



Selwyn Public Library Board Legacy Document 2018

This document highlights the accomplishments and challenges of the Selwyn Public Library Board for the term 2015-2018.

Our Vision

The Library is an essential community hub for all ages and abilities, fostering a love of reading through a variety of materials, utilizing innovative technologies, and offering a range of programming.

Our Mission

The Selwyn Public Library supports and enriches the community by providing resources and opportunities for meaningful connections, lifelong learning and personal and cultural development.

Our Values

- A community gathering place
- Library as a destination
- Engaged group of well-trained staff and volunteers
- Provision of consistent customer service that is friendly and welcoming
- Children's programming is a core service
- Innovative in the use of new technologies
- Positive environment that is non-judgmental and respects confidentiality

Our Community Relationships

Municipal Council values our library service in the community, and there is a positive relationship between the Library Board and Council. It remains important that the Board continue to advocate for a strong partnership with Council.

The Library is no longer only a physical space for circulation of materials, it also provides other services such as child and adult programming, technology training for seniors, eBooks, online resources and a place where community members can meet. It remains one of the last "free" resources available to all. We need to be vigilant for opportunities to reach out to the community. This includes providing services to those unable to come to the physical location. Providing services off-site through a home delivery system, off-site programming, pop-up libraries in community locations, and

partnerships with other community agencies are all important to ensuring that the Library remain a key resource within the community.

Strategic Directions

The following strategic directions guided our work over the last 4 years:

1. Develop and strengthen the library's human resources
2. Broaden the public's perception of the library
3. Cultivate and expand community partnerships
4. Extend the reach of library programs and services
5. Build the library's technology proficiency and innovation

It is of note that during our term, the strategic plan for 2012-2016 was extended to 2018 with the intention to allow our new CEO/Chief Librarian to transition into her new role successfully before creating a new strategic plan. One of the major roles of the next Board will be to re-evaluate and create a strategic plan with the CEO/Chief Librarian. The following information is intended to communicate the status of the current strategic plan of 2012-2016. See Appendix A for a full status update of the current strategic plan.

1. Develop and Strengthen the library's human resources:

During this term, there were major transitions in library staffing. Both the long-term CEO/Bridgenorth Librarian, retired in July 2017, and the Lakefield Librarian retired in March 2017. With these expected changes, it was an opportune time to revise the library staffing model. A new model was implemented in August 2017, with the support of Selwyn Township Council. The new model has one CEO/Chief Librarian who oversees the three library branches, and each branch has its own librarian. A Children's Programming Coordinator, and a Technology & Training Coordinator are shared among the branches. The intention of this model is to unify the system and allow the CEO/Chief Librarian to focus on strategic directions and supporting the library as a whole. The Board has an open and positive relationship with the CEO. A small sub-committee, the Performance and Development Committee meets on an annual basis in June with the CEO to review the CEO's goals and ensure effective communication.

The volunteer programme is a very important part of the library's human resources. Supporting and ensuring a viable volunteer model was identified as crucial to the successful functioning of the library system. During 2016-2018, the Library Board partnered with the Trent Centre for Aging and Society, and a study of our volunteer system was completed, "Selwyn Public Library Volunteers and Rural Community Sustainability Study". (see Appendix B) With the guidance of the study recommendations, and the development of a sub-committee of staff, volunteers and

Board members, it is the intention that the incoming Board will review the current volunteer model and that a new policy for recruitment, training, and retention be developed. In addition, code of conduct guidelines should be reviewed and developed for all volunteers.

Other items that require further consideration by the next Board include a re-evaluation of the annual training budget for staff, to ensure that it is in line with their needs, especially under the new staffing model, and a review of the Board training plan, with consideration of implementing an orientation package with inclusion of documents and policies in digital format. Additionally, it may be worthwhile to explore the possibility of circulating digital Board packages for monthly meetings.

2. Broaden the public's perception of the Library:

Prior to our term, the previous Board successfully completed a marketing plan, upgrades to the website, and the creation of a consistent image for the Library. During our term, we developed a donation pamphlet that highlighted the value of our Library system to the community, and made it available both on the Library website, and in local community spaces. For the next Board term, it is important that the marketing plan of 2014-2017 be re-evaluated and updated (see Appendix C), to ensure that our sources for Library promotion, both in print and digital, are current, and that we are using a consistent tagline and logo for Library events. Two new fundraising initiatives were also implemented this past year: The Library held two Paint Nite fundraising events, each was a great success and raised over \$1600.00 for children's programming. In addition, book sale shelves were incorporated at each branch, allowing patrons to purchase books by donation when they visit the Library.

Another new initiative over the past year was the development of an art display policy, and the implementation of a regular art display at Bridgenorth Library. This new initiative broadens the public view of the Library not only as a reading space, but as a community cultural hub. In addition, the Board resolved to be mindful of the Truth & Reconciliation Commission of Canada's Calls to Action, through local partnerships and programming. In the next strategic plan, it will be important to include this focus as a strategic direction.

3. Cultivate and expand community partnerships:

The Selwyn Public Library has established partnerships with Community Care (CC), local schools, the Lakefield Literary Festival (LLF), and more recently, the Trent Centre for Aging and Society. It also engaged in outreach and informal partnerships during

2015-2018 with the Lakefield Farmers' Market, the Shamrock Festival in Ennismore, the Regency Retirement Home in Lakefield, the Spark Photo Festival in Bridgenorth, Lovesick Lake Native Women's Association (LLNWA) and the Nourish Project.

In the future, it will be important to prioritize strong relationships with all schools, and in particular, Lakefield District Public School, as it has transitioned from Ridpath Public School. In addition, garnering a stronger participation of students from St. Paul's in Lakefield would be desirable. It will also be important to continue to annually review the formal partnership arrangements currently in place to ensure satisfaction with responsibilities and outcomes for both parties (CC, LLF). The Trent Centre for Aging and Society (TCAS) study is now completed. Amber Colibaba, the lead investigator and now a Research Associate at TCAS, is agreeable to further consultation as a volunteer model is developed over the next year.

