

OAKVILLE PUBLIC LIBRARY BOARD

MINUTES

THURSDAY, MARCH 23, 2017

**TRAFALGAR ROOM
OAKVILLE MUNICIPAL BUILDING
1225 TRAFALGAR ROAD, OAKVILLE**

A meeting of the Oakville Public Library Board was held on Thursday, March 23, 2017, in the Trafalgar Room of the Oakville Municipal Building, commencing at 7:00 p.m.

Present: Councillor Jeff Knoll, Chair
Steven Bright, Vice-Chair
Councillor Marc Grant (*Left at 9:38 p.m.*)
Mark Bettiol
Pankaj Sardana

Also Present: Joan Sweeney Marsh (Special Advisor) (*Left at 8:03 p.m.*)
Steve Langlois, Principal Planner, Monteith Brown Planning
Consultants

Staff: Lynn Horlor, Chief Executive Officer (OPL)
Colleen Bell, Commissioner of Community Services
Gord Lalonde, Commissioner of Corporate Services and Treasurer
Tara Wong, Director of Collections and Technologies (OPL)
Lila Saab, Branch Manager, West Oakville (OPL)
Jill Marcovecchio, Council and Committee Coordinator

The items in these minutes are not necessarily in the order discussed.

Call to Order

Councillor Knoll, Chair, called the meeting to order at 7:00 p.m.

Regrets

There were no regrets.

Declarations of Pecuniary Interest

No declarations of pecuniary interest were declared.

Confirmation of Minutes of the Previous Regular Meeting of the Board

Minutes of the Regular Meeting of the Board, **FEBRUARY 23, 2017**

Moved by Councillor Grant

Seconded by Pankaj Sardana

That the minutes of the regular meeting of the Oakville Public Library Board, dated February 23 2017, be approved.

CARRIED

CONSENT ITEM(S)

1. **Status of Outstanding Board Reports**

- **Report from Acting CEO of the Oakville Public Library, February 16, 2017**

2. **Monthly Health and Safety Report for February 2017**

- **Report from Manager of Human Resources, March 15, 2017**

3. **2017 Board Key Agenda Items**

- **Report from Acting CEO of the Oakville Public Library, January 14, 2017**

Moved by Mark Bettioli

Seconded by Councillor Grant

That the consent items be received.

CARRIED

DISCUSSION ITEM(S)

4. **Oakville Parks, Recreation, Culture, Library Master Plan**
- **Report from Steve Langlois, Principal Planner, Monteith
Brown Planning Consultants**

Lynn Horlor, CEO, provided introductory remarks regarding the five year review and update of the town's 2012 Parks, Recreation and Library Facilities Master Plan. The CEO advised that the master plan was being brought forward to the board for comment and to support the recommendations as it relates to library facilities. The recommendations in the master plan will go forward in a report to Council for consideration.

The CEO introduced Steve Langlois, Principal Planner from Monteith Brown Planning Consultants, the town's consultant for the master plan.

Steve Langlois reported on the five year review of the master plan as provided in the PowerPoint presentation. Mr. Langlois advised that the master plan is a draft, and that the library's strategic plan has been monitored. The master plan will go forward to Council in May 2017 instead of April 2017 due to timing. The consultant highlighted the study overview in terms of purpose and organization, master plan inputs, and notable trends. He indicated that there was no direct public engagement although there has been other input on the master plan. The consultant reviewed the strategic framework, including the vision, values, and goals. Mr. Langlois provided information regarding library planning, library development strategy for projects and timing, population density, and community centres.

Discussion ensued regarding library facilities and services for the master plan.

The consultant responded to a question, advising that there was no real acronym for the master plan, and that he would follow up with Commissioner Bell on determining an acronym.

