

Ontario Library Boards' Association

Leadership by Design

Part 2 - Learning from Our Peers

Super Conference ~ January 30, 2009



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NETWORKING WITH OUR PEERS

(Spring 2009)

NEW

LEARNING FROM OUR PEERS

Connecting Ontario's
Public Library Boards

CUT TO THE CHASE

LIBRARY GOVERNANCE
at-a-glance

ONE PLACE TO LOOK

Online Reference Library
for Boards and CEO's

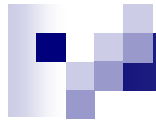
About OLBA's LEADERSHIP by DESIGN

LEADERSHIP DEVELOPMENT TOOLKIT

Building Strong Boards

EFFECTIVE BOARD GOVERNANCE

Education Institute
audio conferences with
Ken Haycock



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Leadership by Design:

Committing to **stronger**
public library governance
by 2010 →→→



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VISION

The **primary resource** for all public library boards in Ontario to receive the support they need:

- ✓ To expand their knowledge and understanding of their **GOVERNANCE** role and responsibilities
- ✓ To strengthen their capacity as **COMMUNITY DEVELOPMENT LEADERS**



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OLBA's **LEADERSHIP** ROLE

- ✓ **Professional Development**
- ✓ **Engagement**



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OLBA's LEADERSHIP ROLE

Professional Development

- ✓ Build a **professional development program** – responsive to common issues and priorities affecting library board leadership in Ontario
- ✓ Source & package existing materials, programs, best practices, forums, etc. as **learning tools & experiences** for advancing board development



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OLBA's LEADERSHIP ROLE

Engagement

- ✓ **Engage Ontario's public library boards as full participants in strengthening their LEADERSHIP POTENTIAL**



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Leadership by Design

- **For individuals**

Board chair, board member, CEO

- **For EVERYONE**

Board & CEO & Community



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Leadership by Design

*Take what you need when you need it to build your **leadership** & **governance** skills.*



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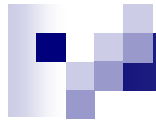
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Project Development 2006-2010

Phase 1: NEEDS ASSESSMENT (2006-07)

Phase 2: PROGRAM DEVELOPMENT (Ongoing)

Phase 3: OFFICIAL LAUNCH (Super Conference 2007)



Leadership by Design

Element 1

CUT TO THE CHASE

LIBRARY GOVERNANCE
at-a-glance

Distributed to library boards in 2007



Leadership by Design

Element 2

ONE PLACE TO LOOK

**Online Reference Library
for BOARD MEMBERS
& CEO's**

Launched April 2008



Leadership by Design

Element 3

LEADERSHIP DEVELOPMENT TOOLKIT

Building Strong Boards

Launched May 2008

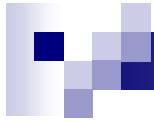


Leadership by Design

Element 4

EFFECTIVE BOARD GOVERNANCE

EDUCATION INSTITUTE
Audio Conferences with
KEN HAYCOCK
Ongoing



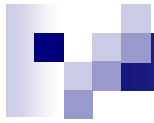
Leadership by Design

Element 5

NEW

LEARNING FROM
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**Connecting Ontario's
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Leadership by Design

THE ONTARIO
TRILLIUM
FOUNDATION



LA FONDATION
TRILLIUM
DE L'ONTARIO

Province-wide Grant – MARCH 2008

\$31,000

Actual Project Cost - \$42,250

Subsidized by OLA



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Leadership by Design

Research Project

(April – December 2008)

PURPOSE:

- To research and document **16 case studies** to inform the ongoing development of OLBA's LEADERSHIP BY DESIGN in adherence with Ontario Trillium Foundation Grant Guidelines.

Criteria for Case Study Libraries Selected:

- Award winning (Angus Mowat Award of Excellence; Minister's Award for Innovation; Other)
- Leadership model in the cultural, economic, educational & social life of its community through specific service initiatives involving other community organizations.
- Small (serving populations of 20,000 or less), rural and/or remote



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Research Project

(April – December 2008)

PROCESS:

- Select **16 public libraries** based on study criteria
- Secure cooperation of each of the 16 public libraries selected
- Confirm **STUDY FOCUS**
- Schedule a site visit for the **STUDY TEAM** – ONE OLBA Councillor & ONE Consultant
- Conduct each site visit equipped with the **SAME TEMPLATE** to gather relevant information
- Craft “**THE STORY**” for each **Case Study Library** based on information collected from site visits & further research



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Research Project

(April – December 2008)

PROCESS (continued):

Based on CASE STUDY FINDINGS...

