



Clarington Library
Museums & Archives

2023-2027 Strategic Plan

*Opening New Chapters:
Our Vision for a Brighter Future*

Dear Friends and Supporters,

It is with immense pride and enthusiasm that we present to you the 2023 - 2027 Strategic Plan for Clarington Library, Museums & Archives (CLMA). This is our first strategic plan as a Library, Museum and Archive and as we move forward into a future brimming with possibilities, our vision is clear: to be a vibrant space where curiosity thrives, where connections flourish, and where knowledge empowers us all.

At CLMA, we envision a space where the community can relax, connect, learn, and thrive. Our commitment lies in inspiring curiosity and serving as the cornerstone of our community. We are dedicated to being the heart of Clarington, offering a diverse collection of books, artifacts, and resources that reflect our evolving culture and shared knowledge. We nurture connections, empower minds, and weave a tapestry of understanding within our community.

Our journey is guided by curiosity, preservation, innovation, intellectual freedom, community, respect, and accountability.

We extend our deepest gratitude to you, our community, for your unwavering support. Together, let us embark on this enriching journey, where knowledge knows no bounds and inclusivity knows no limits.

Warm regards,



Steven Cooke

Chair, Board of Directors
Clarington Library, Museums & Archives



Monika Machacek

Chief Executive Officer
Clarington Library, Museums & Archives



OUR VISION

Clarington Library, Museums & Archives inspires curiosity and is a destination where our community can relax, connect, learn, and thrive.



OUR OUR MISSION

We will be the cornerstone of our community by offering a treasure trove of books, artifacts, and resources that reflect the richness of our evolving culture and our shared knowledge. We inspire connections, empower minds, and create a vibrant tapestry of understanding.



OUR VALUES

- Curiosity & Ideas
- Preservation
- Innovation
- Intellectual freedom
- Community
- Respect
- Accountability



THE STRATEGIC PILLARS



1. *Knowledge-Rich Organization*

Satisfying your curiosity by:

- Offering an evolving treasure trove of books and materials that reflect the diverse and changing needs of Clarington
- Helping you uncover your past by increasing access to genealogical resources and staff expertise at all locations
- Interpreting and exhibiting our rich local history through immersive experiences in our four (4) town centres

Engaging and supporting newcomers by:

- Expanding programs and partnerships with newcomer organizations in all four (4) library locations
- Developing a multi-year program and events plan to celebrate the cultures in Clarington
- Growing our language collection each year to reflect the languages spoken in Clarington

Expanding access to digital literacy by:

- Mobilizing staff into senior residences and schools to upskill residents' digital literacy knowledge and comfort
- Opening a Maker's Space in Courtice and expanding STEM and DIY programs across the system to improve your confidence in playing and learning new technology and skills
- Digitizing select archival collections to expand access to local history materials



2. Community Destination of Choice

We are a space that is supportive, compassionate and welcomes diversity and inclusivity by:

- Embracing our role as a community sanctuary that connects residents to the resources and support they need through a Social Workers program
- Continuing to develop and maintain programs, partnerships and experiences that reflect the rainbow of cultures, personal identity, and belief systems as part of a multi-year program plan
- Demonstrating that our locations and services will leave an unforgettable impact because our services are designed and offered with you in mind through the development of a customer service strategy and standards

We are the place to preserve and exhibit Clarington's cultural heritage by:

- Creating engaging interpretive displays within our Libraries, Museums, and community centres to connect residents to their local history and heritage
- Continuing to develop and preserve archival and local history materials that are reflective of past and current communities and residents, ensuring broad representation as a trusted source for research
- Expanding our responsibility in Reconciliation by the development of a Repatriation and Decolonization strategy

We want to build the reputation of the CLMA as a highly-valued community partner by:

- Forging relationships with Tourism organizations in each tier of government
- Building relationships with local groups and committees
- Partnering with Economic Development, Clarington Board of Trade and the Business Improvement Associations
- Active participation on Community Round Tables in Clarington and the Region of Durham



3. Organizational Excellence

We want to be an employer of choice that will:

- Embrace diversity of opinions and thoughts through an annual Employee Engagement Survey
- Improve our communication to internal and external stakeholders through regular attendance at community events, planning tables and regular updates to staff via a quarterly newsletter
- Encourage innovation and experimentation by recognizing great ideas through an Employee Recognition Program

We will be bold leaders in service design and delivery by:

- Creating a destination of choice in Bowmanville through a renovation of the Bowmanville Library, and centralizing our heritage buildings to Bowmanville to fully program and promote our local history
- Hitting the road by operating a bookmobile to reach underserved areas in Clarington

We will commit to continuous improvement by:

- Establishing a policy and procedure framework
- Establishing a system of program evaluation and feedback
- Identify and tailor training and change management programs for employees so we are always prepared for new initiatives

4. Resource Utilization and Sustainability

Align with the Municipal strategies by:

- Building action plans that supports the Municipality of Clarington's Economic Development Strategy and the Prioritization of Arts, Culture & Recreation
- Establishing key performance indicators (KPIs) to track our progress toward resource utilization and sustainability goals
- Creating volunteer opportunities that enable residents to share their time, skills and talents for the benefit of the community



We will be environmentally sound by:

- Designing sustainable events with 3 Ps in mind: People, Planet and Profit. Programs such as Repair Cafes will build social infrastructure and create sustainable culture
- Promoting our role in the circular economy. Borrowing instead of buying, upcycling and donating withdrawn materials to community groups

We will develop sustainable revenue generation strategies by:

- Creating a multi-year sponsorship program and fundraising campaign
 - Naming rights for meeting rooms
 - Merchandising
 - Book sales
 - Program partners and sponsors
- Exploring diverse revenue streams such as grants, partnerships, donations, and fee-based services to reduce reliance on municipal funding
- Implementing fee structures to offset expense costs:
 - Room and facility rental fees
 - Fee structure for private artists and exhibits to be displayed in our facilities
- Quantifying tangible and intangible benefits of library, museum, and archival services to demonstrate economical impact and municipal return on investment

We will develop a disaster response and recovery supports for the community by:

- Maintaining a Pandemic Plan and Continuity of Operations Plan to ensure our resilience to help community during unprecedented times
- Building partnerships with Public Health, Emergency Response Systems, and the Municipal Departments to assist in the coordination of public access to health, community information and essential services
- Developing sound risk management action plans to mitigate risk, support staff and plan resources effectively for responding to potential threats



The 2023 – 2027 Strategic Plan was developed through the expertise at the Ontario Library Service, the Clarington Public Library Board and members of the staff team.

2023 – 2027 Clarington Public Library Board

Steven Cooke, Chair
Tenzin Shomar, Vice-Chair
Lloyd Rang, Councillor Ward 2
Nancy Brandon
Christopher Hinbest
Ron Hooper
Donald McKenzie
Marina Ross
Katharine Warren



Senior Leadership Team

Monika Machacek, Chief Executive Officer
Alison Dee, Director, Strategy & Innovation
Jennifer Gardner, Director, Neighbourhood Services
Megan Elliott, Manager, Business Administration
Keisha Gomes, Manager, Human Resources



Management Team

Samantha Aitken, Manager, Marketing & Community Engagement
Aiden Brydon, Manager, Collections & Resources
Heather Ridge, Curator and Manager of Heritage Services
Jennifer Quirke, Manager, Public Service
Rob Waite, Manager, Information Technology



Strategic Plan Advisory Team

Lisa Dyche, Librarian
Nicola Keene, Member Services Assistant
Andrea Leich, Librarian
Laura Thiel-Convery, Member Services Associate

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