



# **Strategic Plan 2011 – 2016**

## **Acknowledgements**

Many people have contributed to the development of this Strategic Plan. The plan has benefited from the initiative and hard work of the Library Director, Shannon Ellis. The attendance from members of Library staff, Friends of the Pemberton Library, and the Library Board at the planning workshop was instrumental in the development of the plan. Their commitment to volunteer their Saturday for this task is appreciated. Finally, the Library Board has shown consistent support for the value of having a Library Strategic Plan since its original inception in 2005. This commitment to strategic planning, and the task of implementation, shows strong and progressive leadership on behalf of the Library.

The plan relies on the input from its many contributors, however, any errors in ideas or perspectives are that of the author.

The Pemberton and District Public Library is a vital and thriving public resource and service in Pemberton. It is the hub of the community and works hard to serve diverse cultures, demographic, and locations in its service area. It is the hope that this Strategic Plan will contribute to the Library's continued success.

## **Introduction:**

This document represents a five year Strategic Plan for the Pemberton and District Public Library. A Strategic Plan provides a road map for planning, operations and decision making. It serves as a guiding document for both the Library Board and the Library Director. The initial vision and mission statements of the Library were developed in 2005, under the Library's first Strategic Plan. These statements have largely gone unchanged and remain strong focal points for the Library. The values articulated in the plan expresses what is important to the Library and how it wants to serve its community. The goals and objectives give specific targets for the Library Board to monitor progress, and the Library Director to prioritize operational tasks.

The successful implementation of this Strategic Plan will require consistent monitoring by both the Library Board and Director. The Strategic Plan must be used to guide the decisions and actions of the Library. With this Strategic Plan in hand, the Library Board members and the Library Director can ensure that the mission statement is followed, the values are respected, and that the Library's vision remains the focal point. The Library has made many strides and achieved significant accomplishments over the years. This Strategic Plan sets the way to build on these achievements and for the Library to continue to provide a vital public service to its community.

## **Background:**

In 2005 the Pemberton and District Public Library developed its first Strategic Plan. The plan came through the initiative of the Board and Chief Librarian, recognizing the value of having a document that can articulate what the Library wants to achieve and develop strategies to meet that end.

The 2005-2007 Strategic Plan carried the Library to a significant turning point of finding itself in a new and larger location. This was necessary due to growing demands on the Library, largely from rapid population growth in Pemberton. In 2008, a new iteration of the Strategic Plan was developed at time when it had successfully secured its new location within the newly developed Pemberton Community Centre. The task of relocation, the desire to utilize the new space to its best potential, along with the excitement of the quickly approaching Vancouver 2010 Olympics, was forefront in the 2008 Strategic Planning process.

In 2011 the Library has settled into its new space and is thriving with significant increase in membership and use of the Library. It has the space for a larger collection, it can host Library events for the community, and can run a wide variety of programs. The 2011 plan has been set for five years, a longer time frame than the two preceding plans. With Pemberton's population spike tapering

and with the Library settled into its new location, the next five years are a time for the Library to build on its new foundations. The Library now seeks to continue its service to the community by welcoming its community to enjoy its new facility and provide programming, services and resources that serve the needs and interests of its patrons

## **Current Context: SWOT Analysis**

On December 11, 2011, a workshop was held to gather information for the development of the 2011 – 2016 Strategic Plan. The workshop was attended by members of the Library staff, Board and Friends of the Pemberton Library. The participants all contributed to an analysis of the Library's strengths and weaknesses, as well as an examination of the external opportunities and threats/challenges for the Library. This exercise is known as a Strength Weaknesses Opportunities and Threat (SWOT) Analysis.

The paramount strength of the Library identified was the friendly and knowledgeable staff. The staff set the tone of the Library when people arrive and are fundamental to facilitating a positive experience for Library users. They also play a key role in facilitating the other strengths of the Library identified. They initiate and deliver fantastic diverse programs, they embrace the various cultures and demographics of the community, they develop partnerships with other community service providers, and they ensure the Library maintains a strong collection.

Two key weaknesses of the Library identified were marketing and outreach. With respect to marketing, the participants clearly felt that the Library does not do enough to let its patrons know about the extent of programs and services that the Library offers. Marketing is a task that falls both on the responsibility of the staff and the Library Board. Both can take on roles to make the Library more visible to people it serves.

Outreach speaks to the need to reach the outlying areas that the Library serves. The service area for the Library extends from the Pemberton Meadows, to D'Arcy and down the Lillooet Lake. Outreach programs and strategies need to focus both on bringing Library resources to these outlying areas, and providing transportation services for people to come to the Library.

When examining opportunities the participants were asked to think about forces and trends outside of the Library that the Library can benefit from. The current economic trend, which is leading to unemployment and underemployment, was seen as an opportunity for the Library. Difficult economic times increase the need for the free resources and services the Library has to offer. The Library

takes pride in its fine free policy, and works hard to ensure that economic status is not a barrier for Library users. The high use of both the computer stations and personal lap tops at the Library is a good example of how the free internet service and access to technology are being increasingly valued by the Library users.

