
Board Meeting

Meeting Date: February 19, 2026
Meeting Time: 1:00 p.m.
Location: The Boardroom at L.E. Shore
Prepared By: Jennifer Murley, CEO/Secretary of the Board

Mission: The Blue Mountains Public Library is a dynamic centre of community engagement where everyone can connect, explore and create.



When available, this Board meeting will be recorded and made available on the BMPL YouTube Channel. Technical difficulties with social media platforms are not sufficient reason to cancel/postpone a meeting. The Community is also welcome to be onsite for meetings, or to present in either E1 or E2 on this agenda.

A. Call to Order

- A.1 Moment of Reflection
 - A.2 Indigenous Acknowledgement Statement
 - A.3 Public Announcement
- If members of the public are present.*

B. Agenda

- B.1 Approval of the Agenda

Recommended Motion

Moved by ___ and seconded by ___, THAT the Agenda of February 19, 2026, be approved as circulated, including any items added to the Agenda.

- B.2 Declaration of Pecuniary Interest and General Nature Thereof

NOTE: Known pecuniary interests should be provided to the Board Secretary in writing and be noted as part of this agenda item. Should items arise during the meeting, the member shall make notice.

C. Reports to be “Received as Information”

NOTE: Before there is any discussion on the items listed below, they must be received by this Board. Additional recommendations outlined in any of these items, as well as any subsequent motions, will be addressed at the time of discussion.

Recommended Motion

Moved by ___ and seconded by ___, THAT this Board receive as information:

1. GOV.26.02 entitled “POL-BLG.2018.99-Agenda-&-Multi-Year-Agendas”

D. Minutes

D.1 Previous Minutes

Recommended Motion

Moved by ___ and seconded by ___, THAT this Board approves the Blue Mountains Public Library Board minutes of January 15, 2026, as circulated/amended; AND

THAT this Board receive as information the Strategic Planning Steering Committee meeting minutes of January 15, 2026, as circulated.

D.2 Business Arising from the Minutes

E. Communications with the Board

Deadline for registration is Monday, February 16 at 2pm.

E.1 Deputations

None at the time of agenda creation.

NOTE: In accordance with Ontario’s Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Board policy, the Blue Mountains Public Library Board wishes to inform the public that all information including opinions, presentations, reports, and documentation provided for or at an Open Meeting are considered part of the public record. This information may be posted on the Library website, included in Board packages, published in video record, and/or made available to the public upon request.

E.2 Public Input on the Agenda

NOTE: Any individual may choose to register for a virtual link to participate in the Public Input virtually or be present onsite for face-to-face meetings without registering. Said correspondence must meet the BMPL’s [BLG.2018.6.7 Public Input on Agenda Items](#) criteria.

In addition to Correspondence, any members of the public who would like to attend the Board Meeting virtually may do so by contacting LibraryCEO@TheBlueMountains.ca. Requests received prior to 4:00pm the *day prior* to the Board Meeting will be provided with internet and/or phone login information. Credentials are available one month prior to the meeting, so requests need not be made the day of. Visitors may also attend in person without registering.

E.3. Correspondence

1. **Ontario Library Association & Federation of Ontario Public Libraries: 2026-27 Pre-Budget Submission**

2. **Canadian Urban Libraries Council: The Impact of Canadian Public Libraries**

F. Closed Session

The Board certifies that no other business will occur following the closed meeting other than listed on this agenda, including the accepting of motions made in camera and adjourning the meeting.

Recommended Motion

Moved by ___ and seconded by ___ THAT, pursuant to section 16.1(4)(c) of the Public Libraries Act, That this Board do now move into closed session in order to address matters pertaining to a proposed or pending acquisition or disposition of land by the Board.

The Board moved into closed session at ___ p.m.

Adjournment of Closed Session

The Board returned to public session at ____ p.m.

Recommended Motion

Moved by ___ and seconded by ___ THAT, this Board approve all resolutions and recommendations arising from the closed session.

G. Strategic Plan Updates & Action Items

NOTE: To better facilitate this section, all reports and discussions have been identified. The Board may make decisions at any time and does not require a formal report or recommended motion to do so.

G.1. Strategic Plan Pillar: Community Hubs

1. **Verbal Report:** LES Washroom Renovation [Library CEO]

G.2. Strategic Plan Pillar: Organizational Excellence

1. **Report:** GOV.26.02 entitled “POL-BLG.2018.99-Agenda-&-Multi-Year-Agendas”

Recommended Motion

Moved by ___ and seconded by ___, THAT the Board approve the POL-BLG.2018.99-Agenda & Multi Year Agendas as amended.

H. Roundtable

H.1 Roundtable—General updates by the Board

NOTE: The Roundtable is an opportunity for members to share information on events, activities, or general information which members may wish to attend and/or review. This is not intended for new business or discussion pertaining to Action Items.

1) Community Updates and News

- CK News Today (January 21, 2026): [Rural libraries urge province to close digital divide.](#)
- CBC News (January 24, 2026): [Are librarians the key for teaching AI literacy?](#)
- Calgary Herald (January 26, 2026): [CBE bans 44 titles in accordance with provincial ministerial order.](#)
- CTV News (February 6, 2026): [These 6 books and a film screening were challenged at Ottawa library branches in 2025.](#)

- Owen Sound Sun Times (February 8, 2026): [Meaford Public Library: not just for a story time anymore.](#)
- CBC Radio (February 9, 2026): [How Scholastic became a cultural rite of passage for Canadian kids.](#)
- CBC News (February 11, 2026): [Tumbler Ridge public library remains open to support community after tragedy.](#)
- Collingwood Today (February 12, 2026): [TBM now accepting applications for MAT funding.](#)
- Collingwood Today (February 13, 2026): [Grey County will not pursue joint library services.](#)

2) BMPL Special Events

- [Performance: Opening to the Mystery](#)
Thursday, February 26, 2026 | 6-8pm | L.E. Shore Memorial Library
- [Exhibit Opening: Abstracted Realities](#)
Saturday, March 7, 2026 | 2-4pm | L.E. Shore Memorial Library
- [Lead Like Her: Mary Hindle, Firefighter](#)
Thursday, March 12, 2026 | 6-8pm | L.E. Shore Memorial Library
- [Workshop: Art Critique with Michelle Flemming](#)
Saturday, March 14, 2026 | 1-3pm | L.E. Shore Memorial Library
- March Break: The No-Bake Bake Off at the L.E. Shore Memorial Library
 - [Colourful Cupcakes](#): Monday, March 23, 2026 | 11am- 12pm
 - [Bugs in Dirt](#): Tuesday, March 17, 2026 | 1-2pm
 - [Icebox Cake](#): Wednesday, March 18, 2026 | 11am-12pm
 - [Easy Cheesecake](#): Thursday, March 19, 2026 | 11am-12pm
 - [Chocolate Lasagna](#): Friday, March 20, 2026 | 11am- 12pm

I. Key Messages

I.1 Key Messages Update

Recommended Motion

Moved by ___ and seconded by ___, THAT this Board approves the release of the February 2026 Key Messages.

J. Notice of Meeting Dates

A planning meeting is scheduled for March 19, 2026, at 1:00 p.m. in the L.E. Shore Boardroom. The next regularly scheduled Board meeting is scheduled for April 16, 2026 at 1:00 p.m. in the L.E. Shore Boardroom.

All meetings and relevant agenda materials will be posted on the [Meeting and Agenda](#) page of Governance.

K. Adjournment

Recommended Motion

THAT this Board does now adjourn at ___ p.m. to meet again on March 19, 2026, in the Boardroom at the L.E. Shore Memorial Library and Virtually, or at the call of the Chair.

The Blue Mountains Public Library Board Meeting

DRAFT
Not Approved

Meeting Date: January 15, 2026
Meeting Time: 1:00 p.m.
Location: Library Boardroom
Microsoft Teams
Posted to YouTube
Prepared By: Jennifer Murley, CEO/Secretary of the Board

In Attendance: Carol Sackville-Duyvelshoff
Joanne de Visser (Vice-Chair)
Julia Scott (Chair)
Kristina Wichman
Laurey Gillies
Marie Swift
Shawn McKinlay [**Via Microsoft Teams**]

Absent: N/A
Regrets: N/A
Staff: Jennifer Murley, CEO
Franz Greenfield, Administrative Assistant

A. Call to Order

A.1 Moment of Reflection

The Board meeting was called to order by the Chair at 1:05 p.m. A Moment of Reflection was observed.

A.2 Indigenous Acknowledgement Statement

The Chair read the Indigenous Acknowledgement Statement.

A.3 Public Announcement

No members of the public were present.

B. Agenda

B.1 Approval of the Agenda

BMPL-Resolution 2026-001

Moved by Kristina Wichman and seconded by Marie Swift, THAT the Agenda of January 15, 2026, be approved as circulated, including any items added to the Agenda. CARRIED.

B.2 Declaration of Pecuniary Interest and General Nature Thereof
None.

C. Reports to be “Received as Information”

All reports to be received as information were received with additional discussion occurring as the items arose within the agenda.

BMPL-Resolution 2026-002

Moved by Joanne de Visser and seconded by Laurey Gillies, THAT this Board receive as information:

- 1) *2025 Action Plan & Status*
- 2) *GOV.26.01 entitled “Strategic Planning Steering Committee Update”*
- 3) *ADM.26.01 entitled “Q4 Statistical Report 2025”*
- 4) *ADM.26.02 entitled “2026 BMPL Holiday Schedule”*
- 5) *ADM.26.03 entitled “Business Continuity Policy”*
- 6) *ADM.26.04 entitled “2025 Respectful Workplaces Compliance Report”*
- 7) *ADM.26.05 entitled “2025 Risk Assessment Report”*

CARRIED

D. Minutes

D.1 Previous Minutes

BMPL-Resolution 2026-003

Moved by Kristina Wichman and seconded by Joanne de Visser, THAT this Board approves the Blue Mountains Public Library Board minutes of November 20, 2025, as amended.

AND THAT this Board receives as information the Strategic Planning Steering Committee minutes of September 29, 2025, and December 3, 2025. CARRIED.

D.2 Business Arising from the Minutes

CEO Murley confirmed that the Transfer from Surplus Reserve Fund number in the staff report *FIN.25.05 2026 Draft Budget* was incorrect, but the number in the Library’s 2026 Draft Budget is correct.

E. Communications with the Board

The deadline for registration was Monday, January 12 at 2:00 p.m.

E.1 Deputations
None.

E.2 Public Input on the Agenda
No members of the public were present.

E.3 Correspondence
None.

F. Strategic Plan Updates & Action Items

F.1 Action Planning

1. Full Review: 2025 Action Plan & Status

CEO Murley highlighted the success of the 2025 Action Plan, while noting how several initiatives were not completed due to being multi-year and/or in progress. Of specific note on initiatives not completed:

- **Space Utilization Study:** this initiative is about a month behind. CEO Murley provided additional details later in the meeting.
- **Building Expansion/Enhancement Plan:** in progress. Further work to be achieved following the completion of other projects (including the Space Utilization Plan and Strategic Planning Process), which this Plan will build upon.
- **Space Needs Presentation to Council:** not complete. Space Utilization Study still in progress.
- **Develop and Implement Programming Plan:** participation and number of programs did not meet the goal identified, but there were several contributing factors, including weather, lack of washrooms and staff leaves. For the next Action Plan, CEO Murley suggested that the Board consider how offering high quality programming (with solid attendance) is a higher priority versus producing more programs than the previous year. The Board noted that the wording for this initiative should be reworked in the next Action Plan to clarify the goal and measurements.
- **Develop and Implement Staff Challenging Interactions Training Plan:** although a plan was not developed, training and procedures were implemented.
- **Charitable Status:** application submitted August 21, but status is still pending. According to the latest information, an officer is to be assigned to the case by May 2026.
- **Multi-Year Financial Projections and Plan for Reserves:** this was incorrectly listed as “complete” and was therefore adjusted to “in progress”.
- **Consultation Plan for New Strategic Plan:** in progress but actively pursued.

F.2 Strategic Plan Pillar: Community Hubs

1. Report: Verbal Report: LES Washroom Renovation [Library CEO]

The washroom renovation’s Tender was issued on January 7, 2026, and will close on January 22, 2026, at 2:00 p.m. Interested contractors were invited to a site visit on January 13, which was well attended. Phil Pesek, TBM’s Manager of Facilities & Fleet, will provide a detailed update as the project progresses.

2. Verbal Report: Space Utilization Study [Library CEO]

The final report requires additional work, so presentation has been delayed until the Board’s February meeting. CEO Murley will receive the first draft on January 26, which will also be reviewed by several key Municipal staff, with the Board receiving a copy on February 12.

The Board agreed that a presentation to Council should take place by the beginning of Q2, providing an update on their Expansion Plan. This timeline allows time to

review and discuss the report, provide feedback and incorporate its findings in the presentation.

3. **Verbal Report:** Multi-use Recreation Feasibility Assessment (MURFA) Next Steps [Library CEO]
TBM Council has asked Collingwood Council for a resolution confirming a partnership, which has not yet been received.

F.3 Strategic Plan Pillar: Organizational Excellence

1. **Discussion:** GOV.25.04 entitled “2025 Library Board Evaluation Results”
This report was received as information at the November 20, 2025, meeting and deferred to January 15, 2026, for further discussion.

CEO Murley noted 71% completion rate, with overall positive feedback received. Of specific note from Board discussions:

- There was confusion around one of the survey’s questions regarding the Board having a variety of philosophical perspectives. For clarity, the Board requested the removal of the word “philosophical” so that it is clear that “a variety of perspectives “is desired.
- It was clarified that Board members can abstain from voting in motions they are not in favour of.

2. **Report:** GOV.26.01 entitled “Strategic Planning Steering Committee Update”
This report was presented as information.

Of specific note from discussion:

- Page 1: The resolution seeking the Board’s approval of the report was incorrectly listed. Board approval is not required as the report was presented as information.
- Page 3: Chair Scott questioned the accuracy of the projected population growth slowdown in TBM. This point will be explored further.
- Page 5: clarity was requested for the term “Recreational Community”.
- Member Gillies suggested that the report explores how population growth and distribution changes across TBM communities.
- The Committee also provided an update on securing a consultant from Ontario Library Service. A request has been submitted, which has been placed on a waitlist for June 2026.

The Committee will next meet on February 9, 2026, and will incorporate feedback from today’s meeting while continuing work on Strategic Planning.

On the topic of consultation, Member Gillies provided an update from the Craigeith Working Group. Adam Smith, TBM CAO, plans to consult the community this year regarding the use of the old Craigeith fire hall. The Board will be invited to participate. The Craigeith Working Group supports this consultation plan as its funding request to TBM Council for community consultation was unsuccessful and

the group is now exploring secondary options to engage the community. There may be an opportunity for the Board to participate in this consultation as well.

The discussion then shifted to recent developments with Grey County, which is exploring the possibility of implementing a county-wide library system. The Board expressed its disagreement with this initiative and agreed that Chair Scott should convey these concerns to Mayor Matrosovs

3. **Report:** ADM.26.01 entitled “Q4 Statistical Report 2025”
This report was reviewed. The Board provided several points of feedback, which will be explored further at their annual Planning Meeting.
4. **Report:** ADM.26.02 entitled “2026 BMPL Holiday Schedule”
The Board approved this schedule, except for adding National Day of Truth & Reconciliation (September 30) as a Board designated holiday.

Key points from this discussion included:

- The Board emphasized their support for National Day for Truth & Reconciliation. The Board agreed that the day would be better honored through special programming rather than by closing library facilities.
- The Board expressed concern about having an additional day with no library services, especially with Beaver Valley Community School not closing for the holiday.
- The Board disagreed with the comparison to Remembrance Day (another Board designated holiday).
- The Board noted that their decision would only apply to 2026. The proposal will be explored further by seeking input from Indigenous community members and observing how TBM’s HR department addresses the holiday.

BMPL-Resolution 2026-004

Moved by Carol Sackville-Duyvelshoff and seconded by Joanne de Visser, THAT the Board approve ADM.26.02 entitled “2026 BMPL Holiday Schedule” as establishing the holiday closures of the Blue Mountains Public Library facilities for 2026 as amended. CARRIED.

