand what customers are noticing and appreciating and how we can improve. Highlights from the feedback collected through September to October include:

- Providing knowledgeable, helpful and efficient customer service
- Introducing toys to the children's sections
- Sunday service at Dr. Huq Branch
- Starting an e-newsletter

The library is continually evaluating the suggestions for improvements. Based on feedback received earlier in the year, an e-newsletter has been launched.

## Facilities and Health & Safety

submitted by Karen Smith Curtis, Business Administrator (October 2022)

### Facilities

On October 24, 2022, installation of 5 out of 6 roof-top units commenced. This significant project had many inter-linked pieces. Contractors on-site has included E.S. Fox, crane operator, electrical contractor, building automation system support and roofers. After a rough start due to a broken down crane, the remainder of the installation went well. By Wednesday October 26<sup>th</sup>, all units were on the roof and work was being completed for electrical and commissioning of each unit. As of this report, all 5 units are operational.



One outstanding issues relates to the flow of natural gas to the Central Library. Gas is currently flowing to the building at the absolute minimum to operate the new HVAC equipment. This maybe causing the equipment to shut-down intermittently. The issue is being investigated and the solution will be implemented soon. It is believed that the regulator is the original one installed in 1976.

It is now anticipated that the last of the 6 HVAC units and the remainder of the equipment will be ready at the end of November. Install will be dependent on the weather but is tentatively planned in December 2022.

Repairs to the accessibility ramp at the Merritt Branch have been completed. Railings have been added and paint markings are complete. The new ramp should mitigate the fall risk that had been occurring and SmartCentre was very receptive to our concerns.



**Health & Safety**

The following table shows the results of Health and Safety inspections:

| <b>Location</b>                 | <b>Date</b>    | <b>Results</b>                            | <b>Update</b>                                 |
|---------------------------------|----------------|---|---|
| Annual Inspections              |                |   |   |
| Central                         | August 5, 2022 | Audio book shelves - narrow aisle.        | Include in renovation plans.                  |
| <b>Location</b>                 | <b>Date</b>    | <b>Results</b>                            | <b>Update</b>                                 |
| Regular Inspections             |                |   |   |
| Central – 3 <sup>rd</sup> Floor | Sept 16, 2022  | Nothing to report.                        | N/A   |
| Merritt                         | Oct 31/22      | Nothing to report.                        | N/A   |
| Dr. Huq                         | Oct 31/22      | Nothing to report.                        | N/A   |
| Port                            | Nov 1/22       | Too many book trucks causing trip hazard. | Complete - two trucks sent to Central Branch. |

The next meeting of the Joint Health & Safety Committee will be held on December 15, 2022.

## Innovation, Collections & Technology

submitted by David Bott, Manager Innovation, Collections & Technology (October 2022)

### Physical Circulation

There was a slight increase in physical circulation statistics from September to October 2022 (+3).

### Digital Circulation

Digital circulation also increased slightly by 1% from September to October 2022.

### Library of Things

The Library of Things was expanded to include more board games such as Rummikub and Ouija boards. We also added Halloween Cookie Cutters to our Maker series.

### Ontario by Bike Initiative

The Central Library has registered as the Welcome Centre on the Ontario by Bike site as part of the project to designate the downtown core as a Bicycle Friendly Business area. 4 Bike Repair Kits were purchased for each library location. The Central Library has an additional reference Bike Repair Kit and full-size bicycle pump as well as cycling maps of St. Catharines and Niagara Region provided by the City of St. Catharines.

### Decodable Books

The Decodable Book Collection was launched as part of Dyslexia Awareness Month. These books are designed to help engage and improve the literacy skills of individuals living with dyslexia. Since the launch, 14% of collection has been checked out by customers.

Decodable books were purchased in part through a grant from the International Dyslexia Association, Ontario.

### New Desktop and Laptop Computers

5 new desktop PCs and 5 new laptop PCs were purchased and are in the process of being staged to replacing aging staff computers.

## Programming and Promotions

submitted by Rita Di Marcantonio, Manager, Programming and Promotions  
(October 2022)

### For Information

#### Programming Highlights

October programming focused on serving as a host for multiple Culture Days events, expanding our class visit offerings, and the launch of our fall suite of programs, including early literacy storytimes.

