Strategic Plan
2008 – 2013

Approved by the Peterborough Public Library Board of Trustees May, 2008

List of Board Members
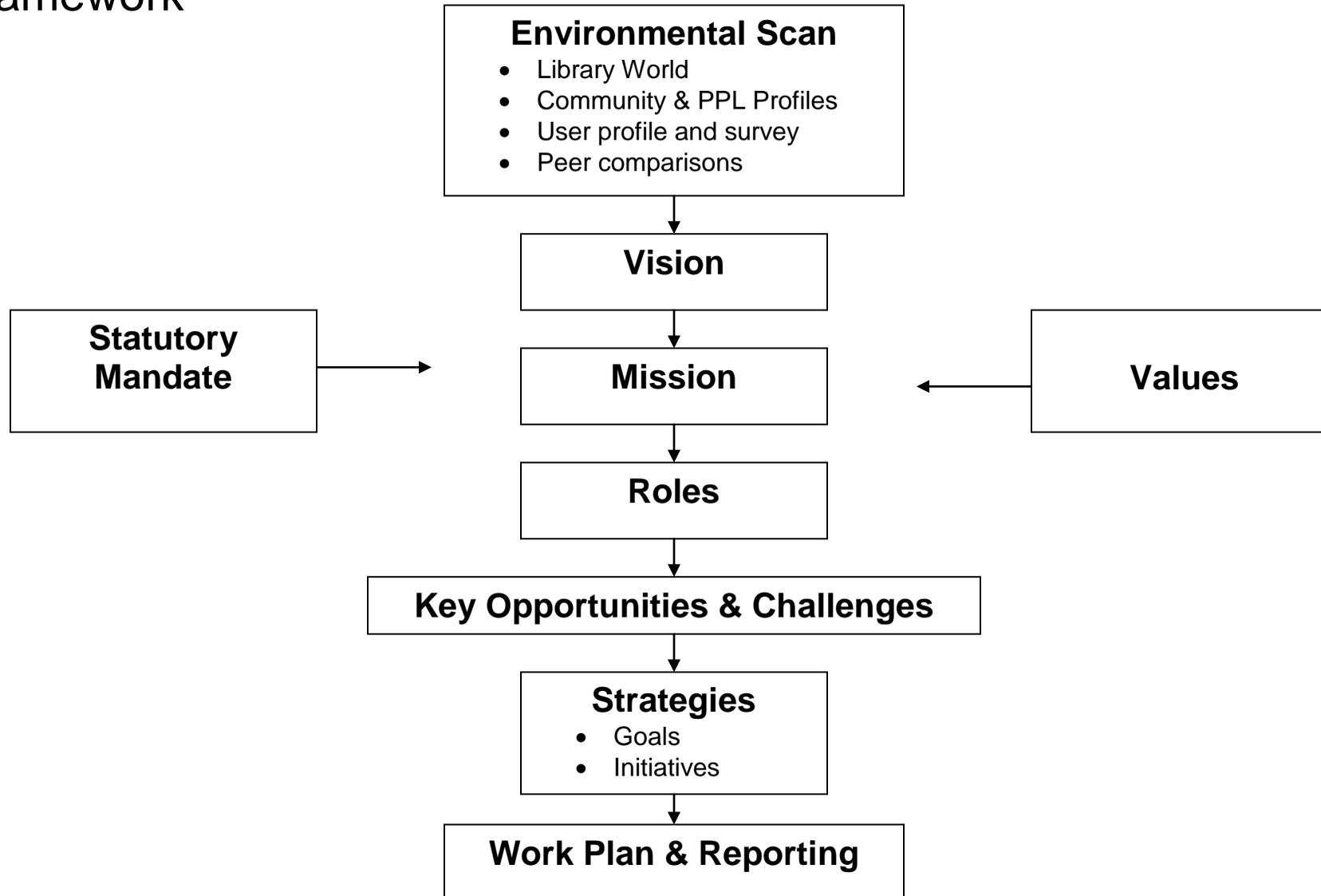
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Starting Points

•Libraries are places that provide access to knowledge, culture and information resources and experiences.

•Public libraries have the unique mandate of upholding the principle of intellectual freedom and providing free and universal access to information and culture. Under the Public Libraries Act, R.S.O. 1990 the library is required to meet the unique needs of the residents of the community it serves. The Planning Committee has kept this in mind throughout the planning process.

