

2011-2015 Strategic Plan

Introduction

The strategic plan is a management tool. It will be the foundation for annual operational plans, establishing budgets, allocating resources, and setting priorities on an annual basis. The operational plans will identify detailed tasks, timelines, staff responses and outcomes. This will assist staff, the Library Board and Council to monitor and evaluate the implementation of the strategic plan.

Background

The Meaford Public Library has been in operation for over 150 years and is a valued component of the Meaford community. Strategic plans have been put into place over the years to guide the work of the Library Board and staff. The current strategic plan was in place from 2006 to 2010. Since that time, work has been done to build a business case for a new library facility in 2009 and, in 2010, a library needs assessment was completed which included: a community survey to understand the role the library plays in the community; and an in-house patron survey to assess how well the library services are meeting their needs. The results of this



work were included as background information to inform the strategic planning session for 2011-2015.

The Board and Staff undertook a planning day on August 29, 2011. The key activities that were undertaken were:

- Reviewing findings about the internal and external environment.

- Reviewing and clarifying the Library's Mission, Vision and Values.

- Undertaking a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats/Challenges).

- Developing a vision for the long term future and a description of what the Meaford Library will look like by 2015.

- Identifying the key Strategic Goals – the broad changes

the Library will need to have in place to work towards the 2015 vision.

Outlining the Strategic Directions and Initiatives to be undertaken to move the Library forward over



the next four years.

For further information contact: MPL

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www.meafordlibrary.on.ca

Library Board Members:

- Peter Bantock, Chair
- Anne Gordon, Vice Chair
- Fred Kennedy
- Miriam Dunbar
- Michael Allen
- Brian Downer
- Councillor Mike Poetker
- Councillor Deborah Young

Meaford Public Library

Rita Orr, CEO
Marion Mower, Tech.
Lynne Fascinato, ILLO Media
Cathie Lee (to Feb. 2012) and
Jody Seeley, Children/Teen
Jane Leckenby, Circulation
Lori Ledingham, Adult Program
Lori Pierce, Children's Assistant

The mission of the Meaford Public Library is to open doors to a world of information, education and recreation, thereby enhancing the economic, social and cultural vitality of our community.

Community Focus

Be involved in community groups and organizations

Continue and develop partnerships

Provide outreach and

e-resources

Excellence in Service

Identify trends & innovations effectively

Ensure professional, efficient and enthusiastic staff

Appreciate the input of our customers

Respect

Maintain confidentiality

Communicate openly

Appreciate change and diversity



The Vision:

The Meaford Public Library is the hub for knowledge and forward thinking, where everyone feels welcome and community pride.



Trends Influencing Library Development:

"In 2011 the first baby boomers reached the age of 65 and, in Ontario, the number of seniors will increase from 1.9 million people in 2011 to 2.3 million (15.6%) in 2016 and 2.7 million (17.5%) in 2021. It is now well-documented that children who have access to good early learning opportunities are likely to learn to read more easily and

are much more likely to be successful throughout their school years and in adult life. Student literacy at Grades 3, 6, and 9 continues to be maintained or has improved, according to the tests in literacy and mathematics administered annually by the Ontario Education and Accountability Office. High school graduation levels are improving in Ontario and, in 2010, 81% of students graduated. Four out of ten adults in Canada have low literacy levels, regardless of the family's household income. Efficient access to the Internet now determines how well an individual, business, or organization can function in society and the economy. Canadians now spend more time online than watching TV, and most people now regard access to the Internet as a fundamental right. 79% of Canadian households have access to the Internet (81% in Ontario)"

SOLS Environmental Scan for Ontario Public Libraries Nov. 2011

"Thank you for the interest and helpfulness shown by all those employed at the library. I love going to the Meaford Library."



Strategic Goal 1:

Develop suitable infrastructure - facilities, collections and technology - that meets the needs of our community and fosters the library as a “hub” in the community for generations to come.

Objectives:

Plan for and obtain a site to build a new accessible Library building.

Incorporate the approach of the Meaford Economic Development Strategy (MEDS) wherever possible.

