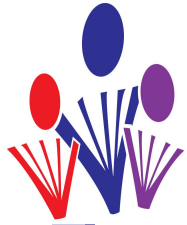


**LIBRARY BOARD**  
**Regular Meeting**  
**Monday, April 20, 2020 – 4:30 P.M.**  
**VIRTUAL – VIA ZOOM**  
**AGENDA**



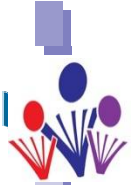
1. Call to Order
  - 1.1 Excused Absence
2. Declaration of Conflict of Interest
3. Approval of Agenda
4. Approval of the Minutes
  - 4.1 February 24, 2020 Regular Board Meeting Minutes
  - 4.2 Matters arising from the February 24, 2020 Regular Board Meeting Minutes
5. Consent Agenda
  - 5.1 Invoices Paid
    - 5.1.1 February 2020
    - 5.1.2 March 2020
  - 5.2 Friends Report
  - 5.3 Correspondence
    - 5.3.1 In-coming: From the Office of the Mayor - Levy Board Budgets
    - 5.3.2 Out-going: NONE
  - 5.4 Information Items
    - 5.4.1 Chamber of Commerce Award
    - 5.4.2 Cut to the Chase
    - 5.4.3 Vacant Management Positions
6. Items Removed from Consent
7. Financial Reports
  - 7.1 Unavailable
8. Business Continuity
  - 8.1 COVID-19 Library Closures
  - 8.2 Business Continuity Plan
  - 8.3 Ongoing Operations
  - 8.4 Recovery
9. Facilities
  - 9.1 AHU Project
  - 9.2 Sump pump Project
10. 2020 Board Meeting Schedule
11. Strategic Planning
12. New Business
13. Closed Session

Resolved that the members of the Sault Ste. Marie Public Library Board move into Closed Session pursuant to the Public Libraries Act, Section 16.4 Closed Meetings, as the subject matter being considered is: Litigation or potential litigation, including matters before administrative tribunals, affecting the board; Labour relations or employee negotiations. Further be it resolved that should the said Closed Session be adjourned, the Board may reconvene in Closed Session to continue to discuss the same matter without the need for further authorizing resolution. Be it further resolved that the following individuals be permitted to attend: M. MacDonald

14 Report of the Closed Session

15 Adjournment

**Sault Ste. Marie Public Library  
Library Board  
REGULAR MEETING  
Monday February 24, 2020 – 4:30 P.M.  
BOARD ROOM**



**Board Members:**

Elspeth Belair	Ashlee Gerard (Vice-Chair)
Frances Ryan	Jami Van -Haaften
Wayne Greco (Chair)	Kevin Harrison
Sara McCleary	

**Library:** Matthew MacDonald      Helena Huopalainen

**Media:** None

**Guests:** None

**Regrets:** Luke DuFour      Erin Ferlaino

---

**1. Call to Order**

W. Greco called meeting to order at 4:33 p.m.

**1.1 Excused Absence**

Resolved that the Following Board Members be excused from the February 24, 2020 regular meeting: Luke Dufour, Erin Ferlaino

Moved: K. Harrison      Seconded: S. McCleary      **CARRIED**

**2. Declaration of Conflict of Interest**

No conflicts declared.

**3. Approval of Agenda**

**MOTION:**

The Sault Ste. Marie Public Library Board approves the agenda of the February 24, 2020 meeting as amended:

That the Board set a schedule of its 2020 meeting dates at its next meeting.

Removed By-laws from 11.1

Moved: E. Belair

Seconded: S. McCleary

**CARRIED**

**4. Approval of the Minutes**

**4.1 January 20, 2020 Regular Board Meeting Minutes**

**4.2 Matters arising from the January 20, 2020 Minutes**

No matters arising.

**MOTION:**

The Sault Ste. Marie Public Library Board approves the minutes of the January 20, 2020 meeting as amended:

Moved: E. Belair

Seconded: F. Ryan

**CARRIED**

**5. Consent Agenda**

**5.1 Invoices Paid December 2019**

**5.1.1. Revised December 2019**

**5.1.2 January 2020**

**5.2 Friends Report**

**5.3 Correspondence**

**5.3.1 In-coming: Message from Dr. Irene Oktaba**

**5.3.2 Out-going: OLA's and FOPL's Pre-budget Submission Letter to Ross Romano, MPP**

**5.4 Committee Reports**

**5.4.1 Policy Committee Report February 6, 2020**

**5.4.2 Policy Committee Report February 6, 2020**

**5.5 Organizational Chart**

**5.6 Easter Sunday Closure**

**MOTION**

Resolved that April 12, 2020 be included in the schedule of Library closures for the year 2020.

Motion: K. Harrison

Seconded: F. Ryan

**CARRIED**

**5.7 Information Items**

**5.7.1. Chamber of Commerce Nomination**

**5.7.2. HOOPLA**

**5.7.3. North Branch programming**

**5..4. Signature Events**

**5.7.5 Additional Radon Kits**

## **MOTION**

The Sault Ste. Marie Public Library Board approves the **consent agenda** of the February 20, 2020 meeting as amended.

Motion: K. Harrison

Seconded: F. Ryan

**CARRIED**

### **6. Items removed from Consent**

No items removed from consent

### **7. Closed Session**

Resolved that the members of the Sault Ste. Marie Public Library Board move into Closed Session pursuant to the Public Libraries Act, Section 16.4 Closed Meetings, as the subject matter being considered is: Litigation or potential litigation, including matters before administrative tribunals, affecting the board; Labour relations or employee negotiations; and Personal matters about an identifiable individual. Further be it resolved that should the said Closed Session be adjourned, the Board may reconvene in Closed Session to continue to discuss the same matter without the need for further authorizing resolution. Be it further resolved that the following individuals be permitted to attend: M. MacDonald, S. St. Pierre, K. Meraglia, L. Aube., S. Wigney, M. Mooney, M. Bone, C. Parker

Moved: E. Belair

Seconded: F. Ryan

**CARRIED**

## **8 Financial Reports**

### **8.1 2019 Final**

## **MOTION**

Resolved that the Ste. Ste. Marie Public Library Board accepts the financial reports ending December 31, 2019.

