Cobourg Public Library
Strategic Plan for 2011-2014

Preface

As reported in the most recent newsletter of the Cobourg Public Library, "these are challenging times for libraries. New technologies and formats like e-books bring us new users and new opportunities to reach out to the community but also require significant resources in terms of training and purchasing new formats. At the same time, we want to maintain the quality of our traditional services which are as popular as ever." [1] With that in mind, the time has come to set a new direction for the Library that will position the Cobourg Public Library to move forward in its service to the community.

The Cobourg Public Library is a well used and well loved resource for the citizens of Cobourg and Hamilton Township. Over a 10 year period, visits to the library have increased over 30%. Individual library members take out more items per year than users at almost all the other libraries of a similar size in the province. In just one year, the combined circulation at the Bewdley and Gores Landing branches increased by 19%.

If we are to maintain the high quality of library service that the citizens of Cobourg and Hamilton Township have enjoyed in the past it is essential for us to review both current service levels and future demands, establish priorities and allocate resources through a Strategic Plan.

In Spring 2011, the Cobourg Public Library Board began this process of mapping out a plan for service over the next three to four years.

In May, library patrons were asked to complete user surveys to give their views on library service and the direction it should follow. Library staff members were also asked to complete a questionnaire to give their perspective on the strengths and weaknesses of the library, and to offer suggestions to enhance or improve library service.

Board members reviewed the information from these surveys along with information about the types and levels of service currently provided at the library, demographics of the community and trends and innovations in the broader library world. The review culminated in an all-day planning session of the Board and senior Library staff on June 4, 2011, from which evolved this draft strategic plan.

This document is organized in the following sections:
    Context
        The Community
        The Library Environment
        The Cobourg Public Library in Context
            Review of Current Operations
                Facilities and Equipment
                Staffing
                Library Usage Statistics
                User Survey
    Mission Statement
    Strategic Directions

We welcome your comments and suggestions. Please review this draft plan, and provide your feedback by **Monday August 15, 2011**. Your comments can be submitted by email at feedback@cobourg.library.on.ca, telephone (905) 372-9721 x 6244 or drop off your written comments to any of our three locations in Cobourg, Bewdley or Gores Landing.

We are also planning three meetings for the public as part of our consultation process. The CEO and members of the Cobourg Public Library Board will be present to present the draft plan and receive feedback from the public at the following locations, dates and times:

Monday August 8th, 7:00 p.m. Cobourg Public Library, Rotary Meeting Room
Tuesday August 9th, 7:00 p.m. Gores Landing Branch, Community Hall, Gores Landing
Wednesday August 10th, 7:00 p.m. Alice D. Behan Library, Bewdley Community Centre

Context

Under the *Public Libraries Act, R.S.O. 1990, chapter P.44, section 20a (PLA)*, it is the responsibility of the Cobourg Public Library Board to maintain a "comprehensive and efficient public library service that reflects the community's unique needs." To ensure that the Cobourg Public Library continues to offer a comprehensive and efficient public library service to its community, it is important to examine any factors affecting the community itself; to look at the library environment itself for general trends; to review the existing library system to identify areas where the library might need to improve; and to briefly evaluate the organization itself to ensure that the staff and resources are in place to provide the comprehensive library service.

The Community

There are various sources of information about the community of Cobourg, and of Hamilton Township. In the Town of Cobourg's **Consolidated Community Profile**, the town is described as a place for people "that wish to relocate their business and young families and retirees that find not just a summer place, but also a thriving community with a multitude of year round activities that make Cobourg a town for all seasons." [2] It is noted that "Affordable housing, quality educational opportunities and a host of recreational and cultural amenities combined with the exceptional business advantages make Cobourg truly the ideal community in which to live and do business."

