

MEMORANDUM

St Catharines Public Library

54 Church Street, St. Catharines, Ontario L2R 7K2

905-688-6103 or Fax 905-688-6292

TO: Budget Standing Committee

FROM: L. Stripnieks, CEO
J. Foster, Business and Facilities Administrator

DATE: Friday, November 10, 2017

SUBJECT: Additional Budget Requests

Please find attached additional information in response to the following recommendation by Mayor Sendzik regarding the 2018 Library Budget:

That the Budget Standing Committee receive the St. Catharines Library 2018 Budget Presentation for information purposes; and

That the Budget Standing Committee request Library staff come back with an explanation of salaries, benefits and miscellaneous revenues on 2016 actuals, 2017 estimates, 2017 budgets and 2018 budgets, and minimum wage increase breakdown, as well to show trendlines, and how this relates to the Library's Strategic Plan; and

To include the last 3 years of reserves: and

To explore and look at facilities maintenance in relation to HVAC systems, etc
FORTHWITH

Attachments:

- 5 year Statistical Review of Library Usage and Trends (Attachment 1)
- Strategic Agenda: Enriching Our Community 2016-2018 (Attachment 2)
- Strategic Agenda 2016-2018 Status Report (Attachment 3)
- Miscellaneous Revenue Analysis and Reserves (Attachment 4)
- Minimum Wage Increase Breakdown (Attachment 5)
- Reconciliation of 2018 Budgeted Salaries and Benefits (Attachment 6) IN- CAMERA
- Reconciliation of 2016 Budget to Actuals (Attachment 7) IN-CAMERA
- Email dated November 9, 2017, from Dan Dillon to Kristine Douglas, Subject: Nov 1-16 –BSC - Library Presentation – Facilities Maintenance (Attachment 8)

LS/nb

cc: Central Files

**ST. CATHARINES PUBLIC LIBRARY
5 YEAR STATISTICAL REVIEW OF LIBRARY USAGE AND TRENDS
2013 – SEPTEMBER 30, 2017**

Introduction

On January 10, 1888 Town Council enacted By-Law 615 to establish a free public library. The Library provides access to information, research and leisure materials and cultural resources. It promotes literacy and life-long learning and partners with individuals and groups to deliver a variety of programs and services. The Library provides public space where individuals and groups can study, hold meetings and seminars and set-up exhibits. In 2017, the St. Catharines Public Library marked 129 years of continuous service.

Current Library

Advances in technology have been utilized to provide better access to existing collections; to provide access to electronic databases and digital material; to provide Internet stations and Wi-Fi; to provide online reference service; to deliver service to under serviced areas through new technologies such as library 'vending' machines; to improve circulation functions and material security by introducing RFID systems and self-checkout; to provide more computing power and better disaster recovery by implementing server virtualization solutions etc.

The Library's website provides 24/7 access to our online catalogue, and 27,962 electronic full text magazines. Digital collections available to patrons include: Zinio which provides access to 122 of Canada's most popular magazines; Freegal which provides access to hundreds of music labels and thousands of artists; Hoopla which offers access to 200,000+ music albums, 2500+ movies, TV shows and documentaries as well as graphic novels; and Overdrive an audio and eBook subscription service.

The Library promotes its collections and services through its website, newsletter, media releases and through social media. The Library offers an ever expanding variety of programs including 3D printing and 3D design and STEM or maker programs.

Statistics**Population**

The population of St. Catharines according to census data is as below.

Census	2001	2006	2011	2016
Population	129,170	131,989	131,400	133,113

The chart indicates that the population of the City over a 15 year period has only grown by 3%. Most of the new growth has been in West St. Catharines.

Library Service Points

From 1961 to 2017 the City has had 4 Library Service Points – the Centennial Library, Grantham Branch (now Dr. Huq Branch); the Merritt Branch and the Port Dalhousie Branch.

As stated, most of the new growth has been in West St. Catharines as forecast in the West St. Catharines Comprehensive Development Strategy, prepared by Economic Development and Tourism Services, City of St. Catharines, January 2002. The Library does not have a service point in the west.

Strategic plans have identified that Board's desire to establish a service point in the west preferably in a multi-purpose facility. On several occasions the Library Board has made presentations to City Council proposing the establishment of a library branch in the west. The last proposal was on May 3, 2003 requesting a branch be included in the Seymour-Hannah arena. The proposal was voted down.

The usage of libraries is affected greatly by proximity to the service point and the ease of getting there by foot, car or public transportation. Our statistics as of February 18, 2016 show that the West and Louth planning district(s) have 17.5% of the population and represent only 13% of circulation.¹

In order to improve service in the West the Library is installing a vending machine a “mini-library” and “books on hold” lockers in the Seymour-Hannah Arena. *The equipment was financed by an anonymous donor.* The Library needs to finance the annual maintenance fees and increased salary/benefit costs to accommodate an additional delivery schedule.

