

Marketing Plan Brockville Public Library

2016 - 2018

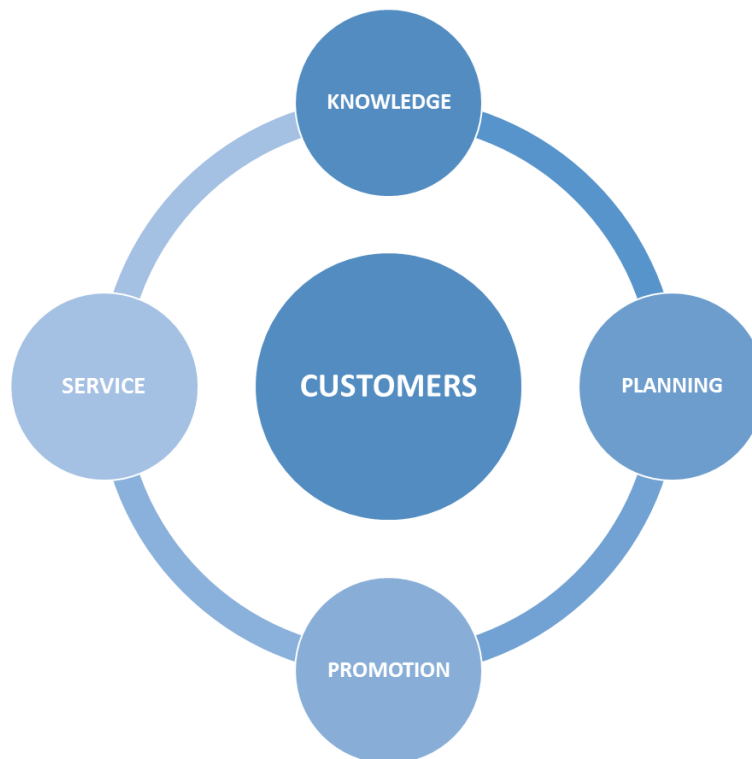


engage | **evolve** | **experience**

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“Marketing is about values. It’s a complicated and noisy world, and we’re not going to get a chance to get people to remember much about us. No company is. So we have to be really clear about what we want them to know about us.” (Steve Jobs)

Marketing Theory



Excellent marketing happens when you:

- understand your customers, their needs now and into the future.
- have created a detailed library direction statement for your library.
- promote your library’s offerings so your customers are aware of them and use them.
- serve your customers as you have promised in your promotions.

(American Library association, 3M Library Systems: How to market you library.)

Brockville Public Library

Policy Type: Operational

Policy Number: 25

Policy Title: Marketing Plan

Approval Date: March 21, 2016

Review Date: March 2019

General Policy

This Marketing Plan presents the opportunity to increase Brockville Public Library's visibility and create enhanced interest in the use of public libraries everywhere.

Marketing, both as a physical and virtual communication infrastructure, is essential to the promotion of Brockville Public Library's value to the community by proactively drawing attention to our resources, services and outreach.

The Marketing Plan serves as a guiding map for all internal and external promotion by providing a basis for professional and consistent communication to our customers, stakeholders, partners and employees.

The Library Board and staff are committed to providing excellence in marketing and communication.

Strategic Marketing Plan linked to BPL's Strategic Plan 2015 – 2018

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The following mission, vision and value statements are embedded throughout the content of the Marketing Plan.

BPL's Mission | Vision | Values

Vision: A vibrant community catalyst for culture, discovery and connections.

Mission: A welcoming, resourceful environment open for everyone to explore, learn, create and share.

Values: Accessibility | Collaboration | Diversity | Innovation | Intellectual Freedom

Strategic Priorities with a Focus on Marketing

Priority 1: Transform Our Library Spaces

We will regularly promote our Library's welcoming, attractive, accessible, safe and inclusive spaces, both physical and virtual, in our marketing broadcasts.

Priority 2: Expand Our Access to Services

New services and programs will be featured at all levels of communication. In addition, in response to our community survey feedback, we will enhance promotion of our existing services and programs to increase public awareness.

Priority 3: Connect With Our Community

We will 'spread the word' about BPL through marketing endeavours with the embedded messaging that 'we want to be involved' and 'how can we help?'

