

Port Colborne Public Library Board Meeting Agenda

Date: Wednesday, September 6, 2023
Time: 6:00 pm
Location: Library Auditorium, Port Colborne Public Library
310 King St, Port Colborne

Pages

1. Call to Order

2. Land Acknowledgement

Niagara Region is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hatiwendaronk, the Haudenosaunee, and the Anishinaabe, including the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit people from across Turtle Island that live and work in Niagara today. The City of Port Colborne and the Port Colborne Public Library stand with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.

3. Disclosures of Interest

4. Adoption of Agenda

5. Approval of Minutes

5.1 Minutes of the Closed Meeting of April 15, 2023

5.2 Minutes of the August 2, 2023 Regular Board Meeting

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6. Business Arising from the Minutes

7. Presentation

Board orientation

8. Consent Items

The following items are considered to be routine and non-controversial by the Library board and will be approved at this time. There will be no separate discussion of any of these items unless a Board member requests it, in which case the item will not be consented to and will be considered in the normal sequence of the agenda.

8.1	Financial Report	6
8.2	Public Relations Report	7
8.3	Media Items	12

9. Discussion Items

9.1	Verbal Memorandum of Understanding Report	
9.2	Draft 2024 Library Board Budget	
	a. Draft 2024 Budget Report	22
9.3	Committees Terms of Reference	
	a. Policy Review and Development Committee Terms of Reference	32
	b. Advocacy and Fundraising Committee Terms of Reference	34
	c. CEO Hiring and Transition Committee Terms of Reference	37

10. Policies

10.1	GOV-13: CEO Succession Planning	40
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11. Confidential Items

12. Motions

13. Notice of Motions

14. Roundtable

15. Other Business

16. Next Meeting Date and Adjournment

The next meeting of the Board will be held October 4, 2023, in the auditorium at the Port Colborne Public Library.

Port Colborne Public Library Board

MINUTES of the Seventh Regular Meeting of 2023

Date: Wednesday, August 2, 2023
Time: 6:00 p.m.
Location: Auditorium, Port Colborne Public Library
310 King Street, Port Colborne

Present: M. Cooper, Chair
B. Ingram, Vice-Chair
M. Bagu, Councillor
B. Beck
M. Booth
A. Desmarais
C. MacMillan
E. Tanini

Staff Present: S. Therrien, Chief Executive Officer (Secretary-Treasurer)

Regrets: H. Cooper

1. Call to Order

Board Chair M. Cooper called the meeting to order at approximately 6:05 p.m.

2. Land Acknowledgement

Read by M. Cooper.

3. Declaration of Conflict of Interest

Nil.

4. Adoption of the Agenda

Motion: 2023-049
Moved by C. MacMillan
Seconded by A. Desmarais

Port Colborne Public Library Board

That the agenda dated August 2, 2023 be adopted, as circulated.

Carried.

5. Approval of Minutes

Motion: 2023-050

Moved by B. Ingram

Seconded by E. Tanini

That the minutes of the regular meeting dated July 5, 2023 be approved, as circulated.

Carried.

6. Business Arising from the Minutes

Nil.

7. Consent Items

7.1. Circulation Reports

- June 2023 Circulation Report
- June 2023 LiNC Transits Report
- 2nd Quarter 2023 Circulation Report
- 2nd Quarter 2023 LiNC Transits Report

7.2. Financial Report

- July 25, 2023 Year-to-Date Operating Budget
- July 25, 2023 Year-to-Date Facilities Budget

7.3. Public Relations Report

Report from Librarian R. Tkachuk outlining outreach and program activities in July 2023.

7.4. Media Items

- Port Colborne Public Library *Off the Shelf Newsletter*, August 2023

Motion: 2023-051

Moved by A. Desmarais

Seconded by B. Ingram

That consent items 7.1 to 7.4 be received for information purposes.

Carried.

8. Discussion

8.1. Collective Agreement (S. Therrien)

The Board reviewed the process for ratifying the Collective Agreement.

8.2. Organizational Structure (S. Therrien)

The Board reviewed the revised organizational structure.

8.3. Capital and Operating Budgets (S. Therrien)

Motion: 2023-052

Moved by B. Ingram

Seconded by C. MacMillan

That the Board requests a shared assistant management employee with the Thorold Public Library Board for the 2024 operating budget, contingent upon the acceptance of a mutually agreeable memorandum of agreement.

Carried.

8.4. Board Work Plan (S. Therrien)

The Board discussed establishing standing committees, the Board's working plan, and added a roundtable agenda item to promote further

Port Colborne Public Library Board

discussion of new initiatives. The Chair asked the Board to consider volunteering for opportunities for committee work, and to report back at the September 2023 meeting.

8.5. **Memorandum of Understanding (S. Therrien)**

The Board directed the CEO to meet with the City CAO to begin discussion of implementing a memorandum of understanding between the City and the Library. The Chair requested the CEO to provide updates at each meeting.

9. **Policy Review**

Nil.

10. **Other Business**

Councillor Bagu discussed notice of motion concerning the previous meeting of the Board. Trustee Desmarais stated that she made an error by neglecting to ask for relief for notice of motion, and takes full responsibility for the error.

11. **Notices of Motion**

Nil.

12. **Date of the Next Meeting**

The next regular meeting will be held Wednesday, September 6, 2023, at 6:00 p.m. at the Port Colborne Public Library.

13. **Adjournment**

Motion: 2023-053
Moved by C. MacMillan
Seconded by B. Ingram

That the meeting be adjourned at approximately 7:23 p.m.

Carried.



Port Colborne Public Library Board

Michael Cooper
Board Chair
September 6, 2023

Susan Therrien
Chief Executive Officer
(Secretary-Treasurer)
September 6, 2023



PORT COLBORNE

**City of Port Colborne
LIBRARY**

For the Eight Months Ending August 31, 2023

	YTD Aug ACTUAL	2023 BUDGET	VARIANCE	VAR %
Revenue				
Donations	\$4,833.12	\$4,600.00	\$233.12	5.07%
Rentals	340.00	300.00	40.00	13.33%
Other Revenue	35.29		35.29	0.00%
Fees	5,299.49	2,900.00	2,399.49	82.74%
Grants - Other	2,352.00		2,352.00	0.00%
Grant - Provincial		38,300.00	-38,300.00	(100.00%)
Sales	2,366.20		2,366.20	0.00%
Total Revenue	15,226.10	46,100.00	-30,873.90	(66.97%)
Expense				
Salaries and Wages - Full Time	269,126.66	442,300.00	-173,173.34	(39.15%)
Salaries and Wages - Part Time	39,600.45	68,400.00	-28,799.55	(42.10%)
Overtime Pay	89.47		89.47	0.00%
Employee Benefits	114,591.96	192,300.00	-77,708.04	(40.41%)
Association/Membership Fees	1,300.00	1,500.00	-200.00	(13.33%)
Library Collection	43,710.05	71,300.00	-27,589.95	(38.70%)
Comm and Public Relations		500.00	-500.00	(100.00%)
Computer Software	476.11	1,000.00	-523.89	(52.39%)
Contract Services	2,042.83	3,500.00	-1,457.17	(41.63%)
Equipment - Purchase	4,705.53	6,000.00	-1,294.47	(21.57%)
Hospitality Expense	294.11	500.00	-205.89	(41.18%)
Office Supplies	1,852.37	3,000.00	-1,147.63	(38.25%)
Postage & Courier	263.70	700.00	-436.30	(62.33%)
Program Supplies	3,737.05	3,000.00	737.05	24.57%
Protective & Uniform Clothing		1,200.00	-1,200.00	(100.00%)
Staff Training & Development	5,179.29	7,000.00	-1,820.71	(26.01%)
SME - Audit and Actuary	7,682.88	12,800.00	-5,117.12	(39.98%)
Telephone/Internet	10,852.14	16,660.00	-5,807.86	(34.86%)
Travel	76.32	2,600.00	-2,523.68	(97.06%)
Total Expense	505,580.92	834,260.00	-328,679.08	(39.40%)
Surplus/(Deficit) Before Allocation	-490,354.82	-788,160.00	297,805.18	(37.78%)
Surplus/(Deficit) After Allocations	-490,354.82	-788,160.00	297,805.18	(37.78%)
Transfer to/ (from) Reserves		-39,500.00	39,500.00	(100.00%)
Transfer Between Funds		-748,660.00	748,660.00	(100.00%)
Total Transfers		-788,160.00	788,160.00	(100.00%)
Surplus / (Deficit)	(\$490,354.82)		(\$490,354.82)	0.00%

