



KASLO & DISTRICT
PUBLIC LIBRARY

Strategic Plan 2014-2018

Mission Statement

The Kaslo & District Public Library is your community gateway to lifelong learning and enjoyment

Vision

All members of the communities of Kaslo and District have equal and inclusive access to resources – materials and programs – that meet their needs for lifelong learning, information, recreation and education in a functional and safe environment.

Values

- Universal accessibility
- Serves all life and literacy stages
- Intellectual freedom
- Physical and personal safety and security
- Reflects community needs, and
- Changes with the times

Priorities

1. Excellent programs, collections, and services
2. Connection and collaboration
3. Healthy organization
4. Functional facility

Introduction

The Kaslo and District Public Library (KDPL) incorporated on December 18, 1920. The City Hall is the setting for most of the library history. Initially, the library operated in a small room on the top floor from 1924-1953. The next chapter takes place on the main floor from 1953-1982. For the last 31 years, with the exception of a temporary relocation to Front Street from January-September 2011 for renovations, KDPL has served the community from the ground floor of City Hall. The service area population today is just over 2,500 including the Village of Kaslo and much of Area D.

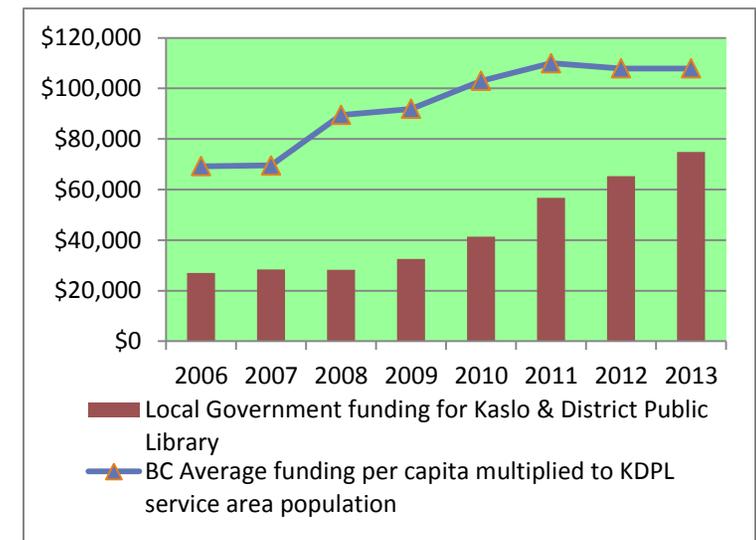
Since the economic downturn of 2008, KDPL has seen increased usage each year. Tax dollars s-t-r-e-t-c-h when invested in library services. In 2012, \$65,248 translated into services valued at \$470,000 (library calculator and 2012 statistics). Programming and partnerships have grown along with community engagement. Youth programs and summer work opportunities have also been introduced. These improvements would not have been possible without strategic attention to staffing and operations.

In the last five years, the KDPL board advocated annually for increased funding to improve staffing and services. Our library was operating on a shoestring compared to similar-sized libraries and experiencing a high staff turnover rate. The Village of Kaslo and Regional District of Central Kootenay supported necessary annual increases in the operating budget from 2010-2013 to realize the goal of a 16 cent MIL rate (average funding 2007). When a petition was required to demonstrate local support in 2011, the community supplied encouragement and signatures.

With staffing and many other improvements to the budget, management and delivery of library services improved and the number of programs available to the community through partnerships and grants increased significantly.

