Newmarket Public Library

Inspiring Growth

Strategic Plan

Council Presentation

February 14, 2022 ♥

Today's Agenda

- **Introduction**

Darcy McNeill, Board Chair

- **Context for the Plan**

Greg Young, Director, TCI Management Consultants

- **The Strategic Plan**

Tracy Munusami, CEO, Newmarket Public Library

- **Q & A's**

Library Trends of the Future

- Customer & Community Centered

- Libraries as a destination

- Meeting people where they are

- Innovative Collections (more than just books)

- Engaging programs and spaces for collaboration

- Flexible for changing needs

CONTEXT FOR THE PLAN

Who we are: *a multidisciplinary team*

- **TCI Management Consultants** *(overall strategy)*
- **Beth Ross Associates** *(library operations & organization)*
- **Bibliotechs Inc**. *(technology)*
- **Hossack & Associates Architects** *(facility review)*

What we did

- Review the previous plan as a starting point
- Site assessment and facility review
- Community survey
- Staff survey
- Stakeholder interviews
- Benchmarking comparable libraries
- Trends assessment
- Technology review
- Review space needs
- Board workshop
- Several meetings with a Steering Committee
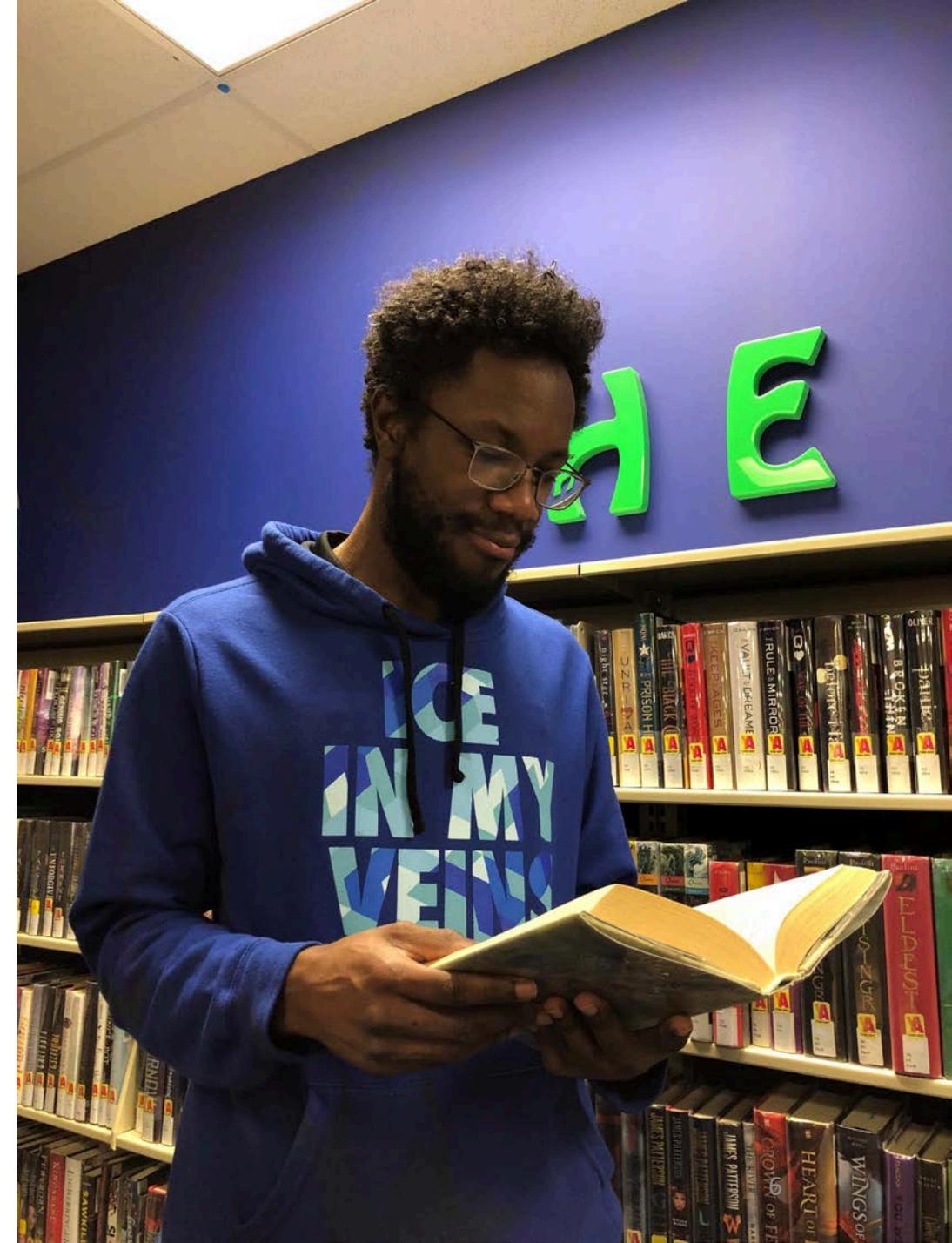
The Key Findings: Community Survey