Member Joanne de Visser left the meeting at 3:30 p.m.

5. **Verbal Report:** BMPL Museum Curator wins OLA Archival & Preservation Achievement Award [Library CEO]
This provincial-wide award, specific to Archives & Heritage, honors the Museum Curator’s transformative leadership and ensuring TBM’s heritage. CEO Murley commended the Curator on the accomplishments achieved in just two years in the role.

BMPL-Resolution 2026-005

Moved by Laurey Gillies and seconded by Marie Swift, THAT the Board congratulate the Museum Curator on receiving the OLA Archival & Preservation Achievement Award. CARRIED.

6. **Report:** ADM.26.03 entitled “Business Continuity Policy”
CEO Murley noted that TBM’s is currently developing their Cyber Security Response Plan. This policy may need to be updated based on that finalized Plan.

BMPL-Resolution 2026-006

Moved by Kristina Wichman and seconded by Laurey Gillies, THAT the Board approve the Business Continuity Policy as presented. CARRIED.

7. **Report:** ADM.26.04 entitled “2025 Respectful Workplaces Compliance Report”
This report was reviewed.
8. **Report:** ADM.26.05 entitled “2025 Risk Assessment Report”
This report was reviewed.
9. **Bylaw Review:** POL-BLG.2018.05 entitled “First Meeting of the Board”
The Board adjusted the proposed bi-annual election to take place in January instead of November.

BMPL-Resolution 2026-007

Moved by Marie Swift and seconded by Kristina Wichman, THAT the Board approve a revision to BLG.2018.5.5, “Elected Positions of the Board,” such that the Chair and Vice Chair are elected every two years in January of years one and three. CARRIED.

10. **Verbal Report:** Craigeith Community Working Group [Member Laurey Gillies]
This update was provided under “F.3 Strategic Plan Pillar: Organizational Excellence.”
11. **Verbal Report:** 2026 Budget Update [Library CEO]
CEO Murley confirmed that the Council’s Contribution, which was incorrectly listed in the Town’s budget book, had been corrected (the previously listed number was higher than what would actually be received in 2026). CEO Murley also had the future projections corrected.

F.4 Strategic Plan Pillar: Empowering Services

1. **Verbal Report:** 30th Anniversary Celebration Wrap Up [Library CEO]
CEO Murley highlighted the success of the 30th Anniversary Celebration, which attracted close to 400 attendees across the celebration events

G. Roundtable

G.1 Roundtable—General updates by the Board

1) Community Updates and News:

- Chair Scott: CEO Murley, Chair Scott and the Museum Curator are scheduled to meet with Heather McTavish Taylor in February regarding digitization. Heather was the chair of the Ontario Genealogical Society, with experience in records digitization.
- Collingwood Today (December 12, 2025): [Grey County will Evaluate County-Wide Library Options](#)

- The Independent (December 15, 2025): [Library advocates say federal bill could make postal costs untenable](#)
 - Collingwood Today (January 1, 2026): [Ten stories to watch in TBM and Grey Highlands in 2026](#)
 - North Bay Nugget (January 2, 2026): [North Bay council is projecting a \\$30 million investment in public library over ten years](#)
 - CBC News (January 10, 2026): [Toronto Public Library logs record number of digital checkouts](#)
- 2) BMPL Events: a shortlist of special events occurring prior to the next meeting were provided.
- [Calm Minds, Creative Hands, Exam De-Stress](#)
Tuesday, January 20 | 5:30 pm | L.E. Shore Memorial Library
Thursday, January 22 | 5:30 pm | L.E. Shore Memorial Library
 - [Exhibit Meet & Greet: Artist J. David Murphy](#)
Saturday, January 24 | 1:00 pm | L.E. Shore Memorial Library
 - [Exhibit Opening: The Colour Orange](#)
Saturday, January 31 | 2:00-4:00 pm | L.E. Shore Memorial Library
 - [Chasing the Stars: Light Pollution & What We Can Do](#)
Thursday, February 19 | 6:00-7:30 pm | L.E. Shore Memorial Library

H. Key Messages

The Key Messages were determined by the Board and approved for release.

I. Notice of Meeting Dates

The Board switched their planning meeting from February 19, 2026, to March 19, 2026. The next regular Board Meeting will be held on February 19, 2026, at 1:00 p.m. in the L.E. Shore Boardroom.

All meetings and relevant agenda materials will be posted on the [Meeting and Agenda](#) page of Governance.

J. Closed Session

None.

K. Adjourned

The Board adjourned at 4:22 p.m.

Julia Scott, Chair

Jennifer Murley, Board Secretary



Committee Minutes

The Blue Mountains Public Library Board Meeting

Strategic Planning Steering Committee

Meeting Date: Thursday, January 15, 2026
Meeting Time: 12:30 p.m.
Location: Boardroom, L.E. Shore Memorial Library
Prepared by: Jennifer Murley, CEO

Present: Joanne de Visser, (Committee Chair), Kristina Wichman, Carol Sackville-Duyvelshoff, Jennifer Murley (CEO)

Committee Mandate:

Reporting to the Board, the Strategic Planning Steering Committee will oversee the planning process, establish timelines and milestones, and present the draft updated Plan to the Board for final approval.

A. Call to Order

The Chair called the meeting to order at 12:34 p.m.

A.1 Agenda Review

The agenda was approved with no amendments.

A.2 Previous Meeting Minutes

The Committee approved the December 3, 2025, Strategic Planning Committee meeting minutes, which will be included on January 15, 2026, Board package for information.

B. New and Unfinished Business

B.1. Report Review & Approval: GOV.26.01 Strategic Planning Committee Report-January

The Committee approved the release of the governance report, to be received as information by the Library Board.

C. Notice of Meeting Dates / Adjournment

The next meeting will take place on Monday, February 9 at 2:00 p.m. in the Boardroom at L.E. Shore. The Chair adjourned the meeting at 12:55 p.m.

Supporting Ontario's Public Libraries to Empower Local Communities

Ontario Library Association & Federation of Ontario Public Libraries 2026-27 Pre-Budget Submission

Public libraries are critical to communities across Ontario and essential to thriving local economies and economic growth.

- Public libraries are Ontario's farthest-reaching, most cost-effective public resource. They are engines of innovation, entrepreneurship, and local economic development in communities of all sizes.
- Millions of Ontarians rely on local public libraries in their communities: to work, to learn, to connect to community and government services, and to find or train for a job.
- Despite this, many individuals and families across the province are unable to access the local public library resources they need.
- In urban centres, rural and northern communities alike, public library budgets are overstretched – and the situation is getting worse, especially in the face of increasing mental health and addiction challenges across the province.
- The combined impact of inflation on public library and municipal budgets, as well as these growing social and economic challenges in communities, continue to create significant challenges for Ontario's public libraries.

Building on Ontario's Investment in Public Libraries

The Ontario Government, working with Ontario's public library sector, has taken important steps to support public libraries.

- \$1.25 million in enhanced, ongoing provincial funding to support the operations and staffing of First Nations Public Libraries on reserve.
- More than \$4.3 million invested through the Internet Connectivity Grant to provide free, reliable internet at public libraries in small, rural, and First Nation communities, with an additional \$78,000 in 2025 to fully reimburse **all** First Nation Public Libraries for public internet access costs.
- \$4.8 million investment to install or upgrade high-speed broadband internet at over 100 public libraries across Ontario.

Priorities Overview

- Working with all levels of government, develop a **province-wide strategy** to address the growing crises of **mental health challenges, addiction, and homelessness** to **alleviate its impacts** on public libraries.
- Provide critical e-learning support and fair access to modern, digital resources for all Ontario public libraries through **the creation of an Ontario Digital Public Library**, leveraging the province's significant purchasing power to give all Ontarians access to a universal set of high- quality e-learning & online resources through their local public library.
- **Increase provincial operating funding for Ontario's public libraries** to address critical shared priorities and community needs.
- Building upon the enhanced funding committed in the 2024 Ontario Budget, **develop a sustainable funding model for public libraries on reserve** to ensure that these important local hubs are fully funded and viable.

Recommended Priorities

Working with all levels of government, develop a province-wide strategy to address the growing crises of mental health challenges, addiction, and homelessness to alleviate its impacts on public libraries.

- All Ontario communities are experiencing the impacts of Canada’s mental health, addiction and housing crisis first-hand.
- Every day, libraries open their doors to everyone—families, newcomers, students, job seekers, and increasingly, people with nowhere else to go.
- While public libraries have worked hard to build partnerships and connect community members in crisis to supports, public libraries are at the limit of what they can do on their own.
- Public libraries are not frontline crisis centers, yet they are being forced to take on parts of that role due to gaps in the available supports.
- If housing, mental health, and addiction systems fall short, library workers see the impact. Librarians aren’t social workers, but they’re showing care and compassion where the system has left a gap.
- Public libraries have had to redirect limited budgets away from their core mandates to provide frontline crisis training for staff, increase security measures, stretching public library budgets to the limit.
- A province-wide strategy is needed to address the intersection of public safety, mental health, and its impact on community infrastructure, with coordinated investments across all levels of government and funding for municipalities to build real crisis response capacity in the community.

Recommended Priority:

- Working with all levels of government, strengthen housing, health, and community supports so people can get help before they end up at the library’s front desk.
- *Projected cost:* N/A; projected funding requirements would be based on the identified solution developed by the provincial government in consultation with municipalities and other stakeholders.

Provide critical e-learning support and equitable access to modern, digital resources for all Ontario public libraries through the creation of an Ontario Digital Public Library, leveraging the province’s significant purchasing power to give all Ontarians access to a universal set of high-quality e-learning & online resources through their local public library.

- Ontario’s public libraries are essential to equitable, reliable access to broadband internet and computers. They are especially vital for many First Nation, rural and northern communities where at home connectivity is limited, and for hundreds of thousands of Ontarians that cannot afford in-home internet services.
- The Ontario Government has already recognized the crucial importance of public libraries to broadband connectivity and equity of access:
 - in *Building a Digital Ontario*, making a \$4.8 million investment to install or upgrade broadband connectivity at more than 100 public libraries across the province; and
 - in October 2025, the Ontario Government invested an additional \$78,000 to the *Internet Connectivity Grant* enabling up to 155 eligible public libraries that serve communities of 20,000 or less to be fully reimbursed for the costs of providing publicly accessible internet access.

- Building on that critical foundation, it is the right time to take the next step to empower Ontarians with the online resources they need to succeed – no matter where they live in Ontario.
- In particular, people rely on local public libraries for access to digital and online resources, which contribute to student success and life-long learning, as well as towards entrepreneurship and job readiness. These include:
 - in-depth job and career skills training;
 - language learning;
 - live tutoring and homework help;
 - health information; and
 - resources to support vulnerable residents, such as seniors and adults living with developmental disabilities.

A proposed Ontario Digital Public Library would provide a core suite of highly impactful digital resources accessible by every Ontarian through their local public library. While the specific resource set will depend on the outcome of competitive negotiations with vendors, potential resources could include:

- **Live Tutoring;** resources are available that provide a powerful suite of live tutoring, skills development and test preparation tools for learners of all ages, with a focus on K-12.
- **Job Skill Development and Training;** some libraries already subscribe to databases that include an ever-expanding catalogue of virtual courses and learning modules for career, creative, digital skills development and certifications.
- **Language Learning;** these apps have become increasingly popular, providing highly personalized and comprehensive language learning capabilities for dozens of global languages.

- However, **these resources are expensive, especially when purchased on a individual, library-by-library basis** – and a diverse set of the highest impact resources is well beyond the means of an individual or family to afford. Many public libraries in Ontario, particularly in smaller and First Nation communities, struggle to pay for or are unable to afford these high-quality resources.
- People living in communities of less than 5,000 have access to less than a third of the online resources as those living in Toronto – despite accessing them twice as often per capita as people in large urban communities.

Recommended Priority:

- By following the well-established approach used in Alberta and Saskatchewan and leveraging volume purchasing through an annual provincial investment, as well as existing public library infrastructure, the Ontario Digital Public Library could provide a universal set of the highest-impact digital resources to every public library – and every Ontarian – **at an overall cost savings of up to 40%** when compared to library-by-library subscription.
- Addressing this digital divide – through both broadband connectivity and the high-impact resources to match – is how public libraries are at the forefront of fulfilling Ontario’s vision of an economy where every individual and community can contribute and compete.
- *Projected cost:* \$10 million - \$20 million / annually.

Critical Digital Resources are Out-of-Reach for Many Ontarians and Public Libraries

- According to the 2024 Annual Survey of Public Libraries, only 138 of our 363 library systems are able to afford subscriptions to five (5) or more databases.
- Meanwhile, 71 public libraries reported having zero (0) database subscriptions; majority of which are public libraries on reserve.

How Would an Ontario Digital Public Library Work?

- Based on an annual provincial investment, Ontario's public library sector would work closely with the Ministry of Tourism, Culture and Gaming and agency partners to determine the appropriate mix of resources to deliver the greatest impact across the province.
- The designated delivery partner – such as the Ontario Library Service or another identified entity – would negotiate to secure province-wide access to a universal set of resources.
- Access to these resources will ideally be connected directly through local public library websites, providing a seamless experience for local users.
- Ontarians will be able to access the complete resource set either in-person at their local library, from home, or through their personal devices wherever they are.
- For those public libraries without an online presence, the Ontario Digital Public Library will maintain a direct online portal to provide access.

Increase provincial funding for Ontario's public libraries to address critical shared priorities and community needs.

- Public libraries in Ontario have received no increase in provincial funding support (Provincial Libraries Operating Grant, or PLOG) in over 25 years, during which time the value of the province's investment in public libraries has decreased by over 60%.
- Although over 90% of public library funding is provided by the local municipal government, provincial operating funding provides critical stability to public library budgets.
- Libraries have adapted and maximized the impact of every dollar despite inflation, substantial changes in technology, and the increasing importance of libraries as a vital community hub and public resource.
- Across Ontario – in communities of all sizes – these **budget pressures are reaching a tipping point**.
- Public libraries are the focal point of municipalities across Ontario; critical to social cohesion and community building. As a result, they find themselves on the front lines of many of the most critical challenges facing our communities, including homelessness, mental health and addictions, newcomer integration, re-skilling in a changing economy, and overcoming the digital divide.

Recommended Priority:

- Ontario's public libraries are proposing a targeted investment in additional operating funding for public libraries **to specifically address critical areas of shared community and provincial priority**, including:
 - Supporting economic recovery through job training and skills development;
 - Providing services and resources to assist with high-needs members of the community such as seniors, newcomers, working families and all vulnerable members;
 - Supporting early literacy and K-12 success;
 - Addressing the community impacts of mental health and addictions.
- This investment, which would be in addition to and separate from existing provincial operating funding under the PLOG, would be shared across hundreds of Ontario libraries to provide predictable, flexible funding for local public libraries to respond to these critical areas of focus based on the needs of the people and the local communities they serve.
- This funding could be utilized to support ongoing operations, programming, resources, or front-line staffing specifically targeted to the four identified priority areas based on community need.

- The proposed level of investment corresponds to a restoration of the present value of the Ontario Government's support for Ontario's public libraries, addressing the impact of inflation, rising costs and other pressures over more than two decades.
- In conjunction with this investment, the Ontario Government and Ontario's public libraries would work alongside municipalities to ensure that this critical investment builds upon and enhances existing municipal support for public library budgets.
- *Projected cost: \$25 million / annually.*

Building upon the enhanced funding committed in the 2024 Ontario Budget, develop a sustainable funding model for public libraries on reserve to ensure that these important local hubs are fully funded and viable.

