

InsideOLBA

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Some Counsel from a Councillor

Greg Burns, Chair of Port Hope



“Oh my God, what are we going to do about that municipal councillor on our Board?” Sound familiar? Tired of no shows at meetings, hidden agendas, or little support at the council table during budget deliberations?

I will be upfront — I am a municipal Councillor, and proud of it! But I am also a library board member and Board chair, and very proud of that too! As a first-time participant at the 2012 OLA Super Conference, I was rather taken aback by the negative comments that many trustees expressed about municipal councillors during the various sessions I attended. I overheard horror stories about lack of attendance, unwillingness to serve on committees, and most importantly, minimal advocacy for library services with Council cohorts or in the community.

So how do we resolve this issue, as every library Board has a municipal council representative (or more depending upon the size of the community) as part of its membership? I firmly believe that the Board

and the Chief Librarian/Chief Executive Officer have a responsibility to actively advocate on behalf of the Library with their partners on Council. I emphasize the word “partners,” as Council not only provides the majority of funding for a library, but also must understand and appreciate that a library is a critical part of the cultural fabric of any municipality — it is the soul of the community and without question makes a difference in the daily lives of its residents.

... what are we going to do about that Municipal Councillor on our Board?

If you accept the challenge that a municipal Councillor can make a difference on your Board, then how do you make it happen? Let’s start at the beginning – literally. During the last municipal election campaign, our Chief Executive Officer created a unique program to engage all candidates in the Library operation. She offered a ‘Librarian for a Day’ opportunity, where a candidate could volunteer at the front circulation desk, tour the Library, and ask any questions of her and staff. Most candidates took up the offer and learned a great deal about the various services offered. I was one of those candidates.

When I joined the new Council, I made it my mission to be appointed to the Library Board, as I saw unlimited potential in what could be achieved with proper funding and associated marketing. Our Council in fact altered the membership of the Library Board to allow for two members of Council to sit on the Board. I was elected Chair at the first meeting, and my fellow Council member actually chairs the Council Finance Committee (do you see where I am heading?)

In 2012, the Port Hope Public Library received a 2.9% increase over 2011. When you consider that all of the municipal departments combined were held to a 0% increase, you get a better understanding of the role that two municipal councillors can play at the Council table during budget deliberations. On top of the 2.9% increase, we have been able to obtain the following financial support in the past 18 months:

Featured inside this issue
Cover Story — Counsel From a Councillor... 1
Every Board Has Problems... 4
“Imagine”... Fundraising in The Worst of Times... 6
Revitalization: A Detoured & Uphill Journey... 8
Strategic Planning: A Community-Based Model... 10
OLBA Bursary Draw... 14
Marketing Ontario Public Libraries Think Tank... 16

Counsel from a Councillor

... continued from page 1

- A Governance and Operational Review study (\$13,290);
- A comprehensive Strategic Planning Study (\$22,428);
- Carpeting of the second floor and main lobby of our 100 year old Carnegie Library branch (\$51,600); and
- Legal survey of the Carnegie branch (\$4,000)

The Governance and Operational Review set the parameters for a better communication methodology between the Board and Council. The Strategic Plan has created four major focus areas for the Board during the next five to seven years, part of which is a new Marketing and Communications Strategy. The Board is now doing two presentations a year to Council, to demonstrate how effectively they are managing the funds provided by Council. A 2011-2012 Annual Report was initiated, and presented to Council on September 18, 2012.

Has it been a smooth ride along the way? No, there have been bumps and some major curves to negotiate. I am sure my fellow Board members were initially concerned about where my allegiances were with respect to the Board vs. Council, along with my fellow Council member. My sense is that we have gained their trust and respect not just through words, but by our actions as well. We

continue to promote Library functions as part of our Council portfolios, and advocate when and wherever we can at various events in the community. All of this is done in collaboration with other Board members.

I offer the following advice to Board members seeking to engage Council as a partner:

Conduct presentations at Council meetings on a semi-annual basis. An informed Council makes better budget decisions.

- Invite Council members to important events at your Library and make them feel comfortable while there; assign one Board member to each Councillor to answer any questions.
- Provide copies to Council of any major reports.
- Email Council members monthly updates on what is happening at your branches.
- Encourage Council members to become active Committee members

Finally, I put out a challenge to the organizers of the annual Super Conference. How about a session for Council members only – a chance to exchange best practices and share our frustrations? Just a little “counsel” from a Councillor! ■

Greg



Author: Port Hope Municipal Councillor and Library Board Chair, Greg Burns

Greg (seated front row, left) was employed in the municipal parks and recreation field from 1971 - 1989, his last position being Director of Parks and Recreation in Cambridge, Ontario. From 1989 to 2009, he was a professor at Conestoga College in Kitchener, Ontario. Greg is President and owner of Mental Floss, a consulting company specializing in organizational strategic planning, fundraising, and leadership development. He has founded several non-profit organizations, sat as a Board member of a community arts theatre; and served as Chair of North Carolina State University's professional development schools. ■

SUPER CONFERENCE IS JUST A FEW MONTHS AWAY!

Have you registered yet to attend? If not, you're missing out on a wonderful opportunity to meet Public Library Board Members from across the province; to network, discuss common situations, pick each others brains, attend workshops specifically designed for you and your role as a PL Board Member in mind... and to just have fun! For

More information, click on this link:

http://www.accessola.org/OLAWEB/Super_Conference/Welcome/OLAWEB/Super_Conference/Welcome.aspx

Library Champions

Interview by Kim Vares, Chair Dryden PL & Vice Chair OLBA

Kim: What do you value most in people?

Frances: Honour, sincerity, kindness, empathy, and leadership; but those who are patient and fair are additionally blessed.

Kim: What has been your all time favourite read?

Frances: *Spring Remembered; a Scottish Jewish Childhood* by Evelyn Cowan. The book tells of a young woman who, upon her father's death, assumes the support of the family by carrying on her father's business as a draper and soft goods dealer. It takes place at the beginning of the 20th century in Glasgow, Scotland. By strange coincidence, only one week after reading the book, I was doing genealogy research and I discovered that my grandfather had also been a draper and soft goods dealer. What a joy to have read of a life that reflected

the times, places, and experiences of my draper grandfather!

Kim: If the whole world were listening, what would you say?

Frances: "Can't we all just get along?" and "Treat others as you wish to be treated."