Priority 4: Enhance Our Service Delivery

We are committed to elevating our marketing competencies especially around social media communication.

Community-Driven Plan:

Marketing Feedback from the Community Engagement Survey 2013

Excerpts from the Community Engagement Survey 2013

Strengths:

Major community asset: The Library plays a role in the economic development of the City. It forms a part of the tapestry of assets that attract people to live in Brockville. It also provides valuable resources that strengthen the community and the economy of the community.

Weaknesses:

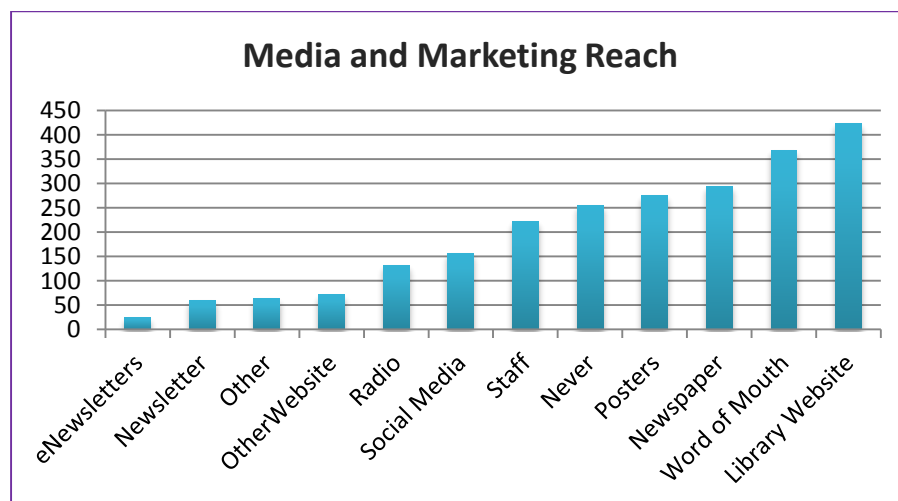
“Public relations: people don’t know what’s available and what the role and relevance of the Library is anymore.”

Opportunities:

Increase investment in promotions and marketing. Taking an aggressive approach to connecting to big groups and making the Library more of a relevant presence in the community.

Becoming more “commercialized”, in the image of the bookstore-coffee shop model, is seen as an attractive direction for the library.

A summary of the community answers to the question “How do you hear about Library programs and events?”



Marketing Practices Past & Present:

Prior to the year 2000, marketing practices at the Brockville Public Library followed traditional print venues: flyers, bookmarks, and media releases.

After the year 2000, with the popularity of the internet, a myriad of new social media communication tools have been added: BPL's website, Facebook, Twitter.

A new logo for branding was created in 2011.

Our strategic theme for 2013 – 2018 is engage | evolve | experience.

Most recently in 2015, BPL has added Instagram and YouTube as social media and marketing enhancements.

Word-of-mouth and staff cross-selling services at the customer desks, during programs and at outreach events have always produced strong promotional successes.

Currently, BPL staff, the website and Facebook are our primary marketing outlets.

In the past, operational funding for marketing and advertising has been basically non-existent. The creation of the original website and on-going website upgrades have been funded by Roots & Wings donations. Since 2012, a modest marketing expense line has been added to the operating budget along with a small percentage of the computer budget being dedicated to the annual maintenance of the website and investment in adobe software. Currently, the Library also assigns a small percentage of the marketing and programming budgets to advertising in the local media.

Marketing publications and communications are largely generated in-house. The responsibility for marketing, use of branding and all facets of promotional communication has been shared by the CEO, a designated manager and two programming coordinators.

Accessibility

The Library makes every effort to create accessible and inclusive communications for all.

Legislations that affect our marketing strategies are the Accessibility for Ontarians with Disabilities Act: Integrated Accessibility Standards Regulation, the Accessible Document segment of that legislation and Canada's Anti-Spam Legislation.

Staff & Volunteer Marketing Competencies

Community development, public engagement and customer service skills are now embedded, at various degrees, in all job descriptions.

All staff are trained to cross-sell Library services, programs and resources at every opportunity.

