



2a.01.01

**INNISFIL PUBLIC LIBRARY BOARD
MEETING AGENDA - REVISED
Monday, April 15, 2024 – 7:00 p.m.
Via Zoom**

1. Call to Order, Welcome & Land Acknowledgement
2. Approval of Agenda (copy & motion)

[Motion #2024. – THAT the agenda of the April 15, 2024 meeting be approved as presented and amended.]

3. Declaration of Pecuniary Interest
None at time of agenda creation
4. Delegations to the Board
None at time of agenda creation

Consent Agenda

5. Approval of Previous Minutes (copy)
6. Correspondence (copy)
7. Reports for Information
 - a) CEO Report (copy)
 - b) Municipal Council Report (copy & information sharing)
 - c) Library Board Report (information sharing)
 - d) Board Committee Reports
No committees have met since the last Board Meeting
 - e) Health & Safety Update (copy)

Consent Recommendation

[Motion #2024. – THAT the consent agenda items 5a.01.01 to 7e.01.01, and the recommendations contained therein be approved as presented.]



Agenda

8. Staff Reports & Reports for Action
 - a) LIB-07-2024 Library Associations and Organizations (copy & motion)

[Motion #2024. – THAT the Staff Report LIB-07-2024 Library Associations and Organizations be received for information.]

9. Business Arising
None at time of agenda creation

10. Policies

- a) **OPERATING & TECHNOLOGY** – Information Technology Policy
#2024-10

(copy & motion)

Recommendation

[Motion #2024. – THAT the OPERATING & TECHNOLOGY – Information Technology Policy #E-2024-10 be approved as presented.]

11. Strategic Issues
None at time of agenda creation

12. New Business
None at time of agenda creation

13. Comments and Announcements
 - a) Calendar of Events

(link)

<https://innisfil.bibliocommons.com/events/search/index>



14. In Camera

Recommendation

a) Consideration of a resolution to hold a Closed Session Meeting as provided for under the *Municipal Act*, 2001, as amended, the *Public Libraries Act*, R.S.O. 1990, c. P.44, and the Library Board's Procedural By-Law Policy # B-2023-03.

[Motion #2024. - THAT the Board holds a “Closed Session” Committee of the Whole meeting as provided for by the Municipal Act, 2001, as amended, the Public Libraries Act, R.S.O. c. P.44, and the Board’s Procedural By-Law Policy #B-2023-03 to deal with:

- a) A matter in respect of which a board or committee of a board may hold a closed meeting under another Act; *Educational Training (Section 239(3.1) of the Municipal Act, 2001)]*
- *Cybersecurity*

[Motion #2024. – THAT the Board now rise and report on the “In Camera” Session and resume the regular Board meeting.]

15. Adjournment

[Motion #2024. – THAT the meeting be adjourned]



CORRESPONDENCE LIST for April 15, 2024

6a.01.01	CBC, December 15, 2023, article entitled <i>2 Experts Explain Why Libraries Can Become Cybercrime Targets</i> , written by Andrew Lupton	(copy)
6a.02.01	CBC.ca, February 27, 2024, article entitled <i>1 Million Books and 4 Months Later, Toronto's Library Recovers from a Cyberattack</i> , written by Sarah Bridge and Anya Zoledziowski	(copy)
6a.03.01	<i>Municipal World</i> , March 2024, article entitled <i>Cyber Security Best Practices to Support Local Governments</i> , written by Eugene Ng	(copy)
6a.04.01	<i>Municipal World</i> , January 2021, article entitled <i>Critical Decision Making During a Cybersecurity Attack</i> , written by Mark Hoffman	(copy)
6a.05.01	<i>Municipal World</i> , <i>MW Shares Podcast</i> entitled <i>Cybersecurity and Local Government – Part 1</i> with Henry Awere Cybersecurity and local government, Part 1 - Henry Awere - Municipal World	(link)
6a.06.01	<i>Urban Libraries Council</i> , April 2024, <i>Case Study: Martin Luther King Jr. Memorial Library, Washington, DC – Library Foot Traffic and Downtown Economic Vitality</i>	(copy)
6a.07.01	<i>International Federation of Library Associations and Institutions (IFLA)</i> , <i>IFLA Trend Report Update 2023 – Realising Libraries' Potential as Partners for Development</i> , Based on the Contributions of: Mohd Ismail Abdin, Vivian Amponsah, Evie Cordell, Bryan Boy Cortez, Zoe Dunlop, Lyudmila Dyadyk, Xiaofang Zhang	(copy)

**INNISFIL PUBLIC LIBRARY BOARD
MEETING MINUTES
Monday, March 18, 2024 – 7:00 p.m.
Lakeshore Library – Community Room**

In Attendance: Anne Smith, Rob Nicol, Councillor Jennifer Richardson, Councillor Robert Saunders, Barb Baguley, Sue Bennett, Rhonda Flanagan, Cynthia Gordon

Staff in Attendance: Erin Scuccimarri, Jennifer Miyasaki, Mandy Pethick

Regrets: Raj Grover

1. CALL TO ORDER, WELCOME AND LAND ACKNOWLEDGEMENT

- The meeting was called to order at 7:00 p.m.
- The Board Chair delivered the Land Acknowledgement Statement.

2. APPROVAL OF AGENDA

Motion #2024.18

Moved by: Jennifer Richardson

Seconded by: Rhonda Flanagan

THAT the agenda of the March 18, 2024, meeting be approved as presented and amended.

CARRIED.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. DELEGATIONS TO THE BOARD

There were no delegations

CONSENT AGENDA

5. Approval of Previous Minutes

6. Correspondence

7. Reports for Information

- CEO Report
 - The CEO highlighted a few of the well attended events (Winter Weekends; Spark Fundraiser)
 - Mandy Pethick provided an overview of the Evergreen update

- Municipal Council Report
 - No additions
- Library Board Report
 - Roundtable of events attended by Board and Staff
 - SHE-roes event
 - Ramadan celebration
 - Polar Bear Plunge for RVH
 - Youth Darts and Bingo at Lion's Club
 - Powwow at Georgian College
 - Making Change

Committee Updates:

- Finance Committee Meeting
 - Deferred to section 8b – report for discussion
- Fundraising Committee
 - Deferred to section 8c – report for discussion
- Truth & Reconciliation Committee
 - Committee met on March 13; continue to work on the Land Acknowledgement Statement to include the Treaties and updated language
- Health & Safety Update
 - JHSC Minutes included in package; no other updates

Motion #2024.19

Moved by: Cynthia Gordon

Seconded by: Rob Nicol

THAT the consent agenda items 5a.01.01 to 7e.01.01, and the recommendations contained therein be approved as presented.

CARRIED.

AGENDA

8. REPORTS FOR ACTION

- a) Staff Report LIB-04-2024 Year End CEO Report

Motion #2024.20

Moved by: Sue Bennett

Seconded by: Cynthia Gordon

THAT the Staff Report LIB-04-2024 Year End CEO Report be received for information.

CARRIED.

- b) Staff Report LIB-05-2024 2023 Year End Financial Results (Draft)

- The CEO confirmed that we had a positive variance at the end of 2023
- Recommend carrying over the surplus to the 2024 operating budget after financial statements have officially been reviewed by the external auditors

Motion #2024.21

Moved by: Barb Baguley
Seconded by: Rob Saunders

THAT the Committee Report LIB-05-2024 regarding the 2023 Year-End Financial Results dated March 18, 2024 be received, and

THAT the 2023 unspent library donations in the amount of \$4592.52 be allocated to the Library's Donation Reserve Account.

CARRIED.

c) Staff Report LIB-06-2024 Spark Fundraising Event

Motion #2024.22

Moved by: Rhonda Flanagan
Seconded by: Jennifer Richardson

THAT the Staff Report LIB-06-2024 Spark Fundraising Event Final Report be received for information as presented and amended.

CARRIED.

9. BUSINESS ARISING

a) 2022 Operating Surplus

Motion #2024.23

Moved by: Sue Bennett
Seconded by: Rob Saunders

THAT the Board repeal Motion #2023.65, approved September 18, 2023; and FURTHER THAT, the 2022 operating surplus in the amount of \$71,293.00 be moved to the Library Computer Reserves account.

CARRIED.

10. POLICY

- a) **EMPLOYMENT** – Education, Training & Development Policy #E-2024-07
- b) **OPERATING & TECHNOLOGY** – Piano Use Policy #2024-08
- c) **OPERATING & TECHNOLOGY** – Membership & Borrowing Policy #2024-09

(copy & motion)

Motion #2024.24

Moved by: Barb Baguley
Seconded by: Cynthia Gordon

THAT the EMPLOYMENT – Education, Training & Development Policy #E-2024-07; the OPERATING & TECHNOLOGY – Piano Use Policy #2024-08; the OPERATING & TECHNOLOGY – Membership & Borrowing Policy #2024-09 be approved as presented.

CARRIED.

11. STRATEGIC ISSUES

There were no Strategic Issues to discuss this month.

12. NEW BUSINESS

No new business

13. COMMENTS AND ANNOUNCEMENTS

- a) Calendar of Events
 - o Link to Library offerings was provided in the agenda.

14. IN CAMERA

- a) Consideration of a resolution to hold an “In Camera” Committee of the Whole meeting as provided for under the Municipal Act, 2001, as amended, the Public Libraries Act, R.S.O. 1990, c. P.44, and the Library Board’s Procedural By-Law Policy# B-2023-03.

Motion #2024.25

Moved by: Rob Nicol
Seconded by: Rhonda FLanagan

THAT the Board holds a “Closed Session” Committee of the Whole meeting as provided for by the Municipal Act, 2001, as amended, the Public Libraries Act, R.S.O. c. P.44, and the Board’s Procedural By-Law Policy #B-2023-03 to deal with:

- a) advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

CARRIED.

Motion #2024.26

Moved by: Jennifer Richardson
Seconded by: Rhonda Flanagan

THAT the Board now rise and report on the In Camera session and resume the regular Board meeting.

CARRIED.

15. ADJOURNMENT

Motion #2024.27

Moved by: Barb Baguley

THAT the meeting be adjourned at 8:05 p.m.

CARRIED.

DATE OF THE NEXT MEETING

The next Library Board meeting will be held on

Monday, April 15, 2024 at 7:00 p.m.

Innisfil Public Library & ideaLAB – Lakeshore Branch – Community Room

Anne Smith, Board Chair

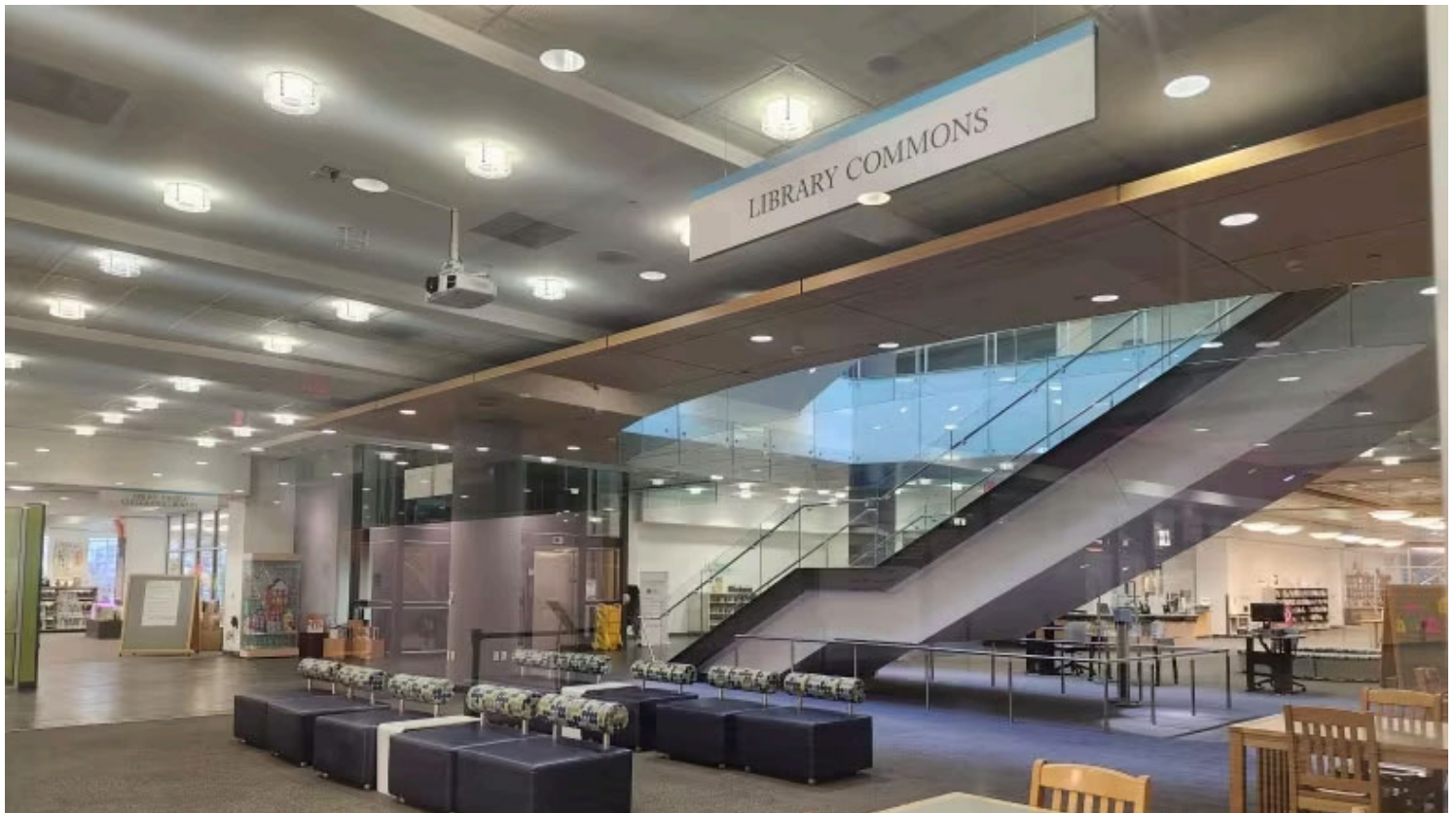
Erin Scuccimarri, Secretary

London

2 experts explain why libraries can become cybercrime targets

3 of the library's 16 branches will be closed until Jan. 2

[Andrew Lupton](#) · CBC News · Posted: Dec 15, 2023 4:00 AM EST | Last Updated: December 15, 2023



The London Public Library was dealing with a 'major systems outage' on Wednesday. (Arfa Rana/CBC)

 [comments](#)

Two days after London's Public Library suffered a "major systems outage" shutting down everything from the website to its book catalogue, the culprit remains unclear.

- [Cyberattack behind major system outage at London Public Library](#)

In a Facebook post on Friday the Library said the shutdown "appears to be the result of a cyber incident."

"We expect that it will take some time before our systems can be restored," read the post." We are working with experts and will continue to share updates as more information becomes available and as services are restored."

The Carson, Glanworth and Lambeth branches will be closed until Jan. 2. More details about how the outage has affected service are listed [here](#).

The network outage comes at a time when many public institutions, including libraries around the world, are being targeted by ransomware attacks.

In such attacks, criminals infect an organization's computer network with malware that cripples the system. The criminals then ask for money to restore the system. It's often paired with a threat to post personal or sensitive information on the dark web. In other cases, target organizations are asked to pay up to prevent information from being released.

Toronto library still recovering

Toronto's public library was hit in an Oct. 28 ransomware attack that staff are still working to recover from.

- [Toronto Public Library says services affected by cyberattack to be restored starting in January](#)

In a [public statement](#), the Toronto library said criminals stole "a large number of files" from an internal server. Toronto's library said it did not pay a ransom but did

confirm that employee information was likely taken, including their name, social insurance number, date of birth and home address, and in some cases, copies of government-issued ID.

The British Library was hit with a ransomware attack on Oct. 31 with the [Guardian reporting](#) that a shadowy ransomware gang called Rhysida had claimed responsibility.

Why target a library?

So why would cybercriminals target a library instead of a bank for example?

Aleksander Essex, a professor and cyber security expert at Western University, said libraries are often seen as a more gettable target.

"Smaller municipal organizations are making increasingly attractive targets just because the IT infrastructure is not as well-resourced at those levels," he said.

In London's case, the library network is separate from the city's. Earlier this year, the city approved spending an extra \$1 million to defend against cyber attacks, which city staff said are becoming increasingly common.

- [Why London's IT staff say \\$1M is needed to protect the city from cyber attacks](#)

Charles Finlay heads the Rogers CyberSecure Catalyst at Toronto Metropolitan University. While he said personal data has a potential resale and ransom value, the motivations of cyber criminals vary widely.

"Some of these attackers are just trying to disrupt important institutions that serve our society," he said.

Still, he said it's a costly problem that organizations have to train staff to guard against.

"Ransomware attacks are happening at a crisis level across Canada and ransomware is a multi-national, billion-dollar industry."

Sometimes, cybercrime pays



The city of Stratford, Ont., paid a \$75,000 ransom to have computer system restored following a ransomware attack. (Google StreetView)

In 2019, the city of Stratford, Ont., was hit with a ransomware attack. In that case, the attackers encrypted the town's servers, effectively leaving them crippled. The town paid attackers a total of 10 Bitcoins, valued at \$7,509.13 each at the time, for a total payment of \$75,091.30. However, the town also had an insurance policy which limited the town's liability to a \$15,000 deductible.

Both Essex and Finlay agree that most public organizations aren't putting enough resources into protecting their systems.

Finlay said fixing the damage of a single successful cyber attack can cost far more than defending against one.

"Once the attack happens, you're in a different mode," he said. " The best time to invest is before it happens."

Finlay also said the attacks are becoming so common it's almost inevitable that every public institution, large or small, will eventually be targeted.

"It's not a matter of if, it's a matter of when," he said. "These organizations and municipalities will be attacked. If it hasn't happened yet, it will happen, so these investments need to be made now."

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Toronto

1 million books and 4 months later, Toronto's library recovers from a cyberattack

Returned books have been piling up in storage after nearly 5,000 computers went dark

[Sarah Bridge](#), [Anya Zoledziowski](#) · CBC News · Posted: Feb 27, 2024 4:00 AM EST | Last Updated: February 27



The Toronto Public Library (TPL) says it's the busiest urban public library in the world. But one million of its books have been in limbo after a crippling cyberattack late last year. The library and its 100 branches are only now recovering, (Katherine Holland/CBC)

[comments](#)

More than four months after a ransomware attack shut down the Toronto Public Library's computer systems, staff are finally putting a million stranded books back on the shelves.

At the library's distribution centre in the east end of the city, Domenic Lollino wheeled pallet after pallet of library books off a tractor-trailer — one of 15 such vehicles storing those books that were returned while the electronic cataloguing system was down.

"It's a big backlog," he said, and it means employees like him are working 12-hour shifts to get through it all.

According to the library's website, the TPL is the busiest urban public library system in the world. Members borrowed from its 11 million lendable items around 27 million times in 2022, and its distribution centre services all 100 branches.

But time stalled here in October, and it shows. Visible atop chest-high stacks of books are countless children's titles about fall and Halloween, all returned after cybercriminals downed the systems required to put them back on the shelves.

Now, the conveyor belts of the giant "sorter" machine are back up and running, loudly sorting those books into bins destined for branches across the city.



TPL computers are blocked off with tape in November. The Oct. 28 ransomware attack also stole staff information and crippled nearly 5,000 employee and public computers. (Haydn Watters/CBC)

The TPL has been tight-lipped about who was behind the attack that [downed systems on Oct. 28](#) and what their demands were, but it has said publicly that cybercriminals encrypted their computer systems and stole employee data. The library has also said it didn't pay a ransom to restore its systems. Instead, it chose to rebuild them — all while keeping its doors open to the public.

The restoration of its downed services — which includes the return of nearly 5,000 employee and public computers — is a relief to library staff who have had to resort to analog workarounds for many of their daily tasks.

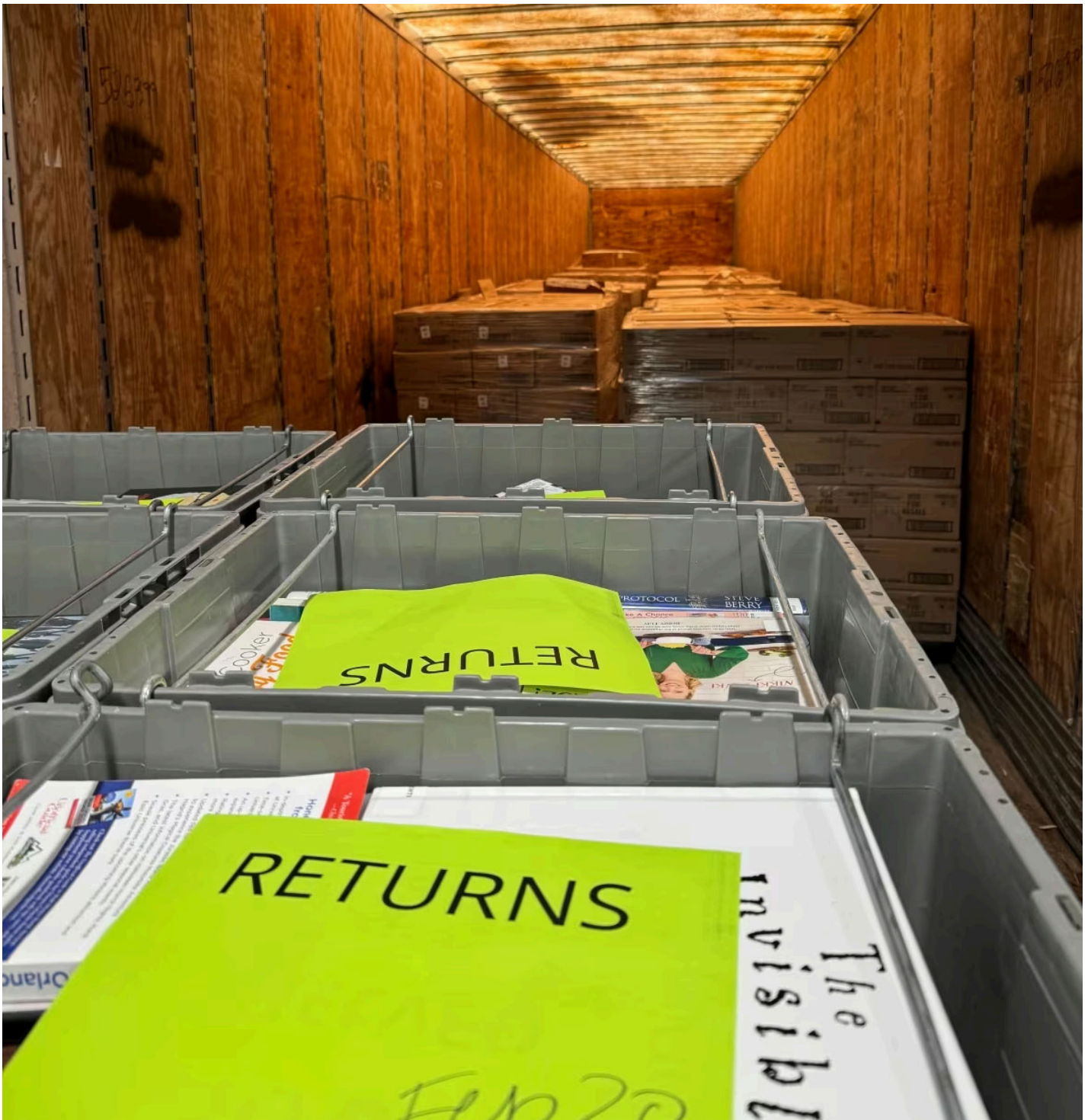
"We had to think through really quickly how we were going to provide as many services as possible," said Jan Dawson, an area manager who runs 18 branches in

the city's west end.

