



Revised Agenda  
Orangeville Public Library Board

Wednesday, November 22, 2023, 5:00 p.m.  
The Corporation of the Town of Orangeville

**NOTICE**

Prior to the meeting, written comments may be sent to the Secretary of the Orangeville Public Library Board by email to [jmoule@orangeville.ca](mailto: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 (audio only) at +1-289-801-5774 Phone Conference ID: 250 428 084# . 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](mailto:clerksdept@orangeville.ca)

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Pages

1. **Call to Order**
2. **Disclosures of (Direct or Indirect) Pecuniary Interest**
3. **Land Acknowledgement**

We would like to acknowledge the treaty lands and territory of the Williams Treaty Nations and the Mississaugas of the Credit First Nation.

We also recognize that Dufferin County is the traditional territory of the Wendat and the Haudenosaunee, and is home to many Indigenous people today.

These traditional territories upon which we live and learn, are steeped in rich Indigenous history and traditions. It is with this statement that we declare to honour and respect the past and present connection of Indigenous peoples with this land, its waterways and resources.

4. **Adoption of Minutes of Previous Meeting**

Recommendations:

That the minutes of the October 25, 2023 meeting be approved.

5. **Presentations**

3

<b>6.</b>	<b>Information Items</b>	
	Recommendations:	
	That the information items be received.	
<b>6.1</b>	<b>CEO Report</b>	<b>6</b>
<b>7.</b>	<b>Staff Reports</b>	
<b>7.1</b>	<b>Report 23-21 Policy Review - Homebound Delivery Service</b>	<b>10</b>
	Recommendations:	
	That report 23-21, Policy Review - Homebound Delivery Service be received;	
	And that Homebound Delivery Service Policy attached as Appendix A be adopted as presented.	
<b>*7.2</b>	<b>Report 23-22 2024 Budget Estimate Amendments</b>	<b>13</b>
	Recommendations:	
	That report 23-22, 2024 Budget Estimate Amendments, be received;	
	And that the amendments proposed by the Treasurer be approved.	
	And that the amended 2024 Operating Budget and the 2024-33 Capital Budget requests as presented (Appendix A) be approved and forwarded to Council for their consideration.	
<b>8.</b>	<b>Correspondence</b>	
<b>9.</b>	<b>New Business</b>	
<b>9.1</b>	<b>Governance vs. Operations</b>	<b>17</b>
<b>9.2</b>	<b>Priority Setting for Library Board Term</b>	<b>27</b>
<b>9.3</b>	<b>Updates from OLS Board Assembly Meeting - Population 20,000-39,999</b>	
<b>10.</b>	<b>Date of Next Meeting</b>	
	The next meeting is scheduled for Wednesday, February 28, 2024 at 5:00 pm.	
<b>11.</b>	<b>Adjournment</b>	



**Minutes of Orangeville Public Library Board**  
**The Corporation of the Town of Orangeville**

**October 25, 2023, 5:00 p.m.**

Members Present: S. Marks  
Councillor J. Andrews  
P. LeBlanc  
Councillor T. Prendergast (remote)  
B. Rea  
D. Waugh (remote)  
S. Speirs

Staff Present: D. Fraser, CEO  
J. Moule, Administrative Assistant  
H. Savage, General Manager, Community Services

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**1. Call to Order**

Meeting was called to order at 5:01 p.m.

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

None.

**3. Land Acknowledgement**

Chair S. Marks acknowledged the treaty lands and territory of the Williams Treaty Nations and the Mississaugas of the Credit First Nation and recognized that Dufferin County is the traditional territory of the Wendat and the Haudenosaunee, and is home to many Indigenous people today.

Chair S. Marks acknowledged these traditional territories upon which we live and learn, are steeped in rich Indigenous history and traditions. It is with this statement that we declare to honour and respect the past and present connection of Indigenous peoples with this land, its waterways and resources.

**4. Adoption of Minutes of Previous Meeting**

**Recommendation: 2023-39**

Moved by Councillor J. Andrews

Seconded by P. LeBlanc

That the minutes of the September 27, 2023 meeting are approved as amended.

**Carried Unanimously**

**5. Presentations**

**5.1 Shelley Bergant, OLS Board Representative for Medium Size Public Libraries - Update**

S. Bergant gave a brief update on OLS Board business.

**6. Information Items**

**Recommendation: 2023-40**

Moved by B. Rea

Seconded by Councillor J. Andrews

That the information items be received.

**Carried Unanimously**

**6.1 CEO Report**

**6.2 September 2023 FOPL Ontario Digital Public Library – Investment Scenarios**

**6.3 September 2023 FOPL Letter of Support - Consumer Protection Act Recommendations**

**6.4 September 2023 OLA and FOPL Advocacy Priorities**

**6.5 2023-09-30 Library Operating Financial Report**

**6.6 Information Memo - Strategic Plan Status**

**7. Staff Reports**

**7.1 23-19 Policy Review - Rules of Conduct and Rzone Policy**

**Recommendation: 2023-41**

Moved by Councillor J. Andrews

Seconded by Councillor T. Prendergast

That report 23-19, Policy Review - Rules of Conduct and Rzone Policy be received;

And that the Rules of Conduct and Rzone Policy attached as Appendix A and B be adopted as presented.

**Carried Unanimously**

## **7.2 23-20 Policy Review -Donations and Sponsorship**

### **Recommendation: 2023-42**

Moved by Councillor J. Andrews

Seconded by B. Rea

That report 23-20, Policy Review - Donations and Sponsorship be received;

And that the Donations and Sponsorship Policy attached as Appendix A be adopted as presented.

**Carried Unanimously**

## **8. Correspondence**

None.

## **9. New Business**

Board Chair S. Marks will present to Council on Monday November 13. Board members are encouraged to attend. The presentation will be focused on the 2024 budget.

## **10. Date of Next Meeting**

Date of the next meeting is November 22, 2023.

## **11. Adjournment**

Meeting adjourned at 7:16 p.m.

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Darla Fraser, CEO

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Sheri Marks, Board Chair



## CEO – NOVEMBER 2023

### Board Business

The presentation to council by the board chair on November 13<sup>th</sup> was well received. Chair Marks articulated the boards' vision and commitment to growth.

