



St. Catharines Public Library Board

Regular Meeting

Thursday, September 19, 2024, 6:00 pm
Mills Room, Central Library & Microsoft Teams

AGENDA

Chair calls meeting to order and Lori Littleton to read SCPL Land Acknowledgment.

1. Adoption of Agenda

1.1 Additions/Deletions to Agenda

1.2 Adoption of Agenda

Motion

2. Chair's Remarks & Declarations of Interest

3. Presentations

3.1 2025-2028 Strategic Plan – Janet Gunn, Strategy and Content Director, Intent

4. Adoption of Minutes (attachment)

4.1 Special Meeting – July 25, 2024

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 – Port Refresh – S. Mannella

6. Consent Agenda (attachments)

Motion

6.1 Correspondence

6.2 CEO Report – K. Su

6.3 Department Reports – June, July, & August 2024

6.3(a) Customer Service – J. Spera & M. Haanstra

6.3(b) Reciprocal Borrowing – J. Spera

6.3(c) Facilities – S. Mannella

6.3(d) Innovation, Collections, and Technology – D. Bott

- 6.3(e) Programming & Promotions – H. Jones
- 6.3(f) Health & Safety – L. DiDonato
- 6.4 Financial Reports – L. DiDonato
 - 6.4(a) Endowment & Trust Statement at June 30, 2024
 - 6.4(b) Short-Term Investments Statement at June 30, 2024
- 6.5 Quarterly Progress Update on 2024 Work Plan (Q3) – K. Su
- 6.6 Valuing St. Catharines Public Library – K. Su
- 6.7 2025 Board Meeting Dates – K. Su
- 6.8 Library Closures 2025 – K. Su

7. Discussion Reports (attachments)

- 7.1 Policy (P-06) CEO Evaluation – J. Coles Motion
- 7.2 Appointing the CEO Evaluation Committee – J. Coles Motion
- 7.3 Policy (P-14) Disconnect from Work – A. Maciukas Motion
- 7.4 Policy (G-04) Collection Management – D. Bott Motion
- 7.5 Policy (G-23) Library Board Member Expenses – K. Su/L. DiDonato Motion
- 7.6 Board Self-Assessment – G. Riihimaki/J. Coles (verbal)
- 7.7 Business Continuity Plan – K. Su Motion
- 7.8 Material Recovery Process – J. Spera/J. Coles

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 – June 13, 2024 (attachment) Motion
 - 8.3(b) In-Camera Session – July 25, 2024 (attachment) Motion
- 8.4 In-Camera Consent Agenda (attachments)
 - 8.4(a) Staffing Update (July & August) – A. Maciukas
- 8.5 In-Camera Discussion Reports (attachments)
 - 8.5(a) Property Matter – L. DiDonato & K. Su
(Closed Session in accordance with the Public Libraries Act section 16.1(4)(c)
a proposed or pending acquisition or disposition of land by the board)
149 Hartzel Road
 - 8.5(b) Security Matter – L. DiDonato
(Closed Session in accordance with the Public Libraries Act section 16.1(4)(a)
the security of the property of the board)
 - 8.5(c) Property Matter – L. DiDonato & K. Su
(Closed Session in accordance with the Public Libraries Act section 16.1(4)(c)
a proposed or pending acquisition or disposition of land by the board)
54 Church Street

8.5(d) Legal Matter – K. Su (to be distributed)
(Closed Session in accordance with the Public Libraries Act section 16.1(4)(e)
litigation or potential litigation, including matters before administrative
tribunals, affecting the board)

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**

- Board Meeting – Thursday, October 17, 2024 at 6:00 pm, Mills Room, Central Library & Microsoft Teams



St. Catharines Public Library Board

Special Meeting Minutes

Thursday, July 25, 2024, 6:00 pm
Microsoft Teams

Present:	M. Brousseau P. Clausi J. Coles (Chair) K. Diiorio	S. Dimick (Vice-Chair) L. Littleton G. Riihimaki
Regrets:	Councillor J. Lindal	Councillor G. Miller
Staff:	L. DiDonato L. Jenter (Recording Secretary)	K. Su (Secretary)

Chair calls Regular Meeting to order at 6:00 pm

The Chair reads the following SCPL Land Acknowledgment:

The land on which the Board meets today is the traditional territory of the Haudenosaunee and Anishinaabe peoples, many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties and is within the land protected by the Dish with One Spoon Wampum agreement. Today this gathering place is home to many First Nations, Metis, and Inuit Peoples. Acknowledging this is a reminder that our great standard of living is directly related to the resources and friendship of Indigenous people.

Adoption of Agenda

- 1.1 Additions/Deletions to Agenda
None
- 1.2 Adoption of Agenda

MOTION: 2024-92 THAT the Agenda be adopted.
MOVED BY: K. Diiorio
SECONDED BY: G. Riihimaki
MOTION CARRIED.

2. Chair's Remarks & Declarations of Interest

There were no Declarations of Interest.

3. Adoption of Minutes (attachment)

3.1 Regular Meeting – June 13, 2024

MOTION: 2024-93 THAT the Regular Meeting Minutes of June 13, 2024 be adopted.
MOVED BY: M. Brousseau
SECONDED BY: S. Dimick
MOTION CARRIED.

4. Consent Agenda

4.1 Financial Reports – L. DiDonato

4.1(a) 2024 Operating Budget Statement at June 30, 2024

MOTION: 2024-94 THAT the Consent Agenda be received as circulated.
MOVED BY: L. Littleton
SECONDED BY: K. Diorio
MOTION CARRIED.

5. In-Camera Session

5.1 In-Camera Agenda

5.1(a) Additions/Deletions to In-Camera Agenda None

5.1(b) Adoption of In-Camera Agenda

MOTION: 2024-95 THAT the In-Camera Agenda be adopted.
MOVED BY: G. Riihimaki
SECONDED BY: P. Clausi
MOTION CARRIED.

5.2 Motion to Move In-Camera

MOTION: 2024-96 THAT the Special Meeting move to In-Camera Session to discuss property matters.
MOVED BY: S. Dimick
SECONDED BY: L. Littleton
MOTION CARRIED.

The meeting moved to In-Camera Session at 6:04

5.5 Return to Open Session

MOTION: 2024-97 THAT the In-Camera Session return to Open Session
MOVED BY: G. Riihimaki

SECONDED BY: M. Brousseau
MOTION CARRIED.

The Meeting returned to Open Session at 7:17 pm

6 Motion(s) Arising From In-Camera Session

MOTION: 2024-98 THAT the Board approve the Staff recommendation related to the closed session report.

MOVED BY: S. Dimick

SECONDED BY: K. Diorio

MOTION CARRIED.

7 Motion to Adjourn

MOTION: 2024-99 THAT the Special Meeting be adjourned.

MOVED BY: L. Littleton

SECONDED BY: N/A

MOTION CARRIED.

Meeting adjourned at 7:18 pm

8 Next Meeting / Upcoming Events

- Strategic Planning Half Day Working Session - TBD in September
- Board Meeting – Thursday, September 19, 2024 at 6:00 pm, Mills Room, Central Library & Microsoft Teams

Chair

Secretary

Consent Agenda

Recommendation

THAT the Consent Agenda be received as circulated.

6. Consent Agenda (attachments)

Motion

- 6.1 Correspondence
- 6.2 CEO Reports – K. Su
- 6.3 Department Reports – June, July, & August 2024
 - 6.3(a) Customer Service – J. Spera & M. Haanstra
 - 6.3(b) Reciprocal Borrowing – J. Spera
 - 6.3(c) Facilities – S. Mannella
 - 6.3(d) Innovation, Collections, and Technology – D. Bott
 - 6.3(e) Programming & Promotions – H. Jones
 - 6.3(f) Health & Safety – L. DiDonato
- 6.4 Financial Reports – L. DiDonato
 - 6.4(a) Endowment & Trust Statement at June 30, 2024
 - 6.4(b) Short-Term Investments Statement at June 30, 2024
- 6.5 Quarterly Progress Update on 2024 Work Plan (Q3) – K. Su
- 6.6 Valuing St. Catharines Public Library – K. Su
- 6.7 2025 Board Meeting Dates – K. Su
- 6.8 Library Closures 2025 – K. Su

Correspondence

(as of September 13, 2024)

For Information

Received

City of St. Catharines 2024 Strategic Asset Management Policy Update

City of St. Catharines Approval of Asset Management Plan for the St. Catharines Public Library.

Thank you card from customer at Dr. Huq Family Library branch.

Thank you card from June Patterson after her retirement.

Sent

SCPL Impact Reports:

2023 Social Return on Investment

Impact Report - September 2024

June 27, 2024

St. Catharines Public Library
Ken (Qingyi) Su, Chief Executive Officer
54 Church Street
St. Catharines, ON L2R 7K2

Sent via email: qksu@stcatharines.library.on.ca

**Re: 2024 Strategic Asset Management Policy Update
Our File 68.81.99, 10.57.10**

Dear Mr. Su,

At its meeting held on June 24, 2024, St. Catharines City Council approved the following motion:

That the updated Strategic Asset Management Policy, attached in Appendix A of [Report EFESFMS-B007-2024](#), be approved.

If you have any questions, please contact the Office of the City Clerk at extension 1524.



Donna Delvecchio, Acting City Clerk
Legal and Clerks Services, Office of the City Clerk
:sm

cc: Kristine Douglas, Director of Financial Management Services / City Treasurer
Anthony Martuccio, Director of Engineering, Facilities and Environmental Services
Samantha Downing, Manager of Infrastructure Assets
Ricci Cheung, Capital Planning Supervisor

June 27, 2024

St. Catharines Public Library
Ken (Qingyi) Su, Chief Executive Officer
54 Church Street
St. Catharines, ON L2R 7K2

Sent via email: gksu@stcatharines.library.on.ca

**Re: Approval of Asset Management Plan for the St. Catharines Public Library
Our File 68.81.99, 10.57.10**

Dear Mr. Su,

At its meeting held on June 24, 2024, St. Catharines City Council approved the following motion:

WHEREAS Asset Management Planning for Municipal Infrastructure Regulation (O. Reg. 588/17) came into force on June 1, 2018, and sets out legislated asset management requirements reporting deadlines for municipalities with a phased in approach over four stages; and

WHEREAS on July 1, 2025, municipalities are required to have an approved asset management plan for all municipal infrastructure assets that builds on previous stages of O. Reg 588/17 and establishes levels of service for the next ten years in accordance with technical merits; and

WHEREAS the St. Catharines Public Library Board engaged with GM BluePlan to complete the St. Catharines Public Library Asset Management Plan which was approved at its June 13, 2024 Board meeting; and

WHEREAS in accordance with Ontario Regulation 588/17 every asset management plan must be approved by a resolution passed by the municipal Council;

THEREFORE BE IT RESOLVED that Council endorse the Asset Management Plan prepared by GM BluePlan for the St. Catharines Public Library.

If you have any questions, please contact the Office of the City Clerk at extension 1524.



Donna Delvecchio, Acting City Clerk
Legal and Clerks Services, Office of the City Clerk
:sm

cc: Samantha Downing, Manager of Infrastructure Assets

Dear Staff, Management + Board of Directors, June 25, 2024

Yesterday, your team saved my life (figuratively), sanity + professional reputation, on a moment's notice. They did by collaborating with one another in a professional, friendly, efficient + knowledgeable manner.

Five minutes into a potentially career changing meeting, in which I had to give a presentation, the internet in my neighbourhood failed. Wracking my brains for a solution, it occurred to me that Dr Heag is close enough to get there in time, yet far enough that you may not have been affected.

I blew in frantically & immediately was put at ease by your team. Pulling together, they were able to accommodate my room rental request + got me set up efficiently in time for my presentation. Afterward, it was new different staff members who took my payment but they had been kept apprised of the situation + were able to help me. Those who had helped me at the outset checked in to see how things went + verify that everyone had been kept in the loop. Communication with one another + I, as well as supervision facilitated this efficient, pleasant

resolution to my problem. You have lovely people working at Dr Heag. Thank you to each person involved in making this work out for me + to all of you for prioritizing accessible, friendly, collaborative, professional workplace. It makes such a difference.

All the best to you,

Heather



Many thanks to all of you for the cards
& many good wishes - I really appreciate
it. I am retiring with many good memories
& stories from my 32 years here at the
library - I hope the next '32' are just
as good !!

Love to you all
June



A celebration of YOOOU
and all YOOOU do! —

Keep up the good work!

2023 SOCIAL RETURN ON INVESTMENT

Based on calculations using the Valuing Ontario Libraries Toolkit developed by the Ontario Library Service and NORDIK Institute.

Total economic benefit to St. Catharines that SCPL produced in 2023 across the 7 domains of impact:

\$40,246,827



\$88,927
CIVIC ENGAGEMENT



\$2,797,725
CULTURE



\$5,923,229
ECONOMIC DEVELOPMENT



\$6,980,912
EDUCATION



\$18,895,780
ENTERTAINMENT & LEISURE



\$272,354
INCLUSION & WELLBEING



\$5,287,896
SPACE

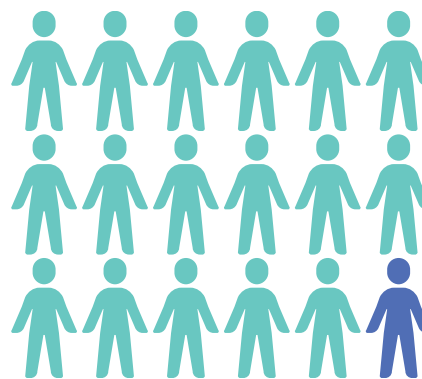
For every **\$1.00** the City invests in SCPL, St. Catharines receives

\$6.49 of economic benefit.



Every hour SCPL is open benefits the community by

\$1,488.29



Population of SCPL's service area

136,803

Each St Catharines resident benefits

\$294.20

Households in SCPL's service area

58,900

Each household benefits

\$683.31





Impact Report Sept 2024

8,063

attendees
participated in SCPL programs for children, youth, adults and seniors this summer.



1,658

participants
registered for our Summer Reading Club.



268

programs

were facilitated by SCPL this summer.

1,128

people

interacted with SCPL in the community this summer.



“As a parent, I’m constantly looking for what can I do to get us out of the house today, and the library is a fantastic source of activities”

- SCPL Customer



97,168

in-person visits
to all library
branches
this summer.



3,582

attendees
visited SCPL
through a class
trip or group visit.



135

sports & leisure

equipment available
for families to
borrow this summer.



**“I’m impressed
by the selection
of outdoor
games and
sports
equipment.”**

- SCPL Customer

804

people
studied or attended
meetings in our free
study rooms.



86

attendees
participated in
monthly book
clubs.



28%

increase
in digital circulation
this summer,
compared to 2023.



JOIN US!

Our smallest library
branch is getting a
big makeover!

**Port Dalhousie
Branch
Grand Re-opening**
Saturday, October 5
2pm
23 Brock Street

CEO Report

submitted by Ken Su, CEO (June, July, & August 2024)

For Information

Central Library Renovation Update

The architect reported on July 26, 2024 that they are on track to complete detailed design – the 2nd phase of the Central Renovation Project by the end of the year. She anticipated that design development will be complete in September with construction documents following for December. The CEO will make an arrangement for the architect to present her final report to the Board early next year.

Additionally, library staff met with city staff on September 6 to prepare a revised application for the Green and Inclusive Community Building grant. Staff will work with the City and the Architect to review the scope of the project, prepare the application and resubmit it before the deadline of October 16, 2024.

Draft Fundraising Feasibility RFP

The Library drafted a fundraising feasibility RFP in the summer and is currently considering a fundraising study to support the renovation and expansion of the Central Library. The proposed study will assess whether a capital campaign could raise enough fund for the project if the Library does not receive the Green and Inclusive Community Buildings grant. The study will also gauge community support and identify potential donors, providing the Library with a roadmap for a successful fundraising effort.

The Library plans to release the fundraising feasibility RFP before the end of September and anticipates to complete the study in the first half of 2025.

Draft Shared Integrated Library System RFP

The Library has been collaborating with the Niagara Falls Public Library over the past two years to standardize cataloging records and processing standards, aiming to enhance efficiency and service quality across both systems. With the expiration of our current Integrated Library System (ILS) service agreements approaching, both libraries have decided to issue a joint RFP to find a shared ILS provider. This collaboration is intended to secure the best possible services and support at a reasonable cost, ensuring that both libraries can continue to deliver high-quality services to their communities.

We recognize that change of this nature can generate concerns, so we are committed to maintaining transparency and open communication with all stakeholders and peer libraries throughout the process. A joint statement will be sent to all Niagara libraries in September to inform them the upcoming joint RFP. Our goal is to improve quality and operational efficiency, which we believe will benefit not only NFPL and SCPL but also the broader library community.

2025 – 2028 Strategic Plan

Work on the development of the 2025–2028 Strategic Plan continued over the summer, with two half-day work sessions held involving the Board and the Advisory Committee. The first draft of the plan was subsequently shared with the CEO, Board members, and the Advisory Committee. The consultant has requested feedback before her scheduled presentation to the Board on September 19. To facilitate early planning, the CEO has also shared the draft with managers, who will begin developing the 2025 annual work plan. The final version of the 2025–2028 Strategic Plan is expected to be approved by the Board at its October meeting.

Asset Management Plan – Proposed Levels of Service

The Business Administrator and the CEO met with city staff on September 6, 2024 to discuss the development of the Asset Management Plan for proposed levels of service. The City will soon meet with the Library to review and confirm new lease agreement to clearly outline respective responsibilities. Once each party's responsibilities are clear, the Library will hire an Asset Management Consultant by either using the one already hired by the City or going to market. The deadline for the Asset Management Plan for proposed levels of service is July 1, 2025.

Customer Service

**submitted by Marcella Haanstra, Assistant Manager, Customer Service
 (June, July, & August 2024)**

For Information

All data provided is for June to August 2024 comparing to the same months in 2023. The library continues at full operations.