Moved: S. McCleary

Seconded: J. Van-Haaften

**CARRIED**

## **9 2020 Updated Budget**

M. MacDonald presented a revised 2020 budget because the Library had received less money than it had requested from City Council. A calculation error was also fixed in the part-time salaries.

## **MOTION**

Resolved that the Ste. Ste. Marie Public Library Board approve the revised 2020 operating budget as presented.

Moved: J. Van-Haaften Seconded: S. McCleary

**CARRIED**

## **10 Multifunction Printer Contract**

The Library's current contract has expired. C. Rumas, Manager of Digital Literacy obtained three quotes and has recommended that the Board sign a contract with Algoma Office Equipment.

### **MOTION**

Resolved that the Ste. Ste. Marie Public Library Board approve signing a five (5) year multifunction device lease agreement with Algoma Office Equipment.

Moved: A. Gerard

Seconded: K. Harrison

**CARRIED**

## **11. Policies**

### **11.1 Procedural By-Laws**

Removed from agenda.

### **11.2 100-01 Governance Processes Policy**

### **11.3 200-02 Tangible Capital Assets Policy**

### **11.4 300-05 Membership Policy**

### **11.5 300-06 Social Media Policy**

### **11.6 300-11 Records Management Policy**

A number of record types were added to the appendix including Union Files and Building Files.

### **11.7 300-15 Meeting Room Policy**

This policy was updated to reflect the closure of the Korah Branch and the opening of the North Branch.

### **11.8 400-01 Hiring Policy**

Redundant language was removed from all policies.

### **MOTION**

Resolved that the Sault Ste. Marie Public Library Board approve the following updated policies as presented: 100-01 Governance Processes Policy, 200-02 Tangible Capital Assets Policy, 300-05 Membership Policy, 300-06 Social Media Policy, 300-11 Records Management Policy, 300-15 Meeting Room Policy, 400-01 Hiring Policy

Moved: K. Harrison

Seconded: E. Belair

**CARRIED**

## **12. Hiring Committees**

The following Committees were struck:

Business Administrator – M. MacDonald, C. Rumas, F. Ryan

Manager of Community Engagement – M. MacDonald, S. Wigney, A. Gerard

## **13. Board Member Superconference Reports**

13.1 Elspeth Belair – Report Received

13.2 Ashlee Gerard – Report Received

13.3 Wayne Greco – Report Received

13.4 Kevin Harrison – Report to be presented at a future meeting

13.5 Sara McCleary – Did not attend the conference

## **14. Board Development**

### **14.1 OLSN Board Development**

## **15. Return to Closed Session**

The Board did not return to Closed Session

## **16. Report of Closed Session**

### **MOTION**

Resolved that the Ste. Ste. Marie Public Library Board received the report of the Closed Session of February 24, 2020 meeting.

Resolved that Grievance 2019-12-10-03 be denied.

Moved: K. Harrison

Seconded: S. McCleary

**CARRIED**

## **17. New Business**

## **18. Board Meeting**

18.1 Next meeting was scheduled for Monday March 30, 2020

## **18. Adjournment 7:13 p.m.**

### **MOTION:**

The Sault Ste. Marie Public Library Board move to adjourn the February 24, 2020 meeting at 7:13 p.m.

Moved: E. Belair

Seconded: A. Gerard **CARRIED**

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Chairperson, Library Board



## 2020 FRIENDS INCOME

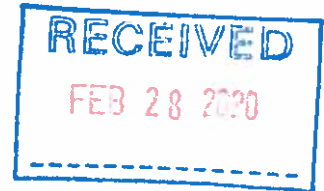
MONTH	BOOKSALE TABLE	FRIENDS BOOKSTORE	ON-LINE SALES	MONTHLY TOTALS
JANUARY	\$ 478.85	\$ 2,758.25		\$ 3,237.10
FEBRUARY	\$ 212.00	\$ 3,148.95	\$ 437.29	\$ 3,798.24
MARCH				\$ -
1st Quarter Totals	\$ 690.85	\$ 5,907.20	\$ 437.29	\$ 7,035.34
APRIL				\$ -
MAY				
JUNE				\$ -
2nd Quarter Totals	\$ -	\$ -	\$ -	\$ -
JULY				\$ -
AUGUST				\$ -
SEPTEMBER				\$ -
3rd Quarter Totals	\$ -	\$ -	\$ -	\$ -
OCTOBER				\$ -
NOVEMBER				\$ -
DECEMBER				\$ -
4th Quarter Totals	\$ -	\$ -	\$ -	\$ -
TOTALS Year To Date	\$ 690.85	\$ 5,907.20	\$ 437.29	\$ 7,035.34
	DATE	LIBRARY	FRIENDS	TOTAL
1st Quarter Totals	JAN-MARCH	\$ 690.85	\$ 5,907.20	\$ 7,035.34
2nd Quarter Totals	APR-JUNE	\$ -	\$ -	\$ -
3rd Quarter Totals	JULY-SEPT	\$ -	\$ -	\$ -
4th Quarter Totals	OCT-DEC	\$ -	\$ -	\$ -
Annual Total				
Seedy Saturday	Feb.29/20		\$ 135.00	
Special Event Totals				
Rotary Sale				\$ -
Grand Total		\$ 7,035.34	\$ 135.00	\$ 7,170.34

OFFICE OF THE MAYOR



CORPORATION OF THE  
CITY OF SAULT STE. MARIE

February 25, 2020



Board of Directors  
Sault Ste. Marie Public Library Board  
50 East Street  
Sault Ste. Marie, ON P6A 3C3

Attention: Elspeth Belair, Board Chair

Board Members:

Please find attached a resolution passed by Sault Ste. Marie City Council at our meeting of February 24<sup>th</sup>, 2020.

