

GSPL Long-Term Plan

Unearthing Potential: A Plan for GSPL's Next Ten Years

Prepared for: Greater Sudbury Public Library (GSPL)

April 2025



Land Acknowledgment

The Greater Sudbury Public Library serves communities located on the lands of the Anishnawbek Peoples and within the territory of the Robinson Huron Treaty of 1850. This is the traditional territory of Atikameksheng Anishnawbek, the Wahnapiatae First Nation, and the Sagamok First Nation. Greater Sudbury Public Library gratefully acknowledges these Indigenous Nations for their guardianship of this land.

It is the hope that this plan will strengthen the foundation for meaningful and lasting relationships between Indigenous peoples and the Greater Sudbury Public Library, amplifying Indigenous presence and knowledge in the community.



Message from GSPL Leadership

On behalf of the Greater Sudbury Public Library, we would like to extend our sincere thanks to the wide range of community members and other collaborators who have generously shared their time, insights, and ideas through the process of developing this long-term plan. Your contributions have been invaluable, collectively envisioning and shaping the future direction of GSPL and ensuring that the library continues to meet the evolving needs of our community.

The feedback we received from a wide range of voices – whether through surveys, roundtables, or one-on-one conversations – has provided a clear understanding of the priorities, challenges, and aspirations of those we serve. This collaborative approach has supported the development of a long-term plan which reflects our community’s values and unique needs, ensuring that the library remains a vital resource for learning, connection, and individual growth.

As we move forward, the insights shared during this process will guide our decisions and actions, informing the work of the Library Board and staff in the years to come. Together, we will build a future in which the Greater Sudbury Public Library continues to be a trusted and valued service for you, our community.

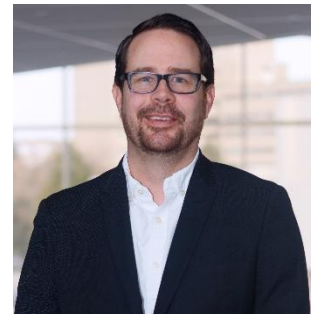
Thank you once again for your participation and commitment to helping shape the future of our Library. We look forward to working together to bring this plan to life.

Sincerely,

Michael Bellmore
Chair, Library Board



Brian Harding
CEO and Chief Librarian





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Summary of the Plan

Greater Sudbury Public Library (GSPL) plays an essential role in the city's social and civic fabric – a place where people of all ages and backgrounds come together to learn, connect, and grow. From early literacy programs and multilingual collections to technology access and job search support, GSPL serves as a dynamic hub for knowledge, opportunity, and community life.

***Unearthing Potential: A Plan for GSPL's Next Ten Years* builds on GSPL's strong foundation while acknowledging that its full potential has yet to be realized.**

In recent years, GSPL has taken important steps to modernize its operations, strengthen its offerings, and respond to changing needs across the city. The system continues to deliver a broad range of services through its network of 13 branches, with active use of collections and programs, high levels of user satisfaction, and a sense of community goodwill.

At the same time, the library has faced challenges common to many public institutions – including resource constraints, changing user expectations, and an expanding service mandate. Internal capacity has not always kept pace with growing demand. Shifting demographics, persistent barriers to access, and rapid technological change require a more agile and intentional approach to service delivery. Many residents still lack awareness of GSPL's full offerings, and the library's public identity does not always reflect its central role in supporting community development, education, and social inclusion.

The foundation for future success is already in place. Staff bring deep local knowledge, creativity, and care to their work, and there is strong interest among community partners and City interest-holders in working together to serve Greater Sudbury more effectively. This plan builds on that shared willingness and



alignment of purpose – offering a practical and forward-looking roadmap to guide the next decade of library development. It sets a long-term vision for GSPL’s role in Greater Sudbury while supporting shorter-term planning initiatives. The plan is both ambitious and achievable, offering strategic direction while remaining flexible and grounded in community realities.

Vision, Mission, Values

At the heart of this plan are GSPL’s vision, mission, and core values. These guiding statements reflect the library’s aspirations and day-to-day commitments – shaping how GSPL will expand access, strengthen partnerships, and enhance its impact across Greater Sudbury.

Vision – A connected, informed, and empowered community where knowledge and opportunity are within everyone’s reach.

Mission – We connect people with possibility. GSPL connects people with ideas, opportunities, and each other – building a community inspired by what’s possible.

Values – Intellectual Freedom, Literacy, Creativity, Access, Equity and Inclusion, and Collaboration

These principles are not standalone statements – they are woven throughout the plan and serve as touchstones for the priorities and actions outlined in the following pages. They underpin every aspect of GSPL’s work, from collections and programming to space design, digital access, and community relationships.

Strategic Priorities

The plan is structured around four strategic priorities that reflect the most critical areas for investment and improvement over the next decade. These priorities respond directly to the challenges and opportunities identified through the planning process, balancing near-term needs with longer-term capacity building. Together, they outline a focused and flexible roadmap to guide GSPL’s continued growth and evolution.



1. Strengthen GSPL's Role as a Community Hub for Resources and Connections

Reinforce the library's role as a trusted connector – expanding access to learning, digital inclusion, and essential services, while enhancing programs and partnerships that reflect community needs.

What the library will focus on:

- Enhancing equitable access to learning, technology, and essential services
- Delivering high-quality programming that engages users system-wide and at the branch level
- Fostering civic literacy and community engagement

2. Reimagine Library Spaces Through Human-Centred Planning

Ensure GSPL's physical and digital spaces are inclusive, accessible, and adaptable – supporting local identities and providing welcoming environments for learning, connection, and creativity.

What the library will focus on:

- Enhancing accessibility, flexibility, and community use in library facilities
- Optimizing access through new service models and alternative spaces
- Creating consistent, inclusive experiences across all branches

3. Amplify GSPL's Identity and Presence in Greater Sudbury

Raise awareness of GSPL's value and offerings through strategic marketing, targeted outreach, and stronger municipal partnerships – ensuring more residents recognize, engage with, and value the library.

What the library will focus on:

- Increasing awareness of GSPL's wide-ranging value through a strong, holistic brand
- Reinforcing the library's role as an essential municipal service
- Embedding marketing and outreach as core library functions
- Strengthen outreach to engage non-users and underserved communities



4. Build GSPL's Capacity for Sustainable Growth and Lasting Impact

Strengthen internal systems, governance, and staff capacity to ensure GSPL can deliver high-quality services and adapt to evolving needs across the next decade and beyond.

What the library will focus on:

- Supporting strong leadership, staff development, and governance
- Fostering strategic partnerships that enhance service delivery and community impact
- Using data and performance measures to support sustainable growth and informed decision-making

Implementation and Ongoing Evolution

GSPL is committed to serving all residents of Greater Sudbury. This plan places a strong emphasis on equity and inclusion, acknowledging the unique needs of distinct communities across the city and prioritizing meaningful relationships with Indigenous and Francophone partners. Through responsive programming, thoughtful engagement, and human-centred, culturally relevant spaces and collections, GSPL will continue to reflect and celebrate the diversity of the community it serves.

Bringing this plan to life will require a balanced and intentional approach. GSPL will be guided by data, collaboration, and change management best practices to ensure new initiatives are sustainable and responsive to community needs. A phased implementation framework outlines specific actions, timelines, and performance measures – helping GSPL track progress, adapt to evolving needs, and sustain impact over time.



1. Introduction

Public libraries are essential community assets, supporting education, cultural enrichment, and connection for residents of all ages and backgrounds. For the Greater Sudbury Public Library (GSPL), this role is especially vital. As part of an amalgamated city composed of distinct urban, suburban, and rural communities, GSPL's library branches provide more than just access to books and resources. They are centres of learning, social connection, and cultural preservation – helping to bridge the physical and social distances between Greater Sudbury's unique neighbourhoods and communities.

Unearthing Potential: A Plan for GSPL's Next Ten Years sets a bold vision for the future, recognizing that while GSPL has already made a meaningful impact, it has yet to fully realize its role as a transformative community resource. Public awareness of the library's full value remains limited, and challenges such as barriers to access, resource constraints, and shifting community needs have prevented GSPL from reaching its full potential. This plan seeks to address those gaps and position the library as a catalyst for connection, learning, and innovation across Greater Sudbury.

By charting a clear path forward, *Unearthing Potential* lays the foundation for GSPL to evolve and grow in alignment with the city's needs. Over the next decade, this plan will guide the library in strengthening its role as an essential public service – one that empowers residents, fosters inclusion, and deepens community ties across Greater Sudbury's diverse landscape.



1.1. Plan Development Process

This plan was developed through a bespoke process designed to reflect the unique needs and aspirations of Greater Sudbury's communities while grounding recommendations in evidence-based research and best practices. The following steps outline the key phases of this process.

Organizational Review and Environmental Scan

To build a robust understanding of GSPL's operations and context, the project team conducted a multi-faceted review, including:

- **Background document review:** Key internal documents and municipal plans were analyzed to contextualize GSPL's services, facilities, and alignment with broader City priorities.
- **Community profile and market analysis:** Demographic data was examined to identify trends in Greater Sudbury's population and identify relevant considerations for the delivery of library services.
- **Comparative review:** Six comparable library systems were analyzed to benchmark GSPL's services and facilities against sector practices and standards.
- **Trends research:** Emerging and established trends in library services, technology, facility design, and community needs were studied to inform future directions.

Community and Interest-Holder Engagement

Engagement activities gathered input from diverse voices across Greater Sudbury to ensure the plan reflects the needs and concerns of library patrons and the wider community. A total of **743** individuals were engaged across these activities, which included:

- **Internal engagements:** A series of roundtables and interviews were held with GSPL staff, Board members, City Council members (including the Mayor), and City staff. These sessions engaged 31 individuals.
- **External engagements:** Discussions were held with local organizations and library partners. Dedicated conversations were held to explore GSPL's approach to meaningful engagement with urban Indigenous communities and with host Nations. These sessions engaged 24 individuals.
- **Community and staff survey:** An online survey, available in English and French, was distributed to collect insights from library users, non-users, and staff about current services and future priorities. The survey received 683 responses, with 614 from the public and 69 from staff.
- **Pop-up engagements:** Three pop-ups were held at Valley East Public Library and Citizen Service Centre, New Sudbury Library, and the YMCA of Northeastern Ontario to reach a broad cross-section of residents. Pop-ups engaged approximately 50 individuals.



- **Site Visits:** Visits to all 13 GSPL locations provided the project team with firsthand insights into the unique characteristics of each community and its library facilities.

Validation and Planning Workshops

Following completion of the research and engagement phases, a vision, mission, and values workshop was held with the Library Board and senior staff. Additionally, key research findings were shared with library leadership for review and validation. Building on the key research findings, the consulting team facilitated a planning workshop with library leadership and senior staff to refine the vision, mission, and value statements and develop recommendations.

Final Report and Next Steps

Based on the validation and planning inputs, a draft plan was developed and shared with GSPL leadership. Following this step, *Unearthing Potential: A Plan for GSPL's Next Ten Years* was refined and finalized.

Note: At time of writing, GSPL is planning for its new Central Library, which will be part of the City's proposed Cultural Hub at Tom Davies Square. The new Central Library would replace the current Main Library. Any considerations or recommendations in this plan for the Main Library should also inform planning for the Central Library to ensure continuity and alignment with GSPL's long-term goals.



2. Alignment with CGS Priorities

The Greater Sudbury Public Library (GSPL) is well-positioned to align with and advance the priorities outlined in City of Greater Sudbury (CGS) strategic documents – in particular the 2019–2027 City of Greater Sudbury Strategic Plan. By fostering community connections, bridging economic and social gaps, and promoting accessibility, inclusion, and environmental sustainability, GSPL contributes meaningfully to the City’s strategic goals. This alignment underscores the library’s value as a critical community asset that meets the evolving needs of Greater Sudbury’s diverse population.

2.1. Fostering Community Connection

GSPL plays a central role in advancing the City’s goals of strengthening community vibrancy and fostering creative and cultural expression. Beyond serving as a critical “third place” – a concept referring to spaces outside of home (the first place) and work (the second place) where people can gather, build connections, and foster community – library branches regularly host cultural events. Past events have included local art exhibits featuring work from Sudbury-based artists, guitar jams to connect fellow musicians, and performance nights that give local musicians and spoken-word performers a platform to share their talents. Through its programs and services, GSPL serves a convening role for residents to gather and celebrate Sudbury’s diverse cultural landscape.

Programs and spaces that encourage collaboration and social interaction further reinforce the library’s alignment with the City’s vibrancy objectives. GSPL’s programs, meeting rooms, study spaces, and Makerspace provide residents with opportunities to connect and share ideas. These spaces help to foster a



sense of belonging and community, key components of the City's vision for a vibrant and engaged community.

GSPL has built key collaborative relationships with community organizations and civic bodies, such as the Art Gallery of Sudbury, Myths and Mirrors Community Arts, Greater Sudbury Heritage Museums, and Sudbury Local Immigration Partnership. Additionally, GSPL is striving to build relationships with N'Swakamok Native Friendship Centre and Atikameksheng Kendaasii-Gamik (the on-reserve library). These relationships can position GSPL in a supportive role, helping to orient its programs and services around existing service providers to ensure that any library offerings are complementary to ongoing efforts in and around Greater Sudbury.

Advancing Truth and Reconciliation

Public libraries in Canada often play a front-line role in supporting efforts by municipalities toward implementing the Truth and Reconciliation Commission's 94 Calls To Action. Libraries are particularly well positioned to deliver on certain calls centred around education (Actions 6–12), language and culture (Actions 13–17), and various Reconciliation actions related to public awareness and civic inclusion (Actions 43–94). Libraries can drive education efforts by supporting culturally appropriate early childhood education programs and other efforts toward closing education and employment gaps. They can support language-learning and language revitalization efforts with programming and library materials, as well as amplifying Indigenous voices and narratives through reading lists and exhibits. They can play a commemorative role by hosting events and helping to make histories and archival materials more accessible. As library services regularly overlap with other social and civic services, they may also be positioned to play a supporting role in other Action areas such as youth programming, health, media, and entrepreneurship.

GSPL is well positioned to support the City of Greater Sudbury in some of its existing efforts to advance Reconciliation with Indigenous peoples. For example, the City's Population Health reports reference "reconciliation through education and knowledge transfer" with emphasis on educational tools, Indigenous language usage, community spaces for Indigenous youth, Indigenous-informed teachings in schools, and integration of Indigenous symbolism in public spaces to support broad inclusion and community awareness. Likewise, the City has hosted annual events for National Day of Truth and Reconciliation with educational resources and other programming. GSPL is well positioned to continue working with the City's Indigenous Relations Specialist to consider ways that it can further support civic efforts toward Truth and Reconciliation.



2.2. Bridging Economic and Social Development Gaps

Through its range of services, GSPL addresses both economic and social disparities within Greater Sudbury. The library's targeted programs for vulnerable populations, including newcomers, Indigenous residents, and low-income families, help bridge gaps in access to education, employment, and social resources. These efforts align with the City's strategic objectives of creating a healthier and more equitable community.

GSPL's mandate and activities align closely with the principles of the City's Community Economic Development Strategic Plan. The library supports local economic capacity-building by offering access to resources and technology that empower residents to enhance their skills, pursue education, and seek employment opportunities. Practical supports such as job search and resume-building guidance and access to the Makerspace provide tools for long-term skills development and entrepreneurship.

Likewise, GSPL's role in facilitating lifelong learning and literacy also contributes to the City's economic priorities. Programs like BiblioTech 1 on 1 and digital resources like LinkedIn Learning for Library and Creativebug enable adult residents to develop skills that will help them adapt to an increasingly digital world. By making these resources accessible across its branches – and, in many cases, remotely to all cardholders – the library helps reduce barriers to economic participation, particularly for marginalized groups such as older adults and housing insecure individuals. GSPL also offers children's and youth programming which support early learning and literacy and equip young people with foundational skills that will serve them into adulthood. These programs also contribute to young people building a positive early relationship with their local library, while helping to alleviate pressures on young parents by providing affordable opportunities to engage their children.

2.3. Promoting Accessibility and Inclusion

GSPL's services and facilities align with the City's Multi-Year Accessibility Plan, which prioritizes creating an inclusive and barrier-free community. The library has made significant strides in recent years to ensure that its spaces and programs are accessible to all residents. Many facility improvements at GSPL branches have been or are being undertaken to work toward the Accessibility for Ontarians with Disabilities Act mandate of making all public buildings fully accessible by 2025, such as installing or replacing barrier-free ramps, chair lifts, and elevators.

Meanwhile GSPL's other accessibility initiatives – such as providing homebound delivery services and offering assistive technologies like Victor Readers, display print magnifiers, and accessible computer workstations – enable individuals with disabilities to fully engage with library services. GSPL partners with the Centre for Equitable Library Access to offer alternative formats for books and other written resources, such as large print, audiobooks, and braille.

In addition to physical accessibility, GSPL emphasizes inclusion in myriad ways. By providing programming that serves specific communities, such as 2SLGBTQ+ Book Club, Conversation Circles to support conversational language skills for newcomers, and programming for First Nations Public Library week, GSPL aims to ensure that library branches are welcoming spaces for all. In terms of digital access, GSPL provides



free internet access, Wi-Fi hotspot devices, and training in digital literacy to help address the digital divide that disproportionately affects low-income and equity-deserving populations. These efforts align with the City's commitment to equitable access to education and community resources, ensuring that all residents can benefit from the library's offerings.

2.4. Advancing Sustainability and Climate Resilience

At their core, library services are inherently sustainable ventures. By promoting the ongoing reuse and sharing of resources and spaces, libraries exemplify the circular economy and demonstrate sustainability in action by reducing the need for individual ownership and consumption.

Building upon this model, GSPL is engaged in a variety of sustainability initiatives – both through its own operations and in the ways in which it engages with the public. Several library branches have seen recent infrastructure improvements aimed at reducing its environmental footprint, such as replacing old lighting systems with energy-efficient LED fixtures, while many other assets have been identified and scheduled to be upgraded for energy efficiency in the coming years. Ongoing energy efficiency improvements at GSPL branches align with the City's goal of achieving net-zero emissions in City buildings by 2040. These upgrades not only lower the library's operational costs but also demonstrate its commitment to environmental stewardship, a key pillar of the City's strategic vision.

Moreover, GSPL promotes sustainable practices within its operations and programs. The library maintains its Climate Justice Corner at the Main Library, provides cell phone recycling and battery collection services, and hosts workshops and book clubs on topics such as energy conservation, recycling, and climate awareness. The library has also built partnerships with community organizations like the Coalition for a Liveable Sudbury and Rainbow Routes Association, which support efforts to educate residents and encourage them to adopt more environmentally friendly practices.

The City's Nodes and Corridors Strategy emphasizes the importance of improving transportation infrastructure to create more connected and accessible communities. GSPL contributes to this vision by aligning its services where possible to support various transportation options. All branches sell transit passes, while urban branches and some suburban branches are located along or near major transit routes. Furthermore, many branches support active transportation by providing bike racks and lending bike pumps and bike tools to library users.

GSPL's alignment with the City's transportation priorities extends to its commitment to digital and mobile services. By offering digital lending options and virtual programs, the library ensures that residents in remote or underserved areas can access its resources without needing to drive long distances. These efforts complement the City's broader goals of improving connectivity and inclusivity in transportation and service delivery.



3. Understanding Our Communities

A community profile and market analysis for Greater Sudbury was conducted to ensure GSPL's long-term planning is informed by a deep understanding of the diverse communities the library serves. This analysis highlights shifts in the community's composition and provides valuable insights into anticipated trends in library usage and service demand.

The first phase of the analysis uses the 2023 Population Projections Report prepared by Hemson Consulting for the City of Greater Sudbury,¹ focusing on Greater Sudbury as a whole and identifying overarching regional demographic patterns to elucidate the region's current state and future trajectory. Subsequent neighbourhood and community breakdowns use key data points from the City of Greater Sudbury's online Demographic Data portal, which pulls data from the 2021 Census.²

¹ City of Greater Sudbury & Hemson. 2023. [Population Projections Report](#).

² Some figures may differ slightly based on information source. Additionally, the specific area names used in the Hemson report may not always align with the community and neighbourhood names provided in the City of Greater Sudbury's Demographic Data portal. The more granular community- and neighbourhood-level data provided in Section 3.2 and Appendix 7.1 is based on the City's data portal.



3.1. City of Greater Sudbury

As of the 2021 Census, the current population of Greater Sudbury is estimated at 170,210. This number is estimated to grow to between 182,700 (in a low scenario) and 200,000 (in a high scenario) before 2051. Population has been growing at a rate of 0.6% annually since 2016 and is expected to shrink to an average of 0.3% between 2021 and 2051. This population growth is expected to be concentrated largely in Sudbury proper, which will see 54% of this overall growth, followed by Valley East (16%), Rayside-Balfour (12%), Nickel Centre (7%), and Walden (6%).

There has been a substantial upward shift in age demographics since 2001, as Greater Sudbury's dominant population "bulge" – the baby-boom – has moved from the 35-54 age group in 2001 to the 55-74 range in 2021. This aging pattern also affects the proportion of working age residents, as the labour force participation rate has shrunk slightly from 62.6% in 2016 to 61.1% in 2021. Hemson projects that by 2051, nearly half of the population of Greater Sudbury will be over the age of 50, compared to 40% in 2021. As a result, housing demand is anticipated to exceed the rate of population growth, as empty nesters and single elderly individuals increase as a proportion of population while families with children decrease. This shift in demand would lead to lower housing density, as more housing units would be needed to support fewer people.

Natural increase in population (i.e., births vs. deaths, excluding migration) has been negative since 2015. While Hemson projects that this pattern will "rebound" to a positive change by 2031, it is then projected to move negative again between 2031 and 2051. As a consequence of this low rate of natural increase, migration has been the primary driver of population growth in recent years. The lead contributor to this growth has been the uptick in international migration since 2015, and this pattern of growth has been projected to continue as of 2023. However, the impact over time of the 2024 decrease of international student permits has yet to be accounted for in these projections. Given that a significant portion of international newcomers in Greater Sudbury arrive as post-secondary students, overall population growth in Greater Sudbury may be impacted by these new caps on international student permits. To illustrate this point, approximately 38% of new economic principal permanent residents in 2019 were former study permit holders, up from 6% in 2000.³ Meanwhile, interprovincial (between Ontario and rest of Canada) and intraprovincial (within Ontario) migration have both been relatively stagnant in recent years. While interprovincial migration is expected to remain stable, intraprovincial migration is projected to resurge, conforming to a longstanding pattern of movement as Northern Ontario residents move to urban centres.

Population growth has been seen in nearly all age groups since 2001 with the stark exception of the 20–29 age group; this age group has been the primary driver of out-migration, resulting in Greater Sudbury having fewer young families and an older average age compared to the rest of Ontario.

³ Statistics Canada, 2022. ["International students as a source of labour supply: Pre-immigration study in Canada and post-immigration earnings."](#)



Key Takeaways for GSPL

The following key takeaways from these municipality-wide demographic shifts are relevant for the provision of library services in Greater Sudbury.

- **Aging population:** As the population ages, library services must be tailored to older adults, such as large-print books, digital literacy and technology use initiatives, healthy aging programming, and engagement with seniors centres. Libraries can also serve as hubs for social connection to combat isolation among older residents living alone.
- **International migration:** To support the high level of international migration, library services can act as community entry points for newcomers by providing multilingual supports and language classes, citizenship workshops, cultural programming, and links to settlement support services. Additionally, collections can reflect a wider range of languages present within the community.
- **Technological and workforce development:** Library services can respond to a shrinking labour force participation rate by supporting workforce development with offerings like skills training, access to technology, and career resources for older workers and for newcomers entering the workforce. There may be opportunities for GSPL to support broader efforts to retain the 20–29 age group through initiatives such as networking events, co-working spaces, entrepreneurship resources, and partnerships with local post-secondary institutions to create a bridge between education and employment opportunities.
- **Geographic distribution:** Population growth is heavily concentrated in Sudbury (54%), followed by Valley East, Rayside-Balfour, Nickel Centre, and Walden. Long-term library planning should consider these growth patterns to meet the demands of a changing region; more granular community and neighbourhood population outlook is provided in Section 3.2 and Appendix 7.1.

3.2. Communities and Neighbourhoods Summary

This section provides a summary of insights derived from community- and neighbourhood-level demographic research (Appendix 7.1). The analysis highlights key data points and demographic trends across Greater Sudbury, noting significant variations in population growth, age distribution, income levels, education attainment, language use, and cultural diversity. These findings speak to the evolving needs for library services across the amalgamated city, which may inform near- and longer-term programming, resources, and infrastructure decisions.



Total Population

Greater Sudbury has experienced a modest population increase by 2.8% between 2016 and 2021, with significant variation across different communities and neighbourhoods. Urban neighbourhoods within Sudbury, such as the Donovan (+11.0%), the Flour Mill (+8.9%), Kingsmount-Downtown-Bell Park (+9.6%), Minnow Lake (+4.3%), the South End (+5.0%), and the West End (+6.5%), have grown at rates exceeding the city-wide baseline. This growth reflects increasing density in core urban areas, highlighting the need for adequate resources and services at the Main, South End, and New Sudbury branches.

Pockets of above-baseline growth have also occurred in some rural areas like Rural Onaping Falls (+8.6%) and Rural Walden (+8.0%), emphasizing the potential for greater engagement at some branches that both serve their immediate communities and are the nearest branch for surrounding rural communities. Otherwise, communities outside of Sudbury have predominantly seen either population stagnation or decline, with the steepest declines seen in Val Therese (-4.2%), Coniston (-3.8%), Copper Cliff (-3.8%), and Dowling (-2.3%).

Overall, population trends suggest that GSPL must allocate resources strategically to accommodate high-growth areas while reimagining services in slower-growing or declining communities. Urban locations like Main and New Sudbury will play a pivotal role in serving the city's densifying population, whereas suburban and rural branches may need tailored approaches to retain engagement and maximize impact.

Age Segments

Greater Sudbury's population is aging, with significant variations across age segments and communities. Between 2016 and 2021, the city saw a 14.1% increase in its senior population (65+), surpassing growth rates in other age groups. Though Sudbury (+11.1%) is seeing a lower increase than Greater Sudbury overall, this varies based on neighbourhood: the South End (+16.2%) and the West End (+14.1%) have seen larger shifts than other neighbourhoods like the Donovan (+3.9%) and New Sudbury (+7.1%). Meanwhile, the aging population has been even more pronounced in communities outside of Sudbury (+18.0%). Nearly all of those communities have seen an increase in seniors as a proportion of population – with the exceptions of Dowling (-4.9%) and Copper Cliff (-1.1%) – emphasizing the growing importance of programs and services tailored to older adults at all branches.

In contrast, youth populations (0–14) have shown slower growth city-wide, with an increase of only 2.1%. The increase is more pronounced in Sudbury (+6.8%), where certain neighbourhoods such as the Donovan (+30.2%), the Flour Mill (+18.1%), and Rural South End (+10.2%) have seen above-baseline growth in youth populations. This trend highlights opportunities for family-oriented programming, early literacy initiatives, and targeted offerings for tweens and teens at urban branches. Meanwhile, communities outside of Sudbury have seen an overall -1.9% change in youth as a proportion of population.

The working-age population (15–64) reflects broader economic and migration trends. While Sudbury has experienced a 3.0% increase in this segment, working-age populations outside the core have declined by -3.4%, for an overall -0.2% decline. As a result, urban branches like Main and New Sudbury may see higher usage of working-age adult-oriented programs, whereas rural and suburban branches may need tailored strategies to engage declining working-age populations.



Income and Education Levels

Income and education levels across Greater Sudbury reveal key disparities between Sudbury and the surrounding communities. Median household income, which is \$84,000 citywide (+17% since 2016), is lower within Sudbury (\$77,500) and generally sits above baseline outside of the core – with communities like Rural Onaping Falls (\$125,000), Rural South End (\$110,000), Naughton (\$120,000), and Val Therese (\$113,000) leading the way. In contrast, Sudbury neighbourhoods like the Flour Mill (\$48,400) and the Donovan (\$53,600) fall significantly below the citywide baseline, indicating potential socioeconomic challenges. Urban branches – particularly Main and New Sudbury – may need to reinforce equity-driven programs such as financial literacy workshops, employment resources, and social service supports to meet the needs of the lower-income neighbourhoods that they serve.

Residents of Sudbury exhibit modestly higher levels of academic education compared to communities outside the core, where vocational schooling is more prevalent. In Sudbury, 29.5% of residents hold a bachelor's degree or higher, significantly exceeding both the city-wide average of 23.8% and the 19.6% observed across the rest of Greater Sudbury. Conversely, 50.7% of residents outside Sudbury hold a non-university/vocational certificate or diploma qualifications, compared to 36.2% in Sudbury, reflecting a stronger alignment with skilled trades and technical industries in those outlying communities. These contrasting educational profiles may suggest differences in the kinds of services that GSPL branches should prioritize to support different types of employment and skills development.

Languages

Language use across the city reflects the local bilingual heritage, with notable differences between Sudbury and other Greater Sudbury communities. In Sudbury, 31.1% of residents are bilingual in English and French, slightly below the city-wide average of 36.6%, and 7.5% speak French most often at home. This somewhat lower prevalence of bilingualism aligns with the area's more urban and diverse linguistic landscape, which includes 4.4% of residents who speak a non-official language at home – higher than the city-wide average of 2.5%. Urban neighbourhoods like the Flour Mill (11.4%) and Kingsmount-Downtown-Bell Park (4.7%) show higher concentrations of non-official language speakers, reflecting the role of immigration and cultural diversity in shaping Sudbury's linguistic profile.

In contrast, there is a stronger emphasis on French language use and bilingualism in other Greater Sudbury communities. For instance, Chelmsford (28.2%), Azilda (26.1%), Hanmer (19.7%) have significantly higher proportions of residents who speak French most often at home, well above both the Sudbury average (7.5%) and the city-wide baseline (10.5%), demonstrating a deep-rooted connection to French culture and language in select suburban and rural communities. Bilingualism in these areas often exceeds 50%, compared to Sudbury's 31.1%. There is an opportunity for urban branches to focus on multilingual collections and programming to support diverse linguistic needs, while suburban and rural branches serving heavily Francophone communities like Chelmsford and Azilda should be emphasizing French-language resources and bilingual programming to reflect the strong Francophone presence.



Cultural Diversity

Cultural diversity in Greater Sudbury is increasing dramatically, with 6.3% of residents belonging to a visible minority group (+73% growth since 2016) and 10.8% of residents identifying as Indigenous (+20% growth from 2016). Visible minority populations are most concentrated in urban neighbourhoods within Sudbury, where 10.7% of residents identify as visible minorities – well above the 2.8% observed in communities outside of Sudbury. Recent immigration also skews heavily toward urban Sudbury, where 1.3% of the population arrived between 2016 and 2021, compared to just 0.1% across the rest of Greater Sudbury. Urban branches like Main, New Sudbury, and South End are well-positioned to tailor their programs and services to support newcomers and increasingly culturally diverse communities.

Growth in Indigenous representation within Greater Sudbury is slightly more pronounced in communities outside of Sudbury. While 10.8% of Greater Sudbury's population identifies as Indigenous,⁴ this figure rises to 12.7% outside of Sudbury, compared to 9.3% within Sudbury. Communities like Rural Onaping Falls (21.3%), Val Therese (13.6%), Hanmer (13.6%), and Chelmsford (13.4%) demonstrate particularly high Indigenous representation. These trends underscore the importance of offering programs that reflect, preserve, and celebrate Indigenous cultures across all GSPL branches – especially those outside of the urban core.

⁴ This figure is further contextualized by engagement findings, which suggest that roughly half of Greater Sudbury's urban Indigenous residents belong to local host Nations, while the other half come from various communities attracted to the city as a regional urban hub.



4. Where We Are Now: Current State

Public libraries encompass a wide range of interconnected offerings that jointly support learning, connection, and cultural enrichment. Key areas of service and operations include governance and internal structures; collections, programs, and services; digital technology; marketing and communications; community engagement; patron experience; and physical spaces, including both library buildings and services that extend beyond their walls.

This section examines the current state of the Greater Sudbury Public Library (GSPL) across these key areas, offering a well-rounded understanding of its strengths, challenges, gaps, and opportunities. Findings are based on a review of key GSPL and City of Greater Sudbury documents, sector trends research, a comparative review of peer libraries,⁵ and extensive community and staff engagement.

The impacts of COVID-19 provide important context for understanding GSPL's current state. The pandemic accelerated the digital transformation of library services across the sector, making expanded offerings like e-books, virtual programming, and online learning resources essential during lockdowns. These changes have reinforced the importance of physical infrastructure that would support digital services and virtual engagement, which remain priorities in the post-pandemic recovery period.

⁵ The comparative review examined six comparable library systems in Ontario: Barrie, Chatham-Kent, Hamilton, Kingston/Frontenac, Oshawa, and Windsor. These systems were selected for their similar size, operational contexts, and geographical proximity to Sudbury. By analyzing key indicators – such as facility space, financials, holdings, circulation, activities, and usage – this review offers a contextualized understanding of GSPL's position within the broader library landscape. Where relevant, averages cited in this section are adjusted to exclude outliers. The full findings of the comparative review are presented in the Appendix 7.3.



At the same time, libraries became anchors of community resilience during the pandemic, addressing heightened challenges such as digital inequity, misinformation, and even food insecurity. Programs targeting digital literacy, support for vulnerable populations, and partnerships with local service organizations have been reinforced as central to library missions. The pandemic also spurred a rethinking of physical spaces, prioritizing flexibility and health and safety – trends that continue to shape public library planning today.

4.1. Governance Context

State of the Sector

Governance practices in public libraries are evolving to meet complex and shifting demands. Across the sector, libraries are working to enhance board effectiveness, strengthen leadership practices, and prioritize inclusive decision-making processes that align with community needs. Participatory governance is increasingly important, with libraries emphasizing input from diverse staff and patrons to inform strategic priorities.

In Ontario, the Public Libraries Act prescribes the governance framework for public libraries, outlining requirements for board composition and responsibilities. Boards must include representatives from municipal councils and the community, ensuring a balance of oversight and local input.

Staffing considerations remain central to governance, with trends focusing on fostering trauma-informed leadership, expanding training opportunities, and revisiting organizational structures to address emerging needs. Flexible staffing models, enhanced retention efforts, and professional development initiatives are common approaches to addressing workload pressures and promoting equitable practices. Libraries are increasingly adopting digital literacy as a core staff competency, recognizing that fostering an adaptable, tech-savvy workforce is essential to maintaining relevance in a rapidly changing world.

Programs like the Georgia Public Library Service's annual Tech Boot Camp – which brings together library IT professionals to share ideas, explore emerging technologies, and enhance staff readiness through online training and cybersecurity resources – exemplify efforts to prepare staff for evolving technological landscapes. Public libraries are also investing in robust learning and development programs that encompass both formal and informal training, creating communities of practice and fostering sector-wide networking opportunities. These efforts underscore libraries' commitments to inclusivity, professional growth, and operational resilience.

As libraries continue to transform, proactive reviews of organizational structures, job classifications, and staffing levels ensure they remain well-positioned to respond to technological shifts and evolving community expectations.



Current State at GSPL

GSPL's governance and staffing structures reflect its recent evolution into an arm's-length organization. While this transition has brought significant opportunities for autonomy and strategic focus, it also introduces new challenges and growing pains. The following analysis highlights GSPL's current governance practices and operational considerations, drawing on survey findings, engagement insights, and broader organizational dynamics.

Governance Structure

GSPL's transition from a City-run model to an arm's-length operation represents a significant milestone in its evolution. This structure affords the library greater autonomy to focus on long-term planning and community-driven goals. The library is guided by a dedicated and knowledgeable CEO and board, the latter comprising eight members, including two City Councillors who provide a direct connection to municipal priorities. However, engagement findings reveal appetite for more regular informal touchpoints between the City and GSPL outside of budget meetings.

While this arm's-length structure is widely viewed as a strength within GSPL, the board is still maturing and navigating growing pains as it solidifies its governance practices and adjusts to its new relationship with the City. While GSPL maintains autonomy, the library remains aligned with City policies in accordance with its operating agreement.

Discussions are ongoing about how board committee structures may streamline efforts in specific areas, such as governance documentation and adherence to the Public Libraries Act – a current focus of the newly established board governance committee. As the board matures, there remains a need to manage risks of member overextension while also cultivating library champions among its members. There also remains a need to clarify the appropriate level of staff support for board activities, and to ensure robust board training on library governance. Additionally, as the demographic landscape in Sudbury evolves, there is an opportunity to diversify board representation, including outreach to Indigenous communities and other equity-deserving groups.

Staffing and Operational Considerations

Staff at GSPL are widely recognized for their knowledge, friendliness, and ability to create welcoming environments. Survey findings highlight high satisfaction among patrons (92%) and staff (93%) regarding the quality of support provided. Staff are celebrated for their expertise in providing recommendations, assisting with technology, and fostering community connections.

Despite these strengths, operational challenges persist. Survey responses and engagement findings underscore gaps in trust and collaboration between management and front-line staff. In particular, communication challenges arising from a perception of limited touchpoints – both across branches and within the broader organizational structure – further complicate operational efficiency, despite growing use of tools like SharePoint and Teams. These challenges can be exacerbated at times by a perceived top-down approach to decision-making, particularly regarding the introduction of new processes, technologies, and



collection development. Moreover, onboarding new staff has at times been affected by the lack of a clear directory or descriptive information about staff roles.

Workload pressures were highlighted in survey findings as a critical area for improvement. Staff called for additional hires and streamlined processes to address burnout and inequitable resource distribution. Perceived operational inequities, such as delays in filling vacant positions and varied levels of support across branches, were frequently mentioned as barriers to effective service delivery.

GSPL is also navigating how to balance branch individuality and local initiatives while maintaining a cohesive organizational identity. While staff and branch autonomy are valued, ensuring consistency in processes, resource allocation, and brand identity remains an ongoing challenge. There is also a need to strengthen knowledge-sharing practices and regular touchpoints between branches to bridge information gaps and enhance internal collaboration.

Additionally, engagements revealed some feelings of disparity between the branches in Sudbury and those in outlying Greater Sudbury communities. Most staff are centralized at Main Library, which gives the impression that some other branches and the communities they serve are of lesser importance or priority.

GSPL's operations and activities are subject to City budget approvals. The City's recent shift to a two-year budget cycle necessitates greater foresight in planning activities and budget requests. This expanded horizon offers the potential to stabilize funding and mitigate future political fluctuations.

Key Takeaways

Strengths

- GSPL benefits from an engaged and knowledgeable board and leadership, supported by its arm's-length governance model and diverse membership.
- Staff are widely praised for their expertise, friendliness, and ability to create welcoming environments, with high satisfaction reported by both patrons and staff.
- The transition to arm's-length governance has laid the groundwork for long-term planning and increased operational flexibility.

Challenges

- The board is navigating its maturing governance structure, including determining the need for committee structures and balancing member commitments.
- Limited informal engagement with the City restricts opportunities for deeper collaboration and mutual understanding.
- Communication gaps across branches and between management and staff impact operational efficiency and morale.



- Concentration of staff at the main branch gives the impression that other branches and their communities are less of a priority.

Gaps

- A lack of participatory decision-making processes limits staff input on key operational changes.
- Resource allocation inequities and workload pressures constrain staff capacity and effectiveness.
- Balancing branch individuality with cohesive organizational systems remains a challenge.

Opportunities for GSPL

- Strengthen relationships with the City (especially members of Council) through regular engagement opportunities beyond formal budget presentations.
- Enhance training for board members and Councillors, particularly related to the Public Libraries Act, to deepen understanding of library governance and operations and grow their capacity to effectively champion GSPL.
- Diversify board representation to better reflect Sudbury's evolving demographic landscape.
- Address workload pressures by increasing staffing levels and streamlining processes.
- Encourage staff consultation when developing new processes.
- Improve communication systems to foster greater transparency and collaboration across branches.



4.2. Collections, Programs, and Services

State of the Sector

Public libraries are evolving to meet the increasingly diverse needs of their communities, with collections, programs, and services representing the core of their offerings. These three areas are deeply interrelated, as they collectively enable libraries to fulfill their role as accessible hubs for learning, cultural preservation, and community connection. The following trends illustrate how libraries are adapting and innovating to serve modern users.

Collections

Libraries are embracing hybrid collection models that balance traditional physical resources with expanding digital offerings. This dual approach reflects the growing demand for digital convenience while maintaining the relevance of physical collections for patrons who value tangible resources. The Toronto Public Library exemplifies this trend through its Service Delivery Model, which tailors collection offerings to branch size, activity levels, and community demographics. Similarly, regional resource-sharing systems and streaming platforms enable libraries to broaden their digital collections while optimizing cost efficiency and accessibility.

The diversification of collections to include specialized materials is another hallmark of modern libraries. Demand for Indigenous and multilingual materials is reshaping public library offerings, supporting cultural heritage preservation and promoting inclusivity. For example, New Brunswick Public Libraries provide materials in First Nations languages such as Mi'kmaq and Wolastoqey-Peskotomuhkati, demonstrating a commitment to representing diverse communities. Libraries are also embracing non-traditional collections through “libraries of things,” lending items such as tools, recreational equipment, and electronic devices. These programs highlight libraries’ adaptability and their role in promoting sustainability and resource sharing.

Social Services and Supports

Libraries are increasingly serving as critical social infrastructure, providing programs and services tailored to address societal challenges. Many libraries have expanded their roles to support vulnerable populations, offering services such as access to social workers, warm spaces, and training for staff to support marginalized users. For instance, Toronto Public Library’s Complimentary Sock Distribution service provides socks to customers in twenty of their branches. Barrie Public Library collaborates with CFS Counselling and Wellbeing to host a Community Navigator who assists individuals facing challenges such as homelessness, food insecurity, and mental health crises. In Mississauga, the library’s Open Window Hub provides tailored support that connects unhoused individuals and those experiencing mental health issues with relevant municipal and regional services. Additionally, tailored services for underserved populations often include settlement support and financial counseling. Partnerships with local agencies amplify these efforts, enabling libraries to deliver specialized services effectively.



Equity, Diversity, and Inclusion

Programs aimed at fostering equity and inclusion are becoming more common, reflecting libraries' commitment to serving diverse communities. Hamilton Public Library exemplifies this approach with initiatives such as French conversation circles, Tagalog Storytimes, Black youth mentorship programs, and newcomer learning centres. These efforts ensure that diverse populations see themselves reflected in library programs, fostering a sense of belonging and representation.

Additionally, libraries are adapting their spaces and services to function as inclusive, welcoming environments. Many libraries have implemented training programs for staff to support vulnerable populations, reflecting a broader shift toward trauma-informed and equity-driven service delivery. These efforts align with libraries' evolving roles as adaptive, community-centered institutions integral to fostering resilience and equity.

Local History and Heritage

Many public libraries also play a pivotal role in preserving local history and fostering connections to regional heritage. By archiving and curating materials such as photographs, documents, and oral histories, libraries safeguard community narratives and serve as valuable resources for researchers and citizens. These initiatives foster community pride and strengthen libraries' positions as custodians of local identity.

Current State at GSPL

GSPL provides a wide range of offerings across its branches but faces challenges in meeting the needs of the entire community. While the library excels in certain areas, such as in-person visits and availability of French-language resources, community-wide participation, digital engagement, and program attendance remain below average in relation to comparator library systems.

GSPL's reach across the broader population is limited, with only 18% of the city's population registered as active cardholders, which is 12% lower than the average among comparator libraries. Smaller branches often experience uneven resource distribution, and disparities in branch hours hinder access for patrons across the city who work standard business hours.

In-Person Services

GSPL performs well in engaging its active users through in-person services. In-person visits per active cardholder are 32% higher than average, and in-library use of materials per active cardholder is the highest among peer libraries. Survey findings confirmed that many in-branch offerings are meeting the needs of patrons who access them – in particular, in-library internet access, staff support, leisure equipment, books and periodicals, and reference and database services.



Meeting spaces, particularly at the South End branch, and the Makerspace at the Main Branch are highly valued by patrons. However, meeting spaces are not as widely available at other branches, and the Makerspace is currently limited to one location. Expanding access to these popular resources could strengthen GSPL's in-person offerings across its branches.

Collections

GSPL's collections are diverse and well-regarded by its active patrons. The public values the library as a low-cost resource for books, activities, and educational materials. Survey respondents rated books and periodicals highly, with 86% satisfied or very satisfied. The library's interlibrary loan program is another highlight, frequently mentioned as a valued service by patrons and staff. While GSPL's print holdings per capita are 19% lower than average among comparators, print holdings per active cardholder exceed peer averages by 25%, reflecting strong service to active users but limited reach within the broader population. However, the public notes there are insufficient copies of popular titles, leading to long wait times for new and high-demand books. Some branches have limited or outdated physical materials, with missing titles in book series, pointing to a need for continued collection development and management. GSPL is currently re-evaluating the allocation of its collections for improved access across its branches. Engagement findings also point to an interest in community-led collections development – for example, collaborating with local organizations to shape specific areas of the collection such as titles by local authors, Anishinaabemowin children's books, or a set of health and well-being resources.

GSPL stands out in its French-language collections, holding 187% more French print titles and 353% more French CDs and DVDs than comparators, along with significantly more French e-books (116%) and e-audiobooks (168%). These figures align with Greater Sudbury's bilingual context. However, many patrons are not fully aware of the extent of this collection. In particular, Francophone patrons have noted that French-language resources are underpromoted and not easily identifiable, with suggestions to improve visibility through curated displays, clearly marked indicators, and dedicated outreach.

In contrast, GSPL's multilingual collections in other languages lag behind the peer average by 68% for print titles and 51% for CDs/DVDs. While this finding likely reflects that comparator cities have more linguistically diverse populations, this gap could become more significant as Greater Sudbury welcomes more international immigrants.

In addition to print materials, GSPL is also home to a 3D collection consisting of leisure equipment (e.g., pickle ball equipment, snowshoes) as well as a seed library. These services are not well-known among the public, who primarily associates GSPL with book lending.

Digital Resources

GSPL offers a number of digital materials and resources for its patrons, including audiobooks, e-books, and access to online learning and tutorials (e.g., LinkedIn Library, Mango Languages). Digital resources at GSPL are underutilized despite the library maintaining digital collections comparable to peer libraries. Electronic visits per capita are 60% lower than average, and electronic visits per active cardholder are 39% lower. Nearly half of survey respondents were unaware of digital offerings such as virtual book clubs (48%), online



tutorials (47%), and language learning tools (47%). For many patrons, online interactions with GSPL are mainly limited to reserving and renewing items – a convenience they highly value.

While platforms like Hoopla and CloudLibrary were praised by some, many survey respondents criticized their usability and the limited availability of popular titles. The absence of the Libby app, generally perceived as more user-friendly, was noted as a particular gap. Both survey respondents and staff emphasized the need for targeted campaigns and simplified access points to improve awareness and use of digital resources.

Programs

GSPL offers a range of programs across its 13 branches, including book clubs, storytime, knitting circles, language programs and conversation circles, and BiblioTech digital library help, among several others. Many of these programs are delivered through community partners, enabling GSPL to offer a wide range of programming for the community.

Programs are a key area for improvement at GSPL. Attendance per capita is 57% below the average of comparator libraries, and attendance per active cardholder is 34% lower. While survey findings point to patron satisfaction with programs – particularly children’s programming and Makerspace initiatives – they also identify low engagement with programs with specific gaps in offerings for teens, adults, and equity-deserving groups. Staff are more keenly aware of these gaps; for instance, 68% of staff respondents reported that teen programs are not meeting community needs effectively.

French-language programming, 2SLGBTQ+ initiatives, and neurodiverse activities were also noted as areas requiring greater attention, or at least greater visibility. Additionally, programs tailored for newcomers and Indigenous communities are limited, despite growing demand. Some staff pointed to a reactive – rather than proactive – approach to program planning, with limited alignment to community-specific needs. Staff also pointed to tensions between tailoring branch offerings to local interests and balancing equitable resource allocation across the system, noting that not all communities are equally interested in library programs and services. However, internal and external engagements indicated that programs run through the Makerspace are particularly effective at engaging teen users and equity-deserving groups, demonstrating the potential of these initiatives to broaden the library’s reach and impact.