- Summarize **COMMON CHARACTERISTICS & COMPETENCIES** of Library Boards & CEO's
- Scope the 5th element of OLBA's Leadership by Design...

LEARNING FROM OUR PEERS



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Leadership by Design

Research Project

(April – December 2008)

SITE VISITS – June 2008

Ontario Library Service North (6)

1. **Bruce Mines & Plummer Additional Union** – pop. 1,900
2. **East Ferris Township** – pop. 4,240
3. **Powassan & District Union** – pop. 6,090
4. **Sault Ste. Marie** – pop. 75,000
5. **Schreiber** – pop. 900 (also serving residents living in “unorganized areas”)
6. **West Nipissing** – pop. 13,410



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Research Project

(April – December 2008)

SITE VISITS – June 2008

Southern Ontario Library Service (10)

1. **Bracebridge** – pop. 22,720 (15,650 permanent + 7,070 seasonal)
2. **Elgin County** – pop. 49,200
3. **Haldimand County** – pop. 46, 800
4. **Hastings Highlands** – pop. 3,600
5. **London** – pop. 324,000
6. **Pelham** – pop. 16,160
7. **Pembroke** – pop. 22,500 (includes contracting municipalities)
8. **Port Hope** – pop. 15,100
9. **Ramara Township** – 9,430 (doubles in summer)
10. **Tyendinaga Territory** – pop. 3,600



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Research Project

(April – December 2008)

STUDY FOCUS

- Capture **THE STORY** of the public library's **leadership in community development** through its award winning project...
 - ✓ **Community Context** – Geography, History, Statistics
 - ✓ **Project** – Context, Scope, Description, Community Partnerships, Funding, Sustainability
 - ✓ **Value** – Benefits to Community & Library
 - ✓ **Learnings** – Predictors of Success
- Analyze case studies to identify **CHARACTERISTICS & COMPETENCIES** of public libraries that are collaborating effectively in community development to be modeled through OLBA's Leadership by Design.



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Research Project

(April – December 2008)

“THE STORY” for each LIBRARY includes...

- ✓ Project Highlights
- ✓ Municipal Context
- ✓ Library Context
- ✓ Project Profile
- ✓ Most Significant Outcomes
- ✓ Lessons Learned
- ✓ Site Visit Study Team
- ✓ Site Visit Key Informants
- ✓ Photo Gallery



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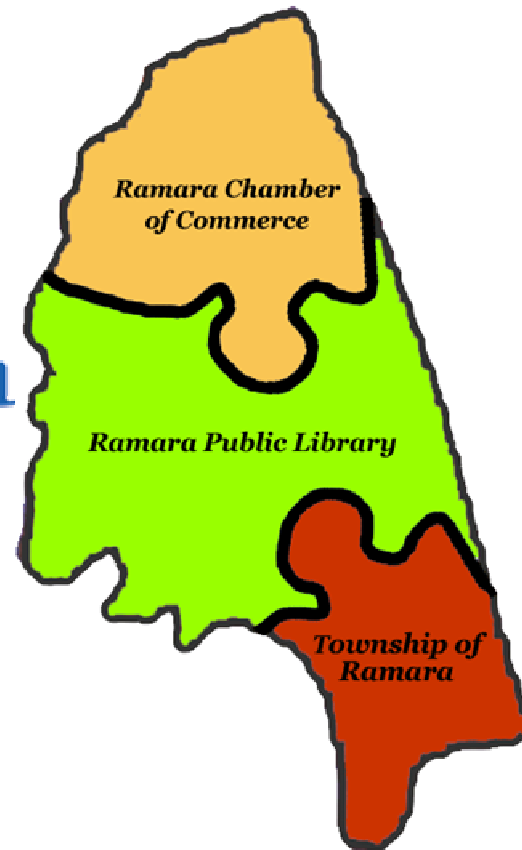
Leadership by Design