While we appreciate that we may not have the jurisdiction to determine your agency's budget, we all need to be mindful of our respective impact on the municipal tax levy. City Council has worked hard to minimize increases to the municipal levy and we do not want to see those efforts defeated by provincial cuts and/or downloads. Taking this year as an example, local and levy boards represented 55.5% of the levy increase (1.89% of 3.31%). Your support and cooperation in this regard is important, respectfully requested and appreciated.

Please let me know if you would like to discuss this matter or attached resolution further. I would be happy to make myself available.

Sincerely,

A handwritten signature in blue ink, appearing to read "Christian C. Provenzano".

Christian C. Provenzano, B.A., LL.B., LL.M

Attachment



## CITY COUNCIL RESOLUTION

**Agenda Number:** 8.2  
**Title:** Levy Board Budgets  
**Date:** Monday, February 24, 2020

---

**Moved by:** Councillor M. Shoemaker  
**Seconded by:** Councillor C. Gardi

Whereas as a result of 2020 budget deliberations, the tax increase for residents was 3.31%; and

Whereas of the 3.31% total tax increase, 1.47% was a result of increases to municipal services and 1.84% was a result of increases to shared municipal and provincial services (levy and local boards); and

Whereas a significant portion of the 1.84% increase (levy and local boards) is a result of provincial budget cuts and downloading or unilateral provincial changes to funding formulas;

Now Therefore Be It Resolved that in future budget years, when provincial decisions would result in an increase to municipal taxes, that outside levy and local boards be requested to bring forward two scenarios, one, their recommended budget, and two, what spending cuts would be necessary in order to accommodate the provincial decisions.

**Carried**

A handwritten signature in black ink, appearing to read "Christian Provenzano".

Tied, Defeated

Defeated

Officially Read and Not  
Dealt With / Postponed

---

Christian Provenzano

Feb 6/2020	\$11,854.08
Feb6/2020	\$51,520.63
Feb 12/2020	\$32,553.51
February 20/2020	\$51,823.61
Feb 20/2020	\$4,348.75
Feb 27/2020	\$31,229.04
Visa Feb/2020	\$4,526.32
	<b>\$187,855.94</b>

Moved by: \_\_\_\_\_

Seconded by: \_\_\_\_\_

That the cheques for the month of February 2020, which include wages and benefits and RBC Visa in the amount of \$187,855.94 be confirmed paid.

Carried/Denied

---

CHAIR - LIBRARY BOARD

March 5/2020	\$52,359.09
March 9/2020	\$10,053.57
March 13/2020	\$20,480.50
March 19/2020	\$51,638.77
March 20/2020	\$18,197.28
	<b>\$152,729.21</b>

Moved by: \_\_\_\_\_  
 Seconded by: \_\_\_\_\_

That the cheques for the month of March, 2020, which include wages and benefits and RBC Visa in the amount of \$152,729.21 be confirmed paid.

Carried/Denied

---

CHAIR - LIBRARY BOARD



# Sault Ste. Marie Public Library

*"One stop....endless possibilities"*

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## AGENDA ITEM: 5.4

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**TO:** LIBRARY BOARD  
**FROM:** MATTHEW MACDONALD, CEO  
**SUBJECT:** INFORMATION ITEMS  
**DATE:** APRIL 20, 2020

---

### 5.4.1 CHAMBER OF COMMERCE AWARD

The Library received the Sault Ste. Marie Chamber of Commerce Award for Leader in Accessibility. M. MacDonald was at the ceremony to accept the award. The Library was further recognized in the Parliament of Canada on March 2, 2020 by MP Terry Sheehan, who congratulated the Library on the award.



#### **5.4.2 CUT TO THE CHASE**

The OLBA Cut to the Chase document has been provided for the Board's information to help guide them in their governance during this difficult time.

#### **5.4.3 VACANT MANAGEMENT POSITIONS**

The hiring committee for the Business Administrator position had conducted interviews and had made an offer of employment. Unfortunately, the committee was unable to negotiate an agreeable salary and vacation package. The process is continuing.

The hiring committee for the Manager of Community Engagement position has not yet met. This process has been delayed due to the COVID-19 crisis. Management will repost the position once the state of emergency has ended.

Respectfully submitted,  
Matthew MacDonald, CEO

# Cut to the Chase

## Ontario public library governance *at-a-glance*



### Definitions

#### A public library board

is a governing board, a legal corporation, with the authority to make policy and to govern the library's affairs under the Public Libraries Act, RSO 1990, c. P.44.

#### Governing

is different from managing. A board doesn't run an organization but ensures that it is properly run.

#### Governance

is the entire framework set by the board to direct the organization, that identifies how a board will conduct business, how power will be divided and delegated and what processes will be set up to achieve accountability.

**Cut to the Chase** is a quick reference guide on public library governance in Ontario and the library board's fundamental responsibilities for achieving effective leadership and sound governance. It serves as the foundation document in **OLBA's Leadership by Design** – a primary resource for library trustees to find the information and make the connections they need to strengthen their capacity as key decision-makers in their communities.

[www.accessola.com/olba/LBD](http://www.accessola.com/olba/LBD)

### Ten principles guiding effective library governance

- Build a solid governance framework that includes by-laws, policy and an achievable plan that is based on why you exist: your mission.
- When you've built it, make sure it works and keep it in shape.
- Know who you are there to represent and how to connect with them.
- Make good decisions on their behalf.
- Know what it is that you need to achieve.
- Assess what you have accomplished and report progress regularly.
- Know what information you need and where and how to get it in order to manage risk.
- Know who you need on the board and who you need to run the library.
- Know where and how to get the resources you need.
- Remember, you are not there to manage – you are there to govern.

### The Board's authority

#### 3 Major Responsibilities

1. A board's duty is to provide comprehensive and efficient public library service that reflects its community's unique needs.
2. A board must submit budget estimates to municipal council and participate in the municipality's annual audit that includes boards.
3. To receive its annual grants from the Government of Ontario, a board is required to submit statistics and financial information along with a completed public library operating and pay equity grants application form to the province each year.

