



St. Catharines Public Library Board

Regular Meeting

Thursday, March 20, 2025, 6:00pm
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 **Asset Management** – Eric Goforth, Senior Associate, Advisory Services, SLBC Inc. Motion

4. **Adoption of Minutes (attachment)**

4.1 Regular Meeting – February 20, 2025

Motion

5. **Monthly Updates (verbal)**

5.1 St. Catharines City Council

5.2 CEO Update – K. Su

6. **Consent Agenda (attachments)**

Motion

6.1 CEO Report – K. Su

6.2 Department Reports – February 2025

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

6.2(b) Innovation, Collections, and Technology – D. Bott

6.2(c) Programming & Promotions – H. Jones

6.2(d) Facilities – S. Mannella

6.3 Quarterly Progress Update on 2025 Work Plan (Q1) – K. Su

7. Discussion Reports (attachments)

- | | | |
|-----|--|--------|
| 7.1 | Policy (G-24) Children & Teens in the Library – J. Spera | Motion |
| 7.2 | Policy (F-06) Naming – K. Su | Motion |
| 7.3 | 2025 Asset Management Plan – L. DiDonato | Motion |

8. In-Camera Session

- | | | |
|-----|---|--------|
| 8.1 | In-Camera Agenda (attachment) | |
| | 8.1(a) Additions/Deletions to In-Camera Agenda | |
| | 8.1(b) Adoption of In-Camera Agenda | Motion |
| 8.2 | Motion to Move In-Camera | Motion |
| 8.3 | Adoption of In-Camera Minutes | |
| | 8.3(a) In-Camera Session – February 20, 2025 (attachment) | Motion |
| 8.4 | In-Camera Consent Agenda (attachment) | |
| | 8.4(a) Staffing Update (February 2025) – A. Maciukas | |
| 8.5 | In-Camera Discussion Reports | |
| 8.6 | Return to Open Session | Motion |

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

10. Motion to Adjourn Motion

11. Next Meeting / Upcoming Events

- Volunteer Appreciation Event – Wednesday, April 16, 2025 at 4:30pm, Mills Room, Central Library
- Board Meeting – Wednesday, April 16, 2025 at 6:00pm, Mills Room, Central Library & Microsoft Teams

ST. CATHARINES PUBLIC LIBRARY

ASSET MANAGEMENT PLAN

BOARD PRESENTATION
MARCH 20, 2025

AGENDA

- 1. Introduction**
- 2. Asset Portfolio**
- 3. Levels of Service**
- 4. Asset Management Strategy**
- 5. Financing Strategy**
- 6. Next Steps**

INTRODUCTION

Project Overview

SLBC will support SCPL in producing an AM Plan to meet O.Reg 588/17 July 1, 2025 Proposed Levels of Service timelines which will include the following assets:

- Facilities
- Information Technology
- Library Collection



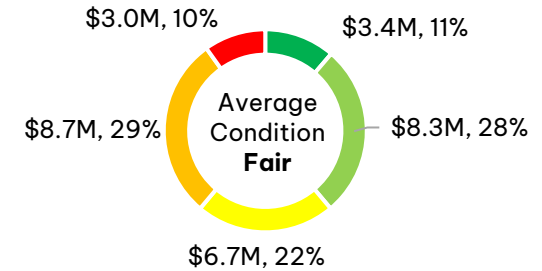
O.Reg 588/17 Requirements

State of Infrastructure (asset register)	Levels of Service (performance)	Lifecycle Management Strategy (including risk)	Financing Strategy	Implementation and Key Assumptions
<ul style="list-style-type: none"> • Inventory of assets, by category • Replacement cost of assets • Average age of assets • Condition of assets • Approach to assessing condition 	<p>Proposed LOS (performance) for each of the next 10 years:</p> <ul style="list-style-type: none"> • For community (qualitative) • By assets (quantitative metrics) <p>And why appropriate based on risk and affordability assessment</p>	<p>Lifecycle activities needed for each of the next 10 years to:</p> <ul style="list-style-type: none"> • Meet demand caused by growth or upgrade of existing assets • Maintain current LOS at least cost and acceptable level of risk 	<p>Cost of lifecycle activities needed for each of the next 10 years to:</p> <ul style="list-style-type: none"> • Meet demand caused by growth or upgrade of existing assets • Maintain the current LOS • Available funding, shortfalls, activities not funded, and risks 	<ul style="list-style-type: none"> • The risks and mitigation strategies associated with implementing the AM Plan • Explanation of key assumptions underlying the AM Plan that have not previously been explained

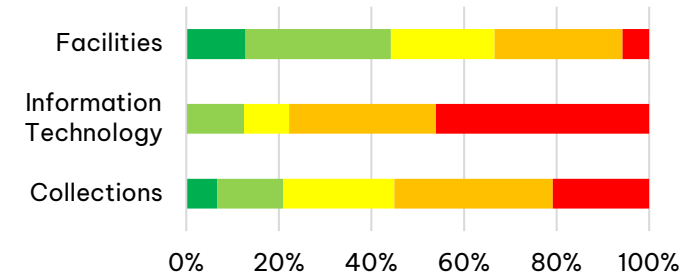
Asset Portfolio

The assets included in this AM plan are facilities, information technology, and library collections.

Asset Category	Asset Sub-Category	Replacement Value (M 2025 \$)
Facilities	Building Components	\$21,536,267
	Furniture & Fixtures	\$1,928,733
	Program & Maintenance Equipment	\$186,006
Information Technology	Hardware	\$923,178
	Network Infrastructure	\$74,186
	Software	\$64,142
Collections	Collections	\$5,431,163
Overall Replacement Value		\$30,143,675



Very Good Good Fair Poor Very Poor



Very Good Good Fair Poor Very Poor



Levels of Service

The following levels of service are intended to report on the performance of the library. They have been developed to align with the SCPL's Strategic Plan.

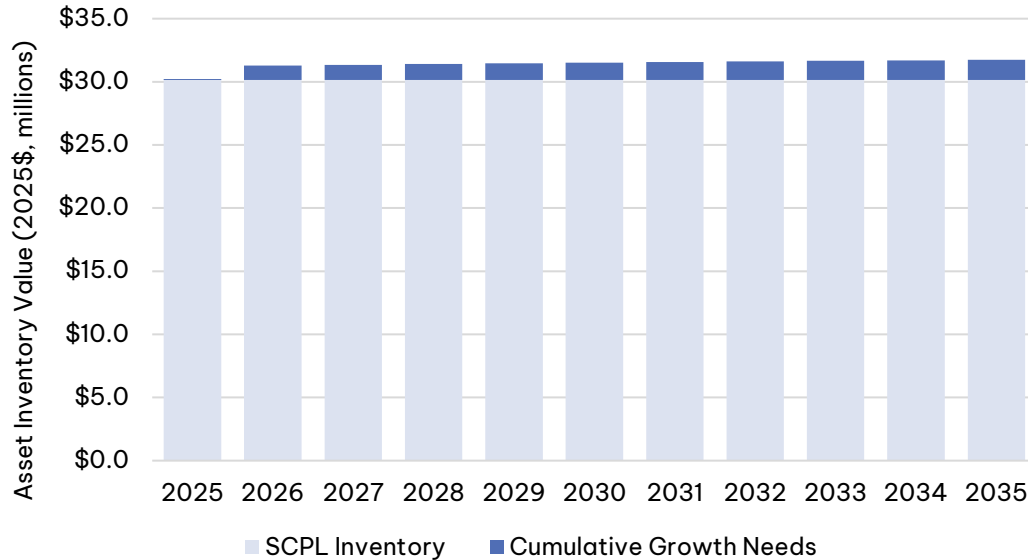
Strategic Plan Alignment	Technical Level of Service Measure	Performance		
		2023	2024	2034 Target
Literacy in Bloom	Titles held per capita	1.4	1.33	Maintain provincial average (2023 \$1.5)
People in Bloom	Turnover rate (print volumes)	5.8	6.07	Maintain provincial average (2023 4.4 ²)
Experience in Bloom	Circulation per capita	6.05	6.19	Maintain provincial average (2023 5.72 ²)
	Number of security incidents	N/A	419	Decrease
	% of assets in fair or better condition	N/A	61.1%	Maintain
Community in Bloom	Local operating support per capita	\$45.35	\$48.55	Increase to be consistent with average across province (2023 \$51.63 ¹)
	Total operating expenditures per capita	\$45.44	\$52.02	Increase to be consistent with average across province (2023 \$55.09 ¹)
	Utilities costs per square footage	\$2.40	\$2.42	Maintain with rate of inflation
	Repairs and maintenance costs per square footage	\$1.62	\$1.69	Maintain with rate of inflation
	Replacement cost of collection as % of operating budget	12.89%	11.59%	Maintain

¹Preliminary values that may be subject to change based on the 2024 publication of the Ontario Public Library Statistics.

²Source: [Ontario public library statistics | ontario.ca](https://ontariopubliclibrarystatistics.ontario.ca)

³Assets under SCPL management were not complete for the 2024 AM Plan. This has been clarified with the City for this AM Plan.

Asset Management Strategy | Growth



Approximately **\$1.6M of growth** expected over the next 10 years.

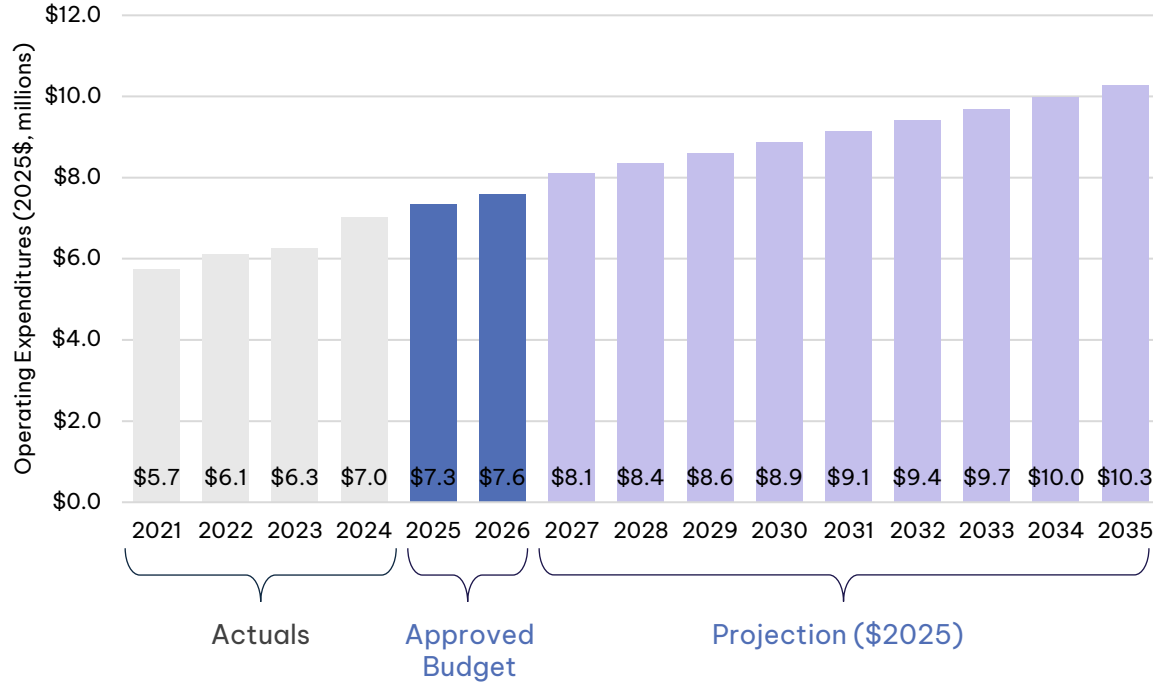
Growth projections are based on expected population increases for the City.

Growth projects include:

- 10% of 2025 Merrit Branch Relocation (\$76k)
- 10% of 2028 Dr. Huq Family Branch renovations (\$25k)
- 10% of 2026-2027 Central Branch renovations (~\$1M)
- Additional collections to support population growth (\$47k/year)



Asset Management Strategy | Operating

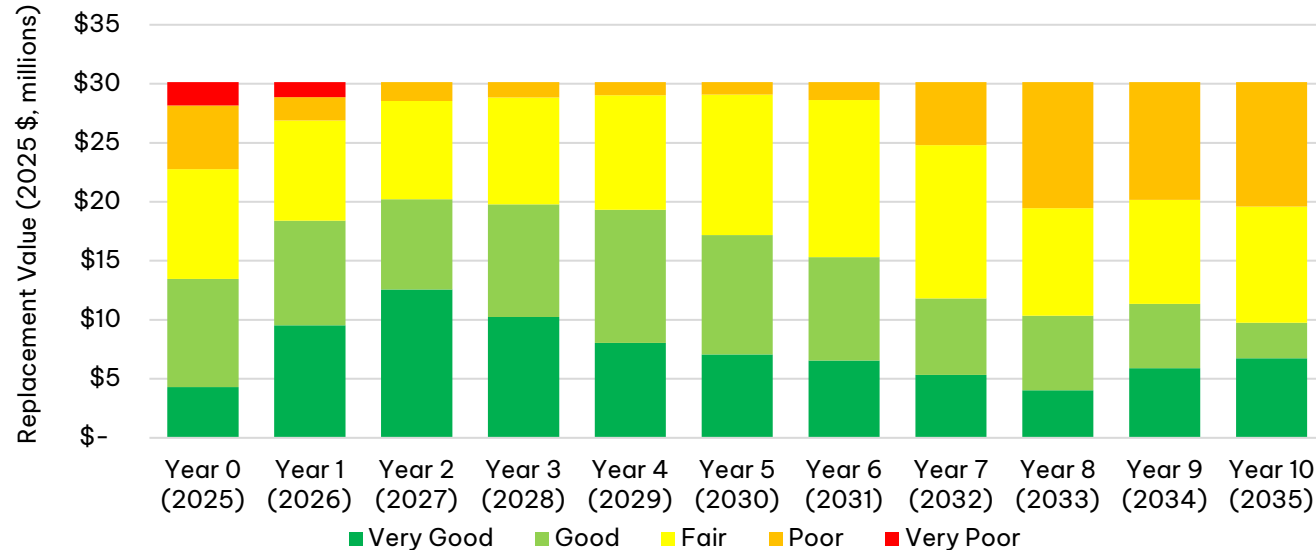


Assumptions:

- A nominal growth rate of 0.88% based on population growth
- A 3% annual increase in salaries and benefits (collective bargaining)
- A \$100k increase for an additional security guard in 2027
- A \$140k increase in occupancy costs in 2027 for the Merritt Branch
- A 1% annual increase for Library Materials, Occupancy, Supplies and Services, and Operating Capital
- O&M needs may change based on outcomes of future Master Plans.

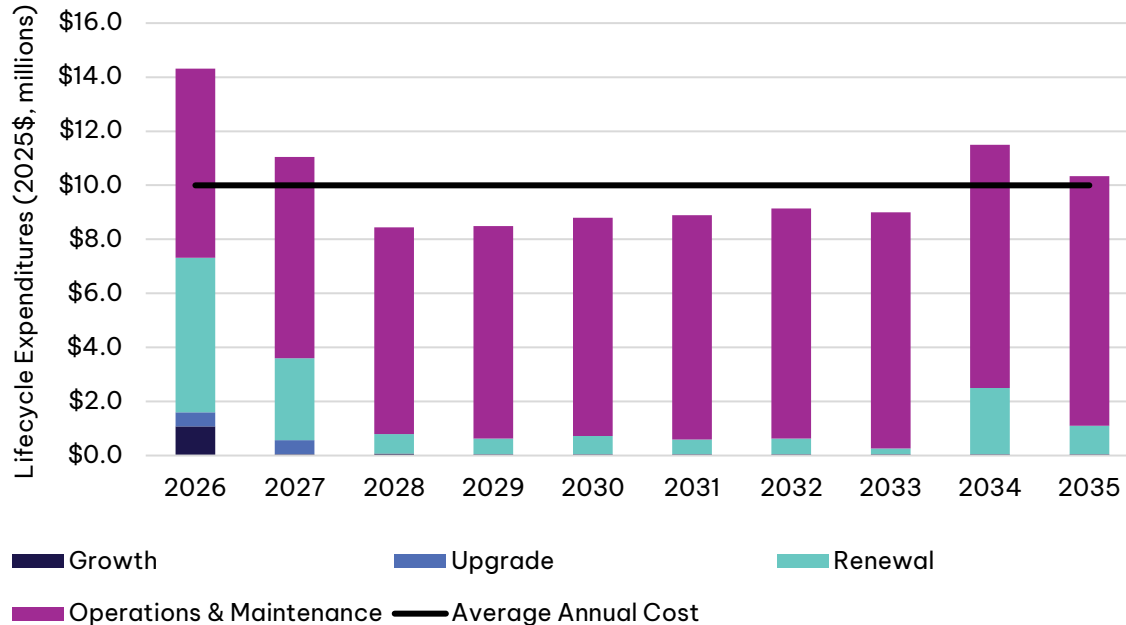
Asset Management Strategy | Renewal

The following figure shows the condition profile for all SCPL assets from 2025-2035 based on a **\$1.6M per year** renewal investment. This profile was determined to be needed in order to meet the LOS targets for the SCPL.



Asset Management Strategy | Summary

The following figure shows overall investment needs to meet the target LOS. The annual costs include all Growth, Upgrade, Renewal, and Operations & Maintenance forecasted needs.

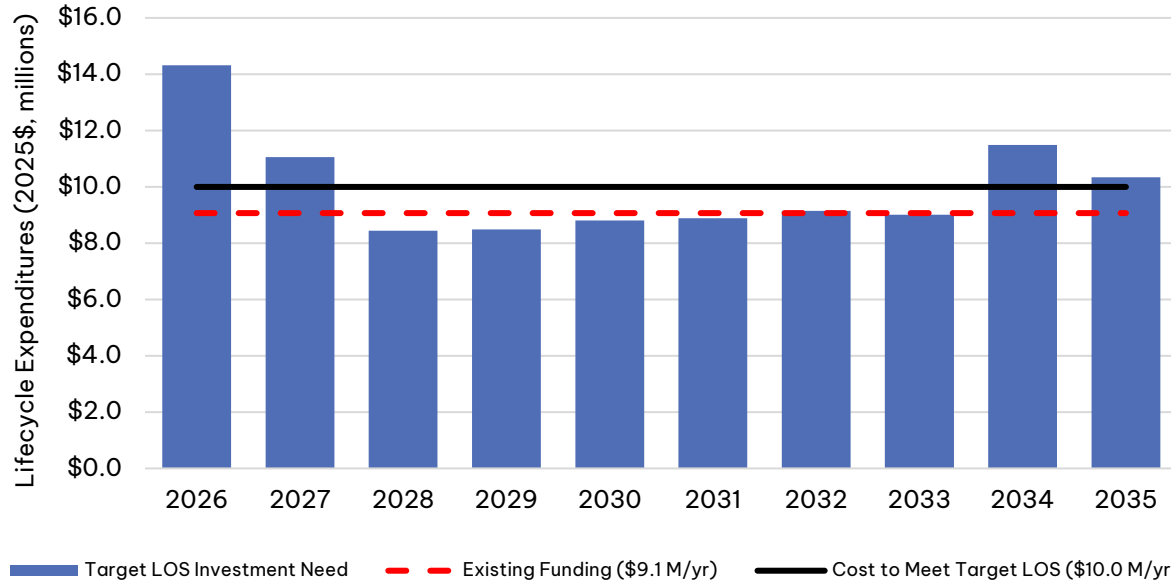


Major capital projects over the next 10 years to meet the target levels of service include:

- Merritt Branch Relocation – \$760k (2025)
- Centennial Branch Renovation – \$10.3M (2026-2027)
- Dr. Huq Family Branch Renovation – \$250k (Budgeted amount for 2028)
- Merritt Branch Relocation – \$1.1M (Budgeted amount for 2030)

Asset Management Strategy | Summary

The following figure shows overall investment needs to meet the target LOS. The annual costs include all Growth, Upgrade, Renewal, and Operations & Maintenance forecasted needs.