#### Culture Days – October 1, 8, 15, & 16

SCPL partnered with the City of St. Catharines to provide event space for local artists as part of the 3-week long celebration at both the Central and Dr. Huq Family Library branches.

Hosted 6 local artists with 175 people attending 22 events.

#### Folk Arts Community Fair – October 4

SCPL provided an information booth for the Folk Arts community fair and engaged with newcomer populations.

Engaged with 103 people.

#### Pumpkinville – October 15

SCPL attended the City of St. Catharines' annual Pumpkinville event, providing an information booth and engagement via button making and STEM materials.

Engaged with over 400 people.

#### Group Visits to a Library Branch:

|                               |         |           |
|-------------------------------|---------|-----------|
| Wheatley School, Grade 8      | Central | 19 people |
| Harriet Tubman, Grade 2       | Central | 75 people |
| ACW Tiny Travellers Daycare   | Central | 12 people |
| EarlyON Child & Family Centre | Central | 13 people |
| EarlyON Child & Family Centre | Dr. Huq | 11 people |
| Laura Secord, Grade 10        | Dr. Huq | 56 people |
| Ferndale, Grade 4             | Merritt | 27 people |
| Ferndale, Grade 5             | Merritt | 23 people |

SCPL staff also visited Applewood School and Carlton School to engage with 4 Kindergarten classes, and a total of 75 students.

## Promotions Highlights

This October, we celebrated Canadian Library Month to encourage more in-person visits. We will be giving away a voucher for 4 tickets to an IceDogs hockey game.

Additionally, we launched an e-newsletter at the request of our customers.

**October 14** St. Catharines Standard & Niagara This Week Dr. Huq library branch in St. Catharines to be open 7 days a week

**October 29** CKTB 1000 Books Before Kindergarten, Decodable Books, Food for Fines

**October 30** St. Catharines Standard St. Catharines library accepting food for overdue fines in November



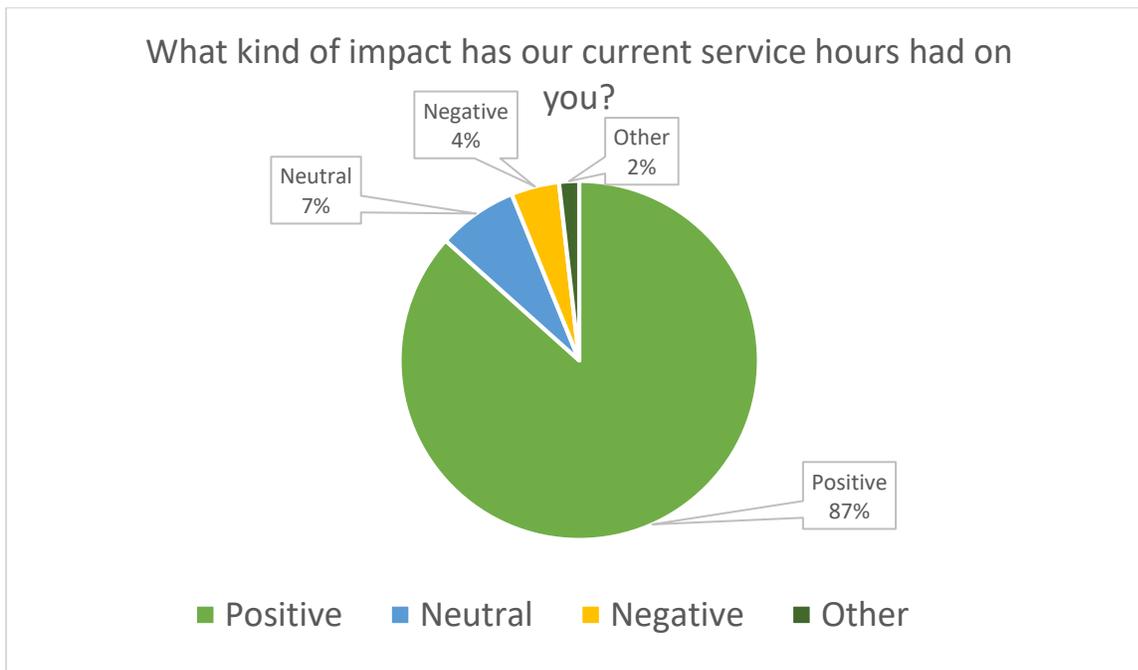
# Service Hours Survey Feedback

## Overview

Between September 24 – October 8, SCPL surveyed customers online and at the service points of each branch to learn how our hours support the needs of our community. We aimed to understand the impact of our existing hours and create an opportunity for customers to provide qualitative feedback about our service hours, specific to their home branch.

