

# *Hudson's Hope Public Library*

## *Strategic Plan 2018-2020*

### **Executive Summary**

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Our library nurtures a sense of community, inclusion and fulfillment through our amenities and services that we provide. Our community-minded space imparts a welcoming atmosphere that allows patrons to feel welcome to learn, work, connect and have fun.

We have made significant progress in all key areas of our previous Strategic Plan: Facilities, Human Resources & Community Connections. One area of achievement was in the completion of the accessibility renovation in 2015. Another significant area of achievement was in the development new programs for youth. The Young Adult Programs were first implemented in the summer of 2016.

Our library is one of the key hubs in our community, which creates demands on us that many other organizations may not face. This puts us in a great place to develop further programs and services and grow as the community grows.

We strive to advocate for our organization by communicating our value and ensuring the importance of our library services are recognized within our community.

This plan guides policy and development of day-to-day operations of the organization. The plan defines goals and strategies that cover both the geographic and topical areas of our mandate.

This strategic plan focuses on five goals:

- Customer Experience
- Community Engagement
- Library Atmosphere
- Employee & Board Experience
- Sustainability

These goals will be further supported with objectives and work planning items. The Board feels that by doing this, they will strengthen our short and long-term opportunities that will benefit both the library and the community that we serve.

#### *Planning and Evaluation Framework*

The Board solicits input from a variety of sources to develop its strategic plan. We use the expertise of both our Board and key staff to ensure that the plan's direction is consistent with the Board's goals and needs. We will continue to involve our members and partners to ensure that our plan reflects their viewpoints and vision of the Hudson's Hope Library for both the current and future needs. It will be undergo an annual review to maintain governance oversight.

Our organization will continue to support our library services and facility as a community hub, vessel for collaboration as well as centre for information.

## **Mission and Vision**

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The library is one of the hubs in our community and as such, our new Mission and Vision reflects where we are and where we want to be in four years.

### **Mission – Where we are:**

We are a welcoming hub that helps people grow without limits by providing free access to a rich array of the world's stories, ideas and information.

### **Vision – Where we want to be:**

**Our library promotes and encourages life long learning in our community**

## **Governance**

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Our library is governed by a board of directors and is managed by the Library Director who has a number of staff reporting to her. The board's role is to provide oversight to management. The library board grants the proper authority and power to the Library Director and provide support to carry out their mandate. The boards mandate is reflected through this Strategic Plan and other library policies.

***All questions pertaining to this plan should be directed to the following:***

***Chair of the Board***

***Library Director***

## 2018-2021 Strategic Areas

The Board has prioritized five strategic areas. Some areas of focus are short term while others will take more time to develop and implement.

### 1.0 Goal: Customer Experience

#### **Objective 1.1 Continuation of Program Services.**

The board supports the provision of outstanding programs and presentations for our community. These diverse programs are developed to meet the changing needs of our community members.

<b>Areas of Focus</b>	<b>Outcomes</b>	<b>Deliverables</b>	<b>Responsibility</b>
Child and Youth programs	Ensuring monetary support to maintain current programming levels.	Board Fundraising Operational Grants	Library Board Library Director
Supplementary programming	Explore feasibility of alternate programming and presentation opportunities within the current budget. (specifically for babies, seniors and Dads)	Operational	Library Director
Improve and maintain metrics for reporting	Outline the organizational and staff reporting metrics to allow for tracking of applicable data throughout the year.	Provide reporting metrics annually Operational	Library Board Library Director

#### **1.2 Objective: Ongoing Collection Development**

The board recognizes the need to support methods that have allowed for success in the past while challenging ourselves to spark innovation and encourage our organization to evolve and grow with our community.

<b>Areas of Focus</b>	<b>Outcomes</b>	<b>Deliverables</b>	<b>Responsibility</b>
Continue patron driven collection development initiatives	Ensuring ongoing operational methods are implemented to ensure that the needs of the community are being met.	Operational	Library Director
Patron satisfaction assessments	Acquire information from patron surveys to reinforce directions taken in collection development.	Public Survey Operational	Board/Director Library Director

### **1.3 Objective: Community Partnerships**

The board supports collaboration with organizations within our community as well as the larger library community of the region and province to ensure that we meet the needs and diversity of our community.

<b>Areas of Focus</b>	<b>Outcomes</b>	<b>Deliverables</b>	<b>Responsibility</b>
Support community partnerships	Find ways to collaborate with community organizations to provide meaningful service to our community members.	Advocating & Networking Operational	Board/Director Library Director

### **1.4 Objective: Keeping up with Technology**

The board supports provision of technological services by way of patron computer stations, relevant databases and wireless internet.

<b>Areas of Focus</b>	<b>Outcomes</b>	<b>Deliverables</b>	<b>Responsibility</b>
Support technology upgrades	Library will have current technology to meet the needs of our clients.	Budget Operational	Library Board Library Director
Support technology education	Library staff will be supported to obtain technology specific training to help meet the needs of our patrons.	Operational	Library Director

## **2.0 Goal: Community Engagement**

The board supports increasing community awareness of all that the library is able to provide through internal and public promotion initiatives.

### **Objective 2.1: Improve Library's Advertising Presence**

The board supports operational initiatives to improve advertising presence as well as supports board initiatives such as holding public fundraising events and initiatives.

