



TOWNSHIP of  
GEORGIAN BAY  
PUBLIC  
LIBRARY

# STRATEGIC PLAN

2017 - 2021

*The place to connect!*

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# Township of Georgian Bay Public Library Strategic Plan

2017-2021

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## 1 Introductory Statement

This strategic planning process was facilitated by Prism Group Int'l in order to provide a disciplined approach to the management of the Township of Georgian Bay Public Library over the next five (5) years.

A majority of the members of the Board of Trustees and all staff attended a strategic planning session on Saturday, February 4, 2017 at the Baxter Ward Community Centre, Port Severn, ON.

As part of this session, there was a brief review of the values, mission and vision for the Library. The general consensus was that they are still relevant but could be reviewed. The values list was rather lengthy and the general consensus was that it could be updated and be more succinct. Subsequent to the strategic planning day, the Board and CEO reviewed and updated the values and mission statement. The vision statement is felt to still be relevant thus remains unchanged. In addition, the CEO and Board developed a tag line for the Georgian Bay Township Public Library: "The place to connect!" These updates are reflected in this document.

There were opportunities for breakout and whole group discussions and although a number of strategies were identified, at the end of the day, it was the strong feeling of the group that they all could serve as subsets of the main theme/strategy.

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## 2 Background Statement/History

### 2.1 What led to the Township of Georgian Bay Public Library being formed?

#### Honey Harbour

The Honey Harbour Public Library was started as a Lion's Club project in 1974 and in the spring of 1975 a trailer was purchased from the Federal Government. The trailer was moved to the Honey Harbour Public School yard and was officially opened on August 7, 1975. The Township of Georgian Bay Public Library Board became active as part of the Algonquin Regional Library System.

In October 1980 the Honey Harbour Public Library rented a building (the old liquor store) as a larger space was needed and also this building was closer to the centre of town.

As times changed and progressed, the Township of Georgian Bay Public Library was no longer connected to the Algonquin Regional Library System but became linked with the Ontario Public Library System.

The library grew and the Board again realized that more space was needed. In 1992, Mayor Dot Donnelly announced that the Township of Georgian Bay had purchased the North Shore property and that the ground floor would be turned into a library.

On July 18, 1992, the new library opened and it is in the same location today.

The Honey Harbour Enhancement Committee was formed under the Strategic Plan, 2009-2012. The Committee studied the needs of the library and applied for a Trillium Grant in November, 2010. The grant was approved in March, 2011 and in May the library was refurbished to allow a more welcoming environment and accessibility.

### MacTier

The library was born in the mid-sixties in a building adjacent to the school which at the time was a combination laundromat and an electrical store owned by Fred Ricketts. In the mid-seventies the library moved to a room in the MacTier Public School where it stayed until 1977 when the current portable library opened on August 1, located on High Street beside the Muskoka Station Store.

The open hours of the library commenced with two evenings per week and has increased over the years to 20 hours in the winter months and 27 hours in the summer months which includes one long day to 6 p.m. and Saturday's, 10 a.m. to 3 p.m.

In 1999, the Township of Georgian Bay applied for a Superbuild grant to build a new library in MacTier. This application was not successful and the library in the school portable carried on.

The major goal of the Library Board, 2004-2006 was to raise the capital to build a much needed new facility. In 2004, The Friends of the MacTier Public Library were formed to assist the Library Board with fundraising of the capital required to build a new library.

The Ontario government announced the Rural Ontario Infrastructure Grant in December 2006. On December 21, 2006, Library Board Chair Robert Byrnes did a presentation to Council to request the the Township submit a grant application on behalf of the Library Board. Other projects were presented to Council from Township Departments. In January 2007, Council decided to support the MacTier Public Library Project. The grant application was submitted. On April 2, 2007, Council announced that the Ontario Government had approved the grant application and the Township would be awarded \$500,000.00 to build the new library.

The Friends, the Staff and the Library Board raised approximately \$200,000 from Foundations, personal donations and fundraising. This money was used to assist the building project and purchase all of the new furnishings for the new facility.

A Building Committee was formed and a Project Manager was hired. An RFP was sent out by the Township for a design build project. Quinan Construction Company was hired in December 2007 and the construction commenced in June 2008.

The beautiful 2500 square foot new library opened its doors for the official opening on October 25, 2008.

### Port Severn

In July, 2009, the Library Board Port Severn Planning Team presented a case for the inclusion of a Port Severn Library in the Port Severn development plans to the Georgian Bay Township Corporate Services Committee. This presentation was followed by a meeting with the Mayor and Director of Administration.

The GBT Library Strategic Plan called for studying and planning for a new library branch for Port Severn over the next few years.

At the same time the GBT Council worked on plans to develop the Port Severn community. Two aspects of the Council's efforts would have major impacts on the work of the Library Board: the planned location of different community services/activities, including the library and the allocation of development fees to which the library needs access for a new Port Severn library.

In terms of location, the Library Board believed that a Port Severn library can play an important role in anchoring the geographic heart of the community and asked Council to bear this in mind. Libraries are free community spaces and community builders. This is a longer term vision as the development of the community is still in its very early stages.

In the meantime, in the interests of bringing library services sooner rather than later to Port Severn and area residents, the Township suggested that the Library Board consider introducing and building demand for library services in Port Severn in a temporary location. The Library Board was very much in favour of this approach. It allowed the library to introduce services, test them, study the community and develop services in response to community development.

The Library Board is experienced in responding to library needs of 2 very different communities: MacTier and Honey Harbour. Like them, Port Severn is unique. All three communities contain populations with varied interests, albeit in different proportions, to which the library must respond: part-time residents of all classes; an incoming permanent middle class and the long-time permanent residents. Age trends vary among the communities and we expect age trends to change as the population grows. In this regard, Port Severn is still an unknown commodity.

The Township received an infrastructure grant to build the Community Services Building in Port Severn which currently temporarily houses the library.

The Port Severn Pilot Project opened for five hours on Saturdays commencing June 12, 2010, in the new Community Services Building. The library was well received by the community. In February, 2011, an additional five open hours on Wednesdays were approved by Council. In 2015, the summer hours were increased by opening on Fridays from 3 p.m. To 7 p.m.