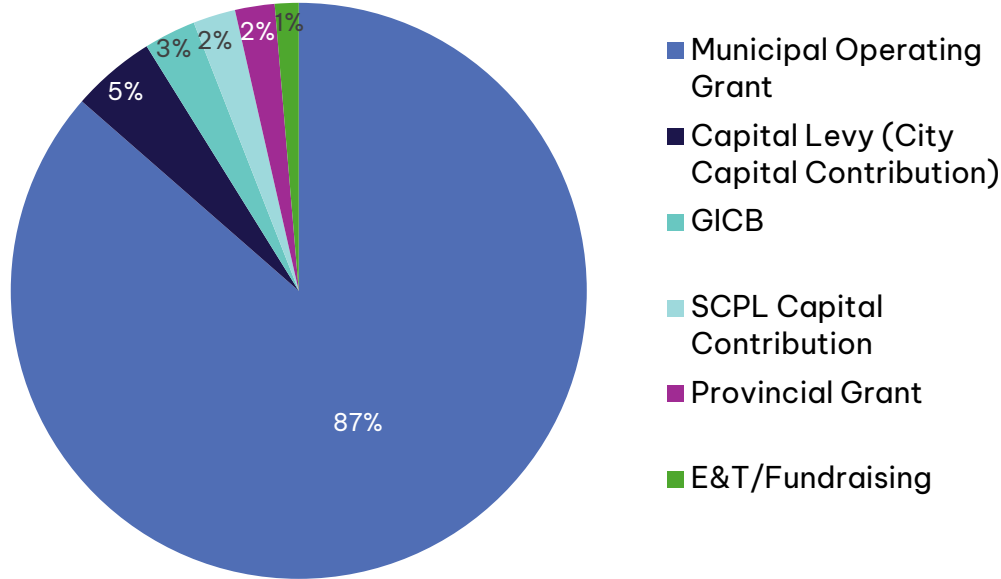


Investment gap is on average \$0.93M/ year.

This is intended to be addressed from the financing options listed to follow.

Financing Strategy | Funding

Specific funding for the 10-year asset management plan is designated according to the following breakdown.



To meet the target LOS, the SCPL needs to receive:

- Green and Inclusive Community Buildings (GICB) grant (\$3M)
- City support (\$4.9M)
- Fundraising (\$1.4M)

Without this funding, the SCPL will not meet the target LOS and the targets will need to be adjusted.

Next Steps

For the 2025 Asset Management Plan:

- The SCPL Asset Management Plan will be included in the City's Asset Management Plan as an appendix
- The City's Asset Management Plan will be presented to Council before the July 1, 2025 regulatory deadline

And Beyond:

- Annual reporting on progress in implementing the Asset Management Plan (including levels of service reporting)
- Asset Management Plans are to be updated at least every 5-years

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St. Catharines Public Library Board

Regular Meeting Minutes

Thursday, February 20, 2025, 6:00 pm
Mills Room, Central Library & Microsoft Teams

Present: P. Clausi
J. Coles (Chair)
K. Diorio
S. Dimick (Vice-Chair)
L. Littleton
Councillor G. Miller (joined at 6:01pm)
G. Riihimaki

Regrets: Councillor J. Lindal

Staff: D. Bott (left at 7:47pm)
L. DiDonato (left at 7:55pm)
L. Jenter (Recording Secretary)
H. Jones (left at 7:47pm)
A. Maciukas (left at 7:55pm)
S. Mannella (left at 7:47pm)
J. Spera (left at 7:47pm)
K. Su (Secretary)

Chair calls Regular Meeting to order at 6:00 pm.

G. Riihimaki 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.

1. Adoption of Agenda

1.1 Additions/Deletions to Agenda

Pull Item 5.2 CEO Report for discussion as Item 6.5

Add Item 6.6 Land Acknowledgment Review – P. Clausi and J. Coles

1.2 Adoption of Agenda

MOTION: 2025-16

THAT the Agenda be adopted as amended.

MOVED BY:

P. Clausi

SECONDED BY:

K. Diorio

MOTION CARRIED.

2. Chair's Remarks & Declarations of Interest

There were no Declarations of Interest.

3. Adoption of Minutes (attachment)

3.1 Regular Meeting – January 16, 2025

MOTION: 2025-17 THAT the Regular Meeting Minutes of January 16, 2025 be adopted.

MOVED BY: G. Riihimaki

SECONDED BY: L. Littleton

MOTION CARRIED.

4. Monthly Updates (verbal)

4.1 OLS Update – J. Coles None

Councillor G. Miller joined at 6:01pm

4.2 CEO Update – K. Su and L. DiDonato

The CEO updated the Board about the following:

- Civic Square – Met with the City to review configuration plans for the James Street Civic Square redevelopment. Construction anticipated for 2026/2027.
- Port Timeline Wall Display – SCPL is working with St. Catharines Historical Society to correct and update the Port Branch timeline based on feedback from a local resident.
- Parking Garage – Security gate technology installed and staff are working on configuring. SCPL staff have moved from Carlisle Garage, and City Staff scheduled to move early April. Weather permitting, external bookdrop will be installed before March and the garage will be available during library hours only.
- Merritt Branch at Pen Centre – SCPL continue to work with the architect. Delays with the permits will impact construction start date. SCPL has begun contingency planning, requesting extension to late August 2025 at the current Merritt Branch. Pharmacy book locker is ready for deployment.

4.3 St. Catharines City Council

Councillor G. Miller provided an update from City Council.

4.4 Department Update – SCPL Connects Committee – B. Poulouski

The Board received a presentation about the SCPL Connects Committee,

developed to encourage staff to have fun and build connections. The Board applauded the efforts of the SCPL Connects Committee. The Board inquired about the financial and insurance considerations of the staff events.

4.5 Department Update - OLA Presentation – D. Smith, G. Dheilly, and A. Richardson

The Board received a presentation from staff sharing their experience attending the Ontario Library Association Super Conference.

5. Consent Agenda

5.1 Correspondence

5.2 CEO Report – K. Su

5.3 Department Reports – January 2025

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

5.3(b) Innovation, Collections, and Technology – D. Bott

5.3(c) Programming & Promotions – H. Jones

5.3(d) Human Resources – A. Maciukas

5.4 Financial Reports – L. DiDonato

5.4 (a) Endowment & Trust Statement at December 31, 2024

5.4 (b) Short-Term Investments Statement at December 31, 2024

MOTION: 2025-18

THAT the Consent Agenda be received as circulated except for Item 5.2 CEO Report pulled for Discussion.

MOVED BY:

S. Dimick

SECONDED BY:

Councillor G. Miller

MOTION CARRIED.

6. Discussion Reports

6.1 2024 Financial Results and Forecast at December 31, 2024 – L. DiDonato

The Board received yearend financial report. Staff recommended the surplus moved into the SCPL Stabilization Reserve.

MOTION: 2025-19

THAT the St. Catharines Public Library (SCPL) Board approve the transfer of the net surplus for the fiscal year ending December 31, 2024, to the SCPL Stabilization Reserve. These funds will be designated, subject to Board approval, to offset any unforeseen future expenditures or revenue shortfalls, in accordance with the SCPL Reserve Policy.

MOVED BY:

P. Clausi

SECONDED BY:

K. Diiorio

MOTION CARRIED.

6.2 Policy (G-20) Video Surveillance – D. Bott

The Board received Policy (G-20) Video Surveillance with minor amendments.

MOTION: 2025-20 THAT the Board approve amended Policy (G-20) Video Surveillance.

MOVED BY: G. Riihimaki

SECONDED BY: L. Littleton

MOTION CARRIED.

6.3 Policy (F-06) Naming – K. Su

The Board received Policy (F-06) Naming. The Board discussed the content of the policy and the fundraising campaign process for naming library spaces. The Board recommended amendments to tighten the language and confirm Board responsibility for any naming opportunity.

MOTION: 2025-21 THAT the Board refer the Policy (F-06) Naming back to staff.

MOVED BY: L. Littleton

SECONDED BY: S. Dimick

MOTION CARRIED.

6.4 Policy (P-09) Employee and Trustee Recognition – A. Maciukas

The Board received Policy (P-09) Employee and Trustee Recognition with amendments.

MOTION: 2025-22 THAT the Board approve amended Policy (P-09) Employee and Trustee Recognition.

MOVED BY: Councillor G. Miller

SECONDED BY: P. Clausi

MOTION CARRIED.

6.5 CEO Report – J. Coles

The Board requested clarity on the location for the improvements provided by the Inclusive Community Grant. The Grant will fund improvements to accessibility features at the Merritt Branch at the Pen Centre. The Grant is currently suspended because of the provincial election.

6.6 Land Acknowledgment Review – P. Clausi and J. Coles

The Board reviewed the SCPL Land Acknowledgment. The Board discussed further actions SCPL could take to commit to meaningful reconciliation, while maintaining alignment with the City's Memorandum of Understanding with the Niagara Regional Native Centre.

MOTION: 2025-23 THAT the Board direct the CEO to investigate Board training on Indigenous issues and the Board direct the staff to present on the current and planned programs and collections on Indigenous issues.

MOVED BY: P. Clausi

SECONDED BY: K. Diiorio

MOTION CARRIED.

MOTION: 2025-24 THAT the Board continue to have the Land Acknowledgment read before each Board meeting on a voluntary basis.

Moved BY: L. Littleton
SECONDED BY: G. Riihimaki
MOTION CARRIED.

7. In-Camera Session

7.1 In-Camera Agenda

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

7.1 (b) Adoption of In-Camera Agenda

MOTION: 2025-25 THAT the In-Camera Agenda be adopted.
Moved BY: S. Dimick
SECONDED BY: Councillor G. Miller
MOTION CARRIED.

D. Bott, H. Jones, S. Mannella, and J. Spera left the meeting at 7:47pm.

7.2 Motion to Move In-Camera

MOTION: 2025-26 THAT the Regular Meeting move to In-Camera Session to discuss a personnel matter.
Moved BY: P. Clausi
SECONDED BY: S. Dimick
MOTION CARRIED.

The meeting moved to In-Camera Session at 7:50pm.

L. DiDonato and A. Maciukas left the meeting at 7:55pm.

7.6 Return to Open Session

MOTION: 2025-28 THAT the In-Camera Session return to Open Session.
Moved BY: K. Diiorio
SECONDED BY: G. Riihimaki
MOTION CARRIED.

The Meeting returned to Open Session at 7:56pm.

8. Motion(s) Arising From In-Camera Session

MOTION: 2025-29 THAT the Board approve the Board recommendation related to the closed session report.

MOVED BY: G. Riihimaki

SECONDED BY: L. Littleton

MOTION CARRIED.

9. Motion to Adjourn

MOTION: 2025-30 THAT the Regular Meeting be adjourned.

MOVED BY: P. Clausi

SECONDED BY: N/A

MOTION CARRIED.

Meeting adjourned at 7:58pm.

10. Next Meeting / Upcoming Events

Board Meeting – Thursday, March 20, 2025 at 6:00 pm, Mills Room, Central Library & Microsoft Teams

Chair

Secretary

Consent Agenda

6. Discussion Reports (attachments)

- 6.1 CEO Report – K. Su
- 6.2 Department Reports – February 2025
 - 6.2 (a) Customer Service – J. Spera & M. Haanstra
 - 6.2 (b) Innovation, Collections, and Technology – D. Bott
 - 6.2 (c) Programming & Promotions – H. Jones
 - 6.2 (d) Facilities – S. Mannella
- 6.3 Quarterly Progress Update on 2025 Work Plan (Q1) – K. Su

CEO Report

submitted by Ken Su, CEO (February 2025)

For Information

Central Library Renovation Update

The Architect notified the Library on March 3, 2025 that they are still having some concerns related to mechanical, electrical, and structural issues and need to visit the Central Library again. They have to postpone the final presentation to the Board to May so they can resolve all the current concerns as they can affect the cost estimate.

Fundraising Feasibility Project

Consultants from Interkom continued their fundraising feasibility study interviews but faced some challenges, potentially due to recent economic factors such as tariffs. As a result, recruiting and interviewing potential participants may take longer than their previous studies in Niagara. Their findings will be incorporated into their report to the Board.

Indigenous Training and presentation

At the Board's request in February, staff have investigated various Indigenous training opportunities to enhance cultural awareness, reconciliation efforts, and staff development. Additionally, managers are compiling a presentation on broader Indigenous programs and services provided in the past and planned for the future, which will be presented to the Board in the coming months.

A range of Indigenous training programs were reviewed, covering topics such as Truth and Reconciliation, cultural competency, anti-racism, and Indigenous relations. These training options vary in cost, duration, and format, offering flexibility for staff and Board participation. Some key options include:

- **4 Seasons of Reconciliation** (Free via Business Development Canada; \$199 via Reconciliation Education)
- **Indigenous Canada (University of Alberta - Coursera)** (Free, self-paced, 20 hours)
- **LinkedIn Learning Indigenous Content** (Short videos suitable for meetings)
- **National Centre for Truth and Reconciliation Presentations** (\$150 per 30 minutes)
- **Indigenous Awareness Canada** (\$48-\$198 per person, depending on course selection)

Some additional training programs previously investigated include:

- **Indigenous Cultural Competency Training** (Ontario Federation of Friendship Centres - \$3,000 for 20 participants)
- **KAIROS Blanket Exercise** (Interactive learning experience - ~\$500 per session)
- **Canadian Indigenous Culture Training (Northern College)** (\$39.95 per person)

The Library previously offered the **4 Seasons of Reconciliation** course to staff that was well received. The Board may wish to review the available training options and determine which ones they would like to attend, and staff will make the necessary arrangements.

Customer Service

submitted by Marcella Haanstra, Assistant Manager of Customer Service Manager
(February 2025)

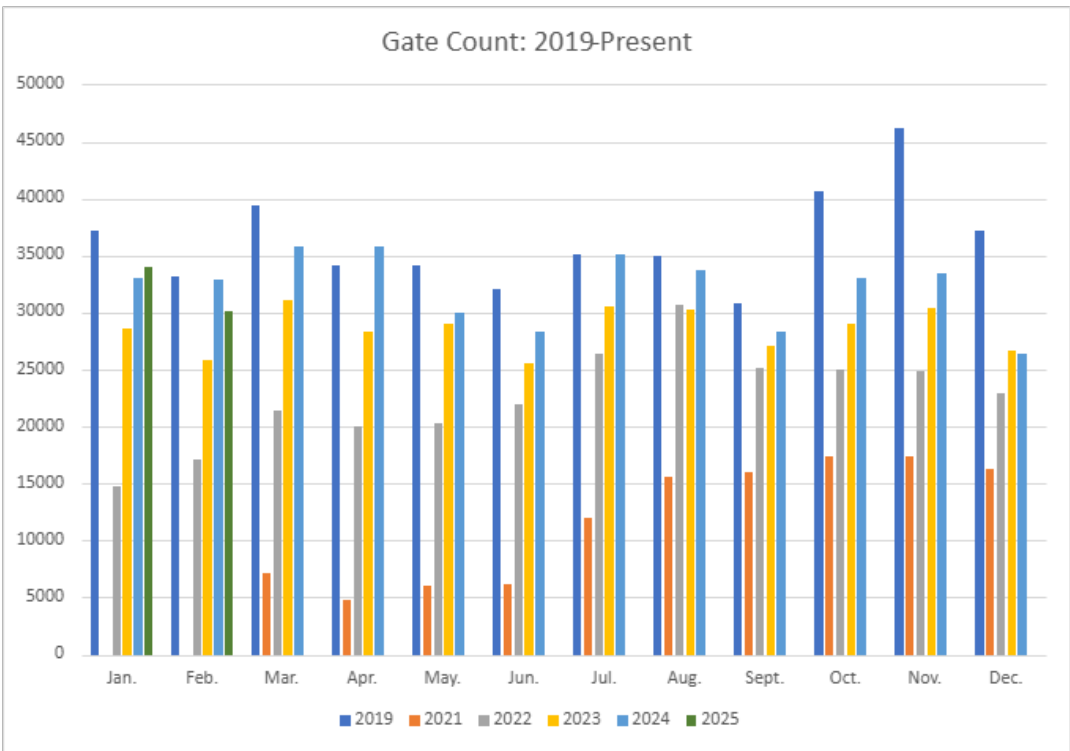
For Information

All data provided is for February 2025 compared to the same month in 2024. The library continues at full operations.

	February 2025	% change from 2024
Gate Count	30,063	32,953 (-9%)
Membership	596	562 (+6%)
Holds Placed	12,396	12,550 (-1%)
Questions	6,229	6,539 (-5%)

Gate Count

In February, our system-wide gate count experienced a downward trend as compared to February 2024. This was likely due to increased inclement weather this season.



Membership

New memberships continue to grow with a 6% increase over February 2024. Class visits, outreach events and a robust programming schedule continue to drive new membership creation.

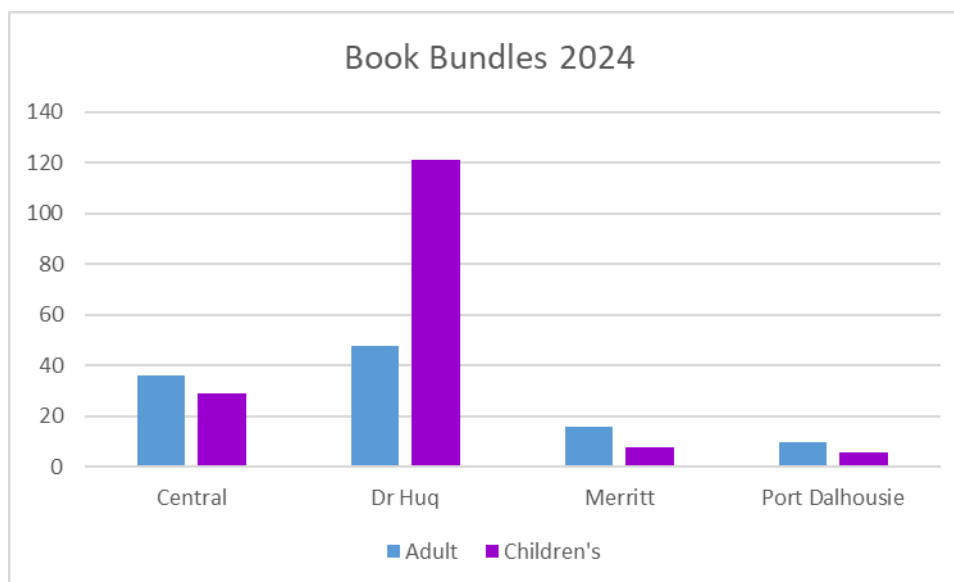
Holds Placed

The number of holds placed this month was down slightly from February 2024. The holds system continues to be an integral library service that offers equitable and convenient access to materials for customers across the city.

