PARTNERSHIPS
Public Library Structure – Across Canada
Public Library Legislation

- Provincial and Territorial
  - Except First Nations on reserve
- Purpose
  - Empowering
  - Encourage development of public libraries
  - Outline structure and governance
  - Specify relationship between public libraries and the province
  - Delegate authority
  - Speaks to funding (usually)
  - Outline basic services (usually)
- Delegate responsibility to municipalities (usually)
- Ministry responsible?
  - One of: culture, education, municipal government
Legislative Variation

• Responsibility
  – Strongly municipal – Central & Western
  – Strongly provincial – Maritimes & Territories (except NS)
• Requirement to provide public library service
• Structure
  – Municipalities, regions, counties, associations, federations
• Governance
  – Municipal Councils, Corporations, Advisory/Working Boards
• Board composition
• Fees for services
• Resource sharing
PARTNERSHIPS

Public Library Structure – Provincial
Atlantic Canada

- Four provinces – New Brunswick, Newfoundland & Labrador, Nova Scotia, Prince Edward Island
- Populations range from 146,700 (Prince Edward Island) to 943,400 (Nova Scotia)
- Much of the population is rural
- Provincial coordination helps ensure that service is provided to all – not just larger centres
Funding – Atlantic Canada

New Brunswick:
- Province pays for salaries, collections, provincial programming, cataloguing and automation
- Municipalities provide and maintain facilities including furnishings, equipment, computers, and communication lines

Newfoundland and Labrador:
- Core funding is provincial
- Some municipalities provide and maintain buildings
- Some provide an annual grant to supplement funding (may be used for staffing, programs, collections)
- Some municipalities do not contribute
Funding – Atlantic Canada

Nova Scotia:

- Provincial Operating Grants awarded based on many factors (per capita, population density, French population served above 10%)
- Individual municipal contributions to the regional library are based on their share of the total population of the region
- Boards also contribute roughly 3% of funding
- Largest city of Halifax receives more municipal funding

Prince Edward Island:

- Province, through the Public Library Service, provides funding for materials, computer equipment, and staff
- Communities are responsible for providing and maintaining library facilities and furnishings.
## Department & Policy Setting

<table>
<thead>
<tr>
<th>Province</th>
<th>Department</th>
<th>Policy Set By</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Brunswick</td>
<td>Post-Secondary Education, Training and Labour</td>
<td>New Brunswick Public Library Service</td>
</tr>
<tr>
<td>Newfoundland &amp; Labrador</td>
<td>Education and Early Childhood Development</td>
<td>Provincial Information and Library Resources Board</td>
</tr>
<tr>
<td>Nova Scotia</td>
<td>Communities, Culture and Heritage</td>
<td>Regional Library Boards</td>
</tr>
<tr>
<td>Prince Edward Island</td>
<td>Education, Early Learning and Culture</td>
<td>Prince Edward Island Public Library Service</td>
</tr>
</tbody>
</table>
Funding Model Benefits

• Ability to negotiate licences and host access for e-resources on a provincial scale

• Ability to centralize services to libraries – examples includes Inter Library Loan, Collections Management, online resources, Integrated Library Systems

• Ability to serve populations outside of urban centers

• Ability to offer equitable services
Interesting Variations

• Prince Edward Island Public Library Service provides collection management support for school libraries.

• In Nova Scotia, Halifax Regional Library coordinates and purchases many services on their own. Halifax is the largest urban center in Atlantic Canada.

• New Brunswick is the only officially bilingual province in Canada and provides all core services in French and English.
• 1.076 million km²
• Ontario population 14 million
• Southern Ontario 12 million
Provincial Funding Ontario

• Receive funding from the Ministry of Culture Tourism & Sport
• **Provincial Public Library Operating Grant (PLOG)** was cut 50% in the mid-nineties. PLOG is widely perceived as unfair since:
  – No cost of living increases in over 20 years
  – Population changes not effectively taken into account
  – Total investment in Library sector in 2016/17 - $32 million
  – Net Present Value (spending power) of $33 million in 1996 has declined over 20 years to $14 million

• Current review of funding – need for more funding for rural, Northern & First Nations Libraries
  – 2017/18 - $1 million improve digital services in 45 provincially funded First Nation Public Libraries as well as 165 rural and 82 remote public libraries
  – Funding review not to cut overall funding but to reallocate
PARTNERSHIPS

Public Library Structure – Regional
Western Provinces

- British Columbia, Alberta, Saskatchewan, Manitoba

- Public library context
  - Geography
  - Population
  - History
  - Money

- Significant legislative similarities
  - Urban
  - Regional
Regional Libraries

• Partnerships
  – Voluntary or mandatory
  – Single sector or multi-sector
  – Autonomous

