

**Georgina Public Library**  
**Library Board Meeting**  
**October 19, 2023 @ 7:00 p.m.**  
**Keswick Branch**

1. Call to Order
2. First Nations Acknowledgement Statement

*“Georgina Public Library recognizes and acknowledges that we are on lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples, and we would like to thank them for sharing this land. We would also like to acknowledge the Chippewas of Georgina Island First Nation as our close neighbour and friend, one with which we strive to build a cooperative and respectful relationship. We also recognize the unique relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands and we join them in these responsibilities.”*

3. Roll Call
4. Introduction of Addendum Items
5. Approval of the Agenda
6. Announcements
7. Declarations of Pecuniary Interest
8. Adoption of the Past Minutes – September 21, 2023 Meeting minutes
9. Delegations/Speakers - None
10. Presentations
11. Consent Agenda
  - a. Branch & CYS Report - September
  - b. Quarterly Statistics
  - c. Work Plan Update
  - d. Financial Statement – September 2023
  - e. Media Scan
12. Verbal Communications

- a. CEO update (V. Stevens)
- b. Board Chair update (B. Sabatini)
- c. Friends of the Library update (R. Beechey)

13. Old Business

14. New Business

- a. Policy Review: Supervision of Children
- b. Board Holiday Gathering

15. Other Business For Which No Notice Has Been Given

16. Closed Session

i. Motion to move into closed session

1. Personal matters about an identifiable individual, Section  
16.1 (4) of the Public Libraries Act

- CEO Performance Evaluation

ii. Motion to reconvene into open session

17. Next Meeting Date /Time

November 16, 2023 @ 7:00pm – Zoom

18. Adjournment

**Georgina Public Library Board  
Regular Board Meeting Minutes  
September 21, 2023 @ 7:00 p.m.**

**Zoom**

**1. Call to Order**

The meeting was called to order by the Chair at 7:02 p.m.

**2. First Nations Acknowledgement Statement**

*“Georgina Public Library recognizes and acknowledges that we are on lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples, and we would like to thank them for sharing this land. We would also like to acknowledge the Chippewas of Georgina Island First Nation as our close neighbour and friend, one with which we strive to build a cooperative and respectful relationship. We also recognize the unique relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands and we join them in these responsibilities.”*

**3. Roll Call**

The following Board Members were present:

Bobbi Sabatini, Chair  
Nancy Rodrigues, Vice-Chair  
Rita Beechey  
Amalee Lavigne  
Leslie Johnstone

The following Board members were absent:

Madalyn Calzavara  
Councillor Dave Neeson  
Regional Councillor Naomi Davison

The following staff members were in attendance:

Valerie Stevens, *Director of Library Services/CEO*  
Serena Hamlyn, *Executive Assistant (Recording Secretary)*  
Ruth Berry, *eServices Library Technician*  
Lynn McKinley, *CUPE 905.13 Representative*

**4. Introduction of Addendum Items**

June 15, 2023 meeting minutes added to item 8. Adoption of the Past Minutes.

**5. Approval of the Agenda**

Moved by Nancy Rodrigues, Seconded by Rita Beechey

**RESOLUTION NO. GLB-2023-088**

That the Georgina Public Library Board meeting Agenda of September 21, 2023 be approved as amended.

**Carried.**

**6. Announcements – None**

**7. Declarations of Pecuniary Interest – None**

**8. Adoption of the Past Minutes**

June 15, 2023 Board Meeting minutes

Moved by Leslie Johnstone, Seconded by Amalee Lavigne

**RESOLUTION NO. GLB-2023-089**

That the previously adopted meeting minutes of June 15, 2023 be amended to correct the Resolution numbers within the minutes.



**Carried.**

July 20, 2023 Board meeting minutes, July 27, 2023 Special Board meeting minutes

Moved by Nancy Rodrigues, Seconded by Rita Beechey

**RESOLUTION NO. GLB-2023-090**

That the minutes of the July 20, 2023 Board meeting and the July 27, 2023 Special Board meeting be adopted as amended with the resolution numbers being adjusted as required.

**Carried.**

**9. Delegations/Speakers – None**

**10. Presentations**

- a. Annual Institute on the Library As Place conference review – N. Rodrigues

N. Rodrigues shared a PowerPoint presentation that provided an overview of her experience at the Library As Place Conference attended in July.

**11. Consent Agenda**

- a. Branch Report - July & August
- b. Work Plan Update
- c. Financial Statement – July & August 2023
- d. Media Scan

Moved by Leslie Johnstone, Seconded by Rita Beechey

## **RESOLUTION NO. GLB-2023-091**

That Item 12 – Consent Agenda be received as circulated.

**Carried.**

### **12. Verbal Communications**

#### **a. CEO update (V. Stevens)**

#### **COMMUNITY CONNECTIONS**

- Nothing to report

#### **SPACES**

- MURC update at Council:
  - 84% complete by cost; on target for Q4 complete /Q1 open
  - Electrical and mechanical progressing well
  - Millwork installation almost complete in the Discovery branch (built-in counters, shelves, and cupboards)
  - Wooden slats and acoustic tile installation is almost complete
  - Most interior glass has been installed
  - Fireplace unit and masonry installed
  - Parking lot in progress; most curbs, walkways, planters complete
  - MURC 2023 operating budget/grant increase approved at August 2 Council meeting

#### **PEOPLE & LEADERSHIP**

- GPL's new Supervisor of Library Branches, Fiona Rodrigues, started this past Monday

#### **COLLECTIONS & PROGRAMS**

- The Summer Reading & Learning Club for kids, and the Teen and Adult Summer Reading Clubs, were both big successes, with significantly more entries than in 2022.
- Coming up on Saturday Sept 30 is a National Day for Truth and Reconciliation program, in partnership with Chippewas of Georgina Island and First Nation Cultural Tours.

#### **TECHNOLOGY**

- Nothing to report

## MISCELLANEOUS

- Bobbi Sabatini and Valerie Stevens presented GPL's 2023-2027 Strategic Plan to Town Council on September 20, 2023.
  
- b. Board Chair update (B. Sabatini)
  - The Board Chair attended the tour of the MURC at the end of August
  - The Board Chair and CEO presented Strategic Plan at Council yesterday, September 20
  - The Friends had a meeting on Monday where they discussed B. Sabatini stepping back as the Chair. R. Beechey is now the Chair of the Friends of the Library.
  
- c. Friends of the Library update (R. Beechey)
  - The date of the Tea is the 12<sup>th</sup> of November, timing is 2-4pm
    - The Friends are now in the process of sending out sponsor letters
  - The Friends are currently looking for new members
  - Music in the Library and the Euchre tournament will be taking place next year
  
- d. 2024 Finance Committee update (L. Johnstone)
  - The Finance Committee last met on August 29<sup>th</sup> the committee directed the CEO on how to move forward with budget requests

Moved by Nancy Rodrigues, Seconded by Leslie Johnstone

### **RESOLUTION NO. GLB-2023-092**

That items 12 a., b., c., and d. Verbal Communications be received as presented.

**Carried.**

**13. Old Business**

a. 2024 Budget

The CEO emailed documents to the Board in advance of this discussion, as well as shared the documents during the meeting for discussion. The CEO invited the Board members to ask any questions about the budget.

Moved by Rita Beechey, Seconded by Amalee Lavigne

**RESOLUTION NO. GLB-2023-093**

That the Library Board approve the 2024 budget asks as presented and that the Board empowers the CEO to make any changes to the 2024 operating budget up to an \$8,000 threshold; furthermore that the Board empowers the 2024 Finance Committee to make changes to the 2024 operating budget over and above \$8,000.

**Carried.**

**14. New Business**

a. Policy Review: Invigilation of Exams

Moved by Nancy Rodrigues, Seconded by Amalee Lavigne

**RESOLUTION NO. GLB-2023-094**

That the Invigilation of Exams policy be accepted as presented.

**Carried.**

b. Launch of Strategic Plan / Meet the Board Event

The October Board meeting will be in-person, following the Launch of the Strategic Plan/Meet the Board event. If the APR in the Keswick branch is available, the event and meeting will be held at the Keswick branch.

c. Ontario Public Library Week

Ontario Public Library Week falls in the third week of October. October is also Canadian Library month. Library Workers Day is the third Friday in October. The theme this year for Ontario Public Library Week is 'Libraries for Life'.

**15. Other Business - None**

**16. Closed Session**

i. Motion to move into closed session

Moved by Nancy Rodrigues, Seconded by Rita Beechey

**RESOLUTION NO. GLB-2023-095**

That the Georgina Public Library Board move into closed session at 8:32 p.m.

**Carried.**

1. Personal matters about an identifiable individual, Section 16.1 (4) of the Public Libraries Act

- Update on a staffing matter

2. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose, Section 16.1 (4) of the Public Libraries Act

- Update on a legal matter

3. Review of Closed Session minutes

- March 23, 2023  
Personal matters about an identifiable individual, Section 16.1 (4) of the Public Libraries Act

- Human Resources matter

- July 20, 2023  
Personal matters about an identifiable individual, Section 16.1 (4) of the Public Libraries Act

- Update on Library Board member

The CEO and Recording Secretary left the closed session meeting prior to item #4 – Closed Session meeting minutes from February 16, 2023 being discussed.

4. Closed Session minutes to be reviewed separately

- February 16, 2023  
Personal matters about an identifiable individual,  
Section 16.1 (4) of the Public Libraries Act

-Update on a Human Resources matter

ii. Motion to reconvene into open session

Moved by Nancy Rodrigues, Seconded by Leslie Johnstone

**RESOLUTION NO. GLB-2023-096**

That the Georgina Public Library Board reconvene into open session at 8:50 p.m.

**Carried.**

The Board reconvened into open session and made the following motions:

In regards to Closed Session Items #1 and #2:

Moved by Rita Beechey, Seconded by Nancy Rodrigues

**RESOLUTION NO. GLB-2023-097**

That the verbal communications be received.

**Carried.**

In regards to Closed Session Item #3:

Moved by Rita Beechey, Seconded by Nancy Rodrigues

**RESOLUTION NO. GLB-2023-098**

That the Closed Session meeting minutes of March 23, 2023, and July 20, 2023 be approved as presented.

**Carried.**

In regards to Closed Session Item #4:

Moved by Leslie Johnstone, Seconded by Rita Beechey

**RESOLUTION NO. GLB-2023-099**

That the Closed Session meeting minutes of February 16, 2023 be approved as presented.

**Carried.**

**17. Next Meeting Date /Time**

October 19, 2023 @ Peter Gzowski (Sutton) Branch or Keswick Branch (depending on room availability) at 7:00pm, with the Board Meet & Greet prior to the meeting, at 6:00pm.



**18. Adjournment**

Moved by Nancy Rodrigues, Seconded by Amalee Lavigne

**RESOLUTION NO. GLB-2023-100**

That the Georgina Public Library Board meeting of September 21, 2023 adjourn at 8:52 p.m..

**Carried.**

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Board Chair

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Recording Secretary

## JOINT BRANCH REPORT - 09 - September 2023

Submitted by: Amy Butcher - Manager, Library Community Engagement  
Becky George - Manager, Library eServices

### COMMUNITY CONNECTIONS

- On Monday, September 25 and Thursday, September 28, Ruth Berry visited the Civic Centre to promote GPL services and resources to Town employees. Over the course of the two visits, she updated 10 library cards and created 23 new library cards.
- On Wednesday, September 27, Amy Butcher appeared on Georgina Life (ROGERStv) to promote GPL's National Day for Truth and Reconciliation Program happening on September 30.
- On Wednesday, September 6, Lisa Jewer and Lindsay Quesnelle attended a Seniors Fair at Club 55 Keswick. They spoke with 170 people about library programs and services.
- On Wednesday, September 27 Jennifer Murray and Pam Hambley attended a community BBQ at Jersey Public School. They spoke with 76 people about library programs and services.
- On Thursday, September 28 Jennifer Murray and Kerri Moore attended a community BBQ at Deer Park Public School. They spoke with 56 people about library programs and services.

### SPACES

- The 2023-2024 school year commenced and the Peter Gzowski Branch is prepared for class visits to resume in October for the school year

### PEOPLE AND LEADERSHIP

- Joining the GPL team in the month of September are Sandra Dipietrantonio as *Temporary Admin Assistant* as of September 13, as well as Fiona Rodrigues as our new *Supervisor, Library Branches* on September 18
- Members of GPL staff attended Fire Extinguisher training with the Georgina Fire Department at Keswick Branch on September 18. Staff learned about different classes of fires and the corresponding types of fire extinguishers, as well as the use and maintenance of fire extinguishers

### COLLECTION AND PROGRAMS

- On Saturday, September 30, GPL partnered with Georgina Island to run a "National Day for Truth and Reconciliation at GPL" event. Program participants enjoyed cultural

teachings, traditional drumming, dancing and music from Jake Charles' (Na-nock-ashee) group from First Nation Cultural Tours. Friends of the Library co-sponsored the program.