	June to August 2024	% change from 2023
Gate Count	97,168	86,336 (+13%)
Membership	1,591	1,519 (+8%)
Holds Placed	39,297	36,587 (+7%)
Questions	20,333	16,158 (+26%)

Gate Count

The library celebrated a very busy summer with many customers of all ages using library services, attending programs and enjoying library spaces. Outreach events, class visits and promotional activities continue to introduce new customers to the library with existing customers visiting frequently to study, work and play. Our gate count system-wide has clearly surpassed previous years and is close to exceeding pre-pandemic summer numbers with a difference of only 5%.

Membership

Membership count for summer 2024 has increased by 8% from 2023 and up a tremendous 75% from the pre-pandemic summer of 2019.

Holds Placed

The number of holds placed this summer increased by 7% over the summer of 2023 and are consistent month over month throughout the year. Customers continue to appreciate the convenience and accessibility the holds system provides.

Mentorship Program

The SCPL Mentorship Program has been an important component of the onboarding process since 2022. The purpose of the program is to increase and improve employee engagement, create an in-house culture of communication, knowledge sharing, and skills building, and provide new hires with a direct point of contact they can call on for support. So far, eleven mentor/mentee matches have completed the program, eleven matches are actively meeting within the one-year commitment period, and two previous mentees have become mentors.

Feedback from participants:

- “It was nice to have a sort of point person I could talk to, especially when I was starting out.”
- “As a result of this experience, I try to make a habit of sharing my work experiences with newer staff in the hopes that it may help them in future situations.”
- “I don't think the Mentorship Program needs any improvements. It is a very well thought out and designed program, with clearly laid out expectations for both the mentee and mentor.”
- “It was great to have someone to set goals with and brainstorm solutions or ideas.”
- “The experience helped me fine tune how I give constructive feedback.”

Customer Feedback Highlights

The library collects passive customer feedback to help SCPL understand what customers are noticing and appreciating, and how we can improve. A few highlights from the feedback collected through June, July and August include:

- Praise for the convenience of the automatic renewal system
- Appreciation for staff providing personal customer service
- Praise for the new additions to the Active Play Collection
- Appreciation for the addition of browsing baskets

In addition, the library is continually evaluating the suggestions for improvements. Based on feedback received earlier in the year, the following actions are being taken:

- Providing a colour printing option at the Port Dalhousie branch
- Including a Switch game in the box when borrowing a Nintendo Switch console
- Investigating charging stations for customer use

Customer Service Branch Meeting

The Library Board approved delayed opening for the branches on the first Monday in March, June and October to accommodate all staff Customer Service meetings. Due to staffing constraints, the October Customer Service meeting will take place on Monday, September 30th not October 7th.

Reciprocal Borrowing Progress Report

submitted by Joanna Spera, Customer Service Manager (September 2024)

For Information

The purpose of this report is to update the Library Board on the status of the reciprocal borrowing initiative approved by the Board in March 2024.

Background

The Library Board approved the Reciprocal Borrowing initiative at the March 21, 2024 meeting. Reciprocal borrowing is open to all Niagara public libraries who wish to sign an agreement with the St. Catharines Public Library (SCPL).

Reciprocal Borrowing Agreement Update

SCPL has been in communications with Niagara libraries providing updates and soliciting interest and participation in the initiative. Signed agreements can be found in Appendix A. SCPL Board Chair endorsed agreements have been sent to respective libraries. The chart below provides a status update of each Niagara Library:

Niagara Library	Signed Agreement	Notes
Niagara Falls Public Library	Yes	Launched September 3 rd
Welland Public Library	Yes	Launched September 3 rd
Thorold Public Library	Yes	Launched September 3 rd
Wainfleet Public Library	Yes	Launched September 3 rd
Lincoln Pelham Public Library	Yes	Launched September 3 rd
Port Colborne Public Library	Yes	Launched September 3 rd
NOTL Public Library	Yes	Launched September 3 rd
Grimsby Public Library	No	Presenting to the Board in September
West Lincoln Public Library	No	Presenting to the Board in September
Fort Erie Public Library	No	Reached out and waiting for response

The Communications Specialist has developed a promotional campaign which will highlight and collaborate with each participating library in the month of September to

promote the reciprocal borrowing campaign which coincides with Library Card Sign Up Month.

Since reciprocal borrowing launched on September 3rd, SCPL has issued 38 memberships as of September 9th. Staff have received numerous positive feedback:

“This is excellent! Congrats on such a great program.”

“This is such great news.”

“It’s about time!”

“I was waiting for this for years!”

Appendix A – attached



Reciprocal Service Agreement

The St. Catharines Public Library Board and Lincoln Pelham Public Library Board agree to honour the borrower cards of both St. Catharines Public Library and Lincoln Pelham Public Library customers and grant these customers membership in their reciprocal library effective 2024.

It is agreed that:

- Customers must present an active library card from their servicing library, as well as an official piece of identification showing correct name and address residence, to be eligible for a library card in their reciprocal library.
- Customers will accept the borrowing terms, policies and procedures of the lending library as part of the condition of the loan.
- Customers borrowing items will be responsible for the return of the borrowed items directly to the lending library.
- Customers will be held responsible for lost or damaged items, and this responsibility will not be passed on to their servicing library.
- Reciprocal borrowers will not have access to digital resources due to vendor agreements.
- Reciprocal borrowers will not have access to the Library of Things collection.
- Interlibrary loans, Visiting Library services are available to customers only through their servicing library.

Termination of this agreement shall take place under either of the following provisions:

- Either Board giving notice to the other Board at least ninety (90) days prior to the date of termination.
- By mutual agreement of the Boards.

This agreement will become effective after ratification and signing by the authorized representative of each Board.

Jamie Cole
Chair, St. Catharines Public Library Board
or Designate

August 1, 2024
Date

Danna M. Burton
Chair Lincoln Pelham Public Library Board
or Designate

July 24, 2024
Date



Reciprocal Service Agreement

The St. Catharines Public Library Board and Niagara Falls Public Library Board agree to honour the borrower cards of both St. Catharines Public Library and Niagara Falls Public Library customers and grant these customers membership in their reciprocal library effective 2024.

It is agreed that:

- Customers must present an active library card from their servicing library, as well as an official piece of identification showing correct name and address residence, to be eligible for a library card in their reciprocal library.
- Customers will accept the borrowing terms, policies and procedures of the lending library as part of the condition of the loan.
- Customers borrowing items will be responsible for the return of the borrowed items directly to the lending library.
- Customers will be held responsible for lost or damaged items, and this responsibility will not be passed on to their servicing library.
- Reciprocal borrowers will not have access to digital resources due to vendor agreements.
- Reciprocal borrowers will not have access to the Library of Things collection.
- Interlibrary loans, Visiting Library services are available to customers only through their servicing library.

Termination of this agreement shall take place under either of the following provisions:

- Either Board giving notice to the other Board at least ninety (90) days prior to the date of termination.
- By mutual agreement of the Boards.

This agreement will become effective after ratification and signing by the authorized representative of each Board.

Jamie Cole
Chair, St. Catharines Public Library Board
or Designate

June 26, 2024
Date

A. Andres Jones A. Andres Jones
Chair, Niagara Falls Public Library Board
or Designate

May 15, 2024
Date



Reciprocal Service Agreement

The St. Catharines Public Library Board and Niagara on the Lake Public Library Board agree to honour the borrower cards of both St. Catharines Public Library and Niagara on the Lake Public Library customers and grant these customers membership in their reciprocal library effective 2024.

It is agreed that:

- Customers must present an active library card from their servicing library, as well as an official piece of identification showing correct name and address residence, to be eligible for a library card in their reciprocal library.
- Customers will accept the borrowing terms, policies and procedures of the lending library as part of the condition of the loan.
- Customers borrowing items will be responsible for the return of the borrowed items directly to the lending library.
- Customers will be held responsible for lost or damaged items, and this responsibility will not be passed on to their servicing library.
- Reciprocal borrowers will not have access to digital resources due to vendor agreements.
- Reciprocal borrowers will not have access to the Library of Things collection.
- Interlibrary loans, Visiting Library services are available to customers only through their servicing library.

Termination of this agreement shall take place under either of the following provisions:

- Either Board giving notice to the other Board at least ninety (90) days prior to the date of termination.
- By mutual agreement of the Boards.

This agreement will become effective after ratification and signing by the authorized representative of each Board.

Jamie Coles
Chair, St. Catharines Public Library Board
or Designate

August 1, 2024
Date

Daryl Nowak
Chair, Niagara on the Lake Public Library Board
or Designate

July 3, 2024
Date



Reciprocal Service Agreement

The St. Catharines Public Library Board and Port Colborne Public Library Board agree to honour the borrower cards of both St. Catharines Public Library and Port Colborne Public Library customers and grant these customers membership in their reciprocal library effective 2024.

It is agreed that:

- Customers must present an active library card from their servicing library, as well as an official piece of identification showing correct name and address residence, to be eligible for a library card in their reciprocal library.
- Customers will accept the borrowing terms, policies and procedures of the lending library as part of the condition of the loan.
- Customers borrowing items will be responsible for the return of the borrowed items directly to the lending library.
- Customers will be held responsible for lost or damaged items, and this responsibility will not be passed on to their servicing library.
- Reciprocal borrowers will not have access to digital resources due to vendor agreements.
- Reciprocal borrowers will not have access to the Library of Things collection.
- Interlibrary loans, Visiting Library services are available to customers only through their servicing library.

Termination of this agreement shall take place under either of the following provisions:

- Either Board giving notice to the other Board at least ninety (90) days prior to the date of termination.
- By mutual agreement of the Boards.

This agreement will become effective after ratification and signing by the authorized representative of each Board.

Jamie Cole
Chair, St. Catharines Public Library Board
or Designate

June 26, 2024
Date

Michael Camp
Chair, Port Colborne Public Library Board
or Designate

June 7, 2024
Date



Reciprocal Service Agreement

The St. Catharines Public Library Board and Thorold Public Library Board agree to honour the borrower cards of both St. Catharines Public Library and Thorold Public Library customers and grant these customers membership in their reciprocal library effective 2024.

It is agreed that:

- Customers must present an active library card from their servicing library, as well as an official piece of identification showing correct name and address residence, to be eligible for a library card in their reciprocal library.
- Customers will accept the borrowing terms, policies and procedures of the lending library as part of the condition of the loan.
- Customers borrowing items will be responsible for the return of the borrowed items directly to the lending library.
- Customers will be held responsible for lost or damaged items, and this responsibility will not be passed on to their servicing library.
- Reciprocal borrowers will not have access to digital resources due to vendor agreements.
- Reciprocal borrowers will not have access to the Library of Things collection.
- Interlibrary loans, Visiting Library services are available to customers only through their servicing library.

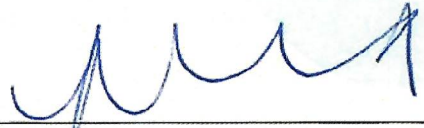
Termination of this agreement shall take place under either of the following provisions:

- Either Board giving notice to the other Board at least ninety (90) days prior to the date of termination.
- By mutual agreement of the Boards.

This agreement will become effective after ratification and signing by the authorized representative of each Board.



Chair, St. Catharines Public Library Board
or Designate



Chair, Thorold Public Library Board
or Designate



Reciprocal Service Agreement

The St. Catharines Public Library Board and Wainfleet Township Public Library Board agree to honour the borrower cards of both St. Catharines Public Library and Wainfleet Township Public Library customers and grant these customers membership in their reciprocal library effective 2024.


It is agreed that:

- Customers must present an active library card from their servicing library, as well as an official piece of identification showing correct name and address residence, to be eligible for a library card in their reciprocal library.
- Customers will accept the borrowing terms, policies and procedures of the lending library as part of the condition of the loan.
- Customers borrowing items will be responsible for the return of the borrowed items directly to the lending library.
- Customers will be held responsible for lost or damaged items, and this responsibility will not be passed on to their servicing library.
- Reciprocal borrowers will not have access to digital resources due to vendor agreements.
- Reciprocal borrowers will not have access to the Library of Things collection.
- Interlibrary loans, Visiting Library services are available to customers only through their servicing library.

Termination of this agreement shall take place under either of the following provisions:

- Either Board giving notice to the other Board at least ninety (90) days prior to the date of termination.
- By mutual agreement of the Boards.

This agreement will become effective after ratification and signing by the authorized representative of each Board.



Chair, St. Catharines Public Library Board
or Designate



Chair, Wainfleet Township Public Library
Board or Designate



Reciprocal Service Agreement

The St. Catharines Public Library Board and Welland Public Library Board agree to honour the borrower cards of both St. Catharines Public Library and Welland Public Library customers and grant these customers membership in their reciprocal library effective 2024.


It is agreed that:

- Customers must present an active library card from their servicing library, as well as an official piece of identification showing correct name and address residence, to be eligible for a library card in their reciprocal library.
- Customers will accept the borrowing terms, policies and procedures of the lending library as part of the condition of the loan.
- Customers borrowing items will be responsible for the return of the borrowed items directly to the lending library.
- Customers will be held responsible for lost or damaged items, and this responsibility will not be passed on to their servicing library.
- Reciprocal borrowers will not have access to digital resources due to vendor agreements.
- Reciprocal borrowers will not have access to the Library of Things collection.
- Interlibrary loans, Visiting Library services are available to customers only through their servicing library.

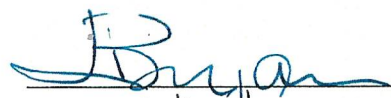
Termination of this agreement shall take place under either of the following provisions:

- Either Board giving notice to the other Board at least ninety (90) days prior to the date of termination.
- By mutual agreement of the Boards.

This agreement will become effective after ratification and signing by the authorized representative of each Board.



Chair, St. Catharines Public Library Board
or Designate



Chair, Welland Public Library Board
or Designate

Facilities Update

submitted by Salvatore Mannella, Facilities Manager (June, July, & August 2024)

For Information

Port Dalhousie Branch Refresh

- **Project Timeline:** On schedule, with the project set to close from September 9 to September 22, 2024.
- **Progress:** Most of the painting is completed. Any missed areas will be addressed once the old furniture and shelving are removed. Wiring and equipment for the door counter are installed, and IT will handle programming the door counter. A new TV has been mounted on the wall behind the circulation desk.
- **Exterior Work:** The city has commenced work on the building's exterior. Currently, all overgrown ivy has been removed to allow inspection and replacement of the exterior wood siding as needed.

Central Branch

- **Permit Submission:** A permit has been submitted to enhance safety and security at the Library. This will require some construction work at the receiving dock and the basement emergency exit.
- **Window Repairs:** We experienced a couple of broken windows in the lower back area. One window has been replaced, and we are awaiting materials to replace the second one.

Innovation, Collections & Technology

**submitted by David Bott, Manager Innovation, Collections & Technology
(June, July, & August 2024)**

For Information

Physical Circulation

Physical circulation dipped slightly (-4%) from May to June, then increased by 18% in July. In August, circulation remained almost identical to that of July. Currently, physical circulation is up 6% year-to-date over that of 2023.

Digital Circulation

Digital Circulation decreased by about 3% from May to June 2024 and decreased by about 2% from June to July 2024; however digital circulation increased by 6% from July to August 2024. Overall, digital circulation was 28% higher in June-August 2024 compared to that of June-August 2023.

Library of Things

Projector and Bluetooth Speaker

We expanded our Library of Things Multimedia collection to include a Projector Kit and Bluetooth Speaker. The projector kit includes a projector, screen, cables and instructions and can be used for movie nights or presentations. The Ultimate Ears Boom3 portable speaker can be used for indoor or outdoor events. The projector kit has been very well received by our customers.

STEM Kits

We have partnered with the Engineering Outreach Office at McMaster University to offer Early Engineers Childhood Education Kits. McMaster University has provided four kits to the Library at no cost. Each kit contains a hands-on activity (a "Forest Stacker" wooden puzzle set, a set of sensory building blocks, a tangrams puzzle kit, or a space station activity board), a corresponding storybook, and a book on STEM activities for infants and toddlers.

The launch was very successful. The Space Station kit being the most popular with 10 holds placed on it within 24 hours of the launch.

Digitization Assistant

The Library hired one university student for 12 weeks who assisted with the library's digitization initiatives which included digitizing almost 5,000 vertical file newspaper

clippings. This project provided valuable experience, and the Department plans to pursue this program again next year.

Port Dalhousie Refresh

Over the summer, the ICT department has been analyzing the collections at the Port Dalhousie Branch, along with the proposed shelving and plans. Weeding and floating lists were developed, and new materials have been set aside for the Branch's reopening in September.

Additionally, a new digital sign was installed at Port Dalhousie, as well as an overhead door counter.

Video Surveillance System

The first shipment of video surveillance equipment has been received and is in the process of being configured for installation.

EDIFACT Electronic Invoicing Pilot Project

We began an electronic invoicing pilot project with WhiteHots. This project will reduce the amount of time required to process new materials when they arrive. Once we have refined our workflow, we will expand EDIFACT invoicing to our other vendors.