Research Project

(April – December 2008)

Public Library SHOWCASE

“Our Ramara” Community Information Portal





Our Ramara

Township

- 1994 amalgamation of Rama and Mara townships + 45 small communities
- 417.25 km²
- Population - 9,427

Library

- 2 branches
- All library patrons have to drive to the library.
- 9-member board
- 5 staff + CEO, Janet Banfield



How the Project Evolved

- February 2001, Atherley branch opened with community centre
- Library needs to fill “Info Hub” role
- CEO meets with Chamber of Commerce members
- “Our Ramara” concept was presented
- Library Board supported library participation
 - community groups working together
 - Possible solutions to improve community’s cultural, economic, educational, recreational and social conditions

Atherley Branch





“Our Ramara”

- Initial purpose to discover:
 - Who and what was in the community
 - How should the community be represented.
- Comprehensive database:
 - Showcase Ramara
 - Promote and encourage pride in Ramara's people, history, culture... its unique rural and progressive character.



“Our Ramara” Objectives:

- Database and website.
- Increase awareness of Ramara's recreation, history, culture, tourism, businesses, government, social services, health, education and all community based organizations and associations.
- Promote/encourage accessibility to information
- Encourage/enhance community and economic development.
- Facilitate information sharing by linking community partners and neighbouring communities.
- Foster/enhance civic pride and harmony throughout Ramara.
- Capture/preserve unique rural and progressive culture

How the Coalition Worked Together

Partner	Role	Contriution
Chamber	Lead agency	<ul style="list-style-type: none"> ▪administrative help through HRDC's Job Creation program
Library	Coalition chair Leading role <ul style="list-style-type: none"> ▪minutes and agendas for monthly meetings ▪Committee participation ▪Recruiting members ▪Grant applications 	<ul style="list-style-type: none"> ▪\$14,100 Trillium grant for hardware ▪LSDF grant obtained to construct the back-end of the database
Coalition	Coalition now has over 60 members Continues to meet monthly	<ul style="list-style-type: none"> ▪2-month co-op placement from the Orillia Learning Centre to gather and enter information for database ▪CAP worker through Industry Canada funding to develop a website, new, copyrighted logo for the Coalition, "Our Ramara Connecting our Community" ▪\$40,000Federal Grant for Rural Community Capacity Building to identify community's gaps and needs
Ontario Healthy Communities	Facilitator	<ul style="list-style-type: none"> ▪assisted with the development of their Mission Statement, Vision and Values.
Volunteer		<ul style="list-style-type: none"> ▪Maintains up-to-date "Community Calendar" ▪Began e-mail links to all community organizations to alert them to current happenings. ▪Facilitate Gap Analysis and Needs Assessment



Significant Outcomes

- **Awards:**

- ☐ “Greatest Contribution to the Community” Chamber of Commerce Award
- ☐ Recognition by the local MPP in 2007
- ☐ Minister’s Award for Innovation in 2006

- **“Our Ramara FunFest” since 2004**

- ☐ annual event in partnership with the Chamber of Commerce
- ☐ summer festival day for families
- ☐ features a variety of events geared to different age groups
- ☐ library CEO is chair

- **\$5000 Council Grant for the Ramara FunFest**

- **2-year seed grant of \$76,300 from the Ontario Trillium Foundation for Fun Fest**

- **Formal reciprocal lending partnership with Rama Mnjikaning Public Library**

Fun Fest Activities





More Significant Outcomes

Coalition partners recognized need to build their respective capacity

Generated a passion in the community

Opened the doors to the future of the Township

Youth input revealed economic development was important

Increased awareness of the community as a whole

- ☐ General public have new information-sharing networks
- ☐ Local businesses benefit from economic development

Library now seen as community hub

- ☐ The place to look for information on the community and events.

Public Library profile raised significantly.



