



**Brampton  
Library**

Education, Information, Inspiration!

[BramptonLibrary.ca](http://BramptonLibrary.ca)

# strategic plan 2013 to 2016

# mission statement & promise

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.

Brampton Library is here to meet customer needs. Anticipating and satisfying those needs is the cornerstone of our existence and the measure of our success.



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# 1.0 Brampton Public Library

## 1.1 About Us

The **Brampton Public Library** has six locations, including five permanent branches and one interim site that house a vast collection of more than 562,000 books, magazines, large print materials, audio books, CDs and DVDs. The Library also offers more than 110 computer workstations with free Internet access, as well as wireless connectivity for customers who have their own laptops. In addition, the Library offers access to thousands of eBooks and other downloadable content, which may be accessed from home or in the Library.

The 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 the community.

Our staff educates, informs, inspires and entertains Library customers each year with a wide variety of programming and services, including special programs for seniors, adults, teens and children, as well as multicultural and business communities. Among other things, more than 7,000 children register each year for our Summer Reading Club, and many more visit the Library regularly to take advantage of our family program offerings, Around the World storytimes, and more.

Currently, the Library has a staff of 160 full-time and part-time employees, as well as a 12-member volunteer Library Board. The Library is also supported through the work of hundreds of dedicated and hardworking volunteers.



*Chinguacousy*



*Four Corners*



*South Fletcher's*



*Northeast Interim*



*Cyril Clark*



*Mount Pleasant Village*

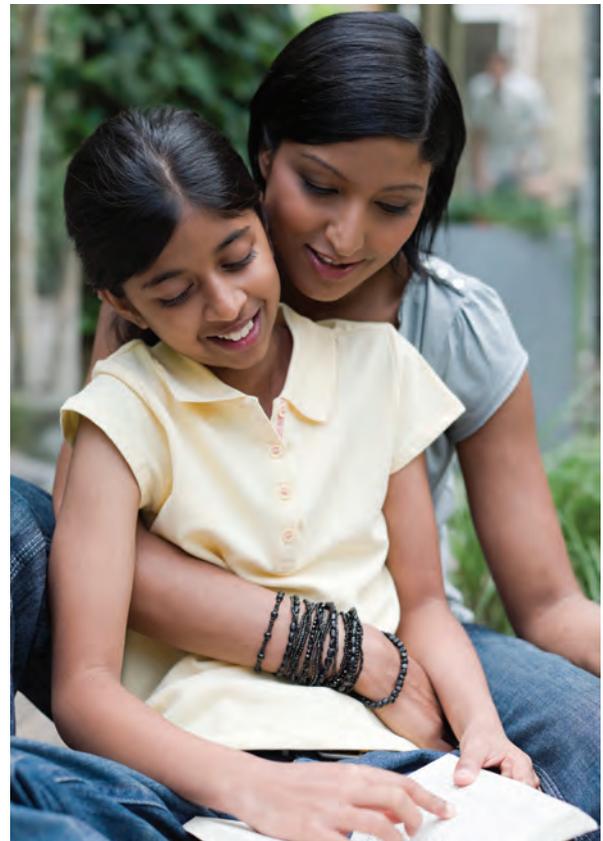


*Gore Meadows  
opening 2012*

## 1.2 What Makes Us Unique

Our uniqueness derives from our community, the City of Brampton:

- **Growing.** With a 2011 population of 523,000, Brampton is the 3rd largest city in the GTA, 4th largest in Ontario, and 9th largest in Canada. As well, with a population increase of 90,000 over the past five years, Brampton had one of the largest increases in population among major Canadian cities. By the end of the period of this Strategic Plan, our population will have grown to about 600,000; by the end of the decade, our population will have grown to 650,000, placing Brampton as the 6th largest city in Canada. Over the past century, no other major Canadian city has experienced such a rapid rate of growth and this has resulted in unique opportunities – as well as challenges – to our library system.
- **Large.** At nearly 270 square kilometres, Brampton is a large, geographically dispersed city with a socioeconomic demography that is equally diverse. Our residents range from newly arrived immigrants to Canada to members of communities that predate the founding of Confederation, to members of First Nations.



- **Multicultural.** Brampton is a culturally and ethnically diverse city, whose residents hail from more than 175 distinct ethnic backgrounds and who speak over 70 different languages.

## 1.3 About Our Strategic Plan

### Scope

Whereas the Library Board meets 10 times a year for its regular deliberations and meetings, there is a need for an on-going focus on our longer term goals, challenges and aspirations. Accordingly, we have developed this Strategic Plan so that it can serve as a touchstone to guide our decisions on a longer term basis. Therefore, the Strategic Plan focuses on:

- a) Longer term issues, generally those with a scope of more than a single year.
- b) Multi-year economic commitments.
- c) Our vision (what we wish to be in four years) and our values (what we believe as an institution.)