5 Year Statistical Review of Library Usage and Trends

From 2001 to 2017 the population of the city has not increased significantly. From 2001 to 2017 the Library has not implemented additional service points. Proximity to service points is an important factor in library use. The *attached spreadsheet provides statistics* for key indicators for the period 2013 to September 30, 2017 and emerging trends.

Collections

- Collection size has remained relatively constant.
 - Electronic Periodicals decreased in number in 2016 when the Province ceased to fund on behalf of public libraries and schools a number of e-databases. The cost to SCPL to pick up these subscriptions would be \$34,000. The Library did not subscribe to them.
 - Digital collections continue to be expanded

Circulation

- Circulation of materials overall has remained relatively constant.
- Circulation of digital materials is increasing. In 2013 digital circulation was 4.6% of total circulation and by 2016 it was 15.6%

1. West St. Catharines Library Branch- Report to the Library Board February 18, 2016

In-house Use of Materials

- In-house use of material has remained relatively constant.
 - In-house material includes print, microfiche, microfilm, newspapers, reference material, and Special Collections material.

Reference/Information requests

- Reference/Information requests have increased year over year.
 - The increase in 2016 is explained by the fact that the library had an influx of students from grades 4-6 who were doing Historica projects that year.

Programs

- Program attendance 2013 to 2016 is up by 23%
 - The Library has increased its programming activities for all age groups. There are new computer programs, 3D printing and design programs, maker programs, a variety of adult seminars and series.

Class Visits

- The number of class visits has increased.
- Attendance 2013 to 2016 has increased by 42%

Web and electronic database services

- Internet stations use is down slightly but that is because we have installed Wi-Fi. Patrons do not have to use dedicated PCs. Currently we have no way to track Wi-Fi use.
- Electronic full text database searched remain relatively constant.
 - Not all vendors provide statistics. Library relies on vendors reports.

Visiting Library Service

- Visits to shut-ins increased by 3%

5 YEAR STATISTICAL REVIEW OF LIBRARY USAGE AND TRENDS

COLLECTIONS	To Sept.30, 2017	2016	2015	2014	2013
Titles held (including digital)	277,787	289,609	277,859	265,293	253,699
Copies held (including digital)	333,241	347,613	353,035	354,431	364,969
Digital Collection copies	7,894	7,321	7,295	6,305	5,009
Periodicals (print titles)	531	531	695	695	695
Periodicals (electronic titles)	27,962	60,000	60,000	62,051	62,051
CIRCULATION OF MATERIALS					
Circulation (*all Formats)	742,292	1,063,154	1,055,744	1,059,626	1,129,889
• Circulation (not including digital)	619,197	897,265	928,708	987,733	1,077,301
• Circulation (digital downloads)	45,935	51,668	53,710	41,829	33,880
• Circulation (music downloads)	15,381	20,813	20,223	14,875	13,618
• Circulation (music streaming)	42,872	63,228	29,985	N/A	N/A
• Circulation (magazine downloads)	9,795	15,403	15,372	13,852	N/A
• Circulation (Hoopla downloads)	9,079	9,966	8,392	1,300	N/A
• Circulation (One click downloads)	33	26	26	37	N/A
IN-HOUSE USE OF MATERIALS	15,300	93,458	116,239	111,961	109,309
REFERENCE/INFORMATION REQUESTS	248,605	328,132	272,657	220,444	194,106
VISITS					
• In person (includes attendance in the meeting rooms)	316,679	423,781	422,363	423,366	423,641
• Virtual visits	385,395	541,208	603,362	618,034	653,505
MEETING ROOM BOOKINGS	222	357	387	388	557
• Estimated attendance	4,269	6,765	5,697	5,333	6726
REGISTERED PATRONS	64,947	64,947	65,357	65,889	79,297
WEB AND ELECTRONIC DATABASES SERVICES					
Internet sessions booked in the Library incl. word processing	41,418	56,108	57,651	60,712	63,151
Virtual visits to the Library	385,395	541,208	603,362	618,034	653,505
Electronic full-text database searches (not all databases incl.)	800,546	1,306,480	N/A	N/A	1,208,851
PROGRAMS					
Programs held	1639	1,438	1,331	1,283	1,285
Attendance	23,107	21,097	18,018	17,676	17,162
CLASS VISITS	146	174	182	171	161
Attendance	2,931	4,013	3,698	3226	2809
Visiting Library Service					
• Number of visits made	394	628	473	616	610
• Number of items delivered	2799	4,366	3,499	4,726	4306

ST. CATHARINES PUBLIC LIBRARY

STRATEGIC AGENDA

ENRICHING OUR COMMUNITY

2016-2018



LIBRARY LOCATIONS



CENTRAL LIBRARY

54 Church Street, L2R 7K2

905-688-6103

fax 905-688-6292

DR. HUQ FAMILY LIBRARY BRANCH

425 Carlton Street, L2M 4W8

905-934-7511

MERRITT LIBRARY BRANCH

149 Hartzel Road, L2P 1N6

905-682-3568

PORT DALHOUSIE LIBRARY BRANCH

23 Brock Street, L2N 5E1

905-646-0220

"There is not such a cradle of
democracy
upon the earth as the
free public library,
this republic of letters,
where **neither**
rank, office, nor
wealth receives
the slightest
consideration. "

