MEETING AGENDA

Stormont, Dundas and Glengarry County Library Board

Thursday, June 9, 2022, 6:00 p.m.

Williamsburg Branch

12333 County Road 18, Williamsburg ON

Pages

1. Call to Order

2. Adoption of Agenda

   a. Additions, Deletions or Amendments
   Additions to or deletions from the Agenda must be made upon consultation with the Board Chair prior to the meeting. All matters listed under "Consent Items" are considered to be routine and will be enacted by one motion. Should a Board member wish an alternative action from the proposed recommendation, s/he may request that the matter(s) be moved to the appropriate section at this time.

3. Declaration of Pecuniary Interest

4. Adoption of Minutes

5. Delegations

6. Consent Items

7. Action Items

8. **Discussion Items**

9. **In Camera**

a) Pursuant to the Stormont, Dundas and Glengarry County Library Board Procedure Bylaw 5.2(b), and *PLA* 16.1(4)(b), personal matters about an identifiable individual, including municipal or local board employees.

10. **Adjournment**

Stormont, Dundas and Glengarry County Library Board

Minutes

May 12, 2022, 6:00pm
Ingleside Branch Library

Members Present:	Margaret MacDonald, Chair; James Algire; François Landry; Alex MacIsaac; David Smith; Lyle Warden
Members Absent:	Tony Fraser, Vice-Chair
Staff Present:	Karen Franklin, Director of Library Services; Cheryl Servais, District Supervisor; Linda Prieur, Library Services Assistant

_____

1. **Call to Order** – The meeting was called to order at 6:05pm.

2. **Adoption of Agenda**

Moved by: Lyle Warden
Seconded by: Alex MacIsaac

That the Stormont, Dundas and Glengarry County Library Board approves the Meeting Agenda, as amended.

CARRIED

1. A Discussion Item, "Website Accessibility" was added to the Agenda by the Library Board Chair.

3. **Declaration of Pecuniary Interest – None**

4. **Adoption of Minutes**

Library Board Regular Meeting Minutes – April 14, 2022

Moved by: François Landry
Seconded by: David Smith

That the Stormont, Dundas and Glengarry County Library Board approves the Minutes of the April 14, 2022 regular Meeting, including the In Camera Minutes, as written.

CARRIED

Library Board Special Meeting Minutes – April 27-28, 2022

Moved by: Jim Algire
Seconded by: Lyle Warden

That the Stormont, Dundas and Glengarry County Library Board approves the In Camera Minutes from the April 27-28, 2022 Special Meeting, as written.

CARRIED

5.   **Delegations**

Linda Prieur, LSA, spoke about activities that had taken place at Ingleside Branch, including:

- a first Class Visit in 2 ½ years
- the gardens at the front of the Branch were recently worked on by the Friends of the Ingleside Library
- various community groups are starting to use the Branch as a meeting place again
- the Branch is welcoming 4-5 new members per week

Cheryl Servais, District Supervisor, described some of the recent and current work she has been doing as a participant in the OLS' 'Advanced Public Library Leadership' program. She specifically talked about the course on the Public Library and Municipal relations.

6.   **Consent Items**

Moved by: Lyle Warden
Seconded by: David Smith

That the Stormont, Dundas and Glengarry County Library Board approves all items listed under the Consent Items section of the Agenda, as presented.

CARRIED

7. **Action Items**

   Moved by: François Landry
   Seconded by: Lyle Warden

   That the Stormont, Dundas and Glengarry County Library Board approves the quotation from Laridae Communications Inc. for additional strategic planning services in the form of a revision of the Library's mission and vision, and development of organizational values, and authorize the Director of Library Services to sign all necessary documents to give effect to a contract for this additional service.

   CARRIED

8. **Discussion Items**

   Items discussed included:

   a) Request for Proposals – Service Delivery (Organizational) Review -- Update
   b) Policy Review – Donations, Sponsorship and Fundraising Policy
   c) Website Accessibility

9. **In Camera –** None.

10. **Adjournment**

    Moved by Jim Algire

    Seconded by Alex MacIsaac

    That the Regular Meeting of the Stormont, Dundas and Glengarry County Library Board be adjourned, to meet again on Thursday, June 9, 2022, at 6:00pm at Williamsburg Branch, or at the Call of the Chair.

    CARRIED

Board Chair/Vice Chair	Secretary

Stormont, Dundas and Glengarry County Library Board

SPECIAL MEETING

"Virtual"

MINUTES

The Stormont Dundas and Glengarry County Library Board held a "virtual" Special Meeting on May 31, 2022 at 1:00pm .

_____

Present: Margaret MacDonald, Chair; Tony Fraser, Vice-Chair; François Landry; Jim Algire; Lyle Warden; Alex MacIsaac; David Smith

Absent: None.

Staff Present: Karen Franklin, Director of Library Services

1. **Call to Order – 1:04pm**

2. **Adoption of Agenda**

   MOTION

   Moved by Jim Algire
   Seconded by Tony Fraser

   That the Stormont, Dundas and Glengarry County Library Board approves the Special Meeting Agenda, as presented.

   CARRIED

3. **Declaration of Pecuniary Interest –** None.

4. **In Camera – Strategic Planning Session – Mission, Vision & Values**

   MOTION

Moved by Lyle Warden
Seconded by Alex MacIsaac

That, as per Section 5.4 of the Stormont, Dundas and Glengarry County Library Board's Procedure Bylaw, the Board proceed In Camera, for the purpose of educating or training members (Strategic Planning).

CARRIED

MOTION

Moved by Lyle Warden
Seconded by David Smith

That the Library Board move from closed session without report.

CARRIED

The Library Board moved from closed session at 4:05pm.

5. **Adjournment**

   MOTION

   Moved by Tony Fraser
   Seconded by Lyle Warden

   That the Special Meeting of the Stormont, Dundas and Glengarry County Library Board be adjourned, to meet again on Thursday, June 9, 2022 at 6:00pm at Williamsburg Branch, or at the Call of the Chair.

   CARRIED

_____   _____
Library Board Chair   Secretary

SDG Library
May 2022 Statistical Summary

Branch & Open Hours Per Week	Circulation					Borrowers	Visitors	New Patrons
	Print & A/V	eBooks & eAudiobooks	May 2022 Total	May 2021 Total	April 2022/2021 Difference			
Administration	348	8325	8673	8921	-2.8%	10	n/a	5
Alexandria (44)	2488	176	2664	1940	+37.3%	308	697	25
Avonmore (20)	607	71	678	508	+33.5%	79	141	2
Chesterville (17)	1145	132	1277	974	+31.1%	134	251	3
Crysler (20)	1125	42	1167	481	+142.6%	110	146	3
Dalkeith Express	36	4	40	100	-60.0%	3	n/a	0
Finch (16)	253	14	267	330	-19.1%	39	70	1
Glen Walter Express	57	4	61	85	-28.2%	13	n/a	0
Ingleside (44)	1605	118	1723	1746	-1.3%	207	958	11
Iroquois (20)	889	94	983	923	+6.5%	135	432	14
Lancaster (44)	1447	102	1549	1304	+18.8%	201	505	13
Long Sault (30)	1393	100	1493	1077	+38.6%	189	468	14
Maxville (16)	499	53	552	450	+22.7%	63	136	3
Morrisburg (44)	1058	93	1151	1017	+13.2%	200	548	11
South Mountain (16)	594	65	659	597	+10.4%	88	148	7
St. Andrews Express	92	2	94	136	-30.9%	20	n/a	0
Williamsburg (16)	853	27	880	450	+95.6%	84	274	8
Williamstown (17)	561	68	629	964	-34.8%	86	156	4
Winchester (44)	1377	132	1509	1377	+9.6%	190	688	10
SYSTEM TOTAL	**16427**	**9622**	**26049**	**23380**	**+11.4%**	**2159**	**5618**	**134**

"Visitors" are members and non-members visiting a branch.

"Borrowers" are unique patrons checking out and renewing library materials.