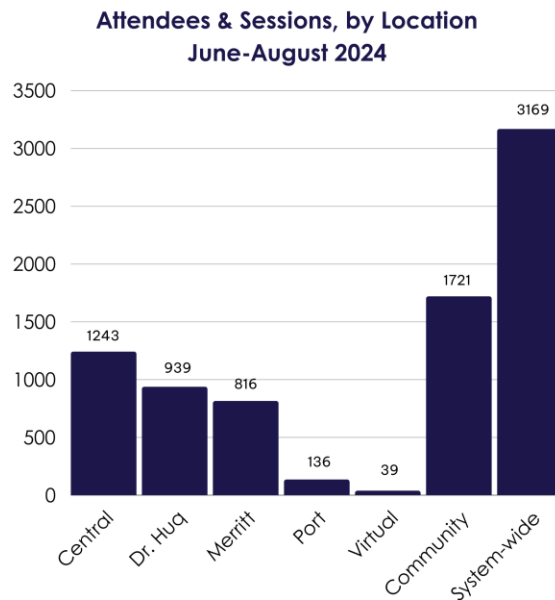
Programming and Promotions

submitted by Holly Jones, Manager Programming & Promotions
(June, July, & August 2024)

For Information

Programming Highlights

In total, 8,063 customers attended or engaged in 268 programs June-August. Attendance dipped 5% from the same period in 2023. Three planned outreach events suffered weather-related cancellations, and conflicting schedules for two of the summer's largest community events prevented us from participating in both. Despite these setbacks, however, SCPL was able to engage with 1,721 community members at 7 pop-up library events, as well as several popular community events including the Kids' Ultimate Challenge in June and the Downtown Block Party in July.



The Summer Reading Club (SRC) enjoyed another record-breaking year, attracting 1658 participants. This marks a 10.8% increase over last year's club.

SCPL was a recipient of the Ministry of Tourism, Culture and Sport's Summer Employment Opportunities grant, which permitted us to hire two summer students in the role of Outreach Assistant. The Outreach Assistants helped to plan and facilitate summer outreach events and provided invaluable support for the SRC, promoting registration and engaging with families as they returned to report on their progress.

Of special programming note this summer:

1. **Pop-up Libraries** across the community at city parks, including Pearson Park, Happy Rolph's, Sunset Beach, Lakeside Park, Bogart St. Park, and West Park. The library welcomed special guest Mayor Siscoe for a drop-in storytime at the Lakeside Park pop-up (359 attendees).
2. **The Kids Ultimate Challenge**, held annually in Burgoyne Woods in support of Niagara Health Foundation. The library set up our outreach trailer and tent, engaging with families through summer-themed crafts, games, and a relaxing reading zone inside the trailer (550 attendees).
3. **Little Explorers Play Group**, a 4-week series that invited babies with caregivers to engage in sensory play. Families learned about the positive benefits of sensory engagement through a variety of stations for babies at different stages (81 attendees).
4. **Discovering Dinosaurs: Fossil Hunting in the Badlands of Alberta**, an interactive presentation by dinosaur expert Tim Jeffries of the National Touring Museum. Children learned about Alberta's dinosaur discoveries and gained hands-on experience examining ancient fossils (38 attendees).
5. **Drop-in: Builder Lab**, a process-oriented building workshop for children that invited participants to experiment with a variety of materials such as cardboard and play-doh (44 attendees).
6. **Retro Gaming**, an opportunity for tweens and teens to discover what gaming was like in the 1980's and 90's through hands-on play with a variety of vintage video games and tabletop games (21 attendees).
7. **Adult Painting Afternoon**, an art workshop inspired by the legendary work of Tom Thomson (15 attendees).

Communication Highlights

The Communications Specialist was engaged in several projects this summer, including revamping all content for the library's new website, developing and preparing the Port Refresh promotional campaign, assembling a Port Dalhousie historic timeline display for the refreshed branch, and supporting the Strategic Planning process.

Promotions June-August focused heavily on Summer Reading Club and summer programming, beginning with the launch of the library's first 3-month Program Guide on June 1.

SCPL's Instagram account hit a record 4000 followers in August, further widening the library's reach across the community.

Community Feedback

There were no submissions received over the summer via the Request for Program Reconsideration form.

The Port Dalhousie Branch Refresh project garnered an overwhelmingly positive response on the library's social media accounts. Comments included:

- "This library is always one of our favourite stops when we visit! I can't wait to see the changes 🥰"
- "👏 to this and unstaffed hours. You've made it even easier to borrow and return...on time 😊"
- "Just when I thought our little library couldn't get any better!! Thank you so much for this awesome addition! 😊👏❤️"

Media Mentions

30-May	CKTB 610- The Drive	Discussion topics: Summer Reading Club and Youth Fishing Kits
08-July	St. Catharines Standard	<u>Port Dalhousie library branch getting 'refresh' as more people visit</u>
11-July	CKTB 610 – The Drive	Discussion topics: Summer Reading Club, Sports and Leisure Collection, Port Refresh
01 – August	CKTB 610 – The Drive	Discussion topics: Summer Reading Club Update, Popular Reads Right Now, Mayor's Reading Challenge Reminder
16 – August	St. Catharines Standard	<u>St. Catharines Standard Proposed rent increase casts cloud over future of St. Catharines Public Library's Merritt branch</u>
29 – August	CKTB 610 – The Drive	Discussion topics: Summer Reading Club Wrap Up, Reciprocal Borrowing, Port Refresh Closure, Library Card Sign Up Month
30 – August	St. Catharines Standard	<u>St. Catharines library offering free memberships to most Niagara-area library users</u>

Health & Safety

submitted by Lisa DiDonato, Business Administrator (June, July, & August 2024)

For Information

Appendix A contains the results of Health and Safety inspections conducted since the last report.

The next Joint Health & Safety Committee meeting is scheduled for December 12, 2024.

The agenda will include:

- Quarterly Inspection Report
- Status of Risk Assessment Findings

Appendix A – Health and Safety Inspection Results

Location	Date	Results	Update
Annual Inspections			
Central	August 5, 2022	Audio Book Shelves aisles are too narrow.	Shelves reconfigured to increase aisle space in June 20, 2024.
Central	June 18, 2024	<ul style="list-style-type: none"> i. Wire management photocopier on 3rd floor. ii. One lamp out stairwell 5. iii. One lamp out stairwell 2 	All resolved in June 20, 2024.
Port Branch	June 18, 2024	Bulletin board policies and list of committee members outdated.	Bulletin board updated during inspection.
HUQ Branch	June 18, 2024	<ul style="list-style-type: none"> i. Bulletin board policies and list of committee members outdated. ii. Program Storage Room needs to be tidied up. Too much clutter on the floor so difficult to get around with potential for tripping iii. Three lights burnt out. iv. Need a new plug on back wall behind the desk. Plug cord is bent going into socket. v. Fire Plan is from 2012; waiting for City to provided updated plan for staff. vi. Wire management at self check out. 	<ul style="list-style-type: none"> i. Bulletin board updated during inspection. ii. Resolved iii. Resolved iv. Resolved v. Emailed City who has indicated new plan is in progress. vi. Resolved
Merritt Branch	June 18, 2024	Bulletin board policies and list of committee members outdated.	Bulletin board updated during inspection.

Regular Inspections			
Central – 2 nd Floor	May 7, 2024	Nothing to report.	n/a
Port Branch	May 24, 2024	Nothing to report.	n/a
HUQ Branch	May 24, 2024	Nothing to report.	n/a
Merritt Branch	May 24, 2024	Nothing to report.	n/a
Central – 3 rd Floor	June 20, 2024	Nothing to report.	n/a
Port Branch	June 20, 2024	Nothing to report.	n/a
HUQ Branch	June 20, 2024	Nothing to report.	n/a
Merritt Branch	June 20, 2024	Nothing to report.	n/a
Central – Basement	July 12, 2024	Cable Management	Resolved July 15, 2024
Port Branch	July 23, 2024	Nothing to report.	n/a
HUQ Branch	July 25, 2024	Nothing to report.	n/a
Merritt Branch	July 25, 2024	Nothing to report.	n/a
Central – 1 st Floor	August 27, 2024	Shelving in Children's Picture Book Area needs to be reconfigured to secure.	Facilities working with Customer Service to resolve.
Port Branch	August 26, 2024	Nothing to report.	n/a
HUQ Branch	August 26, 2024	Nothing to report.	n/a
Merritt Branch	August 26, 2024	Nothing to report.	n/a

Endowment & Trust Fund Statement
at June 30, 2024
submitted by Lisa DiDonato, Business Administrator

<u>Income/Expenditures</u>	
Donations	\$ 1,591
Used Books Sale	\$ 2,951
Interest	\$ 44,132
TOTAL INCOME	<u>\$ 48,674</u>
Less Expenditures	\$ -
Current Year, Net Revenue	\$ 48,674
Fund Balance, Beginning of Year	\$ 1,764,005
Fund Balance	<u><u>\$ 1,812,679</u></u>
<u>Current Assets</u>	
Cash	\$ 121,323
GIC's	\$ 1,633,877
Receivables	\$ 57,479
TOTAL CURRENT ASSETS	<u>\$ 1,812,679</u>
Less Current Liabilities	\$ -
NET ASSETS	<u><u>\$ 1,812,679</u></u>
Encumbered Amount	244,968
Unencumbered Amount	\$ 1,567,711
TOTAL	<u><u>\$ 1,812,679</u></u>

Short-Term Investments Statement at June 30, 2024

submitted by Lisa DiDonato, Business Administrator

Broker	Due	Yield	Market Value
The Canada Trust Company	Dec 13, 2024	5.05%	\$406,192
TD Bank	Dec 13, 2024	5.05%	\$162,886
TD Bank	Dec 13, 2024	5.05%	\$267,267
Bank of Nova Scotia	Aug 18, 2025	5.45%	\$127,500
Bank of Nova Scotia Trust	Aug 18, 2025	5.45%	\$100,000
Concentra Bank	Apr 15, 2026	4.91%	\$62,300
Equitable Bank	Apr 15, 2025	5.13%	\$75,000
ICICI Bank Canada	Apr 15, 2026	4.92%	\$100,000
Canadian Tire Bank	Aug 6, 2024	5.30%	\$100,000
Community Trust Company	Aug 6, 2024	5.49%	\$100,000
National Trust Company	Aug 6, 2024	5.35%	\$100,000
Montreal Trust Company	Aug 18, 2025	5.45%	\$100,000
National Trust Company	Aug 18, 2025	5.45%	\$100,000
Scotia Mortgage Corporation	Aug 18, 2025	5.45%	\$100,000

Quarterly Progress Update on 2024 Work Plan

submitted by Ken Su, CEO (September 2024)

For Information

The purpose of this report is to update the Library Board on the status of some tasks identified in the 2024 Work Plan including both newly introduced tasks and tasks carried forwards from the previous year. The content of the report will change from quarter to quarter as new tasks start, progresses are made, and tasks are completed. This report is not meant to be a complete description of the work performed by Library staff during that quarter, instead, it highlights some particular tasks that are worth noting and relevant to the Library's core services and operations.

Background

The Library Board approved the St. Catharines Public Library Strategic Plan 2019 – 2022 in October 2019. The Plan identifies five strategic goals:

- Embrace innovation, creativity, and boldness in everything we do
- Build a recognized and valued brand
- Foster more community connections
- Being a library for all
- Transform as we evolve

Furthermore, at the April 2022 Board Meeting, the Board approved to extend the current Strategic Plan from 2022 to 2024.

Based on the Strategic Plan, staff developed a 2024 work plan in Summer/Fall 2023, presented to the Board in September 2023, and the Board formerly approved it at the same meeting.

This report offers a snapshot of the current status of some tasks, provides a summary of each task, highlights its contribution to the Strategic Plan, and identifies phases or timeline of each task and if it's a task carried forward from the previous years. This report demonstrates staff's commitment to accountability and willingness to keep the Library Board informed on a quarterly basis.

Highlights of the third quarter in 2024

The highlight of this quarter is that the Library once again had an absolutely incredible Summer Reading Club and summer programs. Staff worked extremely hard to offer this annual special reading club as well as summer activities to the community. Program planning started months in advance and all staff actively engaged customers and promoted all programs throughout the summer. In total 1,658 community members participated in the Summer Reading Club – that's a 10.8% increase from last year, and another record breaker for the Library.

Staff were also able to complete tasks listed below:

- Completed the Port Refresh project and got ready for grand reopening
- Released Website Development RFP, drafted Shared Integrated Library System RFP and Fundraising Feasibility RFP
- Launched reciprocal borrowing service
- Continued 2025 – 2028 strategic planning and the 1st draft was sent to the Board and the Advisory Committee
- Explored potential locations for the Merritt Branch and engaged discussions with potential property owners
- Continued the safety and security project at the Central Library
- Added projector and Bluetooth speaker to the Library of Things collection
- Conducted the first assessment of social return on investment for SCPL by using the newly released Valuing Ontario Libraries Toolkit

STATUS KEY	
	No changes, progress as planned
	Minor changes, no significant impact
	Major changes, attention required
✓	Completed

2024 SCPL Departmental Work Plan - Quarterly Update

Strategic Goal 1:	Embrace Innovation, creativity, and boldness in everything we do	Status	No Change
Strategic Goal 2:	Build a recognized and valued brand		Minor Changes, no significant impact
Strategic Goal 3:	Foster more community connections		Major Changes, attention required
Strategic Goal 4:	Be a library for all		✓, Completed
Strategic Goal 5:	Transform as we evolve		

Department: Administration and Facilities						Q3 Update
Strategic Goal	Annual Objective / Action Item	SMART Goals and outcomes	Key Players	Timelines	Status	Explanation
#3	Continue to work with the City and the Union collaboratively, maintain a positive relationship	Try to 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	Ongoing		Met with the Mayor to discuss Merritt lease, met with the CAO to discuss Central lease, met with the Union to discuss pay rates, prepared the impact report for city council, organized staff appreciation lunch
#5	Develop a new Strategic Plan to continue to transform the Library	Work with stakeholders to develop a new 4-year Strategic Plan and present it to City Council	CEO	Q3		This project is on track for completion in Q4.
#5	Develop risk register, risk management plan and business continuity plan	Identify and document potential risks, develop a risk management plan to eliminate/minimize potential risks, and develop a business continuity plan to provide reasonable level of service to the	CEO, managers	Q4		Risk management plan and risk register completed. Work has begun on business continuity plan. Will present to the Board in September
#2	Continue to explore alternate revenue streams	Continue to advocate for funding comparable to peer libraries	CEO, Business Administrator	Ongoing		Fundraising Feasibility RFP drafted.
#5	Build on new accounting Sage, new accounting solution. G/L, A/P and EFT solution implementation Continue to look for opportunities to utilize available functionality to find process and reporting efficiencies.	Expand on utilization of functionality to find process and reporting efficiencies.	Business Administrator	Ongoing		Transition to Square which has streamlined cash and bank reconciliation processes and looking to expand payment options including e transfer.
#5	Enhance Budget Process	Develop and implement use of business cases.	Business Administrator	Q3		First year of new multi year budget process. Managers asked to review 2025 and 2026 detailed budgets and provide any updates. New business case templates and review process used for 2025/2026 review and confirmation.
#1, 2, 4, 5	Central Library Renovation		CEO, managers			Working on 2024 Grant application with City.
#1, 5	Complete a library performance plan	Identify categories and gather data to develop a plan to assess the Library's performance	CEO, managers	Ongoing		completed valuing public libraries report
#1, 5	Exempt job evaluation review and market evaluation	conduct market review to ensure exempt salaries are at 50th percentile of market and ensure job evaluation is up-to-date	HR, exempt staff	Q1	✓, Completed	Board approved proposed changes at June meeting and changes implemented effective July 1, 2024.
#1, 5	Implement Retention Schedule	Review and organize filing systems, including electronic filing system, create and implement process for purging files in accordance with retention schedule.	CEO, managers	Ongoing		Retention schedule reviewed by the records management committee and will present to the Board in the fall

#1, 5	Embrace corporate record digital transformation from paper to paperless.	Integrate digital records in day to day operations and scan physical documents on an ongoing basis.	CEO, managers	Ongoing		Introduction of Square significantly reduced paper processes.
#1, 3, 4, 5	Continue to explore shared service opportunities with Niagara libraries	Start to work with neighbouring libraries to share services and potential reduce costs	CEO, managers	Ongoing		Integrated Library System RFP drafted and will issue a joint letter to inform all niagara libraries
#5	Huq Lighting Upgrade	better lighting in branch and less maintenance	City of St. Catharines	Q4		Waiting for City.
#5	Enhance parking lot lighting	better lighting in parking garage, more welcoming for customers	City of St. Catharines	Q4		Waiting for City.
#5	Enhance the appearance of historical branch	The pride of Port customers will continue to grow with the care of thier building.	City of St. Catharines	Q4		Waiting for Contractor to begin work.
#5	Provide new and enhanced spaces	Work with City to develop ideal location for Merritt Branch; participate in feasibility study process.	CEO, Business Administrator, City stakeholders	Q2 or Q3		Working on lease for the new location
Department: Innovation, Collections and Technology						Q3 Update
Strategic Goal	Annual Objective / Action Item	SMART Goals and outcomes	Key Players	Timelines	Status	Explanation
#1, #4, #5	Install Overhead Door Counters	Improve accuracy of in-person library usage	ICT	Jul-24	Completed	Installed at Port Aug. 15, 2024
#1, #2, #3, #4, #5	Install Digital Signage at Port Dalhousie	Improve communication of programs and promotions to Port customers	ICT		Completed	Installed Aug. 15, 2024
#1, #3, #4, #5	Digitization Project	Digitize rare local history items for preservation and remote accessibility	Digitization Technician	Ongoing	12-week contract completed Aug. 27	Scanned approximately 5,000 items.
#1, #3, #4, #5	Integrated Library System (ILS) Upgrade	Upgrade system to latest OS and ILS version to add additional functionality	ICT, Customer Service		Preparing RFP to assess ILS vendors for a hosted, shared system.	Meeting with vendors
#1, #3, #4, #5	Start EDIFACT Invoicing Trial with WhiteHots	Receive Invoices electronically to improve efficiency	ICT		Trial begins end of August	Vendor has sent test files
#1 #3, #4, #5	Collection Expansion	Add new types of items to the Library of Things	ICT		Ongoing	Added Tennis Sets, STEM Kits, Go Pro's, LCD Projectors and Portable Bluetooth Speakers
#1 #3, #4, #5	Collection Development Plan / Scope Statements	Review and update collection scope statements	Collections Librarians	2023 and Ongoing	Ongoing	Reviewing statements to revise, condense and include new collections.
#1 #3, #4, #5	Indigenous Subject Heading		ILS & Cataloging Tech	Jan. 2023 and Ongoing	Ongoing	Update subject headings to reflect current terminology.
#1 #3, #4, #5	Catalogue Standards and Maintenance		ILS & Cataloging Tech	Jan. 2023 and Ongoing	Ongoing	Delete unused authority records, such as subject, author, series, etc. that have no holdings in the system.
Department: Customer Services						Q3 Update
Strategic Goal	Annual Objective / Action Item	SMART Goals and outcomes	Key Players	Timelines	Status	Explanation
#2, #4, #5	Continue with training for staff with an inward and outward focus based on an annual training plan	Introduction to trauma informed customer service. Complete Customer service standards training with "Accountable". Conflict prevention training for staff.	Training Librarian, Customer Service Managers	Q4		Difficult Conversations in-person training scheduled for August and September.

