

HALIBURTON COUNTY LIBRARY BOARD

Strategic Plan

2004 - 2006

Introduction:

Under the *Public Libraries Act*, it is the responsibility of the Haliburton County Library Board to maintain a “comprehensive and efficient public library service that reflects the community’s unique needs” (*The Public Libraries Act, RSO 1990, Chapter P-44, Subsection 20 (a)*).

Trends Affecting Public Libraries in General:

- Balancing technology with the personal touch
- Early retirements and influx of people from urban centres
- New generation growing up in technological, information-rich environments
- Big box bookstores have raised public’s expectations
- Busy people demanding more convenience
- Growth of home schooling and alternative schooling

Trends Affecting Haliburton County Library specifically:

- An aging population that is plugged in, highly educated, with disposable incomes
- Adults returning to Haliburton County to work
- Youth staying in the county, as opportunities to work in trades increases
- The need for a communications infrastructure
- The existence of two colleges in the area, and their increasing enrolment, will impact use and need

Strategic Direction 1:

Provide the communities of Haliburton with Public Library service that is accessible to all.

Goal 1.1 Ensure that buildings are accessible year round, and are adequate for the community’s needs

- 2004 - Conduct a branch assessment
- 2004 - Approach Township of Minden Hills regarding space requirements for the Minden Branch
- Approach ValuMart regarding the opportunity to co-house HQ and the Dysart branch
- 2005 - 1st quarter - Adopt benchmarks regarding branches
- 2005 - 2nd quarter - Explore re-establishing library committees for each branch
- 2005 - Work with Townships to establish communication, deadlines,

- expectations, etc. regarding building improvements including public accessibility
- Get estimates for upgrading branches to Ontario standards
 - 2005 - Minden and Dysart
 - 2006 - Wilberforce (chosen because it serves a large population, it is centrally located between Gooderham and Highland Grove, and is looking a little seedy and needs work)
- 2006 - Assess possibility of building new branches in Minden and Dysart (if other approaches are not effective)

Goal 1.2 Ensure that services are accessible

- 2004 - Review open hours
- 2004 - Look at usage trends hour by hour, in July and October
- 2004 - Publicize services on website - ILL, using VDX
- 2004 - Place strategic plan on website
- 2005 - Review open hours
- 2005 - Look at usage trends hour by hour, in July and October
- 2005 - Publicize services on website - collections highlights
- 2005 - Develop service standards for HQ
- 2006 - Review open hours
- 2006 - Look at usage trends hour by hour, in July and October
- 2006 - Publicize services on websites - new book lists
- 2006 - Develop service standards for the branches

Goal 1.3 Ensure that technology is appropriately used to enhance access

- 2004 - Access technology at HQ, ensure that appropriate software and networks are operable
- 2004 - Look at possibility of partnering with the County for technical services
- 2005 - Develop a technology plan for the library, HQ and branches

Strategic Direction 2:

Organizational effectiveness ensuring accountability

Goal 2.1 Board effectiveness

- 2004 - Assign a Trustee Council rep, who will attend Trustee Council meetings and report back to Board
- 2004 - Send members to OLA
- 2004 - Conduct Board orientation sessions
- Review Board policies annually
- 2005 - Assign a Trustee Council rep, who will attend Trustee Council meetings and report back to Board
- 2005 - Send Board members to OLA
- 2005 - Conduct Board orientation sessions
- 2005 - Streamline agendas to allow time for ongoing overview of practices and

procedures

- 2006 - Assign a Trustee Council rep, who will attend Trustee Council meetings and report back to Board
- 2006 - Send Board members to OLA
- 2006 - Conduct Board orientation

Goal 2.2: Library Resources Efficiently Managed

- Require CEO report to the Board at each meeting
- Maintain proper staffing at HQ and branches
- Review salary grids annually
- 2005 - Develop annual performance appraisal process
- 2006 - Implement performance appraisal process
- 2006 - Review policies and procedures regarding fines, overdues, and replacement charges

Goal 2.3 Accountable to public

- 2004 - Publish annual report
- 2005 - Publish benchmarks, policies, etc.

