

Section I – These strategies are delegated to Staff Teams.			Section II – These Strategies are research in nature.		
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Section I: These strategies are delegated to staff teams. The Team Lead will prepare detailed project charters to guide this work.							
Code	Strategies	Team Lead	Team Players	Deliverables	Assessment	Funding	Timing
01	Increase new residents' awareness of community information. A3a	Melissa Cameron	Marketing, Information Oakville, Online Services	<p>Design and distribute 1-page handout for new library card holders with "newcomer" information: web links, phone numbers, government information and reference to newcomer kits. Copy to be posted online.</p> <p>Re-package and promote Information Oakville's new resident's kits to real estate agents, builders, community groups</p> <p>Design a marketing plan to specifically target Real Estate Board, developers to sell newcomer kits – increase price from \$5 to \$10 to recover cost of re-packaging</p> <p>Increase community information profile presence in branches with signage and designated display areas.</p>	<p>Increased awareness of Information Oakville in the 2007 Citizen's Survey.</p> <p>Increase in number of new resident's kits distributed.</p> <p>Increased use of Information Oakville.</p>	<p>Annual budgets have request for increased funds: 2008, 2009, 2010 for supplies & purchased services; 2009, 2010 for staffing</p> <p>Cost of kits: \$1,000 for re-packaging of new resident's kits (recover some costs with price increase).</p> <p>\$1000 for advertising/promotion</p> <p>\$3500 for new signage and display cases at all branches</p>	<p>2008</p> <p>2008</p> <p>2009</p> <p>2009</p>

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02	<p>Extend hours of operation at Glen Abbey and Iroquois Ridge Branches as a first step. A2a</p> <p>Next, add hours to Woodside Branch when possible to do so</p> <p>Next, extend hours at all locations</p>	Janice Kullas	All Public Service Managers	<p>Hours open at GA and IR were extended in 2007, with approved budget.</p> <p>Budget plan defended to Council's Budget Committee</p> <p>Monitor trends in usage at all branch locations to optimize hours open and take appropriate actions (e.g. with an adequate lead in planning and budgeting for 2008, 2009, 2010, alter, reduce, or increase hours at an individual branch)</p>	<p>Decrease in complaints about convenience. Increased use per capita; increase in cardholders per capita.</p>	Additional funds requested annually	<p>2008 confine summer hours to July/August only</p> <p>2009 Extend WO/WDS hrs to 9 pm</p> <p>2009 Extend hours at Clearview Br</p>
03	<p>Establish outreach staffing as a core service. A2b</p> <p>Address collection needs of targeted groups through outreach locations</p>	Janice Kullas	Sharon Yates	<p>Forward request to Council to move Children's Outreach Assistant position from fundraising to base budget via Sustainability policy</p> <p>Conduct research on new residents groups and seniors. Partner with other organizations to provide space and volunteer support. (see codes 9 and 10)</p>	<p>Subject to competing budget priorities; program continues via fundraising</p> <p>Increased use</p> <p>Increased partnerships</p>	2008 budget request: \$23,476 personnel; \$9,500 collections/supplies/mileage	As soon as possible

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04	Improve web services. B1b	Gail Richardson	Randy Kisch Cory Dunne Information Service Staff input and critique for phases of project	Implement BiblioCommons interface. Enhance HIP interface. Launch new website redesign following feedback and changes from last quarter of 2007.	Feedback from public and staff. Statistics	Current staff	Annually, maintain currency/leading-edge services Ongoing
05	Improve the profile of Town services on library's website and in library branches C2c	Gail Richardson	Cory Dunne Information Services Staff input	Work with Town staff to determine what is needed/wanted	Feedback from Town staff/public	Within current budget, current staff	2008
06	Expand digitization efforts through partnerships D1c	Elise Cole Gail Richardson	Melissa Cameron	Fill in gaps of newspaper indexing. Explore possibilities of enhanced text search. Explore possibilities of including another newspaper. Research feasibility of digitizing local history collection.	Feedback from public/staff. Statistics	Current base budget plus grant funds if successful in receiving 2009 draft Budget includes \$10,000	Ongoing as funds permit

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07	Offer an improved online reference service B1a Continue to enhance AskUs, the Library's online reference service	Gail Richardson Florence De Dominicis	Lori Sims Info Services staff Shauna Clinning	Recommendations from OPL's 2007 pilot will determine the future direction of chat and instant messaging services. Staff will also monitor the 2008 pilot of the province-wide service, AskON.	Feedback from public/staff Statistics	\$23,676 and \$11,331 additional staff requests for research & innovation (information services, professional librarian hours) in draft 2008 budget \$25,000 in draft 2009 budget for online reference support	As funds allow