### **2.2 What key changes have occurred since the Township of Georgian Bay Public Library was formed?**

The Library Board of Trustees operates under the Public Libraries Act and is legislated under this Act to provide a comprehensive and efficient public library service that reflects the needs of the community.

The Township of Georgian Bay Public Library is governed by a Library Board whose trustees are appointed by the Township of Georgian Bay Municipal council for the term of Council.



### **2.3 Governance structure**

The Library Board of Trustees operates under the Public Libraries Act and is legislated under this Act to provide a comprehensive and efficient public library service that reflects the needs of the community.

The Township of Georgian Bay Public Library is governed by a Library Board whose trustees are appointed by the Township of Georgian Bay Municipal Council for the term of Council.

### **2.4 How the Township of Georgian Bay Public Library is staffed**

The Library has a CEO and Clerk I and II positions. Staff work alone except when the CEO is in the building. Staff, including the CEO are part-time. The Library Board hires the CEO and the CEO hires the staff. Staff are trained to work at all branches. The manager of the MacTier Library is in the Clerk II position. All other staff are Clerk I. The Library employs 1 CEO, 1 Clerk II, 4 Clerk I and 1 Courier who delivers materials to the 3 branches every Friday. Each summer one student is hired to assist staff in the Honey Harbour and MacTier Libraries during the busiest months of the year and to plan and run the TD-Canada Trust Children's Summer Programs.

### **2.5 Township of Georgian Bay Public Library Funding Model**

Primary funding for the Library comes from the Municipal Council. In addition to a Provincial operating grant the Library fundraises and has Charitable Status to accept donations and issue tax receipts.

### **2.6 The area that the Township of Georgian Bay Public Library Serves**

The Library serves the Township of Georgian Bay with 2,499 permanent residents and approximately 15,000 seasonal residents.

### 3 Management Board and Staff – Outline of the structure of the organization:

#### 3.1 Management structure

For the organization, both at an operational (staffing) level and at a governance (board) level.

##### **Board of Trustees 2015–2018**

Tracey Fitchett

Kathy Kay

Theresa Restemayer

Linda Shannon

Susan Stokes

Diane Waters

##### **Staff:**

Barbara Swyers, CEO

##### Honey Harbour Public Library

Deb Barkley

Jody Bressette

##### MacTier Public Library

Jen McCron

Nadine Triemstra

Carol McCron

##### Port Severn Public Library

Lorna Cramp

The Library's website ([www.gbpl.ca](http://www.gbpl.ca)) outlines information about Management and staff, including: Library policies, agendas, minutes and strategic plan.

The public can also refer to the most current version of the Public Libraries Act which is available at <https://www.ontario.ca/laws/statute/90p44> .

### 3.2 Organization Chart

**BOARD OF TRUSTEES:**

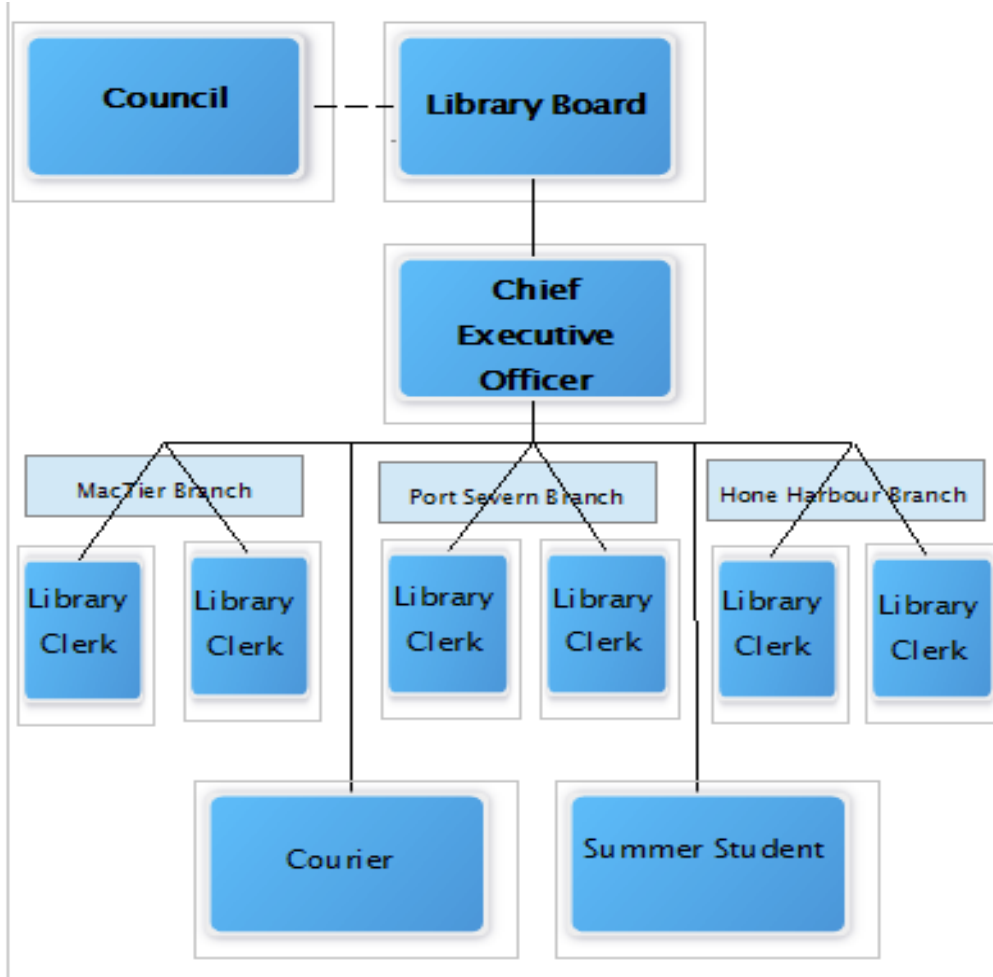
- Accountable to Council & Taxpayers.
- Hires/fires/manages the CEO, responsible for governance and securing budget.

