



Lincoln
Public
Library
Strategic
Plan

2012-2015

Area of Focus 1: Enhance Community Access

STRATEGIC DIRECTION 1.1: Optimize Usable Space at the Moses F. Rittenhouse Library

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
1.1.1 Review and update collections	<p>To review demographics for the East End of Lincoln</p> <p>To prepare and implement a schedule for weeding all collections areas</p> <p>To prepare a gap analysis for fiction, non-fiction and audio-visual</p> <p>To prepare and implement a buying plan which is</p>	<p>To approve Collection Development Plans</p> <p>To approve collection budget lines</p> <p>To monitor collection purchases at every board meeting</p>	<p>To plan and implement the steps in the specific actions column</p> <p>To monitor collection budget</p> <p>To review and revise weeding plan</p> <p>To review and revise gaps in fiction and non-fiction</p>	Fall 2014 – Fall 2015	<p>Current Collection Development Plan</p> <p>Current weeding plan</p> <p>Collection budget which reflects actual collection needs</p> <p>Monthly monitoring by Board and Staff</p>	<p>The Moses F. Rittenhouse Library will be able to offer a well designed collection that meets the needs of the patrons in the east end of Lincoln and acts as additional capacity for the west end</p>

Area of Focus 1: Enhance Community Access

STRATEGIC DIRECTION 1.1: Optimize Usable Space at the Moses F. Rittenhouse Library

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
	incorporated into the Collection Development Plans for 2014 and 2015.					
1.1.2. To review the layout of the Moses F. Rittenhouse Library for use effectiveness and accessibility	<p>To create a minimum of 45 inch aisles between shelving units</p> <p>To remove shelving if required</p> <p>To transfer materials to the new Beamsville facility if shelving removed</p>	<p>To approve capital and operating budget funds</p> <p>To approve the renovation plan</p> <p>To approve AODA Built Environment Standards for the Library</p>	<p>To develop renovation plan within established limits</p> <p>To ensure that the design enhances library service</p>	2013	<p>The Moses F. Rittenhouse Library's collection is displayed well and has adequate shelving</p> <p>Seating and work space for both patrons and staff is comfortable and conducive to a good work/study environment</p>	<p>The Moses F. Rittenhouse Library's collections and services and service areas are easy to find for patrons</p> <p>The Moses F. Rittenhouse Library is accessible by all patrons</p> <p>Civic Pride</p>

Area of Focus 1: Enhance Community Access

STRATEGIC DIRECTION 1.1: Optimize Usable Space at the Moses F. Rittenhouse Library

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
	<p>To review table and Internet terminals to ensure access by patrons in wheelchairs</p> <p>To review circulation desk layout to ensure access by patrons in wheelchairs</p> <p>To revamp the signage for use by visually impaired patrons according to the AODA Communications regulations</p>				Compliance with AODA	

Area of Focus 1: Enhance Community Access

STRATEGIC DIRECTION 1.2: Staffing and Service Review

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
1.2.1 To undertake a staffing review of the Lincoln Public Library	To review the staffing complement and service location to maximize library operations at both locations	To approve new salary levels if appropriate To approve changes to job descriptions if appropriate To approve any additional budget requirements	To canvass peer libraries on any initiatives for staff and service reviews To contact library consultants to determine feasibility of professional review To review current job descriptions including duties and education	Winter 2012	The Library can staff the library locations adequately based on demand Staff can be deployed at specific times to work with specific patron groups	The best possible library service within financial limits

Area of Focus 1: Enhance Community Access

STRATEGIC DIRECTION 1.2: Staffing and Service Review

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
			<p>To revise job descriptions if applicable; develop job descriptions for newly configured jobs if applicable</p> <p>To review salary levels</p> <p>To determine number of staff needed for optimal service at each location</p>			

