

Growing with Our Community



**CRANBROOK PUBLIC LIBRARY
2008 TO 2012 STRATEGIC PLAN**

INTRODUCTION

The Cranbrook Public Library owes its existence to a committed group of visionaries who in 1925 saw the need for a public library in our nascent city. Both the Library and our community have experienced vast changes in the 87 years since then, and both have grown. In 2007, our community stands at the threshold of a dynamic future filled with great opportunities and challenges. The plan you hold in your hands represents the culmination of extensive effort put forth by our community's current library visionaries. It charts the course the Cranbrook Public Library will take to actively participate in our community's development over the next five years.

PLAN FOR SERVICE 2003 TO 2005 ACCOMPLISHMENTS

- ⇒ A decades-long dream finally became reality with the grand opening of the Cranbrook Public Library in its new facility on 27 January 2007,
- ⇒ 18% increase in people borrowing material;
- ⇒ Launched a DVD collection;
- ⇒ Increased spending on collections by 43%;
- ⇒ Increased number of active users to over 10,000 people;
- ⇒ Introduced online self-registration;
- ⇒ Expanded, and created, new programs for children, youth, adults and seniors;
- ⇒ Signage and banners of the new facility were developed through a partnership with the Friends of the Library in a federal Job Creation Project;
- ⇒ Played a lead role in bringing about the creation of the Kootenay Library Federation, the second library federation in British Columbia;
- ⇒ Held a successful referendum campaign for the new library, garnering 60% support in RDEK Area 'C' and 88% support in the City of Cranbrook;
- ⇒ Raised over \$150,000 to purchase furnishings and equipment for the new library;
- ⇒ Launched the Idlewild Music Fest in 2006;
- ⇒ Built the Library's relationship with the City;
- ⇒ Participated in several provincial initiatives, including the AskAway virtual reference service, the Library To Go downloadable audio book pilot project; and BC OneCard.

PLANNING FOR THE FUTURE

This plan is the result of many hours of hard work by the strategic planning committee of the Cranbrook Public Library Board. The following list outlines the activities the committee undertook to develop the plan.

- ⇒ A review of demographic and socio-economic statistical data for Cranbrook and Area 'C' to provide a context for library services.
- ⇒ A comparison to similar-sized libraries in British Columbia.
- ⇒ A community input survey to get direct input from library users and non-users.
- ⇒ A review of other public library strategic plans
- ⇒ Consultations with members of the Library's Board and staff, the Friends of the Library, and community members.

VISION

The Cranbrook Public Library is an integral part of our growing community. The Library believes in enabling all people to learn, read and share ideas in an atmosphere of intellectual freedom and universal access to information.

MISSION

The Cranbrook Public Library strives to connect people to information and ideas, promote literacy, and support lifelong learning through the provision of superior library services.

VALUES

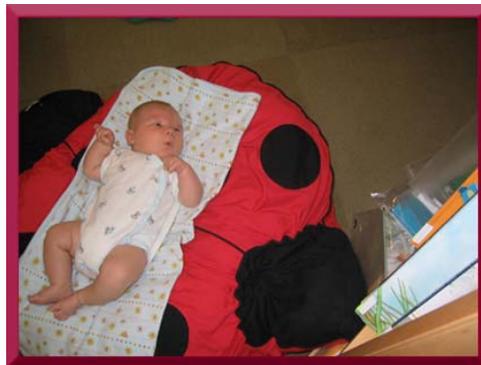
The Library values:

- ⇒ Every user or potential user of the library;
- ⇒ Involvement in our community;
- ⇒ Intellectual freedom;
- ⇒ Literacy, lifelong learning and personal growth;
- ⇒ Strong, continual staff development;
- ⇒ Sound financial management.

STRATEGIC FOCUS

Through the planning process, the Cranbrook Public Library identified three areas of strategic focus that will guide its activities for the next five years.

- ⇒ Fostering partnerships
- ⇒ Building capacity
- ⇒ Increasing presence and value



GOALS FOR 2008 TO 2012

1. To engage the Library more actively and visibly within our community.
2. To continue to improve the facility to meet the needs of our community.
3. To enhance core library services and programs.
4. To develop and strengthen partnerships both within and outside our community.

GOAL 1: TO ENGAGE THE LIBRARY MORE ACTIVELY AND VISIBLY WITHIN OUR COMMUNITY.

Develop a comprehensive marketing strategy to create a recognizable Cranbrook Public Library brand for all material produced by the library.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| March 2011 | Staff | Ongoing |

- ⇒ Investigate hiring a professional marketing firm to develop a set of marketing tools.
- ⇒ Have the logo appear in all library publications, such as the weekly column.

Create signage and landscaping for the exterior of the building.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| December 2008 | Staff | One-time |

- ⇒ Move the log sign from the old location to the new library facility.
- ⇒ Develop a landscaping plan.
- ⇒ Inform the community that signage for the new facility is under development.



Erect directional signage in the community pointing to the library.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| September 2009 | Staff | One-time |

- ⇒ Contact the City about erecting directional signage.

Establish regular lines of communication with the Chamber of Commerce, Downtown Business Association, key service clubs and local media.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| Continual | Staff | Ongoing |

- ⇒ Determine the frequency of communication with each group.
- ⇒ Identify the organizations the library will be directly involved in.
- ⇒ Hold a presentation at a Rotary Club and/or Chamber of Commerce function.

Inform the public on an ongoing basis about the progress of strategic plan initiatives.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| Continual | Staff | Ongoing |

GOAL 2: TO CONTINUE TO IMPROVE THE FACILITY TO MEET THE NEEDS OF OUR COMMUNITY.

Develop and implement a plan to extend the hours of operation, including opening on Monday for inclusion in the 2010 operating budget.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| August 2009 | Board/Staff | Ongoing |

- ⇒ Research the number of people who attempt to access the Library on Mondays for a period of a month.

Erect a sound barrier between the top of the horseshoe and ceiling in the children's library.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| December 2010 | Staff | One-time |

- ⇒ Determine the cost of the barrier.
- ⇒ Develop and implement a fundraising strategy to cover the cost of the barrier.

Develop a comprehensive signage plan for the interior of the library to minimize signs while maximizing their potential to convey information to the users.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| November 2008 | Staff | Ongoing |

- ⇒ Investigate practices at other libraries.

Create a display area and plan monthly themes on an annual basis to highlight various topics and events.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| April 2009 | Staff | One-time |

- ⇒ Investigate a partnership between the library and the school district to have a woodworking class build the display unit.

Build a permanent magazine exchange and sitting area in the entrance to the library.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| February 2010 | Staff | One-time |

Provide outdoor clothing storage in the children's library during programs to reduce wear to the floors and walls.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| March 2008 | Staff | One-time |

Renovate the public washroom facilities.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| October 2012 | Board/Staff | One-time |

- ⇒ Work with the City when undertaking the renovations.

GOAL 3: TO ENHANCE CORE LIBRARY SERVICES AND PROGRAMS.

STAFFING

Review technical and circulation services workflows to ensure efficiency, maximize capacity and address deficiencies.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| March 2009 | Staff | Ongoing |

⇒ Investigate raising awareness in the community of librarianship as a career option.

Implement the staff continuing education plan to ensure staff can develop their skills to provide superior service.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| March 2008 | Staff | Ongoing |

Create and implement a Library Board development plan.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| May 2008 | Board/Staff | Ongoing |

COLLECTIONS

Increase the funding allocated to purchasing additions to the collections.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| Annually | Board | Ongoing |

⇒ Conduct a comparative study on collections spending in other British Columbia public libraries to help determine allocations within the budget.

Review material on an annual basis beginning at 11 years past the original publication date to assess currency, relevance and popularity of the collections.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| Continual | Staff | Ongoing |

Ensure that 70% of the collection is published within the past 10 years for currency and accuracy of information.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| Continual | Staff | Ongoing |

Focus on increasing the amount of material available in the audio-visual collections to represent 15% of the collections budget.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| January 2012 | Board | Ongoing |

TECHNOLOGY

Hire a system administrator to oversee the technological components in the library and to ensure all components of the network operate efficiently.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| March 2009 | Staff | Ongoing |

Develop the website as a virtual branch of the library, with ongoing maintenance and updating.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| September 2009 | Staff | Ongoing |

PROGRAMMING

Provide regularly scheduled computer related training programs, including subscription database orientation, for the public.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| September 2009 | Staff | Ongoing |

Continue to develop the homebound service and increase active use by 50% over 2007 levels.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| December 2012 | Staff | Ongoing |

- Determine staff resources required to continue to actively build the homebound service.

Create a plan to strengthen and diversify the type of programs offered by the library.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| June 2010 | Staff | Ongoing |

Enhance the information provision service by providing additional staffing and staff training for the Information Desk.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| January 2008 | Board/Staff | Ongoing |

Engage a consultant to develop the next Cranbrook Public Library Strategic Plan.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| May 2012 | Board | One-time |

GOAL 4: TO DEVELOP AND STRENGTHEN PARTNERSHIPS BOTH WITHIN AND OUTSIDE OUR COMMUNITY.

Develop a plan for each Library Board member to liaise with a City Councilor, and the RDEK Area C director, to help establish an ongoing dialogue.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| September 2008 | Board | Ongoing |

Continue to actively participate in the Kootenay Library Federation.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| Continual | Staff | Ongoing |

Selectively participate in programs and initiatives launched by library related organizations.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| Continual | Board/Staff | Ongoing |

Create partnerships with local and regional literacy, cultural and workforce development agencies.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| Continual | Staff | Ongoing |

- ⇒ Seek out opportunities to develop a partnership with the local school district.
- ⇒ Be actively involved in the development of the District Literacy Plan.

Maintain a constructive relationship with the Friends of the Library.

| <i>Completion Date</i> | <i>Lead</i> | <i>Funding</i> |
|------------------------|-------------|----------------|
| Continual | Board/Staff | Ongoing |



PLANNING COMMITTEE

This strategic plan is the result of hundreds of hours of work by the members of the strategic planning committee:

M. Elaine Karras – Chair

Roberta Rodgers – Vice-chair and RDEK Area C Representative

Wendy Gook – Library Board Representative

Marilyn Forbes – Friends of the Library Representative

Jayne Garner-Galarneau – Community Representative

Deanne Perreault – Staff Representative

Ursula Brigl – Chief Librarian

APPROVAL

The 2008 – 2012 strategic plan was adopted by the Cranbrook Public Library Board of Trustees at its regular meeting on Wednesday, 21 November 2007.

Original signed by Keith Powell

Keith Powell, Chair

Original signed by Ursula Brigl

Ursula Brigl, Chief Librarian

Part of Our Growing Community