"That involved, in the early days, pen and paper and writing down bar codes and keeping that circulation going."

As recently as last month, librarians at the Richview Branch in the west end were storing returned books in cardboard boxes in a corner of the library. Patrons hooked up to Wi-Fi using their own devices and browsed increasingly sparse bookshelves without the help of a library catalogue.

Standing amid the piles of boxes in January, Dawson said staff created resource lists for library patrons who needed to find alternative ways to access critical public computers and printing services. "But nothing in the neighbourhood really is at the scale that we're at," she said.



A view inside one of the 15 tractor-trailers used to store books in the process of being returned to library shelves. (Sarah Bridge/CBC)

A recent TPL survey of its users found that, for 80 per cent of respondents, the library's branches were the only place where they could access the internet.

Libraries also help the city's underserved populations in other ways, including by providing warmth and shelter for those who need it, and opportunities for

newcomers to contact relatives overseas.

"Libraries are an important pillar in the community. It's the last free space, pretty much, that's available for anyone," Dawson told CBC News's The National.

Maureen Philips, a regular at the Lillian H. Smith branch in the downtown core, said she's looking forward to the return of the online book reserve system so she can take out bestsellers and travel books again.

"I keep waiting for my email saying there's this flood of books just sitting under your name," she said.

Ian Charlton said he uses the library for everything from a "safe haven" to taking out books and magazines and DVDs. Though he said the service disruption didn't really affect how he uses the library, he said it's good to see the library back online.



TPL staff used pen and paper in the attack's immediate aftermath to keep circulation going, says area manager Jan Dawson. (Ousama Farag/CBC)

"My most honest statement is that hackers suck," he said.

CBC News looked through ransomware groups' websites on the dark web, and found numerous instances where Canadian businesses — both for-profit and nonprofit — had supposedly been hacked, with alleged victims ranging from a bakery to an energy company.

Hackers often listed company names and logos, alongside descriptions of the information they purported to have taken. Examples included images of employee passports and drivers' licences — all seemingly available for download. CBC News did not attempt to download any data.

One ransomware group's website looked almost corporate in design with a "contact us" link in the upper right-hand corner. CBC News attempted to reach out to the group, which has been linked to a number of Canadian cyberattacks, to learn more about how they pick their targets. The group did not respond.

"How these groups actually work is they hack anything that they are actually able to get into, and unfortunately sometimes it's a library, sometimes it's a company with a lot of money," said Bob McArdle, a researcher with cybersecurity software giant Trend Micro in Cork, Ireland.

Different ransomware groups will have different codes of conduct, he says.



Researcher Bob McArdle says ransomware groups tend to be made up of career criminals, who treat hacking like a professional nine-to-five job. (Submitted by Martin Cronin)

"Some of them, for example, will clearly say: We do not hack hospitals, we do not hack government targets, and so on," he said. "Others just don't care."

McArdle says ransomware groups tend to be made up of career criminals, who treat hacking like a professional nine-to-five job.

"These are people who have been doing this for a very long time," he said.

Often located in the Russian-speaking world, "they think that there is very little chance of them being arrested in their own country, as long as they don't actually target victims in their own countries."

In short, hackers are experts, McArdle said, and a tough adversary for employees of businesses around the world who don't themselves work in cybersecurity.

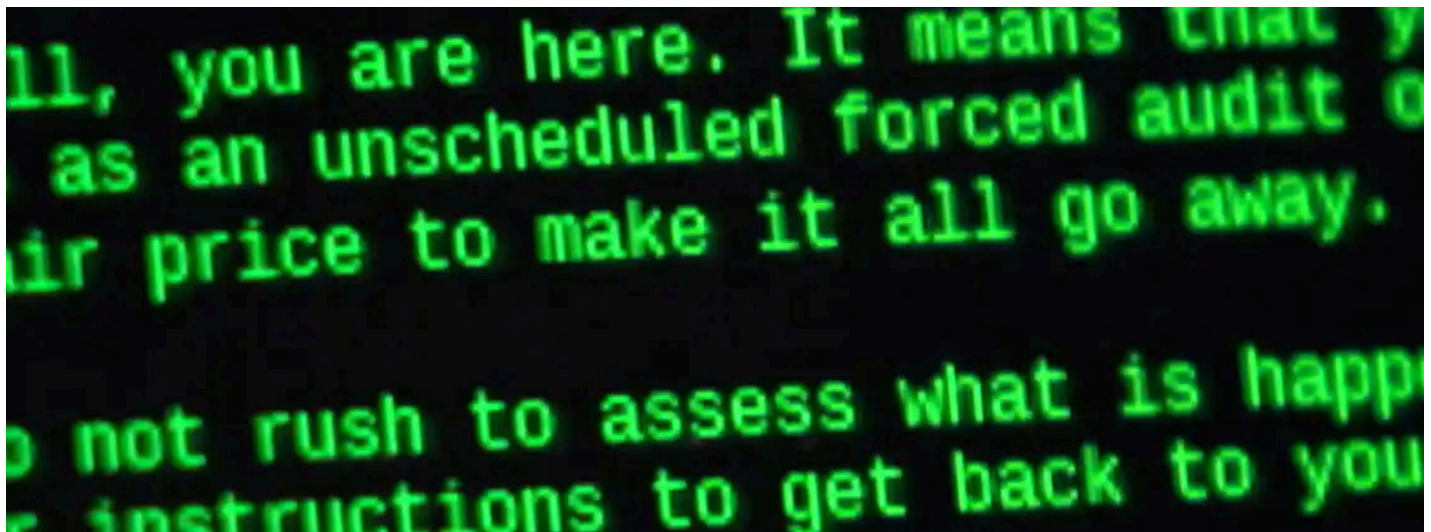
The Communications Security Establishment (CSE), the country's cryptologic agency and an authority on cybersecurity, said in an email that cyberattacks are increasing worldwide, but that "the vast majority of incidents go unreported."

- [Taking down a ransomware hacker](#)
- [Paying ransom for data stolen in cyberattack bankrolls further crime, experts caution](#)

That's a problem, said CSE spokesperson Janny Bender Asselin, "because it means we only have a partial picture of the threats that are out there."

Some businesses do pay the ransom — though McArdle says the number appears to be decreasing.

WATCH | Why hackers might have targeted the public library:



When ransomware hackers go after the public library

▶ 1 month ago 6:00

A ransomware attack in October took many of the Toronto Public Library's services offline for months. CBC's Anya Zoledziowski breaks down the library's efforts to rebuild its services and examines why hackers may have targeted it in the first place.

"The important thing to realize is the criminal groups know not everybody is going to pay," he said. "In fact, they account for that in their business model."

As a result, he said, everyone who does pay is essentially financing future ransomware attacks.

In the case of the Toronto Public Library, victims include the employees themselves. Cybercriminals not only encrypted library files, but stole employee data, including social insurance numbers, home addresses and copies of government-issued identification documents that they'd provided to their employer. The [library is still investigating](#) the full extent of the data breach, including whether any customer, donor or volunteer information was taken.

- [Criminal hackers 'very likely' to pose threat to national security, economy in near term: report](#)

"For all of us, knowing that our data is somewhere has been quite challenging and difficult," said Dawson, the branch manager.

"As information professionals, we go to great lengths to protect your data and your privacy as a customer, so it's really taking a lot to process. I think we're all still processing it."

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Cyber security best practices to support local governments

Presented by **Eugene Ng** in Technology

March, 2024



5 Shares [k.c. connectivity](#)

Sponsored by MNP

The nationwide MNP Digital Municipal Research Report benchmarks digital transformation across municipalities. When looking at strategic priorities, cyber security and privacy were identified as a primary focus for municipal organizations over the next three to five years.

Many local governments have limited budgets to invest in digital transformation. But it is still critical to protect sensitive data from cyber attacks and security breaches. The following best practices can help protect your organization's technology, data, and information from threats.

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Review Risks

Risks are an inherent part of digital transformation programs and initiatives. Review any potential privacy risks introduced by changes to your business processes and technologies to understand the threats associated with your digital transformation initiatives. This will help you identify the steps you can take to mitigate the risks associated with adopting new technology.

Leverage Industry Frameworks

Industry frameworks have been developed to support cyber security practices across organizations. These frameworks provide standards for the design, implementation, and management of cyber security programs. They can also be customized to meet the unique requirements of your local government.

Take Protective Measures

Protective measures can help reduce risks to your municipal organization. These include implementing operational technology security environments and constantly monitoring your systems. Developing a risk-based patch and vulnerability program can also help mitigate threats to organizational data and information.

Discuss cyber insurance coverage and identify any potential gaps with your management team. Additionally, consider subscribing to an ongoing threat intelligence program. These programs can help keep your local government's data and sensitive information safe from cyber attacks.

Perform Regular Assessments

Regular assessments can identify and prioritize the protection of your most important information. Crown jewel assessments can identify your organization's crown jewels, such as data about people or financial records. After the identification process is complete, the assessment team can:

- ◆ review vulnerabilities and risks
- ◆ evaluate security measures
- ◆ allocate resources to protect these valuable assets

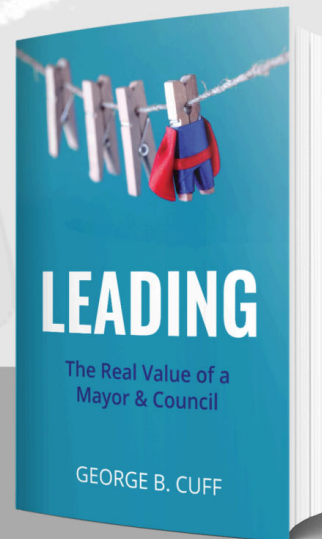
Create an Incident Response Plan

An incident response plan can help you effectively respond to security breaches or cyber attacks. Incident response plans focus on minimizing the impact of a cyber attack, limiting damages, and resuming operations quickly after an incident occurs.

LEADING

The Real Value of a Mayor & Council

Why local government across North America needs a reboot
- and how elected officials can pivot to deliver on their true potential as leaders



(<https://www.municipalworld.com/linkout/274318>)

Collaborate with Other Municipalities

Many local governments are facing the same risks as digital transformation increases. It may be helpful to collaborate with other municipal organizations to:

- ◆ increase threat intelligence
- ◆ create a joint security operations centre (SOC)

These partnerships can help reduce the cost of your cyber security measures. They also provide comprehensive protection against new and established threats.

Take the Next Steps

Amplify the power of your cyber security program with MNP Digital's Cyber Security and Privacy team. Visit mnpdigital.ca (<https://mnpdigital.ca/>) to book a free consultation or learn more about cyber security measures. **MW**

★ **Municipal World Executive and Essentials Plus Members:** You might also be interested in Renee Foster's article: *Cyber controls vital for securing government and supply chains* (<https://www.municipalworld.com/articles/cyber-controls-vital-for-securing-government-and->

supply-chains/).

Eugene Ng is MNP's cyber security leader for eastern Canada.

Related resource materials:

- ◆ 2023's cybersecurity landscape (<https://www.municipalworld.com/articles/2023s-cyber-security-landscape/>)
- ◆ Building your cybersecurity dream team (<https://www.municipalworld.com/articles/building-your-cybersecurity-dream-team/>)
- ◆ Critical decision making during a cybersecurity attack (<https://www.municipalworld.com/feature-story/critical-decision-making-cybersecurity-attack/>)
- ◆ Cybersecurity and local government (Part 1) with Henry Awere (<https://www.municipalworld.com/podcasts/cybersecurity-and-local-government-part-1-henry-awere/>)

NEXT STORY

See All Feature Stories (<https://www.municipalworld.com/feature-stories/>)

How digital building codes can transform municipal operations

(<https://www.municipalworld.com/feature-story/transform-municipal-operations/>)

Presented by **Bill Reid** in Technology

Critical decision making during a cybersecurity attack

by **Mark Hoffman** in Infrastructure, Technology

January, 2021



7 Shares [k.c. condition](#)

It seems that we can't go more than a few days without reading about another municipality that has been victimized by a cybersecurity attack. Making matters worse, such news items invariably go on to say that the municipality "had no other choice" than to pay a ransom to get their systems back.

Cybersecurity response protocols typically include between seven and 10 key decisions. However, there are two critical decisions that your organization would likely face during a cybersecurity attack.

Each example below offers a default position solely to demonstrate how the process works. Individual default positions may differ.

[Chat](#)

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(<https://www.municipalworld.com/linkout/292145>)

Key Decision #1: Will you pay ransom?

This is the elephant in the room and the decision that everyone wants to address first in every cyber exercise. For the purposes of this article, let's take the position that no, we will not pay a ransom unless it becomes in our best interest to do so. That means there must be a compelling business case to move the organization toward paying a ransom. Here are some considerations that might change your position:

- ◆ Your cyber insurance provider. It's important to understand the insurer's perspective on paying ransom. You need to understand who makes the final decision.
- ◆ What if the ransom demand poses a credible threat to public safety or to one of your employees? If there is a broader risk to public safety, the decision may be taken to a different level.
- ◆ What if there was credible evidence to support the hacker's claim that your data has been stolen? What if the hacker included a sample of the stolen data as part of the ransom demand? Would it change your perspective?
- ◆ If you can recover the locked systems yourself, you would be less likely to pay the ransom. But what if you were unable to recover lost/compromised data/platforms? Would that change your position about paying the ransom?

These are the types of considerations that should be built into a Cyber Response Plan so that the team is prepared to respond to this critical decision. Your municipality may have additional considerations.

Key Decision #2: Should you engage law enforcement?

This is more complex than you might expect. Your gut may be telling you that you should engage law enforcement every time. But there are several things to consider before making that decision.

For this article, the default position is that the organization is willing to engage law enforcement if necessary, but the decision will be made on a case-by-case basis to maximize flexibility and appropriately manage risk. This may sound wishy-washy, but that's exactly why ample consideration should be given to these points ahead of time. Determine *your* position now, long before you need to make the decision.

You would likely lean toward engaging law enforcement when:

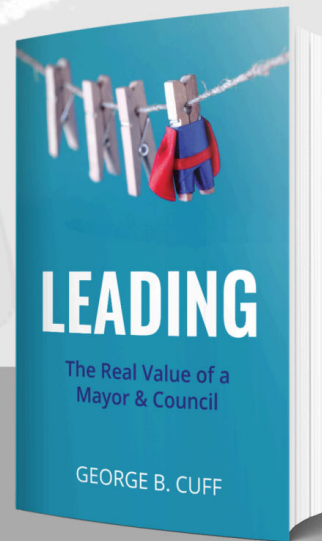
- ◆ the perpetrator is known to you (often the result of an inside operation where attribution is known);
- ◆ you plan on taking legal action against the perpetrator;
- ◆ the attack also threatens public safety or national security;
- ◆ there is clear evidence of a criminal act, such as theft; or
- ◆ there is a threat to infrastructure such as water supplies, treatment plants, electrical grids, etc.

Remember, reporting the incident to law enforcement doesn't change your obligations to manage the incident internally. Law enforcement is not your cyber nanny. They are not going to retrieve your data; their focus is on catching the bad actors.

LEADING

The Real Value of a Mayor & Council

Why local government across North America needs a reboot
- and how elected officials can pivot to deliver on their true potential as leaders



(<https://www.municipalworld.com/linkout/274318>)

Benefits to a Laid-Out Approach to Cybersecurity

These are examples of the type of questions to be considered in cybersecurity response plans. This enables the leadership team to understand their position before the crisis occurs and gives them the opportunity to work from a position of strength.

As with any response plan, it must be practiced. A practice exercise stress-tests the principles of the Cyber Response Plan to see how they would apply in a real-life scenario.

There are many benefits to laying out a principled approach that gives consideration to likely decisions that your team will face during a cyber attack. The effort you put into this will pay dividends down the road. **MW**

★ **Municipal World Insider and Executive Members:** You might also be interested in the full version of this article (<https://www.municipalworld.com/articles/are-you-ready-for-a-cyber-attack/>) or in Sean Meyer's article: The reality of municipal cybersecurity - be prepared (<https://www.municipalworld.com/articles/the-reality-of-municipal-cybersecurity-be-prepared/>). Note that you can now access the complete collection of past articles (<https://www.municipalworld.com/articles/>)(and more) from your membership dashboard (<https://www.municipalworld.com/my-account/>).

Mark Hoffman, MBCI, CBCP, is a senior crisis management and business continuity consultant with 20 years of cybersecurity response and crisis communications experience. Mark has experience in both the public and private sector.

Related resource materials:

- ◆ Who's Driving the Grader? and other governance questions (<https://www.municipalworld.com/product/whos-driving-the-grader-and-other-governance-questions/>)
- ◆ Welcome To The Hall: A practical guide for municipal leaders (<https://www.municipalworld.com/product/welcome-to-the-hall-a-practical-guide-for-municipal-leaders/>)
- ◆ Leading: The Real Value of a Mayor and Council (<https://www.municipalworld.com/product/leading-the-real-value-of-a-mayor-and-council/>)

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Presented by **Michelle Maggiore** in Technology, Transportation



URBAN
LIBRARIES
COUNCIL



CASE STUDY

APRIL 2024

HOW LIBRARY VISITS CREATE DAYTIME FOOT TRAFFIC AND PROMOTE ECONOMIC VITALITY IN DOWNTOWNS

CASE STUDY:

MARTIN LUTHER KING JR. MEMORIAL
LIBRARY, WASHINGTON, DC

INTRODUCTION

In the four years since the COVID-19 pandemic began, downtowns are still on a trajectory of recovery. For many cities, the biggest gaps between pre- and post-pandemic numbers are among weekday office workers. Employers are maintaining hybrid or remote-capable work models, and less office space is being used daily. Fewer weekday office workers are not generating as much foot traffic and the resulting economic activity that contributes to a thriving daytime population in downtown areas.

With weekly [office occupancy still hovering around 50%](#) across major metropolitan regions in the U.S., urban areas (especially downtowns with high concentrations of office use) must look to alternate attractions to sustain vitality, foot traffic and economic activity during weekdays.

In Spring 2023, the Urban Libraries Council published a report – [Libraries as Spaces for Innovation and Productivity](#) – that explores the importance of congregation in a post-pandemic world. It looked at the role of libraries as reliable structures, attractions and prime choices for visits even as we experience a great upheaval of spaces in which people prioritize spending time. Libraries with a downtown location historically contribute a significant amount of steady foot traffic and daytime population and serve as trip attractions based on the number of daily, weekly and monthly users tracked by libraries.

To support the primary recommendation from that report – the promotion of libraries as hubs for congregation, trip attractors and investors of post-pandemic economic activity – ULC sought out additional data to advance this thesis.



Libraries have the unique opportunity to meet the growing demand for flexible workspaces and quality interactions in the third-place. [Libraries as Spaces for Innovation and Productivity](#) explores the importance of libraries as places of congregation in a post-pandemic world and offers recommendations of ways the value of libraries as spaces for innovation and productivity can be emphasized.

Published May 2023

ABOUT THE RESEARCH

In early 2024, [ULC initiated a partnership with Placer.ai](#), a location analytics technology company, to help libraries implement stronger impact evaluation practices around foot traffic data. Using the Placer.ai advanced location analytics platform, which describes physical locations, the people and businesses that interact with them and the markets they inhabit, ULC is examining how libraries are influencing visits to downtown areas and are an economic driver for cities.

We are starting this research in ULC’s backyard: Washington, DC.

The central location of the DC Public Library (DCPL) is just a 10-minute walk from the ULC offices. The Martin Luther King, Jr. Memorial Library sits within the Downtown DC Business Improvement Districts (BID), which also borders the Golden Triangle BID in DC. District leaders use these two BIDs to set the [boundaries of downtown](#) in their recent economic development action plan. While the West End DCPL branch sits just at the western edge of the downtown area, we are specifically looking at the central library location for this analysis.

ABOUT THE MARTIN LUTHER KING, JR. MEMORIAL LIBRARY

The District of Columbia Public Library was created by an act of Congress in 1896 “to furnish books and other printed matter and information service convenient to the homes and offices of all residents of the District.” In 1972, a new central library, designed by Mies van der Rohe, opened down the street from its original Andrew Carnegie-funded location. It was designated a historic landmark in 2007 and underwent a modernization effort from 2017 to 2020. The \$211 million update positions the central library as a center of activity for the downtown area.

Current Operating Hours: 9:30 a.m. – 9:00 p.m. (M-Th);
9:30 a.m. – 5:30 p.m. (F, Sat); 1:00 – 5:00 p.m. (Sun)

Address: 901 G St. NW, Washington, DC 20001

Executive Director: Richard Reyes-Gavilán

Number of DCPL Branches: 26

FY23 Operating Budget: \$77M



CASE STUDY

Like most major cities in the U.S., Washington DC’s downtown is seeing reduced economic activity since the pandemic. This is owed to a handful of factors in the region, including a level of remote work more than twice the national average, according to the [DC Policy Center](#).

Despite these trends, the Martin Luther King, Jr. Memorial Library (MLK Library) is attracting people to the downtown area.

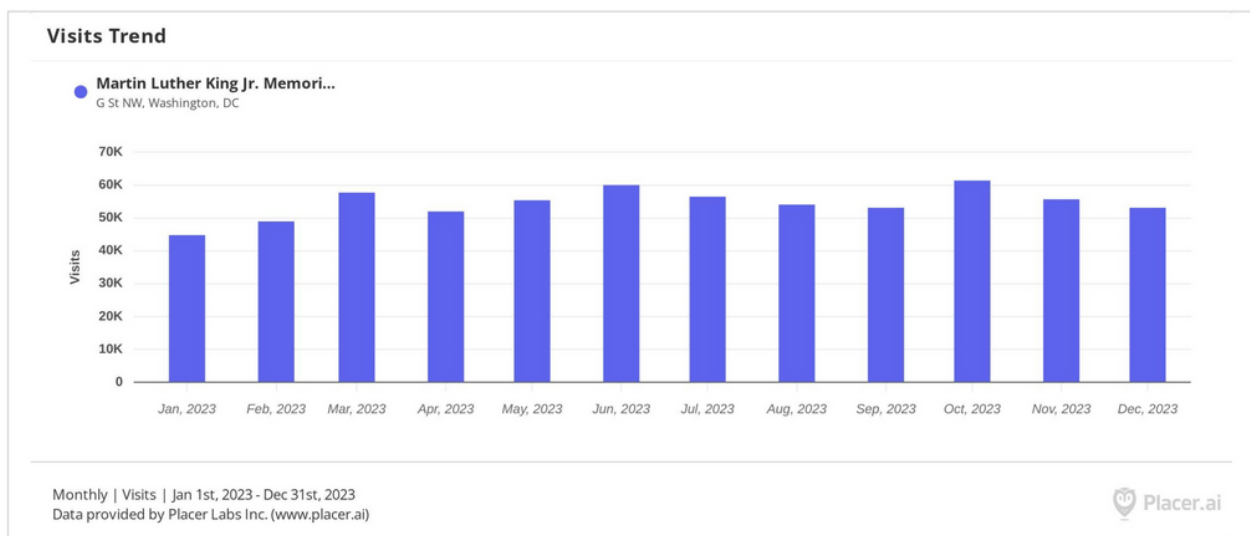
Using Placer.ai data, ULC analyzed the trip attraction performance of visitors to the MLK Library in 2023 and then to other locations downtown. According to Placer.ai’s location analytics, **the MLK Library attracted over 650,000 visits in 2023 and had over 350,000 unique visitors.** On average, the library had **1,850 initial trips** and the average visitor spent nearly two hours there.

