



# ***kfpl VISION 2012***



KINGSTON FRONTENAC PUBLIC LIBRARY

***Strategic Plan 2008 - 2012***



# KINGSTON FRONTENAC PUBLIC LIBRARY

## MISSION, VISION, AND VALUES

### MISSION

The Kingston Frontenac Public Library exists to offer all people throughout our service area access to broadly based resources in support of personal enrichment, life-long learning, and community interaction, in person or in virtual space. These services are provided by expending revenues in a fiscally responsible manner.

### VISION

*Our library* is a place that inspires a love of reading, and provides free access to collections of the wisdom of the ages

*Our library* and staff actively support intellectual freedom, and provide free access to information

*Our library* provides a stress- free environment, and offers a community space that is barrier free, non-judgemental, and inviting

*Our library* and staff provide services and programs that are designed to meet the needs of all citizens on their road of life-long learning

*Our library* and staff extend services beyond our walls, and seek out increased access points for information, collections and programs

### VALUES

**Collections** - We strive to provide a dynamic collection of materials that is regularly evaluated and available in a variety of formats to serve the needs and support the interests of all members of our community

**Creativity and Innovation** – We encourage and support creative approaches and innovative solutions in all aspects of library service. The most appropriate technical innovations will be implemented while maintaining a strong commitment to traditional library services

**Intellectual Freedom**- We support freedom of speech and the right of residents to select the information appropriate for their needs. Open and unrestricted access to information from all library resources will be available in multiple formats to meet the individual needs of all residents of Kingston-Frontenac

**Quality of Services** - We seek to delight with exceptional service by providing reliable, responsive, courteous service, from a competent, informed, understanding and responsive staff

**Respect and Dignity**- We treat all people with respect. Each individual in our community will receive the best, free library service possible

**Stewardship** - We value the ethical, fiscally responsible, sustainable use of public resources. Each employee of the Kingston Frontenac Public Library is a steward of the public trust. All staff exercise prudence when using and/or allocating any library funds or resources. Staff work with other community partners when possible to best utilize all resources

**Work Environment**– We provide a positive work environment that respects each staff member's unique contributions. Our talented, well trained, knowledgeable staff are a vital part of the cultural, social, and educational life of the community. We offer ample opportunities for professional and personal growth

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## **MESSAGE FROM THE CHAIR OF THE LIBRARY BOARD**

It is my great pleasure and honour to present the Kingston Frontenac Public Library's new Strategic Plan 2008-2012: **kfpl VISION 2012**.

Public Libraries have a long and proud history, existing in some form in Kingston since 1812. As we approach our 200th anniversary, the world of information has exploded, the role for information experts has become critical, and the needs of our patrons for freely accessible civic space, education, information, and recreational materials of many types have grown significantly.

Developed in alignment with the major features of Kingston's Community Strategic Plan: Culture, Access, Promotion of Neighbourhood Associations, Our Young People and Our Elders, we will maximize the use of our strengths: Innovative Services, Broad Collections and Skilled Personnel to address the new challenges.

**kfpl VISION 2012** will guide the path for our library system to continue to evolve and grow, thus fulfilling its vision: Information and Enrichment for Everyone.



Claudette Richardson, Chair, KFPL Board

## **THE LIBRARY AND THE CITY OF KINGSTON'S COMMUNITY STRATEGIC PLAN**

- **CULTURE:** The library is a significant cultural force that contributes to the well-being of residents and adds economic value to the community.
- **ACCESS:** The library offers safe, welcoming, barrier-free environments that are free and accessible to all
- **PROMOTION OF NEIGHBOURHOOD ASSOCIATIONS:** The library branches serve as community hubs and provide programs and meeting space for all ages.
- **OUR YOUNG PEOPLE:** The library offers a positive and enriching experience for children and youth that will inspire a love of reading and encourage a lifelong commitment to learning
- **OUR ELDERS:** The library serves all age groups from the newborn to the very elderly homebound. Library services are free so there are no economic barriers

## **EXECUTIVE SUMMARY**

KFPL's post-amalgamation planning cycle began with the library's *Strategic Plan for 2004-2007*. That plan focused on six broad areas: supporting children and youth, developing our collections and services, providing a community hub, promoting ourselves, transforming the organization, and building the virtual library to reflect the growing emphasis on new technologies. (See Appendix for more about the Library's many achievements in those areas).

Kingston Frontenac Public Library is now prepared to build upon our many significant accomplishments of the past, and to address new opportunities that will enhance the Library's ability to fulfill its mission. The current plan focuses on a new era of library service in which the Library's unique role as an essential resource for Kingston-Frontenac is more vital than ever.

In ***kfpl VISION 2012***, the Library's board, management, and staff sought to build upon the many successful initiatives from the first plan and to respond to new challenges. As a first step they reviewed the Library's vision, mission and values and reaffirmed these for the upcoming planning period.

In developing ***kfpl VISION 2012*** the planning groups identified three Areas of Strength: innovative services, broad collections, and skilled personnel; and three Areas of New Opportunity: facilities, awareness building and sustainable funding. The following six Strategic Directions that will inform the Library's planning over the next four years were developed from these strengths and opportunities.