Kim: Who is your favourite author?

Frances: A to Z, pick a surname and it's likely that I have listed that author as my favourite for some length of time. Ken Follett riveted me with his early novels; having finished *Pillars of the Earth* this spring, I will wait for longer evenings to begin *World Without End*.

Kim: What are you currently reading?

Frances: *Watchman* by Ian Rankin; *No Regrets; the Life of Edith Piaf*; *Sleeping with the Enemy: Coco Chanel, Nazi Agent*. ■



Frances Ryan
OLBA
President
2012

Editorial Team's Notepad

Don Lynch , Beth Phieffer & Lynn Humfress-Trute

Welcome to the Fall edition of Inside OLBA! The theme for this edition is 'Success Stories' and the excellent submissions from Port Hope, St. Thomas and Perth & District Union Public Libraries are indicative of how successful results are attained when all the partners work collaboratively. To each of our contributing authors, we would like to express our sincere gratitude!

Like the New Delivery Format? The new, online format of InsideOLBA was developed in an effort to spare our budget that was strained by the rising costs of printing and mailing a hard copy. The new format appears to have been well received by the Membership of OLBA, but your opinion is welcomed.

Ideas for Future Editions? If you have an idea for an article that you consider would be useful, educational, or just good reading for your fellow Board Members, please contact us. We are always on the hunt for interesting subjects, and your submissions are a valuable way to network with your peers and share best practices. We also endeavour to include stories from library professionals as the inclusion of articles of this type, enhances communication between Boards and their CEOs... and provides our Membership with a different perspective.

Comments or Complaints? While we strive for accuracy, the Editorial Team are by no means the final experts, so if you have any comments about the content of this edition, or have any additional comments you would like to make on any of the topics, please let us know; we welcome your critiques! Our contact information is on the back cover, and we love to hear from you! ■

Don, Beth & Lynn

Every Board has Problems!

Don Lynch, Chair Six Nations Public Library

Are you a member of a board that never has a problem, or a question that begs for an answer? Do all your board members attend every meeting and everyone contributes fully? If that describes your board, please consider writing an article for InsideOLBA and share the secret of your success!

At one time or another, every board has problems. At last year's Super Conference, OLBA presented a workshop titled 'Troubleshooting a Library Board.' During the course of the workshop, attendees divided into smaller groups each addressing a real problem encountered by library boards. Here's an example:

Q: How do you involve a board member who attends regularly but never contributes to the discussion?

A: It's the responsibility of the Chair to encourage participation by all board members. One remedy would be to assign homework to the reluctant member, e.g. "We'd really to hear what you think about this subject. Please do some research on this matter and report back at the next meeting."

More recently OLBA Council was contacted directly by boards seeking assistance with specific problems or answers to queries. Of course all discussions were held in strictest confidence but we are providing the essence of the questions so that Boards might realize that they don't operate in isolation, and many common concerns exist.

Q: A member of the general public attends boards meetings on a regular basis. Unfortunately, this person has a history of taking photos and videos as well as causing disruptions at times. Can this person be barred from board meetings? (This person has been banned from the Library for inappropriate conduct.)

A: The Chair has the authority to remove anyone from a meeting who is judged to be disruptive. Taking photos and videos alone are not grounds for removal. If, however, the behavior becomes a distraction, the Chair may insist that the person leave.

Q: Can the person be barred from a board meeting if the meeting is held in the library from which they were barred?

A: The collective wisdom of the OLBA Council concluded that according to the Public Library Act, the person has the right to attend the board meeting but is still barred from all other areas of the library and must

leave when the meeting is adjourned.

Here are two very different questions, but find their answer in the same source: The Public Library Act.

Q 1a We have recently been informed that the secretary of a library board cannot be a board member. It must be the library CEO or a staff member from the office. What is your opinion?

Q 1b Our CEO acts as secretary. When the board moves in camera to discuss the performance of the CEO, she is asked to leave. Who is responsible for acting as secretary and producing minutes of the in camera session?

Q 2 We have been told that the CEO must be present for all board meetings. How do we deal with that requirement when the subject of discussion is the CEO?

A: According to the Public Library Act, if the CEO is appointed to the board as in (15) subsection 2 (below) then, if for matters of convenience, the CEO is willing to act in the capacity, the board may appoint the CEO to be the secretary. However, as the PLA indicates, it is the board that ultimately decides who will do the job. Board members are not excluded.

Chief Executive officer

(2) A board shall appoint a chief executive officer who shall have general supervision over and direction of the operations of the public library and its staff, shall attend all board meetings and shall have the other powers and duties that the board assigns to him or her from time to time. R.S.O. 1990, c. P.44, s. 15 (2).

Idem

(5) The same person may be both the secretary and the treasurer, and the chief executive officer appointed under subsection (2) may be the secretary and may be the treasurer. R.S.O. 1990, c. P.44, s. 15 (5).

When the subject of an in camera session is the CEO, that person may be asked to leave. However, before that board returns to open session, the CEO should be permitted to return to respond to any conclusions reached or resolutions passed that directly impact the CEO before the board returns to open session. The language of the Act that states the CEO "shall" attend all meetings, is there to ensure that the CEO is available to

[continued on page 5](#)

Every Board has Problems!

... continued from page 4

answer any question from the board. Ultimately, it is the responsibility of the board for governance of the library.

In a related matter, consider this scenario: A prominent member of the community has died and six of eight library board members attend the funeral. After the service, when refreshments are served, the six gather at the same table. Eventually the discussion turns to library matters and not only is a thorny issue discussed by those present, but a conclusion is reached. At the next board meeting the issue is quickly dealt with and the two members who were not privy to the discussion are left out in the cold wondering what just happened.

Since a quorum of members had been present at the funeral and library business had been discussed, a de facto unscheduled board meeting had been held. This inadvertent meeting was illegal not only because the CEO was not present, but also because prior notice hadn't been given and no minutes had been recorded. Had

only two or three members gathered to discuss library business this would not have been an issue. Let this serve as a cautionary note. In a real case not unlike the scenario described above, legal actions were initiated by the excluded board members. Should you ever find yourself in a situation where a quorum of board members is gathered, outside of a regularly scheduled meeting, and the subject of library business comes up, someone should wave a red flag and call a halt to the discussion.