The Public Libraries Act, RSO 1990, c. P.44 governs the operation of public libraries in Ontario and is specific legislation that can override certain sections of other more general acts such as the Municipal Act.

A library board is an independent body and cannot become a committee of council without legislation being passed that enables this.

### Membership

- Members are appointed by municipal council according to rules set out in the Act.
- Minimum size for a library board is five members.
- The number of municipal councillors on a library board may not exceed one less than the majority; a county board may have a bare majority of councillors.
- Library or municipal employees may not be board members.

### Municipal integration

Ontario public libraries enjoy varying levels of integration with their municipalities. One library may operate with separate financial policies and processes, while another may simply adopt its municipality's policies. Many boards have forged closer ties with their municipality to maximize their effectiveness and to collaborate in achieving common goals. While the library board is an independent body and responsible for directing the disbursement of library funds, it can be advantageous to align agendas and streamline business processes with its municipality. Both the library and the municipality serve the same public and address issues common to both bodies.

### Fiduciary duty

As a member of a library board, your fiduciary duty is to act honestly and in good faith and in the best interests of the library. This means that the interests of the library take precedence over your personal interests or those of any other group with which you are associated.

### Meeting requirements

The Public Libraries Act, RSO 1990, c. P.44:

- Board shall hold regular meetings once a month for at least 10 months each year and at such other times as it considers necessary.
- Meetings are open to the public.
- Majority of members must be present.
- Chair may vote with other members.
- Tie vote is deemed to be negative.



## Power to oversee the library's finances

Financial oversight involves:

- Understanding the implications of a budget and a financial report;
- Recognizing if the allocation of monies aligns with board priorities;
- Ensuring that financial policies are in place to control receiving, processing and disbursing money, to ensure fiscally-sound budgeting, to comply with current municipal legislation with respect to purchasing and hiring, to manage risks, and to limit liability to the library and the board.

Financial oversight does not mean...

- Simply approving a budget or financial report;
- Approving a cheque register;
- Challenging a miniscule amount on a budget line.

## Power to make policy

Policies provide the necessary framework for all of the operations and priorities of the library and allow for a smooth transition from old to new boards. Library policies include:

- Advocacy
- Children's services
- Circulation
- Collection development
- Community information
- Customer service
- Facilities use
- Internet use
- Personnel and hiring\*
- Purchasing\*
- Volunteers
- Youth Services

Policies must be framed within the limitations set out in government legislation and regulations. \* Required under the Municipal Act.

# The Public Library Board and the Chief Executive

LEGAL ISSUES	Board Responsibilities	CEO Responsibilities
Existing local and provincial laws	Knows local and provincial laws	Knows local and provincial laws
New legislation affecting libraries	Responds to new legislation	Responds to new legislation
Library records	Ensures records are kept and protected in compliance with privacy legislation  Approves annual reports for Government of Ontario	Keeps complete and accurate records re finance, personnel, inventory, insurance, annual statistics, membership  Prepares, submits annual reports to Government of Ontario
Accountability	Municipal/County council and Government of Ontario	Board
Board meetings	Attends/participates in all  Appoints a board Secretary	Attends/participates in all  If the CEO is the Secretary, records and maintains minutes of all meetings  Reports regularly on all areas of responsibility
COMMUNITY DEVELOPMENT	Board Responsibilities	CEO Responsibilities
Understanding the community	Understands local issues, the implication of community demographics and the contributions of community groups Identifies community needs and concerns	Understands local issues, the implication of community demographics and the contributions of community groups Identifies community needs and concerns
Community relationship-building	Builds a strong and communicative relationship with municipal council  Maintains a dialogue with the community Is aware of the municipal planning context Develops strategic partnerships with community groups and leaders Demonstrates accountability to the community	Builds solid relationships with municipal staff Promotes library services in the community Forges relationships with community groups and leaders
Library's role in the community	Establishes the library as an essential community service Builds community pride in the library Advocates library's role in the community	Establishes the library as an essential community service Builds community pride in the library Advocates library's role in the community
POLICY DEVELOPMENT	Board Responsibilities	CEO Responsibilities
Library policy	Analyzes CEO policy recommendations Debates policy issues and implications Approves policy Reviews and revises policies as necessary	Recommends policies Advises board on policy development framework and format Provides information sources and policy examples Establishes procedures for implementing policies Interprets policies and procedures to library staff and public Maintains policy manual and ensures its accessibility
PLANNING	Board Responsibilities	CEO Responsibilities
Community needs for library service	Assesses needs	Assists board to assess and understand needs Carries out a formal assessment as necessary
Mission and overall direction	Defines mission and overall direction	Analyzes library strengths and weaknesses
Library goals and objectives	Develops and approves	Advises board and facilitates in development
Plan for meeting goals and objectives	Approves plan	Recommends programs, services and activities Formulates plan Administers library in accordance with plan
Monitoring and evaluation	Evaluates library performance annually or more often if appropriate Revises plan accordingly	Provides necessary data to demonstrate progress Participates in ongoing evaluation Adjusts plan accordingly

## Power to set fees

The Public Libraries Act, RSO 1990, c. P.44, sec.23 (1-3) ALLOWS a board to charge for:

- use of parts of the library building not being used for library purposes;
- library services for non-residents;
- some services not outlined in Regulations.

A board is NOT permitted to charge for:

- admission to the library;
- using library materials in the library;
- reserving or borrowing circulating materials specified in Regulations.

## Power to hire the CEO

The Public Libraries Act, RSO 1990, c. P. 44 gives a library board the sole right to hire the library's chief executive officer.

## Conflict of Interest

A library board member must disclose any direct, indirect or deemed pecuniary interest prior to consideration of any matter. Once the interest is disclosed, the member is prohibited from participating in the decision-making process.

## Standard of care

A library board member is required to carry out his or her duties with the same care and attention that would reasonably be expected from someone of his or her knowledge or experience.

