



REPORT

To: Mayor and Council
From: CAO
Subject: For Your Decision: Service Delivery Review - Libraries
Date: April 8, 2024

Issue

Service Delivery Review - Libraries

Facts

- According to the 2020 Asset Management Plan, the Municipality currently has an annual funding gap of \$5.6 million between what should be spent to maintain assets and what is spent. This is the equivalent of \$2,156 per household, or more than double the current annual average levy on each house. The number is considered on the lower end of reality as it does not include all asset classes. Furthermore, inflation has increased significantly since the plan was developed, especially for Municipal infrastructure.
- By July 2025, Asset Management Planning legislation requires municipalities to determine current and future levels of service, the costs associated with that level of service and a plan to fund it. The legislation will, in essence, require municipalities to "live within their own means" by setting levels that are affordable and attainable long term. Not being compliant with this requirement will affect Municipal transfer funding.
- Grant funding programs have been shifting to take into account a Municipality's strategy in closing the asset gap and current state of funding their assets (i.e. the more the Municipality is addressing the deficit, the more likely a funding is to be approved. The less a Municipality is working to close the gap, the less likely they are to be approved for funding)
- Council directed staff to undertake Service Delivery Reviews (SDR) on all Municipal services. This is an evaluation process in which a specific municipal service is systematically reviewed to determine the most appropriate way to

provide it. The SDR process focuses on setting priorities and, where possible, reducing the cost of delivery (to the Municipality) while maintaining or improving services and service levels. At times, service levels may have to be cut.

- A part of SDR process is to consider how to enhance services through greater efficiency or process changes without added costs to the Municipality. In many cases however, Council will either need to reduce costs or increase revenues (fees & charges or levy) significantly to address the infrastructure gap and plan for the future. While doing so, the increased complexity of operating services needs to be taken into account. Therefore, it is only possible to reduce costs to the level required by reducing services and/or assets that Greenstone maintains.

Analysis

Please see the attached Libraries Service Delivery Review Report as prepared by the library CEO. As the Library ultimately Reports to a separate Board, there are currently no Recommendations listed for Council on the SDR. However, there are recommendations included within the SDR for Council awareness and consideration.

Separately, based on the Municipality's review of the SDR and our own By-Laws and Policies, Administration recommends Council consider the following;

Additional Items for Consideration

Composition of Library Board

- According to the current By-Law, the Library Board is made up of six (6) members, including five (5) citizen appointees and one (1) Council appointee. No more than two (2) members shall be from the same ward
- The By-Law is from 2016 and should therefore be reviewed
- There have been recent challenges recruiting for the Library Board. Furthermore, recruitment can be costly as the Public Libraries Act stipulates openings must be advertised in print
- The Public Libraries Act allows for more than one (1) member of Council on the Board, so long as the number of Members of Council on the Board are one (1) less than the majority on the Board
- The Municipality provides the overwhelming amount of the operating grant and capital funding to the Library each year
- It is recommended that Council review the By-Law to Establish a Public Library and determine composition of the Board to update the By-Law, including consideration for additional members of Council on the Board. This review would include reviewing the number of Board members overall as well

Facility Lease Agreements

- As part of the Leases & Agreements SDR presented in June 2023, Council subsequently passed a Municipal Lease Policy in July 2023 with the intention of standardizing municipal processes.

- The policy provides a framework for managing leases that is fair, reasonable and in the best interests of the Municipality and in support of the Council approved projects, programs and policies.
- The policy applies to all parties entering lease agreements with the Corporation of the Municipality of Greenstone. This includes any agents, assignees, or authorized consultants acting on behalf of the Municipality for use of municipally-owned properties.
- This policy applies to all new agreements and existing agreements upon renewal for occupancy or Municipal property defined as revenue leases.
- The policy outlines how available properties will be allocated, the determination of fair pricing, allocation of costs and approval of the lease agreements along with issues such as environmental concerns and insurance requirements.
- In the case of "community leases", the agreement will provide full cost transparency with the ability of Council to subsidize a portion of the rent which can then be tracked annually as part of the community grants program.
- The municipality currently does not have formal agreements with the library board detailing which entity is responsible for what operational costs, maintenance needs, cleaning, etc.
- Staff recommend the development and execution of formal lease agreements that comply with the Municipal Lease Policy highlighting the responsibilities of both the Municipality and the Library Board and provides transparency on annual costs.

Long term agreement for library to provide basic municipal services

- As noted in the Libraries SDR, the facilities generally operate on modified hours including weeknights and weekends. They are also community hubs where people come for much more than just reading material.
- As part of the Corporate Services SDR scheduled in Q3 2024, staff will provide analysis on what options may exist to provide new or enhanced customer service opportunities by partnering with the library branches.
- The intent will be to review options for basic municipal services such as general municipal inquiries, tax/utility billing payments, campground booking, cemetery needs, tourism information, etc.

Service Agreements

- Given the size of the Library, there can be challenges having dedicated resources for "back office" activities such as, financial reporting, accounts payable, and Human Resources
- The Collective Agreements between the two organizations are similar. Both have employees represented by CUPE
- The Library's Financial Statements are included in the Municipality's consolidated Financial Statements
- The Municipality is already structured to undertake many of the services in an efficient way (i.e. we have accounts payable systems set up, etc.)
- At times, the Municipality has provided advice on Human Resources issues

- It is recommended that Service Agreement(s) be established for any services the Library wishes to engage the Municipality with to ensure clarity in expectations, etc. This includes Human Resources and potentially finance related functions

How does this tie to the Strategic Plan?

1.0 Build Financial Capacity

To create the financial capacity to invest in capital infrastructure and equipment to meet service level expectations and statutory requirements, and to allow flexibility to enhance existing and future service delivery options.

1.1 Service Delivery Review (SDR): Council has approved the commencement of a service delivery review. The SDR will look at current and future levels of service for program delivery and asset maintenance. With the completion of each SDR, develop business plans to ensure that the services meet the strategic service level objectives of Council in a fiscally prudent manner.