The bottom line is that all library boards should be familiar with the Public Library Act. For additional information visit the OLBA website and follow the links to Leadership By Design. You'll find the module titled 'One Place to Look' to be an invaluable resource to provide answers to most of the problems encountered by Public Library Boards. ■

Don



Meet Kim Vares, OLBA President Elect 2013

We turned the tables on Kim for this edition; normally it's she who asks questions of us (see Page 3 — Kim's Interview with Frances Ryan), but the Editorial Team thought the Membership of OLBA might like to meet their incoming President for 2013. Also, our sincere apologies are extended to Kim who was referred to as Kim 'Dryden' in the last edition. Kim is the Chair of Dryden PL, and though she is a wonderful member of her Board, we are confident the library was not named after her!

I don't remember learning to read, but I do remember standing in front of an adjudication panel, crisp white blouse and plaid pleated skirt, ribbon in my five-year-old tresses, and reciting poetry at the annual Festival of the Arts at my public school. Perhaps that was when I first learned to appreciate creative writing.

I also don't remember who took me or how old I was, but I can vividly recall standing on one of those wooden, stacking chairs at our public library so I could reach my favourite books and re-read the adventures of *Flicka*, *Dicka* and *Ricka*. Perhaps that chance to venture, to reach farther in many directions, was my lead-in to a life-long love of libraries.

What I do know is that libraries humble me. Standing in the midst of a conglomerate of imagination, creativity, fact and fiction makes me feel warm, excited and somewhat small. There are so many worldwide, who are driven to share information, prove theories, introduce

thought, suggestion, faith, fantasy; so much talent around the world that our libraries bring right to our fingertips!

Being an active member of the OLA Board and the OLBA Council humbles me as well. Each council is driven to support, bolster and enhance library services and their governing boards, and the talent and dedication around those tables puts me in awe. We are lucky to have knowledgeable, intellectual representatives who are firmly focussed on library services. Next January, I'll assume the responsibilities of President of the Ontario Library Boards' Association and continue with membership on the Board for the Ontario Library Associations. I endeavour to match the dedication of my colleagues and will dedicate my best efforts to assisting Library Boards in effectively governing and meeting the ever-challenging times in the delivery of efficient library services. I welcome your input at any time.

continued on page 11

“Imagine”: Fundraising in the Worst of Times

Rudi Denhem CEO, St. Thomas Public Library

Editorial Comment: We are most fortunate to have the following two stories on fundraising during times of economic difficulties, from two perspectives: that of the CEO and the Board. The successful revitalization of St. Thomas Public Library when local, major manufacturers were downsizing and many jobs lost in the region, serves as an inspiration to us all!

I had been involved in on-going campaigns for various institutions, done the research, and even written articles. I thought I knew a lot about fundraising before I started work on the “Imagine” fundraising campaign at St. Thomas Public Library. If I had asked myself for advice, I would have suggested not starting a big campaign just as the global economy was entering a nose dive; when the single-industry in the single-industry town where I worked was leaving town, and layoffs loomed for many local employment sectors. I also would have recommended not being involved in a major campaign through the same time period as spearheading a major renovation project. However, that is where I found myself. To paraphrase the famous quotation, **It was the worst of times – and it was the worst of times.**

People Power

I learned that library fundraising has key success ingredients built in, such as people power. The Board, staff, Council, and Library users all empowered the campaign.

According to the SOLS Trustee Handbook, among other duties, the Board:

- Advocates the Library’s services in the community;
- Advocates the community’s needs with the Library;
- Develops a strong and communicative relationship with the municipal Council;
- Explores all ways of increasing Library’s income through new sources and determines method to be used;
- Ensures that proper financial control measures are in place to expend the budget:
 - with due diligence
 - according to Board priorities
 - as approved by Council

Key concepts here include “the community’s needs,” “Board priorities,” and Council approval. A fundraising campaign is strengthened if the goals of the campaign meet community needs as identified by the Board planning process, and have Council approval. In the case of St. Thomas Public Library, maximizing use of space and providing for increased technology to meet community needs were identified as priorities in our 2008-2012 Strategic Plan, and the \$1.3 million Revitalization Project received Council approval in instalments over 3 years.

Local Councils are not always seen as library supporters, but Councils with limited resources have to choose between a number of alternatives, and are always committed to doing what they believe is best for their own community.

Library staff is also a key resource for a fundraising campaign. For many, working in a library is not just a job; it’s a way to make a difference in the community where they live. They are often willing to go the extra step to ensure fundraising success. Our staff participated in committee meetings, made endless pieces of promotional material, sent out letters and flyers, and stayed late to set up or clean up for a special event.

The Value of Libraries

An advantage that libraries have when asking for support is that people believe in libraries. A major American study, From Awareness to Funding, had some surprising conclusions. Among the findings from the report is that library funding support is only marginally related to library visitation. An increase in users may not equal an increase in support, but even those that are not library members can be library supporters. They also conclude that voters who see the library as a ‘transformational’ force as opposed to an ‘informational’ source are more likely to accept increased taxes in its support.

Fundraising and Advocacy

Fundraising and advocacy are closely linked. In order to maximize support for the library, it is critical to spread the word about the importance of the Library in the community. Many people know that libraries contribute to literacy, but how well does your community understand that libraries are transformative? Libraries contribute to the culture of a community, to the quality of life, and make a significant impact on economic development. Working through some key indicators in SOLS’ The Library’s Contributions to Your Community will help you identify your contribution and help your stakeholders understand that the importance of libraries goes far beyond recreational reading and free DVDs. Use every opportunity to spread the word about the importance of the library, even if you’re not in fundraising mode.

General Fundraising vs. Capital Campaigns

I also learned that there’s a big difference between capital campaigns and general fundraising. I conducted many campaigns to “enhance the large print collection” or

“expand programming and services.” If the campaign target was \$5000, and the total raised was \$3500, I would just buy \$3500 worth of large print books. In some ways, a capital campaign is easier, because the building serves as a physical representation of what the campaign is all about. Every time St. Thomas residents drove through the downtown they could see the building, covered with scaffolding, surrounded by construction vehicles, and with big banners that read “Closed for Revitalization” and “We’ve moved to the Mall.” It was a concrete reminder of what we were fundraising for. On the other hand, a capital campaign is much more stressful. If the target isn’t reached, and the money isn’t there, the project might not proceed. The stakes - and the dollar amounts - are much bigger!