Special projects in the last 5 years:

- ☀ Joined the BC Library Cooperative and switched to the Evergreen lending system (2010)
- ☀ Argenta and Johnson's Landing joined KDPL service area (2010)
- ☀ Increased hours of operation and simplified hours (2010,2013)
- ☀ Annual increases to collection development budget (by 30% compared to 2010)
- ☀ New job descriptions created; staff wages and hours brought up to average; staff attended library conferences; benefits introduced 2013
- ☀ Participated in Kootenay Library Federation(KLF); KLF sponsored events enjoyed in Kaslo; added electronic resources via consortium purchases
- ☀ Storytime and Summer Reading Club (SRC) became part of operations (2011); SRC expanded to programming for three age groups (2011); free SRC performance events held(2011-2013 CBAL, CFNKLS, and Village); Spring & Fall storytime sessions increased to 8 weeks by popular demand (2013)
- ☀ Youth mentorship: KDPL hired youth through Canada Summer Jobs and Young Canada Works (2011-2013)
- ☀ Improved office area, lighting, heating, and expansion (2011 Village of Kaslo renovations, 2011-2012 Community Forest grants)
- ☀ Reached out to youth: Teen Advisory Group formed 2012 – met 3 times per year; youth survey conducted(2012); youth programs offered (2012-3) in partnership with Columbia Basin Trust (CBT) and Columbia Basin Alliance for Literacy (CBAL)
- ☀ Automatic doors installed for accessibility (Donations & CBT Community Initiatives Grant)



Creating this plan

The KDPL Board and staff gratefully acknowledge and thank the Columbia Basin Trust and the Kaslo & District Community Forest Society for financial support to hire a consultant for this strategic planning process. We would also like to thank Tara Clapp, of TLC Associates, for developing and leading workshops, encouraging excellent participation in fun ways, and compiling the results in a Strategic Planning Report. Thank you to the 230 community members (9.2%) who participated in the 2013 Community Survey. Thank you to the community members (including library volunteers) who wholeheartedly participated in the workshops to shape the future of their library.

The Strategic Planning in a Blizzard workshop sponsored by the Libraries and Literacy Branch in 2012 also helped to shape this plan. Strategic Planning for Results by Sandra Nelson helped us to further understand the strategic planning process and take steps to proceed.

Initially, the process included an assessment of progress with the last plan (2010-2014), an organizational assessment of shared purpose and functional relationships, and a review of external factors. The Board, volunteers, and staff each took part in a focus group/small workshop process to identify issues and begin work on the big picture elements of the strategic plan such as vision, mission, values, strengths, weaknesses, threats, opportunities, and emerging issues.

The major issues for the library at this time are the large and complex ones, including facilities needs and changes and rapid change in library materials and collections. It is this situation that makes the use of scenario planning appropriate. Scenario planning uses key uncertainties to fuel a set of different narratives that enliven different futures. Strategies are then developed for each future 'as if' it were known. Strategies can then be chosen for robustness or resilience across futures, or an organization may 'gamble' on one future.

A workshop involving the Board, volunteers, staff, patrons, and partners – stakeholders - was held October 27th. The input from three earlier workshops and the research of staff and the Consultant was compiled and presented at the workshop. The stakeholders worked in small groups to come up with strategies for the different scenarios, to draft new statements of values, vision and mission, and to set overall strategic priorities for the new plan. The Strategic Planning report prepared by Tara Clapp was accepted by the board on November 20, 2013.

The Board held a special meeting on November 27 to further develop and approve the new mission statement and provide direction regarding identified priorities. Eva Kelemen, Library Director, then developed the strategic plan and internal working documents with s-m-a-r-t goal setting (specific, measurable, attainable, relevant, and time-bound).

The Board approved the strategic plan on December 11, 2013.

GOAL 1: Engage and support community members

- 1.1 Develop and deliver training on how to use electronic services
- 1.2 Expand collections and programs to support community lifelong learning and enjoyment
- 1.3 Expand services to increase access to resources
- 1.4 Promote the collection, programs, and services to increase awareness of availability

Satisfied Membership

GOAL 2: Cultivate partnerships and connections

- 2.1 Maintain existing partnerships and explore new ones to maximize services and use of public funds
- 2.2 Connect with the community regularly to assess needs and stay relevant

Healthy Connections

GOAL 3: Maintain a healthy, vibrant organization

- 3.1 Staff, volunteers, and board enjoy library work and are motivated to serve the community
- 3.2 Advocate for financial resources needed to support library services