- Public libraries on reserve serve as an accessible gathering place and information sharing resource for First Nations communities. They are deeply important to maintaining a sense of community and to minimizing social isolation, many of which are remote or face systemic social and economic challenges.
- Furthermore, public libraries on reserve perform a unique role in the preservation of their communities' memory, archiving photos and historical information, and in revitalizing First Nations languages through cultural resources, language learning programming, storytelling events, and craft groups.
- Public libraries on reserve are chronically under-funded. The municipal tax revenue used to support most public libraries does not exist for public libraries in First Nation communities.
- There is little to no funding available for collections, programming and technology resources. Librarians rely on one-time grants or donations to develop their collections, and many librarians contribute personally to purchase programming supplies and food.
- Many public libraries on reserve operate with only one staff person who is expected to perform many functions. Public libraries on reserve need additional funding to provide staff with a living wage and to increase staffing levels so that they can meet their communities' needs for library programs and services.
- Of the 133 First Nations communities in Ontario, only 37 have public libraries. The number has steadily dropped in recent years and the pandemic has only made this situation worse, with four public libraries on reserve closing their doors due to inadequate funding over the past 20 months.
- In recognition of the significant financial barriers faced by First Nations Public Libraries on reserve, **the Ontario Government made a multi-million-dollar enhancement through the 2024 Ontario Budget** to both the First Nation Salary Supplement and Public Library Operating Grant funding. This investment amounted to \$1.25 million in additional, ongoing annual funding.
- This critical investment is a vital first step to restoring stability to First Nations Public Libraries on-reserve.
- There is more important work to be done. Together with the Ministry of Tourism, Culture and Gaming and First Nations Public Library leaders, this recent investment provides an opportunity to work together on a sustainable funding and operating model to preserve the long-term viability of these important local hubs.

Recommended Priority:

- Work alongside First Nations Public Library leaders towards the design and implementation of a sustainable funding model for public libraries on reserve to ensure that these important local hubs are fully-funded and viable.
- *Projected cost: N/A; projected funding requirements would be based on the identified model and requirements.*

Ontario Library Association / Federation of Ontario Public Libraries

The Ontario Library Association (OLA) is the oldest continually-operating non-profit library association in Canada, with over 3,500 members comprised of library staff and supporters from public, school, academic, and special libraries.

The Federation of Ontario Public Libraries (FOPL) represents 237 public library systems in Ontario, including 37 Public Libraries on Reserves.

Together, OLA & FOPL are committed to ensuring that libraries can continue to play a critical role in the social, education, cultural and economic success of our communities and schools.

The Impact of Canadian Public Libraries*

* Summary report based on the national study investigating the Impact of Canadian Urban Libraries, led by the Canadian Urban Libraries Council/Conseil des Bibliothèques Urbaines du Canada (CULC/CBUC).



Canadian Urban Libraries Council
Conseil des Bibliothèques Urbaines du Canada

Initiated and funded by CULC libraries

The Canadian Urban Libraries Council/Conseil des Bibliothèques Urbaines du Canada (CULC/CBUC) is pleased to share the results of a national study of CULC/CBUC libraries to measure social impact across the nation.

This study was inspired by the pioneering work of Toronto Public Library's Social Impact Study completed in 2023. While public libraries tend to understand the social impact of library programs and services through conventional measures (foot traffic, circulation statistics, program participation) and anecdotally through emails, letters and conversations, this ground-breaking work is the first to measure social impact using data and metrics for an empirical assessment.

Working with Danish companies IS IT A BIRD and It depends, data was captured from a total of 53 CULC/CBUC libraries as a part of the national study. Twenty-six of these libraries actively participated in either an in-depth review with online surveys and individual interviews with library users and non-users, or provided data via online surveys, to provide a national baseline for measuring social impact.

By placing the individual experience at the heart of the inquiry, the rich results of this study map several key outcomes around four compass points: emotional impact, social impact, intellectual impact and creative impact.

Through these insights CULC/CBUC and its member libraries are poised to participate in local, provincial, national and global discussions around community wellbeing and global determiners of health.

On behalf of the CULC/CBUC Executive, we thank those who participated in the study. We deeply appreciate the dedication and insights contributed by library staff, patrons, and stakeholders, whose engagement has made this national initiative possible.

We look forward to sharing our findings and collaborating with partners and governments across Canada and beyond, to continue supporting the health and wellbeing in our communities. As we move forward, we remain committed to fostering inclusive, vibrant public spaces that enhance the lives of all Canadians and set new standards for measuring social impact in the library sector.



Sarah Meilleur
Chair CULC/CBUC
CEO of Calgary Public Library

Led by CULC and 26 individual library systems



“Everyone is equal in a library – regardless of your social status, regardless of your annual income, regardless of your social class, regardless of the class to which you think you belong or don’t belong, regardless of your ethnic origins, and regardless of your legal status in Canada.”

User, Ottawa Public Library

“[In the library], I meet people who help me build bonds and encourage me to try new things I wouldn’t dare try otherwise.”

User, Bibliothèques Montréal



Photo: Vaughan Public Libraries

Cross-national study turns anecdotal truths into solid evidence on the impact of urban Canadian libraries

“The library is such an important institution” is a familiar phrase, often used to underscore its value to society. Yet measuring the true impact of libraries on individuals, communities and society can be challenging.

We know that libraries across Canada support people with diverse challenges, lifestyles, beliefs, barriers, and needs. But what has been harder to demonstrate is exactly how libraries create impact and support people by enhancing well-being, helping people navigate major life changes, providing access to

collections that expand the horizon, supporting mental health and curiosity, and offering welcoming spaces to spend time with others, find comfort, or feel less alone.

Until now, there has been no empirical study measuring the impact of engaging with libraries at a national scale. This study fills that gap, initiated and funded by CULC in partnership with ten libraries, Edmonton Public Library, Halifax Public Libraries, Calgary Public Library, Bibliothèques Montréal, Ottawa Public Library, Vaughan Public Libraries,

Hamilton Public Library, Regina Public Library, Saskatoon Public Library, and Vancouver Public Library.

The results are clear and speak for themselves. Libraries deliver substantial social, emotional, intellectual, and creative impact.

They are recognized as vital institutions for children growing up, for ensuring unbiased access to information, and as some of the most valuable resources a city can offer its local community.

Even though libraries are, in many respects, more similar than they are different, each has its own identity, faces unique challenges and opportunities, and works with different partners.

This report gives libraries an opportunity to discuss their current impact profile, as well as the kinds of impact they would like to prioritize going forward.

This work aims to inspire and support all Canadian libraries, underscoring their role as important pillars of society.

Leveraging report results



Understanding core services usage

Chapter 2 outlines how service usage breaks down across the four service pillars and identifies the key drivers and most-used services.

The chapter provides a clear understanding of the weight and roles of the different library services, based on a thorough national dataset.



Understanding impact drivers across services

Chapter 3 outlines the impact profiles for each service, enabling a deeper and more nuanced understanding of where library users experience the most impact for each service.

A clear understanding of these drivers, can be used when discussing what needs to be true for a given library to deliver on different impact parameters, and what might challenge it, such as lack of resources, breadth and depth of the collection, accessibility barriers, wayfinding, and gaps in expertise.



Deep diving on different library user segments

Chapter 6 outlines the impact for five different segments of users: youth, parents, seniors, individuals identifying as First Nations, Inuit, or Métis, and newcomers to Canada. This breakdown provides deeper understanding of how each segment uses library services, how they experience impact, and how they stand apart.

This can inform strategic conversations and planning for how to meet each segment's needs to create impact across the full spectrum of library users.



Expanding impact and unlock untapped potential

This report is designed to spark conversations about how libraries can create greater impact and by what means. Should it be through programs, collections, spaces, staff, or a combination? Which organizations or stakeholders could be engaged, influenced, or collaborated with to achieve impact?

We hope the results can be used to identify new ways to unlock untapped potential.

Main takeaways from the report

1

Libraries matter to individuals, communities, and society

For individuals, the library supports personal growth by offering a safe space outside the home, access to unbiased information, and opportunities to explore and invest time in personal interests.

For the community, the library enables the opportunity to build new connections in an open, shared space.

At the societal level, libraries contribute to making society more equal, inclusive, and less biased.

2

Libraries deliver impact across four dimensions

Libraries exhibit demonstrated emotional, intellectual, creative, and social impact. The highest impact scores are seen in the Intellectual and Emotional dimensions, especially for Collections and Programs. The Social dimension generally scores lower, though Collections stand out as inspiring 'Empathy', and Programs stand out with high scores across all three parameters of the Social dimension, showing that Programs create community, relations, and empathy.

3

Collections is still a core library service

Despite many opportunities for Canadians to consume literature and content outside libraries, the Collections remain a core service offered by libraries. It is the most used service pillar, used by a total of 91% of library users.

Programs is the least used service, used by 35%, but has the highest impact score of all service pillars, illustrating that those who do use Programs experience them as very impactful across all four dimensions.

4

Broad support among non-users

Although not all Canadians engage with their local public library, a large majority of non-users find that the library plays an important role.

70% of non-users agree that a public library is one of the most valuable resources a city can offer its community.

And 83% of non-users agree that it is good for children to have a relationship with their public library while growing up.

The experience of impact differs across different user segments

1

Libraries deliver impact for five distinct user segments

Impact does not necessarily look the same across different groups of users. Factors such as cultural background, personal situation, and life stage influence which library services are most relevant and most impactful.

Across youth, parents, seniors, people who identify as First Nations, Inuit, or Métis, and newcomers to Canada, libraries deliver impact in different ways.

2

The library space is a common third, safe, and welcoming space

Young people, parents, people who identify as First Nations, Inuit, or Métis, and newcomers to Canada generally experience stronger impact from Spaces than the average library user.

Spaces stand out as a third, safe space providing opportunities for quality time with the kids, for working or studying away from home, and for having a calm place to step back from the busyness of the outside world.

3

Programs are highly popular for some segments

Programs are used much more by people who identify as First Nations, Inuit, and Métis, by newcomers to Canada, and by parents. About 50% in each of those three segments have used Programs within the last year, compared to 35% among all users.

Programs allow parents to bond with their children while the kids develop new skills. For newcomers, Programs help them overcome language barriers as well as navigate and adapt to their new surroundings.

4

Libraries deliver especially high impact for newcomers

Newcomers experience a particularly high impact of libraries, with an average score of 3.6, compared to 3.3 for the average library user. Particularly, the parameters 'Expression', 'Skills', and 'Perspective' score highly, reflecting how libraries act as a stepping stone for newcomers to connect with Canadian society and culture.

While newcomers use Collections a bit less than the average user, they use both Programs and Spaces much more than the average user.

Contents

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1

Measuring impact

We measure impact by asking the right questions

Placing the individual experience at the heart of the inquiry

Information such as the number of people using the library, how many books are borrowed, and the popularity of certain books only tells us so much. But what imprint does the library leave on local communities? How do users engage with library services, and to what purpose?

Going beyond conventional metrics, this study aims to understand how library services impact and influence the lives of the people engaging with them.

Inspired by The Cultural Value Project and building upon Toronto Public Library's social impact study

The CULC Impact Study builds on foundations laid by the comprehensive British research project *The Cultural Value Project*¹ as well as by the pioneering social impact study initiated by Toronto Public Library.²

1. Grossick G. & Kaszynska P. (2016): [Understanding the value of arts & culture](#). Arts and Humanities Research Council.

2. Toronto Public Library (2023): [Enabling Torontonians to grow and thrive](#).



Emotional Impact

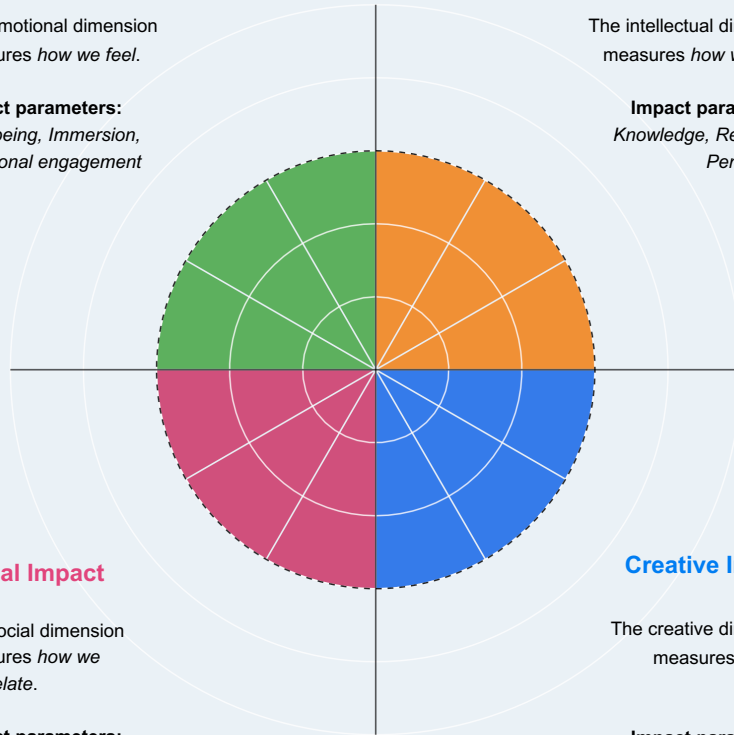
The emotional dimension measures *how we feel*.

Impact parameters:
Well-being, Immersion, Emotional engagement

Intellectual Impact

The intellectual dimension measures *how we think*.

Impact parameters:
Knowledge, Reflection, Perspective



Social Impact

The social dimension measures *how we interrelate*.

Impact parameters:
Relations, Empathy, Community

Creative Impact

The creative dimension measures *how we engage*.

Impact parameters:
Inspiration, Skills, Expression

MEASURING IMPACT

How to read the Impact Profiles

Impact is measured along **4 dimensions with 3 parameters each**, designed to capture different aspects of the library experience.

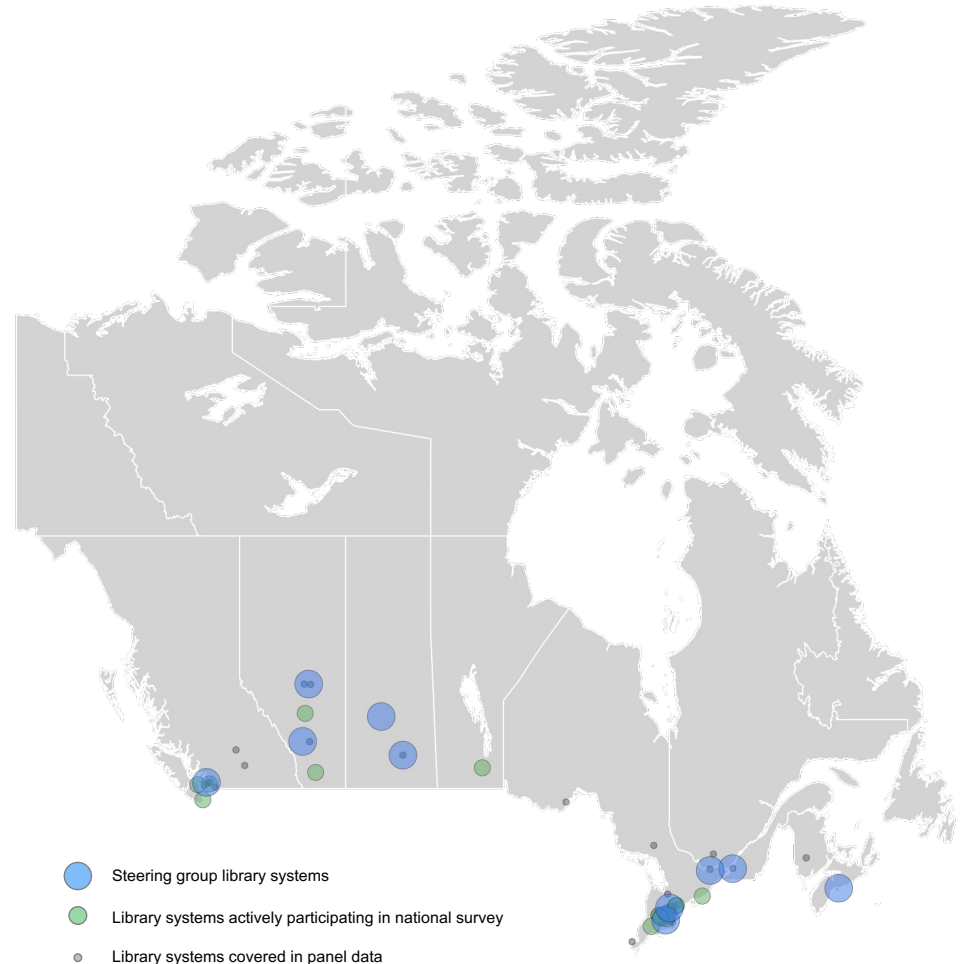
- Library users **score each parameter on a scale** from “*Not at all*” (1) to “*To a very large extent*” (5).
- The values reported in the **Impact Profile** of a given library service express the **average ratings** across all users of that particular service.
- Parameters measure **the presence or absence of positive impact**. A low score on a given parameter is not reflective of negative impact. Rather, it indicates that library users have generally not experienced a specific type of impact.
- Likewise, Impact Profiles are expected to **differ across library services**. The nature of some services may influence many parameters at once, while others exhibit distinct ‘peaks’ in a few key impact parameters only.
- A score of 1 indicates that all users respond “*Not at all*”, whereas a score of 5 indicates that all users report the maximum rating. In practice, these extremes are unlikely to occur. **Ratings usually vary between scores of 2-4.**

Key facts about the CULC National Impact Study

A nationwide quantitative survey makes up the foundation of the impact study. Fielded in the period May – July 2025, this survey was conducted among the general population as well as among library users.