Strategies:

1. Business case for submission/presentation to Meaford Council by June 2012.
2. Develop a fundraising plan and consult with the community and council on a preferred library site by June 2012.
3. Examine potential in the community to identify partnership candidates for the new building and formal municipal commitment by Dec. 2012.
4. Partnership with the media, local groups and organizations to keep them informed of our plans, goals and target dates.
5. Have a property identified and agreed upon by Council and Library Board for the site of new building by Dec. 2012.
6. Be shovel ready for any federal and provincial grants.
7. Prepare a post-construction operating budget for mid-2013.



Library Programs and Services Trends:

“Self-service, new developments in library automation, electronic resources, and mobile technology are hand-in-hand changing the way libraries are used and how library staff can be deployed. Staff has been ‘unchained’ from the reference and circulation desk and can now work more flexibly to support users where they need help, either online, at the shelves, or at the computers.

Yet despite all the changes taking place in how people access and use information and books, the importance of libraries continues. In 2010, membership in Ontario libraries remained consistent over the last 10 years and people use online services as a way to supplement their visits to the library. Ontarians still believe libraries are important, for reading, study and obtaining information. People impacted by the recession use the library more than previously for borrowing materials, accessing computers, attending programs, and applying for government and other support. The Library and its staff play a key role in enabling people to search for work online and apply online for jobs or benefits, demonstrating that libraries are even more important to a small community when times are tough.”

“You have done an amazing job of updating holdings and bringing technology use into the library. Now all you need is a decent, accessible, roomy place with safe shelving to allow for a welcoming area in which to read or research.”

Anonymous

Strategic Goal 2:

Strengthen and create a customer-focused environment and provide dynamic services to meet the needs of the community, both now and in the future.

Objectives:

- Inform and educate the public of the need for increased budget in order to provide needed programs and services
- Continue to collaborate with other local public libraries and community agencies to provide expanded services and programs where needed, such as reciprocal borrowing agreements and service contracts
- Build upon the volunteer component by increasing interest and commitment in joining different committees
- Undertake staff and Board succession planning

"I used to go to the library all the time when I was a kid. As a teenager, I got a book on how to write jokes at the library, and that, in turn, launched my comedy career."

Comedian Drew Carey



Strategies:

- Update surveys from 2008 and spring 2010, which provide the information for planning appropriate programs and services and determine any changes in public perception, by fall of 2012
- Membership drive. Increase card holders by 10% by December 2012
- Continue to communicate with and collect electronic data from our patrons
- Enhance readers' advisory services for library collection in the adult and children's departments and increase circulation of books and e-resources by 20%
- Develop partnerships with restaurants for local events; complete Koffee House Reads series
- Develop an education plan for each member of the staff and Board in 2012, including costs, in time for budget preparation for 2013
- Offer training sessions by local experts on various subjects similar to the business branding seminar of November 2011— four per year
- Meet twice in 2012 with the Community Advisory Committee to receive feedback on library needs and direction
- Board members to undertake "show and tell" sessions — a total of four through the year— to raise the profile of the library.

Respecting People of All Ages and Connecting Them Together

Seniors:

We are looking forward to creating ways to enhance library services to our seniors. Within our community, there are people with a variety of abilities, needs and demands. Today's retirees are more active, better educated and live longer. The public expects services and programs that reflect their active lifestyles, and we must accommodate their needs and interests in all services of the library — be it technology, multi-media, programs or collections.



"I'd be happy if I could think that the role of the library was sustained and even enhanced in the age of the computer."

- Bill Gates

Children/Teens and Families:

The lifestyle of libraries is changing. Customers are demanding more ease and comfort of use of the facility, programs, and a living room atmosphere. Time-starved families with young children appreciate services and resources that assist them in their busy lives and schedules. There is evidence that shows families are stressed and their ability to provide optimally for their children is challenged. Early years are critical to childhood development but the influences in the middle years from 6 to 12 are critical and long lasting. Encouraging all these children to use the library with their parents and to read will assist their development and future well-being.



Strategic Goal 3:

Implement technology strategies that increase efficiency, service and responsiveness to the community.