- Phenomenal response: 1,017 completed surveys!
- Representative of community: lived in community (90%), age, gender, household type
- Typically frequent users
- Very high levels of satisfaction overall
- Many specific comments regarding new programs and services
- Also many suggestions regarding underserviced groups, space, collections, etc.

The Key Findings: Staff Survey & Interviews

- Also great response: **all staff participated**
- Suggestions made about:
  - ✓ **collections** to better serve the community
  - ✓ **programs** to meet evolving community need and interest
  - ✓ **facilities:** amount of space, security (needs improvement)
  - ✓ **marketing:** more, and better
  - ✓ **operations:** some suggestions regarding better communications, organizations

The Key Findings: Benchmarking

- In comparison with nearby comparable library systems, Newmarket Public Library falls below average in the following benchmarks and key measures:

  ➢ *Per capita financial support*

  ➢ *Materials expenditure per capita*

  ➢ *Hours open per week*

  ➢ *Staffing ratios per capita*

  ➢ *Population served per branch*

What it all means: the analysis

- Listed key findings in strategic areas of operation of the Library:

  ➢ *Collections*

  ➢ *Programs*

  ➢ *Facilities & space*

  ➢ *Marketing*

  ➢ *Technology*

  ➢ *Operations*

What it all means: the synthesis

| Theme	Heard in:		
	Stakeholder Interviews	Community Survey	Staff Survey
Programs			
- Greater emphasis on customer service needed	✔		
- Diversity, equity, inclusion should be a strong focus	✔		
- Indigenous programming should be explored	✔		
- More opportunities for cross-team collaboration in the development of programs			✔
- Online programs will continue in popularity	✔	✔	✔
- More programs to serve the needs of under-represented groups should be developed	✔	✔	✔
- Many specific suggestions for new programs made		✔	✔
- More 'hybrid' programs (with online and in-person components) should be developed			✔
- Library should be a hub for arts and culture		✔	

Newmarket Public Library
Strategic Plan
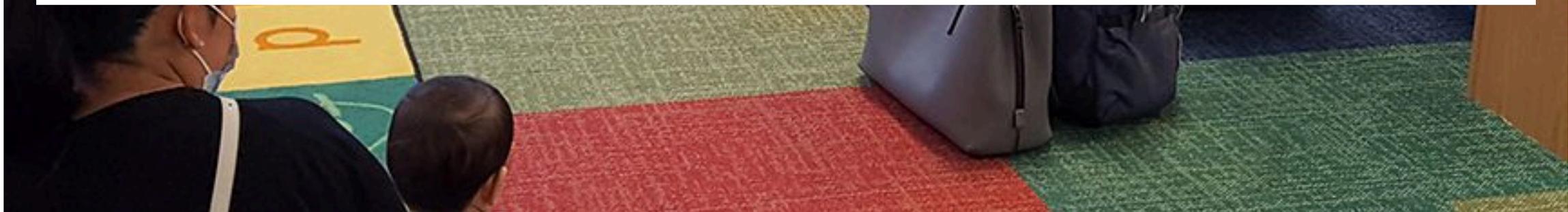
Our Statement of Purpose

"Connecting with our community, we inspire curiosity and discovery."

