Agenda
Orangeville Public Library Board

Wednesday, November 23, 2022, 5:00 p.m.
In-Person Participation
The Corporation of the Town of Orangeville
Town Hall Opera House - 87 Broadway
Orangeville, Ontario

NOTICE
Meeting Location - Due to the Mill Library renovations, this meeting will be held at the Alder St Recreation Centre, at 275 Alder St, in meeting room 2.

Prior to the meeting, written comments may be sent to the Secretary of the Orangeville Public Library Board by email to jmoule@orangeville.ca. Such written comments will become part of the public record. Members of the public may access the meeting on the above-noted date and time by telephone at <u>+1 289-801-5774 ID 972174087#</u>. Please note that your full name and comments will be part of the public record and will be included in the minutes of the meeting.

Accessibility Accommodations
If you require access to information in an alternate format, please contact the Clerk's division by phone at 519-941-0440 x 2256 or via email at clerksdept@orangeville.ca

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6.   Staff Reports

Recommendations:
That report 22-10, dated November 23, 2022, with respect to the Draft Capital Budget 2023-2032, be received;

And that the proposed 2022-2032 Capital Budget requests be forwarded to Council for their consideration.

Recommendations:
That report 22-11, dated November 23, 2022, with respect to the Program Framework, be received;

And that the board adopt the program framework as presented in Appendix A and direct staff to begin implementation immediately.

7.   Correspondence

8.   New Business

9.   Date of Next Meeting
The next meeting is scheduled for Wednesday January 25, 2023.

10.   Adjournment

Minutes of Orangeville Public Library Board

The Corporation of the Town of Orangeville

September 28, 2022, 5:00 p.m.

Members Present:	Councillor G. Peters
	Councillor L. Post
	S. Bergant
	P. Neely
	B. Rea
Members Absent:	S. Marks
Staff Present:	D. Fraser, CEO
	J. Moule, Administrative Assistant
Staff Absent:	N. Syed, Treasurer

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1. **Call to Order**

   Chair B. Rea called the meeting to order at 5:00 p.m.

2. **Disclosures of (Direct or Indirect) Pecuniary Interest**

   None.

3. **Adoption of Minutes of Previous Meeting**

   Recommendation: 2022-22

1

Moved by Councillor Post
Seconded by S. Bergant

That the minutes of the meeting for August 31, 2022 be approved.

Carried

4. **Presentations**

None.

5. **Information Items**

Recommendation: 2022-23

Moved by Councillor Peters
Seconded by P. Neely

That the information items be received.

Carried

5.1 **CEO Report**

5.2 **Library Service Index**

6. **Staff Reports**

6.1 **22-07 Policy Review – Electronic Monitoring (Employees)**

Recommendation: 2022-24

Moved by Councillor Post
Seconded by Councillor Peters

That report 22-07, dated September 28, 2022, with respect to the new policy Electronic Monitoring of Employees, be received;

And that the recently approved Town-wide Electronic Monitoring of Employees Policy as presented be adopted.

Carried

6.2 **22-08 Statutory Holidays and Library Closures for 2023**

Recommendation: 2022-25

2

Moved by P. Neely
Seconded by S. Bergant

That report 22-08, dated September 28, 2022, with respect to the statutory holidays and library closures for 2023, be received;

And that the statutory holidays and library closures for 2023 be adopted as presented.

Carried

6.3   22-09 Draft Operating and Capital Budget 2023-2027

Recommendation: 2022-26

Moved by Councillor Peters
Seconded by P. Neely

That report 22-09, dated September 28, 2022, with respect to the Draft Operating and Capital Budgets for 2023-2027, be received;

And that the proposed 2023-2027 Operating and Capital Budget requests, be forwarded to Council for their consideration.

Carried

7.   Correspondence

None.

8.   New Business

1. Elevator replacement project - Kick off meeting with contractors happened earlier today. Mill St will be closed to the public as of Sunday October 9th. Staff are developing a closure plan. Hours at Alder are being decided. Need to decide on a downtown drop box location.   Looking for other locations to hold programming.

2. Foodbank Vending machine update - Unfortunately timing did not work out for this pilot. Will revisit once Mill St library reopens after the renovation.

3. Federation of Ontario Public Libraries - FOPL has partnered with Environics Analytics to provide a consortium purchasing opportunity for their Spotlight software.   CEO D. Fraser attended an information session explaining the various ways that Spotlight can be used within your library, it's benefits, and how the consortium model will work.

3

Recommendation: 2022-27

Moved by B. Rea
Seconded by P. Neely

CEO D. Fraser is looking for support from the board to request the Town for use of the Atrium for two upcoming events. Storytelling series and WOW in November and use the atrium as a possible drop off/pick up location.

Carried

9.   Date of Next Meeting

The next meeting is scheduled for October 26, 2022.

10.   Adjournment

The meeting was adjourned at 6:05 pm.

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Darla Fraser, CEO

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Bill Rea, Board Chair

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CEO Report – November 2022

Although the past six weeks have been difficult for both staff and the public as we settle into new routines and spaces, we remain confident that we can continue to deliver excellent library services. The closure of Mill Street library on October 9th required many abrupt changes including new schedules, procedures, and venues. The public struggled with the sudden changes to the venues for programs and the loss of access to the downtown library. Staff are finding their way amidst all the changes – and both public and staff are keen to be on the other side of this much needed renovation.

As part of the new strategic plan, monthly reporting options will be explored and the presentation this month offers a high-level progress indicator by objective (last month updates were presented by action items). The colour coded indicators reflect the following: Green = progress achieved; Orange = some movement; Red = little or no movement towards successful operational achievement of the objective.

Figure 1: Strategic Plan Action Updates

Strategic Direction: CONNECT			PROGRESS INDICATOR
Goal 1:	Build community by connecting people to inspire learning & personal growth		
Actions 1-2	Objective **A**	Champion Inclusivity and promote community cultural expression.	Green
Actions 3-4	Objective **B**	Enhance existing partnerships and develop new alliances.	Orange
Actions 5-6	Objective **C**	Expand opportunities for social interactions	Green
Goal 2:	Uphold equitable access to information and services in a safe and welcoming environment		
Actions 7-9	Objective **D**	Offer collections, programs and services that are responsive to community needs and interests	Green
Actions 10-13	Objective **E**	Support formal and informal learning and literacy development for all ages	
Action 14	Objective **F**	Encourage civic engagement and create pathways for access to community services	Orange

Strategic Direction: DISCOVER			
Goal 3:	Ignite curiousity with innovative technology		
Actions 15-16	Objective **G**	Invest in tools and technology for hands on learning	Red
Action 17	Objective **H**	Create programming to teach digital literacy, spark creativity and encourage experimentation	
Action 18-19	Objective **I**	Design a makerspace with a digital media lab	
Goal 4:	Design welcoming and accessible spaces to inspire discovery		
Action 20-22	Objective **J**	Modernize spaces to be flexible for group and individual learning	Green
Action 23-25	Objective **K**	Plan for future library expansion in alignment with community growth	Orange
Action 26	Objective **L**	Provide an opportunity to borrow a greater variety of items including technology	Red

Strategic Direction: SOAR			
Goal 5:	Cultivate a workplace culture that fosters creativity and innovation		
Action 27-31	Objective **M**	Support continuous learning and implement a training strategy to develop skills	Green
Action 32-35	Objective **N**	Strong, effective governance will guide our actions with an emphasis on fiscal accountability and environmental sustainability	
Goal 6:	Promote awareness and visibility of the library and its role in the community		
Action 36-37	Objective **O**	Develop a plan to promote library services and their power to enrich and transform lives	Orange
Action 38-39	Objective **P**	Explore new service delivery options to bring the library into neighbourhoods	Red
Action 40-41	Objective **Q**	Seek opportunities to connect with the community where they are	Green

Makerspace:

Unfortunately, due to a number of delays the 2022 target date for this initiative will not be achievable. Lack of space and staff capacity have contributed to these delays.

Community Use and Circulation:

October statistics reflect a slight reduction (not uncommon for this time of year) in circulation of physical items and a slight increase in the use of digital materials. The expectation is that this trend will likely continue through the end of this year. One positive measure is the increase to the number of active memberships – up 25% since January.
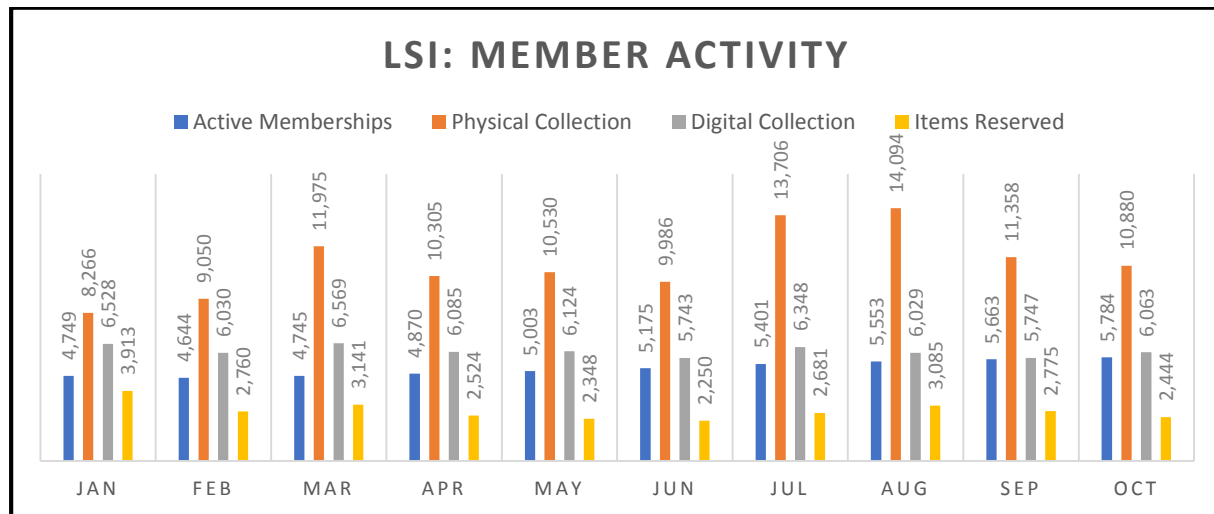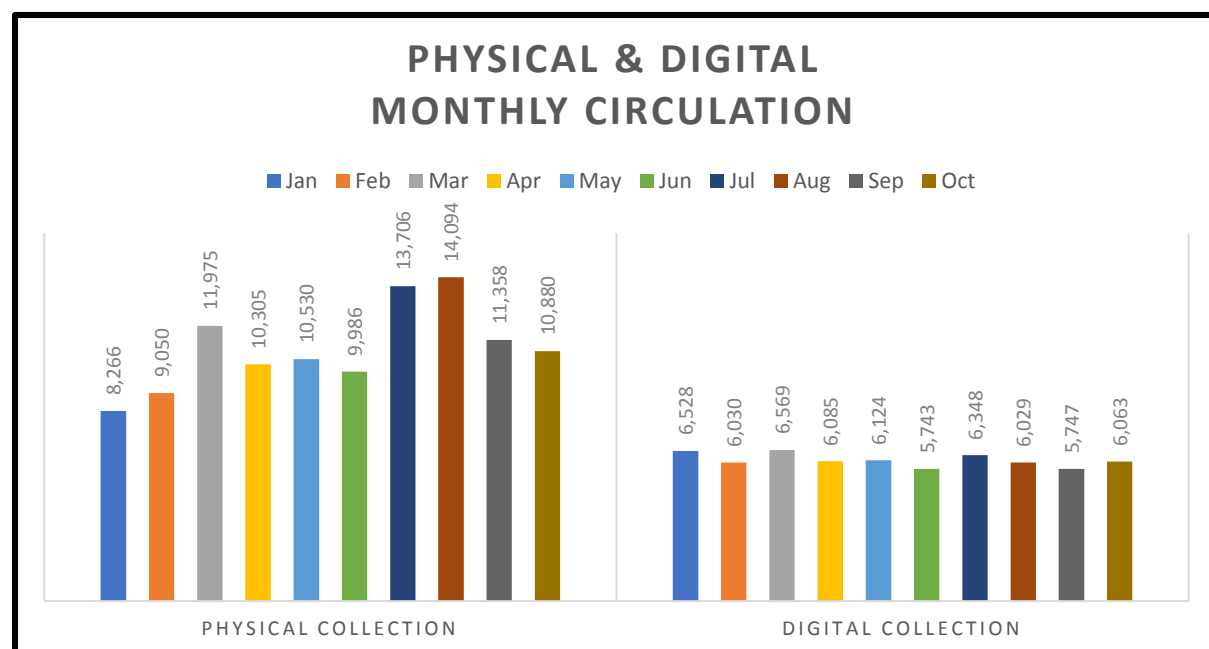
Figure 2: LSI: Member Activity

Figure 3: Monthly Circulation

<u>Ontario Library Association (OLA)</u>

OLA Super Conference 2023

The theme this year is '**Walking in two worlds**'. It will be a hybrid conference with the in-person portion held in Toronto the first week of February 2023. Registration opens this month. Board bootcamp to be offered virtually on Saturday, February 4, 2023.

<u>Federation of Ontario Public Libraries (FOPL)</u>

The province posted its proposed regulations under the **Strong Mayors, Building Homes** Act for consultation. FOPL and OLA created a brief joint response to this consultation. Of particular interest is some further clarification around the authority to hire or dismiss heads of municipal divisions. The Act states that statutory positions are excluded. While it does not reference the Public Libraries Act by name, the Act includes broader language that encompasses any such Acts/positions not specifically identified. Our brief focused on the PLA and that public library CEOs are clearly captured within the list of statutory positions and the risk of municipal governments not understanding this statutory relationship. The brief has been included as information item 5.3.

FOPL is committed to supporting libraries by providing access to information for libraries. Currently they are rallying interested libraries to form a consortium to purchase demographic information from Environics. Orangeville has committed to participating and remains hopeful that this opportunity will come to fruition (dependent on a minimum number of libraries participating). **Spotlight** provides population and consumer data that is affordable for smaller library systems. It is a paired down version of the flagship Envision tool, with the aim to make the most crucial demographic, segmentation, and consumption data available to smaller organizations at a more affordable price point.

Library systems can benefit from Spotlight by:
- Clearly understanding the populations within catchment areas of the branches that serve them
- Become more strategic in actioning on programming and services by system and by branch
- Empowering decision-making through clear empirical data

<u>Canadian Federation of Library Associations (CFLA)</u>

The Canadian Federation of Library Associations (CFLA) has sent an open letter to federal Cabinet Ministers calling on their support for the **full public release of outstanding residential school records** currently being withheld by the Catholic Church and other orders of government. See information item #XX for the news statement issued September 29th.

<u>Ontario Library Services (OLS)</u>

Typical Week Survey: Staff have selected the week of November 20 to 27 as the time period to collect information required for the Typical Week Survey of Public Use. Results are submitted as part of the annual survey of Ontario Public Libraries.

OLS has announced that work has begun on the Valuing Ontario Libraries Toolkit project. The Toolkit will provide a process for measuring and quantifying the true economic impact and value of funds invested in Ontario Public Libraries. Throughout 2022/23 the former Valuing Northern Libraries Toolkit will be overhauled and updated to offer a provincial lens and application. This project will be led by the OLS in consultation with the NORDIK Institute and a steering committee of public libraries from across the province.

Facilities:

Now that elections are over the library is able to settle in more permanently to the Train Station satellite location at 49 Town Line. Furniture, equipment, and supplies continue to arrive, health and safety measures and staff procedures have been developed. New books and interlibrary loans will be processed at this temporary location.

Public Services:

On November 14, staff gathered in the Banquet Hall at Tony Rose Arena for a full day of professional development. Timing of the final Grow, Learn and Develop at the Library (i.e., G.L.A.D. day) of the year was awkward for the public but much needed for staff. The timelines and workload of the closure/move caused some confusion and unfortunately communication was less than ideal.

Poppy Project:

This community engagement project began in the spring. The library worked with local community champion Laura Austin and Barry Kimber, President of the Orangeville Legion. We exceeded our target of 2022 handmade poppies by 50%. "The community engagement has been incredible. We will be well over our target!"- Laura Austin. More than 3,200 poppies were affectionately created and donated.

The Library was the natural partner in the community engagement project as we connect people to discover new ways to come together as a community - solidarity in respect for those who have served, those who are serving their county now to soar to new heights.

Roger Community Channel filmed both the community volunteers attaching the poppies to the panels and the installation of the panels on the clock tower – all to be used as part of their Remembrance Day Program. Click here to watch the video.

Council Update

Library board vice-chair 2018-2022 term, Lisa Post will take the oath of office becoming the head of council at the inaugural meeting of the 2022-2026 council scheduled to take

place on November 21; later that week as part of the new council orientation the library will deliver a short presentation following the board meeting.

With respect to appointment to the library board, OLS reminds us:

1. Library boards in Ontario do not appoint their own replacements
2. Appointments are made by municipal or county council
3. Current board members must apply to be re-appointed
4. Current board members sit on the board until the next board is appointed

Renovation Update

Project manager, Mark Hicks is working with Orion Construction and Management who are in the demolition phase of the project. As with all projects and especially with old buildings, plans and designs are most vulnerable to change in this phase.

Regular updates will be shared on the Mill Reno website.

Programming:

Missed a program? A recording may be available. A gentle reminder that videos are available through the Library YouTube channel.

Recently posted: Storytelling in Honour of Remembrance Day
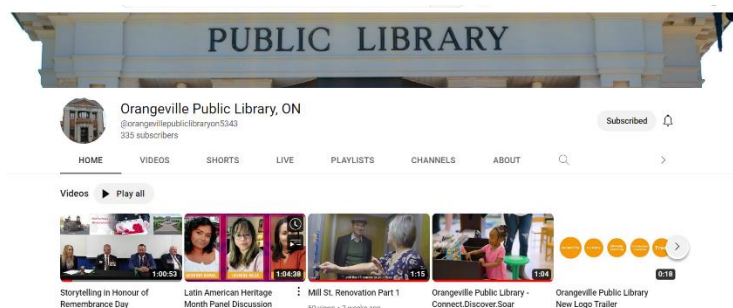
The Orange thREADs Book Club provided their annual donation of knitted items to Family Transition Place on November 15. Kelly from FTP was delighted to receive the donation from the group.

