Ontario Library Association (OLA) 2025 Super Conference
January 29 to February 1, 2025, Toronto, Ontario
Trustee Alison Crawford

My biggest takeaway from this conference is that the Board should support the development of a memorandum of understanding (MOU) with the City of Ottawa to clearly outline their respective roles and responsibilities. As a relatively new trustee, I was surprised to learn that most other libraries represented at the trustee boot camp event has an MOU with their respective municipality. Breakdown of four seminars I attended are as follows:

1. IMPACT STUDY - AN INNOVATIVE APPROACH TO MEASURING THE VALUE OF LIBRARY SERVICES

INTRODUCTION

Laural Raine of the Toronto Public Library (TPL) delivered this seminar. She told the packed conference room how TPL partnered with the Danish firm Seismonaut to measure the previously unquantifiable value of public libraries. It has developed a new methodology called the *Experience Impact Compass*, which combines quantitative data and qualitative stories to assess the impact of libraries across the emotional, social, intellectual and creative "dimensions'.

CHALLENGES IN DATA COLLECTION AND ANALYSIS

Libraries face a significant challenge in terms of their capacity to collect and analyze data effectively. Traditionally, libraries have monitored metrics such as electronic and physical circulation and conducted annual client satisfaction surveys. However, these measures are not sufficient to capture the full impact of library services.

INNOVATIVE APPROACHES TO MEASUREMENT

To enhance their data collection and analysis, TPL hired Seismonaut with funds donated by one of their most generous donors. They learned the importance of:

- Using visuals to complement the data collected;
- Measuring the impact with more qualitative information from participants; and,

- Highlighting that easily measurable data may not always reflect the "why" people choose to use a library.

UNEXPECTED FINDINGS

The study revealed several unexpected results. Library spaces received high ratings on emotional and intellectual scales, particularly from youth. Young participants appreciated the quiet environment, which offered fewer distractions compared to home, better resources for studying, and the opportunity to meet friends for study groups.

They gained a greater understanding of how much people value the learning opportunities that come with themed months or occasions such as Black History Month, Pride week or the National Day for Truth and Reconciliation.

They gathered key anecdotes from people about the profound impacts various programs have made on their lives. These are great to use when speaking to possible donors, the board or municipal/community partners.

Participants acknowledged the knowledge and social inclusivity provided by library staff. Additionally, technological services were highly appreciated, especially by those who improved their digital literacy, developed new skills, and gained new knowledge and information.

VALUE FOR STRATEGIC APPLICATIONS

The collected data is proving invaluable for various strategic applications, including fundraising, strategic planning, service development, staff leadership, and morale. The study has also helped in developing a language to articulate the library's value to the community.

2. DRAG STORY TIME: A CASE STUDY IN CRISIS COMMUNICATIONS

INTRODUCTION

The seminar was delivered by Michal Utko, Director of Marketing and Communications for the Okanagan Regional Library in B.C. He told crowd the captivating and unfiltered saga of their first – and last - Drag Story Time. They did almost everything right!

For access to his presentation, he recommends going to: orl.ca/dst, pswd: **library**

PREPARATION AND CENTRALIZED COMMUNICATIONS

To prepare for the event, the ORL removed personal contact information from the website to prevent harassment. A single email and phone number handled all inquiries. IT professionals secured the website and prepared for cyberattacks. It also set up an

automatic forwarding service called Zapier to scan all emails for threatening language using ChatGPT. It warns the library if it detects any threats.

Utko said he found the biggest benefit was that he did not have to read any further disturbing hate mail.

RESPONSE STRATEGY

Controlled Engagement
Utko said he quickly learned that there is no need to respond to every email and voicemail about the event.

A consistent response was provided to all inquiries to avoid accusations of favouritism and maintain neutrality. This approach ensured that all stakeholders received the same information, reinforcing fairness and transparency.

The same went for written internal communications. He told use how he learned the hard way that some messaging must be delivered in person. Internal messages can always become external messaging if, and when, they are leaked.

Zero Tolerance Policy
Threats, rude, and abusive language were not tolerated. This zero-tolerance policy was communicated clearly to everyone who entered the building on the day of the event.

EVENT REINFORCEMENT

The ORL engaged their local police service, the RCMP, to conduct an environmental safety audit. The biggest benefit from this was to improve relations with the police officers. They even showed up to monitor the event from afar. Otherwise, they approved the plan the library had in place.