Andrew Carnegie,
Philanthropist

INTRODUCTION	4
MISSION STATEMENT AND VISION	6
SERVICE DELIVERY PRINCIPLES	7
<u>STRATEGIC PRIORITIES</u>	
COLLECTIONS, PROGRAMS, SERVICES.....	8
PROMOTION, OUTREACH AND PARTNERSHIPS.....	9
INFORMATION TECHNOLOGY	10
ACCOUNTABILITY	11
FACILITIES.....	12



**“Without our
libraries deep roots
in the public
good, without that
belief that they should
be freely accessible
to everyone, we do
not have the basis
for a democratic
society.”**

**Adrienne Clarkson,
Journalist, 26th Governor
General of Canada.**

INTRODUCTION



“Reading and writing like everything else, **improve with practice** ...if there are no young readers and writers there will be no older ones. **Literacy will be dead and democracy** - which many believe goes hand in hand with it - will be dead as well. ”

Margaret Atwood,
Novelist

In January 2016 the St. Catharines Public Library celebrated 128 years of continuous service. Its doors are open to everyone regardless of age, ability, education or economic status. The Library provides access to a world of information, to leisure materials and cultural resources. The Library promotes literacy (including technological literacy) and life-long learning by providing a wide variety of programs for all age groups. The library is also a community hub, a public space where individuals and groups can come to read, to study, to do research, to hold meetings and seminars, to interact and explore.

While the fundamental principles of library service have remained the same – the collections, programs, and services have constantly evolved to meet the changing needs of the community. Advances in technology and telecommunications have been utilized to: enhance access to existing collections; to provide access to online databases and downloadable resources; to provide online programs and reference services; to create a digital archive of local history material; and to improve operational efficiency. The Virtual Library Branch is a key component in the delivery of core services and is accessible 24/7 via a computer, smart phone, notebook or tablet.

The development of library services and achievements to date are as a result of an ongoing and responsive planning process. The goals of the *Strategic Agenda: Information, Innovation, Integration 2013-2015* have been achieved. Key objectives included the following: increasing programs for children, teens and adults; expanding the computer programs; introducing Maker programs; and creating online book clubs for adult and teens. The Library launched three new collections which included a video game collection as well as ‘Zinio’ a downloadable magazine collection and ‘Hoopla’ a downloadable audiobook, ebook, movie and TV show collection. The Library also acquired the Ontario Genealogical Society Niagara Branch collection and introduced the Center for Equitable Access Service which provides resources to individuals with special needs. The Library developed an accessible website, upgraded and virtualized the server infrastructure, upgraded the fiber-optic network, and installed four state-of-the-art microfiche/film scanners. Hours of service were expanded to include Sunday service at the Dr. Huq Family Library Branch. During this period the Library continued

with accessibility and facility improvements. In 2015 the Library upgraded all the public seating and study tables at the Central Library.

The *Strategic Agenda: Enriching Our Community 2016-2018* builds on previous plans and provides direction for strategic emphasis, assessment and development. The objectives of the plan continue the commitment to provide equitable and timely access to high quality library services that are responsive to the diverse needs of the community.

Library services will continue to be delivered through a network of welcoming, well-maintained, secure and accessible service points which include the Central Library, Dr. Huq Family Library Branch, Merritt Library Branch and Port Dalhousie Library Branch. The Central Library will house a resource collection and provide specialized programs and services. The need for additional service points will be reviewed. The Library will continue to develop relevant collections in a variety of formats including online and downloadable resources. The Library will continue to review and develop its literacy and life-long learning programs. The Library will maintain existing partnerships and explore new partnerships that will contribute to its program platform and benefit the community. In order to support current and new services the Library will maintain and build on its technological infrastructure. The Library will continue to encourage innovation and creativity and provide staff with ongoing skills development and training opportunities.

The St. Catharines Public Library is committed to providing collections, programs, services and facilities of the highest quality that will respond to changing and diverse needs and that will support the City's vision of creating a dynamic, innovative, sustainable and livable community.



“Access to knowledge is the superb, the **supreme act** of truly **great civilizations**. of all the institutions that purport to do this, **free libraries stand** virtually **alone** in **accomplishing** this.”

**Toni Morrison,
Author, Professor,
Nobel Prize for Literature**

MISSION, VISION



Our Mission

The St. Catharines Public Library Board is committed to providing all the citizens of St. Catharines with the highest level of library services, materials and facilities within the resources available to meet their informational, educational and recreational needs.

Our Vision

The Library is a cornerstone in the community which enriches and strengthens the cultural, educational and democratic life of the City.

The Library is a resource center providing access to information and works of imagination in a wide variety of formats that encourage the exploration of the broadest range of ideas.

