



MEETING AGENDA
Stormont, Dundas and Glengarry County Library Board

Thursday, September 8, 2022, 6:00 p.m.
Lancaster Branch
195 S Road Military, Lancaster ON

	Pages
1. Call to Order	
2. Adoption of Agenda	
a. Additions, Deletions or Amendments Additions to or deletions from the Agenda must be made upon consultation with the Board Chair prior to the meeting. All matters listed under "Consent Items" are considered to be routine and will be enacted by one motion. Should a Board member wish an alternative action from the proposed recommendation, s/he may request that the matter(s) be moved to the appropriate section at this time.	
3. Declaration of Pecuniary Interest	
4. Adoption of Minutes	
a. Library Board Regular Meeting Minutes - June 9, 2022	3
5. Delegations	
a. Erik Komarnicki: BiblioCommons (Vendor) Presentation -- BiblioWeb / BiblioEvents & BiblioSuggest	
6. Consent Items	
a. Statistical Summary (Circulation) - June-August, 2022	7
b. Financial Reports - July-August, 2022	10
c. 2021 Audited Financial Statement	12
d. Branch and Supervisors Reports - Summer, 2022	27
e. Technical Services / (Acting) Systems Support Coordinator Report -- Summer, 2022	37
f. Systems Librarian Report - Not available	
g. Community Librarian Report - Not available	
h. Director of Library Services Report - June-August, 2022	38
i. Correspondence -- Letter to MPP Nolan Quinn, July 20, 2022	39

7.	Action Items	
	a. Stormont, Dundas and Glengarry County Library - 2022-2026 Strategic Plan	41
	b. Selection of Externally-Facilitated Consultation for Library Services (Organizational) Review	62
	c. SDG Library 2021 Annual Report	82
8.	Discussion Items	
	a. Website Accessibility Audit -- Report	85
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	c. Summer Reading Club -- Report	107
	d. 2023 Budget Meeting -- Possible Dates	
	e. Library Board Succession -- Legacy Document	109
9.	In Camera	
10.	Adjournment	

Stormont, Dundas and Glengarry County Library Board

Minutes

June 9, 2022, 6:00pm

Williamsburg Branch Library

Members Present: Margaret MacDonald, Chair; Tony Fraser, Vice-Chair; James Algire; Alex MacIsaac; David Smith; Lyle Warden

Members Absent: François Landry

Staff Present: Karen Franklin, Director of Library Services; Cheryl Servais, District Supervisor; Cheryl Thompson, Library Services Assistant

1. **Call to Order** – The meeting was called to order at 6:02pm.

2. **Adoption of Agenda**

Moved by: Tony Fraser

Seconded by: David Smith

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

CARRIED

1. The Action Item: “Selection of Externally-Facilitated Consultation for Library Service (Organizational) Review” was deferred.

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

4. **Adoption of Minutes**

Library Board Regular Meeting Minutes – May 12, 2022

Moved by: Alex MacIsaac

Seconded by: Lyle Warden

That the Stormont, Dundas and Glengarry County Library Board approves the Minutes of the May 12, 2022 regular Meeting, as written.

CARRIED

Library Board SPECIAL MEETING Minutes – May 31, 2022

Moved by: Jim Algire

Seconded by: Lyle Warden

That the Stormont, Dundas and Glengarry County Library Board approves the Minutes of the May 31, 2022 SPECIAL MEETING, including the 'In Camera' Minutes, as written.

CARRIED

5. Delegations

Cheryl Thompson, LSA, was introduced to the Library Board.

Cheryl Servais, District Supervisor, spoke of her upcoming "secondment" to Administration to offer systems support. She also briefly described the recent Performance Review processes that she undertook with staff in District 2.

6. Consent Items

Moved by: Lyle Warden

Seconded by: Alex MacIsaac

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

CARRIED

7. Action Items

Moved by: Lyle Warden

Seconded by: Jim Algire

That the Stormont, Dundas and Glengarry County Library Board reviews and approves its (amended) Unattended Child Policy, as presented.

CARRIED

Moved by: Lyle Warden
Seconded by: Alex MacIsaac

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

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

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

That the committee, or delegated member of that committee, meet with the Director of Library Services to discuss the completed Performance Review.

CARRIED

Moved by: Tony Fraser
Seconded by: Lyle Warden

THAT the Stormont, Dundas and Glengarry County Library Board authorizes the Director of Library Services to establish an “Express Depot” location in Morewood.

CARRIED

8. Discussion Items

Items discussed included:

- a) Strategic Plan – Goals and Objectives: Results Achieved, 2021-2022
- b) SDG Library – 2022-2026 Strategic Plan
- c) Request for “Express Depot” Location -- Morewood

9. In Camera

Moved by: Lyle Warden
Seconded by: David Smith

That, as per Section 5.2 of the Stormont, Dundas and Glengarry County Library Board's Procedure Bylaw, subsection (b) "personal matters about an identifiable individual", the Board proceeds In Camera.

CARRIED

Moved by: Lyle Warden
Seconded by: Alex MacIsaac

That the Library board rise and reconvene, and authorize staff to proceed as directed.

CARRIED

10. Adjournment

Moved by Jim Algire
Seconded by Lyle Warden

That the Regular Meeting of the Stormont, Dundas and Glengarry County Library Board be adjourned, to meet again on Thursday, September 8, 2022, at 6:00pm at Lancaster Branch, or at the Call of the Chair.

CARRIED

Board Chair/Vice Chair

Secretary

SDG Library

June 2022 Statistical Summary

Branch & Open Hours Per Week	Circulation					Borrowers	Visitors	New Patrons
	Print & A/V	eBooks & eAudiobooks	June 2022 Total	June 2021 Total	June 2022/2021 Difference			
Administration	271	7877	8148	5169	+57.6%	14	n/a	1
Alexandria (44)	2392	193	2585	1936	+33.5%	324	907	51
Avonmore (20)	649	70	719	383	+87.7%	99	230	8
Chesterville (17)	1138	126	1264	1033	+22.4%	153	295	6
Crysler (20)	1278	35	1313	527	+149.1%	135	280	13
Dalkeith Express	14	7	21	85	-75.3%	4	n/a	0
Finch (16)	307	22	329	281	+17.1%	43	111	5
Glen Walter Express	99	4	103	99	+4.0%	17	n/a	0
Ingleside (44)	1642	94	1736	1872	-7.3%	227	1150	17
Iroquois (20)	1000	86	1086	998	+8.8%	135	512	21
Lancaster (44)	1656	97	1753	1483	+18.2%	224	649	23
Long Sault (30)	1413	136	1549	1077	+43.8%	202	551	20
Maxville (16)	504	50	554	382	+45.0%	68	174	3
Morrisburg (44)	1144	114	1258	1291	-2.6%	229	624	25
South Mountain (16)	673	73	746	630	+18.4%	98	186	8
St. Andrews Express	74	7	81	127	-36.2%	18	n/a	1
Williamsburg (16)	760	21	781	413	+89.1%	83	240	3
Williamstown (17)	707	50	757	682	+11.0%	97	209	11
Winchester (44)	1335	124	1459	1167	+25.0%	201	659	18
SYSTEM TOTAL	17056	9186	26242	19635	+33.6%	2371	6777	234

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

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

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

eBooks & eAudiobooks	
cloudLibrary-Patron Usage	5625
cloudLibrary-Collection Usage	9200

SDG Library
July 2022 Statistical Summary

Branch & Open Hours Per Week	Circulation					Borrowers	Visitors	New Patrons
	Print & A/V	eBooks & eAudiobooks	July 2022 Total	July 2021 Total	July 2022/2021 Difference			
Administration	184	9223	9407	11018	-14.6%	15	n/a	1
Alexandria (44)	3221	203	3424	2673	+28.1%	375	1114	28
Avonmore (20)	766	76	842	442	+90.5%	105	303	19
Chesterville (17)	1082	141	1223	1163	+5.2%	156	290	13
Crysler (20)	839	44	883	547	+61.4%	125	190	5
Dalkeith Express	20	6	26	64	-59.4%	4	n/a	0
Finch (16)	393	25	418	371	+12.7%	50	108	13
Glen Walter Express	98	8	106	74	+43.2%	19	n/a	0
Ingleside (44)	1936	121	2057	2352	-12.5%	252	1207	23
Iroquois (20)	1034	79	1113	1072	+3.8%	147	547	23
Lancaster (44)	1796	102	1898	1745	+8.8%	229	637	8
Long Sault (30)	1474	137	1611	1175	+37.1%	239	616	34
Maxville (16)	601	55	656	419	+56.6%	79	178	12
Morrisburg (44)	1533	76	1609	1616	-0.4%	260	765	40
South Mountain (16)	773	75	848	676	+25.4%	115	319	14
St. Andrews Express	75	7	82	136	-39.7%	17	n/a	0
Williamsburg (16)	787	44	831	534	+55.6%	90	265	5
Williamstown (17)	759	78	837	686	+22.0%	104	226	12
Winchester (44)	1621	105	1726	1548	+11.5%	235	717	18
SYSTEM TOTAL	18992	10605	29597	28311	+4.5%	2616	7482	268

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

eBooks & eAudiobooks	
cloudLibrary-Patron Usage	6096
cloudLibrary-Collection Usage	10600

SDG Library

August 2022 Statistical Summary

Branch & Open Hours Per Week	Circulation					Borrowers	Visitors	New Patrons
	Print & A/V	eBooks & eAudiobooks	August 2022 Total	August 2021 Total	August 2022/2021 Difference			
Administration	298	7556	7854	10829	-27.5%	15	n/a	0
Alexandria (44)	3165	213	3378	2928	+15.4%	409	911	36
Avonmore (20)	824	64	888	469	+89.3%	114	240	12
Chesterville (17)	934	148	1082	1266	-14.5%	150	322	7
Crysler (20)	669	40	709	647	+9.6%	87	176	4
Dalkeith Express	13	5	18	72	-75.0%	6	n/a	0
Finch (16)	317	22	339	434	-21.9%	52	81	3
Glen Walter Express	64	6	70	111	-36.9%	15	n/a	1
Ingleside (44)	1812	144	1956	2214	-11.7%	263	965	11
Iroquois (20)	962	95	1057	1319	-19.9%	176	448	10
Lancaster (44)	1687	105	1792	1786	+0.3%	229	612	13
Long Sault (30)	1573	120	1693	1467	+15.4%	245	692	13
Maxville (16)	445	83	528	561	-5.9%	89	221	5
Morrisburg (44)	1899	77	1976	1690	+16.9%	309	954	36
South Mountain (16)	716	85	801	788	+1.6%	121	247	14
St. Andrews Express	59	18	77	118	-34.7%	20	n/a	0
Williamsburg (16)	696	38	734	614	+19.5%	86	214	5
Williamstown (17)	828	65	893	907	-1.5%	107	231	9
Winchester (44)	1917	163	2080	1498	+38.9%	268	860	24
SYSTEM TOTAL	18878	9047	27925	29718	-6.0%	2761	7174	203

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

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

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

eBooks & eAudiobooks	
cloudLibrary-Patron Usage	5817
cloudLibrary-Collection Usage	9047

LIBRARY MONTHLY STATEMENT



For Period Ending 31-Jul-2022

	2022	2022	2022	2021
GENERAL FUND	ACTUAL	BUDGET	VARIANCE	YEAR'S ACTUAL
REVENUE				
ANNUAL PROVINCIAL FUNDING	0	-131,761	-131,761	-131,761
ONTARIO CAPACITY FUNDING	0	-500	-500	-1,566
STUDENT FUNDING	0	-9,240	-9,240	-19,467
OTHER FUNDING	-500	0	500	0
FEES & FINES	-4,753	-15,000	-10,247	-6,051
DONATIONS & SALES	-1,270	-8,125	-6,855	-3,104
TRANSFER FROM RESERVES	0	-90,000	-90,000	-6,698
Total REVENUE	-6,523	-254,626	-248,103	-168,647
EXPENSES				
FULL TIME WAGES & BENEFITS	382,528	857,645	475,117	813,106
BRANCH WAGES & BENEFITS	451,563	823,130	371,567	702,415
STUDENT WAGES & BENEFITS	16,805	19,034	2,229	18,924
BOARD MEETINGS & DEVELOPMENT	4,185	7,510	3,325	3,950
STAFF MILEAGE	2,703	6,000	3,297	3,073
STAFF TRAINING & DEVELOPMENT	9,435	16,635	7,200	9,096
PRINT MATERIAL	61,568	161,550	99,982	115,337
DIGITAL BOOKS	41,267	81,075	39,808	71,523
DATABASE SUBSCRIPTIONS	43,460	62,375	18,915	29,898
MAGAZINES, PERIODICALS & LEASED BOOKS	7,637	14,775	7,138	18,407
SUPPLIES & EQUIPMENT	11,960	27,752	15,792	19,023
PHONES & INTERNET	24,808	65,835	41,027	48,588
PROMOTIONS & WEBSITE	814	18,775	17,961	9,782
PUBLIC PROGRAMS	1,354	10,050	8,696	7,502
COMPUTER PURCHASES	720	2,300	1,580	1,333
SOFTWARE SUPPORT	63,016	61,815	-1,201	50,662
DELIVERY & OUTREACH VEHICLES	4,241	34,500	30,259	32,584
COPIERS & PRINTERS	6,760	12,000	5,240	9,521
COPYRIGHT & PERFORMANCES LICENSES	1,987	3,350	1,363	1,244
BRANCH CLEANING	31,070	57,240	26,170	58,596
BRANCH RENTS, INSURANCE & SECURITY	17,963	205,269	187,306	200,965
FURNITURE PURCHASE	758	52,000	51,242	56,262
AUDIT & LEGAL FEES	3,053	3,200	147	3,053
SPECIAL PROJECTS	38,851	60,000	21,149	10,542
SUPPORT FROM OTHER DEPARTMENTS	158,354	158,354	0	151,306
YEAR'S SURPLUS/DEFICIT	0	0	0	233,677
Total EXPENSES	1,386,860	2,822,169	1,435,309	2,680,369
Total GENERAL FUND	1,380,337	2,567,543	1,187,206	2,511,722

LIBRARY MONTHLY STATEMENT



For Period Ending 31-Aug-2022

	2022	2022	2022	2021
GENERAL FUND	ACTUAL	BUDGET	VARIANCE	YEAR'S ACTUAL
REVENUE				
ANNUAL PROVINCIAL FUNDING	0	-131,761	-131,761	-131,761
ONTARIO CAPACITY FUNDING	0	-500	-500	-1,566
STUDENT FUNDING	0	-9,240	-9,240	-19,467
OTHER FUNDING	-500	0	500	0
FEES & FINES	-6,538	-15,000	-8,462	-6,051
DONATIONS & SALES	-1,566	-8,125	-6,559	-3,104
TRANSFER FROM RESERVES	0	-90,000	-90,000	-6,698
Total REVENUE	-8,604	-254,626	-246,022	-168,647
EXPENSES				
FULL TIME WAGES & BENEFITS	448,299	857,645	409,346	813,106
BRANCH WAGES & BENEFITS	513,763	823,130	309,367	702,415
STUDENT WAGES & BENEFITS	22,384	19,034	-3,350	18,924
BOARD MEETINGS & DEVELOPMENT	4,185	7,510	3,325	3,950
STAFF MILEAGE	3,695	6,000	2,305	3,073
STAFF TRAINING & DEVELOPMENT	9,435	16,635	7,200	9,096
PRINT MATERIAL	69,566	161,550	91,984	115,337
DIGITAL BOOKS	49,238	81,075	31,837	71,523
DATABASE SUBSCRIPTIONS	43,698	62,375	18,677	29,898
MAGAZINES, PERIODICALS & LEASED BOOKS	7,637	14,775	7,138	18,407
SUPPLIES & EQUIPMENT	12,364	27,752	15,388	19,023
PHONES & INTERNET	26,970	65,835	38,865	48,588
PROMOTIONS & WEBSITE	897	18,775	17,878	9,782
PUBLIC PROGRAMS	1,470	10,050	8,580	7,502
COMPUTER PURCHASES	789	2,300	1,511	1,333
SOFTWARE SUPPORT	63,016	61,815	-1,201	50,662
DELIVERY & OUTREACH VEHICLES	4,643	34,500	29,857	32,584
COPIERS & PRINTERS	7,557	12,000	4,443	9,521
COPYRIGHT & PERFORMANCES LICENSES	1,987	3,350	1,363	1,244
BRANCH CLEANING	31,353	57,240	25,887	58,596
BRANCH RENTS, INSURANCE & SECURITY	220,135	205,269	-14,866	200,965
FURNITURE PURCHASE	5,561	52,000	46,439	56,262
AUDIT & LEGAL FEES	4,664	3,200	-1,464	3,053
SPECIAL PROJECTS	46,464	60,000	13,536	10,542
SUPPORT FROM OTHER DEPARTMENTS	158,354	158,354	0	151,306
YEAR'S SURPLUS/DEFICIT	0	0	0	233,677
Total EXPENSES	1,758,123	2,822,169	1,064,046	2,680,369
Total GENERAL FUND	1,749,519	2,567,543	818,024	2,511,722

STORMONT, DUNDAS AND GLENGARRY COUNTY LIBRARY BOARD

FINANCIAL STATEMENTS

December 31, 2021

STORMONT, DUNDAS AND GLENGARRY COUNTY LIBRARY BOARD

December 31, 2021

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STORMONT, DUNDAS AND GLENGARRY COUNTY LIBRARY BOARD

ADMINISTRATION'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

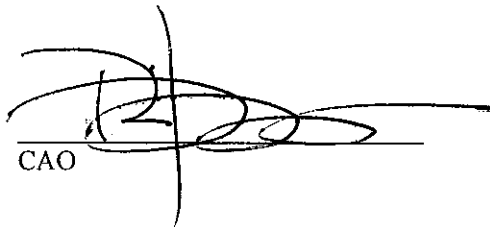
To the Members of Council, Inhabitants and Ratepayer of
the United Counties of Stormont, Dundas and Glengarry

Administration is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, Administration designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The United Counties of Stormont, Dundas and Glengarry's Council is responsible for overseeing Administration in the performance of its financial reporting responsibilities, and for approving the financial statements. The Council fulfils these responsibilities by reviewing the financial information prepared by Administration and discussing relevant matters with Administration and external auditors.

MNP LLP is appointed by the Council to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Council and Administration to discuss their audit findings.