While a large percentage of visits to the MLK Library in 2023 were by individuals coming from a home or residence to the library and eventually back there, many visitors went to another downtown location or elsewhere in the DC area after visiting the library. Placer.ai estimated that of the 195,000 post-library trips to somewhere other than home, 36% (74,900 trips) of visitors stayed in downtown DC.



Visits Trend

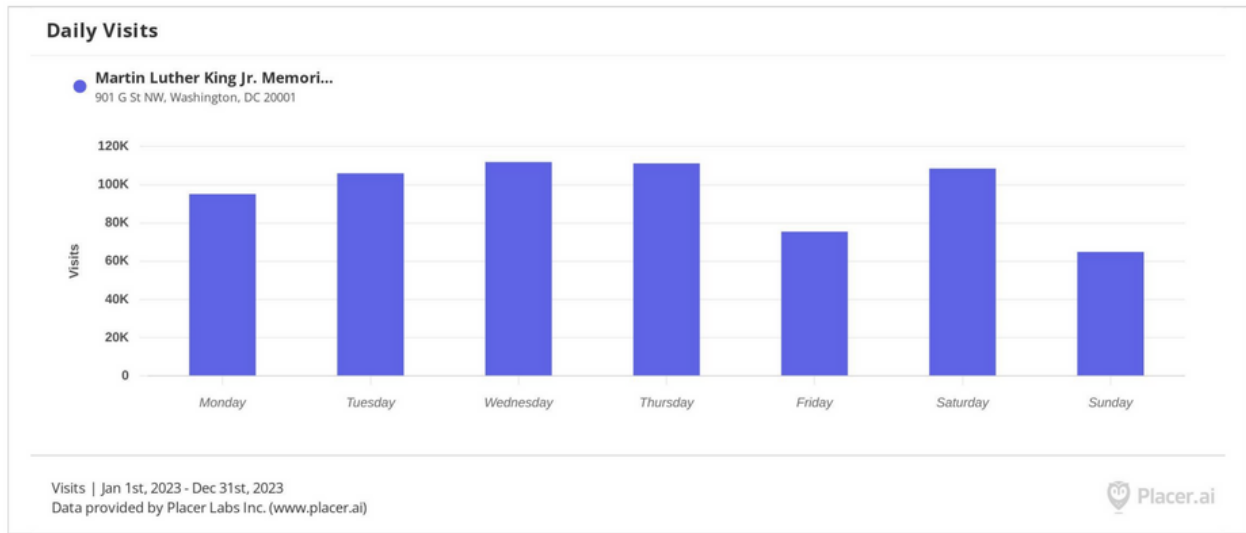
Jan 1 - Dec 31, 2023



Defined types of post-library visits by the Placer.ai platform include Stadiums/Arena/Athletic Fields such as the nearby Capital One Arena; Hotels & Casinos such as the numerous lodging options in the area; or one of the nearly 150 restaurants downtown.

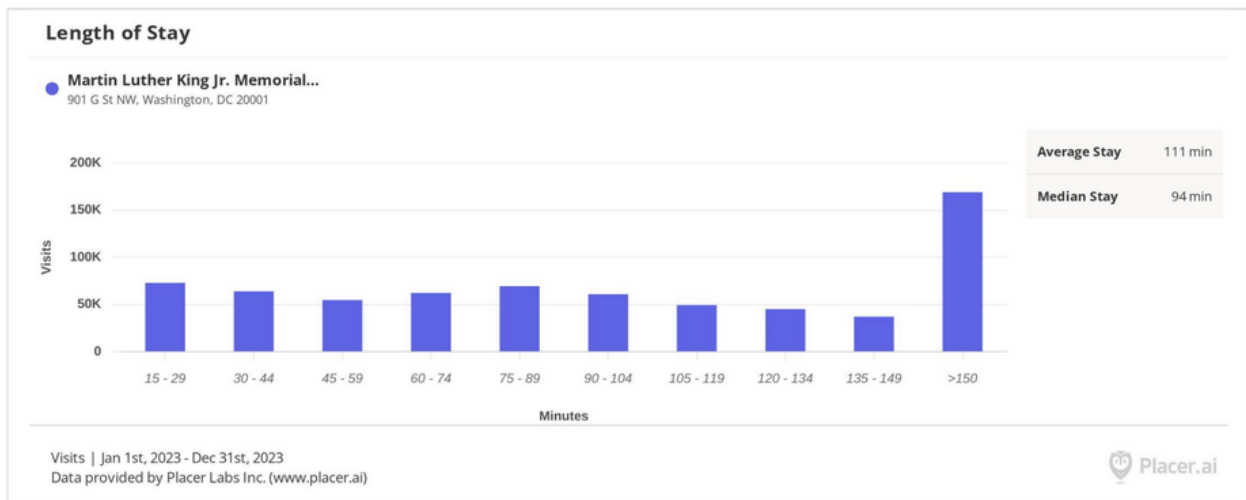
Daily Visits

Jan 1 - Dec 31, 2023



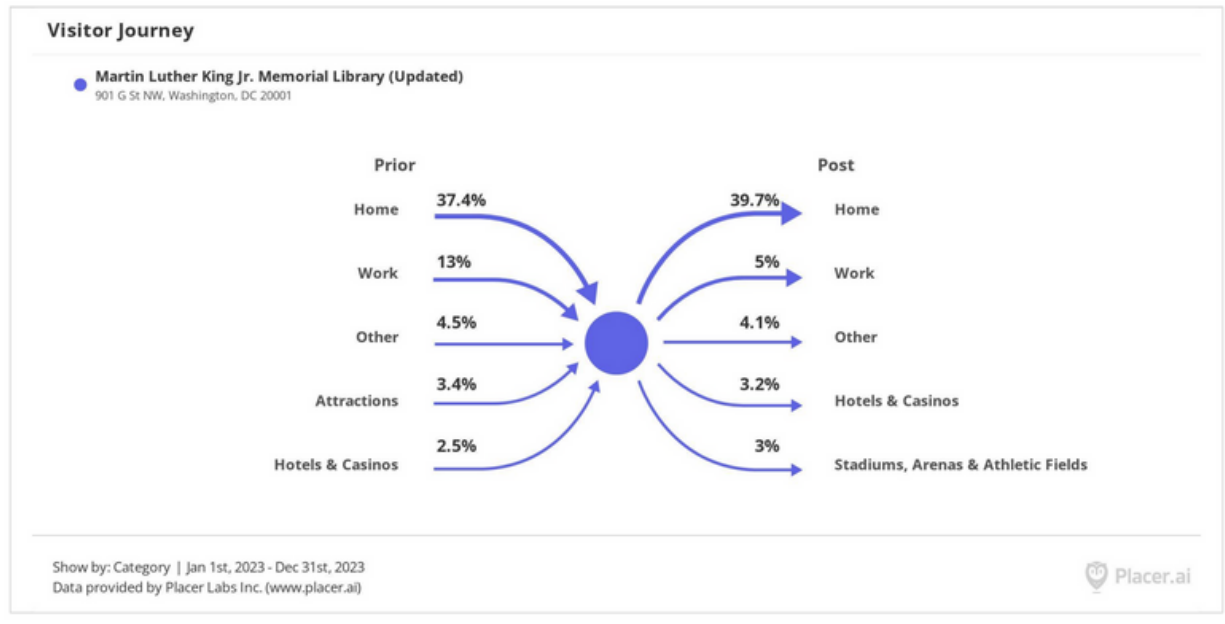
Length of Stay

Jan 1 - Dec 31, 2023

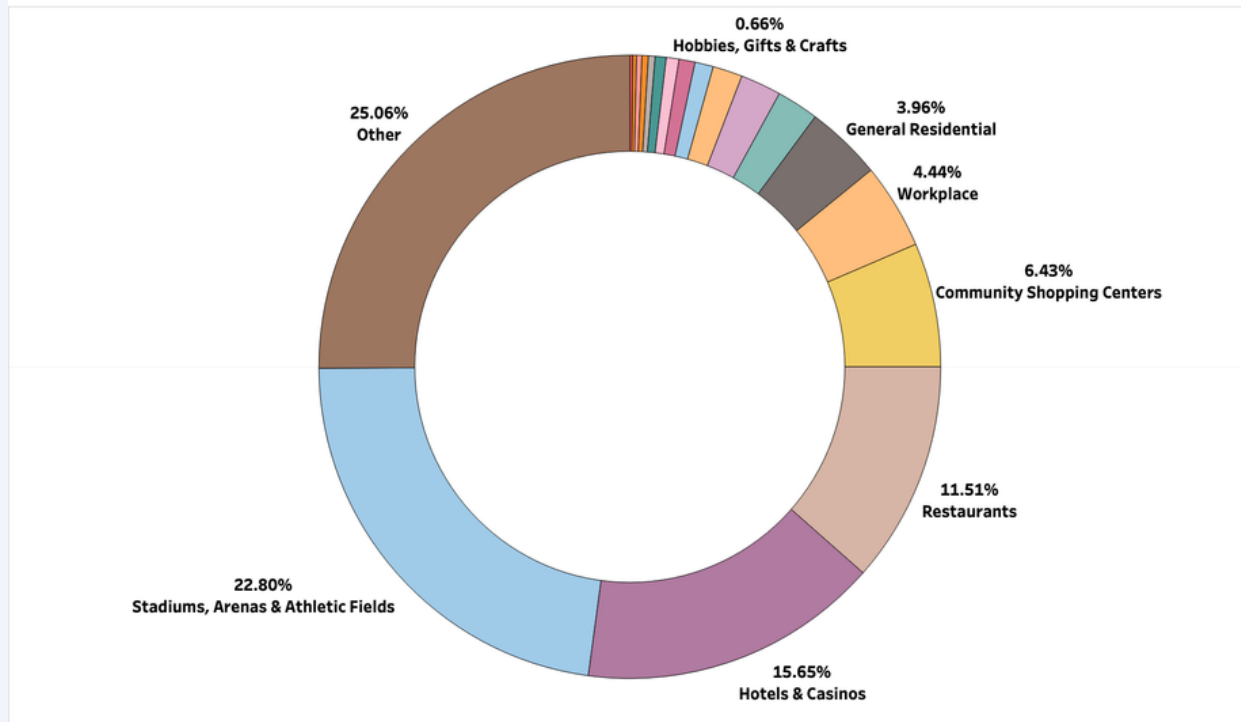


Visitor Journey

Jan 1 - Dec 31, 2023



Post-Destinations of MLK Library Visitors in Downtown DC

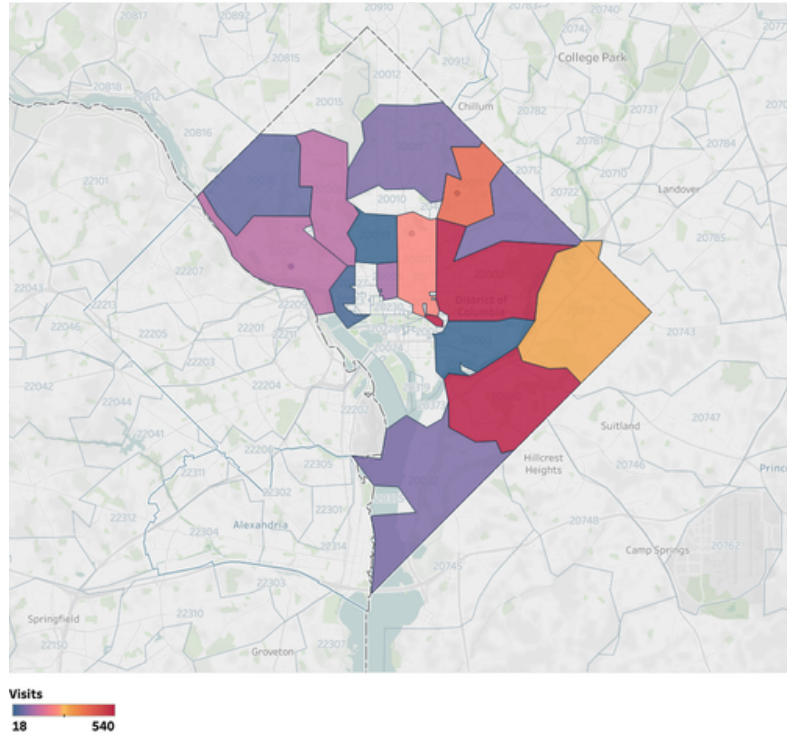


Overall, [DCPL saw robust attendance](#) across its impactful programming schedule throughout 2023, continuing its commitment to serving the District. From story times to author talks, book clubs, computer courses, events and community meetings, the library system reported it had more than 3 million visits across its 26 locations last year.

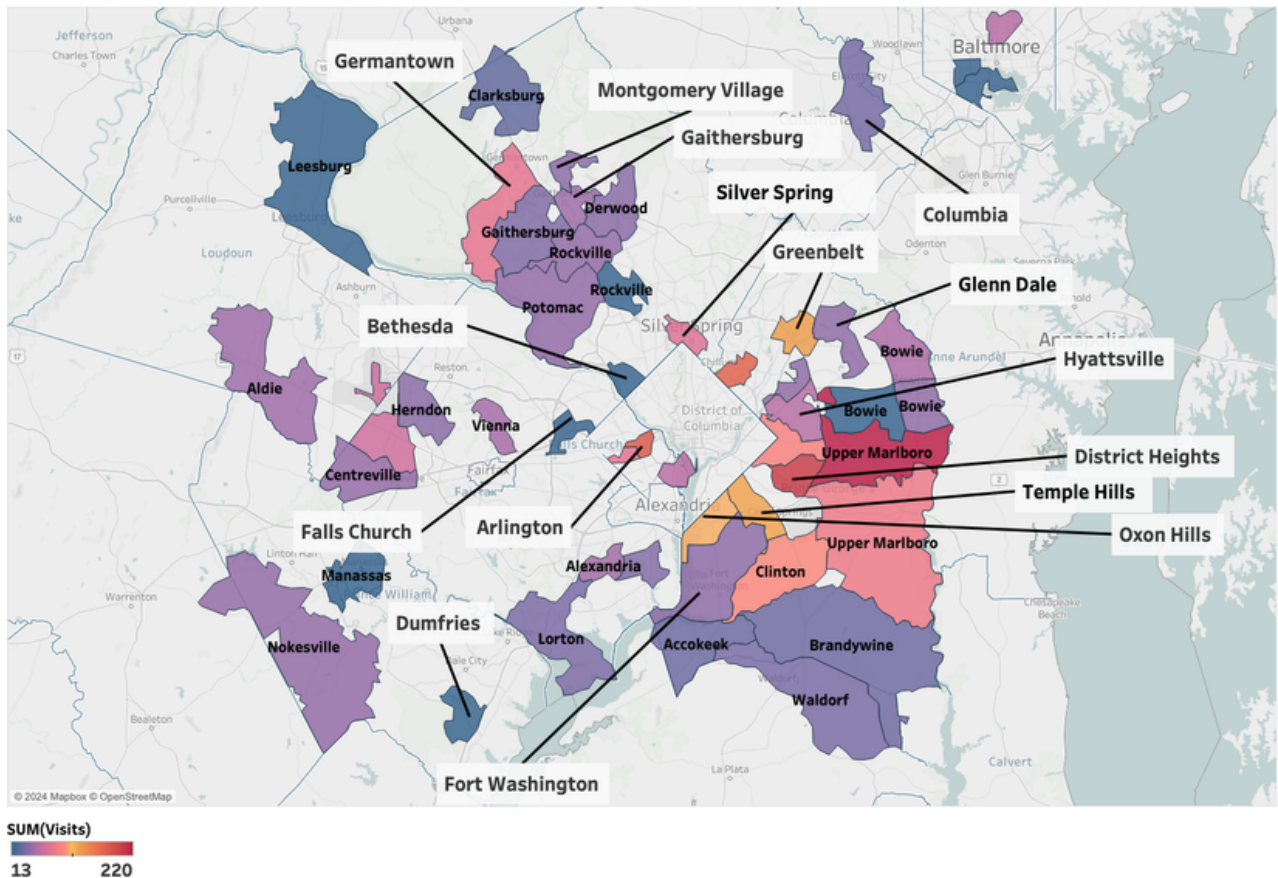
EVENT STUDY: ART ALL NIGHT

One of the events with the highest trip attraction numbers to the MLK Library in a single day in 2023 was Art All Night. This city-wide celebration of arts, culture, food and nightlife had special activations in all eight wards of the city. The MLK Library hosted a [block party](#) on September 30 that featured live Go-Go music acts, culinary experiences, film screenings and much more. According to Placer.ai analytics, the 2023 Art All Night block party attracted over 6,500 visitors from across DC, Maryland and Virginia to the MLK Library.

Art All Night Attendee Origins by Zip Code (Within DC)



Art All Night Attendee Origins by Zip Code (Outside DC)



CONCLUSION

While venues such as sport arenas, park spaces and cultural facilities are often top of mind when it comes to popular city trip attractions, the library should be viewed no differently. As ULC's emerging research indicates, **when a central library like Washington DC's MLK Library invests in its purpose to be a place of gathering, convention and congregation, it can play a significant role in downtown activation plans.** This case study offers just one example of the potential for libraries to serve as major factors in attracting steady population and foot traffic in urban cores and downtowns.

Beyond programming to attract visitors, libraries are proven hubs of entrepreneurship. Libraries serve as incubators that provide new businesses with resources, training and the support needed for growth and success. The forthcoming release of a revised [ULC Business Value Calculator](#) will allow library systems to capture the economic impact associated with patrons accessing industry analysis and reporting resources, utilizing maker or coworking spaces, and taking advantage of business development workshops and one-to-one consultations with local partners.

As ULC continues this research, we will examine other public libraries in cities with downtown activation plans and utilize Placer.ai data to understand foot traffic to and from these critical public institutions. When we couple this location analysis with information provided by member libraries, such as through the Business Value Calculator, we intend to capture a stronger understanding of how libraries contribute to the economic vitality of their cities.

ULC would like to acknowledge and thank DC Public Library and Placer.ai Labs for their contributions to this case study.



DC Public Library



Placer.ai

IFLA TREND REPORT UPDATE 2023

*Realising libraries' potential as partners
for development*

Based on the contributions of:
Mohd Ismail Abdin, Vivian Amponsah, Evie Cordell,
Bryan Boy Cortez, Zoë Dunlop, Lyudmila Dyadyk,
Xiaofang Zhang

INSIGHTS FROM THE



TREND
REPORT

IFLA is the Global Voice of the Library and Information Profession

IFLA puts libraries on the global stage and helps them develop.

We are the global voice and the largest brains trust of the library and information profession, with an active network of more than 1,400 Members – leading institutions and players in the library field – in over 150 countries, and well-established relations with the UN and other international organisations.

Together with our Members we work to set the professional agenda and develop standards in library service provision, to improve access to information and cultural heritage resources, and to place this work at the heart of local, national and global policies.

Contributors to the Original Trend Report:

Olivier Crepin-Leblond, Chairman Internet Corporation for Assigned Names and Numbers (ICANN) At-large Advisory Committee (ALAC)

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Louis Zacharilla, Co-founder, Global Intelligent Community Forum

*Commenting in a personal capacity

Trend Report updates are available for 2016, 2017, 2018, 2019 and 2021. All are available on the Trend Report website: <https://trends.ifla.org/>.



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For press enquiries and further information please contact: Stephen Wyber, IFLA Policy and Advocacy Manager (stephen.wyber@ifla.org)

WHAT IS THE IFLA TREND REPORT?

The original IFLA Trend Report is the result of a dialogue between the library field and experts from a range of disciplines.

By crossing experience and perspectives, it provided a new opportunity to explore and discuss the emerging trends that are shaping the world in which libraries work.

The first Report identified five high-level trends in the global information environment, spanning access to information, education, privacy, civic engagement and technological transformation. It did not seek to predict the future, but rather to explore the forces that will influence it.

Yet the Trend Report is not just a single static publication report, but a dynamic and evolving set of online resources for library and information professionals.

Alongside the original report, there is a range of data and information for libraries to use, share and build on, including a bibliography and literature review of existing trend reports, expert papers and discussion summaries.

Subsequent updates opened up new paths and questions for reflection, bringing in new voices from inside and outside of the library field.

These can all be found on the Trend Report website – trends.ifla.org.

Crucially, these are intended, collectively, as a starting point – a catalyst – for discussion both within the library field, and when talking with external partners. It is a support for thinking about what we need to do to be prepared for what is to come, so that libraries do not only survive, but thrive.

That is where you come in. The goals we set ourselves, and the actions we take to achieve them, will have a decisive influence on how big a role our institutions will play in the evolving information landscape.

We encourage you to use the IFLA Trend Report Update to organise and facilitate creative workshops with your community, network, colleagues or staff.

Join the conversation online using the tag #IFLATrendReport, stay tuned to news from IFLA at ifla.org, and follow us on [Facebook](#) and [Twitter](#)!



Foreword - Vicki McDonald

IFLA President 2023-2025

Gamba daru* colleagues

I am proud to share with you the IFLA Trend Report 2023, which brings together the insights and ideas shared by emerging leaders at our 2023 World Library and Information Congress.

This Report is all about impact – the positive impact that libraries do, can, and aspire to achieve for the communities they serve. And it's about the factors that shape how far we can realise this potential.

In my own work at the State Library of Queensland, as a former President of the Australian Library and Information Association, and now as President of IFLA, I am strongly focused on how we can ensure that we are making this difference.

My experience of this is what drove my choice of the theme 'Stronger Together' for my presidency. I'm excited to see this reflected in the ideas shared by our emerging leaders, who have highlighted both the value of stronger cooperation within our field, but also closer links with other stakeholders.

I hope that the trends identified here will help provide a structure for thinking through how we can maximise our contribution to sustainable development, and of course a reminder of the insight – and foresight – that our emerging leaders can bring to our work.