Date: September 6, 2023
 To: Port Colborne Public Library Board
 From: Rachel Tkachuk
 Subject: Public Relations Report

Recommendation:

That the Port Colborne Public Library Board receives the Public Relations Report for information purposes.

Public Relations Report Items

1. Pop-Up Library and Outreach:

- East Side Fire Station – August 11, 2023
- Reach Out Centre Story Time – August 21, 2023
- Vale Health and Wellness Centre with Ontario Planetarium – August 23, 2023
- City of Port Colborne’s Farmers’ Market – August 25, 2023



2. TD Summer Reading Club, July 3 – September 2, 2023

- TD Summer Reading Club
 Registration for TD Summer Reading Clubs and summer programs opened on Monday, July 3, 2023. Children registered for the program earned stickers and prizes for every 5, 10, 15, and 20 books read throughout the summer. Teen BINGO cards and Adult Recommended Reads cards also became available. During July and August, 213 children, 4 teens, and 2 adults participated in the TD Summer Reading Club.
- Bilingual StoryWalk®
 During July and August, TD Summer Reading Club provided licensing for a bilingual StoryWalk® called: Treasure/Trésor by Mireille Messier. The Storywalk® was installed along the King St. walkway for families to read while on library property. Families were given the opportunity to enter a ballot to win a prize package by answering a skill-testing question from



the story. Interactive prompts were added in French and English to increase literacy and engagement. During the two months, approximately 55 individuals participated in the StoryWalk®. The prize draw will occur during the first week of September.

- Community Art Project

During July and August, families were asked to draw a picture of “What makes you shine bright?” Star templates were available in the Children’s Room. Submissions were collected and installed to create a galaxy mosaic. During July and August 85 individuals participated in the Community Art Project.

- Take and Makes

Every Monday in August, fifty Take and Make craft kits became available for free. Families were encouraged to send a photo of the completed craft to the library for a chance to be featured on the website and social media. In August, the following craft kits were offered: Paper Piranhas, Penguin Puppets, Agamographs, and Treasure Chests.



- Colouring Sheets

Colouring sheets were provided by TD Summer Reading Club and were available throughout July and August in the Children’s Room. During July and August, approximately 295 participated in the TDSRC colouring.



3. Summer Programming

In addition to the TD Summer Reading Club, the following crafts and activities were run by library staff and volunteers in August: Ready, Set, Kindergarten Graduation, Sidewalk Chalk, Tween BINGO, EarlyON Pop-Up, Library of Things, Story Time with Shelly, Intro to Music, Baby Time, Summer Tot Time, Pop-Up @ East Side Fire Station, Healthy Relationships (Virtual), BINGO for Kids, Pop-Up @ Market, I Love Summer – Wooden Sign, Painted Tote Bag (Teens),

Intergalactic, Lighthouse at Sunset, Galaxy Hoops, Bilingual Films, Dino-Diorama, and Ontario Planetarium Party.

4. Programming

- Let's Talk About... Renting in Niagara: Housing Supports and Tenant Rights

This program was offered in partnership with Niagara Poverty Reduction Network and the Niagara Community Legal Clinic. Topics included: maintenance and repair issues, common grounds for eviction, the process and amount of notice required and when a landlord is permitted to enter a tenant's unit.



- Let's Talk About... Birchway Niagara Services

This program was offered in partnership with Birchway Niagara (formerly Women's Place). Prevention and Public Education Manager, Alicia MacMillan presented the agency's rebranding. Information was shared about healthy relationships and services offered by Birchway Niagara.



- Adult Painting Classes with Kyla

On Thursday, August 17, 2023, two sessions of an adult acrylic painting class called *Flamingo Paradise* were offered.



- Documentary Films

On Monday, August 28, 2023, a screening was held for two documentary films: *Statue of Liberty* (2001, 50 min.) and *Empire State Building* (2007, 60 min.)

- Design Our Bookmark Contest

The August bookmark theme was: "Explore." The winning submission was drawn by Rowan. Rowan's bookmark was handed out to all patrons at checkout during the month of August. All bookmark submissions were on display in the Children's Room throughout the month.



- Service Canada

On Tuesday, August 8, 2023, a representative from Service Canada offered an information session about Employment Insurance. The following presentations is scheduled for September:



- Programs and Services for Apprentices
Tuesday, September 12, 2023, 2 - 4 p.m.

Starting October, Service Canada program will transition from a presentation to a by-appointment clinic. A representative from Service Canada will be onsite at the library the third Wednesday of every month to assist with program and service applications, such as: Old Age Security (OAS), Canada Pension Plan (CPP), Employment Insurance (EI), Social Insurance Number (SIN), and My Service Canada Account (MSCA).

5. Art in the Atrium Showcase: O Canada! Paintings by Doug Todd

O Canada! Paintings by Douglas Todd were featured in the Art in the Atrium showcase starting in July and removed mid-August. Winning submissions from the Port Colborne Proud Photography Contest are being featured until mid-September.

6. Ontario Planetarium – Wednesday, August 23, 2023

Families participating in the TD Summer Reading Club were invited to the Travelling Planetarium by Ontario Planetariums at the Vale Health and Wellness Centre. This event was offered in partnership with Y.M.C.A. and the City of Port Colborne. Six shows were offered throughout the day in an inflatable dome theatre. The presentation was hosted by an astronomer from Ontario Planetariums. Each show had a maximum of 30 participants. Over the course of the day 189 individuals participated in the Ontario Planetarium show.

7. Community Connect

Partnerships with local community support agencies continued and expanded into August. Community partners can book a library space weekly/monthly to promote their programs and services. In August, the following community partners booked space in the library: PC Works Job Help, Service Canada, Birchway Niagara, and

Bridges Community Health Centre.

In October, Niagara Parents will start a monthly presentation series on a variety of parenting topics, such as infant sleep and breastfeeding.

On Saturday, November 4, PFLAG Niagara will join the Community Connect roster and will be onsite at the library with an information booth.





