

Agenda Library Board

March 4, 2021 6:45 pm Video Conference Click the following link:

https://www.youtube.com/channel/UCzuUpFqxcEl8OG-dOYKteFQ

Pages

12

- 1. CALL TO ORDER
- 2. DECLARATION OF PECUNIARY INTEREST
- 3. AMENDMENTS AND APPROVAL OF AGENDA

RECOMMENDATION

That the agenda for the March 4th, 2021 regular meeting of the St. Marys Public Library Board be approved as presented.

- 4. DELEGATIONS
- 5. CONSENT AGENDA

RECOMMENDATION

5.2.2.

That consent agenda items 5.1 through 5.5 be accepted as presented.

Monthly Adult Learning CEO Report (March)

5.1. Acceptance of Minutes

	5.1.1.	Minutes of the January Meeting	3
	5.1.2.	Minutes of the February Meeting	6
5.2.	CEO R	Report	
	5.2.1.	Monthly Library CEO Report (March)	10

	5.3.	Library	Statistics	
		5.3.1.	Monthly Statistics Charts (January in Review)	15
		5.3.2.	Monthly Statistics Infographic (January in Review)	16
		5.3.3.	Annual Statistics (2020 in Review)	17
	5.4.	Financia	al Report	
		5.4.1.	Library General Ledger 2020 Budget vs. Actuals	18
		5.4.2.	Adult Learning General Ledger 2020 Budget vs Actuals	21
	5.5.	Corresp	pondence	
		5.5.1.	Perth South Council re: Contracted Services	23
6.	NEW	AND UN	FINISHED BUSINESS	
	6.1.	Meeting	g Norms- Verbal Update	
	6.2.	Mission	Vision and Values Policy	31
	6.3.	PCIN V	an Update	40
	6.4.	Library	Basement	41
			MMENDATION LIB 05-2021 Library Basement Report report be received; and	
			The Library Board approve the exploration by the CEO and Town plutions for the Library building's basement.	
7.	ROUI	NDTABLE	E DISCUSSION	
	7.1.	Friends	of the Library Report- Verbal Update	
8.	UPCO	OMING M	IEETINGS	
9.	ADJC	URNME	NT	
		OMMEND the March	OATION 1 4th, 2021 meeting of the St. Marys Public Library Board be	

adjourned at ...

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Minutes

Library Board

January 7, 2021 6:45 pm Video Conference Click the following link:

https://www.youtube.com/channel/UCzuUpFqxcEl8OG-dOYKteFQ

Member Present Mayor Strathdee, Councillor Craigmile, Councillor Edney,

Barbara Tuer, Lynda Hodgins, Melinda Zurbrigg, Reg Quinton,

Joyce Vivian

Member Absent Cole Atlin

Staff Present Rebecca Webb, Staff Liaison, Sarah Andrews, Library CEO

1. CALL TO ORDER

Meeting was called to order at 6:46pm by Vice Board Chair B. Tuer.

2. DECLARATION OF PECUNIARY INTEREST

None declared.

3. AMENDMENTS AND APPROVAL OF AGENDA

Moved By Joyce Vivian
Seconded By Lynda Hodgins

That the agenda for the regular meeting on January 7th, 2021 be approved as presented.

4. **DELEGATIONS**

None present.

5. CONSENT AGENDA

Moved By Councillor Craigmile Seconded By Reg Quinton

That the January 7th, 2021 meeting consent agenda be approved as presented.

Carried

- 5.1 Acceptance of Minutes
- 5.2 CEO Report
- 5.3 Library Statistics
- 5.4 Financial Report

6. DISCUSSION ITEMS

6.1 Review of Quarter One Board Topics

CEO S. Andrews brought forth a discussion about items to be covered in this quarter of the year at the Board level.

6.2 Donation to the St. Marys Library

CEO S. Andrews announced that the Library was the recipient of a large donation in the amount of \$10,000 to purchase technology including mi-fi hotspots and accessible readers.

7. FRIENDS OF THE LIBRARY REPORT

The Friends of the Library reported that their AGM will take place on January 23rd at 10:00am.

8. ROUNDTABLE DISCUSSION

The Library is now closed to the public in response to the Province-wide lockdown and has returned to a curbside service model.

9. UPCOMING MEETINGS

The next regularly scheduled meeting of the Library Board will take place on February 4th, 2021. The following meetings will be: March 4th, April 8th, May 6th, June 3rd, September 2nd, October 7th, and November 4th, of 2021.

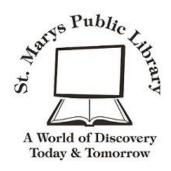
10. ADJOURNMENT

Moved By Reg Quinton
Seconded By Councillor Edney

That the January 7th, 2021 regular meeting of the Library Board be adjourned.

Carried

Chair	
Board Secretary	



Minutes

Library Board

February 4, 2021 6:45 pm Video Conference Click the following link:

https://www.youtube.com/channel/UCzuUpFqxcEl8OG-dOYKteFQ

Member Present Mayor Strathdee, Councillor Craigmile, Councillor Edney,

Barbara Tuer, Board Chair Cole Atlin, Lynda Hodgins, Reg

Quinton, Joyce Vivian

Member Absent Melinda Zurbrigg

Staff Present Rebecca Webb, Staff Liaison, Sarah Andrews, Library CEO

1. CALL TO ORDER

Meeting was called to order at 6:48pm by Board Chair C. Atlin.

2. DECLARATION OF PECUNIARY INTEREST

None declared.

3. AMENDMENTS AND APPROVAL OF AGENDA

Moved By Joyce Vivian
Seconded By Lynda Hodgins

That the agenda of the February 3th, 2021 meeting be approved as presented.

4. **DELEGATIONS**

None present.

5. CONSENT AGENDA

Moved By Reg Quinton
Seconded By Councillor Craigmile

That consent agenda items 5.2 to 5.4 be approved as presented with the approval of the January minutes being tabled until the March meeting when the minutes are accurately reflected in the agenda package.

Carried

- 5.2 CEO Report
- 5.3 Library Statistics
- 5.4 Financial Report

6. DISCUSSION ITEMS

6.1 PCIN Update

There was an incident with the PCIN delivery van, the details are being sorted out currently and will be reported back to the Board as they become available.

6.2 Perth South Service Agreement

CEO S. Andrews gave the board an overview of the presentation that was made to Perth South Council about library services.

A letter has been sent to Perth South Council to formally request the funds for the service agreement.

6.3 Mission, Vision and Value Policy

CEO S. Andrews presented the Board with the Mission Vision and Values policy for discussion and talked about next steps for the updating of the policy. Board Chair C. Atlin and CEO S. Andrews will determine a strategy

to move forward with updating the Mission Vision and Value statements of the Library.

6.4 2021 Work plan

CEO S. Andrews gave the board a brief overview of her work plan that has been developed for the 2021 year.