We saw a total of 241 results, 68 (28%) online and 173 (72%) in person.

## Feedback Sentiment Overview



Overall, feedback between all branches was largely positive.

*“Service and employees are exceptional - no complaints”*

*“Best Library Ever!”*

*“They are very convenient. The librarians are very friendly. I enjoy going to the library.”*

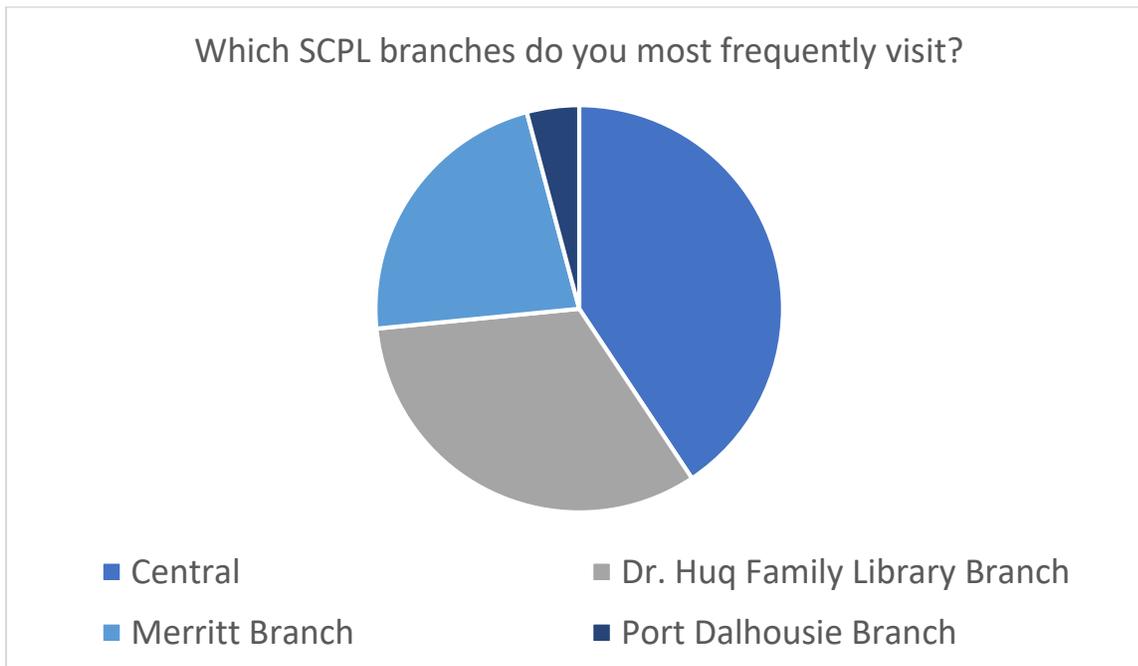
## Feedback Classified as “Other”

5 respondents indicated “other” in reference to the impact of our service hours. Customers had the option to let us know, in their own words, how our service hours have impacted them. As seen in the chart below, responses among those who selected “other” vary:

| What kind of impact has our current service hours had on you? | Is there anything else you'd like to share about your experience with our current service hours?              | Which SCPL branches do you most frequently visit? |
|---|---|---|
| other - go with the flow                                      | Appreciative of the service given and leeway you give seniors   | Dr. Huq   |
| other - only work occasionally                                | more evening hours, please  | Dr. Huq   |
| other - ok  | I loved Monday open   | Merritt Library                                   |
| other   | Would like branch opened on Wed   | Port Dalhousie                                    |
| other   | needs more hours/staff are excellent. Would like Port expanded and open 5d/week. Also dropbox for after hours | Port Dalhousie                                    |

## Feedback by Branch

Survey results by location closely correlated to gate counts.



## Central Library

Many respondents who identified Central Library as their primary branch also frequently visit Dr. Huq Family Library Branch and Merritt Branch. These respondents indicated satisfaction with Monday hours and praised the helpfulness of SCPL staff.