Time Period

The time period covered by the plan is from 2008 to 2013. As its starting point, the Committee recognized that the key goals and objectives of previous strategic plans had been achieved.

Understanding Our Community

The 2008-13 strategic plan was prepared over a period of two years by a planning committee made up of Board members and Library staff. The Peterborough Public Library Foundation provided funding to assist in the development of the plan. To better understand the role of the Peterborough Public Library in its community and in the broader library world we:

- Completed a socio-economic profile of Peterborough

- Developed a profile of library users,

- Analyzed trends in the library world,

- Administered an online survey of user needs (with over 700 responses)

- Conducted a public meeting on library services,

- Interviewed key informants

- Sought staff input

- Compared ourselves with our peer libraries

- Solicited input from Board members, the Library Foundation, and Friends of the Library, and other stakeholder organizations

Accomplishments 2002 – 2007

- Materials in more formats, e.g., audio books
- Increased collections budget
- Greater increased information technology capability
- Added wireless capability to the Main Branch
- Survived the flood
- Refurbished the Main and DelaFosse Branches
- Improved Parking behind the Main Branch
- Won the Minister's Award for Innovation - twice
- Achieved high user satisfaction
- Launched the Healthy Families Collection with community partners
- Catalogued the paperbacks for easier access
- Refreshed the collection at DelaFosse
- And much, much more…

Implementation

- Planning & Budgeting

  - Strategic Plan will be the framework for preparing and completing annual budgets and work plans.

  - additional initiatives will be put in place in the future as resources become available

- Monitoring & Evaluating Progress

  - Continue participating in Municipal Performance Measures Program

  - Review our relative position against viz a viz relative to our peer comparators in the province

  - Participate in external benchmark initiatives

- Reporting to our Community

  - Communicate with our users and stakeholders in person and electronically

  - Build collaborative relationships with stakeholders to improve library programs and services.

  - Participate in the formulation and implementation of the Municipal Cultural Plan.

Recent Accomplishments:

- Redesigning the Library web site
- Purchasing downloadable audio books
- Upgrading the public internet stations
- Promoting wireless service
- Enhancing our programs
- Providing outreach to seniors residences
- Promoting Knowledge Ontario products
- Developing our relationship with the New Canadians Center
- Creating a Teen Advisory Group

2. Our Community, Our Library, and Our Users

Peterborough – Understanding our User Demographics
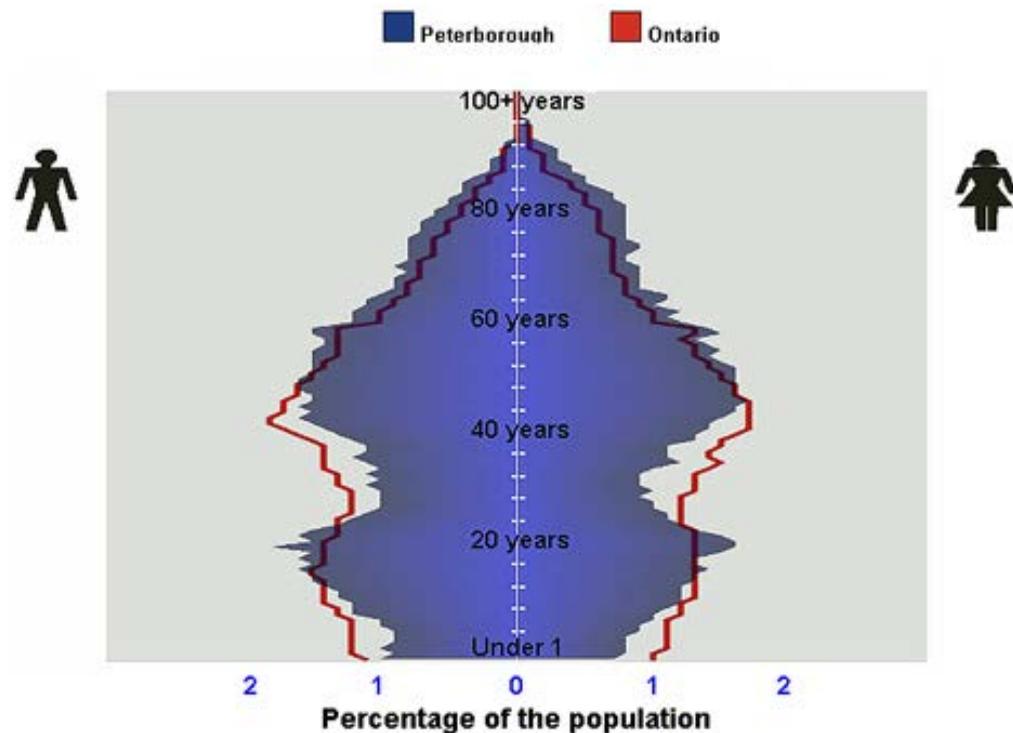
The population of Peterborough was 74,900 in 2006, an increase of 4.8% from 2001. Peterborough has a higher proportion of 65$^+$ (19 vs. 13%), fewer adults 25-54 (38 vs. 44%), and roughly the same number of children and youth as Ontario in total. Peterborough has a higher proportion of women to men, 53 to 47%, than Ontario as a whole, which has a ratio of 51 to 49%. English is the mother tongue of 92% of the population of Peterborough. Ten percent of the population is new Canadian – 2% has immigrated since 1991. Statistics Canada projections indicate that new Canadians will account for much of the growth that does take place in coming years in medium-sized urban areas like Peterborough.