Area of Focus 1: Enhance Community Access

STRATEGIC DIRECTION 1.2: Staffing and Service Review

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
1.2.2 To undertake a Service Review of the Lincoln Public Library	To complete a service review which identifies the best library location for service delivery	To approve service change plans To approve any additional budget requirements	To identify the space needs for all service areas in both branches To determine the space required to conduct specific tasks or house specific collections and services for the system from the total square footage available at each location To locate services based on space and staffing needs	Winter 2012	Allocation of services at branches to best meet community needs	Efficiencies gained in staffing and collection distribution Better management of library usage traffic Reduction in accessing services at both libraries through consolidation

Area of Focus 1: Enhance Community Access

STRATEGIC DIRECTION 1.2: Staffing and Service Review

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
<p>1.2.3 To review the hours and days of service at the Fleming and Moses F. Rittenhouse Libraries</p>	<p>To ensure that the library hours of service that best meet the needs of the community within budget limits</p>	<p>To review the results of the 2011 Community Survey on hours and days visited</p> <p>To approve new hours if changed</p> <p>To approve addition budget if appropriate</p>	<p>To review use patterns hourly and daily at both locations; to review the 2011 Community Survey results on hours and days visited</p> <p>To review potential new usage at the new Beamsville facility</p> <p>To analyze the results of the staffing review and revise schedules if necessary</p>	<p>2012</p>	<p>Open hours best reflect usage patterns</p> <p>Staff can be scheduled to best meet usage patterns</p>	<p>Efficiencies in staffing costs</p> <p>Better library traffic management</p>

Area of Focus 2: Engage Our Community

STRATEGIC DIRECTION 2.1: Marketing Plan

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
2.1.1 Develop the Annual Marketing Plan	<p>To develop an annual marketing plan that promotes the library brand and highlights specific programs, collections and services as defined by the annual Service Plan and the Collection Development Plan</p> <p>To ensure that marketing and promotional content can be</p>	<p>To approve targets as define by the Marketing Plan, Collection Development Plan and the Service Plan</p> <p>To approve marketing plan based on annual targets</p> <p>To approve marketing budget</p>	<p>To identify Marketing targets: review Collection Development Plan and Service Plan annually</p> <p>To develop a timeline for campaigns</p> <p>To develop marketing campaigns to fit into approved budget</p> <p>To price and order special marketing</p>	Annually	<p>Marketing Plan</p> <p>Marketing Products</p> <p>Lincoln Public Library Brand</p>	<p>The Lincoln Public Library has a brand that makes in recognizable in the community</p> <p>The Lincoln Public Library effectively delivers its messages to the community</p>

Area of Focus 2: Engage Our Community

STRATEGIC DIRECTION 2.1: Marketing Plan

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
	made available to the visually impaired according to the AODA Communication regulation		products – book bags and business cards using new branding Develop revised or new marketing tools to market services, programs and new products and technology such as e-books			

Area of Focus 2: Engage Our Community

STRATEGIC DIRECTION 2.2: Community Information Portal

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
2.2.1 Community Information Portal	To provide information on community events, organizations and programs in a variety of formats	To approve budget To approve Service Plan	To develop an electronic list of community events To develop an electronic list of community organizations To promote and enhance the community bulletin board at both locations To provide information on Lincoln for tourists and residents	2014	Community Event Listing Community Organization Listing Enhanced Staff knowledge of the community	The residents of the Town of Lincoln have access to a 'one-stop' access point for community event and organizations information Community organizations can book their events to avoid conflict with similar events

Area of Focus 2: Engage Our Community

STRATEGIC DIRECTION: 2.3 Community Hub

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
2.3.1 Cultural Hub	To provide the community with a venue to offer theatrical and musical events and to provide a space for art display	To approve programming and art display policy To approve budget	To expand the 'Art Around the Pillar' in Vineland with art shows monthly	2012	Venue for cultural events	Increased appreciation of the arts in the Town of Lincoln Development and enhancement of the cultural industry in the Town of Lincoln
			To create an attractive art display area in the new Beamsville library	2013	Venue for cultural development	
			To offer live music and theatrical presentations in the community rooms of the new Beamsville	2014	Venue for cultural education	