Some respondents indicated an interest in Sunday hours at Central or on a rotating basis between all the branches.

*"They are acceptable. 7 day service would be nice, but I understand the difficulties this would create for staff and budget. The return to evening service is pleasing."*

*"Likes 9am opening, changing hours on Sundays confusing."*

*"Longer hours on Saturday and any Sunday hours would be great. Sunday in particular would be helpful."*

## Dr. Huq Family Library Branch

The Dr. Huq Family Library Branch received the highest ratio of positive reviews to negative reviews, in which respondents indicated they are happy to see Dr. Huq open on Fridays and evenings during the week. Some responses, while still indicating a positive impact, requested more open hours in the evenings.

*"Sunday hours would be wonderful. Thank you for all you do!"*

*"Happy Huq is open Friday now."*

Many reviews indicate that some respondents of the survey are unfamiliar with the scope of Dr. Huq's open hours, or are requesting more evening hours at other locations.

## Merritt Branch

While also largely positive, frequent users of the Merritt branch indicated they want more evening hours similar to Dr. Huq.

*"I'm so happy that Merritt has expanded the hours but having 2 week days being 9-5 back to back (Thursday and Friday) is really difficult when a book may come in for me on Thursday and I may need it quickly but I can't get to the branch until Saturday because I work in another city from 9-5 myself and sometimes I'm away or busy for the entirety of the day on Saturday which means waiting until Monday and worrying about when the hold could expire. Switching to Tuesday or Wednesday 9-5 (along with Friday) would be much more beneficial."*

*"Great hours and open on Mondays, a really good idea for better access to use the library more often, I am now using the Hannah-Seymour also. Keep up the great work."*

## Port Dalhousie Branch

As anticipated, respondents who frequently access the Port Dalhousie branch indicated they are interested in additional service hours after 5pm and throughout the week.

*"Need more hours at Port, open after 5pm on Thursdays and one other night."*

*"Port library hours are limited and not having a book drop is difficult."*

*"Would like branch opened on Wed."*

*"Needs more hours/staff are excellent. Would like Port expanded and open 5d/week. Also ,dropbox for after hours."*

## Negative Feedback

Negative feedback was relatively proportionate across all branches, ranging between 2-5 negative responses per branch. Common themes among negative responses were more evening hours until 8pm, more days open at the Port Dalhousie Branch, and an expansion of Sunday hours.

*"Branches can close at 8 pm each day, that would be nice."*

*"Port should be open 10 - 5 on Saturday."*

*"Library should open everyday!"*

## Summary

The survey results indicate that customers are largely satisfied with the current hours. However, a consistent theme throughout the survey was a request for more evening hours and Sunday hours. Generally, customers want to see continued access to the Library, however, many understand the limitations of adding more open hours.

One error of the survey was possibly running the survey at the same time we re-introduced Sunday hours at Dr. Huq. Some responses demonstrated that not all customers were aware of these new hours at the time of completing the survey.

## Discussion Reports

7. **Discussion Reports (attachments)**

7.1 2023 Annual Work Plan – K. Su

Motion

7.2 Port Dalhousie Branch Increased Hours Service Model – H. Jones

Motion

## 2023 Annual Work Plan

submitted by Ken Su, CEO

### Recommendation

THAT the Board approve the 2023 Annual Work Plan

#### **Background**

The Board made some changes to the annual work plan format in March 2021 and approved at the April 2022 meeting to extend the current Strategic Plan by 2 years to 2024. In addition, the CEO Evaluation Committee met in August 2021 and asked the CEO to provide the annual work plan for the upcoming year in the fall, so the Board can review and use it to evaluate the CEO's performance.

#### **Update**

While dealing with multiple tasks, such as Central Branch Renovation, Collective Agreement Negotiations, 2023 Library Budget, and HVAC Replacement, managers were able to discuss and develop a draft 2023 Annual Work Plan between July and October 2022. Managers also took the opportunity to discuss and solicit thoughts and comments from their staff.

The CEO reviewed and compiled the submissions into a draft Annual Work Plan for the November Board meeting so the Board has time to review and share comments before the end of the year.

The 2023 Annual Work Plan includes some items that are dependent on the support from external organizations, such as the City, the Province, and/or the Federal Government. In addition, the lingering effects of the COVID-19 pandemic may continue to affect the Library. As a result, staff expect that some items on the 2023 Annual Work Plan may experience revisions or delays.