Dates	Program Name	Platform/format	Total views/ participants
Various dates	One-on-one technology help (eServices)	Email, chat, phone, in-person	27
September 12, 19, 26	Family Storytime	Sutton	39
September 12, 19, 26	Ready, Set, Kindergarten	Sutton	10
September 12, 19, 26	Reading Buddies	Keswick	61
September 13, 20, 27	Family Storytime	Keswick	82
September 13, 20, 27	Ukulele Circle	Keswick	44
September 14, 21, 28	Babytime	Keswick	19
September 14, 21, 28	Ready, Set, Kindergarten	Keswick	18
September 14, 21, 28	LEGO Club	Sutton	49
September 16, 23	Saturday Family Storytime	Keswick	25
September 16, 23, 30	Lake Simcoe Defenders with RLSC	Keswick	37
September 12, 22	GPL on the GO (visit to EarlyON offsite storytime)	RL Graham PS/ The Link	34
September 22	Pefferlaw PA Days	Pefferlaw	4
September 22, 29	Orange Shirt Day film screening	Keswick	10
September 27	Jersey PS Outreach	Keswick	76
September 28	Deer Park PS Outreach	Keswick	56
September 5	Sutton Book Club	Sutton	9
September 5	Pefferlaw Book Club	Pefferlaw	4
September 5,7,12,14,19, 21,26,28	Hooks and Needles Corner	Keswick	69
September 6	Pins and Needles	Sutton	13

<b>September 7, 21</b>	Welcome Centre Immigrant Services	Keswick	6
<b>September 6, 13, 20, 27</b>	English Conversation Circle for Newcomers	Keswick	11
<b>September 6, 14, 21, 28</b>	Drop in Stroke Support Group	Sutton	6
<b>September 7, 14, 21, 28</b>	Enterprising Careers	Sutton	16
<b>September 6</b>	Seniors Fair Outreach	Club 55	170
<b>September 12</b>	Cyber Security for Seniors	Keswick	12
<b>September 13</b>	Ancestral Voices	Zoom	1
<b>September 23</b>	Pefferlaw Kitty Cafe	Pefferlaw	39
<b>September 26</b>	Conquer Debt and Build a Strong Financial Future	Keswick	2
<b>September 27</b>	Trivia at Hospice Georgina	The Link	14
<b>September 30</b>	National Day for Truth and Reconciliation at GPL	Keswick	61
<b>Previous uploads</b>	All recorded videos, re-watched in September		4
		<b>TOTAL</b>	<b>1,028</b>

## TECHNOLOGY

- Nothing to report

**January**

Branch	Circulation	Visits	Programs	Program Attendance	Computer Usage	Database Searches	Town Services	Total Library	Notes
Keswick	11,076	4,819	10	128	911		1,143	18,077	
Pefferlaw	1,071	829	1	7	199		26	2,132	
Sutton	6,067	5,099	1	19	268		140	11,593	
CYS			32	682	85			767	
eBranch	6,590	12,136	59	288		48,910		67,924	
<b>Total</b>	<b>24,804</b>	<b>22,883</b>	<b>103</b>	<b>1,124</b>	<b>1,463</b>	<b>48,910</b>	<b>1,309</b>	<b>100,493</b>	

**February**

Branch	Circulation	Visits	Programs	Program Attendance	Computer Usage	Database Searches	Town Services	Total Library	Notes
Keswick	10,198	4,498	11	145	973		567	16,381	
Pefferlaw	1,178	1,051	1	6	123		76	2,434	
Sutton	5,960	4,392	1	17	296		57	10,722	
CYS			35	645	62			707	
eBranch	6,029	10,124	68	437		41,420		58,010	
<b>Total</b>	<b>23,365</b>	<b>20,065</b>	<b>116</b>	<b>1,250</b>	<b>1,454</b>	<b>41,420</b>	<b>700</b>	<b>88,254</b>	

**March**

Branch	Circulation	Visits	Programs	Program Attendance	Computer Usage	Database Searches	Town Services	Total Library	Notes
Keswick	12,352	5,420	14	207	706		921	19,606	
Pefferlaw	1,125	884	3	255	127		131	2,522	
Sutton	6,557	4,536	4	106	365		71	11,635	
CYS			22	632	58			690	
eBranch	6,126	11,940	110	396		48,521		66,983	
<b>Total</b>	<b>26,160</b>	<b>22,780</b>	<b>153</b>	<b>1,596</b>	<b>1,256</b>	<b>48,521</b>	<b>1,123</b>	<b>101,436</b>	

**April**

Branch	Circulation	Visits	Programs	Program Attendance	Computer Usage	Database Searches	Town Services	Total Library	Notes
Keswick	9,968	4,648	14	130	997		668	16,411	
Pefferlaw	917	793	2	21	216		65	2,012	
Sutton	4,981	3,780	2	23	281		34	9,099	
CYS			38	726	72			798	
eBranch	5,754	9,896	53	411		37,298		53,359	
<b>Total</b>	<b>21,620</b>	<b>19,117</b>	<b>109</b>	<b>1,311</b>	<b>1,566</b>	<b>37,298</b>	<b>767</b>	<b>81,679</b>	

**May**

Branch	Circulation	Visits	Programs	Program Attendance	Computer Usage	Database Searches	Town Services	Total Library	Notes
Keswick	8,616	1,772	16	205	923		562	<b>12,078</b>	
Pefferlaw	889	693	1	8	143		27	<b>1,760</b>	
Sutton	6,005	6,556	4	53	368		52	<b>13,034</b>	
CYS			31	561	94			<b>655</b>	
eBranch	6,079	52,578	153	593		42,261		<b>101,511</b>	
<b>Total</b>	<b>21,589</b>	<b>61,599</b>	<b>205</b>	<b>1,420</b>	<b>1,528</b>	<b>42,261</b>	<b>641</b>	<b>129,038</b>	

**June**

Branch	Circulation	Visits	Programs	Program Attendance	Computer Usage	Database Searches	Town Services	Total Library	Notes
Keswick	9,409	751	18	386	935		944	<b>12,425</b>	
Pefferlaw	891	453	1	6	176		92	<b>1,618</b>	
Sutton	4,379	3,636	2	21	391		128	<b>8,555</b>	
CYS			14	1,175	67			<b>1,242</b>	
eBranch	5,873	9,583	65	370		39,667		<b>55,493</b>	
<b>Total</b>	<b>20,552</b>	<b>14,423</b>	<b>100</b>	<b>1,958</b>	<b>1,569</b>	<b>39,667</b>	<b>1,164</b>	<b>79,333</b>	

**July**

Branch	Circulation	Visits	Programs	Program Attendance	Computer Usage	Database Searches	Town Services	Total Library	Notes
Keswick	11,277	7,791	18	628	941		755	<b>21,392</b>	
Pefferlaw	1,447	830	1	5	187		90	<b>2,559</b>	
Sutton	5,063	3,653	10	102	447		115	<b>9,380</b>	
CYS			59	1,175	224			<b>1,399</b>	
eBranch	6,057	11,518	307	1,227		47,075		<b>65,877</b>	
<b>Total</b>	<b>23,844</b>	<b>23,792</b>	<b>395</b>	<b>3,137</b>	<b>1,799</b>	<b>47,075</b>	<b>960</b>	<b>100,607</b>	

**August**

Branch	Circulation	Visits	Programs	Program Attendance	Computer Usage	Database Searches	Town Services	Total Library	Notes
Keswick	12,181	5,629	22	739	1,051		1,170	<b>20,770</b>	
Pefferlaw	1,210	781	0	0	216		71	<b>2,278</b>	
Sutton	5,308	2,604	12	53	385		108	<b>8,458</b>	
CYS			43	1,056	217			<b>1,273</b>	
eBranch	6,169	12,124	87	377		49,004		<b>67,674</b>	
<b>Total</b>	<b>24,868</b>	<b>21,138</b>	<b>164</b>	<b>2,225</b>	<b>1,869</b>	<b>49,004</b>	<b>1,349</b>	<b>100,453</b>	

**September**

Branch	Circulation	Visits	Programs	Program Attendance	Computer Usage	Database Searches	Town Services	Total Library	Notes
Keswick	9,636	6,042	18	331	1,201		456	<b>17,666</b>	
Pefferlaw	939	854	2	43	194		63	<b>2,093</b>	
Sutton	4,478	2,625	11	58	425		47	<b>7,633</b>	
CYS			36	591	161			<b>752</b>	
eBranch	7,298	10,071	108	1,027		36,178		<b>54,574</b>	
<b>Total</b>	<b>22,351</b>	<b>19,592</b>	<b>175</b>	<b>2,050</b>	<b>1,981</b>	<b>36,178</b>	<b>566</b>	<b>82,718</b>	

**2023 TOTALS**

Branch	Circulation	Visits	Programs	Program Attendance	Computer Usage	Database Searches	Town Services	Total Library
Keswick	94,713	44,238	141	2,899	8,638		7,313	<b>157,801</b>
Pefferlaw	9,667	7,455	12	351	1,581		641	<b>19,695</b>
Sutton	48,798	38,647	47	452	3,226		797	<b>91,920</b>
CYS			310	7,243	1,040			<b>8,283</b>
eBranch	55,975	139,970	1,010	5,126		390,334		<b>591,405</b>
<b>Total</b>	<b>209,153</b>	<b>230,310</b>	<b>1,520</b>	<b>16,071</b>	<b>14,485</b>	<b>390,334</b>	<b>8,751</b>	<b>869,104</b>

## Georgina Public Library Circulation & Active User Statistics

**2023**

Date	Keswick	Sutton	Pefferlaw	E-Books	Total	Active Members	Notes
January	11,076	6,067	1,071	6,590	24,804	10,166	
February	10,198	5,960	1,178	6,029	23,365	10,125	
March	12,352	6,557	1,125	6,126	26,160	10,135	
April	9,968	4,981	917	5,754	21,620	10,088	
May	9,877	6,029	941	6,079	22,926	10,102	
June	10,210	7,941	922	5,873	24,946	10,083	
July	11,277	5,063	1,447	6,057	23,844	10,010	
August	12,181	5,308	1,210	6,169	24,868	9,901	
September	9,636	4,478	939	7,298	22,351	9,920	
<b>TOTALS</b>	<b>96,775</b>	<b>52,384</b>	<b>9,750</b>	<b>55,975</b>	<b>214,884</b>		
<b>Averages</b>	<b>10,753</b>	<b>5,820</b>	<b>1,083</b>	<b>6,219</b>	<b>23,876</b>	<b>10,059</b>	

**2022**

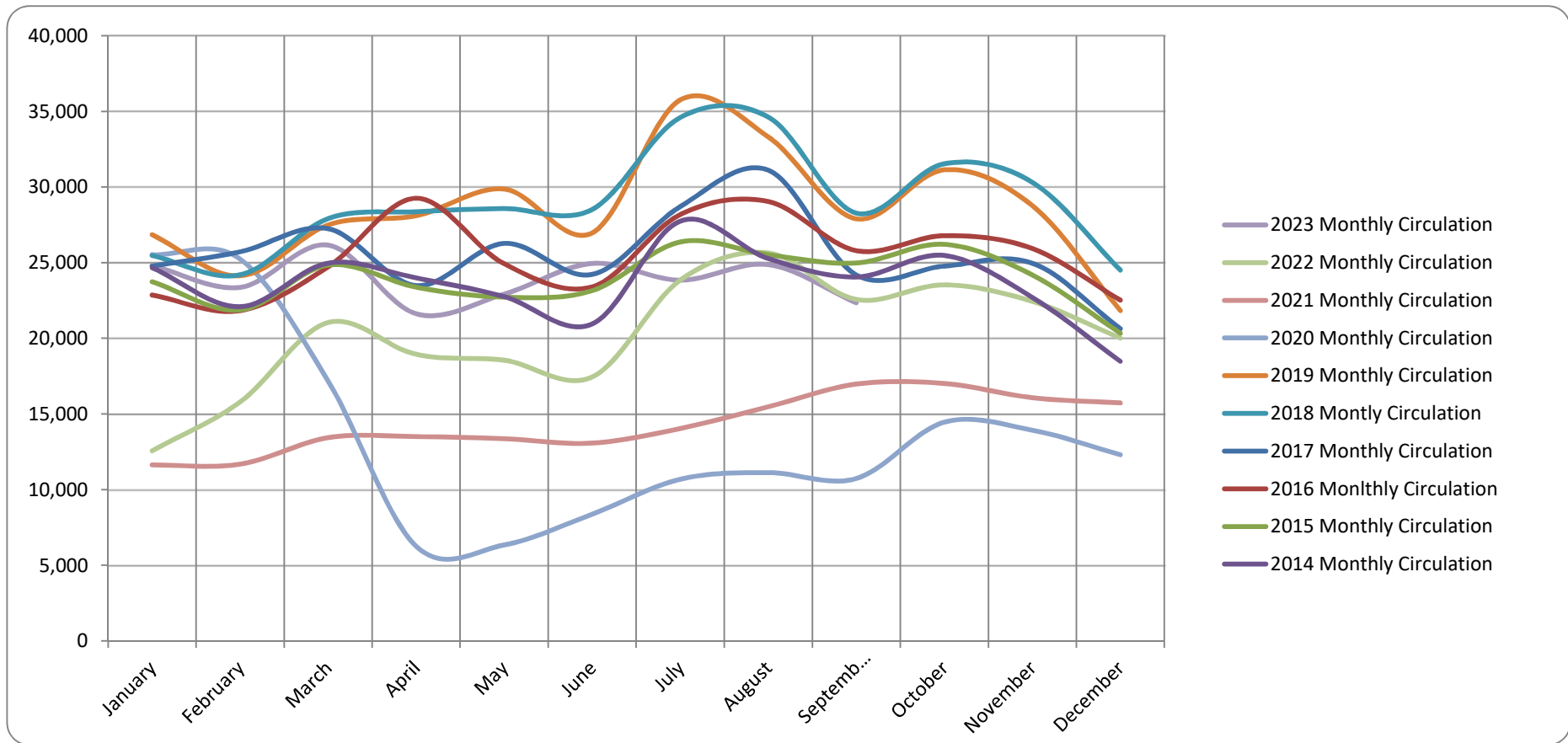
Date	Keswick	Sutton	Pefferlaw	E-Books	Total	Active Members	Notes
January	3,448	2,284	620	6,212	12,564	11,293	curbside only for 3 weeks of January
February	6,413	3,314	749	5,318	15,794	11,360	extended hours effective Feb 19
March	8,852	4,983	1,091	6,120	21,046	11,532	
April	7,582	4,570	989	5,797	18,938	11,674	
May	6,733	5,278	758	5,785	18,554	11,792	
June	6,492	4,407	915	5,636	17,450	11,955	returned to full hours effective June 25
July	11,867	4,854	1,294	5,830	23,845	12,219	
August	12,887	4,929	1,567	6,257	25,640	12,443	
September	10,936	4,529	1,213	5,891	22,569	12,291	
October	9,674	6,799	1,010	6,053	23,536	10,210	resumed school visits in Sutton
November	9,246	6,236	1,202	5,760	22,444	10,125	
December	8,385	4,953	1,517	5,162	20,017	10,045	
<b>TOTALS</b>	<b>102,515</b>	<b>57,136</b>	<b>12,925</b>	<b>69,821</b>	<b>242,397</b>		
<b>Averages</b>	<b>8,543</b>	<b>4,761</b>	<b>1,077</b>	<b>5,818</b>	<b>20,200</b>	<b>11,412</b>	



## 2021

Date	Keswick	Sutton	Pefferlaw	E-Books	Total	Active Members	Notes
January	2,831	2,228	518	6,053	11,630	13,344	
February	3,276	2,001	825	5,581	11,683	13,159	
March	3,912	2,717	733	6,073	13,435	13,036	
April	4,088	2,461	953	6,005	13,507	12,855	
May	4,012	2,455	724	6,175	13,366	12,742	
June	3,963	2,430	606	6,075	13,074	12,675	
July	6,224	1,200	746	5,871	14,041	12,107	SN closure & temp curbside location (roofing)
August	7,183	1,278	828	6,186	15,475	11,927	
September	7,461	3,016	833	5,666	16,976	11,783	SN back in-branch Aug 31
October	7,150	3,170	1,209	5,488	17,017	11,643	
November	7,097	2,988	679	5,313	16,077	11,497	
December	6,132	3,499	794	5,306	15,731	11,384	
<b>TOTALS</b>	<b>63,329</b>	<b>29,443</b>	<b>9,448</b>	<b>69,792</b>	<b>172,012</b>		
<b>Averages</b>	<b>5,277</b>	<b>2,454</b>	<b>787</b>	<b>5,816</b>	<b>14,334</b>	<b>12,346</b>	Active members lower than in past years due to past calculation errors. See comment for further details.