From the data provided in the *Census of Canada* [3] for 1996 and 2006, there are trends which can have an impact on the services at the Cobourg Public Library. For example, the total population of the Town of Cobourg increased from 16,017 in 1996 to 18,210 in 2006, however, the percentage of those in the 0 to 14 age category actually decreased 15.1% between 1996 to 2006. As a result, there are a lower percentage of households with children than found across the entire province, with only 24% of households in Cobourg including children versus the provincial average of 31%. Mirroring this trend, school enrolment in the area has declined over this period of time. [4]

In the same time period, the percentage of the Cobourg population aged 65 or more has increased by 24.4 percent, with the percentage of the population 75 years and older being double that of the average across the province. In 2006, the median age of the population in Cobourg was 46.1 years of age, whereas the median age of the population across the entire province was 39 years of age.

Other trends which can have an impact on how services are offered at the local public library are language and education. The Town of Cobourg has a very high percentage of unilingual English speakers, with more than 97% of residents indicating English as the "language spoken most often at home".

According to the Census data, just over 46 percent of the residents within the Town of Cobourg and Hamilton Township have completed a credential beyond a high school diploma (e.g apprenticeship, college, or university degree), compared to the provincial mark of 50%. However, only 13.2% of the residents in the Town of Cobourg and 11.6% of Hamilton Township residents have a university degree, compared to the provincial mark of 20%.

The Library Environment

Public libraries in Ontario face many challenges with increasing demand for a wide range of services and resources to meet the diverse needs of the communities they serve.

In 2008, the Ontario Ministry of Culture commissioned a report to assist with updating its policy framework for supporting public libraries. The report, entitled **Third Generation Libraries,** examines how visionary thinking and services could apply to Ontario's public libraries by 2020. The complete report looks at social, economic and technological trends, major initiatives where libraries have partnered with other organizations, library innovation in Canada and elsewhere as well as Ontario government priorities. Excerpts from the report include the following:

"Research shows that, in communities large and small, public libraries have a strong role in literacy and learning, innovation, community, and prosperity. ...

Through changing times, people have continued to participate in and esteem their libraries. The public library of 2020 will respond to a new social, technological, and economic environment while keeping its enduring values. It will use new tools and partnerships in its traditional roles as part of a lifelong learning system and as an engine of cultural and economic development. It will remain an agent and sign of community and social cohesion. It will respond to Canada's uniquely "diverse diversity." It will act on research on reading and learning and make information and communication technology accessible in a democratized and participatory digital universe of uneven quality. It will stimulate creativity in the community and provide exciting public spaces where people can participate and share ideas. Through all these means, the public library will contribute to sustainable prosperity for Ontario and Canada in an increasingly knowledge-based economy.

It is hard to name a public institution that has retained such high rates of participation and esteem amid volatility and change. ...

Public libraries of the future will be catalysts and leaders in community-based economic development. They will have a strategic role in knowledge-intensive industries like digital media. They will also be mainstays of community-based cultural planning and development. The amount of information available will grow, and much of it will be of questionable value and accuracy. Public libraries will play an increasingly significant role in the literacies of the twenty-first century that enable people to select, assess

and use the information that will best meet their needs. As the number of technology devices increases, libraries will enable increased equality of access and participation and help people create and exchange new content. One of the ways libraries will do this is by collaborating, within the library sector and beyond, to develop stronger networks.

Public libraries will continue to be welcoming places of community, both real and virtual. Renewed physical libraries will be exciting and involving spaces. Public libraries will widely adopt research-based approaches. This will enhance their role as the preschooler's door to reading and learning and will strengthen early learning and family literacy. Initiatives for youth in school and at risk will be staples of future public library service, and youth will thrive in the redesigned spaces.

The public library of the future will work more systematically with partners, including government, to integrate newcomers and socially marginalized people. Based on results from pilot projects of the past decade, libraries will be important in responding to language and other settlement needs. The growing numbers of seniors will enjoy services better customized to their interests and abilities. Services to Aboriginal peoples, on and off reserves, will be responsive and relevant to their needs and preferences. The longstanding role of the public library as society's informal learning system will change in terms of service delivery, but it will remain constant in its values and commitment to the individual." [5]

This report from the Ministry provides a good map for a public library that wishes to ensure that it remains innovative, and yet maintains its accessibility and welcoming approach to serving its community. From this report, it is clear that libraries need to be welcoming places of community, both real and virtual, but also that libraries future will work more systematically with partners to provide services that are better customized to interests and abilities.