Correspondence to the neighbouring municipalities regarding rate change for 2024 non-resident household memberships has been drafted.

The long-awaited Valuing Ontario Libraries Toolkit (VOLT) has been launched by the Ontario Library Service (OLS). Staff are anxious to work with this toolkit as it promises to provide a process for measuring and quantifying the true economic impact and value of funds invested in Ontario Public Libraries. This new Social Return on Investment (SROI) is designed to help Ontario public libraries measure and demonstrate their value and impact within their unique communities.

The Ontario Library Association in partnership with the Forest of Reading recently published a statement on School Boards Banning & Restricting Books.

Excerpt below – click [here](#) for the full statement.

*The Ontario Library Association (OLA) is deeply concerned by the growing number of attempts to restrict access to books by some school boards. This trend is particularly alarming as books that reflect 2SLGBTQIA+ perspectives or featuring racialized characters and those with diverse gender identities, are disproportionately targeted by such censorship.*

*As Canada's largest library association, we stand in solidarity with our members in defending the fundamental right of children to read and access information. We also stand with 2SLGBTQIA+, Indigenous, racialized and all other underrepresented people who have had their voices and stories suppressed throughout Canadian history and beyond.*

*It is the position of OLA that all young people deserve to not only see themselves reflected in the books they read, but to also be exposed to the worldviews and lived experiences of others, particularly those of marginalized and equity-deserving groups. Reading a diverse selection of books offers an opportunity for young people to broaden their understanding of the world, building empathy and compassion, and preparing them to become proactive members of society.*

## Operations

### Student Placement Opportunities

iSchool Practicum – Orangeville has submitted an opportunity for Master level students' capstone projects. The students work in teams with an organization to help with the initial stages of a design for a digital product or service.

### Mohawk College Work Placements

Orangeville will host a Mohawk College student early in the new year. This student placement is unpaid, 105 hours in length, and will be supervised by the Program and Research Librarian.

As previously mentioned, the Interlibrary Loan software is reaching its end-of-life in 2024. We will transition to a new software platform; OCLC's Resource Sharing for Groups, in 2024. OCLC's Resource Sharing for Groups incorporates behind-the-scenes logic to improve lender string creation, incorporates turnaround time improvements, and load leveling to get materials to your users faster. As Resource Sharing for Groups (RS4G) is a limited number of libraries that borrow and lend among one another, the system will gather and use library data to make smarter decisions.

Staff have selected the week of November 27 to collect Typical Week data for inclusion in the 2024 Annual Library Survey.

We are delighted to welcome Mandeep Singh and Anna Furfaro, our two new Public Service Assistants, to our library team.

Recent professional development opportunities offered to staff include Neurodiversity Training, CAO Staff Town Hall, First Aid and a few staff attended the Child & Youth Expo: intentional allyship and programming November 7, 2023. The Public Service Librarian is registered to attend The Marketing Libraries Think Tank: level up your library game on November 21, 2023.

Registration for the OLA Super conference from January 24 – 27, 2024 is being completed. Full conference schedule can be found [here](#). Required hotel rooms have been booked and there may be additional options to consider, such as, the awards dinner if Orangeville is short listed for the 2023 Ontario Public Library Minister's Award for Innovation.

## Program Update *as submitted by Lauren Tilly*

### Gradual Program return to Mill Street Library

Programs will begin to slowly transition back to Mill Street and the surrounding area starting on the day of the reopening. On November 21 the Orange thREADs stitchery and book group will meet at the newly renovated Mill library. This meeting will feature the annual donation of knitted items to Family Transition Place.

Book clubs, the After Hours Write Club and adult programs will all return to the Mill library.

The Every Child Ready to Read (ECRR) storytimes will continue to be offered at the Alder library until the end of the fall session on November 30. Stories with Santa will take place in the Alder Recreation Centre atrium on December 8. Starting the first week of January 2024, storytimes will be offered at both Mill and Alder locations, in addition to some fun holiday programs for the kids.

### 2024 Program Planning

The Program and Research Librarian and Coordinator have developed a plan for the 2024 program schedule that is dependent on final budget decisions.



## Up and Coming:

After School Club for ages 7 to 12 on Monday, November 27 will feature a variety of [Minute-to-win-it games](#) with Teen Advisory Group members at the Alder library

In partnership with the Ontario Bar Association, the library will celebrate [Make a Will Month](#) in November with an information session on Thursday, November 30 at the Mill Library

The last [100% Certainty Book Club](#) of 2023 will take place on Thursday, December 7 at 7 p.m. with the featured book being Life on Tenth: A Second Chance at Life by Delia Ephron

The annual Stories with Santa visit will take place in the Alder Recreation Centre Atrium on Friday, December 8 at 10:30 a.m.

The library is supporting the Seniors Holiday Luncheon on Wednesday, December 6 at Tony Rose Memorial Sports Centre

The last [Coffee, Conversation & Books](#) event will be held in Orangeville on Thursday, December 14 at Mochaberry Café featuring local author Barrie Shepley who will discuss his book, Chasing Greatness: Stories of Passion and Perseverance in Sport and in Life

Up and Coming

# **The Corporation of the Town of Orangeville**

## **Report to Library Board**



**To:** Chair and Members of the Board  
**From:** Darla Fraser, Chief Executive Officer  
**Date:** November 22, 2023  
**Report #:** 23-21  
**Subject:** Policy Review - Homebound Delivery Service

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### **Recommendation:**

**That report 23-21, Policy Review - Homebound Delivery Service be received;**

**And that Homebound Delivery Service Policy attached as Appendix A be adopted as presented.**

### **Purpose:**

The purpose of this report is to present the policy governing the delivery of library services to Homebound Clients for the board's review and adoption as per the policy review plan.

### **Background:**

The Orangeville Public Library provides free home delivery of library materials to eligible participants by approved and assigned volunteers.

### **Financial Impact:**

This policy, as presented, will have no financial impact on the existing budget.

Prepared and respectfully submitted by,  
Darla Fraser,  
Chief Executive Officer

### **Attachments:**

Appendix A – Homebound Delivery Service Policy



## Homebound Delivery Service Policy

Board motion number:

Date of next review: November 2027

Date Approved: November 22, 2023

Date of original motion: 15:45

Type: Public

Board Chair's signature: \_\_\_\_\_

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### Purpose

To define eligibility for and services offered by Orangeville Public Library's Homebound Delivery Service.