* Administration Branch statistics for eBooks & eAudiobooks can be broken down into SDG Users at Counties Admin + Cloudlink users

eBooks & eAudiobooks	
cloudLibrary-Patron Usage	5536
cloudLibrary-Collection Usage	9622

LIBRARY MONTHLY STATEMENT

For Period Ending 31-May-2022

	2022	2022	2022		2021
	ACTUAL	**BUDGET**	**VARIANCE**		**YEAR'S ACTUAL**
GENERAL FUND					
REVENUE					
ANNUAL PROVINCIAL FUNDING	0	-131,761	-131,761		-131,761
ONTARIO CAPACITY FUNDING	0	-500	-500		-1,566
STUDENT FUNDING	0	-9,240	-9,240		-19,467
FEES & FINES	-2,733	-15,000	-12,267		-6,051
DONATIONS & SALES	-993	-8,125	-7,132		-3,104
TRANSFER FROM RESERVES	0	-90,000	-90,000		-6,698
Total REVENUE	**-3,726**	**-254,626**	**-250,900**		**-168,647**
EXPENSES					
FULL TIME WAGES & BENEFITS	274,352	857,645	583,293		813,106
BRANCH WAGES & BENEFITS	322,274	823,130	500,856		702,415
STUDENT WAGES & BENEFITS	2,784	19,034	16,250		18,924
BOARD MEETINGS & DEVELOPMENT	2,402	7,510	5,108		3,950
STAFF MILEAGE	1,160	6,000	4,840		3,073
STAFF TRAINING & DEVELOPMENT	9,112	16,635	7,523		9,096
PRINT MATERIAL	36,505	161,550	125,045		115,337
DIGITAL BOOKS	26,997	81,075	54,078		71,523
DATABASE SUBSCRIPTIONS	32,635	62,375	29,740		29,898
MAGAZINES, PERIODICALS & LEASED BOOKS	17,574	14,775	-2,799		18,407
SUPPLIES & EQUIPMENT	7,559	27,752	20,193		19,023
PHONES & INTERNET	16,812	65,835	49,023		48,588
PROMOTIONS & WEBSITE	814	18,775	17,961		9,782
PUBLIC PROGRAMS	326	10,050	9,725		7,502
COMPUTER PURCHASES	532	2,300	1,768		1,333
SOFTWARE SUPPORT	41,904	61,815	19,911		50,662
DELIVERY & OUTREACH VEHICLES	2,300	34,500	32,200		32,584
COPIERS & PRINTERS	3,414	12,000	8,586		9,521
COPYRIGHT & PERFORMANCES LICENSES	1,987	3,350	1,363		1,244
BRANCH CLEANING	20,319	57,240	36,921		58,596
BRANCH RENTS, INSURANCE & SECURITY	9,860	205,269	195,409		200,965
FURNITURE PURCHASE	758	52,000	51,242		56,262
AUDIT & LEGAL FEES	0	3,200	3,200		3,053
SPECIAL PROJECTS	28,842	60,000	31,159		10,542
SUPPORT FROM OTHER DEPARTMENTS	0	158,354	158,354		151,306
YEAR'S SURPLUS/DEFICIT	0	0	0		233,677
Total EXPENSES	**861,221**	**2,822,169**	**1,960,948**		**2,680,369**
Total GENERAL FUND	**857,495**	**2,567,543**	**1,710,048**		**2,511,722**

Branch & Supervisor Report – District 1

June 9, 2022

CHESTERVILLE BRANCH: (Jennifer H.)

- The Chesterville Branch saw an increase in visitors during the latter part of April and the first half of May. The public computers and iPad saw steady use this past month, with younger patrons gravitating towards the iPad.
- The branch provided Library takeaways, such as juvenile membership forms and hours' bookmarks, to be distributed at St. Mary's Catholic School's 'welcome to kindergarten' event.
- Chesterville's book blub, 'Book, Line & Thinkers', deferred their May meeting, opting instead to include the April read of a graphic novel with the May read, From the Ashes. News that the June meeting will be in-person at the branch was met with much excitement. Several inactive members will return to the club now that in-person meetings are back.

CRYSLER BRANCH: (Josée B.)

- Elections Ontario made use of the Crysler Branch for a few hours, providing 'vote pop up' demonstrations to inform the public about the upcoming election.
- The Crysler Friends of the Library were back having their monthly meeting in person at the branch. Upcoming activities and marketing were amongst the topics discussed.
- Considerable amount of time was required by LSA Josée to meet the challenge of selecting new titles in order to offer a different assortment of books, every week, to classes of the local school.
- The Crysler Branch distributed twenty-six Mother's Day craft kits on behalf of the Crysler Friends of the Library.

MAKERLAB – FINCH BRANCH: (Josée C.)

- The MakerLab has been seeing more new faces and quite a few are from other branches stopping in to check out Finch, particularly Winchester patrons.
- LSA Josée has been busy making! She's created labels and a feedback form for the new D&D Starter Set (coming soon!), tinkered with the Cricut and successfully made her first t-shirts, worked on new MakerKit instructions sheets, and developed a new Father's Day program utilizing the LEGO Mindstorms kits.
- LSA Josée began her mentorship of the students in charge of the TDSRC. She has helped them plan their programming and outreach, as well as helped them secure sponsorship from Kid's Korner for summer prizes.
- The branch has received a new door! Staff have been getting a lot of positive comments on the ease of opening the new door and how much brighter the branch looks.

SOUTH MOUNTAIN BRANCH: (Ginette T.)

- LSA Ginette completed a short video for the "Mocha Mama" chocolate-dipped spoons program with take-home ingredient kits for registrants. The video is now posted to SDG Library's YouTube page.
- LSA Ginette provided a tech tutorial for a patron who wanted to learn how to use Microsoft Publisher for a simple project.
- Book clubs continue to keep South Mountain busy, with the branch making booking arrangements for three book clubs picking up kits after a new book club registered with the Library and another switched leaders and its pickup location.
- Young patrons are really enjoying the return of toys and activities at the branch!

WINCHESTER BRANCH: (Chantal N. & Rose D.)

- With the beautiful spring temperatures, the Winchester Branch has seen an uptake in patron visits this month, especially in the evenings with afterschool children and townspeople out for an evening stroll.
- With restrictions lifted, we have been able to reintroduce toys and themed colouring sheets to our children's space, which are all highly popular. Older children and families have been happy to have a space where they can play and see friends from the neighbourhood.
- The Winchester Branch was very excited to welcome back our Winchester Public School kindergarten classes for an in-branch visit and storytime, facilitated by the District Supervisor and LSA Chantal. Much fun was had by all! So great to see the classes from WPS back in the Library after two years!
- This past month, we welcomed visitors who had loved ones at Winchester Hospital for day surgery. The Library is a wonderful place to spend a few hours while waiting for news or appointment times. It provided us with many opportunities to show off our newly renovated space.
- With the introduction of Winchester's new self-checkout, patrons have been putting their technology skills to the test. Patrons have commented on how user friendly the device is and how handy it is when quickly picking up items they have on hold.

DISTRICT SUPERVISOR: (Jenna L.)

- Promotions and/or staff support for District 1 programs/projects/operations
- Practices and procedures for MakerLab, including discussions/development of MakerLab webpage and updated MakerKit guidelines
- Development of Staff Support Plan (APLL Leadership project)
- CSA interviews (May 10,11), candidate selection, and preparation for onboarding
- Support for Summer Reading Club mentor and summer students, including coordinating/updating webpage content, graphics/video support, translations, and training on Pop Up Library
- Preparing/coordinating Pop Up appearance at Art on the Waterfront (June 4)
- Annual Performance Reviews for staff in District 1
- Coaching/mentoring of Finch maker expert and development of MakerLab
- Staff scheduling and timesheets, supervision, and technology support including resolving 3D printer issues and website updates
- Management meeting (June 7)

INGLESIDE BRANCH: (Linda P. and Colleen C.)

- Class visits have resumed with several class from Our Lady of Good Counsel visiting the branch for Storytimes. Students enjoy listen to a story and then each get to check out a book.
- Passive program activities have returned with most of the community groups returning to their regular visis. The knitting group meet on Monday evenings, the Swedish weavers on Tuesday afternoons and the artists on Wednesday afternoons. The writing group had their first meet in June and will resume their regular monthly meetings in September.
- Elections Ontario held an information at the branch. It was informative and the presenter provided handouts and provided information about voting in the upcoming provincial election.
- Our volunteer gardener returned to weed and rejuvenate the flower beds. The Friends of the Ingleside Library purchased mulch, soil, and flowers to help with this branch beautification project. Many patrons have commented on how nice the branch looks as the come in.

LONG SAULT: (Christine D. and Joann L.)