The consultant responded to further questions regarding stabilization of youth sport participation, aging population, and growth in North Oakville. The consultant advised that the 2006 and 2012 master plans applied a target of 0.58 square feet/capita, and that this continues to be supported. He provided comments regarding service level which is based on population, growth and development charges, the need to find the appropriate target for Oakville that is responsive to the community, and customers go to the library for space and service. The consultant further advised of options for temporary interim measures for libraries, and expanding alternative library models.

Staff responded to questions regarding the master plan.

The board provided the following comments regarding library facilities and services for the master plan for consideration:

- review stabilization of sport participation, such as cricket and other clubs as these clubs are not losing members;
- review the forecasted population growth figures for library space;
- provide statistics that support an aging population, and review the term aging population;
- consider the residents in North Oakville and build out for population;
- consider how the benchmark of square feet/capita is determined;
- look at comparators for library space;
- where Oakville stands in Halton Region in terms of library planning;
- consider what happens to a library in a community that is below the benchmark for square footage;
- use the footprint in a more efficient way;
- is the target of 0.58 square feet/capita the right metric or should it be another number going forward in terms of library space?
- the impact of library space on the community and serving customers as space is limited and technology is changing;
- the way square footage and space is used matters as the library is seen to be going in a new direction;
- library uses in retail plazas;
- built up areas and walking distance in the community (Palermo and Sixteen Mile Creek Community Centre are not the same);
- provide library service for Palermo with a school house and maintain historical significance;
- what about a library for uptown Oakville?;
- the need for a Bronte library branch, and it is not a priority at this time; and
- continue to explore ways to expand the Queen Elizabeth Park Community and Cultural Centre (QEPCCC) library services (the existing incubator model) for the Bronte area.

The Chair asked that the board make a recommendation for Council consideration, serving an entire generation in the community from single digit to college and beyond, and providing service delivery for all ages.

RECESS

The meeting recessed at 8:13 p.m. and reconvened at 8:33 p.m.

Moved by Councillor Grant

Seconded by Mark Bettiol

That the recommendations associated with library facilities and services within the Parks, Recreation and Library Facilities Master Plan, be endorsed and provided to Council, subject to the following:

- a) **that staff continue to explore ways to expand the Queen Elizabeth Park Community and Cultural Centre (QEPCCC) library services for the Bronte area, as the development of a stand-alone library branch in Bronte is not a priority at this time; and**
- b) **that staff review an interim solution for library branches in the Sixteen Mile area and Palermo, which is community based, and develop permanent branches prior to 2020.**

CARRIED

**5. Oakville Library Strategic Plan (2016-2019)
- Report from Acting CEO of Oakville Public Library**

Lynn Horlor, CEO, reported on the strategic plan for 2016-2019 as provided in the PowerPoint presentation. The CEO advised that it is the first draft of the strategic plan for final review by the board before communication to the public. She indicated that the strategic plan has been considered a number of times by the board, and the board approved the vision, mission, values, goals and challenges. The CEO asked that the members provide any changes regarding the strategic plan to her. She advised that each goal has been broken down into 3 to 5 objectives, and each objective will have action plans. Staff are working on completing the pictures, and the action plans that relate to the objectives will be brought forward for approval at the April 27, 2017 board meeting. Staff will report back to the board on a monthly basis regarding the action plans, which will serve as a tracking device for board updates.

Discussion ensued and staff responded to questions regarding the goals, objectives, challenges, and pictures for the strategic plan.

The board provided the following revisions to the strategic plan:

- recognize the board members by listing their names and including photos (headshots) of them as part of the message from the board;
- review the wording of the objectives to be more succinct and outcome related for what the board is to accomplish;
- review the objectives in terms of what is to be achieved, as some of objectives sound more like a project plan versus what is to be achieved, and develop stronger goals that are more on target;

- review the number of objectives as there are a lot of them;
- use graphics to link the challenges and goals with pictures (i.e., library information technology);
- check the format of the goals for any duplication;
- check the language to ensure the consistency of wording in the document;
- change the word “purposely” to “purposefully” in the title of the first strategic direction on page 12;
- add pictures of Canadian authors;
- provide more diversity in the pictures; and
- review the quality, content, and number of pictures (i.e., books and digital).