#1, #4, #5	Continue to enhance Customer Service and reduce barriers	Reduce 3D printing costs to align with competitor libraries and expand service to the branches. Implement reciprocal borrowing if approved by the Library Board. Implement roving strategy.	Branch Librarian, Customer Service Technician, Customer Service Managers	Q3		Reciprocal Borrowing launching on September 3.
#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.	Customer Service Mangers, Customer Service Technician	Q4	✓, Completed	
#4, #5	Evaluate hours of operation at Dr. Huq	Use customer feedback, gate count, pool schedule and survey to determine a need for Friday evening opening at Huq	Customer Service Managers	Q2	✓, Completed	Implemented extended staff hours for opening and closing on Fridays and Saturdays to improve customer service
#1, #4, #5	Investigate more meeting spaces at the Branch locations	Investigate ways to create more meeting space at branch locations and creating partnerships for funding purposes. Investigate the feasibility of sound proof booth at Dr. Huq	Customer Service Managers	Q2		Received quotes for a sound booth that could be deployed to a branch pending budget.
#1, #2, #3, #4	Increase yearly new library membership by 25%	Implement and promote reciprocal borrowing, promote memberships creation with partners at outreach events, robust Library Card registration campagin, refer a friend initiative	Customer Service Mangagers and Programing and Promotions Manager	Q4		Three memberships drives are scheduled for September Library Card Sign Up month. Reciprocal Borrowing launching in September attracting new membership.

Department: Programming and Promotions **Q3 Update**

Strategic Goal	Annual Objective / Action Item	SMART Goals and outcomes	Key Players	Timelines	Status	Explanation
#1, #3, #4	Recognize diversity and reduce barriers by exploring innovative programming that welcomes all.	Introduce regular sensory story times to welcome and engage diverse families. Work in partnership with local expert organizations to build and deliver this programming.	Programming Librarians	Q2	✓, Completed	"Sensory Friendly Saturdays", ages 10 & under with caregiver, scheduled to run Saturdays, October 12, 26, November 9, 23 at the Dr. Huq Branch
#1, #2, #3, #4	Expand the Library's reach and visible presence in the community by growing our outreach efforts	Following Fall 2023 upgrades, increase use of the SCPL outreach trailer as a mobile library branch through summer/autumn seasons. Provide programming, wifi access, mobile card registration, access to library resources and circulation	Programming Manager, Programming Librarians, Facilities	Q3-Q4		Outreach trailer was used at four events this summer (unfortunately, three planned events suffered weather-related cancellations). Plans in place for Grape & Wine Grande Parade September 25. Library van and trailer to be used as a parade float with staff walking alongside in costume. Final use of outreach trailer to take place Oct 5 at Port Dalhousie branch refresh event.

#1, #2, #3, #4, #5	Develop signature large-scale events to host regularly	Host two large-scale annual events, one in Spring and one in Fall, that will become recognized and anticipated by the community	Programming Manager, Programming Librarians and CSAs	Q4		"SCPL LitFest" scheduled for Saturday November 16. A variety of events to occur at the Central Library, including two children's author talks, comic illustrator workshop, and local author showcase. Additionally, in partnership with the Performing Arts Centre, the library will host an author panel discussion to take place evening of November 16 at the Performing Arts Centre.
#1, #2, #5	Streamline and simplify program planning, facilitation, and evaluation in order to maximize staff efforts and achieve greater returns for our efforts	Revise/build new department frameworks and tools (program planning guides, checklists, program kits, evaluation tools) to streamline and simplify our departmental processes	Programming Manager, Programming Team	Q4	√, Completed	Programming Agreement form, MOU, evaluation tools, and program planning guides completed and in use.
#1, #5	Increase ratio of attendance/program by 10% in 2024	Maximize our programming efforts in order to make the best use of library resources by offering more drop-in programs that do not require pre-registration, hosting programs during peak busy hours (evenings/weekends), expanding reach into schools and making full use of outreach trailer.	Programming Manager, Programming Librarians, Programming CSAs	Q4		137 drop-in events offered January-August (2402 attendees). 133 class visits (3712 attendees). Unfortunately, weather-related cancellations and conflicting schedules for major community events resulted in lower than expected numbers. Program attendance is down in comparison to the same time period in 2023. Planned 10% increase in ratio of attendance/program likely unachievable as a result. 2025 outreach strategy will incorporate weather-postponement plans.
#1, #2, #4, #5	Incorporate SCPL website fully into new SCPL brand	Update website layout, content and information to ensure that it is both up-to-date, fits cohesively with SCPL brand, and is more accessible and easier to navigate	All Departments, Communications Specialist	Q4		Site layout and content review complete. RFP posted with goal of hiring web design agency in September.
#2, #3, #5	Execute renovation communication plan that will carry through the duration of the Central Library renovation	Communicate all key messages leading up to and throughout the Central renovation. Launch a renovation mini-website prior to ground-breaking, create a schedule of weekly updates for social media, issue quarterly press releases, launch renovation specific e-newsletter	Programming Manager, Communications Specialist	Ongoing process through 2024 and beyond		Project remains on hold.

Valuing St. Catharines Public Library

submitted by Ken Su, CEO

For Information

Background

Public libraries serve as vital cultural and social infrastructure within the communities they support. They offer a broad array of essential services, including knowledge dissemination, cultural enrichment, health information, reconciliation efforts, fostering a sense of belonging, and promoting democratic values. Unlike other public spaces, libraries welcome everyone, with the only expectation being mutual respect. This inclusive role positions public libraries as the backbone of our communities.

Funding Challenges and the VOLT Initiative

Despite their significant role, libraries have historically been underfunded by all levels of government. Highlighting the value and benefits libraries provide to the community is more crucial than ever. Quantifying the value of the library's intangible, human-centered services presents a challenge. However, a team of researchers from the Nordic Institute, Algoma University, and Ontario Library Services has developed a tool to address this: the Valuing Ontario Libraries Toolkit (VOLT) <https://resources.olservice.ca/volt/toolkitoverview>

VOLT: Measuring Value and Impact

The VOLT is a comprehensive resource that uses community profiles and data from multiple indicators to assess the library's economic development, cultural, civic engagement, educational development, inclusion and well-being, library space usage, and entertainment and leisure. These calculations collectively provide the library's annual Social Return on Investment (SROI).

Strategic Importance for St. Catharines Public Library

It is essential to complete this SROI calculation for St. Catharines Public Library to demonstrate its value to City Council and the community. This measure not only highlights the library's substantial economic contribution but also underscores its value in terms that resonate with our key stakeholders.

Development of the Valuing Ontario Libraries Toolkit

In 2016, the Ontario Library Service - North engaged the NORDIK Institute to create a toolkit designed to demonstrate the value of public libraries in Northern Ontario, a region

known for its vast geography and cultural and linguistic diversity. Following the consolidation of the Ontario Library Service into a province-wide organization, a new initiative was launched in 2021. The Ontario Library Service once again partnered with the NORDIK Institute to develop an updated toolkit aimed at supporting public libraries across Ontario in articulating their value and measuring their individual Social Return on Investment (SROI).

Annual Updates and Future Adaptations

The new toolkit, released in March 2024, will receive annual updates for two years, ensuring its relevance in response to changing local conditions. These updates will provide Ontario's public libraries with opportunities to influence future iterations of the toolkit, enhancing its applicability and utility in demonstrating their value to their communities.

Understanding Social Return on Investment (SROI) in Public Libraries

SROI serves as a method to quantify the value generated by organizations or initiatives that provide non-monetary benefits, such as goods, programs, or services offered at little to no charge. Public libraries, like other not-for-profit institutions, face challenges in demonstrating their impact, as their success is not measured solely by financial metrics. As one librarian involved in the toolkit's development aptly put it, "Public libraries exist to save people money, not to make people money."

Process and Methodology

The Ontario Library Service (OLS) and the Valuing Libraries Toolkit Steering Committee collaborated with the NORDIK Institute to develop a framework for SROI. This involved engaging stakeholders to identify and measure the impacts of library services using specific indicators tailored to each library and community.

The toolkit employs library-specific data to calculate SROI, translating the value of services into dollar terms. This valuation often uses comparative or surrogate values derived from similar services in the private sector. For instance, if a public library offers a computer literacy program similar to one provided for a fee by a local business, the fee charged by the business serves as a surrogate value.

Adjustments and Local Context

The toolkit allows for adjustments to these values to better reflect local conditions, ensuring accuracy and relevance in measuring the library's impact. This flexibility acknowledges that exact comparisons may not always be feasible, but surrogate values provide a reasonable approximation.

Understanding SROI Results

It's important to note that the dollar values derived from SROI calculations do not equate to actual dollars saved or earned by individuals or governments. Rather, they estimate the monetary worth of the benefits created by public libraries. These figures help policymakers understand potential costs or losses that could arise in the absence of library services.

Beyond Numbers: Qualitative Impact

While quantitative data provides valuable insights, qualitative feedback from library patrons is equally crucial. Stories and experiences shared by community members highlight the real-world impact of library services, offering a holistic view in the Library Value Report.

Conclusion

The SROI framework offers a comprehensive approach to illustrating the multifaceted benefits generated by public libraries. By combining quantitative metrics with qualitative narratives, libraries can effectively communicate their value to diverse stakeholders, including boards, councils, and community leaders. This integrated approach ensures that the true impact of public libraries is fully understood and appreciated.

Findings

The results of the VOLT report for the St. Catharines Public Library are impressive. Overall, the toolkit found that for every municipal dollar invested in 2023, there was a SROI of **\$6.49 (or 649%)**, with a total economic benefit of **\$40,246,827.74**.

Broken down by domains assessed:

- Education: **\$6,980,912.69**
- Culture: **\$2,797,725.92**
- Inclusion and Wellbeing: **\$272,354.94**
- Entertainment and Leisure: **\$18,895,780.85**
- Economic Development: **\$5,923,229.08**
- Civic Engagement: **\$88,927.63**
- Space: **\$5,287,896.62**

Next Steps

The findings of the VOLT will be shared with City Council in the upcoming Impact Report. The Library will also develop infographics that are easy to disseminate and can be shared with customers, community partners, as well as on social media. The VOLT calculation will be updated annually.

2025 Board Meeting Dates

submitted by Ken Su, CEO

Recommendation

THAT the Board approve 2025 Board Meeting Dates.

Background

According to The Board's past practice, regular board meetings used to be held either in person at the Central Library and/or on Microsoft Teams at 6pm on the 3rd Thursday of the month with the exception of the month of January, July, August, and December.

Meetings in January used to be held at 6pm on the 4th Thursday of January and consist of an inaugural meeting to elect Board Chair, Board Vice-Chair, and OLS Board Assembly Representative, followed by a regular meeting. Starting January 2024, the Board elects Board Chair, Board Vice-Chair, and OLS Board Assembly Representative for the term of the Board, so no annual inaugural meeting is required in January.

Also the Board decided in 2023 to hold the June meeting on the 2nd Thursday to accommodate personal and work related activities before the end of school year.

Recommendation

All regular Library Board meetings in 2025 will be held at 6pm on the 3rd Thursday of the month with the exception of the months of April, June, July, August, and December.

Because Good Friday in 2025 is April 18, meeting in April is proposed to be held at 6pm on the 3rd Wednesday of the month.

Meeting in June will be held at 6pm on the 2nd Thursday of the month.

Meetings in July, August, and December will be held at the call of the Chair.

The proposed meeting dates and times for 2025 are listed below:

6pm, Thursday, January 16, 2025

6pm, Thursday, February 20, 2025

6pm, Thursday, March 20, 2025

6pm, Wednesday, April 16, 2025

6pm, Thursday, May 15, 2025

6pm, Thursday, June 12, 2025

6pm, Thursday, September 18, 2025

6pm, Thursday, October 16, 2025

6pm, Thursday, November 20, 2025

Board meeting date, time, and location may be changed at the discretion of the Board and will be announced to the public before each meeting.

Staff recommend the Board approve 2025 meeting dates and times listed above.

Library Closures 2025

submitted by Ken Su, CEO

Recommendation

THAT the Board approve 2025 Library Closure Dates.

Background

To follow the Employment Standards Act, plan for a Staff Development Day, and provide library closure information to staff who will be able to submit vacation requests for the 1st half of 2025 starting October 1, 2024 as outlined in the Collective Agreement,

Recommendation

Management recommend the Board approve library closure dates in 2025 listed below:

New Year's Day	Monday, January 1, 2025	Closed
Family Day	Monday, February 17, 2025	Closed
Good Friday	Friday, April 18, 2025	Closed
Easter Sunday	Sunday, April 20, 2025	Closed
Victoria Day	Monday, May 19, 2025	Closed
Canada Day	Tuesday, July 1, 2025	Closed
Civic Holiday	Monday, August 4, 2025	Closed
Labour Day	Monday, September 1, 2025	Closed
Thanksgiving Day	Monday, October 13, 2025	Closed
Staff Development Day	Monday, November 17, 2025	Closed
Christmas Eve	Wednesday, December 24, 2025	Closed at 2 p.m.
Christmas	Thursday, December 25, 2025	Closed
Boxing Day	Friday, December 26, 2025	Closed
New Year's Eve	Wednesday, December 31, 2025	Closed at 2 p.m.

Discussion Reports

7. Discussion Reports (attachments)

7.1	Policy (P-06) CEO Evaluation – J. Coles	Motion
7.2	Appointing the CEO Evaluation Committee – J. Coles	Motion
7.3	Policy (P-14) Disconnect from Work – A. Maciukas	Motion
7.4	Policy (G-04) Collection Management – D. Bott	Motion
7.5	Policy (G-23) Library Board Member Expenses – K. Su/L. DiDonato	Motion
7.6	Board Self-Assessment – G. Riihimaki/J. Coles	
7.7	Business Continuity Plan – K. Su	Motion
7.8	Material Recovery Process – J. Spera/J. Coles	

Policy (P-06) CEO Evaluation

submitted by Janice Coles, Board Chair

Recommendation

THAT the Board approve Policy (P-06) CEO Evaluation without amendments.

Background

On September 21, 2023, the Board approved minor amendments the CEO Evaluation Policy to move the appointment of the CEO Evaluation Committee from October to September to allow Board Members more time for evaluation.



Policy Name	CEO Evaluation		
Section & Number	Personnel – P-06	Effective Date	1993-03-18
Motion Number	2023-105	Last Review	2023-09-21
Author	Board	Next Review	2024

Policy Statement

The purpose of this policy is to provide a framework for the annual CEO evaluation.

Issues with performance, if any, should be discussed as they occur and include required actions to remedy the issue.

Definitions

The CEO Evaluation Committee shall be comprised of the Chair of the Board (who shall be the Chair of the CEO Evaluation Committee) and 2 other members appointed by the Board.

Regulations

1. The Evaluation Committee shall be responsible for conducting and presenting to the Board the annual evaluation.
2. The evaluation will be based on documentation covering the time period of January to September, inclusive, but may also consider documentation covering the months of October to December, inclusive.¹

¹ Documentation for the evaluation process is requested to be provided in September & October (see Procedural Guidelines 2 and 3).

3. The evaluation to be completed using the St. Catharines Public Library CEO Evaluation Form (Appendix 1) and based upon the CEO's job description (Appendix 2), agreed upon goals and annual work plan, CEO's Annual Review Report,² and management survey.
4. The final performance appraisal and any response from the incumbent shall be filed in the employee's personnel file.
5. An incoming Board may wish to defer their first appraisal for a year until they become more familiar with the organization.

Procedural Guidelines

1. Recommendations for changes in the job description and evaluation procedure may be brought to the Board at anytime through out the year. At the September Board meeting, the CEO will submit to the Library Board goals for consideration and approval for the coming year.
2. At the September Board meeting, the Board will appoint a CEO Evaluation Committee and Board members will be instructed by the Chair to forward comments regarding the performance of the CEO over the previous nine months to this Committee.
3. In October, management will be invited to provide feedback to the Committee.
4. In November, the Evaluation Committee shall meet with the CEO and prepare a Draft Evaluation.
5. At the November Board meeting, the draft evaluation will be presented to the Board In-Camera and feedback received will be considered for inclusion.
6. In January, the Evaluation Committee shall meet with the CEO and present the final evaluation, which will include approved goals for the coming year.

² Only the first three quarters of the Annual Report will be available at the time documents are to be provided to the Evaluation Committee. The CEO may provide the final quarter before the evaluation is finalized by the Board or the Committee may request the final quarter before the evaluation is finalized by the Board.

7. The incumbent may respond in writing to the appraisal within two (2) weeks. If a response is received, it shall be attached to the evaluation document and shall be included in the personnel file. The response, if any, shall be addressed to the Chair of the Evaluation Committee and discussed by the Board at its next meeting In-Camera.
8. The Chair of the Evaluation Committee will report to the Board when the evaluation is complete.

Implementation

The CEO and Board share implementation the policy.