Area of Focus 2: Engage Our Community

STRATEGIC DIRECTION: 2.3 Community Hub

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
			location To offer regular movie nights in the common rooms in the new Beamsville location	2014		
2.3.2 Educational Hub	To provide educational and information programming and to provide work space for lifelong learners	To approve programming policy To approve budget	To provide proctoring services to online students To provide Homework Help resources To offer courses as a satellite location for post-secondary schools	2012 2012 2014	Venue for educational programming Alternative venue for post-secondary courses Safe venue for tutoring	The Lincoln Public Library becomes the central point for life-long learning in the community

Area of Focus 2: Engage Our Community

STRATEGIC DIRECTION: 2.3 Community Hub

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
			To provide tutoring space; offer an enclosed study/tutoring room	2014		
2.3.3 Technology Hub	To offer current technology equipment for Internet searching and report writing	To adopt 10 Year Capital Technology Budget To provide adequate capital budget funds to purchase equipment	To research community technology needs To develop the 10 Year Capital Technology Plan To purchase and have installed new equipment	Ongoing	Appropriate technology purchased and installed Community technology needs incorporated in capital purchases	All Lincoln residents have access to the technology needed for education, work and leisure All Lincoln residents have the skills necessary to employ current technology Lincoln can

Area of Focus 2: Engage Our Community

STRATEGIC DIRECTION: 2.3 Community Hub

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
	<p>To offer technology training to enhance technology literacy</p>	<p>To provide adequate budget funds for staff salaries to conduct courses</p> <p>To endorse technology training as part of Programming Plan</p>	<p>To research community technology training needs</p> <p>To develop technology courses to meet community needs</p> <p>To conduct technology courses</p>	<p>2014</p>	<p>Community need identified through research</p> <p>Technology courses developed and implemented based on unique community needs</p>	<p>provide technologically literate staff to local businesses</p> <p>Residents attain the technology skills necessary for work, education, leisure and social connections</p>

Area of Focus 2: Engage Our Community

STRATEGIC DIRECTION: 2.4 Economic Development

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
2.4.1 Economic Generator	To become a resource for potential and current small business owners to enhance the economic development of the Town of Lincoln	To approve Service Plan To approve budget	To identify small business information needs in conjunction with the Chamber of Commerce, the Beamsville BIA, the Wine Council and the Greenhouse Growers Association To review the library's collection on small business	2012	Section in Service Plan on small business services Small business resource on website Staff trained on Service Ontario resources	The small business community has free and easily accessible resources to grow and develop The Library is seen as a key player in the economic development of the community

Area of Focus 2: Engage Our Community

STRATEGIC DIRECTION: 2.4 Economic Development

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
			for deletions and new materials To review and promote the resources from Service Ontario To offer workshops on Service Ontario To offer speakers' programs and information workshops on small business opportunities			

Area of Focus 2: Engage Our Community

STRATEGIC DIRECTION 2.5: Friends of the Library

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
2.5.1 To encourage the development of a Friends of the Library Group	To provide for the opportunity for the community to establish a Friends of the Library Group for the Lincoln Public Library	<p>To establish a policy to create a partnership with a Friends of the Library Group</p> <p>To liaise with the Friends of the Library through representation on the Friends' Board</p> <p>To provide support for events/ activities conducted by the Friends</p>	<p>To liaise with the Friends of the Library with a staff contact</p> <p>To provide support if authorized by the Board</p>	2012	The Library is affiliated with a community group which advocates for library services and provides needed assistance	<p>The Library has a larger profile in the community</p> <p>The Library has additional support for programming and fundraising</p>