### Process

This Strategic Plan has been approved by the Library Board. It was drafted by a subcommittee of the Board called Strategic Plan Committee which developed this plan after consultations with senior library management as well as a broad spectrum of staff, with City of Brampton staff and other stakeholders.



## 1.4 Primary Strategic Imperative

Due to significant population growth over the past 25 years, the City of Brampton has emerged as a major Canadian city. Currently the 9th most populous city in Canada, over the next several years Brampton will become the 6th largest city in Canada. However, despite this significant increase in our population, our library system has not yet experienced a corresponding increase in its facilities and resources.

As of late 2011, Brampton ranked 40th in Canada in terms of library space per capita. Accordingly, we believe that our city and our library system should commit itself, over the term of the current Library Board, to increasing operational effectiveness to mitigate the facility shortage; and, that we should initiate the establishment of an additional two branches so that by the end of this decade, Brampton will have four new and four renovated branches, with a vision for a central, main branch to serve as an anchor for the library system.



## Summary of Detailed Imperatives

- a) **Facilities:** We recognize that our facilities are too few and too small and, accordingly, we will endeavour to develop new facilities and to enhance the utilization of our existing facilities.
- b) **Information Technology:** We recognize that in an increasingly technological world, where knowledge, literacy, numeracy and information technologies are interwoven, we will need to maintain and, indeed, enhance our technological relevance.
- c) **Collections:** We will replace damaged, remove outdated, and reinvigorate under-utilized materials; as well, we will add newer, in-demand materials in a variety of formats, and with multilingual and multicultural diversity.
- d) **Community:** We are a broad-based, widely used, well recognized, much loved civic institution, and we will seek to maintain this status within our growing—and diverse—community by continuing to value the partnerships we have established, and will strive to create new alliances in the future.
- e) **Workplace:** We value our staff: their dedication, skills, service and loyalty are a special part of our library system, and we will strive to become their employer-of-choice.

# 2.0 Facilities

## 2.1 Background

Until recently, our library system was comprised of four permanent and two temporary branches. Since the temporary branches were primarily aimed at providing drop-off and pickup services to our customers, we essentially operated with four branches serving a population of over 523,000. In late 2011 we opened a new branch at Mount Pleasant Village, and in the first quarter of 2013 will be opening another at Gore Meadows.

Albeit with the addition of two branches, we will still be serving an average population of nearly 90,000 per branch. Accordingly, and as reflected in our recent update to the Facilities Master Plan, we have a significant need to increase the number of our permanent branches and to increase their operational efficiency and effectiveness.

## 2.2 Plan for Our Facilities

We recognize that relative to our population our facilities are too few and too small and, accordingly, we envision the development of new facilities to enhance the library services we provide to our customers.

- Successful launch and establishment of our new flagship Gore Meadows Branch. The soon-to-be-launched Gore Meadows will serve the large population based in the northeast section of our city. We will ensure that the branch capably serves the population in its catchment area.



- Open second floor of our Mount Pleasant Village Branch. Our highly-utilized new branch at Mount Pleasant Village currently operates on only the first floor, although the second floor has been completed and is awaiting usage. Mount Pleasant Village, which

opened in November 2011, was the first new full-service library in Brampton in over 25 years.



- Initiate dialogue and planning for at least two additional branches to serve underserved areas of our city, and for a central, main branch to be located in the downtown core of the city. As per our Facilities Master Plan, over the next decade our city will require two new branches to service underserved areas of the city: one in the Springdale community along the Sandalwood corridor as well as a new central branch downtown.
- Ensure all branches are efficiently utilized and designed to operate at maximum use. Since we are under-resourced with respect to facilities, we will maximize the operational effectiveness and utilization of our branches.

# 3.0 Information Technology

## 3.1 Background

We recognize that in an increasingly technological world, where knowledge, literacy, numeracy and information technologies are interwoven, we will need to maintain and, indeed, enhance our technological relevance. Our assessment is that our IT services—by which we mean both internal technological resources as well as those we provide to our customers—are a strength of our library system, one which enables us to increase our operational effectiveness and resource utilization.

## 3.2 Plan for Our Information Technology

We will endeavour to maintain our technological infrastructure and services.

- Continue to provide IT Hardware to our customers. We recognize that many of our customers may not have the financial means to acquire their own IT resources, and accordingly we will provide the tools which ensure access to new technologies to our customers.