### Policy

Through Homebound Delivery Service, the Orangeville Public Library will provide free home delivery of library materials to eligible participants by approved and assigned volunteers.

A delivery service to people unable to physically come to the library is in keeping with the Library's Mission Statement, the Accessible Customer Service Policy, and the Ontario Public Library Guidelines.

### Eligibility

Participants will need an active library card to qualify for this service. An application form must be completed requesting access to this service.

Homebound Delivery Service is available to any person within the Town of Orangeville who is confined to home due to temporary or chronic illness or disability. Where volunteers are available, the service may be extended to non-residents who meet the above criteria.

### Service

All circulating materials may be borrowed through Homebound Delivery Service, subject to the conditions of the library's Borrowing Policy.

Types of service available:

- Home Delivery: Library items delivered once per month by a library volunteer

- **Branch Pick-up:** An individual may designate a family member, friend, or caregiver to pick up library materials on their behalf

Materials will be checked out on the card of the person receiving the service. The library will maintain a record of all items checked out for the purpose of selecting materials for that person.

Library materials may be put on hold for pick-up by a volunteer or designate.

## **Delivery**

Library materials will be delivered and retrieved by designated volunteers on a schedule that is mutually convenient for the library participant and volunteer.

If conditions in the home or approach to the home are deemed to be unsafe or unhealthy, the library may discontinue or refuse service.

## **Volunteers**

Volunteers must provide a vulnerable sector police record check before working with this program. As set out in the Town of Orangeville's Volunteer Policy, any costs associated with such checks will be reimbursed by the library. Volunteers will be screened once per term of office. Currently, the Legislative Assembly of Ontario legislation has set the length of terms in office for all municipal elected officials at four years.

Volunteers must attend an orientation session. All volunteers must comply with the Town's Volunteering in Orangeville and Accessible Customer Service guidelines.

## **Staff**

Full-time Public Services Staff will make an initial visit to assess the home and create a client profile.

Staff will assist volunteers with the selection of materials from our collection based on the profile created for the participant. Homebound participants may also request specific titles.

## **Fees**

Homebound Service borrowers have extended borrowing privileges, including longer loan periods and exemptions from overdue fines. Fees will be charged for lost or damaged materials. Repeated loss or damage will result in discontinuation of service.

# **The Corporation of the Town of Orangeville**

## **Report to Library Board**



**To:** Chair and Members of the Board  
**From:** Darla Fraser, Chief Executive Officer  
**Date:** November 22, 2023  
**Report #:** 23-22  
**Subject:** 2024 Budget Estimate Amendments

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### **Recommendation:**

**That report 23-22, 2024 Budget Estimate Amendments, be received;**

**And that the amendments proposed by the Treasurer be approved.**

**And that the amended 2024 Operating Budget and the 2024-33 Capital Budget requests as presented (Appendix A) be approved and forwarded to Council for their consideration.**

### **Purpose:**

The purpose of this report is to present the amended estimates as proposed by the Treasurer, following the approval of the estimates recommended by the CEO and approved by the Board on September 27, 2023.

### **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 Town Council for their consideration.

Based on the Board's presentation to Council on November 13, 2023, the 2024 budget estimates have been amended. The new estimates remove the following Service Level Change Requests from the operating budget:

1. 1000 frontline hours to increase programming.
2. One FTE beginning mid-year as a Community Engagement Specialist

Capital estimate of 11\$ Million for library expansion in 2028 was removed from the Boards' approved capital budget estimates.

Orangeville's Capital Budget must balance those needs with limited funding sources, and therefore this project (along with a number of others) has been removed from the 2024 capital budget. Staff will be working on various studies and plans throughout 2024. These plans will provide timelines and more accurate details of costs to complete these capital projects. The 2024 Development Charges Background Study and 2024 Water and Wastewater Rates Study will be important funding sources for some of these capital projects. Staff will look to include these projects for Council approval during Budget 2025.

**Financial Impact:**

The removal of the two Service Level Changes will be mitigated by changes to the operating plans for service delivery to meet the 2024 priorities of the Board.

**Strategic Alignment:**

Direction: Soar  
Objective: Strong, effective governance will guide our actions with an emphasis on fiscal accountability and environmental sustainability.  
Action: Remain fiscally responsible with public resources.

Prepared and respectfully submitted by,

Darla Fraser,  
Chief Executive Officer



# Library Services 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 \$ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Library Services									
User Fees	(114,439)	(108,677)	(125,711)	(17,034)	15.7%	(128,670)	(131,703)	(134,812)	(137,998)
Grants	(45,698)	(33,950)	(33,950)			(34,200)	(34,270)	(34,341)	(34,414)
Fines	(1,208)	(8,000)	(2,371)	5,629	(70.4%)	(2,430)	(2,491)	(2,553)	(2,617)
Other Revenues	(7,763)	(11,000)	(11,000)			(11,000)	(11,140)	(11,283)	(11,429)
Sub-total Revenues:	(169,108)	(161,627)	(173,032)	(11,405)	7.1%	(176,300)	(179,604)	(182,989)	(186,458)
Compensation	1,565,769	1,723,399	1,726,092	2,693	0.2%	1,773,974	1,823,797	1,874,078	1,924,384
Insurance	4,937	5,529	7,682	2,153	38.9%	8,450	9,295	10,225	11,248
Professional Development and Assoc. Fees	11,617	18,016	18,287	271	1.5%	18,561	18,840	19,122	19,409
Office and Administration	14,132	22,656	23,145	489	2.2%	23,611	24,195	24,796	25,410
Public Relations, Promotions and Events	7,807	8,670	8,843	173	2.0%	9,020	9,246	9,477	9,714
Licences and Support	21,868	30,250	30,855	605	2.0%	31,472	32,259	33,065	33,892
Service and Lease Agreements	6,486	7,461	7,600	139	1.9%	7,741	7,935	8,133	8,336
Programs	16,737	18,839	19,216	377	2.0%	19,600	19,992	20,591	21,208
Service Charges	2,291	1,836	1,873	37	2.0%	1,910	1,958	2,007	2,057
Utilities	19,938	21,731	22,280	549	2.5%	24,508	26,959	29,655	32,620
Maintenance and Repairs	39,239	73,607	75,227	1,620	2.2%	76,883	78,356	79,867	81,417
Equipment Purchases	628	3,000	3,060	60	2.0%	3,121	3,199	3,279	3,361
Professional Fees	1,220	5,000	5,000			5,000	5,000	5,000	5,000
Inter-Departmental Re-Allocations	25,441	30,487		(30,487)	(100.0%)				
Sub-total Expenses:	1,738,110	1,970,481	1,949,160	(21,321)	(1.1%)	2,003,851	2,061,031	2,119,295	2,178,056
Transfers to(from) Reserve	285,850	241,875	248,082	6,207	2.6%	254,474	261,059	264,466	270,203
Transfer to Capital		61,528	53,000	(8,528)	(13.9%)	78,326	74,800	115,872	84,000
Total Transfers	285,850	303,403	301,082	(2,321)	(0.8%)	332,800	335,859	380,338	354,203
Total Library Services Levy Impact	1,854,852	2,112,257	2,077,210	(35,047)	(1.7%)	2,160,351	2,217,286	2,316,644	2,345,801