7. ROUNDTABLE DISCUSSION

7.1 Friends of the Library Report

The Friends of the Library held a successful AGM on January 23rd at 10:00am and celebrated the 2020 year and all of the accomplishments of the FOL.

7.2 Download Library Update

CEO S. Andrews informed the Board members of the addition of magazines to the Library's e-book and audiobook collection.

7.3 Makerspace Spotlight

Library Services Coordinator R. Webb showed members of the Board a video of the Library's new 3D printer and gave a brief overview of its function.

9. ADJOURNMENT

Moved By Councillor Craigmile Seconded By Lynda Hodgins

That the Board Meeting be adjourned.

Carried

Chair

Board Secretary



MONTHLY REPORT

To: Chair and Members of the Board

From: Sarah Andrews, Library CEO

Date of Meeting: 4 March 2021

Subject: LIB 03-2021 CEO Monthly Report (March)

RECOMMENDATION

THAT LIB 03-2021 CEO Monthly Report (March) be received for information as part of the consent agenda.

DEPARTMENTAL HIGHLIGHTS

Library Operations

The Library continued to offer the community Curbside Service on a similar schedule to January until February 16 when we reopened for in person service in the "Orange Level" of the provincial COVID-19 Response Framework. We are averaging about forty patrons a day. We are also continuing to offer "curbside service to either the outside door or to patron's vehicles if requested, but we have not had anyone ask for that as of yet. We remain vigilant to PPE use and protocols and are actively screening and collecting information from patrons in case tracing is required.

Library and Adult Learning Staff remain very healthy and very positive about how safe they feel with the COVID protocols in place. Due to the Emergency Lockdown put in place by the Province, full-time Library Staff have been working from home and rotating days in the Library to support Customer Service. Adult Learning are also working from home and have been successful in meeting with their learners virtually. These arrangements will remain in place until the direction from the Province is lifted.

OLA

Six staff attended the virtual OLA Super Conference this year. All sessions were offered online, with both pretaped and live sessions. Everyone provided very positive feedback and enjoyed sessions including Anna Maria Tremonte's keynote and recognizing library value. Content will remain available to us for several months so we hope to share it with colleagues who did not attend.

Perth South Service Agreement

Julie Merrit from Stratford, Elizabeth French Gibson from Huron County and I presented to the Township of Perth South Council on February 2 regarding our Service Agreement for 2021. Budget deliberations will continue into March. The Township has agreed to pay the remainder of the 2020 agreement funds (see correspondence).

Library Fire Plan

Our Fire Inspection was this month and it identified that the Library Fire Plan need to be updated. We were unable to locate a digital copy of the plan within the Corporation so a new copy has been created and edited and will be signed by the Fire Inspection Officer and myself before the end of February.

This is stored in our Fire Box and a digital copy will be maintained moving forward by myself, the Fire Inspection Officer and HR.

Annual Ministry Stats

SOLS has organized and led the annual Stats entry webinar to provide an overview of some changes in this year's content and some redefinitions of what should be included in some categories. One new part of the survey includes calculations for what the municipality provides to the Library through costs related to the building (upgrades, utilities, etc.). We will be gathering that information to submit with the rest of our statistics by the end of March.

Webinars

In addition to OLA I attended several webinars this month including "Rural and Small Libraries Social Work", which explored ways libraries can benefit from building positive relationships in rural communities with their social workers and "Envisioning Future Library Experiences", which built on an earlier webinar and discussed ways to be strategic about "building back better" through intentional evaluation around library services.

SOLS Saugeen CEOs Meeting

On February 24th I attended the quarterly meeting of CEOs within the Saugeen division of Ontario. It is an opportunity for us to meet digitally and discuss issues affecting our libraries, including the responses to COVID-19. There are between 20-40 CEOs who participate.

Sarah Andrews CEO, Library Services

s. Indrew



MONTHLY REPORT

To: Chair and Members of the Board

From: Sarah Andrews, Library CEO

Date of Meeting: 4 March 2021

Subject: LIB 02-2021 CEO Monthly Report Adult Learning (March)

RECOMMENDATION

THAT LIB 02-2021 CEO Monthly Report Adult Learning (March) be received for information as part of the consent agenda.

DEPARTMENTAL HIGHLIGHTS

Successes

The program added another learner in January, taking our total number of learners served this year to 46 which represents 76% of our YTD target. This is a great achievement considering the current climate, particularly when you consider some LBS programs have struggled to serve even 10 learners.

In terms of service quality, the program continues to meet targets related to customer satisfaction and service coordination, and actually increased the customer satisfaction score by 1% in January (see below). This is owing to a larger sample of closed files as overseen by you both – so thank you!

January 2021

Core Measure	Perf. Commitment	Actual	% of YTD of Target
Customer	90%	94%	104%
Satisfaction			
Service	50%	50%	100%
Coordination			

February 2021

Core Measure	Perf. Commitment	Actual	% of YTD of Target
Customer	90%	94%	105%
Satisfaction			
Service Coordination	50%	50%	100%

Whilst learner progress is below the mandated target (this will be addressed in opportunities) it is worth noting that there was an improvement of +6% during January.

January 2021

Core Measure	Perf. Commitment	Actual	% of YTD of Target
Progress	60%	44%	74%

February 2021

Core Measure	Perf. Commitment	Actual	% of YTD of Target
Progress	60%	48%	80%

Opportunities

- 1. As communicated within the monitoring feedback for our site, there is an opportunity to improve upon our progress measure, currently rated at 48% against a 60% target. There are a number of practical strategies we can undertake to help with this:
 - Ensure completed milestones are entered promptly as there are probably instances where you have completed some great work with a learner, but the related milestone remains incomplete within CaMS. This means the Ministry cannot 'see' the good work being done which affects the above progress rating. I will be looking to review milestone completion at the end of each month going forward, prior to the release of the DSQ report typically on the 4th/5th of each month.
- 2. Additionally, 80% of active learners are currently 'inactive', characterized by the Ministry as 'when there is no activity recorded in EOIS-CaMS for the last 60 days.'
 - To prevent this, a possible solution is to stagger the recording of milestones/activities to spread
 the learner progress out evenly. For example, spread milestone achievement out month by
 month so that no 60-day period of inactivity can be accrued. If a learner does not engage or
 complete activity within the 60-day period, then they must be closed to feed into the DSQ
 sample and prevent an inactive CaMS status.
- 3. Another factor feeding into our overall service quality rating is suitability and of which income is a determining factor. For example, at present we have 11 learners (24% of caseload) with 'other' recorded as a source of income to reflect CERB/CRB (understandably), however the Ministry counts this against Suitability.
 - Instead, retroactively amend those learner profiles receiving CERB/CRB to reflect 'Employment Insurance' as a source of income – this will boost our suitability scoring and overall service quality rating.

Challenges

Nothing specific to note at present.

Other

In-person Delivery - we are pleased to announce that both St. Marys and our temporary Stratford

location in Partners in Employment are now open for in-person delivery. This is by appointment only

however and still subject to Covid-19 screenings/protocols. Staff are to work from home unless a

schedule lesson/task requires them to attend either location.