<b>Areas of Focus</b>	<b>Outcomes</b>	<b>Deliverables</b>	<b>Responsibility</b>
Advertising; Internal	Implement and improve methods of physical advertising within the library.	Operational	Library Director
Advertising; External	Ensure public print advertising is engaging and effective.	Operational	Library Director
Advertising; Online	Improve public interaction online through library website and social media forums.	Operational	Library Director

**Objective 2.2 Advocating for Library Services**

The Board feels that it so important for staff, trustees, and others with a vested interest in their public libraries, to communicate the value of libraries.

<i>Areas of Focus</i>	<i>Outcomes</i>	<i>Deliverables</i>	<i>Responsibility</i>
Advocating by the board	Ensure trustees are well versed on library initiatives for possible one-on-one advocating opportunities.	Advocating & Networking	Library Board
Advocating by the staff	Awareness of in-person and online services provided by the library.	Operational	Library Director
Patrons advocating for their needs	Conduct a survey that allows patrons the opportunity to anonymously advocate for their library needs.	Public Survey	Library Board Library Director

**Objective 2.3 Facilitate Community Connections**

Fortify relationships with key strategic partners to define potential areas of mutual supports.

<i>Areas of Focus</i>	<i>Outcomes</i>	<i>Deliverables</i>	<i>Responsibility</i>
Early Development Initiatives	Sustain links with Early Learning groups for possible collaboration.	Operational	Library Director
<i>Supports for Education Transformation</i>	Support provincial initiative through provision of library programs and collaboration with school system.	Budget & Policy Operational	Library Board Library Director

**3.0 Library Atmosphere**

The board supports initiatives to improve library atmosphere and ability to provide relevant technology based services. Capital improvements to our new community space will boast modernized furniture while maintaining a welcoming, comfortable and social environment. These newly refurbished spaces will support connections, creativity and discovery.

**Objective 3.1: Improve Library Atmosphere**

<i>Areas of Focus</i>	<i>Outcomes</i>	<i>Deliverables</i>	<i>Responsibility</i>
Reading Room	Commit funds toward updating the Reading Room as a multi-use room with modular furniture elements.	Approval of plan Operational	Library Board Library Director
Patron Seating	Update patron seating areas in the library with modern, mobile furniture.	Approval of plan Operational	Library Board Library Director
Furniture Upgrade	Ensure that we are providing the best community space: analysis & plan	Operational	Library Director

**Objective 3.2 Technology Relevance**

The board feels that it is important to keep relevant with the ever-changing technology needs of our patrons and staff.

<b>Areas of Focus</b>	<b>Outcomes</b>	<b>Deliverables</b>	<b>Responsibility</b>
Assess Technology Needs	Assess needs on a regular basis to ensure that the community’s needs are still being met through current IT services and physical components.	Operational	Library Director
Technology Plan	Three-year plan for replacement of technology within the library, including patron and staff computer, tablets and children’s computers.	Approve Plan Operational	Library Board Library Director
Patron Computer Access	Keep up with the increasing need for online interaction. Focus: increasing number of patron computer stations.	IT services budget Operational	Library Board Library Director

**Objective 3.3: Improve Functionality & Safety of Staff Space**

The board supports initiatives to improve staff safety and morale while improving upon functionality of spaces within the library to allow staff to better serve the public.

<b>Areas of Focus</b>	<b>Outcomes</b>	<b>Deliverables</b>	<b>Responsibility</b>
Library Storage	Action the solution to the library’s operational storage needs.	Budget Operational	Library Board Library Director
Safety Upgrades	Improving functionality and safety of staff use areas. (Custodian area, storage areas, etc.)	Building improvements Operational	DOHH Library Director

**4.0 Board & Employee Experience**

The board strives to improve the governance processes and procedures for the organization.

**Objective 4.1: Support Staff and Board Training**

The board supports staff and board training opportunities to build capacity; training to empower and leverage our strengths

<b>Areas of Focus</b>	<b>Outcomes</b>	<b>Deliverables</b>	<b>Responsibility</b>
Board Training	Maintain funding and support.	Budget & Policy	Library Board
Staff Training	Maintain funding and support.	Operational	Library Director

**Objective 4.2 Improve Clarity of Roles and Reporting**

The board is interested in improving continuity within the human resources framework of the organization. Initiatives will allow for more smooth transitions between role changes and allow for more clarity within the expectations of reporting.

<b>Areas of Focus</b>	<b>Outcomes</b>	<b>Deliverables</b>	<b>Responsibility</b>
Board	To improve documentation for board transitions and reporting methods for committees and executive. (Position descriptions, procedures, etc.)	Update job descriptions Update procedures Structured reports	Library Board Library Board Library Board
Staff	To improve documentation for employee transitions.	Operational	Library Board
Reporting	Establish key performance indicators annually to insure effective reporting.	Reporting metrics Operational	Library Board Library Director

**5.0 Sustainability**

The board would like to ensure some security in the financial stability of our organization through ongoing initiatives to regulate the funding process and allow the organizations funding structure to stabilize.

**Objective 5.1: Sustain Positive Financial Relationships**

The board supports cultivating a proactive and productive relationship with our main funding source, the District of Hudson’s Hope.

<b>Areas of Focus</b>	<b>Outcomes</b>	<b>Deliverables</b>	<b>Responsibility</b>
Municipality: Communication	Improve communication with regard to annual budget process.	DOHH and HHPL written procedure.	Board & Library Director
Municipality: Financial Stability	Service Agreement should provide stability for maintaining current levels of service.	Service Agreement & agreement renewal process.	DOHH, Board & Library Director