



The Corporation of the City of Greater Sudbury



Library Services Strategic Plan

2011-2015





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Executive Summary

The strategic plan 2011 – 2015 provides vision and direction for the future development of public library services in the City of Greater Sudbury. As the library evolves and responds to the ever changing needs of our community, the Greater Sudbury Library remains committed to core values that support a healthy community offering excellent customer service within a welcoming learning environment.

Greater Sudbury Public Library is the cornerstone of the local community. Through the multi-branch system, the library reaches into every corner of the city, urban and rural responding to a variety of needs in our community. The public library is a resource to information, a catalyst for ideas and imagination and an engine of cultural and economic development. It fosters a love of reading and a climate of lifelong learning to enrich the lives of citizens and provide opportunity that contributes to the quality of life for all people in Greater Sudbury. The Greater Sudbury Library offers vital public spaces for people to gather and connect, to learn and share ideas and inspire creativity.

The Greater Sudbury Public Library asked its users questions to help understand what is most important about the library to the community, how to improve access, reduce barriers and make improvements for the future. Users identified that the library's collections along with its staff and services enrich life in the community. Issues of adequate resources such as books, technology, knowledgeable and friendly staff, hours of operation and accessibility are vitally important to the people of Greater Sudbury. The Library is committed to providing the highest quality and more relevant library service possible and with the ongoing support and feedback of its patronage the Library will continue to be responsive to public need. Over the next four years, the Library's direction will be to create a culture that supports innovation to expand its place in the community by engaging people to build capacity among its valued partners.

2011 – 2015 strategic priorities

- Engage Greater Sudbury's Diverse Community
- Making a Difference, Toward Opportunity for All
- Support Life Long Learning
- Create Inspiring and Dynamic Destinations
- Support Culture and Heritage
- Create a Sustainable Future



Introduction

The Community Development Department has engaged stakeholders in a planning process to generate strategic plans for the next four years (2011-2015). Each strategic plan is presented to City Council for consideration. The documents will serve as planning tools for decision-making and allocating resources.

Creating a strategic plan is a multi-step process that involves discussion, analysis and decision. There are several components that have been incorporated into this document to facilitate an understanding of the internal and external environmental factors that influence services.

The following strategic planning process was used:

- Create a Vision, Mission and Values statement;
- Review Divisional Revenue and Expenditures;
- Identify Strategic Assets: Key Stakeholders, Past Successes, Key Success Factors;
- Analyze Strengths, Weaknesses, Opportunities and Threats (SWOT);
- Analyze Political, Economic, Social and Technological (PEST) factors;
- Create a Strategic Position and Action Evaluation (SPACE) Matrix;
- Survey Stakeholders and Service Users; and
- Develop Goals and Performance Measures.

The Greater Sudbury Public Library's strategic plan is a guide to creating synergies between the organization and its citizens. It is a document to guide staff in a common purpose and direction toward the development of library services in the community.

The plan has been developed with clear goals in mind. It ensures that the community, the library and its board understand what it is trying to achieve. It forms the direction for work plans that are responsive to changing community need and interest and affirms to Council that library funds are being spent in a deliberate and responsible manner.

The overall goal of the library strategic planning process is to guide the future of public library service to continue to respond to the changing needs of the social, technological and economic environment through innovation, community connection and collaboration.



Community Development Department

The City of Greater Sudbury organizational structure was designed to create a corporate environment that is aligned with its vision for the community. The Community Development Department delivers programs and services to the residents of Greater Sudbury through six operational divisions: Citizen Services, Leisure Services, Social Services, Seniors Services, Housing Services and the North East Specialized Geriatric Services. Together, these Divisions account for over 1500 employees and an annual budget of more than \$170 million.

Vision

“Creating a Healthy Community Together”

Mission

Working with the community to achieve service delivery excellence that consistently exceeds citizen expectations and enhances our Northern lifestyle.

Values

- services that enhance the capacity of our community to meet its health, social and leisure needs;
- strong, collaborative relationships with community partners; and
- volunteerism and community.