Social media campaigns - both myself and Sarah have met with the town's communications

department to discuss marketing and strategy going forward. I'll be sharing these plans in the next 2

weeks. Obviously if you have any ideas of your own please feel free to share!

Use of TEAMS shared drive – as we continue to align with the town's IT infrastructure, I would like to

migrate from the paid Drop Box we have (this will be discontinued) to the shared drive available to us

all on TEAMS. I know you have both started this process so thank you!

New learner list – following on from the point above I will be creating a new learner list for us to all use

centrally. The current list doesn't reflect my needs when reporting, i.e. CaMS activity status, and by

having it stored centrally Sarah can also access it easier for reporting to the library board or council.

This will be rolled out via the shared drive within the next two weeks.

Finally, thank you for all of your work and patience as we continue to navigate this pandemic. I will

continue to personally reflect and refine my own performance, and work hard to ensure we have

learners entering the program. These monthly updates will now become commonplace, and hopefully

serve to highlight all the good you are doing as well as the opportunities to grow!

Please reach out to me if you require anything in the meantime,

My sincere thanks (3)

Adam Stapleton

January in Review

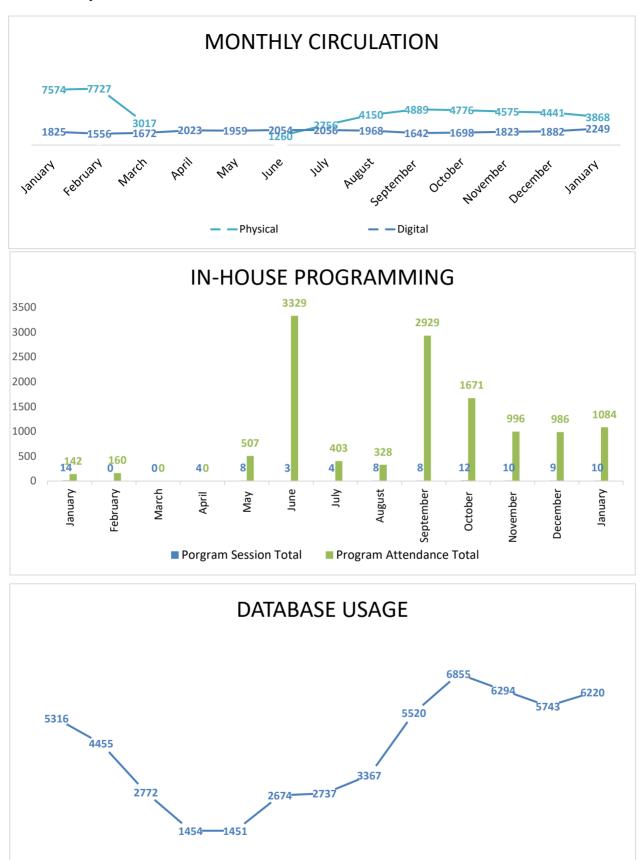
Jan..

