



Shaping the Future of Welles-Turner Memorial Library *Strategic Plan 2026-2030*

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Shaping the Future of Welles-Turner Memorial Library

Strategic Plan 2026-2030

Acknowledgements

Thank you to all who contributed in the creation of Welles-Turner Memorial Library's 2026-2030 Strategic Plan, including the countless patrons and community members who answered our questions and provided feedback throughout the process. Thank you also to the following people who provided critical feedback and support every step of the way.

Welles-Turner Memorial Library Strategic Planning Committee

Tonia Branson, MLS, Children's Librarian
Amy Cadieux, MLIS, Library Director
June Cho, MLIS, Children's Librarian
Carole Furey, MBA, Library Assistant
Susan Pearlman, JD, Library Board Chairperson
Meghan Withers-Tong, MLIS, Head of Adult Services

Welles-Turner Memorial Library Staff

Welles-Turner Memorial Library Board

Deborah Carroll	Christopher Haaf
Rosemary Coggs	Jennifer Hudner
Nicole DiCicco	Susan Pearlman

Jonathan Luiz, Town Manager

Glastonbury Town Council

Kurt P. Cavanaugh	Lawrence Niland
John Cavanna	Whit C. Osgood
Anthony DiLizia	Corey Turner
Thomas P. Gullotta	Jennifer Wang
Mary LaChance	

In May of 2025 Welles-Turner Memorial Library was voted the best library in the 2025 Best of Hartford Readers' Poll



Friends of the Welles-Turner Memorial Library

Second Century Fund of the Welles-Turner Memorial Library

Ellen Paul, MLIS, Executive Director, Connecticut Library Consortium

Maureen Sullivan, MLIS, Organizational Development Consultant

I love the sense of community for all ages and the amazing programs available.



Greetings from the Library Director

Hello Glastonbury!

The creation of this strategic plan was a genuinely rewarding experience. It pushed us to listen more intentionally to our patrons, to explore new opportunities for connection, and to invite ideas and perspectives from across the community we serve. Throughout the process, we were inspired by the thoughtful feedback we received—both the encouragement to continue the work we are already doing well and the enthusiastic calls for more: more programs, more access, more ways to connect with one another through the Library.



Equally meaningful were the conversations that took place internally, with Library staff and the Library Board, as we reflected on the values that guide our work. Again and again, one value rose to the top: **community**. This shared commitment affirmed what I see every day—that the **Welles-Turner Memorial Library** is more than a building or a collection; it **is a place where people belong**.

This Strategic Plan will guide us as we strengthen and support our community in the years ahead. We will use it to build community within the Library, to extend our reach beyond our walls, and to seek new ways to bring information, opportunity, and connection to residents wherever they are. Most importantly, it will help us continue to serve our patrons with intention and care, ensuring that WTML remains an essential, trusted, and welcoming part of Glastonbury.

For those of you who contributed, either by filling out our survey or participating in a conversation with our team, thank you. For those of you who didn't have the opportunity to provide feedback, please know that we are still listening, still learning, and still working toward our enduring goal: To be the best library possible for our community.

Happy reading,

Amy

Amy Danna Cadieux,
Library Director



A Message from the Library Board

Dear Fellow Glastonbury Residents:

I am very pleased to share with you the new Welles-Turner Memorial Library Strategic Plan – a comprehensive roadmap for the future of our library over the next four years. The plan is a commitment by the library staff and board to maintain and enhance the vitality of our library for future generations.

As a member of the planning committee, I witnessed firsthand the thoughtful hard work that went into developing this plan. The goal was to ensure it fully reflects the needs and interests of the community. Based on multiple public conversations, surveys, and meetings with community groups, the plan is clearly based on the voices of Glastonbury residents. From the overwhelmingly positive responses we received, we were gratified to learn how much our library is loved and valued as a most welcoming place for people of all ages.

The plan reaffirms our pledge that our library will continue to serve as a space for exploration and discovery, a hub for learning, creativity and shared experience. It is designed to prepare the library, as well as the community, for the challenges and opportunities of the future – expanding access to information and technology, strengthening programming that supports literacy and lifelong learning, as well as focusing on ways to sustain and adapt for the years ahead.