Book Bundle Service

SCPL offers a book bundle service, which gives customers the opportunity to submit reading preferences through an online form and have staff choose their books for them. Adult and Children book bundles are available with both fiction and nonfiction options.

Book Bundles is a well-used service that was initially created in 2020 to compliment curbside service. In 2024, there were 110 Adult and 166 Children's book bundles requested. Approximately 25% of the requests asked for fiction only but most often the requests are for a mix of both fiction and nonfiction. The most popular nonfiction requests are for cookbooks, true crime, graphic novels and memoirs. The breakdown of book bundles by branch in 2024 is as follows:



Innovation, Collections & Technology

submitted by David Bott, Manager Innovation, Collections & Technology (Feb. 2025)

For Information

Physical Circulation

Physical circulation dropped by 9% from January to February 2025, though this decrease was not unexpected given the significant increase (over 32%) in January from December 2024. February's weather may have also played a role in lower in-person activity.

Digital Circulation

Circulation of digital collections decreased by about 9% from January to February 2025. This drop seems to follow a trend in digital collection usage that has occurred since at least 2020, where February circulation tends to drop between 5-14% from that of January.

However, digital circulation for 2025 continues to surpass last year's levels. February's digital circulation is 16.7% higher than that of February 2024.

Budget Rollover

The 2024 budget was closed out in the ILS system. Remaining on-order items were rolled over into 2025, and the ILS system was opened to allow the import of 2025 invoices.

Microfilm Digitization Project

In 2024, ICT began investigating access to the Newspapers.com Library Edition database, which would provide access to digitized, searchable copies of the Standard newspaper. A subscription to this resource had been quoted at over \$12,500 USD. However, through discussions with Torstar and Ancestry (the parent company of Newspapers.com), ICT arranged for free access to the digitized Standard and other local newspapers. In return, the Library is loaning several reels of microfilm to Ancestry for digitization to fill in gaps in the collection.

Integrated Library System (ILS)

In early January, the St. Catharines and Niagara Falls Public Libraries posted a request for proposal for a shared, multi-tenant, cloud-hosted ILS that allows each library system to independently manage their individual systems. The ILS is a set of software modules that provides functionality for libraries including, acquisitions, cataloguing, circulation, bibliographic and holdings management, serials and reporting.

The desired outcome is to increase efficiencies through shared resources and increase functionality and service levels at a similar or lower cost than present. Vendor proposals are due March 14, 2025, and will be evaluated over the next 6 weeks with a successful vendor selected on April 25, 2025.

Implementation for St. Catharines is tentatively scheduled for Q4 2025. Details will be provided to the Board as they become available.

Programming and Promotions

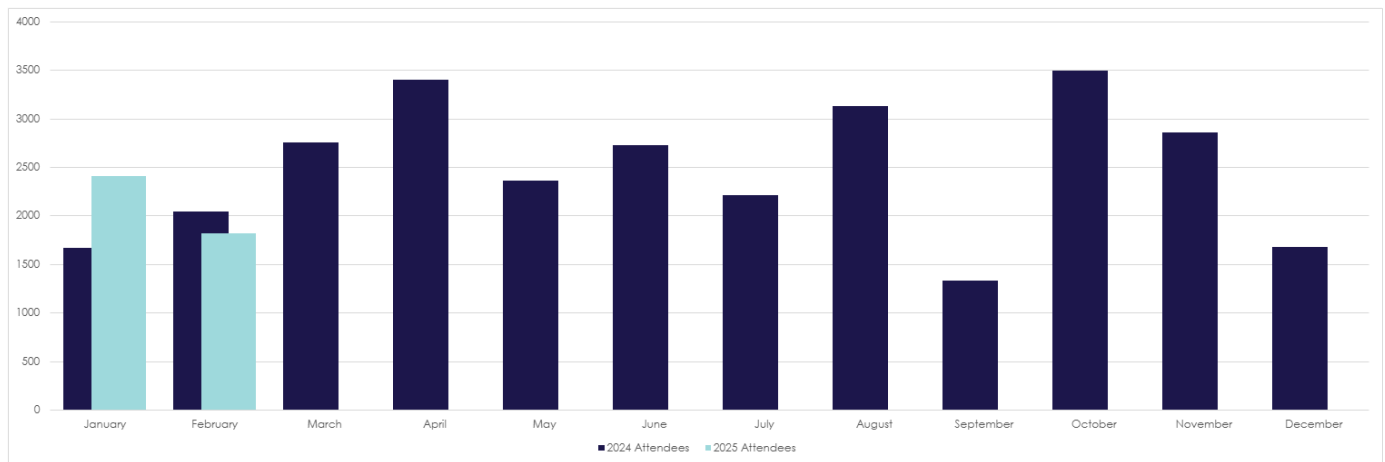
submitted by Holly Jones, Manager Programming & Promotions (February 2025)

For Information

Programming Highlights

SCPL's winter programming lineup for the month of February included early literacy storytimes, recurring group visits with schools and community daycares, system-wide book clubs, as well as a variety of seasonal events and drop-in programs for all ages. In total, 1,821 customers attended or engaged in 101 programs and outreach events in February, dipping 11% from the same period last year.

Attendees by Month, 2025 vs. 2024



Of special programming note in February:

1. **Discovering Niagara's Freedom Trail:** Guest speaker Rochelle Bush, owner and operator of Tubman Tours Canada and a descendent of freedom seekers, presented on the network of important heritage sites, significant events, and notable Black figures connected to the story of freedom and the Underground Railroad throughout Niagara (22 attendees).
2. **Drop-in: Valentine's Day Craft Extravaganza:** Families were invited to visit the Dr. Huq Branch to create Valentine cards and crafts and to participant in Valentine's Day activities (89 attendees).
3. **Drop-in: Biboon (Winter) Storytime with Odrohyageweg EarlyON:** In partnership with the Niagara Regional Native Centre, a drop-in storytime welcoming families

from all backgrounds to learn about local Indigenous communities, exploring animals, art, and culture through songs, stories and crafts (10 attendees).

4. **Connections First with Alzheimer Society of Niagara Region:** An interactive session led by staff from Alzheimer Society of Niagara Region exploring living well with or without memory changes (12 attendees).
5. **Niagara College School of Environment & Horticulture visit:** Niagara College instructors and students visited the Central Library for a tour of the library's gardens and potted plant life. As a part of their coursework, students have been tasked with creating a manual for the care and proper maintenance of the library's tropical plants (55 attendees).
6. **Teen Reviewers:** A new volunteer opportunity for teens 14-18 aimed at amplifying teen voices, developing writing skills, and promoting library collections. Participants earn volunteer hours by reviewing books, movies, video games and music. Reviews will be shared on the library's website, social channels, and via library displays (24 reviews completed).

Communication Highlights

The Communications Specialist was involved in several key projects this month:

- Building content for SCPL's new website, which is set to launch in May 2025
- Designing SCPL's Spring Program Guide
- Promotional preparations ahead of March Break

The Library's online social channels saw positive interactions to posts relating to local history, the Mayor's Reading Challenge, and library collections. The Library's playful engagement pieces, meant to encourage conversation and community, were also well received:

- "Delightful peek into the past - thank you for posting!" - in response to a local history post on Instagram
- "River Mumma is a great ride! Thoroughly enjoyed this madcap race through Toronto!" - in response to the library's book recommendation for the Mayor's Reading Challenge on Facebook
- "Hiking is always great. So glad the library has these passes!" - in response to a video about Parks Passes on Instagram
- "Getting audiobooks from the library has revolutionized my life" - in response to an Instagram reel about audiobooks
- "Spot on, very well done!" - in response to the library's Grammy Awards post on Instagram

- "Excellent job by your social media team 🙌💧" - in response to the library's Super Bowl post on Instagram

Media Mentions

26-Feb 610 CKTB

Topics: March Break programming, blood pressure monitors in the Library of Things collection

Facilities

submitted by Salvatore Mannella, Manager Facilities (February 2025)

For Information

Central Branch Highlights

- A self-closer was installed at the parking garage pedestrian gate to ensure the gate closes completely behind anyone who exits through it.
- A new book drop was installed on Carlisle Street, located near the street parking spaces and beside the entrance ramp to the parking garage. The book drop is now operational.
- Installed parking signs in the garage for Library Vehicles and Library Service Vehicles.
- Computers on the first floor are now operational.
- New door has been installed in the second floor workroom as a health and safety improvement, ensuring the area is secure for staff.
- Facilities is working with the Programming department to host the Niagara College School of Environmental and Horticultural Studies to assess the plant life at the library. Students will recommend improvements including help with the floorplan layout (using a budget of \$2,000), maintaining existing plants, adding more plants, and addressing any related questions.
- Introduced electronic document log when using salt/ice melt during winter months
- Card reader equipment has been installed in elevator and is operational.

Dr. Huq Branch Highlight

- New digital display has been installed behind the circulation desk. The previous digital display screen has been transitioned to use as a donor recognition display. Both screens are now fully functional.

Quarterly Progress Update on 2025 Work Plan

submitted by Ken Su, CEO (March 2025)

For Information

The objective of this report is to inform the Library Board about the progress on various tasks outlined in the 2025 Work Plan, including both newly introduced and ongoing tasks from the previous year. The report's content will vary each quarter as new tasks commence, advancements are made, and tasks are completed. This document does not aim to provide an exhaustive account of the Library staff's activities for that quarter but rather to spotlight specific tasks that are noteworthy and align with the Library's primary services and operations. Additionally, it aims to ensure communication between the board and staff and promote transparency.

Background

The previous Strategic Plan (2019 – 2024), which guided our efforts and initiatives over the last six years, has been successfully completed. This accomplishment reflects the dedication and hard work of our staff and the support of the Library Board. The completion of the previous plan has paved the way for the development and approval of a new Strategic Plan in 2024.

Our new Strategic Plan, effective from 2025 to 2028, outlines our vision for the library's future. It is designed to address the evolving needs of our community, enhance library services, and ensure that we remain a vital resource for all.

The new strategic goals are:

- Experience in Bloom
- Community in Bloom
- People in Bloom
- Literacy in Bloom

This report offers a snapshot of the current status of tasks, provides a summary of each task, highlights its contribution to the Strategic Plan, and identifies phases or timelines for each task, including those carried forward from previous years.

Highlights of the first quarter in 2025

This quarter marked the first under the Library's new Strategic Plan (2025–2028), and it was a strong start. The plan, developed with input from stakeholders, staff, customers, and community partners, was presented to City Council in October 2024. Early Development efforts have been positive, setting the stage for continued growth and innovation.

Key Accomplishments

- **Merritt Branch Relocation:** Planning efforts continued, and the Library made progress on the upcoming move to the Pen Centre, with key approvals secured and preparations underway.
- **Staff Development:** The Library successfully held its first Staff Development Day preparation meeting on February 26, receiving positive feedback on professional growth opportunities.
- **ILS Procurement:** The Library issued an RFP for a new cloud-hosted Integrated Library System (ILS) on January 3, with proposals due by March 14.
- **Web Design Project:** The new website's site layout was completed, and content migration is in progress.
- **Security Enhancements:** The Library installed 12 new 360-degree security cameras at the Central Library to improve coverage and safety and also enhanced security and safety measures in the garage.
- **Personnel File Digitization:** All personnel files, excluding exempt transitions, were successfully digitized, streamlining HR processes.
- **Community Engagement:** The Library participated in key community events, strengthening its connection with the public and promoting literacy initiatives.

The first quarter of 2025 set a strong foundation for the year ahead, ensuring the Library continues to provide high-quality services while advancing strategic priorities.

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

2025 SCPL Departmental Work Plan - Quarterly Update

Strategic Goal 1:	Experiences in Bloom	Status	No Change
Strategic Goal 2:	Community in Bloom		Minor Changes, no significant impact
Strategic Goal 3:	People in Bloom		Major Changes, attention required
Strategic Goal 4:	Literacy in Bloom		✓, Completed

Department: Administration and Facilities						Q1 Update
Strategic Goal	Annual Objective / Action Item	SMART Goals and outcomes	Key Players	Timelines	Status	Explanation
#3	Continue to work with the City, City Council and the Union collaboratively	Actively communicate with stakeholders and resolve any issues/concerns promptly, organize activities with City/Union at least 4 times a year	CEO	Ongoing		SCPL Impact Report shared with Council in January, staff appreciation lunch organized in March, and SCPL Connects arranged activities.
#1	Provide new and enhanced spaces	Continue to explore opportunities to refresh/update other library spaces	CEO, Business Administrator, Facilities	Ongoing		Rearranged floor layout at Central.
#1	Central Library Renovation	Continue to work on the Central Renovation Project	CEO, Business Administrator, Facilities Manager	Ongoing		Awaiting grant application results and the fundraising feasibility study report.
#1	Merritt Branch Relocation	Construct and relocate the Merritt Branch	CEO, Business Administrator, Facilities Manager	Ongoing to Q3		SCPL's planning efforts continue to progress smoothly as we collaborate with our architect and the on-site general contractor. The Pen Centre team has been highly responsive to our inquiries. However, the March 1 target for the completion of the landlord work is no longer feasible. The Pen Centre is still awaiting a permit to build the new entrance, and Dollarama is also waiting for its building permit. While we remain optimistic, we've activated a contingency plan and engaged Smart Centre to extend our current lease through August/September 2025.
#1, #2, #3	Continue to investigate collaborative opportunities with Niagara libraries	Evaluate ILS RFP submissions, work with NFPL to explore opportunities to share an ILS and provide seamless borrowing experience to residents in both cities, also coordinate One Book One Niagara event with other Niagara libraries	CEO, Customer Service Manager, ICT Manager, Programming Manager	Ongoing		RFP released, will evaluate submissions in March/April.
#1, #3	Continue to build on concept of process efficiencies and improvements in administration and facilities process.	Identify, analyze, and enhance processes to optimize efficiencies in day to day activities.	Business Administrator, Facilities Manager	Ongoing		Met with ADP to move forward with onboarding, recruiting and performance appraisal processes through ADP.
#1, #3	Electronic Personnel Files	Clean up and convert personnel files to electronic format.	Business Administrator, HR Manager	Ongoing through Q3	✓, Completed	All personnel files, excluding exempt transitioned to electronic format.
#1, #2	Capital Project Funding Alternatives	Look for alternative revenue sources for capital projects including fundraising and grants.	CEO, Business Administrator	Ongoing		Approval of grant for Merritt accessibility updates (\$60,000).

#3	Collective Bargaining	Plan, prepare and successfully and respectfully engage in collective bargaining.	CEO, HR Manager, Business Administrator, Customer Service	Ongoing		Drafting of proposals, manager review and input, discussions with City.
Department: Innovation, Collections and Technology						Q1 Update
Strategic Goal	Annual Objective / Action Item	SMART Goals and outcomes	Key Players	Timelines	Status	Explanation
#1, #2, #3, #4	Implement a new cloud-hosted ILS system	Provide a better experience to our customers, better resiliency and reduced costs through shared services.	ICT, all departments	Q4		RFP issued Jan. 3. Proposals due Mar. 14.
#1, #2, #3, #4	Upgrade the website to new hosted solution	Provide a better experience to our customers and better resiliency	ICT, Programming and Promotions	Q2		Site layout complete. Content in the process of being migrated.
#1, #2	Upgrade security surveillance system	Increase coverage of surveillance system to provide better safety and security for staff and customers	Systems Administrator, Systems Technician	Q1	✓, Completed	12 new 360-degree cameras installed on first and 2nd floor, plus 2 exterior covering parking garage entrance and bike rack.
#1, #2, #3, #4	Implement Self-serve Printing Solution	Reduce reliance on staff for printing and provide printing service for mobile devices	Systems Administrator, Systems Technician	Q2		Met with Beatties and reps from PaperCut, Princh and PrintMe to look for solution that meets our needs and addresses current issues.
#1, #2, #3, #4	Install Hold-IT lockers in Merritton Pharmacy	Install pick up lockers in Merritton to serve the local community due to the branch move to Pen Centre.	Systems Administrator, Systems Technician	Q2		Lockers are configured and ready to install on-site in late spring. Training for staff is underway.
#1, #2, #3	Upgrade to BlueCloud Mobile2 App		ICT, Training Librarian	Defer pending outcome of ILS		Deferred pending outcome of ILS RFP.
Department: Customer Services						Q1 Update
Strategic Goal	Annual Objective / Action Item	SMART Goals and outcomes	Key Players	Timelines	Status	Explanation
#1, #3	Continue to provide training to enhance the Customer Service experience based on the annual training plan	Complete Customer Service Standards with "Accountable". Develop Customer Service Standards "Inclusive" training module. Develop a training module for security staff. Public facing roll out of the Customer Service Standard.	Training Librarian, CS Managers	Q4		Customer Service Standard revised to capture Code of Service.
#1, #2, #3	Review and update circulation policy, procedures and workflows system-wide to enhance customer service and reduce barriers to access	Create a more equal borrowing experience between ages/card types (i.e. borrowing limits). Review language on Lost Bills. Investigate changes to Temporary Membership. Implement charging stations, investigate launching digital comment card/form on our website for more active feedback. Investigate expansion of maker equipment for public access.	CS Managers, CS Technician, Librarians, Programming and Promotions Manager	Q4		Charging stations at Central and Huq have been launched. Investigating how other libraries handle temporary memberships.
#1, #2, #3	Develop an operational plan for Merritt's new location.	Staffing model, hours of operations, workflows such as radios, materials handling.	Customer Service Managers, Branch	Q2		Initial framework completed.
#1, #2, #3	Continue to develop efficiencies in Customer Service process and workflows.	Implement service design realignment.	Customer Service Managers	Q2		Computer service at Central relocated to first floor maximizing quiet study space on second floor.