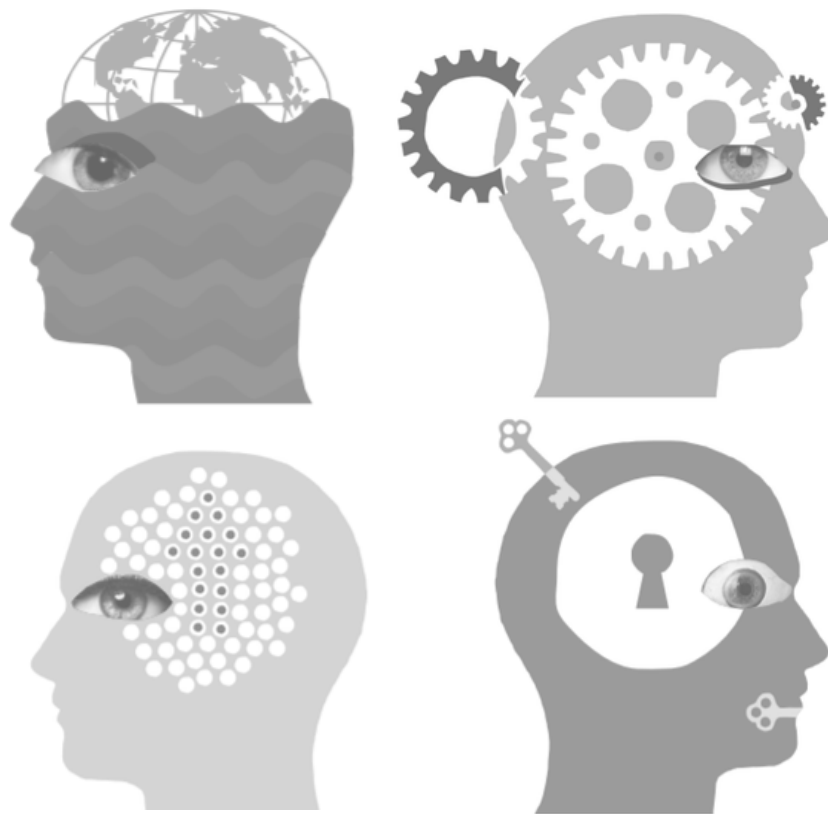
* "Gamba daru" means "Good day" in the language of the Barunnggam people from the Darling Downs region of Dalby and Bunya Mountains – the community where I grew up in Queensland, Australia.

This is the first of two Trend Reports coming out this year, with the launch of our 2024 edition at the Information Futures Summit that I'm honoured to be hosting in my hometown, Brisbane, Australia in September and October.

Work is already well underway on the 2024 report, which will look at broader trends in the information and knowledge environment, and what these mean for libraries and the communities we serve.

I hope you are looking forward to it as much as I am!

Vicki McDonald



Introduction

Libraries are at the vanguard of creating positive change worldwide, whether it is by promoting inclusivity in various communities, overcoming outdated perceptions, or managing the challenges of internet connectivity. Yet in light of the rapid evolution of technology as well as societal and global challenges, libraries are under pressure to (re)define their contribution to development.

Welcome to the latest edition of the IFLA Trend Report, focused on 12 trends that shape how libraries, in turn, shape development.

This edition of the IFLA Trend Report in some ways represents a continuation of the two previous ones. Like them, it is the result of the contributions of emerging leaders from around the world. Specifically, it brings together the contributions of applicants for emerging leaders' grants at the 2023 World Library and Information Congress, held in Rotterdam.

Yet there is also a difference. Rather than looking at trends in general terms, and how (also in general terms) we can respond, this edition looks specifically at the trends that influence libraries' ability to deliver on sustainable development.

This choice partially reflects the theme of the Congress - Let's Work Together, Let's Library - which emphasised libraries' roles in building more inclusive and durable societies. But it also draws on IFLA's long-standing engagement around the United Nations' 2030 Agenda, through which we advocate for the role of libraries as actors in driving development at all levels.

In this work, we underline the power of information - and welcoming spaces staffed by dedicated people with a proactive approach to helping others - as a key enabler of progress across the board, from supporting internet access to sharing public health information, from enabling innovation to safeguarding and giving access to heritage as a key cultural right.

Crucially, we argue in this context that there is much more that libraries can do, if their potential is recognised, and they are fully incorporated into planning and delivery processes.

So what is holding us back? What trends, both within libraries and outside, are limiting our capacity to deliver, and what can we do about it? That is the question that the emerging leaders at our Rotterdam Congress sought to answer. The identified trends shed light on the dynamic environment that influences libraries' development contributions, highlighting the necessity of collaborations, strategic investments, and acknowledgement of changing responsibilities within the global knowledge ecosystem.

In each case, drawing on the insights and contributions of the emerging leaders, we explore the trend, before setting out specifically what impacts this might have on libraries' contribution to development. Each section then offers a few ideas about how libraries and others can respond. Through this, despite the admittedly negative framing of the report as being around challenges and limitations to libraries' ability to impact the world for the better, this report also offers positive ideas for how we can move forwards.

The fact that the report comes from emerging leaders is therefore particularly important.

We have a choice - between stagnation and activation, between fading into irrelevance and constantly exploring how the fundamental missions of libraries can apply today, between letting others (mis)define us and asserting our place as essential actors in any effort to build better societies and economies. Choosing responsiveness, reinvention and relevance also requires renewal, which in turn means working always to ensure that members of the profession with energy and ideas are able to realise their potential. IFLA is therefore grateful to the emerging leaders who came forward to share their energy and ideas in 2023.

This report is the last in the current series of 'smaller' updates to the Trend Report. Later in 2024, we are looking forward to releasing a new 'major' update, that will follow in the footsteps of the 2013 original. In the meanwhile, we are looking forward to new announcements and activities to support emerging leaders globally.

Happy reading!

Trend Report Update 2023 Contributors

Mohd Ismail Abdin, Malaysia

Vivian Amponsah, Ghana

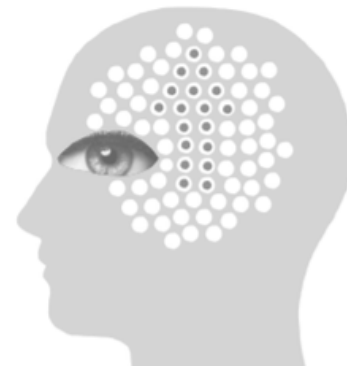
Evie Cordell, United States

Bryan Boy Cortez, Philippines

Zoë Dunlop, Germany

Lyudmila Dyadyk, Ukraine

Xiaofang Zhang, China



#IFLATrendReport

The trends

- 1** Libraries are increasingly seen as irrelevant in a changing world
- 2** The world is going down a path that discounts the value of community-driven infrastructures, and of information for development
- 3** In many countries, public spending – and so scope for investment – is tightening
- 4** More diverse societies make delivering universal services and achieving equity more complicated
- 5** Regulation of digital spaces is accelerating, but without consideration of impacts on how libraries support development
- 6** An increasingly uncertain world intensifies challenges and complicates service-delivery
- 7** There are persistent and growing barriers to building partnerships for development
- 8** Persistent geographical inequalities are reinforced by unequal investment in public services
- 9** Library and information workers are seen as auxiliaries, rather than development actors in their own right
- 10** Globalisation continues, opening up new expectations for information access
- 11** Even as connectivity improves, the digital divide is persistent and getting more serious
- 12** We are too busy dealing with crises to think strategically



1. Libraries are increasingly seen as irrelevant in a changing world

The first trend is a broad one, and relates to the assumption held by some in our societies that libraries are essentially a legacy institution, serving a function that has either been taken over by technology, which is very narrow (for example, as one of the less glamorous parts of the wider culture field), or which is no longer necessary in general. Communities and other stakeholders risk, as a result, simply not thinking of libraries when they are considering which actors can be mobilised in order to deliver change, while libraries' own potential is limited by frozen or reduced funding.

Libraries of course do work to address these perceptions, and demonstrate both the continued importance of their core missions (in providing access to information and the skills to use it), as well as developing new activities which draw on their people, spaces and resources, but stereotypes are 'sticky', and persuading people to rethink is hard.

Development impact:

when development policies are prepared (from SDG 1 to SDG 17), the risk is that those drafting them wrongly discount how libraries can contribute to making them a success. This can lead to lower policy effectiveness, with, for example, less productive outreach to parts of the population who may otherwise be out of reach.

Another potential outcome is that libraries end up taking on unfunded tasks, despite having been forgotten by those preparing policies. For example, they jobseekers find work, or citizens in general apply for benefits. Yet because they were neglected, they don't receive the support necessary to fulfil these roles. This places additional pressure on libraries, potentially reducing their ability to deliver on other work.

Response:

on the side of decision-makers and other stakeholders, the change needed is simple – there is a need to take seriously the call in the 2030 Agenda to work with all stakeholders.



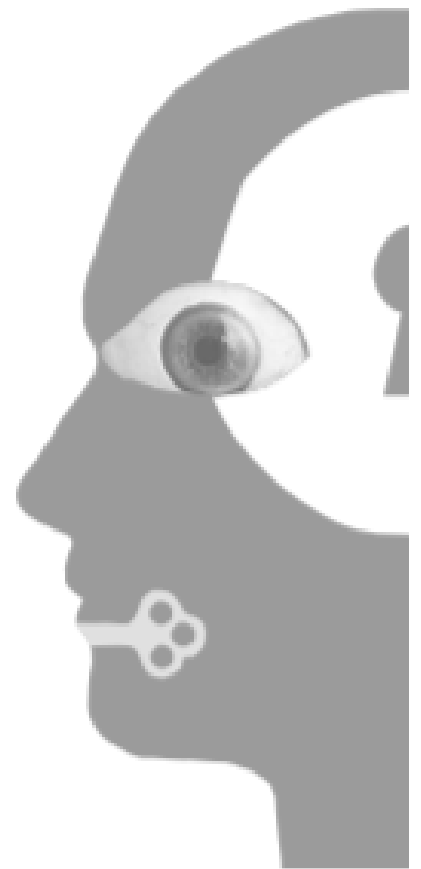
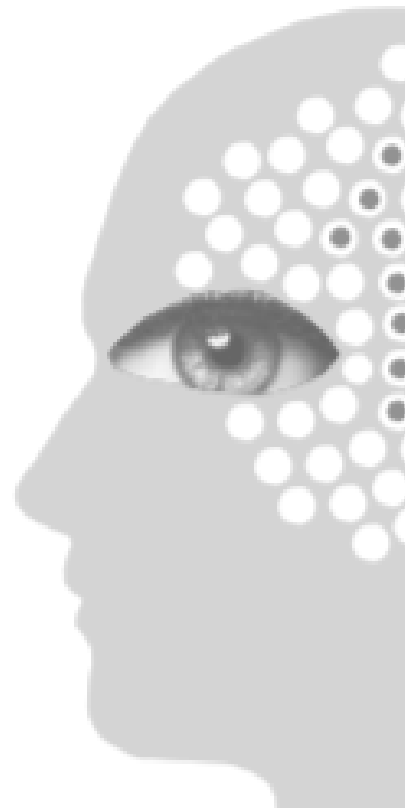
Planning based on stereotypes that are not only old, but may not even have been accurate in the past, is a poor strategy.

For libraries, we have to be realistic – perceptions will not change by themselves. We need to see advocacy as a key part of delivering for our communities, as without it, we can't. Importantly, we can support change here. Efforts must be made to ensure that policymakers and stakeholders recognise the transformative potential of modern libraries and integrate

them effectively into development strategies.

To do this, we must make sure that we are able to speak the language of decision-makers and other stakeholders, and avoid simply assuming that they will understand the value of what we do in our own terms. We should be innovative, and even surprising, in how we present ourselves, and be able to show how we are also able to reevaluate our strategies, services, policies and programming to remain relevant in the digital age.

Finally, we must take proactive steps to underscore our indispensable role, not only to government entities and stakeholders, but also to the wider community. We must view ourselves - and be viewed - as active participants with a legitimate voice and valuable contributions to offer. Our work is indispensable, and we deserve adequate funding to support it. We possess the expertise and ingenuity to effectively utilise resources and maximise impact. It's crucial to advocate for the recognition and support our institutions need to continue serving as essential pillars of knowledge, education, and enrichment within our communities.



2. We The world is going down a path that discounts the value of community-driven infrastructures, and of information for development

There appears, globally, to be a loss of trust in the value of community, and in particular community-driven infrastructures. People are encouraged to distrust institutions, and fall back on their own perceptions and experiences. This is visible in everything from conspiracy theories (not least about 'deep states') to much of the philosophy behind web 3.0 and the crypto boom, based on a sense that people need to free themselves from traditional institutions and networks. Of course, such an approach tends primarily to benefit those most able to exploit it.

Community led institutions can of course suffer from the fact that their impact (for example in building individual and collective wellbeing, and in delivering social capital) is difficult to measure in monetary terms, and so their role is underestimated. Working at a community level nonetheless requires give and take – people need to be able to cooperate and negotiate, while central governments need to be ready to leave decision-making power to others.

Linked to this is the trend towards the questioning of the role of information (including science and research). In parallel, there is both a shamelessness about lying by some in positions of power, and a sense that scientific knowledge is somehow part of a wider

institutional set-up that needs to be challenged. Clearly, some measure of criticism is healthy – neither governments nor scientists should overstate their own case – but gut feeling, political expediency and wishful thinking clearly pose threats to evidence-based decision-making.

Development impact:

The undervaluation of community-driven infrastructure and information for development presents profound obstacles to library organisations, hindering their capacity to fulfil their mission and effectively cater to the needs of their communities. A weakening of community structures runs directly against SDG11 (which specifically focuses on strong communities) as well as SDG16 (which focuses on institutions). It takes away a whole set of tools for delivering on development, and in particular ones that have a strong understanding of community needs and cultures. It also threatens broader resilience and equality (SDG10) by leading to a situation where everyone is thrown back on their own (unequal) resources.

Meanwhile, challenges to the role and place of information undermine efforts to ensure that policy is based on the best possible evidence base. Through this, it increases the chance of mistakes, both wasting resources and leaving people and communities

in a worse position than they could have been otherwise. In addition to weakening decision-making, the risk is higher that people simply don't believe or act on what they are recommended or told to do, an obvious example being around low uptake of vaccines during the COVID-19 Pandemic in some countries.

Response:

for libraries, the immediate goal should be to ensure that we are fully realising the potential of our role within communities as spaces for accessing and generating knowledge and so empowerment. We cannot start to defend these things if we are not able to deliver. This requires a real openness and ability to listen and understand, as well as a readiness to change.

We then need to help communities build awareness of the value of what they have, and the readiness to defend it. Through supporting civic engagement, we help give more people the confidence and skills to advocate for and defend the importance of institutions such as ours.

Finally, we need to join efforts to uphold a healthy information environment in policy and law. This cannot only be a question of regulating the excesses of a few major internet platforms, but rather exploring how we – in partnership with others – can build, positively, a comprehensive agenda for information integrity. In particular, we need to find ways to help people build curiosity, and learn to be critical and confident when working with uncertainty, rather than leap to easy conclusions.



By championing the value of community-driven initiatives, libraries can also strengthen their impact, amplify their relevance, and become indispensable agents of positive change in society.



3. In many countries, public spending – and so scope for investment – is tightening

While the Pandemic years saw – at least in those countries with the possibility to do so – significant government spending in order to avoid or limit the risk of recession, we are now facing tougher times again, reminiscent of the years after the 2008 financial crisis. There are many reasons for this – difficulties in taxing some major companies, low tax revenues in general, inflation and high prices, and political agendas focused on cutting debt and deficits. Yet the result is too often the same – investment in all public services, not least libraries, is reduced.

Clearly, a greater or lower budget on its own is not the only possible determinant of how effective libraries can be in supporting sustainable development in their communities – this would be to discount the role of the energy and innovation of library staff. However, cuts to budgets are painful, and too often do simply lead to reduced output, and so impact. This translates into fewer (professional) staff, less modern and welcoming spaces, less relevant materials and tools, and too often as a result, fewer people through the doors.

Development impact:

when there is insufficient government funding, libraries are unable to provide essential resources and services crucial for holistic community development. In particular, while volunteers can play an important role, the loss of professional positions

within libraries removes a key factor supporting high-quality, user-focused services and programming.

This deprives individuals of the opportunity to cultivate fundamental skills (SDG 4, 8) and access vital services (SDGs 1, 10), such as basic information literacy and reliable internet connectivity (SDG 9, 17), or to support research (SDG 9) or safeguard heritage (SDG 11). Consequently, communities face barriers to acquiring knowledge, engaging in lifelong learning, and participating fully in the digital age. The lack of investment in libraries exacerbates existing inequalities and hampers societal progress.

Response:

Primarily, this is about protecting effective (public) spending. In this, we are likely to find allies in other sectors, such as education, health and social inclusion. Organisations here, for example, regularly support efforts to address tax avoidance and evasion, as well as to counter corruption. Libraries could well mobilise in this space, stressing the importance of properly-funded public services.

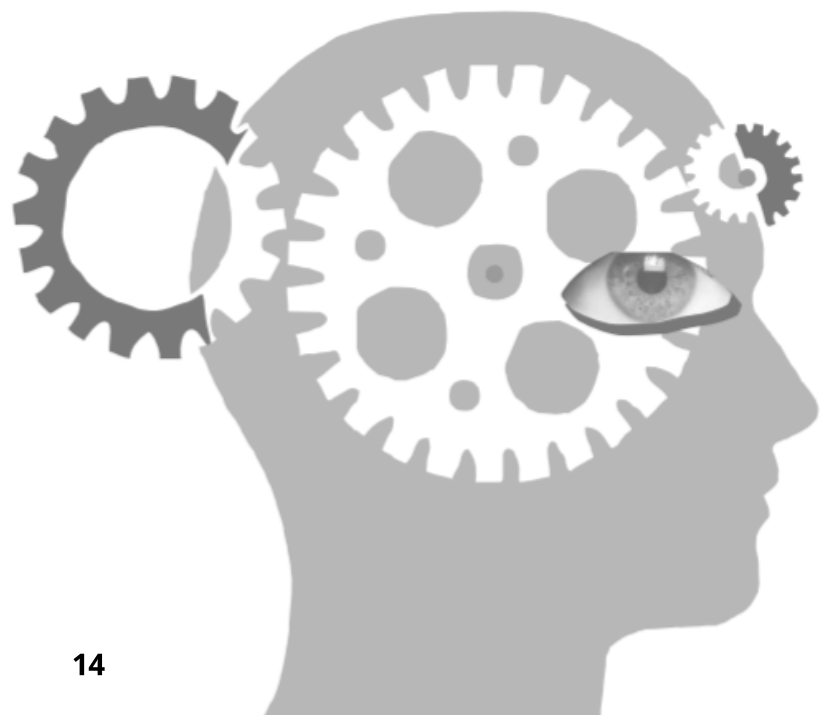
This also implies that we need to be clearer and more effective in defending our own corners. This is partly about ensuring that we can honestly tell funders that we are making the most effective use of the resources we receive, but then also being clear in our advocacy about

how spending on libraries is an investment not a cost. As highlighted above, we need to speak in terms that decision-makers will understand and respond to.



More broadly, we must work collaboratively to overcome distrust in public services, advocating for equitable distribution of resources to support libraries in fulfilling their potential.

Through collective action and advocacy, we can strengthen the sustainability of library services and contribute to the advancement of librarianship worldwide.



4. More diverse societies make delivering universal services and achieving equity more complicated

Societies around the world are evolving. Migration and other factors mean that many communities look very different to how they did a generation ago. Elsewhere, we are growing more and more aware of communities and vectors of diversity that always existed, but which were hidden or even suppressed due to old assumptions and beliefs, often at serious personal cost. Monochrome, monocultural, uniform groups are increasingly rare.

This report takes as a starting point that diversity is a strength, both for individuals and for communities as a whole, but it should not be taken for granted that this strength will be realised. Doing so can require a readiness to stop and reflect on how existing structures and approaches may affect different groups. Otherwise even the most universalistic service is at risk of becoming a driver of exclusion. It can also require positive efforts to build understanding and connection (linguistic, cultural and social), and to fight the instinct to stick with the familiar.



[Realising the potential of diversity] can require a readiness to stop and reflect on how existing structures and approaches may affect different groups. Otherwise even the most universalistic service is at risk of becoming a driver of exclusion.

Linked to this is the growing (and overdue) awareness of injustices done to indigenous peoples and communities, which have left (and continue to leave) deep scars. Libraries have a particular role to play here, given past practices around the way in which information has been gathered, categorised and valued or not.

Development impact:

clearly, allowing diversity to translate into division runs directly counter to a number of SDGs, notably SDG1 (no poverty), SDG5 (gender equity), SDG10 (reduced inequalities), and SDG11 (sustainable cities and communities). Yet in line with the logic of leaving no-one behind, none of the SDGs can be attained if anyone is left out – for example, when a library user is not able to take part in eLearning because they don't have basic skills, or are not comfortable in the main language of the community, then SDGs 9 and 17 are also more difficult to achieve.

Clearly, finding a way to provide basic public services to everyone in a way that works for them is also a broader question of how to ensure that everyone is able to fulfil their human rights.

Response:

key elements of the response for libraries are already implicit in the above. We need to change the way we think and act to better serve everyone in our communities, especially those who are poor, speak a language other than English, or have trouble with technology. It is also necessary to think of new ways to provide services that make them available and welcoming to everyone, no matter what their situation is, and to evaluate what we do from the perspective of all community members.

We can also help in this work by looking at the people we are supporting, and trying to work out who is missing, as well as advocating for the recognition and empowerment of marginalised groups in general. By being open to different ideas and experiences, we can better meet the needs and solve the problems that people from different situations face. We need to actively work to close the gaps and make libraries a place where everyone feels valued, empowered, and able to fully take advantage of the chances they offer.

Another key part of the solution will be around making sure that we have, within our own workforce, the greatest possible diversity. We need to attract and retain diverse talent within our profession to ensure that our workforce reflects the communities we serve. This means looking at our recruitment policies, and once again, recognising who is missing from our workforces, and how we can give fair opportunities to join and develop.

Finally, ongoing work to raise awareness of the needs of indigenous communities, as well as to reckon openly and honestly with past practices is as much a task for libraries as for any other institution. Building and sustaining respectful and meaningful links with communities is central to this.



5. Regulation of digital spaces is accelerating, but without consideration of impacts on how libraries support development

The last few years have seen a race to regulate digital spaces, at the national, regional and global levels. Faith in the idea of a bottom-up internet, based only on protocols and standards agreed by the community, has been shaken as concerns grow about the power of major platforms, and the net's potential not just to perpetuate, but also to intensify the harm caused by sadly all-too-familiar human behaviours such as criminality, discrimination and more.

The speed of efforts to regulate is driven, to some extent, by the desire of governments to get 'first-mover advantage' – to set out rules that are then more likely to be adopted as a kind of global standard. This is seen as a way of benefitting your own companies, as they will then have most experience of working within the parameters set out.

The problem is that speed in regulating – often based on very strongly held views about the virtue (or not) of different actors and fears about harms – does not necessarily allow for a full consideration of how to safeguard the potential of the internet as a space of free expression and access to information. It is hard to regulate for the sort of careful judgement that libraries need to make when assessing whether and how to acquire and provide access to materials, and too often, governments when regulating (or platforms looking

to avoid regulation, or punishment) risk tending to block first and ask questions later.