The integrity of the event space was maintained by prohibiting flags, signs, or banners. Guests, excluding media personnel, were told to refrain from taking photographs or videos to ensure the privacy and safety of attendees.

WEBSITE AND SOCIAL MEDIA MANAGEMENT

Website Security
With the help of IT professionals, the website was secured, and all email addresses of board members were removed. Utko handled the avalanche of messages, with most calls directed to voicemail to manage workload efficiently. The voicemail message told people that the library cannot respond to every person. In addition, Additional Measures and Recommendations to further enhance safety and streamline communication, the following measures are recommended:

- Implement a custom phone number with a voicemail message explaining why no one will return the phone call.
- Remember, you are not alone. Ask for help from your community, including police authorities, to ensure a secure environment.
- For more details, visit orl.ca/dst and use the password: library.

These additional steps will help reinforce the library's commitment to safety and transparent communication while navigating events that can evoke strong reactions.

Social Media Controls

The library turned of all comments on their social media platforms, to protect employees from hateful messaging and to keep the temperature down.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Community partners, neighbours, local businesses, and stakeholders were informed about the event's nature and expected scenarios. This proactive communication helped manage expectations and build support from the community.

INTERNAL COMMUNICATION AND STAFF MANAGEMENT

Staff Reassignment

Staff members who were not supportive of the event were rescheduled. Clear instructions were given to staff to direct all media inquiries to the designated spokesperson, ensuring a unified and coherent response.

Councillors and Board Plans

Key messaging was developed for councillors and board members, and they were kept in regular contact to ensure alignment and support. This strategic planning helped reinforce the library's stance and prepared leaders to handle any questions or concerns.

CONCLUSION

The successful management of communications during the "Drag Story Time" event demonstrates the importance of preparation, centralized communication, and consistent messaging. When asked if the event was worth it overall, Utko said he wasn't sure and mentioned that the library didn't host another event like it. He mused about what it had accomplished.

3. **POWER PLAYS AND PUBLIC PURPOSE: MUNICIPAL COUNCILS AND LIBRARY BOARDS**

INTRODUCTION

The presenters included the Mayor of Innisfil Lynn Dollin, Innisfil librarian Erin Scuccimarri and "Laurie" from the Blue Mountain Public Library, along with lawyer Jason Reynar. This

workshop explored the relationship between municipal councils and library boards by examining real-world power struggles that have emerged between these two governing bodies.

Policy Autonomy

Library boards were encouraged to adopt their own policies instead of solely relying on municipal ones. This independence allows boards to tailor policies specifically to their needs and circumstances…before a municipality does it for them.

Policy Update Frequency

They started by asking members of the audience to think about the last time they conducted a thorough policy update. It was noted that regular reviews are essential to identify and fill any missing elements in the current policies.

Employment Standards and Benefits

Another focus was the necessity for a policy that allows the board to oversee and amend employment standards, benefits, and pension plans for both permanent and part-time employees. This ensures that the library can offer competitive and fair employment conditions.

Bracebridge, ON Public Library

Bracebridge Public Library updated their policies a year ago, albeit a tad late, which led to several compromises. This case underscores the importance of timely policy reviews and updates.

Innisfil, ON Public Library

Innisfil Public Library successfully set up its own policies for sick and bereavement leave for employees, demonstrating a proactive approach to employee welfare.

The Blue Mountains Public Library

Laurie from The Blue Mountains Library shared their exhaustive policy review process, which itemized every possible line of authority, including municipal, board, and legal aspects. This thorough approach proved beneficial, particularly in reducing duplication of services such as printer maintenance, legal services, building maintenance, and insurance purchasing. It also saved heaps of money.

FINANCIAL CONTROL AND EFFICIENCY

Discussions also touched upon the control of the library's reserve funds, with a recommendation that boards should have control, even though most currently do not. This control can enhance financial autonomy and strategic planning.

Cost Efficiency and Additional Services

One of the key arguments for policy autonomy is cost efficiency. Finding savings with the municipality by doubling up on some service contracts can easily be offset by libraries offering value to the municipality. In one case, the library agreed to sell garbage tags because the library has better hours than City Hall.

BOARD SUCCESSION POLICY

The seminar recommended the establishment of a board succession policy to ensure continuity and effective governance. I didn't understand much about this.

