

DRAFT Agenda
Woodstock Public Library Board
January 14, 2020

Date: Tuesday, January 14, 2020

Place: Library Meeting Room

Time: 4:00 p.m.

- 1. Call to Order/Chairperson's Remarks**
- 2. Approval of the Agenda**
- 3. Declaration of Conflict of Interest**
- 4. Minutes of the Meeting of December 10, 2019**
- 5. Business Arising from the Minutes**
None
- 6. Board Education**
 - a) Library Website Orientation – L. Harris**
- 7. Consideration of Correspondence**
 - a) Email from K. Finnerty, Ministry of Heritage, Sport, Tourism and Cultural Industries**
Re: Ontario passes changes to Public Library Act
- 8. Administrative Reports**
For Information
 - a) Monthly Report**
 - i) Report of the Chief Executive Officer for December, 2019
 - ii) Report of the Manager of Public Services for December, 2019
 - iii) Cyber Incident Report – Manager of Operations
 - b) Statistics**
Library Systems Activities for the month of December, 2019
 - c) Policy Review**
 - i) Library Board Code of Conduct (Revised Draft)
 - ii) CEO Job Description (Revised Draft)
 - iii) CEO Evaluation Policy (Revised Draft) & Library CEO Evaluation Form
- 9. Committee Reports**
 - a) Southern Ontario Library Service Trustee Council**

- b) **Health and Safety**
Minutes of the meeting of September 20, 2019
- c) **Grievance**
No report

10. Finance

- a) **Treasurer's Report (to be distributed)**
DRAFT Statement of Revenues and Expenditures for the period ending December 31, 2019;

DRAFT Summary of Trust Account for the period ending December 31; and

DRAFT Summary of the Jessie McDougall Trust Fund for the period ending December 31, 2019.

Suggested Resolution

"That the DRAFT Statement of Revenues and Expenditures for the period ending December 31, 2019; and

the DRAFT Summary of Trust Account for the period ending December 31, 2019; and

the DRAFT Summary of the Jessie McDougall Trust Fund for the period ending December 31, 2019

be approved."

11. New Business

- a) **Gender Reporting at the Library (attachment)**
- b) **Library Board Meeting Dates for 2020**
- c) **Other Business for Which Notice Has Not Been Given**

12. Attachments

- a) "Newmarket Library stops collecting gender data after girl's gender challenged by employee"; Toronto Star; December 6, 2019
- b) "Library looks to further reach community"; Woodstock Sentinel Review; January 6, 2020

13. Committee of the Whole In-camera

14. Next Meeting

Tuesday, February 11, 2020 at 4:00 p.m. in the Library Meeting Room

15. Adjournment

Upcoming Dates

January 15th – Pub Trivia Night (UTBC)

January 25th – Family Literacy Day at WPL

January 29-February 1st – OLA Super Conference in Toronto

February 19th – I Read Canadian Day & Pub Trivia Night

February 23-29th – Freedom to Read Week

March 5th – Library Budget at City Council

March 19th – Council Approves 2020 City Budget

VISION

Your Destination for Discovery

MISSION

The Woodstock Public Library is a community based accessible centre that responds to changing needs by providing up-to-date resources in a welcoming environment.

Woodstock Public Library Board

DRAFT Meeting Minutes

December 10, 2019

A regular meeting of the Woodstock Public Library Board was held on December 10, 2019 at 4:00 pm in the Meeting Room of the Woodstock Public Library.

a) The following Board members were present:

Ken Whiteford, Chair
Ross Gerrie, Vice-chair
Mary Anne Silverthorn, Trustee
Vanessa Vogwill, Trustee
Councillor Connie Lauder

b) The following Board members sent regrets:

Councillor Deb Tait
Mayor Trevor Birtch

c) The following persons were also present:

David Harvie, Chief Executive Officer
Darlene Pretty, Recorder

1. Call to Order/Chairperson's Remarks

The Chair called the meeting to order at 4:01 pm.

2. Roll Call

Motion 19-63

MOVED by Trustee Silverthorn and seconded by Councillor Lauder to approve the past three absences of Mayor Birtch.

Motion carried.

Motion 19-64

MOVED by Trustee Silverthorn and seconded by Trustee Vogwill to approve the past three absences of Councillor Tait.

Motion carried.

3. Approval of the Agenda

Motion 19-65

MOVED by Trustee Silverthorn and seconded by Councillor Lauder to approve the Agenda after amendment of moving item 12b to 8b.

Motion carried.

4. Declaration of Conflict of Interest

None.

5. Approval of Minutes from the Meeting of November 12, 2019

Motion 19-66

MOVED by Councillor Lauder and seconded by the Vice-chair to approve the Minutes of the Meeting of November 12, 2019.

Motion carried.

6. Business Arising from the Minutes

a) Review of Procedural Bylaw (revised) in Policy Review

Motion 19-67

MOVED by Trustee Silverthorn and seconded by Trustee Vogwill to approve the revised draft bylaw with changes as presented.

Motion carried.

7. Board Education

a) OLA Super Conference 2020

Trustee Vogwill volunteered to attend the 2020 OLA Super Conference. The Admin Assistant will make the necessary arrangements.

8. Consideration of Correspondence

a) Friends of the Woodstock Public Library

Minutes of the meeting of October 9, 2019

The Minutes were received as information.

b) FOPL Report 2018

Email from Stephen Abram

The information was received.

9. Administrative Reports

a) Monthly Reports

i. Report of the Chief Executive Officer for November, 2019

The CEO reported on updates from the cyber incident. The Library is still working on bringing up public access to computer stations. Treasury will look to reserve accounts to cover costs of recovery from the incident.

ii. Report of the Manager of Public Services for November, 2019

The CEO stated that internal candidate, Gillian Green, was the successful applicant for the full-time Emerging Technologies Librarian position.

b) Statistics: Library Systems Activities for the month of November, 2019

The CEO noted that some stats were down due to the cyber incident. Some numbers were not available.

c) Policy Review

i. Library Board Procedural Bylaw Revised

ii. Library Board Code of Conduct Policy (draft)

Discussion was had. This item is deferred to the meeting of January, 2020.

iii. CEO Evaluation Policy (draft)

The CEO noted that there is no current policy for CEO evaluation, and recommended that members review the evaluation template. This item is deferred to the meeting of January, 2020.

10. Committee Reports

a) Southern Ontario Library Service Trustee Council

Trustee Vogwill updated the Board on new information she had received from SOLS.

b) Health and Safety

No report.

c) Grievance

i. Appointment of Board Members to the Grievance Committee

Motion 19-68

MOVED by Councillor Lauder and seconded by Trustee Silverthorn to approve the appointment of the following members to form the Grievance Committee: Ross Gerrie, Committee Chair; Trustee Vogwill; and Ken Whiteford.

Motion approved.

11. Finance

a) Treasurer's Report

Motion 19-69

MOVED by Trustee Vogwill and seconded by Councillor Lauder

that the DRAFT Statement of Revenues and Expenditures for the period ending November 30, 2019, and

the DRAFT Summary of Trust Account for the period ending November 30, 2019, and

the DRAFT Summary of the Jessie McDougall Trust Fund for the period ending November 30, 2019, be approved.

Discussion was had regarding development charges and whether or not to increase for 2020.

Motion carried.

b) 2019 Year-end Surplus

Motion 19-70

MOVED by Trustee Silverthorn and seconded by the Vice-chair to approve the request to Council to move one-half of all funds from the 2019 year-end surplus into the Library's Automation Reserve, and one-half of all funds from the 2019 year-end surplus into the Reserve for Consultant's Services.

Motion carried.

c) Report on Library Reserves

12. New Business

a) City of Woodstock Employee Computer Purchase Loan Program

Motion 19-71

MOVED by the Vice-chair and seconded by Trustee Vogwill that the Board approve the Library's participation in the City's computer purchase program.

Motion carried.

b) 2020 Library Operating Budget

Motion 19-72

MOVED by Trustee Vogwill and seconded by the Vice-chair to approve the 2020 New Initiatives Budget in order to further the Library's Strategic Plan.

The CEO noted that certain accounts should be adjusted to reflect a more true representation. Fines/Fees revenue budget is too high. WSIB has increased dramatically, city-wide. ILLO will change if the Library is to keep service levels close to the same.

Motion carried.

13. Attachments

- a) "Rural Roots"; Woodstock Sentinel Review; November 20, 2019
- b) "Library launches 'Food for Fines' for the Holidays"; Woodstock Sentinel Review; December 3, 2019

14. Committee of the Whole In Camera

The Board did not move into the Committee of the Whole In-camera.

15. Next Meeting

Tuesday, January 14, 2020 @ 4:00 p.m. in the Library Meeting Room.

16. Adjournment

MOVED by Councillor Lauder that the meeting adjourn at 5:50 pm.

Vision

Your Destination for Discovery

Mission

A welcoming place to create, connect and explore.

David Harvie

From: Beaudin, Lisa (MHSTCI) <Lisa.Beaudin@ontario.ca> on behalf of Finnerty, Kevin (MHSTCI) <Kevin.Finnerty@ontario.ca>
Sent: December 11, 2019 2:08 PM
To: Finnerty, Kevin (MHSTCI)
Subject: Ontario passes changes to Public Library Act

I am writing to inform you about two amendments to the *Public Libraries Act* (PLA) that came into effect yesterday as part of the government's *Better for People, Smarter for Business Act, 2019*.

The purpose of the legislation is to simplify and modernize regulations, and eliminate requirements that are outdated or duplicative, making regulatory processes more efficient for business and better for people.

The first amendment, to section 10(1) of the PLA, will permit Canadian permanent residents to serve as public library board members. Prior to this amendment, only Canadian citizens were permitted to serve on public library boards. This amendment provides boards with a larger and more diverse pool of potential board members.

The second amendment, to section 16(1) of the PLA, reduces the minimum number of annual public library board meetings from ten per year to seven per year. This amendment provides more flexibility for public library boards to determine the appropriate number of meetings needed for their local circumstances.

The wording of the amendments are available for review [here](#). I encourage you to share this information with your members.

Kevin Finnerty
Assistant Deputy Minister
Culture Division
Ministry of Heritage, Sport, Tourism and Culture Industries



WOODSTOCK PUBLIC LIBRARY

Subject:	CEO Report for January, 2020
Action:	For Information
Prepared By:	David I. Harvie
Meeting Of:	January 14, 2020

Contribute Vibrant Spaces

Replacement work on one of the two Library's boilers is completed. This new high efficiency unit is now the Library's primary boiler, with the older one acting as a back-up.

The City plans to re-issue the tender for the brick repair of the Carnegie section of the Library this winter, with a planned project date of May-July 2020.

Strengthen Our Community

The Library CEO attended a meeting of the Woodstock Rotary Club on December 9th, at the South Gate Centre. The Executive Director of the Centre provided a tour of the facility after the meeting, and possible programming partnership opportunities were discussed.

The Library CEO represented the Library at the United Way Open House on December 13th at the United Way Office.

