

Kitchener Public Library Strategic Plan 2017-2021  
2021 Business Plan

	Action		Team	Timeline												Status								
				J	F	M	A	M	J	J	A	S	O	N	D	Not Started	On Track	Delayed	On Hold	Complete				
<b>BOLD LEADERSHIP</b> We will build our library and community's reputation as innovators, creators, and game changers. We strive to be the best employer, partner, and library.	1	Strategic	<b>Develop a plan to expand 85 Green initiatives</b> <i>Deliver Customer-Centric Service, Lead Through Innovation, Develop Smart Partnerships</i> Outcome: Food preparation options explored, nutritional literacy program developed.	Champion: Penny-Lynn Fielding, Deputy CEO Lead: Lindsey Skeen, Manager, Children's & Teen's Services																				Complete, November 2021.
	2	Strategic	<b>Develop a design for the Southwest Community Library</b> <i>Lead Through Innovation, Develop Smart Partnerships</i> Outcome: Architect contracted, design developed and approved by library board.	Champion: Mary Chevreau, CEO Lead: Erica Dudszus, Manager, Strategic Planning & Projects																				On track.
	3	Strategic	<b>Develop the 2022-2025 strategic plan</b> <i>Lead Through Innovation, Tell Our Story</i> Outcome: 2022-2025 Strategic Plan developed.	Champion: Mary Chevreau, CEO Lead: Erica Dudszus, Manager, Strategic Planning & Projects																				

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<b>WORK TOGETHER</b> Through effective collaboration, the Library and our partners will help the people of Kitchener thrive. Together, we will nurture the social, cultural, and economic success of our community.	4	Strategic	<b>Partner with community agencies to support access to technology</b> <i>Deliver Customer-Centric Service, Develop Smart Partnerships</i> Outcome: Develop and define partnership with community organization. Create and implement plan to circulate hotspots and laptops through designated organization(s).	Champion: Lesa Balch, Director, Innovation and Integration Lead: Kevin Page, Manager, Digital Literacy																									Complete, June 2021.
	5	Strategic	<b>Establish an Older Adult advisory group</b> <i>Deliver Customer-Centric Service</i> Outcome: Establish a volunteer committee of individuals 55+, to provide recommendations and advisement on how the Library can best serve the City's growing older adult population.	Champion: Penny-Lynn Fielding, Deputy CEO Lead: Ada Wassink, Librarian, Information Services																									Complete, December 2021.

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<b>WORK TOGETHER</b> continued	6	Strategic	<b>Develop collection of indigenous-authored and focused materials.</b> <i>Develop Smart Partnerships, Lead Through Innovation</i> Outcome: Team formed; plan developed in conjunction with local partners including collection development opportunities, equitable access, timelines and costs.	Champion: Lesa Balch, Director, Innovation and Integration Lead: Natalie Gibbons, Manager, Collections	●	●	●	●	●	●	●	●	●	●	●	●	Revised timeline: May 2022.		
	7	Strategic	<b>Investigate opportunities to engage with and support students at Conestoga College's new downtown campus</b> <i>Develop Smart Partnerships, Deliver Customer-Centric Service</i> Outcome: Plan for student engagement developed in partnership with Conestoga College, and implemented.	Champion: Penny-Lynn Fielding, Deputy CEO Lead: David Mason, Manager, Pioneer Park Community Library	●	●	●	●	●	●	●	●	●	●	●	●	Complete, November 2021.		

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<b>IGNITE COMMUNITY CONVERSATIONS</b> We will explore creative ways for people to share their stories and learn from each other. We want to connect with you wherever you are -- online, in your neighbourhood, in a way that works for you.	8	Strategic	<b>Develop and implement 'Grow a Reader' initiative to bring together early literacy programs and services under one umbrella</b> <i>Build On Our Strength, Deliver Customer-Centric Service</i> Outcome: Team established and workplan developed, including costs, resources required, and schedule for implementation.	Champion: Penny-Lynn Fielding Lead: Lindsey Skeen, Manager, Children's and Teen's Services	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Complete, December 2021.
	9	Strategic	<b>Plan and implement Kitchener Public Library 'Chapter One' Productions</b> <i>Tell Our Story, Lead Through Innovation</i> Outcome: Work plan established and implemented.	Champion: Nathan Stretch, Community Development Manager Lead: Shirley Luu, Manager, Marketing and Communications	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Complete, December 2021.

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<b>FOSTER BELONGING</b> The Library will be a safe, inclusive, and vibrant community space where everyone is welcome to learn, work, connect, and have fun.	10	Strategic	<b>Develop and implement a marketing campaign to engage library customers</b> <i>Tell Our Story</i> Outcome: Plan developed and implemented, outlining resource requirements and timelines.	Champion: Lesa Balch, Director, Innovation and Integration Lead: Shirley Luu, Manager, Marketing and Communications																				Complete, November 2021.
	11	Strategic	<b>Implement a digital strategy for the community libraries</b> <i>Deliver Customer-Centric Service, Lead Through Innovation</i> Outcome: Digital strategy for community libraries begins implementation.	Champion: Mary Chevreau, CEO Lead: Lesa Balch, Director, Innovation and Integration																				

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<b>FOSTER BELONGING continued</b>	12	Strategic	<p><b>Investigate opportunities to connect and check-in with vulnerable and isolated community members</b>  <i>Deliver Customer-Centric Service</i>                      Outcome: Create plan to do check-ins with those that may be experiencing isolation during COVID due to reduced library services. Team formed and workplan generated.</p>	Champion: Penny-Lynn Fielding, Deputy CEO Lead: Sherry Erb, Manager, Volunteer Services																							Complete, November 2021.
	13	Strategic	<p><b>Develop a plan to increase awareness and enhance programs and services for job searching and employment</b>  <i>Deliver Customer-Centric Service, Develop Smart Partnerships</i>                      Outcome: Plan established to market suite of programs and resources to unemployed and under-employed individuals, and small business owners.</p>	Champion: Lesa Balch, Director, Innovation and Integration Lead: Aimee Jeffrey, Adult Literacy Librarian																							Complete, November 2021.