

Strategic Plan 2018 - 2022

The Possibilities are Infinite



Espanola Public Library Bibliothèque publique

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Española Public Library Board

Motion #18-44

Current environment:

Since the implementation of the previous Strategic Plan – 2012 – 2016, a completely new Board was appointed effective in 2015, the CEO retired in 2015, and all the long term permanent staff retired by 2017.

The new Board spent their first year, with the pending retirement of their Chief Executive Officer, preparing for and hiring for this key position.

The new CEO started in 2016.

The Board and new CEO spent the next two years dealing with predominately basic infrastructure issues – including migration of the backbone of our library service, the catalogue / circulation database to a new online system – Sirsi-Dynix - <https://www.espanola.ca/library> (including the staff training necessitated by that process); network and electrical upgrades suddenly critically necessary; recruitment and replacement of retiring staff (again including the training required); the complete failure of the heating and air conditioning system; assessment and revitalization of specific areas of the collection; and realignment of the physical spaces and collections to maximize usage.

Having demonstrated resilience, the library now is ready to advance – this new strategic plan provides a path towards the future, while ensuring that the role of the library in protecting the past is not forgotten.

Community engagement – ensuring the library is, as Andrew Carnegie saw a library in the nineteenth century, a true community centre through the provision of appropriate meeting spaces, services and programming – provides the cornerstone for this new plan.

The potential launch of a key project, developing a sustainable archival space and providing digital access to that collection has been necessitated by the donation of items from the local historical society at the time that it disbanded. Without a local museum, development of archives within the library would ensure that the library would become the legitimate conservator of not only the implied local history, but the culture of a time.

A key selling point in any community is the availability of public services, including a local library. The value of that library, while sometimes difficult to assess using mere dollars and cents, lies in the value that the community places upon it. Accreditation can provide the opportunity to prove, without bias, the value for tax dollars invested. Self-assessment and ultimate accreditation by the library community will present opportunities to ensure the library meets or exceeds other comparable libraries and public services in providing that value.

Evolving partnerships with local municipalities, other town departments, local health agencies, local education facilities and home-town arts and historical groups will continue to allow the library to be an integral part of the local fabric.

Vision

The public library is a community focus for access to recreational, cultural, and informational resources, from local to global.



CLASS VISIT



SENIORS' APPRECIATION

Mission Statement

To provide an environment that promotes discovery and inspiration, lifelong learning, literacy, and the joy of reading.

To encourage partnerships, innovation, and an engagement of our communities.

Values

Customer Service Excellence:

Ensuring high quality and excellence in responding to the needs of our customers through informed, knowledgeable staff within a work culture that advocates cooperation, communication, respect and training

Responsiveness:

Enhancing library service through partnerships and consultation with the community

Intellectual freedom:

Guaranteeing and facilitating freedom of access to all legal expressions of knowledge and intellectual activity

Accountability:

Ensuring that library services are vital, relevant, well managed, and ensuring fiscal responsibility for public funds by being transparent, honest, and ethical

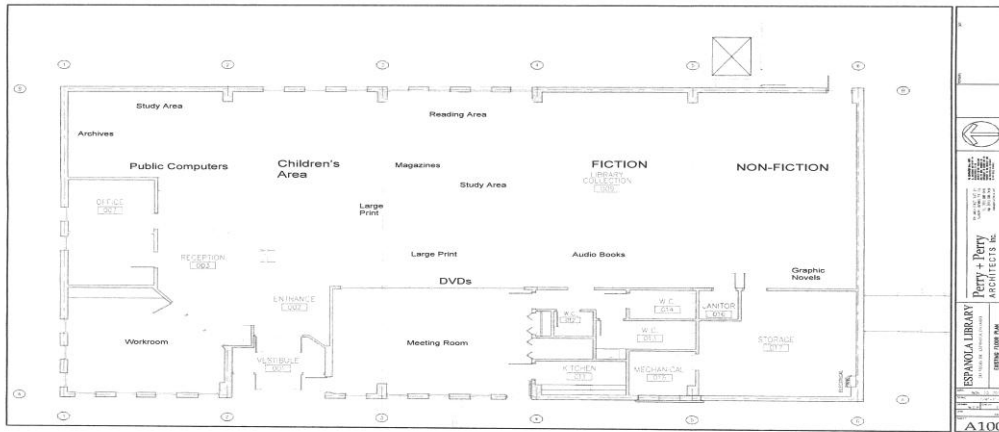
Inclusiveness:

Ensuring accessibility and recognizing diversity in serving all individual with respect, sensitivity and equity

Innovation:

Re-imagining and exploring opportunities to create a community centre for life-long learning by inspiring creativity and sparking discovery through the enjoyment of reading

ESPANOLA PUBLIC LIBRARY - FLOOR PLAN



Core Functions

To provide facilities and services that are welcoming, safe, inclusive and accessible.

To leverage and build partnerships to engage various demographics.

To create opportunities across demographics for personal growth, discovery, and innovation.

To provide exceptional customer experiences.



EXTERIOR



CIRCULATION DESK

WINDOW READING AREA



CHILDREN'S AREA



CHECKLIST:

BE WELCOMING

- Present a clean, attractive, well-maintained facility
- Ensure library policies and practices support accessibility and minimize barriers
- Address literacies (traditional and digital) in languages reflective of the communities served

BE ACCESSIBLE

- Offer a barrier-free facility
- Offer barrier-free resources

HOW DO WE GET THERE?

- Continue building relationships with current contracting municipalities
- Continue building partnership ventures with town departments, area libraries, other government or organizational entities, post-secondary institutions, and school boards
- Post signage in multiple languages / formats as appropriate and possible
- Install monitors at both Library entrances to promote library activities
- Ensure Capital Plan is up to date and used as guiding document
- Promote the library through social media
- Pursue opportunities that arise to reflect local diversity using arts and culture, as appropriate and possible
- Pursue opportunities that arise for potential future expansion needs

GOAL # 1

PHYSICAL ENVIRONMENT

Be welcoming

Create a safe environment that supports diversity and inclusion, supported by Library policy and legislative requirements.

Be accessible

Nurture a sustainable community, where all voices are heard, participation is maximized and barrier-free access is assured.

Be inclusive

Address diversity and all types of literacy through appropriate resource formats and language supports.

GOAL # 2

COMMUNITY BUILDING

Community engagement and commitment

Provide timely communication with and to the community via use of social media and technological tools. (see Technology – Goal #3)

Meet emerging needs

Provide outreach to appropriate segments of the community, building partnerships and consensus while engaging individuals and the community at large. Facilitate dialogue and conversation about community needs.

Develop services

Ensure collections are current and reflective of the diversity within the community in a variety of formats. Ensure programming and services match community needs by engaging with both users and non-users.

Develop partnerships

Leverage town partners to reinforce Recreation Complex / Library as the Community Hub. Embrace the development of relationships, partnerships and new ideas within the communities that are sustainable and aligned with the Library's mission and vision.

Be inclusive

Transcend gaps between cultures and peoples to connect communities and demographics.

CHECKLIST:

MEET EMERGING NEEDS

- Seek out opportunities for library staff to participate in community organizations
- Seek community feedback to determine library impact
- Determine community needs
- Offer various service models – including Outreach, and online

DEVELOP SERVICES

- Expand sharing and delivery services regionally as appropriate
- Promote, augment and maintain a relevant collection that reflects the community (including digital and physical items)
- Analyze and evaluate strengths and weaknesses of current services
- Improve services as determined by previous analysis
- Increase memberships, especially from contracting municipalities

DEVELOP PARTNERSHIPS

- Engage with contracting municipalities
- Improve partnerships with educational institutions

BE INCLUSIVE

- Provide positive experiences for the community
- Welcome everyone with equal treatment
- Offer programs and services to celebrate diversity

HOW DO WE GET THERE?