Peterborough has a lower percentage of the population 24$^+$ with university education than Ontario as a whole (20 versus 28%), but has a higher proportion of college and other non-university diplomas (24 versus 20%). The median family income in Peterborough in 2005 was $63,000 versus $69,000 for Ontario in total. More Peterborough residents live on low incomes than Ontario as a whole (18 versus 14% in 2001), particularly for unattached persons (41 versus 34%). Only 60% of

households in Canada had access to the internet in 2004, and this figure was likely lower in Peterborough, as internet use decreases with lower income and higher age.

The Library and Its Users

In our survey we found that our library users tend to fall into two groups. One group consists of individuals who are older and better educated, and the other of children with their parents. Women account for 65% of our library membership

According to the survey visitors come to the library most frequently for:

- Leisure reading
- Hobby or personal interest
- General information
- Research

The most often-used library materials are adult fiction and non-fiction. Print materials are preferred, although there is a strong demand for materials and services in electronic format, including audio-visual, Internet access and electronic databases.

The level of satisfaction with the services provided by the library is high. Over 85% of users are very or fully satisfied with core services, including the selection of reading materials, staff, and comfort and cleanliness.

Library Use in 2007:
- Number of in person visits to the Library – 286,650
- Number of items in the Collection – 147,602
- Number of Active Members – 25,060
- Total Items Borrowed – 510,400
- In Library Material Use – 92,150
- Number of Electronic Visits – 193,450
- Reference Questions Answered – 37,500
- Number of Electronic Database Subscriptions – 8
- Electronic Database Use – 86,750
- Number of Programs – 196
- Program Attendance – 6,126
- Number of Standalone and Wireless Internet connections – 82
- People Using Computers- 36,750

3. Future Challenges and Opportunities

Trends in the Library World

It is clear that public libraries have an important role to play in bridging the digital divide. Libraries are in a good position to provide access to the general public to both the internet and the vast store of information and knowledge that is now available almost exclusively in electronic format. All the while, the role of library staff is changing as they adapt to guide users in information literacy.

The internet has already contributed to a decline in non-fiction print circulation. Consequently, public libraries are changing their purchasing patterns to create a better balance between fiction and non-fiction materials, and to reflect the demand for immediate access to popular and best-selling materials. Given how quickly information and communications technology is evolving, the full impact on the provision of core services is not yet entirely evident. In the meantime, books continue to be the public library brand, while the library works to establish a niche in the world of new electronic resources.

> **Information technology is having a huge impact on library media, content, access, and management. People continue to read, but they do it less as they add other ways of consuming information and content to their lives. Accordingly, public libraries continue to offer print material and, at the same time, to adopt the new technologies.**

The Library in the Community

The public library is more and more recognized as important in the larger cultural, social and economic life of the community. Based on a province-wide survey, and the Library's own user survey, the public perception of the importance of the library remains strong. The mandate of the public library will become even more important in a technological environment to ensure equity of access to authoritative information.

Public libraries are expected to continue to experience modest growth in funding for operations and materials. Increased cooperation with other libraries will be required to capitalize on the new information technology. As well, the Friends of the Library, the Foundation, and other sources will become increasingly important for funding for innovation in library programs and services.