## 2014 - 23 Annual Total Circulation By Month Comparison





# 2023 Work Plan – September Update

## Board Governance Initiatives

Project Name	Project Lead	Start	Projected End	Status	Notes
Succession Planning-staff					
Library Advocacy	Board	On going		On going	
2022 Year in Review	Val Stevens	Q2	Q3	Complete	Printed. Presented to Council on July 12.
Sutton Multi-Use Transfer and Operating Agreement	Val Stevens	Q1-2019	2024?	In Progress	Development of a legal agreement for the Sutton Multi-Use Building between the School Boards, Town, and Library. Currently with legal team. Updated projected end to 2024. Had intro meeting with Town Solicitor on Nov 29/22.
Library & School Boards Agreement on Sutton Branch	Val Stevens	Q1-2019	2023?	In Progress	Transfer and Operating Agreement take precedent. Currently with legal team. Updated projected end to 2023. Had intro meeting with Town Solicitor on Nov 29/22.
New Library Board Orientation	Valerie Stevens (in conjunction with N6 CEOs)	Q2-2022	Q2-2023	Complete	Board Orientation Day took place on April 22

## Capital Initiatives

Project Name	Project Lead	Start	Projected End	Status	Notes
MURC Branch	Val Stevens	Q1	Q4-2023	In Progress	Facility construction continues on-schedule (Q4 2023: Town takes possession; Q1 2024: open to public). Library Board had opportunity to visit the site on Aug 25, 2023.
Strategic Plan	Library Board/ Val Stevens	Q2-2021	Q3-2023	In Progress	Graphic design complete. Print copies have been ordered. To be launched at Library Board Meet & Greet on October 19.
Security Camera Installation	Town Facilities/ Sarah James	Q2-2022	Q2-2023	Complete	Cameras turned on June 2, 2023.

Teen area-Keswick branch	Amy Butcher (Sarah James)	Q1-2022	Q2-2023	Complete	Formal launch May 5, 2023.
Keswick Alcove renovation	Valerie Stevens	Q2-2022	Q4-2023	In Progress	Working with Town PM to oversee project. Currently with Procurement.
Security gates-PE & KE	Becky George (Sarah James)	Q2-2023			Need to conduct environmental scan and confirm quotes.

## Staffing Initiatives

Project Name	Project Lead	Start	Projected End	Status	Notes
Executive Assistant from PPT to PFT	Valerie Stevens	Q1	n/a	Complete	Change effective Feb 6, 2023.
New Supervisor position	Valerie Stevens	Q2	n/a	Complete	Supervisor started September 18.
Summer Reading Club Assistant-grants	Amy Butcher	Q1	Q3	Complete	SRCA contract ended Aug 25, 2023.
Adult Programming support	Amy Butcher	Q2	Q4	In Progress	Three additional hours budgeted in 2023 operating budget.

## Operating Initiatives

Project Name	Project Lead	Start	Projected End	Status	Notes
Transition to Office 365	Town IT (Becky George)	Q1-2022	Q3-2023?	In Progress	Approved through Town IT budget for entire municipality, including library staff. IT working on phased implementation and roll-out.

## Georgina Public Library

### Financial Statement - September 2023

Date: October 10, 2023

	2023 Actuals	2023 Approved Budget	Variance	Percentage To Date	Target to Date	Notes
<b>Revenue</b>						
Town Grant	1,977,517.50	2,636,690	659,173	75%	75%	Pro-rated
Provincial Grants	46,950	62,600	15,650	75%	75%	Pro-rated
Misc Grants	5,472	9,240	3,768	59%	75%	
School Board Revenue	43,875	58,500	14,625	75%	75%	Pro-rated
Donations	13,648	1,800	(11,848)	758%	75%	
Fines	1,960	7,900	5,940	25%	75%	
Misc Fees	519	3,100	2,581	17%	75%	Exam Proctoring, etc
Photocopying Fees	3,676	8,500	4,824	43%	75%	
Program Registrations	186	4,200	4,014	4%	75%	
Book Sale	306	2,400	2,094	13%	75%	
Room Rentals	4,060	4,100	40	99%	75%	
Provision from Reserve	72,450	96,600	24,150	75%	75%	Pro-rated
<b>Total Revenues</b>	<b>2,170,619</b>	<b>2,895,630</b>	<b>725,011</b>	<b>75%</b>	<b>75%</b>	
<b>Expenses</b>						
Salaries & Benefits	1,500,807	2,071,600	570,793	72%	75%	
Library Board	1,760	4,800	3,040	37%	75%	Projected
Library Operations	195,501	366,900	171,399	53%	75%	Utilities, cleaning, courier, supplies, etc.
Training	8,746	18,800	10,054	47%	75%	
Collections	134,438	232,730	98,292	58%	75%	
Telecommunications	7,679	26,510	18,831	29%	75%	
Covid-19 Expenses	26	-	(26)	N/A	N/A	No allotted budget
Misc	2,836	3,400	564	83%	75%	
Contribution to Reserve	128,168	170,890	42,723	75%	75%	Pro-rated
<b>Total Expenses</b>	<b>1,979,961</b>	<b>2,895,630</b>	<b>915,669</b>	<b>68%</b>	<b>75%</b>	
<b>Net</b>	<b>190,658</b>	<b>-</b>	<b>(190,658)</b>			

# 'Not our choice': Bradford library workers mandated back to work



[Michael Owen](#)

Oct 4, 2023 6:00 PM



1 / 6 For the first time since going on strike on July 21, workers file into the Bradford West Gwillimbury Public Library on Wednesday, Oct. 4, 2023. | Michael Owen/BradfordToday

[Listen to this article](#)

00:06:11

Workers made their return to the library at midday on Wednesday, but not in the way they had hoped.

Bradford West Gwillimbury Public Library workers had been on strike for 71 days [starting on July 21](#) after negotiations over their first collective agreement came to head, but a decision from the Ontario Labour Relations Board (OLRB) to proceed with binding arbitration [was issued Friday](#), putting an end to the strike.

At noon, Katherine Grzejszczak, president of Canadian Union of Public Employees (CUPE) Local 905, which is representing the 34 (previously 36) library workers was joined by a small crowd of about a dozen community supporters discussing how they could continue showing their support for the workers.

As more workers arrived for their first day back and more community members attended to show their support, Grzejszczak acknowledged everyone's efforts and encouraged optimism.

"I wanted to congratulate you on your bravery, perseverance and unity over the last 71 days, and like I said the fight is not done. The strike is done, but the fight for a \$1.35 and that contract and fairness and respect is not through," she said.

Richard Fernandes wasn't sure what to expect on the first day back at the library.

"I'm not very happy about it. It's just not fair. I don't know how to take it. I'm a little bit anxious," he said.

Fernandes was already going over a mental checklist of everything that would need to be done in order have the library ready for the public by the expected opening time of 4 p.m. this afternoon.



“Besides being forced back when a lot of things still haven’t been addressed, now we’re going back with two months of backlog that are supposed to be cleaned up within a couple hours to open up to the public,” he said.

Still, there was a silver lining in returning to the work he likes.

“We want to help and interact with the community. I enjoy my job — that’s why I applied here, but it’s bittersweet,” he said, noting that there’s still a feeling of disrespect from the employer (which is the library) towards the workers, for its decision to apply for arbitration.

Khalida Qaderi expressed her appreciation to her colleagues, the union and the community supporters.

“Thank you so much for supporting us. I’m so emotional now, that I can’t talk, but I want to thank you guys, especially the CUPE people, I really appreciated what you did for us. ... I love all you guys, you are like my family. We bonded together. We knew each other more in this two months with all our ups and downs,” she said.

Judy Koulis echoed that bond between library workers.

“We came out strong, and we will be going in stronger. We came out as coworkers and we’re going back in as family,” she said.

Even though she wasn’t sure what to expect on the first day back, she was happy the workers have each other.

Despite being disappointed their right to strike was taken away and being mandated back to work, Koulis was still happy to be able to serve the community again, and remained positive about the final outcome of arbitration.

“I feel like we lost the battle, but we haven’t lost the war,” she said.

Bailey Shaw shared the disappointment over being sent back under the conditions, which she called discouraging, but also echoed the sentiment of being bonded together.

"I think over these last 71 days, we have become so close as a team that we're not going back in alone, and I think that's going to help a lot of us. We're coming back in stronger, tighter," she said.

Coming from the programming side of the library, Shaw said she's looking forward to returning those programs to kids, adults, teams and volunteers, but expects it will be a bit of a challenge after so much time away.

"It's going to be a big push to get all of that together, but I know my team will work well together and we'll really try to help each other and support each other to get as much done together as we can. It's going to be tough," she said.

Andrea Vander Kooij expressed disappointment over the way the employer characterized the group's willingness to negotiate.

"We have been so clear in our requests. We've been so reasonable in our bargaining. ... We came down from an [initial request of \\$1.50](#) and we were initially requesting benefits for part-timers," said Vander Kooij.

"We gave those up and we came down and we came down, and then to be mischaracterized by our employer in front of the labour board as unwilling to bargain feels deeply hurtful," she said, noting that workers bargained for 27 days over 11 months starting in September 2022 before eventually going on strike.

That hurt is mixed with her deep commitment for providing children's programming at the library, some of which continued during the strike with storytime and craft events held on the picket.

"I'm always happy to serve the community and that was the thing I missed most. ... Of course I look forward to serving my community, but under these circumstances, it just feels like a slap in the face from our employer and

from the powers that be,” she said.

Vander Kooij remains angry with how the strike ended and losing the right to strike.

“We live in a country where we’re told all the time we have these incredible freedoms and it is so much better to be here than other places where people don’t have freedoms. Then to have exercised our right to do this and have it taken away from us with what I feel is very flimsy reasoning feels pretty disheartening, pretty disillusioning,” she said.

Vander Kooij said the group unionized specifically to have more recourse, accountability and respect from management.

“I don’t like being forced back in. This is not our choice,” she said.

In the meantime, Vander Kooij remains hopeful that the arbitration decision will be beneficial for the workers and she knows that workers will continue to advocate for themselves.



***About the Author:* Michael Owen**

Michael Owen has worked in news since 2009 and most recently joined Village Media in 2023 as a general assignment reporter for BradfordToday

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## **A new chapter for public libraries – public libraries need new funding, land use models, report finds**

(NRU, Oct. 11, 2023)

Lana Hall

Funding for Canada’s public libraries has dwindled over the last decade, even as the breadth of social, educational, cultural, and community services that libraries provide has increased. Now, says a report, it is time for municipal governments to establish libraries as critical pieces of civic infrastructure and support them accordingly, which could mean leveraging private/public partnerships to fund them adequately or incorporating library space into mixed-use development projects.

Earlier this month the Canadian Urban Institute (CUI) and the Canadian Urban Libraries Council (CULC) released the report “Overdue: The Case for Canada’s Public Libraries”. Through research conducted during the COVID-19 pandemic, the report details the significance of public libraries for Canada’s post-pandemic recovery, economic competitiveness, and social resilience. For libraries to remain safe, accessible and welcoming for residents of the communities they serve, governments need to treat libraries as critical infrastructure, formalize sustainable investment streams for them and relieve existing operational pressures, the report finds.

Even before the pandemic, public libraries across Canada were providing more than just book-lending services. They frequently offer job-seeking services, medical or mental health resources, technology training, cultural resources and a safe space for parents, childcare providers, and students to read, study, or undertake internet research. As one of the only civic spaces where one can spend time without having to purchase goods or services, libraries also serve as a refuge for those struggling with homelessness or looking to find community support.

During the pandemic, public libraries across Canada’s urban centres stepped up to fulfill even more roles, including becoming food bank distribution hubs, providing COVID-19 rapid test kits, providing WiFi that could be accessed from library parking lots, and in some cases, even supplying portable toilets adjacent to their buildings when public washrooms were largely inaccessible due to public health lockdowns.