The CEO advised that Sabrina Silveira, Marketing and Communications Officer, will contact the members to send their photos to her.

The Chair asked that staff make edits, and that the members review the strategic plan and provide their comments to staff to incorporate into another draft plan. Staff will report back to the board with a revised draft for consideration.

Moved by Pankaj Sardana

Seconded by Mark Bettiol

1. **That the Oakville Public Library Strategic Plan be received; and**
2. **That the Oakville Public Library Strategic Plan be deferred to a future board meeting for staff to incorporate additional changes to the plan as discussed at the March 23, 2017 board meeting.**

CARRIED

6. **Financial Reports**

- **Report from Acting CEO of Oakville Public Library, February 28, 2017**

Lynn Horlor, CEO, reported on the variance reports for the library as provided in the PowerPoint presentation and agenda materials. The CEO highlighted the key areas for monitoring in 2017. She advised that a review of the financial information for the first quarter would be provided at the April 27, 2017 board meeting, and library management would be in a better position to provide initial projection and any areas of concern.

The CEO reported on capital variance by project, indicating that the closure of old projects is ongoing. She advised of the projects which are still in progress, including Radio Frequency Identification (RFID), furniture and fixtures (2015 and 2016), website, library interiors (2015), and Iroquois Ridge (IR) Library Branch Creation Zone.

The CEO advised that the 2016 audit was completed. The audited financial statements will be presented for approval at the April 27, 2017 board meeting, and KPMG external auditors will present the audit findings.

Brief discussion ensued regarding the variance reports.

Moved by Councillor Grant

Seconded by Steven Bright

That the variance reports as of February 28, 2017 be received.

CARRIED

7. 2017 Budget – Annual Salary Adjustment for Oakville Public Library Employees

Lynn Horlor, CEO, reported on the annual salary adjustment for library staff as provided in the PowerPoint presentation. The CEO asked for board approval to execute the annual salary adjustment for library staff, which was approved by Council in the 2017 budget.

Brief discussion ensued regarding the salary adjustment for library staff.

Moved by Steven Bright

Seconded by Mark Bettiol

That, given the 2017 Oakville Public Library budget was approved by Council on December 12, 2016, staff be directed to execute the annual salary adjustment for Oakville Public Library employees.

CARRIED

**8. Oakville Public Library CEO By-law 2017-01
- **Report from Commissioner of Corporate Services****

Gord Lalonde, Commissioner of Corporate Services and Treasurer, reported on the proposed draft by-law to appoint a CEO for the Oakville Public Library, and to define the duties and responsibilities of the CEO. Commissioner Lalonde advised that the draft by-law was deferred from the December 1, 2016 board meeting, and noted a minor edit to the previous version. He reviewed Section 4

- Personnel Administration, advising of the provisions for CEO dismissal, and that the CEO does not have authority to hire and fire directors, which requires board approval.

Brief discussion ensued regarding minor edits to the draft by-law, which were mostly housekeeping.

Commissioner Lalonde responded to a question, advising that the Legal department had reviewed the draft by-law.

Moved by Steven Bright

Seconded by Mark Bettiol

That the Oakville Public Library CEO By-law 2017-01 be approved as revised to include the following revisions:

- a) to delete the word “Council” and replace with the word “Board” in the enactment statement before the whereas clauses and in Section 4d;
- b) to delete the word “hearing” and replace with the words “resolution passed” in Section 2f to read: **The Chief Executive Officer shall not be dismissed from office except after a resolution passed by the Board; and**
- c) to add the Chair and CEO including their names as signing authorities to the by-law.