# Library Services 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: 780 Library Services										
15000.0000 Library Collections--	213,082	219,474	226,059	229,466	235,203	241,083	254,000	260,000	266,500	273,000
20201.1300 CF -Furniture and Equip--Public Library -1 Mill St	30,000	10,000	30,000	10,000	30,000	30,000	30,000	30,000	30,000	30,000
20320.1300 CF -Computer Hardware Library	57,241	4,326		52,339						
20361.1300 Network Infrastructure--Public Library -1 Mill St			26,000							
20383.1300 CF -Security Inventory System Library RFID	40,000	25,000			25,000			30,000		
20384.1300 Library Modernization		20,000		20,000						
B1287.0000 Makerspace Upgrades	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
B1289.0000 New Service Delivery Lockers/Kiosk			25,000	25,000						
Total Investment in Capital	345,323	283,800	312,059	341,805	295,203	276,083	289,000	325,000	301,500	308,000
Less: Funding Sources										
Reserves/ Reserve Funds	340,323	225,474	237,259	245,933	246,203	247,083	260,000	272,000	272,500	279,000
Total Other Funding Sources	340,323	225,474	237,259	245,933	246,203	247,083	260,000	272,000	272,500	279,000
Total Library Levy Impact	5,000	58,326	74,800	95,872	49,000	29,000	29,000	53,000	29,000	29,000



# Cut to the Chase

*Ontario Public Library Governance At-A-Glance*



## To be an effective board member:

- Know your duties, obligations, and role.
- Be open to continuous learning.
- Recognize that only the board has the authority to act on behalf of the library; individual board members have no authority to act on their own.
- Share in the responsibility for the effective functioning of the board by ensuring full discussion of issues and making reasoned decisions.
- Know who you are there to represent and serve and connect with them.
- Fulfill your legal obligations including duty of care and fiduciary duty.

## To be an effective governing body:

- Focus on governance.
- Design meetings to support informed decision-making.
- Develop a trusting and respectful relationship between the Board and CEO and work together.
- Build a solid governance framework that includes by-laws, policies and a strategic plan that is based on why you exist: your mission.
- Make good decisions on behalf of your community.
- Determine what information is needed in order to manage risk.
- Know the composition of the board and who you need to run the library.

## 3 Major Responsibilities

1. Provide comprehensive and efficient public library service that reflects the community's unique needs.
2. Submit budget estimates to the municipal council and participate in the municipality's annual audit that includes boards.
3. To receive annual grants from the Government of Ontario, submit statistics and financial information along with completed public library operating and pay equity grant application forms.

The Public Libraries Act, RSO 1990, c. P.44 governs the operation of public libraries and is specific legislation that can override certain sections of other more general acts such as the Municipal Act. A library board is an independent body and cannot become a committee of council without legislation being passed that enables this. In Ontario, the majority of public libraries are governed by a public library board. In most First Nations Communities, the Band Council appoints Portfolio Holders to govern the public library. A minority of public libraries in the province are governed by union or county library boards.

## Definitions

**Public Library Board:** a governing board and a legal corporation under the Public Libraries Act (PLA) responsible for the management and control of the public library, including library operations and the creation of policies related to the public library. (PLA Section 3(3)).

**Governing:** is not the same as managing. It is ensuring that the organization is properly run.

**Governance:** the framework set by the library's governing body to direct the organization, identify how business will be conducted, how power will be divided and delegated and what processes will be set up to achieve accountability.

**Oversight:** the actions the board takes to review and monitor policies, plans, programs, and projects, to ensure that they:

- Are achieving expected results.
- Represent good value.
- Are in compliance with applicable policies, laws, regulations, and ethical standards.

**Operations:** A CEO responsibility guided by the Board policy and strategic plan. Operations are doing the work and organizing day-to-day activities within the constraints defined through governance. Examples of operations include:

- Choosing furnishings and paint colours for the children's area.
- Planning library programs.
- Selecting new books for the library collection.

**Risk management:** balancing the severity of a threat with the likelihood of the threat occurring. There are multiple types of risks that a Board should consider, for example, reputational, cultural, financial, and governance.

## Board Membership

- Members are appointed by the municipal council according to rules set out in the Act.
- The minimum size for a library board is five members.
- The number of municipal councillors on a public library board or union board may not exceed one less than the majority; a county board may have a bare majority of councillors.
- Library or municipal employees may not be board members.

## Meeting Requirements

The Public Libraries Act, Sections 16 and 17, RSO 1990, c. P.44:

- Board shall hold 7 regular meetings each year.
- Meetings must be open to the public unless they meet the criteria outlined in PLA 16.1(4-6).
- Majority of members must be present.
- Chair may vote with other members.
- An equal vote is deemed to be negative.

## Municipal Integration

Boards may forge closer ties with their municipality to maximize their effectiveness, achieve common goals, and realize cost savings. The library board is an independent body and cannot be directed by a municipality to delegate its responsibility for library funds or employer obligations. However, it can be advantageous to streamline business practices between the two separate organizations by way of a Service Agreement. It must be a decision of the public library board to enter into such a service agreement with a municipality with clear guidelines for exiting such an agreement.