Five Key Values

Connecting People

Affirming Inclusivity

Driving Change

Promoting Social Responsibility

Sparking Imagination
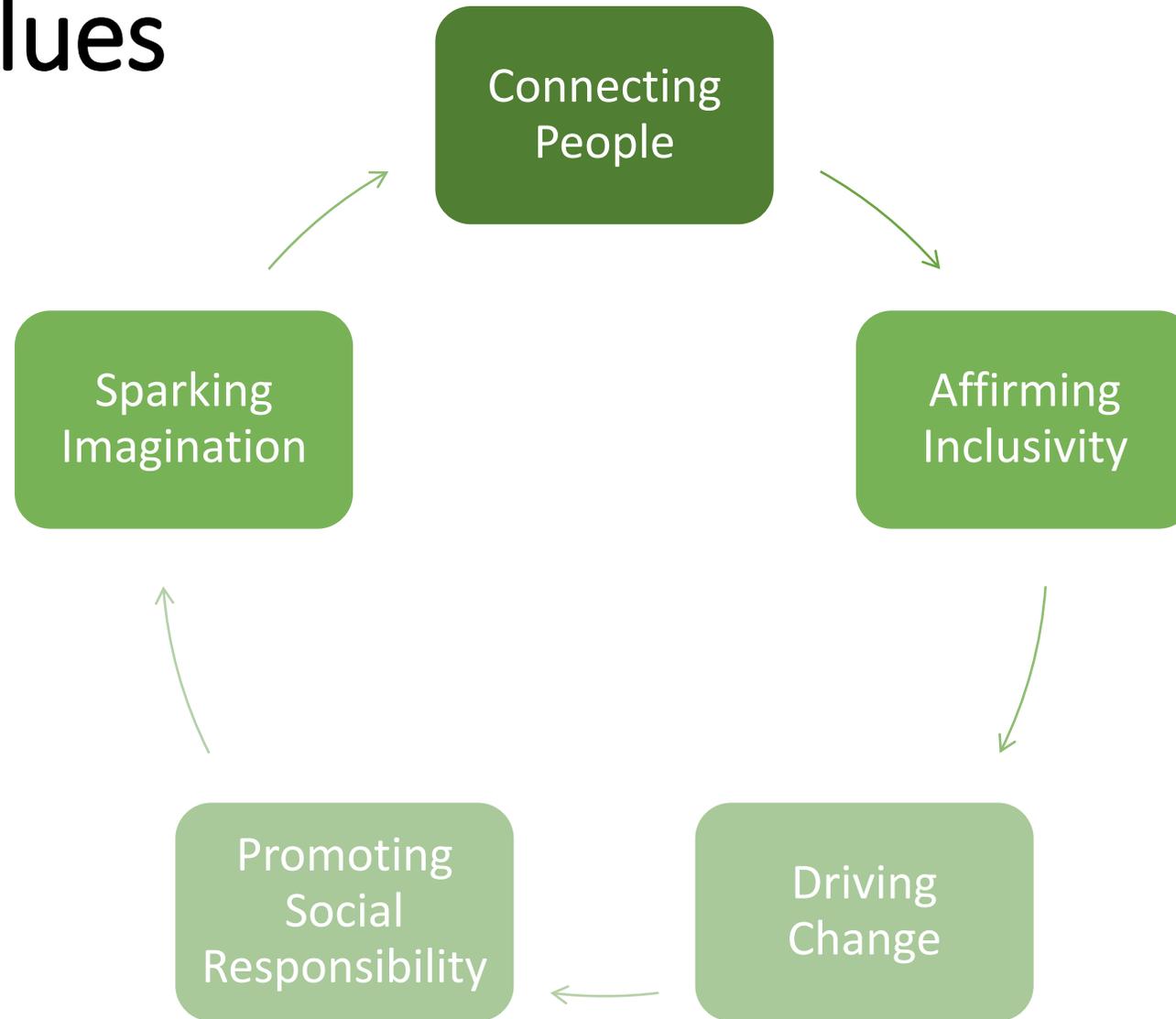
Three Action Areas

1) PEOPLE:

EMPOWERING OUR COMMUNITY

2) PLACES:

ENSURING WELCOMING AND ACCESSIBLE PLACES AND SPACES

3) SERVICES:

PROVIDING ENGAGING AND RELEVANT SERVICES

these
Three Action Areas contain:

25 specific strategic actions

Empowering Our Community

1. Create a culture of service excellence – establishing leading edge customer service vision for all staff

2. Review policies and procedures to reduce physical and psychological barriers

3. Design welcoming programs and services that address equity and underrepresented communities

4. Provide wider range of fun/entertaining learning experiences

5. Provide space and resources to community groups and organizations to brainstorm/collaborate on community and global issues convening conversations to explore these topics

6. Empower/encourage staff to innovate and work collaboratively

7. Create an onboarding strategy for new employees

8. Provide training and learning opportunities: encourage staff to learn new skills

Ensuring Welcoming and Accessible Places and Spaces

9. Create a customer focused layout to our facilities that appeals to the new customer's experience

10. Undertake a review of NPL's branding and logo

11. Undertake marketing campaign in collaboration with the Town to increase awareness and educate the community of the full range of programs and services available at the Library