Strategic Goal	Annual Objective / Action Item	SMART Goals and outcomes	Key Players	Timelines	Status	Explanation
#1, #3, #4	Develop a Programming & Partnership plan.	Create a plan that aligns with the library's new strategic plan with a focus on literacy-based	Programming Manager, Programming Librarians	Q2		Research and planning begun.
#1, #2	Increase engagement with teens.	Expand opportunities for teens to connect with the library by increasing outreach to local high schools and creating teen volunteer opportunities with the library.	Programming Manager, Programming & Outreach Librarians	Q3		"Teen Reviews" volunteer program launched in January; 78 applications received & 22 reviews submitted thus far. Making plans to host a Teen Reviewers meet-up towards the end of the school year (May-June).
#1, #2	Expand scope of library's outreach to include involvement in larger community events and festivals with greater impact.	Appear at one major community event per month April-October to increase visibility and awareness of library services, resources, programming and spaces.	Programming Manager, Programming & Outreach Librarians	Q4		January-April: indoor outreach planned with City's Senior's Fair, Niagara Health employee fair, and Fairview EarlyOn Centre. Finalizing outreach plans for summer, including the Kids Ultimate Challenge, library-led pop-ups at city parks, Niagara Region Wellness Fairs. Fall outreach planning underway.
#1	Develop an inactive membership renewal campaign.	Develop a quarterly newsletter campaign targeting inactive members with goal of increasing the number of active memberships by 5% by year end.	Programming Manager, Customer Service Manager, Communications Specialist, CS Technician	Q4		Inactive membership campaign launched in January. The first quarterly e-mail was sent to 7747 customers and lead to 343 customers renewing their library memberships.
#1	Develop a promotional campaign for the launch of the library's new website.	Create content to support and drum up excitement for the launch of the library's new website Spring 2025.	Programming Manager, Communications Specialist	Q2		Development of the new website progressing. On track for May 5 launch. Promotional campaign plans to include: internal comms and internal website launch, a social media announcement, press release, and e-newsletter segment.

Discussion Reports

7. **Discussion Reports (attachments)**

- 7.1 Policy (G-24) Children and Teens in the Library – J. Spera
- 7.2 Policy (F-06) Naming – K. Su
- 7.3 2025 Asset Management Plan – L. DiDonato

Motion
Motion
Motion

Policy (G-24) Children and Teens in the Library

submitted by Joanna Spera, Manager Customer Service

Recommendation

THAT the Board approve Policy (G-24) Children and Teens in the Library as amended.

Background

The purpose of this policy is to provide guidelines for library staff and volunteers working with children and teens, as well as to outline parent/guardian/caregiver responsibilities for the conduct and safety of their children and teens in the library. A number of SCPL comparator libraries were consulted to ensure the revised policy is aligned with other policies of this nature.

The Policy was last amended and approved by the Board in January 2021.

Update

Since the last amendment, the following edits have been made to improve clarity, consistency and reflect the updated Policy Template:

- The Policy Statement has been revised to better reflect the revised policy.
- The Scope section has been revised to improve clarity.
- Definitions section was added to align with the current policy template.
- The Regulations section has been updated to clarify SCPL's expectations for supervision of children 11 years and under.
- In keeping with recent policy amendments, the Ontario Library Association's statements on Children's and Teens' Rights in the Public Library are listed under Regulations but no longer included in full in an appendix.
- Procedural Guidelines for staff and customer expectations have been moved and expanded to the Operational Guidelines section to improve clarity and flow of information.
- A Reference section has been added to align with the current policy template.

Included for Board review are the following documents:

- Black-line version of Policy (G-24) Children and Teens in Library showing the proposed amendments
- Clean version of Policy (G-24) Children and Teens in the Library

Recommendation

Management recommends that the Board approve Policy (G-24) Children and Teens in the Library, as amended.

ST. CATHARINES PUBLIC LIBRARY

POLICY

Section Number: General G24	Subject: Children and Teens in the Library	Motion#: 2021-05
Policy Level: Library Board	Author: Manager, Children's and Community Services Customer Service	Review: 4 years
Approval Date: 2021-01-28	Last Review:	Next Review: 2025
Notes: Approved at the Board Meeting of January 28, 2021.		

Policy Statement

~~"The St. Catharines Public Library provides spaces, resources, and experiences for all citizens to learn, grow and connect." (Mission Statement) The Library is available to users of all ages and encourages the use of its facilities, collections and services.~~

The St. Catharines Public Library welcomes and encourages children of all ages to enjoy the Library's programs, collections, services and spaces. Responsibility for the welfare and the behaviour of children and teens using the library ultimately rests with the parent/guardian or an assigned caregiver.

The purpose of this policy is to provide guidelines for library staff and volunteers working with children and teens, as well as to outline parent/guardian/caregiver responsibilities for the conduct and safety of their children and teens in the library.

Scope

~~There is a balance between the public environment in which the Library finds itself and the individual's use of the Library's collections, services and facilities. This balance is defined in the St. Catharines Public Library's Code of Conduct. Parents/guardians/caregivers are responsible for the welfare and behavior of children and teens (16 years of age and under) in their care on Library premises. Library Staff cannot assume responsibility for the safety and well-being of children left unattended in the building. The following policy has been adopted for their safety and well-being in a public facility and to maintain the appropriate use of the Library.~~

The St. Catharines Library recognizes that children and teens have a right to a respectful, supportive and safe environment when they visit the Library. Library staff are trained to assist children and teens in using the Library but cannot assume responsibility for the conduct, safety and well-being of children left unattended.

Library policies and services are designed to provide a safe and welcoming environment for customers of all ages but parent/guardian or an assigned caregiver need to use the same caution with their children at the Library as they would in any other public setting.

Definitions

Child is a person that is 11 and under.

Parent is the person or persons who have lawful custody of the child.

Guardian is a person who has lawful custody of a child, other than the parent of the child.

Caregiver is anyone age 12 years or older to whom the parent/guardian has given responsibility for the care of the younger child.

Teen is anyone 12 to 17 years old using the library.

Regulations

The St. Catharines Public Library is ~~governed~~ **guided** by the terms of the Ontario Child, Youth and Family Services Act 2017, S.O. 2017, c14, Schedule 1 with regard to the supervision of children. Specifically:

Section 136 (3) “No person having charge of a child less than 16 years of age shall leave the child without making provision for his or her supervision and care that is reasonable in the circumstances”

The Ontario Child, Youth and Family Services Act does not specify a minimum age for leaving a child unsupervised, it mandates that caregivers provide reasonable supervision and care for children under 16, with considerations based on the child's age, maturity, and the specific circumstances.

Children under the age of 11 must be accompanied by a parent/guardian or an assigned caregiver at the St. Catharines Public Library.

The St. Catharines Public Library Board also endorses the Ontario Library Association's statements on Children's and Teens' Rights in the Public Library. (~~See attachments~~)

Procedural Operational Guidelines

Responsibility for the welfare and the behaviour of children and teens using the Library ultimately rests with the parent/guardian or an assigned caregiver.

Children and Teens in the Library

The Library's Code of Conduct extends to all users of all ages. Parents/Guardians/Caregivers are responsible for the conduct of their children in the Library as outlined below:

- Teens age 12 and over and any child under their care may use the library independently on a regular basis but parents or guardians remain responsible for the behavior while in the library.

- Children age 11 and under visiting the library or attending library programs/events must have a caregiver present in the library and be accessible to the child at all times. For some programs, caregivers are required to attend with their children. Library staff may request that a parent/guardian or caregiver be present to sign a child in and out of a program or remain with their child to provide active supervision throughout the program.
- If a child is left at the Library at closing time or in the event of an emergency situation the staff person in charge will attempt to contact the parents or caregivers. If the parent or adult caregivers cannot be contacted within 15 minutes of closing hour, staff will notify the police. Two staff will remain with the child until the parent and/or police arrive. Under no circumstances will library staff transport or take the child away from the library building.

Unattended Children in the Library

Library staff will intervene when they become aware that a child in the library is in these or similar situations:

- A child is alone and visibly upset or ill;
- A child is alone with younger children;
- A child is left alone and doing something dangerous or appears to be at risk;
- A child is alone and not following library behavior expectations after reasonable reminders;
- A child is left alone at closing time;

Requests for Information Regarding Children

As a public facility, the library does not monitor the activities of its customers of any age unless there is a problem with their conduct. If a child is noticed to be spending multiple days in the library during school hours, staff may check with the child and ask that a parent or caregiver confirm with the library that they are aware of the child's whereabouts or contact Children's Aid Society for guidance if there are concerns about the child's well-being. Staff will not give information to any person over the telephone as to whether a child is currently in the library or has been in the library recently. Staff may offer to take a message and ask the child (if present in the library) to call the person back. In the case of a missing child or a child in danger, Library staff will share information with the law enforcement agency requesting specific information.

Requests for Information Regarding Missing Children/Runaways

Staff will not give information to any person over the telephone as to whether a child or teen is currently in the library or has been in the library recently. Staff may offer to take a message and ask the child or teen to call the person back. In the case of a missing child/teen, Library staff connect with the library's Management Team to share information with the law enforcement agency requesting specific personal information.

Duty to Report

Under the Ontario Child, Youth and Family Services Act, 2017, there is a legal obligation for individuals to report suspicions of child abuse or neglect. Section 125 of the Child, Youth and Family Services Act, states that any person who has reasonable grounds to suspect that a child is or may be in need of protection must promptly report their suspicion and the information upon which it is based, to a Children's Aid Society.

The duty to report applies to any child who is, or appears to be, under the age of 16 years. Someone who is concerned that a 16- or 17-year-old is, or may be in need of protection, may make a report to a Children's Aid Society. When staff have reasonable grounds to suspect that a child is or may be in need of protection, they will advise Library management and together they will promptly report the suspicion, and the information upon which it is based, to a Children's Aid Society, as stated in the Ontario Child, Youth and Family Services Act, s.125(1).

~~Staff will assist children and teens in Library but parents/guardians/caregivers are responsible for the welfare and behavior of children in their care on Library premises. The St. Catharines Public Library's Rules of Conduct will apply to all Library users.~~

~~Parents/guardians/caregivers should remember that the Library is a public building with all that implies and should be as cautious in the Library as they are in any other public building.~~

~~Children, age 5 years and under, who are attending Library programmes must be accompanied by the parent/caregiver.~~

~~Children, age 5 years and older, attending programmes in the confines of a room during a scheduled programme, may be supervised by the Library Staff only during the scheduled time of the programme. However, parent/guardian/caregiver must remain in the Library and be accessible to the child at all times.~~

~~Children, over the age of 10 years, may come to the Library unattended but parents/guardians/caregivers are still responsible for their conduct in the Library. Staff will advise parents/guardians/caregivers if their child needs supervision. Both adults and children should be aware of the Library's hours. Children must know how to reach their parent/guardian/caregiver in case of an emergency.~~

~~Teens, 12 years of age and older, may use the Library independently, but parents/caregivers are still responsible for the behavior of any children under the age of 16 years while in the Library.~~

~~If a minor is left at the Library at closing or in the event of an emergency situation, Staff will attempt to contact the parent/caregiver. If the parent/caregiver cannot be contacted, Staff will notify the Police. Two Staff members will remain with the child until the Police~~

~~arrive. Under no circumstances will Library Staff transport or take the child away from the Library building.~~

Reference

Policy G-07 Code of Conduct

Policy G-31 Privacy and Confidentiality of Customer Information

Operational Guidelines & Procedures

~~Operational guidelines and procedures will be developed by public service managers.~~

Attachments

- ~~1. The Ontario Library Association Position on Children's Rights in the Library~~
- ~~2. The Ontario Library Association Teen's Rights in the Public Library~~

**~~The Ontario Library Association
Position on
Children's Rights in the Library~~**

~~Children in public libraries have the right to:~~

- ~~1. Intellectual freedom.~~
- ~~2. Equal access to the full range of services and materials available to other users.~~
- ~~3. A full range of materials, services and programs specifically designed and developed to meet their needs.~~
- ~~4. Adequate funding for collections and services related to population, use and local community needs.~~
- ~~5. A library environment that complements their physical and developmental stages.~~
- ~~6. Trained and knowledgeable staff specializing in children's services.~~
- ~~7. Welcoming, respectful, supportive service from birth through the transition to adult user.~~
- ~~8. An advocate who will speak on their behalf to the library administration, library board, municipal council and community to make people aware of the goals of children's services.~~
- ~~9. Library policies written to include the needs of the child.~~

~~Adopted at the Ontario Library Association
Annual General Meeting
November 1998~~

The Ontario Library Association

Teen's Rights in the Public Library

Goals for Library Services for Teens:

Young people are valuable members of our library community who deserve the same respect, dignity and human rights as all library members. This document provides a framework for developing library services to teens that meet the educational, informational, and cultural and leisure needs of young people in ways that are developmentally appropriate. Each public library has a different community to serve and therefore different priorities and needs. Although specific services for teens have not been well established in all libraries, these goals are created in the belief that young adulthood is a unique life stage and that young adults are entitled to the same quality of library services offered to other age groups in the population.

(Adapted from the IFLA Guidelines for Library Services for Young Adults, 2006 and the YALSA Guidelines for Library Services to Teens, Ages 12-18, 2006.)

The goal of library services for teens is to assist with the transition from children's services to adult services and to provide access to both resources and an environment that meets the needs of young people for intellectual, emotional and social development. Specifically these needs are based on the unique seven developmental needs of adolescents and the five core values of quality service to teens:

7 Developmental Needs of Teens	5 Core Values of service to teens
<ul style="list-style-type: none"> • Physical activity, • Competence and achievement, • Self definition, • Creative expression, • Positive social Interaction with Peers and Adults, • Structure and Clear Limits, • Meaningful Participation 	<ul style="list-style-type: none"> • Respecting and responding to unique YA needs, • Providing equal access, • Empowering Youth through participation, • Engaging Teens in active collaboration, • Supporting healthy youth development.
Excerpted from: Dorman, G. (1984). The Middle Grades Assessment Program: User's Manual. Garrboro, NC: Center for Early Adolescence.	Core Values excerpted from Jones, P. (2002). <i>New directions for library service to young adults</i> . Chicago: American Library Association.

Teens in Ontario Public Libraries have the right to:

1. Intellectual freedom

The library establishes clear policy statements concerning the right to free access by young adults to library resources and information sources; and respect for the rights of young adults to select materials appropriate to their needs without censorship. The library's teen collection, policies and services should be consistent with the concepts of intellectual freedom defined by the CLA, OLA and Ontario Human Rights code.

2. ~~Equal access to the full range of materials, services, and programs specifically designed and developed to meet their unique needs.~~

~~The Library integrates library service to teens into the overall plan, budget and service program for the library. Library service to teens is integrated with those offered to other user groups.~~

3. ~~Adequate funding for collections and services related to population, use and local community needs.~~

~~The Library incorporates funding for materials and services for teens in the library operating budget and ensures there is equitable distribution of resources to support programs and services for young adults.~~

4. ~~Collections that specifically meet the needs of teens~~

~~The Library provides a wide spectrum of current materials of interest to young adults to encourage lifelong learning, literacy, reading motivation, and reader development. The library endeavors to develop collections that encourage leisure reading, support homework and school success and responds to gender and cultural diversity. The library provides unfettered access to technology including social networking, licensed databases, and other online library resources for teens.~~

5. ~~A library environment that complements their physical and developmental stages.~~

~~The Library provides identifiable spaces for teens that are separate from children's spaces where possible, reflects their lifestyle and allows for teens to use this library space for leisure or study, either independently or in groups.~~

6. ~~Welcoming, respectful, supportive service at every service point.~~

~~The Library promotes friendly, positive, non-biased customer interactions with teens, providing staff development and training and ensures that services for teens embrace cultural and gender diversity and economic differences. Library staff will endeavor to respect the teen's need for privacy and nonjudgmental service and assist young adults in acquiring the skills to effectively access all library resources and become information literate.~~

7. ~~Library Programs and Services appropriate for Teens~~

~~The Library fosters youth development by providing programs for teens that contribute to literacy, life-long learning and healthy youth development. The library endeavors to provide volunteer opportunities for helping others through community service hours including participating on Library Advisory Boards, and other projects that help develop a sense of responsibility and community involvement. The library's teen services initiatives are effectively managed according to best practices in the field of Youth Services.~~

8. ~~Trained and knowledgeable staff specializing in teen services.~~

~~Library staff is knowledgeable about adolescent development and age appropriate resources for young adults inclusive of those with special needs. The library~~

~~provides services by teen specialists as well as by others who are trained to serve teens.)~~

- ~~9. An advocate who will speak on their behalf to the library administration, library board, municipal council and community to make people aware of the goals of teen services.~~

~~The Library works in partnership with other community agencies and organizations to support all aspects of healthy, successful youth development.~~

- ~~10. Library policies are written to include the needs of the youth.~~

~~Adopted at the Ontario Library Association Annual General Meeting June 2010~~

Policy Name	Children and Teens in the Library		
Section & Number	Board – G-24	Effective Date	2021-01-28
Motion Number	2025-XX	Last Review	2025-03-20
Author	Manager, Customer Service	Next Review	2029
Policy Maintenance	Reviewed by Management.		

Policy Statement

The St. Catharines Public Library welcomes and encourages children and teens to enjoy the Library's programs, collections, services and spaces. Responsibility for the welfare and the behaviour of children and teens using the library ultimately rests with the parent/guardian or an assigned caregiver.

The purpose of this policy is to provide guidelines for library staff and volunteers working with children and teens, as well as to outline parent/guardian/caregiver responsibilities for the conduct and safety of their children and teens in the library.

Scope

The St. Catharines Library recognizes that children and teens have a right to a respectful, supportive and safe environment when they visit the Library. Library staff are trained to assist children and teens in using the Library but cannot assume responsibility for the conduct, safety and well-being of children left unattended.

Library policies and services are designed to provide a safe and welcoming environment for customers of all ages but parent/guardian or an assigned caregiver need to use the same caution with their children at the Library as they would in any other public setting.

Definitions

Child is a person that is 11 and under.

Parent is the person or persons who have lawful custody of the child.

Guardian is a person who has lawful custody of a child, other than the parent of the child.

Caregiver is anyone age 12 years or older to whom the parent/guardian has given responsibility for the care of the younger child.

Teen is anyone 12 to 17 years old using the library.

Regulations

The St. Catharines Public Library is guided by the terms of the Ontario Child, Youth and Family Services Act 2017, S.O. 2017, c14, Schedule 1 with regard to the supervision of children. Specifically:

Section 136 (3) "No person having charge of a child less than 16 years of age shall leave the child without making provision for his or her supervision and care that is reasonable in the circumstances"

The Ontario Child, Youth and Family Services Act does not specify a minimum age for leaving a child unsupervised, it mandates that caregivers provide reasonable supervision and care for children under 16, with considerations based on the child's age, maturity, and the specific circumstances.

Children under the age of 11 must be accompanied by a parent/guardian or an assigned caregiver at the St. Catharines Public Library.

The St. Catharines Public Library Board also endorses the Ontario Library Association's statements on Children's and Teens' Rights in the Public Library.

Operational Guidelines

Responsibility for the welfare and the behaviour of children and teens using the Library ultimately rests with the parent/guardian or an assigned caregiver.