Recommendation

THAT Council direct Administration to;

1. Review the By-Law to Establish a Public Library and determine composition of the Board to update the By-Law, including consideration for additional members of Council on the Board. This review would include reviewing the number of Board members overall as well. Administration would Report back to Council on the review, with any proposed amendments, by the end of May 2024,
2. Develop and execute formal lease agreements by the end of 2024 with the Library that comply with the Municipal Lease Policy highlighting the responsibilities of both the Municipality and the Library Board and provides transparency on annual costs,
3. Further examine the opportunity for shared services with the Library and Report back to Council as part of the Corporate Services SDR,
4. Develop Service Level Agreements as needed with the Library.



DATE	MONDAY, APRIL 8, 2024
SUBJECT	SERVICE DELIVERY REVIEW – LIBRARY SERVICES
REPORT NO.	SDR-19

RECOMMENDATION

As the Library reports to its own Board, there are no recommendations contained within this section for Council to decide. The recommendations below are for Council awareness (and decision at a later time if Municipal action is required).

There are Council related recommendations contained within the cover Report attached to this Service Delivery Review.

SERVICE SUMMARY

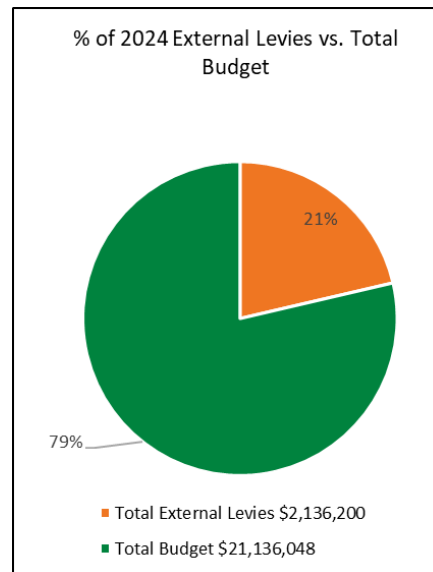
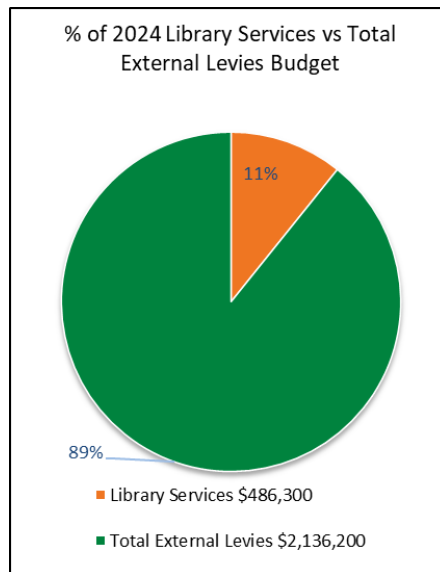
SERVICE	LIBRARY SERVICES
DEPARTMENT	Library Services
SUMMARY	Greenstone Public Library has branches in the communities of Beardmore, Geraldton, Longlac, and Nakina. Beardmore branch is open 12 hours a week. Geraldton and Longlac branches are both open 24 hours a week. Nakina branch is open 19 hours a week to the public and 17.5 hours a week to provide library services to the Nakina Public School. Library hours are based on the need of their unique residents and visitors. We offer a wide variety of programs and services, computer and Wi-Fi access, as well as an extensive collection of books, DVDs, audio books, e-books, magazines, video games, a Lending Library of Things, maker space, and much more.
MANDATORY	Yes
LEGISLATION	Public Libraries Act, R.S.O, 1990
BY-LAWS	Establishment of a Public Library and the size and composition of the Library Board By-Law 16-62
FEES/CHARGES	Small fees for fines, faxing, scanning, printing, photocopying, and laminating services. The majority of programs and events are free of charge; however, some may be held on a cost recovery basis. Other fees include meeting room rental and makerspace materials. Rates are set by the CEO and/or board.

2024 BUDGET SUMMARY

2024 Expenditures: \$486,300 (Municipal levy only)

2024 Revenues: -\$0

Net Budget: \$486,300 (Municipal levy only)



STAFFING

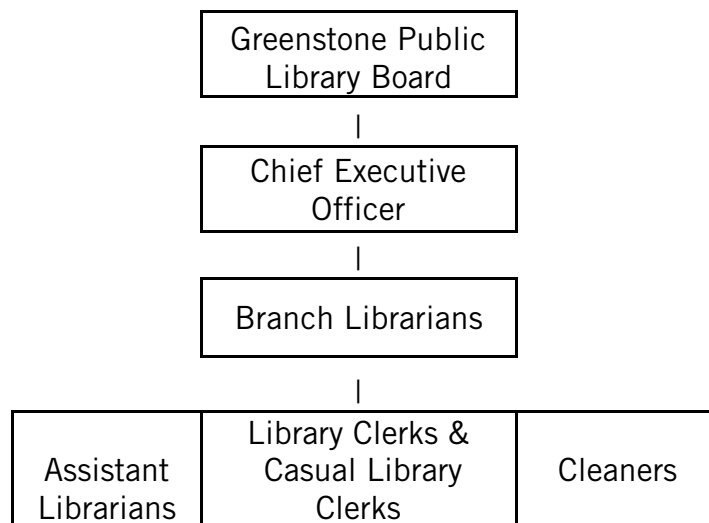
Part-Time Positions	Hours Worked per Year
Library CEO	800
Librarian: Beardmore Geraldton Longlac Nakina	700 900 900 700 – Public 574 – School Board
Assistant Librarian: Beardmore Geraldton Longlac Nakina	325 700 700 450
Library Clerk: Beardmore Geraldton Longlac Nakina	n/a 600 600 500

Cleaner: Beardmore Geraldton Longlac Nakina	250 550 350 n/a
Full Time Equivalent	6.1

Students/Volunteers:

Co-op students/high school students required to fulfil their community service hours, and other volunteers are used to enrich library services and to free skilled paid staff for other duties. Students and volunteers cannot be used to replace paid staff or perform paid staff duties.