Looking forward, survey respondents expressed a strong desire for practical workshops on topics such as financial literacy, cooking, technology skills, job hunting and resume writing, and settlement sessions for newcomers. A desire for an expanded offering of language classes, including English and French in addition to other languages, was also noted through the survey and engagement findings. Programs fostering intergenerational connections and addressing local priorities were also highlighted as areas for growth.

Municipal Services

Out of its 13 branches, six also double as Citizen Service Centres. These Citizen Service Centres are located in outlying communities (i.e., Lively, Capreol, Chelmsford, Dowling, Garson, Valley East) and provide essential municipal services such as marriage licenses, bill payments, and permit applications to residents



of those communities. In addition to citizen services, many branches administer bus passes, which is a popular service among the community (particularly at New Sudbury, which sees by far the most bus pass transactions within the system).

Staff indicate they generally value the variety of work and public interaction associated with providing these services. They also note that these services tend to bring in more patrons in-person to the library. However, providing municipal services can significantly reduce the time staff have available to deliver library services and, in particular, to run programs. As the City moves towards digitization of municipal services, the library's role in delivering these essential services will need to evolve in the next few years.

Access, Equity, and Inclusion

GSPL demonstrates a commitment to accessibility through initiatives such as homebound delivery services, assistive technologies, and partnerships with the Centre for Equitable Library Access. However, gaps remain in equity-driven programming and services. In particular, services for vulnerable populations, including the unhoused, are limited. For example, the Main Branch occasionally provides social services through co-op students, but there is a clear need for a more permanent solution (e.g., a dedicated, full-time position or a centralized hub to help individuals navigate available services). It should be noted that some equity-driven programming is not advertised publicly (e.g., some programs for 2SLGBTQ+ patrons), which may impact public perceptions around GSPL's offerings in this area.

Public and staff respondents also called for expanded resources and tailored programming for underserved groups. Addressing these gaps could enhance GSPL's role as an inclusive and accessible community hub.

Key Takeaways

Strengths

- GSPL leads its peers in French-language holdings across all formats, reflecting its bilingual context.
- Active patrons report high satisfaction with in-person services, including staff support (92%), books and periodicals (86%), and interlibrary loans.
- Popular assets such as the Makerspace and meeting rooms highlight GSPL's potential to foster collaboration, creativity, and community engagement.
- Programs like homebound delivery, assistive technologies, and partnerships with the Centre for Equitable Library Access underscore GSPL's commitment to inclusion.

Challenges

- Digital engagement is low, with electronic visits per capita significantly below peers and survey respondents citing usability issues and unawareness of digital offerings.



- Program attendance per active cardholder is notably lower than peers, with limited offerings for certain demographics and interest-based groups.
- Smaller branches have smaller collections, fewer program offerings, and less meeting space, which can constraint their ability to serve local needs and potentially attract new patrons.

Gaps

- Promotion of offerings – particularly programs, digital resources, and French-language offerings – remains insufficient to reach broader audiences.
- Multilingual collections beyond French are lower than peer averages, which could limit service to diverse cultural groups in the future as Sudbury's population evolves.
- Resource distribution and limited branch hours restrict accessibility for working patrons and communities with fewer local services.

Key Opportunities for GSPL

- Enhance visibility for French-language materials through curated displays and promotions, particularly in branches that serve communities with higher levels of bilingualism.
- Invest in multilingual materials beyond French to reflect the needs of Sudbury's increasingly diverse population, particularly at urban branches.
- Promote existing digital resources more effectively and address usability concerns by simplifying access.
- Explore targeted programs for currently underserved groups, such as teens, adults, and equity-deserving communities as well as bilingual and intergenerational initiatives.
- Align program offerings at specific branches with demographics and interests of communities and neighbourhoods across Greater Sudbury.
- Ensure opportunities for greater incorporation of staff input and, where relevant, patron feedback, in collection development and program planning.
- Consider a dedicated social services role and/or resource centre to enhance support for vulnerable and unhoused residents at Main Library.
- Explore non-traditional solutions (e.g., bookmobile, kiosks, holds lockers) to improve equitable access to library services across Greater Sudbury.
- Expand successful initiatives like the Makerspace (which been effective for engaging youth and equity-deserving residents) to additional branches, particularly where there is a need to better engage these groups.



4.3. Digital Technology

State of the Sector

Public libraries are at the forefront of integrating technology to enhance community access, foster digital literacy, and bridge the digital divide. A significant trend is the proliferation of public access to workstations, laptops and tablets, enabling equitable access to online resources for job applications, education, and personal connectivity. Libraries are adopting innovative service models, offering not only essential infrastructure like high-speed internet and updated software but also lending programs for Wi-Fi hotspots to reach underserved populations. These efforts address barriers to home connectivity and empower patrons to navigate the digital landscape more effectively.

Libraries are also creating purpose-built spaces, such as digital innovation hubs and e-learning labs, which support skills development across all ages, from beginner-level technology use to advanced certifications, entrepreneurship, and creative endeavors. For example, the Kingston Frontenac Public Library hosts the CoderDojo program, a flexible, mentor-supported club where participants explore coding through creating web pages, apps, and games without a fixed curriculum. This type of initiative underscores the role libraries play in fostering foundational to advanced digital skills.

Emerging technologies such as artificial intelligence (AI), augmented reality (AR), and virtual reality (VR) are becoming staples in library programming. Many libraries are leveraging AI tools for operational efficiencies, such as visitor data forecasting, while also introducing AI literacy programs to demystify the technology and explore its ethical implications. Libraries have embraced AR to elevate user engagement through immersive tours and educational tools like virtual science labs, while VR programs redefine learning experiences, enabling patrons to step into simulated worlds. By adopting these innovations, public libraries position themselves as hubs for cutting-edge learning and digital equity, ensuring communities remain connected to technological advancements.

Libraries are also having to contend with data security concerns. As public institutions that house personal information about patrons, libraries have become prime targets for ransomware and cybersecurity attacks. This growing threat underscores an urgent need for stronger cybersecurity measures to protect sensitive data.

Current State at GSPL

Public Access and Use

GSPL provides essential digital services and tools, including computer workstations, internet access, and Wi-Fi hotspots. However, the services are not widely used by the broader community: 58% of public respondents indicate they do not need workstations or laptops and 51% reported no need for Wi-Fi hotspots, while an additional 19% were unaware that GSPL offers these devices. Survey respondents who



use these services report high satisfaction with in-library internet access and Wi-Fi hotspots. Engagements and site visits pointed to a lack of technology infrastructure at many branches – such as inadequate access to electrical outlets – which creates barriers for patrons seeking workspace for their own devices, including laptops.

Comparative data underscores these challenges. GSPL provides 69% more public internet access workstations per capita and 145% more workstations per active cardholder compared to its peers. By contrast, the number of people using GSPL's computer workstations per capita is 30% lower than peer averages, and usage per active cardholder is 13% lower. These findings point to outdated physical infrastructure, with facilities that are better suited to static setups rather than mobile-friendly technology needs. Modernizing infrastructure to support flexible, technology-driven spaces and promoting existing digital resources could help increase usage and better align GSPL's offerings with community needs.

Creative Technology and Digital Literacy

GSPL's Makerspace and creative technology offerings are valued by those who use them, but awareness is low. A quarter (25%) of survey respondents were unaware of the Makerspace and creative technologies at GSPL. Patrons and staff also flagged challenges navigating GSPL's website and digital catalogues, further underscoring gaps in the usability of its digital services.

At the same time, GSPL's library staff are recognized for their support in navigating technology, particularly by older patrons. This role in fostering digital literacy is a key strength, with staff providing assistance for devices, printers, and other technical needs.

Internal Capacity and Infrastructure

Internally, GSPL faces challenges with outdated technology and inefficient processes. Survey and engagement findings noted outdated computers and inconsistencies in file organization and naming conventions, which hinder operational efficiency and onboarding processes.

There is significant opportunity to automate routine processes, such as overdue reminders, online payments, and room booking systems. These upgrades would not only enhance patron experience but also improve staff capacity to focus on higher-value tasks and service delivery.

Key Takeaways

Strengths

- GSPL offers essential digital services and tools, including computer workstations, Wi-Fi hotspots, and internet access, with high satisfaction reported by users.
- Library staff are widely recognized for their ability to assist patrons with navigating technology, particularly valued by older patrons.



- The Makerspace at the Main Branch is an important resource for fostering creativity and supports engagement with diverse user groups.

Challenges

- Digital services are underutilized, with 30% lower computer workstation usage per capita compared to peers.
- Static workstations and outdated physical infrastructure limit the effectiveness of GSPL's technology offerings.
- Inefficient internal systems, such as file organization and naming conventions, hinder staff productivity and onboarding processes.

Gaps

- Awareness of Makerspace offerings is low, with 25% of survey respondents unaware of these resources.
- Many patrons report challenges navigating GSPL's website and accessing digital catalogs and resources.
- Limited automation of routine processes creates inefficiencies for staff and patrons.

Opportunities for GSPL

- Promote digital services more effectively, ensuring patrons are aware of available resources like Makerspace technology and Wi-Fi hotspots.
- Modernize physical infrastructure to support digital services, including scaling back public workstations, to meet current user expectations and increase usage.
- Expand efforts to bridge the digital divide by enhancing the promotion of technology services and providing tailored digital literacy training. These efforts should include prioritizing support for residents who currently access municipal services through Citizen Service Centres at GSPL.
- Explore AI and automation solutions to streamline internal processes and improve staff capacity for service and program delivery.



4.4. Marketing and Communications

State of the Sector

Public library marketing and communications are rapidly evolving to meet the demands of digital transformation and audience engagement in a tech-driven era. Libraries increasingly employ diverse digital outreach tools, including social media platforms, mobile apps, and interactive websites, to connect with users anywhere and anytime. Many libraries leverage digital tools with built-in analytics to support continuous iteration and refinement of their communications strategies. These data-driven approaches allow libraries to better understand user behaviour, optimize their outreach efforts, and deliver more effective, personalized messages to their audiences.

Branding initiatives are becoming more sophisticated, emphasizing libraries as modern, inclusive, and dynamic hubs of learning and community engagement. Thoughtful branding aligns a library's image with its community value and goals, enhancing recognition across both physical and digital platforms. Effective branding also respects and reflects the unique character of individual branches while promoting a cohesive system-wide identity. For example, recent rebranding efforts by London Public Library and Halifax Public Libraries modernized their visuals, improved user experiences, and deepened community connections, highlighting how branding can strengthen a library's central role in its city. Opportunities such as facility openings or milestone anniversaries often serve as natural points to refresh or redesign branding.

To raise awareness and drive user engagement, libraries are adopting multifaceted marketing strategies such as storytelling campaigns, partnerships with local influencers, and targeted advertisements. Social media remains a cornerstone of these efforts, with libraries using platforms to promote events, showcase success stories, and create interactive content like polls and challenges. These marketing efforts are increasingly data-informed, leveraging analytics tools to track engagement, audience demographics, and the effectiveness of specific campaigns. Feedback mechanisms, such as surveys and focus groups, further refine strategies to ensure communications resonate with diverse audiences. By blending traditional values of community service with innovative marketing practices, libraries continue to strengthen their roles as essential public resources.

Current State at GSPL

GSPL has made strides in marketing and communications but continues to face challenges in fully realizing its potential in this area. The library actively engages with its community through multiple channels – including social media, in-branch posters, and its website – to share information about programs, services, and collections. While these efforts resonate with core user groups such as regular patrons, families, and seniors, gaps in awareness and engagement remain, particularly among those less familiar with the library's diverse offerings.



Awareness of Offerings

A lack of awareness about GSPL's full range of programs and services emerged as a significant barrier in survey responses and pop-up engagements. Awareness gaps span both in-person and digital offerings. For example, a fifth of survey respondents were unaware of programs for adults and older adults (18% and 21%, respectively); a quarter (25%) did not know about the Makerspace and creative technology; and nearly half were unfamiliar with digital resources such as online tutorials (47%), language learning tools (47%), and virtual book clubs (48%). These findings highlight the need for enhanced promotion and clearer communication of the library's breadth of services. There may be opportunity to strengthen communication partnerships with the City of Sudbury and creating targeted outreach with community organizations to improve community awareness.

General Perceptions

There is a strong perception among the general community that GSPL only provides book lending services. Participants in public engagement who are not regular users assumed the library has a "shushing" culture synonymous with outdated library stereotypes – a perception likely connected to the relatively low level of active cardholders across Greater Sudbury's population. Moreover, conveying the full value that the library brings to the community remains an ongoing challenge and can be a risk for securing municipal funding come budget time. This challenge indicates a need to better collect statistics and stories that share and highlight the library's integral role and impact.

While GSPL now operates at arm's-length, the public still views the library as part of the City. The library's status as a separate entity is conflated by the role it plays in administering municipal services (e.g., bus passes, citizen service centres).

Staff and public perceptions of GSPL's current and future roles reveal areas of alignment as well as disconnect. Both groups see providing free and accessible public spaces for all as a key role – the highest ranked among staff (75%) and the second highest among public respondents (59%). For the public, supporting literacy and lifelong learning was seen as GSPL's top role (68%, compared to 42% among staff). For staff, the second highest role was being a safe and welcoming space for vulnerable residents (54%, compared to 13% among public respondents). Staff additionally identified promoting equity, diversity, and inclusion as a high priority.

Looking ahead to the next decade, both groups agree that GSPL's role should continue to include supporting literacy, providing public spaces, and serving as a trusted source of information. When asked what GSPL should focus on over the next 10 years, staff and public respondents see expanding programming offerings as a top priority (53% and 37%, respectively). However, staff and public diverge on other top priorities, with staff prioritizing facility modernization (37%) and enhanced customer service (32%) and public respondents prioritizing expanded online resources (39%) and employment and upskilling support (26%). Moving forward, improving alignment between internal and external perceptions can help GSPL strengthen its strategic direction and community connections.



Capacity and Resources

While GSPL collects robust data on usage and visitation, the library faces challenges in leveraging this information for internal reporting and external storytelling. Public respondents identified limited visibility for programs and services as a key issue, and staff suggested developing regular newsletters to improve promotion both internally and externally. Current marketing efforts are constrained by limited resources, with one staff member responsible for overseeing communications across 13 branches. The addition of a Manager of Patron Experience is expected to provide some additional capacity in terms of library communications, helping to combat misinformed library perceptions and creating a more consistent patron experience across GSPL.

Branding and Future Direction

GSPL's branding and digital presence also present opportunities for growth. While the current brand is well-recognized among existing patrons, it does not fully reflect the library's modern identity or the breadth of its services. Furthermore, the logo is not optimized for digital use, such as on websites or social media platforms. There is also inconsistent branding and environmental design across GSPL's physical spaces. Library branches range in terms of look and feel, with some branches even offering a variety of different signage. This inconsistency suggests a need for better adherence to brand guidelines. A refreshed brand and strategic messaging that align with GSPL's vision and priorities will be vital in enhancing its public image and outreach.

Key Takeaways

Strengths

- GSPL effectively uses its existing channels, including social media, in-branch posters, and the website, to promote offerings and engage its regular patron base.
- The library collects substantial data on usage and visitation, as well as web and social media analytics, which offer valuable insights for enhancing outreach and engagement.

Challenges

- Marketing challenges emerged consistently through stakeholder engagements, with limited promotion of GSPL's programs and services identified as a significant gap.
- Many patrons and community members remain unaware of the full range of offerings, particularly programs for specific demographics (e.g., adults, older adults) and digital resources.
- Perceptions of GSPL's roles differ between staff and the public, creating a disconnect in how priorities are understood and communicated.



- GSPL is often perceived, particularly among non-users, as only offering book lending and having a "quiet" culture.
- While GSPL operates at arm's-length, the public still recognizes the library as part of the City.
- Limited staff capacity constrains GSPL's ability to implement more robust marketing strategies and outreach initiatives.

Gaps

- GSPL's visual identity does not fully reflect its modern identity or the breadth of its offerings, nor is its logo fully optimized for digital use.
- Storytelling tools and techniques are underutilized, limiting GSPL's ability to effectively communicate its value and impact to the public.
- GSPL lacks a cohesive internal strategy for marketing coordination, with processes for advance planning and streamlined communication needing improvement.

Key Opportunities for GSPL

- Streamline marketing activities by developing an integrated approach that ensures consistency across branches and reaches underrepresented audiences.
- Refresh GSPL's overall brand and visual identity to reflect its modern identity and align with the library's vision, and values, ensuring digital optimization for current and emerging platforms.
- Leverage partnerships with the City and targeted outreach to improve awareness of GSPL offerings to the community.
- Enhance data analysis and storytelling capacity, and leverage existing data to better communicate the library's full value and contributions to the community.
- Bridge perception gaps between staff and the public by aligning internal and external communications around GSPL's current and future roles.
- Expand marketing capacity by building the resources and expertise needed to deliver impactful campaigns and targeted outreach, supporting broader community engagement.
- Identify opportunities to raise GSPL's profile outside the library walls (e.g., during the Up Here festival, sports events).



4.5. Community Engagement

State of the Sector

Public libraries are embracing diverse and innovative approaches to community engagement, positioning themselves as hubs for connection, inclusivity, and cultural preservation. These strategies often focus on reaching underrepresented and equity-deserving groups, addressing systemic inequities, and fostering social cohesion.

Libraries are finding new ways to involve their communities directly in creative and participatory projects. For instance, the Timmins Public Library partnered with the Porcupine Art Club to create a centennial mural, engaging residents in painting 49 canvases that were later assembled into a mosaic celebrating the library's 100th anniversary. Similarly, Calgary Public Library incorporates Indigenous placemaking into its spaces, showcasing visual and oral storytelling through artist installations that honour Indigenous culture.

Partnerships with schools, community organizations, and municipalities amplify libraries' ability to meet the needs of diverse groups. The Toronto Public Library's cultural pass program provides free admission to the city's top cultural attractions in order to support equitable access to culture throughout the community.

Additionally, libraries are exploring creative ways to connect with new patrons outside of traditional library spaces. For example, Windsor Public Library's "Library Gets Loud" series, affectionately dubbed "Nerd Nights," features themed trivia events, library card sign-ups, and resource promotion in a casual setting at a local music venue.

Current State at GSPL

GSPL has established itself as a valued resource for its core patron groups, particularly families and seniors. These patrons use library services frequently, demonstrating a strong connection to their local branches. Outlying branches are especially noted for their deep integration into their communities, serving as essential gathering spaces and sources of local pride. However, GSPL's current engagement strategies largely cater to "traditional" library users and are less effective at reaching new audiences and underserved populations.

Patron Use and Engagement Patterns

Survey findings reveal that existing patrons tend to visit regularly, with many accessing the library weekly or monthly. Families benefit from programs tailored to children, while seniors appreciate social and wellness-focused offerings. However, there are notable gaps in engaging tweens and teens, who often use the library solely as a study space, and newcomers, who may be unfamiliar with library resources. Indigenous



communities remain underserved, with insufficient representation in programming and staff. Service to the Francophone community is also perceived as a gap, though this perceived gap could be partly addressed through greater visibility of French materials and other resources already on offer at GSPL.

GSPL strives to be a space that offers programs, services, and resources for everyone. There is an understanding that patrons use the library for different purposes, and their needs change over time as their lives evolve. GSPL's current approach to engagement has been largely passive, relying on patrons to seek out services rather than proactively reaching into new or underrepresented communities. As a result, some groups remain unaware of the library's full range of offerings. This passive approach limits GSPL's ability to attract new patrons and expand its user base.

Branch-Specific Engagement

GSPL's branches take varied approaches to community engagement, reflecting their unique local contexts. For instance, creative initiatives like Dowling's community-driven bulletin board and Levack Onaping's welcoming signage demonstrate how branches foster a sense of connection and pride. Despite these successes, a lack of consistency in engagement efforts across branches suggests an opportunity for GSPL to adopt a more cohesive, system-wide approach while still providing room for community-specific individuality.

Partnerships and Collaboration

GSPL has established partnerships with some community organizations, but there is significant potential to expand these collaborations to increase the library's reach and impact. Opportunities include partnerships with schools to promote literacy, collaborations with cultural organizations to diversify programming, and joint initiatives with Indigenous and Francophone organizations to enhance representation and access. However, GSPL's current processes for formalizing partnerships may pose a barrier, particularly for smaller organizations with limited administrative capacity.

Through partnerships, GSPL could also enhance many municipal priorities. For instance, there is potential for formalized partnerships with Greater Sudbury Development Corporation to provide dedicated services and programs for newcomers and entrepreneurs. There is also potential opportunity to strengthen relationships with Sudbury's museums to support greater community engagement. Additionally, exploring community public art projects at GSPL may provide further opportunity for connection, and could empower community members to take pride in and feel their identity reflected in library spaces.

Equity and Accessibility

Engagement findings indicate a need for greater attention to equity-driven programming. Francophone programming and services for Indigenous communities, newcomers, and 2SLGBTQ+ individuals remain limited. Accessibility in program scheduling, such as offering more evening and weekend options, was also highlighted as a key area for improvement. Additionally, GSPL's downtown branches face challenges in creating spaces that feel inclusive and welcoming for all patrons.



Indigenous Engagement

GSPL recognizes the importance of respecting Indigenous traditional and administrative protocols when seeking input. Engagement with Indigenous communities must be intentional, reciprocal, and flexible, acknowledging the limited capacity of band offices and individual schedules. Informal methods, such as tea talks or drop-ins, are often more effective than formal calls for input. There may be opportunities for GSPL and the City of Greater Sudbury to collaborate to improve outreach to on-reserve populations using tools like band office communication channels.

At the time that this Long-Term Plan is being developed, GSPL is striving to build mutually beneficial and supportive relationships with N'Swakamok Native Friendship Centre and Atikameksheng Kendaasii-Gamik (the on-reserve library). Looking forward, GSPL has an opportunity to incorporate Indigenous ways of knowing, being, and doing into its spaces, programs, and services. Initiatives could include showcasing Indigenous art, hosting author events, or offering language classes to support urban Indigenous residents – all planned in partnership with Indigenous community members. Reimagining library spaces to be more welcoming and less “sterile,” through features like round tables, could also foster inclusivity.

Key Takeaways

Strengths

- GSPL has a strong base of regular users, with families and seniors among its most engaged demographics.
- Branches, particularly in outlying areas, serve as important community hubs that foster pride and connection.
- GSPL has demonstrated an ability to adapt to shifting needs, recognizing that patrons use libraries differently over time.

Challenges

- GSPL's engagement approach remains largely passive, limiting outreach to new or underserved communities, including newcomers and equity-deserving groups.
- Efforts to engage tweens and teens have not been fully successful, with many using libraries only as study spaces rather than places of connection.
- Building relationships with Indigenous and Francophone communities requires sustained effort and resources to address gaps in programming and representation.



- GSPL's process of formalizing partnerships may be a barrier for organizations with limited administrative capacity.

Gaps

- Partnerships with schools, cultural groups, and community organizations are underutilized, limiting GSPL's ability to reach new audiences.
- Francophone programming and representation are insufficient in meeting the needs of Sudbury's bilingual population.
- Existing library spaces, particularly in the downtown area, are not always perceived as welcoming or inclusive for all community members.

Opportunities for GSPL

- Continue and, where feasible, expand opportunities for GSPL membership registration (i.e., library card) outside of GSPL walls – such as at N'Swakamok Native Friendship Centre, YMCA of Northeastern Ontario, and other community hubs.
- Expand partnerships with schools, businesses, and cultural organizations to enhance programming, promote literacy, and address barriers to access for underserved groups.
- Explore opportunities to streamline partnership processes, reducing administrative burdens for smaller community organizations. Explore how branches can best develop local partnerships within their communities and neighbourhoods.
- Proactively engage with newcomers through targeted outreach and programs designed to familiarize them with library offerings, particularly at Main and New Sudbury branches.
- Collaborate with Indigenous organizations and communities to incorporate Indigenous art, storytelling, and language programming into GSPL's spaces and services. These efforts should be considered system-wide, with priority given to Main Library and branches in communities with higher proportions of Indigenous residents.
- Strengthen relationships with City departments, including Economic Development, to support greater community engagement and integration.
- Consider ways of encouraging greater public interaction, such as through community public art projects.
- Develop programs and spaces tailored for tweens and teens, such as dedicated areas with gaming consoles or activity-specific programming. These considerations will be most relevant for Main and New Sudbury branches.
- Reimagine library spaces to feel more inclusive and welcoming, particularly for equity-deserving groups. In particular, consider removing plexiglass barriers and reimagining library entrance areas and welcome desks.



4.6. Patron Experience

State of the Sector

Public libraries are redefining customer service by embracing personalized, human-centred approaches to enhance the patron experience. Central to this evolution is the adoption of Service Design Methodology, which focuses on crafting services that meet the unique needs of local communities. Patrons increasingly expect more than access to books – they seek dynamic, engaging, and technology-forward environments with seamless, tailored services. To meet these demands, libraries are prioritizing welcoming spaces, fast and reliable Wi-Fi, and highly adaptable services that cater to diverse needs.

Feedback loops have become a key feature of service enhancement, allowing libraries to integrate user suggestions into their offerings and planning. Many libraries are also leveraging technology to deliver convenience and personalization. Curated recommendations like “staff picks” and tailored reading lists – often supported by platforms like Kanopy, Hoopla, and Overdrive – are helping libraries bridge personal expertise with digital tools. Additionally, features such as book request forms empower patrons to shape library collections directly.

Library websites now function as “virtual branches,” combining robust discovery tools with intuitive, on-demand services with similarities to search engines. Some libraries are also adopting live chat features, staffed by librarians or powered by AI, to assist patrons in real time.

Staff roles are also expanding to address broader community needs, with librarians providing support for job applications, mental health resources, and even life-saving interventions. While these developments highlight libraries' adaptability and importance as inclusive institutions, they also present challenges: Many staff members report feeling underprepared for responsibilities that fall outside the traditional scope of library roles.

Current State at GSPL

Patron Satisfaction and Staff Support

GSPL patrons express high satisfaction with the quality of staff support, with 92% of public respondents and 93% of staff respondents agreeing that GSPL staff meet community needs effectively. Patrons particularly value the library's welcoming atmosphere and its role as a family-centric community hub, with a strong focus on fostering children's literacy and providing inclusive spaces for reading, studying, and socializing. However, some feedback highlights inconsistencies in staff interactions, with occasional reports of cold or unfriendly behaviour. Moreover, engagement findings suggest there are limited spaces for patrons, especially children (including neurodiverse children), to comfortably make noise.



Proactive and Personalized Engagement

GSPL's current approach to patron engagement varies across branches. While some branches proactively greet patrons and create a welcoming environment, others take a more passive approach, waiting for patrons to seek assistance. This inconsistency limits GSPL's ability to deliver a uniformly positive experience across the system. Newcomers, in particular, report feeling intimidated to approach library staff behind a front desk, instead preferring proactive interactions. Engagements further indicated that Indigenous people, unhoused residents, and some neurodivergent people feel uncomfortable approaching a front desk. Calls for more personalized interactions include suggestions such as name tags for staff, proactive greetings, and more active engagement in providing recommendations.

The upcoming Customer Service Strategy and system-wide training present opportunities to cultivate a proactive, human-centred approach to patron experience. For example, allowing patrons to indicate their interaction preferences could help balance personalized service with individual comfort levels.

Language and Inclusivity

According to public engagement, GSPL's bilingual service delivery is perceived as uneven, particularly in branches servicing Francophone communities. This perception, however, stands in contrast to the fact that Valley East, a GSPL branch in French-speaking community, was applauded for its strong Francophone services by the L'Association canadienne-française de l'Ontario (L'ACFO).⁶ Through public engagements, patrons have called for front-line staff to consistently provide service in both official languages at all GSPL locations. To address perception challenges, there is opportunity to build awareness of available Francophone services, highlighting factors such as bilingual staffing levels per branch (including available language(s) of service at any given time), the availability of French language materials, and adherence to the City's language policy. Additionally, GSPL should consider how to ensure staff are properly trained to provide customer service in line with CGS's language policy, and may consider implementing bilingual greetings across all branches.

Safe and Welcoming Spaces

GSPL faces unique challenges in ensuring safety and accessibility, especially at Main Library, which often serves as a warming centre. Feedback highlights the need to balance a safe and welcoming environment for all patrons – which includes support for vulnerable residents, a welcoming space for all patrons, and a safe work environment for staff.

⁶ Valley East was noted as providing exemplary Francophone services in L'ACFO's report, "Progress, resistance and opportunities: Municipal Bilingualism in Greater Sudbury." A summary of this report is outlined in a CBC article: <https://www.ctvnews.ca/northern-ontario/article/report-calls-for-more-to-be-done-to-protect-french-language/>



While GSPL's facilities are generally clean and accessible, patrons have expressed concerns about pandemic-era barriers like plexiglass, which can create a sense of separation between staff and patrons. Removing such barriers and improving the comfort and design of library spaces would further enhance the patron experience.

Key Takeaways

Strengths

- GSPL staff are highly regarded for their support and engagement.
- The library excels in fostering a welcoming, family-friendly environment, particularly in its children's areas, at most branches.
- The addition of a Manager of Patron Experience will provide strategic oversight and improve consistency across branches.

Challenges

- Patron experience varies across branches, with some offering more proactive and engaging service than others.
- Limited operating hours at some branches restricts access for families and patrons working standard business hours.
- Urban branches face safety and behavioral challenges particularly when there is a perception of vulnerable residents using the library as a warming centre (note: no GSPL branches actually operate strictly as warming centres).
- Limited spaces for patrons, especially children, to comfortably make noise.

Gaps

- Proactive engagement is inconsistent, with some branches lacking a culture of actively greeting and assisting patrons.
- Perceptions of inconsistent bilingual service delivery across GSPL branches are felt as a hindrance by some French-speaking patrons.
- Staff training for handling challenging interactions and maintaining safety is insufficient.



Opportunities for GSPL

- Foster a culture of proactive, human-centred engagement through system-wide training and the upcoming Customer Service Strategy.
- Build greater awareness of available Francophone services, highlighting bilingual staffing levels per branch, the availability of French language materials, and adherence to the City of Greater Sudbury's language policies.
- Ensure staff are trained and equipped to provide customer service in line with CGS's language policy.
- Enhance safety and accessibility in urban branches with clear inclusion and behavioural policies and expanded staff training.
- Provide opportunities for patron input to inform collection development and program planning.
- Consider removing pandemic-era barriers like plexiglass and re-imagining front desks to create a more welcoming environment.
- Explore personalized service innovations, such as tailored book recommendations and flexible interaction preferences, to elevate the patron experience.



4.7. Buildings and Beyond

State of the Sector

Public libraries are increasingly designed as dynamic, multi-purpose community hubs that prioritize flexibility, accessibility, and sustainability. Modern library facilities incorporate adaptable layouts with movable furniture, technology-equipped zones, and varied spaces tailored for collaboration, quiet study, and group activities. Open, light-filled environments create more welcoming and enjoyable spaces for patrons, supporting accessibility through features such as wider aisles and shelves reachable from a seated position. These layouts also enhance safety and security by providing better sightlines throughout the space. Meeting rooms – for group activities and individual video calls – are in particularly high demand, driven by the ongoing need for affordable community spaces and the rise of remote work.

Libraries continue to embrace co-location models, integrating services with municipal facilities, retail locations, or community organizations to maximize resources and enhance accessibility. For example, public libraries often co-locate with recreation centres, enabling users to access multiple services in one visit. Makerspaces, equipped with tools such as 3D printers and sewing machines, further enrich these spaces by fostering creativity and lifelong learning.

Modern libraries emphasize accessibility and environmental sustainability in their designs. Barrier-free features, renewable materials, and energy-efficient systems align library operations with climate-resilient goals. Building certifications like LEED and Green Globes reflect these efforts, positioning libraries as leaders in environmental stewardship.

Libraries are also extending their presence beyond traditional walls to bring services directly to the community. Bookmobiles and book bikes improve access for underserved or remote areas, while self-service kiosks and lockers allow patrons to borrow and return materials conveniently and with minimal physical footprint. Diverse initiatives such as Halifax Public Libraries' airport book kiosk and the Association of Bookmobile and Outreach Services' annual Book Bike Week illustrate the growing commitment to meeting users where they are.

Libraries are also increasingly leveraging outdoor spaces, such as rooftop terraces, reading gardens, and outdoor seating areas, to enhance user experience. These features provide additional environments for reading, relaxation, socializing, library programs, and community events thereby expanding the library's role as a vibrant, multifunctional space. Facilities like the Vancouver Public Library's year-round rooftop space and the Prince George Public Library's knowledge garden highlight how outdoor integration enriches library services.



Current State at GSPL

Facility Features

GSPL operates 13 branches across urban, suburban, and rural communities in Greater Sudbury. Overall floor space per capita is closely aligned with peer library systems, at 3% higher than average among comparators.

While GSPL's geographic reach supports widespread access across the amalgamated city, feedback highlights concerns about aging facilities and inconsistent amenities. Many branches occupy retrofitted spaces, contributing to significant variation in design, accessibility, and user experience. Facilities are outdated – with the exception of the more recently renovated South End branch – and often lack modern features such as bright, open spaces and barrier-free infrastructure, which are standard in newer libraries. In creating a more welcoming environment, there is opportunity for GSPL to integrate public art throughout its library branches, in partnership with the Greater Sudbury Development Corporation (GSDC).

Survey respondents also highlighted the need for more private study spaces, comfortable seating, areas for meetings and events, and open workspaces with access to outlets. There is also a lack of consistency in signage, shelving, and gender-neutral bathrooms across branches.

Moreover, engagement findings revealed a desire to consider opportunities for better integration with outdoor spaces. The South End library's outdoor area provides added space during the warmer months, a concept which could similarly be explored at other branches with access to outdoor space (e.g., Levack Onaping) or as an important consideration for any future builds.

Dedicated Spaces for Youth

Many GSPL branches have dedicated children's spaces outfitted with age-appropriate books and interactive play areas perfect for storytime and other children's programming. Many branches also offer Stay and Play kits to encourage learning through play, with some branches also hosting EarlyON programs. There is opportunity to expand children's spaces in a consistent manner across branches, through sensory-friendly areas, comfortable seating, engaging designs, and designated spots for loud play.

A few branches have dedicated space for teens and tweens; however, the availability of spaces that feel welcoming for teens/tweens is seen as a gap across GSPL. More comfortable seating, updated computers, and access to media and gaming consoles could not only help to entice teen/tween usage but also usage among non-users in general.

Accessibility and Sustainability

While GSPL is in compliance with the Accessibility for Ontarians with Disabilities Act (AODA), many improvements are still needed to meet the standards expected of a modern library system (e.g., universally



accessible shelving design) and go beyond minimum legal compliance. For example, leadership would like to achieve certification from the Rick Hansen Foundation as a base level across all branches.

Accessibility challenges extend beyond physical infrastructure to include transportation barriers, which were frequently raised during engagements. Survey findings reinforce these concerns: 77% of respondents reported traveling to the library by car, 17% by walking, and only 3.5% by public transit. These figures suggest a need to consider transportation barriers when planning service delivery and infrastructure improvements.

GSPL has also made progress in the area of sustainability, prioritizing energy-efficient replacements for aging infrastructure. However, there are opportunities to align more closely with the City of Greater Sudbury's environmental goals by incorporating water-efficient systems, expanding recycling programs, and communicating sustainability initiatives more effectively to the public.

Connected to both accessibility and sustainability is the issue of how patrons access library branches. Engagements highlighted challenges in accessing most branches via public transit (Main, New Sudbury, and, to a lesser extent, South End were identified as the only locations easily accessible by transit). This concern is reinforced by survey findings: 77% of respondents reported traveling to the library by car, 17% by walking, and only 3.5% by public transit.⁷ These figures suggest a need to consider transportation barriers when planning service delivery and infrastructure improvements.

Safety and Security

Concerns about safety were frequently raised, particularly regarding Main Library and, to a lesser extent, New Sudbury. In addition to policy and training solutions, there is an opportunity for GSPL to address these concerns by embedding “security by design” practices into facility upgrades, ensuring safety and security through features like clear sightlines, appropriate lighting, and alert buttons with clearly designated access to staff.

Future Considerations

The planned move of the Main Library to the Tom Davies Square Culture Hub offers an opportunity to modernize facilities and expand GSPL's impact. However, concerns about accessibility, parking, and the location's proximity to police services – particularly for Indigenous, racialized, and vulnerable patrons – highlight potential challenges in ensuring the new space feels welcoming to all.

⁷ Looking more specifically at GSPL's urban branches, Main Library sees somewhat lower access by car (71%) and, consequently, greater access by walking (19%) and public transit (6%). New Sudbury and South End both see lower-than-system-wide access by walking (11% and 12%, respectively) but slightly higher access by car (80% and 82%, respectively). New Sudbury also sees higher than average access by public transit (6%). While these findings provide important insights, it should also be noted that survey respondents may not fully represent those most reliant on walking or public transit, as individuals with lower incomes or limited access to personal vehicles may be underrepresented in the survey sample.



As the City is in the process of developing a new Digital Services Strategy, which may shift municipal services online, GSPL must adapt. Libraries will play a critical role in supporting digital literacy and helping patrons navigate new systems. This role will include not only providing reliable technology and internet access, but also offering personalized assistance to ensure all residents can fully access digital services.

Key Takeaways

Strengths

- GSPL's 13 branches provide extensive geographic coverage, ensuring access across rural, suburban, and urban communities.
- The Makerspace at the Main Library is a valued resource for creativity and innovation.
- GSPL is making progress toward AODA compliance and environmental sustainability initiatives.
- The South End Library's outdoor area extends library space during warmer months, enhancing patron experience.

Challenges

- Facilities are described as outdated and inconsistent, lacking modern features and inviting spaces.
- Safety concerns, particularly in urban branches, pose challenges for patrons and staff.
- Accessibility and environmental sustainability initiatives are not consistently applied across all facilities.

Gaps

- Branches lack consistent environmental design and user experience across the system.
- There is insufficient space for private study, meetings, teen/tweens, and family-friendly activities at many branches.
- Most branches do not leverage outdoor spaces, limiting opportunities for reading, programming, and social interaction.

Opportunities for GSPL

- Focus modernization efforts on higher-traffic branches to ensure flexibility, accessibility, and vibrant environments.
- Apply "security by design" principles in facility upgrades to enhance safety while maintaining welcoming spaces.



- Explore integrating creative zones with Makerspace offerings in additional branches to foster engagement.
- Explore opportunities to make use of outdoor spaces throughout the system. In particular, consider opportunities to leverage outdoor spaces that are already well-used by the broader community.
- Expand dedicated spaces for children to enhance the library's family-friendly environment and expand dedicated spaces for teens/tweens.
- Strengthen GSPL's role in digital literacy and technology support as the City's Digital Services Strategy reshapes how municipal services are delivered.
- Increase public-facing sustainability efforts, highlighting alignment with the City's environmental goals.



5. Where We're Going: Ten-Year Plan

GSPL's long-term plan provides a roadmap for the next ten years, ensuring the library remains a vital community resource while adapting to evolving needs. This plan builds on GSPL's strengths in service delivery, accessibility, and community engagement, aligning strategic priorities with long-term sustainability.

At the heart of this plan are GSPL's mission, vision, and values, which define its purpose and aspirations. These guiding principles shape how the library will expand access, strengthen partnerships, and enhance its impact across Greater Sudbury.

To bring this vision to life, the plan is structured around four priorities, which together provide a clear framework for future growth:

- 1. Strengthen GSPL's Role as a Community Hub for Resources and Connections**
- 2. Reimagine Library Spaces Through Human-Centred Planning**
- 3. Amplify GSPL's Identity and Presence in Greater Sudbury**
- 4. Build GSPL's Capacity for Sustainable Growth and Lasting Impact**

While offering long-term direction, this plan is also designed to be flexible to support shorter-term planning initiatives over the next decade.



5.1. Vision, Mission, Values

The following vision, mission, and value statements reflect GSPL's current purpose, principles, and aspirations. They serve as guiding statements for this ten-year plan, providing a foundation for the priorities and actions that follow.

Vision Statement

Where we're going

A connected, informed, and empowered community where knowledge and opportunity are within everyone's reach.

Mission Statement

How we'll get there

We connect people with possibility. GSPL connects people with ideas, opportunities, and each other – building a community inspired by what's possible.

Core Values

What guides us on our way

Intellectual Freedom: GSPL is a safe space where ideas can surface and everyone has the freedom to explore, question, and learn without fear of judgment or censorship. We believe that intellectual freedom is essential for a thriving democratic society. We foster an environment where everyone's voice and curiosity are respected, and offer the tools and information to help inform perspectives.

Literacy: At GSPL, we empower individuals to build a brighter future by advancing literacy in all its forms – whether that's reading, information, media, financial, cultural, or digital literacy. Through access to resources and support, we help people navigate an evolving world, uncover the past, make informed decisions, and actively engage in society.



Creativity: GSPL strives to inspire innovation and creativity within the community. We equip the community with the resources, programs, and tools they need to try new things, hone their skills, and drive personal growth. We also celebrate through cultural expression, heritage, and storytelling to foster community well-being.

Access: At GSPL, we continuously strive to enhance access to our physical spaces, operations, and offerings, with a focus on improving how we meet the needs of the community.

Equity & Inclusion: GSPL is dedicated to building a vibrant and inclusive community where everyone is welcomed and valued. We believe that equity and inclusion are complementary – we strive to create a space where all individuals feel welcome and included, while also providing equitable access to resources and supports that meet specific community needs.

Collaboration: At GSPL, we believe that we are stronger together. We encourage connection and collaboration both within our organization and across the community, valuing teamwork and shared purpose. By working closely with City and community partners, we enhance service delivery and create more impactful opportunities for our community.



5.2. Service Area Future States

This section lays out specific visions of a future state for each of GSPL's key service areas. Each future state articulates a forward-looking vision that remains grounded in what is feasible over the next ten years. These future directions provide a clear, tangible vision of what GSPL aims to achieve in each area while allowing flexibility for refinement over the life of this plan.

Governance Context

- Governance is forward-thinking and informed by best practices, ensuring GSPL is adaptable to emerging needs and opportunities.
- GSPL has a clear, collaborative, and mutually supportive relationship with the City, built on regular and meaningful communication with staff and Council, both formal and informal.
- The governance structure is stable, well-defined, and responsive, with clear policies, roles, and responsibilities.
- The Library Board is an effective, strategic body, fully aligned with the library's mission and long-term vision.
- Governance includes proactive workforce planning to ensure staffing levels and skills evolve in response to community needs and strategic priorities.
- Staffing capacity, structures, and decision-making processes are well-aligned with governance priorities, ensuring staff feel supported and empowered to deliver high-quality services

Collections, Programs, and Services

- GSPL offers diverse, inclusive, and dynamic collections, programs, and services that reflect the evolving needs, interests, and demographics of Greater Sudbury's communities.
- GSPL serves as a trusted connector, ensuring that residents can access the information, resources, and services they need – whether provided directly by GSPL or through strong community partnerships and other connections.
- Collection development, programs, and services are human-centred and data-informed, with regular user feedback shaping priorities and ensuring high satisfaction and engagement.
- Programs and services are designed to actively engage specific user groups where distinct needs exist, while remaining broadly inclusive and accessible to all residents. Targeted efforts address barriers to participation (e.g., timing, location, accessibility, awareness) to support equitable participation.
- GSPL provides a welcoming, supportive, and safe environment where patrons can easily access information on social services and community resources.



- GSPL's digital collections and services are intuitive, accessible, and widely used, providing seamless virtual experiences that align with patron needs and expectations.
- GSPL has strong strategic partnerships that support programming to effectively engage underserved and equity-deserving populations.
- GSPL programs excel in connecting patrons to local culture, history, and knowledge, incorporating Indigenous perspectives and offering meaningful opportunities for cultural exchange and learning.
- GSPL is recognized across Greater Sudbury for delivering regular, high-quality programming that appeals to a wide range of audiences.
- Staff have the training, resources, and flexibility to anticipate and respond to evolving community needs, leveraging emerging trends and opportunities as well as internal innovation in program and service delivery.

Digital Technology

- GSPL provides equitable access to essential technology (e.g., Wi-Fi, internet-enabled device), and cutting-edge tools for creative exploration and innovation, ensuring all residents can thrive in a technology-driven world.
- GSPL supports digital inclusion through targeted programs and services that build digital literacy, promote lifelong learning, and address gaps in access to technology.
- Digital technology is seamlessly integrated into library spaces, offering mobile-friendly solutions, plentiful charging options, and adaptable workstations to meet a range of user preferences and needs.
- GSPL maintains robust internal digital infrastructure, ensuring secure and efficient operations that enable staff to deliver exceptional services as well as safeguarding patron and organizational data through strong cybersecurity measures.
- Technology is leveraged to gather insights that inform resource allocation, service improvements, and evolving community needs.
- Staff are equipped with ongoing training and resources to stay current with digital advancements, enabling them to provide expert support and innovative service delivery.

Marketing and Communications

- GSPL has strong community-wide brand recognition and is considered an essential pillar of the community, standing alongside other municipal services as a vital resource that enriches residents' lives and strengthens Greater Sudbury.
- Marketing is embedded in service planning and delivery, ensuring promotion is proactive, strategic, and central to engaging the community.



- The library proactively builds awareness of its value proposition, ensuring residents understand the library's diverse roles – from a learning hub and culture space to a connector of people, resources, and opportunities – and its essential contributions to Greater Sudbury's social and economic well-being.
- GSPL leverages diverse communication channels (e.g., social media, newsletters, community partnerships, local media) to maximize reach and awareness of its collections, programs, and services.
- Marketing efforts are informed by data and community feedback, ensuring campaigns and messages resonate with target audiences.
- Marketing is recognized as a core function of GSPL, prioritized in resource allocation to ensure sustained investment in staff capacity, tools, and professional communications across all platforms.

Community Engagement

- GSPL is a trusted and active partner in Greater Sudbury, fostering meaningful connections with community organizations, cultural groups, and other partners to amplify its impact.
- Community engagement is embedded in GSPL's core operations, ensuring programs and services reflect the diverse needs, interests, and voices of Greater Sudbury's residents.
- GSPL leverages strategic partnerships and engagement activities to position the library as a vital hub for civic dialogue, collaboration, and shared learning.
- GSPL serves as a community connector, linking residents to relevant resources, programs, and services – whether offered by the library or external partners – ensuring the community can easily access the support and opportunities they need.
- GSPL builds and sustains respectful and meaningful relationships with Indigenous communities, incorporating Indigenous voices, perspectives, and knowledge into its engagement efforts, programs, and services.
- GSPL strengthens its connection with Greater Sudbury's Francophone population through targeted outreach, programs, and materials that reflect Francophone culture and language.
- Engagement efforts include regular opportunities for dialogue, feedback, and collaboration, enabling GSPL to adapt its offerings and strengthen its community relationships.
- Staff are equipped with the time, training, and resources necessary to establish and sustain effective partnerships with community organizations, ensuring GSPL's engagement efforts are impactful and scalable.



Patron Experience

- GSPL delivers a seamless, welcoming, and inclusive experience, ensuring every patron feels valued, supported, and represented.
- Services are designed with accessibility and human-centred principles, accommodating the diverse needs of all patrons.
- Patrons enjoy consistent and equitable experiences across all branches, supported by both convenient self-service options and proactive staff assistance.
- GSPL is proactive in anticipating and addressing patron needs, empowering staff to deliver exceptional service and personalized support.
- Regular opportunities for patron feedback inform service improvements, ensuring the library remains responsive, innovative, and future-focused.
- Staff receive regular customer service training, including related to accessibility, cultural sensitivity, and digital literacy, to support all patrons effectively and equitably.

Buildings and Beyond

- GSPL offers modern, adaptable, and welcoming physical spaces that meet the diverse needs of Greater Sudbury's communities, serving as vibrant hubs for connection, learning, and collaboration.
- Library spaces are designed, maintained, and upgraded with accessibility, sustainability, and inclusivity in mind, reflecting best practices in universal design and climate resilience.
- Library spaces offer flexible environments with a balance of quiet, collaborative, social, and child-friendly spaces that adapt to community activities and interests.
- The new Central Library stands as a flagship facility, showcasing cutting-edge design, cultural relevance, and community-driven features that inspire pride across Greater Sudbury.
- Outdoor spaces, where available, are activated to extend the library's reach and create dynamic environments for community engagement, programming, and recreation.
- GSPL's physical locations are closely aligned with public transit routes and access points, ensuring branches are reachable for all residents, including those relying on public transportation.
- GSPL ensures its branch network and extended services (e.g., pop-up libraries, kiosks, holds lockers) are strategically located to maximize community access, adapting to population shifts and emerging needs.