Lessons Learned

Key informants credit Library CEO's leadership for the project's success

Partnerships are powerful

- ☐ Participants must be prepared to work hard
- ☐ Strong team needed who are willing to commit time
- ☐ Must be awareness of the skill sets of those around the table

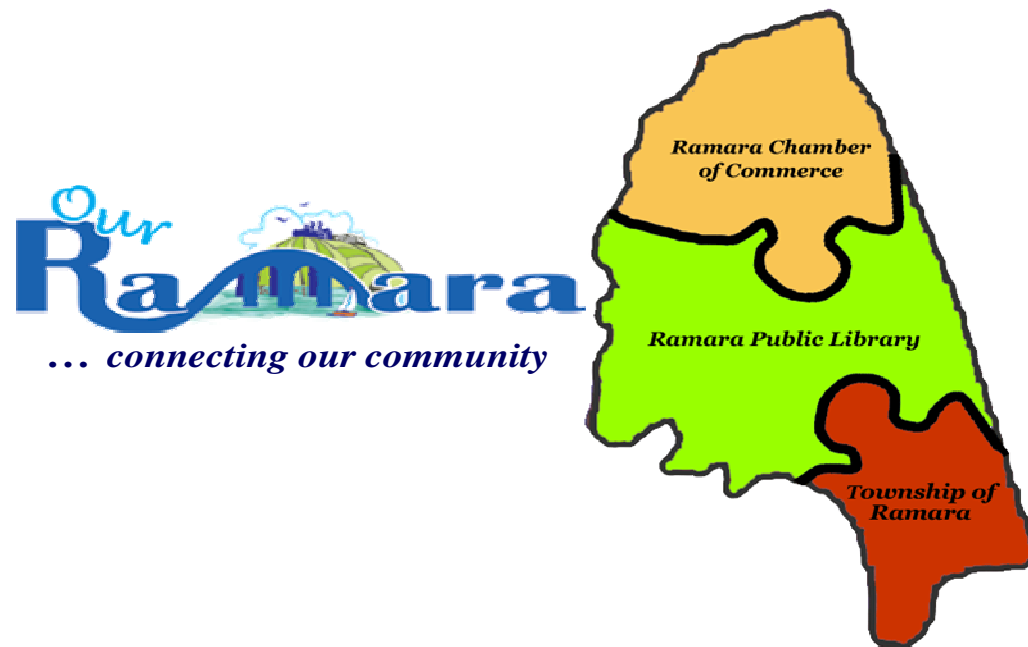
Need Municipal support

- ☐ Ideal to have a Town staff member on the Committee.

Chamber of Commerce is a key partner.

Library Board - Council relationship is extremely important to nurture and maintain.

“Our Ramara” Community Information Portal





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Research Project

(April – December 2008)

Public Library SHOWCASE



Bruce Mines & Plummer Additional Union Public Library





Three Municipalities... *located on the shores of the North Channel of Lake Huron, 65 km. east of Sault Ste. Marie*

- **Town of Bruce Mines** – pop. 584
6.13 km²
- **Township of Johnson** – pop. 625
119.67 km²
- **Township of Plummer Additional** – pop. 701
221.31 km²

- **TOTAL POPULATION – 1910**
- **TOTAL LAND AREA – 347.11 km²**

Statistics Canada 2006



Community History

- First successful copper mine in Canada established in mid-1800's & de-commissioned in 1944
- Settlement occurred 100-120 years ago
 - Plummer Additional incorporated in 1891
 - Bruce Mines incorporated in 1903
- Located on the Trans-Canada Highway
- Current Economic Drivers – aggregates, agriculture, logging & tourism



Library History

- **1860's** – Mechanical Institute Library
- **1960's** – Bruce Mines & Plummer
Additional formed union (Public Library located in elementary school)
- **Mid 1980's** – Johnson Township began contracting for library services
- **1993** – New library opened in Bruce Mines