## 2023 SCPL Annual Work Plan

Update: November 10, 2022 Management Team

**Strategic Goal 1:** Embrace Innovation, creativity, and boldness in everything we do

**Strategic Goal 2:** Build a recognized and valued brand

**Strategic Goal 3:** Foster more community connections

**Strategic Goal 4:** Be a library for all

**Strategic Goal 5:** Transform as we evolve



**Status**

No Change

Minor Changes, no significant impact

Major Changes, attention required

✓, Completed

| Department: Administration and Facilities |   |  |                            |  |
|---|---|--|----------------------------|--|
| Strategic Goal                            | Annual Objective / Action Item  | SMART Goals and outcomes   | Key Players                | Timelines  |
| #5  | Develop and implement a Performance Evaluation Program  | Evaluate work performance, support and coach staff in their current role and advance their career  | HR Consultant and Managers | implement Jan 2023 for staff, started in summer 2022 with Management |
| #5  | Job Evaluation for the Union  | Work with the Union to evaluate union positions and perform job evaluations  | HR Consultant, CEO, JJEC   | starting in fall 2022 to complete in Q1 2023                         |
| #5  | Evaluate the implications of a Living Wage on the Library   | Evaluate the impact of paying the Living Wage to Library staff and certification with the Ontario Living wage Network  | HR Consultant              | budget request in 2023 operating budget                              |
| #5  | Develop and implement a strategic training plan to support staff development  | Develop a training budget and plan to support staff development to support the succession plan and future staffing needs   | HR Consultant              | Q2   |
| #3  | Develop a good relationship with new City Council, continue to work with the City and the Union collaboratively, maintain a positive relationship | Present to City Council 3 times a year, address issues or concerns raised by the City or the Union within 72 hours, organize activities with the City/Union at least 4 times a year, maintain ongoing communications | CEO                        | 2023 and ongoing   |
| #1, 5                                     | Assist Board recruitment, train board members and develop a two-way   | Produce recruitment brochour, host training/onboarding sessions, provide library   | CEO                        | Jan - Jun 2023   |

| Strategic Goal | Annual Objective / Action Item  | SMART Goals and outcomes  | Key Players                                       | Timelines        |
|----------------|---|---|---|------------------|
| #1, 2, 4, 5    | Central Library Renovation  | Seek City/Council support on the Phase 1 Conceptual Design  | CEO, Business Administrator                       | Q1 2023          |
|                |   | Complete Phase 2 detailed design and cost   | All managers                                      | Q2 2023          |
|                |   | Seek approval from the Board, City and Council  | CEO, Business Administrator                       | Q3 2023          |
|                |   | Explore available funding alternatives at federal and provincial levels.  | CEO, Business Administrator                       | Q1 2023          |
|                |   | Execute procurement activities  | Business Administrator                            | Q3 2023          |
|                |   | Kick off the renovation project   | All managers                                      | Q4 2023          |
| #1, 5          | Maintain and improve internal communication   | Organize 4 staff meetings a year, fully utilize the Intranet to post announcements, attend                      | CEO   | 2023 and ongoing |
| #1, 5          | Maintain and improve communication  | Plan meetings with City Finance staff 3 times a year, plan meetings with City EFES staff 3 times a year         | Business Administrator                            | 2023 and ongoing |
| #5             | Develop risk management tool  | Draft Risk Management policy, create risk universe, risk map and measurement tool                               | CEO, Business Administrator, Managers, Librarians |                  |
|                |   | - Policy  |   | Q2 2023          |
|                |   | - Universe & Map  |   | Q3 2023          |
|                |   | - Measurement tool  |   | Q4 2023          |
| #5             | New G/L, A/P and EFT solution implementation  | Perform necessary procurement activities, initiate project, plan implementation, decommission Vailtech platform | Business Administrator                            | Q2 2023          |
| #2             | Continue to explore alternate revenue streams   | Continue to advocate for funding comparable to peer libraries   | CEO, Business Administrator                       | Ongoing          |
| #1, #2, #4, #5 | Provide new and enhanced spaces, improve and upgrade functionality of existing spaces, and provide inclusive, barrier-free and welcoming spaces | Library Led   | CEO, Business Administrator                       | Ongoing          |
| #5             | Provide new and enhanced spaces   | Work with City to develop ideal location for Merritt Branch   | CEO, Business Administrator, City stakeholders    | Q3 2023          |
|                |   |   |   |                  |
|                |   |   |   |                  |
|                |   |   |   |                  |