• Strengths
  – Fit with public library context: geography, population, history, money
  – Maintains provincial funding interest
  – Value

• Challenges
  – Governance
  – Lack of funding diversification
  – Recruitment and retention of professional staff to rural areas
PARTNERSHIPS

GLAM – Galleries, Libraries, Archives, & Museums
Strength in Numbers: The Mutual Benefits of Shared Knowledge and New Perspectives

An Overview of the Ottawa Declaration and Collaborative Activities at Library and Archives Canada

Johanna Smith
Director General, Public Services Branch
Library and Archives Canada

Presentation to the MetLib Conference
May 3, 2017 - Montréal, QC
Library and Archives Canada

Acquisition
Preservation
Access
Access in a Vast Land

- 35 million people (potential clients!)
- 3,600 libraries
- 430 archives
- 67 combined library-archives
- 2,600 museums
- 9.9 million square kilometers
The LAC Collection

- 22 million published items
- 250 kilometers of government and private textual records
- 3 million maps, plans, and architectural drawings
- 30 million photographs
- 550,000 hours of audio and video recording
- An archive of all the stamps issued by Canada Post since its creation
- A unique collection of medals
- The largest collection of Canadian art in the world: over 425,000 works
- 5 billion megabytes of digital content
Summit on the Value of Libraries, Archives and Museums in a Changing World

- December 5-6, 2016 at LAC in Ottawa
- 300 participants on site, 330 more via livestream
- Cross-cutting themes:
  - Partnerships and Collaboration
  - Technology and Digital World
  - Financial Challenges and Valuing GLAMs
  - GLAMs and the Creative Canadian Society
  - Public Policy
Together, we will:

• Increase collaboration between our institutions and our networks at the local and national levels to catalyze new partnerships that spark creativity and enhance engagement;

• Develop innovative programs and services, and adopt technologies that empower us to engage our publics; and

• Enrich and expand access to our collections to ensure that our institutions contribute significantly to the public good and sustainable development.”
LAC National Presence Collaborations

- Orientation and Reference
- Collaborative Public Programming
- Outreach and Engagement
- Access to Collections
- Professional Knowledge Sharing
Announced in June 2016 to provide a coordinated approach to the digitization of Canadian memory institutions’ collections.

Based on international best practices.

Complements digitization activities already in place.

Led by 19-member Steering Committee representing libraries, archives, museums, government, cultural organizations and not-for-profit sector.
Documentary Heritage Communities Program

$1.5 million annual contributions program designed to:

• Support the development of Canada’s local archival and library communities by increasing their capacity for preservation, access and promotion.

• Provide opportunities for local documentary heritage communities to evolve and remain sustainable and strategic.
Digitization Partnerships

- LAC enters into a range of digitization partnerships depending on unique needs of partners and potential benefits.
- Flexible business model that includes:
  - Cost recovery
  - Cost sharing
  - In-kind exchanges
- Partners include:
  - Private sector enterprises
  - Other public institutions
  - Universities
  - Individuals and experts (crowdsourcing)
TD Summer Reading Club

- Canada’s biggest, bilingual summer reading program for kids of all ages, all interests, and all abilities.
- Collaboration between LAC, Toronto Public Library and TD Bank
Partnering with Indigenous Organizations and Communities

- National Centre for Truth and Reconciliation
- Oral Testimonies Project
- Indigenous Digitization and Digital Access Project
- Project Naming
Local Museum & Arts Pass

- Borrow passes to museums and galleries, & others from the library
- Access to museums and galleries is free with the pass
- Up to 2 adults and 5 children
- Pilot in 2007 with 7 cultural institutions
**Local Museum & Arts Pass**

- AGA KHAN MUSEUM
- ART GALLERY OF ONTARIO
- BATA SHOE MUSEUM
- BLACK CREEK PIONEER VILLAGE
- CITY OF TORONTO HISTORIC SITES
- GARDINER MUSEUM
- ONTARIO SCIENCE CENTRE
- ROYAL ONTARIO MUSEUM
- TEXTILE MUSEUM OF CANADA
- TORONTO ZOO
Local Museum & Arts Pass

- Access to cultural life in the city
- Collaborative programming
- Local outreach
- Reach non-traditional audiences
- Over 600,000 passes borrowed
- 1 million visits to museums and galleries
National

TD Summer Reading Club

- Partnership between LAC, TPL, participating libraries
- Foster the love of reading
- At your own pace
- Promote Canadian authors, illustrators & stories
- Access anywhere – in branch, home, online

What is TD Summer Reading Club?