Children and Teens in the Library

The Library's Code of Conduct extends to all users of all ages.

Parents/Guardians/Caregivers are responsible for the conduct of their children and teens in the Library as outlined below:

- Teens age 12 and over and any child under their care may use the library independently on a regular basis but parents or guardians remain responsible for the behavior while in the library.
- Children age 11 and under visiting the library or attending library programs/events must have a caregiver present in the library and be accessible to the child at all times. For some programs, caregivers are required to attend with their children. Library staff may request that a parent/guardian or caregiver be present to sign a child in and out of a program or remain with their child to provide active supervision throughout the program.
- If a child is left at the Library at closing time or in the event of an emergency situation, the staff person in charge will attempt to contact the parents or caregivers. If the parent/guardian or adult caregivers cannot be contacted within 15 minutes of closing hour, staff will notify the police. Two staff will remain with the child until the parent and/or police arrive. Under no circumstances will library staff transport or take the child away from the library building.

Unattended Children in the Library

Library staff will intervene when they become aware that a child in the library is in these or similar situations:

- A child is alone and visibly upset or ill;
- A child is alone with younger children;
- A child is left alone and doing something dangerous or appears to be at risk;
- A child is alone and not following library behavior expectations after reasonable reminders;
- A child is left alone at closing time;

Requests for Information Regarding Children or Teens

As a public facility, the library does not monitor the activities of its customers of any age unless there is a problem with their conduct. If a child is noticed to be spending multiple days in the library during school hours, staff may check with the child and ask that a parent or guardian confirm with the library that they are aware of the child's whereabouts or contact Children's Aid Society for guidance if there are concerns about the child's well-being. Staff will not give information to any person over the telephone as to whether a child is currently in the library or has been in the library recently. Staff may offer to take a message and ask the child (if present in the library) to call the person back.

Requests for Information Regarding Missing Children/Runaways

Staff will not give information to any person over the telephone as to whether a child or teen is currently in the library or has been in the library recently. Staff may offer to take a message and ask the child or teen to call the person back. In the case of a missing child/teen, Library staff connect with the library's Management Team to share information with the law enforcement agency requesting specific personal information.

Duty to Report

Under the Ontario Child, Youth and Family Services Act, 2017, there is a legal obligation for individuals to report suspicions of child abuse or neglect. Section 125 of the Child, Youth and Family Services Act, states that any person who has reasonable grounds to suspect that a child is or may be in need of protection must promptly report their suspicion and the information upon which it is based, to a Children's Aid Society.

The duty to report applies to anyone who is, or appears to be, under the age of 16 years. Someone who is concerned that a 16- or 17-year-old is, or may be in need of protection, may make a report to a Children's Aid Society. When staff have reasonable grounds to suspect that someone is or may be in need of protection, they will advise Library management and together they will promptly report the suspicion, and the information upon which it is based, to a Children's Aid Society, as stated in the Ontario Child, Youth and Family Services Act, s.125(1).

Reference

Policy G-07 Code of Conduct

Policy G-31 Privacy and Confidentiality of Customer Information

Naming Policy

submitted by Ken Su, CEO

Recommendation

THAT the Board approve the Naming Policy

Background

In February, staff presented the Policy to the Board, receiving feedback that prompted revisions. The Policy was then referred back to staff and is set to be presented again at the March meeting.

Update

Staff made the following revisions:

- Under **Removal and Renaming of Spaces, Properties, and Services**, "if a donor and/or an organization after which a space, property or service is named is accused of any act that could bring risk of harm ..." has been changed to "where there is risk of harm ...";
- Under **Naming Agreements**, "designated Library Staff may" has been changed to "designated library staff shall";
- Under **Naming Agreements**, "for potential naming gift that is \$100,000 and over" has been removed;
- Added definitions of donor and sponsor;
- Reviewed the use of donor and sponsor to ensure consistency.



Policy Name	Naming		
Section & Number	Board – F-06	Effective Date	2025-03-20
Motion Number	2025-# #	Last Review	2025-03-20
Author	CEO	Next Review	2029
Policy Maintenance	Reviewed by Management		

Policy Statement

The purpose of this policy is to establish the context and protocol for naming of St. Catharines Public Library (the Library) spaces, properties, and services, such as branches, rooms, service areas, programs, or collections.

The St. Catharines Public Library Board has ultimate responsibility for the naming of its spaces, properties, and services, including the terms and conditions, regardless of whether the naming opportunity arises from a sponsorship or donation.

Scope

This policy applies to naming of all St. Catharines Public Library spaces, properties, and services.

Definitions

Conflict of Interest means any event (whether actual or perceived) in which the Library or anyone representing the Library may benefit from the knowledge of, or participation in, the acceptance of a gift.

Donor is an individual or organization that makes a voluntary contribution to the Library without receiving any direct material benefit or advantage. Donors typically give monetary gifts, property, or other assets to support the Library's mission and services.

Gift is a voluntary transfer of cash or in-kind contributions from individuals, businesses, and other sources to the Library for either unrestricted or restricted utilization in the operation of the Library. The transaction shall not result directly or indirectly in a right, privilege, material benefit or advantage to the donor or to the person designated by the donor. Gifts may be monetary (cash, cheques) or non-monetary (e.g. real property, or personal property).

Pledge is a commitment of a gift given over a predetermined time frame.

Room means a discrete space within a Library facility and includes, but is not limited to, meeting rooms, study rooms, and program rooms. This also includes outdoor spaces such as reading gardens.

Service area means a distinct space within a library location not enclosed by walls such as children's area, public computers, etc.

Sponsor is a business or organization that enters into a mutually beneficial agreement with the Library, providing financial or in-kind support in exchange for recognition, promotion, or other benefits. Sponsorships differ from donations in that they involve a contractual relationship and promotional considerations.

Sponsorship is a mutually beneficial business exchange between the Library and an external sponsor whereby the sponsor contributes funds, products or in-kind services to the Library in return for recognition, acknowledgement or other promotional considerations. Sponsorships involve an association between the sponsor and the Library's specific space, program, service, or activity being sponsored. A sponsorship is a contracted arrangement between the Library and the sponsor, designed to benefit both parties. It is not a philanthropic gift.

Naming Principles

The Library is a welcoming and inclusive place that is open and accessible to everyone in our community. Any and all naming and sponsorship opportunities must be consistent with the Library's vision, mission, values, and strategic priorities.

Naming is conducted thoughtfully, with due diligence, background research, and consultation, where applicable, to ensure all names are consistent with, and strengthen, the reputation of the Library.

No commitment regarding naming will be made to an individual or group prior to the approval of the related proposal for naming by the St. Catharines Public Library Board.

Signs, print, and/or electronic materials bearing the name(s) of donors or sponsors may be posted/published prior to the fulfillment of a gift, donation or sponsorship provided there is a signed agreement between the parties and, in the case of a pledge, that the first gift installment has been made to the Library.

Library staff will customize gift terms and recognition details, such as naming opportunities and thresholds, and naming duration, for each fundraising campaign and submit to the Board for approval.

The Library reserves the right to decline any sponsorship or philanthropic act and to review such names periodically.

Restrictions

The Library will not accept Naming Rights from companies or organizations that:

- Manufacture, sell or distribute tobacco and related products
- Promote consumption of alcohol, marijuana and addictive substances
- Are in business of pornography or illegal sexual services
- Promote the support of or involvement in the production, distribution, and sale of weapons and other life-threatening products
- Present demeaning or derogatory portrayals of individuals or groups or contain any message that is likely to cause deep or widespread offence

The Library Board may at its discretion overrule the established criteria.

Naming Guidelines

Branches

- The Library will give priority to naming its branches after their geographic location, either the community, the neighbourhood, or the street location where they are situated.
- Alternatively, consideration will be given to naming, where appropriate, after the type of service or function offered at that branch.
- Branches will not be available for philanthropic naming.

Rooms and Service Areas

- The Library will give priority to naming rooms and areas after the library branch where it is located together with the function of such a room.

Collections

- The Library will give priority to naming parts of its collection after the subject matter of the collection.

Programs

- The Library will give priority to naming its programs after the program content.

Naming Opportunity with a Gift

The Library may consider naming spaces, properties, and services after a donor or sponsor, and develop proper terms and conditions. Regardless of whether the naming opportunity is as a result of sponsorship or donation, the general policy guidelines outlined above will still apply. In addition, the following will apply:

- The Library will not engage in naming which creates the impression that the Library endorses a commercial product or a partisan political or ideological position. Names will not include any design trademarks, slogans or logos;
- Donor and sponsor names will not have prominence over the Library name and logo;
- Naming opportunities do not extend beyond the useful life of the spaces or facilities where they are located, or the duration of the programs, services, and collections being offered, unless otherwise specified in a signed gift agreement;
- Charitable donation receipts are issued in accordance with the Library's Gifts-in-Kind policy;
- Naming opportunities for people or organizations are guided by the following:
 - The amount of the gift reflects the perceived value of the space, the property, or the service to be named.
 - The name to be used is appropriate for enhancing the image of the Library in the community.

Removal and Renaming of Spaces, Properties, and Services

Proposals to rename any Library space, property and service will adhere to the naming criteria outlined above. In addition, the following will apply:

- New naming opportunities may arise when a branch or area within a branch is redeveloped or renovated and will be utilized for a different purpose.
- Renaming would be dependent on the nature of the conditions contained in the previous naming opportunity agreement.
- Appropriate recognition of previous donors or honourees may be included in the new or renovated facility.
- When renaming does occur, all reasonable effort will be made to inform, in advance, the original donor, sponsor or honouree.
- Where there is risk of harm, reputational or otherwise, to the Library, the Library may in its sole and absolute discretion determine the appropriate remedy to address the risk of harm including removing donor recognition or renaming.

- The Library reserves the right to withdraw naming opportunities if a sponsor or donor defaults on a payment or payments.
- Proposals for review of existing names must be submitted to the CEO in writing and a response will be provided once the Library Board makes its decision.

Typical recognitions of donations or sponsorships for naming may include:

- Placement of the name of the naming donor or sponsor on, in, or within proximity of the naming asset or element
- Publicity or press release by the Library
- Acknowledgement in the Library's communications materials
- Name recognition on a donor wall or donor plaque (if applicable)
- First right of refusal for renaming opportunities

Naming Agreements

When name recognition has been extended for a specific gift, donation or sponsorship received, an agreement shall be drawn up, establishing the parameters of the gift, its recognition, and a mutually agreed time frame in which the name expires, including an exit clause.

In the case of an individual, agreement to the naming proposal must be confirmed in writing with the individual to be named, and if deceased, by the immediate family.

Designated Library Staff shall:

- Solicit, receive, and develop proposals for naming opportunities.
- Evaluate Naming Rights proposals based on this Policy. The Library may solicit the expertise of an outside firm (e.g. Fundraising Consultant) to assess the costs and benefits of the proposal.
- Bring proposals for Naming Rights to the Library Board for final approval.

2025 Asset Management Plan

submitted by Lisa DiDonato, Business Administrator

Recommendation

THAT the St. Catharines Public Library (SCPL) Board approve the SCPL 2025 Asset Management Plan.

Report

The SCPL 2025 Asset Management Plan was developed to meet the legislative requirements for proposed levels of service (LOS) outlined in O.Reg. 588/17. The assets included in this plan are building components, information technology, and library collections. This plan aims to help manage assets sustainably by balancing costs, risks, and performance, ensuring reliable services, extending asset life, and meeting community needs.

The plan was developed in consultation with SLBC Advisory Services and is designed to align with the City of St. Catharines' Asset Management Plan.

St. Catharines Public Library Asset Management Plan

2025



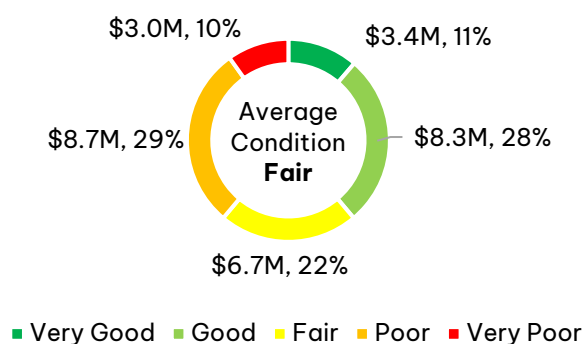
Executive Summary

This AM plan helps SCPL manage assets sustainably by balancing costs, risks, and performance, ensuring reliable services, extending asset life, and meeting community needs. It was developed to meet the legislative requirements for proposed levels of service (LOS) outlined in O.Reg. 588/17. The assets included in this AM plan are building components, information technology, and library collections.

Asset Portfolio Summary

Replacement Value: \$30.1M

Average Age: 13 years (43% of life remaining)



Risk Exposure Rating	Replacement Value (\$M)	% of Total
Very High	\$0.0	0.0%
High	\$0.2	0.8%
Moderate	\$2.3	7.6%
Low	\$14.3	47.4%
Very Low	\$13.3	44.1%

The above figure and table outline that even though assets have an average Fair condition, most assets are Moderate-Very Low risk to the SCPL.

Levels of Service Summary

Community Levels of Service

- Contribute to inclusive and vibrant communities
- Provide sustainable and affordable services over the long term
- Provide safe and accessible facilities
- Maintain assets in a state of good repair

Technical Levels of Service

Technical Level of Service Measure	Performance		
	2023	2024 ¹	2034 Target
Titles held per capita	1.4	1.33	Maintain provincial average (2023 \$1.5 ²)
Turnover rate (print volumes)	5.8	6.07	Maintain provincial average (2023 4.4 ²)
Circulation per capita	6.05	6.19	Maintain provincial average (2023 5.72 ²)
Number of security incidents	N/A	419	Decrease

¹ Preliminary values that may be subject to change based on the 2024 publication of the Ontario Public Library Statistics.

² Source: [Ontario public library statistics | ontario.ca](https://www.ontariopubliclibrary.ca/statistics)

Technical Level of Service Measure	Performance		
	2023	2024 ¹	2034 Target
% of assets in fair or better condition	N/A ³	61.1%	Maintain
Local operating support per capita	\$45.35	\$48.55	Increase to be consistent with average across province (2023 \$51.63 ²)
Total operating expenditures per capita	\$45.44	\$52.02	Increase to be consistent with average across province (2023 \$55.09 ²)
Utilities costs per square footage	\$2.40	\$2.42	Maintain with rate of inflation
Repairs and maintenance costs per square footage	\$1.62	\$1.69	Maintain with rate of inflation
Replacement cost of collection as % of operating budget	12.89%	11.59%	Maintain

Lifecycle Investment Plan

This AM Plan reviews three scenarios to show different investment needs.

1. **Maintain Current LOS:** This scenario shows lifecycle activities that would be needed to prevent current service levels from deteriorating.
2. **Existing Funding:** This scenario examines service level impacts on SCPL's infrastructure based on existing funding levels.
3. **Proposed LOS:** Based on Scenarios 1 and 2, the SCPL set practical proposed LOS to be achieved over the next 10 years. This scenario shows lifecycle activities that the SCPL has chosen to undertake to achieve their proposed LOS.

Major capital projects over the next 10 years to meet the proposed levels of service include:

- Merritt Branch Relocation – \$760k (2025)
- Centennial Branch Renovation – \$10.3M (2026–2027)
- Dr. Huq Family Branch Renovation – \$250k (Budgeted amount for 2028)
- Merritt Branch Relocation – \$1.1M (Budgeted amount for 2030)⁴

To meet the proposed LOS, the SCPL needs to receive the Green and Inclusive Community Buildings grant (\$3M), City support (\$4.9M), and fundraising (\$1.4M) to fund the Centennial Branch renovation. Without that grant and City support, the SCPL will not meet the proposed LOS, as shown in the figure below.

³ Assets under SCPL management were not complete for the 2024 AM Plan. This has been clarified with the City for this AM Plan.

⁴ The \$1.1M budget is set aside by the SCPL to be used as part of a larger future City project for a multi-use facility including a library.

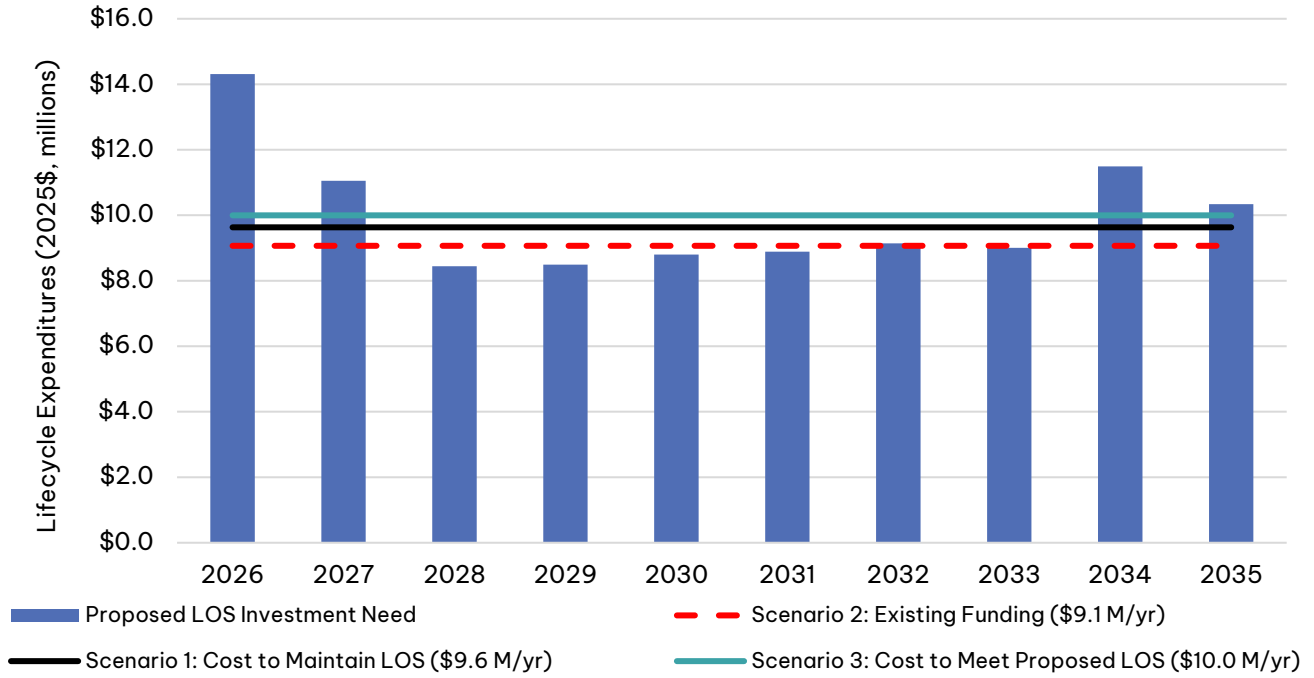


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Abbreviations

AM	Asset Management
CoF	Consequence of Failure
E&T	Endowment and Trust
GICB	Green and Inclusive Community Buildings
IT	Information Technology
LOS	Levels of Service
PoF	Probability of Failure
SCPL	St. Catharines Public Library
TCA	Tangible Capital Asset



1 Overview

St. Catharines Public Library (SCPL) owns and operates 4 branches within the City of St. Catharines (City):

- Centennial Library branch.
- Port Dalhousie branch.
- Dr. Huq Family branch.
- Merritt branch.