- The Long Sault Branch was happy to welcome back the "Threads of Friendship" group. After a two-year absence, everyone had lots to discuss and share with each other.
- The Long Sault Branch was the location of several recent First Aid workshops for SDG Staff, from both the Library and Transportation divisions.
- Over the past few weeks, we have had a consistent flow of new patron registrations, in addition to the many regular patrons coming in to update their accounts and revisit the branch.
- The outside flower beds have been updated with new cedar mulching thanks to the generosity and efforts of the Friends of the Long Sault Library. The flower beds have never been so colourful and aromatic!

MORRISBURG BRANCH: (Stacey P. and Kate M.)

- In an effort to get the message out about voting, Morrisburg Branch hosted an election information session this month where patrons could ask questions regarding the upcoming election.
- Our altered book mixed media journal program met for the first time in April with great success and continued with its second meeting in May and the final meeting in June. Patrons were happy to get creative while also learning new crafting techniques using recycled materials, but more than anything it was wonderful to have a chance for all to connect and socialize safely in person. It has been a wonderful mix of teens and adults attending this program, and it was

lovely to see how respectful everyone was of each other. Challenge prompts meant to inspire journal pages have been posted weekly on our social media platforms.

- Staff has been beautifying the branch, focusing on the children's area by adding some colourful wall art and displays. Our younger patrons have enjoyed using our new play tent while their grownups spend some time with the books.
- Class visits resumed this month with a class from St. Mary/St. Cecilia school. Students from grade 1/2 were happy to visit the library to have a chance to take out books and listen to stories read by our staff.

IROQUOIS: (Jeannette D. and Eleanor P.)

- Class visits have returned to Iroquois branch! We had 2 kindergarten classes visit on one day and another kindergarten class visited the next day as well. We hope we have encouraged a new generation to make use of the many things the library has to offer!
- Our puzzle exchange cart continues to be a popular and well used passive program.
- A new book club group has begun using our book club kits with another one or two showing an interest to start in September.
- Our public computers stations have also been in high demand and much appreciated by those who use them.
- Staff displays of spring and gardening themed books have attracted the attention of patrons who have happily checked them out.

WILLIAMSBURG: (Cheryl T.)

- This month started off with the "May the Fourth" theme and many patrons checked out Star Wars materials to celebrate. Several patrons have also shown interest in our own galaxy and books on space have been popular items this month.
- A local baseball tournament brought in many visitors on a recent Saturday. It has been wonderful to see people out and about and enjoying the park here in Williamsburg and stopping inside to browse the collection and select some items to take home.
- Our local school, Timothy Christian School, isn't within walking distance of the library so staff did an outreach visit to the school. Students enjoyed learning about the library and had fun using the buttom maker to make their own buttons.

DISTRICT SUPERVISOR: (Cheryl S.)

- Interviewing and hiring of four new CSAs with other District Supervisors.
- Attended regular meetings, scheduling, and administrative duties.
- Completed 11 performance reviews and met with staff to discuss goals and priorities for upcoming year.
- First aid and CPR and annual WHMIS training completed.

ALEXANDRIA BRANCH: (Sylvie J. and Iris C.)

- LSAs Sylvie and Iris "popped-up" at an event hosted at Island Park in Alexandria for Women's Day. They successfully registered sixteen new patrons and engaged with more than one hundred people.
- St. Finnan's Catholic School and Laggan Public School held their Kindergarten open houses. Alexandria Branch staff were in attendance to deliver information to the parents/guardians of potential students. The MakerLab's Ozobots generated much interest as staff introduced children to the concept of coding.
- The Alexandria Branch has seen an increase in traffic this past month. Many patrons have taken advantage of the space for quiet study and tutoring. Children have also been returning with their parents and enjoyed decorating the large tree before taking home their books.

AVONMORE BRANCH: (Kelsey D.)

- Wednesdays at the Avonmore Branch have quickly become one of the busiest days. The local EarlyON group using North Stormont Place often visit the library to borrow books after playgroup. Many are new Library members.
- LSA Kelsey has started the process of onboarding a volunteer for the Avonmore Branch. Volunteers are crucial in Library operations and assist with tasks such as shelving and replacing worn labels.
- Part of LSA Kelsey's regular duties include creating posters and social media images for upcoming programs in District 3. Recently she has created promotional materials for an upcoming "Mad Hatter Tea Party" that the Lancaster Branch is hosting.
- During the month of May, over 40 online registration applications were received. LSA Kelsey continues to process these applications including new memberships, card renewals, and replacement card requests.

LANCASTER BRANCH: (Valerie E. and Rachel L.)

- The hold shelf in Lancaster remained full of familiar names and several new patrons reserving lots of summer reading material.
- The Library Shop remains popular with Lancaster patrons. Several more items have been sold, prompting requests for a restock!
- The Lancaster Branch hosted Elections Ontario for a pop-up Voting Demonstration. Patron questions about voting were answered, and the presenter discussed how barriers to voting have been removed for the upcoming election.
- The branch had an impromptu visit from several staff of the Toronto Public Library who were in the area for a "girls' weekend." They remarked on the attractiveness of the branch and were impressed by our collection and range of services.

MAXVILLE: (Emily A.)

- To tie in with the celebration of Asian Heritage Month, the Cover-to-Cover Virtual book club read <u>The Paper Daughters of China Town</u> by Heather B. Moore.
- The Maxville Manor has been joined by other community groups looking to use the space in Maxville Branch. A local knitting group meets on Saturday mornings.
- LSA Emily successfully completed the Family Literacy in the Public Library Module of the SOLS EXCEL Course. She is well on her way to completing the program, and the patrons of Maxville are benefitting from her extended knowledge.

WILLIAMSTOWN: (Julie C.)

- Williamstown Branch Staff connected with one of the board directors of the Williamstown Fair to discuss a programming partnership. The branch hopes to generate community excitement for the fair with programs that tie into this year's theme.
- Young patrons were eager to learn about our Reader's Advisory services as they made the leap from picture books to their first novels.
- The Comments and Suggestions Box was moved to a more noticeable area of the branch. Positive comments expressed gratitude for the Library and patrons were grateful that the Williamstown Branch features a children's area and eye-catching displays.

DISTRICT SUPERVISOR: (Lorna P.)

- Regular scheduling, time sheets, board reports, and reports to Council (ongoing)
- Technology troubleshooting and support for staff and patrons (ongoing)
- Collection maintenance and Graphic Novels collection development (ongoing)
- Frontline customer service including, email, and phone inquiries (ongoing)
- CELA Statistics (ongoing)
- Completed Branch Manual updates and coordinated distribution
- Summer Reading Club student orientation and supervision (ongoing)
- Coordination of StoryWalks and Outreach alongside Summer Reading Club Coordinators, Director of Library Services and Administrative Assistant
- Writing staff learning paths
- Conducting Performance Reviews
- Social media content creation and scheduling
- Managing Up Webinar (May 17)
- Management Meeting (June 7)

May-June, 2022

DIRECTOR OF LIBRARY SERVICES

June 9, 2022

WORK COMPLETED:

- Collections Development: Adult Fiction & Non-fiction (print & digital); Adult eAudiobooks; Adult French Fiction (print); Adult Fiction and Non-fiction DVDs; Graphic novels
- Requests for Proposals: Organizational Review
- Preparations for annual Performance Review of Director of Library Services
- Attendance at weekly Directors' meetings
- Participation in Records Management Working Group
- May 16: Attendance at County Council meeting
- Meetings with T. Simpson, CAO
- May 26: Attendance at OLS webinar – "Avoiding Legal Pitfalls in the Hiring Process"
- May 31: Participation at Library Board's Special Meeting – "Mission, Vision & Values Workshop"
- June 7: Library Management Meeting

WORK IN PROGRESS:

- Collections Development: Replacement materials (print); eBook & eAudiobook renewals; Suggestions for Purchase (print & digital); Large Print Adult Fiction (print); Juvenile Fiction & Non-fiction (print)
- Research on fundraising strategies
- Preparations for annual Performance Reviews of Library staff – District Supervisors (3), Cataloguing & Acquisitions Technicians (2), Courier (1) and Relief Couriers (2)
- Preparations for appearance (outreach van & book carts) at Alexandria's Canada Day Parade
- Development of Library Board legacy document(s)
- Preparations for Strategic Plan "operational workshop" with staff – to be held on June 24th

ACTION REQUEST

To: Date of Meeting: Subject: Relevance to priorities:	**Members of the Library Board** **June 9, 2022** **Policy Review – Unattended Child Policy** **Review and Evaluate the Library's Collections and Services**

RECOMMENDATION(S): That the Stormont, Dundas and Glengarry County Library Board review and approve its (amended) Unattended Child Policy, as presented.

