



***SCUGOG
MEMORIAL
PUBLIC LIBRARY***

***STRATEGIC
PLAN***

February 28, 2008

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1. INTRODUCTION

The Township of Scugog has been steadily growing over the past number of years, and therefore Scugog Memorial Public Library has experienced increasing demands for service. Scugog Memorial Public Library (SMPL) and the Township of Scugog recognized the need for a strategic planning process, and began this planning process in 2006 with input from patrons, staff, representatives of the Township of Scugog, representatives from community organizations, and a cross-section of Township citizens. The planning process has included the following:

- **A Scugog Library Needs Assessment, completed in December 2006 by dma Planning & Management Services using 1996 and 2001 Statistics Canada Census data, population distribution and projection information provided by Scugog Township, relevant library trends and best practices, a case study review of other libraries, a survey undertaken with Library patrons, and interviews with staff, Library Board members and other relevant stakeholders.**
- **Recognizing that the Public Library has a role in Economic Development success strategies, Judy Coward, Economic Development Consultant for the Ontario Ministry of Agriculture, Food and Rural Affairs, facilitated four Strategic Planning sessions with the Library Board in order to: create a new Vision and Values statement; conduct an environmental scan; do a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and a gap analysis; and identify critical issues and strategic priorities.**
- **A Community Focus Group Session held on October 16, 2007, conducted by Judy Coward, Economic Development Consultant for the Ontario Ministry of Agriculture, Food and Rural Affairs, eliciting input from a cross-section of community representatives.**
- **A Library Staff Focus Group Session held on October 24, 2007 conducted by Library Board Chair Bette Hodgins.**

Based on the above, the Library Board has developed this Strategic Plan for the future of Scugog Memorial Public Library.

2. OVERVIEW OF SCUGOG MEMORIAL PUBLIC LIBRARY

The Library is governed by a volunteer Board composed of nine members (seven from the community, and two Scugog Township Councilors). The Board follows the requirements of the Public Libraries Act, the Scugog Memorial Public Library By-laws, and its own Code of Conduct.

The Scugog Memorial Public Library (SMPL) provides a range of services to the community through its location on Water Street in Port Perry, and its website (www.scugog-net.com/library). The primary target service area is Scugog Township; however the surrounding urban and rural areas, including parts of Brock and Uxbridge Townships, and the City of Kawartha Lakes are also served by the Library.

The Scugog Memorial Public Library offers the following services and collections:

- Books for adults, youth and children representing a wide variety of subjects, genres and styles
- Large print books
- Magazines and newspapers
- Local newspapers on microfilm and in digitized format with an index accessible from the Library's website
- Local history books
- DVDs and video collections for both adults and children
- Music CDs
- Books on CD and MP3
- Loans of MP3 players, wireless network devices and watt meters
- Public computers, including internet access, word processing and presentation software
- Wireless Internet Hotspot
- Access to electronic databases containing magazines, newspapers and e-book content
- I-Portal, the Library's catalogue, containing records for over 20,000 selected websites and enhanced content such as movie trailers
- Preschool Literacy programmes and Tech for Tots training
- Internet and computer training programmes
- The Kent Farndale Gallery, which provides a venue for artists to display their work, and as well provides multi-use space

SMPL's current capacity to serve the community is inhibited by the restricted size and accessibility of its facilities. The Library is trailing the suggested industry standard of 0.6 sq. ft. /capita, as illustrated in Table 2.1 on the following page.

The Needs Assessment (Dec. 2006) recommends that the Library, which is currently 6,700 sq. ft., should ideally be increased to approximately 16,000 sq. ft. by 2026 to meet the needs of the community. With this information in mind, the Library Board and the Township of Scugog have indicated their intention to expand the Library

(which will remain in Port Perry’s downtown core and on the waterfront), breaking ground in 2010.

SMPL is currently 6,700 gross sq. ft. Applying the Ontario Public Library (OPL) Guidelines of 0.6 sq. ft. of library space per capita, the 2006 population of 21,750 equates to a requirement of approximately 13,000 sq. ft. of library space. Therefore, in terms of total space requirements, Scugog Library is currently deficient by approximately 6,300 sq. ft.

Assuming the population of the Township grows as projected, the following table shows library space requirements and deficits over a 20 year period.