It is hard to regulate for the sort of careful judgement that libraries need to make when assessing whether and how to acquire and provide access to materials

A parallel concern is around what happens when governments introduce divergences in how they regulate the internet, or fail to advance work to ensure that there are the same basic copyright exceptions and limitations in all countries with the possibility to work across borders. This is a key driver of internet 'fragmentation', which plays out in blocked content and services, as well as uncertainty.

Development impacts:

the most immediate impact of internet regulation that fails to take account of the value of access to information is that it becomes harder to deliver on SDG 16 (peace, justice and strong institutions, which of course includes target 10 on public access to information). But when information flows are curtailed, we also see harm elsewhere – for example diasporas are cut off from homelands (SDG 10), cross-border research becomes harder (SDG 9 and 17), the implicit goal of providing for

access to the heritage of humanity is blocked (SDG 11), and the potential to develop new technologies and businesses and so earn a livelihood suffers (SDG 8).

Response:

for libraries, one key aspect is a readiness to get involved in discussions about how digital information flows are regulated. Libraries have a unique and legitimate voice in these discussions, given both their professional expertise in questions around information, and practically given their role in supporting internet access in communities. We should see ourselves – and be seen – as stakeholders in internet governance debates, and even explore how we can help our communities get more engaged, as ultimately it is they who will bear the consequences of reduced access to information and expression.

Through this, we need to emphasise the value of intellectual freedom and professional judgement, as well as of access to culture, research and education. We should also argue for a more positive approach, looking at how we can ensure that every individual has the access to the information and skills they need to thrive, rather than simply addressing problems when they arise in a more ad hoc way. We can also promote digital literacy initiatives that can empower users to navigate online spaces responsibly and advocate for policies that promote equitable access to information for all. And of course libraries approach these issues with an understanding of cultural factors

and integrity, and the ability to promote a culture of continuous learning.



A key part of this is about making clear what the costs of interrupted information flows are. We cannot expect decision-makers to find out for themselves about research projects which have had to be restricted, or open access repositories which are facing major uncertainty

No-one thought to make clear that they should be exempted from rules intended for multi-billion dollar platforms. Libraries are uniquely well placed to provide news from the front when it comes to the impacts of how information flows are – or are not – being regulated. But to do this, we need to engage with policymakers and stakeholders and highlight the importance of considering the impacts of regulations on equal access to information. Libraries should collaborate with others to balance innovation and regulations around various technologies while also creating and promoting ethical practices.

6. An increasingly uncertain world intensifies challenges and complicates service-delivery

While there are still those who noisily seek to deny it, the broad and science-based consensus is that climate change is real, and poses real threats to our way of life. It is already leading not only to more dramatic events – storms, flooding, fires and more – but also gentler but no less dangerous changes that threaten everything from agriculture to the preservation of materials in library collections. The trend is certainly towards these becoming more common, adding to existing challenges linked to natural disasters such as earthquakes and volcanoes.

Climate-related events are likely, through pressure on resources, to feed into conflict. Yet much older trends – greed, exclusive nationalism, and hate – continue to trigger instability, insecurity and war. These clearly impact libraries and their communities, at best through disruption, and at worse through direct damage to libraries and their collections, through negligence or by design.

Finally, and linking to a trend highlighted above, pressure on public spending risks limiting investment in wider safety and readiness. This is a dual problem – it not only means that institutions and communities are less able to respond to disasters and uncertainty, but that such disasters are more likely to happen, for example through poorly-maintained

infrastructures, not least library buildings.

Development impact:

Inadequate protection of libraries and their resources poses a significant risk of irreparable loss to communities, jeopardizing the achievement of SDG 11. Moreover, disruptions to library operations call into question the accessibility of essential public services for all individuals, directly impacting SDG 1.

Yet even when libraries themselves are spared, growing uncertainty is likely to see them more frequently placed in a crisis response role, providing dry, warm (or cool) spaces, electricity and internet connections for those who no longer have access to these at home (SDGs 7 and 13). And as we saw during the Pandemic, many libraries stood up to fill the gap left by the closure of schools and other services. The need for such centres is not likely to diminish in years to come.



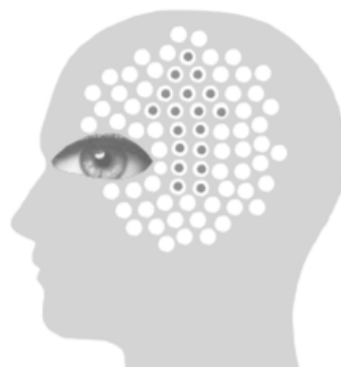
Yet even when libraries themselves are spared, growing uncertainty is likely to see them more frequently placed in a crisis response role

Response:

an immediate priority is to ensure the meaningful integration of libraries and their collections into wider disaster-risk management planning. This is partly about the preservation of library buildings, collections and staff at a higher level, although planning in individual libraries is paramount. Through this, we can safeguard invaluable collections and ensure uninterrupted access to critical information and services during crises. Planning is necessary to make libraries more resilient and improve their reaction systems, which will lessen the harmful effects of disasters.

However, it is also about how libraries of all sorts can be mobilised as factors of preparedness and recovery. From community centres to key nodes in networks for sharing information about risks, and from the holders of collections that can support research and build resilience to key interfaces between the scientific community and decision-makers, libraries can and should be in the picture.

We can leverage our expertise and resources to empower communities to navigate uncertainty and drive positive change, ensuring that libraries remain indispensable pillars of support in an increasingly uncertain world. Using frameworks like the Sustainable Development Goals can help ensure a more holistic approach.



7. There are persistent and growing barriers to building partnerships for development

While libraries have a uniquely wide potential to contribute to development across the 2030 Agenda, they do not – and should not – need to do so alone. Crucially, they can often achieve more, and reach more people, when working in partnership with others, combining their spaces, collections and services with the knowledge and other resources that others can bring.



While libraries have a uniquely wide potential to contribute to development across the 2030 Agenda, they do not – and should not – need to do so alone.

However, at a time of pressure on public funding, and the ongoing ‘stickiness’ of old stereotypes about libraries, there is a risk that other stakeholders who might be able to work with libraries simply do not realise the potential, or are not ready to take on the transaction costs necessary to do so. A particular challenge is ongoing fragmentation in governance that, for example, can make it hard for library authorities to cooperate with education authorities.

Within the library field too – in a point also highlighted in last year’s Trend Report – there can be a tendency to try and do everything by ourselves. This can be due either to an excessive sense of the uniqueness of our institutions and our goals that risks

leading to incompatibilities with others, or once again, a sense that partnerships just take too much effort

Development impact:

as with a number of other trends already highlighted here, the results of a continued resistance or difficulty in forming partnerships is less effective action in the areas of sustainable development where libraries can make a difference, that’s to say more or less all of them!

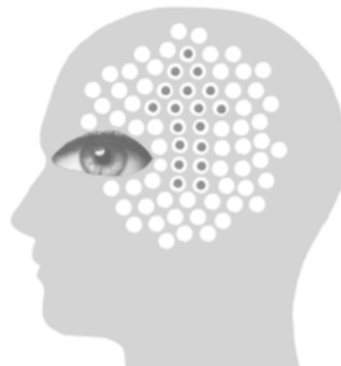
Of course, this trend also relates directly to SDG17 (Partnerships for the Goals), which serves to underline the message across the 2030 Agenda that success will be a collaborative effort, or it will not happen at all. SDG17 is, notably, one of the two ‘enabling goals’ (alongside SDG16) focused on creating the conditions for all of the other Goals to be achieved.

Response:

Libraries ought to be empowered to forge collaborative partnerships with diverse stakeholders dedicated to advancing public interest objectives and addressing community needs. It is essential for libraries to cultivate confidence and readiness in establishing partnerships, understanding their unique contributions and potential impact. By fostering a culture of collaboration, libraries can leverage collective expertise and resources to effectively address societal challenges and enhance community well-being.

There are also practical tools that can be developed here, for example between peak organisations (library associations, national libraries, or library agencies and their counterparts) that make connections on the ground easier, such as model agreements, or simply good practices.

Yet we should also be ready to call out administrative and legal barriers that make it harder to work with others that it needs to be. Given that failing to address these leads to a potentially significant opportunity cost, it should be in the interests of the authorities (both executives and legislatures) to be aware of such situations, and be challenged to look for responses.



8. Persistent geographical inequalities are reinforced by unequal investment in public services

In another trend that is perhaps more of a lack of a trend, there is the persistence of unevenness in services – between rural and urban areas, between poorer and richer regions, and between more and less developed countries. This continues to mark the library field and its ability to support development. Rural, isolated or remote areas don't just pose additional challenges to anyone trying to provide a universal service, but those providing the service too often cannot call on the same depth of resources as can be possible in wealthier urban environments.

In other words, libraries can serve as essential services to underserved populations with limited access to formal schooling. They often provide access to various technology resources. However, these services can only be offered as equally as they are supported. While big central libraries in cities or larger universities can benefit from economies of scale and potentially take more risks, this is not so easy in the case of smaller, dispersed networks which may have one, or even no professional librarians in key roles. In turn, they can be called upon to serve communities marked with lower levels of literacy, poorer internet connectivity and more. Smaller libraries may also find it harder to engage in the sorts of projects that could allow additional revenue generation.



In some countries, we still see library and information workers unsure about whether they will be paid at the end of the month, or even for how many hours they can count on electricity, while others do not even have to think about these, and can focus their efforts on other issues.

Development impact:

the chief impact of this ongoing unevenness is that depending on where someone is born, grows up, or subsequently lives, they may have dramatically different levels of support from libraries.

In turn, this affects how far they can enjoy access to education (SDG 4), how far they can participate in science and research (SDG 9), and of course whether they are able to access information (SDG 16). And following this, there is the risk of reinforcing divides by leaving those already in disadvantaged areas more disadvantaged still (SDG 11).

Yet the unevenness also represents a risk for the ability of libraries to work as a system. Within countries, stronger networks translate into a greater ability to deliver change at the national level, as well as creating wider opportunities for staff to develop. While having a few star institutions can help in driving innovation, the case for libraries in

general rests on them providing a great service for everyone.

Response:

while broader strategies for balanced regional development play a key role here (for example through investment in public services in general to address different aspects of inequality), there is a value in libraries themselves looking at how to deliver services in deprived areas.

Enhanced coordination and networking within countries can facilitate seamless collaboration among library services, bolstered by broader investments in redistribution. Leveraging technology, language accessibility, and system automation can further streamline these efforts, enabling efficient communication and resource sharing across libraries of varying sizes and locations. Harnessing the potential of the internet, especially in remote rural areas, presents unprecedented opportunities to expand access to a plethora of services, empowering even the smallest libraries to serve as vibrant hubs of knowledge and community engagement.

We also gain by prioritising professional development and initiatives tailored to enabling libraries to respond to the needs of rural communities. Similarly, developing types of (digital) central service provision can help make life at least a little easier for colleagues, and help ensure that just by living in a poor or remote area, you are not getting worse services.

Libraries can of course also partner with local governments, outreach programs, and other potential partners, libraries have the ability to build innovative programs that help advance and build communities.

Internationally, the argument is much the same. Engagement in international cooperation, for example through organisations like IFLA, offers a chance to draw on the ideas of others, and even to leapfrog stages of development, for example through smart use of digital tools. Through this, we can move towards the goal of everyone enjoying great library services.



9. Library and information workers are seen as auxiliaries, rather than development actors in their own right

Our ninth trend looks specifically at the status of librarians. As mentioned above, one consequence of tighter budgets has been a tendency to rely less on trained and dedicated staff, and to draw more on volunteers and others. While the commitment, energy and ideas of volunteers is not just welcome, but also essential for many aspects of how libraries work (for example public and community libraries), this is a complement, rather than a replacement for what a trained librarian can bring in terms of knowledge, skills and professional ethics.

And yet, we do see in many countries a trend towards weakening commitments to ensuring that libraries have librarians, and even to closing down training opportunities for future professionals. As it becomes more and more common to see non-specialists in these roles, it becomes more widely assumed that this can be done everywhere. What this doesn't show, of course, is how much else could have been achieved with trained personnel in place.

In parallel, and as highlighted in the title, there is the risk, for example in schools and universities, that librarians are seen as auxiliary staff, rather than having an essential and substantive role to play in the academic success of learners of all ages. Translated to a broader context, this approach in turn risks building the sense that librarians are simply

support personnel, rather than expert professionals in their own right, able to help the people and communities they serve fulfil their potential, as well as enjoy their rights. They do not necessarily enjoy the space and confidence to adapt to change, and be proactive in identifying how and where they can make the difference.

Development impact:

in looking at the consequences of this change, there needs to be a particular focus on what librarians bring to libraries. Typically, this includes the ability to make spaces truly welcoming for all, as well as to provide services and support that go to the heart of what users really need. Librarians at their best can be community builders, guarantors of rights, and have key insights into the requirements of individuals and groups, as well as offering ever more vital insights into how to navigate the information environment.

In turn, deprofessionalisation therefore risks meaning less responsiveness to need, which is likely to harm efforts to address poverty (SDG1) and inequality (SDGs 5 and 10). It removes a key infrastructure for building communities and protecting heritage (SDG 11) as well as supporting research (SDG 9), and indeed for more broadly ensuring the effectiveness of policy interventions across the board (SDG 16).

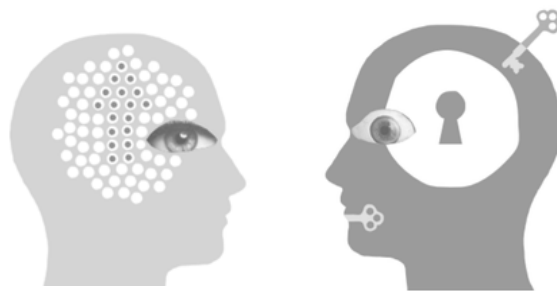
Response:

part of the picture here – as already mentioned a few times – is around ensuring that librarians are proactive and explain clearly, convincingly and persistently why they matter. We must combat fatalistic attitudes within our profession. Librarians should emphasise the importance of continuous learning and professional development, and receive the resource for this. This would ensure that we remain at the forefront of innovation, equipping us with the skills needed to address evolving challenges and effectively serve our communities.

But beyond this, there is a need for wider advocacy to build consensus around the need to defend professional librarianship. Through collective action and advocacy, we can elevate the status of library and information workers worldwide, fostering a culture of professionalism and agency within our profession. Additionally, we gain by resisting efforts to remove obligations to hire librarians for librarian roles, but also offer possibilities for non-librarian colleagues to build skills and help them fulfil their potential, rather than seeking to exclude them.

Library and information workers need also to be better equipped to work through periods of difficulty and transition. We would also benefit from creating robust diversity, equity, and inclusion policies that seek to empower colleagues and the communities that they serve,

In this, it will be important to build allies. Working with potential partners, such as teachers and researchers can potentially help here. So too can texts such as the UNESCO-IFLA Public Library Manifesto, which set out effectively, at the level of governments, why the work of librarians matters.



Through collective action and advocacy, we can elevate the status of library and information workers worldwide, fostering a culture of professionalism and agency within our profession.

10. Globalisation continues, opening up new expectations for information access

Globalisation has appeared in different trend reports, both inside and outside of the library field, for decades, and so it is perhaps not a surprise to see it here. The specific angle we are interested in is around possibilities for cross-border information access and sharing. For example, for more and more people, it is becoming usual to look beyond national borders when it comes to learning, networking, building careers, or developing research projects.

Much of this is down to technology. Improved bandwidth and cheaper devices make following courses or working closely with colleagues in other countries easier. Automatic translation is, at least in the case of some language pairings, removing barriers that used to exist. And work behind the scenes to develop linked data and the semantic web means that we can bring together very diverse sources in new ways.

These advances towards a truly global information and knowledge landscape are matched by user expectations. The generation that grew up with the internet are already in their mid-30s, at least in some countries, and have known little other than a world where information is available without necessarily knowing or even caring about where in the world it comes from, as long as it meets a need.

Yet libraries need to keep up with this. Having for so long been the gateway to the wider world, it is important to avoid becoming seen as a dead-end, maintaining increasingly small patches (in relative terms) of the wider information space. In particular when different library types do not work together, we also miss opportunities to get specialised knowledge into the hands of the people that want or need it.

“*Having for so long been the gateway to the wider world, it is important to avoid becoming seen as a dead-end, maintaining increasingly small patches (in relative terms) of the wider information space.*”

Development impact:

the internationalisation of information, as already hinted at above, has a potentially powerful role to play in supporting the achievement of goals from education (SDG4) and



research (SDG9) to enabling better planning for risk and resilience (SDG11), not least in the context of health disasters (SDG3).

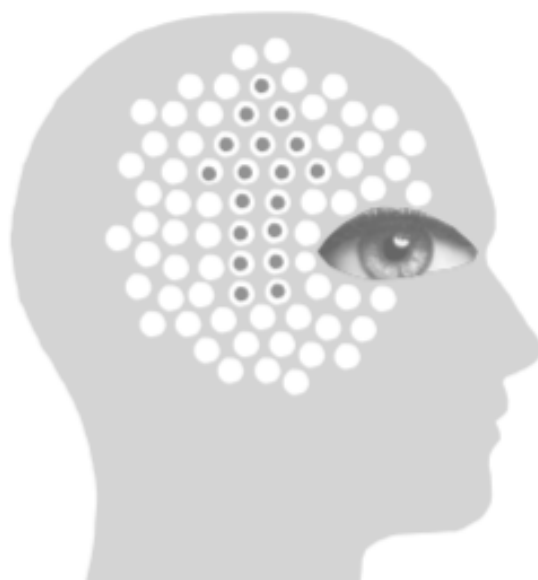
Clearly, this internationalisation is taking place with or without libraries. However, when libraries are not taking part in it, this risks being much less of a force for positive change. Beyond what libraries do in connecting people to this space (a point covered in the next trend), there is the fact that our collections, collectively, represent a wealth of information that does have value, for any of civil, research or cultural reasons. For vulnerable communities in particular, libraries can be key repositories of memory, and while of course any sharing of information needs to be done sensitively, there are important opportunities for ensuring a more diverse internet that reflects the wider world (SDG 10).

Response:

part of the answer here is legislative – there should be a positive agenda at the national and international levels to ensure that libraries have both the rights and confidence to act internationally, making collections available as far as possible, as well as helping their communities to access and use the information they need, wherever it is.

Beyond this, there is the value of working in a more networked way, being ready to build ‘collective collections’, and striving to build stronger and more effective connections. We can leverage the diversity and depth of the library field

to maximise reach and facilitate knowledge transfer, research promotion, and broader community engagement. Crucially, when we encounter challenges, we should look constructively at how we can address them, and through this, use the diversity and depth of skills and knowledge in our field to maximise reach.



11. Even as connectivity improves, the digital divide is persistent and getting more serious

A key point highlighted in IFLA's Development and Access to Information reports is that while there are positive trends when it comes to the high-level figures for internet connectivity, this does not automatically translate into digital inclusion. In particular, despite this progress, gender digital divides have remained, and in some cases broadened. Moreover, work to get more people online has not been matched by the skills or rights that would allow them to make meaningful use of the internet. The cost of devices represents a further potential factor of division.

A lack of meaningful internet access, devices, skills or content in turn can lead to a growing development divide, given that more and more aspects of life are moving online. For example, with global efforts to promote digital public infrastructures, the roll-out of eGovernment in all parts of the world moves closer. This offers great ways to serve more people, more effectively, than before, but of course also necessitates on-ramps. Otherwise, even the most urgently needed digital tools risk being out of reach.

The divide also exists between libraries, with too many remaining unconnected either because few if any in an area are, or because giving access to the internet through them is not seen as a priority, despite all the positive experience.

Finally, over and above the cost and practical barriers to access to and use of the internet, there is also distrust and fear (mirroring the trends driving accelerated efforts to regulate the net). If people see going online as dangerous and difficult, they are less likely to do so, either remaining offline or stuck within specific environments, such as those created (and promoted) by major platforms and app developers.

Development impact:

there is no lack of work around development and ICTs, and indeed the importance of ensuring that connectivity supports positive change, from the global to the individual level, has been at the heart of work around internet governance for at least 20 years. The message from this is clear – that a lack of connectivity (SDGs 9 and 17) can represent a serious barrier to wider chances of fulfilling human rights and achieving sustainable development (all SDGs).

Focusing on libraries, the risks coming from both failing to mobilise libraries as part of wider digital inclusion strategies are much the same as in the cases mentioned above – the neglect of a key, tried and tested player in achieving policy effectiveness, and in particular, turning information into real world change. Given libraries' particular role in supporting people and communities facing wider challenges,

the non-incorporation of libraries into planning risks making efforts to promote inclusion harder.

Response:

the most obvious steps here lie with government, and in particular the need finally to fulfil commitments to connect all libraries and other community anchor institutions. This would represent a strong first step, with the next being to recognise the place of libraries as multi-functional actors in digital inclusion strategies. Libraries must also be actively involved in digital planning to bridge the gap and maximise their impact on development.

As for libraries ourselves,

“ we need a constructive, if critical approach to the internet, and perhaps a stronger sense of agency and even responsibility in helping users make the most of it.

This can come both through ensuring that we fully embrace digital technologies ourselves (without denying the ongoing importance of the physical), and learning amongst ourselves on what helps users make the leap into using the internet safely and confidently. We can use frameworks such as the Sustainable Development Goals to ensure that our work with technology is focused on delivering real-world benefits.

In particular, for example, libraries can develop workshops or public information, such as flyers or posters, that seek to address misinformation about the Internet while providing instruction on the ethical usage of online platforms.

They can also address the digital device divide by seeking funding for hotspots or other tools.



12. We are too busy dealing with crises to think strategically

Of all of the trends set out in this report, this final one is perhaps the most internal to the library field, even if it may find its roots in external factors. Indeed, it also brings together in some ways elements of other issues highlighted in this report. In short, with tighter funding environments, challenges in securing understanding and partnerships, and a more unstable world, it can indeed seem we are simply moving from one crisis to the next.

This can logically encourage the reflex of focusing just on core services, and how to preserve these, rather than setting aside the time to look to the future. Indeed, when we are worried and anxious, we are normally not well-placed to take the long view and plan for the future. Such exercises normally require the time and space to imagine, something that will feel scarce for many. There is also a strong focus on annual budgeting and planning, which discourages projects that will only pay off in the long-term, or indeed fuller assessments of community needs.

Strategic thinking itself, of course, is a skill, and one that needs to be nurtured throughout careers, and throughout life. Yet education within the field, in many counties, also remains focused on initial qualifications, and risks not doing enough to prepare for uncertainty, or to plan for the longer term.

Development impact:

the UN's 2030 Agenda demands new ways of approaching policy implementation challenges (such as those taken on by libraries), but in turn, these require us to pivot in our thinking, plan for the future, and potentially take risks. Without this, major policy challenges where libraries could make a big contribution are neglected (all SDGs).

In particular, the logic of sustainability itself obliges a more strategic approach, making more time to think about, and to integrate, the future into the decisions we are making today. This is a long way from frantic reactions to threats. Yet if we do not act, we are less able to deal with threats in the future, and so more likely to see libraries' role in improving lives and communities restricted.