- A. Advance Library Service and Programs through Innovation**
- B. Increase Scope, Marketing and Accessibility of Collections in all Formats**
- C. Recruit Develop and sustain a Highly Skilled Competent and Flexible Workforce**
- D. Provide a Welcoming Community Commons through our Physical and Virtual Spaces**
- E. Enhance Awareness of the Library in the Community**
- F. Secure Funding for Current and Improved Services and Facilities**

The plan establishes clear objectives for each of these 6 directions. The companion document ***kfpl VISION 2012: Work Plan 2008 - 2012*** develops Initiatives for each of the Objectives, identifies leads, timelines and action plans, and provides ways to measure and evaluate the success of those initiatives.

***Kfpl VISION 2012*** acknowledges the need to sustain and build on the Library's strengths, while simultaneously investing the appropriate capital and human resources necessary to meet objectives within the areas of new opportunity. Like the Library itself, the plan is flexible, so as to ensure that it remains relevant as we look to the future with a renewed sense of purpose and public service.

# STRATEGIC DIRECTIONS AND OBJECTIVES

## **STRATEGIC DIRECTION A:**

### **Advance Library Services and Programs through Innovation**

*Provide excellent, responsive, accessible services*

#### **OBJECTIVES**

- A.1 Broaden the library's understanding of its patrons and the community
- A.2 Design services that are convenient and responsive to patron needs
- A.3 Invest in appropriate and innovative use of technologies to improve service
- A.4 Foster an environment that encourages innovation and action

## **STRATEGIC DIRECTION B:**

### **Increase Scope, Marketing and Accessibility of Collections in All Formats**

*Provide easier access to expanded collections of materials tailored to patron needs*

#### **OBJECTIVES**

- B.1 Manage expanding collections to make them more accessible and convenient for patrons
- B.2 Employ digital technology to provide convenient, seamless access to materials
- B.3 Develop staff as an effective bridge between library patrons and resources

**STRATEGIC DIRECTION C:**

**Recruit, Develop, and Sustain a Highly Skilled, Flexible and Competent Workforce**

*Hire, train, and retain talented and engaged staff*

**OBJECTIVES**

- C.1 Create a human resources strategy to equip staff to respond to existing and emerging patron needs
- C.2 Provide staff at all levels with training to work in a rapidly changing environment
- C.3 Position the Library as an employer of choice to attract and maintain a high quality workforce

**STRATEGIC DIRECTION D:**

**Provide a Welcoming Community Commons through Our Physical and Virtual Spaces**

*Provide facilities that meet and exceed recognized standards for services and state of good repair*

**OBJECTIVES**

- D.1 Provide clean, working, and inviting public environments
- D.2 Develop fully functional, standardized, accessible spaces throughout the system
- D.3 Enhance the library's role as a destination and a community gathering place
- D.4 Extend and promote the value-added services available through the virtual library

## **STRATEGIC DIRECTION E:**

### **Enhance Awareness of the Library in the Community**

*Market the vision for the library to the community through effective communication and consultation*

#### **OBJECTIVES**

- E.1 Create a consistent visual identity for the library
- E.2 Develop and implement a marketing and communications strategy
- E.3 Strengthen strategic relationships and promote the library's leadership role in the community

## **STRATEGIC DIRECTION F:**

### **Secure Funding For Current and Improved Services and Facilities**

*Develop the capacity and profile of the Library Board to provide effective leadership in the development of library facilities and services to meet community needs*

#### **OBJECTIVES**

- F.1 Promote the library's value to the Municipalities and the community
- F.2 Advance the harmonization of facilities based on the Branch Services Review and ARUPLO Standards
- F.3 Enhance resource development to meet established standards for library services and facilities

## APPENDIX A

### Achievements from the first Strategic Plan 2004 - 2007

The Library's first strategic plan, post amalgamation, focused on 6 broad pillars: supporting children and youth, developing our collections and services; recognizing our branches in their vital role of a community cornerstone; building the virtual library to reflect the growing emphasis on new information technologies; transforming the organization as it evolves in response to future service priorities; and promoting the library and its services. Some of our achievements include:

#### *Capturing Children and Youth*

- 13,159 children and caregivers participated in the summer program series funded by the Friends of the Library
- Each year every Grade One student in the area was registered at the library through our *Library Card in Every Hand* outreach program, in partnership with the Rotary Club of Kingston and the school boards
- Good Book Boxes provided to daycares and early years centres served over 1,600 children

#### *Offering the Best in Services and the Best in Collections*

- The materials budget increased by 10.88% between 2003 and 2007
- Our *Book Clubs in an Instant* program received the Ontario Ministry of Culture's Angus Mowat Award for Excellence
- We automated the Request-for-Purchase procedure and made it patron-initiated

#### *Providing the Community Hub*

- The *Live at the Library* jazz series became an ongoing hit
- Teen areas were created in the 5 urban branches
- Funding was secured and plans developed for the new Calvin Park Branch

#### *Making the Virtual Connection*

- The use of on-line databases increased 101% between 2003 and 2007
- The introduction of e-mail notification for holds and overdues was an instant success
- The local newspapers from 1810-1848 were digitized

#### *Transforming the Organization*

- The *Branch Services Review* was commissioned and received
- RFID technology was introduced in all branches
- High-speed internet connectivity was made available at the majority of branches

#### *Promoting Ourselves*

- The library news publication *It's All Here: Programs and events for all ages* was launched
- In 2006 we introduced the popular *The Word is Out*, the annual celebration of the library held throughout the month of October