



St. Catharines Public Library Board

Regular Meeting

Thursday, May 18, 2023, 6:00 pm
Mills Room, Central Library & Microsoft Teams

AGENDA

1. Adoption of Agenda

1.1 Additions/Deletions to Agenda

1.2 Adoption of Agenda

Motion

2. Chair's Remarks and Declarations of Interest

3. Presentation

3.1 Audited Financial Statements, December 31, 2022

Presentation by KPMG LLP – Paul Ciapanna, CPA, CA, Partner and Jodie Nesbitt, CPA, CA, Manager, Audit.

Motion

4. Adoption of Minutes (attachments)

4.1 Inaugural Meeting – April 20, 2023

Motion

4.2 Regular Meeting – April 20, 2023

Motion

5. Monthly Updates (verbal)

5.1 St. Catharines City Council

5.2 OLS Update – J. Coles

5.3 CEO Update – K. Su

5.4 Board Orientation Update – J. Coles & Board

5.5 Department Update – Port Plus Update – Diana Smith, Branch Librarian

6. Consent Agenda (attachments)

Motion

6.1 Correspondence – None

6.2 CEO Report – K. Su

6.3 Department Reports – April 2023

6.3(a) Customer Service – H. Jones

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

- 6.3(c) Innovation, Collections, and Technology – D. Bott
- 6.3(d) Programming & Promotions – R. Di Marcantonio

7. Discussion Reports (attachments)

- 7.1 Land Acknowledgement – K. Su Motion
- 7.2 Capital Budget – K. Smith Curtis Motion
- 7.3 Maintenance Closure of Dr. Huq Branch – K. Smith Curtis Motion
- 7.4 Staff Development Day Library Closure – L. Dobson/K. Su Motion
- 7.5 Policy (P-11) Confidentiality of Employee Information – L. Dobson/K. Su Motion
- 7.6 Risk Management Introduction – K. Smith Curtis

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 – April 20, 2023 (attachment) Motion
- 8.4 In-Camera Consent Agenda (attachment) Motion
 - 8.4(a) Staffing (May Update) – L. Dobson/K. Su
- 8.5 In-Camera Discussion Report (attachment emailed to Board)
 - 8.5(a) Personnel Matter – Board Committee Motion
- 8.6 Return to Open Session Motion

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

10. Motion to Adjourn Motion

11. Next Meeting / Upcoming Events

Board Meeting – Thursday, June 15, 2023 at 6:00 pm, Mills Room, Central Library & Microsoft Teams

Audited Financial Statements, December 31, 2022

submitted by Karen Smith Curtis, Business Administrator

Recommendation

THAT the Board approve the audited financial statements for the St. Catharines Public Library Board for the year ending December 31, 2022.

Background

Paul Ciapanna, CPA, CA, Partner, Audit and Jodie Nesbitt, CPA, CA, Manager, Audit with KPMG LLP will attend the Board meeting virtually on May 18, 2023. Paul and Jodie will discuss the year-end audit and present the draft audited financial statements.

Update

Staff recommends approval of the draft audited financial statements for the St. Catharines Public Library Board as at December 31, 2022 which are attached for the Board's consideration.

Financial Statements of

**ST. CATHARINES PUBLIC LIBRARY
BOARD**

Year ended December 31, 2022

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ST. CATHARINES PUBLIC LIBRARY BOARD

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INDEPENDENT AUDITORS' REPORT

To the Board Members of the St. Catharines Public Library Board, Members of Council, Inhabitants and Ratepayers of The Corporation of the City of St. Catharines

Opinion

We have audited the accompanying financial statements of the St. Catharines Public Library Board (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the St. Catharines Public Library Board as at December 31, 2022, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represents the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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Chartered Professional Accountants, Licensed Public Accountants

St. Catharines, Canada

REPORT DATE

ST. CATHARINES PUBLIC LIBRARY BOARD

Statement of Financial Position

As at December 31, 2022, with comparative information for 2021

	2022	2021
Financial assets		
Cash	\$ 3,194,898	\$ 3,971,457
Accounts receivable	209,305	130,252
Investments (note 3)	1,733,645	1,570,166
	<u>5,137,848</u>	<u>5,671,875</u>
Financial liabilities		
Accounts payable and accrued liabilities	683,726	588,612
Deferred revenue	9,920	23,253
Post-employment benefits (note 2)	349,020	340,840
Long-term liabilities (notes 4 and 5)	817,862	905,455
	<u>1,860,528</u>	<u>1,858,160</u>
Net financial assets	<u>3,277,320</u>	<u>3,813,715</u>
Non-financial assets		
Prepaid expenses	15,599	171,503
Tangible capital assets (Schedule 3)	8,404,099	7,856,397
	<u>8,419,698</u>	<u>8,027,900</u>
Commitments (note 7)		
Contingencies (note 11)		
Accumulated surplus (note 8)	<u>\$11,697,018</u>	<u>\$11,841,615</u>

See accompanying notes to financial statements.

On behalf of the Board:

Director

Director

ST. CATHARINES PUBLIC LIBRARY BOARD

Statement of Operations and Accumulated Surplus

Year ended December 31, 2022, with comparative information for 2021

	Budget 2022	Actual 2022	Actual 2021
	(note 9)		
Revenue:			
Municipal contribution	\$ 5,876,428	\$ 5,876,428	\$ 5,677,708
Province of Ontario regular grant	228,600	228,616	228,616
Province of Ontario special grants	12,267	12,267	12,267
Other grants	-	23,253	13,820
Other (Schedule 1)	82,879	276,999	168,041
	6,200,174	6,417,563	6,100,452
Expenses:			
Salaries, wages and payroll taxes (Schedule 2)	4,330,079	4,273,043	3,930,988
Library materials (Schedule 2)	360,500	445,707	341,409
Occupancy (Schedule 2)	503,526	502,782	598,692
General and administration (Schedule 2)	363,158	322,511	250,730
Interest (note 5)	38,275	38,275	41,532
Amortization (Schedule 3)	979,842	979,842	988,475
	6,575,380	6,562,160	6,151,826
Annual deficit	(375,206)	(144,597)	(51,374)
Accumulated surplus, beginning of year	11,841,615	11,841,615	11,892,989
Accumulated surplus, end of year	\$ 11,466,409	\$ 11,697,018	\$ 11,841,615

See accompanying notes to financial statements.

ST. CATHARINES PUBLIC LIBRARY BOARD

Statement of Changes in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Annual deficit	\$ (144,597)	\$ (51,374)
Purchase of tangible capital assets	(1,527,544)	(933,017)
Amortization of tangible capital assets	979,842	988,475
Loss on disposal of tangible capital assets	-	6,693
Change in prepaid expenses	155,904	(61,031)
	(536,395)	(50,254)
Net financial assets, beginning of year	3,813,715	3,863,969
Net financial assets, end of year	\$ 3,277,320	\$ 3,813,715

See accompanying notes to financial statements.

ST. CATHARINES PUBLIC LIBRARY BOARD

Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual deficit	\$ (144,597)	\$ (51,374)
Items not involving cash:		
Amortization	979,842	988,475
Loss on disposal of tangible capital assets	-	6,693
Change in non-cash assets and other liabilities:		
Accounts receivable	(79,053)	(11,958)
Prepaid expenses	155,904	(61,031)
Deferred revenue	(13,333)	23,253
Post-employment benefits	8,180	(5,380)
Accounts payable and accrued liabilities	95,114	(1,384,228)
	1,002,057	(495,550)
Capital activities:		
Purchase of tangible capital assets	(1,527,544)	(933,017)
Financing activities:		
Repayment of long-term liabilities	(87,593)	(84,358)
Investing activities:		
Change in investments	(163,479)	(299,741)
Net change in cash	(776,559)	(1,812,666)
Cash, beginning of year	3,971,457	5,784,123
Cash, end of year	\$ 3,194,898	\$ 3,971,457

See accompanying notes to financial statements.

ST. CATHARINES PUBLIC LIBRARY BOARD

Notes to Financial Statements

Year ended December 31, 2022

The financial statements of St. Catharines Public Library Board (the "Library") are prepared by management in accordance with Canadian public sector accounting standards.

1. Significant account policies:

Significant accounting policies adopted by the Library are as follows:

(a) Basis of accounting:

The Library follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of a receipt of goods or services and the creation of a legal obligation to pay.

(b) Government transfers:

Government transfers received are from the Province of Ontario and the City of St. Catharines. Government transfers paid relate to surplus repayment and future reserves to the City of St. Catharines. Government transfers are recognized as revenue in the financial statements when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made except, when and to the extent that, stipulations by the transferor give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

(c) Other income:

Other income, including investment income, is reported as revenue in the period earned.

(d) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Contributed or donated tangible capital assets are recorded at their fair value at the date of receipt.

