



LINCOLN
PUBLIC
LIBRARY

STRATEGIC PLAN

2006 – 2009



Approved by the Lincoln Public Library Board in April, 2006

Mission and Vision Statements 2006

MISSION STATEMENT

The Lincoln Public Library is dedicated to offering a full range of programs, services and materials that advance the personal growth, life-long learning, and recreational needs of its community.

VISION STATEMENT

The Lincoln Public Library is a key partner in the development of the economic and cultural well being of its community.

1 STRATEGIC PLAN - 2006-2009

PRIORITIES, STRATEGIC DIRECTIONS & OBJECTIVES

PRIORITY # 1: SERVICE DEVELOPMENT – (See pages 4 – 6)

STRATEGIC DIRECTIONS

1.1 Annual Service Plan

Objective: 1.1.1 To ensure that the Lincoln Public Library maintains a current service plan that reflects the needs of the community

1.2 Technology

Objective: 1.2.1 To establish and maintain a Technology Plan that meets the current and future needs of the public and the staff

1.3 New Building

Objective: 1.3.1 To advance the planning and building of a new library facility in Beamsville

PRIORITY # 2: ADVOCACY – (See pages 7-11)

STRATEGIC DIRECTIONS

2.1 Fund Raising/Planned Giving

Objective: 2.1.1 To develop a fund raising strategy for a new library facility

2.1.2 To review and implement Policy B-14 - Planned Giving

2.2 Community alliances

Objective: 2.2.1 To partner with key stakeholder groups and organizations that reflect and strengthen the Library's role in community development and municipal cultural planning

2.3 Library Advocacy

Objective: 2.3.1 To raise community awareness of library operations/services/ programs/challenges/statistics

2.3.2 To maintain a positive working relationship with the Town of Lincoln Council and staff

- 2.3.3 To ensure that prospective applicants for library board positions are knowledgeable about legislative and local responsibilities

PRIORITY # 3: GOVERNANCE – (See pages 12 – 17)

STRATEGIC DIRECTIONS

3.1 Policy Development & Review

Objective: 3.1.1 To ensure appropriate and legal governance for the Lincoln Public Library community and staff

3.2 Budgeting

Objective: 3.2.1 To create an annual budget that meets the objectives of the Library's Strategic Plan

3.3 Annual Board Evaluation

Objective: 3.3.1 To expand the leadership skills and knowledge of all board members

3.3.2 To adopt a job description for board members that will enable them to understand their role as community leaders and library advocates

3.3.3 To create a comprehensive plan for all aspects of board evaluation

3.4 Annual Strategic Plan Review & Renewal

Objective: 3.4.1 To update and implement the Strategic Plan annually

3.5 Library Accreditation

Objective: 3.5.1 To use the Ontario Public Library Guidelines in order to achieve accreditation status for the Lincoln Public Library

PRIORITY # 1: SERVICE DEVELOPMENT

STRATEGIC DIRECTION: 1.1 - ANNUAL SERVICE PLAN

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
<p>1.1.1 - To ensure that the Lincoln Public Library maintains a current Service Plan which reflects the needs of the community</p>	<p>Service Plan is completed for 2006 and appropriate actions are in place</p>	<p>Review, discuss and approve the 2006 staff Service Plan</p> <p>Receive and discuss regular progress reports</p> <p>Monitor and evaluate the Service Plan through CEO evaluation process</p> <p>Ensure that the CEO is performing regular evaluations of staff members in regard to their role in the current Service Plan</p>	<p>Create the Service Plan for the current year</p> <p>Present to the Board and justify the choices made for the year</p> <p>Carry out the Service Plan; Report on-going progress on a regular basis at Board meetings</p> <p>Provide written summary of progress when requested for evaluation purposes</p>	<p>By March 2006</p> <p>Ongoing implementation</p>	<p>Board has reviewed the plan and approved it</p> <p>Progress is monitored regularly through staff reports to the Board and documented in Board minutes</p>	<p>Staff provides the board with concrete evidence of community use and satisfaction with services and programs offered during 2006, e.g. statistics, user feedback</p>

PRIORITY # 1: SERVICE DEVELOPMENT

STRATEGIC DIRECTION: 1.2 - INFRASTRUCTURE- TECHNOLOGY

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
1.2.1 - To establish and maintain a Technology Plan that meets the current and future needs of the public and the staff	Update the Technology Plan annually	Review and approve the annual Technology Plan Present the Plan along with the budget to Council at the appropriate time	Prepare the annual Technology Plan and present it to the Board for approval Assist in the creation and delivery of the report to Council	Fall 2006 prior to budget submission time	Plan is in place and approved by the Board Updates are made as needed to keep the plan current Presentation is ready and accurate for budget presentations	Technology in the library remains up to date and functional for the needs of the staff and the patrons Evidence of patron satisfaction and on-going use