<u>Up and coming</u>

- The annual Words the Orangeville Way (**WOW**) literary event will be held at Town Hall on Sunday, November 27, 2 p.m. start, featuring authors Eva Jurczyk, Carol Newall, and Hugh Brewster, illustrator Laurie McGaw, and moderator Bernadette Hardaker

- November is a **Make a Will Month,** and the library is working with the Ontario Bar Association and the Orangeville Seniors Centre to provide an information session on Thursday, November 24 at 1 p.m. at 26 Bythia Street

- **Queer Village Book Club** takes place Thursday, November 24 at the Alder Recreation Centre at 7 p.m. featuring the book Cloud Atlas by David Mitchell

- **Check it Out Book Club** takes places Wednesday, November 30 at the Alder Recreation Centre at 7 p.m. featuring the book The Pilgrimage of Harold Fry by Rachel Joyce

- The **Teen Advisory Group** (TAG) will be hosting a Teen Trivia Night: Disney Edition on Thursday, December 1 at the Alder Recreation Centre for teens ages 13-17

- **Stories with Santa** will take place on Friday, December 2 at 10:30 a.m. in the Alder Street Recreation Centre Atrium

A. Member Activity

A. Member Activity	.	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Y-T-D Total	2022 Monthly Average	% of Total	2021 Monthly Average	2020 Monthly Average	2019 Monthly Average
A.1 Active Memberships	4,749	4,644	4,745	4,870	5,003	5,175	5,401	5,553	5,663	5,784	Point in Time			5,956	7,277	7,743
Adult Books	3,176	3,361	4,180	4,005	3,914	3,721	4,321	4,787	4,206	3,811	39,482	3,948	36%	3,437	2,935	5,227
Kids Books	4,029	4,437	6,235	4,808	5,084	4,926	7,616	7,359	5,553	5,682	55,729	5,573	51%	4,543	3,349	5,905
Magazines	86	138	209	157	152	157	265	260	201	197	1,822	182	2%	180	130	308
Books to listen to	287	379	400	331	440	378	504	510	398	385	4,012	401	4%	298	220	445
Movies & TV shows	656	695	897	964	878	747	891	1,072	938	730	8,468	847	8%	778	1,053	2,463
Cool Stuff - not books	32	40	54	40	62	57	109	106	62	75	637	64	1%	46	12	21
A.2 Physical Collection	8,266	9,050	11,975	10,305	10,530	9,986	13,706	14,094	11,358	10,880	110,150	11,015	100%	9,283	7,699	14,368
Adult eBooks	2,847	2,437	2,677	2,401	2,308	2,209	2,582	2,741	2,426	2,475	25,103	2,510	41%	-	-	-
Kids eBooks	368	359	436	322	350	322	418	326	242	271	3,414	341	6%	-	-	-
eMagazines & Newspapers	1,750	1,760	1,538	1,454	1,557	1,388	1,467	874	1,194	1,370	14,352	1,435	23%	-	-	-
eAudio	1,533	1,359	1,791	1,786	1,823	1,741	1,768	1,967	1,761	1,837	17,366	1,737	28%	-	-	-
eVideo	30	115	127	122	86	83	113	121	124	110	1,031	103	2%	-	-	-
A.3 Digital Collection	6,528	6,030	6,569	6,085	6,124	5,743	6,348	6,029	5,747	6,063	61,266	6,127	100%	-	-	-
A.4 Database Usage	95	120	147	65	90	75	61	54	91	74	872	109		-	-	-
A.5 Items Reserved	3,913	2,760	3,141	2,524	2,348	2,250	2,681	3,085	2,775	2,444	27,921	3,490		3,689	2,681	2,438

B. Community Use

B. Community Use	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Y-T-D Total	2022 Monthly Average		2021 Monthly Average	2020 Monthly Average	2019 Monthly Average
B.1 Program and Events	15	20	32	17	33	23	53	52	27	34	306	31		23	20	45
Attendance	134	287	480	366	640	582	725	833	333	665	5,045	505		333	456	821
Kits	70	313	235	50	8	-	-	13	14	10	713	71		-	-	-
Outreach	-	1	3	-	10	12	19	14	1	1	61	6		-	-	-
Attendance	-	14	58	-	238	383	473	225	100	175	1,666	167		-	-	-
B.2 Foot Counter	11,463	13,514	16,822	12,786	13,899	13,402	15,611	18,373	19,856	11,105	146,831	14,683		9,685	12,225	30,830
B.3 Public computer use	43	192	242	264	296	310	300	306	400	224	2,577	258		100	224	920
Unique Users	40	124	130	131	146	177	160	167	221	134	Point in Time	143		-	-	-
Curbside Only																
B.4 Hours Open to the Public	236	273	315	292	326	329	320	334	317	292	3,034	303		-	-	-

C. Demands on Staff

C. Demands on Staff	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Total	2022 Monthly Average		2021 Monthly Average	2020 Monthly Average	2019 Monthly Average
C.1 In Transit	2,921	2,514	2,595	2,530	2,428	2,294	2,612	3,164	2,894	3,395	27,347	2,735		2,479	2,255	3,669
C.2 InterLibrary Loans	1,272	1,390	1,342	1,055	1,137	992	784	1,645	1,182	712	11,511	1,151		1,020	692	1,782
C.3 Homebound Deliveries	27	28	35	31	27	29	31	21	26	23	278	28		30	30	35
C.4 Exams Booked	0	0	1	2	4	4	7	5	0	4	27	1		4	8	11
Exams Proctored - Mill	0	0	0	2	0	0	0	0	0	0	2	0		-	-	1
Exams Proctored - Alder	0	0	1	0	4	4	6	5	0	4	24	2		1	6	9
C.5 Photocopies	6,032	3,880	7,992	4,671	7,375	7,948	6,463	7,003	5,732	5,970	63,066	6,307		4,284	4,144	8,082

November 10, 2022

Standing Committee on Heritage, Infrastructure and Cultural Policy
MPP Laurie Scott, Chair
Whitney Block, Room 1405
Toronto, ON M7A 1A2

Submitted via email to: *schicp@ola.org*

RE: Submission of the Federation of Ontario Public Libraries (FOPL) and the Ontario Library Association (OLA) regarding Bill 23, *More Homes Built Faster Act*, 2022

On behalf of Ontario's public libraries, the Federation of Ontario Public Libraries (FOPL) and the Ontario Library Association (OLA) welcome the opportunity to provide this submission to the Standing Committee on Heritage, Infrastructure and Cultural Policy as the committee considers Bill 23, the *More Homes Built Faster Act*, 2022. In particular, we want to highlight the importance of development charges in supporting public library capital needs in growing communities across Ontario in the context of Bill 23.

In recent years, our members have increasingly expressed to us the important contribution that development charges make in ensuring that public libraries can continue to make the critical capital investments required to serve our growing population. This need will only continue to increase as the province achieves its ambitious target to build 1.5 million new homes over the next decade.

In addition to helping support the construction of new, modern public library facilities to serve expanding communities, development charges support a wide range of important public library capital needs, including:

- Expansion and retrofitting of existing public library facilities to fulfill new community needs or access to technology;
- Technology assets in new or significantly upgraded facilities for public use; and
- Day one lending collections for new public libraries.

The Ontario Government has recognized the vital importance of ensuring that public libraries can continue to meet growth-related capital needs. In 2020, the Ontario Government made the historic decision to amend the *Development Charges Act* to make public library capital costs a fully cost-recoverable eligible service. For the first time, municipalities and public libraries could work together to fully fund capital projects through development charges, without placing additional financial burdens on tight public library budgets to raise a portion of the capital funding required. FOPL and OLA strongly supported this important amendment as an unequivocal recognition of the role that public libraries perform as critical community infrastructure in municipalities of all sizes across the Ontario.

As the committee considers the proposed changes to the *Development Charges Act* included in Bill 23, FOPL and OLA urge the Ontario Government to ensure that any such changes not adversely undermine the much-needed contribution that development charges have made and

continue to make in helping to maintain strong, sustainable public libraries for current and future residents alike.

Sincerely,

Shelagh Paterson
Executive Director, Ontario Library Association
spaterson@accessola.com
416-363-3388 ext. 224

Dina-Marie Stevens
Executive Director, Federation of Ontario Public Libraries
dinastevens@fopl.ca
416-873-8139

CFLA FCAB
Canadian Federation of Library Associations
Fédération canadienne des associations de bibliothèques

For Immediate Release

Canadian Federation of Library Associations Calls for the Release of all Outstanding Residential School Records

September 29, 2022 (Ottawa, ON) – The Canadian Federation of Library Associations (CFLA) has sent an open letter to federal Cabinet Ministers calling on their support for the full public release of outstanding residential school records currently being withheld by the Catholic Church and other orders of government.

Following calls from the National Centre for Truth and Reconciliation (NCTR), the federal government has committed to turning over 12,000 residential school documents. Over five million documents and six thousand witness statements have been archived by the NCTR.

"The library community is united in the belief that truth must first come before reconciliation," said Lorisia MacLeod, Chair and Indigenous Ancestry Representative at CFLA-FCAB. "For families, documents can represent important missing pieces of truth or can serve to clarify stories that have been passed down. The importance of this material cannot be overstated in supporting intergenerational healing and understanding. We hope that all organizations including governments and churches who currently hold these materials will turn these documents over to be respectfully and appropriately shared with the families and communities."

The Pope's recent visit to Canada is an important step in the long healing process needed. However, in order for the apology to have an impact in the journey towards reconciliation, action must be taken to uncover the full truth of the Canadian residential school system. Not only are these documents pertinent to understanding the scope of profound injustices and human rights abuses committed and by whom, they are also integral to the achievement of justice for survivors and Indigenous communities.

The release of this information should be made in consultation with the NCTR and libraries and archives to ensure it is first made available to Indigenous peoples, while also working to minimize secondary trauma for survivors.

As representatives of the library and archive community, we are calling on elected officials and Church officials to take the steps necessary for reconciliation by working to uncover any and all documents that remain withheld.

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CFLA-FCAB is the united voice of Canada's libraries. We work to influence public policy, advance library excellence, and raise the visibility of libraries in Canada to advance our national intellectual, social, economic, and cultural success.

For media inquiries or more information, please contact:

Will Greene, Public Affairs Representative
Will@impactcanada.com
(613) 233-8906

The Corporation of the Town of Orangeville

Report to the Library Board

To: Chair and Members of the Board

From: Darla Fraser, Chief Executive Officer

Date: November 23, 2022

Report #: 22-10

Subject: Revised Draft Capital Budget 2023-2032

Recommendation:

That report 22-10, dated November 23, 2022, with respect to the Draft Capital Budget 2023-2032, be received;

And that the proposed 2022-2032 Capital Budget requests be forwarded to Council for their consideration.