**CEO:**

- Reports to the Library Board, hires/fires/manages staff, manages day-to-day operations including budget/treasury and Human Resources.

**STAFF:**

- Report to CEO.



### 3.3 Library Board Services

#### **Tracey Fitchett**

I have lived in MacTier most of my life and have raised my three children here. Now, all four of my grand children are now also being raised in MacTier. Over years, I have volunteered for many groups and organizations within the community and have been a member of the Township of Georgian Bay Library Board for about 10 years. Appointed originally when I was a member of Council, I have stayed with the Board for more than my love of books.

My career as a Realtor keeps me very busy but I enjoy the time that I spend working with the community.

#### **Kathy Kay**

Kathy has been a life-time cottager in Honey Harbour, and is proud to say her first job was in Honey Harbour and her last full time job was also in Honey Harbour. In between those 2 jobs, Kathy worked in the financial field for both institutional and private corporations.

In October 2014, Kathy was successful in her running for the position of Municipal Councillor for newly created Ward 4 in the Township of Georgian Bay.

In addition to her Council duties, Kathy is active in the Honey Harbour Association, responsible for its annual publication - Honey Harbour Hoots - and last year she edited and published a Coffee Table book "Roots from the Hoots".

#### **Theresa Restemayer**

Elementary School Teacher 1971 - 2005; Teacher-Librarian last 6 years of career;  
Married, 2 children, 2 grandchildren

In the past, I was a volunteer with the Canadian Cancer Society branch in Alliston. I was also an active member of a service club- Kinettes.

I began as a volunteer for the Library Board in 2011 and have held the position of Vice-Chair twice and Chair once.

My teaching career was in different counties of Ontario, within the Separate School Boards. ( Oxford County, Dufferin–Peel, and Simcoe County). To be a teacher was a dream of mine from a very early age.

My interests include: Time with my husband; Reading; Cycling; Kayaking; Walking –all seasons; Snowshoeing; Time with my elderly Mother; Time with our children and grandchildren.

### **Linda Shannon**

Married with three children. Has lived in MacTier since 1978.

Linda was a nurse with the WPSHC in the past and is currently with the MacTier Medical Centre. Currently, Linda is a volunteer with the MacTier Public School and the MacTier Branch of the Library.

### **Susan Stokes**

As a wife, mother and dental assistant from Etobicoke, my interest in committee and board work started with my children’s nursery school. From there I spent all of my children’s school years helping out in the “Home and School Association”. I had trained as a Dental Assistant and pursued this career as my children grew through continuous education. I became involved with the Etobicoke Dental Assistants chapter of the Ontario Dental Assistants Association moving through different positions over 9 years. In my 8<sup>th</sup> year I was elected President of the Board for over 8000 Dental Assistants.

I moved to Port Severn with my husband. This is where his family cottaged since the 1950’s. As I have always been a patron of the public library system it was an easy decision to apply for a position on the Township of Georgian Bay Library Board, in 2011. The people of the area are very diverse and I love getting to know them.

**Diane Waters**

- Queens University B.Comm (Hons)
- CPA CA
- Worked for 15 years in public accounting specializing in commodity tax.
- Board experience:
  - YMCA Mississauga
  - YMCA Hamilton
  - Hillfield Strathallan College

### 3.4 Staff Bios

**Barbara Swyers – Chief Executive Officer**

- Bachelor of Arts Degree from York University
- Certificate in Public Relations from University of Toronto
- Excel and Advanced Excel Certificates in managing a small public library from Southern Ontario Library Service
- Employed for over 30 years with the City of York Public Library which amalgamated in 1998 with the City of Toronto
- Commenced the CEO position with the Township of Georgian Bay Public Library in October 2002
- Purchased a house with my partner in the Township in 1999 and became a permanent resident in 2002
- Have one daughter
- Enjoy reading, camping, cross country skiing and travelling

**Deb Barkley – Clerk 1**

My husband and I have been coming to the Honey Harbour area (from Toronto) since the mid-eighties as boaters and then land owners. In 2002 my husband moved to Honey Harbour and we began to build our totally off grid home, with me coming on weekends. In 2004 after many years with the book industry I moved up permanently as well.

In the community my husband works as a volunteer firefighter and I volunteer as secretary for the Honey Harbour Community Coop. I began working at the library five years ago and have enjoyed every minute of it!

**Jody Bressette – Clerk 1**

I have been a member of our community for 18 years, when I met and married my husband who was born and raised here. We are blessed to have two beautiful teenage girls, who are healthy, active and keep us on the go!

I have worked for the Township of Georgian Bay Public Library now for five years and love my job! I enjoy interacting with and assisting those in our community.

I am passionate about the arts, health & wellness, and helping others. In my spare time I enjoy spending time with friends, family and our furry kids (pets), being active, reading, photography, music, and doing anything creative.

**Lorna Cramp – Clerk 1**

- Bachelor of Arts – Trent University
- Bachelor of Education – Queens University
- Employed for 30 years as an elementary core French teacher
- Presently retired and working part time with Township of Georgian Bay Public Libraries
- Have lived in Hone Harbour for the last 26 years
- Married with three sons

**Carol McCron – Courier**

- Married with 2 grown sons, semi retired
- Occupation: Library Courier
- Hobbies: reading, exercise [yoga & weight training], cottage cleaner

**Jennifer McCron – Clerk 1**

Jennifer is a very busy wife and mother of two teenagers, living “On The Bay” with no road access making for a very interesting life. After working at an island restaurant and a marina throughout her years on the Bay, including a 5-year hiatus to stay home with her children, Jennifer jumped at the chance to work at the MacTier Library as a Clerk 1 three and a half years ago. Since her time at the Library, she has completed 8 Excel courses and attended workshops and webinars to further her knowledge of the library system. Her goal is to finish the last two courses in Excel to earn her Managing a Small Public Library certificate.