Our library thrives because of the encouragement, ideas and engagement of our residents. Its success is due to its dedicated staff and volunteers, with the support of the Second Century Fund and the Friends of Welles-Turner Memorial Library, two groups that have sustained the library over many years. The plan builds on this strong foundation and will promote even deeper connections with the community.

I have full confidence that under the experienced and capable guidance of Library Director Amy Cadieux and her highly talented staff, the plan will be carried out both in letter and in spirit and the library will remain a vibrant, innovative and trusted resource – today and in the future.

Susan

Susan T. Pearlman,
Library Board Chairperson



Mission

The mission of **Welles-Turner Memorial Library** is to empower individuals of all ages to engage with knowledge, foster their creativity, and forge meaningful relationships, thus enriching the lives of the residents of Glastonbury and beyond.

Vision

Welles-Turner Memorial Library is dedicated to serving as the intellectual and cultural heart of Glastonbury. Through our diverse and dynamic collection, innovative programming, and welcoming spaces, we aim to provide a vibrant hub for learning, exploration, and community connection.



Geraldine Brooks author event in September 2025, sponsored by the Second Century Fund

Values



INTELLECTUAL FREEDOM

We safeguard privacy and ensure open access to the full spectrum of ideas and viewpoints.



ACCESS

We provide resources and services that meet our community's needs.



COMMUNITY

We cultivate belonging, encourage collaboration, and celebrate all voices.



INTEGRITY

We operate with transparency, accountability, and fiscal responsibility.



INCLUSION

We strive to ensure each person feels seen, respected, and represented.



EXCELLENCE

We are compassionate, professional, and committed to providing outstanding service and experiences for our community.



INNOVATION

We welcome change that helps us evolve with our community's needs and inspires new ways to learn, connect, and grow.

WTML is exceptional in what they offer to the community and especially how they do it.





Strategic Initiatives

THE LIBRARY AS A PLACE

Provide welcoming, accessible, and adaptable library spaces that meet evolving community needs

GOALS

- Explore and develop a plan to thoughtfully repurpose existing spaces to meet changing priorities.
- Continue to prioritize upgrades to the building and grounds using modern sustainable technology and resources.
- Work with the Town to maintain the library as a comfortable, clean, safe, and well-lit space for patrons and staff.

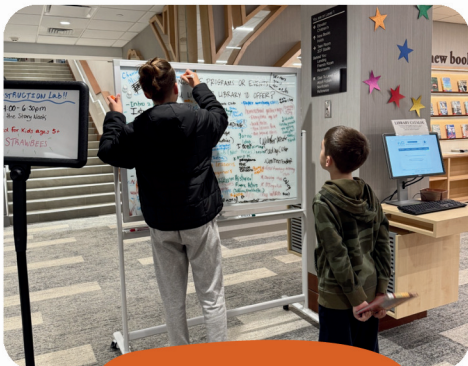


COLLECTIONS & SERVICES

Expand our broad range of innovative services and collections to support the needs and interests of the community

GOALS

- Continue to prioritize the development of physical and virtual collections and make appropriate adjustments based on need, community interest, and professional expertise.
- Increase the visibility of library services and resources through an updated website, enhanced online presence, and a dynamic promotional strategy.
- Explore ways to expand patron access to library resources.
- Provide patrons access to and assistance using up-to-date technology, training, and tools to enhance technological literacy.



I feel as if I only know about and have taken advantage of a fraction of the library's resources.

LIFELONG LEARNING & ENGAGEMENT

Spark learning, enrich culture, and strengthen community connections by offering innovative, accessible, and engaging experiences for all ages

GOALS

- Enhance and expand existing programming to provide access to a greater portion of the Glastonbury community.
- Identify and develop new, engaging, and entertaining programs for all ages featuring a wide range of topics and with diverse interests in mind.
- Explore opportunities to increase capacity for programs.
- Expand promotion of library programs to engage a broader portion of the community.

Strategic Initiatives, cont.