These branches serve a population of 136,803 as per the 2021 census within a geographic area of 96.1 square kilometres. This Asset Management (AM) Plan covers all library assets owned and managed by SCPL, which excludes the buildings and building components that are owned and run by the City of St. Catharines (these have been included in the City's 2025 AM Plan).

1.1 Asset Management Plan Purpose

This AM plan supports the SCPL in sustainably managing assets by balancing costs, risks, and performance to ensure reliable services, extend asset life, and meet current and future community and customer needs effectively.

1.2 Alignment with City Asset Management Planning

This AM Plan aligns with the broader AM planning program at the City of St. Catharines. This alignment allows the SCPL to compare their investment needs with the City's investment needs in a consistent manner.

This AM Plan was developed to align with the requirements specified in Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure and to incorporate industry best practices in AM planning.

The requirements of O. Reg. 588/17 for municipalities in Ontario are as follows:

- Municipalities must develop AM Plans in stages. Initially, they must focus on defining current service levels (Phase 1), then communicate what proposed service levels are expected based on an assessment of what is appropriate for the SCPL considering available funding and risks associated with different service level scenarios. (Phase 2).
- AM Plans must include information on the current state of assets, levels of service provided, lifecycle management strategies, and financial strategies to support asset operations, maintenance and replacement. More details on what is included in each topic area can be found in Section 1.3 below.
- AM Plans must be reviewed and updated every five years. The SCPL is required to make these plans publicly available to ensure transparency and accountability.

1.3 Asset Management Plan Structure

The AM Plan was developed based on the best available information and by employing professional judgement and assumptions to address gaps where necessary. The document includes six major sections, as described in Table 1-1.

Table 1-1. AM Plan document structure

Section	Description
State of the Infrastructure	Summarizes the SCPL's asset inventory, replacement values, and age and condition profiles for each asset category.
Levels of Service	Outlines key performance indicators that support customer service outcomes for capacity, function, reliability, and affordability. This section includes a summary of current performance and proposed performance.
Risk Management Strategy	Outlines the consequence and probability of failure for each asset category and the risk profile to enable the SCPL to prioritize asset investments.
Lifecycle Management Strategy	Defines the set of planned activities that will enable the assets to provide their proposed level of service in a sustainable way while mitigating risks and reducing costs throughout their life.
Financing Strategy	Summarizes the available funding for the asset management strategies and any forecast funding gaps.
Improvement Opportunities	Outlines the improvements to future iterations of the AM Plan and the overall AM planning process.

2 State of the Infrastructure

2.1 Asset Inventory & Valuation

The SCPL is committed to providing spaces, resources, and experiences for all citizens to learn, grow, and connect. This includes a wide range of assets including facilities and their internal components, information technology, and the library collections, all of which are collectively valued at \$30.1M⁵.

Table 2-1. Asset valuation summary

Asset Category	Asset Sub-Category	Replacement Value (M 2025 \$)	Replacement Value (% Total)
Facilities	Building Components	\$21,536,267	71.4%
	Furniture & Fixtures	\$1,928,733	6.4%
	Program & Maintenance Equipment	\$186,006	0.6%
Information Technology	Hardware	\$923,178	3.1%
	Network Infrastructure	\$74,186	0.2%
	Software	\$64,142	0.2%
Collections	Collections	\$5,431,163	18.0%
Overall Replacement Value		\$30,143,675	100%

Facility building components mainly relate to assets within the Centennial Library branch (i.e., elevators, windows, doors, interior finishes, etc.) with a few assets at the Dr. Huq Family branch (e.g., doors, interiors finishes, washroom fixtures, etc.). The facility building components at the Port Dalhousie branch and the Merritt branch are owned and managed by the City of St. Catharines and are not included in this AM Plan.

⁵ Where current replacement values were unknown, historical replacement values were inflated to 2025.

2.2 Asset Age

Comparing the average age of the assets with the average estimated service life provides a representation of the average overall portfolio remaining life. Figure 2-1 summarizes the average age of each asset sub-category.

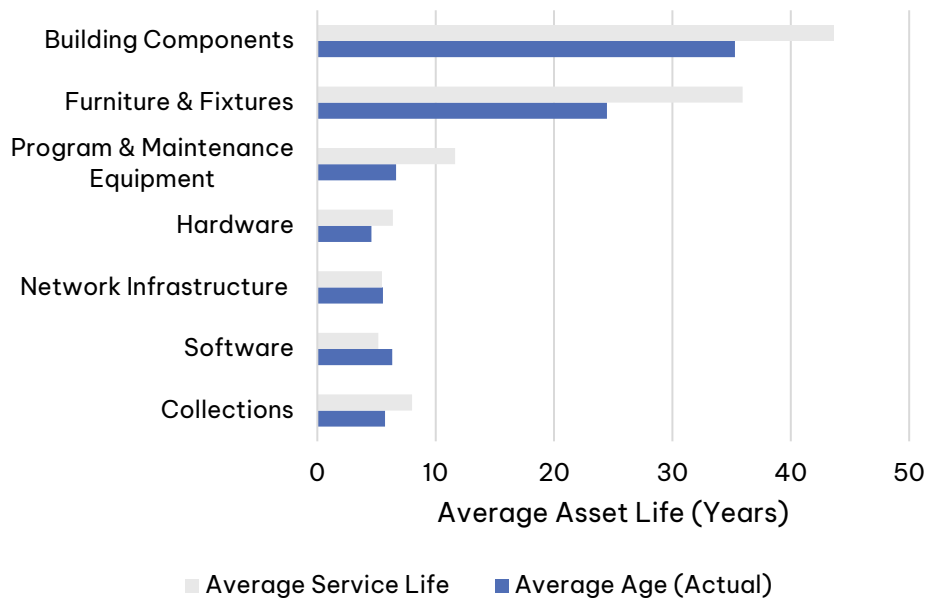


Figure 2-1. Asset average age compared to service life

Based on the assessment of average asset age compared to average service life, Network Infrastructure and Software assets have exceeded their service life. All other assets, except for the Collections, are on average nearing their end of useful life.

Asset monitoring and replacement of aging assets continue to be a priority for SCPL, especially for assets with shorter useful lives (less than 5 years).

2.3 Asset Condition

Asset condition was determined using two methods for library assets. The Building Components condition was determined from Building Condition Assessments and the condition for remaining assets was determined using Table 2-2 based on the assets' remaining service life.

Table 2-2. Condition rating scale

Condition Rating	Remaining Life	Description
Very Good	> 75 to 100%	Fit for the future
Good	> 50% to 75%	Adequate for now
Fair	> 25% to 50%	Required attention

Condition Rating	Remaining Life	Description
Poor	0% to 25%	At risk of affecting service
Very Poor	Beyond Service Life	Unsatisfactory for sustained service
Unknown	N/A	Unknown

The library asset portfolio condition distribution is shown in Figure 2-2 and has an average condition of Fair. Figure 2-3 shows the condition distribution for each asset category. Of note is that almost 50% of IT assets are in Very Poor condition, showing they are at or beyond their useful life and should be prioritized for replacement.

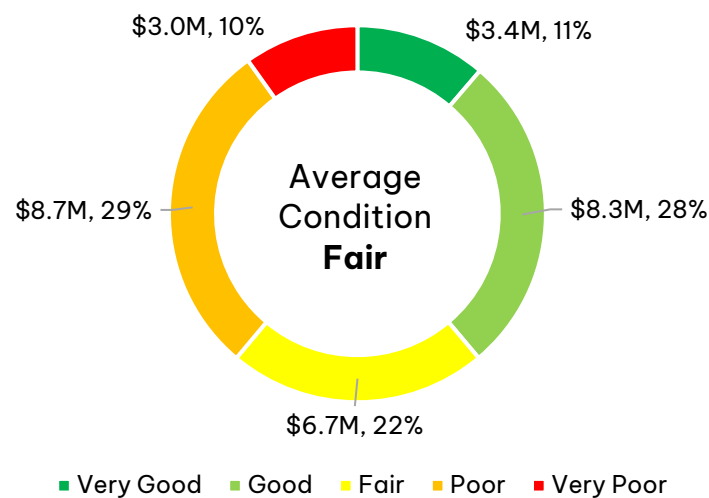


Figure 2-2. Asset portfolio condition distribution

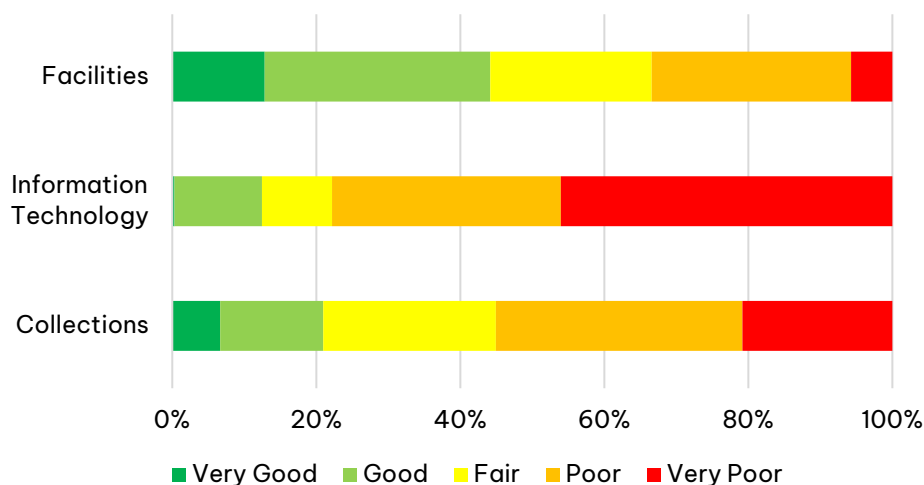


Figure 2-3. Asset category condition summary⁶

⁶ The collections condition only reflects the age of the assets and not the physical condition.

2.4 Data Confidence

The available data was assessed for each asset category and a data quality rating was assigned based on availability and quality of relevant data according to the scale in Table 2-3.

Table 2-3. Data confidence rating scale

Rating	Definition
Very Good	No assumptions, with available condition data from a reliable data source, and age and replacement value are known.
Good	Minor assumptions are made for condition, age, or replacement values (e.g., most of condition, age, and replacement values are known).
Fair	Some assumptions are made for condition, age, or replacement values with information being taken from reliable sources.
Poor	Condition, age, or replacement values were taken from moderately reliable sources.
Very Poor	Significant assumptions were required to determine the assets in the organization's portfolio.

The data used for this AM Plan was assessed and the results are presented in Table 2-4.

Table 2-4 Data confidence assessment

Asset Category	Confidence Rating	Confidence Data
Building Components	Good	Minor assumptions were made on age and replacement values. Most data were based on BCAs completed in 2022.
All other assets	Fair	Assumptions were made on age and replacement costs. All data based on Tangible Capital Asset (TCA) register.

3 Levels of Service

The purpose of asset management is to tie assets to what services are provided to the community. Public libraries are important for several reasons, and they play a significant role in communities. SCPL is committed to providing spaces, resources, and experiences for all citizens to learn, grow, and connect. This commitment is described in SCPL's 2025–2028 Strategic Plan through 4 strategic goals:

1. Experience in Bloom

We want to be “top of mind” for our community—a destination for resources of all kinds, entertainment, or a place where anyone can escape to because it is free, welcoming, and a safe refuge from daily life.

It means continuing to renew our facilities, finding new ways to show our customers how we can be part of their day, and making it even more convenient for them to visit or find us online.

Our focus is ensuring SCPL has something for everyone by offering creative programming, useful services, and resources that spark inspiration and joy in daily life.

2. Community in Bloom

SCPL will work further to engage with our customers beyond the walls of our library—at an event, another popular public space, or any place that makes it easier for our customers to access everything we offer.

We know our strengths and understand our limitations. Our focus will be finding strategic partners who can help us deliver on our promise to connect customers of all ages with opportunities for learning and growth.

Over the next four years, SCPL will be even more visible, contributing to the vibrancy and well-being of our community.

3. People in Bloom

The only way we can meet our customers' needs is to listen and understand their challenges and aspirations. We will make no assumptions. Instead, we will use data and customer feedback to guide our planning.

For our customers and library teams, we will ensure all locations adopt a collaborative and supportive culture where everyone is welcome, seen, and heard. We want those who come to experience the library to feel a sense of belonging, and we want staff to feel empowered in contributing to the lifelong learning of others.

Our teams will always be encouraged to share feedback and bring ideas forward. We will make every effort to recognize and celebrate their efforts in providing an exceptional library experience for everyone in St. Catharines.

4. Literacy in Bloom

Literacy is the core of what we do, and it comes in many forms— reading and writing, learning digital skills, playing a musical instrument, creating budgets, mastering different ways of communicating, or making positive change in this world.

Every opportunity we offer our customers aims to support the growth of people at every stage of their lives. St. Catharines Public Library wants to be seen as a place to learn, connect, and experience literacy in the manner that suits them best.

Our goal is to offer a place where people are free to explore our collections and resources, experience something new, and try out a new skill, so we can help everyone in our community reach their full potential.

3.1 Levels of Service Statements & Measures

Table 3-1 outlines the levels of service (LOS) that are driving current and future decision-making and expenditure needs for SCPL services and assets. The SCPL's Customer LOS statements and Technical LOS indicators document performance from a service user's and service provider's perspective, respectively. Past and current performance are listed, along with a proposed that the SCPL would like to achieve over the next 10 years.

Table 3-1. Levels of service statements and measures

Strategic Plan Alignment	Service Attribute	Community LOS	Technical LOS	Performance		
				2023	2024 ⁷	2034 Target
Literacy in Bloom People in Bloom	Capacity & Use	Libraries contribute to complete and vibrant communities	Titles held per capita	1.51	1.33	Maintain
			Turnover rate (print volumes)	3.77	6.07	Maintain
Experience in Bloom	Function	Provide safe and accessible facilities	In person library visits per capita	2.78	6.19	Increase to be consistent with average across province
			Number of security incidents	N/A	419	Decrease

⁷ Preliminary values that may be subject to change based on the 2024 publication of the Ontario Public Library Statistics.

Strategic Plan Alignment	Service Attribute	Community LOS	Technical LOS	Performance		
				2023	2024 ⁷	2034 Target
	Reliability	Maintain assets in a state of good repair	% of assets in fair or better condition	N/A ⁸	61.1%	Maintain
Community in Bloom	Financial	Provide sustainable and affordable services over the long term	Total operating support per capita	\$44.15	\$48.55	Increase to be consistent with average across province
			Total operating expenditures per capita	\$45.72	\$52.02	Increase to be consistent with average across province
			Repairs and maintenance costs per square footage	\$1.72	\$2.42	Maintain with rate of inflation
			Utilities costs per square footage	\$2.75	\$1.69	Maintain with rate of inflation
			Replacement cost of collection as % of operating budget	13.4%	11.59%	Maintain

⁸ Assets under SCPL management were not complete for the 2024 AM Plan. This has been clarified with the City for this AM Plan.

4 Risk Management Strategy

4.1 Overview

A key asset management focus for the SCPL is to meet service levels and manage risk, while minimizing lifecycle costs. The relative importance of the assets to support service delivery, referred to as asset criticality, is a key driver in selecting the most proper asset management strategy for each asset. Critical assets include assets that are key contributors to performance and have the highest consequences of failure to provide required service levels. The intention of this risk assessment is to highlight critical assets that should be managed through the process outlined in SCPL's Risk Management Plan.

Risk events, such as an asset's failure to have sufficient capacity, function, or reliability, are events that may compromise the delivery of the SCPL's strategic goals. Lifecycle activities manage the risk of failure by reducing the chance of asset failure to acceptable levels. The impact of asset failure on the SCPL's ability to meet its strategic goals dictates the type and timing of lifecycle activities.

SCPL's risk strategy quantifies asset risk exposure, helping prioritize projects across asset classes and service areas. Risk exposure is the multiplication of the criticality or consequence of failure (CoF), which is the direct and indirect impact on the SCPL if an asset failure were to occur, by the probability of failure (PoF), which is the likelihood that an asset failure may occur:

$$\text{Risk Exposure} = \text{Consequence of Failure} * \text{Probability of Failure}$$

4.2 Consequence of Failure

Asset criticality or consequence of failure (CoF) reflects the importance of an asset to the SCPL's delivery of services. Depending on the asset, unplanned failures can have wide-ranging consequences including service disruption, damage to surrounding infrastructure and property, risks to public safety, and environmental impacts. The following impacts of a failure are considered and are based on the City's risk assessment approach.

- **Economic impacts** of failure including the cost to remediate the situation
- **Social impacts** of asset failure, including impacts to customers, and businesses.
- **Environmental impacts** of asset failure.

These impacts were assessed using the CoF table as outlined in Appendix A. The assessment of asset risk was completed by the City and the SCPL applied the same risk rating for its assets. The consequence scores used for SCPL assets is shown in Table 4-1.

Table 4-1. Consequence of failure scores and primary risk driver

Asset	CoF	Risk Driver
Building Component: Exit Lighting, Fire Alarm System, Emergency Lighting (Battery Backup) Hardware: Security & Video	5	Service Disruption

Asset	CoF	Risk Driver
Network Infrastructure: Server Equipment, Switches Software	3	Impacted Customers
Hardware: Institutional Equipment, Meeting Rooms, Mobile Devices, Personal Computers, Printing & Scanning	2	Health & Safety
Building Component: Others Program & Maintenance Equipment Furniture & Fixtures Collection	1	Service Disruption

4.3 Probability of Failure

The SCPL aims to ensure that its assets are kept in a state of good repair to reduce the incidence of unplanned service disruptions due to poor asset condition. For this AM Plan, Probability of Failure is estimated based on the condition of the asset, as shown in Table 4-2.

Table 4-2. Probability of failure definitions

Score	Condition Rating	Probability of Failure	Description
5	Very Poor	Almost Certain	Asset is physically unsound and/or not performing as originally intended. Asset has higher probability of failure or failure is imminent. Maintenance costs are unacceptable, and rehabilitation is not cost effective. Replacement / major refurbishment is needed.
4	Poor	Very Likely	Asset is showing significant signs of deterioration and is performing to a much lower level than originally intended. A major part of the asset is physically deficient. Required maintenance costs exceed acceptable standards and norms.
3	Fair	Moderate or Likely	Asset is showing some signs of deterioration and is performing at a lower level than originally intended. Some components of the asset are becoming physically deficient. Required maintenance costs are increasing. Typically, asset has been used for a long time and is within the later stage of its expected life.
2	Good	Occasional or Possible	Asset is physically sound and is performing its function as originally intended. Required maintenance costs are within acceptable standards and norms but are increasing. Typically, asset has been used for some time and is within mid-stage of its expected life.

