



BUILDING FOR TOMORROW UPDATE

BURLINGTON PUBLIC LIBRARY'S STRATEGIC PLAN

June 18, 2003



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1. INTRODUCTION

1.1 The Update Process for Burlington Public Library's Strategic Plan

The objectives of this update process are to:

- ◆ Review the changing environment within which the Burlington Public Library is operating and the implications for the Library's Strategic Plan
- ◆ Review the overall progress to date in implementing the Strategic Plan (beyond the regular more detailed progress reporting)
- ◆ Assess the feasibility of completing the Strategic Plan within the originally identified timelines 2001-2004
- ◆ Decide on appropriate courses of action including fine-tuning the Plan strategies and/or adjusting the Plan's time horizon

The update reflects the work of the Library's management team in April and May 2003 and further discussion by the Strategic Planning Team at a workshop held on June 3, 2003.

2. SETTING THE CONTEXT

To set the context for this update process, we have reviewed the progress in implementing *Building for Tomorrow*, and summarized some of the key trends influencing the Burlington Public Library over the past few years.

Key Changes 2000-2002

◆ More Services

- Web content improved for Teens, Seniors
- New formats introduced, e.g. DVDs and described videos
- Programming enhanced, e.g. Book Talks, Children's Services
- Extension services for seniors
- Equipment and collections for people with disabilities
- ESL support enhanced

◆ More Awareness and Expectations

- Public engagement in Central and Tyandaga planning has raised awareness and expectations
- Increased outreach activities (e.g. involvement in local events, City initiatives) have raised awareness

◆ More Users and Usage

- 4% increase in circulation (2000-2002)
- 6% increase in people entering Central and Tansley (2001-2002)
- 331% increase in web site visits per day (average of 245 connections to the web page per day in 2002)

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A number of major projects and trends have influenced the Library and its workload over the past few years:

- ◆ The Central Library Renewal Project has been moving ahead rapidly, has been well-received to date, and has created high expectations
- ◆ The Tyandaga Project has been fast-tracked and has been moving ahead rapidly as well
- ◆ Significant and rapid technology changes have influenced costs and training needs (e.g. increasing software costs, increasing demand for bandwidth, dealing with security issues, viruses)
- ◆ Relationship with the City has grown and the Library is being invited to participate in more City initiatives (e.g. upcoming Major Facilities Study, City's Accessibility Plan, 2003 Quality of Services Survey Team, Development Charges By-Law)
- ◆ Staff are going out into the community more (e.g. literacy nights, Smart Communities initiatives)

The feasibility of full implementation of "Building For Tomorrow" within the original plan period is no longer possible for a number of reasons:

- ◆ Proceeding with two major capital projects and related work (e.g. technology planning, fundraising planning) has significantly impacted the organization.
- ◆ The prohibitive costs of moving offsite and the associated decision to remain at Central during construction have numerous implications:
 - Lengthens the total period of construction
 - Creates significant service disruption and planning issues (i.e. 3 separate building programs and service delivery models)
 - Creates significant human resource issues (e.g. need to address strategies to avoid layoffs if service is cutback, monitoring health and safety issues, need to address policy issues related to alternate work locations)
- ◆ A major IT security breach resulted in significant work in the IT area and set back other areas of progress
- ◆ Unanticipated retirements and turnover in Information Technology and Human Resources have influenced the capacity and progress in these areas

3. OBJECTIVES AND STRATEGIES – UPDATED

In the section below we outline the Library's objectives and the updated strategies in five key areas:

- ◆ Facilities
- ◆ Technology
- ◆ Services
- ◆ Organizational Development & Staff Training
- ◆ Funding, Profile and Partnerships

For the purposes of this plan we are using the following definitions:

- ◆ **Objectives** outline the overall desired long-term results
- ◆ **Strategies** outline the general means by which these outcomes will be addressed from now until completion of its two major capital projects (anticipated for 2005)
- ◆ **Long Term Strategies** describe other areas which the Library believes will need attention to prepare for the future (i.e. beyond 2005)

FACILITIES

Objective
<i>Have our facilities serve as community gathering places that are viewed as welcoming, inclusive, safe, comfortable and accessible.</i>

Strategies (2003-2005)