Appendix

CEO Evaluation Form
CEO Job Description

CEO Evaluation Form

Introduction

St. Catharines Public Library Board By-Law Number 1 states the following:

- The Chief Executive Officer shall be responsible for the overall operation of the library system under the Management of the Library Board.³
- The Chief Executive Officer shall report regularly to the Library Board.⁴
- The Chief Executive Officer acts as Secretary and Treasurer to the Library Board.⁵

As per the Chief Executive Officer's job description, the CEO is accountable for the overall planning and administration of library services including its financial services. The job description sets out specific duties and responsibilities. Thus, the CEO's evaluation is tied to overall performance of the organization.

It is CEO's responsibility to provide annual goals to the Library Board that further the development of library services and are in accordance with strategic plans. In addition, annual goals may include items outside the strategic plan that arise due to provincial, regional, or municipal initiatives.

Purpose of the Evaluation

The purpose of the evaluation is to provide a formal opportunity for the Library Board and CEO to meet to:

- Review the extent to which the Library has accomplished its goals, as well as the overall performance of the library system.
- Provide feedback on the CEO's performance.
- Identify goals for the next review period.
- Identify areas for improvement.

Resources available to the Board

As per the By-Law Number 1, the CEO "shall report regularly to the Board." The Board receives a number of documents that should be considered in the appraisal process to be evidence of the CEO's and library systems' performance these include:

- Board Packages (These monthly packages include a variety of reports including New Business, Business Arising, In-Camera matters etc.)
- Financial statements
- Annual Budget
- Annual Report on Activities
- Auditors Report

Additionally, the Board also may consider:

- Personal and email contact with the CEO
- Feedback from management
- Promotional materials
- Comments and suggestions from the public

³ St. Catharines Public Library By-Law Number 2006. Article 8.1. Pg. 4

⁴ Ibid. Article 8.1. Pg. 4

⁵ Ibid, Article 4.6. Pg. 2

Ratings

The ratings below are to be used in the evaluation process. Individuals may score differently on each of the factors under consideration. Some factors may not be applicable for all review periods.

Unsatisfactory

Less than 50% of performance meets expectations. Improvement is absolutely necessary. Considerations when assigning this rating include:

- demonstrates a lack of job knowledge or competency
- fails to provide adequate written or verbal reports
- demonstrates a lack of initiative
- fails to meet deadlines
- fails to communicate effectively

Satisfactory

50 - 69% of performance meets expectations. Typically assigned to a CEO who is new to the position and is gaining a skill or competency. Considerations when assigning this rating include:

- which expectations were not achieved to the full working level and what was the impact to the organization?
- would further orientation and training address the skill or competency deficiency?

Competent

70% - 89% of performance meets or exceeds the expectations. Performance is consistently solid and reliable. Meets the requirements of the position and may exceed requirements in some areas. Considerations when assigning this rating include:

- does the CEO demonstrate competent performance and consistently meet expectations in key areas?
- does the CEO take a leadership role in the development of the library system?

Very Good

More than 90% of performance consistently exceeds expectations. Assigned to a CEO who exceeds expected results in most of the ongoing and key objectives. Considerations when assigning this rating include:

- does the CEO achieve high work quality and productivity?
- does the CEO initiate and recommend change(s) that support continuous service improvements?

Not Applicable

CEO cannot be rated for the factor because the factor does not apply or the evaluator does not have sufficient information to respond.

Evaluation

Governance <i>Does the CEO...</i>	Very Good	Competent	Satisfactory	Unsatisfactory	Not Applicable
Work with the Library Board to establish a vision, mission and values to guide the Library? (i.e. Strategic Plan)					
Establish annual goals and key expectations for the Library?					
Execute the direction that is provided by the Board?					
Keep the Library Board regularly informed of the activities of the Library including: ongoing activities, service and facilities improvements, financial updates, personnel updates, etc.? (i.e. Board reports, emails).					
Provide the Library Board with appropriate and timely information regarding issues affecting the Library?					
Implement Board policies and recommend new or revised policies?					
Support the Library Board in its governance duties by providing necessary information? (i.e. changes in legislation).					
Work effectively with the Library Board?					
Provide Policy binders and orientation to Library Board?					

Leadership <i>Does the CEO...</i>	Very Good	Competent	Satisfactory	Unsatisfactory	Not Applicable
Provide leadership in identifying and addressing short and long term strategic issues (i.e. Strategic Plans)?					
Establish annual and long term goals and action plans (in concert with senior staff) and present to the Library Board?					
Deliver a consistent message to stakeholders regarding vision, mission and priorities of the organization? (i.e. promotional materials, media messages, presentations, correspondence).					
Create an environment where staff can work independently and co-operatively (i.e. committees and task groups) to achieve corporate goals?					



Management <i>Does the CEO...</i>	Very Good	Competent	Satisfactory	Unsatisfactory	Not Applicable
Demonstrate sound knowledge of the responsibilities and scope of the job, library policies and relevant legislation?					
Consistently and competently fulfill job requirements and meet deadlines?					
Develop and implement annual and/or multi-year goals to support strategic plans?					
Articulate priorities and ensure management and staff focus on accountability?					
Routinely evaluate the effectiveness of services (collections, facilities, technology, etc.) and makes changes and reports to the Library Board as appropriate?					
Identify and investigate problems, assess alternatives, take appropriate action and report to the Library Board as appropriate?					
Seek feedback from staff and the community with respect to service developments? (i.e. user surveys, comments and suggestion forms).					
Promote the library in the community and explore partnerships? (i.e. outreach activities, programming, book deposits, technology and facilities).					
Ensure staff have the necessary tools and training to deliver comprehensive reference services and quality programming?					
Support the continual development of a responsive, customer-focused organization?					
Review the needs of the organization for the short and long term and re-organize, develop, mentor and train staff accordingly?					



Finance <i>Does the CEO...</i>	Very Good	Competent	Satisfactory	Unsatisfactory	Not Applicable
Ensure that the Library Board regularly receives accurate and up-to-date financial records and information on financial status?					
Ensure facilities owned or operated by the Library incorporate a pro-active maintenance program?					
Develop long-range plans for major equipment and systems replacements and facilities renovations and replacements in concert with the CFO and senior staff? (i.e. Annual Budget).					
Oversee the development and presentation of the Annual Budget and 5 year capital forecast for the Library Board and Council?					
Work with the Library Board, Business Administrator, and senior staff to address current and future realities and develop plans to ensure the financial accountability and sustainability of the Library? (i.e. Annual Budget, Capital Forecast, Strategic Plans).					

Annual Goals for _____ are attached.

Additional Comments:

JOB SUMMARY:

Reporting to the St. Catharines Public Library Board, the Chief Executive Officer of the Library is accountable to the Board for the administration, organization, and planning of all library operations and services in accordance with policies established by the Library Board and the provisions of the Public Libraries Act.

The CEO advises the Board, makes recommendations concerning new policies and services, and engages the Library's stakeholder groups to implement the Strategic Plan. The CEO is expected to collaboratively create a vision for the future that reflects the culture and character of the community. The CEO will serve as the Board's representative externally to the community, professional organizations, and government agencies and will act as Secretary and Treasurer to the Board.

Partnering with the Union to establish a harmonious workplace that challenges staff to provide customer centered service to all residents of the community. Leading the Management Team to plan and develop strategies that meet community needs and position St Catharines Public Library as a leader in Library service in the Niagara Region.

SUPERVISORY RELATIONSHIPS:

Manager I.T.; Manager Collections & ILS; Manager Customer Service;
Manager Central; Manager Branches; Manager Programming & Promotions;
Business Administrator; Manager Human Resources; Executive Assistant;

DUTIES AND RESPONSIBILITIES:

In accordance with the policies of the Board and the provisions of the Public Libraries Act and regulations thereto, the CEO: organizes, coordinates, directs and administers the programs and operations of the library system; advises senior management personnel on library policies; directs the implementation and control of established policies; provides system-wide leadership and guidance, especially in library planning and development, and in program evaluation.

- Acts as the Library's Chief Executive Officer, Treasurer and Secretary to the Board;
- Responsible to the Board for the overall performance of the Library, its personnel, systems, operations and programs;
- Oversees human resources systems, processes and procedures, directs all staff in the interpretation and implementation of Library policies, procedures and evaluates programs;
- Actively involved with community organizations in order to be able to identify and be responsive to community needs in order to foster productive community relations;
- Establishes relationships with (and participates in) professional library organizations, associations and task forces to benefit the Library in order to advance its reputation;
- Deals directly with civic, provincial, and national elected and appointed officials, the Library's legal counsel, auditors, and other individuals and groups as may be necessary to produce and

maintain the most effective leadership, administration, financial management, and development of the Library;

- Develops and recommends to the Board specific objectives and policies needed to meet the requirements of the community in order to expand the Library's services consistent with sound management practices, cost analysis and control;
- Plans and presents the Library's capital and operating budgets for the Board's consideration and, following budget approval, ensures that expenditures are made in accordance with the Board's financial policies;
- Develops and implements an ongoing program of evaluation of the Library's systems, programs and services, and makes adjustments or improvements where needed to maintain the highest possible performance and operational standards;
- Develops and directs strategies, programs and activities to raise funds as a means of sustaining Library services and keeping them current with advanced methods and technology; and strengthening the Library's present and ongoing financial base;
- Acts as spokesperson for the Library on professional and Library matters.

Leadership & Coaching

- Provides the Library with a high degree of leadership essential to sound planning, efficient administration and cost-effective fiscal management;
- Responsible for the hiring, appointment and/or dismissal of senior managers and department heads, directs them and evaluates their individual performance on an annual basis;
- Conducts performance evaluations and ongoing coaching of staff to support and develop staff while achieving the Library's goals.

Management

Leads and supports the Management Team and the effective operations of the library. This involves:

- Recommend and provide input to the management team regarding development of policies, procedures and strategies for library services, including efficiencies in workflow, staffing levels, processes/procedures in accordance with current library trends, analysis of library statistics and innovative new technologies;
- Working collaboratively with other members of the management team and staff in decision making, planning, goal setting and public relations for the library as a whole;
- Taking responsibility to maintain a broad, in-depth awareness and knowledge of the library's role in the community and the community's needs of the library, in order to better inform the rest of the library's management team;

WORKING CONDITIONS:

- Fosters and maintains positive work relationships with library staff;
- Contributes to healthy and safe work environment while supporting the Library's mission and values;

- Hours of work are generally Monday through Friday, 8:30 – 4:30. Required to attend Library Board meetings, one evening per month and as required and may will include evenings and weekends to support the work of the Library;
- Travel between branches and/or in the community may be required;
- Works in compliance with any legislation, including the *Occupational Health and Safety Act*, the *Accessibility for Ontarians with Disabilities Act*, and municipal, provincial and federal privacy legislation

Qualifications

- Postgraduate degree in library science or a related discipline and a minimum of ten years of increasingly responsible management experience within a progressive library system. An MBA or MPA would be considered an asset.

Experience

- Demonstrated leadership, organizational and financial management skills of a high standard
- Proven experience working in a unionized environment and familiarity with collective agreements are required.
- Experience in the development of short and long-range plans and monitoring progress of same.
- Proven ability to implement innovative library services, develop partnerships and foster exceptional customer service.
- Ability to establish priorities, problem solve, meet deadlines and manage change.

KEY COMPETENCIES:

- | | |
|--|---|
| • Customer Service | • Goal Setting and Evaluation |
| • Excellent Communication Skills | • Accountability |
| • Collaborative | • Learning and Growth Mindset |
| • Relationship Building | • Ethics and Values |
| • Technology Skills | • Analytical Thinking |
| • Organizational Skills and Productivity | • Creativity and Resourcefulness |
| • Facilitation Skills | • Staff Engagement and Coaching with the ability to empower staff |
| • Problem Solving | • Board Governance |
| • Interpersonal Skills | |

I have reviewed this job description with my manager and I understand the duties and responsibilities.

Employee Signature

Date

Appointing the CEO Evaluation Committee

submitted by Janice Coles, Board Chair

Recommendation

THAT the Board appoint members ... to the CEO Evaluation Committee.

Background

Board By-Law Number 1, Article 7 Committees and Policy (P-06) CEO Evaluation apply to the CEO Evaluation Committee.

Policy (P-14) Disconnect from Work

submitted by **Albertina Maciukas, Human Resources Manager**

Recommendation

THAT the Board approve Policy (P-14) Disconnect from Work as amended.

Background

The Employment Standards Act, 2000 (s.21.1.2(1)) mandates that employers with 25 or more employees must implement or maintain a written policy on disconnecting from work.

The Disconnect from Work policy has been reviewed in accordance with the St. Catharines Public Library's (SCPL) established policy review schedule. While no significant content changes were required, adjustments have been made to the wording and format to enhance clarity and readability.

Labour Management's recommendations have already been incorporated into the draft that is presented.



POLICY

Policy Name	Disconnect from Work		
Section & Number	Board – P-14	Effective Date	2022-05-19
Motion Number	2023-104	Last Review	2023-09-21
Author	Human Resources Consultant	Next Review	2024-09

Policy Statement

The purpose of this policy is to define ~~boundaries~~ **guidelines** around the use of electronic communication after working hours and to provide employees with the right to disengage from any work-related activities outside of their scheduled work hours.

~~It is to support work-life balance of all employees of the St. Catharines Public Library.~~ **The St. Catharines Public Library is dedicated to enhancing overall employee health and wellness, as well as fostering a positive work-life balance for employees.**

Scope

This policy applies to all **St. Catharines Public Library (SCPL)** employees.

Definitions

The term "Disconnecting from work" is defined in the Employment Standards Act, to mean, not engaging in work-related communications, including emails,

telephone calls, video calls or sending or reviewing other messages, to be free from the performance of work. ~~outside of scheduled work hours.~~

Regulations

~~The following was added to the Employment Standards Act (ESA) on December 2, 2021.~~

These requirements were added to the Employment Standards Act, 2000 on December 2, 2021.

Responsibility

~~Employers that employ 25 or more employees on January, 2022 have until June 2, 2022 to have a written policy on disconnecting from work in place.~~

~~The employer is also required to provide the written policy to all employees and new employees within 30 days of being hired.~~

~~The employer is required to retain all copies of every policy for three years after it is replaced.~~

Employers that employ 25 or more employees in Ontario on January 1 of any year are required to:

- have a written policy on disconnecting from work in place before March 1 of that year
- provide a copy of the written policy to its employees within 30 calendar days of:
 - a new employee being hired
 - the policy being amended
- retain a copy for three years after the policy is no longer in effect (s.15(8.1))

Employees are responsible for ensuring that they have read and understand this policy as it relates to their own work and that of other employees

Procedural Guidelines

~~Employees are regularly scheduled for work and will have the right to disconnect from work outside of these scheduled hours with the exception of the following:~~

Scheduled working hours may vary depending on the role of each employee. Although everyone should be mindful of the right to disconnect, it is important to be aware that situations related to the operational needs and the safety of our

programs and services will arise. Therefore, it is not always possible to deal with certain matters during regular working hours. These include but are not limited to:

- the employee ~~is~~ being contacted to be offered an additional shift or overtime hours
- for any reason as described in the employee's job description which requires them to be contacted and to perform work outside of their regular work hours (e.g., on-call responsibilities)
- essential communications related to their employment (e.g., disruptions to services, health and safety information, etc.)
- in an emergency situation
- otherwise, where permitted by a Collective Agreement or Library Board Policy

Employees will not face repercussions or be penalized for not ~~communicating~~ **responding to communication** outside of their regularly scheduled hours of work.

Employees should discuss workload with their Manager if they are unable to complete their work during ~~in~~ their regularly scheduled hours.

All employees who are on vacation will be disconnected from work. Arrangements shall be made prior to the employees' vacation absence to either suspend their work/service or to have another employee cover their essential duties.

Employees who are on leaves of absence shall be disconnected from work. Employees should refrain from contacting those on leaves of absence for work related matters unless absolutely necessary. They may be contacted for limited medical information related to leaves of absence and/or their return to work.

The Library may on occasion send general communications to all employees including those who are not presently at work. Employees should not feel obligated to respond, nor are they expected to respond to any communication when not at work, apart from unforeseen circumstances, such as an emergency situation. Employees on vacation or leaves of absence (e.g. sick) will only be expected to respond upon their return to work.

Operational Guidelines

To support this **policy** and enhance customer service, employees ~~shall~~ ~~will be~~ ~~asked to use the~~ **set up auto-reply (out of office) function** on their email account, identifying when they will be away from the Library, when they will be returning,

and alternate contacts. This **feature** will allow people contacting them to know when to expect a response.

~~Implementation~~ Policy Maintenance

~~The Library will post this policy on the Library's Intranet for employees to access, send to all employees, and provide to new hires as part of their orientation package.~~

This policy will be posted to the Library's Intranet for employees to access and provided to new hires as part of their orientation package.

SCPL is committed to ensuring this policy is reviewed annually by Human Resources and Labour Management.



Policy Name	Disconnect from Work		
Section & Number	Board – P-14	Effective Date	2022-05-19
Motion Number	2023-104	Last Review	2024-09-19
Author	Manager, Human Resources	Next Review	2025

Policy Statement

The purpose of this policy is to define guidelines around the use of electronic communication after working hours and to provide employees with the right to disengage from any work-related activities outside of their scheduled work hours.

The St. Catharines Public Library is dedicated to enhancing overall employee health and wellness, as well as fostering a positive work-life balance for employees.

Scope

This policy applies to all St. Catharines Public Library (SCPL) employees.

Definitions

The term “disconnecting from work” is defined in the Employment Standards Act to mean, not engaging in work-related communications, including emails, telephone calls, video calls or sending or reviewing other messages, to be free from the performance of work.

Regulations

These requirements were added to the Employment Standards Act, 2000 on December 2, 2021.

