



**Trochu Municipal Library  
Strategic Plan of Service (January 2023-December 2027)  
Mission Statement, Goals, Objectives and Measurement  
Adopted October 2022**

**MISSION STATEMENT:**

**The Town of Trochu Library is the welcoming heart of the community where literacy, discovery, creativity and connections are supported.**

- Adopted by the Town of Trochu Library Board, June 2022

**GOAL 1**

**Trochu Municipal Library will engage young readers in early literacy.**

**GOAL 2**

**Trochu Municipal Library will provide public access to the internet which enables residents and new immigrants to connect to the online world in order to know their community, find resources and seek services.**

**GOAL 3**

**Trochu Municipal Library will stimulate the imagination through reading, viewing and listening for pleasure. The library will help residents satisfy their curiosity and engage in lifelong learning.**

**GOAL 4**

**Trochu Municipal Library will provide a comfortable place, physically and virtually for residents.**

**GOAL 5**

**Trochu Municipal Library commits to good stewardship of resources and the focused and transparent operation of the organization.**

## GOALS, DESCRIPTIONS, OBJECTIVES and MEASUREMENT

### GOAL 1

**Trochu Municipal Library will engage young readers in early literacy.**

Children from birth to 5 will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

#### Objectives

1. Actively promote the One Thousand Books by Kindergarten program in 2023.
2. Introduce free membership for playschool students in 2023.
3. Organize K and playschool tours of the library in 2023.
4. Develop Library Outreach and Library Awareness events in 2023.
5. Encourage partnerships that offer weekly programming for children 0-5.

#### How can we measure?

1. Track the number of children utilizing the One Thousand Books program and report quarterly.
2. Track the number of playschool students who are provided with memberships annually and continue to track as they age.
3. Record and report on the K/preschool tour dates and outcomes.
4. Record and report on outreach and awareness events.
5. Manually gather statistics during the partnership programs.

#### What is the benchmark or current status?

1. One Thousand Books program is noted on the website but is under-utilized.
2. Free membership program for playschool students does not exist.
3. Tours have not been held recently (can be attributed in part to the pandemic lock-down).
4. Outreach and Library Awareness programs have not occurred.
5. Partnerships with McMan Centre and FCSS has been running during 2021 (how many weeks?)

#### What are we shooting for in one year? In five years?

1. That the One Thousand Books Program is advertised and supported at the library with at least 25% of the 30 children in the 0-4 range<sup>1</sup> participating in 2023 and that 75% of the target age range is participating by 2028.

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<sup>1</sup> Accessed at: <https://www12.statcan.gc.ca/census-recensement/2021>



2. That all the playschool students and all the kindergarten students each school year have toured the library at least once.
3. That the free membership offer becomes an annual encouragement for playschool students.
4. That Outreach and Library Awareness programming is occurring with intentional planning.
5. That the current partnerships continue weekly throughout the year.

## GOAL 2

**Trochu Municipal Library will provide public access to the internet which enables residents and new immigrants to connect to the online world in order to know their community, find resources and seek services.**

Residents will have high speed access to the digital world with no unnecessary restrictions or fees to take advantage of the wide range of resources and services available through the internet.

Residents will have a central source for information about the wide variety of programs, services and activities provided by community agencies and organizations.

New immigrants and refugees will have information on citizenship, English/French language learning, employment, public schooling, health and safety, available social services and any other topics that they need to participate successfully in Canadian life.

### Objectives

1. Track the number of library visits both in-person and virtually within the year to understand usage patterns to inform decision-making.
2. Develop ways including an introductory brochure of library services to engage residents and new immigrants in understanding the resources available at the library.
3. Ensure there is continuing education of staff and board members annually.
4. Ensure that social media posts are frequent and informational to keep the library profile positive and current.
5. Continue to update public computers.
6. Continue to offer printing and fax services.

### How can we measure?

1. A. Record the number of library visits<sup>2</sup> in at least 4 weeks (one in each quarter) including the time of day of the visit.  
 B. Record the number of library visits that access the public computers/internet services including the time of day and general purpose.  
 C. Record the number of visits to the library's website<sup>3</sup>.
2. A. The new program/event/outreach is developed and offered at least once annually.  
 B. There is a brochure available at various key organizations and offices such as realtors, town office and the library.