## Power to Oversee the Library's Finances

Financial oversight involves:

- Understanding the implications of a budget and a financial report.
- Recognizing if the allocation of monies aligns with board priorities.
- Ensuring that financial policies are in place to control receiving, processing and disbursing money, to ensure fiscally-sound budgeting, comply with current municipal legislation with respect to purchasing and hiring, manage risks, and limit liability to the library and the board.

Financial oversight does not mean:

- Simply approving a budget or financial report.
- Approving a cheque register.
- Challenging a minuscule amount on a budget line.

## Power to Make Policy

Policies provide the necessary framework for library operations and priorities. Example includes:

- Personnel and hiring
- Purchasing
- Prevention of Workplace Harassment
- Prevention of Workplace Violence
- Health and Safety
- Accessibility

To be effective, policies should include specific reference to library operations.

### Fiduciary Duty

You must act honestly, in good faith, and in the best interests of the library. The interests of the library must take precedence over your personal interests or those of any other group with which you are associated.

### Duty of Care

You must use the same care, diligence, and skill that a reasonable person would use when performing your duties. This includes making informed decisions, asking questions, and assessing information given to you.

### Conflict of Interest

You must disclose any direct, indirect, perceived, or deemed pecuniary interest prior to consideration of any matter. Once the interest is disclosed, you may not participate in discussions or voting.

## Power to Set Fees

The Public Libraries Act, RSO 1990, c. P.44, sec.23 (3) allows a board to charge for:

- Use of parts of the library building not being used for library purposes;
- Library services for non-residents;
- Some services not outlined in Regulations.

A board is NOT permitted to charge for:

- Admission to the library;
- Using library materials in the library;
- Reserving or borrowing circulating materials specified in PLA Reg.976 Section 2.

## Power to hire the CEO

The Public Libraries Act, Section 15(2) RSO 1990, c. P. 44 gives a library board the sole right to hire the library's chief executive officer.

## Legislation to Consult:

The following resources can be found online at [www.e-laws.gov.on.ca](http://www.e-laws.gov.on.ca):

[The Public Libraries Act, RSO 1990, c. P.44](#)

[The Municipal Act, 2001, SO 2001, c. 25](#)

[The Municipal Conflict of Interest Act, RSO 1990, c. M.50](#)

[The Municipal Freedom of Information and Protection of Privacy Act, RSO 1990, c. M.56](#)

Further resources: visit the [Ontario Library Services \(OLS\) Governance Hub](#) which has resources for each year of the four-year term for Public Library Board members.

## Organizations supporting Public Libraries:

*Provincial:*

- [Ontario Library Association](#), including the following divisions: Ontario Library Boards Association, Ontario Public Library Association, L'Association des bibliothèques de l'Ontario-Franco, Indigenous Advisory Council.
- [Federation of Ontario Public Libraries](#)
- [Ontario Library Service](#)

*National:*

- [Canadian Urban Libraries Council](#)
- [Canadian Federation of Library Associations](#)

# The Public Library Board & the Chief Executive Officer: Who Does What

LEGAL ISSUES	BOARD RESPONSIBILITIES	CEO RESPONSIBILITIES
Existing local and provincial laws	Knows provincial laws and local bylaws.	Knows provincial laws and local bylaws.
New legislation affecting libraries	Responds to new legislation.	Responds to new legislation.
Library Records	Ensures records are kept, protected, and reported in compliance with privacy legislation. Approves relevant grant applications and annual reports for the Government of Ontario, such as the Annual Survey of Public Libraries (per PLA Reg. 976 1(b).	Keeps complete and accurate records in compliance with privacy legislation. Prepares and submits annual reports and all relevant grant applications such as the Public Library Operating Grant (PLOG), Pay Equity Grant (PE) and First Nation Salary Supplement Grant (FNSS) as applicable to the Government of Ontario.
Accountability	Municipal/County/Band Council and Government of Ontario.	Board
Board meetings	Participate in all meetings. Appoints a board secretary.	Participates in all meetings. If the CEO is the Secretary, records and maintains minutes of all meetings. Provides reports regularly as directed by the board.
COMMUNITY DEVELOPMENT	BOARD RESPONSIBILITIES	CEO RESPONSIBILITIES
Understanding the community	Acting in the best interest of the community.	Identifies and addresses community needs and concerns.
Community Relationship building	Is aware of the municipal priorities and plans. Builds a strong and communicative partnership with the municipal/county/band council. Maintains dialogue with the community. Identifies strategic partnerships with community groups and leaders. Demonstrates accountability to the community (for example, presenting an annual report to the community).	Is aware of the municipal priorities and plans. Builds strong working relationships with municipal/county/band staff. Forges relationships with community groups and leaders. Develops strategic partnerships with community groups and leaders. Demonstrates accountability to the community (for example, preparing an annual report for the community).
Library's role in the community	Establishes, promotes, and advocates for the library as an essential community service. Builds community pride in the library.	Establishes, promotes, and advocates for the library as an essential community service. Builds community pride in the library.

POLICY		
POLICY	BOARD RESPONSIBILITIES	CEO RESPONSIBILITIES
Library policy	Develop governance-related policy. Analyzes CEO policy recommendations. Debates policy issues and implications. Approves policy. Ensures policy is implemented and followed. Regularly reviews established policies.	Recommends policies and a policy development framework. Provides information sources to inform discussion. Interprets and implements policies and procedures to library staff and the public. Maintains policy manual and ensures its accessibility. Ensure policy is followed.
PLANNING		
PLANNING	BOARD RESPONSIBILITIES	CEO RESPONSIBILITIES
Mission and strategic plan	Analyzes information and feedback from the staff, community, and other stakeholders. Analyzes library strengths and weaknesses (for example SWOT analysis). Defines mission and strategic plan in partnership with the library staff, community, and other stakeholders.	Gathers information and feedback from the staff, community, and other stakeholders. Compiles library strengths and weaknesses (example: Strength, Weakness, Opportunity, Threat analysis). Partners with the board in defining mission and strategic plan and provides insights.
Strategic goals and objectives	Develops and approves strategic goals. Approves strategic objectives.	Partners with the Board to develop strategic goals and provides insights. CEO and staff develop objectives to achieve the strategic goals. Administers in accordance with the plan.
Action plan for meeting strategic goals and objectives	Approves plan and ensures financial resources are in place by approving the annual budget and advocating to funding sources (example: municipal/county/band council, provincial sources).	Formulates plans and identifies financial resources to meet strategic objectives. Administers in accordance with plan.
Monitoring and evaluation of the strategic plan	Approves a monitoring and evaluation plan for the CEO. Evaluates library progress and performance towards achieving the strategic plan annually or more often as needed. Revises plan accordingly.	Develops a strategic plan monitoring and evaluation system for library operations. Participates in ongoing evaluation. Adjusts plan accordingly.
FINANCE		
FINANCE	BOARD RESPONSIBILITIES	CEO RESPONSIBILITIES
Annual budget	Analyzes preliminary budget and proposes necessary changes. Officially adopts budget.	Consults with municipal staff and advises board on municipal budget policy requirements and procedures. Prepares preliminary budget in conjunction with board based on present and anticipated needs and board's plan.

