

**Greater Madawaska Public Library**

**Strategic Plan**

**The Delfi Group**

**April 20, 2005**

## **Introduction**

The process begins with an agreement on “values” and a disciplined evaluation of both the internal (“strengths” and “weaknesses”) and external (“opportunities” and “threats”) environments. A “mission” is agreed upon which builds on the key strengths and the identified opportunities. The “mission” provides guidance for day-to-day decisions. The long-term goal is the “vision”.

The Delfi Strategic Development Process goes through four steps:

1. Where the Organisation is now

The Mission, History, Values, Strengths, Weaknesses, Opportunities and Threats are examined to determine a clear understanding of where the organisation is and how it got there.

2. Where the Organisation is going

The Vision of where the organisation is going and what it will look like is developed in concert with the Mission and Values. Critical Success Factors (CSFs) are established which will lead to the organisation achieving the Vision.

3. How it will get there

Plans are developed to achieve each Critical Success Factor, and Goals established for each action plan.

4. Staying on course

Progress towards achieving each Goal is tracked, and adjustments made as required.

Strategy development is a journey rather than a destination – an ongoing venture since the Organisation and the environment within which it operates is constantly evolving. A clear understanding of the Vision and a commitment to tracking progress allows the sensible modification of Plans and Goals as required.

The Delfi Strategic Planning Process has been used by Bonnechere Valley Township to guide that organisation and is available for public viewing at [www.bonnecherevalleytwp.com](http://www.bonnecherevalleytwp.com)

## Values

The Greater Madawaska Library Strategic Plan Group identified these organisational values:

- All visitors are treated with respect and courtesy
- The Library Board Members, Librarian and Volunteers enjoy what they do and with whom they work
- The Library Board delegates operating responsibility to the Librarian
- The Library is a happy and friendly place, and is accessible to all residents of Greater Madawaska and visitors
- The Librarian and the Library Board pay close attention to the Township Budget
  - Monthly review of expenses against budget
  - Variances are understood, and normally result from conscious decisions by the Library Board with guidance from the Council representative

## Mission

The mission for the library was confirmed by the GM Library Strategic Planning Group:

***Supporting literacy to Greater Madawaska residents of all ages, and providing support to the Tourist Industry by providing inter-net access to visitors.***

Implicit in this statement is that the library must also serve residents of Wards 2 & 3. The library is central for Bagot & Blythfield residents, but amalgamation with first Brougham and later Griffith & Matawatchan to form the Township of Greater Madawaska means that many residents face a long drive to use the available services.

If the library is to serve all residents, it also must be accessible by the visually and physically handicapped.

## Strengths

The Greater Madawaska Library has a number of significant strengths to build upon:

- Friendly and competent team (Librarian and Volunteers) who provide great service
- Reasonable fiction collection for a library of this size
- Schools' and Children's programs
- Good Township Administration and Custodial support (friendly and efficient)
- A clean building, good washrooms, parking, security, good lighting, close to Township Staff, easy access, easy to find and cost efficient
- Lots of Public Access Computers with print capability
- High Speed Internet
- Good Inter Library Loan Program
- Good Library Software (cataloguing, check out, will support remote on-line access)
- Good volunteer base for library work and fund raising
- Good Children's Reading Area and book collection
- Librarian good at getting Grant money
- Newspaper Column and articles provides good visibility in the community
- Special programs (John Allerton's Computer Course)
- Ability to support local businesses by providing tourists access to Public Access Computers
- Great accounting support from Township Staff
- Good reputation with Suppliers (bills are paid on time)
- Good photo copier and coiler

## **Opportunities**

The measure of success for the library is the number of items circulated, the amount of inter-net use by patrons, and the enjoyment of special programs by Greater Madawaska residents.

Procuring the software necessary to allow on-line access to the library with the ability to reserve books opens the door to providing effective access to residents of Wards 2 & 3. A weekly shuttle service could be established with books delivered to and picked up from a central location in each ward – thus making library accessibility a reality for these rate-payers. Shut-ins with home computers with inter-net capability could also reserve books with volunteers or neighbours making deliveries.

There is another opportunity for the Greater Madawaska Library to serve the Township. There is a large collection of legal documents the Township is required to maintain and make available when needed. These archives are presently difficult to access and are deteriorating.

There is a possibility to receive funding for the classification, preservation and organising of these records. If funding is available, this work could be performed under the general guidance of the librarian, and a system established to catalogue material for future accessibility. This, of course, is the essence of what libraries do.