Reinforcing Our Capabilities

A meeting was held with Ms. Lisa Miettinen, CEO of the Oxford County Library, on December 5th to discuss the regional interlibrary loan (ILLO) courier network recently established by Norfolk, Haldimand County, Brant County, Brantford, Hamilton, Oxford County and Woodstock public libraries. Woodstock will receive once a week delivery and pick-up of ILLO items from items borrowed or lent to these libraries.

The Library CEO was interviewed by two newspapers in early December. The *Woodstock Sentinel-Review* interview conducted by Greg Colgan, appears in the January 7th, 2020 edition (attached). The *Toronto Star* interview concerning the legacy of Carnegie libraries in Ontario conducted by Rob Ferguson, has not been published to date.



WOODSTOCK PUBLIC LIBRARY

Subject:	Public Services Report for January, 2020
Action:	For Information
Prepared By:	Darlene Pretty, Manager of Public Services
Meeting Of:	January 14, 2020

Contribute Vibrant Spaces

The Library presented two of its Holiday Cooking series in December. On December 5, Chef Jed Lau demonstrated great holiday appetizers and on December 12, Chef Holly Weitzel demonstrated great holiday breakfast brunch recipes to participants. Both were very well attended with a total of 35 participants. Our holiday programming continues to be very popular with library users.

Strengthen Our Community

For the past several years we have invited Santa Ron to be part of our Christmas festivities for families. This has become a great partnership with Oxford CAS. This year's event was held on December 7, and started with a storytime with Madison Edgar, and then families moved upstairs to visit with Santa and pictures by the fireplace in the Rotunda. We had 70 attend this year's event, and families who had photos with Santa were happy to make a \$2 donation to Oxford's CAS.

Reinforcing Our Capabilities

The Library has hired two new librarians in Public Services. Amanda Paupst is the new permanent part-time librarian that will be joining the children's and teen staff on January 8. Tasha Longtin is the new temporary part-time librarian joining the children's and teen staff on January 13. We are in the process of filling the last temporary position, and then Public Services will be back to a full staff compliment. My thanks and appreciation to the Public Service and Technical Service staff that have taken on additional shifts, covered information desks and taken on programming with enthusiasm and initiative.



WOODSTOCK PUBLIC LIBRARY

Subject:	Cyber Incident Report for January, 2020
Action:	For Information
Prepared By:	Lindsay Harris, Manager of Operations
Meeting Of:	January 14, 2020

Summary

In mid-September, 2019, the City of Woodstock experienced a Cyber incident. While the Library computers were not directly affected by the incident, the loss of internet connectivity via the City did result in a significant impact on library systems and services. The Library continues to recover from this incident, and as a result has learned valuable lessons about cyber security and system recovery protocols. The Library has also implemented a number of security and system changes to help prevent and mitigate any future incidents. Impacts of this incident on the Library include minimal financial costs, a delay in implementing IT projects, and most significantly, a limit to public services for approximately 3.5 months.

Timeline

September:

- 20-22: Initial loss of systems. Library staff and public network machines were locked down to secure against the spread of the virus. The library operated in offline mode from Friday afternoon until approximately noon on Saturday. Saturday afternoon Library staff and QCS consultant used clean computers to move Integrated Library System (ILS) functions to the wireless network.
- 23-27: Additional non-networked machines were deployed for staff use, including laptops, iPads, etc. Passwords with vendors and other providers were changed as a precautionary measure.

October:

- 1-4: New password protocols were released by the City. The library whitelist for required websites was created in anticipation of restored services through the City.

- 7-25: Scanning of library servers and computers commenced. Installation of Carbon Black antivirus software began on cleared computers. No evidence of the virus was found on library equipment.
- 28-31: Access to email via the web was restored. New password protocols for email were enacted. Mandatory cyber security training via the City was scheduled for early November for all staff.

November:

- 1-15: Remaining library staff and public computers were scanned and cleared for use. Connection to library ILS was restored through the City network (no longer running through WIFI network). Connection to Outlook client for email was restored on staff machines.
- 15-30: Library staff attended mandatory cyber security training. Machines in use during the incident were taken off-line for scanning – all machines were found to be virus free.

December:

- OPAC computers were temporarily moved to the public WIFI network and made available for public use.
- Self-check machines were turned on with a dedicated network connection to isolate these computers from the other networks as they are too old to run the anti-virus software recommended by consultants.
- City IT and QCS consultant continued to work on public network connection issues. Public computers were updated and secured in preparation for early January connection.

Outstanding items as of writing:

- The public network is now operational and public internet stations will be available to the public as of early January.
- Printing, photocopying, and scanning will be made available along with the restoration of the public internet.
- Public OPAC machines will be reconnected to the public network in early January.

Costs

Despite the longevity of the recovery from the incident, the financial impacts on the library were very low. No additional equipment was purchased for the library, and the hours used by the QCS consultant resulted in approximately \$105.00 in service costs over the budgeted allowance for that time period.

The larger impacts of the cyber incident were to library services. Primarily, the library was unable to offer public internet stations from mid-September 2019 until early January 2020 (projected). This loss of service to the public was a frequent topic of discussion between staff members in the library, in the community, and via social media platforms. The library usage statistics were negatively affected by this loss of service to the community.

Secondarily, the status of the library systems and use of staff and consultant time on resolving the cyber incident delayed several scheduled projects. The implementation of the new printer/photocopier system at the library that was scheduled for early fall 2019 has been delayed until the public computers are operational. Additionally, the library's aging computers (staff and public) were scheduled for replacement in advance of the January 14, 2020 Windows 7 support end date. This project was not commenced until mid-December, with an estimated project completion date of mid-February, 2020.

Future Considerations

The ability for the Library to keep the basic functions of circulating materials, running programs, and assisting patrons with reference inquiries throughout the cyber event was successful due to the following factors:

- The ILS residing on the Cloud instead of internally on a local Library server
- Segregated WIFI network
- WIFI enabled workstations
- Computer inventory that had never been on the library network
- Constant communication with staff via meetings and printed updates

Given the impact on services, the following measures have been/are being implemented:

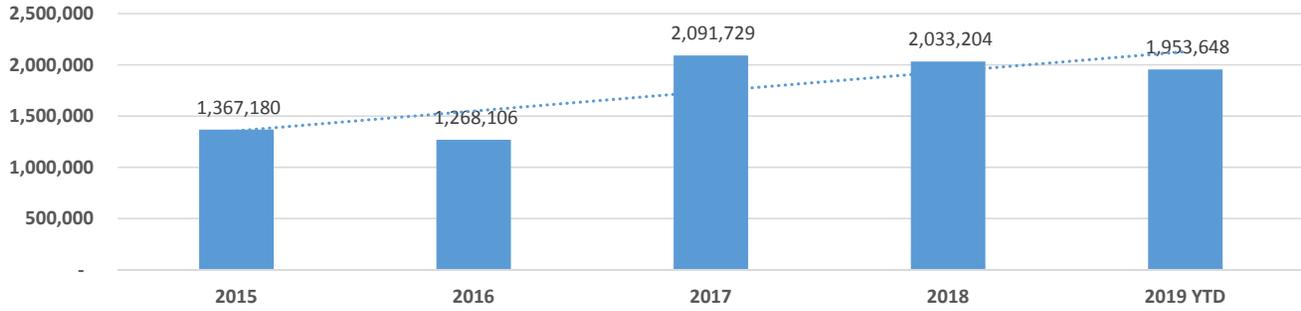
- Continue to keep the ILS on the Cloud
- Continue to keep segregated WIFI network
- Future purchases of staff and public computers require WIFI capability for flexibility
- Keep inventory of older computers in reserve for emergency purposes
- Creation of both a Business Continuity Plan and a Disaster Recovery Plan including (but not limited to):
 - Network mapping and IT inventory update
 - Password protocols
 - "Code Red" staff instructions (printed) for continuity during any future event(s)
 - Emergency System information



Woodstock Public Library

445 Hunter Street Woodstock, ON N4S 4G7 Tel: 519-539-4801

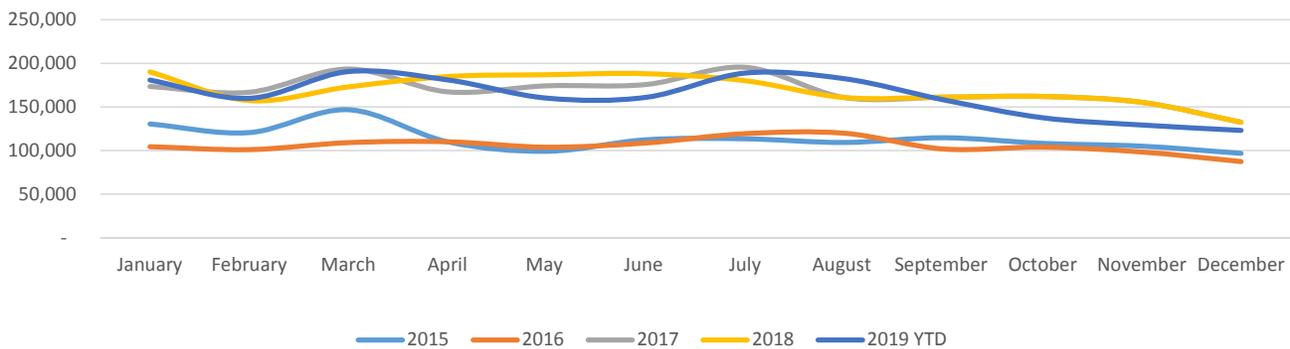
Total Library Uses 2015 - present



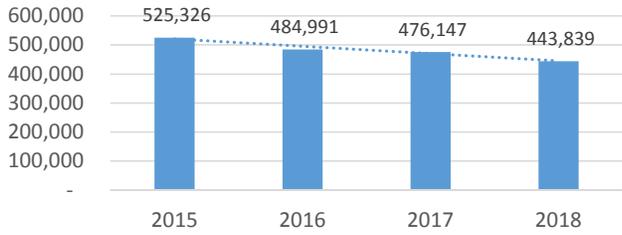
2019	Total Circulation	In Person Visits	Electronic Visits	Social Media Engagements	Program Attendance	Public Computer Use	WIFI Access	Database Searches	Total Library Uses
January	40,653	28,520	71,731	25,466	2,158	2,583	3,996	5,777	180,884
February	34,980	24,198	62,853	26,592	1,817	2,080	2,668	4,785	159,973
March	40,108	32,975	72,542	28,503	3,264	2,890	4,272	6,100	190,654
April	35,976	30,041	63,912	38,499	1,783	2,603	2,504	5,806	181,124
May	34,227	29,462	68,528	16,148	1,816	2,453	2,609	4,940	160,183
June	34,238	27,105	65,426	19,816	5,636	2,509	2,610	3,711	161,051
July	39,524	31,117	84,957	21,047	3,829	2,860	2,052	3,537	188,923
August	38,117	29,230	82,413	21,182	3,010	2,709	1,903	3,937	182,501
September	34,333	27,376	72,364	16,382	1,456	1,755	1,056	3,512	158,234
October	33,715	27,576	49,295	18,796	2,002	765	1,885	3,637	137,671
November	32,073	23,766	48,774	17,595	1,429	677	1,795	3,208	129,317
December	28,429	20,444	53,395	14,156	1,223	505	1,485	3,523	123,160
TOTAL	426,373	331,810	796,190	264,182	29,423	24,389	28,835	52,473	1,953,675