# Officer: Who Does What?

FINANCE	Board Responsibilities	CEO Responsibilities
Annual budget	Analyzes preliminary budget and proposes necessary changes Officially adopts budget	Consults with municipal staff and advises board on municipal budget policy requirements and procedures  Prepares preliminary budget in conjunction with board based on present and anticipated needs and board's plan
Budget presentation to Council	Presents budget to council in accordance with municipal budget policy and procedures	Participates in budget presentation, supplying facts and figures, analysis and comments as requested
Sustainable resources	Determines revenue sources in relation to special project needs and/or funding gaps	Identifies options for generating additional revenue to support special project needs and/or funding gaps
Financial control measures	Appoints a board Treasurer  Secures its own bank account and directs the disbursement of library funds  Ensures safe financial control measures are in place to expend budget with due diligence and in accordance with board policies	If the CEO is Treasurer, oversees all accounting functions and prepares regular financial statements  Monitors the budget  Identifies and addresses problems as they arise
PERSONNEL	Board Responsibilities	CEO Responsibilities
CEO selection	Hires CEO	
Board-CEO relationship	Builds a strong relationship that recognizes board authority and respects CEO expertise  Delegates to the CEO the authority for the organization and operation of the library and its staff	Builds a strong relationship that recognizes board authority and respects CEO expertise
Staff selection		Hires and directs all staff, adhering to board policies. May seek board input on senior staff selection
Employee performance appraisal	Evaluates CEO performance annually	Ensures that annual performance appraisals are conducted on all staff
Salary scales and union contracts	Approves	Negotiates salary and working conditions for staff including union contracts as applicable
Grievances	Ensures that appropriate steps are in place to handle any grievances that have not been satisfactorily resolved by the library's grievance procedures	Handles all grievances and keeps the board informed
CEO succession management	Ensures that there is provision for succession management	Contributes input to succession management
GOVERNANCE PROCESS	Board Responsibilities	CEO Responsibilities
Board orientation and development	Board chair supports and participates in planning and delivery Board members engage and participate	Supports and facilitates planning and delivery
Board performance	Evaluates regularly Individual board members conduct annual self-appraisal	Contributes input to evaluation process
Succession planning	Identifies the skills and competencies necessary for the incoming board to meet new term challenges	Liaises with municipal staff on board appointments with input from outgoing board
Legacy planning	Summarizes highlights, successes and challenges of the term to provide the incoming board with a framework for moving forward	Provides input and support to the board for developing a legacy plan

## Legislation to consult

The Public Libraries Act, RSO 1990, c. P.44  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90p44\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p44_e.htm)  
 The Municipal Act, 2001, SO 2001, c. 25  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_01m25\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_01m25_e.htm)  
 The Municipal Conflict of Interest Act, RSO 1990, c. M.50  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90m50\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m50_e.htm)  
 The Municipal Freedom of Information and Protection of Privacy Act, RSO 1990, c. M.56  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90m56\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm)  
 Accessibility for Ontarians with Disabilities Act  
[http://www.e-laws.gov.on.ca/html/source/regs/english/2011/elaws\\_src\\_regs\\_r11191\\_e.htm](http://www.e-laws.gov.on.ca/html/source/regs/english/2011/elaws_src_regs_r11191_e.htm)  
 For full listing of provincial and federal legislation affecting public libraries in Ontario . . . <http://www.library.on.ca/links/clearinghouse/legislation/index.htm>

## Leadership

**The stakeholders of today's libraries expect strong leadership. Modern governance must reach beyond budget oversight and a regular strategic planning exercise. A library board must embrace new ideas, probe its basic values and raison d'être and forge relationships to generate a comprehensive and efficient service that reflects its community's unique needs.**

## To be an effective board member...

1. Know your job.
2. Be open to continuous learning.
3. Recognize that only the board has the authority to act on behalf of the library; individual board members have no authority to act on their own.
4. Share in the responsibility for the effective functioning of the board by ensuring full discussion of issues and making reasoned decisions.
5. Build your knowledge and understanding of the broader library community.

# Your Board's Path to Library Leadership by Design

Each column highlights the fundamental responsibilities in achieving effective leadership and sound library governance. Below each responsibility are the component tasks. Use this chart to find the resources your board needs in OLBA's **"Leadership by Design – One Place to Look"** database.

**[www.accessola.com/olba/oneplacetolook](http://www.accessola.com/olba/oneplacetolook)**

BOARD ORGANIZATION	BOARD PERFORMANCE	PLANNING	LIBRARY MANAGEMENT	STEWARDSHIP	COMMUNITY DEVELOPMENT	ACCOUNTABILITY
Size	Duties and responsibilities	Mission, vision and values	CEO selection	Legislative compliance	Reciprocal dialogue with community members	Conflict of interest disclosure
Composition	Orientation and smooth transition from old to new	Community needs assessment	Board-CEO relationship	Commitment to library principles and intellectual freedom	Board-council relationship	Transparency
By-laws	Board development	Strategic direction	Defined board-CEO roles and responsibilities	Board commitment	Participation in community-wide planning processes	Response to changing needs based on sound evidence
Succession management	Performance assessment	Annual budget	Delegation of authority	Sound policy framework	Advocacy	Performance measures
Committee structure	Code of conduct Boardroom decorum Confidentiality Decision-making process Conflict resolution Speaking with one voice	Securing resources	CEO performance appraisal	Risk management Asset protection Liability Financial Health and safety Information privacy	Demonstration of the library's value to the community	Annual report
	Effective meetings	Monitoring and evaluation	CEO succession	Monitoring policy compliance	Connections with broader library community	
	Effective chairmanship					



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# Sault Ste. Marie Public Library

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AGENDA ITEM: 8

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**TO:** LIBRARY BOARD  
**FROM:** MATTHEW MACDONALD, CEO  
**SUBJECT:** BUSINESS CONTINUITY  
**DATE:** APRIL 20, 2020

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## **PURPOSE**

To update the Board and have discussions regarding the ongoing operations of the Library during the Covid-19 pandemic.