📍 310 King Street, Port Colborne, ON, L3K 4H1

☎ 905-834-6512

EMPOWER.

🌐 portcolbornelibrary.org

✉ library@portcolborne.ca

ENRICH. EDUCATE.

🐦 @PortColborneLib

📺 @PortColbornePublicLibrary

MENTAL HEALTH AWARENESS: "HAVE THAT TALK" SERIES

Tuesdays, Sept. 19 & 26
Tuesday, Oct. 3 & 10, 2023
10:30 a.m. – 12 p.m.
Pre-register. Free.



The Have *THAT* Talk series was developed by the Niagara Region to raise awareness about the importance of mental health in all areas of our lives. Everyone can take action to promote mental health where we live, work and play.

Learn about safe ways to talk about your own mental health or illness and how to support others sharing their challenges with you. Learn about how you can take action to reduce stigma, increase support, and encourage people to get help sooner.

BABY TIME

Tuesdays, Sept. 12, 19 & 26, 2023,
10:15 - 10:45 a.m.

Songs, stories, and rhymes with your little one. For ages 0 to 2.
Pre-register. Free.



TOT TIME

Thursdays, Sept. 14, 21 & 28, 2023
10:15 - 11 a.m.

Enjoy stories, crafts, and a circle-time. For ages 2 to 5 accompanied by a parent/caregiver.
Pre-register. Free.



ART IN THE ATRIUM

Mid-September to October 31, 2023

Stop by the Atrium to check out visual and graphic arts by students from Port Colborne High School.

SUBSCRIBE

Subscribe to our monthly newsletter by visiting our website.

ADULT PAINTING WITH KYLA: ALGONQUIN SUNSET

Thurs. Sept. 28, 2023,
1 - 2:30 p.m. & 5:30 - 7 p.m.

In this acrylic painting workshop, learn how to create a vibrant and truly Canadian sunset. Blending and shading techniques will be explored, as we capture the spirit of the Canadian North. You will also learn perspective and reflection paint techniques. \$15 per person. Pre-register.

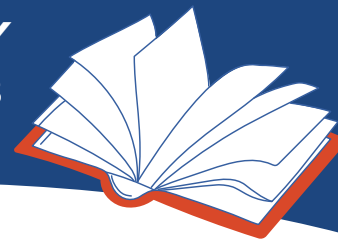


CLASS VISITS

Port Colborne elementary teachers and community groups are invited to contact the library to schedule a Class Visit with a librarian! We have in-library, virtual, and Pop-Up options available starting in October. For more details, please call: 905-834-6512.

HOLIDAY HOURS

The library will be closed:
Mon. Sept. 4, 2023 (Labour Day)
Sat. Sept. 30, 2023 (National Day of Truth and Reconciliation)



"A reader lives a thousand lives before he dies. The man who never reads, lives only one." - George R. R. Martin

PROGRAMS

COMMUNITY CONNECT

Learn more about services and programs offered by local community support groups.

Bridges Community Health Centre

Thurs. Sept. 7, 1 – 2:30 p.m.

Thurs. Sept. 28, 1 - 3 p.m.

Speak with a dietician from Bridges CHC.



PC Works Job Help

Tues. Sept. 5, 12, 19 & 26, 10 a.m. – 12 p.m.

Learn about job training and employment opportunities.



Service Canada

Tues. Sept. 12, 2 – 4 p.m.

Learn about Programs and Services for Apprentices from a Service Canada representative. Pre-register. Free.



Birchway Niagara (Formerly known as Women's Place)

Wed. Sept. 20, 10 a.m. - 12 p.m.

Learn about communication, boundaries, safety planning, and how to know if your relationship is healthy. Learn how to help someone who may be experiencing abuse. Confidential meeting spaces available.



DOCUMENTARY FILMS

Mon. Sep. 25, 2023, 1:30 – 3:30 p.m.

Join us for a screening and discussion of two documentaries. Pre-register. Free.

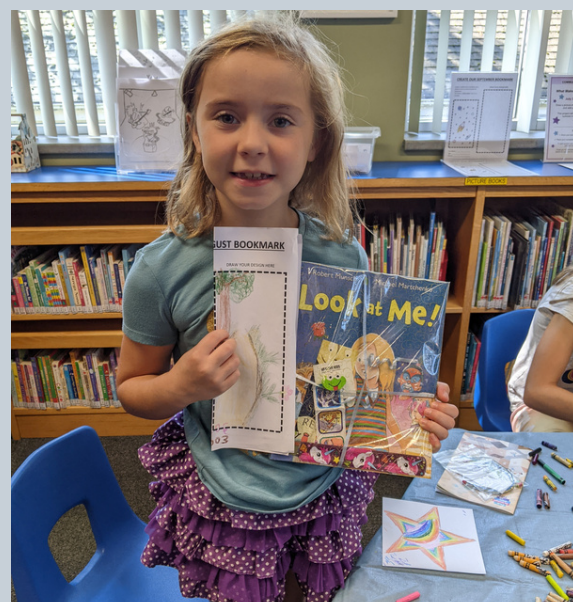
The Way West: The War for the Black Hills (2010, 90 min.) This is the time of the Gold Rush in 1848 to the last gasp of the Indian Wars at Wounded Knee in 1893. Lakotas, Cheyennes, Kiowas, Poncas, Apaches, Nez Perces, and Utes fought back, then watched as everything they had was taken from them: their way of life all but destroyed.

Park for All Seasons: Banff National Park (2010, 25 min.) Banff National Park is Canada's oldest and most famous national park, and its reputation for rugged beauty is known worldwide.

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BOOKMARK CONTEST

Submit a bookmark design by September 29, 2023 for a chance to be our featured artist for October. The theme is "Fall Fun." Available in the Children's Room. Free.



Congratulations to our August bookmark winner, Rowan!

STORY TIME WITH SHELLY

Saturdays,
Sept. 2, 9, 16 & 23
10:30 – 11:30 a.m.

Meet us in the Children's Room for a fun, family story time. All ages. Drop-in. Free.






TEEN BOOK REVIEWERS

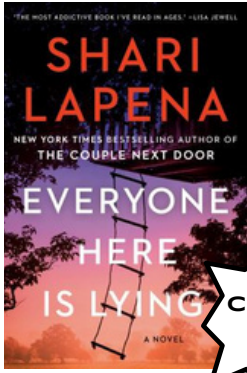
Teens can earn five community service hours by writing a book review for the library. To learn more, please call: 905-834-6512 or email: library@portcolborne.ca