Score	Condition Rating	Probability of Failure	Description
1	Very Good	Very Rare	Asset is physically sound and is performing its function as originally intended. Required maintenance costs are well within standards & norms. Typically, asset is new or recently rehabilitated.

4.4 Risk Profile

After assessing the criticality and probability of each asset's risk, the results were plotted on a risk map, a graphic representation of probability and consequence of failure. Colors on the map denote distinct levels of risk and help to inform and prioritize the SCPL's resources, time, and effort on asset renewal activities.

- Risks in the red (Very High) zone are significant and require active management and close monitoring.
- Risks that appear in the orange (High) or yellow (Moderate) zones will also be actively managed depending on their nature.
- Risks that appear in the green (Low) or blue (Very Low) zones are generally acceptable without significant mitigation strategies being implemented, although monitoring may still occur in some form.

Using this risk framework, the risk profile for SCPL's assets is shown in Table 4-3. No assets are a Very High-risk exposure, requiring immediate attention. Close monitoring should occur for the assets in the High and Moderate risk zones as shown in Table 4-3.

Table 4-3. Risk profile (values are the risk exposure in 2025 \$, millions)

Probability of Failure	Certain	\$1.5	\$0.4	\$0.1	\$0.0	\$0.0
	Likely	\$5.2	\$0.2	\$0.0	\$0.0	\$0.0
	Possible	\$9.1	\$0.1	\$0.0	\$0.0	\$0.1
	Unlikely	\$9.1	\$0.0	\$0.0	\$0.0	\$0.0
	Rare	\$4.2	\$0.0	\$0.0	\$0.0	\$0.1
		Insignificant	Minor	Moderate	Major	Catastrophic
Consequence of Failure						

Table 4-4. Risk summary by exposure rating

Risk Exposure Rating	Replacement Value (\$2025, millions)	% of Total
Very High	\$0.0	0.0%
High	\$0.2	0.8%
Moderate	\$2.3	7.6%
Low	\$14.3	47.4%
Very Low	\$13.3	44.1%

There are other risks that could prevent the SCPL being able to provide service to their customers. A summary of these risks and SCPL's plan for mitigating their impacts is provided in Table 4-5.

Table 4-5. Capacity and function risks and SCPL's mitigation plan

No.	Risk	Description	SCPL Mitigation Plan
1	Technological Obsolescence	Rapid advancements in technology can make existing systems, such as computer hardware, software, and digital catalog systems, outdated, limiting the library's ability to serve the community effectively.	<ul style="list-style-type: none"> - SCPL actively checks emerging technologies and industry trends to find technologies that may become obsolete and those that are on the rise. The organization has transitioned to cloud-based systems, enabling scalability and adaptability without the need for extensive overhauls when technologies become outdated. - SCPL also follows a gradual replacement strategy, allowing for the phased replacement of aging components over time. - SCPL continues to implement best practices, provide ongoing training, and deploy robust technology security measures to ensure resilience and efficiency.
2	Environmental Hazards	Libraries are vulnerable to risks like floods, fires, and extreme weather events,	<ul style="list-style-type: none"> - SCPL regularly updates and keeps its emergency plans, policies, and maintenance contracts. The organization's risk management plan includes preventive measures, response

No.	Risk	Description	SCPL Mitigation Plan
		which can damage collections, equipment, and facilities.	<p>strategies, and a business continuity plan to effectively address environmental hazards.</p> <ul style="list-style-type: none"> - SCPL keeps a comprehensive insurance policy to safeguard against potential risks.
3	Funding Constraints	Insufficient funding for maintenance, upgrades, or staffing can reduce the quality and scope of library services, affecting community satisfaction.	<ul style="list-style-type: none"> - SCPL actively fosters and strengthens relationships with elected officials and staff at the City of St. Catharines, our primary funder. - SCPL is committed to exploring alternative revenue sources, including grants, donations, partnerships, and program sponsorships.
4	Security Threats	Theft, vandalism, or cybersecurity breaches can endanger both physical and digital assets, including rare collections and sensitive patron data.	<ul style="list-style-type: none"> - SCPL has addressed the risk recommendations found in the 2024 General Physical Risk Assessment. The organization conducts regular reviews of its security measures, including on-site personnel, communication devices, and video surveillance systems. - SCPL also consistently updates and keeps policies and procedures to ensure compliance with legislative requirements related to the protection of personal information. Additionally, SCPL uses best practices, robust security measures, continuous employee training, and comprehensive insurance coverage to mitigate the risks of cybersecurity breaches.

5 Lifecycle Management Strategy

The goal of the Lifecycle Management Strategy is to outline and establish a set of planned actions, based on best practice, that will enable SCPL assets to provide a sustainable level of service to the citizens of St. Catharines, while managing risk at the lowest lifecycle cost.

5.1 Lifecycle Management Activities

The asset lifecycle management activities are practices on the assets funded through the operating and capital budgets. Table 5-1 outlines lifecycle activity categories and example practices for SCPL's assets.

Table 5-1. Lifecycle activities

Category	Description	Examples
Non-Infrastructure Solutions	Actions, plans, or policies that can lower costs, lower demands, or extend asset life.	<ul style="list-style-type: none"> - Conducting building condition assessments (5 years) - Space planning (as required)
Operate	Regular activities to provide services.	<ul style="list-style-type: none"> - Using / running a piece of equipment (continuous) - Cleaning (continuous) - Facility utilities (continuous)
Maintain	Activities to keep asset condition stable to enable it to provide service for its planned life.	<ul style="list-style-type: none"> - Scheduled preventative maintenance programs (as outlined by program) - Corrective maintenance / reactive repairs (as required)
Renew	Activities that return the original service capability of an asset.	<ul style="list-style-type: none"> - Replacement of collections (annually) - Replacement of fixtures with similar fixtures (annually)
Upgrade	Activities to provide a higher level of service capability from an existing asset to achieve better fit for purpose or meet regulatory requirements.	<ul style="list-style-type: none"> - Modernization (as required) - Improving accessibility (as required) - Changing asset use (as required)
Grow	Activities to provide a new asset that did not exist previously or an expansion to an existing asset.	<ul style="list-style-type: none"> - Added collections (as required) - New software (as required)
Dispose	Activities associated with disposing of an asset once it has reached the end of its useful life or is otherwise no longer needed by the library.	<ul style="list-style-type: none"> - Sell (annually) - Donate (annually) - Recycle (annually)

5.2 Forecast Expenditures Needed for Lifecycle Activities

5.2.1 Growth Needs

Growth needs for the SCPL were based on the 2021 Development Charges Background study which estimated a population growth for St. Catharines of 8.8% from 2025-2035. This growth rate was used to forecast the added collections that will be needed to meet the proposed LOS in Section 2.4 (estimated to be \$47k/year from 2026-2035). The added growth assets to accommodate the increased collection size (i.e., furniture, IT assets, equipment, etc.) from 2025-2035 include:

- 10% of 2025 Merritt Branch Relocation (\$76k)
- 10% of the 2028 Dr. Huq Family Branch Renovations (\$25k)
- 10% of 2026-27 Centennial Branch Renovations (~\$1M)

A summary of the asset portfolio, incorporating the growth needs is shown in Figure 5-1.



Figure 5-1. Growth needs forecast

5.2.2 Upgrade Needs

To meet the proposed LOS outlined in Section 2.4, the SCPL has a significant renovation planned for the Centennial Branch. This renovation is intended to modernize existing spaces, upgrade existing assets, and improve accessibility throughout the facility. The intention of the renovation is to make the Centennial Branch a safe and accessible place for people in St. Catharines to visit and experience. SCPL is looking to expand the use of the facility by students, new immigrants, and people seeking a haven away from their home.

The total value of this renovation is \$10.3M with 10% being distributed to growth, 35% being distributed to upgrading assets, and 55% being distributed to renewal of existing assets. The renewal and upgrade activities, in this renovation, are often combined investments where the SCPL will replace an existing asset with a better, more functional / accessible version. This

work will help the SCPL increase the number of *In person library visits per capita* LOS to be consistent with the average across the province.

5.2.3 Renewal Needs

The SCPL uses the lifecycle strategies described in the earlier section to plan work and decide future expenditure needs. SCPL staff work closely with other departments to plan upgrades and construction with the facility assets to ensure efficiency and minimize disruptions to the public.

This AM Plan reviews three scenarios to show the asset conditions based on different funding options.

1. **Maintaining the Current LOS Funding:** This scenario shows lifecycle activities that would be needed to prevent current service levels from deteriorating.
2. **Existing Funding:** This scenario examines service level impacts on SCPL's infrastructure based on existing funding levels.
3. **Proposed LOS Funding:** Based on Scenarios 1 and 2, the SCPL will set a practical proposed LOS to be achieved over the next 10 years. This scenario shows lifecycle activities that the SCPL has chosen to undertake to achieve their proposed LOS.

5.2.3.1 Scenario 1: Maintain Current Levels of Service Funding

This scenario forecasts the investment needed to maintain current LOS. The approach to setting up the maintain current LOS budget is to forecast the lifecycle activity expenditures needed to ensure that the proportion of assets in Very Poor condition stays stable in comparison to 2024 performance (~7%). The average annual renewal investment needed to maintain current LOS is \$1.3M/year. The condition profile of the asset portfolio over the 10-year review period is shown in Figure 5-2.

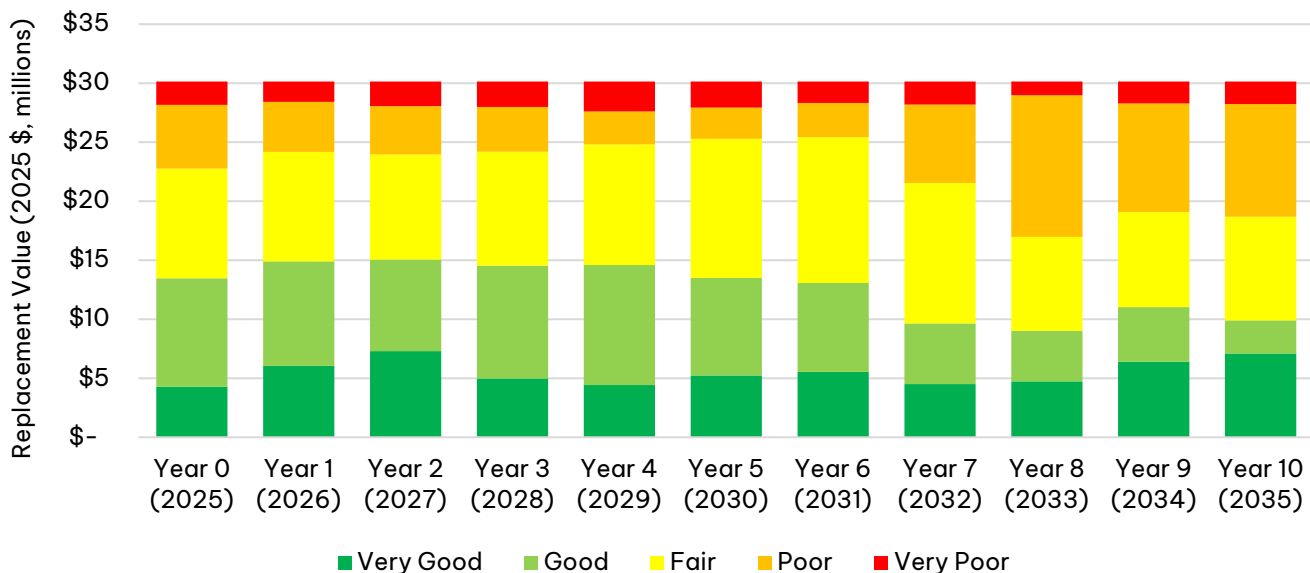


Figure 5-2. Condition profile for asset portfolio based on maintaining existing LOS

5.2.3.2 Scenario 2: Existing Funding

This scenario limits spending to the approved 2024-2026 Operating Budget and 2025-2026 Capital Budget. It includes \$1.1M in funding for the Centennial Branch renovations, as allocated in the 2025-2026 Capital Budget. Figure 5-3 shows asset conditions based on an annual renewal investment of \$0.8M. Under this funding plan, the percentage of assets in Very Poor condition increases from 7% in 2025 to 17% by 2035.

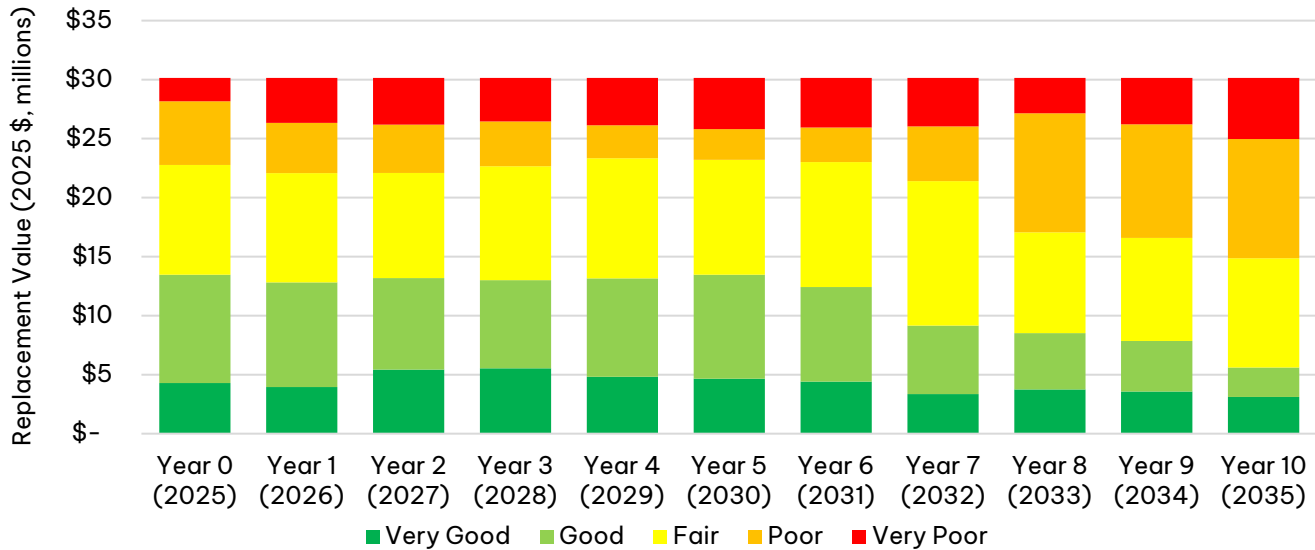


Figure 5-3. Condition profile for asset portfolio based on existing funding

5.2.3.3 Scenario 3: Proposed Levels of Service Funding

This scenario estimates the investment needed to meet the proposed LOS. It includes full funding for the Centennial Branch renovation, with building upgrades in 2026 and furniture, fixtures, and IT upgrades in 2027. An average of \$1.6M per year is required for asset renewal. Figure 5-4 shows that after the renovation, no assets remain in Very Poor condition.

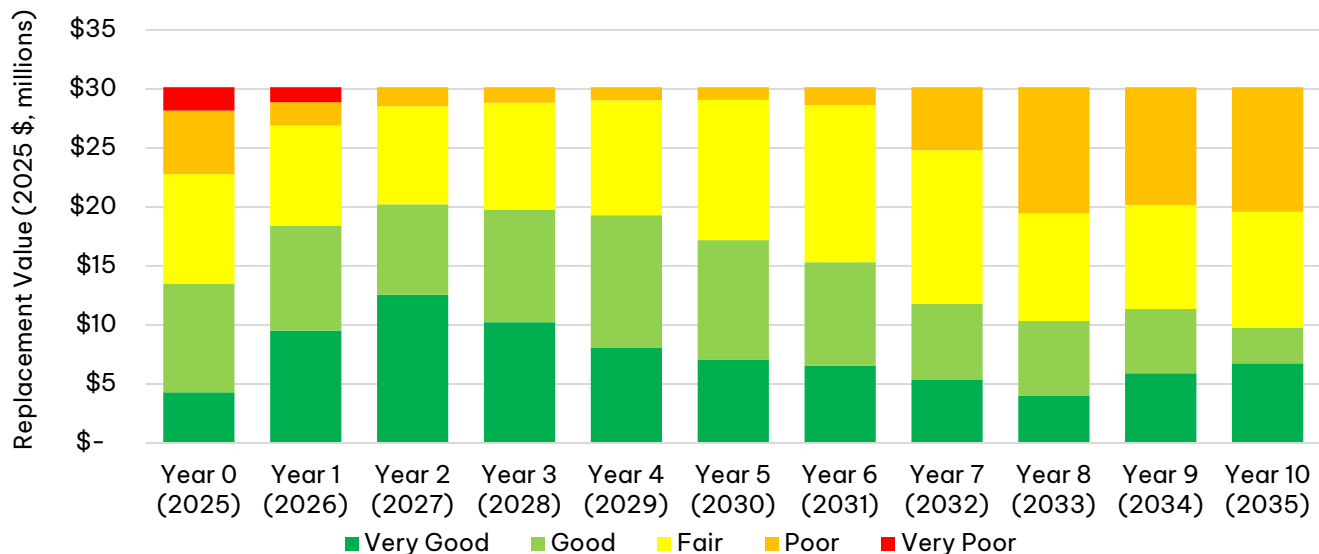


Figure 5-4. Condition profile for asset portfolio based on proposed LOS

5.2.4 Operating Needs

The operating needs forecast is based on the actual spending from 2021-2024 and the budget for 2025-2026. Future operating and maintenance spending will vary depending on the size of the asset portfolio and based on future changes in strategic or master planning. Figure 5-5 shows the projected operations and maintenance costs for the next 10 years based on the following assumptions:

- A nominal growth rate of 0.88% based on population growth.
- A 3% annual increase in salaries and benefits (due to future collective bargaining agreements).
- A \$100k increase for an added security guard in 2027 to support the proposed LOS.
- A \$140k increase in occupancy costs in 2027 for the Merritt Branch.
- A 1% annual increase for Library Materials, Occupancy, Supplies and Services, and Operating Capital

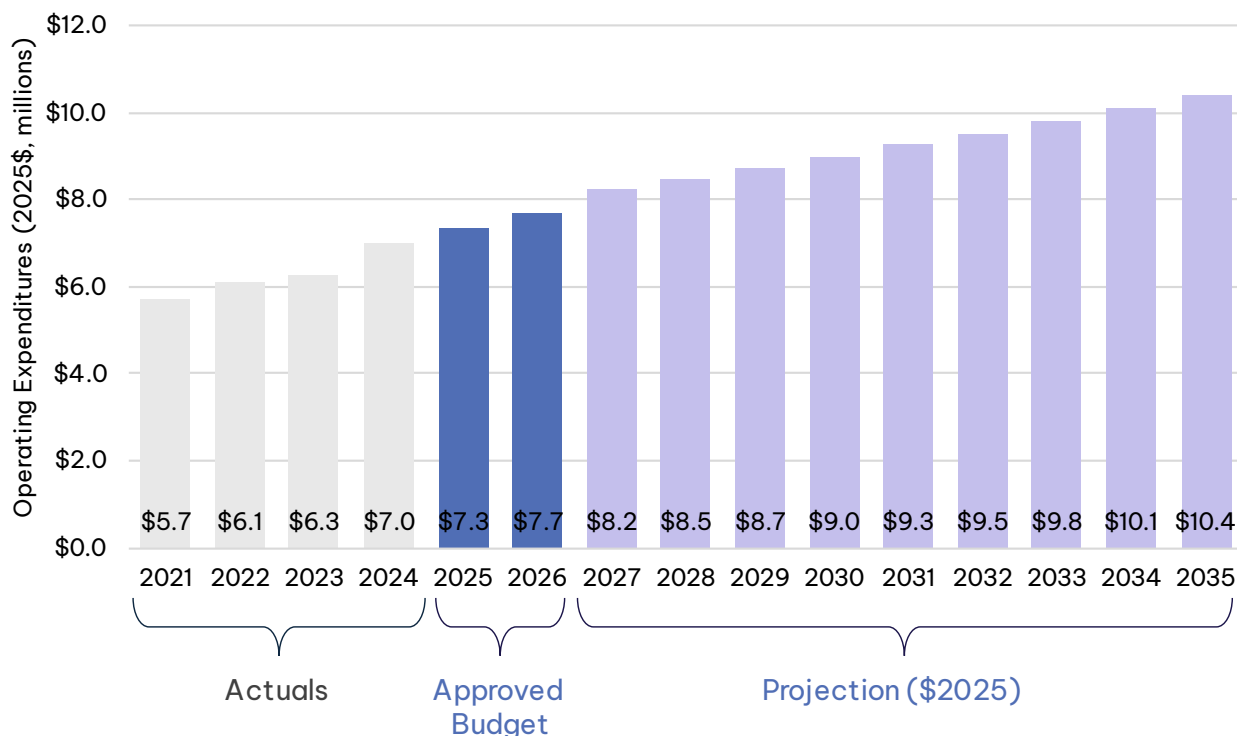


Figure 5-5. Operating needs forecast

5.2.5 Scenario Comparison

Figure 5-6 presents (as bars) the forecast investments needed for the next 10 years for the lifecycle activities related to Growth, Upgrade, Renewal Scenario 3: Proposed LOS, and Operations & Maintenance. The graph also shows (as lines) the average annual forecast lifecycle expenditures (Growth, Upgrade, Renewal, and Operations & Maintenance) for

Scenario 1: Maintain LOS, Scenario 2: Existing Funding, and Scenario 3: Proposed LOS. The next section will describe the plan for financing the Proposed LOS option.