Purpose:

The purpose of this report is to present for discussion a revision to the proposed capital budget (originally approved September 28, 2022) for the library for the next ten years.

Background:

As outlined in the Public Library Act, the library must submit their proposed budget to the municipality according to the procedure set by the Town. Working with the CEO and the Treasurer, the board must prepare a budget deemed adequate to carry out the library's goals and objectives. The proposed budget as prepared must then be presented to council for their consideration.

The procedure set by the Town is detailed below:
Budget Timeline (library actions in blue):

- Financial Software opened for budget input between Sept 6 - Oct 6
    - September 28, 2022 – OPL Board approved budget submissions
- Deputy Treasurer Review: Oct 7-14
- Treasurer Review: Oct 17-21
- GM Review: Oct 24-28
    - October 28, 2022 – Review with GM resulted in no changes
- CAO Review: Oct 31-Nov 17
    - November 15, 2022 – revision to the capital submission received
    - November 23, 2022 – seek Board approval to revised submission
- Final cut-off for minor changes: Nov 24
- Treasurer Tables Budget: Dec 5

The newly adopted strategic plan sets out estimates for additional space and functionality as detailed in the Business and Branding strategies and reflected in the implementation plan. The estimates submitted by the board are rough costing estimates, at best. The significant dollar value of the project proposed has resulted in an alternative presentation of this project, however, this change does not take the project out of the long-term capital plan approved in principle by the board.

The revision requested by the Chief Administrative Officer and supported by the Treasurer calls for the removal of the $11 million project from the 2024 capital estimates and the addition of $100,000 for a feasibility study to be completed in 2023.

A feasibility study aims to provide an independent assessment that examines all aspects of a proposed project, including technical, cost analysis, funding options, floor plan options, site evaluations, conceptual designs, projected operational cost, and environmental considerations.

The feasibility study is a logical request as it would take the project to the next level with a site-specific investigation. The recommendation from the consultants (Orangeville Building and Branding Strategy) provides some general estimates, but those figures require greater scrutiny and updating.

Orangeville Town Council has the authority to change the estimates prior to approval. Typically, Town Council would provide some general direction and send the proposed budget back to the board for re-work if Council felt an adjustment was needed.

There are no further changes to the estimates approved by the board September 28, 2022.

Figure 6 – Revised Capital Budget Estimates (2023 - 2032)

Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Library Collections	$ 206,875	$ 213,082	$ 219,474	$ 226,059	$ 229,466	$ 235,203	$ 241,083	$ 254,000	$ 260,000	$ 265,000
Building Reserve	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000
Furniture & Equipment	$ 5,000	$ 30,000	$ 10,000	$ 30,000	$ 10,000	$ 30,000	$ 10,500	$ 30,000	$ 10,500	$ 30,000
Modernize Space	$ 20,000		$ 20,000		$ 20,000		$ 20,500		$ 20,500	
MakerSpace Updates		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,500	$ 5,500	$ 5,500	$ 5,500	$ 5,500
New Library Feasibility Study - Alder	$ 100,000									
Computer Hardware	$ 48,160		$ 4,326		$ 52,339					
Network Infrastructure				$ 26,000						
Security Inventory System (Self-check)	$ 10,000	$ 30,000	$ 25,000			$ 25,000			$ 30,000	
Lockers/Kiosk				$ 25,000	$ 25,000					
Total	$ 425,035	$ 313,082	$ 318,800	$ 347,059	$ 376,805	$ 330,703	$ 312,583	$ 324,500	$ 361,500	$ 335,500

Financial Impact:

The revised total capital request for 2023 is $ 425,035.

Prepared and respectfully submitted by,
Darla Fraser
Chief Executive Officer

The Corporation of the Town of Orangeville

Report to the Library Board

To: Chair and Members of the Board

From: Darla Fraser, Chief Executive Officer

Date: November 23, 2022

Report #: 22-11

Subject: Program Framework

Recommendation:

That report 22-11, dated November 23, 2022, with respect to the Program Framework, be received;

And that the board adopt the program framework as presented in Appendix A and direct staff to begin implementation immediately.

Purpose:

The purpose of this report is to present for discussion a framework on which to build, deliver and evaluate programs over the next 5 years.

Background:

In order to operationalize the new strategic plan, we will develop frameworks for each area within the library (programs, collection, public service) over the next term of the board.

We began with programming as the data from the community indicates more programming and partnerships as a priority. In fact, some 40% of the actions identified involve these two areas.

Discussion:

A framework is defined as a basic structure, an underlying system, concept, or text. There are a lot of moving parts with programming and if we want to balance services and resources, a structure is required to keep that machine operating efficiently. Therefore, the framework was developed to lay the groundwork for program planning.

The 2023-2027 Program Framework will serve as a roadmap for how to improve operations, create resiliency within programs and staffing, enhance existing programs,

and develop new programs that align with the strategic directions and values of the organization. This requires forecasting and anticipating tasks and projects that need to be completed in the next 5 years in order to build a more strategic annual Program Plan in the coming years.

The framework is intended to bring together the following:

INVENTORY Current Offerings	**VALUES** What values are supported	**LITERACY** Forms of…	**DIRECTION** Connect Discover Soar
ANNUAL SURVEY Statistics	**LOCAL METRICS** Monitoring Plan progress	**NEW IDEAS** Gaps - Suggestions	**TIMELINES** Over the next term

First, the list of what we do (**INVENTORY)** was mapped to the **VALUES** that they support along with which form of **LITERACY** they align with. Next, we examined which action does it support or fulfill? Once the action is identified the **DIRECTION**, goal, and objective are too. Not only do we have to plan and deliver, we must also collect specific data for the Ministry of Tourism, Culture and Sport for the **ANNUAL SURVEY**. A new set of **LOCAL METRICS** was proposed as part of the strategic plan which also needs to be gathered and assessed. A way of managing **NEW IDEAS** and proposals is needed as we are going to require all the above noted connections with each request or suggestion.

The magic of the framework is that we can identify GAPS. With planning in front of us – the framework will also guide the creation of a process for proposing new ideas that strategically align with the necessary requirements so that we are adding programs or services where they are needed, and ensuring resources are there to support them.

Financial Impact:

Financial impact will be calculated and reflected in the annual budget process.

Prepared and respectfully submitted by,
Darla Fraser
Chief Executive Officer

Appendix A – OPL Program Framework

Program Framework

BOOKS ARE JUST THE BEGINNING...

Orangeville Public Library

2023-2027 Program Framework

Prepared by: Lauren Tilly

Program and Research Librarian

Fall 2022

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2023-2027 Program Framework

Introduction

The Orangeville Public Library offers programs that provide information, invite public discussion, encourage curiosity, spark creativity, and foster a love of literacy and lifelong learning. To continue offering core programs that meet these existing criteria, and to strategically align future program development with the recently implemented 2023-2027 Orangeville Public Library Strategic Plan, the following Program Framework has been developed.

The Orangeville Public Library Program Framework will serve as high level roadmap for programs offered by the Orangeville Public Library for 2023 to 2027. This document will be reviewed annually to ensure that programming is in alignment with the values and strategic directions of the organization and updated to reflect important demographic or community changes.

Background

In 2021 the Orangeville Public Library worked with third party consultants to gather information about community thoughts and opinions. A number of the research questions focused on programs. Additional data was provided in the open-ended responses.

One of the things we heard from the community is that offering new programs is one of the top three actions that could increase a person's use of the library.

The Program Framework aims to provide a structure in which new programs can be developed over time, as the 2023-2027 Strategic Plan is implemented, improvements to facilities are made, and additional resources are gained or acquired for the organization.

Coming out of the research we learned that our community would like to see programming for school age children as a top priority for the library. The Makerspace envisioned for 2023 for the Orangeville Public Library will result in additional programs, partnerships, and experiences for Orangeville residents.

This Program Framework outlines a tiered structure of program types: Core, Knowledge, and Engagement, and Critical. School-age programming and Makerspace are factored into the Critical tier for future planning and development.

Having considered the findings in the Long-term Business & Branding Strategy, the Orangeville Public Library Board Steering Committee, Leadership Team, and full-time staff set to work on developing a Strategic Plan for the organization. The 2023-2027 Strategic Plan for the Orangeville Public Library, which was officially launched with new branding and logo on October 1, 2022, serves as the guiding document for the Program Framework (Appendix A Strategic Plan document).

Orangeville Public Library 2023-2027 Strategic Plan

From February to August of 2022, work was put in to creating the Strategic Plan, the roadmap for OPL's future of innovative and dynamic service that responds to the aspirations of our community. The

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Strategic Plan document builds upon current customer-focused services with the aim of offering new technology and literacy programs and creating welcoming spaces that are inclusive.

The Strategic Plans' values, strategic directions and forms of literacy will form the foundation of the Program Framework.

Vision:

Our vision is that the library will be a place for everyone to connect and discover, where learning and possibility allow each member to soar.

Each program put forth by the library will support this vision.

Values:

The Orangeville Public Library has five core values: inclusivity, curiosity, lifelong learning, intellectual freedom, and trust. The values form the foundation of the Strategic Plan. Each program offered by the library, and developed in future, ties back to at least one of the core values.

Chart 1: Organizational Values – Orangeville Public Library

Organizational Values		
1	Inclusivity	We support and protect accessible, equitable service that respects the needs and individual experiences of all - everyone is welcome
2	Curiosity	We encourage creativity and innovation by providing opportunities for the community to come together, explore and discover
3	Lifelong Learning	We foster a love of literacy in all its forms to advance awareness and build skills
4	Intellectual Freedom	We provide access to diverse expressions of knowledge and ideas that inspire freedom of thought
5	Trust	We act with integrity, accountability, and transparency in our delivery of excellent service

Building upon our core values, the library is guided by three strategic directions.