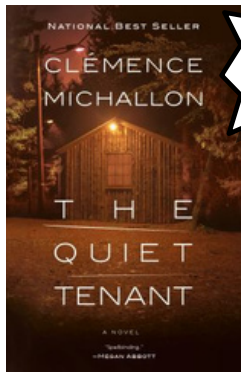
SEPTEMBER 2023

		SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
<p>310 King Street Port Colborne, ON L3K 4H1 905-834-6512 library@portcolborne.ca www.portcolbornelibrary.org</p> <p>Like us on Facebook! /PortColbornePublicLibrary</p>  <p>Follow us on Twitter! @PortColborneLib</p>  <p>Follow us on Instagram! @PortColborneLib</p>  <p>Follow us on Instagram! @PortColborneLib</p>									
		3	4 CLOSED FOR LABOUR DAY	5 10-12 PC Works	6	7 1-2:30 Bridges CHC	8 Happy International Literacy Day!	9 10:30 Story Time	2 10:30 Story Time
		10	11	12 10-12 PC Works 10:15-10:45 Baby Time	13	14 10:15-11 Tot Time	15	16 10:30 Story Time	
		17	18	19 2-4 Service Canada 10-12 PC Works 10:15-10:45 Baby Time	20 10-12 Birchway Niagara	21 10:15-11 Tot Time	22	23 10:30 Story Time	
		24	25 1:30-3:30 Documentary Films 6:30-7:30 Valley of the Birchtail - Virtual Author Talk	26 10-12 PC Works 10:15-10:45 Baby Time 10:30-12 Have <i>THAT</i> Talk Series	27	28 10:15-11 Tot Time 1-2:30 & 5:30-7 Painting with Kyla	29	30 CLOSED FOR NATIONAL DAY OF TRUTH AND RECONCILIATION	

CHECK OUT OUR SEPTEMBER STAFF PICKS

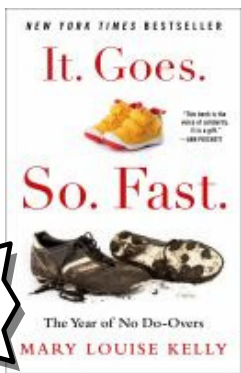


CHRISTINE'S PICK

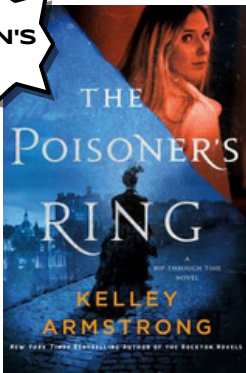


AMANDA'S PICK

KYLA'S PICK

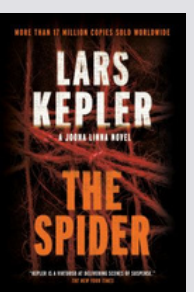
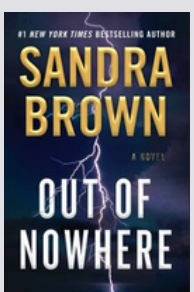
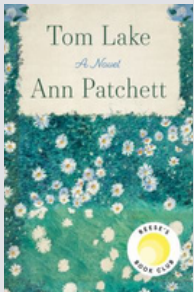
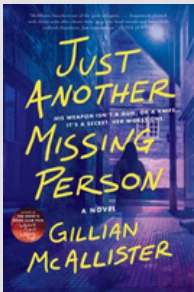
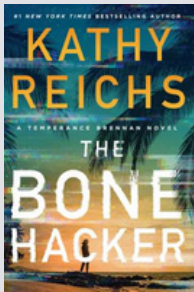


KRISTEN'S PICK



NEW LIBRARY MATERIALS

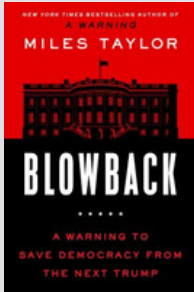
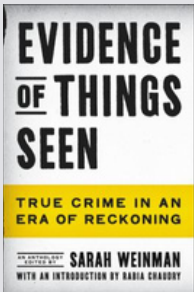
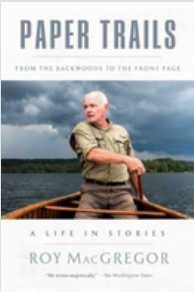
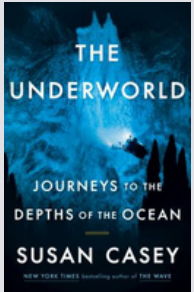
ADULT FICTION BOOKS



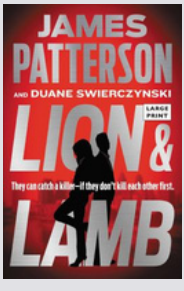
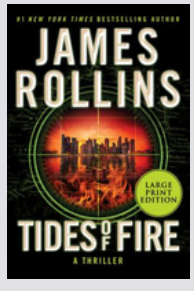
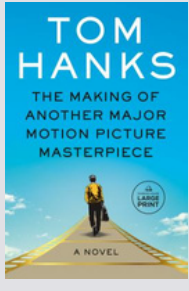
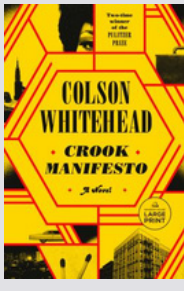
DVDS



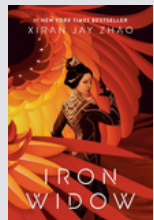
ADULT NON-FICTION BOOKS



LARGE PRINT BOOKS



YOUNG ADULT FICTION BOOKS



COLLECTION SPOTLIGHT

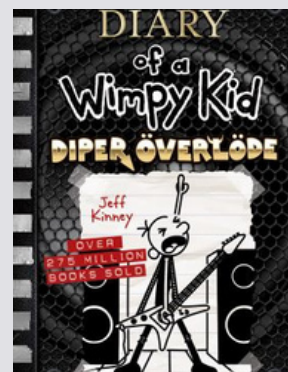
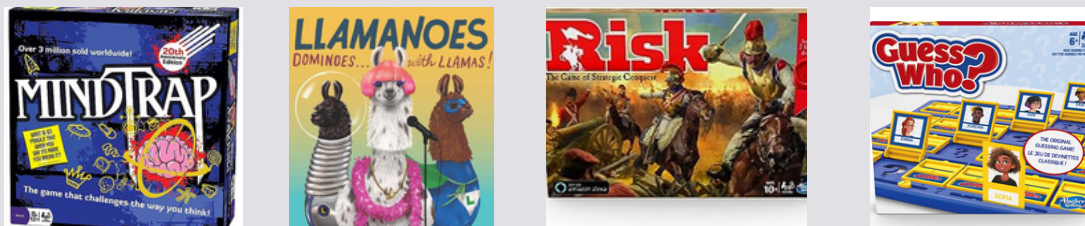
NINTENDO SWITCH GAMES



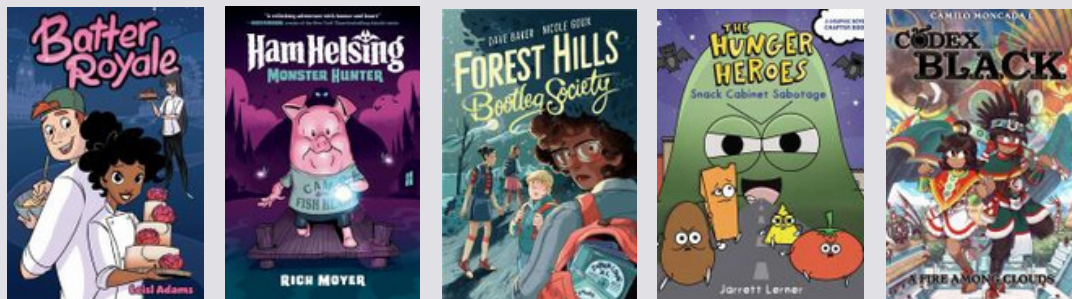
IN THE CHILDREN'S ROOM



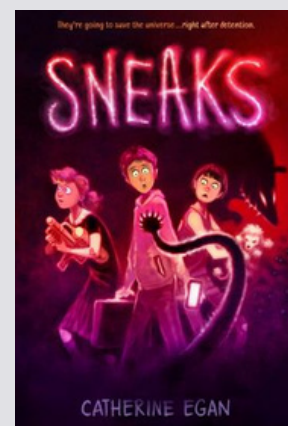
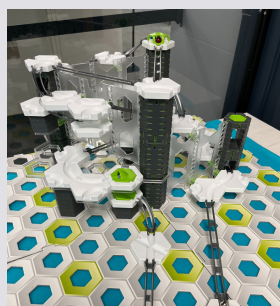
BOARD GAMES