Response:

the answer here lies more within the field, although it is certainly true that where governments and others have an influence, then they can also contribute (for example through obliging and paying for more regular training, or promoting multi-year budgeting).

Promoting life-long learning initiatives and expand educational offerings beyond formal settings (both for ourselves and our communities) enhances resilience and responsiveness. Collective efforts can cultivate a culture of strategic thinking

and ensure libraries remain resilient agents of positive change.

We also plan for the future by investing in talent development strategies that are designed to cultivate future leaders, and giving them chances to develop skills that complement those they gather in formal education. Associations can have a particular role here by offering spaces to step outside of frantic everyday life, and developing tools that help librarians structure their thinking, and feel more empowered and confidence in responding to change.

Strategies in this space should be accompanied by comprehensive monitoring systems, which help libraries keep track of what is and is not working.



Our authors

Meet the people who made this report possible! Authors are marked with an *.
Fatima Oury Sow Gueye joined us remotely

(left to right)
Rabab Shaker*
J.M Shalani Dilinika*
:Louise-Anne Charles*
Anna Au*
Christine Mackenzie



(left to right)
Victoria Okojie
Damilare Oyedele*
Agnes Hajdu-Barat
Waleed Al Badi*
Esther Bravo Govea*
Barbara Lison

(left to right)
Jemmimah Maragwa*
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Laurie Alvandian*
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TREND
REPORT

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MAR 2024 CEO REPORT



Speak UP for diversity & inclusion

RADIANT ROOTS a Black Cultural Expo



The Library collaborated with Making Change Simcoe County to host their first ever *Radiant Roots: a Black Cultural Expo* on Saturday, March 3. This free, family friendly event was a celebration of Black culture that included crafts, authentic food, and artisans as well as music and entertainment. One of the highlights from the event was a fashion show featuring traditional African and Caribbean clothing.

During the event, the Library offered a special guest for *Drop-In Storytime* and a special edition of *Makelt Family*. Local author Tricia Khan led storytime, sharing her passion for writing with her goal of giving kids a voice, encouraging them to be expressive, confident, kind and learning about self-love and self-acceptance. Kids were especially interested in Tricia's story featuring a monster as a symbol of the fears we have to overcome. Local Black artist and poet, Lewis the Artist, created a paint-by-number template featuring Black cultural dance forms that was then manufactured by the laser cutter. The activity tied together local arts and technology while highlighting Black cultural experiences.



Artwork on Display

Radiant Roots showcased *Canvas for Change*, a celebration of artwork by local Black Youth. Also on display was the *Mosaic Tile project: Culture Across our County*. The Mosaic Tile project was ongoing through 2022-23 at various events; the mural “Cultures Across Simcoe County” was installed for Radiant Roots and remained on display at our Lakeshore Branch until April 1, 2024. During the expo, attendees were invited to paint their own tile and add to the project.

Making Change described *Radiant Roots* as an opportunity to celebrate Black History throughout the year, after their very busy month of February. The attendance for the event was excellent, with over 600 people making their way through the Library during the event. Comments from attendees describe it as having “Great energy, great vibes! Especially during the fashion show!!”

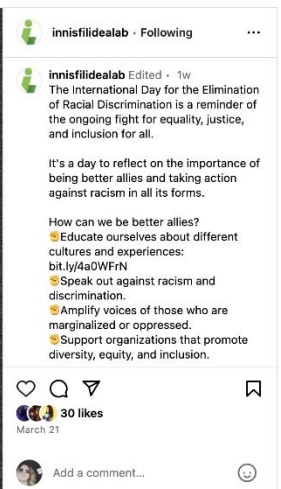


#ITSTARTS

Library Champions Allyship

The #ITSTARTS campaign is organized by the County of Simcoe, taking place annually during the month of March. As a community champion, the Library participated by making time for staff to reflect on what it means to be an ally, and continue to fight racism, inequality and discrimination. The campaign’s goal is to raise public awareness, asking community members to take proactive steps to addressing racism and discrimination in Simcoe County. Staff and Board were invited to fill our campaign cards, writing down how #ITSTARTS for them. Some of the responses included: unlearning, decolonizing, compassion, learning, empathy, collaboration and open minds.

The Library also uses the campaign to promote resources that support diversity, anti-racism and inclusion including booklists, Kanopy movie and documentary links, and tips for being a better ally. The community of Innisfil is highly diverse, and the Library recognizes the importance of uplifting and supporting different cultures, values and beliefs. While racism and discrimination continue, we know that being an ally starts with us.





Open UP opportunities to strengthen connection & engagement with our community

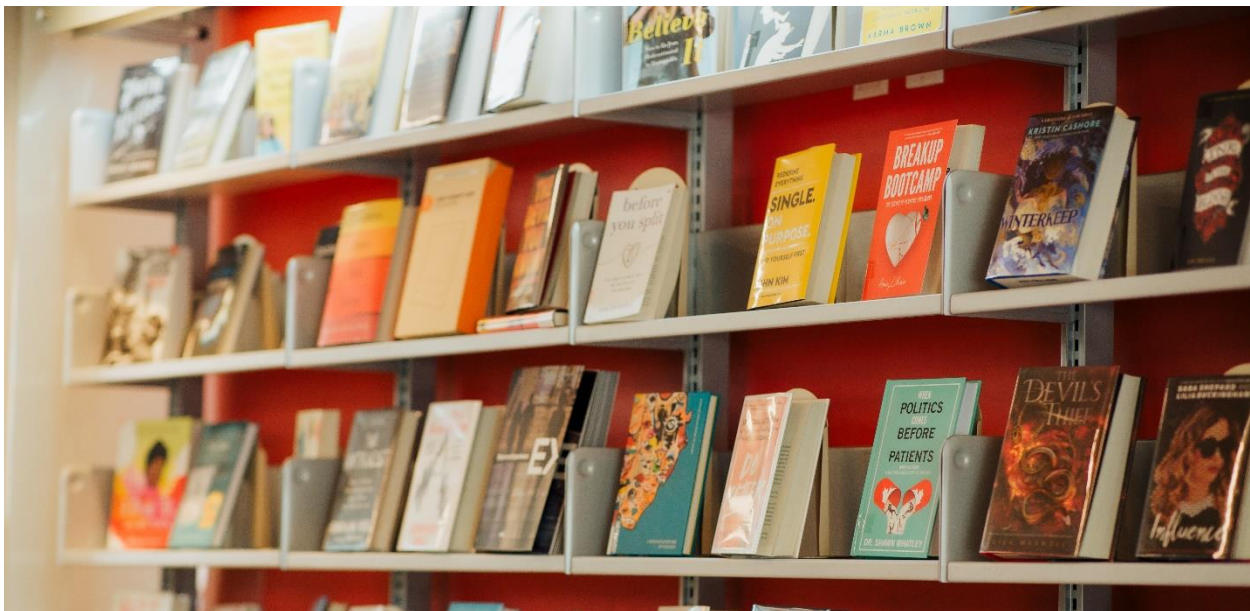
SPARKING CREATIVITY

1st Innisfil Embers visit the Library

The Library welcomed 23 members of the 1st Innisfil Embers and seven of their leaders to the Lakeshore branch. Many had been to the Library before, including some that remembered coming to the Community Room for EarlyON programming and others who had visited the HackLAB. During their tour of the branch, the group explored the Digital MediaLAB and used the Green Screen to take some creative pictures. Technology is a constant part of children's lives, though not everyone has the same access, and introducing the spaces and opportunities available at the Library helps to bridge the gap between those with access and those without.

After a tour, the group worked with the Library's LEGO WeDo 2.0 kits to build their own racing robots and code them using an iPad. These activities encourage creativity, attention to detail, and problem solving. It introduces the concept of coding in an accessible way that allows builders to bring their creations to life.

While the Library's spaces and technology were enjoyed by the Embers, the most asked question of the entire visit was, "Will we have time to take out books?" and "Will we be able to sit and read our books in the library?" The group was so excited to learn how to use the catalog, search the shelves, place holds, and find exactly what materials they were looking for at the Library, and some of the Embers even got their first ever Library card. The visit showcased the wide variety of services available at the Library.



FAMILY WELLNESS NIGHT

Alcona Glen Elementary School

On March 26th, the Library attended the inaugural *Family Wellness Night* at Alcona Glen Elementary School. Families from across Innisfil were invited to attend the event, with a total of 73 people in attendance. The event aimed to promote community, belonging, and well-being for Innisfil's children, youth, and families. The Library set up an information table alongside several other local service providers, including the Innisfil Food Bank, the YMCA of Simcoe/Muskoka (Children & Youth Services and Aquatics), New Path Youth and Family Services, and CFS Counselling + Wellbeing. Families walked through the tables, with the opportunity for discussion and questions. Many families were already well connected with the Library, but were delighted to take home the latest brochure, talk about *ComicFest*, and hear about school age programming.

The evening included two presentations for parents and caregivers, one focusing on Co-Regulation and another on Mental Health and Social Media, while all of the children and youth were invited to play games, do crafts, and socialize in a separate space. The Library, along with Town and YMCA staff, helped to facilitate these activities for children. Activities included an engineering challenge using paper cups, an oversized colouring page that was printed in the Library's HackLAB, beaded friendship bracelets, and creating gratitude jars. The Library also brought several board games and even a Nintendo Switch and Mario Kart to help keep kids entertained while caregivers participated in valuable learning opportunities.

Feedback from participating families was overwhelmingly positive, and there were hopes that similar evenings would be possible at other spots around Innisfil. The event was a valuable educational and community building opportunity, and was supported by the Building Safer Communities Project.



The poster features a blue background with a large white circle on the left containing a photo of a smiling woman and a young boy. To the right of the circle is a silhouette of a family (two adults and two children). The text 'Family Wellness Night:' is written in a white, cursive font. Below this, a yellow brushstroke contains the text 'Supporting Innisfil's Children and Youth to Thrive'. On the right side, the event details are listed in white and blue text: 'March 26', '5:30-8:30pm', 'at Alcona Glen Elementary School', and '1310 Innisfil Beach Rd'. A blue button-like shape contains the text 'Register for free!'. At the bottom, there are logos for 'innisfil.ca/FamilyWellness', 'Innisfil' (with a starburst logo), and 'Simcoe County District School Board'.

Family Wellness Night:

Supporting Innisfil's Children and Youth to Thrive

March 26
5:30-8:30pm
at Alcona Glen Elementary School
1310 Innisfil Beach Rd

Register for free!

innisfil.ca/FamilyWellness  **Innisfil** 



Build UP our reputation as a trusted community asset

COMMUNITY PARTNERS

New Social Services @ the Library

Library staff have been forging new connections with community partners, in order to increase access to essential services for our community members. This spring, a number of new services are available to Library visitors either by drop-in or registration.

Service Canada Clinics

Drop-in, Thursdays, March 21, April 25, May 23 from 10-2pm.

Service Canada will provide assistance with applications for:

- Social Insurance Numbers (SIN)
- Employment Insurance (EI)
- Canada Pension Plan (CPP)
- Old Age Security (OAS)
- Guaranteed Income Supplement (GIS)
- Canada Dental Care Plan (CDCP)
- Passport Application (review only).

Newcomer Support Group

Drop-in, every Thursday from 5:30-7:30pm

Coming to Canada means adapting to a new language, culture and way of life. The Newcomer Support Group supported by CFS will offer a safe place to ask questions, receive help, meet new people and integrate into Canadian society.

Care Partner Support Group, Alzheimer Society

Registration required, every third Thursday - April 18, May 16, June 20 from 1:30pm-3pm

Supporting a family member or friend diagnosed with dementia can be an overwhelming experience. This group is for care partners of persons living with dementia in early, middle and late stages, regardless of their living arrangements. In this safe environment, you can ask questions, share experiences and lessons learned.

Family Law Clinic

Thursdays (by appointment), April 25, May 23, June 27 from 9:30-4:30pm

Navigating the Family Court system is often described as complex and confusing. We aim to provide resources to assist individuals in gaining the necessary information to make informed decisions. After completing the necessary conflict check, individuals will be able to meet with a family law lawyer for up to 2 hours in order to provide some background on their situations and receive procedural advice, options and what their entitlements could be. This is an opportunity to ask questions pertaining to your family situation, receive advice, resources on next steps and referrals to various community-based programs. This lawyer can help with obtaining LegalAid and accepts LegalAid Certificates.



Raise UP the Library’s identity as an innovative hub

PLANTING EXCITEMENT

7th Annual Seedy Saturday

The 7th Annual Seedy Saturday event took place at the Lakeshore Branch on Saturday, March 23rd. This annual event provides an opportunity for the community to come together, explore a variety of gardening ideas, talk to Master Gardeners, and start planning their gardens. The event also marks the opening of the Innisfil Seed Library, and this year, seeds were given out in three categories: easy to grow, not-so-easy to grow, and challenging to grow. Customers were invited to speak with volunteers from the Seed Library about their gardens, soil conditions, and experience with gardening, which allowed customers to select the best seeds for their gardens and skill level.



The event featured over 20 vendors, all with a focus on gardening, pollinator preservation, wildlife, and outdoor projects. A vendor from Pembroke, *Semences Allumettes* (Match Seeds), said: “We had a fun day, thank you again for inviting us and the support! All the best and we hope we can attend again!”



We had over 500 customers come through our doors during the event. Seedy Saturday’s success continues, and this event is much loved by all who attend. Overheard comments included “I did enjoy it very much, I always feel I’m amongst my people when at this event” and “Thanks so much for having me it was a lot of fun and such a lovely library and group of people!”



The Simcoe County Master Gardeners reported they had approximately 70 adults and 17 children at their table.

NEW PROGRAM ALERT

Tween Takeover

This month we launched a new program connected to the Building Safer Communities Project: *Tween Takeover*. This program invites tweens (youth aged 10-13) to the Library afterschool for a safe, free, drop in and out, program. The program aims to reconnect Tweens with the Library in an appropriate and productive manner as many people in this age group were dramatically impacted by the pandemic and lost opportunities to be a part of the Library community. Many Tweens also lost opportunities to learn how to behave in public spaces but are now at an age where they sometimes do use spaces independently, so education and safe opportunities are needed. One of the first participants shared that she was looking forward to volunteering at the Library when she was old enough. Parents shared they were looking forward to bringing their children back for the next program. *Tween Takeover* will allow staff to build stronger connections with this age group so we can continue to develop programming better suited to their interests.

DROP-IN SUCCESS

Make It Fun With MakeIT Family

MakeIT Family, a program funded through the Building Safer Communities Fund, wrapped up its first 7-week session in March. Running twice a week at either the Lakeshore or Cookstown Branches of the Library, this program encouraged families to come together and create in the HackLAB using a variety of machines and equipment. From the beginning of this program, families commented on the ease of attending, with participants sharing; “It’s great to have a program that doesn’t need us to register for it. My kids’ schedule changes week to week and it is hard to commit to coming. This way they get to experience this space but we can come when it works”.

“I haven’t had this much fun in a long time. It’s nice to be able to sit down and enjoy an activity with my son. When I’m home I feel like there are too many other things to do”

This program encourages family to create together. For the first few sessions, parents and caregivers were hesitant to get involved but as the weeks progressed, their level of comfort in the space increased and they became eager to jump in and create their own project alongside their child. During these sessions, Library Staff actively encourage conversation between groups and engage with program participants. Over the course of 7 weeks, a total of 847 customers participated in the *MakeIT Family* program.





Light UP pathways to personal & professional growth

MARCH BREAK 2024

750 Participants in March Break Activities

March Break is always a busy week at the Library with many new families, different caregivers, and lots of excitement over the variety of accessible Library programming. Between the 48 programs offered specifically for March Break, there were almost 750 attendees. Special guest Patty McLaughlin had 70 people singing and dancing along with her between Cookstown and Stroud; the drop in program *Lucky Little Leprechauns* had 125 people a Stroud, Cookstown, and Lakeshore crafting up the cutest Leprechaun doors, creating tricky Leprechaun traps, and searching the Library in a St. Patrick's Day scavenger hunt; and *MakeIT Family* offered the perfect HackLAB drop in for 112 participants who learned about Sublimation and the Laser Cutter. March Break also included a variety of volunteer opportunities for high school students, with over 30 spots available for volunteers to support programming throughout the week.



Fairy Tale Tea Party, an all-ages program, brought in all kinds of princesses and dragon slayers. To make it easier for families with different aged children to enjoy the program together, we used centres to provide multiple activities simultaneously. Throughout the week, drop in programs created opportunities for busy families to engage in programming at the Library. Some families arranged playdates for their children at the program, while others found themselves making new friends as they crafted and explored together. These programs foster a strong sense of community amongst the participants.



Fairy Tale Tea Party explored crafts and games for all ages.



Paint With Me and *Modge Podge Hodge Podge* were both art based programs for 7-12 year olds. Craft-based programs are often among the most popular and successful programs at the Library. During these programs, the participants were quiet and focused, but it was after the program that connections would emerge, as participants happily shared their work with each other and talked about their creations.

Gaming is a great way to build community, whether it's at a *Family Trivia Night*, a Mario Kart tournament, or playing Dungeons & Dragons together. Players of all skill levels were welcome at all of the Library's game-based programs and the kindness demonstrated by participants at each program was remarkable. At Stroud's *Mario Mayhem* program, one participant gave up their prize so that each of the families in attendance could go home with a prize. At *Family Trivia Night*, everyone left the program amped up after an evening of laughter, asking when the next Trivia Night would be. Finally, at the *Teens Only Game Night*, two participants who did not originally plan to attend ended up staying for the evening and declared that, "this is the best night ever."



Mario Mayhem at Stroud was full of laughter and sharing.



CRAFTING & COMPUTING WITH SENIORS

Sociable Seniors Expands to Stroud

Senior crafting programs continue to flourish, with the majority of programs being full with a waitlist. This month, seniors have added glitz and glam to customized mugs, immersed themselves in acrylic painting, and have celebrated the start of spring by creating bunny flowerpot decor pieces and miniature gardens on wooden stumps.



Sociable Seniors programs have been an opportunity for seniors to engage with the Library, create friendships, and stimulate their creativity through arts and crafting. Seniors enjoy the opportunity to socialize in a welcoming setting, and often have discussions about other seniors' activities in the community, hobbies they are engaged in, and their personal lives. Considering the great success of this programming and consistent interest from the senior community, *Sociable Seniors* programs are now being offered once a month at the Stroud branch and have seen excellent attendance.

Confidently Computing

Designed to elevate community members' digital literacy skills, *Confidently Computing* classes have seen a large increase in attendance over recent months. In particular, there has been an increased demand for learning basic computer skills and programs. Since observing this trend, the Library has aimed to consistently offer some basic computing classes each month, while also including classes that touch on more advanced or unique topics. This month, participants had the opportunity to learn basic mouse and keyboarding skills, how to navigate their tablets, how to access music streaming services, and even the basics of how to use artificial intelligence with ChatGPT. Participants have been actively engaging in classes by coming prepared with questions on the class topics.

"I am starting a new job and have been out of the workforce for some time. I used to use Microsoft Office at my old job all the time but it's been many years and I'm sure it has changed. Thank you, this has been a good refresher on computers and how to use Microsoft Word."

BUILDING SAFER COMMUNITIES FUND

Quarterly Update: January 1st to March 31st 2024

A number of key milestones were achieved from the Building Safer Communities Fund this quarter. Overall, the project is on track to meet the expected outcomes of supporting families and youth. Activities are well underway and seeing consistent and enthusiastic participation from children, families, and youth.

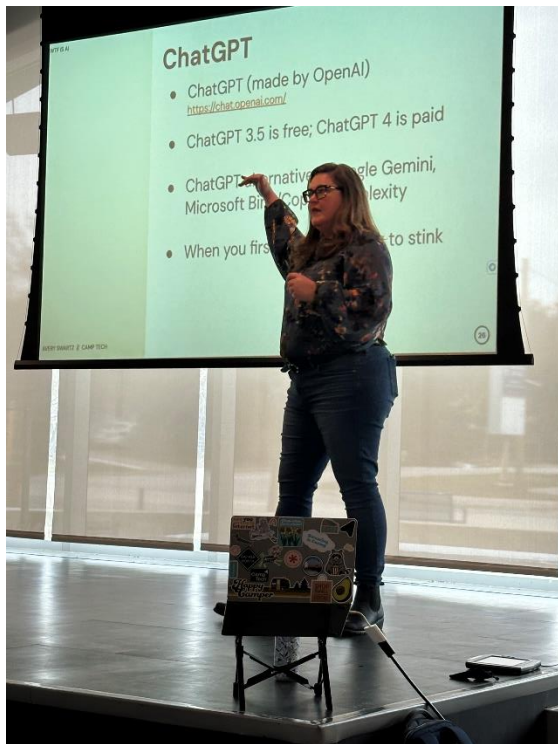
Milestone	Status	Comments
Hiring part-time programmer	Complete	A part-time, youth-focused programming position was filled to help deliver on the goals to create more youth-centred activities in Innisfil.
Coordinate and co-facilitate weekly drop-in programs for youth at the Innisfil ideaLAB & Library and the Town of Innisfil in collaboration with the Town.	In Progress	Due to delays in hiring and a desire to ensure that all materials and processes were complete before Teen Nights launched, the program will not start until next quarter. Library's inaugural Teen Night will happen April 12, 2024. Tween Takeover, a weekly drop-in program for youth ages 10-13 begins March 27, 2024.
Develop and facilitate new programs and activities that help youth develop life skills, hobbies and interests, and a sense of community while building relationships with caring and prosocial adults	In Progress	Staff are currently surveying youth in the Library spaces, while providing activities, to help gain an understanding of what types of programming they would like to see in the future. 20 youth have participated in 4 sessions thus far. Activities included board, card, and video games with staff support.
Provide new and/or incremental activities for children (ages 6 and up) and parents/guardians that will offer opportunities for skill and relationship-building.	In Progress	Imagination Station (6 events - 85 attendees) and MakeIT Family programs (20 events - 801 attendees) have been successful bringing families together for creative activities to foster family bonds and learn new skills. One program focuses on learning with technology in our HackLAB spaces, the other on activities and programs that can be done with lendable tech or no tech at all.
Conduct outreach about BSCF initiatives in collaboration with the Town.	In Progress	Staff attended Family Wellness Night with Town staff March 26th. Approximately 73 people attended. Library staff also provided activities for children and youth to allow parents to engage in the other information shared.
Partnerships	Ongoing	Bi-weekly meetings with Town and YMCA partners to plan Teen Nights ongoing since the beginning of the quarter. Monthly meetings with Town partners to update about the status of the grant have been ongoing since the start of the quarter.
Other Comments		Developing partner programs with grass-roots organizations that serve equity-seeking groups is a critical component of the project's success. Working with Parents Against Racism Simcoe County (PARSC) and UPlift Black the Library is able to create programs and services for marginalized children, youth and families. These opportunities range from creative-writing and social justice workshops to navigating the education system and sneaker-care and self-care workshops.