On the other hand, our economy does pose a threat to the Library. A “threat/challenge” which stood out significantly at the workshop was continuous stable funding for the Library. The Library operates on a year-by-year budget for its core funding, which makes long term planning difficult. When discussing how best to handle this circumstance it was agreed that the continued support and recognition from the key funders, the Village of Pemberton and the Squamish Lillooet Regional District, is crucial.

Furthermore, keeping up with new and changing technology is an ongoing challenge for the Library. The Library values providing updated technology to its users. Keeping up with trends requires not only financial resources but enough information and knowledge to make key decisions about how best to embrace changing technologies.

Overall, the many strengths of the Library position it well to hand the threats and challenges that may lie ahead. The Library’s weaknesses are areas where that Library can focus its growth and development and take advantage of opportunities. The SWOT analysis highlighted many more issues than discussed here. The information was highly useful in summarizing the Strategic Areas for the Library, developing some realistic goals and objectives, and confirming the Library’s core values.

## **Strategic Plan: 2011 - 2016**

### **Vision**

The dynamic heart of the community, where people and ideas connect, where experiences can change lives.

### **Mission**

The Library serves as the gateway to information and ideas for all residents of Pemberton and District. It strives to be a community meeting place, a centre for arts, culture and life long learning, responsive to the changing needs of the community.

### **Values**

- Excellence in service, collections and programs
- Staff that are knowledgeable and people oriented
- A welcoming place for all ages and abilities
- Intellectual freedom
- Community engagement that encourages partnership and collaboration
- Accountability that is embraced in all facets of Library service and operations
- Supporting literacy
- Free services and resources
- Staying current with technology and embracing growth and change

### **Strategic Areas**

1. Staff
2. Collections, Programs, Services, and Technology
3. Marketing and Outreach
4. Library as a place
5. Funding

## **Goals and Objectives**

### **1. Staff**

**Goal:** Well trained welcoming staff that are responsive to the needs and concerns of our patrons.

**Objectives:**

- Continue to have friendly and knowledgeable staff
  - Support efforts for staff training, upgrading and continuing education
- Increase efficiencies of staff work
  - Develop internal communication plan
- Hire a children's librarian

### **2. Collections, Programs, Services and Technology**

**Goal:** Maintain and enhance collection of popular and current materials, programs that reflect the needs of the community, and quality service based on the values of the Library

**Objectives:**

- Continue to maintain strong collection of popular and current materials
- Continue to provide diverse programs for children, youth, adults and seniors
- Continue to embrace changing technology
  - Explore alternative technologies (i.e. Macs)
- Continue with comment cards and other ways of receiving feedback from patrons
  - Every four years survey / public review (to time with renewal of strategic plan)
- Improve consistency with book series available for adult and children
- Improve special collections (FN /ESL)

### 3. Marketing and Outreach

**Goal:** Broaden awareness about what the Library has to offer and improve connections with outlying areas.

**Objectives:**

- Have the Board play a stronger role in advocating for the Library
  - Review the role of the Board and develop a strategy for the Board to advocate and connect with the community
- Create a marketing plan for the Library
  - Explore and utilize different marketing tools – e.g. website, newsletter, submissions to the newspaper
  - Utilize new programs to create marketing opportunities
- Develop new and enhance existing outreach services
  - bring library resources to outlying areas
  - support and work with services that can bring people from outlying areas to the Library

### 4. Library as a Place

**Goal:** The Library is a place that is accessible and welcoming to all people.

**Objectives:**

- Signage
- Maintain current number of staff
- Maintain space for art work, historical photos, and other community relevant displays
- Maintain hours of operation at 42 hours over 6 days a week
- Improve wheelchair access

### 5. Funding

**Goal:** Ensure adequate funding to support the implementation of this strategic plan.

**Objectives:**

- Emphasize importance of Library to key funders
  - Continue to communicate to VOP and SLRD the importance of stable funding that allows for long term planning
- Continue successful collaboration with FOPL
- Maintain and enhance community support for and knowledge of Library services
  - Show appreciation for community members that support the Library
  - Support and facilitate the increasing use of Library

## **Conclusion:**

This five year Strategic Plan is designed to be a guiding document for the Pemberton and District Public Library. Naturally, it can only fulfill this role to the extent that the plan is implemented. The development of this plan is only the beginning.

When discussing implementation during the workshop, the group agreed that the Library Board should take the responsibility of regularly monitoring progress made on the Strategic Plan's goals and objectives. A Strategic Plan Committee is already in place, and it was felt that this Committee is functioning well and should continue. Also, the Director can design her monthly reports to speak to how the Library's activities relate back to the Strategic Plan.

Another idea was to make the Strategic Plan visible and accessible to the public. This encourages accountability and can also be a good marketing tool for both the Library and the Friends of Pemberton Library. Furthermore, the Mission and/or Vision statement could be posted in the Library, on the website and in the Library Newsletter cover page.

The development of this Strategic Plan has required an examination of where the Library is at, and where it wants to go. The process has been an exciting reminder of all the significant accomplishments the Library has achieved, and how the Library is valued and appreciated by its users. With continued attention to this new five year Strategic Plan the Library is well positioned to continue in its success.