GRAPHIC NOVELS



LIBRARY OF THINGS: AVAILABLE SELECT FRIDAYS IN-LIBRARY

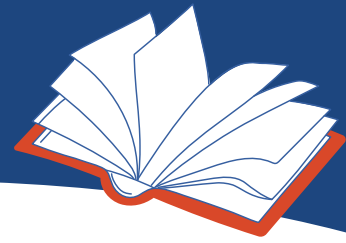


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SNAP CIRCUITS

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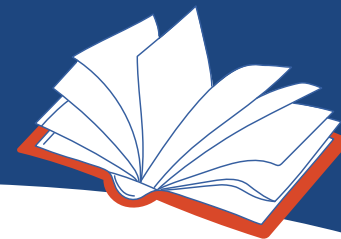
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- Justice Murray Sinclair, Chairman of the Truth and Reconciliation Commission

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Bryan Ingram, Vice-Chair
Councillor Mark Bagu
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LIBRARY MANAGEMENT

Susan Therrien, Chief Executive Officer

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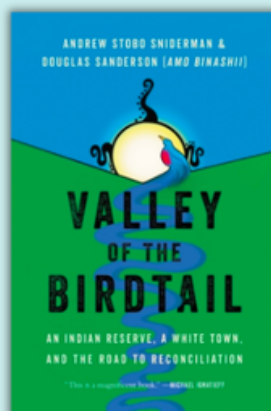
An Indian Reserve, a White Town, and the Road to Reconciliation

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Subject: Port Colborne Public Library Board 2024 Budget Presentation

To: Council

From: Library Services

Report Number: 2023-178

Meeting Date: September 12, 2023

Recommendation:

That Library Services Report 2023-178 be received; and

That the recommendations in Library Services Report 2023-178 be approved.

Purpose:

The purpose of this report is to present the Port Colborne Public Library Board's 2024 budget estimates to Council, and to request the addition of a part-time assistant management position through a shared-services agreement with the Thorold Public Library to reduce costs.

Background:

The Port Colborne Public Library Board (the Board) acknowledges that needs, opportunities, and challenges change as the Library strives to meet the needs of its user communities year by year. The Board prepares budgets that support the library services required for a growing and vibrant community, and prioritizes maintaining an accessible, inclusive, and welcoming space where residents, visitors, and tourists can access informational, recreational, technological, and cultural resources and experiences that support the well-being of a vibrant and growing city. The public, community agencies, local business, and other community groups rely on the library for relevant and reliable services and support.

The Board prioritizes its fiscal responsibility to ensure that the budget is kept as low as possible to reduce the impact on tax payers, not only during the pandemic, but with each budget it presents to Council for approval. Upon careful assessment, and

acknowledging its duty to adequately staff the library to support and ensure the continuity of operations, the Board has identified the need for a part-time management position.

The Board recommends that this position be filled through a shared-services agreement with the Thorold Public Library. The shared-services solution is an efficient, creative, and collaborative strategy to benefit tax payers and creates cost-savings for enhanced library services and streamlined workflows.

Legislative Requirements

The *Public Libraries Act*, RSO 1990, c. P.44 (the Act) governs the operation of public libraries in Ontario. The Act states that a public library is under the management and control of a board (R.S.O. 1990, c. P.44, s. 3 (3)). The Act requires that the board shall submit to the appointing council, annually or on the date and in the form specified by the council, estimates of all sums required during the year for the purposes of the board (R.S.O. 1990, c. P.44, s. 24 (1)).

Under the provisions of the Act:

- a. It is the board's duty is to provide a comprehensive and efficient public library service that reflects its community's unique needs.
- b. The board oversees the library's finances and has financial oversight which involves understanding the implications of a budget and a financial report; recognizes the allocation of monies with board priorities; and, ensures that financial policies are in place.
- c. The *Act* and *Regulation 976* specify that most library services must be offered to residents free of charge. This requirement makes the library different from other community services which are often expected to generate revenue from user fees. Access to library service must remain free because universal access to information is a fundamental human right and a cornerstone of democracy.
- d. The Board is the employer of all library staff and has employer obligations.

Funding Sources

- a. **Municipal Funding** accounts for over 95% of the Library's operating budget. The Board acknowledges the continued support of Council in providing library services to support the needs of the community.
- b. **Provincial funding** has remained unchanged since the mid-1990s. The Library does not anticipate any increase to the provincial Public Library Operating Grant (PLOG) of \$38,300 (which includes a pay equity component) in 2024.
- c. **Other grants**, including federal grants, are generally dependent on applications based on programming and other needs identified during the operating budget

year. For example, the Library received a \$121,200.00 Ontario Trillium Foundation grant to invest in and revitalize the library's interior spaces.

Strategic Partnerships and Shared Services

The 2024 budget focuses on leveraging strategic partnership opportunities. Partnerships are key to the Library's continued success and to keep operating costs as low as possible.

Library staff have identified areas for increased efficiencies and cost-savings, opportunities that target modernization and streamlining of services, and the need to deepen strategic partnerships with Regional libraries and with the City of Port Colborne. Staff currently use the expertise and services of City departments to reduce costs.

a. City of Port Colborne Collaboration and Support

- **Financial services** (e.g., implementing City financial software to avoid duplication of services and repetitive input of data between organizations)
- **Information technology** (e.g., partnering with City IT to modernize technology and improve efficiencies for both staff-facing and public-facing equipment, interfaces, and other technology solutions)
- **Human resources** (e.g., assistance with reviewing the library's staffing model)
- **Communications and website** (e.g., creating an internal communications and marketing library team to enhance services)
- **Facilities maintenance and improvements** (e.g., working with the City to identify and implement capital projects to ensure sustainability and optimal building condition; procuring a Building Condition Assessment Report to plan future improvements)

b. The Cultural Block (Library and Museum Collaboration)

The Cultural Block was formally introduced in March 2010 with resolutions passed by both the Library and Museum boards to improve programming, enhance efficiencies, support resource-sharing, and increase cross-promotion of events. The resolution also recommends the need for capital funding by Council to support infrastructure on the Cultural Block.

c. Libraries in Niagara Cooperative (LiNC) and Niagara Regional Libraries

The LiNC partnership is a shared service among nine Niagara Region library

systems. It is a highly successful collaboration initiated and maintained by local libraries in an effort to simplify, collaborate, reduce costs for technology and resources, and to establish a reciprocal borrowing and delivery system that benefits local tax payers. The Library joined LiNC in 2019 and has realized cost-savings and benefited from the expansion of shared services and collaborations. These include:

- Resource-sharing (books and other materials formats)
- Region-wide courier delivery to LiNC library partners
- Shared open-source Integrated Library System and online catalogue
- Cooperative working groups
- Collaborative programming, marketing, and promotion
- Training and other staff development opportunities as a shared cost
- A strategic plan that focuses on improved and expanded services for LiNC partners, opportunities to benefit residents locally and within the Niagara Region, preparing for future opportunities, and to reduce the impact on tax payers and decrease barriers to library service

Discussion:

Building on the Library's successes with LiNC, the Board prioritizes expanding shared services and collaboration with the City and with Niagara Region libraries as integral to its duty to ensure a budget that is fiscally responsible.

