

Strategic Plan 2018-2020



Bowen Island Public Library

Connecting islanders to each other and to the world



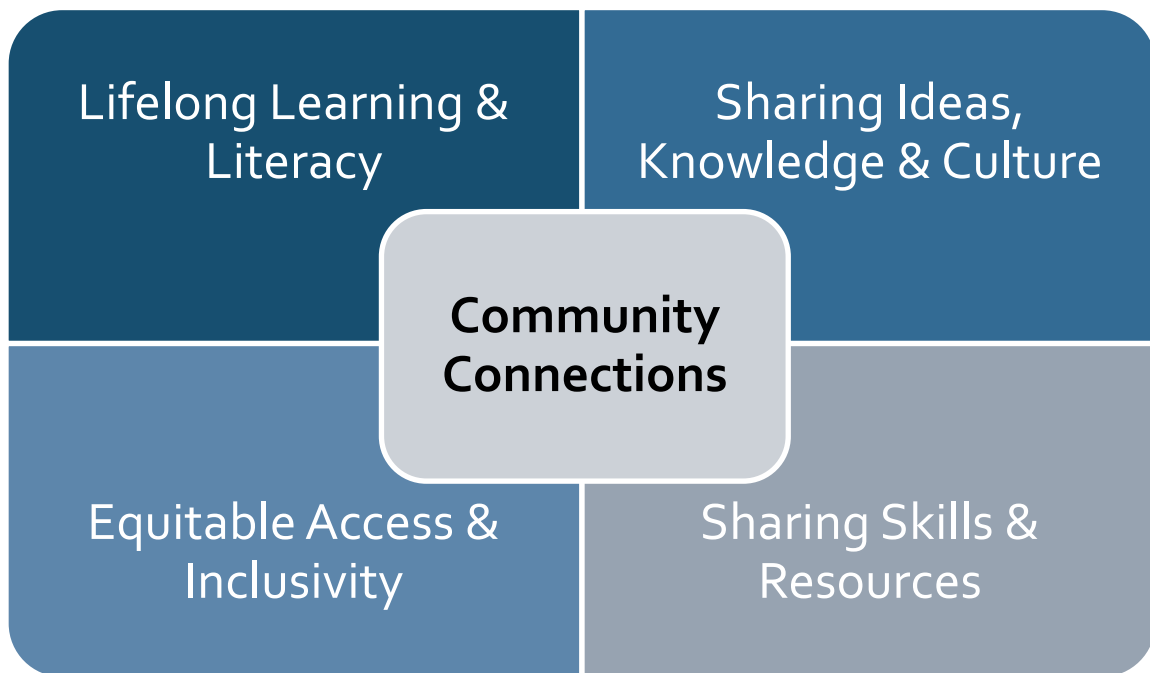
Introduction



The successful completion of the new Cove Commons building in March, 2018 was the exciting result of extensive collaboration between the Bowen Island Public Library and the Bowen Island Arts Council. The opening of the Cove Commons, and the renovation of existing library space, marked significant progress toward major priorities identified in the 2014-2016 Strategic Plan (updated in 2015): enhancing the library as a community gathering place, developing the library as a centre for literacy, and expanding the library's role as a place for collaboration and community sharing.

In May, 2018, the Board met to create a new set of goals for the next 18 to 24 months aimed at continuing to develop effective use of the new and existing spaces, as well as other aspects of Library operations, in ways that support the Library's mandate.

The basic pillars of the mandate, as identified by the Board through its Policy and Planning Committee, are:



Strategic Goals



Financial

1. **Effectively plan and employ our financial resources to support our strategic goals.**
 - Objectives
 - a. Define financial needs for coming 5 years.
 - b. Develop an accurate 5-year financial plan (2019-2023) that is approved by BIM
2. **Build reserves to support extraordinary or unforeseen financial needs.**
 - Objectives
 - a. Develop a fundraising plan with Bowen Library Foundation to support library specific goals
 - b. Coordinate with the Friends of the Library to clarify goals and to support their fundraising efforts
 - c. Fundraise with Bowen Island Arts Council (BIAC) for plaza completion



Patrons and Services

3. **Develop the Annie Laurie Wood Annex and Flex Room as a space that patrons use and cherish.**
 - Objectives
 - a. Articulate a vision for the Annex and imbed in staff workplan
 - b. Develop policies and procedures to support library use as priority for Annex & Flex Room
 - c. Design and furnish the Flex Room and Annex to best serve the uses and needs of library patrons.
 - d. Improve signage and information about ALWA
4. **Create an accessible, enticing and functional exterior that welcomes patrons and the general public.**
 - Objectives
 - a. Complete the outdoor plaza with BIAC and the Bowen Island Municipality (BIM)
 - b. Create policies for plaza use by public, Library and BIAC
 - c. Landscape north and west side of Annex
 - d. Improve parking for library patrons



Operations

5. **Refine our positive, professional relationship with BIM**
 - Objectives
 - a. Develop an engagement strategy to increase dialogue/communication with BIM
 - b. Promote board involvement at Council level
 - c. Seek BIM approval of our revised operating guidelines
6. **Develop enhanced external communications**
 - Objectives
 - a. Establish a Communications Committee of the Board
 - b. Assess community needs and possible gaps in service
 - c. Report on and market our services, value and achievements
7. **Conclude Cove Commons Construction Project**
 - Objectives
 - a. Complete Phase One joint fundraising with BIAC and account for all funds
 - b. Review and revise if necessary the Joint Governance/Operations Agreement
 - c. Establish and implement payment structure for Cove Commons shared costs



Our Team

8. **Strengthen our recruitment, retention and training of highly effective staff and volunteers.**
 - Objectives
 - a. Assess best mix of staff and volunteers
 - b. Conduct a salary survey and review salaries
 - c. Ensure adequate training to produce confident volunteers able to provide exemplary customer service
 - d. Provide opportunities for staff to develop and expand their abilities and expertise.
9. **Strengthen our recruitment and training of diverse and highly effective board members.**
 - Objectives
 - a. Provide opportunities for board development
 - b. Develop board assessment tools and schedule
 - c. Expand efforts to recruit new board members