**Great Team
Strong Core**

GOAL 4: Update facility to meet needs of community

- 4.1 Improve Internet experience for individual use and group training
- 4.2 Increase comfort, accessibility, efficiency, and attractiveness for multi-use public space

User-friendly

GOAL 1: Services engage and support community members

Objective 1.1 Develop and deliver training on how to use electronic services

- Train staff and volunteers on Sony, Kobo, iPads, and Android devices
- Training workshops for community
- Continued informal drop-in training
- Up to date instructions on website

Objective 1.2 Expand collections and programs to support community lifelong learning and enjoyment

- Continuation of programs enjoyed by the community
- Add another Storytime session
- Introduce new programs such as workshops for adults/seniors and afterschool programs
- Increase video collection and other areas of the collection
- Lend e-readers and find other ways to remove barriers to technology
- Purchase AV equipment to support programs and workshops

Objective 1.3 Expand services to increase access to resources

- Launch new website
- Launch Interlibrary Connect (placing holds on books and more from Kootenay libraries)
- Launch Canadian Accessible Library Service for print disabled
- Increase operating hours
- Simplify operating hours

Objective 1.4 Promote the collection, programs, and services to increase awareness of availability

- Regular articles in Pennywise
- Develop Facebook page
- Keep displays fresh and interesting (in library and on website)
- Make it fun – membership drive

GOAL 2: Cultivate partnerships and connections

Objective 2.1 Maintain existing partnerships and explore new ones to maximize services and use of public funds

- Library staff actively participate in library meetings, action groups, and training
- Collaboration, resource sharing, and consortium purchases through library connections
- Contribute to Community District Literacy Plan
- Elect a youth rep from the Teen Advisory Group to attend board meetings in an advisory capacity
- Sponsor youth initiated action grant programs
- Find ways to participate in the JVH Exploration Wednesdays program
- Participate in Kaslo & Area Chamber of Commerce events
- Explore partnerships with Selkirk College, Kaslo Seniors Association, North Kootenay Lake Community Services, and Kootenay Lake Historical Society

Objective 2.2 Connect with the community regularly to assess needs and stay relevant

- Regular Community surveys (biennial)
- Evaluations of programs and workshops
- Develop Facebook page finding ways to engage community
- Activate comments feature on new website
- Engaging and educational virtual and physical displays
- Introduce suggestion box to welcome feedback

GOAL 3: Maintain a healthy, vibrant organization

Objective 3.1 Staff, volunteers, and board enjoy library work and are motivated to serve community

- Training opportunities for entire team
- Updated procedure manuals & job descriptions
- Self-evaluation, evaluations, feedback, and recognition
- Recruitment policies in place
- Policies current and accessible to support team
- Maintain a positive culture
- Competitive wages & benefits

- Workspace health and safety evaluated and addressed

Objective 3.2 Advocate for financial resources to support library services

- Advocate for long-term sustainable funding locally and provincially
- Create clear long-term plans and budgets that address community priorities
- Annual presentation of budget and plans to Village of Kaslo and RDCK
- Apply for local, provincial, and federal grants
- Explore new ways to fundraise to tackle facilities needs and other projects

GOAL 4: Update facility to meet needs of community

Objective 4.1 Improve Internet experience for individual use and group training

- Implement 2013 IT Assessment recommendations and update policies
- Work with KIN and BCLC to access greater broadband

Objective 4.2 Increase comfort, accessibility, efficiency, and attractiveness for multi-use public space

- Establish a working group for community-led facilities needs assessment
- Plan for north-wall renovation
- Explore expansion
- Keep IT equipment current and expand services

Evaluation measures:

Annual statistics, participation evaluation forms, self-evaluations, suggestions & comments, Community surveys, telephone interviews, and exit interviews will be used to evaluate initiatives. Specific goals have also been set in the internal document as an incentive to make significant improvements.