

Elkford Public Library Strategic Plan – 2023-2027

Summary and Background

The 2023-2027 Elkford Public Library Strategic Plan provides guidance and focus for the Elkford Public Library Board and employees over the next five years. Priorities that the library will accomplish over the next five years are outlined via the four strategies, twelve sub-strategies, and the individual goals in this plan.

The library's mission and values were reviewed and revised for this five-year period to provide clarity and reflect the current goals of the library.

This plan will be reviewed by the Elkford Public Library Board and Director annually and adjusted to reflect changes in the operating environment and community needs.

Mission Statement

To serve and empower the community by providing library resources, information, ideas, and learning opportunities.

Values

Values are the fundamental principles that guide the Library's behavior and decision making. They create our desired culture as they are the principles that guide the behaviors of all members of the organization.

Equitable Access	Ensuring that library resources are accessible to every member of the community, and that patrons have impartial and non-judgmental access to resources and services. Intellectual freedom, free exchange of information and ideas.
Learning & Literacy	Facilitating learning and providing literacy support by offering relevant services, programs, and resources.
Inclusion	Providing a safe space available to all individuals.
Respect	Being respectful to all library patrons and community members, respecting individuals' rights to privacy and choice.
Creativity	Encouraging a sense of wonder, excitement, and exploration and supporting lifelong learning.

Strategic Objectives

1. Technology & Connectivity

1. Maintain Virtual Resources
2. Maintain Up-to-Date Technology & Infrastructure
3. Support Patrons with Technology
 - a. Empowering employees with respect to digital literacy.
 - b. Providing accessible, efficient service and devices for patrons that meet patrons' needs.

Action Items

2023				
Goal	Description	Metrics/Deliverables	Timeline	Responsible Party
1.1	Document our starting point with respect to virtual resources.	Inventory of currently available virtual services, their delivery models, funders, usage statistics, and timeline for renewal.	2023; Annual updates.	Director
1.1	Research useful or in-demand virtual services.	Results from patron enquiry (e.g., survey), list of potential services.	Annual	Director & Employees
1.1	Research local grants.	List of local grants including description of funding available and criteria for application.	2023; Annual updates.	Director
1.2	Create a database of current inventory and expected lifetime of technology and infrastructure, including replacement cost(s) (estimated).	Database created.	2023; Annual updates.	Director
2024				
1.1	Explore option of funding from Teck Coal.	Information about how to apply for funding from Teck Coal and decision on whether to pursue Teck as a funding option.	2024	Board
1.1	Explore options for e-book collection funding long-term (e.g., OverDrive Advantage).	Funding plan(s) to be included in 5-year financial plan OR list of grants.	2024	Treasurer, Director

1.3	Gap analysis for technology at the library (inventory and staff competencies).	Report.	2024; Annual updates.	Director & Employees
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2. Building Capacity

1. Ensure the library Board and employees have the knowledge, skills, and resources to carry out their duties.
2. Ensure that Elkford Public Library programs are relevant and engaging.
3. Ensure that the Elkford Public Library's physical and virtual spaces are accessible to all by meeting provincial guidelines with respect to accessibility, as outlined in the Accessible BC Act.

Action Items

2023				
Goal	Description	Metrics/Deliverables	Timeline	Responsible Party
2.1	Conduct gap analysis for employees & Board defining and assessing core competencies needed.	Report.	January – June, 2023	Board, Director, Employees
2.1	Explore the option of TOPs training for our Board.	Interest list, information on available program(s), contact information for other nearby libraries/trustees who may be interested.	June – December, 2023	Board
2.1	Explore options of safety-related PD for employees.	Information on PD. Potential implementation of PD as deemed appropriate.	August – December, 2023	Director, Employees
2.2	Determine current community needs & interests for programs at the library.	List of potential programs. Statistics from past programs. Results from patron enquiry, e.g., survey.	2023; Annual updates.	Director, Employees
2.2	Recruit individuals to deliver library programs.	List of volunteers and/or active volunteer base.	2023; Recruitment as needed.	Director, Employees.
2.2	Maintain list of existing local programs offered by other organizations.	List or information package of organizations and programs.	2023	Employees
2.3	Meet & maintain accessibility guidelines as defined in the Accessible BC Act.	Accessibility Committee, accessibility plan, and mechanism for feedback implemented.	September 2023	Board, Director
2024				

2.1	Reassess our employee PD plan.	Report, new plan.	2024	Board, Director
2.2	Design and deliver programs based on patrons' feedback/interests. Include mechanism for statistics & feedback.	New programs for library.	2024	Director, Employees, and Volunteers
2.2	Explore option of program coordinator position for library.	Option(s) for program coordinator included in 5-year financial plan.	2024	Treasurer, Director
2025				
2.1	Explore alternative (i.e., not necessarily library-specific) training and other educational experiences for employees, e.g., museum trips, local interest, local history.	List of opportunities and cost(s).	2025	Director, Employees
2026				
2.3	Explore what the library could do with more physical space. Build a business case for expanding our physical space.	Business plan.	2026	Board, Director

3. Community Engagement

1. Engage in opportunities for resource sharing between BC libraries and the Kootenay Library Federation.
2. Seek & maintain partnerships between the library and other local organizations.
3. Engage the public through connections with the community, e.g., events, advertising, the Elkford Focus, and social media.