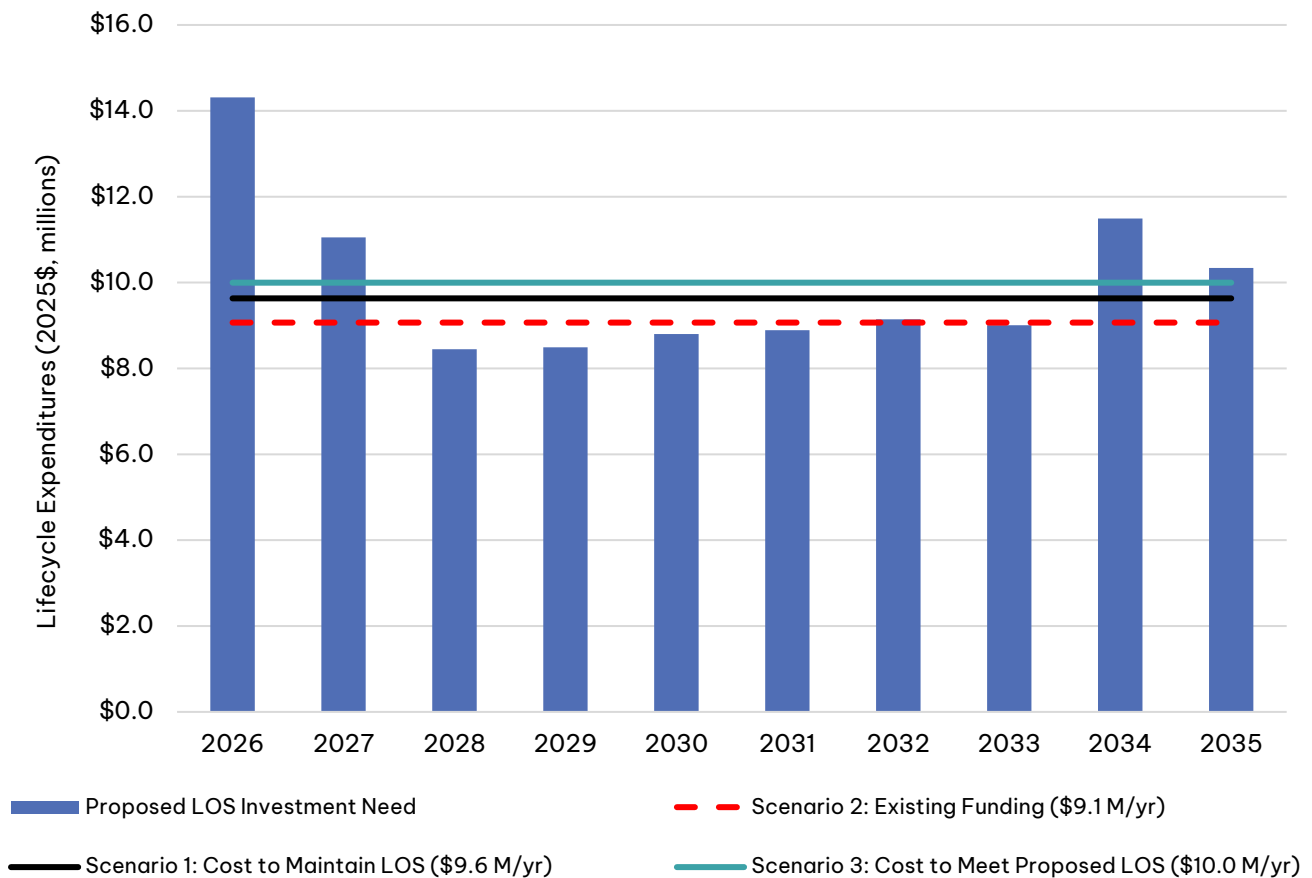


Figure 5-6. Lifecycle expenditure needs forecast

6 Financing Strategy

The financing strategy considers how the SCPL will fund the planned asset management actions to meet the needs for Scenario 3: Proposed LOS.

6.1 Available Funding Sources

The SCPL develops a 10-year capital budget to forecast large capital expenditures along with a 3-year operating budget. The sources of funding for the capital and operational expenditures are outlined in Table 6-1. The table also highlights any restrictions or timelines for each funding source.

Table 6-1. Funding sources

Funding Name	Purpose or Restricted Use	Time Limit or Duration
Capital Levy (City Contribution)	Only typically used for City-owned assets for library facilities (i.e., no assets covered in this AM Plan). There are sometimes one-time payments to the SCPL for specific capital projects (i.e., Centennial Branch Renovation, contingent on receipt of federal grant).	N/A
Development Charges	Development Charges are collected to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads; transit; water and sewer infrastructure; fire services infrastructure; and park amenities, libraries, and community centres. City of St. Catharines By Law No. 2021-140.	Current By-Law expires in January 2027
Municipal Operating Grant (City Contribution)	An approved annual budget is required to be spent during the operating year to run a public library. Normally, any overages in the Operating Budget are funded by the Stabilization Reserve.	Budgeted amounts are for a calendar year.
Provincial Grant (Public Library Operating Grant, Pay Equity Supplement Grant)	Used to support local public library services. Established as a per household provincial grant to the local library. Since 1998, the provincial base funding for local libraries has been stagnant, with no	N/A

Funding Name	Purpose or Restricted Use	Time Limit or Duration
	increases to support growing community needs.	
Other Revenue (Other Grants and Fundraising)	<p>The SCPL explores grants offered through other levels of government (Provincial & Federal) and has some success in obtain grants for capital infrastructure projects.</p> <p>SCPL Endowment and Trust (E&T) funds are used for one-time Library purposes and such other purposes as the Trustees deem advisable, for the benefit of the SCPL system.</p> <p>Fundraising is being explored on an as needed basis for specific capital projects (i.e., Centennial Branch Renovation).</p>	N/A

A summary of the various funding sources is shown in Figure 6-1 to finance the 10-year proposed LOS lifecycle investment forecast.

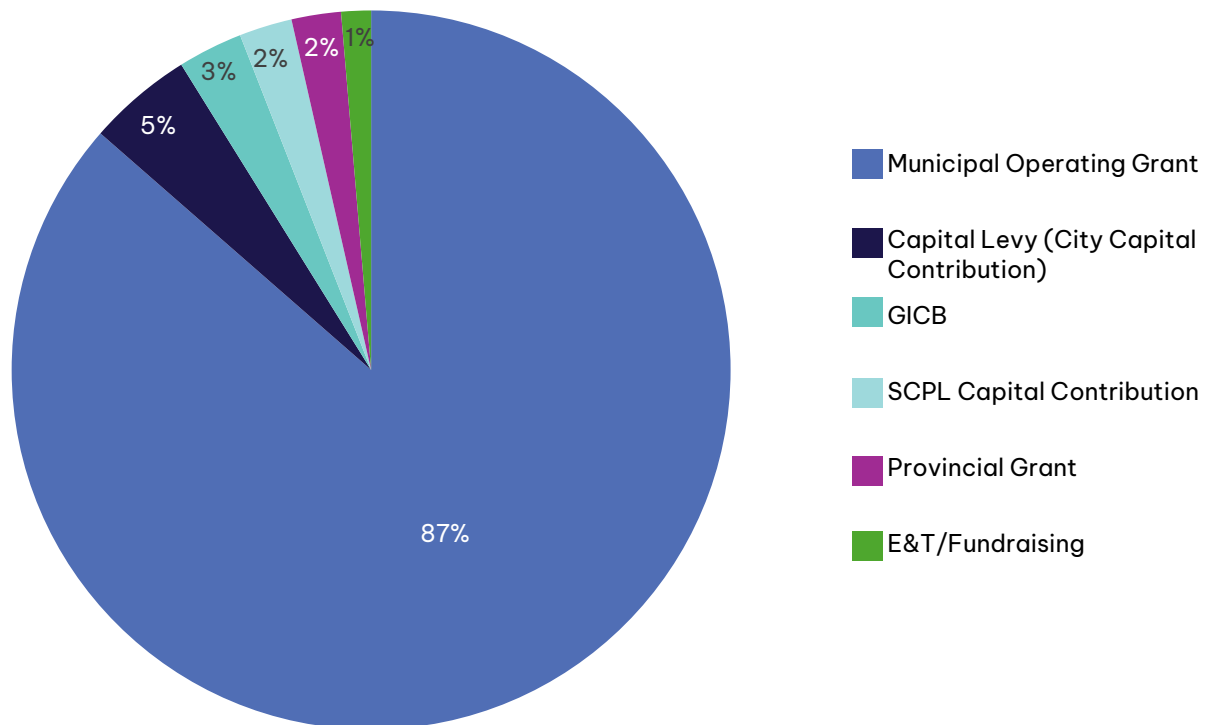


Figure 6-1. SCPL funding source percentages for 10-year lifecycle investment forecast

6.1.1 Risks to not Funding Proposed Service Levels

The followings risks could occur if the SCPL does not fund its budget adequately enough to meet its proposed LOS.

No.	Risk	Description	Examples
1	Service Degradation	Could lead to a decline in the quality and scope of services offered by the library	<ul style="list-style-type: none"> - Reduced operating hours, making it difficult for patrons to access the library during convenient times. - Inability to maintain a current and diverse collection of books, digital resources, or other materials.
2	Community Dissatisfaction	Could negatively impact the library's ability to meet community needs, leading to frustration or dissatisfaction	<ul style="list-style-type: none"> - Limited programs for children, teens, or seniors, reducing the library's role as a community hub. - Long wait times for popular materials due to a lack of copies or outdated technology for managing reservations.
3	Staff Burnout and Retention Issues	Could result in overworked staff and difficulty retaining qualified employees.	<ul style="list-style-type: none"> - Staff required to work overtime without additional compensation to compensate for understaffing. - High turnover rates due to low wages or insufficient professional development opportunities.
4	Technological Obsolescence	Could lead to outdated systems for cataloging, lending, and providing internet access	<ul style="list-style-type: none"> - Public computers or Wi-Fi access becoming unreliable or too slow to meet modern demands. - Failure to implement updated cataloging systems, making it harder for users to locate materials.
5	Loss of Relevance	May struggle to adapt to changing community needs, reducing its perceived value	<ul style="list-style-type: none"> - Inability to offer resources for emerging needs, such as job search assistance or education programs. - Failure to provide spaces for collaborative learning or quiet study, pushing users to other venues.
6	Reputational Damage	May face criticism, undermining trust and support from the community and stakeholders	<ul style="list-style-type: none"> - Negative media coverage or public complaints about declining service quality. - Reduced donor contributions or grant funding due to perceptions of mismanagement or ineffectiveness.

No.	Risk	Description	Examples
7	Compliance and Safety Risks	Could result in non-compliance with safety regulations or inability to maintain infrastructure / assets	<ul style="list-style-type: none"> - Deferred building maintenance leading to unsafe conditions, such as broken HVAC systems or structural issues. - Failure to comply with accessibility requirements, limiting service to individuals with disabilities.

6.1.2 Strategies to Close an Investment Gap

There is no investment gap to meet growth needs. The financing plan is dependent on the receipt of the GICB grant from the Federal government as the City of St. Catharines will only contribute their part if the SCPL receives the GICB grant. Therefore, if the GICB grant is not received, there will be a gap related to upgrade and renewal investments needed to meet the proposed LOS. Table 6-2 outlines the options the SCPL could use to close the investment gap.

Table 6-2. Strategies for closing an investment gap

No.	Option	Description
1	Increase revenues	<ul style="list-style-type: none"> - Increase Municipal funding - Fundraising - Alternative or more grant funding
2	Borrow from future or past	<ul style="list-style-type: none"> - Debenture funding - Reserves
3	Reduce expenditures	<ul style="list-style-type: none"> - Defer renewals by 1) prioritizing renewals based on risk exposure; or 2) adjust maintenance practices to mitigate risks associated with aging assets and deferred renewals (e.g. increase inspections) - Reduce service levels - Reduce size of asset portfolio and associated operating and renewal needs

7 Improvement Plan

Development of an AM Plan is an iterative process that includes improving processes, data, and staff skills over time. The section outlines the improvement opportunities for the SCPL as the look to improve their AM planning processes. The improvements listed in Table 7-1 align with O.Reg. 588/17 and industry best practices.

Table 7-1. AM planning improvement recommendations

No.	Improvement Recommendation
1	Maintain alignment between the SCPL strategic plan and the LOS being measured in the AM Plan.
2	Include questions on library services and asset management as part of future public surveys to inform future LOS planning.
3	Incorporate any changes from renovations and new assets into the next AM Plan.
4	Conduct an annual inventory reconciliation with the City to ensure disposed assets are removed from the register and new assets are added.
5	Conduct an AM Plan risk assessment, specific to SCPL, focused on the core services the library provides to support improved capital planning and investment decision making.
6	Regularly assess assets to ensure their condition, age, and replacement values are accurately reflected in the asset register.
7	Establish a process to annually report on the progress in implementing the SCPL's AM Plan including the proposed LOS.

In terms of plan monitoring and review, the AM Plan is required to be updated at least every five years, reporting on the SCPL's updated asset portfolio, associated value, age, and condition. The updates should provide any adjustments to the 10-year forecast on service levels, costs of the associated lifecycle strategies and an assessment of any funding shortfalls.

As per O.Reg. 588/17, the City will conduct an annual review of its asset management progress in implementing the AM Plan and will discuss strategies to address any factors impeding its implementation. Assets owned by SCPL may also be included in the City review to ensure alignment.

Appendix A: Consequence of Failure

	Rating	1 – Minimal	2 – Minor	3 – Moderate	4 – Major	5 – Extreme
Direct Financial	Capital Expenditure (Replacement of Asset)	No significant one -time capital expenditure for emergency repair or replacement (less than \$100,000)	One -time unplanned capital expenditure (\$100,000 - \$250,000)	One -time unplanned capital expenditure (\$250,000 - \$1,000,000)	One -time unplanned capital expenditure (\$1,000,000 - \$2,000,000)	One -time unplanned capital expenditure in excess of \$2,000,000
	Revenue loss due to service closure or other direct cost not related to asset repair (Operating)	No significant impact to operating budget (less than \$50,000)	Moderate impact to operating budget (\$50,000 to \$100,000)	Significant impact to operating budget (less than \$100,000 - 250,000).	Significant impact to operating budget (more than \$250,000, less than \$500,000)	Significant increase to operating budget (\$500,000 or more)
Social	Health & Safety	No injuries	Minor injuries	Moderate Injuries	Serious Injuries	Death
	Legal Liability	Very limited exposure to Third Party Liability - limited potential for lawsuits, very localized impacts	Some exposure to Third Party Liability - potential for one or more lawsuits	Potential for one or more lawsuit, for a total in excess of City's self -insurance limit (\$50k)	Potential for multiple lawsuits, in excess of City's self -insurance limit (\$50k)	Potential for multiple lawsuits, in excess of City's self -insurance limit (\$50k), or class action lawsuit
	Service Disruption	Minimal service disruption	Some impact to non -critical service delivery (1 -2 days)	Some interruption to critical service delivery (one day or less) or non -critical service delivery (one week or less)	Some interruption to critical service delivery (less than one week) or non -critical service delivery (more than one week)	Interruptions to critical service delivery for one week or more, or non -critical service delivery for more than one month
	Impacted Customers	Impacts less than 100 customers.	Impacts up to 500 customers	Impacts up to 1,000 customers	Impacts up to 10,000 customers	Impacts 10,000 customers or more
Environmental	Environmental Compliance	Does not result in breach of Environmental Compliance Obligations	Moderate Breach of Environmental Compliance Obligations. City remedies without Statutory repercussions.	Moderate Breach of Environmental Compliance Obligations. Collaboration with Ministry staff to remedy, and no Statutory repercussions	Breach of Environmental Compliance Obligation resulting in a Ministry Order to Comply and/or minor penalties	Breach of Environmental Compliance Obligation resulting in a Ministry Order to Comply and/or significant penalties
	Environmental Impact	No negative impact or insignificant impact on natural environment	Minor Impact on the environment, adverse effects can be fully reversed within one month	Moderate Impact on the environment, adverse effects can be fully reversed within six months	Significant impact to natural environment, requiring restoration lasting one year	Significant impact to natural environment, requiring extensive restoration lasting two years or more