ORGANIZATIONAL CHART



SERVICE BACKGROUND

The Greenstone Public Library Board’s main office is in the Geraldton Public Library at 405 2nd Avenue West, in Geraldton. It was established in 2001 following the incorporation of the Municipality of Greenstone and includes the Beardmore, Geraldton, Longlac, and Nakina Public Libraries which serve all Greenstone residents of Beardmore, Caramat, Geraldton, Jellicoe, Longlac, Nakina, MacDiarmid, and Orient Bay, as well as the First Nations communities of Long Lake 58, Lake Nipigon Ojibway (Animbiigoo Zaagi’igan Anishinaabek), Biinjitiwaabik Zaaging Anishinaabek / Rocky Bay Reserve, Bingwi Neyaashi Anishinaabek / Sand Point, Aroland and Ginoogaming First Nation. We also service any non-resident visitors. The Municipality of Greenstone spans across 3,172 square kilometers.

The Greenstone Public Libraries are run by a volunteer library board of six members who have been appointed by Council in accordance with By-law 16-62. The Board is an autonomous body operating under the *Public Libraries Act, R.S.O. 1990*. Under the Public Libraries Act, public libraries in Ontario must be operated under the management and control of a public library board. The board sets all policies concerning the operations and services of the library. Once established by municipal by-law, a public library board is responsible for the operation of its library system.

HISTORY OF LIBRARY SERVICES

Beardmore Public Library

When Beardmore was established as a flag station for the Canadian Northern Ontario Railway, sometime after 1914, a small settlement developed around this site. Beardmore grew as a result of the Sturgeon River gold rush in 1934 and 1935.

In 1946, Beardmore Public Library was opened, and Noella Kelly was the first Librarian. From 1946-2009, the library was located at 185 Main Street until it was relocated into the church basement at 24 McKenzie Avenue. In March of 2011, the public library moved to its current location in the municipality's Multi Purpose Building at 285 Main Street.

Geraldton Public Library

The discovery of gold in the early 1930s led to the founding of Geraldton and was incorporated as a town in 1937. The Gyro Club of Geraldton was responsible for organizing and circulating a petition among the ratepayers of the town, requesting the establishment of a public library by the town council. In June 1946, Mrs. Jack Reid was appointed Librarian and had a small collection of books available in her home.

The first library was opened in a classroom of the High School in January 1947. Due to rapid expansion, it was moved into a building on the corner of Main Street and Fourth Avenue in 1948. Then, in March 1950, the library was moved above the Post Office which offered a more spacious area. Later, in June 1967, the library moved to its current location at 405 Second Avenue West and was renamed the Geraldton Centennial Public Library. In 2000, an expansion of the library building was made possible through a Trillium grant and was renamed the Elsie Dugard Centennial Public Library in honour of Elsie Dugard's contribution as a Library Board member.

Longlac Public Library

In 1921, the Hudson's Bay Company post moved to the railway at Calong, near the centre of today's town. The arrival of Pulpwood Supply Co. in 1937 stimulated the economy. In 1942, the highway was built from Geraldton to Longlac. In 1947, the Longlac Pulp and Paper Co. Ltd. began shipping wood to the Terrace Bay Mill and also operated a local sawmill. In 1957, that company changed its name to Kimberly-Clark Pulp and Paper Co. Ltd.

The exact date is unknown, but the first library was in the home of Lois Pentney and Florence Emmons was the first librarian. A local historian remembers that the library, with the help from the Chamber of Commerce, received a grant from the Centenaire du Canada in 1967. Kimberley Clark donated a building for the library that same year. A new addition for the children's and Audio Video section was opened in 1980.

Due to a devastating flood in the basement where the old library was located in 2003, the Municipality of Greenstone purchased a vacant commercial building down the street which used to be a lumber store. In September 2004, with the assistance of the Municipality, the library reopened at its current location at 110 Kenogami Road.

Nakina Public Library

In 1914, Nakina was a flag station on the newly completed railway line between Cochrane and Winnipeg. In 1923, the CN Railway constructed the Nakina cut-off, joining with the one through Longlac. In 1957, Highway 584 linked Nakina with Geraldton. In the 1970s, Kimberly-Clark of Canada Ltd. began harvesting operations in the area. In 1978, the community of Nakina incorporated itself as a Township.

Sometime in the late 1950s or early 1960s, Hellen Mackie convinced the school board to let her use an empty downstairs room of the old school, then wrote to her friends in Longlac to send her any books they could spare. Then, the Northwestern Regional Bookmobile supplied about two thousand books that year to add to her inventory, much of which was written in Finn. Later, the library was moved upstairs to an unused classroom.

In 1972, the old school was torn down to make way for the new concrete-block building that housed both the public and separate schools but, unfortunately, the library was closed. In 1974, the Improvement District of Nakina passed a resolution officially establishing a public library in Nakina, but it was 1975 before the library was re-established in the former town office on Railway Street.

The official opening of the Nakina Public Library was held on May 1, 1976. Mrs. Baycroft took over as Librarian and also provided library services for the separate and public schools.

In 1990, Hellen's efforts did not go unappreciated, and the library was officially named Nakina Public Library: Hellen Mackie Memorial.

Vision Statement

To be the welcoming heart of our community where all come to learn, discover, and connect. To develop strong library branches that are vital community destinations for knowledge, inspiration, and innovation. The Greenstone Public Library will empower children and youth to become seekers of ideas and information, will help nurture an interest in reading, and will encourage a desire for lifelong learning.

Mission Statement

Greenstone Public Library offers a welcoming and supportive environment, where we are committed to ensuring individuals of all ages are provided with impartial and inclusive access to a wide range of information resources, programs, equipment, and services in order to encourage literacy and lifelong learning and to support educational, cultural, and recreational activities and the diverse needs within Greenstone.

Values Statement

Leadership & Innovation

We provide excellence in library services through open communication, teamwork and cooperation, respect and recognition, education, and learning, and by incorporating innovative solutions in a quality library environment.

Accountability

We value the ethical, fiscally responsible, sustainable use of public resources. All staff exercise prudence when using and/or allocating any library funds or resources. We work with other community partners, when possible, to best utilize all resources.

Information & Literacy

We believe in the importance of informed and literate communities, and we provide services and programs to support lifelong learning.

Collections

We strive to provide a dynamic collection of materials that is regularly evaluated and available in a variety of formats to serve the needs and support the interests of all members of our community.