Budget presentation to Council	Presents or participates in presenting the budget to council in accordance with municipal/county/band budget policy and procedures. Works with the CEO on presentation to council.	Participates in budget presentation, supplying facts and figures, analysis and comments as requested. Works with the board on presentation to council.
Sustainable resources	Approve and advocate for options for generating additional revenue to support special project needs and/or funding gaps.	Identifies options for generating additional revenue to support special project needs and/or funding gaps.
Financial control measures	Appoints a Treasurer. Secures a bank account for the public library for deposit of all public library funds. Directs the disbursement of all public library funds into the Board's bank account as outlined in PLA 15(4)(c). Ensures legal control measures are in place to support and protect the library assets. Ensures check and balances are in place to expend the budget with due diligence and in accordance with board policies.	If the CEO is Treasurer, oversees all accounting functions and prepares regular financial statements. Fulfills obligations as directed by the Board. Monitors the budget and reports to the board on a regular basis. Identifies and addresses problems as they arise.

PERSONNEL	BOARD RESPONSIBILITIES	CEO RESPONSIBILITIES
CEO selection	Hires CEO.	
Board-CEO relationship	Builds a strong relationship that recognizes board authority and respects CEO expertise. Delegates to the CEO the authority for the organization and operation of the library and its staff.	Builds a strong relationship that recognizes board authority and respects CEO expertise.
Staff selection		Hires and directs all staff, adhering to board policies. May seek board input on senior staff selection.
Employee performance appraisal	Evaluates CEO performance annually.	Ensures that annual performance appraisals are conducted on all staff.
Salary scales and union contracts	Sets CEO's salary. Approves applicable staff salary scales and/or union contracts.	Negotiates salary and working conditions for staff including union contracts as applicable.
Grievances	Ensures that appropriate policies are in place to handle any grievances that have not been satisfactorily resolved by the library's grievance procedures.	Handles all grievances and keeps the board informed.
CEO succession management	Ensures that there is provision for succession management.	Contributes input to succession management.

GOVERNANCE PROCESS	BOARD RESPONSIBILITIES	CEO RESPONSIBILITIES
Board orientation	Board supports and participates in planning and delivery.	Supports and facilitates planning and delivery.
Board performance and development	Evaluates regularly. Individual board members conduct annual self-appraisal. Results are shared anonymously within the Board to strive for continuous learning and improvement.	Contributes input to evaluation process. Assists with identifying board development and training resources.
Board succession planning	Liaises with the appointing body and identifies the skills and competencies necessary for the incoming board to meet new term challenges. Allocates resources to develop a pipeline of future board members that are representative of their community.	Liaises with municipal staff on board appointments with input from outgoing board. Helps identify community members that could be approached to join the Board.
Legacy planning	Summarizes the successes, challenges, and outstanding action items to provide the incoming board with a framework for moving forward. Approves the legacy document.	Provides input and support to the board for developing a legacy plan. Reviews legacy document with incoming board members.



# Town of Orangeville Council, Orangeville Public Library Board, Chief Executive Officer & General Manager, Community Services

## DRAFT - Roles and Key Responsibilities – Governing Bodies and Senior Staff

TOWN COUNCIL	LIBRARY BOARD	Chief Executive Officer	General Manager, Community Services
<b>(1) Governance/Policy Making</b>			
<p>Responsible for:</p> <ul style="list-style-type: none"> <li>1.1 appointing a Board every four years under clear criteria (eligibility requirements in the PLA)</li> <li>1.2 relaying identified community issues and needs</li> <li>1.3 providing initial notification and orientation materials to individuals selected to serve as members of the local board (library) and as such, Volunteers of the Town</li> <li>1.4 assisting Board with legal guidance</li> <li>1.5 developing support for the Library and the Library Board</li> </ul>	<p>Responsible for:</p> <ul style="list-style-type: none"> <li>1.1 determining vision, strategic direction, goals and measures of success</li> <li>1.2 setting annual objectives and evaluating performance against objectives</li> <li>1.3 participating in orientation</li> <li>1.4 determining policies to ensure efficient and effective library services</li> <li>1.5 approving appropriate governance policies</li> <li>1.6 adherence to legislated responsibilities and obligations including compliance with the PLA</li> <li>1.7 operating within the corporate requirements</li> </ul>	<p>Responsible for:</p> <ul style="list-style-type: none"> <li>1.1 developing purpose and goals</li> <li>1.2 proposing annual priorities</li> <li>1.3 reporting on progress</li> <li>1.4 collecting and providing community data</li> <li>1.5 providing library board orientation for new members and development for all members</li> <li>1.6 preparing and implementing policies</li> <li>1.7 maintaining current legal information</li> <li>1.8 maintaining operational links with the Town</li> <li>1.9 attending and recording all meetings</li> </ul>	<p>Responsible for:</p> <ul style="list-style-type: none"> <li>1.1 providing input on purpose and goals to ensure alliance with corporate department, Community Services</li> <li>1.2 providing input on annual priorities</li> <li>1.3 monitoring progress</li> <li>1.4 supplying information as required</li> </ul>