April

May

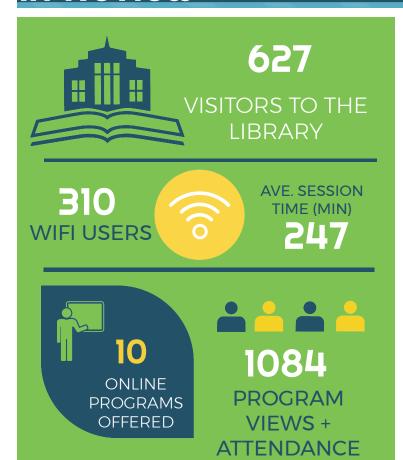
June

11/14



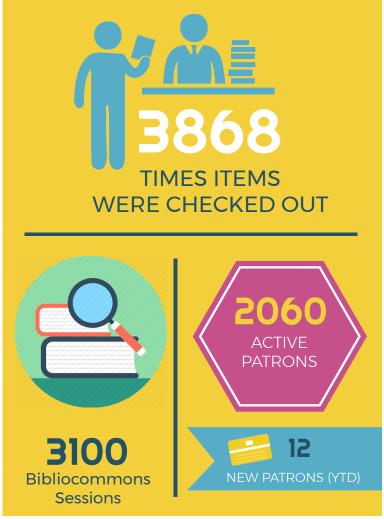
January <u>in Review</u>

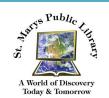
St. Marys Public Library March 4, 2021









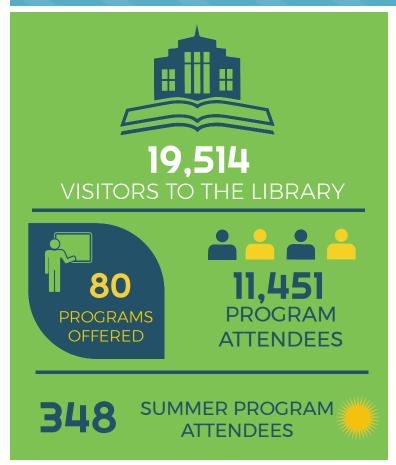


St Marys Public Library

15 Church St. N., PO Box 700 St. Marys, Ontario N4X 1B4 | 519-284-3346 www.stmaryspubliclibrary.ca

2020 IN REVIEW

St. Marys Public Library











St Marys Public Library

15 Church St. N., PO Box 700 St. Marys, Ontario N4X 1B4 | 519-284-3346 www.stmaryspubliclibrary.ca

Account D	Description	Previous Year Total Current Actual	t Year To Date Budget			
Fund: 01 GENERAL FUND						
Category: 7???						
7410 LIBRAF	RY					
Revenue	9					
01-7410-4160	ONTARIO SPECIFIC GRANTS	14,747.22	10,830.00			
01-7410-4170	CANADA SPECIFIC GRANTS	4,203.00	5,000.00			
01-7410-4200	REVENUE - OTHER MUNICIPALITI	32,825.00	63,736.00			
01-7410-4210	FEES/SERVICE CHARGES	44.25	0.00			
01-7410-4215	MEMBERSHIP FEES	0.00	0.00			
01-7410-4218 01-7410-4221	PROGRAM REVENUE PHOTO COPY REVENUE	4,800.00 1,586.15	0.00 3,000.00			
01-7410-4221	FINES - OTHER	2,063.66	6,600.00			
01-7410-4505	DONATIONS	3,322.28	1,200.00			
01-7410-4550	OTHER REVENUE	810.03	800.00			
01-7410-4555	REVENUE - FRIENDS OF THE LIBF	4,446.61	0.00			
Total Re	evenue	68,848.20	91,166.00			
Expense						
01-7410-5005	SALARIES/WAGES	116,449.94	179,786.00			
01-7410-5006	OVERTIME	0.00	1,031.00			
01-7410-5010	PART TIME WAGES	100,576.39	160,555.00			
01-7410-5015	CPP/EI	14,845.76	23,621.00			
01-7410-5016	GROUP BENEFITS	9,834.61	12,749.00			
01-7410-5017	EHT WSIB	4,252.32	6,678.00			
01-7410-5018 01-7410-5019	OMERS	5,034.96 16,142.48	8,534.00 28,047.00			
01-7410-5019	BOARD REMUNERATION	920.00	1,000.00			
01-7410-5100	OFFICE SUPPLIES	4,026.93	4,500.00			
01-7410-5105	OFFICE EQUIPMENT	4,519.31	3,500.00			
01-7410-5110	TRAVEL/MILEAGE	0.00	2,300.00			
01-7410-5120	MEMBERSHIPS	75.00	700.00			
01-7410-5121	MEMBERSHIP - PCIN	29,015.00	29,550.00			
01-7410-5130	PROFESSIONAL DEVELOPMENT	1,151.32	3,500.00			
01-7410-5135 01-7410-5155	MEETING EXPENSES ADVERTISING	58.74 1,319.32	500.00 1,000.00			
01-7410-5155	COURIER/FREIGHT CHARGES	267.71	2,000.00			
01-7410-5173	TRAINING	213.23	2,000.00			
01-7410-5310	CONTRACTED SERVICES	28,016.48	17,250.00			
01-7410-5610	PROGRAM EXPENSES	1,535.60	3,000.00			
01-7410-5701	ELECTRONIC SERVICES	24,754.97	7,550.00			
01-7410-5705	MAGAZINES & NEWSPAPERS	1,603.56	3,822.00			
01-7410-5813	REPAIRS/MAINT - COMPUTER EQ	142.44	3,000.00			
01-7410-5990	MATERIALS & SUPPLIES	316.66	0.00			
01-7410-5991 01-7410-5995	MATERIALS & SUPPLIES TECH FOL MATERIALS AND SUPPLIES	0.00 4.970.03	0.00 0.00			
01-7410-5995	PROFESSIONAL FEES	4,970.03	600.00			
01-7410-0200	BANK CHARGES	348.88	500.00			
01-7410-8520	TRANSFER TO RESERVE	0.00	2,687.00			
01-7410-8993	INTERNAL CHARGES IT	11,563.96	11,294.00			
Total Ex	pense	381,955.60	521,254.00			
Dept Excess R	evenue Over (Under) Expenditures	(313,107.40)	(430,088.00)			
		, , ,				

Account E	Description	Previous Year Total	Current \	Year To Date Budget	
Category Excess F	Revenue Over (Under) Expenditures		(313,107.40)	(430,088.00)	
Fund: 32 LIBRA	RY TRUST FUND				
Category: 7???					
7410 LIBRAF	RY TRUST FUND				
Revenue	e				
32-7410-4500	INVESTMENT INCOME		593.88	0.00	
32-7410-4505	DONATIONS		0.00	0.00	
Total Re	evenue		593.88	0.00	
Dept Excess Revenue Over (Under) Expenditures			593.88	0.00	
Category Excess Revenue Over (Under) Expenditures			593.88	0.00	

1 100d 1 10d Ending. DE0 01,2020 1 10m 1 010d 1 10 1 010d 12 Ending DE0 01,2020				
		Year To Date		
Account Description	Actual	Budget		
REPORT SUMMARY				
01-7410 LIBRARY	68,848.20	91,166.00		
Fund 01 Total Revenue	68,848.20	91,166.00		
01-7410 LIBRARY	381,955.60	521,254.00		
Fund 01 Total Expenditure	381,955.60	521,254.00		
Fund 01 Excess Revenue Over (Under) Expenditures	(313,107.40)	(430,088.00)		
32-7410 LIBRARY TRUST FUND	593.88	0.00		
Fund 32 Total Revenue	593.88	0.00		
Fund 32 Excess Revenue Over (Under) Expenditures	593.88	0.00		
Report Total Revenue	69,442.08	91,166.00		
Report Total Expenditure	381,955.60	521,254.00		

(312,513.52)

(430,088.00)

Report Excess Revenue Over (Under) Expenditures

Account [Description	Previous Year Total Current Actual	Year To Date Budget				
Fund: 01 GENE	RAL FUND						
Category: 7???	category: 7???						
7500 ADULT	LEARNING						
Revenu	e						
01-7500-4160	ONTARIO SPECIFIC GRANTS	127,865.00	127,865.00				
01-7500-4550	OTHER REVENUE	12,430.00	12,432.00				
01-7500-4562	CONTRIBUTION FROM RESERVE	11,115.90	0.00				
Total R	evenue	151,410.90	140,297.00				
Expense							
01-7500-5005	SALARIES/WAGES	0.00	43,562.00				
01-7500-5006	OVERTIME	0.00	0.00				
01-7500-5010	PART TIME WAGES	103,174.94	52,772.00				
01-7500-5015	CPP/EI	7,175.79	7,242.00				
01-7500-5016	GROUP BENEFITS	0.00	132.00				
01-7500-5017	EHT	2,011.93	1,879.00				
01-7500-5018	WSIB	2,363.08	2,408.00				
01-7500-5019	OMERS	41.99	0.00				
01-7500-5100	OFFICE SUPPLIES	3,357.36	2,576.00				
01-7500-5105	OFFICE EQUIPMENT	1,390.65	1,446.00				
01-7500-5110	TRAVEL/MILEAGE	0.00	2,000.00				
01-7500-5120	MEMBERSHIPS	150.00	767.00				
01-7500-5130	PROFESSIONAL DEVELOPMENT	0.00	1,500.00				
01-7500-5155	ADVERTISING	2,797.38	1,500.00				
01-7500-5170	COMMUNICATIONS	1,649.81	1,400.00				
01-7500-5262	TRAINING SUPPORT	166.69	750.00				
01-7500-5302	HYDRO	1,373.31	2,200.00				
01-7500-5305	JANITORIAL SUPPLIES	2,765.29	2,100.00				
01-7500-5700	BOOK PURCHASES	0.00	4,306.00				
01-7500-5990	MATERIALS & SUPPLIES	814.88	1,500.00				
01-7500-6200	PROFESSIONAL FEES	0.00	1,000.00				
01-7500-7300	RENT	5,936.69	7,880.00				
01-7500-8520	TRANSFER TO RESERVE	0.00	0.00				
01-7500-8993	INTERNAL CHARGES IT	2,544.00	3,264.00				
Total Ex	pense	137,713.79	142,184.00				
Dept Excess R	evenue Over (Under) Expenditures	13,697.11	(1,887.00)				
Category Excess	Revenue Over (Under) Expenditures	13,697.11	(1,887.00)				

Account Description	Previous Year Total Curren Actual	t Year To Date Budget
REPORT SUMMARY		
01-7500 ADULT LEARNING	151,410.90	140,297.00
Fund 01 Total Revenue	151,410.90	140,297.00
01-7500 ADULT LEARNING	137,713.79	142,184.00
Fund 01 Total Expenditure	137,713.79	142,184.00
Fund 01 Excess Revenue Over (Under) Expenditures	13,697.11	(1,887.00)
Report Total Revenue	151,410.90	140,297.00
Report Total Expenditure	137,713.79	142,184.00
Report Excess Revenue Over (Under) Expenditures	13,697.11	(1,887.00)

3191 Road 122 St. Pauls, Ontario NOK 1V0



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CORPORATION OF THE TOWNSHIP OF PERTH SOUTH

February 11, 2021

St. Marys Public Library
Sarah Andrews, CEO
Via email: sandrews@stmaryspubliclibrary.ca

Stratford Public Library Julia Merritt, CEO Via email: jmerritt@stratford.ca

Huron County Library
Acting County Librarian
Via email: efrench@huroncounty.ca

Re: 2020 Library Contracts

Thank you for your letter dated February 8, 2021.