PRIORITY # 1: SERVICE DEVELOPMENT

STRATEGIC DIRECTION: 1.3 - NEW BUILDING

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
1.3.1 - To advance the planning and building of a new library facility in Beamsville	Obtain a Structural Analysis report on the existing library building to assess its potential for increased space	Contact outside firm to request the analysis Review analysis	Assist in the hiring of the firm to do the analysis Ensure that the report is complete and presented to the Board	January 2006	Structural Analysis is completed and report is given	Structural Analysis is detailed and precise enough for the Board to begin to make an informed decision about future plans
	Update the 2002 Needs Assessment Survey	Contact the original survey consultant and negotiate an update that is within the Board's budget	Take part and assist in the update process	By June 2006	Needs Assessment is up-to-date	Needs Assessment makes the present and future space needs of the Beamsville library clear and suggests a concrete direction to proceed in.
	Ensure that Council is notified of the Needs Assessment update outcome	Prepare and deliver a presentation to Council that outlines a new building plan	Assist in the preparation and delivery of the new building plan	By December 2006	Presentation has been delivered	Council recognizes the need for a new library facility in Beamsville and supports the project

PRIORITY #2: ADVOCACY

STRATEGIC DIRECTION: 2.1 - FUND RAISING/PLANNED GIVING

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
2.1.1 - To develop a fund raising strategy for a new library facility	Strike a fund raising committee with members from board, staff and community	Determine composition and terms of reference for the committee; identify key community members to invite	Designate staff members to participate; research other fund raising models in other libraries	Strike committee by October 2006	Committee in place with broad representation from community members/leaders	Committee develops fund raising plan with target amount for each year; action plan in place by December 2006 with publicity component
2.1.2 - To review and implement Policy B-14 - Planned Giving	Schedule presentation by SOLS consultant on planned giving programs	Review recommendations proposed by consultant	Provide board with policies from other libraries; suggest appropriate promotional materials	SOLS presentation before June 2006; Implementation plan in place by October 2006	Planned Giving policy reviewed, revised and updated; implementation plan approved by board	Community becomes aware of planned giving opportunities with Lincoln Public Library; commitments made

PRIORITY #2: ADVOCACY

STRATEGIC DIRECTION: 2.2 - COMMUNITY ALLIANCES

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
2.2.1 - To partner with key stakeholder groups and organizations that reflect and strengthen Library's role in community development and municipal cultural planning	Identify key stakeholder groups and organizations	Aid in identification of groups and organizations	Compile a list of existing connections; assist in identifying potential new connections and possible benefits in partnerships	Ongoing	Target groups identified	
	Initiate or continue discussions with those identified	Initiate contact	Assist in making contacts	Ongoing	Meetings held with key groups	Identified benefits of working together are achieved
	Ensure that the Library is a member of key organizations in the community - e.g. Chamber of Commerce, BIA, District Arts Council	Support membership in key organizations and identify liaison person for each	Participate as appropriate	Ongoing	The Library holds memberships in key organizations	Ongoing connections are established and the Library's profile in the community is increased
	Track shared ideas and commonalities	Include follow-up reports as part of Board meetings	Assist in the follow-up report process	Ongoing	Ideas and commonalities are shared	Joint projects/initiatives gain support of community at large

PRIORITY #2: ADVOCACY

STRATEGIC DIRECTION: 2.3 - LIBRARY ADVOCACY

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
2.3.1 - To raise community awareness of library operations, services, programs, challenges, statistics	Deliver PowerPoint presentation to appropriate community associations and groups	Create a schedule of presentations and presenters Maintain an up-to-date presentation Collate all feedback from presentations	Schedule CEO/staff presenters as needed Advise board of relevant updates Collaborate on collation of feedback	January 2006 - Schedule presentations to be completed in 2006; Ongoing Ongoing	Presentations given to a minimum of 8 groups in 2006 Presentation up-to-date (Stats, services, programs)	Concrete suggestions and questions in feedback; Willingness to be approached at a later date for new building fund
	Create a Lincoln Public Library Annual Report for the community listing prior year's completed objectives/actions and the coming year's plans	Revise the policy concerning Annual Reports to make it relevant to our present needs Create a public-oriented annual report/flyer and distribute effectively	Take part in the creation of the annual report; ensure that there is money in the budget for distribution	Annual Report to be distributed no later than March 31 of each year	Widespread distribution of annual report in various venues (mailings, businesses, etc.) The number of flyers distributed	Completed Annual Reports become powerful public relations tools that show the community what is being accomplished at the Library