The Library promotes literacy, reading, the pursuit of knowledge and life-long learning through its collections, programs and services.

The Library promotes information literacy and computer/digital literacy through its research skills development and computer programs.

The Library is an innovative and accountable organization and seeks partnerships that promote library services and add value to the community.

"Books were my **ticket out of a life of poverty** and manual labour.....I know this **early access to books** and **libraries** widened my horizons and **set me on the road** to a good education and fulfilling career."

**James K. Bartleman,
Lieutenant Governor of
Ontario, Author**

SERVICE DELIVERY PRINCIPLES

The Library is guided by the following service delivery principles:

Accountability

The Library will operate in a fiscally responsible manner and strive to optimize resource allocation and operational efficiency.

Accessibility

The Library will continue to improve accessibility to its resources and facilities.

Facilities

The Library will maintain safe, barrier-free and welcoming environments.

Innovation

The Library will continue to encourage innovation, creativity and best practices in the development of all library programs and services.

Information and Literacy

The Library will promote and facilitate access to a broad range of information and materials that support the development of a literate and informed community.

Intellectual Freedom

The Library will support the basic principles of intellectual freedom.

Leadership

The Library will continue to anticipate, evolve and implement collections, programs and services that will respond to diverse and changing needs.

Partnerships

The Library will maintain and develop partnerships that promote library services and benefit the community.

Service Excellence

The Library will provide timely, effective and courteous service.



"In the non-stop tsunami of global information, librarians provide us with floaties and teach us to swim."

**Linton Weeks,
Correspondent NPR
Digital News**

COLLECTIONS, PROGRAMS and SERVICES



“Libraries...symbolize freedom of expression, they promote literacy and reading and they provide both young and old with access to new worlds.”

**Roch Carrier,
National Librarian of
Canada, Author**

The St. Catharines Public Library will continue to develop collections, programs and services for all age groups that support their informational, educational and recreational needs.

The Library will pursue the following strategies:

- Continue to develop collections in a wide variety of formats that support information and research needs, build literacy skills, entertain, support education and respond to the diverse interests of the community.
- Collect, preserve and develop local history and special collections.
- Continue to build and promote the local history digital images database.
- Review and enhance electronic and digital collections.
- Serve members of our community with special needs by providing specialized materials, equipment and services
- Assess core programming for all age groups on an ongoing basis (literacy, life-long learning, computer and research skills development) to ensure they engage and address the needs of the community.
- Create programs and services for a full spectrum of customers.
- Continue to expand the information literacy and computer/digital literacy training programs.
- Offer a variety of author readings, book clubs, discussion groups, concerts, performances and exhibitions that reflect the cultural richness of the community.
- Provide knowledgeable staff to offer professional and personalized reference services.

PROMOTION, OUTREACH AND PARTNERSHIPS

The Library will promote its collections, programs and services, expand outreach initiatives and continue to build effective partnerships.

The Library will pursue the following partnerships:

- Review the promotion/outreach/partnership plan. Identify gaps and develop strategies for expanding promotion and outreach activities.
- Continue to promote collections, programs and services using a variety of methods and platforms including print, the website, traditional media, social media and other innovative technologies.
- Promote the Library as a community hub which provides space for independent and group study, meetings and seminars, concerts, art exhibitions, and other civic activities.
- Increase contact with educational institutions in order to promote the Library's resources, class visits, customized training sessions, homework help and children's and teen programs.
- Maintain, strengthen and explore partnerships that will enhance Library services, extend access to collections and promote the library as an information, research, literacy and cultural partner.
- Participate in municipal, regional, provincial and national initiatives that promote libraries, learning, and cultural and community building activities.



"Libraries store the
energy that **fuels** the
imagination.
They **open up windows**
to the **world** and **inspire**
us to **explore** and
achieve, and **contribute**
to **improving our quality**
of life.
Libraries change lives
for the **better**."

*Sidney Sheldon,
Screenwriter, Novelist*

INFORMATION TECHNOLOGY



The St. Catharines Public Library will utilize advances in technology and telecommunications to expand and improve access to collections/information resources, to provide online programs, to streamline services and improve the overall customer experience.

The Library will pursue the following strategies.

- Continue to improve the technological/telecommunications infrastructure according to the multi-year Technology Plan which provides for the systematic upgrade of hardware and software.
- Implement an RFID security/inventory/collection management system.
- Continue to build the Local History Digital Archives and create exhibits for specified subject categories.
- Improve access to resources for patrons with special needs by creating a sound-proof room at the Central Library that will house specialized adaptive technologies and related equipment (Dolphin Browser Software, ReadEasy+ Digital Scanner).
- Maximize the use of the Library's website to: deliver reference services; provide access to digital collections; provide online programs and tutorials; solicit customer feedback; enable online program registration; and to promote all Library activities.
- Continue to develop the Virtual Library by implementing relevant web and mobile services (eg. Blue Cloud Visibility and Blue Cloud e-commerce).
- Continue to implement innovative customer focused communication technologies (eg. Video Chat).