Summary

One of the keys to Library fundraising success is the people: a Board dedicated to the provision of great library service, a hardworking talented staff, and a community of users and supporters.

To close, I’d like to list five things I learned through the project — not necessarily about fundraising, but about the revitalization process.

What I learned from revitalization

- Your staff never cease to amaze you with their skills perseverance, talents, enthusiasm, and results.
- It always takes longer than you think, because everything is more complicated than you think, and everyone is just as busy as you are.
- Everything is affordable when you plan it. Everything looks bigger when you plan it on paper. When you’re moved in you wonder why everything is so small and so overpriced.
- Once the fundraising campaign ends, you realize it’s just the beginning; You can use the momentum and contacts already developed to expand your support base.
- When does the project end? Never. Keep that tape measure and clipboard handy.

References and Resources

Charity Village: Canada’s supersite for the non-profit sector — news, jobs, information, and resources for executives, staffers, donors, and volunteers.

<http://www.charityvillage.ca>

Libraries Contribution to your Community

<http://www.library.on.ca/publications/LCTYC/>

SOLS Clearinghouse

<http://www.sols.org/links/clearinghouse/fundingdev/index.htm>

Urban Libraries Council: From Awareness to Funding

<http://www.oclc.org/reports/funding/default.htm> ■

Rudi Denham, in addition to being CEO at St. Thomas Public Library, teaches SOLS EXCEL courses and is a regular contributor to Municipal World and the Canadian Library Association’s Feliciter magazines.

REVITALIZATION PROJECT SUMMARY

Revenue:

City of St. Thomas capital funding	\$1,355,000
Palmer donation	\$345,000
Enabling Accessibility Grant	\$ 9,500
Friends of St. Thomas Public Library	\$120,000
Business and Individual Community Donations:	\$160,000
Total	\$1,989,500

Expenses:

Construction	\$1,256,700
Architect & engineering fees	\$140,000
Relocation costs	\$186,000
Adult furniture & computer equip	\$85,000
Children’s & Teens Shelving & Furniture	\$191,000
Palmer reserve	\$109,000
Other	\$ 17,000
Total	\$1,986,700



Revitalization in Difficult Economic Climes A Detoured & Difficult Uphill Journey

Terry Metcalf, Board Member St Thomas PL

In March 2012, the St. Thomas Public Library Board completed a total interior renovation of our thirty-eight year old library, described by one architect as an example of 'brutalist architecture.' The address of 153 Curtis Street in St. Thomas is added as the Board extends an open invitation for you to drop in and see the wonderful results of the efforts brought forth by all of our people.

In stressing 'all', I mean Board, City Council, city hall staff and our own Library staff. Key players in our revitalization were our board members: Chair Greg Grondin; Vice Chair Marty Van Weert; members Shirley Poirier, Deb Laverty, Kelly Hoogstra, Wendy Crocker; Aldermen Dave Warden and Lori Baldwin-Sands. Former board members Mary MacLachlan and Alderman Tom Johnston also played important roles.

There were three very instrumental ladies in the development of the "NEW" St. Thomas Public Library. Our CEO Rudi Denham, Heather Robinson who acted as both Children's Librarian and Project Coordinator, and Dorothy Palmer the generous donor who gave us the opportunity to design a vibrant, interactive child-friendly space, all deserve a lot of credit for the effective roles they played.

In May 2002, the initial concept was presented to the Board by former CEO Carolyn Kneeshaw and Board Chair, Greg Grondin. For seven long years, the board maintained the life of the project, working through Carolyn's retirement, the consequent selection of her replacement, Rudi Denham... and two, City Councils.

Rudi took charge of this project with drive and a solidly organized approach from a librarian's perspective and although facing budget restraints due to a declining economy in the St. Thomas area, City Council approved to set aside \$400,000 a year for three years to fund the renovations. This decision gave us some hope of seeing this through. Then with the vision and generous donation of \$300,000 by the late Dorothy Faye Palmer, we were afforded an opportunity to enlarge the children and teen's area to three times its original size. Heather Robinson, children's librarian and revitalization coordinator was a valued contributor as this was a massive challenge.

During this time, the Board developed a new strategic plan along with a library space analysis. The formation of a new Strategic plan and the library space analysis were guided and greatly assisted by SOLS. [Note: If as a Board Member, there is an opportunity to attend the SOLS, area trustee council meetings, I encourage you to go. These meetings are

very worthwhile and rewarding. It is amazing to hear not only the wide range of problems that other board members grapple with, but also hearing the solutions that they come up with; some of which are downright novel and unique.]

The strategic plan kept the board on track but also gave us a flexible framework around which to examine our options and decisions. Staff, and consulting engineer Paul Harris, developed a cost effective building plan that would deal as far as possible with all of the issues and challenges that the current, cement-block building built before R factor, IT wiring, fire and accessibility codes were conceived. In addition, a library collection analysis was undertaken, again with help and guidance from SOLS.

Our Revitalization funding from the City swelled to \$1.3 million, thanks to a provincial grant for accessible washrooms. So while monies had been raised for nuts and bolts construction, not one red cent was available for furniture, shelving, or flooring. Public fundraising was the only solution available to us to meet any short falls or desired upgrades. To this end, the Board struck a fundraising committee led by Andrew Gunn and including Board Member Shirley Poirier and public representatives Betty Want and Mary-Lou Barnes. Andrew must have been awed by our naiveté and complete lack of awareness at what it was going to take to raise the \$300,000 we had set as our goal. In a city with a collapsing economy, a very competitive fundraising environment, and little or no contacts in the fundraising world, we had an all uphill battle in front of us.

Reality raised its ugly head when it was explained by the architect that to stay in the building while the renovations were going on was possible, but it would also be expensive and higher than the cost for temporary relocation was an unbudgeted \$130,000! So here we are, a volunteer board trying to move ahead on a large and unwieldy project, with our first financial setback before the ink is barely dry on the first contract and a warning from City Council that "there is no more money."

How to address an additional cost of \$130,000? Go back to public fundraising, was the only decision! This was to be a grassroots fund raising effort right from the start, from selling paper butterflies, to trivia nights, and movie night snack sales. The Friends of the St. Thomas Public Library came to our rescue during this time, donating tens of thousands of dollars to this campaign from their book sales. Also contributing greatly to our success in meeting the goal was author and publisher, Terry Carroll who was our fundraising Chair after the Palmer

donation, for the second phase of our campaign. Terry has a long and successful past with the United Way, and his experience and guidance at this time was a Godsend. We called people, spoke to civic groups, and mailed out donation requests. Slowly we built momentum and confidence, not only in ourselves, but in the belief that the community at large cared about what we were doing, and would help us raise sufficient funds to do it.