“Not only crucial to their local communities, Canada’s public libraries are a national network of critical social infrastructure, operating as community hubs and triage centres on main streets and downtowns, supporting social services and managing crisis response on-the-ground,” says Hamilton Public Library CEO and chief librarian, Paul Takala. “Libraries have had to expand their traditional roles [and] mandates to respond to social vulnerability across the country, but are struggling to handle the demands.”

As the pandemic subsides, urban communities are only now beginning to understand how critical libraries were—and continue to be—in meeting local health, educational and social needs. To continue meeting those needs, finds the report, libraries need more sustainable and creative forms of funding.

Today, Canada spends approximately \$8 per person per year on its urban libraries, the equivalent to \$305 million annually. By contrast, European countries spend between \$11 and \$60 per person.

Additionally, Canada's libraries are funded primarily through municipal governments—many of which are facing post-pandemic budget deficits—and through a property tax base, which leaves little room to increase funding proportionally with population or economic growth. In fact, funding for public libraries across Canada has dropped over the last decade, even as the breadth of services they offer has expanded.

The CUI and CULC joint report suggests several potential funding models for public libraries including public/private partnerships that would allow for sharing of capital assets, the creation of long-term investment plans for renovation and construction of libraries, and leveraging partnerships with other levels of government. At their core, these recommendations are about establishing libraries as critical pieces of civic infrastructure within cities, with the same funding priorities afforded to transportation services, emergency services, and hospitals.

“... These are critical pieces of infrastructure that allow urban neighbourhoods to flourish, be healthy, build social capital,” says CUI president and CEO Mary Rowe.

“... Doesn't it make sense to fund it differently? [There are] different resources that grow with the economy and that are more elastic, more flexible than just attaching something to the property tax. We expect so much from the property tax, and it's a bit of a mess.”

Investing in libraries would generate significant economic and social benefits for cities when one considers how many people rely on them for literacy and knowledge-sharing, notes Halifax Public Libraries CEO and chief librarian Asa Kachan.

“If we don't invest in libraries, what we foresee is that there will be more division in our communities, less harmony. We'll have lower literacy rates, we'll have lower rates of digital literacy, both of which impact profoundly the learning outcomes, educational outcomes, employment outcomes, and health outcomes [of residents],” she tells NRU. “We will see a growing disparity, and the negative impact of poverty on people will become more pronounced instead of mitigated in a way that creates a better future for all of us.”

But direct funding is only one way of supporting libraries and the services they offer. Another idea gaining increasing traction in cities is the notion of “co-locating” public libraries, such as incorporating a range of uses on a library site. This could include developing a ground-floor public library that accommodates housing above, or a library that shares space with a community centre, healthcare facility or commercial space. These kinds of partnerships can make it easier for library staff to refer a patron to other services nearby, but they can also have economic benefits for libraries, many of which are already located on under-utilized land and may struggle to maintain their aging facilities.

“There is a school of thinking that says ‘Let’s co-locate as much as possible,’” says Rowe. “The library near me for instance. There’s a health centre two blocks away, and they can send you over. That’s different than expecting a library to start administering flu shots, for example. I think that’s the dilemma we’re dealing with. So can we co-locate services? Can we have a stronger network of referrals? There’s always going to be tension when you’re navigating these roles ... but I don’t think that should preclude us being imaginative about what are, in essence, resilience centres.”

Rowe says this idea of mixed-use buildings that accommodate libraries and tangential services makes even in more sense in urban centres, as land becomes more scarce and growing populations begin to depend on public libraries for other services.

“This idea that you could be imaginative about where library services could also be offered, I just think there’s a whole range of interesting possibilities,” she told NRU. “I think that’s the point we’re making here. Let’s open this up, let’s start having these conversations about how we use urban real estate strategically.”

To read the full report “Overdue: The Case for Canada’s Public Libraries”, please visit the CUI website [here](#).



Canadian  
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Institute

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Urbain du  
Canada

**OVERDUE**

# The Case for Canada's Public Libraries

Why investment in public libraries is essential to Canada's post-pandemic recovery, competitiveness, and resilience





Canadian Institut  
Urban Urbain du  
Institute Canada

**The Canadian Urban Institute (CUI)** is Canada's Urban Institute.

We are a national platform where policy makers, urban professionals, civic and business leaders, community activists and academics learn, share and collaborate with one another from coast to coast to coast. Our mission is to support vibrant, equitable, livable and resilient cities in Canada through research, engagement and storytelling.

This report builds on CUI's work toward the post-pandemic recovery of Canada's main streets and downtowns, and our belief in Canadians' collective ability to transform our cities into more inclusive, just and resilient places.

**Canadian Urban Institute © 2023**

# Acknowledging the History of Canadian Urbanism

The Canadian Urban Institute acknowledges all the Indigenous Peoples of Canada and recognizes the ancestral territory of the Inuit, Métis, and First Nations people from coast to coast to coast. We acknowledge our collective and individual responsibility to recognize historical patterns of exclusion and abuse, to build our understanding of Indigenous peoples and cultures, and to commit to the ongoing process of truth and reconciliation.

More specifically, CUI is continually challenged to look for ways to

- Return land to Indigenous peoples
- Implement the [94 calls to action from the Truth and Reconciliation Commission of Canada](#)
- Implement the [46 articles of the UN Declaration on the Rights of Indigenous peoples](#)
- Implement the [440 recommendations of the Royal Commission on Aboriginal peoples](#)
- Investing in and supporting Indigenous communities and economies

## Acknowledgement

The head office of the Canadian Urban Institute is located in Toronto, the traditional territory of many nations, including the Mississauga's of the Credit, the Anishinaabe, the Chippewa, the Haudenosaunee and the Wendat peoples, and is now home to many diverse First Nations, Inuit and Métis peoples from across Turtle Island. Toronto is covered by Treaty 13, signed with the Mississauga's of the Credit, and the Williams Treaty, signed with multiple Anishinaabe Nations. This place continues to be home to many Indigenous peoples from across Turtle Island and we are grateful to have the opportunity to work on this land.

Further, CUI is cognizant that many urban planning practices reinforced racist and exclusionary practices of colonialism. The work of city-building today must include confronting the legacies of the past and search for new approaches that centre around equity and inclusion, making cities for and with everyone.

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# THE PROVOCATION





“

The only thing you absolutely  
have to know, is the location  
of the library.

Albert Einstein  
Physicist

## Overdue: The Case for Canada's Public Libraries

is part of CUI's ongoing work to highlight the critical components of the urban and community fabric that are essential to Canada's social, economic and environmental resilience and post-pandemic recovery.

**T**his provocation is the product of three years of CUI's engagement with Canada's urban public libraries through one of the most extraordinary periods in human history – the arrival and containment of the COVID-19 virus. The pandemic ravaged communities of all sizes around the world and left an indelible impact on our cities and communities of every political affiliation.

Canadian cities – from the large and rapidly-urbanizing to the small and rural – faced unprecedented challenges.

The tenacious, unpredictable, highly contagious virus threatened the capacity of individuals, families, neighbourhoods, businesses, government, and community service providers to function. Vulnerable populations faced the most pernicious challenges, as housing costs rose and availability declined, and social supports were severely constrained. As governments tried to communicate in real time, they were playing catch-up to the existing, emerging and anticipated challenges revealed by the virus. Over this sustained period, levels of public uncertainty and distrust in public institutions, the media, and governments escalated in every jurisdiction of the country.




We make the case that Canada's public libraries enable governments to meet their obligations and strengthen the common good.



With a vast physical and digital network across Canada, the time has come to recognize libraries as a national asset. Increased investment and strategically leveraging their potential are essential for renewing post-pandemic social cohesion, economic well-being and community resilience. Libraries are the one institution that provide a remarkably broad array of critical supports to our communities, including for knowledge distribution, culture, health, reconciliation, belonging, and our democracy.



A map of Canada is shown in a dark blue color. Overlaid on the map are numerous small, light blue dots representing library branches. The dots are most densely packed in the southern regions, particularly in the Great Lakes and St. Lawrence Valley areas, and are more sparsely distributed in the northern and western parts of the country. The text is presented in four horizontal bars of a medium blue color, each containing a portion of the main message.

**Canada's libraries are an untapped  
national network of social infrastructure  
that includes 652 library systems  
and 3350 branches.**



**Canada's libraries are visited  
over 100 million times a year.**





Every month, 204,000 Canadians get job-seeking help at their public library.

Are you looking for work?

WITH  
NT NEEDS

Are you looking to hire and need support?

Connecting employers and qualified job seekers

Alirena  
Public Library


- Job posting services
- Wage incentives and signing bonuses
- Job fairs and recruitment
- Employer resources and



A woman with short blonde hair and glasses, wearing a grey long-sleeved shirt, is leaning over a man seated at a computer workstation. The man is wearing a grey sweater and glasses. They are in a library setting with bookshelves in the background. Other people are visible at computer workstations in the foreground and background. A blue banner with white text is overlaid on the image.

**540 Canadian libraries provide  
free Wi-Fi and support.**





**Over 300 libraries offer technology training classes, attended by nearly 16,000 people each month.**



## **LIBRARIES FOR KNOWLEDGE**

Libraries provide communities with in-person and remote access to print and digital resources, creating more equitable access to knowledge and services.

They continue to evolve, such as by creating different types of learning spaces, from traditional quiet reading rooms to areas for collaboration and the interactive, hands-on acquisition of new skills.

By improving literacy, libraries amplify the spillover effects: closing gaps in education, increasing the likelihood of employment and contributing to workforce development.

## **LIBRARIES FOR CULTURE**

Libraries offer ideal spaces and opportunities to gather in person and online, enabling everyone to share and exchange ideas. They provide opportunities for visitors to access, and even create, culture: to read and listen to diverse authors, enjoy free films, music and dance, and craft new cultural content through interactive activities.

## **LIBRARIES FOR HEALTH**

Libraries have become a key partner in our health care system, working closely with social workers, community organizations and governments. They create and advance better health outcome for everyone, providing programs and services that touch on essential indicators of the social determinants of health: early childhood development, literacy, employability, social inclusion and non-discrimination.



## LIBRARIES FOR RECONCILIATION

Libraries have taken a leading role in responding to the federal Truth and Reconciliation Commission's 94 Calls to Action. They provide programming and collections that elevate Indigenous voices on cultures, languages, places, and knowledge, and address settler-centric structural biases in libraries and information retrieval systems.

## LIBRARIES FOR NEIGHBOURHOODS

Libraries are catalysts for neighbourhood and downtown revitalization. From Vancouver to Kitchener to Halifax they've anchored plans to create stronger downtowns. In cities around the world, library services are being introduced into unusual locations like transit stations and grocery stores as well as informally, through casual "sharing" clubs among neighbours, and new platforms for exchange and mutual aid.

## LIBRARIES FOR BELONGING

Libraries, by their nature and because they are located at the centre of communities, serve multiple needs in a way that no other public institution in Canada can. In a single day, a public library might be

- a place to access culture and information;
- a refuge from domestic violence;
- an election information or polling centre;
- a job search centre;
- a health clinic;
- a place to warm up or cool down;
- a language learning centre for newcomers;
- a place to attend free university classes or concerts; and
- a space for babies, children, caregivers and youth to make friends and form a community.

**Libraries are catalysts for connection: the anchors that create stronger downtowns and connected neighbourhoods.**

## LIBRARIES FOR DEMOCRACY

Libraries embody the democratic principle that citizens can freely inform and educate themselves. They uphold freedom of expression and freedom to read, and provide access to a wide range of ideas and information that empower individuals to make informed decisions and fully participate in society. They combat polarization by being open and free to everyone, providing the most democratic of spaces in our cities. During elections, many libraries distribute voter information, host all-candidate meetings, and operate as polling stations.

**By providing critical supports – knowledge, culture, health, reconciliation, belonging, and our democracy – Canada’s public libraries are quietly fulfilling core mandates at every level of government.**





**THE  
COVID  
PIVOT**







During the COVID-19 pandemic, the one civic institution that emerged as a reliable, safe and essential service, was the public library. From coast to coast to coast, local libraries were able to pivot to serve their communities in a multitude of new ways.



**In response to the crisis, libraries mobilized swiftly and decisively, demonstrating a deep understanding of community as they adapted their services to meet local needs.**

Through their national network, libraries quickly built new standards of practice in response to the pandemic. And through their extensive local partnership networks, they “leaned in” to community in a variety of locally-relevant ways.



Some became foodbank distribution hubs, others distributed rapid test kits. Some made personal protective equipment for frontline healthcare workers with their 3D printers, or worked with community organizations to provide Chromebooks and Wi-Fi hotspots to shelters and group homes. Others helped students and seniors connect with others to support their mental health. They distributed social isolation activity kits to families to support their mental health, engagement and creativity when people hunkered down in the early, pre-vaccine days of the pandemic. Staff distributed snacks and menstrual products through their doorways, even when the library was closed, and supplied portable toilets adjacent to their buildings when public washrooms were in short supply. Chief Librarians across the country joined local emergency management teams and readily shared their community knowledge to inform broader community responses.



Barriers to service, like library fines, were removed; digital programming was ramped up; lending and distribution systems expanded to distribute laptops and COVID tests. With their rich network of partners, they already understood who would need the most help, and which partners to collaborate with as local needs shifted in response to the pandemic.

Over the decades, with the advent of technology, there was speculation about whether bricks-and-mortar public libraries would become obsolete. Instead, they have become indispensable to their communities, while retaining their traditional role as a place to go for information, to do research and study.



Quietly, Canada's public libraries have evolved into highly capable partners for every level of government, supporting the common good by serving critical mandates that fall under municipal, provincial and federal jurisdiction.