Work Environment

We provide a positive work environment that respects each staff member's unique contributions. Our talented, well trained, knowledgeable staff are a vital part of the cultural, social, business/entrepreneurial, and educational life of the community. We offer opportunities for professional growth.

Collections

Annually, we spend \$40,000 on new books, periodicals, and eBooks/Audiobooks between each of the four branches. We also receive donated books regularly. Library employees weed old materials and send them to Better World Books or sell them for \$0.10 at their library to make room for new materials. The Interlibrary Loan service provides access to public library collections across the province through the Ontario Library Service.

Greenstone Public Library also offers a variety of other materials to loan to our patrons including DVDs, video games, Ontario Park Passes, M.A.P. sacks (nature themed

backpacks for learning and exploring), CNIB Daisy Reader, and our newly developed Lending Library of Things.

Lending Library of Things

Implemented in late 2023, our libraries have purchased a variety of home & garden, health & fitness, and toys & games. These items include urban & snowshoe poles, canes, toys, puzzles, games, book lights, magnifiers, pedometers, radon detectors, carbon dioxide monitors, digital blood pressure cuffs, engravers, Cubii elliptical bikes, exercise pulleys, laser level, multimedia projector, food dehydrator, raclette grill, stock pot, Magic Bullet, personal mini humidifier, leaf blower & mulcher, canning set & rack, 30 cup percolator, Blue-ray player, food vacuum sealer, boogie boards, snow scooters, Leap start, Nintendo Switch & games, and t-shirt heat transfer iron.

Each year our inventory of lending materials will grow and provide easy access for our patrons. This lessens the burden to our patrons of purchasing costly items, which may be for one-time use, and having to store these items. No fees will be charged but a deposit may be required to borrow Lending Library materials.

Non-Lending Materials

Each library has items available for patrons for in-branch use only which includes e-readers, tablets, gaming systems, virtual reality goggles, exercise bike with reading table, sun lamp, public access computers & Wi-Fi, Early Learning Stations, and CNIB magnifying table.

Accessibility

Since our libraries are essential points of connection for communities throughout Greenstone, we have long worked on diversity, equity, and inclusion initiatives that include persons with disabilities. Our accessibility-specific equipment includes a CNIB Daisy Reader, numerous Daisy Reader discs and audiobooks, a wide selection of large print books, a CNIB magnifier desk, 35 Hi-Vis keyboards, and 2 lift assist recliners. Our bathrooms are wheelchair accessible at two of our libraries and the main doors are button automated.

Makerspace

Greenstone Public Library promotes learning and creativity for individuals of all ages. It's a hands-on space for children and adults to explore, innovate, discover, invent, and more. Makerspaces develop critical-thinking and problem-solving skills. They expose individuals to new opportunities like utilizing new tools and resources. Our libraries offer the guidance and use of sewing machines, Cricut/Silhouette cutting machines, laser engraving machines, wood burning machines, 3D printers, heat transfer t-shirt presses, sublimation printers, and more. Our plan for 2024 is to incorporate STEM activities into our Makerspaces for children to learn robotics, electronics, engineering, etc.

E-Resources

E-resources that we subscribe to allow 24-hour access to online programs and services to enhance the lives of Greenstone residents. Previous resources included Mango Languages, World Book Early Learning, and Activity Centre. This year we offer Teen Health & Wellness and Transparent Language Online. Our Libby (by OverDrive) membership provides access to eBooks, digital Audiobooks, and magazine downloads.

Teen Health & Wellness

Teen Health & Wellness provides middle and high school students with nonjudgmental, straightforward, curricular, and self-help support, aligned to provincial standards. Topics include diseases, drugs and alcohol, nutrition, mental health, suicide and bullying, green living, LGBTQ issues, and more. All content is created for teens with their unique concerns and perspective in mind. Information is presented using a sensitive, respectful, and age-appropriate approach. Teen-friendly articles makes complex topics understandable. They also give insight into the teen experience which is crucial for parents, teachers, librarians, therapists, and others who are a part of teens' lives and support them.

Transparent Language Online

Transparent Language Online empowers learners to explore new language at the library, at home, or on the go. Over 110 languages are available, including ESL, Oji-Cree, and Ojibwe. Learners have the flexibility they need to learn a new language at their pace, anytime, anywhere.

Libby (by OverDrive)

Libby is a free app where you can enjoy eBooks, digital audiobooks, and magazines from your public library. You can stream titles with Wi-Fi or mobile data, or download them for offline use and read anytime, anywhere. All you need to get started is a library card. With 74,000 eBooks, 21,000 digital audiobooks, and 4,000 magazines available at a click of a button, Libby makes it easy to find what you're looking for.

Programs and Events

Each year, our libraries offer a variety of programs and events geared towards children, teens, adults, and seniors, Indigenous, Francophone, and newcomers.

Our children and teen programming are to encourage the love of literacy which includes programs such as youth book clubs, story hours, 1000 Books before age 6, TD Summer Reading program, class visits, seasonal events, and story walks. Other programs for these age groups are to promote creativity, build fine motor skills, learn to problem solve, and social engagement such as holiday-theme crafts, in-library scavenger hunts, Canada Film

Day movies, sewing stuffed animals, painting kindness rocks, and the stuffie/teddy bear sleepover.

Adult and senior programming brings people together with similar interests and promotes healthy living and lifelong learning. These programs include book club, technology help, spice club, plant clipping club, mystery murder parties, seniors' chair exercises, pet-friendly plants workshop, crochet classes, crafting groups, community yard sale, visits to Geraldton District Hospital long-term care, and seniors' games day.

Family participation is encouraged in many of our events such as business bingo, Family Literacy Day activities, puzzles and board games, puppy care workshop, tie-dye t-shirt making, trade show booth with draws, Summerfest open house and BBQ, and Library Week patron appreciation activities.

Most library programs are free; however, there are some fees associated on a cost recovery basis such as the tie-dye t-shirts activity and the tension bands and balls for the seniors' chair exercises.

Technology

We strive to be the technology services leader for the community. We help to bridge the gap between the digital divide for many Greenstone residents, especially for seniors and low-income families. Library staff are knowledgeable in many tech platforms and electronic devices. They assist patrons in navigating new or existing technologies. The libraries connect people with information and technology by offering free access to Wi-Fi and public access computers. We currently have 35 public access computers in our collection, 3 Early Literacy computers for children, multimedia projectors, e-readers, tablets, and gaming systems such as virtual reality goggles.