Another report, written in 2011, confirms the direction for libraries wishing to remain progressive in their approach to library service. In April 2011, Lumos Research Inc prepared a report for the Canadian Urban Libraries Council to analyze data in the period from 2000 to 2009. Entitled, *An Analysis of Public Library Trends*, the report noted several trends among public libraries:

"The library environment has undergone substantial change over the course of the past decade, and libraries are meeting new challenges.

The per capita number of library usage transactions was up sharply in the past decade, rising 45% from 16.6 to 24.1 transactions on average. Much of this increase in transactions was driven by digital information. For example, use of electronic databases (library Internet subscriptions or stand-alone or networked CD-ROM databases) more than doubled, and Internet visits to library

websites and catalogues grew five-fold in the period. Nevertheless, the number of items circulated per capita had also increased a substantial 16% over the past decade, while per capita in-person visits have remained stable.

Compared with the rapid rise of website visits, electronic database transactions are still in their nascence, at just 0.71 uses per capita in 2009, or fewer than 3% of all transactions. Libraries should be prepared to expect strong growth in database transactions, which will contribute added momentum to library use.

Libraries are providing better value than ever to their stakeholders. Although library expenses have increased overall, the expansion in number of user transactions means that cost per use has declined by nearly 27% from 2000-2001 to 2008-2009.

Although spending on library materials has increased in the decade, pressure from higher overhead costs means that materials make up a smaller percentage of libraries' expenses than in 2000, decreasing from 13% to 11% of total library expenses.

Among materials expenditures, a smaller percentage is being spent on books and periodicals, while strong increases have been seen over the past decade in spending on electronic and audiovisual materials. The percentage of materials expense devoted to these latter items had increased from 18% in 2000-01 to 31% in 2008-09.

Spending on materials has a strong role in increasing library use. Libraries whose per capita spending on materials is in the top third register nearly twice the number of usage transactions as do libraries whose materials spending is in the bottom third. The impact of materials on usage is so great that libraries which are among the top per capita spenders on materials realize the lowest costs per usage transaction." [6]

Noting these trends, the Cobourg Public Library is operating in an environment where electronic information, and the accompanying technology issues must be considered in any strategic plan moving forward from 2011, and which was certainly a consideration of the planning work.

Another aspect of the library environment in Ontario is the presence of the Ontario Public Library Guidelines. Now in its fifth edition, these guidelines represent community-based norms for public libraries and public library development in Ontario. They are developed, monitored and revised by a broadly-based group, representative of the Ontario public library community. The *Guidelines* aim to assist public libraries in developing and maintaining consistently strong public library service. They provide public library

boards, managers and staff and local governments with up-to-date public library guidelines on policies, resources and services. More information on the guidelines is posted at www.fopl.ca.

The Cobourg Public Library in Context

To be able to offer library services, the library has an organizational structure in place, including staffing, financial arrangements and a physical building offering goods and services to the public.

As one of the requirements under the Public Libraries Act, the Ministry of Tourism and Culture requires that every public library, and all contracting municipalities, submit a set of statistics on specific aspects of the library. The latest statistics available to June 2011 are from 2008. In these statistics, Cobourg is grouped with 32 libraries serving a population of 15,001 to 30,000, which reflects the population of the Town of Cobourg (18,210) plus Hamilton Township (10,972).

In 2008, within this grouping of libraries, the Cobourg Public Library ranks 3rd in terms of population served but 8th in terms of total operating revenues. These revenues are received through a provincial per household operating grant, local operating grants from the Town of Cobourg and Hamilton Township, as well as project grants, donations and self–generated revenue.   If you compare only the operating funds received from municipal sources, Cobourg ranks 21st out of 32. With these funds, the Cobourg Public Library operates one of the busier libraries, being the 9th busiest of the 32. Since 2008 usage has continued to grow. As mentioned earlier, combined circulation at the Bewdley and Gores Landing branches has grown 19% in one year. Visitor counts at the new Bewdley branch are up 57% year over year and 16.49% at Gores Landing. Further illustrations of the usage of the library will be described later in this document.