Responsibility

Employers that employ 25 or more employees in Ontario on January 1 of any year are required to:

- have a written policy on disconnecting from work in place before March 1 of that year
- provide a copy of the written policy to its employees within 30 calendar days of:
 - a new employee being hired
 - the policy being amended
- retain a copy for three years after the policy is no longer in effect (s.15(8.1))

Procedural Guidelines

Scheduled working hours may vary depending on the role of each employee. Although everyone should be mindful of the right to disconnect, it is important to be aware that situations related to the operational needs and the safety of our programs and services will arise. Therefore, it is not always possible to deal with certain matters during regular working hours. These include but are not limited to:

- the employee being contacted to be offered an additional shift or overtime hours
- for any reason as described in the employee's job description which requires them to be contacted and to perform work outside of their regular work hours (e.g., on-call responsibilities)
- essential communications related to their employment (e.g., disruptions to services, health and safety information, etc.)
- in an emergency situation
- otherwise, where permitted by a Collective Agreement or Library Board Policy

Employees will not face repercussions or be penalized for not responding to communication outside of their regularly scheduled hours of work.

Employees should discuss workload with their Manager if they are unable to complete their work during their regularly scheduled hours.

All employees who are on vacation will be disconnected from work. Arrangements shall be made prior to the employees' vacation absence to

either suspend their work/service or to have another employee cover their essential duties.

Employees who are on leaves of absence shall be disconnected from work. Employees should refrain from contacting those on leaves of absence for work related matters unless absolutely necessary. They may be contacted for limited medical information related to leaves of absence and/or their return to work.

The Library may on occasion send general communications to all employees including those who are not presently at work. Employees should not feel obligated to respond, nor are they expected to respond to any communication when not at work, apart from unforeseen circumstances, such as an emergency situation. Employees on vacation or leaves of absence (e.g. sick) will only be expected to respond upon their return to work.

Operational Guidelines

To support this policy and enhance customer service, employees shall set up auto-reply (out of office) on their email account, identifying when they will be away from the Library, when they will be returning, and alternate contacts. This feature will allow people contacting them to know when to expect a response.

Policy Maintenance

This policy will be posted to the Library's Intranet for employees to access and provided to new hires as part of their orientation package.

SCPL is committed to ensuring this policy is reviewed annually by Human Resources and Labour Management.

Policy (G-04) Collection Management

submitted by David Boff, Innovation, Collections and Technology Manager

Recommendation

THAT the Board approve Policy (G-04) Collection Management as amended.

Background

The collection of the Library is an integral component of the services we offer the community. It is also a key factor in the Library achieving its Strategic Plan. The Policy was last amended and approved by the Board in November 2023.

Update

The scope of the policy has been updated to remove language that was specific to the previous strategic plan, and include general wording to support current and future strategic goals. Minor edits were also made to provide clarity and remove duplication.

Included for Board review are the following documents:

- Black-line version of Policy (G-04) Collection Management showing the proposed revisions;
- Clean version of Policy (G-04) Collection Management



Policy Name	Collection Management		
Section & Number	Board G-04	Effective Date	1993-06-17
Motion Number	2023-135	Last Review	2024-09-19
Author	Manager, ICT	Next Review	2025

Policy Statement

The purpose of this policy is to provide an overall framework for the development of the Library’s collections and is the basis for collection planning and budgeting.

Scope

The St. Catharines Public Library's Collection **Management Policy** supports the Library’s mission **and strategic goals**. This policy applies to all formats in the **Library collection, including print, non-print, audio-visual and electronic materials**.

~~to provide spaces, resources, and experiences for all citizens to learn, grow, and connect. The Collection also supports the goal for the Library to Be A Library For All by striving to provide services to our diverse population.~~

1. The library provides accessible collections of physical and digital materials that are responsive to the needs and interests of our diverse community including a variety of alternative formats and multilingual materials.
2. The Collection shall be balanced and represent diverse points of view and may include materials that some members of the public consider to be controversial in nature.
3. The presence of an item in the Collection does not indicate an endorsement of its contents by the Library, but rather is an affirmation of the principle of intellectual freedom as embodied in the [Canadian Federation of Library](#)

[Associations' Position Statement on Intellectual Freedom and Libraries](#) as well as its [Position Statement on Diversity and Inclusion](#).

4. It may happen that materials in the Collection meet the needs of students, but this is not the primary reason for their selection. It is the responsibility of schools to provide materials which support their curricula.
5. The library develops physical and digital collections which include, but are not limited to, the following areas: fiction and non-fiction for adults, young adults (YA) and children, books, movies, music, magazines, newspapers, video games, local history and the Library of Things (a collection of non-traditional materials).
6. The staff is responsible for developing profiles for each area of the Collection to further define the scope of the collections. These profiles are tools for collection development and evaluation.
7. The library participates, where appropriate, in consortia and in pools to broaden the scope and size of the Collection.
8. To provide users with print disabilities with a broader selection the library works with the Centre for Equitable Library Access (CELA).
9. Recognized, professional standards will be used to determine the appropriate size of the Collection. Planning for budgets and facilities must reflect these standards.

Definitions

For the purpose of this Policy, the following definitions shall apply:

1. The Collection – all materials at the St. Catharines Public Library in various formats available and accessible to the public.
2. A collection – a subset of the Collection (e.g., adult fiction collection).
3. Selection – the identification of titles/materials suitable for inclusion in various collections.
4. Acquisition – the actual purchase, lease, or subscription of materials which have been selected for inclusion in the various collections.
5. Access – the means used to make materials available in an organized manner to the public.

6. Maintenance – the inventory, disposal, replacement, repair, and preservation of materials in the collections.

Regulations

1. The Library Board supports the individual's right to intellectual freedom as embodied in the [Canadian Charter of Rights and Freedoms](#).
2. The [Canadian Federation of Library Associations' Statement on Intellectual Freedom and Libraries](#), [Statement on Diversity and Inclusion](#), and the [Ontario Library Association's Statement on the Intellectual Rights of the Individual](#) are endorsed by the Library Board.
3. The Library complies with any applicable law enacted at the federal, provincial or municipal level, and therefore does not collect or maintain items which have been judged obscene or pornographic, or have been banned by the courts. The relevant sections of the [Criminal Code of Canada](#) are sedition, hate propaganda and obscenity.

Responsibility

1. The Library Board delegates the overall responsibility for the Collection to the Chief Executive Officer (C.E.O.) and through the C.E.O. to managers and staff.
2. Selection responsibility for specific portions of the Collection may be delegated to staff.

Operational Guidelines

The Collection will be developed, assessed, and maintained in accordance with the selection criteria and guidelines outlined below.

A. Selection

1. ~~The staff will proactively solicit advice from, as well as anticipate the needs and interests of, the diverse community.~~
2. In selecting materials, staff will use library data, public library trends, professional resources, judgment, **advice from the community**, knowledge and experience.
3. What is ordered, and what remains in the collections, is based on the following criteria:

- public and/or anticipated demand and current trends
- importance of subject matter in relation to community needs
- relation to existing collections and other materials on a subject
- quality, clarity, comprehensiveness and accuracy of materials
- Canadian content and perspective
- suitability of physical and/or digital form for library use
- publication, creation or release date
- timeliness or permanence of the work
- availability of funds and space
- availability of materials in other libraries, ~~for free via the internet~~, or from other easily and freely accessible resources
- educational or recreational technologies that may be inaccessible or cost prohibitive
- ~~promotion of a communal sharing economy~~
- accessibility criteria and features

An item need not meet all of the above criteria in order to be acceptable. Items that do not meet these criteria may be purchased to meet community needs.

B. Acquisitions

The criteria and parameters used for the acquisition of materials selected for inclusion in collections will include price, format and availability. In selecting a vendor, consideration will be given to discounts and performance.

C. Access

Professional standards (e.g., Dewey Decimal Classification) will be used to ensure the integrity of data within the catalogue.

D. Maintenance

1. An up-to-date, aesthetically pleasing and useful Collection is maintained through a continual maintenance process.
2. The Library continually identifies items from its collections for discard based upon the following criteria:
 - a Item's subject is outdated
 - b Item is no longer of interest or in demand
 - c Overabundance of an item or subject as interest wanes
 - d Worn or damaged copies

3. Replacement of Library materials shall depend on demand for the title, availability of the title, availability of more current material on the subject, and the extent to which the subject is already covered in the Collection.
4. Withdrawn materials may be donated, recycled, discarded or sold.

E. Suggestions, Donations and Gifts

- **Suggestions:** The Library encourages customer participation in the shaping of the Collection. Customers may place formal requests for the purchase of collection materials by completing a "[Suggest a Purchase](#)" form provided by the Library. Suggestions are referred to staff responsible for the Collection and considered according to the Library's selection criteria.
- **Donations:** In general, donations of items to the St. Catharines Public Library are not accepted due to costs associated with evaluating and processing such items.
Exceptions may be made for items of local historical significance (e.g., local history books, photographs, and postcards). All donations are subject to terms and conditions outlined in [Gifts in Kind \(F03\) Policy](#). Donations shall become the property of the Library and may be disposed of in the future at the discretion of the Library, subject to this Policy.
- **Gifts:** The Library welcomes gift copies of work from local authors, recording artists and filmmakers, provided they are submitted in a format currently supported. Items that are not added to the Collection are not returned, but rather donated, recycled, discarded or sold. The Library cannot accept imposed conditions relating to any item (e.g., consignment, return).

F. Request for Review

The Library is a resource where many points of view and modes of expression can be examined without hindrance. While people have the right to reject for themselves items of which they do not approve, they do not have the right to restrict the freedom of others.

The following will not cause an item to be automatically included or excluded from the Collection:

- race, religion, sexual orientation, gender identity, nationality or political views of an author or creator
- frankness or coarseness of language
- controversial content
- endorsement or disapproval of an individual or group

- language in which the work is written or spoken

Items which have been judged obscene or pornographic, banned by the courts or breach legislation such as the Ontario Human Rights Code or the Criminal Code of Canada will be excluded from the Collection.

If a customer feels that an item in our collection falls outside the criteria outlined in this policy, they are invited to complete ~~Customers may request a review for items currently in the Collection by completing~~ a "[Request for Reconsideration](#)" Form. All Requests for Reconsideration will be reviewed by the staff responsible for the Collection in accordance with the Collection Management Policy. Their decision will be communicated to the requestor. Customers who are not satisfied with the response can submit an appeal to the C.E.O and subsequently the Library Board. The final decision on any challenge to the Collection rests with the Library Board.

Implementation

This Policy shall be implemented by the C.E.O. The responsibility for collection management is vested in the office of the C.E.O., which delegates activity to staff.



Policy Name	Collection Management		
Section & Number	Board G-04	Effective Date	1993-06-17
Motion Number	2023-135	Last Review	2024-09-19
Author	Manager, ICT	Next Review	2025

Policy Statement

The purpose of this policy is to provide an overall framework for the development of the Library's collections and is the basis for collection planning and budgeting.

Scope

The St. Catharines Public Library's Collection Management Policy supports the Library's mission and strategic goals. This policy applies to all formats in the Library collection, including print, non-print, audio-visual and electronic materials.

1. The library provides accessible collections of physical and digital materials that are responsive to the needs and interests of our diverse community including a variety of alternative formats and multilingual materials.
2. The Collection shall be balanced and represent diverse points of view and may include materials that some members of the public consider to be controversial in nature.
3. The presence of an item in the Collection does not indicate an endorsement of its contents by the Library, but rather is an affirmation of the principle of intellectual freedom as embodied in the [Canadian Federation of Library Associations' Position Statement on Intellectual Freedom and Libraries](#) as well as its [Position Statement on Diversity and Inclusion](#).

4. It may happen that materials in the Collection meet the needs of students, but this is not the primary reason for their selection. It is the responsibility of schools to provide materials which support their curricula.
5. The library develops physical and digital collections which include, but are not limited to, the following areas: fiction and non-fiction for adults, young adults (YA) and children, books, movies, music, magazines, newspapers, video games, local history and the Library of Things (a collection of non-traditional materials).
6. The staff is responsible for developing profiles for each area of the Collection to further define the scope of the collections. These profiles are tools for collection development and evaluation.
7. The library participates, where appropriate, in consortia and in pools to broaden the scope and size of the Collection.
8. To provide users with print disabilities with a broader selection the library works with the Centre for Equitable Library Access (CELA).
9. Recognized, professional standards will be used to determine the appropriate size of the Collection. Planning for budgets and facilities must reflect these standards.

Definitions

For the purpose of this Policy, the following definitions shall apply:

1. The Collection – all materials at the St. Catharines Public Library in various formats available and accessible to the public.
2. A collection – a subset of the Collection (e.g., adult fiction collection).
3. Selection – the identification of titles/materials suitable for inclusion in various collections.
4. Acquisition – the actual purchase, lease, or subscription of materials which have been selected for inclusion in the various collections.
5. Access – the means used to make materials available in an organized manner to the public.
6. Maintenance – the inventory, disposal, replacement, repair, and preservation of materials in the collections.

Regulations

1. The Library Board supports the individual's right to intellectual freedom as embodied in the [Canadian Charter of Rights and Freedoms](#).
2. The [Canadian Federation of Library Associations' Statement on Intellectual Freedom and Libraries](#), [Statement on Diversity and Inclusion](#), and the [Ontario Library Association's Statement on the Intellectual Rights of the Individual](#) are endorsed by the Library Board.
3. The Library complies with any applicable law enacted at the federal, provincial or municipal level, and therefore does not collect or maintain items which have been judged obscene or pornographic, or have been banned by the courts. The relevant sections of the [Criminal Code of Canada](#) are sedition, hate propaganda and obscenity.

Responsibility

1. The Library Board delegates the overall responsibility for the Collection to the Chief Executive Officer (C.E.O.) and through the C.E.O. to managers and staff.
2. Selection responsibility for specific portions of the Collection may be delegated to staff.

Operational Guidelines

The Collection will be developed, assessed, and maintained in accordance with the selection criteria and guidelines outlined below.

A. Selection

1. In selecting materials, staff will use library data, public library trends, professional resources, judgment, advice from the community, knowledge and experience.
2. What is ordered, and what remains in the collections, is based on the following criteria:
 - public and/or anticipated demand and current trends
 - importance of subject matter in relation to community needs
 - relation to existing collections and other materials on a subject
 - quality, clarity, comprehensiveness and accuracy of materials
 - Canadian content and perspective
 - suitability of physical and/or digital form for library use

- publication, creation or release date
- timeliness or permanence of the work
- availability of funds and space
- availability of materials in other libraries, or from other easily and freely accessible resources
- educational or recreational technologies that may be inaccessible or cost prohibitive
- accessibility criteria and features

An item need not meet all of the above criteria in order to be acceptable. Items that do not meet these criteria may be purchased to meet community needs.

B. Acquisitions

The criteria and parameters used for the acquisition of materials selected for inclusion in collections will include price, format and availability. In selecting a vendor, consideration will be given to discounts and performance.

C. Access

Professional standards (e.g., Dewey Decimal Classification) will be used to ensure the integrity of data within the catalogue.

D. Maintenance

1. An up-to-date, aesthetically pleasing and useful Collection is maintained through a continual maintenance process.
2. The Library continually identifies items from its collections for discard based upon the following criteria:
 - a Item's subject is outdated
 - b Item is no longer of interest or in demand
 - c Overabundance of an item or subject as interest wanes
 - d Worn or damaged copies
3. Replacement of Library materials shall depend on demand for the title, availability of the title, availability of more current material on the subject, and the extent to which the subject is already covered in the Collection.
4. Withdrawn materials may be donated, recycled, discarded or sold.

E. Suggestions, Donations and Gifts

- **Suggestions:** The Library encourages customer participation in the shaping of the Collection. Customers may place formal requests for the purchase of collection materials by completing a "[Suggest a Purchase](#)" form provided by the Library. Suggestions are referred to staff responsible for the Collection and considered according to the Library's selection criteria.
- **Donations:** In general, donations of items to the St. Catharines Public Library are not accepted due to costs associated with evaluating and processing such items.
Exceptions may be made for items of local historical significance (e.g., local history books, photographs, and postcards). All donations are subject to terms and conditions outlined in [Gifts in Kind \(F03\) Policy](#). Donations shall become the property of the Library and may be disposed of in the future at the discretion of the Library, subject to this Policy.
- **Gifts:** The Library welcomes gift copies of work from local authors, recording artists and filmmakers, provided they are submitted in a format currently supported. Items that are not added to the Collection are not returned, but rather donated, recycled, discarded or sold. The Library cannot accept imposed conditions relating to any item (e.g., consignment, return).

F. Request for Review

The Library is a resource where many points of view and modes of expression can be examined without hindrance. While people have the right to reject for themselves items of which they do not approve, they do not have the right to restrict the freedom of others.

The following will not cause an item to be automatically included or excluded from the Collection:

- race, religion, sexual orientation, gender identity, nationality or political views of an author or creator
- frankness or coarseness of language
- controversial content
- endorsement or disapproval of an individual or group
- language in which the work is written or spoken

Items which have been judged obscene or pornographic, banned by the courts or breach legislation such as the Ontario Human Rights Code or the Criminal Code of Canada will be excluded from the Collection.

If a customer feels that an item in our collection falls outside the criteria outlined in this policy, they are invited to complete a "[Request for Reconsideration](#)" Form. All Requests for Reconsideration will be reviewed by the staff responsible

for the Collection in accordance with the Collection Management Policy. Their decision will be communicated to the requestor. Customers who are not satisfied with the response can submit an appeal to the C.E.O and subsequently the Library Board. The final decision on any challenge to the Collection rests with the Library Board.

Implementation

This Policy shall be implemented by the C.E.O. The responsibility for collection management is vested in the office of the C.E.O., which delegates activity to staff.

Board Member Expenses Policy

submitted by Ken Su, CEO and Lisa DiDonato, Business Administrator

Recommendation

THAT the Board approve the Board Members Expenses Policy as revised

Background

The current policy, which was last reviewed and approved in November 2020 (Motion #: 2020-97), is due for its routine four-year review. The proposed amendments aim to ensure clarity, address gaps, and reflect updated practices regarding the types of expenses eligible for reimbursement and the procedures involved.