### **8.1 COVID-19 LIBRARY CLOSURES**

As news of COVID-19 spread, the Library took early actions by canceling programming and room rentals. After much consideration, the Board Chair and CEO decided to enact 300-12 Emergency Closing Policy and had planned to close the Library at 5:00 PM Tuesday March 17, 2020. That day, just prior to opening, Premier Doug Ford declared a state of emergency and ordered all public libraries, among other institutions, to close. The Sault Ste. Marie Public Library closed to the public one day earlier than expected.

Following the closure, staff remained at work until Friday March 20, 2020 to close down the branches and to prepare to work from home. Staff were then given assignments and learning opportunities which were to be completed at home. Staff were once again permitted limited access to the buildings after the Easter long weekend, mostly to gather additional documents and files they require for working at home.

The Library buildings remain closed until the current state of emergency has ended. Focus has shifted to virtual Library services.

## **8.2 BUSINESS CONTINUITY PLAN**

In April 2013, the Library Board approved 300-10 Business Continuity Plan Policy which stated that the Library CEO was to create a Business Continuity Plan (BCP) which contains appropriate operational policies, guidelines, measures and procedures to safeguard the health, safety and welfare of staff, volunteers and patrons and to protect property within the Library facilities when an emergency occurs which threatens continuity in business operations. This plan was to be reviewed annually by the Library Board.

At the onset of the Pandemic Crisis in Canada, M. MacDonald, attempted to find the Library's BCP but could find no evidence that one had been created. In the absence of a preexisting document, M. MacDonald has created a Business Continuity Plan.

### **MOTION**

Be it resolved that the Sault Ste. Marie Public Library Board of Directors approve the Business Continuity Plan as presented/amended.

Move By:

Seconded By:

## **8.3 ONGOING OPERATIONS**

Though the Library locations are closed there are still a number of operations that continue which include but is not limited to collection development, cataloguing, limited circulation duties (registering new accounts), online lending services, virtual programming, accessioning archives, information sharing through social media, and administrative work. Staff have also begun some preliminary work of strategic planning and are diligently working to provide new virtual programming and online reader's advisory.

Due to the limitations of providing meaningful work that staff can do from home, Part-Time staff have been put on Declared Emergency Leave (DEL) and have been issued Records of Employment. Management continues to keep the Full-time staff occupied with work and learning opportunities which can be done from home.

## **8.4 RECOVERY**

The Library is still mandated by the Ontario government to remain closed to the public. It is anticipated that as businesses and organizations begin to reopen there will be certain operational limitations the Library will have to follow. Prior to reopening, the Library may also need to make adjustments to its procedures especially around the handling of returned items. There may be some expenses related to Protective Personal Equipment (PPE) and enhancements to the public service desks to provide greater health security to Library staff.

Priority will be to reestablish lending services, followed by computer services and programming. All facilities have been thoroughly sanitized and are ready for reoccupation. Part-time staff will be recalled to work once the Library reopens to the public.

Respectfully submitted,  
Matthew MacDonald, CEO



## BUSINESS CONTINUITY PLAN

### PURPOSE OF THE PLAN

The Business Continuity Plan (BCP) provides guidelines to aid in the continuing operation of some or all of the Library's functions should a major emergency occur. In the event of an emergency situation or disruption of Library operations which interferes with the Library Board's ability to conduct business from one, or all of its locations, this plan is to be used to coordinate the Library's business recovery.

The plan is designed to contain, or provide reference to, all of the information that might be needed at the time of a business recovery. It shall ensure that all library personnel, patrons, assets and facilities are safeguarded during an emergency or disruption to library operations, and provide guidelines to direct continuity of critical business processes and crucial data systems.

### DEFINITIONS

**Business continuity** - the uninterrupted availability of all key resources supporting essential business functions.

**Business Continuity Plan or BCP** - a collection of procedures and information that directs decisions and actions in the event of a business interruption, emergency or disaster, and supports an orderly return to business operations.

**Risk mitigation** - includes actions taken to eliminate or reduce the degree of risk to human resources, capital assets, and technology systems.

**Preparedness** - the actions taken in advance of an emergency to develop operational capacities and facilitate an effective response in the event an emergency occurs.

**Response** - the actions taken immediately before, during, or directly after an emergency occurs, to minimize damage, reduce risk to lives and enhance the effectiveness and speed of recovery.

**Recovery and evaluation** - activities initiated to return vital systems to minimum operating standards and long-term activity designed to return functionality to normal or improved levels. Evaluation includes actions taken to debrief the response and identify improvements that could be made to processes or systems.

## SCOPE

It is important to ensure that core business activities of the Library can be maintained for several weeks or months with limited staff and resources due to a pandemic, natural disaster, civil unrest, or other type of emergency.

The BCP applies to all situations where Library assets, facilities, personnel, services, and patrons using the Library are affected because of a business interruption. The BCP deals with the four distinct phases of integrated emergency management: risk mitigation, preparedness, response, and recovery.

## RESPONSIBILITIES

*The Board of Directors is responsible for:*

1. Reviewing the BCP annually.

*The CEO is responsible for:*

1. Ensuring the BCP is updated, as applicable, including all appendices to the plan.
2. Coordinating changes and communicating to the Management team when certain changes require them to update their plans.
3. Actively engaging in risk mitigation.
4. Responding promptly during emergencies, activating the BCP.
5. Notifying the media of the impact of the emergency to Library services.
5. Engaging in recovery processes to return the Library to ordinary operations.
6. Evaluating the effectiveness of the BCP once activated and post recovery.

*The Management Team is responsible for:*

1. Ensuring the workability of the BCP.
2. Ensuring that staff are sufficiently aware of the plan's details.
3. Supporting the CEO in the application of the BCP.
4. Keeping staff informed during the application of the BCP.
5. Ensuring that the Library website and Social Media is updated regularly once the BCP is activated.
6. Evaluating the various processes of the BCP once activated and post recovery.