Action Items

2023				
Goal	Description	Metrics/Deliverables	Timeline	Responsible Party
3.2, 3.3	Create and implement Indigenous relations policy.	Policy implemented.	2023	Board, Director
3.3	Determine service gaps by documenting when employees were unsuccessful in helping patrons.	Document produced.	2023	Employees
3.3	Explore “passive program” options, by, e.g., surveying other libraries.	List of potential passive programs, cost of materials, and estimated staff time required.	2023	Director, Employees
3.3	Engage with the community regarding library needs through the Elkford Focus.	E.g., One-page AGM ad (run once annual).	Annual	Employees, Director
2024				
3.3	Create a marketing plan for the library. The marketing plan may include guidance on social media, events such as the photo contest, book sale, story walk, and advertising in town.	Plan created & implemented.	2024	Board, Director
2025				
3.2	Determine opportunities for partnership(s) with other local organizations.	List of community organizations & relevant descriptions. (List of stakeholders.)	2025	Director, Board

3.2	Explore the options and benefits of attending the meetings and programs of local organizations, e.g., Elkford Chamber of Commerce, EEY.	Document outlining schedule of organizational meetings and programs and potential benefits, e.g., networking opportunities, shared programs, etc.	2025	Board, Director
3.2	Attend and/or advertise at community events or programs.	Attended or advertised at community events in Elkford.	2025	Board, Director, Employees
3.3	Create a community event policy and/or procedure detailing the specific information that should be brought to each community event or public display for the Library.	Policy and/or procedure written and implemented.	2025	Director, Employees
3.3	Explore options for redesigning the Elkford Focus, e.g., logo, layout, user-friendliness.	Report.	2025	Director
3.3	Create social media guidelines for employees.	Guidelines created. Include what, where, and how frequently to post, who is responsible for maintaining social media accounts, etc.	2025	Director, Employees
3.3	Create and maintain Elkford Public Library Instagram account (or other appropriate social media platform).	Account created. Account use to follow social media guidelines.	2025	Employees
3.3	Create one- to two-page easy-to-follow instruction & information leaflets on current library services.	Information leaflets created.	2025	Employees
3.3	Explore options for advertising in local publications, e.g., the Free Press.	Document with list of publications and advertising rates. Included in 5-year financial plan.	2025	Director, Board

2026				
3.2	Explore the possibility of having local businesses as “collection contributors” or to support other capital purchases, potentially on an ongoing basis.	List of local businesses’ granting options.	2026	Board, Director
3.3	Create local author section of library for self-published materials; encourage public to submit items for collection.	Shelf space allocated, relevant books in current collection re-catalogued, collection advertised.	2026	Director, Employees

4. Ensuring Sustainability

1. Ensure the sustainability of the library by maintaining a financial plan, maintaining good financial standing, and ensuring that fiscal targets are consistently met.
2. Ensure the sustainability of the library by maintaining Board engagement and practicing responsible succession practices.
3. Ensure the sustainability of the library by long-term operations planning for basic library needs and services.

2023				
Goal	Description	Metrics/Deliverables	Timeline	Responsible Party
4.1	Increase number of annual council delegations, e.g., two per year.	District of Elkford provided with more frequent updates on EPL activities, services, and needs.	2023	Board, Director
4.1	Create a five-year financial plan.	Five-year financial plan. Multiple options outlined where appropriate (see above) starting with a base plan.	2023	Board, Director
4.2	Define roles for Board members. Ensure written operating procedures are in place for the Board, including specific duties for the Chair, Vice-Chair, and Treasurer.	Operating procedures documented.	2023; Updated annually.	Board
4.3	Implement a Collection Maintenance Policy	Collection maintenance section added to Policy Manual.	2023	Board, Director
4.3	Develop an Elkford Public Library emergency plan.	EPL emergency plan in place.	2023	Director
4.3	Develop robust guidelines and information for absences of personnel, including sick leave/medical leave, vacation time, etc.	Personnel policy updated to include more robust guidelines for employee absences.	2023	Board, Director

4.3	Conduct risk assessments for library procedures.	Risk assessments in place.	January – August, 2023	Director, Employees
4.3	Ensure written operating procedures are in place for daily library operations.	Operating procedures documented.	2023; Updated annually.	Director, Employees
2024				
4.2	Develop a succession plan for Board trustees, including Chair, Vice Chair, & Treasurer.	Board succession plan in place.	2024	Board
4.2	Investigate possibility of incentives for Board trustees.	Report on possible incentives.	2024	Board
4.3	Develop a collection maintenance procedure based on the collection maintenance policy. (May be annual or multi-year.)	Collection maintenance procedure.	2024	Director
4.3	Develop PPI policy, including guidance for password management, digital security, etc.	PPI section added to Policy Manual.	2024	Board, Director
2025				
4.2	Develop a diversity plan.	Diversity plan and reporting mechanism in place.	2025	Board, Director
4.3	Develop a management plan for miscellaneous library inventory (i.e., not electronics, not part of the collection).	Inventory management plan & database created.	2025	Director
4.3	Investigate alternative payment options for patrons.	Report on payment options.	2025	Director
4.3	Ensure redundancy plan/policy in place for the Director position.	Plan and/or policy created. Annual activity calendar and operating procedures for the Director position	2025	Director

		created. Employees trained.		
4.3	Explore the possibility of having an occupancy agreement in writing with the District of Elkford for library space(s).	Information and/or Occupancy or Tenancy Agreement with District of Elkford	2025	Director, Board
4.3	Develop an incentive policy for employees.	Non-financial incentive policy for employees added to Policy Manual.	2025	Board, Director
4.3	Develop robust method of conducting performance reviews, including review criteria, performance metrics, corrective action, etc.	New performance review method developed and implemented.	2025	Board, Director
2026				
4.3	Explore options for collection improvements such as special collections, e.g., Francophone collection, 2SLGBTQIA+ collection.	Demographic report, financial estimate for collection(s), physical space allocated in library, report on other necessary resources (e.g., employee training).	2025	Board, Director