Table 2.1: Population Change and Library Space Requirements*

Year	Population	Current Library Space (sq. ft.)	Library Space Requirements (OPL guideline 0.6 sq. ft./capita)	Library Space Deficit (sq. ft.)**	Actual sq. ft. per Capita
2001	20,175	6,700	12,105	5405	0.33
2006	21,748	6,700	13,049	6349	0.31
2011	22,794	6,700	13,676	6976	0.29
2016	24,355	6,700	14,613	7913	0.27
2021	25,770	6,700	15,462	8762	0.26
2026	26,669	6,700	16,001	9301	0.25

* Based on data from Library Needs Assessment, Dec. 2006, dmA Planning & Mgmt.

** Assuming no change in the existing 6,700 sq. ft.

The Library has a net Operating Budget of \$506,735. Following is a comparison of the Scugog Library branch with Administrators of Rural/Urban Public Libraries of Ontario (ARUPLO) Guidelines (Feb. 2005). Note that the “Large Branch” guidelines would appear most applicable in Scugog Township. The only areas where Scugog qualifies as a Medium Branch are in size limitations.

Table 2.2: ARUPLO’s Guidelines compared to Scugog Memorial Public Library

	Large Branch	Medium Branch	Small Branch	Scugog Library
Population Served	10-35,000	5-10,000	1-5,000	20,173
Size (sq. ft. min.)	7-21,000	3-7,000	2.5-3,500	6,700
Collections	30,000-66,000	20,000	10,000	47,991
Annual Circulation (items)	280,000	80,000	40,000	215,856
Weekly Hours of Operation (min.)	35-60	25-35	20-25	59
Public Access Computers	6-17	3-6	3	8
Seating (users)	50-175	25-50	25	30

Staffing (FTEs)	5-17.5	2.5-5	1-2.5	6.75
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The Dec. 2006 Library Needs Assessment surveyed respondents on how satisfied they were with various features of the library. Generally, the level of satisfaction was high, but the lowest level of satisfaction was noted for additional programming, including children's programmes and activities.

This was also emphasized at the October Focus Sessions, with requests for:

Enhanced Children's Programming:

- school holiday programmes for children and parents
- increased early pre-school literacy
- summer reading club partnering with local day camps
- after-school homework help/tutoring

Teen Programming:

- enhanced resource collection and programming
- after-school homework help/tutoring
- partnerships and communication with school boards, instructing teachers how to use databases so they can teach children

Adult and Seniors Programming

- Author visits
- Travelogues, music appreciation clubs, film critique/appreciation
- Seniors computing
- Broader music collection
- Literacy
- Genealogy programmes and training

And book clubs for all ages.

3. ENVIRONMENTAL SCAN

In considering directions for the future, the Library has reviewed key community needs and trends.

The Township of Scugog Official Plan identifies the Village of Port Perry as the primary urban area and the recipient of 80% of the growth projected over the next 20 year period. The remaining 20% of growth will be in Blackstock, Caesarea, Nestleton, Seagrave, Utica, Greenbank, Manchester, Epsom and View Lake. If projected growth continues, Scugog Township will grow by approximately 22% over the next 20 years. Current library facilities are not adequate to service the present population.

The Township is committed to preserving its rural/urban feeling and small town character. Community services are fundamental to maintaining and enhancing the quality of life for all ages. Scugog Township enjoys a thriving arts community, local theatre and cultural events. These provide a balance with the abundance of leisure, sporting and recreational activities available in Scugog. To support our changing and growing population, there is a need for ongoing evaluation and enhancement of community services.

Growing recognition of the important role of libraries in supporting an informed population: There is a growing disparity in society in general, and specifically between the “information rich” and the “information poor”. Libraries can play an important role in ensuring that all citizens, regardless of their socio-economic status, have access to a wide variety of information resources. Increasingly, access to the internet and up-to-date information is a basic requirement for daily living, working and learning.

The profound impacts of technology, placing public library staff in the role of “Information Navigators”. The rapid growth and development of online resources means libraries can assist users to keep pace with changes, upgrade skills by providing training, and facilitate electronic information access, particularly to licensed databases that people cannot afford to purchase access to individually.

Bridging the digital divide continues to be a concern for seniors and the less affluent, and the public library has a role to play in ensuring equitable access and assistance to ensure the community’s full inclusion in participating in the Information Age.

Changing demands for library services: Libraries across Ontario are experiencing growing expectations to meet school needs due to changes in the educational system. There is also potential for increasing demands for library services due to growth in: lifelong learning for an aging society; the knowledge economy; and small businesses and home-based businesses. There are growing expectations by customers for service and convenience.