Incomplete numbers reported this month - missing Consumer Reports

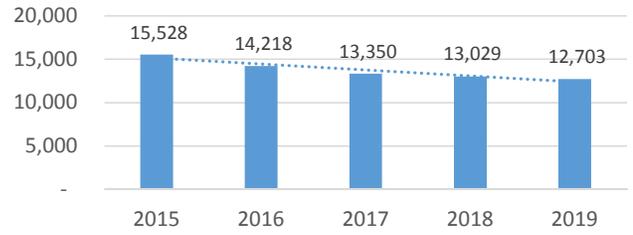
Total Library Uses by Month 2015 - present



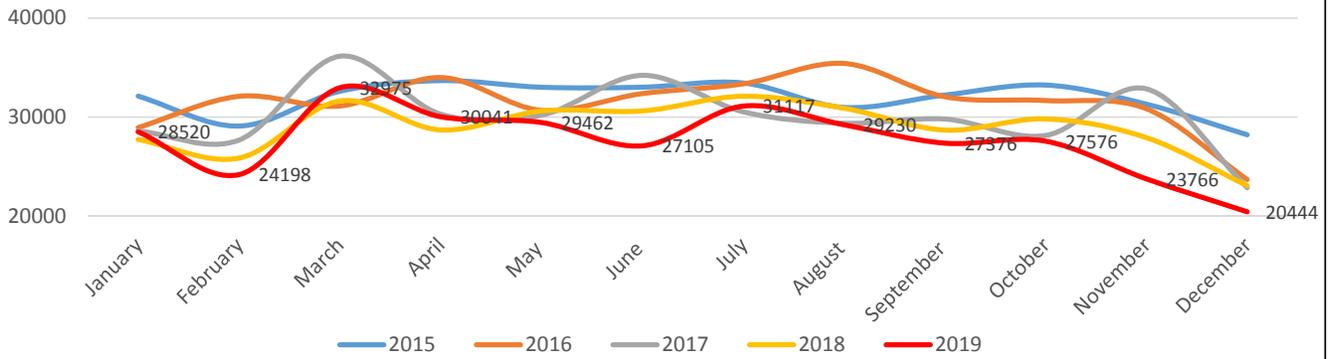
**Annual Library Circulation Total
2015-2018**



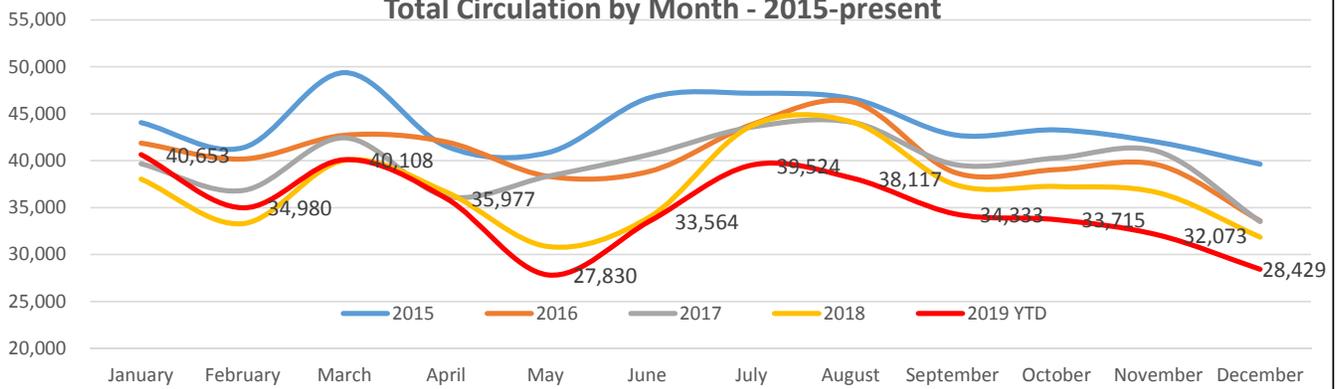
Monthly Average Active Users Count 2015-2019 YTD



In Person Visits - 2015-2019



Total Circulation by Month - 2015-present





Woodstock Public Library Policy

Policy Name: Library Board Code of Conduct

Category: Governance

Version: 8 January 2020

POLICY STATEMENT AND RATIONALE:

The purpose of this policy is to provide a statement of philosophy and identify key objectives respecting a code of conduct and executive limitations for members of the Library Board.

SCOPE:

This policy shall apply to all members of the City of Woodstock Public Library Board.

DEFINITIONS:

In reading and interpreting this policy, the following definitions shall apply;

“Board” means the City of Woodstock Public Library Board;

“Board member” means a member of the City of Woodstock Public Library Board;

“CEO” means the Chief Executive Officer of the City of Woodstock Public Library;

“City” means the Corporation of the City of Woodstock;

“Conflict of interest” means the definitions set out in the Municipal Conflict of Interest Act, R.S.O. 1990, Chapter M50 and its amendments;

“Library” means the Woodstock Public Library;

“Library Board” means the Woodstock Public Library Board;

“Staff” means a staff person who works for the City of Woodstock Public Library.

POLICY, PROCEDURE AND IMPLEMENTATION:

1.0 Responsibility

1.1 Responsibility for the implementation of this policy will lie with the Chair of the Library Board.

2.0 Application

2.1 The Code of Conduct and the references within it shall apply to all Library Board members. Members are expected to follow this Code, Library Board By-laws and all policies.

2.2 To ensure the highest standards of conduct by Library Board members, the Code of Conduct is to be given broad, liberal interpretation in accordance with applicable legislation and the definitions set out herein in a manner that is fair, impartial and unbiased.

3.0 General Code of Conduct

3.1 The Woodstock Public Library Board commits itself and its members to achieving the highest standards of ethical, businesslike, and lawful conduct by its members, including the proper use of authority and appropriate decorum, which is essential to maintaining and ensuring public trust and confidence in the Library.

3.2 The Library Board will govern with a style that emphasizes:

- a) encouragement of, and respect for, diverse opinions;
- b) strategic leadership;
- c) clear distinction between Board and CEO roles; and
- d) collective, rather than individual, decisions.

Furthermore, the Library Board will:

- a) operate in all ways mindful of its civic trusteeship obligations to the City of Woodstock;
- b) speak with one voice;
- c) ensure continuous good governance through periodic discussion of process improvement; and
- d) monitor and discuss the Board's performance.

4.0 Fiduciary Duty

4.1 Board members have a fiduciary duty to act honestly and in good faith and in the best interests of the Library. They must represent un-conflicted loyalty to the interests of the Library. This accountability supersedes any conflicting loyalty to special interest groups, other boards or staffs. This accountability supersedes the personal interest of any Board member acting as an individual consumer of the Library services.

5.0 Board Member's Covenant

5.1 In order to build efficient and effective relationships, Board members commit to communications that build mutual expectations and trust. Accordingly all Board members shall:

- a) Exercise honesty in all communications;
- b) Demonstrate respect for each other's opinions;
- c) Focus on issues, not personalities;
- d) Build and practice trust;
- e) Maintain focus on shared goals;
- f) Communicate in a timely manner;
- g) Respect majority decisions of the Board;
- h) Withhold judgment on issues until fully informed and discussed;
- i) Seek to understand and be understood;
- j) Use executive sessions appropriately and judiciously;
- k) Maintain confidentiality;
- l) Openly share personal concerns, issues and agendas;
- m) Assume a non-defensive posture, taking the initiative to communicate and ask questions for clarification;
- n) Share information and knowledge, that constructively contributes to Board work;

- o) Give direction as the whole, not as individuals; and
- p) Make every reasonable effort to protect the integrity and promote the positive image of the Library, the Library Board and each other.

5.2 Library Board members will not:

- a) Fail to observe and comply with the principles of the Code of Conduct;
- b) Fail to observe and comply with every provision of the Code of Conduct, as well as all other policies and procedures affecting the member, acting in his or her capacity as a member of the Library Board;
- c) Fail to respect the integrity of the Code of Conduct and inquiries and investigations conducted under it;
- d) Undertake any act of reprisal or threaten reprisal against a complainant or any other person for providing relevant information during an investigation;
- e) Obstruct an investigation, or any other library or municipal official involved in applying or furthering the objectives or requirements of the Code of Conduct, in carrying out of such responsibilities, or pursuing any such objective;
- f) Using the influence of their office for any purpose other than for the lawful exercise of their official duties; or
- g) Fail to properly prepare for Board deliberations.

6.0 Commitment to “One Voice”

6.1 The citizens of the City of Woodstock are represented by the Library Board acting as a body. Consequently, the City of Woodstock Public Library is answerable to the Library Board as a body, not to individuals Board members. The Library Board fails to be accountable to the public if it allows any breach in this principle. Therefore, individual Board members are committed to proper use of their authority and decorum consistent with maintaining the integrity and discipline of Library Board leadership. Accordingly, Board members will:

- a) Respect Board decisions.
 - i) Regardless of individual dissent, once the Board has made a decision, each Board member will respect the decision of the Board.

- ii) Library Board decisions are only those that have been voted upon or have been reached at an official Board meeting. These will be written as policies, or in the case of short-term projects or processes will be reflected in the minutes of the meeting. Comments by individual Board members, even if they are not challenged, will not reflect a Board decision.
 - iii) Although all members are at liberty to register differences of opinion on Board issues at the Board level as passionately as desired, individual members may not direct their differences of opinion in a manner which would create polarization, or undermine a decision of the Board majority.
 - iv) Members will not individually render judgments on CEO or staff performance apart from compliance with Board policies as monitored by the Board as a body.
- b) Make no attempt to exercise authority over the Library except through setting and following explicitly written Board policies.

6.2 While the Board expects individual members to be given common courtesy, it does not require the CEO and staff to heed any individual member's opinions or instructions. Individual members' interactions with the CEO or staff, must recognize that individual members have no authority over staff and no authority to insert themselves into staff operations except when explicitly authorized by the Board through the CEO.

- a) No Board member can place himself or herself between staff members in their disputes or negotiations.
- b) Any information requested by a Board member of library personnel must be brought to the Library Board for approval.
- c) Nothing contained in this policy is intended to restrict or discourage normal and open communication between the governing Board, staff and community.

6.3 Individual Board members interaction with the public, press, or other entities must recognize the same limitation, and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions. Individual board members may express their own opinions as long as it is understood that they are not speaking on behalf of the Board.

6.4 Board members are to respect and never violate the confidentiality of library board deliberations and decisions made in camera. This means that no

information, however a member may feel about it, will be shared with any person not on the Library Board.