Our libraries offer free on-demand assistance to patrons using this technology. Our knowledgeable staff also helps people with printing, faxing, and scanning documents for a very minimal fee.

Each of our branches is active on social media. The librarians manage Facebook accounts which allow us to engage and inform residents on library services such as upcoming programs and events, new arrivals of books and DVDs, and any library closures or changes in hours. The CEO manages the Greenstone Public Library's website. This informative platform is updated regularly with events, programs, online resources, lending materials, services, new arrivals, newsletters, job openings, and more.

Green Initiatives

Our library is a sustainable institution. We operate on a shared services model and are at the core of recycling materials. The library develops a comprehensive collection of materials that can be loaned out to any person with a library card. In addition, we support recycling initiatives by accepting donations of crafting materials, receiving book

donations, sending weeded books to Better World Books, and offering a battery recycling program through the Raw Materials Company. Our staff also recycle their branches' printer ink cartridges to HP.

We are part of Libby (by Overdrive) which is a consortia and co-operative purchasing partnership to provide a large collection of eBooks, digital audiobooks, and magazines reducing the amount of physical items being purchased. The Ontario Library Service collaborates with a wide variety of companies throughout North America that offer e-resources which enables smaller libraries to purchase these costly e-resources at a discounted rate.

In 2023, our Longlac branch established a plant clipping club for patrons to bring in their plant clippings to share with others and to take a different plant clipping to start at home. Other programs promoting recycling and sustainability included a pet-friendly plants workshop, a spice club to introduce new spices and related recipes where staff purchased in bulk and divided each spice into individual portions, a community yard sale to promote reusing items, and an activity painting rocks which encouraged kindness and the use of a natural canvas. The library is proud to be part of ensuring sustainability in our communities and will continue to look for opportunities and partnerships that support this strategic priority.

Service Agreements

Service Agreements improve library services for all Greenstone residents. The Library collaborates with local and regional libraries through the Ontario Library Service to enhance access for all residents.

Superior Greenstone District School Board

An agreement with the Superior Greenstone District School Board eliminates service redundancy. Nakina Public Library, located in the Nakina Public School, is open on weekday mornings from 8:30 to 11:30 to provide library services to the children and teachers at the school. For this service, the school board reimburses us for staff wages during the school year and we pay a minimal amount for rent.

Ontario Library Service

The Ontario Library Service is mandated to deliver programs and services on behalf of the Ontario Minister of Tourism, Culture and Sport to:

- Increase cooperation and coordination among Public Library boards and other information providers to promote the provision of library services to the public.
- Assist Public Library boards and First Nation public libraries by providing them with services and programs that meet their needs including consulting, training, and development services.

Partnerships

Greenstone Public Library is a strong partner in Greenstone. We collaborate with several groups and organizations to connect residents to the information they need. In addition, we contribute to the well-being of our community by participating in numerous community events that help enhance the quality of life for all residents.

Education and Literacy

We regularly host elementary class visits during the school year as well as set up story walks around local schools. Library staff provide curriculum support and literacy-based activities to encourage and foster lifelong learning. For example, the Forest of Reading partnership with the Ontario Library Service provides a meaningful tool for improving literacy with its focus on Canadian authors and Canadian books. In addition, the library supports and offers resources to local homeschoolers including the new collection of decodable books for learners with dyslexia.

We have partnered with EarlyON and with United for Literacy to provide fun and engaging story times, stuffie/teddy bear sleepovers, and other activities for families to enjoy. Many literacy-based programs and educational activities are held throughout the year including Family Literacy Day.

In 2023, we introduced Welcome Baby gift bags using the generous donation of baby items from the Greenstone Family Health Team. Each gift bag contains a magazine, baby wipes, diaper cream, diaper changing pad, as well as baby's first board book and library membership. Our goal is to promote early literacy and introduce a love for reading by giving the infant its first book. Unfortunately, many children living in poverty don't have books of their own.

The annual summer reading club is one of the biggest bilingual programs in 2,000 public libraries across Canada. This partnership is generously sponsored by the TD Bank Group and provides learning support and material to keep students reading all summer long.

The 1000 Books Foundation is a non-profit public charity that operates 1000 Books Before Kindergarten early literacy challenge. The concept is to read a book to your newborn, infant, and/or toddler. The goal is to have read 1,000 books before your child starts kindergarten. The 1000 Books Foundation provides useful information and resources to parents and caregivers and enables libraries to host 1000 Books Before Kindergarten challenges in their local community.

The library offers a multi-language learning e-resource for teens and adults using Transparent Language. In addition, our bilingual staff provide story hours in French. Our collection also includes French and Oji-Cree books for children, teens, and adults. Caisse Alliance generously donates money each year to purchase French language books.

GPL supports youth in secondary school looking to complete their educational requirements throughout the school year. We host students as part of the co-op program and offer volunteer positions for community service hours required to obtain a high school diploma. These students often assist with programming at the library.

The Greenstone Public Library Board awards one grade 8 graduate, who has most improved in language and creative writing, at each elementary school in Greenstone. In 2023, seven graduates met the criteria and were presented with a book.

Senior Healthy Living

GPL partners with the Elderly Person's Centre to provide fun activities for senior residents to promote health and wellness. Recent programs included a games day that offered a wide variety of indoor board games such as Scrabble, backgammon, and Yahtzee, as well as outdoor games such as horseshoes, bocce ball, and washer toss. Our library hosted a mystery murder party at the Elderly Person's Centre where participants had the opportunity to dress up according to the character they were assigned and act out their parts to discover who the "murderer" was within the group of participants. Most recently, seniors built a Lego tulip.

Seniors' chair exercises were a very successful program which included guided exercises or the Soup to Tomatoes program. Tension bands and balls were introduced later for participants wanting to work on their strength.

Weekly staff visits to the Geraldton District Hospital's long-term care provided the opportunity for residents to continue their love of reading. Seniors were able to request specific books or audiobooks, listen to a story being read to them, or simply enjoy a visit with a friendly library staff member.