Staff with Specific Skill Set Education

- (0) none

Staff with various 'on-the-job' and 'years of experience' marketing skill sets (rated low to medium)

- (5) full-time employees
- (1) part-time employee

Volunteers

- (1) specific skill set education
- (1) general aptitude and interest

Marketing Strategies 2016-2018

Given the feedback noted above from the 2013 Community Engagement Survey, the Brockville Public Library Board and staff are creating an inaugural marketing action plan.

Target Audience

BPL has a broad and diverse target audience for its communication activities.

External audiences:

- Customers of all ages – cardholders and non-cardholders
- Community partners & connections – including schools, non-profit organizations and local service providers
- Local businesses
- City government, administration, departments and services
- Media
- Leeds & Grenville - residents and neighbouring libraries
- Provincial government and administration
- Library Associations

****special demographic focus on seniors and teens/young adults for 2016 – 2018 given current census data, Federation of Ontario Public Libraries research and internal statistics.**

Internal Audiences:

- Library employees
- Library Board members
- Friends of the Brockville Public Library
- Volunteers

Key Messages

- BPL is customer-focused.
- BPL is an evolving and welcoming community space.
- BPL is 'resource-full' – collections, technology, programs and other services.
- BPL is a proactive community collaborator.
- BPL is a valuable City asset and enhances lives.

Strategic Actions

1. Continue to utilize the current outlets for promotion and communication. See Appendix B for media guidelines. The Library will proactively pursue new media territories. Video

production and distribution will become a feature piece of our marketing strategy.

Reinforce the importance of cross-selling services at the customer service desks as BPL staff are our first-point-of-contact marketers.

Approach the City of Brockville for inclusion of Library promotional resources in City mail-outs.

2. Enhance our branding of BPL, both internally and externally, by the consistent and creative use of our logo and colours.
3. Ensure that communication targets our key audiences and reflects our key messages.
4. Introduce a welcoming 'call to action' appeal in our communications rather than simply conveying awareness and stating facts. Our customers become our champions and advocates.
5. Develop and promote the Library 'boutique' as both a revenue generator and a marketing opportunity.
6. Create a signage policy. Design templates for our directional, informational and promotional signs which reflect and solidify our branding. Special attention will be given to accessibility factors.
7. Be increasingly diligent around creating accessible publicity. See Appendix A for publishing guidelines.
8. Be increasingly diligent around the use of social media for marketing and communication. See Appendix C and D for social media guidelines.
9. Establish a 'Join the Library' campaign (2017).
10. Re-survey our targeted audiences in the latter part of 2018 with a marketing, communication and awareness focus.
11. Monitor the BPL's Strategic Action Plans for related marketing 'to-do' items.

Marketing Budget

The Library commits to gradually increasing the marketing and communications budgets by 5% annually until such time as the marketing budget is deemed to be adequate for operational needs.

Marketing Competencies

For 2016 and onwards, the Library commits to directing a portion of the professional development budget specifically to marketing and communications training. It is recommended that a marketing position, with a specific education and skill set level, be considered during the next strategic plan and/or staffing review.

2018 – Evaluation: Outcomes and Metrics

(Baseline 2015 statistics)

Outcomes

- People know about the Brockville Public Library...who we are, where we are and what we offer.
- The Library has invested in staff marketing development and acquired enhanced marketing skill sets through prudent hiring practices.

Metrics

- Social media engagement has increased a minimum of 10% by the year end 2018.
- Library cardholders and usage statistics are up 5% by the 2018 year-end.
- Media monitoring – number of favourable media articles.
- Analysis of telephone, email, personal feedback and suggestion comments.
- Program tracking – attendance.
- Formal/informal staff surveys.
- Website tracking, social media responses.
- Marketing publications – number produced, rate of replenishment.

Plan Responsibility and Review

The marketing plan has been created through the coordinated efforts of the Board, the CEO, Manager and other assigned staff. It is a direct result of community input through surveys and assessments. It is an operational document to be used in conjunction with BPL's Strategic Plan and is also referred to in the annual budget process.

The Marketing Plan will be reviewed annually by the CEO and Manager and revised with each new strategic plan of BPL.