5.3. Recommendations

The following recommendations are organized into four strategic priorities. Each priority includes several key objectives along with specific actions to achieve the objectives.

Given the rapid pace of change GSPL has experienced over the past five years in community needs, service expectations, and governance structures, these recommendations balance near-term, higher priority actions with longer-term capacity-building initiatives. Some actions address urgent gaps identified through this planning process – such as enhancing collections visibility, strengthening program delivery, increasing brand awareness – while others focus on building GSPL’s internal capacity to assess, plan, and evolve sustainably. This dual approach is designed to ensure GSPL remains adaptive and responsive to evolving community needs over the next decade.

Priority 1: Strengthen GSPL’s Role as a Community Hub for Resources and Connections

GSPL provides equitable access to knowledge, technology, and services that support lifelong learning, digital inclusion, and social well-being. This priority reinforces the library’s role as a trusted community connector, ensuring residents can access the resources and opportunities they need. By enhancing collections, digital services, and program offerings, GSPL will strengthen its position as a go-to destination for learning, civic engagement, and essential services.

This priority also emphasizes community-responsive programming and partnerships, ensuring GSPL remains adaptable to evolving local needs while fostering meaningful connections across Greater Sudbury.

Objective 1.1: Enhance equitable access to learning, technology, and essential services.

GSPL should continue to be a go-to destination for residents seeking knowledge, skills, and support services. This objective focuses on expanding technology access, strengthening collections, and enhancing GSPL’s role in community resource navigation. → For Objective 1.1 implementation details, see Table 1.

Service Areas:

Collections, Programs, Services | Digital Technology | Community Engagement | Patron Experience



A. Expand GSPL's role in digital inclusion by ensuring continued access to essential technology (e.g., high-speed internet, public computers, assistive technology).

Digital access is a core library service, but many residents still lack the equipment, skills, or confidence to use technology effectively. This action includes providing access to equipment as well as regular digital literacy workshops to help patrons use these tools and effectively navigate the wider technology landscape. As part of this ongoing initiative, GSPL should maintain an up-to-date inventory of available technology services that will enable the library to track and adjust its offerings to meet evolving needs.

B. Broaden access to emerging and creative technologies (e.g., Maker tools and technology, VR, specialized software).

GSPL should provide cutting-edge learning opportunities while ensuring investments align with community interests at the local branch level. Introduce new tools and programs in alignment with community demand, consider inputs such as demographic data, patron feedback, and partner guidance to direct investments over time.

C. Proactively connect users with materials using data-driven insights.

GSPL has a strong collection, but many patrons are unaware of available materials or how to easily access items across branches. Strengthening data-driven collection strategies will help ensure materials are not only well-curated but also more effectively connected to users. Regularly assess circulation trends, community demographics, and patron feedback to refine collection placement, improve visibility of materials, and enhance discoverability. This could include targeted displays as well as clearer communication on how patrons can request materials within GSPL and through inter-library loans. Particular attention should be given to increasing awareness and accessibility of French-language materials (e.g., improved signage, spine stickers) and showcasing rotating curated selections (e.g., local writers and publishers, health topics, cultural celebrations).

D. Position GSPL's website as a "Digital Library" and central access point for online learning, e-resources, and virtual services.

Many residents are unaware of GSPL's online offerings; positioning the website as a core library service will support greater engagement. Support this transition with a targeted promotion strategy designed to raise awareness of GSPL's digital offerings and position the website as a holistic online branch rather than a stand-alone informational tool.



E. Pilot a Community Resource Hub at the Main Library, providing GSPL-delivered social service navigation.

As many residents turn to the library as a first stop for help, having dedicated support on-site would enhance GSPL's ability to connect residents to vital services available through the City of Greater Sudbury and other providers. This initiative is a service expansion for GSPL, creating a structured resource hub with a dedicated staff role (e.g., Social Services Librarian) to provide referrals and direct assistance. While it would be a library-led initiative, the hub could be co-developed with or informed by input from social service partners. This initiative draws inspiration from Mississauga Library's Open Window Hub, a resource and information centre – based at the Central Library and staffed by a social worker – that offers support to individuals and families across the city who are experiencing homelessness and/or mental health issues. If the pilot is successful, make the hub permanent and explore if there is a need for satellite hubs in other branches as local community dynamics continue to evolve.

Objective 1.2: Deliver high-quality programming that drives system-wide and branch-specific engagement.

GSPL should offer consistent, high-quality programming across branches while allowing flexibility for local needs. A structured approach to program planning will ensure offerings are aligned with strategic aims, target diverse audiences, and remain adaptable to emerging trends. → For Objective 1.2 implementation details, see Table 2.

Service Areas:

Governance Context | Collections, Programs, Services | Community Engagement

A. Develop a system-wide Program Planning Framework to guide program development, audience targeting, evaluation, and alignment with strategic aims.

A Program Planning Framework is a structured tool that sets clear guidelines and decision-making criteria for developing, evaluating, and refining library programs. Building on the Program Strategy work GSPL has already undertaken, this framework will help ensure programming is strategic, aligned with library priorities, and coordinated and consistent across branches, while allowing flexibility for local needs. It will also support the efficient allocation of resources by establishing criteria for assessing program feasibility, impact, and target audiences. The framework should define and set targets/parameters in key areas such as program categories (e.g., literacy, creative, digital, cultural, social services), alignment with strategic aims (connections to GSPL and community priorities), target audiences (ensuring a mix of general and equity-deserving groups), and evaluation and feedback mechanisms (to assess impact and continually refine offerings). Staff input should be incorporated to ensure programming decisions reflect front-line insights and community needs.



B. Establish a core series of anchor programs or events to drive engagement with GSPL programming.

Consistently offering high-quality, recognizable programs builds long-term engagement and reinforces GSPL's role as a core resource for learning and community connection. Develop a select number of recurring, system-wide programs or events that align with GSPL's priorities and community interests. Programs and events should be regularly evaluated to ensure ongoing relevance and impact. While the primary purpose of this initiative is to provide reliable, high-impact programming that meets community needs and deepens engagement, delivering consistent, potentially high-profile programs and events will also contribute to GSPL's visibility.

C. Expand staff training and resources for program delivery.

Staff need the tools, flexibility, and planning time to adapt programming as community needs evolve. Ensure programming staff receive ongoing training and development opportunities related to program innovation as well as wider community and library trends.

Objective 1.3: Foster civic literacy and engagement across the community.

Libraries are widely perceived as neutral, trusted public spaces where residents can access information, engage in dialogue, and participate in civic life. GSPL should take a more active role in facilitating civic literacy and engagement opportunities. → For Objective 1.3 implementation details, see Table 3.

Service Areas:

Governance Context | Collections, Programs, Services | Community Engagement

A. Develop guidelines for hosting public discussions on complex topics (e.g., climate action, social issues).

GSPL can increase its capacity to host constructive, informed community discussions on critical local and global issues. Clear guidelines will help establish GSPL as a convening space for community dialogue and difficult conversations, ensuring a range of perspectives are represented and welcome in library spaces. Guidelines will serve both internal and public-facing purposes, providing staff with direction when planning and facilitating discussions while also setting clear expectations for patron participation. Consider posting guidelines publicly (e.g., online, in high-traffic or key programming spaces) to support awareness.



B. Develop civic literacy initiatives that position GSPL as a hub for civic engagement.

Public libraries have a unique opportunity to support civic education and engagement. Examples could include speaker series on local policy issues and community concerns; intellectual freedom; media literacy; and workshops on civic rights, responsibilities, and local governance. Additionally, GSPL should continue efforts to make library spaces available as voting locations in election periods, reinforcing its role in civic participation.

C. Expand GSPL's climate and sustainability initiatives by building on existing efforts like the Climate Justice Corner and exploring new educational programs focused on environmental literacy.

Climate action is an important municipal priority and a growing area of public interest, and libraries can play a role in educating and engaging communities on sustainability topics. Additionally, GSPL can increase awareness about its own organizational initiatives that support sustainability (e.g., signage highlighting environmentally-friendly features, educating patrons about the concept of circular economy).



Priority 2: Reimagine Library Spaces Through Human-Centred Planning

GSPL's physical and digital spaces must evolve to reflect the diverse needs of Greater Sudbury's communities. This priority focuses on creating welcoming, accessible, and adaptable spaces, optimizing branch placement, and integrating new service points to improve community access.

A key focus is balancing system-wide consistency with local flexibility – ensuring all branches offer high-quality experiences while reflecting their unique community identities. Beyond physical spaces, this priority also expands to alternative service models, and outreach efforts to bring GSPL services directly to residents where they live, work, and gather.

Objective 2.1: Enhance accessibility, flexibility, and community use in library facilities.

GSPL's spaces should be welcoming, inclusive, and adaptable to support a range of uses, from quiet study to dynamic programming and social interaction. → For Objective 2.1 implementation details, see Table 4.

Service Areas:

Digital Technology | Patron Experience | Buildings and Beyond

A. Strive to adhere to best practices in accessibility, sustainability, safety, and universal design at all branches.

Library spaces must be physically accessible, environmentally sustainable, and easy to navigate for all patrons. Universal design ensures that spaces are intuitive, flexible, and safe for all patrons, regardless of age, ability, and individual needs. As GSPL renovates or develops new facilities, it should integrate features such as clear sightlines, intuitive wayfinding, good lighting, and adaptable seating and workstation layouts to create welcoming and functional spaces for all users. As opportunities arise, aim to achieve certification through bodies such as the Rick Hansen Foundation (for accessibility standards) and LEED (for environmental standards).

B. Redesign service desks and patron interaction points to create a more welcoming and intuitive experience.

Physical layout impacts patron experience, and more inviting service points encourage interaction. As a first, near-term step, GSPL should remove plexiglass barriers across all branches. As this action advances, consider optimizing welcome desk placement to encourage engagement (e.g., located deeper in the library rather than at the threshold). Consider also introducing roving service models where appropriate (e.g., at larger branches).



C. Enhance self-service options while maintaining personalized support for patrons.

Many patrons prefer or even expect self-service options, while others want or need personalized assistance. A balanced approach will enhance accessibility for all patrons. To improve self-service options, consider near-term steps such as better advertising (and providing instructions for) placing holds digitally. As check-out stations age out, replace them with more modern self-checkout kiosks that offer enhanced services (e.g., checkouts, program information/registration, book recommendations). To continue providing high-quality personalized support, improve in-branch signage advertising the types of services library staff can assist with. Additionally, consider introducing “help signals” (e.g., table cards) for patrons who want assistance without actively approaching staff.

D. Increase the availability of flexible workstations, laptop kiosks, and charging stations.

GSPL must support diverse work and study needs by improving access to technology and adaptable spaces. Expand the availability of power outlets in study and common areas, including through wall outlets, study carrels and tables with outlets, and creative solutions such as mobile charging stations. Introduce laptop kiosks to provide flexible, on-demand access to computers, reducing reliance over time on traditional desktop workstations and better accommodating different user preferences.

Objective 2.2: Optimize access to GSPL through alternative spaces and service points.

GSPL should optimize its physical footprint while expanding outreach and alternative service points to improve access across Greater Sudbury. → For Objective 2.2 implementation details, see Table 5.

Service Areas:

Governance Context | Digital Technology | Community Engagement | Buildings and Beyond

A. Reassess GSPL's branch locations and service points to align with population shifts and maximize engagement.

GSPL must ensure its physical locations are optimally positioned and resourced to serve the community. As a pilot project, consider transitioning a traditional branch to an express library (with features such as digital kiosks, holds lockers, and regular staff hours) in a high-traffic community space (e.g., a recreation centre or shopping mall). This model would balance self-service options with scheduled library office hours, maintaining equitable access while allowing staff resources to be reallocated where most needed. As one option to enhance access and visibility, GSPL should work with the City of Greater Sudbury to assess city-owned properties that may be suitable for co-located library services (including express and traditional



service points), where appropriate and as opportunities arise – prioritizing accessibility, public transit access, and community engagement potential. Additionally, GSPL should evaluate whether a Facilities Master Plan is needed to guide long-term development, incorporating insights from this pilot and lessons learned from the Central Library project.

B. Activate outdoor library spaces to expand engagement opportunities.

Sudbury has a strong outdoor culture; integrating outdoor library spaces creates new engagement opportunities that leverage this community strength. Introduce reading gardens, outdoor study areas, and seasonal programming spaces at branches, as opportunities arise (e.g., facility upgrades, relevant municipal infrastructure projects). Feedback from the Central Library engagements highlighted a desire for culturally meaningful outdoor gathering and learning spaces for Indigenous residents. Taking inspiration from projects such as the Indigenous garden at Toronto Public Library’s Albert Campbell branch, this action may offer opportunities to co-vision outdoor spaces with Indigenous communities in support of Indigenous placemaking and placekeeping. Additionally, explore opportunities to implement community-driven projects that bring the library’s presence into other public spaces (e.g., sidewalk poetry, story trails in parks).

Objective 2.3: Foster a welcoming and inclusive patron experience across GSPL spaces.

GSPL must balance system-wide consistency with branch-level flexibility, ensuring all locations offer high-quality experiences while reflecting local community identities. → For Objective 2.3 implementation details, see Table 6.

Service Areas:

Governance Context | Collections, Programs, Services | Community Engagement | Patron Experience

A. Roll-out a Customer Service Strategy to ensure GSPL staff provide exceptional, equitable, and proactive service across all branches.

A strong customer service approach ensures that GSPL remains a welcoming, inclusive space where all patrons feel supported. GSPL should develop a formal Customer Service Strategy aligned with CGS policies, ensuring staff are equipped with the tools and training to deliver personalized, equitable, and proactive service. This strategy should consider visual identifiers (e.g., lanyards) to make staff easily recognizable to patrons seeking assistance as well as ways to signal available languages of service (e.g., badges, stickers). Additionally, staff should be engaged in shaping this strategy to reflect on-the-ground insights and local community nuances. To support successful implementation of this strategy, provide ongoing customer service training, with a focus on accessibility, cultural sensitivity, and effective patron engagement.



B. Enhance children's spaces across all branches.

GSPL should be a premiere destination for families with engaging spaces designed for young learners. In the near-term, consider opportunities to better promote and augment Stay and Play items. Over time, implement more child-friendly, interactive design that supports play-based learning (e.g., sensory exploration, spaces where loud play is encouraged). Prioritize upgrades at branches in communities with higher numbers of families relative to other communities.

C. Designate zones within branches for quiet study, collaboration, and social engagement.

Libraries serve multiple user needs and must provide a mix of environments. Planning library spaces according to zones will support this range of needs – such as quiet reading areas (e.g., with comfortable furniture), interactive zones (e.g., with media and gaming consoles), and spaces for group work (e.g., with large tables, sound-absorbing panels) – and could help entice more non-library users to use the space. Lessons from the Central Library space planning and development can help inform how this approach is adopted across the system.

D. Enhance and expand partnerships with social service organizations to provide outreach workers in library spaces who can support vulnerable patrons.

Libraries serve as essential public spaces where all patrons – including those facing social, economic, and mental health challenges – should feel safe and supported. GSPL already engages with some outreach and support initiatives inside its spaces, such as meal drop-offs for unhoused individuals and visits from client navigators from the City of Greater Sudbury. Building on this foundation, GSPL should explore opportunities to enhance and expand partnerships with local social service organizations to better meet the needs of vulnerable patrons. These partnerships could bring additional outreach support into branches – similar to Toronto Public Library's collaboration with the Gerstein Crisis Centre – while helping to ensure the library remains a safe and welcoming environment for all patrons, including those who may feel uncomfortable or unsafe when difficult situations arise. A consistent, proactive outreach presence – focused on relationship-building and trust – can help prevent issues before they escalate and lead to more effective intervention when support is needed. As part of this work, GSPL could also explore opportunities to deliver additional training to staff (e.g., managing complex patron interactions, de-escalation techniques) in collaboration with partners, further supporting the overall patron experience.

E. Create opportunities for patrons to regularly engage with their local library branch.

GSPL should foster interactive, low-barrier ways for patrons to connect with their branch beyond formal programs. These initiatives could include interactive displays, collective art projects, community message boards, or scavenger hunts. Set up by front-line staff, these efforts should be flexible, responsive to and reflective of community interests, and designed to make library spaces feel welcoming, dynamic, and participatory.



Priority 3: Amplify GSPL's Identity and Presence in Greater Sudbury

GSPL is an essential public service, but many residents underestimate its full scope and impact. This priority focuses on elevating brand awareness, outreach, and visibility to ensure more people recognize, engage with, and advocate for the library.

Through strategic marketing, cross-sector partnerships, and targeted outreach, GSPL will expand its reach to new users, strengthen relationships with the City of Greater Sudbury, and reinforce its role as a community hub. A focus on data-driven engagement will ensure that marketing and outreach efforts are impactful, measurable, and responsive to changing community needs.

Objective 3.1: Increase awareness of GSPL's wide-ranging value through a strong holistic brand.

Many residents underestimate or misunderstand the library's many roles and impact in the community. Strengthening brand awareness and strategic messaging will increase public engagement and strengthen advocacy. → For Objective 3.1 implementation details, see Table 7.

Service Areas:

Collections, Programs, Services | Marketing and Communications | Community Engagement | Buildings and Beyond

A. Develop a city-wide brand awareness campaign to highlight GSPL's role in enriching lives and strengthening the community.

Public storytelling helps shift perceptions of the library and reinforce its value proposition beyond books – positioning GSPL as an essential service that enriches lives and strengthens the community. Consider an initial campaign to build momentum, followed by a high-impact campaign tied to the opening of the new Central Library. This campaign should also explicitly highlight GSPL's French resources and services.

B. Establish consistent organizational branding across branches, digital platforms, and promotional materials that encompasses local identities.

A strong, unified brand presence helps residents recognize and trust GSPL services. Refresh brand guidelines to ensure cohesive visuals and messaging, and consider developing a formal Environmental Graphic Design Plan aimed at creating consistency across the library system. This plan would standardize signage, branding elements, and customer service touchpoints while maintaining flexibility for local customization. This plan should define where consistency is essential (e.g., wayfinding signage, core



branding, key service areas) and where branches have room to adapt to reflect their community (e.g., locally curated collections, public artwork).

C. Pursue cross-promotion partnerships to increase GSPL's visibility in the community.

Expanding GSPL's reach beyond traditional channels will increase engagement with new audiences. Examples may include co-branded programming opportunities (e.g., author talks or open mics at coffee shops, workshops with local businesses); collaborative content campaigns (e.g., library-curated reading lists featured in local publications); and sponsorships or in-kind partnerships with local businesses and media outlets.

Objective 3.2: Reinforce the library's role as an essential municipal service that advances civic priorities.

Proactively strengthening municipal relationships will ensure GSPL is better recognized, appropriately resourced, and integrated into citywide initiatives. → For Objective 3.2 implementation details, see Table 8.

Service Areas:

Governance Context | Marketing and Communications

A. Advocate for GSPL's continued inclusion in municipal planning and policy discussions.

Integrating GSPL into City strategies increases visibility and positions the library as a key civic player. Continue to participate in City-led initiatives to reinforce GSPL's alignment with municipal priorities and ensure GSPL is formally recognized in relevant City plans (e.g., related to community development, education, economic resilience).

B. Leverage municipal communication channels to strengthen GSPL's visibility.

Positioning GSPL as an integral part of City services helps solidify its role as an essential public institution. Work with the City of Greater Sudbury to feature GSPL updates in City newsletters, websites, and community reports, as appropriate. Additionally, ensure the library is included in municipal messaging on community development, lifelong learning, and social services, where relevant.



Objective 3.3: Integrate marketing and outreach as a core library function.

Embedding marketing and outreach across GSPL's operations will ensure promotion and engagement are integrated into all aspects of library activities. In particular, a strong marketing and outreach strategy will ensure GSPL's promotional efforts are intentional, strategic, and measurable. → For Objective 3.3 implementation details, see Table 9.

Service Areas:

Governance Context | Digital Technology | Marketing and Communications

A. Develop and implement a marketing strategy that embeds promotion within library activities, ensuring communications are proactive, integrated, and aligned with service goals.

Proactive marketing ensures that GSPL's services are effectively communicated to the right audiences. Establish clear strategic objectives (e.g., increase active cardholders, boost program attendance) with a structured implementation approach (e.g., content calendar, social media plan, targeted campaigns). As part of developing, implementing, and monitoring the strategy, integrate regular internal updates and staff input to ensure alignment between marketing efforts and front-line insights. Additionally, to support promotional efforts and enhance brand visibility, develop a collection of high-quality photos that reflect GSPL's spaces, programs, and community impact.

B. Create a new Marketing and Communications Lead position to oversee GSPL's marketing strategy and implementation.

Dedicated capacity is critical for executing consistent, effective marketing efforts. This role should focus on areas such as brand management, outreach, and online marketing engagement. Ensure the lead is equipped with resources and support to execute strategic campaigns.

C. Provide marketing training and tools for library staff to ensure system-wide participation in promotional efforts.

Ensuring system-wide marketing alignment will strengthen GSPL's outreach and engagement. As part of this initiative, GSPL should equip staff at all levels with standardized messaging and outreach best practices. Additionally, front-line staff should receive guidance on how to integrate marketing into day-to-day patron interactions.



D. Use data and community insights to refine and improve marketing strategies.

Data-driven marketing ensures that GSPL's outreach is targeted, relevant, and effective. Analyze and leverage key metrics (e.g., related to program attendance, website traffic, patron engagement) and audience insights (e.g., language preferences, location, demographic trends) to tailor, iterate, and refine promotional efforts.

Objective 3.4: Strengthen GSPL's outreach programming to engage non-users and underserved populations.

Outreach efforts must be strategic, ongoing, and inherently connected to community needs to ensure GSPL meaningfully connects with historically under-engaged and underserved users. → For Objective 3.4 implementation details, see Table 10.

Service Areas:

Marketing and Communications | Community Engagement | Buildings and Beyond

A. Expand GSPL's presence at high-visibility community events with engaging pop-up libraries.

Engaging non-users in familiar settings encourages new connections with GSPL. Increase participation in major cultural, recreational, and civic events across Greater Sudbury. Offerings should be tailored to the event and may include interactive activities, library card registration, and on-the-spot lending.

B. Develop a sustained outreach model for equity-deserving and underserved communities.

Long-term, community-embedded outreach is more effective than sporadic efforts. Consider pathways to establish regular programming and/or service partnerships with key community hubs (e.g., N'Swakamok Native Friendship Centre, YMCA, senior centres).

C. Pilot targeted outreach efforts to increase library membership among non-users.

GSPL must actively engage those who are unaware or unsure of library services. Conduct ongoing research (e.g., focus groups, surveys) to understand barriers to library use, and develop outreach efforts that directly address common concerns. Consider opportunities to leverage research through other municipal engagement efforts to access community-wide input while mitigating cost and effort.



Priority 4: Build GSPL's Capacity for Sustainable Growth and Lasting Impact

For GSPL to effectively serve Greater Sudbury, it must have strong internal capacity, sustainable operations, and a strategic approach to resource allocation. This priority ensures that GSPL's governance and operations processes are designed to meet evolving demands while fostering a culture of continuous learning and innovation. It addresses the underlying systems and capacity that support GSPL's long-term success, complementing the specific service improvements captured in the preceding priorities.

By implementing governance enhancements, staff development initiatives, strategic partnerships, and data-driven decision-making, GSPL will lay the foundation for long-term sustainability. These investments will ensure GSPL can scale its services, strengthen community connections, and remain a vital public resource well into the future.

Objective 4.1: Build organizational capacity for strong leadership and service delivery.

GSPL must support its staff and board members with the training, tools, and resources they need to effectively fulfill their roles and champion the library within the community. → For Objective 4.1 implementation details, see Table 11.

Service Areas:

Governance Context | Digital Technology | Community Engagement

A. Establish structured opportunities for shared learning among GSPL staff.

Cross-branch knowledge-sharing strengthens internal collaboration and enhances service delivery. In addition to leveraging all-staff meetings and digital collaboration tools (e.g., Microsoft Teams), implement initiatives such as peer-to-peer learning sessions or mentorships to facilitate best practice exchanges, community insights, and organic service innovations. Staff should have opportunities to shape learning initiatives based on their needs and priorities, ensuring training and peer exchange formats are relevant, accessible, and impactful. These efforts will ensure GSPL staff can continuously adapt to evolving service needs and share expertise across the system.



B. Commit to ongoing staff training and professional development.

Ongoing training ensures that staff are equipped to meet the evolving needs of patrons. Key areas to consider include trauma-informed service, digital literacy, accessibility, and cultural competency. Additionally, develop training in community engagement best practices to enhance system-wide relationship-building with patrons and partners. A structured training approach will ensure staff remain adaptable, confident, and well-equipped to deliver high-quality services as GSPL's role continues to evolve.

C. Leverage GSPL's network with other libraries to exchange best practices and foster innovation.

Maintaining strong relationships with other libraries supports knowledge-sharing and continuous improvement. Continue engaging with regional and national library networks, such as the Canadian Urban Libraries Council (CULC) and Ontario Library Service (OLS), as well as local libraries (e.g., Atikameksheng Anishnawbek) to stay informed about emerging trends, practices, new initiatives, and opportunities for community engagement.

D. Enhance board orientation and ongoing training to strengthen governance and advocacy.

Board members play a key role in GSPL's strategic oversight and municipal advocacy. Continue to refine the orientation process and develop annual training covering governance responsibilities, the Public Libraries Act, and GSPL's strategic priorities. This training will ensure board members are well-equipped to support strategic decision-making and represent GSPL effectively. Proactive training and keeping members up-to-date on library trends will ensure that the board is well-prepared to guide strategic planning.

E. Facilitate stronger touchpoints between GSPL and the City.

Strengthening communication channels between GSPL leadership (senior staff and board members) and municipal decision-makers will reinforce the library's role as an essential public service, helping to build long-term municipal support and develop library champions among City staff and Councillors. In addition to GSPL's presence in formal budget and planning discussions, implement and/or maintain regular meetings with key City staff and members of Council. Examples of touchpoint opportunities could include strategic discussions, facility tours, inviting Council members to engage in library activities happening in their wards, and shared learning sessions (e.g., on critical community-wide issues) to maintain alignment with City priorities. Additionally, consider how to strategically leverage the rotation of Council representatives on the board to build broader awareness of GSPL's value and impact across municipal leadership.



Objective 4.2: Foster strategic partnerships that contribute to sustainable service delivery and lasting community impact.

Collaborations with community organizations enhance GSPL's ability to serve as a resource connector and service provider. This objective focuses on building partnerships that expand GSPL's reach and impact. → For Objective 4.2 implementation details, see Table 12.

Service Areas:

Governance Context | Community Engagement

A. Designate a Community Engagement and Partnerships Lead to oversee relationship-building efforts.

A dedicated role will ensure that GSPL's partnerships are strategic, impactful, and aligned with its mission. This role will also support staff in integrating relationship-building into their work at both the system-wide and branch levels. By embedding ongoing partnership development into GSPL's operations, this role will help sustain and expand community connections over time.

B. Define, track, and evaluate partnerships through a structured framework.

Effective partnerships contribute to GSPL's reach and impact. Develop a system for tracking and assessing partnerships based on components such as their scope (system-wide, branch-specific, program-based), intended outcomes, alignment with stated priorities, target communities, and success metrics.

C. Strengthen partnerships with educational institutions, arts and cultural groups, and social service organizations.

GSPL's partnerships help extend its reach, ensuring that services and programming are responsive, inclusive, and sustainable. By collaborating with organizations that support education, arts and culture, and social services, GSPL can expand access to resources and learning opportunities. Partnerships with groups serving newcomers, youth, seniors, individuals with disabilities, and other equity-deserving communities will further enhance cultural and social programming while addressing diverse community needs.

D. Develop reciprocal, community-informed collaborations with Indigenous organizations and host Nations.

GSPL must ensure Indigenous perspectives are meaningfully represented in its services. Build partnerships rooted in reciprocity, integrating Indigenous knowledge and priorities into GSPL's programming, collections, and outreach efforts.



E. Enhance collaboration with Francophone organizations to improve programming, collections, and outreach.

GSPL already plays an important role in serving Greater Sudbury's Francophone community. Strengthening partnerships with Francophone organizations will help reinforce and build awareness of existing services while identifying targeted opportunities to enhance engagement.

Objective 4.3: Ensure scalable, data-driven growth and resource allocation.

GSPL must balance innovation with sustainability, ensuring that new initiatives, service expansions, and operational changes align with community needs, staff capacity, and available resources. This objective focuses on leveraging data and evaluation frameworks to guide decision-making, and scaling services in a strategic, sustainable manner. → For Objective 4.3 implementation details, see Table 13.

Service Areas:

Governance Context | Collections, Programs, Services | Digital Technology

A. Develop a decision-making framework to assess new initiatives and resource allocations.

A structured approach to evaluating new services ensures resources are used effectively and that GSPL mitigates the risk of “trying to be all things to all people.” Develop a framework that considers anticipated community impact, staff capacity, financial sustainability, and adherence to organizational values when assessing new initiatives, services, and resources. This framework should include a process for staff input on major service changes and resource allocations, enhancing transparency and internal alignment.

B. Regularly assess the success of GSPL's programs and services against defined outcomes.

Ongoing evaluation ensures that GSPL remains accountable to its strategic aims and continuously improves its offerings. Establish clear performance measurement tools to track the impact of GSPL's services and programs. Implement a structured approach to evaluation that integrates patron and staff feedback, data analytics, and alignment with GSPL's strategic goals. Ensure that evaluation results directly inform decision-making, including iterative improvements and discontinuing initiatives that are not achieving impact.



C. Explore AI and automation solutions to streamline routine processes.

Automation can improve efficiency and free up staff time for high-value patron services. Assess opportunities to automate tasks such as overdue reminders, online payments, and room booking systems, ensuring that implementation aligns with GSPL's capacity and community needs. As a first step for this initiative, develop an AI policy to guide internal and patron-facing uses of generative AI. Consider guidelines that balance efficiency with a commitment to human-centred service, ensuring AI enhances rather than replaces staff contributions and patron interactions.

D. Ensure staffing levels and structures align with service demands.

Effective library operations require a staffing model that reflects GSPL's priorities. Assess current roles and responsibilities to identify opportunities for realignment, new hires, or restructuring. In addition to dedicated positions outlined in this plan (e.g., Community Engagement & Partnerships Lead, Marketing & Communications Lead, Social Services Librarian), ensure sufficient and adaptive staffing to support programming, patron experience, and evolving operations in the long term.



6. How We'll Get There: Implementation

To successfully implement this plan, GSPL must take a thoughtful, strategic approach that balances ambition with practicality. The following key considerations will guide decision-making, ensuring that initiatives are well-supported, responsive to community needs, and positioned for long-term success:

- **Data-Driven Decision-Making** – GSPL will use data and performance measurement tools to track progress, refine services, and ensure that resources are allocated effectively. This principle includes revisiting internal initiatives to build on past successes and lessons learned, as well as drawing inspiration from promising practices in other library systems.
- **Collaboration and Partnerships** – Many initiatives will be implemented in close partnership with the City of Greater Sudbury, community organizations, and sector partners, maximizing impact and shared expertise.
- **Change Management and Adaptation** – As service models evolve, GSPL must balance innovation with continuity, ensuring staff are supported and have key opportunities for input, operations remain sustainable, and patrons are equipped to navigate changes to service delivery.



6.1. Implementation Plan

This section provides a framework to guide the implementation of the ten-year plan for GSPL. Each action is detailed with the following information for its implementation:

- **Timeframe:** Actions are indicated as short-term, medium-term, or long-term recognizing that some preliminary steps may begin earlier or be ongoing
 - Short-term: for completion in years 1–3
 - Medium-term: for completion in years 4–6
 - Long-term: for completion in years 7–10
- **Potential partners:** External partners who may be involved in advancing or delivering the action.
- **Intersections and Interactions:** Many actions included in this plan are interconnected, working together to advance the strategic priorities in a cohesive and sustained way.
- **Measures of Success:** Output and outcome-based performance indicators are provided to help the GSPL measure success throughout the lifespan of this plan.



Table 1 – Objective 1:1: Enhance equitable access to learning, technology, and essential services.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Expand GSPL's role in digital inclusion by ensuring continued access to essential technology.	Short-term (ongoing)	Existing operating budget	- Local education providers (e.g., colleges, school boards) - Workforce development agencies - Municipal digital equity initiatives - Technology donors/grants (e.g., OLITA Library Technology Micro-grant))	- Aligns with 1.1.D (Digital Library initiative), ensuring digital access is supported both in-person and online. - Supports 1.2.A (Program Planning Framework), integrating digital literacy programs as a core component of GSPL's learning offerings. - Connects with 2.1.D (technology-enhanced workspaces), ensuring infrastructure investments support flexible and accessible digital access for patrons.	- Number of public access computers/devices available (by branch and system-wide) - Usage of essential technology (review usage statistics) - Attendance and satisfaction levels for digital literacy workshops - Updates to technology service inventory
B. Broaden access to emerging and creative technologies.	Short-term (ongoing)	Capital funding (for equipment), existing operating budget	- Local arts and technology groups - Post-secondary institutions, - STEM-focused organizations - Business innovation initiatives	- Supports 1.2.A (Program Planning Framework) by integrating creative technology into GSPL's program offerings. - Aligns with 2.1.D (technology-enhanced workspaces), ensuring library spaces can accommodate evolving technology needs.	- Number of emerging and creative technology tools/resources available (by branch and system-wide) - Utilization of emerging and creative technology services (review usage statistics) - Attendance and satisfaction levels for related programs
C. Proactively connect users with materials using data-driven insights.	Short-term (ongoing)	Existing operating budget	Consider collaborating with external partners on specially curated selections from time to time	- Supports 3.1.A (brand awareness campaign), as curated selections can reinforce GSPL's public identity and thematic priorities. - Better displays contribute to 2.1.C (self-service enhancements) by making materials easier to discover and access. - Aligns with 3.1.C (cross-promotion partnerships) by extending curated content efforts into community collaborations. - Aligns with Objective 4.2, especially Actions 4.2.C and 4.2.D (strategic partnerships with Indigenous and Francophone organizations), providing insights to enhance culturally relevant collections and targeted promotion strategies.	- Circulation trends identified by category - Number of curated displays - Patron satisfaction on collection relevance and discoverability - Utilization of language-specific and diverse collections (review usage metrics)
D. Position GSPL's website as a "Digital Library" and central access point for online learning, e-resources, and virtual services.	Medium-term	Capital funding/one-time (website redesign), existing operating budget		- Aligns with 1.1.A (digital inclusion efforts), ensuring online services complement in-branch technology access. - Aligns with 1.1.C (proactively connecting users to materials) by ensuring digital collections are well-curated and discoverable. - Supports 1.2.A (Program Planning Framework), enabling digital program expansion. - Reinforces 3.1.A (brand awareness campaign), ensuring GSPL's digital presence is actively promoted and recognized as a core service.	- Number of unique website visitors - Website session duration, number of pages visited, and time spent per page - Utilization of online resources (review usage statistics) - Increase in patron awareness of online resources (e.g., through surveys, focus groups)



E. Pilot a Community Resource Hub at the Main Library, providing GSPL-delivered social service navigation.	Medium-term	Capital funding/one-time (pilot setup), increase to operating budget (staffing for navigation services)	- Municipal social services - Local non-profits - Healthcare providers - Employment agencies - Newcomer organizations	- Intersects with 2.3.D (partnerships with social service organizations for on-site support), strengthening GSPL’s ability to directly connect vulnerable residents with critical services. - Reinforces 3.2.A (advocacy for GSPL’s inclusion in municipal planning), positioning the library as an essential service provider and enhancing its role within the City’s broader social service framework. - Aligns with 4.1.B (staff training in community engagement and trauma-informed service), ensuring front-line staff are equipped to support patrons with social service needs.	- Number of residents engaging with hub - Number of successful referrals to community services - Patrons and service partners satisfaction with hub effectiveness - Evaluation of pilot success for potential expansion
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Table 2 – Objective 1.2: Deliver high-quality programming that drives system-wide and branch-specific engagement.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Develop a system-wide Program Planning Framework.	Short-term	Existing operating budget		- Supports all recommendations related to programming in specific subject areas (e.g., digital literacy, emerging and creative tech, civic engagement, sustainability). - Reinforces 4.1.B (staff training and professional development) by equipping staff with program planning skills.	- Completion and implementation of Program Planning Framework - Programs regularly evaluated based on framework metrics - Patron satisfaction with programs developed and evaluated based on this framework
B. Establish a core series of anchor programs or events to drive engagement with GSPL programming.	Short-term (pilot), Ongoing (implementation)	Existing operating budget, external funding where available (e.g., sponsorships, grants)	- Cultural organizations - Social service organizations - Business sponsors - Media partners	- Reinforces 3.1.A (brand awareness campaign) by providing opportunities to spotlight GSPL's role in the community - Supports 3.3.A (marketing strategy development) by ensuring flagship programs are promoted effectively - Possibility of alignment with 1.1.D (Digital Library initiative) in exploring hybrid or digital components (e.g., audio/video recordings) for flagship programs	- Flagship series developed and launched - Patron attendance numbers and engagement levels for flagship programs - Patron satisfaction on quality, relevance, and appeal of flagship programs
C. Expand staff training and resources for program delivery.	Short-term (initial training rollout), Ongoing	Existing operating budget	- Library training providers (e.g., OLA, other sector networks)	- Aligns with 4.1.B (staff training and professional development) by integrating program delivery training into broader staff development efforts. - Supports 1.2.A (Program Planning Framework) by ensuring staff have the skills to implement structured program development and evaluation - Connects with 4.3.B (evaluation framework) by equipping staff with the knowledge to use evaluation findings for program decision-making, iterative improvement, and resource allocation	- Percent of relevant staff trained in program development and delivery - Report of increased confidence in program delivery among programming staff - Number of new programs or approaches introduced as a result of staff training - Increase in program attendance numbers - Patron satisfaction with programming



Table 3 – Objective 1.3: Foster civic literacy and engagement across the community.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Develop guidelines for hosting public discussions on complex topics.	Short-term	Existing operating budget	- City of Greater Sudbury (to ensure alignment) - Public policy organizations (for external guidelines/best practices)	- Aligns with 3.2.A (inclusion in municipal planning and policy discussions) by positioning the library as a facilitator of public dialogue on key civic issues. - Supports 1.2.A (Program Planning Framework) by ensuring public discussion events are developed with clear objectives and target audiences.	- Aligns with 3.2.A (inclusion in municipal planning and policy discussions) by positioning the library as a facilitator of public dialogue on key civic issues. - Supports 1.2.A (Program Planning Framework) by ensuring public discussion events are developed with clear objectives and target audiences.
B. Develop civic literacy initiatives that position GSPL as a hub for civic engagement.	Medium-term	Existing operating budget	- City of Greater Sudbury - Elections Canada and Elections Ontario - Local schools and post-secondary institutions - Non-profit civic organizations - Freedom to Read Week organizers (Library and Archives Canada and the Canadian Urban Libraries Council)	- Connects with 1.2.A (Program Planning Framework) to ensure civic literacy initiatives are embedded in GSPL's structured programming approach. - Supports 3.2.A (inclusion in municipal planning and policy discussions) by emphasizing GSPL's role in fostering civic knowledge and participation. - Aligns with 3.3.A (marketing strategy development) to ensure civic literacy initiatives are effectively communicated to the public.	- Number of civic literacy programs and events hosted - Patron attendance at civic literacy programs and events - Patron satisfaction with civic literacy initiatives
C. Expand GSPL's climate and sustainability initiatives by building on existing efforts like the Climate Justice Corner and exploring new educational programs focused on environmental literacy.	Medium-term	Existing operating budget, external grants where available (e.g., environmental education funding, green initiatives)	- City of Greater Sudbury - Environmental advocacy organizations - Local schools	- Aligns with 2.1.A (sustainability in facility design) by ensuring GSPL's sustainability efforts extend beyond education to infrastructure and operational practices. - Supports 1.2.A (Program Planning Framework) by integrating environmental literacy initiatives into GSPL's structured programming approach.	- Number of sustainability-themed programs hosted - Patron awareness of GSPL's environmental initiatives - Engagement levels and patron satisfaction with sustainability-related resources and initiatives



Table 4 – Objective 2.1: Enhance accessibility, flexibility, and community use in library facilities.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Strive to adhere to best practices in accessibility, sustainability, safety, and universal design at all branches.	Long-term	Capital/one-time investment	- City of Greater Sudbury - Architecture firms - Accessibility community (e.g., City's Accessibility Advisory Panel) - Sustainability experts (e.g., EarthCare Sudbury)	- Aligns with 2.1.B (service desk redesign) to ensure newly designed service areas meet accessibility and universal design standards. - Connects with 2.1.D (flexible workspaces) by ensuring new seating, workstations, and common areas incorporate universal design principles.	- Number of branches achieving or progressing toward accessibility and sustainability certifications (e.g., Rick Hansen, LEED) - Number of accessibility and universal design improvements implemented across branches - Patron satisfaction with accessibility, safety, and ease of use of GSPL spaces
B. Redesign service desks and patron interaction points to create a more welcoming and intuitive experience.	Long-term	Capital/one-time investment (for welcome desk redesign), existing operating budget (for minor adjustments and staffing changes)		- Aligns with 2.3.A (Customer Service Strategy) by ensuring service desk redesign supports a more welcoming, proactive approach to patron engagement. - Supports 2.1.C (self-service enhancements) by integrating staff service points with intuitive self-service areas for efficiency.	- Change in patron interaction levels (e.g., increased engagement beyond threshold spaces) - - Patron satisfaction with ease of navigation and accessibility of service points - - Increase in sense of welcome at GSPL branches (e.g., measures through surveys, focus groups, informal patron interactions)
C. Enhance self-service options while maintaining personalized support for patrons.	Long-term	Capital/one-time investment (self-service technology upgrades), existing operating budget (staff training and signage updates)	- Library technology vendors	- Aligns with 1.1.D (Digital Library initiative) by ensuring digital tools for self-service integrate with GSPL's online services. - Supports 2.2.A (reassess GSPL's branch locations and service points) as part of broader system-wide integration of alternative service points. - Connects with 2.3.A (Customer Service Strategy) by balancing automation with personalized assistance from staff.	- Increase in self-service transactions (e.g., self-checkouts, digital holds) - Patron satisfaction with ease of self-service options - Number and type of staff interactions related to self-service support (tracking whether self-service leads to efficiencies or confusion)
D. Increase the availability of flexible workstations, laptop kiosks, and charging stations.	Long-term	Capital/one-time investment (new furniture, technology and replacements), existing operating budget (ongoing maintenance)	- City of Greater Sudbury - Technology infrastructure providers - Library technology vendors	- Supports 1.1.A (digital inclusion) by improving access to technology in work and study spaces. - Connects with 2.1.A (accessibility and universal design) by ensuring that workstation upgrades accommodate diverse user needs.	- Number of new flexible workstations, laptop kiosks, and charging stations installed - Utilization of workstations and technology-equipped study spaces (review usage rates) - Patron satisfaction with availability and functionality of technology-enhanced workspaces



Table 5 – Objective 2.2: Optimize access to GSPL through alternative spaces and service points.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Reassess GSPL's branch locations and service points to align with population shifts and maximize engagement.	Medium-term (planning) Long-term (actual implementation)	Capital/one-time investment	- City of Greater Sudbury	- Aligns with 2.1.A (accessibility and universal design) by ensuring future locations are more accessible and designed with user needs in mind. - Supports 3.2.A (advocacy for GSPL's role in municipal planning) by integrating library needs into broader city infrastructure and land-use planning.	- Completion of express library pilot project, if pursued - Evaluation of express library pilot, including patron usage and satisfaction, if pursued - Identification of potential locations for co-located library services - Decision on whether to proceed with a Facilities Master Plan
B. Activate outdoor library spaces to expand engagement opportunities.	Medium-term, (ongoing)	Capital/one-time investment, increase to operating budget (ongoing maintenance)	- City of Greater Sudbury - Indigenous organizations	- Aligns with 2.1.A (accessibility and universal design) by ensuring outdoor spaces are inclusive and physically accessible - Potential to co-vision outdoor spaces with Indigenous communities aligns with 4.2.D (reciprocal, community-informed collaboration with Indigenous organizations). - Connects in general with Priority 4 (amplify identity and presence) by expanding GSPL's visibility in public spaces.	- Number of outdoor library spaces activated (e.g., reading gardens, seasonal programming areas) - Patron satisfaction with outdoor spaces and engagement opportunities



Table 6 – Objective 2.3: Foster a welcoming and inclusive patron experience across GSPL spaces.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Roll-out a Customer Service Strategy to ensure GSPL staff provide exceptional, equitable, and proactive service across all branches.	Short-term (development) Ongoing (implementation and training)	Existing operating budget	- City of Greater Sudbury - Library training organizations	- Aligns with 4.1.B (staff training and professional development) by ensuring staff receive ongoing training in patron engagement, accessibility, and cultural sensitivity. - Supports 2.1.B (redesigning service desks) by ensuring physical interactions with patrons reflect an improved, welcoming approach. - Connects with 3.3.C (marketing training for staff) to ensure staff effectively communicate GSPL's services to patrons.	- Completion and adoption of the Customer Service Strategy - Percentage of staff trained in customer service best practices - Staff-reported confidence in initiating patron interactions - Patron satisfaction levels with staff support and service interactions - Increase in GSPL's reputation as a friendly and welcoming environment (e.g., measure through surveys, focus groups, informal patron interactions)
B. Enhance children's spaces across all branches.	Medium-term (ongoing)	Capital/one-time investment	- Design firms specializing in children's spaces - Early literacy organizations - Science North	- Supports 1.2.A (Program Planning Framework) by ensuring children's programming is supported by engaging physical environments. - Aligns with 2.1.A (accessibility and universal design) to ensure children's spaces meet best practices in inclusion and safety.	- Number of branches with upgraded children's spaces - Increase in use of children's spaces and overall GSPL use by families with children - Patron satisfaction with improvements to children's areas
C. Designate zones within branches for quiet study, collaboration, and social engagement.	Medium-term (ongoing)	Existing operating budget, capital/one-time investment (for any new equipment/furniture)	- Architecture firms - Facility design consultants	- Supports 2.1.A (accessibility and universal design) by ensuring designated zones accommodate diverse patron needs. - Aligns with 2.1.D (flexible workstations and technology access) by ensuring study and collaboration spaces integrate appropriate technology.	- Number of branches with designated space zones - Usage of designated space zones (by observation) - Patron satisfaction with space functionality and accessibility - Increase in new library users (e.g., growth in library card registrations) and frequent visits
D. Enhance and expand partnerships with social service organizations to provide outreach workers in library spaces who can support vulnerable patrons.	Medium-term	Existing operating budget	- Local social service agencies (e.g., Canadian Mental Health Association Sudbury/Manitoulin)	- Aligns with 1.1.E (Community Resource Hub pilot) by reinforcing GSPL's role as a connector to essential social services. - Supports 4.1.B (staff training in community engagement and trauma-informed service) by ensuring library staff are prepared to manage sensitive situations and create a sense of security for all patrons.	- Development of formal partnership - Number of on-site visits or support sessions hosted by service partners - Patron and staff satisfaction with social services (including increased sense of safety in GSPL spaces)