Some of our libraries opened earlier for seniors to come to the library to meet with friends and enjoy a cup of coffee or tea and some snacks. Board games and puzzles were available to them as well.

Libraries purchased various items for the Lending Library of Things to assist seniors including canes, urban and snowshoe poles, digital blood pressure cuffs, Cubii portable elliptical bike for people recovering from hip and knee replacement surgery, exercise pulleys, pedometers, full page magnifier, and book lights. Seniors also have access to our CNIB Daisy Reader and discs, CNIB magnifier desk, and can sit comfortably in the lift assist recliners.

Government Access and Support

Our libraries connect residents to many other government organizations by delivering literature and information on a host of agencies and service providers. Examples include Service Ontario, Canada Revenue Agency, Service Canada, Municipal surveys, Thunder Bay Alzheimer Society, International Dyslexia Association, Women's Abuse and Elder

Abuse Prevention, Health Canada, etc. In addition, the library hosts meeting space for service organizations including Canadian Union of Public Employees, Chamber of Commerce, and First Nations groups.

Community Events

Library staff plan and organize activities and attend many community events including the Geraldton Trade Show, Longlac Summerfest, Health Fair, etc. Events include hosting Science North, and organizing activities for Family Day, March Break, Canada Day, and Literacy Week, etc.

Economic Development

The library contributes to economic development in our community. Collections, services, and technology access help address the needs of job seekers, working families, and small businesses. We endeavour to buy supplies, books, and computers locally whenever possible and hire local contractors for repairs and service.

Residents can use our public access computers and Wi-Fi for job search purposes, especially in the evenings and Saturdays when the MTW Employment Services offices are closed. We advertise job openings available at our libraries on our website as well. Our staff have completed health & safety training through Contact North.

Library staff have organized programs and events encouraging residents to visit local businesses including Business Bingo where participants had to visit the businesses on the bingo card to collect words to be eligible to enter a draw, and the Community Yard Sale maps to find the locations of the yard sales in their town.

Meeting Space

The library provides free meeting space to all community groups and organizations including the Chamber of Commerce, Indigenous organizations, and the Library Board. For a small fee, businesses may use the meeting space for interviews, staff training, team building, etc.

KEY PERFORMANCE INDICATORS

Active Membership

Year	Beardmore	Geraldton	Longlac	Nakina	Total
2021	161	338	637	188	1324
2022	162	392	710	201	1465
2023	179	437	745	216	1577

The COVID-19 epidemic impacted library memberships and program participation from 2020 to mid-2022. Greenstone Public Library’s four branches provided curbside pick-up

and drop-off of books and DVDs. All in-branch programming was canceled during this time. Some programming continued such as “Do-at-home” craft bags being handed out at the door for children, book clubs via Zoom, etc. By mid-2022, the libraries reopened their doors to the public with some restrictions.

Statistics

	2021	2022	2023
Visitors	0	6,509	10,675
Circulation	10,672	15,768	14,506
eBook/Audio Downloads	3,569	3,049	854
eMagazine Downloads	1	386	680
Interlibrary Loan	174 borrowed 449 lent	92 borrowed 389 lent	154 borrowed 410 lent
Public Access Computers/Wi-Fi Usage	102	1,470	4,612
Gaming System Usage	0	422	636
Meeting Room Usage	0	15	63
Adult/Senior Programs	14 programs 91 participants	24 programs 562 participants	23 programs 430 participants
Family Programs	7 programs 43 participants	10 programs 394 participants	13 programs 444 participants
Children/Teen Programs	17 programs 174 participants	55 programs 885 participants	80 programs 1,858 participants

Collection

	Beardmore	Geraldton	Longlac	Nakina	Total
Fiction	4,679	15,758	12,031	13,810	46,278
Non-Fiction	1,792	7,601	2,144	9,242	20,779
French	132	3,376	5,137	5,799	14,444
Magazines/ Newspapers	155	193	0	577	925
Audiobooks	0	258	10	0	268
Reference	34	421	112	26	593
Total	6,792	27,607	19,434	29,454	83,287
Shared Libby eBooks/ eAudiobooks					137,403

Social Return on Investment

Based on our annual collected data for 2023, these Valuing Ontario Libraries Toolkit calculations reflect the diverse influences our public libraries have in their communities. This approach is a way to calculate the value in dollars of goods and services that are typically offered free of charge. It reflects the dollar value of the benefit that is created for each dollar that is invested in the public library by the municipality and other funders. Each of the seven domains has three indicators to generate a dollar value for the unique impacts the public library performs in each domain.

Domains	Indicators	Economic Benefit
Education	<ul style="list-style-type: none"> • Educational resources • Lifelong learning • Personal development • Children & teen programming • Children’s after-school programs 	\$109,450
Culture	<ul style="list-style-type: none"> • Special collections (Indigenous language) • Promotion of local cultural and historical events • Programs • Advertising space • Information services 	\$36,950
Inclusion & Wellbeing	<ul style="list-style-type: none"> • Accessible collections • Internet access • Social & health-related programs 	\$64,385
Entertainment & Leisure	<ul style="list-style-type: none"> • Reading, viewing, and listening for pleasure • Adult & senior programming and services • Public library membership 	\$924,160
Economic Development	<ul style="list-style-type: none"> • Employment, training, and development • Business and economic development collections and programs • Self-generated revenues 	\$420,000
Civic Engagement	<ul style="list-style-type: none"> • Annual volunteer hours • Community development programs • Community connections and partnerships 	\$10,310
Space	<ul style="list-style-type: none"> • Meeting space • Library visits • Special purpose space 	\$155,900

The total economic benefit divided by the number of permanent residents in the catchment area is \$399.43 or \$5,456.43 which includes permanent and seasonal residents. Each household benefits by approximately \$703 each year. Our libraries provide \$120 of economic benefit for each hour we are open. For 2023, there was a total of \$3.69 of social return on investment which means that for every \$1 that funders invested in the Greenstone Public Library, created \$3.69 of social return or benefit.

ANALYSIS

IMPROVING IN-HOUSE PROCESS AND PERFORMANCE:

Alternate methods of self-service delivery provide convenience and reduces wait time for users. With an upgrade to our website, individuals could open a membership online, complete library card renewal, or register for library programs.