"In my view **investing** in **public libraries** is an **investment** in the **nation's future.**"

Bill Gates,
Entrepreneur
Founder of Microsoft

The Library will operate in a fiscally responsible manner and strive to improve efficiency and effectiveness in all library operations.

The Library will pursue the following strategies:

- Review the organizational structure, review departmental roles and activities and realign resources to support service priorities.
- Conduct environmental scans and solicit feedback from the community to identify opportunities for service improvements.
- Analyze library usage on an ongoing basis and tailor collection development, programs and services to respond to current and emerging needs.
- Invest in the development of staff expertise through appropriate training, skills development and career opportunities.
- Continue to seek staff input into the setting of priorities and development of collections, programs and services through their participation in standing and ad hoc service committees and working groups.
- Ensure financial planning processes support identified strategic directions.



"Research
means that
you don't know
but are **willing**
to **find out.**"

Charles F. Kettering,
Engineer, Inventor

FACILITIES



The St. Catharines Public Library will maintain and improve the Library's facilities to ensure they are accessible, secure and welcoming environments that appeal to people of all ages and facilitate a multitude of activities.

The Library will pursue the following strategies:

- Review condition assessment reports of all facilities and maintain a 5-year Capital Facilities and Equipment Forecast.
- Identify and address facility maintenance, equipment, accessibility and design priorities annually.
- Maintain the current Branch network which includes a Central Library and three Branches.
- Investigate the need for a library branch in west St. Catharines to be located preferably in a multi-purpose facility or a community hub.
- Explore the feasibility and value of providing library services through a book mobile and/or library kiosks.
- Continue to integrate green energy technologies in all library facilities.

**"Reading is to
the mind
what exercise
is to the
body."**

***Joseph Addison,
Poet, Playright***





ST. CATHARINES PUBLIC LIBRARY BOARD 2015 -2018

LES MCDONALD, CHAIR
ANNA COOK, VICE-CHAIR

LINDA BRAMBLE
ANNE CARRUTHERS
JUSTINE COTTON
COUNCILLOR BILL PHILLIPS
ANDREJS ROSTS
SUSAN TROMANHAUSER
COUNCILLOR BRUCE WILLIAMSON

ST. CATHARINES PUBLIC LIBRARY MANAGEMENT STAFF

L. Stripnieks, Chief Executive Officer
J. Foster, Business and Facilities Administrator
D. Andrusko, Manager Adult Information Services
D. Bott, Manager Information Technology and Networks
R. DiMarcantonio, Manager Branch Services
J. Dunn, Manager ILS and Technical Services
A. McKenzie, Manager Children's and Community Services
J. Spera, Manager Circulation Services

**For more information about Library services
please contact your local branch or visit**

www.stcatharines.library.on.ca

or follow us on:

[Facebook.com/stcathlibrary](https://www.facebook.com/stcathlibrary) and twitter.com/stcathlibrary

This publication was produced by the Publicity Department of the St. Catharines Public Library.
All images are from the Library's collections and departments.

ST. CATHARINES PUBLIC LIBRARY STRATEGIC AGENDA 2016-2018 STATUS REPORT

Background

Strategic Plans have provided the framework for the ongoing development of library services. Our current plan is the Strategic Agenda: Enriching Our Community 2016-2018. User surveys, patron comments, statistics, environmental scans, knowledge of the trends in the publishing industry and information technologies contribute to the on-going planning process and the setting of annual and multi-year objectives. Our last user survey was completed in September 2016. Library budgets address the strategic priorities. The largest share of the Library's budget is for salaries/benefits which provides the staff complement to implement the identified priorities. The second largest expenditure is for collection development which funds an appropriate mix of print and non-print materials to address the needs of children, teens and adults.

STRATEGIC AGENDA 2016-2018 STATUS REPORT

COLLECTIONS, PROGRAMS, SERVICES

The St. Catharines Public Library will continue to develop collection, programs and services for all age groups that support their informational, educational and recreational needs.

The Library will pursue the following strategies:

Strategic Priorities	Status
1. Continue to develop collections in a wide variety of formats that support information and research needs, build literacy skills, entertain, support education and respond to the diverse interests of the community.	Ongoing development & maintenance of print, microfilm & downloadable collections: <ul style="list-style-type: none"> • 2016 / 2017 expanded Overdrive (downloadable books) collection • 2016 / 2017 expanded Freegal (downloadable music) collection • 2016 / 2017 maintained Zinio (downloadable magazines) collection • 2016 / 2017 maintained and expanded Hoopla (downloadable movies, documentaries) collection • 2016 introduced Video Games collection – NEW • 2017 introduced downloadable Graphic Novels collection – NEW
2. Collect, preserve and develop local history and special collections	<ul style="list-style-type: none"> • Ongoing
3. Continue to build and promote the local history digital images database	<ul style="list-style-type: none"> • 2016 launched digital image archive, loaded 1,284 images • 2017 up to September, loaded 867 images & created Canada 150 exhibit
4. Review and enhance electronic and digital collections.	<ul style="list-style-type: none"> • See Collections Item #1 and Ongoing
5. Serve members of our community with special needs by providing specialized materials, equipment and services.	<ul style="list-style-type: none"> • Maintained adjustable workstations. Continue to support ZoomText & BrowseAloud software on all public computers • Maintained Website to comply with WCAG 2.0 standard • As a supporting member of CNIB's Centre for Equitable Access provide a gateway for SCPL patrons to over 200,000 resources for the visually impaired (Braille, audio and e-text books & magazines, audio CDs, descriptive videos) • 2017 created a sound proof room for specialized "ReadEasy" equipment. This equipment will read written documents. • Provided a Shut-In Service
6. Assess core programming for all age groups on an ongoing basis (literacy, life-long learning, computer and research skills development) to ensure they engage and address the needs of the community.	<ul style="list-style-type: none"> • Ongoing

