

# BIBLIOTHÈQUE ALLARD REGIONAL LIBRARY

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## STRATEGIC PLAN 2013-2016

November 2, 2012 Version



### BRANCHES

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#### **Bibliothèque Allard Regional Library**

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Fax: 204-367-1780  
E-mail: [info@allardlibrary.com](mailto:info@allardlibrary.com)

#### **Victoria Beach Branch Library**

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Phone: 204-756-2043  
E-mail: [victoriabeachbranch@hotmail.com](mailto:victoriabeachbranch@hotmail.com)

#### **Beaches Branch Library**

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E-mail: [beacheslibrary@hotmail.com](mailto:beacheslibrary@hotmail.com)

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# Preface

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The Board of Directors for the Bibliothèque Allard Regional Library is very pleased to share our vision, values, mission, priorities, and planned strategies/activities for the coming three years. The **2013-2016 Strategic Plan** is the result of an organizational review and planning process that took place with board and staff members in September and October, 2012 for the purpose of establishing a clear, unified sense of priorities and direction.

A collaborative approach was taken within the planning process, and it resulted in a wide variety of ideas and opinions to consider. Every piece of information received was reviewed in a systematic manner that allowed the priorities and values to rise to the top.

It is our hope that all people associated with the Bibliothèque Allard Regional Library, take some time to review the Strategic Plan. The vision, values and priorities of the organization will be considered within all future planning efforts associated with the three branches of our regional library.

***By directing multiple efforts of many people towards these priorities, together we will make the significant impacts we seek.***

Sincerely,

The Bibliothèque Allard Regional Library Board of Directors

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# Strategic Planning Process Overview

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From September to October 2012, the board and staff of the Bibliothèque Allard Regional Library conducted a strategic planning process with consultation provided by Community Futures Winnipeg River (CFWR). A strategic plan is a living document used to establish the direction of an organization and to guide its activities and initiatives. Strategic plans typically have a 3-5 year horizon and set the vision, mission, and broad strategic goals for the organization. Through strategic planning you create a picture of the current environment; envision the future of the organization; identify issues, opportunities and priorities; and determine ways to make the vision a reality.

The strategic planning process set out to achieve the following planning outcomes:

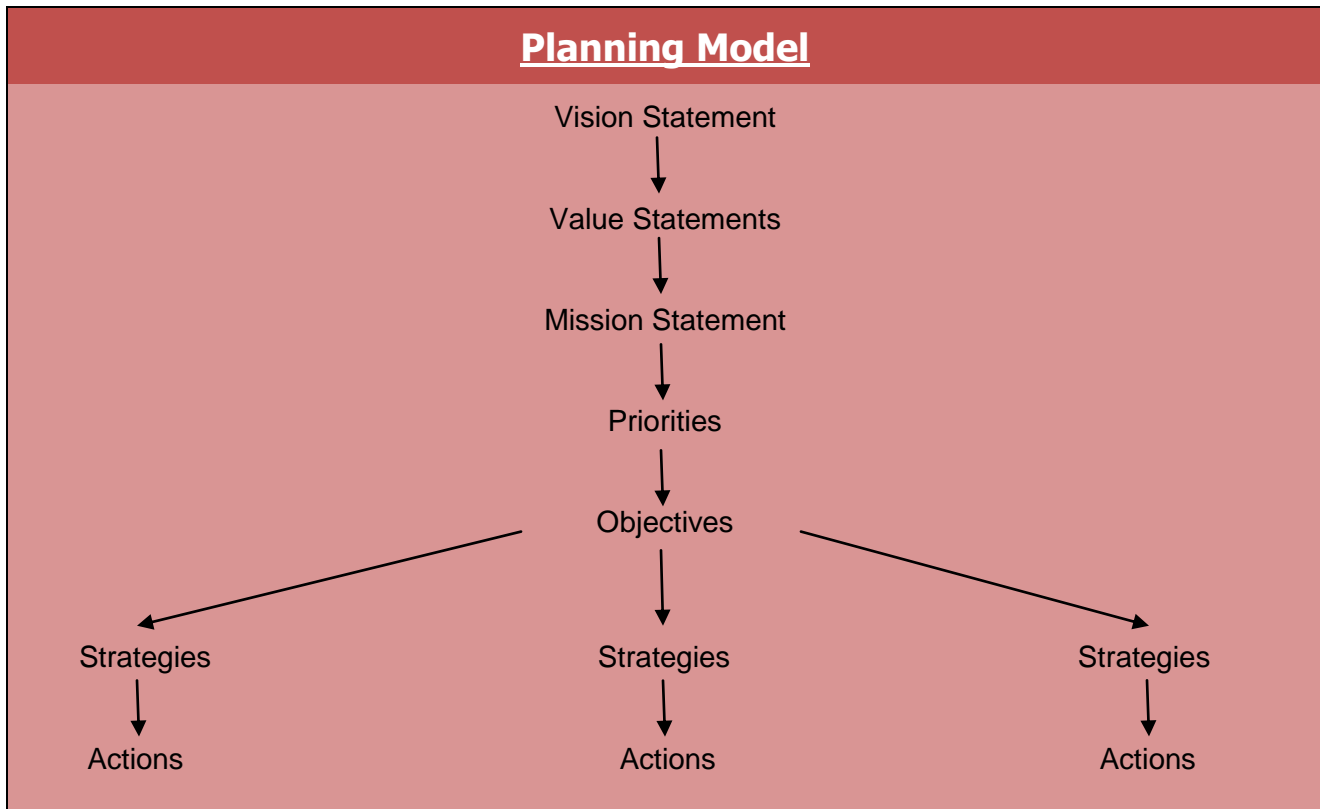
- To update the existing mission statement of the organization.
- To develop a vision statement and value statements for the organization.
- To determine future hopes and dreams for the organization.
- To determine priorities, strategies and key activities to focus on for the next three years.
- To increase understanding, communication and cooperation among members of the organization.

