

SOLS' Operations Plan Update
February 2019



Services	Goals for 2018/19	Task/Update
The people of Ontario, as represented by the Minister with jurisdiction for public libraries, will have equitable access to library services at a sustainable cost.		
1. Libraries will have equitable access to worldwide library collections and e-resources.		
INFO	Public library staff access easily available ILL training.	<p><i>Introduce a newsletter focusing on interlibrary loan user tips and training suggestions.</i> Target: 100 staff from libraries across Ontario use monthly newsletter to access tips and training.</p> <p>An inaugural issue planned for October has been delayed until the new year, in large part because OCLC could not confirm an end of life date for VDX or a specific migration date for our consortia. We now know the end of life date of VDX (July 2021) and expect to receive a SOLS specific migration plan in the next two months, so we would like to launch the newsletter with this content as the “lead” item.</p>
E-Collections	Public libraries consider new provincial collective purchasing and licensing options.	<p><i>Establish partnerships and agreements with organizations and vendors that provide cost effective services and products to libraries.</i> Target: Host an information session on ORION services. Up to 5 library representatives attend and 5 libraries purchase makerspace and/or Wi-Fi hotspot equipment.</p> <p>ORION: Since holding the ORION webinar on June 26, we have met with ORION and shared detailed library location and partnership information with them, in order to help them determine geographic areas of the province where ORION may be able to offer libraries internet services and/or dovetail on existing regional or municipal projects.</p>

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	Public libraries offer increased exposure and awareness to Canadian and Ontarian authors.	<p><i>Curate ebook lists focusing on Ontario & Canadian writers in the provincial collection.</i> Target: 10% overall increase in circulation to titles in the provincial OverDrive collection.</p> <p>The 2018 Together We Read: Ontario program featured the winning English Fiction title for the Northern Lit Awards and circulated over 7,600 times. Circulation for 2018 is currently at 2,483,175, which is 13% higher than comparative circulation rates in 2017. We are on target to surpass the goal of a 10% overall increase in circulation by the end of the year.</p>
	The provincial OverDrive collection offers patrons expanded availability for digital content.	<p><i>Encourage libraries using the "Advantage Plus" to share their owned titles with other members of the provincial consortium.</i> Target: Increase number of libraries using Advantage Plus to 10.</p> <p>After Dave Farrow from OverDrive hosted a second Advantage Plus webinar in November, we surpassed our goal and there are now 11-member libraries using Advantage Plus. Beth Harding will continue to educate libraries on this feature as it provides all patrons with more titles and reduces overall hold times.</p>
	Libraries provide new programs, services, or collections through collaborations.	<p><i>Seek partnership(s) between SOLS and other agencies within the Ministry of Tourism, Culture and Sport.</i> Target: Establish a collaborative initiative with another MTCS agency.</p> <p>Our initial approach was to look at collections within these agencies and make them more accessible, possible via the VDX interlibrary loan platform. A detailed review of all agency collections determined that most of them were non-circulating, and already searchable via the National Library catalogue (Voilà). We have shifted our focus to the educational and curriculum materials offered by the agencies, particularly those with a STEM or nature/gardening focus, both of which are popular programming topics at public libraries. The next step will be to organize blog posts and/or webinars highlighting how libraries can use these materials.</p>
	Other	
2. Libraries will have well-informed and skilled staff.		

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Leadership Development	Public libraries use outcome measures to convey value	<p><i>Support libraries in applying Project Outcome measures and messaging.</i> Target: 5 libraries with populations under 20,000 participate in a pilot project to use Project Outcome, with support from SOLS and their peers.</p> <p>A SOLS consultant is currently working with libraries that have used Project Outcome to promote stories of its use to convey positive messages about the difference the library makes and data to support those messages. Uptake for Project Outcome from small libraries has been minimal. SOLS is endeavouring to promote the value of it by telling stories of success, and make it seem more do-able by coordinating some of the information gathering methods. The promotion and coordination will happen this winter, with a target of engaging several small libraries in measuring the outcomes of their 2019 summer reading programs.</p>
		<p><i>Develop a professional resource on performance measures.</i> Target: 25 libraries access the online resource.</p> <p>The professional resource being developed will include diverse ways of measuring the library's performance. The page on outcome measures will feature Project Outcome, The Valuing Northern Libraries Tool Kit, developed by Ontario Library Service North, and The Bridge Technology Services Assessment Toolkit, funded by the Ministry of Tourism, Culture and Sport, and currently being piloted with seven public libraries in Ontario.</p>
Continuing Education	Leadership development is recognized as a crucial investment for public libraries	<p><i>Use APLL's 10th anniversary to engage graduates and their peers in an online conversation about leadership.</i> Target: 25 graduates post outcome-based testimonials. These will serve to spotlight up and coming public library leaders.</p> <p>Some of the outcome-based testimonials of APLL graduates will be incorporated into the APLL Anniversary poster session at the OLA Super Conference. All of them will be shared via social media as a means of sparking conversation about leadership development in the face of so many CEO retirements.</p>

