



# Empower People Inspire Opportunities Build Community

Strategic Plan 2012 – 2015

## Our Vision

# Enrich Inspire Transform

## Our Mission

Vaughan Public Libraries offers welcoming destinations that educate, excite and empower our community.

## Our Corporate Values

**Intellectual Freedom** VPL supports all expressions of knowledge and intellectual creativity providing access to a wide variety of information sources and ideas.

**Literacy** VPL promotes and fosters an informed and literate community.

**Accountability** VPL embraces efficient, effective and economical practices.

**Expertise** VPL respects staff expertise and invests in ongoing professional growth and skills development.

**Innovation** VPL encourages and rewards innovation, creativity and visionary leadership.

**Collaboration** VPL enhances service to our community through collaboration and cooperation.

**Service Excellence** VPL achieves excellence in all library services recognizing and responding to the needs of our community.



### *Vaughan Public Library Board:*

*Front Row (from L): Lorraine de Boer, Michael McKenzie (Chair), Grace Lociento. Middle Row (from L): Suri Rosen, Rosanna DeFrancesca, Devender Sandhu (Vice-Chair), Marie Chiaromonte, Isabella Ferrara, Marilyn Iafrate. Back Row (from L): Vivek Gupta, Gino Rosati, Margie Singleton (CEO), Steve Kerwin, Rocco Capone, Pradeep Puri, Michael Di Biase*



### **Executive Management**

*(L to R) - Aleksandra Dowiat Vine, Director of Planning and Communication; Terri Watman, Director of Service Delivery; Margie Singleton, Chief Executive Officer; Marilyn Guy, Director of Operations; Sandy Vanderwerff, Director of Finance*

## Message from the Chair & Chief Executive Officer

Our new Strategic Plan, *Empower People, Inspire Opportunities, Build Community, 2012-2015* sets the direction for Vaughan Public Libraries for the next four years and beyond. The plan builds upon our past achievements to successfully position VPL for continued growth and leadership, ready to embrace opportunities and overcome challenges ahead.

Recognizing that VPL operates in a quickly changing environment, the priorities and initiatives in the plan ensure VPL's ability to remain relevant and adaptive in our planning and implementation process to encourage continuous improvement and the ability to take advantage of emerging trends and opportunities. This plan further confirms our commitment to staff empowerment and community engagement.

Libraries transform communities. They are community hubs providing welcoming spaces for customers of all ages to interact and explore. Libraries are the destination of choice for all segments of our community, offering resources for personal enjoyment and academic and professional growth. Today's customers have increasing options to access the libraries' resources electronically, including downloading eBooks, searching the vast array of online databases, reserving and renewing library materials and communicating with librarians for research assistance. Library services, collections, facilities and equipment must be constantly upgraded to support rapidly evolving technology and the growing quest for knowledge of our busy customers.

*Empower People, Inspire Opportunities, Build Community, 2012-2015* positions VPL for continued success serving the citizens of Vaughan. We thank the public, the Board members and staff for their input and contributions to defining the future direction of Vaughan Public Libraries and creating our new Strategic Plan.

Providing exceptional library service by exceptional staff for our entire community is, and always will be, our priority. Please join us and enjoy one of our community's greatest assets and see how we can empower people, inspire opportunities and build community.



Michael McKenzie  
Chair, Vaughan Public Library Board



Margie Singleton  
Chief Executive Officer



# The Planning Framework

## Looking Outside. Thinking Inside.

We began the strategic planning process in October 2010 by conducting extensive research in the following areas:

- Analysis of community profile
- Study of emerging trends and issues in library services
- Examination of attitudes and perceptions regarding libraries and library services
- Review of comparative library statistics
- Evaluation of technological trends and forecasts



We invited the community to shape the future of Vaughan Public Libraries by getting involved in the strategic planning process. We held consultations with customers in person and through our customer service survey; six public meetings, including ones specifically tailored for seniors and teens; and twelve focus groups with staff.

### Looking Ahead at Our Changing City by 2015\*:

- Population expected to grow 10.5%
- All age groups are expanding
- The number of 25 – 44 year olds is expected to increase 7.4%
- The number of children under the age of 10 is expected to increase 6.1%
- By the end of 2015, 42% of population is expected to be university educated
- Average household income in real dollars expected to increase 5.4% to an average of \$142,750
- Number of households up 13.8% to 94,000
- Number of immigrants expected to settle in Vaughan projected to increase from 53% to 60%
- With a more diverse population we can expect to see a multitude of languages being spoken in Vaughan



### Strategic Planning Team

Aleksandra Dowiat Vine, Andrea Akers, Elaine Barr, David Broughall, Christine Fiorini, Ruthanne Price, Dina Romanello, Jennifer Stephen, Yue Sun



# The Changing Community We Serve

## Language Projections for Vaughan Residents

- Number of residents reporting a mother tongue other than English or French is expected to increase from 55 to 58% of the population
- The number of residents speaking Persian, Russian, Spanish, Chinese and Arabic will have the largest percentage increases by 2015

In summary, the City of Vaughan can expect that a large number of new residents settling in the City over the course of the next four years will be 25 – 44 years old, two-parent families with young children, good incomes and post-secondary education.\*\* They may or may not be Canadian born.

Our research and findings were then presented to the Vaughan Public Library Board during the Strategic Planning Board Summit where the Library Board identified strategic directions and priorities for the organization and created a new vision for Vaughan Public Libraries.

Through this process we have developed an understanding of where Vaughan Public Libraries stands today and where we need to concentrate our future focus.

## Long-term Focus Statements

As we move forward, our priorities and initiatives will be to:

### Empower People

Know our growing and diverse community, empower citizens and staff, and provide a relevant and responsive library system for all.