ROLES AND RESPONSIBILITIES

It is crucial to define all roles and responsibilities clearly, addressing any gaps or problems. This clarity ensures that everyone understands their duties and the overall governance structure.

Collaborative Workshops

The Blue Mountains Library's approach of holding day-long workshops, with all stakeholders present, proved to be highly effective. They held four sessions over two months, working together to maximize efficiencies and align their policies.

CONCLUSION

The seminar emphasized the importance of library boards developing their own policies to ensure operational efficiency, financial control, and employee welfare. Regular policy updates, clear definition of roles, and collaborative efforts can significantly enhance the library's governance and service delivery.

4. RESPONDING TO SAFETY ISSUES WITH YOUR LIBRARY BOARD

INTRODUCTION

This was a great workshop. Panellists included Matthew MacDonald from the Sault Ste. Marie Public Library, Melissa Robertson from the Orillia Public Library, as well as Jennifer Tarnawski and Lita Barrie from the Burlington Public Library.

They answered the following questions: What happens when patrons arrive with complex needs and a social worker is needed? How are you as a Board supporting your staff through these complex environments? Should you conduct a risk assessment to respond to those needs?

SAULT-STE-MARIE LIBRARY

The Sault-Ste-Marie library has implemented several proactive safety measures. Employees use walkie talkies to stay connected with each other and report any concerns,

especially when working alone on different floors. Additionally, panic buttons have been installed to provide immediate assistance in emergencies.

Environmental Safety Audit

The library requested a free environmental safety audit by the police. This audit helped identify potential safety risks in and around the library, leading to enhanced security measures and increased awareness among staff.

Incident Reporting

To maintain transparency and accountability, incident reports are read to the council. This practice ensures that all safety concerns and incidents are documented and reviewed at the highest level, to remind councillors of what they are dealing with and why they require additional resources.

ADDRESSING SAFETY PROCEDURES AND TRAINING

The workshop highlighted several key questions and procedures that every library should consider ensuring comprehensive safety coverage:

Lockdown and Evacuation Procedures

One of the crucial aspects discussed was our library has established lockdown and evacuation procedures. These procedures are essential for managing various emergency situations, such as active shooter incidents or natural disasters.

Emergency Closing and Business Continuity Plans

Libraries must have emergency closing and business continuity plans. These plans should include a working alone procedure to outline what changes if an employee must leave unexpectedly.

Utility Knowledge

It is imperative that all staff members know how to turn off the power and water in every branch, especially after renovations. Where are the switches and levers? Does everyone know? This knowledge is critical in emergencies like fires or floods, where quick action can prevent further damage and ensure safety.

Safe Zones

Libraries should identify and designate safe zones where people can hide in case of an immediate threat. These zones should be easily accessible and well-known to both staff and patrons.

Surveillance and Monitoring

The use of cameras for surveillance is another recommended measure. Cameras can help monitor activities within the library, deter criminal behavior, and provide valuable evidence in case of incidents.

ORILLIA PUBLIC LIBRARY: INTEGRATING SOCIAL WORK AND SAFETY

The Orillia Public Library has taken a unique approach by hiring a "human services coordinator" who was a social work student. This coordinator deals with disruptive behavior and leads a safety working group that addresses various issues, including theft, property damage, violent threats, and harassment. She worked in and outside the facility, which helped with issues the entire street was dealing with! She referred clients to community services, de-escalated stressful situations and talked to regular "troublemakers".

Hiring her has led to a convincing argument (backed up by other businesses on the street) to attract a permanent employee with a better salary and benefits. In her one year on the job the library reported:

- 46% decrease in incident reports
- 43% decrease in calls for service (police/fire)
- 22% drop in suspensions from the library.

CONCLUSION

It is essential for library boards to ensure the library is continually reviewing and updating its safety policies to adapt to new challenges and ensure the well-being of everyone in the library community.

INTRODUCTION

The Ontario Library Association Super Conference is Canada's largest continuing education event in librarianship. It took place in Toronto from January 29th to February 1st, 2025.

The theme for the 2025 Super Conference was "Building Bridges". Libraries are rapidly adapting to challenges while transforming to meet new demands. Making connections has become more vital than ever. Libraries are more than just buildings … like bridges, they are essential structures and dynamic spaces that facilitate community building through connection.

