

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

COMPLETED ITEMS			
Goal	Description	Metrics/Deliverables	Responsible Party
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.	Board
1.1	Research local grants.	List of local grants including description of funding available and criteria for application.	Director
OUTSTANDING ITEMS			
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.	Director
1.1	Research useful or in-demand virtual services.	Survey results.	
1.1	Determine current demand for electronic books.	Survey results.	
1.2	Amend inventory database to include active/inactive dates and expected lifetime of technology.	Database updated.	Director
1.2	Implement file storage solution for Board documents.	File storage, virtual and/or physical.	Board
1.3	Gap analysis for technology at the library.	Survey results.	

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

COMPLETED ITEMS			
Goal	Description	Metrics/Deliverables	Responsible Party
2.2	Develop list of existing local programs offered by other organizations.	List or information package of organizations and programs.	Employees
2.2	Develop mechanism for program statistics & feedback.	Report.	Director, Employees
2.2	Explore option of program coordinator position for library.	Program coordinator position developed and hired.	Board, Director
2.2	Design and deliver programs based on patron feedback and interest.	New programs for library.	Director, Employees
2.3	Meet accessibility guidelines as defined in the Accessible BC Act.	Accessibility Committee, accessibility plan, and mechanism for feedback implemented.	Board, Director
OUTSTANDING ITEMS			
2.1	Define and assess Board core competencies.	Training matrix.	Board
2.1	Reassess our employee PD plan.	Written operating procedures.	Director, Employees
2.1	Schedule TOPs training for our Board.	TOPs training.	Board
2.1	Explore options of safety-related PD for employees.	Information on PD. Implementation of PD as deemed appropriate.	Director, Employees
2.1	Review policy and amend to include broader professional development under travel & training.	Policy amended.	Board, Director
2.2	Determine current community needs & interests for programs at the library.	Survey results.	
2.2	Design and deliver programs based on survey results, where viable.	New programs for library.	Director, Employees, & Volunteers
2.3	Explore what the library could do with more physical space. Build a business case for expanding our physical space.	Business plan.	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

COMPLETED ITEMS			
Goal	Description	Metrics/Deliverables	Responsible Party
3.2	Attend and/or advertise at community events or programs.	Attended or advertised at community events in Elkford.	Board, Director, & Employees
3.3	Engage with the community regarding library needs through the Elkford Focus.	E.g., One-page AGM ad (run once annual).	Employees, Director
3.3	Create Elkford Public Library Instagram account (or other appropriate social media platform).	Account created. Account use to follow social media guidelines.	Employees
OUTSTANDING ITEMS			
3.2	Determine opportunities for partnership(s) with other local organizations.	List of community organizations & relevant descriptions. (List of stakeholders.)	Board, Director, & Employees
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.	Board, Director
3.2	Determine whether the public wants to see more library representation at local public events.	Survey results.	
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.	Board, Director
3.2, 3.3	Create and implement Indigenous relations policy.	Policy implemented.	Board, Director
3.3	Determine service gaps.	Survey results.	
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.	Employees
3.3	Create a marketing plan for the library. The marketing plan may include advertisement, social media, and events guidelines and responsibilities, specific information that should be brought to each community event or public display, etc.	Policy and/or procedure written and implemented.	Board, Director

3.3	Explore options for redesigning the Elkford Focus, e.g., logo, layout, user-friendliness.	Report.	Director
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.	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.	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.

COMPLETED ITEMS			
Goal	Description	Metrics/Deliverables	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.	Board, Director
4.3	Develop robust guidelines and information for absences of personnel, vacation time, etc.	Personnel policy updated.	Board, Director
4.3	Implement a Collection Maintenance Policy	Collection maintenance section added to Policy Manual.	Board, Director
4.3	Develop privacy management policy, including guidance for password management, digital security, etc.	Privacy management section added to Policy Manual.	Board, Director
4.3	Develop an incentive policy for employees.	Non-financial incentive policy for employees added to Policy Manual.	Board, Director
OUTSTANDING ITEMS			
4.1	Create a five-year financial plan.	Five-year financial plan. Multiple options outlined where appropriate (see above) starting with a base plan.	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.	Board
4.2	Develop a succession plan for Board trustees, including Chair, Vice Chair, & Treasurer.	Board succession plan in place.	Board
4.2	Investigate possibility of incentives for Board trustees.	Report on possible incentives.	Board
4.2	Develop a diversity plan.	Diversity plan and reporting mechanism in place.	Board, Director
4.3	Develop robust guidelines for sick leave/medical leave.	Personnel policy updated.	Board, Director
4.3	Develop an Elkford Public Library emergency plan.	EPL emergency plan in place.	Director
4.3	Conduct risk assessments for library procedures.	Risk assessments in place.	Director, Employees
4.3	Ensure written operating procedures are in place for daily library operations.	Operating procedures documented.	Director, Employees
4.3	Develop a collection maintenance procedure based on the collection	Collection maintenance procedure.	Director

	maintenance policy. (May be annual or multi-year.)		
4.3	Develop a management plan for miscellaneous library inventory (i.e., not electronics, not part of the collection).	Inventory management plan & database created.	Director
4.3	Investigate alternative payment options for patrons.	Report on payment options.	Director
4.3	Ensure succession plan (including redundancy) in place for the Director position.	Plan and/or policy created. Annual activity calendar and operating procedures for the Director position created. Employees trained.	Director
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	Director, Board
4.3	Develop robust method of conducting performance reviews for the Director, including review criteria, performance metrics, corrective action, etc.	New performance review method developed and implemented.	Board
4.3	Develop robust method of conducting performance reviews for the employees, including review criteria, performance metrics, corrective action, etc.	New performance review method developed and implemented.	Director
4.3	Explore options for collection improvements such as special collections, e.g., Francophone collection, 2SLGBTQIA+ collection.	Survey results.	
4.3	Conduct survey.	Survey results.	Board, Director, & Employees