- Sustaining workforce development
- Reducing hate, racism, harm and violence
- Fostering cultural and artistic diversity
- Championing entrepreneurship and innovation
- Supporting newcomer settlement
- Advancing Reconciliation
- Talking action on climate change
- Providing a community access point for public services
- Fostering mental health
- Offering spaces for public consultations and disseminations of information
- Supporting access to place-based programming





# THE POST-PANDEMIC CHALLENGE



Libraries are an underfunded asset that support governments in delivering on their obligations to individuals and their families, neighbourhoods, communities, and cities.



We are only now beginning to understand how profoundly pandemic-related lockdowns and social distancing protocols affected the health of our communities, and how critical libraries were in meeting community needs.





**Pressure mounted, and continues to exist, for libraries to provide local services in the absence of adequate social infrastructure and comprehensive mental health care.**

This includes dealing with:

- Disrupted school days and curricula: libraries provide children, youth, and post-secondary students with important opportunities for social interaction, as well as support for their schoolwork.
- Skyrocketing mental health challenges among youth: they provided support for young people.
- Seniors struggling with isolation: they provided a source of connection.
- At-risk and vulnerable individuals: they provided shelter, for companionship, and connections to services and opportunities.





## Libraries find themselves as the triage centres on our main streets and downtowns.



They are called on in the absence of adequate social infrastructure and comprehensive mental health care. Increasingly, library workers must take security measures and call first responders to help a person in crisis. For example,

- A rash of violent incidents prompted Winnipeg's Millennium Library to introduce security checks of all patrons.
- The Edmonton Public Library hired staff to work with vulnerable populations and connect them to social services, after it had more than 6,000 interactions with at-risk individuals in just one year. This included almost 100 overdoses where naloxone had to be administered.

**In the absence of critical systemic changes to how we deliver and fund mental health care and supportive housing, and address social vulnerability in Canada, libraries are struggling to handle the demands.**

Greater demand and unmet social needs require greater support. Central to this problem is how libraries are funded in Canada.



**Today Canada spends \$8 per person** (approx.), or \$305 million per year on its urban libraries. In contrast, European countries spend between \$11 and \$60 per person.

Upwards of 90% of funding for Canadian urban libraries comes from municipal governments, although variations exist across provinces. The pandemic and its economic repercussions, as well as the increasing costs of climate change, have added new stresses to municipal budgets that were already under immense pressure.

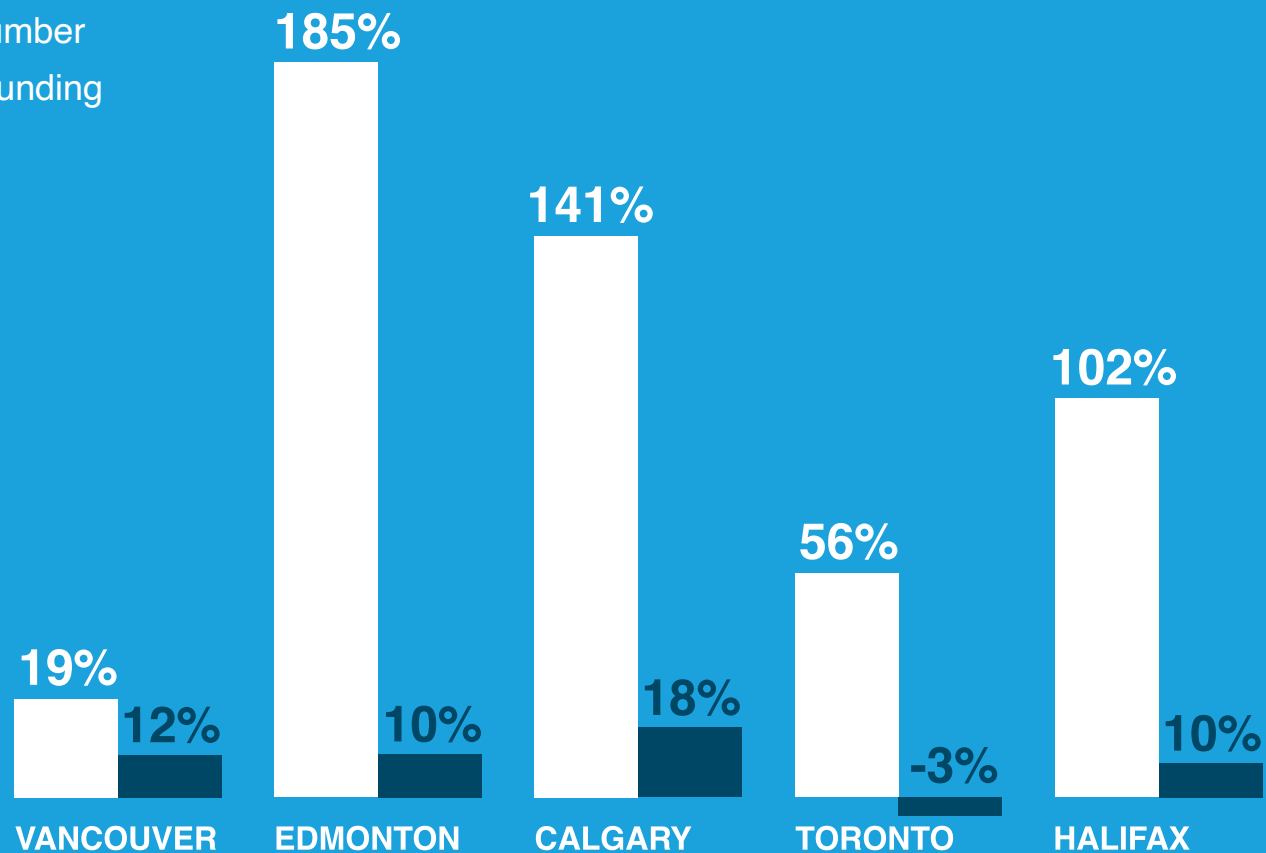
Libraries are funded from a tax base that does not increase proportionally with population or economic growth, and municipal support for libraries remains flat or fallen in real dollars over several years, despite the addition of many essential new programs and services. The more dire financial repercussions of the pandemic – and the growing mismatch between needed services and available revenue tools for Canada’s largest municipalities – has yet to be fully realized, but it puts libraries and the communities they serve at precarious and increasing risk.



The funding gap between the growing number of services being provided and the resources to do so is staggering and growing.

Percentage change in number of library programs and funding 2010-2019

DEMAND SUPPORT



## The value proposition for increased investment is clear.



Research undertaken for this report ([Appendix](#)) estimates that an investment in library programming generates over six times more in economic and social benefits. **That is, for every \$1 invested in Canada's urban libraries, \$6 is generated in community economic impact, a return of over 600%.** In real terms, \$300 million in annual capital and operating funding generates \$2.1 billion in direct economic benefits. This number is significantly magnified when we take into account the social value of libraries in addressing literacy, educational outcomes, and workforce development; culture; mental and physical health; reconciliation; belonging; and the health of our democracy.

For example, a related finding by the Canadian Children's Literacy Foundation shows that every \$1 invested in early childhood education yields six times the economic benefit. Currently, 45% of Canadians lack the literacy, numeracy, and digital skills that are increasingly necessary to succeed in jobs in the knowledge economy. Libraries have the potential to significantly impact Canada's literacy, numeracy and digital gap. A 1% increase in adult literacy could create an annual economic benefit of \$67 billion for Canada, the equivalent of approximately \$1,800 more in the pockets of each Canadian every year.



# SCENARIOS FOR THE FUTURE





**CUI developed two scenarios in partnership with Canada’s libraries. The first is a plausible “Stretched to the Brink” scenario where library funding continues to decline. The second is an aspirational scenario, where funding matches the enhanced role being played by urban libraries across the country, right now, every day.**



A PLAUSIBLE  
SCENARIO

**Stretched to the Brink**

**A Dystopic Future of Under-Investment**



Libraries are no longer able to provide “a space for everyone” as the visitor demographic shifts away from people of all ages and socio-economic status.

## The Scenario

**While libraries are busier than ever, due to growing demands for new programs and services (especially from newcomers and equity-seeking populations), municipal funding for all public services is declining proportionately to the rise in demand.** Post-pandemic tax revenue is dramatically reduced as main street commercial businesses close and transit ridership diminishes. Provincial support remains static and line-item federal support is practically non-existent. Inflation is at its highest level in decades, putting strain on libraries and their visitors.

### IMPACTS ON LIBRARIES

More severe funding cuts to core municipal services force libraries to reduce staffing levels, programs and hours of service. The depth and breadth of both physical and digital collections is also reduced, causing fewer titles to be purchased and longer wait times. Social service programs also face budget cuts, and vulnerable populations experiencing homelessness and unemployment have fewer places to go. People take shelter in libraries, putting additional pressure on remaining staff to manage the increasing social disruption and violence that affects everyone’s sense of safety. Community members with greater financial resources stop visiting the local library as often.



The energy within libraries changes, as they no longer serve everyone. Communities become further polarized between the “haves” and “have-nots” as the divide between wealthy and poor grows. As community members have less exposure and interaction with one another, empathy and community care are less evident.



### **IMPACTS ON COMMUNITIES**

During the hours that libraries are now closed, there is a rise in criminal activity. Community members become increasingly hesitant to spend time downtown for fear of being victims of crime. Small businesses near the libraries see a decrease in foot traffic, threatening their viability. The municipality responds with increased policing, further diverting funds for library services.

The crisis continues to spiral. Vulnerable populations become even more present on main streets, in commercial lobbies, and any remaining public space like parks and community centres, fire stations, and faith places.

### **IMPACTS ON COMMUNITY MEMBERS**

With reduced library hours and limited access to language learning, free conversation groups and places to spend time and meet others, a sense of belonging does not develop. Newcomers struggle to connect with the local community, and while some newcomers decide to leave Canada, others stay but experience greater loneliness. They express disappointment at not having made friends with people outside their own cultural community and feel the great opportunities they were promised have not materialized.

Those community members without access to the internet at home, and those with a low level of digital literacy who need support, turn to libraries for help. But now that the library is open for fewer hours and there are fewer

librarians and computers, and limited Wi-Fi, people cannot always get the online access to the services they need. They struggle to sign up for government services, enroll in programs, apply for jobs, and stay connected to friends.

With decreased social and cultural interaction, more Canadians experience a rise in xenophobia and discrimination. There is less trust among community members, which leads to less trust in government. Fewer people turn out to vote because it's more difficult to access polling stations, and they don't think it will make a difference anyway.

Schools observe that children are starting kindergarten with less exposure to early literacy and are less ready for learning.

Parents confide that they feel more isolated and overwhelmed by the new costs of educating and occupying their children through private programs. The gap in school performance between children of families who have financial means and those who do not is growing.

Political support for library investment also erodes, and more councillors question the need for libraries at all. Provincial legislation designed to protect libraries from political interference is questioned.

At the same time, deferred library maintenance costs continue to mount, making achieving a state of good repair seem impossible. Conditions worsen, and library spaces are less comfortable and more difficult to keep clean.



## **COPING**

Facing the immediacy of burgeoning demands for social supports, some branches no longer provide programs for young families or after-school activities. As staff morale declines, recruiting and retention challenges and labour instability rise. The combination of staff shortages and smaller operating budgets has made it necessary for most library branches to reduce their hours of operation.

Some library systems begin to raise revenue by introducing fees for programs, computer use and even borrowing and admission. Local schools no longer rely on libraries to provide after-school access to computers and programs for youth, which has a direct impact on student outcomes.

As library systems reduce and narrow the scope of services they provide, they hold out hope that they can restore a better balance between providing the library services in their mandate and compensating for broken public and social service delivery systems. They want to see a more diverse constituency of visitors return over time – one that will also advocate for the necessary political support for reinvestment in libraries – but they realize this could take decades.





AN ASPIRATIONAL  
SCENARIO

**Resourced for Resilience**  
**Strengthening the Common Good**



Libraries are recognized for their vital role at the heart of their communities. Lessons from the pandemic underscore their importance and ability to pivot to meet diverse local needs.

## The Scenario

While libraries are busy due to growing demands for new programs and services, (especially from newcomers and equity-seeking populations), municipal, provincial and federal funding for all public services is increasing with an eye on the long-term benefits. Inflation is at its highest level in decades, but the impact is cushioned by the programs and services available to everyone at local libraries.



### IMPACTS ON LIBRARIES

Libraries across the country are thriving community centres. During the pandemic, they demonstrated their ability to go beyond traditional library services, providing essential information, functioning as vaccination clinics and service centres, and offering free 24-7 Wi-Fi, food, and public meeting spaces. As cities start to recover, libraries are now pivoting again to provide appropriate, well-funded and top-quality services and programs.

Libraries are welcoming places that are universally understood as essential to maintaining the health of communities, and promoting respect, tolerance and a sense of belonging for everyone. Also invaluable – and hard won – is the trust that community members overwhelmingly have in their

libraries to provide them with a broad range of information from many perspectives, and the tools to do their own research and explore their interests, with staff support.

Libraries are poised to fulfil crucial and varied needs, continuing to transform as they did in the decades prior to the pandemic. They are incentivized to innovate their sites and programs through a series of provincial and federal investment programs designed to improve outcomes according to Canada's 12 Social Determinants of Health. Governments acknowledge their critical role in ensuring equitable access to the internet by providing specific, core allocations to support broadband access for all Canadians.

Libraries pivot to become the essential community hub of every neighbourhood in Canada, working in partnership with service providers and key institutions. As the heart of their communities, they provide the primary public infrastructure, available seven days a week and free to everyone. Across the country, they reconfigure their services in unique ways that reflect the neighbourhood and populations they serve. Other critical services are drawn toward the library, and soon, supportive housing and health care providers, schools and transit services are located in close proximity.

Library leaders are recognized for their deep understanding of community and invited to participate in integrated regional planning

efforts that are linked to municipal, provincial and federal investment. They broker partnerships with provincial service providers, and connect with childcare centres, schools and post-secondary institutions to maximize the benefits of integrated service delivery and ensure high degrees of coordination for the public.