The strategic plan covers the timeframe of January 1, 2013 to December 31, 2016 and is overseen by the Board of Directors. The following chart outlines the key steps in the strategic planning process and the corresponding timeframe for each step:

Timeframe	Process Step
September 1-7, 2012	<b>Process Outline</b> – An overview/guideline of the strategic planning process was developed.
September 17 and October 15, 2012	<b>Strategic Planning Meetings</b> – The board and staff met on two occasions to discuss existing conditions, and to determine the mission, future vision, values, priorities, objectives, strategies, and activities of the organization.
September 18-October 31, 2012	<b>Documentation</b> – Meeting notes and the first draft strategic planning document were developed by CFWR and provided to the board and staff for review.
November - December 2012	<b>Review and Adoption</b> – Board and staff review the strategic plan. Plan is revised based on input and adopted by the Board following the final review.
January 1, 2013 – December 31, 2016	<b>Implementation</b> – The plan is communicated, implemented, monitored, adjusted as required, evaluated, and celebrated.
Yearly Basis	<b>Annual Planning</b> – The strategic plan is reviewed and considered within operational planning and budgeting processes of the organization each year.
September 2016	<b>Strategic Planning</b> – Strategic planning process begins again with the Board to plan for the next term.

# Planning Model

The following planning model was developed to visually depict the various planning components.



## Planning Model Notes

1. The planning components are shared among all board members, staff, and volunteers of the organization.
2. The Board will review and determine objectives and strategies on a regular basis (see **Annual Plan Template** on page 16). *NOTE: The objectives and strategies within the Strategic Plan were identified by October 2012. Additional objectives and strategies (related to the priorities) identified should be added to the Strategic Plan at regular times (i.e. quarterly).*
3. The Board will track progress made towards the objectives and strategies determined within this Strategic Plan (see **Annual Report Template** on page 17).
4. Specific projects, strategies or other initiatives can be planned and tracked in more detail using the **Action Plan Template** on page 18.

# About the Bibliothèque Allard Regional Library

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## **Mission Statement**    **Our purpose, why we exist.**

The Bibliothèque Allard Regional Library facilitates public access to library resources, programs, and services that enhance personal knowledge, the joy of reading, and quality of life.