Due to the continuing impact of inflation and the need for an increase in personnel costs, the proposed operating budget will reduce municipal funding for **non-personnel expenses**. The reduction in **non-personnel** expenses is to help offset an anticipated increase in personnel costs due to annual wage increases and the request for an additional management position through a shared-services agreement with the Thorold Public Library.

The 2024 operating budget is also informed by the Board's 2023-2027 strategic plan and looks forward to the implementation of services and strategies which started in 2023 and will move forward incrementally throughout the life of the Board's strategic plan.

With the return to normal operations, the proposed budget supports the goals of the strategic plan by:

- Ensuring cost-effective and operational efficiencies

- Focusing on expanding quality library service and enhancing the user experience
- Optimizing customer-focused service levels to ensure accessible, diverse, and affordable programs
- Modernizing and investing in leading-edge technology
- Planning for and meeting the needs of an energized City, a rising population, and changing demographics
- Ensuring that library staff are well-trained, equipped, supported, and ready for the future
- Focusing on recruiting and retaining staff, strengthening organizational structure for stability, reducing risk, and ensuring continuity of service with appropriate staffing in place to provide services to the community and with an assistant library manager on staff who can step in to run the library on an emergency basis in the absence of the library CEO
- Ensuring operational efficiency and accountability, community responsiveness, and barrier-free, fair and equitable service

Non-Personnel Operating Expenses

Staff propose a decrease to the overall **non-personnel** budget, and have made adjustments to reallocate spending to areas where there is greater need.

Areas of Focus and Budget Pressures

a. Self-Generated Revenue

With the return-to-normal in 2022/2023, self-generated revenue has increased. Grant revenue from the province is not guaranteed year to year. Although programming and fundraising revenue is increasing, staff recommend a cautious approach to projecting revenue for 2024.

Fines – The Board eliminated fines for overdue materials in 2021, joining hundreds of other libraries across North America that have chosen to go fine-free to ensure equity of access. The library continues to charge for damaged and lost books, and for the replacement of lost library cards.

Fees and Sales – The Library charges fees for some services including print services, room rental, and sign rental.

Fundraising – The Library's ongoing book sale generates revenue year-round. In 2023, the Library is expanding its fundraising efforts.

Donations and Other Grants – Donations and grants are cyclical in nature and depend on certain programs and events planned during the operating budget year. Staff will continue to explore new funding opportunities in 2024, in tandem with enhanced donor engagement strategies.

b. Technology

The budget allows for an increased investment in digital and community-based services that support vulnerable populations. Spending in 2024 supports the strategic plan in the area of technology through:

- Continued investment in modernization and innovation to enhance the user experience and to give ease of access to library collections and services
- Updating staff-facing software and equipment to streamline workflows and reduce repetitive tasks
- Updating customer-facing technology to meet the public's need to connect, work, and learn in an accessible, welcoming space
- Responding to the increased demand for staff with technical and digital technology expertise (for both staff-use and patron-use) and rising expectations from library users for staff to solve their technology needs in an increasingly digital environment
- Building and maintaining a leading-edge information infrastructure that understands library users' requirements, supports technological innovation, integrates multiple information systems, connects to global information sources, and provides self-service access to core library services remotely

c. Library Collections

The collections budget includes print materials, digital materials, audiovisual and electronic materials (which are expensed in the operating budget and then capitalized as assets and amortized). The collections budget has been divided into traditional and non-traditional collections (physical materials), and digital resources.

Spending in 2024 will support the strategic plan in the development of the library collections by responding to the demand for:

- Digital resources such as downloadable audiobooks, eBooks, and digital

magazines

- Online learning resources for the public
- Free lendable technology (e.g., hotspots) to help break down the digital divide for vulnerable populations
- Free lendable non-traditional items to help patrons explore items that they may not otherwise be able to afford including musical instruments, board games, gaming systems, and more

d. Resource Delivery

Expenses for resource delivery are primarily associated with the integrated library software system (ILS), Libraries in Niagara Cooperative (LiNC) consortium fees, resource-sharing, training, and delivery service.

e. Staff Development

Spending in 2024 will support the strategic plan to ensure the continued empowerment, enrichment, and education of library staff at all levels through training, and to support mastery of technology that supports their ability to best perform their jobs.

f. Modernization and Innovation

Spending in 2024 will support the strategic plan to continue modernization and innovation efforts in telecommunications, computer and software upgrades, and further digital innovations in media spaces.

Connectivity, telephone, and networking expenses fall under this category. The Board's capital project to upgrade fibre and voice services will be completed in 2023 with the final stage of the installation of phones and equipment. The connectivity upgrade has significantly improved the delivery of reliable internet service for staff and the library's ability to meet increasing user demands. Connectivity expenses also support the Museum and Archives.

g. Facilities Maintenance, Utilities, Cleaning and Associated Contract Services

Spending in 2024 will support the strategic plan to focus on preventative maintenance to prolong the life of the building, the prudent management of a sustainable facility, and energy conservation strategies to reduce utilities costs.

Facility cleaning and security monitoring contracts are in place, with both contractors offering excellent value for cost. The facilities budget estimates are set in collaboration with the City of Port Colborne.

h. Supplies and Services

Spending in 2024 will support the strategic plan through the continued prudent procurement of supplies and equipment.

i. Personnel

Salaries and benefits are the key cost driver for the Port Colborne Public Library. The Board identifies staff as its most important resource in the delivery of library services. The Board identified staffing as a goal in its strategic plan. The Board is committed to ensuring that the operating budget focuses on retaining, recruiting, and innovating in human resources. Increases in **personnel costs** in 2024 will be based on:

- Wage rates negotiated through union-management relations
- Shared services contract due to the addition of an assistant manager

Currently, there is only one manager on staff (the CEO). The library's organizational structure was changed in 2001 with the removal of the Assistant to the CEO non-Union position. The library's staffing and organizational structure has not been revisited since then. Library operations and services have changed significantly over the course of 20 years. The library is busier, faces new and challenging demands (e.g., legislative requirements and risk management) all of which require heightened oversight of service delivery, efficiencies, and staff activities. The Library proposes a management structure with the CEO and a part-time assistant manager to enhance efficiencies, streamline workflows, and to satisfy a succession plan that optimizes efforts to attract, recruit, and retain the highest quality staff on its team.

The Board recommends the addition of part-time manager through a shared-services agreement. The shared-services solution will provide coverage in the absence of the CEO, and assist in the management, administration and supervision of day-to-day operations.

Internal Consultations:

None.

Financial Implications:

The cost to add an assistant management position through a shared services agreement is \$63,201.00.

Public Engagement:

None.