Department: Innovation, Collections and Technology

| Strategic Goal | Annual Objective / Action Item                 | SMART Goals and outcomes  | Key Players                                     | Timelines             |
|----------------|--|---|---|-----------------------|
| #1, #3, #4, #5 | Extended Access for Port                       | Increase service and hours of operation to be consistent with other branches using Open+                    | All departments                                 | Apr. 2023             |
|                |  | - Configuration and implementation timeline for April 2023 launch   | All departments                                 | Jan & Feb. 2023       |
|                |  | - Testing and training  | All departments                                 | Mar. 2023             |
| #1, #3, #4, #5 | Website CMS Upgrade/Migration                  |   | T. Lawrence, ICT, Programming & Promotions      | Sept. 2023            |
| #1, #5         | Process Invoices Electronically                | Consult with vendors and SirsiDynix to allow electronic processing of invoices via EDIFACT                  | ICT   | Sept. 2023            |
| #1, #3, #4, #5 | Reciprocal Borrowing                           |   | ICT, Customer Service, Programming & Promotions | Jul-23                |
| #1, #3, #4, #5 | Event Calendar & Room Booking                  | Provide integrated event calendar and resource booking  | Programming & Promotions, IT                    | Mar. 2023             |
| #1 #3, #4, #5  | Perform a Collections Diversity Audit          | Develop a method to review the collection and review cataloguing practices i.e. Indigenous Subject Headings | E, J and Gabriella                              | 2023 and Ongoing      |
| #1 #3, #4, #5  | Collection Development Plan / Scope Statements | Review and update collection scope statements   | Erica and Jake                                  | 2023 and Ongoing      |
| #1 #3, #4, #5  | Indigenous Subject Heading                     |   | Gabriella                                       | Jan. 2023 and Ongoing |
| #1 #3, #4, #5  | Catalogue Standards and Maintenance            |   | Gabriella                                       | Jan. 2023 and Ongoing |
| #1 #3, #4, #5  | Digitization Project                           | Digitize rare local history items for preservation and remote accessibility                                 | Heather   | 2023 and Ongoing      |
|                |  | - Investigate Controlled Digital Lending solutions  |   |                       |

| Department: Customer Services |  |   |  |           |
|-------------------------------|--|---|--|-----------|
| Strategic Goal                | Annual Objective / Action Item   | SMART Goals and outcomes  | Key Players  | Timelines |
| #2, #4, #5                    | Various training for staff with an inward and outward focus based on an annual training plan | Outwards: Deliver training on trauma-informed service, Diversity, Equity and Accessibility and Living with Homelessness and Indigenous matters. Inward: Customer Service, Intellectual Freedom,   | Training Librarian, Customer Service Managers                        | Q4 2023   |
| #1, #4, #5                    | Continue to enhance Customer Service   | Finish the delivery other training to support the Customer Service Standard. Implement two-way radio technology at Central. Develop and implement roving reference strategy   | Training Librarian, Customer Service Managers                        | Q3 2023   |
| #3, #4, #5                    | Review and update circulation policy, procedures and workflows system-wide                   | Continue to seek ways to remove barriers to access for customers and update the Circulation Policy as needed. Investigate reciprocal borrowing  | Customer Service Mangers, Customer Service Technician                | Q4 2023   |
| #1, #4, #5                    | Expand the work and study space at the Branches in response to increasing public demand      | Reconfigure the service desks at Dr. Huq to streamline workflow and improve customer service. Investigate incorporating a second study bar. Incorporate inviting furniture and educational toys to support children's development. Reconfigure staff desks and declutter the staff work space at Merritt. | Customer Service Managers, Branch Librarians                         | Q3 2023   |
| #4, #5                        | Branch Space Analysis in consultation with ICT Department                                    | Evaluate library layout to determine how best to shelve our collections to encourage circulation and address issues such as accessibility   | Customer Service Managers, Branch Librarians, Collections Librarians | Q4 2023   |
| #5                            | Evaluate the current Customer Service staffing workflow systemwide                           | Ensure staffing levels match the volume of customers across all locations based on gate counts, circulation and programming across the system.  | Customer Service Managers  | Q2 2023   |
| #1, #4, #5                    | Increase access to the Port Dalhousie branch   | Introduce Open+ to provide more flexible service hours and expand the Branch's use as an available study space.   | Customer Service Managers  | Q2 2023   |
|                               |  |   |  |           |