## **Core Functions** | **Our key services and deliverables.**

We fulfill our mission by performing the following functions:

- 1. Organizational Governance** (board operations, policies & procedures, direction setting, planning, leadership, decision making, supervision of manager, etc.)
- 2. Organizational Climate** (Factors that impact the behaviors, feelings and thoughts of people within the organization such as teamwork, internal communication, commitment, belonging, motivation, job satisfaction, adequate resources, providing good service, etc.)
- 3. Public Relations** (marketing, phone/email communications, website, memberships, Facebook, group email, newsletter, etc.)
- 4. Administration** (equipment, supplies, reporting, daily operations, human resources, record keeping, meeting assistance, etc.)
- 5. Finances** (budget, payroll, payments, receivables, financial management processes, accountability, audit, cost efficiencies, etc.)
- 6. Facility Management** (maintain and operate all buildings, manage construction projects, repairs, maintenance, etc.)
- 7. Resource Acquisition, Organization, and Preservation** (books, videos, other print/electronic materials)
- 8. Programs and Events** (literacy/craft/ music programs, events, fundraising, workshops, etc.)
- 9. Services** (electronic and print reading material loans, facility rentals, public computer use, bilingual service, photocopying, faxing, disk repair, WIFI, e-library, etc.)
- 10. Volunteers – Friends of the Library**

# About the Bibliothèque Allard Regional Library

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## **Vision Statement** | **What we are striving to create.**

The Bibliothèque Allard Regional Library fosters an enriched, informed, and connected regional community, through the united service of our three branches. Our vibrant meeting places promote growth through the spirit of creative exploration and the pursuit of knowledge in people of all ages.

## **Values** | **How we intend to go about our business.**

The following values guide our decision making; our relationships with staff, volunteers and partners; and our service to our community:

- We treat all persons with integrity, respect and kindness.
- We deliver quality programs and services in a professional manner.
- We strive for effective and positive communication within our organization and to the public.
- We respond to evolving needs and interests through planning, innovation and teamwork.
- We collaborate with partners to maximize our resources for community benefit.
- We recognize and value the contributions of each volunteer and staff member.

# Priorities

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## **Strategic Priorities**

Priorities reflect the important issues, opportunities, and key focus areas, that when addressed, will allow the organization to flourish. From 2013-2016, the Bibliotheque Allard Regional Library will strategically focus efforts around the following two priorities:

1. Enhancing public awareness, interest, and participation in library programs, services, events and other initiatives.
2. Ensuring long term sustainability of the three libraries.



# Desired Outcomes, Objectives & Strategies

Objectives and strategies (methods and key activities) have been documented for each of the three priorities as a result of the information gathered during the planning sessions.

***It is important to note that additional objectives and strategies should be inserted into the Strategic Plan as they are identified.***

## 1 Enhancing public awareness, interest, and participation in library programs, services, events and other initiatives.

### Desired Outcomes

- People feel great pride and have favorable perceptions of our libraries.
- People see the library as the hub of the community.
- People enjoy coming to the library to read, explore, learn and socialize.
- Most people in our community use our services and attend our programs/events.  
(Want to shoot for 70%? – website says 60% of residents currently have library cards)

### Objectives and Strategies

#### 1.1 Provide a wide variety of programs, events and services to meet needs and interests for people of all ages.

Strategy (method or activity)	Timeline	Lead Role
Enhance our promotional activities (refer to next objective)	N/A	N/A
Conduct a survey to assess community needs/interests and to gain public input on ways to improve the library		
Gather program and event ideas from other libraries		
Host a wine tasting fundraiser in partnership with MLCC		
Establish a partnership with the Winnipeg Regional Arts Council to showcase and celebrate local artists through the library (i.e. Art Gallery, storytelling, etc.)		
Expand the Fall Festival of Colors (i.e. photo rally)		