When not at work or running her teens here and there, Jennifer manages her husband's cottage maintenance business and is a consultant for a nail aesthetics firm. In her spare time, Jennifer is reading, knitting, playing games with her children, walking the dog and enjoying other outdoor activities which she feels are all essential to maintaining balance in her life.

**Nadine Triemstra – Branch Manager**

Nadine graduated from the University of Guelph with a B.Sc (Major–Fish and Wildlife Biology; Minor–English) in April of 1978.

Employed on contract with the Ontario Ministry of Natural Resources from May 1978 – September 1980 as a Research Biologist on the re-introduction of the Marten & Fisher species for the book, Wild Mammals of North America, published by John Hopkins Press c 1983.

Appointed to permanent staff with Ministry of Natural Resources, Northwest Region, Thunder Bay, 1981 as the Regional Fisheries Aging Specialist. Due to downsizing by the Harris government in the 1980's Nadine's position was declared redundant but she continued to work as a private consultant with MNR until 1990.

From 1990–2010 Nadine became joint owner in a contracting business after completing a diploma in Business from Georgian College in 1980.

In 1998, Nadine became employed as a clerk in the Seguin Township Public Libraries, Foley Branch. After completing the EXCEL Programme in 2002, she became the Branch Manager of both the Foley and Christie Branches of the Seguin Township Public Libraries until 2012.

In 2010, Nadine began employment at Georgian Animal Hospital and currently works in their medical records department. Since 2012, she has been employed by the Georgian Bay Township Public Library as the Branch Manager of the MacTier Branch. In 2016, Nadine completed the Advanced EXCEL program.

Hobbies and volunteer work have included Padi certified scuba diver, basket weaver and gourd artist, 17 years with Scouts Canada, Humphrey Museum, Seguin Township Museum committee, gardening, avid outdoor recreation, dedicated wife, mom and grandma.



### 3.5 Key Stakeholders, Funders and Alliance Partners

Primary funding for the Library comes from the Municipal Council and some comes from Library fundraisers. The Library has charitable status so it is able to accept donations and issue tax receipts for same.

Township of Georgian Bay  
Administration Building  
99 Lone Pine Road  
Port Severn, ON L0K 1S0  
Telephone: 705-538-2337  
Mayor: Larry Braid  
E-Mail: [mayor.braid@gbtownship.ca](mailto:mayor.braid@gbtownship.ca)

Ministry of Tourism, Culture and Sport, Public Libraries

Suite 1700  
401 Bay Street  
Toronto, ON M7A 0A7  
Telephone: 416 314-7158

Southern Ontario Library Service

#1504 1 Yonge St.  
Toronto, ON M5E 1E5  
Telephone: 1-800-387-5765

Ontario Library Service North

334 Regent Street  
Sudbury, ON P3C 4E2  
Telephone: 1-800-461-6348

Ontario Library Association

2 Toronto Street, 3rd Floor  
Toronto, Ontario, M5C 2B6  
Telephone: 416.363.3388 or 1.866.873.9867

Canadian Library Association

1150 Morrison Drive, Suite 400

Ottawa, ON K2H 8S9

Telephone: 613-232-9625

Federation of Ontario Public Libraries

c/o North York Central Library

5120 Yonge Street

Toronto, ON M2N 5N9

Telephone: 416-395-0746

### 3.6 Operational Structure and Ontario Library Governance

The Ontario Library Boards' Association (OLBA) has produced a document entitled "Cut to the Chase" which very succinctly describes Ontario public library governance. The document is available at:

[http://accessola.com/olba/pdf/cut\\_to\\_the\\_chase.pdf](http://accessola.com/olba/pdf/cut_to_the_chase.pdf). This document is attached as Appendix A.

## 4 Organizational Guiding Principles

### 4.1 Statement of Purpose

The Township of Georgian Bay Public Library provides service for approximately 2,499 permanent residents and 15,000 seasonal residents through its branches located in Honey Harbour, MacTier and Port Severn.

### 4.2 The Aims of the Township of Georgian Bay Public Library:

The Library aims to provide residents with a community hub for technology, programs and materials.

### 4.3 Vision

The Township of Georgian Bay Public Library is a community destination enhancing literacy and learning through access to technology, programs and materials.

### 4.4 Mission Statement

To enrich community life by fostering access to lifelong learning, literacy, knowledge and information for all ages in a welcoming environment.

### 4.5 Values

- Customer Service
  - We provide excellent library services through teamwork, cooperation, respect, education and learning.
  
- Intellectual Freedom
  - We protect the individuals' access to the free exchange of knowledge, information and ideas in a democratic society, protecting the individuals' rights to privacy and choice. The GBTPL endorses the Canadian Library Association's Statements of Intellectual Freedom.

- Equitable Access
  - We provide access to information for people of all ages, abilities, cultures and means.
  
- Accountability
  - We are accountable for public resources which we optimize through responsible and effective management and fiscal integrity.
  
- Literacy
  - The library fosters informed and literate communities, and we provide services and programs to support lifelong learning.

## 5 Strategic Planning Day

### 5.1 Attendees

Members of the Board of Trustees and all staff participated in a facilitated strategic planning session on February 4, 2017 at the Baxter Ward Community Centre in Port Severn.

In attendance were:

**Representing the Board of Trustees:**

- Tracey Fitchett
- Theresa Restemayer
- Linda Shannon
- Susan Stokes
- Diane Waters

**Staff in attendance:**

- Barbara Swyers, CEO
- Deb Barkley
- Jody Bressette
- Lorna Cramp
- Jen McCron
- Nadine Triemstra

**Facilitator:**

- Sophie Mathewson (Prism Group Int'l)

## 6 SWOT ANALYSIS

The Board, CEO and staff were provided SWOT worksheets in advance of the strategic planning day in order to begin identifying the Library's Strengths, Weaknesses, Opportunities and Threats. The pre-work, results of the most recent Library customer survey, along with table and group discussions on the planning day resulted in the SWOT analysis below.