<sup>2</sup> 2022 Public Library Survey and 2021 Annual Report requests an "In Person Visit" count using a one-week count to provide an estimate for the year. Page 9.

<sup>3</sup> 2022 Public Library Survey and 2021 Annual Report. Page 9.



3. Continuing Education events are planned for and reported in written format to the Board for notation in the minutes.
4. Note the frequency and category for content of the social media posts and include as a question item on next patron survey.
5. Budget includes attention to the computer updates (using the IT funding and library funds).
6. Printing and fax services are cost-estimated in the annual budget.

What is the benchmark or current status?

1. A. The number of visits is estimated from a single week of recording.  
B. Virtual visits are noted in the Annual Report.
2. A. There is no available data on the library usage by new immigrants and refugees.  
B. A brochure was created in 2021 as a mail box stuffer.
3. There is sporadic attention to continuing education.
4. There are social media posts.
5. Computer updates need to be planned within the budget but they have occurred.
6. Printing and fax services are available but the costs are not evaluated.

What are we shooting for in one year? In five years?

1. The library manager and the Board are able to assess the hours of operation for alignment with the usage demand.
2. A. The Board and library manager analyzes gathered data from usage patterns and works with groups/categories to encourage their connection with the library in its role as the heart of the community.  
B. Develop an introductory brochure which outlines the services available at the library.
3. New residents and immigrants will be consistently invited to use of the library for a variety of purposes.
4. Staff and Board members will utilize the many available, no-cost opportunities to increase their knowledge of the functioning of various aspects of the library and the board.
5. Computer upgrades and the costs of printing and fax services are built into the annual budget.

### GOAL 3

**Trochu Municipal Library will stimulate the imagination through reading, viewing and listening for pleasure. The library will help residents satisfy their curiosity and engage in lifelong learning.**

Residents will find materials to enhance their leisure time when and where they want them and will have the help they need to make choices from among the options.

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

#### Objectives

1. Increase the # of books and resources available in the library and promote additional resources that can be accessed.
2. Increase the # of memberships in all age groups/categories.
3. Perform weeding of resources on a 3-year cycle.
4. Hold an annual book sale which includes weeded resources and donated resources.
5. Identify the “population categories” and develop or partner for relevant programming for each category.

#### How can we measure?

1. Use information gathered in the Annual Report to show progress towards the goal.
2. Understand the categories/groups of residents and track the # of memberships in the group/category.
3. Develop and maintain a 3-year weeding cycle for the resources beginning in early 2023.
4. Hold an annual book sale or a series of smaller sales.
5. The Board has a clear description of the population categories and programming for each.

#### What is the benchmark or current status?

1. Annual report for 2021 states there are 6942 print items and 236 non-print items in the current collection.
2. The number of memberships is 202<sup>4</sup> as of Dec 31, 2021. In May 2022, 49 patrons were purged due to inactivity since Dec 31, 2019.
3. Marigold performed a significant weed in 2019 removing 40% of the collection.
4. Information on population categories is relatively non-existent and current programming is limited to children and youth through McMan and with the Marigold summer student.

#### What are we shooting for in one year? In five years?

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<sup>4</sup> 2021 Annual report data.



1. The Board enables the library manager to increase the collection.
2. The number of memberships increases by 15% each year and we retain 95% of our membership.
3. The weeding process for 1/3 the collection and the book sale is annualized.
4. Population categories are identified and one new program is developed/adapted/adopted each year.

## GOAL 4

**Trochu Municipal Library will provide a comfortable place, physically and virtually for residents** to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking and encourage continued support for the library.

### Objectives

1. Ensure the hours of operation and events/programming are targeting specific audiences and their needs.
2. Develop a capital plan and capital reserve to enhance the comfort of the library space.
3. Manage the library's profile and messaging to enhance the library as a positive, inviting place in the heart of the community.
4. Undertake a deep cleaning annually.