Areas of future outreach that have been discussed include the expansion of reading clubs and Grandpal programs to other seniors' homes and groups beyond the Regency Retirement Home. In addition, future programming with both LLNWA and Curve Lake have been discussed. Expanding the pop-up library to the Bridgenorth Farmers' Market should also be a consideration. An exciting extension of the partnership with Community Care in 2018, is a pilot project for a Home Library Service for homebound patrons through the Ennismore Library. Other notable partnerships include those with Ennismore and District Horticultural Society Seed Library and St. Martin's Youth Group. The Library is also connecting with the Parks and Recreation Department of the Township through the distribution of pedometer kits and pickleball kits. A special thanks to the Ennismore Optimist Club and Kingdon Lumber, for their generous donation of the pickleball kits.

4. Extend the Reach of Library Programs and Services:

A facility needs assessment of the Lakefield Library was completed, and Council has approved the plan in principle. A full copy of the report is available through the Library and Township websites. See Appendix D for additional comments provided by the Board. The Centennial Room at the Lakefield Library was renovated to provide a brighter, appealing space for community events. In addition, consistent Selwyn Library signage was installed in all branch locations.

A formal Library needs assessment was completed by DMA Consulting Ltd. prior to the 2012-2016 Strategic Plan. In addition, an adult programming strategy was developed in 2013. A review and evaluation of adult programming was again completed in 2018. (See Appendix E) Though Selwyn Library has expanded its online presence, and

engages effectively with social media, it will be important to continue to monitor technology trends and ensure we remain current.

5. Build the library's technology proficiency and innovation:

To ensure that the Library was able to maintain a robust technology infrastructure, Selwyn Library adopted the new JASI system (Joint Automation Server Initiative), which provides an integrated system for cataloguing, circulation, patron records, and a web-based catalogue. Extensive training for staff and volunteers was completed.

Additionally, the Library continually strives to remain up-to-date with new technologies. The Library offers technology workshops and one-on-one help to patrons on a regular basis and has purchased a green screen as well as other trending technologies for children's programming. Keeping current with social media and using it effectively for promotion of the Library and dissemination of information remains a focus.

Library Policy Review

Library policies are scheduled for review throughout the Board term. New policies that have been developed during this past term include: Art Display Policy, Food Allergy Policy, and an Election Policy. Future policy consideration could include an environmental policy (scent-free).

We accomplished...

- development and implementation of a new staffing model
- hiring a new CEO/Chief Librarian
- completion of a Feasibility Study for a renovation of the Lakefield Library
- conversion to a new online integrated library service
- completion of a study of the volunteer system in collaboration with the Trent Centre for Aging & Society
- creation of a new donation/legacy giving pamphlet
- development and implementation of a new art display initiative at Bridgenorth Library
- new fundraising initiatives including book sale shelves in each branch and Paint Nite events

We were not able to accomplish...

- creation of a new strategic plan
- development of a new volunteer recruitment, training, and retention strategy and code of conduct guidelines for volunteers

- establishment and implementation of a robust adult programming strategy
- a full reversal of the trend toward declining circulation, though we did recognize that traditional circulation figures may not be an accurate representation of library usage at present

Missed Opportunities

One missed opportunity was accurately identifying how the current library system is being used by the community. In light of declining circulation figures, and a trend identified in other libraries to use libraries as meeting spaces and quiet zones, it would be beneficial to consider quarterly measurement of both digital hits to the library website and ‘walk in visits’ in branches to assess those who use the Library but are not checking out materials. In addition, it would be worthwhile to measure the subjective impact of the library system, ensuring a better understanding of how the Library improves the quality of life in the community.

Our Board Leadership

We believe that our Board demonstrated strong diversity of gender, age and life experience and represented all areas of the Township. Backgrounds in both marketing and community arts administration were helpful in implementing our strategic plan initiatives, and it would be beneficial to continue to have this experience. We see that the Board could be stronger if we could recruit members with business/finance and/or legal background also. Board members first and foremost need to be engaged advocates for the library system and our community, with strong communication skills, a willingness to become involved, and a need to be prepared to set aside personal motives to represent the community as a whole.

Our Wishes for your Success

We encourage you to take advantage of available training materials through Learn HQ, SOLS and the annual library conferences to familiarize yourself with Board governance and trends. Ensure that your voice is heard in meetings, have open discussions, and ask many questions. We wish you an enjoyable and rewarding experience!

Attached Documents

Appendix A: Former Strategic Plan with updates

Appendix B: Selwyn Public Library Volunteers and Rural Community Sustainability Study Summary

Appendix C: Marketing Plan for Selwyn Library (2014-2017)

Appendix D: Addendum to the Facility Needs Assessment for the Lakefield Library

Appendix E: 2018 Review of Adult Programming

Strategic Direction: Develop and Strengthen the library's human resources

<u>Objective 1: Evaluate the organization and roles of current staff</u>	<u>Status:</u>	<u>Comments</u>
	CLOSED- completed objective during term IN PROGRESS- partially completed OPEN-ENDED- suggest ongoing consideration	
Investigate methodology for staffing review	CLOSED	
Undertake staffing review	CLOSED	
Define and rewrite job descriptions (as required)	IN PROGRESS	CEO, Librarian, Technology and Training Coordinator have been reviewed. Children's Programming Coordinator is still pending review
Identify gaps in staffing and training	OPEN-ENDED	
Reassign and recruit staff	CLOSED	
<u>Obj. 1.2 – Develop a staffing plan in accordance with Strategic Plan Requirements</u>	<u>Status</u>	<u>Comments</u>
Prioritize personnel needs from strategic plan objectives	CLOSED	
Investigate opportunities for volunteer involvement and skills available	OPEN-ENDED	
Identify and justify new staff opportunities	CLOSED	
'Resource' the plan (ie. develop funding model)	CLOSED	
Prepare and present staffing plan report and begin dialogue with Council	CLOSED	
<u>Obj. 1.3 – Ensure ongoing staff training opportunities</u>	<u>Status</u>	<u>Comments</u>

Collaborate on identification of training needs	OPEN-ENDED	
Recognize an annual training budget objective of 1% of salaries	IN PROGRESS	Training budget should be evaluated by the incoming board.
Facilitate time available to pursue training opportunities	OPEN-ENDED	
Monitor training and report to Board as required	OPEN-ENDED	
Obj. 1.4 – Consolidate and implement consistent volunteer management practices and ensure a comprehensive volunteer training plan	Status	Comments
Review and report on existing volunteer management policies and procedures	OPEN-ENDED	Volunteer policies are reviewed once during each board's term.
Evaluate dmA Report recommendations regarding volunteer management	CLOSED	
Issue an updated policy and develop related procedures	CLOSED	
Audit volunteer training plan	IN PROGRESS	This objective is currently underway.
Promote volunteer training opportunities as individuals or groups	OPEN-ENDED	Evaluate avenues for promotion and recruitment
Obj. 1.5 – Foster a well-informed Board	Status	Comments
Review available resources	CLOSED	
Create a policy that supports the training of Board members	CLOSED	
Develop Board training plan	OPEN-ENDED	Each new board should evaluate the training plan and include any recommendations. New Board should consider creating digital copies of orientation package, documents, policies on a USB stick