**Department: Programming and Promotions**

| Strategic Goal  | Annual Objective / Action Item                      | SMART Goals and outcomes  | Key Players                                 | Timelines                |
|---|---|---|---|--------------------------|
| #2 Build a recognized and valued brand #5Transform as we evolve | Create a system-wide communication plan             | Audit external communications and create a plan with specific measurables, ie. Targeted mail campaign to increase library membership in specific neighbourhoods                                   | Promotions, Customer Service                | Complete for May 2023    |
| #3 Foster more community connections #4 Be a library for all    | Conduct a city-wide Library Survey                  | Canvas card holders and non-cardholders on view of library services, (dis)satisfaction, library experiences etc. Make recommendations for services, collections and programming based on results. | Promotions, Customer Service, ICT           | Survey in September 2023 |
| #4 Foster more community connections                            | Strengthen partnerships with DSBN and NCDSB         | Target schools for regular, ongoing class visits every three weeks, three schools each, Central, Huq, Merrit and two schools Port.  | Programming, Customer Service               |                          |
| #5Transform as we evolve  | Continue to investigate/Library automation software | Evaluate vendors based on specific needs such as room booking, program registration, customer contact management, focus on implementation if approved.  | ICT, Customer Service, Admin, Prog & Promot |                          |
|   |   |   |   |                          |

## Port Dalhousie Branch Increased Hours Service Model Pilot Recommendation

**Submitted by Holly Jones, Assistant Manager, Customer Service**

### Recommendations:

THAT the Board approves an Increased Hours Service Model Pilot at the Port Dalhousie Branch based on the criteria established in this report.

THAT the Board approves the revised hours of operation at the Port Dalhousie Branch for the Pilot period (see appendix 2).

THAT the Board commits to maintaining and enhancing library service and access at all library locations.

THAT the Board commits to ensuring this model is not used to reduce staffing at branches.

### **Background:**

The St. Catharines Public Library is comprised of four library locations and a self-serve holds locker and kiosk service at the Seymour-Hannah Arena. Library hours of operations are approved by the Library Board. The Port Dalhousie Branch is SCPL's smallest location in size and use, and has a very dedicated customer base. Currently, the branch is open three days a week for a total of 22 hours (see appendix 1), compared to Central: 60 hours per week; Dr. Huq: 60 hours per week; Merritt: 57 hours per week. In a recent survey, Port Dalhousie customers expressed a desire for additional hours and services at the branch. We heard comments such as: "need more hours at Port, open after 5pm on Thursdays and one other night" and "Port library hours are limited and not having a bookdrop is difficult" and Port "needs more hours/staff are excellent. Would like Port expanded and open 5d/week."

Staffing is a key driver of our operating budget, at 71%. Under the proposed Increased Hours Service Model, the Port Dalhousie Branch will be accessible six days a week, and staffed a minimum of 4 hours on five of those days.

Hamilton Public Library has successfully implemented an increased hours service model at a number of their branches with positive feedback from their community. Hamilton Public Library was able to increase hours from approximately 20 per week to approximately 50 per week, with minimal increase in operating costs.

The Increased Hours Service Model will use technology to extend open hours at the Port Dalhousie Branch beyond when staff are present, and staff at other locations will be available if needed. Providing customers more opportunities to use their public library branch, and expanding access to a community space is another way SCPL is seeking to fulfil the goals of our strategic plan.

**Increased Hours Service Model Purpose:**

The purpose of pursuing this model is to transform the return on investment by using current budgeted staff hours and technology to provide our customers with more access and services at the Port Dalhousie Branch. The annual cost for Open+ technology is \$12,697 or approximately \$1,058 per month (\$244 per week) which has been included in the 2023 Operating Budget. Implementation of the Increased Hours Service Model will add 33 service hours per week which translates to an hourly cost of \$7.39 to provide increased service. The new service model will allow for increased usage by the community while still working within existing budget constraints.