Update

The highlighted sections in the attached policy indicate the additions, while the strikethroughs show the deletions made during the review process.

The updates are proposed to:

- Clarify the scope of reimbursable expenses for volunteer Board members.
- Ensure consistency with other policies, such as F-05 (Travel and Expense).
- Provide clear guidelines for addressing specialized dependent care, ensuring inclusivity for members with specific needs.
- Strengthen accountability measures to prevent misuse of funds.

Key revisions include:

1. Clarifications on eligible and ineligible expenses, such as public transit fares, specialized transport options, and exclusions for meal and office supplies reimbursements.
2. A statement reinforcing compliance measures and eligibility for reimbursement.

ST. CATHARINES PUBLIC LIBRARY BOARD

POLICY

Section Number: General G-23	Subject: Library Board Member Expenses	Motion#: 2020-97
Policy Level: Library Board	Author: CEO	Review: 4 years
Approval Date: 2020-11-19	Last Review:	Next Review: 2024
Notes: Approved at the Board Meeting of November 19, 2020.		

POLICY STATEMENT

The purpose of this policy is to establish the guidelines for reimbursing volunteer St. Catharines Public Library Board (Board) members for reasonable expenses directly related to approved Library business.

~~This policy allows for the reimbursement of eligible expenses incurred by volunteer members of the St. Catharines Public Library Board.~~

SCOPE

The Library Board recognizes the requirement to reimburse Board members for necessary and reasonable expenses incurred in performance of their duties

Definitions

Board Member: A Council-appointed volunteer member appointed by the Council of the City of St. Catharines to the St. Catharines Public Library Board.

Official Meeting means one of the following:

- i. A meeting of the St. Catharines Public Library Board.
- ii. A meeting of City Council, Budget Standing Committee, or any pillar committee, advisory committee, task force, or sub-committee, where a motion and / or minutes exist that show that the Member was specifically requested to attend on behalf of the St. Catharines Public Library Board.

Attendance: A Member shall be deemed present at an Official Meeting if the minutes of the meeting so indicate.

Child Care Expenses: Expenses incurred to provide care for one or more children during the time required to travel to and attend an Official Meeting.

Specialized Dependant Care Expenses: A dependant is deemed to have specialized needs if the Member provides a certificate signed by a health care practitioner, which states that the dependant requires specialized care during the Member's absence from

the home. This clause allows for the reimbursement of dependent care expenses in excess of the normally permitted Child Care Expenses. This exception is available for people caring for children or adults requiring specialized care (e.g. a partner, parent or adult child).

Eligible Expenses

Members that are appointed by virtue of their appointment to, affiliation with, or employment by, another organization or body are not eligible to be reimbursed by the Library for any expenses that ordinarily be reimbursed by the other organization or body.

Upon submission of any required documentation, Members are eligible to be reimbursed for the following expenses, in accordance with this Policy:

Child Care Expenses

Child Care expenses for one or more children between 0 and 12 years of age incurred to attend Official Meetings are eligible to a per hour maximum of the hourly minimum wage as set by the Province of Ontario. The amount of time eligible for reimbursement will be calculated by the length of Attendance at an Official Meeting plus up to a maximum of a quarter hour for travel time in each direction.

Specialized Dependant Care Expenses

Specialized Dependant care expenses (for persons with exceptional needs) incurred to attend Official Meetings are eligible to a maximum of \$40.00 per hour. The amount of time eligible for reimbursement will be calculated by the length of Attendance at an Official Meeting plus up to a maximum of a quarter hour for travel time in each direction.

A certificate signed by a health practitioner is required to be eligible for reimbursement of Specialized Dependent Care Expenses. Existing certificates obtained for other purposes may be sufficient documentation and the Member should consult with the C.E.O. prior to obtaining a certificate.

Travel-Related Expenses

i. Public Transit / Paratransit

Public Transit and Paratransit fares to and from Official Meetings are eligible expenses. The amounts reimbursed will be solely for any single use or cash fares paid. The Policy does not reimburse the expense of purchasing monthly passes or multi-ride cards, but rides used on multi-ride cards may be eligible. Proof of payment must be provided.

a) A bus transfer or time-stamped multi-ride card must be provided as proof of payment for a Transit fare.

b) A copy of the confirmation of ride must be provided as proof of payment for a Paratransit fare, or approved alternative documentation.

As an accommodation for Members with mobility limitations that would ordinarily take Paratransit, reimbursement of an Accessible Taxi or Private Transportation Company fare will be provided if the Member is unable to secure Paratransit due to availability of Paratransit. Members are expected to take all reasonable steps to arrange for Paratransit. Proof of payment must be provided.

ii. Mileage and Other Travel Related Expenses

~~Mileage and parking for Members to attend Official Meetings is not eligible for reimbursement. Members who are required to travel to sites as part of their work on the Library Board may be eligible to be reimbursed for mileage, at the same rate as paid to Library employees; these expenses should be discussed in advance with the C.E.O. to confirm eligibility. Members are expected to consider the most economical modes of travel as may be practical for their particular situation.~~

Members of the Board will be reimbursed for reasonable travel and other expenses directly related to approved Library business as outline in Policy F-05 Travel and Expense.

Ineligible Expenses

~~The following are examples of expenses that are not eligible for reimbursement under this Policy:~~

- ~~i. Expenses which are paid directly by the Library, such as training or conference fee which Members are required to take in order to serve on the Library Board.~~
- ~~ii. Mileage for Members to attend Official Meetings is not eligible for reimbursement.~~
- ~~iii. Expenses incurred to prepare or support claims forms, including the cost to obtain any required documentation (e.g. certificates required from health care practitioners).~~
- ~~iv. Expenses such as meals, office supplies, technology, phone expenses, and other out of pocket expenses are not eligible for reimbursement.~~

~~Members that are appointed by virtue of their appointment to, affiliation with, or employment by, another organization or body are not eligible to be reimbursed by the Library for Eligible Expenses if the Member would ordinarily be reimbursed by the other organization or body.~~

Compliance

~~Misuse of this Policy, including submission of fraudulent claims, may result in any or all of the following actions:~~

- ~~• Refusal to reimburse the Member for the claimed expenses.~~
- ~~• The Member being ineligible to submit claims in the future.~~
- ~~• The Member reimbursing the Library for such claims and any related costs.~~

- ~~• The Member being removed from the Library Board.~~
- ~~• The incident being referred to the appropriate authorities for potential legal action.~~

Implementation

~~The Policy shall be implemented by the C.E.O. and Business and Facilities Administrator. The ability to have eligible expenses reimbursed under this Policy is dependent upon annual approval of funding within the Library's Operating Budget. If funding is not approved in any given year, eligible expenses may not be reimbursed and the application of this Policy may be temporarily suspended without notice.~~



Policy Name	Library Board Member Expenses		
Section & Number	General – G23	Effective Date	2020-11-19
Motion Number	2020-97	Last Review	2024-09-29
Author	CEO	Next Review	2028

Policy Statement

The purpose of this policy is to establish the guidelines for reimbursing volunteer St. Catharines Public Library Board (Board) members for reasonable expenses directly related to approved Library business.

Scope

The Library Board recognizes the requirement to reimburse Board members for necessary and reasonable expenses incurred in the performance of their duties.

Definitions

Attendance – A Member shall be deemed present at an Official Meeting if the minutes of the meeting so indicate.

Board Member – A volunteer member appointed by the Council of the City of St. Catharines to the St. Catharines Public Library Board.

Child Care Expenses – Expenses incurred to provide care for one or more children during the time required to travel to and attend an Official Meeting.

Official Meeting – A meeting that meet one of the following criteria:

- i. A meeting of the St. Catharines Public Library Board.
- ii. A meeting of City Council, Budget Standing Committee, or any pillar committee, advisory committee, task force, or sub-committee, where a motion and / or minutes exist that show that the Member was specifically requested to attend on behalf of the St. Catharines Public Library Board.

Specialized Dependent Care Expenses – A dependent is deemed to have specialized needs if the Member provides a certificate signed by a health care practitioner, which states that the dependent requires specialized care during the Member's absence from the home. This clause allows for the reimbursement of dependent care expenses in excess of the normally permitted Child Care Expenses. This exception is available for people caring for children or adults requiring specialized care (e.g. a partner, parent or adult child).

Operational Guidelines

Members that are appointed by virtue of their appointment to, affiliation with, or employment by, another organization or body are not eligible to be reimbursed by the Library for any expenses that ordinarily be reimbursed by the other organization or body.

Upon submission of any required documentation, Board Members are eligible to be reimbursed for the following expenses, in accordance with this Policy:

Child Care Expenses

Child Care expenses for one or more child between 0 and 12 years of age incurred to attend Official Meetings are eligible to a per hour maximum of the hourly minimum wage as set by the Province of Ontario. The amount of time eligible for reimbursement will be calculated by the length of Attendance at an Official Meeting plus up to a maximum of a quarter hour for travel time in each direction.

Specialized Dependant Care Expenses

Specialized Dependant care expenses (for persons with exceptional needs) incurred to attend Official Meetings are eligible to a maximum of \$40.00 per hour. The amount of time eligible for reimbursement will be calculated by the length of Attendance at an Official Meeting plus up to a maximum of a quarter hour for travel time in each direction.

A certificate signed by a health practitioner is required to be eligible for reimbursement of Specialized Dependent Care Expenses. Existing certificates obtained for other purposes may be sufficient documentation and the Member should consult with the C.E.O. prior to obtaining a certificate.

Public Transit / Paratransit

Public Transit and Paratransit fares to and from Official Meetings are eligible expenses. The amounts reimbursed will be solely for any single use fares paid.

The Policy does not reimburse the expense of purchasing monthly passes or multi-ride cards, but rides used on multi-ride cards may be eligible. Proof of payment must be provided.

As an accommodation for Members with mobility limitations that would ordinarily take Paratransit, reimbursement of an Accessible Taxi or Private Transportation Company fare will be provided if the Member is unable to secure Paratransit due to availability of Paratransit. Members are expected to take all reasonable steps to arrange for Paratransit. Proof of payment must be provided.

Mileage and Other Travel Related Expenses

Mileage and parking for Members to attend Official Meetings is not eligible for reimbursement.

Members of the Board will be reimbursed for reasonable travel and other expenses directly related to approved Library business as outline in Policy F-05 Travel and Expense.

Implementation

The policy will be implemented by the C.E.O. and the Business Administrator.

SCPL Business Continuity Plan

submitted by Ken Su, CEO

Recommendation

THAT the Board approve the draft Business Continuity Plan.

Background

In June 2023, the Board approved the Library's risk management policy, followed by the subsequent approval of the risk management plan and risk register. These approvals marked significant steps forward in our efforts to proactively identify, assess, and manage risks that could potentially impact the Library's operations. Building on these foundations, Staff developed the Library's draft Business Continuity Plan (BCP) to further support our risk management framework.

Update

The attached BCP is designed to ensure the continued operation of essential library functions in the event of a disruption, such as a natural disaster, utility outage, or cyberattack. It provides comprehensive guidelines for maintaining critical services, ensuring staff and public safety, and facilitating a timely recovery to normal operations.

The Plan outlines specific responsibilities, response procedures, and recovery strategies to mitigate the impact of disruptions on the Library's services. Development and implementation of this BCP reinforce our commitment to operational resilience and our ability to serve the community, even in challenging circumstances.

The Plan is a living document, reviewed every 4 years and updated to reflect changing operational needs.

The Disaster Recovery Plan, Crisis Communications Plan, and Action Plans for each item identified in the Risk Register, as mentioned in the BCP, have all been developed. Due to confidentiality reasons, some documents are not included in this report but have been uploaded to the Board folder for review and reference.



SCPL Business Continuity Plan

Executive Summary

This **Business Continuity Plan (BCP)** provides a framework to ensure the uninterrupted delivery of essential library services in the event of a disruption. The plan is designed to safeguard the Library's operations, assets, staff, and customers by outlining strategies for risk mitigation, preparedness, response, and recovery.

Key Objectives:

1. **Continuation of Library Services:** Ensure essential services such as payroll, accounts payable, and IT infrastructure remain functional, even during periods of limited staff availability or operational disruptions. Services to the public will continue where feasible, though modifications or temporary cancellations may be required.
2. **Safety and Well-Being:** The Library prioritizes the safety of its staff and customers, ensuring compliance with occupational health and safety standards, and providing a safe environment for all.
3. **Risk Management and Mitigation:** The plan outlines processes to identify and mitigate risks, including natural disasters, cyberattacks, and utility outages. A risk register (already approved by the Board and will provide an update to the Board regularly) is regularly updated to track and monitor potential hazards.

BCP Components:

- **Risk Mitigation:** The Library maintains a proactive approach, ensuring core facility systems and IT services are supported by a robust Disaster Recovery Plan.
- **Preparedness:** Staff training and key policy reviews are conducted annually to ensure readiness. Management is responsible for maintaining key contacts and relevant information.

- **Response:** During a disruption, essential services are prioritized, and communication with staff, vendors, and the public is guided by the Library's Crisis Communication Plan.
- **Recovery:** The recovery process involves restoring services, resuming normal operations, and conducting debriefings to assess and improve future responses.

Decision-Making Principles: The Library follows a cautious approach to resuming services, emphasizing staff and community safety while remaining fiscally responsible and compliant with legal authorities.

The BCP is a living document, annually reviewed and updated to reflect changing operational needs. It is essential for ensuring the Library's resilience and continued service to the community in the face of potential disruptions.

Introduction

This Business Continuity Plan (BCP) provides guidelines to ensure the continuing operation of some or all of the Library's functions should there be a disruption. In the event of a disruption of operations which interferes with the Library's ability to conduct business at one or multiple branch location(s), this BCP is to be used by responsible individuals to coordinate the business recovery of their respective operations to an acceptable level. The BCP is designed to contain, or provide reference to, all of the information that might be needed at the time of a business recovery.

Considerations made in the design of this Plan include: natural disaster, utility outage, staff shortage, pandemic, civil unrest, cyberattack or other type of emergency. It is important to ensure that core business activities of the Library can be maintained at an acceptable level for an acceptable period of time with limited staff due to a disruption.

Scope

The BCP applies to all situations where library facilities, assets, employees, volunteers, contractors, services, and customers are affected as a result of a disruption. Ensuring that this BCP is annually reviewed and up-to-date is imperative for the Library to be prepared to conduct business during a disruption.

Objectives

The objectives of this plan is to facilitate the continuation of operations of the Library's functions in a timely and organized manner, to ensure the safety and well-being of staff and customers, and to protect the Library's assets and vital records.

Continuation of library services to the public: In the event of a disruption, continuity of library services to the public is a priority. The Library recognizes a disruption may require temporary modification or cancellation of programs and/or services, and closure of branches, but is committed to continuing to provide services when possible.

Safety and well-being: The Library is committed to everyone's safety and well-being and will take all necessary steps to provide staff a safe and healthy environment.

Staff are expected to comply with all occupational health and safety measures and communicate with their managers when having questions or concerns.

Essential services: In the event of a disruption, continuity of these essential services are a priority. Essential services include payroll, accounts payable, routine monitoring of library facilities and infrastructure, communications, and IT network.

Assumptions

The following assumptions were made when creating this plan:

- A disruption has occurred that affects the Library's normal business operations;
- There is limited or no access to library facilities and/or infrastructure;
- Documents and equipment may become inaccessible;
- Some staff are available to continue operations.

BCP Components

The Library's BCP consists of four components:

Risk Mitigation: Actions taken to reduce risks that may potentially disrupt the Library's operations.

- The Library has a Risk Management Policy and maintains a risk register to monitor ongoing hazard and promote risk mitigation. Staff provide updates and recommendations on the risk register to the Library Board semi-annually.
- Facilities ensures the maintenance of core facility system, such as fire alarm, sprinklers, security alarms, and HVAC.
- Department of Innovation, Collections and Technology develops and maintains a Disaster Recovery Plan.
- The Business Continuity Committee completes and reviews action plan for each item in the risk register.
- The Library conducts fire drills annually.

Preparedness: Actions taken prior to a disruption to prepare staff, gather information, develop relevant policies and procedures, and organize training.

- The Library reviews its BCP including appendix as well as other relevant policies and procedures annually.
- Each member of the Management team is responsible for ensuring that a list of key contacts and relevant information for their area of responsibility is readily available in digital format kept in separate secure locations.

Response: Actions taken during a disruption and ensure continuity of operations when possible. The Business Continuity Committee review and complete action plan items.

Key Considerations for Business Operations

- Identify processes for maintaining or restoring essential services.
- Establish security needs during the length of the disruption.
- Ensure staff are aware of all relevant policies and procedures.
- Identify and supply staff with appropriate PPE.
- Adjust shipping and delivery both internally and externally.
- Adjust budget priorities, financial and cash handling procedures, including but not limited to, payroll, accounts payable, etc.
- Maintain a lens to equity, accessibility, and inclusion in all decision making.

Key Considerations for Library Services

- Consolidation of service points, redeployment of staff
- Adjustment to open hours and/or implementation of modified/limited services
- Cancellation/re-scheduling/modification of programs and meeting space bookings as needed
- Continuation of materials selection and ordering process and program planning
- Adjust materials borrowing parameters
- Consider expansion of telephone service to accommodate those without internet

Key Considerations for Communications

- The Library's Crisis Communication Plan will guide internal and external communications.
- Rely on support from key collaborators to extend reach of messages.
- Whenever possible, communication drives to a single source of truth (website and Intranet) to reduce errors and discrepancies.

- Prioritize digital and automated communication methods via website, social media, eNewsletter, phone etc.
- Change of greetings/phone options (if available) to reflect the current situation and adjust as necessary
- Post print notices at locations where possible
- Address needs of persons with disabilities in communication to meet AODA requirements

Recovery: Actions taken after a disruption to restore normal operations, debrief, and review action plan items.