ST. CATHARINES PUBLIC LIBRARY BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2022

1. Significant account policies (continued):

(d) Non-financial assets (continued):

(ii) Amortization

Amortization is recorded to reflect the cost, net of anticipated salvage value, associated with the use of the asset in providing library services over the estimated useful life of the asset. Amortization expense is calculated on a straight-line basis over the assets' estimated useful lives as follows:

Asset	Number of years
Buildings	25-100
Building Improvements	10-50
Collections (asset pool)	7
Furniture and equipment	3-100
IT equipment	3-15

One half of the annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

Certain Library land and buildings are owned and controlled by The Corporation of the City of St. Catharines and are therefore not reflected in these financial statements.

(e) Post-employment benefits:

The Library provides certain employee benefits which will require funding in future periods. The cost of self-insured retirement and other employee future benefits that vest or accumulate over the periods of service provided by employees, such as retirement health and dental benefits for retirees, is actuarially determined using the project benefit method prorated on service. Under this method, the benefit costs are recognized over the expected average service life of the employee group. Any actuarial gains and losses related to the past service of employees are amortized over the expected average remaining service life of the employee group.

The Library makes contributions to Ontario Municipal Employees Retirement System (OMERS) pensions, which is a multi-employer defined contribution pension plan, on behalf of its members. These contributions are recognized in the period in which the contributions are earned.

ST. CATHARINES PUBLIC LIBRARY BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2022

1. Significant account policies (continued):

(f) Deferred income:

Deferred income represents funds collected for which related services have yet to be performed. These amounts will be recognized as revenue in the fiscal year in which the related services are performed.

(g) Investments:

Investments are recorded at cost. When the investments incur a loss in value that is other than temporary, the investments are written down to their fair value and the loss is recognized in the statement of operations.

(h) Use of estimates:

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Significant estimates include assumptions used in performing actuarial valuations of liability for future benefits. Actual results could differ from those estimates.

2. Post-employment benefit liability:

Post-employment benefits are comprised of health and dental benefits, as well as life insurance for permanent full-time retirees retiring on unreduced OMERS pension up to the age of 65.

The Library recognizes the post-employment benefits costs as they are earned during the year. The Library's obligation under the post-employment provisions of employment agreements will be funded out of current revenue.

The post-employment benefit obligation was determined by an actuarial valuation as at December 31, 2022. The date of the next actuarial valuation is expected to be performed as at December 31, 2025.

	2022	2021
Vacation	\$ 32,420	\$ 46,240
Retirement benefits	316,600	294,600
	<u>\$ 349,020</u>	<u>\$ 340,840</u>

ST. CATHARINES PUBLIC LIBRARY BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2022

2. Post-employment benefit liability (continued):

Information about the Library's post-employment benefit liability is as follows:

	2022	2021
Accrued benefit obligation		
Balance, beginning of year	\$ 294,000	\$ 293,200
Current service costs	23,400	20,500
Actuarial gain	(92,500)	-
Interest on accrued benefit obligation	8,100	8,700
Benefits paid during the period	(6,000)	(28,400)
Balance, end of year	227,000	294,000
Unamortized actuarial gain	89,600	600
Accrued benefit liability	\$ 316,600	\$ 294,600

The 2022 unamortized actuarial gain/loss is amortized over the expected average remaining service life of 11 years. Amortization of the actuarial gain included in expenses in the statement of operations is \$3,500 (2021 - \$400).

Actuarial valuations are performed on post-employment and retirement benefits to provide estimates of the accrued benefit obligations. These estimates are based on a number of assumptions about future events including interest rates, inflation rates, salary and wage increases, medical and dental cost increases and mortality.

The main actuarial assumptions adopted for the valuation are as follows:

The accrued benefit liability for post-employment benefits was determined by actuarial valuation as at December 31, 2022 using a discount rate of 4.60% (2021 – 2.90%).

General Inflation - Future general inflation levels, as measured by changes in the Consumer Price Index ("CPI"), was assumed at 2.00% per annum.

Health and dental trend costs – Health care trend costs of 7.30% in 2022, reducing linearly to 4.50% by 2043. Dental care trend costs of 4.50% are assumed.

Mortality is based on the Canadian Institute of Actuaries' 2014 CPM Public Table with MI-2017 Scale.

3. Investments:

Investments of \$1,733,645 (2021 - \$1,570,166) are carried at cost which approximates fair value due to the nature of investments held at the end of the year. The fair value represents the realizable value of investments if they were to be sold at December 31, 2022.

ST. CATHARINES PUBLIC LIBRARY BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2022

4. Related party transactions:

(a) Transactions with related parties:

The Library had the following transactions with the City of St. Catharines, its controlling party:

	2022	2021
Revenue:		
Municipal contributions	\$ 5,876,428	\$ 5,677,708
	\$ 5,876,428	\$ 5,677,708
Expenses:		
Municipal cost recoveries, including tangible capital asset additions	\$ 47,367	\$ 80,585
Rent expense	600	600
	\$ 47,967	\$ 81,185

The revenue and expense transactions have been reflected in annual surplus for the current year and were measured at the exchange amount of consideration established and agreed to by the related parties.

The Library leases some of its premises from the City of St. Catharines for \$600 per year. The lease commitments have been included in Note 7.

(b) Outstanding balances due from related parties:

The Library has a long-term loan payable to the City of St. Catharines amounting to \$817,862 (2021 - \$905,455). The details of which has been disclosed in Note 5.

5. Long-term liabilities:

The balance of long-term liabilities reported on the statement of financial position is made up of:

Debenture number	Purpose	Interest rates	Maturity date	2022	2021
110-2011	Dr. Huq Family Library Branch	3.8%	2031	\$ 817,862	\$ 905,455

ST. CATHARINES PUBLIC LIBRARY BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2022

5. Long-term liabilities (continued):

Principal charges in each of the next five years are as follows:

2023	\$	90,953
2024		94,442
2025		98,065
2026		101,827
2027		105,733
2028 and thereafter		326,842
	\$	817,862

Total interest on long-term liabilities which are reported on the statement of operations and accumulated surplus amounted to \$38,275 (2021 - \$41,532).

6. Pension agreements:

The St. Catharines Public Library makes contributions to OMERS, which is a multi-employer plan, on behalf of 56 members of its staff as of December 31, 2022. The plan is a defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

The latest actuarial valuation as at December 31, 2022 reported a funding deficit of \$6.7 billion (2021 - \$3.1 billion). OMERS expects the contributions and policy changes made in response to the deficit to return the plan to a fully funded position by 2025. Contributions were made in the 2022 calendar year at rates ranging from 9.0% to 14.6% depending on the level of earnings. As a result, \$274,766 was contributed to OMERS (2021 - \$269,001) for current service.

7. Commitments:

Minimum future lease payments for various premises and equipment are as follows:

2023	\$	46,697
2024		44,694
2025		11,756
2026		600
2027		600
	\$	104,347

ST. CATHARINES PUBLIC LIBRARY BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2022

8. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserve and reserve funds as follows:

	2022	2021
Reserves and reserve funds	\$ 2,793,187	\$ 3,680,264
Funds set aside (note 10)	1,666,614	1,551,249
Amounts to be recovered – long-term liabilities	(817,862)	(905,455)
Amounts to be recovered – post-employment benefit	(349,020)	(340,840)
Tangible capital assets	8,404,099	7,856,397
Balance, end of year	\$ 11,697,018	\$ 11,841,615

9. Budget data

The budget data presented in these financial statements is based upon the 2022 operating and capital budgets approved by Council on December 31, 2021. Amortization was not contemplated on development of the budget and, as such, was not included. The chart below reconciles the approved budget to the budget figures reported in these consolidated financial statements.

Revenues:	
Operating budget	\$ 6,200,174
Less:	
Transfers in – reserves	–
Total revenue	6,200,174
Expenses:	
Operating budget	5,595,538
Capital budget	604,636
Add:	
Amortization	979,842
Less:	
Capital expenses	(517,042)
Principal repayments	(87,594)
Total expenses	6,575,380
Annual deficit	\$ (375,206)

ST. CATHARINES PUBLIC LIBRARY BOARD

Notes to Financial Statements (continued)

Year ended December 31, 2022

10. Funds set aside

The Library has set aside specific monies for which donations received are designated for specific purposes. These include collections, capital funding and Library support programs. The reserves are summarized below:

	Architects Fund	Internal Fund	2022 Total	2021 Total
Revenues:				
Donations	\$ -	\$ 83,415	\$ 83,415	\$ 75,791
Interest	1	31,949	31,950	8,690
	1	115,364	115,365	84,481
Expenditures:				
Library materials	-	-	-	1,200
Net revenues	1	115,364	115,365	83,281
Funds, beginning of year	763	1,550,486	1,551,249	1,467,968
Funds, end of year	\$ 764	\$ 1,665,850	\$ 1,666,614	\$ 1,551,249

11. Contingencies:

These financial statements include amounts for accrued salaries relating to the employee collective bargaining agreement. The ultimate responsibility to fund these accrued costs is under negotiation. The amounts accrued represent management's best estimate of the obligation of St. Catharines Public Library and these amounts are included in accounts payable and accrued liabilities.

12. Financial risks:

Liquidity Risk:

Liquidity risk is the risk of the inability of an entity to meet its current obligations from proceeds of current assets. The Library manages its liquidity risk by forecasting cash flows from operations and other activities and maintains credit facilities with the City to ensure it has sufficient available funds to meet current and foreseeable financial requirements.

Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations result in a financial loss. The Library is exposed to credit risk with respect to the accounts receivable. The Library manages credit risk as their activities are funded by grants and well-established organizations. An allowance of \$nil (2021 - \$nil) has been estimated for potential credit losses on balances due from unrelated parties.

ST. CATHARINES PUBLIC LIBRARY BOARD

Schedule 1 – Other Revenues

Year ended December 31, 2022

	(Unaudited)		
	Budget 2022	Actual 2022	Actual 2021
Fines and memberships	\$ 15,132	\$ 35,518	\$ 24,944
Interest	34,731	119,815	48,431
Photocopying	3,865	2,694	1,267
Programming fees	3,366	-	-
Sundry	16,010	27,550	15,671
Meeting room rental	8,618	5,193	1,817
AV services	1,157	2,814	120
Donations	-	83,415	75,791
	\$ 82,879	\$ 276,999	\$ 168,041

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ST. CATHARINES PUBLIC LIBRARY BOARD

Schedule 2 – Expenses

Year ended December 31, 2022

	(Unaudited) Budget 2022	Actual 2022	Actual 2021
Salaries, wages and payroll taxes			
Library and clerical	\$ 4,330,079	\$ 3,490,877	\$ 3,177,266
Payroll taxes	-	760,166	753,722
	\$ 4,330,079	\$ 4,251,043	\$ 3,930,988
Library materials			
Audio	\$ 8,000	\$ -	\$ 462
Microfilm	6,000	3,154	5,274
Periodicals	339,000	428,647	323,818
Processing	7,500	13,906	11,855
	\$ 360,500	\$ 445,707	\$ 341,409
Occupancy			
Communications	\$ 40,810	\$ 40,597	\$ 41,270
Insurance	42,233	41,732	37,028
Rent and taxes	67,975	53,167	54,659
Repairs and maintenance	126,518	135,780	263,339
Security	15,160	15,156	12,756
Utilities	210,830	216,350	189,640
	\$ 503,526	\$ 502,782	\$ 598,692
General and administration			
Audio visual supplies	\$ -	\$ 1,838	\$ 3,076
Data processing	32,189	30,153	20,541
Equipment rental	10,425	7,035	5,778
Equipment repairs and maintenance	122,250	109,978	106,441
Library supplies	32,436	24,485	15,657
Printing and stationery	1,500	820	-
Professional fees	53,224	51,742	30,502
Programming	10,925	11,972	6,751
Sundry	34,034	28,664	16,287
Training and development	31,350	30,536	20,652
Transportation and postage	34,825	25,288	25,045
	\$ 363,158	\$ 322,511	\$ 250,730

ST. CATHARINES PUBLIC LIBRARY BOARD

Schedule 3 - Tangible Capital Assets

Year ended December 31, 2022

	Cost				Accumulated Amortization				Balance End of Year	Net Book Value
	Balance Beginning of Year	Additions	Disposals	Transfers	Balance End of Year	Balance Beginning of Year	Amortization	Disposals		
	\$	\$	\$		\$	\$	\$	\$	\$	\$
Land	25,138	-	-	-	25,138	-	-	-	-	25,138
Buildings	7,128,200	-	-	-	7,128,200	3,272,621	87,865	-	3,360,486	3,767,714
Building Improvements	1,270,917	1,074,805	-	-	2,345,722	222,159	82,217	-	304,376	2,041,346
Collection	4,566,536	371,237	(730,102)	-	4,207,671	2,460,776	627,128	(730,102)	2,357,802	1,849,869
Furniture and equipment	1,057,924	18,120	(35,073)	-	1,040,971	497,054	68,332	(35,073)	530,313	510,658
IT equipment	671,513	63,382	(97,527)	-	637,368	411,221	114,300	(97,527)	427,994	209,374
WIP	-	-	-	-	-	-	-	-	-	-
December 31, 2022	14,720,228	1,527,544	(862,702)	-	15,385,070	6,863,831	979,842	(862,702)	6,980,971	8,404,099
Land	25,138	-	-	-	25,138	-	-	-	-	25,138
Buildings	7,128,200	-	-	-	7,128,200	3,184,756	87,865	-	3,272,621	3,855,579
Building improvements	736,459	390,253	(14,700)	158,905	1,270,917	184,043	47,304	(9,188)	222,159	1,048,758
Collection	4,811,028	477,744	(722,236)	-	4,566,536	2,512,787	670,225	(722,236)	2,460,776	2,105,760
Furniture and equipment	1,020,746	43,540	(6,362)	-	1,057,924	436,110	67,306	(6,362)	497,054	560,870
IT equipment	762,854	21,480	(112,821)	-	671,513	407,086	115,775	(111,640)	411,221	260,292
WIP	158,905	-	-	(158,905)	-	-	-	-	-	-
December 31, 2021	14,643,330	933,017	(856,119)	-	14,720,228	6,724,782	988,475	(849,426)	6,863,831	7,856,397



St. Catharines Public Library Board

Inaugural Meeting Minutes

Thursday, April 20, 2023, 6:00 pm
Mills Room, Central Library & Microsoft Teams

Present:	M. Brousseau P. Clausi J. Coles (Chair) K. Dilorio	S. Dimick (Vice-Chair) Councillor J. Lindal Lori Littleton Councillor G. Miller Gail Riihimaki
Staff:	M. Broere D. Bott N. Bryans (Recording Secretary) R. Di Marcantonio L. Dobson	H. Jones S. Mannella K. Smith Curtis J. Spera K. Su (Secretary)

1. Call to Order – K. Su

K. Su called the Inaugural Meeting to order at 6:00 pm.

2. Election of Chair – K. Su (attachment)

K. Su called for nominations for Chair. Lori Littleton nominated J. Coles for Chair, which she accepted. There being no further nominations, J. Coles was declared Chair by acclamation.

3. Election of Vice-Chair – Chair (attachment)

J. Coles assumed the Chair position and called for nominations for Vice-Chair. Kelly Dilorio nominated S. Dimick, which she accepted. There being no further nominations, S. Dimick was declared Vice-Chair by acclamation.

4. Appointment to OLS Board Assembly – Chair

J. Coles called for nominations for OLS Board Assembly representative. There being no nominations, J. Coles agreed to continue as OLS Board Assembly representative until a later Board Meeting.

5. Formation of Standing Committees (optional) – Chair (attachment)

The Chair postponed discussion of Additional Standing Committees until a later Board Meeting.

6. Chair's Remarks

J. Coles thanked the Board for their confidence in electing her as Chair.

7. Adjournment

MOTION: 2023-31 THAT the Inaugural Meeting be adjourned.
MOVED BY: S. Dimick
SECONDED BY: N/A
MOTION CARRIED.

Regular Meeting follows Inaugural Meeting.

Chair

Secretary



St. Catharines Public Library Board

Regular Meeting Minutes

Thursday, April 20, 2023, 6:10 pm
Mills Room, Central Library & Microsoft Teams

Present:	M. Brousseau P. Clausi J. Coles (Chair) K. Dilorio	S. Dimick (Vice-Chair) Councillor J. Lindal Lori Littleton Councillor G. Miller Gail Riihimaki
Staff:	M. Broere D. Bott N. Bryans (Recording Secretary) R. Di Marcantonio L. Dobson	H. Jones S. Mannella K. Smith Curtis J. Spera K. Su (Secretary)

The Chair called the Regular Meeting to order after the Inaugural Meeting at 6:10 pm.

1. Adoption of Agenda

1.1 Additions/Deletions to Agenda

Move Item 6.6 Board Meeting Dates 2023 to Discussion Reports Item 7.6.

Move Item 6.7 Delayed Openings at the Branches to Discussion Reports Item 7.7.

1.2 Adoption of Agenda

MOTION: 2023 - 32

MOVED BY:

SECONDED BY:

MOTION CARRIED.

THAT the Agenda be adopted as amended.

K. Dilorio

Councillor J. Lindal

2. Chair's Remarks

The Chair welcomed the new Board 2023-2026 and asked each Board member and staff member attending the meeting to introduce themselves to each other around the Board table.

3. Declarations of Interest

There were no declarations of interest.

4. Adoption of Minutes

4.1 Regular Meeting – February 16, 2023

MOTION: 2023-33 THAT the Regular Meeting Minutes of February 16, 2023 be adopted.

MOVED BY: K. Dilorio

SECONDED BY: S. Dimick

MOTION CARRIED.

4.2 Nominating Panel Meeting – March 2, 2023

MOTION: 2023-34 THAT the Nominating Panel Meeting Minutes of March 2, 2023 be adopted.

MOVED BY: Councillor G. Miller

SECONDED BY: Councillor J. Lindal

MOTION CARRIED.

4.3 Meeting – March 16, 2023

MOTION: 2023-35 THAT the Meeting Minutes of March 16, 2023 be adopted.

MOVED BY: M. Brousseau

SECONDED BY: G. Riihimaki

MOTION CARRIED.