**Increased Hours Service Model Overview:**

The Increased Hours Service Model will use Bibliotheca's Open + technology to extend the hours the branch is open to customers.

**What is Open + technology?**

The Open + technology allows customers to access library spaces and services using their library card and pin during hours the branch would traditionally have been closed. The Open + software communicates with the access door and pin pad, the integrated library system and self check-out machines. More information can be found at <https://www.bibliotheca.com/solutions/extended-access/>

**What impact does the Increased Hours Service Model have on hours?**

The Increased Hours Service Model provides more access hours for customers. Staff will be present in person or remotely every hour the library is open while increasing staffed days from three to five days a week. Under the new model customers will be able to borrow and return materials, pick up holds, ask reference questions and access public computers and Wi-Fi, six days a week. They will also be able to use library space to study and connect with others in the community.

**What impact does Increased Hours Service Model have on staff hours?**

None. The budgeted hours will be unchanged but scheduled differently. Currently, the Port Dalhousie Branch is staffed from five to ten hours a day, three days a week. This leaves a service gap on Mondays, Wednesdays and Fridays when Port is closed (see

appendix 1). Under this service model we are proposing the branch be accessible six days a week, with five of these days being staffed a minimum of four hours.

The library is committed to ensuring the increased hours model does not reduce overall staffing. Instead, it will provide customers access to the library when the branch otherwise would have been closed (i.e. Mondays, Wednesday and Friday).

### **How will the Increased Hours Service Model be monitored, ensuring safety and proper use?**

Video cameras will be installed in the branch, covering all areas. This ensures effective monitoring and recorded evidence should an investigation be required. Open + cameras will not be used for staff performance evaluation. In order to mitigate risk, customers will have to pre-register to participate in the increased service hours. A higher level of accountability will be established by having customers agree to the terms and conditions of use. In addition, the branch will only be open for increased hours when Central library staff is available to provide remote assistance via the phone.

### **increased Hours Service Model Scope:**

The following is in scope for the Increased Hours Service Model at the Port Dalhousie Branch:

- Automated door entry system that is remotely monitored and managed to open and close on a schedule. Library customers will access the branch using their library card and pin during increased service.
- Some physical changes needed to support Open + technology such as enhanced outdoor lighting.
- Access to a helpline that supports easy and seamless connection of customers with library staff when needed.
- Remote intercom to allow library staff to make announcements.
- Self-checkout to support customer service.
- Statistics such as customer attendance and check outs are available through Open+ administration software.
- Establish metrics around material loss and library usage patterns by times of day and days of the week to assist in evaluating the impact.

### **Board Commitment:**

Just as previous Library Boards provided assurances that the application of RFID technology and Seymour Hannah holds lockers would not be used to eliminate jobs, it is important to commit to ensuring staffing will not be reduced due to the Increased Hours Service Model. Other important assurances include:

- SCPL staff will provide remote support during the increased hours.

- SCPL staff will be present for a minimum of four hours five days a week.

Although the Library Board cannot guarantee future funding, this assurance would create a positive environment and will enhance service and access within current budget.

### Next Steps:

If approved by the Board, an installation time will need to be scheduled. Some electrical and network wiring changes will be needed which will be performed during Port's closed hours. Once installation is complete, there will be a testing period to ensure everything is performing accordingly.

The goal is to pilot the Increased Service Hours Service Model at Port Dalhousie on Monday, April 3<sup>rd</sup>, 2023. In anticipation of the launch, registration for the service will begin in March 2023. A communications plan will be put into place to ensure staff and the community are apprised of the initiative. A follow up assessment report will be provided to the Board after 12 months of the pilot project.

### Appendix 1

Port Dalhousie – Current Hours of Operations

| Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Total           |
|--------|---------|-----------|----------|--------|----------|-----------------|
| Closed | 10-8    | Closed    | 10-5     | Closed | 11-4     | <b>22 hours</b> |

### Appendix 2

Port Dalhousie – Proposed Hours of Operation Extend Access Service Model Launch

|           | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Total           |
|-----------|--------|---------|-----------|----------|--------|----------|-----------------|
| Increased | 9-7:30 | 9-7:30  | 9-7:30    | 9-7:30   | 9-4:30 | 9-4:30   | <b>57 hours</b> |
| Staffed   | 10-3   | 10-3    |           | 3-7      | 10-3   | 11-4     | <b>24 hours</b> |