TOWN COUNCIL	LIBRARY BOARD	Chief Executive Officer	General Manager, Community Services
<b>(2) Community Relations/Services</b>			
<p>Responsible for:</p> <p>2.1 conveying community opportunities</p> <p>2.2 encouraging trustee activity</p> <p>2.3 seeking cooperative opportunities</p>	<p>Responsible for:</p> <p>2.1 cooperating with officials</p> <p>2.2 working collaboratively with other library boards in the area</p> <p>2.3 participating in library advocacy activities</p> <p>2.4 maintaining a working relationship with local social service organizations</p> <p>2.5 representing the library when appropriate, participating in community activities and events</p> <p>2.6 maintaining a working relationship with other local libraries and information providers</p>	<p>Responsible for:</p> <p>2.1 implementing programs to support goals</p> <p>2.2 identifying community contacts and developing partnerships</p> <p>2.3 providing information on trustee activities</p> <p>2.4 arranging opportunities for Board participation and activity at community events</p>	<p>Responsible for:</p> <p>2.1 maintaining an understanding of existing and proposed library policies</p> <p>2.2 identifying community opportunities/needs</p> <p>2.3 involving the Board in the business of the department (Community Services) as appropriate</p>
<b>(3) Finance</b>			
<p>Responsible for:</p> <p>3.1 giving financial direction</p> <p>3.2 keeping informed of library requirements</p> <p>3.3 communicating with the Board</p> <p>3.4 approving annual budgets</p>	<p>Responsible for:</p> <p>3.1 approving budget estimates and resource strategies</p> <p>3.2 adopting annual budgets and monitoring performance</p> <p>3.3 communicating with Council</p> <p>3.4 ensuring sound financial management remaining fiscally responsible with public resources</p>	<p>Responsible for:</p> <p>3.1 developing resource strategies</p> <p>3.2 presenting and implementing annual budgets and expenditure reports</p> <p>3.3 providing sound financial operations</p>	<p>Responsible for:</p> <p>3.1 supplying operational support in line with town administration</p> <p>3.2 providing direction for budgets and expenditures</p>

TOWN COUNCIL	LIBRARY BOARD	Chief Executive Officer	General Manager, Community Services
<b>(4) Personnel</b>			
<p>Responsible for:</p> <p>4.1 providing input on recruitment and retention of the Chief Executive Officer to the board</p> <p>4.2 enabling appropriate compensation</p> <p>4.3 enabling good working conditions</p> <p>4.4 enabling staff development</p>	<p>Responsible for:</p> <p>4.1 selecting, employing, and annually evaluating a Chief Executive Officer</p> <p>4.2 adopting Town policies on human resources and compensation</p> <p>4.3 ensuring agreeable working conditions</p> <p>4.4 continue investing in staff by providing for ongoing development and training</p>	<p>Responsible for:</p> <p>4.1 directing all staff</p> <p>4.2 working within and advising on Town policies regarding human resources</p> <p>4.3 providing data on compensation</p> <p>4.4 providing workplace amenities</p> <p>4.5 providing staff training and development plans</p>	<p>Responsible for:</p> <p>4.1 awareness of library staffing</p> <p>4.2 supporting funding needs</p> <p>4.3 supporting workplace needs</p> <p>4.4 supporting training needs</p> <p>4.5 serve as liaison to the town including responsibility for the CEO as a member of the Community Services Team including administrating the CEO details through the Town payroll system (Dayforce)</p>
<b>(5) Legal</b>			
<p>Responsible for:</p> <p>5.1 keeping aware of library legislation</p> <p>5.2 keeping aware of library operations</p> <p>5.3 maintaining a full Board</p>	<p>Responsible for:</p> <p>5.1 responding to proposed legislative changes</p> <p>5.2 ensuring complete and accurate records are kept</p> <p>5.3 reporting on library operations to Council</p> <p>5.4 maintaining full membership of the board</p> <p>5.5 providing policies to ensure adherence to legislation</p>	<p>Responsible for:</p> <p>5.1 interpreting legislative changes</p> <p>5.2 creating and retaining complete and accurate records</p> <p>5.3 ensuring the legal operations of the library</p>	<p>Responsible for:</p> <p>5.1 providing access to legal advice</p>

# 2022 - 2027 Implementation Plan

## Strategic Direction: CONNECT

**Goal 1: ➤ Build community by connecting people to inspire learning & personal growth**

**Objective A - Champion inclusivity and promote community cultural expression.**

	Action	Responsibility		Timeline					Financial Impact
		Lead, Library	Partners	2023	2024	2025	2026	2027	
1	Provide resources, services, and programs that work towards increasing social cohesion and eliminating barriers, while seeking trust, equity and reconciliation.	Programs	Public Services		✓	✓	✓	✓	Medium
2	Connect people to community organizations and events.	Public Services	Internal Town Divisions External Community Organizations	✓	✓	✓	✓	✓	Low

**Objective B - Enhance existing partnerships and develop new alliances.**

	Action	Responsibility		Timeline					Financial Impact
		Lead, Library	Partners	2023	2024	2025	2026	2027	
3	Maintain and develop mutually beneficial partnerships with community groups.	Programs	Various	Ongoing					
4	Formalize existing partnerships through the lens of the new 'working with us' policy.	Board, Program	Recreation and Events Division		✓				Low

**Objective C - Expand opportunities for social interactions**

	Action	Responsibility		Timeline					Financial Impact
		Lead, Library	Partners	2023	2024	2025	2026	2027	
5	Create new opportunities (programs and events) to bring people of different backgrounds together	Programs	Various	Ongoing					
6	Continue to support/manage our volunteers.	Public Services	Friends of the Library (FOPL)	Ongoing					

## Goal 2: ➤ Uphold equitable access to information and services in a safe and welcoming environment

### Objective D - Offer collections, programs and services that are responsive to community needs and interests

	Action	Responsibility		Timeline					Financial Impact
		Lead, Library	Partners	2023	2024	2025	2026	2027	
7	Align library services in support of community needs and goals.	Programs	Public Services	Ongoing					
8	Develop library programs in virtual, in-person, and outreach formats that are accessible, innovative, and effective.	Programs	Public Services	✓			✓		Low
9	Review hours of operations to enable optimal accessibility	Admin	Public Services	✓		✓		✓	TBD

### Objective E - Support formal and informal learning and literacy development for all ages

	Action	Responsibility		Timeline					Financial Impact
		Lead, Library	Partners	2023	2024	2025	2026	2027	
10	Expand access to education (all forms of literacy) learning opportunities and resources.	Programs	Collections	Ongoing					
11	Provide access to content in various formats	Collections	Public Services	Ongoing					
12	Develop new Program Policy	Programs	Admin	✓				✓	Low
13	Safeguard intellectual freedom	Public Services	Admin	Ongoing					