While the library has a hardworking staff, when compared to other libraries serving similar population sizes, the library does not have the same staffing levels. In this grouping of 32, the Cobourg Public Library is 22nd in terms of paid staff per service point, placing it in the lower half of the libraries in numbers of staff. In terms of salaries per capita, the library ranks 23rd, and in terms of salaries as a percentage of the operating budget, the library ranks 28th out of the 32 libraries in this group. These two rankings illustrate the library is underfunded when it comes to staffing as compared to other libraries of a similar size.

Review of Current Operations

In a review of a library system, the present situation at the library should be considered. The Library is a local gathering place for people of all ages and a portal to the global community through the Internet. Every resident, regardless of personal income, has access to a vast array of resources and services within a safe and welcoming environment. The review of the current operations of the Cobourg Public Library was undertaken in several ways – a review of the facility and staffing, a review of the usage statistics, a survey of users, and completion of a questionnaire by staff.

Facilities and Equipment

The library in the Town of Cobourg was built in 1995, in a space meant to serve the community for a number of years. However, as illustrated in the library trends earlier, the libraries have changed over the past decade. Libraries need more places for people to gather just to read and to study, and space for computer users who either require library computers or use their own laptops. Another trend has libraries serving young adults in separated areas, most often near the adult collection. While the space in the Cobourg library has been rearranged slightly a few times, after fifteen years, the space arrangements in the library must be reviewed completely to ensure the best use of available space.

The library has continued to make ongoing improvements, particularly to technology. New public computers were installed in early 2011 as part of a project to upgrade the information technology infrastructure at the Library. With the assistance of the Town of Cobourg, Lakefront Utilities and Eagle.ca, the Internet access has been upgraded to fibre optic cable from a telephone DSL line. This has resulted in faster downloads of audio and video files for patrons using public computers and increased wireless access in both the main Library and in the Rotary Meeting Room for laptop users.

Later this summer, two of the servers that store the information for our online catalogue will be replaced and the catalogue software upgraded to a new version. At that time, the Library's network server and twelve staff computers will also be replaced. Most of these upgrades are a result of a generous donation from the estate of long-time Cobourg resident Agnes McNab to the Cobourg Library Foundation. While this is necessary work, every piece of equipment then required staff time to set up and will require ongoing work to maintain.

In March 2010 the new Alice D. Behan branch was opened in the Bewdley Community Centre with increased capacity for collections, extra public computers and access to a large space adjacent to the library to hold programs. The Gores Landing location in the Gores Landing Community Hall has remained relatively unchanged for a number of years.

Staffing

Earlier in this document it was mentioned that the Cobourg Public Library ranks quite low in terms of staffing support compared with other libraries of its size within the province. Imbalances in the staffing organization at the library are illustrative of this low ranking.

The Cobourg Library is under the governance of a volunteer Library Board, but day-to-day responsibility for the library falls under the Chief Executive Officer, Charmaine Lindsay, one of only three (3) full time employees. The Manager of Access Services supervises all technical services including information technology, the circulation desk and staff, staff and operations at the two branches and overall operations at the Cobourg location. The Coordinator of Youth Services looks after reference, readers' advisory, programming and collection work for the children and youth department. The part-time Administrative Assistant is also the Volunteer and Meeting Room Coordinator. In addition, the library staff complement includes four (4) information desk staff, five (5) circulation desk staff (+ two (2) students), a technical service assistant, two (2) youth services assistants and three (3) branch assistants.   All are part-time. Staff at the Cobourg location must cover two floors, and three service desks, while some of the comparator libraries operate on one level with two service desks. Volunteers provide some support for programs and collection maintenance.