Canada’s biggest, bilingual summer reading program for kids of all ages, all interests and all abilities.

This free program celebrates Canadian authors, illustrators and stories. It’s designed to inspire kids to explore the fun of reading their way – the key to building a lifelong love of reading.

Developed in partnership with Toronto Public Library and Library and Archives Canada this program is delivered by over 2,000 public libraries across Canada.

This flexible program becomes part of everyone’s summer plans!
Over the years
Since 2004 the program has grown from 200,000 to over 327,000 participates annually.

- 1996 TD becomes TPL’s summer reading club sponsor
- 2002 80% of Ontario libraries participate
- 2003 all program materials are bilingual, including booklists
- 2004 Library and Archives Canada joins as national program partner, recruiting eight provinces and territories
- 2005 an additional three provinces join the program
- 2008 to 2015 evolution of print materials and national website
- 2016 new branding and first “Get Your Summer Read On” registration drive. And most kids ever registered – 327,000!
National TD Summer Reading Club

- Partners have specific roles
- Leadership, content development, recruitment, evaluation
- Agreements in place
- Significant growth over the years
- 2,000 public libraries participating
International IBBY

- IBBY & TPL
- Books & materials for and on children and teens with disabilities
- Originates in Oslo Norway 1985
- Came to Toronto in 2014
International IBBY

- North York Central Library
- 4,000 books
- 40 languages
- Picture communication symbols, Blissymbolics, Braille
International IBBY

- IBBY owns collection
- TPL stewards
- Shared responsibilities
- Publish catalogue every 2 years
- Promoted through outreach and programming
- Supports research
International Syrian Refugees

• 25,000 Syrian refugees
• 25 percent to Toronto
• Outreach and settlement support
• Library settlement partnerships
International Syrian Refugees

- Reduce barriers to access
- No documentation required for cards
- Support TPL and IFLA strategic plan
- Leverage local partnerships
Welcome to Our Friends from Syria

December 8, 2015 | Elsa | Comments (13)

Welcome Ahlan wasahlan أهلاً وسهلاً Roj baş

A very warm welcome to our newest Torontonians soon to arrive from Syria. On behalf of all of us at Toronto Public Library we want to extend our hands and hearts to you and your family.

Toronto Public Library

vaniggarabedian@yahoo.com said...

That's very kind of you.
we are looking to seeing you very soon ,so our flight is on Thursday.today we were thinking about the library in Toronto when we returned the books we borrowed from a library in Beirut.Now we will have the best opportunity to have an access that will help us integrate to our new family new home.
Thanks to you all for accepting us in the big Canadian family.
Vanig Garabedian
Hamilton Public Library Partnership Framework

- **Partnership Policy** governs partnership development & management (www.hpl.ca/print/articles/partnership-policy)

- We partner for three main reasons:
  1. **Extend & enhance our services** in a sustainable way
  2. Support City of Hamilton and other **broad-based community initiatives** that advance Hamilton’s economic, social, or cultural richness
  3. **Enhance coordination and reduce overlap** between agencies

    - Range from formal long-term facility partnerships with legal contracts, to ones governed by memorandums of understanding (MOUs) to informal partnerships
    - Need to support both system-wide & local initiatives
    - Planning & oversight proportional to level of commitments
    - Periodic review to manage expectations & ensure accountability
How Partnerships Position the Library for Success

The library needs to be positioned as a vital part of the community infrastructure

The library must be repositioned. The library can no longer be viewed as a historical institution that is nice to have, but rather as a vital part of the community infrastructure.

Information ➔ Transformation
Institution ➔ Infrastructure
Nice to have ➔ Necessity
Past ➔ Future
Altruism for others ➔ ROI for me
The Collaboration Continuum

<table>
<thead>
<tr>
<th>Compete</th>
<th>Co-exist</th>
<th>Communicate</th>
<th>Cooperate</th>
<th>Coordinate</th>
<th>Collaborate</th>
<th>Integrate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competition for clients, resources, partners, public attention.</td>
<td>No systematic connection between agencies.</td>
<td>Inter-agency information sharing (e.g. networking).</td>
<td>As needed, often informal, interaction, on discrete activities or projects.</td>
<td>Organizations systematically adjust and align work with each other for greater outcomes.</td>
<td>Longer term interaction based on shared mission, goals; shared decision-makers and resources.</td>
<td>Fully integrated programs, planning, funding.</td>
</tr>
</tbody>
</table>