The library should consider the customer's perspective and view of library signage and displays. Directional signs would assist patrons in locating the services, materials, and equipment they are seeking without waiting for library staff to assist them. GPL recently purchased bookshelf markers for our fiction and non-fiction collections for the English and French adult, youth, and children's areas.

Recommendations:

- Utilize municipal IT to upgrade library website or hire a graphic designer.
- Purchase banners, directional signage, and TV screens to display information.
- Develop new programs while phasing out older programs where demand has diminished.
- Recruit volunteers to enhance library programming.

ADJUSTING SERVICE LEVELS:

The Beardmore branch is open 12 hours a week. Hours are Monday and Wednesday 4:00 p.m. to 7:00 p.m., Tuesday 12:30 p.m. to 4:00 p.m., and Thursday 2:00 p.m. to 4:30 p.m. This library is closed Friday to Sunday and closes for a week during the Christmas holidays.

The Geraldton branch is open 24 hours a week. Hours are Monday to Thursday and Saturday 1:00 p.m. to 5:00 p.m., and Wednesday to Thursday 10:00 a.m. to 12:00 p.m. This library is closed Friday and Sunday and closes for a week during the Christmas holidays.

The Longlac branch is open 24 hours a week. Hours are Monday to Thursday 1:00 p.m. to 7:00 p.m. This library is closed Friday to Sunday and closes for a week during the Christmas holidays.

The Nakina branch is open 17.5 hours a week for the Nakina Public School and 19 hours a week for the public. Public hours are Monday to Wednesday 1:00 p.m. to 4:00 p.m., Tuesday to Thursday 6:30 p.m. to 8:30 p.m., and Saturday 9:00 a.m. to 1:00 p.m. This library is closed on Friday and Sunday and closes for a week during the Christmas holidays.

Each library branch adjusts their open hours according to public demand and will usually change their hours slightly during the summer months to accommodate children that are

on school break.

Extended service hours would greatly increase the number of users to our libraries. It has been proven that seniors prefer using the library during the mornings when it is quiet. Employed individuals, families, and children use the library more during the evenings and weekends. Classroom visits occur in the afternoon hours, and children and youth come in after school.

There are accessibility issues that need to be addressed which includes an absence of a bathroom in the Beardmore Library. Patrons and staff need to use the bathroom located in the adjoined municipal office. Anyone using a wheelchair would need assistance to use the side door since it is not automated, or the individual would need to exit the front door of the library to go outside and then enter through the front door of the municipal office. The Longlac Library has a bathroom, but it is not wheelchair accessible. The Nakina Library has an accessible entrance door but can not be used properly with the FOB security lock in place because it doesn't allow the door to open when the accessibility button is pressed. Also, the concrete slab in front of the entrance shifts during the winter due to the frost and leaves a 6-inch ledge around the slab and jams the door halfway open. High shelving units limit accessibility as well.

The layout and size of our facilities have a considerable impact on the services and on the library's ability to address them. We have very limited storage and display space for seasonal books, Lending Library of Things items, and maker space equipment, etc. Only the Geraldton and Longlac libraries have a meeting room for organizations, businesses, and other groups to use. Meeting space would provide additional revenue at the Beardmore and Nakina libraries as well as provide quiet space for students to study in, programs to run in without disturbing other patrons, and individuals to play games, exercise, or meditate in privacy.

Recommendations:

- Extend service delivery hours.
- Address accessibility issues with bathrooms, automatic doors, and high shelving units.
- Assess feasibility of reorganizing library for space-specific areas.
- Plan and budget for a major 'refresh' of the use and appearance of the libraries (i.e. painting interior walls, develop new layouts, etc.)

COST AVOIDANCE: OPERATING COSTS AND CAPITAL INVESTMENTS:

Many libraries are fortunate to have an active Friends of the Library group that supports many library programs and services by fundraising for specific items that are needed. It would be beneficial to recruit a group of volunteers to participate in this role in order to raise funds locally to purchase technology items such as maker space equipment, Lending Library of Things, e-readers, Smart TVs, laptops, etc.

By contracting a company such as Grant Advance to provide a list of Canadian

companies and individual donors, we would have access to countless grants and sponsorship opportunities at arm's reach. These funders could potentially cover the costs of large community events, building extensions, and book mobile services. Currently, it is very difficult to find these resources and funding opportunities are missed.

Library staff promote awareness of the programs and services using free social media, library website, posters, and quarterly newsletters. All posters, newsletters, and pamphlets are printed in-house to keep costs low. In addition to Facebook, staff can begin posting to other social media platforms including Instagram and utilizing the community calendar on the municipal website. We could also ensure that email addresses of our patrons are included in their profiles to email newsletters rather than print them. A community event board could be displayed in each of the communities where we have branches to capture passer-byers as well as TV screens in front of our libraries that display upcoming events.

Recommendations:

- Recruit a Friends of the Library group of volunteers to assist in fundraising and programming.
- Hire a company such as Grant Advance to help in finding national donors.
- Utilize free advertising space on Instagram and municipal website.
- Gather patron's emails to send them quarterly newsletters and increase drop off locations (i.e. Medical offices, dental offices, MTW Employment Services, laundromats, etc.)
- Purchase TV screens for each branch to display upcoming programs and events.
- Discuss with municipality to erect event boards on the main street of each branch community to display program and event posters.
- Advertise for local artists and high school students to paint murals inside the libraries which will eliminate the cost of contractors and promote community participation and enable students to earn community hours for graduation.

ENHANCING AND EXPANDING SERVICE LEVELS:

Home delivery services are not currently provided to individuals who are homebound. Library staff in Geraldton, however, visit the long-term care residents at the Geraldton Hospital on a weekly basis. It would also be advantageous to educate these individuals on how to use our Libby membership for eBooks, digital audiobooks, and magazines.

Library technology services can be enhanced to promote access to emerging technology, digital literacy, and equity. As the municipality grows, GPL can explore the use of technology to add service, provide more meeting spaces, and showcase cutting edge technologies. This includes upgrading public access computers, laptops, and software, and adding maker space equipment such as robotics, engineering, and STEM items.