Recovery is a coordinated process of supporting affected library services in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing. This includes, but is not limited to:

- Clear communication with all parties with frequent status updates
- Gradual expansion of service points and the capacity necessary to pre-disruption levels as appropriate.
- Reintroduction and/or adjustment to other services that were suspended or altered.
- Recalling of staff affected by consolidation.
- Develop a staged recovery process as needed.
- Hold a debrief to collect relevant data, feedback and learnings from key stakeholders.

Responsibilities

Chief Executive Officer

The Library is governed by a nine-member Board that employs its sole employee who is the Chief Executive Officer (CEO) of the Library and is responsible for operations of the Library.

The CEO is responsible for:

- Ensuring the BCP is annually reviewed and updated, as applicable, including all appendices to the Plan;
- Coordinating changes and communicating to the Management team when certain changes require them to update their solutions;
- Providing periodical updates to the Library Board, elected officials, and the City.

Business Continuity Committee

The Business Continuity Committee consists of:

- CEO
- Business Administrator
- Administrative Assistant
- Manager of Customer Service
- Assistant Manager of Customer Service
- Manager of Facilities
- Manager of Human Resources
- Manager of Innovation, Collections, and Technology
- Manager of Programming and Promotions

and is responsible for:

- Annually reviewing the adequacy and appropriateness of the Library's BCP;
- Assessing the impact on the BCP of additions, reductions, or changes to existing business functions, library policies and procedures, equipment, and facilities requirements;
- Keeping recovery team personnel assignments current by monitoring promotions, transfers, and terminations;
- Communicating all changes to the BCP to ensure all relevant procedures and documentations are updated accordingly;
- Ensuring all relevant trainings are provided to staff and organizing practice exercises and awareness programs.
- In the event of a disruption or crisis event, an event log will be developed and kept by Administrative Assistant allowing for debrief following the event and to establish a record.

Individual Department

Each department is responsible for:

- Identifying, planning and developing redundancies for its operations;
- Multitasking of its staff;
- Ensuring ability to transfer staff and tasks when needed;
- Working with other departments in service delivery.

Decision-Making Guiding Principles

The following principles will guide the Library's decision-making:

- We will be conservative and thoughtful in our approach.

- We will prioritize the safety of staff and the community.
- Our decisions and actions will comply with direction from the appropriate legal authorities.
- We will adapt and evolve services as required to meet community needs as the circumstances change.
- We will not rush to resume services.
- We will be socially and fiscally responsible.

Plan Decision-Making Checklist

Notification

On first becoming aware of a possible disruption, the relevant department manager is required to assess the situation and if the disruption is likely to impact operations, the CEO should be notified immediately by phone and where possible, with a follow-up email or an in-person briefing that details key issues listed below:

- Nature of the incident
- Describe business functions impacted
- Facilities and/or equipment impacted
- Staff impacted or required
- Any actions taken
- Any media involvement
- Any resources needed

Elements of the BCP can be implemented at the department level, where appropriate to address immediate response requirement.

Assessment

On receipt of a notification of potential disruption, the CEO will:

- Notify the Management team;
- Confirm the details of the incident and appropriate media strategies;
- Conduct preliminary impact assessment;
- Determine if the BCP needs to be activated.

Activation

During a disruption, the CEO is to review the preliminary information and if deemed necessary, the BCP will be activated by the CEO. If the CEO is unavailable, the BCP can be activated by the Business Administrator.

Once the plan has been activated, communications with staff and with vendors must be maintained.

Communications

The timeliness of communicating with the media and staff is critical. Prompt reporting to and liaison with the Management team is in the best interests in terms of allowing for the preparation of an appropriate communication.

Internal Communication Procedures

Information gathered by individual department needs to be provided to the Management team.

Management team will review the information available and prepare proper memo/announcement that will be sent to all staff.

The CEO will provide ongoing updates to the Board, elected officials, and the City.

External Communication Procedures

Based on the information, the CEO will work with the Communications Specialist to provide updates to the media. All media enquires are to be forwarded to the CEO.

Post-Disruption Process

Immediately after the disruption

Have a quick discussion/summary of the disruption and actions taken

Within a few weeks of the disruption

Have an in-depth discussion of the disruption and actions taken, conduct a review what happened so everyone understands what did or did not occur and

why. The goal of this detailed discussion is to improve proficiency and ensure future disruptions will be handled effectively and efficiently.

Some questions can be discussed, such as:

What was planned in BCP? What actually happened during the disruption? Why did it happen? What can we do next time (identify strengths and weaknesses)? Who needs to be involved? Should we update the BCP?

Plan Practice, Maintenance and Review

It is critical that library staff conduct regular exercise to ensure they are familiar with the plan. And it is also equally important to review the plan on an ongoing basis to ensure that the plan is relevant and useful.

Training Schedule Sample

Training Date	Department	Comments

Review Schedule Sample

Review Date	Comments	Reviewed By

Appendix

Personnel and Vendor Information Sample

Organizational Chart



Staff Contact List (Department List)

Administration

Staff Name	Position	Phone #1	Phone #2

Customer Service

Staff Name	Position	Phone #1	Phone #2

Programming and Promotions

Staff Name	Position	Phone #1	Phone #2

Facilities

Staff Name	Position	Phone #1	Phone #2

Innovation, Collections and Technology

Staff Name	Position	Phone #1	Phone #2

Emergency Contact List

Name	Position	Phone #1	Phone #2	Personal Email

Vendor Contact List Sample

Department	Function/Service	Vendor	Contact Name	Contact Phone	Notes
Administration	Payroll	ADP			
Administration	Finance	Sage			
Programming	Room Booking	LibCal			

Action Plan Template Sample

Risk # 1	
Risk Category	External Risk Financial Risk Reputation Risk Operational Risk Personnel Risk Strategic Risk Technology Risk Legal and Governance Risk Etc.
Risk Level	Severe: Loss of key business functions and extensive damage to infrastructure Major: significant impact on key business functions and damage to infrastructure

	<p>Moderate: Moderate impact on key business functions and some damage to infrastructure</p> <p>Minor: Minimal impact on key business functions and little to no impact on infrastructure</p> <p>Insignificant: negligible impact on key business functions and no impact on infrastructure</p>
RTO	<p>Severe: 1+ Month</p> <p>Major: 1+ week</p> <p>Moderate: 1+ day</p> <p>Minor: 1+ hour</p> <p>Insignificant: Immediate</p>
Business Functions Affected	
Potential Impact	
Actions	Before
	Immediate
	During
	After
Resource Requirements	<p>Communications:</p> <p>Finance:</p> <p>IT:</p> <p>HR:</p> <p>...</p>
Staff Requirements	
Potential Identifiable Pattern	<p>Same disruption happened before</p> <p>Similar or potentially related disruption happened before</p> <p>No clear pattern</p>

Risk #2	
Risk Category	<p>External Risk</p> <p>Financial Risk</p> <p>Reputation Risk</p> <p>Operational Risk</p> <p>Personnel Risk</p> <p>Strategic Risk</p> <p>Technology Risk</p>

		Legal and Governance Risk Etc.
Risk Level		Severe: Loss of key business functions and extensive damage to infrastructure Major: significant impact on key business functions and damage to infrastructure Moderate: Moderate impact on key business functions and some damage to infrastructure Minor: Minimal impact on key business functions and little to no impact on infrastructure Insignificant: negligible impact on key business functions and no impact on infrastructure
RTO		Severe: 1+ Month Major: 1+ week Moderate: 1+ day Minor: 1+ hour Insignificant: Immediate
Business Functions Affected		
Potential Impact		
Actions	Before	
	Immediate	
	During	
	After	
Resource Requirements		Communications: Finance: IT: HR: ...
Staff Requirements		
Potential Identifiable Pattern		Same disruption happened before Similar or potentially related disruption happened before No clear pattern

Sample Memo Sent to Staff

MEMO

To: All Staff
From: Business Continuity Committee
Date: December 21, 2023, 3:45 pm
Subject: Operational Update

Time and Attendance

- Staff will be paid by direct deposit on regularly scheduled pay deposit dates.
- Starting January, timesheets are prepared on THURSDAY for a FRIDAY pickup.
- Include all Sunday Service hours on timesheets.

Delivery

- December 27 - NO DELIVERY
- December 28 - Facilities will pickup mail
- December 29 - NO DELIVERY
- Starting January 2, 2024, delivery will resume its regular routes with the following exceptions:
 - Delivery will begin at 9 AM; and
 - Starting January 3, 2024 will start Tuesday-Saturday/Monday-Friday shifts.

Cash Handling Instructions

Wednesday, December 20 - Thursday, December 28

- Run an end of day receipt every day

- Ignore POS machines - if they start working, we'll figure that out then

Friday, Dec 29, 2023

- At close, run end of day, end of week receipts on cash register AFTER close of business
- Do photocopier report

Tuesday, January 2, 2024

- Complete weekly summary report - this will be for dates **Tuesday, December 15 - Friday, December 29**
- Must include all room rental payments, photocopier report
- Submit all donations - ensure none are still in your safe

FACILITIES WILL PICK UP CASH BAGS AFTER 11 AM ON TUES, JANUARY 2, 2024.

Health & Safety

- Monthly Inspection sheets have been given to branch monitors. **Please also inspect your fire extinguishers** - this is missing from the monthly inspection list distributed on Thursday, December 14, 2023.

Lending and Collections

Updates

- No book club in a bag until further notice.
 - Do not send customers to Central to pick up book club in a bag.
- We are working to restore Sierra.
- We are working to restore Libby/Overdrive.
- Check-outs will be processed by batches (i.e., staff will not have to manually key in check-out data).
- Direction on returns will come later. We understand storage may become a concern at some locations.

Action we need from locations

- If you have any handwritten circ data, please enter that into one of your wordpad files.
- Please continue to do manual check-outs by scanning patron and item barcodes into Wordpad files.
 - Any exceptions should go into a separate file (for example; linked cards).
 - One wordpad file per day. Please name in the following way: EAST LONDON Dec 20.
 - Please back these files up on a clean USB. A clean USB is a NEW USB that comes out of a fresh package.
- Please send any paper library card registration forms to Lending Services in interoffice mail.

Programming

- Offering drop in activities

Material Recovery Process

submitted by Joanna Spera, Customer Service Manager

For Information

Background

The Board Chair has requested a report providing some background information on the use of collection agency to assume material recovery for long overdue items and/or recovery of costs for lost or damaged materials. The St. Catharines Public Library has been using a collection agency for approximately 30 years. In 2008, the library switched providers, moving from Dixon to the Credit Bureau due to a more operationally efficient and automated process.

Material Recovery Process

The use of a collection agency is outlined in our Borrowing Policy approved by the Board (page 6 and 7). Notably from the policy: "Unpaid accounts of minors and under are forwarded to the collection agency in the name of the parent or guardian. The following customers are exempt from the collection agency process: teens ages 12-17 years old, Inter Library, Visiting Library and Temporary customers."

Customers are sent to a collection agency if they have an unpaid balance that is 30 days old and is \$50.00 or above. If customers make a payment or return the lost material (anything that results in a balance change), the count of 30 days will restart. Therefore, if customers are making payments of any amount on a regular basis, their account will not be sent to collections.

Customers receive a total of four notifications of overdue/lost items which is outlined in our Borrowing Policy:

- On the day an item is due, customers receive an auto renewal notice which outlines whether an item is renewed or if it is due.
- At 7 days overdue, customers receive their 1st overdue reminder
- At 14 days overdue, customers receive their 2nd overdue reminder
- At 21 days overdue, customers receive their lost bill which has the following information about debt collection:

Bill for Outstanding Charges: *Please make a payment or return lost materials within 30 days. A collection agency will be assigned to unpaid accounts over \$50.00 and a service charge of \$11.30 will be added at that time.*

This means that customers, after the final due date, can keep our materials for 51 days past the due date, which is over seven weeks. Depending on original loan periods and times items were renewed, the customer might have the items for approximately three and a half months before the account is sent to the agency. The unpaid balance in the customer account must exceed the threshold of \$50.00 before being forwarded to the collection agency. Although SCPL utilizes a collection agency to recover long overdue or damaged materials, it is quite difficult for a customer to be forwarded to the agency. At any time if the customer communicates with staff about circumstances or concerns, SCPL is committed to working with the customer on alternative solutions.

Material Recovery Process at Other Libraries

Using a collection agency in libraries is common practice; so much so that there are agencies that specialize in collection of library items and overdues. Prior to presenting Fine Freedom for All to the Board, a survey was conducted to ensure we are aligned with best practices for Fine Freedom and collection agency use.

Library	Agency	Threshold	Service Fee
Ajax Public Library	Yes	\$100	\$15
Barrie Public Library	No	Account suspended when items are lost at \$50 in value	
Burlington Public Library	Yes	\$50	\$15
Cambridge Public Library	Yes	\$100	\$6
Guelph Public Library	Yes	\$100	\$15
Hamilton Public Library	No	Account suspended at 25 items overdue	
Kingston Public Library	No	\$20 Looking at tightening up process	
London Public Library	Yes	\$40	\$15
Milton Public Library	No	Not Fine Free	
Mississauga Public Library	Yes	\$40	\$13

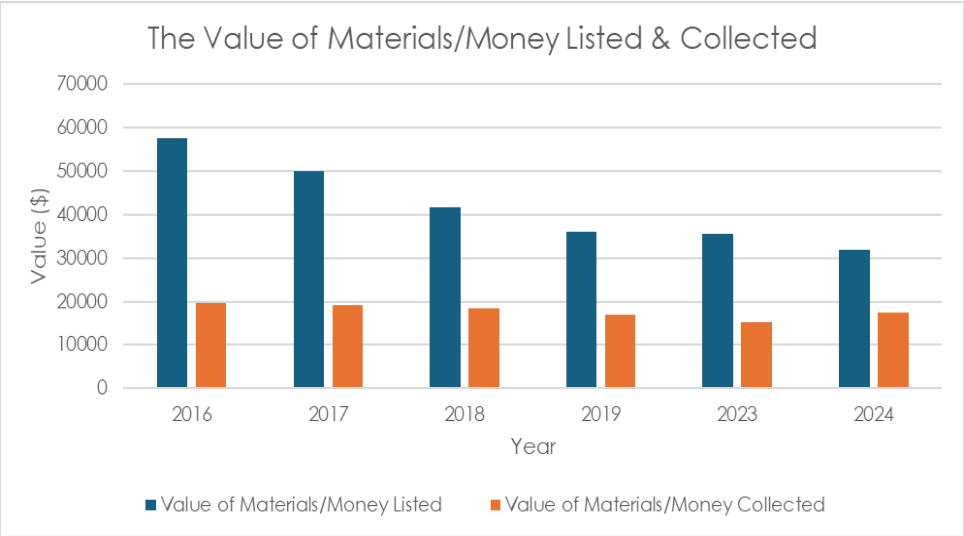
Pickering Public Library	No		Processing fee on each item returned late
Waterloo Public Library	Yes	\$50	\$15 + \$5 administration fee/item
Niagara Falls Public Library	Yes	\$100	\$10
Welland Public Library	No	-	

Using a collection agency communicates to customers that we value our materials and encourage the return of them. SCPL has a responsibility to the community to ensure we work with our current budget parameters and encourage prompt return of materials so that they are available to the rest in the community. Fine Freedom offers our customers the wonderful flexibility to enjoy materials without the pressure of fines. While most customers return items on time, we have a collection agency as a backup strategy to ensure materials are available for everyone.

Material Recovery Analysis

SCPL works with the Credit Bureau who charges 10% on lost items returned to the library and 50% on any money collected, including lost/damaged charges and service fee.

SCPL tracks the value of materials or money listed and the value of materials or money collected through the agency process. The results are summarized in the graph below, data for 2024 is as of July 31st:



The value of materials/money listed is specific to the year. The value of materials/money collected is the total received that year from all long overdue accounts, not just those listed in that year. However, most of the value recovered is from newer accounts. As time goes on after being listed, the likelihood of recovering the materials/money goes down.

Based on the data up to July 2024, staff project that the value listed and collected will exceed last year and perhaps 2019. This is dependant on the borrowing patterns of our customers. As our circulation increases, customers are borrowing more materials. With the Library of Things collection, SCPL now has more expensive materials than ever before in the past. These two factors increase the likelihood that a customer may be listed if materials are not returned. As such, when a higher value is listed, more materials/money are recovered since the collection agency is effective in getting some customers to return. It is also worth noting that even though the value of money listed is higher, SCPL is forwarding less customer accounts to collections than in the past (prior to fine freedom), therefore it is affecting a smaller pool of our customers. In 2023, there were only 1.1% of active borrowers that were forwarded to a collection agency and 0.93% in 2024 as of second quarter.

The collection agency offsets challenging conversations for staff, which improves staff wellbeing and doesn't exacerbate compassion fatigue, which leads to less staff turnover.

Customer Feedback:

Any recorded customer feedback is based on communication, rather than the act of using a collection agency. Sometimes customers misunderstand that their account is forwarded because materials have not been returned, and then once items are returned there is a balance of \$11.30 (agency fee). One customer feedback received was: "The customer was confused about having to pay a debt collection fee after being told the fee for her books would be removed once they were returned."

The use of a collection agency seems to be more well received since SCPL implemented fine freedom and raised the threshold to \$50.00. Customers seem more understanding and recognize that they forgot to return materials rather than being upset with the library for forwarding their account to a collection agency. Customers are relieved when they return materials or clear their accounts.

Conclusion

Staff are responding to the call to employ compassionate customer service to everyone in our community, while being mindful of our budget limitations. By doing so,

our customers benefit by having items readily available and ensuring new materials can be purchased. In addition, staff are empowered to make decisions in the name of good customer service, depending on the circumstances. If a customer expresses concerns about their overdue account, staff will work with that customer to come up with alternative solutions. On the whole, staff strive to maintain an even balance between compassion and accountability, with excellent customer service as the overall goal.