



**GREATER VICTORIA  
PUBLIC LIBRARY**

2011-2014 Strategic Plan



**IMAGINE THE FUTURE.  
LOOK UP TOMORROW.  
REVIEW OUR PLANS.**

## CEO OF THE GREATER VICTORIA PUBLIC LIBRARY.

On behalf of the Greater Victoria Public Library, I am pleased to share the GVPL Strategic Plan 2011 – 2014. It reflects our vision for the future and will guide our actions for the next three years.

The Greater Victoria Public Library is one of the highest-circulating libraries per capita in the entire country and we have the second highest number of registered borrowers in BC. GVPL circulated 19.2 items for every resident in 2009, up from 15.1 items in 2008 and 16.2 in 2007.

With increasing library use – in person and online – we will continue to expand library service beyond our buildings to reach people where they live, work and play in the community.

Libraries are key partners in building better communities and supporting life-long learning. While technology is transforming much of the work we do, we will continue to bring people and ideas together, just as we have always done.

I am pleased to be part of such a vibrant and exciting time for the library. I would like to recognize and thank the Library Board for their vision, the Library Staff for their commitment and the community for its continued encouragement and support for the Greater Victoria Public Library.



**Maureen Sawa**  
Chief Executive Officer

A handwritten signature in black ink that reads "Maureen".

## CHAIR OF THE GREATER VICTORIA LIBRARY BOARD.

It's an exciting time for the Greater Victoria Public Library. After completing our award-winning facilities plan last year and seeing tremendous growth in library use in the region to become one of the highest in circulation per capita in Canada, we are now extremely proud to announce the release of our new strategic plan, our road map for the next three years.

The Greater Victoria Public Library Board developed this plan through extensive community and staff consultation and I am thrilled to invite you to 'look up tomorrow' with us as we move forward with our strategic priorities.

Your library is so much more than a place to borrow books. It's an invaluable resource for lifelong learning. It is your community living room, where everyone is welcome to study, to find information online, to discover – and, of course, to read.

Our new strategic plan reflects your needs and those of the entire community.

It provides us with clear priorities so that we will continue to fulfill the library's vision and inspire literacy, lifelong learning and community enrichment for all.

People are using the library in unprecedented numbers, and we want to be sure that all feel welcome, well-served and comfortable. We fully understand the importance of the library to the community, and we will continue to take that responsibility very seriously. By reaching out to create relationships and partnerships with diverse organizations and groups, we will expand the library's reach and continue to enhance the quality of life in our community.



**Karel Roessingh**  
Board Chair

A handwritten signature in black ink that reads "Karel".



## GREATER VICTORIA PUBLIC LIBRARY OUR VISION & MISSION.

### Vision

To inspire literacy, lifelong learning and community enrichment for all.

### Mission

To provide universal access to secure and safe library services, to foster the love of reading, and to enhance the quality of life in our community.

## GREATER VICTORIA PUBLIC LIBRARY STRATEGIC PRIORITIES 2011-2014.

**INSPIRE THE JOY OF  
DISCOVERY THROUGH  
PROGRAMS, COLLECTIONS &  
TRAINING OPPORTUNITIES.**

**CREATE GREAT LIBRARY  
SPACE TO MEET UNIQUE  
USER NEEDS, ONLINE AND  
IN PERSON.**

**ENGAGE PASSIONATE  
SUPPORTERS TO ADVOCATE,  
DONATE AND PARTICIPATE.**

**LEAD THE WAY TO  
LIFELONG LEARNING  
THROUGH PARTNERSHIPS  
AND OUTREACH.**



# INSPIRE

INSPIRE THE JOY OF DISCOVERY THROUGH PROGRAMS, COLLECTIONS & TRAINING OPPORTUNITIES.

1

Offer a stimulating, creative library environment so that individuals freely discover and explore their interests.

2

Enhance the accessibility and diversity of the collection so that the library is a convenient and relevant source of information and entertainment.

## HOW?

- » Use social media tools to connect the library with our community and create new virtual library space for people to express opinions and contribute content.
- » Provide staff with training to be confident navigators and knowledgeable hosts in the virtual community and in traditional library spaces.
- » Foster an invigorating, positive work environment for all staff and support their passionate commitment to exemplary public library service.