Library staff work closely and collaboratively with service providers from other public agencies, hosting a range of services on site or adjacent to library facilities, providing everything from newcomer settlement and passport services to tax clinics and employment workshops to cultural programming. Service coordination and cross-referrals become standard.



**LIBRARY + EDUCATION**



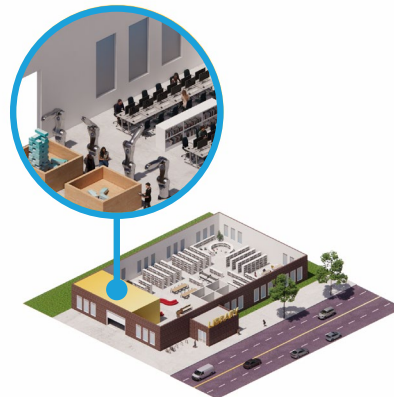
**LIBRARY + OFFICE & RETAIL**



**LIBRARY + TRANSIT**



**LIBRARY + HOUSING**



**LIBRARY + MARKETPLACE**



**LIBRARY + RECREATION**

### IMPACTS ON COMMUNITIES

These thriving partnerships also make possible a sharing of capital assets.

Canada's public libraries sit at the centre of a new service delivery model, one that integrates facilities, programs, services and resources across many different models of delivery.

In some cases, national agencies, including the CBC and Canada Post, relocate to local libraries. Capital costs for new libraries are now part of ongoing plans required by Infrastructure Canada, and they are built specifically to be climate resilient places of refuge, available to all community members during weather-related and other emergencies.

To maintain a state of good repair over the long-term, capital funding for existing libraries is now sourced through the Library Futures Fund, a low-return investment fund created by the federal Social Finance Fund. Government and public pension funds, private philanthropy, and private equity invest in library assets to achieve climate targets – guaranteeing a reasonable rate of return while improving energy performance and sustainability.

Canada's Infrastructure Bank creates a fund for social infrastructure investments, for which libraries are eligible. Library operating costs continue to be primarily covered by municipal budgets, but allocations are tied to inflation and population growth, so are not affected by annual budget reviews.



Auditor Generals from every order of government repeatedly cite libraries as having the highest return on investment of any publicly funded program.



### **IMPACTS ON COMMUNITY MEMBERS**

The COVID-19 pandemic has shown the power of proximity. Consequently, governments invest in the core of every neighbourhood to provide services of all kinds, locally, that are easily accessed by everyone, and with minimal barriers. For community members with limited mobility – due to public health measures, severe weather, energy costs, age or a lack of transportation – there is easy, ready access to nearby services.

Recent investments and partnerships make libraries highly coveted workplaces for a broad range of trained professionals in technology, information management, design and the arts who are interested in collaborative, inter-disciplinary work environments.

Corporations, entrepreneurs and academic communities seek partnerships with libraries to create innovation and “maker” labs that bridge research and product development with on-the-ground community needs and emerging challenges.

Libraries function as testbeds to ensure youth get hands-on experience with different technologies, and career exposure. They are also indispensable in upskilling an aging workforce that is in constant demand to fill vacancies across all sectors.

Now, with sufficient funding and partnerships, many libraries across Canada are open 365 days a year, providing safe, engaging spaces at all times of day, regardless of historic calendar holidays. Known as the only truly inclusive space,

libraries house the broadest range of activities and visitors, with midnight youth events and dawn gatherings for astrology clubs.



With the shuttering of hundreds of faith institutions, libraries have become the sole community anchor along many main streets, able to provide spaces for community and civic activities, ranging from drop-in programs to drone repair workshops.

**THRIVING**

Libraries have become the widely acknowledged “go to” place for programs and services that support community cohesion and resilience, connecting and equipping residents to survive and thrive as Canada adapts to a fast-changing economy, social conditions and climate change.

“

Bad libraries build collections,  
good libraries build services,  
great libraries build communities.

R. David Lankes

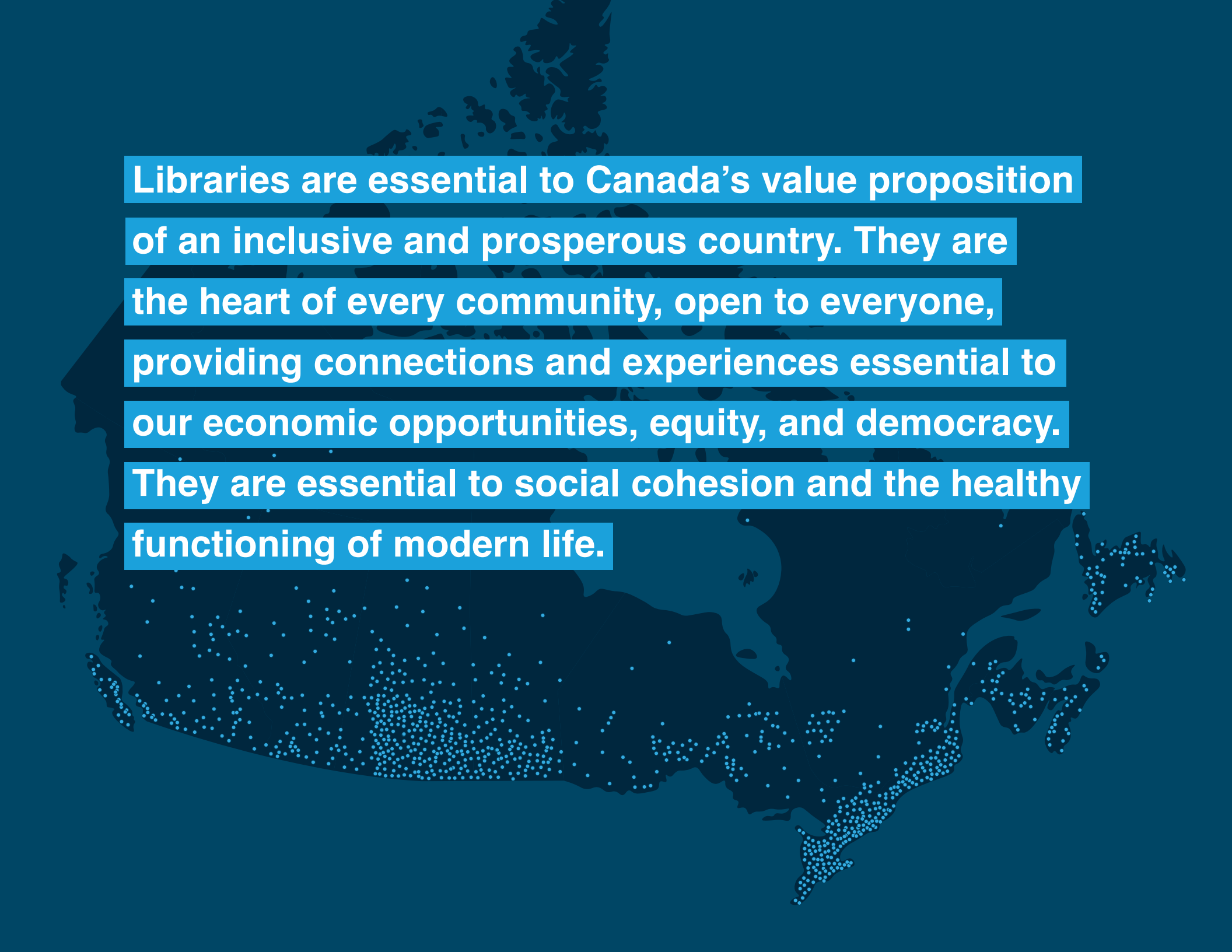




**THE  
WAY  
FORWARD**

MOUNT PLEASANT VILLAGE COMMUNITY CENTRE AND LIBRARY





**Libraries are essential to Canada's value proposition of an inclusive and prosperous country. They are the heart of every community, open to everyone, providing connections and experiences essential to our economic opportunities, equity, and democracy. They are essential to social cohesion and the healthy functioning of modern life.**



# The Way Forward A Call To Action

The following is a Call to Action, outlining the priorities, goals and steps toward building the resilience of Canada's neighbourhoods and communities by strategically leveraging a hidden asset – the public library. This effort requires equipping the country's largest network of knowledge and service providers with the tools and resources they need to meet the economic, social, cultural and environmental challenges of this post-pandemic century. These actions hinge on increased recognition and funding by provincial and federal governments: that urban libraries can – and do – serve critical mandates that are under government jurisdiction.

# The Way Forward Priorities

## 1. **Relieve Current Operational Pressures**

to ensure libraries remain safe, accessible, and welcoming libraries to everyone.



## 2. **Establish Libraries as Critical Infrastructure**

where community resilience is strengthened through funding of libraries to deliver government priorities.



## 3. **Formalize Sustainable Investment Streams**

that recognize their expanding role.



## Priority 1

# Relieve Current Operational Pressures



Today, libraries across the country are stretched beyond capacity, and some have essentially been turned into crisis centres as the last safe haven for vulnerable populations. While Canada's urban libraries are intentionally accessible and welcoming spaces for all residents – including those at risk – they are not the appropriate public space to address the serious mental health and addiction issues being experienced across the country.

### GOALS

- Reduce the frequency and severity of social disorder and violence
- Established, appropriate crisis response approaches
- Reinforcement of the role of libraries as accessible community hubs that can refer visitors through referral networks
- Restoration of the perception and reality of libraries as welcoming places for everyone

### OUTCOME

Safe, accessible and welcoming libraries for everyone

## Priority 1

# Relieve Current Operational Pressures



### MUNICIPAL AND LOCAL ACTIONS

- Confirm deferred maintenance/costs to maintain state of good repair for library systems
- Review the municipal Strategic Plan and prioritize alignment with library services
- Engage libraries early and often in municipal planning and neighbourhood development
- Hear from library CEOs (or their designates) on the impacts of homelessness and treatment of mental health and addictions, to enhance understanding
- Prioritize libraries and their adjacent neighbourhoods as priority areas for coordinated services and investment in mental health, addiction and public safety

- Work with library systems to improve community emergency preparedness, including as places of refuge in response to climate events

### PROVINCIAL & FEDERAL ACTIONS

- Develop a pan-Canadian strategy on mental health and addiction that would include public library leadership
- Develop rapid response strategies including libraries as referral centres
- Increase provincial funding for (1) integrated community-based mental health and addiction services for people with complex needs, to reduce vulnerability, and (2) support libraries in being able to refer individuals in need

## Priority 2

# Establish Libraries as Critical Infrastructure



Governments must recognize the intrinsic role of libraries as community infrastructure, as critical as transportation, sanitation, emergency responders and hospitals. Further, provincial and federal governments must invest in the vast network of libraries to reach Canadians from coast to coast to coast, in order to achieve their most important mandates: addressing climate change, Indigenous reconciliation, affordability, and digital equity.

## GOALS

- Strengthened community resilience and disaster preparedness by equipping libraries
- Reinforcement of democratic principles of access to information, Indigenous reconciliation, inclusion and citizenship through libraries
- Funded services and programs in libraries to support municipal, provincial and federal priorities

## OUTCOME

Community resilience is strengthened through funding of libraries to be able to work with community partners to deliver on municipal, provincial and federal priorities



## Priority 2

# Establish Libraries as Critical Infrastructure



### MUNICIPAL AND LOCAL ACTIONS

- Review municipal Strategic Plans and identify priorities for alignment with library services
- Integrate libraries into planning across municipal department divisions, services and workplans, as knowledge hubs and program delivery centres
- Centre redevelopment and new developments around libraries, with proximity to other public services, affordable housing and community facilities

### PROVINCIAL AND FEDERAL ACTIONS

- Establish a National Task Force on the Future of Public Libraries to:

- Undertake a comprehensive national assessment of the value and impact of public libraries on community well-being and health
- Aggregate data on the state of library buildings to create a long-term investment plan for renovations and construction of new libraries, including in multi-use facilities
- Contribute to the program development of Canada's Long-Term Funding Plan for libraries, acknowledging the library's role in supporting broadband access through the network of libraries
- Identify whole-of-government leveraging opportunities for strategic partnerships among federal agencies and libraries for local service delivery

## Priority 3

# Formalize Sustainable Investment Streams



Despite the essential role public libraries play in addressing government priorities, they remain chronically underfunded. Today's reliance on municipal funding is not sufficient to meet the growing expectation of libraries to serve their communities in multiple ways. Libraries need to be invested in as Canada's most trusted institution.

### GOAL

→ Formalized funding that recognizes libraries' expanding roles and resources them through a sustainable, blended funding pool, with contributions from municipal, provincial and federal governments.

### OUTCOME

Stable and diversified revenue for libraries

## Priority 3

# Formalize Sustainable Investment Streams



### MUNICIPAL AND LOCAL ACTIONS

- Create accountability mechanisms, such as benchmarking, to ensure local library funding keeps pace with inflation and is not annually at risk
- Equip municipal leaders with advocacy tools to increase provincial and federal support

### PROVINCIAL & FEDERAL ACTIONS

- Look for mechanisms to commit provincial core funding for library operations, acknowledging the role libraries play in delivering on provincial priorities
- Explore the potential for a per capita funding allocation that supports libraries as deliverers of federal priorities, as part of the next iteration of the Investing in Canada Infrastructure Program/ Long-Term Infrastructure Plan.

# OVERDUE

**The test of COVID-19 made crystal clear the importance of community members having reliable, safe and accessible places close to home, to gather information and find support. There's no predicting our next collective challenge, only the knowledge that there will be one. It's incumbent on all of us, as urban stewards building one of the most urbanized countries in the world, to address the challenges and seize every opportunity to strengthen one of our most valuable civic assets: our public libraries.**

Canada's workforce will increasingly be challenged by an aging population, requiring better supports for Canadians wishing to work longer and needing to upgrade skills to remain competitive.

Concurrently, higher levels of immigration will welcome 500,000 immigrants annually by 2025. Newcomers rely on public libraries for services such as language training, job search assistance, access to computers, and to establish connections essential to settlement. Early literacy programs and language classes offered in libraries will be key to providing the children of new immigrants with a successful start to their education in Canada.