COMMUNITY CONNECTIONS

Build and strengthen partnerships that connect the library with local organizations, schools, and residents

GOALS

- Strengthen existing partnerships and research new partnership opportunities within the community to expand reach, grow resources, and diversify library programs and services.
- Explore ways partnerships can help the library effectively promote programs and services with new and diverse users.
- Investigate new opportunities for volunteers to engage with the library.

I would just like to take a moment to say that the library is already doing a phenomenal job with programming, community support, and the staff are AMAZING! It's beautiful to see how much our library really is a major focal point of Glastonbury!



PLAN FOR THE FUTURE

Invest in staff development and plan for sustainable growth to strengthen the library's future

GOALS

- Align Library staffing with program and service goals balancing existing needs with future goals, taking into account staff skills, training opportunities, library benchmarks, and changing priorities.
- Explore funding opportunities to grow library services, collections and programs.
- Engage with the Second Century Fund of the Welles-Turner Memorial Library (2CF) and the Friends of Welles-Turner Memorial Library to help them grow membership, increase community involvement, and identify new funding opportunities.
- Promote the library as a vital part of the community.





Shaping the Future of Welles-Turner Memorial Library

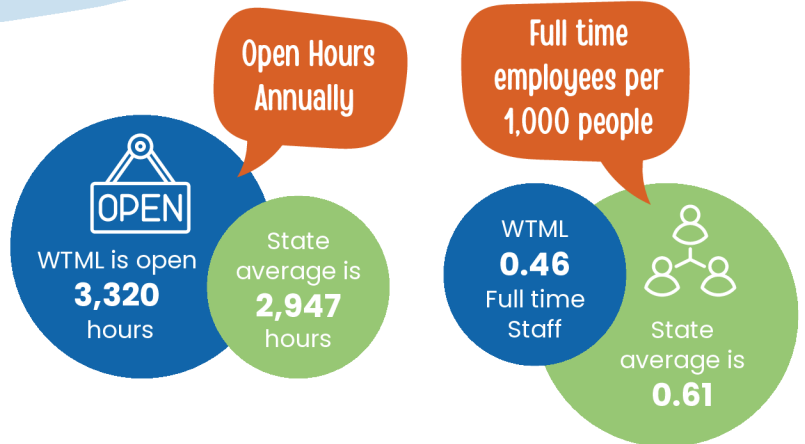
Strategic Plan 2026-2030

The library's budget is **1.2 %** of the overall Town Budget

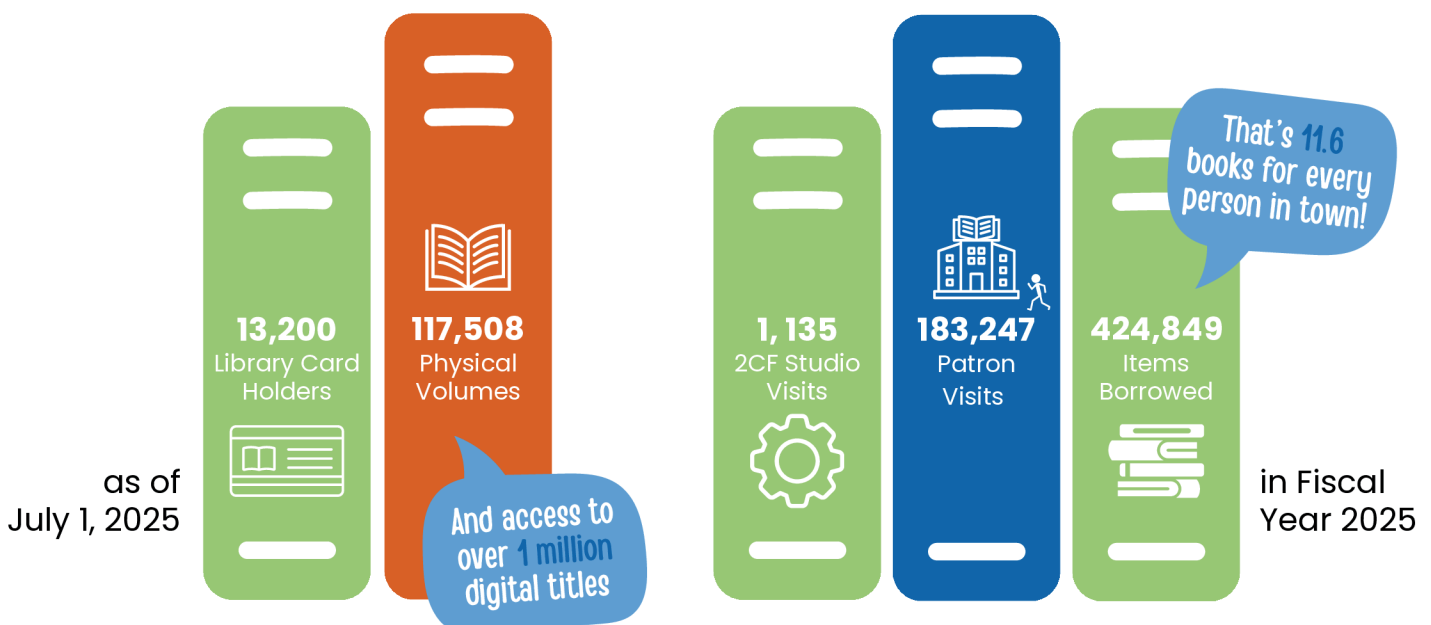
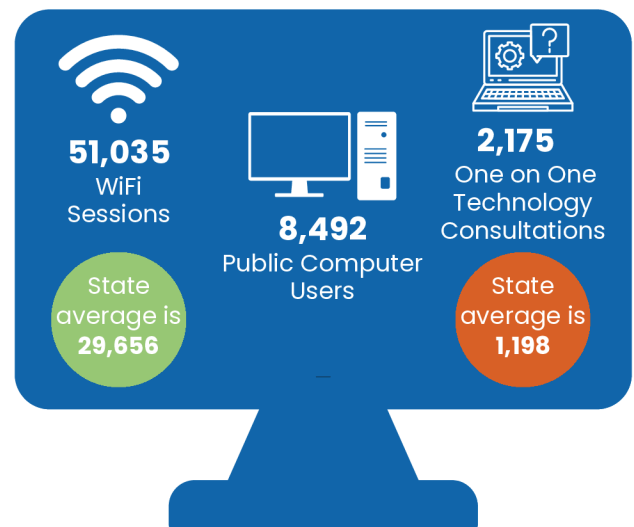
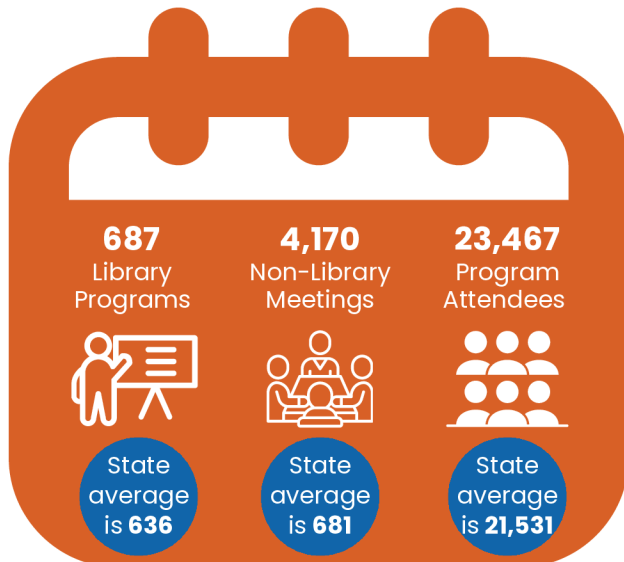
The average Welles-Turner Memorial Library patron borrows about 12-18 items per year – roughly **\$250 in savings a year.**



Across the community, library borrowing provides residents with over **\$10 million in annual value.**