We moved from the Curtis Street building and into the temporary quarters at the Elgin Mall. Rudi had negotiated a deal that kept the moving costs in line, and allowed the Library to benefit from a low cost stay in the Mall and all the staff pitched in! Many patrons commented on how they would like us to maintain a presence in the Mall in the future.

As the construction to renovate the library progressed, new questions and problems kept cropping up. As well, Greg Grondin, Rudi Denham, and Heather Robinson were in constant contact and dialogue with both the architect and the contractor to make sure we got full value for every dollar spent throughout each phase of the project. After all was said and done, the project cost slightly over \$ 1.6 million, our final overrun came in at \$45,000, or approximately 2.5%. Pretty darn close by any measure!

Today the Library is clean, bright, well laid out, warm, and comfortable. We offer more amenities than ever before, including a new computer lab, and more public computer stations. The children's library boasts an all new programming room and an entirely new teen lounge. There is now enough room to fulfill the demands placed on the children's library by the ever increasing popularity of the programs.

As a Board Member, I would like to offer a few observations I learned during this time on the Board to enlist support to help complete a project of this magnitude, especially in times of particular financial hardship for the City of St. Thomas and its ratepayers.

First and foremost: as supportive and positive as City staff and Council have been during the whole revitalization project, it has been very difficult and painful for them to cut out other areas of need to answer the Library's call for funding. They have at times argued with us and lectured us, pointing out greater needs from their perspective, but in the end they came through for us and we are confident they are as proud of the new Library as we are. They are to be lauded for their support, and deserve our respect and heartfelt gratitude for their role in helping us achieve the Library that we have today.

Next: the support of local service clubs was invaluable: the Rotary Club, the Lion's Club, and the Kiwanis Club, together donated almost \$25,000 to our campaign. These

people work all year long to make their communities a better place in which to live, and as individuals receive very little recognition.

Next: the unsung heroes, the Friends of the St. Thomas Public Library. What can you say about dedicated volunteers that properly conveys the good they do in the Library? Over the past several years the Friends have donated in excess of \$120,000 to the Library for books and other assorted needs as they arose, but the bulk of their donations have come at the time of our greatest need, during the Revitalization. Without the care and help of this fine group of people our Library and indeed our community would be much worse off.

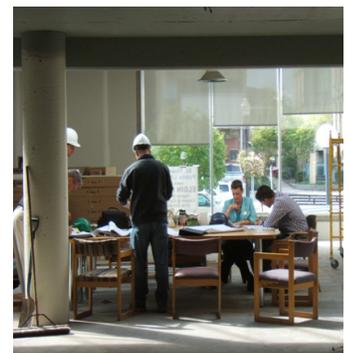
And finally: The community! As Board Member Kelly Hoogstra said, "It takes a community" and she's absolutely right. One phrase that was constantly heard in our fundraising early days was, "Reach out into the community!"

The 'community' came through! Our combined efforts were successful and St. Thomas Public Library is a place of which we are very proud! ■

Terry Metcalf is a retired local businessman who has served on the St. Thomas Public Library Board since 2002, and has been Chair of the Finance, Building & Grounds Committee through the Revitalization Project. Terry has lots more to say on the project. You can contact him through St. Thomas Public Library.



Heather and Rudi — deep in construction details!



Strategic Planning: A Community-Based Model

Elizabeth Goldman, CEO Perth & District Union PL

Strategic planning is a process that more and more libraries are making a priority. It allows library staff and board members to take a step back from the day-to-day work of running the library and consider broader goals and how to reach them. A well-crafted strategic plan can build excitement about the library in the community and bring together a number of stakeholders to move the library forward.

There are two basic models for the strategic planning process: one that begins internally and one that begins externally. Beginning the process with library staff and trustees may seem like the way to go – after all, who knows the library better than the people working there or governing its operations? But there is much to be gained from ceding some control over this vision to the people the library serves. Libraries are nothing without their communities, and the sooner the public is engaged in the planning process, the more likely it is that the final results will truly reflect the public interest.

Gathering input from the community can take a number of forms. When Perth & District Union Public Library went through a strategic planning process in 2011, we focused on two methods: a user survey and a committee of community members representing various constituencies and demographic groups.

Surveys are in common use in libraries, but when developing a survey in preparation for strategic planning, you may want to include some broader questions about direction. In our case, we asked respondents to rate priorities but also included an open-ended question: “What one thing would you change about the library if you could?” This resulted in some very creative responses, from program ideas to a beer tent. We made the survey available at the library, online, and through social media; and we also took it to events outside of the library to get feedback from non-users.

The results of the survey were combined with other standard measures useful for planning — demographic information, material from municipal plans, a needs assessment previously completed by the library board, and details of trends in the larger library world. This material was then presented to a community advisory

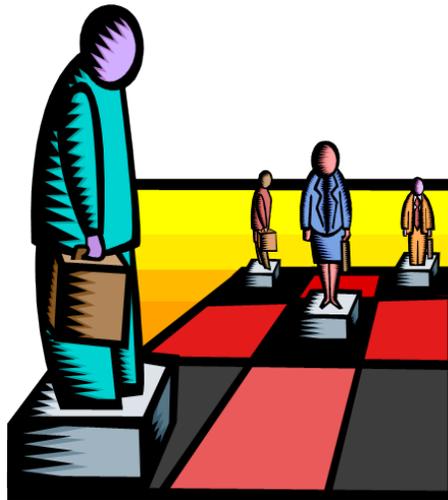
committee. Thoughtfully selecting members for such a committee is important, as is choosing a good facilitator.

Perth is a union public library board with three member municipalities, so one of the most important factors for us in choosing committee members was making sure we had equal representation from each municipality. We also looked for a variety of ages and included a high school student. Based on what we knew about community demographics, we invited representatives from important sectors such as business, the arts, government, and nonprofits. Recommendations came from library trustees and staff and by word-of-mouth.