Implement and resource the plan	CLOSED	
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Strategic Direction: Broaden the public's perception of the library

<u>Obj. 2.1 – Create a Marketing Plan</u>	<u>Status</u>	<u>Comments</u>
Collect and review background report on community perception	CLOSED	Completed in 2014
Analyze current marketing practices and materials	CLOSED	
Evaluate practices of other libraries to promote services and document	CLOSED	
Develop multi pronged approach to promoting Library that spans print media to social media	CLOSED	
<u>Obj. 2.2 – Upgrade the www.MyPublicLibrary.ca website</u>	<u>Status</u>	<u>Comments</u>
Identify interim improvements for refreshed website having regard for cost and time involvement	OPEN-ENDED	
Review existing library websites and note likes and dislikes	OPEN-ENDED	
Compile report and recommend approach for upgrade to the Board	CLOSED	
Initiate upgrade and complete “beta testing”	CLOSED	
Launch upgraded website and promote	OPEN-ENDED	Promotion of website should remain a priority
<u>Obj. 2.3 – Create a Consistent Image to support Library Strategic Plan</u>	<u>Status</u>	<u>Comments</u>
Determine core elements to be emphasized in logo	CLOSED	

Develop seasonal/special event symbols to complement main library logo	CLOSED	
Develop tag lines and catch phrases that relate to overall marketing thrust, website and Library Strategic Plan	CLOSED	

Strategic Direction: Cultivate and expand community partnerships

<u>Obj. 3.1 - Strengthen the library's position as a value-added community service</u>	<u>Status</u>	<u>Comments</u>
Measure the value of key services	OPEN-ENDED	
Capture the linkages between library services and community needs	OPEN-ENDED	
Develop a good news presentation for Municipal Council	OPEN-ENDED	
Participate in the municipality's planning process to reinforce linkages	OPEN-ENDED	
<u>Obj. 3.2 – Reassess and reinvigorate existing partnerships</u>	<u>Status</u>	<u>Comments</u>
Conduct a critical analysis of existing partnerships	OPEN-ENDED	
Strengthen relationships with local schools	OPEN-ENDED	Should continue to build stronger relationships with all schools and in particular, Ridpath.
Engage existing partners in a joint evaluation; learn how the partnership is working for them	OPEN-ENDED	
<u>Obj. 3.3 – Evaluate new partnership possibilities</u>	<u>Status</u>	<u>Comments</u>
Develop the criteria by which to evaluate partnerships	CLOSED	This objective should continue to remain a priority

List and prioritize all possible community partnerships	CLOSED	
Initiate contact with top five (5) opportunities (using the good news presentation developed for Council)	CLOSED	
Implement partnership plans as appropriate	CLOSED	
<u>Obj. 3.4 – Facilitate the sharing of community information</u>	<u>Status</u>	<u>Comments</u>
Collect traditional methods of information sharing	CLOSED	
Explore and prioritize new opportunities	OPEN-ENDED	This objective should continue to remain a priority
Implement one (1) new opportunity for information sharing annually	CLOSED	
Promote availability of library as focal point for information sharing	OPEN-ENDED	
Evaluate overall objective and related success	CLOSED	

Strategic Direction: Extend the reach of library programs and services

<u>Obj. 4.1 – Undertake a facility needs assessment for Lakefield Branch Library</u>	<u>Status</u>	<u>Comments</u>
Compile existing information on building and site	CLOSED	
Identify gaps & needs related to strategic plan directions	CLOSED	
Define available options, including cost	CLOSED	
Engage professional assistance to identify preferred options	CLOSED	
Seek Council approval in principle	CLOSED	

<u>Obj. 4.2 – Undertake a high level facility needs assessment for Library System</u>	<u>Status</u>	<u>Comments</u>
Identify gaps & needs related to strategic plan directions	CLOSED	
Define available options, ensuring consideration of rentals/short term leases	CLOSED	
Engage professional assistance to identify preferred options	CLOSED	
Seek Council approval in principle	CLOSED	
<u>Obj. 4.3 – Develop a programming strategy for adults</u>	<u>Status</u>	<u>Comments</u>
Document existing programs (in library and in community)	CLOSED	This was completed in 2013. Re-evaluation of programs, new programming opportunities/trends and community resources would be beneficial
Define criteria for library programs	CLOSED	
Compile overview of recommended programming	CLOSED	
Identify resources and community options	CLOSED	
<u>Obj. 4.4 – Develop library's online presence</u>	<u>Status</u>	<u>Comments</u>
Audit best practices of other library websites	OPEN-ENDED	
Determine level of interactivity and impact of social media	OPEN-ENDED	
Evaluate and report to Board	CLOSED	
Develop implementation plan with resources required	CLOSED	

Establish and report on new set of measures	OPEN-ENDED	
<u>Obj.4.5 – Maximize access to library service</u>	<u>Status</u>	<u>Comments</u>
Study strengths & weaknesses of our library service	OPEN-ENDED	
Match services to staff, volunteers, skills & facilities available	CLOSED	
Develop plan for top five (5) library service improvements	CLOSED	
Re-evaluate all services and implement one (1) new service annually	CLOSED	New board may want to evaluate whether or not this is a relevant objective

Strategic Direction: Build the library's technology proficiency and innovation

<u>Obj. 5.1 - Develop technology training plan for staff and volunteers</u>	<u>Status</u>	<u>Comments</u>
Conduct audit of existing training	CLOSED	
Identify training opportunities available for staff	OPEN-ENDED	
Develop and offer one (1) new enhanced training opportunity annually to volunteers	OPEN-ENDED	
Monitor training , revise, and report to Board as required	OPEN-ENDED	
<u>Obj. 5.2 – Maintain a robust technology infrastructure</u>	<u>Status</u>	<u>Comments</u>
Define strengths and weaknesses of current infrastructure	OPEN-ENDED	
Monitor future trends and opportunities	OPEN-ENDED	
Explore opportunities for partnerships where they arise	OPEN-ENDED	