Area of Focus 2: Engage Our Community

STRATEGIC DIRECTION 2.6: Partnerships

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
2.6.1 Community Partnerships	To develop and maintain community partnerships which provide a synergy in programming, information and goals	To develop and maintain the policies necessary for partnerships To foster goodwill towards the Library's community partners	To develop partnership opportunities To develop and maintain relationships with community partners	On-going	Partnership Policy Partnership agreements In-kind support to community groups	The Lincoln Public Library is an engaged organization in the community The Library provides a venue for community programming Community partners see the library as an engaged organization

Area of Focus 3: Design a New Beamsville Facility

STRATEGIC DIRECTION 3.1: Community Input

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
3.1.1 To develop and implement community input forums	<p>To research community groups to target</p> <p>To develop and undertake appropriate forums – focus group, survey, etc.</p> <p>To compile results and identify trends, concepts, etc.</p> <p>To implement community input into the design of the interior</p>	<p>To assist with the preparation of questions</p> <p>To host the community input forums</p> <p>To provide the budget funds for the forums</p> <p>To inform Council of the results</p>	<p>To assist with the preparation of the questions</p> <p>To develop and organize the forum structure</p> <p>To collate the results</p> <p>To prepare a report on the results</p>	Winter 2012	<p>Focus groups</p> <p>One-on-one interviews with key stakeholders</p> <p>Collated report on results</p>	<p>The residents of the Town of Lincoln have their opinions heard and reviewed on the new library facility in Beamsville</p> <p>Civic Pride</p>

Area of Focus 3: Design a New Beamsville Facility

STRATEGIC DIRECTION 3.2: Internal Library Space in New Beamsville Facility

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
3.2.1 To plan and design the internal space of the new Beamsville facility to meet library needs and AODA Built environment compliance	<p>To determine the technology needs for hardware, software and programming</p> <p>To determine the storage space required</p> <p>To determine the staff work and rest space required</p> <p>To determine the programming</p>	<p>To review space requirements with community input results</p> <p>To approve capital and operating budgets for furnishings, collections</p> <p>To work with staff to identify space and service needs</p>	<p>To review space requirements with community input results</p> <p>To prepare budgets for furnishings, equipment and collections</p> <p>To identify space and service needs</p> <p>To purchase identified furnishings, equipment and</p>	Fall 2012-Winter 2013	<p>Appropriate layout based on services offered, collections available and community input</p> <p>The layout is fully accessible for patrons who are in wheelchairs</p> <p>Signage is accessible for all, including visually impaired patrons</p>	<p>The Town of Lincoln residents are satisfied with the new library space in Beamsville</p> <p>Good customer relations</p> <p>Civic pride</p>

Area of Focus 3: Design a New Beamsville Facility

STRATEGIC DIRECTION 3.2: Internal Library Space in New Beamsville Facility

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
	<p>and study space required To determine the lighting, patron service and patron seating space required</p> <p>To determine the collection space required.</p> <p>To determine shelving placement with 45 inch aisle width as per AODA Built Environment regulations</p>		collections			

Area of Focus 3: Design a New Beamsville Facility

STRATEGIC DIRECTION 3.2: Internal Library Space in New Beamsville Facility

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
	<p>To plan services desks that can be used by patrons in wheelchairs and by young children</p> <p>To create signage that meets AODA Communications regulation</p>					
3.2.2 Collections	<p>To conduct a thorough weeding of the current Beamsville collection</p> <p>To move any surplus</p>	<p>To approve collections budgets</p> <p>To approve Collection Development Plans</p>	<p>To develop collections budgets</p> <p>To develop Collection Development Plans</p>	Fall 2012-Winter 2013	Collections developed based on community input, demographics and vetted standards lists	<p>The Town of Lincoln residents are satisfied with the collections in the new Beamsville facility</p> <p>Good customer</p>

Area of Focus 3: Design a New Beamsville Facility

STRATEGIC DIRECTION 3.2: Internal Library Space in New Beamsville Facility

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
	<p>collection items from the Vineland location</p> <p>To conduct a gap analysis and purchase items as appropriate</p> <p>To add new collections or update collections as required, including town priority of community health resources</p>		<p>To develop weeding plan</p> <p>To identify and move surplus Vineland items</p>			<p>relations</p>