Three Strategic Directions:

The three strategic directions are connect, discover, and soar.

Create opportunities to build community through partnerships, championing inclusivity and equitable access for all.

Connect

Ignite curiosity and boost discovery through life-long learning with books, technology, programs and dynamic spaces.

Discover

Inspire our team to live our values and create memorable customer experiences so everyone can reach new heights.

Soar

Each of the strategic directions includes two goals, and various objectives and action items (provided in further detail in the Implementation Plan – the internal operating companion document to the Strategic

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Plan) that will aid the Orangeville Public Library in meeting the Strategic Plan goals over the next five years. Program specific milestones are mentioned in 40% of the action items in the Implementation Plan (See Appendix B Implementation Plan – Program Specific Action Items). The Program Framework provides a structure that will support the achievement of those action items.

In addition to the five core values and three strategic directions, the Orangeville Public Library is committed to fostering, supporting, and developing multiple forms of literacy and learning within our community.

Forms of Literacy:

The chart below outlines the eleven forms of literacy that the Orangeville Public Library 2023-2027 Strategic Plan supports.

Chart 2: Eleven Forms of Literacy - Defined

Forms of Literacy		
1	Digital	Knowing how to use electronic technology and how to assess and apply knowledge gained from the digital world
2	Environmental	Understanding our natural world and knowing the conditions that affect it
3	Foundational	Knowing how to read, write, speak, listen, do math, and use reason and logic to make judgements
4	Financial	Understanding how finances work and applying them to your life, "having the knowledge, skills and confidences to make responsible financial decisions" (Government of Canada)
5	Visual	Understanding how ideas and information are expressed and experienced through the arts; visually & musically
6	Informational	Knowing how to find, understand, evaluate, and share information
7	Media	Knowing how to adapt to new communication formats - instant messaging, push notifications, wikis, online community, blog, or vlogs - and know how to choose the most effective medium for communication in any given situation
8	Physical	Understanding why physical activity is important to your health and being active
9	Intercultural	Know how to communicate and collaborate across cultures. The ability to understand and appreciate the parallels and differences between customs, values, and beliefs
10	Emotional	Knowing how to share your emotions effectively and build positive relationships with others
11	Civic	Knowledge of how to actively participate and effect change in the local community and society

At present, most of the library's Core programs support foundational, informational and some digital literacy. Although other literacies are touched on in some partner or one-off programs that take place on a more ad hoc basis, the goal is to develop future programs over the next five years that specifically target and support less covered forms of literacy in a more strategic manner.

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2023-2027 Foundations for Programming

The foundation for the Program Framework consists of the following items that have been developed to help guide programs offered and developed by the Orangeville Public Library going forward: a program tier system, a program strategy guide, and a program matrix.

Program Tiers:

To help guide future program development and align current program offerings with the five organizational values, three strategic directions, and forms of literacy, a system of program tiers has been devised. This system consists of three tiers in which programs fall. The library currently offers programs in all three tiers: Core, Knowledge and Engagement, and Critical.

Below are the tiers defined, as well as a chart for each that lists programs within the three-tier system that are currently offered, and future programs to pursue (the list of programs is not exhaustive of all programs offered by the Orangeville Library, past and present).

The tiers are defined as follows:

1. Core – traditional and/or recurring programs that specifically meet the need for foundational literacy development.

1. Core	
Currently Offered:	**Future Programs Required:**
Ready to Read Storytimes	Expand Book Clubs to meet community need
TAG	Expand Storytimes based on hours of operation
Book Clubs	ESL Conversation Circles (partner?)
Tech Help	
TD Summer Reading Club	
Author/Speaker Events (CC&B, Storytelling)	
Family Literacy Day	
Human Library	
Words the Orangeville Way	
Battle of the Books	
Writing Workshops	
Traditional Outreach: visits/community booths	

2. Knowledge & Engagement - programs that are lifestyle, education and theme based.

2. Knowledge & Engagement	
Currently Offered:	**Future Programs Required:**
Special storytimes (Santa, Earth Week)	Ad Hoc/Serendipitous Opportunities
Special Events (Open Mic, Teen Trivia)	
Family Day	
Family Movie Matinee	

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March Break Shows/Programs	
Specific Holiday events	

3. Critical - programs that strategically align with the 2023-2027 Strategic Plan and the five organizational values by targeting forms of literacy not currently met in other tiers, or in current program offerings.

3. Critical	
Currently Offered:	**Future Programs Required:**
STEM Club Workshops UW ESQ	School Age - Science/STEM, Tutoring etc.
Youth Programming - FTP	Maker – Digital Knowledge & Creation
PRIDE Drag Queen Storytime	Media – Tech Talks
Black History Month	Financial - Small Business
LatinX Heritage Month	Neighbourhood Programming
Islamic Heritage Month	Inclusion/Culture
Truth and Reconciliation	Climate/Environmental
	Outreach: proactive/strategic relationships

The library is committed to offering Core programs. These are programs that provide the most foundational types of literacy support to our community and lie at the heart of all public libraries to provide early reading, writing, and numeracy skills.

Programs in the Knowledge and Engagement tier are often popular with the community and educational or entertaining in nature. Knowledge and Engagement programs are typically annual or come to fruition on a more impromptu basis when the opportunity arises within our community. In future, the annual Program Plan (2024 and beyond) needs to be flexible enough to capitalize on such opportunities.

Finally, the Critical tier covers programs that are most needed or sought after by community members and should be the top priority for future development. This includes a wide range of program types to meet and support new literacies that have not been covered before, or inconsistently, and incorporate one or more of the core values. In essence, the Critical programs are more strategic in nature. Examples of Critical programs for the future include:

- More curriculum-based school age programs (as requested in the Community Engagement Survey 2021) and tutoring/education opportunities for school age children
- Programs that support equity, diversity and inclusion for both staff and community
- More Science, Technology, Engineering & Math (STEM) programs that align with the library's development of a Makerspace
- More programs that support digital literacy and technology (as requested in survey), for all ages and abilities
- Neighbourhood programming (a Town of Orangeville Corporate Objective) and working with Town Divisions to support new literacies (I.e., Economic Development/Small Business – work together to support financial literacy)

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After defining the three program tiers and mapping out where existing and future programs fall within the new system, a Program Strategy Guide was developed. (Appendix C).

Program Strategy Guide:

The Program Strategy Guide breaks down existing programs (not an exhaustive list) by program tier, then ties each back to the literacy focus it is currently supporting. The chart below is a snapshot of the first two columns of the guide. In the case of the critical column, the literacy focus looks forward beyond 2023 for new program development, recognizing that further capacity is required to deliver new programming.

Chart 3: Program tiers and corresponding Literacy Focus

Tier	Literacy Focus
Core	Foundational Civic Digital
Knowledge & Engagement	**Multiple:** Foundational Visual Environmental Physical Informational
Critical	**Multiple:** Digital Physical Environmental Intercultural Media Civic

The Program Strategy Guide helps to understand where the organization is currently supporting certain literacy types and where future efforts need to be to better support the types of literacies that are not met in existing programs. The chart further expands on each program by denoting approximate number of programs provided and their frequency, and who is responsible for planning, delivering, and supporting the program. This helps to provide clarity for the library board, management and staff implementing programs under the current service model.

For the purposes of the Program Strategy Guide, the following definitions are used:

Planning: the high-level stage of coordination, communication, and delegation required for a program to come to fruition. The Program and Research Librarian, and/or the Program and Research Coordinator will typically fill this role.

Delivery: is defined as who prepares the program ahead of time, executes/facilitates the program, and follows up with a partner or the community. Public Service Assistant's (PSA's) often perform this role, as per the current service delivery model.

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Support: who is responsible for assisting with program support, whether this is done virtually via Microsoft Teams, by introducing a partner/speaker, or being the second person on site in the building while the program takes place after hours.

The Program Strategy Guide acts as a broad overview of where the Orangeville Public Library programming currently stands, and a roadmap for some of the strategic directions to move toward in the next five years as we embark on implementing the new Strategic Plan. This document is helpful in designating who within the organization is responsible for certain levels of program execution and visually demonstrating some of the work that goes into coordinating and developing library programs.

As the organization continues to implement the service delivery model of PSA's facilitating programs for the community, the Program Strategy Guide will aid in the future evaluation of the staffing model for the program department.

Going forward the Program Strategy Guide will serve as the basis for program planning and development over the next five years. It will also continue to evolve annually as community needs change or shift and will therefore be a living document; never static.

Accompanying the Program Strategy Guide is a Program Matrix (Inventory) document.

Program Matrix:

The Program Matrix serves as an inventory of past/existing programs and maps each of them back to how they align with the forms of literacy and core values put forth in the 2023-2027 Strategic Plan. Appendix D is the full inventory chart containing all the details. The latter half of the chart is forecasting for future program development in 2023 and beyond, aiming to cover literacies not focused on in existing programs and denoting which values these programs will support.

In addition to mapping out how programs tie back to the tier system, literacies and core values, this document provides an overview of when programs occur by month for an annual snapshot. This will assist in program planning as the year progresses, aid in dividing workload, and prepare for months that are known to be busy.

Program Framework Implementation

The 2023-2027 Program Framework serves as a roadmap for how to improve operations, create resiliency within programs and staffing, enhance existing programs, and develop new programs that align with the strategic directions and values of the organization. This requires forecasting and anticipating tasks and projects that need to be completed in the next five years in order to build a more strategic and detailed annual Program Plan in the coming years.