E. Create opportunities for patrons to regularly engage with their local library branch.	Short-term (ongoing)	Existing operating budget	- Supports 3.1.A (brand awareness campaign) by reinforcing GSPL’s role as a hub for local engagement. - Aligns with 4.2.A (partnership development) by fostering branch-level collaborations with local groups. - Connects with 3.1.B (organizational branding), which will provide guidance on what types of branch-specific customization and interactive elements are appropriate within GSPL spaces.	- Number of branch-led community initiatives implemented - Patron engagement levels in local initiatives - Staff satisfaction with the effectiveness of localized engagement efforts - Increased sense of connection among the community (e.g., surveys, focus groups, informal patron interactions)
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Table 7 – Objective 3.1: Increase awareness of GSPL's wide-ranging value through a strong holistic brand.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Develop a city-wide brand awareness campaign to highlight GSPL's role in enriching lives and strengthening the community.	Short-term (initial campaign) Medium-term/Ongoing (long-term campaign planning)	Increase to operating budget	- Local advertising/media partners - Municipal communications team - Community influencers	- Aligns with 1.1.D (Digital Library initiative) by increasing public awareness of GSPL's digital offerings. - Supports 3.3.A (marketing strategy development) as a key component of broader library promotions.	- Improved brand awareness/understanding of GSPL offerings and value proposition (e.g., measures through surveys, focus groups, informal patron interactions) - Improved awareness of French language resources and services (e.g., measures through surveys, focus groups, informal patron interactions) - Level of engagement with the campaign (e.g., website visits, social media reach, campaign impressions) - Increase in new library card registrations during/after campaign - Increase in-library visits (including program enrolment), and digital visits
B. Establish consistent organizational branding across branches, digital platforms, and promotional materials that encompasses local identities.	Medium-term	Capital/one-time investment	- Branding and design firm	- Supports 2.1.A (accessibility and universal design) by ensuring signage and visual branding enhance wayfinding and ease of navigation for all patrons. - Connects with 2.3.A (customer service strategy) by reinforcing brand consistency in patron interactions. - Aligns with 3.1.A (brand awareness campaign) by ensuring all promotional efforts reflect a unified identity.	- Completion and adoption of brand guidelines - Implementation of new branding elements across library branches - Staff and patron-reported increase in consistency across library system (e.g., informal patron interactions)
C. Pursue cross-promotion partnerships to increase GSPL's visibility in the community.	Short-term, (ongoing)	Existing operating budget	- Local businesses - Cultural and community organizations - Media outlets - Event organizers	- Supports 3.3.A (marketing strategy development) by diversifying promotional channels and engagement strategies. - Connects with 4.2.A (partnership development strategy) by formalizing relationships with key community partners. - Connects with 1.1.C (proactively connecting users to materials) by complementing efforts to feature external partner-curated selections within GSPL.	- Number of cross-promotional partnerships established - Reach and engagement levels for joint initiatives - Increase in new audiences engaging with GSPL through partner channels



Table 8 – Objective 3.2: Reinforce the library's role as an essential municipal service that advances civic priorities.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Advocate for GSPL's continued inclusion in municipal planning and policy discussions.	Short-term, (ongoing)	Existing operating budget	- City of Greater Sudbury (staff and Council) - Community development organizations	- Aligns with 1.1.E (Community Resource Hub) by reinforcing GSPL's role as a key access point for essential services. - Strengthens 4.2.A (partnership development) by formalizing GSPL's municipal advocacy efforts.	- Number of GSPL mentions in municipal newsletters, social media, and other communications - Level of engagement with GSPL content featured in City communications (review metrics) - Increase in new library card registrations - Increase in-library visits (including program enrolment), and digital visits
B. Leverage municipal communication channels to strengthen GSPL's visibility.	Short-term (ongoing)	Existing operating budget	- City of Greater Sudbury	- Aligns with 3.1.A (brand awareness campaign) by ensuring GSPL is prominently featured in citywide communications. - Supports 3.3.A (marketing strategy development) by expanding GSPL's reach through municipal channels.	- Number of GSPL mentions in municipal newsletters, social media, and other communications - Level of engagement with GSPL content featured in City communications (review metrics) - Increase in new library card registrations - Increase in-library visits (including program enrolment), and digital visits



Table 9 – Objective 3.3: Integrate marketing and outreach as a core library function.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Develop and implement a marketing strategy that embeds promotion within library activities, ensuring communications are proactive, integrated, and aligned with service goals.	Short-term	Existing operating budget		- Supports 3.1.A (brand awareness campaign) by ensuring GSPL's strategic messaging is coordinated across all promotional efforts. - Aligns with 3.2.B (municipal communication channels) by leveraging City platforms to amplify GSPL's reach. - Connects with 1.2.B (high-profile programs and events) to ensure flagship initiatives receive strong marketing support.	- Completion and launch of a formal marketing strategy - Increase in new library card registrations - Increase in-library visits (including program enrolment), and digital visits
B. Create a new Marketing and Communications Lead position to oversee GSPL's marketing strategy and implementation.	Short-term	Increase to operating budget		- Reinforces 3.3.A (marketing strategy development) by ensuring dedicated oversight for its execution. - Supports 3.1.A (brand awareness campaign) by providing capacity to lead large-scale promotional efforts. - Aligns with 4.1.B (staff training and professional development) by integrating marketing expertise into system-wide training.	- Hiring and onboarding of Marketing and Communications Lead - Increase in internal attention on and consistency of marketing GSPL activities - Increase in engagement levels (e.g., growth in website traffic, growth in social media impressions, higher foot traffic)
C. Provide marketing training and tools for library staff to ensure system-wide participation in promotional efforts.	Medium-term	Existing operating budget	- Library training organizations, marketing professionals, municipal communications team	- Connects with 4.1.B (staff training and professional development) to build GSPL staff capacity in outreach and communications. - Supports 3.3.A (marketing strategy development) by ensuring a unified, system-wide approach to messaging.	- Percentage of relevant staff trained in marketing and outreach - Staff-reported confidence in integrating marketing into patron interactions - Increase in-library visits (including program enrolment), and digital visit
D. Use data and community insights to refine and improve marketing strategies.	Short-term	Existing operating budget	- City of Greater Sudbury (to inform on community-wide insights)	- Supports 3.3.A (marketing strategy development) by ensuring ongoing assessment and adaptation based on audience insights. - Aligns with 1.1.C (proactively connecting users to materials) by integrating community needs analysis into promotional efforts. - Connects with 3.1.A (brand awareness campaign) to ensure marketing is refined based on measurable impact.	- Number of data-driven adjustments made to marketing efforts annually - Patron engagement with GSPL promotional materials - Increase in-library visits (including program enrolment), and digital visits



Table 10 – Objective 3.4: Strengthen GSPL’s outreach programming to engage non-users and underserved populations.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Expand GSPL’s presence at high-visibility community events with engaging pop-up libraries.	Medium-term	Increase to operating budget	- Local festivals and event organizers	- Aligns with 3.3.A (marketing strategy) by ensuring outreach efforts are strategically promoted and evaluated. - Connects to Objective 4.2 (strategic partnerships) by ensuring GSPL can leverage strategic partnerships to maximize visibility and engagement across the city.	- Number of community events attended with pop-up library presence - Level of engagement at community events - Number of new library card registrations at events
B. Develop a sustained outreach model for equity-deserving and underserved communities.	Short-term	Increase to operating budget	- Indigenous organizations - Newcomer support agencies - Social service organizations - Seniors’ organizations - Youth organizations	- Aligns with Objective 4.2 (strategic partnerships), which builds capacity for partnerships that can support targeted outreach and engagement initiatives.	- Creation and implementation of outreach model - Number of sustained outreach programs established with community partners - Participation and engagement levels among equity-deserving groups - Community partner satisfaction with the impact and effectiveness of outreach efforts
C. Pilot targeted outreach efforts to increase library membership among non-users.	Medium-term	Existing operating budget	- City of Greater Sudbury - Research/engagement firms	- Supports 3.3.D (data-driven marketing) by ensuring outreach campaigns are informed by research and measurable insights. - Aligns with 3.1.A (brand awareness campaign) to ensure non-user engagement efforts contribute to GSPL’s broader visibility initiatives. - Connects with 1.2.A (Program Planning Framework) by ensuring non-user research informs program development and outreach priorities.	- Completion of non-user research and identification of key barriers - Number of targeted outreach campaigns launched - Increase in library use and participation among previously disengaged demographics - Increase in new library card registrations



Table 11 – Objective 4.1: Build organizational capacity for strong leadership and service delivery.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Establish structured opportunities for shared learning among GSPL staff.	Short-term, (ongoing)	Existing operating budget		- Supports 4.1.B (staff training and professional development) by integrating peer-based learning into broader training efforts.	- Number of shared learning initiatives implemented (e.g., mentorships, peer-to-peer sessions) - Staff participation and engagement levels in internal learning opportunities - Staff-reported effectiveness of knowledge-sharing activities
B. Commit to ongoing staff training and professional development.	Short-term, (ongoing)	Existing operating budget	- Sector support organizations, external subject-matter experts	- Supports all actions connected to specific areas of training (e.g., marketing, community engagement, program development). - Complements 4.1.D (board training) by establishing a culture of continuous learning across all levels of GSPL.	- Number of system-wide professional development sessions held annually - Percent of staff pursuing individualized training/learning opportunities - Staff-reported increase in knowledge and confidence in key service areas
C. Leverage GSPL's network with other libraries to exchange best practices and foster innovation.	Short-term, (ongoing)	Existing operating budget	- Library sector organizations (including Ontario Library Association, Canadian Urban Libraries Council, Ontario Public Library Service)	- Supports 4.1.A (staff learning initiatives) by incorporating best practices and innovations from external networks into internal knowledge-sharing efforts. - Supports all objectives and actions laid out in the plan by integrating comparative insights into the library's thinking, planning, and decision-making.	- Strength of relationships with key library sector partners (measured through collaboration depth and/or frequency) - Implementation of new best practices or service innovations identified through networks
D. Enhance board orientation and ongoing training to strengthen governance and advocacy.	Short-term, (ongoing)	Existing operating budget		- Supports 4.1.E (board–Council engagement) by ensuring board members are well-prepared to advocate effectively in municipal discussions. - Aligns with 3.2.A (GSPL inclusion in municipal planning) by equipping board members with knowledge to position GSPL within City priorities.	- Completion rate of onboarding and annual training for board members - Board self-assessment of knowledge and preparedness for advocacy and governance
E. Facilitate stronger touchpoints between GSPL and the City.	Short-term, (ongoing)	Existing operating budget	- City of Greater Sudbury (Council, senior staff)	- Supports 3.2.A (GSPL inclusion in municipal planning) by strengthening relationships that position the library as a key municipal partner. - Connects with 3.1.A (brand awareness campaign) by leveraging municipal leadership as advocates for GSPL's role in the community. - Reinforces 3.2.B (cross-promotion partnerships) by strengthening City-library collaborations for visibility. - Aligns with 4.1.A (board development) by ensuring GSPL board members are actively engaged in municipal relationship-building. - Connects with 4.1.D (board training) by ensuring board members are confident in their role as GSPL advocates.	- Frequency of formal GSPL–City engagement touchpoints (e.g., meetings, tours, briefings) - City Council and staff awareness of GSPL's strategic priorities - City officials' participation in GSPL events and initiatives - Increase in municipal recognition and integration of GSPL within City plans and discussions



Table 12 – Objective 4.2: Foster strategic partnerships that contribute to sustainable service delivery and lasting community impact.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Designate a Community Engagement and Partnerships Lead to oversee relationship-building efforts.	Medium-term	Increase to operating budget		- Supports 3.4.B (sustained outreach model for underserved communities) by fostering long-term, meaningful partnerships.	- Position filled and integrated into GSPL's organizational structure - Number of new and strengthened partnerships facilitated by this role
B. Define, track, and evaluate partnerships through a structured framework.	Short-term (ongoing)	Existing operating budget		- Supports 1.2.A (Program Planning Framework) and 3.3.D (data-driven marketing) by ensuring partnerships align with and inform system-wide planning efforts. - Aligns with 4.2.A (Community Engagement and Partnerships Lead) by providing a structured approach for evaluating partnership impact.	- Partnership framework developed and implemented - Success rate of partnerships in meeting intended outcomes
C. Strengthen partnerships with educational institutions, arts and cultural groups, and social service organizations.	Medium-term	Existing operating budget	- Social service agencies - School boards - Post-secondary institutions - Cultural organizations	- Aligns with 2.3.D (on-site support for vulnerable patrons) by strengthening GSPL's role as a connector to social services. - Supports 3.4.B (sustained outreach model for underserved communities) by strengthening equitable access to resources and programming.	- Number of active partnerships across key areas (e.g., social services, education, culture) - Partner satisfaction with GSPL collaboration
D. Develop reciprocal, community-informed collaborations with Indigenous organizations and host Nations.	Short-term (ongoing)	Existing operating budget, external funding for special initiatives where available	- Atikameksheng Anishnawbek and Atikameksheng Kendaasii-Gamik - N'Swakamok Native Friendship Centre - Wahnapiatae First Nation	- Aligns with 1.1.C (proactively connecting users to materials) by incorporating Indigenous perspectives into library collections and displays. - Opportunity to support 2.2.B (activate outdoor library spaces) through co-visioning/co-designing spaces. - Supports 3.4.B (sustained outreach model) by fostering long-term relationships with Indigenous communities. - Connects with 4.2.B (partnership evaluation framework) to ensure collaborations are tracked and assessed with an equity lens.	- Number of formal and informal partnerships with Indigenous organizations - Increase in Indigenous-led programming and resource development - Increase in visibility of Indigenous cultures (including languages, art) in GSPL spaces
Enhance collaboration with Francophone organizations to improve programming, collections, and outreach.	Medium-term	Existing operating budget	- Places des Arts - Francophone cultural and educational organizations - Municipal Francophone services	- Aligns with 1.1.C (proactively connecting users to materials) by supporting the visibility and discoverability of French-language materials. - Supports 3.3.A (marketing strategy development) by ensuring Francophone communities are engaged through tailored outreach and promotion. - Connects with 4.2.B (partnership evaluation framework) to assess the impact of Francophone partnerships.	- Number of formalized collaborations with Francophone organizations - Increase in attendance at French-language programs and events - Partner and community satisfaction with GSPL's responsiveness to Francophone needs



Table 13 – Objective 4:3: Ensure scalable, data-driven growth and resource allocation.

Action	Timeline	Resources	Potential Partners	Intersections / Interactions	Measures of Success
A. Develop a decision-making framework to assess new initiatives and resource allocations.	Short-term	Existing operating budget		- Reinforces 1.2.A (Program Planning Framework) and 4.3.B (tracking and evaluating partnerships) by embedding long-term planning and evaluation into decision-making. - Connects with 1.1.C (proactively connecting users to materials) to ensure resource allocations are informed by community needs.	- Decision-making framework developed and implemented - Percentage of new initiatives evaluated through the framework
B. Regularly assess the success of GSPL's programs and services against defined outcomes.	Medium-term (ongoing)			- Reinforces all recommendations related to setting and evaluating outcomes (e.g., Program Planning Framework, data-driven marketing, strategic partnerships).	- Performance measurement tools developed and integrated into service evaluations - Percentage of GSPL services and programs regularly assessed - Patron satisfaction with GSPL services
C. Explore AI and automation solutions to streamline routine processes.	Medium-term (ongoing)	Existing operating budget, potential capital investment for new technologies	- Technology vendors	- Aligns with 2.1.C (enhancing self-service options) by integrating automation at key service points across the system. - Connects with 4.3.A (decision-making framework) by applying structured assessments to new AI and automation tools.	- AI policy developed and implemented - Number of automated processes introduced - Staff-reported impact of automation on workload and service delivery
D. Ensure staffing levels and structures align with service demands.	Long-term	Increase to operating budget (for new hires where necessary)		- Connects with 4.3.A (decision-making framework) by embedding staffing considerations into resource allocation decisions.	- Staffing assessment completed - Key roles realigned or introduced to meet service demands - Staff and patron satisfaction with service coverage and staffing adequacy



7. Appendix



7.1. Community Profile

This section provides detailed demographic data for the 22 communities that comprise the City of Greater Sudbury as well as the eight neighbourhoods within the community of Sudbury. Community and neighbourhood breakdowns presented here align with the geographic breakdown provided in the City of Greater Sudbury's Demographic Data portal using 2021 Census data.⁸

This section provides key data points for each community, including:

- Total population;
- Age segments,
- Household income;
- Level of bilingualism;
- Language spoken most often at home;
- Indigenous population;
- Visible minority population;
- Recent immigrants;
- Level of education.

In many cases figures do not exactly sum, both due to rounding and due to small variations in the counts stemming from different data sources and data types. For example, the sum of all “language spoken most often at home” inputs for a given Sudbury community within the CGS Demographic Data tool does not exactly equal the total population of those communities. For this reason, figures represented in this community profile are presented as close estimates based on best available census data.

⁸ City of Greater Sudbury – [Demographic Data in the City of Greater Sudbury](#).



City of Greater Sudbury

To contextualize the detailed community and neighbourhood breakdowns that follow, City-wide data for each of these points is presented in Table 1 below.

Table 14: Demographic Data for City of Greater Sudbury

Key Data Point	Community/Neighbourhood Data
Total population	166,004, +2.8% change from 2016)
Age segments	Youth (0-14): 25,615 (15.4%, +2.1% change from 2016) Working Age (15-64): 106,605 (64.2, -0.2% change from 2016) Senior (65+): 33,800 (20.4%, +14.1% change from 2016)
Median household income	\$84,000 (+17% change from 2016)
Level of bilingualism	English and French: 36.6% English only: 62.3% French only: 0.9% Neither English nor French: 0.2%
Language most often spoken at home	82.8% speak English most often at home 10.5% speak French most often at home 2.5% speak a non official language most often at home
Indigenous population	17,915 (10.8%, +20% change from 2016)
Visible minority population	10,445 (6.3%, +73% change from 2016)
Recent immigrants	1,250 from 2016-2021 (0.8% of community population)
Highest level of education	Bachelor's degree or higher: 23.8% College, CEGEP or other non-university certificate or diploma: 35.7 % Apprenticeship or trades certificate or diploma: 7.3% High (secondary) school diploma or equivalency: 24.6% No certificate, diploma, or degree: 8.6%



Greater Sudbury Communities

This section provides community-level data for the 22 communities that comprise the City of Greater Sudbury.

Azilda

Primary library location: Azilda Gilles Pelland Public Library (120 Ste-Agnes St., Azilda)

Table 15: Demographic Data for Azilda

Key Data Point	Community/Neighbourhood Data
Total population	4,641 (2.8% of total Greater Sudbury population, +1.1% change from 2016)
Age segments	Youth (0-14): 715 (15.4%, -2.7% change from 2016) Working Age (15-64): 2,895 (62.4%, -5.5% change from 2016) Senior (65+): 785 (16.9%, +31.8% change from 2016)
Median household income	\$92,000 (+11% change from 2016) Median household income in Azilda is 8.3% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 58.0% English only: 40.2% French only: 1.7% Neither English nor French: 0.1%
Language most often spoken at home	69.8% speak English most often at home 26.1% speak French most often at home 0.4% speak a non-official language most often at home
Indigenous population	635 (13.7%, +27.0% change from 2016)
Visible minority population	55 (1.2%, +10.0% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 18.5% College, CEGEP or other non-university certificate or diploma: 41.1% Apprenticeship or trades certificate or diploma: 8.3% High (secondary) school diploma or equivalency: 24% No certificate, diploma, or degree: 8.1%



Capreol

Primary library location: Capreol Public Library and Citizen Service Centre (9 Morin St., Capreol)

Table 16: Demographic Data for Capreol

Key Data Point	Community/Neighbourhood Data
Total population	2,934 (1.8% of total Greater Sudbury population, +0.3% change from 2016)
Age segments	Youth (0-14): 485 (16.5%, -3.0% change from 2016) Working Age (15-64): 1855 (63.2%, -2.9% change from 2016) Senior (65+): 600 (20.4%, +11.1% change from 2016)
Median household income	\$84,000 (+17% change from 2016) Median household income in Capreol is equal to the median household income across Greater Sudbury.
Level of bilingualism	English and French: 28.3% English only: 71.0% French only: 0.7% Neither English nor French: 0.0%
Language most often spoken at home	92.7% speak English most often at home 5.5% speak French most often at home 0.2% speak a non-official language most often at home
Indigenous population	310 (10.6%, +68.0% change from 2016)
Visible minority population	15 (0.5%, -25.0% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 9.7% College, CEGEP or other non-university certificate or diploma: 39.3% Apprenticeship or trades certificate or diploma: 8.4% High (secondary) school diploma or equivalency: 31.5% No certificate, diploma, or degree: 11.2%



Chelmsford

Primary library location: Chelmsford Public Library and Citizen Service Centre (3502 Errington St., Chelmsford)

Table 17: Demographic Data for Chelmsford

Key Data Point	Community/Neighbourhood Data
Total population	7,035 (4.2% of total Greater Sudbury population, +1.8% change from 2016)
Age segments	Youth (0-14): 1,175 (16.7%, +7.8% change from 2016) Working Age (15-64): 4,290 (61.0%, -4.2% change from 2016) Senior (65+): 1,560 (22.2%, +17.7% change from 2016)
Median household income	\$74,500 (+20% change from 2016) Median household income in Chelmsford is 11.3% lower than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 58.4% English only: 39.4% French only: 2.2% Neither English nor French: 0.0%
Language most often spoken at home	66.5% speak English most often at home 28.2% speak French most often at home 0.1% speak a non-official language most often at home
Indigenous population	945 (13.4%, +30.0% change from 2016)
Visible minority population	90 (1.3%, +80.0% change from 2016)
Recent immigrants	0 from 2016-2021 (0.0% of community population)
Level of education	Bachelor's degree or higher: 10.4% College, CEGEP or other non-university certificate or diploma: 37.4% Apprenticeship or trades certificate or diploma: 10.9% High (secondary) school diploma or equivalency: 31.0% No certificate, diploma, or degree: 10.4%



Coniston

Primary library location: Coniston Public Library (30 Second Ave., Coniston)

Table 18: Demographic Data for Coniston

Key Data Point	Community/Neighbourhood Data
Total population	2,027 (1.2% of total Greater Sudbury population, -3.8% change from 2016)
Age segments	Youth (0-14): 285 (14.1%, -18.6% change from 2016) Working Age (15-64): 1,325 (65.4%, -3.6% change from 2016) Senior (65+): 425 (21.0%, +10.4% change from 2016)
Median household income	\$90,000 (+30% change from 2016) Median household income in Coniston is 7.1% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 38.8% English only: 61.2% French only: 0.0% Neither English nor French: 0.0%
Language most often spoken at home	90.3% speak English most often at home 6.4% speak French most often at home 1.0% speak a non-official language most often at home
Indigenous population	255 (12.6%, +21.0% change from 2016)
Visible minority population	0 (0.0%, no change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 12.3% College, CEGEP or other non-university certificate or diploma: 36.8% Apprenticeship or trades certificate or diploma: 5.7% High (secondary) school diploma or equivalency: 32.5% No certificate, diploma, or degree: 12.7%



Copper Cliff

Primary library location: Copper Cliff Public Library (11 Balsam St., Copper Cliff)

Table 19: Demographic Data for Copper Cliff

Key Data Point	Community/Neighbourhood Data
Total population	2,374 (1.4% of total Greater Sudbury population, -3.8% change from 2016)
Age segments	Youth (0-14): 395 (16.6%, +3.9% change from 2016) Working Age (15-64): 1,520 (64.0%, -6.5% change from 2016) Senior (65+): 455 (19.2%, -1.1% change from 2016)
Median household income	\$81,000 (+20% change from 2016) Median household income in Copper Cliff is 3.6% lower than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 18.5% English only: 80.9% French only: 0.6% Neither English nor French: 0.0%
Language most often spoken at home	94.4% speak English most often at home 3.2% speak French most often at home 1.7% speak a non-official language most often at home
Indigenous population	190 (8.0%, +58% change from 2016)
Visible minority population	135 (5.7%, +286% change from 2016)
Recent immigrants	55 from 2016-2021 (#2.3% of community population)
Level of education	Bachelor's degree or higher: 14.8% College, CEGEP or other non-university certificate or diploma: 38.3% Apprenticeship or trades certificate or diploma: 6.6% High (secondary) school diploma or equivalency: 28.0% No certificate, diploma, or degree: 12.3%



Dowling

Primary library location: Dowling Public Library and Citizen Service Centre (79 Main St. West, Dowling)

Table 20: Demographic Data for Dowling

Key Data Point	Community/Neighbourhood Data
Total population	1,939 (1.2% of total Greater Sudbury population, -2.3% change from 2016)
Age segments	Youth (0-14): 360 (18.6%, +16.1% change from 2016) Working Age (15-64): 1,205 (62.1%, -4.7% change from 2016) Senior (65+): 385 (19.9%, -4.9% change from 2016)
Median household income	\$107,000 (13% change from 2016) Median household income in Dowling is 27.4% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 40.5% English only: 58.2% French only: 1.0% Neither English nor French: 0.3%
Language most often spoken at home	86.6% speak English most often at home 11.6% speak French most often at home 0.5% speak a non-official language most often at home
Indigenous population	160 (8.3%, -32% change from 2016)
Visible minority population	0 (0%, 0% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 13.4% College, CEGEP or other non-university certificate or diploma: 37.3% Apprenticeship or trades certificate or diploma: 14.9% High (secondary) school diploma or equivalency: 24.9% No certificate, diploma, or degree: 9.5%



Falconbridge-Skead-Wahnapitae

Closest library locations:

- Capreol Library and Citizen Service Centre (9 Morin St., Capreol)
- Coniston Public Library (30 Second Ave., Coniston)
- Garson Public Library and Citizen Service Centre (214 Orell St., Garson)

Table 21: Demographic Data for Falconbridge-Skead-Wahnapitae

Key Data Point	Community/Neighbourhood Data
Total population	4,396 (2.6% of total Greater Sudbury population, -1.1% change from 2016)
Age segments	Youth (0-14): 680 (15.5%, +4.6% change from 2016) Working Age (15-64): 2,870 (65.3%, -6.8% change from 2016) Senior (65+): 830 (18.9%, +19.4% change from 2016)
Median household income	\$94,000 (+23% change from 2016) Median household income in Falconbridge-Skead-Wahnapitae is 11.9% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 35.8% English only: 63.3% French only: 0.6% Neither English nor French: 0.3%
Language most often spoken at home	88.8% speak English most often at home 8.4% speak French most often at home 0.5% speak a non-official language most often at home
Indigenous population	550 (12.5%, +24% change from 2016)
Visible minority population	60 (#%, +20% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 14.5% College, CEGEP or other non-university certificate or diploma: 42.1% Apprenticeship or trades certificate or diploma: 9.9% High (secondary) school diploma or equivalency: 24% No certificate, diploma, or degree: 9.5%



Garson

Primary library location: Garson Public Library and Citizen Service Centre (214 Orell St., Garson)

Table 22: Demographic Data for Garson

Key Data Point	Community/Neighbourhood Data
Total population	6,568 (4.0% of total Greater Sudbury population, -0.9% change from 2016)
Age segments	Youth (0-14): 1,165 (17.7%, -10.7% change from 2016) Working Age (15-64): 4,415 (67.2%, -2.6% change from 2016) Senior (65+): 960 (14.6%, +23.1% change from 2016)
Median household income	\$96,000 (+10% change from 2016) Median household income in Garson is 14.3% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 36.7% English only: 63.0% French only: 0.3% Neither English nor French: 0.0%
Language most often spoken at home	90.5% speak English most often at home 6.5% speak French most often at home 0.7% speak a non-official language most often at home
Indigenous population	785 (12.0%, +8% change from 2016)
Visible minority population	160 (2.4%, -3% change from 2016)
Recent immigrants	45 from 2016-2021 (0.7% of community population)
Level of education	Bachelor's degree or higher: 19.4% College, CEGEP or other non-university certificate or diploma: 39.1% Apprenticeship or trades certificate or diploma: 7.9% High (secondary) school diploma or equivalency: 26.7% No certificate, diploma, or degree: 6.9%



Hanmer

Primary library location: Valley East Public Library and Citizen Service Centre (4100 Elmview Drive, Hanmer)

Table 23: Demographic Data for Hanmer

Key Data Point	Community/Neighbourhood Data
Total population	6,134 (3.7% of total Greater Sudbury population, -0.1% change from 2016)
Age segments	Youth (0-14): 1,110 (18.1%, -7.9% change from 2016) Working Age (15-64): 4,060 (66.2%, -1.8% change from 2016) Senior (65+): 970 (15.8%, +20.5% change from 2016)
Median household income	\$103,000 (+16% change from 2016) Median household income in Hanmer is 22.6% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 53.0% English only: 45.7% French only: 1.3% Neither English nor French: 0.0%
Language most often spoken at home	76.1% speak English most often at home 19.7% speak French most often at home 0.4% speak a non-official language most often at home
Indigenous population	835 (13.6%, +19% change from 2016)
Visible minority population	40 (0.7%, 0% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 16.0% College, CEGEP or other non-university certificate or diploma: 39.6% Apprenticeship or trades certificate or diploma: 9.3% High (secondary) school diploma or equivalency: 28.6% No certificate, diploma, or degree: 6.5%



Levack-Onaping

Primary library location: Levack/Onaping Public Library (1 Hillside Avenue, Onaping)

Table 24: Demographic Data for Levack-Onaping

Key Data Point	Community/Neighbourhood Data
Total population	1,850 (1.1% of total Greater Sudbury population, -1.7% change from 2016)
Age segments	Youth (0-14): 305 (16.5%, +5.2% change from 2016) Working Age (15-64): 1,165 (63.0%, -4.9% change from 2016) Senior (65+): 380 (20.5%, +2.7% change from 2016)
Median household income	\$79,000 (+17% change from 2016) Median household income in Levack-Onaping is 6.0% lower than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 24.9% English only: 75.1% French only: 0.0% Neither English nor French: 0.0%
Language most often spoken at home	95.1% speak English most often at home 3.5% speak French most often at home 0.3% speak a non-official language most often at home
Indigenous population	300 (16.2%, 25% change from 2016)
Visible minority population	20 (1.1%, 0% change from 2016)
Recent immigrants	10 from 2016-2021 (0.5% of community population)
Level of education	Bachelor's degree or higher: 6.2% College, CEGEP or other non-university certificate or diploma: 33.3% Apprenticeship or trades certificate or diploma: 12.8% High (secondary) school diploma or equivalency: 35.9% No certificate, diploma, or degree: 11.8%



Lively

Primary library location: Lively Public Library and Citizen Service Centre (15 Kin Drive, Unit A, Lively)

Table 25: Demographic Data for Lively

Key Data Point	Community/Neighbourhood Data
Total population	4,731 (2.8% of total Greater Sudbury population, -1.4% change from 2016)
Age segments	Youth (0-14): 870 (18.4%, -2.8% change from 2016) Working Age (15-64): 2,990 (63.2%, -5.2% change from 2016) Senior (65+): 880 (18.6%, +18.1% change from 2016)
Median household income	98,000 (+4% change from 2016) Median household income in Lively is 16.7% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 20.1% English only: 79.7% French only: 0.0% Neither English nor French: 0.1%
Language most often spoken at home	96.7% speak English most often at home 1.7% speak French most often at home 0.4% speak a non-official language most often at home
Indigenous population	315 (6.7%, +5% change from 2016)
Visible minority population	65 (1.4%, -38% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 29.3% College, CEGEP or other non-university certificate or diploma: 37.8% Apprenticeship or trades certificate or diploma: 6.2% High (secondary) school diploma or equivalency: 20.5% No certificate, diploma, or degree: 6.2%



Naughton

Primary library location: Lively Public Library and Citizen Service Centre (15 Kin Drive, Unit A, Lively)

Table 26: Demographic Data for Naughton

Key Data Point	Community/Neighbourhood Data
Total population	899 (0.5% of total Greater Sudbury population, -1.7% change from 2016)
Age segments	Youth (0-14): 150 (16.7%, +3.4% change from 2016) Working Age (15-64): 590 (65.6%, -5.6% change from 2016) Senior (65+): 165 (18.4%, +13.8% change from 2016)
Median household income	\$120,000 (+15% change from 2016) Median household income in Naughton is 42.9% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 22.7% English only: 77.3% French only: 0% Neither English nor French: 0%
Language most often spoken at home	97.9% speak English most often at home 1.7% speak French most often at home 1.1% speak a non-official language most often at home
Indigenous population	130 (14.5%, +44% change from 2016)
Visible minority population	20 (2.2%, +100% change from 2016)
Recent immigrants	10 from 2016-2021 (1.1% of community population)
Level of education	Bachelor's degree or higher: 31.9% College, CEGEP or other non-university certificate or diploma: 45.7% Apprenticeship or trades certificate or diploma: 3.2% High (secondary) school diploma or equivalency: 17.0% No certificate, diploma, or degree: 2.1%



NE Townships

Closest library locations:

- Capreol Public Library and Citizen Service Centre (9 Morin St., Capreol)
- Garson Public Library and Citizen Service Centre (214 Orell St., Garson)

Table 27: Demographic Data for NE Townships

Key Data Point	Community/Neighbourhood Data
Total population	516 (0.3% of total Greater Sudbury population, +9.6% change from 2016)
Age segments	Youth (0-14): 55 (10.7%, +10.0% change from 2016) Working Age (15-64): 325 (63.0%, +1.6% change from 2016) Senior (65+): 140 (27.1%, +40.0% change from 2016)
Median household income	\$85,000 (+11% change from 2016) Median household income in NE Townships is 1.2% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 37.9% English only: 60.2% French only: 1.9% Neither English nor French: 0%
Language most often spoken at home	89.1% speak English most often at home 9.7% speak French most often at home 0% speak a non-official language most often at home
Indigenous population	40 (7.8%, +60% change from 2016)
Visible minority population	0 (0%, -100% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 7.5% College, CEGEP or other non-university certificate or diploma: 32.1% Apprenticeship or trades certificate or diploma: 11.3% High (secondary) school diploma or equivalency: 37.7% No certificate, diploma, or degree: 11.3%



Rural Onaping Falls

Primary library locations:

- Levack/Onaping Public Library (1 Hillside Avenue, Onaping)
- Dowling Public Library and Citizen Service Centre (79 Main St. West, Dowling)

Table 28: Demographic Data for Rural Onaping Falls

Key Data Point	Community/Neighbourhood Data
Total population	961 (0.6% of total Greater Sudbury population, +8.6% change from 2016)
Age segments	Youth (0-14): 150 (15.6%, +42.9% change from 2016) Working Age (15-64): 655 (68.2%, +2.3% change from 2016) Senior (65+): 160 (16.6%, +14.3% change from 2016)
Median household income	\$125,000 (+23% change from 2016) Median household income in Rural Onaping Falls is 48.8% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 42.0% English only: 56.5% French only: 1.6% Neither English nor French: 0%
Language most often spoken at home	81.2% speak English most often at home 14.0% speak French most often at home 0% speak a non-official language most often at home
Indigenous population	205 (21.3%, +242% change from 2016)
Visible minority population	15 (1.6%, 0% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 18.0% College, CEGEP or other non-university certificate or diploma: 45.9% Apprenticeship or trades certificate or diploma: 9.9% High (secondary) school diploma or equivalency: 18.0% No certificate, diploma, or degree: 8.1%



Rural Rayside Balfour

Primary library locations:

- Chelmsford Public Library and Citizen Service Centre (3502 Errington St., Chelmsford)
- Azilda Gilles Pelland Public Library (120 Ste-Agnes St., Azilda)

Table 29: Demographic Data for Rural Rayside Balfour

Key Data Point	Community/Neighbourhood Data
Total population	4,174 (2.5% of total Greater Sudbury population, -0.6% change from 2016)
Age segments	Youth (0-14): 655 (15.7%, -3.0% change from 2016) Working Age (15-64): 2,795 (66.7%, -3.8% change from 2016) Senior (65+): 710 (17.0%, +14.5% change from 2016)
Median household income	\$117,000 (+26% change from 2016) Median household income in Rural Rayside Balfour is 39.3% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 59.6% English only: 38.9% French only: 1.4% Neither English nor French: 0%
Language most often spoken at home	65.5% speak English most often at home 29.9% speak French most often at home 0.5% speak a non-official language most often at home
Indigenous population	575 (13.8%, +10% change from 2016)
Visible minority population	30 (0.7%, +50% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 16.5% College, CEGEP or other non-university certificate or diploma: 40.9% Apprenticeship or trades certificate or diploma: 12.4% High (secondary) school diploma or equivalency: 23.5% No certificate, diploma, or degree: 6.7%



Rural Sudbury

Primary library locations:

- South End Public Library (1991 Regent Street, Sudbury)
- Main Public Library (74 Mackenzie Street, Sudbury)
- Copper Cliff Public Library (11 Balsam St., Copper Cliff)

Table 30: Demographic Data for Rural Sudbury

Key Data Point	Community/Neighbourhood Data
Total population	4,002 (2.4% of total Greater Sudbury population, +5.4% change from 2016)
Age segments	Youth (0-14): 650 (16.2%, +10.2% change from 2016) Working Age (15-64): 2,530 (63.2%, -0.4% change from 2016) Senior (65+): 820 (20.5%, +24.4% change from 2016)
Median household income	\$110,000 (+1% change from 2016) Median household income in Rural Sudbury is 31.0% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 29.5% English only: 70.0% French only: 0.1% Neither English nor French: 0.4%
Language most often spoken at home	91.5% speak English most often at home 4.6% speak French most often at home 2.2% speak a non-official language most often at home
Indigenous population	235 (5.9%, +24% change from 2016)
Visible minority population	125 (3.1%, +19% change from 2016)
Recent immigrants	40 from 2016-2021 (1.0% of community population)
Level of education	Bachelor's degree or higher: 38.5% College, CEGEP or other non-university certificate or diploma: 30.9% Apprenticeship or trades certificate or diploma: 7.4% High (secondary) school diploma or equivalency: 19.1% No certificate, diploma, or degree: 4.1%



Rural Valley East

Primary library locations:

- Valley East Public Library and Citizen Service Centre (4100 Elmview Drive, Hanmer)
- Chelmsford Public Library and Citizen Service Centre (3502 Errington St., Chelmsford)

Table 31: Demographic Data for Rural Valley East

Key Data Point	Community/Neighbourhood Data
Total population	4,048 (2.4% of total Greater Sudbury population, +1.7% change from 2016)
Age segments	Youth (0-14): 610 (15.1%, -3.9% change from 2016) Working Age (15-64): 2,725 (67.3%, -1.6% change from 2016) Senior (65+): 715 (17.7%, +24.3% change from 2016)
Median household income	\$104,000 (+8% change from 2016) Median household income in Rural Valley East is 23.8% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 54.1% English only: 44.4% French only: 1.5% Neither English nor French: 0%
Language most often spoken at home	75.8% speak English most often at home 18.9% speak French most often at home 0.2% speak a non-official language most often at home
Indigenous population	525 (13.0%, +50% change from 2016)
Visible minority population	25 (0.6%, 0% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 13.0% College, CEGEP or other non-university certificate or diploma: 43.3% Apprenticeship or trades certificate or diploma: 11.4% High (secondary) school diploma or equivalency: 21.8% No certificate, diploma, or degree: 10.5%



Rural Walden

Primary library locations:

- Copper Cliff Public Library (11 Balsam St., Copper Cliff)
- Lively Public Library and Citizen Service Centre (15 Kin Drive, Unit A, Lively)

Table 32: Demographic Data for Rural Walden

Key Data Point	Community/Neighbourhood Data
Total population	5,385 (3.2% of total Greater Sudbury population, +8.0% change from 2016)
Age segments	Youth (0-14): 805 (14.9%, +8.8% change from 2016) Working Age (15-64): 3,275 (60.8%, +2.8% change from 2016) Senior (65+): 1,300 (24.1%, +21.5% change from 2016)
Median household income	\$105,000 (+18% change from 2016) Median household income in Rural Walden is 25.0% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 20.3% English only: 79.7% French only: 0% Neither English nor French: 0%
Language most often spoken at home	96.0% speak English most often at home 2.6% speak French most often at home 0.6% speak a non-official language most often at home
Indigenous population	385 (7.1%, +35% change from 2016)
Visible minority population	30 (0.6%, -50% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 26.2% College, CEGEP or other non-university certificate or diploma: 38.7% Apprenticeship or trades certificate or diploma: 9.2% High (secondary) school diploma or equivalency: 19.1% No certificate, diploma, or degree: 6.8%



SE Townships

Primary library locations:

- South End Public Library (1991 Regent Street, Sudbury)
- Coniston Public Library (30 Second Ave., Coniston)

Table 33: Demographic Data for SE Townships

Key Data Point	Community/Neighbourhood Data
Total population	1,098 (0.7% of total Greater Sudbury population, +4.4% change from 2016)
Age segments	Youth (0-14): 190 (17.3%, +31.0% change from 2016) Working Age (15-64): 685 (62.4%, -6.2% change from 2016) Senior (65+): 220 (20.0%, +22.2% change from 2016)
Median household income	\$101,000 (+16% change from 2016) Median household income in SE Townships is 20.2% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 33.8% English only: 65.8% French only: 0.5% Neither English nor French: 0%
Language most often spoken at home	87.9% speak English most often at home 8.2% speak French most often at home 0.9% speak a non-official language most often at home
Indigenous population	105 (9.6%, +17% change from 2016)
Visible minority population	0 (0%, -100% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 22.1% College, CEGEP or other non-university certificate or diploma: 47.5% Apprenticeship or trades certificate or diploma: 10.7% High (secondary) school diploma or equivalency: 16.4% No certificate, diploma, or degree: 3.3%



Sudbury

Note: Detailed analysis of Sudbury neighbourhoods is provided below (see Sudbury Neighbourhoods).

Primary library locations:

- Main Public Library (74 Mackenzie Street, Sudbury)
- New Sudbury Public Library (1346 Lasalle Boulevard, Sudbury)
- South End Public Library (1991 Regent Street, Sudbury)

Table 34: Demographic Data for Sudbury

Key Data Point	Community/Neighbourhood Data
Total population	86,214 (51.9% of total Greater Sudbury population, +5.1% change from 2016)
Age segments	Youth (0-14): 12,400 (14.4%, +6.8% change from 2016) Working Age (15-64): 55,245 (64.1%, +3.0% change from 2016) Senior (65+): 18,635 (21.6%, +11.1% change from 2016)
Median household income	\$77,500 (+18% change from 2016) This median household income is 7.7% lower than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 31.1% English only: 67.8% French only: 0.8% Neither English nor French: 0.3%
Language most often spoken at home	83.1% speak English most often at home 7.5% speak French most often at home 4.4% speak a non-official language most often at home
Indigenous population	8,855 (10.3%, +14% change from 2016)
Visible minority population	9,260 (10.7%, +81% change from 2016)
Recent immigrants	1,080 from 2016-2021 (1.3% of community population)
Level of education	Bachelor's degree or higher: 29.5% College, CEGEP or other non-university certificate or diploma: 31.8% Apprenticeship or trades certificate or diploma: 5.4% High (secondary) school diploma or equivalency: 24.1% No certificate, diploma, or degree: 9.1%



Val Caron, Blezard Valley, McCrea Heights, Guilletville

Primary library locations:

- Valley East Public Library and Citizen Service Centre (4100 Elmview Drive, Hanmer)
- New Sudbury Public Library (1346 Lasalle Boulevard, Sudbury)

Table 35: Demographic Data for Val Caron, Blezard Valley, McCrea Heights, Guilletville

Key Data Point	Community/Neighbourhood Data
Total population	6,516 (4.0% of total Greater Sudbury population, +1.2% change from 2016)
Age segments	Youth (0-14): 1,085 (16.7%, -9.2% change from 2016) Working Age (15-64): 4,185 (64.2%, -2.3% change from 2016) Senior (65+): 1,235 (19.0%, +31.4% change from 2016)
Median household income	\$93,000 (+13% change from 2016) Median household income in Val Caron, Blezard Valley, McCrea Heights, Guilletville is 10.7% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 53.8% English only: 45.3% French only: 0.9% Neither English nor French: 0%
Language most often spoken at home	77.1% speak English most often at home 17.2% speak French most often at home 0.2% speak a non-official language most often at home
Indigenous population	680 (10.4%, +42% change from 2016)
Visible minority population	165 (2.5%, +450% change from 2016)
Recent immigrants	10 from 2016-2021 (0.2% of community population)
Level of education	Bachelor's degree or higher: 17.0% College, CEGEP or other non-university certificate or diploma: 41.6% Apprenticeship or trades certificate or diploma: 7.8% High (secondary) school diploma or equivalency: 25.2% No certificate, diploma, or degree: 8.4%



Val Therese

Primary library location: Valley East Public Library and Citizen Service Centre (4100 Elmview Drive, Hanmer)

Table 36: Demographic Data for Val Therese

Key Data Point	Community/Neighbourhood Data
Total population	7,562 (4.6% of total Greater Sudbury population, -4.2% change from 2016)
Age segments	Youth (0-14): 1,320 (17.5%, -11.7% change from 2016) Working Age (15-64): 5,005 (66.2%, -5.2% change from 2016) Senior (65+): 1,220 (16.1%, +8.9% change from 2016)
Median household income	\$113,000 (+16% change from 2016) Median household income in Val Therese is 34.5% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 53.3% English only: 45.6% French only: 1.0% Neither English nor French: 0.1%
Language most often spoken at home	77.4% speak English most often at home 17.9% speak French most often at home 0.3% speak a non-official language most often at home
Indigenous population	900 (11.9%, +28% change from 2016)
Visible minority population	135 (1.8%, +23% change from 2016)
Recent immigrants	0 from 2016-2021 (0% of community population)
Level of education	Bachelor's degree or higher: 21.6% College, CEGEP or other non-university certificate or diploma: 41.9% Apprenticeship or trades certificate or diploma: 10.4% High (secondary) school diploma or equivalency: 21.2% No certificate, diploma, or degree: 4.8%



Sudbury Neighbourhoods

This section provides neighbourhood-level data for the eight neighbourhoods that comprise Sudbury, the major population centre within Greater Sudbury. These neighbourhoods are not individually represented in the community breakdown, but rather represent a further breakdown of the data given for Sudbury (above).