CAO



Manager of Finance/Treasurer

To the Members of Council, Inhabitants and Ratepayers of
the United Counties of Stormont, Dundas and Glengarry:

Opinion

We have audited the financial statements of the Stormont, Dundas and Glengarry Library Board (the "Organization"), which comprise the statement of financial position as at December 31, 2021, and the statements of financial activities, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2021, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Administration and Those Charged with Governance for the Financial Statements

Administration is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as administration determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Administration is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless administration either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by administration.
- Conclude on the appropriateness of administration's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Cornwall, Ontario

June 29, 2022

MNP LLP

Chartered Professional Accountants

Licensed Public Accountants

STORMONT, DUNDAS AND GLENGARRY COUNTY LIBRARY BOARD
STATEMENT OF FINANCIAL POSITION

As at December 31, 2021

	2021	2020
NET FINANCIAL ASSETS		
Assets		
Due from the United Counties of SD&G	\$ 482,995	\$ 275,365
Liabilities		
Municipal debt (Note 2)	7,641	12,467
Net Financial Assets	475,354	262,898
Non-Financial Assets		
Tangible capital assets (Note 4)	708,953	740,372
Prepaid expenses	21,792	2,443
	730,745	742,815
Accumulated Surplus	\$ 1,206,099	\$ 1,005,713

See Accompanying Notes

STORMONT, DUNDAS AND GLENGARRY COUNTY LIBRARY BOARD

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended December 31, 2021

	(Note 5) 2021 BUDGET	2021 ACTUAL	2020 ACTUAL
REVENUE			
Municipal grant	\$ 2,511,722	\$ 2,511,722	\$ 2,444,581
Provincial operating grant	131,761	131,761	131,761
Special projects funding	13,365	21,033	11,545
Fees, fines and other	30,000	8,830	11,057
Sales and recovered costs	1,125	326	2,627
	2,687,973	2,673,672	2,601,571
EXPENSES			
Amortization	146,000	146,756	155,692
Books, periodicals and processing	143,672	121,072	123,172
Building costs	239,779	250,785	238,553
County support services	151,306	151,306	146,154
Furniture and equipment	16,820	61,758	3,191
Legal, audit and consultant fees	3,200	3,053	3,053
Mileage	8,700	3,281	3,086
Office supplies and postage	35,240	23,613	22,100
Promotion and programs	33,450	17,322	12,016
Service contracts	77,813	60,268	61,887
Special programs	28,500	10,443	7,962
Telephone and internet	62,700	48,588	61,274
Training and memberships	17,435	9,528	13,649
Vehicle	30,500	27,759	27,850
Wages and benefits	1,682,146	1,537,754	1,517,668
	2,677,261	2,473,286	2,397,307
SURPLUS FOR THE YEAR	10,712	200,386	204,264
ACCUMULATED SURPLUS, beginning of year	1,005,713	1,005,713	801,449
ACCUMULATED SURPLUS, end of year	\$ 1,016,425	\$ 1,206,099	\$ 1,005,713

See Accompanying Notes

STORMONT, DUNDAS AND GLENGARRY COUNTY LIBRARY BOARD
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the year ended December 31, 2021

	(Note 5) 2021 BUDGET	2021 ACTUAL	2020 ACTUAL
Surplus for the year	\$ 10,712	\$ 200,386	\$ 204,264
Amortization of tangible assets	146,000	146,756	155,692
Acquisition of tangible capital assets	(232,910)	(115,337)	(186,333)
Change in prepaid expenses	-	(19,349)	6,675
Increase (decrease) in net financial assets	(76,198)	212,456	180,298
Net financial assets, beginning of year	262,898	262,898	82,600
Net financial assets, end of year	\$ 186,700	\$ 475,354	\$ 262,898

See Accompanying Notes

STORMONT, DUNDAS AND GLENGARRY COUNTY LIBRARY BOARD

STATEMENT OF CASH FLOWS

For the year ended December 31, 2021

	2021	2020
CASH FROM OPERATING ACTIVITIES		
Surplus for the year	\$ 200,386	\$ 204,264
Item not affecting cash		
Amortization expense	146,756	155,692
Changes in non-cash working capital balances		
Due from the United Counties of SD&G	(207,630)	(175,473)
Prepaid expenses	(19,349)	6,675
	120,163	191,158
CASH USED IN FINANCING ACTIVITIES		
Repayment of capital lease	(4,826)	(4,825)
CASH USED IN CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(115,337)	(186,333)
INCREASE IN CASH AND EQUIVALENT	-	-
CASH, beginning of year	-	-
CASH, end of year	\$ -	\$ -

See Accompanying Notes

STORMONT, DUNDAS AND GLENGARRY COUNTY LIBRARY BOARD

SCHEDULE OF ACCUMULATED SURPLUS

For the year ended December 31, 2021

	2021	2020
Surpluses		
Operating surplus	\$ 441,045	\$ 207,362
Reserves		
Reserves set aside for specific purposes by Council:		
Working capital	17,671	24,375
Special projects	46,071	46,071
Total reserves	63,742	70,446
Invested in tangible capital assets		
Tangible capital assets	708,953	740,372
Less: related debt	(7,641)	(12,467)
Total invested in tangible capital assets	701,312	727,905
ACCUMULATED SURPLUS	\$ 1,206,099	\$ 1,005,713

See Accompanying Notes

STORMONT, DUNDAS AND GLENGARRY COUNTY LIBRARY BOARD
SCHEDULE OF CHANGES IN ACCUMULATED SURPLUS

For the year ended December 31, 2021

	Surpluses	Reserves	Invested in Tangible Capital Assets	2021	2020
Balance, beginning of year	\$ 207,362	\$ 70,446	\$ 727,905	\$ 1,005,713	\$ 801,449
Surplus (deficit) for the year	347,142	-	(146,756)	200,386	204,264
Reserves used for operations	6,704	(6,704)	-	-	-
Current year funds used for tangible capital assets	(115,337)	-	115,337	-	-
Repayment of municipal debt	(4,826)	-	4,826	-	-
Change in accumulated surplus	233,683	(6,704)	(26,593)	200,386	204,264
Balance, end of year	\$ 441,045	\$ 63,742	\$ 701,312	\$ 1,206,099	\$ 1,005,713

See Accompanying Notes

6

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2021

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements are prepared in accordance with Canadian public sector accounting standards and include the following significant accounting policies:

(a) Accrual basis of accounting

Revenues and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Government transfers

Government transfers are the transfer of assets from other levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of a direct financial return. The Organization recognizes a government transfer as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability. In such circumstances, the Organization recognizes revenue as the liability is settled.

(c) Fees and service charges

Fees and service charges are recognized when the activity is performed or when the services are rendered and collection is reasonably assured.

(d) Future employment benefits

Employee benefits include vacation entitlement and sick leave benefits. Vacation and sick leave benefits are accrued in accordance with the Counties' policy. The Organization accounts for its participation in the Ontario Municipal Employees Retirement System (OMERS) as a defined benefit plan.

(e) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year, and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the surplus, provides the change in net financial assets for the year.

(i) Tangible capital assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Equipment	7 - 30 years
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NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2021

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(e) Non-financial assets (Continued)

(ii) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risk incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred. Capital leases are included in equipment under tangible capital assets.

(f) Financial instruments

A contract establishing a financial instrument creates, at its inception, rights and obligations to receive or deliver economic benefits. The financial assets and financial liabilities portray these rights and obligations in the financial statements. The Organization recognizes a financial instrument when it becomes a party to a financial instrument contract.

Financial instruments consist of Due from the United Counties of SD&G and municipal debt which are recorded at amortized cost.

All financial assets except derivatives are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of financial activities.

(g) Measurement uncertainty (use of estimates)

The preparation of financial statements in conformity with Canadian public sector accounting standards requires administration to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the current period. These estimates are reviewed periodically and adjustments are made to income as appropriate in the year they become known. Significant items subject to such estimates and assumptions include the estimated useful life of tangible capital assets and the valuation of allowances for receivables. Actual results could differ from these estimates.

2. MUNICIPAL DEBT

	2021	2020
Capital lease obligations, 0% interest, secured by assets, due July 2023	\$ 7,641	\$ 12,467
Lease payments due in the next two years is as follows:		
2022	\$ 4,826	
2023	2,815	
	\$ 7,641	

STORMONT, DUNDAS AND GLENGARRY COUNTY LIBRARY BOARD

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2021

3. PENSION AGREEMENTS

The Organization is a member of the Ontario Municipal Employees Retirement System (OMERS) which is a multi-employer retirement plan. The plan is a contributory defined benefit plan that specifies the amount of retirement benefit to be received by the employees based on the length of service and rates of pay. Employers and employees contribute to the plan. Since any surpluses or deficits are a joint responsibility of all Ontario municipalities and their employees, the Organization does not recognize any share of the OMERS pension deficit of \$3.1 billion (2020 - \$3.2 billion) in these financial statements.

The employer amount contributed to OMERS for 2021 was \$98,697 (2020 - \$84,785) for current service and is included as an expense on the Statement of Financial Activities.

4. TANGIBLE CAPITAL ASSETS

	2021	2020
Cost		
Equipment		
Balance, beginning of year	\$ 2,851,689	\$ 3,056,150
Additions during the year	115,337	186,333
Disposals during the year	-	(390,794)
Balance, end of year	2,967,026	2,851,689
Accumulated Amortization		
Equipment		
Balance, beginning of year	2,111,317	2,346,419
Amortization	146,756	155,692
Amortization on disposals	-	(390,794)
Balance, end of year	2,258,073	2,111,317
Net book value	\$ 708,953	\$ 740,372

5. BUDGET FIGURES

The 2021 budget amounts that were approved on February 16, 2021 were established for Capital, Reserves and Reserve Funds and are based on a project-oriented basis, the costs of which may be carried out over one or more years.

6. STATEMENT OF CASH FLOWS

All cash transactions flowed through the United Counties of Stormont, Dundas and Glengarry accounts.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2021

7. FINANCIAL INSTRUMENTS

The Organization has exposure to the following risks from its use of financial instruments: liquidity risk.

Liquidity risk:

Liquidity risk is the risk that the Organization will not be able to meet its financial obligations as they become due.

The Organization manages liquidity risk by continually monitoring actual and forecasted cash flows from operations to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due.

There have been no changes to risk exposure from 2020 related to liquidity risks.

8. SIGNIFICANT EVENT

During the year, there continued to be a global outbreak of COVID-19 (coronavirus), which has had a significant impact on businesses through the restrictions put in place by the Canadian, provincial and municipal governments regarding travel, business operations and isolation/quarantine orders.

At this time, it is unknown the extent of the impact the COVID-19 outbreak may have on the Organization as this will depend on future developments that are highly uncertain and that cannot be predicted with confidence. These uncertainties arise from the inability to predict the ultimate geographic spread of the disease, and the duration of the outbreak, including the duration of travel restrictions, business closures or disruptions, and quarantine/isolation measures that are currently, or may be put, in place by Canada and other countries to fight the virus. While the extent of the impact is unknown, we anticipate this outbreak may cause reduced customer demand, supply chain disruptions, staff shortages, and increased government regulations, all of which may negatively impact the Organization's financial condition.



Branch & Supervisor Report – District 1

September 8, 2022

CHESTERVILLE BRANCH: (Jennifer H.)

- Late June through to mid-July saw several new members join the Chesterville Branch, as well as several renewals by patrons returning to the Library for the first time since the COVID-19 lockdown. LSA Jennifer was glad to have them return, and explained about all the new resources, such as BiblioCommons, Kanopy, and cloudLibrary.
- The Book, Line & Thinkers book club celebrated the return of in-person meetings in June, and continued to meet monthly through the summer.
- LSA Jennifer and TD Summer Reading Club Coordinator Madisson “popped-up” at Chesterville’s ‘Art on the Waterfront’ on Saturday, June 4. Unfortunately, excessive winds made it impossible to set up the planned photobooth. However, toys, bubbles, and sidewalk chalk were retrieved from the branch and enjoyed by children stopping by the booth. The Summer Reading Club was also promoted to parents. The branch itself had 41 visitors on that day.
- The TD Summer Reading Club was well received. Enthusiastic participants were happy to attend in-person this year.

CRYSLER BRANCH: (Josee B.)

- The "Touch a Truck" event in the parking lot, organized by les Amis de la bibliothèque/Crysler Friends of the Library and the Chrysler Community Centre, was a success. It brought 66 visitors to the branch that day, including new members.
- When the school year and class visits to the Library wrapped up in June for the year, the Maternelle/Jardin classes surprised LSA Josee with a nice drawing and note from each student.
- Chrysler Branch distributed 29 Father's Day Craft Kits on behalf of the Friends of the Library group. All kits were distributed within a few days.
- The TD Summer Reading Club was a success this summer. Children were excited to participate in crafts and activities in the branch.
- Over the summer weeks, staff noticed an increase in families visiting the branch, as well as to the number of requests for Museum Passes; this is a service that patrons really seem to appreciate.
- Staff has received a lot of positive comments on how lovely the new outdoor space looks and how pleasant it is to have a seating area near the branch.

MAKERLAB – FINCH BRANCH: (Josée C.)

- The MakerLab was busy prepping for both the “TD Summer Reading Club Launch Party” and the start of the program; together with the Summer Reading Club Coordinators, staff created welcome packages, crafts, the

Launch Party itself, and the materials necessary for Staff to assist with the program.

- LSA Josée set up and attended the “TDSRC Launch Party”, which received 100 guests and was a big success! Everyone seemed to have fun and parents asked questions about the SRC program.
- LSA Josée also has hosted an adult “D&D” group twice over Discord and Roll20 (web apps), and was happy to report two families visited her on “Dad’s LEGO Day.” Both fathers were extremely interested in the MakerKits, and Josée also showed them the Ozobots. One boy from the event has been returning regularly to try and complete a LEGO build.
- Patrons have been coming in more regularly and Finch registered 5 new patrons in June and 10+ children into the SRC. Staff also noticed an uptick in books requested and interest in Museum Passes.
- The MakerLab continues to create die cuts and Cricut creations for other branches, but has been focusing in updating the MakerKits and the 3D Catalogue. Josée worked with Winchester’s staff to test out more of their 3D prints and to look for new options.
- Josée led a virtual paint night program over Zoom. Patrons attending learned to paint beautiful watercolour hummingbirds.

SOUTH MOUNTAIN BRANCH: (Ginette T.)

- Class visits with the kindergarten students from Nationview Public School were unfortunately rained out during June. LSA Ginette pivoted to create a handout for students highlighting branch-specific information about Summer Reading Club, plus other Library services, including cloudLibrary, Cantook Station, Kanopy, Museum Passes and the ‘Library of Things’.
- Children and their parents were thrilled with the return of in-person programming and the TDSRC. Several families signed up in the first week after registration opened, with twenty-six participants at the first week’s session. The mural that was created by our young patrons on the last day of the program is currently on display in the branch’s children’s section.
- To help prepare for Summer Reading Club, LSA Ginette created graphics for the Library’s website and a BiblioCore list for “Creature Week.”
- Staff also designed a clickable document (PDF) that book clubs can use to easily explore the book club kits available at the Library. The document was shared with South Mountain-registered book clubs as well as all SDG Library branches.
- The branch was opened on a Wednesday evening for South Mountain’s ‘Meet Me on Main Street’ event, with a table also set up next to the Friends of the South Mountain Resource Centre, who brought back their book giveaway this year.
- South Mountain also hosted a couple of visitors to the area from Yorkshire, England, who were excited to look at the Local History collection. One visitor’s great-grandfather was the pastor for the Presbyterian Church circa early 1900s. She was thrilled to find references to her great-grandfather in the Local History Collection, and learned that he was the pastor when the church, St. Andrews, was built.

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

- Winchester Branch has seen an increase in new patrons signing up for a library card. We welcome all these new faces to the Library, and we hope they will utilize all our services to the fullest. Many have already commented on the awesome services that we provide, especially our eResources and “hotspots”, while patrons visit their summer vacation destinations.
- LSA Chantal is compiling a spreadsheet of 3D prints to be reviewed and working in collaboration with LSA Josée in Finch on a new edition of the 3D catalogue, to be available in the future.
- Winchester Branch was the first branch to receive new computers and public-use computers with the latest Windows 11 installed. Patrons are excited to find that there is always something new going on at the Library.
- Winchester Branch had its first in-person adult Craft Night in July with 10 attendees, along with LSA Josée from the MakerLab. With Josée’s help in demonstrating the Library’s Cricut machine, participants were able to take home a beautiful pizza pan wreath that they made.
- The TD Summer Reading Club was a remarkable success this summer in Winchester, producing a few prize winners whose avid reading and epic drawing skills paid off. A big congratulations to our winners and thank you to all our participants.
- Patrons have been enjoying the cool air at the Library during some of the hot temperatures that we have had this summer. Children and teens have been using the Library as a place to meet, colour, or read while beating the heat.

(Temporary) DISTRICT SUPERVISOR: (Kate Jones Miner)

- Staff scheduling, time sheets, board reports, and reports to Council (ongoing)
- Technology troubleshooting and support for staff and patrons (ongoing)
- Collections maintenance (ongoing)
- Frontline customer service including email, and phone inquiries (ongoing)
- Social media content creation and scheduling (ongoing)
- Family Literacy in the Public Library – OLS EXCEL Course
- Updates to eResources postcards, and other promotional materials (ongoing)
- Assisted in the replacement of public-use computers in District 1 branches
- Participated in public outreach events, such as ‘Meet Me on Main Street’ in Hallville and Marionville.
- New supervisor training
- Liaised with staff from the Township of North Dundas to resolve facility issues at North Dundas branches.



Branch & Supervisor Report – District 2

September 8, 2022

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

- Summer and the TD Summer Reading Club always go hand-in-hand, and this year was no exception. Children joined Chloe and Madisson for the "Myths and Legends" themed program. Two local student volunteers helped with the program each week, and children and staff appreciated all their help with the program's activities. Additionally, several parents have commented about the literacy components of the program and how engaged their children were in reading this summer. Special "thank you" to local artist Steve Larin for painted a beautiful dragon and castle in our program room for the children to enjoy.
- The local EarlyON - Child and Family Center held a school readiness program during the month of July for 3-4 year-olds who will going to school for the first time in September. An average of 5 children and their caregivers took part in this program at each session, getting ready for kindergarten.
- Local artist Anne Wylemans showed her artwork at the branch for the summer months. She is our first artist to display artwork since Covid started. Patrons and visitors are pleased to finally have artwork back on the walls of the branch.
- Several visitors have stopped in to use the Wi-fi this summer, with some looking for Local History information, while travelling through the province. Staff enjoyed visitors from Ottawa, Ireland, Japan, Northwest Territories, and Holland. It is always interesting to hear where visitors are from.
- Patrons and visitors are very appreciative of how lovely the front flowerbeds look this summer, due to the dedicated work of our Garden Volunteer, Jacqueline Prieur. Many thanks to Jacqueline and to the Friends of the Ingleside Library who supplied soil, fertilizer, and plants.

IROQUOIS BRANCH: (Eleanor P. and Jeanette D.)

- A Mom and her young daughter with disabilities were in, telling branch staff how important the Library is to them; they come in weekly to sign out 3-5 DVDs, which has helped the daughter learn to talk, even after being told by medical professionals that she would never be capable of doing so!
- The Summer Reading Club had a great start at Iroquois Branch, with 72 children in attendance at our 1st in-person, session! Additionally, LSA Eleanor provided 2 preschool Story Time sessions for the local Day Camp children.
- Staff received a call from the Killaloe Public Library – one of our patrons had borrowed a book from their library through ILLO, and when it was returned, Killaloe PL staff found a birthday card with some money which they tracked down to a patron registered at our branch - our young patron was so happy!

LONG SAULT BRANCH: (Christine D. and Joann L. and Colleen C.)

- Booklists on our website included great additions from Long Sault staff over the summer, including some featured collections such as: Short Stories; Comptines et chansons pour petits bambins; Home Composting; and Composting for Kids.
- Over the summer months, there was a consistent flow of new members, and updates of current patron accounts. Many patrons expressed how they have “missed” the library experience! LSAs Christine and Joann both participated in webinars regarding unattended children and teens in the library setting, during the infrequent quiet moments in the branch.
- The Summer Reading Club consisted of a small but enthusiastic group this summer. A huge thumbs up to summer student Chloe and Long Sault volunteer Bella for an amazing job!

MORRISBURG BRANCH: (Cheryl T. and Ian M.)

