



Strategic Plan of Service 2024-2027

Land Acknowledgement

In the spirit of respect, reciprocity, and truth, we acknowledge the traditional Treaty 7 Territory, which includes the ancestral lands of the Îyârhe Nakoda First Nations of Bearspaw, Chiniki, and Goodstoney, the Tsuut'ina First Nation, and the Blackfoot Confederacy First Nations of Siksika, Kainai, and Piikani. This territory is also home to the Metis Nation of Alberta, Region 3, within the historical Northwest Metis homeland.

We acknowledge these Nations as an act of reconciliation that is meant to honour, raise awareness, and express gratitude for the Indigenous peoples who have cared for these lands for generations.

Vision:

"The Library is a vibrant hub connecting Canmore's community."

Mission:

"Canmore Public Library is a welcoming, accessible, and free gateway to the world of ideas."

The 5 Guiding Principles:***Freedom of Expression***

The Library supports the essential belief that all persons have a fundamental right to have access to the full range of knowledge, imagination, ideas, and opinion, and to express their thoughts publicly. We defend and promote equitable access to the widest possible variety of content and resist calls for censorship that deny or restrict access to our resources or our spaces.

Adaptability

We stay aware of the changing needs and opportunities of our community and world, and actively work to address them.

Learning

We support ongoing learning of everyone in our community by providing a rich variety of resources that recognize and support diverse learning needs and interests.

Sustainability

The Library is a leader in sustainable practices in our community. In our facility, our programs and services we always work to reduce waste and environmental impact. We are committed to ensuring sustainable funding for the continued success and growth of the Library. We provide materials, programs and services that foster sustainable practices in the community.

Inclusion

We are committed to ensuring that the Library is a safe and accessible space for all. Our collections, programs and services reflect the diversity of our community and offer opportunities for learning and growth in understanding and practicing inclusion.

Strategic Goals:

The following goals are the key areas of strategic focus for the next four years:

Visibility — Increase community awareness of the Library to maximize our impact.

Connections — Cultivate relationships to support our community.

Innovation — Adapt our materials, programs, and services to anticipate and meet the ever-changing needs of the community and the continuous evolution of the Library.

Background to the New Action Plan

Preparation for the new CPL Plan of Service began in the Fall of 2022. Public feedback was gathered via community survey over a six-week period. The survey was available online and in print, in both English & French, and for the first time a separate survey was compiled for Members & Non-Members. A total of 212 responses were received. To supplement the survey results, additional feedback was gathered via five focus group discussions with specific stakeholder groups in the Spring of 2023. Finally, the Library Board held a day-long strategic planning session in May 2023 to confirm the Library's Mission, Vision, Guiding Principles and Strategic Goals that would serve as the framework for addressing public feedback over the next four years.

Goal: Visibility — Increase community awareness of the Library to maximize our impact.

	Responsibility	Timeline	Evaluation Criteria
Action: Proactive and ongoing promotion of new and ongoing Library programs and services that address community needs. <ul style="list-style-type: none">• Use of online resources (website, social media, newsletter) to increase awareness and accessibility of library services & programs.• Monthly article/ad in the local newspaper• Increase newsletter subscribers 25% each year over the next 4 years.	Staff	Monthly By Dec. 31 st each year	Adherence to Monthly/Annual PR Schedule #posts & engagements on social media maintained/increased as per annual PR plan Maintain/exceed # program participants as per annual program plan # partnerships maintained/built as per partnership map

			<p>Circulation stats indicate growth each year</p> <p>Membership stats are maintained or show growth each year</p> <p># newsletter subscribers increased each year</p>
<p>Action: Concerted public education and communication initiatives to improve recognition and awareness of Library programs/services.</p> <ul style="list-style-type: none"> • Creation & implementation of annual PR plan with schedule that includes all Social Media Platforms, Website, Newsletter and in-house displays. • Attend a minimum of 4 community events each year 	Staff	<p>Monthly</p> <p>By Dec. 31st each year</p>	<p>Circulation & services used indicate growth each year</p> <p>Membership stats are maintained or show growth each year</p> <p>Community engagement (usage statistics and feedback) increases annually</p>
<p>Action: Increase public awareness of the Endowment Fund and conduct an annual Library Endowment Fundraiser Campaign in partnership with the Friends of the Library and the Banff Canmore Community Foundation (BCCF).</p>	Board Staff	By Dec. 31 st each year	<p>Endowment Fund reaches 400K by end of 2027.</p> <p># partners & donors is maintained or increased annually</p>

Goal: Connections — Cultivate relationships to support growth across our community.

	Responsibility	Timeline	Evaluation Criteria
Action: Assess and establish annual targets for delivering programs & services to specific demographics/user groups. <ul style="list-style-type: none"> Promote availability of library spaces for use by community groups. 	Staff	By Dec 31 st each year	Maintain/exceed # program participants as per annual program plan Circulation stats indicate growth each year # of bookings for library spaces Feedback provided in patron evaluation forms is incorporated into the annual program plan
Action: Annually identify opportunities to build new partnerships and, also maintain, enhance & build upon existing partnerships. <ul style="list-style-type: none"> Identify 2-3 priority partnerships each year and actively work on initiatives/programs with each organization. Form a Partnership map to clarify connections 	Staff	Annually March 2024	# partnerships / # initiatives maintained or introduced as per annual program plan # partnerships maintained/built as per partnership map

<ul style="list-style-type: none"> Create a partnership framework to guide decision making and actions with identified partners 		Ongoing	<p>Feedback from partner stakeholders</p> <p>Increased teen membership & study groups</p> <p>Increase the # of room bookings by community partners in 2024 and maintain or increase each year thereafter.</p> <p>Tracking in kind \$ being spent in partnership initiatives</p>
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Goal: Innovation — Adapt our materials, programs, and services to anticipate and meet the ever-changing needs of the community and the continuous evolution of the Library.

	Responsibility	Timeline	Evaluation Criteria
<p>Action: Annually assess the Library's program and service needs to the community. Identify gaps, set goals for growth, expansion and sustainability of programs and services.</p>	Staff	By Dec 31 st each year	<p>Public & staff feedback</p> <p>Monthly & annual program stats</p>

Action: Remove financial barriers that impact library use/access: <ul style="list-style-type: none"> • Eliminate overdue fines • review/revise room rental fees, particularly for local non-profit groups and library partners. • Fully replace POS hardware with updated equipment and complete setup of internal procedures for electronic payment option(s) • Investigate and apply for alternate budget/funding sources to offset lost fine and rental revenue. 	Board Staff	January 2024 Ongoing By Dec 2024 Ongoing	Public feedback # of community groups using our space increases each year Monthly/annual budget revenue
Action: Build the Library of Things through additions to the in-house collection and via partnership opportunities with other community organizations.	Staff	Ongoing By Dec each year	# of items added to the Library of Things each year based on community need Annual circulation figures are steady and increase each year Annual # partnerships maintained/built as per partnership map
Action: Maintain wishlist and purchase items that fall outside the regular budget; utilize donations and partnership opportunities for collection development.	Staff	Ongoing	# and kind of items added to collection each year using donations/grants received annually