Donovan

Primary library location: Main Public Library (74 Mackenzie Street, Sudbury)

Table 37: Demographic Data for the Donovan

Key Data Point	Community/Neighbourhood Data
Total population	5,858 (3.5% of total Greater Sudbury population, +11.0% change from 2016)
Age segments	Youth (0-14): 905 (15.4%, +30.2% change from 2016) Working Age (15-64): 4,155 (70.9%, +9.5% change from 2016) Senior (65+): 795 (13.6%, +3.9% change from 2016)
Median household income	\$53,600 (+21% change from 2016) Median household income in the Donovan is 36.2% lower than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 26.0% English only: 72.6% French only: 1.0% Neither English nor French: 0.3%
Language most often spoken at home	87.1% speak English most often at home 5.4% speak French most often at home 4.7% speak a non-official language most often at home
Indigenous population	925 (15.8%, +11% change from 2016)
Visible minority population	630 (10.8%, +152% change from 2016)
Recent immigrants	40 from 2016-2021 (0.7% of neighbourhood population)
Level of education	Bachelor's degree or higher: 14.4% College, CEGEP or other non-university certificate or diploma: 31.2% Apprenticeship or trades certificate or diploma: 5.3% High (secondary) school diploma or equivalency: 30.9% No certificate, diploma, or degree: 18.2%



Flour Mill

Primary library locations:

- Main Public Library (74 Mackenzie Street, Sudbury)
- New Sudbury Public Library (1346 Lasalle Boulevard, Sudbury)

Table 38: Demographic Data for the Flour Mill

Key Data Point	Community/Neighbourhood Data
Total population	9,685 (5.8% of total Greater Sudbury population, +8.9% change from 2016)
Age segments	Youth (0-14): 1,535 (15.8%, +18.1% change from 2016) Working Age (15-64): 6,485 (67.0%, +6.5% change from 2016) Senior (65+): 1,685 (17.4%, +8.0% change from 2016)
Median household income	\$48,400 (+37% change from 2016) Median household income in the Flour Mill is 42.4% lower than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 33.2% English only: 64.4% French only: 2.3% Neither English nor French: 0.2%
Language most often spoken at home	79.2% speak English most often at home 11.4% speak French most often at home 4.9% speak a non-official language most often at home
Indigenous population	1,160 (12.0%, -14% change from 2016)
Visible minority population	1,825 (18.8%, +185% change from 2016)
Recent immigrants	315 from 2016-2021 (3.3% of neighbourhood population)
Level of education	Bachelor's degree or higher: 18.3% College, CEGEP or other non-university certificate or diploma: 30.2% Apprenticeship or trades certificate or diploma: 5.6% High (secondary) school diploma or equivalency: 30.3% No certificate, diploma, or degree: 15.6%



Kingsmount-Downtown-Bell Park

Primary library location: Main Public Library (74 Mackenzie Street, Sudbury)

Table 39: Demographic Data for Kingsmount-Downtown-Bell Park

Key Data Point	Community/Neighbourhood Data
Total population	7,285 (4.4% of total Greater Sudbury population, +9.6% change from 2016)
Age segments	Youth (0-14): 795 (10.9%, +10.4% change from 2016) Working Age (15-64): 5,100 (70.0%, +9.1% change from 2016) Senior (65+): 1,390 (19.1%, 11.6% change from 2016)
Median household income	\$76,500 (+22% change from 2016) Median household income in Kingsmount-Downtown-Bell Park is 8.9% lower than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 30.4% English only: 69.1% French only: 0.3% Neither English nor French: 0.2%
Language most often spoken at home	87.4% speak English most often at home 4.7% speak French most often at home 4.4% speak a non-official language most often at home
Indigenous population	680 (9.3%, +42% change from 2016)
Visible minority population	615 (8.4%, +34% change from 2016)
Recent immigrants	30 from 2016-2021 (0.4% of neighbourhood population)
Level of education	Bachelor's degree or higher: 40.9% College, CEGEP or other non-university certificate or diploma: 27.7% Apprenticeship or trades certificate or diploma: 3.9% High (secondary) school diploma or equivalency: 21.8% No certificate, diploma, or degree: 5.8%



Minnow Lake

Primary library locations:

- Main Public Library (74 Mackenzie Street, Sudbury)
- New Sudbury Public Library (1346 Lasalle Boulevard, Sudbury)

Table 40: Demographic Data for Minnow Lake

Key Data Point	Community/Neighbourhood Data
Total population	11,164 (6.7% of total Greater Sudbury population, +4.3% change from 2016)
Age segments	Youth (0-14): 1,840 (16.5%, +3.4% change from 2016) Working Age (15-64): 7,185 (64.4%, +2.1% change from 2016) Senior (65+): 2,145 (19.2%, +13.5% change from 2016)
Median household income	\$91,000 (+19% change from 2016) Median household income in Minnow Lake is 8.3% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 35.3% English only: 63.9% French only: 0.6% Neither English nor French: 0.2%
Language most often spoken at home	86.2% speak English most often at home 7.4% speak French most often at home 2.5% speak a non-official language most often at home
Indigenous population	1,325 (11.9%, +27% change from 2016)
Visible minority population	905 (8.1%, +83% change from 2016)
Recent immigrants	70 from 2016-2021 (0.6% of neighbourhood population)
Level of education	Bachelor's degree or higher: 23.4% College, CEGEP or other non-university certificate or diploma: 33.9% Apprenticeship or trades certificate or diploma: 6.5% High (secondary) school diploma or equivalency: 26.7% No certificate, diploma, or degree: 9.5%



New Sudbury

Primary library location: New Sudbury Public Library (1346 Lasalle Boulevard, Sudbury)

Table 41: Demographic Data for New Sudbury

Key Data Point	Community/Neighbourhood Data
Total population	24,037 (14.5% of total Greater Sudbury population, +1.2% change from 2016)
Age segments	Youth (0-14): 3,410 (14.2%, +0% change from 2016) Working Age (15-64): 14,735 (61.3%, -0.6% change from 2016) Senior (65+): 5,930 (24.7%, +7.1% change from 2016)
Median household income	\$87,000 (+14% change from 2016) Median household income in New Sudbury is 3.6% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 35.1% English only: 64.3% French only: 0.5% Neither English nor French: 0.1%
Language most often spoken at home	80.4% speak English most often at home 10.4% speak French most often at home 3.9% speak a non-official language most often at home
Indigenous population	2,735 (11.4%, +24% change from 2016)
Visible minority population	2,260 (9.4%, +93% change from 2016)
Recent immigrants	200 from 2016-2021 (0.8% of neighbourhood population)
Level of education	Bachelor's degree or higher: 24.3% College, CEGEP or other non-university certificate or diploma: 37.0% Apprenticeship or trades certificate or diploma: 5.5% High (secondary) school diploma or equivalency: 25.3% No certificate, diploma, or degree: 8.0%



Rural South End

Primary library location: South End Public Library (1991 Regent Street, Sudbury)

Table 42: Demographic Data for Rural South End

Key Data Point	Community/Neighbourhood Data
Total population	4,002 (2.4% of total Greater Sudbury population, +5.5% change from 2016)
Age segments	Youth (0-14): 650 (16.2%, +10.2% change from 2016) Working Age (15-64): 2,530 (63.2%, -0.4% change from 2016) Senior (65+): 820 (20.5%, +24.2% change from 2016)
Median household income	\$110,000 (+1% change from 2016) Median household income in Rural South End is 31.0% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 29.5% English only: 70.0% French only: 0.1% Neither English nor French: 0.4%
Language most often spoken at home	91.5% speak English most often at home 4.6% speak French most often at home 2.2% speak a non-official language most often at home
Indigenous population	235 (5.9%, +24% change from 2016)
Visible minority population	125 (3.1%, +19% change from 2016)
Recent immigrants	40 from 2016-2021 (1% of neighbourhood population)
Level of education	Bachelor's degree or higher: 38.5% College, CEGEP or other non-university certificate or diploma: 30.9% Apprenticeship or trades certificate or diploma: 7.4% High (secondary) school diploma or equivalency: 19.1% No certificate, diploma, or degree: 4.1%



South End

Primary library location: South End Public Library (1991 Regent Street, Sudbury)

Table 43: Demographic Data for the South End

Key Data Point	Community/Neighbourhood Data
Total population	19,218 (11.6% of total Greater Sudbury population, +5.0% change from 2016)
Age segments	Youth (0-14): 2,775 (14.4%, +7.4% change from 2016) Working Age (15-64): 11,450 (59.6%, +0.3% change from 2016) Senior (65+): 4,995 (26.0%, +16.2% change from 2016)
Median household income	\$101,000 (+3% change from 2016) Median household income in the South End is 31.0% higher than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 26.8% English only: 71.8% French only: 0.9% Neither English nor French: 0.5%
Language most often spoken at home	83.7% speak English most often at home 5.6% speak French most often at home 5.8% speak a non-official language most often at home
Indigenous population	1,130 (5.9%, +15% change from 2016)
Visible minority population	2,265 (11.8%, +27% change from 2016)
Recent immigrants	385 from 2016-2021 (2.0% of neighbourhood population)
Level of education	Bachelor's degree or higher: 47.5% College, CEGEP or other non-university certificate or diploma: 26.7% Apprenticeship or trades certificate or diploma: 4.5% High (secondary) school diploma or equivalency: 16.2% No certificate, diploma, or degree: 5.1%



West End

Primary library locations:

- Main Public Library (74 Mackenzie Street, Sudbury)
- South End Public Library (1991 Regent Street, Sudbury)

Table 44: Demographic Data for the West End

Key Data Point	Community/Neighbourhood Data
Total population	8,967 (5.4% of total Greater Sudbury population, +6.5% change from 2016)
Age segments	Youth (0-14): 1,140 (12.7%, +1.3% change from 2016) Working Age (15-64): 6,135 (68.4%, +5.7% change from 2016) Senior (65+): 1,695 (18.9%, +14.1% change from 2016)
Median household income	\$60,000 (+19% change from 2016) Median household income in the West End is 28.6% lower than the median household income across Greater Sudbury.
Level of bilingualism	English and French: 25.8% English only: 73.1% French only: 0.4% Neither English nor French: 0.6%
Language most often spoken at home	83.4% speak English most often at home 3.5% speak French most often at home 4.5% speak a non-official language most often at home
Indigenous population	900 (10.0%, +7% change from 2016)
Visible minority population	760 (8.5%, +145% change from 2016)
Recent immigrants	40 from 2016-2021 (0.4% of neighbourhood population)
Level of education	Bachelor's degree or higher: 24.5% College, CEGEP or other non-university certificate or diploma: 32.5% Apprenticeship or trades certificate or diploma: 5.7% High (secondary) school diploma or equivalency: 26.2% No certificate, diploma, or degree: 11.2%



7.2. Community Survey Findings

The GSPL Community Survey was distributed through GSPL and the City of Greater Sudbury. It was open to all community members, with a specific set of questions for GSPL staff members. Available in English and French, it was primarily distributed online with paper copies available at all branches. The survey was in the field from November 5 to December 5, 2024. The survey received 683 responses with 614 from the public and 69 from staff.

While the survey provides valuable insights, it is important to recognize that respondents may not fully reflect the demographics of residents reliant on some of GSPL's specific resources and services, such as individuals with lower incomes, newcomers, or those with limited internet access, who may face barriers to participation in online surveys.

Key Findings

The following key takeaways emerged from the survey results (note: full survey results follow).

- **Respondent profile:**
 - **Age and language:** Limited engagement from the 18–24 age group (3%). Most respondents speak English at home (83%) with 13% reporting they speak French.
 - **Transport:** Primary mode of access to GSPL is driving (77%) with the next most popular mode walking (17%). Concerns about parking and physical access at certain branches persist, particularly for seniors.
- **Library usage and barriers:**
 - **Usage patterns**
 - **Frequency:** Frequent users visit monthly (30%) or weekly (27%).
 - **Digital use:** Digital platforms like websites or apps are used weekly by 33%.
 - **Barriers to greater use**
 - **Lack of awareness:** Among those who visit GSPL rarely or never, 18% reported not knowing about available services.
 - **Safety concerns:** Issues with drug use, homelessness, and disruptive behaviour near some branches, particularly Main.
 - **Service gaps:** Limited quiet spaces, limited French-language support, and inconsistent programming (e.g., limited year-round availability of programs across branches coupled with cancellations resulting from limited attendance).
- **Service strengths and Challenges:**



- **Strengths**

- **Staff support:** Rated highly (92%), with recognition for friendliness, knowledge, and community engagement.
- **Programs and activities:** Positive feedback for children's programs, family-friendly spaces, and digital resources like Hoopla and CloudLibrary.
- **Library as a community hub:** Appreciated for fostering literacy, learning, and community connections.

- **Challenges and areas for improvement**

- **Digital offerings:** Outdated and limited e-books/e-audiobooks; preference for more user-friendly platforms like Libby.
- **Safety and environment:** Concerns about library spaces used as warming centres (note: while some respondents raised this concern, no GSPL branches serve as warming centres – this challenge is likely connected to perceived sense of safety).
- **Programming:** Insufficient offerings for teens, adults, and seniors, with inconvenient scheduling.
- **Facilities:** Outdated infrastructure (e.g., not meeting accessibility standards, outdated computers), lack of private spaces, and perceived disparities in resource distribution across branches.

- **Priorities for the next 10 years:**

- **Public priorities**

- Expanding online resources
 - Broadening programming offerings
 - Providing employment support, job search resources, and upskilling opportunities.

- **Staff priorities**

- Broadening programming offerings
 - Modernizing facilities for accessibility
 - Enhancing customer service and personalized support

- **Programming needs and opportunities**

- **Age-specific programs:**

- Expanded story time and literacy for children
 - Teen-specific activities (e.g., book clubs, financial literacy, gaming)
 - Practical workshops for adults (e.g., budgeting, cooking, DIY)



- Technology and wellness programs for seniors
- **Equity, diversity, and inclusion**
 - Bilingual offerings, Indigenous programming, and newcomer support
- **Community engagement**
 - More partnerships with schools, cultural groups, and community organizations for intergenerational activities and cultural events
 - Expanded outreach to rural and underserved branches
- **Staff perspectives**
 - **Challenges**
 - Disconnect between management and frontline staff – specifically, staff report feeling their perspectives are not taken into account when GSPL implements new processes, despite management’s intention to solicit staff input)
 - Workload pressures and staff shortages
 - Communication gaps (e.g. issues with SharePoint) and operational inequities (e.g.) recruitment delays)
 - **Support needs**
 - Improved communication, staffing levels, and professional development
 - Modernized technology and more standardized programming guidance

Survey Results

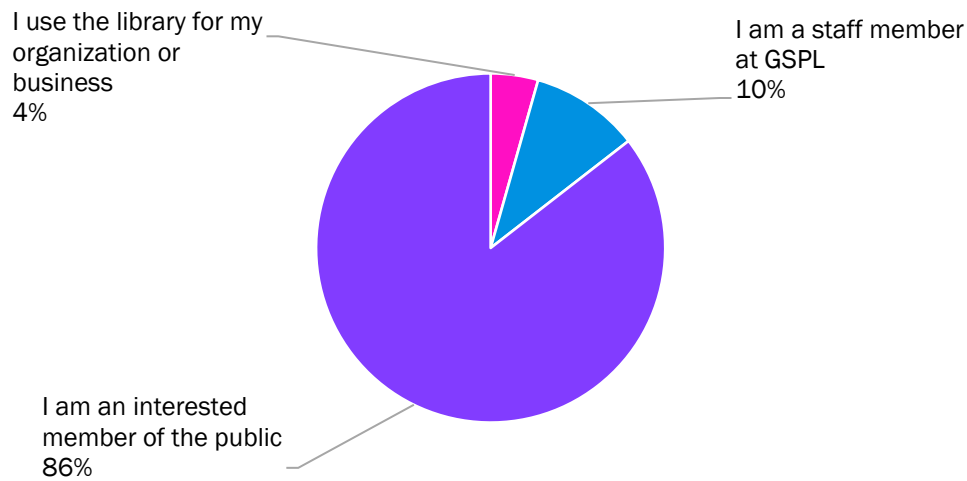
Respondent Information

Results in this section reflect questions presented to both public and staff respondents.

As indicated by Figure 1, most survey respondents are members of the public (90%) with staff constituting 10%.



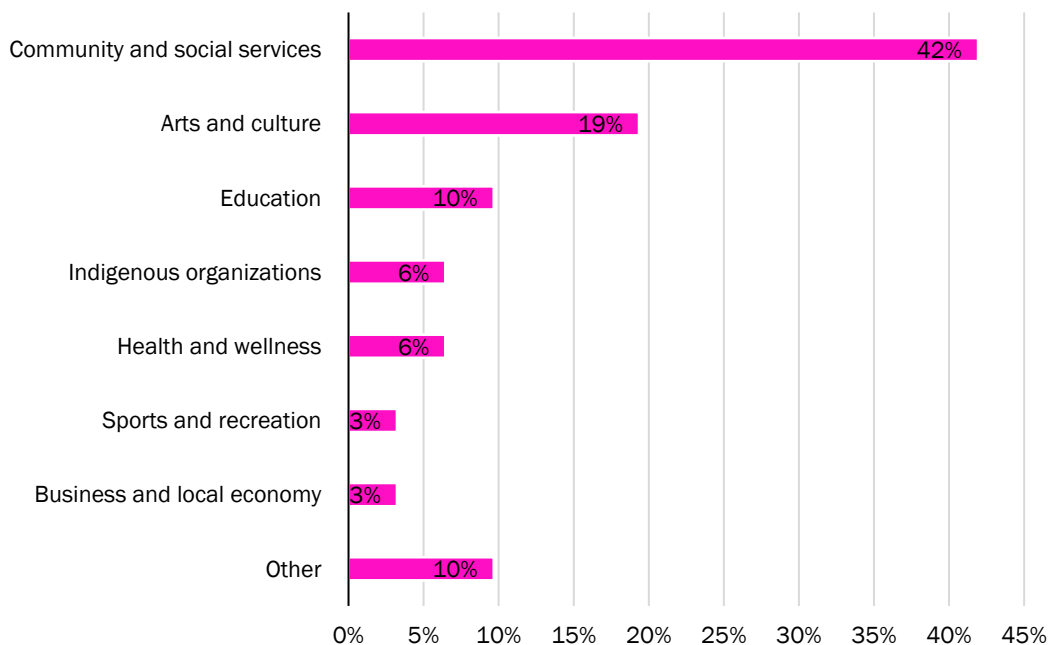
Figure 1. Which of the following best describes you? (n=683)



Source: GSPL Community Survey 2024

Among respondents who indicated they use library services for their organizations or businesses, more than a third (42%) work in community and social services while about a fifth (19%) work in arts and culture, as shown in Figure 2. Among those who selected other, responses included genealogy and non-profit.

Figure 2. Which sector or area of work best describes your organization of business? (n=31)

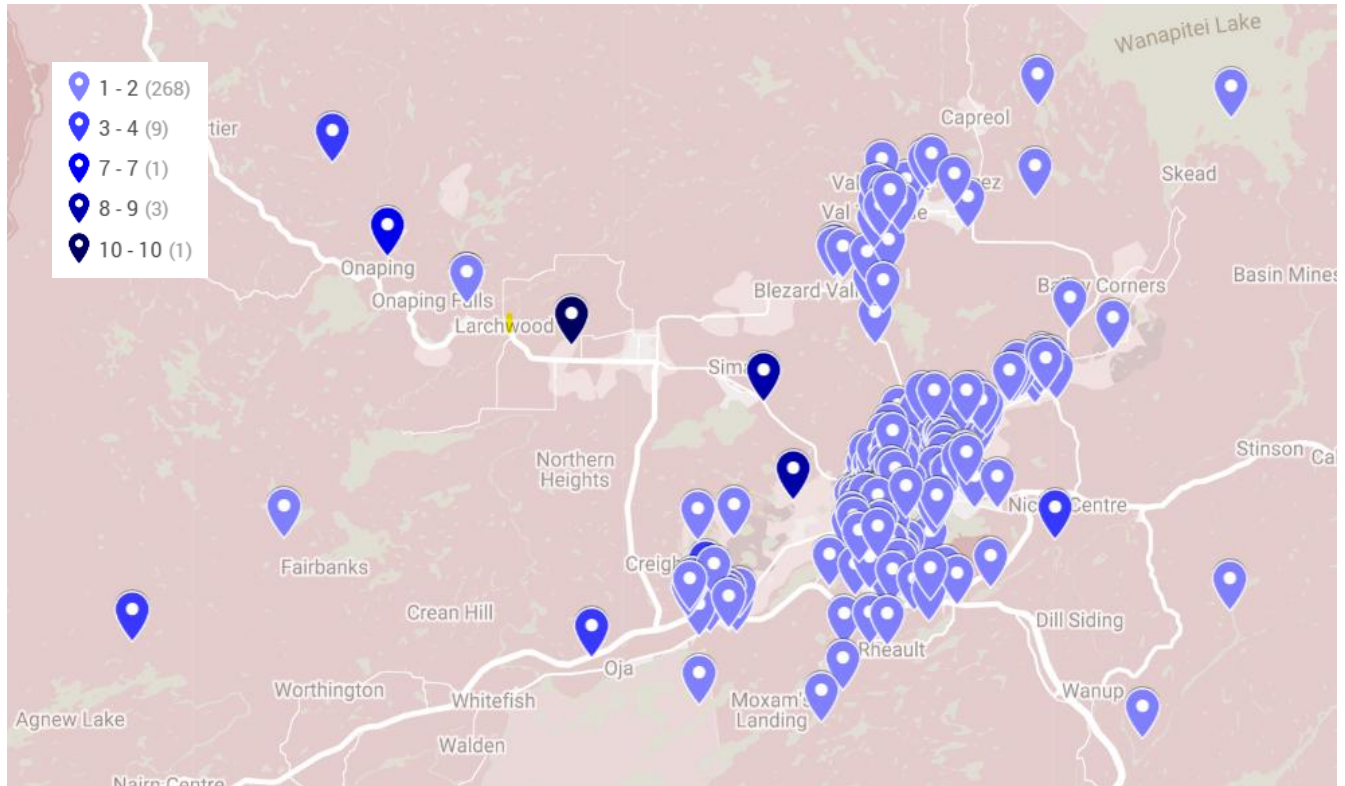


Source: GSPL Community Survey 2024



In total, 283 distinct postal codes were represented among respondents. The following figures show the distribution and concentration of postal codes represented. Figure 3 shows respondent postal codes in the Greater Sudbury area, while Figure 3 shows the most frequently listed postal codes.

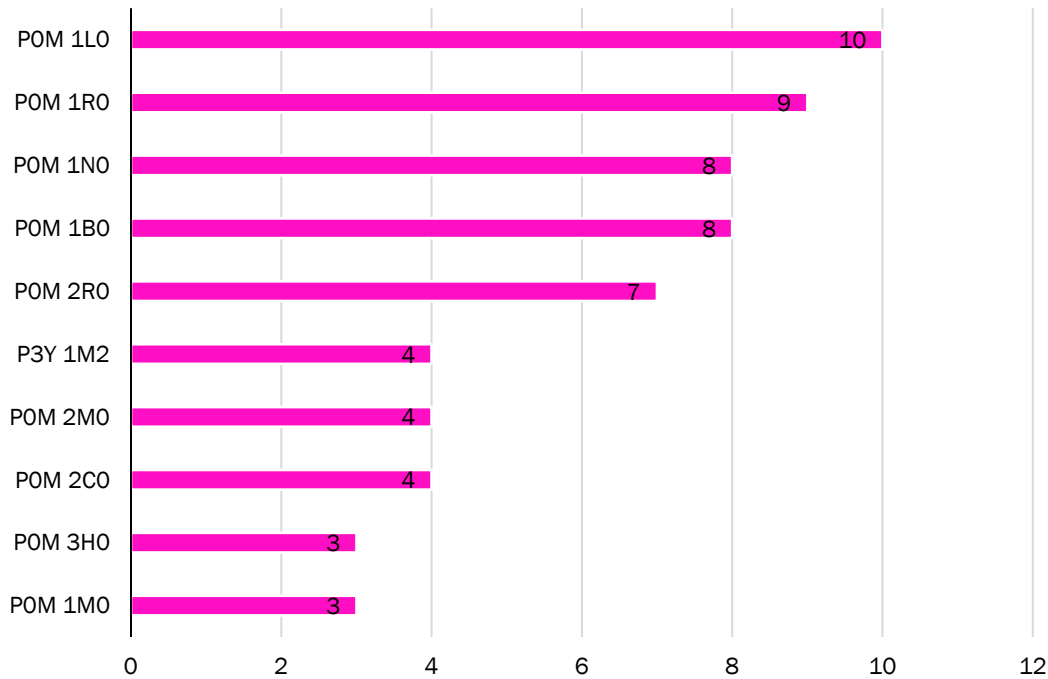
Figure 3 Respondent postal codes in the Greater Sudbury area (n=363)



Sources: GSPL Community Survey 2024, Google My Maps



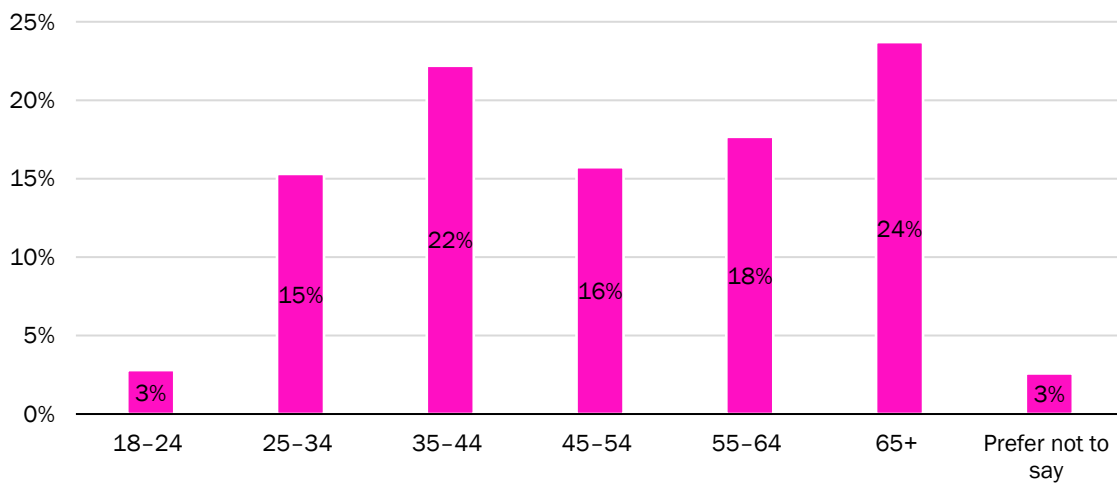
Figure 4. Respondents' most frequent postal codes



Source: GSPL Community Survey 2024

Overall, the survey received responses from a wide range of age groups, as portrayed in Figure 5. However, responses from the 18–24 age group only represented 3% of respondents. (Note that younger age groups, including tweens and teens, were engaged through community pop-ups specifically targeted to youth.)

Figure 5. What is your age group? (n=464)

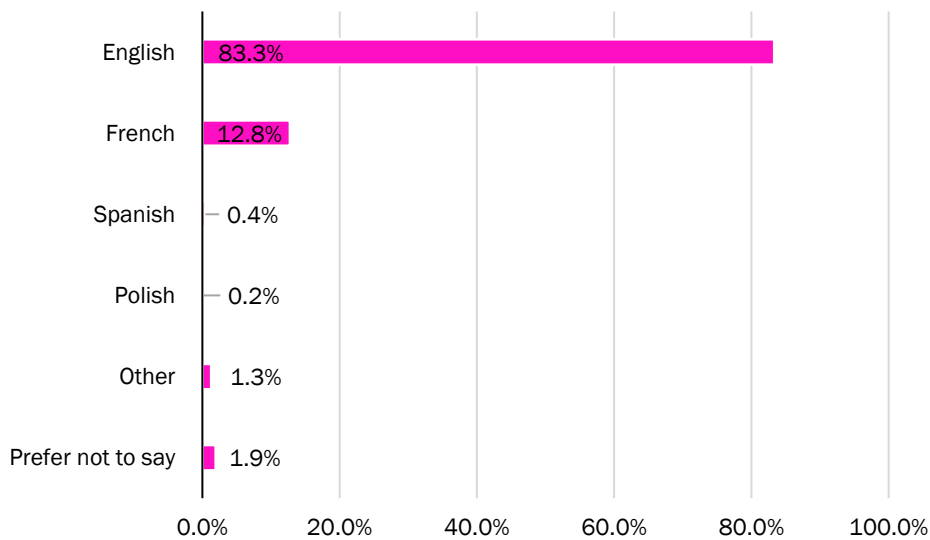


Source: GSPL Community Survey 2024



When asked what **languages respondents most often speak at home**, the majority indicated English (83%) while 13% selected French, as shown in Figure 6. (Note that 7% of respondents chose to complete the survey in French.) This sample reflects slightly more primary French speakers than the broader population: City-wide, 10.5% of residents speak French most often at home.

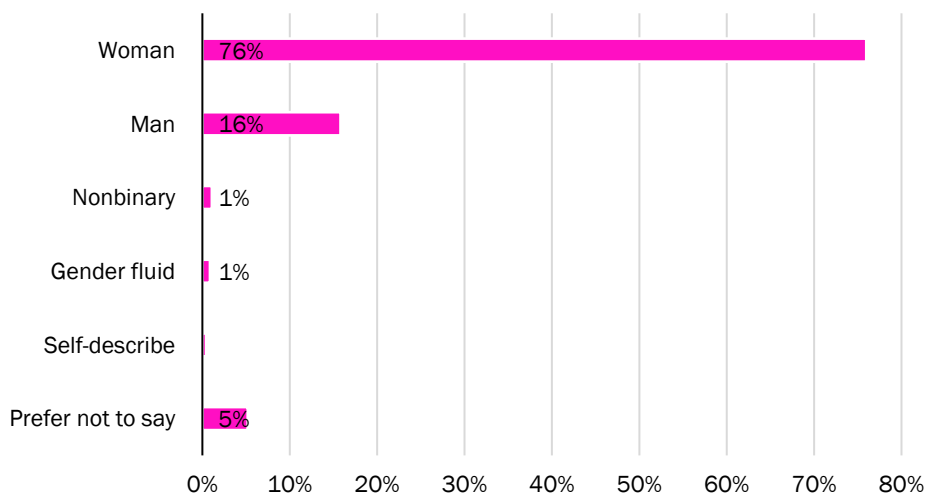
Figure 6. What language do you speak most often at home? (n=462)



Source: GSPL Community Survey 2024

As shown in Figure 7, **most survey respondents identified as a woman (76%).**

Figure 7. What is your gender identity? (n=462)

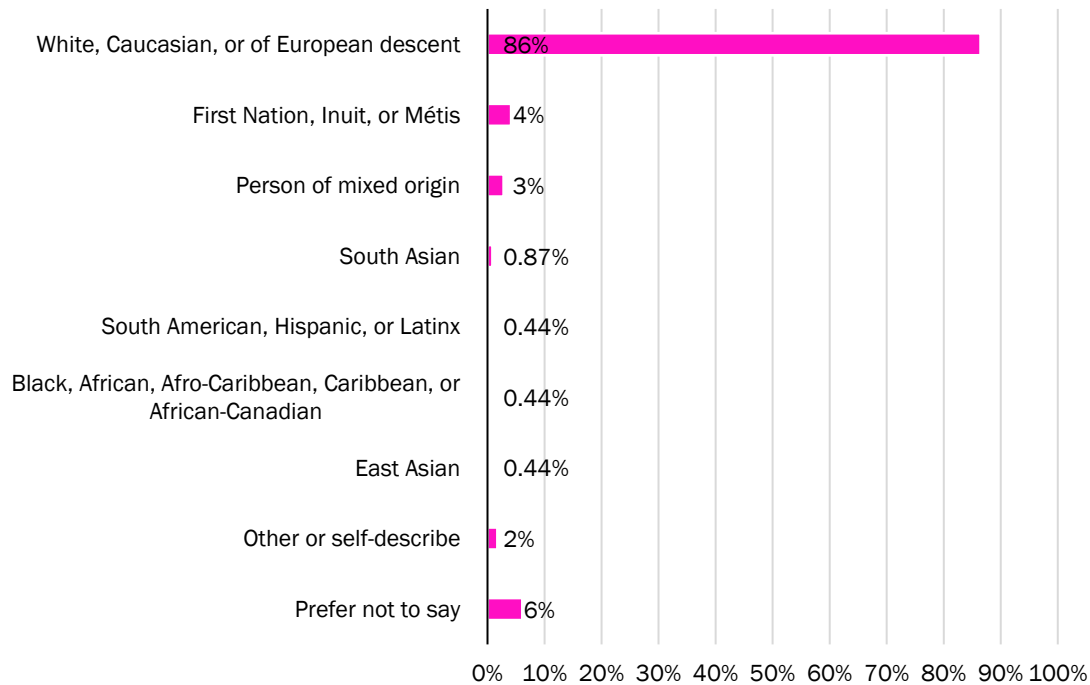


Source: GSPL Community Survey 2024



Respondents were asked to indicate their **cultural identity** (Figure 8). The majority identified as white (86%). This figure is only slightly higher than the broader community, where 83% of the population is neither a visible minority nor Indigenous.

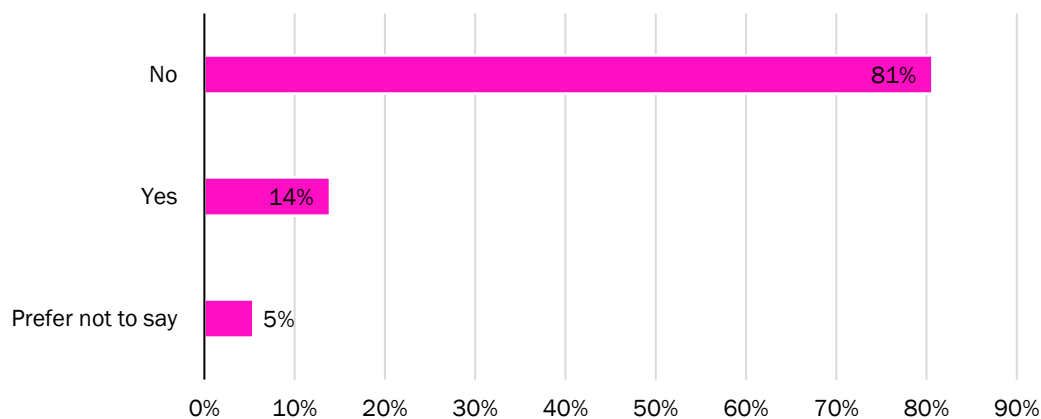
Figure 8. Which of the following best describes you [cultural identity]? (n=458)



Source: GSPL Community Survey 2024

As shown in Figure 9, 14% of respondents identify as a **person with a disability**.

Figure 9. Do you identify as a person with a disability? (n=460)



Source: GSPL Community Survey 2024

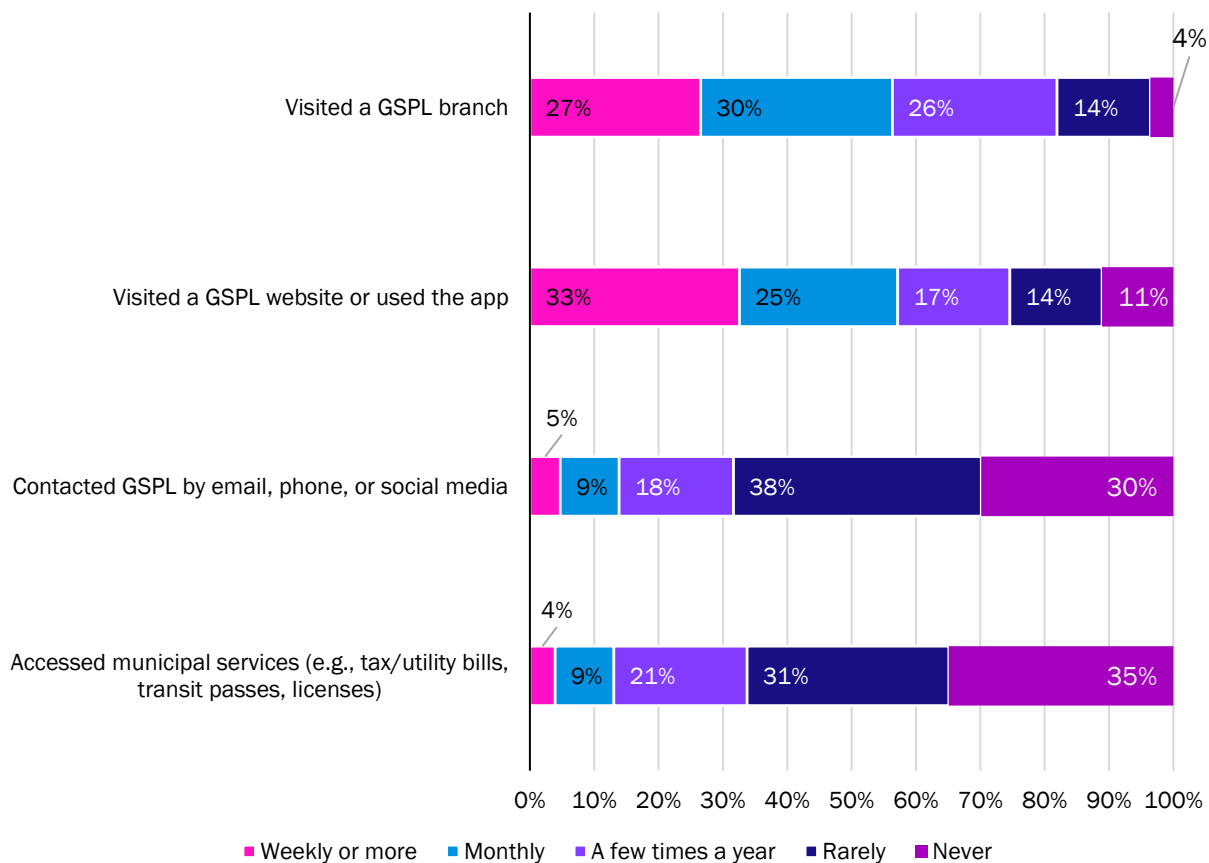


Library Experience

This section presents responses gathered from members of the public regarding their library experiences.

Respondents were asked **how often they access GSPL in a range of ways**. As indicated in Figure 10, a third of respondents visit a GSPL branch every month (30%), while roughly a quarter visit weekly (27%) or a few times a year (26%). In terms of visiting a GSPL website or using the library app, a third did so weekly (33%), while a quarter did so monthly (25%). Most respondents rarely or never contacted GSPL by email, phone, or social media (38% and 30%, respectively). In addition, most rarely or never accessed municipal services (31% and 35%, respectively). Similar trends were observed across age groups, French speakers, Indigenous respondents, people with disability and 2SLGBTQIA+ respondents.

Figure 10. How often do you access GSPL in the following ways? (n=614)



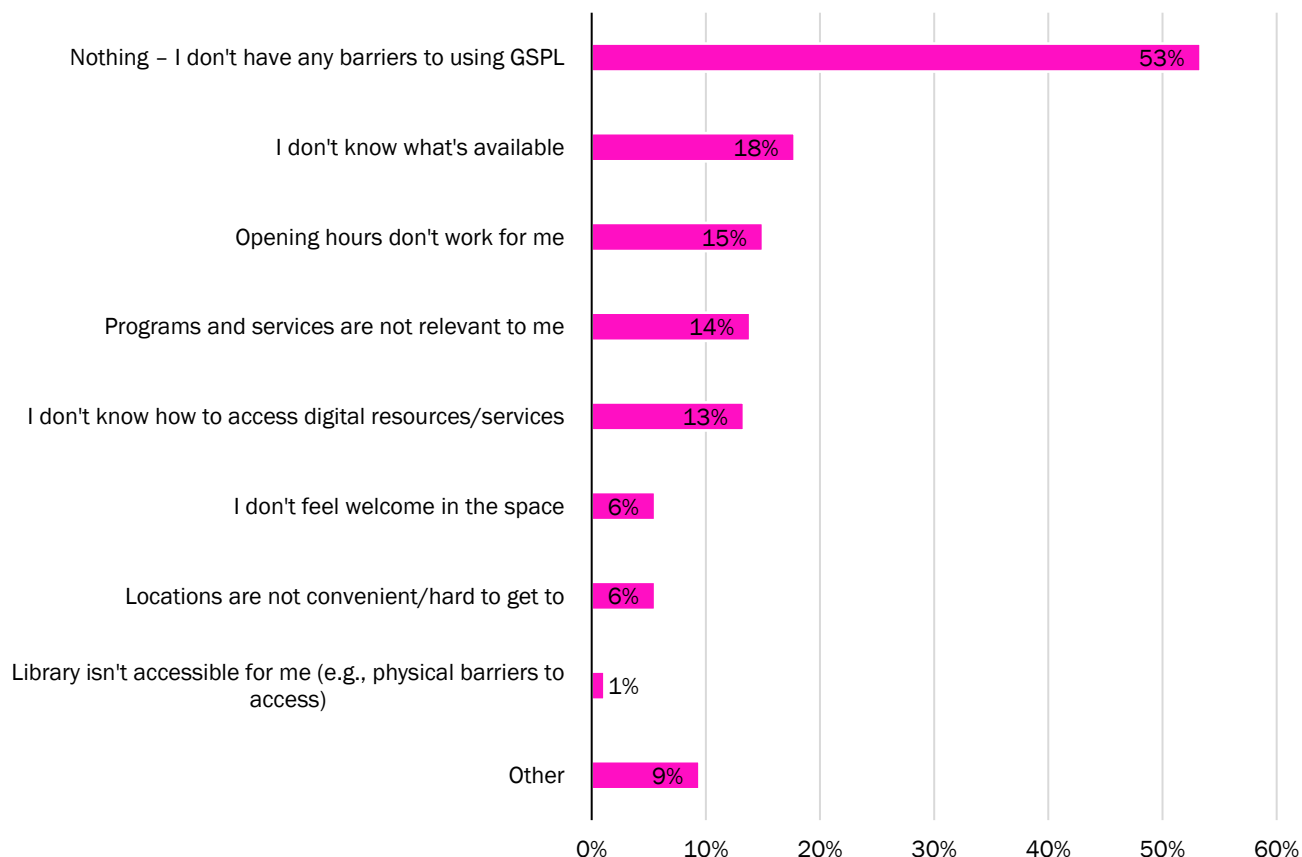
Source: GSPL Community Survey 2024

Respondents who indicated they visited GSPL rarely or never were asked **what keeps them from accessing GSPL more often**. Figure 11 portrays that most respondents reported not having any barriers to accessing GSPL (53%). However, close to a fifth (18%) do not know what services are available. Similar



responses were observed across age groups, French speakers, Indigenous respondents, people with disability and 2SLGBTQIA+ respondents.

Figure 11. What keeps you from accessing GSPL more often? (n=180)



Source: GSPL Community Survey 2024

Respondents reported **other barriers** to accessing GSPL more often as follows:

▪ **Safety concerns**

- Feeling unsafe due to drug use and suspicious activity near the Mackenzie Street library.
- Perception of homelessness around the library makes some people uncomfortable or fearful, particularly families with children.

▪ **Library environment**

- Excessive noise disrupts readers.
- Limited designated quiet spaces for reading or study.

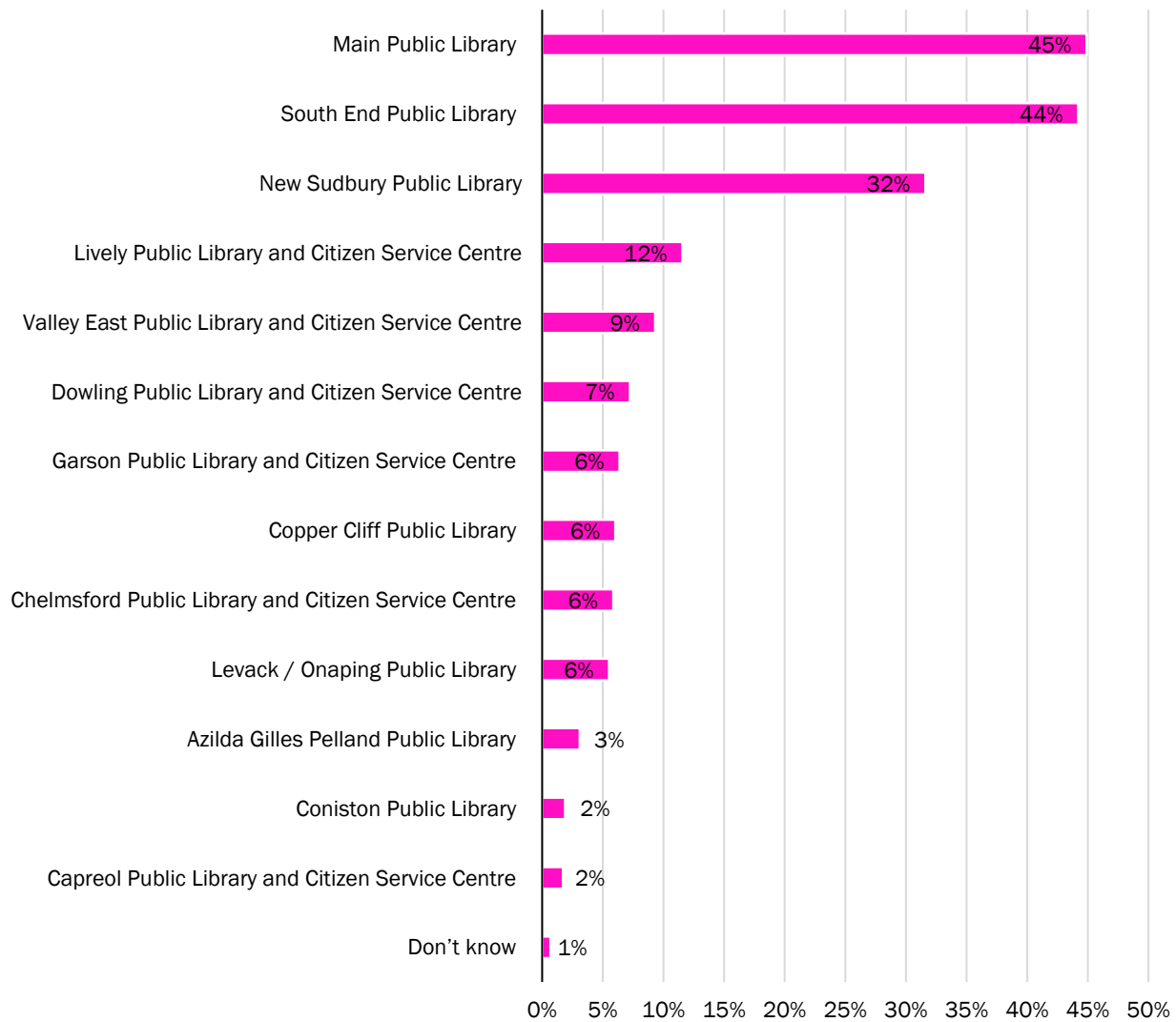


- Staff perceived as rude in some instances.
- **Service gaps**
 - Limited book selection or desired books being unavailable.
 - Difficulty in receiving services in French, with users feeling like their requests are an inconvenience.
 - Inconsistent programming, with some events canceled due to low attendance.
- **Lack of awareness**
 - Some services (e.g., passes, equipment rentals) are not well-advertised, so people discover them accidentally.
- **Convenience and digital trends**
 - Preference for accessing resources online rather than visiting in person.
 - Perception that digital resources are making physical libraries less necessary.

Figure 12 shows the **library branches typically visited by respondents**. The top three branches respondents visit include Main Public Library (45%), South End Public Library (44%) and New Sudbury Public Library (32%). Given that roughly half (51.9%) of the City's population is concentrated in Sudbury, which is served by these three branches, the survey results suggest slightly higher proportional representation from other community branches relative to their population share.



Figure 12. Which branches do you typically visit? (n=579)

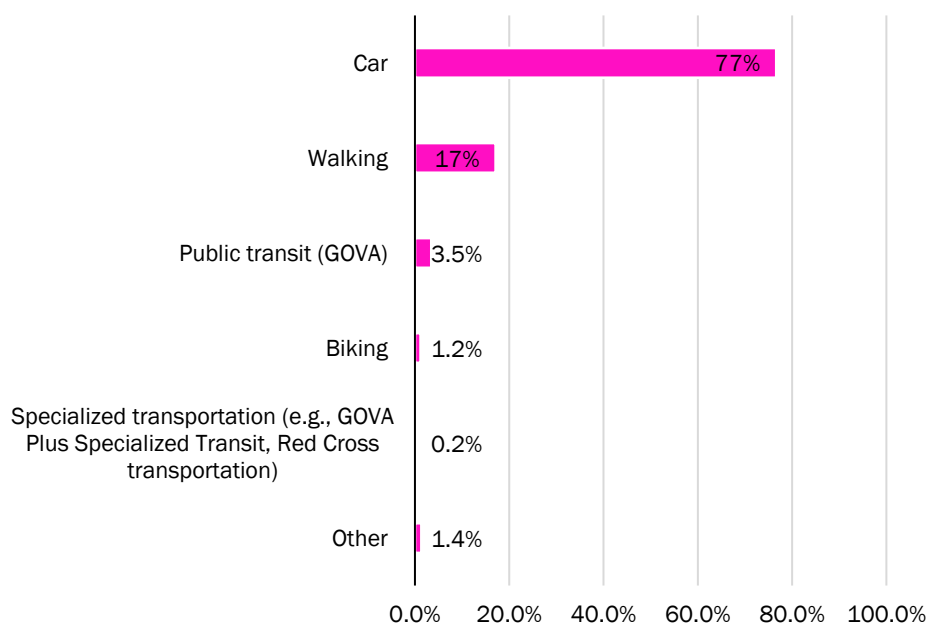


Source: GSPL Community Survey 2024



Figure 13 shows most participants reported **getting to the library** by car (77%), while close to a fifth (17%) mainly walk to the library. Looking more specifically at GSPL's urban branches, Main Library sees somewhat lower access by car (71%) and, consequently, greater access by walking (19%) and public transit (6%). New Sudbury and South End both see lower-than-system-wide access by walking (11% and 12%, respectively) but slightly higher access by car (80% and 82%, respectively). New Sudbury also sees higher than average access by public transit (6%). Note: While these findings provide important insights, it should also be noted that survey respondents may not fully represent those most reliant on walking or public transit, as individuals with lower incomes or limited access to personal vehicles may be underrepresented in the survey sample.