The Library needs to balance traditional “book-based” services with the ongoing development of technology and its impacts on electronic library services. There is a need to continue to offer high-quality print collections and to share print resources with other libraries through the interlibrary loan system in order to improve access to print collections for those clients whose needs focus on books, rather than technology.

An expanded emphasis on partnerships, including growing emphasis on joint service delivery (with other public and private information providers and various community service organizations), growing opportunities to work with municipalities, particularly in e-services, and acting as a community access point to government services.

The Library as public space: Public libraries are increasingly recognizing their role in the community beyond the provision of traditional information and education functions, and are taking a leadership role in providing public spaces for cultural and social exchange through partnerships and programming. Libraries serve as formal and informal meeting places, with downtown libraries particularly seen as a hub of the community.

Time constraints and the need for convenience: Many library patrons face the time pressures of busy contemporary lifestyles. In order to meet the demands of this group, convenience and self-serve options are important when planning library services. To that end, the Library’s website needs to serve as a 24/7 virtual branch, offering clients options of accessing materials electronically, or placing holds on items that they can pick up at convenient times. Increased hours of operation, including ongoing Sunday afternoon openings, are an essential component in providing convenience of access to the community.

4. FOCUS GROUP REPORT

A Community Focus Group Session was held at the Community Centre on October 16, 2007. The session was open to the public and was advertised in the community newspapers. In addition, representatives from a variety of community service groups were invited to attend the session, with the request that users and non-users of the Library attend. The Focus Group session was facilitated by Judy Coward, Economic Development Consultant for the Ontario Ministry of Agriculture, Food and Rural Affairs. Community representatives included individuals from the Scugog Historical Society, Community Care Durham, Community Living Durham North, Ontario Early Years, Precious Minds, Stonemoor Daycare, Greenbank Lions Club, Eastern Star, Rotary Club, the Port Perry Legion, the Town Hall and the Township of Scugog.

The 26 attendees were divided among six individual tables, and small group discussions were facilitated by Library Board members at each table. Each group was provided with the following four questions and responses were recorded and shared with the group as a whole at the end of the session.

A second Focus Group was conducted on October 24, 2007 by the Library Board Chair, Bette Hodgins, with Library staff members. Seven of the Library's nine employees attended the Focus Group, and were given the same presentation and questions that were discussed at the public Focus Group sessions.

Question 1:

Are you satisfied with the Library's current levels of service with respect to such things as access, parking, collections, services and programmes? Or other?

Many of the responses to this question dealt specifically with the need for increased library programming for all ages. There was an expressed need for children's programmes such as:

- programmes for parents with infants and preschoolers to participate in together that would help parents introduce their children to reading
- after school, Christmas, March Break and summer programming for school aged children and teens
- literacy-based programming such as Summer Reading Clubs
- book discussion groups for kids and teens
- resource-based programming such as tutoring and after school homework help

Programme suggestions for adults included:

- a book discussion club
- computer classes for seniors
- author readings

Staff responses concurred with the responses given at the public focus group sessions regarding the need for increased programming, especially for children.

Staff suggested a wide range of programmes for preschoolers, school-aged children and teens. With their educational backgrounds, contact with colleagues at other libraries, and years of experience working in libraries, staff were able to offer many examples of specific programmes that might be offered at SMPL, and are currently offered at other area libraries. Their suggestions reflect the many and varied possibilities for meeting the expressed public demand for programming, as revealed by the responses at the public Focus Group sessions.

Partnerships were seen as possible ways for the Library to offer expanded programme services for children and there were a number of comments suggesting that partnerships with schools would facilitate additional use of the library by school-aged children, as well as class and group visits to introduce children to using the library and highlight the libraries resources, including the high-quality subscription databases that the library offers.

Most participants also noted that the Library's ability to offer increased programming is severely restricted by current space limitations. Programmes for children are currently conducted in the Kent Farndale Gallery and the number of programme participants must be limited because of the small space and concerns about the artwork in the gallery. Several participants noted the need for a designated children's area, offering opportunities for discovery, play, and quiet reading, as well as a number of separate programme areas that could serve multiple purposes including children's programmes, community meetings, computer training and author visits.

Similarly, participants pointed out that the library's current facilities require additional space for expanded collections. Comments included descriptions of the Library as "really crowded" and "cramped", and that "maneuvering in the library is challenging".

