Program Framework

BOOKS ARE JUST THE BEGINNING...

Orangeville Public Library

2023-2027 Program Framework

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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

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

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.

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	

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)

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.

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

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

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.

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.

Appendix

Appendix A - 2023-2027 Strategic Plan Booklet

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.

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

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

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
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	
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
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