7. Create programs and services for a full spectrum of customers.	<ul style="list-style-type: none"> • Ongoing
8. Continue to expand the information literacy and computer/digital literacy training programs.	<p>Added new computer programs:</p> <ul style="list-style-type: none"> • 2016 introduced Microsoft Word Advanced • 2016 introduced Shopping Online • 2016 introduced 3D Printing Basics • 2017 introduced Planning Travel Online • 2017 introduced 3D Printing Design • 2017 introduced Microsoft Excel Advanced
9. Offer a mix of author readings, book clubs, discussion groups, concerts, performances and exhibitions that reflect the cultural richness of the community.	<p>2016 / 2017 offered the following programs:</p> <ul style="list-style-type: none"> • Niagara Reads Series • Great War Centenary Series • Brock Talks Series • Saturday Morning CAA Author Series • Online Non-Fiction Book Club • Teen Programs • Children's Programs • Summer Reading Clubs • Teen Photography Contest, Reception & Exhibit • St. Catharines Photography Club Exhibit • Fresh Ink Teen Writing Contest & Reception • Carolling in the Atrium • Memorial Day Concert • 2017 offered "30" Something Book Club <p>Programs in 2016: 1,438 programs; 21,087 attending Programs in 2017 to September: 1,138 programs; 15,723 attending</p>
10. Provide knowledgeable staff to offer professional and personalized reference services.	<ul style="list-style-type: none"> • Ongoing training • 2016 sent 21 staff to Ontario Library Association Conference • 2017 sent 23 staff to Ontario Library Association Conference • 2017 trained all staff on "Non Violent Crisis Intervention"

PROMOTION, OUTREACH AND PARTNERSHIPS

The Library will promote its collections, programs and services, expand outreach initiative and continue to build effective partnerships.

The Library will pursue the following strategies:

Strategic Priorities	Status
1. Review the promotion/outreach/partnership plan. Identify gaps and develop strategies for expanding promotion and outreach activities.	<ul style="list-style-type: none"> 2016 / 2017 reviewed and revised media distribution lists
2. Continue to promote collections programs and services using a variety of methods and platforms including print, the website, traditional media, social media and other innovative technologies.	<ul style="list-style-type: none"> 2016 expanded Newsletter content 2016 / 2017 revised Website 2017 Social Media: Twitter followers (1,529), Facebook friends (1,558), Pinterest pins (2,810)
3. Promote the Library as a community hub which provides space for independent and group study, meetings and seminars, concerts, art exhibitions, and other civic activities.	<ul style="list-style-type: none"> 2016 / 2017 provided venue for In The Soil 2016 / 2017 provided venue for Culture Days 2016 / 2017 provided venue for Festival of Readers 2016 / 2017 provided venue for Photography Club Display
4. Increase contact with educational institutions in order to promote the Library's resources, class visits, customized training sessions, homework help and children's and teen programs.	<ul style="list-style-type: none"> 2017 launched Grade 3 Outreach Program (NEW) 2016 / 2017 sent Outreach materials to both School Boards
5. Maintain, strengthen and explore partnerships that will enhance Library services, extend access to collections and promote the library as an information, research, literacy and cultural partner.	<ul style="list-style-type: none"> Ongoing 2016 / 2017 new partner "Festival of Readers"
6. Participate in municipal, regional, provincial and national initiatives that promote libraries and learning and that promote cultural and community building activities.	<ul style="list-style-type: none"> Member of Canadian Urban Libraries Council, Federation of Ontario Public Libraries, Ontario Library Association, Centre for Equitable Library Access, etc.

