

Strategic Plan 2009 - 2012 2009 Business Plan

Key Initiative	Strategy	Implementation Measurable Results	Project Co-ordinator	Timeline
Dynamic Destinations				
Initiate the design and construction project for the Central Library				
	Update building program	Space requirements for functional areas updated	Penny-Lynn Fielding	Jan - Apr 2009
	Develop a parking strategy for the Central Library	Parking strategy developed	Penny-Lynn Fielding	Jan - May 2009
	Prepare RFP and select architect	Architect selected and project initiated	Penny-Lynn Fielding	Jan - July 2009
	Select project manager	Project manager selected and work initiated	Penny-Lynn Fielding	2009
	Develop schematic design/detailed design	Detailed design completed	Penny-Lynn Fielding	2009 - 2010
	Conduct stakeholder consultation for detailed design	Stakeholder consultation completed	Penny-Lynn Fielding	2009 - 2010
	Develop a service during construction plan	Plan approved	Ann Wood	Jan - Dec 2009

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Invest in community library development	Work with City to initiate public art project	Public art opportunities identified	Design Team Member TBD	2009 - 2010
	Prepare contract documents	Tender issued and contract awarded	Penny-Lynn Fielding	2009 - 2010
	Assess community library reference collections	Collection development plan/budget developed with core list of titles	Sean Fleming	Jan - Mar 2009
	Review community library outdoor maintenance agreements	Outdoor maintenance improved	Sabina Franzen	Jan - July 2009
	Undertake a systematic weeding of community library collections	Collections within established guidelines/weeding project completed	Chris Schnarr	Jan 2009 - Aug 2010
Provide barrier-free access to library facilities, collections, services and programs				
	Implement proactive reference	Training completed/schedules developed	Christy Giesler	Jan - Mar 2009
	Develop a collection development plan for the settlement community in partnership with the KW Multicultural Centre	Plan, guidelines and budget developed with implementation dependent upon funding	Natalie Gibbons	Mar - Dec 2009

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Protect the environment through energy conservation, waste reduction and other environmentally sound strategies	Implement priority recommendations from the accessibility audit	Recommendations implemented	Julie Curry	2009 - 2012
	Implement Phase 1 recommendations from library fines review	System changes and communication completed	Julie Curry	Jan 2009
	Review Phase 2 recommendations from library fines review	Evaluation of Phase 1 completed. Phase 2 implementation planned	Julie Curry	July 2009
	Establish a waste and recycling plan for all library locations	Plan developed with budget and timelines	Paul Hunter	Jan - July 2009
	Develop an energy consumption and conservation plan	Plan developed with budget and timelines	Paul Hunter	Jan - July 2009
	Develop a green purchasing plan	Plan developed with budget and timelines	Paul Hunter	Jan - July 2009
Plan for library service in south west Kitchener				
	Participate in City's SW District Park feasibility study	KPL's needs for SW branch identified in City study	Ann Wood	2009

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Explore opportunities to enhance our virtual services					
	Develop and enhance online catalogue	Catalogue updated and released	Gary Bauman	Jan - Apr 2009	
	Evaluate participation in the Ask Ontario initiative	Evaluation completed. Recommendations developed	Laura Master	Sept - Oct 2009	
	Develop a digital collections policy	Policy and guidelines developed	Karen Ball-Pyatt	Apr. - Oct. 2009	
	Investigate implementing Web 2.0 capabilities for our virtual environments	Web 2.0 implemented	Gary Bauman	Mar - Dec 2009	
	Incorporate new technologies to support and enhance library service				
		Implement Phase 1 RFID	Self checkout workstations installed	Lesla Balch	Jan - Dec 2009
		Investigate unified communication strategies for the library system	Telecommunication plan developed	Bryan Dunham	Jan - Jun 2009
		Implement Phase 2 recommendations from computer security audit	Phase 2 recommendations implemented	Bryan Dunham	Jan - Dec 2009
		Implement wireless access for the public at community libraries	Wireless implemented	Bryan Dunham	Jan - Aug 2009

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Making a Difference				
Examine KPL's role in the community				
	Assess KPL's current approach to outreach	Service assessment completed	Sharron Smith	Mar - Jun 2009
Initiate a research project to understand KPL's market, specific community groups and their needs				
Identify and prioritize potential target groups and form working relationships with their leaders				
Plan for the library needs of target groups				
	Work with regional library partners to develop a region-wide family reading initiative	Initiative launched	Laura Dick	Jan - Sept 2009
	Develop an adult information literacy project (i.e. GO project) in partnership with other community organizations	Initiative launched	Laura Dick	Mar - Dec 2009
Community Connections				
Develop a program to identify and recruit community leaders to act as champions for KPL				

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Identify KPL's impact on the lives of Kitchener residents				
	Create and initiate a marketing strategy to maximize awareness of KPL's value to the community	Strategy initiated	Dale Dyce	2009 - 2012
Adopt innovative communication strategies to better inform the community about library collections, services and programs				
	Develop and implement a communication strategy to support the capital campaign and building project	Strategy implemented	Dale Dyce	2009 - 2012
	Investigate merchandising strategies for library collections	Strategy and recommendations completed	Sharron Smith	Jan - Mar 2009
Develop an advocacy strategy for the Library Board				
	Prepare communication pieces in support of libraries and KPL services for Library Board members to deliver	Communication pieces developed	Dale Dyce	2009 - 2012
Empowered People				
Conduct an employee survey to assess job satisfaction and identify training needs				

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Prepare and implement development and training strategies to build on the skills of our staff, Board and volunteers	Conduct training needs assessment	Assessment completed and recommendations identified	Sarah Jewett	Jan - Jun 2009
	Review and implement HR policies to address staffing needs during construction	Policies approved	Sarah Jewett	Jan - Dec 2009
	Conduct health and safety training for managers	Training identified and conducted	Sabina Franzen	Feb - Nov 2009
	Identify and conduct accessibility training to meet AODA customer service regulations	Training identified and conducted	Sarah Jewett	Mar - Nov 2009
	Implement supervisor's toolkit	Toolkit implemented	Sarah Jewett	Jan - July 2009
Explore a broader range of personnel recruitment and partnership strategies				
Sustainable Future				
Develop fundraising strategies				
	Create and initiate a capital campaign development plan	Campaign cabinet established. Plan implemented	Libby Ellis	2009 - 2011

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Explore partnership opportunities that extend the reach of library programs and services				
	Review Waterloo Historical Society partnership agreement	Draft agreement developed	Karen Ball-Pyatt	Jan - Sept 2009
	Continue participation in the development of the Civic District vision with partner organizations	Civic District Master Plan developed	Sonia Lewis	2009 - 2012
	Implement the Library Settlement Partnership	Settlement workers established at Main and Forest Heights	Natalie Gibbons	Jan - Mar 2009
Investigate opportunities to expand existing and develop new sources of self-generated revenue				
Define service priorities and ensure resources are committed to them				
	Implement first phase of adult programming recommendations	Recommendations implemented	Sheila Bauman	Mar - Dec 2009