Program Work Plan 2023-2027:

After gathering information, reviewing examples from other public libraries, and considering our own internal processes we have learned that there is still work to be done in developing an annual Program Plan. A chart detailing the Program Work Plan breakdown of tasks and projects that require completion

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as part of the 2023-2027 Program Framework can be found in Appendix E. Over the next five years, Program and Research staff will work towards completing these tasks with input and guidance from library staff, the library Leadership Team, the Library Board and the broader corporate leadership with the Town of Orangeville.

Each item on the list has been assigned a priority level of high, medium or low to help determine the order in which to complete. Items have also been given a projected timeline for completion. In some instances, the project/task will be ongoing or evaluated and updated throughout the next five years.

Work to be done includes developing new policies and procedures specific to creating clear guidelines and processes for current and future staff to follow in creating and executing programs that align with the 2023-2027 Strategic Plan.

Completing the tasks and projects in the Program Work Plan will result in key deliverables in the following areas:

A. Program Proposal, Development and Execution:

Current program development practices within the organization are similar between staff who facilitate programs, but not standardized. Staff use planning methods such as program outlines and seek approval for new ideas on a regular basis. It would be helpful to have these processes become more formal by using singular forms and a set of approval methods for proposals.

Forms to be developed include:

- Program Proposal Form (both internal – for staff – and external – for community members, speakers, authors, or subject experts)
  - This will also require the development of approval criteria
- Program Outline Form (a standard document to use when planning any program for the organization that includes an explanation of how the program helps fulfill the vision, support the strategic directions, and/or core values. This form would also succinctly lay out the target audience, objectives for participants, and resources required – equipment, budget, staff etc.)
  - Examples found from other libraries in research process – to be reviewed
- Program Audit Form – staff evaluation of a program/series to determine improvements for future offerings, and to create efficiencies (if the program will be offered by a different staff member, they then have a starting point to work from)

Accompanying the program proposal form, would be a process for submissions. Below is the proposed schedule moving forward for accepting proposal submissions and program development/planning. Over 2023, the Program and Research Department will transition to program planning on this schedule.

Chart 4: Annual Program Proposal and Planning Schedule

Seasonal Program Cycle	Months Covered	Number of Weeks (approx.)	Program Proposals Due for External Submissions	Program Proposals Due for Internal Submissions
Winter	Jan, Feb, March	13	September (previous year)	October (previous year)
Spring	April, May, June	13	December (previous year)	January
Summer	July, August	9	March	April
Fall	Sept, Oct, Nov, Dec	17	May	June

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Proposals that will take priority in being approved include:

- Those that demonstrate how they support one of the organizational literacies (more specifically, those literacies not already covered by other programs)
- Those that align with the organizational core values
- Those that fill a gap for a particular age group, increase awareness or accessibility, serve a vulnerable group, or cover topics/ideas that are of current interest and significance

B. Partnerships:

Partnerships are important to the organization in numerous ways and are not purely program based but include service agreements and support. Partnerships benefit the community and those organizations involved by sharing knowledge and resources to offer individuals opportunities to connect, discover and soar.

To maximize current partnerships and support the increase of new partner opportunities the administration will require the formalization of expectations, goals and objectives of relationships with community groups.

Some library systems work within a policy defining partnership levels of commitment, an example is provided below. It is the recommendation that the library board consider a similar policy to define and organize existing and new partnerships with clearly defined expectations and actions for each.

By doing so, these relationships will become more strategic in nature. Adopting this type of policy will guide a process of formalizing and clearly defining existing partnerships the library has, while potentially grandfathering others.

Example of Partnership Policy Level Definitions:

Strategic - Groups and organizations sharing long-term planning and alignment. Formal agreement at GM level. Long-term mutual commitments.

Collaborative - Groups and organizations working with one or more divisions on a time-limited arrangement. Negotiated mutual commitments solidified in a memorandum of understanding.

Ad hoc - Groups and organizations broadly aligned with town goals. Casual arrangements for one-time minimal commitments.

C. Measuring Success:

It is important to align measurements of success for programming with the Strategic Plan. Outcomes are valuable in demonstrating enrichment and fulfillment for participants in our community, showcasing the value of the library to stakeholders (board, council, partners), and staff buy-in/participation in executing the Program Framework.

We want the community to judge the quality of our programming, and the measurement of success to not only be the number of people attending a program. By following this Framework, we aim to measure the impact of our programs, in addition to traditional quantitative metrics.

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Program statistics and data will continue to be collected on a monthly basis. These numbers are a necessary reporting tool for measuring output. This data is also a required standard for the Ministry reporting for the Annual Survey of Public Libraries. The Annual Survey program types have been cross referenced within the program tier system to help align the collection of data for reporting.

As the 2023-2027 Strategic Plan begins implementation, so too does a new structure for reporting metrics to the Library Board. The Program and Research Librarian will work with the library Leadership Team to ensure that the program metrics provided in monthly reports aligns with demonstrating work made towards the organization's Strategic Directions/action items, and that progress is being made towards meeting projected targets laid out in the local metrics.

Conclusion

This Program Framework document will serve as a roadmap for programming over the next five years as the Orangeville Public Library implements and achieves the goals set forth in the 2023-2027 Strategic Plan.

The library is committed to providing Orangeville with opportunities to connect, discover, and soar. Programs offered to the community can fulfill this mandate by ensuring that each program is strategically tied back to the five core values and supports one or more of the many forms of literacy the organization upholds.

Although an item on the Strategic Plan "to do" list, the 2023-2027 Program Framework is only the beginning. In order to achieve the commitments made in this document, more work is required from programming staff in the coming years to complete projects and tasks from the Program Work Plan.

In addition to this important work, the Orangeville Public Library will require support. The request from our community is more. Although happy with existing offerings, our patrons want to see expansion in programs for certain age groups, and in specialized areas (maker, technology, digital literacy). In order to fulfill these asks, the library will require additional staffing in specialized areas (such as outreach and engagement, equity, diversity & inclusion, and Makerspace).

Estimates for program staffing needs for the next year are based on current levels of service delivery, and do not provide for the anticipated growth required for new program offerings as directed by the 2023-2027 Strategic Plan, which will begin to be planned for in 2023. Therefore, expansion in resources and growth in staff resiliency over the next five years will be absolutely necessary to seeing the full potential of the Program Framework come to fruition.

With diligent work towards completing the tasks set forth in the Program Work Plan and following the structure that is laid out in the foundations section of the Program Framework, the Orangeville Public Library will be well positioned to create an annual Program Plan starting in 2024 with more concrete action items to be achieved each year. The Program Framework will continue to guide this process until 2027 and is expected to be updated come the next Strategic Planning cycle in 2028 to stay abreast of community aspirations and needs.

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Appendix

Appendix A - 2023-2027 Strategic Plan Booklet

https://www.orangevillelibrary.ca/en/news/resources/Strategic-Plan-2022-2027.pdf

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Appendix B - Implementation Plan – Program Specific Action Items

	Goal	Objective	Action
1	1 - Connect: Build community by connecting people to inspire learning & personal growth	A - Champion Inclusivity and promote community cultural expression	1 - Provide resources, services & programs that work towards increasing social cohesion and eliminating barriers, while seeking trust, equity & reconciliation
2	1 - Connect: Build community by connecting people to inspire learning & personal growth	B - Enhance existing partnerships and develop new alliances	3 - Maintain and develop mutually beneficial partnerships with community groups.
3	1 - Connect: Build community by connecting people to inspire learning & personal growth	B - Enhance existing partnerships and develop new alliances	4 - Formalize existing partnerships through the lens of the new 'working with us' policy
4	1 - Connect: Build community by connecting people to inspire learning & personal growth	C - Expand opportunities for social interactions	5 - Create new opportunities (programs and events) to bring people of different backgrounds together.
5	2 - Connect: Uphold equitable access to information and services in a safe and welcoming environment	D - Offer collections, programs and services that are responsive to community needs and interests	7 - Align library services in support of community needs and goals.
6	2 - Connect: Uphold equitable access to information and services in a safe and welcoming environment	D - Offer collections, programs and services that are responsive to community needs and interests	8 - Develop library programs in virtual, in-person, and outreach formats that are accessible, innovative, and effective.
7	2 - Connect: Uphold equitable access to information and services in a safe and welcoming environment	E - Support formal and informal learning and literacy development for all ages.	10 - Expand access to education (all forms of literacy), learning opportunities and resources.
8	2 - Connect: Uphold equitable access to information and services in a safe and welcoming environment	E - Support formal and informal learning and literacy development for all ages.	12 - Develop new Program Policy
9	3 - Discover: Ignite curiosity with innovative technology	G - Invest in tools and technology for hands-on learning	16 - Provide equitable access to technology in physical library spaces (programs) and through technology loans.
10	3 - Discover: Ignite curiosity with innovative technology	H - Create programming to teach digital literacy, spark creativity and encourage experimentation	17 - Advance digital literacy - new services and programs
11	3 - Discover: Ignite curiosity with innovative technology	I -Design a makerspace with a digital media lab	18 - Establish a Makerspace as the foundation for hands on experimentation, programs and outreach.
12	4 - Discover: Design welcoming and accessible spaces to inspire discovery	J - Modernize spaces to be flexible for group and individual learning	22 - Explore alternative Service Delivery Options to bring discovery outside the OPL physical locations - lockers, kiosks, bookmobile
13	5 - Soar: Cultivate a workplace culture that fosters creativity & innovation	M - Support continuous learning and develop a training strategy to develop skills	30 - Ensure adequate staff capacity to fulfill the program and service delivery needs of the library
14	6 - Soar: Promote awareness and visibility of the library and its role in the community	O - Develop a plan to promote library services and their power to enrich and transform lives	37 - Develop and implement awareness campaigns and opportunities to increase membership, identify metrics to monitor reach and impact on community
15	6 - Soar: Promote awareness and visibility of the library and its role in the community	P - Explore new service delivery options to bring the library into neighbourhoods	38 - Refresh and continue to implement our strategic marketing plan
16	6 - Soar: Promote awareness and visibility of the library and its role in the community	P - Explore new service delivery options to bring the library into neighbourhoods	39 - Maintain and continually enhance an effective web-presence (Website, Social Media, App)
17	6 - Soar: Promote awareness and visibility of the library and its role in the community	Q - Seek opportunities to connect with the community where they are	40 - Continue to seek outreach initiatives and opportunities to increase visibility while benefitting the community.