PRIORITY #2: ADVOCACY

STRATEGIC DIRECTION: 2.3 - LIBRARY ADVOCACY

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
2.3.2 - To maintain a positive working relationship with Town of Lincoln Council and staff	Inform Town Council and staff of all relevant library business, functions and needs as appropriate	Submit approved minutes of meetings for Council packages	Participate in weekly senior staff meetings and report relevant information back and forth between Town and the Library	Ongoing	Confirmed distribution of minutes	Concrete feedback that materials distributed to Council are being read, discussed
2.3.2 - CONT'D To maintain a positive working relationship with Town of Lincoln Council and staff		Ensure that Councillors on the Library Board are aware of points to be highlighted at Council meetings	Identify issues/topics for board liaison with Council and town staff	Ongoing	Reports from Council representatives on the Library Board on any discussion of points highlighted	
		Discuss and implement various means of directing information to Town	Assist in identifying means and help facilitate distribution	Ongoing	Recorded use of several different methods of communication during the year	
		Cultivate one-on-one relationships between Council and Board Members		Ongoing	Every Board Member has some personal contact with at least one Councillor new to them each year	Contacts result in specific feedback to the Library Board on relevant topics

PRIORITY #2: ADVOCACY

STRATEGIC DIRECTION: 2.3 - LIBRARY ADVOCACY

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
2.3.3 - To ensure that prospective applicants for Library Board positions are knowledgeable about legislative and local responsibilities	Compile an information package for potential Library Board Members	Contribute to and approve the content of the information package	Assist the Board in the preparation of the information package	By November 2006	Information package is created and distributed to all prospective Library Board applicants	Newly appointed Board Members have a good understanding of their role
	Investigate opportunities to share package with applicants for Library Board positions	Board members share package with Council	Participate in information sessions and distribute the information package	Prior to selection of new Library Board after 2006 municipal elections	Current board members have the opportunity to share information with prospective board members	Newly appointed Library Board in 2007 is well prepared to fulfill its responsibilities
2.3.3 - CONT'D To ensure that prospective applicants for Library Board positions are knowledgeable about legislative and local responsibilities	Investigate models and best practices of Library Board recruitment from other municipalities	Examine best practices and discuss with Council	Assist in identification and collection of other models	By September 2006	A range of models for Library Board recruitment and selection are examined by the board Discussions are held with Council about the selection process	Selection process assists the Town in appointing knowledgeable and dedicated Library Board members

PRIORITY #3: GOVERNANCE

STRATEGIC DIRECTION: 3.1 - POLICY DEVELOPMENT AND REVIEW

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
3.1.1 - To ensure appropriate and legal governance for the Lincoln Public Library community and staff	Develop Lincoln Public Library policies in accordance with library mission and laws of Ontario	Identify areas for policy development Direct and contribute to policy development Track policy development in surrounding libraries	Identify areas for policy development Maintain database of library policies Keep board members advised of relevant updates and disseminate approved policies	Ongoing	Number of policies created	Increased governance knowledge by board members Board conducts its business according to policies
	Review existing Library policies systematically	Establish policy approval schedule; Adhere to schedule	Direct and contribute to policy review Disseminate approved policies to all board members	In accordance with set schedule; specific policies reviewed by year-end	Number of policies reviewed and updated Policies are accurate and relevant	Removal of out-of-date and irrelevant information
	Explore possibility of housing and maintaining library policies on the Library website	Identify which policies will be included on website Determine if policy is needed regarding the hosting of policies on website	Post identified policies on the Library website	June 2006	Number of policies on website Number of web visitors to policy area of website	Wider audience aware of the Library's policies via the web

