Appendix A

This is a four-year plan, but it is recognized that the strategic areas covered and the Vision, Mission and Values developed, should establish a momentum and direction that will carry on after the four-year period has passed.

The plan development was led by TCI Management Consultants. The consulting team included Bibliotechs Inc., specialists in technology; Beth Ross & Associates, specialist in library standards; and KeyGordon who developed a logo and rebrand for the Library. The Plan and the research is supported by an extensive Report, submitted separately.

The team is grateful for the contribution and advice of the Steering Committee and Library Board.

Steering Committee Members

Paul Stern, Board Chair
Karen Bisschop, Information Services Librarian
Joseph Fortin, Full Time Clerk
Laura Gardner, Collection Development Librarian
Jennifer Jones, Library CEO
Becky Waldman, Marketing and Communications Coordinator Garth Wedlock, Board member

Library Board Members

Councillor Gary Baldwin
Councillor Keith Riel
Paul Stern, Chair
Leslie Woolcott, Vice-Chair
Barb Connor, Friends of the Library Representative
Mauro DiCarlo
Dan Moloney
Garth Wedlock
Jayne White, Foundation Representative



Strategic Plan 2018 - 2022

The Public Library is a vibrant and vital institution in Peterborough. In 2017, in order to ensure that it continues to remain so, and becomes an even more relevant and functional enterprise serving the community, it undertook the development of a 4-year strategic plan. This comes at a very opportune time - the new revitalized downtown Main Branch has just opened (in January 2018) and has generated increased Library usage and local excitement. This plan will ensure that these strong foundations are utilized to their full extent for the optimal benefit of the overall community.

This plan has been developed in response to extensive community input, staff and Board comment and best practices in library systems elsewhere. In particular, staff and the Board have contributed substantially to the wording of the Vision, Mission, Values and Actions, as well as the strategy areas and specific actions proposed, through several detailed workshop sessions where an initial version of the plan was presented by the consultants. The plan can thus be broadly viewed as having the support of staff, the Board and the community in terms of its overall general intent and areas for specific strategic action.

The Plan which follows commences with a Vision statement which is what the Library aspires to be. It includes a Mission statement, which outlines what the Library should do on a day to day basis in order to achieve the overall vision. A set of Values is included which has guided the development of the strategic action areas and initiatives.

Specific strategic action areas of the Strategic Plan are grouped under three thematic action areas (shown in yellow boxes on the plan), each with its own goal, including:

- A. Promoting Life Long Learning and Literacy
- B. Building Community through Outreach, Programming and Partnerships
- C. Providing Welcoming and Accessible Environments

The Plan also includes tactical action areas (shown in green boxes on the plan) that need to be undertaken to achieve the overall strategy. These have been grouped under the following

- D. Valuing and Empowering Our People
- E. Using Progressive Technology
- F. Enhancing Administration and Resourcing

In total across these six areas there are 27 strategic actions, including a timeline associated with each of the action areas.

PETERBOROUGH PUBLIC LIBRARY STRATEGIC PLANNING FRAMEWORK

	_			-
VISION	↑	I ne Peterborougn Public Library is an agent for positive community transformation through interaction, discovery learning.	action	i, discovery and
MISSION	↑	Our library inspires our community to become more literate and engaged.		
VALUES	^	 Access, inclusion and intellectual freedom – through the exchange of information, ideas, knowledge and culture we create safe, welcoming, learning environments that inspire freedom of thought. Literacy, discovery and learning – we encourage literacy in all its forms in order to stimulate discovery and advance learning. Service Excellence – we provide accessible and inclusive services that anticipate and respond to the diverse needs of the Peterborough community. Partnership – we engage with our community to achieve shared goals. Innovation – through our programs and services, we are committed to exploring innovative ways to encourage discovery. Valuing and empowering employees – by valuing the contributions of staff, we inspire service excellence and innovation within the Library. Integrity – Accountability and transparency form the foundation of our relationships with the public, staff, volunteer and partners. 	weledge discover to the crays to e excelle public,	on, ideas, knowledge and culture we to stimulate discovery and advance and respond to the diverse needs of innovative ways to encourage inspire service excellence and hips with the public, staff, volunteers
ACTION AREAS	↑	SPECIFIC INITIATIVES	↑	TIMELINE (Start date)
A) Promoting Life-long Learning and Discovery		 We will encourage library users of all ages to become literate in all forms of contemporary communication. A 1 – Work with community partners to develop and deliver various traditional and nontraditional literacy programs. A 2 – Identify new ways our collections, programs and services can assist with life-long literacy and discovery. A 3 – Continue to build diverse collections to support programming and services. 	^	A 1 – 2018 A 2 – 2019 A 3 – ongoing
B) Building Community through Outreach, Programs and Partnerships	^	 Based on identified needs, we will develop a targeted outreach plan to deliver innovative and effective programs. B 1 – Establish an informal Community Literacy Advisory Committee (CLAC) to assist service and program development to meet the changing needs of the community. B 2 – Identify and work with community groups, partners and the CLAC to develop innovative and effective programs, collections, and services. B 3 – Build the Library's profile and participate in neighbourhood and community-wide events. B 4 – Develop marketing and outreach initiatives to target difficult-to-reach and underserved individuals within the community. B 5 – Continue to provide high quality core programs while exploring new programs to meet community needs. 	^	B 1 - 2019 B 2 - 2019 B 3 - 2018 B 4 - 2019 B 5 - ongoing
C) Providing Welcoming and Accessible Environments		 We will ensure libraries are welcoming, accessible environments serving the entire community. C1 – Develop communication and assessment practices to ensure that users' needs are being valued and considered. C2 – Explore the feasibility of a future renovation or replacement of the DelaFosse branch. C3 – Ensure safe spaces and remove barriers for those with diverse needs. C4 – Create a seamless user experience through the integration of our digital and physical spaces. C5 – Investigate innovative and alternative service delivery models. 	^	C1-2018 C2-2020 C3-2018 C4-2019 C5-2020
D) Valuing and Empowering Our People	^	We will ensure staff have the tools and skills required to provide excellent service to our diverse users. D1 – Ensure that staff are provided with appropriate tools and relevant training. D2 – Conduct an organizational review to achieve the goals set out in this plan. D3 – Ensure HR policies are current including job descriptions, pay scales, and interdepartmental communications, etc. D4 – Develop an engagement plan to encourage ongoing staff input.	↑	D1-2018 D2-2019 D3-2019 D4-2018
E) Using Progressive Technology	^	 We will continue to invest in technology to improve library operations and services. E1 – Work with the City to establish an IT initiative to review delivery of IT services in the Library. E2 – Explore the possibility of recruiting IT staff that understand Library service needs. E3 – Develop a library technology plan to better meet library hardware and software needs. E4 – Update our digital environment capabilities with responsive design to allow for access from multiple devices and for multiple purposes. E5 – Explore adding modules to existing ILS software to enhance user services. 	^	E 1 - 2019 E 2 - 2019 E 3 - 2018 E 4 - 2018 E 5 - 2019
F) Enhancing Administration and Resourcing	<u> </u>	 We will align our available resources with the areas of greatest need. F 1 – Develop capital and operating budgets to include resources for implementation of the Strategic Plan. F 2 – Review budget implications of future staffing requirements, administration and operations to implement goals from the Strategic Plan. F 3 – Seek additional resources from partners and innovative means of funding. F 4 – Conduct regular evaluation of progress against goals and timelines of the plan F 5 – Undertake a baseline program and service review to provide benchmarks and best practices. 	^	F 1 – 2019 F 2 – 2018 F 3 – 2018 F 4 – quarterly F 5 – 2018