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Appendix C - Program Strategy Guide

Program Strategy Guide

Tier	Literacy Focus	Programs (examples, not exhaustive)	Frequency
Core	Foundational	Author/Speaker Events	1/month (2 sometimes)
	Civic	Storytime's	4/week
	Digital	Book Clubs	5/month
		Tech Help/Tech Talks	1-2/month
		TAG	1/month
		TD Summer Reading Club	Annual - # varies
		WOW	Annual - 1
		Family Literacy Day	Annual - 1
		Battle of the Books	Annual - 2
		Awesome Human Library	Annual - 1
		Writing Workshops	Annual - # varies
		Outreach (library visits, community)	# varies - tbd
Knowledge & Engagement	**Multiple:**	Open Mic Night	Annual - 1
	Foundational	Books & Loose Parts	1/month
	Visual	March Break/Holiday Programs	Annual - 10
	Environmental	Family Movie Matinee	1/month
	Physical	Family Day	Annual - 1
	Informational	OBA Workshops - Wills/Law	Annual - 1 to 2
	(Programs are generally	Stories with Santa	Annual - 1
	theme based - arts,	Ontario Public Library Week	Annual - 1 to 2
	culture, history, lifestyle)		
Critical	**Multiple:**	**Currently Offered:**	
	Digital	STEAM Workshops	Seasonal
	Physical	Youth Programming FTP	Seasonal
	Environmental	Black History Month	Annual - 1-2
	Intercultural	Truth & Reconciliation	Annual - 1-2
	Media	PRIDE	Annual - 1-2
	Civic	**Future Programs to Offer:**	
		School Age - Science	TBD
		School Age - Tutoring	TBD
		School Age - Literacy	TBD
		Maker - Digital Knowledge	TBD
		Media - Tech Talk	TBD

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Tier	Literacy Focus	Programs (examples, not exhaustive)	Frequency
		Financial - Small Business	TBD
		Neighbourhood Programming	TBD
		Inclusion/Culture	TBD
		Climate/Environmental	TBD
		Outreach - Strategic	TBD
		Ad Hoc Opportunities	TBD

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Appendix D - Program Matrix (Inventory)

Program	Tier	Literacy Focus	Values	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Ready to Read Babies	Core	Foundational	Lifelong Learning	1	1	1	1	1	1	1	1	1	1	1	1
Ready to Read Everyone	Core	Foundational	Lifelong Learning	1	1	1	1	1	1	1	1	1	1	1	1
Family Storytime	Core	Foundational	Lifelong Learning	1	1	1	1	1	1	1	1	1	1	1	1
Tween Club	Core	Multiple	Curiosity	1	1	1	1	1	1			1	1	1	1
TAG	Core	Civic, Foundational	Trust	1	1	1	1	1	1	1	1	1	1	1	1
Teen Trivia (or special event)	Knowledge & Engagement	Multiple	Curiosity						1					1	
Teen Chronicles	Core	Foundational	Lifelong Learning	1	1	1	1	1	1	1		1	1	1	1
Storytelling Series	Core	Foundational	Lifelong Learning, Intellectual Freedom	1	1	1	1	1	1			1	1	1	1
Orange thREADs	Core	Foundational	Inclusivity	1	1	1	1	1	1	1	1	1	1	1	1
Check It Out Book Club	Core	Foundational	Lifelong Learning	1	1	1	1	1	1	1	1	1	1	1	1
Tech Help	Core	Digital, Media	Curiosity, Lifelong Learning												
Books & Loose Parts	Knowledge & Engagement	Foundational, Visual	Curiosity, Lifelong Learning	1	1	1	1	1	1			1	1		1
TD Summer Reading Club	Core	Foundational	Lifelong Learning							1	1				
STEM Workshops UW ESQ	Critical	Foundational	Curiosity			1	1	1	1	1	1	1	1	1	1
Queer Village Book Club	Core	Foundational	Inclusivity	1	1	1	1	1	1	1	1	1	1	1	1
Family Movie Matinee	Knowledge & Engagement	Visual	Intellectual Freedom, Lifelong Learning	1	1	1	1	1	1	1	1	1	1	1	1
EarlyON Adventures in the Park	Core	Foundational, Physical	Lifelong Learning, Curiosity	1	1	1	1	1	1	1	1	1	1	1	1
Paws to Read	Core	Foundational	Lifelong Learning	1	1	1	1	1	1			1	1	1	1
100% Certainty Book Club	Core	Foundational, Emotional	Inclusivity, Lifelong Learning			1			1			1			1
Coffee, Conversation & Books	Core	Foundational	Lifelong Learning, Intellectual Freedom		1				1		1			1	
Seniors Luncheons (Rec)	Knowledge & Engagement	Informational, Physical	Inclusivity, Lifelong Learning						1						1
Youth Programming - FTP?	Critical	Emotional	Lifelong Learning, Inclusivity												
Words the Orangeville Way	Core	Foundational	Lifelong Learning, Intellectual Freedom											1	
Stories with Santa	Knowledge & Engagement	Foundational	Lifelong Learning												1
Open Mic Night	Knowledge & Engagement	Foundational, visual	Intellectual Freedom					1							
IDAHTB - DCAFS Glow	Critical	Multiple	Inclusivity, Intellectual Freedom					1							
Earth Week Story Reading	Knowledge & Engagement	Enviro, Foundational	Lifelong Learning				1								
Family Day	Knowledge & Engagement	Physical, Visual	Curiosity, Inclusivity		1										
Family Literacy Day	Core	Foundational	Lifelong Learning	1											
March Break Entertainment Shows	Knowledge & Engagement	Visual	Lifelong Learning, Curiosity			1									
March Break School Age Programs	Knowledge & Engagement	Multiple	Lifelong Learning, Curiosity			1									
Battle of the Books	Core	Foundational	Lifelong Learning				1	1							
PRIDE Drag Queen Storytime	Critical	Foundational	Inclusivity						1						
Awesome Human Library	Core	Foundational, Informational	Inclusivity						1						
Black History Month	Critical	Foundational, Intercultural	Inclusivity		1										
Writing Workshop(s)	Core	Foundational	Lifelong Learning									1	1	1	
LatinX Heritage Month	Critical	Foundational, Intercultural	Inclusivity										1		
Islamic Heritage Month	Critical	Foundational, Intercultural	Inclusivity										1		
Ontario Public Library Week	Knowledge & Engagement	Foundational	Lifelong Learning, Curiosity										1		
Truth and Reconciliation	Critical	Foundational, Intercultural	Inclusivity									1			
Remembrance Day	Knowledge & Engagement	Multiple	Lifelong Learning											1	
Holiday Break School Age Programs	Knowledge & Engagement	Multiple	Lifelong Learning, Curiosity	1											1
WWKIPD	Knowledge & Engagement	Visual	Curiosity						1						
OBA - Make a Will / Law Workshops	Knowledge & Engagement	Informational	Lifelong Learning, Intellectual Freedom						1					1	
BIA Storytime's	Knowledge & Engagement	Multiple	Curiosity								1				
Blues & Jazz	Knowledge & Engagement	Visua	Curiosity						1						
Outreach tours (in library)	Core	Informational	Lifelong Learning	Varies					1						
Outreach visits (in community)	Core	Informational	Lifelong Learning	Varies											
Plan to Add starting in 2023 & growing into 2027 (Timing TBD):															
STEM/Makerspace Education	Critical	Digital, Media,	Curiosity	1	1	1	1	1	1	1	1	1	1	1	1
ESL Conversation Circles	Critical	Intercultural	Inclusivity	1	1	1	1	1	1	1	1	1	1	1	1
Financial - Small Business (Ec Dev)	Critical	Financial	Lifelong Learning			1			1			1			
Neighbourhood Programs	Critical	Physical, Environmental	Inclusivity, Curiosity	1	1	1	1	1	1	1	1	1	1	1	1
School Age - STEAM	Critical	Digital, Media,	Curiosity	1	1	1	1	1	1	1	1	1	1	1	1
School Age - Tutoring	Critical	Foundational	Lifelong Learning	1	1	1	1	1	1			1	1	1	1
School Age - Literacy	Critical	Foundational	Lifelong Learning	1	1	1	1	1	1			1	1	1	1
Maker - Digital Knowledge	Critical	Digital, Media	Curiosity	1	1	1	1	1	1	1	1	1	1	1	1
Media - Tech Talk	Critical	Media, Digital	Curiosity	1	1	1	1	1	1	1	1	1	1	1	1
Inclusion/Culture	Critical	Intercultural, Informational	Inclusivity		1				1			1		1	
Climate/Environmental	Critical	Environmental	Lifelong Learning, Intellectual Freedom	1			1			1			1		
Book Clubs	Core	Foundational	Lifelong Learning	1	1	1	1	1	1	1	1	1	1	1	1
ECRR Storytime's	Core	Foundational	Lifelong Learning	1	1	1	1	1	1	1	1	1	1	1	1
Outreach - more proactive relationships	Critical	Informational	Lifelong Learning	TBD											