LIBRARY BOARD

**2 citizen appointees & 1 Councillor (Bruce Mines)
2 citizen appointees & 1 Councillor (Plummer Additional)**

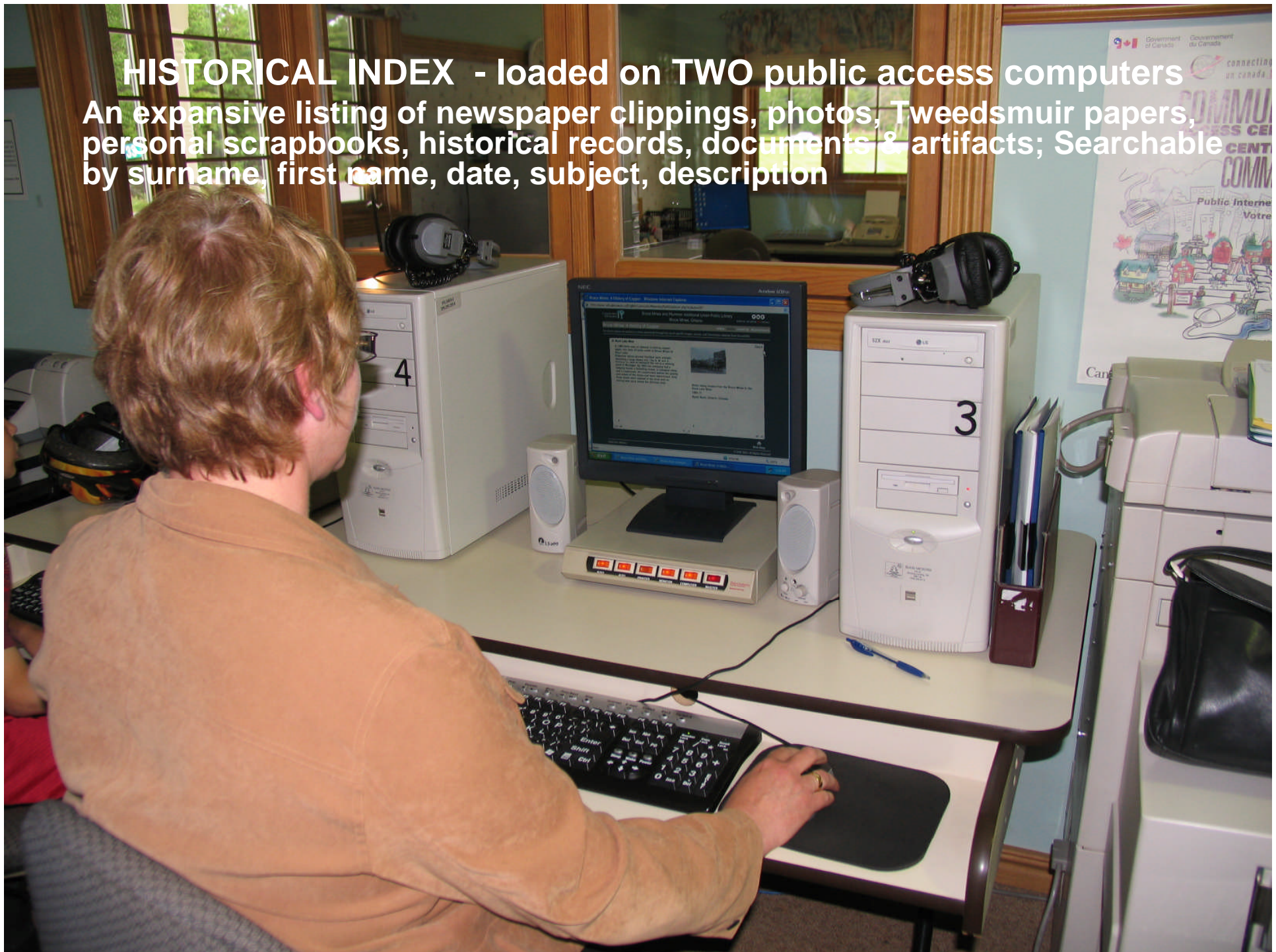
**PERMANENT STAFF – CEO & Part-time Clerk (1.5 FTE)
OPERATING BUDGET (2007) - \$92,000**



Historical Indexing Project

- Initiated by the library in 2004 in response to the interests & needs of community groups involved in organizing centennial celebrations
- A searchable database listing the community's collection of artifacts & historical reference materials

HISTORICAL INDEX - loaded on TWO public access computers
An expansive listing of newspaper clippings, photos, Tweedsmuir papers,
personal scrapbooks, historical records, documents & artifacts; Searchable
by surname, first name, date, subject, description