Participants also noted that the library's collections require improvement and expansion in many areas, including the juvenile non-fiction materials to provide curriculum support for children doing homework assignments. Need for additional books, DVDs and a more complete music collection was expressed. An additional suggestion was made for the Library to house an expanded collection of First Nations and Local History information.

Additionally, it was noted that parking near the Library can be problematic in the summer, due to the shared parking facilities with the Birdseye pool. Several participants also pointed out the traffic problems that occur where Water and North Streets intersect.

Question 2:**What other things should the Library start doing that it is not already doing?**

Partnerships and resource sharing were highlighted by participants answering this question. Suggestions were made for closer ties between the Library and community groups and local schools as well as the Scugog Shores Museum for local history and genealogy resources.

Expanded hours of service were also of interest to participants. There was positive feedback regarding ongoing Sunday openings, as well as the suggestion to open additional evenings during the week.

Several participants pointed out the need for additional promotion of the Library's existing programmes and services, and developing enhanced community linkages.

Many participants also took the opportunity to voice their suggestions for service and facility improvements that would be a part of the planned expansion. Suggestions included the addition of a café, maintaining the view of the lake, adding a fireplace, and additional space for quiet reading, tutoring and study as well as a music listening room. The need for meeting rooms and equipment to use for meetings was also addressed. A separate computer area or computer lab for offering training would also be a welcome feature of the expanded facility, as well as study carrels for students.

Numerous suggestions also related to the expansion of programming for all ages and the expansion of service hours, as addressed in question one.

Additional comments included a suggestion for service to those who are unable to come to the library, and seniors' assistance services.

Staff pointed out the need for the Library to begin a review of its policies as they relate to the public information bulletin board and room rentals for groups that may not be compatible with a Library environment. As well, they would like to see more customer-focused services, such as comment boxes, and return boxes within the Library during business hours.

Question 3:**What things should the Library stop doing that it is currently doing?**

This question elicited only a few responses from the focus groups, indicating a level of satisfaction with current services and programmes, but coupled with a desire for expansion of current services and programmes through additional collections, hours of operation and staff to provide additional programmes.

Question 4:

Should the Art Gallery be a core service of the Library?

This question was posed to the Focus Group participants in order to obtain community opinion on the future role of the Art Gallery in the Library.

There was mixed opinion expressed, but generally the responses from the room could be summarized as follows:

- The Art Gallery is not considered to be a core service of the Library but is a valued, complementary service.
- At times, there is a conflict in the need for the space used by the Art Gallery and the desire to hold programmes (e.g. children's activities).
- There were concerns expressed over security of the art, as well as the demand on staff time to support the Art Gallery activities.
- Space requirements for core library programmes should be the first priority when planning for the expansion, however it would be ideal if multi-purpose space could be planned that would permit an Art Gallery and other activities.
- The Art Gallery is beneficial in the Library location because it provides an opportunity for people of all ages to appreciate art in a convenient and accessible place.
- In future, an Art Gallery located either in the Library or close to the Library would be ideal as both serve a role in attracting people to the area.

At this time, the Library Board has not drawn any conclusions on the future role of the Art Gallery in the expansion, except to keep the feedback from the community "top of mind" during the design process. As the planning progresses, ongoing feedback and opinion will continue to be sought from stakeholders, in conjunction with the final determination of space and resources.

5. VISION & VALUES

VISION

Our Library is the portal to global knowledge that educates, inspires and enriches life in Scugog.

VALUES

We believe in:

- ✓ **Customer-focused decisions**
- ✓ **Adaptable and innovative decisions**
- ✓ **The promotion of literacy, life-long learning and enrichment**
- ✓ **Accessibility – equitable access for everyone**
- ✓ **The Library as a regular “hub” or destination and an integral part of the community**
- ✓ **Partnerships and strong relationships with community stakeholders**
- ✓ **A safe, positive, comfortable and inviting environment for customers and staff**

6. STRATEGIC PRIORITIES AND OBJECTIVES

Strategic Priority #1: Chart the Library's future

One of the Board's first priorities is to map a plan that will set the activities, goals and objectives of the Library for the next four years. This will include setting a new vision, identifying values that will guide the process and understanding our strengths, weaknesses and gaps.