EXECUTIVE SUMMARY: The Library Board's Unattended Child Policy (attached) was first adopted in April, 2009, and revised in May, 2015.

Over the course of the Board's term of office, it is advisable to review its policies, updating, revising and/or amending them as needed. Oftentimes, the review process will be deemed as "housekeeping", as is the case with this policy, as very little needs to be added or changed. This speaks to the strength and comprehensiveness of the policy.

This Action Request seeks the Library Board's ongoing approval of its Unattended Child Policy, with the minor "housekeeping" amendments made.

OPTIONS AND DISCUSSION: Approve the (amended) Unattended Child Policy, as presented. **This option is recommended**.

The Library Board always has the authority to rescind policies, or to revise them to its satisfaction. In the case of this policy, however, **it is not recommended that the Board engage in a revision**, as the information is still pertinent.

FINANCIAL ANALYSIS: None.

Stormont, Dundas and Glengarry County Library Board

UNATTENDED CHILD POLICY

Policy level: Operational
Author: Director of Library Services
First Approved: April 24, 2009
Revised: May 14, 2015; Reviewed June 9, 2022
Policy number: 2009-03

_____

Preamble:

The Stormont, Dundas and Glengarry County (SDG) Library staff recognizes that children of all ages have a right to a welcoming, respectful, supportive and safe environment when they visit the Library. However, the Library is a busy public place and Library staff cannot assume responsibility for children left unattended within our public facilities.

The Library is governed by the terms in the Ontario *Child and Family Services Act* (CFSA) with regards to supervision of children.

Specifically:

Section 79(3) "No person having charge of a child less than sixteen (16) years of age shall leave the child without making provision for his or her supervision and care that is reasonable in the circumstances."

Section 79(4) "Where a person is charged with contravening Subsection (3) and the child is less than ten (10) years of age, the onus of establishing that the person made provision for the child's supervision and care that was reasonable in the circumstances rests with the person."

The following Policy establishes the conditions needed to maintain the well-being of children and the responsibilities of their caregivers.

Section 1: Responsibilities of the Parent or Caregiver

1. Responsibility for the welfare and the behaviour of children using the Library ultimately rests with the parent/guardian or an assigned **and responsible** caregiver.
2. The Library expects parents, caregivers and teachers to:

a) not leave children requiring supervision unattended in or about Library premises;
b) monitor the use of services and collections by children under their care;
c) be responsible for borrowed materials and fines incurred by children under their care; and
d) be responsible for the appropriate behaviour of children under their care.

3. Children nine (9) years old and younger must be accompanied by an adult or responsible caregiver while in the Library unless participating in a library program.

4. Children under the age of five (5) attending a program must be accompanied by a parent or caregiver at all times.

Section 2: Responsibility of Staff

1. Library staff members will be guided by this Policy in situations, where

   a) an unattended child is found frightened or crying in the Library
   b) an unattended child is perceived to be endangering him/herself
   c) another person in the Library poses a perceived threat to the unattended child
   d) an unattended child exhibits specific inappropriate behaviour
   e) an unattended child is not met by a responsible caregiver at closing time
   f) a child is consistently left on his or her own in the Library for long periods of time

2. Where a responsible adult cannot be contacted, Library staff will:

   a) not leave a child unattended at closing time
   b) not give the child a ride home
   c) contact local police or Children's Aid Society (CAS)
   d) remain with the child until the proper authorities can take the child into their protection

Section 3: Duty to Report

1. The CFSA recognizes that each of us has a responsibility for the welfare of children. It clearly states that members of the public, including professionals who work with children, have an obligation to report promptly to CAS if they suspect that a child or youth under the age of 16 is or may be in need of protection.

2. The duty to report applies to any child who is, or appears to be, under the age of 16 years. It also applies to children subject to a child protection order who are 16 and 17 years old.

3. When Library staff members have reasonable grounds to suspect that a child is or may be in need of protection, they will advise the Director of Library Services and together they will promptly report the suspicion and the information upon which it is based to the local CAS, as stated in the CFSA s.72 (1).

Related Documents

1. Ontario's *Child and Family Services Act*. R.S.O. 1990, CHAPTER C.11, s.72 (1).
2. SDG Library. **2011-14 - <u>Circulation Policy</u>**
3. SDG Library. **2009-2 - <u>Internet Use Policy</u>**
4. SDG Library. **2011-13 - <u>Rules of Conduct Policy</u>**
5. Ontario Library Association's *Children's Rights in the Public Library*

ACTION REQUEST	
To:	**Chair and Members of the Library Board**
Date of Meeting:	**June 9, 2022**
Subject:	**Performance Evaluation of the Director of Library Services**
Relevance to priorities:	**Review and Evaluate the Library's Collections and Services**

RECOMMENDATION(S): THAT the Stormont, Dundas and Glengarry County Library Board establishes a committee (which could be comprised of one or more members of the Board) for the annual evaluation of the Director of Library Services; and

THAT the committee completes the Performance Assessment (Part 1) of the (attached) Performance Review template; and

THAT the committee discusses and determines a Development Plan (Part 2) for the Director of Library Services for the next year; and

THAT the committee, or delegated member of that committee, meet with the Director of Library Services to discuss the completed Performance Review, all to be completed by June 28, 2022.

EXECUTIVE SUMMARY: This is a recurring Action Request, in compliance with regulations in the *Public Libraries Act*, and the Library Board's Performance Review Policy for the Evaluation of the Director of Library Services (attached). The intent of the annual performance review process is to evaluate the Director of Library Services' work during the previous year, identifying both strengths and weaknesses in the work done by the SDG Library under the Director's leadership. It also meets the Board's responsibility to assist in developing performance goals for the year ahead, based on the Library's strategic goals and objectives.

SDG Counties conducts staff performance reviews each June. All directors, managers and supervisors (and Boards) must complete a performance review form for each employee under their supervision, and subsequently meet with each employee to

discuss their evaluations and future performance objectives and goals. Performance review forms are then submitted to the Counties' CAO, who ensures that the employee's performance, and the employee's goals and objectives are also aligned with the strategic goals of the Counties.

In 2021, the Performance Review "committee" for the evaluation of the Director of Library Services was comprised of only the Library Board's (then) Vice-Chair (with input from staff and OLS consultants). While a similar arrangement could be considered again this year, other Board members may wish to participate in the process. This being the final year of this Board's term of office may also warrant an extended level of participation from Board members.

OPTIONS AND DISCUSSION: It is **recommended that the Library Board approve this Action Request** and follow the procedures set out in the Performance Review Policy for the Evaluation of the Director of Library Services. This ensures compliance with the *Public Libraries Act*, while providing valuable feedback to the Director in the execution of her position.

It is **not recommended that the Board disregard the process** of its approved Policy, or that it foregoes conducting a performance review of the Director of Library Services, as doing so would be in violation of the *Public Libraries Act*.

FINANCIAL ANALYSIS: None.

Performance Review

Employee	Position Title	Department
Click here to enter employee name.	Click here to enter the position.	Select a department.
Review Period	**Date of Review**	**Employee's Supervisor/Evaluator**
Click here to enter review period.	Select the review date.	Click here to enter name of Evaluator.

How Long in Position? Click here to enter years.

Objectives of Performance Reviews: The evaluator considers the employee's performance based on the County standards established in the position's job description and the evaluator's experience with other employees at the same level. The evaluator must rate the employee using the following performance ratings. Comments should be noted in the comments section of the assessment category. Comments should contain specific examples of behaviours both positive and negative. Comments benefit both the employer and the employee.

The performance ratings are:
1. **Unacceptable –** The employee has not demonstrated the ability or desire to meet expectations.
2. **Progressing –** The employee has demonstrated the potential to meet or exceed all expectations during the review period(s).
3. **Meets or Exceeds –** The employee is meeting or exceeding all expectations.

PART 1: PERFORMANCE ASSESSMENT

A. Skills and Knowledge	Rating
Job Description – Understands assigned duties and possess the knowledge and skills to perform them.	Select Rating
Technical Ability - Strong technical knowledge and skills to carry out the work assigned. Keeps current on technical developments.	Select Rating
Problem Solving - Identifies major problems; analyzes necessary facts and suggests viable alternatives where appropriate.	Select Rating
Decision Making - Makes decisions promptly and independently. Seeks feedback and assistance from others when appropriate.	Select Rating
Comments: Click here to enter comments.	