### 6.1 Table 1 – Strengths

STRENGTHS	Staff/Board /Culture	Facilities	Services/P rograms	Support/ Volunteers
Staff (friendly, knowledgeable, helpful, accommodating, continue education)	X			
3 Locations servicing large area		X		
Technologically advanced desire to evolve/improve			X	
Collections are current			X	
Patrons loyal and supportive				X
Warm inviting environment		X		
Wide range of services			X	
Strong financial management	X			
Fearless	X			
Council	X			
Board	X			
CEO (innovative and open minded)	X			
Services – variation of hours			X	
Inter library loan			X	
Awesome cooperation	X			
Overdrive and Advantage collection			X	
Partnerships with OLA & SOLS	X			
Warm, up-to-date, inviting locations		X		
Volunteers				X
Free memberships			X	
Community support				X
Advocacy for library				X
Make the most of limited budget	X			
Children's program (MT)			X	
Video collections			X	
Programming accommodates community			X	
Tech support	X			
Up-to-date equipment			X	
Couriers (SOLS and Internal)				X
Free wifi		X		
Public meeting area available		X	X	
All from different backgrounds, united vision	X			
Staff technology skills	X			
Social networking			X	
Staff/Board/CEO/Volunteers proactive	X			X
Loyal customers				X
Grants				X
Business services			X	
Collections, resources, ILLO make us up to date			X	
Umbrella org SOLS+OLSN+OLA+FOPL+FCPL				X
Well trained staff following library trends	X			
Pleasurable work environment		X		
Accessible facilities and workstations		X		
Positive staff/patron relationship – customer service focused	X			X
Continuing education for all staff	X			
Provision or free ser4vices for all			X	
Bylaws and policies kept updated and current	X			X
Courier services – SOLS + Inter branch			X	X
Welcoming spaces – all accessible		X		
Community room/spaces available		X		
Programming	X		X	
Partnering within community				X

6.2 Table 2 – Weaknesses

WEAKNESSES	Staff/Board/ Culture	Facilities	Services/ Programs	Support/ Volunteers
Budget/Lack of funding		X	X	X
Small Board	X			
Theft			X	
Staff working alone	X			
Rural distances			X	X
Limited Hours		X	X	
Limited staff	X			
Reaching community/communication	X		X	
Facilities – lack of space		X	X	
Technology advancement			X	
Time/staff investment in grant applications	X			
Weather		X	X	
Continuous fundraising	X			
Decrease in population (especially during winter season)				X
Availability to teens – relevance	X	X	X	
Decreased physical attendance (schools)		X	X	X
Reaching Seniors			X	X
No public transportation		X	X	X
Lack of funding (includes umbrella org)	X	X	X	X
Municipality – lack of communication/advocacy				X
Staff work alone	X			
Geographical challenge/isolation		X		
Lack of communication within Township				X
Consistency of service within the system (P.S. Vs HH + MT)	X			
Limited Hours		X	X	
Limited space (programming, wall space, etc.)	X	X		
Community perception				X
Small Board	X			
Boom + bust cycles of global economy		X	X	X
Changing demographics				X
Schools (loss of)				X
Limited staff	X			
Lack of public transportation			X	
Staying relevant due to fast changes in technology			X	
Loss of provincial funding for data bases			X	X
Limited staff meetings (due to locations/staff hours)	X			
Lack of Board members	X			
Multiple locations in rural area			X	
Size of facilities is too small		X		
No established lines for community communications				X
Rural isolation – transportation			X	
Limited hours for library	X		X	
community's outdated perceptions				X
Lack of volunteers				X
Lack of opportunities for staff sharing	X			



### 6.3 Table 3 – Opportunities

Community partnerships – networking				X
Social meet & greet	X		X	
Participation in public events (i.e. Canada Day parade, etc. To raise community profile)			X	
Raise profile – make presentations to local service club	X			
Enrich & bring value to our community			X	
Partnerships				X
Grants				X
Partner with Township (dog tags, burn permits, water sample bottles, etc.)				X
Larger facility in Port Severn		X		
More library hours including staff support, hours, planning hours	X			
Initiate adult programming			X	
Marketing				X
Succession planning (library + CEO)	X			
Staff training	X			
Materials for children with special needs				
Connect with teens/youth			X	
Raise profile of library in community				X
More funding - build the business case for it!				X
Increase staffing	X			
Fundraising for specific projects			X	X
Improve relationship with township	X			
Citizen committees to support Board initiatives				X
Creation of Friends groups				X
Volunteer hours for students				X
Virtual programming				X
Need for community programs				X
Longer Library hours	X			
Rebranding		X	X	X
Program outreach				X
Available surplus				X
Port Severn leads to restructuring (rewrite our job descriptions as “Ambassadors for the Community”)	X	X	X	X
Marketing plan	X			
Pirate other libraries				X
CEO Succession	X			
Tap into community expertise				X

6.4 Table 4 – Threats/Challenges

<b>THREATS</b>	<b>Staff/Board /Culture</b>	<b>Facilities</b>	<b>Services/ Programs</b>	<b>Support/ Volunteers</b>
Budget cuts	X		X	
Declining population			X	X
Loss of schools			X	X
Lack of business in community			X	X
Technology – keeping up with changes	X	X	X	
Geography		X	X	X
Limited hours	X		X	X
Lack of Township support	X	X	X	X
Low winter use of libraries	X	X	X	
Inability to meet the needs of an aging population/snowbirds	X	X	X	
CEO considering retirement – fear of the inability to attract qualified personnel	X			
Weather			X	
Lack of communication			X	
Small library Board, community facility, large rural area	X	X		
Manpower	X			X
Lack of transportation			X	
Lack of virtual connectivity		X	X	
Decreased use/knowledge of what the library has to offer			X	
Reliance on grant approvals for additional funding	X		X	
Tourist community	X	X	X	X
Township over-reach				X

## 7 Strategic Goals

### 7.1 Quick Wins

The following actions were identified as quick wins:

1. Review values, mission & vision (Board & Staff).
2. Opening discussions and partnering with the Township re offering specific municipal services. (eg. Burn permits, dog tags...).
3. Opening discussions re partnering with the Health Unit (eg. Water bottles, condoms, etc.).
4. Explore possibility of Library Corners on Community Centre bulletin boards.
5. Revisit the resident survey.
6. Survey staff and Board re additional programming/planning time.
7. Explore possible program activities for PA days.
8. Partnering with community events.
9. Explore the possibility of becoming a seed library & develop programs around that theme.
  - Start with a Canada 150 theme – Red & White seeds

## 7.2 Major Strategic Goals

After much deliberation and discussion by breakout groups and the entire group, it was decided that there should be one major strategic goal. All other goals that were identified throughout the day, are considered subsets of the main goal.