Figure 13. What is your main way of getting to the library? (n=578)



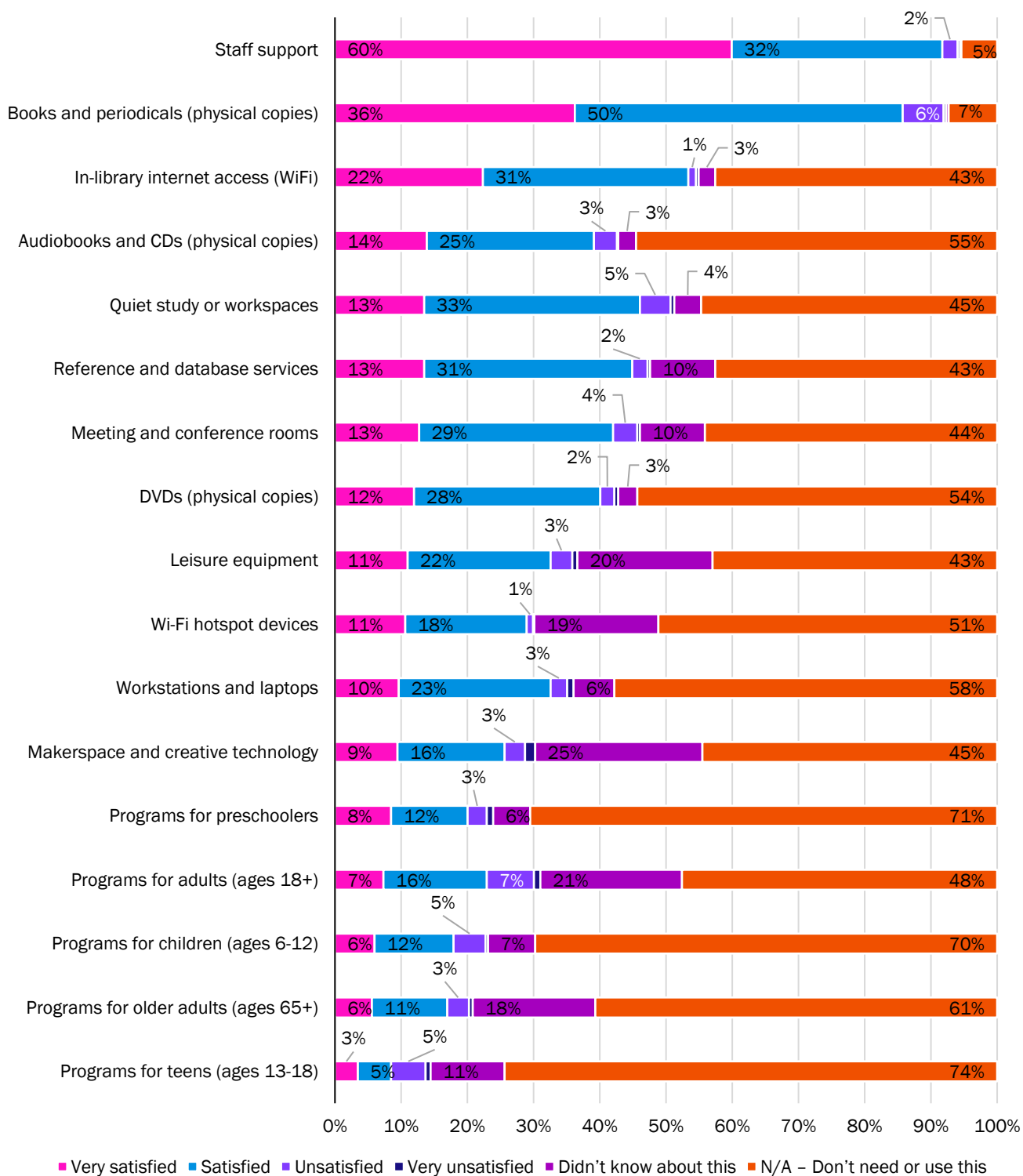
Source: GSPL Community Survey 2024

Respondents were asked to rate their **satisfaction with offerings available in person** at GSPL branches (Figure 14). Respondents were most satisfied with staff support (92% satisfied or very satisfied), books and periodicals (86%), and in-library internet access or Wi-Fi (53%). Over a third of respondents were also satisfied or very satisfied with quiet study or workspaces (46%), reference and database services (44%), meeting and conference room (42%), DVDs (40%), audio books and CDs (39%), and leisure equipment (33%).

Two-thirds or more of respondents indicated they do not need or use programs for preschoolers, children, teens, and older adults. As shown below, across in-person offerings there is low use and, in some cases, somewhat low awareness of GSPL's offerings beyond staff support and books and periodicals. Similar responses were observed across age groups, French speakers, Indigenous respondents, people with disability and 2SLGBTQIA+ respondents.



Figure 14. Please rate your satisfaction with the following offerings available in person at GSPL branches. (n=519)

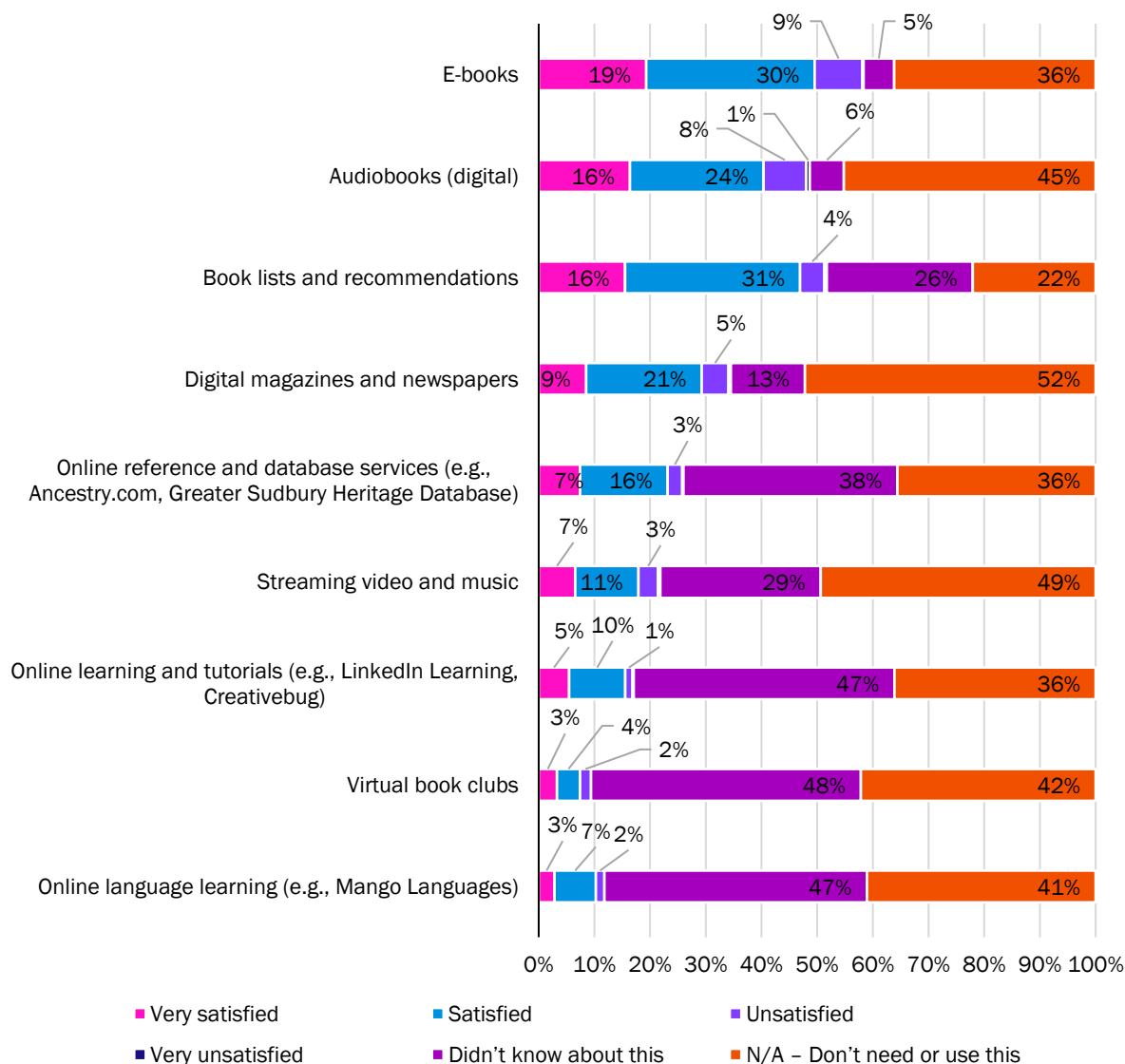


Source: GSPL Community Survey 2024



Respondents were asked to rate their **satisfaction with offerings available digitally** from GSPL (Figure 15). More than a third of respondents are satisfied or very satisfied with eBooks (49%), book lists and recommendations (47%), and audiobooks (40%). However, nearly half of respondents did not know about digital offerings such as virtual book clubs (48%), online learning and tutorials (47%), and online language learning (47%). As shown below, respondents indicated low use and low awareness across most of GSPL's digital offerings. Similar responses were observed across age groups, French speakers, Indigenous respondents, people with disability and 2SLGBTQIA+ respondents.

Figure 15. Please rate your satisfaction with the following offerings available digitally from GSPL. (n=458)



Source: GSPL Community Survey 2024



Respondents were asked to elaborate on **what they are most satisfied or unsatisfied** with regarding GSPL's offerings.

The following list presents offerings or services respondents reported being **most satisfied with**.

- **Friendly and Helpful Staff:** Repeatedly praised across branches for their knowledge, approachability, and community engagement. Many respondents highlighted staff's ability to provide recommendations, help with technology, and create a welcoming environment.
- **Programs and Activities:** Respondents appreciate programs for children, such as Storytime and family events, and recognize the library as a hub for community activities. Makerspace initiatives, adult workshops, and tween/teen programming were also positively mentioned.
- **Diverse Lending Options:** Respondents appreciate the interlibrary loan program, the hold system for books, and the variety of lending materials like books, magazines, puzzles, and sports equipment. Interlibrary loan services and the ability to place holds for pick-up at local branches were specifically appreciated for their convenience.
- **Digital Resources:** Many respondents enjoy using Hoopla and CloudLibrary for e-books and audiobooks, despite some limitations. The ability to reserve and renew items online is frequently mentioned as a major convenience.
- **Library as a Community Hub:** Many noted the welcoming atmosphere and the library's role as a central gathering place, especially for fostering children's literacy and providing resources for all age groups. Libraries are recognized as safe, clean, and accessible spaces for reading, studying, and socializing. The family-friendly atmosphere, especially in children's areas, is a highlight for families.
- **Cost Savings and Accessibility:** Respondents value the library as a free resource for books, activities, and educational materials, emphasizing how it saves money compared to purchasing books or services.

Respondents also reported **mostly being unsatisfied with** the following offerings and services.

- **Digital Resource Limitations:** Many respondents mentioned that the e-book and audiobook options on platforms like CloudLibrary and Hoopla are inadequate, outdated, or missing popular titles. Complaints about the usability of CloudLibrary (e.g., clunky interface) and frustrations with Hoopla timing out or displaying unavailable content. Several respondents specifically expressed dissatisfaction with the absence of the Libby app, which they found more user-friendly and better stocked.
- **Book and Resource Availability:** Insufficient copies of popular or new titles lead to long wait times for new and high-demand books. Some branches have limited or outdated physical materials, with missing titles in book series being a recurring issue. Dissatisfaction with the availability and promotion of French-language books and programs, particularly for Francophone and immigrant communities.
- **Safety Concerns:** The use of certain branches (Main Branch) as warming centers has raised concerns about safety and cleanliness. Instances of drug use and other disruptive behaviors were noted, especially in the main branch. Parents mentioned feeling unsafe bringing children to certain branches due to these issues.



- **Programming Gaps:** Limited programming for teens, seniors, and patrons who work during standard business hours. Programs are often scheduled at inconvenient times for families or working patrons, making them inaccessible. Inadequate clubs, activities, or engagement options for youth (e.g., book clubs, creative workshops).
- **Technology and Infrastructure:** Outdated computers and library facilities. Limited private study or meeting spaces, especially for virtual meetings or focused work. Challenges navigating the website and difficulty accessing digital catalogs and resources.
- **Branch Disparities:** Perceived uneven resource distribution i.e., smaller branches reportedly having fewer resources, books, and programs compared to larger ones. It is unclear if this perception is proportional to size or not. Complaints about restrictive operating hours, especially in the evenings and weekends in some branches, making access difficult for patrons who work during standard business hours.
- **Magazine and DVD Offerings:** Decreased availability of magazines and DVDs, particularly newer or popular titles. Issues with scratched DVDs and poorly maintained physical resources.
- **Service Promotion:** Respondents felt unaware of available programs, events, and digital offerings, suggesting a need for better marketing and communication.

Furthermore, respondents identified some **opportunities for improvement**. Key themes are identified include:

- **Expand Digital Offerings:** Enhance e-book and audiobook selections, improve platform usability, and introduce Libby.
- **Increase Book Copies:** Ensure better availability of popular and new releases across all branches.
- **Safety Measures:** Improve the environment of branches used as warming centers to ensure safety and comfort for all patrons.
- **Broader Programming:** Expand and diversify programming with flexible scheduling to create more options that target teens, seniors, and patrons who work during standard business hours.
- **Upgrade Facilities:** Modernize technology, furniture, and infrastructure while adding private and quiet spaces.

Promotion and Accessibility: Improve marketing efforts to increase awareness of resources and events, especially targeting underserved communities.

Insider Perspective

This section presents responses gathered from **staff members of GSPL** regarding their perspectives on library offerings as well as their own experiences.

Staff respondents were asked to indicate **how well in-branch offerings meet the needs of GSPL's customers** and broader community. As depicted in Figure 16, staff perceive most in-branch offerings as

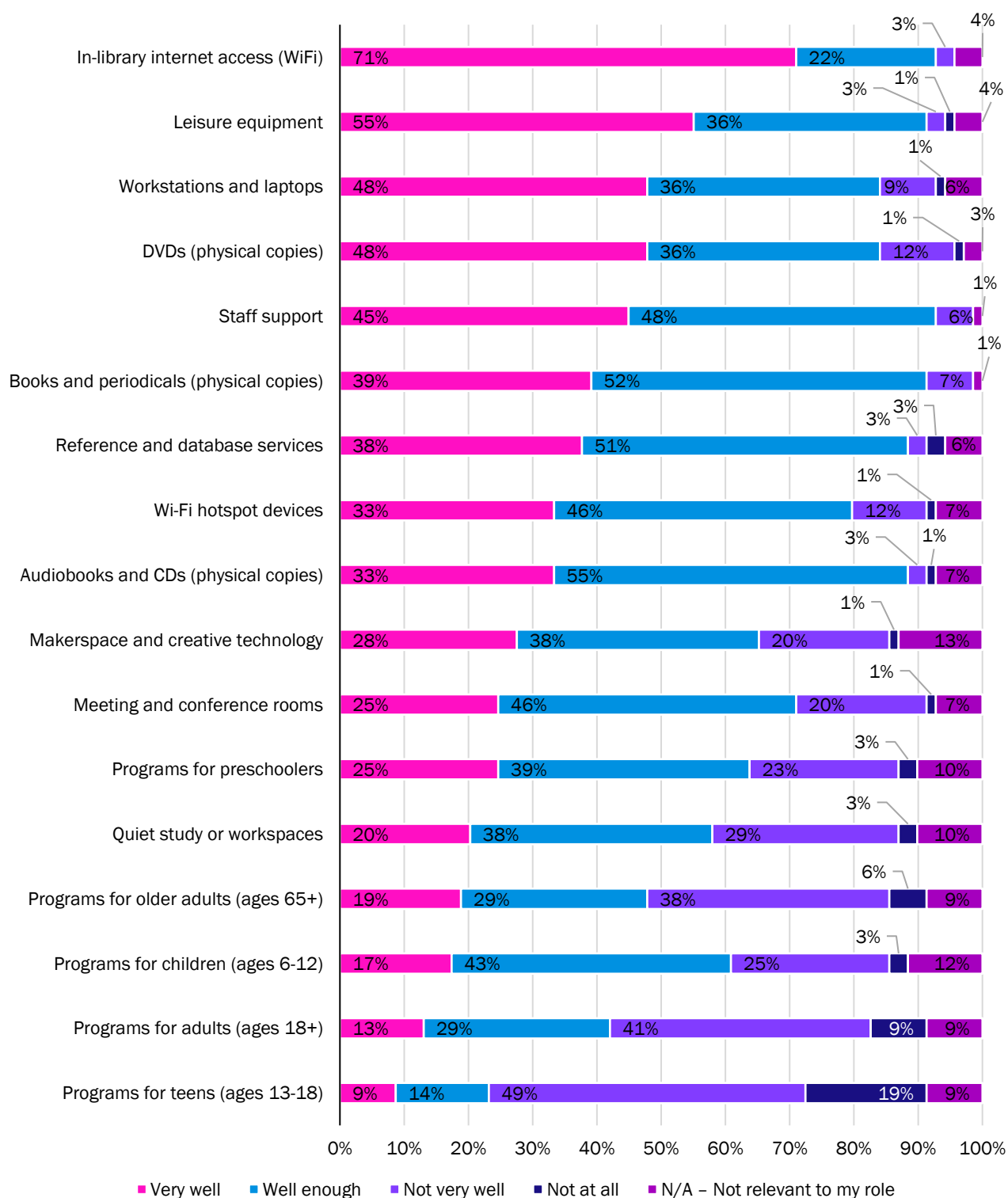


meeting customer and community needs. Top of the list include in-library internet access (93% well enough or very well), staff support (93%), leisure equipment (91%), books and periodicals (91%), and reference and database services (89%).

Nonetheless, staff perceive some programs as not meeting customer and community needs. The biggest gaps emerged in programs for teen (68% not very well or not at all), programs for adults (50%), and programs for older adults (42%). Responses also point to gaps in meeting the needs for Makerspace and creative technology (23%) as well as meetings and conference rooms (21%).



Figure 16. How well do the following in-branch offerings meet the needs of GSPL's customers and broader community? (n=69)

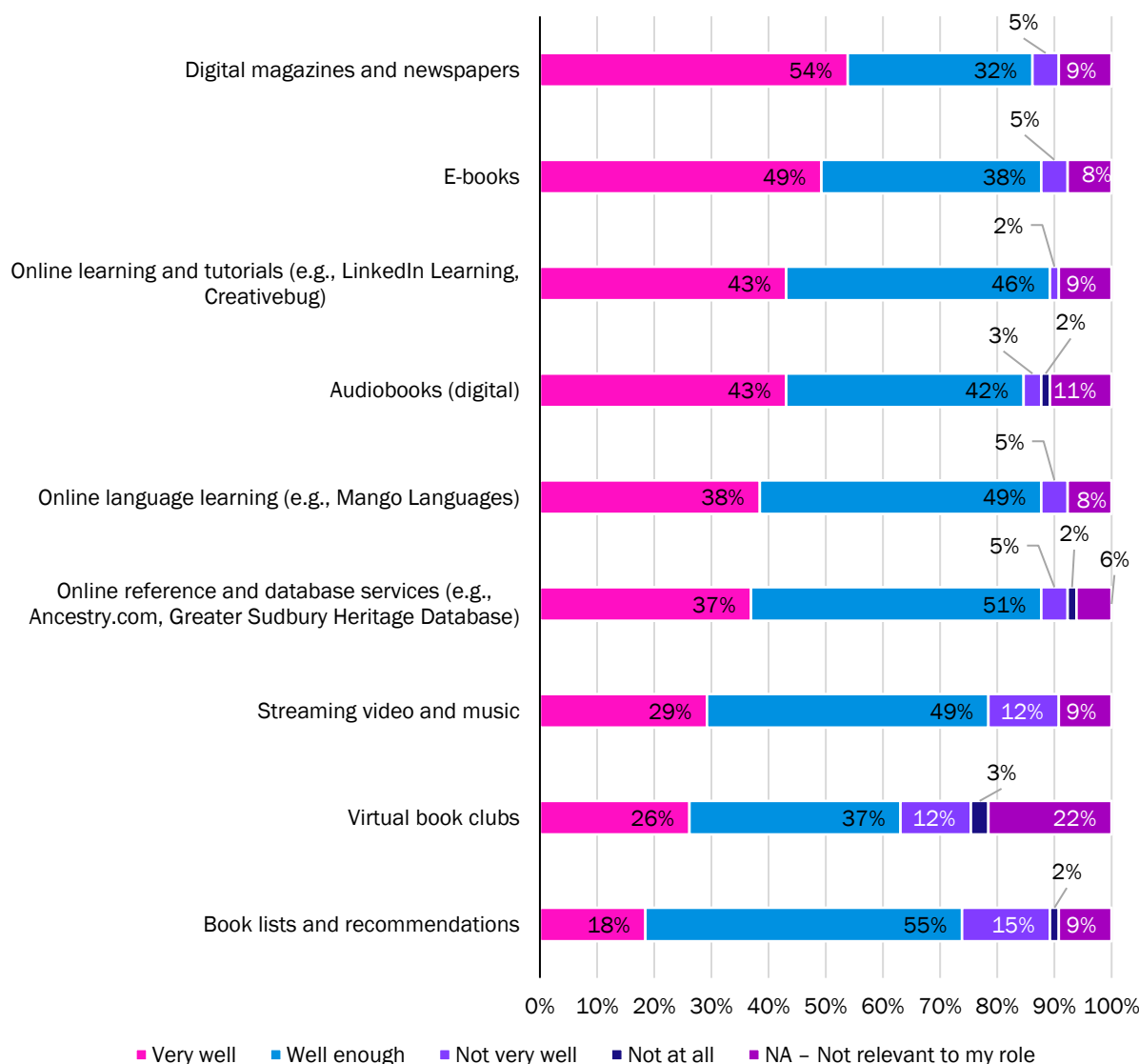


Source: GSPL Community Survey 2024



Staff also responded to **how well digital offerings meet the needs of GSPL's customers** and broader community (Figure 17). As shown below, staff respondents perceive a variety of digital offerings as meeting the needs of customers. Top of the list include online learning and tutorials (89% very well or well enough), online reference and database services (88%), e-books (87%), online language learning (87%), and digital magazines and newspapers (86%). Responses indicate the digital offerings that least effectively meet patron and community needs are book lists and recommendations (17%), virtual book clubs (15%), and streaming video and music (12%).

Figure 17. How well do the following digital offerings meet the needs of GSPL's customers and broader community? (n=65)



Source: GSPL Community Survey 2024



GSPL employees were asked what GSPL could do to better support library staff. Some identified **underlying challenges** as follows:

- **Disconnect Between Staff and Management**

- Several comments highlight a gap in trust and collaboration between management and front-line staff. This suggests a need for more inclusive leadership practices where staff perspectives are consistently valued and incorporated.
- The failure to consult staff before implementing new processes reflects a potential top-down approach that could be improved by fostering a culture of participatory decision-making.

- **Workload Pressures**

- Requests for additional hires and reduced service hours indicate that current staffing levels may not align with the workload demands, leading to burnout or inefficiency.

- **Communication Gaps**

- Even with existing tools like SharePoint, there are ongoing issues with clear, consistent, and transparent communication, both horizontally (across departments/branches) and vertically (between staff and management).

- **Operational Inequities**

- Suggestions like “quicker replacement of job openings” and concerns about branch-specific needs suggest that some locations or roles may be disproportionately affected by recruitment delays or resource shortages.

In addition, **GSPL employees identified support needed** to enhance their work. These include:

- **Improved Communication**

- Establish clear and consistent communication channels.
- Enhance internal communication between departments and branches.
- Regular supervisor meetings to address staff concerns.
- Share up-to-date information through centralized platforms like SharePoint.
- Actively listen to and act on staff input (e.g., collection needs).

- **Training and Professional Development**

- Offer regular and consistent training opportunities.
- Provide professional development sessions, including refresher training.
- Increase training on online resources.



- **Staffing and Resource Allocation**

- Hire more staff to reduce workload.
- Fill vacant positions more quickly.
- Reduce service hours to allow staff time for other responsibilities.

- **Programming and Service Consistency**

- Support staff in programming efforts with clear guidance and sufficient resources.
- Standardize services and seasonal activities across branches.
- Align programming times with branch-specific needs.

- **Operational Support**

- Ensure better security response times, especially for outer branches.
- Have By-law officers present during Main Library hours.
- Provide in-person IT support

- **Management Practices**

- Foster trusting and communicative relationships between management and staff.
- Involve front-line staff in decision-making processes for new technologies and procedures.
- Recognize staff contributions to improve morale.

- **Additional Suggestions**

- Create opportunities for staff networking and team building.
- Develop a monthly or quarterly newsletter to promote programs and services internally and externally.
- Address the specific needs of individual branches (e.g., item circulation, senior programming).

GSPL's Role in the Community

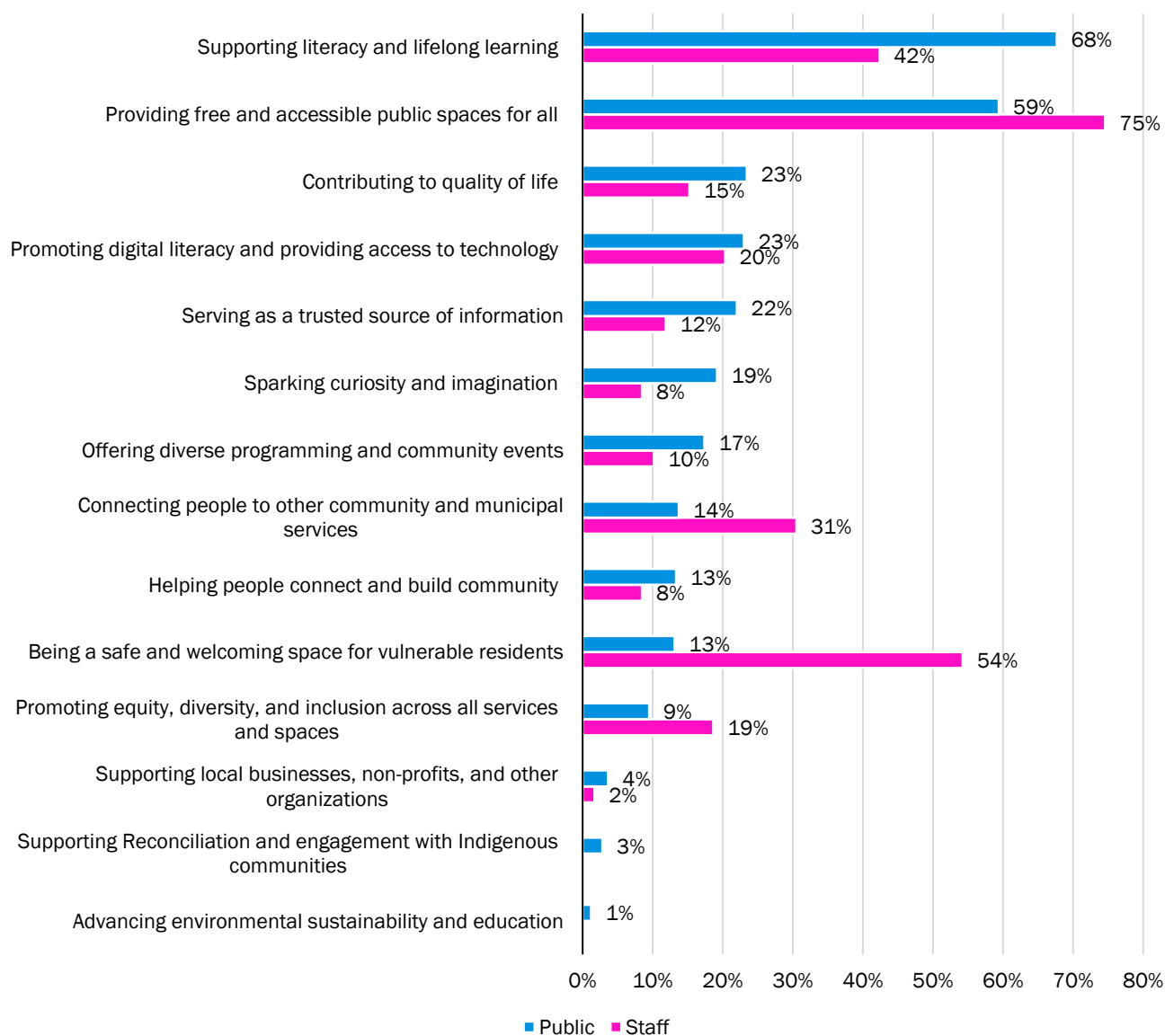
This section presents responses gathered from **both members of the public and GSPL staff** regarding the library's role in the community.

Respondents were asked to identify the **top three roles GSPL is currently playing in Greater Sudbury** (Figure 18). For the public, the top roles were supporting literacy and lifelong learning (68%), providing free and accessible public spaces for all (59%), contributing to quality of life (23%), and promoting digital



literacy and access to technology (23%). For staff, the top roles were providing free and accessible public spaces for all (75%), being a safe and welcoming space for vulnerable residents (54%), and supporting literacy and lifelong learning (42%).

Figure 18. What are the top 3 roles GSPL is currently playing in Greater Sudbury? (public n=495, staff n=59)

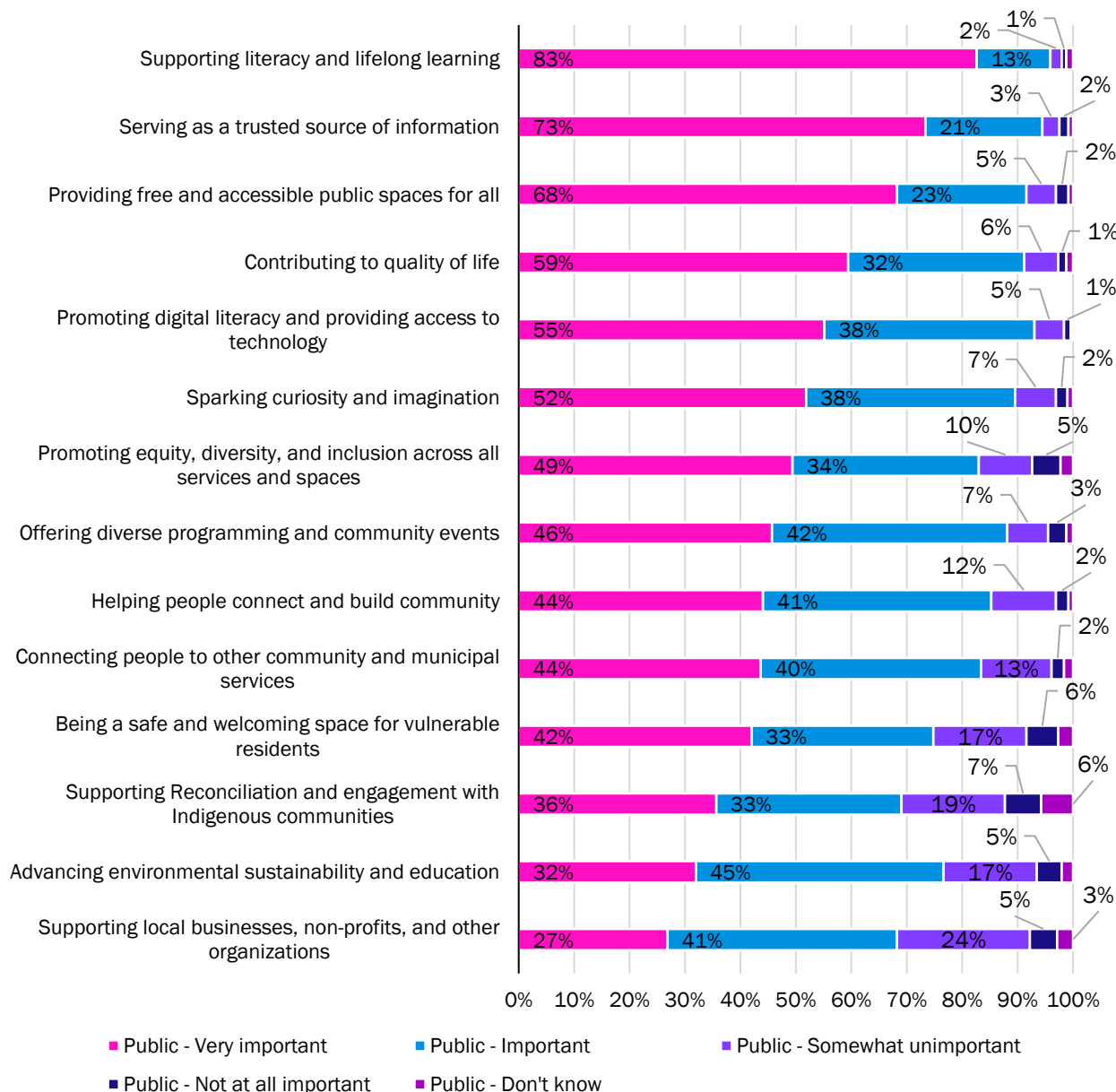


Source: GSPL Community Survey 2024



Respondents were asked to **rate how important a range of roles should be for GSPL over the next 10 years**. Among public respondents, most identified all listed roles as important or very important, as depicted in Figure 19. The least highly rated roles were supporting local businesses and organizations (29% somewhat unimportant or not at all important), supporting Reconciliation and Indigenous engagement (26%), being a safe and welcoming space for vulnerable residents (23%), and advancing environmental sustainability and education (22%).

Figure 19. Please identify how important the following should be to GSPL's role in Greater Sudbury over the next 10 years. (public n=488)



Source: GSPL Community Survey 2024



Future Priorities for Younger and Indigenous Respondents

While responses were generally consistent across different age groups, respondents under 35 were more likely to emphasize certain roles as priorities for the library's future. (Note: These findings include responses from those aged 25–34 [n=71] and 18–24 [n=13]. While the sample for respondents aged 18–24 is small, this demographic is traditionally challenging for public libraries to engage and has been included to provide insight into opportunities for future engagement with young adults.) Respondents under 35 were more likely to rate the following roles more highly than other respondents:

- Providing **free and accessible public spaces** for all (24–35: 86% very important, 14% important; 18–24: 77% very important, 15% important)
- Promoting **equity, diversity, and inclusion** across all services and spaces (25–34: 62% very important, 27% important; 18–24: 62% very important, 23% important)
- Supporting **Reconciliation** and engagement with Indigenous communities (25–34: 49% very important, 32% important; 18–24: 54% very important, 23% important)
- Offering **diverse programming and community events** (25–34: 65% very important, 32% important; 18–24: 62% very important, 31% important)

Among those **18–24** specifically, the following additional roles emerged as priorities for the future:

- Advancing **environmental sustainability** and education (69% very important, 17% important)
- Helping people connect and **build community** (62% very important, 23% important)
- Supporting **local businesses, non-profits**, other organizations (54% very important, 23% important)

Additionally, respondents who identified as **First Nation, Inuit, or Métis** (n=19) placed a higher level of importance on certain roles compared to overall results. (Note: While the sample size is small, increased Indigenous engagement has been identified as a priority for GSPL. As such, these responses are presented to help guide GSPL's approach to Indigenous engagement in the future.) These respondents were more likely to rate the following roles more highly than other respondents:

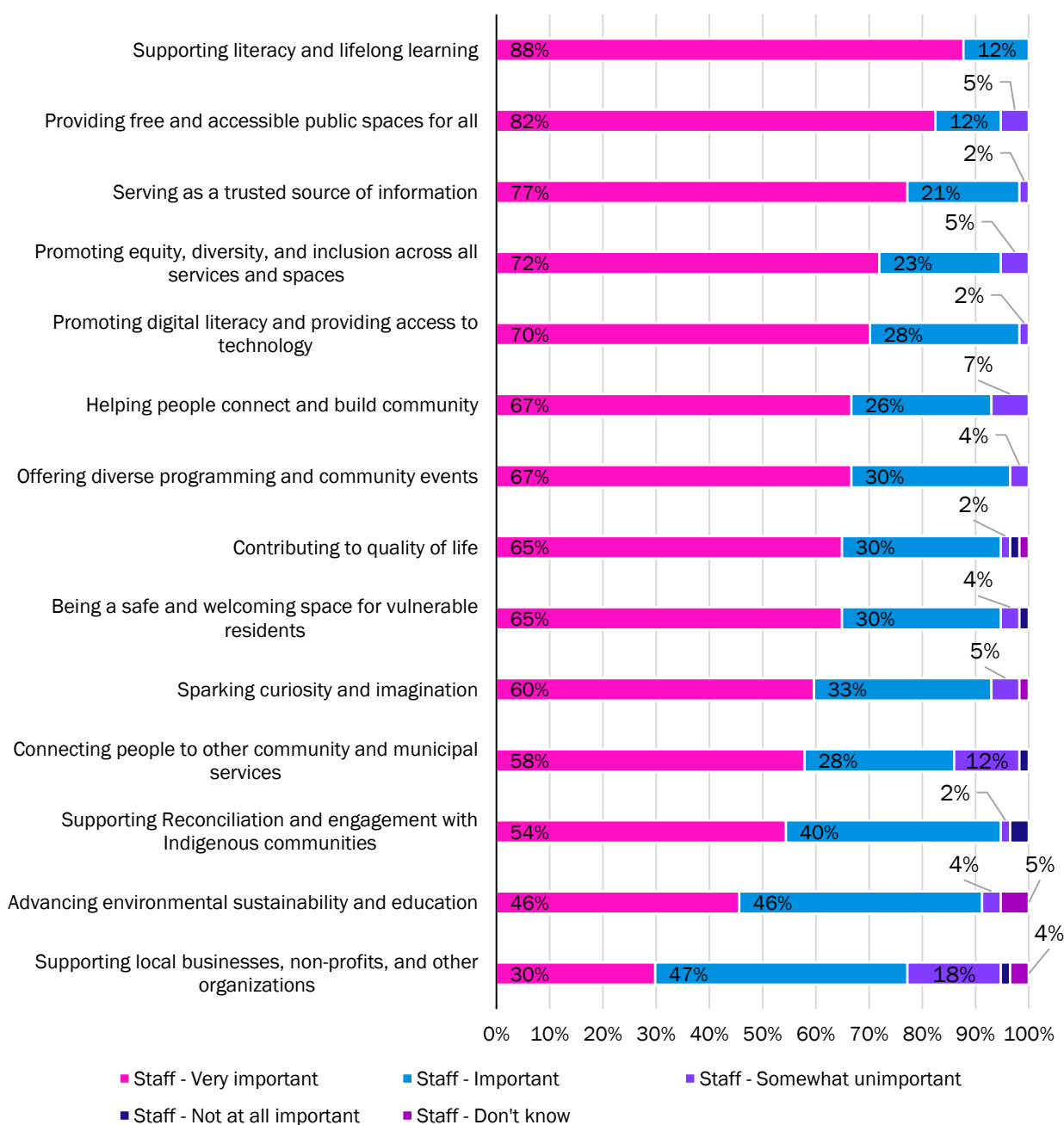
- Supporting **Reconciliation** and engagement with Indigenous communities (53% very important, 37% important)
- Advancing **environmental sustainability** and education (53% very important, 32% important)
- Supporting **local businesses, non-profits**, other organizations (58% very important, 21% important)

These insights can help GSPL refine its outreach and engagement strategies, ensuring that programming, partnerships, and services align with the evolving needs and priorities of specific demographic groups in the community



Similarly to the public, most staff respondents identified all listed roles as important or very important, as depicted in Figure 20. Overall, staff rated all listed roles as more important than public respondents, pointing to a potential disconnect between external and internal understanding about the role of public libraries. Notably, staff align with public respondents in seeing less importance in GSPL supporting local businesses and organizations (20% somewhat unimportant or not at all important),

Figure 20. Please identify how important the following should be to GSPL's role in Greater Sudbury over the next 10 years. (staff n=57)

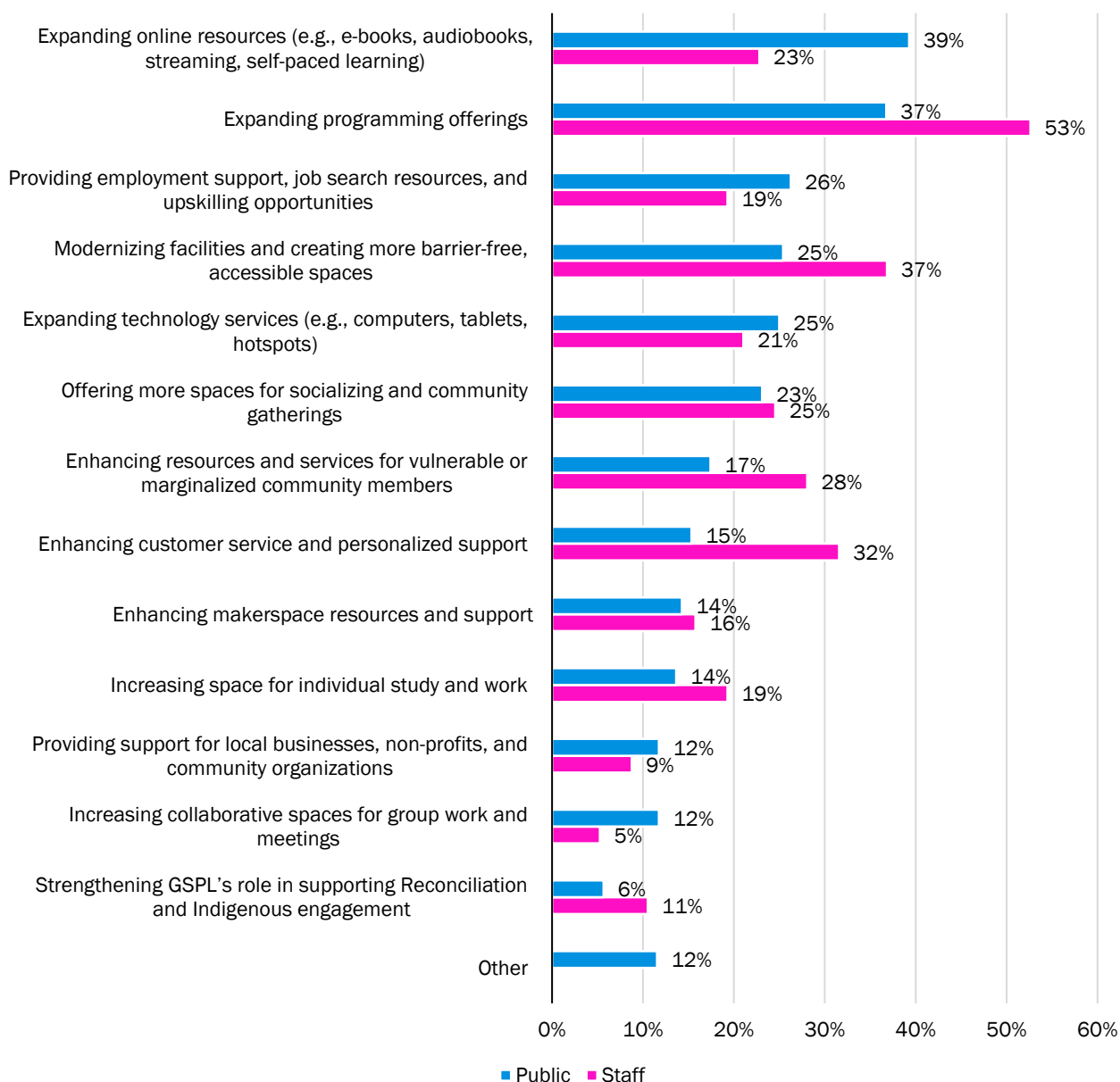


Source: GSPL Community Survey 2024



Respondents also indicated what **priorities GSPL should focus on over the next 10 years**. As portrayed in Figure 21, public respondents selected expanding online resources (39%), expanding program offerings (37%) and providing employment support and upskilling opportunities (26%) as top priorities. For staff, expanding program offerings (53%), modernizing facilities and creating more accessible spaces (37%), and enhancing customer service and personalized support (32%) were identified as top priorities.

Figure 21. In your view, what priorities should GSPL focus on over the next 10 years? (public n=476, staff n=57)



Source: GSPL Community Survey 2024



Respondents who indicated GSPL should prioritize expanded program offerings were asked **what types of programs they would like to see (or see more of) at GSPL over the next 10 years**. Responses highlighted a strong demand for age-specific programming, inclusive and equitable offerings, practical life skill workshops, and initiatives that foster community-building. Many responses emphasized the importance of accessibility, both in program scheduling and outreach to underserved areas.

Respondents proposed the following common themes, target audience and suggested programs or actions.

▪ **Programs for Specific Age Groups**

- Children & youth
 - More interactive programs for ages 0-6, including Storytime, literacy-based activities, and engagement skills development.
 - Workshops for ages 6-12 (reading clubs, math clubs, arts).
 - Teen-specific programming: book clubs, tabletop gaming, financial literacy, and programs for older teens transitioning into adulthood.
 - Better programming after school hours, evenings, and weekends.
- Adults
 - Increased evening and weekend offerings patrons who work during standard business hours (e.g., book clubs, crafting sessions, panel discussions).
 - Practical workshops on budgeting, sewing, knitting, cooking, and DIY skills.
- Seniors
 - Technology classes (e.g., smartphone use, scam protection).
 - Social and wellness programs (e.g., chair yoga, knitting circles, and health workshops).
 - Focus on programs to reduce isolation and build community connections.

▪ **Equity, Diversity, Inclusion and Access**

- 2SLGBTQ+ programming and safe spaces.
- Indigenous programming (e.g., cultural learning and language workshops).
- French-language programs and bilingual offerings for all ages.
- Support for newcomers through language learning, resume building, and community resource awareness.

▪ **Education and Lifelong Learning**

- Programs focusing on financial literacy, resume building, and job-seeking support.



- Classes and workshops on life skills.
- Cooking on a budget, food literacy, sewing basics, and DIY repairs.
- Technology literacy for all ages, including:
- Digital tools, maker spaces (e.g., 3D printing), and media literacy.
- Programs related to STEM, environmental education, and practical hobbies.

▪ **Community Building and Social Programs**

- Expanded book clubs at varied times for adults and youth.
- Opportunities for community connection: craft nights, game nights, trivia, author talks, and wellness programs.
- Programs fostering intergenerational connections (e.g., pairing youth and seniors).
- Leveraging partnerships with local organizations to host workshops or events.
- Supporting vulnerable groups such as programming for unhoused population including access to social services, and youth mentorship.

▪ **Cultural Programming and Events**

- Focus on arts and creative programming including crafts, knitting, collaging, and DIY art.
- Cultural classes like language learning and Indigenous arts.
- Author talks, poetry nights, and reading events.
- Programs highlighting local history and cultural heritage.

▪ **Accessibility and Outreach**

- Expansion of programs to rural and outlying branches with greater frequency.
- Better communication and promotion of events via social media and community calendars.
- Evening and weekend programming to accommodate patrons who work during standard business hours and families.
- Improved sense of safety and inclusivity in library facilities for all members of the community.

▪ **Innovative Services and Ideas**

- Expansion of Tool Libraries and lending services for resources like fishing poles, technology tools, and craft kits.
- Expansion of makerspaces for both children and adults.
- Collaborations with schools and community groups to host specialized programs.



- Encouragement of eco-literacy and sustainability (e.g., community gardening).

All respondents (public and staff) were also asked to indicate one thing GSPL could do to improve customer experience. Responses have been categorized into the following themes.

▪ **Expanded Access and Operating Hours**

- Evening and Weekend Access: Continued emphasis on longer hours, especially in the evenings and on weekends, to accommodate working families, students, and other patrons.
- Branch Closures: Concerns about potential branch closures, with calls to keep all locations open to serve as safe, community-focused spaces. The potential move to Tom Davies Square raises concerns about senior access and parking, with some advocating for free parking and easy access at all locations.

▪ **Communication and Awareness**

- Promote Services: Many patrons are unaware of library offerings, from book collections to programs for various demographics. Strong calls for increased visibility through community outreach, advertising, and events.
- Event Planning and Programs: Clearer communication of event planning processes and better promotion of programs for all age groups, including seniors, youth, and families.

▪ **Enhanced Customer Service**

- Responsiveness: Address gaps in communication, such as unanswered emails and notifications about book arrivals.
- Approachability: Encourage staff to walk the floor and engage with patrons rather than staying behind service desks.
- Friendlier Service: Some feedback highlights the need for consistently warm, kind, and attentive staff interactions.
- Personalized Interaction: Calls for more humanized, friendly, and client-focused service, with staff offering personalized book recommendations and engaging with patrons more actively.
- Improved Frontline Services: Recommendations to make service more accessible, like removing barriers (e.g., plexiglass), ensuring librarians are approachable and available for assistance throughout the library, and improving customer experience.
- Increased Training: Some feedback highlights the need for better staff training in areas like customer etiquette and professionalism, particularly for newer staff.