With an increasing reliance on technology, all Canadians need to have digital access and support in navigating the information they find. Artificial intelligence, detecting disinformation and new technological interfaces can all be better understood with the assistance of a librarian and library programs.

Canada will need to support lifelong learners and entrepreneurs to keep pace with technology and adapt to a fast-changing economy and labour market.

Communities will see increased shocks and stresses stemming from climate change, technological disruptions and global political and social upheaval. Equitable access to free public libraries where all community members are welcome is essential to social cohesion and our democracy.





**B**usiness magnate and philanthropist Andrew Carnegie invented the free public library by providing funding for more than 2,500 public libraries in many parts of the world, including 125 in Canadian communities, between 1883 and 1929. What began as private philanthropy has become an essential public service.

Post-pandemic, we have this moment for a once-in-a-generation shift in how we secure the social, economic and environmental future of Canadian communities and cities. We are overdue for this change – one that recognizes that investment in this national asset can renew social cohesion, contribute to economic growth, and support community resilience for the future.

# Appendix

Canadian Urban Libraries Council member program and activity surveys and the assessment of their economic impact was conducted by statistician Kevin Stolarick, PhD. Kevin is the Dean of the Curtner Leadership Program at Urban Land Institute and a Consulting Researcher for the Toronto Workforce Innovation Group. His research focuses on the relationship between firm performance and information technology; and the impacts of technology, tolerance, talent, and quality of place on regional growth and prosperity. His work provides informative and accessible insights into the Creative Economy and the role of the Creative Class in increasing regional growth and prosperity.

# Survey of CULC Library Systems

**Canadian Urban Libraries Council (CULC)** membership consists of 49 library systems across Canada's largest urban areas. Due to the number of requests that CULC already makes of its membership and to encourage completions, a survey was prepared to maximize the amount of necessary information obtained while minimizing the amount of time required to complete it. The primary goal of the survey was to collect information on what programs and services each of the library systems is currently offering. Annual reports, websites and other sources were obtained and reviewed to identify offered programs and services. Those were then manually clustered around 10 themes/topics.

The themes/topics identified were:

- Physical Lending/Access
- Digital Lending
- Bookable Space/Facilities
- Kids and Family Programs
- Teen Programs
- Older Adults Programs
- Newcomer Programs
- General Audience Programs
- On Site Social/Support Services
  - Community Outreach
- Retail/Office Co-Location

Five to fifteen specific programs and services were identified for each theme.

Additionally, the survey requested information about when each of the various demographic groups returned to the library, any additional programs/services for each theme, other community partnerships, COVID-19 recovery priorities, and contact information for follow up questions.

In total, the survey identified 88 programs and services. The approach taken was to identify which of the 88 identified programs and services were being offered by each library system, and then to follow up and ask for detailed cost, benefit, and number served (e.g. program participants, books lent), information from 2022. In effect, by knowing who does what and the costs and benefits for a specific library for each of the programs/services, the overall impact could be (roughly) estimated without requiring many hours of data collection and reporting for each system.

The survey was launched on November 14, 2022. Results were accepted through December 18, 2022. Forty of the 49 CULC members submitted responses. This should be interpreted as a 100% response rate from participating library systems, as the remaining members are not library systems or are not community focused (e.g., Library and Archives Canada and Bibliothèque et Archives nationales du Québec).

The 88 programs and services were distributed in twos and threes across the 40 respondents, with each assigned the programs/services that they reported doing. Generally, a library was asked about programs/services within the same theme to keep the data collection and reporting less streamlined. Detailed responses were obtained from 28 of the 40. For 62 of the 88 programs/services.

On average, about half of the library systems reported doing the activities for which additional information was not collected. As a result, the economic impacts estimated here understate the actual total, combined impact. The unreported programs and services are generally specific in nature, so their absence is not expected to result in a major underreporting of total impact, but the “real” number would be higher if these were included.



# Advancing Social and Economic Well Being

## COVID 19 Priorities

In addition to the questions on two questions on COVID-19 recovery were repeated and a series of questions on when specific groups returned to the library were asked.

**Table A1. Pandemic recovery priorities**

What are the most important roles of public libraries to help our communities recover? Identify and prioritize your top 3	Total	Share (%)	1	2	3
Helping community members be informed and connected	34	85%	18	8	8
Building cohesion in community	26	65%	10	6	10
Supporting community members suffering from social isolation	23	58%	3	12	8
Connecting people to government support and services	18	45%	3	8	7
Helping low-income families and groups to return to normal	13	33%	6	3	4
Supporting job seekers	8	20%	3	3	2
Supporting small businesses and entrepreneurs to restart the economy	4	10%	3	0	1

The first question asked respondents to select their top most important 3 roles of the library for pandemic recovery” (see Table A1). Each of the options was selected as a top priority by at least 3 library systems. And while almost all the libraries (34 of 40) selected “Helping community members be informed and connected” their top 3, there was not uniform agreement on the most important roles. These results are consistent with the argument that individual library systems have customized their priorities and offerings to best

meet the needs of their specific communities. The second question asked respondents to identify their priority population (Table A2). Every available option was selected by at least two library systems. While over 80% (33 out of 40) selected “children and family” or “vulnerable populations”, evenly split between two. The results also show libraries prioritizing programs/services based on the community’s needs and the library’s capabilities.

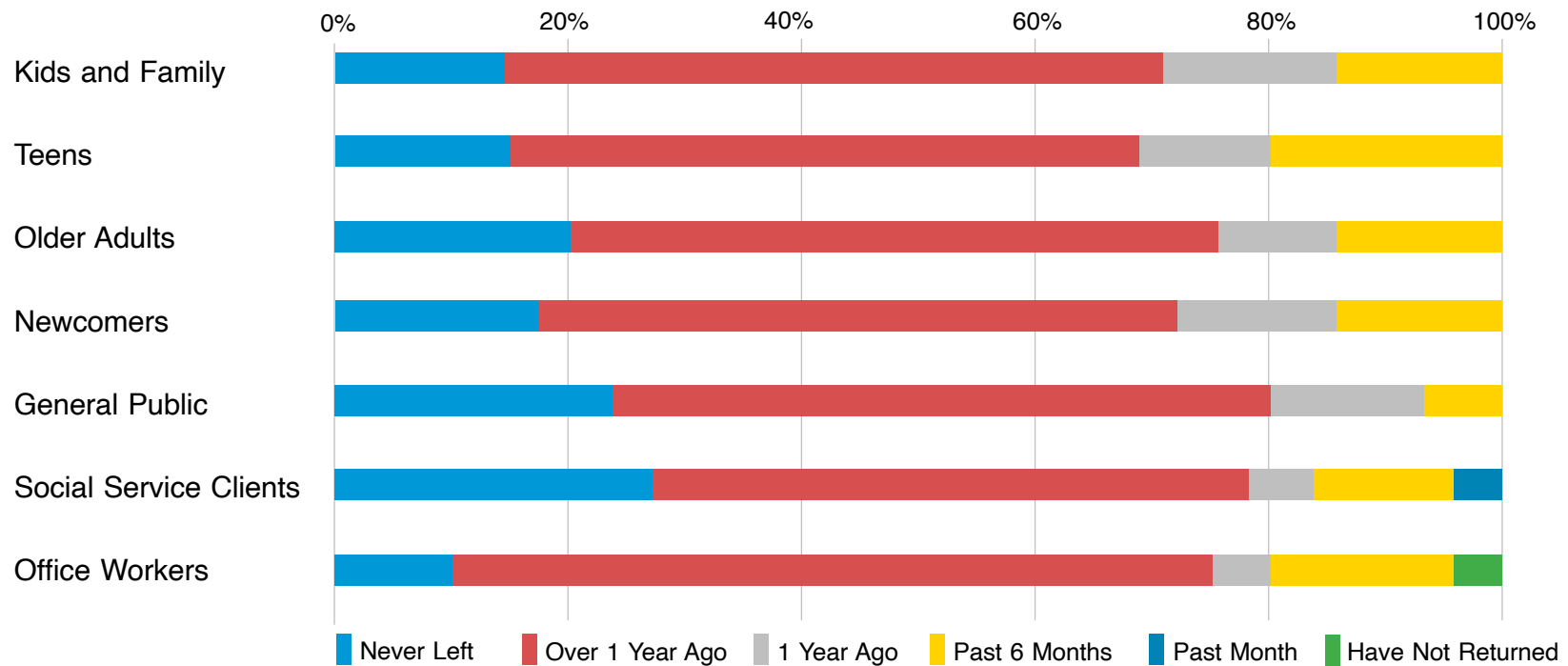
**Table A2. Return of specific populations**

During recovery, the population that is most important for my library to focus on is: (select one)		
Children and Family	17	42.5%
Vulnerable Populations	16	40.0%
Seniors	3	7.5%
Newcomers	2	5.0%
Youth	2	5.0%

Figure 1A shows the when specific groups of clients returned to the library. For all libraries, for almost every client group, they either never left or have returned within the past 6 months. Generally, most library systems saw most client groups return. Around 15% of libraries had at least one client group that

never left and about 10% had one or more groups return within the past 6 months (second half of 2022). The nonuniformity and range of these results again demonstrate that the Covid-19 experience and response varied from system to system.

**Figure A1. When clients returned to the library**



# Who Is Doing What?

## Findings: Programs and Services

Table 3 lists the 88 programs/services and the count and share of respondents who reported undertaking that activity. Several activities are being provided by all libraries, and each unique activity is being provided by at least two library systems.

**Table 3. Programs and services by use**

Theme/Topic: Program/Service	# of Respondents	Share %
Digital Lending: eBooks	40	100
Digital Lending: Digital audiobooks	40	100
Digital Lending: Digital newspapers	40	100
Physical Lending/Access: Books	39	98
Physical Lending/Access: DVDs	39	98
Digital Lending: Digital magazines	39	98
Kids and Family Programs: Storytime	39	98
Kids and Family Programs: Dedicated kids and family spaces in the library	39	98
Physical Lending/Access: Music	38	95
Physical Lending/Access: Public Wi-Fi	38	95
General Audience Programs: Computer and technology training	38	95
General Audience Programs: Author talks, lectures and panels	38	95

Bookable Space/Facilities: Meeting rooms	37	93
General Audience Programs: Book clubs and reading circles	37	93
On Site Social/Support Services – Community Outreach: Partner with local community organizations to develop community resources	37	93
Digital Lending: Streaming video	36	90
Kids and Family Programs: Reading and/or writing support programs	36	90
Kids and Family Programs: Kids book clubs / reading buddies	36	90
Older Adults Programs: Digital life skills for seniors	36	90
Digital Lending: Streaming music	35	88
Bookable Space/Facilities: Study rooms	34	85
Teen Programs: Multi-media production, robotics, or other tech-related workshops	34	85
Physical Lending/Access: Computers (includes Chromebooks)	33	83
General Audience Programs: Programs on Truth and Reconciliation	33	83
Digital Lending: Digital comics	32	80
Bookable Space/Facilities: Community multipurpose rooms	32	80
General Audience Programs: Business and employment (e.g. interview skills, work culture training, job search)	32	80
On Site Social/Support Services – Community Outreach: Areas for warming or cooling during extreme weather	32	80
Newcomer Programs: Language learning programs	31	78
General Audience Programs: Posting of civic information (e.g. election information, city hall services, etc.)	30	75
On Site Social/Support Services – Community Outreach: Partner with health agency to provide information and services	30	75
General Audience Programs: Tour of the library	29	73
Bookable Space/Facilities: Multi-media lab	28	70



Teen Programs: Arts classes or workshops	28	70
Older Adults Programs: Lectures and panels on positive mental health and brain health	28	70
Retail/Office Co-Location: Community centres	28	70
Bookable Space/Facilities: Conference rooms	26	65
Bookable Space/Facilities: Larger Event Space for more than 50 people	26	65
Teen Programs: Reading and/or writing workshops	26	65
Older Adults Programs: Personal financial planning	26	65
Newcomer Programs: Library Services in multiple languages	26	65
Newcomer Programs: Job search support and skills program	26	65
Newcomer Programs: Online resources for newcomer services	26	65
General Audience Programs: Digital creation (e.g. animation, self-publishing, etc.)	26	65
Teen Programs: Teens Book Club	25	63
Older Adults Programs: Senior social events	25	63
General Audience Programs: Performance art events	24	60
Teen Programs: Game Nights for teens	23	58
Newcomer Programs: Access to settlement workers	23	58
General Audience Programs: Film Screening	23	58
Physical Lending/Access: Tablets (iPad)	22	55
Physical Lending/Access: Passes to cultural organizations (such as museums)	21	53
Bookable Space/Facilities: Exhibition Space	21	53
General Audience Programs: Oral history and stories	21	53
Physical Lending/Access: Passes to national parks	19	48
Newcomer Programs: Citizenship practice test or preparation courses	19	48
Physical Lending/Access: Musical Instruments	18	45

Teen Programs: Support for college application, financial aid or other career readiness programs	18	45
Older Adults Programs: Support to access options to age in place	18	45
Older Adults Programs: Creative aging programs	18	45
General Audience Programs: Literacy Van, Bookmobile or Books to Go	18	45
Bookable Space/Facilities: Theatre	17	43
Older Adults Programs: Telephone seniors who might be socially isolated	16	40
Newcomer Programs: Personal financial planning	15	38
Retail/Office Co-Location: Café	15	38
Bookable Space/Facilities: Outdoor space	14	35
Kids and Family Programs: Nature walks	14	35
Newcomer Programs: Newsletter or centralized information for newcomers	14	35
On Site Social/Support Services – Community Outreach: On-staff “community services navigator” to help people understand and navigate the system to access need social, justice and/or health services	14	35
On Site Social/Support Services – Community Outreach: Partner with local partners and organizations to provide food for those in need	14	35
Retail/Office Co-Location: Municipal government office	14	35
Older Adults Programs: Support to navigate change with aging	13	33
Teen Programs: Mindfulness workshops	12	30
On Site Social/Support Services – Community Outreach: On-staff social workers	11	28
Retail/Office Co-Location: Gallery	11	28
Retail/Office Co-Location: Gym	11	28
Physical Lending/Access: Tools	8	20
Retail/Office Co-Location: Library store / Boutique	7	18
On Site Social/Support Services – Community Outreach: Community fridge	6	15

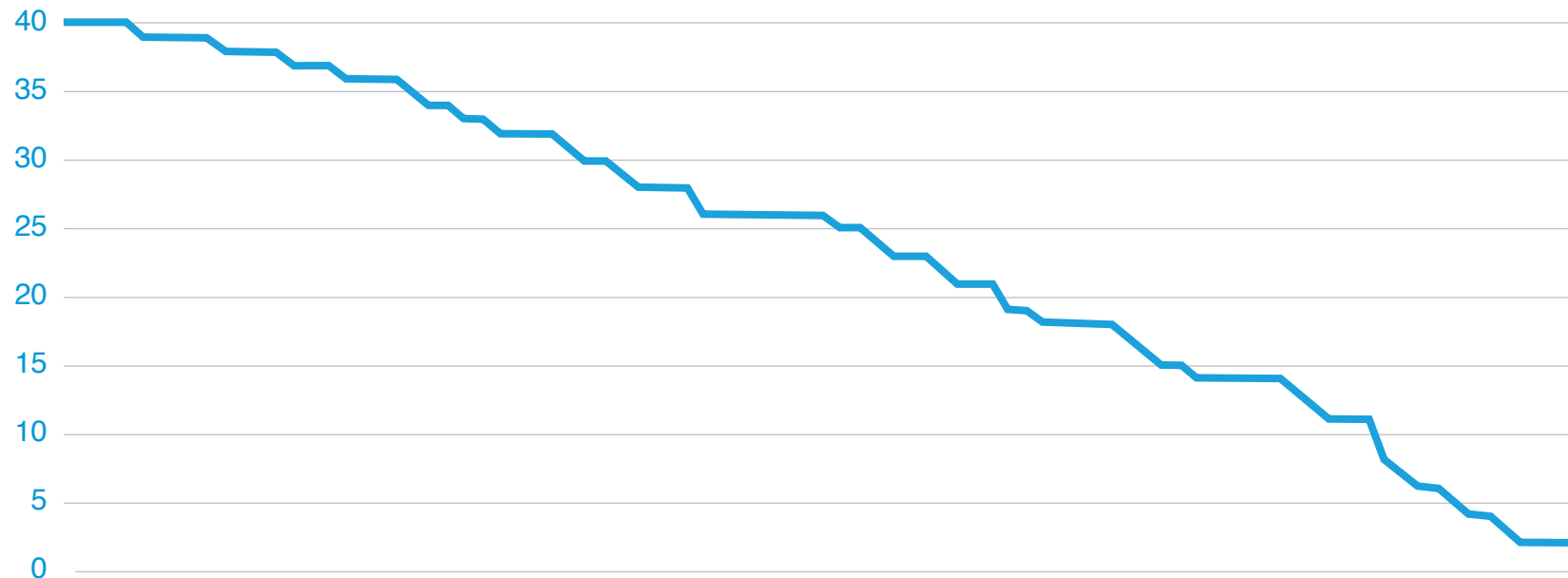
Retail/Office Co-Location: Housing	6	15
Teen Programs: Counselling	5	13
Retail/Office Co-Location: Museum	4	10
Retail/Office Co-Location: Provincial government office	4	10
Retail/Office Co-Location: College/University office	3	8
On Site Social/Support Services – Community Outreach: Shower facilities	2	5
Retail/Office Co-Location: Movie Theatre	2	5
Retail/Office Co-Location: CBC	2	5
Retail/Office Co-Location: Federal government office	2	5

# How Many Are Doing What?

Figure A2 shows the number of library systems offering each of the 88 programs/services. While there are a few offerings provided by some libraries and every offering by at least two library systems, some offerings are available at most libraries and some are only available at a few libraries. The results span the full range. Canadian urban libraries

are not monolithic in their offerings. The mix of programs and services offered by each varies. While some consistencies are seen, and expected, inconsistencies are also present. This result reflects that individual library systems are uniquely responding to their specific communities' needs and the library system's own resources and capabilities.

**Figure A2. How many are doing what**



# Estimated Economic Impact of Canadian Urban Libraries

## Methodology and Findings

The following process was used to estimate the overall economic impact of Canada's urban library systems. The impact is measured as the excess benefits created relative to the cost of providing and administering a program or service. It is based on the number of people attending the program or using the service (borrowing a book) and their individual benefit.

### Step 1

Ten physical and digital lending services are separated out for special processing so that separate estimates could be developed based on the 2021 Census population for the Census Area served by each library system.

- Physical Lending/Access: Books
- Physical Lending/Access: DVDs
- Physical Lending/Access: Music
- Physical Lending/Access: Public Wi-Fi
- Digital Lending: Digital comics
- Digital Lending: Digital magazines
- Digital Lending: Digital newspapers
- Digital Lending: eBooks
- Digital Lending: Streaming music
- Digital Lending: Streaming video



## Step 2

Of the remaining 78 programs and services, detailed cost/benefit information was received for 52:

- Population served (and number)
- Cost
- Number of participants
- Tangible (\$) benefit per participant
- Intangible (non-monetary) benefits

## Step 3

For the 52 programs/services with detailed cost/benefit information, the number of library services offering program/service was counted.

## Step 4

An estimate of the total Canada-wide costs, participants, and benefits is calculated. This assumes that the reported numbers would be equally applicable to all other libraries that are

offering a similar program/service.

By spreading the request for detailed information across all libraries and removing those items that are clearly influenced by underlying population (#1), the estimate is not biased in any way, and the tremendous nationwide effort that would be required to estimate every program/service for every library system is avoided. It creates a very rough estimate but the actual variation should be “white noise” with some total impacts over-estimated and an equal number under-estimated. This is the best that could be done within the timeframe and resources available.

As an example, a library system reported that for “Teen Programs: Game Nights for Teens” in 2022:

- It cost them \$3,000 to provision for and administer the program, which includes board and electronic games
- 341 individuals participated during the year in sessions

- It provided this for free, purchased and providing games, and prizes
  - The average benefit was \$25 per person based on the usual average cost to participate in something similar organized through MeetUp or other for-profit venues would have a minimum purchase requirement.
  - In 2022, the total benefit to the community for hosting teen games nights was \$8,525.
  - The net benefit was \$5,525.
  - 23 library systems reported that they provide “Games Nights for Teens”
  - Therefore, the total economic benefit provided across Canada by the librarians that provide “Game Nights for Teens” is \$127,075.
  - If all 49 CULC members provided this program (discussed more in the next section), the total benefit would be \$270,725.
- The thoughtful response from the library also included this response to the prompt about intangible benefits also arise from providing this program: Engaging in games helps teens in problem solving skills, better social skills when gaming in a group. Games can improve manual dexterity and stimulate imaginative play and creativity. Gaming is also a great way to improve literacy skills as games tell stories in new and exciting ways. The library provides opportunities for teens to engage with games in a safe and welcoming environment.”

## Step 5

Returning to #1 (physical and digital lending) and separately developing estimates that take into account regional population,

- Ten different libraries were asked to provide cost, number served and benefits for each of the ten lending options. The 2021 Census population numbers (for the CMA or CA that includes the library system) were then used to normalize the costs, service provided and benefits per person.

- The per person estimates then combined with Census 2021 population estimates for each of the 40 library systems included in this study.
- Accumulating each library for each of the ten physical and digital lending opportunities result in an estimated Canada-wide economic impact from lending activities.

Table A4 is the result of combining all of this information.

**Table A4. Total economic impact of Canada’s urban libraries**

Total Economic Impact from Canada’s Urban Libraries	Cost (\$m)	Served #	Total Benefit (\$m)	Net Benefit (\$m)
Programs/Services (52)	205,398,323	55,289,329	627,525,391	422,127,068
Physical/Digital Lending (10)	101,004,045	260,296,271	1,502,546,053	1,401,542,008
<b>Total</b>	<b>306,402,368</b>	<b>315,585,600</b>	<b>2,130,071,444</b>	<b>1,823,669,076</b>

**Overall, Canada's urban libraries are creating \$2.1 billion in community economic impact on just over \$300 million in cost.** The overall return is nearly \$6 for every \$1 spent. Much of this is driven by providing free access to physically or digitally published goods, but the other programs and services return on average more than \$2 for every \$1 spent. Based on the 2021 Canada wide Census population of 36,991,981, every man, women and child in Canada is partaking in a library offering 8.5 times per year on average.

The impact of Canada's urban libraries is not limited to the \$1.8 billion in economic effects, but that is the tractable and measurable scope of this study.

## What If...?

As explained in the prior section, the estimated economic effect of Canada’s urban libraries is based solely on the activities that each of the 40 library systems reported they were providing at the time of the survey. What if all 40 libraries were doing all 62 things?

Table A5 below shows the estimates if all 40 libraries were each providing all 52 of the programs/services (52 of the 88 for which detailed numbers were reported). It shows the increase in cost and the resulting increase in benefits. The physical/digital lending numbers are unchanged as all 40 library systems are

already providing those programs/services. The overall changes are not tremendous mostly as a result of the smaller number of individuals reached by many of the specific programs/services. The new mix of programs drops the overall return to \$4.50 for each \$1 spent, which is a reflection of library systems not offering programs for which they have determined that the benefits do not outweigh the costs. In effect, this analysis forces every library to offer every program, resulting in slightly less effective overall returns, but shows at least some of the untapped potential in Canada’s urban libraries.

**Table A5. Potential economic impact of Canada’s urban libraries**

	Cost	Number Served	Total Benefit	Net Benefit
Programs/Services (52)	368,613,326	97,859,174	1,117,590,285	748,976,959
Physical/Digital Lending (10)	101,004,045	260,296,271	1,502,546,053	1,401,542,008
Total	469,617,371	358,155,445	2,620,136,338	2,150,518,967



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# Georgina Public Library Board Policy Manual

## Policy Title: Supervision of Children

### Intent

Georgina Public Library welcomes children of all ages, and encourages and promotes children's use of the library; **however**, parents and guardians should be aware that the library is a public place that is open to all members of the community. Furthermore, as in all public facilities, emergencies can occur.

It is the responsibility of the parent or guardian to monitor the whereabouts and behavior of their children. Library staff, though concerned about the safety and well-being of children, cannot be responsible for their safety or supervision.

Child protection in Ontario is legislated under the Ontario Child and Family Services Act, R.S.O. 1990, CHAPTER C.11, under the responsibility of local children's aid societies.

### Regulations

1. The Ontario Child and Family Services Act (R.S.O. 1990, CHAPTER C.11) §79) stipulates that children under the age of 16 must be adequately supervised by a parent/guardian/caregiver. The Library policy is that any child under the age of 10 shall have **direct** supervision at all times within the Library. Georgina Public Library requires a caregiver to be at least 12 years of age, reflecting CAS and community standards for the common babysitting age. It is stressed that not all 12-year-olds or teenagers are mature enough to be left responsible for younger children, and it is the parent/guardian/caregiver's responsibility to ensure that adequate provisions are made for the safety of their children, including immediate contact information if assistance is required.
2. It is also emphasized that Library staff are unable to prevent a child who wishes to leave the library from doing so.
3. A child under 10 who is attending a Library program need not be accompanied into the program by a parent/guardian/caregiver unless otherwise indicated. However, the parent/guardian/caregiver must remain in the Library during the program.
4. Parents are responsible for supervising their child's access to all Library resources, including the Internet (see the Public Access to Computers and Internet Services Policy).
5. As a public place, the Library does not monitor the activities of its users unless there is a problem with conduct or a child is left unattended. Truancy is a school and parent issue, not a Library

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## Georgina Public Library Board Policy Manual

issue. The Library cannot act in the role of either parent or police. If a parent/guardian/caregiver or school representative telephones to inquire if a child is in the Library, staff will attempt to locate and bring the child to the phone to speak with them.

6. If staff suspect child abuse, they are required by law to contact the police or Children's Aid Society.
7. Procedures for dealing with unattended children will be implemented in the following or similar situations, when an unattended child is under the age of 10, and: is alone and frightened; is doing something dangerous; seems to be in danger from another person; is not following the library rules after reasonable warnings; or is alone in the library at closing time.
8. Under no circumstances will Library staff provide transportation for unattended children or take them away from the Library.
9. Two staff members must be present with an unattended child at all times.

### ***Staff Procedures for Dealing with Unattended/Inadequately Supervised Children in the Library:***

1. Attempt to comfort an unattended or lost child and help to locate the parent/guardian/caregiver within the public areas of the building.
2. Ascertain if transportation arrangements have been made.
3. Identity of the parent/guardian/caregiver will be verified with the child.
4. If the parent/guardian/caregiver cannot be located within the building or provision of care for the child is inadequate, attempt to contact by phone to arrange pickup of the child.
5. If the Library is closing, inform parent/guardian/caregiver of this fact and that they must pick up their child within 15 minutes.
6. Remain with the child until the appropriate adult arrives.
7. Inform the parent/guardian/caregiver of the Supervision of Children Policy.
8. If all reasonable attempts to locate the appropriate adult fail, or if no one arrives within 15 minutes of closing, call York Regional Police Service.
9. Complete an Incident Report documenting attempts to contact parent/guardian/caregiver, and steps taken.

#### **Phone numbers:**

Children's Aid Society York Region: 905-895-2318  
York Regional Police: 1-866-876-5423

# Georgina Public Library Board Policy Manual

POLICY HISTORY:	
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Revised & Adopted:	August 21, 2014
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