5. Monthly Updates

5.1 St. Catharines City Council

No report

5.2 OLS Update – J. Coles

J. Coles will update the Board after she attends the next OLS Board Assembly meeting.

5.3 CEO Update – K. Su

The CEO updated the Board about the following:

- Asset Management Plan – City has begun their Asset management plan as required by O. Reg. 588/17 (as amended by O. Reg. 193/21). Working with a consultant, they have completed Phase 1 Infrastructure asset inventory and

are now in Phase 2 Levels of service, which should include Library services. However, in the City's initial consultant proposal the evaluation of Library services was not included, so they have requested a revised consultant proposal. We are waiting to see if there will be a cost to the Library for the extra work by the City's consultant. The deadline for Phase 2 is July 1, 2024 with Phase 3 Lifecycle management and financial strategy deadline of July 1, 2025.

- Sponsorship/Naming Policy – SCPL wants to align our policies with the City, however, the City has put development of this policy on pause. Working with the City's consultant the Library received the advice to consider the Library as a Not-for-Profit organization and to develop a Gifts or Donation policy. They recommend SCPL conduct a fundraising feasibility study first and they gave SCPL some contacts. SCPL will wait to hear about the Green and Inclusive Community Buildings Program grant before action.

K. Su will keep the Board updated on these issues.

5.4 Department Update – March Break – Melissa Broere, Programming & Outreach Librarian

M. Broere provided a Power Point Presentation about March Break to the Board.

6. Consent Reports

6.1 Correspondence

6.2 CEO Report – K. Su

6.3 Department Reports – February & March 2023

6.3(a) Customer Service – J. Spera

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

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

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

6.4 Finance Reports – K. Smith Curtis

6.4(a) 2022 Operating Budget Statement at March 31, 2022

6.4(b) Endowment & Trust Statement at March 31, 2022

6.4(c) Short-Term Investments Statement at March 31, 2022

6.5 Quarterly Progress Update on the 2023 Work Plan – K. Su

6.6 Board Meeting Dates 2023 – K. Su

6.7 Delayed Openings at the Branches – H. Jones

MOTION: 2023-36

THAT the Consent Reports be received as circulated (except for Item 6.6 Board Meeting Dates 2023 and Item 6.7 Delayed Openings at the Branches, pulled for Discussion.)

MOVED BY:

L. Littleton

SECONDED BY:

S. Dimick

MOTION CARRIED.

7. Discussion Reports

7.1 2023 Operating Budget Ratification – K. Smith Curtis

The Board received a written report that outlined the timeline of approvals and a copy of the 2023 Operating Budget.

MOTION: 2023-37 THAT the Board ratifies Motion 2022-115 approved in principle at the Board meeting held on October 20, 2023.

MOVED BY: Councillor J. Lindal

SECONDED BY: Councillor G. Miller

MOTION CARRIED.

7.2 Policy (G-15) Procurement – K. Smith Curtis

The Board received the proposed amended Policy (G-15) Procurement.

MOTION: 2023-38 THAT the Board approve amended Policy (G-15) Procurement.

MOVED BY: G. Riihimaki

SECONDED BY: P. Clausi

MOTION CARRIED.

7.3 Policy (P-17) Volunteer – L. Dobson

The Board received the proposed Policy (P-17) Volunteer.

MOTION: 2023-39 THAT the Board approve Policy (P-17) Volunteer.

MOVED BY: K. Dilorio

SECONDED BY: M. Brousseau

MOTION CARRIED.

7.4 Policy (G-28) Community Information Distribution – R. Di Marcantonio

The Board received the proposed Policy (G-28) Community Information Distribution. The Chair provided some punctuation revisions and the Board debated the wording of the list of materials that will not be posted nor distributed from a risk management standpoint.

MOTION: 2023-40 THAT the Board approve Policy (G-28) Community Information Distribution.

MOVED BY: Councillor G. Miller

SECONDED BY: Councillor J. Lindal

MOTION CARRIED.

7.5 Policy (G-29) Art Displays and Exhibits – R. Di Marcantonio

The Board received the proposed Policy (G-29) Art Displays and Exhibits.

MOTION: 2023-41 THAT the Board approve Policy (G-29) Art Displays and Exhibits.

MOVED BY: S. Dimick

SECONDED BY: G. Riihimaki
MOTION CARRIED.

7.6 Board Meeting Dates 2023 – K. Su
Item pulled from Consent Reports. The Chair reminded the Board that Article 5.1 of By-Law Number 1 requires that Regular Meetings shall be held in accordance with the Public Libraries Act, 1990 (Section 16) at such time or place as agreed upon by a resolution of the Board.

MOTION: 2023-42 THAT the Board approve the meeting schedule drafted by staff.

MOVED BY: L. Littleton
SECONDED BY: M. Brousseau
MOTION CARRIED.

7.7 Delayed Openings at the Branches – H. Jones
Item pulled from Consent Reports. The Chair reminded the Board that Policy (G-02) Operational, page 8, requires that the Board will determine the hours of operation.

MOTION: 2023-43 THAT the Dr. Huq and Merritt Branches open at 10:00 am on the first Mondays of February, June, and October in order to accommodate staff meetings.

MOVED BY: K. Dilorio
SECONDED BY: Councillor G. Miller
MOTION CARRIED.

8. In-Camera Session

8.1 In-Camera Agenda

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

8.1(b) Adoption of In-Camera Agenda

MOTION: 2023-44 THAT the In-Camera Agenda be adopted as amended.

MOVED BY: S. Dimick
SECONDED BY: Councillor J. Lindal
MOTION CARRIED.

8.2 Motion to Move In-Camera

MOTION: 2023-45 THAT the Regular Meeting move to In-Camera Session.

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

The meeting moved to In-Camera Session at 6:58 pm.

8.3 Adoption of In-Camera Minutes

8.3(a) In-Camera Session – February 16, 2023

MOTION: 2023-46 THAT the In-Camera Session Minutes of February 16, 2023 be adopted.

MOVED BY: S. Dimick

SECONDED BY: K. Dilorio

MOTION CARRIED.

8.4 In-Camera Consent Reports

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

8.4(b) Staffing (April Update) – L. Dobson

MOTION: 2023-47 THAT the In-Camera Consent Reports be received as circulated.

MOVED BY: P. Clausi

SECONDED BY: M. Brousseau

MOTION CARRIED.

K. Smith Curtis, L. Dobson, and N. Bryans left the In-Camera Session at 7:01 pm.

8.5 In-Camera Discussion Reports

8.5(a) Personnel Matter – K. Su

The Board discussed a personnel matter.

K. Su left the In-Camera Session at 7:30 pm and returned at 8:13 pm.

MOTION: 2023-48 THAT the Board approve the CEOs request in principle and form a Negotiation Committee tasked with presenting a report at the May meeting.

MOVED BY: L. Littleton

SECONDED BY: Councillor J. Lindal

MOTION CARRIED.

MOTION: 2023-49 THAT the Negotiation Committee consist of Janice Coles, Gail Riihimaki, and Michael Brousseau.

MOVED BY: Councillor G. Miller

SECONDED BY: Councillor J. Lindal

MOTION CARRIED.

8.6 Return to Open Session

MOTION: 2023-50 THAT the In-Camera Session return to Open Session.

MOVED BY: Councillor G. Miller

SECONDED BY: S. Dimick
MOTION CARRIED.

The Meeting returned to Open Session at 8:15 pm.

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

MOTION: 2023-51 THAT the Board adopt any Motions arising from the In-Camera Session.
MOVED BY: K. Dilorio
SECONDED BY: L. Littleton
MOTION CARRIED.

10. Motion to Adjourn

MOTION: 2023-52 THAT the Regular Meeting be adjourned.
MOVED BY: P. Clausi
SECONDED BY: N/A
MOTION CARRIED.

The Regular Meeting adjourned at 8:18 pm.

11. Next Meeting / Upcoming Events

- 2023 OnBoarding Training, April 22, 2023 at 9:00 am, Meridian Community Centre, Fonthill.
- Board Meeting – Thursday, May 18, 2023, at 6:00 pm, Mills Room, Central Library & Microsoft Teams

Chair

Secretary

Consent Agenda

Recommendation

THAT the Consent Agenda be received as circulated.

6. **Consent Agenda (attachments)**

Motion

- 6.1 Correspondence – None
- 6.2 CEO Report – K. Su
- 6.3 Department Reports – April 2023
 - 6.3(a) Customer Service – H. Jones
 - 6.3(b) Facilities and Health & Safety – K. Smith Curtis
 - 6.3(c) Innovation, Collections, and Technology – D. Bott
 - 6.3(d) Programming & Promotions – R. Di Marcantonio

CEO Report

submitted by Ken Su, CEO (April 2023)

For Information

Collective Agreement Negotiation with CUPE

The Employer met with the Union on April 19, 2023 and presented a suggestion to address the issues related to internal equity and pay grids after the pay equity and job evaluation project had been completed. The Union asked to conduct their own research first before responding to the Employer's suggestion. Parties met again on April 20, 2023 and due to some pending issues related to the City, parties agreed to not meet until the issues between the City and the Union get resolved. At this point, no future meeting dates have been decided.