Get involved/partner with other community events like 4P Festival (i.e. run an activity to bring people into the libraries)		
Hold a snow sculpture contest outside to draw people to library in conjunction with Winter Fest		
Plan and host various theme nights at the libraries (i.e. seasonal)		
Provide free food and drink at programs	Jan 1/13- Ongoing	Staff
Partner with schools to host a book fair		
Include people from your target market and partners in the planning of programs and events	Jan 1/13- Ongoing	Staff
Host a Chinese circus murder mystery event		
Expand and continue to grow the Crèche Festival		
Identify and implement more ways to use the outside area to attract people (i.e. picnic in the park)	Jan 1/13- Ongoing	Staff and Board
Develop book clubs at each library		
Host book launches		
Think creatively/differently – variety, try new programs and events	Jan 1/13- Ongoing	Staff and Board
Host a progressive supper (different surprise themes)		
Host a dinner theatre or bring a performer/group to the library (partner with Pine Falls Drama)		
Combine activities with story time (i.e. cooking)	Jan 1/13- Ongoing	Staff
Host movie nights		
Hold a library supper in the Beaches area		
Host a Dinner in the Dark event to test your taste buds		
Coordinate day trip/programs with senior residences		
Partner with the Academy of Learning to offer computer courses and promote through WRLC		
Coordinate library fieldtrips for students by partnering with the schools and other community events/facilities/groups		
Coordinate intergenerational programming to get youth and seniors		

together (i.e. SSMILE program – partner with Wings of Power)		
Host an Easter egg hunt for youth/families		
Host a family/public program or event at the school library locations		
Host a video game night		
Bring a sports celebrity out to speak (i.e. Bombers, Goldeyes or Jets)		
Host or invite a seniors group to host a seniors activity/event/program at the library (i.e. cooking, cards, tea)		

## 1.2 Improve public marketing strategies and efforts.

Strategy (method or activity)	Timeline	Lead Role
Purchase and install a billboard outside each library		
Coordinate school presentations		
Promote library services in senior residences (i.e. mobile books, etc.)		
Make more frequent Facebook posts	Jan 1/13- Ongoing	Staff
Recruit a youth board representative		
Initiate a promotional campaign to recruit youth volunteers		
Expand news articles to other papers (Victoria Beach, Clipper, Selkirk Journal)	Jan 1/13- Ongoing	Staff
Ask municipalities to send library notices/updates out with water bills		
Send library notices/updates to municipal and other local websites/Facebook/ /newsletters, etc. to post	Jan 1/13- Ongoing	Staff
Continue library quarterly newsletter	Jan 1/13- Ongoing	Staff
Promote meeting room space	Jan 1/13- Ongoing	Staff
Promote library programs/events on existing community billboards	Jan 1/13- Ongoing	Staff
Use more pictures and less words in our promotions	Jan 1/13- Ongoing	Staff
Ask students to Tweet Fleet and to like us on Facebook		
Have library flyers available at business locations to promote programs/services	Jan 1/13- Ongoing	Staff

Update group email list to include all email addresses of library members and send monthly notices/updates	Jan 1/13- Ongoing	Staff
Update and modernize library pamphlet		
Develop posters for each program/event and distribute through mass distribution methods (newsletters, member emails, Facebook, etc.)		
Develop a communication strategy to encourage parents/public to use school library locations		
Host an open house at the school library locations during parent teacher conferences		
Be more creative/modern in our marketing	Jan 1/13- Ongoing	Staff
Promote the various outside uses/benefits/assets of Allard Library	Jan 1/13- Ongoing	Staff
Promote our mobile app more (through schools and public)	Jan 1/13- Ongoing	Staff
Promote and encourage use of free Wifi both inside the library during business hours and outside the library at any time	Jan 1/13- Ongoing	Staff
Market the meeting room to various groups/organizations		
Promote e-libraries more (through schools and public)	Jan 1/13- Ongoing	Staff
Extend invitations for programs and events to regional communities	Jan 1/13- Ongoing	Staff

**1.3 Provide customer service that ensures a positive experience and easy use of library services.**

<b>Strategy (method or activity)</b>	<b>Timeline</b>	<b>Lead Role</b>
Coordinate with PCH to have rep pick up and drop off library material for their residents	Jan 1/13- Ongoing	Staff
Create outside drop boxes at Victoria Beach and Beaches Branch		
Install new lift at Victoria Beach Branch to allow easier access to downstairs library		
Purchase a bigger desk for Victoria Beach Branch		
Look into purchasing Ipads or Tablets (Galaxy) to rent out with electronic		

books on them		
Improve signage at Beaches Branch so people know where library is located		
Purchase and install equipment/ computer program to allow patrons to cross reference authors or find topical information (i.e. standing station)		
Purchase patio furniture for deck (i.e. heater, chairs, table)		
Purchase chairs for Victoria Beach Branch and create a seating area		

#### 1.4 Increase library membership and library material circulation by 10%.

Strategy (method or activity)	Timeline	Lead Role
Plan for and implement a membership drive to target non-members (i.e. new residents, etc.)		
Offer rewards for students to use libraries and e-libraries		
Implement customer service and marketing strategies as stated in previous sections		

## 2 Ensuring long term sustainability of the three libraries.

### Desired Outcomes

- The required people, infrastructure, operating money and other assets are available for the long term.