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	Public libraries adopt learning, discovery and change readiness as core competencies.	<p><i>Host a leadership symposium aimed at CEOs and staff with high leadership potential.</i> Target: 200 individuals attend the symposium and 50 individuals participate in online discussion prior to and/or following the symposium.</p> <p>ON HOLD</p>
<p><i>Develop interview-style videos that highlight best practices in building and sustaining a learning culture.</i> Target: 10 individuals view at least one of two videos.</p> <p>Interviews are being scheduled in the new year with staff from two libraries that have taken measures to create a learning environment and empower staff as active learners. These conversations will be recorded and shared online.</p>		
<p><i>Develop a professional resource on competencies-based hiring, using the competencies profiles.</i> Target: 7 libraries access the resource.</p> <p>A dynamic resource on competencies-based hiring practices is in the process of being developed, using the SOLS Competencies Index and sample interview questions that highlight specific competencies.</p>		
	Public library staff identify as continuous learners. <i>AMM to reconsider term "active learner"</i>	<p><i>Collaborate with ARUPLO to build a training program for county library staff with a focus on being the "continuous learner".</i> Target: Collaborate with ARUPLO to build a training program for county library staff with a focus on being the "active learner".</p> <p>An online learning module was created for ARUPLO staff who then attended the annual training event in September 2018. Focusing on being an "active learner," the module stressed the imperative of curiosity, asking questions, and taking responsibility for one's own learning. There were several learning activities to be completed to earn an "Active Learner" badge.</p> <p>All the participants (26) earned and received a digital badge following the program.</p>

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Consulting Resources & Publications	New CEOs have on-demand access to the information they need to fulfill their responsibilities.	<p><i>Create 4 videos covering key topics of relevance to new CEOs.</i> Target: 8 new CEOs view at least one video.</p> <p>Videos, covering various aspects of board governance, will be used to equip new CEOs to successfully manage the complexities of working for a board and supporting the board to be effective in its governing role.</p>
Networking	Public library staff has access to reliable information to support successful partnerships.	<p><i>Develop a professional resource on effective partnerships that includes sample agreements and governance models.</i> Target: 10 libraries access the online resource.</p> <p>Sample agreements and governance models for effective partnerships will complement the existing literature on the importance of partnering, as a way of achieving broader social change and being a visible part of the community's culture landscape.</p>
	Other	
3. Libraries will provide services according to minimum standards.		
Guidelines Consulting	Public libraries use the Ontario Public Library Guidelines in assessing and developing services and operations.	<p><i>SOLS consultants incorporate the guidelines into consulting with libraries, orientations for new CEOs and into professional resources as appropriate.</i> Target: 8 libraries use the guidelines for planning/assessment purposes.</p> <p>Blue Mountains Public Library used the 7th edition of the OPLG to completely overhaul the library policies and procedures and to measure the needs for a physical addition for the library. Carleton Place Public Library conducted an inventory of all policies using the guidelines Pembroke Public Library, with a new CEO, needed to know how they stood against the norms established by the library community – and used the OPLG to measure themselves. With work on identified deficiencies, successfully went through the OPLG Accreditation Audit process</p>
First Nations Consulting	First Nations libraries complete the Annual Survey and PLOG requirements	<p><i>Hold regional hands-on workshops for First Nations CEOs where they will complete their surveys and PLOG requirements with SOLS assistance.</i> Target: 100% of First Nations libraries meet the deadlines for submitting the Annual Survey and PLOG requirements.</p>

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	accurately and on time.	All First Nations libraries submitted their annual surveys and PLOG by the required deadlines of June 30 and by October 16, 2018, respectively.
	Other	