Should sufficient space be available for the library and archive storage, a reading room could be shared. This would be available for those doing library or archive research, with access of records controlled by the library. The shared reading room would be a great help in reducing the congestion in the library.

**Vision**

The GM Library Strategic Planning Group identified the following vision elements:

1. Residents of Wards 2 & 3 using the library.
2. Increased book circulation and inter-net usage.
3. Current reference materials.
4. Enhanced non-fiction collection.
5. Recent best sellers in fiction collection.
6. More “Author” visits.
7. Room for research work.
8. Proper Circulation Desk and Librarian work station.
9. Township Archives maintained and accessed through the library.
10. Proper access for handicapped visitors.
11. Shut-ins having access to the library.
12. Expanded Pre-school kids program.
13. Special interest clubs (Chess, Mystery, Science Fiction etc.)
14. Exhibitions (Art, History etc.)
15. DVDs and Videos.
16. More “talking” books.
17. More mini courses (Computer, Photography, Family Tree Research etc.)
18. Increased periodicals.
19. Knowledgeable staff helping people find what they seek.
20. A place where people feel welcome.

## Critical Success Factors

The Strategic Planning Group identified the following Critical Success Factors. Achieving the “vision” will be best accomplished by concentrating on the following:

1. Obtain software that allows remote access to the library reservation system
  - This will allow people in Wards 2 & 3 with inter-net access the opportunity to use the library.
  - They would be able to reserve books on line, and developing a shuttle system (probably using local volunteers) to bring books to and from a central point in each area will make library access a reality for these residents.
  - This same technology will allow all Township residents with inter-net access to reserve their own books. This will be of particular value for shut-ins, with friends or volunteers able to deliver and pick up books on their behalf.
  
2. Township Archives maintained and accessed through the Library.
  - It will be necessary to determine what government funding, if any, exists to help restore and catalogue the Township Archives.
  - The Library would then provide Council with a proposal to supervise the preservation, cataloguing and storage of these materials. This proposal would also identify the required space for both the Archives and room for research work.
  
3. Develop a report that identifies the generic needs of the Library should GM Council require a location change.
  - In the event the space presently occupied by the Library is required for other purposes, this information will be required so an appropriate re-location decision can be made.
  
4. Develop a donation program for recent “Best Sellers” and periodicals.
  - This would be a different kind of fund raising.
  - The goal would be to co-ordinate the purchase of current fiction by Township residents who would donate the book after it had been read.
  - This donation would be recognised by an appropriate label on the book.
  - A similar program would be established for selected periodicals, so the Township residents would have access to popular magazines after they had been first read by the donor.
  - This would allow the book budget to be used to upgrade non-fiction and reference materials.
  
5. Attract more Volunteers
  - Volunteers are needed for a variety of tasks. They presently perform routine tasks, which relieves the Librarian for more complex duties, and are very active at fund raising.

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- There are additional areas requiring volunteers. They are also needed to deliver books to shut-ins, co-ordinate the book and periodical donor programs, to be “champions” for special interest clubs (Chess, Mystery, Science Fiction, Photography etc.) and for special events.
6. Members of GM Council value the Library
- The Library must not only serve the residents of Greater Madawaska, it must be “seen” to do so.
  - Members of Council must be aware of how the Library enhances the community in order to evaluate Library funding requests.
7. Provide more reasons to visit the library
- Mini courses (Computer, Photography, Family Tree Research etc.)
  - Special interest clubs (Chess, Mystery, Science Fiction, Photography etc.)
  - Exhibitions (Art, History etc.)
  - Kids’ programs
  - Author visits
  - Enhanced selection of books and periodicals

## **The Next Step**

The Greater Madawaska Library Strategic Plan Group has developed the Vision for the library, and the next step in the process is to develop specific plans for each of the Critical Success Factors. They have identified “where” the Library is headed, and the next step is determining “how” this will happen.

The Strategic Plan now belongs to the Library Board. Specific plans with meaningful goals are required for each CSF. These goals must be **Specific, Measurable, Agreed upon, Realistic and Time bound** to be effective. Finally, a person must be assigned the primary responsibility for each plan and the corresponding goal. This responsibility and authority rests with the Library Board

This process of planning with specific goals allows the process to move to the final “tracking” phase. A periodic evaluation of performance against the established goals will show if progress is as expected. Corrective actions and revised plans may prove necessary in some instances – circumstances change.

The Delfi Group will continue to support the process and is willing to work with the Library Board to develop the specific plans, goals and tracking systems necessary to make the “Vision” a reality!