The 2020 year has definitely been a challenging one due to the COVID-19 global pandemic creating uncertainty for municipalities. In March 2020 the COVID-19 virus arrived and immediately disrupted the municipal operations as elected officials and staff worked quickly to take action in their efforts to keep people safe and minimize the spread of COVID-19 in the community.

In May of 2020, when Council was discussing the impacts of the COVID-19 global pandemic on the municipality, Council had asked for an update on service disruptions and the associated financial impacts. In response to this request I wrote to all of the libraries on June 8, 2021 to request information regarding the service disruptions and associated financial impacts to both your municipality and to Perth South for the 2020 year.

Perth South has contracted library services for its residents from the St. Marys Public Library, the Stratford Public Library and the Huron County Library for many years. Council and residents value the high level of service that is provided to the 20% of our population and would like to see these services continue in the future.

Perth South Council has a duty to its ratepayers to ensure the efficient use of resources in the delivery of services provided to the public and in the execution of this duty it is necessary to understand both service levels being delivered and associated costs. It is for this reason that additional information was requested from each library to understand the impacts of COVID-19 on service delivery and costs for Perth South.

During the 2020 year we understand that many libraries had staff re-deployments and layoffs, library closures, service suspensions and fine forgiveness in addition to annual fixed operating costs. Based on the situation occurring in other municipalities, we have a need to better understand what is happening in the local libraries that provide services to Perth South.

Perth South Council would like to gain a better understanding of the impact, both operationally and financially, of COVID-19 on the library services for which Perth South pays. It is for this reason that we would like to hear from each Library Board about the service disruptions in 2020 as well as the financial outcome for the 2020 fiscal year.

The impact that COVID-19 has had on municipal staff has been significant to say the least, and as a small municipality there is no doubt that we struggled to maintain operations and legislated requirements, while at the same time adjusting operations and creating policy to keep both staff and the public safe. Many items have been delayed in 2020, and our delay in responding to the Library Agreements is one such example. We apologize for this delay, but please understand that it was only a direct response to the prioritization given to our COVID-19 response and legislative reporting requirements.

To respond to the outstanding 2020 business, the 2020 Library Service Agreements have been included in the February 16, 2021 Council package for Council review and approval. Copies of these Agreements have been attached for your review.

We look forward to your response.

Yours truly,

Rebecca Clothier Administrator/Treasurer

THIS A	GREEMENT	made in duplicate th	is 30th day of June, 2020			
BETW		THE CORPORATION (Hereinafter called "N	ORATION OF THE TOWNSHIP PERTH SOUTH called "Municipality") OF THE FIRST PART			
AND		(Hereinafter called "L OF THI	PUBLIC LIBRARY BOARD Library Board") E SECOND PART 29(1) of the Public Libraries Act provides for a			
munici	ipality to conti	act for library services				
•		ovide library services to NOW THEREFORE	to the residents of the Municipality; THIS AGREEMENT WITNESSETH that in			
		mutual terms and co	nditions hereinafter set forth, the parties hereto			
agree 1.	e as follows: The Municipality agrees to purchase library services as are regularly provided to other users by the Library Board, for the annual fee of \$40,630 for the year 2020.					
2.	The annual fee shall be a payable as follows: (a) One-half of year's fees by July 31. (b) Balance of fees by December 15.					
3.	At the end of this term, the Library Board shall notify the Municipality in writing of proposed fees for the next contract term.					
IN WITNESS WHEREOF the parties hereto have executed this Agreement. SIGNED, SEALED AND DELIVERED In the Presence of THE CORPORATION OF THE TOWNSHIP PERTH SOUTH						
		-	Robert Wilhelm, Mayor			
			Lizet Scott, Clerk			
			THE STRATFORD PUBLIC LIBRARY BOARD			
			Zac Gribble, Library Board Chair			

Julia Merritt, Chief Executive Officer

BETV	VEEN:	(Hereinafter called "	ON OF THE TOWNSHIP PERTH SOUTH "Municipality") HE FIRST PART			
AND						
munic	cipality to cont	ract for library service				
public	interest to pr	ovide library services	to the residents of the Municipality; THIS AGREEMENT WITNESSETH that in			
	deration of the as follows:	e mutual terms and co	onditions hereinafter set forth, the parties hereto			
1.	The Municip	, ,	ase library services as are regularly provided to for the annual fee of \$65,650 for the year 2020.			
2.	The annual fee shall be a payable as follows: (a) One-half of year's fees by July 31. (b) Balance of fees by December 15.					
3.		f this term, the Library es for the next contra	y Board shall notify the Municipality in writing of ct term.			
		REOF the parties her	reto have executed this Agreement.			
	Presence of		PRATION OF THE TOWNSHIP PERTH SOUTH			
			Robert Wilhelm, Mayor			
			Lizet Scott, Clerk			
			ST. MARYS PUBLIC LIBRARY BOARD			
			Cole Atlin, Library Board Chair			
			Sarah Andrews, Chief Executive Officer			

THIS AGREEMENT made in duplicate this 30th day of June, 2020

THIS AGREEMENT	Γ made in duplicate this 30 th day of June, 2020					
BETWEEN:	THE CORPORATION OF THE TOWNSHIP PERTH SOUTH (Hereinafter called "Municipality") OF THE FIRST PART					
AND	THE HURON COUNTY LIBRARY BOARD (Hereinafter called "Library Board") OF THE SECOND PART WHEREAS Section 29(1) of the Public Libraries Act provides for a					
municipality to cont	ract for library services; AND WHEREAS the Council of the Municipality deems it in the					
•	ovide library services to the residents of the Municipality; NOW THEREFORE THIS AGREEMENT WITNESSETH that in					
	e mutual terms and conditions hereinafter set forth, the parties hereto					
agree as follows: 1. The Municip other users	eality agrees to purchase library services as are regularly provided to by the Library Board, for the annual fee of \$10,510 for the year 2020.					
2. The annual (a) One-half	The annual fee shall be a payable as follows: (a) One-half of year's fees by July 31.					
3. At the end of proposed fe	of fees by December 15. If this term, the Library Board shall notify the Municipality in writing of es for the next contract term.					
IN WITNESS WHE	REOF the parties hereto have executed this Agreement.					
SIGNED, SEALED AND DELIVERED In the Presence of THE CORPORATION OF THE TOWNSHIP PERTH SOUTH						
	Robert Wilhelm, Mayor					
	Lizet Scott, Clerk					
	THE HURON COUNTY PUBLIC LIBRARY BOARD					
	, Library Board Chair					
	Elizabeth French-Gibson, Acting County Librarian					