Ensure that sufficient financial model is in place to support updates as required	CLOSED	
<u>Obj. 5.3 – Increase public awareness & use of library's technology & electronic resources</u>	<u>Status</u>	<u>Comments</u>
Document existing library technology in use	OPEN-ENDED	Should remain a priority
Create a public awareness program	CLOSED	
Provide one (1) new series of public training programs annually	CLOSED	
Establish and report on new set of measures related to technology use in the library service	CLOSED	



Selwyn Public Library Volunteers and Rural Community Sustainability Project

Community Report



TRENT CENTRE FOR AGING & SOCIETY



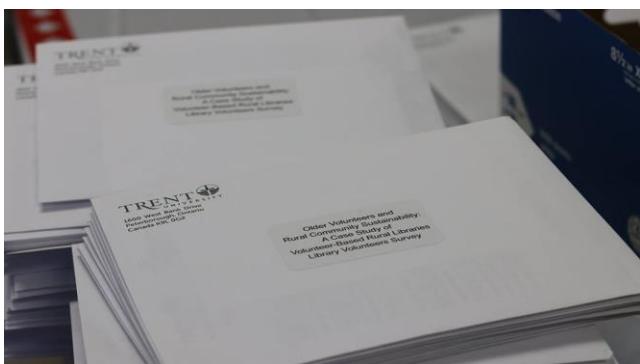
AMBER COLIBABA, M.A.

Trent Centre for Aging & Society, Trent University

June, 2018

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Acknowledgements

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For More Information

If you would like to learn more about the *Older Voluntarism and Rural Community Sustainability: A Case Study of a Volunteer-based Rural Library* project, copies of the thesis are available in the following formats.

Electronically

Copies are available to read online at Theses Canada Portal (www.bac.lac.gc.ca/eng/services/theses) and the Trent Centre for Aging & Society website (www.trentu.ca/aging).

Paper Copy

A copy will be available at Trent University, Bata Library and a copy will be delivered to each of the Selwyn Public Library branches.

Contact Information

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Conclusion

"It's not just about books. It's everything else that we give to the community."

Selwyn Public Library Volunteer

With the help and engagement of the research participants, the *Selwyn Public Library Volunteers and Rural Community Sustainability* project contributes to understanding the experiences of older library volunteers, the challenges of sustaining a rural library volunteer program and the contributions of older library volunteers and the library volunteer program in the sustainability of aging rural communities.

In addition, the project has produced eight recommendations for the Selwyn Public Library to ensure the sustainability of the library and the volunteer program, as well as an M.A. thesis for the Sustainability Studies graduate program at Trent University. It is the first published thesis in the Collaborative Specialization in Aging Studies program at Trent.

The findings from the project will be presented at the International Federation on Ageing's Global Conference (www.ifa2018.com) in Toronto, Ontario in August 2018.

The Project

A Case Study of the Selwyn Public Library

As part of an ongoing partnership between the Selwyn Public Library and Trent University, this project featured a case study of the library's volunteers.

Goal and Objectives

The goal of the project is to explore how older voluntarism contributes to the sustainability of aging rural communities.

Objectives:

- 1) To understand the experiences of older library volunteers
- 2) To examine the challenges of sustaining a rural library volunteer program
- 3) To explore how older library volunteers and library volunteer programs contribute to rural community sustainability

Data Collection

Surveys

Surveys from 87 respondents were used to create a demographic profile of the current Selwyn Public Library volunteers.

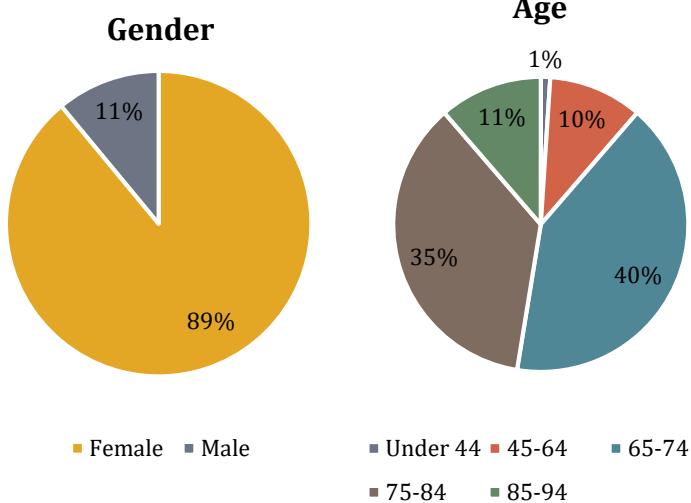
Interviews

Interviews with 48 Selwyn Public Library volunteers, staff, board members and township stakeholders to discuss experiences, challenges and contributions.

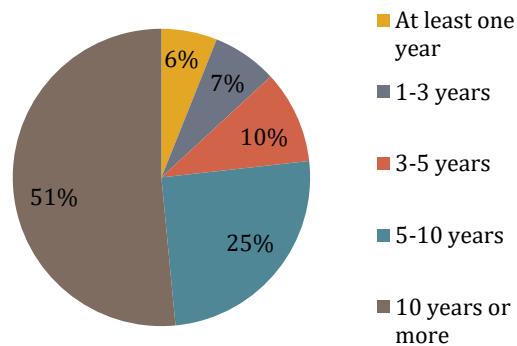
Focus Groups

Six focus groups with Selwyn Public Library volunteers, staff board members to validate interview findings.

Selwyn Public Library Volunteers



Length of time volunteering at Selwyn Public Library



Recommendations

5. Standardizing policies and procedures across all branches

To ensure consistency of customer service and volunteer training across library branches.

6. Clarity of connection between thrift stores and library

To ensure mutual respect and understanding of both volunteering roles. This can be continued through the recognition of both sets of volunteers at the annual Volunteer Appreciation Dinner.

7. Accreditation with the Ontario Public Library Guidelines

Using the guidelines to audit the governance, policy development, operations and services the library provides, the Selwyn Public Library could become an accredited public library. This will ensure consistency of services with public libraries across Ontario and will allow the library to become aware of changes needed to be made and appropriate development plans to be implemented.

8. Create a full-time volunteer coordinator position

Creating a full-time volunteer coordinator position (volunteer or paid staff) allows the preceding recommendations to be addressed.