Once formed, this committee participated in our first visioning session, led by a facilitator from HC Link (see notes for more info). We developed visions for the future of the community and the library and considered what role the library had in supporting the larger community vision. By bringing together a diverse group of people from the public we served, we were able to find common threads for this vision and make sure it really represented the community. The results of the survey and other research materials were presented to this group, but not until later in the day, so as to let the group dream freely.

At a later session, Library staff and Board members went through this same process. Their ideas were then combined with the community committee’s ideas to form the overall strategic plan. We took what we had developed back to the community members a second time to get additional feedback before crafting the final plan.

As a result, we produced a plan that included a vision broader than what the Library might have developed internally. Further, we could present it to municipal funders and others as representing the wishes of the public we serve, not just our own interests. And we gained confidence that many of our ideas meshed well with what the public wanted, that we are on the right path. As an added bonus, from this community committee we have since recruited a board member and several new members of the Friends of the Library. Using a community-centred model has really paid dividends



Resources

Perth & District Union Public Library's strategic plan
<http://is.gd/rBhPuD>

HC Link provides consultation services, including facilitators for strategic planning (free for a limited number of hours)
<http://hclinkontario.ca>

Creating the Future You've Imagined: A Guide to Essential Planning (SOLS, 2007): Describes a more traditional approach that starts internally.

Strategic Planning for Results (PLA, 2008): Describes a community-centred model.



Perth & District Union Library
 Illustration by Elaine Blier

Governance Tidbits

- In 2014, Municipal elections will be taking place; and at that time, some Board Members will reach the end of their term. Does your Board have a succession plan developed?
- Has your Board developed strategies for new Board Members' orientation?
- Have you developed a legacy document for a seamless transition?
- Public Libraries usually have Codes of Conduct for their patrons to follow; does your Board have a Code of Conduct for its Members?
- Has your Board completed an annual evaluation of its CEO's job performance?
- Did you Board perform a policy review this year? Did you add new ones such as a policy for your Social Networking site?

...Just a few points to ponder!

Meet Kim Vares

... continued from page 5

Now, it was Kim's turn to answer the questions she normally poses:

What do you value most in other people?

Integrity, Dedication and Perseverance - I sincerely appreciate those who say what they mean and mean what they say. I have the utmost respect for those who speak truthfully, from the heart, stand by their convictions and remain focussed on meeting their goals, no matter the set-back or challenge.

What has been your all-time favourite read?

As a child: *Flicka, Dicka and Ricka* by Maj Lindman
 As a youth: *The Adventures of Nancy Drew* by Carolyne Keene.
 As a parent: Anything by Dr. Seuss, Robert Munsch or Mercer Mayer
 As an adult: Biography: *Jackie after Jack: Portrait of the Lady* by Christopher Andersen
 Non-Fiction: *My Stroke of Insight* by Jill Bolte-Taylor
 Fiction: *Hands down*, Jane Austen's *Pride and Prejudice*

If the whole world were listening, what would you say?

Take a breath. Stand still and quiet, reflect on your blessings; and reach out to help those less fortunate.

Who is your favourite author?

Jane Austen, Jodie Picoult

What are you currently reading?

The Headmaster's Wager by Vincent Lam
Nineteen Minutes by Jodie Picoult
Don't Shoot the Messenger: Guide for Effective Health Care Communications (It can't all be for fun!) ■

OLA COMMUNITY

OLA Community is a website designed for OLA Members to blog, join forums, research topics, and glean information on a variety of subjects.

Check it out by registering at:
<http://www.accessola3.com/>

OLBA President's Message

Frances Ryan



As we move into late Fall, thoughts turn to OLA Super Conference 2013 and preparations for the Divisional Council elections.

Super Conference 2013: The Ultimate Library Experience! Educate, Entertain, Empower
Public Library Board Members' attendance at Super Conference 2012 increased a remarkable

50%! Hopefully, this reflects OLBA's success in developing educational, stimulating, and timely sessions relevant to library board members and their unique and diverse roles.

Super Conference is the opportunity of the year, to meet other board members, share experiences, and engage in stimulating discussions. Library board attendees are always renewed and enthusiastic. They come away from Super Conference with great ideas and a collection of new and renewed contacts. Take a leap this year! If you are member of OLBA please consider attending Super Conference 2013

Membership in OLBA

Not a member? Consider the possibilities of membership. Check out the affordable fees at this link: [membership](#).

Super Conference Bursary Draw!

If your Board is a member of OLBA and you live in Northeastern, Northwestern, and Ottawa Valley regions, did you know that OLBA is offering five bursaries for

some lucky Board members to attend Super Conference? Watch for the promotions in this issue and on our website.

Become Involved in YOUR Association!

Nominations and Elections will be held this fall for OLBA Divisional Council Representatives from Northeastern, Mid Central, and Eastern Regions of Ontario. If your library is in one of these regions, you may wish to consider seeking election or nominating a candidate. Check the [OLA webpage](#) for the further details.

James Bain Medallion honours outstanding leadership in governing a public library in Ontario. Consider nominating someone you know. [See details](#).

W. J. Robertson Medallion honours a public librarian who has demonstrated outstanding leadership in the advancement of public library service in Ontario. Consider nominating someone you know. [See details](#)

New and Upcoming on OLBA Webpage

- Check out the updates and additions to Leadership by Design;
- Watch for the fall release of an updated, Cut to the Chase; and
- Thanks to a successful collaboration with ABO-Franco, Cut to the Chase will soon be available in French! Watch the website for an announcement of when it will be available for purchase through the OLA Bookstore!

See you at Super Conference!

Frances

OLBA's Leadership by Design

Cut to the Chase

Ontario public library governance
at-a-glance



The revised edition of Cut to the Chase is now available at the OLA Bookstore. Recently updated, it's your Board's one-stop guide to Library Governance. Get your copy today!

[Watch for the French edition coming soon!]

Important announcements

Nominations are Now Being Accepted for OLBA COUNCIL MEMBERS

OLBA is accepting nominations from their membership for people to serve as Councillors to represent the following regions:

Eastern Region: Renfrew, Leeds & Grenville, Lennox-Addington, Frontenac, Lanark, Prescott-Russell, Ottawa, Stormont, Dundas & Glengarry.

Mid Central Region: Simcoe, York, Peel, Dufferin, Halton

North Eastern Region: Cochrane, Timiskaming, Parry Sound, Nipissing, Sudbury, Manitoulin, Algoma

This is YOUR opportunity to determine the direction that OLBA will take and the services it offers its members.