The study is the largest of its kind, with data captured from a total of 53 CULC library systems across the country. The massive data collection gathered input from a total of 18,315 respondents from all over Canada, with 17,488 of these being either users of a CULC library (13,491) or non-users across the country (3,997).

10 library systems participated in the study steering group, directing the research, helping distribute the survey, and acting as sites for interviewee recruitment. 16 other library systems distributed the survey among their users. User responses from 27 additional CULC member libraries were collected in the national survey through the panel data collection.



 For more details on data collection and the CULC Impact Study dataset, please refer to *'Appendix: About the study'*.



Defining library users and non-users

Throughout this report, icons in the subheadings indicate whether the slide presents insights about 'users', 'non-users', or both.



Library users

Library users are known by many names across different parts of Canada. Common descriptors include: patrons, visitors, guests, borrowers, clients, and customers.

Likewise, there are several ways to define a 'user'. Criteria may include holding a library card, using library services frequently, or having interacted with a library recently.

In alignment with the definition from the Toronto Public Library social impact study, users in this study are those who have used one or more services offered by a CULC library within the past 12 months.

Throughout this report, survey respondents who report that they have used library services within the past year are referred to as 'users'.



Non-users

Based on the definition of users, non-users are then survey respondents who may or may not have used a CULC library's services at some point in the past – but not within the past year.

Throughout this report, these survey respondents are referred to as 'non-users'.



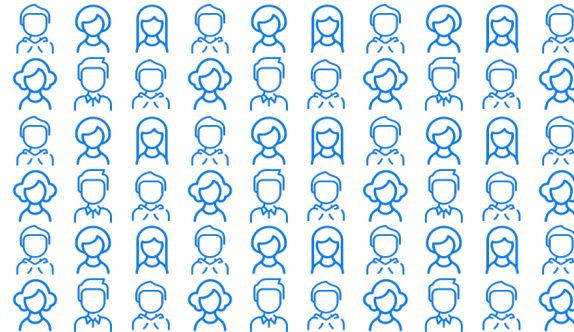
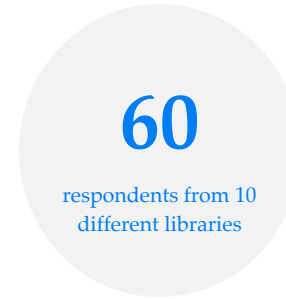
For more details on data collection and the CULC Impact Study dataset, please refer to *'Appendix: About the study'*.

We interviewed 60 Canadians about their experiences with and attitudes towards Canadian urban libraries

Based on the quantitative survey, we recruited and interviewed 60 users and non-users from 10 CULC library communities* across Canada to better understand their lived experiences with their library and its services as well as their attitudes towards libraries at large.

Survey respondents were chosen to ensure broad representation across different groups of Canadians. We have interviewed parents, seniors, non-users, respondents identifying as First Nations, Inuit, or Métis, youth, newcomers to Canada, respondents identifying as vulnerable or living with a disability, as well as both French- and English-speaking Canadians.

It is worth noting that many survey respondents fit into more than one of the groups mentioned above. For example, one can be both newcomer and parent, or a French-speaking youth.



*Calgary Public Library, Edmonton Public Library, Halifax Public Libraries, Hamilton Public Library, Bibliothèques Montréal, Ottawa Public Library, Regina Public Library, Saskatoon Public Library, Vancouver Public Library, and Vaughan Public Libraries.

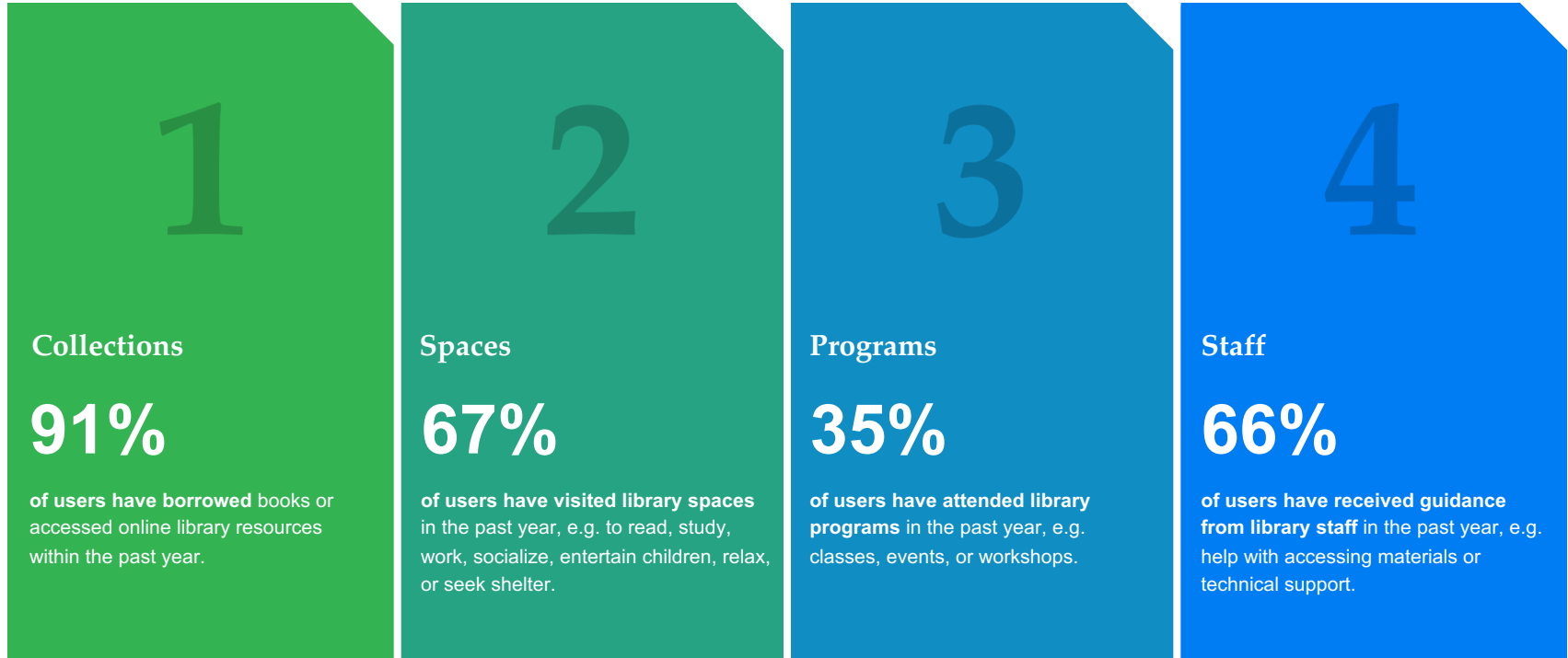


Photo: Regina Public Library

2

Use of library services

User engagement with library services in the past year



n: 13,491

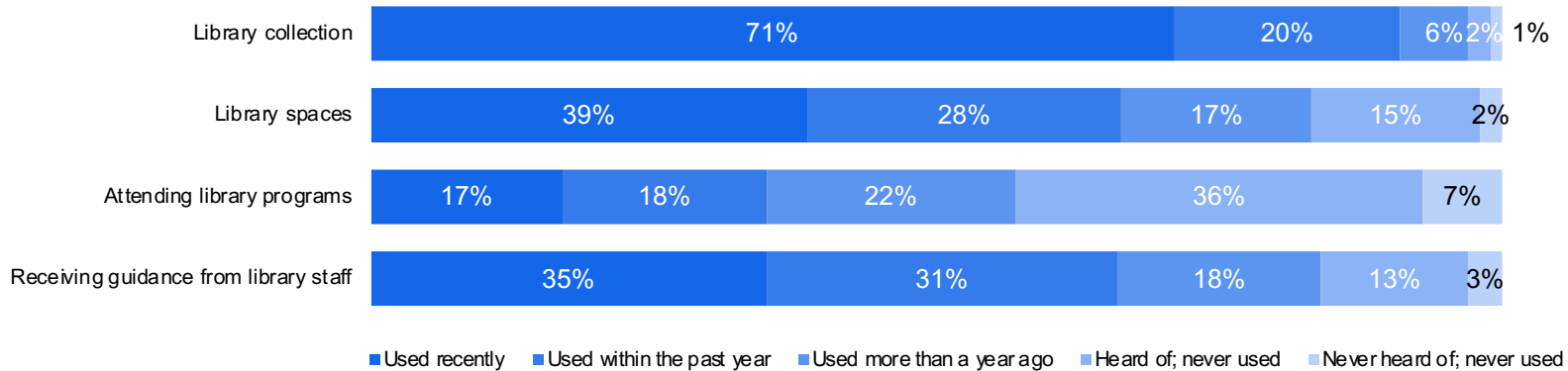
User engagement patterns

Users who have engaged with at least one of the four services within the past year have a good idea of the range of services on offer. However, this does not mean that all services are used equally often. The library collection is the most popular service, with more than 9 out of 10 users having borrowed books or accessed online services in the past year. This is followed by making use of library spaces and seeking staff guidance; both of which have been used by around 2 out of 3 library users in the past year. Library programs and events are used less frequently; they have been attended by a third of users in the past year.

Usage of library services

How have you used your library's services either online or in-person?

For each library service, please select the category that best describes your use of that service.



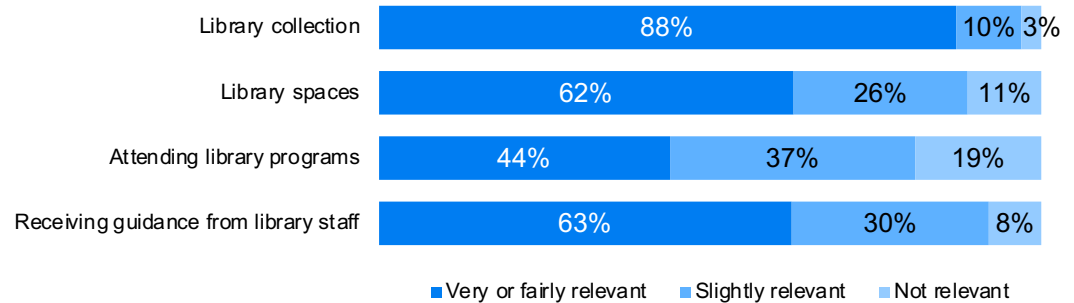
n: 13,491

Users would like even more opportunities to engage with their library

- Among library users, the perceived relevance of library services quite closely reflects their actual use of each service.
- Programs are used less frequently than other services, with 35% of users having attended them within the past year. However, 44% of users find library programs very or fairly relevant.
- Improvement suggestions from users generally involve request for more ways to engage with their local library such as expanding the collection, extending opening hours, or offering a wider variety of programs or events.

User perceptions of library services

How do you feel about the following services offered by your library?



n: 13,491

42%
of users
would like to see their local library expand their collection physically or digitally.

31%
of users
would like their local library to extend their opening hours.

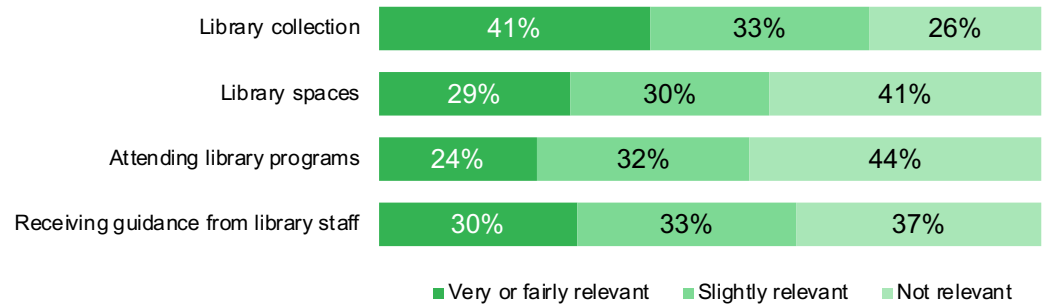
26%
of users
would like their local library to offer a wider variety of programs or events.

Non-use of library services does not stem from a dislike of libraries

- Although non-users are not currently engaging with a library, they do show interest in doing so in the future. 4 out of 10 non-users find that their library’s collection could be very or fairly relevant to them in the future.
- Non-users do not generally feel in doubt about how their library could potentially support them. Only 7% report finding it unclear what their library has to offer. Most are simply too busy with other things or have no urgent need for library services in their daily life. 42% of non-users list this lack of need as a reason for not engaging with their library.
- Similarly, half of non-users are unable to recommend changes that their library could implement to improve. Once again, this highlights how library non-use is driven by one’s current personal situation more than dissatisfaction with services offered.

Non-user perceptions of library services

Could you imagine the following services offered by your library being relevant to you in the future?



n: 3,997

42%
of non-users do not feel that they need library services, listing this as a reason for non-use.

50%
of non-users are unable to suggest any ways that their local library could improve.

7%
of non-users find it unclear what services their library has to offer.

3

National Impact Profiles

Overall impact

Profile Average: 3.3

CULC libraries are delivering both emotional, intellectual, creative, and social impact.

Across all four library services and all four impact dimensions, CULC libraries have an average impact score of 3.3, summarising a well-rounded impact profile.

The overall impact profile is based on 13,491 CULC library users across Canada who have used either Collections, Spaces, Programs, or Staff within the past year.

Averaged across library services, all impact parameters have a score of at least 3.1. The profile however peaks on the 'Knowledge' (3.7) and 'Well-being' (3.6) parameters which both have higher scores than the profile average.

Emotional Impact

Intellectual Impact



Social Impact

Creative Impact

 Profile Average

“ The public library has empowered me to a very large extent. I recently had a 7-month period of unemployment and decided that I would return to literature ...the tremendous catalogue was so empowering to both my Buddhist studies and my skill acquisition”

User, Vancouver Public Library

Collections

Profile Average: 3.5

The Impact Profile of **Collections** is based on 12,725 users who have borrowed books or accessed online resources from a CULC library within the past year.

With a profile average of 3.5, this service scores at the higher end of the expected range.

Users generally experience the greatest impact along the Emotional and Intellectual dimensions, with the 'Knowledge' parameter scoring highest at 3.9. This is closely followed by the 'Well-being' parameter with a score of 3.8.

Within the Social dimension, there is a distinct peak in the 'Empathy' parameter. This aligns with findings from the interviews that library collections foster empathy towards others by providing perspective on different ways of life.

Emotional Impact

Intellectual Impact



Social Impact

Creative Impact

 Profile Average

“Reading is like a way of learning about the world. Reading from different perspectives might change the way you think or how you view something.”

User, Halifax Public Libraries

“The library is a way to get more technical literature to help me with what I'm working on.”

User, Bibliothèques Montréal

Spaces

Profile Average: 3.3

The Impact Profile of **Spaces** is based on 8,847 users who have used library spaces in the past year.

With a profile average of 3.3, this service scores at the higher end of the expected range.