I was fortunate to attend this conference with Trustee Alison Crawford. Her report complements my report.

CANADIAN FEDERATION OF LIBRARY ASSOCIATIONS (CFLA) – NATIONAL FORUM

CFLA is the united voice of Canada's libraries. It works to influence public policy, advance library excellence, and raise the visibility of libraries in Canada to advance its national intellectual, social, economic, and cultural success. The national forum brought together leaders from public libraries and library associations from across the country including Leslie Weir of Library and Archives Canada, Andrea Cecchetto (Markham Public Library), Laura Winton (Library Association of Alberta), Joseph Jeffery, Canadian School Libraries, Michelle Arbuckle (OLA) and Rina Hadziev of the BC Library Association.

There was discussion on the sustainability of library associations in 10 years' time and the shifts that are needed. There was recognition of the need for partnerships and the need for membership stability as membership is changing.   It will be important to connect with student groups and promote the networking opportunities offered by associations in terms of their access to seasoned and emerging leaders to learn about governance as well as opportunities to collaborate on projects that build communities.

There was discussion on the value prospect of associations in advocacy work considering that they are not funded by government; they speak truth to power; they are an independent voice for libraries when speaking to government on policy issues that matter to libraries.

Insight was provided on timing of grassroots advocacy. Advocacy is a marathon. Associations have an opportunity to be involved at the local level with government representatives. They can elevate issues that matter to libraries and be part of government reform. Telling the story is key; linking impact of library issues to government priorities is essential.

Key takeaway message - promote the value of membership in library associations and encourage membership. An opportunity to collaborate, learn and connect seasoned leaders to young professionals and library students.

PUT YOUR LIBRARY ON THE MAP – A SUSTAINABLE DEVELOPMENT GOAL STORYTELLING WORKSHOP WITH THE NORTH AMERICAN REGIONAL DIVISION OF THE INTERNATIONAL FEDERATION OF LIBRARY ASSOCIATIONS (IFLA)

Gender Equity in Digital Literacy – this session was about access, equity, inclusion and readiness. Markham Public Library presented "Girls in STEAM", a 6-week program developed for Grade 9 girls in an effort to inspire their passion for the sciences and explore careers in STEAM fields. The program provides opportunities for mentorship, collaboration, and hands on experiences. This program was also linked to City of Markham's Digital Strategy.

The girls worked on a STEAM project that would serve a community need. They had access to mentors in STEAM professions as well as City leaders. They were exposed to their career path; the extent of barriers they overcame. Markham University was an integral part of the program as the girls learned what could be done if you pursued STEAM fields. Outcomes for the girls was building confidence; building an interest in STEAM careers; being exposed to women who forged a path in STEAM related careers; building skills and building of a network of like-minded people.

Municipal Engagement – this session focused on the value of making connections to higher levels of government and demonstrating the value of public libraries through a city and provincial lens:

- Economic development
- Healthier city (e.g., reducing social isolation)
- Urban Place (e.g., access to artists and musicians)
- Regional Prosperity (e.g., skills development, digital literacy,
- Climate Change (e.g., climate change literacy)

Storytelling is key. You need data points that are relevant, robust and inspiring to tell your story. Your story needs to be concise so that it resonates with your audience. Important to know how much they may know. You need to know what would be useful and relevant and that your story is to be a tease rather than a treatise!! You need to know whether

they care about libraries. Important to find the skeptics and to nudge them to care by demonstrating how libraries are relevant in responding to problems in their constituencies.

Library Map of the World – a very cool platform - it features all types of libraries, including national, academic, public, community, school, and special libraries. It provides performance metrics such as the number of libraries; number of libraries providing internet access; number of staff and volunteers; number of registered users and visitors; and number of loans. It is also a platform providing access to SDG stories demonstrating how libraries in different countries contribute to the United Nations Sustainable Development Goals and serve as partners in meeting local development needs.

SHOP TALKS ON CONNECTION, PARTNERSHIP, AND RECONCILIATION

Port Colborne Public Library - Creating Effective Library Partnerships with Local Support Agencies – Rachel Tkachuk, CEO of the Port Colborne Public Library presented how it leveraged its existing library resources to offer five flexible, customizable options for community agencies allowing them to extend their services within the library.