Recommendations

The following actions are recommended for changes to the library volunteer program on how to sustain the program and to ensure the success of both the program and the library.

1. Continue the positive interaction with library volunteers

Positive interactions in the form of ongoing technology training and workshops as well as volunteer recognition. Ensuring these positive interactions increases the comfort level of volunteers and ensures they feel valued.

2. Enhancing communication between board/staff and volunteers

A formal mode of communication allows for open communication regarding comments, concerns and feedback. Suggestions include an anonymous suggestion box located at each branch, and regular check-in meetings between branch librarian and individual volunteers.

3. Creating a more unified library system

To combat the polarization felt between branches and to increase usership across the township and the movement of volunteers.

4. Revise volunteer model to increase flexibility

The volunteer model needs to adapt to meet the changing needs of the volunteers. A more flexible volunteer model will allow for volunteers to choose a more committed role, or a shorter-term role within the library, such as reading programs or book sales.

Experiences of Older Library Volunteers

"I'm proud to say I'm a volunteer at the library."

Selwyn Public Library Volunteer

The experiences of older library volunteers can be categorized into three lived experiences; emotions, relationships and health and well-being.

Emotions

The burden of care and frustration were emotions felt by the volunteers. Burden of care refers to the responsibility to commit to the library and frustration refers to the challenge of keeping up with technology.

Relationships

The relationships the volunteers create presented themselves as community relationships between themselves, the library and community residents, as well as relationships within the library between all library personnel.

Health and Well-being

The health and well-being of volunteers was impacted through the social opportunities volunteering at the Selwyn Public Library provides. In addition, through volunteering at the Selwyn Public Library, volunteers experienced feelings of burnout and boredom due to increased commitment to other personal responsibilities and the monotony of some tasks performed at the library.

Challenges of Sustaining the Library Volunteer Program

"Our volunteers are aging. They are going to eventually age out of doing these jobs that we rely on them to do...It's hard to say what's going to happen for us in the future."

Selwyn Public Library staff member

The challenges of sustaining the volunteer program at the Selwyn Public Library are categorized into interpersonal, operational and structural challenges.

Interpersonal Challenges

Interpersonal challenges to the sustainability of the volunteer program is the aging demographic of the volunteer base, as the individual's willingness and ability to volunteer may begin to decrease with age. In addition, there is a lack of a relationship and mutual understanding between the thrift store volunteers and the library volunteers.

Operational Challenges

Recruitment of new volunteers and training for new and seasoned volunteers pose operational challenges to the sustainability of the volunteer program. Issues such as the word of mouth recruitment method in place and the lack of training consistency were raised.

Structural Challenges

Structural challenges include the relationship between the thrift stores and Community Care Peterborough and the policy implemented within the libraries.

Contributions to Rural Community Sustainability

"This is how our volunteer model works and it does work, but I'm not sure how sustainable that is in the long term."

Selwyn Public Library board member

The contributions of the volunteers can be classified under the four pillars of sustainability; cultural, social, economic and environmental.

Cultural Sustainability

There is concern regarding the lack of diversity within the library volunteers and the library programs offered. Increasing the diversity will allow the library to be representative of the township.

Social Sustainability

Volunteers work for many other voluntary organizations in order to provide services to the community. Other organizations include Community Care Peterborough, the Lakefield Community Food Bank, and the Ennismore and District Horticultural Society.

Economic Sustainability

The commitment of the volunteers provides an economically feasible way to meet the needs of the community.

Environmental Sustainability

The thrift stores contribute to the environmental sustainability of Selwyn Township by providing a location for residents to recycle their used clothing and household items.

SELWYN PUBLIC LIBRARY MARKETING PLAN 2014-2017

DRAFT 12 SEP 2014 Sted

Part 1: Strategic Plan background as it relates to our Marketing Plan

Mission Statement: The Selwyn Public Library supports and enriches the community by providing resources and opportunities for meaningful connections, lifelong learning and personal and cultural development.

Vision: The library is an essential community HUB for all ages and abilities, fostering a love of reading through a variety of materials, utilizing innovative technologies, and offering a range of programming.

Tag Line: Essential, Innovative and Engaged

Values:

1. A community gathering place
2. Library as a destination
3. Engaged group of well-trained staff and volunteers
4. Providing consistent customer service that is friendly and welcoming
5. Children's programming as a core service
6. Innovative in the use of new technologies
7. Positive environment that is non-judgmental and respects confidentiality

Directions and objectives pertaining to marketing as identified in our Strategic Plan 2012-2016:

1. Create a Marketing Plan
2. Upgrade the website
3. Cultivate and expand community partnerships
4. Strengthen the library's position as a value-added community service
5. Create a consistent image
6. Reassess and reinvigorate existing partnerships
7. Maximize access to library services

Part 2: SWOT Analysis: The primary four marketing plan elements that will drive the plan

I. Strengths

1. Volunteer program
2. Range of material types available
3. Training in technology use
4. Centrally located branches in each community served with large community space available
5. Up to date website and social media platforms which engage with users
6. Strong community support including Township Council
7. Generous sharing of Township infrastructure
8. Staff with good cross section of skill sets
9. Online and wireless resource increasingly popular-electronic/technological integration underway
10. Partnerships including Literary Festival
11. Children's programming
12. Consistent library image including logo, name, brochures, letterhead, business cards

II. Weaknesses

1. Adult programs
2. Book sales
3. Bridgenorth community hall not always accessible
4. Declining circulation
5. Lack of space in some branches/thrift stores
6. Lack of public participation in some programming (adult, young adult)
7. Misinformation or lack of information about library services and programs in the general public
8. Website challenges
9. Inconsistent skill levels among volunteers resulting in inconsistent service
10. Mandarin software
11. Limited crossover between the distinct township communities

III. Opportunities

1. Partnerships
2. Outside funding for special projects i.e. Ontario Trillium Foundation
3. Piggy-back township resources with website development
4. Encourage Overdrive service
5. Public relations and support from our local press like Lakefield Herald
6. Local events and publicity opportunities

IV. Threats

1. Funding from provincial government
2. Emerging technologies - constant challenge for staff & volunteers to keep current
3. Relevance of libraries in an electronic age
4. High expectations of public i.e. Hours of operation, social change, immediate response
5. Expense control
6. Publishers limit access for distribution of ebooks
7. Lack of population growth
8. Schools

Part 3: Marketing Analysis

A. Target Patron/User Groups

The marketing plan identifies the following target groups that will be prioritized with individual action plans and based on opportunity and resource availability.