- ◆ Complete the renewal of the Central Library by 2005
- ◆ Complete the Tyandaga Branch project (subject to sufficient funding being available) by 2005
- ◆ Develop a consistent visual identity for the Burlington Public Library
- ◆ Work with the City to ensure effective external signage for the new facilities
- ◆ Participate in the update of the City of Burlington's "Major Facilities Study" and ensure library facilities are included in the City's long term infrastructure plans

Long Term Strategies (suggested for 2005 and beyond)

- ◆ Develop a long term service delivery model to address the City's long term growth and development plans

TECHNOLOGY

Objective
<i>Provide effective external and internal electronic service delivery and support</i>

Strategies (2003-2005)

- ◆ Replace the library's automation system and online catalogue
- ◆ Provide increased technology training to staff
- ◆ Link to the City fibre optic network with City Hall
- ◆ Establish life cycle and replacement strategies for all aspects of information technology investment
- ◆ Continue to enhance web services including electronic resources and interactive applications (as resources allow)
- ◆ Develop specific plans for technology applications in the Central Library and Tyandaga (e.g. developing management strategies for technology lab, self check-out systems)
- ◆ Promote the library's website to raise awareness and profile

Long Term Strategies (suggested for 2005 and beyond)

- ◆ Continue to monitor changes in technology and update our technology plans as needed

SERVICES

Objective
<i>Provide public library services that anticipate and respond to continuously changing community needs.</i>

Strategies (2003-2005)

- ◆ Develop and implement service improvements for the renewed Central Library and the Tyandaga Branch Library
- ◆ Develop and implement a plan to sustain quality services during the Central Library and Tyandaga projects including interim enhancement of services at the branches
- ◆ Ensure the public, staff and other key groups are consulted and kept up-to-date throughout the construction periods
- ◆ Develop an outreach plan to supplement the restrictions on collections and services during the construction work at Central
- ◆ Develop plans for increased programming for the renewed facilities
- ◆ Increase, and enhance marketing of, electronic resources, collections and services
- ◆ Increase the availability and awareness of electronic resources available online to ensure sustained access to information during construction work at Central

Long Term Strategies (suggested for 2005 and beyond)

- ◆ Review changing community needs and identify target groups for service enhancement over the longer term

ORGANIZATIONAL DEVELOPMENT AND STAFF TRAINING

Objective
<i>Ensure the organization and its workforce have the competencies and flexibility to meet changing needs and expectations.</i>

Strategies (2003-2005)

- ◆ Implement the recommendations of the compensation study and continue to ensure salaries and benefits are competitive
- ◆ Evaluate staff deployment across the system during and post construction (including backfilling plan)
- ◆ Address succession planning and emerging staffing needs
- ◆ Strengthen Human Resources systems including the Library’s recruitment, management development, performance appraisal and job evaluation systems
- ◆ Develop and optimize a volunteer component and formalize responsibilities for managing volunteers
- ◆ Develop a strategy to involve youth volunteers in internal Library moves related to Central construction
- ◆ Develop and implement a plan to support all staff as “champions” of excellent customer service, both during the Building for Tomorrow projects and beyond

FUNDING, PROFILE AND PARTNERSHIPS

Objective
<i>Ensure that the Library is supported by the community, that Library representatives are visible throughout the community and that the Library has sustainable funding to meet increasing demands and to fund new initiatives.</i>

Strategies (2003-2005)

- ◆ Complete the Central Capital Campaign
- ◆ Develop and implement a long term funding and revenue generation development plan
- ◆ Develop a specific marketing strategy for the openings of the renewed facilities
- ◆ Strengthen marketing and communications
- ◆ Increase participation by the Burlington Public Library Board and staff in community organizations such as business organizations and service clubs
- ◆ Investigate further administrative and service delivery partnership opportunities with the City and others
- ◆ Monitor Smart Community initiatives

6. CONCLUSION

The Library will continue to monitor the changing environment and its progress relative to the objectives and outcomes. The new Board of the Library will conduct a review of this Plan in June 2004 and confirm or alter the strategies in the Plan based on its assessment of the needs at that time. Over the longer term, it is anticipated that the Board will wish to initiate a more complete renewal of the Strategic Plan including a more comprehensive community survey.