

Executive Summary

Based on the data gathered and analyzed from the consultations, survey and meetings, from operational observations and comparative library reviews, it is the Consulting Team's belief that the Library needs to direct some of its attention inward in order to repair, build and strengthen its base and infrastructure upon which to grow its services.

To fulfill its mission and vision of *Universal Access to the Universe of Ideas*, the Windsor Public Library needs to create an environment that will sustain its strengths and redirect and grow its resources in response to changing information needs and increasing expectations. The Plan proposes four Strategic Directions.

Strategic Directions for the Windsor Public Library:

Strategic Direction 1: Adopt a strong, forward-looking governance model and management framework.

- ⇒ Review and revise the current model of governance and interaction that respects its legislative obligations, its staff and works towards a more collaborative relationship with City departments.
- ⇒ Rebuild the Library administrative framework in order to sustain current operations, implement new strategic directions and create organizational stability.
- ⇒ Adopt policies that endorse standards/benchmarks for funding, collection development and services.
- ⇒ Initiate a Master Plan for a future Library facility model.

Strategic Direction 2: Review, redirect and focus current services and resources towards both sustainability and strategic growth.

- ⇒ Initiate a collection development/processes and responsiveness study.
- ⇒ Review sustainability and strategic importance of current partnerships.
- ⇒ Develop mechanisms to effectively measure the value of current and future partnerships.

Strategic Directions for Windsor Public Library

- ⇒ Exploit technology fully to improve internal efficiencies, to develop and deliver exceptional library products and services, and where possible, realize some further cost containment and savings.

Strategic Direction 3: Reinforce its service development model that will enable the Library to move and respond quickly to changing community-driven priorities and demographic patterns.

- ⇒ Augment staff training in community development skills, computer training and public instruction for the use of technologies.
- ⇒ Align select service priorities to those reflected in City plans and demographic trends.
- ⇒ Research, prepare, coordinate and implement detailed service and collection plans that focus on the following priority communities, for the next five years:
 - Older adults
 - Youth
 - Disadvantaged communities such as the unemployed and the homeless.

Strategic Direction 4: Create and launch a dynamic marketing strategy that prioritizes key community groups and that maximizes uptake of services by the Library's core clientele.

- ⇒ Market library services to the community:
 - Older adults
 - Youth
 - Disadvantaged communities such as the unemployed and the homeless
 - Core clientele.

In order to support these community-responsive **Strategic Directions**, the Consulting Team has prepared Recommendations in the following groupings: Governance, Facilities, Collections, Partnerships, Promotion, Awareness and Marketing and Organizational Structure

Strategic Directions for Windsor Public Library

Governance

Recommendation #1

Delineate clearly the roles and responsibilities of the Library Board and City Council in regards to the Library.

Recommendation #2

Implement a procedure by which all Board committee communication and reports return to the whole Board for full discussion and resolution.

Recommendation #3

Ensure that all Board-staff relationships and committee work flow between the Board and the Acting CEO only.

Recommendation #4

Develop overarching policies in key areas, including Financial Management, Human Resources, Public Services, Facilities and the Foundation, and review these policies on a regular, scheduled basis.

Recommendation #5

Ensure that Library plans and procedures that flow from these overarching Board policies be drafted and implemented in Operations and overseen by the Acting Library CEO.

Recommendation #6

Study, at the Board and City levels, elements of the Mississauga model and create a relationship/link between the City of Windsor via Community Services and the Library Board

Facilities

Recommendation #7

Undertake structural and functional building condition audits on the Windsor Public Library's older branch library buildings to identify required capital improvements, including those that would improve compliance with accessibility guidelines. This assessment will provide guidance regarding short-term capital expenditures and facilities that will require strategic assessments over the longer term.

Recommendation #8

Given the slow short-term growth forecasted for the City, no new library service points are recommended over the next 5 years.

Recommendation #9

Strategic Directions for Windsor Public Library

Within the next 3 years, evaluate the benefit of consolidating the Remington Park and South Walkerville branch libraries at one new branch, centrally located in these neighbourhoods.

Recommendation #10

Embrace green initiatives through materials, facilities, programs, and services by reducing paper-based materials as it increases electronic materials; by conducting an energy audit on all facilities by 2011; and by implementing energy efficiencies for all future renovations.

Recommendation #11

Ensure the website design, all facilities and staff training fully meet accessibility requirements set by legislation, building on current excellent progress of providing all types of accessibility to the Library and its resources.

Collections

Recommendation #12

Undertake a collections policy and procedures review, to align collections with strategic directions.

Recommendation #13

Adopt a 'Collections as One' philosophy and embark on a marketing campaign to inform users about the concept of access to the whole of the collection system-wide.

Partnerships

Recommendation #14

Develop an evaluation mechanism to determine the most strategic partnerships for the Library, based on resources required to maintain and grow the partnerships, benefits of the partnerships to the Library and the duration of the partnerships.

Recommendation #15

Prioritize new partnerships by strategic themes and sectors.

Promotion, awareness and marketing

Recommendation #16

Ensure that all Library marketing and promotion materials issued to the public have a common look and feel, to promote 'brand' awareness.

Strategic Directions for Windsor Public Library

Recommendation #17

Maximize use of the Library's electronic platform, its website, to promote programs and services, and to reach various segments of the community.

Recommendation #18

Use the Library's partnerships in the community to leverage the Library's awareness and promotion, such as private sector sponsored screen savers and library cards.

Recommendation #19

Target new marketing initiatives and partnerships toward the approved strategic priorities for the life of the Strategic Plan.

Organizational structure

Recommendation #20

Create a Corporate Services Division that includes Finance, Property and ultimately Human Resources. Explore areas where the Library can share services with the City.

Recommendation #21

Acquire an HR system that works with the current Accounting and Payroll systems.

Recommendation #22

Create an Integrated Resources and Support Services Division that includes Circulation, Collection Development and Management, Bibliographic Services and IT support services. Until the Strategic priorities are endorsed and staffing in place to reflect and respond to these Strategic Directions, this division will report to the Public Services Delivery Division.

Recommendation #23

Create a Public Services Division that includes all branches, their services, Central Library and its services, and Archives.

Strategic Directions for Windsor Public Library

Recommendation #24

Re-direct Community Planning and Development to oversee Marketing and Communications, Fund Development, Outreach and Partnerships and the Literacy partnership. While the position will retain its liaison functions with the Foundation, it will not continue to be a direct link to the Library Board for Communications, Marketing or any committee work.

Recommendation #25

Prepare a training plan with depth and breadth that empowers staff to take on new services (particularly supporting new technologies), serve new populations, and provide ongoing excellent service to the citizens of Windsor.

Recommendation #26

As a matter of priority, implement a succession plan that addresses the anticipated retirements from the current staff complement.