

STRATEGIC PLAN 2009 TO 2012

# CLOSING THE GAP



# THE PLANNING PROCESS

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The planning process began in January 2008 and involved two phases: a Consultation and Assessment Phase, followed by a Plan Development Phase. The Berkeley Consulting Group provided process leadership to Brampton Library.

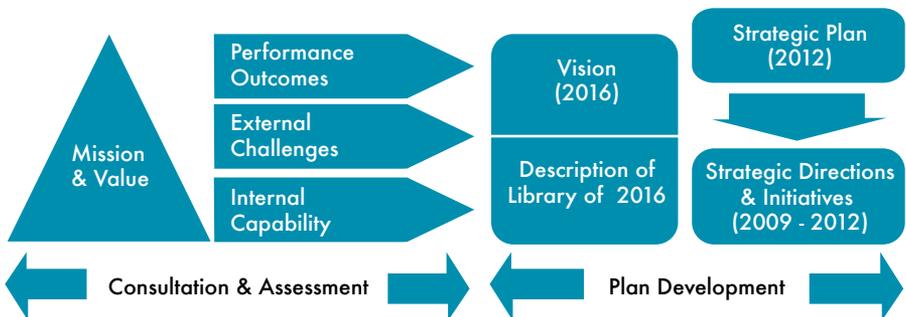
## *Consultation & Assessment Phase*

- Research
  - Community profile
  - Comparative Library statistics
  - Library of the future
  - Municipal relationships
- Library customer survey
- Focus group sessions
  - With Library customer groups
  - With staff
  - Interviews
  - Senior staff
  - Key City and community stakeholders
- Employee surveys

## *Plan Development Phase*

The key activities were:

- Reviewing findings about the internal and external environment.
- Reviewing and clarifying the Library's Mission and Values.
- Developing a vision for the medium term future – a description of what Brampton Library will look like by 2016.
- Identifying the key Strategic Goals – the broad changes the Library will need to have made by 2012 to work towards the 2016 vision.
- Outlining the Strategic Directions and Initiatives to be undertaken to move the Library forward over the next four years.



# NEW MISSION AND VALUES STATEMENTS

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## Mission of Brampton Library

Brampton Library enriches the lives of Brampton residents by promoting literacy, and by providing access to recreational materials and information in a welcoming environment that fosters connections with others and with the community.

## Values

The Values describe what is important for the Library and sets out key principles to guide service delivery.

- Focus on community needs
- Customer service, respect and sensitivity
- Social inclusion
- Fiscal responsibility
- Partnerships with other service providers
- Innovation, creativity and best practices

## Findings:

- Brampton Library Lags Peers in Providing Access to Library Services
- Active Membership Rates are Behind Peer Libraries
- The Library is well Behind in Access to Facilities
- The Use of the Library Appears Constrained
- Current Brampton Library Customers are Very Satisfied but Want Greater Access
- The Library Operates Cost Effectively
- The Library is Responding Well to External Change
- There are further Opportunities to Continue Improving Relations with other Community Organizations

## *Measuring Success*

The Library will proactively work to develop the following three key indicators of its successful performance:

1. Number of Members which indicates how many Brampton residents actively use the Library.
2. Level of Usage which reflects how much each active member uses the various Library services.
3. Membership Satisfaction and Collection Profiles which show how well the Library's programs and collections reflect the community

## Key Conclusions

*Brampton Library has a Strong Base ...  
... But it is Not Keeping Pace to Serve a Growing Brampton*

## VISION FOR THE FUTURE

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### Looking Ahead to 2016

The Vision for Brampton Library is essentially to serve a growing and diverse Brampton into the future. That will not happen in the next four years. The Library will need more time to truly close the gap with peer communities and realize its aspirations in serving Brampton.

By 2016, Brampton Library will deliver services that more fully reflect the needs of a diverse city of over 550,000. It will move to become a leader in the GTA 905 communities.

More specifically, the Vision for the Library for 2016 is:

- adding three new permanent Library facilities;
- expanding the number of active Library members as a percentage of the population from the current 43% to 55%;
- becoming a leader in the use of electronic access and media in the GTA, dramatically extending electronic media to reach more people and provide new services;
- continuing to evolve the Library's programs and collections to respond to the needs and interests of the diverse Brampton community;
- being highly regarded for its ability to attract and serve customers from all segments of Brampton's community and its efforts to be socially inclusive; and
- continuing to improve operating efficiency in line with growth so that the Library retains its position as an efficient service provider.