- Community Partners' Ambassador Tables – viewed as neutral for users and enables access to space without stigma.
- Community Presentations – free quality programming by experts and responsive to PCL's strategic goal of inclusive programming and services for diverse user communities.
- Community Bulletin Board – a hub for communicating relevant community information through the library's social media platforms.
- Pop up Library – partnering with local support agencies with tailored resources and information. An opportunity for outreach, community engagement, new memberships and networking opportunities.
- Tailored Programming – offering tailored tours; custom programming.

Orangeville Public Library - Learning Hard Truths: Building a Bridge to Reconciliation One Book at a Time - Shannon McGrady, Program and Research Manager at Orangeville Public Library presented its professional development learning initiative in response to the Truth and Reconciliation Commission's Call to Action 57 (education to public servants on the history of Aboriginal peoples).   As library professionals are often sought for support in guiding communities through their Truth and Reconciliation journeys, Orangeville Public Library, developed a book club for staff as a form of professional development. Staff were to read books on their own time and participate in sharing circles to deepen their understanding of the book's content. Initially, staff were reluctant to participate in this required professional development.   Staff feedback changed along the way. It was best expressed through this powerful proverb:

"Tell me facts and I will learn. Tell me the truth and I will believe. Tell me a story and it will stay in my heart."

EDUCATING THE COMMUNITY ON WHY INTELLECTUAL FREEDOM IS ESSENTIAL IN SOCIETY

This panel discussion was moderated by James Turk, Centre for Free Expression. Panellists included Vickery Bowles, City Librarian at Toronto Public Library; Sonia Bebbington, Chief Librarian and CEO of the Ottawa Public Library; and Pilar Martinez, CEO of the Edmonton Public Library. In this session, Vickery, Sonia and Pilar shared their experiences and ideas of what can be done to move beyond discussions with staff and library boards about intellectual freedom to effective engagement on the issue with the whole of its communities during a time where petitions, demonstrations, and social media protests against libraries are mounting.

Edmonton Public Library – Pilar Martinez outlined EPL's IF strategy. IF is a strategic priority for EPL. Extensive work was done on its IF policy framework. Procedures were established for meeting rooms. Principles and criteria were developed to assist in program development. An extensive IF training program was developed and implemented for staff to respond to IF challenges (basic, advanced, lectures, train the trainer). Extensive training was provided to EPL's Board (policies and procedures; role of CEO, role of Board). Free Thinker Teams were established as part of EPL's public awareness campaign. A "Speaker Series" was developed. EPL also used its library delivery vans as a tool to market IF message.

Ottawa Public Library – Sonia Bebbington talked about OPL's experience in participating in the 2024 Capital Pride Parade following the release of a pro-Palestinian statement by the Capital Pride Board which sparked a debate about inclusion. While many organizations across Ottawa opted to drop out of the official Pride parade, OPL released a statement indicating that it will continue to participate in pride activities, including presence at the Family Fun Zone, a Storytime, and walking in the parade.   OPL's participation in Capital Pride Week is longstanding and centered around literacy and community connections. In participating, OPL found guidance in the Ottawa Public Library Board's Intellectual Freedom position statement, and in OPL's vision, mission, and values.

Toronto Public Library – Vickery Bowles shared Toronto's IF Campaign 2023 "What's at Stake", a city-wide, multi-channel advertising campaign which calls on people to consider what's at stake when intellectual freedom is threatened. The campaign was designed to make IF understandable and to engage people in conversations. The

campaign also linked the role of the library in the conversation through Civil Forums and Roundtables where people registered to attend to discuss the issues and risks at stake.

A series of posters were developed and appeared across the city. The nature of the campaign was to make it visual (street posters, subway ads, downtown public squares, social media channels, unique webpage, posters in branches). The Toronto Star also provided free print ad space. The posters and its messaging demonstrated TPL's commitment to protecting and defending IF and that public libraries are ideally positioned to host conversations. Libraries are facing challenges on a wide range of issues not just with requests to remove books that some people find offensive to TPL's collections but also with challenges to programs, e-content, Internet access, room bookings and exhibits. Impact - the ad campaign received lots of attention. It enabled discussion in civil forums where people could listen to each other and have a civil conversation on difficult topics.