- 6.5 Board members are to focus on what needs to be accomplished at the Board table (i.e. policy development, monitoring adherence to policies, major issues, etc.)
- a) If issues are raised by community members, staff or Board members about which the Board already has a policy, the Chair or CEO will state the policy. Discussion will center on whether the concerns justify needed changes to the policy, or whether compliance monitoring of the policy is needed.
 - b) The CEO will keep a list of potential issues for policy discussion as they arise so that the Board may discuss issues in the context of policy making, at an appropriate time, with all necessary information.
 - c) Responsibilities delegated to the Chair or to any Board members will be performed and reported to the Board on a through and timely basis.
- 6.6 Board members are to keep personal concerns and differences with other Board members from impacting the functioning of the Board.

7.0 Conflict of Interest

- 7.1 The Board shall abide by the *Municipal Conflict of Interest Act R.S., c. 299, s. 1*
- 7.2 Members will disclose their involvement with family members, relatives, other organizations, vendors, or any other associations that might produce a conflict.
- 7.3 Members are encouraged to seek guidance from legal advisors when they become aware that they may have a conflict between their responsibilities to the public as a member and any other interest, including a direct or indirect pecuniary interest.
- 7.4 When a Board member has a direct or indirect pecuniary interest in any matter, and is present at a Board meeting at which the matter is the subject of consideration, the Board member, in accordance with the *Municipal Conflict of Interest Act, Section 5(1)*, shall:
- a) Prior to any consideration of the matter at the meeting, disclose the interest, and the general nature thereof;

- b) Not take part in the discussion of, or vote on any question in respect to the matter; and
- c) Not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

7.5 Members must make decisions based on an impartial and objective assessment of each situation, free from the influence of gifts, hospitality or benefits. Members must avoid both the reality and appearance of impropriety with organizations and people with whom they deal.

8.0 Confidential Information

- 8.1 Members shall not disclose or release by any means, including social media, to any person either in oral or written form any confidential information acquired by virtue of their office except when required by law to do so.
- 8.2 Members have a duty to hold in strict confidence all information concerning matters dealt with in meetings closed to the public in accordance with the *Public Libraries Act*, or any other legislation.
- 8.3 All information, documentation or deliberation received, reviewed or taken in closed session of the Board or its committees is confidential unless the matter ceases to be confidential as determined by the Board.

No member shall:

- a) Obtain access, or attempt to gain access, to confidential information in the custody or control of the Library except when required or authorized by the Board or otherwise by law to do so;
- b) Disclose, release or publish by any means, including social media, any confidential information acquired by virtue of his or her office, in any form expect when required or authorized by the Board, or otherwise by law to do so;
- c) Use confidential information for personal or private gain or benefit, or for the personal or private gain or benefit of any other person or body;
- d) Disclose or discuss, through written, electronic or oral communication, to any individual or corporate third party, any information that has been or will be discussed at a closed session meeting of the Board or a Board Committee until such time that the Board or a Board Committee has determined or has been advised by Staff that the matter, or any part of the matter, can be made public subject to review under the *Municipal*

Freedom of Information and Protection of Privacy Act, or if directed to do so by a court; or

- e) When a Board member ceases to be a member, the duty to not disclose or release any confidential information acquired by virtue of his or her office, except when required by law to do so, continues.

9.0 Board, Staff and Public Relations

- 9.1 Members shall accurately communicate the decisions of the Board even if they disagree with the majority decision of the Board, and by doing so affirm the respect and integrity in the decision-making process of the Board.
- 9.2 Members shall respect that Staff have an obligation to act impartially, and in accordance with all Library policies and procedures.
- 9.3 It is acknowledged that Staff have an obligation to recognize that Board members have been duly appointed by City Council to serve the residents of Woodstock, and respect the role of the Board in directing the actions of the Library.

Board members shall:

- a) Acknowledge and respect the fact that Staff work for the Library as a corporate body, and are charged with making recommendations that reflect their professional expertise and corporate objectives;
- b) Acknowledge and respect the fact that Staff carry out the policies of the Library Board as a whole and administer the policies of the Board, and are required to do so without any undue influence from any individual Board member or group of Board members; and
- c) Respect the administration structure and direct any Staff performance concerns through the Library CEO.

No Board member shall:

- a) Publicly criticize individual Staff in a way that casts aspersions on their professional competence and credibility;
- b) Compel Staff to engage in partisan political activities, or subject Staff to threats or discrimination for refusing to engage in such activities; or
- c) Use their authority or influence to threaten, intimidate, or coerce Staff or improperly interfere in the lawful exercise of the duties of Staff.

9.4 The content of any Board member's communications, regardless of method of communication, shall be accurate, honest and respectful of other persons, including other members, staff and the public.

9.5 In the use of social media, Board members shall adhere to the Library's policies and guidelines regarding social media use.

When using social media, Board members shall not:

- a) Attempt to cover, disguise or mislead as to their identity or status as a member of the Library Board;
- b) Use social media in any way that would violate any policy or procedure, made pursuant to the *Occupational Health and Safety Act* or the *Human Rights Code*; or
- c) Publish anything that is dishonest, untrue, offensive, disrespectful, constitutes harassment, is defamatory or misleading in any way.

10.0 Use of Library Property

10.1 Members shall not use any Library property other than the purposes connected with the discharge of their official duties or associated community activities having the sanction of the Board, and in compliance with Library policies.

10.2 Members shall not obtain financial gain or advantage from the use of Library property while an elected official or thereafter.

11.0 Acceptance of Gifts, Benefits and Hospitality

11.1 No Board member shall accept a gift, hospitality or benefit that is connected directly or indirectly with the performance of his or her duties of office unless permitted by the exceptions listed below. For these purposes, a gift, hospitality or benefit paid to a member's spouse, child, or parent, that is connected directly or indirectly with the performance of the member's duties of office is deemed to be a gift to that member.

11.2 It is recognized that the extension and acceptance of forms of hospitality (including invitations to events, outings, engagements, performances, etc.) is within the normal official duties of a member, provided that:

- a) Members do not allow themselves to reach a position whereby they might be, or be deemed by others to have been, influenced in making a

decision as a consequence of the offering or acceptance of such hospitality;

- b) It serves a legitimate business purpose related to the responsibilities of the member;
- c) The person extending the invitation or a representative of the organization is in attendance; and
- d) The value and frequency are reasonable.

11.3 Board members may not participate in any Library contest open to members of the public. Even in the case where a Board member may be considered to be participating as a customer (i.e. attending an adult program with a door prize), they are still not eligible to participate in the contest component of the program.

11.4 Immediate family members of Board members may only participate in Library contests where the winners are chosen randomly.

11.5 Members are not precluded from accepting:

- a) Personal gifts, benefits, rewards, commissions or advantages from any person or organization which are wholly unconnected with the performance of official duties;
- b) Services provided without compensation by persons volunteering their time;
- c) Invitations from charity or not-for-profit organizations to attend their events;
- d) Food and beverages banquets, receptions, ceremonies or similar events;
- e) A memento received by a member at a function honoring the member;
- f) A memento received as a result of being a speaker, participant or representative of the Library Board at an event;
- g) Gifts or benefits received as an incident of social protocol, customs or social obligations that normally accompany the performance of official duties;
- h) Small gifts or draw prizes received at conferences; and

- (i) Food, lodging, transportation and entertainment provided by other libraries, other levels of government or by other local boards, commissions, or the government of a foreign country.

11.6 In case of categories identified previously, if the value of the gift or benefit exceeds \$300, or if the total value received from any one source during the calendar year exceeds \$500, the member shall within 30 days of receipt of the gift or benefit, or reaching the annual limit, complete a Disclosure Statement, and submit it to the Library CEO.

The Disclosure Statement shall include:

- (a) The nature of the gift or benefit;
- (b) Its source and date of receipt;
- (c) The circumstances under which it was received; and
- (d) Its estimated value.

11.7 Disclosure Statements are a matter of public record, and shall be maintained by the Board Secretary in accordance with any records retention rules established by the Library Board.

11.8 A record of the disclosure shall be recorded in the minutes of the meeting, and entered into a registry of disclosures maintained by the Board Secretary in accordance with the *Municipal Conflict of Interest Act, Section 6(1)*.

11.9 Members are responsible for tracking and monitoring any gift or benefit received during the calendar year to ensure compliance with the reporting requirements of the Code.

11.10 Members shall return any gifts or benefits, or not accept hospitality, which does not comply with these guidelines, along with an explanation of why the gifts, benefits or hospitality cannot be accepted.

11.11 Board members who receive cash honoraria from individuals or organizations for participation in events as a Library Board member will turn the honoraria over to the Library.

12.0 Respect in the Workplace

12.1 Members shall be governed by the Library's Violence and Harassment Free Workplace Policy, and any other similar policy or procedure, in accordance with the *Occupational Health and Safety Act, the Human Rights Code*, or any other subsequently adopted applicable provincial or federal legislation or Library policy.

12.2 Members have a duty to treat members of the public, one another, and Staff appropriately and without engaging in workplace harassment, workplace sexual harassment, abusive conduct, discrimination, and workplace violence.

13.0 Enforcement

13.1 The Board and its members are committed to faithful compliance with the provisions of the Board's policies.

13.2 Any individual, including members of the public, staff or another Board member, who has reasonable grounds to believe that a Board member has contravened the Code or any other Library Board policy, as well as in the event of disputes between Board members that interfere with the ability of the Board to carry out its business, may proceed with a complaint, and seek remedy by the process outlined below.

13.3 All discussions and facilitated meetings will be conducted, without prejudice, be confidential, neutral, impartial and fair.

13.4 Complaints pursuant to the Code of Conduct must be submitted within six weeks after the alleged incident. No action will be taken on a complaint received six weeks after the alleged violation, with the exception to incidents concerning Conflict of Interest and the Respect in the Workplace section of this policy.

13.5 Where a complaint is an allegation that a Board member has contravened the "Respect in the Workplace" provisions of the Code, the timeframes for submission of a complaint shall be in accordance with the provisions of the *Violence and Harassment Free Workplace* policy and procedures.

13.6 Where a complaint is an allegation that a Board member has contravened provisions of the Code of Conduct, the Board may choose to adopt and use the City of Woodstock's procedures as outlined in City of Woodstock's *Code of Conduct for Council, Advisory Committees and Local Boards of the Municipality*.

13.7 Where a complaint is an allegation that a Board member has contravened the Conflict of Interest section of this policy, the actions of the Board will be in accordance with by the *Municipal Conflict of Interest Act*.

13.8 Complaints are to be made in writing to the Board Chair, Vice-Chair, or any other member.

13.9 Any notes or written documentation will be handled, filed, and managed in the same manner as the minutes of In Camera Board meetings.

13.10 Recognizing that the nature of alleged violations of policy may vary from minor violations to major violations, the Board member(s) facilitating the process shall select an appropriate approach from the following options. If the initial approach is not successful or additional information about the nature of the alleged violation becomes available, an alternate approach shall be followed. The following processes are available to the investigating members:

- a) Conversational – For minor violations, a private conversation between the parties involved and the member facilitating the process may be held to reach an understanding of the situation/issue, and decide on a solution/resolution;
- b) Ad Hoc Committee – For non-minor violations, an ad hoc committee shall be formed to manage the complaint process. The committee shall be comprised of the Board Chair (or Vice Chair), a City Council Board member, and one citizen/community Board member. In the event that the conduct of one or all three of these members is the subject of the complaint, other Board members will be designed to facilitate the process, or an independent mediator shall be appointed by the Woodstock City Clerk. The Library CEO will provide support for the committee.