To: Rebecca Clothier, Treasurer/Deputy Clerk, Township of Perth South

Via email: rclothier@perthsouth.ca

February 16, 2021

Dear Rebecca,

Thank you for your request for an update on operational costs and impacts of COVID-19 on St. Marys Public Library in 2020. The St. Marys Library Board closed in-person library service in mid-March due to the COVID-19 outbreak. Library Services were still available via downloadable ebooks and audiobooks, and access to databases. This closure meant that all staff were laid off from the Library from Mid-March to May. This layoff did result in a surplus of funds that were not directed to staff wages and benefits.

In June we opened for Curbside Service, inviting library patrons to the door and borrow physical library materials in addition to the services which were open throughout the closure. We also added virtual programming, including a very busy Summer Reading Program. The library did realize costs to meet safety requirements, including signage, floor directional stickers, plexiglass for our staff desk, disposable masks and gloves for staff and most significantly, increased cleaning costs. We also resumed the intercounty delivery service of materials between county library systems.

August 6th we reopened for browsing, borrowing materials and using computers, photocopiers and scanning services. We remained open through the orange and red phases of the framework until the Province-wide Closure in January. Our full staff compliment remained working through this most recent closure, assisting with curbside service, planning and offering online programs, and preparing materials to be borrowed.

We have calculated our totals and can share the following:

2020 Library Budget \$430,088

2020 Draft Net Levy \$322,721

2020 DRAFT SURPLUS 107,367

Adjustments:

Acting CEO support (28 weeks) -22,400

Facilities - Library Facility Cleaning wages over budget	-6,208
Facilities - Library Repairs & Maintenance Supplies	-2,913

Net Surplus to be allocated to overall Town Deficit 75,846

It is important to also identify that the Library Board budget does not include the full cost to operate the St. Marys Library; the following items are included in the Town's budgets and have not been included in the reconciliation above:

- Capital costs (Library collection, etc.)
- Administration costs
- COVID direct costs were funded by the Town to be reimbursed through the Safe Restart Funding
 - o PPE
 - o Physical Barriers
 - Technology
 - o In lieu of notice for staff lay-offs

Please let me know if you have any questions.

Sincerely,

Sarah Andrews, MLIS, MPA CEO St. Marys Public Library THIS AGREEMENT made in duplicate this 30th day of June, 2020

BETWEEN:

THE CORPORATION OF THE TOWNSHIP PERTH SOUTH

(Hereinafter called "Municipality")

OF THE FIRST PART

AND

THE ST. MARYS LIBRARY BOARD
(Hereinafter called "Library Board")
OF THE SECOND PART

WHEREAS Section 29(1) of the Public Libraries Act provides for a municipality to contract for library services;

AND WHEREAS the Council of the Municipality deems it in the public interest to provide library services to the residents of the Municipality;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual terms and conditions hereinafter set forth, the parties hereto agree as follows:

- 1. The Municipality agrees to purchase library services as are regularly provided to other users by the Library Board, for the annual fee of \$65,650 for the year 2020.
- 2. The annual fee shall be a payable as follows:
 - (a) One-half of year's fees by July 31.
 - (b) Balance of fees by December 15.
- 3. At the end of this term, the Library Board shall notify the Municipality in writing of proposed fees for the next contract term.

IN WITNESS WHEREOF the parties hereto have executed this Agreement. SIGNED, SEALED AND DELIVERED

In the Presence of

THE CORPORATION OF THE TOWNSHIP PERTH SOUTH

Robert Wilhelm, Mayor

Lizet Scott, Clerk

ST. MARYS PUBLIC LIBRARY BOARD

Cole Atlin, Library Board Chair

Andrews, Chief Executive Officer



INFORMATION REPORT

To: Chair and Members of the Board

Prepared by: Sarah Andrews, Library CEO

Date of Meeting: 4 March 2021

Subject: LIB 03-2021 Library Vision, Mission, and Values Benchmarks

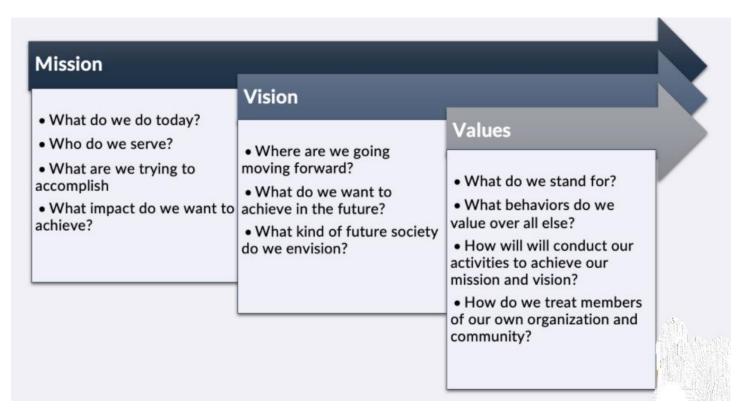
PURPOSE

The purpose of this report is to provide the Board with an opportunity to review the wording of the Library's Vision, Mission and Values policy and determine if any changes are required to lead us through to the strategic planning process for 2022. Benchmarks of other Library systems are included for consideration and inspiration with this process.

RECOMMENDATION

THAT LIB 03-2021 Library Vision, Mission, and Values Benchmarks be received for information.

REPORT



https://www.batonglobal.com/post/how-to-write-mission-vision-and-values-statements-with-examples

St. Marys' current policy states:

MISSION, VISION AND VALUES

1. Mission

The Library provides free and equitable access to library services.

The Library preserves and promotes universal access to a broad range of knowledge, experience, information and ideas in a welcoming and supportive environment. New technologies extend access to global information beyond the Library walls.

Definitions

"Library" shall mean The St. Marys Public Library.

2. Vision

The Library encourages the spirit of exploration, the joy of reading and the pursuit of knowledge for people of all ages and backgrounds, beginning with the very young.

At the cornerstone of our communities, our Library connects people to each other, to their communities, and to their hopes and dreams.

The Library treasures the past and works to create a future that is full of possibilities.

The Library promotes and enriches the democratic, cultural, educational and economic life of our diverse and evolving municipalities.

3. Values

Stewardship and Accountability: Managing our resources effectively and responsibly toward a sustainable future.

Creativity: Encouraging innovation.