### 7.2.1 Major Strategic Goal

- To become a library that is also the social centre in our community.
- **OUTCOME:** The community is using the Library, services and programs that make it a vibrant and welcoming “go-to” place.

## 7.3 Sub-Goals

### 7.3.1 Sub-Goals for the “Staff/Board/Culture” (SBC) Category:

1. (SBC1) Rewrite staff job descriptions to include being ambassadors to the community.  
OUTCOME: Supports the role of the Library as a Community Hub and can form the basis for performance expectations.
2. (SBC2) Offer ongoing targeted staff training.  
OUTCOME: Staff are current, constantly improving their skills, more engaged in their work and more able to serve its patrons.
3. (SBC3) To review the mission, vision and values statements and to have them reflect a new-age/modern public library.  
OUTCOME: Provides the basis for all Library decisions and direction and to communicate the message of what a new age/modern library is to the community.

**7.3.2 Sub-Goals for the “Facilities” (F) Category:**

1. (F1) To develop Port Severn library as a main branch full service library.

OUTCOME: A full service library in the main corridor of the Township.

2. (F2) To re brand while keeping with the name “library” and add a phrase that would suggest a social setting.

OUTCOME: The library is a vibrant community hub

3. (F3) To develop a catch phrase (tag line) in keeping with our Library's vision.

OUTCOME: A brief statement that encompasses, and helps township residents recognize, the Library's modern direction

4. (F4) To increase the Library hours and programming.

OUTCOME: To enrich the community by accommodating more community members through services and support.

**7.3.3 Sub-Goals for the “Services/Program” (SP) Category:**

1. (SP1) To reach out to other groups and individuals that can provide workshops/lectures/presentations, hosted by the Library. To utilize other spaces and virtual formats to accomplish this if necessary.

OUTCOME: Increased library usage and progression towards making the library the “hub” of the community.

2. (SP2) To use various forms of media, bring awareness to the community both permanent and seasonal about the services, programs and technology that is offered at the Library.

OUTCOME: The community will be more aware of what the Library offers and it will increase the use of the Library.

3. (SP3) To provide programs that incorporate all ages, especially young children, within the community focusing on making the Library a place they want to spend time at and evolve with.

OUTCOME: Increased use of the library and community awareness.

#### 7.3.4 Sub-Goals for the Support/Volunteers” (SV) Category:

1. (SV1) To capture the attention of the teenage and working community.

OUTCOME: More programming for teens and the working communities and their families.

2. (SV2) To redirect the public perception of the new-age/modern public library.

OUTCOME: Increased usage by the community including involvement in programming activities provided by an ever-evolving library.

3. (SV3) To develop an overall marketing plan.

OUTCOME: The Library will have a focused plan to achieve its goals and can allocate funds appropriately. The Library will increase its communication opportunities with the community.

4. (SV4) To further improve the Library's relationship with the township.

OUTCOME: An improved understanding and appreciation for both the Township and Library needs, challenges, etc. Improved communication will ultimately improve the resident experience.

5. (SV5) To partner with community groups and the township for services such as dog tags, burn permits, health-unit related services, etc.

OUTCOME: Increased traffic in the library by existing and potential new patrons. Residents (both full time and seasonal) are able to access these services at times when the Township or Health Unit offices are closed providing them an improved service experience.

6. (SV6) To engage volunteers in offering community programs and outreach.

OUTCOME: Will increase volunteer participation by providing a vehicle that appeals to full time and seasonal residents' strengths/passions. More engaged volunteers should translate into more engaged Library patrons.

## 8 Operational Plan

The Strategic Plan once finalized and adopted by the Board of Trustees, will serve as the basis for creating an Operational Plan. The CEO is accountable for this function.

We have provided a worksheet template as a tool for tracking tactics in the Operational Plan per the example below:

B	C	D	E	F	G
STRATEGIC OBJECTIVE: To...					
OUTCOME:					
Tactic	Action Steps	Resources Required	(1) Accountability (2) Assigned to	Timeline or Target Date	Evaluation - How & by Whom?

## 9 Evaluation

Each strategic goal, needs to be regularly evaluated by the Board. The accountabilities are identified in the Operational Plan as well as individual “Time lines.” Monitoring the success of each of the strategies and their related tactics will assist the Board and CEO in measuring progress and success. We encourage ongoing evaluation by the Board and CEO.



## **APPENDIX A – Cut To The Chase**

“Cut to the Chase” as referenced in 3.6 Operational Structure and Ontario Library Governance.

# Cut to the Chase

## Ontario public library governance *at-a-glance*



### Definitions

**A public library board** is a governing board, a legal corporation, with the authority to make policy and to govern the library's affairs under the Public Libraries Act, RSO 1990, c. P.44.

**Governing** is different from managing. A board doesn't run an organization but ensures that it is properly run.

**Governance** is the entire framework set by the board to direct the organization, that identifies how a board will conduct business, how power will be divided and delegated and what processes will be set up to achieve accountability.

**Cut to the Chase** is a quick reference guide on public library governance in Ontario and the library board's fundamental responsibilities for achieving effective leadership and sound governance. It serves as the foundation document in **OLBA's Leadership by Design** – a primary resource for library trustees to find the information and make the connections they need to strengthen their capacity as key decision-makers in their communities.

