

# Oakville Public Library Strategic Plan Update 2009-2011

Approved by the Oakville Public Library Board  
on May 21, 2009, Motion #09.05.54

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## Introduction

In 2007 the Oakville Public Library (OPL) committed to reviewing its *Strategic Plan 2007-2011* at the mid-way point to ensure the plan remained viable.

As part of this review, the Oakville Public Library Board considered trends at the Oakville Public Library, trends in library service, and trends in the Oakville community as a whole. In addition, feedback from all regular full and part-time staff was compiled on OPL's strengths, weaknesses, opportunities and threats. Board members discussed the above information and had the opportunity to add their own feedback at two workshops held on March 26, 2009 and April 2, 2009.

As a result of these discussions, the *Strategic Plan Update 2009-2011* was approved at the Oakville Public Library Board meeting held on May 21, 2009.

The *Strategic Plan Update 2009-2011* does not replace the *Strategic Plan 2007-2011*. Instead, both documents should be used in conjunction with each other. In the *Strategic Plan Update 2009-2011* all changes from the *Strategic Plan 2007-2011* are noted in red.

The *Strategic Plan Update 2009-2011* is contained on pages 4-6. On the following pages, for ease of reference, we have included the Business Plan initiatives related to each Goal of the *Strategic Plan Update 2009-2011*. The full Business Plan will be provided to the Board at the June 25, 2009 meeting.

## Vision and Mission

Our vision describes what we would like to be known for in the future. We believe that we should play an important “Community Hub” role in Oakville – being a place (physically and virtually) that connects people to the world of information and ideas and to each other.

Vision
<i>Bringing people and ideas together.</i>

Our mission speaks to our reason for being. We believe that we have a strong role to play in enhancing Oakville’s quality of life.

Mission
<p>To help build a strong community by:</p> <ul style="list-style-type: none"><li>• <i>Providing access to resources for information and recreation</i></li><li>• <i>Fostering the joy of reading and learning for all ages</i></li><li>• <i>Providing a welcoming and supportive environment</i></li></ul>

## Values

Our values outline the core principles and beliefs that will guide our decision-making and behaviour.

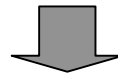
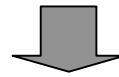
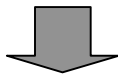
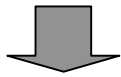
Values
<ul style="list-style-type: none"><li>• <b>Accountability:</b> Taking responsibility for meeting the library service needs of the community in an efficient, effective and fiscally responsible manner.</li><li>• <b>Accessibility:</b> Ensuring library services are accessible to the community – regardless of individual circumstances.</li><li>• <b>Communication:</b> Engaging in open dialogue, listening attentively, and responding in such a way as to cultivate understanding and strengthen relationships.</li><li>• <b>Intellectual Freedom:</b> Facilitating access to all expressions of knowledge and intellectual activity.</li><li>• <b>Innovation:</b> Constantly challenging current practices, initiating breakthrough improvements, and creating new standards of performance.</li><li>• <b>Partnerships:</b> Seeking mutually beneficial partnerships and links with the community to maximize community resources and benefits.</li><li>• <b>Quality Service:</b> Providing customer-driven service with professionalism.</li><li>• <b>Trust and Respect:</b> Acting in good faith and understanding and appreciating differences.</li></ul>

## Strategic Directions

The following strategic directions outline the major goals, objectives and strategies that we will focus on over the next two years. The Goals and Strategic Objectives (in no particular order) are as follows:

### Goals

A	B	C	D
<i>Be proactive in responding to the changing needs of our community</i>	<i>Be innovative and state-of-the-art in the provision of services</i>	<i>Have a high level of community awareness and support</i>	<i>Build our capacity to implement our strategic objectives</i>



### Strategic Objectives

<ol style="list-style-type: none"> <li>1. Enhance understanding of the changing needs of the Oakville community and respond accordingly</li> <li>2. Enhance accessibility for Oakville's changing population</li> <li>3. Be recognized as the <b>newcomers'</b> gateway to the community</li> <li>4. <b>Support Oakville's economic development and recovery</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Keep at the forefront of innovative ways to help people access information and build community</li> <li>2. Maintain leadership in children and youth services</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhance awareness of the Library's full spectrum of services</li> <li>2. Explore ways to enhance cooperation and provide value-added services for, and with, the Town</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide core services more efficiently and effectively</li> <li>2. Build the human resource capacity and competencies of the organization</li> </ol>
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Goal A:

*Be proactive in responding to the changing needs of our community*

- 1. Enhance understanding of the changing needs of the Oakville community and respond accordingly**
  - 1.1 Conduct ongoing research into the changing needs of users and the needs of under served groups
  - 1.2 Provide programming that meets the needs of adults of all ages
- 2. Enhance accessibility for Oakville’s changing population**
  - 2.1 Monitor trends in usage at all branch locations to optimize hours open and take appropriate actions (e.g. alter, reduce, increase hours at an individual branch, align hours open at Iroquois Ridge and Glen Abbey branches to be more consistent with the recreation/community centres)
  - 2.2 Address collection needs of targeted groups through expansion of outreach locations, such as Book Nooks and deposit stations
  - 2.3 Plan and construct new Library facilities to serve Oakville’s growing population as outlined within the Parks, Recreation, Culture and Library Master Plan (see introduction)
  - 2.4 Undertake strategies to ensure that the library’s services are more accessible and comply with the requirements of the Accessibility of Ontarians with Disabilities Act (AODA)
- 3. Be recognized as the newcomers’ gateway to the community**
  - 3.1 Provide programs and services that meet the needs of newcomers to Canada
  - 3.2 Increase awareness of library programs and services amongst newcomers to Canada
  - 3.3 Align the development of multilingual collections with user needs

#### 4. Support Oakville's economic development and recovery

- 4.1 Build awareness of the Library's resources for small and medium-sized businesses and entrepreneurs
- 4.2 Build awareness of the Library's career and job search resources

**Goal B:**

*Be innovative and state-of-the-art in the provision of services*

1. **Keep at the forefront of innovative ways to help people access information and build community**
  - 1.1 Support and nurture a culture of “creativity and innovation” through participation in Town cultural initiatives and the development of partnerships with the creative community / arts groups
  - 1.2 Expand the scope of digitization efforts through partnerships with the Town, local historical societies, multicultural organizations, other community groups and individuals
2. **Maintain leadership in children’s and youth services**
  - 2.1 Offer both breadth and depth in the programs and services available for children and youth
  - 2.2 Plan and deliver Children’s Services incorporating the latest research in childhood literacy
  - 2.3 Deliver the Every Child Ready To Read® program
  - 2.4 Deliver library services to the teen audience and design programs to meet their unique needs

**Goal C:**

*Have a high level of community awareness and support*

- 1. Enhance awareness of the library's full spectrum of services**
  - 1.1 Build the capacity of the Marketing Department
  - 1.2 Further develop advocacy efforts with key stakeholders
  - 1.3 Develop and implement marketing plans for strategic objectives outlined in this plan
  - 1.4 Develop and implement a comprehensive marketing plan for the library's online services
  - 1.5 Use new media to increase awareness of library services
  
- 2. Explore ways to enhance cooperation and provide value-added services for, and with, the Town**
  - 2.1 Be recognized as a key municipal hub by both the Town and the public
  - 2.2 Realize efficiencies for the Town by providing library expertise in research, web design, planning, programming and technology

Goal D:

*Build our capacity to implement strategic objectives*

**1. Provide core services more efficiently and effectively**

- 1.1 Implement RFID and self-checkout stations to expedite handling of materials and realize operating efficiencies
- 1.2 Implement online payment
- 1.3 Continue to research new directions in cataloguing practices and prepare the library for future implementation of the RDA cataloguing standard

**2. Build the human resource capacity and competencies of the organization**

- 2.1 Maintain and strengthen our model of excellence in customer service
- 2.2 Align the organizational structure to meet the library's strategic objectives / business outcomes
- 2.3 Develop and enact plans to address results of the December 2008 Employee Engagement Survey
- 2.4 Provide training and development opportunities that will equip staff to achieve the library's priorities
- 2.5 Review the library's recruitment and selection process