The steps the Ad Hoc committee will take to facilitate a solution/resolution will include, but are not limited to:

- i) Complainant(s) Explanation of the Situation/Issue: The complainant(s) shall first be provided the opportunity to explain their views of the situation/issue;
- ii) Responding Party(ies) View of the Situation/Issue: The respondent(s) shall then be given the opportunity to explain their view of the situation/issue;
- iii) Explore Possible Solutions/Resolutions
- iv) Agree on a Solution/Resolution: The identification and agreement on a resolution may be a challenging process depending on the nature of the issue. Likewise, the solution/resolution may vary in complexity from a verbal apology to something more involved. The solution/resolution should be specific about what is to be done by whom, where and when. Timelines expectations should be included in the stated solution.

Upon the recommendation of the Ad Hoc Committee, the agreement reached by Ad Hoc Committee shall be brought to the Board for approval.

The ruling of the Board shall be final. Should the Board member refuse to abide by the ruling, the Board may table the matter pending determination of disciplinary action. Such action may include formal or informal censure by the Chair (as authorized by the Board), or a request for the Board member's resignation.

- c) Referral to Independent Mediator – Complaints of a serious nature may be referred to an independent mediator that shall be appointed by the Woodstock City Clerk, or, if applicable and where required by law, complaints shall follow existing Library Board policy processes (e.g. Workplace Harassment and Discrimination, Human Rights violations, etc.). The Board may request the services of the City of Woodstock's Integrity Commissioner, as an independent investigator.
- d) Referral to Investigative Authority – Allegations of illegal activity shall be immediately referred to the appropriate law enforcement authorities for investigation. The Board may rule that any member against whom such allegations are made, be requested to take a leave of absence from the Board pending completion of the investigation.

14.0 Disqualification of Board Members

14.1 The Public Libraries Act, R.S.O. 1990, Chapter P.44, sets out criteria for the disqualification of library board members. A Board member who meets any of the criteria for disqualification as set out in the Act, and its amendments, shall inform the Chair immediately of their failure to meet the requirements for board membership.

15.0 Implementation

15.1 Upon the adoption of this Code and thereafter at the beginning of each term, Board members will be expected to sign the Code to convey to each other and all stakeholders that they have read, understood and accept the conditions and terms set out by the policy.

15.2 A Code of Conduct component will be included as part of the orientation workshop for Board members.

15.3 Members are expected to formally and informally review their adherence to the provisions of this Code on a regular basis, or when so requested by the Board.

15.4 This Code shall be subject to review once per Board term.

RELATED DOCUMENTS AND POLICIES:

- *Public Libraries Act, R.S.O. 1990, c. P.44*
- *Municipal Act, 2011, S.O. 2001, c. 25*
- *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*
- *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.M.56*
- *Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace) 2009, S.O. 2009, c.23*
- *Human Rights Code, R.S.O.1990c.H.19*
- City of Woodstock – Code of Conduct for Council, Advisory Committees and Local Boards of the Municipality
- Woodstock Public Library – Board Procedural By-law
- Woodstock Public Library - Violence & Harassment Free Workplace Policy

Attachments:

- A. Board Members' Code of Conduct Declaration

DOCUMENT REVISION RECORD

Developed By:	D. Harvie, CEO	Date:	January 8, 2020
		Adoption Date:	
Resolution #:	20-??	Effective:	
Review Cycle:	Once per Term	Last Reviewed Date:	

REVISED DRAFT

Attachment A

**Woodstock Public Library
Library Board Code of Conduct**

Board Members' Code of Conduct Declaration

The undersigned Board member hereby acknowledges that they have read, understood, and accept this Code of Conduct.

Signature of Board Member

Date



Woodstock Public Library Policy

Policy Name: Library CEO Job Description

Category: Governance

Version: 7 January 2020

POLICY STATEMENT AND RATIONALE

The purpose of this policy is to provide a job description for the Chief Executive Officer of the Woodstock Public Library.

SCOPE

This policy shall apply to the position of Chief Executive Officer of the Woodstock Public Library.

DEFINITIONS

In reading and interpreting this policy, the following definitions shall apply:

“Board” means the Woodstock Public Library Board.

“CEO” means the Chief Executive Officer of the Woodstock Public Library.

“City” means the Corporation of the City of Woodstock.

“Council” means the Council of the City of Woodstock.

“Library” means the Woodstock Public Library.

POSITION SUMMARY

Under the direction of the Library Board, the CEO is responsible for the operational and financial management of the Library, and for the advancing the Library's strategic direction in a manner that reflects the organization's mission, vision and values. The CEO serves as the Secretary and advisor to the Board, and as its primary representative to the community, community organizations, media, municipal administration and other level of government, and professional organizations. The CEO works closely with municipal departments and members of the City's Senior Management Team.

DUTIES AND RESPONSIBILITIES

The following duties and responsibilities indicate the general nature and scope of work associated with the position. This description is designed to highlight a comprehensive list of the activities, duties and responsibilities required in the role of CEO, recognizing that the role of CEO is varied and additional duties are often required.

Administration and Board Support

- Ensures that the Library is operating in accordance with relevant legislation and best practices.
- Develops policies and procedures to guide efficient and effective library operations.
- Cultivates a healthy, mutually empowering relationship with the Library Board.
- Structures and supports the Board's work.
- Facilitates Board effectiveness through orientation and education.
- Prepares measures of performance and reports their progress to the Board and Ministry as required.
- Performs other duties as assigned by the Board.

Leadership

- Provides vision and guidance to library staff, board members and the community.
- Contributes to effective decision making regarding library services and resources.
- Leads and empowers employees to deliver effective, high-quality library service.
- Applies change management strategies to assure effective implementation of change and acceptance by all stakeholders.

Fiscal Management

- Establishes strategic financial management processes, using sound business and financial judgement.

- Develops the annual library operating and capital budgets for the approval of the Library Board.
- Aligns the budget with the library's strategic plan.
- Promotes and justifies the library's needs to funding authorities.
- Predicts expenses for the coming year based on a good understanding of the Library's financial situation, changes in services or operations, and new demands for service.
- Identifies and pursues alternate funding sources.

Personnel Management

- Responsible for hiring, discipline, dismissal, performance management and training of staff.
- Supports an organizational structure that enables a culture of teamwork and exemplary service.
- Works to support a healthy work environment and comply with employment law, regulations, policies and applicable Collective Agreements.
- Plans for and supports staff development.
- Acts as liaison between the Union and the Board.
- Administers the terms of the applicable Collective Agreement and applicable policies.

Strategic Planning

- Anticipates community needs for library services in a rapidly changing environment (e.g. demographics, technology).
- Prepares annual operating plans to ensure an effective library which is responsive to community needs and emerging trends.
- Monitors implementation of operating plans, variances, and amends plans.

Policy Development

- Carries out Board policies and directives.
- Advises the Board on matters of policy.
- Recommends policies to meet the goals and objectives of the library to meet the needs of the community for library services.
- Reviews existing policies and recommends changes or additions to the Board.

Programs and Services

- Enforces the Library's policies and procedures in the supervision of public services and programs.
- Develops standards and performance measurements and regularly reviews programs and services to ensure that they continue to meet demonstrated needs (effectiveness), and are provided in the most cost effective manner (efficiency).

- Manages and advocates for programs and outreach services that advance the Library's mission.
- Manages, designs and/or implements outreach services and library programs for targeted adult groups, teens and children that offer information, skill development and/or entertainment.
- Applies effective techniques in addressing customer concerns or complaints.

Facility Management

- Manages the library environment to enhance the user experience.
- Creates a welcoming and user-friendly physical environment that encourages all community members to use library services.
- Creates and maintains a healthy and safe environment for library patrons, staff and volunteers.
- Co-ordinates with City Engineering to ensure the ongoing operation and maintenance of the library and related capital equipment.
- Works with City Engineering to develop and implement library building and renovation projects.

Partnership Development, Communications and Public Relations

- Employs a variety of marketing and promotional tactics to raise awareness of the library and its programs and services.
- Builds community support for the library, using a variety of methods.
- Liaises with the Friends of the Library group.
- Develops and encourages strategic partnerships with community organizations.
- Ensures that open, transparent and positive internal and external communications are in place.
- Cultivates a presence and strong working relationship with municipal council and staff.

REPORTING RELATIONSHIPS

The CEO reports directly to the Woodstock Public Library Board.

Directly supervises the following employees:

- Administrative Assistant
- Manager of Public Services
- Manager of Library Operations
- Custodian

QUALIFICATIONS

- Master of Library and Information Science degree from an ALA accredited program or equivalent.
- Minimum of 4 years of related progressive management experience, preferably in a unionized public library environment.
- Proven skills in all aspects of supervision including team leadership, training and hiring, evaluating, coaching and motivating staff.
- Demonstrated ability to contribute to and build upon a positive and healthy work environment.
- Demonstrated knowledge and experience in the principles and practices of accounting, budgeting and financial planning.
- Demonstrated understanding of emerging trends, new technologies and advancements in public libraries.
- Proven history of partnering with community organizations in the provision of programs and services.
- Superb organization and team building skills to supervise a diverse complement of full-time and part-time staff.
- Proven oral and written communications skills are a necessity.

RELATED DOCUMENTS AND POLICIES

Public Libraries Act, R.S.O. 1990, c. P.44

Woodstock Public Library - CEO Performance Evaluation Policy

DOCUMENT REVISION RECORD

Developed By:	D. Harvie, CEO	Date:	January 7, 2020
		Adoption Date:	
Resolution #:	20 – ###	Effective:	
Review Cycle:	Once per Term	Last Reviewed Date:	



Woodstock Public Library Policy

Policy Name: CEO Performance Evaluation

Category: Governance

Version: 8 January 2020

POLICY STATEMENT AND RATIONALE

The purpose of this policy is to outline the process for the performance review of the Woodstock Public Library Chief Executive Officer.

SCOPE

This policy shall apply to the Woodstock Public Library Board and Chief Executive Officer.

DEFINITIONS

In reading and interpreting this policy, the following definitions shall apply:

“Board” means the Woodstock Public Library Board.

“CEO” means the Chief Executive Officer of the Woodstock Public Library.

“City” means the Corporation of the City of Woodstock.

“Council” means the Council of the City of Woodstock.

“Library” means the Woodstock Public Library.

POLICY, PROCEDURE AND IMPLEMENTATION

1.0 Responsibility

- 1.1 It is the Board's responsibility to appoint a qualified and competent individual as the Chief Executive Officer. The Board oversees the performance of the CEO and supports the CEO's development.

2.0 Intent of Policy

- 2.1 The performance evaluation process is an opportunity for the Board and the CEO to review accomplishments and to establish goals. The purpose of the evaluation is to:
- a) Establish clear and mutually agreed upon performance expectations.
 - b) Provide feedback to the CEO on performance, and on the performance of the Library.
 - c) Identify resources available to the CEO to attain the expected performances.