PRIORITY #3: GOVERNANCE

STRATEGIC DIRECTION: 3.2 - BUDGET

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
3.2.1 - To create an annual budget that meets the objectives of the Library's Strategic Plan	Prepare operational budget for submission to Town Council	Gather information pertinent to budget process	Identify plans and projects for coming year	By October 2006	Creation of annual financial plan for library	Strategic Plan objectives are achieved
	Prepare budget for library capital expenditures	Match strategic plan objectives with budgetary needs Approve budget	Provide statistical information relevant to budget preparation Prepare budget		Budget line items match library's objectives for delivery of library services	
	Submit budget for inclusion on Council Meeting agenda; Present budget to Council	Present budget to Council	Attend budget presentation and provide information	In accordance with Council's timeline	Public library receives necessary funding	Funding enables the library to continue its core programs, services and operations according to plan
	Implement the budget responsibly	Review monthly budget, spreadsheets and financial statements	Authorize payments for expenses Present monthly analyses and highlights of monthly budget statements	Ongoing	Public funds are handled responsibly Library receives budget	The Library is perceived to be fiscally responsible

PRIORITY #3: GOVERNANCE

STRATEGIC DIRECTION: 3.3 - ANNUAL BOARD EVALUATION

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
3.3.1 - To expand the leadership skills and knowledge of board members	Choose teleconferences and workshops throughout the year that will increase the knowledge base of individual board members and benefit the Board as a whole	Each board member will participate in no less than two teleconferences and/or workshops on topics of interest to themselves, or as needed by the Board	Provide ongoing information on upcoming professional development opportunities	Ongoing	Each Board Member has attended a minimum of two teleconferences and/or workshops this year Information on each was presented to the board as a whole	Adoption and implementation of new directions, techniques, methodologies that the board deems appropriate
	Create an ongoing educational component for board meetings	Participate actively; choose appropriate facilitator; generate ideas for educational topics	Suggest topics Distribute materials as needed	Monthly	No less than five educational sessions included in this year's ten-meeting schedule	Direct evidence of ideas from discussion adopted and used by the Board
3.3.2 - To adopt a job description for Board Members that will enable them to understand their role as community leaders and library advocates	Develop a general board member job description outlining roles and responsibilities for board members in accordance library accreditation process	Provide input into the board member job description	Advise the Board on the job description	June 2006	Job description adopted by the Board	Board members adhere to the job description's responsibilities

PRIORITY #3: GOVERNANCE

STRATEGIC DIRECTION: 3.3 - ANNUAL BOARD EVALUATION

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
3.3.3 - To create a comprehensive plan for all aspects of Board evaluation	Research available models that address various aspects of Board evaluation	Identify people to carry out the research Analyze and evaluate the use of models presented	Advise and help with research	December 2006	Board has selected evaluation models for use by the Library Board that encompass all aspects of Board operations	Evidence that evaluation strategies used have increased the Board's ability to carry out its duties

PRIORITY #3: GOVERNANCE

STRATEGIC DIRECTION: 3.4 - ANNUAL STRATEGIC PLAN REVIEW & RENEWAL

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
3.4.1 - To implement the Strategic Plan and update each year	Monthly progress reports; annual review	Schedule board meeting time for Plan review and updating	Provide monthly reports to board re implementation of the Service Plan	Ongoing Plan reviewed in November, updates approved in December	Annual review clearly indicates actions that have been completed and those that require further implementation	Board can see areas of strength and weakness re Plan on an ongoing basis; each year, Strategic Plan is vital and alive

PRIORITY #3: GOVERNANCE

STRATEGIC DIRECTION: 3.5 - LIBRARY ACCREDITATION

OBJECTIVE(S)	SPECIFIC ACTIONS	BOARD ROLE	CEO/STAFF ROLE	TIME LINE	CRITERIA FOR SUCCESS	
					OUTPUT	IMPACT
3.5.1 - To use the Ontario Public Library Guidelines in order to achieve accreditation status for the Lincoln Public Library	Identify what areas of the Guidelines need addressing Request review of status by SOLS (Southern Ontario Library Service) consultant	Approve and support actions that will lead to accreditation	Assist in identifying barriers to accreditation Inform board of what needs to be done	By end of 2006	All requirements of Ontario Public Library Guidelines are met and Lincoln Public Library is approved for accreditation	Council and community are aware of the Library meeting stringent provincial guidelines and standards Accreditation becomes a powerful advocacy tool



FOR MORE INFORMATION ABOUT THIS STRATEGIC PLAN,
OR ANY OF OUR PROGRAMS AND SERVICES, PLEASE CONTACT:

LINCOLN PUBLIC LIBRARY
FLEMING BRANCH
4996 BEAM STREET
BEAMSVILLE, ON L0R 1B0

PHONE: (905) 563-7014
EMAIL: info@lincoln.library.on.ca
WEB SITE: www.lincoln.library.on.ca