Users generally experience slightly more impact along the Emotional and Intellectual dimensions, with the 'Well-being' and 'Knowledge' parameters scoring highest at 3.6 and 3.5.

The profile of Spaces closely resembles that of Collections across most impact dimensions, albeit with slightly lower scores. However, unlike the profile of Collections, Spaces score higher on the parameter of 'Community'.

Emotional Impact

Intellectual Impact



Social Impact

Creative Impact



Photo: Andrew Conrad, Halifax Public Libraries

“It’s a place where I feel comfortable, that I trust, and that offers so many different resources – including human resources.”

User, Edmonton Public Library

“Sometimes, I go to the library if I need to get my focus work done. As a freelancer, I spend a lot of time at home, so it’s really nice to come to the library where there’s a nice set-up with a desk facing the window. I can drink my coffee and do focus work.”

User, Regina Public Library

“We are living in a society where capital runs everything. So, there’s almost nowhere you can go where you don’t have to spend money to be there. The library is a space where you can just go and be. I think that speaks to it being more important than ever; the public library really is one of the last free public spaces.”

User, Hamilton Public Library

Programs

Profile Average: 3.6

The Impact Profile of **Programs** is based on 4,575 users who have attended library programs within the past year.

With a profile average of 3.6, this service scores higher than the other three service pillars, and at the higher end of the expected range.

Programs are attended by fewer people than the other library services. However, those who do participate generally experience strong all-round impact, with all parameters scoring at least 3.5.

The Social dimension of Programs stands out compared to other services, suggesting that meeting new people and engaging in conversations are some of the unique impact drivers of Programs.

Emotional Impact

Intellectual Impact



Social Impact

Creative Impact

 Profile Average

“For me, programs are the most important service because we have a lot of fun. If there is a good program, my son and I go to the library an hour or two every week. He has so much fun and learns a lot. It is very helpful. I do things with him at the programs, so it also helps us bond, and I see how excited he is to complete something.”

Parent and User, Edmonton Public Library

“The library has a program called 1000 Books Before Kindergarten. Every time you reach the milestone of 100 new books, you get a sticker, and at 500, you get a bucket.”

Parent and User, Vaughan Public Libraries

Staff

Profile Average: 3.1

The Impact Profile of **Staff** is based on 9,207 library users across CULC libraries who have received guidance from library staff within the past year. With a profile average of 3.1, this service scores around the middle of the expected range.

Also in this dimension, users generally experience slightly more impact.

The profile average score of Staff (3.1) is lower than that of the other library services. However, the peaks within the Emotional and Intellectual dimensions, with 'Knowledge' and 'Well-being' scoring highest at 3.5 and 3.3, indicate that the core support offered to users is as sources of knowledge, information, well-being, and comfort, with staff playing a more functional and comforting role, opening the world of the library to users in a safe and welcoming way.

Emotional Impact

Intellectual Impact



“There is an immense added value of having competent, qualified, friendly staff who can help us with technology. Especially as we now rely so heavily on technology. At one point, I had problems with my online account, and it was the staff who was able to help me.”

User, Ottawa Public Library

“Once, I lost my phone at the library, and the staff helped me go and look for it around the library. When we didn’t find it, the staff was so kind to lend me a phone to use in case they found my phone and needed to call me. That goes to show how helpful and attentive they are. They have really helped me a lot.”

User, Halifax Public Libraries

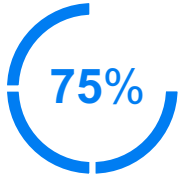
4

Impact of digital and technological services

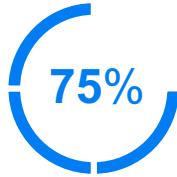
Perceived impact of digital and technological services for local communities

Public libraries offer various digital and technological services.

To what extent do you believe that these services have a positive impact for people in your community?



Online resources



Equipment and Wi-Fi



Technical support



Training classes

"I believe libraries play a crucial role in supporting members of our local community who feel vulnerable, and I relate from personal experience. It's easy for people to go there, decompress, and find what they need; whether that's reading the newspaper, using the Wi-Fi, borrowing a book, or simply taking time for themselves."

User, Saskatoon Public Library

"During our first six months in Canada, it would have been very hard to complete many tasks without the library. We needed it for our paperwork, signing up for services, and printing. I didn't know where else to print or how much it would cost. The library was a safe place to get things done. And not having to pay much was important in the beginning."

Newcomer and User, Edmonton Public Library

Share of users reporting 'To a large extent' or 'To a very large extent'.

n: 13,491

5

Individual, community, and societal impact



Photo: Ottawa Public Library

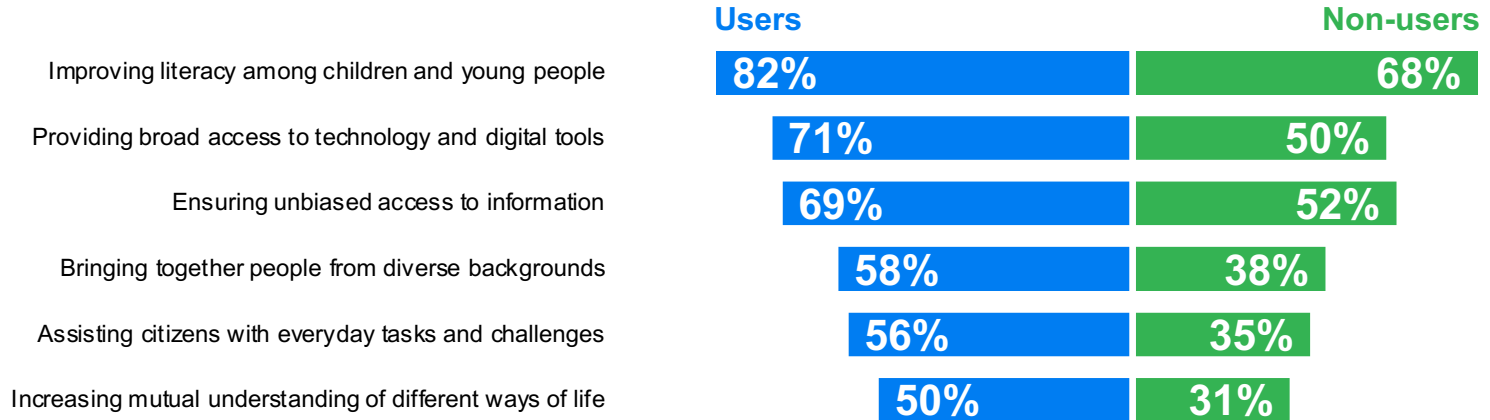
Canadians believe that libraries have significant impact

When presented with examples of how public libraries deliver impact, 98% of users believe that libraries have significant impact in at least one of the areas listed. Even among non-users, more than 4 out of 5 believe that this is the case.

For both groups, early literacy is the area where the perception of impact is most clear.

In which of the following areas do you believe that public libraries have significant positive impact?

Please select all that apply:



n: 13,491

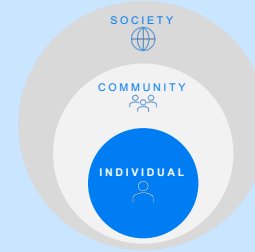
n: 3,997

Library impact for individuals

Libraries allow individuals open access to knowledge, and many find that they are particularly meaningful for children during their early years.

Interview insights indicate four key dimensions of impact for individuals:

- **Individuals experience personal growth** by building new skills, expanding horizons, and obtaining new knowledge.
- **Individuals find a safe place outside of home** to spend time, catch a break, or even introduce children to personal values.
- **Individuals have access to free, trusted, and unbiased resources and help** which they might not have at home.
- **Individuals stay connected to personal interests.**



92%

users

Agree that it is good for children to have a relationship with their public library while growing up.

"It gave me a new perspective. This library has provided wings for my children to be able to fly, dream big, and just go and immerse themselves in different things and learn new things."

Parent and User, Regina Public Library

83%

non-users

86%

users

Agree that a public library allows them to discover a much broader range of knowledge than they would be able to on their own.

"I play piano, so I borrow sheet music from the library. Having an accessible source of information for both entertainment and building personal skills is really valuable, and because it is free, it helps remove barriers."

Youth and User, Hamilton Public Library

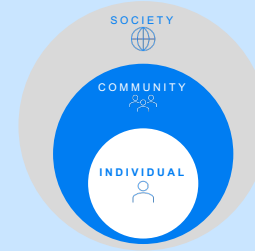
user n: 13,491
non-user n: 3,997

Library impact for local communities

Many agree that libraries are one of the most valuable resources a city can provide for its community. One way this is felt is by libraries' support of locals who feel vulnerable.

Interview insights indicate two core areas of impact for local communities:

- **New social communities form while existing ones are strengthened** by individuals meeting peers and strangers alike, bridging groups and individuals, and fostering broad social connections.
- **Libraries are open for everyone** and offer a common place to go.



90%

users

Agree that a public library is one of the most valuable resources a city can offer its community.

My fiancé and I talked about what would happen if the library closed last week. The city would feel like a cartoon or something. Something would just be kind of off. It would feel a massive loss for the community. It would be like taking all the parks out of the city.

User, Saskatoon Public Library

70%

non-users

82%

users

Agree that public libraries play a crucial role in supporting members of their local community who feel vulnerable.

"[Staff] help people who are vulnerable and make them feel safe and able. Libraries become a place where vulnerable people can feel safer because their particularities are taken into account."

User, Bibliothèques Montréal

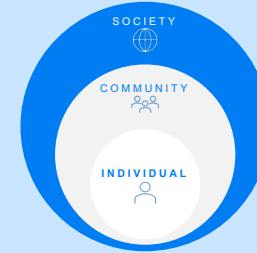
user n: 13,491
non-user n: 3,997

Library impact for the Canadian society at large

At the societal level, libraries contribute to equalizing opportunities among people from different backgrounds. In the grand scheme of things, many citizens even consider libraries to be more important than ever before.

Interview insights indicate three main types of impact for the Canadian society at large:

- **Society is more equal** as everyone is ensured access to resources, knowledge, and digital aspects of modern life.
- **Society seems and becomes less biased**, fostering social connections between different people with different backgrounds.
- **Society becomes more inclusive**; especially for newcomers as libraries offer a place to learn about the local community, seek assistance, and feel an equal part of something – integrating them into Canadian society.



88%
users

Agree that ensuring public access to libraries is more important now than ever before.

“If the library didn’t offer these programs, who would write those reference letters when they’re applying for work? Where would those people go? Who would help them? The impact of what the libraries are doing is so important to the entire community.”

User, Halifax Public Libraries

66%
non-users

85%
users

Agree that public libraries help level the playing field for people of different backgrounds.

“The library serves everybody – every race, creed, and job title. It’s an equal access space.”

Non-User, Vancouver Public Library

67%
non-users

user n: 13,491
non-user n: 3,997

6

Impact for library user segments



Photo: Calgary Public Library

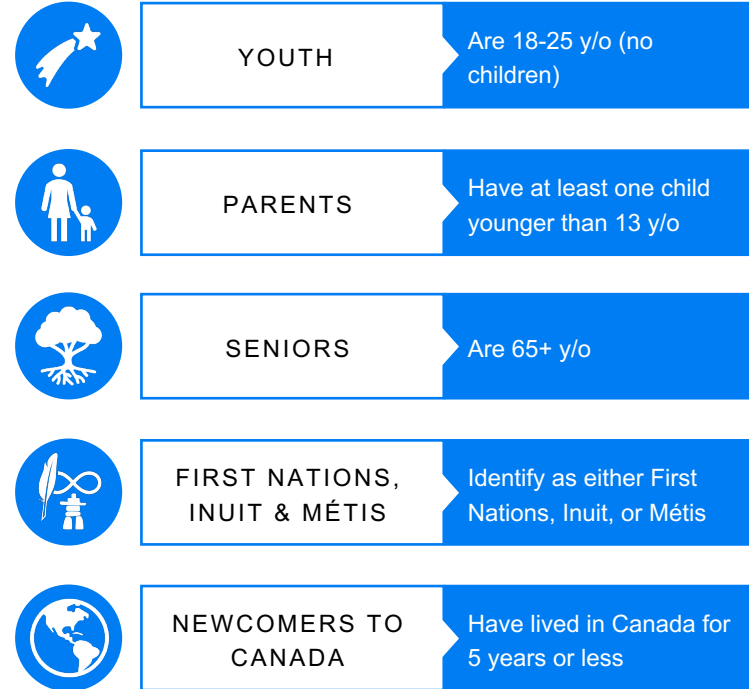
Impact for different segments of Canadian library users

To get a deeper understanding of what impact looks like and is made of for different users, this chapter presents results within five segments of library users: 1) youth, 2) parents of younger children, 3) seniors, 4) individuals identifying as First Nations, Inuit, or Métis, and 5) newcomers to Canada.

The insights for each group are presented across three pages:






1. The segment's usage of library services.
2. The Overall Impact Profile for the segment.
3. Qualitative insights expanding on how the library influences relevant impact parameters for the segment – such as *'Well-being'*, *'Immersion'*, *'Skills'*, and *'Community'*.

Each segment description also includes quotes that support the impact parameters, grounding them in real human stories and experiences.



The experience of impact differs across user segments

Impact does not necessarily look the same across different groups of users. Factors such as cultural background, personal situation, and life stage influence which library services are most relevant and most impactful. Below, we outline how five segments engage with libraries, followed by a presentation of how each segment experiences the impact of libraries through key impact parameters.

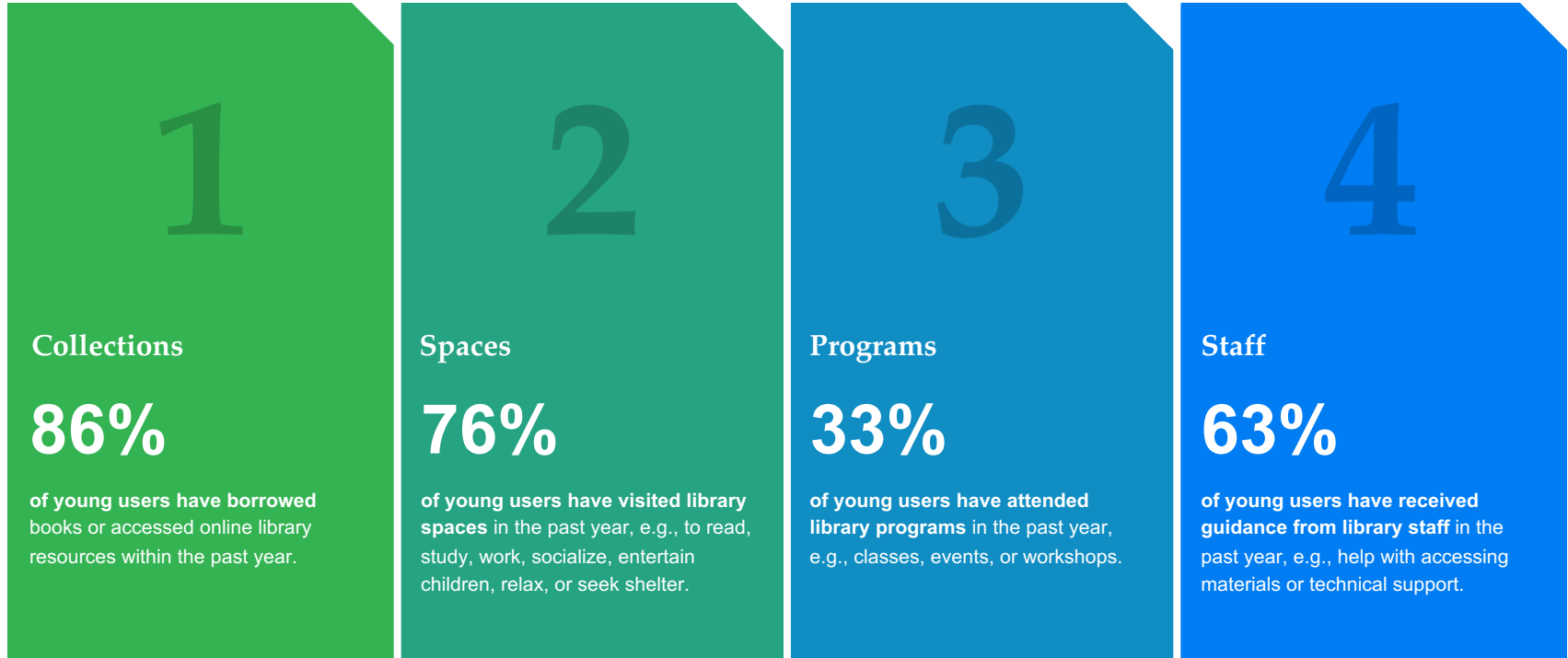
 YOUTH	 PARENTS	 SENIORS	 FIRST NATIONS, INUIT & MÉTIS	 NEWCOMERS TO CANADA
<ul style="list-style-type: none"> Users who are 18-25 y/o and have no children. Tend to use Spaces more than the average user. Overall profile average: 3.4. Highest scores in Knowledge (3.7) and Well-being (3.6). 	<ul style="list-style-type: none"> Users who are parents with children under 13 y/o. Tend to use all library services more than the average user – and Spaces and Programs much more. Overall profile average: 3.4. Highest scores are Well-being (3.7) and Emotional engagement (3.6). 	<ul style="list-style-type: none"> Users who are 65+. Tend to use Spaces and Programs less than the average user – indicating a more Collection focused use of libraries. Overall profile average: 3.1. Highest scores are Knowledge (3.6) and Well-being (3.4). 	<ul style="list-style-type: none"> Users who identify as either First Nations, Inuit, or Métis. Tend to use Spaces, Programs, and Staff more than the average user. Overall profile average: 3.5. Highest score seen in Well-being, Knowledge (3.7), Reflection and Perspective (3.6). 	<ul style="list-style-type: none"> Users who have lived in Canada for 5 years or less. Tend to use Spaces, Programs, and Staff more than the average user. Overall profile average: 3.6. Highest score seen in Well-being (3.8), Knowledge (3.8), and Perspective (3.6).
<p>KEY PARAMETERS</p> <ul style="list-style-type: none"> Immersion Skills Knowledge Well-being Expression Inspiration 	<p>KEY PARAMETERS</p> <ul style="list-style-type: none"> Relations Skills Well-being Community Knowledge 	<p>KEY PARAMETERS</p> <ul style="list-style-type: none"> Emotional engagement Skills Knowledge Reflection Empathy 	<p>KEY PARAMETERS</p> <ul style="list-style-type: none"> Well-being Knowledge Perspective 	<p>KEY PARAMETERS</p> <ul style="list-style-type: none"> Knowledge Skills Well-being Community