INFORMATION TECHNOLOGY

The St. Catharines Public Library will utilize advances in technology and telecommunications to expand and improve access to the collection and information resources, to provide online programs, to streamline services and improve the customer experience. The Library will pursue the following strategies:

Strategic Priorities	Status
1. Maintain and improve the technological and telecommunications infrastructure according to the multi-year Technology Plan which provides for the systematic upgrade of hardware and software.	<ul style="list-style-type: none"> • 2016 completed Server upgrade and Virtualization project • 2017 installed Windows 10 on 75 PC workstations • 2017 installed NovelBranch and HoldIT Lockers at Seymour-Hannah Arena • 2016 purchased 19 new Dell PCs; 16 as part of Operating Budget, 3 a part of CAP Grant • 2017 purchased 15 new Dell PCs • 2017 re-images older computers with Windows 10 until older computers were replaced
2. Implement an RFID security/inventory/collection management system, including hardware, software, maintenance, installation, and training.	<ul style="list-style-type: none"> • 2017 started RFID Project (new security and material security system) • 2018 to start Self-checkout
3. Continue to build the Local History Digital Archives and create exhibits for specified subject categories.	<ul style="list-style-type: none"> • See Collections Items #2 and #3.
4. Improve access to resources for patrons with special needs by creating a sound-proof room at the Central Library that will house specialized adaptive technologies and related equipment (Dolphin Browser Software, ReadEasy+ Digital Scanner).	<ul style="list-style-type: none"> • 2017 created a sound proof room for specialized "ReadEasy" accessibility equipment
5. Maximize the use of the Library's website to: deliver reference services; provide access to digital collections; provide online programs and tutorials; solicit customer feedback; enable online program registration; and to promote all Library activities.	<ul style="list-style-type: none"> • 2016 / 2017 maintained 24/7 access to Website as the portal to all Library collections, programs, and services • 2016 / 2017 maintained Online Reference Service • 2016 conducted Online User Survey
6. Continue to develop the Virtual Library by implementing relevant web and mobile services (eg. Blue Cloud Visibility and Blue Cloud e-commerce).	<ul style="list-style-type: none"> • 2017 installed Blue Cloud Visibility • 2017 reviewed Blue Cloud e-commerce; to be installed in 2018
7. Continue to implement innovative customer focused communication technologies (eg. Video Chat).	<ul style="list-style-type: none"> • Ongoing review of emerging technologies for Library applications

ACCOUNTABILITY

The Library will operate in a fiscally responsible manner and strive to improve efficiency and effectiveness in all library operations.

The Library will pursue the following strategies:

Strategic Priorities	Status
1. Review the organizational structure, review departmental roles and activities and realign resources to support service priorities.	<ul style="list-style-type: none"> • Ongoing
2. Conduct environmental scans and solicit feedback from the community to identify opportunities for service improvements.	<ul style="list-style-type: none"> • 2016 completed User Survey; patrons have the opportunity to provide comments online or in print or through program evaluations
3. Analyze library usage on an ongoing basis and tailor collection development, programs and services to respond to current and emerging needs.	<ul style="list-style-type: none"> • Ongoing
4. Invest in the development of staff expertise through appropriate training, skills development and career opportunities.	<ul style="list-style-type: none"> • 2016 sent 21 staff to Ontario Library Association Conference • 2017 sent 23 staff to Ontario Library Association Conference
5. Continue to seek staff input into the setting of priorities and development of collections, programs and services through their participation in standing and ad hoc service committees and working groups.	<ul style="list-style-type: none"> • 2016 / 2017 Ongoing through Service Committees
6. Ensure financial planning processes support identified strategic directions.	<ul style="list-style-type: none"> • 2016 / 2017 Monthly Management and Board meetings

FACILITIES

The St. Catharines Public Library will maintain and improve the Library's facilities to ensure they are accessible, secure and welcoming environments that appeal to people of all ages and facilitate a multitude of activities.

The Library will pursue the following strategies:

Strategic Priorities	Status
1. Review condition assessment reports of all facilities and maintain a 5-year Capital Facilities and Equipment Forecast.	<ul style="list-style-type: none"> 2017 staff met with E.S. Fox, Renteknik Group Inc. (Energy Management Co.) and Alectra Utilities for an Energy Audit of the Roof Top Units at Central Library
2. Identify and address facility maintenance, equipment, accessibility and design priorities annually.	<ul style="list-style-type: none"> 2016 installed new Accessible Info Desks at Central 2016 completed Electrical Safety Inspection at Central 2016 completed Fire Inspections at all facilities 2016 completed Energy Saving Re-lamping project at all facilities 2016 inspected all locations for Bed Bugs & established ongoing Health & Safety protocols 2016 acquired 34 Club Chairs, modular seating for children, 74 study tables, 4 microfiche readers from an Anonymous Donation 2017 tendered Fire Inspections, contract awarded to new firm 2017 replaced Dr. Huq interior lights 2017 installed additional electrical outlets at Dr. Huq 2017 created a sound proof room for "ReadEasy" accessibility equipment and a proctoring room on the 2nd floor of Central Library 2017 ongoing cleanup and repairs due to vandalism daily / weekly (e.g. Graffiti removal, repairs to broken glass and drywall, removal of needles and garbage, ongoing washroom maintenance and repair, etc.)
3. Maintain the current Branch network which includes a Central Library and three Branches.	<ul style="list-style-type: none"> Ongoing 2017 Building Systems Audit for HVAC units 2017 upgraded all Interior Signage to Accessibility Standard
4. Investigate the need for a library branch in West St. Catharines to be located preferably in a multi-purpose facility or a community hub.	<ul style="list-style-type: none"> 2016 reported to Board feasibility of West St. Catharines Library 2017 investigated vacant space in Seymour-Hannah Arena as potential Branch location
5. Explore the feasibility and value of providing library services through a book mobile and/or library kiosks.	<ul style="list-style-type: none"> 2017 introduced NovelBranch and HoldIT Lockers at Seymour-Hannah Arena
6. Continue to integrate green energy technologies in all library facilities.	<ul style="list-style-type: none"> 2016 completed Energy Saving Re-lamping project at all facilities