## ACTIVATION OF THE BUSINESS CONTINUITY PLAN

During an emergency, the BCP will be activated jointly by the CEO and the Board Chair or Vice Chair who will subsequently advise the Board of Directors accordingly.

If the CEO is not available, becomes incapacitated, or dies, a minimum of two (2) Managers with the Board Chair or Vice Chair may activate the plan.

## OBJECTIVES OF BUSINESS CONTINUITY PLAN

The following criteria must be considered in the event of an emergency:

- 1) Employee Protection Measures
- 2) Library Core Services to the Public
- 3) Essential Services to Employees
- 4) Recovery

### **1. EMPLOYEE PROTECTION MEASURES**

The Library is committed to the health and safety of its employees, and will endeavour to take every step necessary to ensure this commitment is upheld. Depending on the circumstances and severity of the emergency, in addition to mandates communicated by Algoma Public Health, Police Services, and/or various levels of government, the



Library will uphold its responsibility, legislatively and humanely, to provide employees with a safe and healthy environment during a pandemic, civil unrest and/or disaster.

Staff members should ensure that they are familiar with the Leave Entitlements as set out in their respective Collective Agreements.

## PROTECTION MEASURES

Other protection measures may include but are not limited to:

- a) the provision of PPE (Personal Protective Equipment) items such as hand sanitizer, use of gloves, eye protection, and/or facemasks
- b) review and adjustments to Individual Accommodation Plans (IAPs)
- c) the reduction or cancelling of programs that involve groups of people
- d) the suspension of certain library services
- e) staff being instructed to use telephones, conference calls and the Internet to conduct business whenever possible rather than direct contact with other staff or members of the public
- f) staff who are ill being restricted from returning to work until deemed healthy with medical clearance from a medical practitioner to ensure the worker is healthy and poses no health risk other staff
- g) staff working from home
- h) closures or reduction of hours

## STAFF RESPONSIBILITY

Staff who become symptomatic or injured during an emergency situation should immediately seek medical assistance and notify their supervisor.

## LAYOFFS

Please note that should the Library have an extended closure, the applicable Layoff Language in each Collective Agreement may be engaged. Staff will be recalled to work as outlined in the Collective Agreements.

## EMERGENCY SHELTER

In the event of an emergency and it is unsafe for staff to leave work, a Library Branch may act as an emergency shelter for staff. Branches declared as an emergency shelter by the CEO and Board Chair, or their designates, shall be locked and closed to the public.

## 2. LIBRARY CORE SERVICES TO THE PUBLIC

During an emergency the Library must follow directives from local health organizations, police services and the government to ensure the safety of employees and the general public, which may mean cancelling programs or closing branches. The following is a general outline of the core services, what may be cancelled, and by whom the decisions will be made.

### BRANCHES AND PROGRAMS

In the event of a city-wide or province-wide Public Health Emergency, defined by the Health Protection Act as 'an imminent and serious threat to the public health that is posed by a dangerous disease or health hazard', the Library will cancel all programming.

Branches may have to operate with reduced hours or be closed. A branch may also be closed due to damage to the facility resulting from a natural disaster. Closures will be undertaken after consultation with the Board Chair or, if unavailable, the Vice Chair as per 300-12 Emergency Closing Policy.

Every effort will be made to keep libraries open. Staff may be redeployed to another location or be asked to work from home due to closures or staff illness. Location closures will be considered when there is inadequate numbers of staff available to work, closure in the interest of public health, or if it is unsafe to work at the branch due to damages to the facility.

When a Library branch is damaged or destroyed due to fire, flooding and/or some other cause, the Library Board, with the assistance of the CEO and Management team, shall investigate temporary branch options in such places as shopping centres, office spaces and other appropriate locations. If feasible, a temporary library branch will be created until the former is restored/rebuilt.

If staffing shortages necessitates a closure, the priority is to keep the James L. McIntyre Centennial Library open.

If a health authority such as Algoma Public Health or government directs to close the Library, and if permitted by the order, staff may still be required to report to work and will be assigned tasks to be completed while the library remains closed to the public.

## FINES

The Library will be flexible about fines and overdue items if items cannot be returned due to illness or natural disaster.

Fines will not be incurred while the Library is closed due to an emergency.

## VISITING LIBRARY SERVICE

Visiting Library Services may be temporarily suspended.

## HOLDS

It is possible that holds for items may not be filled should there be a general break down of services. When regular hours and services resume every effort will be made to process holds and requests in a timely a manner.

## INTER LIBRARY LOANS (ILL)

ILLs may be suspended due to service disruption.

## ROOM RENTALS

Room rentals may be suspended due to service disruption. Full refunds will be issued to renters.

## NOTIFICATION

The CEO is responsible for the suspension and reinstatement of the above mentioned services. The CEO will notify the Board of Directors and media about the impact of the emergency to Library services and will ensure that notices are posted at the entrances of each location, on the Library's website, and on the Library's social media sites.

### **3. ESSENTIAL SERVICES TO EMPLOYEES**

Two essential services have been identified as critical to Library employees which are:

#### **PAYROLL**

Payroll is identified as essential to the Library. During an emergency, the Library is responsible for continuing to pay employees.

The Responsibility of this task lies with the CEO & Business Administrator.

## SYSTEMS ADMINISTRATION

Systems Administration is identified as essential to the Library because during an emergency, the Library must have a means of communication, which systems administration provides. The Library's website and online resources are also key services which can be provided to the community while library locations are closed.

The responsibility for this task lies with the CEO & Manager of Digital Literacy

Staff have the ability access their work email remotely. It is their responsibility to ensure that they are familiar with accessing their work email remotely and to check it regularly during emergency situations.

Employee's home phone number and/or cell phone number is available to each Manager through its online scheduling software Peoplewhere. It is the responsibility of each employee to ensure that the Library has up-to date contact information. Each staff person should have contact information for their immediate manager or supervisor.

## WEBSITE

Should libraries need to close, the Library's website will be an essential communication tool to both employees and the public. Staff responsible for updating the website, may be required to work remotely if necessary. Laptops may be provided for this purpose.