A Balanced Approach
The initiatives contained in the strategic plan represent a balanced approach to the opportunities and challenges which the Library faces:

- to strengthen existing programs and services and find ways to be part of the new information technology,
- to meet the needs of existing members, and at the same time to attract the next generation of library users – the teens, and young adults and their children – all of whom are heavy users of information technology, and
- to serve those who already know and value the library while reaching out to groups in the community who do not fully use its services.

Above all the Library will need to articulate the vision of what it is trying to achieve to the citizens of Peterborough.

4. Our Mission and Our Values

The values which have guided the development of this strategic plan are:

- **Excellence** – we provide the very best service to our community in everything we do.

- **Access and inclusiveness** – we believe that information, knowledge, and culture should be freely available to all individuals; we are a welcoming place for everyone.

- **Intellectual freedom** – we believe in freedom of thought and an open exchange of information and ideas.

- **Literacy and learning** – we believe that all persons should have the resources to read and to learn.

- **Innovation** – we listen to our users, and provide an innovative response to the changing needs of our community.

The Library's mission explains why we are here, and the principles and beliefs that guide our day-to-day operations.

Public libraries are community organizations providing equitable access to information, knowledge, and cultural resources.

- **Partnership** – we work closely with other members of the community to achieve shared goals.

- **Valuing and empowering employees** – we value our staff, and strive to provide a safe and positive environment in which to grow and contribute.

- **Accountability** – we are good stewards of the resources entrusted to us.

Our Mission:

The Peterborough Public Library is our community's connection to a world of resources to inform, inspire and enlighten.

Vision

The vision statement describes the desired future for the Library and the contribution it will make to the City of Peterborough. The vision is both realistic and attainable but also optimistic. The vision statement in this strategic plan emphasizes the goal of making the Library both a virtual and a physical destination for residents of Peterborough.

Our library and our users: we are a valued destination – both physical and virtual – for information, knowledge and culture; our services and programs connect people to each other and their community, we help them to fulfill their hopes, dreams and ambitions.

Our contribution to the community: we strengthen the sense of community, and we enrich the cultural, educational and economic life in Peterborough.

5. Library Roles

The roles statements define the programs and services that are delivered by the Peterborough Public Library. The roles include core activities such as pre-schoolers door to learning, traditional functions such as literacy and reading, and the new role of virtual commons.

- **Pre-schoolers' door to learning** – to provide young children with the materials and programs that encourage an interest in literacy and learning.

- **Literacy and reading** – to champion literacy and the love of reading for persons of all ages; assist users in the development of information literacy skills – both print and electronic.

- **Popular materials** – to offer current high-demand materials and a representative collection of the classics in a variety of formats.

- **Community space** – to make available facilities for community activities, and create a welcoming space for people to meet, to read, and to study.

- **Virtual commons** – to implement information technology as a platform to deliver library services and improve staff

productivity.

- **Learning support** – to offer resources for persons of all ages in their pursuit of formal studies and independent learning.

- **Reference centre** – to maintain up-to-date and accurate information on a wide range of subjects of interest to our users.

- **Community information** – to facilitate access to information on community and government organizations and activities.

- **Business information** – to provide information to support business, economic and workforce development.

The strategic initiatives contained in this plan have been designed to support these roles for the Library.

6. Strategic Initiatives

When it was reviewing possible initiatives to be included in the strategic plan, the Planning Committee asked the following questions:

- Do the initiatives meet identified needs for library programs and services in Peterborough?
- Do they address the challenges and opportunities effectively?
- Are the initiatives achievable over a five year period?
- What are the resource implications – what can be done within existing resources, what will require new resources?

For the most part, the strategic initiatives can be achieved within existing resources, but there are some, e.g., investment in information technology, which will require additional funding, as it becomes available.

Virtual Library

Goal: keep apace of proven information and communication technologies to deliver library services and improve staff productivity.

Initiatives:

- Re-design the library website to create a "virtual" 3rd branch, featuring:

    - access to the catalogue, and the Knowledge Ontario data bases,

    - interactivity with the library and other users, and

    - links to the community,

    - on-line management of user accounts.

- Provide and maintain wireless capabilities in all library facilities so users may access library services with their own computing devices.

- Position information technology to reach children and youth, young professionals, and users with 24/7 needs.