The position of Manager of Public Service, a full-time position, is vacant at this time. As a result, the CEO has additional responsibility for all adult collections (selection of new and withdrawl of outdated materials) and the Manager of Access Services has additional responsibility in supervising the information services staff. All but four (4) staff now report to the Manager of Access Services. No staff are currently assigned to plan and execute adult programming as this was also a function of the Manager of Public Service.

Library Usage Statistics

The annual statistics collected by the Ministry of Tourism and Culture provide a context for a review of "how the library compares" to other libraries serving similar population sizes, and also to illustrate changes over the years. When looking at any statistics, it is

important to keep in mind that statistics do not tell the entire tale, as many factors are at play in the provision of service levels at an individual library.

In terms of overall **circulation**, the library had the 9th highest total circulation of the 32 libraries, but was 14th out of the 32 libraries in terms of circulation per capita. The actual figure of circulation per capita shows that, in 2008, the library circulated 8.22 items per capita, but when the circulation statistics are limited to only active library cardholders, the number jumps to 24.12 items per year per cardholder. As a comparison, the highest circulation per card holder amongst the 32 libraries was Essa at 29.48. To compare the Cobourg Public Library over time, in 1999, the circulation per active cardholder was 16.92, indicating that the library is much busier than it was 10 years ago. The fact that we have much higher circulation per individual user is indicative of citizens who really value their public library service and use it extensively.

When compared to circulation among libraries in the immediate geographic area, in 2009, the main branch of the Cobourg Public Library had a total circulation of 181,838 which is 73% of the circulation of the Trenton branch of Quinte West, which has a population of 42,697 and 63% of the circulation of the Belleville Public Library with a population of 48,821. By any measure, the Cobourg Public Library is a busy library system in terms of circulation of materials.

In terms of **size of collection**, the Cobourg Public Library ranks as 20th out of the 32 libraries in the population grouping mentioned above. The library holds only 3.18 per capita, but these items are well used with 3 circulations per item. This turnover rate is 10th out of 32. While number of titles does not always indicate quality of collection, it does illustrate the need to investigate the collection holdings and use, especially in light of increased availability of electronic resources. The provincial electronic databases have only been available free of charge for 3 years, making it difficult to show increases over a long period. However, searches and sessions have increased each year that the service has been available. In just over a year of service, there were 1809 checkouts of e-books via Overdrive. This ranks as the third highest circulation among the 32 libraries in the grouping. Cobourg Public Library users have enthusiastically embraced e-books which is an indication of our user group's willingness to try new formats and an indication to the library for the need to keep up with new technologies.

In terms of **technology**, the number of people using workstations in the library is steadily rising, with the library ranking 9th of the 32 libraries. While this indicates that the library is well-used, it also illustrates the need to keep up with technology, including maintenance of equipment and a requirement to make provision for the potential training needs of the public. All of these functions require significant staff time.

Comparing **library visits** per capita, the Cobourg Library ranked 13th in terms of in-person visits to the library, but ranked 19th in terms of electronic visits (through the website). This illustrates the need to focus more attention on the library website, and electronic access to the library. In 2008, 31,000 visited the Cobourg Library electronically while 151,400 people visited the library in person.   While electronic visits to the library was not a measure in 1999, in that year, 115,674 people visited the library in person. This is a 30% increase in visits to the library over a 10 year period.

In terms of **programming** attendance per capita, the Cobourg Public Library ranks 13th out of the 32 libraries. The library held 448 programs in 2008, with a total attendance of 7,099. This ranking in the top half of 32 libraries is interesting as the library currently does not have any staff assigned to plan and execute adult programming. The ranking is an indication that the children's department is doing an excellent job of programming, a proposition that was reinforced by both user and staff surveys. Excellence in children's programming, however, does not negate the need for responsive adult programming, especially given the relatively older population of Cobourg and area.

User Survey

In the user survey conducted in May 2011, there were nine different questions ranging from how often the person used the library to which library services are used. Although not a complete picture of all users, by reviewing the results and accompanying comments, the library has a chance to gather some information on which services are valued by these users, and where possible, to make changes to the present system to better serve the community.