**Turf**

**Loose** — **Tight**
Ensuring Effective Coordination

- Supporting the ability to make new connections at the departmental level enhances staff engagement
- Communication is always important but it becomes more critical if you decentralize some control
- HPL has developed an internal interactive list using Microsoft SharePoint but any kind of shared list can work – staff need to know what others are doing
Interactive List & Board Report

- Internal system provides a key source for staff to use
- HPL used to report new major partnership to the Library Board, now we provide an Annual Partnership Report of selected partnerships [http://www.hpl.ca/sites/default/files/17-03-agenda1.pdf](http://www.hpl.ca/sites/default/files/17-03-agenda1.pdf) (Item 8.2)

<table>
<thead>
<tr>
<th>Organization</th>
<th>Type of Partnership</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ancaster Community Services</td>
<td>Support – Technology</td>
<td>Formal Partnership Active</td>
</tr>
<tr>
<td>Best Start Network</td>
<td>Membership – Best Start Network</td>
<td>Formal Partnership Active</td>
</tr>
<tr>
<td>Brain Injury Services Hamilton (BISH)</td>
<td>Program – PAWS for Reading</td>
<td>Formal Partnership Active</td>
</tr>
<tr>
<td>Centre for Equitable Library Access</td>
<td>Membership – Access to Collections &amp; Book Club</td>
<td>Formal Partnership Active</td>
</tr>
<tr>
<td>Centre Français</td>
<td>Program – Club de Lecture Français (French Book Club)</td>
<td>Formal Partnership Active</td>
</tr>
<tr>
<td>Chamber Music Hamilton</td>
<td>Program – Concert Series</td>
<td>Formal Partnership Active</td>
</tr>
<tr>
<td>City of Hamilton – Neighbourhood</td>
<td>Program – Learning Annex</td>
<td>Formal Partnership Active</td>
</tr>
<tr>
<td>Development Strategy</td>
<td></td>
<td></td>
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<tr>
<td>City of Hamilton – Public Health</td>
<td></td>
<td></td>
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<tr>
<td>Services, Tobacco Use Prevention</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program</td>
<td></td>
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</tbody>
</table>
### Hamilton Public Library Major Partnerships – well established & strategic partnerships

<table>
<thead>
<tr>
<th>Organization</th>
<th>Project/Program</th>
<th>Brief Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Hamilton – Tourism &amp; Culture Division</td>
<td>Digital Storytelling Project</td>
<td>COH Culture Department is a partner on the Love Your City, Share Your Stories project. It is an ongoing digital storytelling project featuring stories about Hamilton and Hamiltonians.</td>
</tr>
<tr>
<td>Hamilton Association for the Advancement of Literature Science and Art (HAALSA)</td>
<td>Funding and Program – Public Lecture Series and Power of the Pen Prizes</td>
<td>Founded in 1857, the Hamilton Association is one of Canada's oldest independent not-for-profit cultural organizations. The primary focus is the presentation each year of a series of free public lectures. The association encourages interest in literature, science, and music through the support of four awards.</td>
</tr>
<tr>
<td>Hamilton Gallery of Distinction</td>
<td></td>
<td>Since 1984 the Hamilton Gallery of Distinction hosts an annual awards evening. HPL plays an important role supporting the boards and the selection process. The Local History and Archives Department researches background information on each of the nominations which is then copied and given to the selection committee.</td>
</tr>
<tr>
<td>New Horizons Seniors Program</td>
<td>Program – Creative Aging for Older Adults Program</td>
<td>HPL was successful in obtaining funding to make creative programming available to older adults. The range of creative programs include: sketching, writing, acting, singing, and ukulele instruction.</td>
</tr>
<tr>
<td>Telling Tales Festival</td>
<td>Partner Program – Telling Tales Festival</td>
<td>HPL is one of the three founding partners of the Telling Tales Festival. In partnership with the Rotary Club of Hamilton and the Hamilton Conservation Authority and many other community partners, we host the one day free literacy festival at Westfield Heritage Village in September.</td>
</tr>
<tr>
<td>Organization</td>
<td>Project/Program</td>
<td>Brief Description</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------------------------------------</td>
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</tr>
<tr>
<td>Art Gallery of Hamilton (AGH)</td>
<td>Program – Book Club</td>
<td>HPL is partnering with the AGH to offer a book club with fiction and nonfiction titles focusing on art themes. The club is held one month at the AGH and the next month at the Central Library. AGH uses HPL book club kits for its members.</td>
</tr>
<tr>
<td>Cable 14 – Local Community TV Channel</td>
<td>Media Program – Flashbacks</td>
<td>HPL partnered with the Hamilton Spectator, theSpec.com, and Cable 14 to do a series of 30-minute local history programs. Flashbacks airs on Cable 14 and is posted to the Local History &amp; Archives microsite. The program hosted by Spectator reporter and musician, Mark McNeil and the HPL Archivist</td>
</tr>
<tr>
<td>Chamber Music Hamilton</td>
<td>Program – Concert Series</td>
<td>The partnership aims to enhance HPL’s programming by providing a range of musical experiences that highlight Chamber Music Hamilton – generally string ensembles. Generally, the events are free with the potential of doing a ticketed event if mutually agreed upon.</td>
</tr>
<tr>
<td>City of Hamilton – Civic Museums</td>
<td>Donation – Summer Reading Club &amp; Circulating Museum Passes</td>
<td>COH Civic Museums works in partnership with HPL on two key initiatives. The Civic Museum pass program makes family passes for 4 available for circulation. Civic museum also provides passes for Summer Reading Club incentives.</td>
</tr>
<tr>
<td>City of Hamilton – Recreation</td>
<td>Programs &amp; Promotion</td>
<td>HPL partners with the COH Recreation Department to mutually promote each other’s programs and services in our program guides. We partner with Recreation at the Valley Park Recreation Centre and are planning to build a new community hub in Greensville.</td>
</tr>
<tr>
<td>City of Hamilton – Tourism &amp; Culture Division</td>
<td>Support – City Initiatives</td>
<td>Local History &amp; Archives provides research assistance and digital images for a variety of city initiatives including the Gore Park revitalization project.</td>
</tr>
</tbody>
</table>
## CULC/CBUC Survey of Partnerships