▪ **Collection Development and Access**



- Broader Collections: Requests for a deeper and wider selection of books, including modern and historical classics, Canadian literature, and more options in digital and physical formats.
- Cloud Library Options: Expand digital offerings like e-books and magazines to meet growing demand.
- Genre Labelling: Improve clarity in shelf organization to make it easier for patrons to locate materials.

▪ **Facility Improvements**

- Physical Updates: Modernize and improve the appearance of libraries, particularly the main branch and Mackenzie site.
- Cozy and Inviting Spaces: More private study spaces, comfortable seating, and better-maintained clean areas.
- Removal of Plexiglass: Suggestions to eliminate pandemic-era barriers for a more welcoming environment.
- Safe and Welcoming Spaces: Many patrons expressed concerns about the safety and comfort of library environments, particularly regarding the presence of individuals using drugs near or inside library spaces. The focus is on maintaining a safe and welcoming space for all, with some suggesting the installation of panic buttons for emergencies.
- Space for Meetings and Events: Requests for more spaces that can be used for meetings, workshops, and other community activities.

▪ **Accessibility**

- Localized Lending: Optimize book requests by fulfilling them from the nearest branch to reduce travel time and logistics.
- Community Outreach: Engage with underserved populations through outreach at events, partnerships with local organizations, and programs targeting diverse community needs.
- Parking and Physical Access: Concerns about accessibility at certain locations due to parking issues.

▪ **Youth and Teen Engagement**

- Programs for Teens: Calls for programs tailored to teenagers, like Dungeons & Dragons and other engaging activities.
- Children and Family Programs: Expand group workshops, Storytimes, and skill-building activities for younger demographics.

▪ **Neutrality and Inclusivity**

- Safe, Neutral Spaces: Libraries should remain apolitical and provide a welcoming environment for all.
- Addressing Vulnerable Patrons: Balancing support for unhoused or vulnerable individuals with the comfort and needs of other patrons.



- **Community Integration and Impact**

- Partnerships: Build connections with nonprofits and other local organizations to enhance community resources and programming.
- Community Visibility: Ensure the library is a prominent presence at community events.
- Support for Vulnerable Groups: Patrons advocate for libraries to support all community members while ensuring services are not compromised by those using the library for unintended purposes (e.g., warming centers, shelters).

- **Operational Feedback**

- Consolidation Opinions: Divided perspectives on consolidating branches, with some seeing it as an efficiency move and others emphasizing the importance of keeping libraries accessible in their current locations.

- **Bilingual Services**

- French Language Support: There is a need for better bilingual services, including more staff who speak French and offering a greater range of French-language materials and programs.

- **Technological Improvements**

- Digital Access and Innovation: Strong support for increasing access to digital content and technologies, including self-checkout options, digital reference tools, and support for remote access to services.
- Technological Education: Offering workshops and seminars to help patrons use digital resources, including e-books, audiobooks, and other technologies.

- **General Satisfaction**

- Many patrons are happy with their library experiences, praising helpful staff and robust existing offerings.



7.3. Comparative Review

This section presents a comparative review, looking at six comparable cities and their public library systems. The comparative review focused on libraries within Ontario of similar size and/or operating in similar communities to Greater Sudbury. This approach ensured that benchmarks being used to inform the Long-Term Library Plan will be contextualized and grounded in the practical realities faced by the GSPL and its peers. The following library systems were included in the comparative review because of comparable size, operational similarity and/or geographical proximity to Sudbury.

- Barrie
- Chatham-Kent
- Hamilton
- Kingston/Frontenac
- Oshawa
- Windsor

As shown in

Table 45, there is a significant range in the sizes, populations, and number of branches across these comparator library systems. This variability underscores that there is no one-size-fits-all approach for public library systems to effectively serve their communities. Comparative reviews like this provide valuable insights into how a library system functions relative to its peers, but these findings must always be interpreted with attention to local context and nuances.

Table 45. At-a-glance of library comparators

Municipality	Population Served <i>OPLS 2023</i>	Area (square km) ⁹ <i>2021 Statistics Canada, Census Division</i>	Library locations <i>Library websites</i>
Greater Sudbury	161,531	3,186.26 km ²	13
Barrie	149,964	897.26 km ²	3
Chatham-Kent	102,042	2,464.53 km ²	11
Hamilton	579,000	1,118.31 km ²	23 + Bookmobile
Kingston/Frontenac	149,920	1,919.17 km ² (Kingston) 3,725.82 km ² (Frontenac)	18 + 1 closed
Oshawa	172,000	903.25 km ²	4
Windsor	224,134	1,803.17 km ²	10 + 1 Archive

⁹ Sources include Canada Population website: <https://capopulation.com/area/ontario/greater-sudbury-grand-sudbury/>



The charts presented in this section are based on the 2023 Ontario Public Library Statistics (OPLS) data set.¹⁰ The analysis examines the following key indicators: facility space, financials, holdings, circulation, activities and use.

Key Findings

The comparative review highlights GSPL's strengths and areas for growth, based on an analysis of peer library systems across Ontario. The following key findings emerged from the review (note: detailed analysis is provided in the following sections). Overall, GSPL's metrics indicate significant room for improvement in community-wide engagement, particularly in electronic usage and program attendance. However, high engagement among active cardholders through in-person visits and in-library materials use underscores the library's potential to deepen its reach and impact.

Facilities

- **Floor space:** GSPL is closely aligned with the average floor space per capita among peers (3% higher than average). This finding indicates GSPL's facility provision is on par with its peers in terms of area, but further modernization, reconfiguration, and/or reimagination of spaces may be required to align with evolving service delivery needs – such as technology infrastructure, programming demand, and community space needs.
- **Public internet access:** GSPL provides 69% more public internet access workstations per capita and 145% more workstations per active cardholder compared to its peers. This finding may reflect GSPL having dated facilities that are better equipped for static workstations than accommodating laptop users or other mobile technology needs.

Financials

- **Operating expenditures:** GSPL spends 17% less on salaries as a percentage of total operating expenses but has a 7% higher total operating expenditure per capita. This finding is significantly impacted by the fact that some of GSPL's staffing costs (e.g., HR, IT) flow through the City of Greater Sudbury and are therefore captured in a separate cost centre.

Activities and Use

- **Active cardholders:** GSPL has 12% fewer active cardholders per population than peer libraries and the lowest percentage among its peers. This finding suggests a need to enhance outreach and awareness initiatives – and to ensure program and service offerings meet community needs – to attract a broader base of users.
- **In-library materials use:** GSPL's in-library materials use per capita is 22% lower than the average among peer libraries. Materials use per active cardholder is 24% higher than the average, indicating

¹⁰ At time of writing, 2023 is the most recent data set available. While the library sector has not fully recovered from the impacts of COVID-19 closures and restrictions, 2023 serves as the closest representation of a post-pandemic baseline for assessing library performance and community engagement where operations have largely normalized.



patrons are well served but reach to the wider community is limited. This finding underscores the importance of strengthening community-wide engagement to expand GSPL's user base while maintaining high satisfaction among existing patrons.

- **Reference transactions:** Total reference transactions per capita are 10% lower than the average. While standard reference transactions are close to average (1.6% above the peer average), electronic reference transactions are 58% below the peer average). This finding suggests an opportunity to reassess and promote reference services to best meet user needs.
- **Computer workstation usage:** Usage per capita is 15% lower than the average among peers, while usage per active cardholder is 13% higher. These figures align with the findings on public internet access, highlighting a potential need for more mobile-friendly technology solutions or better promotion of existing resources to reach non-users
- **In-person library visits:** Visits per capita are 14% lower than the average among peers, while visits per active cardholder are 32% higher, showing strong engagement among active cardholders. Efforts to expand GSPL's user base could further increase in-person visits from new users while leveraging the strong engagement of current users.
- **Electronic visits:** Electronic visits are 60% lower per capita than the peer average; they are 39% lower per active cardholder. This finding indicates significant untapped potential in digital services, highlighting a need to improve critical areas such as user experience and digital promotion.
- **Program attendance:** Per capita, program attendance is 79% lower than the average among peer libraries. Attendance among active cardholders is 58% lower than average. These figures suggest a need to review GSPL's program offerings to better align with community needs and interests (including optimal locations, times of day, and promotion methods for target audiences). Additionally, implementing regular user feedback mechanisms could help ensure programs meet expectations and satisfaction levels.

Holdings

- **Print titles:** GSPL holds 19% fewer print titles per capita, but 25% more print titles per active cardholder. These figures suggest that GSPL's collection effectively serves current users but may require broader expansion and/or promotion to attract new users and address unmet needs.
- **French titles:** GSPL leads with 187% more French print titles and 353% more French CDs/DVDs as a percentage of total titles, compared to the average among peers. Additionally, GSPL holds 116% more French e-books and 168% more French audiobooks than the peer average. These findings reflect Greater Sudbury's bilingual context and could be leveraged in increased outreach to Francophone communities.
- **Multilingual titles:** Holdings in languages other than English and French lag behind the peer average by 68% for print titles and 51% for CDs/DVDs. While this finding likely reflects that comparator cities have more linguistically diverse populations, this gap could become more significant as Greater Sudbury welcomes more international immigrants.



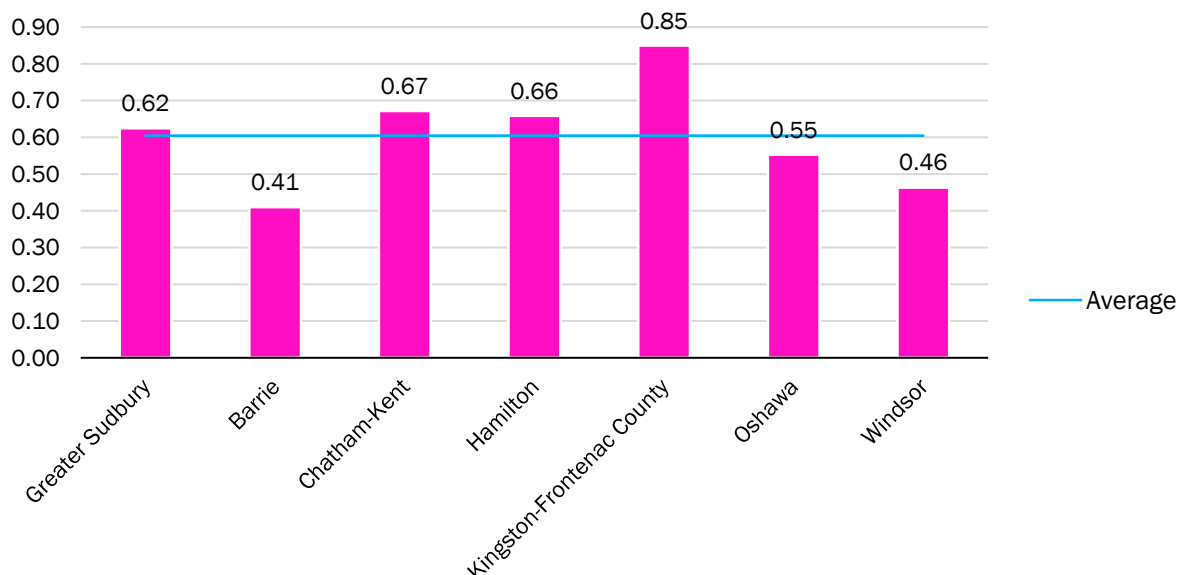
Circulation

- **Circulation rates:** GSPL's annual circulation per capita is 39% below the peer average, while circulation per active cardholder is 5% below average. Given that collections per cardholder are higher than average, and in-person visits per active cardholder are also higher, this suggests that many visitors are engaging with the library without borrowing materials, relative to peers. This highlights an opportunity to explore why borrowing rates are lower and whether non-borrowing visitors could be converted into borrowers through targeted outreach, programming, or enhanced promotion of collections.
- **Digital circulation:** GSPL circulates 4% more e-books but 7% fewer e-audiobooks than the peer average. This finding could reflect a need to grow the e-audiobook collection and/or to better promote it, ensuring digital resources meet user demand.
- **Interlibrary loans:** The ratio between titles borrowed to titles loaned (i.e., titles GSPL accesses from other systems vs. titles from its own collection GSPL lends out to other libraries) is 52% higher than comparator systems. This finding suggests GSPL derives high value from the interlibrary loan service and reinforces the importance of maintaining and promoting this resource to meet diverse patron needs.

Facilities

Figure 22 shows that GSPL has 3% more **floor space per capita** compared to the average floor space of peer library systems in 2023, indicating the library is offering similar facilities in terms of floor space as its peers.

Figure 22. Total combined square footage of all library facilities per capita

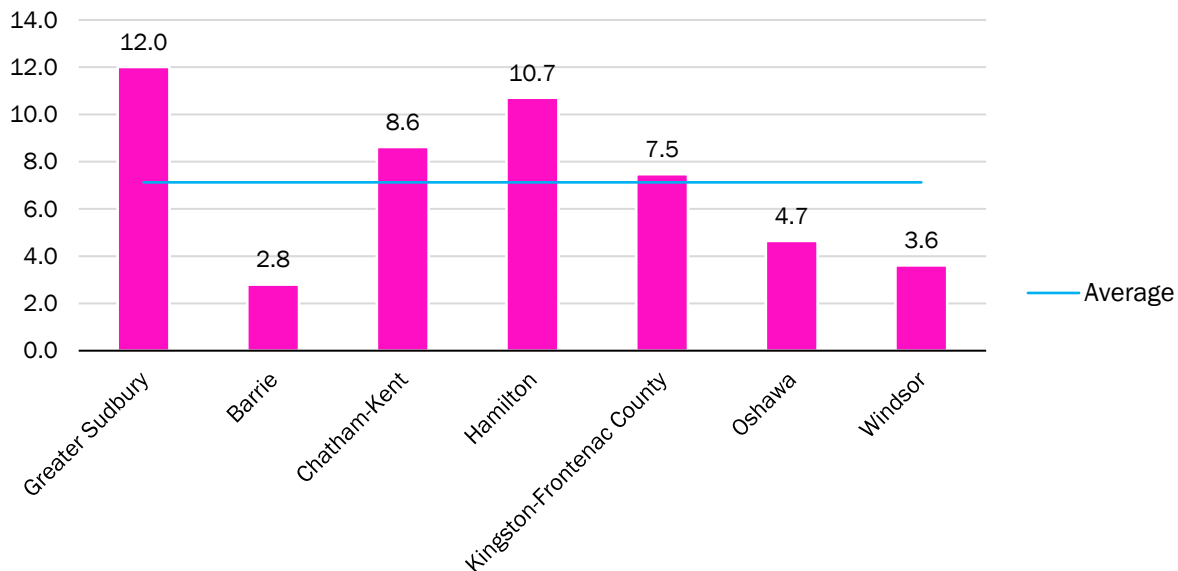


Ontario Public Library Statistics (2023)



When looking at the number of **public internet access workstation per 10,000 population**, Figure 23 indicates GSPL offers 69% more of such workstations compared to the average, and more than any other comparator.

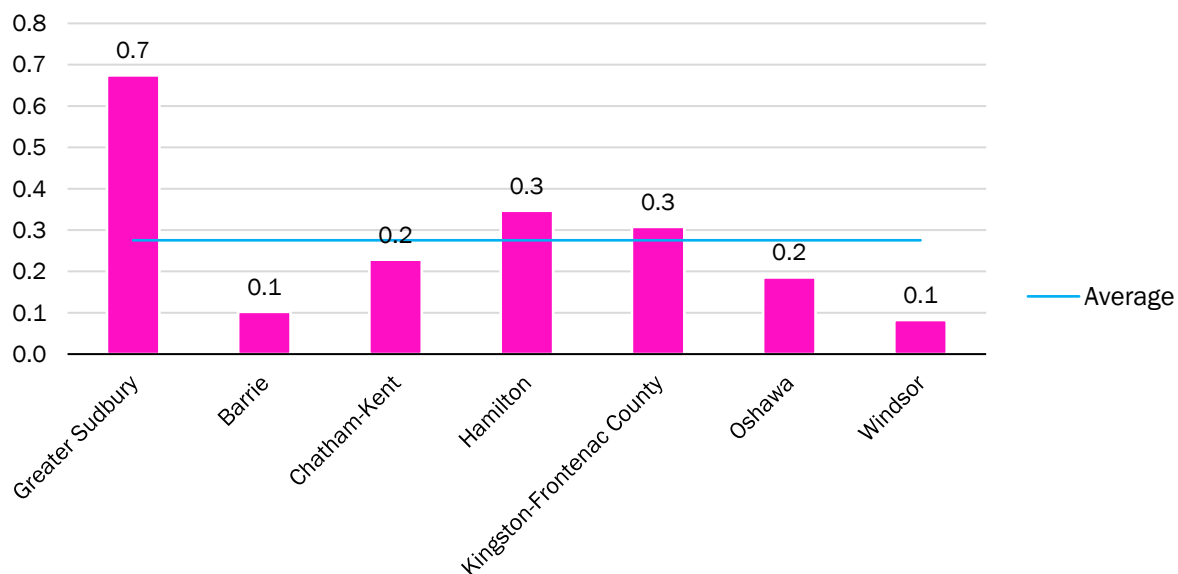
Figure 23. Number of public internet access workstations per 10,000 population



Ontario Public Library Statistics (2023)

When looking at number of **public internet access workstation per 100 active cardholders**, GSPL has 145% more of such workstations than the average in 2023 (Figure 24).

Figure 24. Number of public internet access workstations per 100 active cardholders



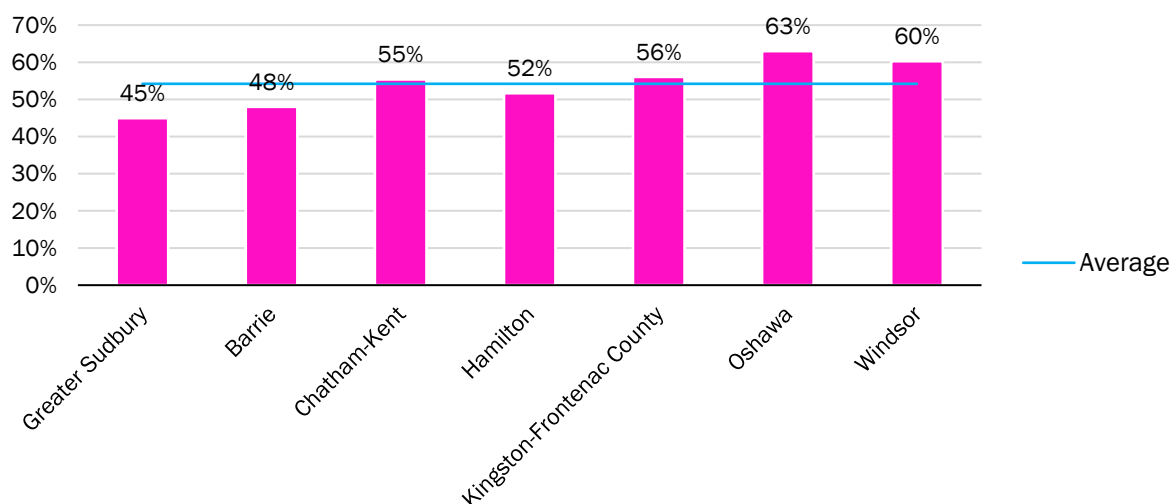
Ontario Public Library Statistics (2023)



Financials

When looking at **salaries as a percentage of total operating expenditures**, Figure 25 portrays GSPL spends 17% less on salaries compared to the average of its peers. Notably, GSPL spends the least among the comparable peer library systems. This finding is partially explained by GSPL's overall operating costs being above average compared to peer systems (see Figure 26). Moreover, this finding is significantly impacted by the fact that some of GSPL's staffing costs (e.g., HR, IT) flow through the City of Greater Sudbury and are therefore captured in a separate cost centre.

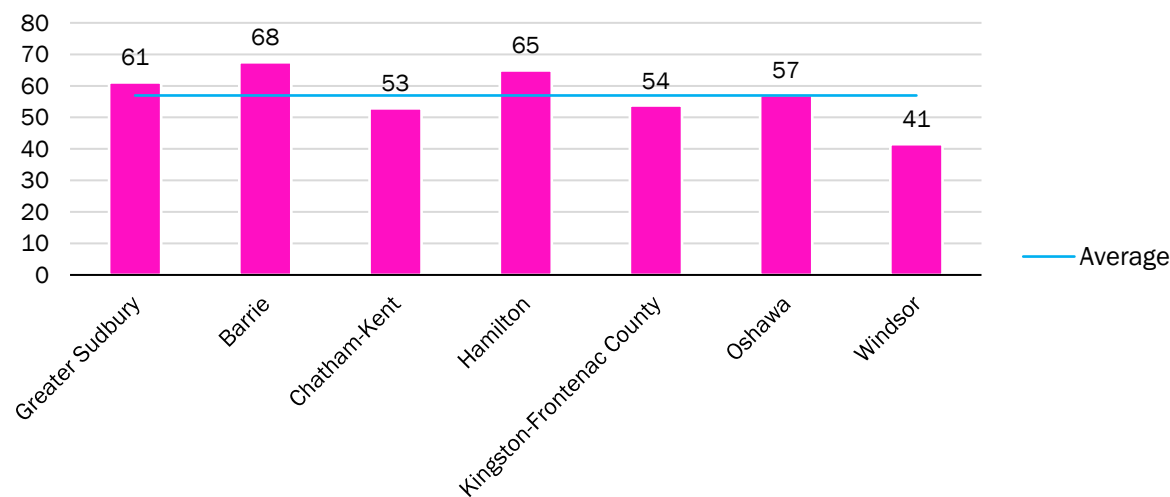
Figure 25. Salaries as % of total operating expenditures



Ontario Public Library Statistics (2023)

Figure 26 indicates GSPL spends 7% more per capita than the average **total operating expenditure** among its peers.

Figure 26. Total operating expenditures (\$) per capita

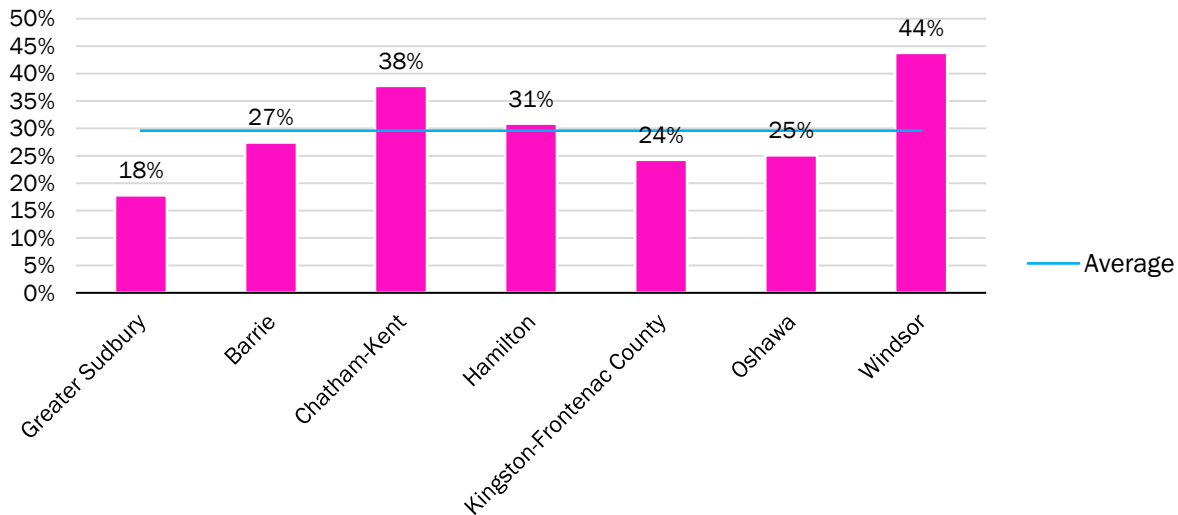




Activities & Use

Figure 27 depicts that the percentage of Greater Sudbury's **population who are active cardholders** is 12% less when compared to peer libraries on average. Notably, Greater Sudbury has the lowest percentage of active cardholders among comparators.

Figure 27. Percentage (%) of population that are active cardholders

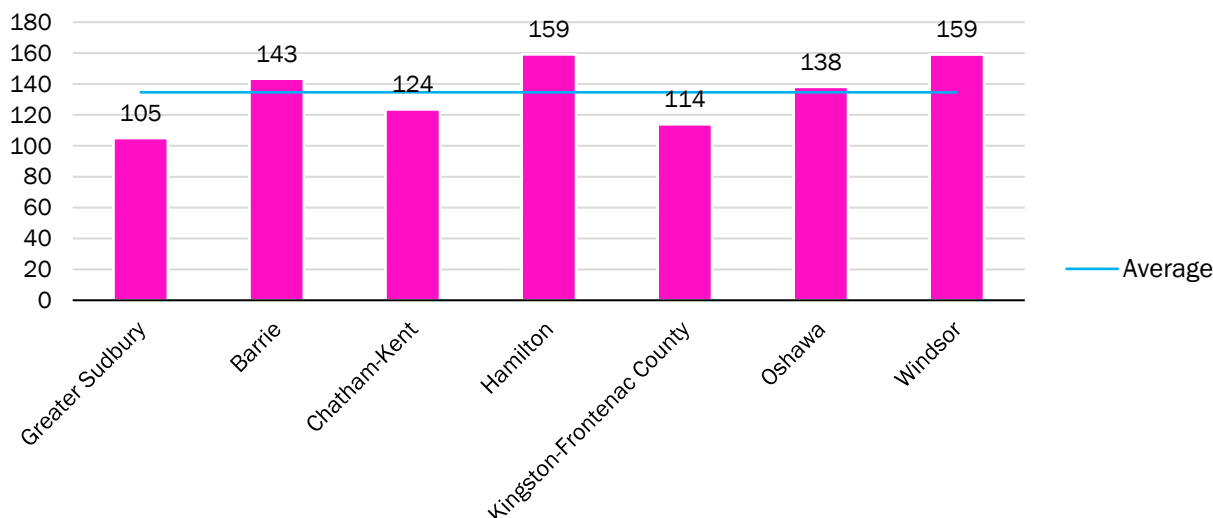


Source: Ontario Public Library Statistics (2023)

In-library materials use refers to the use of library resources and materials within the library premises, rather than items being checked out or borrowed for external use. GSPL's **in-library materials use per 10,000 population** is 22% lower than peer libraries on average (Figure 28).



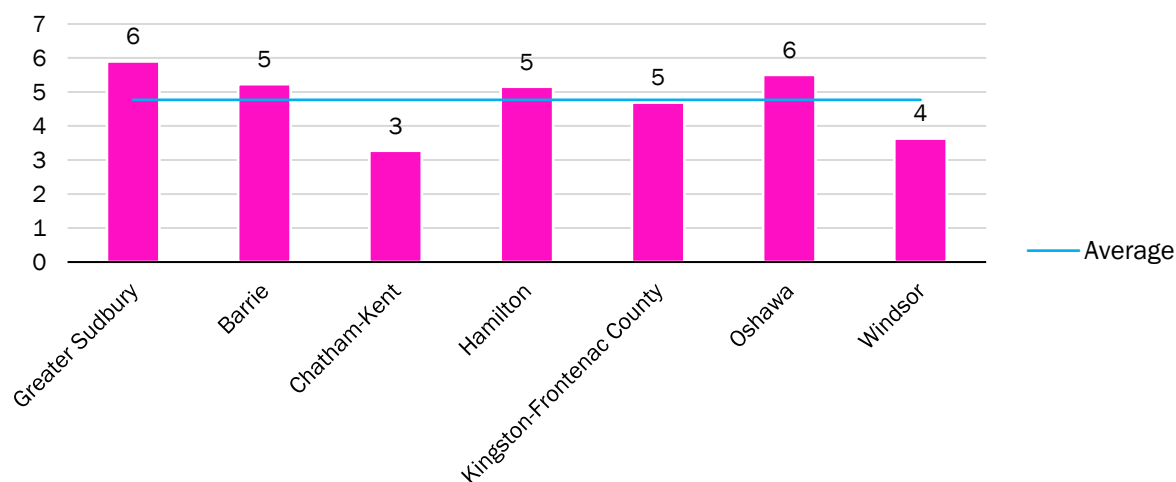
Figure 28. In-library materials use per 10,000 population



Source: Ontario Public Library Statistics (2023)

Figure 29 shows that GSPL's **in-library materials use per 100 active cardholders** is 24% higher than the average among peer libraries.

Figure 29. In-library materials use per 100 active cardholders



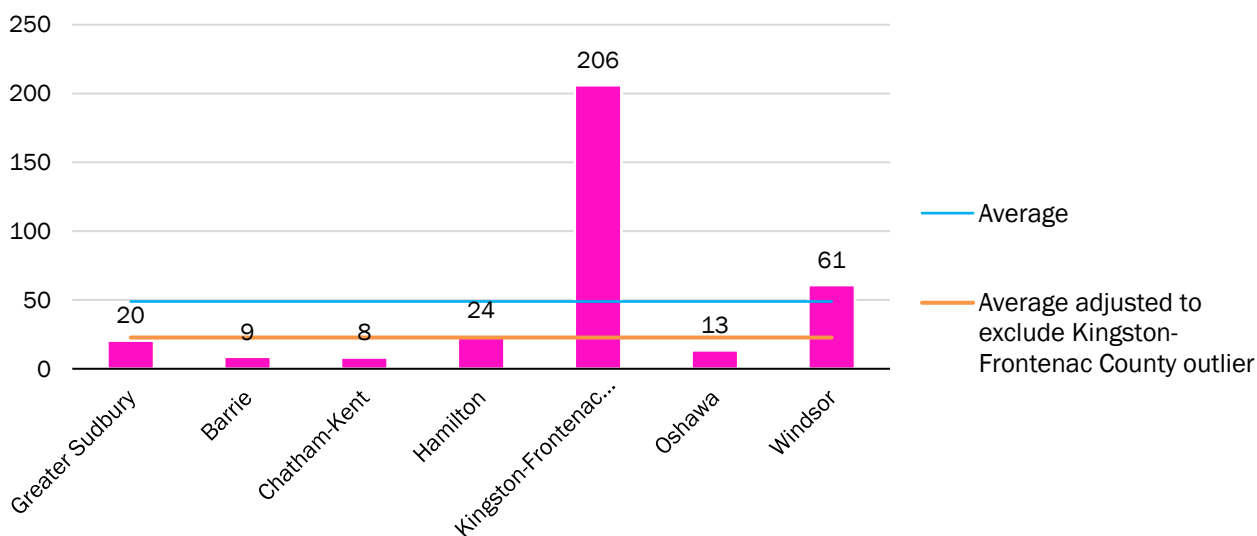
Source: Ontario Public Library Statistics (2023)

GSPL's **total reference transactions** – the sum of electronic and standard reference transactions – per 10,000 population is 10% less than the adjusted average¹¹ among peer library systems (or 58% below the unadjusted average) (Figure 30).

¹¹ This adjusted average excludes Kingston-Frontenac County outlier.



Figure 30. Total reference transactions per 10,000 population



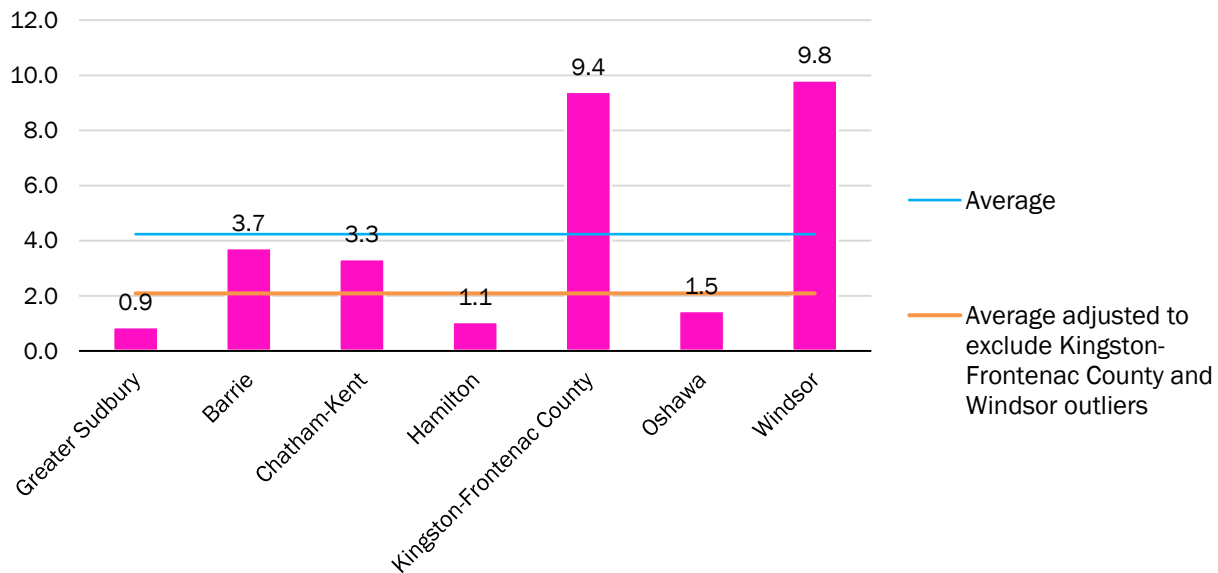
Source: Ontario Public Library Statistics (2023)

An electronic reference transaction refers to a service or inquiry provided through electronic communication methods, rather than face-to-face (e.g., interactions via email, online chat, text messaging, or web-based forms) where a librarian assists users in locating information, answering questions, or guiding them on how to use library resources and databases. As shown in Figure 31, GSPL's **electronic reference transactions per 10,000 population** is 58% lower than the adjusted average¹² among peer library systems (or 80% lower than the unadjusted average).

¹² This adjusted average excludes Kingston-Frontenac County and Windsor outliers.



Figure 31. Electronic reference transactions per 10,000 population



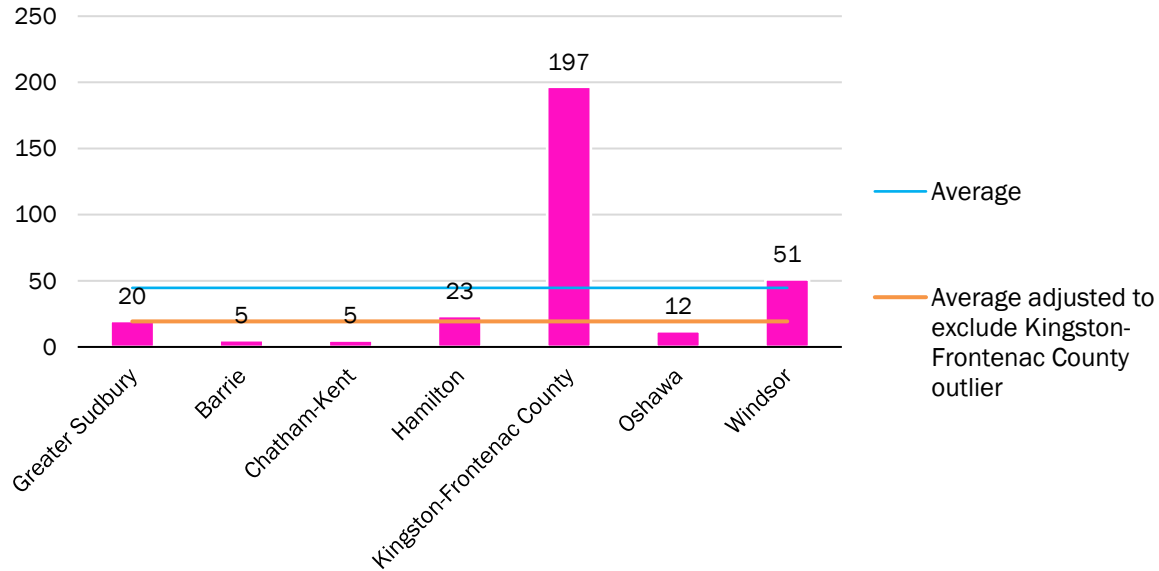
Source: Ontario Public Library Statistics (2023)

A standard reference transaction refers to an interaction between a library staff member and a library user where professional assistance is provided to meet the user's information needs. Standard reference transactions are distinguished from other types of library assistance by their depth and reliance on professional expertise. As shown in Figure 32, GSPL's **standard reference transaction per 10,000 population** is 1.6% above the adjusted average¹³ among peer libraries (but 56% lower than the unadjusted average).

¹³ This adjusted average excludes Kingston-Frontenac County outlier.



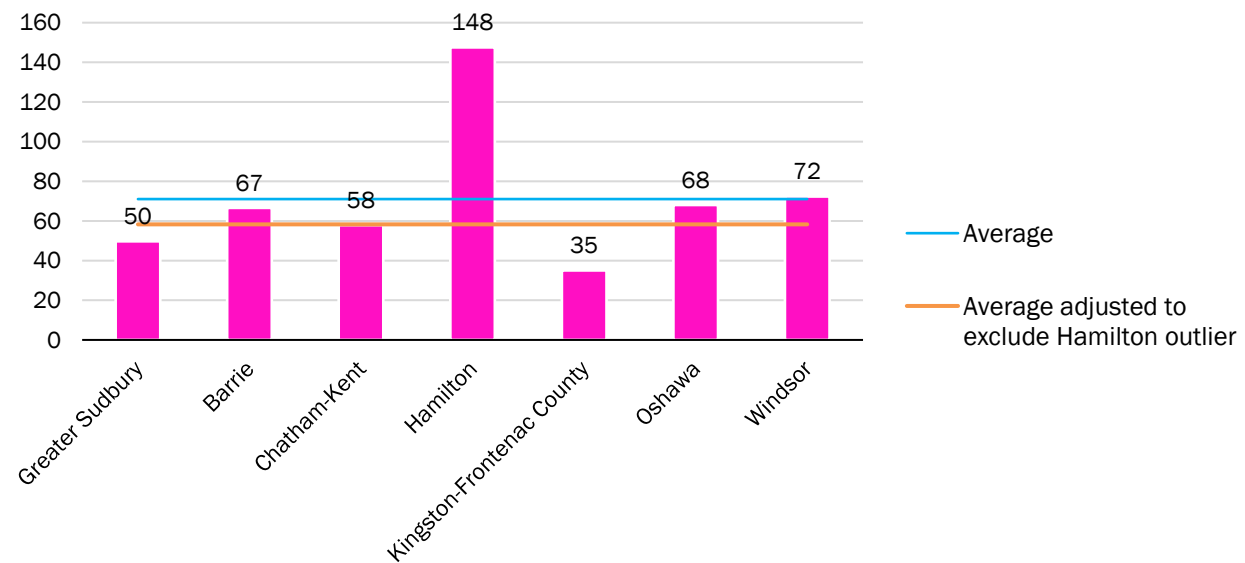
Figure 32. Standard reference transactions per 10,000 population



Source: Ontario Public Library Statistics (2023)

Figure 33 portrays that the **number of people using GSPL's computer workstations per 10,000 population** is 15% lower than the adjusted average¹⁴ among peer libraries (or 30% lower than the unadjusted average).

Figure 33. Number of people using library computer workstations per 10,000 population



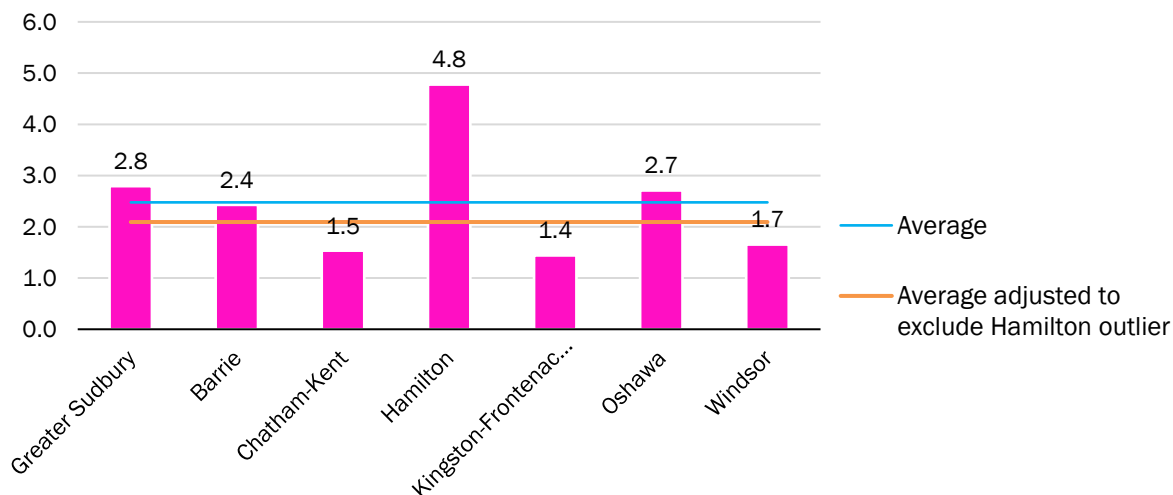
Source: Ontario Public Library Statistics (2023)

¹⁴ This adjusted average excludes Hamilton outlier.



Figure 34 portrays that the **number of people using GSPL's computer workstations per 100 active cardholders** is 33% more than the adjusted average¹⁵ among peer libraries (or 13% higher than the unadjusted average) among peer library systems.

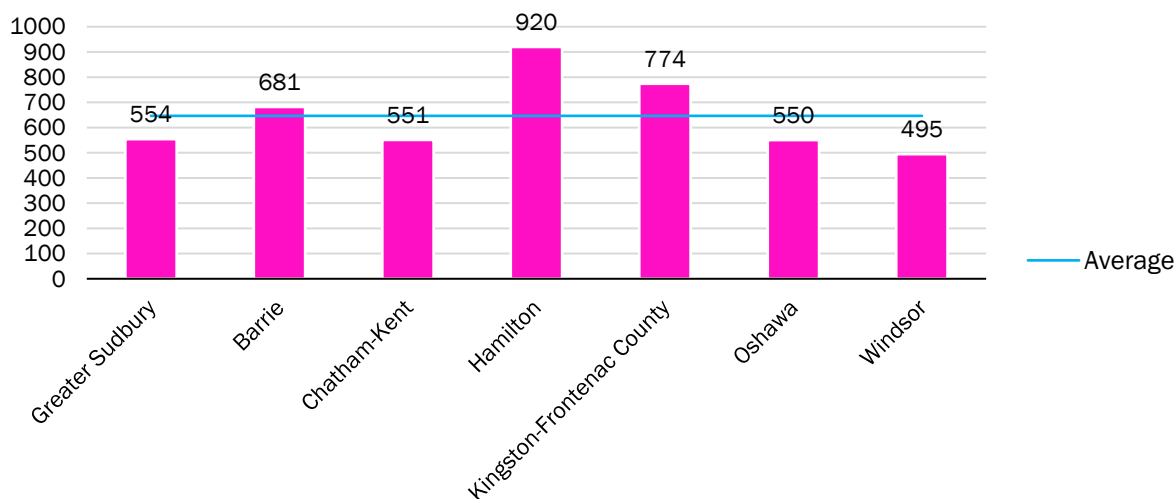
Figure 34. Number of people using library computer workstations per 100 active cardholders



Source: Ontario Public Library Statistics (2023)

Figure 35 indicates GSPL's **in-person library visits per 10,000 population** is 14% less than the average among peer libraries.

Figure 35. In person library visits per 10,000 population



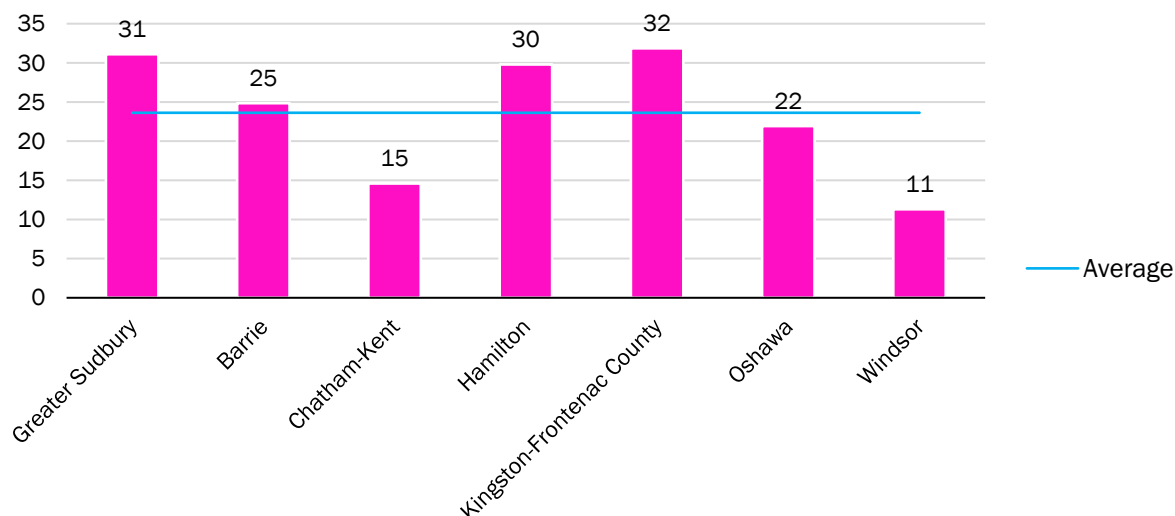
Source: Ontario Public Library Statistics (2023)

¹⁵ This adjusted average excludes Hamilton outlier.



However, Figure 36 shows GSPL's **in-person library visits per 100 active cardholders** is 32% more than the average among peer libraries, indicating active in-person engagement by cardholders.

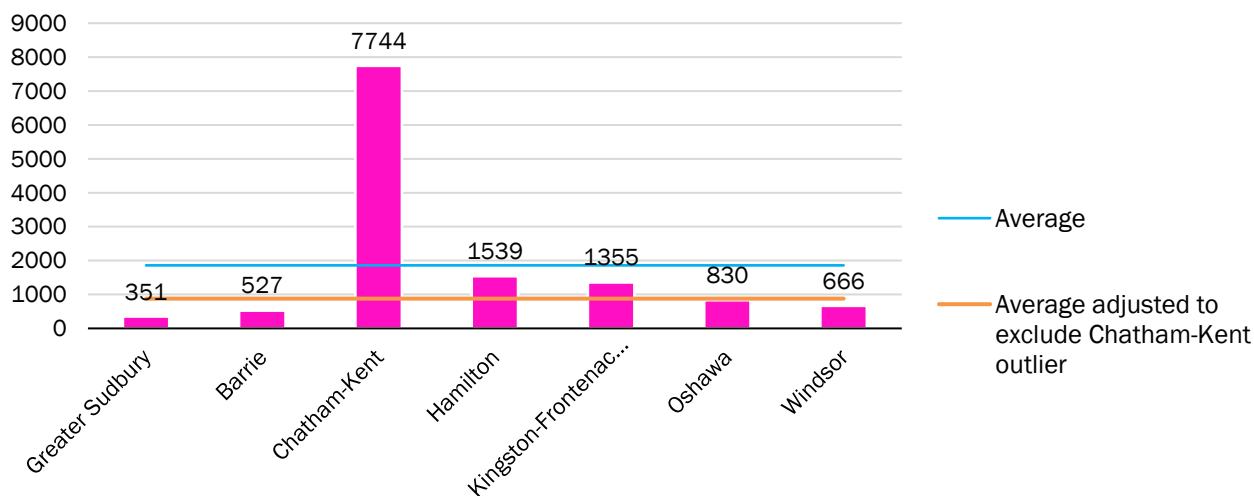
Figure 36. In person library visits per 100 active cardholders



Source: Ontario Public Library Statistics (2023)

Figure 37 portrays that GSPL's **electronic visits per 10,000 population** is 60% lower than the adjusted average¹⁶ among peers (or 81% lower than the unadjusted average).

