

**2021-
2025** **STRATEGIC
PLAN**

PREPARED BY

Lanark Highlands Public Library

Executive Summary

Lanark Highlands Public Library

Change is essential in continuing to meet the needs of our community. We strive to offer something for everyone whether you want to create, connect, discover or grow. In creating the 2021-2025 Strategic Plan the Library Board undertook an exciting strategic planning process. We reflected on our history, where we are now and the steps necessary to ensure that our Library continues to progress to meet the identified needs of the community now and in the future.

We used multiple approaches to uncover the needs of our community. We started with a Community Needs Assessment inclusive of a community survey, feedback from front line staff, Library Board visioning/planning sessions and best practices research.

"Our 2021-2025 Strategic Plan represents our people-oriented approach, as we endeavour to build a library centered around you - our users!"

Using the information gathered from these activities, the Library Board and staff met to develop a strategic plan to guide the Library's activities over the next four years. We explored obstacles and developed strategies to respond to them. The output of this process is the foundation of this document. Our 2021-2025 Strategic Plan represents our people-oriented approach, as we endeavour to build a library centered around you—our users!

We look forward to continuing to work with our community, our staff, our users and everyone who has not yet discovered all our Library has to offer.

Communicating the Plan...

To ensure that all community members, decision makers and Library partners understand and support the plan the Library Board and CEO will:

- Communicate our strategic priorities to residents, stakeholders and library staff to create a shared understanding of the future of the Lanark Highlands Public Library.
- The plan will be posted on the Library website, social media venues and made available at the Library for general public viewing.

The goals and objectives established under this plan will be reviewed annually and modified as necessary to keep pace with new developments and the changing needs of the community. Staff will consult the Strategic Plan when developing the budget so that funds can be effectively utilized to realize the plan's objectives. An electronic copy of this plan is available on the library's website at www.lanarklibrary.ca



Our Strategic Priorities

This plan is a roadmap that outlines a path for us to achieve our vision. Each of these five strategic priorities are the foundation for plans that lay out actionable steps, key players, tasks and measurable outcomes.

1

Community Engagement

2

Sustainability

3

Operational Excellence

4

Transformed Library Spaces

5

Redefine Our Role



Strengths:

We will draw upon our strengths to help overcome our weaknesses, mitigate the impact of threats, and better explore our opportunities.

Weaknesses:

Our weaknesses could slow or impede the progress of successfully executing our priorities.

SWOT Analysis

Strategic planning employs various methods of analysis in order to determine the current situation and future outlook of our Library. The purpose of this exercise was to reflect on internal and external environmental factors that influence the development of goals and objectives.

Opportunities:

If explored, opportunities can help minimize our threats, offset our weaknesses, and complement our strengths.

Threats:

Largely out of our control, we need to leverage our strengths and opportunities to overcome external threats.

Our Strengths (internal):

- Welcoming and safe environment
- Dedicated, customer-focused staff
- Strong management
- Interlibrary Loan Service
- Free WiFi/computer service
- Supportive library board
- Strong community and Township support
- Collections

Our Weaknesses (internal):

- Aging infrastructure with accessibility issues
- Limited hours of operation and dispersed work schedules cause staffing challenges
- Challenges with size and flexibility of space
- Under-developed processes/procedures

Strengths | Weaknesses Opportunities | Threats

Our Opportunities (external):

- Connect with the Community outside our walls (Outreach)
- Promote Literacy (incl. Digital)
- Developing partnerships with businesses, private sector, social organizations and schools
- Fundraising
- Expand our volunteer base

Our Threats (external):

- Demographics
- Budget pressures at local and provincial levels may result in reduced support for libraries
- Perceived relevance in the digital age
- Retention of staff
- Duplication of services within the community

Community Engagement

1

Goal Vision:

We will communicate and collaborate with the community and seek to form new partnerships. We will be aware of other services, share resources, increase our outreach efforts and work in alignment with our Township's goals. We will find new ways to market our services to the community.

How we will achieve this:

- We will improve our marketing materials to position LHPL as a valued community resource
- We will increase methods of communication and frequency to ensure transparency & accountability to all stakeholders
- We will strive to increase awareness of our collections, programs and services
- We will create more opportunities for our users to provide feedback
- We will seek out partnership opportunities and further develop our relationship with the Township
- We will build community-centred collections

Goal Vision:

We will advocate for appropriate funding, find sponsorships, engage young library users, explore new revenue streams, engage in long-term planning and invest for future projects.

How we will achieve this:

- We will seek opportunities to increase annual funding streams to sustain service levels
- We will develop collections and programming to attract the 15-25 age group
- We will develop strategies to engage families with young children
- We will improve long term planning
- We will work to maximize our materials budget

2

Sustainability

Operational Excellence

3

Goal Vision:

We will recognize internal opportunities and challenges, enhance our service delivery, improve customer service and analyze ways to continually improve. We will engage, mentor and provide professional development opportunities for our staff.

