Strategic 5-Year Plan [2018–2022]

December 11, 2017
Executive Summary

The Radium Hot Springs Public Library (RHSPL) was established as a humble community space in 1994 and grew into an established municipal library operated by a community-driven Board of Directors in 2006. In 2008, it moved to its present location on Main Street West. The Library’s Vision is to provide a welcoming and inspiring community meeting place for all ages, and to act as a vital community hub for connecting with others, and for providing information about our valley, life in general, and topics of interest to our patrons.

As Trustees, we have an exciting task ahead of us as our library transitions into a new space in the new community hall. We look forward to collaborating with community members, Village Council and all stakeholders to ensure that this new space truly increases the Library’s value to our patrons and the Village as a whole. This RHSPL Strategic Planning document is the dynamic blueprint that acts on outcomes from our Board’s strategic planning process that was carried out in consultation with key stakeholders and it will guide the sustainable development of the Library’s operations and activities next year and into the future.

This Plan is the product of community-based research, review and planning sessions by the RHSPL Library Director and Board Members, as well as a comprehensive review of the Library’s documents, research data and regional studies. The RHSPL Trustees were grateful for the support of Columbia Basin Trust’s Non-Profit Advisors’ Program; in particular, Kevin Allen who provided initial recommendations and supported the Board in accessing funding to work with an advisor to facilitate a collaborative process to complete this Plan. As such, we enlisted the services of Becky Pelkonen of Handspun Consulting to act as our planning consultant.

This Strategic Plan is intended to be a “living document” that provides a road map for where we want to be from an assessment of where we are now. Together, we have leveraged our guiding principles that we carry forward into every action and we have developed specific goals, strategies and priorities that move us to where we need to be.

The RHSPL Board commends patrons and supporters of the Library for their collaboration and support throughout this process. We are excited about the opportunities in front of us and the community as a whole. This Plan is of little value by itself and we look forward to further collaboration that will benefit all stakeholders – our patrons, employees, volunteers, and the greater community of Radium Hot Springs and surrounding area. With your continued support, we are eager to bring this Plan to life!

With sincere thanks,

Radium Hot Springs Public Library Board of Trustees
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British Columbia’s public libraries:

- **Foster life-long learning** and play a vital role in helping people of all ages access the information and tools that they need to live, learn, and work
- **Help people improve diverse literacy skills**
- **Play a key role in supporting learning** through varied collections, services, programs and online resources
- **Connect people with government and local information**
- **Help people develop the skills required to find and evaluate information** in order to adapt and succeed in a knowledge-based economy
- **Support economic prosperity by providing access to essential decision-making information** for organizations and businesses
- **Help ensure that arts and culture continue to flourish and thrive** by providing access to sources of inspiration

(Cited from the BC Library Branch’s Vision for Public Library Service in British Columbia titled “Inspiring Libraries, Connecting Communities,” 2016)
1.0 RHSPL Vision

A welcoming and inspiring community meeting place for all ages, and a vital community hub for connecting with others and for providing information about our valley, life in general, and topics of interest to our patrons.

2.0 RHSPL Mandate

The Radium Hot Springs Public Library will strive to offer programs and materials that reflect the needs and interests of the community and its service area, and will provide Library services and programs to inspire life stories and to promote literacy, education and community relationships.

3.0 RHSPL Values

We value:

- All of our Library patrons
- Involvement and innovation in our community
- Intellectual freedom
- Literacy, lifelong learning, and personal growth
- Our volunteers
- Sustainability for the future
Strategy 1 - Fostering a Connected Community: We advance access to information and resources by bridging the physical and digital worlds, connecting people with each other, and with the knowledge, ideas and resources they need to be successful.

1.1 Community Engagement and Planning
- Community consultation process to support community priorities and understand Community’s needs for connection and accessing the resources needed to be successful (Timeline: 2018, Responsibility: Library Staff and Board)
- Develop Plan to meet those needs in relation to space in new Library building (Timeline: 2018-2019, Responsibility: Library Staff and Board)

1.2 Move into new Building Space
- Assist with design of new space (Timeline: 2018, Responsibility: Library Staff and Board)
- Move into new space (Timeline: 2018, Responsibility: Library Staff and Board)
- Assess needs for new equipment and resources within new Library Space (Timeline: Initially 2018-2019, then annual task/ongoing; Responsibility: Library Staff)