Board Motion Number: 007-2016

Date: March 21, 2016

Signature of Chairman _____

Cross-References: *Internet Use Policy INF-18*
 Social Media Policy 18
 Anti-Spam Policy 23
 Information Services Policy 16

Sources: *BPL Strategic Plan 2013-2018*
 Toronto Public Library
 Milton Public Library

Appendix A

CNIB Clear Print Accessibility Guidelines: for communication and readability

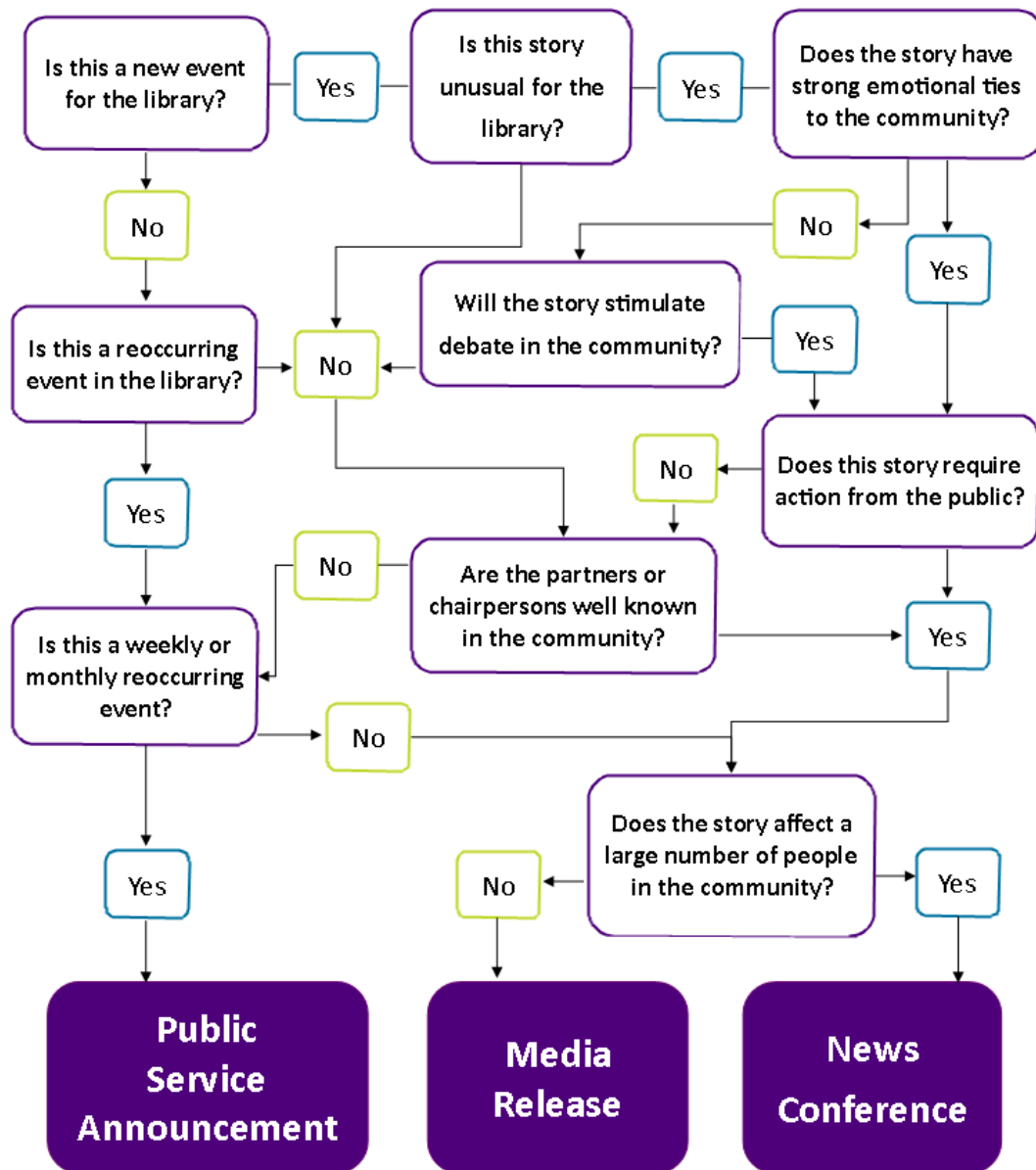
- **Contrast:** *use high contrast colours for text and background.*
- **Colour** of type: *black and white is most readable.*
- **Size:** *keep text large; between 12 and 18 points.*
- **Leading:** *the space between lines should be at least 25 to 30 percent of the point size.*
- **Font family and font style:** *avoid complicated and decorative fonts; avoid serifs.*
- **Font heaviness:** *choose fonts with medium heaviness; italic and upper case letters are not recommended.*
- **Letter spacing:** *do not crowd text.*
- **Margins and columns:** *separate lots of text into columns; use wide binding margins.*
- **Paper finish:** *matte or non-glossy; try not to use watermarks and background designs.*
- **Clean design and simplicity:** *less is more.*