12. Provide 'welcome to the Library' information packages to each new resident and member in the community

13. Conduct a Space and Programming Study that will review current library facility and outline ways to best utilize the existing facility as well exploring needs for additional space

14. Explore alternative service options

15. Develop an outcomes based outreach program that includes 'pop-up' libraries at different places in throughout the municipality

Providing Engaging and Relevant Services

16. Develop an outcomes-based approach that continuously evaluates the effectiveness of all programs and services

17. Review collections to ensure that they meet the needs of an increasingly diverse population

18. Lend out digital technology and tools and provide related training programs to ensure equitable access

19. Review art collection to increase public awareness, exposure and adherence to best curatorial practices

20. Expand, promote and connect the community with our innovative services like the MakerHub and Lendery

21. Look to our community for new program ideas and implement pilot test programs for interesting new ideas

Providing Engaging and Relevant Services (continued)

22. Collaborate on innovative programming with other Library systems

23. Strengthen partnerships with local organizations such as social/cultural organizations and school boards to create linkage between curriculum and community needs/issues

24. Develop a Technology Plan to link IT planning and purchases to Library goals

25. Improve website to be geared towards user experience and to include more fun and engaging elements

For the overall plan, we have a detailed timeline….

I. PEOPLE: EMPOWERING OUR STAFF AND OUR COMMUNITY	Short-Term (2022)	Medium Term (2023 – 24)	Longer Term (2025+)
1. Create a culture of service excellence – establish leading edge customer service vision for all staff.			
2. Empower/encourage staff to innovate and work collaboratively.			
3. Create an onboarding strategy for new employees.			
4. Provide training and learning opportunities: encourage staff to learn new skills.			
5. Review policies and procedures to reduce physical and psychological barriers.			

... and a detailed outline of resource requirements ....

I. PEOPLE: EMPOWERING OUR STAFF AND OUR COMMUNITY	Human Resource Requirements	Financial Requirements
1. Create a culture of service excellence – establish leading edge customer service vision for all staff.	- small amount of staff time to organize - Some staff time commitment to administer training (say 1 day per staff member)	- (say) $200 per staff member for day of training – train 10 staff per year (so all staff receive training over the course of the plan) = $3,000 - $4,000 per year
2. Empower/encourage staff to innovate and work collaboratively.	- small amount of staff time to organize (task forces and other collaborative projects)	- none anticipated
3. Create an onboarding strategy for new employees.	- small amount of staff time to organize - staff time commitment to administer training (say 1 day per new staff member)	- (say) $5,000 to develop onboarding program - could then be administered by Library staff or external facilitator (at some small additional cost)
4. Provide training and learning opportunities: encourage staff to learn new skills.	- some staff time required, but presumably would be included within existing staff development budgets	- none anticipated, beyond cost of any new databases themselves
5. Review policies and procedures to reduce physical and psychological barriers.	- potentially significant amount of senior staff (and possible Board) time to review and amend policies - suggest target of 1 policy per week by SMT members (say 1/2/ day per week per person on average?)	- none anticipated

... and proposed targets and outcomes..

I. PEOPLE: EMPOWERING OUR STAFF AND OUR COMMUNITY	Targets and Expected Outcomes
1. Create a culture of service excellence – establish leading edge customer service vision for all staff.	- Have all staff trained by the end of year 3 of the plan
2. Empower/encourage staff to innovate and work collaboratively.	- Identify at least two task forces or other innovative approaches each year - Consider staff satisfaction survey every other year to determine extent to which staff report feeling 'empowered' and demonstrate measurable progress on that metric
3. Create an onboarding strategy for new employees.	- Have onboarding process in place and being utilized by medium-term
4. Provide training and learning opportunities: encourage staff to learn new skills.	- Identify opportunities in on-going staff development and ensure that all staff have opportunity to participate each year
5. Review policies and procedures to reduce physical and psychological barriers.	- Complete policy review by end of short-term (2022)

We are excited,
and we hope you are too!

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Inspiring Growth

Strategic Plan
2022 - 2025

January 2022

TCI Management Consultants

Beth Ross & Associates

Bibliotechs Inc.

HOSSACK & ASSOCIATES ARCHITECTS

Thank You!

And now we'd be pleased to address any

Qs *with* As