B. Productivity	Rating
Quality of Work Continuously seeks ways to improve processes and quality/quantity of work. Provides suggestions for improvement and carries them through to implementation. Organizational skills, thoroughness, neatness and accuracy.	Select Rating
Time Management Ability to set priorities. Manages time well and completes tasks on time. Handles unexpected contingencies professionally.	Select Rating
Resource Management Able to use appropriate resources and/or tools to assist in completing the required tasks.	Select Rating
Fiscal Responsibility Works within budget. Takes efforts to control and contain costs. Follows purchasing policy.	Select Rating
Comments: Click here to enter comments.	

C. Individual and Team Participation	Rating
Individual & Team Involvement - Able to work alone and follows supervisor's direction. Works co-operatively during team and group work. Able to take direction or lead depending on the situation.	Select Rating
Public Service - Establishes and maintains positive working relationships with clients/public in writing, in person, by telephone or electronically in a timely manner. Ability to professionally deal with difficult situations.	Select Rating
Professional Development Takes advantage of internal and external training opportunities and able to apply training to the job. Seeks and accepts feedback appropriately. Actively involved in setting and meeting performance targets.	Select Rating
Comments: Click here to enter comments.	

D. Behaviours	Rating
Communication - Ability to listen and understand peers and supervisors. Communicates well both orally and in writing.	Select Rating
Dependability/Flexibility - Can be relied upon to honour commitments and performs additional duties as assigned. Adapts positively to change. Works effectively within a variety of situations.	Select Rating
Stress Management - Works well under pressure. Handles difficult situations while maintaining composure. Responds effectively to peaks in workload. When required, keeps lines of communication open with supervisors during stress related situations.	Select Rating

Evaluator Initials: _____   Employee Initials: _____

	Rating
Consistency of Performance - Consistently produces high quality work. Identifies and discusses difficulties at an early stage. Inspires confidence in the predictability of future output.	Select Rating
Personal Attitude/ Organizational Compliance - Makes a positive contribution to the work environment. Energetic and enthusiastic while maintaining a professional approach. Demonstrates pride in the department and County. Complies with internal policies and procedures. Ability to accept instructions and constructive feedback.	Select Rating
Attendance – Demonstrates reliable attendance and punctuality.	Select Rating
Comments: Click here to enter comments.	

E. Supervision (For Supervisors Only)	Rating
Leadership Delegates work appropriately. Leads staff, teams or groups effectively. Able to resolve problems and exercise good judgment in conflict resolution. Displays dedication and loyalty to the Corporation. Clearly communicates expectations therefore ensuring applicable policies and work procedures are followed.	Select Rating
Coaching & Mentoring Effectively assigns and reviews work of staff and evaluates and discusses performance in a manner that maximizes the development of staff. Provides constructive feedback to co-workers and staff.	Select Rating
Planning & Organization Makes sound and responsible decisions. Takes time to plan projects and can effectively convey key information. Has the demonstrated ability to organize and implement projects and tasks within an allotted timeframe and adapts to unexpected changing conditions and assignments. Able to establish and monitor budgets as required.	Select Rating
Ability to Motivate & Encourage Good Performance Has the demonstrated ability to relate to their staff and inspire them to contribute to projects. Maintains a productive climate and confidently motivates and coaches employees to meet high performance standards. Effectively manages available resources. Promotes professional development and has the demonstrated ability to train staff and obtain cooperation.	Select Rating
Comments: Click here to enter comments.	

PART 2: DEVELOPMENT PLAN

Noting job skill development and progress in achieving previously stated development goals is important. Establishing areas of development contribute greatly to the employee's growth. Action steps for how development will be met must be established during the review. Progress towards the development should be assessed periodically and not left to the end of the review period. This allows for the necessary support to be provided or for the modification of the development plan; therefore, it may be beneficial to establish interim reviews when appropriate.

Evaluator Initials: _____   Employee Initials: _____

Training & Development

Training & Professional Development – Please list training sessions, workshops, courses, conferences, etc. that were completed/attended during the review period.
WHMIS Certification: Click here to enter a date.

Click here to enter other training & professional development.

Review of Previous Year's Development & Areas of Interest – Did You Accomplish Your Objectives?

Goal: Click here to enter goal.

Completed: ☐ **Work in Progress:** ☐

Comments: Click here to enter comments.

Goal: Click here to enter goal.

Completed: ☐ **Work in Progress:** ☐

Comments: Click here to enter comments.

Goal: Click here to enter goal.

Completed: ☐ **Work in Progress:** ☐

Comments: Click here to enter comments.

Future Development & Areas of Interest

Areas of Development & Interest: Click here to enter development & area of interest.

Ways to Achieve and Timing: Click here to enter ways to achieve and timing.

Assistance needed from Supervisor: Click here to enter assistance needed.

Future Development & Areas of Interest

Areas of Development & Interest: Click here to development & area of interest

Ways to Achieve and Timing: Click here to enter ways to achieve and timing.

Assistance needed from Supervisor: Click here to enter assistance needed.

PART 3: SALARY REVIEW

Is at the top of their range on the Salary Grid: ☐

A one step merit increase in their range of the Salary Grid is recommended: ☐

A deferral of a merit increase is recommended: ☐

Is not eligible for a merit increase (Per the Personnel Policy Manual) ☐

PART 4: SIGN OFF

Employee
Comments: Click here to enter comments.

Employee Signature: _____ **Date:** _____

Note: *Your signature does not necessarily signify your agreement; it simply means that you have read and have had the opportunity to comment on this performance review.*

Supervisor

Comments: Click here to enter comments.

Supervisor Signature: _____ **Date:** _____

Department Head

Department Head Signature: _____ **Date:** _____

CAO

CAO Signature: _____ **Date:** _____

Stormont, Dundas and Glengarry County Library Board

PERFORMANCE REVIEW POLICY FOR THE EVALUATION OF THE DIRECTOR OF LIBRARY SERVICES

Policy level: Governance
First Approved: June 9, 2016
Policy Review Date: May 9, 2019
Policy number: 2016-01

_____

Preamble:

The Stormont, Dundas and Glengarry County Library Board acknowledges that evaluation of the Director of Library Services is one of the most important undertakings of the Board. Evaluation is an ongoing process and the Board and Director of Library Services should exchange information about the Library's progress in meeting objectives throughout the year. Communication between the Board and the Director of Library Services should be such that at any given time during the year the Director of Library Services should have an accurate understanding of the Board's assessment of his/her performance. The Director of Library Services in turn is responsible for informing the Board about any factors or obstacles that could prevent implementation of any of the performance objectives. If any such factors exist, the Director of Library Services should alert the Board about them immediately.

Purpose for Evaluation:
- To assure alignment of the Director of Library Services' work with the mission of the Board conducted with a culture of continuous improvement that fosters success for the Director of Library Services and Board support for the Board and Director of Library Services' shared agenda.
- To assess what happened in the past in order to pave a successful future tied to key success factors.
- Supply the Director of Library Services with the resources they require for continued and improved success of the SDG Library.

1. The Director of Library Services is responsible for his/her own performance and is entitled to know:

   - The performance expected of him/her;
   - How s/he is performing; and
   - The resources available to him/her to attain the expected performance.

2. A performance review of the Director of Library Services shall be completed each year by the end of June by a performance review committee. This committee shall be comprised of at least two Library Board members, ideally one of whom has previously served in this role.

   Performance review reports are to be treated as confidential and made available only to the Director of Library Services, the Board and the SDG Counties' Chief Administrative Officer (hereafter called the "Counties' CAO").

3. At a reasonable time after the evaluation, there should be a meeting with the performance review committee and the Director of Library Services to ensure there is on-going training etc. for recommendations that came up from the evaluation, and to confirm there is a tie to the planning cycle.

4. Performance is to be assessed with reference to the following:

   - Strategic Plan goals and objectives;
   - Results achieved from above (prepared by Director of Library Services);
   - Highlights of the year (prepared by Director of Library Services);
   - Current job description;
   - Director of Library Services Performance Review Evaluation Form;
   - The Performance Review committee also has discretion to use outside sources when deemed necessary (eg. SOLS' Competencies Profile for Public Library CEO); and
   - Input from those deemed appropriate by the Performance Review committee, including: senior staff within Library Services; the Counties CAO; and/or colleagues in similar positions from member Library associations (eg. ARUPLO, AMPLO, SOLS).