08	Increase awareness amongst ESL and non-English-speaking residents A3b	Melissa Cameron	Marketing, Communication Departments at Town/Region Collection Managers	<p>A marketing and communication plan created that includes:</p> <ul style="list-style-type: none"> • Newcomer information sheets (information in multiple languages) provided to all new cardholders – see item 01 • An “introduction to the library” brochure in other languages. • Promotion of multilingual collections to specific language groups. • Orientation sessions / tours of the library in other languages. • Identifying staff members who speak other languages, post for staff on front lines. • Making connections with community groups servicing these residents; pursuing speaking engagements, promotional opportunities. <p>[See OPL’s planned research studies that will feed into development of the above.]</p>	Increased circulation of multilingual collections	<p>Newcomer info sheets built into 2008 marketing budget</p> <p>2009 budget to include \$4,000 for development of material in other languages</p> <p>\$2,500 graphic design costs</p>	<p>2008</p> <p>2009</p>
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Section II: These strategies are research in nature and will be reported on once the research phase is completed. Distinct deliverables can then be defined. Target year end 2007, for an annual report on research conducted, with any changes made prior to that reported on in the quarterly Business Plan update							
Code	Strategies	Team Lead	Team Players	Deliverables	Assessment	Funding	Timing
09	Research the needs of residents 55 years of age and older. A1a	To be determined	Florence de Dominicis Brenda Reindl Facilities staff	Update the research done for the 1996 Woodside Branch renovation using census data and library literature. Make recommendations for changes and additions to library services and programs and to the physical design of branches.	Increased use of library services by that market segment.	No additional cost for research phase 2009 draft budget includes \$20,000 to address 55+ initiatives (add 12 \$5/wk for selection duties)	Begin research in 2008 Census data available in 2008
10	Research the needs of new user groups A1b	Janice Kullas	Melissa Cameron Public Service Managers	After conducting research, monitoring demographic trends and library use trends, report annually to Board and staff on implications for library service	Reliable and current information is available for library planning.	No additional cost for research phase	Ongoing 2008 start
11	Re-align our menu of programming to meet the needs of Oakville's changing community. A2d	Janice Kullas	Sharon Yates Melissa Cameron	Re-alignment would be tied to the analysis of research on new resident groups. E.g. assess need for programming in other languages, for children, seniors etc.	Increased number of programs. Increased attendance at programs.	2008 draft Budget includes \$17,720 for 20 \$5 hr/wk system wide	Ongoing

12	Align the development of multilingual collections with user needs. A3c	Janice Kullas	Jan Assing Diane Crew	Update the 2002 study of primary language groups using census and other planning data. Once this update is available, add language offerings and/or increase collection size of four current primary languages; target market is adults.	Growth in use of collections Growth in membership	No additional cost for research phase. Each start-up collection is allocated \$10,000 from within Collections Budget Annually, collections budget increases to refresh:	In 2008 when census data available 2008 B. \$35,000 2009 B. \$20,000 2010 B. \$20,000
13	Research new directions in cataloguing practices D1b	Gail Richardson Lorna Young	Staff Team	Make recommendations based on ongoing research and cataloguing workshop from November, 2007	OPL remains current with emerging directions within the library sector so that our users access a catalogue that is robust, easily searched, and one that meets their information-seeking needs. Online surveys of users and in-library feedback. Citizen's Survey re satisfaction levels.	Within current budget	Ongoing
14	Provide enhanced access for Town staff to library collections, research and information resources. C2b	Gail Richardson	Florence de Dominicis Andra Steele Janice Kullas	Research as staff time permits. Staff appointed to Town teams to adopt "researcher" role for the the Team or an issue as a means of profiling resources with Town staff.	TBD via market research and feasibility study.	May be within current resources since Town is a courier stop	2008 and ongoing

