



Windsor Public Library Board
Strategic Plan Report
Tuesday, April 9, 2019

1. OBJECTIVE:

To review the history of Windsor Public Library (WPL) strategic plans and propose a process to draft a new strategic plan.

2. BACKGROUND / HISTORY:

A [strategic plan](#) is a management tool that provides high level direction and focuses staff and resources in the same direction. The plan is designed to achieve a set of measureable goals, in a specific time frame. Strategic planning will provide the Board and staff with clear direction, measurements for success and goals that will guide day-to-day decision making and change management.

Over the last twelve years, WPL has had four [strategic plans](#), three addressing system development and then as a result of the 2010-2015 plan, in 2013 the WPL Board commissioned the Library Facilities Discussion Paper, specifically addressing facility issues. WPL strategic plans include:

- 1) The **WPL Strategic Plan (1997 – 2001)** was drafted internally by the WPL Long-Range Planning Committee and CEO Jean Dirksen. It included three major themes: community development, library and museum services and resources; with 3-5 objectives per theme.
- 2) The **WPL Strategic Plan (2006 – 2009)** was drafted internally by CEO Brain Bell. It built on the 1997 -2001 plan and included developing the library as a community hub, enhancing community outreach and expanding the use of technology.
- 3) **WPL: Open to All (2010 – 2015)** was drafted externally by Libraries in Transition, A.F. Church & Ass. plus Monteith Brown Planning Consultants. It included 26 goals regarding governance, facilities, collections, partnerships, promotion and marketing. The cost of the plan was \$42,135.
- 4) The **Library Facilities Discussion Paper (2013)** was a recommendation of the 2010 - 2015 Strategic Plan and focused on facility refurbishment. It was drafted by Monteith Brown Planning Consultants and cost \$31,753. The current status of the 2013 recommendations include:
 - a) Consolidation of the Walkerville and Remington Park branches
Completed with the opening of the Chisholm Branch in October 2017
 - b) Relocation of the Sandwich Branch

- Will be completed with the opening of the John Muir Branch in spring 2019*
- c) Expansion of the Budimir Branch
Will be completed in spring 2020
- d) Relocation or downsizing the Central Library
There is a plan currently underway to relocate the Central Library.
- e) Establish a service point in the downtown cultural hub
This will be accomplished with the relocation of the Central Library.
- f) Establish a service point in South Windsor
In 2017 the WPLB established a partnership with the Windsor Regional Hospital to discuss a public library in the new hospital in 2025-2028.

WPL needs a new strategic plan to guide library development from 2020 to 2025. The following process is recommended over the next seven months to accomplish this in a time and cost effective manner. The plan will be researched and drafted by Library Administration and \$800 from the 2019 marketing budget will be used to promote community consultations and publish the final report.

3. PROCESS / ACTION PLAN:

A. Consultation and Data Collection (May-September)

A community consultation process will include:

- Discussions with customers and stakeholders at every branch
- On-line survey
- Community meetings/focus groups
- Discussions with WPL Board and staff
- [SWOT analysis](#)
- Review WPL [Mission, Vision and Values Statements](#)
- [Market research](#)
- Review Windsor demographic trends

B. Best Practices Review (August – September)

Administration will review public library trends, change issues and public library strategic plans across North America.

C. Data Analysis (September – October)

D. Summary

- Present the plan to the WPL Board November 19, 2019 for consideration.
- Review the plan and targets with staff.
- Report back to the community and post on the WPL website.



4. RECOMMENDATION:

This is an ambitious but cost effective and doable plan that will set WPL's direction for the next five years.

Moved by _____ Seconded by _____
THAT the Windsor Public Library Board adopts the proposed Strategic Plan Report as presented.

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