3.0 Performance Reviews

- 3.1 Two types of reviews will be conducted:

a) Six Month Probationary Reviews

Probationary reviews will evaluate the performance of the CEO after a six (6) month period for new hires. It allows the Board to determine if the new CEO's performance is on track, and to identify any changes necessary for the CEO to reach his/her objectives. It also allows for course correction, and should be considered a developmental and learning opportunity.

b) Annual Performance Reviews

Annual Reviews will be conducted on the anniversary date of employment.

4.0 Process

- 4.1 The Board, acting as Committee of the Whole, will comprise the CEO Performance Review Committee. The Board Chair shall chair the committee.

4.2 Six Month Probationary Review Process

4.2.1 The Board Chair shall lead the probationary review process. The Chair shall:

- a) Inform the Board and CEO of the upcoming CEO performance review process five (5) months after a new CEO is hired.
- b) Request all Board Members to consider the first six (6) months of the CEO's performance, and bring forth any observations and concerns about the Library, the CEO's success to date, and the future directions of the Library.
- c) Direct the CEO to prepare and submit a document outlining the progress made towards achieving his/her goals.
- d) The Board will meet in closed session to review the collected documentation, and Board members will provide their observations.
- e) The Chair will incorporate the Board's comments into the CEO Performance Review form, and bring it forward to the next Board meeting in camera for review.
- f) Once the Board has finalized the performance evaluation report, the Chair will meet with the CEO to deliver the evaluation.
- g) Following the delivery of the evaluation to the CEO, the Chair will report the completion and outcome of the performance review in an in camera session to the Board.
- h) The Board Chair will place the review in the confidential personnel file of the CEO at the Library. No distribution will be made to Board members.

4.3 Annual Review Process

4.3.1 The Board Chair will lead the annual performance review process. The Chair shall:

- a) Inform the Board of the upcoming CEO performance review two months prior to the anniversary of the CEO's date of employment.
- b) Direct the CEO to prepare and submit a document outlining the progress made towards achieving the Library's Strategic Plan, Annual Work Plan, and other organizational goals/initiatives to the Board.
- c) Select up to four (4) Library Staff members to voluntarily and confidentially participate in a 360 evaluation of the CEO, using the following criteria:
 - i. The staff member must be a full time employee.
 - ii. The staff member must have worked a complete year; staff who were absent because of leave, or who were hired partway through the review period are not eligible to participate.
 - iii. The staff member must have the option to not participate. No follow-up will be performed.
 - iv. The Board has the option of requesting feedback from the City CAO, City Treasurer, Chair of the Friends of the Library, and other CEOs of other partner organizations.
- d) The Board will meet in closed session to review the collected documentation, and Board members will provide their observations.

- e) The Chair will incorporate the Board's comments into the CEO Performance Review form, and bring it forward to the next Board meeting in camera for review.
- f) Once the Board has finalized the performance evaluation report, the Chair will meet with the CEO to deliver the evaluation.
- g) Following the delivery of the evaluation to the CEO, the Chair will report the completion and outcome of the performance review during an in camera session to the Board.
- h) The Board Chair will place the review in the confidential personnel file of the CEO at the Library. No distribution will be made to Board members.

5.0 Inadequate Performance

- 5.1 In the event that the CEO's performance falls below the expected level, the CEO must be so informed, with the details in which performance is judged to be unsatisfactory.
- 5.2 An unsatisfactory performance review shall be followed by another performance review in six (6) months.
- 5.3 If the CEO still has not improved his/her performance to meet the requirements of the position, the Board will consider the appropriate actions in conjunction with the City's Human Resources Department.

6.0 CEO Job Description

- 6.1 The CEO's job description sets out the essential duties and scope of responsibility of the position, along with key performance competencies and skills. The Board will review the position description at least once per term and make changes as required.

7.0 Confidentiality

- 7.1 The performance evaluation is confidential. The only copies of the evaluation will be in the CEO's personnel file and in his/her possession. They will only be made available to the CEO, the current Board Chair, and the entire Board on request. Individual Board members, other than the Chair, do not have access to the CEO's personnel files. Board members will not keep confidential personnel files.

RELATED DOCUMENTS AND POLICIES

Public Libraries Act, R.S.O. 1990, c. P.44

Woodstock Public Library Strategic Plan

Woodstock Public Library - CEO Job Description

Woodstock Public Library – Library CEO Performance Evaluation Form

DOCUMENT REVISION RECORD

Developed By:	D. Harvie, CEO	Date:	January 8, 2020
		Adoption Date:	
Resolution #:	20 – ###	Effective:	
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Library CEO Performance Evaluation Form

This form is intended to guide the Library Board and Library CEO in discussing the nature of the CEO’s job, agree upon goals for the coming review period, and to evaluate the CEO’s job performance during the past review period. The final evaluation and the CEO’s comments (optional) will become part of the CEO’s employment record. The annual performance evaluation is one component of performance management, which includes ongoing feedback, coaching and development.

CEO Name	Review Type <input type="checkbox"/> Annual Review <input type="checkbox"/> Probationary Review
Library Board Chair	Date of Evaluation

SECTION I: PERFORMANCE LEVELS AND FACTORS

Considering the expectations for the position based on the job description and using the following performance levels, use the appropriate rating that most closely describes the CEO’s performance of job responsibilities for each performance factor. A comment section after each section is provided for comments about applicable accomplishments, achievements of goals and development concerns/needs. The inclusion of specific examples and observations is required.

If a factor does not apply, please enter N/A in the appropriate space.

If a factor was not observed, please enter “Not Observed”.

PERFORMANCE RATINGS DESCRIPTIONS

EE – Exceeds Expectations: Contributions and high quality of work are widely recognized. The majority of performance outcomes routinely and consistently exceed defined expectations, producing important and impactful results for the Library through planning, execution and creativity. Projects and objectives are completed in a manner that expands the scope and impact of the assignment.

ME – Meets Expectations: The CEO is successful in performing the majority of job responsibilities and makes a solid, reliable and meaningful contribution to the Library. Performance is competent, efficient and effective along established expectations. Initiative, resourcefulness and good judgement are consistently exercised.

NS – Needs Strengthening: While the CEO’s performance is effective in some areas, there are areas in which performance is inconsistent and/or falls below established expectations. A performance development plan should be developed, or already in place, that defines performance objectives and strategies for achieving improvement.

IR - Major Improvement Required: Performance is not acceptable in critical areas of the job and falls below minimum expectations. Significant improvement is needed. A performance development plan should be developed, or already in place, that defines performance objectives and strategies for achieving improvement.

CATEGORY 1: MEETING OPERATIONAL OBJECTIVES

Criteria to consider:

1. Monitors and evaluates organizational effectiveness.
2. Analyzes and, where appropriate, streamlines existing rules and/or procedures for a more efficient operation.
3. Monitors and analyzes developments in relevant legislation and submits required reports.
4. Prepares an annual budget in consultation with both Library staff and Library Board members.
5. Monitors the expenditure of all Library budgets. Exercises control over these budgets where necessary.
6. Identifies and submits proposals for appropriate funding sources.
7. Monitors condition of physical plant. Initiates actions required to ensure building and grounds remain in good repair/condition.
8. Keeps current, regarding developments in information technology especially as they impact the operations of public libraries.
9. Work to ensure a beneficial relationship in a unionized environment

Overall Rating:

Comments for this Performance Category

REVISSED DRAFT

CATEGORY 2: PLANNING, ORGANIZATION AND PROBLEM SOLVING

Criteria to consider:

1. Displays effective planning and organizational skills by gathering and analyzing relevant data, considering alternative courses of action and developing plans which include deadlines and accurate cost estimates.
2. Involves and works effectively with staff in the planning process.
3. Is able to implement plans effectively once a course of action is decided upon.
4. Demonstrates effective time management. Achieves timely and accurate results.
5. Anticipates and deals with problems before they become crises. Is flexible enough to respond creatively to unexpected problems.
6. Follows up to ensure that the problem has been solved. Evaluates the results to see if the approach followed is the most effective way to achieve the desired outcome.

Rating:

Comments for this Performance Category

REVISED DRAFT

CATEGORY 3: PROFESSIONAL QUALITIES AND COMPETENCIES

Criteria to consider:

1. Is aware of developments and changes in the profession.
2. Recognizes and adjusts to internal and external political realities. Willingly adapts to changes in the workplace, community and the broader environment.
3. Is conversant with applicable legislation (e.g. Public Libraries Act, municipal bylaws affecting libraries etc.).
4. Maintains a network of internal and external associates including professional affiliations.
5. Is aware of budget constraints and is able to provide and interpret the Library's financial data in an accurate and timely form.
6. Demonstrates a commitment to continuous learning in areas relevant to the performance of library CEO's duties.

Rating:

Comments for this Performance Category

REVISED DRAFT

CATEGORY 4: MANAGEMENT OF HUMAN RESOURCES

Criteria to consider:

1. Selects staff wisely.
2. Manages Library employees in accordance with the expectations of the Human Rights Code and relevant legislation (e.g. Employment Standards Act, etc.).
3. Directs staff toward the attainment of operational objectives.
4. Is able to achieve positive results based on the skills and knowledge of the Library's employees.
5. Delegates tasks appropriately within the limits of the skills and knowledge of the Library's employees.
6. Ensures that staff development is available for, and undertaken by Library employees. Is involved in both the selection of staff development activities and in evaluating the effectiveness of the programs undertaken.
7. Conducts regular performance evaluations of employees and provides them with clear and constructive feedback relating to their performance.
8. Encourages a climate of innovation leading to the implementation of productive and informed change for the betterment of Library operations.
9. In general, acts as a role model for the rest of the Library's employees.
10. Promotes teamwork.

Rating:

Comments for this Performance Category

REVISED DRAFT

CATEGORY 5: INTERPERSONAL RELATIONS AND COMMUNICATIONS

Criteria to consider:

1. Consistently communicates with those who need to know using appropriate communication techniques.
2. Consistently communicates rationale for decisions with those involved/affected.
3. Demonstrates flexibility when consensus is not readily attainable.
4. Is able to resolve conflict.
5. Is sensitive to the feelings and receptive to the ideas of others.
6. Gives due credit to others for their contributions and performance.
7. Maintains effective two-way communication channels within and outside the library system.
8. Maintains professional liaison with provincial and national library groups.
9. Establishes a friendly, facilitative and mutually respectful relationship with library customers.
10. Develops and uses various methods for assessing community needs to better serve existing customers and also attempt to engage current non-users.
11. Works effectively with various community agencies in co-operative program planning.

Rating:	
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Comments for this Performance Category

REVISSED DRAFT

CATEGORY 6: LIBRARY BOARD RELATIONS

Criteria to consider:

1. Prepares the agendas for, and attends Library Board meetings.
2. Informs and advises the Board on all issues of substance requiring their attention.
3. Recommends policies, goals, objectives and plans to the Board.
4. Facilitates the effective functioning of the Board and its committees by providing reports and advice in a complete and timely manner.
5. Maintains effective lines of communication with Board members and keeps them informed of Library affairs.
6. Prepares and keeps records of the business and financial documents of the Board.
7. Handles Board correspondence.
8. Acts as a liaison between the Board and Library staff.
9. Implements and administers Library policies.
10. Promotes the Library with the community.
11. Promotes partnerships with organizations.