Figure 37. Electronic visits to the library website per 10,000 population



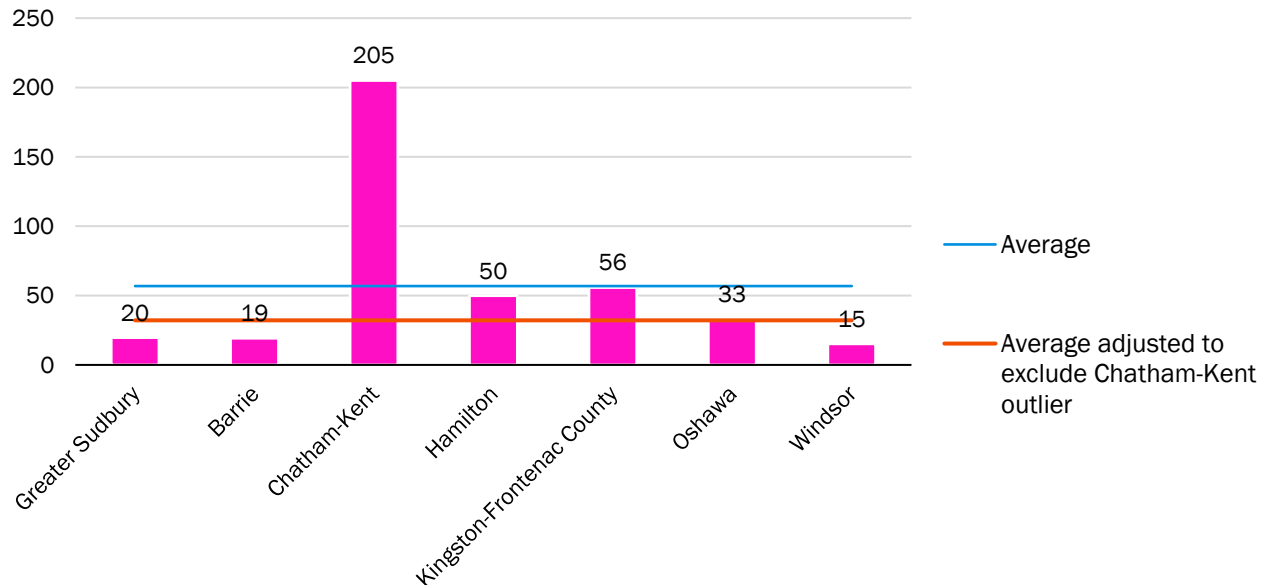
Source: Ontario Public Library Statistics (2023)

¹⁶ This adjusted average excludes Chatham-Kent outlier.



Figure 38 portrays that GSPL's **electronic visits per 100 active cardholders** is 39% below the adjusted average¹⁷ among peer library (or 65% below the unadjusted average).

Figure 38. Electronic visits to the library website per 100 active cardholders



Source: Ontario Public Library Statistics (2023)

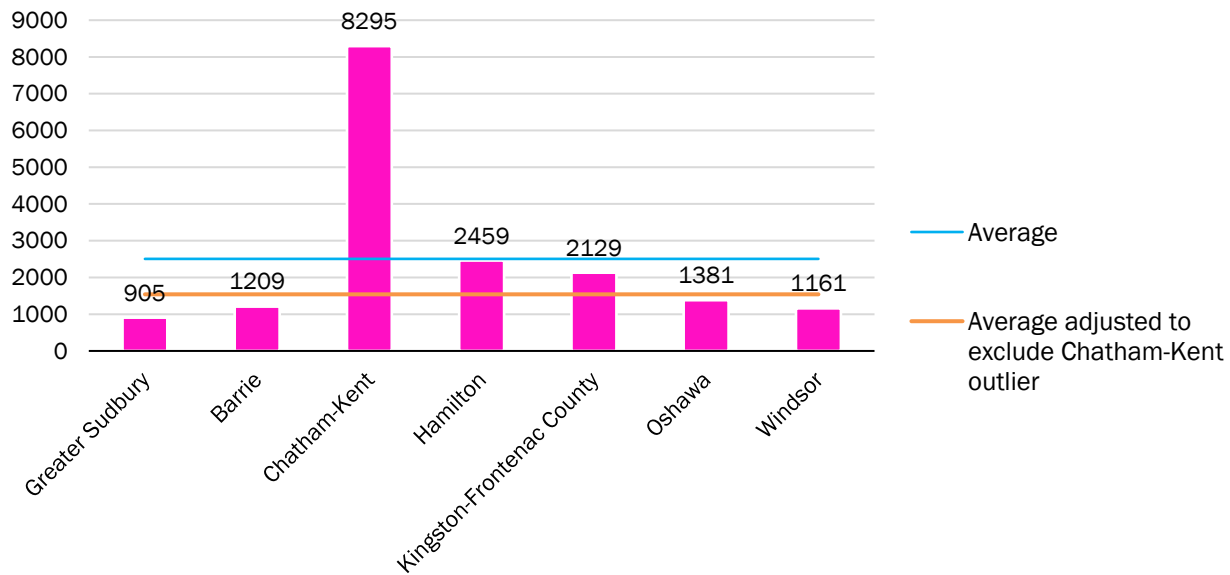
Figure 39 portrays **total library visits – including electronic and in-person visits – per 10,000 population**, with GSPL receiving 41% fewer visits than the adjusted average¹⁸ among peers (or 64% fewer than the unadjusted average).

¹⁷ This adjusted average excludes Chatham-Kent outlier.

¹⁸ This adjusted average excludes Chatham-Kent outlier.



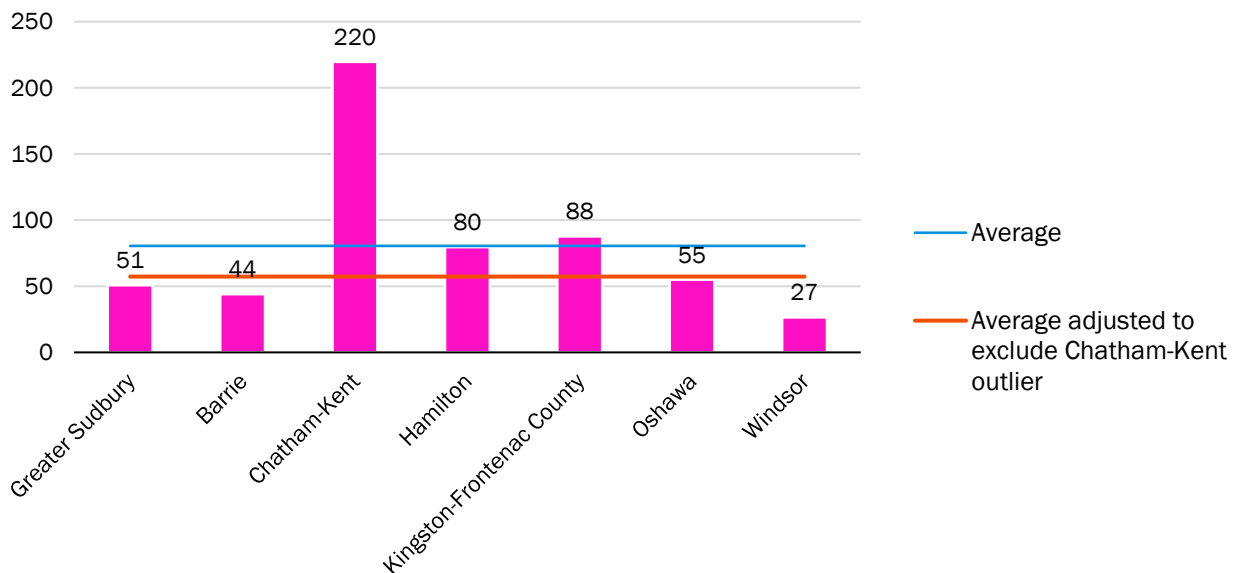
Figure 39. Total library visits per 10,000 population



Source: Ontario Public Library Statistics (2023)

Figure 40 portrays **total library visits per 100 active cardholders**, with GSPL receiving 11% fewer visits compared to the adjusted average¹⁹ among comparators (or 37% fewer than the unadjusted average).

Figure 40. Total library visits per 100 active cardholders



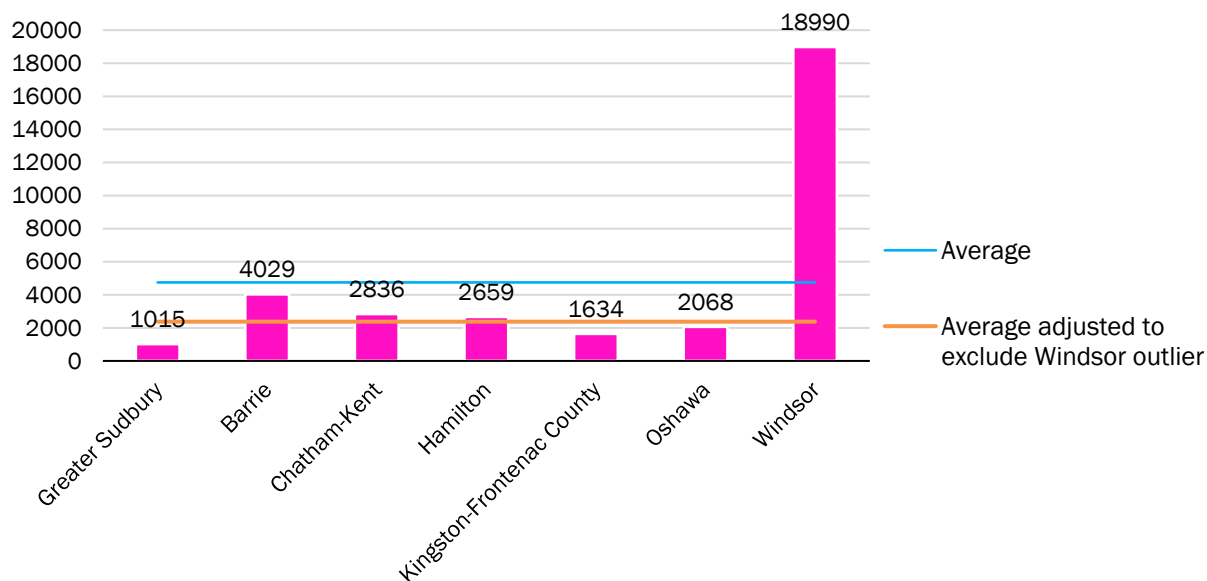
Source: Ontario Public Library Statistics (2023)

¹⁹ This adjusted average excludes Chatham-Kent outlier.



When looking at **program attendance per 10,000 population** (Figure 41), GSPL has 57% lower attendance compared to the adjusted average²⁰ among comparators (or 79% lower attendance compared to the unadjusted average). Notably, GSPL has the lowest program attendance among comparator systems – roughly half that of the next lowest comparator.

Figure 41. Program attendance per 10,000 population



Source: Ontario Public Library Statistics (2023)

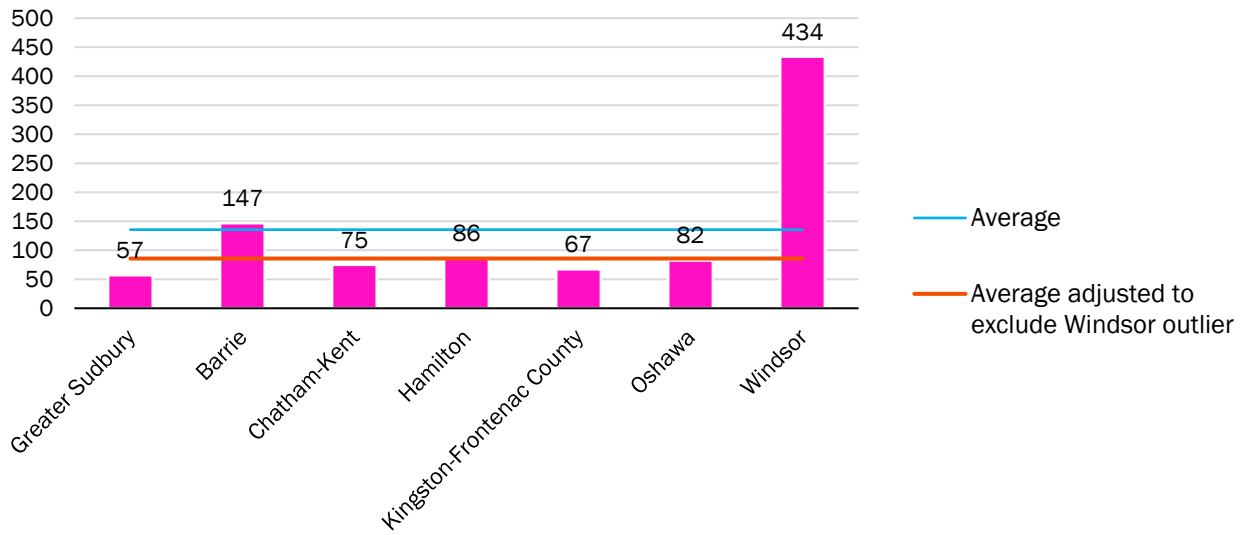
Looking at **program attendance per 100 active cardholders** (Figure 42), GSPL see 34% lower attendance than the adjusted average²¹ among peers (or 58% lower than the unadjusted average). By this metric, GSPL again sees the lowest program attendance among comparators.

²⁰ This adjusted average excludes Windsor outlier.

²¹ This adjusted average excludes Windsor outlier.



Figure 42. Program attendance per 100 active cardholders

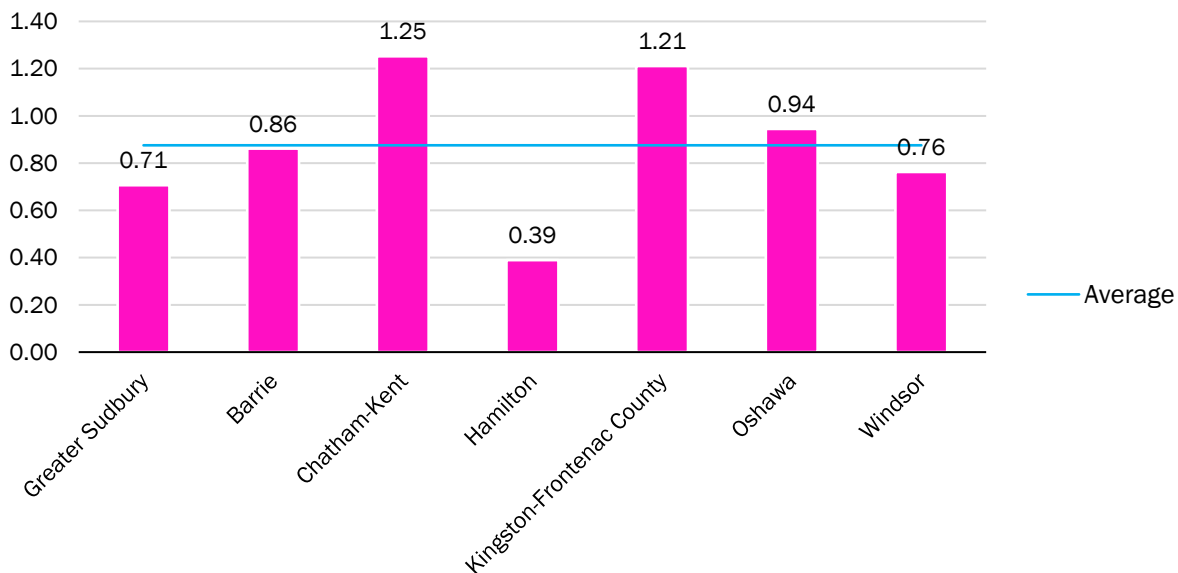


Source: Ontario Public Library Statistics (2023)

Holdings

Figure 43 indicates that GSPL holds 19% fewer **print titles per capita** when compared to the average for peer libraries.

Figure 43. Print titles held per capita

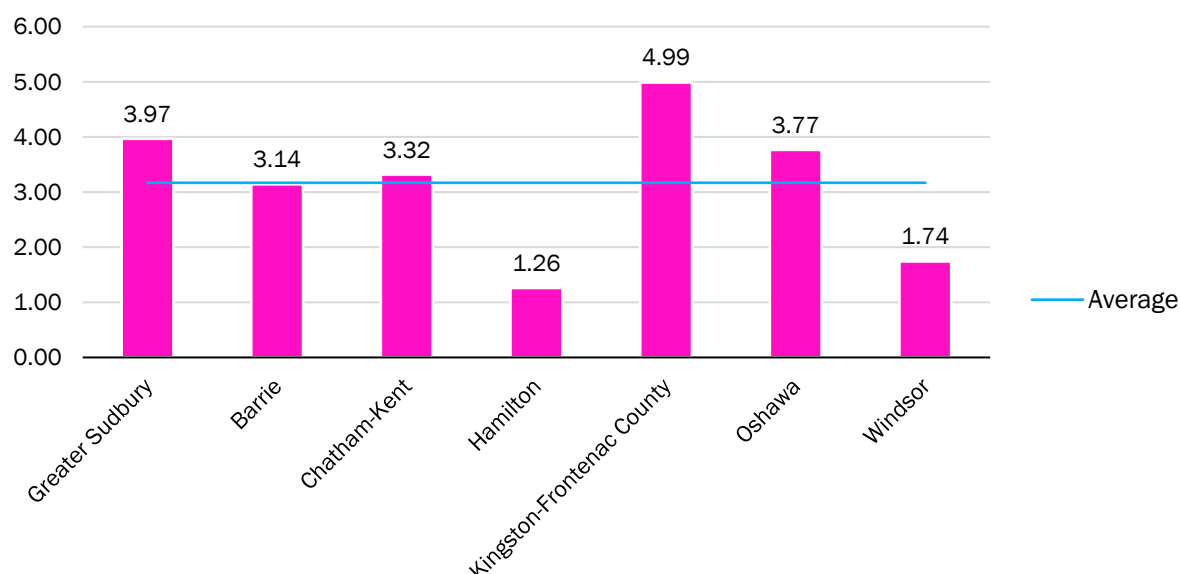


Ontario Public Library Statistics (2023)



By contrast, when looking at **print titles held per active cardholder**, GSPL held 25% more print titles compared to the average among its peers (Figure 44).

Figure 44. Print titles held per active cardholder



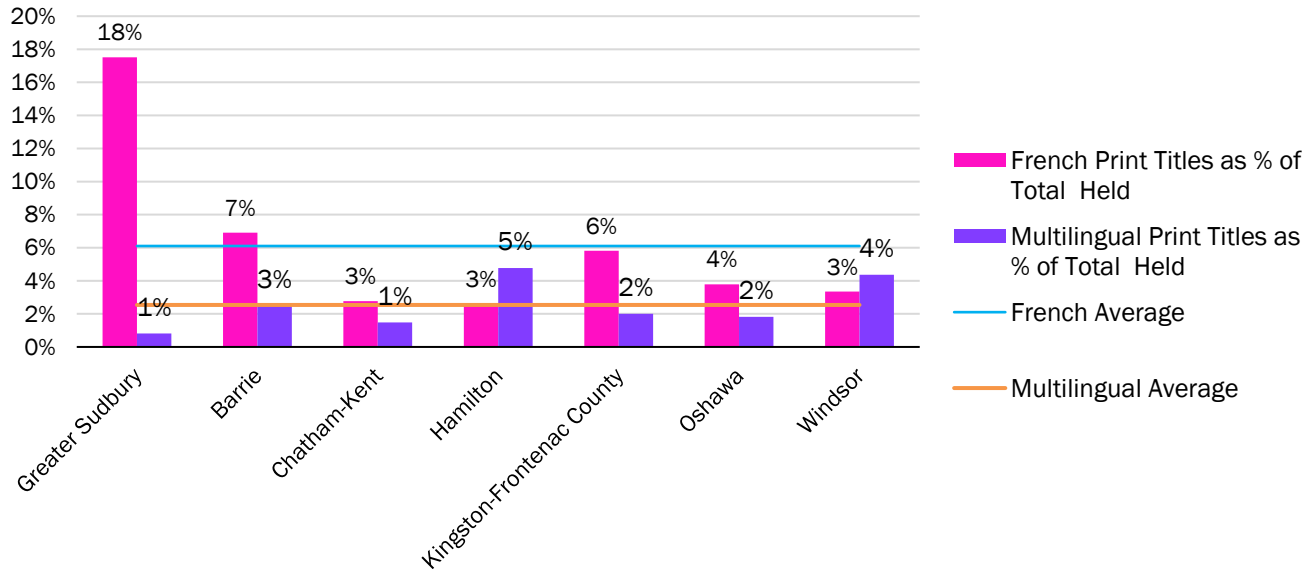
Ontario Public Library Statistics (2023)

GSPL also held 187% more **French print titles** in its collection compared to the average, leading its peers in that regard (Figure 45). As Greater Sudbury's population is 37% bilingual,²² the city has a very different language context than the comparators. Nonetheless, GSPL's holdings for **multilingual print titles** – titles in languages other than French and English – are 68% less than the average offered by peer libraries (Figure 45). As Greater Sudbury's population becomes more diverse due to increased immigration, GSPL may need to address this gap to ensure its collections reflect the community's evolving linguistic profile.

²² Refer to Appendix 7.1, Table 1



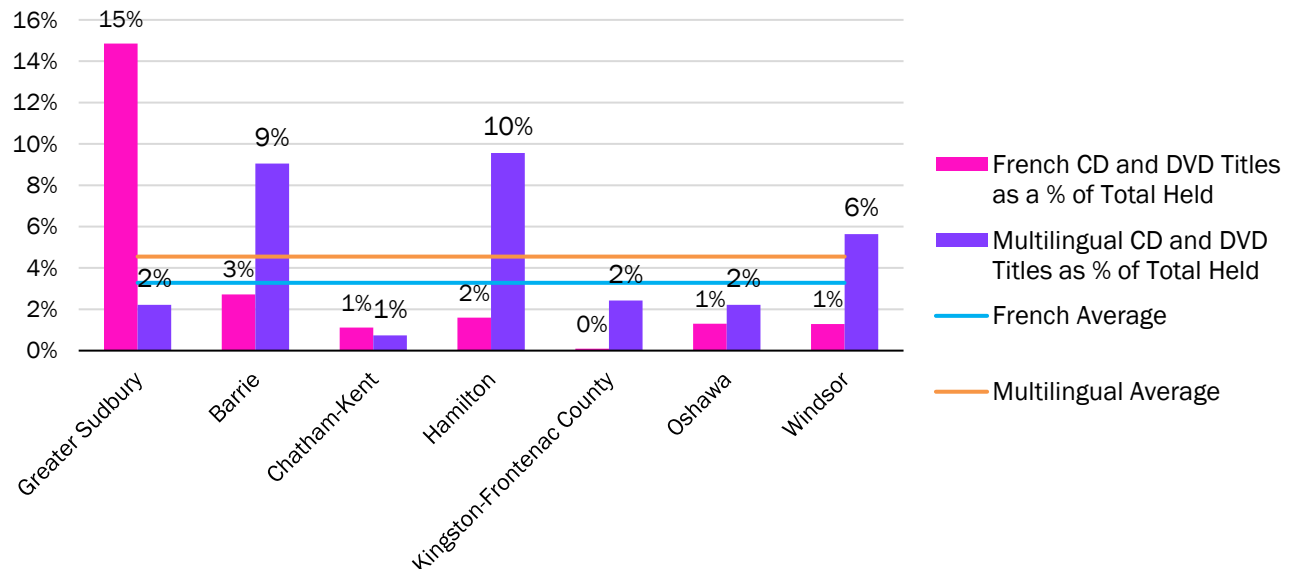
Figure 45. French and multilingual print titles as % of total print titles held



Ontario Public Library Statistics (2023)

In addition, Figure 46 depicts GSPL held 353% more **French CD and DVD titles**, but 51% fewer **multilingual CD and DVD titles** compared to the peer average in 2023, leading its peers in French CD and DVD titles but lagging in other languages.

Figure 46. CD and DVD titles as a % of total CD and DVD titles held

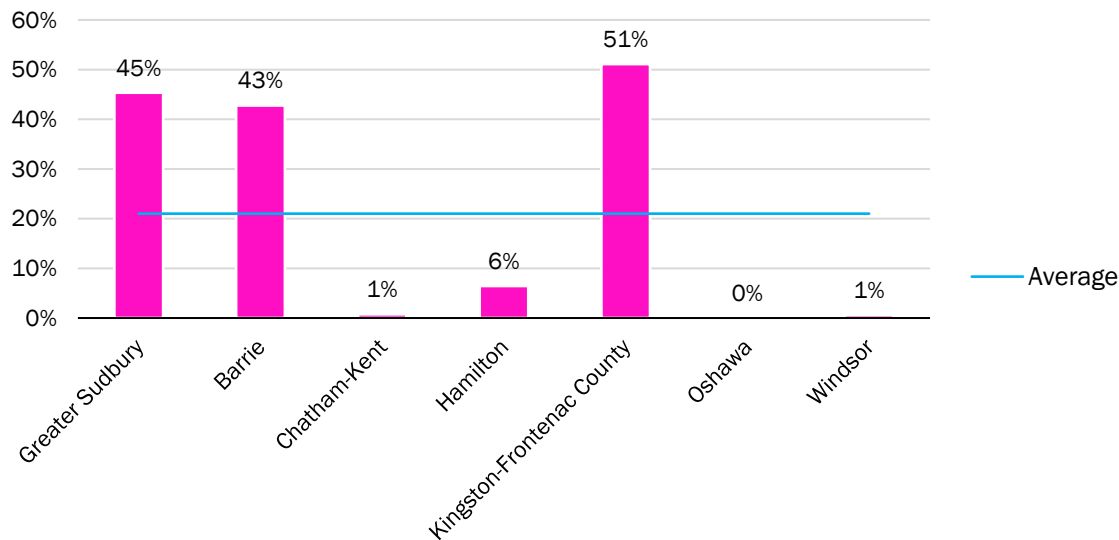


Ontario Public Library Statistics (2023)



As shown in Figure 47, GSPL holds 116% more **French e-book titles** compared to the average for peer libraries. (Figure 47 depicts only French e-book titles and excludes multilingual titles, as Greater Sudbury, Barrie, and Oshawa libraries reported no multilingual e-book titles in 2023.)

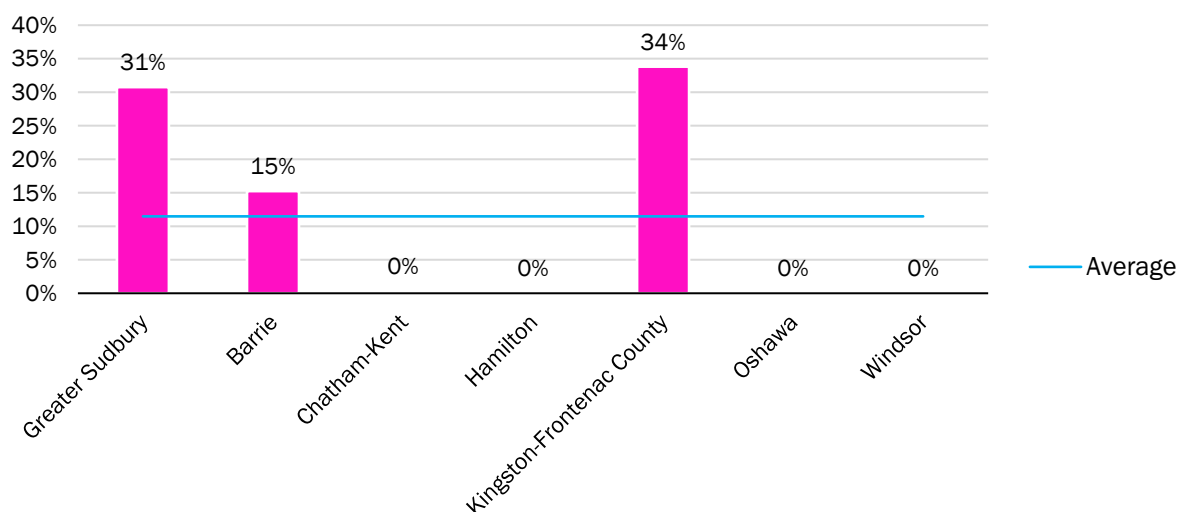
Figure 47. French e-book titles as a % of total e-book titles



Source: Ontario Public Library Statistics (2023)

As shown in Figure 48, GSPL holds 168% more **French e-audiobook titles** compared to the average among peer libraries. (Figure 48 displays only French e-audiobook titles and does not include multilingual titles, as only Chatham-Kent and Hamilton reported multilingual e-audiobook titles in 2023.)

Figure 48. French e-audiobook titles as a % of e-audiobook titles



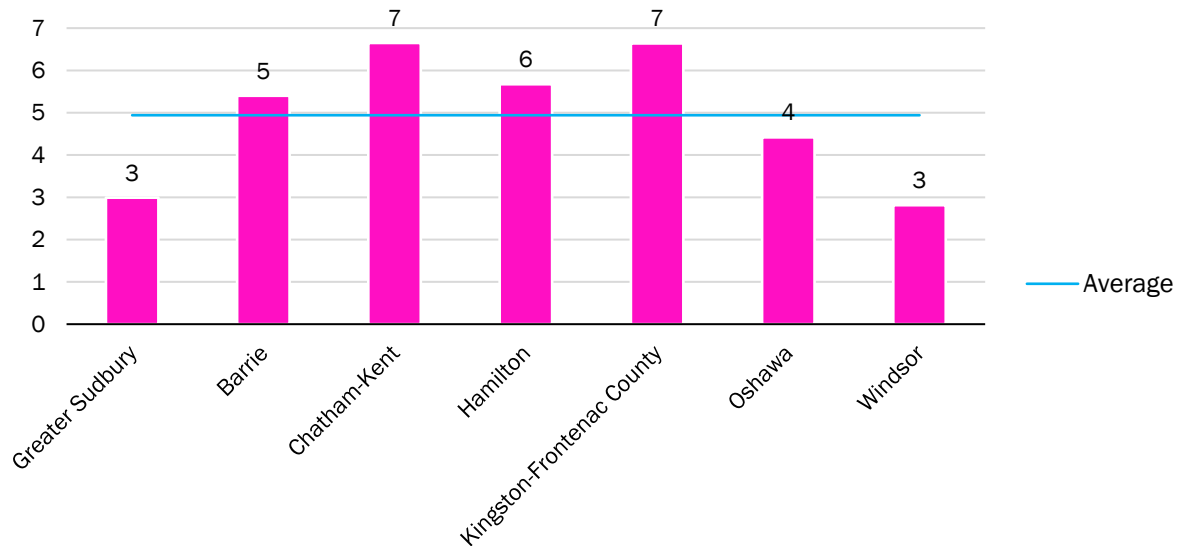
Source: Ontario Public Library Statistics (2023)



Circulation

Figure 49 illustrates that GSPL sees 39% less **annual circulation per capita** than the average for peer libraries.

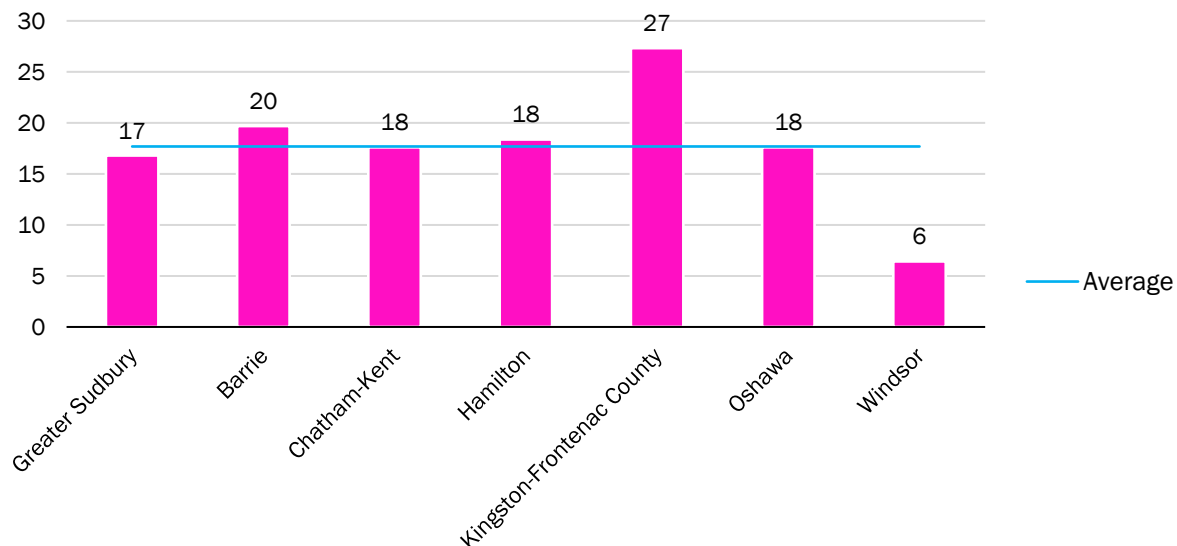
Figure 49. Annual circulation per capita



Source: Ontario Public Library Statistics (2023)

Additionally, GSPL sees 5% less than the **average circulation per active cardholder** (Figure 50).

Figure 50. Annual circulation per active cardholders

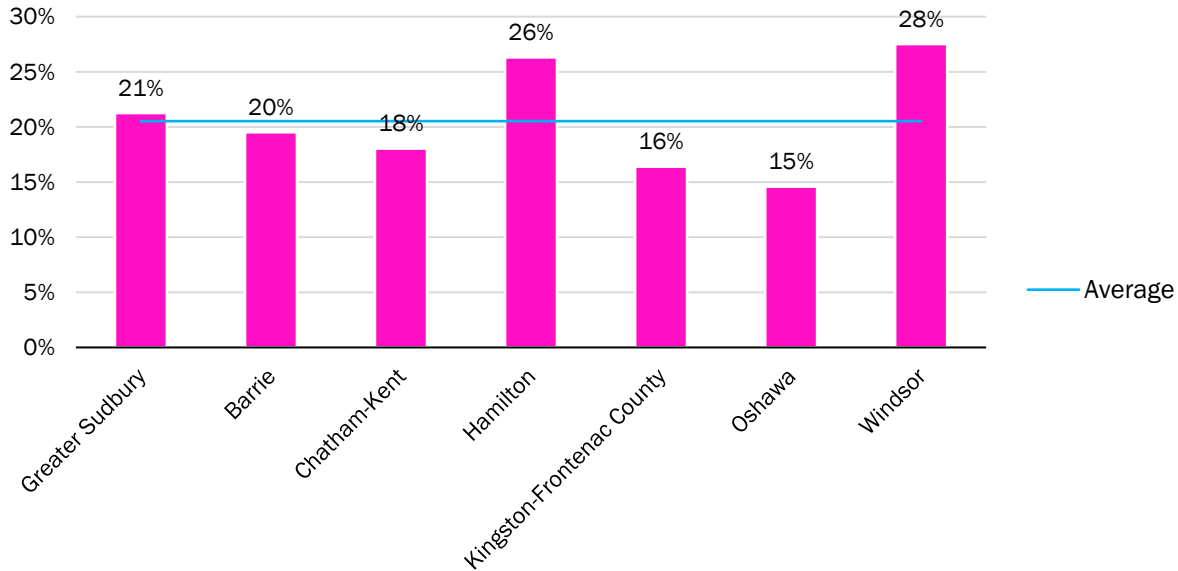


Source: Ontario Public Library Statistics (2023)



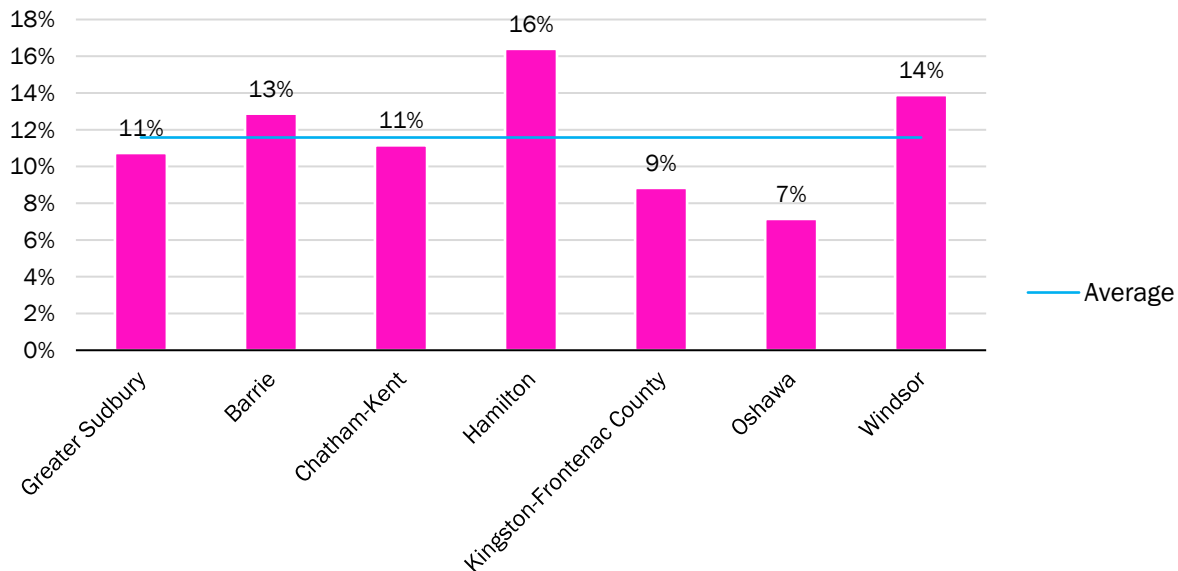
As shown in the following charts, GSPL **circulated 4% more e-books** (Figure 51) but **7% fewer e-audiobooks** (Figure 52) as a percentage of total annual circulation compared to the average among peers.

Figure 51. E-book downloads / borrows as a % of total annual circulation



Source: Ontario Public Library Statistics (2023)

Figure 52. E-audiobook downloads/borrows as a % of total annual circulation

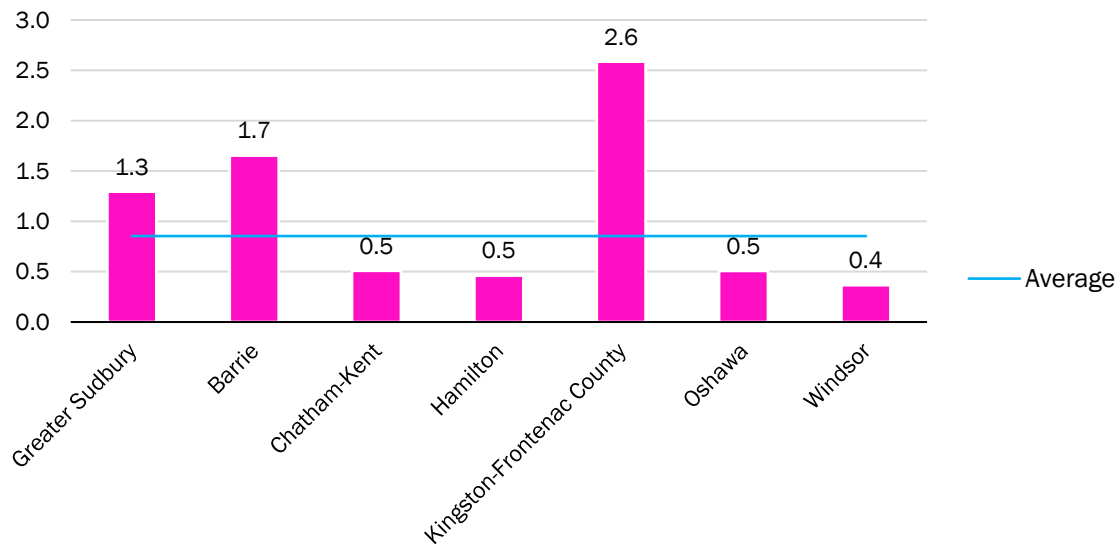


Source: Ontario Public Library Statistics (2023)



When looking at **interlibrary loans**, the ratio between titles borrowed to titles loaned (i.e., titles accessed from other systems vs. titles from lent to other libraries), GSPL has a 52% higher ratio than the average for peer libraries (Figure 53).

Figure 53. Interlibrary loans - titles borrowed by titles loaned



Source: Ontario Public Library Statistics (2023)



7.4. Facility Review

This section provides a summary of the facilities assessment conducted across GSPL branches. Findings are based on asset condition, costs, priority scores, urgency levels, and timelines for recommended actions as documented in the City of Greater Sudbury's asset reporting.

Most branches fall within the “fair” condition range, with planned projects addressing energy efficiency and accessibility as top priorities. Environmental upgrades, such as lighting replacements, are consistently prioritized as assets near their end of life. Accessibility improvements are advancing to meet compliance with the Accessibility for Ontarians with Disabilities Act by 2025, ensuring GSPL facilities remain inclusive and sustainable.

Azilda Gilles Pelland Library

Address: 120 Ste-Agnes Street, Azilda, ON

- Most assets are in “good” condition with no substantial asset health concerns.
- Significant forthcoming actions include asphalt driveway replacement (\$26,627, urgent within 1–2 years) which is recommended to take place in conjunction with wood fence replacement (\$2,475, pending).
- Interior and exterior lighting upgrades to LED are planned for 2024 at a combined cost of \$17,068.

Takeaway: This branch is overall in good condition, with an urgent focus on the asphalt driveway replacement and planned energy-efficient lighting upgrades.

Capreol Library & Citizen Service Centre

Address: 9 Morin Street, Capreol, ON

- Most assets are in “fair” condition, with several items assessed as “poor.”
- Accessibility upgrades include a new elevator (\$1,388,794, pending), barrier-free ramp replacement (\$8,249, pending), and two chair lifts (\$44,449 each, urgent within 1-2 years).
- Environmental upgrades to interior lighting and wiring are planned (low-priority, \$23,469 and \$8,001 respectively).

Takeaway: This branch is actively addressing accessibility improvements, with significant investments in an elevator and ramp. Environmental upgrades are also planned to improve energy efficiency.



Chelmsford Library & Citizen Service Centre

Address: 3502 Errington Street, Chelmsford, ON

- Assets are primarily graded as “fair,” with several planned upgrades including a roofing repair (\$212,489, 2024).
- Environmental upgrades for lighting and security systems are scheduled.

Takeaway: Several improvements are progressing on an aggressive timeline, addressing fair and poor assets to enhance efficiency and maintain service quality.

Coniston Library

Address: 30 Second Avenue, Coniston, ON

- Most assets are “fair,” with accessibility upgrades (main entrance door and concrete ramp) prioritized for compliance (~\$13,000 each).
- Security and lighting systems are being replaced for energy efficiency.

Takeaway: The branch is in fair condition overall, with accessibility and efficiency upgrades advancing as priorities.

Copper Cliff Library

Address: 11 Balsam Street, Copper Cliff, ON

- Assets are mostly “fair,” with a significant code compliance issue for railings (\$222,114, very poor condition).
- Main entrance door replacement for accessibility is scheduled (\$16,498, 2024).

Takeaway: Normal asset management, aside from the urgent railing replacement and planned accessibility and efficiency improvements.

Dowling Library & Citizen Service Centre

Address: 79 Main Street West, Dowling, ON

- Assets are split between “fair” and “good.”
- Urgent replacements include a defibrillator (this year) and bike rack (\$3,300).
- Higher-cost repairs include air handling units, walls, and parking lot paving (>\$100,000).

Takeaway: The branch is in fair to good condition, with a steady cycle of improvements underway.



Garson Library and Citizen Service Centre

Address: 214 Orell Street, Garson, ON

- Most assets are graded “fair,” with no high-priority items flagged.
- Environmental upgrades include lighting and security systems.

Takeaway: This branch has standard asset management needs, with a focus on efficiency improvements.

Levack/Onaping Library

Address: 1 Hillside Avenue, Onaping, ON

- All assets are assessed as “very good,” likely due to this being a newer location.

Takeaway: The branch is not reported to have any pressing asset management issues.

Lively Library & Citizen Service Centre

Address: 15 Kin Drive, Unit A, Lively, ON

- Nearly all assets are graded “fair,” with two urgent handrail replacements pending.
- Environmental upgrades include lighting and PA system replacements (\$97,787).

Takeaway: A standard regional branch with some emergent accessibility and efficiency projects.

Main Public Library

Address: 74 Mackenzie Street, Sudbury, ON

- A mix of “fair,” “good,” and “poor” assets.
- Urgent water meter and accessibility improvements are planned, but larger upgrades are deprioritized due to anticipated relocation.

Takeaway: The focus remains on short-term compliance improvements while planning transitions to the new Central Library.



New Sudbury Public Library

Address: 1346 Lasalle Boulevard, Sudbury, ON

- Assets range from “fair” to “good.”
- High-priority replacements include a barrier-free ramp (\$28,871) and rooftop air handling units (\$151,125).

Takeaway: The branch is undergoing steady upgrades, including accessibility improvements and efficiency measures.

South End Library

Address: 1991 Regent Street, Sudbury, ON

- Most assets are graded “good.”
- Key actions include replacing a barrier-free walkway (<\$10,000) and LED lighting upgrades (\$53,338).

Takeaway: This branch is in good condition overall, with manageable asset needs and efficiency improvements underway.

Valley East Library & Citizen Service Centre

Address: 4100 Elmview Drive, Hanmer, ON

- Assets are predominantly graded “fair.”
- Major projects include parking lot asphalt replacement (2031, \$365,108).

Takeaway: This branch is in fair condition, with standard asset management needs anticipated.



7.5. Options for Vision, Mission, Values

The following options were developed through the planning process and reflect GSPL's current purpose, principles, and aspirations. They were informed by a Mission, Vision, and Values Workshop with GSPL's Board and senior staff, as well as broader findings from the planning process.

While one set of statements has been used to guide this plan, the three vision and three mission options presented below have all been reviewed and validated by the Strategic Leadership Team. GSPL may refer to these options as it considers its organizational guiding statements in the future.

Vision Statements

- **Option A:** A thriving community where curiosity is celebrated, knowledge has no barriers, and everyone has the tools to shape their future.

Option A highlights lifelong learning, equity in access to knowledge, and the library's role in empowering individuals and communities to grow and thrive.

- **Option B:** A connected, informed, and empowered community where knowledge and opportunity are within everyone's reach.

Option B focuses on the library as a connector or bridge, connecting people to information, ideas, and opportunities that foster engagement and enrichment.

- **Option C:** An engaged and inclusive community where access to knowledge empowers people to learn, create, and contribute.

Option C emphasizes the library's role in civic life, ensuring open access to information and fostering an informed, engaged, and participatory society.

Mission Statements

- **Option A: We dig deeper.** GSPL helps people uncover knowledge, skills, and opportunities, helping individuals and communities dig deeper and reach higher.

Option A reflects the idea of exploration, discovery, and growth, encouraging curiosity while providing the resources and support to go beyond the surface.

- **Option B: We enrich lives.** GSPL fuels curiosity, creativity, and connection by providing access to knowledge, ideas, and tools for growth.

Option B highlights the transformative power of libraries – how GSPL enhances lives by fostering learning, creativity, and meaningful connections.



- **Option C: We connect people with possibility.** GSPL connects people with ideas, opportunities, and each other – building a community inspired by what’s possible.

Option C emphasizes the library’s role as a dynamic hub of opportunity, where individuals and communities can discover new possibilities and pursue their aspirations.

Core Values

- **Intellectual Freedom:** GSPL is a safe space where ideas can surface and everyone has the freedom to explore, question, and learn without fear of judgment or censorship. We believe that intellectual freedom is essential for a thriving democratic society. We foster an environment where everyone’s voice and curiosity are respected, and offer the tools and information to help inform perspectives.
- **Literacy:** At GSPL, we empower individuals to build a brighter future by advancing literacy in all its forms – whether that’s reading, information, media, financial, cultural, or digital literacy. Through access to resources and support, we help people navigate an evolving world, uncover the past, make informed decisions, and actively engage in society.
- **Creativity:** GSPL strives to inspire innovation and creativity within the community. We equip the community with the resources, programs, and tools they need to try new things, hone their skills, and drive personal growth. We also celebrate through cultural expression, heritage, and storytelling to foster community well-being.
- **Access:** At GSPL, we continuously strive to enhance access to our physical spaces, operations, and offerings, with a focus on improving how we meet the needs of the community.
- **Equity & Inclusion:** GSPL is dedicated to building a vibrant and inclusive community where everyone is welcomed and valued. We believe that equity and inclusion are complementary – we strive to create a space where all individuals feel welcome and included, while also providing equitable access to resources and supports that meet specific community needs.
- **Collaboration:** At GSPL, we believe that we are stronger together. We encourage connection and collaboration both within our organization and across the community, valuing teamwork and shared purpose. By working closely with City and community partners, we enhance service delivery and create more impactful opportunities for our community.

This document was prepared by:

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