Appendix E - Program Work Plan Task Overview 2023-2027

	Task	Priority Level	Projected Timeline for Completion
1	Update Program Policy	High	2023
2	Approve/Implement Working with Us Policy (Town/Corporate level)	High	2023
3	Update/create and implement a standard internal and external program proposal form and approval criteria	High	2023
4	Update Communication/Marketing Plan to include program specific suggestions (timelines for promotion, where to advertise based on program types, who is responsible for ensuring marketing is completed)	High	2023
5	Develop a template Memorandum of Understanding (MOU) for partnerships based on Working with Us policy	High	2023
6	Develop a system for reporting program metrics to the library board and internally (ensure system aligns with Annual Survey metrics/reporting)	High	2023
7	Develop a set of program standards specific to ensuring accessibility, equity and inclusivity	High-Med	2024
8	Update current/create new procedures for various programs (i.e., movie screening, book clubs, storytime etc.)	High-Med	2023-2027
9	Research, propose, develop and implement new critical programs that align with 2023-2027 Strategic Plan	High-Med	2023-2027
10	Create ONE standardized Outline form for all programs to use (help create efficiencies in planning/resiliency for multi-staff execution)	Medium	2023
11	Create a staff program audit form to be used after a program/series ends & use for future program improvement	Medium	2023
12	Create standardized forms/contracts for speaker agreements, partnership agreements and/or collaboration agreements	Medium	2023
13	Update Program Budget - include 'forecasting' for future growth	Medium	2024-2025
14	Explore and implement a more standard set of program outcome measures	Medium	2024-2027
15	Evaluate the current Service Delivery Model of PSAs executing programs	Medium	2024
16	Create a plan (to be approved) for program staff/training & development based on above evaluation	Medium	2024-2025
17	Explore upgrades/changes to processes for: supplies storage/acquisition, registration & expectations for staff regarding each	Medium	2023-2024
18	Develop a specific policy for outreach	Med-Low	2024-2025
19	Create a guideline to update the Program framework on the same cycle as the organization Strategic Plan & review annually for minor updates (i.e., demographic changes)	Med-Low	2023-2027
20	Develop a process for hiring outside contractors for certain types of programming (i.e., tech/Maker)	Med-Low	2025-2026

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November 23, 2022

Mayor Chris Gerrits
Township of Amaranth
374028 6th Line
Amaranth, ON L9W OM6

Dear Mayor Gerrits,

Please accept our congratulations on your victory and best wishes for your success as you prepare to take on the role of Mayor for the Township of Amaranth.

This letter will serve as notification that the library board will hold the current rate for non-resident membership fees at $185 for the year 2023. Attached is a revised agreement for your consideration.

We trust that this meets with your approval and request that you review/sign the attached agreement at your earliest convenience.

The library board launched a new strategic plan on October 1st and would appreciate the opportunity to present/share it with all members of the Amaranth council. Library staff will be happy to work with your council schedule and Amaranth staff to arrange a mutually agreeable time.

We are happy to announce that work has begun on replacing the elevator at Mill Street. However, this significant project will require the building to be closed to the public for an extended period.

Please do not hesitate to contact us if you or your staff have any questions or concerns.

Sincerely,

Mr. William Rea,
Orangeville Public Library Board Chair

Cc.   Nicole Martin CAO/Clerk, Township of Amaranth
       Darla Fraser, Chief Executive Officer

COLLECTION AGREEMENT
BETWEEN
THE CORPORATION OF THE TOWNSHIP OF AMARANTH
AND
THE ORANGEVILLE PUBLIC LIBRARY BOARD
2023

Whereas the Orangeville Public Library Board wishes to enter into an agreement with the Corporation of the Township of Amaranth to invoice for the non-resident fees levied on households interested in membership with the Orangeville Public Library.

Therefore, be it resolved that the Corporation of the Township of Amaranth and the Orangeville Public Library Board agree to the following:

1. The Orangeville Public Library Board shall provide all services in accordance with the Public Libraries Act, R.S.O., 1990, c.P.44;
2. The Corporation of the Township of Amaranth agrees to pay the Orangeville Public Library Board directly for residents seeking membership with the Orangeville Public Library. The rate per household has been set at $ 185.00 for 2023;
3. The Orangeville Public Library Board agrees to invoice the Corporation of the Township of Amaranth three time per year on April 30, August 31, and December 31;
4. Each invoice will provide details per household including name and civic address and a copy of a signed MFIPPA release form;
5. The Corporation of the Township of Amaranth will not be represented on the Library Board;
6. This agreement will expire December 31, 2023 and can be terminated with 60 days written notice by either party prior to the end date.

Dated the _____ day of _____, 2022.

_____   _____

Chair, Orangeville Public Library Board   Mayor, Township of Amaranth

_____   _____

CEO, Orangreville Public Library Board   CAO, Township of Amaranth

November 23, 2022

Mayor Guy Gardhouse
Township of East Garafraxa
065371 Dufferin County Road 3, Unit 2
East Garafraxa, ON L9W 7J8

Dear Mayor Gardhouse,

Hope this letter finds you well. We were thrilled to hear you will be serving another term as head of council for East Garafraxa.

This letter will serve as notification that the library board will hold, again, the current rate for non-resident membership fees at $185 for the year 2023. Attached is a revised agreement for your consideration.

We trust that this meets with your approval and request that you review/sign the attached agreement at your earliest convenience.

The library board launched a new strategic plan on October 1st this year and would appreciate the opportunity to present/share it with all members of the East Garafraxa council. Library staff will be happy to work with your council schedule and East Garafraxa staff to arrange a mutually agreeable time.

We are happy to announce that work has begun on replacing the elevator at Mill Street. However, this significant project will require the building to be closed to the public for an extended period.

Please do not hesitate to contact us if you or your staff have any questions or concerns.

Sincerely,

Mr. William Rea,
Orangeville Public Library Board Chair

Cc: Darla Fraser, Chief Executive Officer
       Susan M. Stone, Chief Administrative Officer

COLLECTION AGREEMENT
BETWEEN
THE CORPORATION OF THE TOWNSHIP OF EAST GARAFRAXA
AND
THE ORANGEVILLE PUBLIC LIBRARY BOARD
2023

Whereas the Orangeville Public Library Board wishes to enter into an agreement with the Corporation of the Township of East Garafraxa to invoice for the non-resident fees levied on households interested in membership with the Orangeville Public Library.

Therefore, be it resolved that the Corporation of the Township of East Garafraxa and the Orangeville Public Library Board agree to the following:

1. The Orangeville Public Library Board shall provide all services in accordance with the Public Libraries Act, R.S.O., 1990, c.P.44;
2. The Corporation of the Township of East Garafraxa agrees to pay the Orangeville Public Library Board directly for residents seeking membership with the Orangeville Public Library. The rate per household has been set at $ 185.00 for 2023;
3. The Orangeville Public Library Board agrees to invoice the Corporation of the Township of East Garafraxa three time per year on April 30, August 31, and December 31;
4. Each invoice will provide details per household including name and civic address and a copy of a signed MFIPPA release form;
5. The Corporation of the Township of East Garafraxa will not be represented on the Library Board;
6. This agreement will expire December 31,2023 and can be terminated with 60 days written notice by either party prior to the end date.

Dated the _____ day of _____, 2022.

_____   _____

Chair, Orangeville Public Library Board   Mayor, Township of East Garafraxa

_____   _____

CEO, Orangeville Public Library Board   CAO, Township of East Garafraxa

November 23, 2022

Mayor John Creelman
Town of Mono
347209 Mono Centre Road
Mono, ON L9W 653

Dear Mayor Creelman,

Hope this letter finds you well. We were thrilled to hear you will be serving another term as head of council for the Town of Mono.

This letter will serve as notification that the library board will hold, again, the current rate for non-resident membership fees at $185 for the year 2023. Attached is a revised agreement for your consideration.

We trust that this meets with your approval and request that you review/sign the attached agreement at your earliest convenience.

The library board launched a new strategic plan on October 1st this year and would appreciate the opportunity to present/share it with all members of the Mono council. Library staff will be happy to work with your council schedule and Mono staff to arrange a mutually agreeable time.

We are happy to announce that work has begun on replacing the elevator at Mill Street. However, this significant project will require the building to be closed to the public for an extended period.

Please do not hesitate to contact us if you or your staff have any questions or concerns.

Sincerely,

Mr. William Rea,
Orangeville Public Library Board Chair

Cc.   Mark Early Chief Administrative Officer
         Darla Fraser, Chief Executive Officer

COLLECTION AGREEMENT
BETWEEN
THE CORPORATION OF THE TOWN OF MONO
AND
THE ORANGEVILLE PUBLIC LIBRARY BOARD
2023

Whereas the Orangeville Public Library Board wishes to enter into an agreement with the Corporation of the Town of Mono to invoice for the non-resident fees levied on households interested in membership with the Orangeville Public Library.

Therefore, be it resolved that the Corporation of the Town of Mono and the Orangeville Public Library Board agree to the following:

1. The Orangeville Public Library Board shall provide all services in accordance with the Public Libraries Act, R.S.O., 1990, c.P.44;
2. The Corporation of the Town of Mono agrees to pay the Orangeville Public Library Board directly for residents seeking membership with the Orangeville Public Library. The rate per household has been set at $ 185.00 for 2023;
3. The Orangeville Public Library Board agrees to invoice the Corporation of the Town of Mono three time per year on April 30, August 31, and December 31;
4. Each invoice will provide details per household including name and civic address and a copy of a signed MFIPPA release form;
5. The Corporation of the Town of Mono will not be represented on the Library Board;
6. This agreement will expire December 31,2023 and can be terminated with 60 days written notice by either party prior to the end date.

Dated the _____ day of _____, 2022.

_____   _____

Chair, Orangeville Public Library Board   Mayor, Town of Mono

_____   _____

CEO, Orangeville Public Library Board   CAO, Town of Mono