5. The committee shall conduct the appraisal by the following procedure:

   Step 1: Each member of the Board may provide input to the committee, and the committee may seek input from other colleagues.

   Step 2: Each member of the committee shall fill out a copy of the Performance Review Evaluation Form (same form as used by the Counties).

   Step 3: The committee shall then meet to discuss and compile the responses on each of the forms onto one Director of Library Services Performance Review Evaluation Form. (The same form is used, but will now be a summary of all three forms completed by the committee members).

   Step 4: The committee shall prepare a final written report of the Performance Review which will include:

   - The Performance Review Evaluation Form;

- Comments and suggestions regarding performance and career objectives of the Director of Library Services for the next year; and

- Conclusions consisting of a brief summary of evaluation findings.

Step 5: A copy of the final written report shall be presented to the Director of Library Services and to the other members of the Board prior to any face-to-face meeting with the Director of Library Services.

Step 6: The committee, or delegated member of that committee, then meets with the Director of Library Services to discuss the compiled Director of Library Services Performance Review Evaluation. The committee – or delegated member – also reviews the performance objectives and goals and the developmental and career objectives of the Director of Library Services for the next year.

Step 7: Two copies of the Performance Review Evaluation Form shall subsequently be reviewed and signed by the Counties' CAO, to ensure that the Director of Library Services' performance goals and objectives are aligned with the strategic goals of the Counties and to standardize the performance evaluation process, as followed by the Counties.

Step 8: One signed copy of the Performance Review Evaluation Form shall be given to the Director of Library Services. A second signed copy shall be stored in a secure location with access limited to the Director of Library Services, the Board and the Counties' CAO.

6. When the Director of Library Services' performance falls below the expected level, the Director of Library Services must be informed, with details of the way in which performance is judged to be unsatisfactory. An unsatisfactory performance review shall be followed by another performance review in three months' time. If no improvement is shown at the second performance review, then the Performance Review committee has the discretion to undertake a third performance review after another three-month period, or to refer the matter to the Board for further consideration.

7. Should the Performance Review committee be unable to reach a consensus on the Director of Library Services' performance, or the Board be unable to accept the committee's report, the matter shall be referred to the Board Chair and Counties' CAO.

Strategic Plan – Goals and Objectives: Results Achieved, 2021-2022

Submitted by: Karen Franklin, Director of Library Services
June 9, 2022

Below are results of achievements in the five goals of the SDG Library's strategic plan, <u>Moving Forward – Strategic Plan 2018-2022</u>. Items listed are from June, 2021 to the present. Among these are achievements that are considered special highlights, indicated in bold type:

<u>Change the Perception of the Library in Our Communities</u>

- **Resumption of full services at all Library branches, with a continuation of curbside pick-up of Library materials for those who request it, along with take-away activity kits for kids, and printing/faxing/photocopying services (in-person or by telephone request)**
- **Facility renovation at Winchester Branch** – initially, a request to the local municipality for new carpeting – with help from Library's fundraising activities at branch – "morphed" into a significant branch enhancement project, with walls painted, improved Internet "drops" installed, re-arrangement of shelving and collection areas, new circulation desk, new vinyl flooring at entrance and in washroom, etc.
- Installation of 'Self-Check' system at Winchester Branch following branch renovation – provincial (COVID-19) funding allowed Library to purchase "touchless" systems for busiest branches
- Ongoing development of cloudLibrary collection – eBook/eAudiobook platform throughout 2021-2022, with 14.2% increase in circulation noted at end of 2021
- Continued growth in use of Kanopy video streaming service – subscription renewed for a second year
- **Updated <u>Evaluation and Feasibility Study</u> for Lancaster Branch commissioned and published by Rayside Labossiére Architects for proposed expansion of facility**
- Strategic Planning process (January-June, 2022) created heightened interest and resulted in >150 public survey responses, along with numerous "focus group" and "key informant" engagements with the public and staff
- **May, 2022 – "Pop Up Library" appearances at community events to resume after two-year hiatus**
- "Virtual" Summer Reading Club (SRC) designed and implemented by Community Librarian and two summer student employees – included several SRC-specific StoryWalk® events in partnership with local conservation authorities

- **Successful "virtual" author visit with Margaret Atwood as finale for Library's 50th Anniversary celebrations**
- Continued expansion of MakerLab including successful virtual escape room experience with over 150 participants, and two rounds of STEAM take-home kits (Maker Minute) created for families -- in total, 1,200 kits created and distributed since June 2021

Preserve our Local History for Future Generations

- **Introduction of "virtual" Ancestry Club allowed staff and patrons continued, and more indepth, research family histories during pandemic**
- September, 2021 – "virtual" program presented by local genealogist to help those "hitting the brick wall" when researching family histories
- Ongoing support for Counties' digitization project of local newspaper archives
- **May, 2022 – resumption of passes to Upper Canada Village, Historic SDG Jail, and Glengarry Pioneer Museum**

Commit to Mobile Library Services

- **At least eight "Pop Up Library" appearances booked for 2022** (as of time of writing)
- Increased number of StoryWalk® events in 2021 – at Summerstown Forest, Warwick Forest, Robert Graham Conservation Area – provided in-person literacy experiences outside Library branches
- Library to participate in Alexandria's 'Canada Day Parade' on July 1, 2022 with outreach van
- **Use of the Library's 30 mobile "hotspot" devices continues to be popular with 412 checkouts recorded between July 1, 2021 and May 26, 2022 – devices recently updated and/or replaced to meet ongoing demand**

Safeguard and Enhance Funding Levels

- Successful submission for Canada Summer Jobs (federal) student grant for two summer students to offer "hybrid" (in-person and virtual) Summer Reading Club program in 2022
- **Building Rents now in line with CPI levels (3% increase over previous year) – 2022 marks last year of current 5-year Lease Agreements with local municipalities and private landlord (Williamstown Branch)**
- Branch Cleaning expenses to go down with end of current contract (in June) – Library staff to assume responsibility as of July 1, 2022
- **Overdue fines for all Library materials suspended throughout 2021 to March 1, 2022**

Review and Evaluate the Library's Collections and Services

- **New Strategic Plan – to be presented to Library Board for final approval in June, 2022**
- **Requests for Proposals sent out for Library Services (Organizational) Review – submission(s) to be decided upon in June, 2022**

- Popular "Stay-at-Home Book Club" evolved to become 'Cover to Cover' Book Club – a virtual book club that meets monthly to share insights about books that have been collectively chosen – >120 members
- Renewed subscription to Cantook Station, a French eBook database, to serve our francophone patrons
- **Elimination of overdue fines for all Children's materials in March, 2022**
- Introduction of automatic renewals of borrowed Library materials (without holds)
- Increased purchasing of eAudiobooks as interest grows for this format
- **Continued transition from paper-based to digital collections noted, with ongoing commitment to purchase titles in print format sustained – Collections Development work now regularly includes print, large print, audio, eAudio, and eBook considerations**
- Ongoing commitment to accessible Library collections for patrons (creation and standardizing the cataloguing guidelines; website display of CELA materials; a plan to implement and adjust our websites formatting to comply with AODA Guidelines)

2022 – 2026 Strategic Plan

The Stormont, Dundas and Glengarry County Library

May 2022

Message from the Board Chair and CEO

We are proud to present SDG Library's new 2022 – 2026 Strategic Plan. As the acute effects of the pandemic began to ebb, we took a moment to step away—from the relentless change and pivoting that has been required of us—to pause, reflect, and strategize.

The Board-led strategic planning process began with thorough engagement, with input from over 270 community members, patrons, staff members, partners, volunteers, and municipal stakeholders. We listened to the good and the hard-to-hear, to what our stakeholders value in our organization and where they see room for improvement.

We also looked inward, with an internal assessment of our operations, capacities, trends, and goals for the future.

With this information at hand, we came together to map out new strategic directions for the next four years, directions we believe leverage our best qualities, respond to the challenges of our time, and aspire to significant but realistic accomplishments.

We will continue to pursue what we do best—and what our stakeholders have told us they value most—by maintaining our print collections; continuing to expand our digital collections, services, and programming; and acting as a trusted, welcoming community hub. We will redouble our work to build awareness of SDG Library across the counties, ensuring many more are aware of how we offer so much more than just books. And we will strengthen our organization, ensuring it is a place where our staff and managers can grow and thrive.