[www.accessola.com/olba/LBD](http://www.accessola.com/olba/LBD)

### Ten principles guiding effective library governance

- Build a solid governance framework that includes by-laws, policy and an achievable plan that is based on why you exist: your mission.
- When you've built it, make sure it works and keep it in shape.
- Know who you are there to represent and how to connect with them.
- Make good decisions on their behalf.
- Know what it is that you need to achieve.
- Assess what you have accomplished and report progress regularly.
- Know what information you need and where and how to get it in order to manage risk.
- Know who you need on the board and who you need to run the library.
- Know where and how to get the resources you need.
- Remember, you are not there to manage – you are there to govern.

### The Board's authority

#### 3 Major Responsibilities

1. A board's duty is to provide comprehensive and efficient public library service that reflects its community's unique needs.
2. A board must submit budget estimates to municipal council and participate in the municipality's annual audit that includes boards.
3. To receive its annual grants from the Government of Ontario, a board is required to submit statistics and financial information along with a completed public library operating and pay equity grants application form to the province each year.

The Public Libraries Act, RSO 1990, c. P.44 governs the operation of public libraries in Ontario and is specific legislation that can override certain sections of other more general acts such as the Municipal Act.

A library board is an independent body and cannot become a committee of council without legislation being passed that enables this.

### Membership

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

### Municipal integration

Ontario public libraries enjoy varying levels of integration with their municipalities. One library may operate with separate financial policies and processes, while another may simply adopt its municipality's policies. Many boards have forged closer ties with their municipality to maximize their effectiveness and to collaborate in achieving common goals. While the library board is an independent body and responsible for directing the disbursement of library funds, it can be advantageous to align agendas and streamline business processes with its municipality. Both the library and the municipality serve the same public and address issues common to both bodies.

### Fiduciary duty

As a member of a library board, your fiduciary duty is to act honestly and in good faith and in the best interests of the library. This means that the interests of the library take precedence over your personal interests or those of any other group with which you are associated.

### Meeting requirements

The Public Libraries Act, RSO 1990, c. P.44:

- Board shall hold regular meetings once a month for at least 10 months each year and at such other times as it considers necessary.
- Meetings are open to the public.
- Majority of members must be present.
- Chair may vote with other members.
- Tie vote is deemed to be negative.

## Power to oversee the library's finances

Financial oversight involves:

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

Financial oversight does not mean...

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

## Power to make policy

Policies provide the necessary framework for all of the operations and priorities of the library and allow for a smooth transition from old to new boards. Library policies include:

- Advocacy
- Children's services
- Circulation
- Collection development
- Community information
- Customer service
- Facilities use
- Internet use
- Personnel and hiring\*
- Purchasing\*
- Volunteers
- Youth Services

Policies must be framed within the limitations set out in government legislation and regulations. \* Required under the Municipal Act.

# The Public Library Board and the Chief Executive Officer

LEGAL ISSUES	Board Responsibilities	CEO Responsibilities
<b>Existing local and provincial laws</b>	Knows local and provincial laws	Knows local and provincial laws
<b>New legislation affecting libraries</b>	Responds to new legislation	Responds to new legislation
<b>Library records</b>	Ensures records are kept and protected in compliance with privacy legislation  Approves annual reports for Government of Ontario	Keeps complete and accurate records regarding refinance, personnel, inventory, insurance, annual statistics, membership  Prepares, submits annual reports to Government of Ontario
<b>Accountability</b>	Municipal/County council and Government of Ontario	Board
<b>Board meetings</b>	Attends/participates in all  Appoints a board Secretary	Attends/participates in all  If the CEO is the Secretary, records and maintains minutes of all meetings  Reports regularly on all areas of responsibility
COMMUNITY DEVELOPMENT	Board Responsibilities	CEO Responsibilities
<b>Understanding the community</b>	Understands local issues, the implication of community demographics and the contributions of community groups  Identifies community needs and concerns	Understands local issues, the implication of community demographics and the contributions of community groups  Identifies community needs and concerns
<b>Community relationship-building</b>	Builds a strong and communicative relationship with municipal council  Maintains a dialogue with the community  Is aware of the municipal planning context  Develops strategic partnerships with community groups and leaders  Demonstrates accountability to the community	Builds solid relationships with municipal staff  Promotes library services in the community  Forges relationships with community groups and leaders
<b>Library's role in the community</b>	Establishes the library as an essential community service  Builds community pride in the library  Advocates library's role in the community	Establishes the library as an essential community service  Builds community pride in the library  Advocates library's role in the community
POLICY DEVELOPMENT	Board Responsibilities	CEO Responsibilities
<b>Library policy</b>	Analyzes CEO policy recommendations  Debates policy issues and implications  Approves policy  Reviews and revises policies as necessary	Recommends policies  Advises board on policy development framework and format  Provides information sources and policy examples  Establishes procedures for implementing policies  Interprets policies and procedures to library staff and public  Maintains policy manual and ensures its accessibility
PLANNING	Board Responsibilities	CEO Responsibilities
<b>Community needs for library service</b>	Assesses needs	Assists board to assess and understand needs  Carries out a formal assessment as necessary
<b>Mission and overall direction</b>	Defines mission and overall direction	Analyzes library strengths and weaknesses
<b>Library goals and objectives</b>	Develops and approves	Advises board and facilitates in development
<b>Plan for meeting goals and objectives</b>	Approves plan	Recommends programs, services and activities  Formulates plan  Administers library in accordance with plan
<b>Monitoring and evaluation</b>	Evaluates library performance annually or more often if appropriate  Revises plan accordingly	Provides necessary data to demonstrate progress  Participates in ongoing evaluation  Adjusts plan accordingly

## Power to set fees

The Public Libraries Act, RSO 1990, c. P.44, sec.23 (1-3) ALLOWS a board to charge for:

- use of parts of the library building not being used for library purposes;
- library services for non-residents;
- some services not outlined in Regulations.

A board is NOT permitted to charge for:

- admission to the library;
- using library materials in the library;
- reserving or borrowing circulating materials specified in Regulations.

## Power to hire the CEO

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

## Conflict of Interest

A library board member must disclose any direct, indirect or deemed pecuniary interest prior to consideration of any matter. Once the interest is disclosed, the member is prohibited from participating in the decision-making process.