Rating:

Comments for this Performance Category

REVISSED DRAFT

CATEGORY 6: COMMUNITY RELATIONS

Criteria to consider:

1. Promotes the Library with the community.
2. Promotes partnerships with local organizations and agencies.

Rating:

Comments for this Performance Category

REVISED DRAFT

SECTION II: GOALS

(Completed by CEO and comments added by the Library Board as required)

Summarize the status of goals established during the last review period and described the performance goals established for coming review period.

Goals from the Previous Review Period

Goal #1: <Title and Description>

Measurement of Success:

Interim Success Target:

Current Status:

Review Comments / Observations:

Goal #2: <Title and Description>

Measurement of Success:

Interim Success Target:

Current Status:

Review Comments / Observations:

Goal #3: <Title and Description>

Measurement of Success:

Interim Success Target:

Current Status:

Review Comments / Observations:

Goal #4: <Title and Description> Measurement of Success: Interim Success Target: Current Status: Review Comments / Observations:

Other Activities Not Identified in the Goals.
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Goals for the Upcoming Review Period
Goal #1: <Title and Description> Measurement of Success:

Goal #2: <Title and Description> Measurement of Success:

Goal #3: <Title and Description> Measurement of Success:

Goal #4: <Title and Description> Measurement of Success:

Goal #5: <Title and Description>

Measurement of Success:

Board Chair's Signature

CEO's Signature

Date

SECTION III: LEARNING DEVELOPMENT PLAN		
Development & Learning Initiatives	Target Objectives & Timeframes	Milestones Achieved
#1		
#2		

SECTION VI: LIBRARY BOARD'S ADDITIONAL COMMENTS AND SIGNATURE

Enter additional comments about the CEO's performance and, if applicable, comments on the performance factors not included above and/or specific job responsibilities.

Board Chair's Signature

Date

SECTION V: CEO's COMMENTS AND SIGNATURE	
<i>(To be signed by the CEO after Sections I-III are completed and the Library Board signed and dated.)</i>	
_____	_____
CEO's Signature	Date
<i>Please sign and return original to the Library Board Chair.</i>	

Note: You are being asked to sign your evaluation to indicate you reviewed it and are aware of how the Library Board evaluated your performance. Your signature acknowledges that you have seen your evaluation and does not imply that you agree with it. If you do not agree with the evaluation, you may reply in writing, either on the reverse of this form or on additional pages. The signed evaluation and any written response becomes a part of your employment record.

HUMAN RESOURCES / PAYROLL ACTION REQUIRED	
<i>To be Completed by the Library Board Chair.</i>	
<p>Salary Step Increase? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Directions:</p>	
_____	_____
Board Chair's Signature	Date

Version: 12 Dec 2019



Minutes
Joint Occupational Health and Safety Committee Meeting
Friday, September 20, 2019
10:00 a.m.

Employer Representative: Darlene Pretty, Manager of Public Services

Employee Representative: Joe Wachowiak

Employee Representative: Janet M. Smith

Recorder: Lori Peixoto, Administrative Assistant

1. Approval of the Agenda

With the addition of item #10 – Prevention of Workplace Violence and Harassment – the Agenda was approved.

2. Minutes of the Meeting of June 21, 2019

The Minutes of the Joint Health & Safety Committee meeting of June 21, 2019, were approved.

3. Workplace Inspections

a) Inspection of June 27, 2019

No hazards reported.

b) Inspection of July 30, 2019

No hazards reported.

c) Inspection of August 27, 2019

No hazards were reported.

4. Branch Concerns & Employer Resolutions/Communication

a) Email to Library Employees, dated July 17, 2019

Re: Leak in Ceiling – Fiction area

The CEO alerted staff that there was a leak in the Fiction area on Floor II.

b) Email to Library Employees, dated July 17, 2019

Re: FW: Leak in Ceiling – Fiction area

The CEO followed up to his previous email to staff that the leak in the Fiction area on Floor II was resolved.

c) Email to Library Employees, dated July 22, 2019

Re: Fire Watch Ended – 3:15

The CEO alerted staff that the ‘fire watch’ that was triggered by the accidental trigger of the fire pull station

d) Email to Library Employees, dated July 23, 2019

Re: Fire Alarm – 22 July 2019

5. Injuries/Lost Time Report

No injuries or lost time reported.

6. MSD Prevention – Signs and Symptoms Safety Talk

The Manager of Public Services provided a document for the committee to review, and will include in training for all new staff going forward.

7. MSD Prevention – Computer Workstation Ergonomics Safety Talk

The Manager of Public Services provided a document for the committee to review, and will include in training for all new staff going forward.

8. MSD Prevention – Manual Material Handling Safety Talk

The Manager of Public Services provided a document for the committee to review, and will include in training for all new staff going forward.

9. First Aid Certification and Recertification for staff

The Manager of Public Services discussed working in partnership with the City for recertification of Library employees that wish to participate. This will be scheduled at a later date.

10. Tread on Main Staircase

The Admin Assistant and Building Maintenance Supervisor inspected the main staircase where tread was coming loose. The issue has been corrected and is no longer considered a hazard.

11. Next meeting

Friday, December 20, 2019 @ 10:00 am

With nothing more added to the Agenda, the Joint Health & Safety Meeting adjourned at 11:04 a.m.



WOODSTOCK PUBLIC LIBRARY

Subject:	Library Board Meeting Dates for 2020
Action:	For Information
Prepared By:	David Harvie, Chief Executive Officer
Meeting Of:	January 14, 2020

Proposed Meeting Dates:

January 14, 2020

February 11, 2020

March 10, 2020

April 14, 2020

May 12, 2020

June 9, 2020

September 8, 2020

October 13, 2020

November 10, 2020

December 8, 2020

The above dates represent the second Tuesday of the month, meeting at 4:00 p.m. in the Meeting Room of the Woodstock Public Library.

Newmarket library stops collecting gender data after girl's gender challenged by employee

<https://www.thestar.com/news/gta/2019/12/06/newmarket-library-stops-collecting-gender-data-after-girls-gender-challenged-by-employee.html>

By [Lisa Queen](#) YorkRegion.com
Fri., Dec. 6, 2019 timer 3 min. read

A good first step but not enough.

That's the reaction of Mount Albert mom Kayla Scott after the Newmarket Public Library Board agreed to take some action to address her concerns following a disturbing gender identity incident involving her six-year-old daughter.

The little girl's excitement about getting a library card was punctured after a library worker repeatedly insisted she was a boy despite Scott's efforts to correct the employee.

The library had been collecting patrons' gender information to assess who uses the facility.

Although Scott (who doesn't want her daughter's name publicized) said the girl wears her hair short and wears boys' clothing in a way many tomboys do, the youngster identifies as a girl.

"It stays within a child when they are overtly discriminated against. It starts young, the understanding of different, the 'I'm different.' It starts really young and it starts with how people treat each other," Scott said.

"It was disappointing. But she knows (change) is something that will happen and we are there to protect her and to advocate for her."

Wanting to turn the negative experience into a positive impetus for change, Scott brought her concerns to the library board.

On Nov. 20, the board said the library would stop collecting patrons' gender information.

"The whole issue of male/female, as I thought about it, it's not entirely clear why we have collected or would need to collect it," Coun. Victor Woodhouse, a member of the board, said.

"It's one of those things we have done but you question why we need to do it."

Scott applauds the board's decision.

However, she complained a report from library CEO Todd Kyle didn't go far enough in addressing her concerns.

Scott feels Kyle downplayed her daughter's experience.

"The report omitted overtly calling it gender-based discrimination of the incident that occurred and that's harmful," she said.

"When we don't really call it what it is, it allows for that incident to happen again without the impact to the organization to improve and for the town to change their policies and improve practices."

Scott is also worried because Kyle recommends staff receive general sensitivity and customer service training for a diverse community, rather than specific gender expression and gender identity training.

"Based on the incident, they need to have precise training and practices around how to accommodate and include all users of the Newmarket Public Library," she said.

"It's not sufficient to say sensitivity train. It's actually anti-discriminatory and equity training that's required."

Meanwhile, Scott is disappointed the board isn't speeding up the process of recruiting marginalized residents and their allies, such as members of the LGBTQ+ community.

"Newmarket is changing and when I look at that board and we talk about reflecting inclusion, reflecting the needs of our community members, it starts at the board," she said.

"It starts with those who do our governing policies around the board."

However, Kyle said community members are appointed to the board by town council and, under the Public Library Act, those appointments can only take place at the start of a new council term or if there's a vacancy.

That means new appointments will happen following the 2022 municipal elections.

But that's not good enough for Scott, who feels the board could find ways to include new voices.

She said 2022 is too late.

"It needs to start now," she said.

Scott has reached out to London North Centre MPP Terence Kernaghan, the NDP critic for LGBTQ+ issues, who is considering introducing a private member's bill, possibly named in her daughter's honour, regarding gender inclusivity or expression issues in public spaces.

“Governments have a responsibility to support trans and gender non-conforming Ontarians. We must advocate on their behalf,” he said, adding details of the proposed legislation aren’t yet known because it’s in its early stages.

“I think we can all agree a person’s gender identity or expression, they should never be open for debate . . . We have to ensure our public spaces are welcoming for trans and gender non-conforming Ontarians . . . Supporting trans and gender non-conforming people in Ontario at an early age, it has been shown there are positive impacts, whether it’s their mental health, their well-being or their success in life.”