Strategic Plan Alignment:

The budget supports the City's pillar(s) of the strategic plan:

- Welcoming, Livable, Healthy Community
- Economic Prosperity
- Sustainable and Resilient Infrastructure.

The budget supports the Library's 2023-2027 Strategic Plan, priority goals, mission, vision, and values:

- To maintain and develop high-quality, inclusive programming and services for our user communities
 - Retaining, recruiting, and innovating in human capital
 - Strengthening accessibility and sustainability of library spaces / Developing the Cultural Block
 - To exercise financial stewardship by leveraging all funding sources and partnership opportunities
 - Trailblazing library trends while maintaining core library services / Developing methods to deliver and strengthen innovative user experiences
 - Engaging our external stakeholders and user communities to ensure good decision-making for the benefit of all
-

Conclusion:

The 2024 operating budget ensures sufficient funding to meet the needs of the Library's user communities while being mindful of inflation, fiscal restraints, and operational

costs. The budget will allow the Library to move forward, build toward the future, and support the Board's goals in the second year of its strategic plan during a time of increased inflation.

The budget allows reasonable flexibility to adapt and optimize activities with restraint, responsible planning, and accountability. While finalizing the budget submission, staff have been cognizant that the City provides over 95% of the Library's operating revenue, and of the Board's role as a supportive partner of the City.

The Library requests a part-time assistant management position through a shared-services agreement with the Thorold Public Library to reduce costs.

With Council's support, the Port Colborne Public Library can maintain its operations and continue to fulfil its evolving and vital role in the community. The Library will be well-positioned to respond to expected residential and economic growth within the City of Port Colborne.

Respectfully submitted,



Susan Therrien
Chief Executive Officer
Port Colborne Public Library
905-834-6512
Susan.Therrien@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

Policy Review and Development Committee: Terms of Reference

Appendix 1 to:

Policy: **GOV-03: Committees of the Board**

Initial Policy Approval Date: **January 2006**

Last Review/Revision Date: **June 2019, February 2023, September 2023**

Year of Next Review: **2027**

The Port Colborne Public Library Board (the Board) may use committees to further its work. The Board shall establish terms of reference and specific duties for each of these committees, as the need arises.

1. Purpose

The Policy Review and Development Committee (the Committee) will assess, plan, evaluate, and recommend the development and implementation of policies that support the Port Colborne Public Library (the Library).

The Policy Review and Development Committee shall function in accordance with the Board's By-laws and will be guided by the Library's governance policies including GOV-04: Policy Development.

2. Objective

- a. To review, create, update, and prepare library policies to recommend to the Board for approval.
- b. To review and evaluate annually the Policy Committee Terms of Reference and performance.

3. Membership and Leadership

- a. The Committee shall consist of:
 - Two (2) Board trustees
 - The Chair of the Port Colborne Public Library Board (ex officio)
 - Chief Executive Officer (ex officio) who acts as a resource person and secretary
- b. At the first meeting of the Committee, the members shall appoint a Chair and a Vice-Chair. The CEO and Board Chair are not eligible to act as Chair or Vice-Chair.

4. Accountability

- a. The Committee is accountable to the Board.
- b. The Committee shall report to the Board at the next regular Board meeting following the Committee's meeting.

5. Meetings

- a. The Committee shall meet at a minimum of four (4) times per year to create policies and implement standards when appropriate and in due course.
- b. Meetings of the Committee may be called by the Chair of the Committee or by a majority of the members of a committee.
- c. The Committee shall annually review its terms of reference, set priorities, and evaluate the Committee's effectiveness.

6. Attendance

Committee members shall notify the CEO if unable to attend the Committee meetings to ensure that quorum is available for all meetings.

7. Work Plan

The Committee shall submit a work plan to the Board for approval. The Committee's work plan shall be included into the Board's annual work plan.

Related Documents

- *Public Libraries Act*, R.S.O. 1990, chapter P.44
- BL-01: Statement of Authority of the Board
- BL-02: Composition of the Board and Terms of Reference of Officers
- BL-03: Meetings
- GOV-03: Committees of the Board
- GOV-04: Policy Development



Port Colborne Public Library

Advocacy and Fundraising Committee: Terms of Reference

Appendix 2 to:

Policy: **GOV-03: Committees of the Board**

Initial Policy Approval Date: **January 2006**

Last Review/Revision Date: **June 2019, February 2023, September 2023**

Year of Next Review: **2027**

The Port Colborne Public Library Board (the Board) may use committees to further its work. The Board shall establish terms of reference and specific duties for each of these committees, as the need arises.

1. Purpose

The Advocacy and Fundraising and Committee (the Committee) shall plan and implement the Board's efforts to raise awareness of the library's value, and secure funds in support of the library's strategic objectives. Raised funds and new sources of revenue will be used to supplement the Port Colborne Public Library's municipally-supported budget.

The Advocacy and Fundraising Committee shall function in accordance with the Board's By-laws and will be guided by the Library's Fundraising and Gift Acceptance Policies (FR-01: General Gift Acceptance; FR-02: Fundraising Administration; FR-03: Partnership and Sponsorship).

2. Objectives

The Committee shall:

- a. Make recommendations to the Board and initiate activities that enhance the library's ability to:
 - Educate and inform stakeholders, funders, and community members of the library's unique governance, continued relevance, and value within the community;
 - Expand partnerships and build relationships in support of library governance, representation, and voice; and,
 - Strengthen the capacity to increase services by securing funds to improve existing spaces and expand facilities in support of municipal growth.
- b. Work with the Board and CEO to create a Fundraising Strategy.
- c. Actively support the Library's fundraising initiatives by:

Port Colborne Public Library

- Advising the Board and staff of relevant opportunities and/or key contacts;
- Informing the development of any significant capital fundraising campaigns to be proposed for the full Board's consideration; and,
- Encouraging all members of the Board to actively participate in the Library's fundraising efforts as per the roles identified within the Fundraising Strategy.

d. The Committee will review and evaluate annually the Advocacy and Fundraising Committee Terms of Reference and performance.

3. Membership and Leadership

a. The Committee shall consist of:

- Two (2) Board trustees
- The Chair of the Port Colborne Public Library Board (ex officio)
- Chief Executive Officer (ex officio) who acts as a resource person and secretary

b. At the first meeting of the Committee, the members shall appoint a Chair and a Vice-Chair. The CEO and Board Chair are not eligible to act as Chair or Vice-Chair.

4. Accountability

- a. The Committee is accountable to the Board.
- b. The Committee shall report to the Board at the next regular Board meeting following the Committee's meeting.

5. Meetings

- a. The Committee shall meet at a minimum of four (4) times per year to create policies and implement standards when appropriate and in due course.
- b. Meetings of the Committee may be called by the Chair of the Committee or by a majority of the members of a committee.
- c. The Committee shall annually review its terms of reference, set priorities, and evaluate the Committee's effectiveness.

6. Attendance

Committee members shall notify the CEO if unable to attend the Committee meetings to ensure that quorum is available for all meetings.

7. Work Plan

The Committee shall submit a work plan to the Board for approval. The Committee's work plan shall be included into the Board's annual work plan.

