



# Committee Report

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## The Blue Mountains Public Library Board

**Committee:** Strategic Planning Committee  
**Meeting Dates:** June 14, 2018 Community Consultation  
July 3, 2018, 12:00pm  
July 10, 2018, 9:30am  
**Location:** L.E. Shore Boardroom  
**Prepared by:** Odette Bartnicki, Chair

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**Attendees:** Odette Bartnicki, Chair  
Laurey Gillies  
Willi Wildman  
Dr. Sabrina Saunders, CEO, Secretary/Treasurer  
**Regrets:** Odette Bartnicki [7-10-18]  
**Absent:** N/A

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### Recommendation:

1. THAT The Blue Mountains Public Library Board accept as information the Strategic Planning Committee Report of July 19, 2018.
2. THAT The Blue Mountains Public Library Board accept as information the Employee Job Satisfaction Report.
3. THAT The Blue Mountains Public Library Board accept as information the Consultation Update Report.

### Summary:

The Strategic Planning Committee has worked with the CEO, as directed by the Board, to finalize and public the Year in Review report for the period of June 2017-June 2018. This document will be published on the [Library Board website](#) by the end of July.

Following the June 14<sup>th</sup> Community Consultation Open House and several interviews and focus groups, the committee began reviewing the comments to determine themes. A report of these findings is attached. The comments and report have been provided to LGA Architectural Partners Inc, the consultants contracted to produce the Feasibility Study and Space Plan(s).

The committee is in draft of the Strategic Plan with the final consultation session scheduled for September 13<sup>th</sup> at 6:30pm. The draft goals and objectives of the Strategic Plan will be circulated to the public the week prior and presented at this session. Feedback will be gathered at the event and the committee will finalize the report based on feedback. A separate session will be occurring with staff on August 24<sup>th</sup>.

Through June and July an Employee Satisfaction Survey was available to staff. The report is attached describing the results. The Committee is happy with the results and believe this fulfils the research stage for Goal 2.3 which described the desire to conduct said survey. This tool was seen as a baseline and the CEO will use it to track overall satisfaction of staff.

Respectfully Submitted,  
Odette Bartnicki  
Strategic Planning Committee Chair

# Committee Report

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## The Blue Mountains Public Library Board

**Committee:** Strategic Planning Committee  
**Meeting Dates:** July 24, 2018 9:00am  
July 31, 2018 9:00am  
August 14, 2018 9:00am  
August 28, 2018 9:00am  
September 13, 2018 Community Consultation  
September 14, 2018 9:00am  
**Location:** L.E. Shore Boardroom  
**Prepared by:** Odette Bartnicki, Chair

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**Attendees:** Odette Bartnicki, Chair  
Laurey Gillies  
Willi Wildman  
Dr. Sabrina Saunders, CEO, Secretary/Treasurer  
**Regrets:** Willi Wildman [9-14-18]  
**Absent:** N/A

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### Recommendation:

THAT The Blue Mountains Public Library Board accept as information the Strategic Planning Committee Report of September 20, 2018.

THAT The Blue Mountains Public Library Board approve the 2018-2022 Strategic Plan, and authorize the Committee to proceed to publication.

### Summary:

The Goals and Objectives document was published in draft for community review on Tuesday, August 28<sup>th</sup>. The final community consultation on the DRAFT Strategic Plan Goals and Objectives was held on Thursday, September 13, 2018 from 6:30-8:00pm in The Gallery at L.E. Shore. The session was attended by 17 members public, 6 board members, and 6 staff. Several community members who were not available to attend the meeting had conversations with the CEO and one comment was posted on a social media forum. These comments were also brought forward by the CEO at the September 13<sup>th</sup> consultation session.

These comments were reviewed by the committee on September 14<sup>th</sup>. One change was made to the draft document: Organizational Capacity Objective #3 *Implement a successful capital campaign* was relocated to Vibrant Spaces Objective #4.

Those in attendance indicated that they were pleased with the Strategic Plan goals and objectives and that they looked forward to the incoming Board establishing actionable priorities to achieve the plan. Therefore, the Committee recommends approval of the amended Strategic Plan text [attached] and for the Committee to be authorized to proceed to publication.

### **Questions and Answers:**

The following is a compilation of the questions received and answers provided.

**Q: Why does the Plan not include anything about workplace harassment?**

A: The Organizational Capacity, Objective 4 *Become an Employer of Choice to Retain and Recruit staff* directly addresses this item. Further, on April 19, 2018 *POL-ADM.2018.48 Respectful Workplaces*, with all of our updated Human Resources Policies, was passed by the Board.