Historical Indexing Project

- Fully funded by **HRSDC** (Human Resources & Skills Development Canada) **Grant/Job Creation Partnerships Program**
- Involves **strong & sustaining partnerships...**
 - Bruce Mines & Plummer Additional Union Public Library
 - Bruce Mines Museum & Mine Shaft
 - Bruce Mines United Church
 - Peterson's Lighthouse
 - Royal Canadian Legion, Branch 211 Bruce Mines
 - Rydal Bank Historical Society
 - Town of Bruce Mines
 - Township of Plummer Additional
- **CHIN** (Canadian Heritage Information Network) **Grant**
 - ***Bruce Mines: A History of Copper*** created & mounted on **Virtual Museum of Canada** website through “**Community Gateways**” portal



Historical Indexing Project SIGNIFICANT OUTCOMES

People working together...

- collecting, preserving & making accessible the community's history
- stimulating community pride
- building stronger ties & prompting opportunities for collaboration on other issues affecting community wellbeing
- enhancing presence for Bruce Mines & its historical significance on worldwide web



Historical Indexing Project **SIGNIFICANT OUTCOMES**

- Heightened awareness of the value of the library's resources & staff expertise
- Well developed relationships between the library/community & a variety of government depts/agencies with resources to help stimulate community development & sustainability
- Renewed interest in serving as a library volunteer and/or board member
- Two prestigious awards...
 - 2005 Minister's Award for Innovation (Ontario Ministry of Culture)
 - 2005 Excellence in Community Capacity Building Award (OLS-North)



Historical Indexing Project LESSONS LEARNED

Strong partnership between CEO & Board...

- Steadfast attention to community needs & interests
- Sound strategic plan
- Resourcefulness in securing the means to accomplish goals
- Shared commitment to fundamentals of good library service – Provincial Library Accreditation Program
- Clear evidence of close relationships with community partners

Library as a vibrant & much-valued community centre

**Township of Plummer Additional Municipal Offices
Joyce Cunningham, Nancy Leindecker
& Winnogene Sturgeon**





**Bruce Mines United Church
Margaret Andrewes & Donelda Love**



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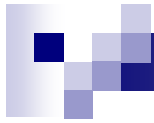
Research Project

(April – December 2008)

What did we experience & learn?

As 'models of success, CASE STUDY LIBRARIES...

- demonstrate a series of characteristics & competencies that serve as predictors of success in library leadership
- are sound 'reference points' for your library in its opportunity to build capacity as a leader in community development



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(Spring 2009)

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Element 5

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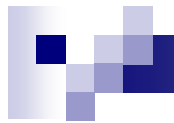
Learning from Our Peers

Let's learn about a board that's doing what we want to do!

- An organized body of **community development initiatives** sourced from library boards across Ontario - Research Project (April – December 2008)



- Designed to connect Ontario's public library boards with fresh ideas and innovative approaches
- Dynamic & interactive



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Learning from Our Peers

WEB PAGE CONTENT

- Research Project Overview
- Case Studies – 16 stories accompanied by site visit photos
- Summary of Common Characteristics & Competencies

Public Library Story Exchange
COMING SOON!



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Learning from Our Peers

PUBLIC LIBRARY STORY EXCHANGE

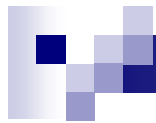
- **Sharing Your Story**

Inspire others by posting a story to showcase your library's community leadership initiative

- **Looking for Ideas**

Invite ideas from others by sharing what your library wants to do

Help build our ***Ontario Public Library Storyboard***
as a dynamic place where you can go
to learn from your peers & build relationships






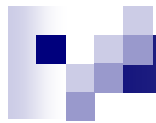
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Learning from Our Peers

You're invited to be a...

PILOT PROJECT Participant

-  ***Do you have a story about how your library has made a difference in your community?***
-  ***Are you willing to share it with other library boards?***
-  ***What would you like to learn from other library boards?***



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Learning from Our Peers

PILOT PROJECT

- 10 library boards
- Complete & submit a simple CHART to record:
 - A. What your library is doing to make a difference *OR*
 - B. What your library wants to do.

**Be among the 'FIRST TEN' contributors to the
Ontario Public Library Storyboard**



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Element 6

**NETWORKING WITH
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(Spring 2009)



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