SECTION III These strategies will be a focus of Executive Team work in 2007.							
Code	Strategies	Team Lead	Team Players	Deliverables	Assessment	Funding	Timing
15	RFID for self-checkout and inventory control. D1a	Janice Kullas Gail Richardson Charlotte Meissner	Exec Team Randy Kisch Susan Kun Town staff	Refine business plan demonstrating need for/feasibility to move this item up in the ten-year forecast	Goal of 50% self checkout achieved for overall system circulation; internal efficiencies achieved (see Business Case report)	Pre-tendered estimate of costs (software, equipment, tags) are included in the draft ten year capital forecast submitted to Town	Ideally, 2011-13 timeframe based upon growth and need

Code	Strategies	Team Lead	Team Players	Deliverables	Assessment	Funding	Timing
16	Plan and construct new library facilities as outlined within the PRCL Master Plan. A2e	Lori Sims	Janice Kullas Charlotte Meissner	<p>The CEO will keep the Library Board informed of progress, via the Business Plan quarterly reports or more frequently as required (regular Board agendas).</p> <p>The Master Plan June 2006 report has projected timing of feasibility studies, land purchases, and planning. Planning for new library facilities includes the following: The Clearview Neighbourhood Branch will be open for its first year of operation in 2008; for North Oakville, staff participate on a steering committee designing the North Park site in order to accommodate a 20,000 sf. branch library connected to a recreation/community centre complex; for the Bronte area, staff are researching community needs and will develop recommendations aimed to improve accessibility to library services.</p> <p>Other planning studies identified in the PRCL Master Plan may not become activated until beyond the three-year timeframe of the 2008-10 Business Plan; these relate to a neighbourhood branch in Palermo, a new main in North Oakville, considerations of Town planning for the Mid-Town Core area.</p> <p>Within the timeframe of this Business Plan, discussions may also evolve concerning the "creativity and innovation centre" identified for the Centennial Square site.</p>	Feasibility studies completed. Sites secured. Planning initiated or completed to parallel Town timeframes.	<p>OPL's 3 year budget plan:</p> <p>One additional Professional Librarian to begin mid-year 2008, with partial responsibilities to assist in planning for growth.</p> <p>Moving to 1FTE in 2009 fully assigned to branch planning/start-up of services to manage growth.</p> <p>2009 capital budget makes provision for a \$50,000 "Branch Library Study"</p>	<p>See the latest Ten Year Capital Forecast for estimated timeframes.</p> <p>See also quarterly status reports on OPL's Business Plan.</p>

Code	Strategies	Team Lead	Team Players	Deliverables	Assessment	Funding	Timing
17	Support and nurture a culture of “creativity and innovation” B1c	Lori Sims	Janice Kullas Charlotte Meissner OPL staff	Participate in Town cultural initiatives. Develop partnerships with the creative community/arts groups. Assign a Library Board member representative to Council’s Cultural Advisory Committee. Library CEO and staff representatives participate on Town committees regarding development of a Cultural Strategy and Plan for Oakville. Recommend other proactive steps in advance of discussions regarding the future re-design of Central Library as per PRCL master Plan report.	The library takes an active role and demonstrates its high profile in supporting the “creative city” context desired by Oakville residents. Refer to status reports on OPL’s Advocacy Plan and Business Plan. Monitor progress by seeking feedback from partners.	Current staffing	Ongoing as per Master Plan recommendations
18	Further develop advocacy efforts to increase awareness of the library’s services to the community. C1a	Lori Sims Melissa Cameron Board	Exec Team and Managers	See Advocacy Plan 2007-11 which identifies key messages, key groups to be targeted. See also minutes of Board meetings refining the message and the approach. Track advocacy efforts by Board and staff (quarterly and annually) using the OPL Advocacy Log.	Increase in public perception of value of library to the community. Continue to be # 1 on Citizen’s Survey and/or maintain high rating. Regular reports to Board (at minimum quarterly).	Within current budget.	Ongoing

19	Maintain and strengthen our model of excellence in customer service. D2a	Janice Kullas Lori Sims	All staff	Develop training module based upon best practices and competencies. Build upon current practices by articulating through competencies specific expectations; develop leaders, who will set specific goals, and review outcomes; train employees in best practises which will include serving an ever changing public.	<p>Refresher training delivered to all staff.</p> <p>Customer feedback welcomed and analyzed.</p> <p>Motivated staff deliver excellent service.</p>	Within regular operating budget plus 2008,9,10 draft budgets include provision for HR Assistant S4 added PT and moved to FT clerical help in HR ; this will allow current staff to pursue these goals.	Ongoing
20	Align the organizational structure to meet the Library's strategic objectives/business outcomes. D2b	Chantal Wigg	Lori Sims Charlotte Meissner Janice Kullas	<p>Review current business plans (2006 and 2007-9), existing team structures, processes, and integrative roles. Assess employee skills and build a structure that is able to meet strategic/business outcomes, and is able to adapt to changing needs.</p> <p>The CEO authorizes changes in staffing and structure.</p> <p>The CEO reports annually to the Board on our status of alignment and reports on measures taken or to be taken, re achieving optimum alignment (e.g. staffing needs).</p>	Effective execution of functions; skill sets that result in adaptive human resources; cross-departmental and cross functional collaboration; effective decision-making processes; information readily shared; objectives met within reasonable timeframes.	Same as above	Ongoing