Pat Grant
READING ROOM



Youth's engagement with library services in the past year



n: 1,551

Emotional Impact

Intellectual Impact



IMPACT FOR THE YOUTH SEGMENT



Overall impact

Profile Average: 3.4

Among the **youth** segment of users, CULC libraries reach an average impact score of 3.4 across all library services and all impact dimensions.

This is based on 1,551 of these users who have used either Collections, Spaces, Programs, or Staff within the past year.

All impact parameters measured have a score of at least 3.2, averaged across library services.

Out of the five segments, the usage patterns and overall impact which is experienced among youth are the most similar to the national level.

Youth score close to the national averages across most parameters, with only a 0.1 difference in 'Inspiration', 'Skills', 'Expression', and 'Relations'. They use Collections somewhat less and Spaces somewhat more, reflecting how some young people use the library as a designated place to study.



Social Impact







Creative Impact

Profile Average

It depends × IS IT A 3IRD

Youth

Below, we have expanded on how youth experience impact on six of the compass parameters, identified through the human stories uncovered in the interviews.

-  **Immersion**
The library offers opportunities to immerse oneself in books, studies, and work in a quiet and peaceful space without having to buy anything to sit there.
-  **Knowledge**
The library removes barriers to knowledge and thereby builds curiosity and confidence, which is especially important when you are young with a low income.
-  **Expression**
The library empowers youth to act during new chapters of their life, shaping their personal narratives and inspiring new ways of expressing themselves.
-  **Skills**
Access to the library creates opportunities to build skills outside school through programs such as book clubs and writing classes.
-  **Well-being**
Simply using the library creates well-being in itself. It is a safe space that welcomes everyone, including those who feel less comfortable socializing. For many, it is a place where youth can feel like their true selves.
-  **Inspiration**
Free resources spark curiosity and make exploration possible. With no cost to enter, borrow, or try new tools, youth can sample books, media, and programs they might not otherwise access. This opens paths to new interests, learning, and creativity.



“As an international student living in a house bustling with many people, finding a quiet, peaceful space was often a challenge.”

Youth, Halifax Public Libraries

” The public library has empowered me to a very large extent. I recently had a 7-month period of unemployment and decided that I would return to literaturethe tremendous catalogue was so empowering to both my Buddhist studies and my skill acquisition”

Youth, Vancouver Public Library

“It makes it easy to pick up new skills and develop the ones you already have. A lot of people are held back by financial constraints or not having the space for it, and the library provides both.”

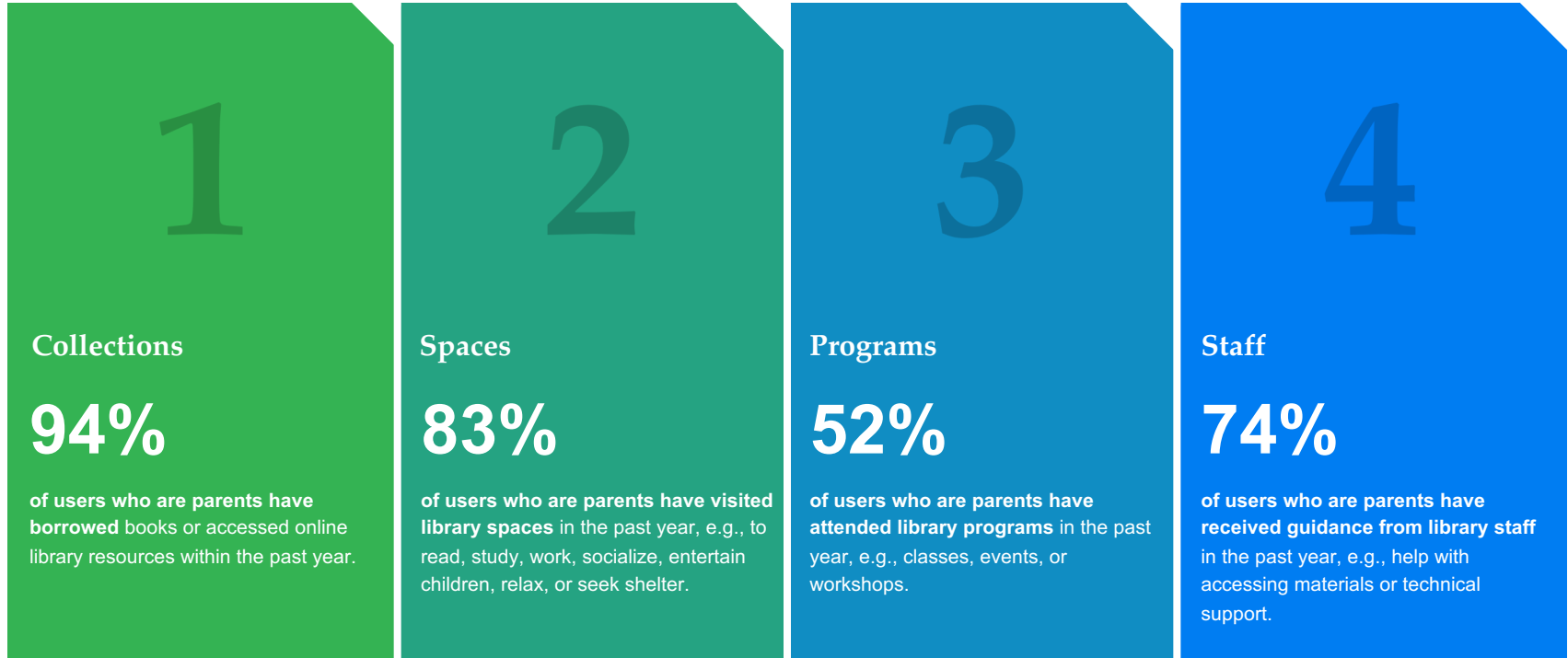
Youth, Calgary Public Library

“It almost feels like I’m getting a post-secondary education in personal development [from the library].”

Youth, Vancouver Public Library



Parents' engagement with library services in the past year



n: 2,572

Emotional Impact

Intellectual Impact



IMPACT FOR THE PARENTS SEGMENT



Overall impact

Profile Average: 3.4

Among the segment of users who are **parents**, CULC libraries reach an average impact score of 3.4 across all library services and all impact dimensions.

This is based on 2,572 parents who have used either Collections, Spaces, Programs, or Staff within the past year.

All impact parameters measured have a score of at least 3.2, averaged across library services.

Compared to the overall national level, the parents segment scores higher on most impact parameters – particularly on 'Community' and 'Relations'.

The context for this is that parents engage the most across different library services compared to other segments. They especially engage more with Programs than the other segments do.



Social Impact

Creative Impact

Profile Average

It depends × IS IT A 3IRD

Parents

Below, we have expanded on how parents experience impact on five of the compass parameters, identified through the human stories uncovered in the interviews.



Relations

For parents, going to the library helps strengthen family bonds, both between parents and between parents and their children. The library offers a welcoming space to pause, wander without a plan, find books to read at home, and reinforce values of sharing and reusing materials for others to enjoy.



Well-being

Time spent at the library contributes to parents' well-being because it is seen as quality time. Well-being also comes from watching their children enjoy the library's facilities and from taking a restorative break from a busy daily routine.



Knowledge

Access to a diverse collection enables parents to help their children expand their knowledge and discover new interests.



Skills

Supporting children as they develop new skills is a key impact of library use. Through programs and books, children can learn rhyme and rhythm, encounter new languages, and build the abilities needed to reach new levels in their reading.



Community

Parenting can be isolating, and socializing may be on pause for a period. The library creates opportunities to connect with other families by sharing a common third space.



"Mothers with postpartum depression wouldn't have a place to go and connect with other parents during the day [if libraries ceased to exist]. It would have kind of catastrophic health and life impacts for society."

Parent, Hamilton Public Library

"My kid started with reading unicorn diaries, but now she is moving on to travel and comic book fiction too. It really improves her vocabulary and communication skills."

Parent, Calgary Public Library

"It's nice for my partner and I to have a space to go with our son where we can practice the concept of sharing. It's like circular economy, where 'we have this book, and we have enjoyed it, but now we have to return this book for other kids to enjoy'."

Parent, Hamilton Public Library

"It's one of the reasons why we have not moved houses despite our rent going up. It's because our house is so close to the library."

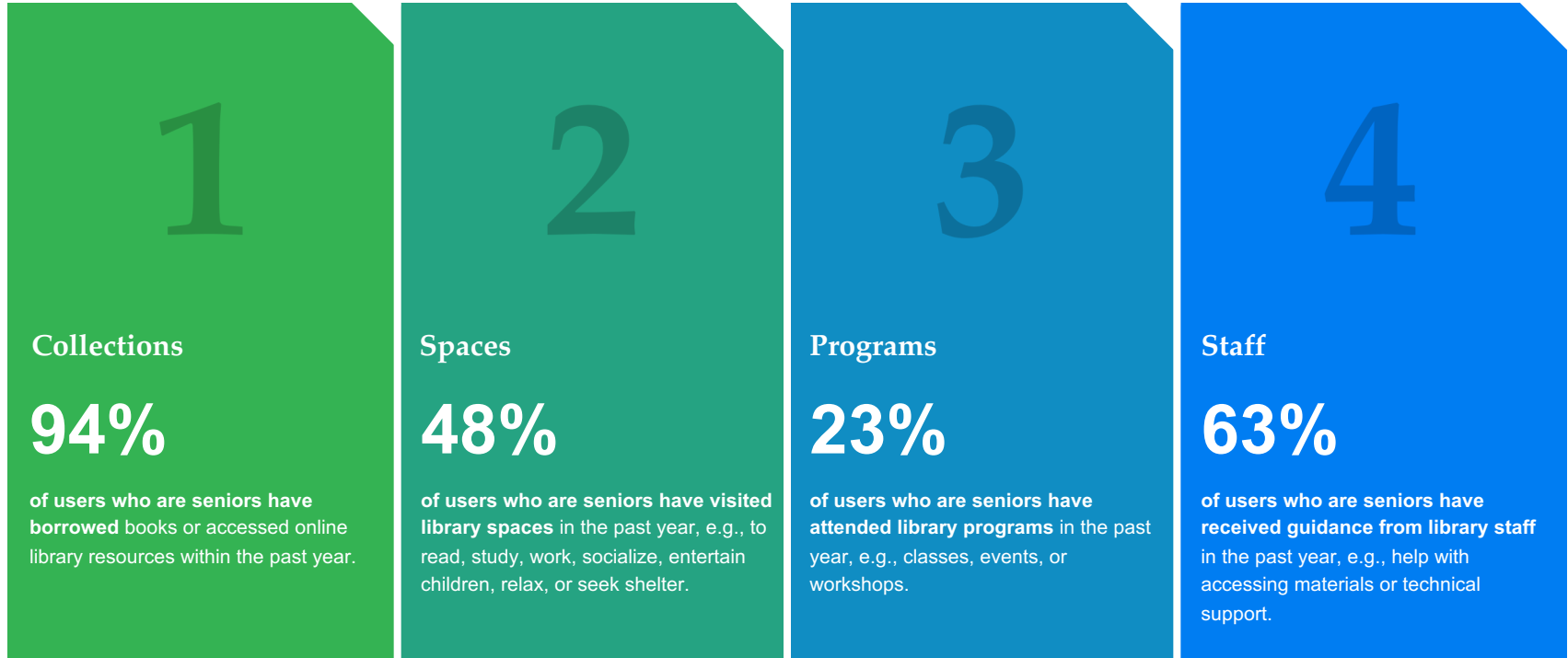
Parent, Calgary Public Library



Photo: Bibliothèques Montréal by Mélanie Dusseault



Seniors' engagement with library services in the past year



n: 3,196

Emotional Impact

Intellectual Impact



IMPACT FOR THE SENIORS SEGMENT



Overall impact

Profile Average: 3.1

Among the segment of users who are **seniors**, CULC libraries reach an average impact score of 3.1 across all library services and all impact dimensions.

This is based on 3,196 seniors who have used either Collections, Spaces, Programs, or Staff within the past year. A few impact parameter scores are below 3.0.

Compared to the overall national level, impact scores in the segment are generally lower.

Compared to other segments, seniors also score lower than other groups, especially along the Emotional, Social, and Creative dimensions – probably reflecting a more collection focused use of libraries, and a significantly lower engagement with Spaces and Programs than both the other segments and the overall national level.



Social Impact

Creative Impact

Profile Average

It depends × IS IT A 3IRD

Seniors

Below, we have expanded on how seniors experience impact on five of the compass parameters, identified through the human stories uncovered in the interviews.



Emotional engagement

For seniors, a key impact of using the library is the excitement and sense of pride that come from having a beautiful public space to explore and enjoy. Locals and visitors alike can spend time there, and some even showcase their library to guests.



Knowledge

Staying mentally active by using the collection is a major benefit for seniors. Those nearing retirement or already retired can feed their curiosity and pursue their passions through books, programs, and other resources.



Skills

The library supports skill-building through hobbies such as quilting, research, or learning to use new technologies. This makes life more enjoyable, rich, and full of learning.



Reflection

For many seniors, libraries are tied to personal history. Visiting the library prompts reflection on childhood, life experiences, and personal growth.



Empathy

Sharing the library with the broader community creates opportunities to meet people from all walks of life. This not only makes many seniors feel proud and included but also offers an opportunity to gain insights into the lives of others, and thereby also into themselves.



"Probably the most important thing the library does for me is mentally keeping me active."

Senior, Halifax Public Libraries

"I love to read, and when I was a child, we went to the library once a week, and, to me, going into a library is like going into a candy store."

Senior, Ottawa Public Library

"We have a beautiful library downtown in my city. In fact, I'm very proud of it because the library won an architectural award."

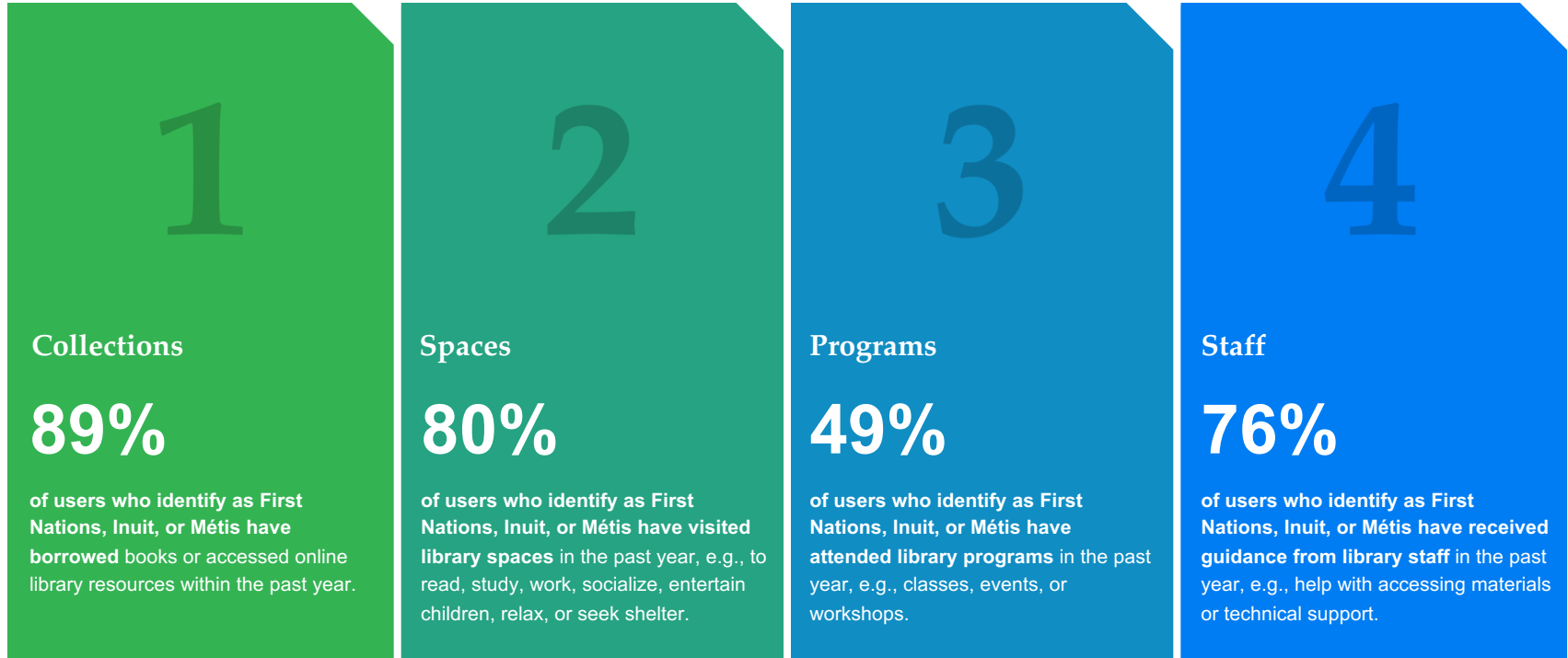
Senior, Halifax Public Libraries

"The library is accommodating. Because, like I said, anyone can go there. You know, you don't have to worry about whether you're poor or rich."

Senior, Vaughan Public Libraries



Engagement with library services in the past year by users who identify as First Nations, Inuit & Métis



n: 252

Emotional Impact

Intellectual Impact



IMPACT FOR THE FIRST NATIONS, INUIT
& MÉTIS SEGMENT



Overall impact

Profile Average: 3.5

Among the segment of users who identify as **First Nations, Inuit, or Métis**, CULC libraries reach an average impact score of 3.5 across all library services and all impact dimensions.

This is based on 252 of these users who have used either Collections, Spaces, Programs, or Staff within the past year.

All impact parameters measured have a score of at least 3.4, averaged across library services.

Compared to the overall national level, this segment scores higher on all parameters, particularly on 'Skills' and 'Expression'.

Programs is generally a driver of Social and Creative impact. Although First Nations, Inuit, and Métis users engage somewhat less with Programs than the parents segment, they reach high scores across these two dimensions, nonetheless.



Social Impact

Creative Impact

Profile Average

It depends × IS IT A 3IRD

First Nations, Inuit, and Métis

Below, we have expanded on how users who identify as First Nations, Inuit, or Métis experience impact on three of the compass parameters, identified through the human stories uncovered in the interviews.

Well-being

For First Nations, Inuit, and Métis users, a central impact of the library is an increased sense of well-being. This stems from feeling welcome and part of a larger community that offers comfort, both by sharing a common space and by providing a calm place to step back from the busyness of the outside world.

Knowledge

Access to collections and reliable information is another key impact of the library. Using in-library computers lowers barriers and makes it easier to explore topics of interest. This supports personal growth and confidence.

Perspective

For First Nations, Inuit, and Métis users who are not able to travel, the library offers a chance to enter new worlds, both physically and through stories. These experiences provide new perspectives that make life feel richer and full of opportunities for those who are curious to explore new worlds through books.



“Books open up a world. We travel. But if you can’t travel, you can read a book.”

First Nations, Inuit, or Métis, Calgary Public Library

“They helped me reach my goals and studies. I graduated from a course, and they help me with my work, not just for printing. If it wasn’t for [the staff], I wouldn’t have even gotten finished. To think of all the information that they provided me with for my schoolwork.”

First Nations, Inuit, or Métis, Edmonton Public Library

“Everything is streamed today, but if you do not have the money for that, you lose access to so much content. Having access to information is essential, especially with what is happening [...] in the United States, where books are being banned. The library is a strong force in keeping resources available for everyone.”

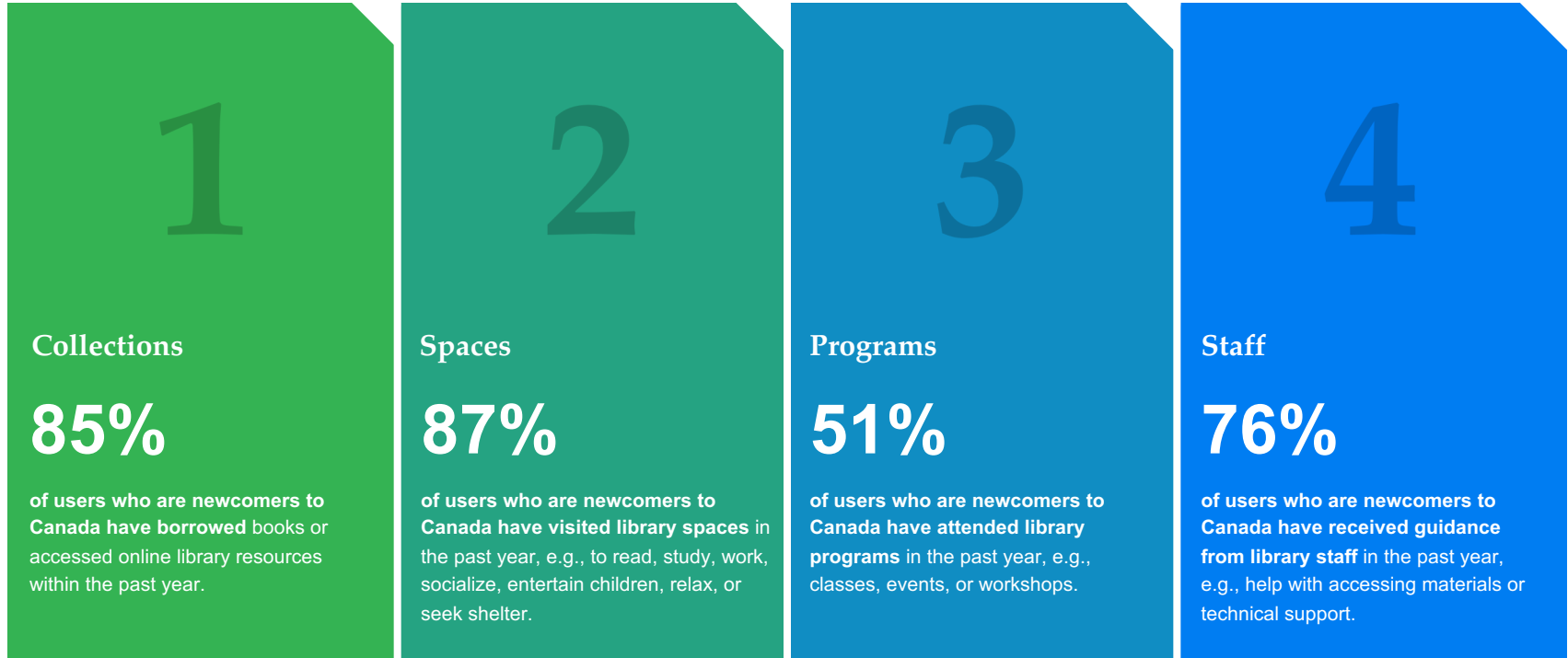
First Nations, Inuit, or Métis, Regina Public Library

“We don’t have third spaces anymore, everything is so commercialized. I think the library is like the only place you can go where you are not expected to spend money.”

First Nations, Inuit, or Métis, Vaughan Public Libraries



Newcomers to Canada's engagement with library services in the past year



n: 870

Emotional Impact

Intellectual Impact



IMPACT FOR THE NEWCOMERS SEGMENT



Overall impact

Profile Average: 3.6

Among the segment of users who are **newcomers**, CULC libraries reach an average impact score of 3.6 across all library services and all impact dimensions.

This is based on 870 of these users who have used either Collections, Spaces, Programs, or Staff within the past year.

All impact parameters measured have a score of at least 3.5, averaged across library services.

Newcomers have the highest profile average among the five segments, scoring also considerably higher than the national average.

Particularly, the parameters 'Expression', 'Skills', and 'Perspective' score higher among newcomers than at the overall national level, reflecting how libraries act as a stepping stone for newcomers to connect with Canadian society and culture.



Social Impact


Creative Impact


Profile Average


It depends × IS IT A 3RD


Newcomers

Below, we have expanded on how newcomers experience impact on four of the compass parameters, identified through the human stories uncovered in the interviews.

 **Knowledge**
For newcomers settling into life in Canada, the library plays a special role in providing knowledge. It offers guidance on how to obtain essential documents, delivers programs about life in Canada, and helps newcomers navigate and adapt to their new surroundings.

 **Well-being**
While the library opens a new world, it also nurtures newcomers' connections to their origins. A diverse collection allows them to read familiar authors in their preferred languages, and multilingual programs provide refuge, comfort, and a sense of well-being.

 **Skills**
Using library services builds confidence for what lies ahead. Through language learning and professional skill building, the library helps newcomers pursue and achieve their career and personal goals.

 **Community**
The library is a safe, supportive place for newcomers. Staff are observant and willing to help, and there is a strong sense of community where the staff want the best for everyone. Through direct assistance, friendly conversations, and everyday kindness, the library becomes one of the safest and most welcoming places to visit upon arriving in Canada.



"I had just come to the country and wasn't really used to the concept of libraries as a resource. The librarian not only guided me on how to make a library card but also showed me so many online resources. Reading books helped me feel familiar in a new environment and helped me open to making new friends."

Newcomer, Saskatoon Public Library

"Somebody just walked up to me and said: 'There is a Monopoly kind of game. Would you be interested in playing?' I said, 'Why not?' That left a lasting impression on me. The person probably thought I was lonely or bored and then just approached me."

Newcomer, Regina Public Library

"The library helped me integrate into Canada and become a full-fledged citizen."

Newcomer, Vancouver Public Library

A

Appendix: About the study

The team

IS IT A BIRD was established in 2011 and counts +30 employees. We are specialists in turning deep human understanding into new business opportunities.

We are on a mission to humanize business by offering our clients opportunities to shift perspectives and drive transformational change that resonates beyond the bottom line.

As part of Implement Consulting Group, we work as a transformation collective, born out of a genuine wish to turn plans into impact and dreams into progress.

For this collaboration, we put together a team across IS IT A BIRD, Implement, and It depends to enable the best possible impact study.

IS IT A 3IRD

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LinkedIn: company/is-it-a-bird

It depends is an unconventional research consultancy, specialized in untangling the messy human experience. Our advanced quantitative methods make sense of human attitudes, needs, and behavior.

We were founded in 2023 by data scientists who left the traditional consulting industry to deliver more truthful, more efficient, and more actionable human insights. Since then, we have delivered tailored market research across more than 40 countries.

Our high-touch project team is led directly by our founding partners and comprises experts in social research and data science. Based in a former butcher's shop in Copenhagen, Denmark, we provide full-service research consulting.

It depends

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Guldbergsgade 57
Copenhagen, Denmark

Website: itdepends.dk
LinkedIn: company/itdepends-dk

A national study for the CULC membership

Objectives of the National Impact Study

The CULC National Impact Study was commissioned to demonstrate the social impact of Canadian urban libraries on a national scale, beyond conventional measures (e.g. foot traffic, check-out stats, event participation figures, etc.).

That is, making tangible the social, emotional, creative, and intellectual impact of libraries.

Scope of the study

As a broad national study, this piece of research is designed to be relevant for the CULC membership at large. The point of departure is a similar study conducted for Toronto Public Library in 2023 – which has been scaled, standardised, and adapted to be feasible across a number of libraries at once. The research design and data collection methods do not facilitate between-library comparisons.

This National Summary Report provides all CULC members with insights into public libraries' impact on Canadian library users at large, as well as perceived community-level and societal impact by both users and non-users. Steering group libraries are provided with standardised reports of results from their specific library context, based on slices of the national dataset.

Quantitative survey

The core content of the questionnaire is based on the Toronto Public Library Social Impact Study, carried out by Seismonaut in 2023, and the work expands on the 'Experience Impact Compass', a framework open-sourced by the Experience Impact Agency.

For this study, additional impact measures and survey questions directed specifically at non-users have been developed in collaboration with CULC.

The quantitative Impact Study survey was fielded in the spring of 2025, yielding a total of 18,315 responses across Canada, excluding Toronto.