Thank you to everyone who participated in the journey and took the time to share their thoughts and ideas. We look forward to continuing to collaborate with our communities on our journey ahead.

Sincerely,

Karen Franklin, MLIS APLL   Margaret MacDonald
Director of Library Services   Chair of the Board

CONTENTS

1. Organizational Snapshot

1.1. How We've Grown

Established in 1970 and open since 1971, the Stormont, Dundas and Glengarry County Library has grown to include:

➢ Over 14,000 registered members
➢ Over 332,000 library materials in circulation
➢ 111 programs run in 2021, with 1328 participants
➢ 15 branches
➢ An administration office
➢ Three (3) express depots
➢ Three (3) Little Free Libraries
➢ Inter-branch courier service
➢ 10 full-time staff
➢ 32 part-time branch services staff

Current Services

Access to Information: Public access computers, books, DVDs, printed periodicals and eMagazines, Library of Things.

Programs: Virtual and in-person.

Circulation of Library materials: Print material, eBooks and eAudiobooks, DVDs, magazines, eResources, portable WiFi.

Other: Printing (including 3D) and fax services, exam invigilation, book clubs, MakerLab (media transfer, vinyl and laser cutting, robotics, etc.), Commissioner of Oaths.

1.2.   Strategic Foundations

Note that the Library's mission, vision and values are currently under review and will be revised.

Mission

Connect. Create. Explore.

Vision

The SDG Library connects people with ideas, their community and the wider world through innovative services, resources for literacy, independent learning, creative expression, leisure and civic engagement.

2. Strategic Directions

An effective **strategic plan** sets the foundation for a clear and focused future, uniting the organization under a common purpose and strategy.

Our strategic plan is given shape by our **strategic directions**, which provide clear focus and direction while still allowing us to respond and adapt as circumstances evolve over the coming years.

Each of our strategic directions include a corresponding set of tangible **commitments** and **targets.**

Taken together, our strategic directions, commitments and targets will provide a strong framework for developing **annual operational plans** with **measurable goals** and **achievable objectives**.

A Board-Led Strategic Planning Process

SDG Library's Board of Directors led a strategic planning process based on best practice for non-profit organizations. The process included stakeholder engagement, research, a document review, and an environmental scan that situated the SDG Library within the larger context. Ongoing meetings were held with the Board, Director of Library Services, and staff, to work towards the development of the final strategy.

A Four-Year Plan

SDG Library is committing to a **four-year strategic plan** with **three (3) strategic directions.**

- **Growing Our Physical and Digital Infrastructure**
- **Conducting Community Outreach**
- **Strengthening Our Organization**

These directions are broad and oriented to the future—providing a clear focus and direction while still allowing us to respond and adapt as circumstances evolve over the years. These directions provide a strong framework for developing annual operational plans with measurable goals and achievable objectives.

2.1. Strategic Direction: Physical and Digital Infrastructure

The SDG Library has long been a pillar of the local community, acting as a source of knowledge and a hub of social connection. As the community around the library continues to evolve, the SDG Library will adapt to the emerging needs and interests by further adjusting, developing, and strengthening its physical and digital infrastructure.

Related Commitments

*Over the next four years, we will **grow our physical and digital infrastructure** by …*

- **Digital Collection:** Investing in the library's growing digital collection of eBooks, eAudiobooks, online periodicals, and other digital services and programming.

- **Print Collection**: Recognizing patrons' diverse interests and differing levels of connectivity, ensuring the print collection is not left behind and contemporary material continues to be added.

- **Community Hub:** Exploring new, innovative opportunities to expand and enhance the in-person experience, recognizing the value of providing a free and public space where the individuals and groups can be together in community.

- **Facility Improvements:** Strategically exploring ways to best leverage and improve the facilities we have while exploring opportunities to centralize elements of SDG Library's operations and increase efficiencies, such as the creation of a central administrative branch.

- **Accessibility:** Regularly exploring opportunities to make the library more accessible and its programs and services more equitable, including increases to our digital collections and services, expanded geographic coverage, varied opening hours, and additional bilingual collections and services.

Targets

- A clear communications strategy—to increase awareness and membership—has been developed and implemented.
- An increase in the number of "active members."
- An asset management plan is in place to monitor the conditions and needs of the physical buildings.

2.2.   Strategic Direction: Community Outreach

Those who know the library understand and appreciate the wide variety of benefits it brings to community. Those who are less familiar with the library could benefit from learning that the library has so much more to offer than just its physical collection of books.

SDG Library will invest in communication strategies and tactics to raise awareness of the wide variety of collections, services, and programming it has to offer, to support the attraction of new members and to raise engagement levels.

Related Commitments

*Over the next four years, we will **conduct community outreach** by …*

- **Messaging:** Developing messaging that will showcase the library's role as a community and knowledge hub with a wide variety of resources, programming and services—extending far beyond their physical collection of books.

- **Outreach:** Remaining in the public eye by prioritizing regular, consistent communications, ensuring these efforts are bolstered by the necessary resources, including adequate staffing.

- **Community Engagement:** Exploring innovative ways to engage new audiences, including youth, and investing in mutually-beneficial partnerships to help spread awareness of the library and upcoming programs and events.

Targets

- New membership rates are growing at rate that matches the pace of community population growth.

- An increase in the number of partnerships with community organizations and stakeholders.

2.3. Strategic Direction: Organizational Strength

To support and grow the library's collections, programs, and services, and to communicate them to the wider community, SDG Library will maintain and improve its organizational health and resilience. This will involve reviewing the current resource structure, ensuring the SDG Library is able to attract and retain quality staff, listening to its team members' priorities and concerns, and making sure that they are supported in their professional growth and development.

Related Commitments

*Over the next four years, we will **strengthen our organization** by …*

- **Organizational Review and Improvements** Committing to conducting an organizational review and implementing the resulting strategies, with the goals of clarifying roles and expectations, balancing responsibilities and capacity, and potentially creating efficiencies through centralization and/or partnerships.

- **Great Place to Work:** Exploring opportunities to make SDG Library an even more attractive place to work, especially innovative, low-cost options such as flexible hours and remote work options.

- **Monitoring and Feedback:** Implementing processes to regularly gather feedback and input from staff, to proactively identify and address any challenges and improve staff retention.

- **Professional Development and Succession:** Prioritizing budget-supported opportunities for professional development, to support recruitment and retention of staff and to develop in-house leaders who can be prepared to rise into management positions.

Targets

- All key staff positions have been filled.
- Communications and marketing priorities have been incorporated into the staffing structure and are functioning effectively.
- Budget-supported opportunities for professional development—to help bring people up through the organization—have been implemented.
- Quarterly staff "pulse" surveys have been implemented on an ongoing basis.
- A succession plan for senior management is in place.

3. Appendix: Stakeholder Engagement

3.1. Why Engage?

Leadership Through Genuine Engagement

Strategic plans that provide meaningful direction over the course of their stated duration rely on an authentic engagement process, one that genuinely seeks input and allows for those invested in the success of an organization to provide ideas, input, and feedback.

Properly conducted, stakeholder engagement is in no way an abdication or devolution of leadership.

It's the opposite.

Leaders who reach out to and seek the input of the people delivering or receiving services every day are far more likely to craft future strategic

directions that will resonate with those they affect, and those who must implement them.

The Multiple Purposes of Engagement

Listen	**Include**	**Educate**
To listen to stakeholders by gathering input, ideas, and suggestions.	To include stakeholders in the planning process, helping to generate buy-in.	To educate stakeholders about the great work you do.

3.2.   Engagement Process

Engagement served as the foundation for the process, informing subsequent discussion, deliberation, and decision-making.

The engagement process—developed and facilitated by Laridae, undertaken from February to March 2022—was designed to engage with and listen to the individuals who interact with The Stormont, Dundas and Glengarry County Library on a regular basis.

As a result of this engagement, our strategic plan is informed by experience, evidence, and the most broadly held perceptions of all those we serve.

Audiences

During the engagement process, we engaged SDG Library's primary stakeholders.

Member and Non-Member Patrons	Management	Board Members	Municipal Stakeholders
Staff	Volunteers	Partner Organizations	Community Members

Stakeholder Participation

Participation during the engagement process was enthusiastic and honest.