Increasing our Lending Library of Things at each branch would also be beneficial to enable all residents the access to borrow costly items that they may not be able to afford,

large items that are hard to otherwise store, or one-time use items that people couldn't justify to purchase. Visitors to the area would also benefit if they could borrow fishing rods and tackle, ice augers, ice fishing tip-ups, binoculars, tents, etc., to experience Greenstones natural resources.

Currently, First Nation communities are considered to be non-residents of Greenstone and are charged a fee for library memberships. Any individual may use the library, but non-members may not borrow items without paying this fee. By eliminating the fee to our local First Nation communities, we could increase memberships, become more inclusive, build a stronger community, and operate as a true community hub.

Recommendations:

- Increase staff hours to provide home delivery services and technology assistance to homebound customers.
- Increase capital budget to purchase state of the art technology and maker space equipment.
- Continue to purchase Lending Library of Things materials.
- Eliminate non-resident fees for local Indigenous communities including Long Lake 58, Lake Nipigon Ojibway (Animbiigoo Zaagi'igan Anishinaabek), Biinjitiwaabik Zaaging Anishinaabek / Rocky Bay Reserve, Bingwi Neyaashi Anishinaabek / Sand Point, Aroland and Ginoogaming First Nation.
- Increase staff training opportunities to learn technology-based skills in order to better assist patrons with personal technology, maker space equipment, and new computerized technology.
- Reorganize library space to provide specific areas for Lending Library, maker space, study space, etc.
- Continue positive working relationship with the municipality and other organizations and explore collaboration on technology projects.

NEW REVENUES:

The Public Libraries Act supports the provision of equal and universal access to information and establishes free public library services for all. There are small fees charge for fines, faxing, scanning, photocopying, laminating, and printing services. Rates are set in comparison to other small Ontario public libraries. Some program fees are charged to cover more expensive materials such as t-shirts, exercise bands and balls, etc. There is also a cost recovery for maker space supplies including 3D printing, mugs, dog tags, iPhone cases, etc.

We could implement a standard fee to participate in programs, but this would impact the number of people attending and would no longer be inclusive to all demographics. The library charges a non-resident fee for library memberships.

Recommendations:

- Continue to charge service fees and reinstate late fees.
- Establish cost recovery model for program materials costing over \$5.00.
- Establish small participation fee of \$5.00 per person to attend adult programs and workshops.

ALTERNATIVE SERVICE DELIVERY INCLUDING SHARED SERVICES OR CONTRACTING OUT:

With an increase in staff hours and open service hours, the library could partner with the Municipality to accept property tax and utility payments, applications for fire and building permits, or requests for dog licenses, for example. Other possible partnerships could include having kiosks for a variety of services such as Service Ontario plate renewals, Ministry of Natural Resources fishing and hunting licenses, or traffic ticket payments.

Some libraries provide book kiosks throughout the city to lend and return books. Our library could provide this service to library card holders who can access these kiosks after hours, however, our Libby (by OverDrive) membership provides 24/7 access to eBooks, digital Audiobooks, and magazines. A book mobile may be more feasible or even a simple Take a book, Leave a book concept.

Recommendations:

- Discuss partnership opportunities with the Municipality to receive payments on their behalf.
- Research businesses and organizations that may be interested to partner with us or bring in a kiosk.
- Assess feasibility on book kiosks, book mobiles, and Take a book/Leave a book options.

SERVICE STRUCTURE AND STAFFING REALIGNMENT:

A major factor in the staff complement is the hours of operation of the library branches, as well as the number of hours each employee works. All staff, including the CEO, is part-time. In Beardmore, the Librarian works 14 hours per week and the Assistant Librarian works 6.5 hours per week. There is no Library Clerk at this branch. In Geraldton and Longlac, the Librarian works 18 hours per week, the Assistant Librarian works 14 hours per week, and the Library Clerk works 12 hours per week. In Nakina, the Librarian works 14 hours per week, the Assistant Librarian works 9 hours per week, and the Library Clerk works 10 hours per week. The CEO works 16 hours per week overseeing all four libraries.

The limited number of work hours offered makes it difficult to hire and keep staff, as well as keep them up to date with training, especially technology training for the maker space equipment and any new computer hardware and software. Communication among

staff is difficult with part-time work since there is very little overlap time and the staff are very busy helping patrons and completing their duties including programming. There is minimal collaboration between each library branch besides the occasional phone calls and emails between the Librarians. There isn't enough time for the CEO to hold staff meetings, brainstorming sessions for programming, or team building workshops.

An increase in hours for the CEO and other library staff would provide more continuity of service and alleviate some of the training, administration, and communication concerns and provide a more cohesive library system. The libraries could provide more programs and services with an increase in staff hours and open service hours. With an overlap of library staff, the proactive customer service model has the benefits of being more efficient, providing more time for staff to assist patrons with a variety of requests, introduce them to new technology and lending materials, discuss upcoming programs and services, and create an enhanced experience for the customer that will encourage word of mouth recommendations to friends and family.

Recommendations:

- Focus more upon a customer-based approach as opposed to the transaction-based model.
- Develop new programs and services to meet community needs.
- Make the CEO a full-time position to include duties such as bookkeeping, public awareness, outreach, partnership development, and fundraising.
- Consolidate some part-time positions to full-time positions by increasing weekly hours over a set period of time.
- Improve management communications with staff and create consistency and cohesiveness among all library staff and encourage a team approach for library problem solving and activities.
- Improve staff training, team building, and succession planning.
- Establish closer integration of Library CEO into the senior management of the municipality to discuss strategic issues and contributing to and benefiting from good communications with all departments.

DISCONTINUING THE SERVICE (IF APPLICABLE):

The library board is not in favour of discontinuing library services in any of its locations because it would greatly impact the residents in those communities due to distance of travel to the nearest available library. Many Greenstone residents don't have access to personal or public transportation to visit another library. Many residents and transients rely heavily on the Wi-Fi, programs, and services provided by the library. This is most evident by the number of transport trucks parked near the Beardmore library using the Wi-Fi for communicating with employers, family, and customers, acquiring permits, and planning logistics.

Children also require early literacy and programs to assist with learning essential skills and creativity.