#### 2.1 Expand and maintain a strong and diverse network of partner organizations (community, region, province) to financially sustain the libraries.

Strategy (method or activity)	Timeline	Lead Role
Conduct a review the existing financial contributions and partnerships		
Identify and explore potential new partnerships		

Discuss long term financial commitments and possible funding increases with each financial partner		
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**2.2 Maintain an effective team of board, staff and volunteers to govern and operate the libraries.**

Strategy (method or activity)	Timeline	Lead Role
Develop and implement a volunteer recruitment strategy (include youth and new residents)		
Develop a system to identify strengths and interests of each board, staff, and volunteer and to match strengths and interests to roles within the organization		
Identify and provide required training as needed		

**2.3 Plan and act for the short, medium and long term viability of the libraries.**

Strategy (method or activity)	Timeline	Lead Role
Create new partnerships with other communities – take books to communities that do not have libraries, or have small libraries (i.e. Bissett)		
Develop an annual plan for fundraising to set monetary goals, to determine where money will be used (i.e. specific project or purchase), and to select initiatives and marketing strategies.		
Increase book sales for additional revenue (i.e. take to busier locations to make money such as the tourist info centre in Grand Beach)		
Apply for grants for programs and special projects whenever possible		
Solicit corporate donors (i.e. sell advertising through various means such as banners on tables selling books, names of rooms/areas, title sponsor of events/programs, etc.)		
Institute a paid service where books are brought monthly to locations without library access (i.e. Mines)		

Conduct strategic planning every three years		
Conduct annual planning every year along with the budgeting process		

## 2012 Annual Plan Template for Strategic Priorities

**Priority:** \_\_\_\_\_

<p style="text-align: center;"><b><u>Objective</u></b></p> <p><i>Describe the target, deliverable, or outcome your efforts/actions are intended to attain or accomplish. Objectives are SMART – Specific, measurable, achievable, realistic/relevant, and timed. Objectives can be process (develop, implement, establish, conduct, etc.) or outcome (increase, decrease, improve, etc.) based.</i></p>	<p style="text-align: center;"><b><u>Strategies</u></b></p> <p><i>List the key methods and activities you will undertake to achieve the objective.</i></p>	<p style="text-align: center;"><b><u>Involvement</u></b></p> <p><i>List groups and/or people that will be involved in each method/activity. Indicate a leader for each initiative as well (bold).</i></p>	<p style="text-align: center;"><b><u>Timeline</u></b></p> <p><i>Indicate desired timeframes in which each initiative will occur.</i></p>	<p style="text-align: center;"><b><u>Determinants of Success</u></b></p> <p><i>List the factors that will indicate that your strategies had the desired effect you were seeking in your objective.</i></p>



## 2012 Annual Report Template for Strategic Priorities

**Priority:** \_\_\_\_\_

<p style="text-align: center;"><b><u>Objective</u></b></p> <p><i>Describe the target, deliverable, or outcome your efforts/actions are intended to attain or accomplish. Objectives are SMART – Specific, measurable, achievable, realistic/relevant, and timed. Objectives can be process (develop, implement, establish, conduct, etc.) or outcome (increase, decrease, improve, etc.) based.</i></p>	<p style="text-align: center;"><b><u>Progress Report</u></b></p> <p><i>Highlight progress made and the corresponding timeframe.</i></p>	<p style="text-align: center;"><b><u>Evaluation</u></b></p> <p><i>Were your strategies implemented successfully and was the objective (desired result) achieved? Describe any variances from the intended objective to the actual results.</i></p>

**Action Plan Template for Strategies (Method, Activity, Initiative)**

**Method or Activity:** \_\_\_\_\_

<u>Tasks/Actions</u>	<u>Person(s) Responsible</u>	<u>Timelines</u>	<u>Resources Required</u>	<u>Progress Report</u>