- Use informal and formal methods to gather information (Surveys, focus groups, suggestion box)
- Source opportunities through conferences and networking
- Audit services and data annually to measure and determine programs and services
- Ensure that services and programs reflect feedback and audit
- Embed library collections in new spaces in the community (Free / Little Library concept and book deposits as appropriate and possible)
- Consult with / be part of community groups, including but not limited to, efforts to grow and develop partnerships with the Family Health Unit, Mental Health, Business, Schools (Colleges, Elementary and High)
- Ensure the Advocacy Plan is up to date and used as a guide
- Increase awareness of services already offered, especially to contracting municipalities
- Engage community in collection / digitization of local history items with the ultimate goal of including in publically accessible Online Archival collection
- Ensure the library is actively promoting the library and library activities on social media
- Continue a strong partnership with the Friends of the Library

THE AMAZING RENE



SCIENCE NORTH VISIT



PUBLIC COMPUTERS

GOAL # 3

TECHNOLOGY

Advocacy

Actively promote existing technology and engage communities through direct access. Better utilize media access already available, adding direct Library social media accounts and access points.

Maintain / upgrade

Maintaining and upgrading current systems – including hardware, software and electronic resources, as per the Capital and Technology Plan, 2018.

Simplify access

Facilitate the community's access to technological innovation, advancing use of standard and emerging tools.



CHECKLIST:

ADVOCACY

- Encourage awareness and educate community about technology
- Implement Advocacy Plan 2018

MAINTAIN & UPGRADE SYSTEMS

- Inventory current hardware / software
- Implement Technology Plan 2018
- Procure and implement emerging technologies as appropriate and possible

SIMPLIFY ACCESS

- Improve website content, links and navigation and keep current
- Education and train community about available resources

HOW DO WE GET THERE?

- Use social media effectively & consistently
- Develop and update website content (YouTube, Book & Movie trailer links)
- Provide technology training through tutorials, workshops and one-on-one sessions for staff and community members
- Ensure Technology Plan is up to date and

used as a guiding document

Staff:

Continue to provide a positive, user-centred experience through excellent service by exceeding individual expectations and needs.

Volunteers:

Continue building positive volunteer experiences through the development and implementation of activities and programs whereby volunteers are significant contributors to library events and services.

Board:

Continue positive board governance through the development and implementation of appropriate board orientation and training utilizing resources from municipal and provincial ministries and agencies.

CHECKLIST:

- Solicit feedback to guide service and program delivery
- Cross-train staff to ensure user needs can be met in a timely and efficient manner
- Review core competencies / existing skill sets / emerging training requirements
- Provide opportunities and funding for professional development
- Encourage creativity

HOW DO WE GET THERE?

- Provide regular in-house service / external opportunities for training
- Create a customer service 'Promise' supported by policy
- Encourage professional development – Formal / Informal
- Review inventory of staff skills / annual staff performance reviews
- Ensure accountability via Accreditation process review of Policies & Procedures
- Recruit appropriate Board, staff & volunteers
- Ensure Succession Plan relevant and annually reviewed / updated as needed

GOAL # 4**HUMAN RESOURCES**

Library staff, volunteers and Board members are the keys to library programming and services. Additionally, these human resources advocate to the community in general, and to municipal, provincial and federal bodies and organizations as appropriate and necessary as identified in the Advocacy Plan, 2018.

In each sector, develop knowledgeable human resources through the review of competencies and individual skill sets. Provide training and development and encourage initiative and creativity, including cross-training as appropriate and needed.

Maintain consistent service levels through succession planning and development. Develop and implement / follow, review and update succession and recruitment planning for all sectors as appropriate and necessary.

2017 STATISTICS

119

Children's events

1,119

Children attended

20,114

Hours of
computer use

44

Adult events

534

Adults attended

11,130

People using computers

845

Audio books borrowed

2,875

Digital books borrowed

9,275

DVDs borrowed

RECENT SURVEY

76%

come in once a month

90%

want best-sellers

83%

find staff helpful / pleasant

45%

want more remote access

52%

want more reading / study
/ meeting spaces

88%

read for pleasure

TEEN SURVEY

~65%

want more teen reading /
study / meeting spaces

70%

prefer
physical books

>70%

want teen specific
activities / programs