- Survey of current partnerships with Galleries, Libraries, Archives and Museums (GLAM)
- [www.culc.ca/cms_lib/CULC%202016%20GLAM%20Survey.pdf](http://www.culc.ca/cms_lib/CULC%202016%20GLAM%20Survey.pdf)

<table>
<thead>
<tr>
<th>Library</th>
<th>Program Name</th>
<th>Partner</th>
<th>Partner organization is a:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barrie Public Library</td>
<td>History for Homeschoolers: Spin, Spun, Done!</td>
<td>Simcoe County Museum</td>
<td>Gallery</td>
</tr>
<tr>
<td>Brampton Public Library</td>
<td>Connections Art and Book Club</td>
<td>Peel Art Gallery Museum and Archives</td>
<td>G</td>
</tr>
<tr>
<td>Burnaby Public Library</td>
<td>Burnaby Festival of Learning</td>
<td>Simon Fraser University Library, Burnaby Village Museum, Shadbolt Centre for the Arts</td>
<td>G</td>
</tr>
<tr>
<td>Calgary Public Library</td>
<td>Witness Blanket Exhibit</td>
<td>Glenbow</td>
<td>L</td>
</tr>
<tr>
<td>Cambridge Public Library</td>
<td>Curriculum School Visits</td>
<td>Cambridge Art Galleries</td>
<td>G</td>
</tr>
<tr>
<td>Oakville Public Library</td>
<td>Oakville Memories: Old &amp; New</td>
<td>Oakville Historical Society</td>
<td></td>
</tr>
<tr>
<td>Thunder Bay Public Library</td>
<td>World War One Centennial Project</td>
<td>Thunder Bay Art Gallery, Thunder Bay Museum, Lakehead Univesity, Sports Hall of Fame, City Archives, Aviation Heritage Centre, Military Museum</td>
<td>G</td>
</tr>
</tbody>
</table>
Lessons Learned

• **Leadership at the national** level can create a framework that supports local connections – funding helps but it is still helpful without funding

• **Sharing success & lessons learned** between libraries is important

• Develop **long-term meaningful relationships** with impact, if something does not work but relationships remain strong, it is not a failure
  – All staff members that partners interact with impact their perceptions
  – Periodic reviews enhance accountability
  – Managing expectations is key

• Ensuring there is not a monopoly on partnership innovation creates opportunities for new connections
  – Ensuring effective coordination, support, and reporting becomes more important

• Collaboration needs to be real internally, if it is going to be sustainable & meaningful externally.
Canadian Urban Libraries Council / Conseil des Bibliothèques Urbaines du Canada works collaboratively to build vibrant urban communities by strengthening the capacity of our urban libraries.

We focus on four (4) areas of activity:
1. Research
2. Capacity Building,
3. Knowledge Transfer & Exchange
4. Organizational Resiliency

Collectively we serve more than 7.5 million active users who annually make more than 384 million uses of our 522 locations & digital services.

More than 12,000 library workers are employed by CULC/CBUC member libraries. More than 65% of all Canadians are served by a CULC/CBUC member library. The activity in CULC/CBUC libraries comprises more than 80% of Canada’s public library activity.

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