How we will achieve this:

- We will work to meet standards for service delivery for rural libraries
- We will improve the capacity of staff to function in all library roles
- We will create a customer service model that is responsive to the needs of our library users
- We will improve the average age of the collection
- We will expand services to outer areas of the Township

Goal Vision:

We will prioritize accessibility and ensure compliance with current legislation. We will explore new ideas for innovative layout and use of technology. We will continue to evolve our physical and virtual spaces to ensure functionality and aesthetics.

How we will achieve this:

- Improve accessibility & ensure compliance with current & upcoming legislative changes
- Maximize our usage of space to balance the variety of needs (collections, seating, meeting space, programming)
- Evolve our physical and virtual spaces to ensure appeal, ease-of-use and safety
- Provide for greater community access outside of regular library hours

4

Transformed Library Spaces

Redefine Our Role

5

Goal Vision:

As we endeavor to maintain relevancy we will work with our community to redefine our purpose. We will learn the needs and preferences of our community and as those expectations continue to change we will continue to reassess our role.

How we will achieve this:

- We will give the community opportunities to provide input into service planning
- We will identify service gaps in the community & determine whether we can fill them
- We will provide resources and opportunities designed to enhance the quality of life of our users

OUR MISSION

We celebrate ideas, promote creativity, connect people and enrich lives by providing access to information and changing technology.

OUR VISION

Lanark Highlands Public Library is a welcoming, inclusive, and creative space where people from all walks of life come to connect, discover, and grow.

WE VALUE

GOOD STEWARDSHIP:

The Library values responsible stewardship of all the resources with which we have been entrusted. We are accountable for ensuring the proper use of public funds. We take seriously our responsibility to maximize the efficiency of staff time and talent making the best use of all our resources in the delivery of quality library service.

INNOVATION:

We collaborate, evaluate and continually improve. We are creative and flexible. We take risks, embrace change and look for opportunities to say yes. We respond to present situations and anticipate future needs.

EXCELLENCE:

We are a vibrant, spirited library that demands outstanding performance in all areas.

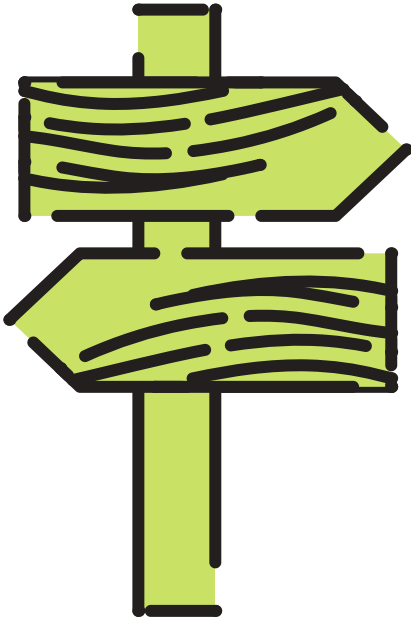
We perform with purpose to transform lives. We focus on quality, consistently aim high and deliver outstanding results.

ENGAGEMENT:

We aim to engage community members of all ages, to facilitate the exchange of ideas and information and to encourage innovative solutions to social and community issues. We support the economic vitality and diversity of our community.

ACCESSIBILITY:

We promote equity through acceptance, empathy, social justice and inclusion. We support and encourage learning in all forms. We provide services, collection items, resources, technologies, and facility modifications that serve the diverse needs and requirements of all of our users.



Next Steps...

Ensuring our success

The strategic plan sets the vision and direction for the library and is the foundation to guide decisions, projects and initiatives over the next four years..

To ensure its success:

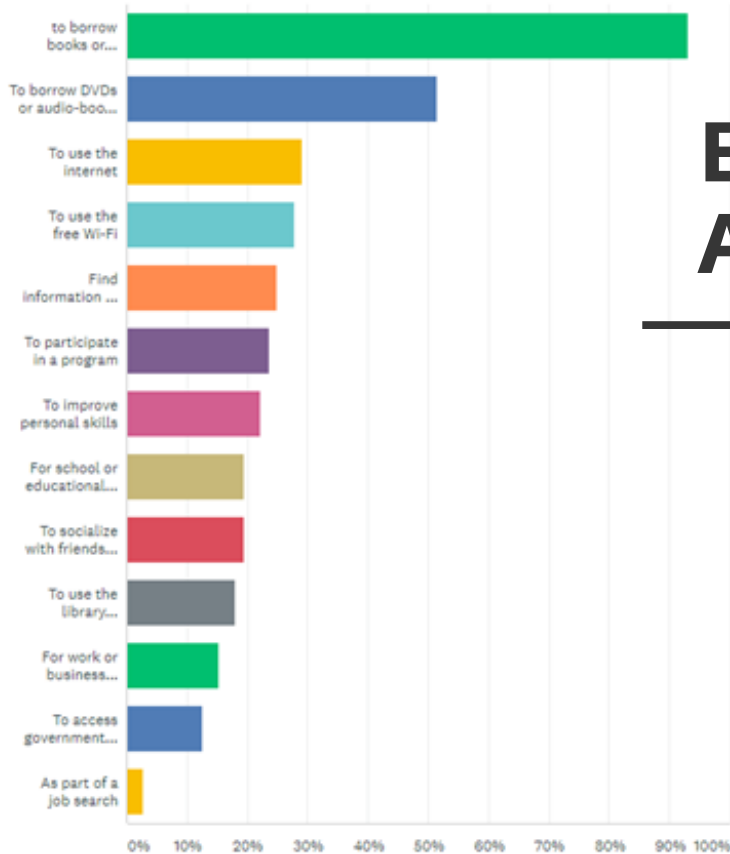
The strategic plan will be supported and implemented by board approved annual business plans and budgets which will integrate priorities into the annual planning process.