Niagara Public Libraries OnBoard Training Workshop

The OnBoard Training Workshop was held at the Meridian Community Center on Saturday, April 22, 2023. The CEO has heard some positive comments and suggested to the Organizing Committee to conduct an evaluation survey. Library staff created an online survey and the CEO shared the link with all Niagara libraries. Library CEOs were encouraged to share the survey with their board members to solicit feedback. Survey results will be shared with the Board once it closes on Monday, May 15, 2023.

Library Asset Management Plan

The City followed up with its consultant on April 20, 2023 with regard to the development of the Library's Asset Management Plan (AMP). The Library received a proposal from the consultant on Monday, April 24, 2023, and are currently working with the City and the consultant to clarify some questions. Updates will be provided to the Board when they become available.

Customer Service

submitted by Holly Jones, Assistant Manager, Customer Service (April 2023)

For Information

All data provided is for April 2023 comparing to the same month in 2022. The library continues at full operations.

	April 2023	% change from 2022
Gate Count	28,387	19,974 (+42%)
Membership	451	406 (+11%)
Holds Placed	10,976	9816 (+11%)
Questions	5798	4639 (+25%)

Gate Count

Our gate count system-wide continues its upward climb toward pre-pandemic 2020 levels, with an increase of 42% over April 2022.

Membership

New membership count continues to grow, with an increase of 11% in April 2023 over April 2022. Outreach and class visits continue to drive new membership creation, and the launch of the new Port Plus service on April 3rd brought many new customers into the library.

Holds Placed

The number of holds placed increased this month by 11% over April 2022. The holds system continues to be an integral library service for customers across the city.

Customer Feedback Highlights

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

- Launching the new Gamerspace at the Central library
- Introducing the auto renewal function to customers' accounts
- Providing friendly, knowledgeable and efficient customer service
- Launching Port Plus

The library is continually evaluating the suggestions for improvements and new services.

Port Plus Update

The Port Plus service launched on April 3rd and was very well received by the community. The library registered a total of 348 members for the service in March and April. The Port Dalhousie Branch was accessed by 188 customers in April during Port Plus hours. Circulation rose 11% from March to April 2023, and rose 6% over April 2022. The library is collecting passive customer feedback relating to the service. Customers have praised the increased access to the Branch and the ease and convenience of using the Open Plus software.

Facilities and Health & Safety

submitted by Karen Smith Curtis, Business Administrator (April 2023)

For Information

Facilities

When the City of St. Catharines was celebrating its 100-year anniversary in 1976, one project undertaken by the Centennial Committee was the creation of a time capsule. The time capsule is embedded in concrete with a sundial on top and installed in the plaza outside the Library's James Street doors. The sundial, which was made of brass was stolen at some time during the pandemic. The time capsule is due to be opened in 2076.

With the new tower at 88 James St. the time capsule needs to be relocated. It has been determined that the concrete may be too damaged to survive the move. The current idea is to remove the time capsule from the concrete and store it in the Central Library. A decision as to where, will be made when the condition of the time capsule is assessed but it may be moved to Local History. SCPL has requested a donation from the developer to offset any costs.

Programming of the Siemens software with the new HVAC equipment is complete and staff training is underway. Final equipment testing occurred on May 8th and went well, no issues were noted. Intermittent outages in the HVAC units are occurring with reduced frequency. The project has a 10% holdback which will be retained until any issues are resolved. The project is essentially complete so documentation has been filed with the Independent Electricity System Operator to receive a Save on Energy rebate of \$6,100.

Health & Safety

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

Location	Date	Results	Update
Annual Inspections			
Central	Aug 5, 2022	Audio book shelves - narrow aisle.	Include in renovation plans.
Regular Inspections			
Central – 1 st Floor	Apr 20/23	Nothing to report.	N/A
Port	Apr 27/23	Nothing to report.	N/A
Merritt	Apr 28/23	Nothing to report.	N/A
Dr. Huq	Apr 28/23	Nothing to report.	N/A

The next meeting of the Joint Health & Safety Committee will be held on June 15, 2023.

Innovation, Collections & Technology

submitted by David Bott, Manager Innovation, Collections & Technology (April 2023)

For Information

Port Plus

The Port Plus project opened successfully on April 3. 188 customers accessed the library during non-staffed hours during the month of April.

Physical Circulation

Physical Circulation increased slightly by 2% from March 2023 to April 2023. Compared to April 2022, physical circulation increased by 32.8% in 2023. Compared to April 2021, this represents a 115% increase.

Digital Circulation

Digital circulation decreased by 16% from March 2023 to April 2023. Collections staff will contact the Programming and Promotions Department to discuss ways to promote digital collections and online resources.

Seed Library

The Seed Library was launched at all Library locations on April 1st, 2023, as part of the "Get Growing" event. Over the course of the month a total of 1575 seed packets were selected and taken home by 315 customers. Feedback from customers was very positive. Customers enjoyed the selection and ease of use of the Seed Library.

Scrapbook Digitization Project

H. Wellock, Digitization Technician has completed digitizing the Library's historical scrapbook collection. A total of 9260 files have been digitized as a result. The goal of this project is to make the scrapbook collection available electronically in the future, creating greater accessibility to these resources, and preserving the physical scrapbooks.

Gamerspace

The SCPL Gamerspace opened to the public on April 17, and has been growing in popularity. To date, the PCs have been used 39 times with over 120 games being played. The consoles have been used a combined total of 38 times.

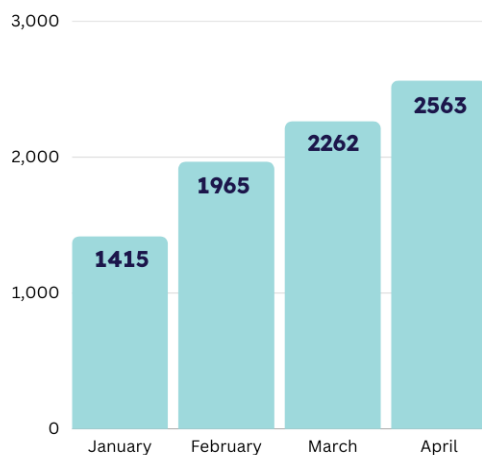
Programming and Promotions

submitted by Rita Di Marcantonio, Manager, Programming & Promotions (April 2023)

For Information

Programming Highlights

In total, 2,563 customers attended or engaged in programs in April. The first four months of 2023 has seen a steady increase in programming as per the table below. April saw a 13% increase over March 2023 and a 90% increase over April 2022.



Of special programming note in April:

1. **Get Growing Event**, a day-long, multi-location event to welcome spring was attended by 339 people. The event launched our Seed Library, included lectures on vegetable garden design and edible gardens, access to a Master Gardner and a drop-in flower pot painting program.
2. **Baking Wisdom** with celebrity chef Anna Olson was attended by 64 people.
3. **April Class Visits** resulted in 504 students visiting a library or a staff member visiting the classroom.
4. **Community Tax Clinics** for seniors and low-income persons were concluded in April with 626 tax returns filed.

Communication Highlights

In addition to the media attention brought about by the launch of the CO2 monitors, the community responded well to this new Library of Things item on social media

	Likes/Reactions	Comments	Shares
Instagram	57	1	6
Twitter	48	2	18
Facebook	8	N/A	N/A

Media Mentions

24-Apr	CHCH	St. Catharines libraries to lend carbon dioxide monitors to check air quality
25-Apr	101.1 More FM	St. Catharines Library Card Holders Can Borrow Carbon Dioxide Monitors
25-Apr	inSauga	St. Catharines libraries now lend carbon dioxide monitors
28-Apr	Niagara This Week	Sunday hours at Dr. Huq branch of St. Catharines library coming to a close

Discussion Reports

7. Discussion Reports (attachments)

- | | | |
|-----|---|--------|
| 7.1 | Land Acknowledgement – K. Su | Motion |
| 7.2 | Capital Budget – K. Smith Curtis | Motion |
| 7.3 | Maintenance Closure of Dr. Huq Branch – K. Smith Curtis | Motion |
| 7.4 | Staff Development Day Library Closure – L. Dobson/K. Su | Motion |
| 7.5 | Policy (P-11) Confidentiality of Employee Information – L. Dobson/K. Su | Motion |
| 7.6 | Risk Management Introduction – K. Smith Curtis | |

Land Acknowledgement

submitted by Ken Su (May 2023)

Recommendation

THAT the Board adopt the City's Land Acknowledgement to announce before each Board Meeting.

Background

Staff consulted with staff at the City Clerk's office to investigate their procedures. They advised that the City's official meetings begin with an announcement of Land Acknowledgement. It is used before all City Council meetings, Advisory Group meetings, and Committee meetings.

As the Library Board is appointed by City Council and most of our funding is from the City, the Library wishes to align itself with City procedures. Management recommend that the Board adopt the City's Land Acknowledgment to announce before each Board Meeting.

City of St. Catharines version

The land on which Council 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.

Proposed SCPL version

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.

Capital Budget

submitted by Karen Smith Curtis, Business Administrator

Recommendation

THAT the Board delegate to staff responsibility to prepare and submit the proposed Capital Budget to meet City deadlines.