Responsibility for updating the library website lies with the Manager of Digital Literacy or designate.

## SOCIAL MEDIA

Should libraries need to close, Social Media will also be an essential communication tool to the public. Staff responsible for updating the Library's Social Media, may be required to work remotely.

Responsibility for updating the Library's Social Media lies with the Manager of Community Engagement or designate.

#### **4. RECOVERY**

As the emergency abates, it will be important to get Library employees back to work and reestablish Library services.

##### **FACILITIES**

All affected facilities should be thoroughly cleaned before reopening. In the event of a natural disaster, any repairs that are needed should be done as quickly as possible when safe to do so.

The CEO will contact the City Legal Department if an insurance claim needs to be made.

Facilities may reopen fully or in part, and staff may return to work, only when it is confirmed safe to do so. A building inspection may be required prior to reoccupation.

##### **EMPLOYEES**

Employees will be recalled to work as soon as possible and in accordance with the Collective Agreements. Employees may be required to report to work prior to the Library being reopened to the public to assist in service recovery.

Recall is the responsibility of the CEO.

Any overtime related to the recovery process must be approved by the CEO.

##### **SERVICES**

Lending services and public computer access are of the highest priority when reestablishing Library services. Other services such as programming, Visiting Library Service, and ILLs are secondary but should be reestablished as soon as possible.

In the event that Collections are damaged or destroyed during an emergency, additional library staff may be reassigned to assist the Collections Librarian and Technical Services staff in disposing and rebuilding those lost collections.

The CEO will keep the Board of Directors apprised of the Library's recovery efforts and notify the media when services are restored.

## RELATED DOCUMENTS

300-10 Business Continuity Plan Policy  
300-12 Emergency Closing Policy  
Sault Ste. Marie Public Library Emergency Manual

## DOCUMENT CONTROL

**Revised:** N/A

**Approved:** (Date)

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Board Chair

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Chief Executive Officer



# Sault Ste. Marie Public Library

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AGENDA ITEM: 9

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**TO:** LIBRARY BOARD  
**FROM:** MATTHEW MACDONALD, CEO  
**SUBJECT:** FACILITIES  
**DATE:** APRIL 20, 2020

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## **PURPOSE**

To update the Board on facility improvements at the James L. McIntyre Centennial Library.

### **9.1 AHU PROJECT**

The AHU project is proceeding on schedule. Construction has continued during the pandemic as the air handling unit is considered essential to the Library's operation. AHU2, which is in the penthouse is expected to come under budget. Portions of the Contingency Allowance has been used for asbestos abatement and to replace the lighting in the penthouse. The remainder of the Contingency allowance along with the additional funding from the City Assessment Management Fund approved by Council will be used to replace AHU 3, located in the lower lobby. AHU 3 was removed from the original scope of the project as it was thought it would put the project over budget.

### **9.2 SUMP PUMP PROJECT**

The lower lobby mechanical room where AHU 3 is located in an area prone to flooding. With the upcoming replacement of AHU, it was prudent to investigate the flooding and find solutions. After their investigations, S&T has identified that the sump pump, elevator sump pump, and elevator shaft, needs to be thoroughly cleaned, and a filter installed in the receiving area catch basin to filter out large debris. In addition, the elevator sump pump is reaching its end of life and needs to be replaced. These projects will be completed over the next couple of months.

Respectfully submitted,  
Matthew MacDonald, CEO



# Sault Ste. Marie Public Library

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AGENDA ITEM: 10

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**TO:** LIBRARY BOARD  
**FROM:** MATTHEW MACDONALD, CEO  
**SUBJECT:** 2020 BOARD MEETING SCHEDULE  
**DATE:** APRIL 20, 2020

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## **PURPOSE**

To have the Board set the schedule of its meetings or the remainder of the year.

## **PROPOSED MEETING DATES**

May 19, 2020

June 15, 2020

July 20, 2020

September 21, 2020

October 19, 2020 – followed by Volunteer Reception

November 16, 2020

## **A NOTE ABOUT RECOMMENDED DATES**

The May 19, 2020 date is on a Tuesday while all others are Monday nights. The reason this date is being recommended is that May 18<sup>th</sup> is a public holiday and the Mondays proceeding and following it are nights when City Council meet.

A July meeting date was proposed to make up for the March 2020 meeting that was canceled due to the Covid-19 pandemic.



**A NOTE ABOUT RECOMMENDED DATES (CONTINUED)**

A December 2020 meeting was not proposed as it would have fallen on December 21, 2020, a time when many staff have scheduled vacation.

If a second summer meeting is deemed necessary, Monday August 17<sup>th</sup> would be the ideal date.

None of the dates proposed conflict with when City Council is scheduled to meet.

Respectfully submitted,  
Matthew MacDonald, CEO



# Sault Ste. Marie Public Library

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## AGENDA ITEM: 11

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**TO:** LIBRARY BOARD  
**FROM:** MATTHEW MACDONALD, CEO  
**SUBJECT:** STRATEGIC PLANNING  
**DATE:** APRIL 20, 2020

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### **PURPOSE**

To inform the Board of the progress being made on its next strategic plan.

### **STAFF INPUT**

To provide staff with more opportunities to do meaningful work from home, CEO, M. MacDonald has created a survey to give staff the opportunity to provide insight and input into the next strategic plan. There are sixty-six questions in total, organized in the following categories:

- General
- People
- Community
- Services (formerly Product in the previous strategic plan)
- Environments
- Financial Management

Full-time are required to complete the survey while working from home. When Part-time staff return to work they will also be required to fill out the survey. Once the survey is completed by both groups its results will be shared with the Board.

### **NEXT STEPS**

Similar surveys will be created for the Board, volunteers, Library partners, and the public. These will be used as the base for the next strategic plan, helping the Board discover the community's needs and how library services might fulfill some of those needs.

Respectfully submitted,  
Matthew MacDonald, CEO