STAFF DEVELOPMENT

WTF is AI with Avery Swartz

Equipping Library Staff with the information and tools to support our community is an important component of the Library’s development and training program. This month, Staff heard from the Founder and CEO of Camp Tech, best-selling author, and tech expert, Avery Swartz, about how Artificial Intelligence (AI) is already a part of our daily lives and how libraries can navigate its use. The presentation offered critical information about day-to-day uses of artificial intelligence, tips for using generative AI as a tool, and introduced the pros, cons, and unknowns of the growing trends in generative AI.

As the Library continues to support information, technological, and media literacies in our community, it is critical that we continue to learn and understand these new technologies in order to help our community members navigate the changing tech landscape.



Above: Avery explains ChatGPT,
Right: Avery shared about the presentation on her LinkedIn page.

APPENDIX A: Level UP! Communications Insights

Media Outreach & Social Media Response

DATE PUBLISHED	NEWS OUTLET	TITLE
March 1, 2024	Innisfil Today	Four events you have to check out in South Simcoe this weekend
March 1, 2024	Innisfil Today Barrie Today	On thin ice? Renos, replacement considered for Stroud arena
March 1, 2024	Orillia Matters Innisfil Today	County promoting diversity, inclusion during ITSTARTS Month
March 6, 2024	Bradford Today	Inaugural gala raises over \$22K for Innisfil library programs
March 7, 2024	Simcoe.com	Looking for fun March break activities in and around Simcoe County? Here are some family friendly things to do
March 8, 2024	Innisfil Today	Five events you have to check out in South Simcoe this weekend
March 11, 2024	Innisfil Today	Our go-to list of March break family activities in South Simcoe
March 14, 2024	Innisfil Today	‘Check us out’: HackLAB is Innisfil library’s best-kept secret
March 15, 2024	Innisfil Today	Six events to check out in South Simcoe this weekend
March 16, 2024	Barrie Today	Barrie retiree revels in Innisfil library’s best-kept secret: HackLAB

March 18, 2024	Simcoe.com	Innisfil Seed Library's 7th annual Seedy Saturday event set for March 23
March 18, 2024	Barrie360	Teen Nights are Coming to Community Hubs Across Innisfil
March 19, 2024	Innisfil Today	'Grow and thrive': Teen Nights coming to Innisfil community hubs
March 19, 2024	Barrie Today	Innisfil resident suggests ways to fix Uber's 'tiny little bugs'
March 20, 2024	Innisfil Today	Good Morning, Innisfil
March 21, 2024	Innisfil Today	Town hosting social event to 'celebrate' local volunteers
March 22, 2024	Bradford Today	Five events you need to check out in South Simcoe this weekend
March 22, 2024	FM101 Milton	Get Your Green Thumb Ready
March 23, 2024	Innisfil Today	Good Morning, Innisfil!
March 25, 2024	Simcoe.com	Town of Innisfil launches Teen Nights, free events for kids in grade 7 to 12
March 26, 2024	Innisfil Today	'National tenant' coming to ex-Larry the Liquidator site in Alcona
March 29, 2024	Bradford Today	Six events you need to check out in South Simcoe this weekend

Facebook Insights (March 1 to 31, 2024)

FOLLOWERS	# OF POSTS	TOTAL ENGAGEMENT	TOTAL IMPRESSIONS
3,836 (Followers) 3,239 Page Likes	62 during this period	708 engagements (601 reactions, 49 shares, 58 comments)	Posts earned 34.4K impressions over this period (number of times our posts have entered a person's screen)

Top Organic Post (based on reach): Date, March 7, 2024 13.4K Reach



Innisfil Idealab & Library

Published by Hootsuite · March 7 at 9:03 AM · 🌐

Join the [Innisfil Seed Library](#) on March 23 from 10am-2pm for the 7th Annual [Innisfil Seedy Saturday](#) that brings together new and seasoned gardeners, seed savers and community members passionate about mindful gardening, food security and our environment!

This event includes seed vendors, garden-related community groups/businesses, season opening of the Seed Library, expert talks, children's activities and more.

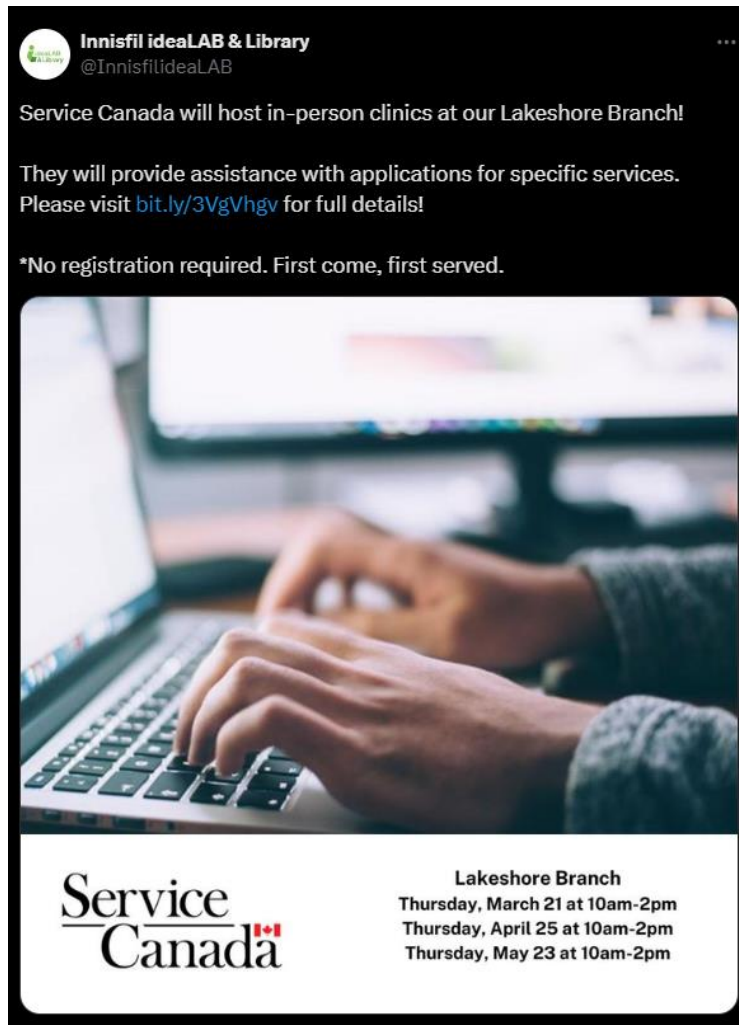
*The event is hosted by the Innisfil Seed Library in partnershi... [See more](#)



X (Twitter) Insights (March 1 to 31, 2024)

FOLLOWERS	# OF TWEETS	TOTAL ENGAGEMENT	TWEET IMPRESSIONS
1,552	37 during this period	50 engagements (36 likes, 8 retweets, 1 quote tweets, 5 reply)	2.4K impressions over this period (number of times users saw our tweets)

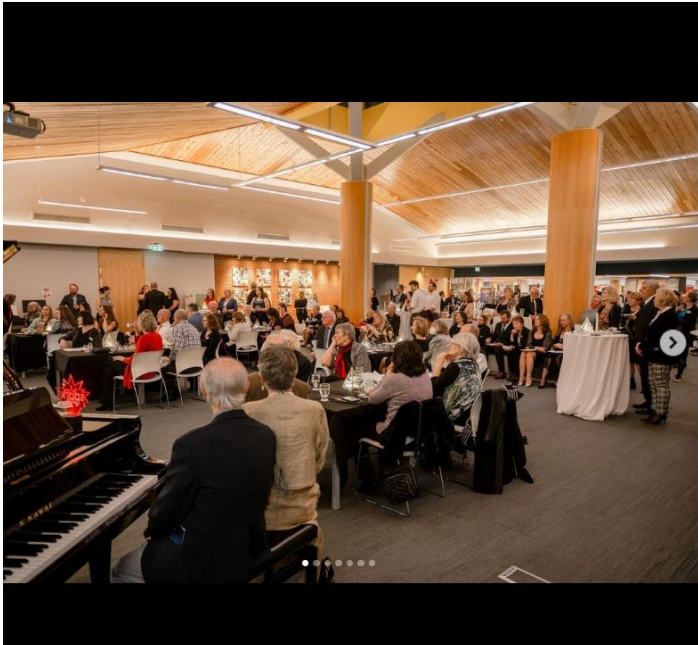
Top Organic Post (based on reach):
Top Tweet, March 15, 2024 - earned 478 impressions



Instagram Insights (March 1 to 31, 2024)

FOLLOWERS	# OF POSTS	TOTAL LIKES & REACH	TOTAL COMMENTS
2,216	55 during this period	1,943 accounts reached. 1,191 likes.	20 comments in total on content posted during this period

Top Post (based on engagement): March 1, 2024 542 Reach



innisfilidealab
Innisfil Idealab & Library

innisfilidealab What a night! Thank you to everyone who joined us for ✨Spark✨ the Library's first fundraising gala event. Community supporters and library lovers came together for a truly spectacular evening celebrating creativity and imagination. We couldn't wait to share some of these event highlights; stay tuned for more!

Donations to the Innisfil ideaLAB & Library create opportunities for community, connection, and skill-building, above and beyond regular #Library programs. Each donation to the Library is an investment in the future of our community.

Keynote by @Elamin
Special Guest Authors @hannahmarymckinnon @TheaLimWriter @farahheronauthor
Artists @hannatess_arthaus and @jeanetteluchese
Music by Jazz-Mandhu
Food by The Cove Cafe
📷 @DueNorthPhotography

View insights Boost post

📍 Liked by jeanetteluchese and 80 others
March 1

Top Reel (based on engagement): March 29, 2024 538 Reach



innisfilidealab
Cast of High School Musical: The Musical: The Series, Disney • We're A...

innisfilidealab #ITSTARTS with everyone 🗨️ Now it's your turn; let's continue to work towards an inclusive community, together!
*
*
*
@countyofsimcoe #inclusion #library #publiclibrary #innisfil #diversity #community
Edited · 4d

[View insights](#) [Boost post](#)

👍 💬 📌

Liked by **georgiancollegelibrary** and 37 others
4 days ago

😊 Add a comment... [Post](#)

Municipal Council Report

March 13, 2024 Special Council Meeting

- Meeting not recorded.
- A Special Council Meeting was held for a workshop on utilities.
- CAO Jerschow facilitated an interactive session with Council concerning the current review of the Town of Innisfil's Wholly-Owned Utility Companies (WOUC). He provided an overview of the status of the review process and noted some historical background in the creation of each company, objectives that have been articulated by Innisfil Council at various points in time, and how well each company has been meeting these previously stated objectives, including dividends. It was noted that each WOUC is a separate organization that works differently and is governed differently. Council was asked to consider several issues, including, are the companies meeting today's objectives, where to take the companies next, and who is best to deliver Council's objectives and dualities concerning each company. Members of Council provided comments and asked questions of clarification which were addressed by the CAO.

March 13, 2024 Council Meeting

- [Watch the meeting.](#)
- Council received a delegation from a member of the public, sharing her concerns about the Innisfil Uber Services as it relates to using private roads to access main roads, missing Innisfil Hotspots such as the Lakeshore Library, and various alterations to route times when going from one destination to the next.
- Council approved adjustments to the Town of Innisfil salary grid following a [Non-Union Market Review](#), effective January 1, 2024. Adjust the 2024 overall Non-Union salary grid structure by 4% to fully close the gap to the 50th percentile of the market (effective January 1, 2024); and Retain the existing salary grid structure and open up the 'special purpose' level as the new job rate (i.e. level 6). The 2024 financial implications of implementing the recommendations from the Non-Union market review equates to approximately \$720,000, inclusive of wages and benefits, planned to be funded by 2024 operating dollars and 2023 operating surplus. Future impacts will be understood during the next budget approval process.
- [ONE Joint Investment Board \(JIB\) Agreement Amendment and Records Retention By-law - Pdf](#) Town of Innisfil has been a Founding/Participating Municipality in the ONE Joint Investment Board. ONE JIB currently invests Monies Not Required Immediately (MNRI) on behalf of 11 Ontario municipalities. Investments through ONE JIB form an important source of non-tax revenue from funds that are held by the Town for future requirements, which supports future infrastructure needs and efficient delivery of services. The optimization of investment income will reduce the burden on the tax levy in funding future asset replacement costs.
- [InnService 2024 Water and Wastewater Rates](#) were increased by 5%, effective April 1st.
- Council received the [2023 Customer Service results](#)
- Council received the [2023 year-end statement of expenses and remuneration for Council members.](#)

Municipal Council Report

March 20, 2024 Special Council Meeting

- [Watch the meeting.](#)
- A Special Council meeting was held for Planning purposes for a by-law amendment.

March 27, 2024 Council Meeting

- [Watch the meeting.](#)
- Council received a presentation from Kempenfelt Bay School
- Council received an annual [update](#) from the Innisfil Community Foundation - \$180, 590 was granted in 2023
- There were a number of housekeeping by-law amendments
- Town Staff provided a [2023 year end update of key performance indicators](#)
- The design and construction contract for 7th Line improvements, from Yonge Street to Lake Simcoe, was awarded. Design is underway, with construction planned for 2026/2027.
- Friday Harbour Resort's noise exemption application was referred back to staff and will return to Council at the meeting on April 24, 2024.

News from the Community

- March 2, 2024 Town Hall hosted the Innisfil Indian Association's [She-roles Gala to celebrate International Women's Day](#)
- [On thin ice? Renos, replacement considered for Stroud arena - Innisfil News](#)
- [Make a chilly splash, keep life wild at Take the Plunge - Innisfil News](#)
- ['A delicate balance': Innisfil council approves Orbit plan - Innisfil News](#)
- [Powerful move: Innisfil deploys first electric vehicle to fleet - Innisfil News](#)
- [Some tax-filing tips from Innisfil's newest financial advisors - Innisfil News](#)
- ['So grateful': Polar Bear Dip earns \\$8K for Innisfil Food Bank - Innisfil News](#)
- [Orbit's low-carbon energy plan requires private cash, town says - Innisfil News](#)
- [What'd we pay? Innisfil council's 2023 remuneration revealed - Innisfil News](#)
- ['Grow and thrive': Teen Nights coming to Innisfil community hubs - Innisfil News](#)
- [Uber rides could run smoother, Innisfil resident tells council - Innisfil News](#)
- ['Balancing act': Innisfil water, wastewater rates set to rise 5% - Innisfil News](#)
- ['Looking for a good place': Hundreds seek next career in Innisfil - Innisfil News](#)
- [South Simcoe police 'back in the schools now,' says chief - Innisfil News](#)
- [Town hosting social event to 'celebrate' local volunteers - Innisfil News](#)
- ['Water is life': NDP rolls out motion to protect Lake Simcoe - Innisfil News](#)
- [Come together: Innisfil launches free Family Wellness Nights - Innisfil News](#)
- [Police chief, town CAOs, constable sit atop local 'Sunshine List' - Innisfil News](#)

Municipal Council Report

News from the County:

- [County promoting diversity, inclusion during ITSTARTS Month - Innisfil News](#)
- ['The numbers don't work': Hospital expansion needs funding - Innisfil News](#)
- [County eyeing ways to fix 'dysfunctional' Landlord Tenant Board - Innisfil News](#)
- [Cast away: Local study makes case for attracting film production - Innisfil News](#)
- [Georgian, YMCA aim to explore the Future of Belonging - Innisfil News](#)
- [Springwater library board counters 'misconceptions' at council - Innisfil News](#)
- [Tax talk, property assessment take centre stage at county council - Innisfil News](#)
- [Insurance firms 'not our friends' as county seeks buying power - Innisfil News](#)

News from the Province

- [Province provides \\$3M to improve 911 services in Barrie, Innisfil - Innisfil News](#)
- [Barrie hospital VP takes on new position with Ontario Health - Innisfil News](#)
- [New health funding brings primary-care teams closer to home - Innisfil News](#)
- [RVH expansion plans remain 'in the pipeline,' says health minister - Innisfil News](#)
- [Ontario's environment minister talks 'prudent' budget, Lake Simcoe - Innisfil News](#)



JHSC Meeting Agenda

MEETING DATE: Thursday, March 21, 2024

TIME: 1:00PM

LOCATION: Ops Meeting Room 2 and Teams

CO-CHAIRS: Management Co-Chair – Eric Chudzinski
Worker Co-Chair – Jennifer Sheremeto

MINUTES: Jennifer Miyasaki

ATTENDANCE: Eric Chudzinski, Jennifer Sheremeto, Nick Ayres, Elishia LaRose, Jennifer Miyasaki, Kristi Prentice, Kyle Stitt, Paul Tomaszewski, Sierra Warren

GUEST(S): Oliver Jerschow (CAO), Vivian Lough, Ben Dennis

REGRETS: Ken Schuyler

APPROVED MINUTES:

Worker Member Acting Co-Chair
Jennifer Sheremeto

Management Co-Chair
Eric Chudzinski

Item	Agenda Item	Lead	Item Details	ACTION & NOTES
1.	<u>Call Meeting to Order</u>	Co-Chair	- Time – opened	- Meeting started at 1:03 p.m. - The Committee members and guests did a round of introductions
2.	<u>TOI CAO</u>	Oliver Jerschow	- Guest Speaker	- Oliver expressed gratitude on behalf of the Town on the importance of the Committee and the work they do. He emphasized the “Joint” in JHSC, and the value, knowledge, and experience each of the members brings to improving safety throughout the Town. - The committee appreciated and thank Oliver for his attendance and continual support for safety.
3.	<u>Approval of Previous Minutes</u>	Co-Chair	2024.02.15 JHSC Meeting Agenda Minutes Draft.docx	- Elishia motioned to approve the minutes of the previous meeting. - Seconded by Jen S. - All in favour; Motion Carried.
4.	<u>JHSC members</u>	Co-Chair	2024.02.13 JHSC Members February 2024.docx	- Change in Library Rep - Worker Member; Jen M. is stepping down from the Committee; Vivian Lough will join the committee as the new Library Rep – Worker Member - Paul T. (Fleet Worker Member) is stepping down from the committee, Ben Dennis to take over - Ken S. (Management Member) is stepping down from the committee, pending replacement

				<ul style="list-style-type: none"> - The Committee thanked the members stepping down, for their time and work on the committee, and dedication to improving safety! - New members were welcomed to the committee. - The new member list will be updated and sent out for posting
5.	<u>Workplace Inspections</u> <u>WHIMIS</u> <u>LOTO</u>	Co-Chair	Roundtable discussions	<p>Jennifer M – All locations were inspected, noting only minor deficiencies which are in process of being corrected. Will train Vivian on inspections on April 15</p> <p>Nick- Refresh at the park; challenging to inspect. No staff will be working out of that location for the time being. Will inspect when work is completed.</p> <p>Paul - Ben was shown how to inspect; need access to MOAR; will still need to complete IRC. A deficiency was noted at Fleet – hose needed repair.</p> <p>ACTION – Eric to submit IT request to get MOAR access for Ben.</p> <p>Jen S.- Rizzardo had areas of concern that were reported to Ops. Rusty chair outside by playground; garbage and skids near shipping area to be cleaned up; accessible parking sign was down – to be addressed; Town Square – issues with people using stairs that are still closed for season; housekeeping in electrical room by rink – cluttered; needs to be cleaned up. EcDev – people were using the space; no issues to report other than a cluttered floor that was cleaned up upon inspection.</p> <p>Kristi - Town Hall was inspected; a fire extinguisher was missed during last inspection; fridge in lunchroom needs to be cleaned out; some clutter that was cleared up during inspection.</p> <p>Sierra – Ops done first, one bay was cluttered; moving forward will log in MOAR as deficiency; Knock – everything was fine; Churchill Community Center – still cords on floor; needs to be cleaned up.</p> <p>Elishia – Stroud Arena – unsecured ladder; Lefroy Arena – issue with door not shutting property; Salt Dome – some fire extinguishers tags out of date; were fixed after noting the issue.</p> <p>ACTION – Eric to review fire extinguisher inspection requirements in vehicles/equipment and confirm compliance.</p> <p>Eric – Appreciate everyone’s diligence and attention to detail. Seeing a lot of good findings from these inspections! Would like to get the committees thoughts on repeat times and how to approach. Interested in ideas for H&S board improvements.</p> <p>Discussed how to best deal with repeat items.</p>

				<p>ACTION – Eric to pull list of Repeat findings to review at future meetings.</p> <p>ACTION – Eric to update Town Hall H&S board based on committee comments and send picture example to committee for feedback and standardization.</p>
6.	<u>SOP's Corporate Policies</u>	Co-Chair	Any updates for discussion?	<ul style="list-style-type: none"> - WSIB Safety Excellence Program – In progress. - Safety Talks – 2024 Corporate schedule was presented.
7.	<u>Workplace Incidents & Accidents</u>	Co-Chair	<ol style="list-style-type: none"> 1. Report on accidents since last meeting accidents (February 2024) 2. 2023 Year in Review 	<ul style="list-style-type: none"> - Eric provided an overview of the incidents for February (4 incidents – Slip on ice; vehicle incidents due to plow hitting a maintenance hole cover, and one injury (no first aid) because of the above vehicle incident). - Eric provided an overview of 2023 incident statistics, and recommendations which are in progress
8.	<u>Budget & Training</u>	Co-Chair	<ol style="list-style-type: none"> 1. Budget 2. Training 	<ul style="list-style-type: none"> - Budget is on track - Ordering new Green books, pending delivery - Additional certification training will be required for new members (at least Part 1 this year). - ACTION – Eric to coordinate Part 1 training for new members. - Workplace inspection training for new members. Paul and Jen M. are training new members. - Upcoming training for Operations Staff; forklift training, elevated work areas, first aid; next year, chipper and chainsaw training
9.	<u>JHSC Other Business</u>	All Members	<ol style="list-style-type: none"> 1. Review/update inspection schedule (RE: change in members) 2. New Committee Secretary (volunteers/vote) 3. JHSC BBQ (Initial planning) 	<ul style="list-style-type: none"> - Updated workplace inspection schedule based on changes to members. - ACTION – Eric to send out updated Workplace Inspection Schedule to members. Members to post on H&S during next inspection. - Sierra volunteered; there being no other volunteers, Jen M motioned that Sierra be named secretary of the Committee; Seconded by Jen S. Motion carried. Sierra Warren is acclaimed secretary of the JHSC. - Circulate last year's project plan to begin assigning tasks and planning event.
10.	<u>ACTION ITEMS Follow up</u>	Co-Chair	Review of Action items from January 18, 2024 meeting minutes.	<p>ACTION – members to start thinking about new safety Slogan and Theme for 2024. Perhaps for 2024 we commit to another event around the National Day of Mourning (e.g. speaker). Everyone to brainstorm ideas and we will produce a plan for 2024. – Completed – speaker being coordinated</p> <p>ACTION – Members to post updated Member List on H&S Boards during next inspection. – Completed – action can be closed.</p>

				<p>ACTION – Eric to send Kyle an overview and link to mySDS – Completed – action can be closed.</p> <p>ACTION - If any member would like Kyle to join your inspections, please reach out to him to coordinate. – In progress</p> <p>ACTION – Eric to review concerns, near misses, and opportunities to improve safety when patching with Roads management. Additionally, to seek information from other local municipalities on patching practices, for comparison. – In progress</p>
11.	Close Meeting	Co-Chair	Enter the time of the meeting closed.	The meeting closed at 3:01 p.m.