<http://www.cnib.ca/en/services/resources/Clearprint/Documents/CNIB%20Clear%20Print%20Guide.pdf>

Appendix B

Media Checklist

Is the Story Newsworthy?



Appendix C

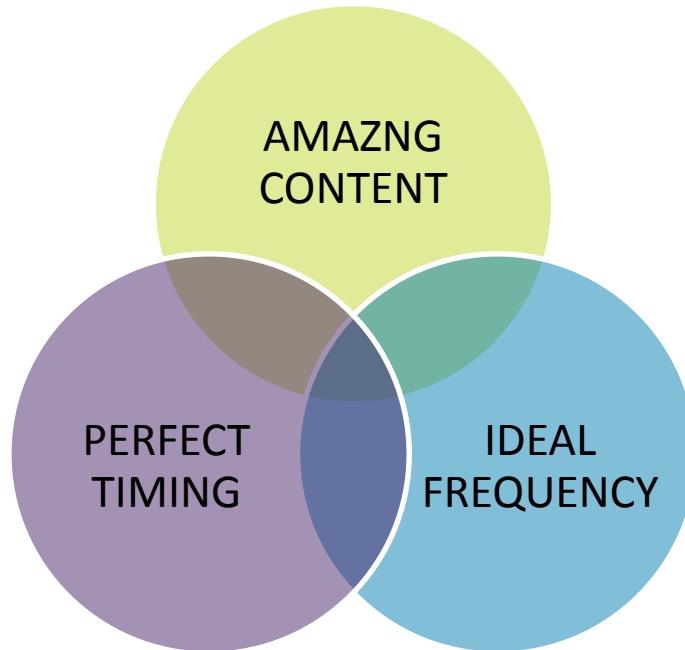
The Do's and Don'ts of Social Media Marketing

1. Respond quickly
The purpose of social media marketing is to stay engaged with your followers.
2. Engage your viewers
Integrate questions into your posts to engage viewers rather than appear needy and invite followers to 'like'.
3. Use images often
Photos attract more likes, comments and clicks than videos, links and text alone.
4. Stay alive
Keep your social media pages up-to-date with current and relatable content. Be selective about what you publish in order to avoid spamming your followers.
5. It is all about timing
Based on your follower habits, balance your content between peak and non-peak times. The best time to reach our audience tends to be a small window of time ranging from one hour to just a few minutes.
6. Less is more
See Appendix D.
People get annoyed by constant posts. Too many posts may encourage unfollowing.
7. Proofread
Prep your social media updates in Word documents before going public. Postings must be professional with accurate spelling and grammar.

coolsnerdsmarketing.com

Appendix D

SOCIAL MEDIA POSTING STRATEGY



Best practices and protocols for when to post on social media:

Social media posts must engage people in the first 30 seconds.

- Facebook: 2 times a day, at most (2 times a day is the level before likes & comments begin to drop-off dramatically).
- Twitter: 3 times a day, or more (engagement decreases slightly after the third tweet).
- Instagram: 1.5 times a day, or more (there is no drop-off in engagement for posting more provided you can keep up with the rate of posting).
- YouTube: 3 to 3 and half minutes average length.

Refer to BPL's procedures for our internal social media guidelines.