Lisa Queen is a general assignment reporter for *YorkRegion.com* and its sister papers. Reach her via email: lqueen@yrmg.com

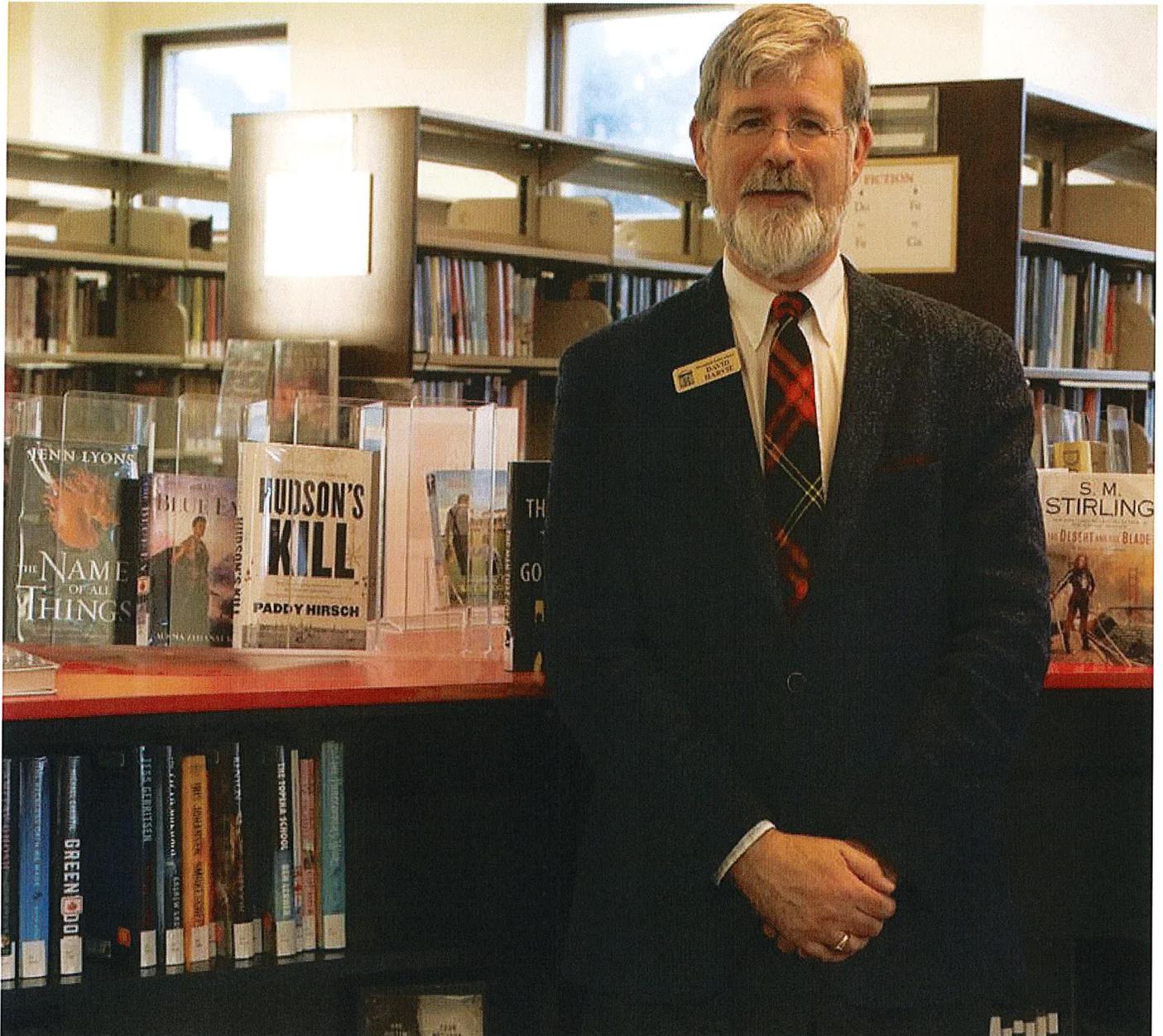
Library looks to further reach community



Greg Colgan

[More from Greg Colgan](https://www.woodstocksentinelreview.com/author/gcolgan) (https://www.woodstocksentinelreview.com/author/gcolgan)

Published on: January 6, 2020 | Last Updated: January 6, 2020 5:39 PM EST



David Harvie, the Woodstock Public Library CEO hired last spring, is hoping to continue to expand the resources available at the library while also reaching more people in the community. Greg Colgan/Woodstock Sentinel-Review/Postmedia Network

After more than six months on the job, Woodstock Public Library CEO David Harvie is optimistic about what the future holds.

The city branch has continued to see growing user numbers, topping more than two-million total uses in 2017 and 2018, even as people continue to

turn to digital resources.

Though in-person visits to the Hunter Street building have seen slight declines, the library's embrace of new technology has maintained its community profile, boasting more than 1.825-million total uses in 2019 entering last December.

"We've always been about information and access to information, not so much just books," Harvie said. "It's one form of information available. We've dealt with microfiche, DVDs and maintaining our book collections. ... Whatever's new, we'll look at how it can meet the needs of our patrons.

"We have an important role in training people on digital resources, and digital literacy will continue to be a key focus on how to search websites, but also think critically about the information. We have a role there to help people. We want to maintain our traditional (role) such as books, since it's very important, but also keep pace with what's going on. There's always something new coming up."

The [library board's strategic plan outlines goals from 2018 to 2023](https://www.mywpl.ca/strategic-plan) (<https://www.mywpl.ca/strategic-plan>) that maintains its traditional roles while becoming more of a hub for community events, adding additional activities for teenagers and growing its digital resources.

Harvie said the library will look at adding more programs such as author talks, book clubs, children's programs, and story time for parents and youth.

Newer programs such as the Baby Bubbler story time, which has stories read to young children at Southside Pool, and a beer trivia night at Upper Thames Brewing Company have enjoyed success.

With little room left to grow at the actual building, the library will conduct a building expansion feasibility study this year, as well as an economic impact study to show how funding the library can financially help the Woodstock community.

Harvie's first year on the job has also seen the library get hit during the cyber attack that downed city services, as well as changes to the province's interlibrary loan service following cuts by the provincial government.

The library was fully impacted for one day during the cyber attack, but a patchwork connection allowed for the check in and out of items after 24 hours. The remainder of the library's services were cloud-based and more accessible.

"It reminded me of working in the '80s with faxing staff, talking on the phone more. Staff really pulled together. ... It's complex since you have to do it methodically. It's been an interesting ride so far."

Harvie said the interlibrary loan cuts forced the Woodstock library to limit patrons to five requests while using Canada Post to deliver and receive items. The library has also worked with regional libraries to limit costs but will be asking for an increase in their 2020 budget.

"It's a challenge, and we've had to increase the budget next year quite substantially," he said. "We feel it's an important service, but we have to live within our means. Some things people want just aren't available digitally."

Harvie began as the Woodstock library CEO last May after heading the Georgina Public Library in Keswick, which had three branches and a staff of 35.

He began his library career at the the Canadian Forces Base Borden after graduating from the University of Toronto with a masters degree in library science. He then worked at the Southern Ontario Library Service, the Stratford Public Library, the Brantford Public Library and then served as the CEO of the Kawartha Lakes Public Library.

"The library's always had a good reputation with excellent customer service," he said of taking up the top position at the Woodstock library. "It goes way back to the past chiefs such as Gary Baumbach and Stephen Nelson. It's also a wonderful building. It's a classic (Andrew) Carnegie (design) you rarely see anymore."

While the role of libraries will always evolve as ways to deliver information change, the heart of the system is still the employees maintaining the structure, Harvie said.

"Libraries are very much about staff and the people who run them, otherwise it'd be a warehouse of books. The staff is what makes the library special. Here we have a very good staff that are very focused on customer service."

Woodstock Public Library rankings among libraries serving population between 30,000 and 50,000

- 5.41: Ranked first in turnover of print volumes
- 35.4: Ranked fourth in circulation per active cardholder
- 11.09: Ranked second in circulation per capita
- 323,100: Ranked second in library visits made in person
- 453,766: Ranked first in annual circulation
- 772,772: Ranked first in electronic visits to library website
- 74,828: Ranked third in annual circulation of e-books and downloadable items
- 61,256: Ranked third in number of times electronic databases accessed
- 1,416: Ranked third in programs annually held
- 28,014: Ranked fourth in library programming

Total library uses

2015: 1,367,180

2016: 1,268,106

2017: 2,091,729

2018: 2,033,204

Annual library circulation

2015: 525,326

2016: 484,991

2017: 476,147

2018: 443,839

Monthly average active user counts

2015: 15,528

2016: 14,218

2017: 13,350

2018: 13,029

What led you to applying to the Woodstock Public Library?

"The library's always had a good reputation with excellent customer service. It goes way back to the past chiefs such as Gary Baumbach and Stephen

Nelson. It's also a wonderful building. It's a classic (Andrew) Carnegie (design) you rarely see anymore. It's a very special building with a nice addition. It's also close to home which is where I want to be. It was an opportunity to come back and end my career on a high note."

How did you get into working at libraries?

"I had an undergraduate degree in classics and I'd planned to go to graduate school when I got into the University of Toronto library program. If I knew how to use a library, I could learn anything I wanted. ... I was always good with computers and that was prior to the web exploding. When I graduated, there were no jobs since we were in the middle of a recession, so I did more time with the navy running the library as a civilian in Borden. ... It was all very happenstance. Nothing was planned. Opportunities just opened up and that's how it all worked."

Anyone who's used the interlibrary loan service knows how helpful it is. How has the Woodstock library adapted to the changes in the program?

"We're still providing it but at a decreased level. We've limited people to five active requests. We can't afford to deal with universities since they charge and we can't charge patrons under the Public Library Act for circulation. The budget's blown up for it and we've gone to postage, but it's increased our time with each item since we used to put a label on it and put it in a bin for a free courier to pick up. Now we're measuring, weighing, packaging, labelling and taking it to the post office and all the backend invoicing and tracking, which can be two, three or four dollars per item. It's time consuming. We've been working with regional libraries (Norfolk, Brantford, Hamilton and Oxford County) to utilize their county system couriers. It's connecting the different areas with transfer points. It's a way to concentrating our loaning in a group. ... It's a challenge and we've had to increase the budget next year quite substantially. We feel it's an important service, but we have to live within our means. Some things people want just aren't available digitally."

What are some of the goals for the next few years for the Woodstock library?

"The (library) board has a strategic plan, and one is getting the library more integrated with the community and getting people to come here with more

programming. It's not so much about the books anymore. It's more about the programs, which then allow you to highlight your collection to people. The building itself doesn't have a lot of room for programming like author talks, story time, children's programs, book clubs, so the board will be looking at a building expansion feasibility study and I'll be doing that in 2020. We're short on space and there are professional standards for space per population. We also want to find a place for teenagers to use in the library. There's really no dedicated space for them and I'm hoping to move some of the collection around for a space they can use."

You mentioned doing an economic impact study for library. What type of information do you believe it'll provide the library and the community?

"It's proving the value of the library to people in terms they can understand. For every dollar we get, it can generate so much for people since they don't have to buy a DVD or a book or admission to a children's program since it's all here and you've already paid it in your taxes. ... It'll also help us promote the library and what we offer. Sometimes I have a hard time remembering everything available such as free downloadable music from the Sony catalogue, online tutorials, ancestry library edition for genealogy studies. We're members of a number of consortiums so we get the best bang for the buck. We try to get as much mileage from our money as we can."

Some job sectors have tried to fight the digital era of the past 20 years, but libraries have embraced it to reach people. Is that something you hope to see the Woodstock library expand?

"We've always been about information and access to information, not so much just books. It's one form of information available. We've dealt with microfiche, DVDs and maintaining our book collections. ... Whatever's new we'll look at how it can meet the needs of our patrons. We have an important role on training people on digital resources and digital literacy will continue to be a key focus on how to search websites, but also think critically about the information. We have a role there to help people. We want to maintain our traditional such as books since it's very important but also keep pace with what's going on. There's always something coming up new."

In my experience, once you use the resources at a library you don't know how you lived without some of them. As the library evolves, how

have staff adjusted to be able to serve patrons?

“We have a number of librarians on staff, so we have a lot of experience and knowledge on the resources. We have a lot of people with experience, but also new people who know about the new technologies and they’re not intimidated by it. It’s trying to serve everyone is the trick. ... Libraries are very much about staff and the people who run them otherwise it’d be a warehouse of books. The staff is what makes the library special. Here we have a very good staff that are very focused on customer service.”

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The latest generation of cannabis...



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