Library

as Part of a Healthy Community

In 2005, the City's Healthy Community Strategy was created as a roadmap for the implementation of the Healthy Community Initiative to make Greater Sudbury a truly healthy community. The key elements of the strategy is defined by four pillars that form its foundation including, human health and well-being, environmental sustainability, social capital and economic vitality.

"A Healthy Community model embraces a broad vision of health, one that recognizes balanced economic, environmental and social development that enhances human health."
(Greater Sudbury Healthy Community Strategy)

These Healthy Community principles are very closely aligned to the values of the Library for the very purpose of the public library is promote the health and well being of the community it serves. At its essence, the library exemplifies what a health community is all about as a source of information and knowledge, a place of social inclusion that nourishes the mind, body and spirit.

The Greater Sudbury Public Library is proud to be a partner in this most important initiative. Through its collections, resources, programs and staff, the library strives to improve the quality of life for all individuals to achieve well being and self actualization.

Governance

The Greater Sudbury Public Library was formed in 2001 amalgamating seven independent library systems into a single integrated system extending into every corner of the Greater Sudbury area. Working within the City's Community Development Department, the Library is also governed by a Library Board that reports directly to Council as defined by the Ontario Public Libraries Act. Local government is the primary source of funding for library services in Greater Sudbury which is supplemented by a significant annual contribution from the Province of Ontario. Additional revenues received through internal fees, grants and donations make up the smallest portion of the library's sources of revenue.

The library system is organized into four tiers including the hub of the operation, the Main Reference and Research Library, the district libraries located in Chelmsford, Lively, New Sudbury, South End and Valley East, the town libraries situated in Capreol, Dowling and Garson and finally the smaller neighbourhood libraries found in Azilda, Coniston, Copper Cliff and Levack/Onaping. Uniquely, six libraries within the organization also offer the full scope of municipal services to residents in the outlying areas. This key service was introduced as an enhancement as well as an efficiency following municipal restructuring a decade ago.



Library Services

Approximately 50 percent of residents are active library users and have at their disposal some 600,000 items in a variety of formats. With a staff compliment of 115 full time and part time staff and an active volunteer network the, libraries are collectively open to the public 194 hours each week and circulate over 1 million items annually. Nearly 30,000 residents participate in our programs every year and over a million people walk through our doors on an annual basis.

The role of the library in the community is vitally important in good times and in bad. When the economy is strong, people have more leisure time on their hands and turn to the library to pursue other interests. When the economy is weak, the library is a welcome resource for information, knowledge, entertainment and a place of support for those in need.

Vision

The Greater Sudbury Public Library inspires innovation, creativity and imagination, preserves and treasures our community's past, and promotes the pursuit of knowledge for people of all ages and backgrounds beginning with the very young.

Mission

The Greater Sudbury Public Library strives to enrich the lives of individuals and the spirit of the community by providing the highest quality library service to our citizens in their quest to read, learn, educate and dream. We support all members of the community by providing equitable access to a wide variety of information sources and literature.