1. Home schooled families
2. Families with young children, often including grandparents
3. Seniors- a growing segment of Canada's and Selwyn's population
4. New retirees
5. Newcomers to our community

6. Users that can benefit from our investment in accessibility equipment

How do we reach these target users?

1. Online
 - a) Redesigned, more user friendly website
 - b) Social media
 - c) Township website
2. Local print and online newspapers
 - a) Lakefield Herald
 - b) Snap
 - c) Connections
 - d) Peterborough Kids
 - e) What's Happening
3. Community partners and groups
 - a) Doctors offices
 - b) Senior's groups
 - c) Mom's groups
 - d) BBC
 - e) EHS
 - f) Optimist
 - g) Rotary

B. Competition

- 1) Online book purchase, TV, school/campus libraries, Seniors groups
- 2) What is our “unique user value” compared to the competition?
 - a) Location – 3 branches located in 3 communities
 - b) New facility
 - c) Educational programming
 - d) Entertainment programs
- 3) What added value could we offer?
 - a) Remote/mobile services
 - b) Access to new technology
 - c) Ease of access online
 - d) Support at community events

C. Goals that drive the plan

The marketing plan recognizes three overriding goals that should drive our action plans.

1. To increase the utilization of library services
2. To increase the public's perception of the "modern" library as a community HUB
3. To maintain enough flexibility to experiment and act on the unexpected opportunities that meet these goals.

D. Key Communication Approaches

1. Continue to develop and establish a clear and recognizable "brand" for the Selwyn Public Library.
2. Use a broad range of communications vehicles and tools to communicate to the wide variety of target audiences; both traditional print and online tools
3. Use the local media both paid advertising and free opportunities as a way to reach members of the general public
4. Communicate clear and consistent key messages to key stakeholder groups in all communications.
5. Demonstrate and communicate success stories both quantitative (yearly statistics) and qualitative.
6. Demonstrate sound fiscal management with regard to funding, government grants and self-generated funds.
7. Focus public communication efforts on involvement and participation in Library programs and activities, instead of simply raising awareness and understanding.
8. Maintain flexibility to respond to unique opportunities or funding opportunities that may arise with short notice.

E. Annual/Ongoing Marketing and Communications Initiative/Tools currently in place

Requires: annual review & evaluation

Lakefield Herald Column

Annual Report Presentation to Council

Ontario Public Library Week

Book Sales

Brochures

Shamrock Festival Participation

March Break Children's Programs

Lakefield Farmer's Markets

Spark Photo Exhibit

Causeway Connection

Lakefield Literary Festival

Silver Birch Reading Program

Social Media Facebook

Website (needs revision)

Township Opportunities – Selwyn Spotlight, Tweet of the Week, Council Communicator, New Resident Brochure

Library Logo

F. Potential Opportunities to be Considered or Expanded

Lakefield Santa Clause Parade
Lakefield Literary Festival
Courtyard event
One book, one community reading
Local businesses ie: real estate, tourism operations, trailer parks,
Organizations: Senior Groups, Welcome Wagon

G. Ongoing Marketing/Communications

Branding Continue to develop and establish a clear and recognizable Selwyn “brand”.
Consistent use of logo and colors; Purchase of marketing tools, included in yearly budget considerations: ie: rollup banners, book bags, magnets etc.

Social Media Continue to ensure content for social media is relevant, current and consistent.

Powerpoint Presentation Develop a standard Selwyn PowerPoint for use with various groups highlighting.

Internal Communications Ensure that Board, volunteers, all staff are informed and knowledgeable in regard to goals, objectives and
Determine annual focussed action plan and develop implementation plan.

Media Contact Annually revise & update media contact list ;
Assess effectiveness of various outlets
Potential for & focus of paid advertising

Media Releases Regular schedule

Outreach Efforts Pursue and develop partnerships with community groups

Public Consultation Develop method for an annual consultation with public with a goal to determining the success of marketing in terms of increased awareness

Part 4: Marketing Action Plans

The following marketing action plans are either underway or proposed for near term action. Details attached as an appendix.

1. Develop a revised library brochure
2. Extend reach of programs
3. Reach new homeowners with Library Information-Township packages
4. Collect all potential media contacts in one list
5. Building a consistent presence and identity
6. Broaden perception of the library; extend reach of library programs and services
7. Expand home-schooling program
8. Promote Kobo loaning program
9. Updating of website
10. Metrics to show library value
11. Legacy document reference

Selwyn Public Library: Feasibility Study - Lakefield Branch
Addendum from the Selwyn Public Library Board of 2014-2018

These additional notes are personal comments by Board members and are intended as additional considerations while reviewing the Feasibility Report in the future.

1. While completing the library renovation, it would be prudent to build a base in the basement to accommodate a future elevator to enhance second floor usage.
2. When considering a new barrier-free lift, the recommendation was made to include a push device to activate the lift by Staff at the desk. This area was to be visible by Staff at the circulation desk as well.
3. When considering 'Order of Magnitude' expenses, also ensure consideration of costs to close or relocate the library during construction.
4. In considering Option #1:
 - The Reading Room features a Vending Machine in the diagram. This should be discussed further. The TEEN area is complementary to the Computer area, Reading Room, Adult Fic & Non-Fic, Learning Commons Work Tables, providing ongoing development from staff, circulation staff volunteers, and visiting program room instructors.
 - Address current deficiencies in light and space in the library
 - A Cafe or Meeting Room at the far SW end of the building, at the present fire hall tower, is a possible option
 - Signage for the Selwyn Public Library - Lakefield could be considered for the fire hall tower
 - Meeting Room #1 with Storage lies adjoining the Program Room
 - Gallery Display is a highlight of the Children's Library; Librarian Office, Program Room and Washroom in this hallway; glass walls as identified
 - Possible use of one washroom as a janitor's closet
5. Clarifications for Pg 15 of 17:
 - Under the Structure section, the "Transition Zone" refers to the area between the Fire Hall structure and the Memorial Hall
 - Under the Architectural section, the 8th bullet referring to the integrated glass over the custom bookshelf, refers to the "Gallery Display" adjacent to the Children's Section/Corridor
6. Electrical consideration:
 - 220 V plugs (3) for future Maker Spaces: 2 for Children's Library, 1 for Program Room
7. Locations for Wheelchair Access to upper levels:
 - Vestibule at east end at Circulation Desk
and/or N side at vestibule for 2nd floor partner space
8. Emphasis should be given to ensuring this is a *Green Building* in future planning.
9. When considering the plan, consider the future implications for Renewed Classics, as this would require a move from the current space.
10. When considering the plan, consider the future implications for the heritage nature of this building. We advise that key heritage features be preserved when possible

2017 Adult Program Summary

Book Clubs

Program	# of Programs	# of Attendees
Adult Book Clubs	25	223
Regency Book Club	5	47
All Booked Up Online Book Club	1	56
All Booked Up In-Library Parties	9	127
TOTAL	40	453

Technology, Social Media, and Computer Literacy

Program	# of Programs	# of Attendees
YIP One-on-One Lessons	103	106
Computer Workshops	19	66
eBook & eReader Support	105	151
Seniors iPad Workshops	15	123
TOTAL	242	446

Culture Days, Poetry Readings, and Art Shows

Date	Program	# of Programs
April-June	SPARK Photography Exhibit	1
April-June	Tall Oaks School of Art Exhibit	1
TOTAL		2

Ontario Public Library Week

Program	# of Programs	# of Attendees
Poetry Night	1	19
Memoir Workshop	1	12
TOTAL	2	31

Other

Program	# of Programs	# of Attendees
Big Screen Movie Night	6	370
Visit to Probus Seniors Home	2	26
TOTAL	8	396

Adult Program Evaluation

When you compare the Selwyn Public Library's offered adult programs to the adult programs offered at other libraries of similar population size in Ontario, we are doing excellent. By looking at what adult programs are offered at similarly sized libraries, we can identify common popular programs that are in demand with library patrons. Of course, every library and its patrons are different; what works for one library may not work for another.

To determine which libraries have a similar population to ours, I used the **Index to Public Libraries in Southern Ontario** found on the Southern Ontario Library Service's (SOLS) website. The index includes the libraries' population data from the 2016 Census.

Adult library programs relating to computers and technology are currently among the most popular adult programs offered. Common technology programs include 1-on-1 training, 3D printing, computer lessons, eBook & eReader support, Apple device help, and Android device help. Most libraries offer a variety of some of the common programs listed.

Book clubs continue to be a very popular program with adult library patrons. These clubs vary in form. Some clubs, like ours, follow the traditional format where one book is selected for all members to read and each month members meet to discuss it. Another popular form of book clubs is where members meet each month to discuss their own personal current reads or old favourites, and sometimes includes a book talk by the organizing librarian.

Other popular regularly scheduled adult library programs include writers circle, movie nights, knitting/crochet/embroidery/sewing workshops, and trivia/board game nights. These types of programs are generally drop-in type programs.

In addition to regularly scheduled adult library programs offered at libraries in Ontario, many libraries offer special event type programs. These one-time programs could include author visits, seasonal/holiday craft workshops, or a wide variety of informational type programs or lectures (financial, gardening, medical, historical, mental health, physical health, travel, etc.).

Current Adult Programs at the Selwyn Public Library

- Book Clubs (All 3 Libraries)
- YIP One-on-one Lessons (All 3 Libraries)
- Computer Workshops (All 3 Libraries)
- eBook & eReader Support (All 3 Libraries)
- Senior iPad Workshops
- SPARK Photography Exhibit (Bridgenorth)
- Tall Oaks School of Art Exhibit (Bridgenorth)
- Poetry Night
- Children's Performance
- Memoir Workshop (Lakefield)
- Big Screen Movie Night (Bridgenorth)
- Scrabble Club (Bridgenorth) year-round on a monthly basis
- Active Living Kits

- Pedometer kits
- Pickleball Kits
- Tackle Share
- Displays within the library
 - Blind Date with a Book (All 3 Libraries)
 - Art Display (Bridgenorth)

Promoting Adult Programs at the Selwyn Public Library

To host successful programs, it is necessary to have enough lead time to promote the program to the public. We promote programs in multiple different ways.

For print promotion, we post posters at all of our library locations in numerous locations as well as at each of our New-To-You stores. For big events, we post additional posters at popular businesses in Bridgenorth, Ennismore, and Lakefield. We also can promote our events through newspaper. We have contacts for Cottage Country Connection, Dummer News, Lakefield Herald, Peterborough Examiner, Peterborough This Week, and Snapd. Each of these contacts is listed in the Selwyn Public Library's "Media Marketing List – July 2018".

For web-based promotion we use a variety of social media sites such as Facebook and twitter; where we post flyers and banners regarding our event. We also promote using our website (www.MyPublicLibrary.ca) where we post banners, event details, and information on registration (if the event requires registration).

Future Adult Programming at the Selwyn Public Library

Reoccurring monthly programs seem to have the most success among our adult library patrons. Having a program take place on the same day, time, and location gets people accustomed to coming to the library on a regular basis. Monthly programs also work very well for planning purposes. The room can be booked in advance for the same day and time every month which saves a lot of time.

One-time programs take a while to plan, so they must be heavily promoted for the turn-out to be worth it each time. It is difficult to find engaging presenters for each event who are willing to volunteer their time and sometimes resources without an honorarium or payment in some form. It is also difficult to schedule them in a way that works for the libraries, the event location, and the presenter.

For the 2018 summer, fall, and winter terms we are planning many new one-time programs, events, and workshops such as: First Nation Movie Screening, Voting Online Workshop, Trail Walk Event, Resume Writing Workshop, Christmas Crafts, Essential Oils Presentation, Arm-Knitting Craft, Travel Florida Presentation, Alzheimer's Presentation/Workshop, Remembrance Day Presentation, Art Display (specially featuring a local First Nation Artist), Paint Night Event, Square Dancing Event, Seed Library – Putting Your Garden to Bed Presentation, Strength Training Workshop, Genealogy Presentation, and a Naturopath Presentation.

Almost all adults programs, with the exception of a few, came with little or no cost to the Selwyn Public Library or to guests attending the programs.