Background

On April 13, 2023, an email was received from the City of St. Catharines Capital Planning Supervisor. This email outlines the process for the first multi-year Capital Budget which covers the period of 2024 to 2026. There are two important deadlines:

The first is May 25, 2023 which is the deadline to submit projects and expenditures for the 2024 to 2026 Capital Budget. The deadline for final submissions is July 4, 2023.

Staff, along with City staff are still developing the projects and initiatives that will require capital. The first deadline is prior to the next Board meeting and the second deadline is during the summer when the Board does not meet. As such, staff is recommending the Board delegate to ensure deadlines are met given the tight timing of this work.

Central Renovation

One significant project already included in the City's budget is the Central Library renovation. This project was approved by the Library Board at their meeting on October 20, 2022 and the details of the project can be reached through the link below:

https://www.myscpl.ca/images/files/board/packages/SCPL_Conceptual-Design-Report_2022-10-14.pdf

After Library Board approval, City Council approved the renovation through approval of the 2023 Capital Budget. The project is contingent on successfully receiving funds applied for under the Green and Inclusive Community Buildings Grant (GICB).

\$4.85M was included in the 2023 Capital Budget which is the City's portion of the project. This amount satisfies the grant application's matching portion based on the GICB grant submission. Originally, \$3.9M for 2024 and \$3.06M for 2025 was included in the multi-year budget but this will not be required if the GICB grant is successful.

Total Grant Application Expenditure submission	\$16,871,921
Costs already incurred by SCPL (roof and HVAC replacement)	\$1,614,671
Federal Cost recovering pending Grant Application	<u>\$11,544,002</u>
Application Contribution required from SCPL and/or City (covered by \$4.85M in 2023 Capital Budget)	\$3,713,247

Capital Reserve

In addition, the Capital Reserve will be used to fund various projects. This Capital Reserve continuity was included in the 2023 Operating Budget approved by the Library Board on October 20, 2022. This was subsequently approved by City Council as part of their approval of the 2023 budget.

This was ratified with the Operating Budget at the Board meeting on April 20, 2023. The Capital Reserve continuity that follows has been updated for the 2022 year end position as well as changes that have occurred since the budget submission in the Fall of 2022.

Capital Reserve - 10 Year Forecast

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserve balance	\$2,793,187	\$2,254,893	\$2,359,496	\$1,366,192	\$583,023	\$443,903	\$556,875	\$671,939	\$789,095	\$558,343
Contribution from Operating	-	104,604	106,696	108,788	110,880	112,972	115,064	117,156	119,248	121,340
	-	2,359,496	2,466,192	1,474,979	693,903	556,875	671,939	789,095	908,343	679,683
Centennial HVAC Replacement	255,000									
Port Dalhousie Improvements									350,000	
Dr. Huq Family Branch Improvements					250,000					
Merritt Branch Relocation			1,100,000							
Central - Renovations	108,044			891,956						
Central Phase 2 Architecture Plans	175,250									
Total Spending	538,294	0	1,100,000	891,956	250,000	0	0	0	350,000	0
Anticipated Year End Balance	\$2,254,893	\$2,359,496	\$1,366,192	\$583,023	\$443,903	\$556,875	\$671,939	\$789,095	\$558,343	\$679,683

Update

On April 25, K. Smith Curtis, Business Administrator and S. Mannella, Manager of Facilities met with Engineering, Facilities and Environmental Services (EFES) staff to discuss upcoming projects for SCPL. It is still being determined if the projects will be submitted by EFES or the Library but several important initiatives were discussed:

1. Fastener study and Sealants: A building condition assessment completed by SCPL in 2019 outlined several projects that need completing over the next 10 years. Several of these projects have been completed including elevator and dumbwaiter modernization, roof replacement and HVAC. In addition, a study to determine the condition of the metal fasteners for the concrete panels on the Central Library was recommended (\$25,000). Once complete, the condition assessment recommended that new sealants be applied to the exterior of the Central Library. The City has included these amounts in their budget and will move forward on the fastener study during 2023. It was agreed that the required sealants be applied in alignment with the Central Library renovation (\$150,000).
2. Several important maintenance projects have been included in the current draft of the Capital budget for 2023:
 - a) Replacement of lighting fixtures at Dr. Huq Family Library. Although a newer facility, the lighting fixtures selected as part of the build are not LED and require constant maintenance to replace bulbs and ballasts. Given the location of many of these fixtures, a lift is required to replace lights and this will cause interrupted service for Library customers. Additionally, negative customer comments are received about the number of 'burnt-out' lights. An budget of \$70,000 has been established to complete this work in 2024.

- b) Also a budget of \$100,000 has been submitted for required exterior restoration at the Port Dalhousie Branch.
3. Merritt Branch Strategy: The Merritt Branch is located on Hartzel Road in a plaza owned by SmartCentres with a lease that expires on March 31, 2025. The branch is 4,250 square feet and is undersized for the area's population. Discussions are underway with City staff about the best path forward to providing Library services to the residents of Merritton. One option is to relocate the branch to a joint City recreation or sports facility. Another option is to acquire the next store front thereby doubling the size of the branch. At this time, an amount of \$750,000 has been included in the Capital Budget to allow for interior renovations to expand or relocate the Merritt Branch.
 4. In order to meet accessibility standards, the City has a budget of \$150,000 to improve the washrooms at Port Dalhousie Branch in 2026. In addition, the City has established a budget of \$20,000 to upgrade the electrical at the Port Dalhousie Branch also in 2026.

The following table summarizes amounts that will be included in the City's EFES or the Library's draft Capital Budget.

Branch	Project	2023	2024	2025	2026
Central	Fastener Study and Sealant	175,000			
Central	Interior Renovations	4,850,000			
Dr. Huq	Lighting Fixture Replacement		70,000		
Port	Exterior Restoration		100,000		
Merritt	Interior Renovations		750,000		
Port	Washroom Accessibility Upgrades				150,000
Port	Electrical Device Upgrade				20,000
		\$5,025,000	\$920,000	-	\$170,000

Next Steps

- Liaise with City staff to prepare and submit Capital Budget requirements within deadline of May 25, 2023.
- Refine Capital Budget requirements as outlined in the City's Capital Budget guidelines to achieve the July 4, 2023 deadline.
- The City has introduced a multi-year Operating Budget. The Operating Budget is due to the City on October 23, 2023 and will cover the years 2024 – 2026.

Recommendation

Staff recommends that the Board delegate to staff responsibility to prepare and submit the proposed Capital Budget to meet City deadlines.

Maintenance Closure of Dr. Huq Branch

submitted by Karen Smith Curtis, Business Administrator

Recommendation

THAT the Board approve a one-day closure of the Dr. Huq Branch on June 13, 2023 to allow for needed maintenance activities.

Background

The Dr. Huq Branch was opened in 2012. Although it is the newest of the SCPL facilities, some maintenance is needed.

- The lighting in the branch is problematic. It is not LED and is a state of constant replacement. Facilities staff replace bulbs and ballasts in the track light as needed. The globe lights are much more difficult. A lift must be brought into the branch each time lights are burnt out. At this time, many of the globe lights require replacement bulbs and several customer complaints have been received.
- A customer service desk is no longer needed and needs to be removed. The desk integrates both electrical wiring and cabling as well as an emergency unlock button for the family washroom.

Update

The pool at the Kiwanis Aquatics is closed for its annual maintenance for the period of June 12 – 29, 2023 and during the closure the Dr. Huq Branch experiences a reduced customer count. Staff is requesting a one-day closure on June 13, 2023 in alignment with the pool's closure to replace needed light bulbs as well as to remove the unused service desk.

A communication plan for our customers will be developed for the closure. Additionally, a budget is being established to replace all Dr. Huq Branch lights with LED alternatives in 2024.

Recommendation

Staff requests the Board's approval to close the Dr. Huq Branch on June 13, 2023 to allow for needed maintenance activities.

Staff Development Day Library Closure

submitted by Linda Dobson, Human Resources Consultant

Recommendation

THAT the Board approve a Library closure once a year for the purposes of Staff Development Day.

Background

It can be challenging to train all staff while Branches are open and providing public service, there is no opportunity for everyone to attend together. In November 2022, we closed the Library to customers and held a full day of staff training; it was a wonderful day of learning and team building. Every evaluation form suggested that this happen again.

Two of the Library's strategic goals are to **Transform as we evolve** and **Be a library for all**. The Library continues to evolve and as a result, change is constant, including members of staff. In order for staff to be effective, they need to be updating skills and learning. Recognizing staff for their years of service and excellent customer service is also an important component of the day.

This year, we are planning to have Staff Development Day, Monday November 21, however, in future years; we may want to organize the day around technology changes or other activities. The training costs and food costs will be funded from the training budget in the current operating budget, salaries and wages from the appropriate operating budget.

Once the closure has been approved, a small staff team will be formed to organize this year's event.

Policy (P-11) Confidentiality of Employee Information

submitted by Linda Dobson, Human Resources Consultant

Recommendation

THAT the Board approve amended Policy (P-11) Confidentiality of Employee Information.

Background

An employer's need for information should be balanced with an employee's right to privacy. Employers have legitimate requirements for personal information about their employees. They need to know who they're hiring, they need to address performance issues and require information to support some of their benefits and policies. Employers should also ensure that information they collect for one purpose isn't used for an unrelated purpose without the employee's consent.

In Ontario, there are two main laws that deal with access to information and privacy that apply to the Library.

Municipal Freedom of Information and Protection of Privacy Act (MFIPPA): This is the local government equivalent of FIPPA (Freedom of Information and Protection of Privacy Act) and covers municipal institutions such as municipalities, cities, towns, school boards, police services and many other local government entities. MFIPPA came into force on January 1, 1991.

Freedom of Information and Protection of Privacy Act (FIPPA): Ontario's Provincial Public Sector Privacy Law, which provides rules regarding the collection, retention, use, disclosure and disposal of personal information in its custody or control.

One purpose of the Acts is to protect the privacy of individuals with respect to personal information about themselves held by the Library. Personal information is defined in the Acts as recorded information about an identifiable individual, including his or her race, age, family status, address, telephone number, medical or employment history and other information. Both Acts contain privacy rules governing the collection, retention, use, disclosure and disposal of personal information held by government.

The Library policy aligns with the legislation; identifying who has access to this information, how and what information will be shared with others, and how staff can access their own personnel file, so they can verify the accuracy and completeness of information. The Library culture values and respects privacy.



Policy Name	Confidentiality of Employee Information		
Section & Number	Personnel P-11	Effective Date	2007-11-22
Motion Number	2023-##	Last Review	2023-05-18
Author	HR Consultant	Next Review	2027

Policy Statement

The St. Catharines Public Library recognizes its responsibility to its employees to preserve the confidentiality of information entrusted to its care.

Scope

All documents related to an employee's work history with St. Catharines Public Library shall be retained in the original copy whenever possible, which shall be deemed confidential and stored in a central personnel file. Exempted examples include, job descriptions, probation schedules and other documents that may be identified as being not of a personal nature and for which working copies are required.

Regulations

Access and disclosure of personal information to be in accordance with the principles set out in the *Freedom of Information and Protection of Privacy Act* (FIPPA) and the *Municipal Freedom of Information and Privacy Act* (MFIPPA).

Responsibility

Personnel files are to be kept in locked files in the Administration department.

Control of employee personnel files is restricted to the Chief Executive Officer (CEO), Manager Human Resources or designate.

Operational Guidelines

1. Access to relevant employee information is restricted to those staff who require it for the performance of their duties.
2. The removal or copying of documents from an employee's personnel file, requires the approval of the CEO, Manager Human Resources or designate.
3. Employees have the right to review their personnel file in the Administration department by making a request to the CEO, Manager Human Resources or designate.
4. Staff are encouraged not to share any personal information with customers.
5. Staff should not share any personal information about a colleague with customers or others who inquire. This includes their full name, address, phone number, status, work schedule or reasons they are not at work. Staff are encouraged to take a message for the colleague.

External Access to Employee Information

1. All requests for information from external agencies, including prospective employers, financial and government institutions, will be referred to the Chief Executive Officer, Human Resources Manager or designate.
2. In response to requests for information from a prospective employer and with the employee's consent, the following information will be shared, either positively or negatively:
 - Length of service
 - Position(s) held
 - Salary
 - Employee's work record
 - Reason for leaving
3. In response to requests for information from banks, credit unions and other financial institutions, the Chief Executive Officer, Human Resources Manager or designate, may verify the following in accordance with the employee's consent:
 - Period of employment
 - Salary range
 - Position held

4. Other requests for personal information shall only be released as required by legislation or law by the Chief Executive Officer, Human Resources Manager or designate.

Implementation

The CEO is responsible for ensuring the implementation of this policy.

Risk Management Introduction

submitted by Karen Smith Curtis, Business Administrator

For Information

How does risk management fit into our Board governance model?

- Governance is the processes and structures that the Board uses to direct and manage the operations and program activities
- The principles of good governance that apply in the corporate sector apply equally in the library arena:
 - Ensure board members understand their roles & responsibilities and are free from conflicts of interest
 - Understand stakeholder needs and expectations and communicate with them regularly
 - Have a strategic plan in place to help the organization achieve its mission and vision
 - Practice good risk management
 - Maintain fiscal accountability and transparency
 - Regularly assess the performance of the organization, management, and the board
- Effective governance is about:
 - Setting the direction for an organization (strategic plan)
 - Achieving the desired results, the right way (**risk management**)
 - Overseeing the CEO's (management's) progress towards the direction

What is risk management?

Definitions

- a) Risk: The effect of uncertainty (positive or negative) on the achievement of objectives. The chance of something happening that will have a positive or negative impact on objectives.
- b) Risk management: The culture, process and procedures that are in place to realize potential opportunities while managing adverse effects.
- c) Risk management process: The application of policies and procedures in establishing context, identifying, analyzing, evaluating, treating monitoring and reviewing risks.

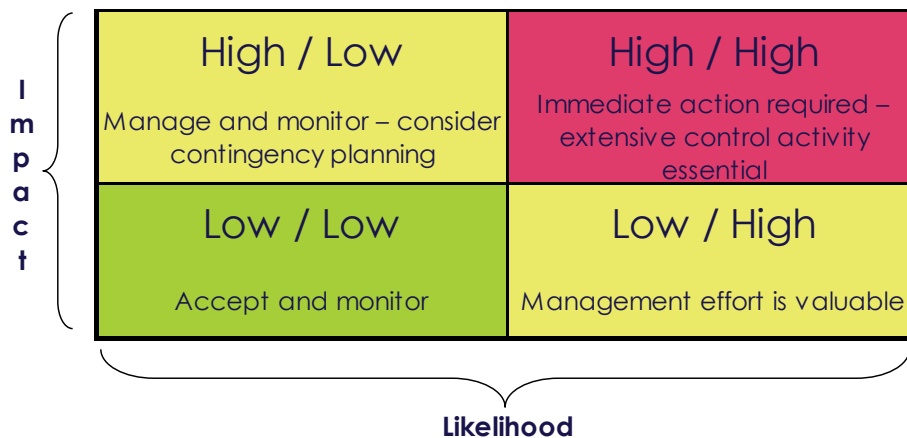
Board's role

- The nature of a board's involvement in risk management will vary with the size and sophistication

- In larger organizations, the board can often rely on staff to manage day-to-day risks and the board's role is limited to approval of policies, strategies and major decisions
- In organizations whose staff have less knowledge, experience or skill the board may find it necessary to be more "hands-on"
- Supporting a risk-aware climate or culture
 - a) Understanding what risk means for the organization
 - b) Understanding the organization's ethical values and approval of Code of Conduct for employees
 - c) Awareness of the major risks facing the organization
- Developing and maintaining the board's capacity to oversee risk management
 - Ensuring the board has the necessary skills and knowledge (Board composition)
 - Board orientation and ongoing education
 - Ensuring that risk is on the board's agenda
- Approving the risk tolerance policy
 - Appetite for risk
 - Capacity for risk
 - Optimizing risk by balancing risk and opportunity

What do we do about this? We manage it!

- Assign responsibility
 - Management vs oversight
 - Delegation to the CEO
 - Identifying risks
 - The importance of using a variety of approaches and sources to identify risks
 - Assess and size the identified risks
 - Identified risks are looked at both from likelihood of occurrence and impact perspectives
 - The following chart illustrates the four basic risk assessment categories



- Risk management options
 - Avoiding risk
 - Transferring risk (insurance)
 - Mitigating risk (policies, controls etc.)
 - Accepting risk
- Capacity to take on risk depends on:
 - Financial reserves
 - Insurance
 - Crisis management options
 - a) Operational incidents - Minor, easily resolved without Board involvement
 - b) Potential crises - Problems which grow larger over time and may become critical if not addressed
 - c) Sudden crises - Unexpected event with major impact

Next Steps

- Commitment to enhance our risk management practices
- Risk Management policy approval – a draft is attached for your information that will be submitted for approval at the June 15, 2023 meeting
- Create a work plan
- Development of a risk framework
- Identification and assessment of risks
- Identification of policies and controls that we need to mitigate our risks
- Review our insurance coverage

References & Useful Information

- References
 - 20 Questions Directors of Not-For-Profit Organizations Should Ask about Risk
<http://www.cica.ca/focus-on-practice-areas/governance-strategy-and-risk/not-for-profit-director-series/20-questions-series/item12324.pdf>
 - Ontario Library Service website
<https://resources.olservice.ca/assessing-and-planning-for-the-future/risk>

Appendices

- Appendix 1 – Example Control Framework
- Appendix 2 – An Example of Inherent & Residual Risk Assessment
- Appendix 3 – An Example of Risk Management Gap Analysis

Appendix 1 – Example Control Framework

A "control systems framework" provides a benchmark for assisting management in designing controls. This framework provides a benchmark for assessing the effectiveness of risk management processes.

In applying the framework against a risk, the following four management objectives are to be considered, as applicable:

- Safeguarding of people, property and intellectual assets
- Adequacy and integrity of financial and operating information for reporting and decision-making
- Compliance with laws, regulations and corporate values and policies
- Efficiency and effectiveness of operations

<p>Board/Management Governance/Control Environment Vision, Purpose, Goals, Objectives, Strategy Values, Code of Conduct Policies Delegated accountabilities, authorities, responsibilities People (capabilities, commitment) Compensation alignment Governance reporting Information and communication</p>	<p>Risk Mitigation Edit/verification controls (transaction approvals) Reconciliation Segregation of duties Safeguarding of assets Logical access controls Project controls IT systems change controls Change management</p>
<p>Performance Monitoring Risks Operations Strategic Initiatives Control execution effectiveness</p>	<p>Risk Transfer - Optional (May not be appropriate to all risks) Insurance Outsourcing / contract Hedging</p>

Appendix 2 – An Example of Inherent & Residual Risk Assessment

<u>Impact</u>				
5 Material negative impact on our reputation, cash flow, ability to service clients and/or material (equivalent to 5% or greater of net earnings) adverse impact on revenue or costs.	High	Very High	Very High	Very High
4 Significant negative strategic impact (delays ability to fully meet strategic goals by more than one year) and/or significant adverse impact (between 0.75% and 5% of net earnings) on revenue, costs and reputation.	Medium	Medium	High	High
3 Some negative strategic impact (delays ability to fully meet strategic goals by up to one year) and/or noticeable adverse impact (between 0.35% and 0.75% of net earnings) on revenue, costs or reputation.	Low	Low	Medium	Medium
2 No negative strategic impact but some impact (between 0.1% and 0.35% of net earnings) on revenue, costs or reputation.	Very Low	Very Low	Low	Low
1 No negative impact on strategic objectives or reputation and negligible impact (0.1% or less of net earnings) on revenues or costs.	Very Low	Very Low	Very Low	Very Low
<u>Likelihood</u>	Remote: Occurring less than once every 5 years.	Infrequent: Reasonable chance (>10%) of occurring every 2-5 years & unlikely chance (<10%) in next 2 years.	Somewhat Likely: 10-50% chance of occurring in the next 2 years.	Quite Likely: More than 50% chance of occurring in the next 2 years.

Very High Risk: Executive watch

High Risk: Executive watch

Medium Risk: Management monitoring

Low Risk: May be opportunities for savings

Very Low Risk: May be opportunities for savings

Total Inherent Risk = Impact x Likelihood Risk Level – to be used in Risk Management Gap Analysis

Appendix 3 – An Example of Risk Management Gap Analysis

<i>Inherent Risk Level</i>	<i>Vulnerability</i>			
Very High	Acceptable	Moderate	Significant	Critical
High	Acceptable	Moderate	Moderate	Significant
Medium	Over controlled	Acceptable	Acceptable	Moderate
Low	Over controlled	Over controlled	Over controlled	Acceptable
Very Low	Over controlled	Over controlled	Over controlled	Acceptable
Risk Management Effectiveness	Strong: Disciplined risk management practices, controls and policies in place. Robust risk reporting to Exec and/or Board Committees.	Generally Satisfactory: Risk management practices, controls, and policies generally in place. There is an isolated significant issue.	Moderate: Some risk management practices, controls and policies in place. Several significant issues. Some reporting to business unit only.	Minimal: No policies, few controls in place, may be some ad hoc reporting to business unit. Pervasive significant issues.

Risk Gap

Critical

Action Required

Top Priority - take immediate action
Implement Risk Management controls, policies or practices.
Implement monitoring & reporting to Board.

Significant

2nd priority - take action
Implement Risk Management controls, policies or practices.
Implement monitoring and reporting to Board.

Moderate

Lower Priority - take action in due course

Acceptable (No Gap)

Do nothing

Over controlled risk

Eliminate control processes to reduce inefficiencies, unnecessary costs



Policy Name	Risk Management		
Section & Number	GOV-02	Effective Date	2023-06-15
Motion Number	2023-##	Last Review	N/A
Author	Business Administrator	Next Review	2027

Policy Statement

Through this policy, the St. Catharines Public Library (the “Library”) establishes the practices and procedures necessary for managing risk in the interest of mitigating harm while empowering the organization to make sound decisions. This enables the Library to fulfill its mission and strategic objectives.

Risk management is an integral part of the governance framework and operational and strategic planning processes. The Library is committed to embedding risk management into strategic and operational decision making so that risk is mitigated to an acceptable level and opportunities to deliver excellent and responsive service are leveraged. Effective management of risks and opportunities contributes towards the Library's ability to deliver services efficiently, and to achieve strategic and operational objectives.

A well-established risk management process assists both the Board and staff in decision-making by enabling informed choices, identification of priorities and selection of the most appropriate course of action. The Library is committed to ensuring that appropriate staff are provided with adequate guidance and training on the principles of risk management and their responsibilities.

The Library will regularly review and monitor the implementation and effectiveness of the risk management process to foster a risk aware culture across the organization.

Scope

Risk is an inherent aspect of all work undertaken by the Library. Sound risk management principles must become part of routine management of activities across the Library.

This policy will ensure that the Library has a consistent basis for understanding and actively managing, monitoring and reporting risks across the Library at all appropriate levels. It is essential in managing public resources, contributing to sound decision-making, and enhancing accountability and transparency.

This policy covers risks and opportunities associated with the following areas:

1. Strategic risks – internal or external uncertainties, whether event or trend-driven, that impact the Library's strategy or implementation of strategy/strategic initiatives. Examples include governance and effectiveness of the Board and CEO, stakeholder and relationship management, achievement of strategic objectives, maintaining relevance, and reputation (public image).
2. Compliance risks – legal, legislative, by-law and policy compliance including directives from City Council and financial accountability requirements.
3. Fiscal risks – risk of monetary loss including fraud.
4. Operational risk – people, capital assets, processes including program development, program/service delivery in branches, controls established to achieve organizational efficiency, and continuity of offerings.

Policy Objectives

The Library seeks to protect its assets while encouraging responsible risk taking to ensure proper stewardship of resources. This policy is a formal acknowledgement of the Library's commitment to risk management. The aim of the policy is to ensure that every effort is made to manage risk appropriately, maximize potential opportunities, facilitate the achievement of strategic objectives, and to minimize the adverse effects of risk.

The policy enables:

- Effective implementation of a Risk Management program;
- Assessment of the risks inherent to the environment within which Library operates;
- Effective allocation and use of resources for a risk response;
- Increased likelihood of achieving objectives aligning with the strategic direction of the Library;
- Improved stakeholder confidence and trust; and
- Improved operational effectiveness and efficiency.

Definitions

1. Risk - The effect of uncertainty (positive or negative) on the achievement of objectives. The chance of something happening that will have a positive or negative impact on objectives.
2. Opportunity - A favourable combination of advantageous capabilities and occasion or time that if acted upon, may accelerate achievement of objectives and enhance an organization's position.
3. Risk Management - The culture, process and procedures that are in place to realize potential opportunities whilst managing adverse effects.
4. Risk Management Process - The application of policies and procedures in establishing context, identifying, analyzing, evaluating, treating monitoring and reviewing risks.
5. Risk Owner - The manager responsible for developing, implementing and monitoring response effectiveness to address major risks and opportunities.
6. Risk Response - The selection and implementation of strategies and measures to modify or control the risks, or leverage an opportunity and increase the likelihood of success.

Regulations

The policy applies to all programs and services planned, implemented and monitored by the Library that may have associated strategic, compliance, fiscal, and operational risks.

Risk Impact Assessments (RIAs) will be conducted on new ventures and activities, including projects, programs, processes, systems and activities to ensure that these are aligned with the Library's goals and objectives.

Additionally, where there is a significant shift in the strategic direction (as outlined within a project charter or other similar planning document) for any initiative, a RIA is recommended to determine if any additional risks arise from the shift.

The Library will maintain a risk register which will include information of the identified risks, and risk responses including mitigation measures.

Responsibility

The Chief Executive Officer (CEO) is to champion a risk management culture within the organization.

Managers are accountable for overseeing the implementation of the Risk Management Policy and Framework within their departments. This includes ensuring that risks pertinent to business processes within their control are identified and managed. The CEO and managers serve as the risk owners, accountable for specific categories of Risk as determined by their mandate. While it is possible and even likely that some categories of risk may span the jurisdiction of one or more managers, each Risk is to be ascribed to a single Risk Owner.

Staff is responsible for complying with the provisions of this policy and the Risk Management Framework by proactively identifying Risks and Opportunities, reporting incidents and other concerns to management, and complying with the policy and procedures to harness Opportunities while minimizing the Library's exposure to Risk.

Operational Guidelines

1. A Risk Management Framework will be developed, approved and implemented.
2. Understanding and actively managing of risks and opportunities shall apply to all significant programs/services, policies and budgetary considerations.
3. The risk management process to be reflected in a Risk Register.
4. Development of a Risk Impact Assessment tool in order to assess new or significantly modified Library initiatives.
5. Communication, training, and tools will be developed to support the implementation of Risk Management throughout the Library.

Implementation

This policy will be implemented by the CEO.