- Enhance our electronic collections, practices and technologies. Access to electronic content in an affordable and seamless manner is a challenge for all public libraries. We recognize that this is an industry-wide issue and are not advocating that

our library system address this broad set of societal challenges and issues. We are simply reasserting that we will follow this issue as it resolves itself and shall be prepared to avail ourselves of any solutions as they appear. Therefore, we will provide locally-maintained digital content within IT hardware and financial constraints.

- Maintain our strong library IT technologies. We will maintain and enhance our technological strength because it enables us to more effectively and efficiently serve our customers whilst using fewer City-provided resources.
- We will continue to interface with customers via traditional means as well as newer technologies as they become available, including Facebook, Twitter and other social media.



### 3.3 Our Commitment to Intellectual Freedom

With regards to censoring, we reaffirm our commitment to intellectual freedom—that is, freedom of access to diverse information—and, accordingly, we will provide preferential access to usage that supports this commitment. We will provide preferential access to information that complements our collections, that enhances and encourages literacy, and that acknowledges that Brampton is a multiculturally diverse and growing community.

With regards to privacy, we acknowledge that our users will, by necessity, transact with the library and its technologies in such a manner that we will have access to their private information. We reaffirm our commitment to retain only that information that complies with applicable laws and regulations, and that we require for operational purposes for us to meet our mandate and serve our users fairly, efficiently and safely.



# 4.0 Collections

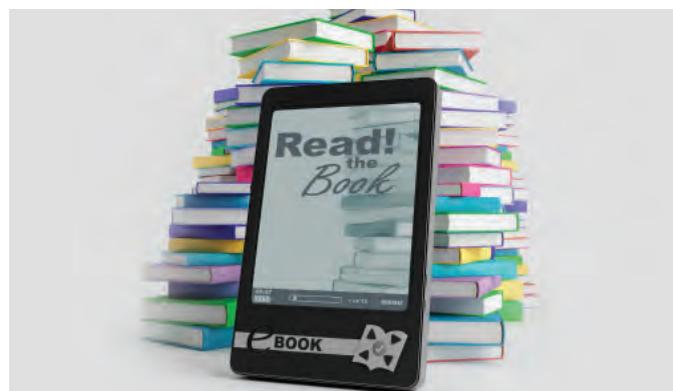
## 4.1 Background

We will continue to build customer-driven collections, and will focus on removing damaged and outdated materials, reinvigorate under-utilized materials, and add newer, in-demand materials.

## 4.2 Plan for Our Information Technology

In addition to collections reassessments that were made during our recent migration to RFID technologies, we anticipate that the opening of our new branches will lead to a refreshment of our collections.

- Improve Breadth and Currency of Collections. We will strive —within budgetary constraints—to improve the average age and breadth of our holdings.
- Increase Utilization of Collections. We will increase the utilization of our holdings.
- Enhance Multicultural Collections as reflected by changing demographics, and in coordination with Census Language Results. We celebrate the rich cultural and ethnic heritage of our city. We will seek to enhance our multicultural collections so as to better serve wider segments of our customers.



- Monitor and, as appropriate, take advantage of electronic holding developments within the Public Library industry. We recognize that with the advent of newer information technologies geared towards traditional library holdings, including e-books and online-only magazines, the entire public library community is undergoing significant transformation. This is not an area that is under our Library system's direct control; we cannot solve or ameliorate the disruption ourselves. However, we will participate in industry-wide activities and will monitor outcomes so that we can avail ourselves of any new solutions as they arise.

# 5.0 Community

## 5.1 Background

We are a broad-based, widely used, well recognized, much loved civic institution, and we will continue to enhance our status within our growing—and diverse—community.

## 5.2 Plan for Our Community

- **Continue to Deliver Programs that Enhance Literacy, Numeracy and Connection to Our Community.** Our community significantly values the library’s programs that enhance connections to each other and to the city. We will continue to plan, develop and deliver programs that enhance literacy, numeracy, IT-skills and that enhance our connections to our community.
- **Gather, Maintain and Enhance our Archives.** Coordinate with the Peel Art Gallery, Museum and Archives (‘PAMA’) and other institutions to rationalize our separate holdings. Our goal should be to ensure that the citizens of Brampton can readily access the local and regional archives of our community.
- **Continue to provide internet access to our customers who require it and so that we can remain a safe place to study and gather.** As a visit to any branch in our system, on any evening of the week, will readily demonstrate, libraries are an accessible, safe, universal, and highly used civic facility. Our users range from toddlers to seniors, from new immigrants preparing resumes to descendants of original settlers seeking to become aware of their personal heritage.