- Participate in joint initiatives with other libraries and community organizations to develop and promote electronic materials and services.

- Provide and maintain a secure and robust network environment.

- Continue to work with the City to ensure best use of technology and technology services.

What you Told Us:

Would like access to e-audio books.

It would be great to access the Ancestry.com database from my home computer

I would like to see a simpler webpage.

more computers for internet access

I would very much like to be able to request purchase of a particular book or author on-line. I am handicapped and do not find it convenient or easy to complete forms in the library.

I would like to see a web form to request new purchases

I love the online database

Email notification of late books

Online ordering for interlibrary loan

Access splash page from any page on the site

Submit book title, periodicals on line for purchase consideration

It has kept pace with changing information technology while remaining relevant to everyone who needs it.

At the moment, the staff is too fixated on technology

Information Literacy

Goal: establish the library as a place where users can access authoritative print and digital information, and receive assistance to improve their information skills.

Initiatives:

- Promote library workers as information specialists.

- Assist users to identify, evaluate, organise and communicate print and electronic information.

- Make the public aware of the availability of the authoritative on-line data bases that can be accessed through the library.

- Promote cyber safety by offering programs and literature for users, particularly children and seniors, to become internet aware.

What you Told Us:

More access to online journals/articles, better internet access from the library webpage

Literacy and Learning

Goal: strengthen programs that promote literacy and provide support for formal education and independent learning.

Initiatives:

- Continue our children's literacy programs, with additional outreach in collaboration with other organizations.

- Provide a variety of programs and services to promote literacy and learning for all ages.

- Work with the school boards to enhance library programs and resources for students, and increase the awareness by teachers and students of what the library has to offer.

- Develop the collection to support independent studies.

What you Told Us:

I think childrens programs are particularly valuable in fostering a love of the library, and thereby reading, in children. Perhaps more schoolchildren visiting the library would be a good idea - special programs/activities could be set up to get them interested and into the library.

Not only am I a parent, but I also work with families, so workshops on incorporating literacy in to the home are always great.

My daughter was able to access the reading buddies program and loved it. It was well organized and helped her with here reading and comprehension. Toys that parents and kids can play with together to promote literacy and math skills.

Children and Youth

Goal: increase participation by children and youth.

Initiatives:

- Develop outreach programs into schools, participate in school welcoming events.

- Strengthen partnerships and collaboration for children's programs.

- Offer collections and programs that encourage youth interest and involvement.

- Establish a Youth Advisory Committee to involve youth directly in program planning.

- Explore participation with the City Recreation Department in an off-site youth centre.

- Increase participation in Summer Reading Club and seasonal programs.

What you Told Us:

I would like to see a wider range of children's programs for more age groups and at different times

I would like to see more teen programs or programs that allow older children/teens in!

I would love to see the childrens programs run more often then they do, as well as on the weekends for working families.

We miss the After School read-to-me program.

Always enjoy the special concerts for kids and summer reading programs.

I think the summer reading programs for teens and children are very good: maybe the rewards for reading for children could be enhanced (similar to the incentives for teens) i.e. gift certificates to a bookstore?

More community programming, e.g. foreign language classes -- More partnerships with schools/school boards, e.g. high school students tutoring younger students in reading

More young adult books and a chess club

The Young Adult books are tucked away and there is no effort to promote the books. Young Adult is caught between children that like an exciting cover to grab attention and adult literature that often relies on references "Heather's pick" Oprah's etc. I think it needs more exposure to get teenagers to get them involved in these books

I love the online database, and the up to date selection of young adult books, music, and DVD's you supply youth with.

Program and Outreach

Goal: strengthen library programs and outreach to attract new users, and to enhance the library experience of existing users.

Initiatives:

- See program and outreach initiatives included above and following.

- Develop programs for new users, including newcomers to Peterborough and residents in low-income neighbourhoods.

- Develop and maintain community-based adult programs on subjects of interest to the users.

- Develop programs and outreach initiatives that will engage seniors and help them to connect to the community.

- Strengthen materials and programs for small businesses.

What you Told Us:

I really appreciate the shut in service, and hope that the libray will devote more resources to this program

I enjoyed the book club. Enjoyed it very much. I read books that I normally wouldn't read. I found the discussions fun and interesting. I would love to see more adult programs.