Area of Focus 3: New Beamsville Facility

STRATEGIC DIRECTION 3.3: Programming

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
3.3.1 Programming	To update and expand library programming, with an emphasis on Beamsville community needs	To review programming requirements with community input results To approve programming budgets To approve Service Plans	To review programming requirements with community input results To develop programming based on community input results To incorporate enhanced programming opportunities in the Service Plans	Fall 2013-Winter 2014	Quality programming is offered based on community input The programs are offered at times and locations convenient to patrons A wider range and a greater number of programs presented	The Library patrons are offered the programming which meets their needs Good customer relations

Area of Focus 4: Build Capacity of Staff and Board

STRATEGIC DIRECTION 4.1: Build Capacity of Staff

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
4.1.1 To build the capacity of staff in the areas of customer service and technology change	To ensure that the staff have the skills to provide excellent customer, understand and use emerging technology	Approve budget for professional development Approve budget for adequate staff to cover time for workshop attendance, staff meetings, etc.	CEO distributes professional development opportunities to staff CEO approves attendance based on budget availability and applicability to job	On-going	Training plan for staff	Customer service to the community is enhanced Staff gain confidence to work better Better educated staff
4.1.2 To provide the resources for staff for creative development	To allow staff the time and resources to develop creative programs, services and ideas	Approve budget for professional development Approve budget for adequate staffing to cover time for planning	CEO provides staff with time off and other resources for training	On-going	More creative and interesting programs created Higher program attendance	Staff have the creative freedom to develop and implement programs that meet community needs Patrons are

Area of Focus 4: Build Capacity of Staff and Board

STRATEGIC DIRECTION 4.1: Build Capacity of Staff

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
						satisfied with programming offered
4.1.3 To develop staff for future progressive positions	To develop a succession plan for senior management positions	<p>To provide the budget funds for training and other opportunities</p> <p>To develop a written plan on the succession plan process</p>	<p>CEO provides staff with time off and other resources for training</p> <p>CEO fosters an atmosphere of creativity and learning which benefits staff and the library</p> <p>CEO mentors and develop staff in attaining progressive positions</p>	On-going	The Library retains staff with the appropriate training and experience to continue the strategic direction of the library	<p>The Library work of the library continues without interruption</p> <p>The Library builds on the work of previous management staff to move forward on the library's strategic directions.</p>

Area of Focus 4: Build Capacity of Staff and Board

STRATEGIC DIRECTION 4.2: Build Capacity of Board

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
4.2.1 To provide the resources for Board professional development and growth	<p>To encourage and subsidize attendance at library conferences and appropriate workshops</p> <p>To encourage board members to develop leadership skills through training and board position opportunities</p>	<p>To provide the necessary budget funds</p> <p>To promote opportunities to all board members</p> <p>To create an environment that fosters growth and education</p>	CEO distributes professional opportunities to Board and facilitates registration, etc.	On-going	<p>Training Plan for Board</p> <p>Leadership skills for Board identified</p> <p>Board members better equipped for Board work</p>	<p>The Library Board has the information and training to develop policies and approve plans that best meet the needs of the community</p> <p>The Library Board has the leaders to move the Board's strategic directions forward</p>

Area of Focus 4: Build Capacity of Staff and Board

STRATEGIC DIRECTION 4.2: Build Capacity of Board

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	OUTPUT	IMPACT
4.2.2 To develop and implement Board Performance levels	<p>To develop Board performance standards</p> <p>To create and complete annual assessments of Board performance</p>	<p>To approve Board performance standards</p> <p>To perform Board assessment</p>	CEO facilitates process for the Board	Annually	Board Performance Assessment Form	<p>The Board and the Community have concrete results on Board performance</p> <p>Improvement and change in board performance can be monitored and implemented</p>