Nominate yourself or someone you see as a leader or innovator! The term of office is 3 years commencing Jan 2013.

In addition to these Regional vacancies, an OLBA Vice-President (President Elect) will also be elected. The Vice President is also required to serve on the OLA Board.

ACT NOW! THE DEADLINE FOR NOMINATIONS IS NOVEMBER 15, 2012

For more information, go to the OLA website under 'Policies and Procedures,' or contact:

Beckie Macdonald,
Manager Member Services
bmacdonald@accessola.com

Or

Joyce Cunningham,
OLBA Nominations Committee
joycec@jam21.net

Nominations are Now Being Accepted for Ontario Public Library Awards

Do you know a public librarian or a public library board member who deserves recognition for going above and beyond?

If so, have you considered how to recognize their contributions?

Now is the time to nominate that individual for one of the awards presented at Super Conference.

The W.J. Robertson Medallion is presented to a public librarian who has demonstrated outstanding leadership in the advancement of public library service in Ontario.

The James Bain Medallion is presented to a library board member who has demonstrated outstanding leadership in governing a public library in Ontario.

Check out the information concerning criteria, eligibility, and procedure at: www.accessola.com/awards

Or Contact:

Beckie Macdonald,
Manager Member Services
bmacdonald@accessola.com

Or

Joyce Cunningham,
OLBA Nominations Committee
joycec@jam21.net

OLBA Bursary Draw for Super Conference 2013

Once again, OLBA is awarding five bursaries to assist new board members living in distant communities to travel to Toronto and experience Super Conference 2013!

What is Super Conference?

It is four days of concentrated education and entertainment for everyone in the library world, including library board members and library professionals. Held at the Metro Toronto Convention Centre, it presents many unique opportunities to learn new skills, share ideas, and network, as you meet a vast assortment of library board members and professionals. There is so much from which to choose, that it's safe to say that there is something for everyone!

While there's no doubt about the opportunities that Super Conference presents, attendance may be prohibitively expensive for those who reside a considerable distance from Toronto. To assist OLBA Member Boards to defray some of these costs, OLBA is offering five bursaries to members of eligible library boards within in the Northwest, Northeast, and the Ottawa Valley regions of Ontario. The winners of the bursaries will be selected by a draw made on 16 November, 2012.

Who is eligible?

Public Library Board Members may enter the draw if:

- They serve on a board which is a member in good standing of OLBA;
- They are a first-term library board member;
- They have never before attended Super Conference;
- They serve on a public library board in one of the designated regions; and
- They are able to cover any remaining expenses, if any, beyond the awarded amount.

Is your library within one of the designated regions?

(For a detailed list of libraries within the two Northern regions, please refer to the OLBA website > Ontario Libraries.)

The Northwestern Region: Includes Kenora, Rainy River, Thunder Bay, and North of Superior.

The Northeastern Region: Includes Algoma, Cochrane, Nipissing, Parry Sound, Sudbury, and Timiskaming.

The Near North Ottawa Valley Region: (As defined by SOLS Trustee Council #7.) Includes: Admaston-Bromley,

Barry's Bay & District, Bonnechere Valley, Deep River (WB Lewis), Greater Madawaska (Bagot, Blythfield) Head, Clara & Maria, Killaloe, Laurentian Hills, (Rolph, Buchanan-Chalk River), Pembroke, Petawawa, Renfrew, Arnprior, Whitewater (Beachburg, Cobden, Ross) .

What does the bursary include?

Each bursary includes free Super Conference registration, a ticket to the Ontario Public Library Awards dinner, and reimbursement of travel, accommodation and incidental expenses—including up to \$50 per day towards meals – up to the following maximums:

- \$1250.00 per person if you're in the Northwest Region;
- \$750.00 per person if you're in the Northeast Region; and
- \$500.00 to the winner in the Near North/Ottawa Valley Region.

Who can win?

There will be two winners from each of the two northern regions and one from the Ottawa Valley. More than one board member per library is allowed to enter the draw as long as the aforementioned pre-requisites are met. However, to make the Super Conference available to as many different libraries as possible, there can be only one winner from any one library. The only exception would be if there were entries from one library only, and no others.

What does OLBA expect in return?

Two things:

1. The winners must provide a written account of their impressions, thoughts, lessons learned, etc. of Super Conference. These accounts may be published in this newsletter. Photographs are welcomed.
2. The winners are asked to attend Public Library Awards dinner (ticket provided) where, if you wish, you may be seated with a member of the OLBA Bursary Committee.

What else should you know?

Can I give my bursary to someone else?

The bursary award is non-transferrable and is for the exclusive use of the winner.

Where do I stay?

The place and type of accommodation is the choice of the recipient. Hotel rooms go quickly, so make your reservations early.

Payment of expenses?

The OLA claim form (which will be provided at the initial meeting) must be completed, with the bursary winner's information and signed by the winner. We really encourage individual board members to submit their own entries so that the reimbursement will go directly to the winner. If the payment is to be made to the winner's library, this should be indicated at the bottom right of the claim form and the Library information should be written there.

Receipts needed?

Reimbursement of expenses (up to the previously mentioned limits) will be made upon presentation of expense receipts.

What should my written summary include?

Ideally, what we'd like to see is something more than a list of the sessions attended. We'd like to know what you gained from the experience and how the lessons learned will benefit you and your fellow board members in the future governance of your libraries.

Is an orientation to Super Conference provided?

Over 4,800 library people attended last year's big event and it can be a bit overwhelming for a first time attendee. To help you, members of the OLBA Council will meet with you at the start of the Conference

just to let you know what to expect and provide you with all the information needed to have a successful Super Conference experience. At that time, all the necessary information and forms to submit claims for reimbursement of expenses will be provided at that time; and OLA provides a 'first timers' workshop as part of the conference.

What is the deadline for submission?

Deadline for submissions is MIDNIGHT, 15 NOVEMBER 2012 and only one entry per person is permitted.

Where do I send my submission?

All submissions are to be emailed to the OLBA Bursary co-ordinator, Don Lynch at dlynch@snpl.ca.

Be sure to include your name, the name of your library board, your contact information (home and/or work phone number, e-mail address) in your entry.

When does the draw take place?

The draw will take place on 16 November 2012 and the winners will be notified within one week.