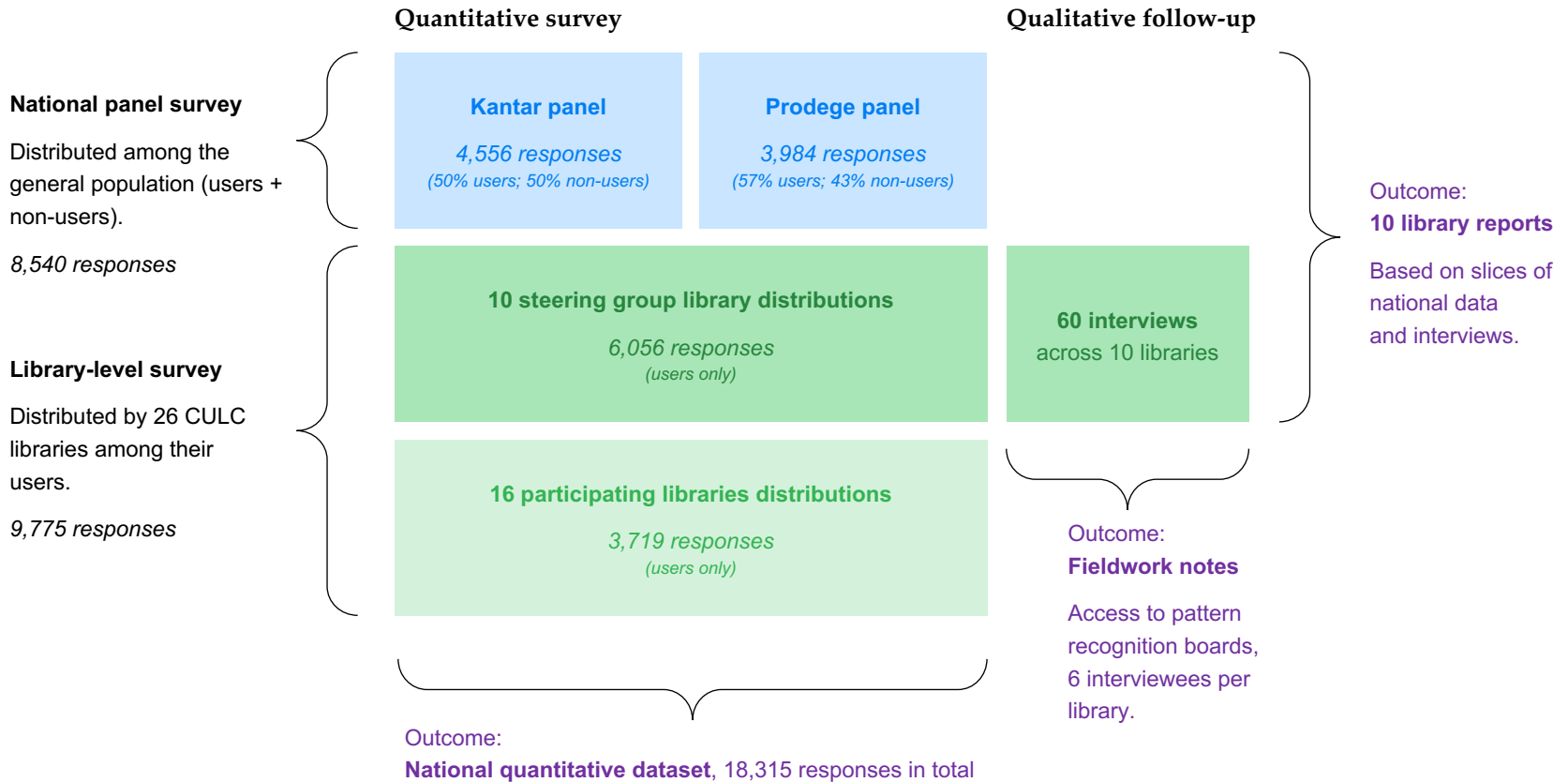
Follow-up qualitative interviews

Informants for the follow-up interviews were recruited through an opt-in in the quantitative survey. These interviews were conducted as online sessions during July – September 2025.

To safeguard their privacy, respondents are mentioned by pseudonyms throughout the report.

See further details about research design on the following pages.

Large-scale mixed-methods research design



Questionnaire design and impact metrics

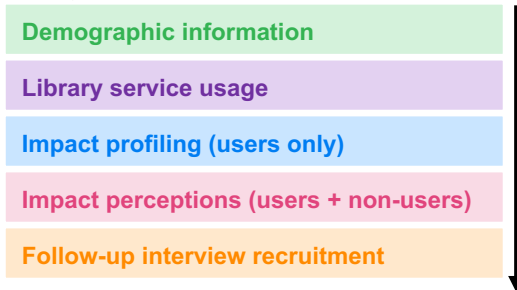
Multilingual questionnaire

The questionnaire for the national survey is based on the questionnaire used in the Toronto Public Library Impact Study. The core content measures the Impact Profiles, based on responses from users of library services.

In collaboration with CULC, questions have been added regarding the perceptions of library impact more generally. These latter questions have been posed to both users and non-users.

The survey was fielded in both English and Canadian French versions, with responses collected during the period May to July 2025.

Survey flow

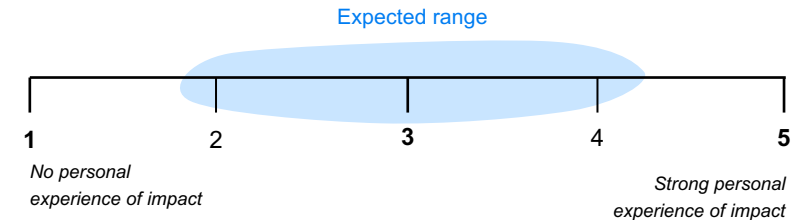


Impact Profile metrics

As in the Toronto Public Library Study, Impact Profiles summarise the extent to which library users report experiencing different types of impact when interacting with library services. Each impact parameter is measured on a scale from 1 (“Not at all”) to 5 (“To a very large extent”).

For each library service, the Profile Average displays the average score across all 12 impact parameters. The Overall Impact Profile represents the average of impact parameter scores across all 4 library services measured (Collections, Spaces, Programs, and Staff).

Although the experience of individual Impact Profile metrics is measured on a scale from 1 (“Not at all”) to 5 (“To a very large extent”), the extremes of the scale are unlikely to occur when aggregating user responses. Average ratings will usually vary between scores of 2-4 in practice, referred to as the “expected range”. As such, an impact score close to 4 on a given parameter indicates a highly positive experience.



Quantitative survey details

Survey sampling details

Quantitative survey responses were collected during May to July 2025 using CAWI methodology across two distinct sampling approaches, resembling the Toronto Public Library Study:

1. **Panel sampling.** National-level responses were collected across Canada, outside of Toronto, through Kantar and Prodege market research panels, subject to interlocked representativity quotas for geographical region, gender, and age group.
2. **Library user base collection.** 26 CULC libraries distributed the survey to their own user bases by various means.

The combined CULC Impact Study dataset is composed of the panel dataset and each of the library user base collection datasets.

Rounding

Due to rounding, percentages may not sum to 100%. Likewise, impact scores of e.g. 3.234 and 3.197 are both labelled as 3.2, but their positions on a graph will not be exactly the same.

Weighting scheme

Similarly to the Toronto Public Library Study, data from the various sources involved have been weighted to mitigate skewed sampling. The nationally representative panel dataset serves as the guideline. Figures are generally quite stable whether weighted or unweighted.

National panel dataset

The quota-sampled panel data are cell-weighted on demographic characteristics to produce a nationally representative sample of library users and non-users.

Library user base collection datasets

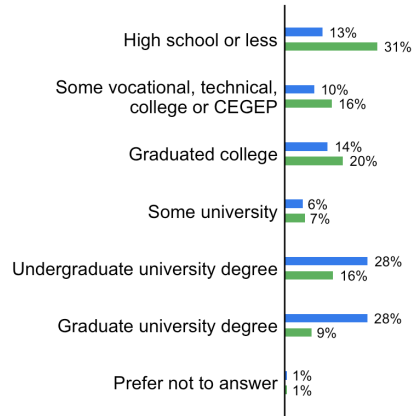
These samples have been weighted using an iterative weighting scheme to more closely resemble the regional gender and age distributions of users in the panel sample, while ensuring no extreme weights (range: 0.5 – 2).

Combined dataset

Library users in the combined dataset have been weighted to match the distribution of libraries in the panel sample to ensure that the national results are not skewed by the addition of the library user base collection data. Similarly, within each of the 5 user segments, the distribution of a segment across libraries is weighted to match the distribution of that segment in the panel sample, to mitigate oversampling of certain demographics by certain libraries in their library user base collection.

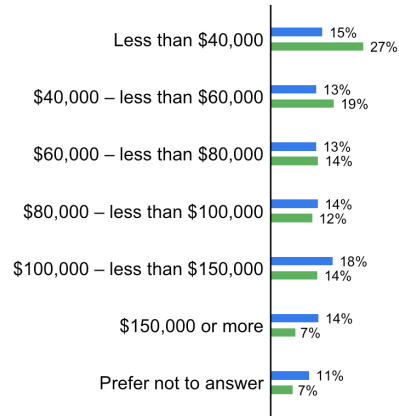
Key respondent characteristics (1/2)

Education level



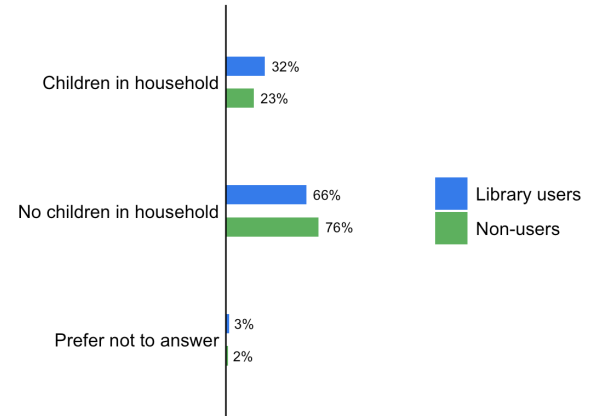
user n: 13,491
non-user n: 3,997

Household income





user n: 13,491
non-user n: 3,997

Children



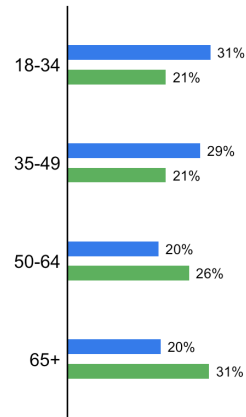
user n: 13,491
non-user n: 3,997

 Library users
 Non-users



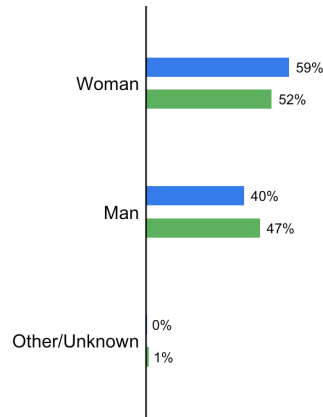
Key respondent characteristics (2/2)

Age groups



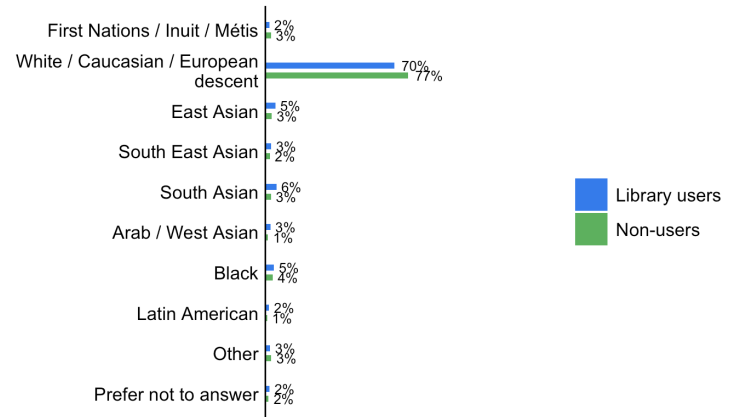
user n: 13,491
non-user n: 3,997

Gender identity



user n: 13,491
non-user n: 3,997

Ethnicity



user n: 13,491
non-user n: 3,997

Old ways won't open new doors



Governance Report

The Blue Mountains Public Library

Report To: The Blue Mountains Public Library Board
Report Name: GOV.26.02 POL-BLG.2018.99-Agenda-&-Multi-Year-Agendas
Prepared by: Jennifer Murley, CEO

A. Recommendation

That this Board receive GOV.23.01 entitled *"POL-BLG.2018.99-Agenda-&-Multi-Year-Agendas"* as information.

THAT this Board approve the amendments to *"POL-BLG.2018.99-Agenda-&-Multi-Year-Agendas"*.

B. Background

The Board reviews the Agenda and Multi-Year Agenda annually to identify any dates that may need to be adjusted and to ensure they continue to meet the needs of the organization. This version is being presented now to address any immediate requirements, with the possibility of further review as part of the annual policy review in May.

Respectfully Submitted,

Jennifer Murley, CEO
519-599-3681 extension 148
LibraryCEO@TheBlueMountains.ca

POL-BLG.2018.99

Title: *Agenda & Multi-year Agendas*



Type: By-Laws & Governance

Authority: Board

Resolution No.: BMPL 2018-198 on 10-25-18;
POL-BLG.2018.99

Associated Documents: POL-SYS.2018.88 Indigenous
Acknowledgement & Inclusion in Planning

Original Approval: 10-25-2018

Amended On: 05-16-2019; 04-16-2020; 02-18-2021; 01-20-
2022; 01-19-2023; 01-18-2024; 01-16-2025;
09-21-2023; 02-19-2026

Reviewed On:

BLG.2018.99.1

Standard Agenda

A. Call to Order

1. Moment of Reflection
2. Indigenous Acknowledgement Statement
3. Public Announcement

B. Agenda

1. Approval of Agenda
2. Declaration of Pecuniary Interest

C. Reports to be "Received as Information"

D. Minutes

1. Previous Minutes
2. Business Arising from the Minutes

E. Communication with the Board

1. Deputations
2. Public Input on Agenda Items
3. Correspondence

F. Strategic Plan Update & Action Items

1. Action Planning
2. Community Hubs
3. Empowering Services
4. Organizational Excellence
 - 1.4.1. Financial Reports & Budget

G. Other Business

H. Roundtable

I. Key Message Updates

J. Notice of Upcoming Meeting(s)

K. Closed Session (if required)

L. Adjournment

BLG.2018.99.2		Annual and Multi-year Agenda	
Month	Annual	Multi-Year	
Jan	<ul style="list-style-type: none"> Review/approve annual and multi-year agendas. Receive Respectful Workplaces Compliance Report Final Update on Previous Year Action Plan & Outstanding Staff Reports 	Year 1:	<ul style="list-style-type: none"> Approve annual meeting schedule (dates/times). Elect Chair and Vice-Chair. Appoint delegates(s) to Board BootCamp at OLA Super Conference. Review Legacy Documents. <p><i>Note: Board Orientation occurs in a separate meeting(s) prior to the Board's first meeting.</i></p>
Feb	<ul style="list-style-type: none"> Receive Risk Assessment Report. Develop Annual Action Plan 		
Mar	<ul style="list-style-type: none"> Review Q4 Financials. 	Year 2:	<ul style="list-style-type: none"> Review CEO Job Fact Sheet.
Apr	<ul style="list-style-type: none"> Review Q1 Financials. Approve Annual Report. 	Year 4:	<ul style="list-style-type: none"> Approve new Strategic Plan (Spring). Develop Year 4 Action Plan following Strategic Plan approval.
May	<ul style="list-style-type: none"> Conduct annual policy review: H&S and AODA and policies scheduled for the year. Ontario Library Service Board Assembly Report 	Policy Review:	<ul style="list-style-type: none"> Year 1: By-Laws and Governance Year 2: System Year 3: Human Resource General
June	<ul style="list-style-type: none"> Approve audited statements and appoint auditor for upcoming year. 	Year 4:	<ul style="list-style-type: none"> Approve Board Recruitment Plan. Present Board Recruitment Plan to Council prior to Election Season.
Summer	<ul style="list-style-type: none"> Review Q2 Financials. 	Year 2-4:	<ul style="list-style-type: none"> Prioritize action items in preparation for budget.
Sept		Year 3:	<ul style="list-style-type: none"> Initiate consultations for new Strat Plan.
Oct	<ul style="list-style-type: none"> Review Q3 Financials. 	Year 4:	<ul style="list-style-type: none"> Complete preparation for new Board (e.g. orientation, legacy document).

Month	Annual	Multi-Year
Nov	<ul style="list-style-type: none"> • Ontario Library Service Board Assembly Report • Appoint Board Assembly Representative. • Elect Chair and Vice-Chair. • Identify participant(s) for OLA conference. • Complete Board Evaluation and identify any training needs. • Review and confirm the holiday schedule for following year. • Complete CEO Evaluation. • Approve Annual Budget. 	<p><u>Year 2 & Year 4:</u></p> <ul style="list-style-type: none"> • <u>Elect Chair and Vice-Chair.</u> <p>Year 4:</p> <ul style="list-style-type: none"> • <u>Approve new Strategic Plan .</u> • Approve a Q1 Interim Action Plan following Strategic Plan approval for the next Board. <u>Approve a Q1 Interim Action Plan for the next Board.</u>
Dec	<ul style="list-style-type: none"> • No meeting. 	

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1. It shall be the responsibility of the CEO to produce required “Plans and Programs” associated with legislated policy.
2. These include, but are not limited to:
 - 2.1. Accessibility Plan;
 - 2.2. Fire Safety Plan;
 - 2.3. Work Alone Program;
 - 2.4. Workplace Violence Prevention Program; and
 - 2.5. Emergency Plans.