INNISFIL PUBLIC LIBRARY STAFF REPORT

STAFF REPORT NO. LIB-07-2024

DATE: April 15, 2024

TO: Innisfil Public Library Board

FROM: Erin Scuccimarri, CEO

SUBJECT: Library Associations and Organizations

RECOMMENDATION:

THAT Staff Report LIB-07-2024 be received as information.

INTRODUCTION:

The Innisfil ideaLAB & Library is connected with a variety of associations, groups and organizations that work alongside public libraries at both the local level and internationally. This report will serve as a guide to highlight a number of these entities, their mandates and affiliation with Innisfil.

LOCAL:

Simcoe County Library Working Group

After the dissolution of the Simcoe County Library Cooperative, the CEOs of the various library systems in Simcoe County developed a working group, that also includes library systems located in Simcoe County that were not members of the cooperative. The group meets quarterly to coordinate programs and services, and share best practices. A sub-set of this group, including Innisfil, continue to access shared services paid for and administered through the County.

PROVINCIAL:

Ministry of Tourism Culture and Sport

Provincial responsibility for public library service rests with the Programs and Services Branch within the Culture Division of the Ontario Ministry of Tourism, Culture and Sport. The Minister and his or her staff are responsible for the administration of the Public Libraries Act and for the development of provincial policies for public library systems across Ontario. The Ministry publishes reports on several library indicators through the Ontario Public Library Statistics programs. These statistics are compiled using self-reported data from the Annual Survey of Public Libraries, which

STAFF REPORT #LIB-07-2024 – Library Associations and Organizations

is completed by library staff every spring. The Ministry provides direct support of local public library service through an annual, per household grant to the local library. In addition to direct support to public libraries, the provincial government also funds the Ontario Library Service.

Ontario Library Service (OLS)

The Ontario Library Service (OLS) delivers programs on behalf of the Ministry. OLS provides services to expand local library collections and realize economies of scale (interlibrary loan, consortia purchasing, pooled collections, licensing of e-collections), train staff and trustees and provide information and expertise for local library issues. The OLS oversees the Board Assemblies, which provide library board members with opportunities to share information and hear how other boards deal with issues, like the ones you face, in governing a public library. Currently, Sue Bennett represents Innisfil on the OLS Board Assembly.

Federation of Ontario Public Libraries (FOPL)

The Federation of Ontario Public Libraries (FOPL) represents Ontario's 363 public library systems exceeding 1,000 branches in virtually every Ontario community. A 23-member Board made up of representatives from various caucuses governs FOPL; Board Chair Anne Smith currently sits on the Board, representing the Small/Medium Caucus. FOPL's strategic focus includes Advocacy, Marketing, and Research & Development. They provide various levels of government with a view of public libraries as a united, relevant and integral component for economic and community development worthy of strong and continued support. Innisfil pays a membership fee to belong to FOPL.

Ontario Library Association (OLA)

Founded in 1900, the Ontario Library Association (OLA) is the oldest continually operating non-profit library association in Canada. With more than 4,000 members, the OLA is also the largest library association in the country. They provide opportunities for library workers and supporters to share their experience and expertise, and give profile to the librarians, library workers and trustees in the school, college, university, public and special libraries of Ontario. They organize province-wide programs for learning, networking, recognizing, influencing and celebrating within the library industry. The OLA leads the planning for Ontario Public Library Week and Ontario's participation in Canadian Library Month, hosts the annually library Super Conference in Toronto and leads the Forest of Reading program. Various Innisfil staff and Board members have an OLA Membership.

Divisions within the OLA that Innisfil is associated with include:

OLBA - The Ontario Library Boards' Association (OLBA) is a division of the Ontario Library Association (OLA) that represents public library board members (trustees) on issues relating to their areas of responsibility. The work of the OLBA is primarily to build a professional development (training) program that is responsive to common issues of concern. It provides information materials and training forums for advancing board development. The OLBA, in connection with OLA, hosts the annual Board Bootcamp as part of the OLA Super Conference.

STAFF REPORT #LIB-07-2024 – Library Associations and Organizations

OLITA - The Ontario Library and Information Technology Association (OLITA) is a community passionate about exploring the use of technology in information management organizations. Innisfil staff have sat on the OLITA Council, and attended their yearly Digital Odyssey conference.

OPLA - The Ontario Public Library Association (OPLA) is a division of the Ontario Library Association (OLA) and represents librarians and library staff who work in public libraries in Ontario on issues of common concern.

Activities of OPLA include an annual conference, RA in a Day event, lobbying and advocacy, publications, continuing education, and the OPLA-L listserv for members. OPLA provides an opportunity for public librarians and public library workers in Ontario to interact at various levels in a variety of forums and facilitates activities to respond to members' needs and concerns. The OPLA has various subcommittees that Innisfil has participated on including Community-Led Libraries Committee and the Marketing ThinkTank.

Administrators of Medium-sized Public Libraries of Ontario (AMPLO)

AMPLO consists of CEOs of medium-sized public libraries in Ontario. Objectives of this group include providing a forum for discussion of issues common to the administration of medium-sized public libraries in all areas of Ontario, agreeing on common approaches to the provincial government, and initiating, funding or receiving studies which are of common concern. Innisfil pays a membership fee to belong to AMPLO.

Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO)

The Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) represent multi-branch public library systems that provide coordinated library services. Member libraries serve upper or single-tier municipalities encompassing rural communities that may also include larger urban centres. ARUPLO develops guidelines for Rural/Urban Public Library Systems that serve as targets for a library to provide an appropriate level of service for its community.

Ontario Public Library Guidelines Monitoring and Accreditation Council (OPLG)

The Ontario Public Library Guidelines Monitoring and Accreditation Council (OPLG) develops, monitors and revises a series of guidelines which are community-based norms for public libraries and public library development in Ontario. The Council arranges Accreditation Audits for those interested in becoming an accredited library in Ontario. Innisfil received accreditation in 2022, which remains valid for 5 years.

STAFF REPORT #LIB-07-2024 – Library Associations and Organizations

NATIONAL:

Canadian Federation of Library Associations (CFLA)

The Canadian Federation of Library Associations (CFLA) is s the national voice of Canada’s library associations. Their purpose is to champion library values, and to influence national and international public policy impacting libraries and their communities. They work to influence public policy, advance library excellence, and raise the visibility of libraries in Canada to advance national intellectual, social, economic, and cultural success. CFLA, in conjunction with Ex Libris Association, awarded Innisfil with the W. Kaye Lamb Award for services to seniors this year. (Ex Libris Association provides a forum and serves as a voice for those interested in the history and current state of librarianship, Canadian libraries, and archives, and membership is primarily made up of retired library and information professionals.)

Canadian Urban Libraries Council (CULC)

The Canadian Urban Libraries Council’s (CULC) mission is to facilitate advocacy, collaboration, and research that strengthens and promotes the value of Canada’s urban libraries as integral to a vibrant democracy, a strong economy, and thriving communities. In partnership with the University of Toronto, CULC offers a program called PLLeaders (formerly Public Library Leadership Fellows Program) which brings together compelling case studies, foundational leadership principles, the sharing and mentorship of exemplary leaders, recent research, and the close collaboration of a national cohort of peers. Two Innisfil staff members have participated in this unique program.

Centre for Equitable Library Access (CELA)

The Centre for Equitable Library Access (CELA) serves Canadians living with a print disability, and partners with public libraries to deliver services locally. CELA reformats commercially produced content at their facility in Toronto, converting print to Braille, audio, and digital formats. Library staff access CELA’s collections on behalf of residents, and register individuals for CELA user accounts (users are required to have a membership with their local library). CELA provides training on their services as well as strategies for serving those with a print disability.

INTERNATIONAL:

American Library Association (ALA)

The American Library Association (ALA) is a professional organization based in the United States that focuses on promoting libraries and librarianship. It was founded in 1876 and is one of the oldest and largest library associations in the world. The ALA advocates for libraries and library services, provides professional development opportunities for librarians, sets standards for library practices and ethics, and publishes materials related to library science and information science. The association also hosts conferences and events where librarians can network and share ideas.

Public Library Association (PLA)

The Public Library Association (PLA) is one of the largest divisions of the ALA and is dedicated to supporting and advancing the work of public libraries and public librarians across the United States. The PLA provides resources, professional development opportunities, advocacy support,

STAFF REPORT #LIB-07-2024 – Library Associations and Organizations

and networking opportunities for public library professionals. Its mission is to strengthen public libraries and their services to the communities they serve. The PLA hosts a conference biennially and is considered one of the premier events in the field of public librarianship. It brings together thousands of public library professionals, including librarians, administrators, educators, and vendors, from across the United States and beyond. The conference typically features a wide range of programming, including keynote presentations, panel discussions, workshops, and interactive sessions covering various topics relevant to public libraries. A number of Innisfil staff are members of PLA.

International Federation of Library Associations and Institutions (IFLA)

The International Federation of Library Associations and Institutions (IFLA) is a global organization representing libraries and information services worldwide. Founded in 1927, IFLA promotes high standards, facilitates cooperation among libraries, shares expertise, and advocates for policies supporting access to information. It hosts conferences, publishes standards, and supports specialized groups focusing on specific areas of librarianship. Overall, IFLA plays a key role in advancing the role of libraries and information services internationally.

Policy Changes Summary

10a.01.01 OPERATING & TECHNOLOGY – Information Technology Policy #2024-10

- Minor wording and formatting changes
- Removal of the following **Definition**:
 - **ODBC**: Open Database Connectivity. An industry standard method for access to different database systems.
- Addition of the following under the heading **Disaster Recovery/System Integrity**:
 - **Firewall**: I.T shall be responsible for configuring and maintaining library firewalls. One firewall will be setup for each branch. Only services required for the safe and efficient use of library technology will be allowed through the firewall. All connections originating from an unknown network shall pass through a firewall. Any alerts created by the firewalls will be regularly monitored by IT staff
- Removal of the following under the heading **Remote Access**:
 - **Firewall**: All connections originating from an unknown network shall pass through a firewall.



SUBJECT: INFORMATION TECHNOLOGY POLICY

Policy No: 2024-10

Date: April 15, 2024

Review Date: April 2028

Pages: 11 (*including appendices*)

PURPOSE

To provide guidelines and establish procedures for the design, security and use of all computer systems and networks owned and/or controlled by the Innisfil Public Library Board.

POLICY

General

The success of any corporate computer network is dependent on an organized and systematic approach to all aspects of the system including design, security, implementation, training and maintenance. It is imperative that those who use the Library's computer network be given guidance, training and information regarding the importance of their contribution to the security and reliability of all systems.

Application

These guidelines apply to all employees, the Innisfil Public Library Board and any other authorized persons, who use the Library's personal computers and peripherals.

Definitions

Firewall: Network device that analyzes and filters traffic traveling into or out of a network.

Uninterruptible Power Supply: A device that will operate designated systems on a battery in the event of a power outage. Generally, it can be used to shutdown systems in the event of a prolonged outage.

UPS: An acronym for Uninterruptible Power Supply.

VPN: Virtual Private Network. An encrypted connection through a public network such as the Internet.

Windows Active Directory: The system Windows Servers use for storing user accounts and associated access rights.

Guidelines

Responsibilities

All Users:

- Must comply with guidelines, policies and procedures.

Library Management:

- Must enforce policies and procedures;
- Must ensure that new employees receive and understand all guidelines, policies and procedures.

Information Technology:

- Must report violation of guidelines to Management.

Information Technology (I.T.) Staff

Organization

The Information Technology department is directed by a Systems Manager and may include other full or part-time Staff and students. The current organizational structure of staff is available upon request. I.T. Staff is responsible for questions regarding hardware, software or systems security. Library Staff will work with the Town to share expertise, support and resources when possible.

Training

Newly hired I.T. Staff will be expected to have the training and qualifications as outlined in the appropriate job description. Existing I.T. Staff shall update skills through regular training. Training may consist of classroom or online courses, user conferences or self-study (with exam). Reimbursement for training will be made based on the Board's current training policies.

Regular Hours of Work

I.T. Staff work 35 hours per week, Monday to Friday, between the hours of 9:00 a.m. and 5:00 p.m.

After Hours Work

From time to time, systems work must be done after hours.

Stand-By

I.T. Staff will be available for urgent problems that happen after hours.

Support

I.T. is available for technical support between 9:00 a.m. and 5:00 p.m. on regular business days. Preferred method of contact is through email.

Response Times

I.T. Staff response times (time to respond to a problem, not necessarily to have it resolved) are as follows:

Regular Hours -	1 hour
After Hours -	3 hours

Servers & Workstations

Servers

Preferred server operating systems are currently supported versions of *Microsoft Windows Server*, and *Linux*. Servers shall be covered under warranty and will be replaced or have warranty coverage extended before the expiry date.

Workstations (Personal Computers)

Preferred workstation operating systems are currently supported versions of *Microsoft Windows* or *OS X (Mac)*. Workstations shall be purchased with three (3) year warranty coverage and be no more than one year out of warranty coverage before being replaced.

Disaster Recovery/System Integrity

Virus software

All computers connected to the Library's computer network shall be protected against viruses and other malicious software. Whenever possible, this software shall be centrally managed, monitored and updated.

Backups

I.T. Staff shall be responsible for daily backups and offsite storage of any data files on the network servers (see Procedure IT-01). Should a restore from a server be required, I.T. Staff must be contacted.

All data is to be stored on network servers. If some files are stored on local workstations or memory sticks, it will be the responsibility of the computer user to maintain backup copies of any such software, databases or documents. If such documents are lost, removed or otherwise are missing, I.T. will assist on a "best effort basis" to restore the information from the backup medium.

Firewall

I.T shall be responsible for configuring and maintaining library firewalls. One firewall will be setup for each branch. Only services required for the safe and efficient use of library technology will be allowed through the firewall. All connections originating from an unknown network shall pass through a firewall.

Any alerts created by the firewalls will be regularly monitored by IT staff

System Logs

Log files are created from many system devices including firewalls, backup systems and virus software. These logs shall be monitored regularly.

Security Verification

To verify security, a third party security audit shall be performed at least every two years. This audit should verify existing security and make recommendations on areas for improvement. This audit should be done in coordination with the Town of Innisfil IT Department. This audit should extend to general building security in addition to system security settings.

Test Restore

To ensure valid system backups, periodic data restores shall be performed. Restoring individual files and training/development databases will be considered a test restore; however, when spare equipment is available, a more complex test restore shall be performed annually.

UPS Systems

To protect against power failures, brownouts and power surges, all servers and network equipment should be powered via an Uninterruptible Power Supply (UPS). Whenever possible, UPS systems should be connected to a circuit that will be powered by a backup generator during power failures. UPS systems shall be tested regularly to verify functionality and battery condition. Testing should be indicated in a daily logbook.

Physical Access to Servers

Servers shall be in a locked area secure from regular traffic. Key holders for this area shall be restricted to I.T. Staff and the Library CEO or designate.

User Accounts

All system users shall have an account with a logon name in the format of first initial last name. Generic account names such as 'circ' will be used only for specific applications. Groups will be used to organize similar users (such as Library Administration). Each user will be a member of one or more appropriate user groups. Unattended workstations must either be logged off or locked. Users are responsible for what happens on their workstation while they are logged on. Automatic locking of workstations shall occur after 30 minutes of inactivity. User environments will be controlled through user policies.

Staff Changes

Library Administration shall notify I.T. in advance of any staff hires, moves, extended absence, retirement or termination. I.T. will modify the user's computer account as required. Accounts of users leaving the Library's employ will be disabled and subsequently removed. (See Appendix C - Procedure IT-02)

Passwords

Each user shall have a private password to access the system(s). All passwords shall be kept private and must not be written down. Whenever possible, systems will enforce password complexity. Where systems are capable, user accounts will be locked after several failed logins. These will automatically reset after a period of time. (See *Appendix C - Procedure IT-03*)

Permissions/Access Rights

Permissions and access rights shall be assigned to users either directly or through user groups. Permissions will be centrally managed through Windows Active Directory or security tools provided by specific applications. Requests for changes in access levels must be in writing from the user's manager, CEO or designate. Access will only be granted with the approval of the CEO.

Remote Access

Remote access to the Library's computer systems will be through the internet. All remote connections shall be configured and maintained by I.T. Staff.

Staff

Remote access for Staff will be available through VPN when information is stored on library servers. Cloud based applications will be available without VPN being required. Remote access to the system may be removed by the IT Manager, if necessary, for security reasons.

Vendor/Support

Software vendors will be allowed remote access for purposes of software support. Access will be through a secure connection and only to the appropriate server hosting their application. (See *Appendix C - Procedure IT-04*) Before any access is allowed, vendors must sign the "Terms for Remote Access" agreement (See *Appendix B*).

Branch Locations

Branch locations are Library facilities separate from the main server location. These facilities will have access to the main server location configured by I.T. Staff. Connection may include private fibre controlled by Access Control Lists (ACLs) or VPN through the public Internet. All policies include computers and users at these external locations.

Guest Access

Guest access refers to users not employed by the Innisfil Public Library and/or computers not owned by the Library. Guest users will only be allowed on computers specifically configured for guest access. Computers not set up or verified by I.T. Staff must not be connected to any Library computer network, except through the public wireless network.

Databases

Preferred database applications are *PostgreSQL* and *MySQL*. Other database applications may be used at the discretion of I.T.

To ensure compatibility and integration of data, database creation shall involve I.T. Staff. A database is not likely to be a single entity and integration with other databases must be addressed in the design stage.

Software/Applications

All software installed on Library owned computers shall be properly licensed, free of viruses and not jeopardize system security. Copying software (piracy) is theft, a criminal offense under Canadian law, and will not be permitted on any Library computer system. Before any software is purchased or installed, I.T. must be consulted to confirm compatibility with existing systems and licensing requirements. Items such as screen savers may be installed, however if they are found to be in license violation or adversely affect system performance, they will be removed without notice. All software must also be kept up to date with current patches and fixes. I.T. will make arrangements for patches to be installed either manually or automatically.

Records Retention/Freedom of Information

Records/files on computer workstations, servers or in the e-mail system are documents in the custody and control of the Library Board, and as such are governed by the *Public Libraries Act, Municipal Freedom of Information and Protection of Privacy Act* and the Board's Record Retention By-law. All electronic records, including email, are subject to the access procedures and privacy protection requirements of the Act.

Internet/Email Usage

(See Internet Service Policy and Electronic Communications Policy)

Compliance

Failure to comply with these guidelines may result in the loss of computer or network privileges. The CEO or designate is authorized to request termination of the access privileges of any employee who fails to comply.

In addition, any charges incurred as a result of non-compliance shall be the personal responsibility of the employee, and depending on the consequences of the employee's actions, other appropriate disciplinary action may be taken.

It is the intent of these guidelines that Staff who are assigned a computer, or who have access to the computer network, Internet or e-mail, are responsible and accountable for all usage under their account.

Appendices

- Appendix A – I.T. Staff Contact Information
- Appendix B – Terms for Remote Access
- Appendix C – IT Procedures

Related Policies

Employment - Electronic Communications Policy

Internet Service Policy

Approved by the Innisfil Public Library Board, April 15, 2024

Motion Number:2024.XX

Supersedes Policy #2022-16, approved May 16, 2022, Motion #2022.42; and Policy #2014-23, approved November 17, 2014, Motion #2014.85; and Policy 2010-19, approved October 12, 2010, Motion #2010.65, & Policy #2005-07, approved September 12, 2005, Motion #2005.39

Appendix A

Innisfil ideaLAB & Library I.T. Staff Contact Information

Preferred contact method is through email (itsupport@innisfilidealab.ca).

Other contact information is as follows:

During Office Hours

John van Rassel
jvanrassel@innisfil.ca
705-796-7029 (cell)
705-431-7410 5125 (desk)

Martin Pennock
mpennock@innisfilidealab.ca
705-431-7410 5122 (desk)

After Office Hours

For afterhours support, use one of the above contact numbers. This will reach the Stand-By Staff Member.

Appendix B

Terms for Remote Access

For purposes of software and technical support, software vendors will be granted remote access privileges to Innisfil Public Library's systems according to the following terms.

The vendor agrees:

- to connect to systems only using methods configured by Innisfil Public Library I.T. Staff;
- to maintain confidentiality and to not disclose any Innisfil Public Library connection information to third parties;
- not to circumvent any security network measures in place;
- to connect only for the purposes of provided software and/or technical support;
- to promptly disconnect after work is finished;
- not to change any settings not directly related to the issue being resolved;
- not to alter any user's access levels, even if directly related to the issue being resolved, without authorization from Innisfil Public Library I.T. Staff;
- only disclose access codes/passwords to their staff that require access;
- to notify Innisfil Public Library I.T. Staff when staff with knowledge of access codes/passwords leave the vendor's employ.

This service will be available to _____ from _____
Vendor *start date*

to _____ at which time, permission will be revoked.
end date

On behalf of Vendor:	On behalf of Town of Innisfil:
_____ Name	_____ Name
_____ Signature	_____ Signature
_____ Position	_____ Position
_____ Company	_____ Company
_____ Date	_____ Date

Appendix C – IT Procedures

Procedure IT-01 - Systems Backup Procedure

- All servers will be backed up Monday to Saturday inclusive.
- Backups shall include data, server configurations, and any other important information that cannot be recovered from application reinstalls.
- Backups are replicated to a server offsite once per week
- At the end of each month, an offline backup will be made and stored offsite.

Procedure IT-02 - Staff Change Notification

1. Library Administration notifies IT Staff of staffing change, including Staff Member's name and date of change.
2. IT receives notification; if change is a new hire go to step #3.
 - transfer of staff, go to step 8;
 - retirement of staff, go to step 10;
 - extended leave, go to step 14;
 - termination, go to step 16.
3. Create user account in *Windows Active Directory* and other systems as required.
4. Notify service area of account creation and temporary password used.
5. Configure email after user has logged on for the first time.
6. Provide basic system training as required.
7. Go to ***.
8. Make appropriate security changes as required by staff move.
9. Go to ***.
10. Disable user's access and remove group memberships on their last day of employment.
11. Remove username from *Exchange* contact list.
12. After two weeks, permanently delete user account and email mailbox unless other direction is received from Library Administration.
13. Go to ***.
14. Disable user's access and remove group memberships on their last day before leave.
15. Re enable access when Staff Member returns to work.
16. Go to ***.
17. Immediately remove all user access and group memberships upon notification of termination.
18. Remove username from *Exchange* contact list.
19. After two (2) weeks, permanently delete user account and email mailbox unless other direction is received from Library Administration.
20. ***Notify Library Administration of action taken.

Procedure IT-03 - User Passwords

- Users will be provided with individual passwords;
- I.T. Staff will assign passwords to new Staff.
- Users will be required to update passwords on a yearly basis

Procedure IT-04 - Remote Access – Software Support

- Vendors must sign and agree to “Terms for Vendor Support”;
- Access will only be given to the server containing the application and the term for which support is being given;
- Each vendor will have their own login account and this account shall be a local user account only;
- Access will be provided to servers through Terminal Services or other appropriate service. This service must be tunneled through an encrypted *SSH* (Secure Shell) connection and clear text data must not be transmitted.