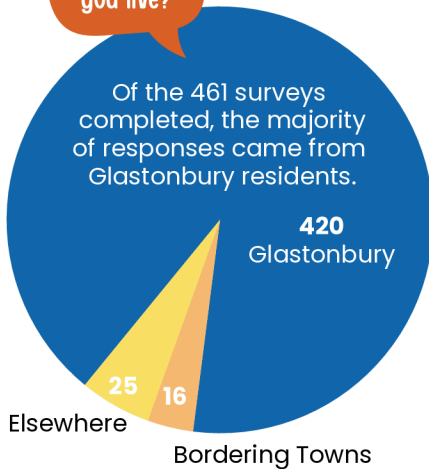


WTML *by the Numbers*

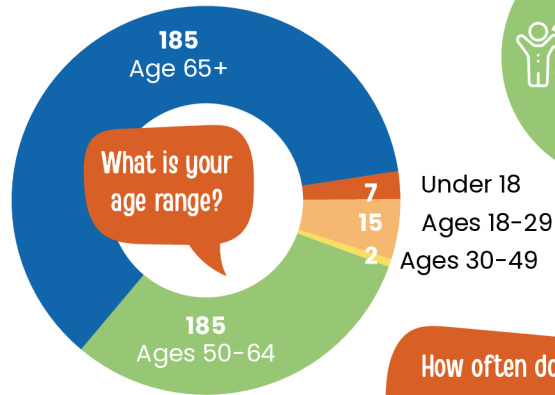


Survey Results

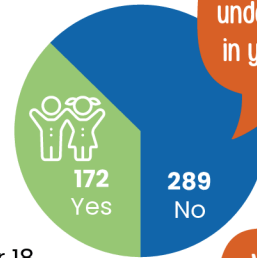
Where do you live?



What is your age range?



Do you have a child under the age of 18 in your household?

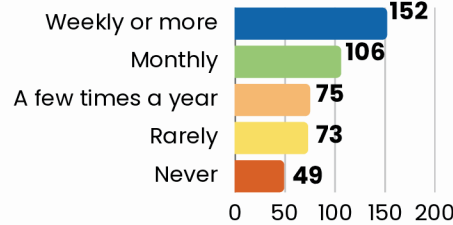


What language do you speak at home?

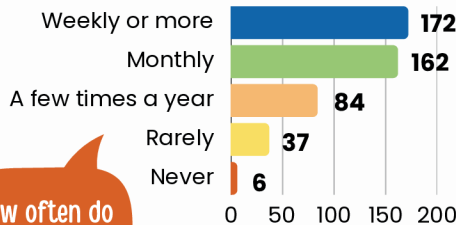


English (456)
Spanish (20)
Hindi (12)
French (11)
Chinese (8)
(Mandarin/Cantonese)
Arabic (3)
Korean (3)
Greek (2)
Italian (2)
Japanese (2)
Marathi (2)
Polish (2)
Portuguese (2)
Tamil (2)
Telugu (2)
Bangali (1)
Bulgarian (1)
German (1)
Gujarati (1)
Kannada (1)
Lithuanian (1)
Malayalam (1)
Portuguese (1)
(Brazilian)
Punjabi (1)
Russian (1)
Swedish (1)
Ukrainian (1)
Urdu (1)
Vietnamese (1)

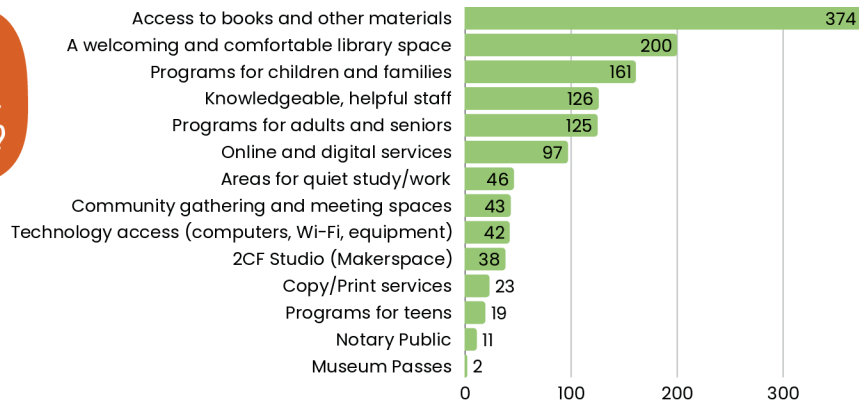
How often do you use our online services?