### Objective F - Encourage civic engagement and create pathways for access to community services

	Action	Responsibility		Timeline					Financial Impact
		Lead, Library	Partners	2023	2024	2025	2026	2027	
14	Facilitate access to information that helps citizens navigate local and government resources and encourages civic engagement and greater participation in shaping communities.	Public Services	Various	Ongoing					

# Strategic Direction: DISCOVER

## Goal 3: ➤ Ignite curiosity with innovative technology

### Objective G - Invest in tools and technology for hands-on learning

	Action	Responsibility		Timeline					Financial Impact
		Lead, Library	Partners	2023	2024	2025	2026	2027	
15	Build the online and digital collections of resource offerings.	Collections	Purchasing Groups OLS; OLC	Ongoing					
16	Provide equitable access to technology in physical library spaces (programs) and through technology loans.	Collections	Public Services	Ongoing					

### Objective H - Create programming to teach digital literacy, spark creativity and encourage experimentation

	Action	Responsibility		Timeline					Financial Impact
		Lead, Library	Partners	2023	2024	2025	2026	2027	
17	Advance digital literacy - new services and programs.	Programs		✓	✓	✓	✓	✓	Medium

### Objective I - Design a makerspace with a digital media lab

	Action	Responsibility		Timeline					Financial Impact
		Lead	Partners	2023	2024	2025	2026	2027	
18	Establish a Makerspace as the foundation for hands on experimentations, programs and outreach.	Collections	Programs	✓					High
19	Develop a plan to continuously evolve and improve with emerging technology.	Programs	Collections		✓	✓	✓	✓	Low

## Goal 4: ➤ Design welcoming and accessible spaces to inspire discovery

### Objective J - Modernize spaces to be flexible for group and individual learning

	Action	Responsibility		Timeline					Financial Impact
		Lead, Library	Partners	2023	2024	2025	2026	2027	
20	Maintain a downtown presence at 1 Mill Street.	Board	Internal - Town Facilities	Ongoing					
21	Modernize spaces to be inclusive and flexible for mixed use (collaborative activities and quiet study).	Admin	Public Services	✓					Medium
22	Explore alternative Service Delivery Options to bring discovery outside the OPL physical locations – lockers, kiosk, bookmobile	Programs	Collections					✓	Medium

### Objective K - Plan for future library expansion in alignment with community growth

	Action	Responsibility		Timeline					Financial Impact
		Lead, Library	Partners	2023	2024	2025	2026	2027	
23	Improve accessibility at Mill Street - Update physical spaces to meet accessibility standards and exceed expectations.	Internal - Town Facilities	Admin D & H Architects	✓					High
24	Ensure space is comfortable and welcoming to all. Additional space will be required over the next 10 years	Admin	Facilities		✓				High
25	Continue positive relationship with local law enforcement	Admin	Public Services	Ongoing					

### Objective L - Provide an opportunity to borrow a greater variety of items including technology

	Action	Responsibility		Timeline					Financial Impact
		Lead, Library	Partners	2023	2024	2025	2026	2027	
26	Increase variety and items available to borrow as part of the non-traditional collection	Collections		Ongoing					

# Strategic Direction: SOAR

## Goal 5: ➤ Cultivate a workplace culture that fosters creativity & innovation

### Objective M: Support continuous learning and develop a training strategy to develop skills

	Action	Responsibility		Timeline					Financial Impact
		Lead	Partners	2023	2024	2025	2026	2027	
27	Mandatory training for all staff for Health & Safety, AODA Customer Service; Truth & Reconciliation and continued EDI training	Public Services	Internal HR Division	Ongoing					
28	Provide rich and informative learning opportunities to increase staff knowledge and skills.	Public Services	Admin	Ongoing					
29	Build staff confidence to deliver high quality programs, readers advisory and reference services to patrons.	Public Services	Collections	Ongoing					
30	Ensure adequate staff capacity to fulfil the program and service delivery needs of the library.	Admin	All	✓	✓	✓	✓	✓	Low
31	Continue to invest in staff development (competencies).	Public Services	Admin	Ongoing					

### Objective N - Strong, effective governance will guide our actions with an emphasis on fiscal accountability and environmental sustainability

	Action	Responsibility		Timeline					Financial Impact
		Lead	Partners	2023	2024	2025	2026	2027	
32	Transparent and accountable decision making processes	Board	CEO	Ongoing					
33	Remain fiscally responsible with public resources	Board	CEO	Ongoing					
34	Encourage environmental stewardship Seek innovative means to improve/reduce the environmental impact of the library.	All	Sustainable Orangeville	Ongoing					
35	Maintain adherence to legislated responsibilities and obligations	Admin	Public Services	Ongoing					

## Goal 6: ➤ Promote awareness and visibility of the library and its role in the community

### Objective O - Develop a plan to promote library services and their power to enrich and transform lives

	Action	Responsibility		Timeline					Financial Impact
		Lead	Partners	2023	2024	2025	2026	2027	
36	Carry out the rebranding launch for the organization	Admin	Public Service						
37	Develop and implement awareness campaigns and opportunities to increase membership, identify metrics to monitor reach and impact on community	Admin		Ongoing					

### Objective P - Explore new service delivery options to bring the library into neighbourhoods

	Action	Responsibility		Timeline					Financial Impact
		Lead	Partners	2023	2024	2025	2026	2027	
38	Refresh and continue to implement our strategic marketing plan.	Programs	Public Services	Ongoing					
39	Maintain and continually enhance an effective web-presence (Website, Social Media, APP)	Public Services	Programs	Ongoing					

### Objective Q - Seek opportunities to connect with the community where they are

	Action	Responsibility		Timeline					Financial Impact
		Lead	Partners	2023	2024	2025	2026	2027	
40	Continue to seek outreach initiatives and opportunities to increase visibility while benefiting the community. 1 FTE (hire Mid-year) - 2025 Community Engagement Specialist	All	Various			✓	✓	✓	Medium
41	Lend our support to sector specific federations, associations and networks who are advocating for libraries at various levels of government	Board	Admin	✓					Low