Goal 2.4: Fiscal responsibility

- Monitor budget variances, use to plan for following year
- Achieve sustainable funding to deliver needed service level, advocate to Townships and to Council
- Budget annually according to requirement of the Public Libraries Act
- Continue to apply for funding from other sources to support library services
- Work with Friends to develop long-term funding enhancements

Strategic Direction 3

Innovations in services delivery to better serve the population of the County

Goal 3.1 Identify services that might be delivered in non-traditional ways

- 2004 - Assess ILL delivery options, including branch-initiated, patron initiated
- 2004 - Assess use of volunteers, including the need for police checks
- 2005 - Explore service delivery options using community partnerships and volunteers
- 2006 - Assess the use of electronic information
- 2006 - Join the electronic purchasing consortium

Grade 3.2 Look for ways to enhance traditional services

- 2004 - Establish a “one card, one library” policy
- 2005 - Expand shut-in service, using volunteers and community partnerships
- 2005 - Establish policies and procedures for developing programming at the branches
- 2005 - Develop a furniture wish-list for the branches

- 2005 - Train branch to use enhanced searching on the ILL system
- 2006 - Explore fully automated circulation for the larger branches
- 2006 - Plan for meeting rooms, programming space, and community space when assessing future library space needs

Strategic Direction 4

Instill the Principles of Intellectual Freedom

Goal 4.1 Assess the collection development policy

- Maintain access to professional development tools (professional literature, membership to associations, etc.)

Goal 4.2 Evaluate all collections and services

- 2005 - Develop strategies for enhancing library collection
- 2005 - Develop benchmarks for collections - size, type, and funding
- Evaluate services offered to the public:
 - 2004 - Children's services
 - 2005 - Services to seniors, Talking Books, and Large Print collections

Goal 4.3 Develop tools to assist staff in dealing with challenges to materials

- Develop forms for material challenges

Goal 4.4 Reevaluate use of filters on public access computers

- 2005 - Develop procedure for inappropriate use of internet computers

Strategic Direction 5

Develop Partnerships with other community groups that will enhance the libraries' ability to serve their communities

Goal 5.1 Adopt policies to assist the Friends Group in their goals

- Board reports at all Friends meetings to provide information regarding Board policy and to facilitate attainment of mutual goals
- 2005 - Develop a wish list for service enhancements
- Invite Friends representative to Board meetings for information exchange
- Support Friends in the development and sustaining of partnerships (e.g. letters of thanks from the Board)

Goal 5.2 Prepare materials to support advocacy process

- 2005 - Initiate the gathering of information to assist Board, friends and staff in advocacy
- 2005 - Prepare communication plan, including exposure on Canoe
- 2005 - Prepare a synopsis of library achievements and needs

Goal 5.3 Develop tools to assist with decision-making regarding future partnerships
• 2005 - Write and approve policy regarding mutually beneficial partnerships

Goal 5.4 Provide training for Board and Friends group
• Attend Friends day at OLA
• Assist Friends group with membership to FOCL
• Assist Board and Friends with attendance at workshops (enrolment and mileage)

Strategic Direction 6

Instill a high quality service perspective in every aspect of the library's operations

Goal 6.1 Staff Training
• Send two staff members and CEO to Kempenfelt annually
• Provide staff and CEO with opportunity to attend SOLS workshops
• Develop an annual staff development day
 • 2004 - Customer Service
 • 2005 - To be determined
 • 2006 - To be determined
• Develop a Board supported staff recognition programme
• Support Excel programme

Goal 6.2 Performance appraisals
• Implement a cycle of performance appraisals, training, and feedback

Goal 6.3 Ongoing assessment
• Continue the planning cycle
• Assess the library's services against benchmarks annually