Accessibility: Ensuring equitable and fair access to services, information and facilities.

Respect and Integrity: Valuing individual needs, experiences and differences and conducting ourselves in an ethical and professional manner.

Community Relations: Providing quality services that meet the needs of the greater Community.

Intellectual Freedom: encouraging the free exchange of information and ideas.

Literacy and Lifelong Learning: Enriching lives through the joys of reading and continuous learning.

Teamwork: fostering a work culture that advocates cooperation, communication, respect and training

Benchmark Library Examples:

A. Toronto

Vision

Toronto Public Library will be recognized as the world's leading library by informing and inspiring Toronto and its communities, making us all more resilient, more knowledgeable, more connected and more successful.

Mission

Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

Values

- 1. **Equity:** Accessibility, respect and fairness
- 2. **Diversity:** Valuing individual needs, experiences and differences
- Intellectual Freedom: Guaranteeing and facilitating the free exchange of information and ideas in a democratic society, protecting intellectual freedom and respecting individuals' rights to privacy and choice
- 4. Innovation: Encouraging creativity, experimentation and the generation of ideas
- 5. **Inclusion:** Welcoming participation in decision making and service development by residents and communities
- 6. Integrity: Open, transparent and honest in all our dealings
- 7. Accountability: Taking responsibility for our actions and the services we provide
- 8. Service Orientation: Providing excellent, responsive services

B. Niagara Falls Public Library

Mission: The Mission of the Niagara Falls Library is: to strengthen our community through lifelong learning with access to varied collections, programs, and assistance with digital literacy.

Vision: The Vision of the Niagara Falls Library is: to be a strong community resource for residents to explore possibilities so that they can reach their full potential.

Values The core values of the Niagara Falls Public Library are to provide:

- Strong educational and informational community programs, services, and resources
- A community gathering place that embraces diversity and accessibility
- A welcoming and secure environment
- An important role in preserving and celebrating our local history

C. Kingston Public Library

Our Mission

Our primary purpose is to make a positive difference in the lives of everyone in Kingston Frontenac. We aim to achieve this purpose by helping residents transform today's vast information resources into the solutions, facts, know-how, inspiration, and entertainment they need to learn, solve problems, read, engage with their community and reach their personal aspirations.

Our Vision

Below are seven items that make up our vision:

- We will offer programs and services to inspire a love of reading, thereby opening up literature, the deep Web and the authors of yesterday, today and tomorrow for everyone in our community.
- We will innovate and experiment with services and approaches that are uniquely aligned with community needs and not necessarily with how a library is perceived.
- · We will focus more on services than buildings.
- We will activate imagination, intellectual freedom and free access to information with highquality targeted services.
- We will connect the communities within our community with discussions specific to Kingston Frontenac.
- We will be a part of most people's lives, recognized as a problem-solver, a source for reading, and a key supporter of learning.
- We will welcome all to an inviting, barrier-free, non-judgmental community with virtual spaces, services and programs that meet all citizens where they are on their road of life-long learning.

Our Values

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

Quality of Services: We seek to provide exceptional service by providing reliable, responsive, courteous service, from a competent, informed, understanding and responsive staff.

Respect and Dignity: We treat all people with respect. Each individual in our community will receive the best, free library service possible.

Creativity and Innovation: We encourage and support creative approaches and innovative solutions in all aspects of library service. The most appropriate technical innovations will be implemented while maintaining a strong commitment to traditional library services.

Stewardship: We value the ethical, fiscally responsible, sustainable use of public resources. Each employee of the Kingston Frontenac Public Library is a steward of the public trust. All staff exercise prudence when using and/or allocating any library funds or resources. We work with other community partners when possible to best utilize all resources.

Work Environment: We provide a positive work environment that respects each staff member's unique contributions. Our talented, well trained, knowledgeable staff are a vital part of the cultural,

social, business/entrepreneurial and educational life of the community. We offer opportunities for professional growth.

Intellectual Freedom: We support freedom of speech and the right of residents to select the information appropriate for their needs. Open and unrestricted access to information from all library resources will be available in multiple formats to meet the individual needs of all residents of Kingston Frontenac.

D. Squamish Public Library

Vision: Everyone's trusted choice for inspiration, information and connection

Mission: To connect the community to the world of learning, discovery and creativity

Values

Community: We strengthen and support our community by connecting individuals and organizations through our resources and services

Literacy & learning: We advocate lifelong learning and intellectual freedom, and champion reading and information literacy as skills essential to personal and professional success

Access: We provide access to a diverse collection of popular, educational and historical resources, in print and online, in a welcoming and safe environment

Service: Everyone is a VIP at the Squamish Public Library, irrespective of age, background or beliefs

Sustainability: We stay true to our roots but also plan for the future, and continuously adapt through ongoing assessment and professional development

E. Hamilton Public Library

Mission Statement Freedom to Discover

Values

Intellectual Freedom: Provide equitable access to and support for knowledge and creativity.

Inclusiveness: Support inclusion by creating trusted services and spaces that welcome everyone.

Innovation: Anticipate and respond to changing needs and technology.

Respect: Support the value and dignity of all individuals.

Accountability: Ensure that library services remain relevant and vital and that resources are managed effectively and ethically.

F. Edmonton Public Library

Our Mission is why we exist and our Vision is the GPS. We're experts in helping people access the world's information and ideas, opening doors to learning, possibility and growth.

Our mission is simple: We Share!

We share expertise, information, technology and space with Edmontonians for learning, connecting, creating, discovering, enjoying and enriching communities.

Our vision: EPL is the gathering place for people and ideas, enabling a lifetime of learning, engagement and possibility for every Edmontonian.

As Edmonton's largest lender of information and entertainment, our greatest passion is creating connections to help, grow, inspire and change.

Our Shared Values are a reflection of who we are and what we believe as an organization. They are an expression of our passionate commitment to share information, ideas, knowledge, resources and expertise with everyone. They describe, define and inspire us.

Customer Focused : We are real people who put others first. We are compassionate and empathetic. We have diverse experiences, interests and passions, and we bring these to work every day. We accept everyone and adapt to every unique situation and need. We are welcoming, flexible and accessible. We go out of our way to serve Edmontonians.

Innovative: We are progressive and original. We experiment and we create. We push the boundaries of the modern library. We try new things out and create new services to spur imaginations and inspire learning.

Knowledge Seekers: We are lifelong learners and a key component of a learning city. We foster a learning environment for both our customers and our staff. Through us, knowledge is discovered and shared, people changed and shaped, and community nurtured and grown.

One Library / One Team: We are one library, with one staff and one collection. We collaborate to serve the unique needs of our customers and our communities and deliver an exceptional customer experience. Together we are stronger.

Idea Champions: Unfiltered, uncensored and judgement-free, we are excited by ideals, ideas and conversations. We encourage forward thinking and build bridges by bringing diverse groups together. We promote dialogue, increasing understanding and inspiring change. We champion the right for all ideas to be heard.