CARRIED

9. CEO Update

- Report from Acting CEO of Oakville Public Library

Lynn Horlor, CEO, provided an update on library matters, status of various projects, vacancy management, programs and events, and what’s happening at the library, communications, and downtown as provided in the PowerPoint presentation. The CEO advised that a grant was not awarded for the application, which was made to Google Impact Challenge to Canada for an OPL outreach bus (book vehicle). She advised that there has been an increase in the number of incident reports for the library. Staff will review the town’s RZone policy, and provide additional staff training in dealing with difficult public behaviours.

Staff responded to questions regarding the types of incidents with the public in libraries and trends. Staff responded to further questions regarding how community hubs have evolved and sharing facilities, noting that a Premier’s

Advisory Group issued a report on community hubs in Ontario, which provided a strategic framework and action plan, and Community Development Halton released a background study. It was indicated that churches are also moving towards community hubs. The CEO advised that staff would follow up on community hubs and libraries.

The CEO provided an update on the Radio Frequency Identification (RFID) technology staffing model.

The CEO provided an update on the repairs to the entrance at White Oaks library branch, advising that a temporary entrance was provided through the staff workroom, a security guard is on site, and a new automatic door was ordered.

The CEO responded to a question, advising that staff would look into the possibility of furniture being donated for the Iroquois Ridge (IR) digital creation zone.

The CEO reported on sponsorship for First Nations, to raise awareness of resources, services, programs and activities. She advised that the library participated in the Institute for Canadian Citizenship (ICC) ceremony for building citizenship on March 23, 2017, and will be hosting its own ceremony on June 15, 2017. Long term service awards will be presented to library staff on June 9, 2017. The CEO asked the members to attend these two events and will send invitations to the board.

The CEO responded to a question, advising that staff would follow up on the type of books that were provided for the First Nations sponsorship event. She responded to further questions regarding monitoring the program for the Seed Library, which was rolled out, and attendance at library events.

The CEO reported on the town's Age Friendly survey, to establish a baseline, inventory of current and projected age friendly initiatives, and next steps. She also reported on the town's 2017 Citizen Survey results (Report Card to Citizens), indicating that a report will go forward to Council for consideration on April 3, 2017.

The CEO and Commissioner Bell responded to a question, advising that staff would follow up on the Citizen Survey results for the town's library services.

The CEO reported on Lakeshore Road bridge reconstruction. She provided information regarding various projects for downtown Oakville and timeline for 2017-2020 as of March 2017. Staff responded to a question regarding the bridge reconstruction and library branches, and advised that the bridge is scheduled to open November 8, 2017.

Discussion ensued regarding the budget needs of the library in terms of having more transactional services and technology, buying the right amount of library materials in print and digital, and downloading books. The board asked that staff look at a collection strategy for buying library materials, including the physical to digital ratio as part of the strategy. It was noted that Netflix movies are licensed, and downloading them for public showing is illegal. Discussion also ensued regarding access to materials or content, which has licensing restrictions of digital content for publishers.

Tara Wong, Director of Collections and Technologies, responded to questions regarding the physical to digital ratio, buying the right number of materials as new features are introduced, and meeting the demand for new books which are being released. Ms. Wong advised that staff are looking at planning for CDs and DVDs, which have an end date, rebalancing between the different branches, and relocating library items. Responding to further questions, Ms. Wong advised that staff are reviewing e-content licensing models, and working on a collections strategy.

The CEO advised staff would look at usage to meet the needs and demand of library customers.

Moved by Mark Bettioli

Seconded by Pankaj Sardana

1. **That the CEO Update be received; and**
2. **That staff create a digital resource strategy, dashboard, and financial implications prior to the 2018 budget.**

CARRIED

10. Monthly Technology Update
- Report from Director of Collections and Technologies

Tara Wong, Director of Collections and Technologies, reported on the monthly technology update for the library as provided in the PowerPoint presentation. She indicated that the CEO has reviewed the staffing model for the installation of Radio Frequency Identification (RFID) technology. Ms. Wong provided a brief update, advising that RFID sorters were to be installed at Woodside and Glen Abbey library branches for the end of April 2017, but has been delayed to the end of May 2017 due to obtaining final drawings from the vendor, in order for the Facilities and Construction Management department to contract some of the construction work. She also advised that the sorter installation and check in station at Iroquois Ridge and Central library branches was not impacted at this time, and would be ready in June/July 2017, indicating that Iroquois Ridge is a priority.