**ST. CATHARINES PUBLIC LIBRARY
2018 OPERATING BUDGET
MISCELLANEOUS REVENUE & RESERVES**

Miscellaneous Revenues	2018 Budget	2017 Estimate	2016 Actual	2015 Actual	2014 Actual
Provincial Grant	228,616	228,616	228,616	228,616	228,616
Fines & Memberships	86,000	82,000	89,873	94,123	100,417
Photocopying	5,100	5,100	4,282	4,178	4,356
AV/Services Equipment	1,100	1,100	2,110	1,245	930
Investment Income	28,500	27,500	34,149	35,756	36,728
Meeting Room Rentals	11,000	10,000	10,625	10,420	11,060
Sundry	22,000	22,000	32,422	32,275	51,762
Programming	10,000	9,200	9,434	7,727	8,455
Prior's Year's Unexpended Budget	150,000	80,000	89,996	74,913	89,798
Total Miscellaneous Revenue	542,316	465,516	501,507	489,253	532,122
Transfer to Building Reserve			-432,900	-412,564	-380,131
Net Revenue	542,316	465,516	68,607	76,689	151,991

ST. CATHARINES PUBLIC LIBRARY
Minimum Wage Increase Breakdown

CATEGORY	Jan 1, 2016	Oct 1, 2016	Oct 1, 2017	Jan 1, 2018	% Increase
Page < 18 yrs	10.50	10.70	10.90	13.15	20.6%
Page < 18 yrs + 1 yr service	11.05	11.20	11.40	13.65	19.7%
Page > 18 yrs	11.25	11.40	11.60	14.00	20.7%
Page > 18 yrs + 1 yr service	11.75	11.90	12.10	14.50	19.8%
Page Hours		15,163	14,966	12,679	
Average Page Wage		11.33	11.50	13.83	
In 2018, the Library has budgeted 12, 679 hrs		(12,679 hours x 13.83)		175,351	
Cost of equivalent hours in 2017		(12,679 hours x 11.50)		<u>145,809</u>	
			Variance	29,543	

Appendices 6 and 7 are
In-Camera and not attached to
this document

Email dated November 9, 2017 from Dan Dillon to Kristine Douglas, Subject: Nov1-16-BSC – Library Presentation – Facilities Maintenance

From: Dillon, Dan
Sent: Thursday, November 09, 2017 8:38 AM
To: Douglas, Kristine <kdouglas@stcatharines.ca>
Cc: Chemnitz, Shelley <schemnitz@stcatharines.ca>; Kreuk, Margaret <mkreuk@stcatharines.ca>; Martuccio, Anthony <amartuccio@stcatharines.ca>
Subject: Nov 1-16 - BSC - Library Presentation - Facilities Maintenance

Kristine:

At the Budget Standing Committee (BSC) meeting of November 1, 2017, after the presentation by the Library, the BSC asked, among other things, the Library "...to explore and look at facilities maintenance in relation to HVAC systems, etc."

My recollection of the discussion leading up to that direction was the belief that there may be the potential for the City (ie TES) to absorb the responsibilities of the Library's newly hired building superintendent, since we are currently carrying out similar responsibilities at City Hall.

To clarify, although we would be (and have been) willing to assist with specific issues that may arise related to the Library's HVAC or other systems (or with capital improvement projects that may come along), we do not have adequate staffing capacity to absorb the day-to-day responsibilities associated with a building superintendent for the Library properties. We also do not have any staffing capacity to absorb the day-to-day custodial and/or facility repair work that is currently undertaken by library staff. If those responsibilities are transferred to the City, we would have to hire an additional FTE's to absorb those duties.

If you require any further information, please let me know

Thanks

Dan Dillon P.Eng.
Director Transportation & Environmental Services
Email: ddillon@stcatharines.ca
Tel: 905.688.5601 x1609

City of St. Catharines Confidentiality Notice

The information contained in this communication, including any attachments, may be confidential, is intended only for the use of the recipient(s) named above and may be legally privileged. If the reader of this message is not the intended recipient, you are hereby notified that any use, dissemination, distribution, disclosure or copying of this communication or any of its contents, is strictly prohibited. If you have received this communication in error, please re-send this communication to the sender and permanently delete the original and any copy of it from your computer system.