Responsible: We act with integrity and honesty. We do big things without big budgets. We are responsible stewards of our public funds. We do what we say, and are accountable to each other, our partners and our community. We work tirelessly to provide a lot for very little, and we offer it to everyone.

G. New York Public Library

The mission of The New York Public Library is to inspire lifelong learning, advance knowledge, and strengthen our communities.

To deliver on this promise, we rely on three great resources—our staff, our collections, and our physical and digital spaces—to provide opportunities for learning and growth to all New Yorkers.

1. We inspire lifelong learning by creating more able learners and researchers. We:

- Teach learning and information-navigation skills
- Provide tools, resources, and great places to work
- Engage in great exploratory conversations
- Ask and answer questions that encourage patrons to challenge their assumptions
- Support creativity, research, and problem-solving
- Bring people together to spark creative synergies and learn from each other

2. We advance knowledge by providing free and open access to materials and information that reflect New York's global perspective. We:

- Identify, acquire, and preserve items that enhance our unique areas of expertise
- Connect with other organizations whose materials complement our own
- Inspire interest, expand horizons, and enrich perspectives
- Build tools that allow us to connect with the world in our areas of expertise

3. We strengthen our communities by promoting full citizenship and participation in society. We:

- Promote the development of key skills and capabilities
- Provide dynamic resources to help patrons understand and engage in society
- Create safe and reliable places where we and our patrons can enjoy, honor, celebrate, and engage with our communities
- Offer unique and authoritative materials of historical importance
- Bring our diverse communities together

Core Values

ACCOUNTABILITY. We take responsibility for delivering on our commitments and for the stewardship of our materials and spaces.

EXCELLENCE. Only the finest of everything is good enough.

EXPERTISE. We are relentless in our efforts to better understand our communities, our collections, and our users.

FREEDOM. We are free and open to all. We treat everyone with respect and compassion.

INNOVATION. We are always learning. We are constantly exploring new ways of doing things better and doing better things.

PASSION. We love the Library, we love New York, and we love what we do.

TEAMWORK. We celebrate the diversity of our experiences and build connections. We trust each other.

H. San Francisco Public Library

Mission Statement

The San Francisco Public Library system is dedicated to free and equal access to information, knowledge, independent learning and the joys of reading for our diverse community.

Core Values

Service - SFPL aspires to deliver the highest possible service to individuals, groups and our partners. We embrace the Library as a learning organization that seeks continuous improvement. **Access** - SFPL ensures free and equal access to resources, collections, information and programs.

Community - SFPL strives to support and build our communities through the creation of innovative services, programs and partnerships.

Diversity - SFPL promotes an inclusive environment that reflects the people of San Francisco.

Professionalism - SFPL produces work of the highest quality. Our interactions demonstrate respect for others and we value teamwork to achieve our shared goals.

I. Multnomah County Library 2020-2021 Priorities

Mission: Empowering our community to learn and create

Multnomah County Library serves our community based on a set of priorities that change over time and on four pillars that will not change.

As a result of the COVID-19 pandemic we face profound challenges now and for the foreseeable future. People of color and communities subjected to marginalization are experiencing higher risk and worse outcomes from COVID-19 as a result of systemic inequities. Multnomah County Library will focus library resources on our community's recovery, starting with those most deeply impacted by the crisis. Equity is at the core of the library's response, and the priorities below center equity and lived experience.

Our pillars:

Free access for all
A trusted guide for learning
The leading advocate for reading
A champion for equity and inclusion

Our priorities:

Helping people find work and develop career skills

- We help people look for work
- We offer resources to learn new job skills
- We help people with resumes and applications

Supporting education and learning for all ages

- We support teachers and educators in their work
- · We offer students tools and resources to help virtual and in-person learning
- We provide tools and help for lifelong learning

Enhancing and diversifying virtual services

- We will expand digital collections and resources
- · We will increase virtual services in the most spoken languages in our county
- We will engage more diverse voices and communities online

Technology training, access, and assistance for all

- We work to make technology available and useful for those who need it most
- We collaborate with partners to provide devices, access and training
- We amplify the urgency of digital inclusion through advocacy and action

Creating and maintaining safe and healthy spaces

- We serve people in buildings that are safe and healthy
- We follow public health guidance and use best practices
- We plan for future library spaces that support personal and public health

s. Indrew

Sarah Andrews

CEO, Library Services



INFORMATION REPORT

To: Chair and Members of the Board

Prepared by: Sarah Andrews, Library CEO

Date of Meeting: 4 March 2021

Subject: LIB 04-2021 PCIN Van Update (March)

PURPOSE

The purpose of this report is to provide the Board with information on the PCIN van's accident and to share the recommended plan to pay for the repairs.

REPORT

On January 18 the PCIN van was involved in an accident with another vehicle while out on its delivery route. Delivery service continued later that week with the Stratford Fleet Manager providing another vehicle. The driver was uninjured but the van has significant front damage, a cracked windshield. The van's estimated repair costs are \$38,000.

The City of Stratford's fleet vehicle deductible for accidents is \$50,000, even if we are not at fault. There is a parts shortage and a shipping delay, so the estimated repair date for the van is March. We will be using the replacement vehicle from the City of Stratford until then.

It is the recommendation of the PCIN CEOs that we used funds from the PCIN Reserves to pay for the deductible. This recommendation will be forwarded to the PCIN Board at their April meeting for a decision. Julia Merritt, CEO for Stratford Public Library has provided a breakdown of the cost per library as follows:

	Repair \$	NPPL	PEPL	SMPL	SPL	WPPL
		\$	\$	\$	\$	\$
	\$ 38,000.00	6,574.00	6,346.00	5,548.00	13,528.00	6,004.00
Proportionally/2019		17.3%	16.7%	14.6%	35.6%	15.8%

As an additional note, while the van is off the road it is also being signed with the PCIN logo and contact info as there have been some issues with it being parked on its route and attracting police attention as an "unmarked white van". Below is an example of what the logo will look like being added to the back and side of the vehicle.

s. Indrew

Sarah Andrews CEO, Library Services



INFORMATION REPORT

To: Chair and Members of the Board

Prepared by: Sarah Andrews, Library CEO

Date of Meeting: 4 March 2021

Subject: LIB 05-2021 Library Basement

PURPOSE

The purpose of this report is to provide the Board with information on the Library basement and the opportunity to explore what is possible to enhance space.

RECOMMENDATION

THAT LIB 05-2021 Library Basement Report report be received; and

THAT The Library Board approve the exploration by the CEO and Town Staff solutions for the Library building's basement.

FINANCIAL IMPLICATIONS

Any work to make improvements to the basement will have significant cost implications and to maximize funding opportunities available in 2021 and 2022 staff wish to begin the process of doing some research on options.

OTHERS CONSULTED

- Ray Cousineau, Supervisor of Facilities
- Grant Brouwer, Director of Building and Development

Sarah Andrews

s. Andrewy

CEO, Library Services