Bring back Outreach programs for seniors as well as children

I would love to see more Adult Programs put into place. Travelogues; Author speaking series; Mystery Reading Group as some examples

I would like to see more teen programs or programs that allow older children/teens in!

More children's programming. It has been improving but I think you could benefit by looking at what other libraries are accomplishing in this area.

I would like to see the summer reading program continue through the year.

I would like to see a wider range of children's programs for more age groups and at different times.

Marketing & Communications

Goal: to increase efforts to create public awareness of and interest in the library's existing and growing set of services and materials.

Initiatives:

- See marketing and communications initiatives included above and following.

- Create a marketing plan that includes initiatives such as:

    - Develop a new image to promote the library, including logo, signage, and slogan.

    - Brand and promote the "virtual" 3rd branch.

    - Target promotional activities to specific audiences

    - Utilize successful retail marketing techniques to display and promote the items in the collection.

    - Collaborate with other organizations to promote the library as a cultural destination.

    - Ensure that the library is featured in local maps, travel guides, and community calendar.

    - Participate in street fairs and other community events.

- Implement digital registration forms, with provision for consent for the library, Friends, and Foundation to communicate with members.

- Develop a channel for regular communication with our members and the public.

What you Told Us:

new book listings posted on website

email notification of reserves for pick up

create a monthly or quarterly newsletter

when I log into my account, inform me that a survey us underway

website electronic posting for community events (electronic bulletin board)

The Young Adult books are tucked away and there is no effort to promote the books. Young Adult is caught between children that like an exciting cover to grab attention and adult literature that often relies on references "Heather's pick" Oprah's etc. I think it needs more exposure to get teenagers to get them involved in these books.

Increased number and variety of current literature and music with enhanced display of these materials

Appreciate the bookmark size lists of authors in particular genre. This introduces me to new authors I might not have considered and also helps me introduce family members, especially children/grand-children to authors in special interest areas. Always like availability of Trent & SSFC info. and other community info. displays.

I heard by word of mouth that you have an adult book study group. I was wondering why I didn't hear about this before (more effective advertising elsewhere).

Clear signage, visible sections.

More advertising might encourage people to use the library, especially people who never go to a library. Their lack of awareness of what the library provides is amazing.

Space and Accessibility

Goal: to make best use of existing facilities to provide convenient access, adequate space for service delivery, and a welcoming destination for users, while at the same time planning for future requirements.

Initiatives:

- Evaluate existing facilities and develop a plan for improved use of space.

- Analyze socio-demographic data and user needs re future branch requirements for provision of library services.

- Promote use of the library's meeting rooms.

What you Told Us:

I think it needs a reading nook.

Better quality chairs at computers with back support. More padded chairs for reading in.

Longer library hours - especially during the school year to provide for better access to materials after children's activities, i.e.

hockey games, etc.

I would love it if the De la fosse branch was open either more days or longer hours

More parking spaces

IMPROVE HOURS - compare with hours in comparable areas we have been short for many years.

I like the way it is set up with the coffee and treats available.

open earlier in the morning

Longer hours on Friday and Saturday.

Natural Blends cafe available on Sat as well as weekdays

At the Dela Frosse Branch, I would like to see it open more hours through the week.

have Alberts clean up yard

More Large Print books and more Handicapped Parking.

None.   The library is a superior community asset.   As an octagenarian of several years standing, my views are rhino-

conservative.   If it ain't broke, don't fix it" might summarise my attitude.

more internet time and more computers

Would like to see strip-mall branches (leisure reading) in the West and North ends of the city. This would increase use of

library and awareness of full-services.

Collections Management

Goal: maintain a balanced collection of information resources in a variety of formats that meet user needs.

Initiatives:

- Develop a collections plan that supports the strategic initiatives.

- Increase digital resources, including access to electronic data bases, downloadable audio books, eBooks.

- Review, maintain and develop electronic resources and new technologies as formats emerge.

- Analyze circulation trends and adjust collection in line with user needs and preferences.

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Implementation

Goal: integrate the strategic plan into ongoing library management processes, communicate with users and the public, and collaborate with stakeholders.

- Ensure the strategic plan is reflected in the annual work plan and budgeting process.

- Periodic review of strategic plan, and reports on progress to members and stakeholders.

- Build collaborative relationships with stakeholders to improve library programs and services.

- Participate in the formulation and implementation of the Municipal Cultural Plan.

Back Cover

"Inform, Inspire and Enlighten"