# STRATEGIC GOALS 2009-2012

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In order to move towards the longer term vision for the future, Brampton Library identified three strategic goals for the current planning period. These goals recognize that, over the next 4 years, the Library must build momentum for the growth so that the Vision 2016 can be achieved.

## **1. BUILD ON A STRONG BASE**

While the Library needs to grow, it needs to maintain a strong operational base to protect its current successes. Looking forward, the Library must ensure that it has the infrastructure and organizational capability required to support future growth.

## **2. CLOSE THE GAP IN LIBRARY MEMBERSHIP AND USE**

The Library must find ways of increasing access to its services for the residents of Brampton. The challenge is significant since it involves both growing to serve a growing Brampton and growing even more to close the gap with peer cities.

To continue the process of closing the gap, the Library needs more space and facilities. To get those, the Library must work with the City of Brampton to develop new facilities and find additional space. New permanent facilities, however, take time and are likely to open later in this planning period. Consequently, the Library must also find interim and innovative ways of providing access and service through temporary sites and working with other organizations.

## **3. BECOME A MORE INCLUSIVE LIBRARY**

One of the underlying values of public library systems is the concept of inclusion. Being an inclusive library is about making sure that the library is welcoming and accessible for everyone. It is also about providing library services that recognize and respect the diversity of the population served.

Brampton is a rapidly growing and increasingly diverse municipality. It is diverse along many dimensions – culture, language, and age. In addition, Library customers vary considerably in their information needs, reading interests, and know how in using technology. While the Library cannot be all things to all people, it must strive to reflect the community and provide a place where people feel welcome and can connect. It must maintain its values as a public library in being accessible to those with the greatest need.

## STRATEGIC DIRECTIONS 2009-2012

Based on the broad strategic goals, Brampton Library identified 8 strategic directions that will guide the initiatives to be taken over the next 4 years. Some of these directions will impact more than one Strategic Goal. The table below shows how the strategic directions support each of the strategic goals.

Strategic Directions 2009 - 2012	Strategic Goals 2012		
	Build on a Strong Base	Close the Gap in Library Membership and Use	Become a More Inclusive Library
1. Phased Facility Growth		●	●
2. Multicultural Strategy		●	●
3. Dramatic Increase in Virtual Access & Services	●	●	●
4. Enhanced Core Services	●	●	●
5. Strong Operating Base	●		
6. Broad Community Outreach & Alliances		●	●
7. Strengthened Civic Accountability & Relationships	●		
8. HR Development & Succession	●	●	●

*The members of these key groups provided leadership to this effort. Their effort is greatly appreciated.:*

## Steering Committee:

- Janice Awde, Chair of Brampton Public Library Board
- Lesley Bates, Manager, Corporate Services & Planning
- Gary Baumbach, Manager, Customer Services
- Roger Bunn, Vice-Chair of Brampton Public Library Board
- Catherine Hough, Member, Brampton Public Library Board
- Judy Hyland, Manager, Information Services
- Adele Kostiak, CEO
- Christina MacLean, Member, Brampton Public Library Board
- David Wright, Member, Brampton Public Library Board

## Management Team:

- Lesley Bates, Manager, Corporate Services & Planning
- Gary Baumbach, Manager, Customer Services
- Judy Hyland, Manager, Information Services
- Adele Kostiak, CEO
- Mary Mills, Executive Assistant
- Arthur Sykes, Manager, Library Systems

## Reference Group:

- Jamie Lowery, Commissioner, Community Services, City of Brampton (City Representative)
- Saleha Nahdi (Multicultural Community Representative)
- Sana Nahdi (Youth Representative)
- Tarek Nahdi (Youth Representative)
- Ursula Olson (Seniors Representative)
- Marnie Richards, Executive Director, Brampton Arts Council (Culture Community Representative)
- Shirley-Ann Teal, Peel District School Board (Education Representative)
- Eleanor West (Seniors Representative)

# CLOSING THE GAP

“Brampton Library has a strong base on which to build. The challenge for the Library is much like the challenge for other Brampton public organizations. It must grow and adapt to serve a growing and diverse Brampton.”

“The efforts outlined in this Plan will first ensure that the Library keeps up with the needs of a growing and increasingly diverse Brampton community over the next four years. Secondly, the efforts during the next four years will establish the plans and momentum for future growth. That will allow the Library to close the access gap and emerge as a leader among its peer group by 2016.”



**Brampton  
Library**

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