- **Forge new & innovative partnerships within the community.** We will identify organizations within the community who can help us extend our services to those who need them, to ensure that literacy and lifelong learning are available to everyone in Brampton.
- **Ensure that we build an inclusive library service as Brampton Library grows and expands.** The library serves everyone in the community, regardless of age, economic or social status. We will focus on building collections, services and programs that are accessible to all residents, and which comply with Accessibility for Ontarians with Disabilities Act regulations.

# 6.0 Workplace

## 6.1 Background

We **value our staff**: their dedication, skills, service and loyalty are a special part of our library system, and we will strive to become their employer of choice.

## 6.2 Plan for Our Workplace

As a service organization, particularly one in a fast changing, knowledge-based environment, our staff are critical to our ability to succeed.

- Involve All Staff in Enhancing and Improving Services. We will create a partnership between front-line staff and library management so that customers are better served.
- Encourage and Assist Staff to Enhance and Increase their Ability to Serve Customers. We recognize that new competencies and skills are needed in the modern world, and we will endeavour to assist staff to improve their capabilities to serve customers.



# 7.0 Conclusions

## 7.1 Summary

<b>Facilities</b>	Successful launch and establishment of Gore Meadows Branch.
	Open second floor of Mount Pleasant Village Branch.
	Initiate planning for two additional branches located in underserved areas of our city, and for a central, main branch in the downtown core of the city.
	Ensure all branches are efficiently utilized and designed to operate at maximum use.
<b>IT</b>	Continue to provide IT hardware to our customers.
	Enhance our electronic collections, practices and technologies.
	Maintain and grow our library IT technologies.
	We will continue to interface with customers via traditional as well as new technologies as they become available, including website, Facebook, Twitter and other social media.
<b>Collections</b>	Improve breadth and currency of collections.
	Increase utilization of collections.
	Enhance multicultural collections as per Census Language Results.
	Monitor and, as appropriate, take advantage of electronic holding developments within the Public Library industry.
<b>Community</b>	Continue to deliver programs that enhance literacy, numeracy and connection to our community.
	Gather, maintain and enhance our archives.
	Continue to provide Internet access and remain a safe place to study and gather.
	Forge new and innovative partnerships within the community.
	Ensure that we build an inclusive library service as Brampton Library grows and expands.
<b>Workplace</b>	Involve all staff in enhancing and improving services.
	Encourage and assist staff to enhance and increase their ability to serve customers.

## 7.2 Final Comments

As we conducted our meetings, consultations and deliberations, we were struck by how much of the library mission and function is captured in the word ‘Connections.’ We help new immigrants connect to their new country and to a new job market; we help descendants of settlers connect to their history through archives. We enable students to connect to their schools and to each other; we enable young adults to connect to their careers through our study rooms. We help the young connect to literacy through our programs; we enable the elderly to connect to the world of literature. We encourage busy parents to connect with their young children through picture books; we encourage all to connect to each other through our programs.

The **Brampton Library** is an institution that fosters a variety of connections — connections through our facilities with their study rooms and meeting rooms; connections through our extensive, multilingual and multicultural collections; connections through our information technologies that allow simple, quick and fast internet accessibility; connections to our community; and, connections that are aided by our outstanding, professional and friendly staff. Come visit us and become a member: we will connect you to the world.



# Appendix A

## Strategic Plan Committee Members

Roger Bunn  
Karim Ladak

Genevieve Rodney  
Patty Waters

Catherine Hough

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# Appendix B

## Strategic Plan Consultation Attendees

Cathy Matyas  
Sharon Yates  
Lesley Bates  
Jason Baty  
Marcelle Kwok  
Laura Lalonde  
Michael Aiello  
Lisa Lipson  
Surita Dey

Colleen Lipp  
Geraldine Slark  
Julie Andrews-Jotham  
Michele Lucas  
Mary Anne Neal  
Sean Hannaford  
Michelle Stephenson  
Kristen Cavanagh  
Catherine Carreiro

Mari Cairns  
Neil Arsenault  
Michele Collins  
Jane Symmes  
Man Yee Ling  
Young Lark Jin  
Brenda Fairclough  
Sarala Uttangi  
Monika Conduit

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# Appendix C

## Brampton Public Library Board

Roger Bunn  
*Chair*  
Karim Ladak,  
*Vice-Chair*  
*Councillor*  
Vicky Dhillon  
*Councillor*  
Sandra Hames

*Councillor*  
John Sprovieri  
Edo van Belkom  
Catherine Hough  
Lisa Pearce  
Genevieve Rodney  
Manmeet Thind

Patty Waters  
Christina MacLean  
Cathy Matyas,  
*CEO & Secretary-Treasurer  
to the Board*

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