How often do you visit?



Which library services are most important to you?



I did not know the library offers...

Notary services **142**
Library of Things **127**
Jigsaw puzzle swap **102**
Online learning opportunities **84**
Online newspapers & magazines **84**
2CF Studio **74**
Mobile app **68**

Library is doing great, a real crown jewel for Glastonbury



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Patrons love...

- Engages my children and creates a safe, nurturing & supportive environment for them
- Library newsletter - it's informational and so positive!
- I love the sense of community for all ages and the amazing programs available.
- The children's programs are amazing.
- They have an excellent and comprehensive collection and a beautiful building.
- The 2CF Studio: classes, staff and technology!
- Beautiful environment for kids and adults for every use, read, meet, work and play.

- 90%** A place for learning & enrichment
- 65%** A community gathering place
- 48%** A partner in community outreach
- 48%** A resource for job skills & technology
- 43%** A hub for arts & culture

What role do you think the library should play in the community?

We love the children's area! We find great books and the kids have a blast playing, especially when there are other kids around, which is almost always!

Patron Wish List

- Book delivery
- Build community
- A café
- Connections bulletin board
- Cultural & social programs in partnership with local groups
- Expand Library of Things
- Family games nights
- Home school programs & resources
- Increase audiobook & eBook selection
- Informational programs
- Intergenerational programs
- Larger children's play area
- Larger selection of museum passes
- Mobile Library
- More 2CF Studio hours
- More large print books
- More programs after hours
- More quiet study rooms
- More Staff
- More volunteer opportunities
- Open play time for children
- Periodic Library 101 program
- Specialized clubs & activities: cooking, book talks, D&D
- Technology Training & Help

Glastonbury's kids love BOOKS!

Kids' Survey

70%

voted books as their favorite thing about the library

52%

said to buy more books if the library won the lottery



Other fun ideas from the kids...

- Baby doll station
- Cozy zone
- Library kittens
- More makerspace hours
- Larger kids' area
- Library sleepover
- Planetarium
- Playground
- Popcorn
- Rooftop reading spot
- Walk-through area with giant replicas of different books
- Water park



Expanding programs and events
162

What are the top three areas we should focus on in the next 3-5 years?

Supporting literacy and lifelong learning
108

Increasing digital and technology access
63



Teen Survey

Glastonbury's teens love BOOKS, too!

64%

borrow books, movies & games

46%

hang out, study & use computers

82%

want more comfy seating and places to hang out

Changes Patrons Want

- Expand breadth and access to digital material online
- More 2CF studio hours, classes and personnel; they need more staff to keep up with demand
- Improve library visibility and promotion in the community (Welcome packet, publicity, outreach)
- Throw open your doors for homeschoolers here in town who want to network and collaborate together
- Displays and info of other cultures to make people of that culture feel welcome
- Make public computers more private
- It would be great if the library offered more children's programs that accommodate times for working parents or had more family events on the weekends.
- Help for seniors who are homebound....delivery service, renewal of cards via phone
- Community arts, music & cultural events (movie nights, jam sessions, art connection, Sunday Jazz)

Cultural events that highlight ALL cultural groups who live in this town.

A more open area in the children's play section. It often feels quite crowded and cramped in there when there are more than just a couple children playing.

Better air circulation for private study rooms. It gets uncomfortable and stuffy and extreme temps in there.



Implementation & Communication

WHAT'S NEXT?

Now that the strategic plan has been endorsed by the Welles-Turner Memorial Library Board, the library director and staff will develop an activity plan to guide implementation. Staff will focus on projects that align with the library's mission, are foundational for future initiatives, and best meet the community's and staff's articulated needs. The timing of activities will be determined by priority and influenced by various factors, such as resource allocation and funding.

Evaluation of progress towards the goals will be ongoing once the plan implementation is underway. Library staff will continue to track key performance indicators such as program participation, circulation trends, community engagement, and resource usage, and will review them regularly to assess progress.

Regular updates will highlight accomplishments, identify areas for continued growth, and ensure that the library remains responsive to evolving community needs. The library will share progress updates to maintain transparency and celebrate collective achievements.