Selwyn Public Library Adult Program Evaluation 2017/2018

Existing Adult Library Programs

- Book Clubs (All 3 Libraries)
- YIP One-on-one Lessons (All 3 Libraries)
- Computer Workshops (All 3 Libraries)
- eBook & eReader Support (All 3 Libraries)
- Senior iPad Workshops
- SPARK Photography Exhibit (Bridgenorth)
- Tall Oaks School of Art Exhibit (Bridgenorth)
- Poetry Night
- Children's Performance
- Memoir Workshop (Lakefield)
- Big Screen Movie Night (Bridgenorth)
- Scrabble Club (Bridgenorth) year-round on a monthly basis
- Active Living Kits
 - Pedometer kits
 - Pickleball Kits
 - Tackle Share
- Displays within the library
 - Blind Date with a Book (All 3 Libraries)
 - Art Display (Bridgenorth)

Existing Adult Programs in the Community

- **Lakefield**
 - Lakefield Horticultural Society
 - Monthly meetings with horticultural themed speaker
 - Lakefield Trail
 - Trail Friends Program
 - The Village Yoga Studio
 - Yoga Classes
 - Private Sessions
 - Retreats
 - Stay Active with Neli
 - Therapeutic Fitness Programs
 - United Church
 - Tai Chi
 - Alcoholics Anonymous
 - Quilts for Cancer Workshop
 - Jolly Seniors
 - Potluck lunch
 - Darts
 - Crib

- Euchre
 - Bingo
- Golden Years Club
 - Bridge
 - Bid Euchre
 - Cribbage
 - Scrabble
- Community Care
 - Free Exercise and Falls Prevention Classes
 - Sharing Dance Program
- **Ennismore**
 - Ennismore Curling Club
 - Curling
 - Golf
 - Ennismore Community Centre
 - Public Skating Program
 - Ennismore Seniors
 - Lunches
 - Euchre
 - Pool
 - Needlework
 - Carving
 - Folk Art
 - Clogging
 - Line dancing
 - Celtic dancing
 - Yoga and Wellness with Sian
 - Weekly Yoga Classes
 - Waterfront Park
 - Ennismore Heritage Trail
 - Young Recreation Complex
 - Ennismore Fitness Trail
 - Fung Loy Kok Taoist Tai Chi
 - Tai Chi Classes
- **Bridgenorth**
 - Community Care
 - Mental Health Programs
 - Mindfulness
 - Cognitive Therapy
 - Sleepless in Peterborough
 - Nutrition Programs & Workshops
 - Craving Change
 - Diabetes Prevention Workshop

- Heart Health Workshop
 - Congestive Heart Failure Workshop
- Bridgenorth Hall
 - Tai Chi
- Healing Stone Yoga
 - Yoga Classes
- Chemung Senior Citizen's Family
 - Guest Speakers
 - Dining out
 - Trips & Outings
 - Entertainment

NOTES

- One time only programs take a lot of time and effort to organize, however, if the library is approached by someone wishing to present a program for no charge, we will consider partnering with them
- The time and effort put forth for program series receives a response from the community that makes it not worth while
- The library needs to provide programs that:
 - Don't already exist in the community
 - Align with the strategic directions of Selwyn Public Library
 - Fill a need in the community
 - Could relate to events or holidays happening in the community
 - Little or no cost to the library
- Little budget to work with for adult programming
- Morning adult programming is highly attended opposed to evening programs
- Programs that run consistently month to month seem to work best – they are simple to organize and are best for getting people used to coming to the library on a regular date each month
- Promoting could possibly be increased through the use of a email mailing list made up of people whom are interested in coming to various programs that we offer often – a free, easy way to promote programs to those interested
- Promotional Strategy – website, facebook, in-library posters, connection, herald, local event listings in PTBO This Week, posters in community, Kawarthanow website

Potential Adult Programs

- First Nations (History, Storytelling)
- Paint Night
- Informative talks (Voting, Remembrance Day, Fraud, Travel)
- Nordic Walking/Trial
- Luncheon (Thanksgiving)

- Crafts (based on specific holidays or celebrations)
- Seed Library (info talk on starting you garden in the spring & closing your garden in fall)
- Health (Meditation, Mental Health)
- Resume Writing Workshop
- Guest Author
- Photo Workshop (what to do with photos – ideas??)
- Crocheting & Knitting (Possibly Needlework??)
- Games Night (solve & complete jigsaw puzzles or play other games; trivia pursuit, cards, etc.)
- Bingo
- Line dancing (Is there a need in the community?)
- Retirement Planning
- Make Your Own Sign (Craft)
- Knotted Fleece Blankets for pets (craft) (donate or take home for your own pet)
- Compassion Fatigue Workshop (for those who care for others including family, friends, and coworkers to help their mental health so they can better care for themselves while continuing to care for others)

Types of Programs Offered at Libraries of Similar Population (based on 2016 Census data listed on SOLS Index of Public Libraries) Selwyn Public Library – pop. 17,060

- Bracebridge Public Library – pop. 16,010
 - Book clubs, various special events each month, 1-on-1 tech training, writing circle, writers projects
- Clearview Public Library – pop. 15,054
 - Book club, craft club, farmer's markets info sessions, active living kits
- Haliburton County Public Library – pop. 18,062
 - Book club, tech workshops, family story-time, art & design club, coffee clubs, ukulele jam sessions, colouring for adults club
- Niagara-on-the-Lake Public Library – pop. 17,511
 - Writers Circle, Cooking & Food Sampling program, Embroidery Machine Workshop, Genealogy & DNA Club, Carvey Workshop (wood carvings), 3D Printer Workshop, author visits
- North Grenville Public Library – pop. 16,451
 - Board game nights, quilting club, science & technology group, book club, guest speakers each week, knitting group, modelers club
- Pelham (Town of) Public Library – pop. 17,110
 - Author visits, health programs (aging eyes, chronic pain, diabetes), technology workshops, movie night, therapy dogs program, bridge, crafts, book clubs, meditation workshop, coffee club, summer reading club **this library charges fees for most programs**
- Petawawa Public Library – pop. 17,187
 - Meditation, vision board, bullet journaling, essential oils, vacationing **this library charges small fees for programs**

- Port Colborne Public Library – pop. 18,306
 - Book club, stitching group, documentary presentations, knitting classes, mental health support group
- Port Hope Public Library – pop. 16,753
 - Coffee and trivia program, movies, stitchery, book club, family story-time
- Thorold Public Library – pop. 18,801
 - Book clubs, photography workshops, speakers/author appearances, Qi Gong/Tai Chi, knitting & crocheting & sewing club, movies, craft night, mental health and café club, writers' forum, computer lessons