To conclude

If you are a first-term library board member and you meet the other eligibility requirements, please consider entering the OLBA Bursary Draw. Every member of a library board should attend Super Conference at least once. It's a fantastic experience and a tremendous opportunity to learn and network.

Good luck... and we hope to see you there!



Bursary winners 2012

Marketing Public Libraries Think Tank

Lynn Humfress–Trute



I attended the Marketing Think Tank held at the Toronto Reference Library in July, with the CEO and two other staff members from Middlesex County Library. My reason for attending was to view the Think Tank's content from a Board Member's perspective, focussing on the role that Boards should play in marketing their public libraries.

Although the workshop was operationally focused, it also provided some very good insights from a governance perspective, and offered the attendees a variety of marketing strategies from regional and international library personnel, as well as several representatives from the marketing industry including:

- Johannes Neuer, the Associate Director of Marketing for New York Public Library.
- Rupen Seoni, Vice President, Practice Leader at Environics Analytics
- Maureen Barry, CEO of Burlington Public Library

It was a day filled with presentations and conversations about social media, multimedia, customer segmentation, customer experience, and much more. Also provided, were several opportunities for roundtable discussion, sharing ideas, and networking.

Session 1: Innovative use of Library Space

This was a slideshow of showcase libraries scattered throughout the US, Scandinavia, and the Netherlands. There were many wonderful examples of various libraries' layouts, shelving, architectural features, and use of space, all within very well-funded libraries. From a professional librarian's perspective, the examples shown were wonderful ideas for the use of space, but a couple of interesting observations I made, as a library board member, were:

- Stationary exercise bikes in the teens' areas;
- Every one of these libraries had a coffee shop or a restaurant within; and
- Staff areas were very visible to the patrons.

Session 2: The Older Adult Landscape

This session provided a demographic analysis, (based on the 2011 census) of the shifting trends within library patrons in the next 20 years. I have been expounding within my own library for some time now, that there is a large momentum of Gen X and Baby Boomers who will, within a very short time, be changing the face of library patrons in the future. The statistics provided by the presenter, Rupen Seoni, VP of Environics Analytics, confirmed my opinion:

- In 20 years, seniors will form 25% of the population;
- Seniors age 75 and older will number more than one million, and they will be less likely to be low income;
- An average of 41% of seniors have under or post graduate degrees; this rate is increasing and these groups are seen to be the higher users of libraries:
- 48%: age 45 -54 are university educated
- 36%: age 55-64 are university educated
- 63%: age 65-74 are university educated
- 60% of over 75 are university educated
- Near-seniors — people aged 60 to 64 — has grown faster than any other group. Their population soared 29.1 per cent over the past five years, a pattern that will persist as they move up the age ladder.

Despite an 11 per cent resurgence of toddlers, young people, on the other hand, are a stagnating generation. The under-15 cohort is barely expanding, having edged up just 0.5 per cent over the past five years. Children under 15 make up just 16.7 per cent of the population now, while seniors are at a record high of 14.8 per cent, and growing.

These demographics should be kept in mind when Boards are developing their strategic plan. It has been my observation that many libraries have extraordinarily good programming for children, yet provide very little, other than book clubs, to capture the attention of the Gen X and Baby Boomer generations.

The rest of the sessions in the 'Marketing Think Tank' reflected on library service trends and their

'operationalizing' (I learned a new word at this workshop!)

Trends

Here are just a few examples of shifting trends about which I would caution boards to keep in mind:

- The shift within younger demographics to use social networking instead of websites for information;
- Websites are being used for transactions;
- Websites need to be tailored to mobile devices;
- Posters and signage are being replaced by digital picture frames;
- There is a movement from print to electronic communication with our patrons, e.g., e-newsletters;
- Web analysis tools to track program usage and patron collection preferences, etc;
- The need to meet patrons in their Social Network sites: FaceBook, Twitter, Google, YouTube, Tumblr, Four Square, PinInterest, and Stumble Upon; and finally
- Policies should be developed accordingly, e.g., policies on social networking, collecting email addresses of patrons, risk management regarding social networking, etc.

The lessons and ideas this day-long workshop generated, will stand Boards in good stead to keep in mind, especially as we move our libraries into the future with the development of new or revised Strategic Plans.

Lynn Humfress-Trute
Vice-Chair of Middlesex County Library
SW Ontario Region Representative, OLBA Council
2012 Treasurer, OLBA Council

Mark Your Calendars! OLA Super Conference 2013 January 30, 2012 - February 2, 2013 Metro Toronto Convention Centre

OLA Super Conference 2013 — The Ultimate Library Experience! Educate, Entertain, Empower plays host to some of the country's and the world's leading speakers within the library world and beyond... and with almost 5000 people attending over 300 plenary and spotlight events, concurrent sessions, meetings, and social gatherings, it has fast become the best event for education, stimulation, and all things library!



This year, the OLBA Super Conference stream is excited to host Gail Hulnick from Winword Communications as our Spotlight Speaker. Ms. Hulnick is a media trainer and journalist who will be providing valuable information to Library Board Members on how to make the most of news media opportunities and effectively promote libraries.

Complementing Ms. Hulnick's presentation, conference sessions designed with the Board Member in mind include best practices in selecting and evaluating Chief Executive Officers and Board Chairs; exploring the roles and collaborations of Friends of the Library, tried and true tips for successful management, and developing municipal champions to list a few.

As well, we're very pleased to include an extended opportunity for Board Members to come together and discuss the best practices for responsible, public library leadership in a comfortable, candid forum facilitated by OLBA's own leaders, Lynn Humfress-Trute (Treasurer, OLBA) and Jane Hilton (Past- Chair, OLBA).

Watch for online registrations for Super Conference 2013 to open November 1, 2012 with early bird registrations ending December 21, 2012.

Kim Vares
Chair, Dryden Public Library
2012 Vice-Chair, OLBA Council
2012 Super Conference Co-Planner, OLBA Council

Ontario Library Boards' Association Council 2012

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InsideOLBA

Ontario Library Boards' Association

A division of the Ontario Library Association, 50 Wellington St. East, Suite 201 Toronto, M5E 1C8 416 363-3388 or 1-866-873-9867 toll free

InsideOLBA describes the decisions and activities of OLBA leadership, explains OLBA program and provides news about Ontario's public library boards.

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OLBA COUNCIL MEETINGS

Next meeting:
Nov. 24, 2012

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