Values

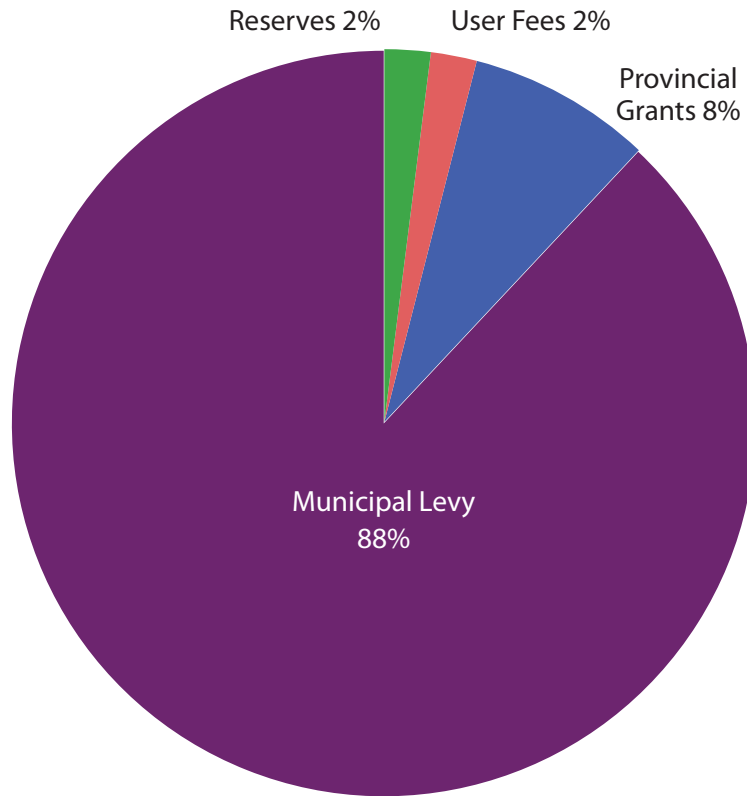
Library Services values:

- Creativity and Innovation
- Free and equitable access
- Cultural diversity
- Needs of the community
- Friendly environments
- Customer service
- Intellectual freedom
- Privacy and confidentiality
- Accessibility
- Partnerships





Library Revenue





Strategic Assets:

Key Stakeholders and Key Success Factors

Key Stakeholders:

- Citizens
- Mayor and City Council
- Library Board
- Schools and educational community
- Businesses
- Non-Profit Organizations
- Volunteers
- Heritage, Arts and Culture Community
- Provincial and Federal Government

Key Success Factors

- Customer focus
- Equitable access for all
- Knowledgeable staff and a safe and welcoming environment
- Fiscal management
- Committed volunteers and valued partnerships
- Citizen service delivery in the outlying areas

Past Successes

- Municipal services at 6 Citizen Service Centres/Libraries
- Literacy programs for the young in French and English
- Consolidated collections post amalgamation and an integrated delivery service
- Growing Home Bound library service
- Downloadable electronic books and audio books
- Free high speed Internet access and wireless services
- askON/ONDemande province wide online reference service
- Valued partnerships
- Poet Laureate
- New Azilda Library
- South Branch Library Redevelopment Project
- Recycling depot program





Environmental Scan

By its very nature the public library is an inclusive institution that reflects the community it serves. Knowing and understanding the complexion and unique characteristics of the community is key to the decision making process whether it be in creating policy, defining service levels, purchasing library materials or providing enhancements. Recognizing that Baby Boomers are now entering into retirement, their interests are balanced with serving the needs of the community as a whole. Traditionally, the Library has placed great emphasis on developing a love of reading among the young and this will continue to be a point of emphasis in the future. Factors such as language, education, income and employment coupled with societal trends and the ever changing world of technology all play a part in determining the nature of public library service.

Population by Age	2001	2006
	155,219	157,857
0 – 4	8,120	7,640
5 – 14	20,245	18,925
15 – 19	10,860	10,620
20 – 24	9,955	10,390
25 – 44	44,520	42,035
45 – 54	23,830	25,290
55 – 64	16,180	19,485
65 – 74	12,505	12,775
75 – 84	7,200	8,420
85 +	1,790	2,280

With the emergence of the Internet, more and more people are using the library in different ways beyond traditional library services.

Library Activities	2006	2009	% Increase/Decrease
Annual visits	1,352,780	1,525,992	+11.4
Circulation	1,134,563	1,039,376	-8.4**
Questions asked	131,098	152,724	+14.2
Internet use	226,252	253,656	+11.0
Number of programs	1,126	1,402	+20.0
Program attendance	26,717	29,006	+7.7
Library card holders	79,100	78,928	-0.2





SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats

Strategic planning employs various methods of analysis in order to determine the current situation and future outlook of the Section. The purpose of this exercise is to reflect on internal and external environmental factors that influence the development of goals and objectives.