1.3 Nurture constructive relationship with the Village of Radium Hot Springs and the Regional District of East Kootenay
- Provide Annual Report and Thanks at regularly scheduled Council Meetings of Village of Radium Hot Springs and the RDEK (Timeline: annual task/ongoing, Responsibility: Library Director and Board Chair)
- Ensure board meeting minutes, policy manual, and strategic plan are available on the Library website (Timeline: annual task/ongoing, Responsibility: Library Staff)

1.4 Explore opportunities to provide open and wider access to digital resources and provincial digital library initiatives
- Through Community consultation process and ongoing research, develop a Plan for continued improvement on technology-based services (i.e. digital subscriptions, fax, photocopying, computers, etc.) (Timeline: 2-3 years, Responsibility: Library Staff and Board)
1.5 Foster active library patronage

- Build and maintain presence in Community through regular participation in Community events – develop space on every Trustee Meeting agenda to discuss an updated Community calendar (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)
- Develop outreach initiatives to build and increase patronage and user base – create a space that becomes an essential and vibrant hub for Community life (Timeline: annual task/ongoing, Responsibility: Library Staff)

1.6 Promote active volunteer participation and develop a vibrant volunteer base

- Maintain active volunteer list (Timeline: annual task/ongoing, Responsibility: Library Staff)
- Maintain and build regular volunteer duties (Timeline: annual task/ongoing, Responsibility: Library Staff)
- Recognize volunteers at a regular annual celebration (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)
- Explore opportunities for greater outreach to Community (i.e. Welcome Wagon, etc.) (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)

Strategy 2 – Build Capacity & Collaboration: We inspire creativity, innovation and knowledge creation and serve our Community through professional development, information sharing and through the development of lasting, sustainable partnerships.

2.1 Identify strategic, sustainable partnerships with the intention to increase value to patrons and Community

- Identify partners in relation to community consultation process and patron/Community needs (Timeline: Initially 2018, then annual/ongoing task; Responsibility: Library Staff and Board)
- Explore opportunities to network and participate in Chamber of Commerce events (Timeline: annual task/ongoing, Responsibility: Library Director and Board Chair)

2.2 Engage in strategic opportunities for professional development, collaboration and knowledge exchange so Trustees, staff and volunteers can learn from successes, build best practices and respond to evolving needs of users

- Continue to actively participate in the Kootenay Library Federation (KLF) and the British Columbia Library Trustees Association (BCLTA) (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)
• Participate in relevant and affordable workshops and conferences (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)
• Collaborate and network with other regional libraries with the intention for mutual benefit (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)

2.3 Increase digital literacy of staff and volunteers
• Build the importance of “digital literacy” into our organizational culture (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)
• Maintain awareness and understanding of BC Library initiatives (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)

Strategy 3 – Sustain our Success: We maintain accountability and transparency and continually enhance governance, management objectives and our ability to demonstrate impact.

3.1 Develop regular and increased sources of revenue to both further and sustain this Plan
• Regular grant writing (Timeline: annual task/ongoing, Responsibility: Library Staff [and Board, as required])
• Fundraising strategy (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)

3.2 Increase and maintain regular service hours for public
• Increase open hours to 28 hours/week (Timeline: 2018, Responsibility: Library Staff)
• Coordinate volunteer support to address 28 open hours weekly (Timeline: annual task/ongoing, Responsibility: Library Staff)

3.3 Increase capacity through effective Trustee recruitment, increased staffing and trained volunteers
• Succession planning (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)

3.4 Support BC Libraries in their collaborative creation of a common measurement framework and regularly collect, analyze and report on relevant data (Enable strong decision-making and ongoing accountability)
• Provide regular reporting in relation to these common measurement frameworks including: (Timeline: annual task/ongoing)
  1. Provincial Library Grants Report (due March 1st -- Responsibility:
3. Annual Survey of Public Libraries (due May 15th -- Responsibility: Library Director)

3.5 Strong, clear communication

- Regular assessment of Community needs and interests (i.e. Comment Box, online feedback, Facebook, etc.) (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)
- Regular updating of website (Timeline: annual task/ongoing, Responsibility: Library Staff)
- Regular communication between Library Director, staff and Trustees (Timeline: annual task/ongoing, Responsibility: Library Staff and Board)
5.0 Plan Success Factors

In developing this Plan, the RHSPL Trustees and Library Director had substantial ownership and involvement in its development. In order for this Plan to transpire and remain a success, the following areas have been identified as "critical success factors."

5.1 Team and Community Engagement & Motivation

One of the key issues for implementing a Strategic Plan is to make sure the Strategies and Actions are clear to each team member and are driven by Community priorities. Each team member must be able to see how their contribution will be valued, and what the rewards are for active participation in the plan. A Plan will not succeed if team members are not committed to overcoming every challenge and obstacle on the path to success.

It is recommended that the RHSPL Trustees update, report on and approve this Plan on an Annual Basis as well as identify areas within the Plan for direct involvement, without micromanagement of the Library’s employee(s).

5.2 Monitoring Progress

As the Plan progresses, there should be checkpoints to monitor and analyze progress being made towards project completion and successful ongoing program management. As the progress at each checkpoint is analyzed, revisions should be made to ensure objectives and actions are being met, as established at the beginning of this process. This will also ensure that the RHSPL leadership is able to sufficiently analyze any factors key to organizational, project, and program successes.

Key actions that are recommended to take place in order to ensure a sufficient monitoring process include but are not limited to:

- Attaching this Plan directly to an Annual Global Budget;
- Identified individual(s) to provide quarterly update reports at regularly scheduled Trustee Meetings;
- Report regularly and annually to patrons, stakeholders and the Village of Radium Council;
- Present this Plan directly to the Radium Hot Springs Village and RDEK Councils at a regularly scheduled meeting;
- Provide copies of this Plan and solicit feedback in writing directly to key collaborators; and
- Provide a copy of this Plan and any Annual or other Reports on the RHSPL website.
1. **Community Consultation Process Overview:**

A community consultation process has been identified by the RHSPL Board of Trustees as a priority action to meet the needs of the community and its service area. The new Library space offers immense opportunity to build on current services and enable the Library to act as that “vibrant community hub” noted in the RHSPL’s Vision statement. This Appendix to the 2018-2022 5-Year Strategic Plan outlines the recommended steps and target stakeholders to engage the community and service area to the best of the RHSPL’s ability.

2. **Community Consultation Objectives:**

The RHSPL Board of Trustees will engage within the guidelines of the following objectives:

- provide sufficient opportunities to facilitate conversations with a wide range of demographics;
- aim to expand the definition of what "reading" and “learning" entails;
- encourage engagement with RHSPL library services by forming partnerships with local schools and organizations;
- engage community members and local residents who have a wealth of professional experience, knowledge and community connections; and
- communicate better to tell current and future patrons more about the wealth of programs and services the library has the potential to offer.

3. **Identified Stakeholders and Stakeholder Groups:**

The RHSPL is seeking to receive input from the following primary target audiences:

1. Village Council
2. Regional District Council
3. Current Patrons/Members of RHSPL
4. Target “underserved” groups (e.g., youth)
5. Potential partners: Non-profit organizations, business owners and local interest groups
6. Edgewater School
7. Community at Large/General Interest
4. Consultation Actions:
   - **Community Survey:** Prior to moving into the new space, a community survey will be distributed as widely as possible to the target audiences above. The best way to distribute the survey will be through the following distribution channels:
     - Notice in the quarterly Village mailed-out “household packages”
     - In the Edgewater School newsletter
     - Through advertisements in the local newspaper
     - Posters within local businesses
     - With enough volunteer power, door-to-door visits may also take place with direct communication to community members
     - To be distributed through the local Chamber of Commerce in order to directly engage the business community

   The Community Survey will be made available in both paper and online versions. Deadline date for completion is February 16, 2018.

   - **Council Meeting Consultation:** Also prior to moving into the new space, delegates from the RHSPL Board of Trustees are recommended to specifically attend an upcoming Village Council Meeting and Regional District Council Meeting to solicit feedback and support from these 2 Councils on what they would like to see offered through the new RHSPL space.

   - **Community Consultation Meetings:** It is also recommended to hold a Community Consultation Meeting with targeted youth population as well as with the “general public.” These meetings can be arranged wherein the local Community is invited to learn about the new building and provide verbal input on what they would like to see offered. A tentative date has been set in April 2018.

5. Data Collection & Assessment:

   The community consultation process will be overseen by the RHSPL Board of Trustees. This group will assess and discuss the input and feedback from all of the research and consultations and will identify goals and priorities which can then be approved by the Board. This process will result in an update of the RHSPL’s current 5-Year Strategic Plan in a manner that is aimed to be responsive to the needs of the Library’s current and future patrons and will enable the RHSPL to realize its Vision, over time.