**Q: There is not a lot of emphasis on children's programming and you are right beside a school. What about children's programming? Will you consider dedicated staff for children's programs?**

A: The BMPL will be developing a service model that addresses all types of communities. This is identified in Service Excellence objective #2 *Create a service model that reaches all communities of The Town of The Blue Mountains*. Target areas are children, teens, families, and seniors, with programming on and off site. We are revising job descriptions and the result will be three positions dedicated to children's/family, seniors/tech, and arts/culture/heritage programs. This is an increase from one full-time program position to 2.5 full-time positions.

**Q: Niagara-on-the-Lake did a major restructuring of their facilities to create flexible space and added a café, garden space, and maker space [etc.]. How will you partner with/visit other libraries which are heading in the same directions?**

A: The CEO is on a Library CEO listserv which shares information on many current topics, including building projects. We are working with other libraries which are conducting building projects to learn from their experiences. We are also working with two leading consultants who are well informed on library and GLAM trends. We have determined that our spaces must be flexible, adaptable and sustainable to meet the evolving needs of our community.

**Q: When you look at your maker space, are you thinking of this as a library function or would you partner with others to achieve it (e.g. schools, business, and innovation partners)?**

A: We must partner to optimize funding and outreach and we will also capitalize on grant opportunities. The space must be flexible as technology changes over time. It is most important to design a flexible space which includes features such as heat exchangers, air exchangers, sound proofing, and electrical capacity. The library field has over 15 years of experience in designing maker spaces, so we now know many of the successes and pitfalls.

**Q: We are a community of communities. Could we be doing more to bring communities together?**

A: Service Excellence objective #2 *Create a service model that reaches all communities of The Town of The Blue Mountains* identified communities which we understand to be both the geographic communities of The Blue Mountains but also demographic groups (children, teens, senior, migrant workers, business owners, etc). The Museum is focusing on this history of each community, collecting information, stories and photos which will be digitized and available on our 3<sup>rd</sup> branch—the Virtual Branch. Our pop-up libraries will also serve communities off site in locations such as the Sunday Market. The Library continues to be a lead partner in gathering all Blue Mountains communities together for celebrations such as the Canada Day Eve party (formerly known as the Parking Lot Party). The mission and Goal Vision also address the need to have physical space where we can gather and connect with others.

**Q: One of our biggest problems over the last four years has been communications. What are the parameters for communications?**

A: The best way to heal is to be open and transparent, to let everyone know what we are doing and to answer questions. The CEO is always available to discuss any matter, question or concern and is planning formal drop in sessions in 2019. We are using a mix of standard communication techniques such as electronic and hardcopy newsletters, e-blasts, social media and our website. This year we also had extensive community consultations including meetings, surveys, and focus groups with community groups and organizations. We have two additional community sessions scheduled on November 15<sup>th</sup> and 29<sup>th</sup>, as well as regularly scheduled board meetings on September 20<sup>th</sup>, October 25<sup>th</sup> and November 15<sup>th</sup>. The Board has added Public Input to the Agenda beginning April 2018 to provide an opportunity for community members to speak to agenda topics. There is also opportunity for formal deputations.

**Q: I'm aware of university virtual branches and how expensive they are. Tell me what is a Virtual Branch in the Public Library?**

A: We are assuring that people are aware of what we already have such as library e-books, e-magazines, audio books, and museum digital collections. We are also expanding our current resources by adding links such as homework help, Kids Help Line, and other common resources. Our new website will highlight the Virtual Branch so people can easily find library and museum content 24/7.

**Q: Building a Virtual Branch is a big project and not inexpensive. Does it make sense to do this on a shared service basis with others such as Meaford and Collingwood?**

A: We participate in a provincial consortium of electronic resources. We also use shared tech services which are integrated with the Town as part of our MOU. This aligns with our organizational values that identify the importance of sustainability and respect for taxpayer dollars.

**Q: The Museums can be funded from upper-tier. The Town decided to fund CHD 10 years ago. Will you pursue greater funding from the county?**

A: We know how much TBM contributes to the County and what we receive back as a community. It would be up to the Town to determine if it wished to lobby the county for funds to support our community museum. This question fits under Organization Capacity, objective #2 to work with the Town to secure annual funding which realizes the BMPL vision, which includes expansion of CHD. However, the County has been clear to date that its museum support is focused on Grey Roots, the county museum, and not community museums such as CHD. We are also currently working to achieve the Standard for Community Museums in Ontario, to qualify for provincial funding.

**Q: What is the funding formula for Libraries?**

A: The funding formula is based on a per household rate using population figures established over 20 years ago. This is a challenge for any community that has experienced extensive growth, like TBM. BMPL receives an annual Public Library Operating Grant (PLOG) of \$24,000. Prior to the 2018 provincial election, the provincial budget increased the PLOG from \$17 million to \$34 million annually, with an added ongoing inflationary increase. We are waiting for confirmation of this new funding.

**Q: What is the Operating budget for BMPL?**

A: The 2018 budget is \$716,155 operational with additional capital expenses. It should be noted that the Town owns the facilities and covers all maintenance and repairs such as the current replacement of the L.E. Shore barrel roof. Through the new MOU between the Library Board and Council, the Town also provides additional services such IT, utilities, grounds maintenance, etc.