- Congratulations to LSAs Kate and Stacey for their appointments, on a temporary basis, to District Supervisors for Districts 1 and 2 respectively, at the beginning of July. This change brought CSA Ian M. into the branch to cover the LSA duties, as well as an opportunity to welcome LSA Cheryl T. from Williamsburg to offer her support and knowledge to Morrisburg patrons.
- With the summer months, the branch has been busy with children and their families visiting regularly for the TD Summer Reading Club, as well as welcoming the local Happy Face Day Care to join in the weekly activities provided by SRC Coordinator, Chloe.
- Morrisburg Branch and the Hartford Retirement Residence have once again begun an outreach partnership. Staff from both organizations are excited to be able to offer this service, and the residents were delighted to see the table full of books and audio materials to choose from. This outreach is in addition to LSA Cheryl’s monthly visits to the Dundas Hospice in Williamsburg.

WILLIAMSBURG BRANCH: (Jennifer D.)

- Patrons were very welcoming to new temporary LSA, Jennifer, when she started in Williamsburg in July. Jenn joins District 2 from her previous position as a CSA in District 1.
- The Summer Reading Club brought a lot fun and excitement to this branch! Many children came in for the program, played at the nearby park, and borrowed books to enjoy until the next Club event. Patrons also enjoyed creating a mini-mini tabletop golf course, and, at one point, even achieved hole-in-one status!

(Temporary) DISTRICT SUPERVISOR: (Stacey P.)

- Regular staff, scheduling, timesheets, Board reports, and reports to Council (ongoing)
- Technology troubleshooting and support for staff and patrons (ongoing)
- Collections maintenance (ongoing)
- Frontline customer service including, email, and phone inquiries (ongoing)

- Support to new LSA's in Morrisburg and Williamsburg, as well as connecting with other branch staff, as I navigate my new role (ongoing)
- Development of ILLO Guidelines and a Staff Instruction handout
- Fall programming support to staff, and coordination of CSA support for branch activities
- Development of Pop-up Library training course for staff
- Completion of the OLS EXCEL program (July 2022)
- Finalized approvals of outdoor branch signage in South Dundas
- Attended 'Meet me on Main Street' event, Beach Day and South Dundas Open House with the "Pop Up Library"
- Established outreach connections with Hartford Manor to begin monthly visits.
- Assisted in preparations for installation of new computers in Morrisburg, Iroquois, and Williamsburg



Branch & Supervisor Report – District 3

September 8, 2022

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

- LSA Iris attended the Laggan Public School Kindergarten Open House in June, and the Ozobots made quite an impression! Teachers requested that Iris return the following week to show other classes. Iris was happy to oblige and introduced the students to simple coding with these smallest, cutest robots.
- Alexandria Branch was very busy with multiple class visits from the local French public school, Terre des Jeunes. LSA Sylvie coordinated several “stations” for students to learn about, and explore, the Library. Ozobots, button-making, bookmark colouring, Pictionary, story times and comics creation were all explored by busy students.
- Several student volunteers began working at the branch to fulfill their volunteer hours for school. They have been engaged in shelving, collections maintenance, and shelf-reading. Some were also lucky enough to lend a helping hand at our TD Summer Reading Club.
- Branch Library staff participated in the Canada Day Parade in Alexandria. (Acting) Systems Support Coordinator Cheryl drove the decked-out SDG Library outreach van, and LSAs Iris and Sylvie pushed two red book carts throughout the parade. The carts were decorated with large cardboard “books”, as well as two beautiful wooden literary signposts. The Director of Library Services also helped to hand out Library “swag” to the many spectators. It was a successful day connecting with the community. LSA Sylvie even made the Glengarry News!
- The TD Summer Reading Club was very popular, and we had around 30 children participating in both the English and the French programs. We also had two high school volunteers helping during the bi-weekly events, which was very helpful during this fun, active time.
- Alexandria Branch received new computer equipment for staff and for patrons, including larger monitors, new keyboards, mice, and headphone jacks. These new computers are working well, and patrons appreciate the (much!) larger screens.
- LSA Sylvie has resumed the Alexandria Book Club. Their first meeting was held outside in beautiful weather under our SDG Library umbrella. Nine new and returning members discussed the book The Last Train to Key West by Chanel Cleeton.
- LSA Iris organized a “Fun in the Sun” program attended by eight excited children. Attendees played games with our parachute, participated in an outdoor scavenger hunt, and built “Stomp Rockets”(one of the MakerLab Maker Kits available for staff use during programs); it was a huge hit!
- There have been many new registrations and a significant return of patrons to the Library this summer. There have been many comments on the great services we offer, including printing, faxing, scanning and high-speed Internet for those who have critical work. Alexandria Branch numbers are growing daily, and staff have noted that it is beginning to feel like pre-COVID time!

AVONMORE BRANCH: (Kelsey D.)

- The “Early Voting” days, and especially Election Day, were busy at the Avonmore Branch. Visitors who came in to vote often borrowed items, renewed their cards, or registered for SDG Library membership.
- A “Pride Month” display was created to help the branch feel like a safe place for members of the LGBTQ+ community. This display included biographies, fiction, and graphic novels.
- In preparation for the summer, LSA Kelsey created promotional materials (posters, postcards, and images for Social Media and our website “Events” page) for upcoming programs in District 3.
- In July, displays created for “Graphic Novel Month”. These displays were popular with children and teens that visited the branch.
- On July 16th Kelsey and SRC Coordinator, Madisson, ran a booth in the Avonmore Fair to promote the SDG Library and the Summer Reading Club. In spite of the heat they had many visitors and new patron applications.
- A “Little Adventurers Playtime” program received a good turnout. Children enjoyed creating tie-dye butterflies and playing the colour-sorting game: Feed the Caterpillars. Parents look forward for another program for the same age group.
- During July and August, the Library received 136 new online applications. Kelsey continues to process online applications for Library membership and renewals.
- The Happy Face Daycare at Roxmore Public School received an outreach visit in August. Children enjoyed the outdoor storytime and were all given Juvenile Registration forms to encourage them to use the Library.

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

- Lancaster Branch hosted an in-person children’s program, “The Madhatter’s Tea Party” in June. LSA Rachel dressed up as the Madhatter from [Alice in Wonderland](#) and assisted participants in painting teacups. Children also enjoyed a story outside under the shade of the new SDG Library patio umbrella. The overall response to the program was very positive.
- TD Summer Reading Club registrations got underway in June, and several excited young patrons signed up; looking forward to attending the launch party on June 25.
- Many patrons continued to access the branch for the computer station, printing, and faxing, and making use of our Commissioner of Oaths service.
- Lancaster Branch highlighted a new resident artist. This continues to be a popular way for local artists to share their work with the community.
- The branch received a donation of over a dozen new hardcover books from a local resident who intends to donate more in future. A thank-you card and the gift of an SDG Library journal were prepared for the donor.
- Members of the Cairnview Book Club have finally enjoyed an in-person gathering - a little picnic with LSA Valerie, during their last meeting before the summer break.
- A local kindergarten teacher has expressed her appreciation for the Lancaster and Williamstown branches. The school no longer has a library, and the SDG Library allows her to share library experiences with her students.

- The TD Summer Reading Club saw a steady number of in-person visitors throughout the program. Both children and parents have shared how much they enjoyed the program. Praise was given to our Summer Reading Club facilitators.
- Three teenagers visited the Lancaster Branch to inquire about library cards and receive a branch tour. Their visit was a direct result of the SDG Library's presence at the Williamstown Fair.

MAXVILLE: (Emily A.)

- The "Cover-to-Cover Virtual Book Club" read People We Meet on Vacation by Emily Henry for the month of June. This was a light read for the start of summer. LSAs Rachel and Emily also planned the program for October 2022 to March 2023.
- SDG Library's TikTok account – administered by Maxville staff – account has hit 1000 followers!
- A Pride Month display was well received by patrons at the branch, who enjoyed the bulletin board and the selection of books available.
- The "Cover-to-Cover Virtual Book Club" read It Ends With Us by Colleen Hoover in July. The book club currently has 181 members in its Facebook Group.
- Maxville Branch recruited two volunteers for the summer. One helped with the TD Summer Reading Club, and the other helped with branch tasks such as shelving and updating labels. Both are very enthusiastic and are great additions to the SDG Library community.
- August's "Cover-to-Cover Book Club" selection was Taylor Jenkins Reid's Malibu Rising.
- Maxville Branch is preparing for a three-month passive "Bookopoly" activity which asks readers to complete a series of challenges around a Monopoly style board in return for prizes. Patrons have already been showing interest in the display Emily has created for this initiative.

WILLIAMSTOWN: (Julie C.)

- Promoting the TD Summer Reading Club was the primary focus at Williamstown Branch for the month of June. LSA Julie used themed displays, colouring pages, and printed invitations to encourage children to register. Staff assisted with creating a "Myth"-themed book list.
- In collaboration with Williamstown Fair's community scarecrow competition, staff were busy organizing a "Scarecrow Building" program for July. Straw was generously donated by Carry On Farms and the Library welcomed some new patrons to the program.
- With the help of CSA Shawna, adult fiction books in Williamstown have been given a fresh makeover with updated spine labels.
- Staff continued to prioritize professional development by completing online training including WHMIS and Web Junction courses on Collections Development.
- The Sandywood Book Club expressed their appreciation for book club kits and how easy they are to use. In July, the book club finished reading Freefall by Jessica Barry.

- Williamstown Branch is grateful to have received a new double-sided bookcase. Families visiting the children's section expressed their delight with the new colourful floor cushions that were also added to brighten up the space.
- Branch staff represented the Library at the Williamstown Fair, and welcomed over 100 visitors per day. The SDG 'Pop Up Library' generated much interest, with several fairgoers signing up for membership.
- Julie has been busy working on passive activities for children of all ages. Golden ticket awards were hidden in books to encourage exploration of different materials.
- Williamstown Branch has received a brand-new PAC Station and staff computer. These upgrades make it easier than ever for our patrons to use our computers.

DISTRICT SUPERVISOR: (Lorna P.)

- Regular scheduling, time sheets, board reports, and reports to Council (ongoing)
- Technology troubleshooting and support for staff and patrons (ongoing)
- Collections maintenance and Graphic Novels collection development (ongoing)
- Frontline customer service including, email, and phone inquiries (ongoing)
- CELA Statistics (ongoing)
- Summer Reading Club student supervision and support
- Social media content creation and scheduling (ongoing)
- Development of system aid in scheduling of social media content
- Coordination of StoryWalks and outreach alongside Summer Reading Club Coordinators, Director of Library Services and Administrative Assistant
- Conducting performance reviews
- Preparation and implementation of 2022-2023 Staff Learning Paths
- Onboarding and training of new Casual Support Assistants
- OLS EXCEL course – Reader's Advisory
- Preparation and distribution of Summer and Fall Navigator Program Guides
- Management Meetings (July 5 and August 29)
- Assisted in installation of new staff and PAC stations across District 3
- Attendance at Williamstown Fair Pop-Up (August 5)
- Branch Planning Committee Meetings (July 18 and August 15)
- Preparation of draft (digital) new patron package
- Assisted with air quality test in Williamstown (August 10)
- Due Diligence for Supervisors Training (completed August 15)
- Follow up on Health & Safety issues in Alexandria and Lancaster branches
- Began initiating school outreach for upcoming year in coordination with branch staff
- Professional development: "Build a Great Team" and "Making the Ask - Fundraising"

CATALOGUING/ACQUISITIONS TECHNICIANS: (Lindsey S. and Lucinda F.)

- Regular cataloguing duties including processing new materials, selection verification and allocation of “carts”, submitting invoices, vender order cancelation/ substitution reports
- Daily Telephony Reports (billing, holds, overdue, and cancelations)
- Processing Interlibrary loans items (year to date 700 borrowed items, 1259 lent items) and tracking monthly statistics
- Book Club Kit bookings and scheduling
- Email inquires as well as receiving/processing daily mail deliveries
- Attend weekly Tech Services meetings
- Special Projects/Tasks
 - Top Titles circulation report – as requested by Director of Library Services
 - CELA Disk Cataloguing and database updating – assigned by Supervisor
 - Vender ARP Investigation – as requested by Director of Library Services
 - Item status reports (in transit, on order, in technical services, in repair) – assigned by supervisor
 - Series Tag Editing – On-going project
 - Flipster title report and database investigation
 - Processing and Purchasing materials report - as requested by Director of Library Services
 - Fall Adult Fiction Cart Allocation and Report to Director of Library Services

SYSTEMS SUPPORT COORDINATOR (ACTING): (Cheryl S.)

- Attended regular meetings including Branch Planning, Management Team meeting and Health and Safety meeting!
- Conducted weekly Tech Services meetings.
- Met with Tech Services staff individually to review performance goals
- Reviewing Tech Services procedures to look for efficiencies and to ensure team members are using their time efficiently and effectively
- Polaris database/catalogue clean up and review of circulation statuses for items that are “In repair”, “in Technical Services”, “On order” and “In transit” to ensure materials are available for circulation.
- Attended workshops and presentations for potential new software/platforms to enhance and increase public engagement while decreasing and streamline staff workload.
 - BiblioWeb, BiblioEvents, BiblioSuggest,
 - VegaDiscovery, VegaPromote, Vega Program
 - Patron Point
- Attended mandatory “Due Diligence for Supervisors” training
- Meetings and emails communications with Palmer Douglas for Website Accessibility report
- Updates to website including addition of Mango Languages eResource platform



June-August, 2022

DIRECTOR OF LIBRARY SERVICES

September 8, 2022

WORK COMPLETED:

- Collections Development: Replacement materials (print); eBook & eAudiobook renewals; Suggestions for Purchase (print & digital); Large Print Adult Fiction (print); Juvenile Fiction & Non-fiction (print)
- Participation in Records Management Working Group
- Participation at weekly Directors' meeting
- June 16, July 21, August 18: Participation at OLS's CEO networking meetings
- June 20, July 18, August 22: Attendance at County Council meetings
- Interviews for/selection of (Temporary) District Supervisor positions (2) – started July 5
- June 24: Operational Planning Workshop with Laridae Communications
- June 30: Meeting with T. Mills, CAO, South Glengarry, re Ontario Trillium Foundation Capital Grant
- July 1: Participation at Canada Day Parade in Alexandria
- July 5, August 29: Library Management meetings
- July 7: Meeting with LSA at Finch Branch/MakerLab
- July 13: Participation at 'Meet Me on Main Street' event in Marionville
- July 15: Branch tour with Technical Services staff
- July 18, August 15: Branch Planning Committee meetings
- Preparation of "Express Depot" information for Morewood Lucky Mart owner's consideration
- Preparation and submission of PLOG application

WORK IN PROGRESS:

- Collections Development: Fall print publications (fiction & non-fiction; all ages); French adult non-fiction (print); Large print adult fiction (print); French children's non-fiction and graphic novels (print); Adult and Teen fiction (eBooks & eAudiobooks)
- Staff development: Team Building
- Development of Library Board legacy document(s)
- Preparations for (in-person) Staff Development Day – Monday, Sept. 26
- Development of Library Board legacy document(s)



106-26 Pitt Street
Cornwall, ON K6J 3P2

July 20, 2022

Sent by email to: Nolan.Quinn@pc.ola.org

Dear Nolan,

On behalf of the SDG Library, I would like to offer my sincere congratulations on your successful election as MPP representing Stormont-Dundas-South Glengarry in the 2022 Ontario election. While we didn't have the opportunity to meet during the election campaign, our association over the years runs deep, and I am very pleased for you.

You are well aware that the SDG Library, established over 50 years ago, is at the heart of our community throughout SDG. Our multi-branch system provides comprehensive library services to over 65,000 residents of all ages in the three counties of Stormont, Dundas and Glengarry. Furthermore, the SDG Library has been an essential part of our community's COVID-19 response and recovery. We have been able to provide continuous service to our rural-based residents throughout the pandemic, with an emphasis on being able to fill a "physical void" with new, much-appreciated online and virtual resources and opportunities to "Connect. Create. Explore."

We would like to extend an invitation for you to visit our Administration office or any of our 15 branch locations, for a tour and the opportunity to meet our hard-working team, and to see how we're always evolving to meet the changing needs of the people of SDG, as well as learning more about the important role that the Ontario government fulfills in helping to keep local public libraries sustainable. Please feel free to contact me at your convenience, to set up a visit and/or tour; it's been a while, and I know you will be impressed with some of the changes that we've made since your tenure on the Stormont, Dundas and Glengarry County Library Board.

We wish you luck as you transition to your new role, and we look forward to working closely with you as our representative at Queen's Park to ensure that local libraries are able to continue serving SDSG.

Sincerely,

A handwritten signature in blue ink that reads "Karen Franklin". The signature is written in a cursive style with a long horizontal line extending to the right.

Karen Franklin MLIS APLL
Director of Library Services
SDG Library



ACTION REQUEST

To: Date of Meeting: Subject: Relevance to priorities:	Members of the Library Board September 8, 2022 Stormont, Dundas and Glengarry County Library – 2022-2026 Strategic Plan
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RECOMMENDATION(S): That the Stormont, Dundas and Glengarry County Library Board approves the ‘2022-2026 Strategic Plan’, prepared by Laridae Communications, as written.

EXECUTIVE SUMMARY: The Library Board worked with consultants from Laridae Communications for six months in early 2022 to determine the SDG Library’s Values, Mission and Vision, and to set goals for the Library’s operations. All Board members, as well as Library staff, key stakeholders, and members of the public were engaged to consider where the Library should focus its efforts over the next four to five years.

At its June 9, 2022 regular meeting, the Board made its final changes to the draft Plan that had been prepared. This Action Request seeks to finalize the strategic planning process – and thus begin the implementation of the Board’s priorities – with the formal approval of the ‘2022-2026 Strategic Plan’ in its completed form (attached).

OPTIONS AND DISCUSSION: Approve the ‘Stormont, Dundas and Glengarry County Library – 2022-2026 Strategic Plan’. **This is the recommended option.**

Do not approve the ‘Stormont, Dundas and Glengarry County Library – 2022-2026 Strategic Plan’. **This option is not recommended.**

FINANCIAL ANALYSIS: All expenses related to this Strategic Plan’s development have been paid in full, including: community engagement; stakeholder consultations; Board retreats; a special Mission, Vision and Values workshop; a staff workplan development workshop; and the actual drafting and editing of the Strategic Plan document. The total expense paid to Laridae for this process was \$34,013. Some additional expenses would have been incurred for extra Board meeting(s) with lunch(es) served. The Board approved \$40,000 in its 2022 Library Services Budget to be spent for strategic planning.



2022 – 2026 Strategic Plan

Stormont, Dundas and Glengarry County Library

June, 2022

Message from the Board Chair and Director of Library Services

We are proud to present SDG Library's new 2022 – 2026 Strategic Plan. As the acute effects of the COVID-19 pandemic began to ebb, we took a moment to step away—from the relentless change and pivoting that has been required of us—to pause, reflect, and strategize.

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

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

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

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

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

Sincerely,

Karen Franklin, MLIS APLL
Director of Library Services

Margaret MacDonald
Chair, Stormont, Dundas and
Glengarry County Library Board

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1. Organizational Snapshot

1.1. How We've Grown

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

- Over 14,000 registered members
- Over 332,000 library materials in circulation
- 15 branches
- An administration office
- Three (3) “Express Depots”
- Three (3) ‘Little Free Library’ locations
- Inter-branch courier service
- 10 full-time staff
- 32 part-time branch services staff

Current Services

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

Programs: Virtual and in-person.

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

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

1.2. Strategic Foundations

Mission

To connect communities through innovative services, literacy resources, independent learning, creative expression, leisure, and civic engagement.

Vision

To be “The Place” in SDG for learners, seekers, and explorers.

Values

Accessible: We strive to continually identify and reduce barriers to service and be responsive to the diverse needs of residents of all ages, backgrounds, abilities, sexual orientations, gender identities, or levels of socioeconomic status.

Equitable: We seek to provide an inclusive, non-judgmental environment in which everyone in the community feels safe, welcome, and comfortable, by focusing on building trusting, supportive connections.

Open: We commit to being honest and authentic in all our interactions, listening intently and supporting the development of genuine connections.

2. Strategic Directions

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

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

Each of our strategic directions include a corresponding set of tangible **commitments** and **targets** (aka “We will know we are successful when”).

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

A Board-Led Strategic Planning Process

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

A Four-Year Plan

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

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

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

2.1. Strategic Direction: Physical and Digital Infrastructure

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

Related Commitments

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

...

- **Digital Collection:** Investing in the library’s growing digital collection of eBooks, eAudiobooks, online periodicals, and other digital services and programming.
- **Print Collection:** Recognizing patrons’ diverse interests and differing levels of connectivity, ensuring the print collection is not left behind and contemporary material continues to be added.
- **Community Hub:** Exploring new, innovative opportunities to expand and enhance the in-person experience, recognizing the value of providing a free and public space where the individuals and groups can be together in community.
- **Facility Improvements:** Strategically exploring ways to best leverage and improve the facilities we have while exploring opportunities to centralize elements of SDG Library’s operations and increase efficiencies, such as the creation of a central administrative branch.
- **Accessibility:** Regularly exploring opportunities to make the library more accessible and its programs and services more equitable, including increases to our digital collections and services, expanded geographic coverage, varied opening hours, and additional bilingual collections and services.

We will know we are successful when –

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

2.2. Strategic Direction: Community Outreach

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

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

Related Commitments

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

- **Messaging:** Developing messaging that will showcase the library's role as a community and knowledge hub with a wide variety of resources, programming and services—extending far beyond their physical collection of books.
- **Outreach:** Remaining in the public eye by prioritizing regular, consistent communications, ensuring these efforts are bolstered by the necessary resources, including adequate staffing.
- **Community Engagement:** Exploring innovative ways to engage new audiences, including youth, and investing in mutually-beneficial partnerships to help spread awareness of the library and upcoming programs and events.

We will know we are successful when –

- New membership rates are growing at rate that matches the pace of community population growth.
- We experience an increase in the number of partnerships with community organizations and stakeholders.

2.3. Strategic Direction: Organizational Strength

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

Related Commitments

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

- **Organizational Review and Improvements** Committing to conducting an organizational review and implementing the resulting strategies, with the goals of clarifying roles and expectations, balancing responsibilities and capacities, and potentially creating efficiencies through centralization and/or partnerships.
- **Great Place to Work:** Exploring opportunities to ensure that the SDG Library continues to be seen as an attractive place to work, incorporating innovative, low-cost options.
- **Monitoring and Feedback:** Implementing processes to regularly gather feedback and input from staff, to proactively identify and address any challenges and improve staff retention.
- **Professional Development and Succession:** Prioritizing budget-supported opportunities for professional development, to support recruitment and retention of staff and to develop in-house leaders who can be prepared to rise into management positions.

We will know we are successful when –

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

3. Appendix: Stakeholder Engagement

3.1. Why Engage?

Leadership Through Genuine Engagement

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




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

It's the opposite.

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

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

The Multiple Purposes of Engagement

 <p>Listen</p> <p>To listen to stakeholders by gathering input, ideas, and suggestions.</p>	 <p>Include</p> <p>To include stakeholders in the planning process, helping to generate buy-in.</p>	 <p>Educate</p> <p>To educate stakeholders about the great work you do.</p>
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3.2. Engagement Process

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

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

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


Audiences

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

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

Stakeholder Participation

Participation during the engagement process was enthusiastic and honest.

 <p>Online Survey 250 Participants</p>	 <p>Focus Groups 19 Participants</p>	 <p>Key Person Interviews 3 Participants</p>
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3.3. Common Themes

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

Perceived Areas of Strength

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

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

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

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

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

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

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

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

Identified Challenges

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

In response, participants raised the following suggestions:

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

Accessibility: Geography, Language, Hours & Technology

- **Geography:** Ideally, stakeholders would like physical branches close to their location. A presence in Morewood was frequently requested. If a full branch isn't possible, stakeholders would like drop-off and pick-up depots.
- **Opening Hours:** Patrons are interested in more accessible hours, which sometimes means keeping libraries open longer, and in other cases means ensuring that they are open outside of standard business hours.
- **Language:** Several stakeholders brought up the importance of bilingual services.
- **Technology:** Although many stakeholders appreciate the growth of the digital collections, as well as the improved access that comes with it, others are

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

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

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

Suggested Responses

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



ACTION REQUEST

To: Date of Meeting: Subject: Relevance to priorities:	Members of the Library Board September 8, 2022 Selection of Externally-Facilitated Consultation for Library Service (Organizational) Review
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RECOMMENDATION(S): That the Stormont, Dundas and Glengarry County Library Board reviews the submission from TCI Management Consultants in association with Beth Ross & Associates and Bibliotechs Inc., for a Library Service (Organizational) Review, and if satisfied,

That the Director of Library Services be authorized to sign all necessary documents to give effect to a contract for this service, and

That any additional funds needed to pay for this Review be taken from the Library's accumulated Surplus.

EXECUTIVE SUMMARY: At its April 14, 2022 regular Meeting, the Library Board authorized the Director of Library Services to seek proposals for external consultative services to lead a service delivery (organizational) review of Library Services. Subsequent to that meeting, a more formal process for obtaining submissions was put into effect, with a 'Request for Proposals' document (attached) created and distributed to five organizations: BGM Strategy Group; TCI Management Consultants, in association with Beth Ross & Associates; Clarence Willms; Monteith Brown Planning Consultants; and Peggy Malcolm, Consultant, Ontario Library Service.

Of those, only TCI Management Consultants, in association with Beth Ross & Associates and Bibliotechs Inc. submitted a Proposal (attached).

Please note: this Action Request was originally included in the Library Board's June 9, 2022 Agenda; discussion and decision was deferred at the request of the Board Chair.

OPTIONS AND DISCUSSION: With only one submitted Proposal to consider, the Library Board must determine whether it is satisfied with the submission. If it is, then **it is recommended that the Board authorize staff to contact TCI Consultants as the**

lead for the three organizations (aka “team”) named in the Proposal, to give effect to a contract to undertake this project.

The Library Board has the option to continue with ongoing planning activities, such as the current strategic planning process, without further external consultations. **This option, while understandable, is not recommended at this point**, because of the considerable work, expense and effort that have already taken place, to “chart a course” for the SDG Library over the next several years, while also dealing with significant human resource challenges and public expectations. Recent changes in staffing, along with results from public engagement exercises, have pointed to the value in reviewing how the SDG Library operates, and in determining an optimal organizational structure to do so.

FINANCIAL ANALYSIS: The Library Board budgeted \$40,000 for strategic planning in 2022; to date, \$34,013 have been spent. This money has come from provincial funding resources, as indicated by the Director of Financial Services/County Treasurer.

The total budget in the Proposal submission is \$27,000 plus HST. Therefore, **it is expected that approximately \$21,000 would need to come from the Library’s accumulated Surplus**, currently at \$441,043 (audited figure as of December, 2021), in order to pay for the services offered by TCI Management Consultants.

Library Service Review



***Proposal submitted to
SDG Public Library***

Closing: May 27, 2022



in association with

**Beth Ross & Associates
Bibliotechs Inc.**



TCI Management Consultants

99 Crown's Lane, Toronto, Canada, M5R 3P4 • Fax: (416) 515-1255 • web: <http://consulttci.com>

May 27, 2022

Karen Franklin
Director of Library Services
SDG Library
26 Pitt Street, Suite 106
Cornwall, ON K6J 3P2

Re: SDG Public Library – Service Delivery Review

TCI Management Consultants is pleased to present this proposal to assist the SDG Public Library with a Service Review. We have assembled a first-rate team with leading credentials in all the critical areas that this multi-faceted assignment requires: experience in conducting service reviews in libraries; strategic planning for libraries and other cultural facilities; in-depth understanding of library operations; extensive experience in facilitation and community consultation; and proven project management credentials.

The team assembled by TCI Management Consultants brings together some of the most experienced library experts in Canada for this unique project. The team will be led by **TCI Management Consultants**, specialists in strategic planning for libraries as well as cultural facilities of all types. Key elements of nearly all of TCI's work in strategic and facilities planning are stakeholder and community consultation and facilitation, both of which are critical facets of this work. TCI's expertise is enhanced by Beth Ross of **Beth Ross & Associates**, a career professional librarian who was formerly County Librarian of the Huron County Library system, who is an expert in all aspects of library services, programs, facilities, standards and operations; and Katherine Slimman of **Bibliotechs Inc.** who has extensive experience in library IT and technology. Collectively this team has well over 100 years of experience in working with and for libraries and other cultural organizations across Canada and is arguably one of the most comprehensive and experienced groupings of such individuals that can be found in the consulting profession today.

As instructed in your Terms of Reference, this Proposal addresses six key areas in the five pages following the Table of Contents. Resumes of team members and a more detailed listing of relevant experience are appended, as are links to previous reports to give you a better sense of what we do.

Key advantages of our team are the following:

- In-depth operational expertise in administration and management of multi-branch library systems, and an understanding of the role and function of information technology for successful 21st Century public libraries;
- Extensive experience in strategic planning, needs assessments and service reviews in small and large public library systems;
- Beyond just libraries, TCI has experience across the cultural sector including projects for museums, archives, heritage organizations, performing arts, festivals and events, art galleries, etc. and
- A comprehensive study process that provides all stakeholders and potential partners an opportunity to participate.

Thank you for the opportunity to present our approach and qualifications to you. We have been somewhat constrained by your five-page limit but would be happy to provide you with more information on our process and approach should you desire. We are very interested in assisting the SDG Public Library with this most interesting project. You can be assured of our best professional efforts on your behalf in carrying out the consulting services as described in our Proposal. We look forward to working with you and to responding to any questions you may have.

Yours truly,

Greg Young
Director: Tel: 416-515-2705
c.c. J. Linton, B. Ross, K. Slimman

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OVERVIEW NOTE:

Your Terms of Reference specify that the following six areas be addressed in this short Proposal; accordingly the following five pages address each in turn:

- 1) Methodology and approach to this assignment
- 2) Name, title and area of expertise of firm’s staff who will be undertaking this assignment and their number of hours committed to the work
- 3) Prior experience and qualifications with this type of review as well as examples of similar projects and client contact information
- 4) Opportunities, challenges and limitations to completing the work
- 5) An outline listing key actions and activities required to complete the assignment or work on time and within budget
- 6) A project quote including fees, costs and HST.

1) Methodology and approach to this assignment

We propose to undertake this project in three phases over an approximately 12-week period. The table below shows phases, tasks and anticipated timeframe.

Phase of the Project	Key Tasks	Elapsed Time
Phase 1: Data Collection and Situation Analysis	<ul style="list-style-type: none"> • initial meeting and site visits to either a sample of or all facilities if advisable • review of background documents, including policies and procedures • development and agreement upon service review framework • undertake community survey (promoted by SDG Library) • undertake confidential survey of all staff • interviews with key stakeholders and senior staff (up to 10) • benchmarking up to 10 similar communities • situation analysis (using a Strengths, Weaknesses, Opportunities, Threats [SWOT] formulation) 	6 weeks
Phase 2: Board and Staff Workshops	<ul style="list-style-type: none"> • staff workshop to discuss potential service changes and implementation • Board workshop to discuss potential service changes and implementation • preliminary assessment of implications of service review changes (time and costs; organizational changes; etc.) 	3 weeks
Phase 3: Service Review Recommendations and Implementation	<ul style="list-style-type: none"> • development of service review recommendations • development of implementation framework (timing critical path, resource requirements, targets and outcomes) • optional workshop session with senior staff (and possibly selected Board members) • creation of Service Review Report in draft and final versions • presentation of Service Review recommendations to Library Board and possibly Council 	3 weeks
Total Estimated Elapsed Time		12 weeks: 3 months

Throughout the process we propose regular meetings (e.g., every two weeks) with a Working Group or Steering Committee to ensure good momentum.

2) Name, title and area of expertise of firm’s staff who will be undertaking this assignment and their number of hours committed to the work

On this project, TCI will be the lead consultant and will work with the following firms, each representing an area of speciality required by this project. All four individuals on the project team are highly experienced and senior professionals in their fields; resumes for all four individuals listed below are contained in Appendix 1.

Firm / Individual	Team Member	Role in Study	Estimated Hours in the Project
TCI Management Consultants:	<i>Greg Young, Director</i>	<ul style="list-style-type: none"> • overall project management • review financial implications • board and staff workshops • operating costs 	60
	<i>Jon Linton, Director</i>	<ul style="list-style-type: none"> • partnership and stakeholder consultations • report coordination and writing 	40
Beth Ross & Associates	<i>Beth Ross, Owner</i>	<ul style="list-style-type: none"> • comparison benchmarking • trends and implications • library standards review Assess current services, operations, and organizational structure <ul style="list-style-type: none"> • operating costs 	30
Bibliotechs Inc.	<i>Katherine Slimman, Owner</i>	<ul style="list-style-type: none"> • library information systems and technology 	20
Total Estimated Hours			150

3) Prior experience and qualifications with this type of review as well as examples of similar projects and client contact information

The collective experience of team members includes dozens of community library systems and branches, and hundreds of other cultural facilities (archives, museums, historic sites, art galleries, performing arts facilities, etc.). Appendix 2 provides a listing of our previous experience in undertaking service reviews, strategic plans, and master plans for library systems elsewhere across Ontario and beyond, and Appendix 3 contains links to some of our previous reports on public websites for reference.

References to some of these projected are listed below; further references can be supplied if desired.

For TCI Management Consultants

Name	Project Reference
<p>Lisa Mulak Regional Librarian Cape Breton Regional Library 50 Falmouth Street Sydney, NS, B1P 6X9 (902) 565-6359 lmulak@cbrl.ca</p>	<p>Cape Breton Regional Library Service Programs and Operational Plan for a New Central Library (May 2020 – November 2020) Team: Young, Linton, Ross Approximate value: \$65,000</p>
<p>Joanne DeQuadros Chief Librarian Thorold Public Library 14 Ormond Street North Thorold, ON L2V 1Y8 905-227-2581 jdequadros@thoroldpubliclibrary.ca</p>	<p>Thorold Public Library Feasibility Study (July 2019 – September 2020) Team: Young, Linton, Ross, Smith Approximate value: \$30,000</p>
<p>Jamie Anderson CEO Kawartha Lakes Public Library Lindsay, ON (705) 324-9411 x1260 janderson@kawarthalakeslibrary.ca</p>	<p>Kawartha Lakes Public Library Strategic Plan (December 2018 – August 2019) Team: Young, Linton, Ross Approximate value: \$40,000</p>

For Beth Ross & Associates

<p>Rebecca Dechert Sage CEO, North Perth Public Library, Listowel, ON (519) 291-4621 rsage@library.northperth.ca</p>	<p>North Perth Public Library North Perth Public Library Feasibility and Justification Study (includes Archives) Approximate value: \$20,000</p>
<p>Agnes Rivers-Moore CEO / Chief Librarian, Hanover Public Library (519) 364-1420 arm@hanover.ca</p>	<p>Hanover Public Library Hanover Public Library Service Model and Space Needs Study (December 2015) Approximate value: \$18,000</p>

For Katherine Slimman, Bibliotechs Inc.

<p>Kelly Bernstein OLC Past-President CEO/ Chief Librarian, County of Brant Public Library 519-442-2433 kelly.bernstein@brant.ca</p>	<p>OLC Ontario Library Consortium OLC Ontario Library Consortium Coordinator of 29-member consortium http://www.onlibcon.on.ca Approximate value: ongoing contract since 1993</p>
<p>Tim Nicholls-Harrison OLC Treasurer CEO, Owen Sound & North Grey Union Public Library 519-376-6623 x 201 tnichollsharrison@owensound.library.on.ca</p>	<p>OLC Ontario Library Consortium OLC Ontario Library Consortium Coordinator of 29-member consortium http://www.onlibcon.on.ca Approximate value: ongoing contract since 1993</p>

4) Opportunities, challenges and limitations to completing the work

Below we discuss some of the opportunities, challenges and limitations that might occur over the conduct of this work. None are insurmountable, but it is important to recognize the possibility of their occurrence and be willing to speak promptly with the Steering Committee should they arise, and to develop a mutually agreed approach and solution(s).

Opportunities

We assume that this work will begin at a time when COVID restrictions have lifted and there will be fewer restrictions on in-person meetings. As a result we assume that opportunities for site visits; a simultaneous initial in-person meeting with the Steering Committee; and ‘town hall’-style evening meetings could be possible. At the same time, we suggest that bi-weekly meetings with the Steering Committee be held via Zoom or equivalent for maximum efficiency.

Challenges

The only challenge we might foresee would be the difficulty of the County arranging meetings, interviews and workshops according to the project schedule. If, for example, the start of the work were to be significantly delayed, this could put the entire schedule into the summer period, when it is immeasurably more difficult to line up individuals for appointments as a result of summer vacations. If any major delay in start-up is anticipated, this is a matter for discussion with the Steering Committee – it may be better to delay the whole project (if this were an option) until the Fall.

Limitations

Another factor that could be a challenge or a limitation is the looming municipal election in the Fall of this year. If the Library Board and/or the Council is faced with the prospect of significant turnover, then they may decide to delay any significant recommendations (particularly any that may have larger budget implications) and let the new Council or Board decide. This in turn could delay implementation of some or all of the recommendations for the better part of a year.

The above are all situations to be mindful of and to discuss with the Steering Committee if it becomes apparent that one or more may prevail.

5) An outline listing key actions and activities required to complete the assignment or work on time and within budget

Key actions and activities that in our extensive experience are immensely useful in keeping a project such as this on-time and on-budget, are:

- **relatively frequent meetings with a Steering Committee or Working Group** (e.g., every two weeks, as we have suggested here) to ensure that momentum is maintained and that the project stays on track. This is especially critical in the first month of a project when typically a number of data collection activities are being launched and there are many activities happening simultaneously;
- **even more frequent short ‘touch base’ communications** directly between the consultant project manager (Greg Young of TCI) and the main client contact (whom we assume will be Karen Franklin, Director of Library Services) – short but frequent interaction (e.g., every few days or twice a week

by phone or email) will ensure that information flows and any issues that might arise, are identified and dealt with before they have a chance to fester;

- as a companion activity to the Steering Committee or Working Group meetings, they should be **documented with very short and concise minutes** (e.g., one page), focusing upon **agreements made** and **who is to do what** in the coming days; and
- **quick turnaround times** for draft versions of reports – all members of the consulting team and Steering Committee or Working Group should commit to quickly reviewing and turning around draft materials (e.g., an interview guide, a draft report, etc.) within a day – two at most – to ensure the on-going momentum of a project.

These are fundamentals of a good professional relationship and certainly none of it is ‘rocket science’. Beyond this, however, we try to maintain a spirit of good will and even fun in our interactions with clients. At the end of the consulting engagement, we hope that in addition to a solid and professional product, our clients will have enjoyed the experience of working with us and want to do it again.

6) A project quote including fees, costs and HST

Estimated fees to conduct this work according to the methodology outlined earlier are:

Phase of the Project	Estimated Hours	Associated Fees
Phase 1: Data Collection and Situation Analysis	75	\$12,000
Phase 2: Board and Staff Workshops	40	\$6,400
Phase 3: Service Review Recommendations and Implementation	35	\$5,600
Total	150 hours	\$24,000

Expenses are estimated to be on the order of \$3,000 (for travel and related). This includes one return trip from Goderich (1,300 km. return) and two return trips from Toronto (900 km. return each), and five person-nights at local budget hotels. Reports will be issued in digital formats. We have not allowed for translation expenses which would be in addition if required.

The total budget, then, is expected to be \$27,000, excluding HST.

Appendix 1 – Resumes of Study Team Members



Greg Young, CMC, MCIP, RPP
Director
TCI Management Consultants

Education

- M.Sc. (Pl.) - University of Toronto - 1978
- Postgraduate Business Courses - York University - 1975
- B.A. (Hons.) - Queens University - 1971

Memberships

- Institute of Management Consultants of Ontario (Certified Management Consultant)
- Canadian Institute of Planners (MCIP, RPP)
- Health Research and Development Council of Ontario, Past Member
- Community Care East York, Past Board Member
- Trails Youth Initiative, former Board Member

Publishing

- editor of CCH Canadian Ltd.'s, Training and Development Guide and newsletter

Experience

Mr. Young has extensive experience consulting to libraries, cultural and heritage organizations. Studies have included needs assessment, market research, audience development, feasibility, strategic planning, training, organizational development, fund raising strategies, etc.

Libraries and Information Systems

- St. Thomas Public Library Master Plan
- Bradford West Gwillimbury Public Library Strategic Service Delivery Review,
- Orangeville Public Library Long Term Business and Branding Strategy
- Brantford Public Library Master Plan
- Peterborough Public Library Strategic Plan
- Newmarket Public Library Strategic Plan
- Halton Hills Public Library Strategy and Branding Study
- service review and strategic plan for Orillia Public Library
- service, programs and operational plan for Cape Breton Regional Library
- facility feasibility study for Thorold Public Library
- strategic plan for Kawartha Lakes Public Library
- strategic plan and rebranding study for Peterborough Public Library
- alternative delivery strategy for Milton Public Library
- service review for Clarington Public Library

- Master plan for Tay Public Library
- strategic plan for local history collection of Pickering Public Library
- strategic plan for Lennox & Addington Public Library (for St. Clements Group)
- consulted on library needs for New Tecumseth Recreation Master Plan
- facilities development study for the Barrie Public Library which includes assessing the level of community support for expanded library facilities and determining the library's role in the city's long-term development plans
- study to determine cost of interlibrary loan in Ontario public libraries and to develop interlibrary loan compensation policies for the Ministry of Culture and Communications and the OLS — Escarpment
- needs assessment study of Thunder Bay Public Library; involved extensive mail survey, interviews, review of standards, recommendations regarding policy, facilities, services, etc.
- managed policy development and feasibility study of providing multilingual library materials to the public libraries within the Escarpment region for OLS — Escarpment
- needs assessment study of Cambridge Public Library
- feasibility study of establishing an on-line information and referral system for the Design Exchange and design professions in Ontario
- operational review of acquisitions policies of Canada Institute for Scientific and Technical Information (CISTI) for National Research Council
- feasibility and advisability of establishing a nation-wide integrated information system for the Canadian Education Association
- feasibility study of management information systems for 43 public health units in Ontario for the Ontario Ministry of Health
- organizational review of the Information Systems Division for the Ontario Ministry of Health
- study on problems of public access to government and community information in Ontario as background to the development of a Cabinet Submission for the Ontario Government - Steering Committee included Archives Ontario

Municipal Core Service Reviews

- organizational and core service review of Township of Selwyn
- Fort Nelson BC organizational review
- organization study of Town of Richmond Hill Bylaw Enforcement Department
- organizational study, business plan, and funding model for 20+ heritage organizations in the City of London
- Organizational study for City of Guelph tourism department
- City of Kitchener review of Community Investment strategy
- City of Mississauga organization review and strategy for museum and heritage
- study of accountability, quality and value (alternative service delivery) for the Ministry of Municipal Affairs and Housing

Municipal Arts and Culture

- Township of Wilmot Arts and Culture Plan
- City of Windsor Cultural Master Plan
- City of Cambridge Arts and Culture Master Plan
- Town of Huntsville Arts and culture Plan
- City of Niagara Falls Arts and Culture Plan
- Town of Greater Napanee Arts and Culture Plan
- Region of Waterloo Cultural Mapping project

- Region of Waterloo strategic plan for regional museums
- Chatham Cultural Centre business plan
- City of Toronto Expo 2015 feasibility study
- City of Toronto branding study for historic homes
- needs assessment and business plan for Memorial Hall in Lakefield
- study of space requirements for Cobourg’s public works yard and related services
- facility feasibility studies for several public libraries:
 - Thunder Bay Public Library
 - Barrie Public Library
 - Cambridge Public Library
- study to develop strategies for libraries in Southern Ontario to increase services to multicultural groups
- recreation and master plan for New Tecumseth (library component)
- organizational and planning studies for City of York Department of Recreation
- market research projects for City of North York Department of Parks and Recreation
- Feasibility study for Lambton art gallery in Sarnia

Museums, Heritage and Culture

- feasibility of digitizing high use genealogical records for Archives of Ontario
- revenue generation strategies for the Archives of Ontario
- several studies for Canadian Heritage on the magazine and periodicals industries
- reviewed management capabilities of Canadian Magazine Publishers Association for DCH
- audience research for Royal Botanical Gardens
- education master plan for Royal Botanical Gardens
- economic impact, organizational development and marketing study for 20+ museums and heritage sector organizations in London; established sectoral organization and business plan
- best practices studies for Canadian Heritage Information Network (CHIN) on CD-ROM production
- best practices study for CHIN on the management of museum intellectual property
- study for Canadian Heritage on the size and structure of the visual arts market in Canada
- strategic marketing study for St. Catharines Museum and Welland Canals Centre
- conducted audience research, developed attendance projections and financial impact model of the Barnes exhibition and other major exhibits for the Art Gallery of Ontario
- survey of attendance, revenue generation potential and pricing associated with several major exhibitions at the Art Gallery of Ontario
- review of alternative pricing policies to fixed admissions and development of financial model based on programming for the AGO
- conducted study for Department of Communications to develop legislative and taxation policy and programs to facilitate endowment funding of the arts; programs reviewed in Canada, the US, and UK
- conducted a membership survey on behalf of the Art Gallery of Ontario
- conducted multi-year audience research program designed to increase multicultural audiences for a consortium of marketing, education and exhibit design experts from:
 - Art Gallery of Ontario
 - Royal Ontario Museum
 - Ontario Science Centre
 - Metro Toronto Zoo

Results published in “A Survey of Visitors at an Art Gallery, Cultural History Museum, Science Centre and Zoo”, *ILVS Review*, Journal of Visitor Behaviour, vol 2, no. 2, 1992

- development of decision making framework to assist Department of Canadian Heritage recruit Canadian sponsoring organizations for participation in international expositions
- study to develop the Chinese-Canadian audience for the Royal Ontario Museum and Art Gallery of Ontario
- conducted focus groups for the Art Gallery of Ontario with gallery users and community groups as preparation for the Phase III building expansion
- conducted focus groups with community organizations representative of the black and African communities in Metro Toronto in connection with the Heart of Africa exhibit for the Royal Ontario Museum
- conducted focus groups in order to develop a strategic plan for the Royal British Columbia Museum
- focus groups for Beaverbrook Art Gallery strategic plan
- managed market research and fund raising strategy for an Interpretation Centre for Fanshawe Pioneer Village in London
- developed fund raising strategies for SAW Gallery and a manual on 'how to fundraise' for the Association of Non-Profit Artist-run Centres
- economic impact assessment of the Living Arts Centre in Mississauga in order to obtain funding under the Canada-Ontario Infrastructure program
- membership survey on behalf of the Society of Composers, Authors and Music Publishers of Canada (SOCAN)
- survey of music teachers for RCM Examinations
- fund raising manual developed for artist run centres in Canada
- fundraising strategy for Fanshawe Pioneer Village
- market feasibility study for a resort in Northern Ontario

Human Resources, Labour Market Analysis

- national sectoral training studies on behalf of several industries including:
 - electrical and electronics manufacturing
 - horticultural industry
 - foodservices
 - environment
 - automotive retailing
- conducted labour market analysis and feasibility study to establish an advanced hospitality training centre for the Ontario Hostelry Institute
- reviewed strategic opportunities for hospitality training programs for a community college in Alberta
- evaluation of an extensive number of labour market and training programs
- Developed human resource blueprint for meat processing division of Ministry of Agriculture and Rural Affairs
- Reviewed need for Ministry of the Environment to recruit scientists and engineers
- Human resource strategy for the Ontario Greenhouse Alliance



Jon Linton, CMC
Director
TCI Management Consultants

Education

- University of Toronto - B.A. (Urban and Economic Geography) - 1975
- Selected Studies at York University
- Certified Management Consultant (CMC)

Career Positions

1994 – present, **TCI Management Consultants**, Director

1977 – 1994: **Woods Gordon and Co.** (later became **Ernst and Young Canada**) various positions, ending as Partner

1976: **Murray V. Jones and Associates Planners and Consultants**, Research Analyst

1975: **Ontario Ministry of the Environment**, Pollution from Agricultural and Related Land Uses (P.L.U.A.R.G), Statistical Analyst

Board, Advisory and Other Positions

- Regular book reviewer and columnist, **Municipal World** magazine (circulation 40,000; readership 100,000)
- Friends of the Frost Centre, Board Member
- Board Member, Business Research and Market Association (BRMA)
- Canadian National Exhibition (CNE) Board Representative (municipal) and member of Long Range Planning Committee
- Music Toronto (chamber music society) Board member
- Member, Marketing Advisory Committee, Art Gallery of Ontario
- Chair, Toronto Blood Centre Advisory Committee, Red Cross
- Member, Marketing Advisory Committee, UNICEF Canada

Consulting Experience

In more than thirty years of consulting experience, Mr. Linton has been involved in hundreds of program evaluation, service reviews and related projects involving core service reviews. The former Directing Partner of the Hospitality, Tourism and Recreation Group at Ernst and Young, he specializes in strategic planning, market research, financial feasibility assessments, economic impact studies, and policy development and evaluation. Clients and projects in core service review, policy development and program evaluation include the following:

Municipal Governments Departments and Agencies

- Orillia Public Library Service Review
- Cape Breton Regional Library Service, Programs and Operational Plan
- Thorold Public Library Facility Feasibility Study
- Kawartha Lakes Public Library Strategic Plan
- Peterborough Public Library Strategic Plan and Rebranding Strategy
- Milton Public Library Alternative Delivery Strategy
- Township of Tay Public Library Strategic Plan
- Municipality of Clarington Library Service Review
- Township of Selwyn Operations and Organization Review (including library)
- City of Guelph – Organization Review of Tourism Marketing Function
- City of Kitchener Review of Community Grants Program
- County of Oxford Review of Economic Development Functions
- Town of Corner Brook Economic Development Strategy and Community Profile
- Town of Bracebridge Community Improvement Policy Evaluation

- County of Huron Review of Economic Development Strategy
- Township of Centre Wellington Economic Development Strategy
- City of Windsor Review of Culture Strategy
- City of Niagara Falls Development of Cultural Plan
- City of Mississauga Heritage Planning and Museum Services Review
- Town of Fort Erie Bay Beach / Crystal Beach Development Evaluation
- City of Waterloo Strategic Plan for Museums
- Region of Waterloo Culture Sites Program Evaluation
- Town of Huntsville Evaluation of Cultural Support
- City of Windsor Cultural Program Review
- Town of Ajax Economic Development Strategy
- City of Calgary Economic Development Strategy
- Town of Oakville – review of cost-effectiveness of parks and recreation programs

Provincial- and National-Level Departments and Agencies

- Heritage Canada Foundation – Core Review of Main Street Program
- Ontario Place Program Review
- Agency Review for Ontario Ministry of Tourism, Culture and Sport
- Ontario Media Development Corporation – Magazine Fund Program Evaluation
- Ontario Media Development Corporation – Ontario Music Fund Evaluation
- Ontario Ministry of Northern Development and Mines – Review of Regional Economic Development Branch programs
- South-Central Ontario Economic Agency Core Services Review
- Regional Tourism Organization 12 – Strategic Plan and
- Ontario Ministry of Tourism – Review of Tourism Investment Incentives
- Ontario Ministry of Natural Resources – Crown Land as a Development Tool Program Evaluation
- Ontario Tourism Marketing Partnership Program Review
- Regional Economic Development Branch (Ontario Ministry of Northern
- Parks Canada – Review of the Revenue Generation Policy
- National Capital Commission revenue generation program
- Eastern Ontario Small Business Development Program evaluation

Other Organizations

- Architectural Conservancy of Canada – Core Operations and Organizational Review
- Agency Review for Ontario Ministry of Tourism, Culture and Sport
- Ontario Media Development Corporation – Magazine Fund Program Evaluation
- Ontario Media Development Corporation – Ontario Music Fund Evaluation
- Ontario Ministry of Northern Development and Mines – Review of Regional Economic Development Branch programs
- Cobourg Help Centre Program Evaluation and Strategic Plan
- Eastern Ontario Small Business Development Program evaluation
- Canadian Native Achievement Awards Review
- CBC Socio-Economic Impact Assessment
- National Gallery of Canada – audit of the bookstore function
- National Museum of Science and Technology – audit of the marketing function
- National YMCA of Canada – review of Geneva Park operation

Recreation and Community Services

- Oakville Parks and Recreation Dept. Marketing Plan
- Oakville Library Study
- City of Toronto Parks and Recreation Marketing Plan
- City of Brampton Civic Centre Redevelopment Study
- Leamington Recreational Department Operational Review

Beth Ross

Principal, Beth Ross & Associates

<http://www.bethross.ca>

Education

University of Toronto – Master of Library Science – 1978

University of Toronto – B.A. (Hons.) – 1976

Experience

Oxford County Library	1978 – 1988
Huron County Library	1988 – 2011
County of Huron Cultural Services	2003 – 2011
Beth Ross & Associates	2012 - current

Following obtaining her Master of Library Science degree from the University of Toronto, Beth worked as a professional librarian at the Oxford County Library until she was hired as County Librarian for the Huron County Library in 1988. In 2003, she also assumed the position as Director of Cultural Services for the County of Huron, with responsibilities for museums, archives, corporate records, cultural and heritage activities, and also helped spearhead the Huron County Cultural Plan. During her tenure, the library underwent a Strategic Plan and Facility Model review, which was implemented by the Huron County Library Board.

Not quite ready to retire, Beth formed a small consulting company, Beth Ross & Associates, to assist libraries with library strategic planning including space and facility planning.

Some of these projects have been in partnership with Allan Avis Architects and TCI Management Consultants.

Clients to date include:

- See Appendix 2 for current or recent projects with TCI.
- Orillia Public Library (2020 with TCI)
- Cape Breton Regional Library (2020 with TCI)
- Thorold Public Library (2019/20 with TCI)
- Administrators of Rural/Urban Public Libraries of Ontario (2011-ongoing)
- Kawartha Lakes Public Library (2019 with TCI)
- Milton Public Library (2018 with TCI)
- Peterborough Public Library (2017 with TCI)
- Clarington Public Library (2016 with TCI)
- Tay Library Master Plan (2016 with TCI)
- North Perth Public Library (2015)
- Hanover Public Library (2015)
- Township of Russell Public Library (2016)

BIBLIOTECHS INC

LIBRARY TECHNOLOGY CONSULTING

69 South St. West, Dundas, Ontario L9H 4C7
P: 905-627-8662 E: kslimman@bibliotechs.ca

As an independent library consultant since 1986, Bibliotechs Inc. provides library technology consulting and training to a number of clients across the province. With over 35 years' experience working in and for libraries, our services include consulting, project management, conversion services, as well as training and technical support. All consultants reside in Ontario.

Owner/Principal Consultant - Katherine Slimman

- Library technology consultant for OLC Ontario Library Consortium for 29 member libraries (www.onlibcon.on.ca).
 - Full project management responsibilities: coordinate the planning, development and implementation of library automation systems and networks.
 - Budget development, implementation and forecasting: make recommendations concerning automation, technology and cost efficiencies.
- Consultant and project manager for OLS-North JASI Project (Joint Automation Service Initiative), a joint server project for over 140 client libraries of Ontario Library Services North, including First Nation and small rural libraries in Ontario.
 - With OLS-North staff, developed an RFI for ILS vendors, reviewed and selected system.
 - Coordinated the planning and implementation of the automation project.
- Consultant for TCI Management Consultants on projects including Tay Township, Kawartha Lakes, Milton, Peterborough, Orillia.
- Cost Sharing Review for Perth County Information Network (PCIN): review of costs shared by consortium members and recommendations for other methods of service delivery.
- Consultant to OLC OPAC working group: market scan of discovery layer products.
- Chair, Automated Library Systems Transition Team, Hamilton Public Library: selected and implemented a merged automation system.
- Author, "A Technology Planning Kit for Ontario Public Libraries" [SOLS].

Appendix 2 – Selected Relevant Firm Experience

Collectively the study team has extensive experience in strategic, service, and master plans for public libraries. Recent experience in this area comprises the projects listed in the chart below. Several of these are given as references in a subsequent section of this proposal.

Library System	Project	Firm and Team Member	Date	Budget
Halton Hills Public Library	Strategic Plan and Branding Study	TCI, Young, Linton, Ross, Slimman	2022	\$70,000
East Gwillimbury Public Library	Master Plan	TCI, Young, Linton, Ross	2022	\$60,000
Bradford West Gwillimbury Public Library	Strategic Service Delivery Review	TCI, Young, Linton, Ross	2022	\$45,000
St. Thomas Public Library	Master Plan	TCI, Young, Linton, Ross	2022	\$57,000
Orangeville Public Library	Facility Needs and Branding study	TCI, Young, Linton, Ross	2022	\$35,000
Whitchurch-Stouffville Public Library	Needs Assessment and Master Plan	TCI, Young, Linton, Ross	2022	\$69,000
Newmarket Public Library	Strategic Plan	TCI, Young, Linton, Ross	2022	\$40,000
County of Brant Public Library	Strategic Plan	TCI, Young, Linton, Ross	2021	\$20,000
Brantford Public Library	Planning Study	TCI, Young, Linton, Ross	2021	\$60,000
Cape Breton Regional Library	New Central Library, Service, Program and Operational Plan	TCI, Young, Linton, Ross	2020	\$65,000
Orillia Public Library	Service Review	TCI, Young, Linton, Ross, Slimman	2020	\$45,000
Thorold Public Library Feasibility Study	Assessment of future needs and expansion options	TCI, Young, Linton, Ross, Smith	2020	\$31,000
Kawartha Lakes Public Library	Community needs assessment and strategic plan	TCI, Young, Linton, Ross, Slimman	2019	\$41,000
Peterborough Public Library	Strategic plan and brand development study	TCI: Linton, Young, Ross, Slimman	2018	\$51,000
Milton Public Library	Review of alternative service delivery models	TCI: Young, Linton, Ross, Slimman	2018	\$30,000
Clarington Public Library	Service and facility review of public library system	TCI: Linton, Young, Ross, Smith	2016	\$60,000
Tay Township Public Library*	Master plan development	TCI: Linton, Young, Ross, Smith, Slimman	2017	\$35,000
Lennox-Addington Public Library	Strategic plan development	Young	2016	\$25,000
Ottawa Public Library	New facility planning study	TCI: Linton	2010	\$60,000
Huron County Public Library	County librarian position	Beth Ross Associates	1988-2011	-
Niagara Falls Public Library	Culture strategy for community	TCI: Linton, Young	2014	\$65,000
Pickering Public Library	Strategic plan for local history collections	TCI: Young	2016	\$25,000
Township of Russell Public Library	Facilities model study	Beth Ross Associates	2016	\$20,000
Hanover Public Library	Service model and space needs study	Beth Ross Associates	2015	\$18,000
North Perth Public Library	Feasibility and Justification study	Beth Ross Associates	2014	\$20,000

We would be happy to supply further details of these and other projects upon request.

Appendix 3 – Sample Online Reports Available

The following projects are available online. Additional projects may be obtained on request.

For TCI

Sydney Central Library Study – Service, Programs and Operational Plan (with Beth Ross)

https://www.cbrm.ns.ca/images/Clerk/Sydney_Central_Library_Operational_Cost_Study_TCI_Feb_9_2021.pdf

Clarington Public Library Service Review (with Beth Ross)

https://www.clarington-library.on.ca/sites/default/files/custom/Report_ServiceReview2016.pdf

Thorold Public Library Feasibility Study (with Beth Ross)

<http://www.thoroldpubliclibrary.ca/thcms/wp-content/uploads/2020/09/TPL-Feasibility-Study.pdf>

Kawartha Lakes Strategic Plan (with Beth Ross and Katherine Slimman)

https://www.kawarthalakeslibrary.ca/en/resources/Kawartha-Lakes-Library-Strategic-Plan-2019-2022_Accessible.pdf (synopsis of more detailed report)

For Beth Ross & Associates:

Hanover Public Library. Library Service Model and Space Needs Study

<https://hanoverlibrary.ca/wp-content/uploads/20151214-Hanover-Library-Report-Final-optimized.pdf>

North Perth Public Library. Feasibility and Justification Study.

<https://www.northperth.ca/en/municipal-services/resources/Documents/North-Perth-Public-Library-Feasibility-and-Justification-Study.pdf>

Township of Russell Public Library. Facility Model Study

<https://russellbiblio.com/wp-content/uploads/2019/12/Russell-ReportFINAL.pdf>



ACTION REQUEST

To: Date of Meeting: Subject: Relevance to priorities:	Members of the Library Board September 8, 2022 SDG Library 2021 Annual Report
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RECOMMENDATION(S): That the Stormont, Dundas and Glengarry County Library Board approves the draft ‘SDG Library 2021 Annual Report’, as presented, and authorize Library staff to publish the document for distribution.

EXECUTIVE SUMMARY: In April of this year, the Director of Library Services submitted the SDG Library’s *Annual Public Library Statistics (APLS)* report to the provincial Ministry of Tourism, Culture and Sport (MTCS). The completion of this task allows staff to then do two things – submit our application for the Public Libraries Operating Grant (PLOG), and prepare an ‘Annual Report’ which is designed to communicate the Library’s services and its accomplishments to the public.

The draft SDG Library 2021 Annual Report. Report is attached to this Action Request.

OPTIONS AND DISCUSSION: The SDG Library’s services and offerings continue to be of interest to the public. While staff continue to work hard to re-engage with patrons and members of the community who may yet be reluctant to return to the Library, there are indications are that the SDG Library 2021 Annual Report could be very useful in communicating the Library’s “story”, and encouraging both “old” and “new” members.

After more than two years of maintaining a healthy distance, this document could be used in various outreach activities that have been reinstated, and it could be used on the Library’s social media channels, and as an insert in patrons’ pick-ups when they come to our branches. It could also be made available at all local municipal offices.

FINANCIAL ANALYSIS: Costs associated with the publication and distribution of the SDG Library 2021 Annual Report would be minimal, as it would be printed in-house, and could be distributed in either print and/or digital format.

2021 Annual Report



38% increase in circulation over 2020!

Revenue
\$2,914,046



Expenditures
\$2,763,631

102

Cardholders taking e-learning courses



Message from Margaret MacDonald, Chair, SDG Library Board

As the Library Board's Chairperson, I am happy to share some of the highlights from 2021. The year was challenging, with COVID-19 still very much part of our lives, but it was inspiring to see how dedicated staff ensured that programs and services carried on. When we were able to reopen our doors, people were passionate about returning to their Library! By continuing to offer virtual programs and reintroducing in-person programs and services, we were able to connect with patrons both at home and in our branches.

The Library Board was proud to support several initiatives to help ensure our spaces and services remain accessible, equitable and open, including the installation of selfCheck (touchless) systems at Alexandria, Morrisburg and Winchester branches. We introduced Kanopy, a video streaming service, as well as Cantook Station, a French eBook database, to better serve our "remote" and francophone patrons. Along with a facility renovation at the Winchester Branch, we further expanded our MakerLab in Finch. The continued suspension of overdue fines for Library materials was appreciated by our patrons, as it was another step towards removing barriers so everyone can access our resources.

The SDG Library's 50th anniversary was celebrated in 2021 in a number of ways, in spite of the pandemic, including a kids colouring contest, a Library Board "Story Time" video series, and take-home Celebration Cupcake kits. For our finale, we welcomed renowned Canadian author Margaret Atwood and CBC Radio's Alan Neal for a successful live – albeit virtual – "fireside chat".

The Library Board is justly proud of our staff, and we continue to support its valued work. We look forward to seeing SDG Library build on the successes of 2021 in the years to come. As always, we encourage everyone to join our Library, and visit us often, to "Connect. Create. Explore."

merci!

20,821

French Materials

Thank you

105,202

English Materials



12

Databases



5

Streaming Services



2

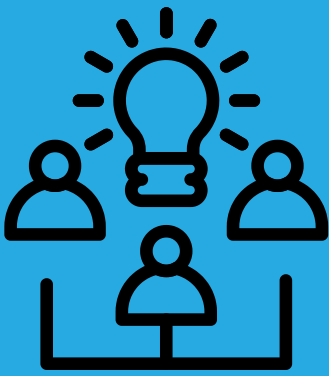
Learning Services



New members - 972
Active patrons - 6775



111 Programs offered
1328 Attendees



\$12,809

Invested into staff development



60 Public Access Workstations

30

Circulating wireless hotspot devices



15 + 3

Branches

Express Depots

409 + 135

Total hours

Cantook

STATION

Subscription boosted French eResources



3 Full-time Librarians
2 Full-time Library Technicians
34 Part-time Staff

\$21,033

received as Project Grants

SDG Library Review

Written by: Palmer Douglas

In Consultation with: Cheryl Servais

Dated: September 2, 2022

Summary

From my review of the SDG Library website, I can report positive findings for those using VoiceOver and JAWS screen readers. Most of the forms, documents, and pages are accessible. There are some accessibility issues for both VoiceOver and JAWS users.

Introduction

When we talk about accessibility, what is it? First, we need to understand that accessibility can mean many things, such as: accessing information, navigating facilities, or participating in community events. Most people, when asked about accessibility, assume these problems are resolved because they see wheelchair ramps and accessible doors. If you ask persons with disabilities, the answer would be different. As someone who is visually impaired and hard of hearing, there are plenty of barriers that have arisen because something was designed without considering persons with disabilities.

I would like to thank The SDG Library Board for giving me the opportunity to review the accessibility of their website. As you know, under the Accessibility for Ontarians with Disabilities Act (AODA), 2005, Ontario has until 2025 to be fully accessible for persons with disabilities. I am not an expert on the AODA, and my sole focus has been to review your website to discover accessibility issues for persons who are visually impaired.

Visual impairment is not the same for everyone who experiences it, which means that users may choose different assistive technology for help when navigating websites and reading documents. Many visually impaired people rely on screen reader technology. As with many things in technology, we must consider how your website or forms work in both the Mac /Apple and Windows environment. Apple users rely on VoiceOver which is a built-in screen reader for all Apple devices.

Windows users have multiple screen readers to choose from. I use Job Access With Speech (JAWS.) It is an extremely popular screen reader.

To understand what follows, it is important for the sighted person to understand how this assistive technology functions. Screen readers help those of us who are unable to see to access the world of computerized text and images (whether it is a website, email, or a document). The screen reader typically starts at the top of the website or document and then speaks any text it encounters including menus. Depending on what is encountered, it may also read formatting information such as underscore or font. The screen reader also recognizes alternate text for images and text describing links, but only if these have been included in creating the website or document. Screen reader users often navigate using the keyboard. For example, by using 'Tab', they can advance to the next item on the page.

Approach

This report documents my experience as I navigated the library's website. Because I know that users might be accessing using a Windows platform or a Mac platform, I review the entire website, including all forms and documents, using VoiceOver and then I repeated the process with JAWS. It is important to note that I use both types of screen readers, but clients accessing your website are more likely to use one or the other, and that's why I review accessibility on both platforms.

As well, when I review the site, I am not just checking that I can access each page or document, I am also ensuring that the information can be read and that it makes sense.

What follows is a detailed explanation of each issue along with ideas that might improve the user's experience. At the end of this report is simply a list of the notes I kept on what pages and documents were accessible.

Recommendations Overview

- Ensure that the information is accessible and understandable
- Ensure instructions for 'scroll mode' and chapter navigation is posted on the site.
- Present information in formats other than tables
- Ensure all PDF forms have online options
- Don't put images at the end of PDF documents

As you will see below some things have been fixed but we need to establish solutions to ensuring everything is accessible.

Issues

Issue one - Inaccessible Pages

Prior to this review I noticed three major pages that were not accessible. These pages include:

- Museum Passes
- Operating hours information
- Food for Fines.

Below is a description of these problems along with what Cheryl and I have done to ensure these pages become accessible.

Museum Passes

When I first visited the Museum Passes page with both Voiceover and JAWS, I understood the various museums listed and the information regarding COVID-19. Unfortunately, the various museums were in a table which meant you had three museums on one line and then the municipality on a separate line, for example, "Canadian Museum of Nature National Gallery of Canada, Ingenium: Agriculture & Food Ottawa Ottawa Ottawa.

This became frustrating when trying to distinguish which site was which.

If you visit this page today, you'll see a list of each individual museum along with a link to the appropriate website.

For example, Glengarry Pioneer Museum is structured as follows:

Glengarry Pioneer Museum

Website link.

This change will make it easier to differentiate the various museums that are excepting passes from the library.

Operating Hours Information

When I began reviewing the library's website, locating the addresses was easy. Unfortunately, trying to locate a branch's operating hours was extremely difficult. Originally, when patrons visited a particular branch, Finch, for example, the patron could locate the address, but the operating hours weren't visible. If patrons selected the Finch branch from the previous version, then google maps comes up.

Today, if you visit this page, you will notice a significant difference. All branches have a separate page which contains their contact information, address, and operating hours. If you need directions to that particular location, there's an option called 'View Directions' which outlines how to locate that branch for first time visitors.

Food for Fines

Originally, the Food for Fines page had some accessibility issues. When scrolling past links to the organizations that support this program, both JAWS and Voiceover might read some of the links or it could read the organization then I'd hear, "Link." For demonstration purposes, say I heard 'House of Lazarus', followed by, "Link". The organization might be visible to a sighted user but invisible to the screen reader user.

It's important to understand what happens when web pages have tables or have unlabeled buttons/links – it becomes much more challenging for the visually impaired patron to access information.

Issue two - Documents

Most of the documents were deemed accessible. There are, however, some documents with accessibility issues.

Below is a description of the problems that are preventing these documents from becoming accessible.

Board Package Documents

The statistical information in the board packages is inaccessible because all the information is contained in one large table. This makes things extremely frustrating for screen reader users to understand the data.

Screen readers will know which branch is being mentioned. What a screen reader user doesn't know is what number in the data set is being discussed. For example, suppose, 992 patrons visited the Finch branch in 2021 and 1200 visited in 2020. When a screen reader is reviewing the data it's unclear where that might be located.

Resolving this issue will take some experimentation. One option is taking all statistical information and putting it in an Excel spreadsheet. In order for this to work, the library must explain which column has the 'Number of Visitors' for 2021, how many patrons visited each branch, and who accessed the cloud library app, and so on.

I am happy to continue assisting the Board with this project if it decides on this approach. Another approach to consider is how the data is presented in the Annual Reports. For example, the 2019 Annual Report says, "New Members down 19.4%" Therefore, the library could use a similar Excel model.

May 12th Board Package

From pages 17 to 26, no information exists. All I hear with Voiceover and JAWS is, "Image, Image, and Image."

Joined words

When using voiceover, I encountered a number of documents that had joined words. What do I mean when referring to 'joined words'? In my experience, when documents are scanned with poor quality the screen reader user doesn't fully understand what's said. In some cases, they can be accessed, but the poor scan quality means that the screen reader sees words joined together and this can make the information inaccessible. In other cases, the document is completely inaccessible.

Below is a series of examples which describes the problem and where it occurs.

March Board Package

When reviewing the March Board Package, Voiceover found joined words. On page 24 of this document, under the application section, Voiceover reads,

"3. A notice of collection statement in compliance with MFIPPA will be available at all registration desks and on all library, forms used to collect personal information. The notice statement will include: the library's legal authority for the collection; the principal purposes for which the personal information is to be used; the title business address and business telephone number of a library officer or employee who can answer questions about the collection."

June Board Package

When reviewing the June Board package document, Voiceover encountered some joined words in section 2 of the Children and Youth policy, it reads as,

“1. Library staff members will be guided by this Policy in situation, were
a) an unattended child is found frightened or crying in the library.”

Under section 3, on paragraph 3 the same issue occurs, for example, Voiceover says,

“3.
when Library staff members have reasonable ground to suspect that a child is or may be in need of protection, they will advise the director of library services and together they will promptly report the suspicion and the information upon which it is based on the local CAS, as as stated in the CFSA s 72(1).”

Friends of the Library

In the Friends of the Library policy, under the General heading, there are a series of words that I don't understand, for example, Voiceover says,

“The library recognizes the existence of these independent organizations which share the goals of the library. Friends Groups:
a) support library programs, events and activities,
b) advocate and promote library services and literacy in their communities, and
c) raise funds.”

Duties of Individual Board Members

Under the Duties of Individual Board Members, there are three subparagraphs or subsections that have joined words, for example, under section 2, subsection/subparagraph B., voiceover says,

“Be informed about the activities of the Library and the community and issues that affect the library.”

Under section/paragraph subsection/subparagraph D., voiceover says,

“Represent the Library positively to the community.”

Finally, under section/paragraph 4, there are two subsections/subparagraphs that have joined words, for example, when voiceover reads,

“D. Show respect for the opinions of others,” and “E. Assume no authority to make decisions outside of Board meetings.”

Financial Control and Oversight

Under the Financial Control and Oversight policy, there is one point with joined words,

“a) Annually auditing the accounts and transaction of the municipality and its local boards and expressing an opinion on the financial statements of these bodies based on the audit; and

b) Performing duties required by the municipality of local board.”

Purpose

Under the Library Purpose document, there are two examples where Voiceover has detected joined words. The first one was located in section/paragraph one subsection/subparagraph D., which Voiceover says,

“Setting policies on governance and service,” and section/paragraph 2 subsection/subparagraph A., voiceover says,

“Representing the interests of the community.”

Facilities

In the Facilities Policy, there were multiple underlines which might have to be clarified what they mean. For example, in the second appendix Voiceover says,

“1. XXXXXXXX will supply premises suitable for the intended purpose, at a location acceptable to the board, and will maintain such premises in a state of repair that is acceptable to the board.”

Navigator Program Guides

When reading the navigator Program Guides there was a weird issue. While most of the document was readable, sometimes there were rare occasions where it sounded like an extra space. For example, Voiceover might say,

“supervis o r.” However, if I hold down the control plus option plus shift plus down arrow keys, known as, (interacting with the text,) and moved my cursor to the word in question it was fine. I don’t know why it does that - it’s a mystery.

At one point, I was looking at a program guide from July/August 2021 and could only read part of the document with Voiceover. During the review there weren’t any issues with JAWS.

2016 Annual Report

Unfortunately, the 2016 Annual report is inaccessible. When reading this document, voiceover says, "Page one, image, Page two image." It's quite possible the document wasn't scanned properly.

Issue 3 – Forms

While the vast majority of forms available are online forms, there are two forms in particular that are inaccessible.

Volunteering Application

The information contained in the Volunteer Application is readable with both Jaws and Voiceover. Unlike the other forms on the website, this document is a PDF non-fillable form which means all Voiceover and JAWS users can't fill out this form. I was surprised to discover this issue because all the other forms were accessible. What's also interesting is that this form isn't even accessible if you download it.

Facilities Request Form

Just like the Volunteer Application form, the Facilities Request Form has the same issue. Realizing it couldn't be completed online, one final test was necessary to verify that this form was a non-fillable form. With a downloaded version my suspicions were confirmed. This means that the form is unfillable for screen readers or anyone because the form must be printed first.

To ensure potential volunteers can fill out the form, an online version must be created, or I can assist the library with creating a word option that applicants can e-mail to Library staff. An online form might also be considered for the Facilities Request form.

Other important points to note....

Now that I have discussed the significant issues with the library's website, there are some minor points I would like to discuss.

During the review, it was unclear what 'December 2017' was referring to. You may consider changing the name to, "Food for Fines Success Fall 2017." The first heading mentions this title, but it looks different on the site map.

On the Homework Helpers Grades 1-2, 3-4, and 5-6 pages, what does “Record/S176C290809,” mean? Both JAWS and Voiceover read this and it’s unclear if this link is for parents to select their kits?

Feedback

Cloud Library Feedback

As mentioned above, I take note of every page, document, and form, that is deemed accessible. As I’m unfamiliar with the Cloud Library app, I have learned some things that future patrons should know. I recommend using your smartphone rather than using the website. Navigating this site with Voiceover would be fine to search for various titles and borrow a book, but JAWS users wouldn’t have a pleasant experience. When I accessed the site with JAWS, I could do the following:

1. Login
2. Identify the language; and
3. View my account.

I recommend using the app rather than navigating the website. Users won’t have any problems listening to an audiobook but reading an eBook might be more challenging. Patrons who wish to access an eBook must ensure that ‘scroll mode’ is turned on.

To ensure scroll mode is on follow these simple steps:

1. open your borrowed eBook
2. swipe to the right until you hear R2settings and double tap
3. scroll to the last setting
4. if you see scroll mode off double tap that button.

When visually impaired patrons use a smartphone to navigate the screen, they’re using one finger and swiping from left-to-right or right-to-left and Voiceover or Talkback (Android’s screen reader,) reads what’s on the screen. While trying to read an eBook, I sometimes lose my spot and then I have to refocus my cursor to the previous spot. While ‘reading’ a book I was suddenly taken to the top of the menu and have to reposition my cursor to the previous spot. However, it’s unclear whether this occurs at the end of a page or partway through another page. That’s why visually impaired patrons need to have this setting on in eBooks.

On rare occasions blind patrons may wish to access a particular chapter or skip the cover page and dedication.

In order to navigate to any chapter in an eBook complete these steps:

1. Go to the menu
2. Scroll to the last option called R2talk
3. Double tap and view the table of contents
4. Go through the chapters
5. Select the chapter and start reading

Once again, I want to thank the SDG Library for the opportunity to review their website. I am happy to answer any questions or continue this discussion.

Summary

From my review of the SDG Library website, I can report positive findings for those using VoiceOver and JAWS screen readers. Most of the forms, documents, and pages are accessible. There are some accessibility issues for both VoiceOver and JAWS users. These were explained using examples and recommendations provided.

Appendixes

Appendix one – VoiceOver notes

Login page: good

Contact Us: good

Social media pages can be located

Home page outlines current problems or any closures at specific Locations

News information is good (clarification required on navigator document)

Homework helpers page: good

Reserving kits for the various grades works

Easy to submit a question

Easy to browse through the awards page

Membership information: accessible

Instructions for Cloud Library for apple devices: accessible

Instructions for Cloud Library on Android: accessible

Information on Library of Things page: accessible and understandable

Library Depots: good

Commissioner of Oaths is well designed

Computers/internet information is clear

Book club kits: good

Recent Activity is accessible in terms of navigating and selecting

Ready to Read Backpacks information: accessible

No issues with Visiting Services

Library programs information page: good

2022 March break information guide is accessible
Read for 15: good
SDG Reads information: accessible
Library Board Information: accessible
Ancestry Library: accessible
Teen Health and Wellness: accessible
Cantook station: accessible
More e-Resources: accessible
January 2022 Library Board meeting agenda: accessible
February 2022 Meeting agenda: accessible
March 2022 Library board agenda: accessible
April 2022 Library Board Meeting Agenda: accessible
Both May 2022 Library Board Meeting Agenda documents: accessible
June 2022 Library Board Meeting agenda: accessible
Access to Information and Protection of Privacy: accessible
Circulation policy: accessible
Collection Development policy: accessible
Communications Policy: accessible
Donations, Sponsorships, and Fundraising: accessible
Volunteer policy: accessible
French Services Policy: accessible
Internet Policy: accessible
Online Privacy and Access to Information Policy: accessible
Political Elections policy: accessible
Program policy: accessible
Rules of Conduct: accessible
Unattended Child policy: accessible
Board Code of Conduct: accessible
Board Succession Planning: accessible
Delegation of Authority to the Director of Library Services: accessible
Purchasing policy: accessible
Chrysler Friends page: accessible
Ingleside Friends page: accessible
Long Sault Friends page: accessible
South Mountain Friends page: accessible
Good picture description of each item on the SDG shop page
Library staff page: accessible
January 2022 meeting minutes: accessible
February 2022 meeting minutes: accessible
March 2022 Meeting Minutes: accessible
April 2022 Meeting minutes: accessible
May 12th minutes: accessible
2020 Annual report: accessible
2018 Annual Report: accessible
2017 Annual Report: accessible
2014 Annual Report: accessible

Appendix two – Jaws Likes

3D printing: accessible
Suggest a purchase: accessible
Commissioner of Oaths: accessible
Membership services: accessible
Library membership and renewal online application: accessible
Book club kits: accessible
Computers and Internet information: accessible
Exam Invigilation information: accessible
Homework helpers page: accessible
Interlibrary Loans: accessible
Library Depots page: accessible
Library of Things page: accessible
Meeting rooms page: accessible
Printing and copying information: accessible
Ready to Read page: accessible
Visiting services page: accessible
Library Programs information page: accessible
March Break information page: accessible
Canadian Library Month page: accessible
Catch that Gnome! Page: accessible
SDG Reads page: accessible
TD summer reading program information page: accessible
January 2022 board meeting agenda: accessible
January 2022 board meeting minutes : accessible
February 2022 board meeting agenda: accessible
February 2022 minutes: accessible
March 2022 board meeting agenda: accessible
March 2022 board meeting minutes: accessible
April 2022 board meeting agenda: accessible
April 2022 board meeting minutes: accessible
May 12th board meeting agenda: accessible
May 12th board meeting minutes: accessible
May 31st meeting agenda: accessible
May 31st board meeting minutes: accessible

June 2022 board meeting agenda: accessible
Library board page: accessible
Library staff page: accessible
Crysler friends page: accessible
Ingleside friends page: accessible
Long Sault friends page: accessible
South Mountain friends page: accessible
Awards page: accessible
Branch closures page: accessible
Intellectual freedom statements: accessible
Access to Information policy: accessible
Circulation policy: accessible

Collection Development policy: accessible

Communications policy: accessible

Disconnecting From Work policy: accessible
Donations policy: accessible
Facilities Use policy: accessible
French Languages Services Policy: accessible
Facilities policy: accessible
Friends of the Library policy: accessible
Internet Use policy: accessible
Online Privacy and Access to Information policy: accessible
Political Elections policy: accessible
Program policy: accessible

Rules of Conduct policy: accessible

Unattended Child policy: accessible

Volunteer policy: accessible
Board Advocacy governance Policy: accessible
Board Code of Conduct policy: accessible
Board Evaluation Policy: accessible

Board Succession Planning Policy: accessible
Delegation of Authority to the Director of Library Services policy: accessible
Duties and Responsibilities of Individual Board Members policy: accessible
Financial Control and Oversight policy: accessible
Purchasing Policy: accessible
Purpose of the Board policy: accessible

Support the Library page: accessible
Value calculator page: accessible
Jobs and Volunteer page: accessible

2020 Annual Report: accessible
2019 Annual Report: accessible
2018 Annual Report: accessible
2017 Annual Report: accessible
2015 Annual Report: accessible
2014 Annual Report: accessible
eBooks and eAudiobook guide: accessible
Cloud Library on Apple devices guide: accessible
Cloud Library on Android devices guide: accessible
E-magazine information: accessible
New titles page: accessible
Recent Activity page: accessible
SDG Legacy document: accessible
Library Mission Statement and Strategic Plan page: accessible
About Us page: accessible
CELA page: accessible
Press Reader: accessible

Biography

At six months old my parents noticed some issues with my eyes, and at two years old I was diagnosed with Alström Syndrome - a rare genetic disorder. Like most syndromes, Alström Syndrome impacts many parts of the body, but in my case it mostly effects eyes and ears.

I attended a local school until grade 5 when I started losing more vision and my hearing also started to decline. That's when my parents and I decided that I should attend W. Ross Macdonald School for the Blind. During my years there, I would commute by plane every Sunday and come home every Friday afternoon. The first year was difficult, but I eventually got used to it. While attending this school, I often used Braille textbooks and submitted assignments using my brailier, but it was during my time there that I also began using screen readers.

While at W. Ross MacDonald, I had the opportunity to participate in woodshop, run cross country, learn valuable life skills, play blind hockey, and Goalball which is a sport designed for persons with visual impairments. I also participated in three Co-op work placements.

After graduating from high school, I attended Algonquin College and I recently graduated from the Law Clerk program. I had the opportunity to live in residence and live independently. I completed my college courses using screen reading technology.

Showcase the best your library has to offer with a fully integrated content management system and webpage builder developed just for public libraries.

Produce Content Once and Publish It Anywhere

Your library's content (collections, events, reading recommendations, blog posts, online resources) are pulled from their original source and automatically adapted to populate throughout your website. There's no need for endless searching, copying, pasting, reformatting, and updating.

Building Webpages is a Snap

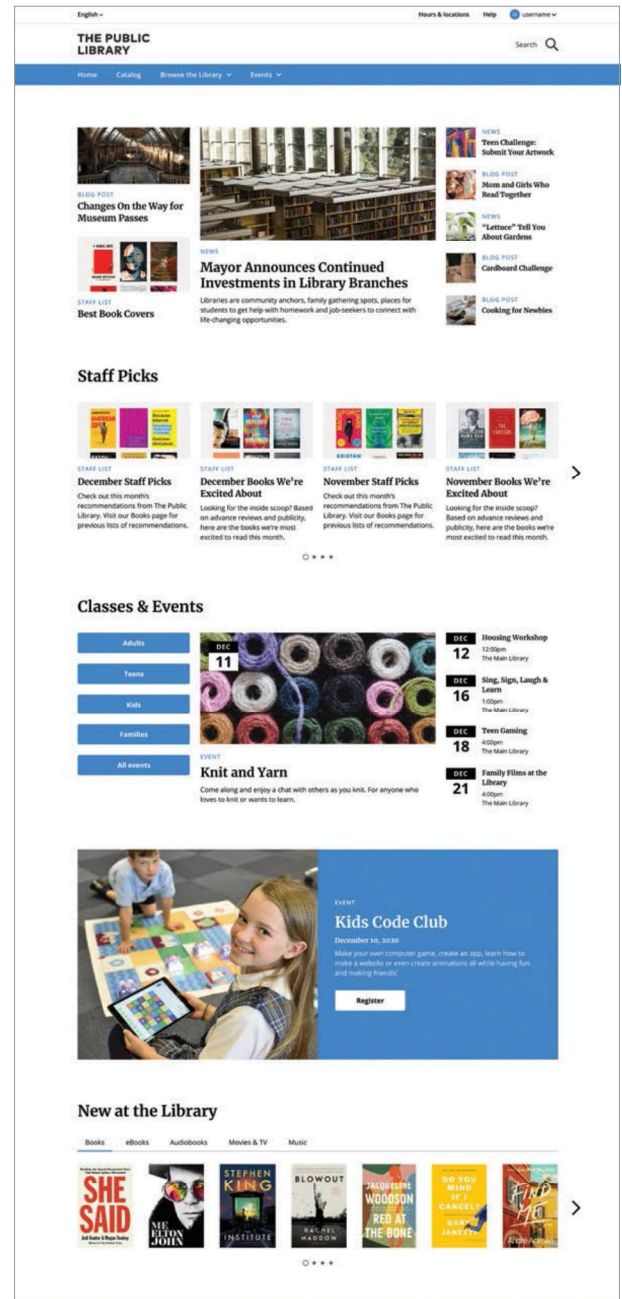
With our best-in-class page builder, library staff can drag and drop elements to create pages rich with content modules and instant carousels that automatically update. Easily showcase events by audience or theme, feature online resources, insert titles directly into blog posts, and share creative reading recommendations via easy-to-build staff lists.

Always Have Updated Content

Library staff use cards to manage content in the website builder. Any updates to a card are instantly populated wherever that card is featured on the website. Plus, past events automatically expire and unpublish from any webpage they originally appeared in.

Create an Inviting Patron Experience

BiblioWeb seamlessly integrates with BiblioCore and BiblioEvents, allowing patrons to stay logged in and engaged as they place holds, browse lists, blog posts, books, and register for events. No matter where your patrons browse, the experience is uninterrupted, and your library's branding stays consistent.



Impress Patrons with Beautiful Layouts

Show off your library's unique collections and content with stunning and fully configurable templates that are inspired by the best the web has to offer. Staff can also forego the templates and design new layouts from scratch.

Personalized Promotions

Library staff can leverage existing website content, taxonomies, and catalog metadata to create personalized promotions within the patron search path. The result is automated, visually appealing and contextually relevant content, including online resources, events, staff recommendations and more.

Custom Google Analytics Reporting

Track and understand website traffic to inform decisions about content creation and placement. Custom reports can include events by cards and top ten blog posts. Staff can also create their own reports to track landing pages and referral sources.

Focus on Content and Community, Not Code

Your library can focus on curating and showcasing all that your library has to offer—leave the security updates, bug fixes, responsive design, accessibility, feature upgrades, and forward-thinking technical innovation to us.

BiblioCommons Digital Experience Platform (DXP)

BiblioWeb + BiblioEvents + BiblioEmail

BiblioWeb includes BiblioEvents, resulting in even more integration across your website. With a simple URL, staff can quickly promote events on your website and catalog with visually rich displays that automatically pull assets from your calendar and adapt the display to page context and device. Patrons receive confirmation and reminder emails about the events they have registered for online and receive emails about date, time, or location changes.

Plus, brand consistency is maintained across the BiblioCore catalog, BiblioWeb, and BiblioEvents. All three offerings share a header so that patrons can move seamlessly between all three and have a cohesive user experience.

With BiblioEmail, reading recommendations, blogs, events, and featured online resources can be easily repurposed in emails and newsletters. The days of copying and pasting to create high-value email communications are officially over.

Design a beautiful, unique website and maintain it with ease by using the most powerful and flexible website builder available to public libraries!

Provide a visually appealing, patron-friendly, and fully responsive promotional and management platform for your library's programs and events.

Help Patrons Discover What's Happening at Your Library

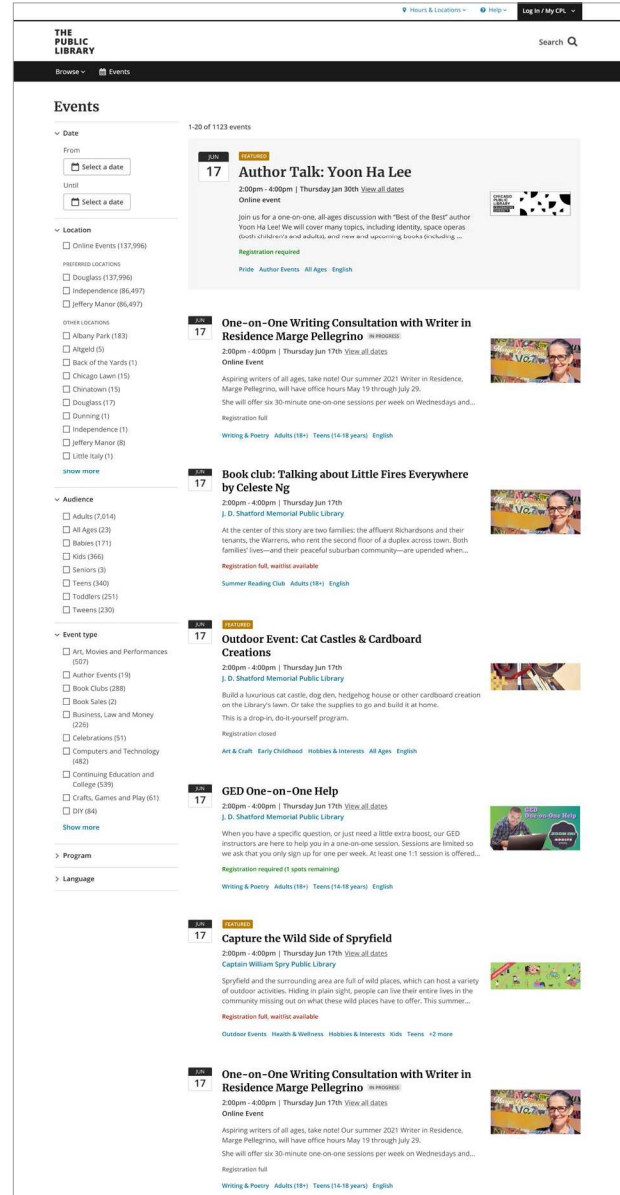
Designed for discovery, BiblioEvents uses true facets, which means patrons can filter the event listing as much as they want without ending up with zero search results. Facets create the browsability needed for the depth of programming offered by libraries. Plus, preferred locations are top-sorted when users are logged in which results in greater event listing personalization.

Simple for Staff to Manage

Whether creating an event or managing registrations, BiblioEvents keeps the process simple with an intuitive and logically organized interface. Adding one-off events or a series of events is a breeze with the included event templates. Staff can also enable waitlist capabilities, set registration windows, configure registration so that patrons may only register at the beginning of a series of events, and set up custom taxonomies and default images.

A Pleasant Patron Registration Experience

Based on library staff configurations, patrons can register online for all events in a series or a single event at a time. With the single-sign-on (SSO) functionality between BiblioCore and BiblioEvents, patrons don't need to log in to their library account more than once to register for events.



The screenshot displays the BiblioEvents interface for 'THE PUBLIC LIBRARY'. It features a search bar at the top right and a navigation menu. The main content area is titled 'Events' and shows a list of 120 events. On the left, there are several filter facets: 'Date' (with 'From' and 'To' date pickers), 'Location' (listing various library branches like Albany Park, Chicago Lawn, etc.), 'Audience' (listing age groups like Adults, All Ages, Babies, etc.), and 'Event type' (listing categories like Art, Movies and Performances, Author Events, etc.). The main event list includes details for several events, such as 'Author Talk: Yoon Ha Lee', 'One-on-One Writing Consultation with Writer in Residence Marge Pellegrino', 'Book club: Talking about Little Fires Everywhere by Celeste Ng', 'Outdoor Event: Cat Castles & Cardboard Creations', 'GED One-on-One Help', and 'Capture the Wild Side of Springfield'. Each event listing includes the title, time, date, location, and a brief description.

Detailed Permissions Settings

Your library can set tiered staff permissions to maintain granular control over who can create, edit, and publish library events.

Dynamic Cross-Merchandising

Promote similar events to patrons from each event listing to increase event participation. Event feeds are dynamic, which means library staff don't need to do additional work. Events can be automatically added to catalog record pages with the "Add a Title" functionality. Social sharing is also integrated for easy cross-promotion.

Record and Review Attendance

Keep track of the number of attendees at events so that your library can report on event metrics and make decisions about the programs that patrons love.

Automation and Templates

With Master Program Templates, your library can create an event template that can be used by staff to standardize commonly occurring events.

Room Booking with LibCal

BiblioEvents integrates directly with Springshare's LibCal Spaces software to easily make and sync room bookings between the two platforms. Staff can make use of LibCal's robust functionality to create and manage your library's spaces.

BiblioCommons Digital Experience Platform (DXP)

BiblioEvents + BiblioWeb + BiblioEmail

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Plus, brand consistency is maintained across the BiblioCore catalog, BiblioWeb, and BiblioEvents. All three offerings share a header so that patrons can move seamlessly between all three and have a cohesive user experience.

With BiblioEmail, reading recommendations, blogs, events, and featured online resources can be easily repurposed in emails and newsletters. The days of copying and pasting to create high-value email communications are officially over.

Manage and promote your library's programs and events calendar with a solution that works like the rest of the web and is patron-friendly, fully responsive, and visually appealing!

BiblioSuggest

The BiblioSuggest module offers solutions to common challenges libraries face when managing patron suggestions. The module aims to enrich community involvement and collection development in a way that is efficient, equitable, and a great user experience.



The Suggest for Purchase feature has been instrumental in ensuring we provide our library patrons with an easy to use and seamless method of contributing to the development of our collections.

Anita Cataoggio, Manager Collections,
Yarra Plenty Regional Library



For Patrons

Encourage patrons to help build their library collection.

Efficient

- Saves staff time by automating processes, eliminating redundant requests, and managing communication with patrons.

Equitable

- A highly visible system that is easily accessible by all patrons from multiple entry points within the catalog.
- All patrons have the ability to submit the same number of requests per month, ensuring you are meeting a wide range of patron requests, and not only those of a select few.

A Great User Experience

- Patrons stay within the catalog experience.
- Patrons always receive a response to their suggestions, including a link to interlibrary loan for declined requests.

Easier to Find

- Patrons can access BiblioSuggest from their Library Dashboard, increasing visibility of service and encouraging equitable use. Patrons are kept within the catalog experience for the whole process.
- If patrons discover titles the library does not own, for example when viewing awards or lists, when they click on 'Suggest for Purchase' a number of the form fields will be pre-populated (e.g., title, author).

Easier to Manage

- From the *Suggested Purchases* page, patrons can view all of their suggestions and see how many suggestions they have remaining for the month.
- Patrons can remove past suggestions from their account once they have a response, and patrons can cancel a suggestion if they haven't received a response yet from library staff.

- Patrons always receive a response letting them know if their suggestion is approved or denied.
- Patrons receive an in-catalog notification when their suggestion has a response.

Submit a Suggestion / Step 1

Want something we don't have? Give us the details below and our selection staff will consider your request. For more information check out: [What to Suggest & Policies](#)

All fields are required.

Title

Author, Performer, or Director

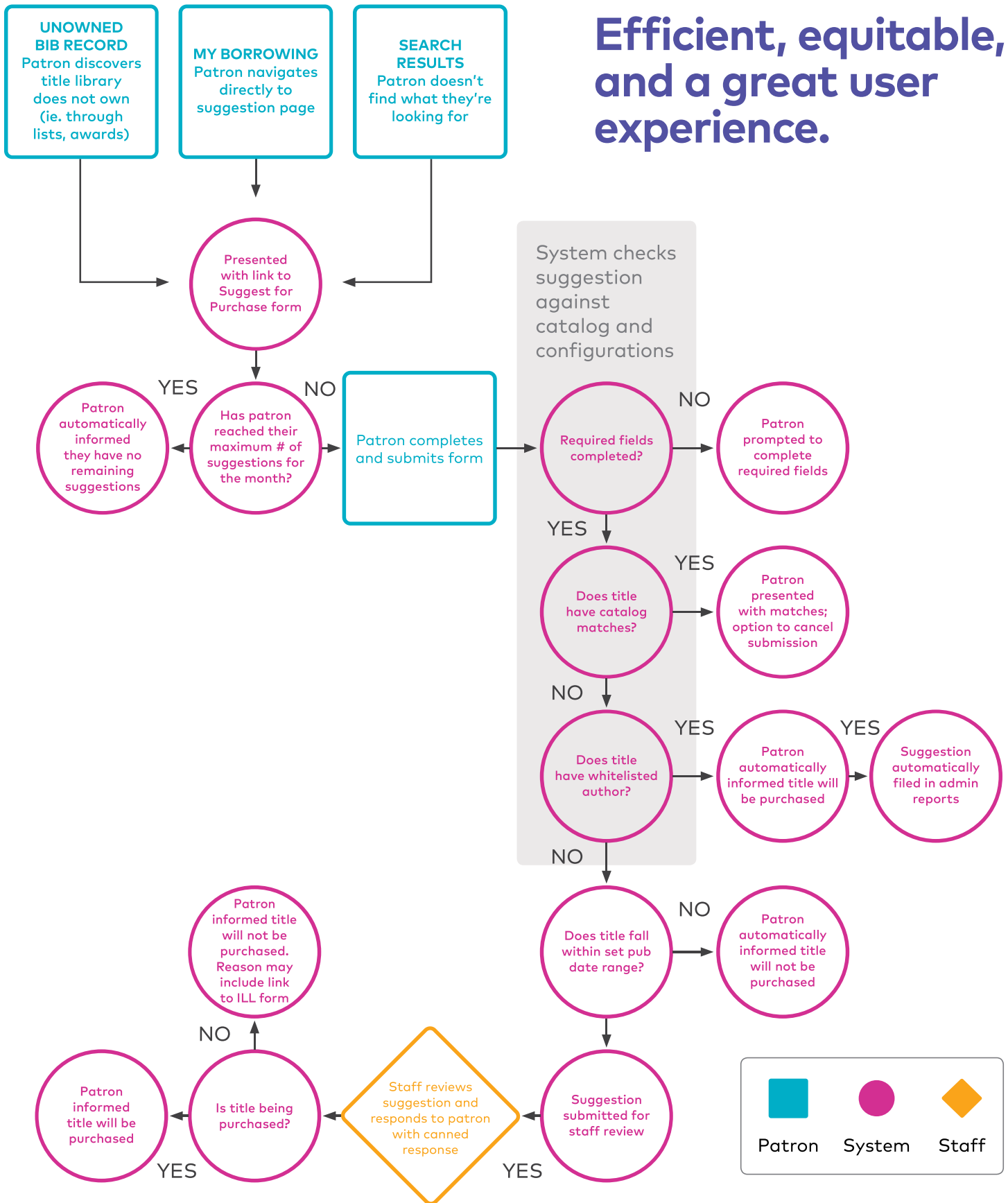
The library automatically purchases all new titles by these popular authors and contributors.

Publication Year

(e.g. 2013)

Next →

Efficient, equitable, and a great user experience.





For Staff

Features and solutions to help staff manage suggestions.

Automated Responses Based on Library-Determined Parameters

- To save staff time, there are several built-in parameters to automatically respond to patron suggestions when certain criteria are met:
- **Publication Year Range**
 - The library can set the date range for acceptable requests based on the library's priorities or collection development policies. For example, if the library is only interested in acquiring newer titles, the date range can be set so staff only need to review suggestions for titles published in the last 5 years.
 - If patrons suggest titles outside this range, they will automatically receive a message informing them that the title will not be purchased. A suggestion to use ILL and a link to the library's ILL form can be included in this message.
- **Author Whitelists**
 - Staff can whitelist authors that they have standing orders for. When patrons suggest books by these authors, they automatically receive a message informing them that the titles will be purchased. No staff review is required.
- **Frequency Limits**
 - The library sets how many suggestions each patron can make per month. This can be changed at any time if staff receive too many requests. It can also be left open to allow unlimited requests.

Suggestion Checks & Balances

- Patrons are not able to submit their suggestions unless all required fields have been filled out. Staff won't waste time trying to interpret incomplete requests.
- Suggestions are automatically checked against the library's catalog before they are submitted to staff. If there is a possible match, the patron is presented with this information and is given the option to cancel their request.
- Suggestions can only be made by logged in patrons, preventing self-promotion.

System Managed Communications

- Staff can choose from a selection of canned messages (created by their library) to respond to patrons to inform them if a title will be purchased or not.
- Staff can respond to multiple suggestions at once.
- Staff can also use the free-text option for responses, so staff can create custom responses for patrons when required.
- Staff can also add live HTML links to their responses, to easily send patrons to the correct webpage or title record page.

Easier Suggestion Review Workflow

- Flexible permissioning: The back-end of the module can be accessed by any staff member that has been granted permissions to this area of the Lib Admin.
- Inline integration of patron information: All suggestions

are accompanied by patron information: name, barcode and first preferred location.

- Flexible view controls: Staff can facet suggestions by format, audience and language, allowing them to view only suggestions for their area of ordering. For example, YA librarians can easily filter results to find YA requests.

Reports

- BiblioSuggest has full reporting capabilities with custom date parameters. For each suggestion, the following is provided:
 - Title details (title, author, format, etc.).
 - Patron information (name, barcode, preferred location).
 - Status (approved, denied, pending) and reason (i.e. canned response).

Built to Your Library's Collection Development Rules

- Each library can customize:
 - Formats featured in the format drop-down list.
 - Explanatory text for top of user form.
 - Fields displayed on the user form (i.e. publisher, language, notes).
 - Canned messages used to respond to patrons.
 - Number of suggestions patrons can make per month.
 - Accepted publication year range.
 - Whitelisted authors.

For more information contact us at info@bibliocommons.com



TDSRC 2022 -- Final Report

by Josée Cousineau, LSA, Finch Branch/MakerLab

Over the past few months, I've had the chance to work with the TDSRC students and I'm pleased to present you this end-of-summer report. With the help of Lorna Platts, and after meeting up with Chloe and Madisson (SRC Facilitators), I've gathered some stats to show off, and some feedback for all sides of the program.

TDSRC 2022 – Theme of Myths and Legends

Fun Stats:

- This summer we **registered 341 kids** for the TDSRC.
- Our most populous age group was the 6-8 year olds with 145 children in that age range alone, followed by the 9-12 year olds at 113 children.
- Of all those registrants, **208 were new to the TDSRC** – that's more than half! Perhaps this had something to do with the fact that Chloe and Madisson **presented at 11 schools and attended 10 Pop Up Library events**. The **number of children reached with our promotions was above 2000 with those events** alone.
- The total **number of programs offered was 76** (including virtual programs and Story Walks) and the **total attendance number was 610**.

Launch Party:

Our Launch Party took place on Saturday June 25th from 10am-1pm at North Stormont Place in Avonmore. It included Classy Magic as our special guest. We also had an Ozobots station, a food station, a photobooth, and various craft stations. Karen gave a welcome speech, and helped with the crowd, line-ups, and the photobooth. Guests were excited and costumed! The hall itself was a great venue for the event (easy setup/take down) and having a Library branch right next door proved useful.

The Launch Party received 95 guests, though there may have been more. Only 30 people RSVP'd to the event, so it came as a surprise when more than double of the amount showed up! Some games and registration ideas had to be put aside. Next year, it would be wise to promote the RSVP and to handout ballots that parents can fill out at a larger table (so multiple parents can write them out quick). It would also help us to have more staff or volunteers to cover all areas equally.

Programs and Everything Else:

Chloe and Madisson met with me after the first week of programs to discuss what went well and what could be improved, and we repeated the process at the end of the TDSRC:

- *What they liked about TDSRC programming* – Overall, the TDSRC Facilitators (aka “students”) were very pleased with accomplishing all that they did within 4 months. They were proud (and rightfully so!) of their Launch Party and felt ready for the rest of the summer. In May/June, both students reported that kids asked them questions at school presentations, and that they loved dressing up for the Launch Party. As the summer went by, many of the children knew them by name and were looking forward to their Branch visits. Some even drew pictures for the students and came in early to the programs to meet with them. They were both happy to flex their creativity and think up fun challenges such as the Gnomio drawing contest.
- *What they liked about working for the SDG Library* – Chloe and Madisson enjoyed visiting all the branches, but they also like having days to work together again. Their central Admin location was very useful to them, especially with regards to having other staff around for feedback or help, and that supplies were often on hand. Also, securing sponsorship is easier when you can just walk down the street! But overall, they like the workspace and work culture that the SDG Library has cultivated. They also enjoyed having a mentor (and I enjoyed guiding them!!), especially since staff around them shifted or were unavailable.
- *What they learned/adapted* – the first thing they learned was to make more time for greeting patrons and leave even more time for group activities. The students also adapted their email reminders of the virtual programs to include 2 reminders and to always have the link present in their communications. Next, they realized that they couldn’t accomplish all their ideas and had to choose which they could or couldn’t do. Lastly, they also learned that sometimes both staff and patrons alike may not read every part of their email, handouts, or social media posts.

Finally, here are suggestions we came up with for next year’s SRC program:

- Create one type of ballot with no age separation
- Have a 5th staff member help with the Launch Party
- Create TikToks for the week themes
- Decide on one French and one English proof-reader early on
- Separate donors into food and prize categories for cleaner organization
- Have a clear, more consistent schedule for the summer regarding Pop-Ups
- Combine weekly newsletters and weekly email reminders

Respectfully submitted.



Stormont, Dundas and Glengarry County Library Board

2018-2022

LEGACY DOCUMENT

I. Purpose

As per the ***Board Succession Planning Policy*** (approved in April, 2014; amended in September, 2018) the Library Board of the Stormont, Dundas and Glengarry County Library – hereafter known as ‘SDG Library’ – has prepared this Legacy Document to outline the Board’s successes and challenges during its mandate, with recommendations for initial steps to be taken by a new Board. This document can be used as an account of the goals, accomplishments and challenges of the past Library Board, and to provide information about the SDG Library’s vision, mission and values to newly appointed Board members during their orientation.

II. Library Board 2018-2022

Margaret MacDonald – Vice-Chair (2018-2021); Chair (2021-2022); Public Trustee

Frank Prevost – Chair (2018-2021); Councilor

Tony Fraser (2018-2022) – Vice-Chair (2021-2022); Councilor

James Algire (2018-2022); Public Trustee

Jim Bancroft (2018-2020); Public Trustee

Alex MacIsaac (2021-2022); Public Trustee

David Smith (2021-2022); Councilor

François Landry (2018-2022); Councilor

Lyle Warden (2018-2022); Councilor

Karen Franklin – Secretary-Treasurer; Director of Library Services (staff)

Other staff who worked with the Library Board during this Term:

Susan Wallwork, Communications & Marketing Librarian (2018-2020); Community Librarian (2020-2021)

Margaret Piper, Systems Librarian (2020-2021)

Charlotte Halstead, Community Librarian (2021-2022)

Legacy Document 2018-2022

Our Vision:

During the majority of this Term of the Library Board, the Board and staff worked with the following Vision Statement:

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

In 2022, the Board undertook developing a new Strategic Plan, and in doing so, created a new Vision Statement:

To be “the Place” in SDG for learners, seekers, and explorers.

During this time, the Library Board also adapted our former Vision Statement to become our new

Mission Statement:

To connect communities through innovative services, literacy resources, independent learning, creative expression, leisure, and civic engagement.

‘Connect. Create. Explore.’ continues as our (marketing) tagline.

Values:

Part of the strategic planning process undertaken in the final year of the Board’s term also included a thorough and dynamic discussion that identified – for the first time – what the SDG Library’s values are:

Accessible: *We strive to continually identify and reduce barriers to service and be responsive to the diverse needs of residents of all ages,*

backgrounds, abilities, sexual orientations, gender identities, or levels of socioeconomic status.

Equitable: *We seek to provide an inclusive, non-judgmental environment in which everyone in the community feels safe, welcome, and comfortable, by focusing on building trusting, supportive connections.*

Open: *We commit to being honest and authentic in all our interactions, listening intently and supporting the development of genuine connections.*

Our Goals:

Some of the goals of the SDG Library have been consistent for many years, and were part of the Board's *Strategic Plan, 2018-2022 – Moving Forward*. They include:

- *Change the Perception of the Library in our Communities*
- *Preserve our Local History for Future Generations*
- *Commit to Mobile Library Services*
- *Safeguard and Enhance Funding Levels*
- *Review and Evaluate the Library's Collections and Services*

With the development of a new Strategic Plan in 2022, the following were identified as our primary goals for the next four years:

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

Accomplishments during this Term:

- Extended open hours at branches – open 44 hours/week at our five (5) Resource Branches, and at least 16 hours/week at our other ten (10) Neighbourhood branches
- Online Membership Registrations launched in 2018
- Introduction of 'Library of Things' lending collection – musical instruments, projection equipment, electricity usage monitors, Zumba exercise kit, "Homework Helpers" curriculum-based learning kits
- Expansion of WiFi "hotspot" lending to members – from 15 units introduced in 2017 to 30 units in 2019 → devices have circulated > 1,900 times to date
- Successful 'SDG Reads' community book club programs in 2018 and 2019
- Ability to retain full staffing and continue to offer a range of Library services – including virtual programs – from March, 2020 to present during COVID-19 pandemic
- SDG Library's 50th Anniversary celebrated in a variety of ways in spite of ongoing

pandemic → Library Board video Story Time series, take-home Celebration Cupcake kits, kids' colouring contest, virtual "fireside chat" with author Margaret Atwood

- Completion of stepped increase of Building Rents payments (plan approved by Library Board and Council in 2017) – currently rents reflect the Consumer Price Index increase over the previous year's rents paid
- Re-development of Finch Branch into the 'MakerLab' – also centralized distribution location for "makerspace" collections, kits and activities – 3D printing, robotics, LEGO, virtual reality, sewing & needlework, gaming, music, "memory keeping" (photo scanning, conversion from tape to digital, etc.)
- Mandated (AODA) website accessibility review done in 2020
- Expanded coding and STEAM programs for kids
- Installation of three selfCheck™ systems in 2021, to allow users to check-out, check-in, and renew Library materials – purchases made using provincial COVID funding
- Externally-facilitated strategic planning process completed in 2022 – new **Strategic Plan, 2022-2026** approved in September, 2022
- Purchase and installation of new public-access and staff computers at all branches in 2022
- Increased awareness of Library services by local Municipal and County Councils
- Introduction of 'Not Myself Today' – workplace mental health program offered by Canadian Mental Health Association
- **ojpgpoerjge**

Challenges:

- Collections Development – currently dependent on one professional librarian's expertise, automatic release plans (ARPs) and recommendations of for-profit vendor(s) → greater depth of knowledge within staff, along with customized (electronic) ordering processes will be required to maintain/enhance current levels
- Engaging older youth and 20-40 year-olds in what the Library can offer them
- Attracting qualified professionals to consider building their careers in a rural-based multi-branch library system a distance from large urban centres
- Building awareness of what the Library offers residents/members – we are more than books!
- Spotty Internet coverage limits ability to deliver full range of public Library services

- Lone workers at SDG Library branches are vulnerable, and limited in what they can accomplish or offer to the public – this extends to developing expertise in using and assisting with online resources
- Poetr bpoer jt

Recommendations to the Incoming Library Board

- Continue to evolve, and look to the future
- Advocate the Library’s position as an important part of the social infrastructure and (economic) development of our communities
- Skdjf;ls ;soj

Projects worth consideration by the new Library Board:

- Advocacy with local municipal Councils to preserve and enhance local library facilities
- S;dosa;g
- dskmfs

III. Information for New Board Members

The Stormont, Dundas and Glengarry County Library Board, governed by the **Public Libraries Act**, R.S.O. 1990, c. P44, establishes an annual operating budget of over \$2,500,000. Most of the funding comes from the Council of the United Counties of Stormont, Dundas and Glengarry through the municipal tax levy. The rest comes from provincial grants, donations, fundraising and other miscellaneous sources. SDG County Council has final approval over the Library’s budget. In 2022, the Library Board and staff developed a new **Strategic Plan, 2022-2026**, which is the Library’s current planning document.

Key Library Board responsibilities:

- Selects and annually evaluates performance of the Director of Library Services;
- Establishes operating and administrative policies to govern the operation and programs of the Library;
- Determines the goals and objectives for the Library and secures adequate funds to fulfill those goals;
- Understands the needs of the community in relation to the Library and creates a link between the community and Library services offered;
- Promotes and advocates for the Library in the community and to municipal Council; and

- Oversees the budget process, with the understanding that County Council has final authority and approval for the Library budget, forming part of the (regional) municipality's consolidated budget.

The *Public Libraries Act (PLA)* requires a Library Board member to be:

- A Canadian citizen
- A resident of the United Counties of Stormont, Dundas and Glengarry
- Not employed by the Library Board or municipality
- At least eighteen years old

In addition to these general eligibility requirements, effective Board members should have:

- A reasonable understanding of the SDG Library and its role in the community
- An ability to work as a member of the team and participate in discussions
- Sound and independent judgment, a sense of fiscal responsibility, personal integrity, and initiative
- A sincere commitment to the Library's services and resources (including its employees), and be willing to champion the Library's efforts whenever possible

Term of Office:

Four years, to coincide with the term of the elected Council.

Meetings:

The Library Board holds regular meetings once a month for at least nine months each year (*PLA, R.S.O. 1990, c. P.44, 16*). Meetings are usually held at a branch of the SDG Library, and occasionally at the Counties Administration Building (Cornwall) – currently on the second Thursday of each month, between September and June.

Library Board members belong to the Ontario Library Boards' Association (OLBA), which holds annual conferences and sponsors other developmental activities.