Of the 240 respondents to the survey, 66 users responded that they used the library more than once a week, while 50 reported that they use the library once a month.   Under the "reasons for not using the library", the most common reason given was "inadequate parking". In the third question, 88 users responded that they go to the library by car, with 58 usually walking to the library, 32 biking and 31 arriving by bus.

To the question, "what library services do you use", in the context of collections, 88 users responded that they use the 'Adult collection', followed by the 'multi-media/DVD collections' at 54 responses.   Under programs, adult and children's programs generated the most common responses at 50 and 41 respectively. In the context of service, the most common library services used were the website (53 responses), followed by reading/study areas (48 responses) and booksales (42 responses).   Other services

generated smaller, though not insignificant, responses with reference/readers' advisory (27), computers (23), visiting library service (16) and place to meet/socialize (13).

The final question concerned roles for the library, and in terms of what was ranked most often as being "very important", the following are the top five:
1. Visit a comfortable place – Physical and Virtual Spaces (59 times as being "very important")
2. Create Young Readers – Early literacy (58 times)
3. Understand how to find, evaluate and use information – Information Fluency (47 times)
4. Connection to the Online World – Public Internet Access (43 times)
5. Learn to Read and Write – Adult, Teen and Family Literacy (41 times)

Clearly, the users want a comfortable physical space, but also realize the importance of having programs for the young, reference services for all, public internet and also literacy assistance. The individual responses and suggestions from this user survey will need to be studied in more detail to gather other pieces of information.

In addition to the survey of users, in early 2011, library staff were asked to address eleven questions ranging from "Identifying the Library's overall strengths" to thinking about the "kind of comments about the library are most frequently heard". The staff were very thoughtful in their responses, and provided considerable information for the June planning day discussion, and for future consideration.

Mission Statement

Themes of the library's mission - The Library Board identified the following themes are being important to the mission of the Cobourg Public Library.

- Place
- Connection/community
- Personal growth
- Past and future
- Customer service

From these themes, the following mission statement was developed:

Committed to being an exceptional community resource for
information, exploration, inspiration and enjoyment.

Strategic Directions

From the planning review, the Cobourg Public Library Board has developed three strategic directions for the Cobourg Public Library during the period of time from 2011 to 2014.

While these strategic directions will be the centre of attention for the next three years, under each the Library Board has developed goals which further focus the direction of the library. Under each goal is a series of actions to be taken over the course of the plan.

From these goals and actions, the Library Staff will further refine the overall plan into specific, measurable tasks for each year. The tasks are not listed in this document, as they form a separate annual work plan for the library.

Strategic Direction #1 – Capacity
The Cobourg Public Library will build its capacity to deliver services to its community.

Goal 1 – **Technology** – The Library will make the best use of available technology to deliver effective library services.
  Action 1 – Ensure sufficient IT support staff to look after the library's systems, for patron training and in the planning of technology.
  Action 2 – Develop and write a technology plan / IT Strategic Plan to ensure that the library is maintaining its place at the "leading edge".
  Action 3 – Assess core competencies of current staff with respect to technology and electronic resources, and assign appropriate training opportunities for staff.

Goal 2 – Collections – The Library will develop its capacity for information and reading for pleasure with respect to collection development in both print and electronic formats

> **Action 1 –** Develop and write a coordinated collection plan for all areas of the library, ensuring that the collections are accessible and convenient for patrons.
>
> **Action 2 –** Train staff to be an effective bridge between library staff and library resources located on both the first and second floor by offering continual training and promoting outside training opportunities.
>
> **Action 3 –** Ensure that the collection development work continues at the level and pace expected from this community.

Goal 3 – Facilities – The Library will continue to provide safe, clean, welcoming spaces for all in the community.