Tara Wong advised that staff are on board with the Iroquois Ridge (IR) digital creation zone, and a Technology Technician, whose duties will include controlling the space, will be hired in April 2017. Staff will be meeting with the Information Systems department to determine what to purchase in terms of software, hardware, scanners, and project planning.

Brief discussion ensued regarding going from content consumption and budgeting to content creation and budgeting model. The board asked that staff consider the best use of resources and buying library materials when looking at the collections strategy. The board asked for more information (statistics) in terms of the types of library materials which are being used by customers and how often.

Tara Wong responded to a question advising that some of the information regarding the type and use of library materials is limited in part by the licensing restrictions for vendors. Staff will review the collection strategy, as well as create a digital resource strategy.

Tara Wong advised that the Iroquois Ridge (IR) digital creation zone has been an amazing learning experience for the library, and the pilot will be used to implement the Glenn Abbey digital creation zone.

Tara Wong further reported that almost every information technology system for the library has been changed, and new software has been installed during the past 18 months. Staff are reviewing statistics and metrics to determine what information can be obtained from the new systems, what the systems tell, what should be done with the information, and what should be looked at.

Ms. Wong advised that some of the old way of looking at statistics will carryover, and that a more robust statistical system will be in place to integrate data for the library. Staff are creating a document/report using the new systems that are in place, which will include board and operating statistics, and moving forward with a strong metric and dashboard. Staff will bring forward different statistical templates and examples for consideration at the April 27, 2017 board meeting. Ms. Wong asked that the members advise her of what statistics they want, and what information they would find useful for reporting. She also advised that the new security gate software tracks branch foot traffic within a minute. The dashboard is a user interface that organizes and presents information in a way that is easy to read, and its visibility is amazing in terms of showing library graphics, such as pie charts, bar charts, and graphs.

The Chair asked that staff arrange for the next board meeting to be held at the Oakville Public Library to allow for demonstrations of new library technology prior to the meeting. Brief discussion ensued regarding the timing of holding a meeting at the library to ensure that the new technology would be installed, and

the availability of some of the members. The Chair asked that staff arrange for a board meeting to be held at the library prior to this summer.

Moved by Mark Bettiol

Seconded by Steven Bright

That the Monthly Technology Update, from the Director of Collections and Technologies, be received.

CARRIED

CONFIDENTIAL DISCUSSION ITEM(S)

CLOSED SESSION

Moved by Mark Bettiol

Seconded by Steven Bright

That the Oakville Public Library Board resolve into a closed meeting session for the purpose of dealing with personal matters about identifiable individuals, including municipal or local board employees, with respect to Item C-1 – Staffing Update.

CARRIED

The Board resolved into closed session at 9:50 p.m.

The Board resolved back into open session at 10:23 p.m.

C-1. Staffing Update

- **Confidential Verbal Report from Acting CEO of Oakville Public Library and Commissioner of Community Services**

Staff direction was provided in closed session.

Moved by Mark Bettiol

Seconded by Steven Bright

That the title of the Acting Chief Executive Officer (CEO) of Oakville Public Library be changed to the Chief Executive Officer (CEO).

CARRIED

NEW BUSINESS

There was no new business.

DATE AND TIME OF NEXT MEETING

Thursday, April 27, 2017
Oakville Municipal Building
Palermo Room - 7:00 p.m.

ADJOURNMENT

Moved by Steven Bright

Seconded by Mark Bettiol

That this meeting be adjourned.

CARRIED

The meeting adjourned at 10:29 p.m.