## HOW?

- » Balance a continuous demand for new print material and a growing interest in digital formats with a unique GVPL collection development strategy.
- » Increase the speed that materials move throughout the library system.
- » Introduce patrons to library material they may not discover on their own by improving the way collections are displayed, promoting the expertise of library staff, and making physical and virtual spaces more attractive and easier to use.

INSPIRE THE JOY OF  
DISCOVERY THROUGH  
PROGRAMS, COLLECTIONS  
& TRAINING OPPORTUNITIES.

3

Create, sustain and continuously assess library programs so that the community's capacity to grow and develop is realized.

#### HOW?

- » Continue to expand library service beyond library buildings to reach people where they live, work and play in the community; support staff to lead and develop new outreach opportunities.
- » Develop frameworks to evaluate the effectiveness of existing library programs and the viability of new program offerings given community needs, library resources and future trends.
- » Commit staff resources to support collaborative community programming; explore and discuss a wide range of social, political, and environmental issues based on community interests and popular topics.



INSPIRE



# CREATE

## CREATE GREAT LIBRARY SPACE TO MEET UNIQUE USER NEEDS, ONLINE AND IN PERSON.

1

Improve our capacity to deliver accessible and relevant library services, collections and programs.

2

Develop vibrant, popular community facilities so that spaces to meet, to study, to play and to connect are well-known and well-used.

### HOW?

- » Increase network capacity, bandwidth, wireless connectivity and automated systems to optimize use of library resources.
- » Effectively phase in newer technology to improve customer convenience.
- » Help patrons to discover a wealth of new and existing online programs and services at our virtual branch through a digital communication strategy.

### HOW?

- » Develop an implementation plan for *Making Space for the Future: GVPL's 15-year Facilities Plan* in order to provide safe, welcoming and well-maintained branches for the public and staff.
- » Create an appealing and renewed 'look' for GVPL.
- » Review the functional plans of existing library locations and make adjustments to better meet changing community needs for quiet zones, group study areas and flexible program space.

# ENGAGE

## ENGAGE PASSIONATE SUPPORTERS TO ADVOCATE, DONATE AND PARTICIPATE.

1

Expand the public library's capacity as a community builder in Greater Victoria.

### HOW?

- » Determine alternate options for governance of our public library system for the Greater Victoria area.
- » Be an active participant in municipal, provincial and federal initiatives to build better communities.
- » Anticipate the future role of the library to ensure GVPL remains relevant and actively engaged in change.

2

Continue to engage GVPL staff in the daily and the strategic decision-making of the library so that their experience and perspective is reflected in library service delivery.

### HOW?

- » Review the current library service delivery model to determine the most effective use of library resources; adjust service hours accordingly to best serve our community.
- » Create and implement an internal communications plan to foster staff engagement and support a dynamic organizational culture.
- » Employ project management techniques to improve resource planning and to align staff with strategic priorities.

3

Continue to find ways to engage new and existing library supporters so that they can make a personal and collective contribution to the success of the library system.

### HOW?

- » Increase GVPL's visibility in the community and reach new users and supporters through an effective marketing strategy.
- » Initiate a fund development plan to increase opportunities to support GVPL such as sponsorships, grants and giving opportunities.
- » Measure and communicate the library's social and financial contributions as a builder of strong communities.



# LEAD THE WAY TO LIFELONG LEARNING THROUGH PARTNERSHIPS AND OUTREACH.

1

Foster a passion for lifelong learning among people of all ages so that the library serves as a wellspring of ideas, new discoveries and community connections.

## HOW?

- » Work closely with the education community to fulfill our role in improving literacy and developing a community of learning.
- » Create relationships with community organizations to support the library's unique role as the Living Room for all to work and learn.

2

Understand and proactively address the unique needs of underserved populations so that the strength of the library's staff, collections and partnerships can be realized.

## HOW?

- » Provide ongoing training and support for staff serving diverse populations in the Greater Victoria area.
- » Identify underserved communities, pilot new library services in collaboration with these groups, and use mutually agreeable methods to define success.



**LEAD**



## BRANCHES

Central | Central Saanich | Bruce Hutchison  
Emily Carr | Esquimalt | Goudy | Juan de Fuca  
Nellie McClung | Oak Bay | Saanich Centennial

## LIBRARY ADMINISTRATION

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[gvpl.ca](http://gvpl.ca)