Objectives:

- 1. Develop a Strategic Plan that will:**
 - **Set a new direction in future Library services**
 - **Involve the Library Board, staff, peer groups, stakeholders and other members of the communities of Scugog**
 - **Include feedback from users and non-users of the Library on services and programmes**
 - **Establish opportunities for partnerships and collaboration with other organizations**
 - **Provide a clear picture of where the Library is going in response to the demographics and needs of Scugog**

- 2. From the Strategic Plan, develop annual goals and objectives that enable the Library to move forward towards its desired future**

Evaluation:

Evaluate progress on the development and implementation of the Strategic Plan by:

- 1. Completion and approval of the Strategic Plan by the Board.**
- 2. Support for the Strategic Plan from Municipal Council.**
- 3. Monitoring, analyzing and responding to annual Goals and Objectives.**
- 4. Modifying the Strategic Plan as appropriate, to respond to changes in the environment and the ability of the organization to meet the stated priorities.**

Strategic Priority #2: Develop Community Linkages

As a customer-focused organization, the Library believes it is necessary to establish feedback mechanisms that will ensure that service delivery is meeting the needs and wants of the communities of Scugog. It is essential to listen and respond to the needs of the various age groups within these communities, as their areas of interest in various services differ according to their own lifestyle.

This feedback is necessary not only from the individuals who are currently using the Library, but also from the people who do not use our services. It is not enough to simply cultivate “more of the same” but to reach out and discover the gaps in our programming that fail to draw the interest of certain portions of our catchment area. These gaps may or may not be “bridgeable” however the first step must be to identify them.

In particular, the Library would like to attract a greater number of youth through its doors. The foundation of the future lies with this age group, yet the current services of the Library do not seem to appeal to this demographic.

Objectives:

- 1. Develop mechanisms to provide ongoing information about the Library’s activities to the public.**
- 2. Create a forum for regular, bilateral communication and feedback about the Library’s performance, services and programmes.**
- 3. Establish a connection with the community’s younger stakeholders, in particular the youth sector, to identify programmes and resources that would be of interest/beneficial to them.**
- 4. Initiate collaborative relationship with the educators in Scugog to maximize mutual resources.**
- 5. Establish a connection with the seniors in Scugog to determine what services would be beneficial.**

Evaluation:

Success will be measured by:

- 1. The number and quality of outgoing messages from the Library to the public.**
- 2. The establishment of a forum for regular, bilateral communications with stakeholders.**
- 3. Specific youth-targeted communication initiatives and their feedback.**
- 4. A forum for seniors’ feedback and the organization’s response to same.**
- 5. Improved relationships with Scugog educators.**

Strategic Priority #3: Provide Library products, programmes and services that are customer-focused and reflect the needs and wants of the community.

The role of the Library in the community has changed over the years. At one time, they were simply repositories of books for loan. Today, Libraries have evolved into service organizations that serve a much broader purpose as cultural hubs and gathering places for communities. As a result, Libraries that embrace that role offer programmes and services that go beyond the traditional model of resource lending.

Public Libraries are making important contributions towards strengthening community quality of life and assisting in the development of infrastructure for community learning and economic activity. Libraries contribute to the immediate economic success of communities through access to technology and training, business and employment resources. The cultural, educational and social capital provided by Public Libraries contributes to the overall quality of life in the community, increasing the attractiveness of the community for new business development.

In particular, Scugog Memorial Public Library's unique location, which is both downtown and on the waterfront, contributes to the economic development of the community by attracting further traffic to both the downtown core and the waterfront area, enriching the vibrancy and vitality of these public spaces.

In recognition of the important role that libraries play in the economic and cultural depth of a community, the Board of Scugog Memorial Public Library shaped a new Vision statement that states, "Our Library is the portal to global knowledge that educates, inspires and enriches life in Scugog."

With that Vision underlying our actions, the Library sees a clear need to develop programmes, services and collections that reflect the desires and needs of the public. This also includes the appropriate use of technology and the Internet as both a source of information and a means of distributing it.

Objectives:

1. With stakeholder input, identify customer preferences for the Library collection, programmes and services.
2. Review the Library Collection in all formats and refresh the products available.
3. Develop new programmes and services that reflect the interests and needs of Library patrons.
4. Stay abreast of, and institute new technology as appropriate, to ensure the Library is providing access to global information.

Evaluation:

Success will be measured by:

- 1. A plan for the revitalization of the existing collections.**
- 2. Enhanced circulation of materials.**
- 3. Expanded programmes and services.**
- 4. Public access to technology that serves the Vision of enriching lives in Scugog.**

Strategic Priority #4: Ensure that the Library has the physical capacity to provide services, programmes and resources that enrich the lives of those living in the Township of Scugog, now and in the future.