## Standard of care

A library board member is required to carry out his or her duties with the same care and attention that would reasonably be expected from someone of his or her knowledge or experience.

# Chief Executive Officer: Who Does What?

FINANCE	Board Responsibilities	CEO Responsibilities
<b>Annual budget</b>	Analyzes preliminary budget and proposes necessary changes Officially adopts budget	Consults with municipal staff and advises board on municipal budget policy requirements and procedures  Prepares preliminary budget in conjunction with board based on present and anticipated needs and board's plan
<b>Budget presentation to Council</b>	Presents budget to council in accordance with municipal budget policy and procedures	Participates in budget presentation, supplying facts and figures, analysis and comments as requested
<b>Sustainable resources</b>	Determines revenue sources in relation to special project needs and/or funding gaps	Identifies options for generating additional revenue to support special project needs and/or funding gaps
<b>Financial control measures</b>	Appoints a board Treasurer  Secures its own bank account and directs the disbursement of library funds  Ensures safe financial control measures are in place to expend budget with due diligence and in accordance with board policies	If the CEO is Treasurer, oversees all accounting functions and prepares regular financial statements  Monitors the budget  Identifies and addresses problems as they arise
PERSONNEL	Board Responsibilities	CEO Responsibilities
<b>CEO selection</b>	Hires CEO	
<b>Board-CEO relationship</b>	Builds a strong relationship that recognizes board authority and respects CEO expertise  Delegates to the CEO the authority for the organization and operation of the library and its staff	Builds a strong relationship that recognizes board authority and respects CEO expertise
<b>Staff selection</b>		Hires and directs all staff, adhering to board policies. May seek board input on senior staff selection
<b>Employee performance appraisal</b>	Evaluates CEO performance annually	Ensures that annual performance appraisals are conducted on all staff
<b>Salary scales and union contracts</b>	Approves	Negotiates salary and working conditions for staff including union contracts as applicable
<b>Grievances</b>	Ensures that appropriate steps are in place to handle any grievances that have not been satisfactorily resolved by the library's grievance procedures	Handles all grievances and keeps the board informed
<b>CEO succession management</b>	Ensures that there is provision for succession management	Contributes input to succession management
GOVERNANCE PROCESS	Board Responsibilities	CEO Responsibilities
<b>Board orientation and development</b>	Board chair supports and participates in planning and delivery Board members engage and participate	Supports and facilitates planning and delivery
<b>Board performance</b>	Evaluates regularly Individual board members conduct annual self-appraisal	Contributes input to evaluation process
<b>Succession planning</b>	Identifies the skills and competencies necessary for the incoming board to meet new term challenges	Liaises with municipal staff on board appointments with input from outgoing board
<b>Legacy planning</b>	Summarizes highlights, successes and challenges of the term to provide the incoming board with a framework for moving forward	Provides input and support to the board for developing a legacy plan

## Legislation to consult

The Public Libraries Act, RSO 1990, c. P.44  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90p44\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p44_e.htm)  
 The Municipal Act, 2001, SO 2001, c. 25  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_01m25\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_01m25_e.htm)  
 The Municipal Conflict of Interest Act, RSO 1990, c. M.50  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90m50\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m50_e.htm)  
 The Municipal Freedom of Information and Protection of Privacy Act, RSO 1990, c. M.56  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90m56\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm)  
 Accessibility for Ontarians with Disabilities Act  
[http://www.e-laws.gov.on.ca/html/source/regs/english/2011/elaws\\_src\\_regs\\_r11191\\_e.htm](http://www.e-laws.gov.on.ca/html/source/regs/english/2011/elaws_src_regs_r11191_e.htm)  
 For full listing of provincial and federal legislation affecting public libraries in Ontario <http://www.library.on.ca/links/clearinghouse/legislation/index.htm>

## Leadership

**The stakeholders of today's libraries expect strong leadership. Modern governance must reach beyond budget oversight and a regular strategic planning exercise. A library board must embrace new ideas, probe its basic values and raison d'être and forge relationships to generate a comprehensive and efficient service that reflects its community's unique needs.**

## To be an effective board member...

1. Know your job.
2. Be open to continuous learning.
3. Recognize that only the board has the authority to act on behalf of the library; individual board members have no authority to act on their own.
4. Share in the responsibility for the effective functioning of the board by ensuring full discussion of issues and making reasoned decisions.
5. Build your knowledge and understanding of the broader library community.

# Your Board's Path to Library Leadership by Design

Each column highlights the fundamental responsibilities in achieving effective leadership and sound library governance. Below each responsibility are the component tasks. Use this chart to find the resources your board needs in OLBA's *"Leadership by Design – One Place to Look"* database.

[www.accessola.com/olba/oneplacetolook](http://www.accessola.com/olba/oneplacetolook)

BOARD ORGANIZATION	BOARD PERFORMANCE	PLANNING	LIBRARY MANAGEMENT	STEWARDSHIP	COMMUNITY DEVELOPMENT	ACCOUNTABILITY
Size	Duties and responsibilities	Mission, vision and values	CEO selection	Legislative compliance	Reciprocal dialogue with community members	Conflict of interest disclosure
Composition	Orientation and smooth transition from old to new	Community needs assessment	Board-CEO relationship	Commitment to library principles and intellectual freedom	Board-council relationship	Transparency
By-laws	Board development	Strategic direction	Defined board-CEO roles and responsibilities	Board commitment	Participation in community-wide planning processes	Response to changing needs based on sound evidence
Succession management	Performance assessment	Annual budget	Delegation of authority	Sound policy framework	Advocacy	Performance measures
Committee structure	Code of conduct Boardroom decorum Confidentiality Decision-making process Conflict resolution Speaking with one voice	Securing resources	CEO performance appraisal	Risk management Asset protection Liability Financial Health and safety Information privacy	Demonstration of the library's value to the community	Annual report
	Effective meetings	Monitoring and evaluation	CEO succession	Monitoring policy compliance	Connections with broader library community	
	Effective chairmanship					



.. ontario library association



.. ontario library boards' association