Online Survey 250 Participants	Focus Groups 19 Participants	Key Person Interviews 3 Participants

3.3.　　Common Themes

The following themes capture some of the common sentiments we heard during the stakeholder engagement process.

Perceived Areas of Strength

Library staff are highly valued: The stakeholders consistently praised SDG Library staff's hard work, dedication, and friendliness. The staff are seen by the community as one of the library's greatest assets.

The community enjoys and supports SDG Library's collections, programs, and services: On the whole, stakeholders see the SDG Library as an asset to the community. Many noted that it significantly contributes to their wellness.

SDG Library's collection of physical books is appreciated: Stakeholders shared that they value SDG Library's collection of books and appreciate that, upon request, they can access materials from any branch. They felt it was important to maintain this physical collection, even as the digital collection continues to expand.

The growth of the digital collection—accelerated by the pandemic—is welcomed and encouraged: Stakeholders have expressed awareness and appreciation for SDG Library's growing digital collection. The convenience and accessibility of a remote catalogue is appreciated.

SDG Library is a valued, inclusive community hub: Stakeholders see SDG Library as a community hub whose value goes beyond the collections, services, and programs it offers. It is viewed as a place where community members can come to socialize and connect with their community. Especially in the context of the pandemic, it is seen as an antidote to the social isolation that many have experienced over the past two years. With the resources being available for free, it is seen as a space that all can access as equals.

Staff appreciate the support they receive from SDG Library: Staff expressed that they appreciate the support they receive—that SDG Library looks out for

their health and safety, they receive high-quality training, and SDG Library has done a good job listening to them and being responsive.

Supporters of SDG Library know it well: There is a recognized divide between those who are familiar with SDG Library and those who are not. Those who are familiar with SDG Library know that it has a lot more to offer that simply books.

Identified Challenges

Physical infrastructure has room for improvement: The importance of the physical presence of libraries within communities was frequently noted. That being said, several stakeholders noted that the **small size of some of the buildings** is a limiting factor, and that some of the buildings are in relatively poor condition.

In response, participants raised the following suggestions:

- Moving some programming to other locations, such as parks or other community spaces.
- Purchasing their own buildings, so that they can take care of their own maintenance.
- Partnering with other service providers to share new or existing spaces.

Accessibility: Geography, Language, Hours & Technology

- **Geography:** Ideally, stakeholders would like physical branches close to their location. A presence in Morewood was frequently requested. If a full branch isn't possible, stakeholders would like drop-off and pick-up depots.

- **Opening Hours:** Patrons are interested in more accessible hours, which sometimes means keeping libraries open longer, and in other cases means ensuring that they are open outside of standard business hours.

- **Language:** Several stakeholders brought up the importance of bilingual services.

- **Technology:** Although may stakeholders appreciate the growth of the digital collections, as well as the improved access that comes with it, others are

concerned that individuals could be left out if they are not as comfortable with technology, or if they lack the technology they need to get connected.

Staff and management are motivated, but at risk of burnout: Many stakeholders from inside and outside the organization praised the hard work of staff throughout the pandemic, as they pivoted to provide new kinds of programs and services. At the same time, they cautioned that—as patrons return to the branches and require in-person support—staff could become increasingly overloaded. Staff echoed this concern.

There is a desire to improve internal communications: It was a common theme amongst staff and management that they felt internal communications could be improved. In particular, they felt they were not always receiving information in a timely fashion, considering the rate of change and staff in part-time roles.

Suggested Responses

Outreach to those who are unfamiliar with SDG Library is difficult, but important: Stakeholders believe that those who are unfamiliar with SDG Library think of it as just about books.

One of the chief challenges of the library's outreach efforts has been to reach audiences who are largely unfamiliar with the wide range of programs and services the Library offers.

Stakeholders value the outreach that SDG Library has done over the years but see it as an important area of focus moving forward. In the online survey, communications was the highest ranked area of focus, selected by 54% of respondents, followed by community profile/presence (50%).

Youth outreach and engagement is encouraged: The desire to engage youth was another common theme. It is recognized both that a) youth interest has dropped and that b) engaging individuals when they are young can create life-long patrons.

With respect to younger children, stakeholders recommended increased outreach and engagement, e.g., more field trips, pop-ups in schools, library card

Page 53 of 57

giveaways, etc. They also expressed support for eliminating or loosening the policy that prevents unaccompanied children from using SDG Library.

There is an opportunity to develop a strategy to reach and further include teenagers, which could involve creating a physical space that they feel comfortable in.

There is an opportunity to connect with new community members as they migrate to the area. An additional consideration is that the local population is growing as more people move to the area. There is an opportunity to introduce new community members to SDG Library as they are welcomed to the area. At the same time, SDG Library should bear these emerging demographics in mind and adapt accordingly.

There is interest in expanding into new kinds of programs and services: Several stakeholders have suggested that SDG Library further leverage its space and its staff by expanding programming and services to further expand awareness and draw in new people.

Existing programs and services could be assessed and potentially pared down: Stakeholders, especially staff, managers, and community partners, felt that there was an opportunity to evaluate existing programs and services to avoid a) continuing to provide services that have a high cost and low impact; and b) overloading staff by adding more and more programs and services without taking any existing ones away.

By eliminating low-impact services and services that could be better provided by other organizations, SDG Library will be better able to thrive in its own niche and deliver services that fall within its mandate.

An organizational review would be welcomed: Several stakeholders close to SDG Library have identified opportunities for efficiency by centralizing some roles and responsibilities. It was noted that since the SDG Library is run at the county level, there is an opportunity for coordination across branches.

For example, in the areas of programming and communication, staff sees duplication, as individuals at different branches each independently work to create their own programming and communications initiatives. If this work were

Page 54 of 57

centralized in cross-branch roles, it could free up the time of branch staff and increase the impact of the efforts.

Staff and management identified an opportunity to further clarify their responsibilities and job descriptions. With the pandemic receding, and a new "normal" emerging, it was felt that now is a good time to re-evaluate capacity and expectations to help support staff and management's work-life balance.

Email dated 04-23-2022

Dear Susan and Karen,

After filling out the Library survey, I decided to write about a new idea for our Morewood community. It is still very unfortunate that our library was closed in 2016. A few of us have reached out about a Library Express for the last 6 years and we have been denied. The Little Free Library box is nice for some but a drop box would have been better.

In the email below Susan talks about a Book House at the RA in Morewood. I am not sure what that is but We want a Library Express. We want access to drop off our SDG Library books in Morewood because many of us drive North for work and/or activities. I live on Russell St and see a high volume of traffic in the mornings and afternoons. The people of Morewood really enjoy our new location for the Post Office. There is a lot of parking and we can bring our kids to the park, play with dogs in the rink area, and pick up mail. We would love to drop off our SDG Library books in the same location.

We also have a plan for people who would like to pick up books in Morewood. Shelley who owns Seashell Hair Salon has offered to provide her business as a place for book lovers to Pick Up items. Many Morewood people walk through her doors and know her well. She lives across from the RA and Post Office. It would be easy access for our community members.

Unfortunately SDG Library has lost Morewood members to Ottawa Public Library, the Embrun/Russell Library and/ or many of us are buying books that are shipped directly to us. These options are expensive when we could be provided a free service. We continue to miss the services that the SDG Library provided us and this is why we continue to advocate for a Library Express.

Thank you for the survey you provided our community!

Sincerely,
Cherylene Fitzsimons
Shelley Hutt
Jenna Gernon

On Mon, Jun 1, 2020 at 3:42 PM Susan Wallwork <swallwork@sdglibrary.ca> wrote:
Good morning Cherylene,

Karen passed on your message to me, and I wanted to share an idea that we have been looking at. We are exploring setting up additional 'Little Free Libraries' in SDG and have been considering the possibility of establishing a second one in Morewood (our first was launched last year in Newington). The 'Little Free Library' provides an alternative access point for reading

materials and helps to encourage literacy in the community. The response to our first one has been very good, and we thought Morewood might be a good location for another one. Our next steps would be to find an ideal location for the book house and find volunteers to work with the Library to maintain it (I believe the Rec Association has indicated an interest in volunteering).

While it is not a Library Express, it does provide access to materials, especially during this difficult time. Unfortunately, we are not in a position to add to our Library Express locations at this time, but would keep your suggestion in mind should we find ourselves in that position in the future.

We're happy to say that our book returns are opening today and curbside pick-up is coming on June 15! Thanks,

Susan

Susan Wallwork, MLIS
Community Librarian