EVER-CHANGING LANDSCAPE OF BEING A CEO – WHAT KEEPS US GOING AND WHAT KEEPS US UP AT NIGHT

The following esteemed CEO Panel was moderated by Asa Kachan, Chief Librarian and CEO of the Halifax Public Library:

Vickery Bowles, Toronto Public Library
Sonia Bebbington, Ottawa Public Library
Margie Singleton, Vaughn Public Library
Rhonda Jessup, Whitby Public Library
Lita Barrie, Burlington Public Library
Jeff Barber, Regina Public Library

Sonia Bebbington – Sonia shared her experience in joining the Ottawa Public Library in 2022. She indicated that she did not know what she did not know. It was important to ask questions. Sonia indicated her appreciation for the democratic value of libraries and its grassroots nature, the importance of upholding the core tenet of intellectual freedom and the role of libraries in welcoming all people from the community. Sonia highlighted the value and benefits of being part of a network of library CEOs. Sonia mentioned the need to model trust in the organization. Trust your teams. Having humility goes a long way. Know that you do not know everything but ensure you have the bench strength behind you and that you will listen to their counsel. For a Chief Librarian and CEO, the value of a professional degree in library and information science is significant. The MLIS is valuable, and it is helpful that staff see themselves reflected in top job, but we cannot pretend that an MLIS does everything - among the leadership team, there needs to be a more open skill set.

Rhonda Jessup – Rhonda's career evolved over time in the library sector. Before landing the CEO position, she moved through various library leadership positions. She was fortunate to be mentored by a good CEO. She felt well positioned to compete for a CEO position and have the fortitude and courage to bring forward new ideas, to move public library goals forward, and, to make a difference. A key learning from the CEO who mentored her is to lean on your library professionals and function as a team.

Margie Singleton – Margie learned to navigate growth over time underpinned by a well thought out Facilities Master Plan. Her strategy in managing growth was to wait until conditions were right. She adopted a decentralized approach. Growth was achieved through smaller libraries. Development Charges were used for new "small and conveniently located" branches rather than big facilities. Successful leaders trust their team of professionals to deal with an issue. You get to take risks in dealing with issues as they arise. Decisions are not made in isolation.

Jeff Barber – Jeff emphasized the need to be aware of the political direction of the City and to work with City Council to ensure they are aware of the role and impact of the Public Library in the City. He was fortunate to have Board members with depth and sophistication. Jeff believes in the value of networks, in particular, CULC (Canadian Urban Libraries Council) and the need to be engaged.

Vickery Bowles – Vickery shared her reflections of being a public library leader. Over the last ten years, the political environment required the CEO to be politically astute and to have strong strategic and service plans. Addressing TPL's open hours through its strategic plan and the City's poverty reduction plan was imperative. The result for TPL is that 100 libraries are open seven days a week across the city of Toronto. This did not happen overnight. Open hours evolved over the years and were responsive to the community and the City's strategic goals. More access leads to more service and reach to the community. Important to leverage plans to the City's strategic goals and make a difference. Being ready to deliver your services through your planning process. Your most important asset is your staff. Regarding the role of the CEO: for example, the leader of a Public Health organization is a doctor. Cannot accept any less in the library sector. It guides the leader to lead across the organization.

When navigating artificial intelligence (AI) policy, know that it will evolve and the approach will need to be adjusted. There is a need for parameters to use AI and guidance on using AI tools. TPL worked with experts from the University of Washington. TPL put in place an AI upskilling initiative to teach customers on how AI is used and on how algorithms impact their online experience. Important to recognize that AI is a disruptive technology. It will be messy. Policy will grow but will need to be values and principled based.

Leta Barrie – Gratitude and courage are essential qualities for a library leader. You work in a profession that is driven by values. It frames your leadership. Your decisions are underpinned by values. Making a hard decision is easier than not making a decision at all. You need to surround yourself with a great team. You need to speak up about intellectual freedom and democracy and you need to embrace change. Don't waste a good crisis!!

KEY TAKE AWAYS FROM THE CONFERENCE

- **Networking** - Excellent opportunity to reconnect face to face with library leaders (CEOs, Chief Librarians and Trustees) from across Ontario and Canada. Opportunity to promote Ādisōke.
- **Continuous Learning platform** – insight on how senior leaders across Canada are navigating IF challenges.
- **Practical workshops** for trustees on issues that are topical (e.g. relationship with municipal government, service).