Related Documents

- *Public Libraries Act*, R.S.O. 1990, chapter P.44
- BL-01: Statement of Authority of the Board
- BL-02: Composition of the Board and Terms of Reference of Officers
- BL-03: Meetings
- GOV-03: Committees of the Board
- FR-01: General Gift Acceptance
- FR-02: Fundraising Administration
- FR-03: Partnership and Sponsorship

CEO Hiring and Transition Committee: Terms of Reference

Appendix 3 to:

Policy Name: **GOV-03: Committees of the Board**

Initial Policy Approval Date: **January 2006**

Last Review/Revision Date: **June 2019, February 2023, September 2023**

Year of Next Review: **2027**

The Port Colborne Public Library Board (the Board) may use committees to further its work. The Board shall establish terms of reference and specific duties for each of these committees, as the need arises.

1. Purpose

To ensure the continued smooth running of the Port Colborne Public Library operations during any period of CEO turnover and in adherence to Board responsibilities under the *Public Libraries Act*, R.S.O. 1990, c.P.44, the Board shall strike an ad hoc Hiring and Transition Committee (the Committee) to conduct the search and interview process, and to have responsibility for the selection of a new CEO, or an interim CEO if required.

The Hiring and Transition Committee shall function in accordance with the Board's By-laws and will be guided by the Library's governance policies including GOV-08: Board-CEO Relationship and GOV-13: CEO Succession Planning.

2. Membership

a. The Committee shall consist of:

- The Chair of the Board
- The Vice-Chair of the Board
- One (1) other Board trustee
- Chief Executive Officer (ex officio) to act as secretary and provide resources

b. At the first meeting of the Committee, the members shall appoint a Chair and a Vice-Chair.

3. Accountability

a. The Committee is accountable to the Board.

4. Responsibilities

- a. The Committee is responsible for:
 - Appointing its Chair and Vice-Chair
 - Reviewing and approving the CEO job description
 - Directing Human Resources to advertise the position and to assist, as required, with the hiring process
 - Receiving and screening applications
 - Agreeing to a set of interview questions
 - Interviewing suitable candidates
 - Selecting the best candidate
- b. The Committee shall be authorized to conduct the process more than once, if no suitable candidate can be found in the first round.
- c. The Chair of the Board is responsible for:
 - Working with Human Resources to conduct salary and benefit negotiations with the selected candidate, subject to the advice of the Hiring Committee
 - Issuing a letter of offer
- d. The incumbent CEO is responsible for:
 - Providing a transition document for the incoming CEO
 - Advising the Board on an appropriate candidate to discharge the duties of an Interim CEO if it appears one is necessary.

5. Meetings

- a. The Committee may have to meet frequently during the hiring process and the Committee shall set a meeting schedule.
- b. Meetings of the Committee may also be called by the Chair of the Committee or by a majority of the members of the Committee.
- c. Committee members shall notify the CEO if unable to attend the Committee meetings to ensure that quorum is available for all meetings.
- d. The Board shall dissolve the ad hoc Committee upon the successful hiring and appointment of the new CEO by the Board.

Related Documents

- *Public Libraries Act*, R.S.O. 1990, chapter P.44
- BL-01: Statement of Authority of the Board



Port Colborne Public Library

- BL-02: Composition of the Board and Terms of Reference of Officers
- BL-03: Meetings
- GOV-03: Committees of the Board
- GOV-08: Board-CEO Relationship
- GOV-13: CEO Succession Planning

CEO Succession Planning Policy

Policy Number: **GOV-13**

Initial Policy Approval Date: **September 2023**

Last Review/Revision Date:

Year of Next Review: **2025**

Definitions

“*CEO*” means Port Colborne Public Library Chief Executive Officer (CEO)

“*Library*” means the Port Colborne Public Library

“*Library Board*” or “*Board*” means the Port Colborne Public Library Board

Purpose

Leadership at the Port Colborne Public Library is a key element to the organization’s success and is important to the community considering the library’s influence and impact on its residents. Change in executive leadership is inevitable and can be challenging, particularly when the change is unexpected.

To ensure the continued smooth running of Library operations during any period of CEO turnover and adherence to Board responsibilities under the *Public Libraries Act, R.S.O. 1990, c.P.44.*, the following policy and procedures for CEO succession and extended leave have been set in place by the Board.

The CEO succession policy ensures there is stability and continuity of leadership for the ongoing operations of the library in the planned or unplanned absences of the CEO. In addition to establishing principles and accountabilities it outlines procedures and processes for short and long-term temporary or permanent planned absences with considerations for communications, authority and compensation as well as Board oversight.

Emergency succession procedures set out the elements needed to ensure an orderly, deliberate transition in order to avoid uncertainty and destabilization. While the policy is intended to minimize the risks of disruption during the leadership transition, it will also generate opportunities that recognize, develop and retain top leadership talent.

Principles

In the implementation of the CEO Succession Plan, the Board will ensure that:

- The process is seen by all participants as being transparent, fair, and professionally managed;
- There is continuity in operations and strategic direction;
- Communications are responsive and timely to all key stakeholders including external and internal;
- Board and management will be engaged in support of respective changes;
- Confidence is demonstrated and conveyed in the replacement CEO;
- Appropriate support will be provided to the acting or new CEO.

Procedures

1. Long-Term Succession

A permanent change in leadership is one in which the CEO will not be returning to the position.

Planned, voluntary departure such as the expiry of an employment contract or the resignation/retirement of the incumbent ensures there is a period of reasonable notice. The CEO is expected to give an 8 (eight) week notice period.

In this instance, the outgoing CEO plays an important role in the hiring process and transition to a successor. This includes helping the Board define skills, competencies, and qualifications for the position as well as provide advice on the strengths needed for the future position.

Unplanned, involuntary departure such as termination, requires that the Board plan for the appointment of an Acting CEO to be synchronized with any announcement on the change of leadership.

CEO Search and Selection Process

Once notified of a planned departure, it may take many months to fill the vacancy. As a first step, the Board shall engage the existing CEO Hiring and Transition Committee to begin work to recruit and recommend a CEO.

This committee is comprised of three members of the Board with suitable expertise and experience. The Board Chair will also sit on this committee.

The Selection Committee shall:

- Ensure the CEO job description is current and reflects current duties and responsibilities of the position;

- Work with the Board to develop a leadership profile to serve as a blueprint and confirm the recruitment process to be undertaken;
- Work with the City of Port Colborne Human Resources Department for advice and assistance as required throughout the process;
- Request Board approval to engage an executive recruiting firm if desired;
- Agree on an advertising and communications approach and develop an interview structure;
- Review potential candidate applications and interview those qualified candidates deemed to be appropriate for the position; and,
- Present recommendations to the entire Board, with rationale for the most qualified candidates for Board consideration.
- The appointment of Acting CEO will be revoked at the same meeting when the new CEO is appointed.

The Board shall make the final determination on the candidate to be offered the position, including the financial compensation package. The Chair of the Board and the Committee shall be responsible for ensuring any and all offers to candidates are properly administered and finalized.

Transition and Probationary Period

The incumbent CEO shall prepare a transition document providing key information that will be relevant to the new leader and will ensure that key library positions have current job descriptions as well as a proactive, career development plan in place. It should also include key issues facing the organization, key external relationships and other relevant information.

The Board, as represented by the Chair and other appropriate Board members, shall meet with the incoming CEO to provide an orientation including key insights on the library as well as Board priorities, goals, and expectations for the six-month probationary period.