**Adult Programs on
www.meafordlibrary.on.ca**



Objectives:

- Improve access to Meaford Library resources through better use of technology.
- Bridge the digital divide for all residents in the community.
- Enable those with diverse disabilities to access materials and information.

Strategies:

- As IT continues to play a larger role in public library service and in order to meet the demands of growth, improve processes and enhance staff efficiencies and training, we will continue to upgrade and adopt new technologies, e-resources, multi-media, and social networking as they come on stream.
- Offer more computer programs in small group settings, providing courses on blogging, Facebook, social networking. Continue to enhance the Teen Tech program.
- Develop one new partnership with the High School in the area of IT.
- The Advisory Committee will undertake a feasibility investigation and look at establishing a local book exchange, as well as local fundraising activities and other programs.
- Prepare a report to the Board showing deliverables, budget and implementation dates, for West Meaford by Autumn 2012 in time for 2013 Budget.
- Increase the use of social media by 20% in 2012.
- Apply for grants and develop partnerships to enhance technological resources.



Meaford Public Library Board Chair Message

It has been a busy year for the Board of the Meaford Public Library. Chair Michael Richardson resigned during the year due to health reasons, but I am thankful that he left a well organized Board for me to Chair. I hope that I will be able to continue his good example. The competent, outgoing and hard-working staff show the public the real face of the Library and are to be commended for their dedication and commitment. Board members completed and updated the Library Strategic Plan to set out our directions over the next several years. This was the most important goal set for this year.

First and foremost the Meaford Public Library is moving forward with plans to develop a new accessible Library for the entire Municipality. Current Library activities and future direction of Library services are rapidly outgrowing our existing home. The library building, once a Post Office, is over 75 years old and does not meet accessibility standards. The increase in usage over the last ten years has made space virtually nonexistent and will soon curtail our ability to provide much needed Library items and programs.

As we proceed into 2012, the Board will be working on its Business Case for a new Library and begin the complex task of completing the Capital Redevelopment Plan including a Fundraising Strategy. We look forward to an exciting time ahead as we take on this project to prepare for a new vibrant Public Library Building for the Municipality of Meaford.

We appreciate the support of all our patrons, welcome new members and invite all residents to drop by and tell us how we are doing.

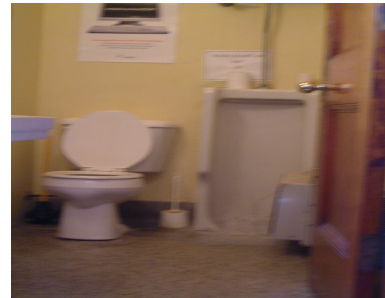
Sincerely,

Peter Bantock
Board Chair

Accessibility Issues in Present Building

Weakness of the present Library Facility

1. (In) Accessibility
2. Health and Safety
3. Inadequate space for books and computers
4. Inadequate Community Meeting Space
5. Inadequate space for Library Specialized Programs



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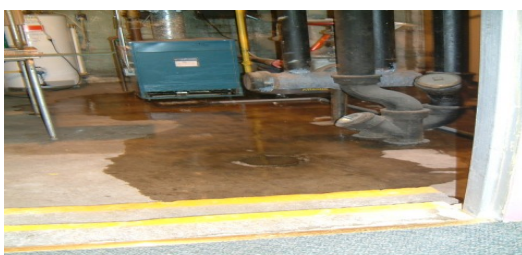
Future space needs for population of 15,000

Factors driving the size of the Library required to meet future community needs can be summarized as

- 1) Rapid growth in the population
- 2) Increased demand for library services in the past 10 years
- 3) Relatively large growth in the number of seniors
- 4) Increased demand for leisure reading, expanded collection
- 5) Increased demand for active programming and lifelong learning
- 6) Increased demand for accessibility
- 7) Increased need for early literacy and numeracy programs and expanded collection

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Health and Safety



- Recurring mould in the basement
- Electrical hazards with outdated wiring
- Poor lighting in children's department & throughout the library
- Poor ventilation and climate control
- Hazardous working conditions.
- Wheelchairs need more space

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