Detailed actions for each strategic priority will be documented in our annual action/business plan. This plan will include action items, tools and tasks, outcomes, key partners, budget considerations and timing over the next four years. Progress on our action plan will be detailed in our annual report to the community.

Library employee annual work plans will be developed to identify key actions that will move the plan forward. Reports and data will be presented to the Library Board to report on key performance indicators

Which of the following best describes the most common reasons you or your household members use the public library?

Answered: 72 Skipped: 1

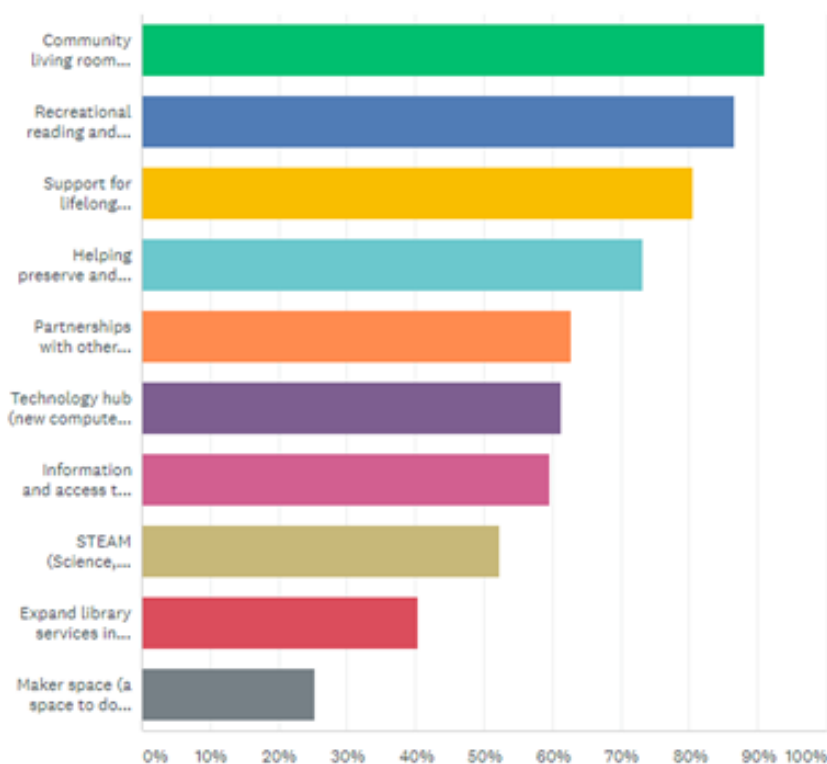


External Analysis

ANSWER CHOICES	RESPONSES	
▼ to borrow books or magazines for pleasure and entertainment	93.06%	67
▼ To borrow DVDs or audio-books for pleasure and entertainment	51.39%	37
▼ To use the internet	29.17%	21
▼ To use the free Wi-Fi	27.78%	20
▼ Find information on local history	25.00%	18
▼ To participate in a program	23.61%	17
▼ To improve personal skills	22.22%	16
▼ For school or educational purposes	19.44%	14
▼ To socialize with friends and neighbours	19.44%	14
▼ To use the library computers (other than internet)	18.06%	13
▼ For work or business purposes	15.28%	11
▼ To access government information and services like Service Ontario	12.50%	9
▼ As part of a job search	2.78%	2
Total Respondents: 72		

Your opinion: What roles do you think the library should try to fulfill?

Answered: 67 Skipped: 6



ANSWER CHOICES	RESPONSES
Community living room (meeting / gathering place with comfortable seating, books, crafts..)	91.04% 61
Recreational reading and viewing	86.57% 58
Support for lifelong learning, self-education	80.60% 54
Helping preserve and promote local culture and history	73.13% 49
Partnerships with other community organizations	62.69% 42
Technology hub (new computer equipment, scanners, 3D printers, gaming centre)	61.19% 41
Information and access to government documents and programs	59.70% 40
STEAM (Science, technology, arts, math) learning support	52.24% 35
Expand library services in outlying parts of the township	40.30% 27
Maker space (a space to do crafts, science, art)	25.37% 17
Total Respondents: 67	

Conclusion

We are excited to launch this four year strategic plan.
Thank you to everyone involved in the process as your ongoing
feedback is crucial to our success.

We look forward to connecting with all of you when you visit the
library and when we serve you out and about in the community.

Please contact us with any questions and comments
- we love to hear from you!

Comments & Feedback:

