

# 2018 – 2022 Strategic Plan

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# MESSAGE FROM CHAIRPERSON

## Pat Ross-Nelson



On behalf of the Board, I am pleased to introduce the Elkford Public Library's 2018–2022 Strategic Plan (the “Plan”).

Being at the ‘end of the road’ in the South East corner of British Columbia does not mean our library and its resources are compromised. Being small and isolated from the major urban areas, the library has become even more important to patrons, staff, and board.

We are facing many changes in the next 5 years.

*Some are exciting:*

- advances in technology and bringing new faces to our staff and board.

*Some are terrifying:*

- trying to keep up with advancing technology and saying goodbye to several cherished employees.

Our vision for the Library is to “be an advocate for the community in the development, enhancement, promotion and provision of recreational and educational library services.”

The Plan is intended to inspire all of us to reflect on how we can make a difference, while planning for the future. It will guarantee that the needs of the residents of Elkford continue to be addressed.

The Plan contains the goals and related strategic objectives that provide the road map for how we work towards achieving our vision over the long term.

The Plan will help guide us as we set priorities, make decisions and manage our Library for years to come.

**Pat Ross-Nelson, Chairperson**

# SUMMARY AND BACKGROUND

The 2018 – 2022 Strategic Plan provides the focus for the Elkford Public Library Board and staff over the next five years. The priorities identified in the following pages define what the library will accomplish over the next five years and forms the basis of the Plan.

The Strategic Plan builds on the vision, mission and guiding principles that were reviewed in November 2017, and the plan was adopted at the February 27, 2018 board meeting. The Plan will be reviewed annually and, if needed, adjusted to reflect changes in the operating environment and community needs.

# OUR COMMUNITY



Elkford is a picturesque Rocky Mountain town founded in 1971 as a home for miners working at the newly-founded Fording Coal operations, and has grown to a population of nearly 3,000 residents. Pristine natural wilderness is highlighted by proximity to Elk Lakes Provincial Park, Height of the Rockies Wilderness area along the continental divide, world class fly-fishing on the Elk River, a local ski hill, and a full range of community recreational amenities.

# BOARD FOR THE ELKFORD PUBLIC LIBRARY

The Elkford Public Library is governed by an elected Board made up of a Chairperson, Vice-Chairperson, Treasurer, District of Elkford representative and up to 6 Trustees. All Board members serve a two-year term.

Decision made by the Board have a direct impact on the patrons of the Library and the services provided to the residents of Elkford. The Board makes decisions based on a democratic system in which each member casts one vote and the majority vote determines the decision.

The Board usually meets once a month on the last Tuesday at 6:30 p.m. Meetings take place in the Elkford Library and are open to the public.



# ELKFORD PUBLIC LIBRARY ADMINISTRATIVE STRUCTURE



The administrative function of the Elkford Public Library is headed by the Library Director, Sandra Takenaka, who leads staff in implementing Board decisions.

Under the leadership of the Director, staff works to provide programs and services to residents, such as operating a full service library, including offering public access to the internet, providing adult, children and youth programs and literacy support. As well, we publish a monthly community newspaper.

# OUR VISION

A vision is a short statement describing the ideal state the Library is striving to achieve for its patrons.

The statement was reviewed in November 2017 and the Board agreed that our vision is:

***“To advocate for the community in the development, enhancement, promotion and provision of recreational and educational library services”.***

# MISSION STATEMENT

The Library's mission statement guides its strategic decision making process and focuses employees on goals determined by the Board.

The statement was reviewed in November 2017 and the Board agreed that our mission is:

***“To be an integral part of the community by meeting the needs of patrons and to develop and expand the library’s tangible, virtual and technological resources”.***

# GUIDING PRINCIPLES

Values are the fundamental principles that guide the Library's behaviour and decision making. Our guiding principles describe how we should act in order to accomplish the tasks leading to achieving our mission. They create our desired culture as they are the principles that guide the behaviors of all members of the organization.

The Elkford Public Library's guiding principles are:

- **Access:** Equitable access to information, impartial and non-judgmental access to resources and services, and a safe space available to all individuals.
- **Intellectual Freedom:** Facilitate free exchange of information and ideas, protect intellectual freedom and respect individuals' rights to privacy and choice
- **Learning:** Value learning and provide services, programs and resources to create conditions that foster learning
- **Community:** Value teamwork, partnerships and service to the community
- **Respect:** Using the facility while being respectful of others around you
- **Inclusion:** Encourage participation in decision making and program development
- **Integrity:** Open, transparent and honest in all our dealings

# OUR STRATEGIES, OBJECTIVES & PRIORITIES

The Library Board defined the following strategies for the 2018 – 2022 Strategic Plan:

**Strategy #1** – Fostering Connected Communities

**Strategy #2** – Building Capacity

**Strategy #3** – Working Together

**Strategy #4** – Sustaining Our Success

# OUR STRATEGIES, OBJECTIVES & PRIORITIES



## Strategy #1

“Fostering Connected Communities”

# Strategy #1

## “Fostering Connected Communities”

### Objective:

This strategy focuses on promoting access to all types of information and tools to reflect the evolving information landscape.

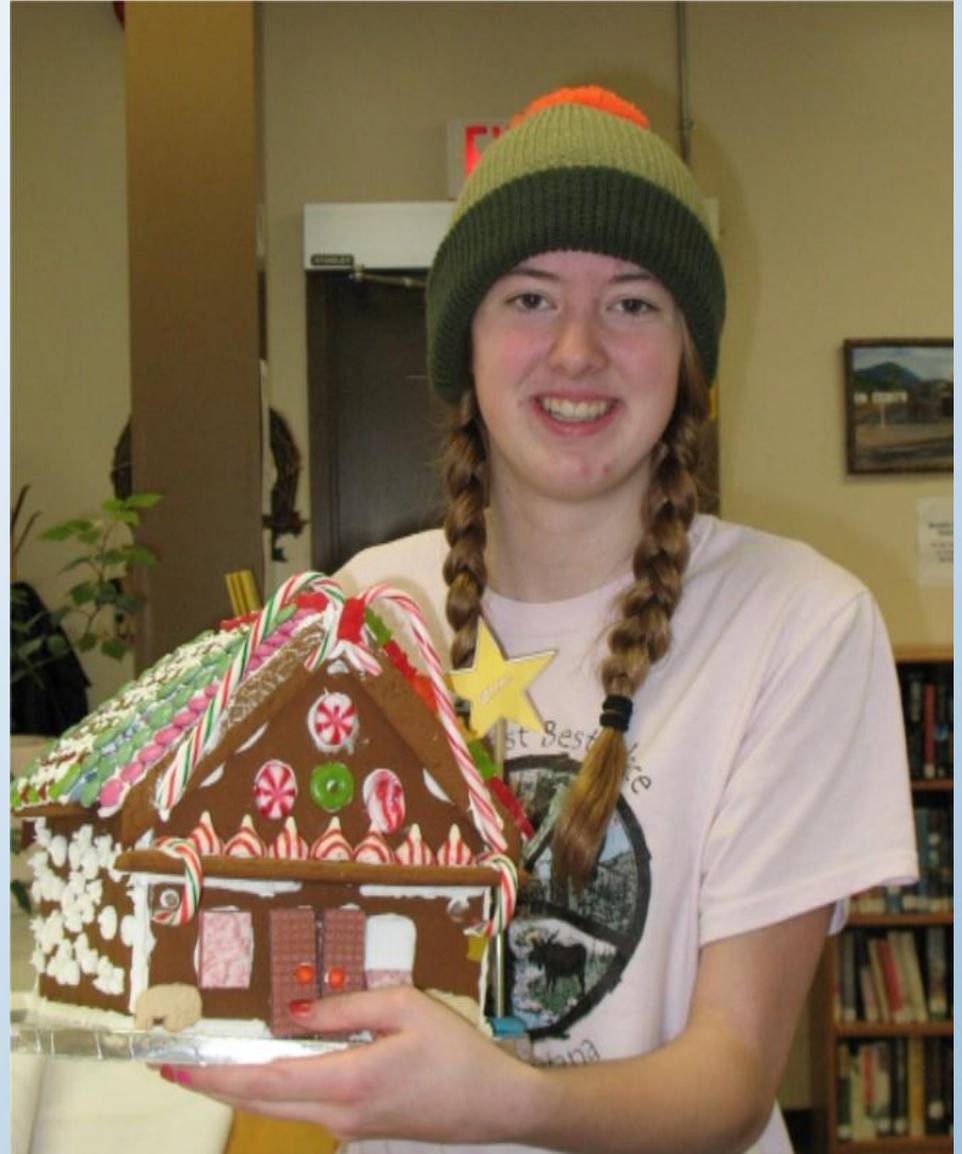
### Action:

1.1	Approach schools about library services that would benefit both students and teaching staff <i>(Measure number of class library tours and other visits)</i>	Target Priority Status Dept	Oct 2018 <b>Medium</b> Planned Staff
1.2	Offer technology assistance regarding library and information technology (e.g. Weekly Technology Day) for adults <i>(Measure number of participants)</i>	Target Priority Status Dept	Jan 2019 <b>High</b> Planned Staff Director
1.3	Promote online library reference and learning opportunities using posters, bookmarks, the Focus, and word of mouth <i>(Measure number of online visits)</i>	Target Priority Status Dept	Underway <b>Medium</b> Planned Staff
1.4	Offer library tours to adult groups <i>(Measure number of encounters)</i>	Target Priority Status Dept	Ongoing <b>Low</b> Planned Staff
1.5	Investigate the purchase of a 3D printer <i>(Measure – complete analysis for evaluation)</i>	Target Priority Status Dept	Sep 2022 <b>Low</b> Not started Board Director

# OUR STRATEGIES, OBJECTIVES & PRIORITIES

## Strategy #2

“Building Capacity”



# Strategy #2

## “Building Capacity”

### Objective:

- a) Offer access to high quality service and collections and be responsive to community needs
- b) Strengthen staff competencies related to innovation, creativity and continuous improvement

### Action:

2.1	Senior Saturday (e.g. 2-hour senior drop in featuring board games, cards, socialization, and coffee or tea) during the winter months <i>(Measure number of attendees)</i>	Target Priority Status Dept	Oct 2018 <b>High</b> Not started Staff
2.2	Children's' Activities - parent and child participation (e.g. one 30-minute session per week featuring stories, songs, music, or simple crafts. This would run in 4 to 6 week intervals 2 or 3 times a year) <i>(Measure number of attendees)</i>	Target Priority Status Dept	Oct 2018 <b>High</b> Not started Staff Director
2.3	Kids Klub--afterschool programming for primary school children. (e.g. Lego club or other maker activity) <i>(Measure number of attendees)</i>	Target Priority Status Dept	Jan 2019 <b>Medium</b> Planned Staff
2.4	Homework Club for teens (with food) <i>(Measure number of attendees)</i>	Target Priority Status Dept	Oct 2018 <b>Medium</b> Not started Staff
2.5	Book clubs/Writing club (3-4 month duration) <i>(Measure number of sessions)</i>	Target Priority Status Dept	Sep 2020 <b>Medium</b> Planned Staff
2.6	Summer Reading Club <i>(Measure number of attendees)</i>	Target Priority Status Dept	Annual <b>High</b> Not started Staff
2.7	Staff training – at least one course completed towards library professional development annually <i>(Measure number of courses completed)</i>	Target Priority Status Dept	Annual <b>High</b> In progress Staff

# OUR STRATEGIES, OBJECTIVES & PRIORITIES

## Strategy #3

“Working Together”



# Strategy #3

## “Working Together”

### Objective:

- a) Increase community awareness of and engagement with library programs, services, resources and collections
- b) Develop partnerships and opportunities for collaboration with industry innovators

### Action:

3.1	Collaborate with Elkford Early Years to provide small child and parent activities <i>(Measure number of activities)</i>	Target Priority Status Dept	Sep 2018 <b>High</b> Not started Director
3.2	Collaborate with Columbia Basin Alliance for Literacy for senior/adult training <i>(Measure number of courses offered)</i>	Target Priority Status Dept	Sep 2019 <b>Medium</b> Not started Director
3.3	Investigate opportunities for Friends of the Library program to assist with fundraising activities <i>(Measure – establish program)</i>	Target Priority Status Dept	Sep 2019 <b>Medium</b> Not started Board
3.4	Collaborate with Rocky Mountain Elementary School to provide a book club for Grades 5-6 <i>(Measure – establish program)</i>	Target Priority Status Dept	Sep 2019 <b>Medium</b> Not started Staff
3.5	Collaborate with SYS.TEM Elkford teen group <i>(Measure – establish collaboration)</i>	Target Priority Status Dept	Sep 2018 <b>High</b> Not started Director
3.6	Collaborate with a local restaurant to provide snacks for Homework club or other teen programs (perhaps by offering free advertising in the Focus) <i>(Measure number of donations of snacks)</i>	Target Priority Status Dept	Sep 2018 <b>High</b> Not started Director

# OUR STRATEGIES, OBJECTIVES & PRIORITIES

## Strategy #4

“Sustaining Our Success”



# Strategy #4

“Sustaining Our Success”

## Objective:

- a) Enhance governance
- b) Ensure the right level of funding is allocated to each program or activity to maximize outcomes and ensure long-term sustainability
- c) Ensure fiscal targets are consistently met

## Action:

4.1	Review and update policies, procedures and bylaws (Measure: Fees and Charges – Sep 2018 Policies – Sep 2019 Board/Staff welcome package – Sep 2018 Board/Staff evaluation – Sep 2019)	Target Priority Status Dept	Sep 2019 <b>Medium</b> Not started Board Director
4.2	Update computers and equipment to ensure all components of the network operate efficiently (Computer down-time due to failure)	Target Priority Status Dept	Ongoing <b>Medium</b> Not started Director
4.3	Conduct a collection assessment, address gaps and other issues identified through this process via collection development and maintenance (Measure – complete gap analysis)	Target Priority Status Dept	May 2020 <b>Medium</b> Not started Director
4.4	Designate an Economic Emergency Reserve Fund equivalent to 4 months operating expenses (Measure – establish reserve)	Target Priority Status Dept	Jan 2018 <b>High</b> Underway Treasurer
4.5	Capital Projects: <ul style="list-style-type: none"> <li>• Quiet room in honour of Douglas Carl Fisher (Dec 2021)</li> <li>• Front Counter Display (Dec 2021)</li> <li>• Lego collection (Dec 2020)</li> </ul>	Target Priority Status Dept	Jan 2022 <b>Medium</b> Not started Staff
4.6	Investigate electronic payment options (phone/online) for patrons	Target Priority Status Dept	2021 <b>Low</b> Not started Director Board
4.7	Consider establishing an endowment fund	Target Priority Status Dept	2020 <b>Medium</b> Not started Director