Respectfully Submitted,  
Odette Bartnicki  
Strategic Planning Committee Chair



# Staff Report

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## The Blue Mountains Public Library

**Report To:** The Blue Mountains Public Library Board  
**Meeting Date:** July 19, 2018  
**Report Number:** CMT.SP.2018.7.3  
**Subject:** Staff Report on the 2018 Consultation Sessions  
**Prepared by:** Dr. Sabrina Saunders, CEO

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### A. Recommendations

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**THAT The Blue Mountains Public Library Board accept as information the Consultation Update Report.**

### B. Summary

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The Strategic Planning Committee with the support of the CEO has completed 67 consultation sessions with more than 700 participants in 2017 and 2018. This includes large consultation sessions<sup>1</sup>, interviews<sup>2</sup>, focus groups<sup>3</sup> and staff meetings<sup>4</sup>. Additionally, paper and online surveys were conducted throughout 2018 with 9 surveys and 365 respondents. Surveys were short subject-oriented questionnaires on topics such as the website, collections, the mission, services, programs, job satisfaction (internal to staff only), and follow-up to the June 14 consultation session. This research has been shared with LGA Architectural Partners Inc. who are commissioned to complete the 2018 Feasibility Study & Space Plan(s).

Themes and threads are being evaluated. The June 14<sup>th</sup> consultation comments are attached, as are the summaries of the focus groups and interviews<sup>5</sup>. Some major themes we can share at this time is the desire to expand L.E. Shore (LES) and for it to remain the main branch or flagship

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<sup>1</sup> Community consultation sessions were held on June 16, 2017 Town Hall; June 26, 2017 LES; June 29, 2017 CHD; July 2, 2017 CHD then LES; July 4, 2017 LES; July 5, 2017 CHD; June 14, 2018, LES; September 13, 2018, LES)

<sup>2</sup> 16 individual interviews occurred with patrons including teen, adult, senior, and computer users.

<sup>3</sup> Focus groups were held with the MAC January 16 & March 20, 2018; AAC February 13, March 13, & April 10, 2018; Migrant Worker Wi-Fi users May 13 & June 11, 2018; Chamber of Commerce May 16, 2018; Volunteers May 17, 2018; Parent/Caregivers May 25, 2018; Seniors June 7, 2018; Children June 14, 2018; Citizens Forum on June 18, 2018;

<sup>4</sup> 2 consultations occurred with the Board in 2017; 1-2 individual meetings with each employee occurred in 2018; and 5 staff meetings, 1 individual activity, and 1 Annual Summit (all day staff planning exercise) occurred. Additional time was spent with managers on similar topics.

<sup>5</sup> Job Satisfaction Survey results have been shared with the Board and managers only, due to personally identifiable comments and information; however, the summary report will be made public at the July Board meeting.

for the BMPL. There is also a clear desire to have a full branch to serve the East-end needs for populations such as Craigleith and one that is distinct from The Craigleith Heritage Depot (CHD) which was described as a jewel of a community museum. The understanding of a 21<sup>st</sup> Century library which circulates alternative collections such as snowshoes and technology was clearly stated with 77 suggested items (38 unique comments) including technology, cooking items, sporting items, games and board games, health and learning devices. Space at LES was addressed including the types of spaces people want to see, such as teen zone, quiet zone, improved indoor and outdoor seating, a Café and used bookstore.

Comments did not only pertain to library services. The community has voiced the need to enhance both the museum and gallery, and approves the new organization model where the CHD is connected to the BMPL. Specifically, the museum was praised for the collections and improved hours and services. They further want to maintain the museum as a cultural centre for Craigleith and see improvements to the building and site such as accessibility, parking, storage for increased collections, and for it to take on a larger role, with expansion, for tourism. The Gallery was referred to as a beautiful space, but most felt it is dated and in need of a facelift.

Other spaces such as a kitchen for both classes and catered events and staff spaces such as work rooms, lunch rooms and storage are needed. All current buildings were identified as needing accessibility improvements, additions to parking, including CHD needing bus parking and turn around.

While the Board and staff will be reviewing the several thousand comments and feedback from the consultation sessions for a period of time, the mandate is clearly expressed to move forward with improvements to LES, CHD, The Gallery, and a new Craigleith branch. Staff-specific service comments have been turned over to the managers and staff will be participating in an Annual Summit in August to review these comments and determine how to implement requests and suggestions. All information will be shared with LGA Architectural Partners Inc, and we look forward to their assessment and recommendations on November 29<sup>th</sup> when they present the Feasibility Study and Space Plan(s).

### **C. Supporting Documents**

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- Raw data and summary notes will be published on the Library Board website under the Consultation heading.

Respectfully Submitted,

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