### Inspire Opportunities

Foster a learning, literate and successful community by advocating and supporting literacy for all ages.

### Build Community

Enhance library spaces, create welcoming environments and expand library areas beyond existing facilities.



\* Source: Environics Analytics, Demographic Estimates and Projections and Executive Catchment Report for the City of Vaughan, 2011

\*\* Turcotte, Martin and Mireille Vezina. "Migration from Central to Surrounding Municipalities in Toronto, Montréal and Vancouver." Canadian Social Trends 8 June (2010). Print.

## Empower People

Know our growing and diverse community, empower citizens and staff, and provide a relevant and responsive library system for all.

### Strategic Priorities:

- Collaborate with the community to ensure that library services meet the needs of Vaughan citizens.
- Promote VPL's collections, services and resources to build a stronger awareness of the library and to attract new customers.
- Foster ongoing staff commitment to provide excellence in library services. Create an atmosphere where staff is informed, engaged and empowered to deliver high quality customer service to the community.





## Strategic Initiatives:

These are just some of the ways we can accomplish our goals:

- Build a strong library system that enhances the lives of all Vaughan citizens.
- Adopt a community-led approach to the development and refinement of library services.
- Continue to collaborate with the community to pursue strategic alliances and partnerships.
- Create and implement a marketing and communications plan to attract new customers.
- Further develop advocacy efforts with key stakeholders.
- Explore options to better serve a time-pressed population.
- Strive to be employer of choice for Library and Information professionals.
- Provide relevant, ongoing training and development opportunities that will enable staff to reach their full potential.
- Encourage staff innovation and support their achievement of strategic priorities.
- Increase opportunities for staff collaboration and sharing.
- Investigate new ways of communicating with staff to strengthen internal communications.
- Maintain and implement staff suggestions in response to annual staff satisfaction survey.
- Raise the profile of VPL among the community of library professionals.

*“Library programs are fun and a great way to meet new people”*



Photo: Michael McClymont





## Inspire Opportunities

Foster a learning, literate and successful community by advocating and supporting literacy for all ages.



### Strategic Priorities:

- Nurture the joy of reading and create an environment of lifelong learning for all.
- Develop and provide programs, services and collections that educate and increase the knowledge of our diverse community.
- Incorporate new technologies to support and enhance library service and encourage digital literacy.



*“My library is a place with all kinds of useful information”*





## Strategic Initiatives:

These are just some of the ways we can accomplish our goals:

- Continue to promote early literacy in children through library programs and collections and provide resources to support and empower parents and caregivers.
  - Recognize teens as unique library users and develop social, leisure and learning resources and services for them.
  - Develop a service plan for adults of all ages.
  - Enhance our intergenerational programs for parents, children, seniors and teens.
  - Extend partnership opportunities with local schools to foster collaboration and curriculum support.
  - Support economic growth and development in Vaughan by providing support to local businesses and entrepreneurs.
  - Strengthen our literacy programs and services to address the needs of ESL (English as a Second Language) learners.
  - Contribute to the successful integration of newcomers to the community through expanded access to services, programs and resources in languages other than English, while celebrating their cultural diversity.
  - Expand volunteer opportunities for community members.
  - Build accessible collections, services and relevant programs that respond to our diverse community.
  - Serve members of our community with special needs by providing specialized materials, equipment and services.
- Make popular materials available quickly.
  - Expedite access to relevant technologies, training, programs and equipment.
  - Offer excellent customer service with every customer interaction through our knowledgeable, helpful, friendly staff in person or online.
  - Harness the power of new media, emerging technologies and traditional methods for ongoing communication with customers.
  - Create a brand identity for Vaughan Public Libraries.
  - Investigate new channels for delivering library collections and services.
  - Generate other sources of income and opportunities that enhance library services.



## Build Community

Enhance library spaces, create welcoming environments and expand library areas beyond existing facilities.



### Strategic Priorities:

- Establish Libraries as vibrant community gathering places, central to community life.
- Plan and construct new library facilities in accordance with growth and demand that achieve excellence in library architecture and interior design.
- Improve accessibility and convenience of library locations.



“Nice environment  
to read and learn”





## Strategic Initiatives:

These are just some of the ways we can accomplish our goals:

- Enhance libraries to become exciting and vibrant destinations that appeal to people of all ages and facilitate a multitude of activities including use of study and meeting space, quiet reading, programs, free use of computer and Internet, or just simply a safe place to spend time in.
- Recognize and respond to the unique facility and design needs of various user groups.
- Ensure facilities offer sufficient comfortable seating, enhanced lighting and flexible spaces for individuals, families and community groups.
- Increase space for both individual and group study, as well as noisy and quiet pursuits.
- Provide libraries that are accessible to all.
- Enhance customer browsing experience by adopting a retail approach to market library collections in an attractive manner; displaying popular materials in an easily identifiable marketplace conveniently located in each branch.
- Increase visibility and recognition of Vaughan Public Libraries locations by developing a distinctive visual image through internal and external signage.
- Explore opportunities to provide a café or foodservice option.
- Develop library facilities that are conveniently located, designed and equipped to meet the needs of our increasingly busy population.
- Provide convenient hours of operation in all library locations.
- Facilitate continued improvement in environmental stewardship while improving existing and constructing new library facilities.
- Embrace “green” and environmentally friendly opportunities.
- Monitor customer visits and usage to establish optimum hours of operation.
- Investigate opportunities for mutually supportive partnerships with the City of Vaughan to integrate libraries into civic life.







[www.vaughanpl.info](http://www.vaughanpl.info)

## Contact Us

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