> **Action 1 -** Review all written comments on the user survey and staff survey regarding the three facilities of the Cobourg Public Library, and compile into a written document.
>
> **Action 2 -** Review the current space allocations against the *Ontario Public Library Guidelines* to ensure that the library is meeting standards to all areas such as number of seats for users
>
> **Action 3 -** Develop and implement a facility plan which incorporates feedback received and space requirements to ensure that both the interior and exterior library space and usage continues to meet the needs of the community

Strategic Direction #2 - Collaboration

To create a strong library for our community, the Cobourg Public Library will seek and develop partnerships within the community to be able to work in unison for the greatest mutual benefit.

Goal 1 – Programs – Based on user feedback, while continuing its range of children's programs, the Cobourg Public Library will focus special attention on programs for adults in the community.

> **Action 1 -** Create a program plan that responds to the diverse interests and needs of all patrons, without duplicating the activities of other groups and organizations in the community, and offered in collaboration.
>
> **Action 2 –** Ensure that sufficient staff are in place to meet community programming needs including the planning and execution of Adult Programming

Goal 2 – Partnerships – Operating within the community, the Cobourg Public Library will work to strengthen its relationships and collaborative efforts with other community groups and organizations.

    Action 1 - Create a strategy with the aim of enhancing the Library's capacity to support organizations and groups in the community.

    Action 2 - Develop a partnership framework and identify which groups/organizations to target for possible partnerships

Goal 3 – Alignment with municipalities – The Library will review the priorities of the two municipalities and determine best approach to provide support, where possible

    Action 1 – Review the priorities with the two municipalities with respect to historical preservation of materials.

    Action 2 –In light of the opening of the new Cobourg Community Centre, review priorities with the Town of Cobourg with respect to the use of space and meeting rooms.

    Action 3: Investigate ways that the Library can assist the municipalities with their stated goal of improved communication with Town and Township residents.

    Action 4: Investigate ways to utilize Library's local history resources to assist municipalities with their stated goals of heritage preservation.

    Action 5: Continue to promote Library's business print and electronic resources to small business owners and entrepreneurs to assist municipalities with stated goal of economic development.

Strategic Direction #3: Communication

To be the dynamic, involved service provider that we envision, it is not enough to open the doors and wait for our community to find us, the Cobourg Public Library must reach out, connect and facilitate a communication process that allows us to be known by every member of our community.

Goal 1 – Marketing – The Cobourg Public Library will market the library to the community through effective communication.
    Action 1 - Develop and implement a Marketing and Communication Plan for the Cobourg Public Library reflecting library services, collections and programming, and augmenting communication through the library website as well as relationships with local media and new social media technologies.
    Action 2 - Promote the library's value to the municipalities and the community

Goal 2 – Visual Identity – The Cobourg Public Library will distinguish itself through a distinctive "brand".
    Action 1 - Create and promote a consistent visual identity for the library

Goal 3 – Community Engagement - In addition to proactive communication efforts identified in the Marketing and Communication plan above, the Cobourg Public Library will ensure that there is two-way communication to and from the community on an ongoing basis.
    Action 1 – Maintain and augment mechanisms to continually seek feedback from the community, community groups and organizations.
    Action 2 – Develop a community engagement framework for the Cobourg Public Library identifying existing relationships, gaps and priority areas for development, including specific community groups and organizations.

Footnotes:

1. *Imaginations Welcome @Your Library* – Cobourg Public Library Summer 2011 Newsletter.
2. *Consolidated Community Profile.* Town of Cobourg
3. *Census of Canada 1996 and 2006*
4. Cobourg Associated School Groups Focus Groups, March 2011. Kawartha-Pine Ridge District School Board. .
5. *Third Generation Public Libraries : Visionary Thinking and Service Development in Public Libraries (to 2020) and Potential Application in Ontario.* Report for the Ontario Ministry of Culture Wendy Newman, 2008 http://www.mtc.gov.on.ca/en/publications/third_gen_libraries.pdf.
6. Lumos Research: Analysis of Canadian Urban Libraries Council Data http://www.culc.ca/cms_lib/CULC%20Public%20Library%20Trends-es.pdf.