### How can we measure this?

1. Gather feedback from a range of members and non-members to analyze the preferences of our audiences and identify service gaps.
2. There is a capital plan and capital reserve in place with activity to achieve upgrades.
3. Gather feedback from patrons and monitor newspaper articles and website posts.
4. The funds are available and an annual deep cleaning occurs.

### What is the benchmark or current status?

1. Current hours of operation are: Wed-Fri 10:30 – 5:30 and Sat 9-4 for 28 hours per week.
2. A. The library has a kids' table, bathroom, and a lovely spot by the window to encourage patrons to sit awhile  
B. Updates are considered out of the scope of the current budget and no specificity exists on what should be done if money were available.
3. A. In the first 6 months of 2021, the Board began addressing its profile by ensuring key messages were reported to Town Council and therefore reported in the paper.  
B. The Board has participated in high-profile fundraising events such as the Friends of the Library, the Highways clean up and the Book Sale.  
C. The Board has not made a presentation to Town Council in some years.
4. A deep cleaning has not occurred in some years.

### What are we shooting for in one year? In five years?

1. In one year, the Board will have gathered sufficient information on the targeted audiences and the hours of operation in order to align these if needed.



2. Funding is accumulating in the Capital Reserve and a prioritised plan is in place so that some improvements can be made. If a grant becomes available, matching funds and a plan exists to move forward.
3. A. The Board continues to manage its profile through positive reporting and participating in high-profile fundraising events.  
B. The Board makes an annual presentation to Town Council.
4. An annual deep-cleaning occurs.



## GOAL 5

### **Trochu Municipal Library commits to good stewardship of resources and the focused and transparent operation of the organization.**

The Board commits to understanding financial, governance and operational policy, using evidence-based decision-making and striving to improve the library and its operation.

#### Objectives

1. To review and update 1/3<sup>rd</sup> of its policies annually.
2. To understand and analyze the financial parameters to make accurate decisions regarding most aspects of the library.
3. To maintain accurate, timely reporting to those local and provincial structures who require reporting.
4. To create and publish electronically an annual report.
5. To value the collaborative relationship between the Board and the Library Manager with frequent communication.
6. To strive to improve library services based on community needs and input.

#### How can we measure this?

1. Track all the policies and their renewal dates and update as planned.
2. Ensure the Board receives regular financial data to analyze and make decisions and plan budgets.
3. The Annual Report to Marigold Library System, the Public Library Services Branch documents for reporting and applying for grant, the documentation required by the Town, Casino reporting are filed accurately and timely and used to provide the Board with data for decisions.
4. The annual report is created and published electronically.
5. Ensure policies, budget plans, services and programs as well as reporting mechanisms are created/updated/revised as needed with collaborative input from the Board and the Library Manager.
6. An annual community assessment is created and used.

#### What is the benchmark (current status)?

1. The 10 legislatively required policies are in place and have been submitted to Public Libraries Services Branch by Dec 31, 2022.
2. A. The library is under pressure financially as stable funding has not increased in years and staff have not had salary increases.  
B. The Board is receiving financial updates at each regular meeting.



3. Annual Reporting is occurring with increasing understanding of the reporting cycles and parameters including how to use the existing data for decision-making.
4. No annual report for the public exists.
5. The Board seeks input from the Library Manager on an increasing range of topics, policies and practices.
6. Currently no community assessment has occurred in some time.

What are we shooting for in one year? In five years?

1. Renewal of 1/3 of the policies occurs in a timely fashion each year. There is a complete renewal every three years.
2. Continuing efforts are made to fully understand the budget process, the reporting functions, the planning cycle and the relationship with other entities such as Marigold, the Trochu Municipal Library Society and the Town of Trochu to ensure the financial security of the Library.
3. Multiple Board members and the Library Manager understand and utilize the reporting tools to analyze data for better decisions.
4. The electronic publication of the first Annual Library Report occurs in early 2023.
5. The Library Manager and the Board communicate on issues, services, budget items, policies and program development.
6. A consistent community assessment format is developed that encompasses feedback from both users and non-users as to hours of service, collection relevance, services, etc.

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Pam Bezanson, Library Chairperson

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Date