Strengths (internal)

- Staff: experienced, knowledgeable, customer service focused
- Sense of place: welcome change, friendly, safe
- Convenience: hours of operation, locations
- Collections and resources (including technology)
- Programs, community outreach and partnerships
- Delivery system
- Municipal services at Citizen Service Centres
- Volunteers provide service enhancement

Weaknesses (internal)

- Aging infrastructure and limited capital dollars
- Undersized and poorly situated Main library
- Consistency of service within branch system
- Staff training: limited budget, hours of operation add to challenge
- Link to City's website/ IT Department
- Keeping pace with changes in the delivery of library services (fiscal and human resources, technological)
- Location/visibility of certain branches

Opportunities (external)

- Transition to a knowledge based economy
- Early literacy development
- Changing technology
- Developing partnerships with business/ private sector/ GSDC /secondary schools
- Business specialist and revenue niche opportunities
- Employment support
- Adapt to changing demographics (seniors, marginalized, First Nations, immigrants)
- Fundraising to support libraries
- Succession planning
- Green strategies

Threats (external)

- Geography
- Demographics
- Access to professional staff
- Staying relevant (impact of fast changes in technology)
- Boom and bust cycles (affects funding)
- Lack of public transportation for customers in outlying areas



PEST Analysis

Political, Economic, Social, Technological

This environmental scan provides the framework necessary for strategic planning. Factors developed through this specific process identify context and provide an understanding of the Division before goals are established.

Political

- New Board Members
- Provincial/ Federal level of funding
- Regionalism
- Former municipalities
- Infrastructure programs
- Accessibility Act

Economic

- Competing dollars for health
- Business sector (mining globalization)
- Economic recession (more demand for services)
- Aging infrastructure

Social

- Demographic shifts
- Increase in Aboriginal population
- Increase in young families wanting to access services
- New group of professionals (post-secondary opportunities)
- Increase in home bound services
- Accessibility: issues for ageing population
- Inter-library loan program
- Ability to provide services to all age groups
- Library as a social gathering place (neutral destination)
- Lifelong learning
- Information hub for the community (government services, etc)
- Time constraints and pressures on individuals and families

Technological

- Internet
- Online databases
- Wireless Internet
- Hosting webinars/ conference calls/ community forums
- Accommodations: providing technology for persons with disabilities
- Social networking and media
- Mobile technology (smart phones)
- E-books and e-readers
- Integrated search tools for internet searches (user friendly, multiple databases)
- E-government: library card becomes the gateway for municipal services
- Gaming technology



Strategic Positioning

The Space Matrix analysis assists organizations identify strategies that will be effective at improving organizational performance based on internal and external dimensions.



Libraries should pursue an aggressive strategy because they possess industry strength and are financially stable. Libraries should take advantage of their position and continue to strive to meet specialized user needs and to provide high quality services to attract more citizens.



Goal 1: Integrate the public library in Greater Sudbury's diverse community by building relationships within the community and encouraging greater participation in library activities and services.

Planned Action

- Create a connection between the aboriginal community and the library
- Integrate library activities within the multicultural community through outreach initiatives and meaningful partnerships
- Increase connection between children and books for the love of reading
- Offer programs to engage youth in the exchange of ideas and building foundations for success
- Respond to the needs of older adults in maintaining support for quality of life
- Form closer relationships with schools to support student education through outreach activities
- Offer programs and services to support local business

Performance Indicators

- Established relationships with aboriginal community
- Satisfaction surveys – target 85% satisfied
- Programs aimed at specific target groups and attendance
- Circulation statistics for children's books
- Circulation statistics for adults
- Reference question counts
- Website usage
- Programs for seniors and attendance
- Student involvement in the library
- Staff involvement in the classroom
- Business workshops and seminars and attendance
- Established relationships with business community
- Support for entrepreneurialism in the community
- Number of cardholders – 60% target



Goal 2:

Address the needs of the disadvantaged by providing support through policy development, educational support and productive partnerships

Planned Action

- Address barriers to usage
- Improve literacy in adults through services and partnerships
- Strengthen and extend relationships with local agencies to reach out to the vulnerable
- Provide support to the unemployed and underemployed to improve opportunity for employment
- Expand resources to serve the physically challenged
- Reconfigure Home Bound Services to respond to the growing client base

Performance Indicators

- Hours of operation review
- Fines and fees review
- Involvement with service agencies to assist the disadvantaged
- Program delivery for unemployed and underemployed
- Partnerships with employment service agencies
- Expand volunteer program
- Increase resources to support Home Bound Services



Goal 3: Create an environment to support life-long learning.

Planned Action

- Provide an environment where all feel welcome and empowered to learn
- Programs and services for new Canadians to facilitate integration in the community
- Offer a homework support program employing the use of volunteers
- Respond to user need for electronic instruction
- Offer staff training and development programs to ensure a high quality of service to clients
- Expand role in the library to assist the learning disabled
- Enhance computer training for seniors
- Promote on-line databases and e-resources

Performance Indicators

- Homework program
- Increase membership of new Canadians
- On-line tutorials
- Increase usage of on-line databases and e-resources
- Increase attendance in computer training program for seniors
- Increase involvement with the Learning Disabilities Association of Sudbury
- Training program delivery
- Customer Satisfaction Survey



Goal 4:

Create a physical and virtual presence that is engaging, welcoming and inspiring.

Planned Action

- Enhance collections and investigate new formats
- Revitalize the library's virtual presence incorporating social media and interaction among users and staff
- Maintain modern computer equipment with software that responds to needs of users
- Be at the technological forefront by integrating existing and emerging technologies within services
- Provide seamless computer searching with the implementation of integration search engine technology
- Provide e-commerce services
- Provide a venue for public exchange of ideas on a variety of topics
- Create physical spaces that are welcoming, clean and comfortable
- Explore the viability of a new Main Library to contribute to the revitalization of the downtown

Performance Indicators

- Circulation statistics
- Increase use of social media
- Computer replacement cycle
- On-line payment services
- Encore integrated search engine in use
- Displays to promote resources
- Staff customer service training
- Building maintenance review program
- Satisfaction surveys
- New equipment available for teaching, learning and recreation
- Library uses statistics
- New Main Library - Downtown master plan participation
- New Main Library - Library Board review
- New Main Library – public input



Goal 5:

Build the Library's role in providing access to cultural and heritage programs and services.

Planned Action

- Support local artists by providing space to display works for public viewing
- Expand public expression programs such as the open mic program for youth to other areas of the city
- Connect with the multicultural community
- Continue to collaborate with the Heritage Museums and the City Archives to build special collections that reflect Greater Sudbury's rich and diverse culture and heritage and provide access to these collections through the website and other cultural and heritage display opportunities
- Expand adult programs to include other cultural institutions and organizations
- Actively work with the community to develop library initiated book clubs
- Connect the library with cultural events in the City

Performance Indicators

- Art displays in libraries
- Open mic programs in libraries
- French Poet Laureate
- Digitization projects
- Program participation
- Book clubs in libraries
- Library participation in community cultural events
- Media recognition



Goal 6:

Inspire the community to create a sustainable future with the public library at its centre.

Planned Action

- Introduce printer cartridge recycling program for the public
- Deliver educational programs to promote green practices for citizens
- Recycle books, accepting donations and offering used book sale programs
- Increase availability of recycling containers for plastic, glass and paper
- Sell reusable bags
- Use ground cover to promote soil and water retention
- Establish a "lights out" policy for staff
- Recycling art projects for children and youth
- Energy saving temperature regulation

Performance Indicators

- Reduced printer output
- Environmental programs and attendance
- Printer cartridge collections
- Increase recycling in library for public and staff
- Books sales
- Increase book donations
- Increase sale of reusable bags
- Reduce energy costs



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