Code	Strategies	Team Lead	Team Players	Deliverables	Assessment	Funding	Timing
21	Develop a new Training and Development strategy to support achievement of Strategic Plan goals D2c	Chantal Wigg	Lori Sims Charlotte Meissner Janice Kullas	<p>Enhance current training & development initiatives via a program which concentrates on further development of leadership skills for existing management, as well as for employees with management potential.</p> <p>Structure a secondary program for employees that includes needs identified in the 2006 training survey, and that is able to be adaptive to change.</p> <p>Assess current orientation program for new employees, and expand upon it in order to provide new employees with a substantial orientation/training period that will help them integrate into OPL environment successfully.</p>	Leaders who provide direction, influence others, champion change, motivate others, and lead courageously; employees who have the skill-sets to perform duties efficiently and effectively, with confidence to adapt to change, and the collaborative skills to function effectively on teams, a pool of talent from which future leaders can be recruited.	Same as above 2008 Budget realignment found an additional \$19,000 in 2008 for staff training and development. \$5,000 to be requested in 2009; \$2,300 in 2010	Ongoing

Section IV The following strategies are part of the ongoing work of the staff in support of the Library's Strategic Direction. Highlights will be reported at regular intervals to the Board; overall achievements will be reported semi-annually.							
Code	Strategies	Team Lead	Team Players	Deliverables	Assessment	Funding	Timing
22	Continue to have both breadth and depth in the programs and services available for children and youth. B2a	Sharon Yates	Children's Specialists Jan Assing	Executive Team will receive ongoing evaluation, and recommended revision of programs to retain core audiences and reach new audiences. Fall 2005 – Summer 2007 Program review and evaluation by Children's Programming staff with recommendations for 2008 programming, staffing and resources. Increase partnership programming to expand breadth and depth of programming.	CEO reports and shared documents on Portico Children's Services page. Participant numbers, ages, program wait lists, cancellation lists, programs ran, customer feedback and staff observation. Participant numbers – OPCC, YMCA, Halton Region partnership programming.	Within current budget 2008 budget added \$17,720 to add 4 program hours per week in each location	Ongoing Strategies # 22,23,24 all supported with 2008/9 budget request for additional Branch Manager \$48,372 in '08 \$34,551 in '09
23	Continue to plan and deliver Children's Services incorporating the latest research in childhood literacy. B2b	Sharon Yates	Staff delivering children's programs	Staff receive ongoing training, accessing local and national expertise	Number of training events held; number of staff participating	Within current budget	Ongoing
24	Deliver the Every Child Ready to Read® program and engage the community in its success (the goal of the Every Child Ready to Read program is to help ensure every preschooler in Oakville is ready to read when they enter Kindergarten) B2c	Sharon Yates	Melissa Cameron/ Nicole Paterson Children's Specialists	Promote the importance of early childhood literacy to the public; focus program planning and delivery to position OPL as a literacy partner in the community ECR2R Year 2 Launch – Fall 2007	Increased awareness of ECR2R message Increased partnership projects Apply ALA's evaluation process in conjunction with iris reporting – programs ran, cancelled, waitlisted	Within current budget 2008 budget includes additional staff time for planning and advocacy (see notes under #22, timing)	2008 Year 3