The December 2006 Needs Assessment identified that the Library is currently short on space by 6349 sq. ft. By 2026, this shortfall in square footage will be even worse, by approximately 9301 sq. ft. in size.

In order to provide the services, programmes and resources needed for this generation as well as the next, the Library needs to develop and implement a plan that will increase the size of the Library from the current 6,700 sq ft to an ideal total of 16,000 sq ft.

Objectives:

1. Obtain community input into the services, programmes and resources that the Library should be providing in the future.
2. Within available funding, develop plans to meet the identified needs.
3. Where funding is not currently available, develop business plans and seek opportunities, including partnerships, to enable the provision of those services and programmes.
4. Establish a Building Committee, comprised of Library Board members, other community representatives and Municipal representatives (including staff) to develop and implement a plan for expansion of the Library.
 - Design of the expansion will be based upon the service, programme and resource needs identified from the strategic planning process.
 - Library expansion is targeted for a start date in 2010.

Evaluation:

Will be based on indicators that measure the following:

1. Opportunities for community input.
2. New, different or shared services and programming, future programmes and services that reflect community need, and funding evaluation for programming.
3. Establishment of a Building Committee, an Implementation Plan for Library Expansion and Township approval of same, and expansion groundbreaking in 2010.

Strategic Priority #5: Enhance the base of funding to ensure there is a facility and a range of services and programmes that truly enriches the lives of residents of Scugog.

The Board believes that the Library is an essential hub in the community. As such, services and programmes need to appeal to and enrich the lives of a diverse population. Currently, the Library offers limited programming but in future, the organization must expand both its facilities and its services in order to fulfill its role as a community and cultural cornerstone in north Durham.

Financial support is needed in order to accomplish this. While the Municipality generously provides the majority of the Library's funding, additional support is needed to expand both the building and the services provided within it.

Objectives:

1. Establish a Capital Fundraising Committee to raise the community contribution of the Library Expansion.
2. Establish a "Friends of the Library" Committee to fundraise for monies on an ongoing basis, towards operational needs that provide services and programmes.
3. Identify and apply for other sources of funding through grants and partnerships that will enhance Library funding.

Evaluation:

The success of this priority will be measured by:

1. The establishment of a Capital Fundraising Committee, the creation of a multi-year fundraising plan and successfully raising the community contribution.
2. The creation of a "Friends of the Library" group, dedicated to fundraising for supplemental operational funds on an ongoing basis.
3. Increased applications for other funding sources.

Strategic Priority #6: Develop an organizational framework that supports decision-making in a manner that provides consistency, continuity and equity.

One of the key responsibilities of a Board is to set the policy framework from which Administrative policies, procedures and decision-making flow. With that in mind, this Board will develop a set of policies that reflect the Vision, Values and Code of Conduct endorsed by the Directors and also meet the legislated and fiduciary requirements of a governing body.

It is expected that once developed, both Board and Administrative policies and procedures will be reviewed regularly to ensure that they remain current and relevant.

Objectives:

1. Existing documented policies and procedures will be inventoried and reviewed.
2. An inventory of Board and Administrative policies that are required will be developed.
3. Drawing on work done by other organizations and in collaboration with peers, new policies and procedures will be developed.
4. A schedule to be established to ensure ongoing review.

Evaluation:

We will declare success when we have:

1. An inventory of current policies and procedures.
2. An additional inventory that identifies the Board and Administrative policies and procedures that need development.
3. Creation and approval of those policies and procedures.
4. A review schedule.

7. IMPLEMENTATION

This Strategic Plan will provide the blueprint for the work of the Scugog Memorial Public Library over the next number of years.

SMPL's Goals and Objectives will be developed and updated annually by Library staff for the Board's consideration. The Goals and Objectives will identify specific actions that need to be taken in order to accomplish priorities laid out in the Strategic Plan. The Goals and Objectives will in turn be linked to the Library's annual capital and operational budgeting processes.

Each year, the Library's Board and management team will monitor the overall progress relative to the priorities. The changing external environment will also be monitored, and if conditions warrant, specific strategies may need to be revised or updated. In this way, this plan will become a "living" document.

8. THANKS:

The Library Board would like to express its thanks to Judy Coward and the Ontario Ministry of Agriculture, Food and Rural Affairs. Ms. Coward was instrumental in the development of this Strategic Plan, generously providing her energy and expertise to the SMPL Board throughout the summer and fall of 2007. This Plan would not have been developed without her support.