25	Promote library services to the teen audience. Design and present programs to meet their unique needs. B2d	Shauna Clinning	Teen Services Team Melissa Cameron	Continue to develop in-house, outreach and partnership programs to build awareness of library and information services	Increased awareness of relevant library services. Increased program attendance	Within current budget Plus FRG Draft 2008 Budget includes \$8,772 for teen initiatives	Ongoing
26	Further develop internal communication strategies to give staff the information they need to promote the full range of library services C1b	Melissa Cameron	Emma Murphy Exec Team Chantal Wigg	Conduct regular information sessions for staff. Information sessions will build excitement about upcoming initiatives and celebrate staff achievements. Work with Online Services to build electronic staff information sharing (i.e. staff "blog" or Wiki". Initiate opportunities to provide relevant board information and activities to staff (i.e. "board news" section of newsletter)	Increased awareness amongst staff about programs, services, and issues facing the library.	Within current budget (Staff Development & Training) plus 2008 draft budget provides for increased allocation (see Strategy # 21 above)	Ongoing
27	Create a comprehensive marketing and communication plan for the library's suite of web services C1c	Melissa Cameron	Emma Murphy MC Scorsone Gail Richardson Andra Steele Shauna Clinning Elise Cole	Develop a marketing plan that builds upon current projects (Youth Online, E-wareness Month etc.) and encompasses new projects, launch of new website, virtual reference, Oakville Images, etc.	Increased use of website, other e-services.	Draft budgets for 2009/10 make provision for increased marketing budget / graphic design budget to accommodate new projects.	Ongoing

Code	Strategies	Team Lead	Team Players	Deliverables	Assessment	Funding	Timing
28	Promote outreach venues such as Book Nooks, deposit stations C1d	Melissa Cameron/ Nicole Paterson	Rebecca Dumais MC Scorson Sue Dougherty Sharon Yates Brenda Reindl	Create a targeted marketing plan that reaches the demographic and geographic audience most likely to derive increased convenience from outreach locations. Review outreach locations to ensure they are OPL branded.	Increased awareness and use of outreach venues.	Current marketing budget.	Ongoing

Section V: These strategies are Town-dependant.							
Code	Strategies	Team Lead	Team Players	Deliverables	Assessment	Funding	Timing
29	Continue to work with the Town to receive evolving updates with respect to the Accessibility for Ontarians with Disabilities Act, 2005 (AODA); receive associated Town reports and implement recommendations for required upgrades in order to ensure timely compliance with legislated standards.	Charlotte Meissner	Town and Library staff	The Board will receive a report annually. To become compliant with recently passed "Customer Service" accessibility regulations & standards (becomes law Jan. 1, 2008) by Jan. 1, 2010.	Barrier-free facilities, as much as economically and structurally feasible.	Town to address "corporately" [Library had started by adding \$50,000/year to its 10-Year Capital Forecast (2007-2016); accurate costing TBD]	2008-2009 & Ongoing
30	Investigate the feasibility of a single user card that allows the public seamless access to all Town and Library services. C2a	Gail Richardson	Town IS&S Randy Kisch	Oakville residents would have "one card" access for all Town/Library services (e.g. program registration, circulation of library collections and access to online databases). This needs to be a Town-designed/driven initiative. Could include a New Residents package along with a Smart card as a joint Town/Library initiative	Anticipated outcomes: user convenience, community 'connectedness', state of the art services; efficiency and effectiveness via collaboration within Town; maximized savings through Town's production capabilities	TBD	TBD

Section VI: Performance Measures										
Code 31										
A. Targets Based on Usage Statistics (reported quarterly and annually)										
	Benchmark*		2007 Target	2007 Actual		2008 Target		2009 target		2010 target
Circulation	2,192,979 ('04)		2,302,600	2,107,021		2,417,800	-3.9%	2,538,650		
Cardholders per Capita	112,664 ('04)	%	118,297	127,788	%	124,212	75%	130,423	%	%
Program and Outreach Attendance	59,812 ('04)		62,803	54,465		65,943	-8.9%	73,020		
Service Transactions Per Capita	46.55	%		88.37	%		%		%	%
Note: * Benchmark used is 2004 due to 9-month closure of Glen Abbey in 2005-2006										
Code 32										
B. New Benchmarks to Measure Business Plan Outcomes										
Several new benchmarks were established in 2007 for specific Business Plan initiatives. Targets for 2008-2010 will be established once 2007 actuals are known.										
<ul style="list-style-type: none"> a) number of web site searches on local history images (launch took place in February 2007) b) circulation of adult and children's multilingual materials c) number of new resident kits distributed 										
Code 33										
C. Qualitative Measures										
The detailed business plans include the following qualitative measures for specific Business Plan projects. These include:										
<ul style="list-style-type: none"> a) Library ranking in 2007 Citizen Survey b) Feedback from Town staff on their knowledge of library services c) Impact of enhancements to the online catalogue 										